

Diversity & Equality Report 2022

Norway



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1

Values

Our RISE Values

We believe the way we do business is as important as what we do. Our strategy has been developed to reinforce the high standards we set for ourselves as we continue on our journey to becoming a world-class business. Our RISE values support the global principle that everyone is empowered and expected to better, every day – delivering tangible advantage in everything that we do.



RESPECT

We act with consideration for others' ideas and share information openly to inspire trust and encourage collaboration.

INTEGRITY

No one individual, no one deal, no one client, is bigger than our commitment to our company and what we stand for.

SERVICE

We approach our clients' challenges with enthusiasm and diligence, building long-term relationships by connecting the right people, capital and opportunities.

EXCELLENCE

We focus relentlessly on creating winning outcomes for our clients, employees and shareholders.

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Annual Acitivity Plan

Annual Activity Plan

HR and the employees' representative's activity plan.

Q1	Q2	Q3	Q4
<ul style="list-style-type: none">• New diversity and Equality report• Investigate risks, obstacles and causes in the areas of recruitment, promotion and development opportunities, and propose measures.• Investigate risks, obstacles and causes in the areas of facilitation, combination of work and family life, and harassment, sexual harassment and gender-based violence.• Suggest new measures.	<ul style="list-style-type: none">• Investigate risks, obstacles and causes in pay and working conditions on all grounds.• Putting together job levels and mapping gender balance and pay differences.	<ul style="list-style-type: none">• Review the results of the salary survey ahead of local salary negotiations.• Send out a survey about involuntary part-time work and analyse the reasons.• Propose measures and update the action plan.	<ul style="list-style-type: none">• Review the status of measures and possibly adjust measures.• Review the annual report and action plan

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Development

Development

Our professionals are connected across geographies, business segments/lines and corporate functions leveraging best practices, tools and content. We engage creative and innovative methods to expand beyond traditional classroom offerings and online education, using world-class learning processes and platforms.

At the core of our **learning strategy** is the view that talent development happens through **three key activities**:

The global Talent, Learning and Development team focuses on empowering our employees to develop themselves and their teams, and providing tools to drive career development and growth.



Performance management

Performance management is viewed as a continuous activity at CBRE.

We offer several career development and performance management training sessions, allowing employees to learn more about their role in the process and how it benefits them in their career growth.

Our online integrated talent management system, Talent Coach, creates a collective resource for employees and managers, providing an intuitive user experience to access learning and manage performance goals and year end reviews.



Talent Coach, LinkedIn Learning & HMM

Approx. 700 trainings have been conducted through 2022.



Pulse survey

In 2022 we continued a bi-weekly local pulse survey to increase engagement and to create more productive workplaces through effective leadership.



Learn @ CBRE

CBRE launched a new learning platform in 2022, Learn @ CBRE, which contains five distinct learning pathways focusing on developing a specific skill set or area of expertise.

The courses had a great variety of topics, e.g. self awareness and development, management and professional skills, inclusive foster inclusivity and inclusive leadership.

Five Learning Pathways



The Best You

Learn how to make an impact and be recognised for your talents



The Excellent People Manager

Manage, Engage and Grow your team members to achieve their goals



The Inspirational Leader

Inspire and influence the culture of your team and the wider organisation



The Trusted Advisor

Trough credibility, reliability and intimacy, grow long-lasting trusted partnerships



The Career Series

For those wanting to take charge of their career and managers supporting their teams in doing so

Engagement Survey 2022

The employee engagement survey is an essential initiative for our business and allows all our employees to submit confidential feedback about their experience working for CBRE. In Norway, the response rate was 90%.

Outcome

Two main focus areas were identified among the items that received the lowest scores, and an action plan was implemented.

In 2022, a worldwide employee engagement survey was conducted for the fifth time.



2022 European Talent Program

Our Learning and Development team have put together three regional programs to develop our future and current leaders and a new dedicated talent program to accelerate women's careers in CBRE.

Overview of the programs and their importance:

EMEA Future Leaders Program

Ensuring our leaders of tomorrow can build the skills, knowledge, and network today that will accelerate them and our business in the future.

EMEA Accelerate Program

Connecting our emerging senior leaders from across our region to share, learn and collaborate together. In turn, helping them to lead and motivate our people, transform our business for the future, and deliver exceptional results for our clients.

EMEA Balance Program

At CBRE we are committed to gender equality and balance in the workplace; therefore, we're excited to have designed and launched a dedicated career development program for high-performing women in EMEA, to accelerate their career goals and ambitions.

