



Webinar

ULI Global Webinar: Powerhouses in Question: The Evolution of Global Business Districts - APAC/Europe

Date: December 05, 2025

00:00:00 --> 00:00:03: I am very pleased and excited to share this latest
00:00:03 --> 00:00:06: version of the Global Business Districts report.
00:00:07 --> 00:00:12: Developed with the support of the Global Business District
Innovation
00:00:12 --> 00:00:16: Club, the study looks at 30 major business districts globally
00:00:16 --> 00:00:20: and what makes them competitive from a talent perspective
to
00:00:20 --> 00:00:24: investment to sustainability and mobility issues.
00:00:24 --> 00:00:28: Our previous editions were published in 2017 and 2020 and
00:00:28 --> 00:00:31: gave unique insights about global business districts.
00:00:31 --> 00:00:35: But obviously since then the world has changed quite
significantly.
00:00:35 --> 00:00:40: Work patterns have changed, urban expectations and and
global competitiveness
00:00:40 --> 00:00:44: have all shifted and business districts are really at the
00:00:44 --> 00:00:44: centre of it.
00:00:45 --> 00:00:49: This 2025 edition of the report provides a fresh assessment
00:00:49 --> 00:00:53: and independent analysis and guidance on how cities can be
00:00:53 --> 00:00:57: more prepared for the future in terms of business districts.
00:00:58 --> 00:01:01: The agenda for today's session will involve first a short
00:01:01 --> 00:01:04: presentation of the report's key findings.
00:01:05 --> 00:01:08: Following that, we'll have a panel discussion with some key
00:01:08 --> 00:01:12: stakeholders involved in global business districts who will
share their
00:01:12 --> 00:01:15: perspectives on the report and the outlook for for the
00:01:15 --> 00:01:16: business districts.
00:01:17 --> 00:01:20: There is AQ and a function in Zoom at the
00:01:20 --> 00:01:22: bottom of your screen.
00:01:22 --> 00:01:24: So if you'd like to submit any questions related to
00:01:24 --> 00:01:26: this theme or topic, please do.
00:01:26 --> 00:01:29: And if we have time, we will try to address

00:01:29 --> 00:01:31: them as part of the panel discussion later.

00:01:32 --> 00:01:36: But with that, I'd now like to introduce Mark Lemitt

00:01:36 --> 00:01:37: from EY France.

00:01:37 --> 00:01:41: He will take us through the key findings from the

00:01:41 --> 00:01:45: 2025 Global Business District Attractiveness Report.

00:01:46 --> 00:01:46: Over to you, Mark.

00:01:47 --> 00:01:50: Thank you, Simon, and good morning or good afternoon.

00:01:50 --> 00:01:52: Good evening to all of you.

00:01:52 --> 00:01:53: Thank you very much for being here.

00:01:55 --> 00:01:59: I'll very happy to present the 3rd edition of this

00:01:59 --> 00:02:03: joint venture that we have done with you and I.

00:02:03 --> 00:02:06: And I want to thank and the knowledge also the,

00:02:06 --> 00:02:11: the great support of the Global Business District Innovation Club.

00:02:11 --> 00:02:13: For those of you who don't know this alliance of

00:02:13 --> 00:02:17: the largest and most innovative business districts, please look them

00:02:17 --> 00:02:19: up on the Internet, reach out to them.

00:02:19 --> 00:02:23: They're a great group and they basically supported and finance

00:02:23 --> 00:02:27: this research, which were I'm happy to present very, very

00:02:27 --> 00:02:30: shortly because we have a great panel.

00:02:30 --> 00:02:33: So if we can move to the next slide, please,

00:02:33 --> 00:02:37: the next slide because this is the title and you

00:02:37 --> 00:02:41: kind of understand in powerhouses in question what I will

00:02:41 --> 00:02:44: be discussing and presenting this morning.

00:02:45 --> 00:02:49: Simon already mentioned that it's a, you know, we, we

00:02:49 --> 00:02:53: went around the world because that's the context and the

00:02:53 --> 00:02:57: background of the 30 largest business districts again in the

00:02:57 --> 00:03:01: 3rd edition went from 25 business districts in 2020.

00:03:01 --> 00:03:05: Last time we did publish the report and we were

00:03:05 --> 00:03:07: in the first months of the pandemic.

00:03:07 --> 00:03:12: So it was a big moment of very impressive very,

00:03:12 --> 00:03:20: you know, sometimes very difficult complex analysis, but we managed

00:03:20 --> 00:03:25: to get it through and the, the previous one covered

00:03:25 --> 00:03:27: about 2020 bit.

00:03:27 --> 00:03:30: So we, we enlarged the group of of benchmarks.

00:03:30 --> 00:03:34: We did look at 8 dimensions because you don't want

00:03:34 --> 00:03:37: to give score on a general basis.

00:03:38 --> 00:03:43: All these business districts are located in very different geographies,

00:03:43 --> 00:03:46: very different economy, real estate, people dynamic.

00:03:47 --> 00:03:49: So on the bottom of the page you see, and
00:03:49 --> 00:03:51: for those of you who are curious about the details
00:03:51 --> 00:03:54: of the report, there is AQR code at the end.
00:03:54 --> 00:03:57: And I really encourage you to deep dive into the
00:03:57 --> 00:04:01: longer form because really this is where you will find
00:04:01 --> 00:04:05: case studies and insights from, from great people that we've
00:04:05 --> 00:04:08: interviewed, 250 members from ULI who gave us a little
00:04:08 --> 00:04:11: bit of time to understand the current state and the
00:04:11 --> 00:04:14: future state of business districts.
00:04:14 --> 00:04:17: And of course, we looked at loads of data as
00:04:17 --> 00:04:19: we do at EY and ULI and I'm happy to
00:04:19 --> 00:04:21: present just some of them.
00:04:21 --> 00:04:25: So I'll, I'll just focus on what for me personally,
00:04:25 --> 00:04:28: we're the most interesting or at least this morning.
00:04:28 --> 00:04:32: I'm based in Paris this morning, the facts and figures
00:04:32 --> 00:04:35: that I really want to keep for the panel.
00:04:35 --> 00:04:37: And and of course, the panel's free to look at
00:04:37 --> 00:04:39: other aspects of this research.
00:04:39 --> 00:04:43: So let's go to the next slide and and really
00:04:43 --> 00:04:47: for us probably the first and biggest surprise of all
00:04:47 --> 00:04:55: when we interviewed 200 plus leaders, investors, developers,
occupiers, architects,
00:04:55 --> 00:05:00: managers of those business districts and asked them, are those
00:05:00 --> 00:05:05: business districts, the ones you manage, you invest in, you
00:05:05 --> 00:05:10: occupy, are there more or less attractive than in 2020?
00:05:10 --> 00:05:13: And of course there was an effect of progression and
00:05:13 --> 00:05:16: and getting back to normal, but just not the new
00:05:16 --> 00:05:17: normal.
00:05:18 --> 00:05:22: And 63% of them said, yes, those concentration of office,
00:05:22 --> 00:05:28: but also retail, housing, public equipment are more attractive now
00:05:28 --> 00:05:29: than in 2020.
00:05:29 --> 00:05:32: So it, it kind of sets the stage of we're
00:05:32 --> 00:05:36: progressing to a positive to a changing mode.
00:05:36 --> 00:05:39: And I want to give you the reason why the
00:05:39 --> 00:05:43: positive and also some of the obstacles or challenges that
00:05:44 --> 00:05:48: they are facing before looking at 4 megatrends that we
00:05:48 --> 00:05:52: think are kind of designing or defining the future of
00:05:52 --> 00:05:53: business district.
00:05:54 --> 00:05:58: Why are these business districts still the powerhouses that
they
00:05:58 --> 00:06:01: are today and which is reflected in this number?

00:06:01 --> 00:06:04: So the next slide will give you for me, if

00:06:04 --> 00:06:06: we can go to the next slide.

00:06:06 --> 00:06:07: Kirsty, thank you very much.

00:06:07 --> 00:06:08: Thanks so much.

00:06:09 --> 00:06:13: It's it's really a concentration of 2-3 figures that I

00:06:13 --> 00:06:15: want to present this morning.

00:06:16 --> 00:06:17: The rest again is in the report.

00:06:18 --> 00:06:23: There is legacy, there is branding the Manhattan's, the cities,

00:06:23 --> 00:06:28: what's happening and and how Singapore, Hong Kong, Ladifalls, Beijing

00:06:28 --> 00:06:34: have established themselves as powerhouses in terms of the concentration

00:06:34 --> 00:06:38: of of course presence of investment and and stock and

00:06:38 --> 00:06:42: inventory of real estate in many, many shapes and forms.

00:06:42 --> 00:06:48: The enormous amount of economy power in those thirty locations.

00:06:49 --> 00:06:52: But really on the right hand side you see why

00:06:53 --> 00:06:57: companies are very, very much focused and sensitive to the

00:06:57 --> 00:07:01: development and to the future and are voting yes, they

00:07:02 --> 00:07:03: are more attractive.

00:07:04 --> 00:07:09: Talent is the number one reason 7 million people currently

00:07:09 --> 00:07:13: at when we did the study early in 20257 million

00:07:14 --> 00:07:17: people occupy, go to work, not every day.

00:07:17 --> 00:07:20: I'll give you some of that later on in the

00:07:20 --> 00:07:24: business districts in cities where you have more than 200

00:07:24 --> 00:07:25: million people.

00:07:25 --> 00:07:31: So it's first, the lure of demographics and the concentration

00:07:31 --> 00:07:35: of talent, the ability to draw talent in those real

00:07:35 --> 00:07:40: estate concentration and, and hubs of the, of the office

00:07:40 --> 00:07:44: and work where and that's the second to data that

00:07:44 --> 00:07:46: I think is fascinating.

00:07:47 --> 00:07:51: 84 of the Fortune 500, the largest companies of this

00:07:51 --> 00:07:54: world are located in the very center of those business

00:07:55 --> 00:07:58: districts in cities where you have almost half, half of

00:07:58 --> 00:08:03: the headquarters, the global headquarters of the Fortune 500.

