



Business Plan **2022 - 2024**

Contents

Introduction	3
Market trends	4
Member survey	5
Vision and Mission	8
1. Goals and objectives	10
Professional Standards	11
Research	12
Market Information	13
Public Affairs	14
Events	15
Education	16
2. Internal priorities	17
Marketing and	
Communications	18
Member Relationship	19
Information Technology	20



Introduction

The annual Business Plan is an important source of guidance for INREV's activities through the year, at both an organisation and at a committee level.

Member input and awareness of market trends are integral to the Business Plan, as both influence INREV's focus and strategy.

The plan captures input from members through the annual Member Survey, and from key contributors including the INREV Management Board, Committees, Investor Advisory Council and Fund Manager Advisory Council.

The Business Plan looks at the key market developments that will have a significant impact to non-listed real estate, its players and as such to INREV.

The next chapter follows with key outcomes of the annual member survey.

Then we look at INREV's strategic goals and deliverables, designed to create significant value for our members as well as the wider non-listed industry and that support our overall Mission and Vision. Finally, we break these down into practical priorities, under INREV's service divisions.

The work involved in carrying out these key priorities would not be possible without the expertise, dedication and commitment of our members, who provide the driving force behind our success.

ESG is at the top of major issues transforming the real estate investment industry in Europe and there will be a strong focus on offering a platform to discuss and share knowledge and providing the community with practical guidance and insights across all the areas of our business. These ESG related priorities and insights are highlighted throughout this report in green.

We will strive to keep adapting our services to provide innovative ways for the community to keep well informed, stay ahead of the curve and interact with each other online and in person.

We also want to keep our industry looking forward and will continue to be the platform for our community, driving innovation around megatrends to keep the industry's long-term progress on track.

In both usual and unusual times, we will continue to deliver member services at a high level, and to do this we will pay particular attention to attracting and retaining a highly professional, dedicated and diverse INREV team.



Market trends

The Paris Climate Agreement placed sustainable policies at the center stage of our economy. With the 17 Sustainable Development Goals firmly on global capital market and corporate agendas, there is growing awareness of environmental, social and governance (ESG) related risks and opportunities for all real estate investment industry stakeholders.

Some of the key drivers for sustainable real estate investment are:

- The growing threat from climate change where last summer we witnessed forest fires and flooding across Europe,
- Growing investor requirements and demand from the wider society,
- Increased government regulations and carbon reduction targets.

Over the last decade, our industry has acknowledged the importance of integrating ESG considerations into investment decisions.

Institutional investors have long investment horizons, and it is essential to have a fully integrated ESG strategy to create value and to mitigate risks. Most ESG issues are likely to be material when assessed over longer periods. Actions should be taken now to avoid obsolescence of the assets going forward.

In the past two years we saw that COVID-19 impacted how investors and managers approach ESG and noticed significantly increased interest in achieving social as well as governance goals alongside environmental. Fiduciary duties are evolving, and increasingly investors expect non-financial impact together with financial returns.

Climate risk and net-zero carbon

Initially the focus for the industry was on energy savings and reducing GHG emissions. But in the past few years, with the climate change emergency becoming clearer, investors and investment managers are also assessing the impact of climate risks on their portfolios.

There is growing awareness of the need to manage and mitigate physical risks of climate change as well as the risks associated with the transition to a low carbon economy and investors and managers moving their buildings towards net zero. The EU Green Deal aims for a European net-zero carbon economy by 2050, placing a tremendous pressure on the market. However, many investors and investment managers have even more ambitious targets. INREV will fully support its members in their ambition and will follow these as well by being carbon –neutral in 2030.

Transparency

ESG performance and reporting have gained importance. The industry used to rely on voluntary reporting standards, such as the INREV Sustainability Reporting Guidelines. With the introduction of Sustainable Finance Disclosure (SFDR) and the EU taxonomy, European regulators took this to another level.

However, ESG reporting does not only need to meet regulatory requirements – investors expect even more transparency. As a result, our industry is dealing with a growing number of standards and requirements.

Increased transparency is essential to understand current and future financial risks and opportunities, and to ensure investments that contribute to positive ESG-related output.

A harmonised approach in terms of data standardisation and collection is essential.

Global

The increased focus on ESG investments is not limited to Europe but is global.

Global players should also be aware of the different ESG standards and requirements, along with local regulatory and investor demand.

