



DIVERSITY AND INCLUSION AT SAVILLS

At Savills we respect our people for who they are, their knowledge, skills and experience as individuals. We strive to bring out the best in each other, and sustain a strong work ethic and 'can do' attitude.



savills

'100% ME = 100% PERFORMANCE'

At Savills, supporting our people to enable them to be the best version of themselves is at the heart of our business. We strive to create an inclusive environment, accepting of every individual's differences and enabling all employees to achieve their full potential.

Our Diversity & Inclusion Mission Statement is:

“Savills embraces diversity and provides a platform and supportive environment for everyone to be the best they can be.”

Our collaborative and inclusive approach is promoted within every client relationship and individual engagement, and initiatives align with both Savills corporate goals and those of our clients. We achieve this by continually developing our policies and approach to promote Diversity and Inclusion (D&I) at all levels.



SAVILLS UK POLICIES & HUMAN RESOURCES

Our commitment to D&I across Savills UK and the wider Savills group is underpinned by our policies. All members of Savills staff are expected to meet our core principles as set out in our employee handbook.



Savills Diversity and Inclusion Groups

Our D&I groups are made up from members of our business who wish to contribute towards the progression of diversity and inclusion within the area that they are passionate about. Each of these groups focuses on one of the key pillars of diversity : age; disability; ethnicity; gender; LBGTQ+ and socio-economic and is responsible for galvanising the support of the business to deliver their respective D&I objectives.

These groups feed in to our D&I Board, which is chaired by our Managing Director Richard Rees and our HR Director Noel McGonigle and has the full sponsorship of the Savills UK Executive Board, to shape our D&I strategy and objectives to develop action plans which ensure that Savills continues to be a truly inclusive organisation for colleagues, clients and other stakeholders.

Our structure is presented here:





Savills D&I
**Objectives &
Initiatives**

As a business, we are committed to achieve these objectives **by 2023**, and the Company has been investing resources, expertise and establishing working groups in order to achieve them.



SOCIO ECONOMIC

To employ at least 100 apprentices across Savills UK with a 50:50 male to female ratio.



ETHNICITY

Achieve minority ethnic recruitment for apprentices and graduates annually in line with the ethnic mix of the working age population - currently at 14%.



LGBTQ+

To provide an environment and culture which will encourage everyone to be comfortable and confident to declare their sexuality.



GENDER

To ensure that the percentage of female directors increases by at least a quarter to 25%.



AGE

To support our staff through every stage of their career with relevant development, training, support, policies and benefits at each stage.



DISABILITY

To achieve the award of Level 3 Disability Confident Leader and at least maintain that level thereafter.

SAVILLS D&I ACTIONS

Our staff led D&I groups meet on a regular basis to share views of their respective divisions and to form action plans with measurable outputs.

This ensures we continue to be a truly inclusive organisation which benefits all of our staff and our clients.

Individuals within each of our groups lead a range of activities covering many areas that promote D&I, as shown below:



We have a range of Company-wide D&I training for all employees, some of which is mandatory. The most recent module we released is called: "Diversity and Inclusion in the Workplace".

We will continuously extend our training modules to cover further topics surrounding diversity, inclusion, harrasment and discrimination of any kind.

The **Disability group** seeks to ensure that all staff feel included and supported regardless of any disability (discernible or hidden). The group promotes sources of advice, guidance and awareness raising while also acting as the conduit for the provision of expert support to individuals. The group runs local, regional and national

activities, and engages proactively with both internal and external stakeholders on the subject of disability and accessibility. Initiatives include seminars on disabilities, and achieving Disability Confident Committed Employer Status.



KEY DISABILITY INITIATIVES



- Raising awareness through supporting internal and external events - examples include the Hidden Disabilities programme neurodiversity presentations.
- Mandatory diversity and equality awareness training across the business.
- Engaging with a number of professional bodies and diversity groups in order to share ideas and best practice.
- Smashing the stigma - promoting awareness of and providing support for mental health issues. This has included making MYNDUP Mental Health Coaching & Support available for all staff.
- Working closely with the Back Up Trust.



We are committed to the Government's Disability Confident scheme, ensuring recruitment is inclusive and accessible, supporting any existing employee who acquires a disability or long-term condition.

