



DIVERSITY, EQUITY & INCLUSION

CBRE

CBRE GWS (Ireland) Limited Gender Pay Report 2023

Our Commitment to Reducing the Gender Pay Gap

At CBRE, we enable our people and business partners to thrive by fostering a diverse, equitable and inclusive environment, where everyone can succeed. We are a global leader in commercial real estate, and as such, diversity, equity and inclusion (DE&I) are an important focus for our business.

With a shared foundation of Respect, Integrity, Service and Excellence – values we call “RISE” – our approach is to positively impact:

- **Our culture:** strengthening our inclusive culture so our people are safe, valued and heard
- **Our talent:** increasing the diversity of our workforce through ongoing recruitment, training, and retention initiatives
- **Our marketplace:** driving economic empowerment through supplier diversity and philanthropic activities to impact the community.



Background

CBRE serves its clients through different business segments (Advisory Services, Global Workplace Solutions (GWS) and Real Estate Investments), delivering services for all property types and asset classes.

This report presents the Gender Pay data and analysis for CBRE GWS (Ireland) Limited ("CBRE GWS Ireland"). CBRE GWS Ireland provides industry-leading facilities management, project management and transaction and portfolio property services in Ireland. Gender Pay Gap reporting is not required for our other businesses operating in Ireland.



Gender Pay Gap Reporting

Ireland

This Gender Pay Gap Information Act 2021 requires all companies with 250 or more employees to report on their Gender Pay Gap – which is the difference in the mean and median remuneration of men and women within the organisation over a 12 month period prior to a chosen snapshot date.

This is our second year of reporting our Gender Pay Gap for GWS Ireland and we are pleased to see that the data in this year's report shows progress, including improvements to our mean hourly Pay Gap for all employees and our median Bonus Gap (these are explained later in the report). We recognise that there is still work to be done and we are fully committed to creating a workplace where everyone can thrive.

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 at CBRE GWS Ireland 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.

For the purposes of this Gender Pay Gap Report:

- The “mean” Pay Gap is the difference between men and women's average hourly pay across the organisation;
- The “median” Pay Gap is the difference between the hourly pay of the middle paid woman and the middle paid man i.e. if the men and women are listed separately in order of pay, it is the difference in the hourly wage between the person in the middle of each list; and
- The “relevant snapshot” date is 30 June 2023 and we have therefore collected data regarding the remuneration of all CBRE GWS Ireland employees for the previous 12-month period, i.e. 1 July 2022 to 30 June 2023.



Our Results and Understanding The Gap

A key reason for our Gender Pay Gap is that we have more men in senior roles. This profile is characteristic of the wider facilities management sector, which is impacted by “occupational segregation”; the tendency for men and women to work in different professions.

Overall, the facilities management sector has traditionally employed fewer women. Management and technical roles are typically undertaken by men and these are on average more highly paid roles. Conversely, females fill a greater proportion of general administrative roles, which on average are less well remunerated. Initiatives to address these challenges 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.



Hourly Pay Gap

As explained above, a key reason for our Gender Pay Gap is that we have more men in senior roles.

We are pleased to see an improvement in our mean hourly Pay Gap for All Employees. The mean gender Pay Gap is the difference between the average hourly earnings between men and women.

The median Pay Gap for All Employees has seen an increase to 26.51% in 2023 from 22.94% in 2022. 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. Our 2023 “middle” man held a project management role at a higher grade than the “middle” man in 2022 who held a shift technician role at a lower grade. The “middle” women held similar roles in both 2023 and 2022. Therefore the difference in the types of “middle” roles held by men (more senior with higher remuneration in 2023) accounts for the increase in the median Pay Gap this year.

There has been a small increase in our mean hourly Pay Gap for Part-Time Employees. The mean hourly Pay Gap is more significant for Part-Time Employees (than All Employees or Temporary Employees) because there are proportionally more men in senior roles within this group. There has been a significant improvement to the median hourly Pay Gap for Part-Time Employees because the “middle” man in 2023 held a less senior role than in 2022 but the “middle” women for both years held the same clerical roles.

