

CEO Commitments for Diversity

1. **Visibly demonstrate the business case for diversity and promote your commitment within your business.** *Note: e.g. have diversity champions at Board and senior executive level.*
2. **Gather your diversity data, track and report your progress, using your data to guide your priorities.** *Note: e.g. publicise your progress/commitments through your website/report on gender pay.*
3. **Change mindsets by challenging bias/discrimination wherever you see it and licence others to do so.** *Note: e.g. commit to unconscious bias training using a range of platforms from face to face to online, with measurable outcomes – this is not a tick box exercise.*
4. **Insist on diversity for recruitment or promotion decisions you're involved with, including on panels and in shortlists.** *Note: e.g. consider interviewers from across different business areas to ensure diversity of questioning and 'blind CVs.'*
5. **Use promotional opportunities for your company to represent a diverse image.** *Note: e.g. draw employees from a diverse pool for promotional material/events/pitches/training courses.*
6. **Speak on panels only where organisers commit to have at least one man and one woman.** *Note: Women Talk Real Estate (WTRE) has a directory of women speakers.*
7. **Adopt a balanced approach to sponsorship, i.e. both men and women.**
8. **Consider influencing your supply chain.** *Note: e.g. enquire about D&I policies and performance when tendering or insist on diverse client teams.*
9. **Personally engage with the diverse range of the workforce in your business in order to broaden your perspective.**
10. **Promote D&I in any groups you are members of and share good practice.**

The following leaders are delighted to have already signed up to these commitments and together with the Real Estate Balance Management Committee encourage others to follow:

Jo Allen, Frogmore; **Mark Allnutt**, Greystar Europe Holdings Ltd; **Ben Bannatyne**, Prologis; **Trish Barrigan**, Benson Elliot; **Richard Bentley**, Helaba; **Brian Bickell**, Shaftesbury; **Keith Breslauer**, Patron Capital Advisers; **Melissa Brett**, CMS; **Paul Brundage**, Oxford Properties; **John Burns**, Derwent London; **Nicholas Cheffings**, Hogan Lovells; **Chantal Clavier**, Heidrick & Struggles; **Richard Croft**, M7 Real Estate; **Alistair Elliott**, Knight Frank; **Marc Gilbard**, Moorfield Group; **Andrew Griffiths**, Prologis; **Chris Grigg**, British Land; **Sandy Gumm**, Prestbury Group; **Ian Hawksworth**, Capco; **Craig Hughes**, PwC; **Andrew Hynard**, Howard de Walden Estates; **Chris Ireland**, JLL; **Gerald Kaye**, Helical; **Vivienne King**, Soho Housing; **Dan Labbad**, Lendlease; **Samantha Lake Coghlan**, Goodwin; **Nick Leslau**, Prestbury Group; **Paul Lyons**, Goodwin; **Andrew Macland**, PGIM Real Estate; **Lisa Mayhew**, Bryan Cave Leighton Paisner; **Mark McLaughlin**, Cromwell Property Group; **Craig McWilliam**, Grosvenor; **Peter Miller**, Westfield; **Bill Moore CBE**, The Portman Estate; **Peter Morley**, TwoBlue Communications; **Paul Morrish**, LandAid; **Alison Nimmo**, The Crown Estate; **Robert Noel**, Landsec; **Mark Reynolds**, Mace; **Melanie Richards**, KPMG; **Mark Ridley**, Savills; **Martin Samworth**, CBRE; **Chris Seaton**, Burges Salmon; **Sanjeev Sharma**, M&G Real Estate; **Max Sinclair**, Wells Fargo Bank International; **David Sleath**, SEGRO; **Marcus Sperber**, BlackRock; **Chris Taylor**, Hermes Investment Management; **Gavin Tuck**, Small Back Room; **Dennis Watson**, Barclays; **Mike Watters**, Redefine International; **Nicola Westbrooke**, EY; **Andrew Whelan**, Santander; **Rob Wilkinson**, AEW Europe; **Colin Wilson**, Cushman & Wakefield.

Sponsored by Real Estate Balance Management Committee: *Vivienne King (Chair), Suzanne Avery, Sue Clayton, Karen Friebe, Claire Milton, Liz Peace CBE, Andy Pyle, Justin Read, Sanjeev Sharma, Elisabeth Teo-Pennell.*