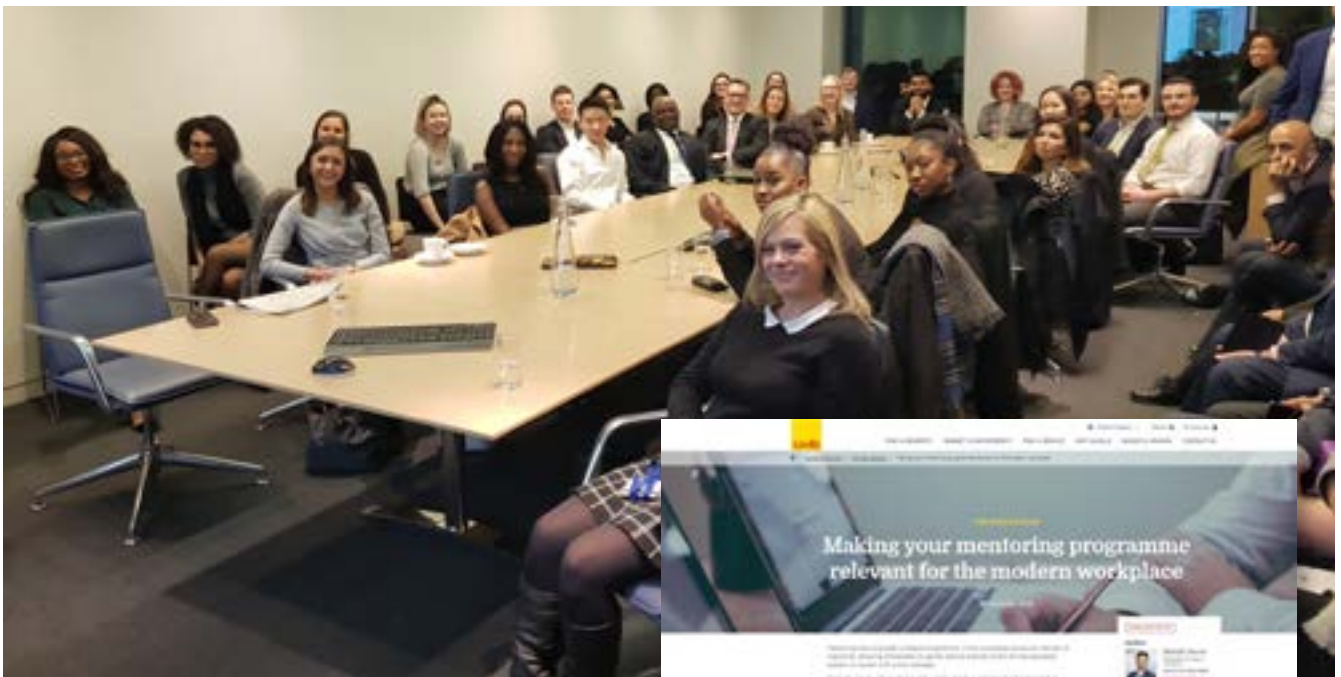
The **Age group** is aimed at encouraging a wider age profile within the property industry, and is focused on ensuring that appropriate support is offered at all stages of each individual's career. The group offers a wide range of initiatives encouraging a more diverse working population including

the Apprenticeship scheme and Graduate Programme, and we also have the Savills Mentoring programme offering support to all staff throughout their careers. Our transition programme, led by MD Richard Rees, supports those at the end of their professional career.



KEY AGE INITIATIVES

- Flexible Working.
- Improving Internal Communication of existing and new policies.
- Promoting Mentoring & Rewarding Loyalty.
- Ensuring that policies and support are offered for Working Carers.
- Raising awareness and understanding of the menopause for everyone and to ensure that we have the right workplace environment to support people.
- Provision of financial planning advice.
- Your 'Next Chapter' programme.



The **Ethnicity group** is focused on increasing the ethnic diversity of people working within Savills. The group is focused on embracing a rich, diverse cultural mix to further promote inclusion and, importantly, engagement between all staff.

The group works on 5 areas:
Communication, Events, Internal Policies, Recruitment, and Regional Engagement.



KEY ETHNICITY INITIATIVES

- Continued commitment to the Race at Work Charter (Signatory since 2019).
- Continuing to deliver reverse mentoring with the Managing Director and UK Board Members.
- Mandatory D&I training for all staff.
- Providing health and wellbeing support to minority ethnic staff.
- Raising awareness through educational pieces on different cultural activities and celebrations in the UK.
- Widening access to Savills through outreach programme with schools (Career Ready) and networking workshop with students.
- Increasing the diversity of applicants through the engagement of specialist recruitment agencies.
- Requiring external recruiters to source diverse candidates.
- Creating level playing fields within graduate recruitment through blind screening and applicant coaching.
- Requiring candidates to propose diversity and inclusion strategies as part of their promotion process.
- Providing feedback to HR to improve internal policies and communication.
- Requiring all managers to provide equal growth opportunities to staff.
- Monitoring and publicising ethnicity markers (e.g. Pay Gap).



