



# ELEVATE

A CBRE Women's Network Publication



**CBRE**



Celebrating  
10 years  
of the CBRE  
Women's  
Network



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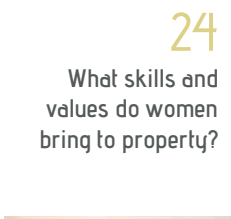
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Welcome to Elevate magazine,  
which celebrates a fantastic  
first ten years for the CBRE  
UK Women's Network.

# come

It is wonderful to have the opportunity to mark this milestone, all the more so because of the hugely motivating and inspiring contributions that have been made to this magazine.

In an industry which typically attracts more men than women, we at CBRE are proud that the proportion of female professional staff at CBRE (around one-third) is significantly greater than the industry average (13%); that percentages of female Senior Directors, Directors and Associate Directors are rising, and we now have an equal intake of female and male graduate surveyors. This is down to the determination of both the women and men at CBRE to drive change and to ensure we achieve greater diversity in our staff.

One of the many strong messages that hit me on reading the articles submitted for this publication was how much people enjoy working at CBRE, how they provide support and motivation to each other, and the extent to which so many – from graduates to Executive Directors – benefit from, and give back to, the work of the Women's Network. The enthusiasm for our sporting and charitable initiatives and their impact on everyday life at CBRE is heartening and reading of some of the endeavours, from the EMEA 5 day bike ride to the newly formed women's rugby 7's team, shows the energy and determination of our female professionals!

There's lots to be learnt from the women who have written for this magazine. Both Jo Allen and Kim Mercardo highlight

the issue that a lack of confidence may be holding many women back in their careers. This echoes my own experience in leading various teams, comprising both men and women, over the years. Women can too often hang back until they are sure they can fulfil every element of a job specification whilst their male colleagues are much more likely to go for it. Women tend not to put themselves forward for promotion or talk about their achievements, whereas some of their male colleagues don't hesitate to. It's an issue of self-belief and recognition that it is not just enough to do a good job and hope someone will notice. The message is clear – and everyone has said it – women need to have more confidence!

*There are very many exciting developments in the property industry and all will benefit from increased diversity.*

Another common theme from these interviews is the increasing importance of team working and the very specific skills that women can bring to constantly evolving teams. Alison Nimmo's wonderful article vividly describes a renaissance in the property industry – from what we are building to the companies that build it – which shows precisely why collaboration is more important now than ever before.

Reading the inspiring articles from our clients including Alison Nimmo, Helen Gordon, Louise Brooke-Smith, Ilaria Del Beato and Jo Allen brings to light quite how much the property industry has evolved during my career, and how much of that is thanks to women. As Liz Peace says, there is no job in property which is not suitable for a woman and the industry should work to ensure that nothing prevents a woman from doing a job that she wants to do.

There are very many exciting developments in the property industry and all will benefit from increased diversity. Thanks to these insightful articles we have a greater understanding of the issues and challenges that women face but also the opportunities to and benefits of increasing the number of women in the industry. Thank you to all those who have contributed and have supported our Women's Network to date. Long may it continue!

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# Creativity and Collaboration in 21st Century Placemaking

Alison took up the post of Chief Executive of The Crown Estate on 1 January 2012.

**Previously she had spent five years with the Olympic Delivery Authority (ODA) where, as Director of Design and Regeneration, she was responsible for delivering the overall design and early delivery of many of the venues for the London 2012 games. Her previous roles have included Chief Executive of Sheffield One and Project Director of Manchester Millennium Ltd. She was awarded a CBE in 2004.**

**Alison is Non-Executive Director at Berkeley Group and a visiting professor for Sheffield Hallam University. In 2014, she was awarded the prestigious Royal Town Planning Institute Gold Medal for recognition of her services to town planning and sustainability throughout her career.**

During my working life I have seen a considerable shift away from property being seen as just “bricks and mortar” towards a more rounded approach to relationships, place-making and brand. I have been incredibly fortunate to have been involved in creating and regenerating some fabulous new places, including the rebuilding of Manchester City Centre following the bomb of 1996, creating a new piece of city as part of the London 2012 Olympic and Paralympic Games and legacy and, of course, now as Chief Executive of The Crown Estate owning some of the best real estate in the UK

The property industry is undergoing fundamental changes, driven by our markets, technology and consumers. The scale and complexity of many major infrastructure and city centre schemes requires a very different approach, based on long term vision,

master planning and collaboration across many different professions. Of necessity we are seeing a lot more collaboration and partnership working. In addition, the scope of professions has expanded too as sustainability, landscaping, art and culture and public realm become vital components of any successful new scheme. Successful place-making also owes much to genuine community engagement and involvement.

With schemes requiring a great variety of skills, diversity is an inevitable and important characteristic of any successful development/project team. A great team needs clear leadership, strong management and a real culture of collaboration. In my experience women tend to be very good at understanding the chemistry of a team, bringing together the very different strands and creating the environment to optimise collaboration, creativity and results.


So the 21st Century development industry is increasingly about relationships and the customer (and if we're talking about retail, the customer's customers!). I believe that this plays well into some of the many skills that women excel in. Professional relationships are formed through networking, whether formal or informal, and networks such as CBRE's is a great way of developing professional links and friendships, whilst learning lots and supporting each other.

The other change I've seen is in the nature and corporate structure of some of the profession – in particular the traditional partnerships and firms of chartered surveyor merging to provide a more

comprehensive service offer and forming global networks. Often these less rigid company structures can be more progressive and offer wider opportunities for talent and career progression.

I've worked in both the public and private sectors and found that both offer a great variety of opportunity and learning. I've been lucky enough to work with some inspirational leaders and much of my success I attribute to early sponsorship, including from Howard Bernstein in Manchester and David Higgins at the Olympic Delivery Authority. Today, with more talented women than ever in our industry, it is encouraging to see women supporting and inspiring others. At The Crown Estate we have some incredibly capable women in their 30s and early 40s and I am determined to nurture them and enable them to find their full potential.

But there is no time for complacency. Property still lags behind many other professions and some parts of the industry – construction – literally remain very unreconstructed. As a judge for European Women in Engineering I have noticed that other European countries, particularly Germany and Scandinavia, have made considerably more progress than the UK. Nevertheless, I'm hopeful that things are starting to change. A number of the leading construction businesses that work with The Crown Estate are launching programmes of their own to develop and encourage young women e.g. Mace's Women of the Future programme which I helped launch earlier this year. Similarly projects such as HS2 have

A close-up portrait of Alison Nimmo CBE, a woman with short dark hair and blue eyes, wearing a blue and white patterned jacket and a pearl necklace. She is looking slightly to the right of the camera with a neutral expression.

**Alison Nimmo CBE**

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The Crown Estate

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a very different approach, with a relatively young and a relatively balanced gender mix (albeit at a very early stage). Construction is changing and the belief that there is no place for women in construction is just outdated and frankly bad for business.

Male or female, we are all consumers of our urban environment. The more effectively we can work to engage women in the industry, the more diversity and creativity we can bring; this can only serve to raise the standard and deliver for all of us the future buildings and places and towns and cities that we will all love and cherish.

# Implementing the Women's Network: A Platform for Support and Social Conscience

CBRE's Women's Network was created not to address a problem or right a wrong but to build on an extremely effective pre-existing network and capitalise upon that opportunity. Here, Elizabeth Thetford, Head of EMEA Legal, describes how she set up the network 10 years ago and how it has grown in that time.

In early 2004, Lisa Konieczka, founder of the US Women's Network, visited our London office to talk about the success of their network and to share the multifarious benefits available to the professional women at CBRE. Our UK Management were impressed by this initiative and asked me to lead the creation of a similar group for our business in the UK.

*I know that many women have been attracted to CBRE because of the Women's Network: not just what it does, but what it says about CBRE as a committed and caring employer. The Women's Network may have been the first, but it is now one of many initiatives aimed at making CBRE a diverse workplace and demonstrates the company's commitment to its people.*

I began by getting the support of the senior women in our business and established an advisory board composed of female directors in the business, plus our EMEA CEO and UK Managing Director. In early 2005 the CBRE UK Women's Network was formally launched and the advisory board formed. It was this group of people who, meeting each month, put in place the Network's aims and objectives, its wide ranging programme and its plans for growth.

The original remit of the Women's Network was to understand how many women the business employed and at what levels; to

hone in on individual service lines and understand the relative male / female ratios, and to determine how best to attract and retain women to meet the business' objectives. Our focus was, and continues to be, based on a pro-active, positive approach to addressing the professional needs of female employees.

Initially we concentrated on internal events for the women at CBRE; later we expanded this to include events with our female clients. In addition to the annual conference, we organised various networking evenings, often with speakers covering a variety of subjects, from internal colleagues presenting on business lines and challenging achievements, to guest speakers from the worlds of sport, journalism, TV, finance and property. For our clients, we hosted events, including fashion, culinary and sports, to provide an opportunity to foster relations outside the office

and truly get to know our client. We always sought to strike a balance between social and educational and used these events to reach out to our female colleagues, as well as clients and the wider CBRE business.

In addition, we established an informal mentoring programme in 2010, 'the buddy system', which enabled newly employed women to immediately find a like-minded contact who would help navigate the world of CBRE. We immediately found that this was particularly useful and rolled the initiative out to cover women returning from maternity leave.





Philanthropy has always been an important objective and, in addition to the obvious benefits of initiatives such as Christmas boxes for children and charity book exchanges, these have been hugely successful in bringing women together and providing them with an excellent starting point for their own networking

The majority of women at CBRE have had some positive contact with the Women's Network: unsurprisingly it has grown substantially since its launch just ten years ago. Sue Clayton, who took over the leadership role three years ago, has done a fabulous job in gaining support and involving people in the group's day to day activities.

