



# 2012 CORPORATE RESPONSIBILITY REPORT

Environmental Sustainability · Ethics and Compliance · Governance · Health and Safety · Communities and Giving · People and Culture

**CBRE**



## Stakeholder Letter

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**BOB SULENTIC**  
President & Chief Executive Officer

### Dear Stakeholder,

CBRE is a unique organization and I am honored to serve as its CEO. Our Company has many strengths, including market-leading professional talent; a loyal and diverse client base; a highly regarded, recognized brand; an unmatched service line and geographic footprint, and the ability and willingness to invest in our business. These strengths have helped us attain a position of leadership in our industry.



RESPECT/INTEGRITY/SERVICE/EXCELLENCE

CBRE's vision is to be the preeminent, vertically integrated global commercial real estate services and investment firm serving our clients with market-leading collaboration. Our RISE values (Respect, Integrity, Service, Excellence) are fundamental to executing on that vision, providing an operating framework that enables CBRE to be not only profitable, but responsible. It is our policy to do the right thing and to act responsibly in our day-to-day relationships with our clients, suppliers, communities, and other stakeholders, as well as each other.

CBRE's RISE values are clearly demonstrated in our corporate responsibility strategy. We frequently evaluate our corporate responsibility program, now in its sixth year, to ensure it is backed by tangible commitments and outcomes. In 2012, our RISE values yielded the following outcomes:

We **respect** the environment, as demonstrated by our [Environmental Sustainability Policy](#), released in July 2012. The policy focuses on 11 key areas of environmentally sound performance that strengthen our own environmental commitment, reflect the best environmental practices we help clients adopt in their real estate, and provide vital training and education to our professionals. A new initiative, launched in 2012, is CBRE's [Real Green Research Challenge](#), our four-year, \$1-million commitment to developing meaningful solutions to sustainability issues in commercial space. For our environmental initiatives, CBRE has been the highest ranked commercial real estate services company [Newsweek's Green Rankings](#) for four consecutive years.

We also **respect** the power of an inclusive and diverse workforce, and see it as an opportunity to further define our competitive advantage. We continued our longstanding commitments to our Women's, LGBT, African-American and Hispanic Networks, and developed a new Veterans' Engagement Team, which connects new hires with military backgrounds to CBRE employees with similar experience. As a result, in early 2013 CBRE was ranked on the [Companies that Care Honor Roll](#) for the sixth consecutive year, and received an 85 on the 2012 Human Rights Campaign [Corporate Equality Index](#), the only commercial real estate firm to do so.

For the fourth year, over 98% of our 37,000 employees completed our annual ethics certification within a 45-day compliance period, demonstrating the breadth and depth



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## STAKEHOLDER LETTER

of CBRE's commitment to **integrity**, which our [Standards of Business Conduct](#) are based on.

Our culture of **integrity** ensured that in 2012, CBRE continued to invest in people, processes and training that enable compliance with laws and regulations in every country in which we operate.

CBRE professionals continued to generously support people and organizations in need, donating volunteer **service** and funds to more than 580 different charitable organizations through [CBRE Cares](#). Charitable contributions by the company and employees totaled \$6.7 million last year,<sup>®</sup> a company record.

CBRE has provided our [LEED EB certification service](#) to 171 buildings totaling more than 70 million square feet globally, eliminating nearly 49,000 metric tons of greenhouse gas emissions. Our Global Energy & Sustainability team eliminated more than \$114 million in client energy costs through our OHMega \$100 Million Energy Challenge.

CBRE's commitment to corporate responsibility **excellence** is demonstrated by the fact that ultimate responsibility for the program lies with our Board of Directors and top executives. Additionally, our global corporate responsibility professionals collaborated in early 2012 to develop our corporate responsibility [policy statement](#).

Over the past five years, CBRE has had an injury-free record on 21 corporate accounts and managed locations, totaling over 5.1 million work hours. This level of performance **excellence** is 3.7 times better than the industry average and yielded eleven awards from the [Royal Society of Prevention of Accidents](#).

These achievements, and others outlined in this report, are the result of the efforts of more than 37,000 dedicated employees, who demonstrate our RISE values at every level of the company. That CBRE remains a profitable and responsible business leader is a testament to their commitment, and I'm honored to work alongside them.

**Robert E. Sulentic**

President & Chief Executive Officer

### About CBRE Group, Inc.

CBRE Group, Inc. (NYSE:CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (in terms of 2012 revenue). The Company has approximately 37,000 employees (excluding affiliates), and serves real estate owners, investors and occupiers through more than 330 offices (excluding affiliates) worldwide. CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting. This report covers CBRE's global operations including our wholly owned, independently operated subsidiaries, Trammell Crow Company and CBRE Global Investors, unless otherwise noted. This report excludes joint-venture and affiliate office information, unless otherwise noted, and supplier information.

In 2012, CBRE advised clients on 69,475 property sales and lease transactions valued at more than U.S.\$189 billion. As of December 31, 2012, we managed more than 3.3 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 U.S.\$22.4 billion; and loan servicing, including loans serviced by GEMSA—a joint venture between CBRE Capital Markets and GE Capital Real Estate—totaled more than U.S.\$125 billion. We completed 118,400 appraisal and valuation assignments in 2012, and our project management contract value was U.S.\$22.3 billion, including U.S.\$13.2 billion of projects that were in process as of December 31, 2012. Our Global Investment

37,000+  
EMPLOYEES

332  
OFFICES

42  
COUNTRIES

Excluding affiliates

3.3BSF  
GLOBAL MANAGEMENT PORTFOLIO

Excluding affiliates

Management subsidiary, CBRE Global Investors, had \$92 billion of assets under management as of December 31, 2012, and our Development Services subsidiary, Trammell Crow Company, had \$4.2 billion of development property in process, including \$1.2 billion of long-term operating assets.

CBRE Group, Inc. is incorporated in Delaware in the United States. The company's Class A common stock is traded on the New York Stock Exchange under the symbol "CBG." During this reporting period, there were three significant management changes that related to our Corporate Responsibility efforts:

On November 30, 2012, Brett White retired as CBRE's Chief Executive Officer. Robert Sulentic, who previously served as CBRE's President, succeeded Mr. White as Chief Executive Officer. Prior to assuming this role, Mr. Sulentic, who held several senior leadership positions at CBRE including CEO of Trammell Crow Company at the time of the 2006 merger, had direct responsibility for all of CBRE's business lines and operating segments since 2009. The CEO transition reflects CBRE's keen focus on executive development and succession planning at all levels of the organization. Commenting on the news, the Wall Street Journal wrote: "Management specialists said CBRE's change of command represents the type of methodical succession planning that many companies talk about but rarely practice."

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. With our company footprint well-established in every market in which we choose to do business, CBRE has begun to focus on building infrastructure to support a truly world-class operation. On July 26, 2012, CBRE announced two key appointments that advance our Corporate Responsibility efforts. Laura O'Brien was appointed as Global Director of Human Resources and Workplace Strategy, with responsibility for worldwide human resources operations and CBRE's global facilities. Ms. O'Brien previously served as Senior Vice President, Global Facilities and Special Projects, working with CBRE senior leadership to implement the company's strategic occupancy priorities in the Americas and around the globe. Chris Kirk was

appointed Chief Administrative Officer, with responsibility for key Shared Services functions, including Corporate Communications, Global Research, Human Resources & Workplace Strategy, Information Technology, Program Management Office, and Sourcing & Procurement. Mr. Kirk previously served as Global Director of Human Resources, and as Chief Operating Officer and General Counsel at Trammell Crow Company, CBRE's real estate development services subsidiary.

In 2012, CBRE restated our corporate [Vision](#) to reflect our commitment to being a leader in the commercial real estate investment business as a result of our 2011 acquisitions of certain businesses from Netherlands-based ING Group N.V. and its affiliates (ING), which bolstered our global real estate investment management business. We acquired substantially all of ING's Real Estate Investment Management (REIM) operations in Europe and Asia, and its U.S.-based global real estate listed securities business, Clarion Real Estate Securities (CRES). These former ING businesses are now part of our Global Investment Management business segment, providing us with a significantly enhanced ability to meet the needs of institutional investors across global markets with a full spectrum of investment programs and strategies.

Aside from what is noted above, there were no other significant changes to the size, structure or ownership of CBRE Group, Inc in 2012.

**OPERATIONAL STRUCTURE**

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

**The Americas** is our largest segment of operations and provides a comprehensive range of services throughout the United States and in the largest metropolitan regions in 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, 2012, our Americas segment had more than 20,700 employees and accounted for 63.0% of our 2012 revenue.

Our **Europe, Middle East and Africa (EMEA)** segment operates in 41 countries with our largest operations located in France, Germany, Italy, the Netherlands, Russia, Spain and the United Kingdom. As of December 31, 2012, within EMEA, we had more than 4,950 employees. Our EMEA segment accounted for 12.6% of our 2012 revenue.

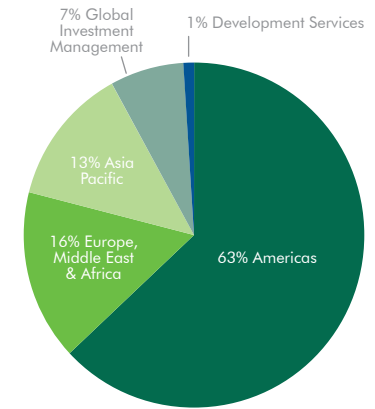
Our **Asia Pacific** segment operates in 13 countries. Our principal operations in Asia are located in China, Hong Kong, India, Japan, Singapore and South Korea. The Pacific operations include Australia and New Zealand. As of December 31, 2012, Asia Pacific had more than 7,075 employees and accounted for 12.6% of our 2012 revenue.

Operations in our **Global Investment Management** segment are conducted through our indirect wholly owned subsidiary CBRE Global Investors, LLC, which we also refer to as CBRE Global Investors. As of December 31, 2012, Global Investment Management had more than 1,103 employees and accounted for 7.4% of our 2012 revenue. This percentage increased notably over 2011 (4.9%), reflecting a full year of revenue contribution in 2012 from the ING acquisitions which closed in the last half of 2011.

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, 2012, Development Services had more than 160 employees and accounted for 1.2% of our 2012 revenue.

Please refer to the CBRE Group, Inc. 2012 Annual Report for more information about CBRE and our operations.

**2012 REVENUE BY SEGMENT**





## About This Report

This report provides an overview of the social, economic and environmental impacts of CBRE globally in 2012. This is our sixth annual Corporate Responsibility report, with the most recent previous report (our [2012 Corporate Responsibility](#) report) published in July 2012. After publishing our previous report, we have not received any information—internally or externally—that requires us to re-state information provided and there have been no significant changes in our corporate responsibility strategy from previous reporting periods.

In preparing this report, we referenced the Global Reporting Initiative (GRI), the globally accepted independent framework for reporting on sustainability issues. For this year's report, we used the G3.1 Guidelines and the Construction and Real Estate Sector Supplement. Our process for determining materiality was conducted by our global Corporate Responsibility committee, comprised of practice leaders and subject matter experts for each of our six pillars, as well as senior company executives, and vetted with key stakeholders. In our materiality assessment, we objectively identified those GRI Performance Indicators that are relevant to our business as a services firm; report topics are not prioritized within the report, as we consider all topics equally important. The Corporate Responsibility committee also reviews and refines stakeholders annually. We define our stakeholders in the following categories: shareholders, clients, employees and their families and communities, CBRE Board of Directors, CBRE affiliates and joint-ventures, suppliers and vendors, commercial real estate industry organizations, regulating bodies, advocacy and activist groups, governmental organizations and regulating bodies, NGOs and competitors. All of these processes are conducted via regular strategy meetings during the reporting timeframe. Since we are a U.N. Global Compact (UNGC) participant, we have also communicated our progress toward the 10 UNGC Principles.

12  
DEFINED  
STAKEHOLDER  
GROUPS

Our Index, which contains references to specific GRI indicators and standard disclosures, and UNGC principles, can be found on page 81. In the Index, we made an effort to show the section(s) and page(s) where each GRI indicator or standard disclosure, and each of the 10 UNGC principles is located, but it is important to note that some are addressed across multiple pages and/or sections. All data presented in our report is supported by documentation, internal systems and information from external organizations.

Our goal is to produce a comprehensive report on all of our global operations and we work diligently toward that year-over-year. While our report reflects that the majority of our operations are in the U.S., each section also contains global perspective. While some of CBRE's growth has been organic, most of the company's growth over the past decade is attributed to the more than 60 acquisitions we completed in that timeframe. These acquisitions allowed us to build our global service delivery platform and solidify our industry-leading market position. However, growth through acquisitions also means there are multiple programs and systems that track our corporate data. One of our key priorities over the past few years has been planning, designing and building the systems and structures that will globally integrate vital corporate data. In recent years, we have made significant progress in the areas of finance and human resources. Once complete, these systems and structures will streamline or eliminate many of the manual processes we currently use. We believe these and other efforts underway will benefit our corporate responsibility reporting in the future.

For now, however, there remains information for which the systems have not yet been developed and/or that we are unable to report globally. Also, especially outside the U.S., we are just beginning to track certain corporate responsibility-related (and other) data and statistics. As noted above, we are taking steps to establish a streamlined data-gathering process and create centralized systems to collect data across the company. For now and for the next few years, however, this process will remain



manual and have limitations.

Except where noted, the information covered in this report highlights our corporate responsibility initiatives in fiscal-year 2012 (January 1 through December 31). When available and significant, updates through early 2013 are included. This report covers CBRE's global operations including our wholly owned, independently operated subsidiaries, Trammell Crow Company and CBRE Global Investors, unless otherwise noted. This report excludes joint venture and affiliate office information, unless otherwise noted, and supplier information. We plan to continue reporting on our initiatives annually. This report and future updates can be accessed online through the [Corporate Responsibility](#) section of [www.cbre.com](http://www.cbre.com). For questions regarding the report or its contents, contact [responsibility@cbre.com](mailto:responsibility@cbre.com).

### Our Corporate Responsibility Framework and Vision

Despite continued challenges from global economic conditions, CBRE remains committed to our Corporate Responsibility program and agenda. We aspire to be known as much for our commitment to responsible business as for the quality of our commercial real estate services. We are committed to doing the right thing, and integrating responsible and sustainable business practices across our global operations. Our Corporate Responsibility program encompasses:

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

We run our business in a way that is both profitable and responsible. We focus on providing exceptional service for our clients, delivering financial performance for our shareholders, and making positive contributions to our local communities, the environment and all of our stakeholders.

It is our policy to act responsibly in our day-to-day relationships with our customers, suppliers, employees and communities. We consciously focus our attention on the areas where we believe we can make the greatest impact:

- helping to mitigate the impact of the built environment on climate change;
- using our talent, energy and resources to improve the quality of life of others;
- and helping our people to reach their full potential while providing a safe and ethical workplace.

Being known as a responsible business is an essential element of our brand and fundamental to our RISE values of Respect, Integrity, Service and Excellence. It is also key to the continued growth and success of our business. For this reason, our corporate responsibility strategy is backed by tangible commitments and our performance is evaluated annually and assessed against external reporting standards.

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AWARDS AND MILESTONES

FORTUNE

Only commercial real estate services company in the Fortune 500; #387 in 2013\*

THE WALL STREET JOURNAL.

#1 real estate brand



Highest ranked commercial real estate services company\*



#1 brand for 12 consecutive years\*



#4 outsourcing company across all industries; #1 among real estate services firms\*



Honor Roll member for sixth consecutive year\*

EUROMONEY

Top global real estate advisor and consultancy firm

Newsweek

#96 among all companies and top real estate company in "green" rankings



U.S. EPA 2013 ENERGY STAR Sustained Excellence Award (six consecutive years of Partner of the Year status)\*



Best Corporate-Community Partnership for CBRE Cares Shelter Program, Ragan's PR Daily\*



Inaugural winner of CREW Circle of Excellence Award, CREW's highest honor

\* Awards received in 2013



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A photograph of solar panels on a roof, viewed from a low angle looking up. The panels are tilted and supported by metal brackets. The image is overlaid with a semi-transparent green filter. Below the image is a dark green banner with the text 'ENVIRONMENTAL SUSTAINABILITY' in white, uppercase letters.

# ENVIRONMENTAL SUSTAINABILITY

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## Environmental Sustainability Overview

toward  a greener tomorrow

In 2012 CBRE revisited our corporate environmental commitment, which resulted in our [Environmental Sustainability Policy](#). As the first update since our program's 2007 launch, the new policy focuses on 11 key areas of environmentally sound performance in our own operations and our client services. Our Global Sustainability Steering Committee, formed in late 2011, reviewed our procedures and practices, and recommended enhancements to our policy that we believe make CBRE the standard-bearer for sustainability best practices in our industry. The policy provides a set of internal practices and programs that strengthen our own environmental commitment, reflect the best environmental practices we help clients adopt in their own real estate, and provide vital training and education to our professionals. As a result, the structure of this report has been amended to better align with the policy's 11 focus areas.

In 2012, CBRE hosted our first internal Global Sustainability Summit, a gathering of CBRE sustainability professionals from around the globe to develop policy implementation strategy, stakeholder engagement activity and business integration protocols. The event was held during the USGBC's Greenbuild 2012 in November, which allowed for real world context and collaboration.

### Academic Collaboration

The environmental impact of commercial buildings is widely recognized; they consume substantial amounts of water and energy and produce significant waste and greenhouse gas emissions. Researchers and academic scholars around the world are seeking solutions to some of the most pressing problems in these areas, but they often lack critical financial support and access to the actionable, real-time data necessary to deliver solutions to market.

ENVIRONMENTAL SUSTAINABILITY

To serve these needs, in 2012 CBRE established the [Real Green Research Challenge](#). The RGRC is intended to create opportunities for advanced collaborative research with CBRE and the global academic community, and

**real  
GREEN**  
research challenge.

## AWARDS & RECOGNITION

- Newsweek ranked CBRE No. 96 in its 2012 Green Rankings, a list which measures the environmental performance of the 500 largest U.S.-based publicly traded companies.
- The U.S. Environmental Protection Agency (EPA) named CBRE as a 2013 ENERGY STAR Sustained Excellence Award Partner of the Year, the company's sixth consecutive year of recognition.
- Bloomberg-Maplecroft ranked CBRE 162 of 360 U.S. companies on its 2012 Climate Innovation Index, which tracks companies' environmental performance in five areas: management, mitigation, emissions reductions, innovation and adaptation.
- Rebecca Pearce, CBRE Head of Sustainability in the Pacific region, won the National Association of Women in Construction's Boulderstone Award for Contribution to Sustainability.
- CBRE's EMEA headquarters in the City of London were recognized with a Clean City Platinum Award for the office's waste minimization and recycling commitments.
- CBRE's Adelaide office was named the CitySwitch South Australia Signatory of the Year, a program that promotes energy efficiency within tenancy areas instead of buildings. CBRE's Melbourne office was a finalist for the Victoria Signatory of the Year award.
- CBRE was awarded the "Leadership & Achievement in Sustainability" by StopWaste of Alameda County in California for efforts to embed sustainable practices at CBRE-managed properties.
- CBRE won the Wisconsin Department of Natural Resources' Sustainable Large Business of the Year Award for its use of sustainability best practices in our global property management portfolio.