00:08:03 --> 00:08:08: So it's about focus, concentration, power, legacy, brand money first,

00:08:08 --> 00:08:12: not saying that this legacy cannot change because they are

00:08:12 --> 00:08:13: headwinds.

00:08:13 --> 00:08:15: And 1st, I want to take you to some of

00:08:16 --> 00:08:20: the headwinds that we uncovered in the research and it's

00:08:20 --> 00:08:22: on the next slide, Kirsty, please.

00:08:25 --> 00:08:28: Headwinds that you all are experiencing and they are variations

00:08:28 --> 00:08:29: of these headwinds.

00:08:29 --> 00:08:33: When we look at geographies that are where you have

00:08:33 --> 00:08:38: more growth, less growth, more ability to get people back

00:08:38 --> 00:08:42: to work because of course, the remote work phenomenon that

00:08:42 --> 00:08:46: that developed on the back of the pandemic, that had

00:08:46 --> 00:08:51: started in some geographies before the pandemic, to be honest,

00:08:51 --> 00:08:53: is 1 big factor.

00:08:53 --> 00:08:57: And also the economy pressure that we all feel, all

00:08:57 --> 00:09:02: not only developers and investors, but also occupiers and most

00:09:02 --> 00:09:06: of most of the people we interviewed And where this

00:09:06 --> 00:09:10: information, this pressure is reflected by is the world of

00:09:11 --> 00:09:13: occupiers and the talent employed.

00:09:14 --> 00:09:22: Across the 30 business district, we've calculated an average presence

00:09:22 --> 00:09:27: of 3.4 days per week, but with big variations in

00:09:27 --> 00:09:30: Asia, we're much closer to 4.5.

00:09:31 --> 00:09:33: In most U.S.

00:09:33 --> 00:09:38: business districts, we are in the vicinity of 2.5 to

00:09:38 --> 00:09:38: 3.

00:09:39 --> 00:09:43: In Europe you have variations between the various locations and

00:09:43 --> 00:09:47: of course we've looked at high growth emerging destinations in

00:09:47 --> 00:09:51: Africa, Latin America, the Middle East, of course, where this

00:09:51 --> 00:09:52: presence is also very high.

00:09:53 --> 00:09:57: The perspective is that occupiers and thanks to great help

00:09:57 --> 00:10:01: and statistics by CBRE, the perspective is that 60% of

00:10:01 --> 00:10:05: occupiers are saying and we think that's the pretty much

00:10:05 --> 00:10:07: the trend that we have to keep in mind are

00:10:08 --> 00:10:12: expected to reduce their footprint over the next three years.

00:10:12 --> 00:10:15: Most of them have already reduced it by 15 to

00:10:15 --> 00:10:19: 20% in the past three years and will reduce it

00:10:19 --> 00:10:23: more and will apply more pressure to cost and occupancy

00:10:23 --> 00:10:25: in those business districts.

00:10:25 --> 00:10:27: Let's now deep dive into the megatrends.

00:10:27 --> 00:10:30: I'll you know, keep the fast pace and sorry for

00:10:30 --> 00:10:33: just focusing on one or two data that I think

00:10:34 --> 00:10:37: is is important for this morning or this afternoon.

00:10:37 --> 00:10:38: Sorry.

00:10:38 --> 00:10:42: Let's go to the 1st and probably the most critical

00:10:42 --> 00:10:46: of all the megatrends that came out of the research

00:10:46 --> 00:10:46: talent.

00:10:46 --> 00:10:51: The priority now is that when you're a developer and

00:10:51 --> 00:10:56: investor and owner and manager of business history to not

00:10:56 --> 00:11:00: only speak with the VP of real estate of a

00:11:00 --> 00:11:05: large medium sized company wanting to occupy office space

00:11:05 --> 00:11:09: in

00:11:09 --> 00:11:11: the hub of business in the mega cities that they're

00:11:11 --> 00:11:16: they're located in.

00:11:16 --> 00:11:19: You also want other things and you want to speak

00:11:19 --> 00:11:22: to the 2829 thirty year old average.

00:11:22 --> 00:11:26: That's the average that we have as EY as an

00:11:26 --> 00:11:29: occupier of three million, 3.5 million square meters across the

00:11:29 --> 00:11:34: globe, mostly in those business districts.

00:11:34 --> 00:11:39: Talent is what those stakeholders have to focus on and

00:11:39 --> 00:11:42: and they are not changing in moods, but the aspirations

00:11:42 --> 00:11:47: and they ask are on the left hand side very,

00:11:47 --> 00:11:50: very clear and some are accentuated in the 2025 research.

00:11:50 --> 00:11:53: I'm just pointing out to one key feature that really

00:11:53 --> 00:11:55: came out of the research as a very two very

00:11:55 --> 00:12:00: important priorities.

00:12:00 --> 00:12:04: I'll just focus on accessibility, accessibility to the residential

00:12:04 --> 00:12:08: area

00:12:08 --> 00:12:11: where distance and cost and the importance of public

00:12:11 --> 00:12:13: transportation

00:12:13 --> 00:12:17: is becoming clearer, clearer as a as a big priority,

00:12:17 --> 00:12:21: big ass, big must for most of the talent and

00:12:21 --> 00:12:25: most of the occupiers.

00:12:25 --> 00:12:29: As a consequence, safety has become also a big a

00:12:29 --> 00:12:32: big factor in some of the cities.

00:12:32 --> 00:12:35: I'm not mentioning particular geographies because you have

00:12:35 --> 00:12:40: sensitivities about

00:12:40 --> 00:12:44: safety, safety KPIs that are very different across.

00:12:44 --> 00:12:45: But we've heard from many, many stakeholders that this is

00:12:45 --> 00:12:49: an issue that they're very much taking care of.

00:12:49 --> 00:12:53: They're very worried that it could develop a bad reputation

00:12:53 --> 00:12:57: or lack of attractiveness and competitiveness down the down the

00:12:57 --> 00:13:00: road.

00:13:00 --> 00:13:04: The rest I think the panel will cover, of course,

00:13:04 --> 00:13:08: the obligation to have to establish a housing or residential

00:13:08 --> 00:13:12: business or value proposition, mixed-use and vibrancy.

00:12:58 --> 00:13:01: Again, talent is the priority.

00:13:01 --> 00:13:03: And you see with the numbers on the right hand

00:13:03 --> 00:13:04: side why it is.

00:13:04 --> 00:13:05: It's coming from the research.

00:13:05 --> 00:13:11: Megatrend #2, please, Kirsty, megatrend #2 is about the big

00:13:11 --> 00:13:16: divide among the real estate supply, the real estate dynamics.

00:13:17 --> 00:13:22: Most of the business district we've spoken with have to

00:13:22 --> 00:13:27: manage a pretty dynamic market across a big context that

00:13:27 --> 00:13:30: is very difficult to navigate.

00:13:30 --> 00:13:32: And I'm sure we'll hear a lot of that in

00:13:32 --> 00:13:33: the panel discussion.

00:13:33 --> 00:13:37: But navigating a big divide or a big gap between

00:13:38 --> 00:13:43: premium grade A offices, newer offices, renovated offices and the

00:13:43 --> 00:13:45: rest of the inventory.

00:13:45 --> 00:13:49: And that has many, many consequences, of course, in terms

00:13:49 --> 00:13:54: of financial return, managing the vacancy rates, but also the

00:13:54 --> 00:13:59: visibility, the attractiveness, the look and feel of those business

00:13:59 --> 00:14:03: issues where you probably can see more of the negativity

00:14:03 --> 00:14:07: or the obsolescence rather than the new iconic superb supply

00:14:07 --> 00:14:11: that is being developed in those business districts.

00:14:11 --> 00:14:14: Of course, cost pressure, that's the second point I want

00:14:14 --> 00:14:14: to mention.

00:14:15 --> 00:14:16: Cost pressure is key.

00:14:16 --> 00:14:19: You see on the right hand side that more than

00:14:19 --> 00:14:24: over 40% of the stakeholders, mostly occupiers that we've interviewed

00:14:24 --> 00:14:27: are saying they want fair value.

00:14:27 --> 00:14:30: I haven't mentioned the number of them who think they

00:14:30 --> 00:14:32: get fair value, but it's below 10%.

00:14:32 --> 00:14:36: So 40% think fair value right after talent is the

00:14:36 --> 00:14:41: priority, and only 9%, I remember now the numbers, only

00:14:41 --> 00:14:44: 9% think that they get fair value for what it's

00:14:45 --> 00:14:45: worth.

00:14:45 --> 00:14:48: And I think it's worth discussion next Megatrend.

00:14:48 --> 00:14:50: The rest is, of course, super interesting.

00:14:50 --> 00:14:52: I encourage you to look it up in the report

00:14:52 --> 00:14:55: as Simon, who's been a fabulous partner in crime.

00:14:55 --> 00:15:01: Megatrend #3, please, Kirsty, before we close with megatrend #4.

00:15:01 --> 00:15:04: So if you can go to the next slide, please,

00:15:04 --> 00:15:05: I'd thank you so much.

00:15:07 --> 00:15:12: A big of course factor in the development is the

00:15:12 --> 00:15:16: role of technology and it's a dual role.

00:15:16 --> 00:15:22: First, it's technology applied by the management, by the builders,

00:15:22 --> 00:15:26: by the developers, the inventors of the newer offering.

00:15:26 --> 00:15:29: And and I've spoken a lot about offices, but of

00:15:29 --> 00:15:34: course it's about retail, housing, public equipment, transportation, getting the

00:15:34 --> 00:15:37: the infrastructure in, in and out and the data to

00:15:37 --> 00:15:41: to create and to understand the customer experience.

00:15:41 --> 00:15:44: Again, it could be a 20 year old employee, could

00:15:44 --> 00:15:48: be a tourist, a shopper, a residence and 27% of

00:15:48 --> 00:15:53: the people we've interviewed think that AI is going to

00:15:53 --> 00:15:54: play a role.

