

CBRE

COMMUNITY & CULTURE

CBRE Ireland Gender Pay Report 2026

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Our Commitment to Reducing the Gender Pay Gap



CBRE is committed to our RISE values—respect, integrity, service and excellence—which underpin everything we do and enable us to help people and businesses thrive. We work to create opportunities for all of our people to realise their potential.

Our people, clients and partners are at the centre of our values-driven culture, and we are committed to the following principles:

We work
To maintain a culture of excellence that gives every employee the opportunity and support to succeed and rewards top performance.

We foster
An environment where all of our people feel they belong, are heard and are valued, which creates a more engaged and productive workforce.

We aspire
To be a company that is diverse across all dimensions. We have a deeper talent pool, build stronger teams and create better outcomes with the benefit of various perspectives, backgrounds and life experiences.

We have zero tolerance
For discrimination in any form and insist on a workplace where everyone is treated fairly and with respect.

We strive
To build and maintain a meaningful relationship with a broad range of clients, suppliers and partners.

The 'Gender Pay Gap' measures the difference between the average pay for men and women (including bonus and reward contributions) across an organisation. This is different from equal pay which refers to the legal requirement that men and women receive equal pay for the same or equal work.

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Background

CBRE Ireland serves clients through three business segments: Building Operations & Experience (BOE), Advisory Services, and Turner & Townsend—delivering services for both investors and occupiers in all property types.[1]

In 2026, the qualifying threshold which requires employers in Ireland to report on gender pay continues at 50 or more employees. This year's CBRE Ireland Gender Pay Report covers our BOE and Advisory segments. Turner & Townsend operates as a separate business segment and publishes its own Ireland Gender Pay Gap Report. The gender pay gap and analysis for each segment and its respective employing entity are set out in separate sections below.

1. Building Operations & Experience (BOE) is a segment formed in January 2025. For purposes of this report, we are reporting on the Local, Enterprise, and DCS FM businesses within the GWS CBRE GWS Ireland Limited Entity. Property Management is included in BOE.

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IRELAND

Our Results and Understanding the Gap

In CBRE Building Operations & Experience (BOE) Ireland, the data in this year's report shows continued progress in the representation of women across pay quartiles. The median pay gap for All Employees has improved slightly, whilst the mean pay gap has remained broadly static. We are pleased to see improvements in the mean and median pay gaps for Part-Time Employees' median and the Temporary Employees category.

CBRE Advisory Ireland has seen a significant widening of the mean and median hourly pay gaps for all employees this year. This is driven primarily by the presence of male employees in senior roles and a concentration of female new hires in entry level roles. The temporary employee gap has improved significantly.

We recognise that there is work to be done and we are committed to creating a workplace which attracts, develops and retains women into different roles at all levels.



Gender pay gap reporting should not be confused with equal pay for equal work. Paying men and women equally for equal work is of paramount importance in CBRE, and the existence of a gender pay gap does not mean that men and women in the same roles are being paid differently for the same work.

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A key reason for our gender pay gap is that we have more men in senior roles. This profile is characteristic of the wider commercial property sector, which is impacted by 'occupational segregation'; the tendency for men and women to work in different types of roles.

Overall, the commercial property sector has traditionally employed fewer women. Management and technical roles, which on average are more highly paid, have typically been undertaken by men.

Conversely, women fill a greater proportion of general administrative roles, which on average are less well remunerated. We aspire to drive change and to attract more women to the industry, including into technical and management roles—initiatives to address this are set out in the section titled 'Our Activity'.

There are three categories of employees for the purposes of calculating the mean and median hourly pay gap:

01 **All Employees**
This includes all employees, whether they are permanent or temporary, full-time or part-time.

02 **Part-Time Employees**
This includes all part-time employees, whether they are permanent or temporary.

03 **Temporary Employees**
This includes temporary/fixed term employees, whether they work full-time or part-time.



The Mean

The **mean** is the difference between the average hourly earnings between men and women.

The Median

The **median** is determined by taking the earnings of the man whose compensation is in the middle of all men compared with the earnings of the woman whose compensation is in the middle of all women.

