

# INSIDE ADVANTAGE

CORPORATE  
RESPONSIBILITY  
REPORT 2015

CBRE

400  
SOUTH  
HOPE





WELCOME IN



**ALLISON DAVIS**  
Office Concierge

# Access. Authenticity. Accountability. *Advantage.*

**CBRE** creates

## **SHARED ADVANTAGE**

through an integrated program of environmental and social actions that generate sustained growth and continuous opportunity for both the company and the communities it serves.



**VIDEO**  
(90 sec.)

# INSIDE THE REPORT

---

HOME	3
STAKEHOLDER LETTER	5
THE INSIDE STORY	7
INSIDE CBRE	11
ENVIRONMENTAL SUSTAINABILITY	19
PEOPLE & CULTURE	43
HEALTH & SAFETY	61
COMMUNITIES & GIVING	69
PROCUREMENT	81
ETHICS & COMPLIANCE	89
GOVERNANCE	99
GRI INDEX / UNGC 10 PRINCIPLES	109

“

OUR RISE VALUES ARE  
FUNDAMENTAL TO THE  
**SHARED ADVANTAGE**  
WE BRING AS AN  
INDUSTRY LEADER.

”

– BOB SULENTIC, CEO



CBRE

# Our advantage is **SHARED.**



**AT CBRE,** we recognize that our world is changing. Urban populations continue to grow, necessitating the need to develop more infrastructure and creating higher demand for energy and other natural resources.

As the world's largest provider of commercial real estate services, CBRE plays an important leadership role. We assist our clients with a variety of sustainability strategies, helping them to manage their environmental impact and operate more efficiently. Our flexible workplace strategies enable clients to optimize the value of their occupied space, creating opportunities for them to attract and retain the very best talent.

Our more than 70,000 employees function as an integrated team, connected globally by our collaborative culture and commitment to delivering exceptional outcomes for CBRE clients. We see this in action each day – in our adherence to our **RISE** values (Respect, Integrity, Service, Excellence), continued expansion of diversity and inclusion programs, and award-winning health and safety initiatives. In addition, we influence tens of thousands of suppliers, who are expected to conduct their operations in socially responsible ways.

At the foundation of our industry leadership is our commitment to responsible business practices, represented by CBRE's support for the **Ten Principles** of the United Nations Global Compact.

We invite you to review this report, where we'll introduce you to several CBRE colleagues who will help you learn about some of our accomplishments in 2015. They provide an inside view of CBRE, and our strong commitment to creating greater advantages for all of our stakeholders.

A handwritten signature in black ink that reads "Bob".

**ROBERT E. SULENTIC**  
President & Chief Executive Officer

[G4-1]

# THE INSIDE STORY

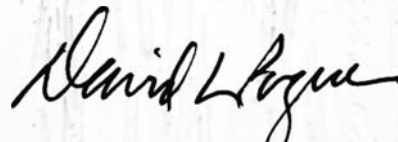
**SOME FIRMS** understand that their influence extends beyond the boundaries of their own work. They recognize that the impact of small, positive acts multiplied across a broad global enterprise can improve the communities they serve, while at the same time grow their bottom line. When those positive acts flow naturally from the business process, the organization evolves beyond its public persona to deliver a mutual benefit to all of its stakeholders.

We call this Shared Advantage.

At CBRE, we understand the significant impact the built environment has on the global environment. Commercial real estate is at the nexus of many of today's most important issues, including resource depletion, land use, transportation, workplace health and climate change. Through the development and routine application of innovative practices and services across each of our business lines, CBRE has a unique opportunity to make a positive difference in the communities we serve while at the same time building a competitive advantage.

In 2015, we actively began the process of consolidating and coordinating our previously distributed activities into a purposeful, more comprehensive approach. We look forward to reporting on the progress made in 2016 and beyond, as we integrate Shared Advantage across the full breadth of CBRE's commercial real estate services.

**CLICK HERE** for an inside view of how our firm's commitment to corporate responsibility embodies all our global business activities. In just 90 seconds you'll gain insight into the value of Shared Advantage, and of CBRE's passion for creating a mutual benefit for all of our valued constituents.



**DAVID L. POGUE**

Global Director  
Corporate Responsibility











# I N S I D E C B R E

CBRE Group, Inc. is a Fortune 500 and S&P 500 company headquartered in Los Angeles, and the world's largest commercial real estate services and investment firm. [G4-3, G4-5]

**AS OF DECEMBER 31, 2015**, excluding independent affiliates, we operated in more than 400 offices worldwide, with more than 70,000 employees providing commercial real estate services.

Our business is focused on several competencies, including commercial property and corporate facilities; project and transaction management; tenant/occupier and property/agency leasing; capital markets solutions (property sales, commercial mortgage origination, sales and servicing, and structured finance); real estate investment management; valuation; development services; and proprietary research. Except where indicated, all financial figures are in U.S. currency. CBRE Group, Inc. is incorporated in Delaware in the United States. Our Class A common stock is traded on the NYSE under the symbol CBG.

[G4-7]

In 2015, CBRE advised clients on 87,150 property sales and lease transactions valued at more than \$310 billion. As of December 31, 2015, we managed 5.2 billion square feet of commercial properties and corporate facilities around the world (including property managed by our affiliate offices). Commercial mortgage loan originations, including loan sale advisory, totaled \$40.8 billion; and loan servicing totaled \$135.7 billion. We completed 147,375 appraisal and valuation assignments in 2015, and our project management contract value was \$42.4 billion.

Our global investment management subsidiary, CBRE Global Investors, had \$89.0 billion of assets under management as of December 31, 2015, and our

development services subsidiary, Trammell Crow Company, had \$6.7 billion of development property in process. CBRE revenue in 2015 totaled \$10.9 billion.

[G4-4, G4-9]

CBRE's position as the world's largest commercial real estate services and investment firm has occurred through organic growth and a series of strategic acquisitions. We acquired the Global Workplace Solutions (GWS) business from Johnson Controls, Inc. in September 2015.

***GWS is a market-leading provider of enterprise facilities management solutions for global corporations and other large occupiers of commercial real estate.***

[G4-13]

As a services company, CBRE's supply chain is primarily comprised of resources to support our employees. These include information technology products and services (e.g., hardware, software, telecom, printers, outsourced services), marketing materials (artwork, signage, direct mail) and facilities (leasing, furniture, maintenance). We purchase a number of services to support our business, including consulting, legal, human resources, marketing and training. We also purchase products and services to support the work we do for our clients, including office furnishings, janitorial products and services, and facility maintenance products and services.

[G4-12]

# OPERATIONS

CBRE Group, Inc. is a holding company that conducts all of its operations through its indirect subsidiaries and affiliated offices in 68 countries. We report our operations through five business segments.

## AMERICAS

The Americas is our largest segment of operations and provides a comprehensive range of services throughout the U.S. and Canada as well as key markets in Latin America. Services are provided through mostly wholly owned operations but also independent affiliated offices. As of December 31, 2015, our Americas segment had more than 33,500 employees and accounted for 57.0% of our 2015 revenue.

## EMEA

Our Europe, Middle East and Africa (EMEA) segment operates in 43 countries, including affiliates, with our largest operations located in France, Germany, Ireland, Italy, the Netherlands, Spain, Switzerland and the United Kingdom. As of December 31, 2015, within EMEA we had more than 20,200 employees. Our EMEA segment accounted for 27.7% of 2015 revenue.

## ASIA PACIFIC

Our Asia Pacific segment operates in 15 countries, including affiliates. Our primary operations in Asia are located in greater China, India, Japan, Singapore, South Korea and Thailand. The Pacific region includes Australia and New Zealand. As of December 31, 2015, Asia Pacific had more than 17,200 employees and accounted for 10.5% of our 2015 revenue.

---

## CBRE GLOBAL INVESTORS

Operations in our Global Investment Management segment are conducted through our indirect wholly owned subsidiary CBRE Global Investors, LLC and its global affiliates, which we also refer to as CBRE Global Investors. As of December 31, 2015, Global Investment Management had approximately 800 employees and accounted for 4.2% of our 2015 revenue.

## TRAMMELL CROW COMPANY

Our indirect wholly owned subsidiary Trammell Crow Company and certain of its subsidiaries provide development services, primarily in the United States, to users of and investors in commercial real estate, as well as for its own account. As of December 31, 2015, Trammell Crow Company had more than 200 employees and accounted for 0.6% of our 2015 revenue.

[G4-6, G4-8, G4-10]

**THIS REPORT** provides an overview of the social, economic and environmental impacts of CBRE globally in 2015. This is our ninth annual Corporate Responsibility report, with the most recent report (our 2014 Corporate Responsibility Report) published in September 2015. [G4-29, G4-30] After publishing our previous report, we have not received any information – internally or externally – that requires us to restate information provided.

There have been no changes from previous reporting periods in the scope of this report. [G4-22, G4-23] This report covers CBRE’s global operations, including our wholly owned, independently operated subsidiaries CBRE Global Investors and Trammell Crow Company, unless otherwise noted. This report excludes joint venture and affiliate office information, unless otherwise noted, and supplier information.

# MATERIAL ASPECTS

In early 2015, CBRE conducted a materiality assessment to determine the economic, environmental and social issues that are most important to our business and our stakeholders.

Our corporate responsibility team reviewed frameworks, such as GRI and a number of ratings and rankings assessments, to develop a list of 55 items that could be considered material to a business such as ours. These items were put into an online survey tool and respondents were asked to rank each item on a five-point scale. Internal stakeholders ranked each item on the degree to which they felt the issue is significant to CBRE, and external stakeholders ranked each item based on the degree to which the issue affects their assessments and decisions about CBRE.

The survey was sent to all members of CBRE’s Global Corporate Responsibility Steering Committee and other internal stakeholders who work directly on the issues covered in this report. The survey was also sent to more than 20 external stakeholders, including representatives of key clients, suppliers, federal

governments and nongovernmental associations (NGOs), as well as industry associations, universities and research entities. The survey results were then plotted on the matrix shown on the following page and vetted with key stakeholders. This report focuses on the issues that were determined to be the most material to CBRE and our stakeholders. Going forward, we will assess these issues on a regular basis to ensure our actions and our reporting continues to reflect our business and stakeholder priorities. We plan to conduct our next materiality assessment in late 2016.

[G4-18, G4-19]

Most of these items are material within the boundaries of our operational control. Exceptions include items labeled with the notation (clients), which are material in the properties we manage for our clients globally.

[G4-20, G4-21]

## QUICK ACCESS

This report and future updates can be accessed online through the CR link below. For more information on CBRE, our operational structure and detailed financial data, please refer to the CBRE Group, Inc. 2015 Annual Report (IR).

- [CR](#) CORPORATE RESPONSIBILITY
- [IR](#) INVESTOR RELATIONS
- [CBRE](#) CBRE.COM
- [MAIL](#) QUESTIONS?

Except where noted, the information covered in this report highlights our corporate responsibility initiatives in fiscal year 2015 (January 1, 2015, through December 31, 2015). When available and significant, updates through early 2016 are included. [G4-28] This report has been prepared in accordance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines and Construction and Real Estate Sector Supplement (CRESS) at the Core level.

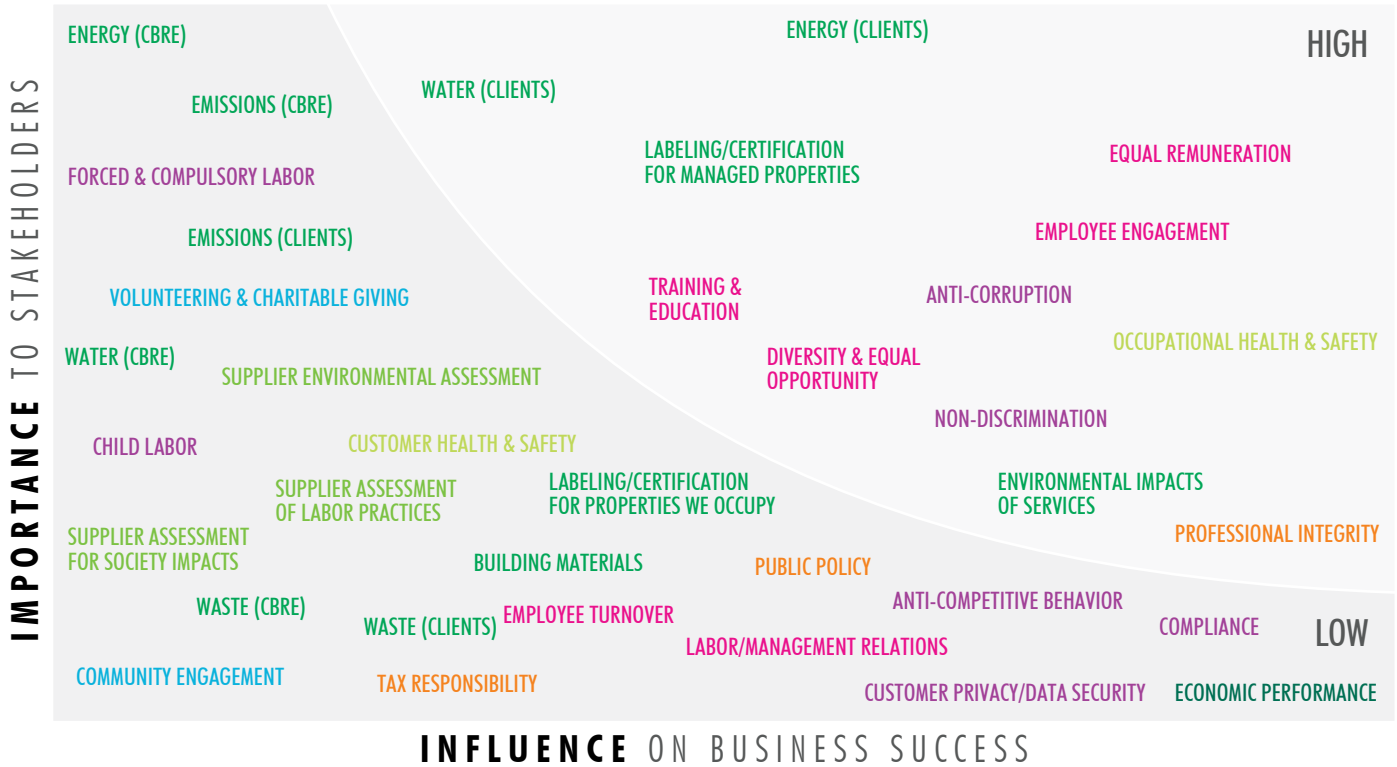
The GRI Content Index can be found on page 110 (🌐). This report has not been externally assured. [G4-32, G4-33]

Since we are a United Nations Global Compact (UNGC) participant, we have also communicated our progress toward the 10 UNGC Principles. [G4-15]

# CBRE MATERIALITY MATRIX

**ALTHOUGH** we do not have operational control in all properties, we have the opportunity to influence client decisions regarding energy, emissions, water and waste.

- Environmental Sustainability
- Ethics & Compliance
- Communities & Giving
- Governance
- People & Culture
- Procurement
- Health & Safety



## STAKEHOLDER ENGAGEMENT

We define our stakeholders to be individuals and organizations who can impact or be impacted by our operations.

CBRE’s stakeholders include shareholders, clients, employees, communities, CBRE affiliates and joint ventures, suppliers and vendors, commercial real estate services and investment industry organizations, regulating bodies, advocacy and activist groups,



governmental organizations and regulating bodies, NGOs and competitors. We interact with stakeholders throughout the year in a number of ways, including quarterly earnings calls, regular customer satisfaction surveys and industry events. As noted earlier, we also engaged directly with a number of stakeholders through the development of our materiality assessment, the results of which helped define content for this report.



# MECHANISMS FOR ENGAGEMENT

## CLIENTS

- Customer satisfaction surveys
- Localized research resources and insights
- Client care program

## INVESTORS & ANALYSTS

- Quarterly earnings calls
- Regular investor presentations, events and one-on-one meetings
- Surveys and requests for information
- Annual Investor Day

## EMPLOYEES

- Global employee intranet
- Email communications
- Annual performance reviews

## COMMUNITIES

- Employee volunteering
- Donations to charitable organizations

## MEDIA

- Interviews with CBRE leadership/SMEs
- Multiple social media channels

## NGOs & ACADEMIC INSTITUTIONS

- Partnership in research studies
- Attendance at conferences and events
- Surveys and requests for information

## INDUSTRY ASSOCIATIONS

- Attendance at conferences and events
- Participation on boards and assorted business committees

[G4-24, G4-25, G4-26, G4-27]

# AWARDS & HONORS

Ranked 15th on Forbes America’s Best Employers List in 2016

Included in Fortune’s Most Admired Companies for Four Consecutive Years

Named to Dow Jones Sustainability Index North America in 2014 and 2015

Listed on FTSE4Good in 2014 and 2015

Named to CDP S&P 500 2015 Climate Disclosure Leadership Index for Three Consecutive Years

Included in Corporate Responsibility Magazine’s 2016 100 Best Corporate Citizens List

Named a 2016 World’s Most Ethical Company by Ethisphere Institute for Three Straight Years

Received 2016 ENERGY STAR® Partner of the Year – Sustained Excellence Award for Nine Consecutive Years

Achieved a perfect score on the Human Rights Campaign’s 2015 and 2016 Corporate Equality Index

Named to Military Times’ Best for Vets: Employers in 2015 and 2016

Named To the 2016 Companies That Care Honor Roll for 9 Consecutive Years

# MEMBERSHIP ROSTER

Building Owners and Managers Association (BOMA)

Building Owners and Managers Institute (BOMI)

International Business Roundtable

Boston College Center for Corporate Citizenship (BCCCC)

Business in the Community (BITC)

CDP (formerly Carbon Disclosure Project)

Center for Climate and Energy Solutions’ Business Environmental Leadership Council (C2ES BELC)

The Climate Group

Delos

Global Real Estate Sustainability Benchmark (GRESB)

Global Reporting Initiative

Green Rating Alliance

International Council of Shopping Centers (ICSC)

NAIOP, the Commercial Real Estate Development Association

Real Estate Roundtable

United Nations Global Compact (UNGC)

U.S. Green Building Council (USGBC)

[G4-16]

**THIS REPORT** has been prepared in accordance with the Global Reporting Initiative (GRI) G4 guidelines. Locations of GRI disclosures are included throughout the report using the notation [G4-X].





# INSIDE OUR ENVIRONMENT

**SEVERAL YEARS AGO** *our Global Real Estate and Facilities team came to the realization that over the next few years nearly 40% of all CBRE corporate office leases were set to expire. If there was ever an opportunity to think differently about the space that we occupied, now was the time.*

*What emerged were three primary goals.*

*First, we wanted to create a healthy workplace that would enable our people to work smarter and more efficiently, in a more personally customizable space. Second, we wanted to optimize the operational value of the space that we occupied. And third, we wanted to lead the industry into the future by encouraging our people to communicate and collaborate better across business and service lines.*

*By going “all in,” we believe that CBRE has shaped a new approach to designing and servicing work environments that inspires our people and our clients and has transformed the industry’s traditional view of space utilization.*

*In the last three years, we’ve opened more than 30 Workplace360 offices around the world. More than 7,000 of our employees, including nearly 40% of our top producers, call a Workplace360 office home.*

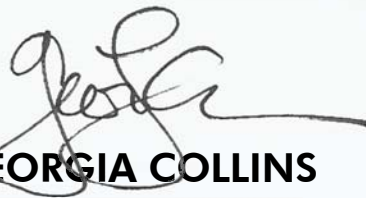
*Our people have become a driving force in changing our culture as well, with Workplace360 offices that enable greater collaboration, build a stronger sense of community and create a deeper connection between employees and the organization. It was this connection that Forbes cited as one of the key reasons*

*CBRE was listed as #15 on its list of the Best Companies to Work For. Our post-occupancy surveys demonstrate how fully our employees have embraced the initiative, with 93% indicating they are highly satisfied with the new environment – and 90% stating they would not return to a traditional office.*

*Importantly, we’ve achieved these organizational gains while minimizing employee space requirements, optimizing our resources and reducing our impact on the environment. Most pleasing to me is how our people recognize the investment that leadership is making, reinforcing CBRE’s commitment to their long-term success as well as that of our clients.*

*For CBRE, Workplace360 has been transformative. In a “work anywhere, anytime” world, it has demonstrated that there remains a vital role for place – one that supports professional mobility while enabling ideas to grow, and communities to form, in the spontaneity of a collaborative space.*

*To me, this is the story we are now able to tell: that office space is meant to inspire people through meaningful connections. And thanks to these connections, we now have a whole new lease on the way we do business.*



**GEORGIA COLLINS**  
Senior Managing Director  
Global Research and Consulting  
Workplace Strategies



**“OFFICE SPACE**  
*is meant to*  
**INSPIRE.”**

# ENVIRONMENTAL SUSTAINABILITY

As the world’s largest real estate services firm, we take seriously our role in understanding, addressing and communicating the benefits of resource efficiency in the built environment and the value of innovative design on employee health and productivity.

