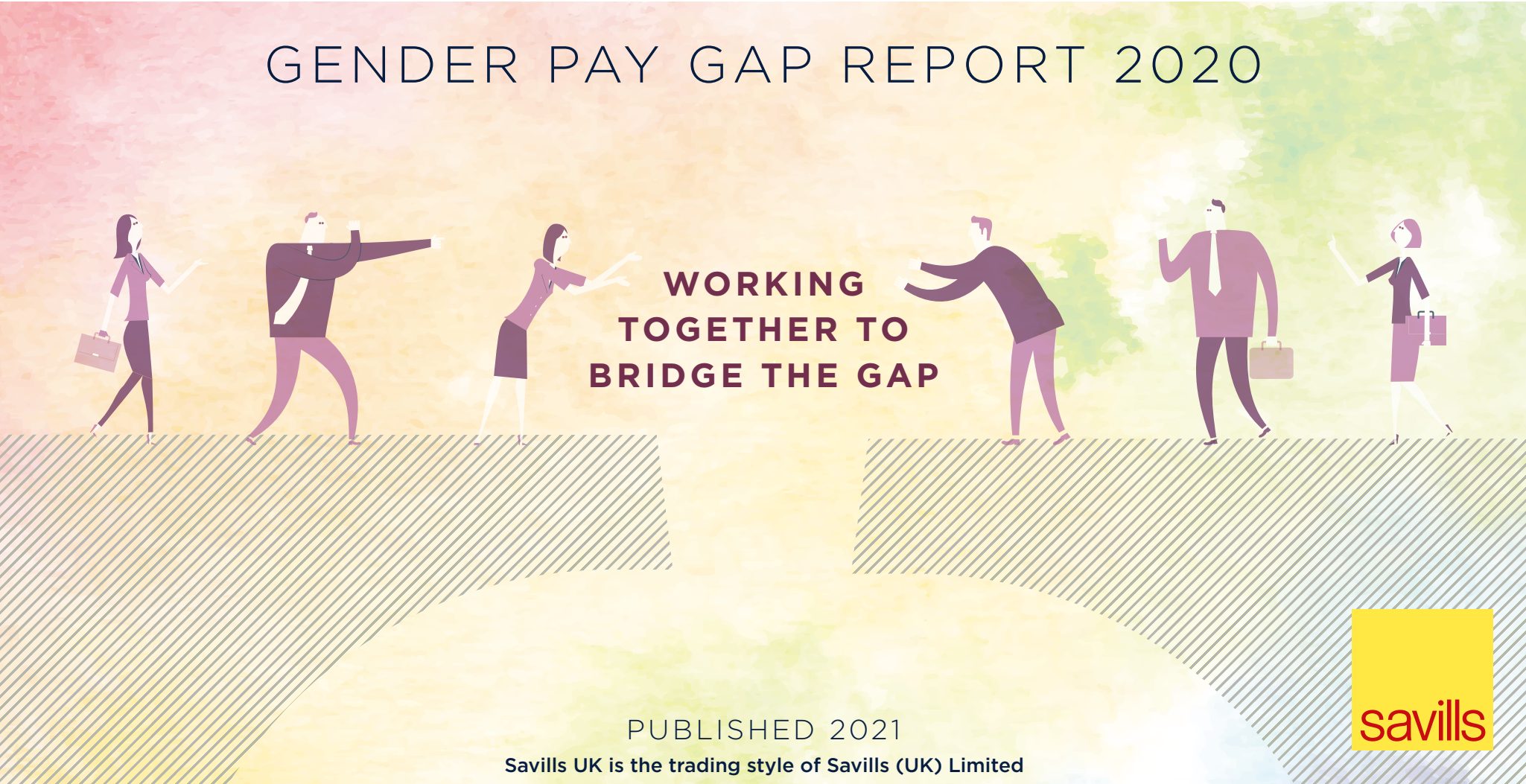


SAVILLS UK

GENDER PAY GAP REPORT 2020



**WORKING
TOGETHER TO
BRIDGE THE GAP**

PUBLISHED 2021

Savills UK is the trading style of Savills (UK) Limited

savills

A MESSAGE FROM OUR GENDER GROUP CHAIR

This is the fourth gender pay gap report from Savills UK. We continued to make progress on improving the gender balance in all our pay quartiles in 2020.

