

At Landsec, we're committed to creating sustainable places. Our vision is to design, develop and manage buildings in ways that will enhance the health of our environment and improve quality of life for our people, customers and communities now and for future generations.

In order to achieve our purpose, we must understand the needs, expectations and priorities of all of our stakeholders. We define our stakeholders as:

- Our employees.
- The communities we serve and operate within.
- Our customers who occupy and use our buildings.
- Our guests who visit our buildings.
- Our partners who provide us with goods and services.
- Local politicians and policy makers.
- Those who own shares in Landsec.
- Media
- Industry bodies and associations

## **Statement of commitment**

As a responsible business we are committed to carrying out best practice engagement with each of our stakeholder groups in all activities across our business.

- Consistently engaging with our stakeholder groups to develop and maintain positive, productive relationships
- Ensuring all of our stakeholder groups are well informed and have access to information about our business and our activities as appropriate
- Involving our stakeholder groups in identifying issues that are material to our business.
- Implementing initiatives and programmes that contribute to sustainable development and generate shared value.
- Benchmarking our stakeholder engagement performance and continuously identifying areas for improvement.

- Collaborating to identify emerging trends and material issues, to develop solutions to future challenges and create value for our business and stakeholders
- Ensuring that our activities meet the needs of each of our stakeholders
- Assessing and creating community support for our projects

## Identifying and engaging with our stakeholders



To achieve our purpose, we need to understand our stakeholders, and the most effective way of asking for their input and support. As the nature of commercial real estate is becoming much more operational, we need to work even more closely with our customers and other stakeholders.

	Who are they?	Why are they important to us?	What do they want from us?	How do we engage with them?
Our Customers	Everyone who uses our buildings. Our office occupiers' employees and their visitors. Our brand partners and guests in our retail and leisure assets, and residents in the accommodation we build.	Serving our customers is the reason we exist. Our occupiers provide us with rental income. Our reputation depends on meeting the needs of all our customers.	Customers want us to understand and respond to their changing needs. That means providing sustainable, efficient, fabulous space and services that enhance their working, shopping, leisure and living experiences.	We meet our customers regularly to understand what's important to them and evaluate the service we provide.
Our Employees	Everyone employed directly by Landsec.	Our people put our strategy into practice, live our culture, and enable us to achieve our purpose. Ultimately, they create value for our stakeholders.	Our employees want a great career, and a positive and motivating work environment where they can thrive, underpinned by a supportive culture that embraces diversity and inclusion.	We use engagement surveys, our Employee Forum, weekly updates from across the business and 'town hall' presentations, alongside relevant training and development programmes. And we have recently launched a new recognition platform to celebrate those who bring our purpose to life.
Our Communities	Those who live in areas where we work or where we have assets. For example, local residents, businesses, schools and charities.	We want our buildings and activities to have a positive impact on the local community. To achieve this, we need to have good relationships and understand local people's needs.	Local people want us to enhance the physical and social infrastructure in their area, helping their community thrive. They also want us to provide the right mix of services for their needs.	Our activities range from providing work experience and routes to employment, to helping students and addressing local socio-economic needs. We consult local communities ahead of all development activity and maintain the relationships following completion. Our Community Charter sets out a list of commitments that we, as a responsible developer and landlord, must stick to in order to fulfil our purpose.
Our Investors	Those who own shares in Landsec, and our bondholders.	Investors provide capital to the business, as well as valuable feedback on our performance and strategic options.	Investors want a clearly articulated long-term strategy, together with shorter-term plans and effective communication of our progress.	Formal results presentation every six months plus capital market days as appropriate. Financial institutions and debt providers meet our management regularly. We hold an AGM every year.
Our Partners	Those who have a direct working or contractual relationship or share a mutual interest with us.	Their vital contributions to our business range from providing services and advice, through to granting the planning permission and approvals that allow us to develop buildings and run our business.	Our partners want us to be trustworthy and live up to our promises.	We work to find mutually effective ways to communicate and collaborate with each group. The highest standards of health, safety and security underpin everything we do.

## **Implementation and evaluation**

We are committed to carrying out best practice engagement with each of our stakeholder groups. We will tailor our strategies to make sure the information we share matters, and that our stakeholders understand how important they are to our decision making processes at every stage.

We always consider potential stakeholder engagement risks prior to selecting the level or method of engagement. Potential risks will include conflicts of views and interest, or engagement challenges.

## **Ownership**

The Executive Leadership Team is responsible for the operation of this policy.

A handwritten signature in black ink, consisting of a large, stylized 'M' followed by several loops and a horizontal line at the end.

---

**Mark Allan**  
Chief Executive

**31 March 2023**