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# The CBRE UK Women's Network

## 10 Years in Review

2005

### CBRE UK Network launched

Chaired by Elizabeth Thetford, EMEA Head of Legal. Advisory Board includes Sue Clayton, Rebecca Archer and Simon Woodhams. Launch event held at CBRE's Kingsley House office

### First female client event held

The CBRE Christmas Fair  
Rebecca Archer represents CBRE's UK Women's Network at the **US Women's Network Forum** in Chicago

1

2007

Sue Clayton **appointed as Employee Director** on the CBRE Group Inc Board

**Client events** include a talk on Sustainability by Charlotte Eddington, Liberty shopping evening and networking drinks

3

2009

Annual Conference **opened by Martin Samworth**, MD of UK, attended by 100 people

CBRE Book Exchange launched with **donations to Shooting Star**

Ardell Fleeson from CBRE's US Women's Network **speaks on** how to network

5

2006

**First Annual Conference** - introduced by Mike Strong, Chairman of CBRE EMEA, attended by 70 CBRE women

Emma Crawford attends the **US Women's Network Forum**

**Network takes off** in CBRE's regional offices and Virginia Beckett, Director in Glasgow, joins Advisory Board

2

Christmas box **collection for the Shooting Star** Childrens' Hospice

**Events** include a talk by Jane Hamilton of HSBC, **attended by CBRE men as well as women**

4

CBRE employee **Gender Diversity statistics measured** for first time

**Land Securities Director, Collette O'Shea**, speaks **at Annual Conference**

**'Buddy System'** implemented for new female staff and maternity returners

2008

2010



2011

Darcy Mackay moves to London from CBRE San Francisco and **joins the UK Women's Network Advisory Board**

**Frances Baker**, Head of Property at River Island **speaks at Annual Conference**

**Sian Tunney joins CBRE** to lead CBRE's new Pubs Team

2012

**Sue Clayton becomes Chair** of the CBRE UK Women's Network

**First regional client event held in Leeds:** pre-opening tour of Trinity Shopping Centre

**CBRE acquire EA Shaw** and Lisa Hollands becomes MD of CBRE Residential

**Bob Sulentic** becomes President & Chief Executive Officer of CBRE Group, Inc. and **addresses Women's Network** in London

**Family Friendly Working Group established.** Flexible working policies improved

Informal **promotion mentoring programme** launched by Women's Network

Suit drive held for **Dress for Success** charity and Christmas boxes for Refuge

2013

**Maternity policies improved** and **external maternity coaching introduced** for women and their line managers

**First regional client event held in Scotland** - speaker Ann Allen, Head of Property at University of Glasgow

**Dame Alison Carnwath**, Chair at Land Securities is **guest speaker** at the inaugural CBRE Annual Lecture for female clients

**Graduate intake at CBRE reaches 50:50** between men and women for the first time

Alumna of CBRE, **Ilaria Del Beato**, promoted to CEO of GE Capital, **speaks at Annual Conference**, opened by Ciaran Bird, now MD of CBRE UK

**Diversity in the Property Industry** - debate at CBRE chaired by **Damien Wild, Editor**, Estates Gazette. Panellists include Helen Gordon, Anne Kavanagh, Kaela Fenn Smith and Sue Clayton

**Emma Davies** appointed as Managing Director of CBRE Planning department

2014

2015

**Women's Network celebrates its 10th anniversary** with client party at Café Royal

**First edition of CBRE UK Women's Network magazine** Elevate featuring articles from some of the women who have made a difference at CBRE and in the industry as a whole

**1st CBRE Ladies Tag Rugby team play** in Surveyor's Sevens, drawing against industry team Hot Property

CBRE work with RICS on **Diversity & Inclusion Quality mark**

**Kaela Fenn-Smith** is the keynote speaker at the UK Women's Network Annual Conference

10

**Sue Clayton invited to join Duke of Edinburgh Women in Business Forum** meeting quarterly at Buckingham Palace

**Gender Diversity statistics** show **33% of professional staff are now female** and **28% at Associate and above**

Alison Nimmo, Chief Executive, The Crown Estate is **quest speaker** at CBRE Annual Lecture

Heidi Wade, Director in West End Capital Markets, reaches **shortlist for Women of the Future Award**

**CBRE hosts** first Henley Business School **Women in Leadership event**

**UK Women's Network Annual Conference** attended by 190 people

**Emma Crawford becomes Managing Director** of CBRE Central London Leasing

# Culture Block: Challenging Convention and Implementing Change

Liz ran the British Property Federation for 13 years before retiring in December 2014. She now has a portfolio/advisory career in property, politics and the built environment which includes non-executive roles at Morgan Sindall plc, Redrow plc, Howard de Walden Estates, Turley, Good Relations Property, Holtby Turner and EC Harris. She is also a Trustee at Peabody, the Churches Conservation Trust, the Architectural Heritage Fund and is Chairman of LandAid.

**Prior to the BPF, Liz spent 27 years as a civil servant in the Ministry of Defence and then at the soon to be privatised QinetiQ plc.**

It often comes as a surprise when I say that, in 1985, I pioneered the principle of job-sharing for women in the MOD. With today's budget constraints the public sector is not necessarily seen as a pioneering employer, and yet after the DTI initiated flexible working, other government departments were quick to follow suit. I consider myself very lucky to have been working as a civil servant when I had my children in the 1980s; also to have had the opportunity to bring this enlightened attitude to the private sector when in the 1990s I joined what was to become QinetiQ. After the initial surprised reaction and the comment, "We can't do it because we haven't done it before," I was able to work flexibly and very successfully for many years.

There is so much that companies can do in terms of encouragement, mentoring, returnships and keeping in touch days, not to mention the culture that surrounds

maternity leave. CBRE is one of the more forward-thinking property companies in this respect and I hope that others will follow.

The property sector has very many facets: there are at least ten individual professions. All of them contain women and those women love their roles. Inevitably women are better represented in some sectors (such as retail or planning) than in others (building surveying and construction) largely due to differing preferences between men and women which is entirely understandable. But sometimes the culture – or even a historic

perception of the culture – is prohibitive to women, particularly in the typically 'laddish' professions. There is a real need to make certain sectors more welcoming to women. Essentially the industry should work to ensure that nothing prevents a woman from doing a job that she wants to do.

Properties are the building blocks of our society and I often find it ironic that although at least 50% of end users of properties are women – in fact women are more likely to frequent shops and often make the buying decisions in residential property – historically women

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I'm delighted that the property industry is successfully embracing gender diversity, albeit not before time. Fundamentally the industry is excelling at female recruitment, but many women still don't have an incentive to stay within the industry during those vital child-bearing years.

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have had very little role to play in their creation. I'm not sure I've visited a shopping centre designed by a woman; I think not, or the layout might have been very different and, dare I say it, better suited to its purpose.

Gender diversity has to be a top priority for the property sector and I make no excuse for prioritising it over other diversity issues. I strongly believe that when we have gender diversity, other, broader, forms of diversity will follow. I am very pleased to be involved in Real Estate Balance and in the RICS's diversity initiative and I hope that the BPF will play a part in both of these.

There are no actual barriers to entry for women in the property industry, just cultural barriers. I don't believe it's a sexist industry and the women that work within it love their jobs. Let's focus on changing mind sets, facilitating the flexible working that has existed elsewhere for the past three decades and ultimately giving more women the opportunity to join this fantastic industry.

**Liz Peace**  
Former CEO at The British  
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# The Women's Network and its Multitasking Support System

**Claire Taylor, Associate Director in CBRE's Retail Valuation Advisory team explains how the Women's Network was instrumental in the transition between motherhood and work.**

I joined CBRE as a graduate back in September 2007. That seems a world ago now; during the last seven years I have experienced an economic recession, the aftermath, and the recovery. I've also got married, had two children and moved house twice.

In a professional capacity I've only known CBRE; I joined on the graduate scheme with around forty others, many of whom are still close friends and colleagues today. I started in Investment Valuation and spent my second year in the then Out of Town Retail team covering aspects of both professional and agency work. Once qualified, I took a permanent role in the Out of Town Retail Lease Consultancy team and a year later returned to Valuation for a role in the Retail Team. I spent the next couple of years valuing shopping centres before finally finding my forte. I still sit within the Retail Valuation team but today concentrate specifically on Out of Town Retail, providing both bank loan and investment valuation advice to clients with specialist retail funds.

I got married in May 2012, and like many of my female counterparts was looking forward to starting a family, though I was also enjoying my career. Before getting married I had never given any consideration to the impact of family life on my career progression. I, like most, was determined and ambitious and firmly believed that both a successful career and a family life was achievable.

I have been fortunate to have been on the Board of the CBRE Women's Network for

several years. The Network has provided both the forum and platform to help bring about very positive changes for women in the company. One of the Board's main preoccupations is with retaining female talent within the business. For women, having a family is often seen as pausing if not a stopping their careers. The company, with the help of the Women's Network, has actively sought to find solutions to support women before, during and after their return to work with specific maternity coaching through the provider Talking Talent.

For me one of the most significant of these was the implementation of a new maternity policy in May 2013. The Women's Network was integral in pushing forward the introduction of an enhanced maternity policy, one which actively supports women financially while they are away on leave.

On a personal level I have now been fortunate to receive the benefit of the new maternity policy and coaching twice. I had my first son, Harry in June 2013 and recently gave birth to my second little boy, Charlie, in February this year. I returned to work when Harry was seven months old on a part time basis and found real benefit from the coaching and support provided by CBRE.

Having one child, let alone two, changes everything! I always knew I would want to go back to work, but it was a shock to my system at first. Every day required huge amounts of organisation and that was before 9am! I also found my self-confidence suffered having been out of the workplace for a number of months. The internal

support I received from my colleagues, and the coaching, was invaluable in helping me get back up to speed. CBRE allowed me to return flexibly at first and leave in time to collect Harry from nursery. I was trusted to complete my work and fulfil my role outside of office hours when required. Having listened to many mum friends discussing the difficulties and lack of flexibility they faced on their return to work, I realise I have been fortunate with the level of support I've received from CBRE.

In this age it is increasingly unusual for people to picture a career with just one firm. However, CBRE has been an important part of my professional life for nearly eight years now. The fact that it has supported me through some of the most important phases of my personal life too is significant. I feel a loyalty and that loyalty is key to retention. Charlie is only six months old at the moment and I'm enjoying my time off as a mummy. However, I know I will want to return to work and I'm confident and assured that CBRE, with the help of the Women's Network, is committed to supporting my return, and my future career.

