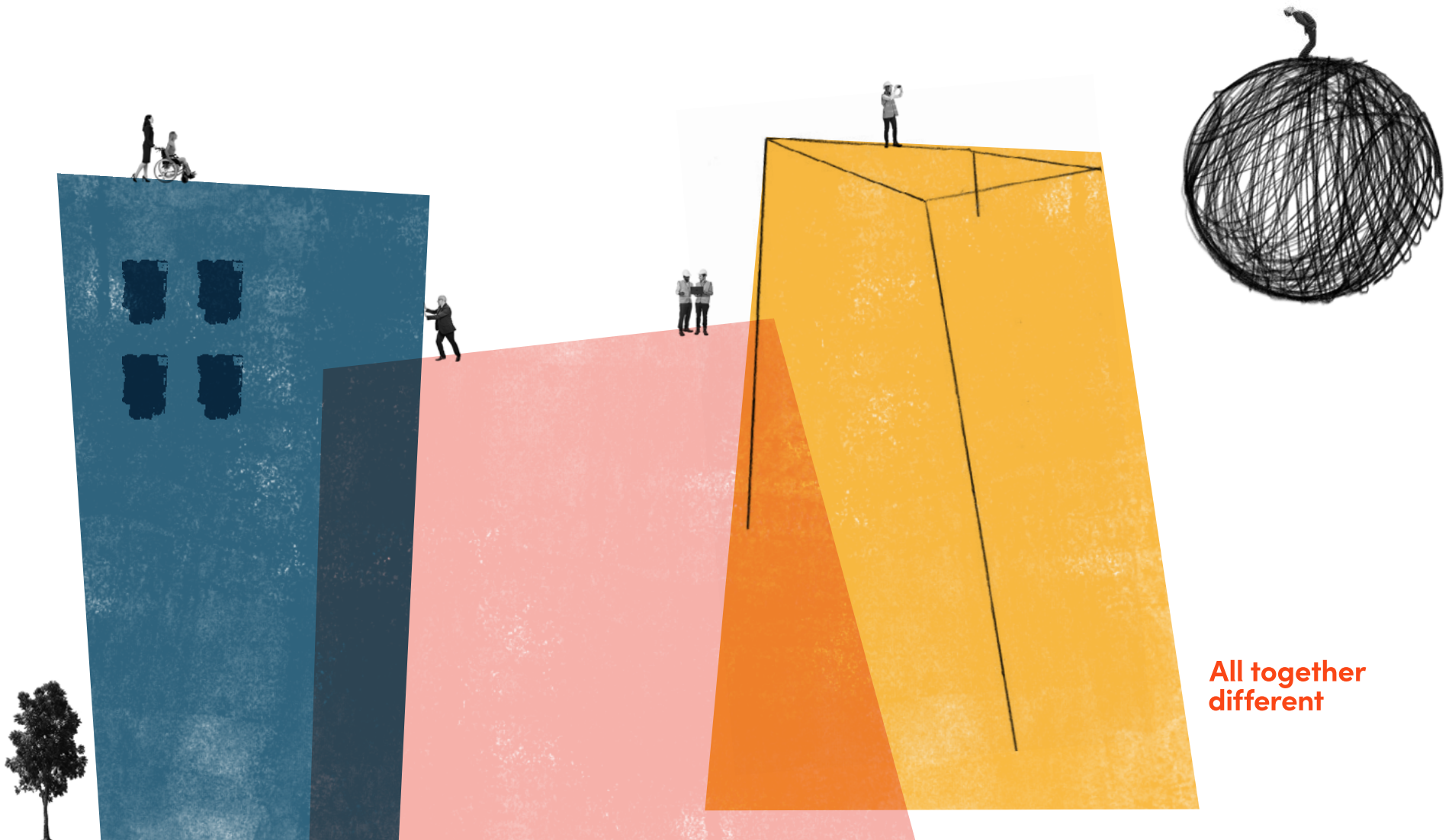


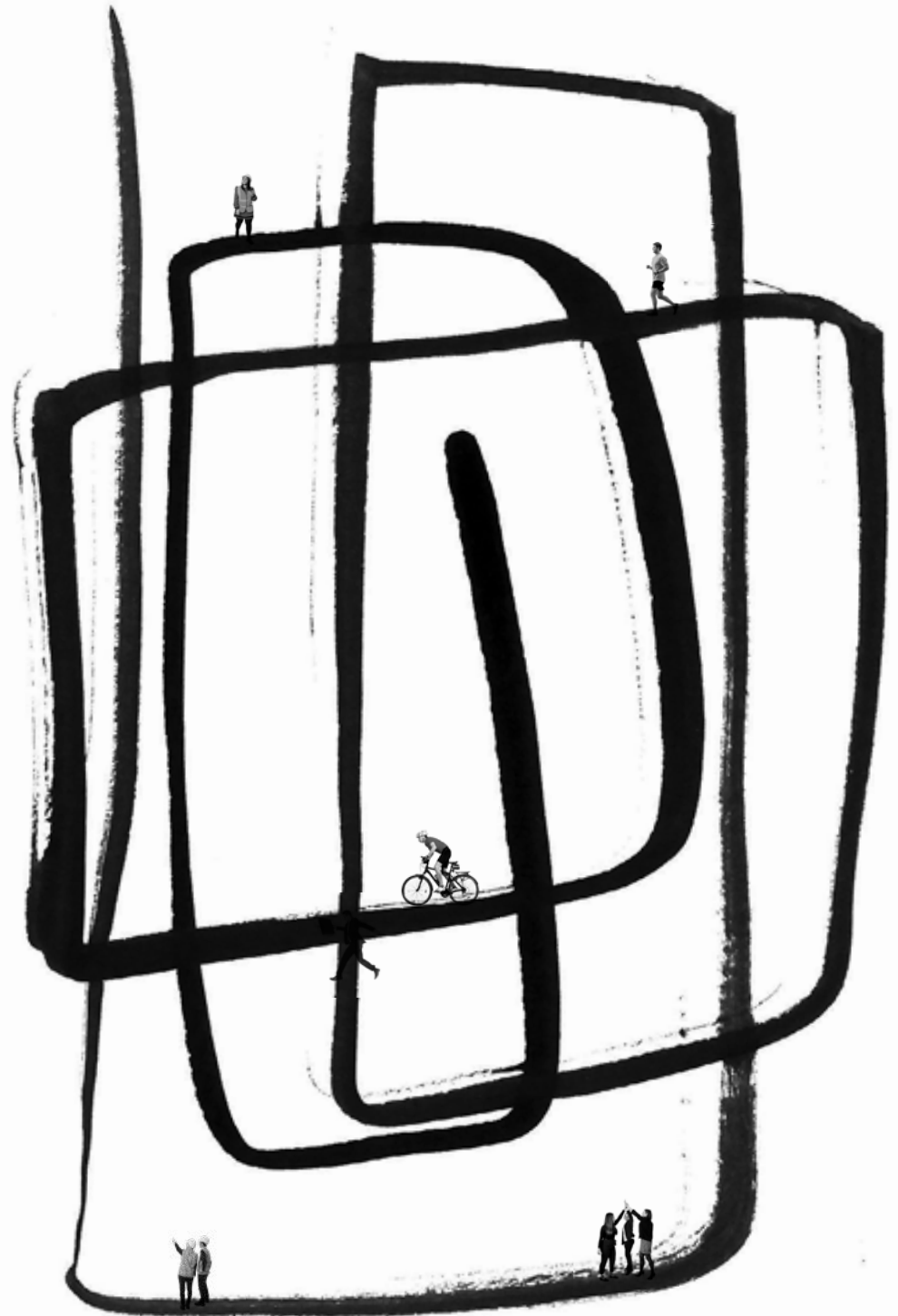
Diversity, Equity and Inclusion (DEI) at Hollis



