



**Foxtons**

**Interim results presentation**

*For the six months ended 30 June 2020*

### **Important information**

This presentation includes statements that are, or may be deemed to be, “forward-looking statements”. These forward-looking statements can be identified by the use of forward-looking terminology, including the terms “believe”, “estimates”, “plans”, “projects”, “anticipates”, “expects”, “intends”, “may”, “will”, or “should” or, in each case, their negative or other variations or comparable terminology. These forward-looking statements include matters that are not historical facts and include statements regarding the Company’s intentions, beliefs or current expectations.

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## Overview

Nic Budden, Chief Executive Officer

# GROUP FINANCIAL HIGHLIGHTS

	H1 20	H1 19	Change
Revenue	£40.4m	£51.8m	(22%)
Adj. operating loss <sup>(1)</sup>	(£2.4m)	(£0.9m)	(£1.5m)
Net cash balance	£40.5m	£14.5m	£26.0m

- Group revenue was impacted by Covid-19 and the closure of the property market from 23<sup>rd</sup> March to 15<sup>th</sup> May, offsetting strong growth indicators in the first 11 weeks of 2020:
  - Lettings £25.7m (-21%). Continued resilience with revenues supported by renewals and property management services during the lockdown
  - Sales £11.1m (-28%). Strong start to 2020 then impacted by near closure of sales market during the lockdown period due to restrictions on physical viewings and constraints on solicitors, surveys and mortgage valuations
  - Mortgage broking £3.6m (-9%). Strong performance with high levels of remortgage business offsetting limited new mortgage underwriting
- Strong cost action to significantly reduce cash outflow and protect profitability
- £22m equity placing supports the Group's liquidity and balance sheet position, with a net cash balance of £40.5m providing financial stability

## RESILIENT PERFORMANCE IN A CHALLENGING ENVIRONMENT

# COVID-19 PRIORITIES AND ACTIONS

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## 1 Protected the safety of employees and customers

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- Closed all branches at the beginning of lockdown
- Post-lockdown completed risk assessments of branches and implemented policies and procedures in line with government guidance
- Our branches reopened on 1<sup>st</sup> June and physical viewings and valuations have restarted under tightly controlled conditions, including social distancing and PPE

## 2 Maintained exceptional service through lockdown

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- Centralised business model, integrated technology and dedicated people enabled us to continue delivering for customers when they needed us most
- Core team of c.300 people were working from home, supported by our tech platform and virtual viewings and valuations, focussed on:
  1. **Lettings:**
    - Over 4,000 work orders processed to complete essential repairs and maintenance to keep tenants safe
    - 90% tenancy renewal rate utilising homeworkers and portal applications
    - Over 1,000 essential home moves completed, prioritising key workers and at risk groups
    - Negotiated over 1,300 temporary rent agreements between financially distressed tenants and their landlords
  2. **Sales:** supporting ongoing transactions whilst utilising virtual viewings and auctions to maximise exposure
  3. **Mortgage broking:** focussed on remortgages to help customers take advantage of interest rate reductions
- Maintained an average **Trustpilot score of 4.6/5** during the period, despite the challenging operating conditions

## 3 Continued to deliver strategic priorities

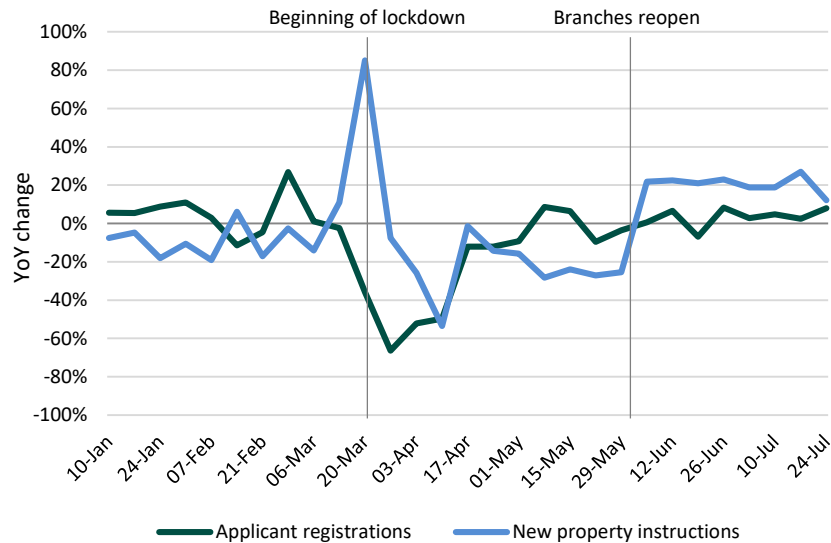
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- Teams continued to innovate through the lockdown period, allowing Foxtons to launch several new products. These included electronic tenant referencing, enhanced infrastructure to support customer service levels and a dedicated China and Hong Kong sales desk
- Customer acquisition remained strong with staff providing virtual valuations where possible. Helped deliver record levels of Build to Rent instructions
- Minimised impact of lockdown on cash flow. Successful £22m equity placing provides sufficient liquidity and flexibility to support the business

