

SAVILLS UK

ETHNICITY PAY GAP REPORT 2020

Published 2021

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



A MESSAGE FROM RICHARD REES

This is the first year that we are publishing our Ethnicity Pay Gap analysis. We are committed to embracing diversity and providing a platform and supportive environment for everyone to be the best they can be. Addressing imbalance is a key focus for us as we strive to make significant progress to improve diversity in our business.

Savills is committed to eliminating discrimination and encouraging diversity within our workforce and the wider industry. We recognise that we are part of an industry that has historically attracted fewer minority ethnic employees and we are working hard to change this through a series of programmes and initiatives. There is a long way to go on our journey and we have a clear action plan to make positive and meaningful change.

Over the past few years we have been focused on initiatives that enable wider access into Savills, to ensure that adequate support and training are provided to all of our employees, to understand the barriers that our underrepresented employees face and to take action to help tackle this. Most importantly, we want our employees to be comfortable in their own skin, to bring their whole selves to work and provide a platform to be the best they can be. We are continually looking at further actions to build

the representation of people from minority ethnic backgrounds across our sector and in particular within Savills. More information about specific key actions can be found later in this report on page 10.

As part of our journey we understand the importance of transparency. This is our first ethnicity pay gap report; we are publishing this voluntarily. It provides a snap shot of the early stages of a journey we intend to significantly progress. Our data illustrates the gap in pay between White and minority ethnic employees of Savills (UK) Limited ("Savills").

As a service industry, our people are our best asset and we want to invest in them and support them. We believe a team with a wealth of experiences and perspectives will enable us to provide the best service to clients. We are strongly committed to continuing to build on the foundations of our Diversity and Inclusion programmes and to further accelerate our progress.



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

Savills has a zero tolerance policy to any form of discrimination and hate abuse of any type.

Our diversity mission statement

RECRUITMENT



Our recruitment procedures are reviewed regularly so that individuals are assessed on the basis of their relevant merits and abilities and sufficiently diverse sectors of the community are reached.

We have developed our screening and selection processes so that diversity is considered at all levels of entry. As a key element of this, we “blind screen” the CVs of graduate and apprenticeship applicants; we also deliver focused events at universities to include all students and have become the corporate partner of Career Ready, a charity which works with school students from all backgrounds to kick-start their careers. We also provide extra guidance to applicants who may not have had support from their school or family to access the profession, ensuring that these applicants are competing on a level playing field. We continuously monitor the diversity of applicants progressing through assessment, and utilise a contextual recruitment system to ensure that those candidates who have not had the same advantages as others are considered fairly. We make use of the apprenticeship levy to recruit an unlimited number of non-cognate graduates and fully fund their part-time masters degrees to diversify our recruitment further. At senior level, we are increasing the diversity of applicants through the engagement of specialist recruitment platforms, as well as requiring retained agencies to provide a shortlist of diversified candidates.



I’ve felt at home with Savills from the outset and I know that I can grow here, which is important to me

Aurora Barrett
Graduate Surveyor



I joined Savills in September 2020 as a Graduate Surveyor but my journey to real estate began on the Pathways to Property Summer Scheme in 2016, which is run by the Reading Real Estate Foundation (RREF) and hosted at the University of Reading. From this early stage Savills became a part of my journey and, as supporters of RREF, helped to increase access and awareness of the industry. I was also able to experience the high standard of service that Savills provides, and consider the bigger picture of how I can be involved in the communities around me. I progressed from a sixth form student with little knowledge of the real estate industry and the diverse opportunities and experiences in the built environment, to be a part of the Savills Graduate scheme now.

The team and HR have been so welcoming. Keeping in contact with them throughout my training made me feel like I always had a place in Savills, and so I was determined to apply to the Graduate Scheme. I’ve felt at home with Savills from the outset and I know that I can grow here, which is important to me.

As a Graduate Surveyor I am on a learning and development journey, supported by Savills through the Assessment of Professional Competence (APC) to become a chartered surveyor. I rotate through six rotations experiencing a range of specialisms allowing me to develop a thorough understanding of the industry and market.

Joining Savills six Diversity and Inclusion Groups provides me with a voice in the company that represents who I am and what I support such as ethnicity, LGBTQ+, disability, age, gender and socio-economic diversity. This representation allows me to help form and develop the inclusive environment that I want to be part of.

I am also glad to have joined a company that kept its Graduate Scheme running despite the uncertainty of Covid-19. It’s given me endless opportunities to innovate and grow already.

INCLUSIVITY



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.

