



Business Plan  
**2023 - 2025**

---

# Contents

---

<b>Introduction</b>	<b>3</b>
Market trends	4
Member survey	5
Vision and Mission	8
<b>1. Goals and objectives</b>	<b>10</b>
Professional Standards	11
Research	12
Market Information	13
Public Affairs	14
Events	15
Education	16
<b>2. Internal priorities</b>	<b>17</b>
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 member service divisions and some internal targets as well.

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.

As an industry, we are once again being challenged. Against a backdrop of increased geopolitical conflict and high inflation leading to rising interest rates and narrowing the spread with bond rates, we need to help our members understand where we stand as an industry today. We can learn from lessons of the past and we need to look at what the future impact will be on the real estate investment industry in Europe.

Increasingly climate change has a tremendous impact on our industry, but also our industry impacts the climate, as such ESG remains a top issue transforming our industry. Once again, all ESG related priorities and insights are highlighted throughout the report in green.

There will be a strong focus on transparency, offering a platform to discuss and share knowledge and provide

the community with practical guidance and insights on these issues across all areas of our business.

In 2023 we celebrate our 20-year anniversary, this important milestone is a reflection of the strength of the community we have built together. We 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 keep delivering 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

**Geopolitical and macro-economic developments have a major impact for INREV. We base our strategy on these because to a large extent they determine what is on the minds of our members and, therefore, on our minds. We need to adequately react to developments in the market and incorporate them in our activities to support our community.**

Today, we are experiencing exceptional circumstances with continued growing risks, including further weakening in the economic environment, rising interest rates, high inflation, and an energy crisis as the war in Ukraine continues.

At the same time, the long debated and still evolving SFDR regulations in the EU and the SDR in the UK are coming into force. These developments will be at the centre of INREV's activities going forward.

## Return to real estate investment basics

History tells us that in times of economic distress, the spread between core and value added funds grows wider, with most investors fleeing to core strategies. During the global financial crisis in 2008, through most of the European debt crisis and most recently during the COVID-19 pandemic, core funds outperformed.

Near-term performance expectations are balanced by a shift in investor sentiment due to geopolitical uncertainty and rising global inflation.

The deteriorating investment risk and performance outlook led to reduced confidence among investors when considering new allocations to European non-listed real estate. Therefore, we need to go back to the basics of non-listed real estate investing.

What are the benefits and reasons for investing in non-listed real estate and have these changed? How are the drivers of real estate impacted; how is the energy crisis affecting tenants; and how are increased building costs challenging new developments? Finding the answers to these questions might help the industry respond to the challenges we face during challenging times.

## Financing

Increased interest rates have major consequences for our industry. Re-financing issues will be at the forefront of members' minds as will securing reasonably priced debt to ensure that existing fund strategies can be executed to meet return expectations.

It is important to get a better understanding of how the debt market is impacting the non-listed property industry, in product offering with a strong increase of debt funds coming to the European market, but also in general market activities.

## The search for liquidity

The current market situation has led investors to closely consider their liquidity requirements within their non-listed real estate investments. This has sometimes been due to wider asset allocation decisions as the denominator effect causes allocations in real estate to be over-weight. In other times, it has been investors looking to rebalance within their real estate portfolios.

Open ended funds have seen massive inflows in recent years but are once again challenged as we see growing levels of redemptions. For closed end funds, the issue raises the possibility of increased secondary trading as investors consider their liquidity options, again for both the denominator effect and portfolio rebalancing needs.

## New ESG rules coming into force at the start of 2023

As part of the European Commission's ambition to promote sustainable investment across the EU, several regulatory and policy initiatives were developed that impact non-listed real estate investing.

They aim to address a perceived lack of transparency regarding how institutional investors, investment managers and financial advisors consider sustainability risks in their investment decision making.

Regulatory Technical Standards (RTS) which were developed to clarify the content, methodology and presentation of ESG disclosures will be effective on 1 January 2023.

Ongoing efforts are needed to help the industry navigate the requirements of the SFDR as well as SDR in the UK which will follow soon.

While these regulations help to improve transparency around ESG aspects, climate change risks are also becoming a reality. At the recent COP27 it became clear that we are on wrong track, and are faced with a higher global warming threat than the targeted 1.5 or 2.0 C degree. This makes our and the wider real estate industries 'effort to get to net zero carbon emissions not only important, but absolutely essential.



Green Text = ESG related information

# Member survey

INREV canvassed the views of its membership in September 2022, 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 2022, we had 438 individuals completing the survey from 25 different countries. This is 40% more respondents than in 2021 and importantly the sample is a good representation of the composition of the overall membership.

