

In 2018, CBRE was the only commercial real estate company to be named as one of Fortune’s 100 Best Workplaces for Diversity, Best Employers for Women by Forbes in the US and CBRE Limited was one of the first companies in the property sector to achieve EY’s UK National Equality Standard accreditation. Gender balance and inclusion continue to be a global business priority at CBRE and we are strategically committed to fostering a culture of equality, diversity and inclusion. We continue to actively raise awareness and implement initiatives to bring to life a culture of inclusivity where everyone is rewarded fairly and can reach their full potential, regardless of their gender or background. We have a lot more work to do and we are committed in our approach to foster a culture of inclusivity across our business.

CBRE UK¹ GENDER PAY REPORT 2018



“Gender balance and equality is a business priority and we have been actively working to improve diversity at every level of our business and across the wider property industry for many years.”

Martin Samworth
Group President & CEO,
Advisory Services,
APAC/EMEA



Pay gap Hourly pay all CBRE UK Entities

Mean	Median
18.62%	15.09%

*Snapshot date 5 April 2018

Gender Pay measures the total difference between men and women’s average pay (including bonus and reward contributions) across an organisation. This is different to equal pay which refers to the legal requirement that men and women receive equal pay for the same or equal work, a law we are compliant with.

Our 2018 median Hourly Gender Pay Gap is 15.09% and this has increased from our 2017 figure of 12.22% due to a number of factors. One of the reasons for this increase is due to the payment of a number of long standing Long-Term Incentive Payments (LTIP) which executives earn over time following mergers and acquisitions completed several years ago. In addition, 60% of our GWS workforce has joined

the company through, mergers, acquisitions and contract wins resulting in an ‘inherited’ pay gap. For example, when we win a new contract, by law we must continue to engage relevant employees who worked on the same service for the outgoing contractor or for the client directly. Similarly, when a contract transfers to a new contractor, the relevant employees transfer across to that new contractor.

Overall, the gap is attributable to the current shape of our business across all entities, with a greater number of men in senior positions. This profile is a characteristic of the wider property and professional services sectors in which we operate. Traditionally, property has attracted fewer women into fee earning positions, albeit this is changing, and we now achieve an equal representation of men and women at our Graduate and Apprentice level.

Our gender focus has seen an improvement in the attraction, development, and advancement of women in our business and this has been demonstrated by women increasing in the upper and upper middle quartiles across all entities.

¹Includes all CBRE employing entities in the UK



“CBRE has been spearheading action to improve female retention and progression in the property sector for many years. The fact that we are now leading the way in achieving the National Equality Standard reinforces our passion for improving diversity at all levels.”

Amanda Clack
Head of Strategic Consulting,
CBRE Ltd UK

We accept that here at CBRE and the wider real estate industry needs to work harder to improve gender balance. At CBRE we continue to drive action to address any imbalance within our UK business entities, and create more opportunities for women to progress.

This includes best practice around recruitment, training and development, promotion, reward and recognition.

We regularly review our policies and practices to make sure they are fair and provide training on inclusive leadership and unconscious bias.



Pay quartiles

	Lower	Lower middle	Upper middle	Top
Men	69.58%	82.29%	67.67%	57.61%
Women	30.42%	17.71%	32.22%	42.39%

The table above shows the gender distribution across all CBRE entities in four pay quartiles as at the 5 April 2018 snapshot date. CBRE is pleased to report that year on year it is improving the percentages of female representation at the upper and upper middle quartiles which demonstrates the following initiatives are having an impact across our business;

- **Our graduate and apprenticeship intake has now reached a 50:50 gender split in many parts of our business**
- **Our flexible working practices and policies are creating more opportunities to recruit and retain a diverse range of talent**

• **Our talent programmes focusing on the development and advancement of our people**

• **Our award-winning Women’s network which provides extensive mentoring, debate and networking opportunities for our women**

CBRE accepts that there remains a significant disparity which reflects the imbalance of men and women in senior positions.

CBRE is however committed to achieving equal representation of men and women at these senior levels and to ensuring that we continue to challenge the status quo.



What is the Gender Pay Gap?

The gender pay gap measures the total difference between men's and women's average pay (including bonus and reward contributions) across an organisation.

This is different to equal pay which refers to the legal requirement that men and women receive equal pay for the same or equal work.



Proportion of employees receiving a bonus

Men	Women
38.67%	49.50%



Bonus pay gap

Mean	Median
65.14%	49.77%

*12 month reference period to 5 April 2018

CBRE believes that everyone should be fairly rewarded for their performance. We operate a number of different business entities in the UK and have a wide range of employee reward and recognition programmes in place to suit the specific needs of each business. We are confident that women and men both have an equal opportunity to participate in these programmes. Any variance shown above is due to our policy and processes on the qualifying rules for incentives, such as around new joiners and unpaid leave.

The bonus gender pay gap identified above is again a reflection of our current structure where we have more men in senior positions. These 2018, figures also reflect the payment of a number of Long-Term Incentive Payments (LTIP) as a result of previous mergers and acquisitions.



"I am an account lead in our A&T Occupier team and I feel like my role at CBRE is constantly evolving. I've moved departments, learnt new skills and built a fantastic professional and personal network. It's really refreshing to work at a company where no two days are the same, and you are given plenty of scope to progress."