Even in times of turbulence, Savills remains committed to ensuring full transparency on the headway it is making towards gender parity and a fully diverse workforce. I am therefore delighted to be able to introduce our fourth annual gender pay gap report.

This year we are pleased that further progress has been made in improving the gender balance across all our pay quartiles: 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 towards a better balance has continued.

While this progress is positive, work continues to shrink these gaps further. The last 12 months have been challenging, but I am encouraged by the commitment shown across the business to ensure that the initiatives and training we have put in place to help address gender balance continue. This year we have also announced that as part of Savills wider corporate diversity targets we are setting an initial goal of the percentage of female directors in our UK business increasing from 20% to 25% by 2023 – a relatively short timeframe in which to accomplish such a move but one I am confident we will achieve.

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

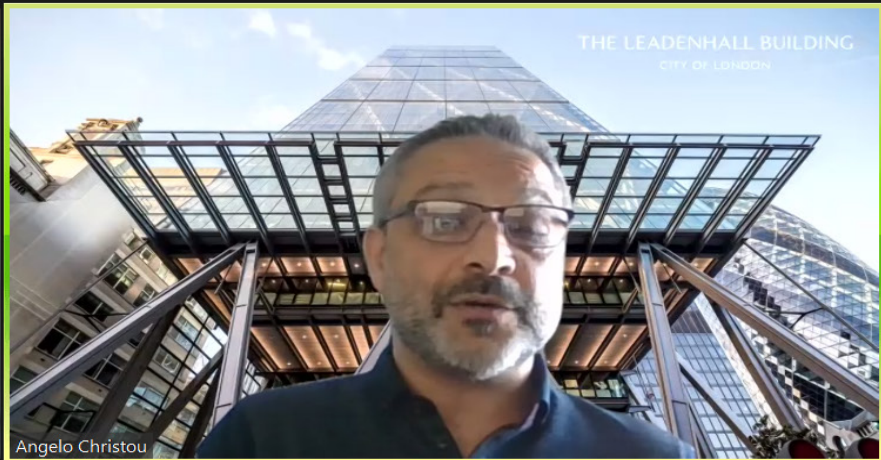
their talents has been a great success, with those who have already undertaken it reporting that it has made a fundamental difference to their day-to-day work. In order to enable everyone in the business to benefit from the lessons imparted during our leadership training we have also introduced a new 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 benefitting all.

In addition, we have also further developed our recruitment and promotion process to ensure that at all levels diversity can thrive. We have worked to ensure that our graduate recruitment programme seeks the best talent regardless of background, adopting blind CV screening to eradicate any unconscious bias. Our shortlists for recruitment for all roles are challenged to ensure we have sought the broadest diversity of candidates possible. We recognise that the promotion process may be more intimidating for some than others and have worked to ensure that talented individuals are not prejudiced as a result.

We are now several years into what is a long term project to achieve a better balanced workforce. There are no quick fixes, and it is imperative that we continue to promote on merit, with a focus on supporting our existing staff to be the best they can be, but the momentum is now firmly with us and we are in a good position to continue to build on the progress made.

Siân Tunney
Savills (UK) Limited
UK Board Director and
Chair of Savills Gender Group
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Siân Tunney takes part in a webinar with Mother Pukka, a portal for news, events and conversation for parents, organised by the Leadenhall Building for International Women's Day, March 2021

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

Our diversity mission statement

RECRUITMENT



Ensuring those who join Savills are given a warm welcome, and that they are equipped with the skills they need to succeed from the outset, is crucial to laying the foundations to empowering our people to prosper and the long-term balancing of our workforce.

