

GENDER & ETHNICITY PAY GAP REPORT

2025/26



**BNP PARIBAS
REAL ESTATE**

**Strutt
& Parker**

Real Estate for a changing world

FOREWORD

“As the newly appointed Chief Executive Officer of BNP Paribas Real Estate UK, I am pleased to present our latest Gender & Ethnicity Pay Gap Report. Throughout my career at BNPPRE, I have been a passionate advocate for Equality, Diversity, and Inclusion and building inclusive teams is at the heart of my vision for the future. Simply put, I believe in equal opportunities for everyone at every level.

Enabling colleagues to bring their best selves to work is central to our culture, and this value is what truly helps our people to grow and succeed here. Diverse perspectives enrich our organisation, enabling us to make better decisions, drive innovation, and foster a sense of belonging where each individual feels recognised and valued. We must remain committed to this journey, understanding that true fairness and equality require continuous effort and collaboration. By nurturing an environment where every voice is respected and every contribution valued, we support talent and lay the foundation for shared success. Our commitment to inclusion is woven into our culture and reflected in everything we do. Not only is this our duty as an employer, but it is also essential for building a successful business. It is crucial that we work to improve representation at all levels, both within our company and the wider property sector.

This year’s report highlights that the actions we have taken are helping to narrow the gender and ethnicity pay gap within our business.

This advancement is more than just a statistic – it demonstrates our collective commitment to building a more equitable and inclusive environment for all colleagues. Transparency is vital, and by regularly publishing our pay gap data, we hold ourselves publicly accountable and uphold our Building Belonging promises.

We are making progress, but there is still work to be done. This report is more than a record of our achievements – it is a statement of intent. I am proud to be on this journey with you all, and honoured to lead the way forward.

We recognise that further action is needed, and we remain committed to continually narrowing the gap and making a meaningful difference.”

Mark England
Chief Executive Officer,
BNP Paribas Real Estate,
UK

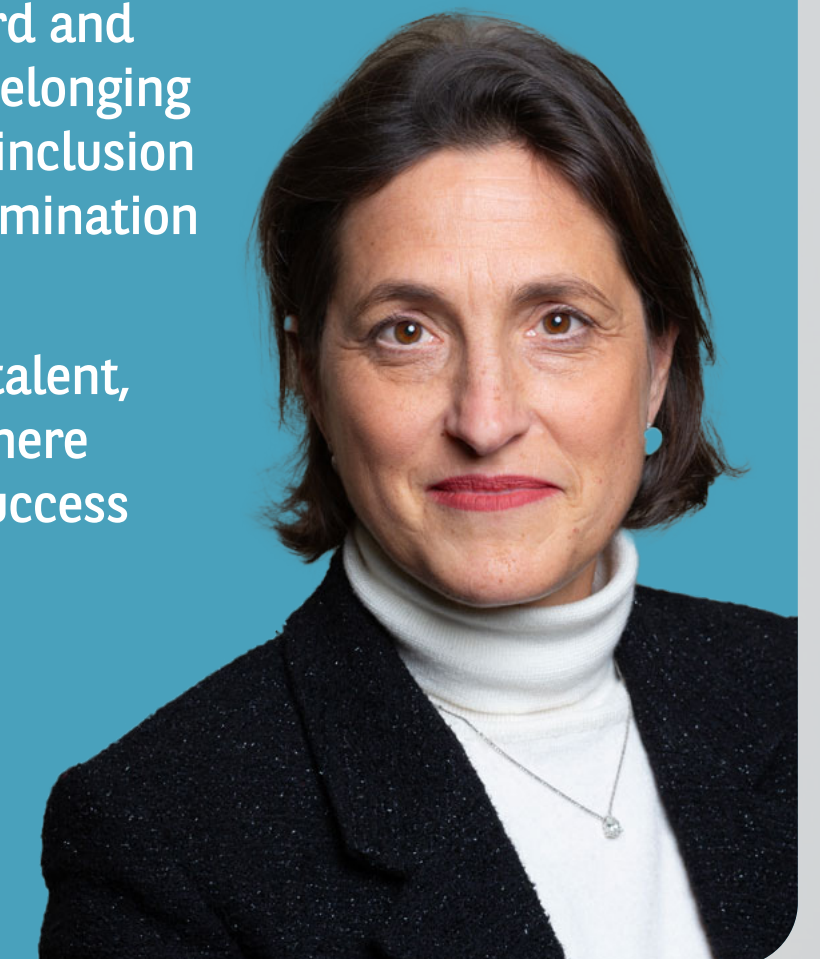


“Meaningful change takes time, and while we are eager to resolve any imbalance as swiftly as possible, I am truly pleased to see this year’s results demonstrating genuine progress. It is heartening to witness Real Estate narrowing the pay gap, which clearly reflects our ongoing dedication to greater equality and positive transformation. By regularly reporting gender and ethnicity pay gap data, we hold ourselves accountable, reaffirming our commitment to transparency and to cultivating a more inclusive environment where everyone’s experience is recognised and valued.

Inclusive teams are critical—they lead to better decisions and foster more productive communities, both within our organisation and among those we serve. At BNP Paribas, we believe that by offering support, opportunities, and space for our people to grow, we build stronger teams, broaden perspectives, and ultimately achieve better outcomes for our business, clients, and colleagues. Creating an environment where every voice is heard and respected is fundamental to building belonging in our workplace. Our commitment to inclusion is woven into our values and our determination to ensure fair opportunities for all.

By embracing diversity and nurturing talent, we are collectively building a future where everyone can thrive, and our shared success is truly celebrated.”

Emmanuelle Bury
UK Country Head,
BNP Paribas



2025 HIGHLIGHTS

We recognise that fostering a more diverse workforce and an inclusive culture is essential to our long-term success. That's why it remains a core part of our business strategy. As an organisation operating across commercial, residential, and rural sectors – and as part of a leading global bank – we are committed to taking meaningful action where we can have the greatest impact.

BUILDING BELONGING



49.6% Overall female headcount in 2025

44% Early talent hired in 2025 are women

"My journey from HR Officer to Head of HR and ExCom member at BNPPRE has been defined by purpose, resilience, and a firm belief in the great people I get to work alongside. When I began my career at BNPPRE, I never imagined the opportunities and growth that lay ahead but also the many challenges for us all. Each step, from advisor to leader has strengthened not only my professional capability but also my conviction in the importance of people focussed leadership.

As a woman in a senior position, I have felt both supported and empowered. The organisation has evolved significantly over the years, and I've seen first-hand the positive impact women leaders bring to our culture, decision-making, and long-term vision. Today, I'm proud to be an example of what is possible, while continuing to champion equity, visibility, and opportunity for others.

The ExCom is not a destination but a platform from which I can help shape a more inclusive, progressive, and people focussed organisation. My journey is a reminder that when we create space for women to lead, we foster a more innovative and collaborative organisation by leveraging on more diverse management styles."

Vicky Ryan
Head of HR,
BNP Paribas Real Estate, UK



ATTRACTING AND **RETAINING TALENT**

A key priority for us is strengthening our talent management strategies – not just to attract top talent, but to nurture and retain the best people throughout our organisation.

“I joined Strutt and Parker in 2026 as Head of Farming. I started my career as a police officer, so I am used to a male-dominated environment, especially at the higher levels – my experience in farm consultancy has been similar. Despite often working with other talented female heads of department and managers, we all always reported to a man and missed out on promotions to male candidates, which started to erode my belief that a woman can be successful at this level.

