



ULI EUROPE YOUNG LEADERS

2022-2023 PROGRAMME & ROADMAP

30 June 2023

Thibault Weston Smith, Chair

ULI Europe Young Leaders Executive Committee



Table of Contents

I. INTRODUCTION

p.3

II. HIGHLIGHTS

p.6

III. EXISTING INITIATIVES

p.11

IV. NEW INITIATIVES

p.23



The background of the slide is a photograph of a business meeting. Four people are gathered around a table: a man on the left, a woman in the center, a man on the right, and a woman in the foreground. They are all smiling and shaking hands, suggesting a successful agreement or partnership. In the background, there is a whiteboard with various charts and documents pinned to it.

I. INTRODUCTION

ULI Young Leaders

- The **Urban Land Institute (ULI)** is the most influential research and educational organisation for the built environment, with a mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities.
- The mission of the **ULI Young Leaders Group (YLG)** is to provide a unique forum for the industry leaders of tomorrow to engage with the leaders of today, and to connect local expertise with global knowledge across the entire spectrum of real estate disciplines.
- ULI's Young Leaders programme is open to **all real estate professionals under the age of 35.**
- **Young Leaders in Europe as of April 2023:**
 - 1,611 Young Leaders from 27 countries
 - 2/3 located in UK, France, Germany and Spain
 - Average age of 28 years old
 - 70% male / 30% female
 - 85% Associate under 35 / 15% students

Young Leaders in Europe - Resources



- ULI has over 1,500 actively engaged Young Leaders (YL) across 15 countries in Europe
- Check your National Council events page to see local events or [ULI Europe](#) to see all YL events across Europe
- The most recent Young Leaders membership summary can be accessed on the ULI Europe Young Leaders Resource Page [Here](#)
- Best Practice Guide and Membership Dashboard can be accessed [Here](#)
- Cover page of ULI Young Leaders website can be accessed [Here](#)
- If you are interested in learning more about last year's annual YL Forum, find more information [Here](#)
- Our ULI Europe Young Leaders Executive Committee Members are [Here](#)
- You will find the contact details of your local YL Chair on ULI Europe website under the Young Leaders tab: <https://europe.uli.org/councils/young-leaders/>

A group of four business professionals in an office setting. A man and a woman are shaking hands across a desk, while another man and woman look on with smiles. In the background, there is a whiteboard with various charts and documents pinned to it.

II. HIGHLIGHTS

ULI Europe YL Executive Committee

- 1 chair and 10 committee members from 6 European countries (i.e. where 75%+ of European YLs are located) - with diverse multicultural cross-industry backgrounds
- 2 former committee members and 8 new members with diverse Pan-European profiles and cross-border experience
- From 8 to 10 members (vs previous ExCom), driven by the continuity of all existing initiatives and new ones being implemented