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# Co-operation and Collaboration: the Renaissance of the Property World

**Helen's CV alone could fill two pages: Group Property Director at Railtrack, Managing Director of John Laing Developments, Property Director of Legal and General investment management's life fund, Global Head of RBS's distressed property arm (West Register), Global Head of Real Estate Asset Management at RBS and soon to be Chief Executive of Grainger Plc.. In this article, Helen addresses some of the key issues facing women in property.**

## **Access**

I am a trustee of the College of Estate Management, a higher education institution which provides courses through distance learning. The courses are extremely popular among women working in the property industry in a support role and are keen to gain property-specific qualification and progress up the career ladder. The opportunity to do a course remotely, often while working, suits mothers and the results can be life-changing. It is very heart-warming to witness women attending award ceremonies, often with their children present, and then making progress in the industry.

## **Networking**

Networks are incredibly important and I have always been delighted to attend and speak at events.

Having worked in the property industry for over three decades I have very clear

memories of men-only clubs where deals would be discussed behind closed doors in smoky bars. Things have moved on considerably since then, thank goodness, largely due to the professionalisation of the industry. One of my first impressions of the property sector in the 1980s was how a discipline which relies so heavily on facts and figures had so little reliable information. It's hard to imagine today, but much of the property data and other important statistics then came from discussions in gentlemen's clubs – a far cry from the excellent databases we can rely on today. It is only right that there should be less reliance on networks for data but there is certainly a role for networking, both formal and informal.

As a result of my earlier experiences I am not naturally inclined towards gender-specific clubs, but that said, my experience of women's networks has been a positive one. Ironically I think that they work best

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Having worked in the property industry for over three decades I have very clear memories of men-only clubs where deals would be discussed behind closed doors in smoky bars. Things have moved on considerably since then, thank goodness, largely due to the professionalisation of the industry.

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For many women, the lack of flexible working is a barrier to them seeking or pursuing a career in the property industry. When I have created teams I have always tried to be supportive in allowing flexibility for working mothers.

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when men are welcomed too! It's a great opportunity to raise awareness of the issues and to demonstrate a commitment to working together effectively.

#### **Collaboration**

There is no doubt that leadership benefits from mixed teams, whether that mix relates to the skills, the demographics or the roles of those involved. Problem solving is a large component of my current role and achieving a good blend in both ways of working and in ways of thinking is invariably instrumental in achieving a solution.

#### **Inspiration**

There have been some very successful women in the real estate sector. Many of us looked up to Honor Chapman, the founding CEO of Think London. Anne Kavanagh of AXA and Jenefer Greenwood, also friends from whom I've learnt a huge amount during my career. Inspirational women outside the sector include Baroness Brenda Dean, the first woman trade union leader who made huge advances for women in a very difficult industry.

The property industry has been slow to fully accept and facilitate roles for women at the highest levels but this is gradually taking shape. The industry has been responsive to its environment and as its client teams have increasingly reflected diversity in society, so too has the property industry.

#### **Breaking barriers**

It took me until my 30s to understand that I could make progress without asking for permission. Following that realisation my career has been most enjoyable, working alongside successful men who have allowed me the freedom to make my own decisions.

For many women, the lack of flexible working is a barrier to them seeking or pursuing a career in the property industry. When I have created teams I have always tried to be supportive in allowing flexibility for working mothers. On one occasion I had a team of women, many of whom were anxious about picking children up from nursery but were reluctant to say so. By encouraging a new father to work flexibly I demonstrated that flexible working was not a problem and that the team functioned more successfully as a result. This is very popular at RBS and in fact we have more men working flexible hours than women.

I am aware that the banking industry has more women at higher levels than the property industry, and yet the pressures are not dissimilar. This tells us that the property industry can address the balance. Undoubtedly accommodating flexible working can be difficult for smaller teams but larger property companies are making swift progress in addressing the issue. CBRE has gone further than most in encouraging diversity and I feel sure that many others will follow its lead.



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# Managing Funds and Family

Hannah Marshall is Senior Director at CBRE Global Investors and Fund Manager for the CBRE UK Property Fund. She was appointed to this position in February 2014 after working both as Head of GMM Investor Services and as a Portfolio Manager. Hannah joined CBRE Global Investors in June 2006 when it acquired Oxford Property Consultants (OPC).

As a Senior Director at CBRE Global Investors by the age of 30, you are one of the youngest in that role. What has enabled you to get to this level so quickly?

When Oxford Property Consultants merged with CBRE Global Investors almost ten years ago, I was a senior analyst within a team of just three. CBRE Global Investment Partners now has over 70 people globally. Being within a very small team without any hierarchy, I had a lot of responsibility from an early point in my career which has been invaluable.

Fund management is traditionally a very male-dominated sector. What role does gender diversity play?

The best teams are certainly those which have some diversity within them. Women tend to be very good at empathy, organisation and collaboration but ultimately I think that a good team is one which offers the right blend of characteristics. My team works well because each of us has complementary skills and my intention when hiring is to look to those who challenge and complement us.

I think that clients like to see a mixed team too, and although many still accept that property is largely composed of middle aged, middle class men, clients from the public sector in particular are keen to see more of a mix.

In addition to having progressed very rapidly to your current level, you've had two children. How has this impacted on your career?

I've got two girls, so have had two sets of maternity leave – nine months for my first and seven months for my second. After my second maternity leave I returned to work part-time for two months, working three days per week.

Although CBRE Global Investors was very supportive of me working part time, I found it quite hard to tune out of one role and into the other. Working full time certainly suits me better, but I couldn't have done so without a very supportive husband and mother who help share the responsibility for the girls.

Do you think that more needs to be done to increase the number of women working at higher levels within the property industry?

I think that the diversity agenda is important and it's great that initiatives such as CBRE's apprentice scheme are doing a lot to promote this. But I'm not a fan of positive discrimination: promotion should always be done on merit and not to fulfil a quota.

I do believe that companies should think about how to support the middle ranks as so many women leave the

property industry at this stage, usually to have children. But it's as much about supporting men as women and is very much a personal decision.

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Accomplishing the Accomplished:  
Developing Talent  
and Refining Results



As the Head of Talent, Learning and Diversity for EMEA, Lena Ubhi's role is to develop individuals and provide solutions that empower people to achieve exceptional client outcomes and have fulfilling careers at CBRE.

**Here she demonstrates, both on a micro and a macro level, what CBRE is doing worldwide to strengthen and grow its female workforce.**

The constant evolution of CBRE and the industry continues to provide me with great opportunities to progress my career. I am now the Head of Talent, Learning and Diversity across EMEA, and I am a member of the Global Talent, Learning and Diversity team which is giving me the opportunity to lead global projects.

regarded throughout CBRE, and echoes the Americas and Asia Pacific networks. It is widely known that as an industry property is behind other professional services firms in terms of gender diversity, however we are progressing in the right direction and we are not alone in pursuing initiatives to develop and promote women.

Both formal and informal networks are very important to me. I am a member of the Managing Partners Forum (MPF) and sit on the committee for MPF's Knowledge

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During my 10 years at CBRE I have seen the business change and grow tremendously, and inevitably my role has changed too. I joined CBRE in 2005 as the UK Learning and Development Co-ordinator having completed an MSc in Occupational Psychology and worked for a training provider for two years.

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On a day to day basis I sit within the EMEA HR team, where I spend my time developing regional and global strategy, working with business leaders to develop talent, carrying out succession planning, and designing and delivering new programmes. My role in the business is to develop world class people and provide solutions that empower our people to achieve exceptional client outcomes and have fulfilling careers at CBRE.

To attract and retain women we launched IMPACT at the end of last year, our first global leadership programme for women, with Mike Lafitte as the executive sponsor. The programme is aimed at developing women for leadership roles by providing both individualised and group development. We also ensure during succession planning for senior roles that we are recognising women among those who are identified. The Women's Network in the UK is highly

and Learning network. Networks provide me with exposure to best practice in world class organisations that I can then bring back to CBRE, and personally they keep me informed of the latest developments and innovation within my area of work.

For women in property today it is important to remember that the industry has changed and continues to do so. Therefore, focusing on being yourself and the qualities that you personally bring to the business rather than altering who you are to fit into the industry is imperative. Understanding and focusing on your strengths will help you throughout your career.

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Building on Venus and Mars:  
the Value of Gender  
Collaboration



Jo started her career at Richard Ellis (now CBRE) where she qualified as a Chartered Surveyor and worked until joining Frogmore, one of her clients, in 1994.

**Today, as Chief Operating Officer, Jo is responsible for the day to day running of the company and oversees all Asset Management and Development activity post acquisition.**

**During Jo's time at Frogmore, the company has evolved from Plc to private property company and, since 2006, is exclusively the manager of private equity real estate funds. Consequently, Jo now spends a significant amount of time travelling internationally to raise equity for the business.**

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My experience is that people are judged on their achievements, not on their gender. Unquestionably, gender balanced teams can achieve more than a single sex group: people think differently, they bring different skills, and collaboration is more effective. This is true of any aspect of diversity – the better the mix; the better the results.

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Real estate is an exciting and vibrant industry with huge opportunities available to those who are hardworking and ambitious – regardless of their gender.

That hasn't always been the case though. At Bristol Poly in the 1980s I was one of only five women studying surveying among 80 men. From my point of view the reason why women are under-represented at the top of the industry today is simply a numbers game: there just weren't that many women choosing real estate as a career path 25 years ago. The perception that surveying was all about bricks and mortar didn't appeal to girls. Careers advice was limited in its scope and recommended traditional, often less challenging roles, for women. Very few were aware of the variety of opportunities that real estate presented.

If that was a glass ceiling, it was the first and last I have experienced in my career. Joining Richard Ellis as a graduate trainee in 1988, I was pleased to find that approximately a third of us were female, and that today at least half of all new entrants are women.

Differences need to be treated with respect, just as they are in social settings. There also needs to be an awareness of differing characteristics. If I was to pinpoint a difference between men and women, I'd say it's about self-belief – given a job specification with five requirements men will, typically, ascertain that if they can meet three of the five requirements, they are perfect for the role and will apply; whereas women will conclude that if they can only achieve four out of five they should not pursue the opportunity. To meet today's rigorous demands, women must have faith in their abilities and communicate their skills effectively.

