

Podcast Episode

**Season 1, Episode 5: Adam Targowski, Sustainability and Innovation Manager,
Skanska
From the ULI's New Real Estate Vanguard**

Date: June 10, 2021

00:00:02 --> 00:00:04: Hello, my name is Andrea Carpenter.

00:00:04 --> 00:00:06: I'm the director of women talk real estate and I'm

00:00:06 --> 00:00:09: delighted to be hosting this new podcast series from the

00:00:09 --> 00:00:10: Urban Land Institute.

00:00:10 --> 00:00:13: You lie brings together real estate and land use experts

00:00:13 --> 00:00:15: from around the world with a mission to shape the

00:00:15 --> 00:00:19: future of the built environment and to make transformative impact

00:00:19 --> 00:00:22: in communities. And this podcast will focus on the future

00:00:22 --> 00:00:24: and that transformative impact.

00:00:24 --> 00:00:27: Your allies, European young Leaders Group recently selected 10 outstanding

00:00:28 --> 00:00:29: contributors to the industry,

00:00:29 --> 00:00:31: hailing them as the new real estate vanguard.

00:00:31 --> 00:00:34: These are people in the early years of their career

00:00:34 --> 00:00:37: have already demonstrated entrepreneurial flair or shaken up.

00:00:37 --> 00:00:40: The corporate world will use these podcasts to hear from

00:00:40 --> 00:00:41: each of them about their story.

00:00:41 --> 00:00:45: What brought them to real estate and how they're disrupting

00:00:45 --> 00:00:45: our industry.

00:00:45 --> 00:00:48: Today I'm delighted to welcome Adam Targas,

00:00:48 --> 00:00:51: Key environmental director for Skanska Commercial Development Europe.

00:00:51 --> 00:00:54: Adam already has an impressive track record,

00:00:54 --> 00:00:57: environmental sustainability, and is well placed to share with us

00:00:57 --> 00:01:01: how priorities for sustainability are changing and what challenges lie

00:01:01 --> 00:01:03: ahead as we tackle climate risks and move towards net
00:01:03 --> 00:01:07: zero Adam welcome thank you very much for joining us
00:01:08 --> 00:01:08: today.
00:01:08 --> 00:01:10: Hi, thank you for having me.
00:01:10 --> 00:01:11: It's an honor to be selected.
00:01:11 --> 00:01:13: One of the 10 thanks that's great.
00:01:13 --> 00:01:15: Now you well deserved. And as I said,
00:01:15 --> 00:01:18: I think you've already got quite a strong track record
00:01:18 --> 00:01:19: in sustainability,
00:01:19 --> 00:01:21: so I've been at the vanguard of this for a
00:01:21 --> 00:01:22: long time.
00:01:22 --> 00:01:25: So was it always going to be a career choice
00:01:25 --> 00:01:28: for you to be in the environmental world?
00:01:28 --> 00:01:31: I wouldn't say that that they wanted to be a
00:01:32 --> 00:01:32: firefighter.
00:01:32 --> 00:01:34: When I was a kid.
00:01:34 --> 00:01:39: That's that's something coming because I simply didn't
remember what
00:01:39 --> 00:01:42: I wanted to do when I was a kid,
00:01:42 --> 00:01:46: but starting being aware of my life expectations,
00:01:46 --> 00:01:48: I would say that it will.
00:01:48 --> 00:01:54: Everything was something related to engineering
management and then it
00:01:54 --> 00:01:58: clarified into into the building sector and real estate.
00:01:58 --> 00:02:02: So so I would say for for quite many years
00:02:02 --> 00:02:06: I am consequently developing in in this direction.
00:02:06 --> 00:02:10: I would say it's it started when I took my
00:02:10 --> 00:02:14: master in Denmark at did you in Copenhagen.
00:02:14 --> 00:02:19: Where were sustainability agenda is for many years.
00:02:19 --> 00:02:24: Very well developed so that was very inspiring experience
and
00:02:24 --> 00:02:28: after that I took the decision to come back to
00:02:29 --> 00:02:29: Warsaw,
00:02:29 --> 00:02:34: Poland and since then I'm I'm very much involved in
00:02:34 --> 00:02:37: two different sustainability related.
00:02:37 --> 00:02:38: If it is, I mean,
00:02:38 --> 00:02:40: even though that was just probably a few years ago
00:02:40 --> 00:02:42: now that you came that way.
00:02:42 --> 00:02:44: I mean environmental sustain be must have been quite knew.
00:02:44 --> 00:02:46: Then you must have been like the new kid on
00:02:46 --> 00:02:46: the block.
00:02:46 --> 00:02:49: You know, with all these new ideas that you wanted

00:02:49 --> 00:02:49: to do.

00:02:49 --> 00:02:52: But the industry maybe wasn't quite listening at that time.

00:02:54 --> 00:02:57: Definitely that was the case when it comes to being

00:02:57 --> 00:02:59: the new kid on the block,

00:02:59 --> 00:03:03: but they wouldn't say that it was the time when

00:03:03 --> 00:03:04: no one was listening.