Thibault
WESTON SMITH



Imogen
THOMPSON



Bernard
D'ARCHE



Ariana
POPAL



Simon
ABBODD



Cristina
DELGADO



Alexander
POORVU



Laura
CALLEJA



Brice
HOFFER



Elena
CORREDOR



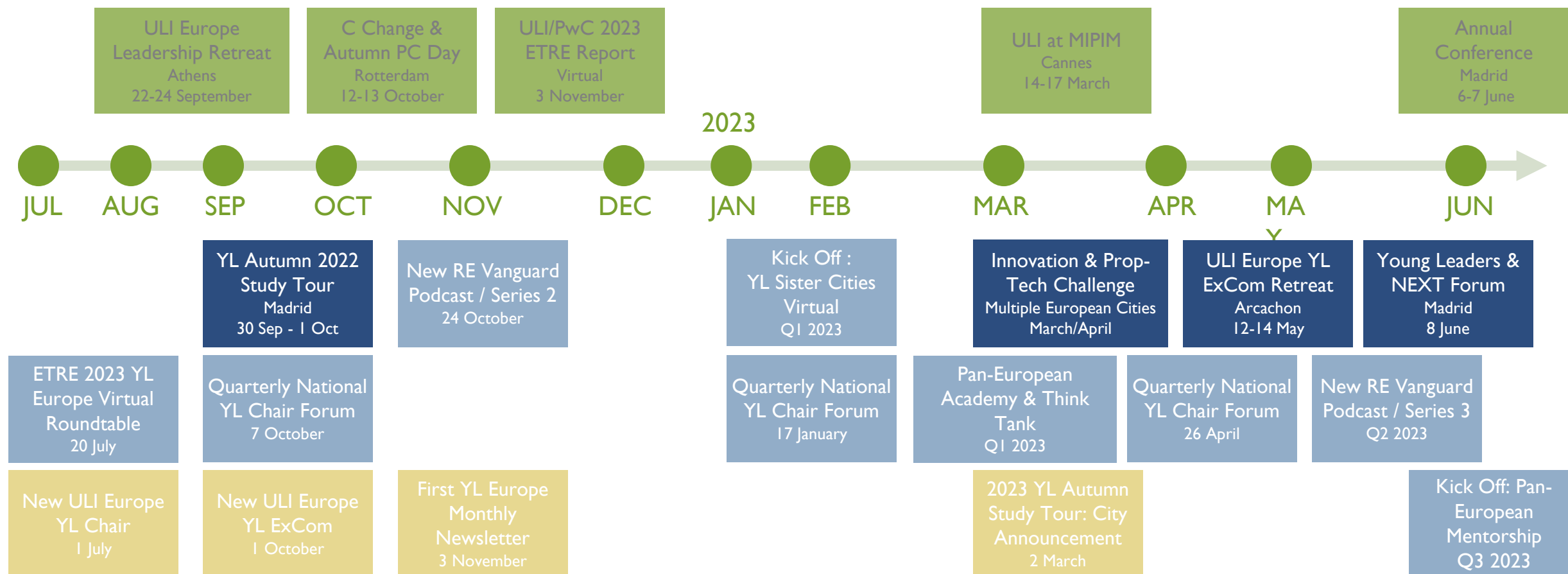
Paris
GEORGOUDIS

Our Roadmap for 2022-2023

- Continuity, development and expansion of 8 existing initiatives. In addition, 3 new initiatives planned to be launched in 2023
- We will continue to explore new ideas whilst also working hand in hand with other groups (internal and external)

	Status	Initiatives	Meeting	Date
1	Existing	National YL Chair Forum	Virtual	Quarterly
2		ULI Europe YL Autumn Study Tour	In-Person	Q3 2022
3		YL and NEXT Forum	In-Person	Q2 2023
4		'New Real Estate Vanguard' Podcast	Virtual	Throughout
5		YL Pan-European Academy*	Virtual	2023
6		YL Pan-European Think Tank*	Virtual	2023
7		Sustainability**	Hybrid	Throughout
8		Social, Governance, D&I	Virtual	Throughout
9	New	YL Sister Cities	Hybrid	Q1 2023
10		PropTech Innovation Challenge	In-Person	2023
11		Pan-European Mentorship	Hybrid	Throughout
12	Connect	YL input to Research	Virtual	Throughout
13		Connect with YLG Americas & APAC	Hybrid	Throughout
14		Connect with other groups***	Hybrid	Throughout
		Communication / Newsletter for YLs only	Virtual	Throughout
15		Other Ideas from YLs****	Hybrid	TBD

ULI YL Europe / Major Events Calendar for 2022-2023



A group of four business professionals (two men and two women) are gathered around a table in a meeting room. They are all smiling and shaking hands, suggesting a successful agreement or partnership. In the background, there is a whiteboard with various charts and documents pinned to it.

III. EXISTING INITIATIVES

National YL Chair Forums & Dashboard

- Bi-monthly sessions (either digital or physical) to facilitate connection and engagement of the Young Leader National Chairs and to help them to share best practices across markets.
- This includes a “dashboard” resource, which highlights:
 - Membership Evolution
 - Recent Events (by Market)
 - Upcoming Events (by Market)
 - Key Market Contacts
- The most recent Young Leaders dashboard can be accessed [Here](#)
- Best Practice Guide:
 - Guidance document outlining best practice and ideas on how to create, recruit for, and run a successful ULI Young Leaders council.
 - Access the full guide on the ULI Europe Young Leaders Resource Page [Here](#)