That said, expectations must be realistic. If women are disadvantaged in our industry it is because of the relentless demands that women make of themselves. The careers

advice of the 1980s has swung in the opposite direction, with women expecting to achieve the highest levels professionally, as parents and in all other aspects of life. An important but often overlooked skill is the ability of individuals to make the right choices and to aspire accordingly. To choose to achieve 100% success in everything is not always realistic and a balance has to be struck.

The property industry has been very successful in using parental leave and flexible working arrangements (for either parent) to meet the needs of modern women. I'm glad to see that continues to improve, particularly thanks to initiatives such as CBRE's Women's Network.

Today it is possible to be a senior professional working part time hours – something that certainly wasn't envisaged at the start of my career – and this will invariably help attract women to the property industry. And as more women enter the profession, we will, in the not too distant future, see parity at the top.

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# What *skills* and *values* do women bring to property?



**Jo Winchester**

Senior Director, Valuation Advisory (National)

“Women are more tuned-in to **work life balance** and the needs of team members to balance their lives, and see this as more of an issue than men do.”



**Rebecca Archer**

Senior Director, Central London  
- Midtown & Southbank Office Leasing

“Good people skills, **empathy**, they care for and nurture their teams. Good communicators, trusted advisers, **hard-working** and **diligent**”



**Liane Smith**

Director, Valuation Advisory  
(Specialist Markets)

“In the main, collaborative and supportive working and disdain for workplace bullying. **Recognition that work is important though not exclusively so.**”



**Virginia Woodger**

Associate Director, Valuation Advisory

“Skills and values are particular to the people who possess them, and are not necessarily characteristics of one’s gender. But what **women do bring is a different perspective**. Any organisation that capitalises on the broad backgrounds of its workers and their particular skill sets is only going to benefit.”



**Lynne Keenan**

Director, Asset Services

“Women are generally very intuitive, they care and they have a natural desire to keep everyone happy... We are **multi-dimensional** and harnessing this along with the ability to multi-task will produce great results.”



**Kate Brennan**

Director, Valuation and Advisory Services

“Women’s communication skills can **foster open, trusting and strong relationships**, crucial to maintaining being a “trusted advisor”. Women are naturally inclined towards being good multitaskers and being organised in their approach to work. Finally, women tend to be **good at reading emotions** - whether this relates to an unmotivated colleague, an anxious APC candidate or a difficult client.”



# A Spirited Approach to Raising the Bar

Following a degree in Estate Management, Siân's first role in property was in the Licensed and Leisure team at Conrad Ritblat (later Colliers). In 1995 she took up an opportunity to develop a pubs business in London. Moving to CBRE in 2011, Siân has developed a successful career in this highly specialised area.

Although I chose to specialise very early in my career, I have never regretted it. At an early stage, I took on a significant challenge in developing a pubs business and after a difficult first year, the risk paid off, gaining both market share and a great reputation.

In 1999 I had my first child, followed in 2001 by a second. I worked three days a week while the boys were younger and thoroughly enjoyed the balance of work and home. As they grew older I took on more responsibility, taking on the role of head of the Licensed and Leisure team at Colliers in 2008.

In 2011 I felt it was time to challenge myself again, having worked for the same company for 23 years. When CBRE offered me the role of heading up the pubs business I moved over with five of my team from Colliers. I saw CBRE as market-leading, with a great reputation that could benefit the service that I provided to my clients. Boy was this a challenge! I was out of my comfort zone and looking at things in a different way; it wasn't easy.

Thanks to the wider perspective that CBRE offers, I have learnt so much and have worked on some amazing projects. The range of services offered, the quality of advice given and the level innovation provided is phenomenal. In particular, I have really enjoyed working with colleagues at the top of their game in different sectors.

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Throughout my career I have tried to be open to new ways of thinking, to learn and grow, but this isn't always easy. That said, it's the reason I still find the work I do so interesting. Interesting isn't always easy but it isn't boring either!

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## Siân Tunney

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# What can women do to *advance* in property?



**Beth Molloy**

Human Resources Manager

“Find a good sponsor and/or mentor to support you in your *career aspirations*”



**Kim Mercado**

Global Director of Operations, Research

“Be yourself, be confident, be proactive and make your own opportunities. *Speak up!*”



**Lorna Walker**

Associate Director, Private Clients

“Have a confident attitude and *believe in yourself.*”



**Emma Davies**

Executive Director, Planning

“*Be brave* – it is sometimes daunting but the reality is far less daunting and very rewarding. Think about perceptions – from a set of behaviours through to a client presentation – *we need to look at every issue from both a female and male perspective.*”



**Jo Winchester**

Senior Director, Valuation Advisory (National)

“I have never felt inferior or at a disadvantage as compared to my male counterparts. Networking is part of the solution – using pockets of people to spread out like a spider’s web to *communicate and to share opportunities and expertise.*”



**Lynne Keenan**

Director, Asset Services

“*Work hard and deliver a consistent and reliable service.* This will build trust and create a client following. Be a great team player; win the support of colleagues and peers and build a reputation in the industry for being the best.”



**Virginia Beckett**

Director, Capital Markets (Glasgow)

“*Team up and support each other.* My recent experience of mentoring a colleague through her promotion was hugely rewarding.”



**Kate Brennan**

Director, Valuation Advisory

“For any young surveyor, including young women, you need to be unafraid to proactively manage your own career. Don’t expect promotion to just happen – stand up for yourself, put a case forward, *justify your strengths* and don’t be afraid to ask. What is the worst that can happen? *Don’t undersell yourself and accept second best.*”



**Sian Tunney**

Senior Director, Valuation Advisory  
– Specialist Markets

“*Don’t try and be something you’re not,* leverage the value you bring by thinking differently and having a different approach.”

# Building Blocks of Support to Develop Strong Teams

Lorna Walker, who has progressed from Graduate to Director at CBRE, often operates in an almost exclusively male environment, but the Women's Network has helped her build a wider network and provide inspirational female role models to look up to.

I am a Director in CBRE's Private Clients team, working across all sectors of UK Capital Markets – doing a job that I thoroughly enjoy with a team that I love being part of. My role allows me to work across the business transacting a huge variety of assets from the iconic Madame Tussauds in Central London to a £700 million portfolio of Travelodge hotels and pubs nationwide.

Above all, I am proud and privileged to be part of a diverse company which has allowed me to flourish and build client relationships and to develop my skills and experience. In part this has been thanks to the Women's Network.

I've been involved in the Women's Network throughout my career – contributing to initiatives such as the review and overhaul of the company's maternity policy and the creation of the informal promotion-mentoring scheme. I've met so many wonderful women across the industry who have been a real inspiration. My ambition is to put ourselves out of business; in another 10 years' time (or sooner if possible) I would love for gender issues to be irrelevant in property, leaving much of the work of the Women's Network redundant!

However, there is no doubt that women's skills can be different to those of their male counterparts. Diligence and organisation,

multi-tasking, and collaborative working are essential skills that women can bring to a team. I try to offer a supportive environment and encourage this among both male and female colleagues, especially as I have personally benefitted from this throughout my time at CBRE. And I have been privileged to learn from some fantastic role models.

What women sometimes lack is confidence and self-belief. I have worked in otherwise exclusively male teams and chaired otherwise exclusively male meetings. In these situations, being a woman in that setting is not something I focus on – getting the job done is what matters.

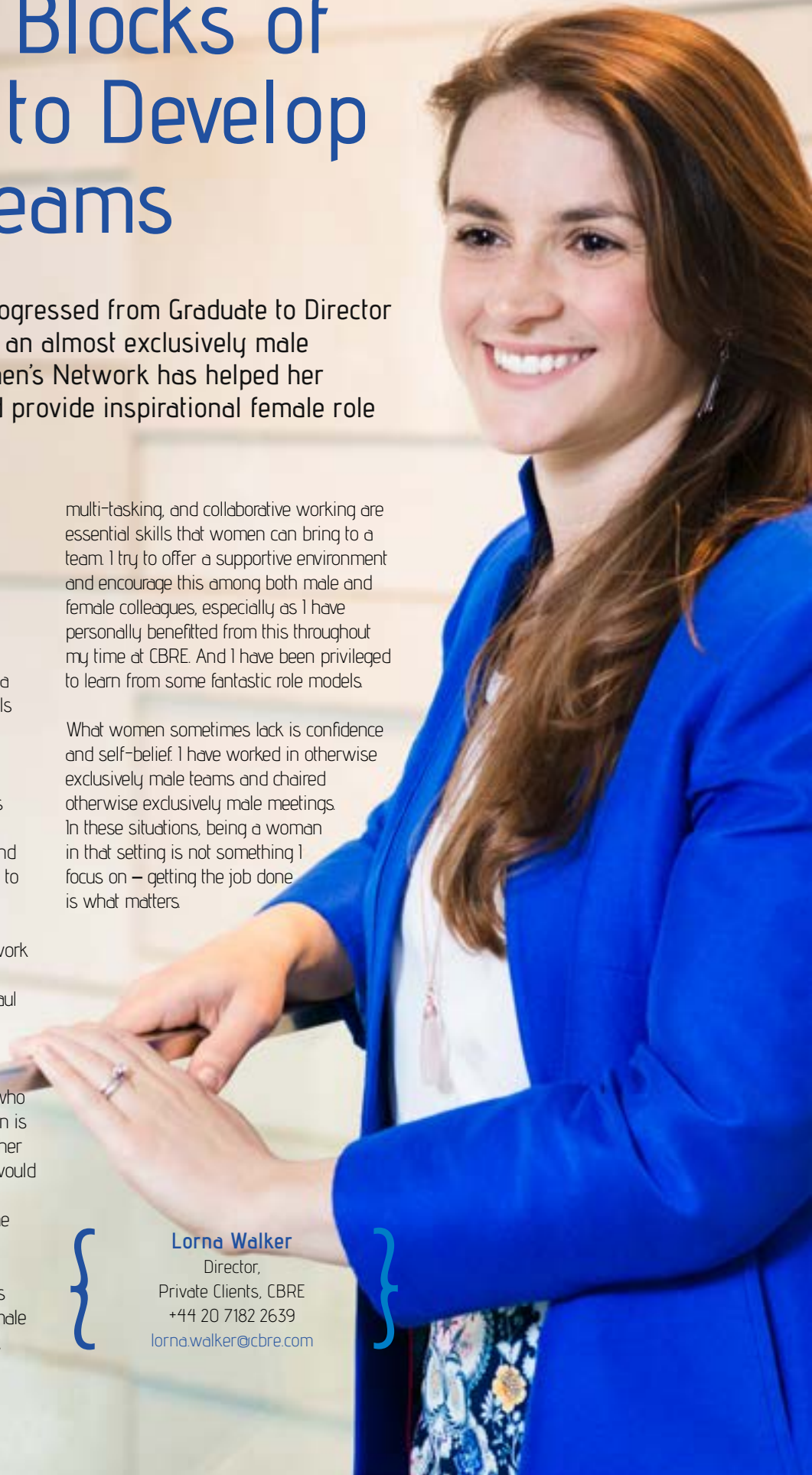
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# The Art of the Achiever



Ilaria has a 25-year career in the real estate industry, the past 10 of which have been spent honing her skills leading and managing large teams and businesses. For the past two years she has managed GE Capital UK Bank. Ilaria's success has been based on her willingness to embrace challenges, as she describes here.

