

# EPRA INCLUSION & DIVERSITY AWARD

## **2019 Entry Guidelines**

Entry Deadline: 30 September 2019

# Contents

|  |    |
|--|----|
| 1. Deadline.....                                       | 3  |
| 2. Scope of the Award.....                             | 3  |
| 3. Written Submission (Mandatory).....                 | 3  |
| 4. Supporting information (Optional).....              | 3  |
| 5. Additional materials (Optional).....                | 3  |
| 6. Assessment Overview.....                            | 4  |
| 6.1. Assessment Structure.....                         | 4  |
| 6.2. Detailed Assessment Requirements – Mandatory..... | 5  |
| 6.3. Detailed Assessment Requirements – Optional.....  | 6  |
| 7. Questions.....                                      | 7  |
| Appendix .....   | 8  |
| Example Initiatives – Case studies.....                | 8  |
| Example Submission – Initiative X .....                | 10 |
| References.....  | 17 |
| Contacts .....   | 17 |

## 1. Deadline

The entry deadline is 11:59pm (CET), 30 September 2019. Entries submitted after this time will not be accepted.

## 2. Scope of the Award

Only listed real estate companies who are EPRA members can submit an entry for the 2019 Diversity & Inclusion Award.

The scope of applicable Diversity and Inclusion (D&I) initiatives is broad in a recognition of the wide-reaching impact which companies may have. Actions within the community, supply chain, talent pools or the workplace are all valid within the scope of the award. Focus areas could include but are not limited to, gender, ethnicity, socio-economic background, age, LGBT, and disabled groups.

The Profile section of the assessment should frame the scope of the initiative, including a timeline.

## 3. Written Submission (Mandatory)

A written submission for each of the four section described at paragraph **Detailed Assessment Requirements – Mandatory** is mandatory. To achieve the highest possible assessment, every requirement in the section should be addressed however you are not required to answer all the requirements to make a submission if this is not possible. It is also not required to answer each requirement sequentially or separately. Instead, these requirements form a list of the elements which answers should ideally address.

## 4. Supporting information (Optional)

You may include any relevant information which will enhance the written submission and are encouraged to do so where the guidelines specify evidence as a preference, for example, requirements relating sharing data and metrics.

If you provide multiple pieces of supporting information, please make a clear reference in the written submission to the information that is applicable for that section.

Supporting information is not included in the overall word count.

## 5. Additional materials (Optional)

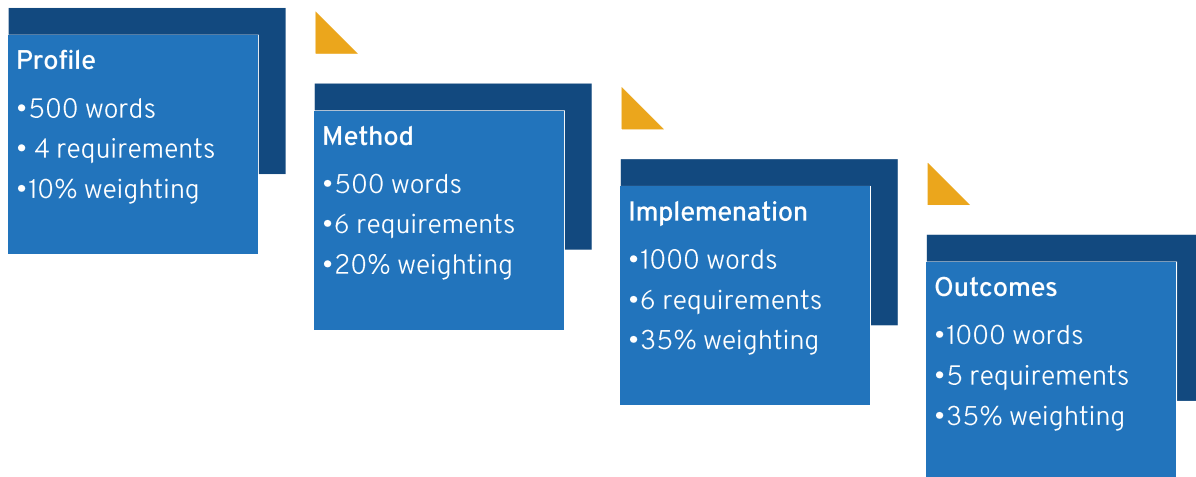
You are free to send any visual/marketing material of the initiative, including figures/tables/charts/graphs, reports, graphics, minutes, written statements from senior members of the board, photos or videos.

