

# Gender and Ethnicity Pay Gap Report

2023 / 24



**BNP PARIBAS  
REAL ESTATE**



BNP PARIBAS GROUP 

Real Estate  
for a changing  
world



# “Inclusion is fundamental to our culture at BNP Paribas Real Estate and Strutt & Parker.”

“We continue to focus on tackling both the gender and ethnicity pay gap. We recognise that there is lots more to be done, however, we are seeing improvements as a result of taking a long-term, strategic approach and we are pleased to see that this has contributed to a reduction in our Gender Pay Gap by 2% and Ethnicity Pay Gap by 4% this year.

I am proud to present our latest report. While the pace of progress may be gradual, our unwavering commitment to fostering diversity and inclusion right across our business is steadfast.

Celebrating that our people are our greatest asset, we are dedicated to increasing the diversity across all levels of the organisation from early talent to leadership.

Our efforts extend beyond mere intentions, with tangible advances evident in the grassroots initiatives and strategic recruitment practices that we’ve implemented.

Our Equality, Diversity and Inclusion committee works in tandem with various networks across the Group to foster a progressive environment where all can thrive. These serve as catalysts for meaningful conversations, networking and awareness raising, ensuring that equality is woven into the fabric of our culture and policies.

We acknowledge the pressing need for diversity not only within our organisation but our wider industry. To this end, we are growing the number of partnerships with

organisations that align with our goals such as SEO London, 10,000 Black Interns and Real Estate Balance. By collaborating on key initiatives and embedding social value, we aim to contribute to a more equitable and inclusive society.

In conclusion, our gender and ethnicity pay report shines a light on what we have achieved so far whilst holding us accountable to our long term commitments. Together, we will continue to shape an organisation that not only thrives when faced with challenges, but leads the charge towards a more equitable future.”

*Etienne Prongué, Chief Executive Officer  
BNP Paribas Real Estate*



“We will deliver our best for our customers when we feel fulfilled in our career and confident of being accepted for who we are at work. That’s why it’s important to us that inclusion is at the centre of our culture. It’s implicit in our values, a requirement of our leaders, and is a unifying thread across all our entities. A more equal world is better for everyone, freeing us all from expectations that limit us and allowing us to make the most of every contribution.

“Fairness and respect are the key drivers of our management mindset, and we continue to fully support initiatives to realise equality through collecting and reporting gender and ethnicity pay data. Accountability ensures that we work harder to drive inclusion.”

*Emmanuelle Bury  
UK Country Head  
BNP Paribas*

# 2023 EDI Highlights

We know that making continued improvements towards building a more diverse workforce and an inclusive culture is fundamental to the future success of our business and, as such, it is a key part of our business strategy. As an employer spanning many sectors and areas of expertise – commercial, residential and rural– as well as being part of a major global bank, it's imperative we do this by focusing closely on the areas where we can take meaningful action.



**FLASH**   
**SURVEY**   
YOU SAID!

**87%**  
of employees

feel that the company is an **inclusive place to work and supports diversity** (gender, age, ethnic origins, disability, sexual orientation and identity)

**84%**  
of employees

feel they are **treated with respect**

**52%**

**promotions** were **women**

**43%**

**new hires** were **women**

**83%**

of **women returned** from **maternity / adoption leave**

**43%**

**early talent** were **women**

**50%**  
women

**gender balance** across the workforce

# Attracting and retaining talent

Ensuring we have a greater focus on talent management strategies to not only recruit, but also nurture, and retain the best talent throughout the organisation is a key priority.

"Having access to, building relationships with and learning from successful and confident women has meant that I have never felt limited, and have felt confident that my progression would be based on my merit and contribution. I have also learnt, through professional confidence and experience, to push myself into situations that feel uncomfortable or challenging rather than shy away from them. Continuing to attract, nurture and inspire female talent into the industry is key to maintaining forward progress."

*Anna Ambrose*  
Head of Lettings,  
Strutt & Parker



"For me, it is incredibly important that we hire based on ability to perform the role and where possible we train and grow talent from within. It is great when teams are made up of different backgrounds, strengths, characters and personalities as diversity in thinking allows us to find better, more considered and more innovative solutions."

Emma Orford was promoted to Senior Director in March 2023, having started in an administrative role in 2008.

*Emma Orford*  
Senior Director, Property Management



"I have been supported by a department head who has encouraged me to grow and develop, which in turn has allowed me to do the same. As a result, 40% of our National Rating team are female. Externally, I have received positive feedback from clients who notice the positive increase in the female to male ratio in delivering our services to them."

*Maria Haydock*  
Director, Rating

"I believe it is fundamentally important for men and women to see women in senior management positions; it embodies our business strategy to invest in our people, our clients and our business. On a day to day basis I work with a dynamic, energetic and enthusiastic team, in which we embrace our differences to ensure we all reach our potential. I will do all I can to support my team as I have been supported through my career to date."

*Kathryn Donkin*  
Senior Associate Director, Rural



# BUILDING BELONGING

**We promise to create an inclusive workplace based on the principles of diversity and equal opportunity.**

To achieve our aims of Building Belonging we have made four promises, each one with actions to support ongoing change within our organisation and the wider industry.

1. Building Belonging in our **workplace**
2. Building Belonging through **accountability and measurement**
3. Building Belonging through **learning & development**
4. Building Belonging by **supporting the mental health and wellbeing of our colleagues**





## 1

## Building Belonging in our Workplace



We promise to create an inclusive workplace based on the principles of diversity and equal opportunity, enabling all our people to achieve success for themselves and our business. We will achieve this through:

- Zero tolerance to all forms of discrimination – gender, ethnicity, LGBTQ+, disability and age.
- Enhancing our inclusive recruitment practises and making sure we have balanced shortlists. By providing employees with diversity in their work environment, we hope to instil pride in our brand and inspire all the different individuals within our workforce.
- Identifying talented individuals, regardless of gender or socioeconomic background, to broaden entry to the real estate profession through our Early Talent and Apprentice programme.
- Working with National Sponsors for Educational Opportunity (SEO) and the Changing the Face of Property initiative to build interest in real estate as a career path.
- Creating a flexible working environment for all to nurture a healthy work-life balance and support our diverse employee mix.
- Promoting internal awareness of networking opportunities created by employees, for employees: MixCity; Ability; Early Careers Network; Pride; Multicultural; and Parents & Carers. Ensuring we have Real Estate employees represented in each group and coordinating across the business.
- Building relationships and sponsoring influential industry groups like Diversity and Inclusion networks including Real Estate Balance and Lion Heart.

