



Operational real estate and platform investing course

1 October 2026, London

Hines
Grainhouse 6 Dryden St
WC2E 9NH London
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08:30 **Registration and welcome coffee**

09:00 **Course introduction**

- Course programme and learning objectives
- Introduction course participants
- What is operational real estate?
- Benefits of investing in operational real estate vehicles
- Key players and sectors

Mike Bessell, Chair, INREV Operational Real Estate Committee (course leader)

09:45 **Overview of the merits and characteristics of operational real estate investments**

- Evaluating risk and return in operational sectors
- Accessing operational real estate through fund structures

Mike Bessell

10:30 **Coffee break**

11:00 **Operational real estate platforms in practice – the manager perspective: life science**

- Drivers
- Platforms and players
- Investment characteristics
- Role of the operator
- Choice of model

Caroline Molette-Campi, Head of European Special Situations Transactions, BNP Paribas Asset Management



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11:40

Operational real estate platforms in practice – the investor perspective: hotels

- Drivers
- Platforms and players
- Investment characteristics
- Role of the operator
- Choice of platform model

Paul Atema, Director of Real Estate, APG Asset Management

12:20

Lunch

13:30

Evolving governance and practices: how do managers need to adapt for operational real estate?

- Vehicle governance and conflicts of interest
- Further considerations and pressure points
- Fee structures

Elly Baker, Managing Director, Head of Legal Real Estate Investment Europe,
Associate General Counsel, Nuveen Real Estate

14:15

Defining operational real estate value

- Real estate value and operating business value
- Approaches to value OpRE assets
- Key complexities and challenges

Ross Petar, EMEA & APAC Head of Operational Real Estate, Value & Risk Advisory, JLL



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- 15:00 **Coffee break**
- 15:30 **Case study discussion**
- 16:45 **Wrap-up by course leader**
- 17:00 **End**