This is a program where talented people get an opportunity to develop their talents through our market-leading EMEA talent programs.

Environmental, Social and Governance

We take great pride in our reputation for upholding the highest standards in the way we do business.



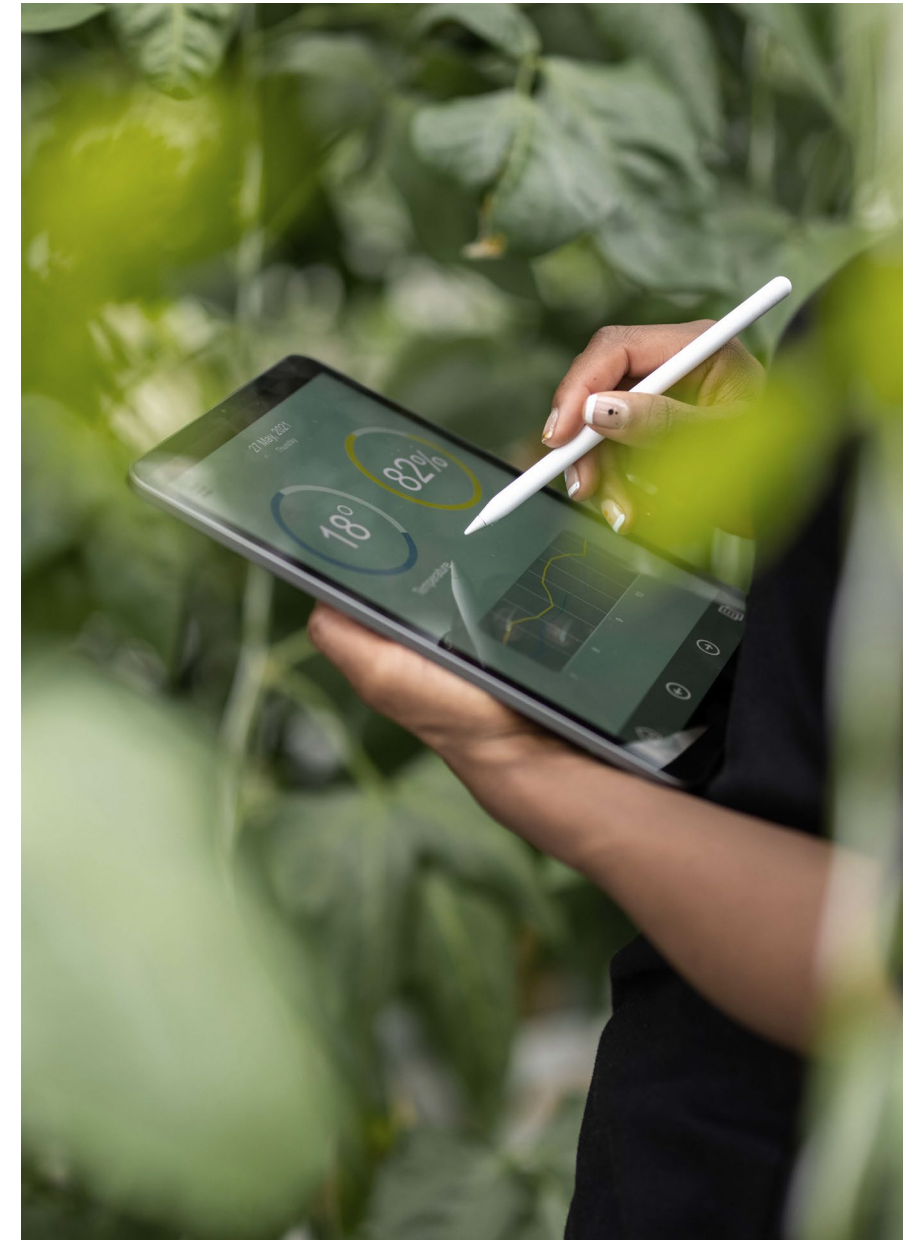
AS ESG continues to be a key priority for our clients, they can rest assured that **ESG is top priority** for CBRE and that we will continue to share our insights and advice with our clients.



CBRE has committed to be **net-zero by 2040**, 10 years ahead of the goal stated in the Paris Agreement.



To further develop our position as a trusted advisor for our real estate clients, all our Senior leaders have participated in the **Cambridge Sustainable Real Estate course**. The Cambridge course is one of our activities to reach our ambitions target.