# Employee-led EDI Steering Committee

Creating a diverse and inclusive employee-led steering committee was an important step in embedding the Building Belonging programme into the culture of our business.

Our Equality, Diversity & Inclusion (EDI) Steering Committee is supported by representatives of all our business lines and members of our Engagement Groups that represent gender, LGBTQ+, age, ethnicity and disability. The Steering Committee's role is to develop policy and recommendations to be approved by the company's Executive Committee and engage with the business lines through the representatives.



**Paul Abrey**  
EDI Chair



**Anna Ambrose**  
Residential Representative,  
MixCity Member



**Fiona Biddle**  
HR



**Rachita Dhutia**  
Learning & Development



**Kavita Kainth**  
Commercial Representative,  
Multicultural Network Member



**Karl McConville**  
Rural Representative,  
Parents & Carers Member



**Richard Long**  
Central Functions Representative



**Charlotte Williams**  
Marketing,  
Parents & Carers Member



**Jennifer White**  
Communications



"It can be daunting to try to excel in your career and grow your family at the same time. I joined the committee to represent women and parents and have a voice when it came to equity."

*Charlotte Williams, mother of two and Head of Marketing & Communications*

# Partnerships that will make positive change



Real Estate Balance is a campaigning organisation working to improve diversity and inclusion in the real estate industry. We are signatories of Real Estate Balance's CEO Commitments on Diversity, which aims to address gender imbalance in our sector.



Freehold is a leading and unique networking forum for lesbian, gay, bisexual and transgender real estate professionals and allies working within the real estate sector.



10,000 Black Interns works with companies across the UK to provide insight into industry for Black or Black Heritage students through paid internships. These are UK university students (any year including postgrad) or recent graduates (last 3 years), or over 18 on a gap year with a confirmed UK university place.



SEO London (Sponsors for Educational Opportunity) delivers educational, training, and mentoring support to young people from underrepresented and underserved backgrounds to broaden their horizons through access to academic and professional opportunities.



We have been working with Property Needs You to help young people to make the most of opportunities in our industry.

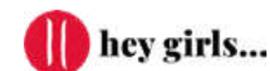
We are also proud to be a founding member of Changing the Face of Property, which is focussed on increasing the proportion of under-represented groups entering and staying within the property sector.



We work with Making the Leap, an innovative grassroots societal change charity that aims to make a big difference. Its mission is to transform the futures of disadvantaged young people in the UK by providing training to raise their aspirations and develop their skills, confidence and outlook to choose and succeed in a career.



We work with the Peppy menopause support service, to help provide employees with access to the right support at the right time. Peppy helps women to take control of their health by giving them information, answers and personalised support.



We partner with Hey Girls an award-winning 'buy one donate one' period product social enterprise so that we have free period products for are employees in all our HQ toilets.

# Employee Networks

We have six different employee networks to promote equal opportunities, the value of diversity, and inclusive practices across all our businesses in the UK. These networks are open to all employees.



## Parents and 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 EDI 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 EDI 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.



# 2023 Engagement Highlights

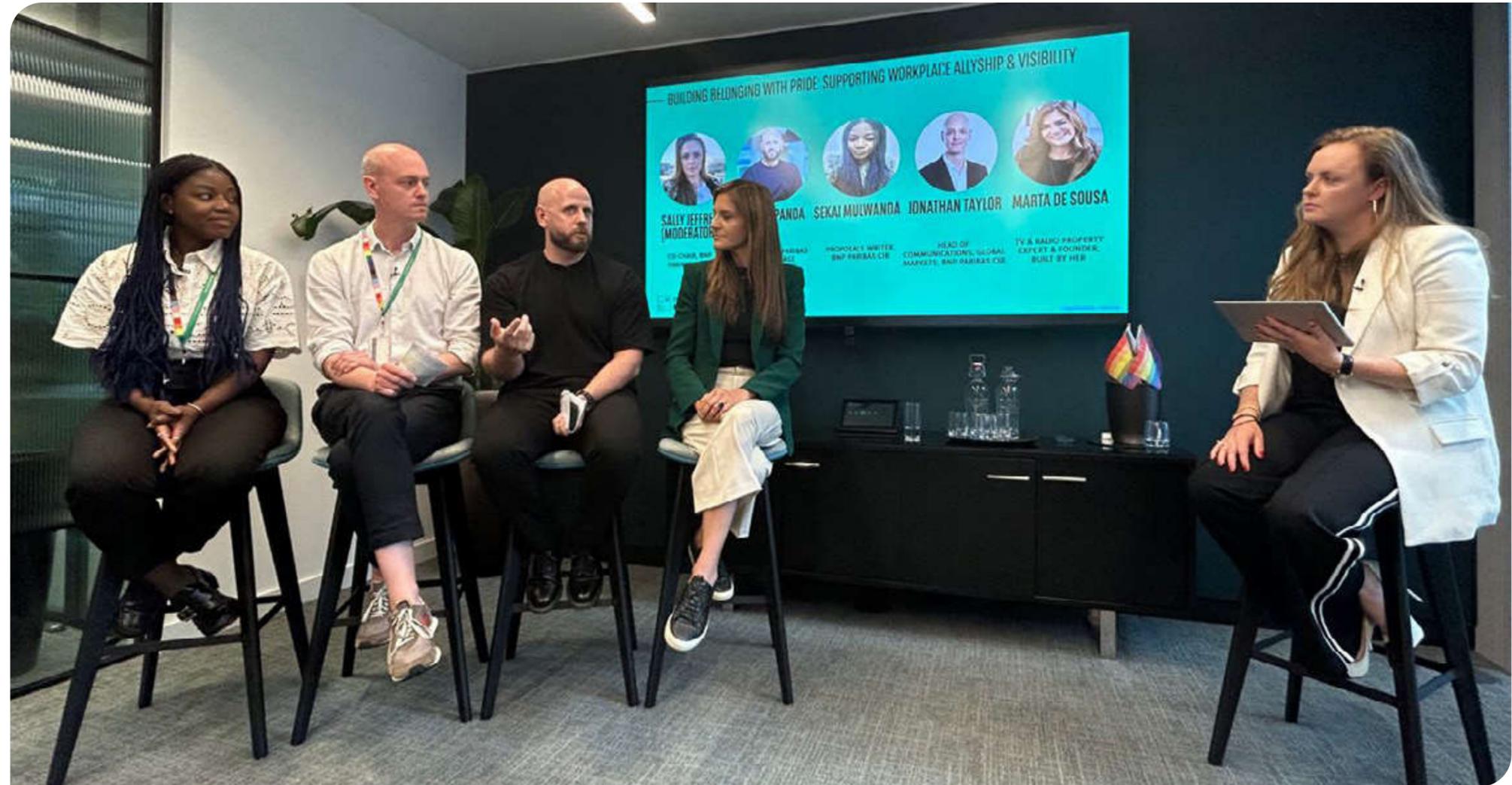
Through our employee networks, we held a range of different events throughout the year. Key highlights include:



## International Women's Day

### Embracing Equity

We hosted a panel event focusing on the 2023 International Women's Day theme of embracing equity. A powerhouse of leaders joined us to discuss their career to date as well as providing toolbox tips for those attending on how to champion equity in their everyday actions.



