

At URW, we stand **together** to overcome all forms of bias while embracing our differences.

Our company purpose – to **Reinvent Being Together** – embodies an inclusive vision for our business as well as our employee community.

2 continents, 12 countries and 2,700 employees strong, **Unibail-Rodamco-Westfield** gathers people from varying backgrounds, cultures, with different personalities and histories. **Be You at URW** is the collective promise we make to create a diverse and inclusive workplace where everyone can be proud to be their best self. It is also what we stand for, and what we must strive for, in addressing inequality, discrimination and bias within the workplace.

Our commitment is concrete with clear principles, ambitious outcomes and visible initiatives that foster diversity and promote inclusion, as well as change our employees' lives for the better.



## LEADERSHIP & ENGAGEMENT

URW is committed to leadership in the area of inclusivity and diversity, and all the Executive Committee have diversity objectives incorporated into their annual performance assessments.



## INCLUSION POLICIES & PERFORMANCE

We commit to improving diversity in all recruitment and promotions companywide at all levels. We will achieve a 60/40 gender balance by 2025 in senior management roles.



## CULTURE & EMPLOYEE ENGAGEMENT

We fully support all employee networks coming together and working towards building a more diverse and inclusive environment. We continue to build a culture of empowerment and trust that this is reflected in our working practices, including working with more agility and flexibility.



## EMPLOYEE DEVELOPMENT & LEARNING

We encourage employees to grow and develop in their personal and professional lives, as well as provide Unconscious Bias training for all employees along with regular Diversity and Inclusion workshop sessions globally.

Our employees should be actively engaged in fostering an inclusive environment and diverse workforce where all our people are valued, feel a sense of belonging and where they can be the best of themselves. We must continue to value and leverage our differences as we transform our business for the future.

**Our Management Board and Executive Committee recognise the importance of diversity at all levels by signing this statement demonstrating their commitment and accountability to increasing diversity, inclusion and equality within our Group.**

**Jean-Marie Tritant**  
Chief Executive Officer

**Olivier Bossard**  
Chief Investment Officer

**Sylvain Montcouquiol**  
Chief Resources &  
Sustainability Officer

**Fabrice Mouchel**  
Chief Financial Officer

**Caroline Puechoultres**  
Chief Customer Officer

**Arnaud Burlin**  
COO Central Europe

**Jurn Hoeksema**  
COO Northern Europe

**Dominic Lowe**  
COO US

**Scott Parsons**  
COO UK

**Anne-Sophie Sancerre**  
COO Southern Europe

**Benoit Dohin**  
EMD, Development  
and Asset Management

**Bruno Donjon**  
EMD, Investment and Offices  
& Mixed Use Europe

**Christi Karandikar**  
EMD, Group People Officer

**David Zeitoun**  
EMD, Group General Counsel