Europe might lead the way with strong ESG regulatory and societal landscape, but we need global sustainable standards to support a true future-proof sustainable real estate investment industry.

Institutional investors have long term horizons it is essential to have a fully integrated ESG strategy to create value and mitigate risks

Member survey

INREV canvassed the views of its membership in September 2021, through the annual Member Survey. The survey seeks members' views on the success and relevance of INREV's activities and helps us to understand their needs and identify gaps in our current offering. The results of the survey are key in formulating the Business Plan.

The survey covers both the general level of satisfaction with INREV's activities and satisfaction in specific areas.

The survey seeks members' views on the success of INREV's activities, and helps us to understand their needs



Respondents

In 2021, we had 264 individuals completing the survey from 23 different countries. This is 25% more respondents than in 2020 and the sample is representative of the composition of the overall membership.

Benefits

When we asked if they felt that their membership of INREV has grown their knowledge of the industry, 97% of respondents agreed. Also 93% of members felt that their membership had enabled them to be more active in the industry, up 2% from the year before.

Benefits



97% OF MEMBERS

FEEL THEIR MEMBERSHIP HAS GROWN THEIR KNOWLEDGE OF THE INDUSTRY

Recommend INREV



93% OF MEMBERS

FEEL THEIR MEMBERSHIP HAS ENABLED THEM TO BE MORE ACTIVE IN THE INDUSTRY



Overall satisfaction

Almost all members, 99%, would recommend INREV to a colleague and 81% of members are more satisfied with INREV when compared to other trade associations.

99%

OF MEMBERS

would recommend INREV to a colleague

Members need ESG related insights

To help members deal with the current market issues there was an overwhelming request for INREV to provide insights and practical guidance on ESG related topics such as SFDR, ESG performance and data, ESG reporting, Net Zero and climate risk.



Green Text = ESG related information

Adapting to the new norm

While business travel has been significantly reduced, we transferred out events and education programme online.

As we start returning to some level of normality and members begin travelling and networking again there is a preference for flagship events and discussion forums such as the Round Tables to be made available. For other events and training courses, most members would prefer to join online or to not to travel abroad for (inter)national events and training courses.

Professional Standards

Most members, 94%, use the INREV Guidelines, this is up from 90% in 2020.

Reporting and NAV continue to be the most used modules of the Guidelines. Interestingly there has been a slight drop in usage of the performance measurement and corporate governance. This will be improved upon in 2022 when we launch an update of both modules as part of the INREV Guidelines Review.

The Due Diligence Questionnaire (DDQ) remains the most widely used standardised template with 59% of members using it, 5% more than the year before.

Awareness of the other standardised templates such as the NDA and Rent Collection Disclosure was limited.

Over half of the members (52%) felt that their knowledge on SFDR had been increased through the information that INREV shared such as updates in the news, briefings, snapshots and articles.