**All together
different**

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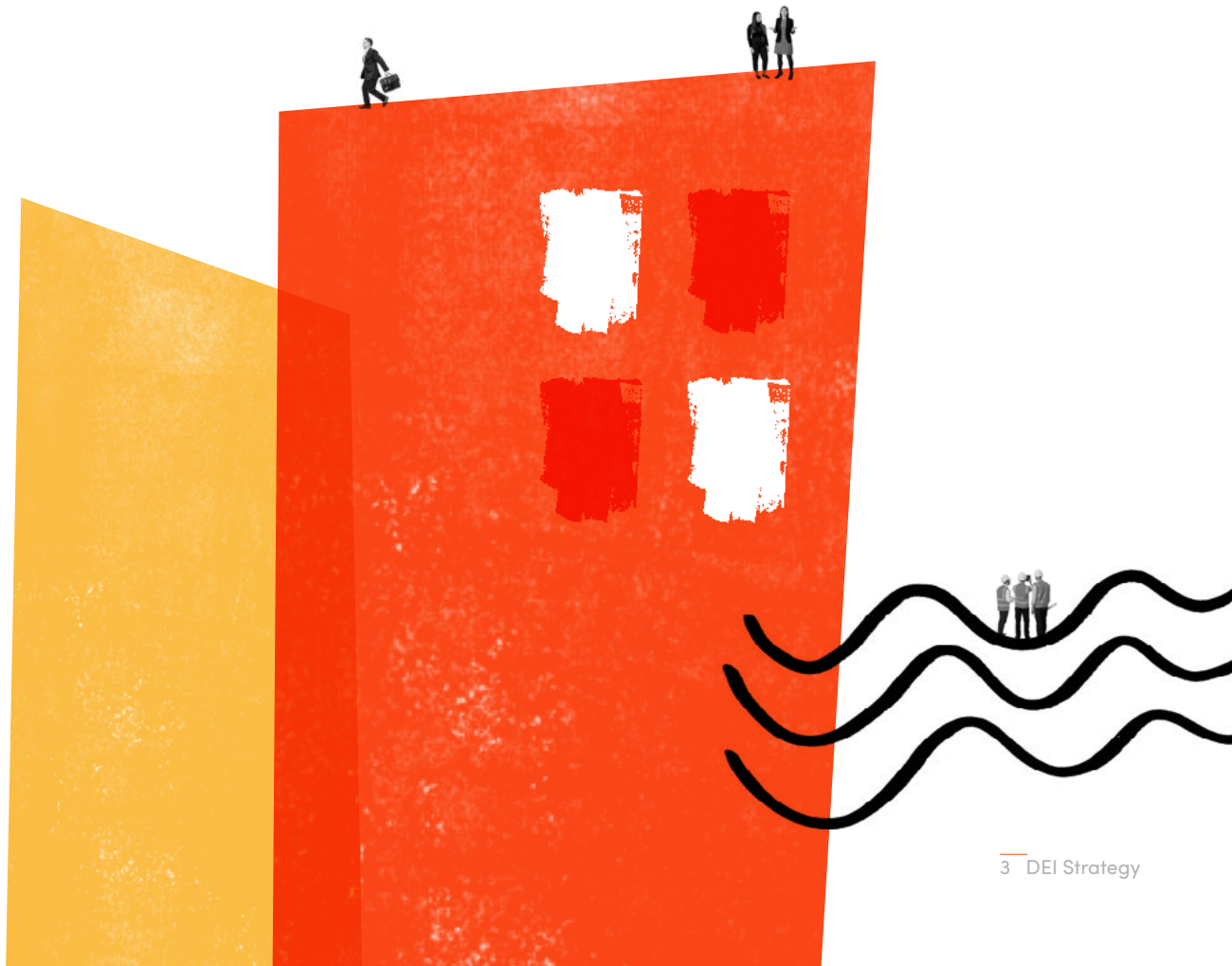
Introduction

Since early 2020 DEI has been especially high on the agenda for us.

We've done a lot of work on our strategy in the background since then; looking at our processes and how we do things at Hollis and working with our directors on what it means to be a truly inclusive employer. We've run focus groups to get feedback from under-represented groups in the business and started a programme of awareness building sessions designed to increase understanding and equip our people with the skills needed to have conversations about DEI.

The purpose of this document is to outline our intent going forward, to share our strategy at a high level and to give us a line in the sand and something we can refer back to. It's a platform for transparency on our DEI stance and it will change; as the world changes and as we get input and feedback from our people.

As our strategy is long term, it will never be static. It will continue to move and evolve. For that reason, this document is designed to be updated and extended. We'll add to it at the beginning of each financial year, sharing our plans and successes both internally and externally.



Our commitment

All together different – our vision is truly represented by our strapline. Together we welcome, we embrace, and we celebrate our differences.

