

# Webinar

## ULI Europe Young Leaders Townhall 2025

Date: January 22, 2025

00:00:05 --> 00:00:05: Thank you, Anna.

00:00:06 --> 00:00:07: We're two minutes in.

00:00:09 --> 00:00:14: I see a lot of the young leaders joining already.

00:00:18 --> 00:00:20: Jordan, you, you're with London Huddle, you're in.

00:00:21 --> 00:00:22: Hi, yes, as usual.

00:00:22 --> 00:00:23: Can you see and hear me?

00:00:24 --> 00:00:25: We can see and hear you.

00:00:25 --> 00:00:26: Perfect.

00:00:26 --> 00:00:26: Thank you.

00:00:26 --> 00:00:26: Thank.

00:00:29 --> 00:00:29: You.

00:00:29 --> 00:00:29: Hi, Beth.

00:00:33 --> 00:00:35: Yeah, I know you can see someone from Hilapa with us.

00:00:35 --> 00:00:35: us.

00:00:39 --> 00:00:41: Hi, good to see you.

00:00:41 --> 00:00:42: Great to see you.

00:00:44 --> 00:00:47: I think we'll get started in respect of time.

00:00:47 --> 00:00:49: We have a lot of program and I'm very, very

00:00:49 --> 00:00:52: happy that Anne and Lizette took the time to join

00:00:52 --> 00:00:53: us today.

00:00:54 --> 00:00:59: Maybe ahead of time, just quickly on the, the politeness

00:00:59 --> 00:01:02: factors of the call or rules so-called.

00:01:03 --> 00:01:05: Please keep yourselves muted, if that's all right.

00:01:05 --> 00:01:07: We have a lot of people today on.

00:01:08 --> 00:01:10: And if you have questions, and we very much hope

00:01:10 --> 00:01:13: you will have questions, please raise your hand or put

00:01:13 --> 00:01:14: them in a chat.

00:01:14 --> 00:01:15: We'll be monitoring those.

00:01:15 --> 00:01:18: And if the conversation is so flowing that you can't

00:01:18 --> 00:01:21: seem to to get at, please interrupt me within the  
00:01:21 --> 00:01:24: fireside chat with, with Ann and Lizet, of course.  
00:01:25 --> 00:01:28: But we're very much hoping that you'll have questions for  
00:01:28 --> 00:01:29: us ready.  
00:01:31 --> 00:01:33: I'm very grateful to Lizette and Anne to join us  
00:01:33 --> 00:01:33: today.  
00:01:33 --> 00:01:37: We will have Lizette mention the ULI mission and, and  
00:01:38 --> 00:01:41: provide us with a little bit of info about the  
00:01:41 --> 00:01:46: ULI mission priorities, the plans, and we'll highlight the, the  
00:01:46 --> 00:01:49: role of the young leaders in the organization.  
00:01:49 --> 00:01:53: We will have Anne tell us a little bit about  
00:01:53 --> 00:01:58: her long standing at this point relationship with you and  
00:01:58 --> 00:01:59: I as well.  
00:01:59 --> 00:02:01: You've been with you and I for if I counted  
00:02:01 --> 00:02:04: correctly 24 years almost at this point.  
00:02:04 --> 00:02:07: And so you've been a very long standing member with  
00:02:07 --> 00:02:10: us and maybe actually starting with you and a very  
00:02:10 --> 00:02:12: quick introduction in the industry.  
00:02:12 --> 00:02:14: I don't think you need much of an introduction.  
00:02:14 --> 00:02:19: You've been holding a lot of also lately board positions  
00:02:19 --> 00:02:23: in in the past years at Telford Homes, at Patrizia,  
00:02:23 --> 00:02:24: at AXA.  
00:02:25 --> 00:02:28: The young leaders here definitely have met you or at  
00:02:28 --> 00:02:32: least heard from you when you were explaining the industry  
00:02:32 --> 00:02:35: to us with you and I within you and I,  
00:02:35 --> 00:02:37: you have been since 2001.  
00:02:37 --> 00:02:39: We'll come to your roles in a moment as well.  
00:02:40 --> 00:02:41: Thank you for joining us today, Anne.  
00:02:43 --> 00:02:44: And we have Lizette.  
00:02:44 --> 00:02:48: Lizette, you have been the CEO of ULI Europe for  
00:02:48 --> 00:02:49: the past 10 years.  
00:02:49 --> 00:02:55: You've just celebrated your anniversary, if we've seen  
correctly before  
00:02:56 --> 00:03:00: that you have been advising the the industry in in  
00:03:00 --> 00:03:04: many dimensions within your own firm of leader.  
00:03:04 --> 00:03:08: And before that you have been the country manager for  
00:03:08 --> 00:03:12: Italy at CBRE, if I remember correctly and an executive  
00:03:12 --> 00:03:15: member before that at Inrath.  
00:03:15 --> 00:03:19: So both of you very strong personalities and and very  
00:03:19 --> 00:03:23: strong seniority in the industry as well as within you  
00:03:23 --> 00:03:24: and I.  
00:03:24 --> 00:03:26: So we're grateful to have you here.

00:03:26 --> 00:03:32: Actually, without further ado, quickly checking in Anna on the  
00:03:32 --> 00:03:36: next slide, if you could please move on.  
00:03:37 --> 00:03:40: We have celebrated the 20 year anniversary as young  
leaders  
00:03:40 --> 00:03:41: last year.  
00:03:42 --> 00:03:46: We're, we're on to our 21st year this year we  
00:03:46 --> 00:03:51: are over 1700 young leaders currently exactly 1712 if I  
00:03:52 --> 00:03:57: remember, we're improving on the ratio of female towards  
male  
00:03:57 --> 00:03:59: of 33 towards 77.  
00:04:00 --> 00:04:04: The average age of 30 is, is very exciting as  
00:04:04 --> 00:04:05: a number to us.  
00:04:05 --> 00:04:08: We're working towards improving that even further.  
00:04:10 --> 00:04:13: The young leaders have been represented over the many  
countries.  
00:04:13 --> 00:04:15: A lot of the chairs are with us here and  
00:04:15 --> 00:04:17: also within the ULI.  
00:04:17 --> 00:04:17: XCOM.  
00:04:18 --> 00:04:23: I'd love to show you the photos of very quickly  
00:04:23 --> 00:04:27: now and if we could move to the XCOM slide.  
00:04:27 --> 00:04:30: Those are our 11 XCOM members.  
00:04:30 --> 00:04:32: They will later on take the mic quickly to go  
00:04:32 --> 00:04:35: over the initiatives that we have and over the very  
00:04:35 --> 00:04:39: important dates and milestones for this year that are planned.  
00:04:40 --> 00:04:43: At the end each of them, we have 5 new  
00:04:43 --> 00:04:48: members appointed in September 2024, six ones who have  
been  
00:04:48 --> 00:04:52: with us before already and two of them, two of  
00:04:52 --> 00:04:57: our ex-con members are actually very fresh ULI members as  
00:04:57 --> 00:04:58: well.  
00:04:58 --> 00:05:01: So it's super exciting to go on this journey together.  
00:05:01 --> 00:05:04: If we quickly go to the next slide, Anna, those  
00:05:04 --> 00:05:06: will be the seven initiatives that we will be looking  
00:05:06 --> 00:05:06: at.  
00:05:06 --> 00:05:07: We have two dimensions.  
00:05:07 --> 00:05:11: We have the flagship initiatives, the Young Leader Forum  
retreat,  
00:05:11 --> 00:05:15: Prop Tech Innovation Challenge and the National Young  
Leader Assembly  
00:05:15 --> 00:05:18: Chair assembly that is taking place every two months.  
00:05:18 --> 00:05:20: And then we have 3 new dimensions that we're touching  
00:05:20 --> 00:05:23: up on this year, leadership, education, sustainable, the NAI.  
00:05:24 --> 00:05:26: So the XCOM will tell you more about it later

00:05:26 --> 00:05:26: on.

00:05:26 --> 00:05:30: But now, without further ado, I would love to hand

00:05:30 --> 00:05:32: over to Lizette and to Anne to give us the

00:05:32 --> 00:05:35: global picture and the ULI, your picture, please.

00:05:39 --> 00:05:40: And will you start?

00:05:44 --> 00:05:45: Anne, would you like to start?

00:05:46 --> 00:05:47: Yeah, sure.

00:05:47 --> 00:05:50: So look, it's an absolute pleasure to be here.

00:05:50 --> 00:05:55: And as you said, when the young leaders started, when

00:05:55 --> 00:05:59: I was still at James Lang and LaSalle JLL in

00:05:59 --> 00:06:05: the early 2000s, I hosted in Hanover Square the very

00:06:05 --> 00:06:09: first drinks reception for young leaders.

00:06:09 --> 00:06:12: And you know, we had a, a, we had a

00:06:12 --> 00:06:16: huge turn out at that time and it was really

00:06:16 --> 00:06:20: well received at the very first opening event.

00:06:21 --> 00:06:25: And I'm absolutely thrilled to see how much it's grown

00:06:25 --> 00:06:25: in Europe.

00:06:27 --> 00:06:30: So I guess Lisa and I this morning what, you

00:06:30 --> 00:06:34: know, we were very, very keen to join the young

00:06:34 --> 00:06:38: leaders this morning and I'm very happy to answer any

00:06:38 --> 00:06:39: questions.

00:06:40 --> 00:06:43: I guess one of the things that I thought I

00:06:43 --> 00:06:46: might kick off with is I do sit on the

00:06:46 --> 00:06:50: ULI Global board and I'm a global governing trustee.

00:06:50 --> 00:06:53: And of course, we're all aware that in the last

00:06:54 --> 00:06:57: six months we have had a new global CEO and

00:06:57 --> 00:07:01: that we put a huge effort into the recruitment process

00:07:01 --> 00:07:01: last year.

00:07:02 --> 00:07:05: So one of the things I thought I might kick

00:07:05 --> 00:07:08: off with is just looking at, well, what difference do

00:07:08 --> 00:07:11: we think that that's going to make?

00:07:11 --> 00:07:15: You know, what are the discussions around the global board

00:07:15 --> 00:07:20: table and how does that transmit into what we're working

00:07:20 --> 00:07:23: on in Europe with Lizette and the team?

00:07:23 --> 00:07:27: So I guess what I would say is Angela joined

00:07:27 --> 00:07:31: in September, you know, within her first three weeks that

00:07:31 --> 00:07:34: you and I, she did visit us in Europe and

00:07:34 --> 00:07:39: Lisette and the team had an opportunity and, you know,

00:07:39 --> 00:07:43: to present a business plan and strategy and to check

00:07:43 --> 00:07:43: alignment.