ULI Europe YL Autumn Study Tour*

- Annual 2-day event that offers insights into the challenges, opportunities, management & marketing of RE in a European city
- Programme includes lectures by senior professors, professionals, keynote speakers from the real estate industry, interactive workshops, group discussions and site visits.
- Attended by 30-40 young professionals and is open to Young Leaders only**
- Past tours have taken place in Barcelona, Amsterdam, Brussels, Paris, Milan, Dublin, Lisbon, Berlin and Madrid.
- **Athens is selected to host the 2023 Young Leaders Autumn Study Tour: 28-30 September 2023**



2022 Young Leader Study Tour in Madrid



- 2022 Madrid study tour had 23 speakers in total. 34 participants joined from 10 different countries
- More details can be found [here](#)



Country	YL Participants*	
Germany	7	21%
Italy	5	15%
France	5	15%
Spain	4	12%
UK	3	9%
Poland	3	9%
Netherlands	3	9%
Denmark	2	6%
Greece	1	3%
Ireland	1	3%
TOTAL	34	100%



Past Young Leader Study Tours

Brussels, 2015



Paris, 2016



Milan, 2017



Dublin, 2018



Lisbon, 2019



Berlin, 2021



YL Forum at the ULI Europe Annual Conference - I/2

- Full day event includes a series of sessions with high-profile speakers followed by interactive panel discussions, site visits and group workshops. Designed for Young Leaders only.
- The 2023 Forum was held in Madrid on June 8th, on the last day of the ULI Europe Annual Conference. The theme was 'Hard Times, Hard Questions: How Will Our Industry Innovate to Solve the Problems of Today and Tomorrow'. There were 128 guests registered. For the 1st time, 1-day tickets were available (representing 23% of all participants). More pictures [here](#).
- The 2022 YL & NEXT Forum in Brussels ([Here](#)) brought together over 100 real estate professionals.



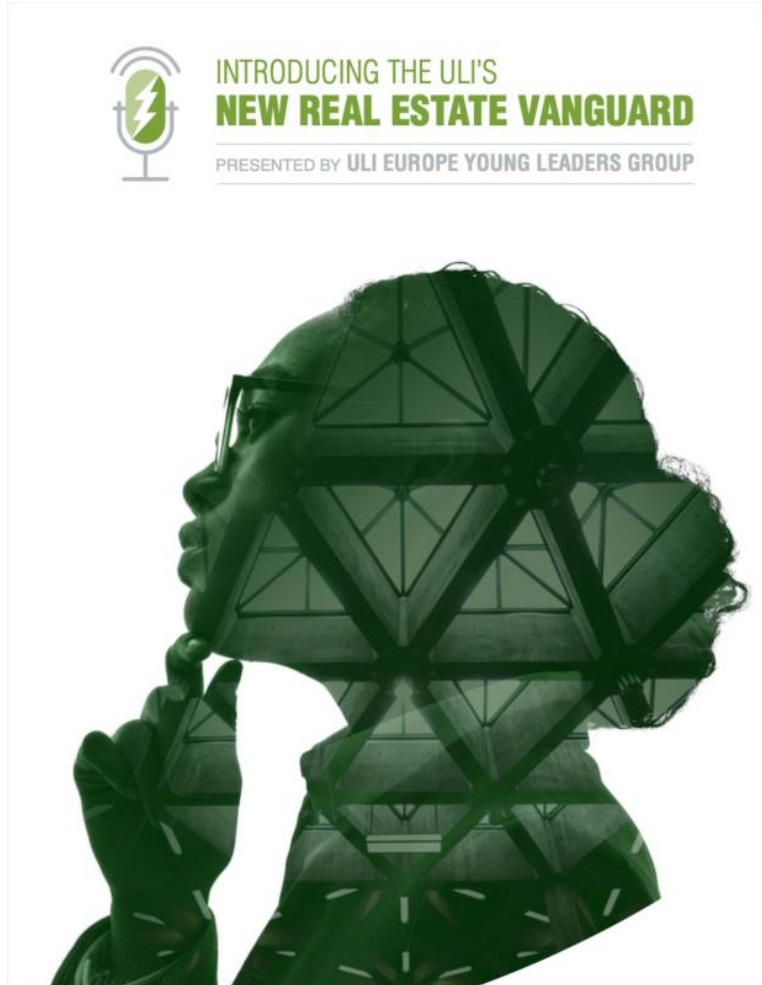
YL Forum at the ULI Europe Annual Conference - 2/2



A group of young professionals are standing and engaged in a conversation. A man in a dark suit is talking to a man in a blue suit, who is then talking to a man in a light grey blazer. A woman in a white blazer is also part of the group, smiling.