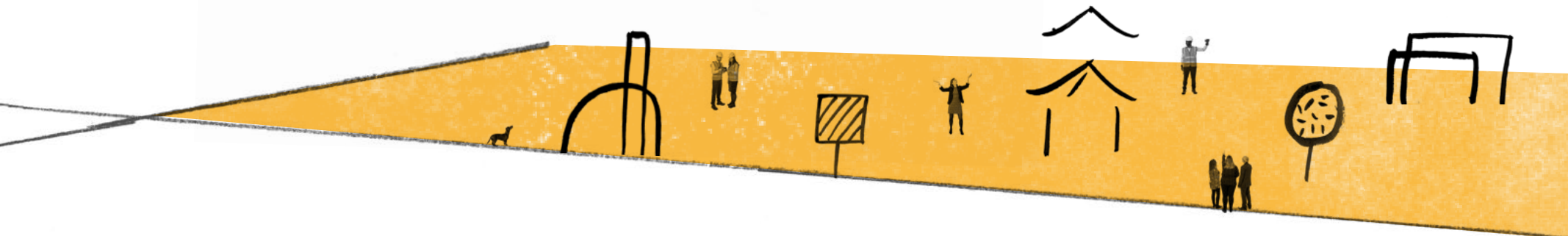
Our aim is to provide a diverse and inclusive workplace which supports and cares for all our employees, including those from under-represented or non-dominant groups. We do this in a way which allows everyone to feel included and respected so that they can gain the best from their working lives.

We're committed to building and maintaining a culture of inclusion; where all barriers, including prejudice are removed from our working environment; and where all our people are empowered to be the best they can be.

We also contribute to improving diversity across the real estate industry, particularly at entry-level for disadvantaged young people.

We are committed to year-on-year improvements and to taking action in relation to the nine protected characteristics outlined in the Equality Act 2010:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation



Our strategy

Our strategy can be broken down into four key areas where we feel we can make the biggest difference.

These are:

- Industry and communities
- Leadership
- People and culture
- Recruitment and career progression

Leadership

Our leaders will take collective responsibility for our strategy and play a key role in driving positive change in our business.

This means:

- Actively role modelling inclusive behaviour
- Communicating key messages consistently, leaving our people, clients and communities with no doubt about our stance on DEI
- Creating a culture in which people can open up and share their experiences, in the knowledge that these will be heard and taken into account
- Sponsoring and supporting our allies, networks and awareness building sessions
- Creating strategies and business plans that encourage inclusivity, diversity and fairness
- Opening up opportunities for feedback and ideas from a diverse range of people
- Increasing diversity in senior leadership roles

Our strategy

People and culture

Our people will be provided with opportunities to feed into and contribute to creating an inclusive and progressive culture.

This means:

- Sharing the rationale for having a diverse business, including the benefits to individuals, the business, our clients and the community
- Offering opportunities for people to connect in 'safe spaces' to talk, share experiences and learn from each other
- Equipping our people with the knowledge, skills and confidence to recognise and call out exclusive behaviour and to support colleagues who are impacted by this
- Creating networks and DEI allies and reviewing these regularly to make sure that they add maximum value
- Ensuring all of our policies and ways of working are inclusive and where necessary creating policies to protect and support these in underrepresented groups
- Providing a confidential process for our people to raise concerns or share feedback about anything that contradicts our stance on DEI
- Ensuring that our strategy is informed by our people and that they are able to feed into programmes and initiatives, including driving some of the content of our awareness sessions
- Supporting the emotional wellbeing of all employees from under-represented groups
- Measuring and reporting on key diversity indicators
- Being completely transparent about representation at every level in the company
- Taking a zero-tolerance approach to discrimination, harassment and bullying



Our strategy

Recruitment and career progression

Our recruitment and career progression approaches will encourage fairness and equality throughout and will contribute to our vision of becoming a more diverse workplace.

This means:

- Attracting candidates from diverse backgrounds; measuring and reporting on this
- Removing the barriers that exist for people in under-represented groups; in recruitment and when progressing their careers
- Having a recruitment process that is free of bias and takes into account the needs of individuals
- Providing all of our people with opportunities to develop their career with us and reach their full potential
- Ensuring that managers have the skills to have career conversations and develop their team members

Industry and communities

Our DEI principles will drive positive change in our industry and the communities in which we operate.