Recruitment and on-boarding has been particularly challenging in a year when opportunities to meet colleagues face-to-face have been few and far between. We have adapted our screening, selection and on-boarding process to work virtually, with the induction process including formal and informal sessions, to ensure crucial opportunities to network and build social bonds are not missed out in a new joiner's vital first few months.

JULIE GARDEN
DIRECTOR,
PROPERTY MANAGEMENT

Before I joined Savills, I had been with my previous organisation for many years and was hesitant about making a change. What better time to make a move than in the midst of a global pandemic!

I made the move to lead the Savills Leisure Property Management team in October 2020. By that point of course, my new team had got to grips with working from home and all the virtual tools we've all come accustomed to over the past year. Having already been home based for a number of years the physical working environment wasn't such an issue for me. What I was more aware of was how I was going to get to know the different personalities and individuals in a new company and how I slotted into the wider organisation.

I needn't have worried: from my first day I was fully supported through the induction process to get to know the whole of Savills and straight away I felt at home. This was supplemented by an amazing welcome from my team: people reached out immediately to introduce themselves and I soon got to know them better. In fact, I would say that I've had the opportunity to connect with more people given the virtues of virtual meetings overcoming geographic distances! I've also been particularly impressed from the outset with how the business remains focused on making sure women in our business feel supported and empowered, prioritising this even in the past year. I definitely feel that this makes Savills stand out and I can't wait to be part of the progress we're already making in better balancing the business.



INCLUSIVITY



We are only as strong as our people: recruiting and retaining a fully representative and diverse workforce and fostering an inclusive workplace is key to our success.

To monitor and improve diversity we have set out in our D&I strategy how we want to create an inclusive environment so everyone can be the best that they can be, structuring activity around six core themes (age, gender, disability, social-economic background, LGBTQ+, and ethnicity). True diversity is the embracement of many facets of human identity that go beyond, or intersect with, these main pillars. Our people can't deliver 100% in the workplace if only 50% of themselves are "allowed" to be seen. We want them to be the difference, be innovative, nimble and entrepreneurial, so we have a culture that encourages employees to bring their whole selves to work. Ensuring that everyone feels empowered to contribute allows everyone to flourish and encouraging our people to share their experiences ultimately will create a better service for our clients.

MEGAN DIXON
ASSOCIATE,
LONDON PROPERTY INVESTMENT

Imagine - or even cast your mind back to - working for a small business of about 10 people in total and then, for the first time, entering a new office of over several hundred people within a global company of approximately 40,000 people. When I thought about joining Savills I knew I was entering a world that I could not yet relate to. However, the moment I walked into my first interview I was met with a big smile and "We already have something in common"; to my amazement this 'big scary place' was filled with people who care and, in this case, play lacrosse like I do. A couple of months later and my first time entering the office at Finsbury Circus House, I was met by hundreds of small rainbow flags marking Pride Month. Regardless of whether I identify as LGBTQ+ or not (I do), this multi-coloured display was a small act with a big impact, giving me a theoretical hand on the shoulder

to show that this is a place where all people are welcome and, at the very least, there is an effort towards ensuring a spectrum of people make up the community. From then on I was met by encouragement to get involved and share my ideas, and to gain experience wherever possible to support my career growth.

For International Women's Day this year, on behalf of The Leadenhall Building community, we had the pleasure of inviting campaigner Anna Whitehouse, aka Mother Pukka, to join a panel with Savills' Siân Tunney, to discuss the importance of supportive workplaces. Anna has tirelessly campaigned, through FlexAppeal for flexible working for all and, in her words, the Minister for Women and Equalities has now called for flexible working to be 'normalised', "it's on the Government website to be black and white" and a really promising step in the right direction.