There has been a significant improvement in the mean Pay Gap for Temporary Employees and a smaller improvement to the median. The difference in the mean is attributable to a small number of senior male employees who are no longer in temporary roles this year.

CBRE GWS Ireland Gender Pay Gap

Hourly Pay

	MEAN (%)	YOY Variance	MEDIAN (%)	YOY Variance
All Employees	16.83%	-0.65%	26.51%	+3.57%
Part-Time Employees	29.75%	+3.41%	25.72%	-10.94%
Temporary Employees	0.96%	-28.43%	12.04%	-1.91%

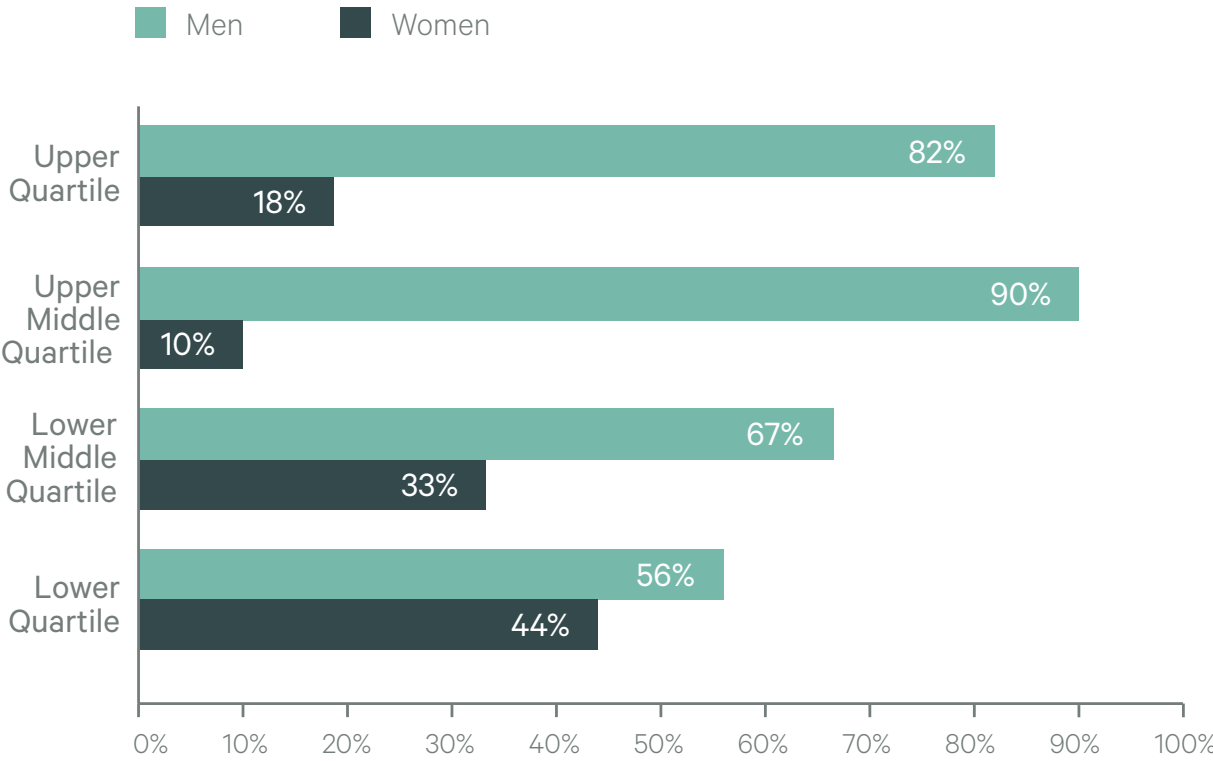


Quartiles

In this Gender Pay Gap Report, 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 CBRE GWS Ireland from lowest to highest, that list being then split into four equal-sized groups, and the percentage of men and women in each being calculated.