00:03:04 --> 00:03:08: Actually, that was one of the things that made me

00:03:08 --> 00:03:12: that that company to take this decision to come back

00:03:12 --> 00:03:15: 'cause I saw a great potential to come back to

00:03:15 --> 00:03:18: central Europe and and develop as a consultant,

00:03:18 --> 00:03:23: developer consulting company as it was something not very common.

00:03:23 --> 00:03:26: But seemed to be emerging soon and can you tell

00:03:27 --> 00:03:29: us a bit about the scope of your role within

00:03:30 --> 00:03:30: Skanska?

00:03:30 --> 00:03:35: You know to drive that environmental sustainability agenda?

00:03:35 --> 00:03:39: I would say it's it's very broad because the title

00:03:40 --> 00:03:43: is is related to environmental sustainability,

00:03:43 --> 00:03:47: but I would say it's it's much broader so I

00:03:47 --> 00:03:47: can.

00:03:47 --> 00:03:51: I can divide it into into four elements,

00:03:51 --> 00:03:54: basically so so the first the first thing is the

00:03:55 --> 00:03:56: technical part of it,

00:03:56 --> 00:04:00: so implementation of all the new standards,

00:04:00 --> 00:04:07: new solutions, including innovative solutions and development of these solutions.

00:04:07 --> 00:04:12: Certifications such as lead well and recently well health safety

00:04:12 --> 00:04:16: rating into into the organization and a lot of work

00:04:16 --> 00:04:17: that is ongoing.

00:04:17 --> 00:04:21: Climate targets or becoming climate neutral company.

00:04:21 --> 00:04:24: From this technical perspective so to say.

00:04:24 --> 00:04:28: So that's that's one of the elements of my work

00:04:28 --> 00:04:30: and the work of my team.

00:04:30 --> 00:04:34: Another element is related to more social parts,

00:04:34 --> 00:04:37: so making sure that we are good neighbor.

00:04:37 --> 00:04:43: Why law will developing car projects so we consider ourselves

00:04:44 --> 00:04:48: as the ones that are developing the parts of the

00:04:49 --> 00:04:49: city.

00:04:49 --> 00:04:54: So it has to be very well connected with the

00:04:54 --> 00:04:57: sitting in different meanings.

00:04:57 --> 00:05:02: So so the team is supporting also that that I

00:05:02 --> 00:05:07: would call it more human and the social part of
00:05:07 --> 00:05:08: development.
00:05:08 --> 00:05:13: Then the very important part is is actually educating the
00:05:13 --> 00:05:18: market comes from from central European market
standpoint.
00:05:18 --> 00:05:22: I would say that we are definitely at the forefront.
00:05:22 --> 00:05:26: So so to avoid situation like the one that you
00:05:26 --> 00:05:31: mentioned being the one with great ideas that no one
00:05:31 --> 00:05:32: wants to listen,
00:05:32 --> 00:05:35: we're consequently.
00:05:35 --> 00:05:40: We're constantly working on and rising the bar and sharing
00:05:40 --> 00:05:42: our reflections,
00:05:42 --> 00:05:48: sharing our experience in bringing knew sustainability related
elements to
00:05:48 --> 00:05:51: to real estate industry,
00:05:51 --> 00:05:55: so that's that's I would say huge and very important.
00:05:55 --> 00:06:00: Part of the job and it involves investment investors.
00:06:00 --> 00:06:05: It involves tenants in it involves public authorities,
00:06:05 --> 00:06:08: so so that's. Very broad,
00:06:08 --> 00:06:13: very broad activity and then last but not least,
00:06:13 --> 00:06:18: I would say is becoming compliant with.
00:06:18 --> 00:06:24: Emerging, especially recently. International regulations and
expectations,
00:06:24 --> 00:06:29: so we are listed in Stockholm and that brings also
00:06:29 --> 00:06:34: some some expectations from from the stock market to drive
00:06:34 --> 00:06:38: this agenda and to have it all in place within
00:06:38 --> 00:06:40: the organization.
00:06:40 --> 00:06:44: Very very broad. Yeah, and that's why I think you've
00:06:44 --> 00:06:47: just demonstrated how broad this topic is,
00:06:47 --> 00:06:49: and so how do you as someone who kind of
00:06:49 --> 00:06:52: leads on this in central Europe?
00:06:52 --> 00:06:55: How do you kind of take priorities in terms of
00:06:55 --> 00:06:57: what needs the most attention?
00:06:57 --> 00:07:00: It will be very much aligned with the trends they
00:07:00 --> 00:07:02: would say and and we have two.
00:07:02 --> 00:07:06: From one standpoint we have to keep the momentum and
00:07:06 --> 00:07:07: create it.
00:07:07 --> 00:07:12: From the other standpoint, we need to definitely react to
00:07:12 --> 00:07:15: what's going on around us.
00:07:15 --> 00:07:19: It is a real estate is very much interlinked between.
00:07:19 --> 00:07:26: As mentioned, capital markets, tenants markets or the
employment market
00:07:26 --> 00:07:28: and the employees.