Quartiles

We also share the percentage of men and women in each pay quartile. **Quartiles** are calculated by listing the pay rates for each employee across the relevant employing entity from lowest to highest. That list is then split into four equal-sized groups, and the percentage of men and women in each is calculated.

The 'relevant snapshot' date is 30 June 2026, and we have collected data regarding the remuneration of all CBRE BOE and Advisory Ireland employees for the previous 12 month period, 1 July 2025 to 30 June 2026.

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CBRE BOE IRELAND

Hourly Pay Gap

CBRE Building Operations & Experience (BOE) Ireland provides industry-leading facilities management, and other property and portfolio services.



Hourly Pay Gap

	Mean (%)	YOY Variance	Median (%)	YOY Variance
All Employees	17.39%	+0.56pp	25.13%	-0.86pp
Part-Time Employees	34.21%	+5.93pp	25.14%	+0.11pp
Temporary Employees	9.94%	+39.28%	-1.10%	+30.27pp

Our mean and median pay gaps for All Employees are broadly static year on year, with the mean increasing marginally by 0.56 percentage points to 17.39% and the median decreased slightly by 0.86 percentage points to 25.13%. As explained above, a key reason for our gender pay gap is that we have more men in senior roles.

In the Part-Time Employees group, the mean pay gap has increased by 5.93 percentage points to 34.21%, whilst the median has remained stable at 25.14%. The widening of the mean reflects changes in the composition of the Part-Time workforce.

In the Temporary Employees group, there has been a significant shift from the prior year. In 2025, Temporary Employees showed a large negative gap (in favour of women) of -29.34% mean and -31.37% median. In 2026, the mean has moved to 9.94% (a small gap in favour of men) and the median is -1.10% (with a very slight gap in favour of women).

> **This shift reflects changes in the seniority profile of Temporary Employees and the composition of this small group.**

CBRE BOE IRELAND

Quartiles

In BOE Ireland, there are more men than women in the business overall and we have more men in senior positions

Female distribution is highest in the Lower and Lower Middle Quartiles. As explained at the outset, a key reason for this is occupational segregation within the facilities management sector.

This year, the percentage of women has improved across all Quartiles. The Lower Quartile saw an increase of 2.39 percentage points to 46.30% female, and the Lower Middle Quartile improved by 2.51 percentage points to 32.59% female. The Upper and Upper Middle Quartiles also saw modest increases, reflecting our ongoing efforts to attract and develop women at all levels of the business.

