

**PLACES  
PEOPLE  
PREFER**  
*British Land Diversity,  
Equality & Inclusion Strategy*



## A NEW VISION FOR DIVERSITY, EQUALITY & INCLUSION AT BRITISH LAND



*British Land is an organisation where people feel free to bring their whole selves to work. It defines our culture and who we are.*

The future of our business depends on our people and we have a responsibility to connect with them and invest to create a truly diverse, equal and inclusive culture where everyone is welcome, and which celebrates different experiences and perspectives.

For this reason, helping more people from diverse backgrounds into our industry is my ambition.

We want to be a champion for equal rights and opportunities for everyone at British Land, in the communities we serve and beyond. We already support a range of initiatives to nurture diversity across our sector but we will continually strive to do more.

**Simon Carter**  
Chief Executive Officer



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# Our 2030 Diversity, Equality & Inclusion Strategy

***Our strategy is designed to make a positive difference to colleagues, communities and our wider industry by taking action to promote equality – considering all areas of diversity – and working in close collaboration with our networks.***

By 2030 we are committed to improving the diversity, equality & inclusivity (DE&I) of our business, ensuring that we reflect and understand the people who work, shop, live and spend time at our places.

This means taking action in relation to the nine protected characteristics: gender, gender reassignment, age, race, sexual orientation, religion or belief, disability, marriage and civil partnership, and pregnancy and maternity. Through our approach, we're helping to address some of society's biggest concerns.

Creating an equal and inclusive culture with a diverse workforce must be a fundamental part of any successful business.

And for us, it underpins our core company values: Bring Your Whole Self, Listen and Understand, Be Smarter Together and Build For The Future.

Our strategy is aligned to the United Nation's sustainable development goals – a framework

to tackle social and environmental challenges. Specifically, our goals align to progressing Gender equality, Decent work and Economic growth, and Reducing inequalities.

Creating a diverse, equal and inclusive culture is a key part of our ambition to be a Responsible Business. It is the "S" in our Environmental, Social and Governance strategy set out in our 2030 Sustainability Vision.

**Our 2030 strategy supports multiple UN Sustainable Development Goals:**



“I’m determined that what we do is a movement and not a moment. A ‘moment’ describes those who say the right things at the time but if you go back to them six months later and ask what they’ve done, there’s been no real action. A ‘movement’ describes those who quietly move that dial, commit to doing specific things and then do them well. And they publish a record of what they’ve done. This strategy is designed with exactly that ethos in mind, and I look forward to continuing to keep our colleagues, customers and communities updated with our progress.”