00:15:54 --> 00:15:57: Why not 60 or 80 or 90%?

00:15:57 --> 00:16:00: That's probably a question I would want to ask and

00:16:00 --> 00:16:02: but Simon will ask his own questions.

00:16:02 --> 00:16:07: The other role of technology is the big ask about

00:16:07 --> 00:16:13: getting in business districts that are not only office concentrations

00:16:13 --> 00:16:18: with, with big head offices, some back office functions, but

00:16:18 --> 00:16:23: also a a full larger ecosystems where companies are able

00:16:23 --> 00:16:28: to play and leave and work with their business partners

00:16:28 --> 00:16:34: and in the innovation ecosystems with academia, with R&D centers.

00:16:34 --> 00:16:37: And this is probably a work in progress because only

00:16:37 --> 00:16:40: 19% of those we interviewed are saying that's what they

00:16:40 --> 00:16:42: get in those business histories.

00:16:42 --> 00:16:44: We get the feel of the Silicon Valley in San

00:16:44 --> 00:16:47: Francisco's financial districts, for instance.

00:16:47 --> 00:16:50: I just want to name this, but it happens.

00:16:50 --> 00:16:54: And you can apply that opinion on most business districts

00:16:54 --> 00:16:55: across the world.

00:16:56 --> 00:16:59: So the look and feel and the presence and the

00:16:59 --> 00:17:03: reality of innovation is still a work in progress.

00:17:03 --> 00:17:06: And I think we we can only hear what occupiers

00:17:06 --> 00:17:08: and stakeholders are saying.

00:17:08 --> 00:17:10: We want more of that and we want the reality

00:17:10 --> 00:17:10: of that.

00:17:11 --> 00:17:14: Let's finish with megatrend #4 please, Kirsty, if you can

00:17:14 --> 00:17:15: go to the next slide.

00:17:15 --> 00:17:18: Of course, sustainability.

00:17:18 --> 00:17:19: But just #4 why?

00:17:19 --> 00:17:24: Because we've heard from many, many interviews that is, it's,

00:17:24 --> 00:17:27: it's the, the direction, it's the the perspective.

00:17:27 --> 00:17:29: But it's complex.

00:17:29 --> 00:17:34: It's complex because it's about complex infrastructure, public transportation, low

00:17:35 --> 00:17:36: carbon mobility.

00:17:36 --> 00:17:41: It's about finding the way and the financing and the

00:17:41 --> 00:17:47: resources to apply new methodology, new techniques, new retrofitting and

00:17:47 --> 00:17:49: repurposing of buildings.

00:17:50 --> 00:17:51: And it's costly.

00:17:51 --> 00:17:55: It's costly for all stakeholders involved.

00:17:55 --> 00:17:57: It's complex also on the technical side.

00:17:58 --> 00:18:01: And you have a fascinating, I I wouldn't say it's

00:18:01 --> 00:18:02: a worry ring.

00:18:02 --> 00:18:04: It's a worrisome statistics, but the one I want to

00:18:04 --> 00:18:05: leave you with.

00:18:07 --> 00:18:11: There are many, many positive notes on the sustainability front,

00:18:11 --> 00:18:15: but only 10%, only 10% of stakeholders we've interviewed believe

00:18:15 --> 00:18:20: that those business district, the largest business district of 30

00:18:20 --> 00:18:23: that we've looked at are on track to address the

00:18:23 --> 00:18:27: big and very important climate risks that they are facing

00:18:27 --> 00:18:30: with again, big developments on that front, but but a

00:18:30 --> 00:18:32: huge work in progress.

00:18:33 --> 00:18:35: Next slide will just give you for those of you

00:18:35 --> 00:18:37: who are interested to deep dive before we go to

00:18:37 --> 00:18:38: this great panel.

00:18:38 --> 00:18:40: Thank you very much for being here.

00:18:41 --> 00:18:45: The rest of the research listen to the panel before

00:18:45 --> 00:18:49: you unload a download and and read and I'm happy

00:18:49 --> 00:18:53: been happy to present and over to you Simon and

00:18:53 --> 00:18:56: happy to jump in back if you're willing.

00:18:56 --> 00:18:58: But I think we have the best panel ever.

00:19:00 --> 00:19:00: Thank you, Mark.

00:19:00 --> 00:19:01: Thanks very much for that.

00:19:02 --> 00:19:05: And again, I just want to say a big thank

00:19:05 --> 00:19:07: you to Mark and his broader team at EY, Sarah

00:19:07 --> 00:19:11: Clement and others that have been integral to produce in

00:19:11 --> 00:19:12: this report.

00:19:12 --> 00:19:15: As Mark said, there's a QR code which will directly
00:19:15 --> 00:19:17: access the report in the chat function as well.
00:19:17 --> 00:19:20: There's a link to the report that can be downloaded.
00:19:21 --> 00:19:24: And very much encourage people to have a read of
00:19:24 --> 00:19:26: this really interesting study.
00:19:26 --> 00:19:29: And thanks again to the support of the broader Global
00:19:29 --> 00:19:32: Business District Innovation Club for all the insights and and
00:19:32 --> 00:19:35: valuable contribution that they made towards this study.
00:19:36 --> 00:19:38: With that, Kirsty, next slide, please.
00:19:39 --> 00:19:43: Please let me welcome and introduce our our panel for
00:19:43 --> 00:19:43: today.
00:19:44 --> 00:19:48: So we are basically going to be exploring some of
00:19:48 --> 00:19:52: the key themes that Mark has has talked about.
00:19:53 --> 00:19:55: What I'd like to do is, is to kick off
00:19:55 --> 00:19:59: perhaps, and if I could ask each of you briefly
00:19:59 --> 00:20:02: to kind of introduce yourself as, as, as I come
00:20:02 --> 00:20:05: to you, but maybe you could reflect a bit on
00:20:05 --> 00:20:09: some of your perspectives and what you've heard and
reflections
00:20:09 --> 00:20:11: on the material that Mark has shared and.
00:20:12 --> 00:20:15: What your perspectives are on the kind of current state
00:20:15 --> 00:20:17: of play for global business districts?
00:20:18 --> 00:20:20: Nicole, if I can come to you first, thank you.
00:20:20 --> 00:20:20: Thank you.
00:20:21 --> 00:20:21: Yeah.
00:20:21 --> 00:20:24: Thank you very much and good morning to everyone.
00:20:25 --> 00:20:27: Let me introduce myself quickly.
00:20:27 --> 00:20:29: My name is Nicole Pepch.
00:20:29 --> 00:20:30: I work for PIMCO.
00:20:31 --> 00:20:35: At PIMCO, we manage a global real estate portfolio of
00:20:35 --> 00:20:37: more than 100 billion U.S.
00:20:37 --> 00:20:38: dollars.
00:20:38 --> 00:20:43: I personally Co head our direct equity business in Europe.
00:20:44 --> 00:20:48: So in that role I oversee quite a large portfolio
00:20:48 --> 00:20:49: as well.
00:20:50 --> 00:20:53: Many of the assets that we have in the portfolio
00:20:54 --> 00:20:57: are also located in GBDS and of course, we also
00:20:57 --> 00:21:02: have quite a significant allocation to offers around 50% in
00:21:02 --> 00:21:03: Europe.
00:21:04 --> 00:21:07: And I can only really resonate what Mark told us
00:21:07 --> 00:21:11: about the different mega trends that they found in the
00:21:11 --> 00:21:15: report and that we see basically every day when we

00:21:15 --> 00:21:19: work with the assets, when we talk to tenants.

00:21:20 --> 00:21:25: It's very much about being able to offer a product

00:21:25 --> 00:21:29: these days that is able to attract tenants.

00:21:30 --> 00:21:32: We like to use the phrase a building needs to

00:21:32 --> 00:21:33: earn its commute.

00:21:34 --> 00:21:39: So that already nicely summarises all of the different elements

00:21:40 --> 00:21:42: that you have to take care of.

00:21:42 --> 00:21:48: It's about being in a vibrant surrounding, a mixed-use situation

00:21:48 --> 00:21:53: where people not only come to office, but can also

00:21:53 --> 00:21:58: live close to the office, enjoy gastronomy, et cetera, et

00:21:58 --> 00:21:58: cetera.

00:21:59 --> 00:22:05: It's about actual building quality, also about sustainability, and we'll

00:22:05 --> 00:22:06: come to that.

00:22:06 --> 00:22:09: And it's also more and more about being able to

00:22:09 --> 00:22:13: provide a digital solution, so also helping tenants in that

00:22:13 --> 00:22:14: transition.

00:22:16 --> 00:22:17: Thank you, Nicole.

00:22:17 --> 00:22:19: Stephen, if I could now come to you and and

00:22:20 --> 00:22:22: give us a bit of your perspective and maybe what

00:22:22 --> 00:22:25: Gensler are doing around global business districts around the world.

00:22:25 --> 00:22:26: Sure.

00:22:27 --> 00:22:29: Well, first of all, thanks for including me in the

00:22:29 --> 00:22:30: in in this panel.

00:22:30 --> 00:22:33: It is really great to be sort of taking the

00:22:33 --> 00:22:36: time to think about these these things.

00:22:37 --> 00:22:38: My name is Steve Pellegrinus.

00:22:38 --> 00:22:42: I'm the director of of our city's practice, the Asia

00:22:42 --> 00:22:44: Pacific, Middle Eastern, Africa.

00:22:45 --> 00:22:50: Gensler is the world's largest architecture firm and we we

00:22:50 --> 00:22:55: often work across many, many aspects of global business districts.

00:22:56 --> 00:22:57: I'm based in Dubai.

00:22:57 --> 00:23:00: I've been been based in Dubai for 17 years and

00:23:00 --> 00:23:04: was based in Singapore for 10 years before that.

00:23:04 --> 00:23:06: So a lot of my experience has been in the,

00:23:06 --> 00:23:08: in the sort of developing world.