Hourly Pay Quarters

Men Women

Upper Quartile

81.85%

18.15%

Upper Middle Quartile

88.48%

11.52%

Lower Middle Quartile

67.41%

32.59%

Lower Quartile

53.70%

46.30%

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CBRE BOE IRELAND

Bonus Gap

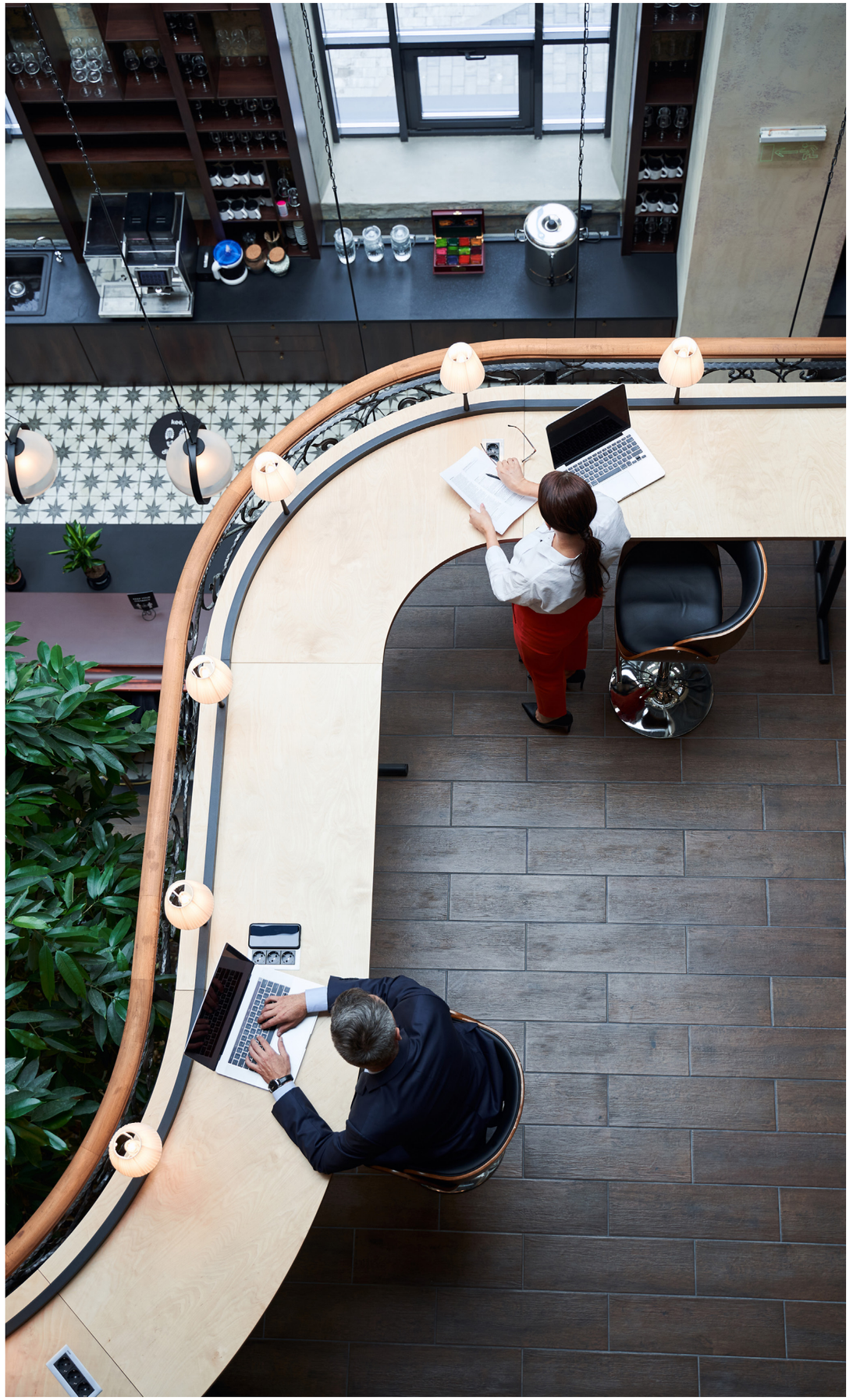
Employees may be entitled to different types of bonuses. CBRE has a discretionary bonus scheme for which eligibility is dependent on job grade, i.e. seniority.

Other bonuses included in our data are those for employees on specific client contracts and other ad hoc bonuses. Discretionary bonus awards are typically higher than client contract or ad hoc bonuses.

The proportion of employees receiving a bonus has seen little change year on year. A slightly higher percentage of the female population receives a bonus than the male population.

This year, the mean bonus gap has increased to 8.30% (up from 3.54% in 2025), whilst the median bonus gap has decreased to 1.56% (down from 3.08% in 2025).

The widening of the mean bonus gap reflects the distribution of discretionary bonuses which are linked to seniority and there are more men in senior positions.



Proportion of Employees Receiving a Bonus

27.86%
MEN

30.38%
WOMEN

Bonus Pay Gap All Employees

8.30%
MEAN BONUS PAY GAP

1.56%
MEDIAN BONUS PAY GAP

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CBRE BOE IRELAND

Benefits in Kind

As was the case last year, in 2026 a broadly similar proportion of men and women receive benefits in kind.



Proportion of Employees Receiving Benefits in Kind (BIK)

66.16%
MEN

65.87%
WOMEN

The increase in the mean gap is driven by the distribution of higher value benefits among more senior roles, which are predominantly held by men.

Benefit in Kind Pay Gap All Employees

8.44%
MEAN BIK GAP

0.00%
MEDIAN BIK GAP

CBRE ADVISORY IRELAND

Hourly Pay Gap

CBRE Advisory Ireland (CBRE Advisory (Ire) Limited) provides a comprehensive range of services, including property leasing, property sales, mortgage services, transaction management, strategic consulting, appraisal and valuation.



