



COMMUNITY & CULTURE

CBRE

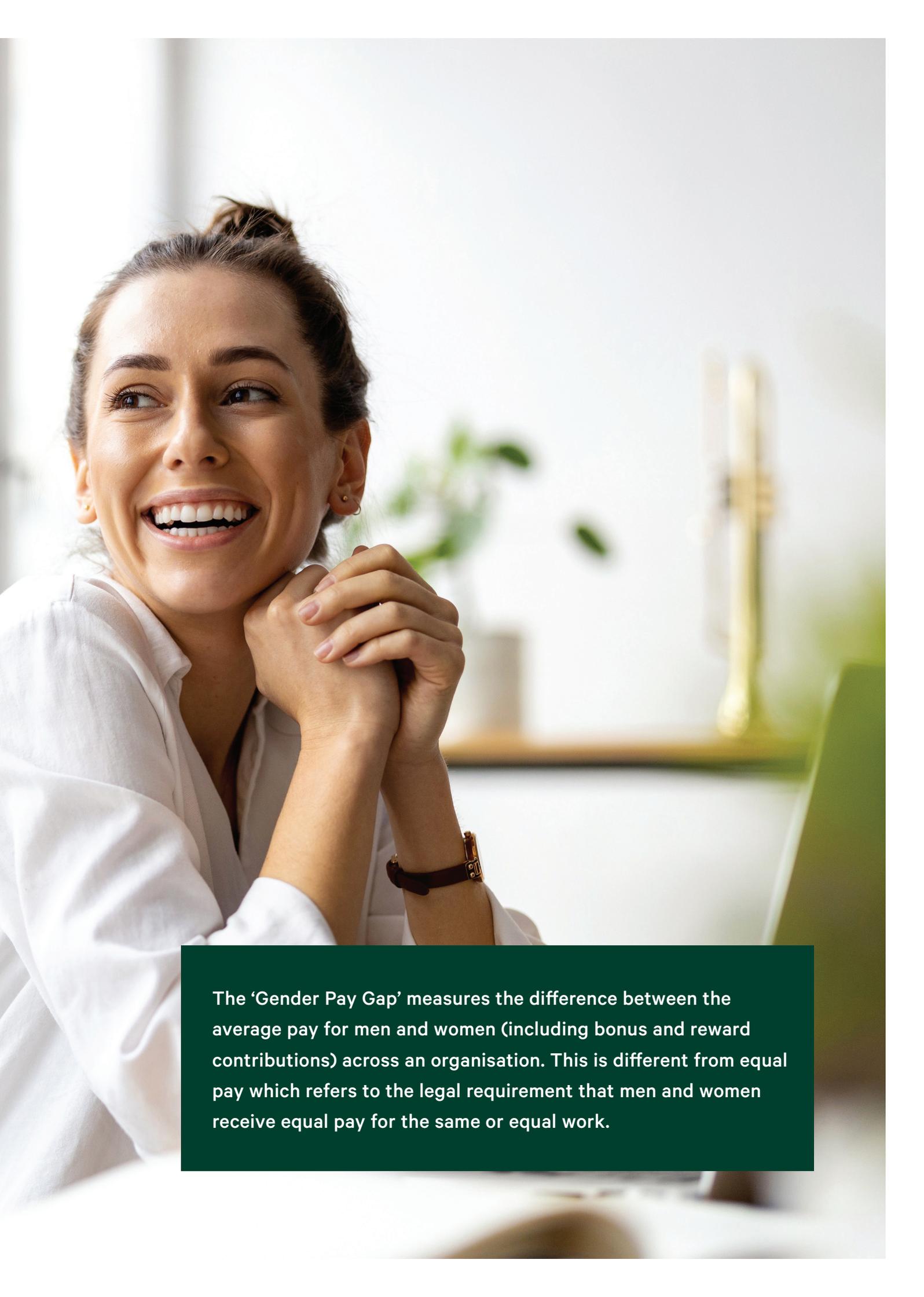
CBRE Ireland Gender Pay Report 2025

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 realize 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.