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to accelerate that research through partnerships with clients, NGOs and the other business stakeholders. The RGRC combines a significant capital contribution, focused academic research, and direct collaboration between researchers and CBRE’s sphere of influence to create meaningful impact in sustainable commercial real estate practices. In addition to our financial investment in the RGRC, CBRE offers RGRC recipients the opportunity to partner globally with CBRE professionals and potential, appropriate access our clients and data through real-time, real-world experience.



CBRE received more than 110 RGRC submissions from an impressive list of candidates around the globe. Representing a range of innovative ideas, these proposals have the potential to significantly impact how commercial real estate is operated, occupied and owned. The submissions largely fell into four key topical categories:

- software solutions and predictive modeling
- occupant behavior and engagement
- productivity and value
- building performance measurement and scoring protocols

At the time of this report’s publication, the [RGRC Judging Panel](#) had selected seven recipients for first round funding. Projects were based on a number of criteria, including:

- Ability of the submission to address a recognized and well-defined sustainability need in the built environment;
- Innovativeness and impact potential in the commercial real estate space

- Amount and caliber of third-party (non-CBRE) resources dedicated to the research and outcomes

Funding recipients are proceeding with research projects in the areas of occupant productivity; measurement, scoring and reporting protocols; sustainable property valuations; and predictive modeling for energy efficiency projects. Ongoing program progress is available at [www.rgrc.com](http://www.rgrc.com).

Resource Management

As part of our policy commitment to improving our Occupancy and as a component of our Workplace360 program, CBRE has mandated that all existing offices undergoing future lease renewal and/or tenant improvements be retrofitted with EMON submeters to measure electric usage. In the U.S. submeter is monitored and its data is collected remotely via a server-based software program. This process produces real-time energy use data that supports accuracy for our corporate carbon footprint measurement and helps us meet LEED® certification credits under the USGBC LEED for Commercial Interiors rating system. We use revenue grade EMON Class 3000 with Ethernet submeters. We currently have 20 meters installed in 50 of our highest emitting offices, which puts CBRE 40% compliant against our 2017 policy goal.

Occupancy

In 2012, CBRE appointed Laura O’Brien as Global Director of Human Resources and Workplace Strategy, a role that unifies our HR and facilities practices in an integrated, strategic approach. As a result, CBRE has begun to develop and capture efficiencies, particularly as it relates to managing company facilities. More information on the impacts of this strategic role can be found in the “People and Workplace” section of this report.

GLOBAL OFFICE OCCUPANCY STRATEGY

In 2012, CBRE continued to execute our policy commitment to locate at least 70% of our corporate facilities over 20,000

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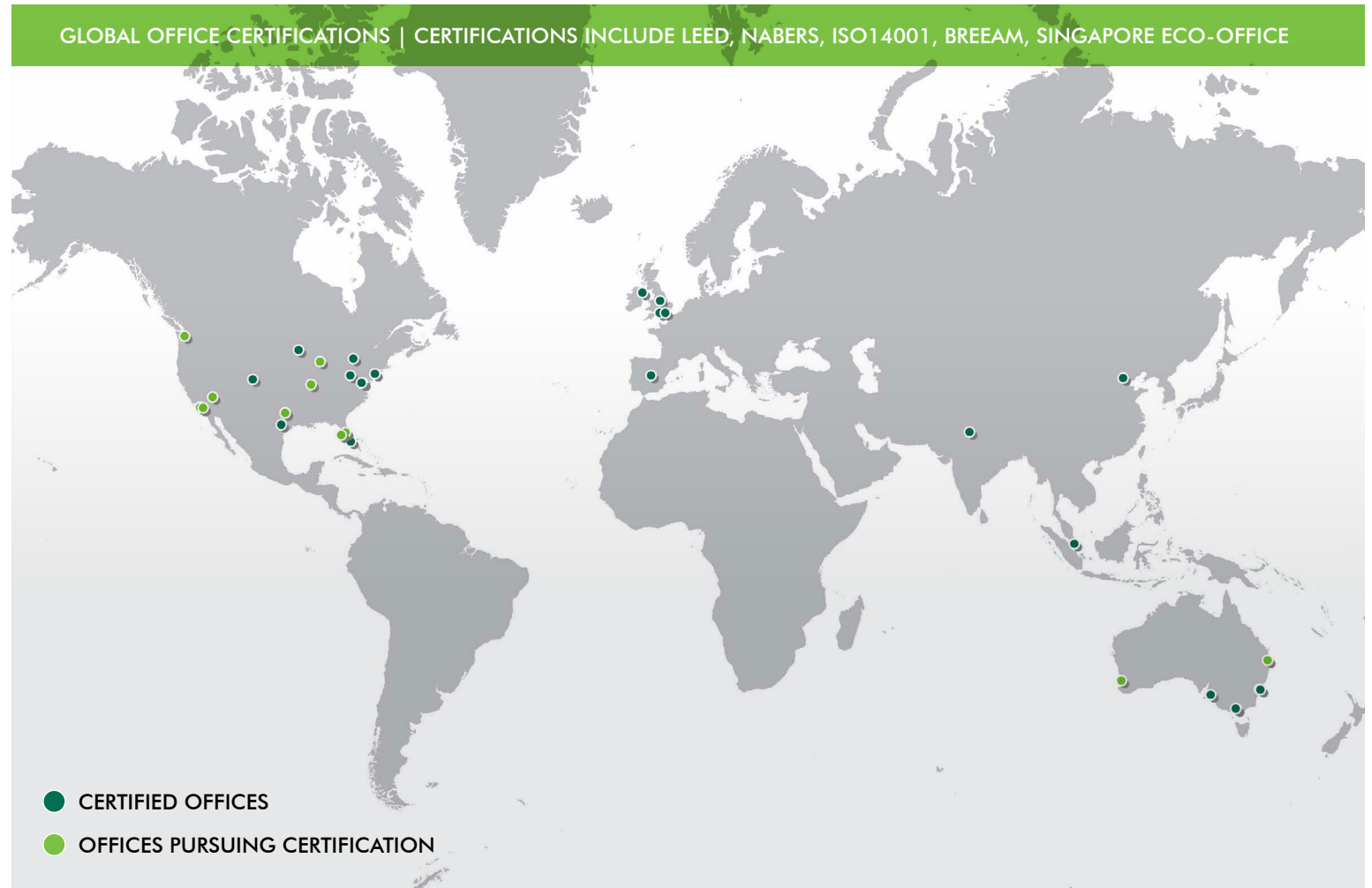
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square feet in space or buildings with recognized green building standards (LEED®, BREEAM, Green Star and other regionally relevant schemes) by 2017. The below map indicates all CBRE, CBRE Global Investors and Trammell Crow Company offices certified at the time of publication.

**WORKPLACE 360**

In response to shifting workplace occupancy patterns among our highly mobile employee base, in 2012 CBRE began to

implement in our own space a program called Workplace 360, a collaborative practice between CBRE’s Project Management, Consulting and Brokerage lines of business. The approach examines all aspects of the workplace, including work environment, supporting technology, branding, personal productivity, space efficiency, sustainability, mobility, flexibility and more. The results not only translate into office build-outs – many of which have a positive environmental impact, but also help



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shape productivity and maximize employee behavior and cultural outcomes. This initiative is covered in the “People & Workplace” section of this report.

**Internal Certification**

Since 2008, CBRE has audited all U.S. offices over 5,000 square feet (about 90) through our Toward a Greener Tomorrow certification, which recognizes offices that have most fully implemented CBRE’s Sustainable Office Operation Standards. Certification criteria are aligned with aspects of the USGBC’s LEED and EPA ENERGY STAR® programs and are customized to the unique operational requirements of a firm of our size and complexity.

This survey process provides operational best practices, enhances our understanding of CBRE’s specific operational challenges, and informs decisions and investments that elevate our environmental performance. The below graphic demonstrates our progress over the past five years:

**CBRE TOWARD A GREENER TOMORROW OFFICE AUDIT 2008-2013**

	<b>2008</b>	→	<b>2013</b>
RECYCLED PAPER .....	90%	→	100%
COMPOSTING .....	0%	→	11%
GREEN CLEANING .....	40%	→	96%
OCCUPANCY SENSORS .....	40%	→	55%
POST-CONSUMER PAPER .....	70%	→	96%
USING GREEN TEAMS .....	40%	→	51%
100% E-MARKETING .....	N/A	→	>50%
RECYCLED SHOE DRIVE PARTICIPATION .....	N/A	→	83%

**SUSTAINABLE OFFICE OPERATIONS STANDARDS**

1. Participate in a recycling program that includes paper and aluminum at a minimum.
2. Purchase all green office supplies, such as paper and remanufactured printer toner cartridges whenever available.
3. Optimize efficiency for all printing, copying, scanning and mailing functions.
4. Encourage electronic marketing materials whenever possible.
5. Turn off office lights and equipment when not in use, particularly at night and on weekends.
6. Eliminate the purchase and use of plastic, paper and/or Styrofoam utensils and cups.
7. Eliminate the purchase and use of bottled water.
8. Employ green cleaning practices.
9. Properly dispose of any electronic office equipment and batteries.
10. Actively participate in the local market Green Task Force and national Eco Knight program.

**AUDIT CATEGORIES:**

- RECYCLING
- EQUIPMENT
- PAPER REDUCTION
- GREEN CLEANING
- PURCHASING
- TRANSPORTATION
- ENERGY CONSERVATION
- OFFICE BEHAVIORS

**SINCE 2008**

11% GOLD  
 49% SILVER  
 0% BRONZE

**23 LEED CI OFFICES**

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**ADDITIONAL 2012 OCCUPANCY ACHIEVEMENTS**

2012 saw record high engagement among CBRE’s EMEA employees, primarily with the launch of our EMEA Green Week, part of the region’s commitment to Earth Hour. Green Week showcases our sustainable commitments to employees, demonstrates progress and encourages individual support. The UK launch included an event for more than 100 employees with input from major global clients.

CBRE in Russia continued its commitment to the global “save a tree” initiative on nature preservation as part of its environmental commitments. In the last twelve months our operations in Russia have saved 5620 kw of electric power, 112,400 liters of water and have prevented carbon emissions of 9,554 kg – preserving more than 56 trees. This represents significant increases on 2011 achievements.

CBRE in France has made significant steps in energy management and resource consumption with more effective timers, recycling paper and green product procurement.

Our UK Property and Asset Management team have rigorous processes in place surrounding what we expect of our contractors (Certification to ISO14001, Procurement Guidelines, Environmental Rules, environmental risk assessments, etc.), detailed guidance and training packages for our managers and surveying staff.

CBRE’s Adelaide office was already a high performer with a 5.5 star NABERS Energy tenancy rating even before the decision was made to move to a more efficient building – the 4 star GreenStar, 5 star NABERS Energy rated 151 Pirie Street. The new tenancy incorporated T5 lighting with occupancy sensors installed in all meeting rooms. A waste and recycling strategy was put in place with separate receptacles clearly marked for different waste streams. After occupation an issue was identified with solar gain to one facade and a strategy developed with the cleaning contractor whereby the cleaners lower blinds to one face at the

end of each day, avoiding the early morning heat gain and reducing air conditioning load.

CBRE’s North Sydney and Parramatta, Australia offices each have 5 star NABERS Energy ratings with T5 lighting and occupancy sensors. These offices benefit from the region’s sustainable IT and sustainability education programs. In January 2012 CBRE’s Brisbane office relocated within the same building, 4.5 star NABERS Energy Waterfront Place. The new fit-out includes T5 lighting with occupancy sensors throughout, a new waste and recycling strategy and improved energy efficient IT infrastructure. The office will be undertaking a NABERS rating in 2013.

CBRE’s head office in Sydney, historically a poor performer in terms of energy efficiency, improved significantly in 2012. In 2011, the office had a NABERS Energy Tenancy rating of 3.5 stars and the audit process identified several opportunities to improve energy efficiency. The NABERS rating for 2012 has been calculated at 4 stars (without GreenPower); the lease expiration allowed us to relocate to 363 George Street, where new construction on a more efficient space has begun.



In 2012, CBRE Singapore’s Green Office Program focused on two key initiatives – employee engagement and office certification. The Green Office Committee successfully renewed the Singapore Environmental

Council’s Eco-Office certification for the period 2012 – 2014, following an external audit. The audit committee found employee engagement significantly higher since the initial accreditation audit in 2010, largely due to CBRE Singapore’s efforts in recycling, energy conservation, management support and targeted communications. Singapore’s Green Office Committee’s exemplary program remains focused on both employee and client engagement, as well as landlord collaboration to improve the sustainability of the space we occupy in Singapore.

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In 2012, our Pacific region continued its engagement in Project Green, a program aimed at increasing staff engagement, building a culture based in sustainability values and creating a sustainable working environment. The result was a three pronged approach including achieving carbon neutrality, developing client and employee engagement in Green Day, and engaging 500 or more CBRE Pacific staff in Earth Hour 2012. The results of the program included 100% carbon neutrality, a 5% increase in overall employee engagement, 150+ client connections, and 512 Earth Hour pledges. Program outcomes included improved

sustainable practices and insight, improved employee morale and CBRE brand integrity.

CARBON NEUTRALITY

CBRE Australia once again achieved certification under the National Carbon Offset Standard, validating our Australian operations as Carbon Neutral for the second year. In our second year of reporting we exceeded our goal of reducing our carbon emissions by 5%



SUSTAINABILITY IN ACTION



The first Green Day was rolled out across all Asia Pacific offices on December 8, 2011. As part of the event 9,075 employees across 13 countries took part in various sustainable activities, such as catching public transport, sharing a sustainable lunch,

abstaining from printing and recycling e-waste, unused batteries and paper goods.

On September 20, 2012, all offices in the Asia Pacific region participated in the second annual CBRE Green Day, which promotes sustainable change and environmentally responsible thinking. CBRE Green Day encourages all CBRE offices and employees to implement one-day initiatives in the workplace to reduce our impact on the environment. On the day, a strict “no printing” rule was enforced across all offices and staff were encouraged to make a concerted effort to reduce their printing levels on a daily basis.

CBRE’s Adelaide office had the most impressive Green Day initiatives including a green commuting challenge, a shared lunch to reduce packaging/waste, no TV day, and a green expo in the lobby of their building at 151 Pirie Street which featured an electric car. A video was also

created to showcase Adelaide’s efforts, featuring a stop-motion snapshot of their lobby expo being set up. For more information, view the [Prezi](#).

Other initiatives around the region included sustainability trainings sessions, webinars, green building and recycling tours, lobby expos, green drinks showcasing organic food and biodynamic wine, mobile phone recycling, and other events. 2012 Green Day highlights include:

CBRE’s North Sydney Residential Projects office won the award for greatest reduced printing – down 88% compared to the office’s daily averages for September.

The Sydney office hosted a Green Day Expo in building lobby including City Switch & City of Sydney sustainability programs display; cycle to work resources including bicycles, maps, safety advice, building facilities; recycling display including e-waste and fluoro tubes service with education session from providers and a looping presentation on the building’s sustainability performance.

Over 60 CBRE colleagues in Beijing, Guangzhou, Shenzhen, Chengdu, Qingdao, Shenyang challenged themselves to a “climbathon” by taking the stairs to get into to the office on Green Day. They have also answered questions related to environmental protection and won various green prizes. In a regional FreeCycle challenge, CBRE employees

in Shanghai, Tianjin, Chongqing and Wuhan brought from home items they no longer want or need to exchange with colleagues.



More than 50 CBRE Hong Kong employees collaborated to clean up Lamma Island’s beaches. The beach—littered with rubbish from Hong Kong’s

busy shipping lane—filled more than 100 bags. Armed with gloves, bin liners and clipboards the team combed the beaches, filling more than 100 bags, and recorded the type of waste in order to help identify and prevent the major sources of litter. This initiative contributed to the Ocean Conservancy’s global annual ocean pollution data collection exercise.



Each CBRE staff in India received a sapling to plant at home to help reduce their carbon footprints and show support for a green future. Over 70 saplings, indoor pots and outdoor plants,

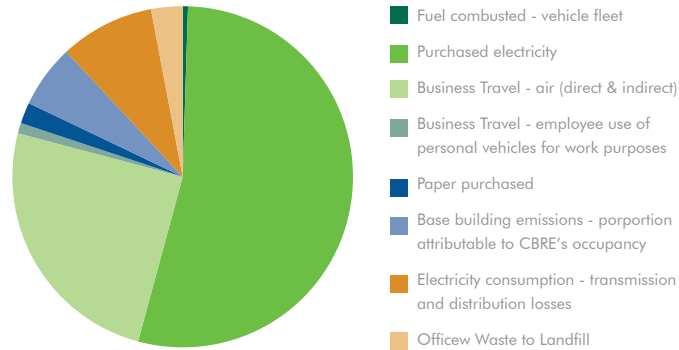
were planted by CBRE staff across India. In Hyderabad, employees also took a site tour of Godrej CII, the first LEED Platinum certified building in India.

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(5.13% actual reduction). A new reduction goal has been set of 10% reduction over 3 years 2012-14, allowing for longer term investment in reduction initiatives. We offset a total of 3,541 tons across three projects: Lifestraw water filters in Kenya, a biogas conversion to energy on a pig farm in Thailand, a run-of-river hydroelectric power station in India.

CBRE AUSTRALIA GHG EMISSIONS 2011



Procurement

CBRE has significant opportunities to contribute to the company's sustainability goals by making them a factor in supplier selection and ongoing performance reviews. Building on some strong existing supplier relationships, CBRE's Sourcing and Procurement team is working with its' current and future supply base to establish relevant supplier selection criteria and new sourcing practices that improve efficiency and cost effectiveness, and reflect our company-wide commitment to good corporate citizenship.

TECHNOLOGY

We partner with vendors who can help us effectively manage our environmental performance through both practice and equipment. Since our initial 2007 commitment, CBRE has replaced legacy office equipment with ENERGY STAR or comparable versions around the globe. Working with RICOH, which manages more than 60% of CBRE's office printers and

copiers globally, we implemented performance tracking for the U.S. offices in which most of our print consumption occurs.

In 2012, we had a global inventory of 689 RICOH devices using 5.6 million sheets of paper monthly; at the time of publication, we had 777 devices using 4.7 million sheets monthly – in other words, despite a 12.7% increase in device inventory, our paper usage dropped 15.4%, resulting in a corollary 15.4% reduction of carbon emissions. These savings were largely driven by shifting employee behavior and implementing locked print, card identification and electronic copy/scanning functions.

15.4% COPIER/PRINTER CARBON EMISSION REDUCTION

CBRE U.S. AND IRON MOUNTAIN SECURE SHREDDING

- 2012 ENVIRONMENTAL BENEFITS
- 15,384 TREES SAVED
- 54,297 POUNDS OF AIR POLLUTION AVOIDED
- 2,715 CUBIC YARDS OF LANDFILL AVOIDED
- 3.7 MILLION KWH ENERGY SAVED
- 6.3 MILLION GALLONS OF WATER SAVED

Our global PC inventory totals roughly 40,000, 60% of which are laptops. Since our initial 2007 commitment PCs have become about 25% more energy efficient. Without usage metrics at the individual level, it is difficult to track energy consumption related to PCs but as a general practice, we replace laptops about every four years with the most energy efficient models available. Additionally we contract with Dell, our procurement partner for



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asset resale and recycling services for our retired and obsolete PCs. In addition to wiping proprietary data from the PCs, Dell breaks down PC components into core materials that can be recycled and ensures no hazardous materials are released into the environment during disposal.

