

Diversity, Equity, and Inclusion (DEI) Statement



BACKGROUND

The purpose of this statement is to summarise our DEI Strategy and approach for creating an inclusive culture and improving diversity over time.

We acknowledge that our employees are one of our key assets and that it is our responsibility to ensure that all employees are provided with the necessary tools and support to succeed in their roles. The objective of our DEI Strategy is to bring structure to how we foster and promote a culture of inclusion and celebrate diversity. Primarily, the statement summarises our focus areas, objectives, and the corresponding actions that we seek to take.

DEI COMMITTEE MEMBERS



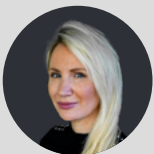
STANI HRISTOVA
Head of HR



BEN GLASS
Associate Director, Finance



HELEN MCVIE
Asset Director



KATHARINE WALSH
Marketing & Communications Director



STACEY AYLETT
Compliance Director



KAYODE AKINOLA
Head of Communications & External Affairs



ANNA ENDERLEIN
Personal Assistant



DEI STRATEGY

We acknowledge that the financial services and real estate industry is characterised by the lack of diverse talent and historically has had issues with discrimination and a culture of bias. We want to make sure that we are positive contributors and proactively seek ways to improve both internally as well as for our industry as a whole. As such, our DEI strategy has the following four high-level objectives:



FOSTERING A
CULTURE OF
INCLUSION



IMPROVING
DIVERSITY



PROMOTING
EXTERNAL
IMPACT



ENSURING A FAIR
AND SAFE WORK
ENVIRONMENT

In order to work towards the objectives above, we have structured our strategy around 9 pillars – the grey boxes being process and governance-based initiatives, whereas the blue boxes are strategic initiatives:

1

DEI STATEMENT

This document – formalising our approach to DEI.

2

GOVERNANCE: DEI OVERSIGHT

Our DEI Committee oversees our DEI strategy.

3

EMPLOYEE INSIGHTS AND ENGAGEMENT

We run an annual DEI Survey asking employees for their input and views.

4

TRAINING

Seeking ways in which our employees can be educated on DEI as well as gaining skills relevant for their roles.

5

RECRUITMENT AND PROMOTION

Reviewing recruitment and promotion processes to minimise potential biases.

6

EQUAL OPPORTUNITIES AND HARASSMENT

Striving for freedom from discrimination and harassment.

7

ADVOCACY

Collaborating with peers, industry groups, and academia to promote DEI.

8

WELLBEING

Supporting employees' mental and physical wellbeing.

9

REPORTING

Providing transparency of our processes and progress.



1 | DEI STATEMENT

Our DEI Statement summarises our approach to meeting our DEI objectives above. The Statement is further supported by our formal Diversity and Inclusion Policy, which includes the regulatory disclosures from an Equal Opportunities point of view. The Statement and Policy are reviewed on an annual and as needed basis by our DEI Committee, who have oversight of our DEI Strategy, in line with changes to legislation (where appropriate).

2 | GOVERNANCE

Our DEI Committee oversees the firm-wide approach to DEI and formally reviews and updates all DEI-related policies. The Committee also has responsibility to ensure appropriate resources are available to execute DEI activities and reviewing the work of DEI consultants and other service providers. The Committee is chaired by our Head of HR and consists of representation across teams. The Committee meets on a monthly basis and the Terms of Reference are available on request.



3 | EMPLOYEE INSIGHTS AND ENGAGEMENT

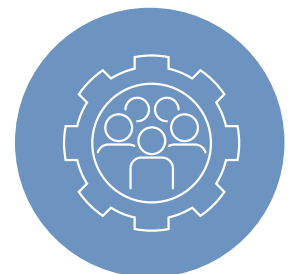
We have an annual employee Survey that captures our diversity statistics, employees' perceived sense of belonging and how inclusive they believe our culture is. Our DEI Committee reviews the results and is responsible for communicating these to our Board as well as sharing these with all employees. The insights from the annual engagement survey feed into our DEI strategy. Employees are also encouraged to suggest ideas and share feedback on an ongoing basis to our DEI Committee or to their managers.