Background

CBRE Ireland serves clients through three business segments – Building Operations & Experience (BOE)¹, Advisory Services, and Project Management² – delivering services for both investors and occupiers in all property types.

In 2025, the qualifying threshold which required employers in Ireland to report on gender pay reduced from 150 to 50 or more employees. As a result, this year's CBRE Ireland Gender Pay Report includes our Project Management business which engages employees through our majority-owned subsidiary, Turner & Townsend. 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 new segment formed in January 2025. For purposes of this report, we are reporting on our population for the Global Workplace Solutions (GWS) businesses. Property Management is included in Advisory Services but will be reported in BOE next year.
2. The Project Management segment was established in January 2025. The CBRE Project Management employees transferred to our majority-owned subsidiary, Turner & Townsend on January 1, 2025.





Our Results & Understanding the Gap

Ireland

In CBRE Building Operations & Experience (BOE) Ireland, we are pleased to see that the data in this year's report shows progress, including improvements to the median pay gap for all employees, the mean and median pay gaps for part-time employees, and the mean and median bonus gaps.

CBRE Advisory Ireland has seen improvements across almost all dimensions, including mean and median pay gaps for all employees, part-time employees and temporary employees, mean and median bonus gaps and increases to the proportion of women in all quartiles.

As this is the first year of reporting for CBRE Project Management Ireland, there is no comparison available with previous data. Its pay and bonus gaps reflect that there are more men in senior roles, which is characteristic of the wider commercial property sector. 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.



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 below titled ‘Our Activity’.

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

- **All Employees** – this includes all employees, whether they are permanent or temporary, full-time or part-time.
- **Part-Time Employees** – this includes all part-time employees, whether they are permanent or temporary.
- **Temporary Employees** – this includes temporary/fixed term employees, whether they work full-time or part-time.

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

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.

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 2025, and we have collected data regarding the remuneration of all CBRE BOE, Advisory and Project Management Ireland employees for the previous 12-month period, 1 July 2024 to 30 June 2025.



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.
- Through our partnership with The Shona Project, we provide mentoring to young women to help build confidence and provide support in exploring different career pathways, including a technical apprenticeship with CBRE.
- CBRE recently achieved the Gold Investors in Diversity EDI Mark, the highest accreditation awarded by the Irish Centre for Diversity, Ireland's leading authority on equality, diversity, and inclusion (EDI). Investors in Diversity is Ireland's premier FREDIE™ (Fairness, Respect, Equality, Diversity, Inclusion & Engagement) accreditation.
- We have implemented several key initiatives, including flexible work arrangements and strong parental leave policies, designed to support the varied responsibilities that many women balance, especially caregiving.

Developing Women

- Our ongoing 'Balance Programme' is designed to identify opportunities for career growth and success for female talent, focusing on honing talents and pinpointing areas for support or improvement.
- CBRE Advisory Ireland's mentoring program offers personalised guidance, pairing individuals with seasoned mentors who share valuable insights and experiences. This program cultivates confidence, encourages goal setting, supports skill development, and provides valuable feedback to empower 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. These events offer networking opportunities and provide inspiration and motivation from senior female leaders across Ireland and the EMEA region.
- We monitor and ensure proportionate representation for underrepresented groups, including women, in our leadership development programmes, such as the Institute for Leadership Management (ILM). These programmes provide formal opportunities for women to develop their leadership skills and contribute to ensuring equal representation of women in senior leadership roles within CBRE Ireland.
- Our talent review and succession planning processes support the identification of high-potential women and create pathways for their development and promotion.