00:07:28 --> 00:07:34: So especially when it comes to office buildings that we're

00:07:34 --> 00:07:39: in so we're navigating having all these things.

00:07:39 --> 00:07:44: And uh, that taken into account all these things so.

00:07:44 --> 00:07:49: So I would say the environmental parties is all the

00:07:49 --> 00:07:50: time present,

00:07:50 --> 00:07:56: just the the priority within the environmental parties is slightly

00:07:56 --> 00:07:57: changing.

00:07:57 --> 00:08:01: So when I started my career there was a huge

00:08:01 --> 00:08:08: focus on energy efficiency and that was something very

00:08:08 --> 00:08:12: important.

00:08:12 --> 00:08:16: Then it was that some shift from from this energy

00:08:16 --> 00:08:19: only into more multicriteria looking.

00:08:19 --> 00:08:21: Into into development has has been started,

00:08:21 --> 00:08:25: and that's not only for real estate,

00:08:25 --> 00:08:27: but but definitely broader. Now this climate agenda is

00:08:27 --> 00:08:29: something

00:08:29 --> 00:08:31: that is very much emerging.

00:08:31 --> 00:08:34: Climate targets, climate neutrality, so,

00:08:34 --> 00:08:36: so we're in it, yeah,

00:08:36 --> 00:08:40: and it's yeah. So you say it's becoming much more

00:08:40 --> 00:08:43: complex picture now compared to,

00:08:43 --> 00:08:47: you know, the energy efficient getting the certificates and

00:08:47 --> 00:08:49: things

00:08:49 --> 00:08:52: like that.

00:08:52 --> 00:08:56: So I mean, do you think the industry is pivoting

00:08:56 --> 00:08:59: quickly enough to address some of those climate risks that

00:08:59 --> 00:09:05: are now coming out as quite quickly?

00:09:05 --> 00:09:09: I would say there is a lot of things going

00:09:09 --> 00:09:13: on and and a lot of initiatives and what I'm

00:09:13 --> 00:09:18: very happy about that there is transformation within the

00:09:18 --> 00:09:23: financing

00:09:23 --> 00:09:24: part ongoing. So so I would say that was always

00:09:24 --> 00:09:30: kind of maybe not missing element but but the element

00:09:30 --> 00:09:34: that that not always was supporting the transformation that

00:09:34 --> 00:09:36: the

00:09:36 --> 00:09:39: moment is there are increasing expectations from from.

00:09:39 --> 00:09:42: Investors.

00:09:42 --> 00:09:45: It's it's something that is really supporting this this

00:09:45 --> 00:09:48: transformation,

00:09:48 --> 00:09:51: so I think that that we're kind of in the

00:09:51 --> 00:09:54: beginning of summer.

00:09:54 --> 00:09:57: Big that will. That is starting and something that will

00:09:57 --> 00:10:00: definitely accelerate in next years.

00:10:00 --> 00:10:03: So especially when this when it comes to this climate

00:09:45 --> 00:09:47: aspects that are very complex.

00:09:47 --> 00:09:50: So what you see would you see as the main

00:09:50 --> 00:09:53: barriers to making progress in this area?

00:09:53 --> 00:09:55: You know this is going to cost money and it

00:09:55 --> 00:09:59: is going to take returns down a bit for investors,

00:09:59 --> 00:10:02: but it's necessary. You know is that one of the

00:10:02 --> 00:10:05: limiting factors or is it the fact that we're trying

00:10:05 --> 00:10:07: to do it in isolation?

00:10:07 --> 00:10:10: Without other industries also limiting,

00:10:10 --> 00:10:13: I would say that it's not about or losing money

00:10:13 --> 00:10:14: on that.

00:10:14 --> 00:10:19: I would say that it's it's more about the mindset

00:10:19 --> 00:10:20: and and.

00:10:20 --> 00:10:24: And the part of the real estate that is,

00:10:24 --> 00:10:27: I would say huge risk aversion.

00:10:27 --> 00:10:32: So if you look on investing money then by its

00:10:32 --> 00:10:38: nature it's one of the safest ways of investing money

00:10:39 --> 00:10:40: and that's.

00:10:40 --> 00:10:42: In in a contradictory too,

00:10:42 --> 00:10:48: I would say rapid progress because typically rapid rapid progress

00:10:48 --> 00:10:52: or innovation we can call it like this requires some

00:10:53 --> 00:10:53: more risk,

00:10:53 --> 00:10:57: and that that's that's the element.

00:10:57 --> 00:11:00: Or that's the link that that used to make it

00:11:01 --> 00:11:03: a long and slow process.

00:11:03 --> 00:11:06: But at the moment, as I mentioned,

00:11:06 --> 00:11:09: there is a lot going on when it comes to

00:11:09 --> 00:11:13: non financial disclosure expectations from.

00:11:13 --> 00:11:18: From investors from shareholders, so definitely it's it's something that

00:11:18 --> 00:11:21: is changing and I think it won't be stopping it.

00:11:21 --> 00:11:22: It won't stop it anymore.

00:11:22 --> 00:11:25: It will be supporting the transformation.

