



NORWAY

CBRE

Diversity & Equality Report 2025

CBRE AS
Advisory Services

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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.

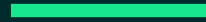
Service

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.

2



Talent Engagement

Learning & Development

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.

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.

LEARNING STRATEGY

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

70%

ON-THE-JOB
work/doing the job at hand

20%

COACHING
through direct feedback from a manager, peer or mentor

10%

FORMAL TRAINING
to improve a skill or increase professional expertise

Approx. 1000 trainings have been conducted through 2024, via tools such as Talent Coach, LinkedIn Learning & Harvard Mentor Manager



Performance management

Performance management is viewed as a continuous activity at CBRE.

Every employee can participate in meaningful goal-setting and performance conversations that help them understand their individual purpose, motives for achievement and role in CBRE's overall success.

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.

2025 European Talent Program

This is a program where talented people can develop their talents through our market-leading EMEA talent programs.

Our Learning and Development team have put together three regional programs to develop our future and current leaders, as well as a new dedicated talent program aimed at accelerating the careers of women in CBRE. Below is a brief overview of the programs and their importance.

1. 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.

2. 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.

3. 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.

2025 European Management & LoB Program

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1. PMEI – People Manager Excellence Immersion

Activating Managers effectiveness to grow, develop and engage their teams,

2. INSPIRE – Capital Markets Emerging Talent Program

Inspiring our Capital Markets emerging talent to see potential in every dimension.

3. ASCEND – Corporate Functions Succession Program

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2025 Swap & Share Program



The purpose of our European Swap & Share Program is to give our talented people an opportunity to experience different business cultures and practices, by spending time with a CBRE team of their choice who are based in a different country from their own.

The choice of host country and team will have a direct link to the individual's professional development, by helping them widen their knowledge and experience on new markets, clients and ways of working. This in turn will enhance their own career prospects by increasing commercial acumen, building cross border business relationships and benefit the wider CBRE business.

Core Program Principles:

In a world that is focused on sustainability and thriving on being better digitally connected than ever, we need to reflect this in our programme offering, below are our new Swap and Share principles.

- Think green: Travel to and from host countries should have a minimal impact on our carbon footprint, meaning using sustainable methods of travel at all times.
- Neighboring countries: To minimise the need for long distance travel, participants should select to **swap with neighbouring countries** where possible
- Hybrid Experience: the program will take advantage of the hybrid working module. With a **Maximum of 3-4 days face to face**, and encouraging participants to maximise and continue to grow their new relationship.

Annual Essential Learning 2025

CBRE is committed to fostering a safe, ethical and productive culture guided by our RISE values.

As part of this commitment, all CBRE employees are required to complete **Annual Essential Learning (AEL)** on the policies, procedures and actions that protect our business and people.

Investing your time in these courses ensures we uphold the highest standards of integrity and ethical conduct.



Environmental, Social and Governance

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



Leadership commitment

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 ambitious target.



Top Priority

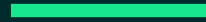
AS ESG continues to be a key priority for our clients, they can rest assured that ESG is top priority for CBRE and that we will continue to share our insights and advice with our clients.



Net Zero

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

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Turnover & New Hires



Turnover & New Hires

CBRE aims to recruit, develop and retain skilled employees.



The turnover in 2025 was 9,75%

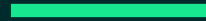


Our total sick leave percentage was 4,10%



13 new hires joined CBRE AS in 2025

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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.

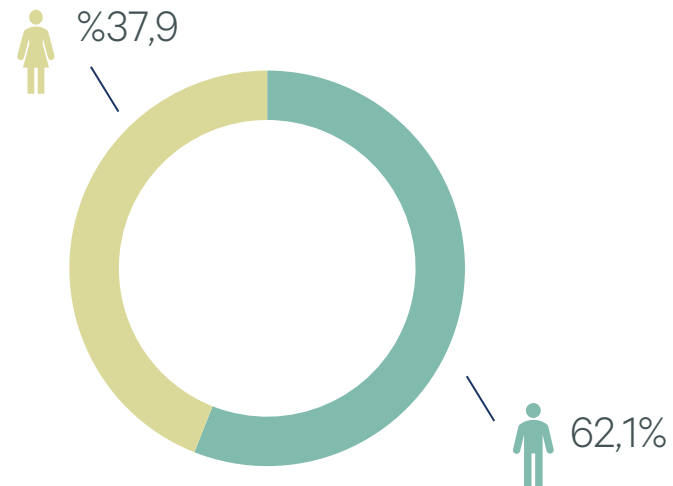


We know that this creates indisputable value creation for our customers, our employees and for society in general.