00:23:09 --> 00:23:12: And I think what what we see in, in the

00:23:12 --> 00:23:17: sort of GBD report is something that we're seeing as

00:23:17 --> 00:23:21: as designers, as drivers for the jobs that we're being

00:23:21 --> 00:23:25: asked to do every day against their as an organization.

00:23:26 --> 00:23:30: We, we run a Research Institute where yearly we publish

00:23:30 --> 00:23:32: a design trend forecast.

00:23:33 --> 00:23:36: And a lot of what you're seeing in the, in

00:23:36 --> 00:23:39: the GBD report is actually mirrored in what we're seeing

00:23:39 --> 00:23:42: as design drivers in design projects.

00:23:42 --> 00:23:46: We're really starting to see, and I think Nicole put

00:23:46 --> 00:23:49: it really well in terms of earning the commute the,

00:23:49 --> 00:23:53: the, the workplaces in particular becoming places that, that

00:23:53 --> 00:23:56: have

00:23:56 --> 00:23:58: a, a much stronger social function.

00:23:58 --> 00:23:58: You have to really give people the reason to be

00:23:59 --> 00:24:02: there.

00:24:02 --> 00:24:05: So I think the, the observations are very much aligned

00:24:05 --> 00:24:05: with what we're seeing is the, the drivers for design

00:24:06 --> 00:24:08: projects.

00:24:08 --> 00:24:11: So I, I think it comes as no surprise to

00:24:11 --> 00:24:14: us, but I think it's really some of the, some

00:24:15 --> 00:24:18: of the things that were striking was the, the strength

00:24:18 --> 00:24:21: of support for some of those key measures and seeing

00:24:21 --> 00:24:22: some of the metrics around things like the talent side,

00:24:22 --> 00:24:25: especially.

00:24:25 --> 00:24:28: What are people going to GBDS for?

00:24:28 --> 00:24:31: They're really critical drivers for what we do every day.

00:24:31 --> 00:24:33: Thank you, Steven.

00:24:33 --> 00:24:36: And John, if I can pass over to you now

00:24:36 --> 00:24:39: your reflections on the report and and maybe share Heinz

00:24:41 --> 00:24:42: broader perspective about global business districts at the

00:24:42 --> 00:24:45: moment.

00:24:45 --> 00:24:49: Yeah, thanks, John Tanaka.

00:24:49 --> 00:24:54: I'm the head of Asia Pacific for Heinz.

00:24:54 --> 00:24:56: We invest in six countries in in Asia Pacific, we

00:24:56 --> 00:24:57: Japan, Korea, Singapore, China, Australia and India.

00:24:57 --> 00:25:03: I'd say a couple of things.

00:25:03 --> 00:25:05: 1st, the diversity of, of experiences in these global business

00:25:05 --> 00:25:09: districts within Asia.

00:25:09 --> 00:25:14: On the one hand, you, you know, you have developed

00:25:14 --> 00:25:19: markets like like Tokyo, Singapore, Hong Kong, and then

00:25:19 --> 00:25:22: you've

00:25:22 --> 00:25:25: had emerging giants like Shanghai, Beijing, Mumbai,

00:25:25 --> 00:25:25: Bangalore.

00:25:25 --> 00:25:25: And, and so to watch this journey over the last

00:25:25 --> 00:25:25: 25 years while I've been here in Asia has been

00:25:25 --> 00:25:25: amazing.

00:25:26 --> 00:25:28: I think a big part of the story has been,

00:25:28 --> 00:25:33: you know, master planning by, by city government's investment in

00:25:33 --> 00:25:37: infrastructure, especially in mass transportation, as well as over time,

00:25:37 --> 00:25:43: you know, looking towards more sustainability, Environmental Protection and, and

00:25:43 --> 00:25:46: like, as, as we can see, you know, the differences

00:25:46 --> 00:25:49: in between emerging Asia and, and developed Asia.

00:25:50 --> 00:25:51: I'll stop there.

00:25:52 --> 00:25:52: Thank you, John.

00:25:52 --> 00:25:53: Yeah.

00:25:53 --> 00:25:55: And and I think interestingly a lot of you have

00:25:55 --> 00:25:58: kind of reflected particularly on the biggest kind of mega

00:25:59 --> 00:26:01: trend that Mark talked about in terms of the talent.

00:26:01 --> 00:26:05: And that's one thing maybe I wanted to kind of

00:26:05 --> 00:26:07: move the discussion on to now.

00:26:07 --> 00:26:11: And so the report identifies talent really as the kind

00:26:11 --> 00:26:15: of ultimate currency for the competitiveness of these global business

00:26:15 --> 00:26:16: districts.

00:26:16 --> 00:26:19: And, and maybe framing it as, as Nicole, you, you

00:26:19 --> 00:26:23: pointed out and, and Steven reiterated about earning that commute,

00:26:23 --> 00:26:26: right, like the buildings, these, these districts need to earn

00:26:26 --> 00:26:29: that commute to bring in the talent.

00:26:30 --> 00:26:32: We hear a lot in the press, you know, about

00:26:32 --> 00:26:34: the, this, there's a war of a war for talent

00:26:34 --> 00:26:37: and, and people need to kind of attract the, the

00:26:37 --> 00:26:39: most kind of productive, innovative workers.

00:26:40 --> 00:26:41: These districts.

00:26:41 --> 00:26:45: What how how are they beginning to be redesigned re

00:26:45 --> 00:26:48: for re jiggered in terms of the physical environment, the

00:26:48 --> 00:26:52: user experience from the occupiers and tenants to make that

00:26:52 --> 00:26:56: experience more compelling and really in that commute to attract,

00:26:56 --> 00:26:59: you know, and retain this world class talent.

00:26:59 --> 00:27:02: Stephen, maybe just if I come bring you in just

00:27:02 --> 00:27:05: your perspective more from that kind of urban design perspective

00:27:05 --> 00:27:06: and what you're seeing.

00:27:06 --> 00:27:09: Can you give any like practical examples about that type

00:27:09 --> 00:27:12: of work that against us doing in terms of, you

00:27:12 --> 00:27:15: know, making these places more dynamic and attractive to to

00:27:15 --> 00:27:16: talent?

00:27:16 --> 00:27:16: Really.

00:27:16 --> 00:27:16: I guess.

00:27:17 --> 00:27:17: Yeah.

00:27:17 --> 00:27:19: And I think it operates on multiple levels.

00:27:19 --> 00:27:23: It does definitely operate on the district level, but it

00:27:23 --> 00:27:26: also beyond that, it becomes also, you know, stepping down

00:27:26 --> 00:27:31: and scaled into the buildings themselves, the workspaces themselves and

00:27:31 --> 00:27:34: then the constant dialogue between those two poles.

00:27:35 --> 00:27:39: So what we're seeing is really the experience is, is

00:27:39 --> 00:27:41: the sort of core idea.

00:27:41 --> 00:27:46: If someone can't come into a a global business district

00:27:46 --> 00:27:51: and have an experiential kind of set of things happening,

00:27:51 --> 00:27:54: then this the drag for them to be there is

00:27:54 --> 00:27:55: not there.

00:27:55 --> 00:27:59: Sometimes that's also translating into workplace.

00:27:59 --> 00:28:01: So what we're seeing in workplace, and I think it's

00:28:01 --> 00:28:04: borne out in the, in the survey figures, is that

00:28:04 --> 00:28:07: people are planning on taking, taking less space, but using

00:28:07 --> 00:28:08: the space differently.

00:28:09 --> 00:28:12: And so we, we see in, in particular in the

00:28:12 --> 00:28:17: workplace design sort of, well, it's basically a revolution since

00:28:17 --> 00:28:20: COVID, the, the workplace has become a space to be

00:28:20 --> 00:28:24: social in it, it, it's a, it's a place for

00:28:24 --> 00:28:27: meeting other people more so than sitting at a desk

00:28:28 --> 00:28:29: and crunching out emails.

00:28:30 --> 00:28:34: People choose or prefer to have their own sort of

00:28:34 --> 00:28:39: space to do tasks like that where they need focus.

00:28:39 --> 00:28:42: So the workplace has become a place where you go

00:28:42 --> 00:28:45: to meet other people, you go to work in a,

00:28:45 --> 00:28:47: in a more collaborative way.

00:28:48 --> 00:28:51: And the global business district becomes an extension of that.

00:28:52 --> 00:28:55: And so I'll, I'll, I'll use a direct example because

00:28:55 --> 00:28:58: I'm, I'm based in Dubai, the Dubai International Financial Centre.

00:28:59 --> 00:29:03: That was, that was actually a project that is probably

00:29:03 --> 00:29:07: symptomatic of what we're seeing more and more of which

00:29:07 --> 00:29:11: is a, a privately funded business district.

00:29:11 --> 00:29:16: Now DIDIFC was, was built by a government linked developer,

00:29:16 --> 00:29:18: but it was a private developer.

00:29:19 --> 00:29:20: Sure.

00:29:21 --> 00:29:25: And what they looked to do was to create something

00:29:25 --> 00:29:29: that was a combination of offices, extensive food and beverage,

00:29:30 --> 00:29:34: art galleries and and a range of sort of entertainment

00:29:34 --> 00:29:35: focused users.

00:29:35 --> 00:29:38: And that's actually been incredibly successful.

00:29:38 --> 00:29:42: And we've seen also in this region in the Middle

00:29:42 --> 00:29:47: East, the evolution of business districts like the Abu Dhabi

00:29:47 --> 00:29:52: Financial Centre as well, or KKFD in Riyadh, where they're

00:29:52 --> 00:29:57: following that model of, of really places that people want

00:29:57 --> 00:29:58: to be.

00:29:59 --> 00:30:01: And the, the key thing there is what they want.

00:30:02 --> 00:30:03: I want to be there.

00:30:03 --> 00:30:05: I want to sort of integrate with people there.

00:30:05 --> 00:30:09: I'm having an experience that's beyond a workplace.