 Green Text = ESG related information

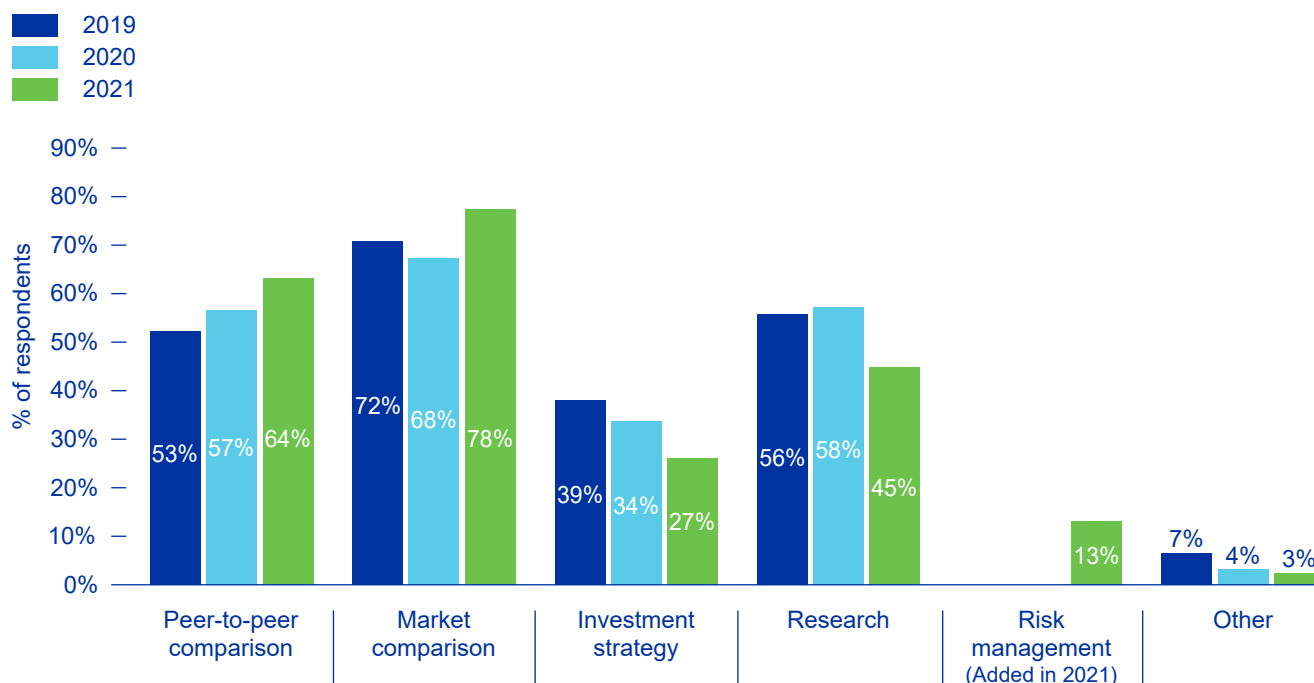
Research

Investment Intentions remains the top-rated report followed by the Capital Raising and the Management Fees and Terms.

The Market Insights paper that was published quarterly since July 2020 followed in fourth position alongside the global Fund Manager Survey.

INREV also published a wide variety of topical research reports and short papers, the most popular of these was **ESG Trends in Real Estate Investment**. We also asked which technology related topics members would like us to cover and high on the list was digitalisation, automation, dematerialisation and standardisation followed by investment decisions and underwriting and due diligence.

Majority still use Index for market comparison



Investment Intentions Survey

No 1
TOP RATED REPORT

Market Information

The main reason why members use the INREV indices are for market and peer-to-peer comparison, followed by research and investment strategy.

The top three best rated indices were the Fund Level Index, followed by the Asset Level Index and the IRR Index.

Public Affairs

Members found INREV's engagement on AIFMD and the UK Funds Review important.

High on the agenda was also our engagement on ESG-regulation such as the EU Sustainable Finance and Taxonomy followed by the UK Climate-related disclosure measures.



Top regulations

1. AIFMD
2. UK Funds Review
3. EU Sustainable Finance and Taxonomy

Training

Those who have attended a training are extremely satisfied, with 99% saying they would recommend it to a colleague. **Members would like to see the following topics covered:** 1. ESG and net zero implications, 2. Debt and 3. Fund accounting.

Awareness of the INREV/Henley Certificate increased in 2021, with 53% of members being aware, 9% more than in 2020. Also, great to hear that 55% of the respondents would be interested in participating in the programme in the future.



Green Text = ESG related information



Training

99%

WOULD RECOMMEND
AN INREV TRAINING
COURSE

Events

Events continue to be an extremely important service with 99% recommending an INREV event and the majority (92%) feel that INREV offers events tailored to their specific needs.

Members are also satisfied with the frequency and duration of events, with 76% and 86% respectively stating that it was just right.



Events

92%

OF MEMBERS FEEL THERE
IS AN EVENT TAILORED TO
THEIR NEEDS



Frequency

76%
Just right

Communication

INREV News, the weekly newsletter, is for the eight-year running and the most popular way for members to receive information.

It was felt that the frequency of INREV communications was just right by 87% of members and the 86% felt that our communications were relevant. However, we do know from user testing on the website that it is difficult for members to find the information they are looking. Our focus in 2022 will be on reorganising and redesigning the INREV website to improve the navigation and user experience.

Communication

Top way to receive information



INREV NEWS

Emails

Frequency and relevance



Just right

Vision and Mission

Vision

To champion the **European** non-listed real estate industry **globally** and build it as a competitive and sustainable asset class for institutional investors.

Mission Statement

INREV works to further transparency and accessibility, promote professionalism and best practice, be the voice of the industry and spread knowledge.