Hourly Pay Gap

	Mean (%)	YOY Variance	Median (%)	YOY Variance
All Employees	49.14%	+19.52pp	53.31%	+24.68pp
Part-Time Employees	N/A*	N/A	N/A*	N/A
Temporary Employees	2.55%	-6.19pp	-7.40%	-14.63pp

A key driver of the widening of the mean and median pay gaps for All Employees is the presence of male employees in senior positions, whose compensation increases the male average. Additionally, the business has seen an increase in the number of female employees in entry level roles during the reporting period.

The Temporary Employee gap has improved significantly. The mean gap reduced from 8.74% to 2.55%, and the median has moved to -7.40% (in favour of women).

As explained above, a key reason for our gender pay gap is that we have more men in senior roles. One reason for the pay gap is that men hold more senior roles and more women are in clerical or administrative roles.

> **This creates a mean pay gap in favour of men. The median pay gap arises because the 'middle man' holds a more senior role than the 'middle woman'.**

*There are no male part-time employees.

CBRE ADVISORY IRELAND

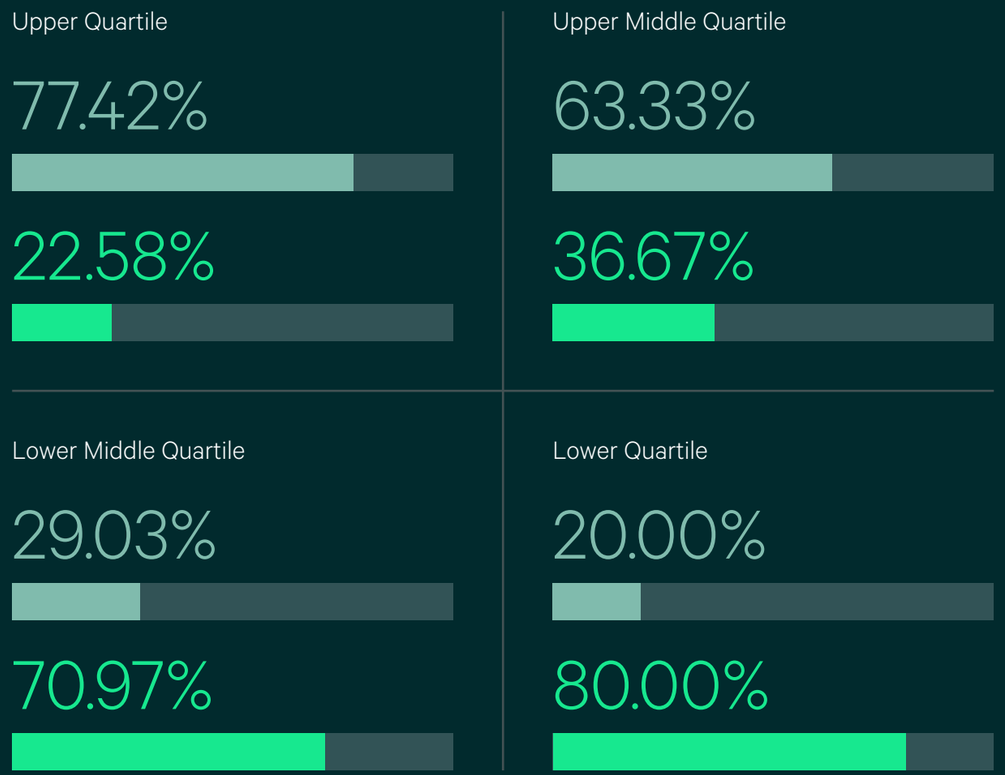
Quartiles

In Advisory Ireland, there are more women than men in the business overall but more men in senior roles in the Upper and Upper Middle Quartiles.

This year's Quartile data shows a shift in workforce composition. The proportion of women in the Upper and Upper Middle Quartiles has decreased, whilst the proportion in the Lower Middle and Lower Quartiles has increased significantly, reflecting the intake of new female employees in entry level roles.

