

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.

CBRE MANAGEMENT SERVICES LIMITED GENDER PAY REPORT 2017



Pay gap Hourly pay

Mean	Median
26.37%	24.77%

*Snapshot date 5 April 2017

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.

The Gender Pay gap for our Management Services business is 26.37%. The main reason for this gap is the current shape of our business, which has more men in senior roles. This profile is characteristic of the wider property sector, which, whilst changing, has traditionally attracted fewer women.

Our commitment to addressing diversity has resulted in a positive increase in the number of

women joining and staying at CBRE at all levels over recent years.

For example:

- Our extensive schools programme is helping girls become more aware of what a career in real estate can offer
- We have expanded our apprenticeship programme which is bringing both young women and men into the firm
- We have reached a 50:50 gender split in our graduate intake.

Supported by this concerted focus, more than 40% of employees at Director level and above at CBRE Management Services Ltd. are now women.

We recognise that we have more to do, and continue to drive action to address any imbalance within our business, and create more opportunities for women to progress. This includes best practice around recruitment, training and development, promotion, reward and recognition.

Improving diversity at senior levels

CBRE is particularly focused on improving our gender representation at senior levels by ensuring that talented women can realise their potential at CBRE and enjoy long, successful careers.

Practical ways that we are approaching this include:



- a talent development programme to add more women to our UK Boards

- broader flexible working practices

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

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	25.26%	38.95%	62.11%	74.47%
Women	74.74%	61.05%	37.89%	25.53%

The chart above shows the gender distribution across CBRE Management Services in four pay quartiles at the 5 April 2017 snapshot date. More women are now choosing to enter the property industry and join CBRE. Our

flexible working practices are creating more opportunities to recruit and retain a diverse range of talent. There is, however, more to be done to continue to improve gender parity and to progress female talent into leadership roles.



Proportion of employees receiving a bonus

Men	Women
84.54%	81.31%

CBRE believes that everyone should be rewarded fairly for their performance. As these figures show, we are confident as a firm that men and women have an equal opportunity to participate in and earn a bonus. Any variation shown above is due to our policy and processes on the qualifying rules for incentives, such as around new joiners and unpaid leave.

Bonus pay gap

The bonus gender pay gap, identified above right, is again a reflection of the fact that there are currently more male colleagues than female colleagues in senior positions within CBRE.



Bonus pay gap

Mean	Median
40.65%	20.00%

*12 month reference period to 5 April 2017

In addition, 20.2% of employees joined CBRE Management Services by the Transfer of Undertakings Protection of Employment (TUPE) process. Therefore, our Management Services business has the additional complexity of integrating TUPE employees.

We are addressing this through a number of long standing and also new initiatives, including a talent development programme to support the progression of high potential females; mentoring support through our established Women's Network; and our flexible working practices.

Taking action

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



Flexible Working Practices

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



Talent on Boards Programme

A leadership initiative to support the progression of high potential females, by increasing the representation of women on our UK and Service Line Boards.



Women's Network

Now in its 12th year, provides extensive mentoring, debate and networking opportunities for women at CBRE.



Next Generation Programmes

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



Coaching for Women returning from Maternity Leave

Working closely with women returning to the business to ensure smooth integration back into teams.

We are also working with a wide range of organisations such as Changing the Face of Property, Real Estate Balance, Daisy Chain and Talking Talent to improve recruitment, retention and progression for women wishing to develop a career in the property industry.



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 Management Services 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](#).

We confirm the data reported is accurate.

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