

Gender balance and equality are global business priorities at CBRE, and we have been actively working to improve diversity at every level of our business and across the wider property industry for many years. We believe in being an inclusive organisation where everyone is rewarded fairly and can reach their career potential, regardless of their gender or background. CBRE Limited is also one of the first companies in the property sector to achieve EY's UK National Equality Standard accreditation.

Global Workplace Solutions (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. This report covers CBRE Corporate Outsourcing Ltd which is a legal entity within the CBRE GWS division.

## CBRE CORPORATE OUTSOURCING LTD GENDER PAY REPORT 2017



“CBRE Corporate Outsourcing Ltd is committed to improving diversity at every level and we are proactively working to improve female retention and progression across our business.”

**Rachael Henderson**  
Vice President HR,  
CBRE GWS, EMEA



**Pay gap** Hourly pay

<b>Mean</b>	<b>Median</b>
<b>35.58%</b>	<b>39.94%</b>

\*Snapshot date 5 April 2017

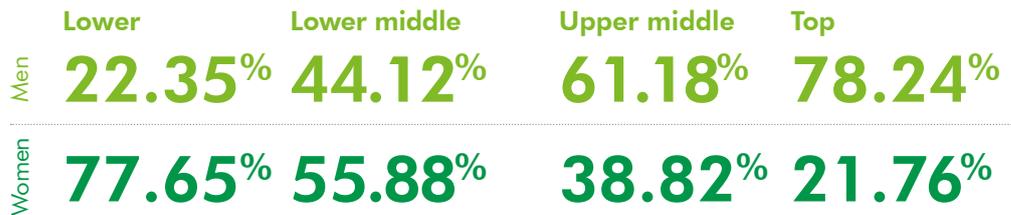
Our mean gender pay gap is 35.58%. This gap is largely attributable to two factors. First, approximately 60% of CBRE GWS' workforce has transferred to the company through mergers, acquisitions and contract wins resulting in an 'inherited' pay gap. For example, when we win new contracts, by law we must continue to engage relevant employees who worked on the same service for the outgoing contractor.

Secondly, there are currently more men in senior roles within the business (see quartiles on page 2). This means that our average male salary is higher than our average female salary.

We are working hard to close our pay gap and are committed to improving diversity at every level of our business and create more opportunities for women to progress.



### Pay quartiles



### 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.

The chart above shows the gender distribution across CBRE Corporate Outsourcing Ltd in quartiles at the 5 April 2017 snapshot date.

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 CBRE Corporate Outsourcing Ltd we provide integrated facilities management, which involves technical building services. Only 24% of Building Technicians in the UK are women.<sup>1</sup> 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.

Despite these challenges, we have made significant progress and more women are now choosing to join CBRE Corporate Outsourcing Ltd. For example:

- our school leaver and graduate intake has reached a 40:60 female/male gender split across CBRE GWS
- our flexible working practices are creating more opportunities to recruit and retain a diverse range of talent at all levels.

Our ambition is to improve diversity across the business, which 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.



### Proportion of employees receiving a bonus



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



### Bonus pay gap



\*12 month reference period to 5 April 2017

A key reason for the fact that a higher percentage of men receive a bonus and the bonus gap between men and women is that we have currently have more men in senior roles.

<sup>1</sup>Office of National Statistics, EMP04: Employment by occupation (April to June 2017) – this spreadsheet is usually published once a year in August and provides a detailed snapshot of employment by occupation, broken down by gender.

## Taking action

CBRE is passionate about helping people to accelerate their career, regardless of gender. In the context of gender pay reporting, we have a huge opportunity to continue to expand our talent pool and improve female retention and progression. We have been spearheading action for many years to improve diversity at all levels. Our approach includes:



### Best Practice

Gold standard methods around recruitment, training and development, promotion, reward and recognition.



### Flexible Working

Policy and initiatives to create a more flexible working environment for all.



### Next Generation Programmes

Market leading apprentice and graduate programmes which champion male and female talent at CBRE GWS and across the wider property sector.



### Women's Network

Newly established at CBRE GWS, the Network provides extensive mentoring, debate and networking opportunities for women.



We are also working with a wide range of organisations such as Daisy Chain to improve recruitment, retention and progression for women wishing to develop a career in the property industry.

## Championing diversity across our supply chain

We are working with our supply chain to help our suppliers take action to improve diversity within their own businesses. All suppliers must agree to our Supplier Code of Conduct, which 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.

We confirm the data reported is accurate.

**Ian Entwisle**  
CEO, CBRE GWS EMEA

## 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 assessed.

## CBRE UK employing entities

CBRE Corporate Outsourcing Ltd is one of 10 employing entities within CBRE's UK business. To view CBRE's UK Gender Report including all entities [click here](#).

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

**Rachael Henderson**  
Vice President HR, CBRE GWS EMEA