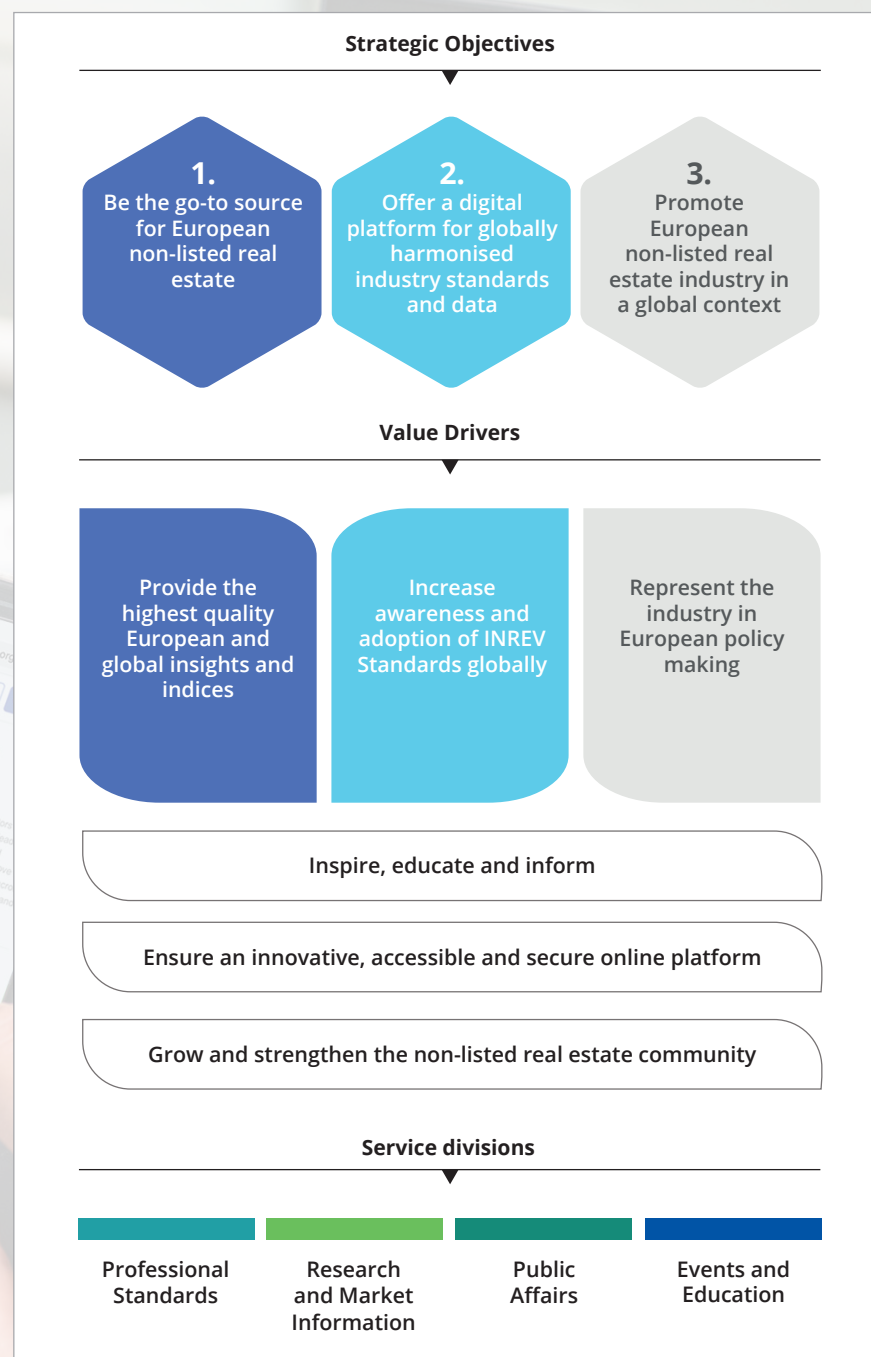
Value drivers supporting strategy

We aim to achieve our strategic objectives in 2022 by focusing on key value drivers, a number of carefully chosen steps designed to create significant value to our members and the industry.

INREV as a non-profit organisation provides members with a unique combination of services which exist to increase transparency, professionalism and best practice.