However, being given this opportunity at S&P, where I am also reporting to a woman, has had a positive effect and has made me feel there is no ceiling to my aspirations.

I have experienced an inclusive attitude, which inspires me to do my best and set an example for other female professionals.”

Natalie Gaibani
Head of Farming,
Strutt & Parker



41% Early talent population are women

44% of Long Service Awards are for women

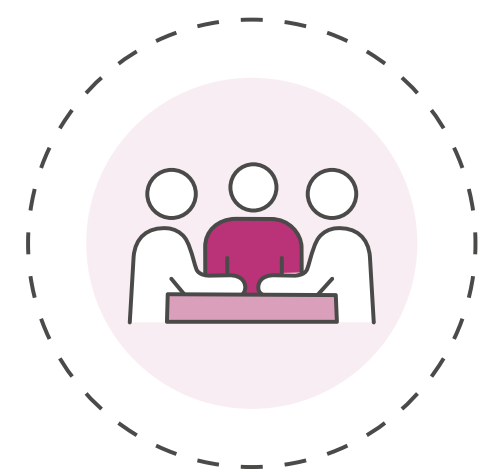
BUILDING BELONGING



To help guide our decision making, continue to better our culture and build something special, we have four Building Belonging promises.

These promises are at the very heart of everything we do for the betterment of our people – such as professional growth, success, development and achievements, and ensuring that we have the right resources to deliver the best possible service to our clients and each other.

In 2025, supported by our ED&I SteerCo, the organisation continued to work towards ensuring diversity across the business as part of our efforts to reduce the gender pay gap and further embed our Building Belonging Promises.



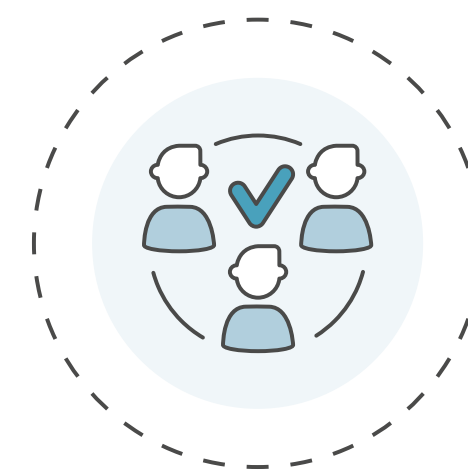
1. BUILDING BELONGING IN OUR WORKPLACE



2. BUILDING BELONGING THROUGH LEARNING & DEVELOPMENT



3. BUILDING BELONGING BY SUPPORTING THE WELLBEING OF OUR COLLEAGUES



4. BUILDING BELONGING THROUGH ACCOUNTABILITY AND MEASUREMENT

“The ED&I SteerCo is here to implement and champion the Building Belonging promises and influence positive change. We do this with and on behalf of our colleagues, and I’m proud of how dedicated the committee is to ensure that BNPPRE is a workplace where everyone has a fair opportunity to thrive.

I’m passionate about ED&I and as Chair of the ED&I SteerCo I’m learning so much more about our people and future opportunities. I believe in the power of inclusive thinking and it’s brilliant to see it encouraged in the workplace and embedded in our culture. I’m looking forward to what’s still to come.”



Frances Hardcastle-Brown
ED&I SteerCo Chair

ED&I STEERING COMMITTEE

Establishing a diverse, employee-led steering committee has been a crucial step in embedding the Building Belonging culture into our company values.

Our Equality, Diversity & Inclusion (ED&I) Steering Committee brings together representatives from across all business lines, as well as members of our Employee Networks focused on gender, LGBTQ+, being a parent or carer and ethnicity. The Committee plays a key role in shaping policies and recommendations, which are reviewed by our Executive Committee, while also engaging the wider business through its representatives.



Fran Hardcastle-Brown
ED&I Chairperson



Anna Ambrose
Residential Representative,
MixCity Member



Vicky Ryan
HR



Rachita Dhutia
Learning & Development



Charlotte Williams
Central Functions Representative
Parents & Carers Member



Nick Bramley
Rural Representative,
Parents & Carers Member



Beatrice Ajala
HR

“I’m encouraged to see Real Estate consistently reporting improvements in their gender and ethnicity based pay gaps. Robust data is essential for understanding our organisation and making evidence based decisions. Their combined actions that they have implemented over the years have made significant improvements and explains why their survey reveals that 89% of staff feel they treated with fairness and respect.

In these challenging times it’s important that we remain focused and continue to strive to create inclusive workplaces for all to thrive.”



Ama Ocansey
UK Head of Diversity
& Inclusion,
BNP Paribas

GENDER PAY GAP 2025

A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give men and women equal pay for equal work. Our gender pay gap is not a result of equal pay issues, as we have a gender-neutral approach to pay across all levels of the organisation. We regularly monitor this to make sure we meet this legal and moral obligation.

"I am pleased to share that we have achieved substantial progress in narrowing our gender pay gap, with the mean gap decreasing from 41.2% in April 2023 to 28.5% in January 2026. This improvement is a testament to the effectiveness of our renewed recruitment and promotion practices, which have fostered greater representation of women in senior positions. Notably, female directors now comprise 34.2% of our leadership team, marking a significant step forward in our ongoing journey toward equality.

While these achievements are encouraging, we recognize that there is still work to be done. BNPPRE's positive trajectory not only sets us apart within our industry but also reinforces our dedication to further closing the gap. We remain committed to continuous improvement and will keep striving to create an inclusive environment where all individuals have an equal opportunity to succeed."



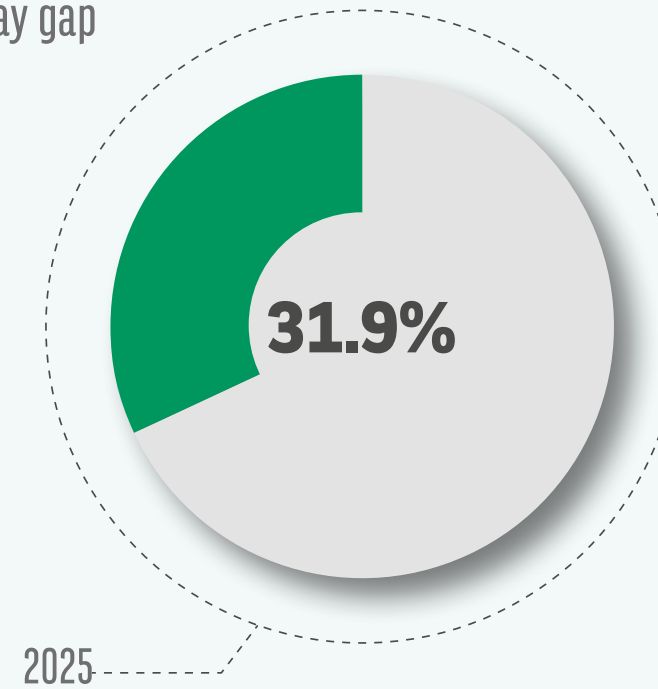
Vicky Ryan
Head of HR,
BNP Paribas Real Estate, UK

Mean Difference hourly pay gap

Average of Hourly Pay Rate

2022	43%
2023	41%
2024	35.4%

Mean pay gap: The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, across all roles.