00:07:45 --> 00:07:49: And I would say that Angela has spent, you know,

00:07:49 --> 00:07:53: the plan was that she would spend her first 90

00:07:53 --> 00:07:58: days listening to members around the world, listening to the  
00:07:58 --> 00:08:03: teams and the employees within ULI and spending time, you  
00:08:03 --> 00:08:08: know, really getting feedback from the organization.  
00:08:09 --> 00:08:12: And so she would, she calls herself the chief listening  
00:08:12 --> 00:08:14: officer for the first three months.  
00:08:15 --> 00:08:18: And, and she presented to us in Las Vegas it,  
00:08:18 --> 00:08:22: you know, what had come out of that perspective.  
00:08:22 --> 00:08:27: One of the other things that she also initiated on  
00:08:27 --> 00:08:31: day one of her being here, she also initiated a  
00:08:31 --> 00:08:35: cultural study internally within you and I.  
00:08:35 --> 00:08:38: And that was something that on the board we had  
00:08:38 --> 00:08:41: felt would be a good thing for her to initiate  
00:08:41 --> 00:08:42: on arrival.  
00:08:43 --> 00:08:47: And, and the joint feedback from all of those things  
00:08:47 --> 00:08:49: was, you know, a huge focus.  
00:08:49 --> 00:08:54: We're a member organization to keep and maintain a huge  
00:08:54 --> 00:08:58: focus on what our members want and to recognize the  
00:08:58 --> 00:09:02: diversity of the views of what our members want.  
00:09:02 --> 00:09:06: You know, what our members want in the US, in  
00:09:06 --> 00:09:07: Asia and in Europe.  
00:09:08 --> 00:09:12: There are core themes, but there are also some differences  
00:09:12 --> 00:09:13: in emphasis.  
00:09:13 --> 00:09:18: And, and so a great recognition that you know, ULI  
00:09:18 --> 00:09:23: should be an organization where it's one ULI globally, but  
00:09:23 --> 00:09:26: it is also a federation and that there can be  
00:09:26 --> 00:09:32: adaptations within regions and, and locally within countries  
00:09:32 --> 00:09:36: and within  
00:09:32 --> 00:09:36: cities, but within an overall ULI framework.  
00:09:38 --> 00:09:42: And so therefore, I think they're coming out of that.  
00:09:43 --> 00:09:46: You know, one of the things on the global platform  
00:09:47 --> 00:09:51: that we're looking at is improving the organizational culture  
00:09:51 --> 00:09:55: and  
00:09:51 --> 00:09:55: the target operating model for ULI to make sure that  
00:09:55 --> 00:09:59: the decision making is nimble and efficient and fast.  
00:10:00 --> 00:10:03: And I think that what that will lead to, one  
00:10:03 --> 00:10:07: of the things we've been looking at is effectively evolving  
00:10:08 --> 00:10:11: the regional model and and some of that has come  
00:10:11 --> 00:10:15: from feedback from the teams in the organisations about  
00:10:16 --> 00:10:19: wanting  
00:10:16 --> 00:10:19: to be able to speed up decision making processes.  
00:10:20 --> 00:10:22: And so we're still working on that and working in  
00:10:23 --> 00:10:25: partnership with the global teams.  
00:10:25 --> 00:10:29: But what it will translate into is greater empowerment in

00:10:29 --> 00:10:34: the regions for the day-to-day activities, but always operating within

00:10:34 --> 00:10:36: a global framework.

00:10:36 --> 00:10:38: And Lizette can speak more on that.

00:10:40 --> 00:10:43: I think, you know, we're also at a global level

00:10:43 --> 00:10:48: looking at refreshing the governance framework, and that's partly out

00:10:48 --> 00:10:51: of the great success of the foundation.

00:10:51 --> 00:10:55: You know, we're on track to raise 100 million for

00:10:55 --> 00:10:59: philanthropic activities at a global level.

00:10:59 --> 00:11:03: And many of you know about the great success Lisette

00:11:03 --> 00:11:06: and the team have had with the foundation in Europe

00:11:06 --> 00:11:09: this year and this that can speak more on that.

00:11:09 --> 00:11:13: But making sure that our governance framework is fit for

00:11:13 --> 00:11:18: purpose to manage these types of grants is really, really

00:11:18 --> 00:11:18: important.

00:11:18 --> 00:11:21: And so that's a key topic on the global board.

00:11:22 --> 00:11:25: And then the final one on the global platform is

00:11:25 --> 00:11:27: enhancing the tech platform.

00:11:27 --> 00:11:30: I think many of you as members and particularly the

00:11:30 --> 00:11:34: young leaders, you know, we have a lot of feedback

00:11:34 --> 00:11:37: about how our tech platform can be improved.

00:11:37 --> 00:11:41: And I think, you know, for the future, we have

00:11:41 --> 00:11:45: to stay absolutely current and up to date on our

00:11:45 --> 00:11:46: use of tech.

00:11:46 --> 00:11:48: And we all know that it could be better.

00:11:49 --> 00:11:52: So I would say those are the big four things

00:11:52 --> 00:11:56: and really ensuring that our member engagement remains strong and

00:11:56 --> 00:12:00: that we keep listening to our members and keep adapting

00:12:00 --> 00:12:04: and amending the organization in line with member feedback.

00:12:07 --> 00:12:10: Thank you for that and thank you for translating a

00:12:10 --> 00:12:10: little bit.

00:12:10 --> 00:12:14: Also the global priorities right now that will have an

00:12:14 --> 00:12:17: impact on on us as well in the region of

00:12:17 --> 00:12:18: Europe.

00:12:18 --> 00:12:21: Lisa, may I hand over to you right away when

00:12:21 --> 00:12:23: we mention ULI Europe?

00:12:24 --> 00:12:25: Thanks, Ariana.

00:12:25 --> 00:12:26: Yes, very happy to.

00:12:27 --> 00:12:30: Well, hello, great to see so many of you participating

00:12:30 --> 00:12:32: in this town hall today.

00:12:32 --> 00:12:35: And also as mentioned before, if you have any questions,  
00:12:35 --> 00:12:38: just put up your hand, very happy to answer them.  
00:12:39 --> 00:12:43: Well, I'll start with the mission that I know is  
00:12:43 --> 00:12:46: close to many of your hearts, but just to repeat  
00:12:46 --> 00:12:51: again, because besides being an ordinary member  
organization with the  
00:12:51 --> 00:12:55: value for networking, bringing people together, as you all  
know,  
00:12:55 --> 00:12:58: utilize mission is at the heart of what we do  
00:12:58 --> 00:13:01: and we try to sort of weave it into everything  
00:13:01 --> 00:13:05: we do shared shape the future of the built environment  
00:13:05 --> 00:13:08: for transformative impact in communities worldwide.  
00:13:09 --> 00:13:14: And you like being an organization that crosses all across  
00:13:14 --> 00:13:16: the value chain is global.  
00:13:17 --> 00:13:20: Often what people say, and it's such a broad mission,  
00:13:20 --> 00:13:21: it it needs guidance.  
00:13:21 --> 00:13:26: It needs clearer direction to what that mission is and  
00:13:26 --> 00:13:28: how we can achieve it.  
00:13:28 --> 00:13:32: And that's why a few years ago, our global Board  
00:13:32 --> 00:13:36: and many members from all across Europe, you and I  
00:13:36 --> 00:13:41: spend time on developing the mission priorities that helps us  
00:13:41 --> 00:13:44: to kind of give hands and feet, if you will,  
00:13:44 --> 00:13:47: to that broader mission statement.  
00:13:47 --> 00:13:51: And what came out of that was 3 mission priorities,  
00:13:51 --> 00:13:56: 1 focused on the decarbonization of real estate, one around  
00:13:56 --> 00:14:02: the availability of adequate and affordable housing, and the  
last  
00:14:02 --> 00:14:06: one in educating the next generation of real estate leaders  
00:14:07 --> 00:14:10: that all of you are part of, obviously, and it's  
00:14:10 --> 00:14:13: very high priority for us.  
00:14:13 --> 00:14:18: Besides the mission statement, Ariana already showed that  
how many  
00:14:18 --> 00:14:22: young leader members we have are across Europe, which is  
00:14:22 --> 00:14:26: more than 30% of our total membership, which is around  
00:14:26 --> 00:14:28: 5500 members in Europe.  
00:14:28 --> 00:14:32: And while we've seen massive growth not only in the  
00:14:32 --> 00:14:35: young leader group where you obviously also when you all  
00:14:35 --> 00:14:39: of you age out, that group is continuously subject to  
00:14:39 --> 00:14:39: change.  
00:14:40 --> 00:14:44: And therefore that growth percentage has been very  
impressive.  
00:14:46 --> 00:14:49: We also are looking at growth for the organization as  
00:14:49 --> 00:14:50: a whole.

00:14:50 --> 00:14:55: While we're very proud of the 5500 members, we think  
00:14:55 --> 00:14:57: that's far more potential.  
00:14:57 --> 00:15:00: And for us, it's not growth just for the sake  
00:15:00 --> 00:15:01: of growing.  
00:15:01 --> 00:15:05: For us, it's about the knowledge base that you and  
00:15:05 --> 00:15:08: I represents and the diversity of opinions.  
00:15:09 --> 00:15:12: And that's why we seek to grow further in in  
00:15:12 --> 00:15:16: in Europe and we also seek to grow further among  
00:15:16 --> 00:15:17: young leaders.  
00:15:17 --> 00:15:22: We think there's still so much more potential there and  
00:15:22 --> 00:15:25: that's why we done sort of all of us have  
00:15:25 --> 00:15:28: the opportunity to share more.  
00:15:28 --> 00:15:32: I just wanted to pick out a few initiatives sort  
00:15:32 --> 00:15:36: of around all priorities that we've been focusing on.  
00:15:36 --> 00:15:39: Also adding on to what Anne was just saying, one  
00:15:39 --> 00:15:43: of them is then the growth of the membership, as  
00:15:43 --> 00:15:46: I mentioned, but not only that, it's also sort of  
00:15:46 --> 00:15:52: making the organization financially resilient, which of course  
is important.  
00:15:52 --> 00:15:55: We are a nonprofit organization, but we need to be  
00:15:55 --> 00:15:57: financially healthy.  
00:15:57 --> 00:16:00: And so far all of our members, either corporates or  
00:16:00 --> 00:16:04: individuals, have been supporting or initiatives.  
00:16:04 --> 00:16:09: You pay membership fees, you pay fees when you come  
00:16:09 --> 00:16:13: to events, the bigger ones, either in the country or  
00:16:13 --> 00:16:15: at the European level.  
00:16:15 --> 00:16:19: And many of the corporates also have always sponsored the  
00:16:19 --> 00:16:22: research work we've been doing, which is great.  
00:16:22 --> 00:16:24: And we think there's more potential.  
00:16:24 --> 00:16:26: But to a certain extent, it's also risky, as we  
00:16:27 --> 00:16:30: notice in the market that we're in right now, because  
00:16:30 --> 00:16:34: everybody's facing bigger challenges and therefore budgets  
are being cut.  
00:16:35 --> 00:16:38: Therefore, we've been looking at other ways to fund some  
00:16:39 --> 00:16:42: of our initiatives, and that is through philanthropic funding.  
00:16:42 --> 00:16:47: And while we've already been very successful also through  
Christian  
00:16:47 --> 00:16:52: shaders leadership who's the chair of the Euler Charitable  
Trust  
00:16:52 --> 00:16:56: and that has been supporting the growth of urban plan  
00:16:56 --> 00:16:58: in many countries across Europe.  
00:16:59 --> 00:17:03: We've also been looking more at working with foundations.  
00:17:04 --> 00:17:07: And on the back of the work we've been doing