Entries containing multiple files should be clearly named and compressed in a zip file (no larger than 10 MB's). The folder should be named as follows: **CompanyName\_EPRA\_Daward\_2019**

## 6. Assessment Overview

### 6.1. Assessment Structure

The assessment is split into four sections which reflect the key stages of an initiative from creation to completion. Within each section, detailed guidance requirement indicates the type on information which should be included in a submission.



#### 1. Profile

This section allows you to set the background and context to the diversity initiative (organisational profile, importance of the initiative to your company and the industry, timeline)

#### 2. Method

This section is focused on detailing the processes and initial work behind establishing the initiative (board level involvement and visibility of the initiative, process for objective setting, planning, research and development, metrics or KPIs, timeline)

#### 3. Implementation

This section assesses how the initiative was executed and measured – looking at the resources, challenges and collaboration involved (budget and resources allocation, board involvement, possible collaborations, quantitative and qualitative measurements)

#### 4. Outcomes

This section provides an opportunity to reflect on the successes, impacts and learnings. It is also here where the next steps can be discussed (measurable outcomes and metrics, communication around the outcomes, next steps)

## **6.2. Detailed Assessment Requirements – Mandatory**

### **6.2.1. Profile: Why was the initiative created? (500 words max.)**

*This section allows you to set the background and context to the diversity initiative (organisational profile, importance of the initiative to your company and the industry, timeline, D&I staff in your company)*

1. Describe how your organisation can influence diversity within its industry and marketplace - How does your organisation perform against peers in regard to diversity and inclusion?
2. Define the importance of the initiative to your organisation and the industry in which it operates.
3. Detail the timeline of the initiative – When did the initiative start? Is this an ongoing initiative? Will this initiative run indefinitely or for a limited period?
4. Compile an organisational profile including any relevant background information – include details of senior staff who hold responsibility for diversity and inclusion in the company, if applicable

### **6.2.2. Method: How was the initiative established and supported? (500 words max.)**

*This section is focused on detailing the processes and initial work behind establishing the initiative (board level involvement and visibility of the initiative, process for objective setting, planning, research and development, metrics or KPIs, timeline)*

1. Outline the process for objective setting and the goals that underpin the main aim of the initiative – What tangible results does the initiative set out to achieve?
2. Describe board level involvement and visibility in establishing the initiative. While some members may have specific roles or ownership, evidence of support from the whole board should also be demonstrated.
3. Outline the planning, research and development process undertaken.
4. Describe how strategies were formed for meeting the objectives and how these strategies were formulated into action plans. Is this embedded within or connected to the overall business strategy?
5. Outline the metrics or KPI's that were set to monitor progress.
6. Describe how the metrics and KPI's were chosen and the associated timelines and responsibilities.

### **6.2.3. Implementation: How was the initiative executed and supported? (1000 words max.)**

*This section assesses how the initiative was executed and measured – looking at the resources, challenges and collaboration involved (budget and resources allocation, board involvement, possible collaborations, quantitative and qualitative measurements)*

1. Evidence the resources allocated throughout the implementation process. This may also include dedicated committees, networks and champions.
2. Describe how budget for the initiative is managed? Is the budget ring-fenced, reviewed annually and a budget strategy in place?
3. Describe and evidence how the board is continually and actively engaged in implementation and the responsibilities of the board in driving the initiative forward – what are roles of individuals from the board?
4. Outline any collaboration undertaken, internally with employees and externally with key stakeholders or the industry.
5. Describe and evidence any quantitative measurements that were taken during the implementation process.
6. Describe and evidence any qualitative measurements that were taken during the implementation process.

### **6.2.4. Outcomes: What are the results of the initiative? (1000 words max.)**

*This section provides an opportunity to reflect on the successes, impacts and learnings. It is also here where the next steps can be discussed (measurable outcomes and metrics, communication around the outcomes, next steps)*

1. Describe how the initiative was measured in terms of benefits, impact and value creation – have there been any changes to company policy, culture, behavior or recognition since inception of the initiative?
2. Evidence the measurable outcomes and metrics that demonstrate the effectiveness of the initiative - Where possible, provide the qualitative and quantitative data collected.
3. Describe how outcomes are reported internally and externally – Are results highlighted publicly or communicated by senior leadership?
4. Outline the next steps for the initiative or the next steps for a future initiative because of these outcomes – describe how the positive impacts will be sustained.