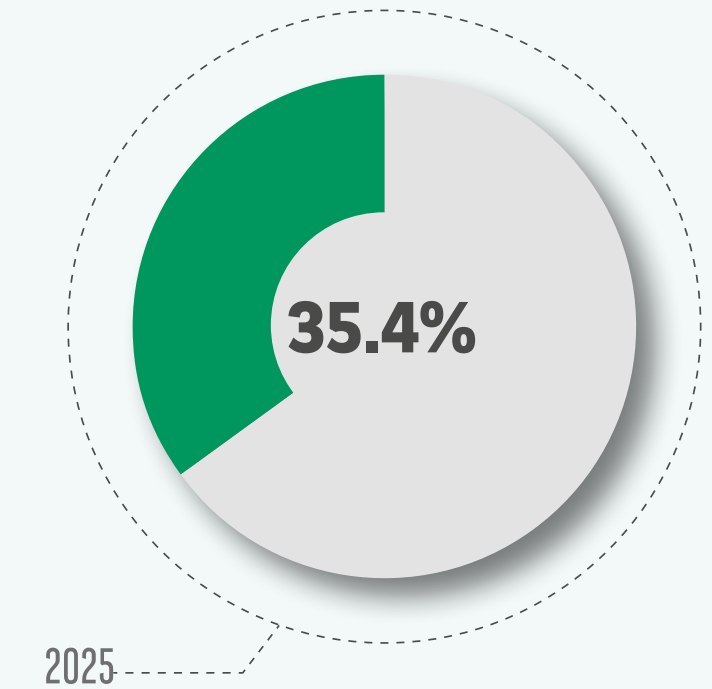


Median Difference hourly pay gap

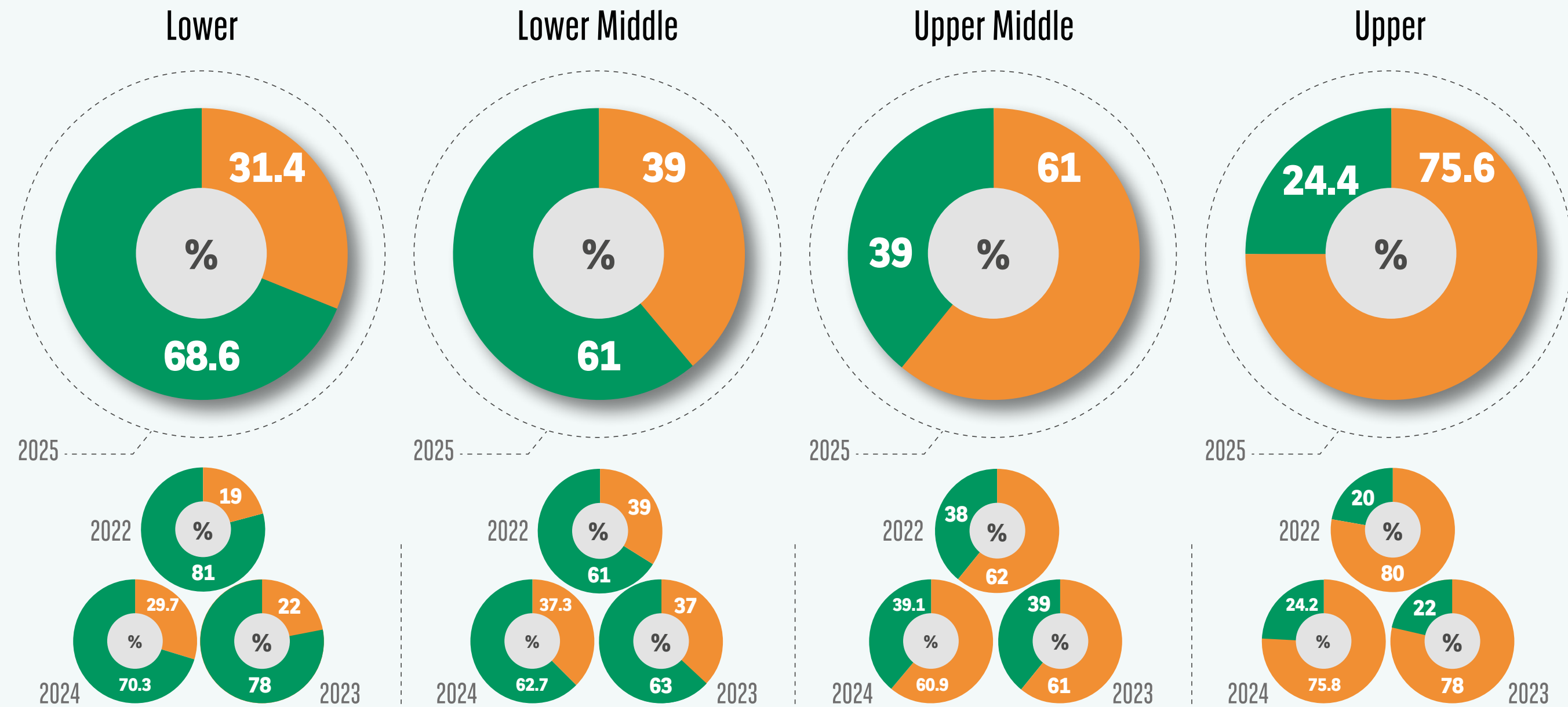
Average of Hourly Pay Rate

2022	49%
2023	44%
2024	37.3%

Median pay gap: The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.