00:17:07 --> 00:17:11: over the past three years for sea change or program  
00:17:11 --> 00:17:15: to help the industry decarbonize faster, we were approached  
by  
00:17:15 --> 00:17:20: the loudest foundation and I've been working with them off  
00:17:20 --> 00:17:21: the past year.  
00:17:21 --> 00:17:24: We now have a ground for for the next three  
00:17:25 --> 00:17:28: years to work together on a Sea Change for housing  
00:17:28 --> 00:17:34: program, looking at the intersection between the  
decarbonization challenge and  
00:17:34 --> 00:17:39: the affordable housing challenge and bringing that together  
and how  
00:17:39 --> 00:17:44: do we also decarbonize social and affordable housing while  
addressing  
00:17:44 --> 00:17:49: the wider Housing and Urban regenerate regeneration  
challenges.  
00:17:49 --> 00:17:52: And one big issue as we know is the is  
00:17:52 --> 00:17:53: the business case.  
00:17:53 --> 00:17:58: How do we build the business case to decarbonize, which  
00:17:58 --> 00:18:02: is apart from it happening is a bigger issue for  
00:18:03 --> 00:18:08: social and affordable housing apart from the need for more  
00:18:08 --> 00:18:08: of that.  
00:18:10 --> 00:18:13: So, and we would be very keen, not only in  
00:18:13 --> 00:18:17: this work but in all the other work we do,  
00:18:17 --> 00:18:21: to have your voice heard because that's the importance of  
00:18:22 --> 00:18:25: the Young Leader Group in you and I.  
00:18:25 --> 00:18:29: We need to make sure that the industry not only  
00:18:29 --> 00:18:34: builds and manages for the generations to come, but get  
00:18:34 --> 00:18:38: your view on how you want to live, where you  
00:18:38 --> 00:18:42: want to live or play, you want to use the  
00:18:42 --> 00:18:43: built environment.  
00:18:43 --> 00:18:48: And also your views obviously on the industry are so  
00:18:48 --> 00:18:49: important.  
00:18:49 --> 00:18:52: We'll probably talk a little bit more about that later  
00:18:52 --> 00:18:55: and then I'll stop talking about it, but I just  
00:18:55 --> 00:18:58: wanted to call out the members mentorship program.  
00:18:58 --> 00:19:01: Well, when we kick this off, many people said, Oh  
00:19:01 --> 00:19:04: yes, I'm happy to give back to the industry and  
00:19:04 --> 00:19:06: help young leaders.  
00:19:06 --> 00:19:11: And interestingly, afterwards when people had participated  
as mentors, they  
00:19:11 --> 00:19:16: said to us, oh, this is actually really interesting because  
00:19:16 --> 00:19:17: it brings a lot to me too.  
00:19:18 --> 00:19:22: I understand much better the, the views and, and how

00:19:22 --> 00:19:26: these people, younger people look at the industry, look at  
00:19:26 --> 00:19:28: or cities, etcetera.  
00:19:28 --> 00:19:32: So there's so much value in the exchange between all  
00:19:32 --> 00:19:36: the different members of you and I and therefore, I  
00:19:36 --> 00:19:41: would encourage you all not just to participate in mentorship  
00:19:41 --> 00:19:45: program, but to participate in everything we do.  
00:19:46 --> 00:19:46: Thanks, Ariana.  
00:19:48 --> 00:19:48: That was me.  
00:19:52 --> 00:19:55: I just no, sorry.  
00:19:56 --> 00:19:57: Go on.  
00:19:59 --> 00:20:00: No, I'm, I'm finished.  
00:20:00 --> 00:20:03: So I think you wanted to continue with some?  
00:20:03 --> 00:20:06: Questions This is not my best friend today.  
00:20:06 --> 00:20:06: I apologize.  
00:20:07 --> 00:20:09: I thought you thought you said thank you for for  
00:20:09 --> 00:20:09: sharing.  
00:20:09 --> 00:20:11: I was about to say that somebody thank you Anna  
00:20:11 --> 00:20:13: for sharing with us the mentorship program.  
00:20:13 --> 00:20:15: So for everyone who wants to check it out later,  
00:20:15 --> 00:20:17: we will come to this in a moment as well.  
00:20:18 --> 00:20:19: Thank you Anne.  
00:20:19 --> 00:20:22: Thank you, Zed, for giving us the the general overview  
00:20:22 --> 00:20:25: for now also for for the plans and what will  
00:20:25 --> 00:20:28: be happening with within you and I also for the  
00:20:28 --> 00:20:31: coming year and and and and Lizette, sorry, putting us  
00:20:31 --> 00:20:34: always in perspective also what our mission is and and  
00:20:34 --> 00:20:38: what's the idea behind us coming together every time is  
00:20:38 --> 00:20:41: especially for the young leaders shaping the city's foot off  
00:20:41 --> 00:20:44: tomorrow for for the next generations as well.  
00:20:44 --> 00:20:49: We're we're taking over the responsibility slowest Lee and  
you've  
00:20:49 --> 00:20:54: given us already the global perspective of what will be  
00:20:54 --> 00:20:58: the idea what Angela is also planning on working together  
00:20:58 --> 00:21:01: with Lisette on for the next year.  
00:21:01 --> 00:21:05: Maybe taking it down to Uli Europe now and taking  
00:21:05 --> 00:21:08: it specifically a little bit down to the material that  
00:21:08 --> 00:21:12: ULI is providing us with among the three mission  
commitments  
00:21:12 --> 00:21:13: that ULI has.  
00:21:13 --> 00:21:18: So connect, lead and inspire among inspire ULI Europe  
keeps  
00:21:18 --> 00:21:23: feeding US members and and non members with highly  
valuable

00:21:23 --> 00:21:28: material to inspire us that countless case studies, best cases,  
00:21:28 --> 00:21:34: best practice reports, the emerging trends reports that everyone's awaiting  
00:21:35 --> 00:21:35: every year.  
00:21:37 --> 00:21:39: The sea change report that we can already also say  
00:21:39 --> 00:21:42: the annual sea change report because it's been two years  
00:21:42 --> 00:21:43: in a row already with us.  
00:21:44 --> 00:21:46: And all those can be found on the knowledge Finder.  
00:21:47 --> 00:21:50: And what document is the most memorable one to you  
00:21:50 --> 00:21:53: or that you would recommend for young leaders to pick  
00:21:53 --> 00:21:54: up if they haven't yet?  
00:21:55 --> 00:21:58: Well, I, you know, I think we spend a lot  
00:21:58 --> 00:22:02: of time talking about the mission priorities, but in fact  
00:22:02 --> 00:22:06: for anybody working in this industry, what's really important as  
00:22:07 --> 00:22:11: a context to everything they do, irrespective of, you know,  
00:22:11 --> 00:22:14: what sector or what discipline you're in, I think it's  
00:22:14 --> 00:22:19: always understanding the market conditions in which you're operating.  
00:22:20 --> 00:22:23: And therefore, I do think the emerging trends every year  
00:22:23 --> 00:22:27: is such a good way to stay current, whether that's  
00:22:27 --> 00:22:30: in your local market, your regional market and in the  
00:22:30 --> 00:22:31: global markets.  
00:22:32 --> 00:22:36: And, and personally, I've always found that to operate in  
00:22:36 --> 00:22:36: anyone market.  
00:22:37 --> 00:22:40: One of the reasons I joined you a lie was  
00:22:40 --> 00:22:44: to have the global context because no market is immune  
00:22:44 --> 00:22:46: from what's happening elsewhere.  
00:22:47 --> 00:22:51: You know, whether it's bond movements, fixed income, whether it's  
00:22:51 --> 00:22:55: what's, you know, what investors are doing and what they're  
00:22:55 --> 00:22:58: investing in, where the allocations are.  
00:22:58 --> 00:23:03: It doesn't matter what sector of the industry you're in,  
00:23:03 --> 00:23:07: you're all, everybody is impacted by the global trends.  
00:23:08 --> 00:23:11: And therefore, I think that one of the missions for  
00:23:11 --> 00:23:15: you Ally, in addition to the mission priorities is to  
00:23:15 --> 00:23:19: make sure that our members are constantly being kept up  
00:23:19 --> 00:23:19: to date.  
00:23:20 --> 00:23:23: And one of the things that we always make sure  
00:23:23 --> 00:23:27: in our conferences is that we have a good capital  
00:23:27 --> 00:23:31: markets panel because it is the foundation that everything else  
00:23:31 --> 00:23:35: is really happening within that global context.

00:23:36 --> 00:23:39: And I think one of the things that we will  
00:23:39 --> 00:23:44: spend more time on, you know, is the convening experience  
00:23:45 --> 00:23:49: in in COVID, we all experience different ways.  
00:23:49 --> 00:23:52: And this morning we have got when I joined in,  
00:23:52 --> 00:23:55: I think it was 52 people on the call.  
00:23:55 --> 00:23:57: I can't see exactly how many are in now.  
00:23:58 --> 00:23:59: 74 right now.  
00:23:59 --> 00:24:00: Yeah, exactly.  
00:24:00 --> 00:24:02: So 74 of us or on a Zoom call on  
00:24:02 --> 00:24:06: a Monday morning from across different parts of Europe.  
00:24:07 --> 00:24:10: Yet that was unheard of five years ago.  
00:24:11 --> 00:24:14: And so one of the things that you and I  
00:24:14 --> 00:24:17: have to do, and this is where the young leader  
00:24:17 --> 00:24:21: feedback is so important, is give us feedback about, you  
00:24:21 --> 00:24:25: know, what do you want your convening experience to be?  
00:24:26 --> 00:24:28: You know, how many face to face meetings do you  
00:24:28 --> 00:24:29: want to have?  
00:24:30 --> 00:24:33: And in terms of time commitment, you know, how many  
00:24:33 --> 00:24:35: days are you prepared to do that for?  
00:24:36 --> 00:24:39: And, and how useful is it to have more online  
00:24:40 --> 00:24:40: events?  
00:24:40 --> 00:24:43: And where's the right balance of that?  
00:24:43 --> 00:24:46: You know, as we've got endless debates in the industry  
00:24:46 --> 00:24:50: about work from home and work from the office and  
00:24:50 --> 00:24:53: how many days a week and where the balance is.  
00:24:53 --> 00:24:57: I think for you alive, we should be looking at  
00:24:57 --> 00:25:01: what's the experience our members have in convening and  
sharing  
00:25:01 --> 00:25:04: information and how do we want that information to be  
00:25:05 --> 00:25:05: shared?  
00:25:06 --> 00:25:07: You know, knowledge Finder.  
00:25:07 --> 00:25:10: I think I, you know, personally, I think we've all  
00:25:11 --> 00:25:14: found that, you know, sometimes it can be challenging to  
00:25:14 --> 00:25:17: find information and we know it's all there.  
00:25:18 --> 00:25:21: And I, I've always found the case studies really, really  
00:25:21 --> 00:25:25: valuable in you alive and particularly when you enter new  
00:25:25 --> 00:25:29: markets, you know, or you're looking at new trends.  
00:25:29 --> 00:25:33: In my career, you know, I've been involved in many  
00:25:33 --> 00:25:36: regeneration and redevelopment projects.  
00:25:36 --> 00:25:40: And we're always looking at, well, what have we seen  
00:25:40 --> 00:25:43: elsewhere in the world that we could either bring to  
00:25:43 --> 00:25:46: that city or where is the best practice?

00:25:47 --> 00:25:52: You know, I remember when Potsdamer Platts was being, you

00:25:52 --> 00:25:57: know, conceived and thought of where were the best examples

00:25:57 --> 00:26:00: of, you know, joint operation.