Gender Balance

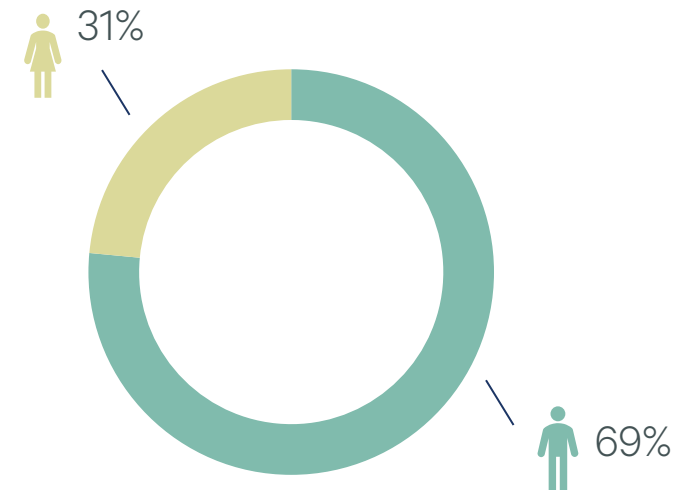
Gender Balance 2025

As of 31 December 2025, the percentage distribution of women and men at CBRE AS was 38% women and 62% 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.





Gender Balance and Seniority Levels

One of the obstacles to achieving gender balance at the senior level is that there are fewer women at the senior level in the industry. Therefore, we are still focusing on recruiting women at the junior level in order to achieve a better gender balance at the senior level in the long term.

Job levels	Women	Men
1. Graduates / Juniors	2.3%	3.4%
2. Advisor / Analyst	2.3%	8%
3. Senior Advisor / Analyst	6.9%	11.5%
4. Associate Director	17.2%	11.5%
5. Director	3.4%	11.5%
6. Senior Director	4,6%	13,8%
7. Excecutive Director	1.1%	2,3%
TOTAL	37.9%	62,1%