LEADERSHIP TRAINING



Supporting all employees through a variety of different training and leadership programmes is fundamental to ensuring they can be the best they can be.

In the past 12 months, as well as significantly expanding the volume of digital training opportunities available, we have continued to support EG's Future Leaders programme (formerly its Future Female Leaders programme) to ensure those from across the built environment continue to learn essential new presentation and communication skills. In addition, we have commenced our own internal leadership communications programme, to give more women across all levels of the business the opportunity to develop their confidence in presenting and public speaking. To date 12 women have completed the programme, which culminates in presenting to clients (at the present time virtually) on a key industry topic.

SANDRA NWACHUKWU
ASSOCIATE DIRECTOR,
LONDON INVESTMENT

I joined Savills in 2014, and am currently an associate director in the UK business space investment team, specialising in the sale and acquisition of industrial and logistics property. Before Savills, I had a fun time exploring different roles. I was a microbiologist, then a mortgage advisor and land broker, before finding and settling into my passion as a surveyor.

Last year, as one of the more senior women in the investment team, my head of division who is very passionate about the team's self-development and growth, approached me about undertaking Savills leadership communications programme. I initially thought it was one of the usual presentation courses where you are given pointers about presenting to a room, but it was much more than that! The training has proved invaluable. It's equipped me with all the practical skills I need to communicate effectively in every environment – whether that's in a meeting room or on a Zoom

call – to 'story tell', and engage whomever I'm speaking to. I've found that not only have these skills come in useful in my professional life but also my personal life. They've given me an added sense of confidence and self-belief.

Alongside the skills obtained, one of the side effects was that I also got to meet and network with an inspirational group of women whom I may have not otherwise come into contact with, given the size of Savills. It was great being able to chat about our career hopes and aspirations in such a supportive environment and I know I can call upon any of them for advice in the future. I also feel more able to encourage and support my team and pass on what I've learned to my colleagues. I would recommend that any woman who has the opportunity, should definitely grab hold of the chance to undertake the training with both hands.



SHARED PARENTAL LEAVE



We continually review and refine our HR policies to ensure they provide the right types of support to reflect the changing needs and wants of a diverse workforce.

One of the key challenges in enabling more women to rise to senior levels in all businesses, including Savills, is ensuring that if and when they decide to start a family any time spent out of the workplace is not detrimental to their careers, and that they feel supported enough to return to their roles and continue to progress. Key to this is providing a framework to help family and home responsibilities to be equally shared between both parents. Savills therefore offers all employees, whatever their gender, the same enhanced shared parental leave (SPL), significantly above statutory requirements. Uptake among new fathers has increased in the past year as we have worked to promote the benefits, and as more men have seen their colleagues embrace the opportunity of sharing parental care have been inspired to do so themselves.

FREDDIE CORLETT
DIRECTOR,
CENTRAL LONDON & INTERNATIONAL

I first heard about SPL through a peer in the market who had described it as being quite a “big step” for an agent (as we agents tend not to like leaving the action!). Nevertheless he was very positive about the experience and, having talked to Savills HR, I was very impressed with what Savills offered. I was able to choose my period of leave, and so settled on the summer as the market is generally quieter then. Edward was born in January 2020 and it became apparent quite quickly that this was not going to be a typical year! I brought my leave forward to coincide with lockdown in anticipation that the summer may be busier, and set about my handover. I didn't receive a single negative comment from clients or colleagues, everyone was openly supportive. Once on leave, I went through a number of different feelings. Firstly I felt anxious that my clients might not get the same level of service they were used

to because the team might be overstretched. I also felt guilty that I had left the team at such a challenging time. However, as soon as I realised they seemed to be coping fine without me, I started to worry whether I was still needed!!