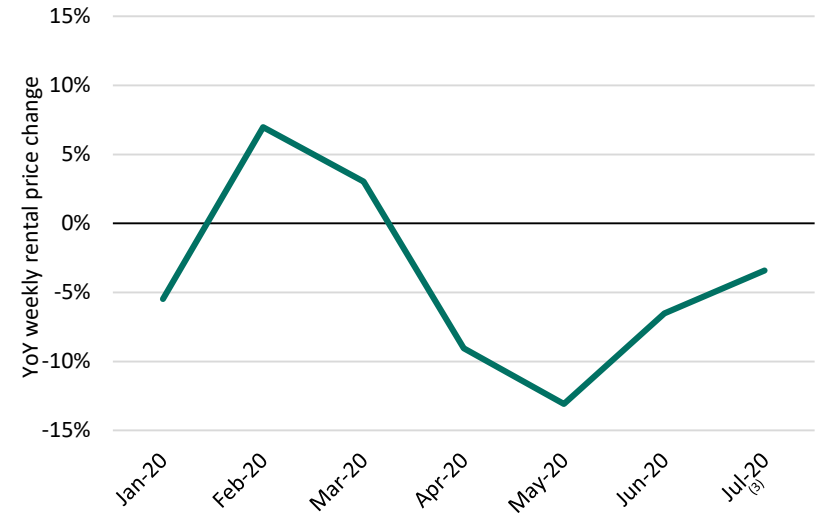
# LETTINGS UPDATE

## Lettings supply and demand dynamics

(Weekly change vs. prior year) <sup>(1)</sup>



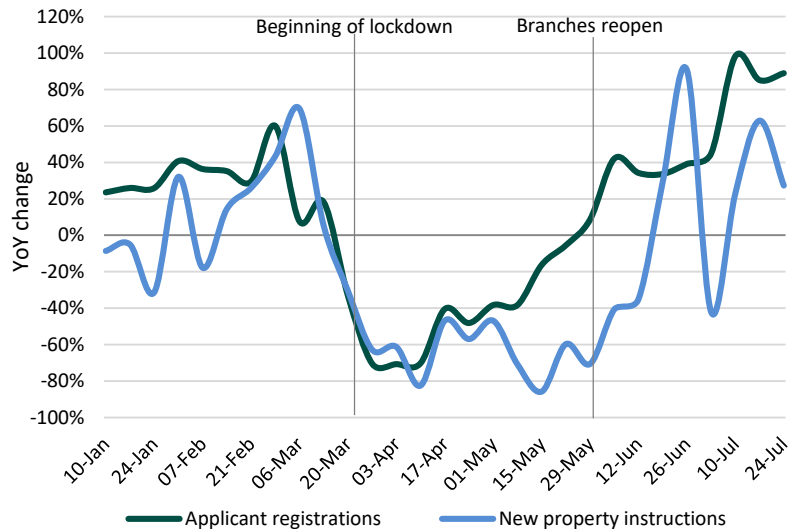
## YoY change in average London rental prices <sup>(2)</sup>



- New lettings deals were constrained during lockdown but revenues were underpinned by renewals and property management services
- Rents during April and May were 11% down YoY reflecting excess supply and landlord's desire to avoid void periods
- The majority of tenancies continued as normal during the lockdown period, with c.7% of Foxtons lettings portfolio requiring intervention to support tenants in financial difficulty
- Since the easing of the lockdown we have seen good growth in new applicants and listings, with weekly revenues gradually recovering towards more normal levels. New applicant registrations are 6% higher and stock levels are 50% higher than the same period last year

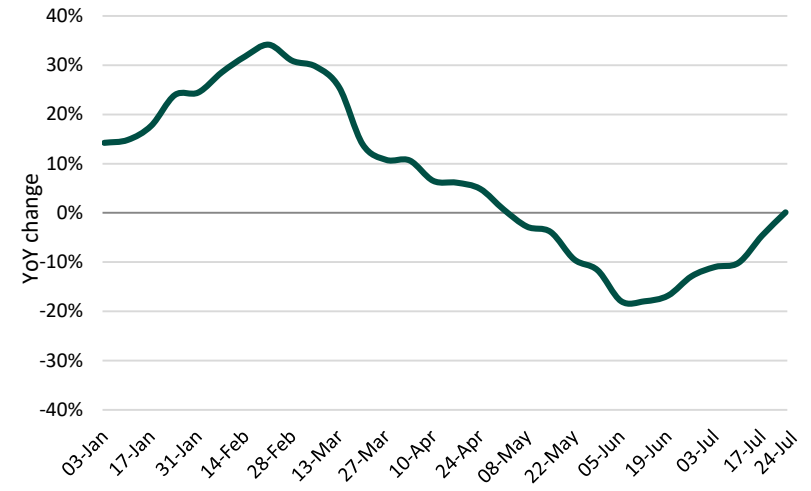
## Sales supply and demand dynamics

(Weekly change vs. prior year) <sup>(1)</sup>



## Sales commission pipeline value

(Weekly change vs. prior year) <sup>(2)</sup>



- Sales market displayed good momentum entering the year following the General Election in December with forward indicators such as sales applicant registrations, viewings and offers suggesting volumes 20%-30% above the prior year
- However the market was severely impacted by Covid-19. With the onset of the lockdown, the majority of ongoing sales transactions were put on hold due to restrictions on solicitors, surveys and mortgage valuations, with completions in England during the period 53% lower than the prior year and expected to be lower in London. New offers were limited in the period due to the lack of physical viewings <sup>(3)</sup>
- Momentum has returned to the market following the easing of the lockdown; new applicant registrations and property instructions recovered through June and were further buoyed following the Chancellor's announcement of the Stamp Duty relief. The sales commission pipeline has strengthened to be broadly level with last year





## Financial review

Richard Harris, Chief Financial Officer



# INCOME STATEMENT

The significant impact from Covid-19 on revenues was largely offset by swift action to re-align the cost base

£m	H1 20	H1 19 <sup>(1)</sup>	Change
Revenue	40.4	51.8	(11.4)
Operating costs	(35.7)	(45.7)	10.0
Depreciation, amortisation and share based payment charge	(7.1)	(7.0)	(0.1)
<b>Adj. operating loss <sup>(2)</sup></b>	<b>(2.4)</b>	<b>(0.9)</b>	<b>(1.5)</b>
<i>Margin</i>	<i>(5.8%)</i>	<i>(1.7%)</i>	
Adjusted items	(0.8)	(0.4)	(0.4)
Net finance costs	(1.1)	(1.2)	0.1
<b>Loss before tax</b>	<b>(4.3)</b>	<b>(2.5)</b>	<b>(1.8)</b>
Tax (charge) / credit	(1.1)	0.1	(1.2)
<b>Loss after tax</b>	<b>(5.4)</b>	<b>(2.4)</b>	<b>(3.0)</b>
Basic loss per share	(1.8)	(0.9)	
Adjusted loss per share	(1.6)	(0.8)	

- Related to branch impairment charges and property restructure costs
- Primarily relates to interest charge on IFRS 16 lease liability

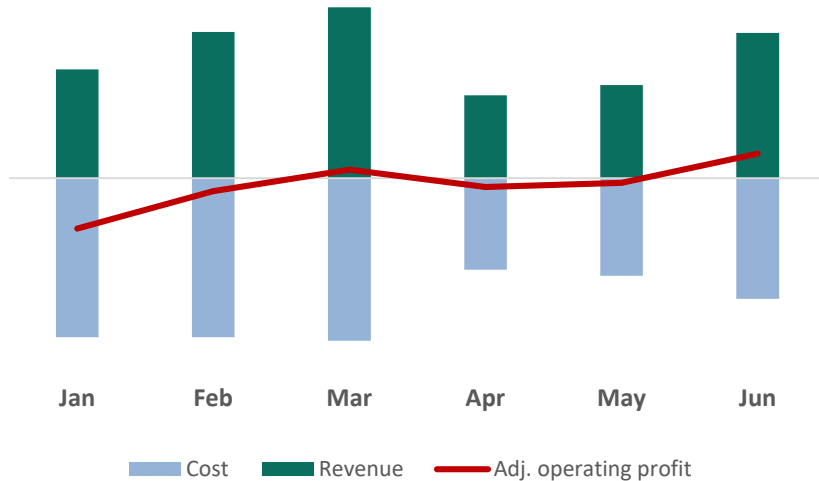
Tax charge in the period driven by re-measurement of tax balances at 19% (enacted rate) compared to 17%