## Benefits

When asked if membership of INREV has grown their knowledge of the industry, 98% of respondents agreed. Also, 95% of members felt that their membership had enabled them to be more active in the industry, up 2% from 2021 and 4% from 2020.

### Benefits



**98%** OF MEMBERS

FEEL MEMBERSHIP HAS GROWN THEIR KNOWLEDGE OF THE INDUSTRY

### Recommend INREV



**95%** OF MEMBERS

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



## Satisfaction on the up

All members would recommend INREV to a colleague and 84% of members are more satisfied with INREV when compared to other trade associations.



### High satisfaction

**84%**

OF MEMBERS RATE INREV SERVICES AS EXCELLENT OR VERY GOOD

EXCELLENT

**30%**

VERY GOOD

**54%**

GOOD

**15%**

FAIR

**1%**

**100%**

OF MEMBERS  
would recommend  
INREV to a colleague

## ESG insights still high on agenda

To help members deal with the current market issues there was a strong request for INREV to provide insights and practical guidance on ESG related topics such as the impact on property valuation, performance data, the transition to net zero and regulations impacting the industry.

## Mounting concern around geopolitics and economic crisis

While ESG remained high on the agenda there was mounting concern about the economic and geopolitical impacts on the industry and its ESG agenda. Specifically, around the energy crisis, increased inflation and interest rates hikes.

## Insights

Investment Intentions remains the top-rated report. Followed closely behind by the popular Quarterly Market Insights, which has been published since July 2020. Capital Raising, Fund Manager Survey and Management Fees and Terms Study continued to be well rated.



### Quarterly Market Insights

# No 2

TOP RATED REPORT



Green Text = ESG related information

INREV also published a wide variety of topical research reports and short papers, the most popular of these was **the Impact of Net Zero Carbon and SFDR**. Members were keen for us to continue providing technology insights through short papers such as data driven real estate investments.

Three quarters of the members were aware of the Global ESG library, and the majority considered it very useful.

## Data

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

When asked what data they needed the most, **ESG performance data was the top response for 77%** of the members followed by residential.

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

### Data most needed:

#### ESG Performance / CRREM Pathway



#### Residential/Living Performance Index



#### Debt Funds Performance Index



## Professional Standards

The majority, 92%, use the INREV Guidelines, this was slightly down from 94% in 2021.

### Use INREV Guidelines



# 92%

OF MEMBERS  
CONTINUE  
TO USE

Reporting and NAV continue to be the most used modules of the Guidelines for the third year running.

The two updated modules that were released at the start of 2022, the Governance and Performance Measurement, are in transition causing a small drop in use. Similar, the two other modules that have been reviewed and due to be released at the start of 2023, Reporting and Property Valuation modules dropped a bit, but are expected to be picked up again after the one-year transition period.

The most recent new module, the Code of Tax Conduct, that was released in December 2020, showed increased pick-up last year.

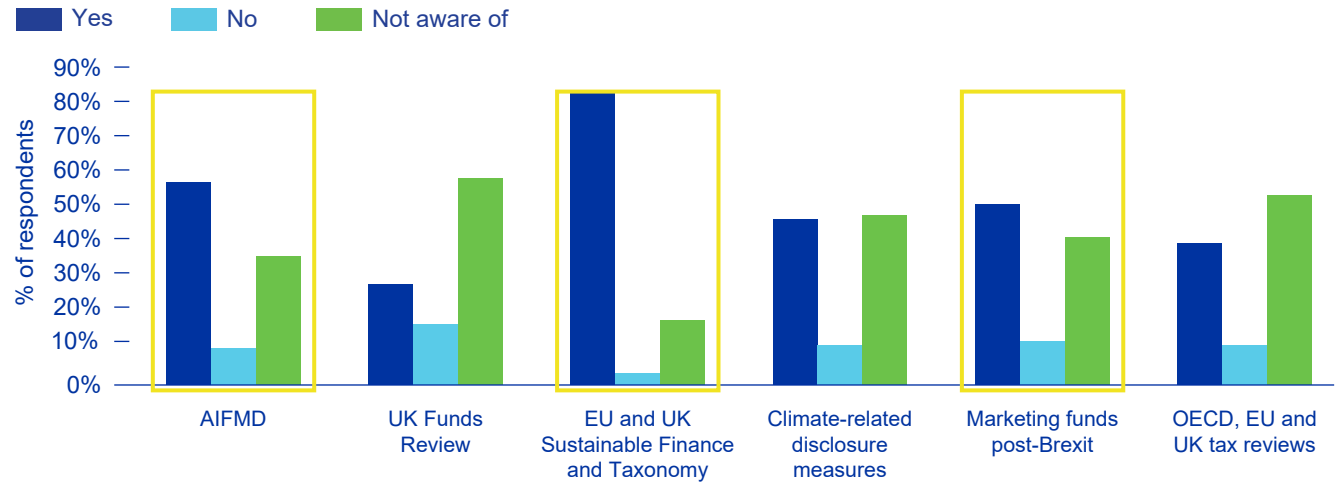
The Due Diligence Questionnaire (DDQ) remains the most widely used standardised template, used by 56% of members. Awareness of the other standardised templates such as the NDA and Rent Collection Disclosure was limited.