Luckily most of those feelings came and went quite quickly and I was able to settle into very active family life 24/7. I learnt that looking after children full-time is certainly no walk in the park but I look back at that time with my wife Joanna and our two children Olivia and Edward (now four and one) as being incredibly special and rare. I know I was very fortunate to have had the opportunity and I would certainly consider doing it again. When I arrived back, via Zoom initially, I felt like I hadn't missed a thing. The team were hugely supportive and this experience has certainly been overwhelmingly positive for me.

ADVANCING AND DEVELOPING



To keep the best talent in our workforce we must be responsive to the needs of all our employees, offering opportunities to continue to develop, and supporting them in all aspects of their professional and personal well-being.

We have rolled out additional support this year specifically focused on well-being and mental health, providing one-on-one access to trained healthcare professionals 24 hours a day when needed. In addition, we have moved much of our training online, or adopted hybrid models, to ensure that all employees still have the opportunity to develop their skills and work towards promotion.

ANN TAYLOR
MIDLANDS REGIONAL BUSINESS
DEVELOPMENT HEAD
DIRECTOR,
NOTTINGHAM DEVELOPMENT

When I took over as head of Savills Midlands Regional Business Development Board at the start of 2020, little did I know what the following year had in store for us all. Having joined the Nottingham development team in 2015 as an associate director, I was promoted to director in 2019 and I saw 2020 as an opportunity to grow personally and professionally, supporting our own team and working collaboratively with the other Midlands offices. Covid-19 appeared almost from nowhere, and left me juggling full-time working and full-time home schooling two young children. Having already worked through a recession in 2007, this past experience helped me remain tenacious and proactive whilst retaining a positive outlook. There have, however, been personal challenges in terms of managing work and home life. My husband and I pulled together to co-ordinate our diaries to plan each day around our meetings as well as the kids' work and zoom calls.

One thing I was able to achieve in 2020 was to address my desire to become a more proficient

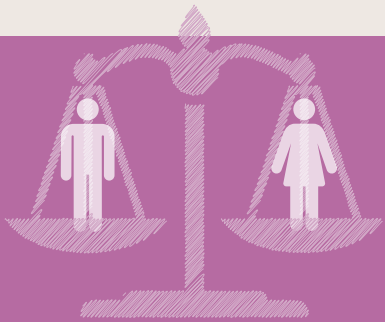
and articulate public speaker. In some respects, virtual meetings have helped people focus and become more comfortable in front of the camera. It is harder to read body language on screen and meetings are less fluid, therefore there is a greater need for preparation, structure and navigation on these types of calls. To help with my presentation skills, I undertook the Savills virtual presentation training, which has really assisted with boosting my confidence and finessing my skills. It has given me the tools to positively embrace more speaking opportunities and I would recommend colleagues in the business look at the wealth of training opportunities on offer, which are more time efficient when undertaken on line.

Although the past 12 months were not as expected, they have gifted me with opportunities to react, adapt, learn and develop. I think as a business we have all learnt a huge amount about flexible working and the importance of well-being, with these lessons helping us to grow and thrive personally and professionally.



OUR NUMBERS

These figures show how gender pay looked across our UK organisation in 2020. This year more progress has been made. We have shrunk both our mean hourly pay and bonus pay gaps. In addition, the percentage of women sitting on Savills UK board has increased to 27% from 23%.



GENDER PAY VS. EQUAL PAY

Gender pay statistics compare the mean and median rates of pay between men and women in an organisation. Different jobs are paid at different levels, and a gender pay gap exists where there is a difference in the number of men and women performing particular jobs at different levels, and being paid accordingly.

It's important to differentiate this and equal pay, which ensures equal pay for those carrying out equivalent jobs. Rather, the difference in the numbers you see on the following pages reflects a gender imbalance at senior level.

