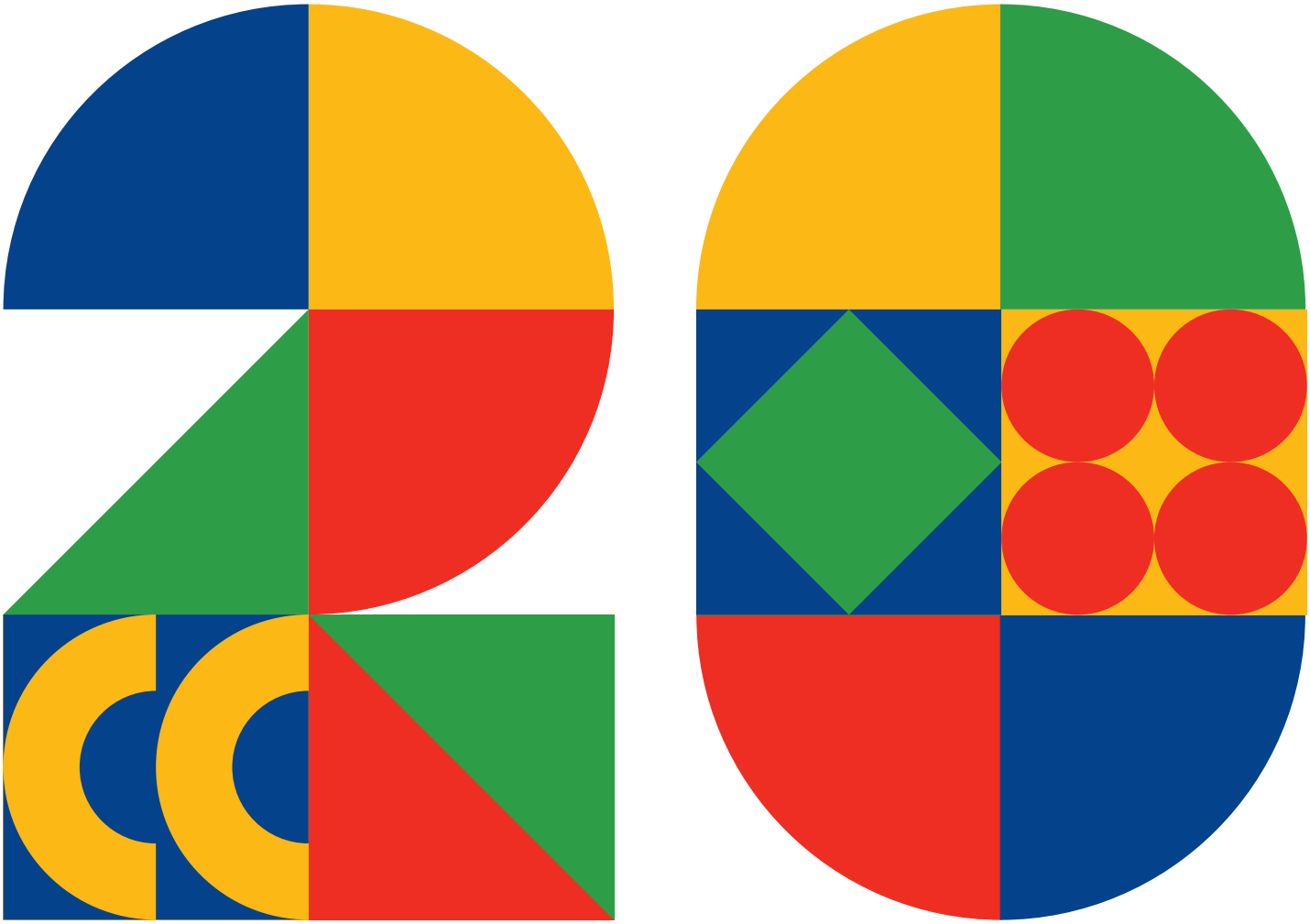
Eurhonet



Housing the Future

20 Years of Exchange Across Europe

“Eurhonet is a business network. But one very important thing is: it is also a network of people. ”

Alessia Pareschi, Münchner Wohnen, Germany



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Content and editorial coordination:
Irene Egea Saiz, Eurhonet Secretariat

Design and layout:
Maxmedia





Foreword: Two Decades of Innovation and Collaboration



Sorcha Edwards
Secretary General,
HOUSING EUROPE



Marco Corradi
President,
HOUSING EUROPE

As we celebrate the landmark 20-year anniversary of Eurhonet, we reflect on a journey defined by cooperation, progressive vision, and a shared commitment to excellence in public and social housing.

The complementarity between Eurhonet and HOUSING EUROPE is clear — a relationship that maximises our collective impact across the continent. By design, Eurhonet serves as a vital network bringing together some of the most forward-thinking, front-running members of members of HOUSING EUROPE to exchange advanced methodologies, pioneering practices, and cutting-edge solutions on both social and technical innovation. As Marco Corradi appropriately highlights, "Innovation is essential if we are to continue delivering our social mission effectively", a principle that sits at the very heart of HOUSING EUROPE and also an important pillar of Eurhonet's two decades of dedication to the sector.

This strategic alignment is further strengthened and operationalised by our physical proximity; by sharing offices in Brussels, our two organisations strengthen our complementary roles. While Eurhonet focuses on cultivating ground-level technical and social innovation among leading practitioners, HOUSING EUROPE stands as the essential, unified voice for the broader sector at the European level. Working hand-in-hand with national federations, HOUSING EUROPE actively campaigns for better regulation, better finance, and better information on housing to shape an integrated European political agenda. Together, as detailed throughout the strategic insights of this commemorative publication, our combined efforts work towards our shared vision for a European housing sector that remains resilient, deeply embedded in its communities, and fully equipped to face the social and climate challenges of the next twenty years.

This publication marks twenty years of Eurhonet by looking back at the people, exchanges, and shared work that have shaped the network over time. It is not a complete record, but a reflection on how Eurhonet began, developed, and continues to find meaning through its members.

Welcome

To understand how this journey began, we went back to the start.



Foreword from the President

Twenty years is a remarkable milestone for any organisation. It is a moment not only to celebrate achievements, but also to reflect on the relationships, shared learning, goals achieved, and common purpose that have shaped our journey.

What makes Eurhonet unique is its foundation of solidarity rather than competition.

What started as a vision shared by a group of public and social housing providers has grown into a strong European network built on trust, openness, and a shared commitment to improving the lives of the people and communities we serve.

Over the past two decades, our members have demonstrated that while our countries, cultures, and housing systems may differ, the challenges we face are remarkably similar. Whether addressing affordability, sustainability, climate adaptation, social inclusion, demographic change, or digital transformation, we have learned that the most effective solutions emerge when we listen to one another, exchange experiences, and work together.

What makes Eurhonet unique is its foundation of solidarity rather than competition. Within this network, members share not only their successes and best practices, but also their questions, concerns, and lessons learned. This spirit of openness and mutual support has created a community where innovation thrives; professional relationships develop into lasting partnerships, and collective knowledge strengthens us all.

As professional and technical organisations working for the public interest, we act independently of political interests while remaining firmly committed to fair, sustainable, and resilient housing systems. Together, we share a responsibility to contribute to housing solutions that serve both present and future generations.

As we celebrate this milestone, we must also recognise the responsibility that lies ahead. The coming years will continue to test our sector in many ways. At the same time, they offer opportunities to rethink how we provide homes, support communities, embrace innovation, and respond to the expectations of future generations.

The culture of mutual learning that has been at the heart of Eurhonet since its foundation, together with our unwavering commitment to keeping tenants at the centre of everything we do, remains – and will continue to remain – our greatest strength.

To conclude, I would like to express my sincere gratitude to everyone who has contributed to this journey over the past twenty years. This anniversary belongs to all of you: the members, colleagues, partners, and friends who have helped shape our network and made it what it is today.

As we look to the future, I am confident that the same spirit of cooperation, solidarity, and innovation that has guided us so far will continue to inspire our work in the years to come.

Antonio Parolini
President of Eurhonet



Foreword from the Director General

Twenty years ago, Eurhonet began with an ambitious idea to create a platform where public and social housing providers across Europe could learn from one another.

The story of Eurhonet is, above all, a story of people.

Today, the network brings together 40 member organisations across seven European countries, representing thousands of professionals and serving more than two million tenants. This growth reflects not only an increase in numbers, but also the trust, cooperation, and shared learning that have strengthened our network and enriched our organisations over the past two decades.

This publication follows that journey from Eurhonet's origins and key milestones to the activities, programmes, partnerships and projects that have shaped the network, before looking ahead to what comes next.

Looking back across these twenty years, several milestones stand out. The establishment of structured Topic Groups created stable platforms for technical exchange and long-term collaboration, while numerous workshops, study visits, and networking activities enabled members to share expertise and explore new approaches to common challenges. Throughout its history, Eurhonet has consistently demonstrated its ability to adapt to changing circumstances, reflecting both the increasing complexity of the housing sector and the evolving needs of our member organisations.

Equally important has been the development of Eurhonet's staff development programmes. These initiatives have provided opportunities for professionals at all levels to learn from peers across borders, strengthening not only skills and expertise, but also the trust, mutual understanding, and sense of shared identity that make our network unique.

Over time, Eurhonet has also expanded its engagement in European cooperation through its partnerships with HOUSING EUROPE and the European Federation for Living, as well as through participation in collaborative initiatives and EU-funded projects. These activities have further reinforced Eurhonet's role as a platform where professional practice, policy, and innovation come together.

Throughout these twenty years, one constant has remained: the strength of Eurhonet lies in its members. The story of Eurhonet is, above all, a story of people. The willingness of colleagues across Europe to host one another, share experiences openly, challenge ideas, and contribute their time and expertise has been the true driving force behind the network's development. It is this spirit of trust, openness, and collaboration that has enabled Eurhonet to remain relevant, resilient, and forward-looking while growing into a genuine community of like-minded professionals.

Echoing the words of our President, I would also like to thank everyone who has contributed to this remarkable journey: past and present Presidents, members of the Council of Administration, Topic Group Leaders, Activity Coordinators, colleagues at the Secretariat, and the many professionals across our member organisations and beyond whose dedication, expertise, and enthusiasm have helped shape Eurhonet into the vibrant network it is today.

I hope this publication will not only provide an opportunity to look back with pride on what has been achieved but also inspire us for the years ahead. Thank you and enjoy the read!

Alessandro Cesale
Director General of Eurhonet

Our Story

How it all began

A shared vision

Eurhonet began with a simple conviction: housing providers across Europe were facing the same challenges, even if they took different forms.

Financial pressures, regulatory changes, and shifting demographics were already reshaping the sector. Yet there was no structured space for cross-border collaboration. Some of the future members had already been involved in European projects together – but those projects had a beginning and an end. The founding ambition was different: to create a structure that would last, a permanent platform for exchange and cooperation, independent of one-off financing.

To revisit how Eurhonet began, we return to the recollections of two of its founding members: Francis Deplace and Hans Lander. Their perspectives take us back to the conversations that led to Eurhonet.

The idea grew out of early exchanges between French and Swedish housing leaders, meeting through study tours and informal encounters. Francis Deplace, General Delegate of DELPHIS in France, was part of these exchanges, along with Hans Lander, CEO of ÖrebroBostäder in Sweden. Lander was already a member of a network of CEOs from major Swedish companies. When the idea came to him, he brought it to the group, and they were immediately supportive. As Lander later put it, “it was very important to have this international contact – to develop our companies through inspiration from other systems.”

Together, Deplace, Lander, and a small group of housing leaders from France, Germany, Italy, and Sweden saw an opportunity to build what did not yet exist: a structured platform for cross-border professional exchange.

This was not coincidental. Many of the regulations members faced were already translations of European directives. As Deplace puts it, the founders were “realistic dreamers”.



> **The problems are very similar all over Europe. The solutions may be slightly different, but the problems are the same.**
>
> **Francis Deplace, Eurhonet Founder**







Building the foundations

Eurhonet was built on three pillars: openness, professionalism, and trust. The founding CEOs worked together to draft the network's statutes and governance, in a spirit of openness and mutual trust.

As Deplace recalls, "there was no problem of ego between us. We were open-minded and very direct. It was a pleasure to build the foundation together." As Lander put it, "It was not just about CEOs meeting, but about creating a platform for people to grow".

For many of the founders, the commitment ran deeper than professional exchange. As children of people who had lived through the Second World War, building something across borders felt like a practical expression of the values the European Union was founded on. For Deplace, Eurhonet was also a political project – one he believes remains as necessary as ever.

Hans Lander became Eurhonet's first President. Under his leadership, the first Executive Committee was established and the first General Assembly was held in Brussels. What began as an idea became a formal European non-profit under Belgian law.

From the beginning, members chose to work in English: a practical decision that reflected equality rather than hierarchy. As Lander later reflected, "it was good that no one had English as a mother tongue – we were all on the same level."

The process was not without its moments. At the first General Assembly, a notary insisted on reading the statutes in French, as required under Belgian law. Everyone listened, but it was understood that the English version was the one that mattered.

> **"It became not just a network, but an organisation."**
>
> **Hans Lander, Eurhonet Founder**



From CEOs to professionals

Eurhonet was never intended to be only a circle of chief executives. Its value had to extend across organisations.

Lander emphasises that "it was not just about CEOs meeting," but about creating "a platform for the middle management and employees with the most potential to grow". For housing companies rooted in very local contexts, Eurhonet offered something especially valuable: a way to attract and retain talented people by giving them access to international contacts and a broader European context.

This vision later led to the creation of the Junior Executive Academy, now the Talent Academy, extending the network's impact to the next generation of housing professionals.

Topic Groups were created early on, structured around key themes. One of the first major areas of collaboration was Corporate Social Responsibility (CSR). At a time when sustainability reporting was far from standard, Eurhonet members were already developing shared frameworks.

When sustainability reporting later became mandatory in Sweden, Eurhonet members were already prepared. While others were producing their first reports, Eurhonet member Stångåstaden was already on its third.

That foresight – turning peer exchange into practical readiness – became one of the network's defining strengths.

The collaboration extended beyond CSR. Topic Groups also addressed ageing, social integration, and energy savings, supporting members in navigating evolving European frameworks.