## Public Affairs

Members found INREV's engagement on AIFMD, **climate disclosure** and marketing funds post-Brexit important.

The Tax and Regulatory Country-by-Country Guide was considered very or extremely useful by 68% of the members, we will further promote this useful source in 2023.

### Did you find INREV's engagement on the following regulatory and tax issues important?



## Training

Those who have attended a training are extremely satisfied, with 97% saying they would recommend it to a colleague. **Members would like to see the following topics covered: 1. ESG, 2. net zero implications, 3. technology and NAV.**

Almost half of the respondents would be interested in attending the INREV/Henley Certificate and the newly launched INREV Mentorship programme, as a mentee or a mentor.



### Training

**97%**

WOULD RECOMMEND AN INREV TRAINING COURSE

## Events

Events continue to be an extremely important service for members, 91% feel that INREV offers events tailored to their specific needs. Three quarters of the members have now been able to attend an event or training due to increased online accessibility.



### Events

**91%**

OF MEMBERS FEEL THERE IS AN EVENT TAILORED TO THEIR NEEDS



### ATTENDED

**75%**

due to online accessibility

## Communication

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

The website has been positively evaluated on content and user experience by almost three quarters of the respondents. In 2022 we introduced a new menu navigation; we will continue to make improvements here and in 2023 we will roll out a new events, training and insights section.