MEAN AND MEDIAN PAY*

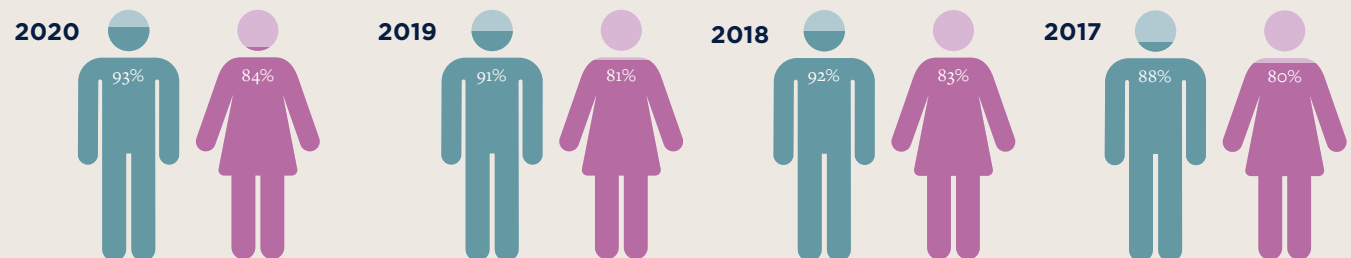
The **MEAN gender pay gap** shows the difference in the average hourly rate of pay between all men and all women in the company.

The **MEDIAN gender pay gap** compares the midpoint of all male pay within the organisation with the midpoint of all female pay with the organisation.

	MEAN				MEDIAN			
	2020	2019	2018	2017	2020	2019	2018	2017
Hourly gender pay gap	36%	39%	39%	45%	41%	43%	43%	44%
Bonus pay gap	79%	80%	79%	82%	80%	80%	78%	82%

*Figures are calculated based on hourly rates of pay as at 5 April 2019

PROPORTION OF EMPLOYEES RECEIVING A BONUS IN THE QUALIFYING PERIOD



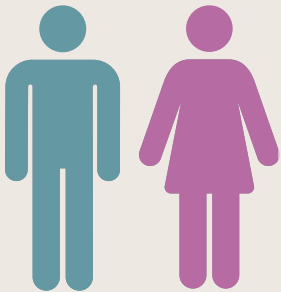
We can confirm the information within this report is accurate.

OUR NUMBERS

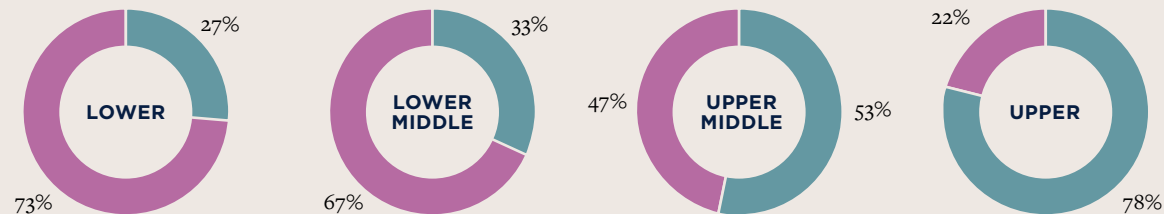
In our 2019 report, we highlighted a small increase in women in the upper pay quartile but there is still a gender imbalance at both ends of our business. Whilst there is still work to be done, we are pleased to report that there has been a further, albeit small, increase in women in the upper quartile and an increase in men in the lower quartile in 2020. This is an encouraging trend and one which we aim to improve and build on over the coming years and which will be a significant factor over time in helping to reduce our hourly gender pay gap.

PAY QUARTILES

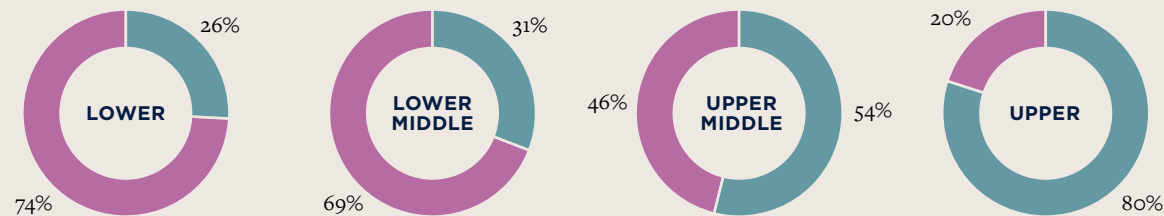
These figures reflect the proportion of men and women in each quartile of our pay structure.