00:26:00 --> 00:26:04: And you look today as the entire industry is looking

00:26:04 --> 00:26:10: much more towards operating platforms and operational excellence, you know,

00:26:10 --> 00:26:13: where are the best examples of that?

00:26:14 --> 00:26:17: You know, in Business Today, everything happens so quickly.

00:26:17 --> 00:26:22: You haven't always got time to start everything from scratch.

00:26:22 --> 00:26:26: You want to be looking at, well, let's learn from

00:26:26 --> 00:26:30: what's been really great and let's not make the mistakes

00:26:30 --> 00:26:30: I was made.

00:26:31 --> 00:26:34: And one of the reasons I joined you, Eli, and

00:26:34 --> 00:26:38: I've stayed a member is that the honesty from other

00:26:38 --> 00:26:42: members about what went well, what didn't go so well,

00:26:42 --> 00:26:44: what did I learn from that?

00:26:45 --> 00:26:49: It is absolutely rich and you know, and I've benefited

00:26:49 --> 00:26:53: from that my entire career on different projects and on

00:26:53 --> 00:26:58: different, you know, launching new funds that haven't been done

00:26:58 --> 00:26:59: before.

00:27:01 --> 00:27:03: You know, when we launched one of the very first

00:27:03 --> 00:27:07: social impact funds, you know, how do we measure performance?

00:27:07 --> 00:27:12: You know, we had such intelligence from the members of

00:27:12 --> 00:27:16: the ULI global community and that benefits your business.

00:27:17 --> 00:27:21: You actually almost already answered two and one also the

00:27:21 --> 00:27:24: later on questions as well follow asking you why you

00:27:24 --> 00:27:27: allow in comparison to other organisations.

00:27:27 --> 00:27:30: But you've already honestly answered it perfectly right now and

00:27:30 --> 00:27:32: why you have been a member for so many years.

00:27:32 --> 00:27:35: And what you allow also was able to give you

00:27:35 --> 00:27:38: and why you were giving back for so many years

00:27:38 --> 00:27:40: and why so many members of of us are, are

00:27:40 --> 00:27:43: active as well and and so grateful for this institute

00:27:43 --> 00:27:46: or organization and why it's so different from others.

00:27:47 --> 00:27:50: You know, if you look at, well, just getting back

00:27:50 --> 00:27:52: on that though, but I think if you look at

00:27:52 --> 00:27:56: the sea change work that's taking place now, again, it's

00:27:56 --> 00:27:57: very cutting edge.

00:27:57 --> 00:28:00: And to stay up to speed with that, it means  
00:28:01 --> 00:28:04: that every organization doesn't need to try and do it  
00:28:04 --> 00:28:05: all itself.  
00:28:06 --> 00:28:09: And, and that's why I think it's so important.  
00:28:09 --> 00:28:13: We're dealing with such huge topics in the industry that  
00:28:13 --> 00:28:16: no one organization can hope to solve them on their  
00:28:17 --> 00:28:17: own.  
00:28:17 --> 00:28:20: And that's why the collaboration is so important.  
00:28:21 --> 00:28:24: And I think on sea Change, you know, that's the  
00:28:24 --> 00:28:27: work that Lisette and the teams have been doing is  
00:28:27 --> 00:28:30: to to pull that from across the industry, which is  
00:28:30 --> 00:28:32: really, really valuable.  
00:28:32 --> 00:28:36: And therefore, you know, my 2GO to's would be the  
00:28:36 --> 00:28:39: emerging trends report and the sea change reports.  
00:28:40 --> 00:28:43: But there's endless information in ULI and of course, you  
00:28:43 --> 00:28:47: know, then it's about, well, what are you working on  
00:28:47 --> 00:28:49: in your day job that's going to add value?  
00:28:50 --> 00:28:53: Most of us haven't got time to read reports that  
00:28:53 --> 00:28:56: aren't going to be relevant to our weekly activities.  
00:28:57 --> 00:29:00: Thank you for that And the sea change report speaking  
00:29:00 --> 00:29:00: about that.  
00:29:00 --> 00:29:03: So we're looking forward to Q4 when when sea change  
00:29:03 --> 00:29:05: will take place again this year.  
00:29:05 --> 00:29:08: We're looking forward to having also more young leaders  
involved.  
00:29:08 --> 00:29:11: Elena and her team from the XCOM will come to  
00:29:11 --> 00:29:12: that later as well.  
00:29:13 --> 00:29:16: Now on the emerging trends report that you've also  
mentioned  
00:29:16 --> 00:29:18: and is that a lot of people we we've spoken  
00:29:19 --> 00:29:21: about this last week, a lot of people are waiting  
00:29:21 --> 00:29:24: nowadays for that trend reports to come out in very  
00:29:24 --> 00:29:26: few sentences or very few words.  
00:29:26 --> 00:29:29: Can you tell us a little bit about the emerging  
00:29:29 --> 00:29:31: trends report this year, the European one?  
00:29:31 --> 00:29:35: What trends are we looking forward to 2025?  
00:29:38 --> 00:29:40: What I should say is it the report is all  
00:29:41 --> 00:29:44: based on the input that everyone in the industry came  
00:29:44 --> 00:29:45: gave us.  
00:29:45 --> 00:29:49: So it's based on more than 1000 views from UNI  
00:29:49 --> 00:29:51: members and even wider fields.  
00:29:51 --> 00:29:53: And we're very proud of that.

00:29:53 --> 00:29:57: What what we're seeing, and actually I did another presentation

00:29:57 --> 00:29:59: last week, was obviously most of the data we collect

00:29:59 --> 00:30:01: is already in summer.

00:30:01 --> 00:30:03: Last year we launched in November.

00:30:04 --> 00:30:08: So we're actually already looking to what's what are we

00:30:08 --> 00:30:09: seeing now.

00:30:09 --> 00:30:12: And I think what I hear, and I would be

00:30:12 --> 00:30:16: interested to hear views from from all of you as

00:30:16 --> 00:30:18: well is cautious optimism.

00:30:18 --> 00:30:21: And that's all I think what we hear it in

00:30:21 --> 00:30:24: the report as well, but still quite a few dark

00:30:24 --> 00:30:28: clouds here and there that might impact and maybe even

00:30:28 --> 00:30:32: more dark clouds or slightly different dark clouds than we

00:30:32 --> 00:30:33: picked up in summer.

00:30:34 --> 00:30:35: And I, I, what I heard when I did the

00:30:36 --> 00:30:38: presentation last week, I was in the Netherlands.

00:30:38 --> 00:30:42: It was actually probably a little bit more optimism even

00:30:42 --> 00:30:45: than we picked up in the summer.

00:30:47 --> 00:30:48: I must admit.

00:30:48 --> 00:30:49: We saw that in September too.

00:30:50 --> 00:30:53: And then everybody coming back after the summer holiday

00:30:53 --> 00:30:54: fresh

00:30:53 --> 00:30:54: spirit.

00:30:54 --> 00:30:56: And I think we see something similar at the moment.

00:30:57 --> 00:31:00: So what we sort of are curious to hear more

00:31:00 --> 00:31:03: about is will it sustain also this time because it,

00:31:03 --> 00:31:06: it fell away a little bit again later in in

00:31:06 --> 00:31:07: autumn.

00:31:07 --> 00:31:11: So let's see what this year brings and whether the

00:31:11 --> 00:31:15: sort of green light says sort of less concern around

00:31:15 --> 00:31:20: inflation and interest rates and on sustained part to cutting

00:31:20 --> 00:31:24: interest rates will all remain Also to be seen obviously

00:31:24 --> 00:31:27: with Trump coming into power today.

00:31:27 --> 00:31:32: And while he's threatening left, right and center with tariffs,

00:31:32 --> 00:31:35: what's going to happen with that?

00:31:35 --> 00:31:37: And and if so, what it how it then impacts

00:31:37 --> 00:31:37: us?

00:31:38 --> 00:31:41: Actually, what I would like to draw your all of

00:31:41 --> 00:31:45: your attention to you is the global report that will

00:31:45 --> 00:31:48: be launched at MIP IM and I think the week

00:31:48 --> 00:31:51: after we'll do a virtual launch of that.

00:31:52 --> 00:31:54: So if you won't be at MIP IM then you

00:31:54 --> 00:31:58: can always join the virtual launch while we will pull  
00:31:58 --> 00:32:02: the three regional reports together and then add an update  
00:32:02 --> 00:32:05: to that based on interviews with about 15 global real  
00:32:06 --> 00:32:07: estate leaders.  
00:32:07 --> 00:32:10: And we have a special topic as always if for  
00:32:10 --> 00:32:14: those that know the report a little bit and this  
00:32:14 --> 00:32:19: time it will be about new energy infrastructure, data  
infrastructure,  
00:32:19 --> 00:32:20: etcetera.  
00:32:20 --> 00:32:23: And especially how do you approach that We often as  
00:32:23 --> 00:32:26: real estate people like to compare it to how is  
00:32:26 --> 00:32:29: it different from you real estate or how does it  
00:32:29 --> 00:32:30: add to real estate.  
00:32:30 --> 00:32:33: But we're now trying to look at it in its  
00:32:33 --> 00:32:37: own worth almost and sort of how do you underwrite  
00:32:37 --> 00:32:38: that?  
00:32:38 --> 00:32:41: What are the risks, how do you manage them, etcetera.  
00:32:41 --> 00:32:42: How do we finance that?  
00:32:42 --> 00:32:47: Ariana looking at you and therefore really trying to to  
00:32:47 --> 00:32:50: learn from that as sort of a really new, we've  
00:32:50 --> 00:32:55: already seen it high on the list of preferred sectors  
00:32:55 --> 00:32:58: for a few years, but how does it work in  
00:32:58 --> 00:32:59: practice?  
00:32:59 --> 00:33:02: So watch, watch out for it.  
00:33:02 --> 00:33:05: And I'm looking forward to to hear your feedback on  
00:33:05 --> 00:33:06: that as well.  
00:33:08 --> 00:33:08: Thank you.  
00:33:08 --> 00:33:11: Lizette, apropos Global you just mentioned we will have a  
00:33:11 --> 00:33:14: little surprise for all the young leaders in a moment.  
00:33:14 --> 00:33:17: I do have a few more questions before Anna and  
00:33:17 --> 00:33:19: Lizette get to take a breath to you both.  
00:33:19 --> 00:33:21: But then we have as the first before the initiatives  
00:33:21 --> 00:33:21: come.  
00:33:21 --> 00:33:24: Seymour is here with a small surprise for all the  
00:33:24 --> 00:33:27: young leaders which will be on the global level and  
00:33:27 --> 00:33:28: talking about meet them.  
00:33:29 --> 00:33:34: Lizette's reiterating the global report will be published will be  
00:33:34 --> 00:33:38: presented at at Meatham for the young leaders who will  
00:33:38 --> 00:33:41: all potential young leaders who will join us for the  
00:33:41 --> 00:33:45: for Meatham, Please let us know we will have the  
00:33:45 --> 00:33:49: young leader and next drinks kindly invited by PIMCO as  
00:33:49 --> 00:33:50: well at Meatham.