**Ade Onagoruwa**  
Head of Diversity, Equality & Inclusion



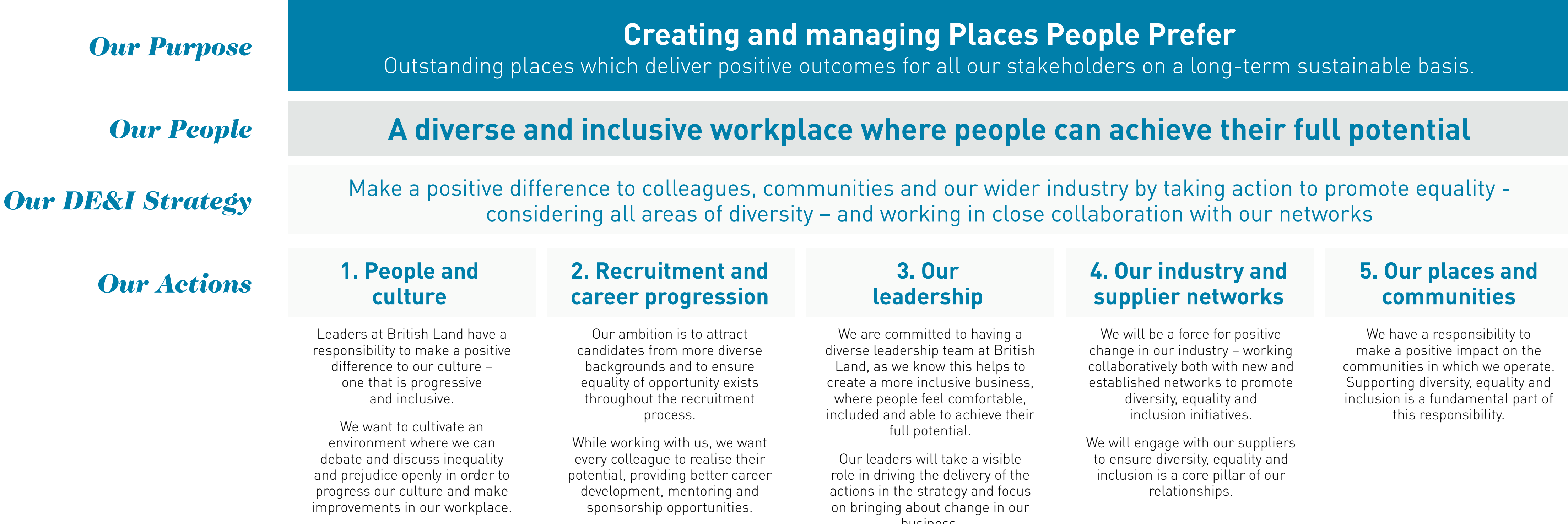
## Bring your whole self



**Feel free to be ourselves and help others do the same**  
**Bring all our passion and energy to what we do**  
**Be open and inclusive**

# Our strategy cascades from our purpose

Our strategy for diversity, equality & inclusion cascades from our purpose to create and manage outstanding places which deliver positive outcomes for all our stakeholders on a long-term sustainable basis. To deliver our strategy, we have focused on five key areas of action: People and Culture, Recruitment and Career Progression, Our Leadership, Our Industry and Supplier Networks and Our Places and Communities.



*Be smarter together*

Bring together the right team  
 Own our responsibilities  
 Support each other to succeed

# DE&I strategy in action

## 1. People and culture

**Leaders at British Land have a responsibility to make a positive difference to our culture – one that is progressive and inclusive.**

We want to cultivate an environment where we can debate and discuss inequality and prejudice openly in order to progress our culture and make improvements in our workplace.

1. We will clearly communicate the rationale for having a diverse culture, including the benefits to the business, individuals, and the community.
2. We will actively support a range of networks and communities that reflect our diverse people and encourage them to share their insight, experience and perspectives.
3. All colleagues will take part in biennial training on Fairness, Inclusion and Respect, and will be supported to have open conversations about diversity, equality and inclusion.
4. We will measure and report on performance on a range of diversity KPIs (engagement, job applications, promotion, pay gap, senior representation) and encourage more employees to join the conversation.
5. We will take a zero-tolerance approach to all forms of discrimination, exclusion, harassment, and bullying.

## 2. Recruitment and career progression

**Our ambition is to attract candidates from more diverse backgrounds and to ensure equality of opportunity exists throughout the recruitment process.**

While working with us, we want every colleague to realise their potential, providing better career development, mentoring and sponsorship opportunities.

1. Our recruitment process will be free of bias which ensures fair treatment and equal opportunities for all. This includes working with specialist recruitment partners to help us to reach a more diverse group of applicants.
2. We will train our managers to recognise and support different paths of career progression and give them the tools to support individuals to fulfil their potential, including senior leadership mentoring schemes.
3. Our employer brand will be truly inclusive and welcoming to people of all backgrounds and abilities, helping both current and potential colleagues feel British Land is a place for them.
4. We will participate in initiatives, such as #10000 Black Interns, to support our commitment to diversity, enable us to learn best practice and signify our commitment to applicants from all backgrounds.
5. We will actively record and monitor the race, gender, sexual orientation, age, caring responsibilities and ability of applicants to ensure we're attracting a diverse range of talent. We will also record a number of key background indicators to help us to track the social mobility of our employees as they progress within British Land.