## **6.3. Detailed Assessment Requirements – Optional**

### **6.3.1. Supporting information**

*This section allows you to submit additional relevant information not covered in the previous sections.*

In this section, a company may also share their experience and any challenges or limitations they encountered during their initiative.

### **6.3.2. Additional materials**

*You are free to send any visual/marketing material of the initiative, including figures/tables/charts/graphs, reports, graphics, minutes, written statements, photos or videos.*

## 7. Questions

### *Can we make a submission if the initiative is still ongoing?*

- It is recognised that initiatives in this space are often a live and iterative process. Therefore, the submission of an ongoing initiative is valid and should highlight where the initiative has undergone improvements, or the milestones reached to date.

### *Does our initiative need to meet all the requirements?*

- To achieve the highest possible assessment, every requirement in the section should be addressed however you are not required to answer all the requirements to make a submission if this is not possible.

### *What happens after submitting?*

- The submission will be put before a judging panel with the final award winner and nominees announced at the EPRA Sustainability Summit on 4 December 2019.

EPRA complies with GDPR - all data you provide will be stored and used solely for this project's purposes and will be shared with third parties exclusively for judging. During the application process, companies are expressly required to opt-in or out of further use of the data for promotional purposes.

### *How will the initiatives be judged against each other?*

- The submission requirements are based on key elements of an impactful D&I initiative, which can be applied to any scope. In each section, separate judging criteria have been created which are aligned to the submission requirements.
- The criteria are used to make an objective, scored assessment based on the extent to which the narrative or evidence demonstrates fulfilment of the requirements. For example, a company that can demonstrate involvement of the whole board in establishing the diversity initiative may be given a maximum score for that requirement, while an initiative which is not clearly supported at an executive level may only receive a partial score.
- The submissions will go through two rounds of judging, with the second session taking a comparative approach to benchmarking initiatives which have scored similarly.

### *Who will judge the submissions?*

- An inter-disciplinary judging panel will review submissions. This panel includes a mixture of professionals with diverse backgrounds and perspectives

### *Can we submit more than one entry?*

- At this stage, we ask that entries are limited to one distinct initiative only. We acknowledge that a flagship D&I initiative as an entity may consist of several schemes and in this instance, it is valid that the entity is submitted as a whole.

## Appendix

### Example Initiatives - Case studies

#### HSBC – EMBRACE

##### Employee network

Embrace network is an inclusive employee resource group focused on the inclusion of Black, Asian, and Minority Ethnic employees. The network helps HSBC attract, retain, and engage a more diverse ethnic and multicultural workforce.

The Embrace Network are fully aligned to the business and fully support the UK D&I agenda. Their business alignment has seen HSBC refocus their governance, refresh their strategy leading to clear business integrated activities, professional informative newsletter, key partnerships established internally and externally and active support and engagement of their business sponsor.

Their increased activity and visibility has led to increasing visible role models, with some members of the network being recognised in external power lists e.g. Empower FT List. Their activities and external partnerships has supported BAME colleagues and BAME individuals in the communities the business serves.

#### Pinsent Masons – Business for Love Equality

##### Stakeholder Engagement

Pinsent Masons has played an integral role in establishing Businesses for Love Equality, a group of employers in Northern Ireland who published a joint statement in September 2018 in support of the extension of equal marriage. Pinsent Masons in Belfast has become an important role model to other employers across Northern Ireland when it comes to LGBT inclusion.

Pinsent Masons engages deeply with the LGBT community right across the UK. It supports organisations and community groups in England, Scotland and Northern Ireland and uses its position to campaign for wider LGBT equality publicly. It works with several schools to promote LGBT equality, acceptance and education.

With its senior executives playing a visible role in the firm's initiatives for LGBT, the firm is explicit in its commitment to championing change for the LGBT community and enabling everyone to feel welcomed, supported and motivated regardless of their sexual orientation or gender identity.

*Stonewall Top 100 Employers 2019*



## Landsec – Setting Specific Metrics

### Transparency

Landsec have set a commitment to make measurable improvements to the businesses profile – in terms of gender, ethnicity and disability. This has required additional data collection activities across the business.