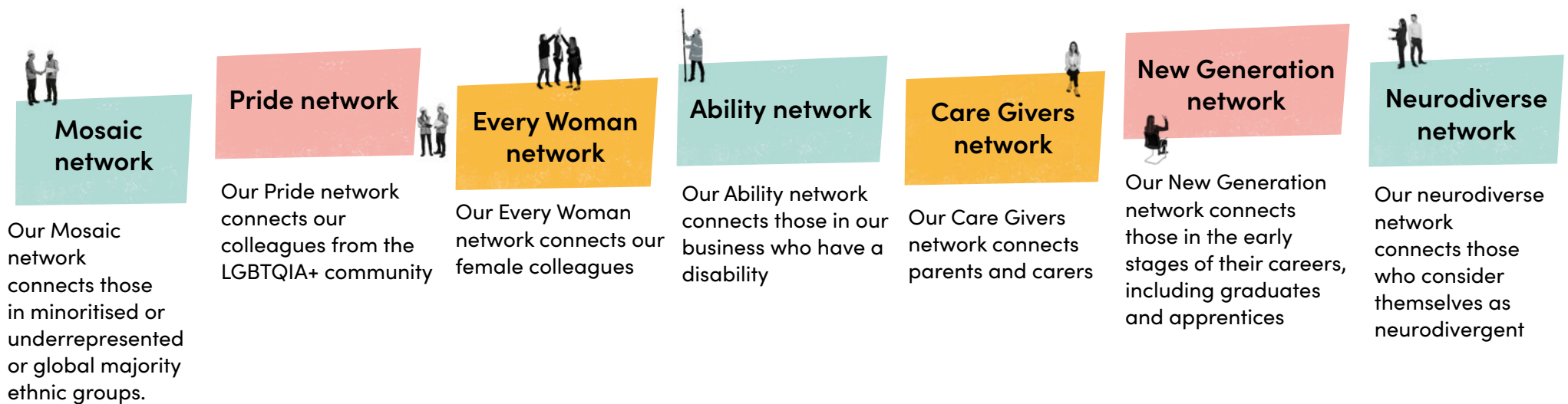
This means:

- Participating in initiatives that contribute to creating a more inclusive industry, for example, 10,000 black interns
- Sharing our strategy and our stance on DEI with clients and suppliers, ensuring they are clear on what is important to us
- Working with suppliers who share our principles of DEI and agree with our supplier code of conduct
- Building on accreditations already achieved, such as the RICS Inclusive Employer Quality Mark and Working Forward Pledge
- Having a full strategy in place for delivering social value

Our networks and allies

Our networks

We have 7 networks focused on diversity, equity and inclusion. Primarily, our networks are designed to give people the opportunity to connect and share experiences but the members are also there to help inform our strategy, feed into our initiatives and help to educate our people about what it means to be part of an under-represented group. Below is a snapshot of each network.



Our Allies

Along side our networks, we also have DEI allies. Our allies are people who have volunteered to support us in our vision of becoming a more inclusive workplace. This means meeting with us regularly to discuss our strategy, feeding into the content of our briefings and training sessions with real life experiences or examples and role-modelling inclusive behaviour. Our allies don't have to be part of an unrepresented group and they don't have to join our networks – they simply need to be committed to helping us drive positive change.

Our platforms for sharing experiences

It's incredibly important to us that our people feel they can share the experiences of what it's like to work here. Whilst we would prefer to have conversations about this, we understand that not everyone is comfortable sharing their feedback face-to-face. For that reason, we have a confidential platform in which our people can feed back on anything they experience or witness that contradicts our stance. We don't see who left the comment, but there is an option to leave a name or request a follow up conversation.

In addition to this platform, we intend to run regular, confidential surveys, which will enable us to gather feedback and spot trends, as well as providing the data we need to benchmark against similar companies and industries.

