



## The Future of UK Real Estate

# RE:Futures Committees Terms of Reference

*Establishment Year 2026 - 27*

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## 1. Context – RE:UK Merger

In September 2025 AREF, BPF and IPF announced that they would be merging in 2026. As a part of this merger AREF Future Gen, BPF Futures and IPF Future Leaders have come together to form RE:Futures.

## 2. Mission and Objectives

Inspiring, connecting and elevating the next generation of real estate professionals.

RE:Futures aims to champion a more inclusive, forward-thinking real estate industry, amplifying underrepresented voices, driving systematic change, and shaping a built environment fit for the future.

## 3. Length of service

Committee members will initially be appointed for a one-year term for the establishment year from March 2026 to March 2027, with the opportunity to remain beyond this date. These terms of reference specifically refer to the committees for the establishment period and will be superseded by a full terms of reference in March 2027 where we expect to move to a two-year term with minimum service requirements for the Chair and Vice-Chair positions.

## 4. RE:Futures Steering Committee

The RE:Futures Committee will be made up of a Chair, the Chair of the Early Careers committee and the Chair of the Future Leaders Committee.

1. The RE:Futures Steering Committee will be responsible for:

- a) Overseeing RE:Futures to ensure a cohesive and high-quality membership offering across the entire membership;
- b) Leading the recruitment and management of the Early Careers and Future Leaders committees, ensuring the committees have what they need in order to deliver their functions;
- c) Representing RE:Futures to the RE:UK Board and CEO when appropriate,
- d) Working with the RE:UK staff and secretariat in order to ensure adequate resources are available to the network;
- e) Ensuring that there is cooperation between the two committees and that there is a suitable offering open to the entire membership;
- f) Representing the RE:Futures network at RE:Futures events, as well as at industry-wide events and conferences – ensuring that the RE:Futures is visible, reputable and approachable;
- g) Leading the network through the establishment period and ensuring that the network will be able to function with effective governance from March 2027;
- h) Any other duties as required.

## 5. RE:Futures Steering Committee – Individual Roles

The roles on the Committee are as follows and have the following additional responsibilities:

### 5.1 RE:Futures Chair

The RE:Futures Steering Committee will be led by the RE:Futures Chair.

The Chair of the RE:Futures is responsible for:

- a) Representing the RE:Futures network on the RE:UK Board;
- b) Working with the RE:UK staff and Secretariat to lead the committees to set the direction and vision of the RE:Futures network;
- c) Ensuring that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place;
- d) Being the chief external spokesperson for the RE:Futures network;
- e) Speaking at RE:Futures Events;
- f) Chairing the Steering Committee Meetings;
- g) Ensuring all committee members are engaged, contributing and supported in their roles;
- h) Working with committee members to deliver set engagement and initiatives;
- i) Assisting in the organisation of events, opportunities and other activities across both Early Careers and Future Leaders; and
- j) Any other responsibilities as required.

## 5.2 Commitment

We expect the time commitment of the Chair to equate to approximately 8 hours a month.

## 6. RE:Futures Early Careers Committee

The RE:Futures Early Careers Committee will be responsible for:

- a) Overseeing the RE:Futures Early Careers programme – helping shape and deliver existing and new initiatives that provide value to those within the first five years of their career in real estate;
- b) Driving an increase in RE:Futures Early Careers membership – helping to promote the network and recruit colleagues and peers from across the UK;
- c) Organising events, opportunities and programmes tailored to the Early Careers audience;
- d) Organising events, opportunities and programmes appropriate for the entire network;
- e) Representing the RE:Futures network at RE:Futures events, as well as at industry-wide events and conferences – ensuring that RE:Futures is visible, reputable and approachable;
- f) Working with the Future Leaders Committee and Steering Committee to ensure a cohesive offer across the entire network; and
- g) Supporting the Steering Committee to ensure that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place.

## 7. RE:Futures Early Careers Committee – Individual Roles

The roles on the Committee are as follows and have the following additional responsibilities:

### 7.1 RE:Futures Early Careers Committee Chair

The Early Careers Committee will be led by the Early Careers Committee Chair.

The Chair is responsible for:

- a) Representing the Early Careers Committee on the Steering Committee;
- b) Chairing the Early Careers Committee meetings;
- c) Deputising where appropriate for the RE:Futures Chair;

- d) Working with the RE:UK staff and Secretariat to lead the Early Careers committee to set the direction and vision of the Early Careers membership offer;
- e) Ensuring that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place;
- f) Being the chief external spokesperson for the Early Careers network;
- g) Speaking at RE:Futures Events;
- h) Ensuring all committee members are engaged, contributing and supported in their roles;
- i) Working with committee members to deliver set engagement and initiatives;
- j) Assisting in the organisation of events, opportunities and other activities across Early Careers; and
- k) Any other responsibilities as required.

## 7.2 RE:Futures Early Careers Committee Vice Chair

The Chair is supported by a Vice-Chair who is responsible for:

- a) Deputising for the Early Careers Chair where appropriate
- b) Supporting the chair to set the direction and vision of the Early Careers membership offer;
- c) Supporting the Early Careers Chair to ensure that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place;
- d) Being a spokesperson for the Early Careers network;
- e) Speaking at RE:Futures Events;
- f) Ensuring all committee members are engaged, contributing and supported in their roles;
- g) Working with committee members to deliver set engagement and initiatives;
- h) Supporting the representation of RE:Futures Early Careers nationally, ensuring there is representation across the regions for RE:Futures Early Careers;
- i) Assisting in the organisation of events, opportunities and other activities across Early Careers; and
- j) Any other responsibilities as required.