Providing reliable technology for a company of CBRE’s size is no small task, and in 2012 we continued our efforts to assess and refine our global IT infrastructure, with emphasis on virtualizing data and standardizing equipment across our data centers. Both of these tactics minimize energy requirements associated with storage requirements.

50%  
DATA REQUIREMENTS  
VIRTUALIZED BY 2017

Currently, we expect that roughly 50% of our data requirements will be virtualized in the next four years. We are further reducing infrastructure energy requirements by standardizing equipment to ENERGY STAR or comparable servers and equipment. We have applied these measures to each of our 16 data centers around the globe; currently 14 of these centers are collocated and two operate within the Los Angeles and London offices of our investment management business. We expect to reduce the number of data centers serving our current operations to six by 2017.

85%  
AMERICAS TRAVEL  
BOOKED THROUGH  
MYTRAVEL

**TRAVEL**

As part of our commitment to report our Scope 3 emissions for 2013, CBRE has begun quantifying our corporate travel metrics for the Americas, where most of our corporate travel occurs. Our corporate travel program, myTravel, has been effective in the Americas for several years and following a 2012 revamp of our travel policy to ensure compliance with the program, we estimate that more than 85% of all Americas travel is currently booked through myTravel.

Based on myTravel data and estimates for bookings outside the system, in 2012 our Americas employees:

- flew 33,049,807 air miles (generating 5,920 metric tons of CO2)
- drove 921,450 rental car miles (348 metric tons)
- traveled 81,532 rail miles (15 metric tons); and
- stayed 15,229 nights in hotels (325 metric tons)

We are currently developing procurement programs that both have a broad impact, such as company-wide electronic invoicing, and are strategically integrated into company objectives, such as sustainable office furnishing sourcing for our Workplace 360 initiative. We look forward to progressing our sustainability agenda internally and with suppliers and reporting program advancement and resulting metrics in future reports.

**Client Services**

Environmental sustainability is the only component of CBRE’s Corporate Responsibility platform that also represents a direct business opportunity. As a result, we have accepted the challenge of both influencing and learning from the sustainability requirements of our clients, many of whom are similar in size, complexity and geographic diversity. Often the lessons learned in implementing our own sustainable strategies translate into—or are informed by—the sustainability services we provide our clients. More information is available at [www.cbre.com/sustainability](http://www.cbre.com/sustainability).

Our sustainability services cover management and operations of, and transactions and consultancy for, our clients’ commercial real estate needs. We manage 3.3 billion square feet of client property globally and influence billions more, so our environmental impact potential expands well beyond our own occupancy and operations. Following are key highlights resulting from our commitment to sustainable services.

**LEED CERTIFICATION**

CBRE’s Sustainability Programs Group, the clear industry leader in green building certification, assists CBRE clients in navigating

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the LEED rating system by embedding long-term, sustainable best practices at both the individual building and portfolio level. The programs developed and implemented through the process have positive impacts on economic, environmental, and social aspects of our clients’ assets.

We have seen the concept of LEED® certification move from a somewhat abstract scheme in the minds of many property owners to become a matter of standard business practice. The notion that a LEED® certified building will represent a significant “green premium” has been replaced in the minds of many landlords with the idea that a LEED® certification on a Class A building is an expected attribute and merely keeps the playing field level.

- Gary Thomas, Director of Sustainability Programs

Over the past five years, CBRE has witnessed steadily increasing interest and investment in sustainability on a voluntary basis. This trend is supported not only by a direct, economic return on investment in sustainable strategies and programs, but also by a strong belief in the intangible and difficult-to-measure in monetary terms benefits of improved sustainable practices.

CBRE’s Sustainability Programs team members serve on key national USGBC committees, including the LEED Market Advisory Committee and LEED Implementation Advisory Committee, which are instrumental in the development and oversight of future LEED program changes. CBRE has been contracted by USGBC as a consultant on all LEED for Existing Buildings credits in the upcoming LEED Version4 rating system Reference Guide.

In recognition for CBRE’s consistently quality LEED submissions, the team has been selected to pilot the USGBC’s Proven Provider

Program, which will benefit CBRE clients through a streamlined certification process. CBRE Sustainability Programs team also was selected through a comprehensive RFP process by the USGBC to co-author the USGBC’s “Green Operations Guide - Integrating LEED into Commercial Property Management.”

Even with all the client success we’ve supported with through our LEED for Existing Buildings certification work, CBRE believes we’ve barely scratched the surface of our ability to further impact the built environment. With that vision in mind, CBRE has created a LEED for Existing Buildings Volume program prototype. It’s designed to include a vast number of clients and their facilities and seeks to deliver and implement consistent, sustainable plans, policies, and procedures that include meaningful performance metrics.

**ADDITIONAL CLIENT SERVICE ACHIEVEMENTS**

CBRE’s EMEA offices have established regionally specific corporate sustainability objectives; which include building our

**CBRE SUSTAINABILITY PROGRAMS GROUP**

**LEED EB CERTIFICATIONS 2009-CURRENT**

Buildings	171
Square Feet	70,438,000
Annual kBtu Savings	281,401,000
Annual CO2 Emission Reductions	48,519 metric tons
Annual Water Savings	87,845,000 gallons
CBRE clients	59
CBRE SA Clients	26
Buildings – Certified Level	14
Buildings – Silver Level	55
Buildings – Gold Level	102
Percentage of Credit Achievement	98.7%
Buildings with Perfect Scores	97
States with Certifications	22
Current Number of Certifications Underway	147

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capability through further sustainability professional appointments across service lines and in country, knowledge sharing and improving levels of corporate awareness across service lines.

CBRE and Bank of America Merrill Lynch's Corporate Workplace team delivered \$1.15 million in energy cost savings and reduced CO2 emissions by 4,000 tons over a 21-month period. CBRE and Bank of America Merrill Lynch's Corporate Workplace and Technology Infrastructure teams collaborated to improve energy efficiency at the Bank's London West Data Center. By using a predictive methodology to monitor and alter airflows and air temperature, the teams were able to deliver \$1.15 million in energy cost savings and CO2e emission reductions of 4,000 metric tons over a 21-month period.

In the fourth quarter of 2012, CBRE launched an Energy and Sustainability hub in Madrid, specializing in LEED, the most internationally renowned sustainability rating system for the built environment. Led by David Lazaro, GCS E&S Director, the hub is part of the parent EMEA Global Energy & Sustainability team based in the UK led by Sam Pickering, GCS Head of E&S. The team supports clients across the region looking to implement LEED and other green building certification systems for existing buildings, renovations or new developments.

CBRE secured the LEED for Commercial Interiors Gold award for PwC's new 23,019 square-foot Madrid tower, the largest office development to achieve the accreditation in Europe. Incorporating market leading water, energy, waste and resources and indoor environmental quality sustainable strategies into the tower, CBRE helped to achieve significant operational cost reductions and an exceptional working environment for PwC, making a major contribution to their responsible business agenda. Energy demand has been reduced by 35% and features such as better daylight, CO2 concentration measurement and control are helping to achieve increases in productivity, a reduction in absenteeism, improved employee motivation and retention.

## LEED certification boosts our bottom line and makes a major contribution to our responsible business agenda.

- Carmen Ruiz Moreno, Head of PwC FM

CBRE represented Skanska in the \$67.5 million sale of City Green Court—an eight-story, 175,000 square-foot, pre-certified LEED platinum office building under construction in Prague's Pankrác business district. The building will be the only LEED platinum certified building in the Czech Republic.

CBRE is representing Penta Investments, a central European investment group, as the joint leasing agent for Florentinum, a nine-story, 527,432 square-foot, Grade A office complex currently under construction in Prague. The pre-certified LEED

### OHMEGA CHALLENGE



OHMEGA  
\$100 million  
energy challenge.

In February 2012, CBRE's Global Energy & Sustainability (GES) team launched the OHMEGA \$100 Million Energy Challenge to various CBRE

business lines, including Asset Services and Global Corporate Services. The campaign aimed to identify more than \$100 million in cost avoidance for our clients in one calendar year.

CBRE GCS and Asset Services accounts that chose to participate completed an online submission form with a detailed description of the cost-savings plan that was provided to their client. Activities such as CBRE negotiating energy costs with energy providers, completing equipment upgrades, or recommending operational changes are some of the typical tactics used to identify savings for clients. To be qualified for the challenge, the identified savings and corresponding business case needed to be delivered to the client in 2012, with a payback of three years or less.

More than 20 accounts participated in the challenge and, collectively, the result was \$114.3 million in cost avoidance for our clients in 2012.

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Gold project will be the Czech Republic’s largest office property when completed in 2013.

CBRE’s Building Consultancy team in the U.K. has recently certified completion of the new American Express award-winning and industry-leading data center in Brighton, England. CBRE also secured BREEAM Very Good rating focusing on sustainability features in line with American Express corporate requirements. The construction process started in 2009, and saw the scheme brought forward for development by CBRE following a complex design and planning application process. The scheme includes a highly resilient office building over nine floors, and the designs have been adopted by American Express as a standard for future office space requirements. The new premises will accommodate 3,000 employees.

CBRE client property Carnegie Morgan Hill House, Local Government Superannuation won both the Sustainable Development award from the Property Council of Australia Awards for Excellence and the top honor in the environment category of the Excellence in Property Awards from the Australian Property Institute.

In 2012, CBRE Sustainability undertook over 150 NABERS Energy and Water ratings, registered Building Energy Efficiency Certificates (BEECs) and provided strategic advice to assist clients to understand the performance of their buildings and comply with Commercial Building Disclosure legislation which requires the disclosure of energy ratings prior to the sale and lease of commercial office buildings.

In 2013 CBRE will expand our advisory services, focusing on building energy and water audits and creating sustainability improvement plans to address short and long term opportunities. We will also be participating in new building rating schemes as they become available – GreenStar Performance (Green Building Council of Australia) and NABERS New Zealand. These services will be offered to clients, along with education sessions to explain the methodologies and market impact of these new tools.

**U.S. SUSTAINABILITY BY THE NUMBERS**

**YEAREND 2012**

**ENERGY STAR®**

Buildings Benchmarked and Registered	1,392
SF Benchmarked and Registered	259M
Labels	289
Labels in Process	40
Eligible to Apply	209

**LEED**

*Existing Buildings*

Buildings Managed by CBRE	201
Buildings Certified by CBRE	153
Buildings Pursuing Certification	207
SF Pursuing Certification	80M
Buildings Engaged in Sustainability Services	785
SF Engaged in Sustainability Services	215M

**New Construction**

Buildings Certified by CBRE	17
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**Commercial Interiors**

Projects Certified by CBRE	77
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**Core & Shell**

Buildings Certified by CBRE	21
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**ACCREDITATION**

LEED Professionals	482
Green Professionals	534

**PROGRAMMING**

BOMA Energy Efficiency Program Attendees	12,821
Green Knights	108

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**CBRE UK: SUSTAINABLE VALUE**

**IPD SUSTAINABLE PROPERTY INDICATOR**

CBRE acted as sponsor and leading valuation consultant in the IPD/RICS and client-backed initiative to create a sustainability data gathering process for property investors in the U.K. The program gained momentum during 2012 and now incorporates data from over 2,000 properties valued at £32.5 billion sourced from 15 whole portfolios subscribed by eight of the largest property fund managers in the country. We are aiming for this to become an industry standard approach to understanding sustainability attributes and risks both at asset and portfolio levels and it demonstrates CBRE's close involvement and leadership in this rapidly changing specialist area.

*"As valuers we already appreciate the need to be fully aware of these sustainability factors, and we have been delighted both to sponsor IPD and work with them, our clients and the RICS on producing this upgraded data-collecting initiative which we hope will become an industry standard."*

*- John Symes-Thompson, Senior Director*

*"At IPD we have been working to bring sustainability questions into the core framework of investment performance measurement, now for more than five years. It is most gratifying that all sides of the industry are at this crucial moment acting together to give this initiative a real chance of success."*

*- Ian Cullen, Founding Director, IPD*

*"This is an investor and valuer-led initiative aimed at solving a common problem, namely, capturing investment-relevant environmental data at asset level for every property in an investment portfolio in a meaningful but pragmatic way."*

*- Richard Jones, Managing Director UK Real Estate, AVIVA Investors*

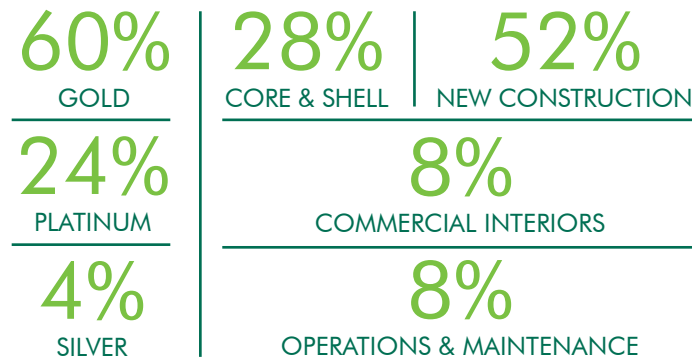
CBRE is also a member of the Industry Advisory Panel of IPD Green Index Australia and is a primary sponsor for the newly introduced IPD Green Index New Zealand. For further information, please visit <http://www.ipd.com/ISPI>

CBRE was selected by Shanghai Tower Construction & Development Co., Ltd. to provide property management consultancy services for the iconic Shanghai Tower—a 2,073-square-foot, super-tall skyscraper currently under construction in the Lujiazui district of Shanghai, China. When completed in 2015, the 6.18 million-square-foot mixed-use tower will be one of the most renowned commercial properties in China and around the world.

CBRE Project Management and Sustainability Asia teams won the first integrated project management and LEED for Commercial Interiors consulting project in Hong Kong, using an innovative model providing U.S., regional and on-the-ground expertise to generate genuinely integrated green value for the client. The Asia Project Management team completed 14 projects totaling nearly 3.8 million square feet for clients such as Bank of America, CISCO, HSBC and Visa.

**CBRE INDIA ASSET SERVICES**

**LEED CERTIFICATIONS IN MANAGED PORTFOLIO**



The Shanghai Sustainability Summit, a client event organized by CBRE in conjunction with GE Capital and CITIC Capital, featured speakers from the China government, NGO and business stakeholders. The event provided a review of current and future

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sustainability regulations and targets, drilling down into the detail of potential implications for real estate stakeholders at the portfolio and individual asset level.

CBRE India sustainability team saved 3.3 million kWh in 2012 at client CTS' Pune and Kolkata properties, by leveraging best practices in their HVAC, lighting and building envelope systems.

### Public Policy & Engagement

CBRE continues our relationships with various non-governmental organizations and environmental specialists around the globe including The Climate Group, C2ES' Business Environmental Leadership Council, World Wildlife Fund, The Natural Resources Defense Council, United States Green Building Council and other global Green Building Council organizations, and numerous other region-specific entities.

### GRESB U.S. LAUNCH



CBRE hosted more than 110 industry managers, investors and stakeholders at a reception at CBRE's New York office as Nils Kok, executive director of [GRESB](#) (Global Real Estate Sustainability Benchmark), unveiled the U.S. results of the 2012 GRESB Survey. The first benchmark of its kind, GRESB provides insight into sustainability performance across commercial real estate portfolios, and attendees learned how the implementation of sustainability could positively impact their organization and bottom line.

### SASB

In 2012, CBRE joined the Sustainability Accounting Standards Board's Advisory Council, a network of industry, sustainability, and financial professionals that informally advise, support and promote the work of SASB. SASB, a non-profit engaged in the creation and dissemination of



Accounting for a  
Sustainable Future

sustainability accounting standards, champions the integration of sustainability and financial fundamentals reporting to enable investors and the public to compare critical dimensions of sustainability performance.

### 2012 OLYMPICS

As part of the build-up to the Olympics in London CBRE EMEA hosted a [blog](#), highlighting the most sustainable Olympic games ever and providing insight into the games' legacy.

### EPA ENERGY STAR



As a long-standing EPA partner, CBRE began collaborating with EPA ENERGY STAR to develop sales tools and resources to help brokers engage with clients on energy performance and sustainability. In 2012, this support took the form of a CBRE U.S. broker survey to provide much needed feedback and insights on the key drivers and areas for additional education for the brokerage community.

### GREEN BUILDING COUNCILS

CBRE is a member of the Green Building Council of Australia's Stakeholder Review Panel for a new GreenStar Performance rating tool. CBRE's Director of Sustainability for Asia is a representative for Greater China at the USGBC's LEED International Roundtable and led groups of industry professionals in China, Hong Kong and Taiwan to create the first set of Greater China specific regional priority credits for LEED for New Construction (v2009). CBRE also represented the Spanish Green Building Council on the same roundtable.

### BUSINESS ROUNDTABLE

In 2012, then-CEO Brett White participated in Business Roundtable's "Create, Grow, Sustain 2012 Report," featuring narratives from 126 CEOs on how their companies are leading the way with solutions to make the U.S. economy more sustainable while also driving economic growth and job creation. This was Brett's third contribution and the report's fifth year.

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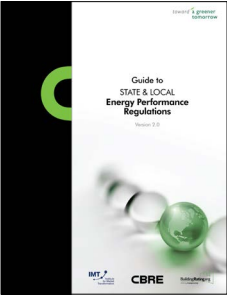
CLEAN DRINKING WATER FOR SCHOOL



CBRE’s affiliate office in Thailand sponsored the “Clean Drinking Water for School” project for its twentieth consecutive year. Organized by the Rotary Club of Bangkok South, the project aims at installing

water purification systems for rural schools in Thailand. A standard system produces sufficient water each day for up to 400 students and sometimes excess purified water can be shared by village residents as well. CBRE has sponsored 20 water purification systems in total, which have benefitted students and village residents since 2002. CBRE is also recognized as the longest serving corporate sponsor of this signature project of the Rotary Club in Bangkok South.

INSTITUTE FOR MARKET TRANSFORMATION



In 2012, we continued our alliance with the Institute for Market Transformation (IMT), a nonprofit organization dedicated to promoting energy efficiency, green building and environmental protection in the U.S. and abroad. Together, we developed [Guide to State and Local Energy Performance Regulations](#), a guide that features energy mandate

requirements and implementation schedules by U.S. city and state, a valuable resource for building owners and management teams navigating through the compliance process.