## 3. Our leadership

**We are committed to having a diverse leadership team at British Land, as we know this helps to create a more inclusive business, where people feel comfortable, included and able to achieve their full potential.**

Our leaders will take a visible role in driving the delivery of the actions in the strategy and focus on bringing about change in our business.

1. We are committed to having a diverse leadership team and have signed up to external commitments to improve the representation of women and minorities in senior roles.
2. Our Executive team will actively communicate their belief in and support for a diverse workforce, including sponsorship of our employee networks.
3. Our executive and leadership teams will have diversity improvement objectives and our CEO has signed up to the Real Estate Balance commitments to create a more diverse industry.
4. Business leaders (particularly the British Land Leadership Team – BLLT) will participate in a mandatory reverse mentoring programme to ensure they understand the experiences and perspectives of a range of diverse employees.

*Build for the future*



**Anticipate needs and lead with courage**  
**Grow our expertise and learn from our experiences**  
**Be accountable for the legacy we leave**

“Until working at British Land I never really found it appropriate to be open about my condition – ulcerative colitis – and that I have an ileostomy bag. I was instantly put at ease that not only did my colleagues want to hear my experience of a hidden illness, but also learn how we can make our workplace more comfortable for others in a similar situation”.

**Leanne Williams**  
Business Analyst



# DE&I strategy in action

## 4. Our industry and supplier networks

**We will be a force for positive change in our industry – working collaboratively both with new and established networks to promote diversity, equality and inclusion initiatives.**

We will engage with our suppliers to ensure diversity, equality and inclusion is a core pillar of our relationships.

1. We will take an industry-leading position in initiatives that promote opportunities for a diverse range of young people within the property sector.
2. We will promote diversity, equality and inclusion throughout the supply chain by ensuring our procurement process is truly open and inclusive. We include our Diversity and Inclusion Commitments Charter in our tender documentation to ensure suppliers understand what is important to us.
3. Through our procurement process, we will ensure British Land is only onboarding suppliers and partners who share our ambitions to create a more inclusive industry and promote social mobility. All suppliers are contractually required to comply with our Supplier Code of Conduct and are asked to provide an annual affirmation of compliance.
4. We will continuously engage with our supply chain to support their own diversity, equality and inclusion progress, including hosting regular supplier conference events.
5. We will work collaboratively with the People in Property group and Real Estate Balance to identify initiatives that will support diverse participation in the industry at all levels.

## 5. Our places and communities

**We have a responsibility to make a positive impact on the communities in which we operate.**

Supporting diversity, equality and inclusion is a fundamental part of this responsibility.

1. We will share how our assets are building inclusive communities, helping to inspire and guide other teams within British Land.
2. We will celebrate success and inspire other businesses through our participation in external schemes.
3. We will ensure our places reflect the local population by collecting and monitoring employment data and benchmarking against the local community.
4. We will promote open conversations within our communities by organising regular workshops with stakeholders at different sites (customers, local stakeholders etc.) about diversity, equality and inclusion to drive continuous improvement.
5. Our Community Investment Committee, which is made up of representatives from across the business, will ensure our Community Investment Fund supports strong community and charity projects around our properties and beyond, including our skills and employment programme, Bright Lights.

## Build for the future



**Anticipate needs and lead with courage**  
**Grow our expertise and learn from our experiences**  
**Be accountable for the legacy we leave**

“The property industry has a reputation for being behind other sectors when it comes to LGBTQ+ diversity and inclusion. It’s all the more impressive therefore that British Land has created an environment where individuals can be their whole selves, and it’s no coincidence that this is the first organisation where some colleagues have felt comfortable enough to “come out” in their professional lives.”

**Paul Edwards**  
Head of Legal



# Spotlight on our networks

**We have ten well-established networks that are focused on diversity, equality and inclusion issues. Each is led by employees from across the business who represent our people and are a voice for change.**

The networks thrived during the pandemic, providing a vital connection and informal support to our people. In addition, our Inclusive Culture Steering Committee oversees and coordinates all the work we do to build an open and inclusive culture.