## OPERATIONS WORKPLACE360

**MODELED AFTER** our Amsterdam office, CBRE launched Workplace360, our global workplace strategy initiative, in the U.S. in September 2013 with the opening of our global corporate headquarters office in Los Angeles. Currently, more than 7,000 employees are based in more than 30 Workplace360 offices worldwide.

Each Workplace360 office is a “free address” and paperless environment, supported by leading-edge technology tools and platforms. By eliminating assigned offices and workstations – instead, offering up to 15 different types of workspaces based on carefully calculating employee usage patterns – our new spaces save an average of 150 square feet per person while offering greater functionality and flexibility. This lower per-employee footprint means lower energy use and carbon emissions.

An added environmental outcome of Workplace360 is a significant reduction in the amount of paper used in our business operation. Driven by the desire to be totally “free address,” we needed to embrace the concept of paperless processes. Each office undergoing conversion first drastically reduces its paper files through purging, and then digitizes the remainder to personalized cloud storage libraries. On average, offices are purging 71% of paper files.



Additionally, we have introduced a comprehensive “follow me printing” policy that consolidates all printing to central locations. As a result, the requirement for on- and off-site file storage is greatly reduced, and paper usage in Workplace360 offices has dropped 60 to 80%.



## OCCUPANCY

In our 2012 **Environmental Policy**, we stated a goal to locate 70% of offices over 20,000 square feet in certified spaces by 2017. Since acquiring our first Leadership in Energy and Environmental Design (LEED®) certified space in Washington, D.C., in 2008, we have purposefully sought and occupied certified space whenever possible. We currently have more than 74% of our 50 largest spaces in environmentally labeled locations, including 33 LEED or LEED CI, 2 ISO 14001, 1 NABERS, 1 BCA Green Mark and 1 Gold Star. All occupied offices in the U.K. are ISO 14001 certified. As a result, we exceeded our 2017 goal in 2014.

[CRE8]

## INTERNAL CERTIFICATION

Since 2008, we have performed an annual audit of our U.S. offices and have rated them on the implementation of our Sustainable Office Operations Standards. These Standards are based on a series of responsible resource reduction practices and other sustainability and environmental initiatives in alignment with the U.S. Green Building Council's (USGBC) LEED and the U.S. Environmental Protection Agency's (EPA) ENERGY STAR® programs.

Certifications are awarded through our Toward a Greener Tomorrow (TaGT) program based on the results of these audits. In 2012, we made a commitment in our **Environmental Policy** to expand TaGT certification to all of our global offices over 5,000 square feet by the end of 2014. The TaGT program currently covers all larger English-speaking offices in the regions of Canada, Latin America, Asia, Pacific and EMEA.

In 2015, two offices achieved the highest ranking of Platinum level, 18 offices scored at the Gold level, 53 offices scored at the Silver level and 56 offices scored at the Bronze level.

Highlights from our U.S. and EMEA regions in 2015 are described to the right.

## RESOURCE MANAGEMENT

In our 2012 **Environmental Policy**, we stated a goal to measure utility usage in our 50 largest locations by 2017. The vast majority of our corporate occupancy occurs as a tenant in multi-tenant office buildings. We do not own any properties where our offices are located. This occupancy strategy allows maximum flexibility in our space decisions; however, it complicates our efforts to measure, manage and mitigate our resource consumption, as most of the leased locations feature full building utility meters.

To measure our own use requires the installation of separate utility meters. As we reported in our 2014 Corporate Responsibility Report, we have installed 134 submeters in 30 U.S. offices to date, totaling 892,092 square feet. This equates to approximately 20% of our global footage and 40% of our 2017 goal.

None of our 50 largest space leases expired during 2015; thus, we did not install any new submeters during the year. A significant number are expiring during 2016 and we expect to make more progress on this goal at that time.

## 2015 REGIONAL HIGHLIGHTS

**95% OF OFFICES** are purchasing office supplies with post-consumer recycled content.

**72% OF OFFICES** participated in Green Week annual activities – an increase of 18%.

**86% OF OFFICES** are taking steps to encourage employees to be more physically active.

**90% OF U.S. OFFICES** with vending machines include healthy and low-sugar food options.

**25% OF EMEA OFFICES** are using catering services that source local produce.

# COMPLIANCE & REPORTING

It is our policy to implement environmentally sustainable best practices and to meet both the letter and the spirit of all environmental laws and regulations where we do business. In 2015, we were not issued any fines in violation of environmental regulations or laws, nor have we been responsible for or party to any significant environmental pollution incidents.

In addition to this report, CBRE reports on corporate responsibility matters through various third-party organizations, including CDP. Some external organizations that evaluate and assess our corporate responsibility performance include criteria that may not directly apply to our company. By way of organizational transparency, we offer the following insights.



## INSIGHTS

As a service provider, the environmental impact of our operations is relatively low by comparison to similarly sized firms in other industries. We have calculated our operational carbon footprint since 2008; the graph below details our Scopes 1 and 2 emissions since 2011. Details of our Scope 3 emissions can be found in our annual CDP Climate Change response, which is available on the [CDP website](#). We have also calculated our 2015 fuel consumption to be 167,111 MWh and our electricity consumption to be 65,759 MWh. Our annual energy consumption can also be found in our CDP Climate Change response.

[G4-EN15, G4-EN16, G4-EN17]

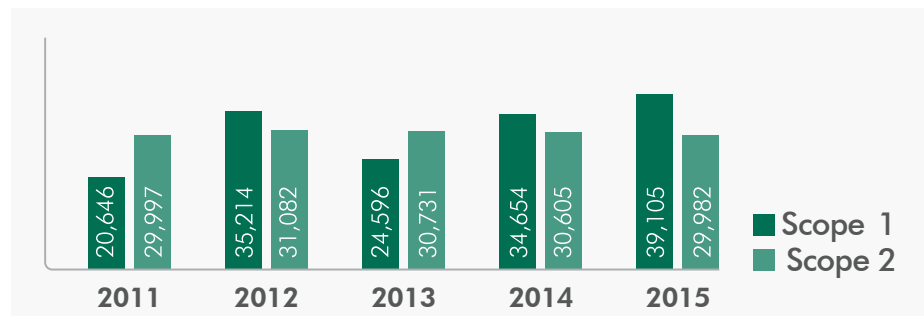
Our natural resource use and waste stream are not related to manufacturing, research and development, logistics and other resource-intensive activities. Since we do not produce, package or transport goods, we do not source sustainably or reclaim any products or packaging, nor do we transport hazardous waste or water.

The majority of our operations occur in office settings, and in most cases, we lease rather than own the space we occupy – and our leases often comprise only a small portion of the buildings in which they are located. In addition, in multiple tenancy buildings, we do not always have access to energy submeters. As a result, we do not have the capability to track materials source or use of recycling efforts, water consumption or significant air emissions beyond those indicated elsewhere in this report.

Our operations are largely based in urban and suburban areas, minimizing our exposure to protected natural areas and potential impacts on biodiversity and endangered species. To the best of our knowledge, we do not own or occupy facilities or land on or adjacent to protected habitats or areas, nor have we participated directly in habitat restoration.

[CRE8]

## CARBON FOOTPRINT OF CBRE OPERATIONS





# EMPLOYEE ENGAGEMENT

## GREEN WEEK

Green Week provides an important opportunity for CBRE employees to focus on environmental behaviors, resource efficiencies and community involvement – supporting the company’s commitment to sustainability and reinforcing our role as the industry leader in green.

During CBRE’s third annual **Green Week** (October 12-16, 2015), local offices around the world engaged in challenging conservation activities, participated in educational events and shared their success stories on sustainable workplace practices.

For the first time, offices from every region participated in the annual campaign. Besides building a “deeper green” into the organizational culture, Green Week demonstrates a model of improved business efficiency that supports the sustainable behaviors and practices we offer to our clients.

### 2015 HIGHLIGHTS

- 14,000+** CBRE Employees
- 105** Global Offices Participating
- 300+** Green Week Initiatives Globally
- 3.5 MILLION** Twitter Impressions



CBRE Vietnam, Japan and Hong Kong

## GLOBAL CR STEERING COMMITTEE

Our Global Corporate Responsibility Steering Committee includes a broad mix of geographic and business line leaders as well as individual CR Pillar leaders. This committee is an expansion and extension of the Environmental Steering Committee that was established in 2012 as part of our Environmental Policy.

The committee engages our business line, geographic and shared services leadership in all aspects of our CR program and collaboratively integrates all elements of corporate responsibility throughout the organization. Each committee member provides advice, counsel and advocacy for CR in their respective business line and geographical location. The committee holds quarterly calls, with more frequent individual communication as needed. A list of the Global CR Steering Committee members can be found on our [website](#).

# “MARKET FORCES *at work.*”

**A HIGH PERCENTAGE** of our clients not only expect sustainable space, they demand it. Especially when it comes to validating a property’s status as “green,” they continue to view LEED® certification as the industry standard. A lack of certification can actually become a *disadvantage* in the commercial real estate market.

And that’s where our competitive *advantage* comes in.

CBRE is by far the global leader in LEED, having approached a milestone in 2015 of helping clients to certify nearly 500 office projects. The active involvement of our sustainability practice leaders with our property management teams demonstrates CBRE’s deep commitment to delivering great outcomes for clients. We’re also the first company in the world to achieve WELL Certification for a commercial office space, which complements our Workplace360 initiative. So we understand the value that sustainability brings, both from an asset holder’s perspective and occupier experience.

But what distinguishes CBRE most as a trusted advisor on issues of sustainable space is the understanding that “green” is simply a term, and that health, wellness, carbon reduction, operational efficiency – it all contributes to the idea that, by working together, we can create better communities. And that’s when the business of green can become a truly positive force.

## **BRIAN JENNINGS**

Managing Director  
U.S. Asset Services



# ENERGY & SUSTAINABILITY SERVICES

**WE BELIEVE** that our position as manager of more than 5 billion square feet of commercial real estate gives us a unique opportunity to develop and offer a range of energy and sustainability services aimed at reducing our clients' resource usage while aiding their efforts in purchasing, owning and occupying more sustainable space. Our 220-person Global Energy and Sustainability (GES) team provides complete life-cycle solutions for energy management and sustainability services to CBRE clients around the world. Our mission is to deliver utility cost savings, energy efficiency and sustainable solutions by leveraging CBRE's global scale and expertise.

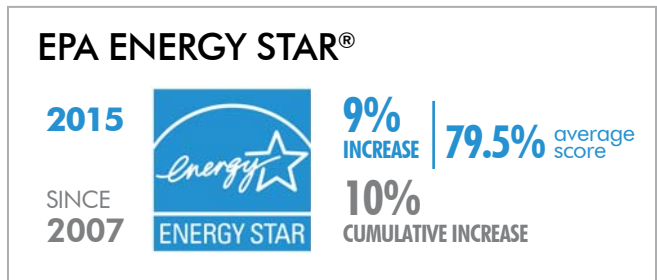
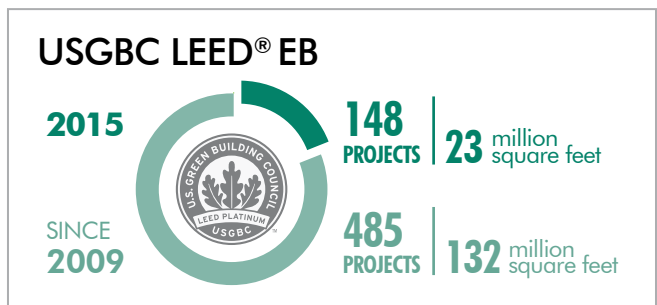
## AMERICAS

Energy and sustainability projects and programs are executed routinely on behalf of our U.S. Asset Services clients and Global Workplace Solutions (GWS) clients. In 2015, we registered and benchmarked 1,619 buildings totaling more than 262 million square feet to EPA ENERGY STAR. CBRE's 346 ENERGY STAR labeled buildings under management represent nearly 4% of the total U.S. office buildings labeled in ENERGY STAR. We have another 289 properties that are either currently in the application process or eligible to apply.

Since 2007, CBRE has improved our average ENERGY STAR score, achieving a cumulative increase of 10% and an average score of 79.5 for 2015, a 9% increase over the previous year. Additionally, we experienced a 2.5% reduction in average normalized site energy intensity during 2015, including a savings of 15,980 metric tons of CO<sub>2</sub> – the equivalent of reducing 38 million passenger vehicle miles driven in an entire year or providing 2,198 homes with one year of electricity. [\[G4-EN7, G4-EN27\]](#)

In April 2016, the U.S. EPA recognized CBRE with its 2016 ENERGY STAR Partner of the Year – Sustained Excellence Award for continued leadership in protecting the environment through superior energy efficiency achievements. This marks the ninth consecutive year that CBRE has been recognized for ENERGY STAR performance.

We continued our eight-year program of presenting co-branded BOMA (Building Owners and Managers Association) Energy Efficiency Program (BEEP) training to our building managers and engineers on a weekly schedule, with a total attendance to date of more than 18,500 attendees in the four courses.



LEED certification is the most recognized rating system of sustainable construction and management practices worldwide, and CBRE continues to assist our clients in their efforts to gain these certifications. Our LEED Existing Buildings (EB) consulting team completed 148 certifications totaling more than 23 million square feet in 2015. Since the team was formed in 2009, it has certified 485 buildings totaling more than 132 million square feet – more than any other LEED EB consultant in the world. We also continue to assist our clients in achieving LEED Commercial Interiors (CI) and New Construction (NC) certifications. In 2015, we completed 18 new CI/NC certifications totaling nearly 1 million square feet.

[\[CRE8\]](#)



## CBRE TEAM MAKES A BIG SPLASH IN NICARAGUA

**IN OCTOBER 2015**, two GES colleagues spent a week in Nicaragua as part of a volunteer project to bring clean drinking water to a rural village, which had been without clean water for six months. Elodie Michaels, Vice President, Americas Energy & Sustainability, and Kyle Hopkins, Energy Manager, were part of an 11-member team that traveled to Nicaragua for a life-changing experience constructing wells. With support from Living Waters International and local villagers, the team of volunteers built two wells in just five days.

The trip was the culmination of a broader water conservation initiative featuring GES subject matter experts, irrigation technology partner Weathermatic and clients from a major U.S. financial firm. A portion of the revenues generated from irrigation conservation projects at the client's sites were used to fund the construction of two drinking water wells at a local Nicaraguan school. Retrofit projects have reduced the client's water consumption by 30% and resulted in more than 142.7 million gallons of water saved annually.

In April 2015, CBRE completed the acquisition of Environmental Systems, Inc., a professional services firm focused on building efficiency and performance optimization. As part of CBRE's Global Energy & Sustainability platform, CBRE|ESI provides technology agnostic expertise and advanced data analytics that ensure building performance meets our clients' needs throughout the building's life cycle.

In December 2015, we **announced** that a recent pilot program has saved our GWS clients more than one billion gallons of water over the prior 18 months. Our team worked with a targeted group of eight clients across 381 sites to achieve cost savings through resource conservation. Under this pilot program, we achieved an average of 38% savings on annual water costs, resulting in more than \$5 million in total savings for our clients. We plan to expand this program to more clients and sites to help reduce our clients' spending on water and enhance sustainable practices.

# APAC

**WE HAVE SEEN** continued interest in environmental, social and governance (ESG) issues by building owners in Asia Pacific, particularly in open-ended funds, leading to more opportunities for our regional sustainability and green building experts to advise clients. New projects won and completed in 2015 include Responsible Property Investment pre-acquisition due diligence on assets in Korea for a listed fund and stakeholder engagement, peer benchmarking, a portfolio sustainability review and a sustainability strategy report for a Singapore REIT.

Our team in Asia offered new services to CBRE clients in 2015, including sustainable landscaping and site management consulting. We also expanded our team to include experienced green building consulting, energy auditing and commissioning authority expertise based in Singapore, enabling us to better support our colleagues across South East Asia. Our LEED consulting work in Asia continued to expand, including LEED EB v2009 certifications of several prominent office buildings in China completed in 2015 and another in Seoul, South Korea, in early 2016.

Our work on sustainability in Asia has not been confined to building owners. In 2015, our head of sustainability in Asia was actively involved in supporting our GWS business to develop a strategy for the global green lease program of a prominent bank, integrating existing clauses into the real estate process and creating training for transaction managers. This resulted in a significant increase in the uptake of green lease clauses introduced on behalf of the bank to landlords in Asia and beyond.

In the Pacific region, we continue to build our energy and sustainability business in Australia and New Zealand. CBRE's sustainability team was the number one provider of National Australian Built Environment Rating System (NABERS) ratings in Australia in 2015, having rated approximately 16 million square feet of commercial office space under the NABERS system.

This track record was instrumental in helping to secure a landmark collaborative project between the Asia and Pacific sustainability teams, who were appointed by Hong Kong's Link REIT on a pilot project of 1.5 million square feet of assets to help understand how NABERS might be used as both a benchmarking and energy management tool for their retail portfolio. The project involved team members from Australia and Asia, enabling CBRE to provide Link REIT with

industry-leading NABERS expertise and experienced engineering expertise with an established track record in the Hong Kong market.

“LINK REIT marks the first project in North East Asia to be rated using NABERS, representing an exciting development of the tool and moving the industry one step closer to the growing internationalization of energy benchmarking.”

Emma McMahon  
Director of Sustainability  
Pacific

In a first for North East Asia, the CBRE team helped adapt the implementation of the tool, which has been designed for the Australian climate and real estate context, providing valuable feedback for the NABERS team that will help guide the future internationalization of this system. It is also significant in demonstrating the future potential for collaboration between CBRE's energy and sustainability professionals across regions.

In addition, CBRE's Pacific team has been providing wellness consulting services to a number of premium landlords and occupiers in the Australian market who see the value of investing in health and well-being initiatives to attract and, more importantly, retain top talent and premium occupiers in the industry. To date, this has included WELL Building Standard gap analyses and health and well-being strategy advice.



# THE FIRST SUPERTALL BUILDING IN THE WORLD to achieve LEED v4

## TAIPEI 101

Work continued in 2015 on the LEED EB:OM recertification for **TAIPEI 101**. In September 2014, TAIPEI 101 appointed a CBRE sustainability team, led by colleagues in Asia in conjunction with colleagues in the U.S., to act as a LEED consultant to guide them through the process of recertifying the existing LEED v2009 Platinum certification. The property sought recertification to the new LEED O+M v4 standard at the Platinum level.

This recertification was completed in mid 2016, becoming the highest scoring LEED v4 project in the world to date and the first to reach the 90-point threshold. TAIPEI 101 – with more than 2 million square feet gross floor area, 101 floors and 126 different tenants – was the first supertall building in the world to attempt and achieve this standard. With LEED v2009 being retired in October 2016, the experience gained from this project positions CBRE to further cement its position as world leader in LEED for Existing Buildings certification.



**IFC BEIJING**  
LEED EB V2009  
PLATINUM

[CRE8]



**SHENZHEN KERRY  
PLAZA TOWERS 1, 2, 3**  
LEED EB V2009  
PLATINUM



**TIMES 8  
(CHENGDU)**  
LEED EB V2009  
GOLD

# EMEA

**OUR EMEA** sustainability team offers a wide range of services across the region, including audits, project management, environmental impact assessments, sustainability master plans for new developments and more. Our regional team of more than 100 specialists also features market-specific skills such as ISO 14001 and 50001 certification, Global Real Estate Sustainability Benchmark (GRESB) reporting assistance, and leads our global sustainability due diligence and repositioning strategies for acquisitions. The CBRE EMEA sustainability team manages our blog, **The Green Perspective**, which features articles on climate change, sustainable workplaces, policy changes and more.