No one country had all the answers. And that was precisely the point.







> **"Through Eurhonet, we were ahead of others."**
>
> **Hans Lander, Eurhonet Founder**

A turning point: The Secretariat

Initially, the Secretariat was hosted by DELPHIS and Örebro Bostäder. During these early years, the network relied largely on the commitment and coordination of its members.

The creation of the Secretariat in Brussels marked a decisive moment for Eurhonet. As Deplace notes, "the creation of the Secretariat ensured the sustainability of the association for the future." For him, it was the moment Eurhonet stopped depending on individuals and became an entity that would last.

Since the establishment of the Secretariat in Brussels, Eurhonet has shared offices with HOUSING EUROPE, a strategic partner representing public, cooperative and social housing providers at the European level. This proximity keeps Eurhonet connected to European policy developments and ensures that members remain informed about evolving EU frameworks affecting the housing sector.

With a dedicated team and institutional presence, Eurhonet gained continuity, visibility, and professional management. An initiative held together by individuals became a structured, enduring European organisation.

A changing sector

Over the past two decades, the public and social housing sector has changed dramatically. Eurhonet has had to evolve with it.

"There are fewer subsidies and more social problems," Deplace notes. Financial support has declined, while climate targets, energy standards, and tenant expectations have grown more demanding. "The standards are stricter and stricter, and the costs are increasing. But our rents are limited. How can we cover all these costs?"

At the same time, housing providers face growing social challenges: migration, ageing populations, urban segregation, increasing pressure on affordability, and a growing shortage of specialised labour and skills in the construction sector. Problems that once seemed specific to one country are now shared by all. These are not abstract trends, they are the challenges Eurhonet members navigate every day, and the reason peer exchange across borders has never mattered more.



Beyond professional exchange

For Deplace, Eurhonet's legacy is not only institutional, it is human.

Over twenty years, professional relationships have deepened into lasting bonds built on trust. Members share challenges openly, compare solutions, and collaborate without competition.

Lander underlines that participation is key: if organisations allow their staff to engage in the Topic Groups, "you will get real value."

For Lander, the proof was always in the people: he saw colleagues join working groups early in their careers and grow beyond what their local context alone could offer.

Asked what he is most proud of after two decades, Deplace answers: "It was not such a bad idea."

"Do not underestimate the friendships developed within Eurhonet."

Francis Deplace, Eurhonet Founder



Twenty years in

Twenty years in, the founding spirit remains unchanged: be practical, be useful, stay ahead of change.

"Be concrete. Be useful for the members," Deplace advises. "It is important to anticipate trends before the problems are already on the table." That call to anticipate – on climate change, digital exclusion, and evolving tenant expectations – remains a guiding principle for the network today.

Lander shares a similar hope for the future: to keep building "a platform that helps companies evolve and helps people grow."

The challenges will keep changing. The network must keep pace. But some things have not changed at all: the conviction that housing professionals across Europe have more to learn from each other than they can find alone. Twenty years in, that is still the idea. It was not such a bad one.

Founders' Spotlight



Francis Deplace

Francis Deplace, General Delegate of DELPHIS, was one of the key founders of Eurhonet and played a central role in shaping the network during its early years. Together with a small group of European housing leaders, he helped turn the initial idea of cross-border collaboration into a structured platform for professional exchange.

From the beginning, Deplace believed that although housing systems differed across countries, the challenges faced by providers were remarkably similar. Eurhonet was created to allow companies to compare experiences, share practical solutions, and learn from one another. He also considers the creation of the Secretariat in Brussels a major milestone, as it ensured the long-term stability and visibility of the network. Looking back, Deplace highlights not only the professional exchange but also the friendships and trust built among members as one of Eurhonet's most lasting achievements.



Hans Lander

Hans Lander, economist and former CEO of ÖrebroBostäder, and later Stångåstaden, was one of the founding figures of Eurhonet and its first President. Already a member of a network of Swedish housing CEOs, he was a natural bridge between the founding idea and the broader Swedish membership.

As the first President, Lander helped establish the network's early structure and Topic Groups, with a strong focus on practical cooperation between companies and opportunities for staff development. Looking back, he sees Eurhonet's greatest value in the international perspective it brought to housing organisations and the professional growth it enabled across the network.

Founding members

- **Mimer** (SE)
- **Vätterhem** (SE)
- **Familjebostäder** (SE)
- **ÖrebroBostäder** (SE)
- **Gavlegårdarna** (SE)
- **Hyresbostäder** (SE)
- **Stångåstaden** (SE)
- **ATC Torino** (IT)
- **IPES Bolzano** (IT)
- **ITEA** (IT)
- **DELPHIS** (FR)
- **Les Foyers de Seine-et-Marne** (FR)
- **HABITAT 62/59** (FR)
- **Le Foyer Rémois** (FR)
- **Le Toit Angevin** (FR)
- **Société Dauphinoise pour l'Habitat** (FR)
- **bauverein AG** (DE)
- **GBG Unternehmensgruppe** (DE)
- **GWG München (Now Münchner Wohnen)** (DE)



Twenty Years in Milestones

Building the network together

Eurhonet Presidency Timeline

2005–2006
Laying the Foundations

- Agreement between French, Swedish, Italian and German companies to establish Eurhonet (December 2005, Grenoble)
- Drafting of the Statutes and Rules of Procedure (2005-2006)
- Conceptualisation of the Energy, Social Integration, Ageing and CSR Topic Groups (2006)



Oct 2006–Oct 2010
Hans Lander (SE)

- Eurhonet officially established before a notary and adoption of the Statutes and Rules of Procedure (October 2006, Brussels)
- Start of the TRHOC Project (2006)
- Development and launch of the EURHO-GR® CSR framework (2007)
- Eurhonet welcomes members from the UK (2008)
- Launch of the Improvement Task Force (2008)
- Launch of the CEO Academy (2009)
- Launch of EU Funding Task Force (2009)
- Start of the BuildTog-Building Together project (2009)



Oct 2010–Oct 2012
Angelo Ventura (IT)

- First Edition of CEO Academy (2010)
- Launch of Communication Task Force (2010)
- Launch of Exchange Programme (2011)
- Start of the BECA Project (2011)



Oct 2012–Oct 2015
Dietmar Bock (DE)

- Establishment of the Secretariat in Brussels and appointment of the first Director General (2012)
- Launch of the Marketing Task Force (2012)
- Introduction of the Eurhonet Coordinator role and first Coordinators Meeting (2013)
- Start of the ERHIN Project (2013)
- Launch of the Junior Executive Academy (2014)
- Launch of the IT in Housing Topic Group (2015)



Oct 2015–Oct 2018
Olivier Barry (FR)

- Start of the DREEAM Project (2015)
- Energy Savings Topic Group renamed Sustainable Construction Topic Group (2016)
- Communication Task Force integrated into the IT in Housing Topic Group (2017)
- Eurhonet welcomes a member from Austria (2018)
- Dissolution of the CSR Topic Group (2018)



Oct 2018–Oct 2021
Jon Lord (UK)

- IT in Housing Topic Group renamed Digital Communication and Technology Topic Group (2018)
- Eurhonet welcomes a member from Denmark (2019)
- Beginning of Structure & Governance Review (2020)
- Reassessment of working methods in response to the COVID-19 pandemic (2020)



Oct 2021–Oct 2024
Fredrik Törnqvist (SE)

- Completion of the Structure & Governance Review:
  - Adoption of the updated Statutes and Rules of Procedure (2022)
  - Updated visual identity (2022)
  - Launch of the new website (2022)
  - EU Funding Task Force transferred to the Eurhonet Secretariat (2022)
  - Marketing Task Force transferred to the Council of Administration (2022)
  - CEO Academy renamed Leadership Summit (2022)
  - Junior Executive Academy renamed Talent Academy (2022)
- Publication of the Eurhonet benchmarking report on tenant satisfaction (2024)



Oct 2024–Oct 2025
Marco Corradi (IT)

- Launch of the Early Careers Programme (2024)
- Eurhonet welcomes members from Spain and the Channel Islands (2025)
- Launch of the Human Resources Topic Group (2025)



Oct 2025–Oct 2027
Antonio Parolini (IT)

- Start of the IN-HABIT Project (2025)
- Launch of the Financing Topic Group (2026)
- 20th anniversary of Eurhonet (2026)

2005–2006

Laying the Foundations

In perspective

Before Eurhonet existed on paper, it existed as a conversation. A small group of housing leaders from across Europe met, recognised they were facing the same problems, and decided to do something about it. In December 2005, Eurhonet's founding members met in Grenoble to begin the process that would ultimately lead to the network's formal establishment before a notary in Brussels in October 2006.

There was no formal structure yet, no legal entity, no secretariat. Just a shared conviction that the challenges of public and social housing did not stop at national borders, and that something could be built on together. The foundation was not yet formal. But the commitment was real.

The following pages trace the key milestones in the twenty years that followed Eurhonet's creation, presented presidency by presidency.



Oct 2006–Oct 2010

Hans Lander (SE)

In perspective

As Eurhonet's first President, Hans Lander oversaw the transformation of a shared idea into a functioning European network.

The challenge was not simply to create another European association, but to build a framework through which public and social housing providers from different countries could learn from one another in a practical and meaningful way.

The years that followed laid the foundations on which everything else would be built. Eurhonet was formally established in Brussels as an international non-profit association, creating the governance structures needed to transform a promising idea into a lasting organisation.

Members quickly identified themes that transcended national boundaries and launched the first Topic Groups, focusing on ageing, social integration, energy efficiency and corporate social responsibility.

From the outset, the emphasis was on producing tangible results. The launch of the BuildTog initiative, and the participation in the TRHOC project, demonstrated the network's ambition to engage in European cooperation projects, while the development of EURHO-GR®, the first corporate social responsibility reporting framework specifically designed for public and social housing providers, positioned Eurhonet as an innovator within the sector.

Membership expanded, bringing new perspectives and strengthening the network's European character. New structures, including the Improvement Task Force and later the EU Funding Task Force, reflected a growing awareness that collaboration needed to be supported by practical tools and dedicated resources.

By the end of Hans Lander's mandate, Eurhonet had moved beyond its founding phase. It had become a functioning European network with a clear identity, an expanding membership and a culture of cooperation that would continue to shape its future.



Oct 2010–Oct 2012

Angelo Ventura (IT)

In perspective

Angelo Ventura's presidency marked a period in which Eurhonet began to extend its reach by creating new opportunities for professionals across member organisations to engage directly with the network.

The first edition of the CEO Academy took place, which would become a defining example of Eurhonet's approach: bringing colleagues together to tackle shared challenges through exchange, experimentation and mutual learning.

Focus was put into strengthening connections between people. Members recognised that some of the most valuable learning does not happen in conference rooms but through direct exposure to different ways of working. This conviction led to the creation of the Exchange Programme in 2011, one of the network's most enduring initiatives. For the first time, employees at any level and stage in their careers could spend time within a partner organisation abroad, gaining first-hand experience of different housing systems, organisational cultures and professional practices.

The presidency also witnessed the establishment of the Communication Task Force, recognising the growing importance of communication and stakeholder engagement within the housing sector. By creating a dedicated forum for communication professionals, Eurhonet broadened the range of expertise represented within its activities and strengthened its ability to support members facing rapidly changing expectations from tenants, communities and public authorities.

At the same time, the network continued to develop its involvement in European initiatives with the participation of our members ATC Torino, ÖrebroBostäder AB, and bauverein AG in the BECA project, further consolidating its reputation as a trusted platform for international collaboration.

Angelo Ventura's presidency represented an important stage in Eurhonet's evolution. With the introduction of the CEO Academy and the Exchange Programme, the network became even more accessible, more inclusive and more people-centred, creating opportunities for learning and development that reached far beyond senior management.



Oct 2012–Oct 2015

Dietmar Bock (DE)

In perspective

If the first years of Eurhonet were about establishing the network, Dietmar Bock's presidency was about ensuring its long-term sustainability.

The defining achievement of this period was the establishment of the Eurhonet Secretariat in Brussels in 2012. Until then, the network had relied heavily on the commitment and goodwill of its members, particularly DELPHIS, to coordinate activities and maintain momentum. The creation of a dedicated Secretariat marked a decisive step towards professionalisation, providing continuity, administrative support and strategic coordination across the growing range of Eurhonet activities.

Internally, new roles and structures were introduced to support this growth. The appointment of a Director General and the creation of a network of Coordinators improved communication and collaboration across member organisations, while initiatives such as the Marketing Task Force reflected an increasing awareness of the importance of visibility and engagement.

The period was also marked by a growing investment in future leaders. In 2014, the Junior Executive Academy was launched in Bochum, providing young professionals with a unique opportunity to develop leadership skills within an international environment.

What began as an experiment would later evolve into the Talent Academy, one of Eurhonet's flagship programmes.

At the same time, European cooperation continued to expand through the involvement of our member DELPHIS in the ERHIN project. Through the different editions of the CSR Awards organised as part of the initiative, members were able to exchange experiences and showcase best practices. The project reinforced Eurhonet's reputation as a trusted platform for knowledge sharing, innovation and practical cooperation across Europe.

Dietmar Bock's presidency transformed Eurhonet from a successful network into a professionally managed organisation, creating the structures and stability that would support its continued growth in the years ahead.



Oct 2015–Oct 2018

Olivier Barry (FR)

In perspective

Olivier Barry's presidency coincided with a period of significant change for both the housing sector and Eurhonet itself. Across Europe, housing providers were increasingly confronted with challenges linked to climate change, sustainability, digital transformation and social inclusion. Eurhonet responded by broadening its perspective and adapting its structures to meet these evolving realities.

The Energy Savings Topic Group became the Sustainable Construction Topic Group, acknowledging that sustainability extends beyond energy performance to include issues such as carbon reduction, circularity, affordability and long-term environmental responsibility.

At the same time, the network streamlined its structures. The Corporate Social Responsibility Topic Group concluded its work after successfully embedding CSR principles across the organisation, while the Communication Task Force joined the IT in Housing Topic Group, recognising the growing convergence between communication and technology.

