Disrupting Real Estate: How Teams Can Harness AI For Growth

Technology leaders from across the real estate sector shared what's working in automation and agentic AI, where they really are on the adoption curve, and what the shift in skills and hiring signals means for the future workplace.
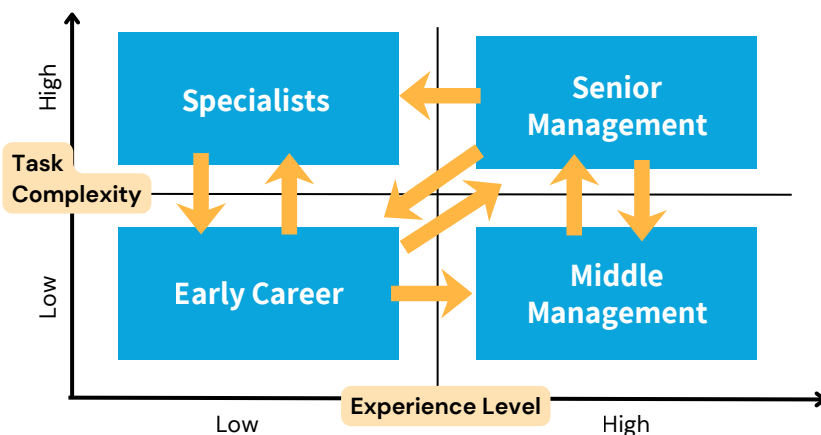
SESSION LED BY:

Lionel Hill
CTO
PERMIRA

Burns Sheehan

DATA, SECURITY & REGULATION

- Be clear on where AI can't be used. Many companies are now banning AI recordings or transcriptions for HR conversations, committee meetings and investment discussions.
- Don't overtrust current tools. Hallucinations still occur, and they increase when agents interact with each other.
- Strengthen your data foundations. Poor data quality and fragmented platforms will limit your ability to build useful agents.
- Create clear policies before rolling AI out more widely, especially around HR, governance meetings, PII and SARs.

THE FUTURE WORKFORCE

Task Complexity (High/Low) vs Experience Level (Low/High):
- Specialists (High complexity, Low experience)
- Senior Management (High complexity, High experience)
- Early Career (Low complexity, Low experience)
- Middle Management (Low complexity, High experience)

- Early–career employees can now take on more complex work with AI, while experienced staff can complete junior–level tasks more efficiently.
- This raises a bigger question: how should firms redesign their organisational structure as these dynamics reshape roles and workflows?
- Middle management and specialist roles may be most exposed as AI takes on both decision support and operational work.
- Firms are increasing hires in data, AI and modelling roles, sometimes reducing BI teams or graduate programmes.
- If entry–level tasks disappear, companies need new ways to maintain learning, judgment and a clear sense of "what good looks like."
- Hiring processes are becoming heavily automated, raising concerns about bias across gender, background and language.
- As technical skills become easier to support with AI, cultural fit, problem–solving and critical thinking are becoming more important.

Where are orgs on the AI journey?

Chatbots
Focus on responses

E.g. Chatbot for procurement issues, using a fixed flow to direct residents to the right info for their specific home setup.

Assistants
Focus on tasks

E.g. Building reusable code modules that embed AI capabilities, so human tasks can be automated.

### Agents
Focus on goals

E.g. Copilot agents

Agent Ecosystems
Focus on end-to-end automation

E.g. Site analysis using land–bank data & local demographics to flag the most viable plots & guide funding priorities.

Degree of Disruption Through AI Investments

	Within Boundaries	Pushing Boundaries	Breaking Boundaries
Increasing (Volume of Demand)	Scale Up	New Impact Level	Symbiosis
Stable	Shift & Not Replace	Run Smarter	Synergy
Decreasing	Last Ones Standing	Niche Innovation	Experiments

DRIVING ADOPTION

- Investing in dedicated trainors & full time positions owning adoption.
- Continuous training and "champions" in each business unit drive real usage.
- Sharing small, visible wins.
- Usage data (e.g. 90%+ weekly use of Enterprise ChatGPT).