Retaining Women

- To retain valued female colleagues, we are dedicated to continually evolving our family-friendly policies, including expanded coverage for specific challenges such as menopause and domestic abuse.
- This year, CBRE GWS Ireland launched its Menopause Policy to ensure we continue to support our female team members at all life stages. The policy introduced additional paid leave for women going through menopause and perimenopause. We ran educational sessions on the new policy, as well as a session on mental health during the menopause, for all female team members.
- In addition to strengthening our family-friendly policies, we provide support for issues such as menopause, menstruation, fertility and baby loss. Although these issues most frequently impact women, 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.
- We continue to run our regular Return to Work Coaching, facilitated by a professional career coach, which aims to support women as they return to work following a period of family leave. In addition, we provide coaching for managers of employees who are returning to work after a period of leave.
- CBRE Women's Network continue to host events, including an in-person event marking International Women's Day, as well as issue 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 performance management programme actively encourages employees to set an annual objective that supports CBRE's inclusive, values-driven culture.



CBRE GWS Ireland Hourly Pay Gap

CBRE GWS Ireland

CBRE GWS Ireland (CBRE GWS (Ireland) Limited) provides industry-leading facilities management, project management and transaction and portfolio property services.

Hourly Pay Gap

	Mean (%)	YOY Variance	Median (%)	YOY Variance
All Employees	16.83%	+0.99%	25.99%	-0.53%
Part-Time Employees	28.27%	-18.36%	25.03%	-10.47%
Temporary Employees	-29.34%	+14.89%	-31.37%	+68.77%

We are pleased to see significant improvements to the mean and median pay gaps for Part-Time Employees. Our mean and median pay gaps for All Employees are static. As explained above, a key reason for our gender pay gap is that we have more men in senior roles.

In the Temporary Employees group, our data across the years has shown a large negative mean hourly pay gap - which is a gap in favour of women. This negative pay gap is less pronounced than in 2024, and a key reason for the negative gap is that in this group, there are more women with senior roles than men.

