

## Equal opportunities policy

Our purpose is to create long-term financial, physical and social value. We do this by providing the right space for our customers and communities so that businesses and people can thrive.

Landsec is an equal opportunities employer. It complies with equal opportunities legislation in the UK. The Company's objective is to ensure that no employee or other worker or job applicant receives less favourable treatment, directly or indirectly, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality and ethnic or national origins), religion or belief, sex or sexual orientation (together known as the "protected characteristics").

Equal opportunity is about good employment practices and efficient use of our most valuable assets, namely our employees. It is the Company's policy to appoint, train, develop and promote based on merit and ability alone.

This policy applies to all staff whether full-time, part-time, temporary, or any person who has been seconded to Landsec. Those that believe that they have been denied equality of opportunity may pursue a complaint through the Group's grievance procedure. The policy also applies equally to the treatment of our customers/clients.

Landsec fully accepts and adheres to the Codes of Practice published by the Equality and Human Rights Commission.

### **Organisation**

The law and procedures at Landsec can contribute to achieving equal opportunities, but it is the understanding and behaviour of all managers and staff that will ensure true equal opportunity.

The Group Chief Executive Officer of the Landsec Group has overall responsibility for this policy. The policy will be made known to all employees and job applicants as the circumstances may require. Moreover, the Group will provide training and guidance for supervisory staff, those who have contact with the public and other relevant decision makers to ensure that they understand their position in law and under this policy.

Recruitment and promotion procedures and the provision of services will be examined and regularly reviewed and the Group will take all reasonable steps to change any which it finds to be actually or potentially unlawfully discriminatory or contrary to the Group's equal opportunities policy.

### **The Role of Human Resources**

The Human Resources (HR) team works closely with all business units in the Group to implement best practice HR solutions that focus on the achievement of strategic business objectives. The group function, headed by the Group HR Director, is responsible for recommending HR policy to the Main Board and its remuneration committee, and ensuring the Company is properly resourced with the skills and successors to key positions to achieve business plans.

The team proactively supports the continuous improvement of organisational performance and works as an internal consultancy to give practical guidance on all aspects of human resource management including change management, reward and recognition strategy, employee relations, knowledge management and career development across the Group.

## Specific Objectives

### Disability

Matters affecting disability are covered in detail in Chapter 5 of the Code of Practice on Employment.

The Group recognises that it has clear obligations towards all its employees and the community at large to ensure that people with disabilities are afforded equal opportunities to enter employment and progress within the Company. Therefore, the Company will:

- Comply with the requirements of the Equality Act 2010.
- Follow procedures designed to provide for fair consideration and selection of disabled applicants and to satisfy their training and career development needs.
- If an employee becomes disabled, wherever possible, take reasonable steps to accommodate the employee's disability by making adjustments to their existing employment, or by redeployment and providing appropriate re-training to the employee to remain in employment with the Company.

HR are responsible for maintaining records of employment of registered disabled persons. Registered disabled staff are recorded on the personnel records system on engagement or when they register.

### Recruitment and Selection

The way in which Landsec recruits and selects people is of vital importance to the promotion of equal opportunities. We welcome diversity in our business and wish to recruit, train and retain the best possible talent. Moreover, it is in the Group's best interests, and all of those who work in it, to ensure that the human resources, talents and skills available throughout the community are considered when employment opportunities arise, thereby ensuring that the most suitable person for the job in respect of qualifications and experience is selected. Accordingly, we aim for best practice in our recruitment and selection procedures. To this end, within the framework of the law, the Group is committed, wherever practicable, for ensuring that:

- Individuals are treated equally and fairly and that decisions on recruitment, selection, training, promotion, and career management are based solely on objective, job related criteria and merit
- Staff responsible for selection decisions will, where appropriate, receive training in the provision of equal opportunities and guidance so that fairness is maintained within the process. The Business Process Library includes our recruitment and selection procedures and it should be noted that it is our policy to involve two staff in any job interviews, both with internal candidates and with external candidates.

This policy will apply to all company activities which Landsec can directly control. Where we have influence (such as joint ventures and FRI leased properties) we will encourage the uptake and adoption of this policy. It will be reviewed annually and made available to all interested stakeholders.

### **Disciplinary and Grievance Procedures**

Serious breaches of the Equal Opportunities policy will be treated as gross misconduct. Disciplinary action will be taken against any member of staff who is found to have committed an act of improper discrimination.

Any employee or trainee who believes that he or she is being discriminated against or harassed in relation to any protected characteristic, or is being victimised because he or she is likely to assert, or has asserted, his or her rights in relation to any protected characteristic, should raise the matter through the appropriate grievance procedures.

Acts of discrimination, harassment or victimisation in relation to any protected characteristic by employees of the Group will result in disciplinary action against them.

In cases of harassment or victimisation, the procedure to be followed is laid out in the policy on anti-harassment & victimisation at work.

## **Implementation**

### **The Role of Managers and Employees**

All managers have a duty to support and implement this Equal Opportunities policy, especially in respect of recruitment, employment and development practices. Also, managers are to investigate and address any behaviour by staff that is inconsistent with the Group's objectives of being an equal opportunities employer, and creating a healthy working environment (as supported by the anti-harassment & victimisation at work policy).

In addition, each departmental head should:

- Identify a manager who has specific responsibility for equal opportunities.
- Include a section in the business plan, which refers to equal opportunity actions and how they will be funded and implemented.
- Include an equal opportunity objective derived from the team objective, in the personal objectives of employees.

Although managers are primarily responsible for equal opportunities, Human Resources can provide managers and staff with advice and assistance on equal opportunities matters, where appropriate.

All employees have a duty to support and implement this Equal Opportunities policy. Employees should draw the attention of their immediate superior to suspect or discriminatory acts or practices.

### **Training**

From time to time, training that relates specifically to equal opportunities may be provided, covering such areas as:

- Introduction to equal opportunities.
- Fair selection.
- Discrimination on the grounds of race, sex or disability.
- Disability awareness training.

All staff are expected to attend training when it is offered.

### **Monitoring and Review**

Group HR staff will monitor the operation and implementation of these principles for both employees and job applicants, including promotion and the termination of employment. In addition, the Group will maintain appropriate records to allow review of the diversity of its workforce. The policy will be reviewed in accordance with the results shown by the monitoring and Group HR will implement any changes that are required.



**Robert Noel**  
Chief Executive

Date: 01 April 2019