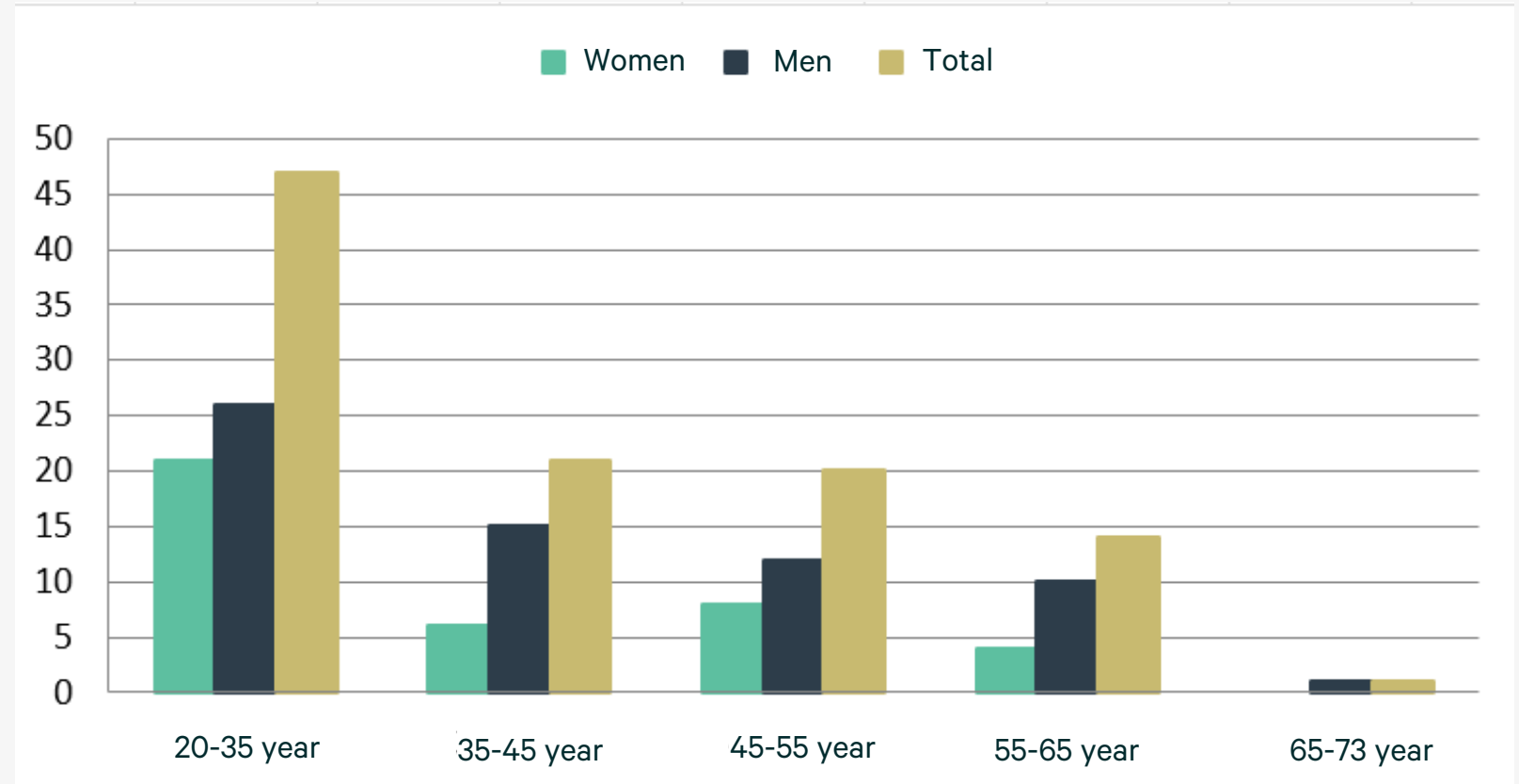
Gender Balance and Salary

To ensure equal pay for equal work, an annual gender/salary analysis is conducted.

The conclusion pr. 31/12/25 is that there is a relatively good balance between women and men when looking at average wages within the different job levels.