'New Real Estate Vanguard' Podcast – 1/2



30 minute monthly podcast featuring 10 real estate professionals making a significant impact on the built environment. Focus on:

- Background and career development
- Specific commentary on their industry and their role in their firm
- Impression on the future of the built environment.

The industry is currently in a state of flux, and we believe that there are many successful people who are contributing to its evolution but are not getting featured enough in more traditional mediums, and we want to shine the spotlight on them.

Our intent is to herald Pan-European leaders that are independent thinkers, hardworking, have very strong real estate credentials and who have made a difference in their fields over the years without maybe getting a lot of recognition.

Listen to Season One and Two episodes [Here](#)

'New Real Estate Vanguard' Podcast – 2/2

Now in joint partnership ULI <> PropertyEU, the 2022 shortlist of rising stars is below. The 1st episode of the Series Two was launched on 24 October 2022, featuring Ross Bailey:



YL Pan-European Academy & Think Tank

- This follows the success of the Pan-European Networking Initiative launched in a “beta version” in 2021-2022. Please refer to the Appendix section for more information
- This initiative will be subdivided into 2 separate projects, with launches scheduled in 2023:
 - **Pan-European Academy:** short and condensed program pairing 5-6 YLs across Europe with a common interest/theme. No prerequisite required to join the programme and no filter to screen applications 3 sessions: 1st is meet & greet, 2nd session is topic-led (with the potential involvement of ULI Research team), 3rd session is a virtual lunch & learn with a NEXT.
 - **Pan-European Think Tank:** longer term program of YLs seeking peer advice, peer review, includes collaboration and brainstorming. Topic led. Screening of candidates to ensure proper balance on the team.


ESG by Young Leaders

Bridge the Gap

- Finding pragmatic solutions that address the current innovation gap to address the current sustainability crisis. Focusing on:
 - Decarbonisation
 - Organizational Capabilities
 - Companies Driving Innovative Solutions
- Publicizing business solutions already making an impact on the built environment and showcasing existing examples that will encourage positive change/innovation.
- The Bridge the Gap kick-off article can be found [Here](#)

To be explored in 2022-2023

- YL involvement with C Change
- Carbon-Mindful Task Force with a Net Zero Roadmap for ULI Europe Annual Conference and/or C Change Summit (next slide for more details)
- The S in ESG







 Topics ▾ Ind

Urban Land > Sustainability > ULI Europe Young Leaders: Bridging the Gap Initiative

ULI Europe Young Leaders: Bridging the Gap Initiative

By Philipp Braunwalder
November 30, 2021

Text Size: **A** **A** **A**

 Print  Email  Share  Facebook  LinkedIn  Twitter

The ULI Europe Young Leaders Group, which currently includes over 1,100 members, is launching a new initiative looking at bridging the knowledge and innovation gap between the decarbonization goals set out by our industry/governmental leaders and the tools at our disposal to meet them. Several leading members recently hosted a roundtable discussion on this issue and provided a summary of the key takeaways and next steps to tackle this important issue.


In 2019, the United Nations Environment Program Global Status Report for Building & Construction indicated that “the real estate sector is responsible for 40 percent of the world’s energy consumption and one third of all greenhouse emissions.”

Against this backdrop we have witnessed, firsthand, the increasing importance of sustainability in our urban environment. The last years have seen a rapid acceleration of this trend, driven by consumer demand, capital markets and the commitments of large global organizations. The enormous emissions reduction potential, however, has remained largely untapped as we continue using fossil fuel-based assets and because of insufficient investment in sustainable buildings.

From research and conversations with a wide variety of stakeholders, the ULI Europe Young Leaders Group have identified a clear disconnect between industry/geopolitical rhetoric and the capacity of firms to keep pace with ever more ambitious environmental, social, and governance (ESG) targets.

