

Gender balance and equality is a global business priority 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, and won the corporate category for the Women of the Future Awards 2017.

CBRE UK¹ GENDER PAY REPORT 2017



Pay gap Hourly pay

Mean	Median
17.35%	12.22%

*Snapshot date 5 April 2017

“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
and CEO EMEA

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 UK business is 17.35%. 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 ambition to improve diversity across our business has resulted in a positive increase in the number of women joining and staying at CBRE at all levels over recent years.

We recognise that we have more to do and 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.

¹ Includes 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

Pay quartiles

	Lower	Lower middle	Upper middle	Top
Men	54.90%	76.28%	71.89%	76.10%
Women	45.10%	23.72%	28.11%	23.90%

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

- Our graduate intake has now reached a 50:50 gender split in many parts of our business.

- Our flexible working practices are creating more opportunities to recruit and retain a diverse range of talent.

We also recognise there is more to be done to continue to improve gender pay parity, and to progress female talent into leadership roles.



Proportion of employees receiving a bonus

Men	41.18%	Women	51.00%
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CBRE believes that everyone should be rewarded fairly 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 men and women have a fair opportunity to participate in these programmes. Any variation shown above is due to our Managed Services business (see separate report for further information).



Bonus pay gap

Mean	69.21%	Median	40.00%
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*12 month reference period to 5 April 2017

The bonus gender pay gap identified above is again a reflection of the fact that there are currently more male colleagues than female colleagues in senior positions within CBRE. We are addressing this through a number of long standing and also new initiatives, including:

- a talent development programme to add more women to our UK and service line boards.
- broader flexible working practices.

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.

Driving 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.



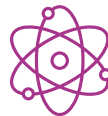
Women's Network

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 those 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 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 UK (All Entities)	17.35%	12.22%	51.00%	41.18%	69.21%	40.00%
CBRE COS Ltd.	35.58%	39.94%	72.86%	76.57%	65.19%	65.26%
CBRE GWS Ltd.	10.27%	15.56%	30.07%	34.38%	-2.74%	-134.78%
CBRE Ltd.	33.74%	38.15%	87.30%	92.49%	79.00%	73.33%
CBRE Managed Services Ltd.	23.26%	28.78%	12.96%	18.64%	8.74%	9.58%
CBRE Management Services Ltd.	26.37%	24.77%	81.31%	84.54%	40.65%	20.00%

CBRE GENDER DISTRIBUTION ACROSS PAY QUANTILES								
Legal Entity	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	F	M	F	M	F	M	F	M
CBRE UK (All Entities)	23.90%	76.10%	28.11%	71.89%	23.72%	76.28%	45.10%	54.90%
CBRE COS Ltd.	21.76%	78.24%	38.82%	61.18%	55.88%	44.12%	77.65%	22.35%
CBRE GWS Ltd.	24.68%	75.32%	17.13%	82.87%	26.10%	73.90%	40.33%	59.67%
CBRE Ltd.	18.45%	81.55%	30.54%	69.46%	56.09%	43.91%	60.92%	39.08%
CBRE Managed Services Ltd.	13.22%	86.78%	8.59%	91.41%	20.29%	79.71%	44.63%	55.37%
CBRE Management Services Ltd.	25.53%	74.47%	37.89%	62.11%	61.05%	38.95%	74.74%	25.26%

We confirm the data reported is accurate.



Martin Samworth
Group President and
CEO EMEA



Ciaran Bird
UK Managing Director



Ian Entwisle
Chief Executive Officer,
Global Workplace Solutions EMEA

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