

## Our commitment

"Diversity and Inclusion is a strategic focus area for our business and we are committed to creating a dynamic working environment where everyone can be their authentic selves. Our focus in this area also helps us to better understand how our customers think and what may influence their spending and leisure habits at our shopping destinations."

*David Atkins*

We have long understood and embraced the benefits of maintaining and nurturing a diverse workforce and we are constantly developing our strategy to build on the good practices already in place. In addition, we have implemented a number of key initiatives designed to drive meaningful and sustainable change.

In recognising the benefits of gender diversity we have previously stated the aspiration that at least 33% of our senior managers should be women. We have also stated the objective that women should be represented in at least 33% of the roles identified in the Company's senior management succession plan. The plan considers the key senior management positions across the entire organisation, including all Executive Director and Group Executive Committee roles. We welcome and fully consider all suitable applications for employment, irrespective of gender, race, ethnicity, religion, age, sexual orientation or disability. All employees are eligible to participate in career development and promotion opportunities. Support also exists for employees who become disabled to continue in their employment or to be retrained for other suitable roles.

Internally, we have a Diversity & Inclusion events programme, aimed at raising awareness around key diversity issues in the business. These have included panel discussions and talks recognising International Women's Day, World Cultural Day, London Pride, National Work Life Week and the UN's International Day of Persons with Disabilities. Highly successful in their own right, these events have also helped us to extend our diversity agenda and to demonstrate the Company's commitment to diversity and inclusion in its broadest sense.

The Company has signed up to the RICS Inclusive Employer Quality Mark and is committed to delivery against its six core principles to drive inclusivity both within the Company and across the industry as a whole.