



VIRTUAL DELIVERY



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Outline Programme

 VIRTUAL DELIVERY

14:00 – 14:10 Welcome & Introduction

Zoe Maurer, Partner, Addleshaw Goddard

14:15 – 14:40 KEYNOTE SPEAKER



Christine Armstrong

Christine Armstrong is a writer and consultant specialising in the future of work, workplaces, leadership and company communication. She is the author of *The Mother of All Jobs: How to Have Children and a Career and Stay Sane(ish)*. She also co-founded the communications consultancy Jericho Chambers and now leads her own consultancy helping businesses to operate in an uncertain, disrupted world.

Christine looks at how the workplace has evolved over the last twenty years and the pressures it has brought with it. She covers the successes and failures of diversity and inclusion strategies, workplace culture (including the myth of flexible hours and attitudes towards paternity leave), maintaining social networks and understanding the demands and stresses of being a working parent. She looks at what employees demand from their companies, and how to respond in order to attract and retain the best talent. With the rise in demand for a balance between working from home and being in the office (especially in a post-Covid-19 world), she considers the complex factors employers now have to manage, from the cost of running an office to differing personal and professional priorities amongst different age groups and personality types.

14:50 – 15:15 KEYNOTE SPEAKER



**Andrew Baum, Professor of Practice,
Saïd Business School University of Oxford**

Andrew Baum is Professor of Practice at the Saïd Business School, University of Oxford, where he leads the Future of Real Estate Initiative. He is Chairman of Newcore Capital Management, a real estate fund manager, and advisor to several property organisations and proptech startups. He holds BSc, MPhil and PhD degrees from the University of Reading, and is a graduate of the London Business School investment management programme, a chartered surveyor and a qualified member of the CFA institute (ASIP). He has held senior positions with Grosvenor, Nuveen, CBRE Global Investors and others.

15:20 – 15:40 Q&A discussion with keynote speakers

Moderator: Paul Norman, Editor, CoStar

15:40 – 15:55 BREAK

16:00 – 16:40 DEEP DIVE I – Location, Location, Location

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- What is the impact of shifting demand and requirements on occupancy strategies?
- Is there a change in the views on preferred locations (CBD/capital cities vs. suburban centres vs. regional centres/smaller cities)?
- Is there a redefinition of Prime/Grade A vs. Secondary/Grade B/C?
- Is the sector ripe for repurposing Grade B/C office space?
- To what extent are trends for increasing flexible/co-working space and 'Real Estate as a Service' persisting?
- To what extent can landlords provide 'REaaS' to their tenants' workforce?
- Is there increasing divergence of 'Trophy' large occupier flexi space with long leases vs. multi-tenant/flexi-operator managed space with short, flexible leases?
- To what extent will there be obsolescence risk for some stock as a result of structural, ESG and legislative change?

Moderator: Sue Asprey Price, Head of UK Corporate Solutions and Occupier Clients, JLL

Panellists:

Leona Ahmed, Partner, Addleshaw Goddard
Daryl M. Perry, Director, UK Head of Insight, Avison Young
James Lowery, Head of Storey, British Land
Dimitar Dimitrov, Investment Manager, Dekka Investment

16:55 – 17:35 DEEP DIVE II – Pathway to ESG Improvements

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- If assets need repurposing, is this the opportunity to bring an ESG lens to the challenge? Will more attention be paid to embedded carbon footprint?
- What is the impact of legislative/regulatory changes (MEES/EPC requirements)?
- Is there increasing alignment of interests between occupiers, landlords and lenders in ESG considerations?
- Are flexi workplace policies that support D&I facilitated by changing attitudes to flexi office?

Moderator: Jess Tomlinson, Managing Director, Head of Real Estate, London, Barclays

Panellists:

Helen Causer, Office and Investment Lead (King's Cross),
Argent (Property Development) Services LLP
Emma Cariaga, Joint Head of Canada Water Development, British Land
Julie Townsend, Head of Environmental Consultancy, CBRE UK Advisory
Paul Sutcliffe, Founder & Executive Director, EVORA Global

17:50 – 18:30 DEEP DIVE III – The Lending Landscape

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- Is the transformation leading to a shift from vanilla investment loan to capex heavy transitional play?
- Is there capacity and appetite to support a radical transformation of the sector?
- How are lenders adapting to the changing conditions – e.g. shorter leases, underwriting on the basis of operational metrics rather than contracted cashflows, re-valuations?
- Will the changing landscape lead to new lenders, new models and potentially distressed lenders?
- What metrics will become more useful for lenders to assess relative value-add of landlords or negative effect to their tenants?

Moderator: Zoe Maurer, Partner, Addleshaw Goddard

Panellists:

Alexandra Lanni, Head of Investments EMEA Credit Strategies, CBRE Global Investors
Sharon Quinlan, Managing Director, Head of Real Estate Finance, HSBC
Dan Riches, Co-Head, Real Estate Finance, M&G Investments
Alison Lambert, Executive Director, Luxembourg, Senior Vice President,
Head of Finance Europe, Oxford Properties Group

18:30 – 18:35 Closing remarks

Peter Cosmetatos, Chief Executive Officer, CREFC Europe

Programme subject to change

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QUESTIONS?

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