## BL Pride

The BL Pride Committee advocates on diversity issues and policies related to sexual orientation and gender identity within the company. It provides networking opportunities through a range of events and works to promote mentoring and a sense of community - all with the aim of supporting and developing our LGBTQ+ colleagues.



## enaBLe

enaBLe celebrates ability and believes that no one should ever feel dis-abled. Its members aim to educate, showcase, and understand how we can be disability smart in our decisions, deliver excellent service to all our customers, provide opportunities for all abilities, overcome the challenges of living and working with a hidden disability, and explore how we can include people with cognitive or learning disabilities.



## REACH

(Race, Equality and Celebrating Heritage)

REACH stands for Race, Equality and Celebrating Heritage. The REACH Committee is a multifunctional group of British Land colleagues, coming from all walks of life and working in a wide variety of fields. The main purpose of the REACH committee is to promote the wellbeing and success of Black, Asian, and Minority Ethnic employees at British Land.



## Parents and Carers Network

British Land is an inclusive and family-friendly employer, focused on empowering all colleagues to be the best they can be, in and outside work. The Parents and Carers Network is filled with people who have a whole range of life experiences they can share. Whether it's balancing work and life as a carer, thinking about school selection, or accessing the help and resources available to you as a parent or carer.



## Wellbeing Network

The Wellbeing Network supports a vision of happier and healthier colleagues, working to make sure everyone is well-informed about wellbeing. The committee runs regular events and webinars to help support employees' mental and physical health, and overall welfare.



# Spotlight on our networks

## equitaBLe

We want our organisation to reflect the gender mix of the people who work, shop, live and spend time at our places. We also want to ensure that women are fully represented in all key decisions that help us create Places People Prefer. The aim of the equitaBLe is to champion the contribution of women at every level of the business.



## Sports and Social

The Sports and Social Committee runs clubs and events through the year including bootcamp, badminton, cricket, drawing, netball, running, touch rugby, yoga, choir, social hours, arts and crafts and much more.



## sustainaBLe

The sustainaBLe Committee aims to inspire employees to have a positive impact on the world, both personally and professionally. It shares information on issues around environmental and social sustainability through regular events and sharing resources.



## Cycling Network

The Cycling Network wants to create an inclusive community of cyclists within British Land and beyond to help remove barriers to cycling to work, facilitate uptake and explore opportunities to make British Land sites more cycle-friendly.



## NextGen

The NextGen Committee's mission is to represent and support the next generation of property professionals at British Land by helping early career starters develop the necessary skills to advance their careers and widen their networks, and act as an enabler for change. It aims to provide a forum for British Land's future leaders to share ideas, assist in delivering initiatives and build cohesion between employees at all life-stages across the business.





# Measuring our progress

***Making progress requires a strong focus from everyone in our business. We need a strong set of measures in place to drive accountability for change, which in the long term brings about a shift in our culture to be more diverse, equal and inclusive.***

We review measures and initiatives for all protected characteristics inside the company to regularly assess our progress and check for unconscious bias in our people, practices and systems.

We use benchmarks and indicators to measure our progress, embed change throughout the company and permanently shift our culture to be more inclusive.

We publicly disclose information for Gender and Ethnicity.

We are not complacent and acknowledge our pay gaps need to be improved. We have shown steady progress to reduce them since 2016 but we also realise this is a long-term ambition and there is always a lot more to do.

Our executive and leadership teams have an objective to reduce the median pay gap by 2% year on year.

## *Listen and understand*



**Take the time to listen and feedback**  
**Listen with respect and without judgement**  
**Base our actions on what we learn**

“In the three years I’ve been here, I’ve seen first-hand the progression being made to ensure there are equal opportunities for everyone to forge a career at British Land.”