00:33:50 --> 00:33:53: And also I think Tibo here with his team from  
00:33:53 --> 00:33:56: the XCOM on the AI has a little surprise for  
00:33:56 --> 00:33:57: Meatham as well.  
00:33:57 --> 00:34:00: We'll come to that later, jumping over a few questions  
00:34:00 --> 00:34:03: because we really want that personal note before we hand  
00:34:03 --> 00:34:05: quickly over to the X Com.  
00:34:06 --> 00:34:09: And it is my first time and I know a  
00:34:09 --> 00:34:13: lot of the young leaders here have asked about similar  
00:34:13 --> 00:34:15: situations as well.  
00:34:15 --> 00:34:18: Professionally, it is my first time to witness any kind  
00:34:18 --> 00:34:19: of a transformation at organisations.  
00:34:19 --> 00:34:22: Burlinghupe and LBBW are merging the two banks.  
00:34:24 --> 00:34:25: First time for me.  
00:34:25 --> 00:34:28: Many of the town hall participants here do have the  
00:34:28 --> 00:34:28: same situation.  
00:34:28 --> 00:34:30: It's very fast-paced world.  
00:34:30 --> 00:34:32: Nothing, nothing will remain the same.  
00:34:32 --> 00:34:35: Either the organizations that we join today, we won't get  
00:34:35 --> 00:34:38: older than them for the next 20 or 30 years,  
00:34:38 --> 00:34:40: or the organizations will definitely shift and we will have  
00:34:41 --> 00:34:43: a lot of very positive new challenges within them.  
00:34:45 --> 00:34:48: You have mentioned the role of corporate culture and cultural  
00:34:48 --> 00:34:52: transformation in one of our conversations before this year,  
and  
00:34:52 --> 00:34:55: I believe you spoke about organizational excellence.  
00:34:56 --> 00:34:59: Can you tell us more about your experience because I  
00:34:59 --> 00:35:02: think a lot of us could benefit from your opinion.  
00:35:04 --> 00:35:04: Yeah, sure.  
00:35:04 --> 00:35:08: I guess the first thing I would say is that  
00:35:08 --> 00:35:13: any organization that doesn't shift normally becomes a  
dinosaur and  
00:35:13 --> 00:35:14: dies.  
00:35:15 --> 00:35:18: And so, you know, if I look back on my  
00:35:18 --> 00:35:22: career, I started my career on the grad programme at  
00:35:22 --> 00:35:27: an organization called James Lang Wooten, which of course  
later  
00:35:27 --> 00:35:28: became LaSalle.  
00:35:29 --> 00:35:32: I was a partner in the James Lang Wooten business.  
00:35:32 --> 00:35:37: And effectively, although it was billed as a merger, you  
00:35:37 --> 00:35:41: know, we sold the business to LaSalle and we merged  
00:35:42 --> 00:35:46: and we went from being overnight a partnership culture to  
00:35:46 --> 00:35:49: being listed on Wall Street.  
00:35:50 --> 00:35:53: And you know, I would say, and and that's been

00:35:53 --> 00:35:55: a theme throughout my career.

00:35:56 --> 00:35:58: You know, I later then left and I went to

00:35:58 --> 00:36:00: work in the hedge fund world.

00:36:02 --> 00:36:06: Change has been a constant feature of my career, an

00:36:06 --> 00:36:09: organizational change that goes with that.

00:36:10 --> 00:36:13: You know, I think the merging of financial skills and

00:36:13 --> 00:36:17: real estate skills now with tech skills and also with

00:36:17 --> 00:36:18: infrastructure skills.

00:36:19 --> 00:36:24: You know, when I was attacks, we expanded into

00:36:24 --> 00:36:25: infrastructure

00:36:24 --> 00:36:25: globally.

00:36:25 --> 00:36:26: We bought businesses.

00:36:26 --> 00:36:29: The same when I was at Patrizia, in my first

00:36:29 --> 00:36:33: year on the board at Patrizia, we bought 4 corporate

00:36:33 --> 00:36:38: new businesses and then spent the next three years

00:36:38 --> 00:36:38: integrating

00:36:38 --> 00:36:38: them.

00:36:39 --> 00:36:42: And there are a lot of lessons, good and bad

00:36:42 --> 00:36:44: things that come out of those.

00:36:45 --> 00:36:52: But the one scene that is constant is organizational

00:36:52 --> 00:36:56: challenges

00:36:52 --> 00:36:56: and and topics, cultural topics too.

00:36:57 --> 00:37:00: But for any of you that are in organisations that

00:37:00 --> 00:37:05: aren't constantly adapting and changing, you've got to

00:37:05 --> 00:37:07: question whether

00:37:05 --> 00:37:07: you stay relevant for the future.

00:37:08 --> 00:37:14: And so I guess my advice on embrace change because

00:37:14 --> 00:37:21: it's not going away and having experience of how

00:37:21 --> 00:37:27: organisations

00:37:21 --> 00:37:27: can be put together, aligning ULI is a great example

00:37:28 --> 00:37:28: of that.

00:37:28 --> 00:37:34: ULI is quite a complex organization, you know, aligning

00:37:34 --> 00:37:39: across

00:37:34 --> 00:37:39: cities, countries, geographies, regions, global.

00:37:40 --> 00:37:42: It's quite a complex organization.

00:37:42 --> 00:37:45: By being a member of ULI and seeing how that

00:37:45 --> 00:37:49: operates, you can learn a lot that you might not

00:37:49 --> 00:37:52: be learning in your day-to-day organization.

00:37:52 --> 00:37:56: And you know, people can get very hung up on

00:37:56 --> 00:38:00: roles and responsibilities and how things should work.

00:38:00 --> 00:38:05: Learning to navigate in an organization where you can make

00:38:05 --> 00:38:07: things happen is a real skill.

00:38:08 --> 00:38:12: And it, you know, I would say we're all constantly

00:38:12 --> 00:38:16: on a learning journey and, and it's a really great  
00:38:16 --> 00:38:19: way of looking at, well, you know, what skills am  
00:38:19 --> 00:38:21: I learning this year?  
00:38:21 --> 00:38:24: You know, have I worked in a matrix organization?  
00:38:24 --> 00:38:27: Am I working in a committed partnership?  
00:38:28 --> 00:38:34: Am I aligning with colleagues or clients or shareholders?  
00:38:35 --> 00:38:38: It, you know, all of those topics is what makes  
00:38:38 --> 00:38:41: the world go round, and it's not going away.  
00:38:41 --> 00:38:45: If anything, it's just gets more complex and more  
complicated.  
00:38:47 --> 00:38:48: Thank you for that.  
00:38:48 --> 00:38:50: And there's a lot of follow up questions.  
00:38:50 --> 00:38:53: So I would have to your what you said with  
00:38:53 --> 00:38:57: embracing change, how to handle the uncertainties.  
00:38:57 --> 00:38:59: Then I wanted to ask you a lot of things  
00:38:59 --> 00:39:02: about who accompanied you professionally also in terms of  
mentors,  
00:39:02 --> 00:39:05: because we have this perfect mentorship program and I  
wanted  
00:39:06 --> 00:39:09: to to raise some awareness towards that of young leaders.  
00:39:09 --> 00:39:11: I think I'll save all those questions for the next  
00:39:11 --> 00:39:14: time that we have the opportunity to sit together with  
00:39:14 --> 00:39:16: you and Lisette, maybe at the Young Leader Forum in  
00:39:16 --> 00:39:19: the summer that that the young leaders will talk about  
00:39:19 --> 00:39:19: in a moment.  
00:39:20 --> 00:39:22: I will use every opportunity I get and for the  
00:39:22 --> 00:39:24: next 1 1/2 years to get you together with the  
00:39:24 --> 00:39:26: young leaders and in front of them.  
00:39:28 --> 00:39:31: I agreed with Lisette last week that I will attend  
00:39:31 --> 00:39:33: with him and I will try to attend as many  
00:39:33 --> 00:39:36: of the young leader events as I can and you  
00:39:36 --> 00:39:39: know, reach out anytime and I guess the one thing  
00:39:39 --> 00:39:41: I would say is, Lisette said.  
00:39:41 --> 00:39:45: Feedback from the young leaders is really valuable to us.  
00:39:46 --> 00:39:48: You know, feel free to send me an e-mail or  
00:39:48 --> 00:39:52: reach out anytime with feedback about the organization.  
00:39:52 --> 00:39:55: You know, my role as chair is to make sure  
00:39:55 --> 00:39:58: that things work well and that we work in a  
00:39:59 --> 00:40:00: good way with the teams.  
00:40:01 --> 00:40:04: So, you know, and I'm completely open to, you know,  
00:40:04 --> 00:40:06: engagement and feedback.  
00:40:07 --> 00:40:09: So thank you very much and thank you for having  
00:40:09 --> 00:40:09: me.

00:40:10 --> 00:40:11: Thank you for that, Anne.

00:40:11 --> 00:40:12: Thank you.

00:40:12 --> 00:40:16: DZDZI will come to you for a moment now transferring

00:40:16 --> 00:40:21: to the young leader initiatives, which young leader project and

00:40:21 --> 00:40:23: it's super unfair.

00:40:23 --> 00:40:25: So you I know you can't it's difficult.

00:40:25 --> 00:40:28: You can't really pick one, but which young leader project

00:40:28 --> 00:40:30: are you so far the proudest of?

00:40:30 --> 00:40:33: And which one are you impressed so far that the

00:40:33 --> 00:40:35: strongest buyer?

00:40:35 --> 00:40:37: Which of the upcoming ones are you excited to see

00:40:37 --> 00:40:39: before we hand over to the X Com?

00:40:41 --> 00:40:44: Well, that's very unfair, you know, to ask me to

00:40:44 --> 00:40:47: pick one and I'm not going to at least I

00:40:47 --> 00:40:49: might use a few as examples.

00:40:50 --> 00:40:54: What I will say, I am just constantly and that

00:40:54 --> 00:40:59: already for the last 10 years amazed by the creativity,

00:40:59 --> 00:41:05: the dedication, the thoroughness when doing things of the young

00:41:05 --> 00:41:09: leaders and the sort of going all the way all

00:41:09 --> 00:41:13: the time when committing to something.

00:41:14 --> 00:41:19: And, and that's why and every time that happens again.

00:41:19 --> 00:41:24: And just as a few examples, then the Prop Tech

00:41:24 --> 00:41:31: Innovation Challenge, I think it's one initially led by Simone

00:41:31 --> 00:41:37: and Thibault and they went all the way where Simone

00:41:37 --> 00:41:43: even created that little, It was almost safe for the

00:41:43 --> 00:41:49: 1st edition to the trophy, to every detail, that enthusiasm,

00:41:49 --> 00:41:54: vibrancy, it's just addictive and contagious.

00:41:54 --> 00:41:59: I think where everyone involved, but but it goes for

00:41:59 --> 00:42:03: all the other initiatives too, and not only at the

00:42:03 --> 00:42:06: European level, at the local level.

00:42:06 --> 00:42:10: It is just such a pleasure to work with all

00:42:10 --> 00:42:13: of you because you kind of trigger us.

00:42:13 --> 00:42:17: And I'm not meaning just myself, but the wider team

00:42:17 --> 00:42:20: too, to think, oh, this is great.

00:42:20 --> 00:42:23: And I think the collaboration is also great with the

00:42:23 --> 00:42:28: team and some of the the initiatives, the complementarity I

00:42:28 --> 00:42:32: think with the young leaders, their contribution and then the

00:42:32 --> 00:42:34: support by the team.