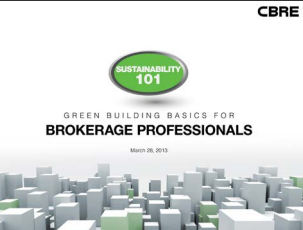
THOUGHT LEADERSHIP

CBRE professionals are regularly sought as thought leaders for sustainability industry events and organizations, think tanks and publications. In 2012, some examples included:

- USGBC/Houston Annual Meeting Keynote Speaker
- EXPO Munich Panelist
- [2012 Olympics](#) Real Estate SME
- NABERS New Zealand, Government Stakeholder Panelist
- Sydney Better Building Partnership member
- Property Council of Australia NSW Sustainable Development Committee Member
- Regular Contributor: Australian Financial Review, Sydney Morning Herald, The Fifth Estate
- Contributor Environmental Leader “Insider Knowledge Report 2012”
- Tridium Niagara Summit Panelist
- BOMI/ICF Sustainability Training Protocol SME
- RealComm/IBcon Speaker
- NAIOP/Albuquerque Annual Developer Meeting Speaker
- GRESB Benchmarking Committee Member and U.S. Survey Launch Host
- BOMA International Panelist
- McGraw Hill Sustainability Conference
- Biz Now Los Angeles Conference Panelist
- McGraw Hill Sustainability Conference Panelist
- National Electrical Contractors Association Keynote Speaker
- CoreNet Global Singapore Conference Speaker
- Responsible Investor Conference Speaker
- IFMA Shanghai Conference Presenter
- CoreNet Global Masters in Corporate Real Estate Presenter

Communications & Training

BROKER TRAINING



In the evolution of the green building industry over the last several years, various stakeholders – including architects, engineers and even building management staff – have been early supporters.

It seems one of the last groups to become engaged and knowledgeable in the green building industry are the brokerage agents representing building owners

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and tenants in leasing and sales activity. Brokers are the marketing engines for the industry and are on the front lines promoting the benefits of each real estate asset. They have an opportunity, and perhaps even an obligation, to better inform and educate those seeking to lease space or purchase assets on energy efficiency principles. As such, brokers must be equipped with the training resources and knowledge base to intelligently engage in discussions about sustainability and its impact on a building’s brand value in the marketplace, operating expenses and overall “health.”

In support of our goal of training 1,000 CBRE brokers globally by 2015, last year CBRE developed “Sustainability 101 - Green Building Basics for Brokerage Professionals,” a comprehensive approach to bridging the knowledge gap and creating real, actionable expertise in our broker community. This training series is the largest of its kind in the commercial real estate services industry. At the time of publication, we had completed our first round of interactive, in-person training and were nearing completion of an online version, as well.

**EMPLOYEE CERTIFICATIONS**

As of year-end 2012, more than 480 CBRE professionals worldwide had obtained the LEED® professional designation, which signifies advanced knowledge in green building practices. Nearly 130 CBRE employees in the Americas have been designated as Green Knights, a CBRE Institutional and Corporate Services program that helps clients strategically transform their facility operations via sustainable practices, products and behaviors. More than 100 CBRE employees have participated in CBRE’s Eco Knights, an Americas volunteer group that supports CBRE’s corporate tasks of becoming a more sustainable organization.

**BOMA BEEP**

CBRE continues to place a strong focus on equipping building staff with the knowledge, proper tools and best practices they

480+  
LEED APs

**CBRE ASIA GREEN PROFESSIONALS**

QUALIFICATION	TOTAL
BEAM Pro	3
BEE Certified Energy Auditor/Assessor	6
CASBEE AP	1
Certification Test for Environmental Specialists	2
Certified Energy Manager	4
Certified Measurement & Verification Professional	1
Green Mark Manager	1
IGBC LEED AP	4
LEED AP (no designation)	6
LEED AP BD+C	4
LEED AP ID+C	9
LEED AP O+M	6
LEED Green Associate	15

need to successfully manage and reduce energy consumption. In partnership with BOMA, CBRE licensed BOMA Energy Efficiency Program (BEEP) training and has offered weekly sessions to employees for the past six years. BEEP educates industry professionals on how to reduce energy consumption and costs with proven no- and low-cost strategies for optimizing equipment, people and practices. Recognized as the leading sustainability program for commercial real estate professionals, the program has been adopted as a required training standard for all CBRE Asset Services real estate managers and building engineering staff. During 2012, this training was expanded globally with sessions attended by international management and corporate account staff. Since 2007, a total of more than 13,000 attendees have participated in the four-part training series.

13,000  
BOMA BEEP ATTENDEES



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EARTH HOUR 2012

CBRE engaged over 26 million tenants in more than 722 million square feet of client support in World Wildlife Fund’s Earth Hour 2012, and more than 300 of our offices around the world participated in the event. Earth Hour was particularly successful in the Pacific, where participation increased 10%, and in Asia, where 70% of our staff made personal pledges in the “I Will If You Will” challenge, which encourages participants to think critically about their own personal commitment to the challenge. In 322 CBRE client properties in India alone, Earth Hour participation minimized energy use by 60,000 kWh. CBRE has supported Earth Hour since its 2007 inception; during that time, we have contributed 1.6 billion square feet of participation in properties we manage for clients globally.



NATIONAL BUILDING COMPETITION



Each year, CBRE has proudly participated in EPA’s National Building Competition, a highly visible and widely recognized program that highlights the efforts of management staff in improving energy efficiency. With the expansion of the competition guidelines to include any building achieving 20% reduction or greater this year, even more building teams will have the opportunity to be recognized. Through broad internal promotion of the national challenge to all employees, CBRE is encouraged that participation for 2012 successfully increased by 300% to include 36 managed buildings as challenge entrants.

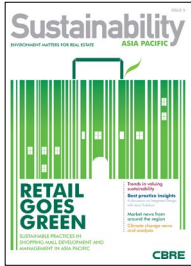
COMMUNICATION CHANNELS

A key driver in creating lasting behavioral change is an ability to communicate – to capture and convey meaningful ideas about sustainability that engage users and alter their daily habits. At CBRE, we strive to connect our messages strategically with our stakeholders through a variety of key channels:

- Inside the Office – Inside the Office is a main landing page on CBRE’s intranet, and a central figure in the larger family of Sustainability pages. Inside the Office can be a one-stop shop for all CBRE employees or a deeper portal for access to office-related sustainability tools and resources.
- Social media – CBRE is highly active in social media, including daily interactions through our Twitter account @cbregreen and our [Speaking of Green](#) blog. We also hosted a blog dedicated to the [2012 Olympics](#) in London.



- Video – With the growing popularity and ease of posting videos, CBRE developed “[The Business of Green](#)” in which CBRE executives discuss the importance of CBRE’s sustainability efforts for clients and our own operations.
- Employee engagement – We recognize that our employees can be our greatest advocates, best idea generators and even strongest critics. Working through nearly a dozen existing communications channels around the globe, CBRE harnesses our employees’ environmental commitment, giving them current updates, participation opportunities and feedback channels.



Following a World Wildlife Fund “Lunch and Learn” on the topic of sustainable seafood (a significant issue in Hong Kong), CBRE Hong Kong launched “no shark fin” and sustainable seafood policies in partnership with the WWF.

Sustainable Reporting

In addition to this report, CBRE reports on sustainability matters through various third-party organizations, including the UNGC, GRI, CDP and numerous investment indices. Many of these and other reports include criteria that may not directly apply to our company. By way of organizational transparency, we offer the following insights.

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As a service provider, the environmental impact of our operations is relatively low by comparison to similarly sized firms in other industries. In 2011, we estimate that our global operations electricity use was 64,284 megawatt hours and our distillate fuel (oil) usage was 28,429,914 megawatt hours. Comparable 2012 statistics were not available at the time of publication but will be published in CBRE's Carbon Disclosure Filing. The filing will be available for download at [www.cdproject.net](http://www.cdproject.net) by July 1, 2013.

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 but do not own the space we occupy, and our leases 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 means to track materials source or use beyond recycling efforts, water withdrawal or discharge, or significant air emissions beyond those indicated elsewhere in this report section.

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.

We have not been issued any fines in violation of environmental regulations or law, nor have we been responsible for or party to any significant spills.

### Global Sustainability Steering Committee

In response to the increasing globalization of our sustainability business and our desire to fully integrate our operations and

## ENVIRONMENTAL SUSTAINABILITY

business practices, CBRE has formed our Global Sustainability Steering Committee. Comprised of senior leadership across all business lines and global functions, the committee ensures sustainability becomes embedded across every line of business and geography and develops a leading sustainability culture of shared outcomes based on innovation and best practices.

### 2012 GSSC MEMBERS

**LARRY MIDLER**

EVP and General Counsel, Global Head of Corporate Responsibility

**DAVE POGUE**

Global Director of Corporate Responsibility, committee chairman

**BOB ABBERGER**

Senior Managing Director, Trammell Crow Company

**MARK CREAMER**

Deputy Managing Director, UK

**MAUREEN EHRENBERG**

Global Director of Facilities Management

**KAREN ELLZEY**

Executive Managing Director, Consulting

**PIETER HENDRIKSE**

Chief Executive Officer, CBRE Global Investors EMEA

**ROB HENSLEY**

Managing Director, Valuation & Advisory

**STEVE IACO**

Senior Managing Director, Corporate Communications

**ASIEH MANSOUR**

Head of Americas Research

**MINDEE METZ**

Director of Corporate Responsibility

**REBECCA PEARCE**

Director of Sustainability, Pacific

**ED SCHREYER**

Executive Managing Director, Brokerage Services

**TIM SHEN**

Director of Sustainability, Asia

**BRIAN STOFFERS**

Chief Operating Officer, Capital Markets

**STEVE SWERDLOW**

Chief Operating Officer, Americas

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What Lies Ahead

As reflected in our 2012 Environmental Sustainability Policy, we have made these commitments:

- We will continue to implement and advance procurement standards that incorporate sustainable best practices for furniture, paper, office supplies, computer equipment, printing devices and other relevant items.
- By 2017, we will have the capability to monitor and measure utility usage in our 50 largest carbon emitting locations through the installation of separate metering devices.
- By 2017, we will strive to locate at least 70% of our corporate facilities over 20,000 square feet in space or buildings with these recognized green building standards, as regionally appropriate.
- We will continue to promote and expand the Toward a Greener Tomorrow office certification program to other global offices over 5,000 square feet by the end of 2014.
- Having met our 2012 goal of developing enhanced training programs for delivery through the company’s in-person and web-based training curriculum, we will train a minimum of 1,000 brokerage, sales and marketing professionals by 2015.
- We will continue to take an active role in the public policy debate regarding effective solutions to climate change. We will seek input from and contribute to environmental discussions through meetings and open dialogue with companies, institutions, shareholders, clients, non-governmental organizations, academia and government.
- We will continue the Real Green Research Challenge, our \$1 million research grant program seeking to discover new and innovative programs, practices and tools to advance innovations and thought leadership aid in the development and promotion of energy efficiency and sustainable practices.

**REFILLS** **NOT LANDFILLS**

**320** EMPLOYEES AT CBRE ATLANTA

**74,000** PAPER CUPS & CARDBOARD SLEEVES USED ANNUALLY

RESOURCES USED TO PRODUCE 74,000 PAPER CUPS

- 18,500** GALLONS (H<sub>2</sub>O)
- 30** TREES
- 18,500** POUNDS (CO<sub>2</sub>)

→ The thin lining that makes a paper cup waterproof also keeps it from being recycled. ←

**1 PAPER CUP PER DAY**

**23** LBS OF LANDFILL WASTE PER YEAR

**WORLD'S BEST MUG**

THE NUMBER OF TIMES A REUSABLE MUG OR CUP IS DESIGNED TO BE USED

**3,000**

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## CBRE GLOBAL INVESTORS



**LETTER FROM PIETER HENDRIKSE**  
CEO, CBRE Global Investors EMEA  
Chairman, CBRE Global Investors Global Green Team  
Chairman, Green Rating Alliance  
Member, CBRE Global Sustainability Steering Committee

I am pleased to present CBRE Global Investors' first contribution to CBRE's Corporate Responsibility Report. This is an important step in sharing our goals, challenges, approach and performance on environmental issues material to our business.

In our business, responsible environmental, social and governance (ESG) practices are more than trends; they're fundamental to the business strategy of our firm, our investors, our tenants and the key stakeholders in the communities, properties and funds in which we invest. Our mission is to provide real estate investors with exceptional performance worldwide, and we recognize that taking ESG considerations into account in any investment decision is integral to enhance returns and preserve value for our investors.

To that end, CBRE Global Investors' Global Green Team was established in 2012 to harness best practices in environmental sustainability, enhance knowledge sharing, and expand the firm's sustainable investment approach worldwide. This team is responsible for establishing measurable indicators, monitoring performance, and sharing best practices from the market and our funds.

In 2012 the Green Team launched "Project Green: An Action Plan Toward a Greener Tomorrow" to integrate our sustainability goals and ambitions throughout the firm's investment and corporate operations. In January 2013 we published our Global Sustainability Policy, fulfilling the first target of Project Green. Through the policy we will strive to meet goals that are:

- Client-driven by investors who require meaningful sustainability initiatives and increasingly evaluate our services based on our sustainability policies;

- Market-driven by tenants who must meet sustainability targets for buildings they occupy;
- Regulation-driven as governments establish laws and policies for building development and operations regardless of owner or tenant requirements;
- Competition-driven as investment managers are looking to differentiate themselves and their projects;
- Risk-driven to mitigate the impact of future external factors such as energy costs.

Going forward, sustainability will continue to be a critical component of CBRE Global Investors' strategy. In 2013 we will continue to implement Project Green across the organization. We will seek to improve the environmental performance of our assets under management and develop clear guidelines to link our sustainable actions to financial value. We firmly believe that a sustainable approach to real estate investment management can increase occupancy and enhance risk-adjusted returns we earn for our clients.

Every employee and stakeholder has an important role to play in achieving the firm's sustainability goals, whether we are making investment decisions or simply looking at how we can reduce our own consumption of resources.

We appreciate the support of our various stakeholders as we make ESG criteria a fundamental component of our investment process and look forward to sharing our continuing progress in this critical endeavor in future reports.

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**Introduction**

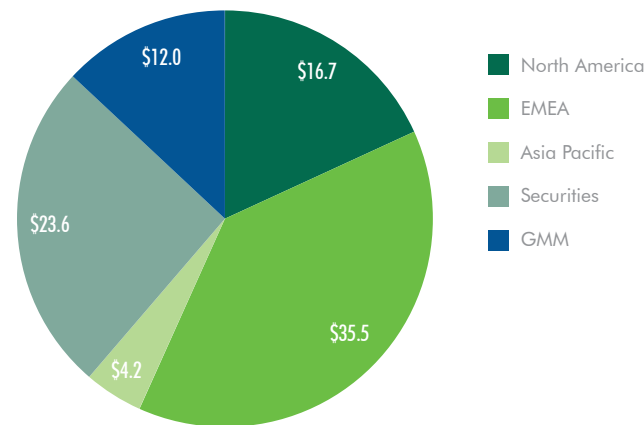
CBRE Global Investors is one of the world’s largest real estate investment management firms with \$92.0 billion in assets under management as of December 31, 2012. The firm sponsors real estate investment programs across the risk/return spectrum in North America, Europe and Asia for approximately 600 institutional investor clients worldwide including public and private pension funds, insurance companies, sovereign wealth funds, foundations, endowments and private individuals. Programs include core/core-plus, value-added and opportunistic strategies through separate accounts and commingled equity funds, debt investment, global multi manager programs and listed global real estate securities vehicles.

**Direct Real Estate Equity Investment Operations**

With buildings generating roughly 40% of the emissions of CO2, CBRE Global Investors recognizes that through our investment

and asset management activities, we can make a tangible impact on improving energy efficiency, reducing greenhouse gas emissions and slowing climate change. Through a comprehensive mindset of sustainable solutions, we execute acquisition due diligence and asset management activities designed to improve the environmental footprint and promote managed asset sustainability over its lifecycle. During the acquisition process, we often engage third-party consultants to identify opportunities to reduce a property’s environmental impact. Investment teams consider these findings when defining the investment strategy and capital expenditure program for the property, including location, energy savings, environmental characteristics of the building (orientation, facades, landscape, etc.), access to public transportation, and tenant comfort characteristics such as natural lighting, acoustic and olfactory comfort, indoor air quality, etc. For example, a key consideration in our Asia team’s acquisition of a portion of Kowloon Commerce Center Tower 2 in Hong Kong

**ASSETS UNDER MANAGEMENT<sup>1</sup>  
BY REGION OR PROGRAM (\$B)**



**GREEN HIGHLIGHTS**



**186 GREEN BUILDING CERTIFICATIONS WORLDWIDE ACROSS 149 PROPERTIES.**



**OUR DUTCH FUNDS = NAMED MOST SUSTAINABLE IN THE NETHERLANDS**



**DUTCH OFFICE, RESIDENTIAL & RETAIL FUNDS = #1 IN THE GRESB 2012 SURVEY**



**OUR DUTCH FUNDS & RETAIL PROPERTY FUND IBERICA = GRESB GREEN STAR AWARD**



**86% OF STRATEGIC PARTNERS US VALUE-ADDED PORTFOLIO LEED CERTIFIED.**

<sup>1</sup> As of December 31, 2012. Assets under management (AUM) refers to fair market value of real estate-related assets with respect to which CBRE Global Investors provides, on a global basis, oversight, investment management services and other advice, and which generally consist of properties and real estate-related loans; securities portfolios; and investments in operating companies, joint ventures and in private real estate funds under its fund of funds program. This AUM is intended principally to reflect the extent of CBRE Global Investors’ presence in the global real estate market, and its calculation of AUM may differ from the calculations of other asset managers.

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in 2012 was the fact that the building was designed to be pre-certified as a LEED Gold property.

Beyond a focus on acquisitions, we also encourage fund teams to consider adopting sustainable solutions for older properties, running payback analyses to replace inefficient mechanical and electrical plants with modern solutions. Examples of recent energy efficiency initiatives in Europe include:

- Installation of 484,376 square feet of solar panels on the rooftop of the Eindhoven logistic property by the Belgium team, providing tenants with 50% renewable energy.
- Refurbishment and installation of a more efficient HVAC system at the 129,167 square-foot Shamrock office complex in Paris. We estimate that this will improve the building energy efficiency by 10% per year.
- Replacement of the HVAC system in the Forum Aveiro shopping center in Portugal, which reduced electrical consumption by 27% per year and has a three-year payback period.

For many years, our Dutch funds teams have distinguished themselves by developing a focused sustainability strategy that is today an integral part of their fund management strategy. The team has supported the funds' property managers in developing, implementing and communicating corporate responsibility policies at the corporate and property levels in order to improve the performance of their organization.

Several years ago, these teams implemented a web-based solution to track electricity usage, and in the last year expanded corporate responsibility awareness among their funds' property managers and contractors by developing a web-based solution to measure the sustainability level of respective operations. This helps to measure the effectiveness of environmental agreements made between stakeholder groups and encourages environmentally responsible management and maintenance of the Dutch properties.