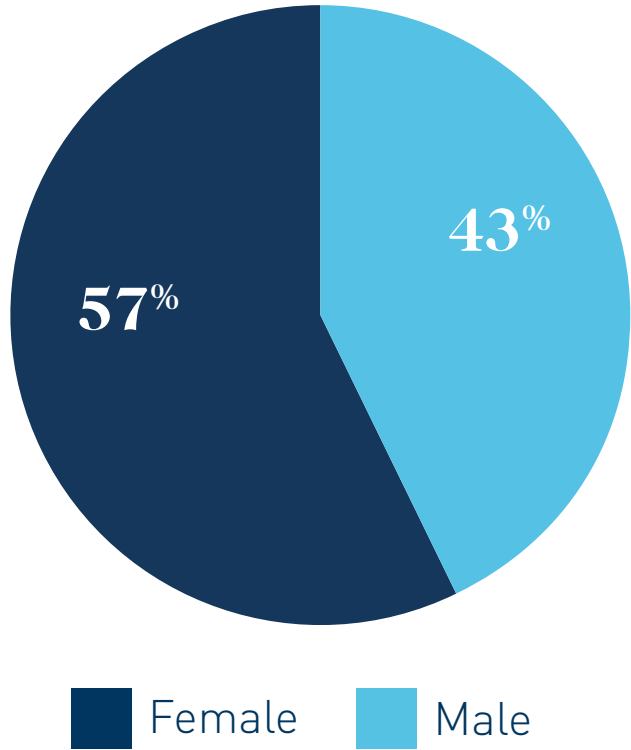
**Elizabeth Opeagbe**  
Investment Associate



