

## 2025 Women in CRE: Linor Shohet, Arbor Realty Trust



**Name:**  
Linor Shohet

**Title:**  
Managing Director, Associate  
General Counsel

**Company:**  
Arbor Realty Trust

*What has been the most rewarding project or deal you've worked on in your career, and why?*

Shortly after I came to Arbor 10 years ago, we kicked off a transformative deal in which Arbor's public mortgage REIT acquired The Agency and servicing platform from Arbor Commercial Mortgage to create one fully integrated franchise. Because of the widespread impacts across the company, the transaction required cross-functional collaboration and gave me the opportunity to learn a great deal about Arbor, its employees, and its operations. The experience opened my eyes to the fulfillment of being in-house and the excitement that comes from many teams working together to build something special.

*What advice would you give to a woman considering a career in commercial real estate?*

Women remain underrepresented, particularly in the top tiers of organizations, and we continue to face immense challenges throughout our careers. Those challenges tend to shape our experience and outlook, whether we'd like them to or not. Don't allow yourself to be defined or limited by other people's biases or lack of vision. Set concrete, big-picture goals for yourself and be intentional about making choices that bring you closer to those goals. Build your expertise, trust in your potential, and remember that each step strengthens both your career and the path for others to follow.