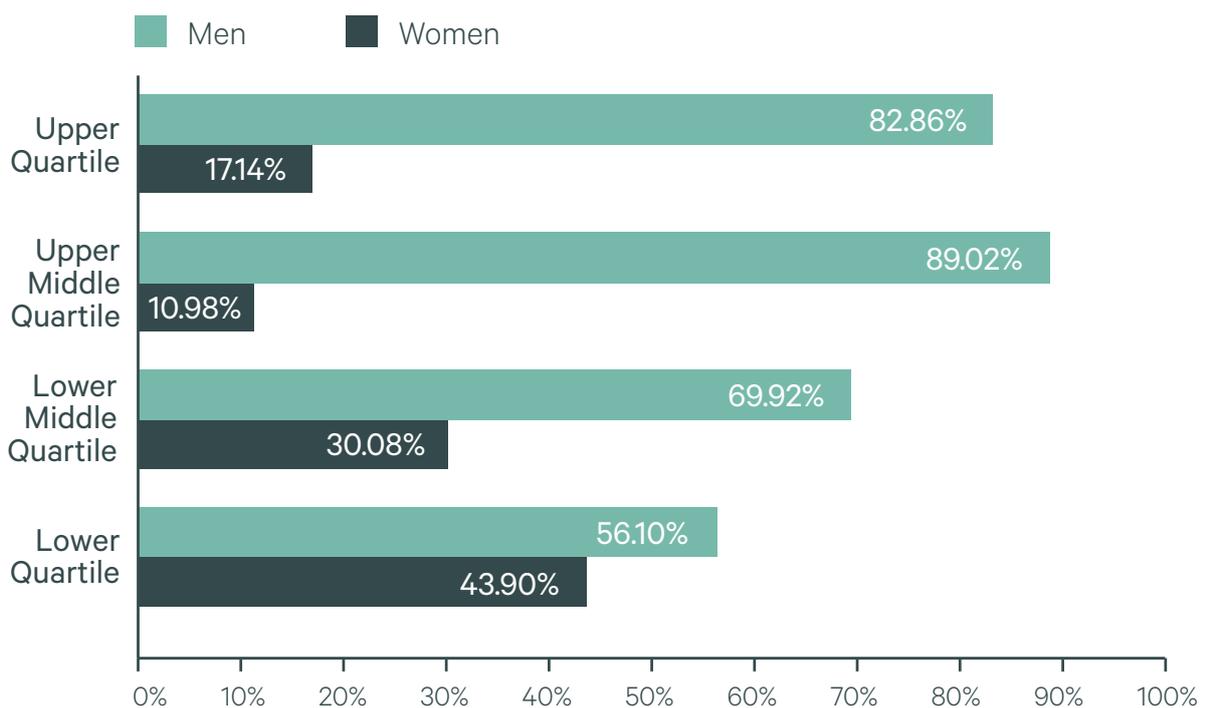
Quartiles

In GWS 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 in the lower quartile has improved significantly and the other quartiles are static. The 'Our Activity' section sets out the actions we are taking to increase the representation of women at all levels within our business.

Hourly Pay Quarters



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.

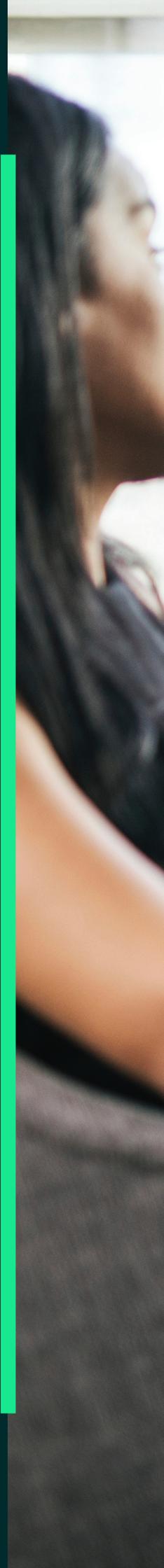
The proportion of employees receiving a bonus has seen little change since 2024. A slightly higher percentage of the female population receives a bonus than the male population. However, overall, more men than women receive bonuses, although women receive some of the highest awards.

This year, we are pleased to see that the mean and median bonus gaps have reduced even further.

Proportion of employees receiving a bonus



Bonus pay gap - All Employees





Benefits in Kind

As was the case last year, in 2025 a slightly higher proportion of women receive benefits in kind than men.

Proportion of employees
receiving benefits in kind

63.80%

MEN

66.53%

WOMEN





CBRE Advisory Ireland Hourly Pay Gap

CBRE Advisory Ireland

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

Hourly Pay Gap

	Mean (%)	YOY Variance	Median (%)	YOY Variance
All Employees	29.62%	-8.73%	28.64%	-8.55%
Part-Time Employees	30.51%	-7.75%	27.12%	-2.17%
Temporary Employees	8.74%	-40.12%	7.22%	-41.08%

Last year was the first year CBRE Advisory Ireland met the required threshold for reporting Gender Pay, and there was no comparison available against the previous year's data. This year, we are able to make the comparison with our 2024 data and are pleased to see that all mean and median pay gaps across all categories (All Employees, Part-Time Employees and Temporary Employees) have seen significant improvements.

As explained above, a key reason for our gender pay gap is that we have more men in senior roles. This creates a mean pay gap in favour of men.