Gemma Brant
Director, CBRE Ltd UK

"When a new market opportunity presented itself in Scotland, my CBRE colleagues gave me the self-belief I needed to move departments and grab it. I'm now running our new Scottish Specialist Markets service line, and enjoying building our client base and reputation. It's great to be part of a business that encourages everyone to reach their career potential, regardless of gender."

Kathryn Bennett,
Associate Director



Driving action

CBRE is passionate about helping people to accelerate their career, regardless of their gender. We continually look to diversify our talent pool to attract, recruit, train, develop, engage, retain, promote our people to fulfil their potential. Key initiatives include:



Leadership commitment

- Leadership Accountability – measuring and rewarding leaders on inclusive behaviours
- In-depth HR policy and process review to remove unconscious bias from our processes which include moderation checks at each stage of the employee lifecycle around recruitment, development, promotion, salary and bonus, talent programmes to ensure equal representation
- Client and Supply Chain Accountability – new supplier code of conduct which outlines how are working with our clients and suppliers to share best practice on D&I and encouraging them to develop their own D&I strategies



Training and development

- Talent Programmes including inclusive leadership and unconscious bias
- Coaching for women returning from maternity leave



Recruitment and retention

- Swap and Share Programme to EMEA – encouraging mobility across our EMEA network
- New 'Back to You' returner programme to encourage talent back into the business following a career break



Awareness and engagement

- Award winning Women's Network which was launched in 2005. CBRE also has established networks such as the Proud, Family Friendly, Wellbeing and Mental Health, PAS, Armed Forces, Faith at Work, Multi-Cultural and Next Generation which all drive forward the D&I agenda at CBRE
- D&I week – annual week to celebrate all forms of D&I and to share new policies, initiatives and to invite guest speakers for all our people
- Inclusive events such as CBRE's Got Talent, Row50, UK/EMEA Bike Ride, Sports Day, Responsible Business Week and raising money for our charity partner Action for Children
- Acknowledgement of significant dates such as International Women's Day to champion change and best practice
- Marketing and communication campaigns that are inclusive for all

CBRE also partners with a wide range of external organisations to drive forward its D&I strategy. These include; Changing the Face of Property (CTFOP), Real Estate Balance, Daisy Chain, Women Returners, Talking Talent, Stonewall, BITC, Women of the Future, Lord Mayor Power of Inclusion, EY, MOD, Mind, Lionheart, Disability Confident, Place to Be, Second Chance plus Action for Children. These partnerships help CBRE to improve recruitment, retention and progression for women and all our employees.

CBRE is proud of our gender strategy but also recognises that we are on a journey of continuous improvement and are committed to achieving results.

Equal opportunity at CBRE

Underpinning our action on gender diversity is our Equal Opportunities policy which sets out our commitment to providing equal opportunity in all employment practices. As an example of our commitment, our CBRE Ltd employing entity is one of the first in our sector to achieve EY's UK National Equality Standard which sets clear equality, diversity and inclusion criteria against which businesses are independently assessed.



CBRE UK employing entities

CBRE has 10 employing entities within its UK business. Under the gender pay reporting regulations, we are required to provide information for five of these entities and you can find links to these reports and a full data summary below.

- > [CBRE Ltd.](#)
- > [CBRE Corporate Outsourcing Ltd.](#)
- > [CBRE GWS Ltd.](#)
- > [CBRE Managed Services Ltd.](#)
- > [CBRE Management Services Ltd.](#)

Legal Entity	Mean Hourly Pay Gap	Median Hourly Pay Gap	Bonus Recipients		Mean Bonus Pay Gap	Median Bonus Pay Gap
			Female	Male		
CBRE GWS Ltd.	13.39%	18.29%	20.96%	23.78%	34.05%	-1.90%
CBRE COS Ltd.	35.57%	38.45%	75.51%	80.87%	66.11%	68.01%
CBRE Managed Services Ltd.	23.28%	28.56%	17.67%	19.72%	29.21%	6.98%
CBRE Ltd.	34.10%	38.93%	84.47%	90.48%	77.20%	74.29%
CBRE Management Services Ltd.	24.99%	28.64%	73.09%	75.98%	22.73%	35.14%
Overall CBRE UK Group Results	18.62%	15.09%	49.50%	38.67%	65.14%	49.77%

Legal Entity	CBRE GENDER DISTRIBUTION ACROSS PAY QUANTILES							
	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	F	M	F	M	F	M	F	M
CBRE GWS Ltd.	25.23%	74.77%	20.55%	79.45%	28.92%	71.09%	43.09%	56.91%
CBRE COS Ltd.	23.53%	76.47%	42.60%	57.40%	57.40%	42.60%	73.97%	26.04%
CBRE Managed Services Ltd.	12.93%	87.07%	8.40%	91.60%	20.80%	79.20%	42.58%	57.15%
CBRE Ltd.	18.82%	81.18%	31.10%	68.90%	55.50%	44.50%	61.66%	38.34%
CBRE Management Services Ltd.	31.63%	68.37%	43.88%	56.12%	57.14%	42.86%	84.69%	15.31%
Overall CBRE UK Group Results	42.39%	57.61%	32.22%	67.67%	17.71%	82.29%	30.42%	69.58%

We confirm the data reported is accurate.

Martin Samworth
Group President
& CEO, Advisory
Services, APAC/EMEA

Ciaran Bird
Divisional President,
Advisory Services,
UK & Ireland

Ian Entwisle
Chief Executive Officer,
Global Workplace Solutions
APAC/EMEA

For more information from the UK Government on Gender Pay Gap Reporting [click here](#).