For this reason, we invited selected experts across a range of fields, (real estate operators, developers, investors, property technology and green venture capitalists, corporate users, architects) at the end of September, under a Chatham House Rules framework, to help us deliver a focused, solutions-based approach, and kick-start a new initiative. Our findings in this discussion (summarized by the Klaxoon Mind Map below) have provided us with the foundation for a new initiative going forwards, which we will be calling “Bridging the Gap.”

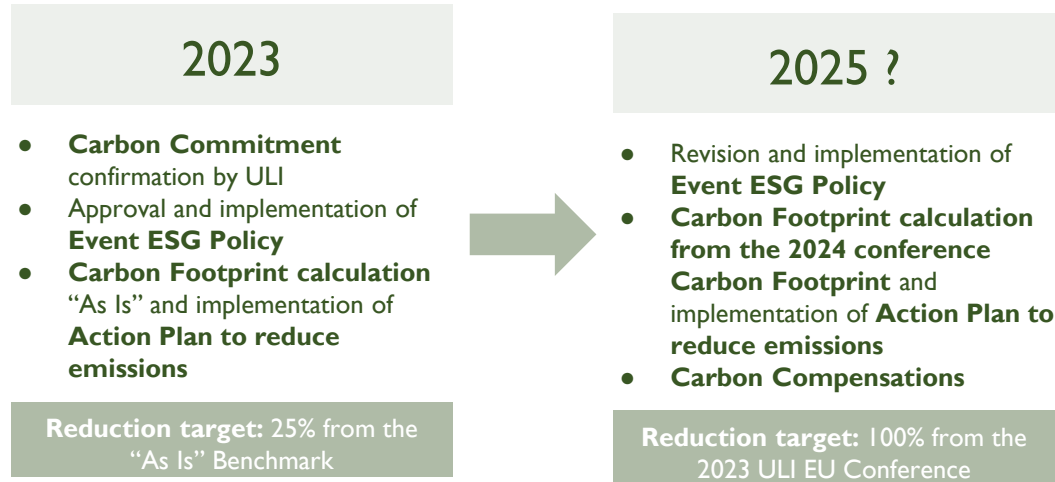
Biggest Sustainability Challenges & Gaps to be Tackled



Instructions:
1) "Like" the article notes that you find relevant
2) Create any new article notes that might be missing

Net Zero Roadmap for ULI Events

THE AMBITION

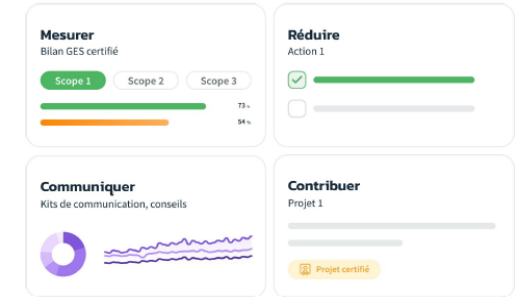


THE TOOL

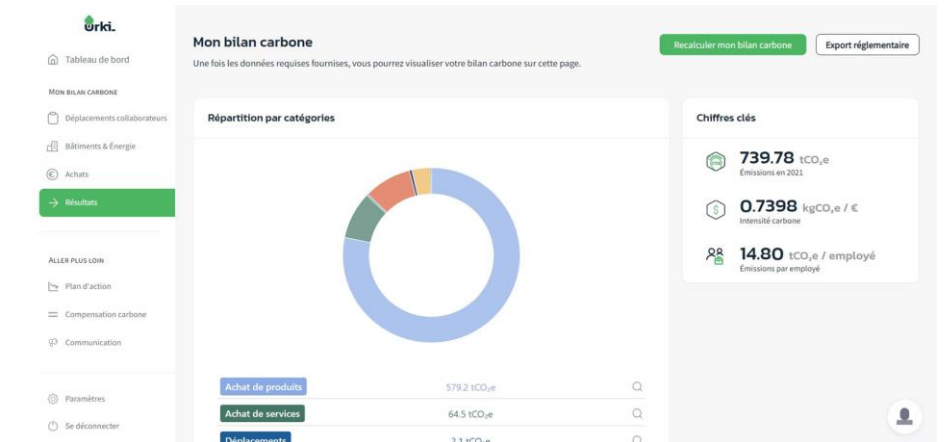
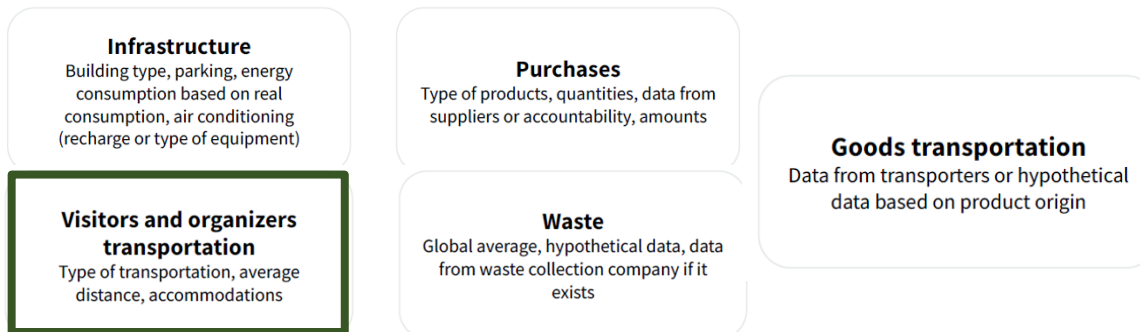
Easily complete your carbon footprint assessment