00:30:09 --> 00:30:13: And that is something that we're now seeing coming back

00:30:13 --> 00:30:17: with us in new projects with sort of places geographies

00:30:18 --> 00:30:21: that are aspiring to replicate that sort of model.

00:30:22 --> 00:30:26: You absolutely still have things like the the sort of

00:30:26 --> 00:30:31: more established global business districts, let's say in places like

00:30:31 --> 00:30:35: New York, Midtown that are a much, much more organic

00:30:35 --> 00:30:39: form that evolved over a long period of time and

00:30:39 --> 00:30:41: had no real specific author.

00:30:41 --> 00:30:44: We're kind of sort of seeing a transition to more

00:30:44 --> 00:30:48: and more of these business districts that are created from

00:30:48 --> 00:30:50: scratch, particularly in the developing world.

00:30:51 --> 00:30:53: So I think that they're kind of in, in terms

00:30:54 --> 00:30:57: of the way that that works with talent that that's

00:30:57 --> 00:31:00: sort of now understood as something post COVID that that

00:31:00 --> 00:31:04: business districts are not just collections of offices, they're really

00:31:04 --> 00:31:06: actually places to be.

00:31:08 --> 00:31:08: Yeah, that's great.

00:31:09 --> 00:31:09: Thanks, Steve.

00:31:09 --> 00:31:12: And you've brought up some interesting points that I want

00:31:12 --> 00:31:15: to come back to you in terms of addressing new

00:31:15 --> 00:31:18: districts versus kind of established old districts and how they

00:31:18 --> 00:31:20: can be retrofitted and repurposed.

00:31:20 --> 00:31:24: But maybe John, Nicole, from a kind of investment management's

00:31:24 --> 00:31:28: perspective, the those elements that Stevens talked about there in

00:31:28 --> 00:31:31: terms of the kind of physical place making the building

00:31:31 --> 00:31:32: aspects.

00:31:32 --> 00:31:36: Is that something that is weighing into your investment decisions

00:31:36 --> 00:31:40: for new buildings assets then and also for your current

00:31:40 --> 00:31:42: portfolio and how you're managing those?

00:31:43 --> 00:31:46: Do you any comments from from review of you on

00:31:46 --> 00:31:50: that perspective and the role that the underlying talent attractiveness

00:31:50 --> 00:31:52: is a as a, as a driver for the, the

00:31:52 --> 00:31:55: the offices that you have in these districts?

00:31:56 --> 00:31:56: Yeah.

00:31:56 --> 00:32:00: I would say that especially for core assets, which is

00:32:00 --> 00:32:05: typically rented at higher rent levels, we more and more

00:32:05 --> 00:32:08: see that access to talent as the key driver for

00:32:08 --> 00:32:13: corporates to make their decisions when it comes to selecting

00:32:13 --> 00:32:16: real estate and an office location.

00:32:16 --> 00:32:21: And so from our experience, it's a combination of different

00:32:21 --> 00:32:23: factors that are really key.

00:32:23 --> 00:32:26: Now to get right, it starts within the premises.

00:32:27 --> 00:32:30: As Stephen already mentioned, it's a shift also there from

00:32:30 --> 00:32:35: individual workplaces to more areas where people can socialize, people

00:32:35 --> 00:32:36: can collaborate.

00:32:37 --> 00:32:42: So that's certainly something that you can handle quite easily

00:32:42 --> 00:32:43: when you own a building.

00:32:43 --> 00:32:46: But it goes beyond the actual individual building.

00:32:47 --> 00:32:51: It's how well the building integrates with the surrounding, what

00:32:51 --> 00:32:55: kind of other uses are available in the immediate surrounding.

00:32:56 --> 00:33:00: It's a lot about gastronomy offer as well, as simple

00:33:00 --> 00:33:00: as that.

00:33:00 --> 00:33:04: I think when it comes to tenant discussions, that's a

00:33:04 --> 00:33:07: big topic now that we see in all the negotiations

00:33:07 --> 00:33:09: and it goes beyond the traditional canteen.

00:33:09 --> 00:33:13: I think people are looking for more innovative astronomy offers.

00:33:15 --> 00:33:19: If you can basically offer that in your own building

00:33:19 --> 00:33:23: or whether it's next door or a few buildings down

00:33:23 --> 00:33:27: the road, that is also something that that plays a

00:33:27 --> 00:33:32: hugely important factor when it comes to making a decision

00:33:32 --> 00:33:34: as to where corporates want to be.

00:33:36 --> 00:33:37: Thank you.

00:33:37 --> 00:33:39: And John, any comments on the talent aspect?

00:33:40 --> 00:33:41: Yeah, well, yeah.

00:33:41 --> 00:33:45: And Asia, I think Mark mentioned you know about 4.5

00:33:45 --> 00:33:48: days in in the office and and so the impact

00:33:48 --> 00:33:51: of remote working is a bit different here.

00:33:53 --> 00:33:56: But Even so, you know, the flight to quality phenomena

00:33:56 --> 00:33:59: we've seen at Heinz, you know, globally and in all

00:33:59 --> 00:34:01: of our major cities in Europe and and America as

00:34:01 --> 00:34:02: well.

00:34:02 --> 00:34:05: You know, it's actually the same at case in many

00:34:05 --> 00:34:08: cities in Asia, but the reasons are different.

00:34:08 --> 00:34:11: I think some of the other Nicole and Steven mentioned

00:34:11 --> 00:34:16: the collaboration, the breaking down of silos, you know, companies

00:34:16 --> 00:34:20: are are consolidating their offices to bring people together and

00:34:20 --> 00:34:23: and enhance that kind of internal communication.

00:34:24 --> 00:34:28: The other thing I'd add though, is, is that, you

00:34:28 --> 00:34:31: know, in a place like India where you have 10

00:34:31 --> 00:34:36: million college graduates a year, you know, India's become a,

00:34:36 --> 00:34:40: a massive Center for recruiting young talent globally in, you

00:34:40 --> 00:34:43: know, these global centers of excellence.

00:34:44 --> 00:34:48: And that's just produced a, a massive demand by multinationals

00:34:48 --> 00:34:50: for, for acquiring young talent in India.

00:34:50 --> 00:34:52: The average age there is 28.

00:34:53 --> 00:34:57: And and so that's another phenomena we're we're seeing kind

00:34:57 --> 00:35:00: of different sources of, of talent, you know, when you

00:35:00 --> 00:35:02: look at it on a global basis.

00:35:04 --> 00:35:04: Thank you.

00:35:04 --> 00:35:04: Yeah.

00:35:05 --> 00:35:08: And coming back to a couple of things that Stephen,

00:35:08 --> 00:35:11: you mentioned about, you know, the, the ability to to

00:35:11 --> 00:35:14: create these places from new and afresh.

00:35:14 --> 00:35:16: And I guess in some emerging markets and and you

00:35:16 --> 00:35:19: know the Middle East, for example, Dubai, you managed to

00:35:19 --> 00:35:20: kind of curate those.

00:35:20 --> 00:35:24: And then we have more established global business districts

00:35:24 --> 00:35:25: that
00:35:25 --> 00:35:28: are already built.
00:35:28 --> 00:35:32: And I think what we've also seen is this kind
00:35:32 --> 00:35:35: of broader bifurcation in particularly in the office aspect in
00:35:35 --> 00:35:40: terms of that there's very high demand for these Grade
00:35:40 --> 00:35:42: A sustainable buildings that have modern specifications and
00:35:42 --> 00:35:44: offer those
00:35:44 --> 00:35:46: types of amenities that Nicole was saying.
00:35:46 --> 00:35:48: But then on the other side, there's a lot of
00:35:48 --> 00:35:52: stock that maybe isn't currently fit for purpose.
00:35:52 --> 00:35:55: And how do you feel that like global business districts
00:35:55 --> 00:35:59: can, can make the case for dealing with this potential
00:35:59 --> 00:36:03: kind of obsolescence issue, rising vacancy rates in some of
00:36:03 --> 00:36:04: these business district areas and, and what can be done
00:36:04 --> 00:36:05: to to address that aspect?
00:36:05 --> 00:36:08: And maybe weaving in there that one of the stats
00:36:08 --> 00:36:13: that that Mark talked about on the kind of sustainability
00:36:13 --> 00:36:16: side where I think it was only about 10% of
00:36:16 --> 00:36:21: the business district stakeholders that that were surveyed as
00:36:21 --> 00:36:26: part
00:36:26 --> 00:36:31: of this, this study said that these districts are effectively
00:36:31 --> 00:36:32: addressing the transition to net zero and managing physical
00:36:32 --> 00:36:35: risks.
00:36:35 --> 00:36:38: And so as part of that aspect, we have a
00:36:38 --> 00:36:39: lot of existing stock in many of these established global
00:36:39 --> 00:36:43: business districts.
00:36:43 --> 00:36:48: And how can these be made retrofitted and repurposed from
00:36:48 --> 00:36:50: a kind of sustainable climate perspective, but then also
00:36:50 --> 00:36:51: functional
00:36:51 --> 00:36:54: and and fit for purpose uses?
00:36:54 --> 00:36:58: I don't know maybe John, like I guess from your
00:36:58 --> 00:37:01: perspective there within your remit and region in Asia, you,
00:37:01 --> 00:37:05: you have a kind of diverse mix there covering from
00:37:05 --> 00:37:08: you know Tokyo, Seoul and then more emerging markets,
00:37:08 --> 00:37:09: whether
00:37:09 --> 00:37:13: it be some of your portfolio in, in, in India.
00:37:13 --> 00:37:16: What's your perspective in terms of how, how can obviously
00:37:16 --> 00:37:20: we know in some markets there is very high demand
00:37:20 --> 00:37:23: for these very modern high spec buildings, but what what
00:37:23 --> 00:37:24: about all this other stock that we have in in
00:37:24 --> 00:37:25: existing business district?
00:37:25 --> 00:37:25: Locations.