## Pride

### Workplace allyship and visibility

Our Pride employee network hosted a panel on the importance of workplace allyship and visibility. The discussion featured colleagues from Real Estate and CIB and external speaker, Marta De Sousa. The event was followed by networking drinks with speeches by Sam McClary from EG and Kelly Canterford from Freehold.

### Representation and Education

We aim to mark a variety of different events each year to ensure representation across many cultures and foster diversity and inclusivity. Organising the events provides an open forum for collaboration, support, best practice sharing and advocacy. In addition, it helps our employees develop an appreciation for the diverse communities that we represent as a company, creating a sense of belonging and awareness.



Colleagues celebrating Ramadan

## Multicultural Network

The Real Estate Multi Cultural Network (RE MCN) works closely with the wider BNP Paribas MCN. We aim to cover a variety of events each year to ensure representation across many cultures and foster diversity and inclusivity. Running these provides an open forum for collaboration, support, best practice sharing and advocacy. In addition, it helps our employees develop an appreciation for the diverse communities that we represent as a company, creating a sense of belonging and awareness.

In 2023, we organised a number of events with other BNP Paribas entities, helping to raise awareness, understanding and knowledge. This included events on Ramadan, Chanukah, Black History Month, Diwali and many others.

## Black History Month

Last year's theme for Black History Month was 'Celebrating our Sisters' and, in collaboration with the BNP Paribas Multicultural Network, we hosted a panel of trailblazing black women in the real estate industry; Phyllis Agbo MRICS, Senior Development Manager, Stories, Faith Locken MRICS, Founder of We Rise In and Samantha Tulloch, Change and Transformation Consultant. Our EDI Steering Committee Chairperson, Paul Abrey, a sponsor of the Multicultural Network, introduced the speakers and the session was moderated by BNP Paribas UK Country Head, Emmanuelle Bury.



# Policy Review & Initiatives

## Shared Parental Leave (SPL) Policy

As long as employees have completed 26 weeks' employment by the Qualifying Week, we will top up the first four weeks of SPL to the equivalent owed from 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 at the date of payment. We hope by having this policy in place it encourages more employees to consider this option.

"I am grateful to BNP Paribas Real Estate for the Shared Parental Leave policy. Living in a rural community, childcare is a challenge and the policy allowed my wife to have a spell back at work and me to spend valuable time with my new son and the family. I would encourage colleagues to consider the opportunity."

**Andrew Duncan**  
Head of Perth, Rural



"Since returning back from maternity leave in June 2023 following the birth of my twins in April 2022, I have moved into a new role within Client Finance. Adapting not only to a new role but also a new working pattern of 3 days was a bit daunting at first. The department and wider business have been so supportive during this period, allowing me to continue working in a team I enjoy whilst understanding that I now have additional commitments in my home life. This has massively helped me transition into my new working life as a working mum."

**Megan Boyce**  
Senior Business Assistant



## Maternity Policy

We have an enhanced maternity offering at BNP Paribas Real Estate. If employees have less than 2 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

As per statutory guidelines, 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 consecutive weeks off. Employees are required to give notice of their leave dates 15 weeks before the birth. With the recent paternity leave legislation changes, employees will only have to give 28 days' notice of the leave they intend to take. Employees can take paternity leave at any point in the first year (up from the first eight weeks) and will be able to split it up into two separate blocks of one week (rather than having to take two weeks together).

## 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.



# 2

## Building Belonging through Accountability and Measurement



We promise to engender greater accountability by using our insights to understand the makeup of our workforce, from recruitment to retirement, to pinpoint gaps in our talent lifecycle, allowing us to track progress and shape direction. This will include:

- Meeting our regulatory obligations to publish and communicate our annual Gender Pay Report and also publish our Ethnicity Pay Report with it, so as to have a more granular approach to measuring ourselves and focusing on intersectionality in EDI.
- Regular dashboard reporting of recruitment and promotions to senior management to monitor our objectives and constantly seek new sources of candidates from more diverse backgrounds.
- Seeking feedback and encouraging participation in employee surveys that measure our demographic makeup and understand our employee body.
- Our leadership team actively engaging with our employee networks to listen to their ideas and experiences to break down barriers and maximise opportunities for all.

### Using data to drive change

Through the EDI Steering Committee we monitor how we are performing as a business through dashboards. The data is benchmarked against the 2021 Census Data to ensure we reflect the community and clients that we serve. The dashboards are reviewed across the business line Executive Committees.

Being transparent and sharing this analysis is critical to understanding where we are now as a business and to determine areas to improve, to create a fairer, more inclusive workplace.

# Gender Pay Gap 2023

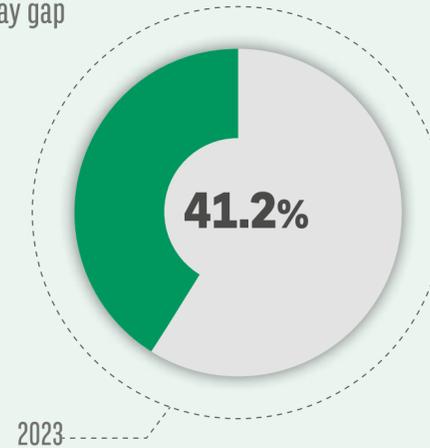
A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give men and women equal pay for equal work. Our gender pay gap is not a result of equal pay issues, as we have a gender-neutral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