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 we have seen small increases in the percentage of women in the Upper, Lower Middle and Lower Quartiles and a small decrease to the percentage of women in the Upper Middle Quartile. Our activities section sets out the actions we are taking to increase the representation of women at all levels within our business.

Pay Quartiles



Bonus Gap

Proportion of employees
receiving a bonus

All employees

22.19%

8.49%

MEN

MEAN BONUS PAY GAP

27.68%

14.33%

WOMEN

MEDIAN BONUS PAY GAP



Bonus Gap

Employees may be entitled to different types of bonus. The Company has a discretionary bonus scheme for which eligibility is dependent on job grade, i.e. seniority. As we have more men in senior roles, more men than women receive discretionary bonus payments, although it is women who receive some of the highest awards. Other bonuses that are included in our data are bonuses for employees on certain client contracts and other ad hoc bonuses. Discretionary bonus awards are typically higher than client contract or ad hoc bonuses.

A slightly higher percentage of the female population receives bonuses than the male population, although overall, more men than women receive bonuses.

The mean bonus gap is static this year and a key reason for the bonus gap is that women are paid some of the highest awards but a smaller number of women receive bonuses overall.

The median bonus gap has seen a significant improvement from 43.43% in 2022 to 14.33% in 2023.

In the 2022 report, our bonus data included small one-off bonuses paid to employees who performed essential services in keeping client facilities operating during the pandemic. A key reason for the improvement in the median bonus gap in 2023, is that last year we had more women receiving those small one-off bonuses and therefore the “middle” woman received this small one-off bonus whereas in 2023 the “middle” woman has a higher discretionary bonus award. This increase in the “middle” woman’s bonus award accounts for the reduction to the median bonus gap this year.



Benefits In Kind

As was the case last year, in 2023 a higher proportion of women receive benefits in kind than men.

This year we have seen an increase in the percentage of men and women receiving benefits in kind due to internal promotion of the different benefits offerings which resulted in an increase to the numbers of employees electing to participate in the various schemes.

Proportion of employees
receiving benefits in kind

65.45%

MEN

70.09%

WOMEN



Our Activity

We have introduced and will continue to roll out a number of strategies and initiatives to address the Gender Pay Gap by focusing on attracting, developing and retaining female talent within CBRE GWS Ireland, as well as the facilities management sector more generally – in particular:

Attracting Women

The Ireland Women's Network has continued to grow during 2023 and our partnership with the charity, 'Inspiring the Future' has developed further and extended throughout the country. Through this initiative, members of the network, supported by their male allies attend events in primary and post-primary schools in socially disadvantaged areas to discuss different career paths with female students to help support and attract underrepresented groups.

A focus area for the Network in 2023 has been how we communicate with women in the business. This has been supported through increased recognition of talented women in our business and the celebration of various Women's Events throughout the year.

In addition, our Talent Acquisition team launched our new recruitment guidelines, covered through 'Licence to Hire' training which was delivered to all People Managers. In addition to our talent attraction principles, the 'Licence to Hire' training further equips our People Managers in the hiring and promoting of diverse talent.

Developing Women

Our Women's Network has partnered with a number of the CBRE Employee Business Resource Groups to launch its Reverse Mentoring Programme. This programme aims at giving female talent the opportunity to avail of mentoring from Senior Leadership with a view to accelerating the upward progression of talent through the business.

We have recently launched our EMEA wide 'Balance Programme' which has been developed specifically for women in our business with the aim of developing our female talent through enhancing our strengths and mitigating weaknesses.

In addition, the Network continue to facilitate quarterly events on a range of topics to support development.

We continue to enrol female team members in the Institute of Leadership and Management courses, fully funded by CBRE.

Retaining Women

In addition to enhancements of our family friendly policies, we are also reviewing new policy initiatives which will further support women in our business.

We made a formal EMEA-wide partnership with WISE – Women in Stem and Engineering Society and we will work with the Society to celebrate a range of events with a view to attracting more females to work in our industry.

All our Leaders have been set annual scorecard objectives to drive and measure diversity across our business.



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