1) The 30 June 2019 comparative income statement has been restated to reflect the change in the Group's lettings commission revenue recognition policy made in the second half of 2019 and explained in the Group's 2019 Annual Report and Accounts. The restatement increased 2019 revenue by £0.7m with a corresponding decrease in the reported loss before tax

2) Adjusted operating loss is defined as loss before tax, finance income, finance cost, other gains/losses and adjusted items

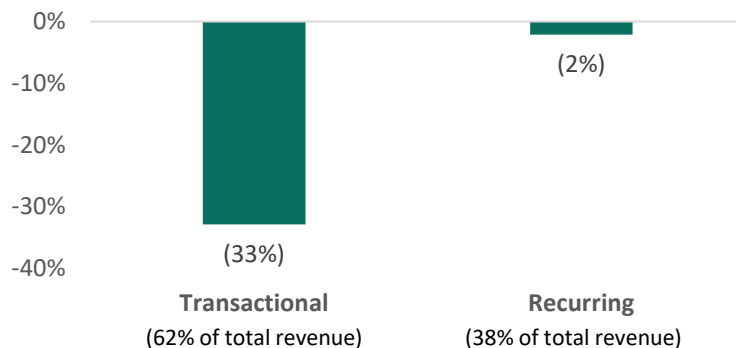
# COVID-19 IMPACT ON REVENUES AND PROFITABILITY

## H1 2020 monthly revenue and profitability



- Q1 saw strong demand in the sales business following the General Election in December 2019, with the value of the sales commission pipeline building to be more than 20% higher than the prior year
- Staffing levels and marketing spend in Q1 were set to capitalise on the expected improvement in sales market volumes
- Revenues during lockdown were supported by the more recurring revenue streams in lettings renewals, property management services and remortgages
- Transactional revenues were supported by our technology platform, remote working and move to virtual viewings and valuations
- Took swift action to mitigate the impact of lost revenues on profitability by re-aligning the cost base. This included:
  - Furloughing c.750 of employees and passed through wages claimed under the Coronavirus Job Retention Scheme (CJRS) to furloughed employees
  - 20% voluntary salary reduction for remaining staff
  - Limiting all other discretionary spend
- Total cost reductions in the first half of £10m, split between management actions and variable cost savings of £5.2m and government relief of £4.8m
- Following the re-opening of our branches on 1<sup>st</sup> June we have seen a steady improvement in activity across the business. Staffing levels have been adjusted to reflect the increase in business activity, with over 85% of employees now working.

## YoY change in revenues by type <sup>(1)</sup>

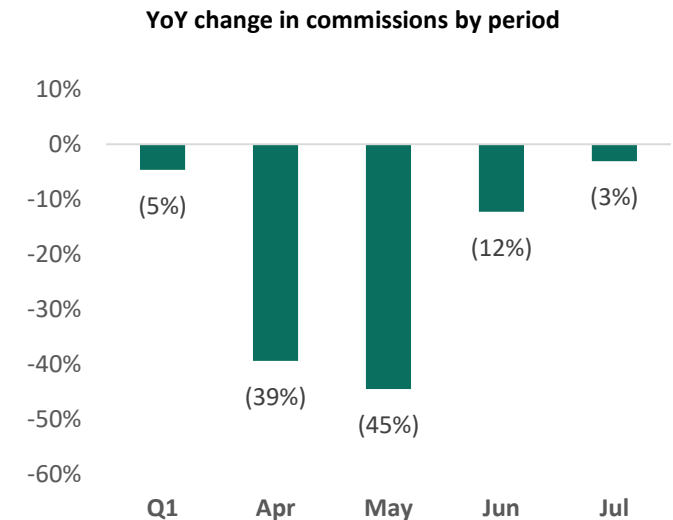


1) Like-for-like revenue excluding impact of tenant fees

# BUSINESS PERFORMANCE: LETTINGS

Resilient performance, with renewal and property management services delivering recurring revenues to partially offset limited new lettings activity during Covid-19 lockdown

	H1 20	H1 19	Change
<b>Revenue</b>			
Lettings volumes	7,952	9,265	(14%)
Revenue per transaction	£3,229	£3,499	(8%)
<b>Total lettings revenue</b>	<b>£25.7m</b>	<b>£32.4m</b>	<b>(21%)</b>
Less: direct costs	(£7.3m)	(£8.9m)	
<b>Lettings contribution</b>	<b>£18.4m</b>	<b>£23.5m</b>	
<i>Contribution margin</i>	72%	73%	
Revenue mix of total group	64%	62%	
% portfolio actively managed	34%	34%	

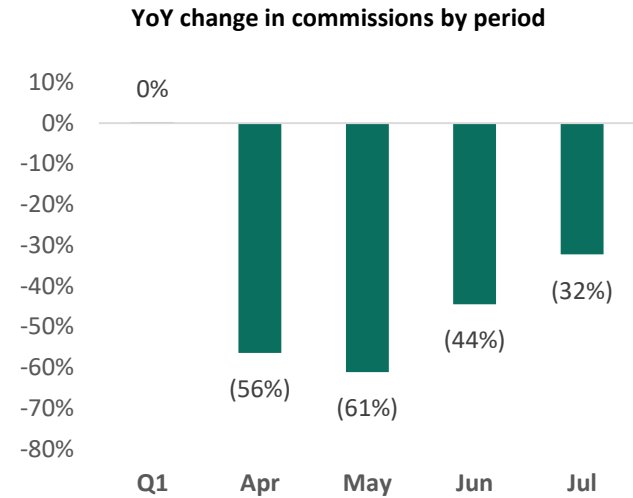


- New deal revenue was heavily impacted during the lockdown period. Total revenues were supported by the recurring nature of renewal and property management revenues
- £1.4m impact of tenant fee ban in the first 5 months of the year (implemented in June 2019), taking the annualised impact to £4.1m
- Revenues in July were down 3% on prior year. Strong stock levels mean we are well placed for the peak lettings season. Demand from overseas students and corporate relocations remains uncertain