00:42:34 --> 00:42:37: And then only a couple of you were on the

00:42:37 --> 00:42:41: call last Friday, we had and I think you're going

00:42:41 --> 00:42:43: to talk about it a little bit more in a

00:42:43 --> 00:42:47: minute on a leadership program for the young leaders.

00:42:48 --> 00:42:52: And I'm just so curious to see where that's going

00:42:52 --> 00:42:55: to go and how we can support and also hear

00:42:55 --> 00:43:00: from all of you how interested and how important that

00:43:00 --> 00:43:01: is to you.

00:43:01 --> 00:43:04: Because one of the aha moments I had on the

00:43:04 --> 00:43:09: call that nothing similar already exists and not even near

00:43:09 --> 00:43:10: to that.

00:43:10 --> 00:43:14: So I'm, I'm so eager to get that also developed,

00:43:14 --> 00:43:19: but that's, I'll stick because I think we're already heavily

00:43:19 --> 00:43:22: on the overrunning and I, I want to make sure

00:43:22 --> 00:43:27: there's enough time to talk about those initiatives.

00:43:27 --> 00:43:28: Thank you, Lizette.

00:43:28 --> 00:43:30: We will also hand over in a moment straight to

00:43:30 --> 00:43:32: the initiatives while talking about support.

00:43:32 --> 00:43:35: However, I really want to to thank you Ann and

00:43:35 --> 00:43:37: you Lizette for all the support.

00:43:37 --> 00:43:39: Also Beth and of course Anna and Helena are always

00:43:40 --> 00:43:40: supporting us.

00:43:41 --> 00:43:44: You guys don't see all of you young leaders in

00:43:44 --> 00:43:46: the background how much is happening as well.

00:43:46 --> 00:43:48: And you don't see when I say the support, it's

00:43:48 --> 00:43:50: not just the support that these at an end.

00:43:50 --> 00:43:51: Take the time here now for that hour.

00:43:52 --> 00:43:54: They take the time for every single initiative to sit

00:43:54 --> 00:43:57: together with the team to go through the points, to

00:43:57 --> 00:43:59: give us very valuable feedback to go the next steps.

00:43:59 --> 00:44:02: And when Anne says now write her an e-mail or

00:44:03 --> 00:44:04: contact us, she means it.

00:44:04 --> 00:44:07: And this is what Lizette and I also mean contact

00:44:07 --> 00:44:07: us.

00:44:07 --> 00:44:09: This is why I really want you guys to meet

00:44:09 --> 00:44:11: the XCOM to see the faces and to hear a

00:44:11 --> 00:44:13: little bit about the initiatives right now.

00:44:14 --> 00:44:16: Not so you, first of all, thank goodness this is

00:44:16 --> 00:44:17: recorded.

00:44:17 --> 00:44:19: So you can always go go back to that, but

00:44:19 --> 00:44:21: not just for you to take notes and remember everything.

00:44:21 --> 00:44:23: It's to have a few dates that you have in

00:44:23 --> 00:44:23: mind.

00:44:23 --> 00:44:26: Maybe something really works with your schedules, but also

to

00:44:27 --> 00:44:29: see the faces behind the project so that you can  
00:44:29 --> 00:44:32: be inspired, so that you can call them, write them,  
00:44:32 --> 00:44:35: give them feedback, give them your ideas, ask all your  
00:44:35 --> 00:44:35: questions.  
00:44:36 --> 00:44:38: I don't see any hands raised right now on the  
00:44:38 --> 00:44:38: chat.  
00:44:38 --> 00:44:41: Any questions yet, But really in the aftermath, contact us.  
00:44:42 --> 00:44:46: Without further ado, I'll hand over straight to Seymour with  
00:44:46 --> 00:44:50: the global event surprise that you're having for all of  
00:44:50 --> 00:44:50: us.  
00:44:50 --> 00:44:52: I think the XCOM also only heard a couple of  
00:44:52 --> 00:44:54: days ago about it for the first time.  
00:44:54 --> 00:44:55: Please go Seymour.  
00:44:55 --> 00:44:57: Thank you very much, Ariana and thank you Anna.  
00:44:57 --> 00:45:00: And is that for for the the words and good  
00:45:00 --> 00:45:01: afternoon everyone.  
00:45:01 --> 00:45:03: And here I give a quick minute.  
00:45:03 --> 00:45:06: So this is the first Young leader global event that  
00:45:06 --> 00:45:07: will actually be happening.  
00:45:07 --> 00:45:10: This is something we've been working the backgrounds with  
00:45:10 --> 00:45:12: our  
00:45:12 --> 00:45:13: US colleague at first for this pilot for the past  
00:45:13 --> 00:45:16: couple of months.  
00:45:16 --> 00:45:19: And we're very happy to actually mention it on the  
00:45:19 --> 00:45:20: 19th of February, which is going to be late, I  
00:45:20 --> 00:45:23: mean in the afternoon for us.  
00:45:23 --> 00:45:26: So 6 PMCT and 5:00 PM UK.  
00:45:26 --> 00:45:29: We'll be having, you know, a round table with subject  
00:45:29 --> 00:45:30: matter experts, you know, and mention about all the changes  
00:45:30 --> 00:45:32: that are happening.  
00:45:32 --> 00:45:34: And the only constant is change.  
00:45:34 --> 00:45:36: How can we make sure that we leverage 2025 to,  
00:45:36 --> 00:45:39: to make the best out of it?  
00:45:39 --> 00:45:41: So more information will be shared and the only thing  
00:45:41 --> 00:45:42: I can say is stay tuned.  
00:45:42 --> 00:45:44: And Ariana, back to you.  
00:45:43 --> 00:45:44: Thank you so much, Simone.  
00:45:44 --> 00:45:47: And actually handing straight over to Lorenzo for the Young  
00:45:47 --> 00:45:48: Leader Forum.  
00:45:48 --> 00:45:49: Where are you taking?  
00:45:49 --> 00:45:50: The dates are confirmed.  
00:45:50 --> 00:45:52: Where are you taking us this summer?

00:45:52 --> 00:45:54: Indeed, I have one.

00:45:54 --> 00:45:56: I'll be quite concise, let's say.

00:45:56 --> 00:45:58: Again, strict time.

00:45:59 --> 00:46:02: So last year we were in Milan with a quite

00:46:02 --> 00:46:07: successful forum I'd say, and I'm happy to accompany everyone

00:46:07 --> 00:46:09: in London this year.

00:46:09 --> 00:46:14: And we have finally have a date 19th of June,

00:46:14 --> 00:46:18: Thursday, so great to see you all guys there.

00:46:19 --> 00:46:22: What we will try to do as usual, let's say,

00:46:22 --> 00:46:26: is to provide an event for everyone as just linking

00:46:26 --> 00:46:29: to what Han was saying will be a a moment

00:46:29 --> 00:46:32: to have a, let's say, global view across Europe.

00:46:32 --> 00:46:36: So to interconnect among all the what our peers to

00:46:36 --> 00:46:38: our to the senior leaders.

00:46:38 --> 00:46:41: So as always, let's say, would be a great event

00:46:42 --> 00:46:45: to to reconnect and to create a lot of food

00:46:45 --> 00:46:46: for folks for everyone.

00:46:48 --> 00:46:49: So maybe just let's see if we want to scroll.

00:46:49 --> 00:46:52: These are just the same some insights from last year,

00:46:52 --> 00:46:54: happy to create new ones.

00:46:54 --> 00:46:57: And in the last slide, you will see the group

00:46:57 --> 00:47:01: from the ASCOM, which is responsible for this me, Jordan

00:47:01 --> 00:47:01: and Malta.

00:47:01 --> 00:47:03: Thank you very much to everyone.

00:47:04 --> 00:47:07: You have great speakers on the top of your hands

00:47:07 --> 00:47:10: or topics that you really would like to have put

00:47:10 --> 00:47:10: the light on.

00:47:11 --> 00:47:13: Please contact Logan, so Jordan and Malta.

00:47:13 --> 00:47:16: I'm very looking forward to the summer's edition.

00:47:16 --> 00:47:17: Thank you.

00:47:17 --> 00:47:17: Lorenzo.

00:47:18 --> 00:47:21: Handing over back to Simone to what Lizette just mentioned.

00:47:21 --> 00:47:23: We just got a green lighted on Friday with a

00:47:23 --> 00:47:24: valuable feedback.

00:47:24 --> 00:47:25: Simone.

00:47:25 --> 00:47:26: Absolutely.

00:47:26 --> 00:47:29: So here this is the first young leader leadership educational

00:47:29 --> 00:47:30: program.

00:47:30 --> 00:47:31: So what are we actually trying to solve?

00:47:31 --> 00:47:35: A lot of us actually moving from executing work at

00:47:35 --> 00:47:38: in our firms to actually starting to manage people and

00:47:38 --> 00:47:42: becoming actual leaders and you know, after with the team  
00:47:42 --> 00:47:46: going through quite I think almost twenty programs, whether  
it's  
00:47:46 --> 00:47:50: a real estate leadership or simply asking corporations if they  
00:47:50 --> 00:47:52: had anything to upscale us.  
00:47:53 --> 00:47:53: To the the.  
00:47:53 --> 00:47:56: Right way we realize that there is an opportunity here  
00:47:56 --> 00:47:59: to leverage with ULA So Long story short, those are  
00:47:59 --> 00:48:00: the three focus for us.  
00:48:00 --> 00:48:04: Obviously, making sure that we are educated to become the  
00:48:04 --> 00:48:07: best, not inclusive, impactful and responsible leaders.  
00:48:08 --> 00:48:10: The second, as mentioned, there is a gap that is  
00:48:10 --> 00:48:13: actually currently available in the industry.  
00:48:13 --> 00:48:15: So we need to definitely fill it.  
00:48:15 --> 00:48:17: And you like there's no better platform than you like  
00:48:17 --> 00:48:18: to do that.  
00:48:18 --> 00:48:22: And ultimately this is the goal is to become the  
00:48:22 --> 00:48:25: next landmark educational program across the board.  
00:48:25 --> 00:48:28: So here what I definitely say is feel free to  
00:48:28 --> 00:48:29: scan this QR code.  
00:48:29 --> 00:48:32: This has as a goal to understand from you if  
00:48:32 --> 00:48:35: you had to go through this program, what would be  
00:48:35 --> 00:48:37: the ideal format, contents, etcetera.  
00:48:37 --> 00:48:39: So would love if you can scan it now, keep  
00:48:39 --> 00:48:42: it on the side for for later but would love  
00:48:42 --> 00:48:43: to hear back from you.  
00:48:44 --> 00:48:47: I'll be checking on the answers and checking in with  
00:48:47 --> 00:48:50: all of you who haven't yet replied in the aftermath,  
00:48:50 --> 00:48:52: but please keep the QR code for later and and  
00:48:52 --> 00:48:53: really check in on it.  
00:48:54 --> 00:48:56: I always have to remember when we do this.  
00:48:56 --> 00:48:59: Seymour, it's been years already that I mentioned the Simon  
00:48:59 --> 00:49:02: Sinai quote with the difference between managers and  
leaders.  
00:49:02 --> 00:49:05: But I think if any organization is definitely ULI that  
00:49:05 --> 00:49:09: is has the chance to create the leaders of tomorrow.  
00:49:09 --> 00:49:11: And I'm grateful for the opportunity.  
00:49:11 --> 00:49:13: Looking forward to what you guys will come up with.  
00:49:14 --> 00:49:17: You guys, keep your phones closed or not phones closed,  
00:49:17 --> 00:49:19: but stay close to the screen because in a moment  
00:49:19 --> 00:49:21: we will have a few polls again.  
00:49:21 --> 00:49:23: But before we get to that, thank you, Simone.  
00:49:24 --> 00:49:24: Sea change.