“We are working with our clients to embed ESG-focused principles in their business strategies, as we see a significant opportunity to actively deliver solutions through a range of our services.”

**Rebecca Pearce**  
Executive Director  
Head of Sustainability – EMEA

Alongside our EMEA Asset Services business, the CBRE EMEA sustainability team developed a **Sustainability Toolkit** to help property, building and facilities managers build sustainability into their everyday property management activities. The toolkit includes 11 focus areas, each with three levels of operational standards in response to different levels of client ambition.

CBRE and the British Council of Shopping Centres (BCSC) released **Sustainable Shopping Centres: Energy, Performance and Value**, demonstrating long-term value benefits for shopping center owners that invest in energy efficiency. The report reveals that investing in sustainable features increases the market value of shopping centers by up to 5%. It also demonstrates that maintenance and operating costs can be reduced through equipment upgrades and preventative maintenance actions.



Managed by CBRE, **THE EDGE** in Amsterdam is Europe's most sustainable building.

Legislation is emerging rapidly across Europe, and CBRE teams are helping clients understand and react to changing requirements. We have developed a risk management approach that identifies regulatory risk and pathways to mitigation, with follow-on assessments and improvement projects to address specific requirements such as the EU Energy Efficiency Directive and minimum energy-efficiency standards.

In France, we continue to provide briefings on the adoption of green building certification in major markets. CBRE Greenview reports provide the property industry with maps and analysis showing locations and ratings of buildings, informing our clients' investment decisions and sustainability actions.

Our team in France developed a paper entitled **Corporate Responsibility in Real Estate** to stimulate dialogue across the French property industry. Launched at SIMI, France's premier real estate event, the paper engaged investors, developers, occupiers and industry bodies around socially responsible investment.

In Germany, we worked with a global chemical company to develop an innovative new service that combines an assessment of sustainability attributes with advice on building condition and future repair costs for laboratory, logistics, production and office buildings. In 2015, the EMEA team evaluated more than 300 buildings across Europe with a total floor area of over 4.5 million square feet (430,000 square meters). This project is ongoing and allows benchmarking to determine investment priorities and has introduced mobile solutions to provide digital data records for the client.



# ACADEMIC COLLABORATION

**RECOGNIZING** that we had a unique opportunity to encourage and support academic research teams seeking answers to some fundamental questions around sustainability activities in the built environment, CBRE launched the **Real Green Research Challenge** in 2012. This \$1 million grant program was designed to provide funding and unprecedented access to actionable, real-time data and industry professionals in an effort to collaboratively explore areas of interest unavailable to researchers before. A global competition resulted in the selection of five projects that are currently underway. These projects including the following:

---

## GREEN BUILDING ADOPTION INDEX

### *Maastricht University*

The second annual **Green Building Adoption Index**, published in June 2015, was a comprehensive review of the growth of green building certifications in the 30 largest U.S. office markets. Tracking the growth of both ENERGY STAR and LEED certifications, this study was the first ever to accurately measure the rise of these important environmental recognitions in the commercial real estate market. The analysis developed both national and individual statistics with supporting narrative examinations of each market, allowing comparisons between marketplaces.

## GREEN ALPHA INDEX

### *EURO Institute of Real Estate Management*

The **Green Alpha Index** is a comprehensive economic analysis of the value implications of green building practices. This project has developed a management tool that measures the impact of various ESG elements on rental achievement. The tool can be used to identify areas of improvement and as a predictive model for new investment opportunities. The Green Alpha Index was presented at an academic conference in early 2016 and is expected to be published in an academic journal in the coming months.

## ENERGY MANAGEMENT PRACTICES

### *Stanford University*

**Energy Management Practices and the Implications for Commercial Real Estate** includes a comprehensive evaluation of energy management practices at four large corporate campuses and compares these practices against ENERGY STAR-published recommended actions. Additionally, researchers are collaborating with ENERGY STAR on the possible modification of published standards in light of the study findings. A white paper highlighting these findings will be published in 2016.

## WHAT DO TENANTS REALLY WANT?

### *Cleveland State/Central Michigan University*

**Which Sustainability Features Do Tenants Really Want, and Which Would They Pay For?** asked occupants which sustainability features actually matter to them, which they seek and which they would pay for. Additionally, the study aimed to develop a new sustainability scoring system to give all commercial properties a way to demonstrate sustainability characteristics. Results from this study have been accepted for publication in 2016.

# ENGAGEMENT STRATEGIES

## *New York University*

Studies have indicated that buildings with separately metered tenant spaces are more energy efficient. **Engagement Strategies for Improving Tenant Energy Management Performance** aimed to confirm that finding, as well as sought ways to engage occupants to increasingly improve energy efficiency in these spaces. An unexpected result was the discovery of the nature and likelihood of energy-efficiency actions undertaken by various real estate ownership structures. These results will be published in 2016. A second component of this project coordinates with the new EPA Tenant Star program, designed to provide individual tenant spaces with comparative energy usage scores. This work will continue into 2017.

## PUBLIC POLICY

CBRE plays an active role in a number of non-governmental organizations and issues around the world, providing industry leadership on several influential committees.

## CITY ENERGY PROJECT

In 2015, we continued our alliance with the Institute for Market Transformation (IMT) and the Natural Resources Defense Council (NRDC) in supporting and promoting the City Energy Project. This national initiative is working to create healthier and more prosperous U.S. cities by improving the energy efficiency of buildings. Working in partnership, the Project and the 10 cities participating will support innovative and practical solutions that reduce pollution, boost local economies and create healthier environments.

A key aspect of this project is the active endorsement of local market adoption of energy data disclosure legislation. Currently more than a dozen U.S. cities have adopted some form of legislation with several more under consideration. In 2015, Kansas City and Atlanta passed mandatory energy data disclosure laws. Los Angeles is drafting legislation and expects an ordinance to be passed in 2016. Both Orlando and Houston held multiple stakeholder engagement meetings during the year in an effort to move toward development of disclosure requirements.



## DELOS WELL Building Standard™

In early 2016, CBRE and Delos, a wellness real estate and technology firm, **announced** a strategic alliance that will advance Delos' mission to transform indoor environments into spaces that help nurture, sustain and promote human health and well-being.

Pioneered by Delos, the WELL Building Standard is the first building standard to focus on enhancing people's health and well-being through the built environment. CBRE will pursue WELL Certification for at least 100 buildings, sites or offices managed by or associated with CBRE worldwide. CBRE plans to accredit 50 CBRE employees through the WELL Accredited Professional (WELL AP) program. Additionally, CBRE will become a founding member of the Well Living Lab™, the world's first human-centered research lab designed to study the interaction between human health and well-being and the indoor environment. CBRE's Global Director of Corporate Responsibility Dave Pogue serves as a member of the Delos Advisory Board.



## GLOBAL REAL ESTATE SUSTAINABILITY BENCHMARK (GRESB)

GRESB is an industry association developed to assess the sustainability performance of real estate portfolios. CBRE continued its regional participation on both the U.S. and Asia Pacific benchmark committees, represented by Dave Pogue; Emma McMahon, Director of Sustainability, Pacific; and Tim Shen, Director of Sustainability, Asia. Additionally, we continued to host the annual GRESB Asia Pacific results launch event in Singapore.

## CENTER FOR CLIMATE & ENERGY SOLUTIONS

CBRE is an active supporter and participant in the Center for Climate and Energy Solutions' Business Environmental Leadership Council (C2ES BELC). BELC is the largest U.S.-based group of corporations focused on the challenges of climate change and supporting mandatory climate policy.

## THE CLIMATE GROUP

Dave Pogue serves on the board of directors of The Climate Group, an international nonprofit working to drive a low-carbon future.

## WORLD GREEN BUILDING COUNCIL (WGBC)

CBRE is a member of several Green Building Councils across the globe and actively supports local and WGBC initiatives. In 2015, EMEA Head of Sustainability Rebecca Pearce led one of the technical working groups of the WGBC study on Health, Well-Being and Productivity for Offices, which resulted in a report that outlines issues and metrics for this increasingly important subject.

## SUSTAINABILITY ACCOUNTING STANDARDS BOARD

The Sustainability Accounting Standards Board (SASB) is an independent nonprofit whose mission is to develop sustainability accounting standards that help public corporations disclose material, decision-useful information to investors. CBRE participated in the Real Estate Services Industry Working Group and provided feedback during the SASB standards development process. CBRE Board Director Laura Tyson serves on the SASB Board of Directors.

## GREEN RATING ALLIANCE

The Green Rating Alliance is a nonprofit association of European-based investors and related organizations created to assess and improve sustainability performance of real estate across national boundaries. Paul Lensing, a business and ESG manager for CBRE Global Investors, is the organization's CEO.

## CORENET GLOBAL

CoreNet Global is a nonprofit association that works to advance the practice of corporate real estate. Tim Shen continued to serve as the Asia representative on the CoreNet Global Sustainability Knowledge Advisory Board.

## BUSINESS ROUNDTABLE

In 2015, we continued our longstanding membership in the Business Roundtable, including participation in **Create, Grow, Sustain: Leading by Example** – which featured CEO narratives on how their companies have contributed to sustainable economic growth and a cleaner environment.

[G4-16]



# CBRE GLOBAL INVESTORS

“At CBRE Global Investors, we believe that taking environmental, social and governance considerations into account during any investment decision can enhance returns and preserve value for our investors. Importantly, we understand how these considerations help create the best places for people to conduct their lives. Our approach is one of balance, in which we aggressively seek and develop the type of environments that deliver long-term financial value while producing direct and meaningful benefits for users of that space. With nearly \$90 billion in assets under management, we understand that CBRE Global Investors has a responsibility, and a continuing obligation, to demonstrate that investing in more environmentally sustainable space has the ability to create substantially better returns.”

## VANCE G. MADDOCKS

Chief Investment Officer  
Americas





# INVESTING IN OUR FUTURE

**CBRE GLOBAL INVESTORS**, a wholly owned subsidiary of CBRE, is one of the world's largest real estate investment management firms with \$89.0 billion in assets under management as of December 31, 2015. The firm seeks to be the global leader in the real estate investment management industry by offering a broad and deep investment platform that consistently delivers world-class investment results and exceptional client service. Our focus on real estate and real assets, comprehensive capabilities and a fiduciary commitment to our clients provides a distinct competitive advantage that enables us to offer clients valued solutions.

At CBRE Global Investors, a specific emphasis is placed on environmental sustainability and improving the environmental footprint of each asset under management. We recognize that we can make a tangible impact on improving energy efficiency, reducing greenhouse gas emissions and slowing climate change.

As such, we require investment teams to evaluate opportunities for green improvements for each asset prior to acquisition and to track efficiency during the hold period with clear guidelines that we implement across our global investment programs at all stages – starting with the acquisition due diligence process and continuing throughout our asset management activities. We routinely engage third-party consultants to evaluate the physical and environmental characteristics of potential investments to identify opportunities for improvements that would reduce a property's environmental impact.

Each team considers these findings when defining the investment strategy and capital expenditure program for a property, including location; energy savings; building environmental characteristics (orientation, facades, landscape, etc.); presence of harmful materials or contamination; access to public transportation and environmental characteristics impacting tenants (luminosity, olfactory comfort, etc.); as well as other relevant sustainability factors.

CBRE Global Investors' eco-responsible philosophy promotes transparency and disclosure on environmental issues while recognizing that business requirements vary across regions and investment programs. We customize the sustainable acquisition and operations approach to a given investment strategy, the specific building and tenants' needs. The process results in a comprehensive mindset of efficient green solutions –

some developed internally and some with key partners, advisors and service providers – for each part of the investment cycle.

Over the past few years we have advanced our green initiative through increased participation in the annual GRESB Survey. In 2015, CBRE Global Investors significantly outperformed its 2014 GRESB results. The 23 funds and separate accounts that were analyzed in the survey improved their scores by an average of 15%. They also achieved a 7% reduction in energy consumption and a 3% decrease in greenhouse gas emissions.

## REACHING FOR THE STARS



Twelve investment programs worldwide were awarded GRESB **GREEN STARS**, up from seven in 2014. These funds and separate accounts excel at having sustainable policies in place and are also active in the implementation of sustainability and effecting change in their portfolios.

The CBRE Dutch Office Fund was ranked first in the sectors of "Europe/All Sectors," "Netherlands/Office Sector" and "Europe/Non-listed Participants," as well as placing number two out of 688 submissions in the Global Scoring ranks. Most of our high achievements came from the Pan European sectors, with the European Industrial Fund increasing its score by 26% and the European Shopping Centre Fund (ESCF) improving its 2014 score by 48%. ESCF was also ranked among the most sustainable retail funds within the CBRE Global Investors submission.

The U.K. Property Fund improved by 31% on its results from the previous year, which contributed to an overall 19% hike in performance seen across the EMEA portfolio.

We distribute our Global Sustainability Policy to vendors and include provisions in third-party contracts for the implementation and reporting of sustainability factors. Property management agreements now include sustainability clauses, and property managers are being compared on various green key performance indicators to reward the most sustainable property managers. Investment teams are expected to monitor and measure green performance and provide incentives for outstanding improvements. CBRE Global Investors has commitments to the following organizations to help promote acceptance and implementation of sustainable practices:

- United Nations Principles for Responsible Investment
- Institutional Investors Group on Climate Change
- Sustainable Building Alliance
- Green Rating Alliance
- International Sustainability Alliance
- Urban Land Institute
- Global Real Estate Sustainability Benchmark
- Sustainable Investment in Real Estate
- Building Owners and Managers' Association
- U.S. Green Building Council
- Dutch Green Building Council (including the BREEAM-in-Use Advisory Council)
- Association of Dutch Investors in Real Estate Sustainability Taskforce
- ICSC European Sustainability Taskforce

**GREEN BUILDING CERTIFICATIONS**

**116** total certifications  
**75** assets with one or more  
**28.3** million square feet  
**48** ENERGY STAR  
**42** LEED  
**26** BREEAM

[CRE8]



**CBRE CLARION SECURITIES**

CBRE Clarion Securities, the listed equity management arm of CBRE Global Investors, is an industry-leading global investment management firm specializing in the management of real assets, including real estate, master limited partnerships (MLPs) and infrastructure securities. The firm managed approximately \$21 billion as of December 31, 2015.

In 2015, CBRE Clarion targeted the 20 largest companies (by market capitalization) in both the MSCI US REIT Index and FTSE/EPRA NAREIT Developed Index that did not participate in the 2014 GRESB survey. Since the two indices overlap, this yielded a list of 30 companies prioritized. Contacts were made with all 30 of these companies. Once the 2015 survey was complete, we were able to observe that three of these companies participated that had not previously – two with completed surveys and scores and one under a grace period in 2015. As of the end of 2015, there were 151 listed property companies participating in the GRESB survey, comprising approximately 45% of the market capitalization of CBRE Clarion’s investment index.

# TRAMMELL CROW COMPANY

*“AT TRAMMELL CROW COMPANY, we believe in developing the best buildings on the best sites in the best markets. Our clients have come to fully embrace the value of sustainability, not only as the responsible thing to do but as a market differentiator – which gives them that “best in” ownership edge. They depend on us from the start to provide the thought leadership that can deliver what the market demands: healthy, productive and more efficient occupant space. As our founder, Trammell Crow, was known to say: ‘There’s as much risk in doing nothing as in doing something.’ At Trammell Crow Company, we choose to do the right thing by leading the industry forward, providing our clients with investment opportunities that build on the best of environmental sustainability.”*

## MICHAEL S. DUFFY

Chief Operating Officer  
Trammell Crow Company

**FOUNDED IN 1948,** Trammell Crow Company (TCC), a wholly owned subsidiary of CBRE, is one of the leading developers and investors in commercial real estate. The company has developed or acquired more than 2,600 buildings valued at over \$60 billion, comprising more than 565 million square feet (MSF). TCC is dedicated to building value for its clients with teams of professionals located in 16 major cities throughout the United States.

*Our goal is to build value with comprehensive, integrated building solutions that are attentive to the environment, the health of the occupants and the needs of our investors.*

TCC’s knowledge leadership in new development directly complements CBRE’s initiatives to advance the performance of new and existing buildings in the built environment. As a commercial developer on the cutting edge of new technologies, TCC brings direct insight into how the design and use of commercial buildings can dramatically reduce impacts on the environment in comparison to past designs and development practices.

As an industry leader, it is our responsibility to inform clients of our best practices gleaned from experience, the options available to them and the benefits gained through intelligent and sustainable building design

practices. TCC employees share the same passion: to insure an improved quality of life in our communities for generations to come.

TCC incorporates sustainability guidelines and best practices into its projects across all product types and has formally established a sustainability initiative, making environmental stewardship integral to our brand.

Notable 2015 achievements include:

**33 LEED** Accredited Professionals (APs) earned

**13 LEED** certified/sustainable projects

**5.8 MSF** of certified space across a broad spectrum of products and geographies

As of December 31, 2015, TCC was working on:

**20** additional projects totaling **8.4 MSF** that are pursuing **LEED** certification.

[CRE8]

## CASE STUDY

### NOBLE ENERGY CENTER TWO



**NOBLE ENERGY CENTER TWO** is designed to minimize environmental impacts and ensure staff can perform to their fullest potential. The 495,080 square foot building was developed to maximize energy efficiency, reduce water usage and employ responsible use of materials. Click to look inside this LEED BD+C Gold-certified project.











*“We **EMPOWER**  
people to  
**GROW.**”*

# INSIDE PEOPLE & CULTURE

**AT CBRE,** *we've been developing a truly global learning and development platform – a direct reflection of the company's culture of inclusion and the role CBRE plays as a leader in the business community.*

*In 2015, we launched a global project that incorporated the input of experienced learning professionals in each of our regions, as well as feedback from employees and key business leaders. The goal: establish an integrated learning platform for training founded on a standardized set of governance processes, while retaining the flexibility to adapt to the unique needs of a specific region, business line or market.*

*Because the system is designed for local regions, by local employees, my role as LMS (Learning Management System) Lead is to act as a global curator of content, adopting an aerial view through our virtual technology to ensure the needs of our business lines are identified and the appropriate training delivered. I'm pleased to report that by the end of 2015 more than 90% of our employees gained access to the platform, where new learning content is added daily – demonstrating CBRE's commitment to education and inspiring people to take control of their own professional growth.*

*What makes me most proud is the company's ongoing progress toward becoming a genuine culture of learning, and not simply an environment where world-class training exists. Our goal is to get to a place where learning is completely natural and collaborative – something that occurs every day and is an inherent part of our commercial real estate operations. The key is to continually develop, and reinforce, the foundation on which the platform has developed in 2015, while at the same time delivering inclusive learning opportunities in every corner of the world, and in all corners of our occupied space.*

*The result will be a culture of learning that benefits both employees and CBRE clients, and whose diversity of individual fibers serves to strengthen the organization itself.*



**GAIL D. AUSTIN**

Global LMS Lead  
Talent, Learning & Diversity

# PEOPLE & CULTURE

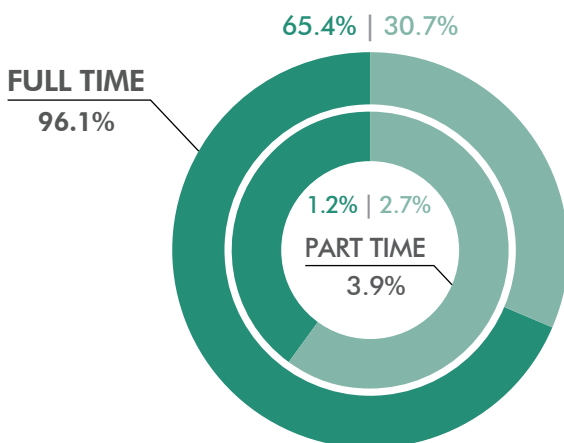
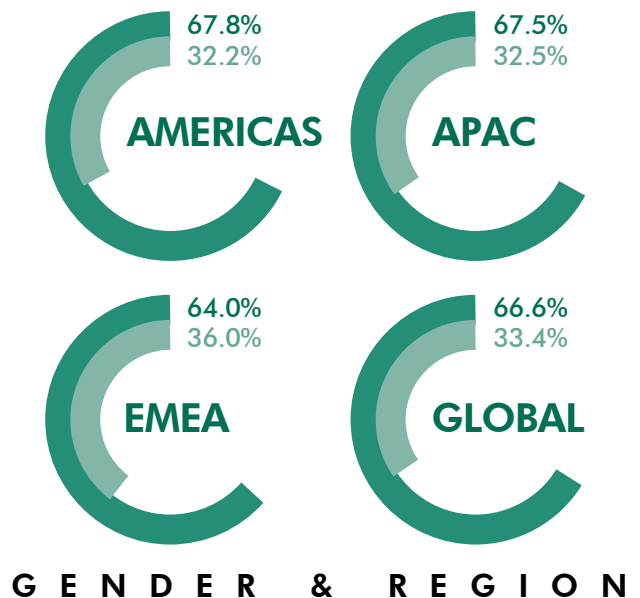
Guided by our **RISE** values, CBRE is focused on talent attraction, professional development, diversity and inclusion practices – and a healthy culture where all employees feel engaged and excited to come to work for us every day.