A comparable process was started in 2011 in the CEE region, where the asset managers worked intensely with their property

CERTIFICATIONS AND RECOGNITION

CERTIFICATION	QUANTITY	SIZE (SF)	GMV YEAR-END 2012 (USD MILLIONS)	LOCATION(S)
BOMA360	16	5,606,086	1,188	United States
BREEAM	41	10,617,974	3,861	UK, Portugal, Spain, the Netherlands, Poland, Czech Republic, Hungary, France, Italy, Belgium and Germany
BREEAM Pre-Certification	4	460,899	242	France, Italy
CASBEE	1	1,419,428	210	Japan
DGNB	3	713,421	90	Germany
Energy Star	30	8,625,564	2,343	United States
Green Rating	21	3,611,794	891	Sweden, Belgium, France, Spain, Italy, Germany, and the Netherlands
HQE	2	324,768	79	Belgium, France
ISO 14001	20	6,425,488	2,679	Spain, Portugal, Italy
LEED	47	21,897,519	5,644	United States, Italy, Hong Kong
BBC	1	36,264	17	France

149  
NUMBER OF GREEN PROPERTIES

186  
NUMBER OF CERTIFICATIONS

47,330,389  
CERTIFIED PROPERTY TOTAL AREA (IN SQUARE FEET)

\$14,757  
GROSS MARKET VALUE AS OF 31 DEC 2012 (USD MILLIONS)

managers to improve sustainability performance. They achieved their first success this year when an office building in Prague, which was their pilot program supported by the Green Team, received a BREEAM In-Use "Excellence" rating for its management performance.

Some of our European teams also work with utility companies to ensure that electricity is provided mainly from renewable sources. Our Italian team has been particularly successful at this, securing contracts for 100% renewable sources for several office complexes.

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In order to measure our properties’ green performance and enhance communication with property managers, suppliers and tenants, consumption follow-up systems have been installed to continuously monitor, classify and visualize electricity, gas and water usage consumption at many properties in our European portfolios.

We believe that in today’s world it is not sufficient to simply provide “cookie cutter” environmentally intelligent buildings. Our philosophy customizes a sustainable real estate investment and operations approach to the specific investment strategy, building and tenant needs.



As various occupier segments increasingly express a preference for minimum levels of sustainability in the spaces they rent, the ability to meet such requirements has clearly provided financial benefits, increasing property cash flows by lowering or shortening vacancies.

Recent examples include:

- Our French team signed more than 292,626 square feet of new green leases in Paris.
- Sustainability was a key factor in closing 215,278 square feet of new leases at the 376,737 square-foot Airport Plaza office complex near Brussels’ international airport, attracting several grade A tenants for long-term leases averaging ten years of secured cash flow.
- Our initiative to get a BREEAM in-use label on the Brussels’ Bastion Tower office complex has been a key factor to renegotiate a 80,729 square-foot, 12-year lease with an international law firm.

Not only do we seek to sign green leases, but we also try to raise awareness of the importance of sustainable behavior with our tenants by creating asset-specific green committees and green guides to define sustainability guidelines for the usage of our buildings.

Indirect Real Estate Investment Operations

GLOBAL MULTI MANAGER

CBRE Global Multi Manager (GMM) is the independent multi-manager and funds division of CBRE Global Investors. As part of CBRE Global Investors’ commitment to the UN Principles of Responsible Investment, GMM’s ESG Policy states it will invest in real estate funds where:

- There is a clearly defined investment strategy which takes account of environmental, social and governance issues in order to deliver superior returns to investors
- There is no intention to encourage or engage in socially irresponsible activities
- The corporate governance provisions meet best practice standards, developed in conjunction with our lawyers, and reporting meets our requirements for transparency

SUSTAINABILITY IN ACTION: GRESB

CBRE Global Investors’ three Dutch funds have been ranked first in the applicable fund categories in the annual Global Real Estate Sustainability Benchmark (GRESB). The report benchmarked its CBRE Dutch Office Fund, CBRE Dutch Residential Fund and CBRE Dutch Retail Fund against other Dutch real estate funds that are active in the same sector. The CBRE Dutch Office Fund and CBRE Dutch Retail Fund were also awarded the GRESB Green Star for the second year in a row.



This outcome demonstrates that strong performance in sustainability can go hand in hand with outperforming returns. These Dutch funds have shown outperformance of the IPD/ROZ benchmark for both the five- and ten-year period, while taking on a leading role in providing sustainable solutions for their portfolios.

CBRE Global Investors’ Retail Property Fund Iberica scored second in its category and was also awarded the GRESB Green Star for the second year in a row.

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GMM actively engages with managers of the funds in which it invests, and other counterparts, with the goal of improving the real estate industry’s approaches of benchmarking and reporting building efficiency standards, and we are committed to developing onward reporting to our clients in this area. Beginning this year, GMM is using the annual GRESB survey as the framework for comparison of fund investments and the manager’s approach to the sustainability of their portfolios. GMM will use this data to review the performance of our clients’ investments from an environmental perspective and report to clients on an annual basis.

**CBRE CLARION SECURITIES**

CBRE Clarion also recognizes the importance of evaluating a company’s policies and implementation of ESG factors as part of the securities selection process. Environmental considerations such as sustainable development or green building standards are assessed as part of our property quality evaluation and are factored into a company’s overall score for comparison with other companies.

While not the case in every market around the globe, in certain markets we believe that such considerations, as they increasingly become the standard for many corporations and local governments, are a potential positive catalyst for tenant demand and landlord pricing power.

**Industry Engagement**

Because we believe it is important to collaborate with other industry stakeholders, we are actively involved in a number of organizations that enable us to exchange ideas and work together to develop solutions:

- UN Principles for Responsible Investment (UNPRI): In 2009, CBRE Global Investors became a signatory to the UN Principles for Responsible Investment, an investor initiative in partnership with the UN Global Compact and the UN Environment Programme (UNEP) Finance Initiative.

- Green Rating Alliance: Pieter Hendrikse, CBRE Global Investors’ CEO of the EMEA region and Chairman of CBRE Global Investors’ Global Green Team, serves as Chairman of Green Rating Alliance, a partnership of leading global real estate companies launched in 2011 to exchange best practices to bring concrete sustainability solutions to the property industry, enhance methodology and tools for building owners and occupiers, anticipate future trends, and set tangible and measurable indicators to monitor progress.
- Sustainable Building Alliance: CBRE Global Investors is a member of the Sustainable Building Alliance, an international initiative supported by the UNESCO to work towards the development of common minimum standards to ensure consistency worldwide while recognising local specificities.
- Institutional Investors Group on Climate Change: CBRE Global Investors is a member of the Institutional Investors Group on Climate Change, which provides institutional investors in Europe with a voice on climate and engages with government, companies and investors on addressing the long-term risks and opportunities associated with climate change.

**CBRE Collaboration**

**UNITED STATES**

In 2012, our Strategic Partners US team engaged CBRE Energy & Sustainability to help define their position on sustainability at both an organizational and asset level. The result was a comprehensive sustainability program that began in mid-2012. Some elements included:

- 20 peer reviews to identify best practices and benchmark Strategic Partners’ current position
- Identification of 35 industry best practices across ten thematic areas such as greenhouse gas reduction initiatives, waste diversion techniques, and governance policies
- Certification, recertification or annual audit of several new LEED-certified buildings
- Cost analysis of water and energy use and recommendations for reduction



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- Design and deployment of LEED Gap Analysis to determine cost and feasibility of attaining LEED certification for potential acquisition targets as part of pre-investment due diligence
- Creation of a new “Green to Gold” marketing and awareness campaign in order to brand Strategic Partners as the industry’s premier green asset manager

### UNITED KINGDOM

In early 2012, CBRE Global Investors engaged CBRE’s Green Consulting Group to perform a risk assessment project on a \$53.6 million fund, composed of 50 properties and 228 units, to assess our ability to comply with the UK Energy Act 2011. This act will prohibit the leasing or sale of any units without Energy Performance Certificate (EPC) ratings of F or G beginning in 2018.

After this pilot project, CBRE Global Investors in January 2013 decided to expand the project across 37 account portfolios in the UK (about 900 properties and 4,500 units) and four fund portfolios with about 500 units, with the ultimate goals being:

- Improved returns for clients’ portfolios through mitigating risk and gaining a better understanding of obsolescence related to sustainability
- Improved energy efficiency and overall sustainability in clients’ portfolios
- Enhanced green reputations for our clients

### Operations

In our own operations, we established best practice initiatives to reduce our resource consumption, minimize waste and increase use of renewable or recyclable materials. We intend to achieve and measure our reductions through the implementation of environmental management systems.

One example of these best practices in 2012 involves the relocation of some of our largest European offices – Amsterdam, London and Paris – after the merger of the former ING REIM

## ENVIRONMENTAL SUSTAINABILITY



and CBRE Investors platforms. The most advanced sustainability solutions were factored into the design process for the working spaces and technical plant. We reduced occupancy, materials and resource consumption by increasing flexibility in workstations and telecommuting policies. We also incorporated smart features like:

- Motion detection lighting
- Shower facilities to encourage bike riding
- FSC certified wood-based materials and products
- Recycling programs
- Dual flush toilets
- Auto shut-off and low-flow controls on sinks
- High efficiency lamps

CBRE Global Investors will attempt to implement the Toward a Greener Tomorrow office certification program for its offices globally by the end of 2013. This program establishes protocols for the improved sustainable performance of CBRE Global Investors’ occupied space.

### Green Team

The CBRE Global Investors’ Global Green Team, which is headed by EMEA CEO Pieter Hendrikse, includes representatives from various functional teams across each region in which the firm invests. The Green Team supports fund teams in their participation in sustainability initiatives, thereby developing and implementing a consistent global strategy and increasing awareness of sustainability as a key factor in daily asset management activities.

The Green Team’s mission is to ensure that CBRE Global Investors will always be in the forefront of the industry and aligned with sustainability best practices.

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# Trammell Crow Company

## GREEN FROM THE GROUND UP

DANIEL QUEENAN  
Chief Executive Officer

Well before “environmental sustainability” became a catch phrase, Trammell Crow Company had recognized that prudent environmental stewardship was a fundamental social and ethical corporate responsibility. As a leader in commercial real estate development, TCC uniquely understood the impact of the built environment on our communities.

By 2006, TCC began formally adopting and incorporating sustainability guidelines and practices into numerous projects in all product types that comprise our core business. In 2007, we first formalized our sustainability initiative, and our commitment to making environmental stewardship integral to our brand. Today we have completed nearly 15 million square feet of LEED certified projects across a broad spectrum of product and geographies, and have an active development pipeline of over 19 million square feet of projects targeted for LEED certification or with significant sustainable design considerations.

**15**MSF  
LEED CERTIFIED PROJECTS

Knowledge leadership is central to our brand and business model. We pursue environmentally responsible building solutions because they generate long term economic benefits for our financial partners and meet the long term objectives of our tenants, employees and the communities in which we live.

TCC is committed to the continued expansion of its expertise in environmental sustainability, to making sustainability an important part of our business and to assuring that our clients and financial partners have access to TCC’s best practices in sustainable

Trammell Crow Company believes green buildings make more efficient use of various resources, including energy, water and materials, while reducing the impacts on human health and the environment. Choosing the best approach to achieving these efficiencies, such as optimal site selection, design, construction, operation, maintenance and removal, will help create value for our clients.

Danny Queenan, CEO

planning, design and construction for each project. 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.

Trammell Crow Company, founded in 1948, is one of the nation’s leading developers and investors in commercial real estate. The Company has developed or acquired nearly 2,600 buildings valued at nearly \$60 billion and over 540 million square feet. TCC’s teams are dedicated to building value for its clients with professionals in 15 major cities throughout the United States. The company serves users of and investors in, office, industrial, retail, healthcare, multi-family residential and mixed use projects. For those who occupy real estate, TCC can execute the development or acquisition of facilities tailored to meet its clients’ needs. For investor clients, the company offers large strategic joint ventures, opportunity funds, and other targeted investment options.

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CBRE’s acquisition in 2006 was a perfect fit of two firms committed to corporate responsibility, with environmental stewardship central to our brands. Our knowledge leadership in new development directly compliments CBRE’s initiatives to advance the performance of existing buildings in the built environment. As a commercial developer on the cutting edge of new technologies, we bring direct insight into how the design and use of commercial buildings can dramatically reduce impacts on the environment as compared to past designs and practices. As an industry leader, we make it our responsibility to inform our clients of best practices gleaned from our experience, and the options available to them and the benefits gained through intelligent building design practices. Our employees share the same passion to insure improved quality of life in our communities for generations to come.

As climate change continues to be a public issue and client and investor demands for sustainable development continue to rise, TCC is proactively responding to this trend and need. Through state-of-the-art design and construction, active engagement with suppliers and benchmarking our performance, we continue our drive to be the industry leader in environmental best practices.

Central to our business strategy is leveraging our knowledge base, and advancing the skills sets and education of our employees. We have in place:

- A national task force comprised of senior development managers representing and supporting the market area of each group president
- Management reporting and tracking via our in-house information platform providing a comprehensive database of the scope and scale of our sustainable projects
- A focus on the continuing education of our employees
- An initiative to document best practices to further leverage our knowledge base
- Representation on CBRE’s Global Sustainability Steering Committee, ensuring we leverage our collective company knowledge leadership

TCC ENVIRONMENTAL COMMITMENT

 ENVIRONMENTAL RESPONSIBILITY

- Respect and preserve the environment
- Conserve energy, water & non-renewable natural resources
- Create healthy indoor environments

 ECONOMIC PERFORMANCE

- Limit development burden on land
- Develop and promote sustainable buildings & practices
- Contribute to social, economic and physical benefits of our clients, partners, tenants and communities

ENVIRONMENTAL BENEFITS

- Enhance & protect ecosystems & biodiversity
- Improve air & water quality
- Reduce solid waste
- Conserve natural resources

ENVIRONMENTAL BENEFITS

- Reduce operating costs
- Enhance asset value and profits
- Optimize life-cycle economic performance

HEALTH AND COMMUNITY BENEFITS

- Improve thermal & acoustic environments
- Enhance occupant comfort & health
- Minimize strain on local infrastructure
- Contribute to quality of life

TENANT BENEFITS

- Increase employee productivity
- Improve employee satisfaction

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Continuing Education

TCC's commitment to knowledge leadership in sustainable design and development is core to our principles, responsibilities and brand. The growth of our pipeline with our recovering economy underscores our need to have training and capabilities at the forefront of our strategic focus to best serve our clients, investors, and to maintain our commitment to our employees. The Company currently has 22 LEED APs and recently announced its 2013 Sustainable Education Initiative.



It is our goal to have ALL active development managers or development management supervisors LEED Accredited to advance our knowledge leadership, and to assure the best guidance to future projects.

Bob Abberger, Senior Managing Director and Chief Sustainability Officer

PROJECT	SF	TYPE	LOCATION	LEED CERTIFICATION
Hess Tower	844,763	Office	Houston	Platinum
Block 19	395,483	Office	Denver	Gold
Cascade Station	92,877	Office	Portland	Gold
Darden Restaurants	471,000	Office	Florida	Gold
DaVita World Headquarters	270,000	Office	Denver	Gold
Energy Center II	305,585	Office	Houston	Gold
Franklin Center	200,593	Office	MidAtlantic	Gold
History Colorado Museum	195,000	Civic	Denver	Gold
Patriots Plaza II and III	701,587	Office	MidAtlantic	Gold
Sentinel Square	412,661	Office	MidAtlantic	Gold
161 @ Pioneer Park	603,354	Industrial	DFW	Silver
Energy Center I	332,000	Office	Houston	Silver
I-20 Distribution Center	887,810	Industrial	DFW	Silver
Max @ Kierland	258,000	Office	Phoenix	Certified
Westinghouse Cranberry Woods	823,980	Office	NE Metro	Certified

ENVIRONMENTAL SUSTAINABILITY

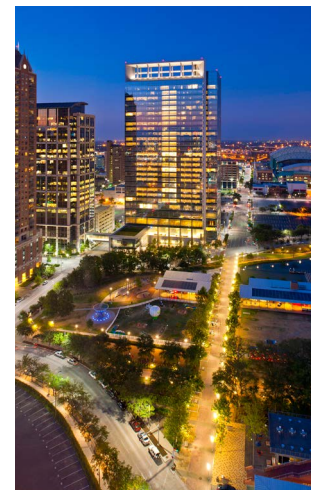
SUSTAINABILITY IN ACTION



DARDEN RESTAURANTS CORPORATE HEADQUARTERS Orlando, Florida

FACTS 50ACRES | 467,500SF | \$180MBUDGET | 2009COMPLETION | PERKINS & WILL ARCHITECTS | HARDIN CONSTRUCTION | LEED® GOLD

YIELD LEED GOLD | 3.1MWHR ANNUAL ENERGY SAVINGS | \$200,000ANNUAL ENERGY COST SAVINGS | 2MILLION GALLONS WATER SAVINGS



HESS TOWER Houston, Texas

Hess Tower sets a new standard for office building design and construction with its use of innovative solutions and sustainable elements that help separate it from typical developments. To obtain the tower's high quality interior layout and spatial configuration, Trammell Crow Company began the design process from the inside out. The U.S. Environmental Protection Agency has acknowledged Hess Tower through its Designed to Earn the ENERGY STAR award with a Design Energy Performance rating of 99 out of 100.

Hess Tower is approximately 22% more energy efficient than a typical office building and features a number of sustainable features:

- Low-emitting interior finishes and materials
- Indoor chemical and pollutant control
- Open views of the park and abundant natural interior light
- A highly efficient energy recovery unit
- High-efficiency centrifugal chillers for cooling
- Low-flow fixtures and 40% more efficient plumbing system
- Reuse of air conditioning condensate for landscaping irrigation
- A "green" roof on entry pavilion
- An energy efficient roof and insulation

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## ETHICS AND COMPLIANCE

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Ethics and Compliance

CBRE continues to lead the commercial real estate services industry, and our Ethics and Compliance program matches this excellence by maintaining a culture of values as a cornerstone of our business philosophy. While global markets still remain uncertain, the corporate focus of our Ethics and Compliance program remains stalwart and we continue to mature and continuously improve our integrated, global platform.

Through the recovering yet uncertain global economy of 2012, CBRE remained dedicated to our RISE values of Respect, Integrity, Service, and Excellence, and the reinforcing Ethics and Compliance program that reinforces our commitment to achieving success in the right way. Our leaders understand that maintaining a culture of ethics and compliance is essential to assuring and preserving the invaluable trust placed upon us by our clients. Building upon the themes and achievements of prior years, we have continued to implement our values across the globe, thereby establishing a unified culture and minimizing the poor decisions that can ultimately put individual offices and the corporation-at large at risk. Committed to continuous and incremental improvement, our global compliance team built upon past successes while operating as an integrated unit, thereby focusing and orienting on common compliance risk and ensuring that appropriate controls and processes are evenly distributed across our regions.

With these goals in mind, our Ethics and Compliance program is designed to reinforce CBRE’s RISE values and ensure compliance with Company policies and the laws and regulations that apply to us globally. This is accomplished through the execution of five general tenants of our program, including:

- clear policies on ethical wrong-doing and consistent procedures related to follow-up and remediation;
- regular communications and outreach from senior management focused on practical examples of how employees can identify, avoid or report inappropriate behavior in all regions in which we have business operations;

- proactive distance learning and employee training programs that reinforce our culture and commitment to identifying and resolving harassment, fraud, conflicts of interest, bribery and other material ethical issues;
- ownership of ethics outcomes in our business units; and
- aggressive risk identification, audit and compliance monitoring that includes a proactive country-by-country annual risk assessment process, globalized whistleblower hotline, internal investigations program and strict non-retaliation policy.

A MODEL OF OUR VALUES – CBRE HEALTHCARE SERVICES

Not only is the GCS team that serves Baylor Health Care system a living example of the RISE values, but they actively integrate ethics into their everyday activities.