One of the most significant developments was the network's growing engagement with European-funded projects. Participation in DREEAM provided members with opportunities to explore innovative approaches to sustainable construction, energy efficiency and environmental performance, while strengthening cooperation with partners beyond the network itself.

Membership continued to grow, including the arrival of Austrian organisations, further enriching the diversity of experiences represented within the network.

By the end of Olivier Barry's presidency, Eurhonet had demonstrated an important capacity: the ability to evolve with changing circumstances while remaining firmly rooted in its founding commitment to exchange and collaboration.



Oct 2018–Oct 2021

Jon Lord (UK)

In perspective

Few presidencies in Eurhonet's history have been shaped by circumstances as extraordinary as those faced by Jon Lord.

The period began positively, with continued membership growth and increasing engagement across the network. New organisations joined, including a member from Denmark, bringing fresh perspectives and reinforcing Eurhonet's position as a genuinely European community of housing providers. At the same time, the IT in Housing Topic Group evolved into the Digital Communication and Technology Topic Group, reflecting the growing importance of digital transformation throughout the sector.

Yet the challenges that would define this presidency soon emerged. Brexit raised questions about the future of international cooperation and highlighted the importance, for a close-knit network of housing professionals such as Eurhonet, of maintaining strong relationships beyond political change. Shortly afterwards, the COVID-19 pandemic disrupted professional and personal life across Europe on an unprecedented scale.

For a network built on exchange, personal contacts and face-to-face meetings, the pandemic represented a profound test. Topic Group meetings, study visits, academies, workshops and Executive Committee meetings could no longer take place in their traditional format. Eurhonet adapted. Members embraced virtual meetings and digital collaboration, ensuring that knowledge sharing and professional exchange continued despite the restrictions.

The experience revealed something fundamental about the network. While events and activities are important, the true strength of Eurhonet lies in the relationships that connect its members. The trust built over many years enabled organisations to share experiences openly as they navigated common challenges, from protecting vulnerable tenants to supporting staff wellbeing during uncertain times.

Alongside this resilience, the network initiated a comprehensive review of its governance and future direction, recognising that periods of disruption can also create opportunities for renewal.

Jon Lord's presidency demonstrated that Eurhonet's value extends far beyond its structures. It showed the strength of a community capable of adapting, supporting one another and continuing to learn together in the face of unprecedented challenges.



Oct 2021–Oct 2024

Fredrik Törnqvist (SE)

In perspective

Fredrik Törnqvist's presidency was characterised by renewal. Emerging from the disruption of the pandemic, Eurhonet took the opportunity not simply to resume its activities, but to reflect on how the network could best serve its members in the years ahead.

Building on the governance review initiated during the previous presidency, members embarked on an ambitious process of organisational modernisation. Updated Statutes and Rules of Procedure and revised governance structures were introduced to ensure that Eurhonet remained effective, transparent and fit for purpose as it continued to grow.

At the same time, the network refreshed its identity. A new visual brand and website reflected a modern organisation while preserving the values that had guided it since its creation. These changes were more than cosmetic; they signalled a renewed confidence in Eurhonet's role within the European housing community.

Several flagship initiatives also evolved during this period. The CEO Academy became the Leadership Summit, recognising that leadership exists at many levels within organisations. Likewise, the Junior Executive Academy was reimagined as the Talent Academy, broadening its focus on developing the next generation of professionals.

By the end of Fredrik Törnqvist's mandate, with the Structure and Governance Review concluded, Eurhonet had successfully combined continuity with change, preserving its collaborative spirit while adapting its structures and programmes for a new era.



Oct 2024–Oct 2025

Marco Corradi (IT)

In perspective

Marco Corradi's presidency reflected the growing importance of organisational and workforce challenges within the housing sector. As members increasingly faced issues related to recruitment, staff wellbeing, change management, leadership and organisational culture, Eurhonet responded by creating the Human Resources Topic Group.

The new group emerged from a series of successful HR workshops held in previous years and demonstrated the network's ability to adapt to evolving member needs. Its creation broadened Eurhonet's focus beyond technical and operational issues to include the people and organisational capabilities that underpin successful housing services.

The presidency also saw the expansion of opportunities for learning and engagement across the network. The launch of the Early Careers Programme created a new pathway for trainees and young professionals from member organisations to gain international exposure, build professional networks and develop a European perspective on housing challenges.

Meanwhile, membership continued to grow, with several new Italian organisations joining the network, alongside its first member from Jersey. These additions brought fresh perspectives and expertise, further strengthening Eurhonet's European character.

In June 2025, Marco Corradi was appointed President of HOUSING EUROPE. As a result, he stepped down from his position. While his mandate was shorter than anticipated, his appointment was widely regarded as an opportunity to further strengthen cooperation between the two networks and reinforce Eurhonet's connection to the wider European housing sector.

Although relatively brief, Marco Corradi's presidency reinforced an important principle: that the strength of housing organisations depends not only on buildings, finances or technology, but also on the people who work within them. By placing greater emphasis on organisational development and workforce challenges, Eurhonet broadened its understanding of what it means to support members in a rapidly changing environment.



Oct 2025-Oct 2027

Antonio Parolini (IT)

In perspective

Antonio Parolini's presidency coincides with a particularly symbolic moment in Eurhonet's history. Twenty years after the network's creation, members have an opportunity not only to celebrate what has been achieved, but also to reflect on the challenges and opportunities that will shape the future of housing across Europe.

The anniversary itself provides a powerful reminder of how far Eurhonet has come. What began as a small group of organisations committed to exchanging experiences has grown into a network connecting more than forty housing providers across multiple countries, representing millions of tenants and thousands of professionals.

Yet the focus of this presidency is firmly forward-looking. One of the most important developments has been the creation of the Financing Topic Group, reflecting the growing importance of financial sustainability within the sector. Rising construction costs, ambitious climate objectives, ageing housing stock and increasing social needs have placed unprecedented pressure on housing providers. By creating a dedicated space for discussion and benchmarking, Eurhonet is helping members explore new approaches to funding, investment and long-term financial resilience.

The network has also continued to strengthen its involvement in European cooperation projects with the IN-HABIT project, an initiative focused on inclusion, accessibility and wellbeing targeting people with disabilities. This project reinforces Eurhonet's commitment to combining practical exchange with broader European collaboration.

As Eurhonet enters its third decade, the questions facing the sector are becoming more complex, but the principle at the heart of the network remains unchanged. Housing providers continue to discover that they are stronger when they learn from one another, challenge one another and work together.

In that sense, Antonio Parolini's presidency is both a celebration of a twenty-year journey and the beginning of the next chapter in Eurhonet's story.

Visual Identity Through the Years

Like the network itself, Eurhonet's visual identity has evolved over time. Across its twenty-year history, three logos have marked different stages in the organisation's development.

Logo (2006)

The first logo combined two core elements: housing and Europe. A stylised roofline represented the sector, while a circle of stars referenced the network's European dimension.

Logo (2007-2022)

The identity evolved into a more institutional mark, positioning Eurhonet as a recognised reference in the public and social housing sector.

The Current Logo (2022-Present)

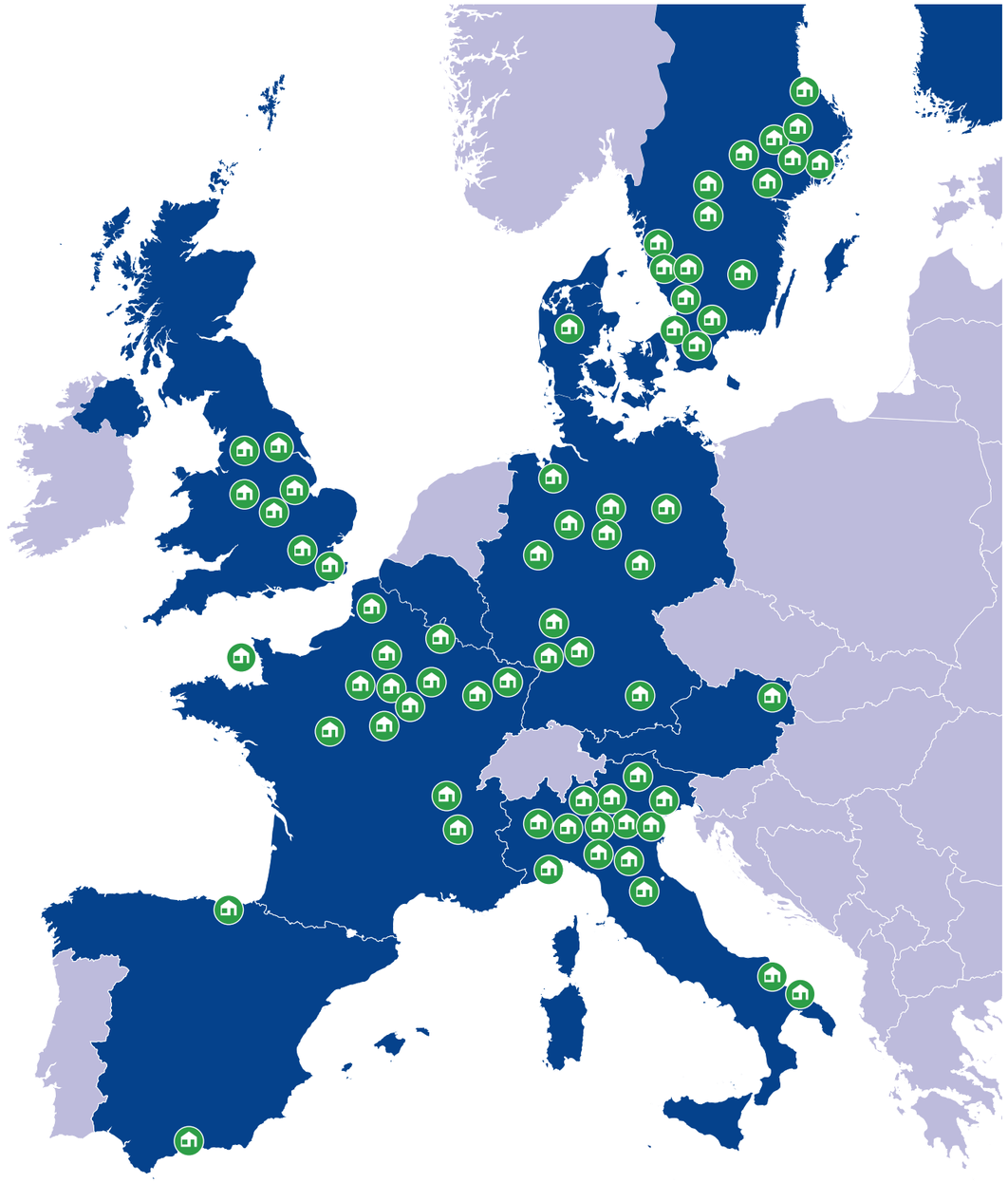
The identity evolved towards a more abstract and contemporary design. Through colour and geometric shapes, it reflects diversity and internationality without referring to specific countries, while conveying connection and unity across the network.





A Growing Network

Eurhonet's membership reflects the diversity of public and social housing across Europe. Over two decades, the network has expanded steadily, welcoming organisations from Sweden, France, Germany, Italy, the United Kingdom, Austria, and most recently Spain and the Channel Islands. Each new member has brought its own context, its own challenges, and its own experience. And each one has made the network stronger for it.



Austria

Wiener Wohnen: 2018–present

Channel Islands

Andium Homes: 2025–present

Denmark

Boligforeningen AAB: 2019–2022

France

DELPHIS: 2006–present

Les Foyers de Seine-et-Marne: 2006–present

Habitation Moderne: 2015–2018

Habitat08: 2024–present

Habitat 62/59: 2006–2022

Le Foyer Rémois: 2006–2016

Le Toit Angevin: 2006–2011

Logipays: 2009–2011

OPAL: 2017–2025

Société Dauphinoise pour l'Habitat: 2006–2011

Valloire Habitat: 2020–2024

Vosgelis: 2017–present

Batigère Habitat: 2025–present

Germany

bauverein AG: 2006–present

BGW Bielefeld: 2012–2017

DOGEWO21: 2009–present

GBG Unternehmensgruppe: 2006–present

GEWOBA: 2012–present

HWB: 2019–present

LWB Leipzig: 2010–2012

Münchner Wohnen: 2006–present

ProPotsdam: 2011–2018

Stadtsiedlung Heilbronn: 2023–present

Volkswohnung: 2013–present

Italy

ALER BCM: 2008–present

ALER Milano: 2011–2014

Arezzo Casa Spa: 2023–present

ARTE Genova: 2010–2014

ATC Torino/ATC Piemonte Centrale: 2006–2021

ATER Treviso: 2013–2020

CISPEL Emilia Romagna: 2017–present

IACP Bari: 2011–2018

ARCA Puglia Centrale: 2024–present

IPES Bolzano: 2006–present

ITEA: 2006–2010

ALER Bergamo Lecco Sondrio: 2025–present

ARTE Imperia: 2025–present

ALER Pavia-Lodi: 2026–present

ATC Piemonte Sud: 2026–present

Spain

OAL Viviendas Municipales de Bilbao: 2025–present

Sociedad Municipal de Viviendas de Málaga: 2025–2025

Sweden

Bostadsbolaget: 2013–present

Botkyrkabyggen: 2014–2025

Familjebostäder: 2006–present

Gavlegårdarna: 2006–present

Helsingborgshem: 2010–present

HFAB: 2017–present

Hyresbostäder: 2006–present

LKF: 2020–present

Mimer: 2006–present

ÖrebroBostäder: 2006–present

Skövdebostäder: 2017–2023

Stångåstaden: 2006–present

Telge Bostäder: 2026–present

Uppsalahem: 2013–present

Varbergs Bostad: 2019–present

Vätterhem: 2006–2024

Växjöbostäder: 2018–2021

UK

Bolton at Home: 2012–2024

Canterbury City Council: 2008–2010

Matrix Housing Partnership: 2015–present

Poplar HARCA: 2014–present

Riverside: 2014–2014

SYHA – South Yorkshire Housing Association: 2017–2019

Tuntum Housing Association: 2017–2019

Twenty Years in Numbers

40 members
7 countries
18,300 colleagues
1 million homes
2 million tenants

Behind every number are organisations that chose to look beyond their own borders, and professionals who came back from exchanges, academies and working groups, seeing their work, and Europe, a little differently.