Together, these services provide leadership in professional standards, research, market information, public affairs, events and education for the entire spectrum of the non-listed real estate industry.

Strategy Map



1. Goals and objectives

Service divisions

Professional Standards

INREV professional standards enables consistency and increases transparency and professionalism of the non-listed real estate investment industry.

Investors and managers adopt our Guidelines to excel in their performance and risk management, benefiting from detailed guidance and practical examples. The standardised templates allow managers to share information in a standardised way to increase efficiency and transparency for the investors.

We improve understanding and drive strong adoption of the INREV Guidelines and standardised templates across the globe and promote these to new market entrants.

What we will continue to do:

- Expand insights, case studies and examples to support implementation of the guidelines, increase accessibility and enable comparison against market peers.
- Ensure standards are more globally relevant by working with our strategic global partners to drive convergence where practical and expand reach.
- Enhance best practice guidance on **ESG issues, including integration of new regulations, social aspects and corporate governance.**



Green Text = ESG related information

Key priorities

- 🚩 Review INREV Guidelines and expand guidelines and best practices to include:
 - A new Sustainability module - practical implementation guidance of SFDR and EU Taxonomy and develop consistency in SFDR measurement reporting
 - Review existing Reporting and Property Valuation modules
 - Update the SDDS and DDQ's accordingly
- 🚩 Boost adoption and implementation of the INREV Guidelines and standards by rolling out a suite of practical examples and templates and continue offering practical guidance
- 🚩 Provide platform to discuss, and share best practices on climate change challenges, net zero pathways and Impact Investing
- 🚩 Explore governance best practices for Operational real estate
- 🚩 Continue to drive the global agenda by expanding the Global Definitions Database (GDD), harmonise global performance measurement and reporting standards and ESG best practices globally



**Investors and managers
adopt our Guidelines
to excel in their performance
and risk management**



Research

INREV research is the go-to platform for insights on the European non-listed real estate industry, with a research programme that builds on INREV's extensive proprietary data and covers a range of topics that anticipate the direction of the non-listed real estate industry globally.

The INREV research programme includes 8 evergreens as well as topical research:

- Investment Intentions Survey
- Capital Raising Survey
- Fund Manager Survey
- Management Fees & Terms (bi-annual) / Management Fees & Terms Comparison Study (intermittent years)
- Funds Termination Study
- Funds of Funds Study
- Market Insights (regular quarterly publication)

What we will continue to do:

- Build on existing global surveys and studies, expanding coverage, applicability and usage
- Improve the understanding of European non-listed real estate in the global context
- Develop and improve research online analytical tools to allow deeper analysis of INREV survey data which is an integrated part of the IT roadmap project

 Green Text = ESG related information

Key priorities

- 🚩 Utilise existing INREV surveys and performance data to allow for deeper analytics insights, attribution analysis and to create trend analysis
- 🚩 Launch the INREV Consensus Indicator
- 🚩 Launch Global equivalent of the Market Insights publication and develop global research with Global Alliance partners
- 🚩 Promote and target participation in the Global Fund Manager Survey
- 🚩 ESG Trends in Real Estate investing including mapping of existing leading standards and certificates



Market Information

INREV market information is an independent source of comprehensive non-listed real estate industry data that supports all aspects of investment process, from asset allocation to performance measurement, and peer-to-peer and market comparisons.

The market information programme includes 11 indices: Annual and quarterly:

- INREV Fund Index
- INREV Asset Level Index
- German Vehicles Index
- INREV European ODCE Index
- IRR Index

Global:

- GREFI – Global Real Estate Fund Index
- Global Investor Index
- Global IRR Index

3 databases:

- INREV Vehicles Universe
- Debt Vehicles Universe
- Funds of Funds Universe

4 online analytical tools:

- Index Analysis Tool
- Asset Level Index Analysis Tool (subject to ALI subscription)
- German Vehicles Index Analysis Tool
- Investor Vehicles Analysis Tool

 Green Text = ESG related information

Key priorities

- 🚩 Develop attribution analysis to the Asset Level Index
- 🚩 Provide ESG insights through sustainability KPI metrics linked with the Asset Level Index
- 🚩 Expand ODCE Index' financial metrics and extend transparency with asset to fund level attribution and reconciliation analysis
- 🚩 Enhance INREV Universes as the key data source,- dynamically maintained and updated, with a specific focus on the Debt Vehicles Universe
- 🚩 Focus on expanding coverage and promotion of the Global Investor Index
- 🚩 Work with global partners on the development of global ODCE and Asset level indices

What we will continue to do:

- Increase quality, accuracy and completeness of the INREV's suite of market information
- Expand insights into the performance of European non-listed real estate
- Continue to enhance market information analytical tools to allow members to effectively analyse INREV data as an integrated part of the IT roadmap project



Public Affairs

INREV represents members' interests by increasing policy makers' awareness and understanding of the role and importance of real estate investment.