Every week, the Baylor account leadership team on the Dallas campus spends about an hour discussing and debating ethical topics that are critical to ensuring best in class support to their customer. They review a case study contained within the newly updated SOBC and then break into small groups and debate appropriate actions or responses if this issue were to occur on their account. Then later in the week, each of the leaders has a follow on meeting with his or her team to review and discuss the case study.

According to Ken Lawson, Senior Vice President of Operations on the Baylor Account, this activity is time very well spent. He sees it as a key leadership development tool and one that empowers his managers and supervisors to make the right decisions in difficult situations. He believes that this also adds to the pride of the team, overall satisfaction and happiness of those working on the account, and has increased personal accountability. Most importantly, Mr. Lawson has noticed that the client is more satisfied with the work performed by the CBRE team and trusts them to always do the right thing. This program is easily implementable, and the Baylor team would be happy to help promote their program elsewhere within the Company.



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### Ethics and Compliance Programs

A detailed description of our programs can be found in our previous reports. It is important to emphasize, however, that our highest policy of the corporation, the CBRE Standards of Business Conduct, was completely updated in English in 2011. Translations of the updated SOBC began in 2011, and by 2012, CBRE had translated the SOBC into 24 different languages. Now, virtually all of our 37,000 employees can read the SOBC in either their native or conversant language.

24  
LANGUAGE  
TRANSLATIONS  
OF STANDARD OF  
BUSINESS CONDUCT

### ETHICS AND COMPLIANCE INFRASTRUCTURE

For a program to be effective, have a lasting impact, and be driven by a set of uniform global standards, the appropriate amount of people and resources are critical. Therefore, every country where CBRE operates has a staff member responsible for ethics and compliance. As mentioned in the previous report, Ethics and Compliance is now led by a Senior Vice President, with responsibilities separate from the General Counsel role, and accountability for facilitating an effective program globally. Each region within CBRE has a Regional Compliance Officer responsible to the SVP for Ethics and Compliance. In every country in which CBRE has an office, there is a Country Compliance Officer that reports to the Regional Compliance Officer. The number of professionals committed to the program stayed consistent in 2012 and there are no plans to reduce personnel in the immediate future.

### POLICIES, TRAINING, AND COMMUNICATIONS

CBRE has instituted a comprehensive menu of policies, education and communications programs to underscore the critical nature of ethics and compliance in our business operations. These training programs, communications, and examples of new policies include:

**Annual Certification:** Through our annual global certification process, our employees reaffirm their commitment to the RISE

values and several specific policies (e.g., harassment-prevention, anti-bribery/corruption, confidentiality, etc.). Employees are also required to affirmatively report in the certification any suspected material wrongdoing of which they might be aware. For the fourth year in a row, over 98% of our 37,000 employees completed the certification within the 45-day compliance period. Numerous instances of suspected wrongdoing were reported, but after thorough investigation the actual incidences of serious misconduct were small in number and impact.

> 98%  
GLOBAL EMPLOYEES COMPLETING  
ANNUAL ETHICS CERTIFICATION

**Tone from the Top Communications:** Regular monthly and quarterly publications set the tone at the top, including “Compliance Corner” and “Ethics Examiner,” circulated to all CBRE employees by the Chief Compliance Officer and/or other highly visible senior executives in the company. The reports highlight material employee investigations and disciplinary actions and inform employees on the wide range of aggressive CBRE systems that detect wrongdoing, regardless of who is involved.

**Core Legal, Ethics, and Compliance Training:** In 2012, CBRE continued to roll out programs based on core principles of distance learning. We facilitated anti-corruption training in all regions, and continued to ensure all new employees complete several required training programs within 30 days of hire. These programs include SOBC, Harassment Prevention/People and Culture Behavior, the Employee Handbook with RISE values, and in targeted countries, Anti-Corruption Training. While much of our anti-corruption training occurs in-person, which challenges our ability to track exact

30 DAYS  
STANDARD NEW-HIRE ANTI-CORRUPTION TRAINING TIMEFRAME

90%  
NON-U.S. EMPLOYEES RECEIVING  
TARGETED ANTI-CORRUPTION TRAINING



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numbers of employees trained, we estimate that more than 90% of employees in countries outside of the United States targeted for this training have completed it.

**Specialized Training Based on Risk Assessments:** Additional specialized programs were rolled out focusing on various aspects of ethics and compliance issues. Similar to years past, the programs were targeted to relevant employee audiences based on topic or need – in some cases reflecting issues identified in our country risk assessments.

**ANTI-CORRUPTION PROGRAMS**

Regardless of our success in recent years in discouraging and preventing inappropriate payments or gifts and gratuities to Government Officials, CBRE has continued to tailor and improve its anti-corruption program. In 2012, the Ethics & Compliance team released further internal guidance, an Anti-Corruption Manual, to its Country Compliance Officers to assist in the implementation of a consistent, effective program, regardless of location. The Manual builds upon the guidance of our global anti-corruption policy and standards, and is tailored for country-level compliance and programmatic.

In previous editions of this report we have described in detail our commitment to building aggressive policies, controls, audit systems and training programs to prevent violations in this area. Further implemented examples include but are not limited to:

- The Global Anti-Corruption Policy, which is translated into at least 30 languages and is applicable to all CBRE employees globally;
- Mandatory anti-corruption training programs for employees in several targeted countries of operation, including new employees within the first 30 days of employment;
- New employee requirements to provide a written sign-off to comply with the company’s ethics and anti-corruption policies; all employee mandatory annual re-affirmations of their

**100%**  
EMPLOYEES TO WHOM GLOBAL ANTI-CORRUPTION POLICY APPLIES

- personal commitment to adhering to our anti-corruption policy in their daily activities;
- Proactive anti-corruption risk assessments conducted in selected countries with the purpose of continuously strengthening and improving controls;
- Quarterly review and sign-off on anti-corruption financial controls; and,
- Periodic audits of the country-level anti-corruption controls and activities.

Similar to 2011, CBRE did not have an identified circumstance in 2012 which necessitated a voluntary or involuntary disclosure to the U.S. Department of Justice (DOJ) or Securities and Exchange Commission (SEC) based on potential violations of our internal anti-corruption policies.

**U.S. BUSINESS RECORDS RETENTION**

In 2012, CBRE created and implemented an effective business document retention process to reduce legal risk and the storage costs associated with archiving unnecessary records. The process was conducted in four phases. First, an assessment was conducted of all business records in the U.S. to determine whether business records were being appropriately retained and, ultimately, destroyed in accordance with our Records Retention Policy. Second, in concert with our enterprise storage vendor, we destroyed all business records that had been retained longer than necessary for internal business activity or than legally required, and were not subject to a preexisting litigation hold. Third, CBRE’s Records Retention process was revamped and simplified to ensure better consistency and retention in all offices throughout the U.S. Lastly, CBRE implemented a web-based document retention platform to assist individual offices with accountability and compliance. In conjunction with Legal and Operations staff, Ethics and Compliance has effectively trained over 120 local document managers to the new process and platform, which will begin in 2013.

**120**  
MANAGERS TRAINED ON DOCUMENT RETENTION PRACTICES



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## HUMAN RIGHTS

With approval and sponsorship from the most senior executives in the company, in 2012 we developed and implemented a global Human Rights Compliance Program. The cornerstone of the program is our Human Rights policy, in which CBRE recognizes that it has a responsibility to respect human rights in its operations, to promote an appropriate example, and to make a positive global impact. CBRE is dedicated to complying with the United Nations Universal Declaration of Human Rights, which includes such important topics as combating child labor and human trafficking. We further commit to maintain a safe, secure, and inclusive workplace, free from prejudice and discrimination. Lastly, CBRE is dedicated to being an ethical employer that provides fair work hours and wages and respects the rights of employees to associate freely. We support this program by incorporating human rights topics into our annual legal and compliance risk assessments, ensuring that our vendors adhere to the same level of commitment, and communicating our program to our employees.

## WHISTLEBLOWER HOTLINE, INTERNAL INVESTIGATIONS AND NON-RETALIATION POLICY

CBRE continues to focus significant energy and resources on sustaining our internal avenues for reporting and investigating suspected unethical or illegal activities. This includes a worldwide anonymous reporting system that is available online and through country-specific, toll-free phone numbers. Whether received through this system or via any of our other avenues of reporting misconduct, once an allegation of serious misconduct is logged into the system, internal investigators are required to conduct a prompt, thorough, consistent and unbiased investigation. Uniformity of process and outcomes in an investigation is achieved by requiring our investigators to attend annual training and regular case peer-review meetings.

The number of whistleblower reports continues to be robust, including a 28% increase in the number of reports from 2011. This indicates to us that our employees are comfortable bringing

issues forward, which allows us to investigate and address concerns in a more proactive manner. We believe that our success in this program is attributable 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 is working and our employees feel safe and empowered to report misconduct.

## PUBLIC POLICY AND POLITICAL PARTICIPATION

CBRE encourages our employees to be knowledgeable and active in civic life, charitable endeavors and political affairs. We are proud to support the many employees who serve on countless local and regional boards of organizations working on public policy issues of importance to our business and the communities in which we live and work. It has long been our practice, however, that the company generally does not lobby on our own behalf or on issues of parochial interest to CBRE (or fund lobbying of) government officials, or make financial or in-kind contributions to candidates, campaigns, ballot measures, political parties or political activities of any kind in any country.

While generally we have not taken positions on public policy in the past, in 2012 we continued involvement in three notable areas. First, we participated in the policy debate regarding effective solutions to climate change, particularly those that will facilitate the reduction of greenhouse gas emissions from buildings (which make up a substantial portion of the world's greenhouse gas emissions). This is a position we have taken since 2007, and in 2012 we continued to participate in support of Environmental Sustainability.

28%

INCREASE IN WHISTLEBLOWER REPORTS OVER 2011

\$0

COMPANY CONTRIBUTION TO POLITICAL CANDIDATES, CAMPAIGNS OR OTHER POLITICAL ENTITIES

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Second, CBRE continued to provide thought leadership at the request of several 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 2013, and we will maintain our commitment to participate in policy debate in a transparent, informed, respectful and responsible manner.

Third, ongoing changes to state-level lobbying laws in the U.S. have expanded the definition of lobbying to include certain client-related tax incentive projects that previously were not considered lobbying. CBRE has taken a leadership role in the industry by (1) implementing an aggressive compliance program in this area, and (2) eliminating outcome-based compensation from our clients which critics believe can have a corrosive impact on good government.

Internal Audit Programs, Risk Identification and Assessment

Our Internal Audit group conducts planned and random reviews of many of our business units to augment our compliance programs. Internal Audit dedicates more than 10,000 hours each year to financial internal control and management assessment related to Sarbanes-Oxley.

10,000  
HOURS DEDICATED TO  
SARBANES-OXLEY AUDITING

Annual country-level legal and compliance risk assessments were originally launched in 2009 and have continued annually ever since. The risk assessment process is embedded in annual business plans, and owned and implemented by local and regional business leaders. In addition, risk assessment activities inform our allocation of resources to target and minimize identified compliance risk while improving the quality of service we provide our clients, employees and other stakeholders.

SIGNIFICANT FINES AND LEGAL ACTIONS FOR NON-COMPLIANCE OR ANTI-COMPETITIVE BEHAVIOR

CBRE was not subjected to significant fines or sanctions for non-compliance with the law in any country. No claims of anti-competitive behavior or human rights violations were filed against the company in 2012, nor were there any privacy or data loss claims.

0  
ANTI-COMPETITIVE BEHAVIOR CLAIMS  
HUMAN RIGHTS VIOLATIONS  
PRIVACY OR DATA LOSS CLAIMS

What Lies Ahead

In 2013, we will implement a Global Anti-Corruption Toolkit to provide best-practice tools at the country level and examples in all areas of the anti-corruption program, to include trainings, country-level policies and procedures, and third-party assessments.

In response to the dynamic and constantly changing area of data privacy, we will launch our first-ever global Data Privacy Program. In this multi-year project, we will assess our current, local data privacy programs and create an enterprise program designed to comply with and archive our efforts adhering to the multiple types of data privacy regulations throughout the globe.

In the U.S., we will conduct our bi-annual, mandatory anti-harassment training. This training will be presented in a combination of in-person and on-line formats.

We will continue to facilitate all annual Ethics and Compliance activities, which include the Standards of Business Conduct Certifications, Global Communications and Trainings, and legal and compliance Risk Assessments in every country in which we do business.

CBRE invites the cooperation and feedback of all of our stakeholders in continually improving our Ethics and Compliance program. Our Ethics Helpline is available to all stakeholders 24/7.

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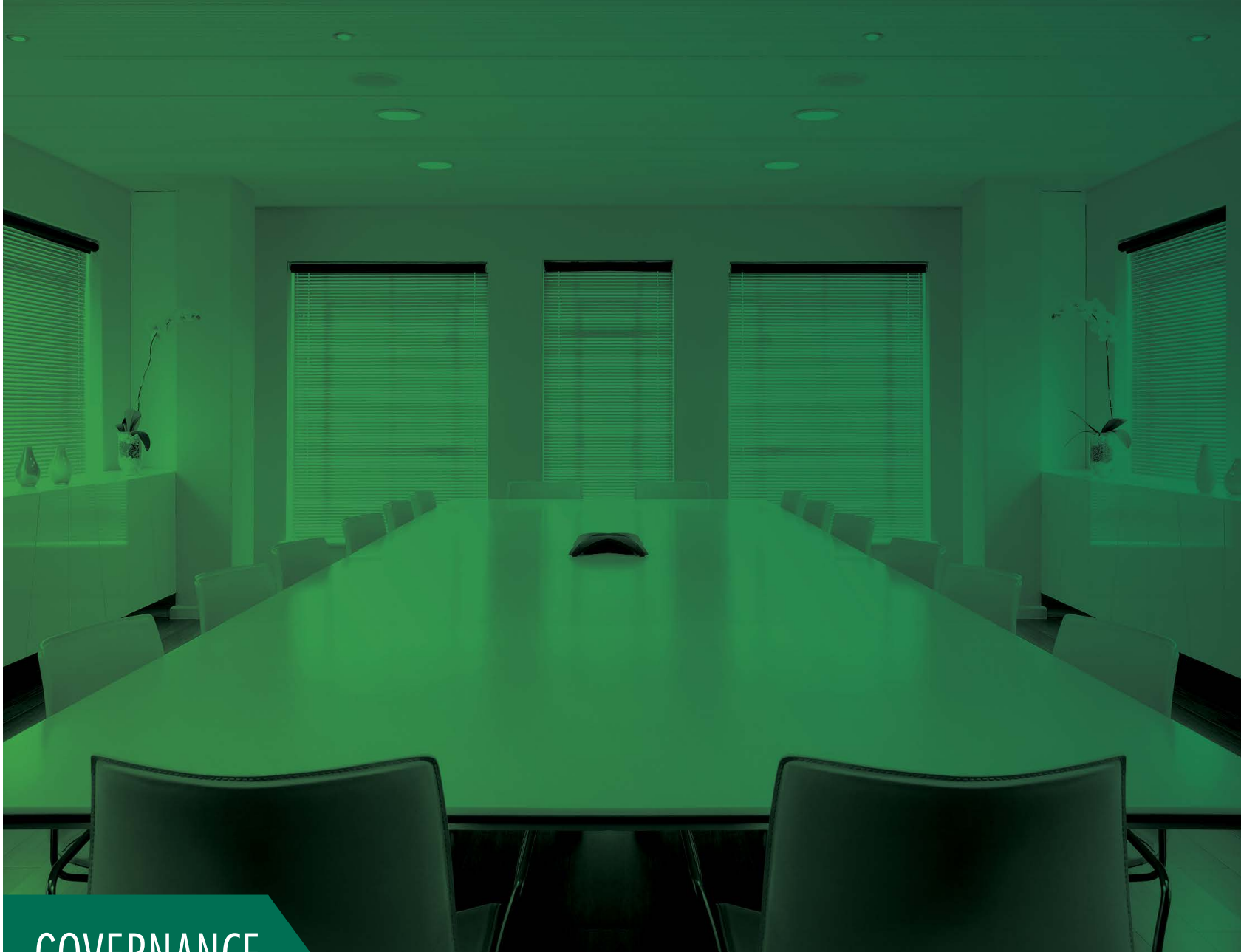
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A business governed by a strictly transaction mindset will realize only short-term and irregular success. At CBRE, we believe one of the reasons we have held our industry-leading position over the long-run is because our clients recognize and appreciate our rigorous governance practices and the ethical principles that permeate all aspects of our global operations.

### Mission, Values, Principles and Codes of Conduct

CBRE has established a mission and set of corporate values that, together with our governance structure and ethical practices, allow us to effectively serve our clients, shareholders and employees with integrity. The guidelines for ethical behavior in our business operations are outlined in our [Standards of Business Conduct \(SOBC\)](#), which include specific policies and codes related to appropriate behavior and good governance. Every new employee is given a copy of the SOBC, and the document is posted electronically to our intranet and public website, and is available in more than 20 languages.

We have also adopted:

A comprehensive [Code of Ethics for Senior Financial Officers](#) that is intended to promote honest and ethical conduct and compliance with the law, particularly as related to the company's financial record keeping and the preparation of financial statements.

A rigorous Anti-Corruption Policy globally to help avoid violations of the U.S. Foreign Corrupt Practices Act and similar non-U.S. laws. Our non-U.S. employees receive a copy of this policy, which is also posted electronically to our intranet and public website.

A rigorous Whistleblower Policy and anonymous reporting system for our employees, vendors, consultants and other third parties to report suspected wrongdoing, with every report subject to investigation.

## Governance Overview and Structure

### BOARD OF DIRECTORS

The governance of CBRE is supervised by an 11-member Board of Directors, ten of whom are deemed independent, and the eleventh is our Chief Executive Officer, Robert E. Sulentic. This independence level far exceeds the majority standard established by our [Corporate Governance Guidelines](#) and the listing rules of the New York Stock Exchange (NYSE). No director qualifies as "independent" unless the Board affirmatively determines that the director has no material relationship with CBRE or any of our subsidiaries (either directly or as a partner, stockholder or officer of an organization that has a relationship with the firm). This is in accordance with standards established by the NYSE. We have separated the roles of Chief Executive Officer and Chairperson of the Board since 2001 in recognition of the differences between the two roles. Our Board Chairperson, who is independent of management, provides oversight and guidance to the Chief Executive Officer, sets the agenda for Board meetings and presides over meetings of the full Board. Our Board Chairperson leads meetings of the full Board and executive sessions of the Board when management is not present.

**10 of 11**  
BOARD MEMBERS  
DEEMED INDEPENDENT

Board candidates are selected on the basis of outstanding achievement in their professional careers, broad experience, personal and professional integrity, their ability to make independent and analytical inquiries, financial literacy, mature judgment, high performance standards, familiarity with our business and industry, and an ability to work collegially. In addition, the 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 either case, a passion for building a transformative business on a global basis. Other factors include having

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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.