Proportions of Female/Male by Hourly Pay Quartiles

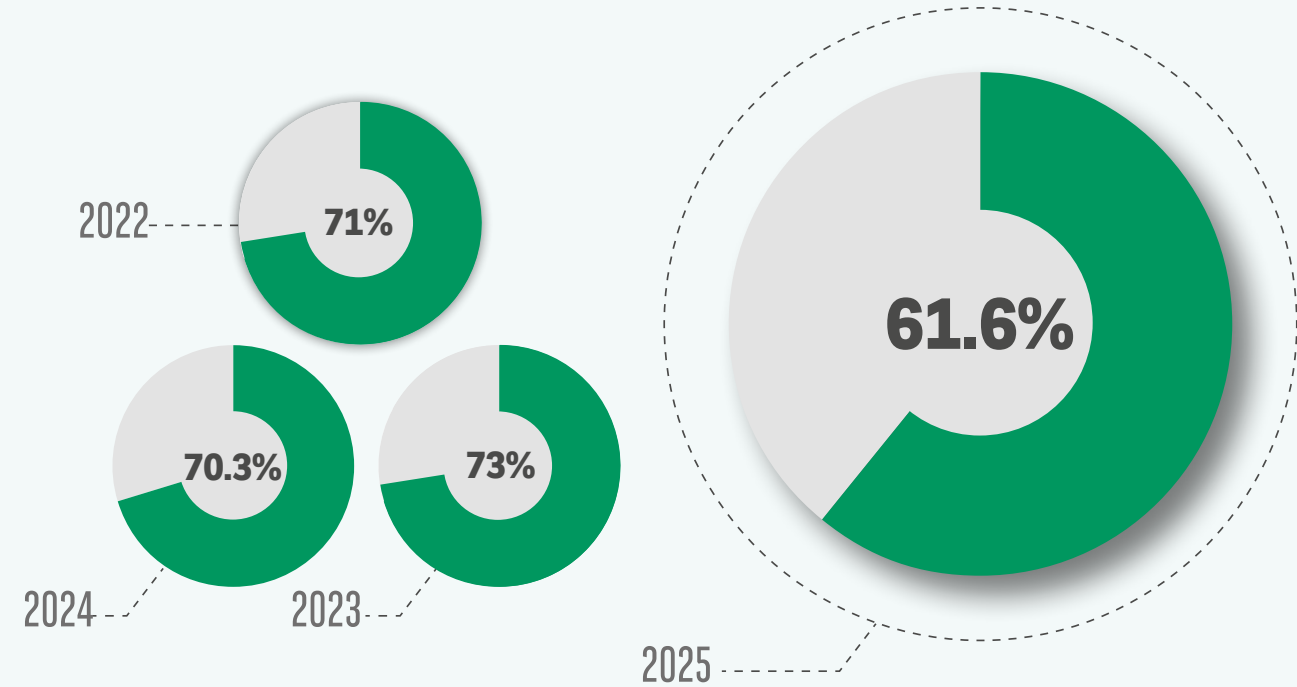


GENDER BONUS GAP 2025

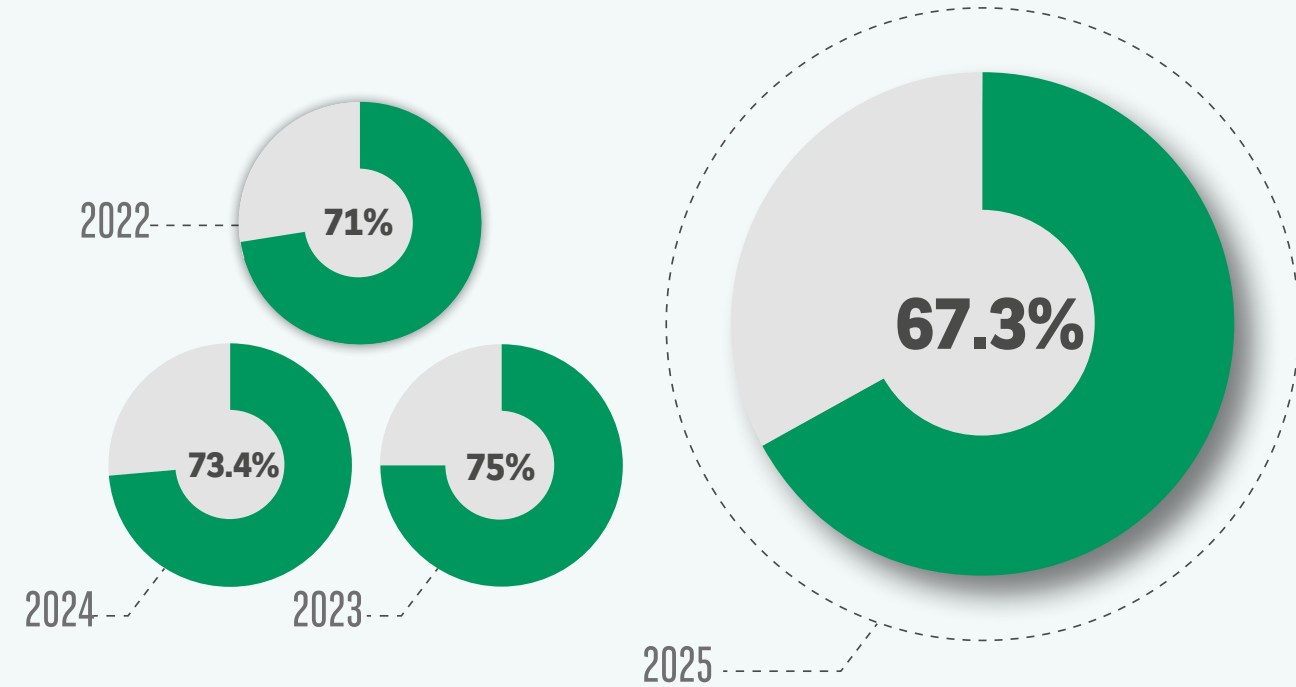
We confirm that the figures in our disclosure are accurate and have been calculated in accordance with gender pay gap reporting requirements as outlined in the legislation and accompanying guidance.

ACCOUNTABILITY
AND
MEASUREMENT

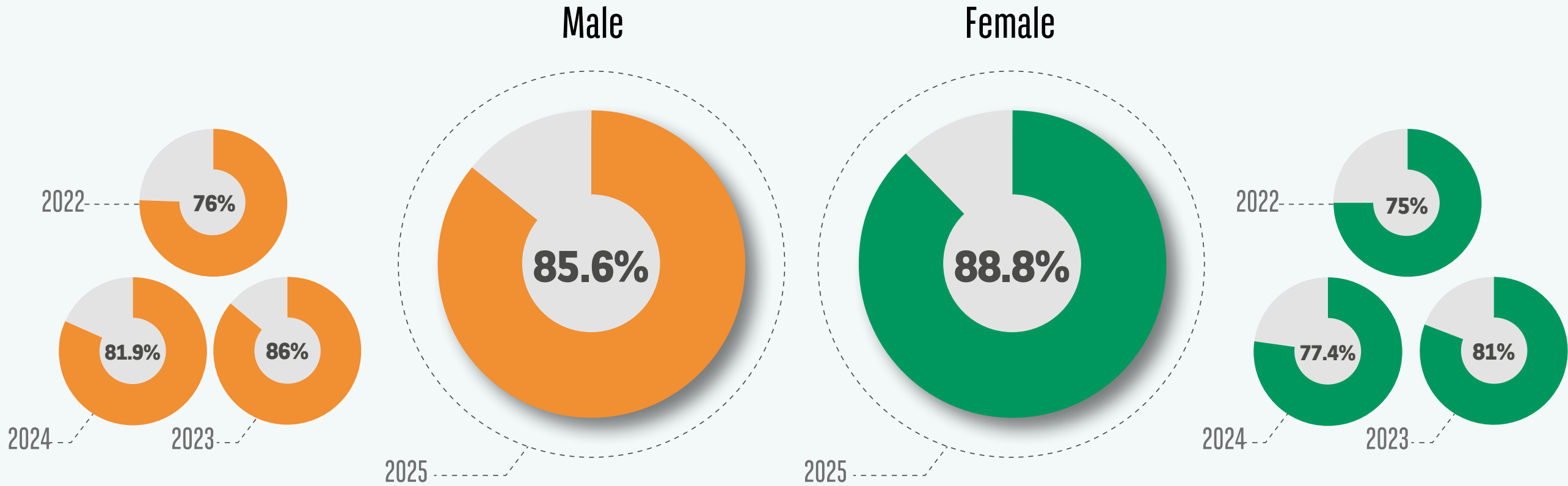
Mean Difference bonus gap



Median Difference bonus gap



Proportions of Female/Male Bonus Pay Receivers



ETHNICITY PAY GAP 2025

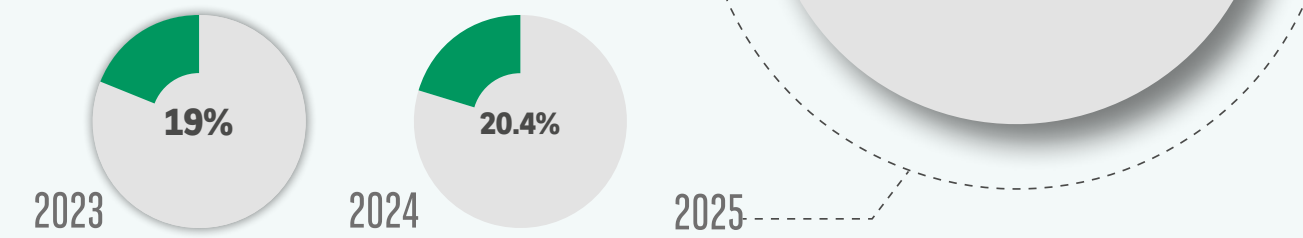
Ethnicity Pay Gaps measure the difference in average pay between white employees and employees from all other ethnically underrepresented groups. This is the total difference including bonus and reward contributions across an organisation. This is different from equal pay which refers to the legal requirement that everyone receives equal pay for the same or equal work.