These are not abstract figures. They are the scale at which Eurhonet's conviction operates every day. But the network's reach has never stopped at its membership list.

Twenty years of history. One continuous conversation.

Twenty years of milestones tell one story: Eurhonet kept choosing collaboration, year after year. That choice is what made the network last.

“All housing companies connected within the network share the common goal of providing people with a liveable home.”



Katja Sievert, DOGEWO21, Germany



Topic Groups

The engine of exchange

Eurhonet provides the framework. The Topic Groups are the engine of its work.

From the earliest days of Eurhonet, members identified themes that mattered across borders and built dedicated spaces to go deeper into them: energy performance, social integration, ageing, corporate responsibility. Professionals from different countries met regularly, compared approaches, and turned exchange into practical knowledge.

Over twenty years, some groups expanded, others concluded their work after achieving what they had set out to do, and new ones emerged as the sector's priorities changed. What remained unchanged was the principle behind them: that sustained, structured exchange between peers produces something no single organisation could develop alone.

This chapter tells their story.

Sustainable Construction Topic Group

Where it started: Energy as a common challenge

Energy efficiency was already a recurring topic among Eurhonet members before the network was formally established.

Those early exchanges evolved into one of the network's first Topic Groups, dedicated to energy performance: the Energy Savings Topic Group.

Early discussions mainly focused on improving the energy performance of existing buildings, particularly through renovation and retrofitting. Members compared national approaches, shared practical experiences, and explored ways to improve efficiency in public and social housing. The group also helped members translate evolving European policy frameworks, particularly the EPBD and EED, into practical insights for housing providers.



How it evolved: Expanding the vision

Over time, the focus expanded from energy performance alone to a broader understanding of environmental impact and long-term sustainability.

In 2016, the group became the Sustainable Construction Topic Group. The new name signalled a more holistic approach, addressing CO_2 emissions, life-cycle analysis, construction and maintenance costs, and social dimensions such as tenant involvement and affordability.

As regulatory demands and climate ambitions grew, so did the scope of the group's work. Members began exchanging on topics ranging from innovative funding and sustainable mobility to new construction methods and digital tools such as Building Information Modelling (BIM).

The group also introduced practical formats for peer learning, such as the "Flying Expert Workshops". In these sessions, members visit or review a pilot site and take on the role of "flying experts". They analyse what they see and offer advice to the hosting organisation on how the design, implementation process, or technical choices could be improved.

Throughout, the group remained focused on translating shared experience into practical approaches that support sustainable construction and renovation across public and social housing.

What it is today: Building sustainable futures together

The Sustainable Construction Topic Group connects members operating in different regulatory, climatic and financial contexts across Europe to address shared sustainability challenges.

By comparing approaches across national contexts, members adapt solutions to their own realities, strengthening their capacity to deliver housing that is low-carbon, affordable and socially responsible.

Twenty years on, what began with energy performance has matured into one of Eurhonet's most enduring platforms, helping define the future of sustainable housing across Europe.





Spotlight: Early collaborative initiatives

Two initiatives played a key role in shaping Eurhonet's early work on energy efficiency and sustainable housing.



BuildTog (Building Together)

Launched in 2009, BuildTog was developed by Eurhonet members in collaboration with A/NM/A, LUWOGE Consult and BASF, bringing together housing providers, architects and industry partners to explore how high-energy-performance housing could be delivered without compromising architectural quality or cost. At its core was the idea of a shared housing concept, based on Passive House principles, that could be adapted across different national contexts. A common planning methodology, developed by LUWOGE Consult, allowed partners to monitor energy performance and construction costs from the earliest design stages through certification.

Between 2009 and 2015, projects were developed using a shared architectural vision led by architect Nicolas Michelin (A/NM/A), later adapted locally by participating organisations. Through workshops, site visits and continuous exchange, BuildTog created a platform for testing and refining approaches to energy-efficient construction, demonstrating how cross-border collaboration can turn shared ambition into practical and scalable solutions.



Retrofitting Together

Retrofitting Together focused on improving renovation practices across Eurhonet members' housing portfolios, with a particular emphasis on energy performance. The initiative aimed to compare working methods, identify best practices and develop shared tools to support more effective rehabilitation across different housing contexts. As part of this effort, members created common instruments, including a Thermal Tool for Retrofitting (TTR) and a financial assessment tool, to better evaluate renovation strategies and associated costs.

These approaches were tested on pilot sites across the network, where selected buildings underwent detailed energy audits to assess performance, identify thermal losses and explore renovation options. Alongside technical aspects, the initiative also addressed practical challenges such as tenant involvement, tendering procedures and construction timelines. Overall, it helped transform shared experience into a more structured and coordinated approach to retrofitting, aiming to improve energy efficiency while maintaining cost control.

Voices from the group

One moment that has stayed with me is how openly members shared both successes and setbacks in implementing sustainable solutions. Hearing honest reflections from peers across Europe created a strong sense of trust and reinforced the value of learning and working together.”

Linda Egin, LKF, Sweden

I remember that Bostadsbolaget Gothenburg shared a new building project using almost 50% re-used materials. That was really inspiring, and it encouraged us to upscale our own reuse materials programme this year.”

Daniel Johansson, Telge Bostäder, Sweden

I joined Eurhonet in 2011 as a young energy engineer from Italy, looking for practical answers to energy efficiency challenges. Working with experts from Northern Europe was a constant source of inspiration.

Fifteen years later, climate change is bringing more frequent heatwaves to Northern Europe, and I can now contribute experience of my own.

That is what I value most about Eurhonet: sometimes you learn, sometimes you share, but there are always ideas worth taking forward together.”

Isaac Scaramella, Topic Group Co-Leader







“Eurhonet represents a unique platform for collaboration among affordable housing providers.”

Wiener Wohnen Team, Austria



Ageing Topic Group

Where it started: Responding to a demographic turning point

At the beginning of the 21st century, older people represented between 10–15% of the total population, and it was already clear that this share would grow significantly in the years ahead. Ageing was quickly identified as a shared concern among Eurhonet members, and the Ageing Topic Group was established to help housing providers respond.

From the start, the group structured its work around three dimensions: the physical environment of the home, the services provided to older residents, and the professional education of housing staff. Benchmarking between members became a central method. After three years of intensive work, the group presented its first concrete outcome at the 2009 General Assembly in Angers: the checklist "Getting Older – A Challenge for All of Us", providing a practical framework that would guide its work for years to come.

How it evolved: From housing adaptation to community wellbeing

In 2011, the Ageing Topic Group entered a new phase with a clearer structure and renewed ambition. Its core objective was defined as improving quality of life for older people by enabling them to live independently for as long as possible in homes adapted to their needs.

The group organised its work around four areas: developing practical guidelines for both new and existing housing; supporting domestic services that enable ageing in place; addressing the refurbishment of housing stock; and exploring the role of social networks and meeting places in building connected neighbourhoods.

Over time, technical solutions were complemented by a stronger emphasis on social dimensions: community activities, prevention of isolation, and the wellbeing of older residents beyond their front doors.

As digitalisation became part of everyday life, members also explored how technology could support security, health, and independent living, while paying close attention to a growing concern: ensuring older residents are not left behind in an increasingly digital society. These discussions also connected to broader European approaches to independent living and community inclusion.

What it is today: Shaping age-friendly housing today

The Ageing Topic Group brings together housing providers from across Europe to address one of the continent's most significant demographic transformations.

By exchanging practices developed in different welfare and housing systems, members anticipate future needs and design housing and neighbourhood solutions that promote dignity, independence, and connection.

Through this shared perspective, organisations move beyond isolated initiatives towards more integrated, long-term approaches to ageing.





Spotlight Initiative: Age Awareness Day

One of the most distinctive initiatives developed within the Ageing Topic Group was the Age Awareness Day, a workshop designed to help organisations better understand the everyday realities of older residents.

Combining presentations with hands-on exercises, participants experienced age-related limitations directly through ageing suits, visual impairment goggles and mobility aids. The format created space for open discussion on topics often difficult to address, such as dementia, social isolation, and what appropriate housing for older tenants truly means.

The initiative remains a clear example of how the group translated shared knowledge into practical tools that organisations could bring back to their own teams.





Voices from the group

"One visit that really stands out for me was our time in Brussels, particularly our visit to Biloba Huis. I loved the environment and the rich conversations we had with the residents, who were an eclectic and engaging group. There was a strong sense of welcome and mutual support, not just among residents but also with those using the day centre, creating a genuine feeling of community. It was a beautiful place, with a lovely outdoor courtyard, and it felt like they had struck a thoughtful balance between private and communal living in a way that genuinely helps to combat social isolation. For me, it was a real highlight."

Chelsea Kelly, Poplar HARCA, UK

"My personal highlights are the field/study trips, where ideas take shape beyond theory and are lived in practice – revealing both the benefits and the challenges, and offering valuable lessons that can inspire future projects."

Anna Schuster, Wiener Wohnen, Austria

"We are all on a shared journey, navigating complex tasks and emerging challenges. By choosing not to face these issues alone, but to come together with other property management organisations, we share collective insight and experiences to develop truly forward-looking solutions."

Martina Schöberl, Wiener Wohnen, Austria

Social Integration Topic Group

Where it started: Confronting exclusion at the neighbourhood level

Social integration was identified early on as a shared concern, and the Social Integration Topic Group was established to address exclusion in the communities housing providers serve. From the beginning, its aim was to support disadvantaged groups and strengthen inclusion at the neighbourhood level.

In its early years, the group focused on addressing social and ethnic tensions within communities and housing organisations themselves. Members worked on developing tools to improve attitudes among staff and to better equip organisations to navigate diversity. A concrete outcome of this phase was the handbook "How to Work with Attitudes among the Staff", based on research including more than 250 interviews across member organisations, and presented at a conference in Reims in 2008.



How it evolved: From urban planning to employment and social value

The group's focus shifted over time. Initially centred on urban planning and neighbourhood development, it examined how physical renewal, social mix and tenant involvement could prevent segregation and strengthen cohesion, supported by field visits and shared case studies across member organisations.

Attention later turned to employment and occupation, recognising the impact of unemployment on the ability of housing providers to create stable and attractive neighbourhoods. Members shared practical approaches, including local job creation schemes, partnerships with employment agencies and municipalities, and programmes connecting tenants with work opportunities.

Collaboration with the European Federation for Living (EFL) became a consistent feature, alongside the exploration of how to measure the impact of social integration initiatives, including tools such as Social Return on Investment and wellbeing valuation.

In more recent years, the group has widened further, examining how housing providers can leverage their assets and partnerships to support vulnerable residents, including migrants, refugees, young people and older adults. Community-led housing and youth participation have emerged as key areas of focus.

What it is today: Building inclusive communities

The Social Integration Topic Group provides a platform for housing providers across Europe to tackle one of the sector's most complex and evolving challenges: fostering inclusion in diverse communities.

By sharing knowledge and best practices, members strengthen their approaches to supporting vulnerable tenants and promoting participation, reinforcing the role of housing providers in creating neighbourhoods where people can live together successfully.





Spotlight Initiative: Participation in the International Social Housing Festival

Since the launch of the International Social Housing Festival in 2017, our Social Integration Topic Group, together with our colleagues from EFL, has organised four workshops across different editions of the festival.

At the first festival in Amsterdam in 2017, members presented practical approaches to inclusion, migration, refugee housing and community building. The dialogue continued in Lyon in 2019, where the focus shifted to community-led housing initiatives, followed by Helsinki in 2022 with a workshop on strengthening residents' voices. Most recently, at the 2025 festival in Dublin, the group explored how storytelling can help reshape perceptions of public and social housing while strengthening connections with residents and local communities.

Over the years, these festivals have provided our members with an opportunity to showcase their experiences to a broad international community of housing providers, policymakers, researchers, city authorities, urban planners, architects and activists. By contributing to discussions with such a diverse range of stakeholders, the group has helped create a space for dialogue, mutual learning and the exchange of good practices on how public and social housing providers can foster more inclusive neighbourhoods.

Voices from the group

"Looking back, one moment that has stayed with me was when we first saw, back in 2023 in Örebro, how seriously young people were taken as future tenants and active contributors to their community. It shifted something: involving them wasn't just participation – it meant more ownership, less vandalism, and a real sense of being heard. That perspective stayed with me and ultimately inspired us to rethink youth involvement at Wiener Wohnen, leading to the launch of our own youth parliament pilot in 2025 – an ongoing effort shaped by that early insight that inclusion truly begins with listening."

Franziska Flor, Wiener Wohnen, Austria

"We were in Sweden for a Topic Group meeting and discussed measures to improve safety. As this has not been a major focus in our company so far, it gave me a new perspective and ideas for small improvements that can easily be integrated into everyday practice and implemented in our company."

Vanessa Weis, Volkswohnung, Germany

"What struck me from the very beginning was everyone's willingness to share experiences that might be of interest to others, even if developed in very different contexts. Also, it was nice to share moments outside of official meetings together, exchanging personal opinions and stories."

Davide Fulgini, ALER Bergamo Lecco Sondrio, Italy



Digital Communication and Technology Topic Group

Where it started: A sector facing the digital divide

Launched in 2015 as IT in Housing, the group responded to a growing digital gap affecting both tenants and organisations.

At the time, nearly half of the EU population lacked sufficient digital skills, with 23% having none at all. This divide directly affected access to housing services, making digital inclusion a priority for housing providers.



How it evolved: from IT tools to organisational transformation

Early discussions focused on practical tools and systems, including social media, customer relationship management, ICT standards, and smart home technologies.

In 2017, the Communication Task Force, a working group of communication professionals established in 2010, was integrated into the group, bringing together expertise on both technology and communication strategy.

Over time, the focus expanded beyond tools to how digitalisation shapes organisations as a whole. Members exchanged on omni-channel approaches, data protection, and the digitisation of the tenant journey, as well as on staff empowerment and internal communication.