In 2015, our global workforce grew to more than 70,000 employees across more than 60 countries as a result of organic growth and strategic acquisitions.

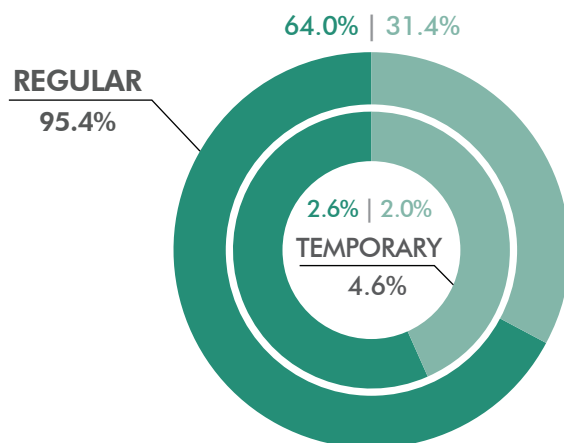
The following provides a demographic profile of CBRE’s global workforce, excluding affiliate offices. By progressively developing a more inclusive workplace, we strengthen the connections between our employees, clients and suppliers, and the markets we serve.

[G4-10, G4-LA12]

■ Male ■ Female



EMPLOYMENT TYPE & GENDER



CONTRACT TYPE & GENDER



# POLICIES

## FLEXIBLE WORKPLACE

**CBRE'S FLEXIBLE** work arrangements and telecommuting policies continue to be viewed as favorable options for accommodating employee work-life balance and overall wellness. These policies make it easier for employees to find a work situation that best suits their working style – and to facilitate conversations between our employees and managers, enabling agreement on work schedules.

Our flexible work arrangements allow employees a number of options to better manage their weekly schedule. Arrangements vary by region, and are designed to increase productivity and improve quality of life, including the flexibility for employees to work part-time hours, leverage job sharing arrangements or work directly from home. In addition, we believe that the physical environment is an important enabler

of culture. As a professional services and investment firm, our most important asset is our people, so providing a workplace environment that improves the way we work today, while enhancing our overall health and well-being, is a top priority.

Our CBRE Workplace360 initiative, detailed in the Environmental Sustainability section of this report, features a balance of private and collaborative workspaces designed to support the way employees work through enhanced flexibility, mobility, technology and productivity. By incorporating these features into our workplace, we are able to give people a choice in work space; the freedom to collaborate, team, socialize, focus and meet; and a healthy, safe, energetic and dynamic workplace in which to do all of it.

# TOTAL REWARDS

## COMPENSATION & BENEFITS

We recognize and appreciate that employee total rewards is an important part of the employment relationship. CBRE provides competitive total rewards in all the markets in which we compete for talent, including fixed and variable pay, and comprehensive benefits that complement country-specific, legislatively prescribed programs. Typical programs include but are not limited to:

- Base pay
- Annual bonus/commission plans
- Health & welfare benefits such as medical, dental and vision
- Retirement programs
- Income continuity benefits such as life insurance, short- and long-term disability insurance
- Paid and unpaid time-off programs, including parental leave
- Employee assistance

**ANNUALLY** we review market competitiveness of all our total rewards programs and adjust our programs accordingly. Additionally, we actively balance the cost of these programs through manager and employee education, promotion of wellness activities and a “pay for performance” culture, as well as through continuous process improvement.

CBRE focuses on providing equitable opportunities to all our employees. Differentiation in compensation is driven relative to individual performance. However, our benefit programs are, where possible, consistently offered within locations to ensure that employees have the same access to programs as other employees within their location/position.

For individuals not subject to external pay reviews and/or benefit requirements, such as union contracts, CBRE undertakes an annual “pay for performance” review. Employees are assessed based on their performance against established goals and rewarded accordingly.

CBRE remains committed to providing eligible employees with meaningful, compliant and affordable benefits. We aim to support physical health, financial wealth and emotional resiliency with a variety of programs for employees at any stage in their career.

Treating our people with dignity and respect is a priority. When practical, we provide impacted employees advanced notice of staff reductions and significant operational changes in excess of regulatory requirements. We complied with the notice requirements

of relevant labor and employment laws and collective bargaining agreements, as applicable. In instances where we could not provide advanced notice, employees received pay in lieu of notice, consistent with our severance plan.

CBRE provides outplacement assistance as part of the company’s transition assistance package to employees who are affected by a reduction in force, including separation pay, a health care stipend and access to outplacement services. Our severance plan offers benefits to qualified full- and part-time employees.

***CBRE is vigilant in complying with all national regulations in the countries where we operate.***

We have established policies and practices that support the company’s position on prohibiting discrimination or harassment on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, pregnancy, childbirth (or related medical condition), age, citizenship, marital status, disability, veteran or military status, political belief or any other basis protected by applicable law.

At December 31, 2015, approximately 1,900 of our employees were subject to collective bargaining agreements, most of whom are on-site employees in our asset services business in California, Illinois, New Jersey and New York.

[G4-11]





# LEARNING & DEVELOPMENT

“

EVERY DAY YOU  
ARE EMPOWERED  
AND EXPECTED TO  
BE BETTER.

”

CBRE's learning and development programs are closely aligned to our **EMPLOYEE ADVANTAGE**, which CBRE created and began rolling out in 2015. The campaign demonstrates how employees are empowered to become continually better and have the freedom to climb as high as they can. Driven by the goal of building a world-class talent organization, our Global Talent, Learning & Diversity team ensures that...

*CBRE has the strategy, process, programs and tools to make that happen.*

# EMPLOYEE ADVANTAGE

**LAUNCHED IN 2015**, our Employee Advantage represents the mindset of our organization and the goals we strive toward every day. Emily Mather, Regional Director in Asia Pacific, hosts a brief introduction below, while Carlos Garcia provides just one of many testimonials to the advantage gained by working at CBRE.



**EMILY MATHER**, Marketing, Sydney



**CARLOS GARCIA**, Capital Markets, Madrid

## DEVELOPMENT

At the core of our learning strategy is the view that talent development happens through three key activities:

**70% ON-THE-JOB** work/doing the job at hand

**20% FORMAL TRAINING** to improve a skill or increase expertise

**10% COACHING** through direct feedback from a boss, peer or mentor

This **70-20-10** blended approach includes webinars, classroom training, self-paced e-learning, coaching, mentoring and on-the-job projects.

## OUR SYSTEMS

All of our training and learning materials are available in our global Learning Management System (LMS) – **myLearning** – a world-class, cloud-based learning solution that CBRE implemented to 66,000 employees worldwide in 2015. myLearning is where employees can seek and find training materials to enhance and develop their skills, connecting them to assigned and self-selected training content, allowing interaction with other learners across the company and providing better management tracking of employee learning.

myLearning technology enables us to serve employees in more than 60 countries in nearly 30 languages. The tool also allows managers to assign specific

learning programs and ensure that our employees with regulatory-required training have completed courses in a timely manner. Additionally, clients often have specific training requirements of our employees who work on their sites, and myLearning allows us to manage their entire learning profile and meet our clients' needs. In 2016, CBRE is focusing on continuing to source and develop relevant e-learning tools at the global level to further optimize the myLearning platform.

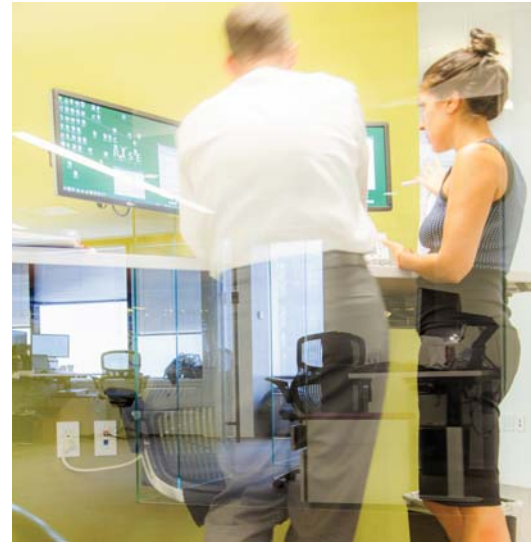
As mentioned in About CBRE, in September 2015, CBRE acquired the **Global Workplace Solutions** (GWS) business of Johnson Controls, Inc. We dedicated more than 140 resources across the globe to focus on welcoming and onboarding our newest team members to the company. In 2016, the company will continue to focus on the cultural integration of the two organizations through strategic communication and education efforts.

In December 2015, our Americas talent team implemented the **myRecruit system**, a cloud-based platform, to enhance our recruiting and onboarding processes and increase our ability to attract and retain top talent. This best-in-class platform improves the experience for applicants, new hires and managers. It is more intuitive and functional, making it easier for applicants to apply and access important information. There are mobility features, including integration with social media, allowing applicants to apply at any time. Overall, the system's integration ensures a more seamless onboarding experience.

# LEARNING PROGRAMS

An additional area of focus in 2015 was the expansion of our **Finishing First** training curriculum. Initially available in our EMEA region, then deployed in APAC and the Americas, Finishing First teaches our sales professionals a winning process to move from vendor to strategic partner. The tools and resources that are part of the program are standard worldwide and embody the philosophy of how to pursue and win business by aligning to each client's uniqueness. This program ensures our salespeople share a best practice winning process to drive exceptional client outcomes.

CBRE's 2015 **EMPOWER** mentoring and professional development program focused on elevating the core leadership abilities of 50 high-performing, high-potential mentees. The program paired mentees with senior-level mentors and executive advisors who offer guidance through a two-day, in-person kickoff conference, monthly meetings, regularly scheduled coaching sessions and ongoing professional support.



CBRE continues to invest in learning and expanding its **distance learning** initiatives, allowing our geographically diverse workforce to access a vast majority of our training programs. In 2015, CBRE employees had access to courses in formats that included virtual asynchronous and synchronous e-learning, in-person classroom based courses and conference format sessions. These courses covered a wide range of developmental and business disciplines including leadership/management development, employee professional development, sales management, property management, and real estate finance and economics.

In 2015, our **Americas Corporate Learning & Development** team delivered 83 classes to 3,300 attendees from seven countries. 45% of the class attendees were diverse. Our **Americas CBRE University** continued to advance the skills and capabilities of high-potential, market-facing professionals through customized training programs delivered by our leaders and subject matter experts that target brokerage, management/leadership and shared services employees. Additionally, our learning and development professionals traveled to deliver programs in our major markets in the Americas. These classes focused on improving communication skills, sales and presentation skills, coaching for peak performance, and time management.

CBRE's **EMEA Academy** programs are designed to advance the careers of our professionals from entry level through director level. Each new graduate is paired with a mentor who provides the feedback and guidance required to successfully navigate both the technical and business skills development needed to advance in the organization. Following a review process at the end of 2014, the EMEA team designed and developed new regional programs. In 2015, 26 EMEA Academy programs trained more than 200 attendees via two-day classroom sessions in six EMEA locations as well as webinars.

The EMEA **Swap and Share** program is now in its third year, with more than 400 swaps due to be completed by January 2017. The program focuses on strengthening strategic relationships within and across service lines and geographies, learning about best practices from other countries and improving cultural awareness. Each swap is typically one week in length with follow-up interactions scheduled for the months following the swap.

Our EMEA team also designed and conducted two **residential executive education** programs at leading business schools. Sponsored by our EMEA CEO, these four-day programs trained 19 senior leaders and direct reports of four EMEA Board members.

## LEARNING PROGRAMS (CONT.)

In APAC, we have adopted a regional focus with our programs to drive stronger management skills and support the capabilities and competencies of **middle-level managers**. Our aim is to help these managers perform more efficiently and effectively within their current roles and prepare them for more senior management roles. We have designed a number of programs, including Foundations of Management, Middle Manager Program and Manager Essentials, that are customized with country-specific nuances. These programs train managers on how to be collaborative, inclusive and effective leaders.

**The Pacific Leadership Forum**, sponsored by the APAC CEO, provides senior-level leaders representing all business lines with a deeper understanding of CBRE corporate strategy and key clients. Attendees experience an intense three-day agenda focused on advancing leadership capabilities using practical tactics. Participants gain insight into how successful senior executives operate by hearing from Pacific business leaders who share their own strategies and best practices. Over 300 attendees have participated in the Forum during the past 15 years, with over 70% of these leaders remaining with the business.

## DIVERSITY & INCLUSION

The mission of our Diversity & Inclusion initiative is to provide a work environment that attracts, develops and celebrates the professional success of every individual.

CBRE strives for a work environment that reflects the clients we serve, provides everyone with the opportunity to succeed, values the differences of each individual and recognizes their contributions to our firm's success. We have great examples of gender, ethnic and other categories of diversity in our leadership and employee groups. We also recognize that our industry is lagging behind world-class role models in key areas of diversity, and this is an opportunity for continued improvement. Our executives are actively engaged in the discussions and, more importantly, the actions that are resulting in key wins for CBRE's diversity journey.



As part of our commitment to diversity and inclusion at CBRE in the United Kingdom, we have invested in the National Equality Standard, and are the first real estate company to make the commitment. The National Equality Standard (NES), launched in 2013, is sponsored by Ernst & Young (EY) in partnership with 18 other U.K. and global companies. It is supported by the Equality and Human Rights Commission (EHRC) and Confederation of British Industry (CBI). A robust organizational assessment devised by the NES and EY Board will begin in 2016 to carefully review our diversity and inclusion policies and practices. Next, a comprehensive review period will begin to identify areas for improvement and implementation recommendations. Trained NES Assessors will review documentation, ensure legal compliance, conduct comprehensive interviews and sample staff through in-depth surveys. We will use the outputs of this assessment to develop a meaningful action plan to create an even more diverse and inclusive culture.

## D&I TEAM

The Diversity and Inclusion (D&I) team, a group within Human Resources, is dedicated to bringing a lasting impact to our organization through global, corporate diversity and inclusion practices. The growing team, which added three new roles in 2015, demonstrates the importance placed on both internal and external diversity and our inclusion initiatives at CBRE. In addition, U.S. Recruiting created a new role dedicated solely to diverse recruiting. Primary responsibilities of the Diversity Recruiter are to create internal awareness around the importance of diversity among recruiters and hiring managers, partner with external diverse organizations to build CBRE's diversity presence, discover diverse junior talent through internships, and create a targeted sourcing effort for client-facing and sales support positions.

An area of focus for the organization continues to be the advancement of women to leadership positions. In 2016, the D&I team will work closely with senior executives, members of the Women's Network Americas division and other CBRE colleagues in small focus groups to identify the challenges and barriers facing women as they try to advance. This same model, working in small focus groups to identify barriers and challenges, will also be used in a partnership with the African-American Network Group leadership team to understand how we can recruit and advance more ethnic minorities.

## MANAGER AWARENESS BUILDING & TRAINING

Senior leaders are kept abreast of emerging diversity and inclusion opportunities through the Diversity Executive Briefing, a message circulated by the Global Director of Talent, Strategy & Diversity to executives across the globe. The bi-monthly communication is distributed to inform and influence leadership across the entire organization to think and act differently in order to achieve world-class diversity outcomes.

In addition, in 2015 CBRE initiated Inclusive Leadership training for managers in the Americas. Plans are underway for all CBRE managers across the globe to complete the training in 2016.

## IMPACT! PROGRAM

To advance our commitment to improving gender balance at more senior levels, CBRE launched an executive development program for 16 high-performing women in senior and executive leadership positions at CBRE worldwide. During the first year of the two-year program, achievements included promotions, external awards and recognition for some of the leaders.

---

### AN AREA OF FOCUS

CONTINUES TO BE THE ADVANCEMENT OF WOMEN TO LEADERSHIP POSITIONS.

---

## DIVERSITY PARTNERSHIPS

CBRE continued its 22-year relationship with the Commercial Real Estate Women's (CREW) Network as a corporate sponsor. CBRE sponsors CREW interns for 10-week internships to gain exposure to our business and the industry as a whole.

---

*CBRE continued its collaboration with diversity organizations in 2015 to promote diversity and vital access to the industry.*

---

In 2015, CBRE continued its relationship with the Posse Foundation, an organization that helps prepare high-potential, multicultural high school students for college. Three Posse Scholars interned with CBRE during the summer to gain exposure to our business and begin to put their skills to use in a professional setting.

During 2015, CBRE supported the Real Estate Associate Program (REAP) in several markets throughout the U.S. This 10-week immersion program exposes talented professionals of different ethnic backgrounds to the commercial real estate industry and gives them access to network with and learn from industry leaders.

# “Talent is EVERYWHERE.”

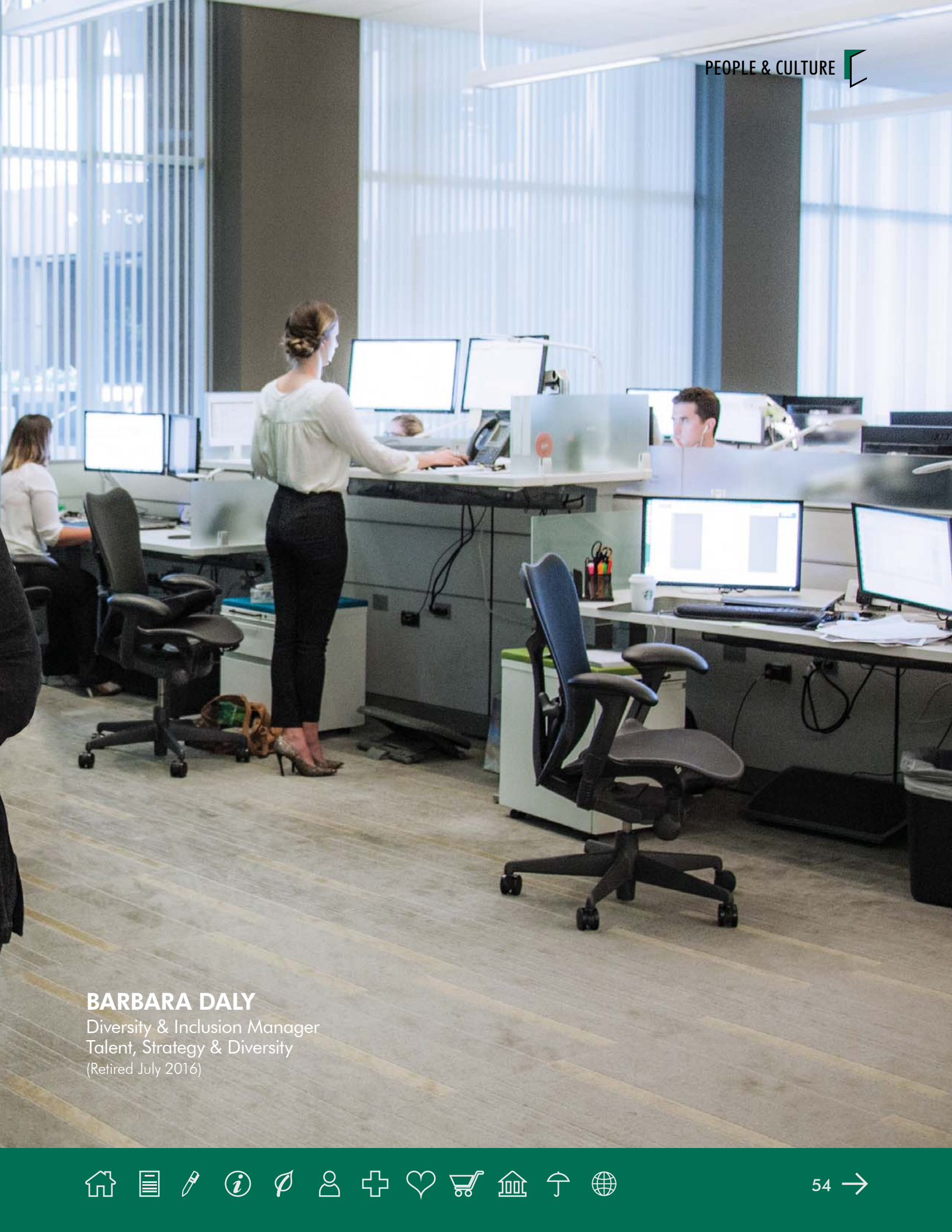
**IT'S A MATTER** of tapping into that talent – enabling people to explore opportunity in our industry without the historical forms of bias that have inhibited individuals, and even organizations, from achieving their full potential.