ACCOUNTABILITY AND MEASUREMENT

Mean Difference hourly pay gap

Average of Hourly Pay Rate

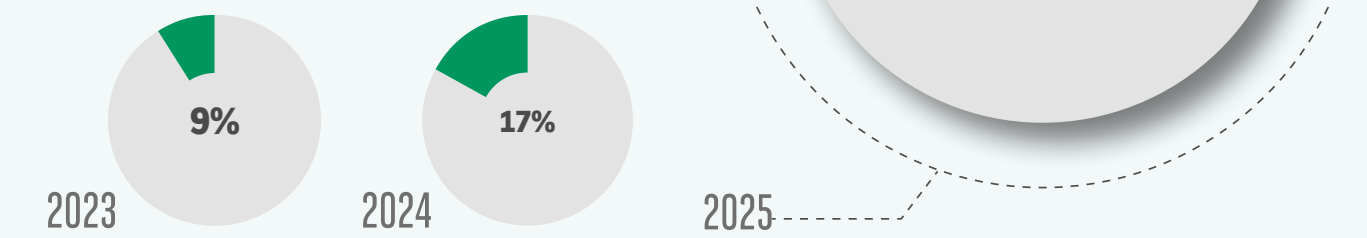
Mean pay gap: The mean pay gap is the difference in the arithmetic average hourly pay for Other Ethnic Groups compared to White - all, across all roles.



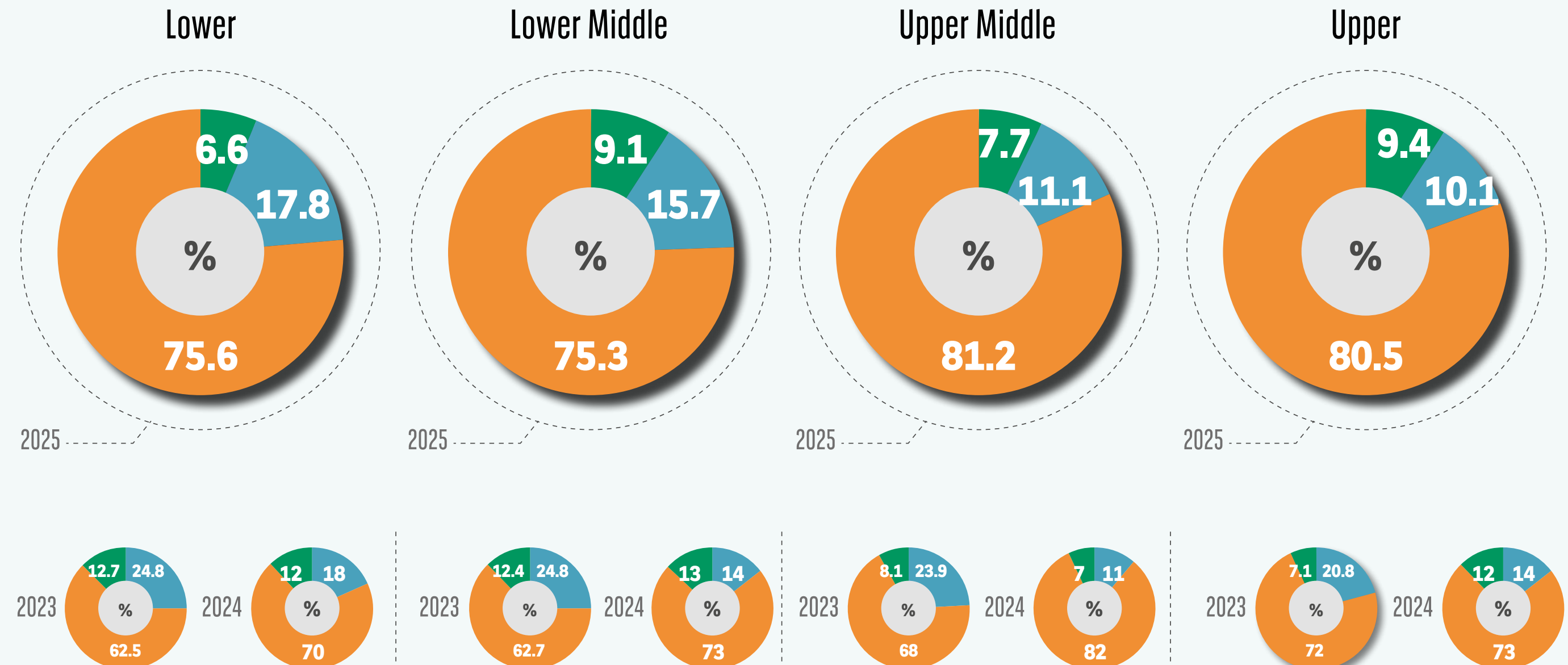
Median Difference hourly pay gap

Average of Hourly Pay Rate

Median pay gap: The median represents the middle point of a population. If you lined up all Other Ethnic Groups and White - all in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle person in each category.



Proportions of Other Ethnic Groups / White / Undisclosed - all in Hourly Pay Quartiles