We develop aligned industry responses to proposed regulatory, tax and policy initiatives while taking a leading role on issues affecting our industry among international and national associations.

Leveraging on our presence in Brussels and contacts in London, we provide members with first-hand insights into the development and implementation of regulatory and policy initiatives.

What we will continue to do:

- Keep members informed regarding the practical business impact of regulatory, tax and policy initiatives through briefings, events, round tables focused on specific topics, training courses and publications

We represent members' interests by increasing policy makers' awareness



Green Text = ESG related information

Key priorities

- 🚩 Ensure that policy makers in both Brussels and London are aware of the role and importance of non-listed real estate to the European and UK economy and society as they develop regulations, tax measures and policies impacting real estate investment
- 🚩 Continue to provide input to members on practical aspects of transitioning to the post-Brexit situation on both sides of the Brexit divide, especially adapting to newly developed UK regulations, **including in the field of sustainability**, tax measures and policies
- 🚩 Ensure policy makers understand INREV and real estate industry positions on reports and legislative proposals related to AIFMD II, Solvency III, UK funds and numerous tax- and technology-related rule changes. Engage with policy makers in discussions **Continue the dialogue around the evolving Sustainable Finance Disclosure Regulation, UK Sustainability Disclosure Requirements and EU Taxonomy**
- 🚩 Help members understand and implement new regulatory requirements related to AIFMD II, Solvency III, **Sustainable Finance including SFDR Articles 8 & 9**, UK funds and numerous tax- and technology-related rule changes



Events

INREV offers members high quality conferences, seminars, round-table discussions and briefings tailored to meet their specific needs. As an industry leading body we provide a content- driven programme delivered by industry leaders.

Our events are designed to further knowledge, provide opportunities for sharing experience and enhance networking with industry peers across the spectrum of responsibility levels and focus areas.

What we will continue to do:

- Organise high quality online and offline events with an emphasis on strong content and delivering INREV output
- Deliver a varied and high-quality events programme
- Ensure a high degree of quantitative and qualitative event participation, especially by investors
- Maintain and increase accessibility by continuing to offer events both online and in a wide range of locations near to our members
- Ensure diversity of speakers in the events programme
- Continue to offer a structured events sponsorship programme for members to increase exposure

Key priorities

- ✚ Remain on top of emerging industry trends by including topics such as ESG with all its facets including impact investing, climate change, ESG regulatory aspects, diversity and well-being and technology
- ✚ Offer a blended events programme including an optimal mix of online and on location events
- ✚ Continue to offer targeted events for specific groups of members:
 - INREV's three flagship events (Annual, Autumn and Young Professionals Conferences)
 - Young Professionals events
 - Finance and tax experts
 - Investors
- ✚ Reflect our global efforts in our European events programmes, increase awareness of our online offering to our global members and continue to offer the North America Conference



**Our wide-range of
on and offline events**
*further knowledge, provide
opportunities to share and
network*



Education

The INREV education programme increases knowledge and meets the development needs of players in the non-listed real estate investment industry, specifically on INREV output.

We deliver best-in-class content, via classroom and online courses and increasingly through eLearning. Our courses focus on a wide range of topics that support the exchange of professional best practice and deepen the knowledge of market participants at all levels.

We also offer the INREV/ Henley Certificate in partnership with Henley Business School, an education programme that combines practical application with academic rigour.