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, celebrating every individual's differences and enabling all employees to achieve their full potential. As part of our Diversity and Inclusion strategy we have structured our activities around six core themes: ethnicity, age, gender, disability, social-economic and LGBTQ+. Ensuring everyone feels empowered to contribute to making change is fundamental. Providing a forum for everyone to encourage each other, to work alongside allies and share experiences will contribute to a more inclusive culture and better service for clients.



I'm proud to see Savills address the very challenges I faced when starting my career

Jeremy Hinds

Director
National Retail Planning



Life in the real estate industry began for me over 25 years ago when I started work in a small consultancy practice in Guildford. Back then I felt that I had to exceed the levels of my White colleagues if I were to be taken seriously and move forward in my career. A story I'm sure that is familiar for many from a minority ethnic background.

However, I was extremely lucky to have started my career in a company where I was supported by my senior colleagues who had faith in my abilities and were not afraid to provide encouragement when needed. By the time I moved to London a few years later, to work for a different company in the same sector, I had a wealth of experience behind me, good knowledge of the property profession, and sufficient self-confidence to progress.

The reality was that I felt I needed to fit in to succeed and one of the important changes I made about myself has stuck with me. In my early career part of the job entailed giving evidence at public enquiries, a role far more prevalent back then

than it is today. Having grown up in Manchester, I felt that to be taken seriously, one of the personal attributes I had to change was my voice and accent. In part, I thought that this allowed me to progress, and also allowed an element of disguise of my ethnic background when dealing with new clients.

Moving to my career at Savills and the industry today, the dominant group still remains largely White middle class males. However, while there is still a lot of work to be done I've seen a huge shift in the levels of engagement to understand, educate and enact change for the better both at Savills and in the real estate industry. I'm particularly encouraged to see the strong leadership shown in the Diversity and Inclusion groups we have and the many initiatives that are underway including reverse mentoring and allies programmes. I'm proud to see Savills address the very challenges I faced when starting my career. We want to create an inclusive environment where we can feel comfortable to bring our whole selves to work.

LEARNING AND DEVELOPMENT



We are 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. This involves raising awareness and educating employees on ethnicity in the workplace.

Every employee is given access to training to enable them to progress within the organisation with individual development programmes identified from the output of our appraisal process. We provide extensive online and in-person training courses to support employees to achieve their own individual career goals and aspirations so that all employees have equal opportunity to develop their skills. Our Diversity and Inclusion training is mandatory for all employees, and in the last year this has been updated to include detailed modules on race in the workplace, unconscious bias and microaggression. We have introduced additional support as part of our response to the pandemic with a specific emphasis on well-being and mental health, providing one-on-one access to trained healthcare professionals 24 hours a day when needed.



Savills has been at the forefront of learning and development over the years endorsed by the accolades that have been won

Matt Salter
Director
Portfolio Valuations



I began my career at Savills 11 years ago when I joined the Savills Graduate Scheme following a four month placement. I am currently a Director in Savills Portfolio Valuation team and have been with the team for nearly six years. My day to day is providing accounts valuations for a number of large institutional clients as well as providing advice on asset management initiatives and investment decisions.

Savills has been at the forefront of learning and development over the years endorsed by the accolades that have been won. From my own personal experience, the training provided throughout my time on the graduate programme was exemplary and provided me with the foundations to progress post qualification.

I am a member of Savills Ethnicity Group and I have been impressed by the commitment of all of our Diversity and Inclusion groups to promoting

an equal and inclusive workforce. I am extremely proud of the work that Savills has done and continue to do in this field.

Training is a key component for achieving the goals of the company and the introduction of mandatory unconscious bias and Diversity and Inclusion training has helped raise awareness of the issues that can impact employees and the workforce.

But this isn't just about Savills, it is also about facilitating and encouraging change across our entire sector, and the communities that we work in. Whilst progress has been made, there is still more to do and I am committed to ensuring the good work continues.

CAREER PROGRESSION



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

We regularly monitor the composition and movement of staff at different levels to ensure equality of opportunity across the organisation. When it comes to progression and promotion, we have significantly expanded our training opportunities. Each employee can access a mentor to support them in the promotion process through our 'MyMentor' programme. Furthermore our future leaders training helps to equip individuals with confidence, presentation and public speaking skills to help them feel more comfortable with seizing opportunities and showcasing success.

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 board and executive level) and 'bottom up' approach (new joiners, apprentices & graduates). To that end we run a reverse mentoring programme where senior leaders are mentored by more junior employees on both strategic and cultural topics.



I'm very fortunate to be part of an organisation that takes the promotions process seriously with a number of support mechanisms in place to help you through the process

Sapna Fraser

Director, Head of Compliance
Residential Lettings



I started my career at Savills in 2013 as a paralegal in residential lettings and I'm very proud to have been promoted to head of compliance within the residential lettings team in January 2021.