What it is today: Navigating change together

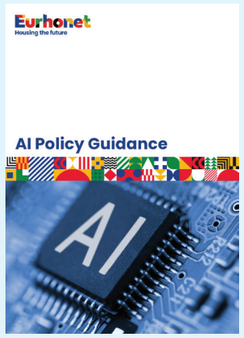
Over the past decade, the group's focus has shifted from helping tenants access digital services to helping organisations govern artificial intelligence responsibly, a shift that reflects how rapidly the digital landscape has changed.

Digital maturity and regulatory frameworks vary across Europe, but members share common challenges: tenant services, data management, cybersecurity, and organisational change. The Digital Communication and Technology Topic Group gives members a space to navigate these challenges together, ensuring innovation remains inclusive and aligned with social housing values.

Spotlight Initiative: AI Policy Guidance

In 2025, the group turned its attention to one of the most significant shifts affecting organisations today: the growing role of artificial intelligence. Members collaborated to develop a practical handout outlining key definitions, legal frameworks, governance considerations, and guidelines for responsible AI use.

This initiative reflects the group's role in translating complex technological developments into practical guidance for housing providers.



Voices from the group

"Last year, I attended the meeting in Munich with a mix of curiosity and scepticism, but I quickly changed my mind.

I met competent and pleasant people who enriched my experience. I learned about the best practices of colleagues from other countries and became more aware of the impact new technologies can have on the world of social housing, both in terms of services and significant management savings.

I was very impressed by the experience of the Swedish colleagues regarding the management of heating systems with the support of AI that cross-references weather forecast data.

In short, a positive experience in every way, one to recommend and repeat."

Marco Bergonzi, President of Acer Piacenza, Italy

"I joined the group in 2019 and I am still part of it today. What has stayed with me most is the warm welcome and hospitality, the long-standing organisational talent of Alessia Pareschi, and the shared spirit of exchange and learning.

Together, we are united by a common goal: ensuring affordable housing for the future."

Inge Delzotto, Wiener Wohnen, Austria

"The two days spent with the group were very formative. From a professional standpoint, the team approach to studying and solving the questions posed was very useful. From a personal standpoint, I believe it is always helpful to interact with new people.

The organisation was excellent, and our hosts were very attentive. Congratulations to the group coordinators, our hosts, and the entire group."

Carlo Scajola, ARTE Imperia, Italy







Human Resources

Where it started: Putting people at the centre

Established in 2025, the Human Resources Topic Group responded to growing member interest in employee wellbeing and emerging workforce challenges.

The groundwork had been laid gradually, through annual workshops and regular exchanges between members. The COVID-19 pandemic brought renewed focus to staff wellbeing, workplace culture and organisational resilience, and as discussions intensified, members recognised that the network had both the experience and the need to create a dedicated group. A 2024 workshop on behavioural change communication was among the key moments that helped build this momentum.

How it evolved: Finding a shared agenda

In its first year, the group focused on shaping its direction and identifying shared priorities. Workforce transition became the initial point of discussion, followed by work-life balance, employee wellbeing, leadership and recognition.

These early exchanges helped clarify that, despite different national contexts, organisations were facing similar challenges in attracting, supporting, and retaining staff.



What it is today: Building the organisations of tomorrow

The Human Resources Topic Group provides a structured space for reflecting on the future of work in public and social housing. Members compare approaches to wellbeing, leadership development, recruitment, and retention across diverse national contexts, helping organisations strengthen their attractiveness as employers and build more resilient teams.

As one of the newest of Eurhonet's active Topic Groups, its story is still being written, but the conversations already underway suggest it has emerged at a moment when these questions are becoming central to the sector.



Voices from the group

"I joined the group to connect with others and broaden my perspective within HR. It's been interesting to see how similar our challenges are, even across different countries and frameworks."

Clara Olson, Varbergs Bostad, Sweden

"I joined the group to foster valuable exchange with HR professionals from various companies. I find it particularly exciting to learn about new perspectives and viewpoints."

Nicole Saalbach, HWB, Germany

"We at LKF felt this was the right moment to join, as HR is playing an increasingly strategic role in navigating change within our industry. Being part of a trusted European network allows us to reflect on shared challenges and develop better solutions together."

Petra Venebrand and Jörgen Ljung, LKF, Sweden

Financing Topic Group

Where it started: When funding becomes a shared challenge

Through an annual workshop led by DELPHIS and organised in collaboration with HOUSING EUROPE, members had been comparing approaches and sharing experiences on financing topics for several years. Over time, it became clear that there was enough common ground to take the next step.

Launched in 2026, the Financing Topic Group now addresses one of the sector's most pressing challenges: securing stable and sustainable funding in a context of rising construction costs, growing investment needs and increasingly complex financing conditions.

How it evolved: Building a common foundation

As a newly established Topic Group, its initial phase has focused on defining its scope and building a common understanding of the financial landscape members operate in.

Early exchanges have helped clarify the key financial challenges members most want to address, within a landscape shaped by EU regulations, state aid frameworks, market conditions, and the growing role of sustainable finance.



What it is today: Laying the groundwork

The Financing Topic Group is still finding its form: it brings together housing providers to compare funding models, state aid frameworks and market constraints, recognising that financial resilience is a priority no organisation can tackle alone. The groundwork being laid now will support more structured collaboration in the years ahead.

In a network built on the belief that shared challenges are better tackled together, financing may prove to be one of the defining conversations of the next twenty years.



Voices from the group

"Our company operates between two important objectives: supporting families in need of rent-controlled accommodation while ensuring the economic sustainability of the organisation. We believe the Financing Topic Group can offer useful tools and guidance to help navigate the world of European funding and identify solutions for the future."

Grazia Ricca, ARTE Imperia, Italy

"What stood out to me was how differently affordable housing is financed across Europe. At the same time, rising costs, investment needs and the challenge of maintaining affordability are common themes for all of us. That makes the exchange within this group especially valuable."

Rebecca Gonzalez, GBG Unternehmensgruppe, Germany

Looking back: groups that shaped Eurhonet

Not every Topic Group was designed to last forever. Some concluded their work having achieved what they set out to do. Others were absorbed into new structures as the network evolved. All of them contributed to shaping Eurhonet as it exists today.

CSR Topic Group

Corporate social responsibility was among Eurhonet's earliest shared concerns.

The CSR Topic Group's most significant contribution was EURHO-GR® (2007), the first CSR reporting framework specifically designed for the public and social housing sector, alongside a CSR Good Practices Handbook. These tools helped embed social, environmental and ethical responsibility across the network.

When the group was dissolved in 2018, it was not because the work had stalled, but because it had succeeded: CSR principles had become part of how Eurhonet operates. Its conclusion marked the integration of its work into the network's core practices.

Spotlight Initiative: EURHO-GR®

Launched in 2007, EURHO-GR® was a milestone for Eurhonet and for the sector.

It was the first CSR reporting framework designed specifically for public and social housing, giving members a shared structure for measuring and communicating their social, environmental and ethical performance. At a time when this kind of reporting was still relatively new territory in housing, it provided something practical that members could actually use.





Communication Task Force

Created in 2010 as a working group of communication professionals from member organisations, the Communication Task Force supported the Topic Groups and the Secretariat on communication-related challenges.

As the Secretariat gradually took on responsibility for the network's core communication activities, members recognised the continued value of exchanging experiences across organisations, particularly as communication roles evolved.

As digital transformation reshaped how housing organisations engaged with tenants and staff, the boundaries between communication and technology became increasingly blurred. In 2017, the Task Force was integrated into the Digital Communication and Technology Topic Group, reflecting this convergence and strengthening both areas of work.

EU Funding Task Force

Launched in 2009, the EU Funding Task Force strengthened Eurhonet's capacity to engage with European cooperation and funding opportunities. It supported the development of EU project applications, monitored calls, facilitated consortia building, and improved engagement with institutional actors.

This work laid the foundation for Eurhonet's participation in European projects. Although the Task Force no longer exists, its functions have been absorbed by the Secretariat, ensuring continuity.

To date, Eurhonet has participated as a consortium partner in three projects: TRHOC, DREEAM, and IN-HABIT.

Improvement Task Force

Launched in 2008, the Improvement Task Force gave member organisations a structured channel to evaluate Eurhonet's activities and propose improvements. It reflected an early commitment to accountability and continuous improvement within the network.

Following governance and structural changes, this function has been integrated into the management framework, ensuring that member feedback continues to inform how Eurhonet evolves.





Workshops

Where they started: A space outside the structure

Workshops have been part of Eurhonet's approach since the very beginning. Designed as a flexible format, they address topics of shared interest that either fall outside the scope of existing Topic Groups or cut across multiple themes and require a broader conversation.

The themes are typically identified through a consultation process involving Topic Group coordinators, members and the Council of Administration, ensuring that workshops respond to emerging priorities across the network.

How they evolved: From conversation to direction

Over time, workshops became the network's space for cross-disciplinary thinking – a place to step outside established structures and explore challenges from new angles.

Several have acted as starting points for new Topic Groups. The discussions that later led to the creation of both the Human Resources and Financing Topic Groups began as workshops, demonstrating their role in shaping the network's evolution.

What they are today: Eurhonet's laboratory

Workshops are Eurhonet's laboratory. They are where new ideas are tested, emerging themes explored, and future priorities begin to take shape.

Some workshops continue to address topics that cut across multiple groups, while others open space for entirely new conversations. Recent exchanges on behavioural change communication, organisational culture, and sustainable finance illustrate how workshops help identify and develop the network's next areas of focus.

In a network built on adaptability, workshops ensure that Eurhonet remains responsive to change and open to new directions.





Looking across twenty years of Topic Groups, a few things stand out. The issues have changed. The tools have changed. The urgency has changed.

But the underlying approach has remained constant: bring the right people into the room, create the conditions for honest exchange, and trust that practical solutions will follow. The newest groups, Human Resources and Financing, are proof that this approach still works. The conversations that will define the next twenty years are already beginning.

“Eurhonet means much more to me than just an international network. It is a space for trust, development, and real European exchange.”

Jennifer Nickel,
bauverein AG, Germany

Best Practices

A culture of sharing

Topic Groups are where the conversation happens. This section is where it lands.

The practices gathered here are the concrete results of peer exchange across the network: ideas tested in one context, refined through dialogue, and shared so others can adapt them to their own. Each one is proof that the exchange produces something real.

Each practice is presented in its own terms: the challenge it responded to, the approach taken, and what it achieved. Taken together, they reflect the diversity of Eurhonet's membership and the common conviction that better housing, for more people, is built on shared knowledge.

Sustainable Construction

The projects below show what happens when sustainability moves from principle to practice: buildings renovated without displacing residents, timber used at a scale not tried before, and young people brought into the construction process itself.

SKAIO: Germany's first wooden high-rise building
Stadtsiedlung Heilbronn, Germany

Context

SKAIO is Germany's first wooden high-rise residential building, reaching 34 metres and 10 storeys. Developed by Stadtsiedlung Heilbronn, the project responds to the need for more sustainable and climate-neutral construction while maintaining affordability and quality of living. It also explores how timber can be used in larger-scale urban developments.

Approach

The building follows a timber-hybrid design, with wood used for the majority of the structure, including walls and ceilings, while concrete is limited to the base and core elements. Designed according to cradle-to-cradle principles, nearly all materials can be disassembled and reused. The project also integrates social and functional considerations, with 50 percent subsidised housing, shared spaces, and flexible apartment layouts that can adapt to changing needs. Barrier-free access and optimised natural light further enhance living conditions.

Impact

SKAIO demonstrates the feasibility of timber high-rise construction and contributes to reducing the environmental footprint of residential buildings. It has influenced regional building regulations on the use of wood in high-rise structures and received several awards, including the German Sustainability Award for Architecture. The project serves as a model for sustainable, adaptable, and inclusive urban housing.







Deep renovation without relocating residents: Life Cycle Thinking Approach
ALER BCM, Italy

Context

ALER BCM carried out a deep renovation of a social housing building in Prevalle, Brescia, to improve seismic resilience and energy performance. Built in 1960, the building suffered from poor energy efficiency, low comfort levels, and high seismic vulnerability. A key challenge was to carry out the renovation without relocating tenants.

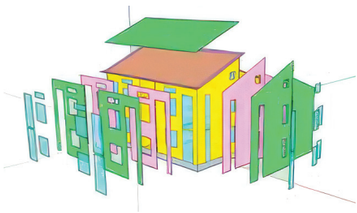


Approach

In collaboration with the University of Bergamo and the SCC Innovation Hub, the project applied a Life Cycle Thinking approach to guide the renovation. A prefabricated timber exoskeleton was installed to strengthen the structure and improve thermal performance while allowing residents to remain in place. The system also enables future upgrades through modular components, supporting adaptability over time. Sensors were integrated to monitor structural health, energy use, and indoor comfort.

Impact

The renovation upgraded the building from seismic class E to A+ and from energy class G to B. The works were completed in six months without significant disruption, demonstrating that deep renovation in social housing can be both efficient and minimally invasive.



Young people building for young people
Stångåstaden, Sweden

Context

Stångåstaden launched this initiative to address two key challenges: the shortage of affordable housing for young people and the need to equip future professionals with practical skills. The project focuses on creating housing tailored to young residents while supporting education and workforce development.



Approach

The initiative is a collaboration between Stångåstaden, Ljungstedt's High School in Linköping, and the construction company Teknikbyggarna. Construction students work on-site three days a week, supervised by professionals, to renovate a former preschool into five modern apartments. The homes are specifically designed to meet the needs of young people and will be allocated to residents aged 18 to 24 through the housing queue system. By combining education with a real-life project, students gain hands-on experience while actively contributing to the development.

Impact

The project creates new, targeted housing for young residents while providing students with valuable practical skills that strengthen their employability. It also supports the development of a future skilled workforce in the construction sector. By involving young people directly in the process, the initiative ensures that the housing developed reflects their needs and aspirations.



Social Integration

These examples share a common thread: the communities they serve were not passive recipients. Residents shaped the spaces, defined the activities, and in some cases built the strategy. The approaches may differ, but the instinct is the same.

Community hub developed with residents: Spazio Ambra
Acer Reggio Emilia, Italy







Context

Spazio Ambra was created in the Compagnoni district in Reggio Emilia, an area with a strong social mix, including many children, young people from diverse backgrounds, and older residents experiencing loneliness. As part of a wider neighbourhood redevelopment, there was a need to strengthen social cohesion and create a shared space for the community.

