

Case Study

CBRE

Case Study Highlights or Headline Statement

Impact of improving Maternity Policies on Retention of Female Staff

Case Study Theme(s) Covered

Core Themes

Bridging the Perceptions Gap
Board Level Commitment

Cultural & Behavioral Change

Flexible Working

Underlying Good Practice Themes

Job Design/Headhunter Briefs
Role Models & Change Champions
Measuring & Monitoring – data, targets, tracking
Diversity as Business Imperative
Developing Leadership/Accountability
Mentoring & Training

Retention & Development

Career Progression and Opportunities
Supplier, Panels, Candidates Diversity
Public Commitments
Sharing Good Practice
Challenging Bias/Unconscious Bias
Inclusive Management initiatives
Appraisals, Objectives, Incentives
Flexible Working
Career Break Support
Internal Networks

Case Study Background

CBRE have had a UK Women’s Network since 2005. One of its aims is to attract and retain female staff and it advises the firm on practices and policies to do so.

Description of Initiative(s)/Policy Review/Process Change/etc

In 2012, the CBRE Women’s Network proposed to the UK Board that we made significant changes to our maternity policies, including upgrading enhanced maternity benefits (eg full pay for 1st 6 months of maternity leave) and the introduction of external maternity coaching to both the women going on maternity leave and their line managers. At the same time a more flexible approach when maternity returners 1st come back to work has eased the transition back into work.

Description of Outcome(s)/Benefits/Lessons Learned/Progress Check

This has had a positive effect on maternity retention rates, with a higher proportion of women returning to work. The coaching of both women and their line managers has also had a good effect on the culture of our business, with more and more line managers going through the coaching process and appreciating the additional efforts needed to ensure a smooth and happy return to work. Our “keep in touch” days are popular, and our teams ensure that those on maternity leave, where they have expressed a wish to be, are still contacted about team or clients social events which they may wish to attend