00:37:25 --> 00:37:28: No, that's, you know, in large cities like Seoul or,
 00:37:28 --> 00:37:32: or Tokyo, you know, the, the bulk of the office
 00:37:32 --> 00:37:35: stock is actually not Class A, you know, it's only
 00:37:35 --> 00:37:37: about 20% Class A.
 00:37:38 --> 00:37:40: And, and so the bulk of the stock is like
 00:37:40 --> 00:37:43: kind of Class B, sometimes Class C assets, you know,
 00:37:43 --> 00:37:45: you can see in, in Tokyo, for instance, the, the
 00:37:46 --> 00:37:48: small floor plate of so many buildings in, in the
 00:37:48 --> 00:37:49: city.
 00:37:49 --> 00:37:53: And, and so you know, for acquisitions for investors, that's
 00:37:53 --> 00:37:58: actually an opportunity to renovate, reposition many of these
 office
 00:37:58 --> 00:37:58: buildings.
 00:38:00 --> 00:38:03: And part of the upgrade is, is really the sustainability
 00:38:04 --> 00:38:04: improvement.
 00:38:05 --> 00:38:08: And so, you know, that's one of the things we
 00:38:09 --> 00:38:12: like to do is, is to do the renovation, you
 00:38:12 --> 00:38:16: know, improve all of the energy efficiency, create some
 Wellness
 00:38:17 --> 00:38:21: space and then many times, you know, obtain some
 certifications
 00:38:21 --> 00:38:26: on, on Wellness and, and green sustainability for these
 buildings.
 00:38:26 --> 00:38:30: So, you know, that's an actively pursued investment strategy
 in
 00:38:30 --> 00:38:32: many Asian cities.
 00:38:34 --> 00:38:34: Yeah.
 00:38:35 --> 00:38:38: And Nicole, any perspective from some of the European
 portfolio
 00:38:39 --> 00:38:41: that PIMCO may have in terms of these, the business
 00:38:41 --> 00:38:45: districts and what's been considered for those types of
 buildings
 00:38:45 --> 00:38:48: that maybe aren't that kind of Class A stock?
 00:38:48 --> 00:38:49: Yeah, of course.
 00:38:49 --> 00:38:52: I mean that's a topic that everybody faces.
 00:38:52 --> 00:38:54: It's not always easy.
 00:38:54 --> 00:38:58: We have a few examples in the portfolio where the
 00:38:58 --> 00:39:01: assets were 100% office use until now.
 00:39:01 --> 00:39:06: And you know with tenants moving out, tenants reducing
 their
 00:39:06 --> 00:39:10: space requirements, we of course facing the decision
 whether to
 00:39:10 --> 00:39:15: continue as office or whether repurpose to other uses would
 00:39:15 --> 00:39:16: make sense.

00:39:16 --> 00:39:18: And I think that's kind of a trend to convert
00:39:18 --> 00:39:21: those buildings then into mixed-use.
00:39:21 --> 00:39:26: So maybe do portion into hotel or even residential uses
00:39:26 --> 00:39:31: and reduce the overall allocation to office.
00:39:31 --> 00:39:33: But I mean obviously it comes with a lot of
00:39:33 --> 00:39:37: CapEx costs and sometimes structurally it's also quite
difficult.
00:39:37 --> 00:39:40: So it's not, you know, a set strategy that fits
00:39:40 --> 00:39:42: each and every building.
00:39:42 --> 00:39:47: So it's something that needs to be carefully analysed and
00:39:47 --> 00:39:50: doesn't work in all the cases.
00:39:50 --> 00:39:53: And I think it's also fair to say that, you
00:39:53 --> 00:39:57: know, some of the buildings are going to struggle because
00:39:57 --> 00:40:01: there's no economic repurpose case, at least not something
that
00:40:01 --> 00:40:03: we have found yet.
00:40:03 --> 00:40:06: So maybe other investors might view it differently.
00:40:08 --> 00:40:08: Yeah.
00:40:08 --> 00:40:11: And on that theme, in terms of one of the
00:40:11 --> 00:40:14: topics or ideas that come out of the rapport and
00:40:14 --> 00:40:18: it's commonly discussed about how a lot of business districts
00:40:18 --> 00:40:21: need to evolve and move away from being these traditional
00:40:21 --> 00:40:25: kind of corporate quite business focused areas to maybe
central
00:40:25 --> 00:40:28: social districts or experiential districts.
00:40:28 --> 00:40:32: And the report talks about creating more magnetic
neighborhoods that
00:40:32 --> 00:40:35: integrate that multifunctional mixed-use element.
00:40:36 --> 00:40:39: I don't know, Stephen, do you, do you have any
00:40:39 --> 00:40:42: good examples from the types of projects you may have
00:40:42 --> 00:40:45: worked on with Gensler about what, how, how can you
00:40:45 --> 00:40:48: get that mix right in terms of as, as Nicole
00:40:48 --> 00:40:51: mentioned there like retrofitting or change of use in terms
00:40:51 --> 00:40:54: of whether it be hotels, you know, we see some
00:40:54 --> 00:40:58: business districts moving into other innovative sectors,
whether it be
00:40:58 --> 00:41:02: life sciences, biotech prop tag, those kind of aspects like
00:41:02 --> 00:41:05: any, any interesting examples you can specifically refer to
and,
00:41:06 --> 00:41:08: and from some of the projects you may have been
00:41:08 --> 00:41:09: involved with?
00:41:10 --> 00:41:10: Yeah.
00:41:10 --> 00:41:14: And look at especially, I mean, we're a global organization.

00:41:14 --> 00:41:18: So we see different situations arriving in, in, in different geographies.

00:41:18 --> 00:41:19:

00:41:20 --> 00:41:23: And so our US sort of business is seeing a

00:41:23 --> 00:41:26: lot of the office to residential retrofitting.

00:41:27 --> 00:41:30: And you know, when we, we actually talk about sustainability,

00:41:30 --> 00:41:33: let's not forget the, the, the most sustainable building is

00:41:33 --> 00:41:35: the one that exists, right?

00:41:35 --> 00:41:37: So the one we don't have to build.

00:41:37 --> 00:41:41: So there, there is actually quite, quite a lot of

00:41:41 --> 00:41:45: interest in the idea of how we can reuse building

00:41:45 --> 00:41:50: stock and, and our latest design forecast talks about that.

00:41:50 --> 00:41:54: The, the, the, the reuse of buildings, the multiple uses

00:41:54 --> 00:41:58: of different buildings are, are a critical element when we

00:41:58 --> 00:42:01: look at a, a, a market like to buy as

00:42:01 --> 00:42:05: an example, there seems to be a kind of oversupply

00:42:05 --> 00:42:07: of things like office space.

00:42:08 --> 00:42:10: But it's when you look at it a bit closer

00:42:10 --> 00:42:13: and you look at segmentation, it's not that there's too

00:42:13 --> 00:42:16: much office space, but the wrong kind of office space.

00:42:16 --> 00:42:19: And so we see very, very high demand for a

00:42:19 --> 00:42:25: grade office space, very difficult situations for older buildings that

00:42:25 --> 00:42:29: don't quite fit them all then are really structured in

00:42:29 --> 00:42:33: a way that works as an older style office building.

00:42:34 --> 00:42:38: What we've seen and our office in Dubai is, is

00:42:38 --> 00:42:41: a, is a refitted warehouse in an arts district in

00:42:41 --> 00:42:43: in a former industrial area.

00:42:44 --> 00:42:47: So it's not the, the these friends aren't present in

00:42:47 --> 00:42:48: Asia Pacific.

00:42:48 --> 00:42:52: They are, but it's it's slightly different kind of element

00:42:52 --> 00:42:56: and the speed at which things change in our geography

00:42:56 --> 00:42:59: means that you have to kind of look at what's

00:42:59 --> 00:43:04: happening in some of the older more established centers and

00:43:04 --> 00:43:05: adapt what's happening.

00:43:05 --> 00:43:07: And we do see a lot of that.

00:43:07 --> 00:43:11: We are being sort of approached to look at sometimes

00:43:11 --> 00:43:18: not even underperforming assets, but assets that are being repositioned

00:43:18 --> 00:43:20: as a lifestyle district.

00:43:20 --> 00:43:24: And so one example recently in the Emirates, we were

00:43:24 --> 00:43:27: asked to look at a warehouse district that had a

00:43:28 --> 00:43:30: very successful outlet mall.

00:43:31 --> 00:43:35: The intent was, well, OK, yes, it's very successful as

00:43:35 --> 00:43:38: an asset, but it's an island on the edge of

00:43:38 --> 00:43:39: an industrial district.

00:43:39 --> 00:43:42: How do we make this a lifestyle district?

00:43:42 --> 00:43:45: How does this become something that as a place that

00:43:45 --> 00:43:48: people want to live, a place that people want to

00:43:48 --> 00:43:51: visit, an office environment that is a kind of creative

00:43:51 --> 00:43:52: reuse of warehousing?

00:43:53 --> 00:43:56: And that is something that we're seeing a lot more

00:43:56 --> 00:43:58: of in multiple geographies in Asia Pacific.

00:43:59 --> 00:44:02: And so we're starting to see that interest in repositioning.

00:44:02 --> 00:44:06: And I think the speed at which things have happened

00:44:06 --> 00:44:08: in a lot of Asia Pacific means that at times

00:44:08 --> 00:44:12: we have to pause, come back and reassess assets and

00:44:12 --> 00:44:14: start to think about what did we get wrong, how

00:44:15 --> 00:44:17: do we address that in these assets.

00:44:17 --> 00:44:19: And so we're seeing that kind of work as well.

00:44:19 --> 00:44:21: I see this as being kind of a groundswell.

00:44:21 --> 00:44:25: And ultimately it comes out of things like the, the,

00:44:25 --> 00:44:28: the demand for the right kind of offices, the need

00:44:28 --> 00:44:32: for repurposing, the way that people want to live.

00:44:32 --> 00:44:34: What does entertainment mean to people?

00:44:34 --> 00:44:37: All of those things are playing into a whole whole

00:44:37 --> 00:44:38: picture of this.

