

## CEO Commitments for Diversity

1. Visibly demonstrate the **business case** for diversity and promote your commitment within your business.  
*Note: e.g. publish the CEO Commitments within your own organisation.*
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 and ethnicity pay.*
3. Change mindsets by **challenging bias/discrimination** wherever you see it and licence others to do so.  
*Note: e.g. commit to inclusivity & unconscious bias training using a range of platforms from face to face to online, with measurable outcomes.*
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 a **panel diversified by gender and ethnicity.**  
*Note: Diversity Talks Real Estate (DTRE) has a directory of women and ethnically diverse speakers and Black Professionals in Construction (BPiC) has a directory of ethnically diverse speakers.*
7. Adopt a balanced and diversified approach to **sponsorship**, i.e. both gender and ethnicity.
8. Consider actions to influence 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 123 leaders are delighted to have already signed up to these commitments and together with the Real Estate Balance Management Committee encourage others to follow:

**Karen Alcock**, Kanda Consulting; **Edward Ali McQuilton**, Granger Reis; **Mark Allan**, Landsec; **Jo Allen**, Frogmore;  
**Mark Allnutt**, Greystar Europe Holdings Ltd; **Mark Bailey**, York Street Recruitment; **Doug Baird**, New Street Consulting Group; **Ben Bannatyne**, Prologis; **William Beardmore- Grey**, Knight Frank; **Richard Bentley**, Helaba;  
**Ciaran Bird**, CBRE; **Emily Bohill**, Bohill Partners Ltd; **Louise Bonham**, MAPP; **Rob Bower**, Montagu Evans;  
**Justin Brown**, BlackRock; **Neil Cable**, Fidelity International; **Simon Carter**, British Land;  
**Gillian Carty**, Shepherd and Wedderburn; **Chantal Clavier**, Heidrick & Struggles; **Virginia Clegg**, DAC Beachcroft;  
**Shane Cleghorn**, Taylor Wessing; **Jason Constable**, Barclays; **Zena Couppey**, Altum Group;  
**Toby Courtauld**, Great Portland Estates Ltd; **Simon Cox**, Walter Cooper;  
**Richard Croft**, M7 Real Estate; **Alastair Crowdy**, Newsteer Ltd; **Conrad Davies**, Osborne Clarke LLP; **Marcus Davies-Bateman**, Cobalt Consulting; **Benjamin Davis**, Octopus Real Estate; **Madeleine Davitt**, Davitt Jones Bould;  
**Will Deeprise**, Clyde & Co LLP; **Joe De Leo**, Pinebridge; **Jane Edwarde**, Slaughter & May;  
**Oliver Fenn-Smith**, The Portman Estate; **Nicola Free**, Wells Fargo Bank International;  
**James Garman**, Goldman Sachs; **Marc Gilbard**, Moorfield Group; **Ian Gleeson**, CBRE Investment Management;  
**Trevor Goode**, Ashurst LLP; **Helen Gordon**, Grainger plc; **Kate Hammar**, Per Ardua; **Yvette Hanson**, TP Bennett;  
**Jessica Hardman**, DWS; **Ian Hawksworth**, Shaftesbury Capital PLC; **Mark Heighton**, CMS;  
**Robert Hill**, Greater London Properties; **Dean Hodcroft**, Crestbridge; **Tony Horrell**, Colliers International; **Lars Huber**, Hines Europe Ltd; **Bill Hughes**, LGIM; **Craig Hughes**, PwC; **Nigel Hugill**, Urban&Civic;  
**Stephanie Hyde**, JLL; **Alex Jeffrey**, Savills Investment Management LLP; **Phil Jenkins**, Centrus;  
**Andrew Jones**, LondonMetric Property plc; **Gerald Kaye**, Helical; **Barney Kelham**, BCCAP; **Malcolm Kerr**, DP9;  
**Shobi Khan**, Canary Wharf Group PLC; **Mark Kildea**, The Howard de Walden Estate; **Vivienne King**;  
**Paul Kitson**, Homes England; **Philip La Pierre**, LaSalle; **Dan Labbad**, The Crown Estate;  
**Lloyd Lee**, Yoo Capital; **Laura Leggetter**, SEC Newgate UK; **Adrian Levy**, Clifford Chance;  
**David Matheson**, Starwood; **Lisa Mayhew**, Bryan Cave Leighton Paisner; **James McCaffrey**, Eastdil Secured;  
**Madeline McDougall**, Lloyds Banking Group; **Joanne McNamara**, Oxford Properties;  
**Craig McWilliam**, The Arch Company; **Matt Merrick**, IQSA Services; **Gareth Mostyn**, Church Commissioners;  
**Ezra Nahome**, Lambert Smith Hampton; **William Naunton**, DLA Piper; **Lara Newman**, LocatED;  
**Alison Newton**, Addleshaw Goddard; **Krysto Nikolic**, ICG;  
**Dan Norris**, Hogan Lovells; **Scott Parsons**, Unibail-Rodamco-Westfield; **Nicholas Pettit**, Bidwells LLP;  
**Lee Polisano**, PLP Architecture; **Simon Prichard**, Gerald Eve LLP; **Etienne Prongue**, BNP Paribas; **Andy Pyle**, KPMG;  
**James Raynor**, Grosvenor; **Steve Rigby**, Tesco Property, **Jamie Ritblat**, Delancey; **Ben Sanderson**, Aviva;  
**James Saunders**, Quintain; **Dan Scanlon**, Brookfield Properties UK; **Chris Seaton**, Burges Salmon;  
**Sanjeev Sharma**, M&G Real Estate; **Jason Sibthorpe**, Avison Young; **Gareth Sinnamon**, Stace LLP;  
**Neil Slater**, Abrdn; **Michael Slattery**, Logicor; **David Sleath**, SEGRO; **Tony Smedley**, Heitman;  
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**Dave Trimmingham**, Turley; **Caroline Turner-Inskip**, Simmons & Simmons; **Scott Tyler**, Allsop;

**Sophie van Oosterom**, Schroders; **Pertti Vanhanen**, Cromwell Property Group; **Charlie Wade**, VTS;  
**Dan Wagerfield**, Norton Rose Fulbright; **Jeremy Walden**, Herbert Smith Freehills; **Dan Weiss**, Sodexo;  
**Andrew Whelan**, Santander; **Damian Wild**, ING Media; **Rob Wilkinson**, AEW Europe;  
**Chris Wilkinson**, Maples Teesdale; **Paul Williams**, Derwent London; **Colin Wilson**, Cushman & Wakefield;  
**Janet Young**, Government Property Profession.

Sponsored by the Board of Real Estate Balance: *Liz Peace CBE (Chair), Suzanne Avery, Sue Brown, Kirsty Wilman, Saira Choudhry, Simon Carter, Clarence Dixon, Sheena Singla and Claire Milton.*