

Case Study

CBRE

Case Study Highlights or Headline Statement

Benefits of a Flexible Approach to Working

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

Since CBRE have been more flexible as to how and where our staff work, we have attracted more women to the firm and back from maternity leave

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

Whilst we have had flexible working policies for a number of years, the firm has adopted a more positive approach to this recently, particularly for some of our women who require greater flexibility due to family commitments.

We have focused more on results and outputs than just hours spent in the office.

We have examples of women (and some men) who benefit from the following:

- Compressed hours (paid full time, work 4 days)
- Work entirely or primarily from home (examples in Research, Valuation and other areas)
- Work full- time but with a day or 2 a week working from home
- Work part- time (e.g. 3 days a week, or 9 to 3.00, 4 or 5 days a week)
- Have the flexibility to do school drop- offs or pick- ups some mornings or afternoons
- Have achieved promotion to e.g. Senior Director while working part- time

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

The benefit has been retaining people who wanted to change their working patterns, improving maternity retention rates, attracting some more women to the firm, enabling staff to participate in family life more (eg school drop- off/pick up).

We have some good senior role models who work successfully on a flexible basis, which is important to younger staff

Getting greater focus on results not just hours spent in the office. This is an approach welcomed by men and women.

We still have work to do in this area, as some Service Lines are less receptive to this than others, but attitudes have improved.