00:44:38 --> 00:44:40: How do we get to the central social districts?

00:44:40 --> 00:44:43: And I think that that term is a really apt

00:44:43 --> 00:44:46: 1 because the focus is on on social contact rather

00:44:46 --> 00:44:49: than, you know, sitting at a desk and sort of

00:44:49 --> 00:44:53: doing what was traditionally seen as office work.

00:44:54 --> 00:44:55: Yeah, great.

00:44:55 --> 00:44:55: Thanks Steven.

00:44:56 --> 00:45:00: And we've got a question that's coming maybe directed

00:45:00 --> 00:45:03: towards

00:45:03 --> 00:45:06: you, John, but I think Nicole, you might be able

00:45:06 --> 00:45:10: to contribute as well in terms of, so as a

00:45:10 --> 00:45:15: developer landlord, how do you make the business case, the

00:45:15 --> 00:45:17: return on investment on physical public realm improvements,

00:45:17 --> 00:45:19: programming and

00:45:19 --> 00:45:22: activations of public spaces.

00:45:22 --> 00:45:23: So some of those elements that we've talked about in

00:45:23 --> 00:45:26: this discussion that maybe are beyond the traditional asset in

00:45:26 --> 00:45:26: the building.

00:45:26 --> 00:45:26: I think as we've seen in, in the study, some

00:45:26 --> 00:45:29: of the business districts, they can easily manage this if

00:45:29 --> 00:45:32: they have complete control of the whole land, like an

00:45:32 --> 00:45:36: entire state, Canary Wharf, for example, La de France in,

00:45:36 --> 00:45:36: in Paris.

00:45:37 --> 00:45:40: But from a broader perspective, how do you make that

00:45:40 --> 00:45:42: business case in the return on investment?

00:45:43 --> 00:45:45: And is it then reflected in kind of higher rents

00:45:45 --> 00:45:49: achieved for, for your buildings or assets in, in those

00:45:49 --> 00:45:52: locations or and, and is it also reflected in capital

00:45:52 --> 00:45:54: values, those kind of aspects?

00:45:54 --> 00:45:56: Could any are you able to share any thoughts on

00:45:56 --> 00:45:59: on that John, in terms of the business case for

00:45:59 --> 00:46:03: public realm and activation of public spaces and cultural events

00:46:03 --> 00:46:05: linked to these business districts?

00:46:09 --> 00:46:13: Yeah, I, I, I would say that, you know, the,

00:46:13 --> 00:46:18: the, the investment in these types of public spaces and

00:46:18 --> 00:46:22: community events, you know, it, it is kind of creating

00:46:22 --> 00:46:23: an ecosystem.

00:46:24 --> 00:46:28: So it is difficult to quantify, but I, I think

00:46:28 --> 00:46:31: many good examples do exist.

00:46:32 --> 00:46:32: Yeah.

00:46:32 --> 00:46:37: For example, Maury Building has several projects in Tokyo

00:46:37 --> 00:46:42: where they've done massive public improvements and and

00:46:42 --> 00:46:44: they're also building a community.

00:46:44 --> 00:46:48: And I think that's where it's essential to kind of

00:46:48 --> 00:46:51: have mixed-use because you have not only the office crowd

00:46:51 --> 00:46:55: after work and enjoying a show, but residents who, who

00:46:55 --> 00:46:59: can regularly, you know, participate and, and join and, and

00:46:59 --> 00:47:02: actually kind of provide the base of, of support for

00:47:02 --> 00:47:04: these events as well.

00:47:04 --> 00:47:07: So I think it's, you know, ideally probably in a,

00:47:07 --> 00:47:10: in a more of a mixed-use environment where that, you

00:47:10 --> 00:47:14: know, you get the, the best return on your investment

00:47:14 --> 00:47:15: in, in public space.

00:47:16 --> 00:47:17: Thanks, Nicole as well.

00:47:17 --> 00:47:20: Any any comments on on that kind of business case

00:47:20 --> 00:47:23: and how does this play out in investment committee decisions

00:47:23 --> 00:47:24: or any perspectives like that?

00:47:24 --> 00:47:27: I mean, ultimately when it comes to underwriting, it's always

00:47:27 --> 00:47:30: about how certain you are that all those measures will

00:47:30 --> 00:47:31: actually write.

00:47:31 --> 00:47:35: So I would say it's much easier in cases where

00:47:35 --> 00:47:40: it's professionally managed because we also have a fair amount

00:47:40 --> 00:47:45: of negative examples where you don't find, you know, somebody

00:47:45 --> 00:47:50: willing to invest and repurpose or reposition the surroundings.

00:47:50 --> 00:47:54: So that's for me then really a key strength also

00:47:54 --> 00:47:57: for GBDS, if they play their role right.

00:47:58 --> 00:47:59: Thanks.

00:48:00 --> 00:48:03: Want to ask the panel about technology, because obviously Mark

00:48:03 --> 00:48:07: talked about the dual role of technology and the impact

00:48:07 --> 00:48:10: that that is having on these global business districts.

00:48:11 --> 00:48:14: And I think we've seen in in the report, there

00:48:14 --> 00:48:18: are many instances about the perspectives that AI is going

00:48:18 --> 00:48:21: to play both from a kind of demand side in

00:48:21 --> 00:48:24: terms of the potential impact on, on the underlying jobs

00:48:24 --> 00:48:27: that that are in these locations.

00:48:27 --> 00:48:29: But then also, as Mark talked about, in terms of

00:48:29 --> 00:48:32: the operational side, and it's being integrated as part of

00:48:32 --> 00:48:34: the systems management of these places.

00:48:36 --> 00:48:38: One of the partners of the project that we worked

00:48:38 --> 00:48:41: with in terms of like Beijing CBD, for example, they've

00:48:42 --> 00:48:45: integrated very kind of smart parking systems, which shows like

00:48:45 --> 00:48:46: real time parking spaces.

00:48:46 --> 00:48:49: It's so that helps assist with the flow and management

00:48:49 --> 00:48:51: of people in these places.

00:48:52 --> 00:48:55: And then they're integrating, you know, on robot robots in,

00:48:55 --> 00:48:59: in terms of deliveries and, and, and so it's getting

00:48:59 --> 00:49:01: all quite advanced and sci-fi.

00:49:01 --> 00:49:05: Just wanted to get your thoughts about how business districts

00:49:05 --> 00:49:09: are beginning to more leverage more advanced technologies like AI,

00:49:09 --> 00:49:13: Internet of Things, and 5G to enhance the urban experience

00:49:13 --> 00:49:17: and intelligence and management of these business districts

00:49:18 --> 00:49:20: Are open

00:49:18 --> 00:49:20: it to the panel Any anyone want to chip in

00:49:20 --> 00:49:23: with some of their perspectives on this topic?

00:49:25 --> 00:49:28: Yeah, I'll offer an observation and from a perspective of

00:49:28 --> 00:49:32: what we're being asked to provide in, in projects that
00:49:32 --> 00:49:33: are in planning now.

00:49:34 --> 00:49:38: And technology is in many respects it's just a, it's
00:49:38 --> 00:49:40: an absolute necessity.

00:49:40 --> 00:49:44: It's not differential in terms of a global business district.
00:49:44 --> 00:49:48: Every global business district is looking to leverage smart
systems.

00:49:49 --> 00:49:53: What we see more of is things like digital experience
00:49:54 --> 00:49:54: design.

00:49:55 --> 00:49:59: So we have a couple of great projects where the,
00:49:59 --> 00:50:04: the, the anchoring or the social space, and it relates
00:50:04 --> 00:50:09: to your, your previous question about public spaces as well
00:50:09 --> 00:50:14: is activated, animated through a digital experience that is
both

00:50:14 --> 00:50:15: physical.

00:50:15 --> 00:50:19: So imagine giant LED screens and, and both sort of
00:50:19 --> 00:50:24: digital art displays, but also events being sort of projected,
00:50:24 --> 00:50:28: but also the way that that combines with a user's
00:50:28 --> 00:50:29: experience of that space.

00:50:30 --> 00:50:34: So an application that helps guide people about where they
00:50:34 --> 00:50:37: can find things in a certain district, how they how
00:50:37 --> 00:50:42: they communicate about what's happening in that district.

00:50:42 --> 00:50:46: So I think that that it's kind of multidimensional from
00:50:46 --> 00:50:49: the, the bottom up in a way the, the, the
00:50:49 --> 00:50:51: way that AI is changing things.

00:50:51 --> 00:50:53: Again, it sort of mirrors a lot of what we
00:50:53 --> 00:50:55: were saying about the nature of work now.

00:50:57 --> 00:51:00: It's a lot of repetitive work is sort of made
00:51:00 --> 00:51:04: less important in a global business district.

00:51:04 --> 00:51:09: It's really the person to person contact and the entertainment
00:51:09 --> 00:51:13: elements that become stronger, more important components.

00:51:13 --> 00:51:17: So those kinds of things, they're they're sort of leading
00:51:17 --> 00:51:21: to an environment where where digital is sort of shifting
00:51:21 --> 00:51:26: from what was traditionally regarded as smart city elements
to

00:51:26 --> 00:51:26: more.

00:51:26 --> 00:51:30: How does this become a complete experience for for users?
00:51:31 --> 00:51:32: Thank you.

00:51:32 --> 00:51:35: Mark, did you want to add anything or your perspectives
00:51:35 --> 00:51:36: on this?

00:51:36 --> 00:51:38: I know it's an area you're you're quite passionate about.

00:51:38 --> 00:51:42: No, I'm, I'm passionate and, and probably, you know, hearing
00:51:42 --> 00:51:44: all of you, I fully agree.

00:51:44 --> 00:51:46: And and again, thanks for the great comments.

00:51:46 --> 00:51:49: But maybe take an occupier's hat for for just a

00:51:49 --> 00:51:50: couple of minutes.