4 | TRAINING

Our training strategy has two main components:

(a) DEI Training: We have provided all employees with training sessions focussed on DEI related matters, including Unconscious Bias Training and more recently training pertaining to the Workers Protection (Amendment of Equality Act 2010) Act 2023. We will actively seek opportunities to provide employees with training opportunities related to DEI topics and welcome any suggestions from employees.

(b) Employee Development: We encourage our employees to proactively seek ways to re-skill and to discuss training opportunities with their line managers. All employees are provided support in developing skills relevant for their roles. Some individuals may have CPD requirements and are supported in taking the time to meet these requirements (and this support is available to everyone irrespective of CPD needs).





5 | RECRUITMENT AND PROMOTION

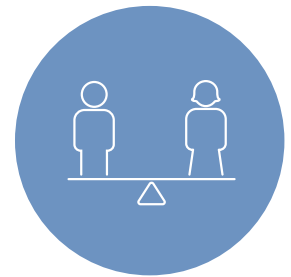
As a relatively small firm with low turnover, we have historically not had formal structures for addressing DEI in our recruitment and promotion processes. We are, however, committed to ensuring that there are no potential biases influencing decision making.

For recruitment, we work with external recruiters who have their own DEI policies and encourage them to ensure that no biases exist. We have decided not to set any specific diversity quotas for recruitment as we will always seek to hire the best candidate for every role.

For promotion, we are working to create a sensible approach to DEI for our relatively flat organisational structure which implies that we do not have a frequent pipeline of potential promotions. We run our appraisals in an online software as well as face-to-face which creates a clearly structured, transparent, and consistent appraisal process for all employees. Targets are set together with line managers and promotion decisions are made based on performance. Currently all potential promotions are reviewed on a case-by-case basis by management.

6 | EQUAL OPPORTUNITIES AND HARASSMENT

We are committed to ensuring no employee or prospective employee is discriminated against on the basis of sex, gender, race, marriage or civil partnership, ability, part-time or full-time worker status, sexual orientation, age, pregnancy and maternity, or religion or belief. We endeavour to ensure that the workplace is free from discrimination and harassment and will take disciplinary action against anyone found to be responsible, directly or indirectly, for any discrimination or harassment. Our Staff Handbook contains details on our full equal opportunities and Sexual Harassment, Bullying and Whistleblowing related procedures under the Diversity and Inclusion Statement and is available on request.



7 | ADVOCACY

We actively seek to partner with industry groups that help improve DEI in our industry, and are members of Real Estate Balance and The Diversity Project. Additionally, through our Volunteering Policy, all employees are allowed one day per quarter for volunteering at their chosen charity or with one of our recommended charities. We have picked some charities that align with our DEI ambitions, for example Academy of Real Assets, whereby employees go to schools and speak to students about what it is like to work in Real Estate in order to provide everyone with awareness of the industry. Academy of Real Assets partners specifically with some of the UK's most underrepresented schools. Other groups include, Proud Places, Regeneration Brainers, Superkind and the Listening Place.

8 | WELLBEING

All employees have access to a wellbeing platform called ARVRA, where they can find support on topics related to nutrition, stress, hormone balance, mental health, physical health etc. All employees can schedule confidential coaching sessions on wellbeing related topics and can add family members to their accounts.

We provide all employees with private health insurance, annual medical checks, bike to work scheme, AXA PPP Health Programmes, and various other well-being initiatives. Employees are encouraged to suggest ideas on how our wellbeing offering can be improved. The full offering and our benefits are summarised in our Benefits document (available on request) and detailed on the employee intranet.



9 | REPORTING

We gather DEI related information through our annual employee survey and actively track the use of our volunteering policy, CSR initiatives, and other industry engagements. Whilst we provide tailored reporting to our investors, some of which includes e.g., reporting in line with the Asset Owner Diversity Charter, we report on these activities annually as part of our own Sustainability Report.

Further information is available on request; please contact Stani.Hristova@delancey.com

¹As of As of March 2026, 57 employees with average tenure of 10 years's.

²All employees are provided these benefits once they complete their probation period.