Throughout my career, I would say that I have actively sought challenges as a way of progressing both personally and professionally. Taking the tougher assignments has been a perfect way of keeping interested and engaged in both my current job and future career path. I think that most people, particularly successful people, perform best under a bit of pressure.

As you work through challenges, as I have done in my career – leading a business through the financial crisis, restructuring an organisation to outperform the marketplace, and taking difficult decisions to sell underperforming businesses/portfolios – you exponentially increase your value to your boss and business leaders... and your value to a potential future employer.

As I talk to female colleagues, or at women's networking events, I find myself consistently revisiting the theme of not limiting yourself.

Women must release themselves from the mind-set that if they don't know how to do every single part of a job, they can't do it. Instead, they must understand that they have transferable skills and can learn on the job – this enables them to cross businesses, industries and roles. The proof? I took this advice myself when I transitioned from leading GE's UK Real Estate business to lead the GE Capital UK Bank, a regulated corporate lending business.

Generally, women are valued for their expertise and ability to execute a given task. However there are occasions where we need to put our game-face on... the saying I remember is "Fake it 'til you make it". Women don't do enough of that!

*Sitting back and not accepting challenges not only means that your career will not flourish, but you will become dissatisfied.*

Managing your career is your responsibility, and if you can do it right, you will get a lot of satisfaction from it. The output of managing your career successfully is not only that you will rise and get appropriately remunerated, but you will also get a lot of pleasure from it. Sitting back and not accepting challenges not only means that your career will not flourish, but you will become dissatisfied.

In addition, and this is the sisterhood bit, women have a responsibility to other women: if you are given an opportunity, you need to make sure you do the job well, to the very best of your ability. And, as you hold more senior positions, you have

an opportunity – and a responsibility – to challenge organisations to give women equal opportunities and, on occasion, pull talent through the organisation where they may not necessarily have been recognised straight away.

It has been great to follow CBRE's Women's Network over the years and support its ongoing success.

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# The Driving Force of the Human Resource Vehicle

Beth Molloy, HR Manager at CBRE, describes how the HR team has worked alongside the Women's Network to achieve an above average, and growing, representation of professional women.

From motors to pharmaceuticals to real estate, most of my career has been in Human Resources. Having qualified as a trainer in office skills I spent nine years teaching evening classes to students by night while enjoying an HR role by day.

'No two days are the same,' is something that surveyors say to explain their passion for property, and it's the same in human resources! The variety is definitely part of the attraction – from working with an employee to putting together a career development plan, to advising a department head on a TUPE transfer; from organising a focus group to considering feedback from the employee engagement survey, to reviewing analytics to ensure that we are achieving our strategic growth targets.

## *Professional women employees*





*In my role at CBRE, there are two other important focuses for me: CBRE's diversity and inclusion agenda, and fundraising. Both of these enable me to broaden my network, which is key to developing new knowledge and skills, thereby contributing more to the company.*

Now in its sixth year, the CBRE EMEA Five-Day Charity Bike Ride is a very popular event for employees, their families and friends, clients and contractors. As a support van driver, every year I enjoy making extended contacts while also helping Plan International assist girls in Sierra Leone. Linked to this I co-ordinate raffles and cake sales which has raised some £50,000 over the six years.

While the number of professional women in property has slowly increased and represents 13% of the workforce, I'm pleased to say that we have more than double that representation (33%) at CBRE. The Women's Network and our HR initiatives have played a part – we're clearly heading in the right direction and are continuing with vigour.

Recognising the importance of attracting and retaining women, and the establishment of the Women's Network ten years ago marked the start of CBRE's diversity journey. Some of our initiatives include: ensuring that members attend graduate recruitment events and personally welcome new women graduates (who now represent 50% of our graduate intake), client entertaining targeted at women, promotion coaching for women by women, and reflecting the diversity of our clients in our pitch panels. Maternity leave is a critical time to lose women from the industry and so we have introduced enhanced maternity benefits (three or six months full pay depending on service), maternity coaching for both women and

their line managers before, during and after maternity leave, flexible working, enhanced paternity leave and shared parental leave.

We are embarking on a significant journey on diversity and inclusion which is a really exciting time for CBRE. We've been working incredibly hard over the past couple of months, looking at our overall strategy and approach on how we bring this initiative to the forefront and communicate the business benefits. This includes the importance of women in managerial and senior leadership positions and we're going to be using specialist programmes to develop in this area. We will also be looking at the way in which we engage with and attract women into the profession, be it graduates or experienced hires.

We also want to be able to measure our success, and have engaged a number of specialists in the field of diversity and inclusion to ensure that our initiatives are thoroughly monitored, analysed and evaluated so that we can excel in attracting and maintaining a great workforce.

I'm passionate about my work on this and am confident that together we can make a real difference to our business and our industry.

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# Delivering Diversity and Denouncing Discrimination

Louise established her planning practice 20 years ago, having worked for Birmingham and Coventry City councils, Bryant Homes and Debenham Tewson Cheshire (now DTZ). She is a visiting fellow at Sheffield Hallam University; she sits on various UK Government policy and advisory boards, and has represented the RICS on disaster resilience issues at the UN and World Economic Forum. In June 2014 she was appointed Global President of the Royal Institution of Chartered Surveyors, representing over 100,000 chartered surveyors across 146 countries.

Louise Brooke-Smith was the first female president of RICS but is adamant that she did not stand as a female candidate, rather as a candidate who happened to be female. "My being a woman was not the remit on which I was elected," she says. "And I made it very clear at the time that anyone voting on those grounds should think again."

Global presidential visits have demonstrated how historic and cultural perceptions in the UK have stifled diversity, and how much can be learnt from other countries – from Germany and Scandinavia to Singapore and Brazil.

The RICS's diversity agenda extends beyond gender, including demographic, ethnic and

women can achieve on their own merits. The multi-faceted diversity drive is positive and proactive.

Visible Women lunches promote women as spokespeople for the industry. The Inclusive Employer Quality Mark promotes best practice, helping ensure the highest levels of quality service and giving a competitive advantage to those who sign up.

*Surveying the Future is aimed at getting more women and minorities into the pipeline towards board level through a variety of means, from enlightening schoolchildren to encouraging companies to offer mentoring and coaching.*

Louise is conscious that her appointment – after no fewer than 147 male presidents – is a historic departure for what has been regarded as a 'pale, male and stale' industry. It is no coincidence that of the three core areas of her presidency, all personal passions, one is diversity – the others being Africa and planning. "Diversity isn't just a passion for this year of presidency, it's an ongoing priority. Each year, the property and construction profession welcomes and loses over 400,000 employees – a skills gap significant enough to threaten the future viability of our industry. We must address the diversity issue, and quickly."

sexual orientation. "Without a diverse industry, we are a dead industry," Louise warns. "We need to attract people or they will be attracted elsewhere. We need a balanced workforce with different backgrounds, cultures and communities to reflect client diversity. Diversity of people creates diversity of thought and is instrumental to creativity, collaboration and growth. All sectors within the property industry are open to all groups, but we need to work on getting that message across."

'Patronising' positive discrimination towards women is not the RICS approach: as Louise and so many others have demonstrated,

The RICS Diversity and Inclusion Conference enables property companies to better reflect the client market; achieve the tipping point of 30% in gender balance at board level; attract, retain and improve talent through improved performance, innovation and productivity; develop an organisation suitable for the RICS Employer Quality mark, and learn how to manage an inclusive approach.

The introduction of these pro-diversity initiatives is having an impact. "When I started in my career over 30 years ago, just 2% of chartered surveyors were female," Louise notes. "When my period of office began in 2014, 12% were female, and that figure is now nudging 16%."

It is no surprise that Louise is the recipient of some prestigious accolades: she has been named Outstanding Woman in Construction by the Women in Construction Awards and





was a national WOW (Women on Their Way) winner in recognition for her achievements in the property sector

Asked her view on such awards, given that they have an air of positive discrimination about them, Louise comments, "It would be nice to see a day when female-only awards aren't necessary because we've achieved true equality, but in the meantime it's great to be able to mark and to celebrate the achievements of women who are instrumental in changing the sector"

The gender diversity drive is clearly working, at all levels: 50% of students on property courses are female, and in two years the RICS will have another female president in Amanda Clack. Intentional or otherwise, having a president who happened to be female has been good news for the industry.

**Dr Louise Brooke-Smith**

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# The Glass Skylight

Lisa joined EA Shaw in 1998 to set up a residential team, within a multi-disciplined chartered surveying business (originally established in 1899). 1 year in, Lisa was made the first and only female Equity Partner in the company, growing a team of 35 residential staff and over 50 residential development instructions, specialising in mixed use schemes, development consultancy, disposals and acquisitions, agency sales and lettings, marketing and branding strategies. Lisa has been married for 14 years and has two boys, aged 10 and 12.

In 2012 CBRE acquired EA Shaw and Lisa became Managing Director, Central London, Residential at CBRE.

**WN:** You spent the majority of your career at EA Shaw, joining CBRE when it acquired EA Shaw in November 2012. How do the two companies compare?