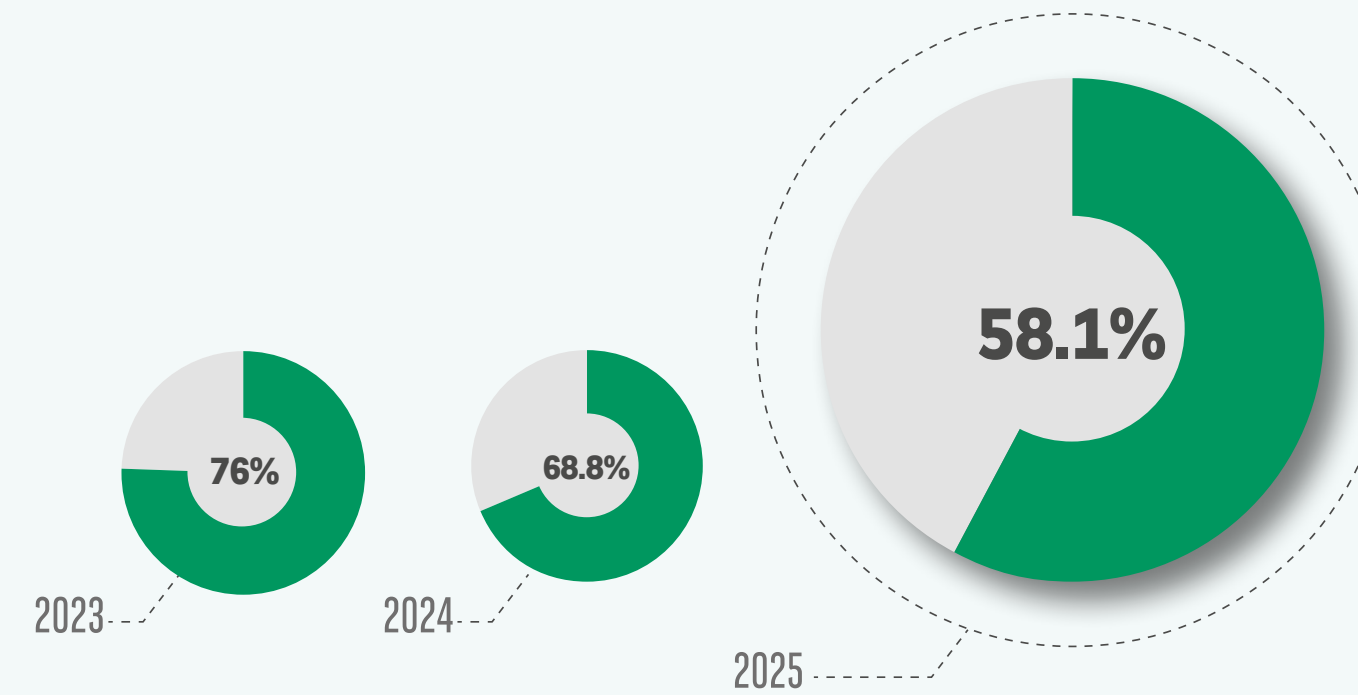


ETHNICITY BONUS GAP 2025

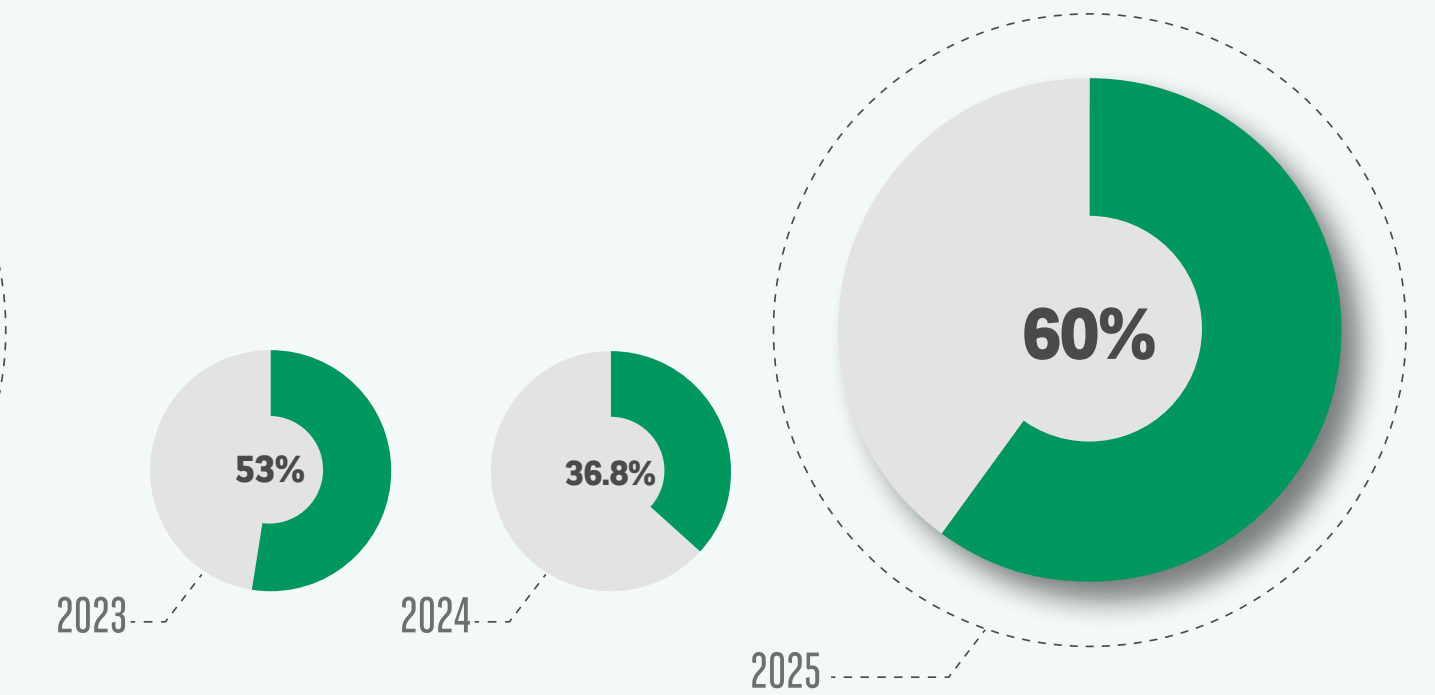
We report on our ethnicity pay gap voluntarily, despite there being no current legal obligation to do so. This data is based on our employees that have chosen to declare their ethnicity through our demographic survey each year.

ACCOUNTABILITY AND MEASUREMENT

Mean Difference Bonus Pay Gap



Median Difference Bonus Pay Gap



Proportions of Other Ethnic Groups / White - all of Bonus Pay Receivers



PARTNERSHIPS THAT MAKE A DIFFERENCE



Real Estate Balance is dedicated to improving diversity and inclusion in the real estate industry. As signatories to its CEO Commitments on Diversity, we actively support initiatives aimed at addressing gender imbalance in the sector.



SEO London (Sponsors for Educational Opportunity) supports young people from underrepresented backgrounds with education, training, and mentorship.



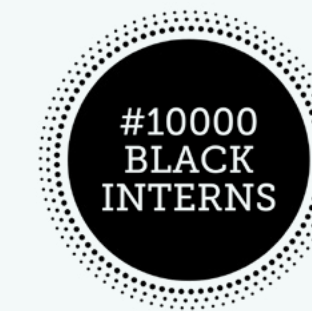
Peppy Menopause Support Service provides employees with personalised health support, ensuring they have access to the right resources at the right time.



Freehold is a leading network for LGBTQ+ professionals and allies in real estate.



Hey Girls, an award-winning social enterprise, supplies free period products to employees in all our HQ facilities.



10,000 Black Interns offers Black and Black Heritage students paid internships across the UK, providing industry exposure and career development opportunities.



Making the Leap is an innovative charity dedicated to transforming the futures of disadvantaged young people by boosting their confidence, skills, and career prospects.

EMPLOYEE NETWORKS

We have six different employee networks aimed at promoting equal opportunities, diversity and inclusivity across our businesses in the UK. These networks are open to all employees.



Parents & Carers Network



The Parents and Carers Network helps create an effective support infrastructure to working families and is pivotal in facilitating culture change by representing the broad range of experiences and needs of working families to management.

MixCity



MixCity is our gender equality network and forms part of BNP Paribas' Global ED&I network offering, operating in multiple locations around the world. Its aim is to help maximise the potential of both women and men through networking and discussion of diversity issues.

Multicultural Network



The Multicultural Network focuses on creating an inclusive environment by recognising and celebrating the diverse cultures and traditions of our workforce, clients and communities. It provides a forum for collaboration, support, best practice sharing and advocacy.

BNP Paribas PRIDE



BNP Paribas PRIDE assists in creating a supportive working environment where colleagues, customers and clients from the LGBTQ+ community feel safe, respected and valued by all. It is committed to assisting the organization with its overall strategic ED&I agenda whilst supporting our commercial objectives.

Ability Network



The Ability Network raises awareness of disability related issues (including both visible and non-visible disabilities and mental health), promotes equal opportunities and diversity, and provides a forum for dialogue on disability issues. The Ability Network is open to all employees, particularly those interested in learning more about disability, living with a disability, or close to someone with a disability - in or out of the workplace.

Early Careers Network



The Early Careers Network provides support to employees in the early stages of their careers, engaging them to feel more connected with the business as well as creating a sense of community. It encourages knowledge sharing and supports mobility for employees to better understand our culture and how to progress their careers within it, providing a platform to network with peers and senior management.

