

Case Study

CBRE

Case Study Highlights or Headline Statement

Benefits of Internal Networks

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

Having established its Women’s Network in 2005 in the UK, CBRE have seen a positive impact on the number of women employed at different grades and across the firm.

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

Amongst many other activities, the Women’s Network organizes an informal Promotion Mentoring programme which matches CBRE women with a female colleague who is one grade above and who has been through our promotion process.

The Network also organizes an Annual conference (attended by over 250 women), external client events, charity initiatives, interviews with senior role models and other events, a number of which are open to men and to women.

The Advisory Board of the CBRE Women’s Network comprises men and women and includes someone at every grade and each Service line of the company.

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

The Promotion mentoring programme has resulted in a higher number of women flagging that they are seeking a promotion at an earlier stage and has improved the success rate of those going for promotions. The Network helps with interview practice and ensures women are better prepared for promotion. Over 300 women have been involved in the mentoring programme over the last 3 years.

The Network has gained good external recognition and is often mentioned by clients and others, as well as having been mentioned in various press articles. The men at CBRE also promote it as they recognise the business benefits it brings

The Network has been recognized in the top 10 Global diversity networks (launched by The Economist in its inaugural Awards) for the 2nd year in a row and has been of benefit in attracting more women to the firm.

The Network has been instrumental in changing policies at CBRE around maternity leave, introducing maternity coaching, attracting women after career breaks and in female Graduate and other recruitment. The proportion of women is growing, with over one- third of CBRE’s professional staff (“fee- earners”) now being female. At senior levels the proportion of women is also growing with over 25 % of those at Director level now being female.