# BUSINESS PERFORMANCE: SALES

Strong demand at the beginning of the year then impacted by property market closedown

	H1 20	H1 19	Change
<b>Revenue</b>			
Sales volumes	858	1,194	(28%)
Revenue per transaction	£12,906	£12,934	(0%)
<b>Total sales revenue</b>	<b>£11.1m</b>	<b>£15.4m</b>	<b>(28%)</b>
Less: direct costs	(£6.2m)	(£7.5m)	
<b>Sales contribution</b>	<b>£4.9m</b>	<b>£7.9m</b>	
<i>Contribution margin</i>	44%	51%	
Revenue mix of total group	27%	30%	
Average Foxtons selling price	£556k	£544k	

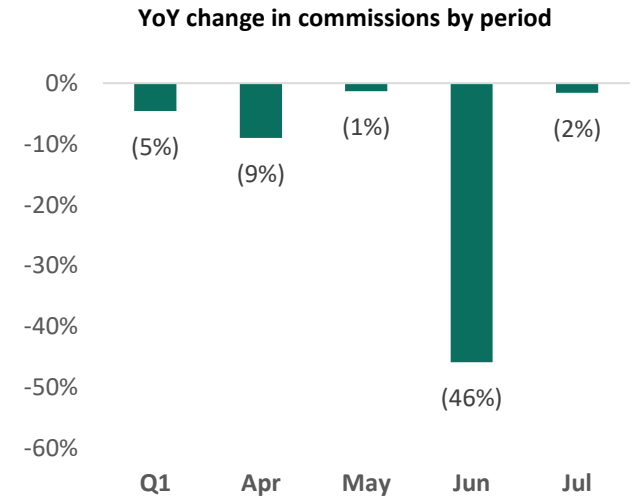


- Revenue 28% lower in the first half as the strong demand at the beginning of 2020 was impacted by the closure of the property market during April and May
- Revenues in April and May largely related to offers that were accepted prior to the lockdown period
- With the sales commission pipeline now in line with last year, revenue performance expected to continue improving
- Robust average commission rate at 2.4% (2019: 2.4%)

# BUSINESS PERFORMANCE: MORTGAGE BROKING

Strong growth in remortgage products offset the closure of the mortgage market during Covid-19 lockdown

	H1 20	H1 19	Change
<b>Revenue</b>			
Mortgage broking volumes	2,066	2,099	(2%)
Revenue per transaction	£1,744	£1,889	(8%)
<b>Total mortgage broking revenue</b>	<b>£3.6m</b>	<b>£4.0m</b>	<b>(9%)</b>
Less: direct costs	(£2.0m)	(£2.2m)	
<b>Mortgage broking contribution</b>	<b>£1.6m</b>	<b>£1.8m</b>	
<i>Contribution margin</i>	45%	47%	
Revenue mix of total group	9%	8%	



- Mortgage broking performance held up well during the period, supported by a 10% increase in remortgages which partially offset the decline in new mortgages
- The majority of new mortgage revenues in April and May were supported by transactions that commenced prior to the lockdown. Commissions in June were impacted by the temporary suspension of new mortgage underwriting during the lockdown period
- Lower average revenue per unit as remortgage deals typically attract a lower fee
- Increased uncertainty and complexity increases the importance of professional mortgage advice and supports H2 revenue forecasts

# BALANCE SHEET

The successful equity placing in April ensures we retain a strong balance sheet with good liquidity and flexibility to support the business

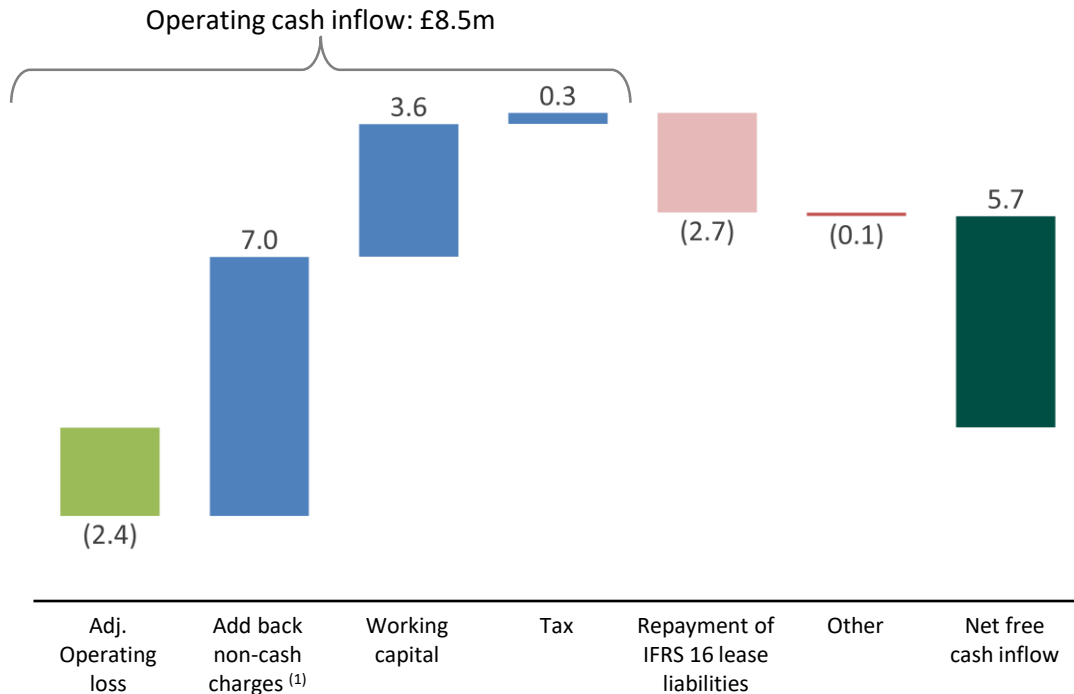
<u>£m</u>	<b>H1 20</b>	<b>H1 19 <sup>(1)</sup></b>
Goodwill & other intangibles	112.2	110.6
Property, plant & equipment	11.4	15.1
Right-of-use assets	47.9	57.9
Investment in associate and investments	1.2	1.3
Net working capital	(6.7)	(2.8)
Net tax liabilities	(16.4)	(15.2)
Provisions	(1.8)	(1.4)
Cash	45.5	14.5
Borrowings	(5.0)	0.0
Lease liabilities	(56.5)	(59.0)
<b>Net assets</b>	<b>131.9</b>	<b>120.8</b>