I've always been driven in my career progression and consistently challenged myself through the years. Real estate as an industry is always evolving and I love keeping busy dealing with the numerous legislative changes and making sure that we have the correct processes in place to successfully meet the legal needs of our growing business.

I was promoted from Staff to Associate within my first two years and three years later promoted to Associate Director. I'm very fortunate to be part of an organisation that takes the promotions procedure seriously with a number of support mechanisms in place to help you through the process. We had promotion seminars and mock interviews where I received honest constructive feedback in addition to my line manager's encouragement and support which positively helped. It felt like my division was with me every step of the way through the promotions process.

When I joined Savills I had no lettings experience and my background was conveyancing. I love learning and was determined to be an expert in this field. With Savills support I became MARLA qualified within the first year of joining Savills and FARLA qualified after another 18 months. I am incredibly proud of what I have achieved and I am the only employee that is not a head of department to obtain this qualification.

As head of compliance for residential lettings I successfully run a team of eight compliance managers who are responsible for reducing the health and safety, compliance, financial and fraud risk for our division. I now provide legal support and handle legal and compliance queries for 62 residential lettings offices with the wider team protecting revenue by managing and eliminating risk and streamlining processes for staff to make them more efficient wherever possible.

CELEBRATING CULTURE



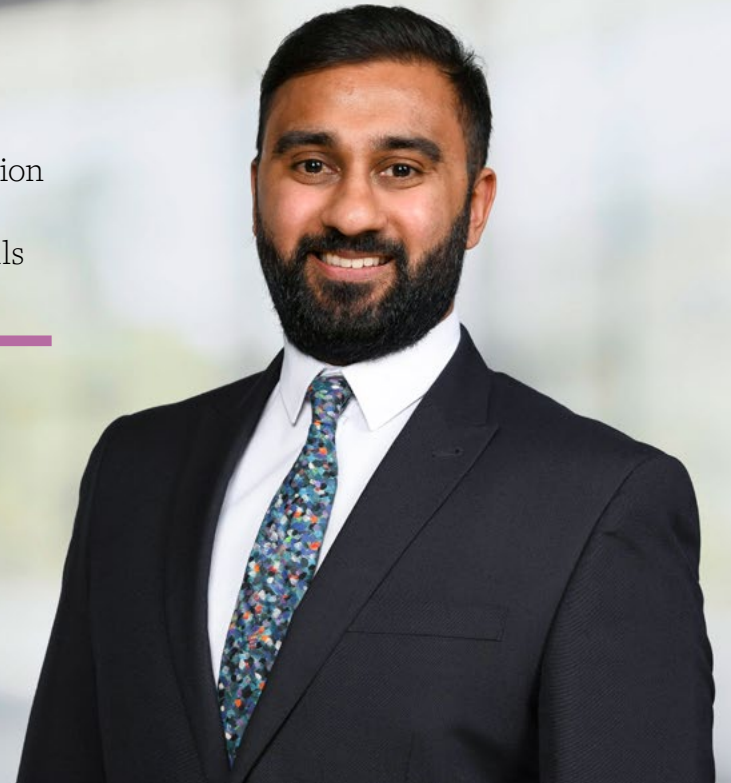
A culturally diverse workplace empowers people to develop their talents and skills. We recognise that having a range of ideas and expertise to draw upon can boost our problem-solving capabilities, increase happiness and productivity, and ultimately make Savills the best place to work.

We celebrate multiple cultural events across our UK network and have developed a multicultural celebration calendar. These celebrations not only mark important events for our employees but also provide the opportunity for all of our employees to learn more. Acknowledging a key cultural day or celebration to colleagues and clients makes a big difference. In addition, we have worked with our other five diversity groups to build an allies programme to explore the steps that employees can take to be effective allies to minority ethnic groups.



And through education and celebration we could tackle prejudices and stereotypes, ultimately making Savills a better more inclusive workplace

Kuldeep Mehmi
Associate Director
Commercial PR



Growing up my dad's favourite saying was 'education is never finished'. At the time I thought it was an excuse to get me to spend less time playing football and more time studying but it wasn't until years later that I realised the sense in his wisdom. When I joined Savills, it felt as though my dad had given management the same lecture. Above the professional education offered to staff it was clear there was a real drive to promote inclusivity, celebrate diversity and educate.

Shortly after I joined Savills I became a member of the Savills Ethnicity Group and helped develop the strategy around the multicultural celebration calendar which received Board approval. It was important for us that we build a programme that would enable employees to learn about other cultures and people and celebrate with our ethnically diverse colleagues some of the most important events and dates to them.

The development of this strategy was essential because in order to increase respect for other people there needed to be an increased awareness and appreciation of different cultures and races. And through education and celebration we could tackle prejudices and stereotypes, ultimately making Savills a better more inclusive workplace.