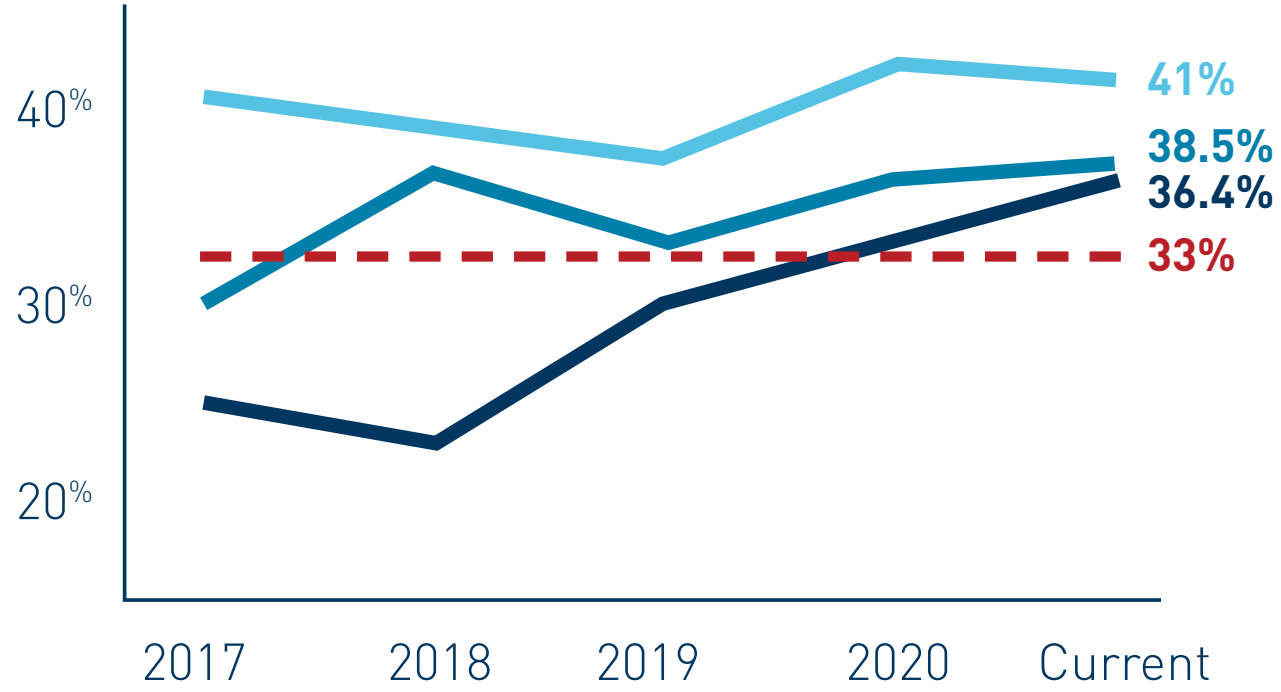
# Our diversity indicators

## Gender indicators

FY21 promotions/Internal moves (no. 42)