I’m excited about what we accomplished in 2015, when real strides were made to embed concepts of diversity in CBRE’s daily practices through inclusion programming and a broader sense of awareness. For one, the continuing growth of our network groups is giving our diverse and talented employee base an even greater voice. To me, that’s what is most exciting. I’ve been in this business for years, and what we’re observing now is a fundamental change driven by Millennials, who are helping to evolve our business culture – young people who are saying, not only here in the U.S. but in EMEA, in Asia, in Australia: “Let’s forget about these walls and start working together!”

We’ve planted a lot of seeds, and we’ve seen some growth related to those seeds; but now we have to really untangle decades and decades worth of institutional practices. That’s the difficult work. But it’s a job worth doing. And the rewards for people, and the companies for whom they work, are significant.

mission is to deliver superior  
for stakeholders by putting  
collaborating across markets  
thinking innovatively but acting  
providing a safe and healthy  
regarding work environment





**BARBARA DALY**

Diversity & Inclusion Manager  
Talent, Strategy & Diversity  
(Retired July 2016)

# EMPLOYEE NETWORK GROUPS

**IN 2015**, the D&I team and the employee network group leaders in the Americas teamed up to launch the first-ever joint membership drive. The month-long internal campaign educated employees on the benefits of joining one of the seven employee networks. The result was an increased membership rate of 9%, for a total of 4,675 members. Of the 9% membership increase, 75% were new members of an employee network group while 25% joined one or more new groups along with their current membership.

## AFRICAN-AMERICAN NETWORK GROUP

The vision of the African-American Network Group (AANG) is to advance diversity and inclusion as a core value benefiting CBRE, our clients and our communities, with a particular focus on recruiting, retaining and developing our black professionals. In 2015, AANG established the AANG Leaders Forum, making it possible to progress in their strategic goals and recruitment strategy. Their three-year strategic plan focuses on building awareness and a new governance structure. The AANG Broker Recruitment &

Retention Initiative was established to recruit and develop promising sales professionals, partnering them with senior brokerage professionals. Four new sales professionals joined CBRE through this initiative. A new internship program with the Thurgood Marshall College Fund (TMCF) was also supported in 2015. Through the pilot program, a diverse professional joined the company within the GWS line of business as a full-time hire. AANG also strengthened member engagement through the addition of more local market chapters, active committee participation and an overall increase in member enrollment.



## ASIA-PACIFIC AMERICAN FORUM

CBRE's first-ever Asian-American network group, Asia Pacific American Forum (APAF), was established in 2015 and focuses on attracting, developing and retaining Asian Pacific American talent. APAF develops training programs as well as mentoring opportunities focused on building skill sets, including preparing members for production roles and leadership opportunities. The group also helps our communities through volunteerism and charitable contributions and works to build external connections to Asian professional organizations. A regional leadership team is focused on growing the membership base by establishing regional hubs across the nation. In 2016, APAF will launch the first annual kick-off for regional leads and members to meet and facilitate growth of APAF in its grassroots efforts. Remarked John Ferguson, CBRE President of the Southeast Division and executive sponsor of the newly formed APAF: "I look forward to joining the whole Asia Pacific American Forum team. Together we will serve our Asian community and guide CBRE's continued efforts toward inclusion for all employees."

**NEW!**  
*in 2015*



## CBRE MILITARY

Thousands of our employees have prior military service, which provides them with specialized skills and experiences much different from those of civilian workers. CBRE Military works to set these employees up for success in our corporate environment while speaking to their military background. In 2015, CBRE Military connected with more than 300 transitioning military service members in their career search, communicating the benefits of joining CBRE and becoming involved in the employee network. The team also initiated roadshows among CBRE offices to drive awareness and membership in local markets. External partnerships expanded to the Military Spouse Employment Program (MSEP), and members attended the induction ceremony in Washington, D.C., in November to celebrate the inaugural year of partnership. Additionally, CBRE Military had member representation at the Automation Alley Military Hiring Seminar in Detroit in August, partnering with local brokerage leadership to support the program. The leadership team was also integral in CBRE's internal campaign to honor employees with former military experience on Veterans Day. In 2016, CBRE Military will build local market chapter networks to align with the initially established service lines (Army, Navy, Air Force and Marines).



## HISPANIC NETWORK GROUP

The Hispanic Network Group (HNG) supports Hispanic and Latino professionals across the Americas by promoting diversity and inclusion while providing opportunities for these professionals to develop their business and their career. The team hosted the first-ever HNG conference in Dallas, in May 2015. The network also concluded its first community involvement program with the Trinity River Mission book drive, which promotes literacy and academic skills among children and families to help open doors for satisfying jobs and productive futures.

## LGBT & ALLIES

The lesbian, gay, bisexual and transgender (LGBT) network group, LGBT & Allies, provides an open-minded support system for conducting business while addressing the personal requirements of our LGBT community. The group acts as an advocate for shaping CBRE practices and programs to ensure a business community where merit supersedes sexual orientation and gender. For the third consecutive year, the LGBT & Allies network group achieved a perfect score from the Human Rights Campaign Workplace Equality Survey Corporate Equality Index. CBRE was the first commercial real estate company to achieve such a ranking. In 2015, the employee network sponsored the Out & Equal conference in Dallas, the Reaching Out MBD (ROMBA) in Chicago and the National HRC Dinner & Dallas Black Tie event. The year also saw the establishment of LGBT and Allies in Australia as part of an effort to expand its global presence alongside an anticipated increase in U.S. regional chapters.



## RISING PROFESSIONALS ORGANIZATION

Rising Professionals Organization (RPO) is dedicated to helping young professionals form business relationships, build leadership skills and participate in community and philanthropic events, all while helping develop an understanding of CBRE's platform, resources and training opportunities. In 2015, RPO extended globally to partners in Australia and Brazil while growing in the United States to include 20 different markets. In addition, RPO members across the U.S. helped approximately 15 non-profit organizations as a collective network.

## WOMEN'S NETWORK

The Women's Network (WN), established in 2000, brings together a cross section of individuals throughout the company who are not only united in a common set of ideas – mentoring, professional development, personal enrichment and networking – but also in making CBRE the best place to work, not just for women but for everyone. In 2015, the WN earned a Top Ten ranking in the inaugural Global Diversity List, supported by The Economist. The list recognizes large companies that put diversity at the center of their business strategy, recognizing the Women's Network for its efforts to improve gender diversity within CBRE through mentoring, networking and personal and professional development.

The United Kingdom division of the WN celebrated its 10th anniversary, launching a new magazine, **ELEVATE**, which contains articles from clients and CBRE WN members who are leaders in the real estate industry in the U.K. It focuses on the challenges that women working in real estate face and highlights the supportive environment and family-friendly policies that CBRE provides. The U.K. leadership team also helped found Real Estate Balance, a new initiative specifically aimed at getting more women into senior leadership positions across the real estate industry. Additionally, the network continues to run a program that coaches mothers during pre- and post-maternity leave while providing coaching for the individual's line manager.



At the 2015 Women's Networking Forum, the Americas division of the WN launched Dine for Advantage, a networking event consisting of small-group dinners where members could forge valuable new connections. Nearly 50% of the members who attended the conference participated in the new activity.

The Asia Pacific division of the WN supported the Women in Property sponsorship program, providing young graduates with accelerated support to start their careers in the property industry. They also sponsored their first regional women's leadership program and have active participation in the Male Champions of Change initiative, which is committed to helping diversify the real estate industry. The APAC division also continued its popular client-focused events in 2015, which are networking events for clients and employees to bring meaningful action around advancing and retaining women in the industry.

# PERFORMANCE MANAGEMENT & RECOGNITION

Performance Management is viewed as a continuous activity at CBRE. We offer a number of career development and performance management training sessions, allowing employees to learn more about their role in the process and how it benefits them in their career growth. Leveraging our 70-20-10 Development Model described earlier, employees are taught the greatest value of performance feedback comes during the on-the-job activities that cover 70% of professional development.

Our annual performance review process includes training for managers and employees. We have achieved an 82% annual review completion rate for our U.S.- based, non-commissioned, full-time employees. Outside the U.S., the desire to have culture-of-feedback is strong, and our progress toward conducting annual reviews and capturing this data systematically and electronically is dependent upon local requirements, customs and the building of our global HR information system. We plan to have performance review data available for more locations in 2016. [\[G4-LA11\]](#)

CBRE has a strong tradition of recognizing and rewarding top performance. The firm has formal and informal recognition programs to meet the unique needs of our complex business makeup and global footprint, including nearly 250 individual or group awards for leadership, commitment, ethics, service excellence, financial performance, community involvement, philanthropy and more.







# INSIDE HEALTH & SAFETY

**DESPITE** a more than 20% increase in company revenue, CBRE continued to improve its safety record in 2015, including a top-tier 0.72 total recordable injury rate for the year. This success points to our ability to attract and retain more than 240 of the highest quality Health, Safety & Environment (HSE) professionals.

One of the key factors for this success is a word I like to use, and that's "purposeful." Our approach is to empower our people to make intelligent programming choices based on the client's needs, while at the same time adhering to a set of consistent, globally integrated practices and procedures that reinforce CBRE's absolute standards of health and safety. If it's a best business practice, CBRE will bring it to you – and in a purposeful fashion that is easily consumed and economically appropriate for the regional market.

Moreover, our professionals know we are making the best possible resources available to them, and that builds trust in the company's policies. In 2015, we made a significant investment in a leading online management system that will make reporting, as well as documentation, resources and sharing, immediately available to our professionals in real time, anywhere in the world.

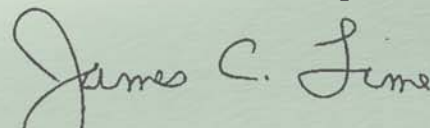
We also continued to invest aggressively in health, safety and environment training. Our progressive adoption of RedVector,<sup>®</sup> the leading provider of

online education and training, has driven consistency across the globe, with key courses identified for translation into different regional languages.

Importantly, in 2015 a dedicated HSE steering committee was established, comprised of 14 of the company's senior leaders, including an executive sponsor. This increased level of engagement has already produced significant safety awareness dividends, with leadership in different business lines and geographical regions making a coordinated commitment to building greater advantage for clients through CBRE's health and safety practices.

With growing knowledge comes the need to further develop communications that provide a common platform for adopting best practices to specific regions and industry types. The birth of our HSE Connect newsletter has provided an essential means for communicating this information to a wider, rapidly evolving global workforce.

Even though we have made significant strides in 2015, our goal is to continue driving toward an aspirational goal of zero injuries – and to building the trust that builds greater advantage for employees, contractors, clients and the public.



**JAMES C. LIME**

Vice President  
Health, Safety & Environment

A middle-aged man with short, light brown hair is smiling at the camera. He is wearing a dark blue suit jacket, a white dress shirt, and a blue patterned tie. A blue pocket square is visible in his jacket. He is holding a white hard hat with both hands in front of him. He is wearing a watch on his left wrist and a ring on his left hand. The background is a blurred office setting with a white wall and a desk.

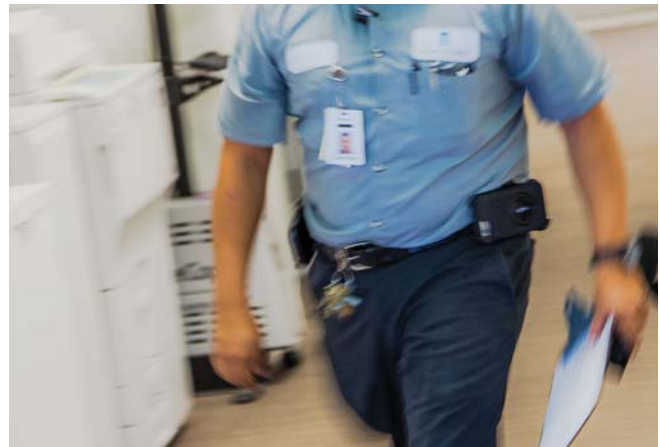
**"THE PURPOSE** *of safety is*  
**PEOPLE."**

# HEALTH & SAFETY

There is nothing more important than the health and safety of our employees, contractors and those with whom we work.

## OUR POLICY

As the leader in commercial real estate services, our goal is to ensure a culture of the highest standards of performance with a dedicated commitment to the health, safety and environment of our employees, contractors, clients and the public.



CBRE reviews its policies and procedures annually to ensure they remain up-to-date and reflect the latest thinking on our journey to being a world-class HSE organization. We refreshed our **HSE Policy Statement** in 2015, as indicated below.

 **Safe and Healthy Workplace**

*Provide a **safe and healthy workplace** for our employees and others who are affected by our activities.*

 **Specialist Resources**

*Ensure adequate **specialist resources** are available to enable HSE to be effectively managed throughout the organization.*

 **Applicable Regulations**

*Meet or exceed all **applicable regulations**, legal requirements and Company standards, including voluntary requirements we engage in.*

 **Measurements & Communications**

***Measure and communicate** our HSE performance, sharing with our employees, investors, clients and other interested stakeholders.*

 **Continuous Improvement**

*Implement and maintain policies, procedures and systems dedicated to **continuous improvement** in everything we do.*



# M A N A G E M E N T

We believe that safety is the entry point to building trust with our employees, clients, visitors and other stakeholders, and we work diligently to maintain a strong culture of safety to ensure a safe work environment.

**Our clients are increasingly demanding world-class safety performance as a pre-condition to compete for and retain their business.**

As a part of our client commitment, CBRE formed the HSE Steering Committee in 2015. Chaired by our VP of HSE, the committee is comprised of senior leaders across business lines and geographies. The committee provides executive sponsorship, oversight and support for the CBRE HSE function, including but not limited to strategy, policy, systems, monitoring and corporate governance for HSE responsibilities. The committee is helping to shape the safety culture throughout the company and establish a world-class HSE culture.

**“THERE’S NO HIGHER PURPOSE** in corporate responsibility than to ensure a safe work environment for our employees, contractors, tenants and visitors.”

We have approximately 245 HSE professionals across CBRE. They comply with the many requirements required by our clients as a part of the Statement of Work contained in our contracts as well as our own rigorous standards.

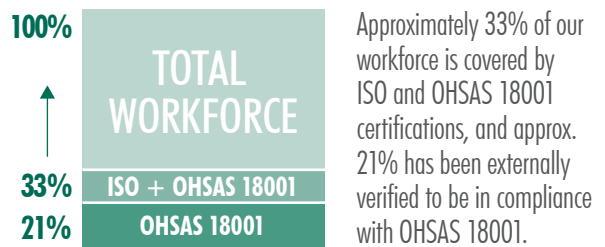
To ensure these professionals have the information they need to do their job well, a monthly HSE Network call delivers timely and educational information that includes procedure updates, changes in HSE policy, performance measurement results, HSE-related news and alerts, and lessons learned. The group also produces a monthly newsletter called *HSE Connect*, which documents and distributes timely information

on topical issues relevant to the global workplace and supporting employees in performing their jobs to the highest industry standard.

***We continue to increase the percentage of the organization that operates in verified compliance with an internationally recognized health and safety management systems.***

Our Global Workplace Solutions (GWS) business in our EMEA region is certified to a number of standards, including the ISO 14001 Environmental Management System, ISO 9001 Quality Management System, OHSAS 18001 Occupational Health and Safety Management System and PAS 99 Integrated Management System. Our Infrastructure Ontario account in Canada is also covered by an ISO 14001 certification.

## RAISING THE STANDARD



As a result, approximately 33% of our workforce is covered by ISO and OHSAS 18001 certifications, and approximately 21% has been externally verified to be in compliance with OHSAS 18001 certification. Additionally, we work with a number of clients who operate their own internationally recognized HSE management systems with which they require us to fully integrate.

In order to facilitate a consistent global approach to incident management, including root cause analysis and corrective actions, we are in the process of implementing an enterprise HSE software solution. We plan to implement a full suite of modules to improve our HSE management system. The software will include audits management and will house any findings uncovered during our internal audit process. We expect the software solution to be fully operational by the end of 2016.

The acquisition of Johnson Control’s Global Workplace Solutions (GWS) business detailed further in the **Inside CBRE** section of this report has led to a positive impact on the CBRE safety culture. Our goal in the integration was to emerge as a stronger and better organization than we were prior to the acquisition. The legacy GWS organization brought with it a number of good practices that have now been incorporated across CBRE.



**CBRE** launched its global HSE solution in 2015.

Perhaps the most important thing we received as a part of the acquisition is outstanding colleagues and experienced leadership that help to drive continuous improvement across our company.

## PERFORMANCE

Despite a more than 20% increase in company revenue, in 2015 CBRE continued to improve its safety record.

In the U.S. alone, we saw an increase of 8.25 million work hours – a 17% increase in exposure as compared to the prior year – due to a significant increase in the number of employees we acquired through new account transitions and the GWS acquisition. That said, we compared very favorably with 2014 OSHA-published Total Recordable Injury Rates (TRIR) for applicable NAICS (North American Industry Classification System) codes. The Real Estate and Commercial Property Management industries had published TRIR figures of 0.90 and 2.90, respectively. CBRE finished 2015 with a 0.72 TRIR, significantly below the industry codes in which we participate.

[G4-LA6]

In the United Kingdom, CBRE was again recognized by the Royal Society for the Prevention of Accidents

CBRE received **40 RoSPA AWARDS** for performance, including the coveted President’s Award, 4 Gold medals, 15 Gold awards, 18 Silver awards and 2 Bronze awards.

(RoSPA). CBRE achieved Gold Medal Award status for a 10th consecutive year, which is known as the RoSPA President’s Award. We received a total of 40 RoSPA Health & Safety Awards in 2015, including the President’s Award, 4 Gold medals, 15 Gold awards, 18 Silver awards and 2 Bronze awards.

In 2015, we implemented a more thorough and accurate injury measurement process globally. We expect to be able to report global Lost Time Injury Rate (LTIR) data for 2016.

Even though we have made significant strides in 2015, we know that we can do even better. We are actively working to reduce our injury rates through a number of targeted initiatives. We have set a year-over-year goal to reduce our TRIR by 10%, and we are committed to working toward our aspirational goal of zero injuries.











# INSIDE OUR COMMUNITIES

**WHETHER WE'RE** *helping our communities where we live and work or people in need around the world, CBRE employees are passionate about giving.*

*In 2015, CBRE, our foundations and our employees gave a record \$13 million to hundreds of charitable organizations serving our communities. Our flagship initiatives engage employees in each region. CBRE's signature partnership with global children's charity Plan International in the EMEA region provides education for girls in Sierra Leone while also funding relief efforts during the Ebola outbreak in that region. Walk for a Wish, our largest philanthropic event in the APAC region, unites colleagues across cultures to raise funds for worthy causes.*

*The CBRE Shelter Program has built and renovated homes and community centers across the U.S.A. for the past six years. In addition, local CBRE Cares committees lead fundraising and volunteer efforts for dozens of causes that our employees care deeply about, and we continue to work to understand the impact of our community involvement. In 2016, we plan to roll out a new software solution for data collection and reporting.*

*At CBRE, we're proud to be a valued community partner, and honored to contribute our talents and resources toward making a meaningful difference in lives around the world.*

# COMMUNITIES & GIVING

CBRE is deeply committed to fulfilling our role as a responsible corporate citizen by supporting and adding value to the communities where our employees live and work, as well as in communities where the need is greatest.

We approach our commitment to community investment and partnerships with the same level of creativity and enthusiasm that we approach our business.