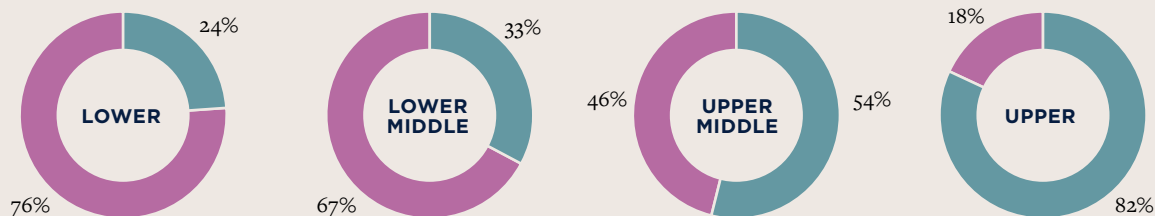
2020



2019



2018



STRENGTH IN NUMBERS

22%



UPPER PAY QUARTILE

The percentage of women in the upper pay quartile has risen once again to 22% compared to 18% reported in our first report in 2018.

56%



LETTINGS DIRECTORS

This division continues to maintain a high level of female directors, with women comprising just over 56% of the division's directors and 60% at associate director level.

52%



GENDER BALANCE

Women now make up 52% of Savills UK's total workforce.

52%



PROMOTIONS

The number of women promoted to associate director level has increased from 46% to 52% and the number of women promoted at associate level has also increased from 49% to 54%. This is a positive trend and it is good to see our career pipeline moving in the right direction.

27%



UK BOARD MEMBERS

27% of our UK board members are women, up from 23%.



Photo: Webinar by Siân Tunney and the female members of the Savills UK Board, February 2021



I joined Savills in 1997, working in the city office for our old commercial business at a time when we had paper expenses, and two filing cupboards that could contain a whole year of supplier invoices. My career progressed with the growth of the company and taking on the role of UK CFO this year was the ultimate achievement.

I've seen many changes throughout my time at Savills: I have seen the diversity of our services and geographical spread evolve over time, seeing it grow from a £30 million commercial business back in 1997 to the £700 million UK company it is today, but the one constant is the people, the encouragement they give and the ability

you have to grow and progress your career whatever area of the business you are in.

We have some extremely talented people, and through our strong culture, training and inclusivity programmes we have been able to attract the best in the industry. Putting the client first has always been priority and our service to them will only improve with true diversity across all of our teams.

Nicola McGinnis
Chief Financial Officer Savills UK
Member of UK Executive Board
and Board Director

DIVERSITY AFFILIATIONS

This report is all about gender, but we know that a more diverse workforce creates a more productive team which is why we are committed to improving diversity at all levels. Within our business, our diversity groups which span gender, disability, ethnicity, age, LGBTQ and socio economic background, are embraced as part of our culture.

SAVILLS DIVERSITY AND INCLUSION GROUPS:



GENDER



AGE



DISABILITY



ETHNICITY



LGBTQ



SOCIO
ECONOMIC

For Savills employees, further information on our diversity initiatives can be found on Connect.

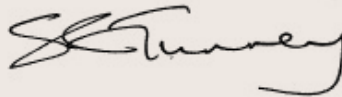
Savills is proud to be affiliated with a number of initiatives, including:



We can confirm that the published information is accurate.



Siân Tunney
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A handwritten signature in black ink, appearing to read 'Stunney'.

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For further information, contact your HR business partner or
your divisional gender group representative.