- Net working capital includes the VAT deferral of £3.5m
- Lease liabilities includes deferrals of £3.6m which will be repaid over the next 18 months. In addition, there are a further £0.7m of deferred lease related payments that will be repaid over similar timescales
- £5m RCF was drawn in March as a precaution and has been fully repaid in July



# CASH FLOW

## Adj. operating loss to net free cash inflow conversion



## Uses of cash flow

<b>Opening cash</b>	<b>£15.5m</b>
Net free cash inflow	£5.7m
Acquisitions (net of cash acquired)	(£1.9m)
Net proceeds from equity raise	£21.1m
Borrowings	£5.0m
Other	£0.1m
<b>Increase in cash</b>	<b>£30.0m</b>
<b>Cash at end of period</b>	<b>£45.5m</b>

- £22m capital raise and drawdown of £5m RCF to support company operations. RCF repaid in full in July
- Acquisition of lettings portfolio in February for £1.9m consideration (net of cash acquired)

**CONTINUE TO TIGHTLY MANAGE CASH FLOW**

# CAPITAL ALLOCATION POLICY

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**Disciplined capital allocation policy to support the business through the Covid-19 crisis and ensure fitness for the future:**

## FREE CASH FLOW PRIORITIES

- Ensure sufficient liquidity in the business to manage through any further business impact from Covid-19
- Fund investment in the future development of the business:
  - Continued investment in people and technology
  - Acquisition of high quality lettings portfolios
- Maintain a strong balance sheet
- Return excess cash to shareholders

## CORE DIVIDEND POLICY

- Return 35% - 40% of profit after tax as an ordinary dividend
- No interim dividend to be paid in 2020

## EXCESS CASH RETURNS POLICY

- Excess cash after operational requirements and lettings portfolio acquisitions distributed to shareholders

# FINANCIAL SUMMARY

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**Business performance has remained resilient due to the recurring nature of revenues and decisive actions to reduce costs**

## **BUSINESS MODEL HAS ADAPTED WELL TO PROTECT PROFITABILITY**

- Business performance has remained resilient due to recurring nature of certain revenues, particularly in lettings and mortgage broking
- Historic investments in people and technology have served us well through a difficult trading period
- Swift action taken to align the cost base with lower revenues
- Successful equity placing provides liquidity and flexibility to support the business

## **POSITIONING BUSINESS FOR FUTURE GROWTH**

- Strong balance sheet allows us to make decisions for the long term
- Maintain investments in infrastructure and growth to capitalise on future opportunities
- High levels of operating leverage mean we are well positioned to benefit from any improvements in the sales market



## Strategy and outlook

Nic Budden, Chief Executive Officer

# FOXTONS BUSINESS MODEL DELIVERS FOR STAKEHOLDERS

Foxtons business model is underpinned by 5 key competitive advantages to deliver results for all stakeholders

**Foxtons competitive advantages:**



**PREMIUM FEE**

**EXCEPTIONAL SERVICE**

**LEADING PRODUCTIVITY**

- Leading brand with the highest awareness levels in our markets, supported by a network of over 55 branches and focussed on the disproportionately valuable London property market
- Strong sales culture balanced by high quality service standards and compliance ethos delivers leading results for customers whilst also creating UK top quartile levels of employee engagement (83%) <sup>(1)</sup>
- Technology and data focused business model:
  - Single IT system underpins every aspect of Foxtons operations and powers a multi-channel property platform, including the 'My Foxtons' customer platform
  - Best in class digital marketing and data science programmes
- Integrated services including mortgage broking, outsourced conveyancing, lettings products and post-transaction property services provide a 'one stop shop' for vendors, landlords, buyers and tenants
- Centralised business workgroups and processes has created a scaleable business with consistent levels of service and compliance, sector leading levels of productivity and high levels of operating leverage

**FOXTONS BUSINESS MODEL PROVED RESILIENT DURING LOCKDOWN**

# LETTINGS ACQUISITION STRATEGY

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**Foxtons competitive strength and scale in lettings provide an attractive opportunity to invest in high quality lettings portfolios at values that may be depressed by the current market disruption**

- No. 1 estate agency brand with network of interconnected branches throughout London
- Large scale, centralised property management function
- Efficient service delivery underpinned by a single, integrated technology platform
- On average c.20,000 active tenancies at any time; over 185,000 applicants registered in 2019
- £65.7m in annual lettings revenue in 2019 (62% of Group revenues) providing strong cyclical protection against sales market volatility. Recurring nature of revenues in lettings helped mitigate the impact of Covid-19

## **Disciplined investment criteria to ensure acquisitions add long term value**

- Identify businesses that have been well-run with strong local presence, fee integrity, high levels of compliance and 'annuity-like' revenue characteristics
- Clear operational parameters to ensure fit with existing business model and branch network
- Seek a strong return on investment
- Acquisition of London Stone Properties in February 2020 for £1.9m (net of cash acquired). Lettings revenues have grown by 3% under Foxtons ownership despite the pandemic. Expected payback period is approximately 3 years

**TARGET HIGH QUALITY PORTFOLIOS AT VALUES WITH GOOD RETURNS ON INVESTMENT AND HEALTHY PAYBACK PERIODS**



# SUMMARY AND OUTLOOK

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## LONDON'S LEADING AGENT

- Strong single brand, clear proposition and exceptional dedication and service from staff continues to drive listings and results for customers
- Best in class technology underpins a multi-channel proposition and allowed the business to deliver for customers even during the lockdown
- Multi-year cost management programme has protected investments in people and technology, delivering a resilient business model

## OUTLOOK

- The flexibility and adaptability of our business model, combined with our strong sales and lettings infrastructure, ensures we are well-placed to capitalise as lockdown eases
- The sales market has reacted positively to the Stamp Duty relief, however we remain prepared for any further challenging conditions in this market
- Good progress and momentum in lettings business following the end of lockdown, as we look to build on a record portfolio size and execute our lettings portfolio acquisition programme
- Continued focus on efficiency to align to market conditions and maintain investments in technology and people

## Appendices

1. Additional financial information
2. Background to Foxtons
3. Foxtons ESG



# 1. ADDITIONAL FINANCIAL INFORMATION: EARNINGS/(LOSS) PER SHARE

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	H1 2020	H1 2019
Weighted average number of shares *	300.7m	274.9m
Basic loss	(£5.4m)	(£2.4m)
Basic loss per share	(1.8p)	(0.9p)
Adjusted loss	(£4.7m)	(£2.1m)
Adjusted loss per share	(1.6p)	(0.8p)