00:49:25 --> 00:49:26: It's Iris.

00:49:26 --> 00:49:27: Thank you.

00:49:28 --> 00:49:32: Hi, so I'm my name is Iris Stein Anderson, I'm

00:49:32 --> 00:49:34: based in Oslo, Norway.

00:49:34 --> 00:49:35: So I joined the ex-con this year.

00:49:35 --> 00:49:38: And so we you saw earlier that there was a

00:49:38 --> 00:49:41: sustainability dimension and a big part of that is sea

00:49:42 --> 00:49:42: change.

00:49:42 --> 00:49:45: So just a quick intro for those, most of you

00:49:45 --> 00:49:48: I'm sure have heard of Sea change, but for those

00:49:48 --> 00:49:51: that haven't, you know, it's ULI LED program to mobilize

00:49:51 --> 00:49:54: the European real estate industry to decarbonize.

00:49:54 --> 00:49:57: And a part of that has been, you know, the

00:49:57 --> 00:50:02: report and publications, but another important part is the

00:50:02 --> 00:50:06: annual

00:50:06 --> 00:50:10: Sea Change Summit, which was in Barcelona this past

00:50:10 --> 00:50:15: October,

00:50:15 --> 00:50:19: where industry leaders got to discuss network and and have

00:50:19 --> 00:50:22: the opportunity to touch base on topics related to

00:50:23 --> 00:50:28: decarbonization.

00:50:28 --> 00:50:30: So what we're looking to do on the young leader

00:50:31 --> 00:50:34: executive committee is to focus on how we can increase

00:50:34 --> 00:50:36: young leader active participation, engagement and discourse

00:50:36 --> 00:50:39: with the with

00:50:39 --> 00:50:42: leaders in the industry on this topic.

00:50:42 --> 00:50:46: So one of our main goals is increasing attendance at

00:50:46 --> 00:50:48: this up this year's A Sea Change Summit, which is

00:50:48 --> 00:50:49: going to be at the end of the year.

00:50:49 --> 00:50:52: We don't have a date or a city yet, So

00:50:52 --> 00:50:55: stay tuned.

00:50:55 --> 00:50:57: But hopefully we'll see you there and, and look forward

00:50:59 --> 00:51:00: to, yeah, to staying in touch.

00:51:00 --> 00:51:03: So thank you.

00:51:03 --> 00:51:05: And on the next slide, you'll see myself and the

00:51:05 --> 00:51:08: three and the two others, Tebow and Elena, who are

00:51:08 --> 00:51:10: also working on this dimension.

00:51:10 --> 00:51:12: Thank you very much for that, Eric.

00:51:12 --> 00:51:13: I think the inaugural 1 was in Rotterdam three years

ago, the Sea Change Conference.

Then we had the summit in Copenhagen last year in

Barcelona, and we're very excited.

So stay tuned, as Eric said, for where it will

be this year.

00:51:14 --> 00:51:16: We're looking forward to seeing many of the young leader  
00:51:16 --> 00:51:16: faces there.  
00:51:18 --> 00:51:20: Thank you, Eric, handing over to AI.  
00:51:20 --> 00:51:23: And you have also something prepared for the young leaders  
00:51:23 --> 00:51:24: today here.  
00:51:25 --> 00:51:25: Indeed.  
00:51:25 --> 00:51:26: Thank you, Ariana.  
00:51:27 --> 00:51:30: So dear young leader, first, I'm sure that you've all  
00:51:30 --> 00:51:34: noticed that AI is increasingly present in our professional and  
00:51:34 --> 00:51:35: personal lives.  
00:51:35 --> 00:51:37: And maybe you have already seen its impact on your  
00:51:38 --> 00:51:38: job.  
00:51:39 --> 00:51:41: So as you know, your life's mission is to shape  
00:51:41 --> 00:51:42: the future of the built environment.  
00:51:42 --> 00:51:45: And that's why we have launched this year the AI  
00:51:45 --> 00:51:45: initiative.  
00:51:46 --> 00:51:50: Goals of this initiative is to bring you practical application  
00:51:50 --> 00:51:50: of AI.  
00:51:51 --> 00:51:56: Oh, the poll has starting maybe too soon practical application  
00:51:56 --> 00:52:00: of AI, inspirational innovation in a real estate and trends  
00:52:00 --> 00:52:02: on future potential of AI.  
00:52:03 --> 00:52:06: The format of this initiative, it will be a series  
00:52:06 --> 00:52:09: of five conferences in Europe and the first AI conference  
00:52:09 --> 00:52:12: is just around the corner as it is taking place  
00:52:12 --> 00:52:13: during meetings this year.  
00:52:13 --> 00:52:17: So in two months in partnership with the famous Nordics  
00:52:17 --> 00:52:18: incubator named Block Sub.  
00:52:19 --> 00:52:22: And for those who are not able to attend meeting,  
00:52:22 --> 00:52:25: the official kickoff will be at ULI Europe Conference in  
00:52:25 --> 00:52:26: June.  
00:52:26 --> 00:52:29: So stay tuned to register for these conferences and we  
00:52:29 --> 00:52:31: hope to see you all there.  
00:52:32 --> 00:52:35: And you have received so a poll of question maybe  
00:52:36 --> 00:52:40: earlier than expected that you can that you can complete  
00:52:40 --> 00:52:43: the goal is really to hear more from you as  
00:52:43 --> 00:52:46: Lizet was saying in introduction.  
00:52:47 --> 00:52:50: So if you have maybe then 20 seconds to answer  
00:52:50 --> 00:52:54: this question, it will help us to shape the events  
00:52:54 --> 00:52:57: on the yeah, on the on the next slide, you  
00:52:57 --> 00:53:00: will have the members of the of the AI team.  
00:53:00 --> 00:53:03: And don't hesitate to reach us if you want to  
00:53:03 --> 00:53:05: know more about this initiative.

00:53:07 --> 00:53:08: Thank you, Tibo.

00:53:08 --> 00:53:12: And then maybe we can head over quickly to the

00:53:13 --> 00:53:17: next slide to show the members of the AIXCOM team

00:53:17 --> 00:53:18: the questions.

00:53:19 --> 00:53:21: We will maybe follow up on again on the AI

00:53:21 --> 00:53:25: questions, if people are some of you replied, maybe some

00:53:25 --> 00:53:26: of you posted again.

00:53:26 --> 00:53:27: I think I did it as well by accident.

00:53:27 --> 00:53:31: So we will we'll do it again in the aftermath.

00:53:31 --> 00:53:32: We will reach out to you.

00:53:32 --> 00:53:33: Thank you, Tibo.

00:53:33 --> 00:53:37: Reaching out to Jordan, you have taken over the reams

00:53:37 --> 00:53:41: of the Prop Tech Innovation Challenge that Lizel has

00:53:41 --> 00:53:43: mentioned

00:53:41 --> 00:53:43: before from Simo and Tibo.

00:53:44 --> 00:53:46: They choose to fill, as I always say.

00:53:47 --> 00:53:47: Yes, hi.

00:53:47 --> 00:53:48: Hi everyone.

00:53:48 --> 00:53:49: Thanks for taking the time.

00:53:50 --> 00:53:53: Before I speak about the team and the set up

00:53:53 --> 00:53:57: timelines whatsoever, I'd briefly like to speak about last

00:53:57 --> 00:54:01: year's

00:53:57 --> 00:54:01: challenge and what Seymour and Tibor have have created

00:54:01 --> 00:54:03: and

00:54:01 --> 00:54:03: what we try to replicate this year.

00:54:03 --> 00:54:07: So last year, 16 of you guys participated as national

00:54:07 --> 00:54:13: champions across 11 national councils and more than 50

00:54:13 --> 00:54:18: start-ups

00:54:13 --> 00:54:18: actually applied for the Prop Tech Innovation Challenge,

00:54:18 --> 00:54:23: more than

00:54:18 --> 00:54:23: ???70 from across the industry, 7 finalists presenting to an

00:54:23 --> 00:54:28: audience of over 200 people and 260 ULI members voted.

00:54:28 --> 00:54:31: So this was huge and a great stage for for

00:54:31 --> 00:54:34: startups and this is what we try to replicate and

00:54:34 --> 00:54:36: further grow this year.

00:54:36 --> 00:54:39: And on the next slide, you can see the team

00:54:39 --> 00:54:42: that is trying to make this happen.

00:54:42 --> 00:54:44: Oh, slide after that, maybe.

00:54:45 --> 00:54:46: No, OK.

00:54:47 --> 00:54:47: Yeah.

00:54:47 --> 00:54:48: So that one first.

00:54:48 --> 00:54:49: Sorry, I had it in a different order.

00:54:49 --> 00:54:52: So that one first, maybe briefly about me, Umya and

00:54:52 --> 00:54:54: the rest of the teams, Umya and myself are going  
00:54:54 --> 00:54:56: to spearhead this initiative.  
00:54:56 --> 00:55:01: And we're heavily in help from Simone, Anna and Helena.  
00:55:02 --> 00:55:03: Yeah, my name is Jordan.  
00:55:03 --> 00:55:05: I'm in London or based in London.  
00:55:05 --> 00:55:09: I've been with ULI since 2017 and I work in  
00:55:09 --> 00:55:12: the real estate credit team of AB Umiya.  
00:55:13 --> 00:55:13: Yeah.  
00:55:13 --> 00:55:14: And my name is Umiya.  
00:55:14 --> 00:55:17: I'm very happy to be Co creating this event with  
00:55:18 --> 00:55:19: Jordan this year.  
00:55:19 --> 00:55:22: I've been heading the forum last year with with Lorenzo  
00:55:22 --> 00:55:25: and I've been involved with ULI as well in in  
00:55:25 --> 00:55:27: Berlin and other initiatives.  
00:55:27 --> 00:55:30: I work in London in investment and I'm looking forward  
00:55:30 --> 00:55:33: to, to, you know, keep in touch with you all  
00:55:33 --> 00:55:36: and then feel free to reach out to us to  
00:55:36 --> 00:55:36: discuss.  
00:55:37 --> 00:55:40: Yeah, maybe quickly the the slide before the timeline.  
00:55:44 --> 00:55:45: Sorry, can we can we skip to the slide before  
00:55:45 --> 00:55:46: with the timeline quickly?  
00:55:46 --> 00:55:47: Thank you.  
00:55:47 --> 00:55:51: Umia, if you could briefly highlight what folks need to  
00:55:51 --> 00:55:54: be aware about will be great.  
00:55:54 --> 00:55:54: Of course.  
00:55:54 --> 00:55:58: So, so at the moment, I think the the main  
00:55:58 --> 00:56:01: take away that that you know you should all have  
00:56:02 --> 00:56:04: in mind is the end of January.  
00:56:04 --> 00:56:08: So basically we will come back, we will reach out  
00:56:08 --> 00:56:11: to you with the challenge for this year.  
00:56:11 --> 00:56:13: So being the look for that, for those of you  
00:56:13 --> 00:56:16: who are already part of big and who confirmed to  
00:56:16 --> 00:56:18: us that they are part this year, if you didn't  
00:56:18 --> 00:56:20: please come back to us as soon as possible and  
00:56:20 --> 00:56:23: this and then for those of you and especially for  
00:56:23 --> 00:56:26: the countries that are not part of the initiative yet,  
00:56:26 --> 00:56:27: please feel free to come to us.  
00:56:27 --> 00:56:29: Please reach out to me and and Jordan and we'll  
00:56:29 --> 00:56:32: make sure to organize one to ones to explain the  
00:56:32 --> 00:56:32: details.  
00:56:33 --> 00:56:35: And so in terms of the next steps, we will  
00:56:35 --> 00:56:36: stick with the same timeline.

