



## Inspiring Diversity in Property Company Pledge

On behalf of *[company name]*, I am proud to sign this *Inspiring Diversity in Property Pledge*. In signing the Pledge, our organisation agrees to support the initiatives set out below and aspire to change our organisation.

As a signatory, we will strive to:

- Attract, develop and promote a more a diverse and inclusive workforce across all levels.
- Take steps to close gender and ethnicity pay gaps.
- Foster a culture of diversity and inclusiveness to empower all people and communities.
- Champion and recognise the achievements of employees across all of the protected workplace characteristics.
- Set annual EDI objectives and transparently publish progress.

We will do this by:

- Communicating EDI goals with employees and partners;
- Gathering data to measure progress against those goals;
- Sharing key metrics with employees and partners, highlighting both progress and setbacks;
- Ensuring C-suite level commitment;
- Making diversity one of our core values;

We acknowledge that change for the better will not happen on its own. We know it is vital that every company signing this Pledge commits to establishing its own continuous improvement plan with **measurable objectives and clearly defined outcomes**.

Regardless of our starting point, we commit to **measuring and monitoring progress** and, where appropriate, adjusting our plan so that the goals of this pledge can be achieved. We recognise there is **no single action plan** to deliver the pledge that we will strive and aspire to achieve. We can, however, evaluate how the following best practice examples could be implemented as part of an action plan in our own organisation. We will aim to work collaboratively with external organisations, our clients and supply chain, to share and expand impact wherever possible.

By signing this pledge, we commit to building meaningful career paths for all people in property, both now and in the future.

Signature: .....

Name: .....

Title: .....

Date: .....

Company Name: .....

## **Guidance notes and actions to help achieve the above pledge.**

### **Attract, develop, and promote a more diverse workforce**

- Use language in recruitment adverts and job descriptions that does not alienate or exclude;
- Use diverse channels for recruitment;
- Mandate applicant long lists are diverse;
- Explore opportunities to create a flexible working environment including job shares;
- Consider unconscious bias training for those involved in recruitment and management;
- Ensure interviewers are diverse to reduce the tendency to hire 'faces that fit';
- Implement development programmes to support meaningful career progression;
- Ensure HR policies actively promote equality;

### **Take steps to close pay gaps**

- Review and benchmark salary ranges to ensure all employees are fairly for their role;
- Do not rely on earning history;
- Look for and address discrepancies between pay rates;
- Recognise high achieving individuals equitably in succession planning;
- Encourage a diverse group to pursue opportunities at every level;
- Encourage transparency on pay setting;

### **Champion and recognise the achievements of employees across all of the protected workplace characteristics**

- Actively promote the success of the workforce diversity and learnings, as well those employees in our client and partner organisations, and share stories of success to audiences both within and beyond our industry;
- Include positive diverse role models in our marketing, advertising and PR campaigns that inspire a more diverse population to choose property as a career;
- Ensure our outreach programmes with schools and colleges – as well as our broader CSR programmes – target a more diverse population.

### **Foster a culture of diversity and inclusiveness and create an environment where all people and communities feel empowered. This means we will consider how we can:**

- Create programmes and policies that promote equality;
- Work towards a better represented workforce at both management and board level;
- Ensure there are appropriate facilities in our offices and construction sites;
- Have a zero-tolerance approach to negative and demeaning behaviours, including "banter", both in physical and online environments;
- Establish a process for reporting inappropriate behaviours that encourages employees to 'call out' unacceptable behaviour in an appropriate way;
- Take opportunities to collaborate with clients, supply chain partners and industry to promote and support diversity.

### **Set annual EDI objectives and transparently publish progress**

- Communicate EDI goals with employees and partners;
- Gather data to measure progress against those goals;
- Share key metrics with employees and partners, highlighting both progress and setbacks;
- Ensure C-suite level commitment;
- Make diversity one of our core values;
- Acknowledge this will be an ongoing process.