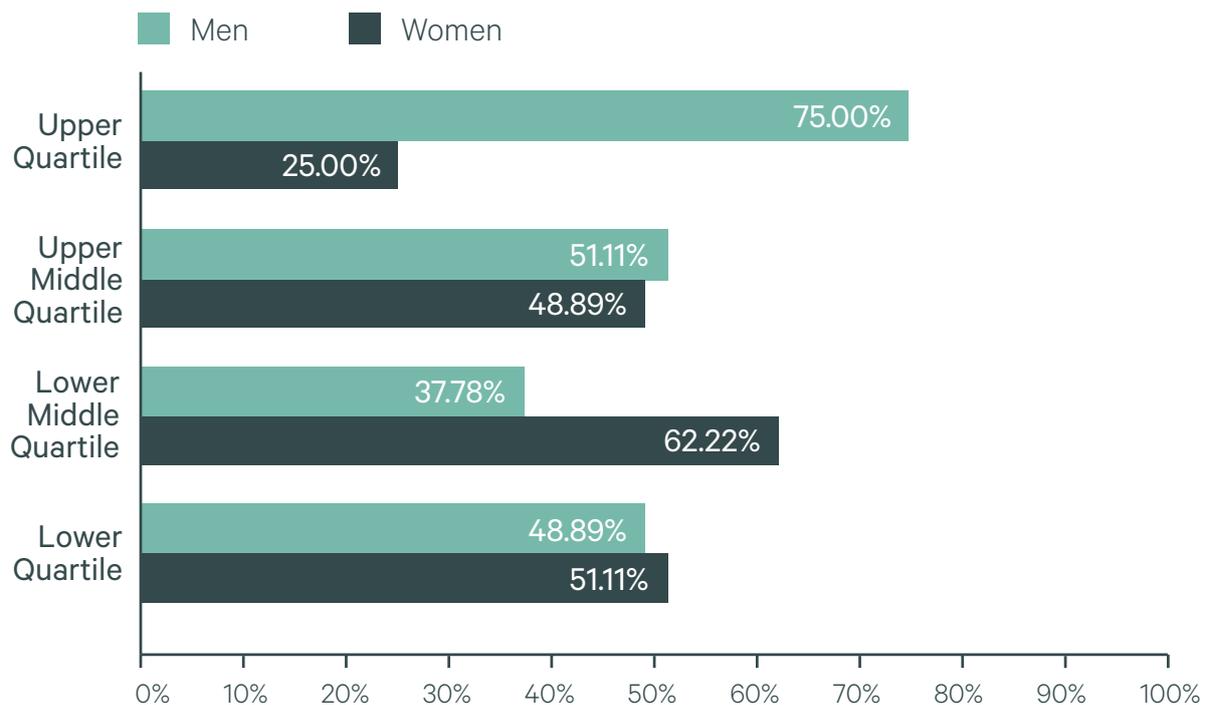
One reason for the pay gap is that men hold more senior roles and more women are in clerical or administrative roles. This creates a mean pay gap in favour of men. The median pay gap arises because the 'middle man' holds a more senior role than the 'middle woman'.

Quartiles

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

This year, we are pleased to see increases in the percentage of women across all quartiles. Female distribution is highest in the Lower Middle and Lower Quartiles. As explained at the outset, a key reason for this is occupational segregation within the commercial property sector, and we continue to take action attract women into roles at all levels.

Hourly Pay Quarters



Bonus Gap

The percentage of men and women receiving bonuses is almost the same; this year again we see that overall, slightly more women than men receive bonuses. There has been a small decrease in the mean bonus gap and a small increase in the median bonus gap. A key reason for the mean and median bonus gap is that we have more men in senior roles, who receive higher bonuses.

Proportion of employees receiving a bonus



Bonus pay gap - all employees





Benefits in Kind

CBRE Advisory Ireland
does not offer any
benefits in kind.