## Mean Difference hourly pay gap

Average of Hourly Pay Rate

|      |     |
|------|-----|
| 2020 | 49% |
| 2021 | 42% |
| 2022 | 43% |

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

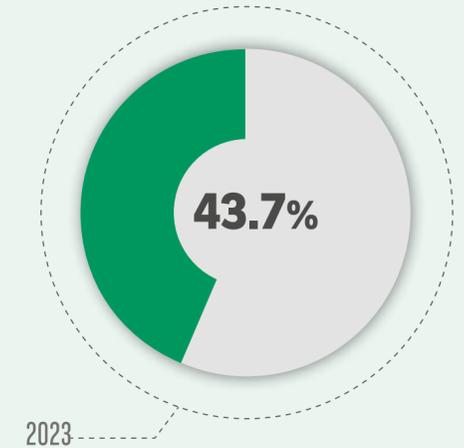


## Median Difference hourly pay gap

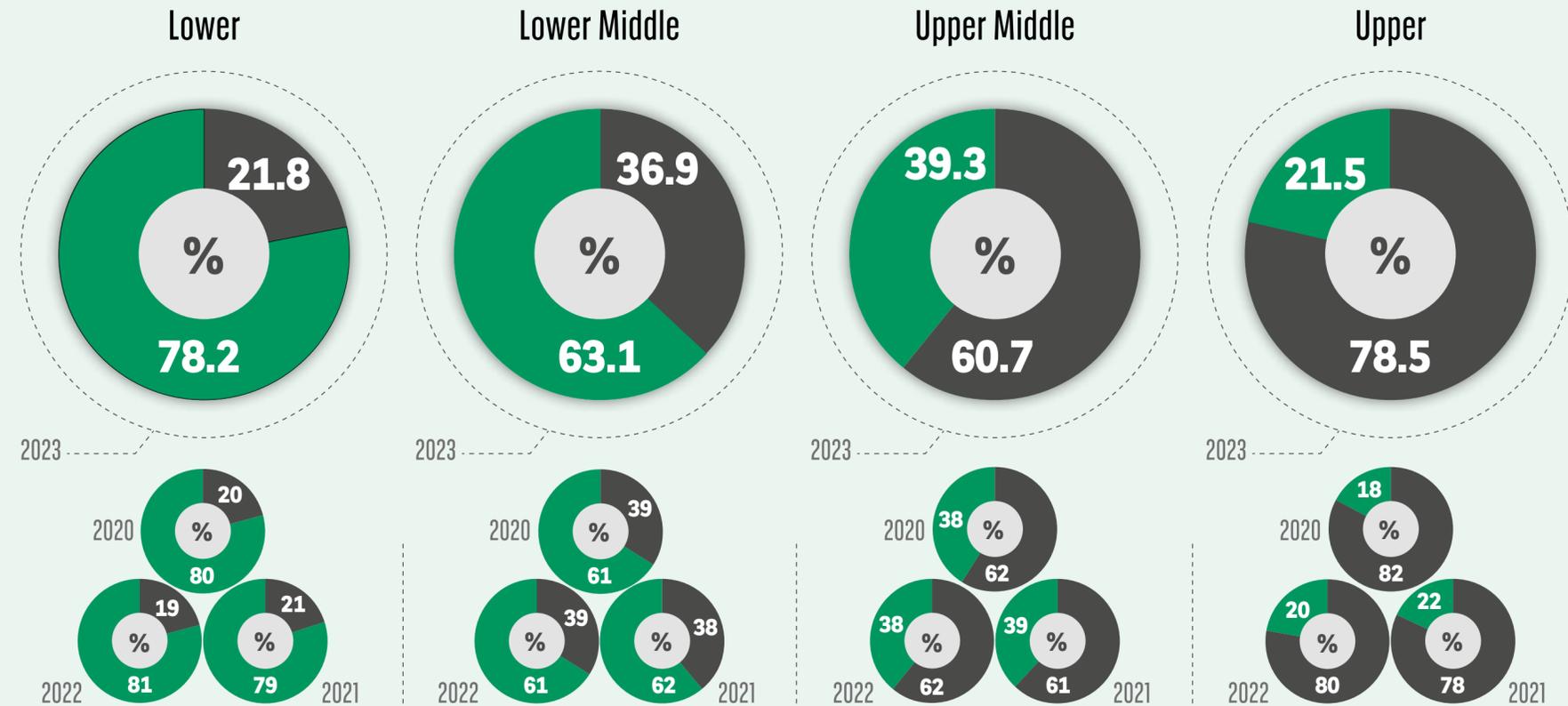
Average of Hourly Pay Rate

|      |     |
|------|-----|
| 2020 | 49% |
| 2021 | 45% |
| 2022 | 49% |

**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.



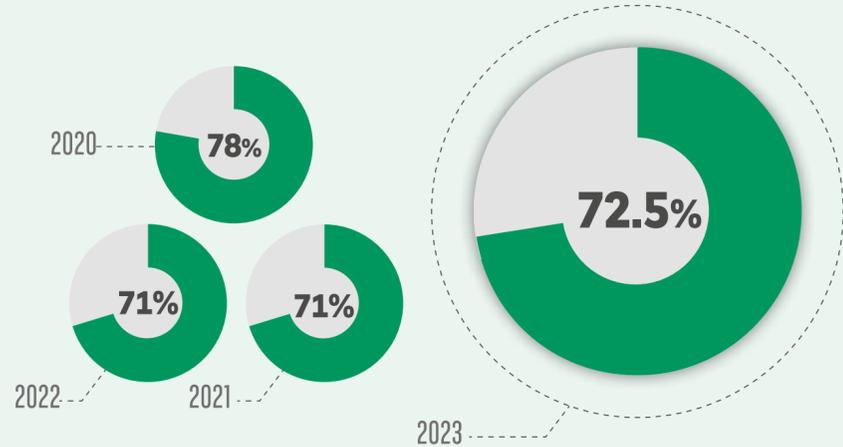
## Proportions of Female/Male by Hourly Pay Quartiles



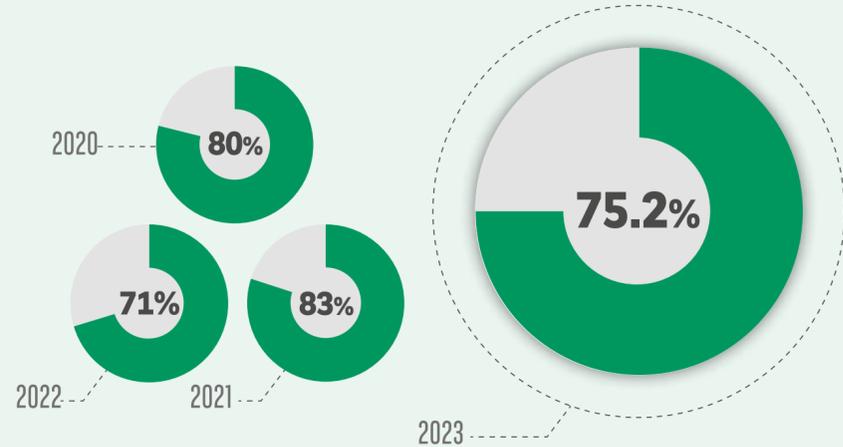
# Gender Bonus Gap 2023

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.