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Turnover
&
New Hires

Turnover & New Hires



CBRE aims to recruit, develop and retain skilled employees.



The turnover in 2022 was **13,1%**



Our total sick leave percentage was expected to be higher than in 2021, due to Covid 19 and the increase of resp. diseases.



19 new hires joined CBRE AS in 2022.

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Gender Balance & Equality

Gender Balance & Equality



We work to attract more diverse talents, at the same time as we can offer our employees different career paths and opportunities and ensure an increased proportion of women at management level.



We are not on target, but we work continuously to promote an inclusive work environment where each individual employee is included, is comfortable with being themselves, feels a sense of belonging and is valued.

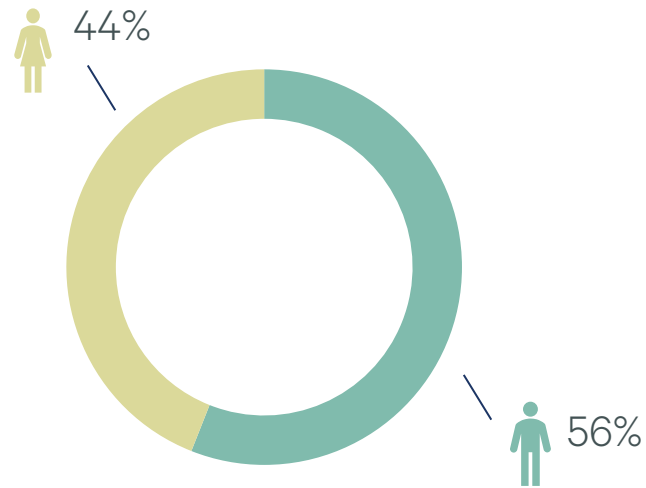


We know that this creates indisputable value creation for our customers, our employees and for society in general.

Gender Balance

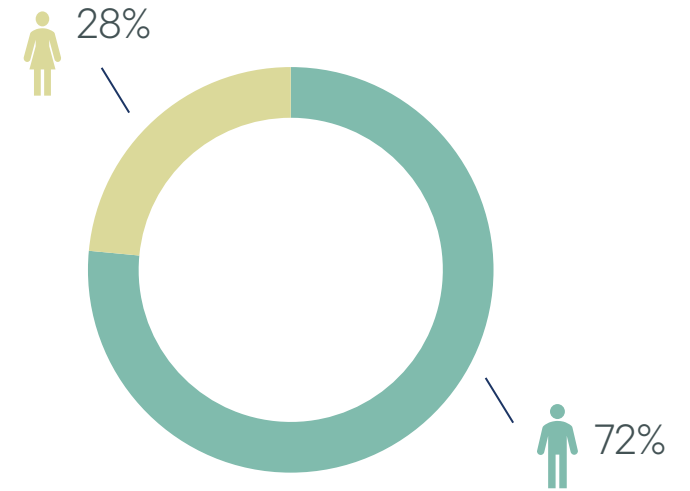
Gender balance 2022

As of 31 December 2022, the percentage distribution of women and men at CBRE AS was 43% women and 57% men. This has been relatively stable over the last two years.



Gender balance Senior Management Group

The proportion of women in management positions and in the Board of Directors is not at the desired level, but the development in recent years has been positive. From last year the percentage of women in management positions have increased with 5%.