Measure. Reduce. Contribute. Communicate.
We help companies to have an impact on climate.



THE SCOPE



The background of the slide is a photograph of a business meeting. Four people are gathered around a table, smiling and shaking hands. A man in a light blue shirt is shaking hands with a man in a white shirt. A woman in a white shirt is also smiling. In the background, there is a whiteboard with various charts and papers pinned to it.

IV. NEW INITIATIVES

YL Sister Cities

- New initiative to create broad-based and long-term partnership between 2 cities in Europe: “YL Sister Cities”
- Connect 2 communities of YLs that rarely interact between each other
- Throughout the year, YL Sister Cities will share what is going on in their own city: urban planning case study, distinctive architecture, new regulations impacting construction or management of real estate operations etc
- Beta version is live! with 14 participating cities.
- More information about the programme in the Appendix presentation



Pan European Mentorship Roadmap

- We are exploring whether a Pan-European mentorship program could be launched in Europe in 2023 (Stream One)
- Launch mentorship programs in countries with membership growth but no mentorship (Stream Two)
- Our plan is below:



Key Milestones

Stream One

- Identify countries of focus for Mentorship program & retrieve figures from previous ExecCo
- Collect mentorship data from ULI Governance members
- Reach out to national YL Chairs/Mentorship committees

- Present data findings to Europe Young Leaders ExecCo
- Decide along with ULI Governance whether to green light the program
- Create Best Practices/strategy document to launch a pan-European mentorship

- Communication Kick Off
- Launch of mentorship groups Kick Off
- Lessons Learned

Stream Two

- Enquire which committee chairs would like to introduce a membership program in 2024

- Use existing best practice document to assist design of mentorship program infrastructure
- Identify potential mentor network

- Establish mentorship program structure
- Launch applications
- Select mentorship groups
- Launch programs in 2024

Timeframe

- Q4 2022 – Q1 2023

- Q2 2023

- Q3 2023

- Q4 2023

ULI Young Leaders Europe <> Global Connection

- Our goal is foster international collaboration to improve ULI content, increase cross-border collaboration and best practice whilst growing our YL membership globally
- Already happening:
 - Quarterly call between YL Chairs from Americas (Katie Maslechko & Chandler Hogue), APAC (Nanjun Hou) and Europe (Thibault Weston Smith) since Q3 2022
 - General sharing of resources and best practices between committees
- Proposed initiatives and avenues of collaboration :
 - UrbanLand Publications: UrbanLand has committed to featuring YLG content in 12 issues (4 print, 8 digital) in 2023, working hand in hand with YLG Americas. There is interest in collaborating on the content to bring a “global” voice
 - “YL Time-Out - Americas & Europe” – Q2 2023
 - YL Forum in Madrid – Q2 2023
 - YL Study Tour – Q3 2023
 - Sister Cities (after initial launch in Europe) – 2024
 - New Real Estate Vanguard Podcast – 2024
 - Diversity, Equity, and Inclusion (as part of ESG)



Thank You!