

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 GLOBAL WORKPLACE SOLUTIONS GENDER PAY REPORT 2018



“CBRE GWS is committed to improving diversity at every level and we are pro-actively working to improve female retention and progression across our business.”

Steve Moore
Vice President HR, Global Workplace Solutions EMEA



Pay gap Hourly pay

Mean	Median
17.69%	21.22%

*Snapshot date 5 April 2018

Global Workplace Solutions (CBRE GWS) is a division of CBRE which helps improve workplace productivity and efficiency for businesses across the world by providing industry leading facilities management, project management and transaction and portfolio property services.

The CBRE GWS division has four legal entities through which it engages employees – CBRE GWS Limited (Ltd), CBRE Corporate

Outsourcing Ltd, CBRE Managed Services Ltd and CBRE Management Services Ltd. This report covers all four GWS entities.

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.

Our mean gender pay gap is 17.69%. The pay gap is largely attributable to two factors. First, approximately 60% of CBRE GWS’ workforce has transferred to the company through mergers, acquisitions and contract wins resulting in an ‘inherited’ pay gap. For example, when we win new contracts, by law we must continue to engage relevant employees who worked on

the same service for the outgoing contractor. Similarly, when a contract transfers to a new contractor, the relevant employees transfer across to that new contractor.

Secondly, there are currently more men in senior roles within the business. This profile is characteristic of the wider facilities management sector. Traditionally, the sector has attracted fewer women into the technical positions albeit this is changing and we now achieve a 45:55 female to male representation in our school leaver and graduate intake.

Our gender focus has seen an improvement in the attraction, development and advancement of women in our business and this has been demonstrated by the levels of women increasing in all Pay Quartiles. Some of our key talent attraction initiatives have been:

- Our Apprenticeship programme is growing year on year with a total of circa 140 apprentices
- We have gold standard methods around recruitment, training and development, promotion, reward and recognition
- We offer a range of policies and initiatives to create a more flexible working environment for all

- CBRE GWS proactively supports other firms in the industry in creating and developing their own programmes
- We partnered with the Daisy Chain which is an online platform to help parents connect with family friendly employers to promote our flexible working opportunities

Retention of Women is critical to closing the Gender Pay Gap and CBRE GWS is focused on retaining women at all levels. Practical ways that we are achieving this include:

- Our Future Female Leaders programme which aims at creating a strong and growing group of female leaders across the business
- Encouraging our male and female talent to participate in our Talent Development Programmes, tailored to our GWS Competency Framework and accredited by the Institute of Leadership and Management
- Our Women's Network which provides extensive mentoring, debate and networking opportunities for women
- Enhanced communication surrounding Family Friendly policies, support and benefits for all staff

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.



Pay quartiles

	Lower	Lower middle	Upper middle	Top
Men	54.23%	75.62%	84.19%	77.59%
Women	45.77%	24.38%	15.81%	22.41%

The table above shows the gender distribution across CBRE GWS in the Pay Quartiles as at the 5 April 2018 snapshot date. We are pleased to report that year on year, CBRE GWS has improved the percentages of female representation across all Quartiles. CBRE GWS accepts that there remains a disparity which reflects the imbalance of men and women in senior positions.

The key reason for the difference in concentration of men and women across these Quartiles is the nature of the services that we provide. GWS offers a range of services to businesses operating large multi-discipline property portfolios and many of these services are impacted by occupational segregation. For example, in several of our entities we provide integrated facilities management,

which involves technical building services. In fact, in the UK there is such a small percentage of women who work as Building Technicians that the Office of National Statistics could not produce a figure of the numbers in occupation as the sample size was too small for a reliable estimate¹. These are on average more highly paid roles.

In CBRE GWS Managed Services Ltd, the specialist services include Data Centre Solutions, which provides operations, maintenance and ICT services to the facilities used to house computer systems. In the UK,

women make up only 17.99% of IT Specialist Manager roles². Again, these are on average more highly paid roles.

We also offer occupant services, such as receptionists and we have administrative roles. These types of roles traditionally attract higher levels of women but fall within the lowest Pay Quartile.

CBRE GWS is, however, committed to achieving improved representation of women, particularly at the senior levels and to ensuring that we continue to challenge the status quo.



Proportion of employees receiving a bonus

Men	Women
25.71%	32.34%



Bonus pay gap

Mean	Median
54.52%	33.61%

*12 month reference period to 5 April 2018

CBRE GWS believes that everyone should be rewarded fairly for their performance and operates several different employee reward and recognition programmes across its employing entities in the UK.

The bonus gender pay gap identified above is again a reflection of our current structure where we have more men in senior positions.

Last year, we had a large negative bonus pay gap in the CBRE GWS Ltd entity because the mean and the median bonus amounts for female employees were higher than the amounts received by male employees. There was a large group of employees, the majority of whom were male, who were entitled to receive a small bonus. This created a negative bonus pay gap in favour of women. However, as explained above when a contract transfers to a new contractor, the relevant employees transfer across to that new contractor. This year, some of that group of employees have transferred out of the business, which is a key reason for the change in our bonus gap.

Additionally, these 2018 figures also reflect the payment of a number of Long-Term Incentive Payments (LTIP) as a result of previous mergers and acquisitions.

We continue to address the gap through several long term and new initiatives which are outlined below.

¹Office of National Statistics, EMP04: Employment by Occupation (April to June 2018) – this spreadsheet is usually published once a year in August and provides a detailed snapshot of employment by occupation, broken down by gender.

²As above at fn. 1.



Driving action

CBRE GWS 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 and promote our people to fulfil their potential. Key initiatives include:

- Award winning Women's Network. CBRE has also established networks such as 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
- Client and Supply Chain Accountability – our Supplier Code of Conduct includes a commitment to and respect for diversity
- Talent Programmes including Future Female Leaders
- Marketing and communication campaigns that are inclusive for all
- In-depth HR policy and process review for each stage of the employee lifecycle around recruitment, development, promotion, salary, bonus and talent programmes
- 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

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



"I am very driven, but what motivates me most is being successful and seeing that I'm making a difference. I try to never just achieve, but to exceed. I'm not a business as usual person; for me, success comes from relationship building, communication, strategic thinking and also the ability to implement. Those are the strengths I bring to the business."

Kerry-Ann Dilley

Director of Supply Chain Solutions EMEA, Global Workplace Solutions CBRE

"Females are very much recognised within CBRE. Yes, corporate real estate is very male dominated, but I don't like to draw upon the fact there are differences between men and women in the workplace. I've always been recognised and promoted based on my performance, on what I can demonstrate and deliver, not my gender."

Laura Toumazi

EMEA Solutions Development Director, Global Workplace Solutions CBRE





Championing diversity across our supply chain

We are working with our supply chain to help GWS suppliers take action to improve diversity within their own businesses. All suppliers must agree to our Supplier Code of Conduct, which as outlined above, includes a commitment to and respect for diversity. Throughout each year, we host several events with suppliers where we discuss diversity issues, reiterate our expectations and explain what we can do to support them in achieving the expected standards. We have also put in place systems which allow us to track our suppliers' diversity levels.



Equal opportunity at CBRE GWS

Underpinning our action on gender diversity is our Equal Opportunities policy which sets out our commitment to providing equal opportunity in all employment practices.

CBRE GWS UK employing entities

The CBRE GWS division has four legal entities. To view each individual employing entity report please click below:

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

You can also view CBRE's overall UK Gender Report incorporating all divisions [here](#).

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

We confirm the data reported is accurate.

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