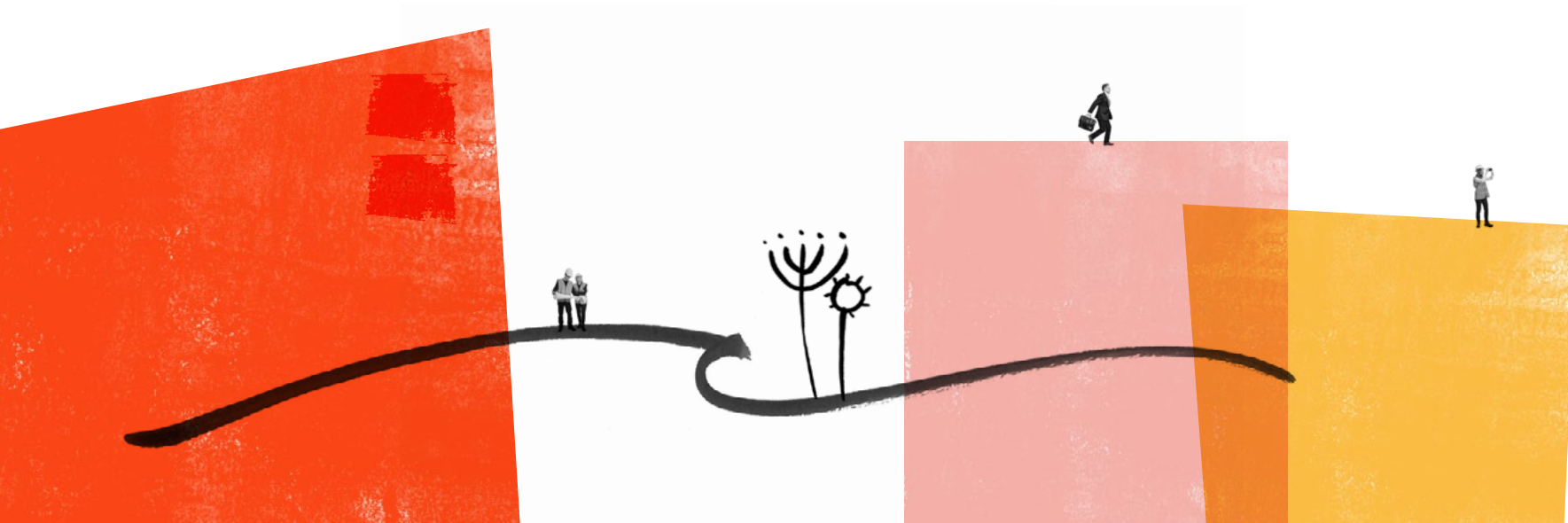


Our plan going forward

This year we commit to continuing our work on building and maintaining an inclusive and diverse culture.

Specifically, that means:

- Building on the success of our Let's Talk series with quarterly sessions on the latest, relevant topics relating to DEI. Encouraging open and honest conversations across the company and hearing from a wide variety of people with different experiences and view points.
- Continuing to work on our talent acquisition processes to ensure that we are attracting a diverse audience, removing any potential for bias and gathering feedback on the candidate experience.
- Continuing to gather diversity data to inform our priorities for the year to ensure improvements to the level of diversity in our business.
- Continuing to provide support and where necessary, training to managers who need to champion DEI in the business, be positive role models and help us to build and maintain an inclusive culture.
- Sharing regular guidance and thought-leadership pieces on topics related to DEI. Recognising key dates in the DEI calendar and using these as an opportunity to build awareness and encourage conversations.
- Continuing our work in educating people on DEI topics and encouraging everyone to talk more openly about these.



Our commitments & success measures

Our commitment is to:

Foster a Culture of Inclusive Growth

Promote an environment where diverse talent across ethnicity, gender, and background can thrive, with year-on-year improvements in representation and equitable access to opportunities.

Embed Equity into Systems and Processes

Continuously evaluate and refine internal policies, decision-making frameworks, and operational practices to identify and eliminate potential bias or barriers to inclusion.

Elevate Awareness and Accountability

Build company-wide understanding of DEI principles through ongoing education, transparent reporting, and leadership support, ensuring DEI remains a shared responsibility.

Strengthen Community and Belonging

Create spaces - both physical and virtual - that encourage open dialogue, celebrate diverse perspectives, and foster a sense of belonging for all employees.