The aim of the **Gender group** is to create a strategy that provides an equal and fair platform, no matter what gender. Issues that are continually reassessed include flexible working, rotas, working hours,

gender balance, and the gender pay gap. Our Savills UK Gender Pay Gap Report provides insights into how advancements are being made in relation to equality and inclusion, and those matters that still require further action.



KEY GENDER INITIATIVES

- Redressing the balance (promotions & training).
- Gender Pay Gap Report.
- EG Future Female Leaders initiative.
- Celebrating Key Events (International Women’s Day & International Men’s Day).
- Coaching for those going on family leave, returning from family leave and also two years post returning, to ensure support through the various stages of working parenthood.
- Family Friendly Training.



The **LGBTQ+ group** is a community for Savills employees. The group encourages all employees to use the group to participate, contribute and keep up-to-date with

LGBTQ+ news and activities. We have launched an Allies network for all staff, with a focus on supporting LGBTQ+ staff.



KEY LGBTQ+ INITIATIVES

- Working with Allies & Stonewall.
- Regular posts on Connect and Blogs.
- Increasing awareness & representation.
- Savills Pride.
- Establishing Diversity and Inclusion representatives across the country with stronger links to regional hubs.
- In 2021, the group will be focusing on LGBTQ+ History Month.

In 2021, we launched our Allies Framework for the business. Spearheaded by the LGBTQ+ group, Allies will play a critical part in reinforcing the inclusive environment for people at Savills.

The role of an ally is to educate themselves and others about inclusion, to support our diverse culture and challenge unacceptable behaviours in the workplace.



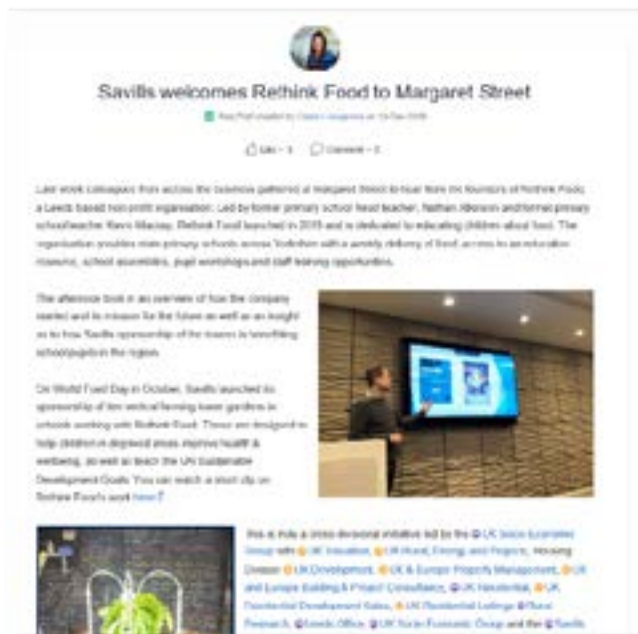
The **Socio-Economic group** seeks to provide an equal and fair platform for everyone to be the best they can be regardless of their socioeconomic background. The group's main focus is on educational and recruitment initiatives

including Apprenticeships, RREF Pathways to Property, Insight Programme, RARE Software and the Savills with Schools Partnerships as well as supporting local community projects.



KEY SOCIO-ECONOMIC INITIATIVES

- Savills with Schools.
- Growing the Apprenticeship Programme - currently 63 Apprentices, increasing to 100 by 2023.
- RREF Pathways to Property.
- Career Ready Charity Partnership.
- Urban Plan Charity Partnership.
- Savills Insight Programme.
- Rethink Food Partnership.
- The Big House Charity Partnership.
- Working with CW4S Homeless Shelter.





Savills D&I
**Gender & Ethnicity
Pay Gap**

GENDER PAY GAP

We released our latest Gender Pay report for 2020 in May 2021.

	MEAN				MEDIAN			
	2020	2019	2018	2017	2020	2019	2018	2017
Gender Hourly Pay Gap	35.57	39%	39%	45%	41.29%	43%	43%	44%
Gender Pay Bonus	78.61	80%	79%	82%	80%	80%	78.5	82%

- The proportion of women in the two upper-most pay quartiles increased over the course of 2020, with more men also present in the lower two pay quartiles, showing that the momentum we have made over the past few years to balance the business has continued.
- 27% of our UK board members are now women, up from 23% in 2019.

Our intensive internal female leadership training, which focuses on equipping women with the confidence, presentation and public speaking skills to help them feel more comfortable with seizing opportunities to showcase their talents has been a great success, with those who have already undertaken it reporting that it has made a fundamental difference to their day-to-day lives.