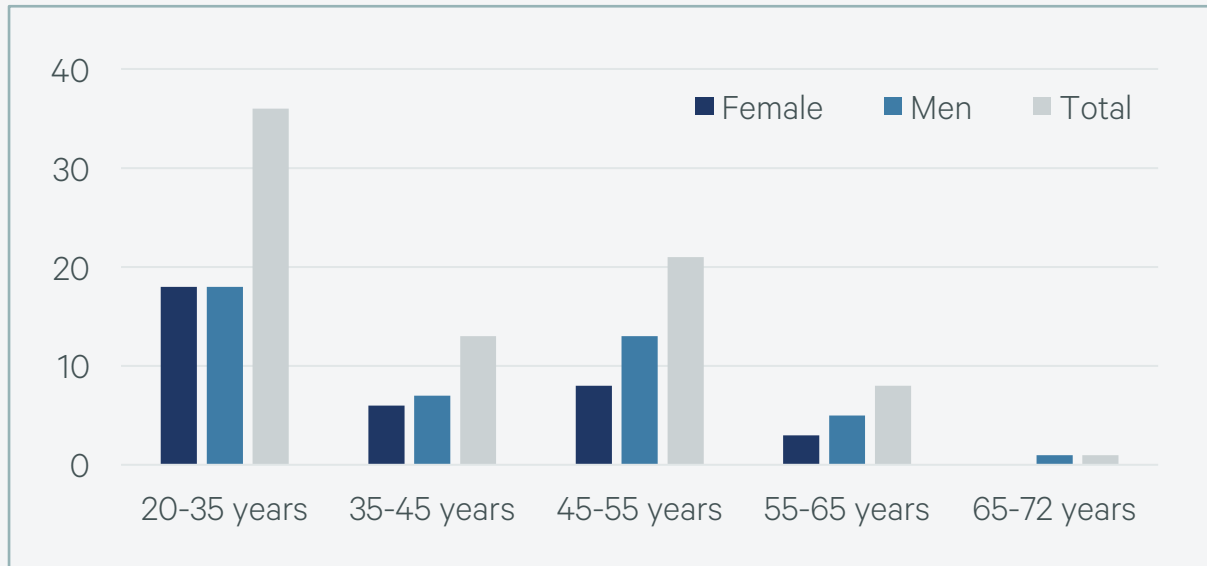


Gender Balance and Seniority Levels

One of the obstacles to achieving gender balance at the senior level is that when recruiting, there are fewer women at the senior level in the industry. We, therefore, focus on recruiting women at the junior level to achieve a better gender balance at the senior level in the long term.

Age distribution

Gender balance



Job levels

Gender balance

Job levels	Women	Men
1. Graduates / Juniors	6%	5%
2. Advisor / Analyst	9%	6%
3. Senior Advisor / Analyst	14%	10%
4. Associate Director	6%	9%
5. Director	5%	8%
6. Senior Director	4%	14%
7. Executive Director	0%	4%
TOTAL	44%	56%

Gender Balance and Salary

To ensure equal pay for equal work an annual gender/salary analysis is conducted. The conclusion pr. 31/12/22 shows a relatively good balance between women and men when looking at average wages within the different job levels.

Temporary employees

Number of employees

	Women	Men
#	3	3
	50%	50%

Part-time employees

Number of employees. One part-time employee is involuntary.

	Women	Men
#	6	1
	8%	1%

Maternity/paternity leave

Number of weeks

	Women	Men
#	24	0.8

Variance in fixed salary

Percentage

Job level	
Junior/graduates	14 %
Advisor	9 %
Senior advisor	2 %
Associate director	-5 %*
Director	5 %
Senior Director	-2 %*
Executive director	n/a

*) Negative number: On average, women earn more than men at this job level.
 In general, benefits are equal for all positions.
 Bonus is 100% discretionary.

Recruitment

In communicating with potential candidates, we emphasise offering equal opportunities for all genders. It is still a challenge that we have more male than female applicants for some service areas.

The People Department is developing a process where we, across service areas and regions, coordinate the use of external providers including requirements that both sexes will be equally represented on the shortlist.



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Anti- discrimination

Anti-discrimination

CBRE has established policies and practices that support the company's position in prohibiting discrimination and harassment.

We work actively to promote equality, prevent discrimination, and develop our leaders to lead with an inclusive and value-based attitude.



Diversity, Equity and Inclusion (DE&I)

An emphasis on diversity of talent in an equitable, safe and inclusive workplace guided by our RISE values—Respect, Integrity, Service and Excellence.

DE&I is a company-wide effort where we have an opportunity to advance positive change for the communities where we live and serve. All employees and managers are encouraged to include DE&I goals in their performance objectives.

One of our most successful ways of fostering diversity and inclusion is through the ongoing support of Employee Business Resource Groups (EBRGs),

EMEA networks

Ability (CBRE’s network for people with disabilities and long-term conditions), Faith Network, Family Network, Proud Network (CBRE’s group for LGBT+ people & allies), REACH Network (CBRE’s Race, Ethnicity And Cultural Heritage group, formerly known as Multicultural Network), Women’s Network.

Norway is represented locally by a member of EMEA EBRG, who promotes DE&I events, training and lectures.





Work-life Balance

Work-life Balance



To enhance equality, diversity and work-life balance, CBRE AS has implemented measures to ensure our employees achieve his/her work/life balance through a stable and sustainable work environment.



Hybrid office



Core hours 9-15 increases the flexibility



The employer covers fixed salary for father/co-parent 2 weeks in connection with childbirth.



Parental allowance not limited to 6K.



2022 NORWAY DIVERSITY, AND EQUALITY REPORT

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