What we will continue to do:

- Deliver around 15 courses annually in a blended approach of interactive online and classroom formats.
- Further improve the suite of our training offerings to reflect INREV best market practices across the industry
- Further strengthen the university outreach programme to increase the knowledge and understanding of the non-listed real estate industry by engaging with students at an early stage of their career
- Further improve awareness and adaptation of the INREV/Henley Certificate to increase acceptance and achieve industry recognition

 Green Text = ESG related information

Key priorities

-  Include a strong focus on ESG throughout the entire training programme and offer multiple ESG training courses in 2022
-  Continue to develop eLearning in our programme including the launch of the Nine pillars of the INREV Guidelines Course
-  Restructure the INREV/Henley programme to better reflect students' needs with a strong focus on marketing to increase the number of students
-  Introduce a one-day event for INREV/Henley students to meet and engage with each other
-  Introduce a mentorship programme
-  Increase industry recognition of INREV training courses with introduction of a Certificate of Professional Development (CPD)
-  Develop new courses on emerging topics such as operational real estate



Topical and highly relevant content
advance the skills and knowledge of participants

2. Internal priorities

Marketing and Communications

INREV delivers insightful and relevant information about non-listed real estate investment through best-in-class communication to the financial community.

We provide timely, reliable and easily accessible information for our members via a multi-channel approach.

What we will continue to do:

- Promote awareness, increase accessibility and usage of all INREV services and output
- Further increase industry awareness of headline results through engaging content and interactive visuals that allow users to digest information quickly and efficiently
- Broaden reach and penetration of key messages with financial and business media to promote non-listed real estate as an alternative asset class
- Build and nurture the INREV LinkedIn community to facilitate member discussion, engagement and knowledge exchange

 Green Text = ESG related information

Key priorities

- Redesign the INREV website to help members find what they are looking for and to increase awareness and usage of all services in a user-friendly way
- Develop topic specific online resources, articles and campaigns on subjects of high interest to members such as Technology, ESG, climate risk, net zero carbon and Impact Investing
- Review current communication channels and explore new ways to make content more easily accessible and digestible for our members and the wider industry such as an INREV podcast
- Implement effective and targeted marketing campaigns to ensure existing and prospective members receive timely and relevant information on topics that directly impact them
- Create timely and tailored press releases and articles for a broad real estate audience to promote and increase visibility of INREV in and outside of Europe as the go-to source for everything you need to know about non-listed investment in Europe



We provide
*timely, reliable and easily
accessible information for
our members*

Member Relationship

At INREV we pride ourselves as being the non-listed real estate community and the member relationship programme helps foster this community ensuring that it remains active and connected.

We connect members with their peers and with each of INREV's service areas while maintaining a close rapport with our members.

We support members to make optimum use of their membership by increasing their team's knowledge and usage of the benefits and services available to them.

We provide the space for investor members to connect with each other and openly discuss common issues that affect them directly.

What we will continue to do:

- Further improve the communication channels among members and between members and the INREV team, while providing information and support resulting from our products and tools
- We will continue to reach-out to members individually, listen to their special needs in these unique market circumstances, and work on solutions with the INREV team
- Continue to improve and promote the Member Directory as the main resource to find and search for industry partners in the non-listed real estate industry

Key priorities

- Restart the invitation-only investor meetings to connect local like-minded investors to provide an informal discussion forum
- One-to-one reach out to members to educate and inform members on the growing menu of member services
- Increase the focus on connecting with members and prospects across Europe, and globally to build-on INREV activities offered increasingly on-line

*A growing community
with a close, connected
rapport*



Information Technology

INREV's member services have increasingly turned digital and data based. Today, INREV delivers its member services through a wide set of data collection and analysis tools.

Through the continuation of the IT roadmap programme, INREV is consolidating its data reporting mechanisms and data storage into a single system. Members will benefit through a significantly reduced reporting burden as well as better data access.

We ensure that the INREV data collection process adheres to the highest standards in data collection, governance and complies with new regulations.

Data quality stands at the core of this strategy and INREV's members will automatically benefit from all developments.

INREV is committed to the highest standards in data reporting, governance and security



Key priorities



Increase efficiency through a focus on technology:

- Minimise members reporting burden by providing more efficient methods for data submission
- Consolidate data access through a centralised system to manage data exchange between funds and investors
- Increasingly automatise the publication and indices production process
- Increase data accessibility through a data warehouse containing all historically collected survey and index information
- Establish highest standards of security governance and audit standards



Facilitate the industry on the innovation and digital transformation:

- Deliver research, facilitate online discussion via events and round tables on digital transformation





CORPORATE



RESEARCH



INDUSTRY
DATA



PUBLIC
AFFAIRS



PROFESSIONAL
STANDARDS

www.inrev.org