00:11:25 --> 00:11:30: That's when those social outcomes meet those economic outcomes and

00:11:30 --> 00:11:33: they have to both be satisfied in that way.

00:11:33 --> 00:11:38: He'll definitely, of course. There has to be always business

00:11:38 --> 00:11:38: case,

00:11:38 --> 00:11:42: so it's I don't believe that it can ever be

00:11:42 --> 00:11:46: something that is out of it or it's killing the

00:11:46 --> 00:11:47: business case because.

00:11:47 --> 00:11:50: With no business case, there will be no development.

00:11:50 --> 00:11:53: It's just a matter of finding the proper one and

00:11:53 --> 00:11:55: putting things together in the in the right way to

00:11:56 --> 00:11:56: not to stop it.

00:11:56 --> 00:11:58: And being at the forefront of change,

00:11:58 --> 00:12:01: how do you provide leadership on this topic?

00:12:01 --> 00:12:03: At the moment, what are you talking about?

00:12:03 --> 00:12:06: Two different stakeholders and internally within your company?

00:12:09 --> 00:12:12: It is critical to to speak out,

00:12:12 --> 00:12:15: say, simple language and and and.

00:12:15 --> 00:12:20: That's something I always repeat that we need to find

00:12:20 --> 00:12:24: a simple way to explain what we'd like to do,

00:12:24 --> 00:12:27: so I wouldn't.

00:12:27 --> 00:12:30: So I would say that another thing is to really

00:12:30 --> 00:12:35: tailor the message and show how it affects different stakeholders.

00:12:35 --> 00:12:37: And at the moment, as I,

00:12:37 --> 00:12:39: as I mentioned a while ago,

00:12:39 --> 00:12:43: when it comes to when it comes to money and

00:12:43 --> 00:12:46: and when it comes to investments,

00:12:46 --> 00:12:49: it seems that there is no other way at the

00:12:49 --> 00:12:53: moment so that that that became a way easier than

00:12:53 --> 00:12:54: it used to be.

00:12:54 --> 00:12:56: Because if you don't have,

00:12:56 --> 00:12:59: if you don't have this hygiene factor,

00:12:59 --> 00:13:03: that seems to be clarifying at the moment when it

00:13:03 --> 00:13:06: comes to investing in in green.

00:13:06 --> 00:13:09: Properties in innovative.

00:13:09 --> 00:13:15: Low carbon solutions. Then you need to show the profit

00:13:15 --> 00:13:20: or the OR the OR the savings that it brings.

00:13:20 --> 00:13:23: Well, when it got when it comes to when it

00:13:23 --> 00:13:25: comes to tenants.

00:13:25 --> 00:13:28: For instance, I I mentioned that it is very much

00:13:28 --> 00:13:31: related to employment market,

00:13:31 --> 00:13:35: so the employees expectation and that is very much related

00:13:35 --> 00:13:39: to the world trends and and people willing to work

00:13:39 --> 00:13:44: within the within the environment that is not harmful for

00:13:44 --> 00:13:47: the environment, not harmful for climate.

00:13:47 --> 00:13:50: That is addressing this challenges.

00:13:50 --> 00:13:55: So so from the tenants perspective that the whole thing

00:13:55 --> 00:14:00: is very much driven by expectations of their employees.

00:14:00 --> 00:14:04: So again, it seems that there is no other way

00:14:04 --> 00:14:07: than than to address these elements,
 00:14:07 --> 00:14:11: and I would say that last but not least,
 00:14:11 --> 00:14:15: but the the city or the.
 00:14:15 --> 00:14:18: Order City public outdoor seating,
 00:14:18 --> 00:14:24: leadership or the public. Authorities are also the one seeing
 00:14:24 --> 00:14:30: this transformation and the ones seeing this this common
 expectation
 00:14:30 --> 00:14:34: from people that something will happen about it.
 00:14:34 --> 00:14:36: So so those are the,
 00:14:36 --> 00:14:39: those are the elements I'm using.
 00:14:39 --> 00:14:43: We are using to to indicate.
 00:14:43 --> 00:14:47: Why we should do this and and what's the?
 00:14:47 --> 00:14:48: Why we should choose? Yeah,
 00:14:48 --> 00:14:51: and you mentioned kind of those different stakeholders.
 00:14:51 --> 00:14:53: And I wonder if you feel like as an industry
 00:14:53 --> 00:14:55: we're taking an integrated enough approach.
 00:14:55 --> 00:15:00: Should we be having a wider conversation about cities rather
 00:15:00 --> 00:15:02: than our individual buildings?
 00:15:02 --> 00:15:05: Yeah, that's that's very valid point.
 00:15:05 --> 00:15:10: That is definitely one of the key SuccessFactors to to
 00:15:10 --> 00:15:13: have this dialogue and to and to look on the
 00:15:14 --> 00:15:16: bigger scale while planning.
 00:15:16 --> 00:15:20: But in the same time it is something that has
 00:15:20 --> 00:15:23: to happen on the on the local level or the
 00:15:23 --> 00:15:25: single property level.
 00:15:25 --> 00:15:30: 'cause obviously we need to plan bearing in mind the
 00:15:30 --> 00:15:34: whole quarter or the district and then the city.
 00:15:34 --> 00:15:36: And and it should be planted,
 00:15:36 --> 00:15:40: aligned and and in some way it would be good
 00:15:40 --> 00:15:42: if it's incentivized.
 00:15:42 --> 00:15:46: But but in the same time that the job is
 00:15:46 --> 00:15:50: to be done on the on the single building level.
 00:15:50 --> 00:15:54: And when we look at them at the single building
 00:15:54 --> 00:15:58: level an there is another level of integration required,
 00:15:58 --> 00:16:04: because because building is erected using different
 materials,
 00:16:04 --> 00:16:10: different solutions technologies, so it's not only about
 integration when
 00:16:10 --> 00:16:12: it comes to real estate,
 00:16:12 --> 00:16:14: and let's say. Construction sector,
 00:16:14 --> 00:16:18: but it's very much about the integration of the whole
 00:16:18 --> 00:16:22: value chain for whole supply chain from from or to