\* Weighted average number of shares excludes shares held by the Foxtons Group Employee Benefit Trust

# 1. ADDITIONAL FINANCIAL INFORMATION: ADJ. EBITDA TO ADJ. OPERATING PROFIT/(LOSS) RECONCILIATION

- The implementation of IFRS 16 has had a material effect on the Group's Alternative Profit Measure (APM) 'adjusted EBITDA'. Prior to the implementation of IFRS 16, adjusted EBITDA served as a good proxy for cash flow, but this is no-longer the case under IFRS 16 due to lease expenses no longer being included
- The Group will now report APMs on an IFRS 16 basis and have introduced an additional profit measure, 'adjusted operating profit/(loss)', which incorporates the depreciation of IFRS 16 right-of-use assets, but excludes adjusted items, so that the costs related to the Group's leased assets are appropriately captured in a profitability APM

## Historical adj. EBITDA to adj. operating profit/(loss) reconciliation:

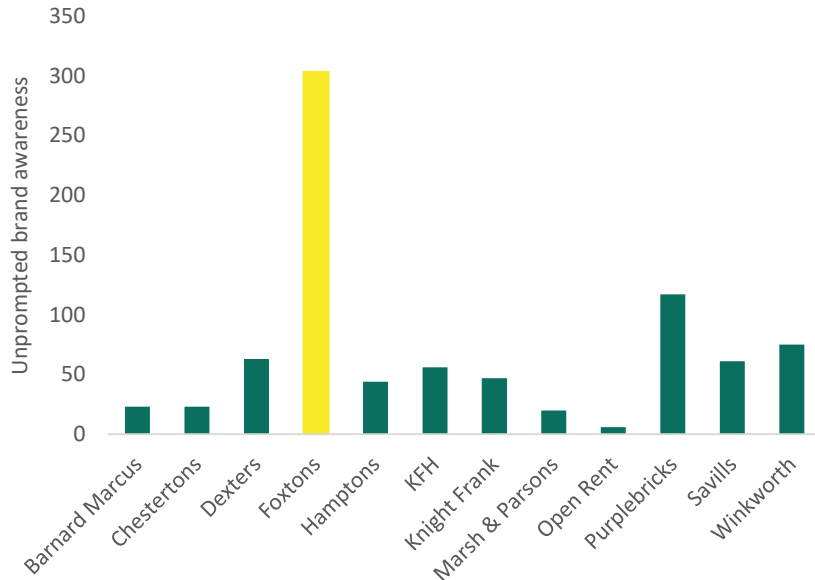
£m	H1 16	H1 17	H1 18	H1 19	H1 20
Revenue	68.8	58.5	53.0	51.8	40.4
Operating expenses	(55.7)	(51.4)	(52.9)	(45.6)	(35.7)
<b>Adj. EBITDA</b>	<b>13.1</b>	<b>7.1</b>	<b>0.1</b>	<b>6.2</b>	<b>4.7</b>
Depreciation	(2.4)	(2.5)	(2.2)	(1.7)	(1.4)
IFRS 16 depreciation	-	-	-	(4.7)	(4.9)
Amortisation	(0.1)	(0.1)	(0.1)	(0.3)	(0.4)
Share based payment charge	(0.3)	(0.5)	(0.7)	(0.4)	(0.5)
Gains/(losses) on disposals of fixed assets	0.1	(0.2)	0.1	0.0	0.1
<b>Adj. operating profit/(loss) <sup>(1)</sup></b>	<b>10.4</b>	<b>4.0</b>	<b>(2.9)</b>	<b>(0.9)</b>	<b>(2.4)</b>
Adjusted items	-	-	-	(0.4)	(0.8)
Other gains/(losses)	-	-	0.3	-	-
Net finance income /(cost)	0.1	-	-	-	-
Interest on IFRS 16 lease liability	-	-	-	(1.2)	(1.1)
<b>Profit/(loss) before tax</b>	<b>10.5</b>	<b>3.8</b>	<b>(2.5)</b>	<b>(2.5)</b>	<b>(4.3)</b>

1) Adjusted operating profit/loss is defined as gain/loss before tax, finance income, finance cost, other gains/losses and adjusted items

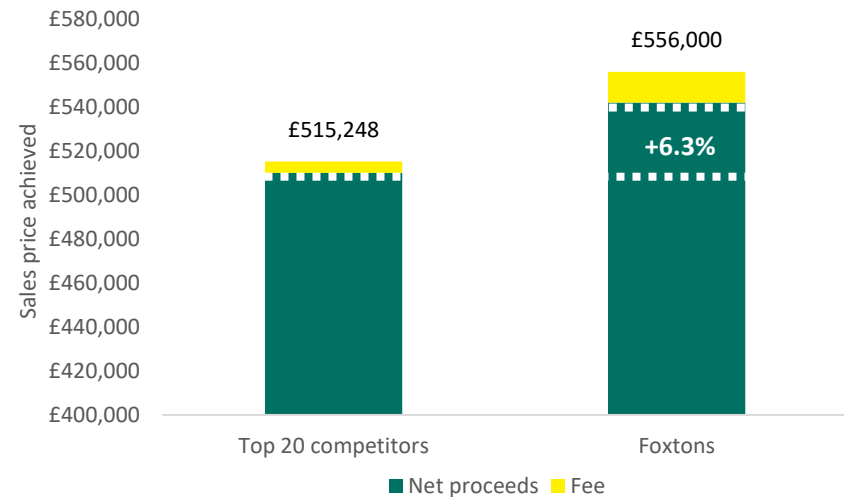
## 2. BACKGROUND TO FOXTONS: LONDON'S LEADING BRAND



**Highest brand awareness in London estate agency**  
(unprompted awareness) <sup>(1)</sup>



**Securing a price premium**  
(Foxtons and top 20 competitors net proceeds achieved at average Foxtons sales price of £556k) <sup>(2)</sup>