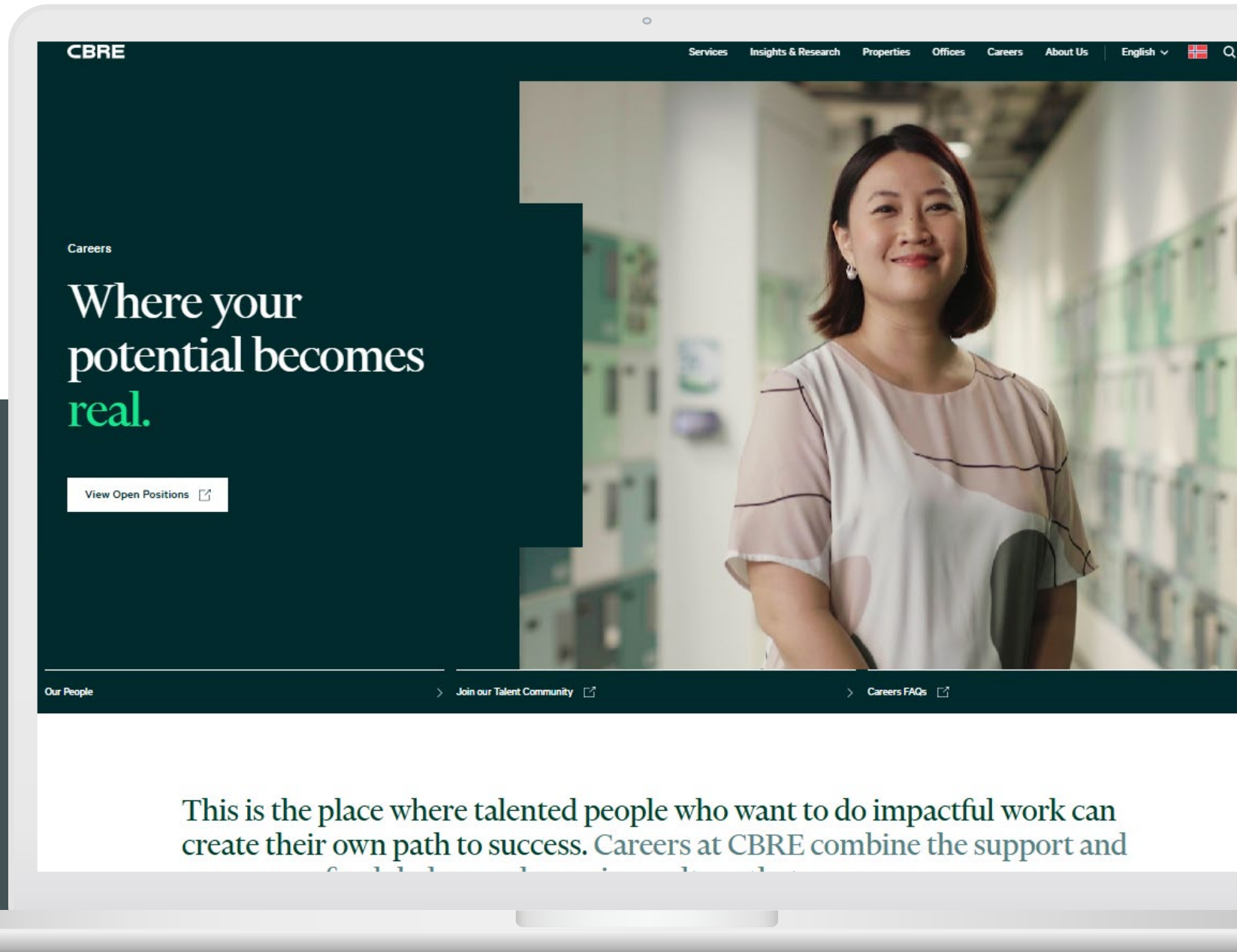
Age distribution by gender



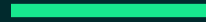
Recruitment

In our communication with potential candidates, we emphasise that we offer 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 for coordinating the use of external providers across service areas and regions, including requiring that all people 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 and prevent discrimination, as well as develop our leaders so that they can lead with an inclusive and value-based attitude.

Diversity, Equity and Inclusion

An emphasis on diversity of talent in an equitable, safe and inclusive workplace that is 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.

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, trainings and lectures.





Diversity, Equity and Inclusion

The more perspectives we have, the more opportunities we have to see and create new solutions. Diversity, equality and inclusion are more than just values – they can constitute a real competitive advantage. By creating a culture where our employees are recognized for their contribution and given chances to develop, we create new opportunities both at personal and organizational level.

An inclusive culture is a culture characterized by well-being and opportunities for development. With us, our employees must feel safe, valued and heard.

OUR CULTURE

Ensure an inclusive culture so that our employees feel safe, valued and heard

OUR EMPLOYEES

Contribute to increased diversity in our workforce through initiatives related to recruitment, further training and retaining talent.

OUR MARKET POSITION

Contribute to diversity and inclusion through our supplier collaborations and own contributions to charitable purposes.

In 2025 we supported Norpolen Industrier, in addition to our global charity initiatives.

Some of our initiatives related to Diversity, Equity and Inclusion

Students and recent graduates

We offer Internships to give students the opportunity for relevant work experience and broad insight into the real estate industry, as well as a Graduate program of one and a half years for recent graduates which gives the opportunity to experience several of our business areas before permanent employment with one of our teams

Young Board

A group consisting of representatives from various professional teams, where everyone is early in their career. The Young Board participates in several of the company's management meetings and provides input to the management on issues that are of particular importance to the younger employees. The Young Board is also central to our social program to include and connect the same employees in professional and extracurricular activities.

Exchange/relocation

As a global organization, we work to facilitate career opportunities across national borders, either for a shorter period or permanent relocation.

Coaching/Mentor program

With us, development in the job is based on three parameters; practical experience (70%), coaching (20%) and training program (10%). Through practical experience and support from colleagues, expertise is transferred, while both local and international mentors support the development of our talents.

Network

By virtue of being an international organisation, our employees have the opportunity to join a number of different network groups regionally and globally

In addition, we sponsor the organisation UIN: Young Professionals in Real Estate, providing our younger employees an arena for networking within the CRE industry.

Hybrid office

Depending on the life situation, we try to arrange so that the employee can carry out his work in the best possible way. We operate with a hybrid office, where space is provided to work from home 2-3 days a week or for longer periods in case of special needs.

5



Work-life Balance



Work-life balance

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

- Hybrid working
- Core hours 9-15 increase the flexibility
- The employer covers a fixed salary for the father/co-parent for 2 weeks in connection with childbirth
- Parental allowance is not limited to 6K