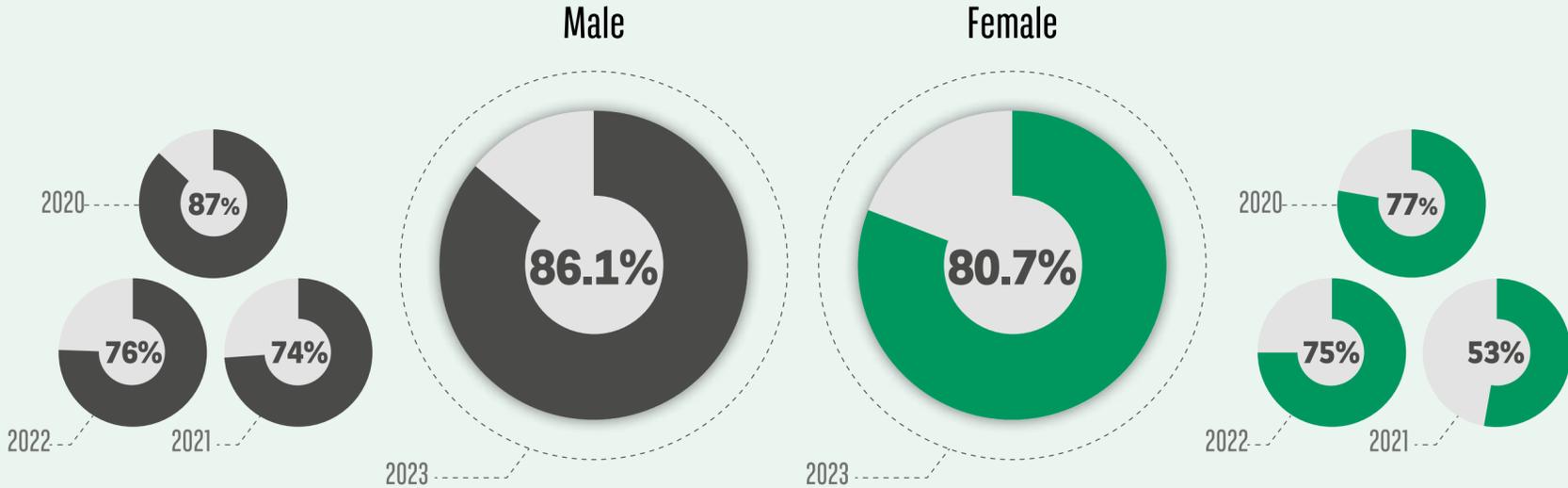
Mean Difference bonus gap



Median Difference bonus gap

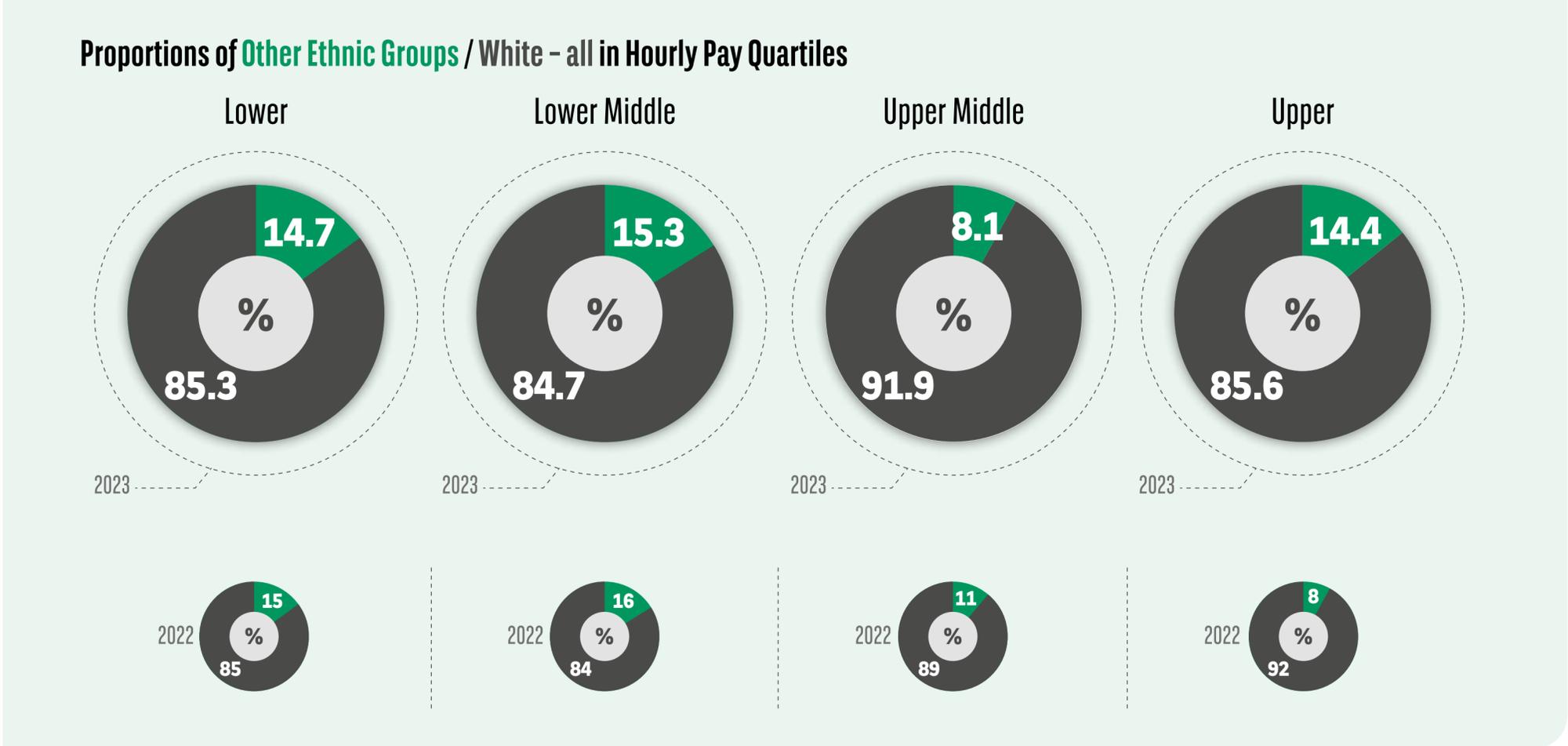
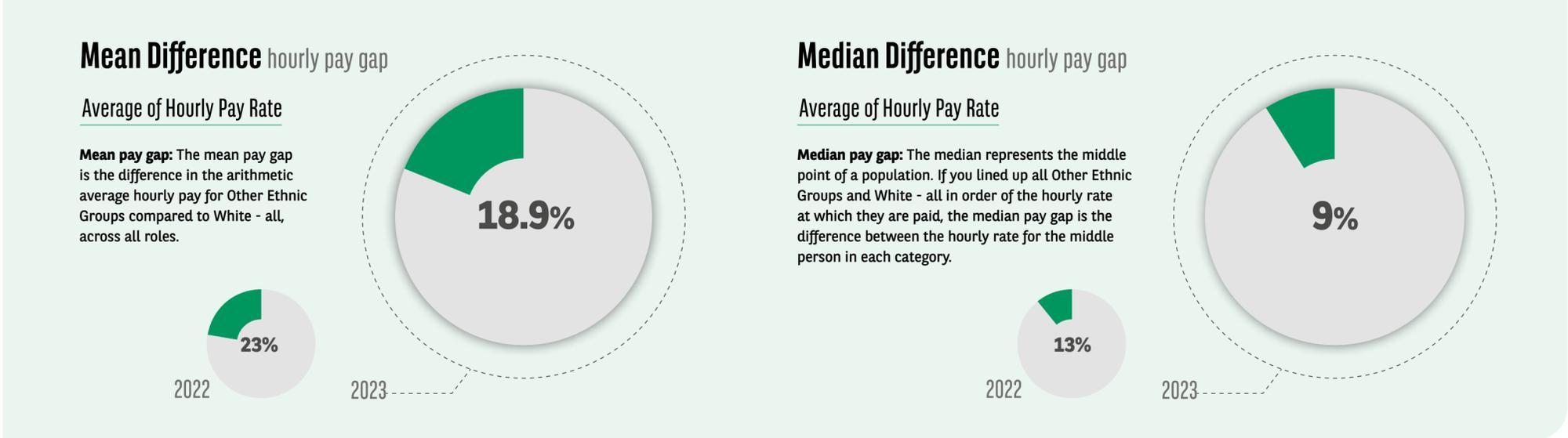