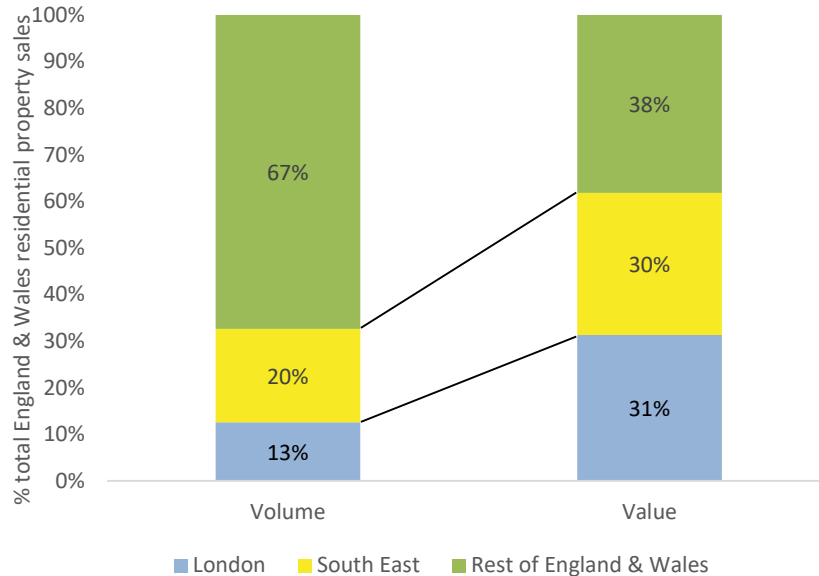


- Foxtons is London's leading estate agency brand with high levels of awareness driven by network of over 55 branches, fleet of branded cars and leading digital marketing programme
- No. 1 listings position in London across sales and lettings and target No. 1 or No. 2 listings position in local markets. Dominance in market listings combined with high brand awareness draws over 275,000 applicants to search for properties each year with Foxtons and 4m since 2004
- Highly differentiated business model delivers market leading results to support price premium. Foxtons typically secures **+6.3% more than competitors** when selling a property and effectively cross-sells across the branch network with a third of customers transacting in an area outside where they initially considered living in

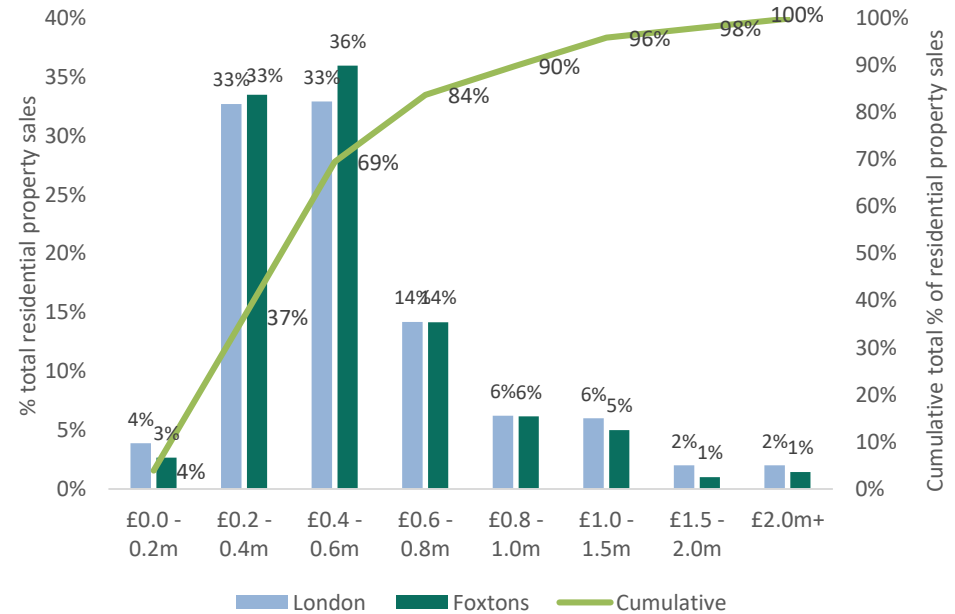
## 2. BACKGROUND TO FOXTONS: MIRRORING THE HIGH VALUE LONDON MARKET



**Distribution of residential property sales by volume and value (2019) <sup>(1)</sup>**



**London and Foxtons sales distribution by price (2019) <sup>(2)</sup>**

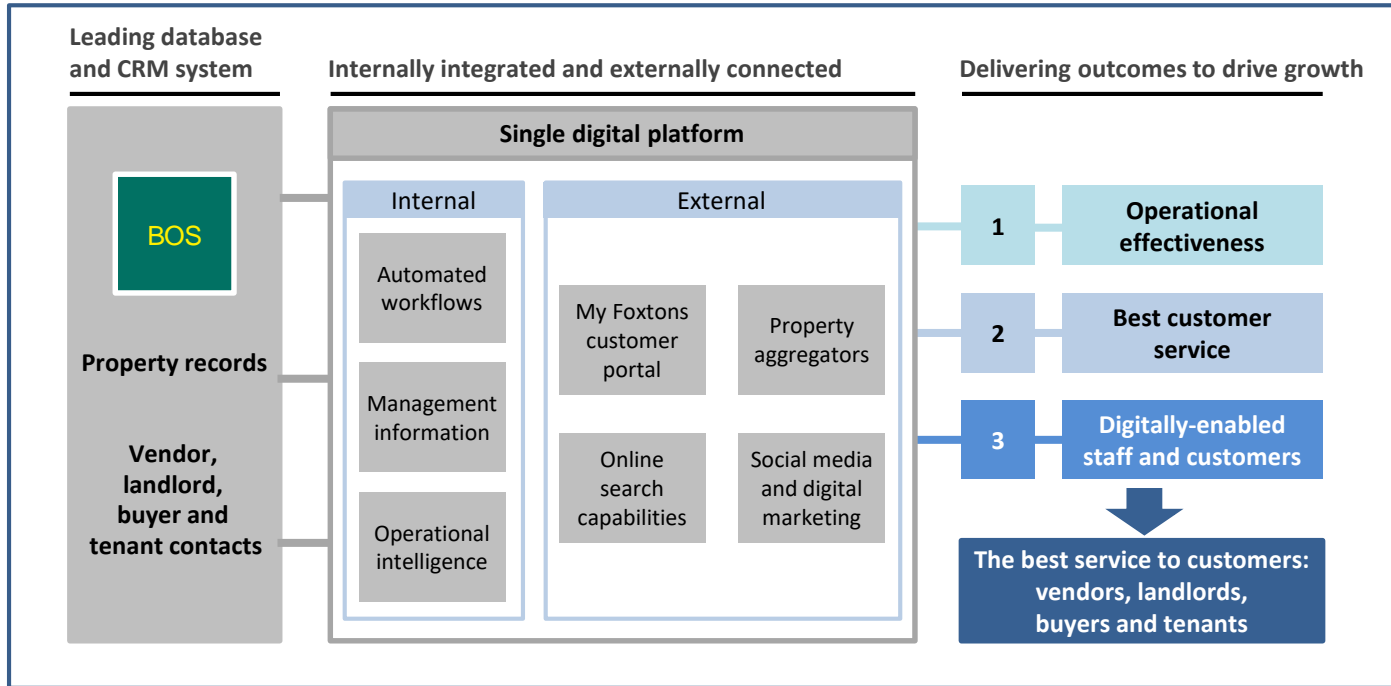


- Foxtons is focussed on high value property markets in London and the South East
- In 2019, London and the South East accounted for 61% of the total value of all residential property transactions in England and Wales, despite only totaling 33% of total sales volumes, and with volumes in these market being close to record lows
- In more normalised markets London and the South East have historically comprised c.85% of all sales transactions by value in England & Wales
- Foxtons operates across all value bands in London, with the unit mix broadly reflecting the distribution of the London market
- 57% of Foxtons sales in 2019 were less than £500k, meaning the majority of customers will pay no Stamp Duty under the new relief