POLICY REVIEW & INITIATIVES

Shared Parental Leave (SPL) Policy

Eligible employees can receive an enhanced payment for the first 4 weeks of SPL equivalent to the annual basic salary, minus any period of enhanced paid maternity or adoption/ surrogacy leave. Employees who return to work after SPL following a minimum continuous period of six months, will be eligible for a 'return to work bonus'. This bonus will be calculated as four weeks of your salary.



Maternity Policy

We have an enhanced maternity offering at BNP Paribas Real Estate. If employees have less than two years' service, we will top up the first 12 weeks of maternity leave to equivalent of the employee's annual basic salary. The following 4 weeks will be topped up to half of the annual basic salary. If employees have more than 2 years' service, we will top up the first 12 weeks of maternity leave to the equivalent of the annual basic salary. The following 20 weeks will be topped up to half of the employee's annual basic salary. Employees who return to work after will be eligible for a "return to work bonus". This bonus will be calculated as four weeks of the annual salary.

Paternity Policy

Eligible employees receive two weeks of paternity leave with full pay and benefits with the ability to choose to take either 1 week or 2 weeks off (together or separately). Employees are required to give notice of their leave dates 15 weeks before the birth. Employees are required to provide 28 days' notice of the leave they intend to take. Upcoming changes in legislation means paternity leave will become a day one right however statutory paternity leave pay still requires 26 weeks service. From April 2026, paternity leave can be taken before or after shared parental leave.

"Returning to work after 14 months of maternity leave was certainly daunting, but it's been a truly positive experience. I felt supported by my manager and the wider business on my return to full time working, particularly in the context of being in an Armed Forces Family. At times this applies additional pressure on my personal life and caregiving responsibilities, requiring flexibility and an understanding from the business which I have received. A flexible approach to working, and hybrid set up, has provided allowances for nursery pickups and drop offs, and of course the occasional illness(!), giving me the confidence to be a working parent who is able to be there for my child while also leading a team effectively."

Amelia Cairns
Interim Head of External Communications,
Strutt & Parker



POLICY REVIEW & INITIATIVES

“Returning to work following maternity leave is a very disconcerting experience but I can honestly say that my return has been very positive. The company and my team have been very supportive and accommodating. Being allowed to have flexible working hours has made what I thought would be impossible very manageable and enjoyable!”

Olivia Eldridge
Residential,
Strutt & Parker



Menopause Policy

Our menopause policy has been put in place to provide support in the workplace for those going through the menopause. The policy provides advice for line managers and signposts employees to the additional support available including Peppy. This can be used by women (and their partners) requiring advice and support or for managers as an educational tool.

Parental Coaching

Launched in 2025, we partner with Bright Horizons to provide Parental coaching which is one to one coaching to support employees transitioning into parenthood, as well as back into the workplace following their parental leave



“We can all appreciate the difficulties new parents face when trying to balance work and caring for a newborn child. I was pleased to find out that BNP Paribas Real Estate has a shared parental leave policy that I could utilise to support my wife and spend invaluable time bonding with my child in the early stage of their life. Being a parent shouldn't be a solo job; it should be a partnership, and it was nice for me to feel I could participate during this challenging but exciting period of our lives. The team and wider business were supportive of me taking 4 weeks off on top of the usual parental leave and I encourage all parents to consider the policy when having or adopting a new child.”

Glenn Norton
Senior Associate Director,
Building Consultancy



RESPONDING TO EMPLOYEE FEEDBACK

Our annual Conduct Survey provides employees with a platform to share their perspectives on key topics, including management, career development, ED&I, and communication. Their feedback is essential in shaping a more inclusive and engaging workplace.

89% Of employees **treated with fairness and respect** regardless of Diversity of **origins** and **multiculturalism**

87% Employees treated with **fairness and respect** regardless of **gender**

50% of promotions were **women**

83% Felt they can **be themselves** without worrying about **being accepted**

49% of new hires were **women**

89% Of **women** returned from **maternity / adoption leave**

90% Believe their manager treats all people with **fairness, dignity and respect**

2025 KEY HIGHLIGHTS

SEO London

The charity Sponsors for Educational Opportunities (SEO) helps support talented students from a broad socio-economic background for career success through industry-specific education and training programmes. BNP Paribas offers an introduction to real estate and the diverse career paths available within our industry. The charity helps support high achieving students from underserved and underrepresented backgrounds to broaden their horizons through access to academic and professional opportunities.

- **In 2025** – the insight day attracted over 45 students held in March at our HQ, there was also a site visit organized for interested students to take part in.
- **In 2026** – 32 students participated, hearing insights from colleagues across the business, after which they put their learning and ideas into action through a group presentation tasked with an interactive Regeneration Project.



Of SEO London attendees:

100%

said the insight week was **engaging** and **informative**

64%

said they were interested in **pursuing a career in real estate** after the insight day

“I learned a lot about the several jobs real estate has to offer and the skills one must possess in order to be a surveyor or real estate agent.”



10,000 Black Interns

As part of our commitment to early talent, we support the 10,000 Black Interns Programme, the students spent their time between our commercial and residential business lines whilst on their placement with us. In Summer 2025 four students joined for a six-week internship.



Armed Forces Pledge

The Armed Forces Covenant is a promise to those who serve or have served in the armed forces, including their families, to do all we can to ensure they are treated fairly and not disadvantaged in their day-to-day lives. The Covenant supports serving personnel, service leavers, veterans, and their families, and by signing this, it is our commitment to make a difference. We working towards the silver pledge in 2026.

Mencap



We have partnered with learning disability charity, Mencap. Hosting work experience placements as part of a Supported Internship programme. We had interns with us in 2025, learning about real estate and developing their skills, aspirations, and confidence. Students are aged 16-24 and hold an Education, Health, and Care Plan.

INVESTING IN THE NEXT GENERATION OF TALENT

Early Careers Forum

With over 90 members from all regions and business lines, our Early Careers Forum supports apprentices, graduates, and recently qualified surveyors by fostering career development through networking, cross-functional collaboration, and a commitment to diversity, inclusion, and social responsibility.

“The perception was land management is and has been a male dominated industry. Initially this made me nervous and unsure as a graduate in the early stages of my career. However, Strutt & Parker has demonstrated the accomplishments of women in this field and reinforced that success is based on contribution and capability rather than gender.

Everyone I have met at Strutt & Parker has offered support and encouragement, especially in the early talent program, guiding my APC journey. This not only reinforces my belief that success is possible for all genders but also drives my confidence and ambition.”

Jess Russell
Graduate, Strutt & Parker



Next Generation Board

Listening to our next generation of talent is a cornerstone of our ED&I strategy. The Next Generation Board (NGB) provides aspiring leaders within our commercial, residential and rural business with a platform to advise, support, and influence the Commercial, Residential and Rural Executives on business strategy and policy. Through this forum, colleagues gain exposure to high-level governance, budgeting, and key industry challenges while having the opportunity to take ownership and drive meaningful change. This is a programme that we are adapting in other areas of our business.

NEXT GENERATION BOARD

“As a female surveyor I have been supported at every stage in my career with BNPPRE – right from a less experienced surveyor to my current role as Senior Associate Director.

I’ve never been short of opportunities to expand my network within the wider business. I took part in the Building Leaders course in 2020 and was also lucky enough to be part of the 2022 Women in Leadership cohort, which gave me an opportunity to connect with female colleagues from all around Europe. This was followed by being selected for Leaders for Tomorrow, BNP Paribas’ global talent programme which focuses on coaching and training, which I will take with me through my career.

