

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 86 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; **David Atkins**, Hammerson Plc;
Ben Bannatyne, Prologis; **Trish Barrigan**, Benson Elliot; **Richard Bentley**, Helaba;
Brian Bickell, Shaftesbury; **Rob Bower**, Montagu Evans; **Keith Breslauer**, Patron Capital Advisers;
Melissa Brett, CMS; **Paul Brundage**, Oxford Properties; **John Burns**, Derwent London;
Joseph Cannon, Church Commissioners – Property Investment Team;
Nicholas Cheffings, Hogan Lovells; **Chantal Clavier**, Heidrick & Struggles;
Ian Cox, Herbert Smith Freehills; **Richard Croft**, M7 Real Estate; **Angus Dodd**, Quintain;
Mark Duhig, Hammerson; **Alistair Elliott**, Knight Frank; **Oliver Fenn-Smith**, The Portman Estate;
James Garman, Goldman Sachs; **Stephen Gibb**, Shepherd and Wedderburn;
Marc Gilbard, Moorfield Group; **Ian Gleeson**, CBRE Global; **Andrew Griffiths**, Prologis;
Chris Grigg, British Land; **Sandy Gumm**, Prestbury Group; **Yvette Hanson**, TP Bennett;
Jessica Hardman, DWS; **Ian Hawksworth**, Capco; **Lars Huber**, Hines Europe Ltd;
Rob Hudson, St. Modwen Group; **Craig Hughes**, PwC; **Gerry Hughes**, Avison Young;
Andrew Hynard, Howard de Walden Estates; **Chris Ireland**, JLL;
Andrew Jones, LondonMetric Property plc;
Rosemarie Jones, Church Commissioners – Property Investment Team; **Gerald Kaye**, Helical;
Vivienne King, Soho Housing; **Dan Labbad**, Lendlease; **Samantha Lake Coghlan**, Goodwin;
Nick Leslau, Prestbury Group; **Ric Lewis**, Tristan Capital Partners; **Paul Lyons**, Goodwin;
Andrew Macland, PGIM Real Estate; **Nigel Mapp**, MJ Mapp; **Simon Marrion**, La Salle;
Andy Martin, BNP Paribas Real Estate; **Lisa Mayhew**, Bryan Cave Leighton Paisner;
James McCaffrey, Eastdil Secured; **Deborah McLaughlin**, GL Hearn;
Mark McLaughlin, Cromwell Property Group; **Craig McWilliam**, Grosvenor;
Peter Miller, Unibail-Rodamco-Westfield; **Paul Morrish**, LandAid; **William Naunton**, DLA Piper;
Alison Nimmo, The Crown Estate; **Robert Noel**, Landsec; **Duncan Owen**, Schroders;
Mike Parsons, Government Property Agency; **Pip Prongué**, Kier Properties; **Mark Reynolds**, Mace;
Melanie Richards, KPMG; **Mark Ridley**, Savills; **Elaine Rizzo**, Hines; **Martin Samworth**, CBRE;
Chris Seaton, Burges Salmon; **Sanjeev Sharma**, M&G Real Estate;
Max Sinclair, Wells Fargo Bank International; **David Sleath**, SEGRO; **Tony Smedley**, Heitman;
Marcus Sperber, BlackRock; **Chris Taylor**, Hermes Investment Management; **David Taylor**, Allsop;
Dave Trimmingham, Turley; **Gavin Tuck**, Small Back Room;
Werner von Guionneau, InfraRed Capital Partners; **Dennis Watson**, Barclays;
Mike Watters, RDI REIT; **Nicola Westbrooke**, EY; **Andrew Whelan**, Santander;
Chris Wilkinson, Maples Teesdale; **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.*