While initially targeted at women at the mid-points of their careers, the training has also highlighted the need to provide further assistance to some women in more senior roles, some of whom were promoted to high levels decades ago, but without formal training in certain key areas, and have now voiced their desire for more support.

Delivering specific training to them will be a priority for us in the next year. In order to enable as many people as possible - of all genders - to benefit from the lessons imparted during our leadership training we have also introduced a new communications skills programme, offering several shorter courses to improve skills in six key areas; a consequence of initially looking to address the needs of a specific group of employees, but now benefiting all.



SENIOR LEVEL GENDER EQUALITY

Our aim is that our workforce will be truly representative of all sections of society and we recognise the importance of a diverse and inclusive workforce. We believe strongly that policy commitments and implemented initiatives to encourage diversity and inclusion should be holistic, both facilitating diversity from a ‘top-down’ (at executive and board level) and ‘bottom up’ approach (new joiners & graduates).

We strongly advocate senior women and the leading roles they deliver across our business. Within the last 5 years, there have been significant steps towards increased diversity at our UK Executive Board and board levels. Whilst there has been movement, with an increase of 26% more females at UK board level and the appointment of Nicola McGinnis at

Executive board level, we strive for further improvement and are targeting a least 33% females across our UK and executive boards. Our corporate ESG objective is to ensure that the percentage of female directors within Savills increases from 20% to 25% by 2023.

It is our aspiration that within the next few years we will reach the Hampton-Alexander Review guidance of at least 33% females across our UK and executive board – and we will continue to strive towards that.

To achieve greater diversity across Savills, we believe that breaking down barriers is critical to facilitating the shift towards greater gender balance and greater representation from minority groups. Below we detail some initiatives that we are taking to proactively facilitate Diversity and Inclusion, focusing on senior levels:



Nina Coulter & Sian Tunney
Savills UK Board Members

COMMITMENT – TOP DOWN COMMITMENT

- UK Diversity and Inclusion Board.
- Establishment of 6 key working groups (Socio-economic, Ethnicity, LGBTQ+, Gender, Age and Disability.) – each with a UK board sponsor.
- Changing the Face of Property (CTOP) Signatory.
- Race at Work Charter Signatory.
- Value 500 Business Signatory.
- Disability Confident (Level 2) Employer.
- Internal D&I Intranet.
- UK D&I PR Board.
- Internal and External Communications of key initiatives, policies, events and charity engagement.



INITIATIVES – DESIGNED TO FACILITATE THE INCREASE OF SENIOR LEVEL INCLUSIVITY

- Review of HR Procedures on recruitment – use of recruiters, HR policies regarding bias, recruitment parameters (e.g. blind CV's), and advertisement of roles.
- D&I Monitoring – Continue gender monitoring and extend this as appropriate to enable more targeted initiatives.
- Access to external training (Empower, Engage and Inspire).
- Unconscious Bias training.
- Family Friendly Initiatives – coaching for those going on family leave, returning from family leave and also a couple of years post returning to ensure support through the various stages of working parenthood.
- EG Future Female Leaders initiative.
- Launch of our Allies' Charter and engagement with Stonewall for promotion of LGBTQ+ staff.
- Promotion procedures are constantly reviewed.



ETHNICITY PAY GAP

We will soon release our ethnicity pay gap report, where we detail a number of approaches that we are undertaking to improve representation and any pay discrepancies that may exist. This report has been produced in line with the statutory requirements as required by the Gender Pay Gap report.

We recognise this will be a starting position and we are currently looking at further actions that target representation by people from minority ethnic backgrounds (e.g. senior level hiring, new recruitment portal, training, promotions, blind screening).



Savills D&I
**Holding ourselves
accountable**

Savills D&I Group Initiatives

CHANGING THE FACE OF PROPERTY

Savills UK is a founding member of Changing the Face of Property (CTFOP). CTFOP is a group of industry-leading

property companies working together to increase Diversity and Inclusion in the industry. Promoting diversity within the property sector is considered a priority because it will:



Raise the profile of property as a sector that embraces D&I



Widens the talent pool coming into the Real Estate sector



Help retain our best talent by demonstrating our commitment to D&I



Demonstrate to our clients, partners and consumers that more diverse organisations deliver better technical and financial performance



Exhibit how diversity stimulates better ideas and innovation



The objectives of CTFOP are outlined below:



Increase awareness, inspire and inform people of a career in property in order to increase the level of diversity in the property sector.



Increase the proportion of under-represented groups entering and staying within the property sector.



Increase the proportion of under-represented groups in senior leadership roles.