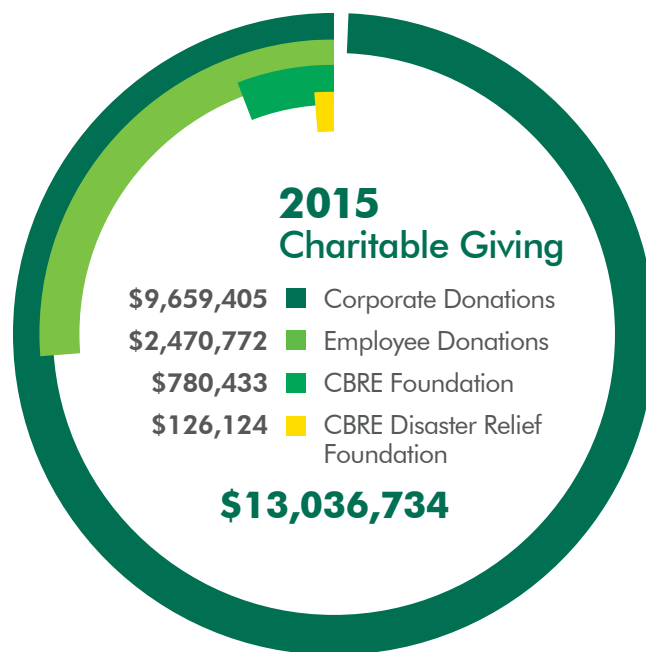
Each of our three regions – Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific (APAC) – operates independent charitable initiatives, leading their own regional programs. One element remains the same around the world: our employees' charitable spirit and enthusiasm. We pride ourselves on having feet on the ground in all of our major markets around the globe, and our efforts focus on measures that embrace that quality and allow our employees to show – and build on – their compassion for others.

## EMEA

**OUR EMEA CHARITY** program involves each country in the region, committing a contribution of at least 0.5% of each country's annual earnings before interest, taxes, depreciation and adjustments (EBITDA) to charitable causes. The commitment to donating 0.5% of annual EBITDA represents a minimum donation, and country leaders can choose to donate more if they wish.

Our charity EBITDA contribution is divided into the following three components:

### A WORLD OF GOOD



**50%** goes toward local charity causes decided by country teams.

**40%** goes toward an EMEA-wide charity partnership agreed to by the EMEA Board.

**10%** is added to our EMEA Disaster Relief funds to ensure we are able to respond quickly to major humanitarian or environmental crises in EMEA, as and when they occur.





# PLAN INTERNATIONAL + CBRE

CBRE’s EMEA business joined forces with global children’s charity Plan International in 2014, becoming the lead corporate partner in a €7.4 million (\$8.9 million) international community investment program to provide an education to more than 135,000 children, primarily girls, in Sierra Leone.

CBRE has pledged to raise €850,000 (\$1.0 million) for Plan International to provide subsidies, create better schools, offer vocational training for female teachers and assistants, provide support for children with disabilities, and improve the quality of education across 780 schools in five of the poorest districts in Sierra Leone.

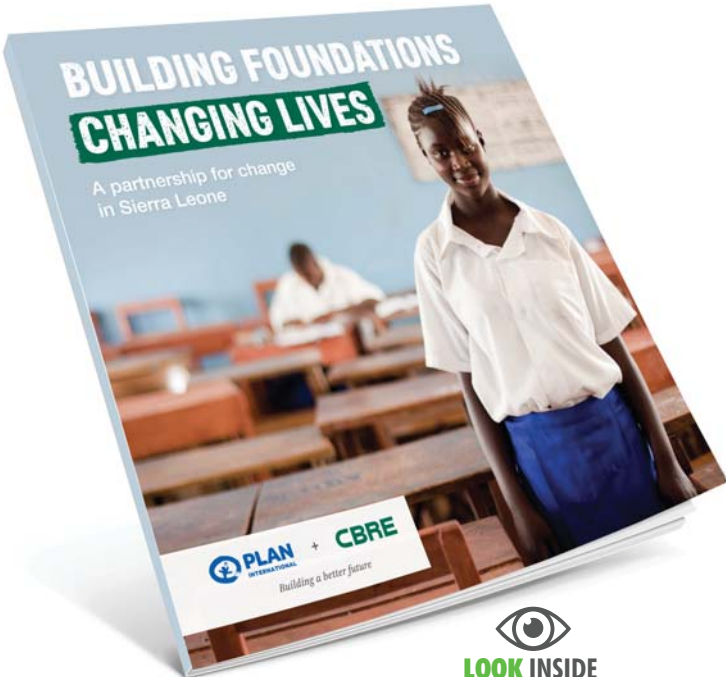
The partnership involves CBRE colleagues in more than 100 offices and 30 countries throughout the region participating in fundraising and other activities. CBRE is providing pro-bono support across Plan International’s global real estate portfolio, adding further tangible value to the NGO’s work on behalf of some of the world’s poorest children. In 2015, the second year of this three-year campaign, CBRE employees in EMEA raised a record €173,033 (\$190,890) toward our pledged goal, in addition to the designated corporate donation.

When Ebola virus broke out in West Africa, it presented a number of challenges to CBRE’s program to improve girls’ education in Sierra Leone. Throughout 2015, CBRE supported Plan International to adapt the partnership activities to continue the focus on education, while helping the targeted beneficiaries in Sierra Leone to survive the Ebola outbreak. Specifically, CBRE’s funds assisted Plan International to deliver the following:



**DISCOVER** our shared community.

## SHARED STORIES



## SHARED BENEFITS

- 302,435 PEOPLE** reached through CBRE-supported campaign to prevent spread of Ebola
- 30,000+ PEOPLE** given access to water, sanitation and hygiene across 900 villages
- 20,673 SOLAR RADIOS** supplied so children can tune into educational programming during outbreak
- 3,750 CHILDREN** orphaned by Ebola given personal support, counselling and care
- PLUS: 5 CARE UNITS / 2 TREATMENT CENTERS** opened for Ebola-affected communities supported by CBRE funds

## SHARED ADVANTAGE

Now that Sierra Leone is Ebola-free, the original project objectives and activities focused on providing education to girls will resume. CBRE staff will have the opportunity in 2016 to visit the project and see firsthand the increased advantage our efforts have brought to the region.

# THE POWER *of taking* personal leadership

*“Everyone at CBRE can take real pride in the difference our partnerships are making.”*

**Kristian Sundborn**, *CBRE Associate Director in Industrial and Logistics in Sweden*, raised €10,000 (\$13,166) for girls education in Sierra Leone in just 72 hours, demonstrating the commitment our people make to creating opportunity for others.



# UNITED KINGDOM

In February 2015, national housing and homelessness charity Shelter was selected as CBRE's first national U.K. charity partner, through a pitching process followed by a staff vote that registered a participation rate of over 75%. This partnership aims to help 2,600 families struggling with housing and homelessness.

After only seven months, the annual target of £250,000 (\$368,550) had already been met. At the conclusion of 2015, £295,238 (\$412,654) had been donated to Shelter via a combination of corporate donations and employee fundraising. The additional funds have enabled Shelter to fund two workers on their helpline.

Complementary to the fundraising initiatives, more than 550 hours of volunteering and 140 hours of pro-bono support was provided to Shelter in 2015. Significantly, more than 50% of CBRE's U.K. workforce has been directly involved in supporting Shelter.

An independent charity, CBRE U.K. Charitable Trust supplements charitable activity and staff donations. In 2015, the Trust donated almost £40,000 (\$58,968) to more than 250 employees, helping raise funds for 76 charities.



**CIARAN BIRD**, U.K. Managing Director

In 2015 a new volunteering policy was introduced in the U.K., which supports employees to undertake two days of paid volunteering leave each year. The policy was introduced in acknowledgment of the potential that our people have to make a significant contribution to the communities in which CBRE operates. The policy demonstrates CBRE U.K.'s commitment to employee volunteering in response to an increasing desire among our people to contribute and become more involved in giving back to the community.

## Shelter + CBRE

*is built on a foundation of partnership.*

**In 2015:**

**£295,238 (\$435,240)**  
RAISED

**770** HOURS VOLUNTEERED

**60** ACTIVITIES SUPPORTED

**1,400** FAMILIES ASSISTED

**1000s** EMPLOYEES ENGAGED



**CBRE** exceeded its Shelter goal in less than a year.

# AMERICAS

## UNITED STATES

CBRE continued to make a significant impact across the United States through the efforts of our individual offices supporting meaningful causes in their local communities as well as four principal U.S.-based initiatives – Matching Funds Program, National Shoe Collection Drive, Birthday Cakes & More for Homeless Children and Shelter Program. CBRE also continued to offer U.S. employees two days paid time off during the year for their participation in certain volunteer opportunities.

**THE CBRE FOUNDATION** provided more than \$540,000 to the Matching Funds program in 2015. This program increases our employees' giving and that of our local offices by matching their donations at a rate of 50%, up to our annual budget amount, and donating the money to the specific nonprofits they want to support. While these donations were distributed to hundreds of organizations across the country, the majority of funds went to causes related to human services, health and education.

Not included among the 2015 financial donations are significant in-kind donations, such as 12,910 pairs of shoes donated to the international charity Soles4Souls via our annual National Shoe Collection Drive. Shoes were collected at 85 CBRE locations across the country. Throughout the past five years, CBRE has provided around 100,000 pairs of shoes to people in need around the world.

**MORE THAN 2,200** individual birthday cakes were delivered in 2015 through our cherished Birthday Cakes & More for Homeless Children program – more than double the number of cakes delivered in 2014. Through this grassroots initiative, employees hand-deliver personalized cakes to homeless children to help them celebrate their birthdays.

*Birthday Cakes & More added 10 new shelters to the program in 2015, bringing to 64 the total number of shelters supported.*

The program also offers supplemental support through school-supply donations, holiday parties, clothing drives and more.

Here's how two of CBRE's successful donation programs stacked up in 2015:

### BIRTHDAY CAKES & MORE

**2,200**  
CAKES DELIVERED

**1,000**  
CAKES DELIVERED  
(2014)



### NATIONAL SHOE COLLECTION

**12,910**  
PAIRS COLLECTED

**100,000**  
PAIRS OF SHOES  
ALL TIME





## CBRE SHELTER

Established in 2010 in partnership with national housing nonprofits Rebuilding Together, HomeAid and Habitat for Humanity, the CBRE Shelter Program continued as the flagship program for CBRE Cares in the U.S. The program is designed to improve housing options for individuals in need, and allows our professionals to use their leadership skills to deliver measurable results in their communities.

During the past six years, more than 6,200 CBRE employees have donated over 45,000 volunteer hours in completing 152 CBRE Shelter Program projects across the U.S. and in other parts of the world. In 2015, 710 U.S. employees traded their desk jobs for a day, becoming painters, plumbers, carpenters and all-around handymen and women to rebuild 24 facilities, including private residences and community centers.

**CBRE ATLANTA** employees craft a home with Habitat for Humanity during the local office's annual Day of Service.

# CANADA

Our charitable strategy across Canada involves supporting the causes and initiatives most important to – and spearheaded by – employees and our clients. CBRE Canada employees continued their annual participation in the Juvenile Diabetes Research Foundation Ride, a stationary bike competition that pits commercial real estate companies against each other. Additionally, charitable donations were made to dozens of organizations supporting a variety of health-related causes and basic human needs.

# LATIN AMERICA

In 2015, CBRE’s philanthropy efforts throughout Latin America supported several local charitable organizations dedicated to serving youth. For the third year in a row, CBRE Mexico supported the John Langdon Down Foundation’s Mexican School of Down Art through the purchase of artwork made by students. Additionally, CBRE Mexico provided an annual scholarship for a girl attending the Meyalli School, which offers comprehensive education for disadvantaged girls.

# APAC

**AS THE LARGEST** philanthropic event in APAC, Walk for a Wish supports CBRE’s commitment to social responsibility by bringing teams together from each business line to support worthy causes in each participating country. In 2015, the 10-kilometer Walk for a Wish was held in 15 locations across Australia, China, Hong Kong, Japan, Korea, New Zealand and Singapore. Initiated in 2010 by CBRE’s Asset Services team in Australia, the event has raised more than \$1.4 million over six years, including more than \$300,000 raised by 1,714 participants in 2015.

This year’s event supported a variety of organizations, including Operation Blessing in China; Canossaville Children’s Home in Singapore; Changing Young Lives Foundation in Hong Kong; Make a Wish Japan; The Beautiful Store in Korea; Ronald McDonald House Charities New Zealand; and three organizations in Australia (Beyond Blue, UNICEF and Starlight Children’s Foundation Australia).

Additionally, CBRE and our employees donated time and money to a broad range of social and environmental charitable organizations throughout the year. For the ninth year, CBRE China has sponsored the Save a Child’s Life program, providing financial support for surgeries and medical treatment to children who suffer from congenital heart disease. CBRE Hong Kong team members raised funds for The Nature Conservancy through participation in the Barclays MoonTrekker. Staff from the CBRE Perth



**CBRE MOONTREKKERS** get ready to launch.

offices refurbished the grounds of Serenity Lodge, a drug and alcohol rehabilitation center in Rockingham. In association with Standard Chartered Bank, CBRE Korea took part in CRES Volunteer Day, engaging in sustainable practices and environmental activities. Colleagues in Japan participated in numerous charity runs, and CBRE Vietnam staff participated in the BGV Fun Run in Hanoi. Employees in India donated to Habitat for Humanity’s Rebuild Nepal program in response to two devastating earthquakes.

Finally, team members across the Pacific region partnered with several organizations to work with disadvantaged children, cared for homeless animals, and provided meals for homeless individuals.



# MAKING STRIDES

CBRE Asia-Pacific leveraged the power of numbers to support charitable organizations through Walk for a Wish.



# DISASTER RELIEF

Disaster relief is a long-held tenet of CBRE’s charitable agenda. To further our support of victims of natural disasters worldwide, CBRE formed the CBRE Disaster Relief Foundation in 2012. Acting in coordination with CBRE, the CBRE Foundation and regional and local disaster relief committees, the CBRE Disaster Relief Foundation enhances employee contributions and distributes funds through a network of pre-approved partner organizations that focus on disaster relief and rebuilding communities in need. The CBRE Disaster Relief Foundation also enables employees around the world to aid fellow colleagues who have suffered a catastrophic loss as a result of a natural disaster by providing financial assistance via a grant process.

In 2015, the CBRE Disaster Relief Foundation and CBRE employees donated more than \$220,000, propelled by two global fundraising campaigns. Our **Nepal Earthquake Relief** campaign provided emergency earthquake assistance for children and their families in Nepal following the devastating earthquakes that struck the area in April and May.

Donations made to Plan International, Room to Read and its earthquake relief initiative (right) and the American Himalayan Foundation provided food, water, shelter and basic household support directly to those in need. In addition to immediate relief supplies, temporary learning centers provided children with educational materials, as well as counseling for children who needed extra support.



**ROOM TO READ**

The second global fundraising campaign was launched in September 2015 to provide humanitarian support through CBRE’s **Syrian Refugee Fund**. Donations were directed to Doctors Without Borders and Plan International. Funds supported these organizations’ efforts to provide Syrian refugees with access to education, medical and well-being services, as well as to support basic needs like food, shelter, clothing and blankets.







# INSIDE PROCUREMENT

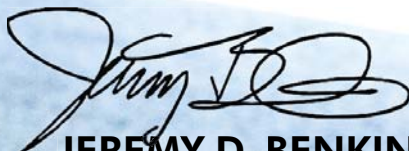
**OUR RISE VALUES** of Respect, Integrity, Service and Excellence form the bedrock of CBRE's identity as an organization, and those values are reflected each day in the interactions we have with suppliers.

*As a services company, CBRE's supply chain for corporate expenditures is relatively small; yet, our outsourcing services touch more than 85,000 suppliers worldwide. It's crucial that these interactions shape positive outcomes for our clients and our firm, and for the larger global community.*

*Our procurement efforts in 2015 focused on three critical pursuits: 1) expansion of our supplier screening program, 2) development of our supplier quality development platform, and 3) enhancement of our commodity management teams. The product of these efforts has been the continued development of quantifiable platforms that engage the supplier community and benefit all CBRE stakeholders.*

*The inclusion of our sourcing and procurement efforts as a pillar of CBRE's corporate responsibility platform actualizes our corporate beliefs. The introduction of our Supplier Code of Conduct defines responsible supplier standards and represents a first and critical step in communicating expectations to our employees and the broader marketplace. The addition of memberships in supplier development groups, including the National Gay & Lesbian Chamber of Commerce and National Veteran Business Development Council, reflect who we are and the values we hold as an organization. And our development programs in procurement, supplier qualifications and a sustainable supply chain serve to inform our people, allowing them to integrate responsible purchasing into all aspects of CBRE's business.*

*Together, these initiatives create a shared advantage for our clients, CBRE and our global network of partners. By measuring our progress, and adhering to the ideal of transparency in all decisions we make, our sourcing and procurement efforts help CBRE to influence the market in a positive way, and to continue leading the industry forward.*



**JEREMY D. BENKIN**

Director, Procurement  
Asset Services



*“Our **values**  
determine our  
**CHOICES.**”*

# PROCUREMENT

With an annual global spend of more than \$50 billion representing what we contract for ourselves and our clients, CBRE recognizes the opportunity to influence suppliers on a large scale while also mitigating supply chain risks.

## POLICIES

More than 450 CBRE sourcing and procurement professionals manage over 85,000 indirect and direct suppliers throughout the world.

We expect our suppliers to conduct their operations in an environmentally sustainable and socially responsible manner. At the same time, we have the opportunity to use our global supply chain to promote sustainable business practices and support local businesses around the world. The magnitude of the impact of our supply chain far exceeds our own sustainability impact as a firm. For these reasons, we have developed a global **Supplier Code of Conduct** (released in 2016).

**OUR SUPPLIER CODE** is the result of a collaborative effort between a cross-functional and geographically dispersed team that included members of the Sourcing, Legal, Compliance and Corporate Responsibility teams. The Code sets forth fundamental ethical and business conduct requirements for our suppliers and includes guidance on anti-bribery/anti-corruption, unfair business practices, data privacy and information security, conflicts of interest, labor standards, health and safety, supplier-provided gifts and environmental sustainability. The Code will be referenced in all supplier contracts and purchase orders, and all CBRE businesses and departments have been asked to reasonably monitor their respective

suppliers' adherence and take appropriate measures regarding supplier non-compliance.

As requirements continue to grow for transparency in the supply chain, the need to perform close working relationships with suppliers and to also be familiar with practices of their supply chain partners is increasingly important. We are assessing various solutions that will allow us to improve supplier management and reduce supply chain risk around a variety of categories, including environmental impact, diversity, health and safety practices and compliance with human rights. This aggregation of supplier information will help us improve performance and value, and will integrate with other technology and processes for operational efficiency and knowledge management. We anticipate the implementation of this platform in 2016.

**OUR HUMAN RIGHTS** policy recognizes that we have a responsibility to respect human rights in our operations, to promote an appropriate example and to make a positive global impact. The policy was updated in 2015 to incorporate provisions of the U.K. Modern Slavery Act. It outlines our commitment to combating the exploitation of children and therefore prohibiting any use of child labor with any vendor, suppliers or other third-party arrangements.

It also states that we will not do business with, tolerate or associate with organizations or entities that condone or are engaged in the practice of coercing or imposing work with little or no freedom of choice. Additional information on our Human Rights Policy can be found in the **Ethics & Compliance** section of this report.

# SUPPLIER SCREENING

In 2015, we expanded the use of a supplier screening program to validate supplier compliance with core and optional screening criteria. The program allows CBRE to mitigate supplier risk by employing a robust prequalification, supplier selection and ongoing monitoring process to provide more transparency and improve early detection of performance and/or reputational risks.

The program segments suppliers by risk profile and supplier classification to allow for some flexibility in the extent of the screening. The full screening covers security, financial, insurance, environmental, health and safety, diversity and other checks to limit, if not eliminate, residual risk we or our clients may face due to non-compliant suppliers and subcontractors.

To date, CBRE has screened more than 11,000 North American and European suppliers, and aims to screen 20,000 suppliers by the end of 2016 and 40,000 by the end of 2017 with a focus on our preferred or strategic suppliers. In 2016, we also plan to expand our use of web-based supplier screening to other regions including Latin America, EMEA and APAC.