00:16:22 --> 00:16:24: the beam in the building.

00:16:24 --> 00:16:28: So so I would say there are there are different

00:16:28 --> 00:16:33: different angles of this integration that are very much needed.

00:16:33 --> 00:16:37: That or that there are different elements to do that

00:16:38 --> 00:16:41: we need to think about to make it happen,

00:16:41 --> 00:16:48: and as it was mentioned there are different industries involved

00:16:48 --> 00:16:48: and.

00:16:48 --> 00:16:54: Another critical thing is to to have this different industries

00:16:54 --> 00:16:55: cooperating.

00:16:55 --> 00:17:02: I think that the very good and almost self explanatory.

00:17:02 --> 00:17:06: Is what we call circular economy using again the the

00:17:06 --> 00:17:10: example of the steel beam that we need to develop

00:17:11 --> 00:17:13: this structure of the building.

00:17:13 --> 00:17:16: This still can be the raw material,

00:17:16 --> 00:17:21: and then it's obviously very bad for the environment to

00:17:21 --> 00:17:21: be used,

00:17:21 --> 00:17:24: but in the same time if if we can use

00:17:25 --> 00:17:29: steel from the card that is disassembly tour or some

00:17:29 --> 00:17:33: or some other elements that we have already used,

00:17:33 --> 00:17:37: then it it can create totally different story.

00:17:37 --> 00:17:42: Adding to that energy from renewable from renewable sources we

00:17:42 --> 00:17:43: can really make.

00:17:43 --> 00:17:47: A lot of things that are in with totally different

00:17:47 --> 00:17:49: impact with a way lower impact so,

00:17:49 --> 00:17:53: so that's something that we should look for because there

00:17:53 --> 00:17:56: is a lot of things around us and not everywhere

00:17:56 --> 00:17:59: we need to wait for some spectacular innovations.

00:17:59 --> 00:18:04: Yes, it's really interesting about recycling that type of materials.

00:18:04 --> 00:18:07: Is it 'cause I think one of the less straightforward

00:18:07 --> 00:18:11: issues that the industry has to deal with is that

00:18:11 --> 00:18:14: embodied carbon in things like building materials.

00:18:14 --> 00:18:15: And I wonder, you know,

00:18:15 --> 00:18:18: Skanska is obviously known as being a contractor and a

00:18:18 --> 00:18:18: developer.

00:18:18 --> 00:18:20: I wonder if you as a company is on that

00:18:20 --> 00:18:22: construction side of the industry,

00:18:22 --> 00:18:23: is making headway in that,

00:18:23 --> 00:18:26: and whether you think that will be something that will

00:18:26 --> 00:18:28: tackle better in the next few years.

00:18:28 --> 00:18:32: Yeah, definitely. We were very much on that.