00:51:50 --> 00:51:53: When we look at the decisions we have to make

00:51:54 --> 00:51:58: to reinvest or re establish or reinforce our presence in

00:51:58 --> 00:52:03: those global industries as the 400,000 people organization,
we we

00:52:03 --> 00:52:07: look at cost and we look at pricing points, we

00:52:07 --> 00:52:09: look at financials.

00:52:09 --> 00:52:10: That's what we are.

00:52:10 --> 00:52:14: And I guess most of compilers have the same priorities.

00:52:14 --> 00:52:17: But beyond that, to be a little bit more specific

00:52:17 --> 00:52:20: about what we pick up from our investment decisions and

00:52:20 --> 00:52:22: it's reflected in the researches.

00:52:22 --> 00:52:26: I want to insist on, on hyper accessibility, which is

00:52:26 --> 00:52:29: a notion that we very much care about.

00:52:30 --> 00:52:34: It's, it's why mostly why we believe that the central,

00:52:34 --> 00:52:39: the very central business districts have a, a life and

00:52:39 --> 00:52:40: a future.

00:52:40 --> 00:52:43: And it's, it's reflected in many, many aspects of the

00:52:43 --> 00:52:43: research.

00:52:43 --> 00:52:47: And we, we care about the priorities, the investments, the

00:52:47 --> 00:52:50: promises, the delivery of the promises by the public
authorities.

00:52:50 --> 00:52:53: We know it's hugely very costly, but you know, to

00:52:54 --> 00:52:57: give you an example, that's why we, we located in

00:52:57 --> 00:53:00: Caft in the heart of Riyadh, very new central business

00:53:01 --> 00:53:04: districts that we measured and we, we included in our

00:53:04 --> 00:53:08: panel because four or three or four metro lines have

00:53:08 --> 00:53:10: just been opened about a year ago.

00:53:11 --> 00:53:14: And this provides A reassurance and a better alternative to

00:53:14 --> 00:53:18: all the other big alternatives in Riyadh and elsewhere.

00:53:19 --> 00:53:23: And maybe something that that Steven mentioned that that I

00:53:23 --> 00:53:26: think is, is, you know, when you take a step

00:53:26 --> 00:53:29: back and you, you, you put it in simple terms,

00:53:29 --> 00:53:34: architecture, maybe it's, it's an old fashioned world that we

00:53:34 --> 00:53:38: look at, we look for visibility, surprise, the spectacular aspect.

00:53:38 --> 00:53:40: Why we'll give you another example.

00:53:40 --> 00:53:43: When in a in a country like France where we

00:53:43 --> 00:53:47: hire 2000 to 2500 people every year, that means that

00:53:48 --> 00:53:52: we have to get young candidates who think that downtown

00:53:52 --> 00:53:55: Paris, the hip and and you know, is the place

00:53:55 --> 00:53:58: to be and latte falls is not for them.

00:53:59 --> 00:54:02: So we want to provide, we have one shot to

00:54:02 --> 00:54:06: provide a great experience and the show that we can

00:54:06 --> 00:54:09: put on in our big high rise looking at all

00:54:09 --> 00:54:14: over Paris and the great architecture, the iconic architecture.

00:54:14 --> 00:54:17: Again, maybe old fashioned words in your professional terms are

00:54:17 --> 00:54:18: very important to us.

00:54:18 --> 00:54:22: And, and finally, we talk about vibrancy.

00:54:22 --> 00:54:26: I think declaring a state of vibrancy is, is, is

00:54:26 --> 00:54:30: we, we understand it's, it's, it's impossible and we don't

00:54:30 --> 00:54:35: expect public authorities, the entertainment world, the retail giants to,

00:54:35 --> 00:54:37: to, to create vibrancy.

00:54:37 --> 00:54:40: It's, it's, it's, it's got a, it's a chemistry that

00:54:40 --> 00:54:43: is difficult to create that put it in simple terms.

00:54:43 --> 00:54:46: And the way we, we apply it to our location

00:54:46 --> 00:54:49: decisions is we, of course we want work, leave and

00:54:50 --> 00:54:50: play.

00:54:50 --> 00:54:50: That's done.

00:54:50 --> 00:54:55: That's, that's must we want work, leave and play, learn

00:54:55 --> 00:54:56: and create.

00:54:56 --> 00:54:59: So I think the five words, the five verbs all

00:54:59 --> 00:55:03: together say that we want all these five elements.

00:55:03 --> 00:55:06: And and I think I wanted to leave you with

00:55:06 --> 00:55:10: that because the the last two learn and create are

00:55:10 --> 00:55:14: as important now as the other the first three.

00:55:14 --> 00:55:17: I'll, I'll just wanted to come back and say that,

00:55:17 --> 00:55:17: Simon.

00:55:17 --> 00:55:20: Thank you, Mark and I, we, we're almost at the

00:55:20 --> 00:55:23: end now, but maybe just a quick rapid fire around

00:55:23 --> 00:55:26: just to get your perspectives because I think Mark flagged

00:55:26 --> 00:55:28: A flashed a quote at the end there from a

00:55:28 --> 00:55:33: leading American business district that said business districts that don't

00:55:33 --> 00:55:34: change are dead.

00:55:34 --> 00:55:36: Clinging to the status quo isn't an option anymore.

00:55:37 --> 00:55:38: So it's quite a blunt message.

00:55:39 --> 00:55:41: We need to innovate or become irrelevant.

00:55:42 --> 00:55:44: So each of you just maybe in like 30 seconds,

00:55:44 --> 00:55:47: if you had to kind of prioritize one thing or

00:55:47 --> 00:55:50: one major area of investment or development that you should

00:55:50 --> 00:55:53: focus on global business districts, what would that be?

00:55:54 --> 00:55:55: I'll start with John.

00:55:55 --> 00:55:56: You're I can see you on the screen.

00:55:57 --> 00:56:00: Yeah, I would just keep an eye on Shanghai.

00:56:00 --> 00:56:04: 50% of the vehicles sold there are are electric vehicles.

00:56:04 --> 00:56:07: They have one and a half million PVS on the

00:56:07 --> 00:56:07: road now.

00:56:07 --> 00:56:10: Almost all of the buses and taxis are on AV

00:56:10 --> 00:56:10: as well.

00:56:11 --> 00:56:14: So I think that's the next step, you know, connecting

00:56:14 --> 00:56:16: those EVs with the AI traffic control.

00:56:16 --> 00:56:19: You know, the streets are very quiet.

00:56:19 --> 00:56:23: The road noise level is absolutely very quiet and and

00:56:23 --> 00:56:26: the air pollution obviously is much better.

00:56:26 --> 00:56:29: So it has a tremendous impact on on the city.

00:56:30 --> 00:56:32: To Nicole, I'll keep it.

00:56:35 --> 00:56:40: For me it's about talent, so understanding better how culprits

00:56:40 --> 00:56:44: can attract talent and then using the entire toolbox to

00:56:44 --> 00:56:48: make sure that this is enabled for me, the key

00:56:48 --> 00:56:50: to success as a landlord.

00:56:51 --> 00:56:53: Thank you, Nicole and Stephen.

00:56:53 --> 00:56:54: Any final thoughts What's?

00:56:54 --> 00:56:56: Needed, yeah, I would say that.

00:56:56 --> 00:57:00: And this comes to really a personal approach to what

00:57:00 --> 00:57:04: we do thinking about the, the, the landscape of the,

00:57:05 --> 00:57:09: the global business district, Think about it as a holistic

00:57:09 --> 00:57:11: element, like a landscape.

00:57:11 --> 00:57:14: Buildings are an element within that that landscape.

00:57:14 --> 00:57:18: It's actually that lived experience, the whole lived experience

00:57:18 --> 00:57:21: in

00:57:18 --> 00:57:21: that landscape that really matters.

00:57:21 --> 00:57:24: And when we're looking at the qualitative side, it means

00:57:24 --> 00:57:28: that that space, that interstitial space in these global business

00:57:28 --> 00:57:32: districts are the, are the real, the game changers.

00:57:32 --> 00:57:35: And I think that what we're seeing in a lot

00:57:35 --> 00:57:38: of the, the business districts that are doing great things

00:57:38 --> 00:57:42: is that they've transformed their public space into, into a

00:57:42 --> 00:57:44: place that people want to be.

00:57:44 --> 00:57:46: So I think that for for us is a, is

00:57:46 --> 00:57:48: a driver in all of the work that we're doing.

00:57:49 --> 00:57:49: Great.

00:57:49 --> 00:57:51: That's a great way to wrap it up.

00:57:51 --> 00:57:53: Then I, I just want to end by saying thank

00:57:53 --> 00:57:56: you very much to each of you, Steven, Nicole, John
00:57:56 --> 00:57:59: for your participation, sharing your insights.
00:57:59 --> 00:58:02: Thank you, Mark for your great summary presentation.
00:58:03 --> 00:58:06: EY, the Global business District Innovation Club.
00:58:06 --> 00:58:09: And thank you everyone for joining and listening to these.
00:58:09 --> 00:58:11: We hope you have enjoyed the webinar.
00:58:12 --> 00:58:14: There will be a short survey that will flash up.
00:58:14 --> 00:58:17: If you could share any of your perspectives and feedback
00:58:17 --> 00:58:20: on on this webinar on the screen, you'll see that
00:58:20 --> 00:58:24: if you want to continue this conversation around the future
00:58:24 --> 00:58:27: of cities, business districts, we'll be covering this at our
00:58:27 --> 00:58:30: Europe conference, which will be in Berlin next year, 1st
00:58:30 --> 00:58:32: to 3rd of June 2026.
00:58:32 --> 00:58:34: And I think registrations will open shortly for that.
00:58:34 --> 00:58:36: So please join us there.
00:58:37 --> 00:58:40: But thank you all for joining us and encourage you
00:58:40 --> 00:58:42: to read the report, which is available to download now.
00:58:43 --> 00:58:45: Have a good rest of the day wherever you are
00:58:45 --> 00:58:46: dialing in from.
00:58:46 --> 00:58:47: Thank you all.
00:58:49 --> 00:58:49: Thank you.

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