## DIVERSITY

We continued developing our supplier diversity strategies and practices in 2015 to enhance the value of the goods and services we provide for our clients and our company. We expanded our definition of diverse suppliers to now include certified suppliers that are owned by veterans or members of the lesbian, gay, bisexual and transgender (LGBT) community. In 2015, CBRE awarded more than \$184 million to certified diverse suppliers for either client or CBRE needs.

We are continuing to take a number of steps to better understand our supply chain and engage with organizations that can help us improve our supplier diversity. We are a corporate member of the National Minority Supplier Diversity Council (NMDSC), the Women's Business Enterprise National Council (WBENC), the National Veterans Business Development Council (NVBDC) and the National Gay and Lesbian Chamber of Commerce (NGLCC). In addition, we are analyzing our corporate procurement in order to develop a supplier diversity baseline and determine new supplier diversity opportunities.



# IMPACTS

**MORE THAN 480** contracts were executed by CBRE Corporate Sourcing and Procurement in 2015. The services and goods contracted spanned accounting services to benefits, legal, construction, facility maintenance, information technology and communications, consulting, travel, fleet vehicles, security, safety and real estate services. Many of these contracts were global, multinational or cross-business in scope and leveraged CBRE's scale for competitive advantage.

The CBRE Corporate Sourcing and Procurement team continued to work with Global Shared Services and lines of business on many regionally relevant solutions to enhance our corporate citizenship contributions, including Workplace360, responsible recycling and disposal of IT equipment, digital marketing, managed print, environmentally sustainable office products and furniture, energy-efficient IT equipment, cloud data storage, audio conferencing and airline travel.

As we transition our corporate offices to a paperless environment, certain legal files and documents are required to be maintained in offsite storage with our vendor partner, Iron Mountain. During 2015, we worked with Iron Mountain to securely shred and recycle 478,301 pounds of paper in the U.S. This had the equivalent of conserving 1,195 cubic yards of landfill space and preserving 4,013 trees.

Through the use of 30-100% of post-consumer paper waste to produce our business cards and presentation materials, our U.S. operations saved 34,798 pounds of wood and 50,813 gallons of water.

In adherence with strict IT policies, CBRE contracts with a global supplier for the responsible removal and recycling of all employee computer hardware equipment. During 2015, a total of 13,019 units were recycled and 9,344 units reused. This kept 170,568 pounds of electronic waste out of landfills.

## 2015 U.S. RESOURCE CONSERVATION

### PAPER PRODUCTS

**478,301** LB. RECYCLED

**1,185** CU. YD. OF LANDFILL CONSERVED

**4,013** TREES PRESERVED

**34,798** LB. OF WOOD SAVED

**50,813** GAL. OF WATER SAVED

### IT EQUIPMENT

**13,019** COMPUTER UNITS RECYCLED

**9,344** COMPUTER UNITS REUSED

**170,568** LB. OF E-WASTE AVOIDED









# INSIDE ETHICS & COMPLIANCE

**EVERYTHING WE DO** *as an industry leader depends on trust.*

*Not only does trust build confidence and facilitate a transparent and reliable means of communicating among our employees, it's shown that companies who adhere to the highest set of corporate values consistently outperform those who do not. So while CBRE professionals are highly motivated to do the right thing as codified in our RISE values and Standards of Business Conduct, world-class organizations gain a distinct competitive edge when their employees deliver professional services that are based on honesty, integrity and the highest standard of ethics.*

*At CBRE, we conduct an annual ethics and compliance review process in every country where we operate. By performing a risk assessment, we're able to evaluate the likelihood of concerns or violations taking place, as well as the potential impact. This allows CBRE to get ahead of any possible issues, especially with regular ethics training required for all our employees. Combined with consistent and engaging communications, adherence to CBRE standards is framed as core to our culture and essential to our employees' success.*

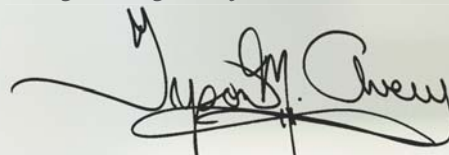
*To better align policies and practices worldwide, CBRE recently launched a three-year plan to organize and refine our nearly 250 global and U.S. policies. In 2015 we completed the second phase of that plan, reviewing and updating all but 71 of these policies (conclusion of the project is expected in 2016).*

*The process has been rigorous but productive, creating a specific set of established global standards to which regional policies are inherently linked.*

*Key concepts underpinning our focus on trust are access and transparency. Any employee who identifies a concern related to our standards of conduct can raise it through an anonymous third-party online portal, by using our international helpline or by contacting senior leadership, Human Resources, Legal and Ethics & Compliance directly. We seek and actively encourage employees to raise concerns, as it helps to anticipate and promptly address problems in ways that support our people and improve the company's overall business performance.*

*I truly believe our efforts and activities within Ethics & Compliance not only help CBRE to be more successful but ultimately make the world a better place. Our services touch every single industry; by adhering to the highest professional standards, we positively influence the conduct of our clients and suppliers, which benefits people and communities around the world.*

*To me, this type of trust is transformative, and it highlights the importance of our efforts in doing the right thing always.*



**TYSON M. AVERY**

Chief Ethics & Compliance Officer



**"GREAT**  
*companies build*  
**TRUST."**

# ETHICS & COMPLIANCE

Our Ethics & Compliance program maintains and supports a consistent culture of values that acts as the cornerstone of our global business philosophy and ensures that our success is achieved in the right way.

## P O L I C I E S

### CORPORATE VALUES AND STANDARDS OF BUSINESS CONDUCT

We take great pride in our reputation for upholding the highest standards in the way we do business. Our commitment to our business standards is a major reason why CBRE is the largest commercial real estate company in the world. Our employees don't just work and live by these standards; they are the cornerstone of our RISE corporate values.

CBRE is firmly committed to conducting business with the highest integrity and in compliance with the letter and spirit of the law. We are operating in a world where the rules that govern business conduct are more complex and demanding than ever. The Standards of Business Conduct (SOBC) that guide our everyday operations and bring our **RISE** values to life are a roadmap for our continued commitment to



RESPECT/INTEGRITY/SERVICE/EXCELLENCE

**RESPECT.** We act with consideration for others' ideas and share information openly to inspire trust and encourage collaboration.

**INTEGRITY.** No one individual, no one deal and no one client is bigger than our commitment to our company and what we stand for.

**SERVICE.** We approach our clients' challenges with enthusiasm and diligence, building long-term relationships by connecting the right people, capital and opportunities.

**EXCELLENCE.** We focus relentlessly on creating winning outcomes for our clients, employees and shareholders.

excellence in the global real estate industry. The SOBC outlines expectations of employee conduct relating to each other; our business partners, clients and competitors; our corporate resources; and our communities. Available in 27 languages and approved by our Board of Directors, all employees are required to read, understand, certify and adhere to our SOBC. It is the focal point of our culture of ethics and compliance and is essential to preserving the valuable trust placed upon us by our clients.



For the sixth year in a row, **more than 95%** of our employee population completed the **Standards of Business Conduct certification within a 45-day period**. Through this process, each employee reaffirms his or her commitment to the **RISE** values and SOBC, and adherence to several specific policies (e.g., harassment prevention, anti-bribery, anti-corruption, confidentiality, data privacy). Employees are also required to report any suspected material wrongdoing of which they might be aware. Learn more about our SOBC at [sobc.cbre.com](http://sobc.cbre.com).

[G4-56]

## WHISTLEBLOWER HOTLINE AND NON- RETALIATION POLICY

CBRE continues to focus significant energy and resources on sustaining our internal avenues for inquiries, bringing forth concerns and investigating suspected unethical or illegal activities.

Led by the Chief Ethics and Compliance Officer, this infrastructure includes a worldwide anonymous reporting (as permitted by local laws) and inquiry system that is available 24 hours a day and accessible in all languages used by CBRE employees. These third-party independent systems are promoted through our corporate communications, office posters and internal training, and are easily accessible through the Internet and country-specific toll-free phone numbers.

The Ethics and Compliance department is independent from business operations, so questions can be posed and advice given in a non-attributable, confidential and comfortable manner. Additionally, if an allegation of serious misconduct is logged into the system by an employee or third party, internal investigators are required to conduct a prompt, thorough and unbiased investigation consistent with internal policies. Uniformity

In 2015, CBRE was not subjected to significant fines or sanctions for non-compliance with the law or regulations in any country. No legal actions for anti-competitive or anti-trust behavior were filed against the company in 2015. Additionally, CBRE received no fines, penalties or settlements in relation to corruption in 2015.

[G4-S07, G4-S08]

of process and outcomes in an investigation is achieved by requiring our investigators to attend annual training and regular case peer review meetings.

The ratio of reports of misconduct in relation to the employee population has remained steady and consistent with reporting benchmarks each year. In 2015, CBRE globally received about 600 reports through our multiple reporting systems. The types of inquiries and allegations span from simple questions about policies to serious concerns including misconduct, discrimination and conflicts of interest. Coming forward in this manner means that our employees are comfortable bringing issues to the forefront and trust our strong anti-retaliation policy. This is a sign that our program is working.

We believe that our success in this program is thanks to our zero-tolerance policy on retaliation and to the numerous communications and training programs that highlight this channel for reporting misconduct. The percentage of people self-identifying when reporting concerns, as opposed to remaining anonymous, has remained steady and at or above industry norms.

To us:

***This signals that our program continues to be robust and our employees feel safe and empowered to ask questions and report misconduct.***

[G4-58, G4-HR3]

# ANTI-CORRUPTION

CBRE is committed to building aggressive policies, controls, audit systems and training programs to prevent anti-corruption violations, and we are improving our monitoring processes to better identify and review potentially questionable transactions.

**We have increased the scope of our use of data analytics in the countries of highest risk and are increasing transaction reviews, and in 2016 we plan to expand our anti-corruption monitoring and usage of data analytics.**

Our **Anti-Corruption Policy** is translated into at least 30 languages and is applicable to all CBRE employees globally. This policy addresses all forms of inappropriate payments to government officials and other entities, including charitable donations and sponsorships intended to disguise bribery. We require mandatory anti-corruption training programs for employees in several targeted countries of operation, including new employees within the first 60 days of employment.

Additionally, all new employees must provide a written sign-off to comply with the company's ethics and anti-corruption policies. Finally, all employees are required to annually reaffirm their personal commitment to adhering to our Anti-Corruption Policy in their daily activities.

[G4-SO4]

## WHAT'S MORE

### ADDITIONAL COMPONENTS INCLUDE:

- ✓ A global, annual compliance risk assessment, conducted at the country level and applicable to each business in the company, which includes anti-corruption as a primary issue. The risk assessment determines the relative risk of a violation to the mitigation of the anti-corruption program and what could be done to further improve its effectiveness.
- ✓ A strong position that assists managing conflicts of interests with employees when they arise.
- ✓ Continuous compliance communications that include bribery awareness and examples of incidents of highest risk.
- ✓ Quarterly review and sign-off on anti-corruption financial controls.
- ✓ Periodic audits of the country-level anti-corruption controls and activities.

# PUBLIC POLICY & POLITICAL PARTICIPATION

It has long been our practice that the company generally does not lobby (or fund lobbying of) government officials.

While CBRE does not frequently take positions on public policy, in 2015 we continued involvement in two notable areas. First, we monitored and participated in the policy debate regarding effective solutions to climate change – particularly those that will facilitate the reduction of greenhouse gas emissions from buildings. Second, CBRE continued to provide thought leadership in support of federal and state government agencies in the U.S. with direct applicability to the business practices of the commercial real estate industry. In keeping with our commitment to transparency, all incidences of our participation were publicly disclosed and submitted. We anticipate our interest in participating in similar proceedings will continue in 2016, and we will maintain our commitment to participate in policy debate in a transparent, informed, respectful and responsible manner.

# COMMUNICATIONS & TRAINING

CBRE continues to emphasize the critical nature of ethics & compliance through training and media that are both engaging and educational.

Our General Counsel writes “Compliance Corner,” a monthly email that covers topics such as our Standards of Business Conduct, integrity, conflicts of interest and a variety of our corporate policies. “Compliance Corner” is unique in its approach, however, as it uses a wide variety of pop culture references and engaging storytelling to drive home that month’s message. As a result, it has become the most widely read internal communication at CBRE.



Similarly, “Ethics Examiner,” written by our Chief Ethics & Compliance Officer, presents real dilemmas faced by our employees and inspires thoughtful dialogue on how to handle ethical challenges. A September 2015 “Ethics Examiner” encouraged employees to share how they would handle a given situation; more than 400 employees commented on the story on our corporate intranet.

Each edition of “Compliance Corner” and “Ethics Examiner” references the Ethics HelpLine phone number and website and encourages employees to report any concerns, violations of policies or the law and unethical conduct.

In 2015, CBRE continued to roll out training on core elements of our ethics and compliance program to all

employees. We facilitated training on a wide range of topics, including anti-corruption, conflicts of interest, harassment, data privacy, business gifts and gratuities and preventing money laundering. Several areas of ethics and compliance training are also provided to all new employees and must be completed within 60 days of hire. These include SOBC, harassment prevention, the employee handbook and **RISE** values and, in targeted countries, anti-corruption training.

We also introduced into our Legal training the concept of “Insight into....” By creating an internal training identity that focused on information and insight into a specific need or Legal business activity, we were able to create a platform on which specific educational topics, from conflicts of interest to vendor contracting, could be directly addressed and more broadly shared.



## HUMAN RIGHTS

Consistent with our values and global nature, CBRE is dedicated to complying with the United Nations Universal Declaration of Human Rights and has developed and implemented a global Human Rights Compliance Program. 

**CBRE HAS DEVELOPED** and implemented a dedicated global Human Rights Compliance Program. The cornerstone of the program is our Human Rights Policy, in which we recognize that we have a responsibility to always respect human rights in our operations, to promote an appropriate example and to make a positive global impact.

Our policy was updated in 2015 to incorporate provisions of the U.K. Modern Slavery Act and covers topics such as child labor; human trafficking, slavery and the right to voluntary labor; freedom against prejudice and discrimination; safe and secure workplace; work hours and wages; and freedom of association. We further commit to maintain a safe, secure and inclusive workplace, free from prejudice and discrimination, provide fair work hours and wages, and respect the rights of employees to associate freely.

We commit to periodically identifying where our company activities could impact human rights, addressing those concerns, and embedding human rights practices into our global culture as an ongoing commitment to our **RISE** values and to being a responsible business.

---

## DATA PRIVACY

CBRE is committed to ensuring that all personal or sensitive data within our possession or control, whether that of our employees or clients, is handled correctly throughout its entire lifecycle.

We are committed to respecting and protecting the privacy of individuals and keeping personal information secure by complying with applicable data protection, privacy and information security laws and regulations.

---

*Standard Contractual Clauses were issued by the European Commission in 2015 for establishing safeguards to allow for the transfer of personal data from the EU to countries that are not otherwise deemed to provide “adequate” protection for the data.*

---

With the invalidation of the Safe Harbor Certification by the Court of Justice of the European Union in October 2015, we are transitioning to an alternative data transference method known as Standard Contractual Clauses. These clauses establish safeguards to allow personal data to be transferred both internally and externally.



We've also improved our data privacy position significantly by developing and implementing a new data privacy policy in 2015. The policy describes CBRE's methods regarding the necessary collection, use, disclosure and safeguarding of personal information for business-related purposes. Our Global Privacy Officer is responsible for the oversight of this policy and the CBRE Global Privacy Program.

In 2016, we will continue to build our program by monitoring and reacting responsibly to next-generation data privacy laws.









# INSIDE GOVERNANCE

**TO BECOME WORLD CLASS** requires a company to focus on more than simply maximizing its profits. It also needs to take a global leadership role as a responsible corporate citizen.

*People have figured out that companies striving to do the right thing for the broader community are, in fact, the best companies. Their intent is one of shared responsibility – not only for the environment but for the communities they serve. It only makes sense.*


*Doing good by the community supports the business itself, creating a feedback loop that benefits everyone who touches the organization.*

*If you think about the full spectrum of corporate real estate that CBRE serves, you realize that the company is actually in the business of building and managing communities. A common bond is established in which foundations are built, people employed and services provided – with the benefits of that relationship accruing to the neighborhoods and communities in which CBRE has developed a presence. The company, then, becomes more accurately defined as an organization invested in people and the client's success as a community partner.*

*“World class” also means providing employees with a great place to work. If you look at the Workplace360 model, there are now more than 30 places around the world where CBRE has established creative, healthy work environments that inspire greater productivity, which in turn enables CBRE to deliver better results for its clients.*

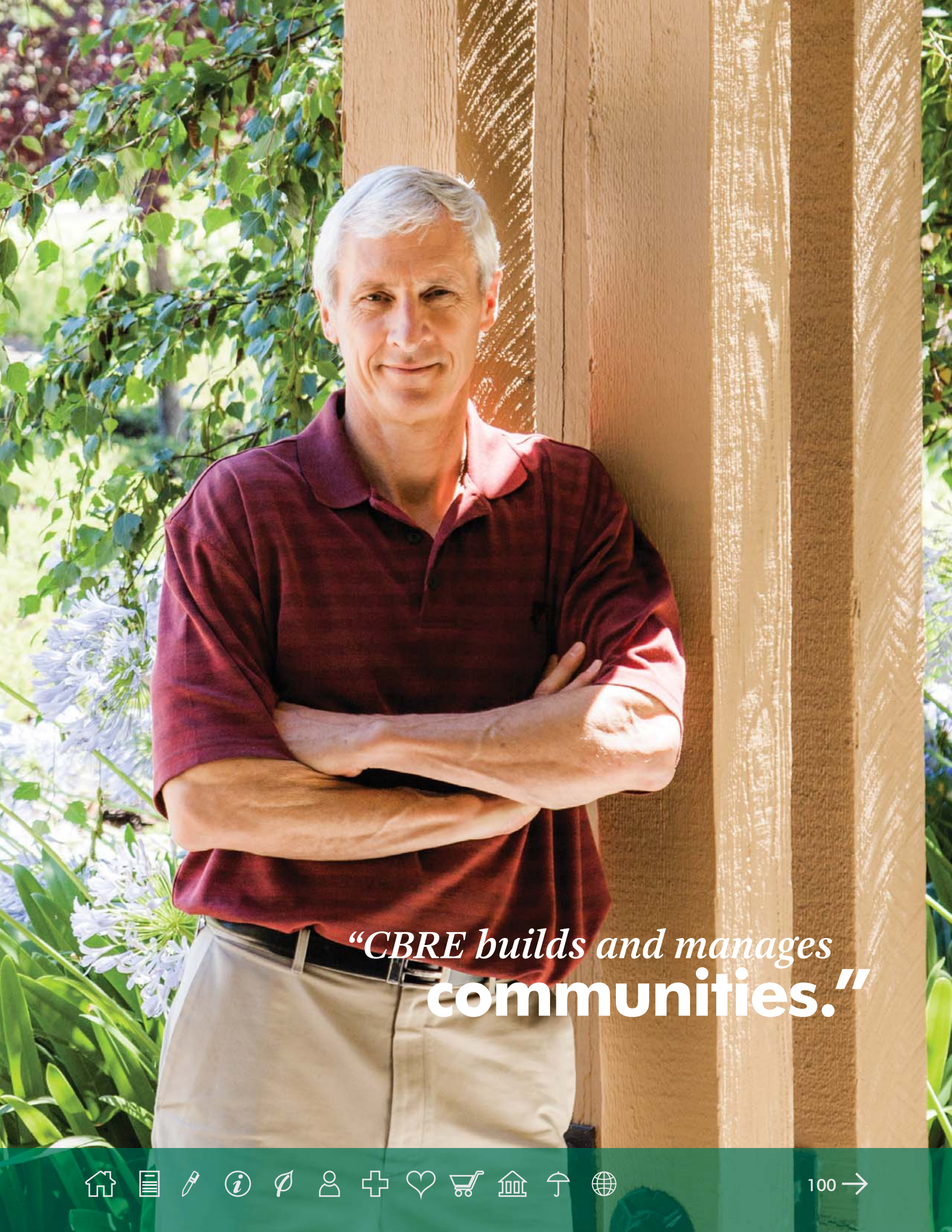
*And while there's always a natural distinction between a CBRE workplace and the client location, that physical barrier dissolves when client results become the primary focus – and the concept of building a shared community is at work, both inside and outside the office.*

*For these reasons and more, the Board of Directors is actively engaged in CBRE's corporate responsibility efforts, and is proud of the firm's rating as one of Fortune's “World's Most Admired Companies.”*



**CURTIS F. FEENY**

CBRE Board Member  
Managing Director, Voyager Capital



*“CBRE builds and manages*  
**communities.”**

# GOVERNANCE

---

Our corporate governance practices are designed to serve the long-term interests of our stockholders, employees and other stakeholders.