00:18:32 --> 00:18:36: We have committed to become climate neutral by 2045 and
00:18:36 --> 00:18:41: this climate target is also covering these parts of the
00:18:41 --> 00:18:42: value chain.
00:18:42 --> 00:18:45: The supply chain. And that's why I've been.
00:18:45 --> 00:18:48: That's why I've been sharing that.
00:18:48 --> 00:18:50: I see it critical to cooperate,
00:18:50 --> 00:18:54: so we are very much involved in the supply chain
00:18:54 --> 00:18:58: and we are cooperating with many companies.
00:18:58 --> 00:19:02: And recently, with with this climate targets,
00:19:02 --> 00:19:06: I would say that we in some cases already in
00:19:06 --> 00:19:10: some cases we're still working on that we have elevated
00:19:10 --> 00:19:15: this this corporation to another level of looking for solutions
00:19:15 --> 00:19:20: and developing solutions that we will be able to introduce
00:19:20 --> 00:19:24: to projects and in the same time sometimes be a
00:19:24 --> 00:19:29: test field for producers so to to introduce new products
00:19:29 --> 00:19:36: to the market. Products with lower environmental footprint
because as
00:19:36 --> 00:19:37: mentioned,
00:19:37 --> 00:19:42: building and real estate industries is very risk averse,
00:19:42 --> 00:19:48: so so this is something that definitely needs to happen.
00:19:48 --> 00:19:53: Like this, this risk aversion has to be tackled on,
00:19:53 --> 00:19:59: I would say. Local solution level so that that's something
00:19:59 --> 00:20:01: that can help,
00:20:01 --> 00:20:06: and that can let. This climate journey to to speed
00:20:06 --> 00:20:11: up and and to reduce carbon footprint of the whole
00:20:11 --> 00:20:13: industry otherwise.
00:20:13 --> 00:20:15: I would say it's it's very difficult.
00:20:15 --> 00:20:18: That's why we're we're very much focusing on that at
00:20:18 --> 00:20:18: the moment.
00:20:18 --> 00:20:21: I think it's great that you want the industry to
00:20:21 --> 00:20:23: be bold and less risk averse and and and I
00:20:23 --> 00:20:25: think that's definitely one way.
00:20:25 --> 00:20:29: I think the other side is more investment in innovation.
00:20:29 --> 00:20:33: Are you kind of hopeful that innovation will plug some
00:20:33 --> 00:20:35: of the challenges that we have?
00:20:35 --> 00:20:40: Yeah, definitely. I think one of the great examples is
00:20:40 --> 00:20:43: our cooperation with solar technologies.
00:20:43 --> 00:20:48: That's the company that has developed perovskite solar cell,
00:20:48 --> 00:20:53: so that's the technology that is actually enabling.
00:20:53 --> 00:20:57: Huge possibilities when it comes to energy production in
cities
00:20:57 --> 00:21:02: as we know that traditional photovoltaics works very well
while

00:21:02 --> 00:21:04: properly exposed to the sun,
 00:21:04 --> 00:21:08: and that is rarely the case in the cities,
 00:21:08 --> 00:21:11: because we have high density of buildings,
 00:21:11 --> 00:21:14: so buildings are or shading each other.
 00:21:14 --> 00:21:16: So that's one of the challenges,
 00:21:16 --> 00:21:20: and another challenge is related to the fact that the
 00:21:20 --> 00:21:24: roof area is typically a small share of the.
 00:21:24 --> 00:21:26: Of the building usable area.
 00:21:26 --> 00:21:29: So even if we can cover the whole roof with
 00:21:29 --> 00:21:30: the photovoltaics,
 00:21:30 --> 00:21:32: it's it's definitely not enough.
 00:21:32 --> 00:21:36: So this pair of kids solar cells can.
 00:21:36 --> 00:21:39: Be attached to the facade,
 00:21:39 --> 00:21:43: so by orders of magnitude greater area and it works
 00:21:44 --> 00:21:47: very well with no direct sunlight.
 00:21:47 --> 00:21:52: So I'm mentioning that because I believe that this solution
 00:21:52 --> 00:21:54: will great extent.
 00:21:54 --> 00:21:58: Tackle the challenge that we have at the moment with
 00:21:58 --> 00:22:05: operational carbon footprint related to electricity and its
 consumption,
 00:22:05 --> 00:22:06: and.
 00:22:06 --> 00:22:10: And that's definitely something that needs to happen on.
 00:22:10 --> 00:22:13: As I mentioned on a building scale in the same
 00:22:13 --> 00:22:14: time,
 00:22:14 --> 00:22:18: there is transformation of course needed in the energy
 system,
 00:22:18 --> 00:22:22: but but without innovations, I sure we we cannot become
 00:22:22 --> 00:22:23: climate neutral now.
 00:22:23 --> 00:22:26: And do you spend quite a lot of time looking
 00:22:26 --> 00:22:27: at innovation,
 00:22:27 --> 00:22:31: trying to keep up on what's happening in the universities
 00:22:31 --> 00:22:34: and coming out of some of these companies that are
 00:22:34 --> 00:22:36: looking at climate change?
 00:22:38 --> 00:22:41: Yeah, definitely so. So we have.
 00:22:41 --> 00:22:45: We have multiple arrangements with different companies,
 00:22:45 --> 00:22:49: universities to be one step ahead.
 00:22:49 --> 00:22:52: So to say we're not the one that that can
 00:22:52 --> 00:22:55: risk in all fields of course,
 00:22:55 --> 00:22:59: so so we're not going to be the laboratory,
 00:22:59 --> 00:23:04: but but this systemized approach let us test different
 solutions
 00:23:04 --> 00:23:06: in different projects.
 00:23:06 --> 00:23:10: So then we can. We can manage this risk and

00:23:10 --> 00:23:11: and.

00:23:11 --> 00:23:13: Well, something is.

00:23:13 --> 00:23:16: Is working well and meets the expectations.

00:23:16 --> 00:23:21: We have great opportunity to scale it up and move

00:23:21 --> 00:23:22: forward so.

00:23:22 --> 00:23:24: That's not part of the job looking for for this

00:23:24 --> 00:23:26: technical solutions,

00:23:26 --> 00:23:28: and you mentioned that one of the pillars of what

00:23:28 --> 00:23:31: you do is that social sustainability side.