Approach

Acer Reggio Emilia, in collaboration with the municipality, social services, and third sector organisations, established Spazio Ambra as a community hub within a newly built residential building. Initially launched as a small "social concierge" service, the project evolved through a bottom-up approach. Direct engagement with residents, particularly children and young people, helped shape the activities offered. Today, the space hosts after-school programmes, creative workshops, sports activities, and community events. Local stakeholders, including educators and volunteers, contribute to the organisation and delivery of activities.

Impact

Spazio Ambra has become a lively focal point in the neighbourhood, fostering social interaction and community ownership. It supports children and young people through educational and recreational opportunities while helping to reduce isolation among residents. The initiative shows how participatory approaches can successfully strengthen community ties and create inclusive, shared spaces.

Collaborative resident engagement: Community panel
Poplar HARCA, UK

Context

Poplar HARCA is committed to strengthening resident involvement in decision-making across housing services and community development. In response to the UK Government's Social Housing White Paper and resident feedback, the organisation recognised an opportunity to strengthen how it listens to residents and responds to their feedback.



Approach

In 2022, Poplar HARCA established a Community Panel composed of six residents to lead the development of a new resident engagement strategy. Open to all residents without requiring specific expertise, the panel ensured inclusive participation and had expenses covered. Over several months, members engaged in a structured process, including analysing resident feedback, consulting external experts, and collaborating with stakeholders. The panel combined professional insights with lived experience to define priorities, objectives, and success measures for future engagement.

Impact

The Community Panel produced a resident-led engagement strategy that reflects the needs and expectations of the community. The process empowered participants and strengthened trust between residents and the organisation. It highlights how structured, inclusive participation can lead to more responsive and effective housing services.

Combating loneliness through multigenerational living: SällBo
Helsingborgshem AB, Sweden





Context

Loneliness affects both older people and younger residents, particularly those who have recently moved away from home or face social and cultural barriers. Helsingborgshem developed the SällBo project to address isolation and strengthen social cohesion through shared living.

Approach

SällBo is a multigenerational housing model that brings together older residents, young people, and young refugees within one community. The allocation of apartments reflects this mix, with a majority reserved for older tenants alongside younger residents. A key feature of the project is its deliberate community-building approach. Residents are selected through an application and interview process to ensure diversity and openness. Participation in social life is part of the tenancy, with residents committing time each week to shared activities and regular meetings. Dedicated communal spaces support interaction and exchange.

Impact

The project has successfully created a vibrant and supportive community, with high satisfaction among residents. It promotes mutual learning, with older residents sharing experience and younger tenants contributing new skills. SällBo illustrates how multigenerational living can reduce loneliness, foster inclusion, and build stronger communities.

Ageing

Independent living is not just a technical challenge. It is a question of dignity, connection, and confidence. The practices here address all three, through adapted spaces, shared communities, and solutions designed with older residents rather than simply for them.

Educational apartment: Independent living for older people
Vosgelis, France



Context

With a significant share of residents aged 65 and over, many facing isolation and economic challenges, Vosgelis identified the need to better support independent living among older tenants. The aim was to provide practical solutions that help residents remain in their homes for as long as possible.

Approach

Vosgelis developed an educational apartment in Vittel as a demonstration space where residents can explore tools and adaptations that support daily living. The apartment is equipped with a range of assistive devices, allowing visitors to test equipment, ask questions, and receive guidance in a safe and practical environment. The initiative also promotes sustainable living by showcasing solutions that can reduce environmental impact. Building on its success, the model has been replicated in additional locations.

Impact

The educational apartment has increased awareness and confidence among older residents in adopting home adaptations and support services. It contributes to prolonging independent living while reducing isolation. The initiative highlights how hands-on, accessible solutions can empower older people and improve quality of life.

Russinet: Collective housing for people over 50
Lunds Kommuns Fastighets AB (LKF), Sweden

Context

As people age, maintaining social connections and an active lifestyle becomes increasingly important. LKF developed the Russinet project to address the risk of isolation among older residents by creating a living environment that combines independence with strong community interaction.



Approach

Russinet is a collective housing model for people over 50, developed in collaboration with a resident association. The apartments are organised around shared spaces, including a central patio and garden, encouraging daily interaction. In addition to private homes, residents have access to communal facilities such as a shared kitchen, library, and activity rooms. Participation in community life is a core element, with residents contributing to shared responsibilities and engaging in organised activities and interest groups.

Impact

The project has created a vibrant and supportive community where residents remain socially active and engaged. Its central location and structured social activities help prevent isolation while promoting wellbeing. Russinet shows how collective housing models can successfully combine independence with community living, offering a replicable approach to age-friendly housing.

Wohnen im Viertel: Living in the neighbourhood
Münchner Wohnen, Germany

Context

Many people facing illness, reduced mobility, or long-term care needs wish to remain in their own homes and familiar surroundings for as long as possible. Münchner Wohnen developed the “Wohnen im Viertel” initiative to support independent living while ensuring access to care and social support within the neighbourhood.

Approach

Developed in partnership with the City of Munich and recognised social care providers, the initiative integrates housing and care services within local communities. Residents have access to professional outpatient care, emergency support, and personalised advice on assistance and financing options. The service is open not only to Münchner Wohnen tenants but to all residents in the neighbourhood, strengthening its community dimension. Alongside individual care, the initiative promotes social interaction through shared activities and neighbourhood spaces such as residential cafés.





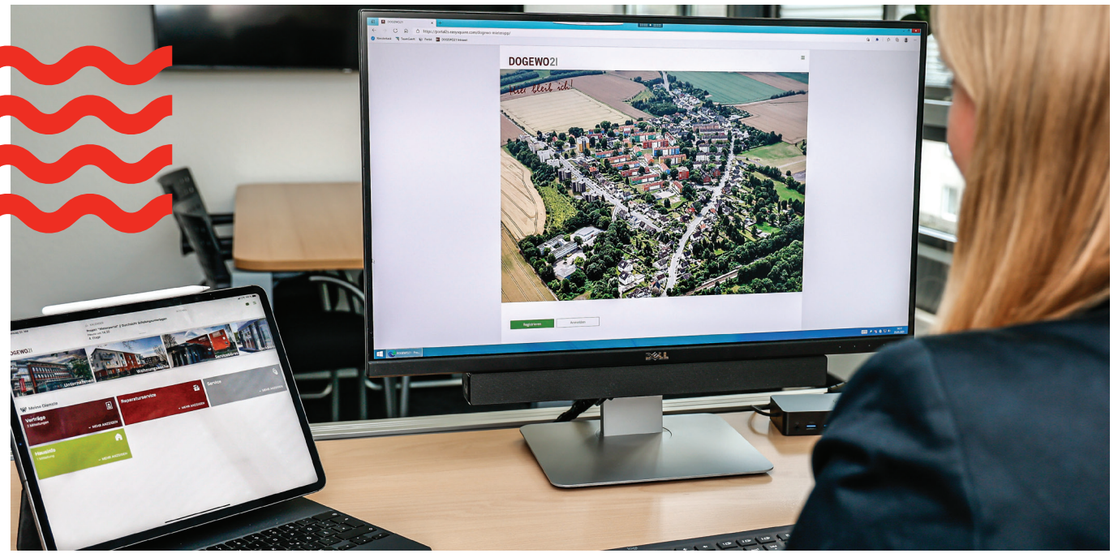
Impact

Since its launch in 2008, Wohnen im Viertel has become a well-established model supporting people with care needs to continue living independently and with dignity. Strong institutional partnerships and a shared financing model have ensured the long-term sustainability of the initiative. The project highlights how housing providers can contribute to social cohesion and wellbeing by combining housing and care services at neighbourhood level.

Digital Communication and Technology

The practices below share a simple ambition: make it easier. Easier for tenants to reach the right person, track a request, access a document. Easier for staff to respond well and quickly. Even when the technology changes, the goal still remains the same: a service that works for the people who need it.

Tenant portal and app
DOGEWO21, Germany



Context
To improve customer service and respond to evolving tenant expectations, DOGEWO21 identified the need to digitalise its services. The aim was to simplify access to information, increase efficiency, and provide more flexible communication channels for tenants.

Approach
DOGEWO21 introduced an online tenant portal and mobile app designed with a user-centred approach. After a simple registration process, tenants can access a wide range of services at any time, including updating personal information, viewing contracts and utility bills, requesting documents, and reporting issues. The platform also allows tenants to upload photos, track requests, and follow repair appointments in real time. The development of the portal was informed by insights gained through participation in Eurhonet's Talent Academy, which focused on digital communication with tenants.

Impact
The portal has streamlined internal processes and significantly improved service accessibility for tenants. It reduces waiting times, enhances transparency, and allows for more efficient handling of requests. The initiative shows how digital tools can strengthen communication and improve the overall tenant experience.

Customer-focused service at LKF
Lunds Kommuns Fastighets AB (LKF), Sweden

Context
LKF aimed to improve customer satisfaction and better respond to tenants' expectations by rethinking its service model. The organisation identified the need to simplify access to services and create a more coherent and efficient customer experience.



Approach
In 2019, LKF restructured its organisation and created a central Customer Centre, bringing together all tenant-facing services into one department. Building on this, the "Right&Easy service" concept was introduced to ensure that customers receive the right support quickly and through the most suitable channel. The approach focuses on resolving issues at first contact, reducing the need for tenants to navigate multiple contact points. Competence-based recruitment, continuous staff training, and the use of digital tools and AI for analysing customer interactions support the delivery of the service.

Impact
The initiative has significantly improved both customer satisfaction and internal efficiency. Around 88 percent of customer queries are resolved at first contact, while satisfaction levels have reached 90 percent. Employee engagement has also increased, demonstrating how a customer-centred approach can strengthen both service quality and organisational performance.



The use of plain language
GBG Unternehmensgruppe, Germany

Context
GBG identified the need to make communication more accessible and easier to understand for all tenants, particularly people with learning difficulties, older residents, and those with limited knowledge of German. The initiative aimed to improve access to important housing information and strengthen inclusive communication practices.



Approach
The project began in 2018 with a review of GBG's existing communication tools and practices. An interdisciplinary team was created to develop expertise in Plain Language, supported by an external agency specialised in Easy Read communication. The initiative was implemented progressively, starting with the revision of information sheets and standard letters. Plain Language principles, including short sentences, clear structure, and the use of images and pictograms, were applied to make information more understandable and accessible. Further adaptations of written and verbal communication are ongoing.

Impact
The initiative has improved communication between GBG and its tenants, making essential information easier to access and understand. Residents with learning difficulties or limited German language skills reported greater confidence in navigating housing-related information. The project highlights how accessible communication can strengthen inclusion, responsiveness, and trust within diverse communities.

Human Resources

Good housing starts with good organisations. These practices are small in scale and significant in impact: a garden that becomes a place to connect, a culture that makes recognition part of the working day. It is a matter of intention.

Celebrating everyday achievements
Lunds Kommuns Fastighets AB (LKF), Sweden







Context
LKF recognises that engaged employees are key to delivering high-quality services and ensuring tenant satisfaction. The organisation sought to strengthen workplace wellbeing, motivation, and collaboration by embedding recognition and inclusion into everyday practices.

Approach
LKF developed an approach centred on celebrating both small and significant achievements as part of daily work culture. Regular activities such as team gatherings, employee forums, and informal events create opportunities to recognise contributions and strengthen team spirit. An internal platform allows colleagues to share positive feedback and highlight successes. Employees are also actively involved in innovation processes, contributing ideas and participating in their implementation, from sustainability initiatives to operational improvements.

Impact
The initiative has led to high levels of employee satisfaction and engagement, reflected in internal surveys and external recognition as one of Sweden's top workplaces. Strong employee engagement has also contributed to consistently high customer satisfaction. The approach demonstrates how fostering a positive and inclusive work culture can benefit both staff and tenants.

Workplace garden for wellbeing: Le Jardin de Vosgelis
Vosgelis, France







Context
As part of its commitment to social and environmental responsibility, Vosgelis sought to promote employee wellbeing and encourage new ways of working. The organisation identified the potential of shared spaces to support both individual wellbeing and team interaction.

Approach
Vosgelis created a shared workplace garden at its headquarters, accessible to all employees. The space includes vegetable plots, planters, and equipment to support organic gardening practices. Employees participate on a voluntary basis, working in small teams to manage plots and grow produce. The initiative goes beyond gardening by also offering opportunities for awareness-raising on topics such as composting, sustainable practices, and healthy lifestyles. The garden is designed as a flexible space where employees can engage during breaks and connect with colleagues.

Impact
The workplace garden has contributed to improving employee wellbeing and fostering a positive working environment. It encourages collaboration, promotes sustainable behaviours, and strengthens engagement within the organisation. The initiative exemplifies how simple, low-cost actions can support both wellbeing and organisational culture.

HR's priorities at Mimer
Mimer, Sweden

Context
Mimer places strong emphasis on employee wellbeing, inclusion, and professional development as key elements of organisational success. The company sought to create a workplace culture where employees feel valued, supported, and actively involved in shaping both their own development and the organisation's future.

Approach
Mimer embedded company values into everyday work practices, including recruitment and employee evaluation processes. Staff are encouraged to identify skills gaps and participate in developing action plans to strengthen skills across teams. Diversity and inclusion are also central priorities, supported through dedicated employee initiatives and activities promoting social integration. In parallel, Mimer promotes work-life balance by offering employees health and lifestyle assessments, personalised coaching, and support for wellbeing activities.

Impact
The organisation's people-centred approach has contributed to high levels of employee engagement and external recognition, including strong results in the Great Place to Work rankings in Sweden and Europe. The initiative highlights how investing in values, inclusion, skills development, and wellbeing can strengthen organisational culture and employee satisfaction.

Staff Development Activities

Learning together

At Eurhonet, learning is not just an activity. It is at the core of what we do.

Twenty years ago, a group of housing professionals asked a simple question: what if we learned from each other? Today, that idea has grown into four structured programmes connecting professionals at every career stage, from first job to CEO, across countries, cultures and organisations.

Rooted in exchange, trust and shared experience, these initiatives strengthen individual careers, organisational capacity and Eurhonet's collective expertise in public and social housing.