Proportions of Female/Male Bonus Pay Receivers



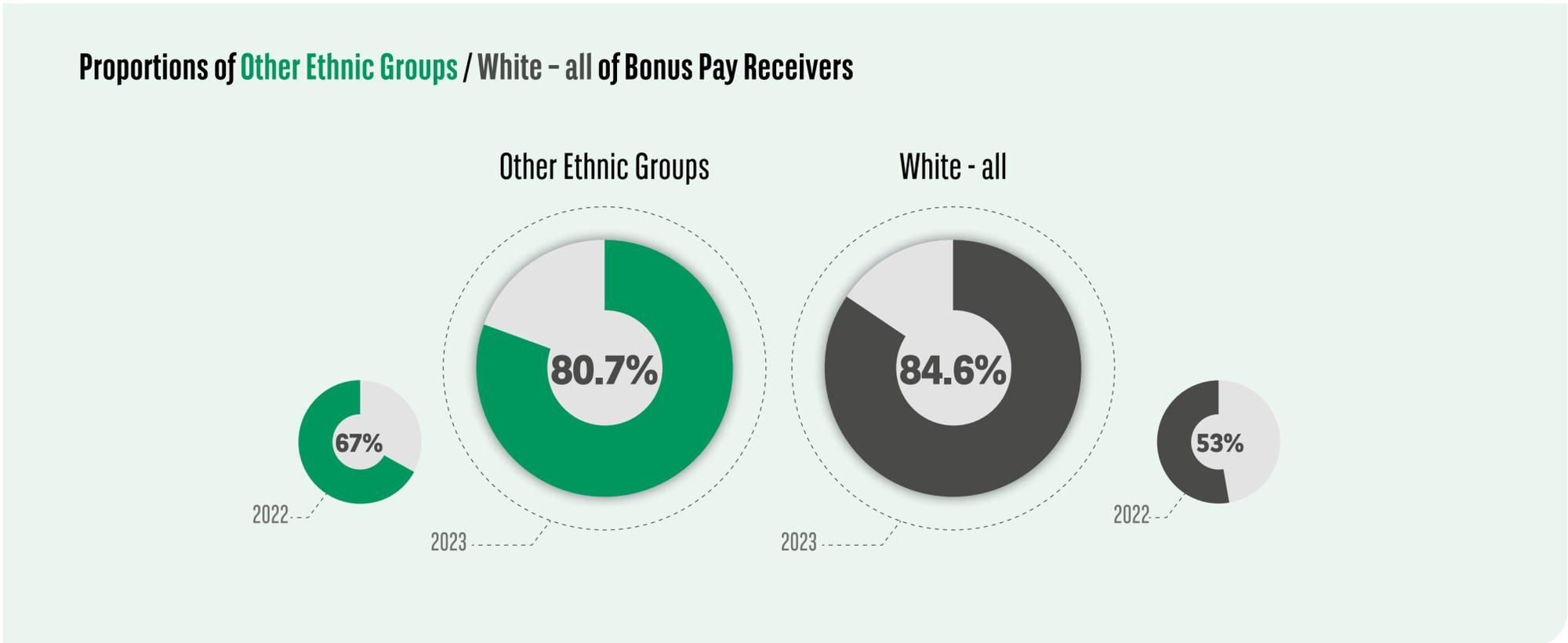
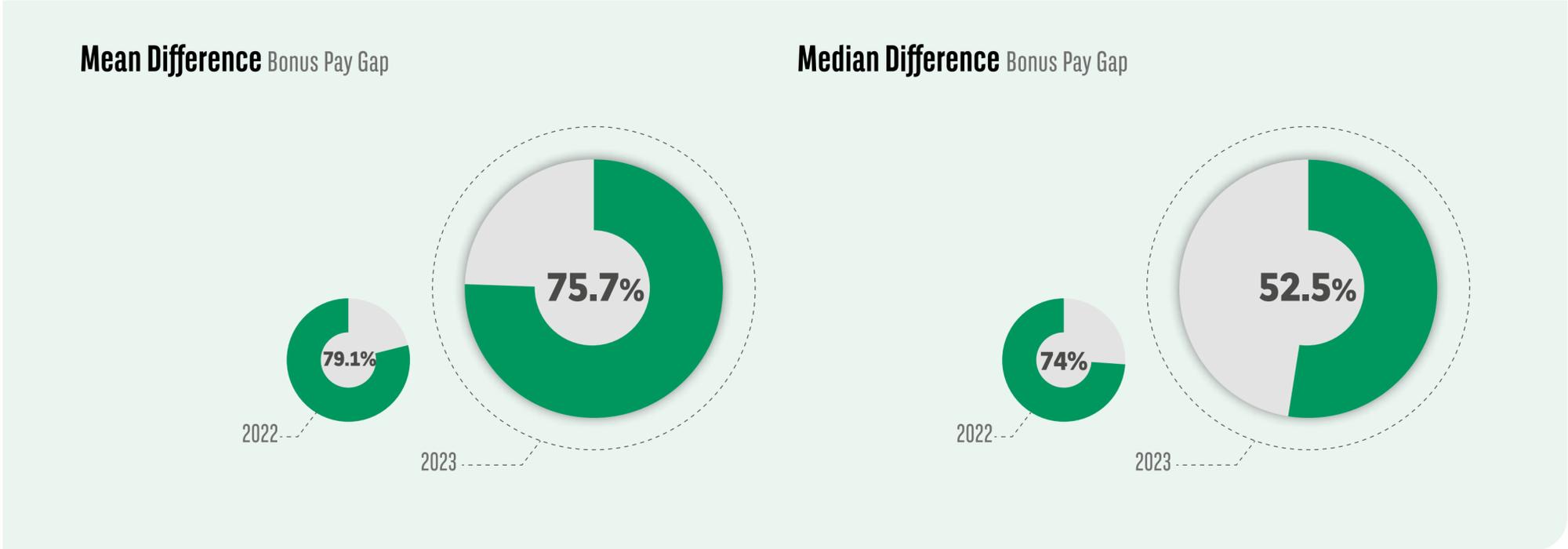
# Ethnicity Pay Gap 2023