00:23:31 --> 00:23:34: Being a good company that's working in the communities.

00:23:34 --> 00:23:37: Do you think your role will evolve towards more social

00:23:37 --> 00:23:38: sustainability?

00:23:38 --> 00:23:40: You know, as it's becoming a bit more of a

00:23:41 --> 00:23:43: critical issue for the industry at the moment.

00:23:46 --> 00:23:49: I would say we we were very much there already,

00:23:49 --> 00:23:52: so so I think that that looking at the social

00:23:53 --> 00:23:57: aspects from different angles we we are pretty good when

00:23:57 --> 00:24:00: it comes to being a good neighbor and having the

00:24:00 --> 00:24:05: local impact. We're putting a lot of effort to make

00:24:05 --> 00:24:08: this happen when it comes to when it comes to

00:24:08 --> 00:24:09: our employees.

00:24:09 --> 00:24:14: It is very well organized and companies is taking care

00:24:14 --> 00:24:17: of a lot of aspects of employees well being and

00:24:17 --> 00:24:23: employment conditions and and it applies also to contractors

00:24:23 --> 00:24:27: subcontractors.

00:24:27 --> 00:24:30: There is a lot of regulations that we implement that

00:24:30 --> 00:24:34: that has a strong focus on that.

00:24:34 --> 00:24:38: Not not, not to forget about environment or environment,

00:24:38 --> 00:24:39: health and safety. It is our top priority as in

00:24:39 --> 00:24:42: in in our sites.

00:24:43 --> 00:24:45: So we put really a lot of attention to having

00:24:45 --> 00:24:49: to to work safe or not at all.

00:24:49 --> 00:24:52: So I would say in from different perspectives we have

00:24:52 --> 00:24:54: it already quite well organized now,

00:24:54 --> 00:24:57: just coming back to you.

00:24:57 --> 00:24:59: I mean you've spent time at Skanska,

00:24:59 --> 00:25:03: then you left and then you came back.

00:25:03 --> 00:25:04: And in between I think you run your own company

00:25:04 --> 00:25:06: for awhile.

00:25:06 --> 00:25:08: What was the what were you thinking then?

00:25:08 --> 00:25:11: Why have you kind of come back?

00:25:11 --> 00:25:11: Is there a bigger impact that you can make within

00:25:11 --> 00:25:12: Skanska?

00:25:12 --> 00:25:17: Yeah, definitely, actually. It's it's quite funny story because I

00:25:17 --> 00:25:21: joined the being an ambassador for Skanska at at my

00:25:21 --> 00:25:23: Technical University.

00:25:23 --> 00:25:26: And then I was about to start in one of

00:25:26 --> 00:25:27: the projects,

00:25:27 --> 00:25:29: but the project got delayed.

00:25:29 --> 00:25:33: So so instead of starting I started my mastering in

00:25:33 --> 00:25:34: Copenhagen,

00:25:34 --> 00:25:38: Denmark and then this project was started.

00:25:38 --> 00:25:41: Well, when I was there so so so bearing in

00:25:41 --> 00:25:45: mind the fact that I was in the course of

00:25:45 --> 00:25:46: the of the master,

00:25:46 --> 00:25:48: I decided not to stop it,

00:25:48 --> 00:25:52: not, but to complete it.

00:25:52 --> 00:25:58: So the project was started with someone else basically and

00:25:58 --> 00:26:02: and so I kind of missed missed this opportunity,

00:26:02 --> 00:26:07: but and. And then when I decided to come back

00:26:07 --> 00:26:11: and to to start my my own consulting,

00:26:11 --> 00:26:14: I was one I was working with Skanska's.

00:26:14 --> 00:26:19: One of my clients. So so that was that was

00:26:19 --> 00:26:25: another place where where our roads crossed and and after

00:26:25 --> 00:26:26: after sometime.

00:26:26 --> 00:26:31: I kind of caught a wave because there was increasing

00:26:31 --> 00:26:37: interest in sustainability and so I joined the company and

00:26:37 --> 00:26:41: the reason I did it was the fact that I

00:26:41 --> 00:26:45: was sure that that's a great place to develop,

00:26:45 --> 00:26:49: to grow and in the same time that's that's the

00:26:49 --> 00:26:52: great place to have an impact,

00:26:52 --> 00:26:57: as as you mentioned so so personally growing.

00:26:57 --> 00:27:00: I am able to to have an impact to change

00:27:00 --> 00:27:04: something and as this is something that is driving me

00:27:04 --> 00:27:07: very much I I'm sure it was good decision and

00:27:07 --> 00:27:10: you're based in Warsaw. You look over see the central

00:27:10 --> 00:27:12: European region there.

00:27:12 --> 00:27:15: How do you see that region doing in terms of

00:27:15 --> 00:27:18: its sustainability versus other parts of Europe?

00:27:18 --> 00:27:22: Are they ahead that they bought the same way behind

00:27:22 --> 00:27:25: in terms of you know the F sustainability efforts?

00:27:28 --> 00:27:31: I would say that there is a great dynamic.