00:56:36 --> 00:56:39: So we will have the country finals around May, June  
00:56:40 --> 00:56:42: in in order to be able to announce the big  
00:56:42 --> 00:56:45: winner at the same time as Sea Change.  
00:56:45 --> 00:56:47: Umya, thank you for that.  
00:56:47 --> 00:56:49: We will then later on go in.  
00:56:49 --> 00:56:50: Thank you, Jordan.  
00:56:50 --> 00:56:50: Thank you, Umya.  
00:56:51 --> 00:56:51: We're very excited.  
00:56:51 --> 00:56:54: We have two more minutes and two more initiatives.  
00:56:55 --> 00:56:58: We'll follow up Umia and and Jordan.  
00:56:58 --> 00:57:00: I think you have lots of plans with the young  
00:57:00 --> 00:57:01: leaders to go from here.  
00:57:02 --> 00:57:06: Peter, you have a great surprise, great news for us.  
00:57:06 --> 00:57:08: Everything's locked in for this year for the Young Leader  
00:57:08 --> 00:57:08: retreat.  
00:57:09 --> 00:57:12: Yes, maybe not everything, but we are getting there.  
00:57:13 --> 00:57:16: Thank you, Ariana and really nice to see everyone as  
00:57:17 --> 00:57:19: as Ariana had on the early sides.  
00:57:19 --> 00:57:22: The Uli Young Leader Retreat is one of the flagship  
00:57:23 --> 00:57:26: initiatives of the Young Leaders and we're very excited to  
00:57:26 --> 00:57:29: announce the location and dates for it.  
00:57:29 --> 00:57:32: This year it will be in Warsaw, Poland in late  
00:57:32 --> 00:57:33: September.  
00:57:33 --> 00:57:36: It's Friday and Saturday, September 19th and 20th.  
00:57:37 --> 00:57:40: You might be thinking what is a retreat per SE  
00:57:40 --> 00:57:42: for young leaders?  
00:57:42 --> 00:57:45: And I think, you know, it was mentioned earlier, there's  
00:57:45 --> 00:57:48: this amazing opportunity in this organization to go both really  
00:57:49 --> 00:57:50: broad and then also really deep.  
00:57:50 --> 00:57:53: And I think this is a great opportunity to kind  
00:57:53 --> 00:57:56: of really go deep, both with a smaller group, not  
00:57:56 --> 00:57:58: that small, to be honest.  
00:57:58 --> 00:58:01: We're aiming for about 60 attendees this year, the biggest  
00:58:01 --> 00:58:04: one ever, building on the biggest one ever that was  
00:58:04 --> 00:58:06: this past year in Stockholm.  
00:58:07 --> 00:58:10: And so the, you know, the kind of components of  
00:58:10 --> 00:58:13: the, the, the couple days of the retreat are to  
00:58:13 --> 00:58:17: really learn more about the city itself, the real estate  
00:58:17 --> 00:58:22: work, development, investment, all different aspects of the  
00:58:22 --> 00:58:26: industry that  
00:58:22 --> 00:58:26: are kind of happening in that city, especially learning from  
00:58:26 --> 00:58:31: amazing, you know, on the ground cases, buildings,

developments, successful projects and, and prop tech companies, all sorts of things that, that are there.

00:58:31 --> 00:58:34: So we're working on building an amazing program for the event.

00:58:34 --> 00:58:36: We'll probably be able to share more in detail, you know, later in the spring, in the early summer and really encourage all of you guys to put this on your calendar to attend to, to think, to talk to your companies about the opportunity to attend.

00:58:36 --> 00:58:40: I think it will be a fantastic, fantastic.

00:58:40 --> 00:58:40: We'll jump to the next slide just so you have a sense of the the team that's working on it myself based in Portugal.

00:58:41 --> 00:58:44: I will say I've also had the opportunity to be part of Uli in the US before in Portugal.

00:58:44 --> 00:58:47: So hearing a little bit about the global work and Simone, I'm very excited about all that.

00:58:47 --> 00:58:50: But also along with my Co conspirators Irik and Lena as well critically not mentioned here is a amazing team of young leaders and folks in Poland as well that will help us pull this off.

00:58:50 --> 00:58:53: But thank you to everyone and more to come.

00:58:53 --> 00:58:55: Thank you for that, Peter.

00:58:55 --> 00:58:57: I actually saw Yan Yan Kowalski, our young leader chair in Warsaw.

00:58:57 --> 00:59:01: I saw his very hesitant face when you mentioned marking the 60 in the mark of 60 young leaders there, because I think he's super worried how he'll get everyone for a site visit into one building.

00:59:01 --> 00:59:04: But but very much looking forward, Yan.

00:59:04 --> 00:59:05: To the contrary, I would like to invite as many of you as can come.

00:59:05 --> 00:59:06: Really, we'll be very happy to host as big group as we can.

00:59:06 --> 00:59:08: Thank you for that Yan mother, handing over to you for the last close up of our initiatives, the National Young League Chair Assembly.

00:59:08 --> 00:59:10: OK.

00:59:10 --> 00:59:12: Thank you.

00:59:12 --> 00:59:14: So hello to everyone.

00:59:15 --> 00:59:18: My name is Marty Lachowitz.

00:59:18 --> 00:59:22:

00:59:22 --> 00:59:25:

00:59:25 --> 00:59:27:

00:59:27 --> 00:59:28:

00:59:29 --> 00:59:30:

00:59:30 --> 00:59:33:

00:59:33 --> 00:59:33:

00:59:33 --> 00:59:36:

00:59:36 --> 00:59:38:

00:59:39 --> 00:59:41:

00:59:41 --> 00:59:43:

00:59:43 --> 00:59:45:

00:59:46 --> 00:59:48:

00:59:48 --> 00:59:49:

00:59:49 --> 00:59:52:

00:59:52 --> 00:59:52:

00:59:53 --> 00:59:56:

00:59:56 --> 00:59:59:

00:59:59 --> 01:00:01:

01:00:01 --> 01:00:01:

01:00:01 --> 01:00:02:

01:00:02 --> 01:00:03:

01:00:03 --> 01:00:05:

01:00:05 --> 01:00:08: I'm from Germany, based in Germany, working here for Heinz.

01:00:08 --> 01:00:11: And I have the great pleasure to drive this initiative

01:00:11 --> 01:00:12: together with Lorenzo.

01:00:13 --> 01:00:15: What is the national Young leader chair assembly?

01:00:16 --> 01:00:19: Basically it's a bi monthly session where all the national

01:00:19 --> 01:00:20: chairs.

01:00:20 --> 01:00:23: So we have 14 chairs and 21 chairs in those

01:00:23 --> 01:00:27: countries, also in 14 countries coming together.

01:00:27 --> 01:00:32: And we're discussing actual trends, how to grow membership, how

01:00:32 --> 01:00:35: did events work, lesson learns and share on that.

01:00:35 --> 01:00:37: So all of them are working hard on that.

01:00:38 --> 01:00:41: This means or sounds like a little bummer because the

01:00:41 --> 01:00:44: majority of you people now cannot attend that meeting.

01:00:44 --> 01:00:47: Nevertheless, this means all your national chairs are totally aware

01:00:47 --> 01:00:50: of of what is happening in Europe when it comes

01:00:50 --> 01:00:53: to young leader events and initiatives.

01:00:53 --> 01:00:56: So you can always reach out to them and get

01:00:56 --> 01:00:59: information on what is happening and how to get involved.

01:01:00 --> 01:01:01: That's it in a nutshell.

01:01:02 --> 01:01:02: Thank you, Martha.

01:01:02 --> 01:01:04: Thank you Lawrence for all the work you're doing and

01:01:04 --> 01:01:06: all the chairs that are of course representing our young

01:01:06 --> 01:01:07: leaders in those calls.

01:01:08 --> 01:01:10: I took with me really quickly a few dates, the

01:01:10 --> 01:01:13: 19th of February for the global virtual event of the

01:01:13 --> 01:01:14: young leaders.

01:01:15 --> 01:01:18: We have the deep end with blocks up together with

01:01:18 --> 01:01:19: AI to both team.

01:01:20 --> 01:01:22: We have the 19th of June, which is the Young

01:01:22 --> 01:01:23: Leader Forum.

01:01:23 --> 01:01:26: The European Conference will be the 16th until 19th of

01:01:26 --> 01:01:26: June.

01:01:26 --> 01:01:30: So mark your calendars for London this year and the

01:01:30 --> 01:01:33: 19th and 20th of September.

01:01:33 --> 01:01:34: Young leader retreat and war.

01:01:34 --> 01:01:36: So there's a lot with the 19th happening this year.

01:01:36 --> 01:01:38: So it's easy to remember you guys.

01:01:38 --> 01:01:40: Thank you so much the X com for all the

01:01:40 --> 01:01:40: work.

01:01:40 --> 01:01:42: But Lizette and thank you so much for taking your

01:01:42 --> 01:01:45: time out of your calendar today and come together to  
01:01:45 --> 01:01:46: speak with the young leaders.  
01:01:47 --> 01:01:49: Very excited for the next time we get you together  
01:01:49 --> 01:01:52: and any questions you have for the young leaders, any  
01:01:52 --> 01:01:54: remarks, please, please, please contact us.  
01:01:58 --> 01:01:59: And Lizette and I see.  
01:01:59 --> 01:02:01: Oh no, I thought Anna was unmuting herself.  
01:02:02 --> 01:02:05: No, no, I just wanted to thank you for having  
01:02:05 --> 01:02:05: me.  
01:02:05 --> 01:02:08: I it's been a great engagement and I'm really excited  
01:02:08 --> 01:02:12: to see all the initiatives that the young leaders are  
01:02:12 --> 01:02:13: leading on.  
01:02:13 --> 01:02:14: Really exciting.  
01:02:14 --> 01:02:16: And if I can help and support in any way,  
01:02:16 --> 01:02:18: don't hesitate to reach out.  
01:02:19 --> 01:02:20: Thank you, Anne.  
01:02:21 --> 01:02:22: Lisa, thank you as well.  
01:02:23 --> 01:02:24: Thank you everyone for joining.  
01:02:24 --> 01:02:24: Bye.  
01:02:24 --> 01:02:26: Everyone have a good day everyone.  
01:02:27 --> 01:02:27: Thank you.  
01:02:28 --> 01:02:29: Everyone, thank you.  
01:02:29 --> 01:02:30: Bye bye.  
01:02:32 --> 01:02:32: Yeah.

---

*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 [\[email protected\]](#).*