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.



# Ethnicity Bonus Gap 2023

We report on our ethnicity pay gap voluntarily, despite there being no current legal obligation to do so. This data is based on a growing percentage of people choosing to declare their ethnicity through our demographic survey each year.



# Flash Survey

Our annual Flash Survey gives employees the opportunity to share feedback on a variety of topics including management, career opportunities, EDI and communication.

The employee voice is a fundamental part of our efforts to drive a more inclusive environment. The Flash Survey is followed up with smaller Focus Group Discussions across the business lines and functions to continue to listen to feedback from our employees and implement any changes.



## The findings in 2023 were really encouraging

87%  
of employees

feel that the company is an **inclusive place to work at and supports diversity** (gender, age, ethnic origins, disability, sexual orientation and identity)

88%  
of employees

said they were **proud to work for BNP Paribas Real Estate and Strutt & Parker**

84%  
of employees

feel they are **treated with respect**

82%  
of employees

recommended the company as a **good place to work**

## To supplement the Flash Survey we also undertook a Europe-wide survey focusing on Conduct & Inclusion

80%  
of employees

recognise **managers set the standards** regarding the **Code of Conduct**

84%  
of our employees

feel **they can be themselves at BNP Paribas Real Estate** without worrying about how they will be accepted.



## 3

## Building Belonging through Learning & Development



We promise to provide an active learning and development programme for our managers and employees to:

- Understand and confront unconscious bias – training all managers to recognise and address any learnt biases that they might never have been aware of, and then apply this across our company. We are part of a European-wide inclusive management programme called #Openminded.
- Supporting mid-career women from across UK business lines to strategically manage their careers through four months of training sessions, group coaching and mentoring via our annual career development programme, RISE.
- Encouraging more women to participate in leadership and management programmes to support their career growth and progression.
- Nurture talent from grass roots level and create opportunities for all with initiatives like the Early Careers Forum and Next Generation Board.



“We strive to build a culture of continuous learning that meets the needs of our employees and the wider organisation. At its foundation is our core value of being successful together. In our inclusive culture, it is important for our employees to understand and embed EDI best practices to not only deliver on our business strategy, but to continue to work collaboratively. Within Learning & Development, we work to build belonging across the organisation by developing knowledge and skills on topics around EDI within our management and leadership development programmes.”

**Rachita Dhutia**  
Head of Learning & Development

# 2023 Key Highlight

## Unconscious Bias Awareness Training

We know that delivering exceptional results and building a company that we can all be proud of working for, means fostering an authentic inclusive culture, where all our employees feel that they belong and can thrive.

As a part of our Building Belonging EDI promises, we launched Unconscious Bias Awareness Training for all employees. The sessions were designed to progress our commitments on EDI and all employees were encouraged to participate.

### We rolled out two programmes:

- Inclusive Behaviours for employees
- Inclusive Leaders for managers. Inclusive Leaders featured bespoke modules for managers and business leaders.

The training was facilitated by external EDI and unconscious bias experts and has now been made part of the induction process for all new starters to help drive an inclusive culture at BNP Paribas Real Estate.

**100%**  
of employees

have taken part in **Unconscious Bias Awareness Training**

**96%**  
of employees

were **satisfied / extremely satisfied** that the training was useful and informative

**94%**  
of employees

were **satisfied / extremely satisfied** that the training met the agreed learning objectives

**11,000**  
hours

of **training delivered** (47% of those who took part in our training programmes were women)



# Championing Early Careers

## Early Careers Forum

With over 90 members from across all business lines and regions. The Early Careers Forum supports our apprentices, graduates and recently qualified surveyors in building their career path around relationship building; cross-selling; diversity and inclusion and charity and corporate social responsibility.

"I first joined the business in 2022 as a Graduate Rural Surveyor, it was a great start to building my confidence within the world of real estate. The company provided me with an environment that I could thrive in, and it gave me the opportunity to perform to my potential, and with this, I fell in love with the commercial property market, and I followed my passion to become a Commercial Valuation Graduate. I have been supported as I have progressed through my roles, and the variation of experience I have already had within the business has been something I feel has been brilliant for my self-confidence and in allowing me to grow as a professional."

*Holly Dales*  
Graduate Surveyor



"As a young woman starting my career in the industry, it's inspiring to see the number of women in senior positions in the company, who also advocate for positive change."

*Lara King*  
Apprentice

## Investing in the future

"My trajectory, from my involvement with the 10,000 Black Interns initiative to a temporary role in property management, and eventually finding my place within the investment team, reflects not only personal perseverance but also the inclusive ethos and commitment to diversity championed by BNPPRE."

"My story stands as a testament to the transformative power of opportunity and the importance of inclusive practices in driving positive change within the industry. I am proud to contribute to BNPPRE's commitment to gender and ethnicity equality and look forward to continuing my journey of growth and development with the organisation."