### INREV NEWS

**No 1**

WAY TO RECEIVE INFORMATION

# 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.



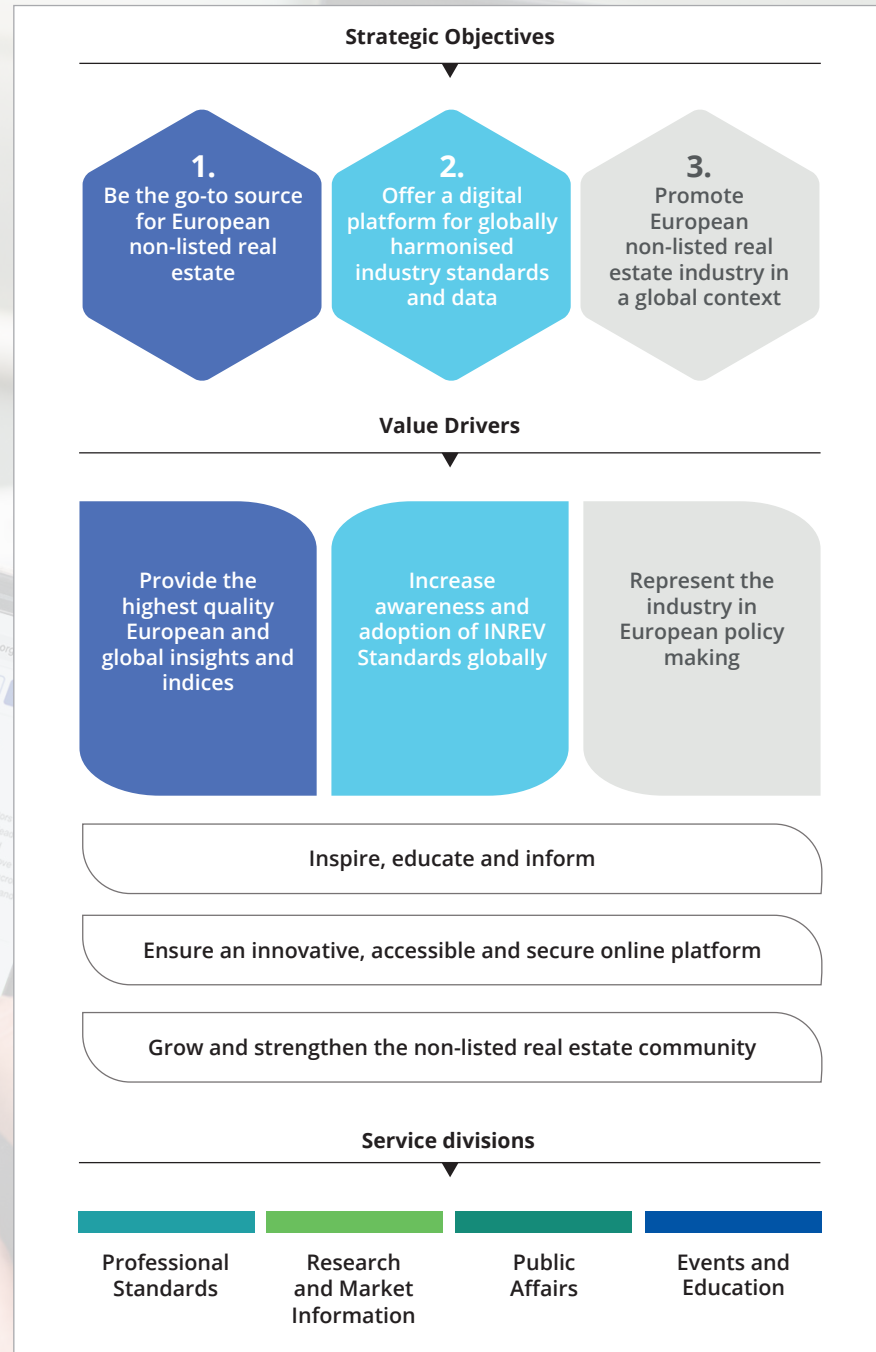


## Value drivers supporting strategy

We aim to achieve our strategic objectives in 2023 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.



# 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

- 🚩 Promote the revised INREV Guidelines and further expand best practices to include:
  - Sustainability integration, practical implementation guidance of SFDR and EU Taxonomy and develop consistency in SFDR measurement reporting
  - Update the SDDS and develop a dedicated ESG SDDS section
- 🚩 Review the self assessment tool to improve usability and to reflect the outcome of the Guidelines Revision
- 🚩 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 a 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
- 🚩 Help the industry to navigate through the fast-growing offering of technology solutions by creating awareness of the latest technologies and present practical case studies



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
- Debt Study
- Quarterly Market Insights

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 online analytical tools to allow deeper analysis of INREV survey data, as an integrated part of the IT roadmap project

 Green Text = ESG related information

## Key priorities

-  Develop a thought leadership series of short papers and articles on **ESG trends in real estate investing, linking ESG KPI data usage to asset level performance** and on the most relevant industry issues and topics
-  Utilise existing INREV surveys and performance data to allow for deeper analytics insights, attribution analysis and to further expand trend analysis
-  Reflect on previous market disruptions, explore lessons learned to understand current challenges and support industry's role in the broader investment market
-  Launch the INREV Consensus Indicator and continue to evolve the quarterly Market Insights
-  Launch the Global equivalent of the European quarterly Market Insights and carry out global research with Global Alliance partners and academia
-  Facilitate the industry on the innovation and digital transformation through a range of technology papers
-  Continue our insights into Diversity, Equity and Inclusion in Europe.
-  Explore Management Fees & Terms study for Debt funds



# Market Information

INREV market information is an independent source of comprehensive non-listed real estate industry data that supports all aspects of the real estate 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\*
- INREV European ODCE Index (from 2022 quarterly only)
- German Vehicles Index
- IRR Index (from 2022 quarterly only)

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

Online analytical tools:

- Asset and Fund level tools
- Investor Vehicles Analysis Tool

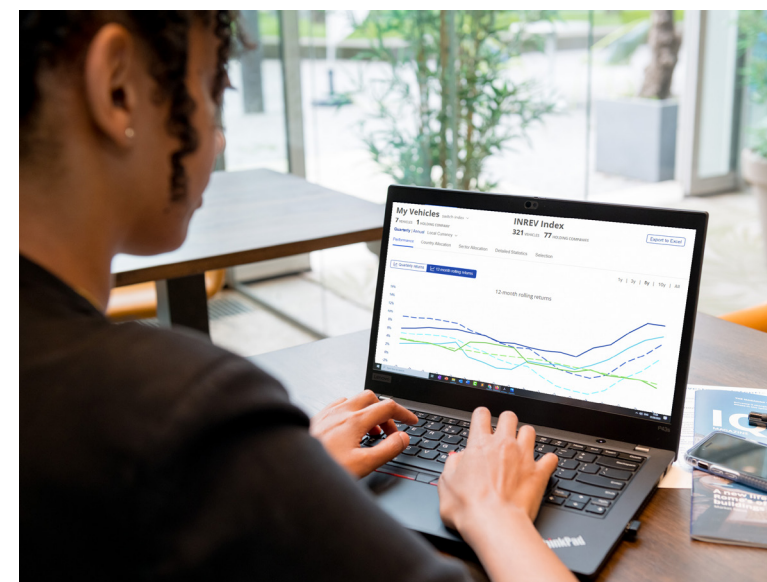
\*From January 2023 included in annual membership fee, no separate subscription needed.

## Key priorities

- 🚩 Develop attribution analysis to the Asset Level Index. Expand data analysis and showcase the drivers of performance
- 🚩 Expand ODCE Index' financial metrics and extend transparency with asset to fund level attribution and reconciliation analysis
- 🚩 Provide ESG insights through sustainability KPI metrics linked with the Asset Level Index. Develop individual portfolio vs market analysis for the individual ESG KPI data contributors
- 🚩 Enhance INREV Universes as the key data source,- dynamically maintained and updated
- 🚩 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
- Provide insights into the performance of the European non-listed vehicles space
- Develop market information analytical tools to allow members to effectively analyse the non-listed real estate industry, as an integrated part of the IT roadmap



 Green Text = ESG related information

# 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 regulatory and policy developments in the EU and UK, including adapting to newly developed or updated regulations, especially in the field of sustainability, tax and fund regulation
-  Ensure policy makers understand INREV and real estate industry positions on reports and legislative proposals related to AIFMD II, Solvency III, Shell entities, UK funds and numerous tax- and sustainability-related rule changes. Continue the dialogue around the evolving Sustainable Finance Disclosure Regulation for equity and debt vehicles, EU Taxonomy and UK SDR
-  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 sustainability-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 on location 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 and stay on top of major trends and events impacting the industry in order to bring relevant and forward-looking content
- Continue to offer a structured events sponsorship programme for members to increase exposure

 Green Text = ESG related information

## Key priorities

-  Remain on top of emerging industry trends by including topics such as ESG with all its facets on the agenda, including impact investing, climate change, move towards net zero, ESG regulatory aspects, diversity and well-being and technology
-  Offer a blended events programme with 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
  - Technology, Finance and Tax experts
  - Investors
-  Reflect our global efforts in our European events programme and increase awareness of our online offering to our global members



**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 26 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
- Continue 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
- Continue with the INREV/Henley programme, including the INREV Academy Day for participants to meet and engage with each other

 Green Text = ESG related information

## Key priorities

-  Include a strong focus on ESG throughout the entire training programme
-  Upscale the training offering to fulfil high demand from members by increasing our online offering and running courses multiple times such as:
  - Offer the Foundation course three times in 2023, including the introduction of the INREV Summer School edition
  - Offer the Ten Pillars of the INREV Guidelines course twice and add a module focused on the Sustainability Guidelines
  - Restructure the current ESG training course into a basic (online) and advanced course (on location)
-  Launch the INREV Academy to provide the members with a clear and structured approach to the training programme
-  Develop a new course on Operational Real Estate Investing
-  Ensure all INREV courses will be CPD certified in the course of 2023, allowing members to continually work of their professional development
-  Refine the new INREV mentorship programme and launch a new edition in June 2023



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
- Implement effective and targeted marketing campaigns to ensure existing and prospective members receive timely and relevant information on topics that directly impact them

 Green Text = ESG related information

## Key priorities

- 🚩 Redesign the INREV website and roll out new features 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 the evolution of non-listed industry, where the market stands and **ESG related topics**
- 🚩 Reinforce INREV's position as a thought leader, create interesting and relevant insights for the broad investment and real estate audience to promote and increase visibility of INREV as the go-to source for everything you need to know about non-listed investment in Europe
- 🚩 Develop an advocacy programme to support the community to share insights on topics that are impacting the industry
- 🚩 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 data visualisation, blogs and podcasts



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 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

## 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 (new) members on the growing menu of member services
- ✚ Help identify and connect with experts within each member company for example, **ESG experts**
- ✚ 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 automate 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





CORPORATE



RESEARCH



INDUSTRY  
DATA



PUBLIC  
AFFAIRS



PROFESSIONAL  
STANDARDS