Exchange Programme



How it started: Doors across borders

The Exchange Programme began with a conversation. During discussions, members kept turning to the same observation: they all worked in housing, yet their daily experiences were shaped by different national, organisational, and cultural contexts.

The idea that emerged was bold yet simple: give employees the chance to experience another organisation from the inside. Not through traditional training or presentations, but through direct immersion, observation, conversation and peer-to-peer exchange across roles and levels.

Officially launched in 2011, the programme has seen more than 90 exchanges.



How it evolved: From idea to structured exchange

Turning the idea into reality required trial, error, and adaptation. Early plans considered longer exchange periods, but these quickly proved difficult to fit alongside daily work responsibilities. The solution was straightforward: a three-to-five-day immersion, short enough to be manageable, long enough to be meaningful.

Over time, the programme evolved through refinement rather than reinvention. Coordination became smoother, matching between host and visiting organisations became more precise, and the experiences of participants were shared more widely through reports, testimonials, and videos across Eurhonet channels.



What it is today: Connecting housing professionals across Europe

Today, the Exchange Programme connects professionals from diverse European housing organisations through short, structured immersions that foster practical learning and mutual understanding. Participants gain first-hand insight into how their peers address familiar challenges in unfamiliar contexts.

The results go beyond knowledge transfer. Participants return with stronger professional confidence, broader perspectives and relationships that often last far beyond the exchange itself. For organisations, the programme reinforces a shared European mindset, proving that local practice is always enriched by looking outward.

> It's an easy way to learn a lot, because people work with similar issues, just different conditions."

Malin Wettre, Head of HR, Stångåstaden – Exchange Programme Initiator

> In a world like today, networking is even more important. I hope more countries and more people will take part."

Malin Wettre, Head of HR, Stångåstaden – Exchange Programme Initiator





Voices from the programme

Spending two days with these dedicated and generous people was an amazing experience. We had no knowledge in advance of the housing system in Italy and were impressed by how they handle the difficulties and obstacles that this system produces. (...) Everyone we met was very committed to their work and willing to share their opinions and experience."

Thomas Stadig, Susanne Kilgren, Camilla Sandholm, Anna Röstlund, Christer Lepistu, Carlos Gonzales, Morten Glörud
AB Familjebostäder (Sweden)
Exchanged with ATC Torino (Italy), 2011

I found it a very useful experience for Board Members to share and learn from each other. (...) It's really good to develop strategic thinking, e.g. strategic challenges are similar but approaches are different."

Ibrahim Ali Ismail, Board Member
Bolton at Home (UK)
Exchanged with Gavlegårdarna (Sweden), 2017

We received a very warm welcome from Münchner Wohnen and were well taken care of. (...) We got to see new perspectives on working with property maintenance. Energy into the work is something I will bring back, especially in continuing the work with biodiversity. (...) It was developing both professionally – but even more personally."

Linnea Herlöv, Team Leader
Varbergs Bostad (Sweden)
Exchanged with Münchner Wohnen (Germany), 2025

Initiator Spotlight

Malin Wettre

Head of HR, Stångåstaden – Exchange Programme Initiator

With more than 25 years of experience in Human Resources, Malin Wettre played a central role in creating Eurhonet's Exchange Programme. As an active member of the network's first HR Topic Group, she helped transform discussions about shared challenges into a practical learning initiative.

From the start, Malin focused on keeping the programme simple and accessible, ensuring it could reach employees across all roles and countries. That instinct proved right. Fifteen years later, the programme continues to grow.

Looking ahead, she hopes to see stronger involvement from all Eurhonet countries and an increasing number of mutual exchanges. In an uncertain world, she believes international networking and shared learning matter more than ever.

The Exchange Programme connects professionals from diverse European housing organisations through short, structured immersions that foster practical learning and mutual understanding.



Malin Wettre

Talent Academy

How it started: Investing in the next generation

The Talent Academy was launched in 2014 as the Junior Executive Academy. At that time, Eurhonet had already established spaces for exchange through its Topic Groups and the CEO Academy, now known as the Leadership Summit. However, there was one critical gap: there was no structured space for junior and mid-level professionals to grow within the network.

Recognising that the future of cooperation depended on more than senior leadership alone, the Junior Executive Academy was created.

> We wanted to find talented people in the companies, bring them together and make them develop."
>
> **Hans-Jürgen Braun, Founding Member of Eurhonet – Initiator of the Junior Executive Academy**

Its mission was clear: to bring together talented professionals from across Europe and offer them hands-on, practice-based learning experiences.

How it evolved: Learning through practice

In its early editions, the Academy centred on portfolio management, using the SUREURO gaming exercise. The tool simulated the business operations of housing companies, requiring teams to make complex decisions. Participants tackled strategic planning, portfolio analysis, district development, and large-scale refurbishment projects, all while working collaboratively under tight time and budget constraints.

As the programme matured and its scope expanded, the Junior Executive Academy was renamed the Talent Academy, reflecting a broader focus on developing emerging talent across the network rather than a single organisational level.

Over time, the Academy evolved to address new topics each year, keeping its content relevant to the sector's changing realities. The subjects shifted, but the approach remained the same: practice-based, collaborative, and grounded in real housing challenges.

Some of the topics addressed over the years include:

- Digitalisation in the communication with tenants
- Modernisation in occupied properties with emphasis on communication processes between tenants and companies' internal departments
- Responding to new expectations of tenants
- Raising awareness on climate protection

> At the start, I see a group of strangers, and after five days, a group of friends."
>
> **Jennifer Nickel, Talent Academy Coordinator**

This collaborative format has consistently been highlighted by participants as one of the Academy's greatest strengths, fostering open exchange and ensuring that different perspectives are heard when working towards shared solutions.

What it is today: Shaping tomorrow's housing leaders

The Talent Academy is a cornerstone of Eurhonet's commitment to developing the next generation of housing leaders. Each year, rising professionals from different countries and organisational cultures come together to explore strategic challenges facing the sector. They leave not only with stronger knowledge but with a network of peers who understand the same pressures from entirely different angles.

> Housing is basically a local business, but in an international frame, the professional requirements are similar."
>
> **Hans-Jürgen Braun, Founding Member of Eurhonet – Initiator of the Junior Executive Academy**

> A company's buildings are built of bricks, but a company's success is built on people."
>
> **Jennifer Nickel, Talent Academy Coordinator**

Participants return to their organisations with stronger networks, broader perspectives, and a deeper understanding of how public and social housing operates across Europe.

Voices from the programme

"I was fortunate enough to participate in the Talent Academy back in 2016, since participating, I have always considered the wider impact of day-to-day decisions on the business, the importance of working collaboratively and thinking outside the box. I made some good connections through participating and now have colleagues in a wide European network that I can reconnect with and speak to for guidance if needed."

Chelsea Kelly, Poplar HARCA, Talent Academy Participant in 2016

"The experience at the Junior Executive Academy gave me so much, both on a personal and professional level. I met colleagues who I still keep in touch with today, I expanded my knowledge and I saw how different backgrounds lead to different approaches. Last but not least, it allowed me to step outside my comfort zone and instilled in me such curiosity about how my work is approached in other countries that a few years later I decided to participate in the exchange programme."

Nicola Canepa, ALER BCM, Talent Academy Participant in 2018



Hans-Jürgen Braun
Founding Member of Eurhonet – Initiator of the Junior Executive Academy



Jennifer Nickel
bauverein AG – Talent Academy Coordinator

Initiator Spotlight

Hans-Jürgen Braun was part of Eurhonet's founding circle and served as CEO of bauverein AG when the network was established. As a member of the Executive Committee, he was closely involved in shaping Eurhonet's early direction.

Convinced that the future of cooperation could not rely solely on senior leadership, he initiated the Junior Executive Academy to involve younger professionals more actively in European exchange. Drawing on his experience with a European project on sustainable refurbishment and portfolio management, he adapted an existing training game to create a practice-based Academy focused on teamwork, strategic thinking and real housing challenges.

The Junior Executive Academy, now the Talent Academy, has been running ever since.

Coordinator Spotlight

Jennifer Nickel has coordinated the Talent Academy since its very first edition in 2014. Over the years, she has been instrumental in evolving the programme, developing the concept that transformed the former Junior Executive Academy into today's Talent Academy, with its broader focus on development, collaboration and European exchange.

Under her coordination, the Academy has grown into a space where personal growth, professional skills and networking go hand in hand, with content closely aligned to the real-world challenges faced by member organisations. For Jennifer, what makes the programme truly distinctive is the opportunity it gives employees of local housing companies to work and think at a European level, taking on responsibility, contributing visibly, and developing solutions for relevant challenges facing the sector.



The Talent Academy is a cornerstone of Eurhonet's commitment to developing the next generation of housing leaders.

Leadership Summit

How it started: A space for strategic exchange

The Leadership Summit, originally the CEO Academy, was born from a need that no existing Eurhonet format was meeting. Beyond the General Assembly, senior leaders wanted a dedicated space to engage in open, peer-to-peer discussions on the long-term strategic challenges facing public and social housing across Europe. Not operational updates. Not formal proceedings. Real exchange, among equals.

Eurhonet created that space in 2009.

How it evolved: A growing platform for leaders

From the beginning, each edition has been hosted by a different member organisation. Between 2010 and 2013, the Summit was organised twice per year. Following the meeting held in Calais in May 2013, the format became an annual event.

As the format developed, the CEO Academy was renamed the Leadership Summit. The change reflected a broader participation beyond chief executives, opening the discussions to senior managers who could benefit from the exchange. It also allowed board members of Eurhonet organisations to take part and better understand the value of their companies' involvement in the network.

Over time, the format has grown richer: invited speakers, workshops, study visits, and dedicated moments for discussion all now sit alongside the open exchange. Each edition focuses on a timely topic, ensuring that the conversation stays relevant to the sector's needs.

What it is today: A forum for collective leadership

In an era of growing complexity and uncertainty, the Leadership Summit offers a space where senior leaders can think out loud, beyond the pressures of their national contexts, alongside peers who face the same fundamental questions.

By bringing together leaders from diverse regulatory and market environments, it fosters mutual learning and reinforces Eurhonet's identity as a community of peers committed to collective action rather than competition.

Year after year, leaders leave with something that no agenda item could have predicted: the reassurance that the challenges they face are shared by others too.













Voices from the programme

My key takeaway from the Summit is that collaboration through the network continues to be one of our greatest strengths. The open exchange about shared challenges – from the increasing role of AI to climate adaptation measures – is key to successfully shaping the future of our industry."

Veronika Iwanovski, Wiener Wohnen, Austria

Our participation in the Eurhonet Leadership Summit strengthens Bilbao's commitment to the collaboration with European public housing providers as a key foundation for developing innovative solutions in public rental housing. It is an exceptional opportunity to share knowledge with leading companies in our sector at the European level, helping to build a shared vision and a common social commitment to transform our cities and improve people's lives."

Íñigo Villaroya Lozón, OAL Viviendas Municipales de Bilbao, Spain

The Eurhonet Leadership Summit is a window into European systems of public and social housing. Each time I participate, we share projects and ideas and go home with a suitcase full of positive energy. Since I first joined Eurhonet activities in 2022, I have truly felt part of Europe and realised the power of this melting pot of perspectives."

Lina Taddei, ACER Ravenna, Italy









The Leadership Summit provides housing leaders from across Europe with a forum for strategic reflection and peer exchange.

Early Careers Programme

How it started: Filling the gap

The Early Careers Programme launched in 2024 to support trainees and early-career professionals within Eurhonet. It was conceived as a dedicated learning opportunity to introduce early-career professionals to the European housing context, the EU policy environment and the value of cross-border knowledge exchange.

> Housing policy is no longer shaped solely at national level. EU decisions are increasingly influencing the framework conditions in our member states."

Katja Sievert, DOGEWO21, Early Careers Programme Initiator

How it evolved: Learning through connection

Since its launch, the Early Careers Programme has combined institutional learning with direct exposure to the European policy environment. Participants visit EU institutions, hear from housing policy professionals and reflect together on how decisions taken in Brussels influence the framework conditions for housing in their own countries.

Bringing together junior professionals from different organisations and national contexts, the programme helps them connect European-level policymaking with the day-to-day realities of public and social housing, offering an early understanding of how EU developments shape national contexts across the network.

What it is today: A foundation for future leaders

Today, the Early Careers Programme introduces junior professionals to something no internal training can easily replicate: the experience of navigating an unfamiliar environment, engaging with peers across Europe and returning home with a broader understanding of housing beyond their national context.

> Participants leave with the experience of having navigated an unfamiliar environment with confidence, established contacts, and contributed their expertise."

Katja Sievert, DOGEWO21, Early Careers Programme Initiator













Voices from the programme

> The visits to the institutions and the insightful lectures from professionals provided me with a completely new perspective on both the EU and the international housing market. […] I didn't realise before how central the EU is in these issues."

Emilia Otte, DOGEWO21 (Germany), 2025

> Visiting the European Parliament and the European Council was fascinating […] I now see Europe in a completely new way, as something dynamic, alive and full of opportunities."

Alina Fund, GBG Unternehmensgruppe (Germany), 2025

> Seeing how other programmes work and gaining insights into a different culture showed me how much I can learn by stepping outside my own environment. Now I understand what people mean when they say we need to think on a larger scale."

Felix Neumayr, Münchner Wohnen (Germany), 2025

The Early Careers Programme introduces junior professionals to the European dimension of housing and the value of cross-border cooperation.







Katja Sievert
DOGEWO21 – Initiator of the Early Careers Programme

Initiator Spotlight

Katja Sievert, Eurhonet's DOGEWO21 Coordinator and active member of the Social Integration Topic Group, sparked the idea behind the Early Careers Programme.

What began as a request to bring two young colleagues from DOGEWO21 to Brussels quickly evolved into a network-wide initiative. With the support of the Eurhonet Secretariat, the idea grew into a programme that now offers junior professionals across the network a first-hand experience of European housing policy.

Through her initiative, Katja has helped ensure that the next generation of housing professionals starts their careers with a truly European perspective.

Twenty years ago, the idea was simple: connect people, and learning will follow.