*Michele Njuguna*  
Graduate



## Next Generation Board

Listening to our next generation of talent is a fundamental part of our EDI strategy. The purpose of the Next Generation Board is to engage with aspiring future leaders in the commercial business in a forum to give advice to, support and influence direction of the Commercial Executive in formulating business strategy and policy. It provides exposure to high level governance issues, budgeting, events, planning and key issues facing the business. It also provides colleagues with the opportunity to assume responsibility and influence change.

The 2023 Next Generation Board (NGB) has led and supported a range of initiatives including our corporate social value strategy & EDI.

"As a RICS qualified surveyor for over 12 years and a mother to three young children, I know first-hand the importance and challenges of maintaining a professional work and family life balance. I joined the company in 2018 and have since participated in several company programmes including RISE and Building Leaders which were fantastic opportunities that supported and helped me gain confidence both as a working mother whilst progressing my career into more challenging roles and directing my personal development. I am now a member of the Next Generation Board which has given me a platform to help shape, support and influence company initiatives – this is so important within any business in order to create an inclusive and diverse culture and workplace."

*Laura Gemmell*  
Senior Associate Director



# Building Leaders

This programme builds the leadership skills and abilities of emerging leaders of the organisation. It aims to make the future leaders more self-aware and mindful of their impact on others. It helps them recognise how to get the best out of their teams. It encourages diverse and inclusive thinking and its benefits to themselves, their teams and the wider organisation.



"I found the Building Leaders Programme incredibly valuable, as it provided a safe space in which to venture out of my comfort zone and rebuild my self-confidence. It was an opportunity to engage with other areas of the business and promote what I do, but also to appreciate some of the shared experiences women go through without realising. There was so much that resonated with me to the extent that I found that this course not just essential to building leadership skills, but to building life skills as well."

**Rachal Scott**  
Business Continuity Officer



"I found it challenging to get back to senior roles I had held before having children. Joining Strutt & Parker four years ago as an Administrator, the business quickly recognised and supported me year on year to more challenging roles."

"In 2023 I was invited to join the Building Leaders course - it offered so much more than I expected; providing great advice from business leaders, learning to push yourself and others, and finding support in colleagues from across the business. 2024 brought me promotion to Associate Director and an ever-growing determination to be the best estate agent I can be and grow our team and market share."

**Susanna David**  
Associate Director, Strutt & Parker

# 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.





“The programme was both inspiring and motivating, equipping me with essential tools and skills to take charge of my career journey within our organisation. I am truly grateful for this transformative experience. I wholeheartedly recommend the RISE programme to anyone seeking personal and professional growth. It is a remarkable opportunity to cultivate leadership skills, development and become the CEO of one’s own career, especially for women in our industry.”

*Tasheba Roberts*  
Solicitor



“It was a pleasure to be a part of such a motivated and driven group of women. We discussed and learnt from challenges we had all faced throughout our careers. The RISE programme has taught me how to dynamically evaluate my own strengths and weaknesses and apply these to better lead, deliver results and be a team player going forward.”

*Tanya Whetstone on RISE*  
(recently promoted to Director)

## RISE

Now in its sixth year, RISE is our annual career development programme. It is aimed at supporting mid-career women from across UK business lines to strategically manage their careers through a blended learning approach over four months. The RISE programme is a key part of our gender strategy, and wider commitment to diversity and inclusion.



“I lacked some confidence in my abilities when I returned from my second maternity leave and realised imposter syndrome was holding me back. I took part in the RISE programme which was great, I found it very inspirational and it gave me a new found confidence with my career. The cohort of women on the course were brilliant and gave me a wider network of contacts within BNP Paribas.”

*Lucy Hawkins*  
Senior Associate Director, Strutt & Parker



# 4

## Building Belonging by supporting the Mental Health and wellbeing of our colleagues



We promise to create a workplace that fosters a sense of wellbeing and is understanding and supportive of mental health issues when they arise. We will achieve this by:

- Supporting managers to recognise when an employee is struggling, enabling conversations with individuals, dispelling myths about mental health, and encouraging all to seek help when they need it.
- Building and supporting our important network of Mental Health Ambassadors.
- Hosting an Annual Mental Health Week as part of our Diversity programme to encourage awareness of what others might be going through.
- Safeguarding mental health in the workplace, prioritising the wellbeing and the health and safety of our people.
- Confidential advice and counselling from our comprehensive Employee Assistance programme, supporting employees and their dependents' wellbeing.
- Guidance for managers about how to support colleagues to improve wellbeing, providing advice around conversations about mental health, signs and symptoms to look out for, via workshops run by Thrive.
- Delivering a calendar of events/webinars in collaboration with corporate partners including Lion Heart and MIND.

# Mental Health Ambassadors

Knowing where to start when people are suffering with mental health challenges can often be a huge obstacle. We support employees across a wide range of areas. Our Employee Assistance Programme gives employees access to free, confidential and impartial advice on any issue. Thrive, is our free mental wellbeing app, that can help to prevent and manage stress, anxiety, and other related conditions.

We have a network of Mental Health Ambassadors to help support colleagues and signpost people to the range of support that is available to employees. They provide an invaluable service and allow employees to discuss sensitive issues which they may not feel comfortable speaking to their line manager about.



# 2023 Key Highlights

**Building Belonging with Health and Wellbeing Webinars**  
In our endeavour to safeguard mental health in the workplace we launched a series of mini webinars on a range of wellbeing & wellness topics. The aim of the webinars is to provide valuable tools and information to support with coping strategies for life's day-to-day stresses and challenges. We held 8 webinars and a total of 208 participants attended.

**Mental Health Awareness Week event**  
We hosted an event for Mental Health Awareness Week focused on 'What is anxiety and why do we all experience it?' The session was delivered by a Chartered Psychologist and discussed techniques that can help anxiety as well as when to ask for support, highlighting the company resources we have access to.

**Mental Health Awareness Training:**  
We held a training programme in partnership with MIND to upskill our Mental Health Ambassadors. The training covered common mental health issues such as depression, anxiety and stress and also mental health conditions such as bipolar, schizophrenia and borderline personality disorder. It helped our Mental Health Ambassadors explore how mental health interacts with our daily lives, spot signs/symptoms when colleagues can be exhibiting poor mental health and highlighted stigma & discrimination around mental health, and how to break them down. The training provided insight on the law around mental health, understanding the support available, ensuring this is aligned to their role as ambassadors.

## Resources for Employees



# Contacts



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BNP Paribas Real Estate  
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**Paul Abrey**  
Chair of the EDI  
Committee



**Fiona Biddle**  
UK HR Directors  
(Job Share)



**Vicky Ryan**  
UK HR Directors  
(Job Share)



**Kim Brumley**  
Head of Recruitment



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**Charlotte Williams**  
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