Invest in Inclusive Talent Pipelines and Social Impact

Expand access to career opportunities by partnering with diverse communities, educational institutions, and social enterprises - ensuring emerging talent from underrepresented backgrounds can thrive and contribute meaningfully to our business and society.



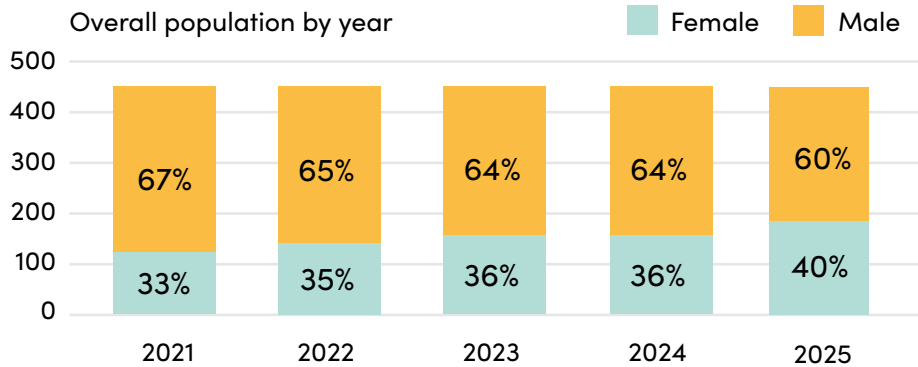
We'll use the following measures to gauge success:

- Representation metrics - Track year-on-year changes in gender and ethnicity across levels.
- Hiring and promotion rates - Analyse demographic data for recruitment, internal mobility and attrition.
- Pay equity audits - Conduct annual reviews to ensure fair compensation across comparable roles.
- Policy reviews - Track updates to policies to improve equity.
- Employee feedback - Use surveys and anonymous feedback to assess perceived fairness in decision making.
- Engagement scores - Include DEI related questions in engagement surveys to gauge awareness and commitment. Assess how included employees feel across different demographics.
- Employee networks - Track impact of ERGs.
- Retention and sentiment - Analyse exit interviews and sentiment data to understand why people stay or leave.
- Community Engagement - Track volunteer hours and financial or in-kind support to social enterprises or nonprofits.
- Social Mobility - Participate in initiatives that support upward mobility and share case studies or testimonials from individuals impacted.
- Public reporting - External recognition or certifications e.g. social mobility index

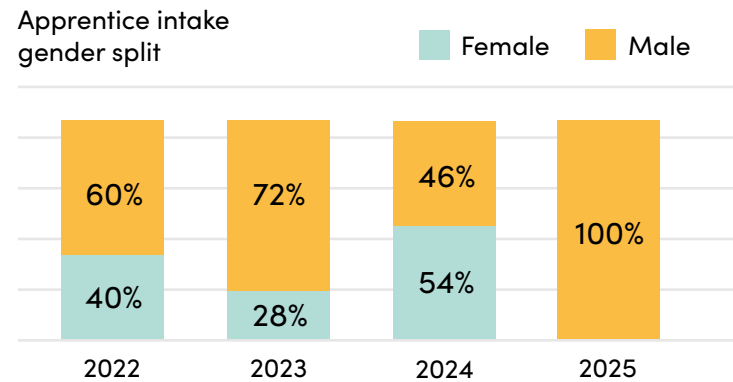
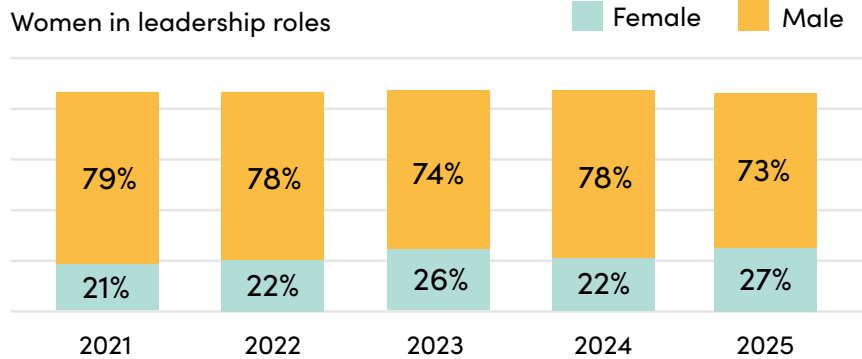
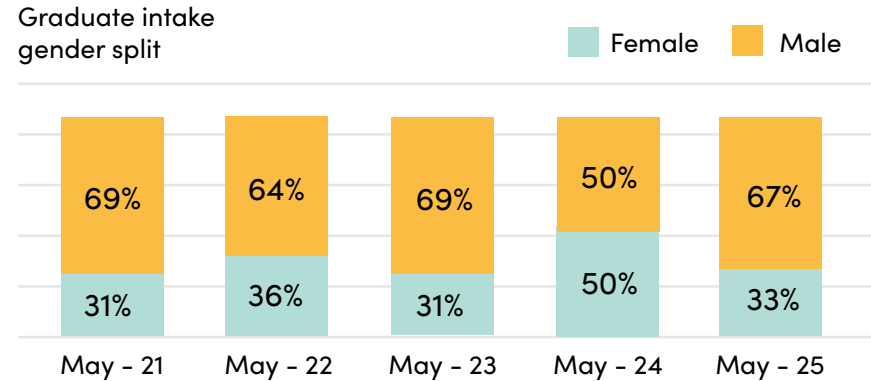
Our diversity indicators