What grew from that instinct now spans four programmes, seven countries, and hundreds of professionals who returned home seeing their work, and Europe, a little differently. Some are still in touch with colleagues they met a decade ago in a city they had never visited before. Others have carried those experiences into leadership roles, shaping the organisations and communities they serve.

Taken together, the result is clear: stronger professionals, stronger organisations, and stronger communities across Europe.

> **“Eurhonet gives our staff development opportunities that we otherwise would not have been able to offer.”**
>
> **Bostadsbolaget Team, Sweden**



Together Across Europe

Twenty years of shared learning

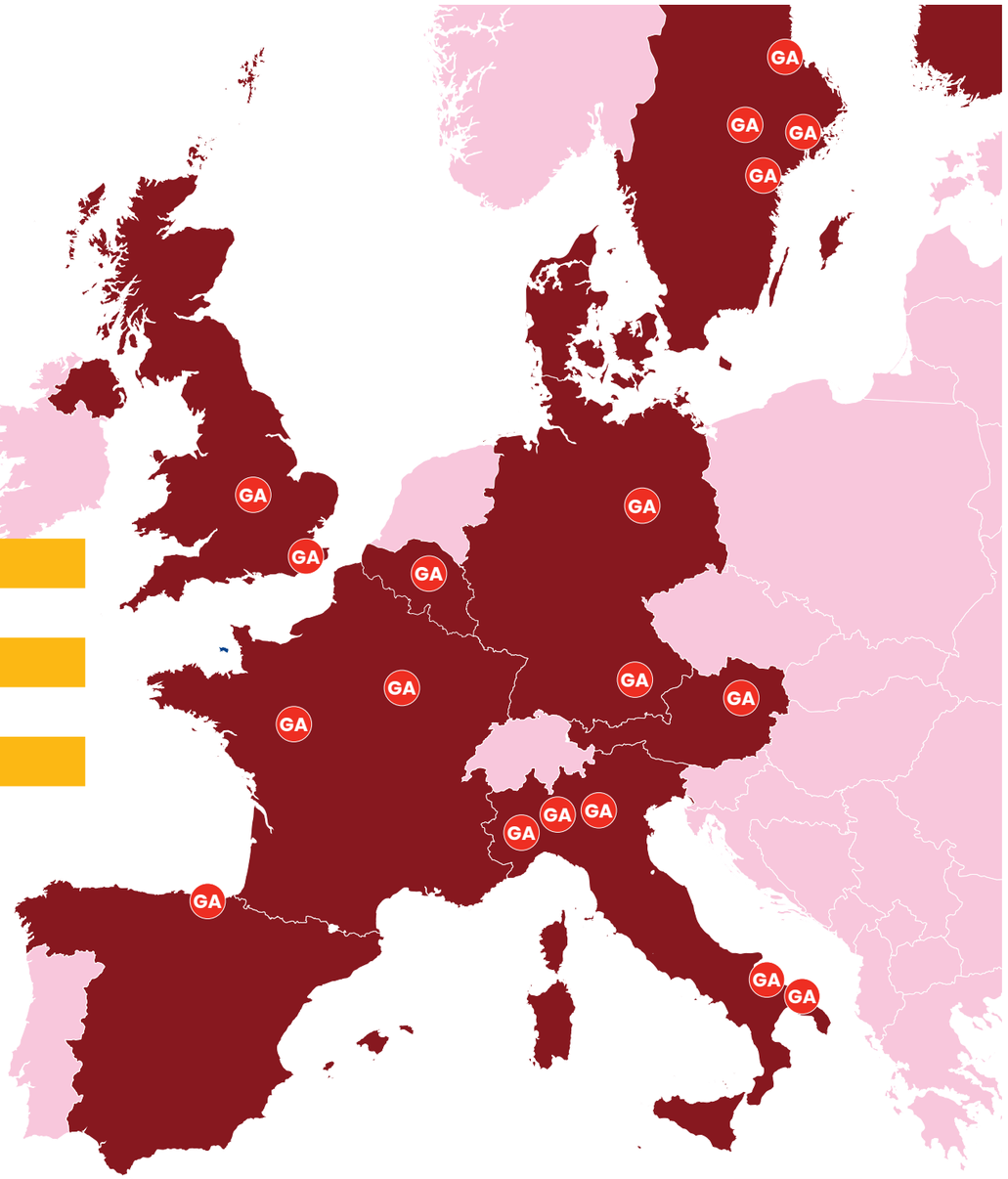
Housing is local by nature. The organisations in this network each operate in their own city, under their own regulatory framework, serving their own communities. But the big questions do not stop at national borders. How to build sustainably. How to support vulnerable tenants. How to develop the next generation of professionals. Eurhonet exists in that space.

For twenty years, it has connected housing providers across Europe. Not to lobby, not to compete, but to learn from one another. What began as a small group of peers comparing notes across borders has grown into a network of 40 organisations across 7 countries, united by a simple conviction: the challenges are often shared, even when the solutions are not.

Over time, those exchanges have expanded beyond meetings and discussions into long-term collaborations, partnerships, and European projects connecting housing practice to wider research and policy conversations across Europe.

Twenty years of General Assemblies across Europe

Every year since 2006, Eurhonet's members have gathered in person, in a different city, hosted by a different member. For two years, the gathering moved online. But it never stopped.



General Assemblies

2006
Brussels, BE
18 October 2006

2007
Turin, IT
19-20 November 2007

2008
Örebro, SE
12-13 June 2008

2009
Angers, FR
22 October 2009

2010
Canterbury, UK
27-28 October 2010

2011
Munich, DE
27-28 October 2011

2012
Bari, IT
17-18 October 2012

2013
Brussels, BE
16-17 October 2013

2014
Gävle, SE
22-23 October 2014

2015
Reims, FR
21-22 October 2015

2016
Potsdam, DE
26-27 October 2016

2017
Turin, IT
25-26 October 2017

2018
Birmingham, UK
25-26 October 2018

2019
Stockholm, SE
24-25 October 2019

2020
WebEx, Virtual
22 October 2020

2021
WebEx, Virtual
21-22 October 2021

2022
Vienna, AT
20-21 October 2022

2023
Brescia, IT
25-26 October 2023

2024
Norrköping, SE
23-24 October 2024

2025
Bari, IT
22-23 October 2025

2026
Bilbao, ES
21-22 October 2026

Beyond our membership: collaborators and partners

Collaborators

Bringing relevant and informed voices into our events and discussions has always been essential to making our work more impactful and better connected to the many dimensions of housing.

Over the years, Eurhonet has collaborated with a large range of organisations, experts, and professionals, enriching exchanges on the most pressing challenges facing the sector.

These partnerships have helped broaden perspectives, stimulate new ideas, and ensure that our discussions remain grounded in practical experience. By connecting housing professionals with experts from related fields, Eurhonet has strengthened its role as a platform for learning, dialogue, and innovation.

Among our longstanding collaborations, we would like to highlight:

HOUSING EUROPE

HOUSING EUROPE has been a close partner since the establishment of the Eurhonet Secretariat in Brussels, helping us remain closely connected to European housing policy, sector developments, and the wider network of public and social housing providers across Europe. This proximity has fostered valuable exchanges and contributed to Eurhonet's understanding of the evolving European housing landscape.

EFL

Eurhonet and EFL have worked together for many years, particularly through the Social Integration Topic Group, exploring issues related to social inclusion, community development, social value, and the changing needs of residents. This collaboration has brought a wider European perspective to discussions on how housing providers can strengthen communities and improve quality of life. Together, we have also contributed to several editions of the International Social Housing Festival, hosting events and facilitating exchanges between housing professionals, researchers, and policymakers from across Europe.

Turning Dialogue into Action: EU Projects

Participation in EU-funded projects has allowed Eurhonet and its members to contribute to innovation and knowledge exchange beyond the network itself, connecting the practical experience of housing providers to the wider European research and policy landscape.

Projects involving the Eurhonet Secretariat

EURHONET

Leonardo da Vinci

TRAINING IN HOUSING COMPANIES (*TRHOC*)

Leonardo da Vinci Programme (under Lifelong Learning Programme 2007–2013) EU I 2006-2008

TRHOC identified future challenges for public and social housing companies and the skills required by their workforce. In many ways, this is where Eurhonet began: the project directly led to the creation of the network as a long-term international platform for professional exchange.

dreeam scaling energy renovation

Demonstrating Integrated Renovation Horizon 2020 | 2015–2019 Coordinated by Chalmers University of Technology

DREEAM demonstrated innovative approaches to large-scale residential renovation, aiming to significantly reduce energy demand across multi-building contexts. It showed how ambitious climate goals can be translated into practical solutions in social housing. Exactly the kind of work Eurhonet members were already doing together.

IN-HABIT

Erasmus+ | 2025–2028 Coordinated by EASPD

IN-HABIT promotes inclusive housing by strengthening the capacity of housing professionals to support persons with disabilities. Alongside the Eurhonet Secretariat, members ACER Reggio Emilia and DELPHIS are also partners in the project. Through cross-sector collaboration and knowledge exchange, the project addresses barriers to accessible and community-based housing: a natural extension of the work our members have carried out on social integration and ageing for two decades.

Projects involving Eurhonet member organisations

Beyond the Secretariat's direct involvement, several Eurhonet member organisations have participated in European projects of their own, contributing to the broader conversation on sustainability and responsible housing practice.

beca ICT services for resource saving in social housing

Competitiveness and Innovation Framework Programme (CIP) – ICT Policy Support Programme I 2011-2013

BECA supported energy consumption reduction in social housing through ICT-based services improving tenants' awareness of resource use and building energy management. Eurhonet members ATC Torino, ÖrebroBostäder AB, and bauverein AG participated in the project.

ERHIN Responsible Housing

Competitiveness and Innovation Framework Programme (CIP) I 2013

ERHIN promoted Corporate Social Responsibility in the European social housing sector through stakeholder dialogue, a sector roadmap, and the European CSR Awards for Housing, showcasing and disseminating good practices across Europe. An early signal that the values Eurhonet was building around were gaining traction across Europe. Eurhonet member DELPHIS was a partner in the project.

Twenty years ago, a small group of housing leaders decided that working across borders was worth the effort.

What they built is this: a network where professionals at every stage of their career can find peers who understand the same pressures from entirely different angles. Where challenges that feel local turn out to be shared across borders. Where the exchange, whether in a working group, an academy, a European project, or a General Assembly in a city you have never visited before, leaves you seeing your work a little differently.

That has always been the point. Over time, those exchanges have grown into collaborations, partnerships, and shared projects connecting members across Europe. And twenty years in, it still is.

“No matter which country we work in, we are all ultimately working towards the same goal.”

Rhapsody Yells, Poplar HARCA, UK



Looking Ahead

Towards the next 20 years

Twenty years in, we know something for certain: the work is not yet finished.

Over the past two decades, Eurhonet has built a solid network of housing professionals, strengthened relationships across borders, and created a culture of collaboration and exchange. That is worth celebrating.

Yet the realities facing public and social housing in Europe continue to evolve, making collaboration and shared learning more important than ever.

Across Europe, housing providers are facing major demands such as decarbonising housing stock, adapting to climate change, responding to digital transformation, and navigating financial and political uncertainty.

At the same time, tenants' needs are becoming more complex. Ageing populations, affordability pressures, changing family structures, and the need to support independent living are reshaping what good housing means today.

In the years to come, our work will keep focusing on creating the conditions that allow people to live well for longer in the homes and neighbourhoods they know. This means designing and managing housing that supports independence, promotes wellbeing, and responds to changing needs throughout different stages of life. As loneliness and social isolation become growing concerns in many societies, fostering opportunities for people to stay connected to their neighbours and local communities will be increasingly important.

While the context differs from country to country, we all share a common challenge: providing affordable, sustainable, and inclusive housing while continuing to support our communities.

As Eurhonet looks ahead, one ambition remains central: keeping tenants at the heart of everything we do.

By continuing to learn from one another and work across borders, we can help ensure that public and social housing remains a positive force for inclusion, sustainability, and opportunity in the communities we serve.

We want to continue to be a growing platform where members share practical solutions, exchange expertise, and deepen collaboration across borders. A place where knowledge, experience, and innovation circulate across the network, helping us respond to shared challenges together.

Most importantly, we want to continue building on the strong foundations created over the past 20 years, preserving the culture of mutual learning, trust, and openness that has defined Eurhonet since its foundation. The challenges ahead are significant, but so are the collective knowledge, commitment, and experience within this network.

The work continues. Here's to the next 20 years.

Members in 2026

Eurhonet
Housing the future

Austria

City of Vienna | Social Housing

France

Batigere habitat
DELPHIS HABITAT & INNOVATION
FSM groupe Arcade-VYV
HABITAT 08
Vosgelis ESTORIA

Germany

bauverein AG darmstadt
DOGEWO21 Hier bleib ich!
GBG Unternehmensgruppe
GEWOBA
HWB
münchner wohnen
Stadtsiedlung Heilbronn
Volkswohnung

Italy

ALER Azienda Lombarda per l'Edilizia Residenziale di Brescia-Cremona-Mantova
ARCA PUGLIA CENTRALE Agenzia Regionale per la Casa e l'Abitare
arezzo casa s.p.a.
CISPEL
Institut für den sozialen Wohnbau
Istituto per l'edilizia sociale
Istitut por le frabichè sozial
ALER Azienda Lombarda per l'Edilizia Residenziale Bergamo Lecco Sondrio
AL ER
ATC PIEMONTESUD
Arte IMPERIA

Spain

Bilbao Etxebizitzak
Viviendas Municipales

Sweden

mimer
Bostads bolaget
FB FAMILJEBOSTÄDER
GAVLEGÅRDARNA
HFAB
HELSINGBORGS HEM
DU ÄR HEMMA HYRESBOSTÄDER
LKF LUNDS KOMMUNS FASTIGHETS AB
ÖBO Hem för dig
Stångåstaden
Telge
UPPSALAHEM
VARBERGS BOSTAD

UK

Matrix housing partnership
POPLAR HARCA

Channel Islands

ANDIUM HOMES Building Communities

Eurhonet – The European Housing Network, 18 Square de Meeûs, 1050, Brussels
Tel: +32 2 541 0567 Email: eurhonet@eurhonet.eu Web: www.eurhonet.eu