In 2017 they outlined specific metrics for the business, to be achieved by 2020:

- Ensure that Landsec continues to meet all the voluntary targets set by the Hampton-Alexander Review (33% of Executive Committee and direct reports are female)
- Improve female representation at Leader level to 30%
- Improve the Engagement scores for BAME colleagues – bringing them into line with employees overall
- Improve the transparency of reporting of all diversity data, including the accurate measurement and tracking of engagement of other specific groups – including LGBT and disabled colleagues

## Latham & Watkin LLP – The First-Generation Professionals (FGP) Group

### Recruitment

FGP is focused on developing initiatives to address social mobility in the legal profession and was created in recognition of the unique challenges faced by lawyers due to their socio-economic background. They observed that there was a need to provide additional support for this population, which wasn't met by the affinity groups for more “traditionally” underrepresented groups.

The FGP group provides a platform to share strategies for success, and partner with clients, educational institutions and others. The FGP group also focuses on bringing together talent through recruiting, development, and pro bono services

## Radcliffe Chambers – Big Voice London

### Local Partnership

Radcliffe Chambers is committed to increasing diversity at the Bar. In 2018, it furthered this commitment by collaborating with youth organisation Big Voice London to provide a first-of-its-type student barrister experience to a group of sixth formers from backgrounds that are underrepresented at the Bar.

The two-day programme aimed to inspire and support sixth formers considering a career in law and was structured around interactive workshops on law and advocacy, a visit to court and a number of career advice and mentoring sessions. Feedback from the participants was hugely positive.

## Example Submission – Initiative X

*Please see an example submission below for an internal recruitment and career progression initiative aimed at BAME groups in a company. This example is a mock-up of a typical good practice initiative of this type. The initiative would score highly against the judging criteria given the information provided.*

*Please note that the example is indicative of good practice, relative to the current maturity of D&I in the industry. The purpose of the example is to set a realistic and achievable benchmark and we therefore acknowledge that the initiative provided could be improved with further best practice actions.*

*It is not required to answer each requirement sequentially or separately. The example below only demonstrates where such an answer may be provided for each requirement.*

**First and last name:** Example Name

**Position:** Example Position

**Company/organisation:** ExampleComp

**E-mail address:** Example E-mail

**Are you an EPRA member?** Yes/No

### **Profile: Why was the initiative created? (500 words max.)**

*This section allows you to set the background and context to the diversity initiative (organisational profile, importance of the initiative to your company and the industry, timeline D&I staff in your company)*

1. Describe how your organisation can influence diversity within its industry and marketplace. How does your organisation perform against peers in regard to diversity and inclusion?

ExampleComp seeks to lead by example in the areas where we have influence. We maintain that the most effective way to achieving positive change is through open dialogue and collaboration. In the context of our industry, this has resulted in partnerships with other Example Companies to share best practices. We were signatories to the Example Industry Commitment and regularly contribute to the discussions, for example at D&I workshops held by Example Industry Body 1. In the context of the communities where we operate, we have looked to better understand how to improve inclusivity through surveys and community networks. Feedback from the local community helps us understand how to protect local heritage and celebrate the culture which enriches these spaces. Our Community Champion reports directly to the executive board, which gives a voice to one of our key stakeholders. Our approach to empowering communities has been recognised through the Example Award for Community Involvement.

2. Define the importance of the initiative to your organisation, the industry in which it operates and your key stakeholders.

A diverse workforce at all levels of our company will better reflect the communities we operate in and serve, ensuring we make the right decisions – for our business and for our stakeholders. We recognise

that improving diversity internally will require action to change cultures and behaviours which have become ingrained in our industry, of which those create a deterrent to potential talent whose background is currently not well represented.

ExampleComp has therefore sought to tackle some of the issues which reduce the number BAME groups from entering the industry by introducing Initiative X. Initiative X is the driving force behind our efforts to improve the diversity of our employee intake whilst also embedding a support network to provide essential skills and exposure through the business. By offering training in leadership skills and the opportunity to then fast track career progression, we are seeking to address issues at points of recruitment and promotion, two of the bottlenecks in BAME careers in property, to achieving better diversity at senior levels and improve diversity of thought in the business.

3. Detail the timeline of the initiative – When did the initiative start? Is this an ongoing initiative? Will this initiative run indefinitely or for a limited period?

