

MARCH 2026

DIVERSITY, EQUALITY & INCLUSION STRATEGY 2030 UPDATE



HOW ARE WE DOING JUST OVER HALF-WAY THROUGH?

Our success depends on our people.

We remain committed to creating a diverse, inclusive and ambitious culture so we can attract, develop and inspire the best people. Inclusion informs how we work, the places we create and the experience we deliver for our customers and communities.

In 2020, we set out our first 10-year Diversity, Equality and Inclusion strategy. Since then, we've made significant progress, but we are very far from finished. Real change doesn't happen overnight, and foundation work takes time to show results. It takes consistency, honesty and what we call *patient urgency*: staying focused, moving forward, and never losing sight of our goals. Which is why, just after the half-way point to 2030 we are building on the strong foundations of our strategy and the progress so far, rather than starting again.

One change is that we are increasing our target for our minoritized ethnic colleagues from 17.5% to 20% given we have already met our existing target.

Key to our progress is collecting, analysing and using data to test what is working and how well.

Going forward, we are continuing to widen entry routes into our business and real estate by reaching out to people in the early stage of their careers. We remain focused on developing talent from the ground up and making sure leaders play an active role in driving inclusion with training and support.

In an organisation the size of ours, even small shifts in population can create big impacts, and that's why every decision and interaction with people matters.

We *will* keep improving transparency, reducing our pay gaps over time and creating a culture where everyone can thrive. We're not stepping back from this work, we're leaning in.



A handwritten signature in dark ink that reads "Brona McKeown".

Brona McKeown

HR Director, General Counsel
and Company Secretary

OUR FOCUS AREAS CASCADE 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:

Our Purpose

Creating and managing Places People Prefer

Outstanding places which deliver positive outcomes for all our stakeholders on a long-term sustainable basis.

Our Actions

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 intend to carry on cultivating an environment where we can debate and discuss inequality and prejudice openly in order to progress our culture and make improvements in our workplace.

BRING YOUR WHOLE SELF

2. Recruitment and career progression

Our ambition continues to be 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.

BUILD FOR THE FUTURE

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

DELIVER AT PACE

4. Our supplier and industry networks

We will continue to engage with our suppliers, who are often the face of British Land for our customers, to ensure that they share our values and commitment to DE&I.

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

LISTEN AND UNDERSTAND

5. Our places and communities

We will continue to create welcoming environments that reflect the diverse customers and communities that we serve, generating better commercial and social outcomes for us and our customers and communities

BE SMARTER TOGETHER

WHERE ARE WE IN OUR 10-YEAR PLAN?

2020

The start

- **Strengthened our DE&I foundations** through inclusive policies such as shared parental leave.
- **Reinforced our employee networks** including BL Pride, equitaBLe, enaBLe, NextGen, Parents & Carers, REACH and the Wellbeing Network.
- Published our Race Equality Framework, accelerating our DE&I ambitions.
- Introduced **bias-free recruitment practices**, including anonymised CVs and regular diversity training for every colleague.
- Committed to **annual ethnicity pay-gap reporting** alongside **gender pay-gap reporting**, benchmarked against industry standards.

2025

Progress so far

- Launched our '2030 DE&I Strategy' in 2021, focused on five key action areas.
- Delivered around **80% of our original DE&I actions by 2024**, driving meaningful progress across all five focus areas.
- **Expanded private medical** cover for gender dysphoria, menopause and neurodiversity.
- **Introduced stronger life-stage policies**, including extended parental bereavement and partner/paternity leave, new menopause and disability adjustment policies.
- Achieved **Real Living Wage accreditation**, extending to all suppliers and partners at our places across the UK.
- Ranked in the UK's **Top 75 Social Mobility Employers Index** for the eighth consecutive year.
- **Embedded inclusion across our campuses** through events, design and community partnerships.

2030

Our ambition

- **Keep focusing on our gender and ethnicity targets** for senior managers and all employees.
- Further reduce our **gender and ethnicity pay gaps** through sustained action on representation, progression and inclusion.
- Further embed **DE&I principles into our Supplier Code of Conduct**, ensuring that our ambitions are actively promoted throughout our supply chain.
- Apply inclusive design principles across all new developments to ensure **our places are accessible and welcoming** to everyone.
- Continue to **champion our employee networks** as voices for inclusion, allyship and change and to help hold us to account.
- Ensure **social impact programmes** at our places support underrepresented groups, benefiting over 10,000 people with meaningful employment support and 80,000 people through impactful education partnerships.

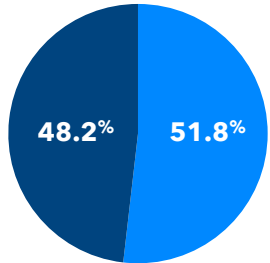
MEASURING OUR PROGRESS: IN NUMBERS (2020 - 2025)

Meaningful progress requires collective commitment and clear measures that drive accountability.

We use data and insight to identify inequality, remove bias and drive better decisions. We publish gender and ethnicity pay gap data, benchmark progress externally and hold leaders accountable for improving inclusion and reducing pay gaps each year.

