



SOCIAL

# Our Team

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We celebrate our employees across North America – who deliver the services we provide and are the foundation of our real estate investment advisory and property management services. Over 90% of our employees are full-time and permanent employees of the organization.

### Total employees by region

	2013	2014	2015	2016	2017
Permanent	1,266	1,364	1,378	1,368	1,166
Temporary	48	73*	86*	87	68
Part-time	28	33	46	44	42
<b>Total</b>	<b>1,342</b>	<b>1,470</b>	<b>1,510</b>	<b>1,499</b>	<b>1,276</b>

\*Temporary = FT Contract, PT Contract, PT Temporary, Seasonal & Summer Interns.  
**[GRI 102-7]**

### Total employees by contract type

	2013	2014	2015	2016	2017
Canada	1,195	1,333	1,350	1,331	1,113
US	147	137	160	168	163
<b>Total</b>	<b>1,342</b>	<b>1,470</b>	<b>1,510</b>	<b>1,499</b>	<b>1,276</b>

**[GRI 102-7]**



### The value of diversity

We value diversity in our workforce on the conviction that different perspectives foster creativity, innovation and excellence in decision making. We seek to recruit and retain a workforce that reflects the diversity in our communities. Although we recognize that diversity is expressed in many ways, we solely report on age and gender.

Age diversity at Bentall Kennedy has typically been in line with our competitors. The average age of our workforce was 44.5 in 2012; 44.9 in 2013; 45.8 in 2014; 45.9 in 2015 and 2016, and 45.4 in 2017. According to the US Bureau of Labor Statistics , the median age for management, professional and related occupations was 44.4 in 2013; higher in some categories, such as property, real estate, and community association managers (50.9 years) and lower in others, such as business and financial operations (43.6 years). In Canada, our largest age group is those 30-50 years old, which is approximately in line with Statistics Canada’s labor information.

### Employees by gender and age group

	Male	Female	Total
Under 30 years	67	91	158
30-50 years	325	310	635
Over 50 years	283	200	483
<b>Total</b>	<b>675</b>	<b>601</b>	<b>1,276</b>

Across the organization, our gender distribution is 53% male and 47% female. Like most peers in our industry, males represent a higher ratio than females at senior and executive management levels. At Bentall Kennedy our gender makeup is 68% male and 32% female. We acknowledge this issue. One way we seek to influence change is to intentionally require external search firms to present diverse slates of candidates and keep gender diversity front of mind in our talent selection processes.

Detailed HR data is available for [download](#).