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 important.
00:08:08 --> 00:08:12: Then it was that some shift from from this energy
00:08:12 --> 00:08:16: only into more multicriteria looking.
00:08:16 --> 00:08:19: Into into development has has been started,
00:08:19 --> 00:08:21: and that's not only for real estate,
00:08:21 --> 00:08:25: but but definitely broader. Now this climate agenda is something
00:08:25 --> 00:08:27: that is very much emerging.
00:08:27 --> 00:08:29: Climate targets, climate neutrality, so,
00:08:29 --> 00:08:31: so we're in it, yeah,
00:08:31 --> 00:08:34: and it's yeah. So you say it's becoming much more
00:08:34 --> 00:08:36: complex picture now compared to,
00:08:36 --> 00:08:40: you know, the energy efficient getting the certificates and things
00:08:40 --> 00:08:40: like that.
00:08:40 --> 00:08:43: So I mean, do you think the industry is pivoting
00:08:43 --> 00:08:47: quickly enough to address some of those climate risks that
00:08:47 --> 00:08:49: are now coming out as quite quickly?
00:08:52 --> 00:08:56: I would say there is a lot of things going
00:08:56 --> 00:08:59: on and and a lot of initiatives and what I'm
00:09:00 --> 00:09:05: very happy about that there is transformation within the financing
00:09:05 --> 00:09:09: part ongoing. So so I would say that was always
00:09:09 --> 00:09:13: kind of maybe not missing element but but the element
00:09:13 --> 00:09:18: that that not always was supporting the transformation that the
00:09:18 --> 00:09:23: moment is there are increasing expectations from from.
00:09:23 --> 00:09:24: Investors.
00:09:24 --> 00:09:30: It's it's something that is really supporting this this transformation,
00:09:30 --> 00:09:34: so I think that that we're kind of in the
00:09:34 --> 00:09:36: beginning of summer.
00:09:36 --> 00:09:39: Big that will. That is starting and something that will
00:09:39 --> 00:09:42: definitely accelerate in next years.
00:09:42 --> 00:09:45: 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
00:18:55 --> 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
00:20:24 --> 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 porowski 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
00:20:58 --> 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 subcontractors.
00:24:23 --> 00:24:27: There is a lot of regulations that we implement that
00:24:27 --> 00:24:30: that has a strong focus on that.
00:24:30 --> 00:24:34: Not not, not to forget about environment or environment,
00:24:34 --> 00:24:38: health and safety. It is our top priority as in
00:24:38 --> 00:24:39: in in our sites.
00:24:39 --> 00:24:42: So we put really a lot of attention to having
00:24:43 --> 00:24:45: to to work safe or not at all.
00:24:45 --> 00:24:49: So I would say in from different perspectives we have
00:24:49 --> 00:24:52: it already quite well organized now,
00:24:52 --> 00:24:54: just coming back to you.
00:24:54 --> 00:24:57: I mean you've spent time at Skanska,
00:24:57 --> 00:24:59: then you left and then you came back.
00:24:59 --> 00:25:03: And in between I think you run your own company
00:25:03 --> 00:25:04: for awhile.
00:25:04 --> 00:25:06: What was the what were you thinking then?
00:25:06 --> 00:25:08: Why have you kind of come back?
00:25:08 --> 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 is such
00:27:42 --> 00:27:46: complex term that you will always find some elements that
00:27:46 --> 00:27:50: are ahead and and some elements that are lagging a
00:27:50 --> 00:27:53: little bit. And I would even say that if you
00:27:54 --> 00:27:55: look only on CE,
00:27:55 --> 00:27:58: even between the countries that were.
00:27:58 --> 00:28:03: There quite significant differences, so so I would say what
00:28:03 --> 00:28:04: is interesting.
00:28:04 --> 00:28:08: For instance is as the number of certificates for the
00:28:08 --> 00:28:12: party certificates such as lead and dream and when it
00:28:12 --> 00:28:15: comes to the number of certificates,
00:28:15 --> 00:28:18: Central Europe is sessile only on the top,
00:28:18 --> 00:28:22: so I would say there is a lot of things
00:28:22 --> 00:28:22: going on.
00:28:22 --> 00:28:27: Definitely the quality and all the sustainability aspects are in
00:28:27 --> 00:28:28: place,
00:28:28 --> 00:28:29: so so there is no.
00:28:29 --> 00:28:32: There is no simple answer,
00:28:32 --> 00:28:35: but I can say is that that really comparing our
00:28:35 --> 00:28:40: projects with the projects from from different countries that we
00:28:40 --> 00:28:43: represent and and we're analyzing,
00:28:43 --> 00:28:47: I would say we have a really good quality and
00:28:47 --> 00:28:52: when it comes to this sustainability metrics we are performing
00:28:52 --> 00:28:53: very well.
00:28:53 --> 00:28:56: Now you have been linked or working for Skanska most
00:28:56 --> 00:28:57: your career.
00:28:57 --> 00:29:00: So how do you feel about where your career might
00:29:00 --> 00:29:02: go next in terms of what you want to be
00:29:02 --> 00:29:04: doing in the industry?
00:29:06 --> 00:29:10: As I mentioned, what what drives me very much is
00:29:10 --> 00:29:15: is building something new and the impact transforming things and
00:29:15 --> 00:29:19: then the same time working with people.
00:29:19 --> 00:29:22: So I feel good where I am and if you
00:29:22 --> 00:29:26: ask me where I'm heading it's it's very difficult to
00:29:26 --> 00:29:28: give a straight answer.
00:29:28 --> 00:29:33: I would. I definitely want to continue working with people
00:29:33 --> 00:29:36: and develop something that is.
00:29:36 --> 00:29:39: Rising the bar so so definitely I am in position
00:29:39 --> 00:29:43: that that gives me this opportunities and and I would
00:29:43 --> 00:29:46: like to continue in this direction.
00:29:46 --> 00:29:49: 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 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.

This video transcript has been machine-generated, so it may not be accurate. It is for personal use only. Reproduction or use without written permission is prohibited. If you have a correction or for permission inquiries, please contact .