00:27:31 --> 00:27:34: There is a lot of things going on and and

00:27:34 --> 00:27:38: it's very difficult if not impossible to answer.

00:27:38 --> 00:27:42: It's behind or it's ahead because sustainability is such a complex term that you will always find some elements that are ahead and some elements that are lagging a little bit. And I would even say that if you look only on CE, even between the countries that were. There quite significant differences, so so I would say what is interesting. For instance is as the number of certificates for the party certificates such as lead and dream and when it comes to the number of certificates, Central Europe is sessile only on the top, so I would say there is a lot of things going on. Definitely the quality and all the sustainability aspects are in place, so so there is no. There is no simple answer, but I can say is that that really comparing our projects with the projects from from different countries that we represent and and we're analyzing, I would say we have a really good quality and when it comes to this sustainability metrics we are performing very well. Now you have been linked or working for Skanska most your career. So how do you feel about where your career might go next in terms of what you want to be doing in the industry? As I mentioned, what what drives me very much is is building something new and the impact transforming things and then the same time working with people. So I feel good where I am and if you ask me where I'm heading it's it's very difficult to give a straight answer. I would. I definitely want to continue working with people and develop something that is. Rising the bar so so definitely I am in position that that gives me this opportunities and and I would like to continue in this direction. And for those coming following behind you,

00:29:49 --> 00:29:52: what advice would you give to those coming into real
00:29:52 --> 00:29:58: estate who maybe want to pursue something around
environmental sustainability
00:29:58 --> 00:30:00: or sustainability as a whole?
00:30:02 --> 00:30:05: I'd say it's it's critical to figure out what you
00:30:05 --> 00:30:06: like,
00:30:06 --> 00:30:07: what you like to do,
00:30:07 --> 00:30:10: and would you like to.
00:30:10 --> 00:30:13: Like to pursue 'cause? That's that's.
00:30:13 --> 00:30:15: I mean that may sound trivial,
00:30:15 --> 00:30:19: but but I believe this is this is something everyone
00:30:19 --> 00:30:21: has to figure out,
00:30:21 --> 00:30:26: and because that's something that lets you get out of
00:30:26 --> 00:30:31: the bed every morning and and do with satisfaction.
00:30:31 --> 00:30:33: What what you're expected to do,
00:30:33 --> 00:30:36: so I think I don't have honest,
00:30:36 --> 00:30:39: specific advice to what to do together.
00:30:39 --> 00:30:43: What is definitely important is to is to is curiosity,
00:30:43 --> 00:30:45: because I think we can.
00:30:45 --> 00:30:48: We can see as a kind of pattern in our
00:30:48 --> 00:30:53: discussion is that everything in this field is very dynamically
00:30:53 --> 00:30:53: changing.
00:30:53 --> 00:30:55: Yeah, so not for you.
00:30:55 --> 00:30:57: If you like the status quo,
00:30:57 --> 00:31:01: this is a dynamism in action and sustainability at the
00:31:02 --> 00:31:02: moment.
00:31:02 --> 00:31:05: Definitely go and finally I wonder if you've got maybe
00:31:05 --> 00:31:07: a recommendation for our audience,
00:31:07 --> 00:31:10: a business book, or a podcast or something similar that
00:31:10 --> 00:31:12: inspired you in terms of your career.
00:31:15 --> 00:31:18: What one of the maybe not the first books but
00:31:18 --> 00:31:23: but the books that impressed me the most is not.
00:31:23 --> 00:31:27: Not sure if I can call it a strictly business
00:31:27 --> 00:31:31: book but but that's very much about business and the
00:31:31 --> 00:31:34: book is shoe dog by Phil Knight.
00:31:34 --> 00:31:38: And that's the that's the history of of Phil Knight
00:31:38 --> 00:31:43: who established Nike and then develop it to the size
00:31:43 --> 00:31:44: more or less.
00:31:44 --> 00:31:46: It is at the moment.
00:31:46 --> 00:31:50: So I like the way it's written and when it
00:31:51 --> 00:31:54: comes to looking at the business,
00:31:54 --> 00:31:58: I like to to read to real histories so so

00:31:58 --> 00:32:02: not the definitions and the golden advisors,
00:32:02 --> 00:32:05: but but the way people did.
00:32:05 --> 00:32:08: Some things under and learn from them.
00:32:08 --> 00:32:10: Yeah, the good, the bad and the ugly of kind
00:32:10 --> 00:32:12: of running a business exactly.
00:32:12 --> 00:32:15: Yeah, well Adam. Thank you so much for your time
00:32:15 --> 00:32:15: today.
00:32:15 --> 00:32:19: It's been a really inspiring conversation and we're really
00:32:19 --> 00:32:21: grateful
00:32:19 --> 00:32:21: for you joining us on this podcast.
00:32:21 --> 00:32:24: Thank you very much.
00:32:24 --> 00:32:27: Hope you've enjoyed this podcast to find out more about
00:32:27 --> 00:32:29: the other episodes of this series,
00:32:29 --> 00:32:32: go to the young leaders page on the ULI Europe
00:32:32 --> 00:32:32: website.

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