What started off as simple educational articles on our intranet expanded to UK-wide campaigns which include front of house reception screen takeovers, posters in communal areas, intranet front page takeovers, inclusion in the UK-wide weekly newsletter and Q&As. The feedback from across the business has been phenomenal and the strategy has now been adopted by other Diversity and Inclusion groups within Savills.

OUR NUMBERS

These figures show how minority ethnic employee pay looked across our UK organisation in 2020. We know we need to increase representation at all levels, particularly in senior and higher paying roles, and are committed to actioning this.



ETHNICITY PAY - HOW DOES IT DIFFER FROM EQUAL PAY?

The ethnicity pay gap shows the difference between the average (mean and median) earnings of the minority ethnic employees and White employees. Different jobs are paid at different levels, and an ethnicity pay gap exists where there is a difference in the number of minority ethnic and White employees performing particular jobs at different levels, and being paid accordingly. This is different from equal pay which examines pay for those carrying out equivalent jobs.

MEAN AND MEDIAN PAY AND BONUS GAP*

The **MEAN ethnicity pay gap** shows the difference in the average hourly rate of pay between White and minority ethnic backgrounds (including those other than the main ethnic groups) in the organisation.

The **MEDIAN ethnicity pay gap** compares the midpoint of pay between White and minority ethnic employees (including those other than the main ethnic groups) within the organisation.

Any White Background v Any Ethnic Background inc Other	MEAN	MEDIAN
Hourly ethnicity pay gap	19.59%	16.81%
Bonus pay gap	56.84%	43.61%

Proportion of employees receiving a bonus in the qualifying period

Any White ethnic background	87.99%
All other ethnic backgrounds	93.30%

We acknowledge that ethnic diversity is lower within the higher pay quartiles in comparison to the lower pay quartiles. We endeavor to attract minority ethnic employees in the upper and upper middle quartile roles which will help reduce the ethnicity pay gap. We are also making significant strides in attracting talent in the lower quartile roles and will continue to nurture this talent. We will also train and develop existing staff through future leaders programmes and reverse mentoring.

PAY QUARTILE	% OF MINORITY ETHNIC STAFF
Upper	3.83%
Upper Middle	8.66%
Lower Middle	12.41%
Lower	9.91%

The report includes those who state 'Other' as their ethnic background but excludes those who have not declared their ethnic background or have stated 'Prefer not to say'.

KEY ACTIONS

Below is a selection of key actions taken in the lead up to and throughout 2020.



WIDENING AND DIVERSIFYING RECRUITS

- **School outreach:** Career Ready partnership provides work placement, networking and masterclass opportunities for school students.
- **Graduate recruitment:** Blind CV screening, removing cognate degree requirement, and additional coaching for under-represented candidate groups throughout the application process.
- **Senior talent:** Increasing the diversity of applicants through the engagement of specialist recruitment agencies, requiring retained agencies to provide a shortlist of diversified candidates.



NURTURING AND CHAMPIONING TALENT

- **Leadership training:** Delivering three bespoke management training programmes for staff to develop the skills necessary to progress up their career ladders.
- **Equal chance to succeed:** Requiring and monitoring all managers to provide their staff with equal growth opportunities through fair allocation of work, coaching and exposure to clients.
- **Health and well-being:** Providing confidential counselling services to all staff members and identifying therapists who are able to provide additional support on issues related to race and ethnicity.



AWARENESS RAISING

- **Celebrate cultures:** Raising awareness through educational pieces on different cultural activities and celebrations in the UK.
- **Commitment to change:** Pledging our commitment as a signatory of the Race at Work Charter signatory (since 2019), and monitoring and publicising ethnicity markers including this Ethnicity Pay Gap report.
- **Reverse mentoring:** Continuing to deliver reverse mentoring for UK Board Members and staff from the Diversity and Inclusion network at Savills.



ZERO TOLERANCE ON DISCRIMINATION

- **Education:** Updated mandatory Diversity and Inclusion training for all staff, including case studies and modules on microaggression, unconscious bias and race in the workplace.
- **Shared target and vision:** Requiring internal promotion candidates to propose Diversity and Inclusion strategies within their business line.
- **Calling out bad behaviours:** Allies programme to encourage staff to understand issues relating to race and empower all staff to stand up to bad language and behaviours.

DIVERSITY AFFILIATIONS

This report is all about ethnicity, 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 ethnicity, gender, disability, age, LGBTQ+ and socio economic background, are embraced as part of our culture.

SAVILLS DIVERSITY AND INCLUSION GROUPS:



ETHNICITY



GENDER



AGE



DISABILITY



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.



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A handwritten signature in black ink, appearing to read 'R. Rees'.



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