More recently, as part of the NextGen Board, opportunities to further collaborate with people in different areas of the business has presented themselves again. I am grateful for the chance to build a network of colleagues and for the confidence that connecting with like-minded people helps to build and harness.”

Cathy Green
Property Manager,
BNP Paribas Real Estate
Facilities Management



OPPORTUNITIES TO LEARN AND DEVELOP

Leadership Development | Lead

This leadership development programme aims to develop our high performing senior leaders who display potential for the next step in their career, and who demonstrate an appetite to further shape their leadership behaviours. The programme aims to increase self-awareness, and self confidence as a leader, grow confidence to manage and lead others through change and develop knowledge and understanding of strategy and the wider organisation.



Emerging Leaders | Building Leaders

This programme is designed to develop the leadership skills of our emerging leaders, increasing self-awareness and enhancing their ability to inspire and support their teams. It also reinforces the value of diverse and inclusive thinking, benefiting individuals, teams, and the wider business.

"The Building Leaders programme was an interesting and worthwhile experience in my leadership journey. The 360-degree feedback was particularly insightful, highlighting both my strengths and development areas, as well as how leadership is perceived at different career stages. The programme combined good teaching, strong organisation, and valuable opportunities to connect with peers across the business, creating a genuine sense of group belonging. The authentic stories shared by speakers resonated with me and reinforced my belief that authenticity is key to effective leadership. Programmes like this are essential in building confident, self-aware women and men leaders who lead with clarity, empathy, and accountability."

Archana Jhinger
Property Manager,
BNP Paribas Real Estate Facilities Management



"Participating in the Building Leaders Programme has been an incredibly valuable and transformative experience. The programme struck the perfect balance between practical leadership tools and meaningful self-reflection, helping me better understand both my strengths and areas for growth.

What stood out most was the quality of facilitation and the calibre of participants. I've come away with not only practical frameworks that I can immediately apply in my role, but also greater confidence in my ability to lead as a female in leadership role with clarity, empathy, and purpose."

Hanshika Joshi
Business Partner, Client Finance



"From undertaking the Building Leaders Programme, I learnt a lot about myself from the 360 feedback as well as the behavioural style preference indicator and how my past experiences have influenced my Leadership style. Meeting colleagues and sharing experiences, particularly at the start of the journey was enlightening as it demonstrated that we are all individuals whilst set the same task, everyone will approach things in their own way.

Using the knowledge and understanding from this course, enabled me to embrace and acknowledge the style I naturally lean towards and be adaptable to the other styles depending on the situation I am faced with. Most importantly being true to who I am.

I joined Strutt & Parker as a Lettings Administrator in 2007, I never imagined I would achieve or even could achieve the position I am in today. It was very male orientated, however over the years I have seen the change with more women moving to senior roles and joining the organisation as a whole. I am currently one of two female Directors in the Chelmsford Office which is a first."

Sarah Roberts
Chelmsford Land Management,
Strutt & Parker



Career Development for Women | RISE

RISE is BNP Paribas' annual career development programme aimed at supporting mid-career women from across all the UK business lines to strategically manage their careers through a blended learning approach. This includes in-person training sessions, personal branding, group coaching and mentoring.

The RISE programme is an important part of the bank's gender strategy, and wider commitment to diversity and inclusion, an important driver of our business success. Now in its seventh year, positive feedback from participants in the previous cohorts has enabled us to refine our offering and deliver even more value for colleagues taking part.

"The RISE programme was a fantastic opportunity to take time to consider the direction of my career and to take meaningful steps towards building a career development plan. Whilst I knew the general direction I wanted to progress in; RISE helped me to take more ownership of my career journey by alerting me to the soft skills I needed to work on and encouraging me to confidently discuss my career ambitions with my manager. Aside from the structured training, another benefit of the RISE programme is the other female role models I have gained from the fantastic women I met who work across the BNP Paribas business."

Grace Millbank
Estates & Farm Agency,
Strutt & Parker



Building Your Brand | Empowering and Elevating Women



We have several impactful learning and development programmes and initiatives at BNPPRE UK. Building Your Brand is one of them, a relatively new initiative that embodies our commitment to our Building Belonging culture.

Since launching the programme at the beginning of 2025, we have worked with women across the business - helping to strengthen their visibility, increase confidence both internally and externally.

Activities include:

- Delivering speaker training to help participants build confidence and presence in panel and event settings
- Hosting social media workshops to support profile building and professional storytelling online
- Featuring participants in our newsletter as interview features
- Providing speaker opportunities at events and panels
- Securing media commentary and press engagement
- Collaborating with the Bank on initiatives
- Dedicated Teams channel to communicate and share ideas.

**Building Your Brand is not wholly exclusive to female colleagues.*

“This is something we’ve designed very deliberately – to help redress the balance in how we show up as an organisation, and more importantly, who gets seen and heard within it.

In real estate, we know there’s still work to do to achieve true gender balance – particularly when it comes to visibility, influence, and representation. Whether that’s on panels, in pitches, or in the media, the same voices can often dominate. And that’s exactly what we wanted to change.

As part of our commitment to the Real Estate Balance and the CREW Charter, we’ve already pledged to support more diverse panels. But Building You Brand goes further.

Because it’s not just about being invited to the table – it’s about feeling confident, prepared, and empowered to take your place there. Building Your Brand is here to support more of our female talent to step forward, raise their profile, and build a presence that reflects the expertise we know exists across this business.

It is about visibility, confidence, and opportunity – but ultimately, it’s about creating a more balanced, inclusive place to work.”

Charlotte Williams
Head of Marketing & Communication,
BNP Paribas Real Estate, UK



MENTORING PROGRAMME

We launched our internal mentoring programme across all our business lines in 2024. Our mentors are our experienced employees and role models who provide structured support in the personal and professional growth of our mentees within BNP Paribas Real Estate and Strutt & Parker. The aim is for the mentoring partnership to be beneficial to both, mentors and mentees, as a means to provide career guidance, build new skills, provide support, transfer knowledge and network with others in the business. It is tailored to each pair to suit their individual needs and objectives.

The mentoring journey is for one year where mentors and mentees are provided with training, and are supported throughout to ensure engagement.

50%

In 2025, we've had 64 mentors and mentees sign up. 50% of these participants are women.

GOAL  17



A Culture of Care

Navigating mental health challenges can be difficult, and knowing where to turn for support is crucial. We provide a range of resources to help employees, including:

- **Employee Assistance Programme** – offering free, confidential advice on personal and work-related issues.
- **Thrive** – a free mental wellbeing app designed to help prevent and manage stress, anxiety, and related conditions.
- **Mental Health Ambassadors** – a dedicated network of employees who offer guidance and signpost colleagues to available support. They provide a safe and confidential space for discussions, especially for those who may not feel comfortable speaking to their line manager.



Wellbeing Matters Webinars

Wellbeing Matters is a webinar series addressing different topics and their impact on mental health.

This series is part of our Building Belonging promise of supporting the Wellbeing of our colleagues. We aim to create a workplace that fosters a sense of wellbeing and is understanding and supportive of mental health issues if and when they arise.

The online webinars aim to build awareness on various topics and individual techniques so employees can feel enabled to support themselves or support those they work with thus building a culture of care. In 2024, we started discussions on the following topics along with an external chartered psychologist and coach.

- **Stress and Burnout in the workplace**
- **Resilience: what it is and how to develop it**
- **Understanding Neurodiversity and its impact**
- **Understanding Anxiety**

Resources for Employees