---

## BOARD OF DIRECTORS

CBRE has a 10-member Board of Directors, nine of whom our Board deems independent; and the tenth who is our President and CEO, Robert E. Sulentic.

This level of independence exceeds the majority standard established by our Corporate Governance Guidelines and the listing standards of the New York Stock Exchange (NYSE).

We have separated the roles of CEO and Board Chair since 2001 in recognition of the differences between the two roles. Our CEO is responsible for setting the strategic direction and overseeing the day-to-day leadership and performance of the company while our Board Chair provides leadership to our Board and oversight and guidance to our CEO.

In 2015, our Board formally amended our by-laws to require that the Board Chair be an independent director. We have also implemented a “majority vote” requirement. Under this requirement, in order for a Board nominee to be elected in an uncontested election, the nominee must receive the affirmative vote of a majority of the votes cast on his or her election. All of our Board members must also comply with



minimum stock ownership requirements designed to align the interests of our Board members with the interests of our stockholders.

Our Board is assisted by its committees: the Audit and Finance (Audit), Compensation, Corporate Governance and Nominating (Governance) and Executive Committees. The Audit, Compensation and Governance Committees are considered key governance committees, and each member is independent under CBRE standards and guidelines, as well as in the case of our Audit Committee, under relevant rules of the U.S. Securities and Exchange Commission (SEC). At least one member of our Board serving on the Audit Committee is required to have the qualifications and skills necessary to be considered an “Audit Committee Financial Expert” under relevant SEC rules, and it has been determined that all of our current Audit Committee members qualify as “Audit Committee Financial Experts.”

Each year, our Board and its committees conduct annual performance self-assessments with the purpose of increasing the effectiveness of the Board and its committees. More information on the roles of our Board and Board committees can be found in the Investor Relations section of our website and in our annual proxy statements filed with the SEC.

Our Governance Committee regularly reviews the composition of our Board and whether the addition of directors with particular experience, skills or characteristics would make our Board more effective. When a need arises to fill a vacancy, or it is determined that a director possessing particular experiences, skills or characteristics would make our Board more effective, our Governance Committee conducts targeted efforts to identify and recruit individuals who have the identified qualifications.

Board candidates are selected on the basis of outstanding achievement in their professional careers, experience, personal and professional integrity, ability to make independent and analytical inquiries, financial literacy, mature judgment, high performance standards, familiarity with our business and industry, and ability to work collegially. In addition, our Board is interested in adding candidates who are acting operating executives (particularly chief executives of large public companies), or who have a strong technology background, and in all cases, a passion for building a transformative business on a global basis.

Other factors include having members with international experience, including knowledge of emerging markets and/or management of business operations and resources that are dispersed across a global platform, as well as various and relevant career experience and technical skills; and having a Board that is, as a whole, diverse, including in respect to gender and ethnic diversity. During late 2015 and early 2016, in anticipation of the impending retirement of three of its longest-serving members, the Board added three new members that enhanced the skillset and diversity of the Board.

In 2015, our Board amended our by-laws to provide that the Board may not nominate (i) more than one member of our current management to serve on the Board at any one time or (ii) any non-management

director for re-election to the Board if that director has completed 12 years of service as an independent member of the Board. This marked the first time that our Board adopted term limits for its members and our Board believes that these amendments will contribute to Board stability, vitality and diversity and help ensure that our Board continuously benefits from a balanced mix of perspectives and experiences.

Of the 10 members currently serving on our Board, one director, Gerardo Lopez, joined our Board in 2015 and two directors, Christopher Jenny and Paula Reynolds, joined our Board in early 2016. Three directors who served throughout 2015 – Richard Blum, Michael Kantor and Gary Wilson – did not stand for re-election and retired from our Board at the expiration of their terms at our Annual Meeting in May 2016. These gentlemen had a combined 42 years of director service to us, and we are grateful for their many years of service to CBRE.

## DEMOGRAPHICS



Our Board retains responsibility for the corporate responsibility initiatives outlined in this report. One of our Board directors serves as a Board liaison to management for corporate responsibility matters, providing visibility to our Board in respect to our activities in this area, and we believe that this reflects the value that we and our Board places on corporate responsibility. That Board director sits on our Global Corporate Responsibility Steering Committee, a management-level task force that has been established to advance our corporate responsibility goals, and periodically updates our Board on the progress being made. [G4-34]



# R I S K M A N A G E M E N T

Our Board plays an active role, as a whole and also at the committee level, in overseeing our risk management.

Our Board engages with management to ensure that the Board understands the material risks associated with our strategy and operations, including business segment, reputational, credit, liquidity and compensation issues. Our Board also looks to its key governance committees to identify, report on and manage and oversee risks relevant to their areas of competency.

Our Compensation Committee is responsible for overseeing the ongoing management of risks relating to our compensation plans and arrangements. Our Audit Committee oversees management of risks related to our financial reports and record-keeping and potential conflicts of interest, as well as risks associated with our strategy and operations generally. Our Governance Committee manages risks associated with the independence and corporate governance practices of our Board and the composition of our Board and its committees. Our Board also receives regular reports from our internal Executive Risk Committee (ERC) (further discussed below) as to key risks for CBRE, as well as reports from our General Counsel regarding litigation, corporate governance and compliance matters.



Through Board committee and management reports, our Board determines whether management is adequately focused on identifying and managing risks, and assesses the Board's own oversight of risks associated with its governance and delegation decisions.



We have adopted an Enterprise Risk Management (ERM) process to identify, assess, respond to and monitor significant strategic, operational, financial and legal and compliance risks to our organization.

Annually, senior leaders across the organization are interviewed by our Chief Risk Officer and/or head of our Internal Audit department regarding these risks based on a standard Business Risk Inventory developed and maintained by our Global Risk Management group.

These items, which are developed in consultation with both internal and external resources, are then “risk mapped,” and our ERC assesses them against commonly accepted prioritization criteria (magnitude of impact, likelihood of occurrence, etc.). The ERC reports to our Chief Executive Officer and consists of our:

- Deputy Chief Financial Officer**
- Chief Information Officer**
- Chief Operating Officer**
- Chief Administrative Officer**
- General Counsel**
- Chief Risk Officer**
- Senior Vice President – Global Strategy**

In addition, our Chief Ethics and Compliance Officer and Head of Internal Audit attend ERC meetings. For the most significant risks, “risk owners” are assigned and are responsible for implementing CBRE’s risk analysis, response and reporting tools. Quarterly updates for each of these significant risks are provided to the ERC.



We believe that this process is a best practice and enhances our ability to identify and manage risk for our company. As part of the ERM process, we have a policy to address when and how our formal risk management process and ERC should be triggered for new, expanded or challenged business opportunities or significant transactions. Under the policy, certain events and business activities trigger the escalation of risk information to the ERC so that it may take appropriate action (e.g., risk mitigation, further diligence and enhanced management approvals). For example, this policy would be triggered if CBRE were exploring a new line of business or operations in new and higher risk geographies.

[G4-14]

## CONFLICTS OF INTEREST

Given the breadth of our business and diversity of clients, there may be times when potential conflicts of interest arise.

Through our policies, employee education and oversight efforts, we proactively manage such conflicts in full accordance with the law, our Standards of Business Conduct and our **RISE** values. We have implemented a comprehensive global conflicts of interest framework that guides our employees through conflict issues that may come up in their business activities. This framework signals our commitment to put our clients first by conducting our business with the highest ethical standards and in compliance with all of our legal and regulatory obligations.

Our directors and executives must report to us any potential material conflicts of interest or corporate opportunities that they wish to undertake, prior to undertaking the transaction. When such a potential conflict of interest or corporate opportunity situation arises, it is reviewed and then approved or rejected by our Audit Committee. Our Policy Regarding Related Party Transactions and Corporate Opportunities can be found in the Investor Relations section of our website. Our Managing Conflicts of Interest document is also available on our website.

## QUICK ACCESS



**POLICY REGARDING RELATED PARTY TRANSACTIONS**



**MANAGING CONFLICTS OF INTEREST**



**INVESTOR RELATIONS**

# M E T R I C S

CBRE seeks a high level of transparency in its public disclosures and strives to demonstrate a strong standard of governance relative to our industry.

As a major institutional proxy advisor, Institutional Shareholder Services (ISS) rates public companies on their corporate governance practices. The ISS ranking format (called ISS Quickscore 2.0) uses an overall scale of 1 to 10 (with higher risk associated with higher numbers), based on sub-component scores in the categories of Board Structure, Audit, Compensation and Shareholder Rights.

We earned an overall score of 2 as of August 2016, which is above average relative to our ISS-designated peers. We believe that this ranking reflects our continued emphasis on strong governance practices. When formulating governance policies, our Board monitors the analysis of ISS, given its role as a prominent governance-activist advisor to numerous institutional shareholder interests, as well as other shareholder advisory firms and our significant shareholders.

We believe that our stockholders are very satisfied with the performance of our Board in governing our company. All standing directors have been re-elected each year since 2007 by at least 93.0% of votes cast from stockholders present and entitled to vote at our annual stockholders meetings.

In addition, our stockholders are given an advisory opportunity each year to indicate their approval or disapproval of our named executive officer compensation. At our annual stockholders meeting in May 2016, 97.2% of stockholder votes cast were in favor of that compensation. Finally, in 2015 our Board amended our by-laws to provide enhanced stockholders rights to call a special meeting.









# GRI CONTENT INDEX

## GENERAL STANDARD DISCLOSURES

## LOCATION

### STRATEGY & ANALYSIS

G4-1	STATEMENT FROM THE CEO	STAKEHOLDER LETTER
------	------------------------	--------------------

### ORGANIZATIONAL PROFILE

G4-3	NAME OF THE ORGANIZATION	ABOUT CBRE
G4-4	PRIMARY BRANDS, PRODUCTS, AND SERVICES	ABOUT CBRE
G4-5	LOCATION OF HEADQUARTERS	ABOUT CBRE
G4-6	COUNTRIES OF OPERATION	ABOUT CBRE
G4-7	NATURE OF OWNERSHIP AND LEGAL FORM	ABOUT CBRE
G4-8	MARKETS SERVED	ABOUT CBRE
G4-9	SCALE OF THE ORGANIZATION	ABOUT CBRE
G4-10	NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, EMPLOYMENT TYPE, AND GENDER	PEOPLE & CULTURE
G4-11	PERCENTAGE OF TOTAL EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS	PEOPLE & CULTURE
G4-12	ORGANIZATION'S SUPPLY CHAIN	ABOUT CBRE
G4-13	SIGNIFICANT CHANGES DURING THE REPORTING PERIOD	ABOUT CBRE
G4-14	WHETHER AND HOW THE PRECAUTIONARY APPROACH OR PRINCIPLE IS ADDRESSED BY THE ORGANIZATION	GOVERNANCE
G4-15	EXTERNALLY DEVELOPED ECONOMIC, ENVIRONMENTAL AND SOCIAL CHARTERS AND PRINCIPLES TO WHICH THE ORGANIZATION SUBSCRIBES OR ENDORSES	ABOUT CBRE
G4-16	MEMBERSHIPS IN ASSOCIATIONS	ENVIRONMENTAL SUSTAINABILITY

### IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	ENTITIES IN THE ORGANIZATIONS FINANCIAL STATEMENTS	ABOUT CBRE
G4-18	PROCESS FOR DEFINING REPORT CONTENT	ABOUT CBRE
G4-19	MATERIAL ASPECTS	ABOUT CBRE
G4-20	ASPECT BOUNDARY WITHIN THE ORGANIZATION FOR EACH MATERIAL ASPECT	ABOUT CBRE
G4-21	ASPECT BOUNDARY OUTSIDE THE ORGANIZATION FOR EACH MATERIAL ASPECT	ABOUT CBRE
G4-22	EFFECT OF ANY RESTATEMENTS OF INFORMATION PROVIDED IN PREVIOUS REPORTS	ABOUT CBRE
G4-23	SIGNIFICANT CHANGES FROM PREVIOUS REPORTING PERIODS IN THE SCOPE AND ASPECT BOUNDARIES	ABOUT CBRE

GENERAL STANDARD DISCLOSURES

LOCATION

STAKEHOLDER ENGAGEMENT

G4-24	LIST OF STAKEHOLDER GROUPS ENGAGED BY THE ORGANIZATION	ABOUT CBRE
G4-25	BASIS FOR IDENTIFICATION AND SELECTION OF STAKEHOLDERS WITH WHOM TO ENGAGE	ABOUT CBRE
G4-26	ORGANIZATION'S APPROACH TO STAKEHOLDER ENGAGEMENT	ABOUT CBRE
G4-27	TOPICS AND CONCERNS RAISED THROUGH STAKEHOLDER ENGAGEMENT	ABOUT CBRE

REPORT PROFILE

G4-28	REPORTING PERIOD	ABOUT CBRE
G4-29	DATE OF MOST RECENT PREVIOUS REPORT	ABOUT CBRE
G4-30	REPORTING CYCLE	ABOUT CBRE
G4-31	CONTACT POINT FOR QUESTIONS	ABOUT CBRE
G4-32	'IN ACCORDANCE' OPTION, GRI CONTENT INDEX, REFERENCE TO EXTERNAL ASSURANCE REPORT	ABOUT CBRE
G4-33	POLICY AND CURRENT PRACTICE WITH REGARD TO SEEKING EXTERNAL ASSURANCE FOR THE REPORT	ABOUT CBRE

GOVERNANCE

G4-34	GOVERNANCE STRUCTURE OF THE ORGANIZATION	GOVERNANCE
-------	--	------------

ETHICS AND INTEGRITY

G4-56	ORGANIZATION'S VALUES, PRINCIPLES, STANDARDS AND NORMS OF BEHAVIOR	ETHICS & COMPLIANCE
G4-57	MECHANISMS FOR SEEKING ADVICE ON ETHICAL AND LAWFUL BEHAVIOR	ETHICS & COMPLIANCE
G4-58	MECHANISMS FOR REPORTING CONCERNS ABOUT UNETHICAL OR UNLAWFUL BEHAVIOR	ETHICS & COMPLIANCE

MATERIAL ASPECTS

DMA AND INDICATORS

LOCATION

OMISSIONS

ECONOMIC / ECONOMIC PERFORMANCE

G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH ECONOMIC PERFORMANCE	ABOUT CBRE
G4-EC1	DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	ABOUT CBRE

ENVIRONMENTAL / ENERGY

G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – ENERGY	ENVIRONMENTAL SUSTAINABILITY
G4-EN7	REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES	ENVIRONMENTAL SUSTAINABILITY

MATERIAL ASPECTS	DMA AND INDICATORS	LOCATION	OMISSIONS
<b>ENVIRONMENTAL / EMISSIONS</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – EMISSIONS	ENVIRONMENTAL SUSTAINABILITY	
G4-EN15	DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1)	ENVIRONMENTAL SUSTAINABILITY	
G4-EN16	ENERGY INDIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 2)	ENVIRONMENTAL SUSTAINABILITY	
G4-EN17	OTHER INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3)	ENVIRONMENTAL SUSTAINABILITY	
<b>ENVIRONMENTAL / PRODUCTS AND SERVICES</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – PRODUCTS AND SERVICES	ENVIRONMENTAL SUSTAINABILITY	
G4-EN27	EXTENT OF IMPACT MITIGATION OF ENVIRONMENTAL IMPACTS OF SERVICES	ENVIRONMENTAL SUSTAINABILITY	
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK / OCCUPATIONAL HEALTH AND SAFETY</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – OCCUPATIONAL HEALTH AND SAFETY	HEALTH & SAFETY	
G4-LA6	TYPE OF INJURY AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, AND ABSENTEEISM	HEALTH & SAFETY	
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK / TRAINING AND EDUCATION</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – TRAINING AND EDUCATION	PEOPLE & CULTURE	
G4-LA11	PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	PEOPLE & CULTURE	
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK / DIVERSITY AND EQUAL OPPORTUNITY</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – DIVERSITY AND EQUAL OPPORTUNITY	PEOPLE & CULTURE; GOVERNANCE	
G4-LA12	COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES	PEOPLE & CULTURE; GOVERNANCE	
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK / EQUAL REMUNERATION FOR WOMEN AND MEN</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – EQUAL REMUNERATION FOR WOMEN AND MEN	PEOPLE & CULTURE	
G4-LA13	RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN	CBRE considers this data to be confidential.	
<b>SOCIAL: HUMAN RIGHTS / NON-DISCRIMINATION</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – NON-DISCRIMINATION	ETHICS & COMPLIANCE	
G4-HR3	INCIDENTS OF DISCRIMINATION AND ACTIONS TAKEN	CBRE considers this data to be confidential.	
<b>SOCIAL: SOCIETY / ANTI-CORRUPTION</b>			
G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – ANTI-CORRUPTION	ETHICS & COMPLIANCE	
G4-S04	COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES	ETHICS & COMPLIANCE	



MATERIAL ASPECTS	DMA AND INDICATORS	LOCATION	OMISSIONS
------------------	--------------------	----------	-----------

SOCIAL: SOCIETY / ANTI-COMPETITIVE BEHAVIOR

G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – ANTI-COMPETITIVE BEHAVIOR	ETHICS & COMPLIANCE	
G4-S07	LEGAL ACTIONS FOR ANTI-COMPETITIVE BEHAVIOR, ANTI-TRUST, AND MONOPOLY PRACTICES	ETHICS & COMPLIANCE	

SOCIAL: SOCIETY / COMPLIANCE

G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH – COMPLIANCE	ETHICS & COMPLIANCE	
G4-S08	SIGNIFICANT FINES AND NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH LAWS AND REGULATIONS	ETHICS & COMPLIANCE	

SOCIAL: PRODUCT RESPONSIBILITY / PRODUCT AND SERVICE LABELING

G4-DMA	DISCLOSURE OF MANAGEMENT APPROACH - PRODUCT AND SERVICE LABELING	ENVIRONMENTAL SUSTAINABILITY	
CRE8	TYPE AND NUMBER OF SUSTAINABILITY CERTIFICATION, RATING AND LABELING SCHEMES FOR NEW CONSTRUCTION, MANAGEMENT, OCCUPATION AND REDEVELOPMENT	ENVIRONMENTAL SUSTAINABILITY	

MATERIAL ISSUES THAT **DO NOT** MAP TO A GRI G4 ASPECT

	LOCATION
PROFESSIONAL INTEGRITY	ETHICS & COMPLIANCE
EMPLOYEE ENGAGEMENT	PEOPLE & CULTURE
CLIENT ENERGY CONSUMPTION	ENVIRONMENTAL SUSTAINABILITY
CLIENT WATER CONSUMPTION	ENVIRONMENTAL SUSTAINABILITY

# UNITED NATIONS GLOBAL COMPACT TEN PRINCIPLES

PRINCIPLE		LOCATION
<b>HUMAN RIGHTS</b>		
PRINCIPLE 1	BUSINESSES SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS; AND	ETHICS & COMPLIANCE
PRINCIPLE 2	MAKE SURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES	ETHICS & COMPLIANCE
<b>LABOUR</b>		
PRINCIPLE 3	BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING	ETHICS & COMPLIANCE; PEOPLE & CULTURE
PRINCIPLE 4	THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR;	ETHICS & COMPLIANCE
PRINCIPLE 5	THE EFFECTIVE ABOLITION OF CHILD LABOUR; AND	ETHICS & COMPLIANCE
PRINCIPLE 6	THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION	ETHICS & COMPLIANCE
<b>ENVIRONMENT</b>		
PRINCIPLE 7	BUSINESSES SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES;	ENVIRONMENTAL SUSTAINABILITY
PRINCIPLE 8	UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY	ENVIRONMENTAL SUSTAINABILITY
PRINCIPLE 9	ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES	ENVIRONMENTAL SUSTAINABILITY
<b>ANTI-CORRUPTION</b>		
PRINCIPLE 10	BUSINESSES SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY	ETHICS & COMPLIANCE



**CBRE** *Build on  
Advantage*

[cbre.com/responsibility](https://cbre.com/responsibility)