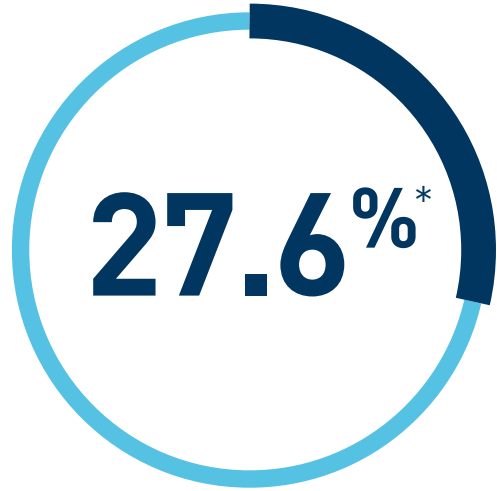


Women in leadership



- ExCo and their direct reports
- ExCo
- Board
- Hampton-Alexander benchmark

Median Pay Gap

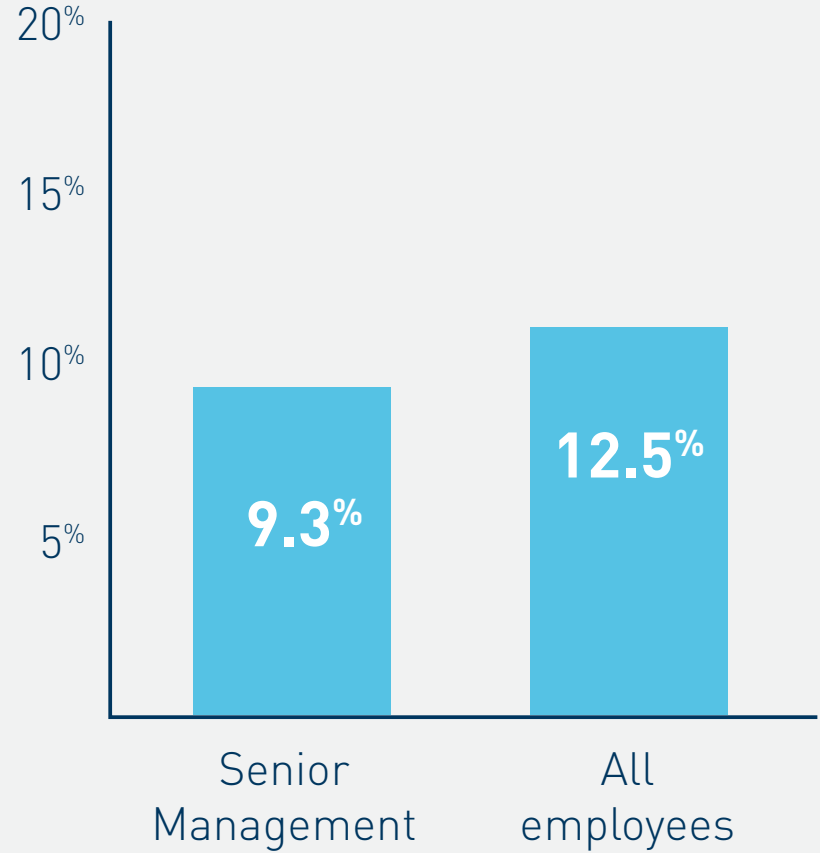


Measure in March 2022  
Aim to reduce by 2%

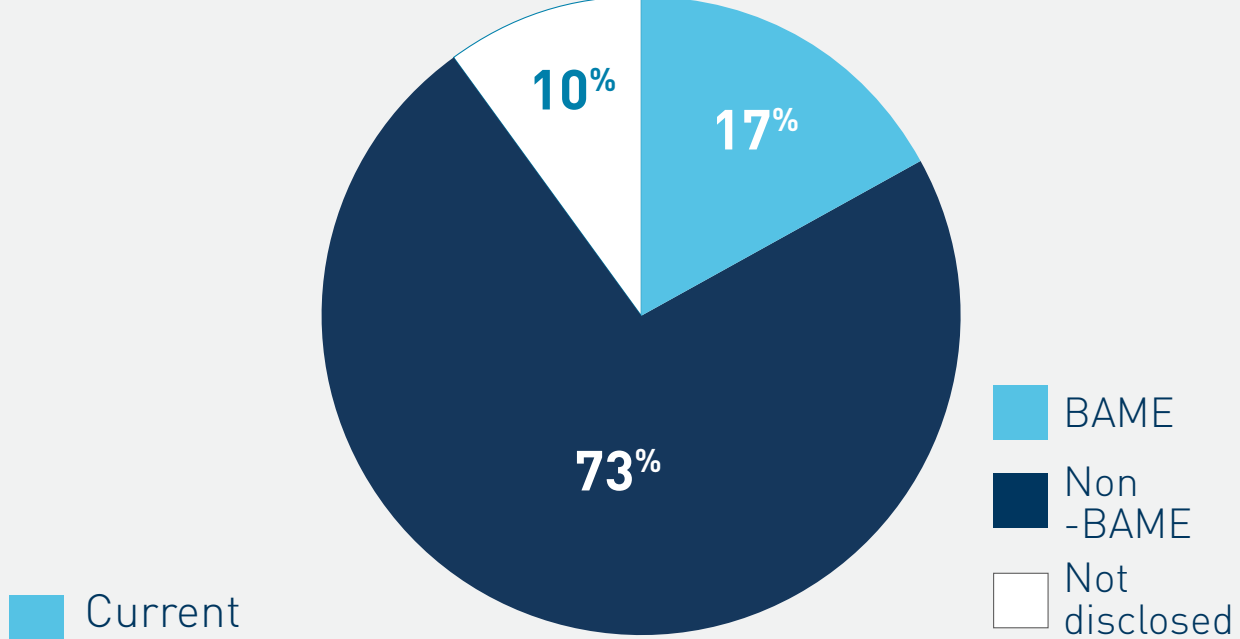
\* As of March 2021

## Ethnicity indicators

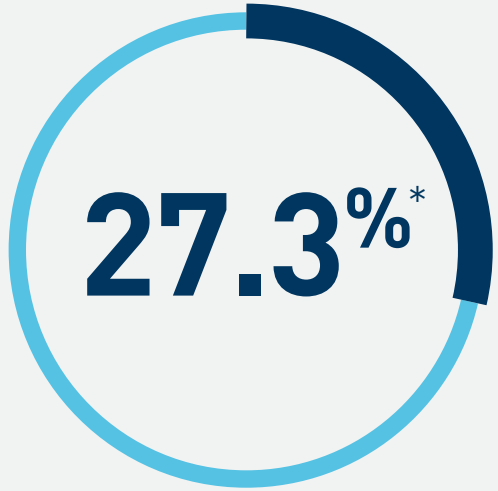
Ethnic minority employees



FY21 promotions/Internal moves



Median Pay Gap



Measure in March 2022  
Aim to reduce by 2%

\* As of March 2021

# External benchmarking

### Gender pay report

We publish our gender pay report annually, providing clear information on the progress we are making towards closing the imbalance in our industry. You can find our latest report [here](#).