CBRE Project Management Ireland Hourly Pay Gap

CBRE Project Management Turner & Townsend Ireland

Hourly Pay Gap

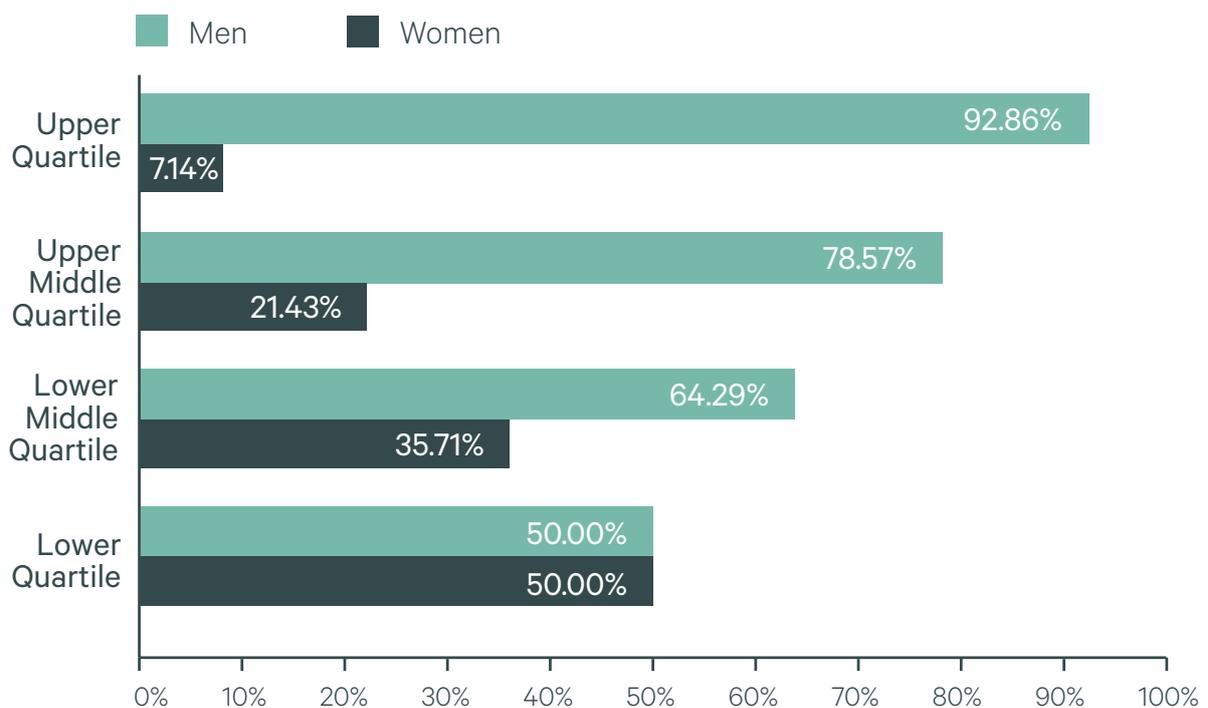
	Mean (%)	YOY Variance	Median (%)	YOY Variance
All Employees	31.57%	N/A	35.40%	N/A
Part-Time Employees	N/A	N/A	N/A	N/A
Temporary Employees	N/A	N/A	N/A	N/A

As this is the first year of reporting for CBRE Project Management Ireland (CBRE PJM T&T Ireland Limited), there is no comparison available with previous data. There are also no employees that fall in the Part-Time or Temporary categories. Turner & Townsend's Project Management's mean and median pay gaps reflect that there are more men in senior roles within the business, which is a characteristic of the wider commercial property sector. 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.