## 2. BACKGROUND TO FOXTONS: UTILISING THE BEST IN SECTOR TECHNOLOGY PLATFORM

Foxtons unique technology underpins every aspect of the business and provides a significant competitive advantage



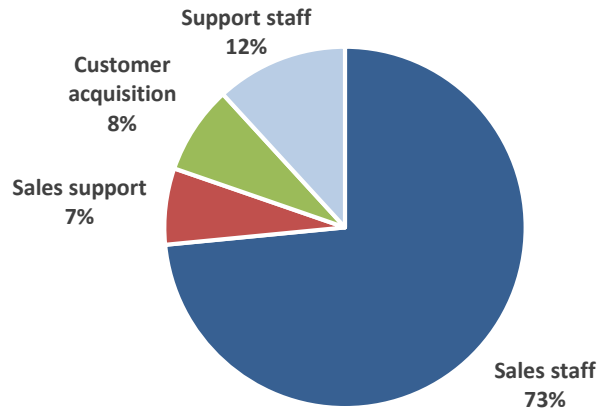
Foxtons Business Operating System (BOS) underpins every aspect of Foxtons operations:

- Rich database of property and customer data including data on historic viewings, feedback, sales and lettings
- Foxtons agents process deals in real time with a fully accessible IT system allowing internal departments to work together and helps deliver market leading levels of customer service and productivity
- Powers the “My Foxtons” customer portal which provides customers the functionality to complete every step in both the sales and lettings processes virtually whilst offering full visibility and transparency of the process
- BOS supports Foxtons digital marketing and data services programmes to deliver lower costs and higher levels of employee productivity. In 2020 we are building a customer data platform combined with artificial intelligence and to further improve the customer experience and maximise efficiencies

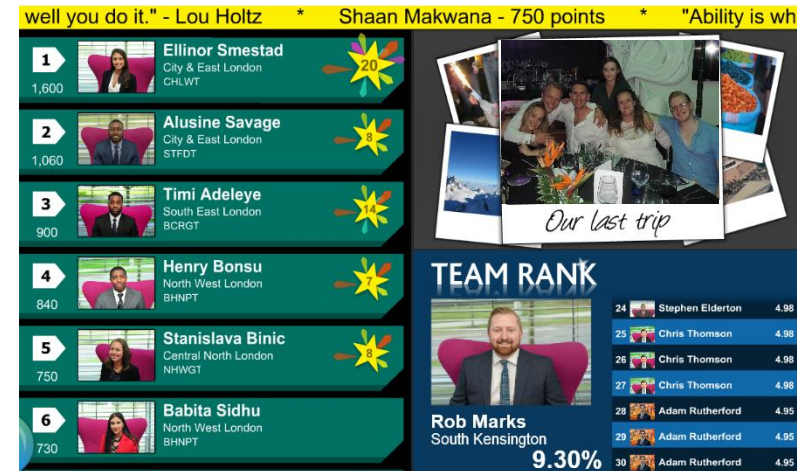
## 2. BACKGROUND TO FOXTONS: STRONG CULTURE OF SALES AND SERVICE



Employee breakdown by role type  
(FY19)



Leader Board targets drives staff engagement and sales culture:



- Over 73% of staff engaged in direct sales activities with a further 15% in sales support or centralised customer acquisition roles
- 90% of senior salesforce promoted from within maintains strong consistent culture and high levels of meritocracy. Actively promote high levels of diversity:
  - 50-50 gender diversity
  - 40% of staff identify as non-white
  - 5% of staff identify as LGBT
- Top quartile employee engagement amongst UK companies (83%) alongside a professional and compliant culture, with 95% of staff believing Foxtons promotes ethical behavior and adherence to the highest standards at all times <sup>(2)</sup>
- Daily, weekly, monthly and quarterly targets and incentive programmes provide continual motivation with real time automated systems to rank and present personal performance to create internal competition. Staff further incentivised to deliver growth and service through an attractive package of incentives including high levels of commissions and car and trip targets provide
- Loyal customer base with high levels of repeat business and "excellent" Trustpilot rating

# 3. FOXTONS ESG

MEMBER OF THE FTSE RUSSELL FTSE4GOOD INDEX SERIES



## London's Air Ambulance

We're proud to be heading into our fifth year of partnership with London's Air Ambulance Charity, a relationship established in 2015 following the charity's campaign to acquire and sustain a much-needed second helicopter to reach more patients across Greater London



## Making The Leap

MTL is a charity aimed at raising aspirations of disadvantaged school students and young adults by providing a range of educational programmes. Foxtons supports the invaluable work that MTL does by delivering leadership and perseverance training sessions, corporate experiential days and mentoring

**Making the Leap.**

## Belu Water and WaterAid

An iconic feature in Foxtons branches has always been our water-filled fridges. We're proud to have Belu Water as our official water supplier, with 100% of their net profits being used by WaterAid to help provide clean water, toilets and good hygiene around the world



## Pride In London

As part of Foxtons commitment to being an inclusive LGBTQ+ business for our employees and customers, we are pleased to be an official Pride in London partner. For the second year running, members and allies of the Foxtons LGBTQ+ network ran a pop-up stall at the 2019 Pride in London event



## Electric Vehicle Pledge

2019 saw us become a member of EV100, a global initiative from The Climate Group that brings together forward-looking companies. As part of our commitment to this initiative we have pledged to switch our entire fleet to electric vehicles by 2030



## Social Mobility Pledge

We are also proud to be a signatory of the Social Mobility Pledge, an accreditation demonstrating our commitment to accessing and progressing talent from all backgrounds