Initiative X is still ongoing, having started in 2017, it is set to run until 2025.

4. Compile an organisational profile including any relevant background information – include details of senior staff who hold responsibility for diversity and inclusion in the company, if applicable

The associated KPI's are reviewed annually by the D&I Committee, which is chaired by an executive director and we publish our results publicly in annual reports. Since its inception, the initiative has expanded to include reverse mentoring and unconscious bias training for the whole board. Also, within the Committee, Non-executive Director 2 has the responsibility of Community Champion whose role includes representing the local community networks at quarterly board meetings.

### **Method: How was the initiative established and supported? (500 words max.)**

*This section is focused on detailing the processes and initial work behind establishing the initiative (board level involvement and visibility of the initiative, process for objective setting, planning, research and development, metrics or KPIs, timeline)*

1. Outline the process for objective setting and the goals that underpin the main aim of the initiative – What tangible results does the initiative set out to achieve?

The aims of Initiative X are tied to the overall objective of the business to improve inclusivity, with a focus on improving diversity at senior levels. The process of setting achievable objectives required an assessment of the areas which we can influence and the obstacles outside of or control that may restrict progress. The main aim of Initiative X is to improve BAME representation at a senior level. Within this aim, we have goals to improve the diversity of applicants and goals to support BAME career progression. The objectives have received executive sign-off.

2. Describe board level involvement and visibility in establishing the initiative. While some members may have specific roles or ownership, evidence of support from the whole board should also be demonstrated.

The initiative is a result of board-level commitment to improve diversity of the company. One outcome of this ambition is the D&I Committee, which was created as a means for the Board to have an oversight of progress. In conjunction, a D&I update has been added to the agenda of quarterly board meetings, where the chair of the D&I Committee reports back to the board. An executive member of the board is chair of the D&I Committee and has responsibility for the progress of Initiative X. The launch of Initiative X was referenced in the Letter from the Chairman of our Annual Report 2017 and we will provide further updates in future public reports.

3. Outline the planning, research and development process undertaken.

Our involvement with Industry Body 1 and 2 has informed our strategy to offer a recruitment programme to appeal to a broader range of potential applicants. In conjunction, surveys conducted by Industry Body 1 provided insights from BAME professionals from the industry into how they felt restricted for career progression. We looked at case studies from companies in other industries who are already tackling these issues to inform our own initiative. Once the overall aim and key components of the initiative had been established, we worked closely with Industry Body 2 to understand the steps required and an appropriate timeline.

4. Describe how strategies were formed for meeting the objectives and how these strategies were formulated into action plans. Is this embedded within or connected to the overall business strategy?

Internally, the board and D&I Committee have agreed on action plans detailing relevant responsibilities, timelines, and goals. The strategy to improve recruitment and progression has led to separate actions plans to address each area. See Appendix A for the respective roadmaps. This is tied to the 'Empowering Our People' and 'Living Places' pillars of business strategy.

5. Outline the metrics or KPI's that were set to monitor progress.

- Increase the number of applicants from BAME backgrounds by 25% by 2020
- Two BAME employees to graduate from the Initiative X Business Leader Skills Training scheme by 2020
- 90% of BAME candidates recruited at junior level to achieve promotion within the first two years of joining the Company
- Increase BAME representation at Senior Leader level by 30% by 2025

6. Describe how the metrics and KPI's were chosen and the associated timelines and responsibilities.

To collect appropriate metrics, we updated our recruitment process to allow candidates to identify their ethnicity. We also conducted an employee data drive to form a company profile. The timelines chosen reflect the period which is required to bring our data collection process to a suitable level and the expected talent pipeline entering Initiative X.

## **Implementation: How was the initiative executed and supported? (1000 words max.)**

*This section assesses how the initiative was executed and measured – looking at the resources, challenges and collaboration involved (budget and resources allocation, board involvement, possible collaborations, quantitative and qualitative measurements)*

1. Evidence the resources allocated throughout the implementation process. This may also include dedicated committees, networks and champions.

The initiative has financial backing of the company to fulfil the objectives of updating our data collection process and for training purposes. The D&I Committee was created to ensure the board could maintain oversight of diversity and inclusion initiatives and be held to account for providing suitable resources. Our HR team work closely with the D&I Committee to monitor progress and capture feedback for the board updates. Additionally, with the recent introduction of reverse mentoring, members of the board have been allocated to all employees who opted to participate in the scheme.