Quartiles

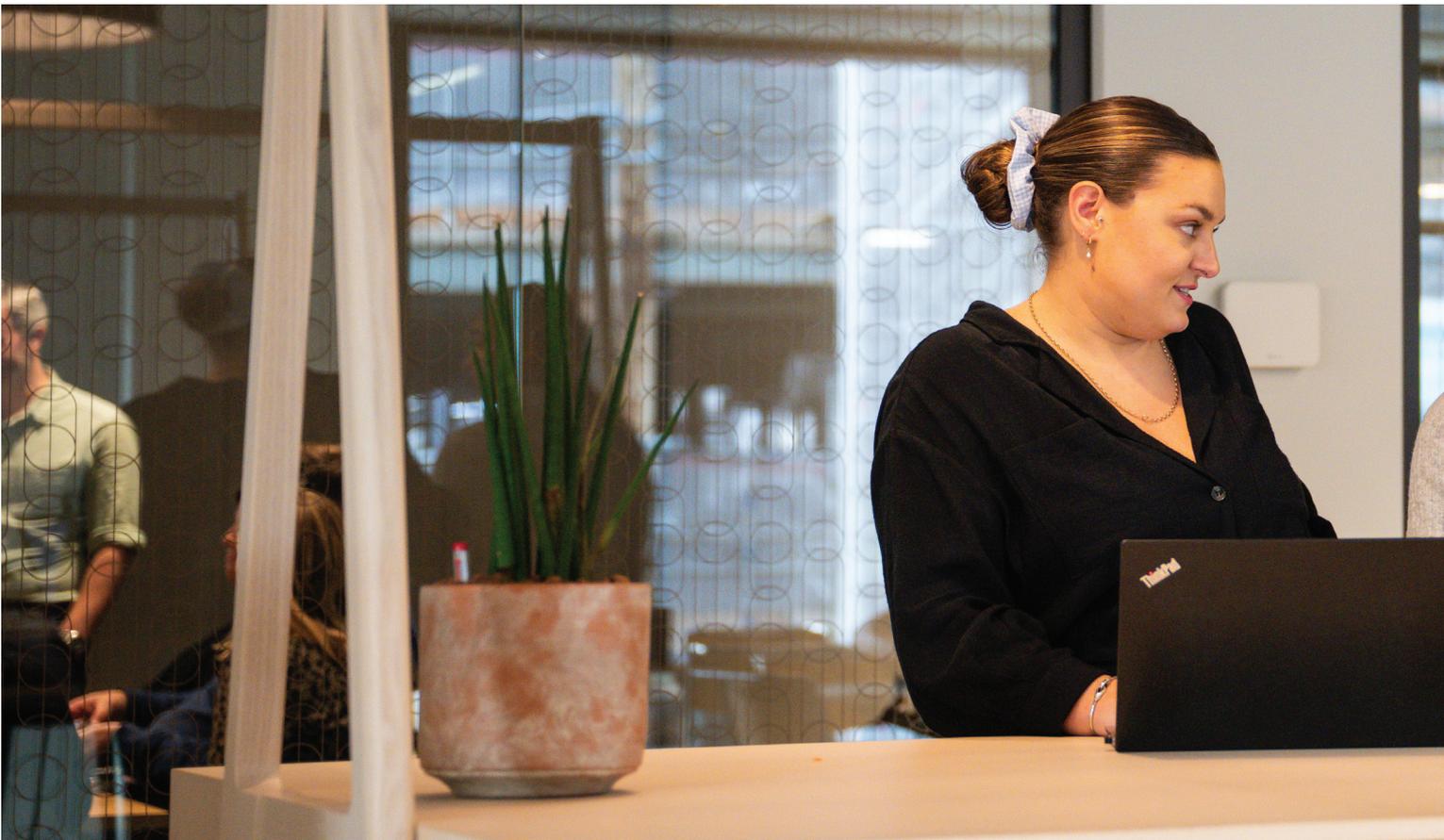
CBRE Project Management Ireland has more men than women overall and more men within senior roles. This is reflected in the quartiles, which show high representation of men in the Upper, Upper Middle and Lower Middle Quartiles and an equal distribution in the Lower Quartile.

Hourly Pay Quarters



Bonus Gap

A slightly higher percentage of the female population receives bonuses than the male population. However, overall, more men than women receive bonuses, and a key reason for the mean and median bonus gaps is that there are more men in senior roles, who receive higher bonuses.