**LH:** The companies are quite similar in that both businesses have well established brands and market reputations in the commercial (b2b) market, and one of my first priorities was to leverage off this branding and get the residential brand also communicating to a domestic (b2c) market. Also, in both cases my role has been to build a team of residential experts who are exemplary client advisors and brokers in the London residential market, with an explicit understanding of mixed use, place making and how to give value adding development advice and the ability to positively influence clients. At EA Shaw the focus was also on revenue growth, and with the help of my incredible team, we grew this between 100 and 200% every year, for 14 years. In my 2 ½ years at CBRE we have sustained an average 174% pa revenue growth. The benefit of being at CBRE is that it is a much bigger platform, which will enable us to continue to diversify into new markets and opportunities and also develop the careers of our staff, which is of utmost importance to sustaining and developing the best talent.

**WN:** You took on your first management position aged just 20 and headed up a brand new start-up agency business at 22. You've risen to the top of the profession rapidly. What has driven you throughout your career?

**LH:** I have actually been working for nearly 30 years! Taking on challenging roles, has been a common denominator from the start of my career. I have either grown revenues from zero, turned failing offices around or grown revenues at very high rates. I learnt very early on in my career that it is possible to achieve ambitious business outcomes by recruiting and developing a great team, having a clear vision, thinking creatively, not being afraid of making decisions or identifying issues, combined with providing exemplary client service and care.

I strongly believe that everybody in business has to take control of their own destiny – and with a clear vision can create opportunities for themselves and the business. Doing well in business is all about being focussed on what you want to achieve, being what I call a 'value-add' person and then ensuring you deliver against your own goals. People should not be afraid of challenging what a business is doing or how it is doing it – burying heads in the sand is not my idea of value add!

**WN:** Commercial agency is still perceived to be a very male-dominated sector; would you say that this is also true of residential agency?

**LH:** There is increasingly less distinction between residential and commercial. Agency, whether commercial or residential, still has a senior level male/female ratio of 10:1, so I am very used to working with men.

**WN:** Is it an issue for you that there are many more men than women in your sector?

**LH:** I think the most important thing in the residential business is to have a well-rounded team, who work well together and bring out the best in each other. It is important to have a range of skills amongst the team and to allow flexibility of styles. I quite often use the analogy of a football team for a resi team – we need a whole range of players, with different skills – and of course some great goal scorers! I love helping and watching people develop in business and it is one of the most rewarding aspects of my job – seeing young people flourish in to successful senior business people makes me very proud. So whether they are a man or a woman does not really concern me – it is more attitude and approach that is important.

**WN:** Why would you say there are so few women in agency?

**LH:** On a junior level there is a very good representation of women in agency teams, but sadly many don't stay after having children. Agency can be tough, both mentally and physically, with long, unpredictable days. It's tough having to balance having children, looking after a house and childcare. I think that very often it is hard to combine the two. I also don't think women should feel pressurised to return to work; being a mother and bringing up and developing

your own family is a huge job in itself and massively rewarding – sometimes the grass can seem greener on the other side!

**WN:** So would you say that it's harder for a woman to re-enter the property industry compared to other industries?

**LH:** The residential business has ever-changing market conditions and trends, which are fairly easy to track, or pick up on if a woman has been out of the market for a period of time, even many years. However, if anyone takes a long period of time out of a business, then they have missed out on that period of time for further developing their own skills and experience, as well as maturing relationships with their team and clients. Having said that, I have seen women re-enter the residential business very successfully, they just need to remain focused on getting back up to speed with their colleagues and clients as quickly as possible.

**WN:** What more should property companies do to encourage women to return to work?

**LH:** The best thing that companies can do is to offer flexible working and a positive attitude towards women who are not necessarily able to work long hours in the office. Many women struggle getting in to an office when they have childcare or school drop offs and pick-ups to juggle. Working in London, commuting, visiting building sites/developments and managing client relationships can be physically, as well as mentally, demanding and women should definitely not be made to feel guilty for requesting flexible working hours or part time, or even working from home.

**WN:** If there is a glass ceiling, clearly you've cracked it. Does it still exist at all?

**LH:** I believe that a glass ceiling is self-imposed. For me it's all about identifying new opportunities and making them in to reality. The moment I stop seeing the opportunities to develop, diversify and grow, I guess is when the ceiling has been hit. Male or female, it is the same for both.

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# Welcoming the Next Generation of Ambitious Girls

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*The first female among 11 apprentices, Jessica Neale, who is currently working in CBRE's Valuation Advisory team, is a member of the Women's Network Advisory Board, representing the apprentices and graduates.*

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I am 19 years old and in my second year on the CBRE Apprenticeship Scheme

Prior to starting my apprenticeship, I was at Chatham Grammar School for Girls where I passed 14 GCSEs and AS-levels in maths, history, biology and PE.

Property interests me because it is such a huge part of our society and constantly surrounds us, with so much variety. Almost everything we do somehow involves property. However a minority recognise how important it is.

To get a better understanding on what a career as a surveyor would entail, I applied for a week's work experience at CBRE. I learnt

that surveying is a vast profession, and branches off in so many different directions. Everybody at CBRE had a particular specialism and I was given the opportunity to learn from many of them, as well from various presentations and conferences. This particularly appealed to me as I have a passion for understanding new things, developing and expanding my knowledge. Everyone was very friendly and willing to help. I really liked the culture and environment and thought CBRE was somewhere I would enjoy working, so I was thrilled to be offered a place on the Apprenticeship Scheme.

The programme lasts six years and we rotate annually

around different departments, gaining an incredible amount of experience within the company and the industry. Through my apprenticeship I am able to gain the qualifications needed to become a chartered surveyor without the significant expenditure university requires, while earning a wage and becoming more independent.

I spent my first year within Capital Advisors where I assisted with various projects in Financial Consultancy, Equity Raising and Investment Advisory. I am currently working within the Residential Valuation team where I assist the team by finding comparable evidence for valuations and assist writing the valuation reports.

People at CBRE have all been extremely welcoming, and have gone out of their way to teach and help me. While there is a very sociable atmosphere, everyone remains professional and respectful towards each other. I have been astounded by how much support I have been offered, not only from those we work with, but also from Senior Directors, personal coaches and mentors.

Being the first female out of the 11 apprentices, I was keen to join the Women's Network and benefit from the support that it offers. I am now a member of the Women's Network Advisory Board representing the apprentices and graduates. I have been able to help organise Women's

Network events, meet women within the business, and have attended various events, which I always thoroughly enjoy.

I think one of the primary challenges for getting more women into property is the lack of knowledge and understanding at school age. There is a lack of diversity within the property industry, which is due to students being unaware of careers within real estate and the surveying profession. To help change this I have been presenting to secondary schools, particularly all-girls schools, to try and educate students on the different professions and opportunities within the profession.

*Overall, I am thoroughly enjoying being part of the CBRE Apprenticeship Scheme, and working for a leading global company which is highly respected and recognised within the industry. My main ambition is to become an executive member of the business. In the meantime, I will work hard to establish myself within the company, and earn people's respect not only within CBRE but within the property industry as a whole.*

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# Reaching the Summit

Virginia Beckett started her property career in Glasgow in the 1980s. Here, she describes how women's role in property has grown.

I would like to think that times have changed since 1982 and that my careers teacher, who had no idea what a surveyor was or did, would now be better informed. At least today she could Google it!

When I started work in Glasgow in 1986 there were very few female graduates in the property industry in Scotland, and I was the first female surveyor to be recruited into niche practice, Webster and Co. Reflecting back on my first role as letting agent for Princes Square Shopping Centre, it may be that my employer at the time saw it as a 'suitable job for a girl'.

In 1993, as was usual at the time, I had a brief three month career break to have Alasdair, and then again with Lara in 1995. The option of working part time never occurred to me and it was certainly not encouraged. Like any working mum, the balance between work and family commitments was always a tightrope, but looking back it worked for me, and equally importantly, my children are proud of my achievements. My career at CBRE started

when I joined Hillier Parker. It was 1998 and coincided with the abolition of the 'rule' that women were not allowed to wear trousers to work and the arrival of personal computers on our desks.

As a keen skier and more recently a cyclist, fitting in to a male dominated environment never fazed me. I think my contemporaries would agree that many women in property in the 1980s felt that they had to be 'one of the boys'. I am pleased to say this has changed, with an appreciation in the industry, and by clients, of the benefits that diversity brings to teams and to our businesses.

Having been involved in the CBRE Women's Network since 2006, I am encouraged that younger female colleagues are enthusiastically embracing the network, seeing it as a force for change, and at Board level there is recognition that our aim of recruiting and retaining the best female talent is a priority for our business, rather than an option.

Over the 17 years I have spent at CBRE, I have been motivated by developing my skills and have embraced opportunities to 're-invent' myself. Having moved from retail, to office and industrial agency, I transitioned through regeneration and public sector, and in my current role in the Capital Markets team I specialise in funding. My career highlight to date has been to advise Aviva on the acquisition and forward funding of Marischal Square, a £107m, 300,000 sq ft mixed use development in Aberdeen City Centre which concluded in 2014. On a personal level, completing the CBRE Madrid to Lisbon Cycle in 2014, covering 529 miles and climbing 37,000 ft over five days in surprisingly adverse weather conditions, was extremely physically and mentally demanding but at the same time a hugely rewarding achievement.

**Virginia Beckett**

Director

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# The Drive of an Athlete on the Track to Success

From international heptathlete to graduate surveyor, Phyllis Agbo is making strides at CBRE and raising our game on the rugby pitch too.

My career as a full time heptathlete ended after the 2013 summer season. After nearly 15 years of international competition my body could no longer deal with the rigorous training regime necessary at the highest level, not to mention the plethora of young talent that was (and is) coming through demanding that the torch be passed.

I hadn't really settled on anything concrete to do after hanging up my spikes until I started talking to friends who had been in a similar position. I had always had an interest in property but I had never really thought about a career in the industry. Building and quantity surveying were the only paths I was aware of and even then, I didn't know much about what they entailed.

Through a friend, I got in touch with Add Victor, a recruitment firm that helps elite athletes and members of the armed forces move into the business world. They helped me realise the wealth of experience I had built up through sport and how I could transfer those skills to a business environment. Sportsmen and women

are famous for their determination and drive but there are also the less obvious skills, such as resilience and attention to detail. The heptathlon in particular focuses on playing to your strengths while working tirelessly on your weaknesses.