Hourly Pay Quarters

Men Women



The significant increase in the Lower Quartile female representation (from 51.11% to 80.00%) is likely driven by the recruitment of new female employees at entry-level positions. Female distribution is highest in the Lower Middle and Lower Quartiles.

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Bonus Gap

The percentage of men and women receiving bonuses is almost the same; nearly all employees in Advisory Ireland receive a bonus.

This year, the bonus gaps have widened and the high bonuses paid to the senior employees who are mostly men are the primary driver. This reflects the distribution of the workforce where there are more men in senior positions.



Proportion of Employees Receiving a Bonus

98.28%
MEN

100%
WOMEN

Bonus Pay Gap All Employees

75.56%
MEAN BONUS PAY GAP

83.67%
MEDIAN BONUS PAY GAP



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Benefits in Kind

CBRE Advisory Ireland
does not offer any benefits in kind.

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Our Activity

We have a number of strategies and initiatives to address the gender pay gap focusing on attracting, developing and retaining female talent across all segments in CBRE Ireland, in particular:



Attracting Women

— Our market-leading talent attraction principles guide our line managers on hiring and promoting diverse talent, ensuring we attract the broadest possible range of candidates at all levels.

— CBRE Advisory holds the Gold Investors in Diversity EDI Mark, achieved last year and maintained this year—the highest accreditation awarded by the Irish Centre for Diversity. Investors in Diversity is Ireland's premier FREDIE™ (Fairness, Respect, Equality, Diversity, Inclusion & Engagement) accreditation.

— We continue to maintain our key initiatives designed to make CBRE an attractive place to work for women, including flexible and hybrid working arrangements and strong parental leave policies, which support the varied responsibilities many women balance, especially caregiving.

Developing Women

— Our mentoring programme offers personalised guidance, pairing individuals with seasoned mentors who share valuable insights and experiences. The programme cultivates confidence, encourages goal setting, supports skill development, and empowers female employees to achieve their full potential.

— We facilitate targeted networking events for women at all levels of the business through the CBRE Women's Network, providing opportunities to connect with and be inspired by senior female leaders across Ireland and the EMEA region.

— Our 2026 European Leadership and Development Programmes are open to all high-performing employees and provide structured development pathways across all career stages: the Ignite Future Leaders Programme (Senior Surveyor/ Associate Director), the Accelerate Senior Leadership Programme (Director/Senior Director), the People Manager Excellence Immersion (PMEI) for people managers, and the Client Excellence Immersion programme for client-facing roles.

Retaining Women

— Our Menopause Policy supports our female colleagues at all life stages, providing additional paid leave for women going through menopause and perimenopause. We ran educational sessions on the policy, as well as a dedicated session on mental health during menopause, for all female team members.

— We are currently developing a Baby Loss Policy in response to the Irish Government's new legislative announcement, recognising the profound impact that the loss of a baby during pregnancy has on employees and their families. This policy will form part of our broader commitment to supporting colleagues through life's most difficult moments.

— In addition to our family-friendly policies, we provide support for issues including menstruation, fertility and baby loss. Our dedicated support networks and events are open to all employees, both in recognition that all colleagues may be impacted and to promote awareness in support of our inclusive culture.

— Our Employee Business Resource Group (EBRG) for new parents provides a peer support network for colleagues navigating the transition into parenthood, offering shared experiences, practical guidance, and connection with others at similar life stages across the business.

— CBRE Women's Network continue to host events, including an in-person event marking International Women's Day, as well as circulating a quarterly newsletter with stories for female staff.

— CBRE continue our formal partnership with Riley, providing our female staff with access to free menstrual products.

— Our People Manager Excellence Immersion (PMEI) programme equips managers with the core skills to engage, develop and retain their teams. Managers are encouraged to complete PMEI to help build inclusive team cultures and support the career progression of all their people, including women.

— Our talent review and succession planning processes support the identification of high-potential women and create clear pathways for their development and promotion into senior roles.

— Our performance management programme actively encourages all employees to set an annual objective that supports CBRE's inclusive, values-driven culture.



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