Proportion of employees
receiving a bonus

65.00%

MEN

68.75%

WOMEN

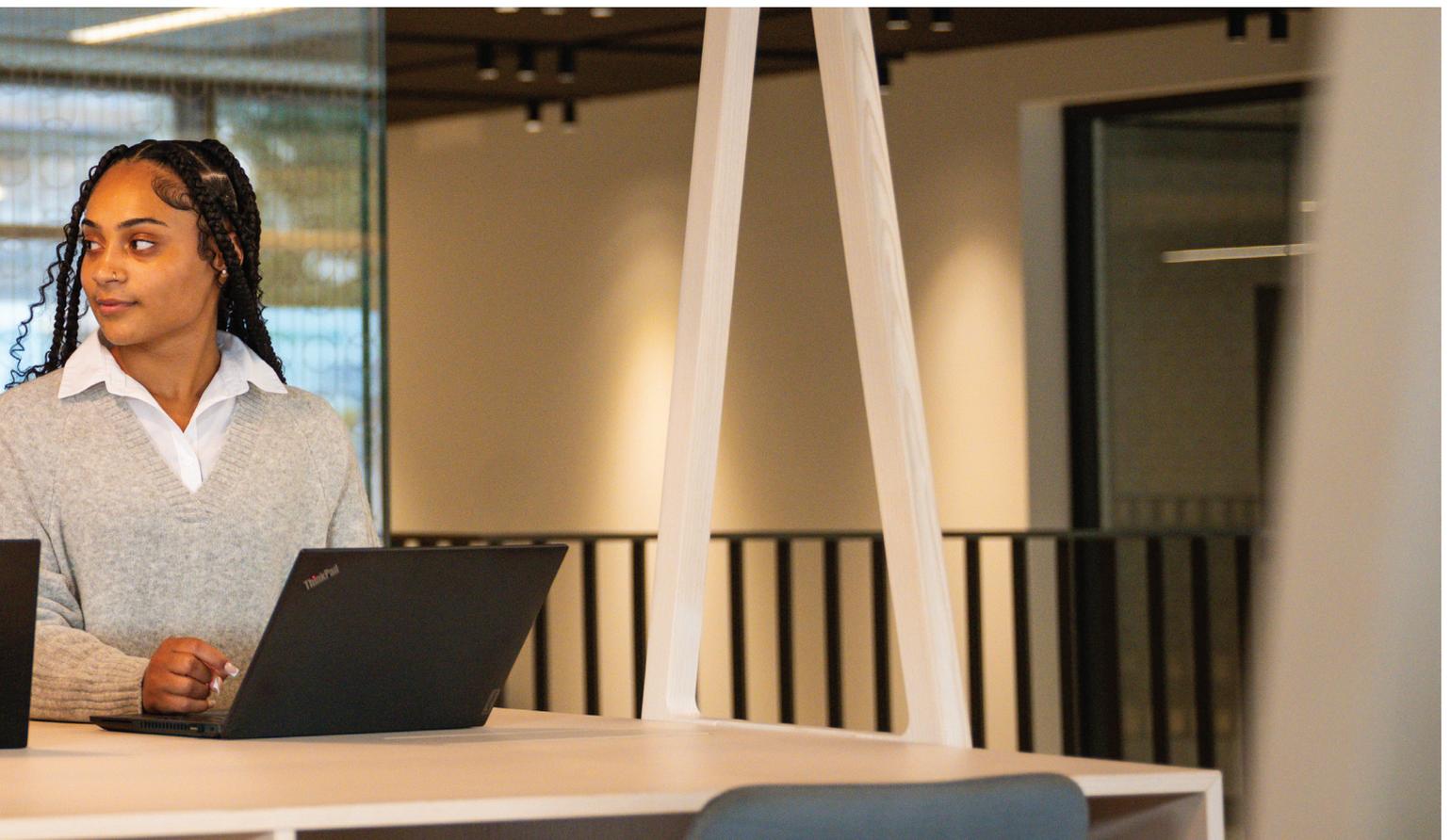
Bonus pay gap -
all employees

61.59%

MEAN BONUS PAY GAP

52.34%

MEDIAN BONUS PAY GAP



Benefits in Kind

A higher proportion of women receive benefits in kind than men.

Proportion of employees receiving benefits in kind

80.00%

MEN

93.75%

WOMEN





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