Please see Appendix B for a breakdown of the roles and responsibilities relating to the current D&I programme and Initiative X.

2. Describe how budget for the initiative is managed? Is the budget ring-fenced, reviewed annually and a budget strategy in place?

The board allocate a ring-fenced annual budget of XXX with additional discretionary spend as appropriate. The budget has increased 50% from XXX since inception in recognition that investment in staff training and education is a crucial component of overall business strategy. The budget is reviewed annually by the board whilst the D&I Committee have full autonomy and responsibility for proposing how the budget will be best spent.

Budget has so far been used for training, data collection systems and to pay for external consultants who have been utilised to provide a critical review of recruitment policy.

3. Describe and evidence how the board is continually and actively engaged in implementation and the responsibilities of the board in driving the initiative forward – what are roles of individuals from the board?

As described, the board has set the overall objective to improve company diversity and is responsible for sign-off on the KPI's relating to Initiative X. An executive director chairs the D&I Committee and is responsible for progress of Initiative X. They report directly to the board and have dedicated time on the agenda of board meetings. Additionally, members of the board participate in the reverse mentoring scheme.

Please also see Appendix C for a presentation given by the CEO at an industry conference which highlights our commitment to diversity and inclusion across the business.

4. Outline any collaboration undertaken, internally with employees and externally with key stakeholders or the industry.

Since the inception of the initiative, we have captured feedback from BAME employees who have been through our revised recruitment process, participated in the training and participated in the reverse-mentoring scheme. These annual reviews have helped to inform our D&I strategy and make Initiative X more effective against its goals. Because of these discussions, we changed the way we market vacant positions and how we interview candidates. We have also begun to work with The Deloitte Inclusive Leadership framework<sup>1</sup> to challenge the inclusive leadership of our organisation and identify areas to strengthen.

We are active members of Industry Body 1 and Industry Body 2 and have used our position in these bodies to drive progress in the recruitment aspect of the Initiative. For example, we have publicised our initiative through the Industry Body university networks and ensured our visibility at industry conferences.

5. Describe and evidence any quantitative measurements that were taken during the implementation process.

We are in the process of improving internal data quality through an employee data drive. Our HR team is responsible for collecting and holding employee information which is stored on Example System. These figures are shared with the D&I Committee who report to the executive board.

- Number of BAME applicants for advertised vacant positions
- Number of BAME employees participating in the Business Leader Skills Training Scheme
- Number of BAME employees at junior-level and time in position
- Number of BAME employees at Senior Leader level
- Number of BAME employees participating in reverse-mentoring
- Percentage of board members (Exec and Non-Exec) to complete the unconscious bias training

Please see Appendix D for a list of tracked quantitative metrics since inception of Initiative X in 2017

6. Describe and evidence any qualitative measurements that were taken during the implementation process.

We are seeking to measure the internal level of engagement with diversity issues and how inclusivity perceived by employees through a 360-feedback process.

Please see Appendix E for a copy of the staff engagement survey that was shared last year.

**Outcomes: What are the results of the initiative? (1000 words max.)**

*This section provides an opportunity to reflect on the successes, impacts and learnings. It is also here where the next steps can be discussed (measurable outcomes and metrics, communication around the outcomes, next steps)*

1. Describe how the initiative was measured in terms of benefits, impact and value creation. – have there been any changes to company policy, behavior or recognition since inception of the initiative?

Initiative X is ongoing and is not set to be completed until 2025. There are intermediary milestones however which form the goals in our action plans. These goals were set as means to ensure ongoing measurement of the initiative against the overall long-term aim to improve diversity of the company in several areas. The goals were created to recognise the issues affecting the recruitment and career progression of BAME groups. Therefore, at this stage in the lifespan of the initiative, the benefit and overall impact will be assessed against whether these milestone goals have been achieved within the defined timelines. These milestones will be reviewed by the board and D&I committee and new goals set in 2020.

2. Evidence the measurable outcomes and metrics that demonstrate the effectiveness of the initiative - Where possible, provide the qualitative and quantitative data collected.