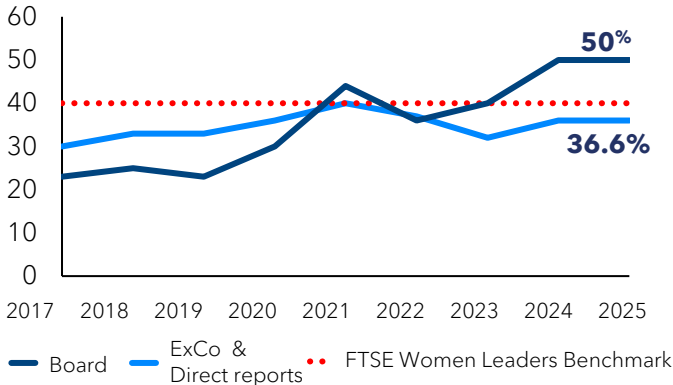
Gender indicators

All-employee gender split

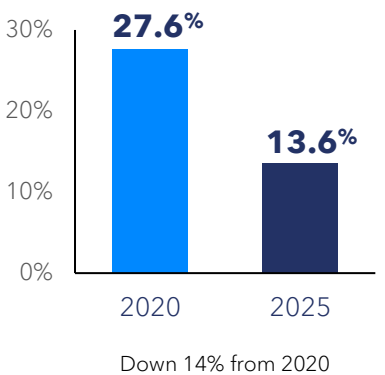


Our gender split has changed very slightly since 2020 (when it was 50.8 female and 49.2 male)

Women in leadership (as at 2025)

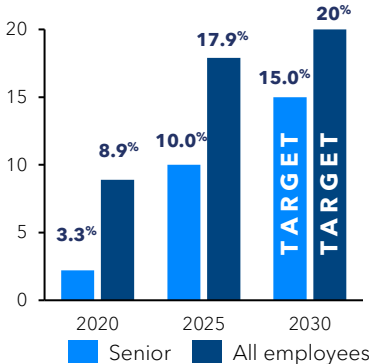


Median gender pay gap



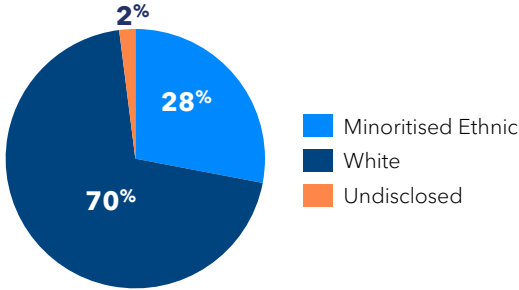
Ethnicity indicators

Minoritised ethnic employees



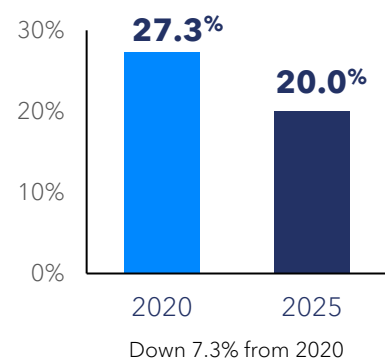
Our undisclosed rates in 2020 were 55% of senior management (now 0%) and 45.3% of all employees (now 8%); Senior means ExCo & Direct Reports

New hires by ethnicity (in 2025)



Minoritised Ethnic new hires up 16% from 2020 when they were 12%
Our undisclosed ethnicity rates for new hires were 39% in 2020 so have reduced by 37% to 2% in 2025

Median ethnicity pay gap



SPOTLIGHT ON OUR NETWORKS

Pride

The Pride network champions LGBTQ+ inclusion by advocating for policies on sexual orientation and gender identity, fostering community through events, and promoting mentoring to support and develop our LGBTQ+ colleagues.



enaBLE

enaBLE promotes ability and inclusion by educating on disability, supporting hidden and cognitive disabilities, and encouraging smart, inclusive decision-making to ensure opportunities and excellent service for all.



REACH

(Race, Equality and Celebrating Heritage)

REACH is a cross-functional network that promotes the wellbeing and success of Black, Asian, and Minority Ethnic colleagues at British Land, bringing together diverse voices from across the business.



Carers and Families Wellbeing

British Land is a family-friendly employer committed to helping colleagues thrive in and outside of work. The Carers and Families Network offers practical support, and resources for those balancing work with caring responsibilities.



The Wellbeing Network promotes mental and physical health across British Land by keeping colleagues informed and supported through regular events, webinars, and resources focused on overall wellbeing.



equitaBLE

equitaBLE champions the contribution of women across British Land, aiming for full representation in decision-making and a gender balance that reflects the communities we serve.



Sports and Social

Sports and Social Committee runs clubs and events through the year including netball, running, touch rugby, yoga, choir, social hours and much more. It also includes our cycling network, whose focus is removing barriers to cycling to work.



sustainaBLE

The sustainaBLE Committee encourages positive environmental and social impact by sharing knowledge and hosting events that help colleagues make more sustainable choices at work and in life.



NextGen

The NextGen Committee supports early-career professionals at British Land, helping them build skills, expand networks, and contribute to initiatives that connect colleagues and drive future leadership.



EXTERNAL PARTNERS & BENCHMARKING



Property People Collective (PPC) / Ahead Partnership

The PPC is a collaboration between six major property companies, including British Land, which has been created in 2025 to broaden the pipeline of early talent entering the real estate sector.

The PPC group has partnered with 'Ahead Partnership' to deliver their post-age 16 initiative, which introduces students to the real estate industry through collaborative workspace visits and skills-building activities.

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.