The Board’s work is partially accomplished through its committees: [Audit](#), [Compensation](#), [Corporate Governance and Nominating \(Governance\)](#), [Acquisition](#) and [Executive](#). The Audit, Compensation and Governance committees are considered key governance committees, and each member is independent under the standards referenced above, as well, in the case of our Audit Committee, under relevant rules of the U.S. Securities and Exchange Commission (SEC). At least one member of the Board serving on the Audit Committee should have the qualifications and skills necessary to be considered an “Audit Committee Financial Expert” under relevant SEC rules. We have determined that all four of our Audit Committee members qualify as “Audit Committee Financial Experts” under the SEC rules. More information on the roles of our Board committees can be found in the Investor Relations section of our website and in our annual proxy statements. Each year, our Board and its key governance committees conduct annual performance self-assessments with the purpose of increasing the effectiveness of the Board and its committees.



The Board plays an active role, as a whole and also at the committee level, in overseeing management of the company’s risks. The Board engages with management to ensure the Board understands the material risks associated with the company’s strategy and operations, including business segment, reputation, credit, liquidity and compensation issues. The Board looks to its key governance committees to identify, report on and manage risks relevant to their areas of competency. The company’s

Compensation Committee is responsible for overseeing the management of risks relating to our compensation plans and arrangements. The Audit Committee oversees management of risks related to our financial reports and record-keeping and potential conflicts of interest. The Governance Committee manages risks associated with the independence of the Board of Directors and the composition of our Board and its committees. The Board also receives regular reports from our Executive Risk Committee (ERC) as to key risks for the company, as well as reports from the General Counsel and Chief Compliance Officer regarding litigation and compliance issues. Through committee and management reports, the 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.

Our Board retains responsibility for the corporate responsibility initiatives outlined in this report. Two key non-Board task forces have been set up to advance our goals in this area, one for corporate responsibility generally, and the other specifically for environmental sustainability, both of which are led by a member of executive management, who reports to our Chief Executive Officer and updates the Board on the programs periodically.

**BOARD OF DIRECTORS**  
LEVEL OF ORGANIZATION WITH WHICH CR RESPONSIBILITY LIES

**EXECUTIVE MANAGEMENT**

CBRE employs executives who share our vision of sustainable performance and our corporate RISE values. Aligning our executives’ short-term goals and long-term vision with those of our shareholders is a top priority. To achieve that goal, we reward executives for annual and long-term business performance, based on either global or line-of-business financial performance, and strategic progress, and the creation of stockholder value. Our compensation programs are more fully described in our annual proxy statements.

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### Managing Conflicts of Interest

CBRE is the largest commercial real estate services provider in the world. As a result, there may be times when conflicts of interest arise. Through the firm's policies, education and oversight efforts, we proactively manage such conflicts in full accordance with the law, our Standards of Business Conduct and our RISE values. In 2012, we implemented a comprehensive, new global conflicts of interest framework in clear and concise language that will help guide our employees through conflict issues that may come up in their activities. This revised policy manifests our commitment to put the client first by conducting our business with the highest ethical standards, and to comply fully with all of our legal and regulatory obligations.

At the Board level, our directors must report any potential conflicts of interest with, or corporate opportunities available to, the company. When a potential direct conflict of interest or corporate opportunity situation arises, it is reviewed, and approved or rejected by our independent Audit Committee. For more information on our conflict management system at the employee level, see the "Ethics and Compliance" section of this report.

### Enterprise Risk Management

We have adopted an Enterprise Risk Management (ERM) process to identify, assess, respond and monitor the most significant strategic, operational, financial and compliance risks to the organization. Annually, senior leaders across the organization are interviewed by a Chief Risk Officer and/or head of Internal Audit regarding these risks based on a standard Business Risk Inventory developed and maintained by our Global Risk Management group, with input from internal and external sources. These risks are aggregated and the ERC assesses them against commonly accepted prioritization criteria (i.e., impact, likelihood, etc.). The ERC is

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NUMBER OF CBRE SENIOR  
EXECUTIVES SERVING ON OUR  
EXECUTIVE RISK COMMITTEE

comprised of the Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Administrative Officer, President—Americas, General Counsel and Chief Compliance Officer, Chief Risk Officer, and Senior Vice President—Corporate Strategy. For the most significant risks, "risk owners" are assigned and are responsible for implementing CBRE's risk analysis, response and reporting tools for the applicable risk. Quarterly updates for each of these significant risks are then provided to the ERC. This process is proving to be best practice in the industry and enhances our ability to identify and manage risk for our company.

In addition, 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 changed business opportunities or significant transactions. Under the policy, certain events and/or business activities trigger the escalation of risk information to the ERC so that appropriate activities (e.g. mitigation, exploitation, etc.) can be taken and the management approval process can be enhanced.

### Governance Metrics and Stakeholder Engagement

CBRE seeks full transparency in its public disclosures and strives to demonstrate a strong standard of governance relative to our industry. ISS, one of the major institutional proxy advisors and a division of MSCI, Inc., rated public companies based on a corporate governance grid prior to 2013. This grid ranking was based on a number of factors and was relative to the indices in which ISS places the company. During 2012, the company was ranked as follows on the ISS grid:

Board - Low Risk  
Audit - Low Risk  
Compensation - Low Risk  
Shareholder Rights - Low Risk

In 2013, ISS developed a new ranking format that is numerical and provides an overall scale of 1-10, with higher risk associated

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with higher numbers, based on subcomponent scores in categories similar to that used with ISS' prior grid approach: Board Structure, Audit, Compensation and Shareholder Rights. We earned an overall numerical score of 4 as of March 2013. Our rankings reflect, in our view, the continued emphasis we place on strong governance practices.

4  
CBRE'S ISS  
RISK RANKING

When formulating governance policies, the Board regularly 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 large shareholders themselves.

CBRE has not implemented a formalized process for systematically gathering the views of outside stakeholders on governance matters. However, in addition to the ISS ratings noted above, we engage in dialogue with current and potential investors, creditors, clients and peer companies to gather feedback regarding our governance practices and other issues of importance to shareholders. For example, our Chief Financial Officer meets with various institutional investors to discuss our performance during the prior quarter and any concerns or issues these shareholders would like to address. We have found this to be a meaningful method to learn what issues are of immediate concern to our shareholders, and also the general trends in the minds of these shareholders.

In addition, from time to time shareholders engage us in dialogue over specific issues of importance to them as part of our annual meeting process, as occurred in 2011 with a couple of our shareholders regarding sustainability issues. As a result of these discussions, we identified an appropriate policy organization in which we could participate to further our interests in sustainability. Ongoing dialogue with shareholders relative to their specific policy interests is an important avenue for us to understand issues of concern to our shareholders and to determine, where appropriate, how to calibrate our activities.

We have also begun an internal assessment to better understand where we are already active in stakeholder engagement. For example, we regularly solicit input from our employees on how well-informed they feel they are based on company communications, and what types of communications they prefer. We periodically conduct surveys of our employees on work conditions and employee satisfactions. We also surveyed our employees globally in 2011 to assess the health of our ethics and compliance programs. The survey was designed to help both CBRE leadership and employees better understand key areas of our culture such as openness of communication, tone at the top and comfort in speaking up. We intend to repeat this survey periodically.

Except for Works Councils in certain European countries, we do not otherwise have organized employee councils. Our employees are always encouraged to communicate directly and informally with management and are given multiple avenues to do so without fear of retaliation, including by filing anonymous reports through the CBRE Ethics Helpline, which is managed by an independent third-party provider.

We believe that shareholders are very satisfied with the performance of our Board in governing the company. All standing directors have been re-elected each year since 2007 by at least 93.0% of votes from shareholders voting at our annual meetings. In addition, our shareholders have indicated their approval of our 2011 executive compensation practices by approving an advisory resolution on named executive officer compensation by a vote of 93.9%. Our shareholders are given an advisory opportunity each year to indicate their approval/disapproval on our named executive officer compensation, and they will have a similar vote at our 2012 annual meeting, which we will address in next year's report.

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CONSECUTIVE YEARS IN WHICH  
ALL CBRE DIRECTORS HAVE BEEN  
APPROVED BY AT LEAST 93% OF  
SHAREHOLDERS

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Shareholders, employees and other interested stakeholders with concerns or recommendations are encouraged to contact our Board or any of its committees. Information on how to contact our Board/committees is posted in the Corporate Governance section under the [Investor Relations](#) section of our website and is provided in our annual proxy statement.

### What Lies Ahead

In 2012, we began a process of assessing our ongoing efforts at stakeholder engagement. We created a team to survey our lines of business and support groups globally as to engagement they may be involved in with shareholders, employees, labor groups, trade organizations, NGOs, advocacy groups, etc. This same team will recommend an organized structure for coordinating

and assessing stakeholder engagement on a go-forward basis, along with a reporting mechanism that allows our senior executives better insight into how we capture and consider the views expressed by our stakeholders through the engagement process. We will provide an update on these efforts in next year's report.

CBRE has flourished by adhering to the highest ethical standards and reinforcing them in everything we do. We intend to continue this path while always being open to opportunities to refine and improve our policies and practices. We know that our leadership can only be maintained by keeping our corporate values—respect, integrity, service and excellence—at the heart of our governance practices.



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## HEALTH AND SAFETY

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**Health and Safety Overview 2012**

It is CBRE’s ongoing commitment to health and safety as part of its integrated, responsible business practices, which underlie our year-over-year safety improvement, and exceed the industry standards by a significant margin. In 2012 CBRE stayed the steady course of safety process improvement and saw our best year, building on the previous five years of health and safety platform refinement, a growing global community of health and safety professionals within the company, and culture that is more defined and integrated into the company’s fabric than ever.

CBRE’s global health and safety results are indicative of a high level of management engagement and leadership throughout the organization, supported by a global team of health and safety professionals. The deliberate approach we take when refining our processes, procedures and systems helps us be better positioned for a future where the health and safety requirements and expectations of our clients, regulators and valued employees will challenge us to find new and more effective ways to improve; and we will.

In 2012 CBRE amassed more employee hours worked than ever before, yet our rates of incident and injury declined. However, we know we could have done better, and applied our findings and lessons learned to our strategies for improving our health and safety performance in 2013.

**Injury and Illness Performance**

At CBRE our commitment to health and safety is part of our greater commitment to responsible, ethical and compliant business practices. After hiring the best, we invest in their long-term safety with a balanced safety training program and follow it with appropriate refreshers. We further that commitment by encouraging employees at all levels of the organization to provide feedback and advice on health and safety matters, as we believe that a process without feedback is not a process that can effectively improve. A positive upstream indicator of our safety engagement is the growing level of participation in our monthly health and

At the heart of our health and safety mission is protecting our employees who support our clients. CBRE’s profound duty to provide our employees with a work environment that is safe, and eliminates or reduces the risk relative to the tasks they perform, is what our health and safety platform is all about.

D. Tim Carter, Vice President, Global HSE

safety network conference calls; our attendance and active participation has never been better, and the information we are able to disseminate through these calls has helped us communicate important information farther and faster. Performance metrics, lessons learned, safety recalls, best practices, and direct sharing of incidents and near-miss events are among the critical information we share through this network process. While health and safety performance is generally focused on injury and illness rates, we choose that and more in our performance measurement process. Measuring the safety results associated with certain activities has been enlightening and challenging, exposing issues that weren’t readily recognizable, and seeking solutions that aren’t immediately known. Our emphasis on ladder safety, electrical safety, incidents related to falls, and vehicle safety (fleet drivers) have challenged us to develop better training, safe work procedures, and become more deliberate in our work planning. While these areas still challenge us, they are improving.

Two industry standards for measuring safety performance are the Total Recordable Incident Rate (TRIR) and the Lost Workday Case Rate. In the U.S. where vast majority of our “self delivery” of outsourced services is provided, and where the vast majority of occupational hazard exposure is the greatest, CBRE experienced a



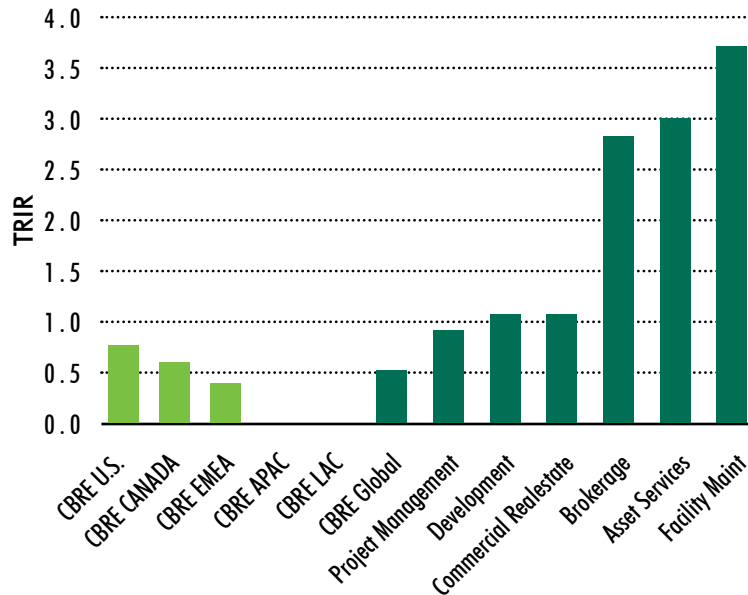
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lower (better) rate of injury in each of these measures as compared to both our 2012 performance goals and our performance in these categories over the previous three years. We believe that this is indicative that our purposeful and deliberate approach to injury prevention is effective and improving. In the U.S. alone, 46% of our accounts and managed locations did not have a recordable injury during the past year, and 28% of our accounts and managed locations currently have a combined total of 5,893,000 safe work hours since their last recordable injury event. Twenty-one of our accounts (18%) and managed locations have worked injury free for the last five consecutive years for a total of over 5.1 million injury free worker hours.

**5.1 MILLION**  
INJURY-FREE WORKER HOURS  
ACROSS 21 ACCOUNTS

**CBRE INJURY PERFORMANCE COMPARED TO U.S. BLS DATA**



Source: U.S. Bureau of Labor Statistics (US-BLS)

The U.S. Bureau of Labor Statistics (BLS) provides the best available benchmark for a comparative average with which to assess our global performance based on the TRIR. CBRE

continues to outperform the commercial real estate industry in general by a wide margin. The safety performance of our Facilities Management group in the U.S. was nearly three times better than the U.S. National Average for FM, and our Asset Services group was more than three and a half times better than the U.S. National Average for AS. Collectively, CBRE in the U.S. was 3.7 times better than the U.S. National Average for commercial real estate companies, and globally we were more than five and a half times better than the U.S. National Average.

For CBRE, it is even more notable our global injury rate was lower in 2012 at the time the number of exposure hours increased significantly; 6% more exposure hours but an 8% lower rate of injuries. We are pleased that our injury rates are steadily improving, but we are not satisfied since there is still much opportunity for improvement.

**Notices of Non-Compliance**

In 2012, there were three instances where a regulatory inspection was conducted and resulted in the issuance of one or more citations.

**INSPECTION #1**

In July 2012, an incident occurred in the state of New Jersey in which a CBRE maintenance technician was accidentally shocked while working on a lighting circuit. While the circuit had been de-energized, it was not effectively locked-out and was accidentally energized by another worker. The employee was not injured, and was medically evaluated and released back to work. The Occupational Safety

**#1**

CBRE'S SAFETY RANKING AGAINST OTHER U.S. COMMERCIAL REAL ESTATE FIRMS

**3**

INSTANCES OF NON-COMPLIANCE

**\$10,550**

TOTAL 2012 PENALTIES ISSUED

**100%**

NON-COMPLIANCE ISSUES PROMPTLY CORRECTED

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and Health Administration (OSHA) became aware of the event and conducted a workplace inspection. They cited CBRE for failure to have in place an effective hazardous energy control process. A citation (classified as serious) with a penalty of \$3,700 was issued. CBRE did not contest the citation and did correct the violation to the satisfaction of the regulatory inspector.

**INSPECTION #2**

In August 2012, an inspection by OSHA was conducted at a property managed by CBRE in the state of Texas. The inspection was initiated as a result of an anonymous complaint to OSHA from a tenant employee in the facility (not a CBRE employee). The inspection (relative to the complaint) identified some electrical deficiencies related to some of the permanent electrical installations in the facility. At issue were the discovery of uncovered openings in an electrical panel and a junction box and some circuit disconnects that were not legibly marked. Three citations were issued, two classified as serious, and one classified other than serious, for a combined penalty amount of \$6,600. CBRE did not agree with the findings and the citations as issued, but a formal contest of the citations was not pursued. The deficiencies were corrected immediately to the satisfaction of the regulatory inspector.

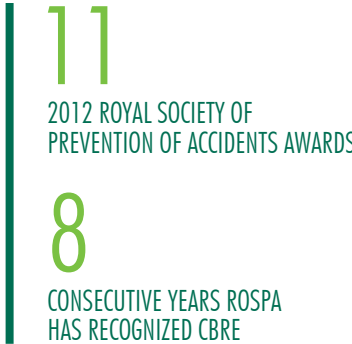
**INSPECTION #3**

In October 2012, CBRE was cited by the Department of Labor and Industries (L&I) in the state of Washington. The citation resulted from an earlier general inspection at a property managed by CBRE where the L&I compliance officer noted the presence of asbestos containing materials (ACM) on the roof of the facility. It was L&I's contention that CBRE did not adequately inform the vendors and service providers accessing the roof of the presence of the ACM. CBRE did not agree with the finding and the citation, as issued, but a formal contest was not made. The citation issued was classified other than serious for a penalty amount of \$250. The deficiency was corrected to the satisfaction of the regulatory inspector.

There were no other notices of violation or penalties imposed against CBRE relative to health and safety in 2012.

**Health and Safety Awards and Recognition**

CBRE was once again the recipient of several awards from the prestigious Royal Society of Prevention of Accidents (RoSPA), in the UK. CBRE was awarded a total of 11 awards in 2012, and four of those awards were the prestigious Gold Medal Award. The Gold Medal Award is awarded to companies who achieve Gold Medals for at least five consecutive years. This was CBRE's eighth consecutive year receiving this distinction and its first to receive four Gold Medal Awards in one year. CBRE also received five Gold Awards and two Silver Awards for 2012. RoSPA Awards recognize companies for developing a strong safety culture and demonstrating a socially responsible attitude.



**Health and Safety Training**

Health and safety training is a particularly important component of an effective health and safety platform; a culture of excellence and continual improvement cannot flourish without it. Our health and safety training approach is not new, but in 2012 it was enhanced and further utilized to support both general training and refresher training topics and also address specific subject matter relative to incidents and trends that have been identified through our performance measurement process and employee feedback. In the U.S. alone, where most of our "self delivery" of services is provided, nearly 6,200 of our employees utilized CBRE's online training platform for health and safety training through CBRE Foundations. This is not the only health and safety training that we deliver through the course of a year as there are significant hours of training related to site and client specific health and safety requirements, training that is unique to a particular task, and training that results from lessons learned due to incident or near-miss; all of these equate to thousands of hours of training for our employees.

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It is very difficult to quantify the volume of training activity conducted globally since there are so many different actions that result in training in varying degrees. General safety training programs, employee safety orientation, hazard recognition training, weekly and monthly safety meetings, safe work planning and instruction, and formal training on more complex issues are performed routinely, involving thousands of employees and thousands of hours in training.



By way of transparent reporting, CBRE does not have a formal joint management-worker health and safety committee, nor do we have any formal trade union agreements that cover health and safety topics.