Through Add Victor, I was introduced to CBRE and three weeks into my internship, I knew that property was for me.

I joined the Graduate Scheme in September 2014. For the first time, there were more women than men on the intake – a real testament to the increasing diversity within the company. As a non-cognate, my work load is heavy. Having graduated from Cambridge with a degree in Natural Sciences seven years previously, the thought of returning to education was a little daunting. I am often asked whether I would have rather completed my masters before working full time and I sometimes wonder this myself. But then I am reminded of all the resources I have access to at CBRE, as well as the plentiful supply of people to talk to, both in the UK

and around the world. Plus it is a way for me to continue my with my multi discipline heptathlete mentality.

Sport has always been a huge part of my life and it seems the property industry shares my passion. I have been especially impressed by the number of women involved, from the Property Triathlon to mountain climbs to cross border cycling. London 2012 showcased what women in sport have achieved, yet earlier this year Sport England revealed of those aged 14-40 actively take part in physical activity, two million fewer women than men participated. The resulting campaign 'This Girl Can' plays an important role in rectifying this.

Rugby is particularly popular in property and since England's Women won the Rugby World Cup in 2014, the profile of the women's game has risen significantly. However, even with the number of women within the property profession rising, female participation in real estate's beloved sport hasn't really had a platform.





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My path to CBRE and the property industry has been a little unorthodox but my experiences so far have been warm and welcoming, with great support all round... I have never felt being a woman has held me back, and that is not about to start now.

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I really enjoy playing rugby and I was fortunate enough to be on the pitch among some of the best women in the country with Saracens. Hearing about the annual Surveyors 7s event, I decided that women should also have the chance to play. So I set myself the goal of organising the inaugural women's exhibition Tag Rugby match at this year's tournament. After getting the word out and a few training sessions, we had our two teams – CBRE Ladies vs an industry select team I cordially named 'Hot Property'.

The game was a great success, played on the main pitch in the middle of the day in the sunshine. All other play ceased and all eyes, and all cheers, were on the fourteen women on the field. Maggie Alphonsi, an inspirational woman and arguably one of the world's best female rugby players introduced and commented the match, adding to the importance of the occasion. The CBRE ladies in green and white drew a competitive and well contested game, especially considering this was the first rugby experience for some. Now that the seed has been sown, more women in property are

looking to get involved in the sport and the stage is set for more increased female participation in coming years. The CBRE ladies have definitely caught the rugby bug, that's for sure.

My path to CBRE and the property industry has been a little unorthodox but my experiences so far have been warm and welcoming, with great support all round. I have to say I have never felt being a woman has held me back, and that is not about to start now.

**Phyllis Aqbo**  
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# Developing the Women's Network: a Global Perspective

Having worked in each of CBRE's three global regions, Kim Mercado launched the CBRE Research Women's network in 2015 and is looking forward to it building on the success of the international Women's Networks.

I consider myself lucky. I was born in Saigon during the Vietnam War. When the war ended, there was a mass evacuation of children from Vietnam called "Operation Babylift" and I was put on a plane to Canada to meet my new family. I grew up in a small town just outside of Toronto with my parents and my brother.

I started my career at RBC Financial Group in 1994, where I spent nine years mainly in Strategic Mergers and Acquisitions. Whilst working full-time at the Royal Bank of Canada (RBC), I attended the University of Toronto and graduated with a BA in Classics. My career in property began in 2005 as a Toronto Office Leasing Analyst at Royal LePage (bought by Cushman &

Wakefield in September 2005). In a few short months, I was recruited to join CBRE as the National Senior Research Analyst and promoted three years later to National Director of Research. In May 2011, I joined the Asia Pacific team, based in Hong Kong and two months later was promoted to Senior Director and transferred to the Global team. As part of this new role, I relocated to London in 2014 and can now say I've worked with CBRE in all three regions! Globally we are trying to organize and leverage the strength of our leadership team. My primary focus is to drive forward our "Talent" initiatives – attract, recruit, retain, develop and manage our people.

I recently launched the CBRE Research Women's network, building a community, creating a positive impact for CBRE Research and enriching our professional and personal lives. I'm really amazed by how many women we employ: the CBRE Research Women's Network has over 250 members – half of our global team! Not only do we employ a lot of women, a significant amount of them are in senior leadership positions running global research functions, regional teams and country heads of research.

This is true for the wider business too, with there being many talented and successful females – top producers, shared services and business line leaders.

I've attended several events of the US Women's Networking Forum and a lot has changed since the first in 2009 when the invitation was for sales professionals and key leaders only. At the first two I attended, break-out sessions for shared services comprised just ten people; now, we have double that from Research alone. Additionally, the conference has evolved to be more inclusive for women (and men!) outside of brokerage including some junior levels. The topics have also changed from sales techniques to personal branding and communications skills. From my perspective, there are two main reasons for attending: to network with the diverse group of participants and to participate in Build Day; working with CBRE's national Shelter Program partner, Rebuilding Together, we have a chance to contribute to communities in a meaningful way. With over 200 CBRE professionals pitching in, it provides great team bonding and reflects our RISE values and commitment to better our communities.

Companies have recognised and embraced the importance of a diverse and truly inclusive organisation offering a real competitive advantage in the workplace. Additionally, there has been much progress to level the playing field and close the gap between men and women. Men are actively engaging in the conversation, and in some cases, championing equal prospects for women. Providing an inclusive and supportive work environment should enable greater prospects for women globally; however, the environment is only one part of the equation – the other is the individual woman. An internal study by Hewlett Packard reports that "men are confident about their ability at 60%, but women don't feel confident until they've checked off each item on the list." My message to women is: be clear about who you are and what you bring to the table, develop your talents, capitalise on opportunities and define your successes. And remember, be confident!

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# How can we *even the stakes?*



**Virginia Beckett**  
Executive Director, Planning

“**Demonstrate the benefits** of diversity in our business and within teams, to make gender balance a business priority.”



**Claire Taylor**  
Associate Director, Valuation Advisory (Retail)

“Foster strong **family friendly policies** within the company. A diverse, flexible workplace is essential.”



**Beth Molloy**  
Human Resources Manager

“Improve the way we describe a career in property through our **schools programme.**”



**Lorna Walker**  
Associate Director, Private Clients

“**Promote good practice** such as encouraging flexible working with a **focus on a results-oriented culture**, not ‘desk-time’ – this will be important for Generation Y men, as well as women!”



**Kate Brennan**  
Director, Valuation Advisory

“**Support through mentoring** is a great way to develop young women within the sector. Networking is also crucial – bringing women together to discuss experiences/ideas/challenges and to seek to overcome these.”



**Virginia Woodger**  
Associate Director, Valuation Advisory

“Personal advancement should be based on the merit of the individual... the industry needs to find a way to appeal as a viable professional pathway to women... **Nobody needs special treatment, but they need the door to be open to begin with.**”



**Nicole Campbell**  
Associate Director, Retail –  
Out-of-Town: Agency and Development

“Women should resiliently pursue their ambitions and not put a limit on them. We should do this by seeking help from women and men in more senior positions. **It is important that managers recognise that women and men have differing career needs and should be managed accordingly.**”



**Rebecca Archer**  
Senior Director, Central London  
– Midtown & Southbank Office Leasing

“Work hard, take every opportunity, be brave, be confident, be yourself, don’t try and be like the men.  
**Difference is power!**”

A portrait of Emma Davies, a woman with short brown hair and blue eyes, smiling. She is wearing a light blue and white patterned top. The background is a dark, textured wall.

# Planning and Building a Route to Success

Emma Davies discusses how she rose up the ranks to become MD of Planning at CBRE.

**WN: This is the second time you have worked at CBRE, what made you come back?**

**ED:** I started my career in the project management team of St Quintin, which was acquired by Richard Ellis in 1999. I left for several years to work for Green Property as a Development Manager but returned in 2001 I was keen to work on large strategic projects, with a primary focus on central London.

**WN: Describe how you have led several teams and been promoted along the way to be one of the most senior women at CBRE.**

**ED:** I returned as an Associate Director and after several years I started a section of the Project Management team to concentrate on major sites, primarily residential led. This team grew quickly, becoming a £15 million business in less than three years.

In 2012, Planning became part of Building Consultancy and through my work with Planning (and based on my qualification as a Planning and Development Surveyor) I worked alongside the team to help with the integration.

I was appointed Managing Director of Planning in November 2013 and now sit on the Building Consultancy and Planning Operations Board. I am currently the only female among a board of seven. This means that I naturally express different views to some of my colleagues but a range of views is always welcomed. We are all individuals – I'm just one of seven very different characters.

**WN: As an MD, how did you change the way you worked?**

**ED:** Taking on the MD role has meant moving away from fee-earning project work to management. I still enjoy project work and now that I've settled into my MD role and have made some key changes (including new hires to grow the team) I am getting involved in more project work again. This is really important to me as it enables me to maintain my client relationships. Having made a move from Project Management to Planning, I can bring a new complexion to projects and I have a greater role to play in setting the strategy of a project during the early stages.

**WN: How did you prepare to take on the MD position?**

**ED:** I have not had any formal management training. I am a firm believer in experience, intuition and instincts. There is a lot of on the job learning in any role but I generally feel that I'm on top of everything, available to all 60 team members and able to advise on the full breadth of challenges that we face.

**WN: There is a higher percentage of women in the planning discipline compared to others in property, such as surveying. Do you have any views on why this may be?**

*I started my career in the project management team of St Quintin, which was acquired by Richard Ellis in 1999. I left for several years to work for Green Property as a Development Manager but returned in 2001. I was keen to work on large strategic projects, with a primary focus on central London.*

**ED:** Planning requires an academic mind and an attention to detail and I think that women often excel in this. We are often good negotiators and very logical in our approach to problems. For many of our clients the diversity in the company is very important, as it should be, and therefore is something we should celebrate.

Although the Planning team at CBRE has an almost even split of women and men, the Planning Consultancy Survey 2014 states that women account for as few as 30% in some companies. The industry has moved but there is still more that can be done. Women should not feel restricted in their careers. We can make difficult decisions as well as men!