## 7.1 RE:Futures Early Careers Committee Member

It is the responsibility of all members to:

- a) Organise events, opportunities and other activities across Early Careers;
- b) Advocate for and represent Early Careers members across RE:UK and the wider industry;
- c) Attend, support and speak at RE:Futures Events;

- d) Work with the Steering Committee and Future Leaders Committee to ensure a cohesive, high-quality offer across the entire network;
- e) Attend regular meetings;
- f) Champion ED&I across the network;
- g) Ensure the membership offering is appropriate for the audience;
- h) Promote RE:Futures Early Careers membership to peers and colleagues; and
- i) Any other duties as required.

## 7.4 Commitment

We expect the time commitment of the Vice-Chair to equate to approximately 6 hours a month and the time commitment of the Chair to equate to approximately 8 hours a month. We expect the time commitment of the committee members to equate to approximately 4 hours per month.

## 8. RE:Futures Future Leaders Committee

The RE:Futures Future Leaders Committee will be responsible for:

- a) Overseeing the RE:Futures Future Leaders programme – helping shape and deliver existing and new initiatives that provide value to those within five to fifteen years of experience working in real estate;
- b) Driving an increase in RE:Futures Future Leaders membership – helping to promote the network and recruit colleagues and peers from across the UK;
- c) Organising events, opportunities and programmes tailored to the Future Leaders audience;
- d) Organising events, opportunities and programmes appropriate for the entire network;
- e) Representing the RE:Futures network at RE:Futures events, as well as at industry-wide events and conferences – ensuring that RE:Futures is visible, reputable and approachable;
- f) Ensuring that those reaching fifteen years of experience are transitioning effectively into RE:UK membership;
- g) Working with the Early Leaders Committee and Steering Committee to ensure a cohesive offer across the entire network; and
- h) Supporting the Steering Committee to ensure that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place.

## 9. RE:Futures Future Leaders Committee – Individual Roles

The roles on the Committee are as follows and have the following additional responsibilities:

### 9.1 RE:Futures Future Leaders Committee Chair

The Future Leaders Committee will be led by the Future Leaders Committee Chair.

The Chair is responsible for:

- a) Representing the Future Leaders Committee on the Steering Committee;
- b) Chairing the Future Leaders Committee meetings;
- c) Deputising where appropriate for the RE:Futures Chair;
- d) Working with the RE:UK staff and Secretariat to lead the Future Leaders committee to set the direction and vision of the Early Careers membership offer;
- e) Ensuring that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place;
- f) Being the chief external spokesperson for the Future Leaders network;
- g) Speaking at RE:Futures Events;
- h) Ensuring all committee members are engaged, contributing and supported in their roles;
- i) Working with committee members to deliver set engagement and initiatives;
- j) Assisting in the organisation of events, opportunities and other activities across Future Leaders; and
- k) Any other responsibilities as required.

### 9.2 RE:Futures Future Leaders Committee Vice Chair

The Chair is supported by a Vice-Chair who is responsible for:

- a) Deputising for the Future Leaders Chair where appropriate
- b) Supporting the chair to set the direction and vision of the Future Leaders membership offer;
- c) Supporting the Future Leaders Chair to ensure that the network is ready for the post-establishment period, with a clear mission, set of objectives, strategy and effective governance in place;
- d) Being a spokesperson for the Future Leaders network;
- e) Speaking at RE:Futures Events;
- f) Ensuring all committee members are engaged, contributing and supported in their roles;
- g) Working with committee members to deliver set engagement and initiatives;

- h) Supporting the representation of RE:Futures Future Leaders nationally, ensuring there is representation across the regions for RE:Futures Future Leaders;
- i) Assisting in the organisation of events, opportunities and other activities across Future Leaders; and
- j) Any other responsibilities as required.

### 9.3 RE:Futures Future Leaders Committee Member

It is the responsibility of all members to:

- a) Organise events, opportunities and other activities across Future Leaders;
- b) Advocate for and represent Future Leaders members across RE:UK and the wider industry;
- c) Attend, support and speak at RE:Futures Events;
- d) Work with the Steering Committee and Early Careers Committee to ensure a cohesive, high-quality offer across the entire network;
- e) Attend regular meetings;
- f) Champion ED&I across the network;
- g) Ensure the membership offering is appropriate for the audience;
- h) Promote RE:Futures Future Leaders membership to peers and colleagues; and
- i) Any other duties as required.

### 9.4 Commitment

We expect the time commitment of the Vice-Chair to equate to approximately 6 hours a month and the time commitment of the Chair to equate to approximately 8 hours a month. We expect the time commitment of the committee members to equate to approximately 4 hours per month.

## 10. Meetings

The Steering Committee will meet once quarterly.

The Early Careers Committee and Future Leaders will meet once a month.

All three committees will meet once annually for an in-person half day strategy day.

Chairs and Vice-Chairs will establish their own pattern of regular meetings.

Chairs and Vice-Chairs will hold check-in meetings with members as appropriate.

All meetings will be attended by a Secretariat from RE:UK.

At least 50% of meetings will be held face-to-face in London. There will be a virtual option for those who are not based in London but there is an expectation for those who are based in London to be present at all face-to-face meetings.

If any member misses 3 consecutive meetings without sending apologies, they will be considered to have resigned from their position.