To date, our quantitative metrics show:

- The number of applicants from BAME backgrounds has increased by 30% since 2017
- There are two BAME employees currently involved in the Business Leader Skills Training scheme, one of which will be on track to graduate in 2020. Another BAME employee has already completed the Business Leader Skills Training.
- Since the initiative began in 2017, we have recruited two BAME employees at a junior-level. Of the employees who remain with the company, they are in a more senior position in the company than when they joined.
- BAME representation at Senior Leader level has increased by 10% since 2017

Our recent employee engagement survey shows that 95% of employees consider Initiative X as having:

- Improved the culture of inclusion at ExampleComp
- Improved the consideration of our communities in business decision making by senior leadership
- Increased their awareness of diversity issues in the industry

Please see Appendix D for a list of tracked quantitative metrics since inception of Initiative X in 2017 and Appendix E for a copy of results from the staff engagement survey.

3. Describe how outcomes are reported internally and externally – Are results highlighted publicly or communicated by senior leadership?

Internal communications about Initiative X are included in our monthly companywide feature communication. As part of the new D&I strategy in 2019, a dedicated quarterly D&I newsletter will also be circulated across the business which will contain a section for the D&I committee to provide updates on BAME related topics and a key note from a member of the executive board.



We report against our diversity and inclusion initiatives in annual reports. Please also see Appendix C for a presentation given by the CEO at an industry conference which highlights our commitment to diversity and inclusion across the business.

ExampleComp was a sponsor at BAME Event 2019. The event was a celebration run by Body Y for Black and Ethnic Minority roles models who had ranked on Body Y's lists for Ethnic Minority Future Leaders and BAME Advocates. We issued an external press release highlighting the success of the ExampleComp employee for being listed in Body Y's Future Leaders List. ExampleComp's D&I Committee are pleased to be communicating with ExampleOrg to share good practice and help them define their strategy and vision to help establish their BAME employee Network. The two businesses have plans to meet and attend each other's respective events to provide feedback and learnings.

<https://www.examplecomp.com/diversity-section> also details our public reporting of D&I commitments.

4. Outline the next steps for the initiative or the next steps for a future initiative because of these outcomes – describe how the positive impacts will be sustained.

We will continue to take onboard the feedback of employees who are engaged in the initiative and seek to improve the experience of candidates in the future.

Our current focus is on our 2020 milestone targets. Reaching this stage will be the opportunity to hopefully reflect on the success of meeting those goals and to look ahead to more ambitious targets. The D&I Committee will meet with board to review new public targets for applicants from BAME backgrounds and employees taking part in the Business Leader Skills Training scheme.

One of the outcomes of working to improve diversity of applicants is the recognition that the industry as whole will need to improve its appeal to people who are yet to choose their career path. We are currently in conversation with Industry Body 1 to create a scheme aimed at promoting a career in property to candidates from BAME backgrounds. Where there is appetite, we will seek to extend this collaboration to our peers.



## References

[1] Deloitte University Press. (2016). *The six signature traits of inclusive leadership*. [online] Available at: <https://www2.deloitte.com/insights/us/en/topics/talent/six-signature-traits-of-inclusive-leadership.html>

## Contacts

For any query, please contact us at [diversity@epra.com](mailto:diversity@epra.com) or [sustainability@epra.com](mailto:sustainability@epra.com)



EPRA, the European Public Real Estate Association, is the voice of the publicly traded European real estate sector. With more than 275 members, covering the whole spectrum of the listed real estate industry (companies, investors and their suppliers), EPRA represents over EUR 450 billion of real estate assets\* and 94% of the market capitalisation of the FTSE EPRA Nareit Europe Index.

EPRA's mission is to promote, develop and represent the European public real estate sector. We achieve this through the provision of better information to investors and stakeholders, active involvement in the public and political debate, promotion of best practices and the cohesion and strengthening of the industry. Find out more about our activities on [www.epra.com](http://www.epra.com)

*\*European companies only*



JLL is a professional services and investment management firm specialising in real estate. We offer integrated services delivered by expert teams worldwide to clients seeking increased value by owning, occupying, developing or investing in real estate. LaSalle Investment Management, our investment management business, is one of the world's largest and most diverse in real estate. The firm is an industry leader in Energy and Sustainability Services, available in all key markets. As market leaders in sustainability reporting, we are well positioned to help organisations understand and adopt key ESG metrics in their upcoming reporting cycle. For further information, please visit our website: [www.jll.co.uk/sustainability](http://www.jll.co.uk/sustainability)