We strive for year on year improvement on DEI. Here's a snapshot of how our workforce looks at the moment, using common diversity indicators.

Gender



Please note that for Grads and Apprentices, these are all of those who have joined between 01 May 2024 and 30 April 2025. These figures do not include year-out placements on interns.



Gender pay gap reporting

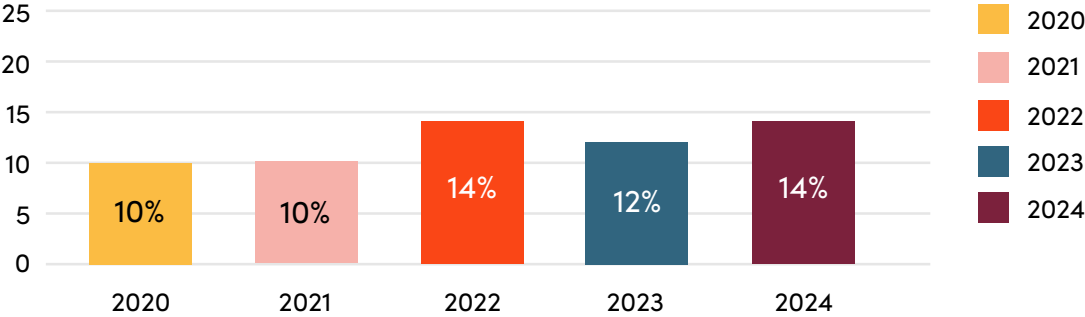
Every year we publish a gender pay gap report on gov.uk. You can see all of our reports [here](#).

You'll see from the reports that whilst we still have some work to do, our numbers are moving in the right direction.

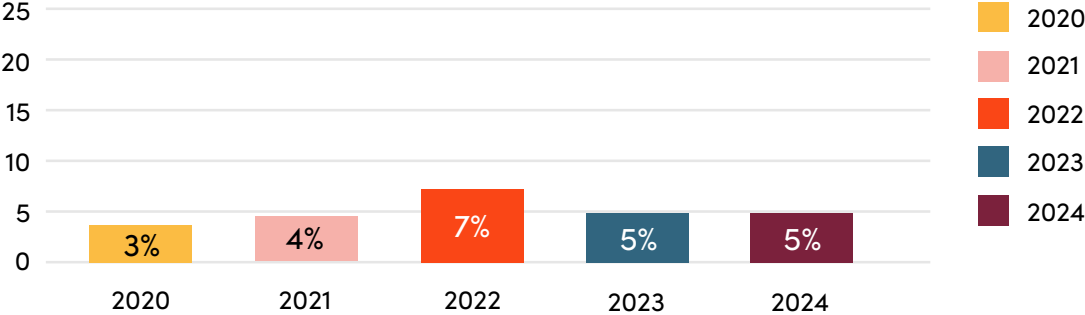
Our diversity indicators

Ethnicity

Number of people in under-represented ethnic groups by year



% of under-represented ethnicities in leadership roles





HOLLIS

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**All together
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