Provide support and networking opportunities for people from under-represented groups (including and not limited to LGBTQ+, Ethnicity, Age).

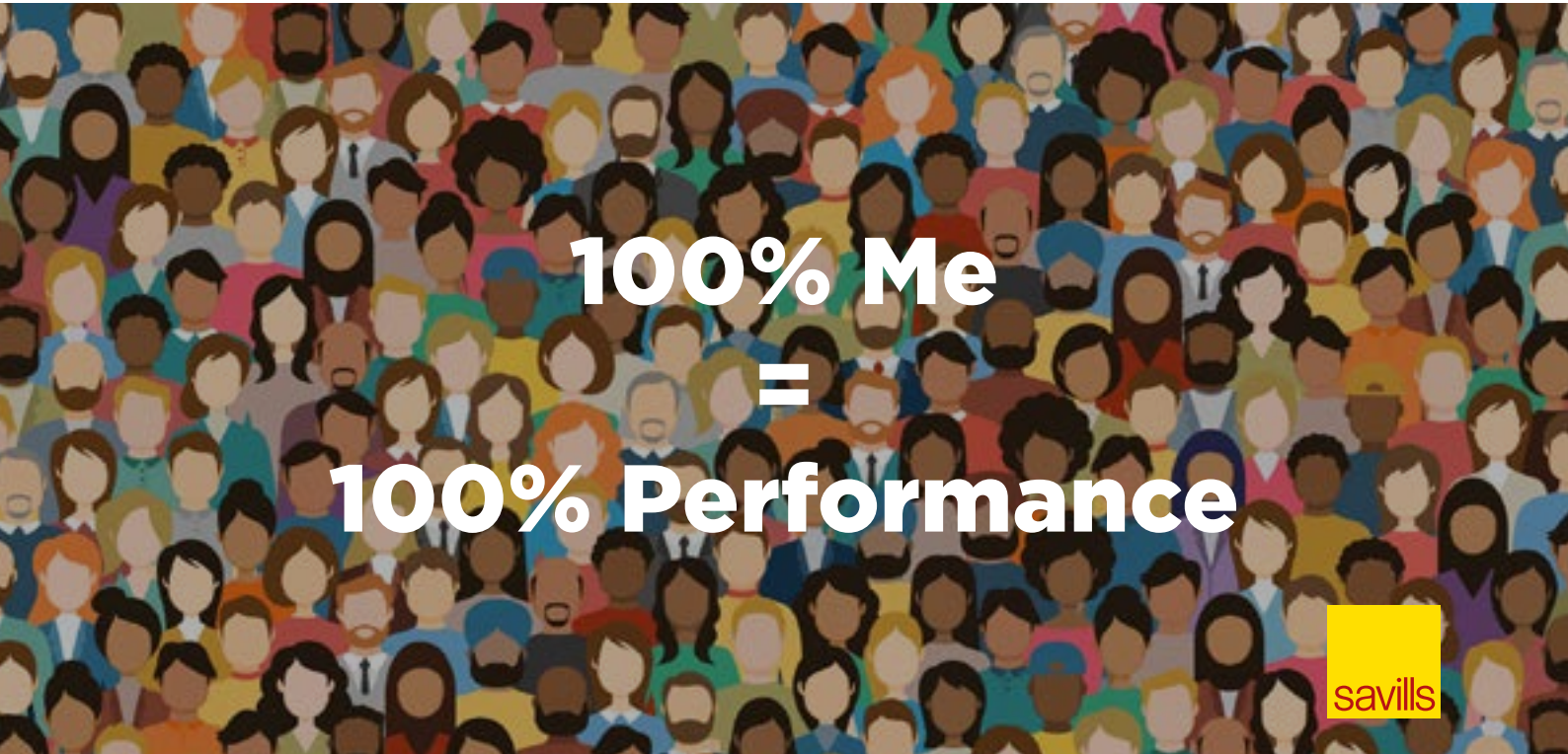


Ensure the sector operates in a non-discriminatory manner and trains its people to do so.

To achieve our objectives, we will engage with a number of professional bodies and diversity groups to knowledge share. This will include and is not limited to: Stonewall (including Freehold), Chartered Institute of Personnel and Development, Women in Property and the Business Disability Forum.

We have committed to expanding our apprentice programming, developing our relationship with specific institutions (e.g. schools / colleges), develop initiatives for senior employees to engage with diversity and work closely with clients on promoting D&I.

Summary



Savills UK has commitments and initiatives in place that foster a culture of diversity and inclusion.

There is plenty of work still to be done and we remain committed to challenging ourselves to do better, enabling each individual in our business to bring their best self forward.