**WN: What has been your career highlight so far?**

**ED:** My most memorable project has been the American Express Operational Headquarters in Brighton. I ran the project for five years: this involved meeting aggressive timescales, complex elements of design and construction delays. It was a highlight when we handed over the building to the client and they are very happy in their new home!

On a more personal level, I joined CBRE as an Associate Director, and over a 15 year

period, I have worked my way to Executive Director and MD. It shows that with hard work, determination and a bit of hustling (!), opportunities will present themselves.

**WN: And lastly, what do you do relax outside work?**

**ED:** Everyone who knows me, knows I have a love of cooking (and good food). Having purchased a professional standard cooker about a year ago, I have been happily baking. In January I started a bread course – this is for hard core bakers! We made ciabatta the other week which even I think was pretty good (and I am always quite critical of my own efforts!). At the beginning of this year I also started one to one kick boxing lessons, much to the amusement of my planning colleagues – it is a great stress reliever and a lot of fun, although giggling doesn't help me concentrate.

**Emma Davies**  
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# What is the *primary challenge* for women in property today?



**Jessica Neale**

Graduate Trainee, Valuation Advisory  
(Residential)

“...a lack of knowledge and understanding of what a career in real estate is. We need to educate young ladies from state and all girl schools, which will **bring more women into the industry as well as from more diverse backgrounds.**”



**Claire Taylor**

Associate Director, Valuation Advisory  
(Retail)

“**Competing on a level playing field with male peers while trying to balance a family life.** It’s a long-standing challenge but one that continues to compound as the number of ambitious young women in property grows.”



**Virginia Beckett**

Capital Markets  
(Glasgow)

“For many it is a lack of confidence in their abilities, **often underestimating their performance and potential.** As a result, women are often recruited and promoted based on what they have already accomplished and not on their potential.”



**Liane Smith**

Director, Valuation Advisory  
(Specialist Markets)

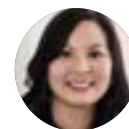
“**Proven equalisation of pay,** grading and promotion as careers progress beyond initial stages.”



**Kate Brennan**

Director, Valuation Advisory

“We still need to see a **greater percentage of women in senior positions and on executive boards**”



**Kim Mercado**

Global Director of Operations, Research

“**Gender stereotypes**”





**Nicole Campbell**

Associate Director, Retail  
- Out-of-Town: Agency and Development

“*Overcoming the ‘minority mind-set’*; we need to remember that our voice and opinion is as important as a man’s and that we bring something very different to the table. We shouldn’t put a limit on our abilities.”



**Lynne Keenan**

Director, Asset Services

“*Creating and maintaining a profile with colleagues and clients.* It’s important in this fast paced industry not to overlook the importance of relationships. Generally, women have to work harder at the bonding process.”



**Jo Winchester**

Senior Director, Valuation Advisory  
(National)

“This is a heavily service-driven industry, often working to tight deadlines and being *obliged to meet clients’ timescale requirements* with little control over this. This is very difficult for women to manage after they have had children and, their careers tend to suffer after returning to work.”



**Sian Tunney**

Senior Director, Valuation Advisory  
- Specialist Markets

“Women need to *believe in themselves* and their worth to the organisation..”



**Phyllis Agbo**

Graduate Trainee, Valuation Advisory

“I don’t believe that corporate society still thinks of women as the ‘weaker’ sex. If anything, industry has started to identify the *unique perspective and perception we have to offer.* I suppose with most industries, it takes time for one to establish one’s self. Approaching this point, a number of women will take time out to have children and upon returning, find that things have moved on.”



**Sue Clayton**

Executive Director, National Team  
(Capital Markets)

“*Self-confidence*”

# Retail Therapy: Understanding Our Clients

Nicole is an Associate Director in the Out of Town Retail Team. She joined the CBRE graduate scheme in 2005 as a non-cognate graduate and for two years studied an MSc in Real Estate alongside working towards her APC. As a graduate, she worked in various teams before settling in her present team in 2007. In 2014 Nicole was seconded to Land Securities to work on two major shopping centre developments.

It's an exciting time to be a woman in the property industry. There are some great times on the horizon, not only driven by the economic cycle and advances in technology but also as a result of the willingness of the industry to more readily reflect society.

Our clients and competitors recognise that different people bring different perspectives, based on age, sex, ethnicity and more subjective matters such as life experiences – well-rounded teams better serve our clients' needs and provide balanced advice. Within the retail sector, it has been fantastic to witness the increasing appreciation of professional women's skills. Indeed,

clients often specifically request that women form part of their professional teams. While many women are naturally good shoppers and can relate to shopping as a leisure activity, we are now cited by clients as being very good at relating to the consumer, getting under the skin of retail brands, understanding the bigger picture, offering a different perspective to our male counterparts and taking a pragmatic view to the problems they face. Through the Women's Network, my female colleagues and I have a greater understanding of these talents, which can be overlooked because they come naturally to us. This gives us confidence and a willingness to have a voice.

Our clients understand that technology will shape both the way that consumers shop and the way that retailers conduct their business and property interests. Technological advances are among the most significant challenges that the industry faces but I believe the diverse talent within CBRE (which I have witnessed change phenomenally over the last ten years) can help our clients stay at the cutting edge of these structural changes. I'm delighted to be a part of this journey and excited to see what happens over the next ten years of my career.

**Nicole Campbell**

Associate Director, Retail – Out of  
Town: Agency & Development, CBRE

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# Congratulations to our Women's Network on reaching its 10th year

Congratulations to our Women's Network on reaching its 10th year

I am so proud of the fantastic achievements of the Women's Network and the inspiration that it provides women throughout the business in so many different ways. The hard work that goes into the Women's Network's events, charitable support, industry-wide diversity initiatives and mentoring sets us apart in the industry and is something for us all to be proud of.

The drive of the Women's Network to ensure that CBRE is a supportive and inclusive place to work makes a real difference to our business, our well-being and our results. It has also helped drive the company to broaden its wider diversity agenda, something I look forward to seeing evolve over the coming years.

Thanks to the Women's Network, levels of female staff at CBRE are rising year on year, and well in advance of the wider property industry. Again, we are on track to see this continue to rise which is great news for the business.

Well done all involved and thank you to all the women at CBRE and our clients for your contributions to this publication.

**Ciaran Bird**

UK Managing Director, CBRE  
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# CBRE Celebrates *10 Years of the Women's Network*

CBRE's Women's Network 10th anniversary party at The Hotel Café Royal was attended by over 200 guests. Among them were alumna, employees and clients, all keen to celebrate the Network's successes in promoting diversity in the property industry. Toasts were made by Sue Clayton, Chair of the UK Women's Network Board, Ciaran Bird, CBRE's UK Managing Director and Louise Brooke-Smith, the first female President of the RICS.



Katie Oliphant, Canary Wharf Group Plc and Mark Slim, CBRE



Fiona Freeman, Barclays Bank Plc  
Helen Gordon, RBS



Virginia Beckett, CBRE



Georgia Contogoulas, CBRE



Sue Clayton, CBRE  
Louise Brooke-Smith, RICS



Rachel Dickie, Tishman Speyer Properties UK Ltd  
Tony Martin, CBRE  
Anne Lucking, LaSalle Investment Management



Claire Yeadon, Lend Lease



Ilaria del Beato, GE Capital  
Stephen Hubbard, CBRE



Rebecca Archer, CBRE  
Omega Poole, Brown Rudnick LLP



Martin Samworth, CBRE  
Jill Skidmore, Diageo Plc  
Liz Peace, Former CEO at The British Property Federation  
Miles Gibson, CBRE



Sian Richards, M&G Real Estate  
Karen Mordaunt, CBRE  
Sue Goodey, M&G Real Estate



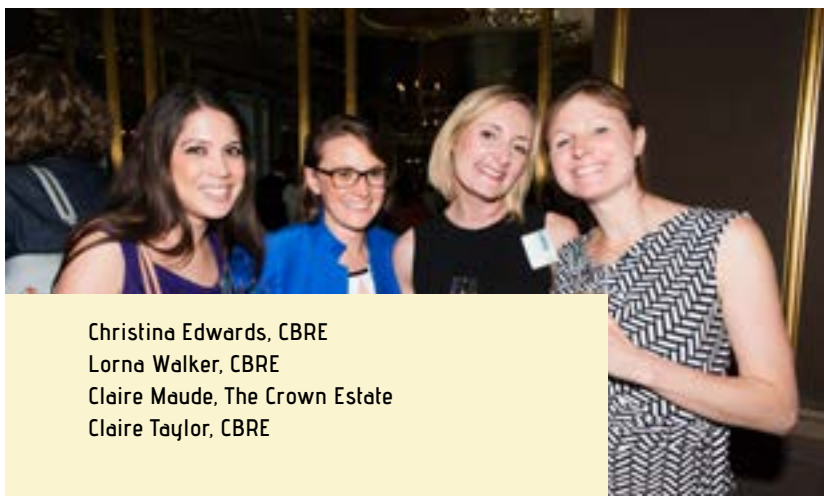
Aiste Bendoriute, Bird & Bird LLP  
Kathleen Garwood, CBRE  
Alexandra MacLean, British Land Company plc  
Debbie Forster, St George City Ltd



Nicole Campbell, CBRE  
Annalise Walker, British Land Company plc  
Phyllis Agbo, CBRE



Fiona Freeman, Barclays Bank Plc  
Michael Brodtman, CBRE  
Anne Kavanagh, Axa REIM  
Victoria Hall, Axa REIM



Christina Edwards, CBRE  
Lorna Walker, CBRE  
Claire Maude, The Crown Estate  
Claire Taylor, CBRE



Sheila King, Sheila King International Ltd  
Mark Disney, CBRE  
Lucy Bennett, Sheila King International Ltd

*Now celebrating its tenth year,  
the CBRE UK Women's Network  
is a group of people united in their  
pursuit to make CBRE a more  
rewarding place not just for women,  
but for everyone.*

The Women's Network aspires to attract and retain the most talented women, to develop their skills and to aid their success and advancement in the company as well as the real estate industry generally.

For further information please visit [www.cbre.co.uk/womensnetwork](http://www.cbre.co.uk/womensnetwork)



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