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INTRODUCTION

Diversity, inclusion, and equity are the foundations on which ULI’s mission is built. As an organization we are committed to providing the leadership required to tackle inequity in both the real estate industry and our communities.

One important way we can begin to address these challenges is by ensuring that our demographics more closely reflect society. Improving the balance of representation will lead to a greater diversity of views and potential solutions — and ultimately create a better ULI. We understand that broad representation alone is not enough and that we need diversity in our leadership positions. We must increase the number of women and people of color sitting on our various governing boards and committees, holding chair positions in our district and product councils, and serving among our senior staff team.

We know that we have work to do and this demographics report is the starting point for change. It provides a clear understanding of where we stand today, where we need to focus our efforts, and where we must do better. We will track our performance in the years ahead against these benchmarks and publish our progress in the Institute’s annual report.

I know that through a concerted effort from our members and staff team, we can bring about the change we want to see.

W. Edward Walter
Global CEO
METHODOLOGY

• Unless otherwise stated, the data in this report is current as of June 30, 2020 (Q4 2020).

• Member data used in this report is self-reported by members via their profiles in NetForum, ULI’s system of record. This data is provided as part of the join and/or renewal processes.

• ULI began requiring members to provide race and ethnicity data in December 2019 and as a result there remain significant gaps in our records. Where ULI has statistically significant data samples (e.g. for U.S. membership as a whole) the charts reflect the breakdown of data that exists. In the interests of transparency, for smaller groups (e.g. leadership groups) the gaps in data have been left in the sample size. ULI sees getting statistically significant sample sizes as a priority and urges its members to complete their member profiles with this information. A chart showing our progress to date is included in this report.

• Data relating to race and ethnicity for membership at large is only captured in the United States. However, to provide a picture of ULI’s global leadership, member leaders outside of the U.S. were contacted and asked to provide information on race and ethnicity based on the criteria used in the U.S. census.

• Staff data is supplied by employees at the time of joining ULI and/or updated on-demand and is kept by ULI’s HR department.
Percentage of U.S. Membership Providing Race and Ethnicity Information by Quarter

Q1 FY20: 11%
Q2 FY20: 10%
Q3 FY20: 17%
Q4 FY20: 22%
DEFINITION OF LEADERSHIP GROUPS

This report provides data on the demographics of ULI’s leadership groups. The following definitions have been used in compiling this data:

Global Board of Directors: The Global Board of Directors is the principal policy-making body of ULI and has the responsibility for managing the property, affairs, and strategic direction of the organization and for oversight of all fiscal, management, and legal operations and activities.

ULI Foundation Board of Directors: The ULI Foundation Board of Directors is the principal policy-making body of the ULI Foundation and is responsible for the strategic direction of the organization in alignment with ULI’s purposes.

Global Governing Trustees - Global Governing Trustees serve as the high-level leadership group of ULI, responsible for representing and serving as the voice of the broad and diverse membership in substantive matters facing ULI in the execution of its mission.

Executive Committees: Each of ULI’s three operating regions has an Executive Committee of members that oversees ULI’s work in the region - Americas Executive Committee, Asia Pacific Executive Committee and Europe Executive Committee.

National and District Council Leadership: This is group includes the chairs, vice chairs, treasurers, membership chairs and chairs for mission advancement across ULI’s District and National Councils.

Americas Product Council Leadership: This group includes the chairs, vice chairs, and assistant chairs across ULI’s Americas Product Councils.
MEMBERS BY AGE AND GENDER

All Members by Age

- YLG (Under 35): 19%
- NEXT (35-45): 25%
- Over 45: 38%
- No Data: 18%

All Members by Gender

- Male: 69%
- Female: 28%
- Other: 0%
- No Data: 3%

FY20 Q4 membership = 45,685 members
MEMBERS BY RACE AND ETHNICITY

U.S. Members by Race

- Asian: 5.0%
- Black or African American: 0.2%
- American Indian / Alaska Native: 0.1%
- Two or more races: 1.0%
- White: 82.0%
- Native Hawaiian / Pacific Islander: 6.0%
- Prefer not to disclose: 5.0%

Completed data for 9,374 members

U.S. Members by Ethnicity

- Hispanic or Latino: 19%
- Not Hispanic or Latino: 9%
- Prefer not to disclose: 72%

Completed data for 5,305 members
LEADERSHIP BY GENDER

ULI Leadership Positions by Gender

- Global Board of Directors: 14 Female, 11 Male, 1 No Data
- ULI Foundation Board of Directors: 4 Female, 3 Male, 3 No Data
- Global Governing Trustees: 101 Female, 37 Male, 7 No Data
- Americas Executive Committee: 13 Female, 1 Male, 1 No Data
- Asia Pacific Executive Committee: 18 Female, 3 Male, 3 No Data
- Europe Executive Committee: 12 Female, 4 Male, 3 No Data
- National and District Council Leadership: 100 Female, 58 Male, 3 No Data
- Americas Product Council Leadership: 241 Female, 111 Male, 2 No Data
LEADERSHIP BY RACE

ULI Leadership Positions by Race

- Global Board of Directors
- ULI Foundation Board of Directors
- Global Governing Trustees
- Americas Executive Committee
- Asia Pacific Executive Committee
- Europe Executive Committee
- National and District Council Leadership
- Americas Product Council Leadership

- Asian
- Black / African American
- Two or More Races
- White
- Other
- Prefer not to disclose
- No Data

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0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
STAFF BY AGE

All Staff by Age

- 18-24: 19%
- 25-34: 33%
- 35-44: 36%
- 45-54: 10%
- 55-64: 10%
- 65-74: 1%

264 Staff

All VP and Above by Age

- 18-24: 19%
- 25-34: 33%
- 35-44: 36%
- 45-54: 10%
- 55-64: 10%
- 65-74: 1%

69 Staff VP and Above
STAFF BY GENDER

All Staff by Gender

264 Staff

Male: 72%
Female: 28%

All VP and Above by Gender

69 Staff VP and Above

Male: 36%
Female: 64%
STAFF BY RACE

U.S. Staff by Race

- Asian: 219 Staff (4%)
- Black or African American: 219 Staff (10%)
- Hispanic or Latino: 219 Staff (5%)
- Two or more races: 219 Staff (2%)
- White: 219 Staff (80%)

U.S. VP and Above by Race

- Asian: 56 Staff VP and Above (4%)
- Black or African American: 56 Staff VP and Above (2%)
- Hispanic or Latino: 56 Staff VP and Above (4%)
- Two or more races: 56 Staff VP and Above (0%)
- White: 56 Staff VP and Above (91%)