### Ethnicity pay report

After listening to our colleagues and in close consultation with REACH (Race, Equality and Celebrating Heritage), we have decided to publish an annual ethnicity pay report to be transparent with our colleagues, customers, communities, and other stakeholders on the action we're taking to close the gap.

### Parker Review

At the request and with support of the then Government, in 2017 the Parker Review was launched with the challenge to ensure that, by the end of 2021, no member of the FTSE 100 would lack a person of colour as a director.

### National Equality Standard

The National Equality Standard sets clear diversity, equality and inclusion criteria against which companies are independently assessed. It is designed to ensure long-term sustainable change, a beneficial impact in productivity and growth, and provide a detailed roadmap with recommendations for organisations.

### Hampton-Alexander Review

The Hampton-Alexander Review was created in 2016 to help increase the representation of women on boards and in the leadership teams of FTSE 350 companies (ensuring that talented women at the top of business are recognised, promoted and rewarded).



“Families need flexibility, and opportunities should be equal. That’s why British Land offers up to six months of shared parental leave on full pay. They support employees to live our lives and careers in ways that work for us, reflecting modern lifestyles through their benefits.”

**Olivia Meadows**

Team Assistant

**Mike Meadows**

Head of Planning



# Our 2030 DE&I strategy performance indicators

People and culture		Recruitment and career progression		Leadership		Our industry and suppliers		Places and communities	
Objective	Measure	Objective	Measure	Objective	Measure	Objective	Measure	Objective	Measure
ESG Strategy awareness amongst employees, customers and shareholders	Employee and customer high awareness (In progress since 2020)	Bias free recruitment	Anonymised hiring practices for roles at all levels (Anonymised hiring practices began in 2019)	Diverse Leadership Team	At least 40% of the board and executive team should be women (including those self identifying as women) from 2022	Inclusive Procurement Process	Adopt DE&I Supplier Charter (In progress since 2021)	Build diverse communities in and around our places	Deliver 10 place-based initiatives (To begin in 2022)
Regular equality training	Biannual training including the Board (next 2023) (In progress since 2016)		Record and monitor all applicants' protected characteristics through the hiring process (Began in September 2021)		At least one of the senior board positions (Chair, Chief Executive Officer (CEO), Senior Independent Director (SID) or Chief Financial Officer (CFO)) should be a woman (including those self-identifying as women)				
Reduce our pay gaps	-2% per annum (Gender gap reported since 2017, ethnicity since 2021)	Create opportunities for young people from diverse backgrounds	Platinum sponsor Pathways to Property (Commenced in 2011)		At least two members of the board should be from an ethnic minority background (as referenced in categories recommended by the Office for National Statistics (ONS))				
			Chair the #10000 Black Interns programme - Property, Housing and Construction sector (Commenced in 2021)		Monitor and aim to increase the proportion of senior management and all employees from an ethnic minority background		Supplier conference to promote DE&I (In progress since 2018)		
Equal Pay Audit	Every 2 years (Internal audits began in 2015; external audits began in 2021)	Focus on internal mobility	High level of internal promotions and talent moves	Leadership mentoring programme	Leaders to participate in reverse mentoring programme with ethnic minority colleagues (To begin in 2022)	Responsible Supply Chain, representing our DE&I ambitions	Supplier contracts with our values and DE&I terms (In progress since 2020)	Employee Expert Volunteering Programme	Annual measure in Sustainability Accounts (aiming for 10% participation) (In progress since 2021)

# External partners and accreditations

We work closely with a range of strategic partners to deliver our DE&I strategy.



National Equality Standard



Pathways to Property



Social Mobility Foundation



#10000 Black Interns



The Mayor's Good Work Standard



EW Inclusive Culture Pledge



The Valuable 500



Freehold



Business Disability Forum



Real Estate Balance



30% Club



Race at Work Charter



Hampton-Alexander Review

## Contact us

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## About British Land

We are a leading UK property company. We create and manage outstanding places to deliver positive outcomes for our stakeholders, on a long term, sustainable basis.