**What Lies Ahead**

2013 will challenge us to find the next level of excellence in our performance and require us to expand and refine our health and safety management process. A significant portion of maintenance technicians utilize a service vehicle, which adds another dimension to their health and safety exposure; vehicle safety. An initiative that began in 2012 to establish a more rigorous fleet safety program, and give our fleet vehicle drivers better training and support will begin to take form and function throughout 2013 as we take a very proactive and deliberate step in this regard.

Our health and safety management systems are rapidly developing throughout our global platform. In the EMEA region our health and safety platform is moving in a direction that will support more OSAS 18001 certifications across multiple countries and clients.

In Canada, an initiative that began in 2012 to bring more formal structure and achieve greater health and safety excellence will continue with even more emphasis and resource commitment. While it mirrors the health and safety system in the U.S. in many ways, the health and safety system in Canada is now fashioned to address the regulatory needs in Canada more effectively and appropriately.

In the U.S., the health and safety management system is also being expanded to include a tiered ranking of our accounts and managed properties to both drive and acknowledge excellent performance, program improvement, and sustainable performance through what we will refer to as the Star Program for Excellence in HSE (health, safety, and environment). Through this process our management teams will be challenged to not only improve their performance year over year, but reach a level of excellence and sustain it.

Our other global health and safety team members are pursuing initiatives relative to their regions and their exposures as well, and we expect to see more platform development and health and safety resource deployment into Latin America in 2013.

In 2013 CBRE will be working with its insurance partners and others to find better methods of keeping injured employees productive and working in a manner that more effectively minimizes the negative impacts of being injured.

The health and safety platform in CBRE is more defined and more effective than it has ever been, and the global consistency we have created signifies that we have a cultural value for this important process and practice. Beyond performance metrics and awards, and greater than the strength or quality of our programs and processes is the fact that our work environments are safer today than they have been before.

We continue to enhance our overall approach with a greater attention to driving safety. Driving is a growing component of our business activity and so we are deliberately growing this aspect of our program. We added a dedicated Corporate Fleet Vehicle Driving Safety Program Manager to our platform of safety professionals to spearhead the initiative and give it the focus it needs to enable the results we expect. Defensive driving is a controllable skill set which is expected of all our drivers and so we've made the investment in a set of cutting-edge tools to ensure our drivers are safely sharing the road with others and performing at the CBRE standard of excellence.

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At CBRE, we approach our commitment to community service and philanthropy with the same enthusiasm and creativity as we approach our business. Our professionals are dedicated to bettering the communities where they live and work, and we continue, as a firm, to build on that passion for assisting those in need, all over the world.

Communities and Giving Overview

Inherent in CBRE’s position as the industry’s top firm is the responsibility to engage our resources and professionals around the world to better our communities. As such, community service and volunteerism remains at the forefront of our corporate accountability agenda. Since the CBRE Foundation assumed the governance and execution of CBRE Cares—CBRE’s corporate Communities and Giving program in the U.S.—six years ago, the company’s charitable initiatives has been transformed from scattered, grassroots efforts to a cohesive program aligned with our business. But one element has remained unchanged: the charitable spirit and enthusiasm for service from our employees. Despite the uncertain global economic environment of 2012, CBRE continued to honor its charitable commitments to organizations and individuals in need of assistance and financial support. In addition to donations-in-kind, CBRE and our employees globally donated a total of \$6.7 million in 2012. The CBRE Foundation supplemented employee donations via its matching-funds program, and continued to offer employees paid time off for their participation in certain volunteer opportunities. At CBRE, we recognize that supporting the personal charitable endeavors of our employees increases morale, aids talent retention, contributes to overall job satisfaction and, most importantly, fosters a healthy work-life balance.

\$6.7 MILLION

2012 TOTAL EMPLOYEE AND CBRE CHARITABLE DONATIONS

583

ORGANIZATIONS SUPPORTED BY CBRE IN 2012



building on compassion

Disaster relief has always been at the core of CBRE’s charitable agenda. To further its support of victims of natural disasters around the world, CBRE formed the CBRE Disaster Relief Foundation in late 2012. The CBRE Disaster Relief Foundation, acting in tandem with the CBRE Foundation and CBRE Cares, was created to enable CBRE to provide financial assistance and support in the immediate aftermath of a

major natural disaster anywhere in the world. The Foundation is designed to match employee contributions and promptly distribute the funds through a network of pre-approved organizations that focus on disaster relief and rebuilding communities in need. In addition, the Foundation—which will operate globally once it becomes fully operational in mid-2013—will enable employees around the world to aid CBRE colleagues who have suffered a catastrophic loss as a result of a natural disaster by providing financial assistance via a grant process.

Within weeks of its establishment, the CBRE Disaster Relief Foundation swung into action to aid the victims of Superstorm Sandy.

\$151,265

EMPLOYEE AND DISASTER RELIEF FUND CONTRIBUTIONS TO SUPERSTORM SANDY VICTIMS

In the immediate aftermath of the storm, CBRE’s executive leadership in the U.S. launched a nationwide internal fundraising campaign, encouraging employees to give what they could via the Foundation’s website. With a matching grant from the CBRE Disaster Relief Foundation, employee contributions totaled \$151,265. A significant portion of the proceeds of the campaign were then distributed as emergency funds to those employees who had suffered devastating losses as a result of the storm through the grant process. Funds were also distributed to the American Red Cross, Rebuilding Together and Habitat for Humanity.

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In recognition of CBRE’s commitment to philanthropy and community service, CBRE was one of only 13 companies named to the prestigious 2013 Companies That Care Honor Roll by the Center for Companies That Care, a U.S. non-profit dedicated to social sustainability by engaging employers in improving the lives of employees, families and communities. Notably, this was the sixth consecutive year that CBRE was named to the list.

**6**  
CONSECUTIVE YEARS ON THE COMPANIES THAT CARE HONOR ROLL

In addition, CBRE won the first-ever PR Daily Corporate Social Responsibility Award in the Best Corporate-Community Partnership category for our community outreach efforts related to our Shelter Program. The award, which was bestowed by Ragan’s PR Daily, one of the most influential publications within the public relations sector, recognizes corporate-community efforts and companies that have formed a partnership that benefited both sides.

Americas  
UNITED STATES

**CBRE Cares**  
With oversight from the CBRE Foundation—an independent, non-profit, public-benefit corporation that funds the company’s charitable initiatives—CBRE Cares serves as a platform to advance the philanthropic efforts of our employees through community outreach and support, disaster-response, and locally driven, nationally sanctioned programs.

**75%**  
CBRE CARES FUNDS RETURNED TO LOCAL MARKET CAUSES

In the U.S., CBRE continued to empower local offices to make charitable-giving decisions by returning 75% of all funds raised through the CBRE Cares annual campaign to our client account teams and local offices to be allocated to the causes of their choosing. Our professionals made the most of this opportunity, and in 2012 donated volunteer hours and funds to more than

**CBRE DONATES EQUIVALENT OF 23,000 PAIRS OF SHOES DURING SOLES4SOULS DRIVE IN U.S.**



Building on the success of the 2011 initiative, CBRE Cares and CBRE sustainability group the Eco Knights held their second annual National Shoe Drive Collection in late 2012. CBRE again partnered with Soles4Souls, a Nashville-based charity that collects shoes to benefit victims of abject suffering and to support micro-business

efforts to eradicate poverty, on the large-scale collaborative effort. One-hundred-nine CBRE locations participated in the nationwide effort—including 57 CBRE offices, 14 affiliate offices and 38 CBRE-managed properties—collecting more than

15,330 pairs of shoes, more than double the number collected in 2011. Additionally, CBRE Cares also donated \$7,668 to the international charity, allowing Soles4Souls to provide an additional 7,668 pairs of shoes to children and adults in need around the world. Notably, this was Soles4Souls’ most successful internal company-wide shoe drive ever.

“We deeply appreciate this commitment by CBRE and its employees. From our experiences over the past seven years, we are certain that the campaign will result in inspiring personal stories from individuals who have witnessed transformation among their families and communities.”

— Keith Woodley, Chief Development Officer, Soles4Souls



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583 different groups—more than ever before (see “Selection of Organizations Supported By CBRE and Its Employees in 2012”).

In 2012, CBRE’s U.S. corporate and employee donations totaled \$5.4 million. This included \$1.3 million of employee contributions to the CBRE Cares 2012 annual campaign and the associated match by the CBRE Foundation. Not included in this total are in-kind donations, such as the 15,335 pairs of shoes CBRE employees donated via a nationwide collection effort. (See “CBRE Donates Equivalent of 23,000 Pairs of Shoes During Soles4Souls Drive in U.S.”).

Established in 2010 in partnership with national housing nonprofits Rebuilding Together and HomeAid, CBRE’s Shelter Program has emerged as the flagship program for CBRE Cares in the U.S. The program is designed to help improve housing options for individuals in need, and allows our professionals to build on their leadership skills to deliver measurable results in their communities. Since its inception, more than 3,750 CBRE employees have donated nearly 26,800 hours of service through the program, participating in more than 65 housing rebuilding projects across the U.S.

In 2012, the Shelter Program continued its strong growth. Taken alone, the third-annual “Get Out and Give Back” BuildMonth in fall of 2012 saw more than 750 employees take part in 17 rebuilding projects at homeless shelters, transitional housing facilities and private homes. In



**3,750**  
EMPLOYEES PARTICIPATING IN  
CBRE’S SHELTER PROGRAM

**26,800**  
SERVICE HOURS DONATED

**65**  
HOUSING PROJECTS REBUILT

addition, CBRE continued to incorporate large-scale rebuilding projects into the programming for national conferences and corporate initiatives, bridging geographies and business lines—and offering opportunities for networking in the process. In May 2012, more than 175 employees participating in CBRE’s annual Women’s Networking Forum in Chicago, Illinois, refurbished the South Central Day Treatment School on Chicago’s South Side. In addition, CBRE once again sponsored and participated in Rebuilding Together’s Kickoff to Rebuild event which is held in the Super Bowl host city in the week preceding the big game. As part of the event, CBRE employees worked alongside hundreds of other volunteers to perform renovations on 10 homes owned by low-income families in New Orleans’ Algiers neighborhood.

BUILDMONTH 2012

In September and October 2012, more than 750 CBRE employees in 17 offices across the U.S. took part in CBRE’s third-annual “Get Out and Give Back” BuildMonth campaign, the signature event of CBRE Cares’ Shelter Program. During the fall campaign, CBRE employees helped renovate and refurbish private homes, homeless shelters and other facilities across the U.S. in tandem with CBRE Shelter Program partners Rebuilding Together and HomeAid, as well as Habitat for Humanity.



Notable BuildMonth 2012 projects included the renovation of the Clean South Dallas Community Center by more than 100 CBRE employees in Dallas, Texas; the rehabilitation of two homes in Los Angeles, California, by 35 CBRE Global Investors employees in partnership with Habitat for Humanity; and repairs to an Orlando, Florida, home that had been severely damaged by Hurricanes Charley, Frances and Jeanne in 2004.

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In early 2013, CBRE Cares launched a new weekly column, titled “CBRE Cares,” that highlights charitable initiatives by local offices across the U.S. The column is prominently featured on the homepage of the Navigator, the company’s intranet, as well as in CBRE Today, a weekly email distributed to all CBRE personnel in the U.S. The column, which replaces a monthly newsletter, has significantly increased the level of exposure of CBRE’s philanthropic activities among U.S. employees.

U.S. employees continued to support CBRE’s signature Birthday Cakes and More for Homeless Children Program, a grassroots initiative in which volunteers deliver personalized cakes to homeless children to help them celebrate their birthdays. In 2012, 1,236 cakes were delivered to children nationwide. Since its inception in 2001, the program has served thousands of birthday cakes to children in more than 79 shelters in 54 cities. The program also offers supplemental support through school-supply donations, holiday parties, clothing drives and more.

**1,236**  
CAKES DELIVERED TO  
HOMELESS CHILDREN

Lastly, as part of CBRE University’s Foundations Program, professionals in the first two years of their real estate careers were introduced to CBRE Cares and its programs, and were strongly encouraged to embrace the emphasis on community engagement inherent in the CBRE culture.

### CANADA

The generosity of CBRE’s employees and private donors was on full display in Canada in 2012, with total contributions topping \$174,000. A variety of creative fundraising efforts were held in support of organizations such as the United Way, Juvenile Diabetes Research Foundation, Parkinson Society Canada, Huntington Society of Canada and several research hospitals. Canada’s corporate giving strategy involves supporting the causes and initiatives most important to—and spearheaded by—both employees and our clients.

### EMEA

2012 marked the second year of CBRE’s EMEA-wide charity program, which combines a region-wide charity partnership with UNICEF—the world’s leading children’s rights non-governmental organization—with proactive local country charity initiatives. The program focuses on children’s rights, education and the environment, reflecting

**\$794,000**

EMEA EMPLOYEE  
CHARITABLE DONATIONS

### CBRE OFFICES IN EMEA TURN BLUE FOR UNICEF



Led by CBRE’s senior executive leadership in EMEA, more than 5,500 EMEA employees wore blue items of clothing—business wear or otherwise—for one day as part of “C-Blue Day.” Thirty CBRE offices in EMEA turned CBRE’s green brand into UNICEF’s corporate blue color on Tuesday, December 11, 2012—the same day as UNICEF’s 66th anniversary. As part of the region-wide initiative, the headquarters offices for EMEA, the U.K. and the Netherlands rolled out blue carpets for the day in their entrance halls, and senior executives and staff across the region—including members of the EMEA Board—showed their support by wearing blue wigs. In addition, CBRE’s websites, intranets and social media channels in EMEA also displayed customized blue branding for the day.

The fundraising day also coincided with CBRE’s annual EMEA press lunch in London, where more than 60 members of the press showed their support by taking part in a fundraising auction. The campaign engaged EMEA’s Charity Champions—CBRE professionals who lead charity activity in each office—to coordinate local office activity which raised awareness of CBRE’s life-saving work with UNICEF, and generated \$26,000 in staff donations for the CBRE-UNICEF program in Madagascar.



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CBRE’s overall commitments to sustainable and responsible business practices. As part of the program—which unites owned CBRE offices spread across 30 countries—CBRE supports UNICEF’s innovative

Climate Positive program, which aims to mitigate the devastating effects of climate change on children in Africa.

In 2012, CBRE’s EMEA region—comprised of offices in Europe the Middle East and Africa—collectively contributed \$794,000 to more than 100 different charities.

CBRE and its EMEA employees contributed more than \$337,000 to UNICEF in 2012. Since 2011, CBRE has donated more than \$558,000

to UNICEF and is on track to meet its commitment to donate \$779,000, or €600,000, by 2014. CBRE’s corporate commitment to UNICEF focuses on supporting life-saving work in Madagascar, one of the world’s poorest countries, where CBRE is funding the construction of 10 new cyclone-proof schools—including water and sanitation facilities (WASH) and teacher training and school materials—by 2013, literally saving hundreds of vulnerable children’s lives and providing a lifeline to the local community.



As part of its commitment, CBRE employees from Belgium, France, Germany, Netherlands and the U.K. visited Madagascar in May 2012 to see the difference that CBRE’s efforts are making on the ground.

Fundraising for the Madagascar initiative in 2012 included two synchronized regional employee fundraising campaigns. In

€600,000  
EMEA COMMITMENT TO UNICEF THROUGH 2014

February 2012, employees were encouraged to donate one hour of their salary to help “build a school in an hour,” while on December 11, 2012—in conjunction with UNICEF’s 66th anniversary—CBRE offices hosted “C-Blue Day,” turning 30 EMEA offices (and CBRE’s award-winning green brand) to UNICEF’s corporate blue color for one day to raise funds and awareness. Combined, the two events raised more than \$78,000 for UNICEF (See “CBRE offices in EMEA Turn Blue for UNICEF”).

30  
EMEA OFFICES PARTICIPATING IN UNICEF C-BLUE DAY

In addition to our regional UNICEF partnership, our local offices in EMEA supported hundreds of local charitable initiatives during the year. CBRE’s annual EMEA charity bike ride, held in June 2012, raised more than \$71,000 for UNICEF, the Red Cross, Age UK and World Land Trust. A team of 70 CBRE employees, colleagues, clients, family members and friends participated in the grueling 190-kilometer-a-day ride, which started in Toulouse, France, and ended in Barcelona, Spain.

70  
EMEA EMPLOYEES PARTICIPATING ANNUAL CHARITY BIKE RIDE

In May 2012, an earthquake in Emilia Romagna, Italy, killed 24 people and forced 17,000 people from their homes. CBRE’s Italian offices responded with the creation of “SOS Emilia,” a fundraising campaign which aimed to raise at least €20,000 (approximately \$26,000) for relief efforts, as well as organize a children’s activity camp to help the main town affected by the natural disaster.

CBRE’s offices in Poland worked with the Children’s Hospice in Kraków to raise funds for sick and terminally ill children. For 2012, CBRE employee and clients donated more than \$26,000 as well as over 50 Christmas presents for the children.

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In the U.K., CBRE donations for 2012 totaled \$367,000. This figure encompasses employee and corporate donations, which also includes funds from the CBRE U.K. Charitable Trust. The Trust is an independently registered charity that supports CBRE’s U.K. employee volunteering and fundraising activities. During 2012, CBRE employees in the U.K. supported 95 national and international charitable organizations through both individual efforts and office-wide fundraising activities.

**Asia Pacific**

In Asia Pacific, CBRE contributed a total of \$375,500 to a broad range of charitable causes in 2012.

**ASIA**

Professionals in Asia made philanthropic engagement a priority during the year, serving a number of local organizations and continuing to actively engage with the community to promote CBRE’s commitment to service. The region’s fundraising efforts have benefitted organizations such as Operation Santa Claus in Hong Kong, Operation Smile in Vietnam, Operation Blessing China and the Run for the Cure Foundation in Japan. In addition to CBRE Asia’s fundraising efforts, Rob Blain—CEO & Chairman, Asia Pacific, and a perennial champion of good works—helped raise \$220,000 during the year through auctions that benefitted Operation Smile Vietnam and the Po Leung Kuk children’s learning and development center in Hong Kong. CBRE continued to promote employees’ good works and engender enthusiasm through CBRE Today, the region’s monthly internal newsletter.

As CBRE’s Asia Pacific headquarters, our Hong Kong office aims to lead by example when supporting the community. In 2010, our Hong Kong business launched CBRE Hong Kong’s Charity & Sponsorship Committee, which drives the company’s support for a number of charitable avenues, with a focus on four designated charities: Enlighten Action for Epilepsy, The Salvation Army, Operation Santa Claus and Newcomers Ward at Po Leung Kuk. The committee’s philosophy is to support organizations that value active involvement over pure financial contribution, so



they can drive participation across the local Hong Kong office. In 2012, the group welcomed a new chairman and a mission to increase engagement by CBRE professionals and provide an avenue for our clients to give back. This new initiative significantly bolstered CBRE’s charitable efforts in Hong Kong while employing a creative strategy to increase client interaction and drive opportunities for business development. In 2012, the group organized six events with clients covering a range of interests and expertise to support charity.

**\$220,000**  
FUNDS RAISED FOR  
OPERATION SMILE VIETNAM

For the seventh consecutive year, the Hong Kong Council of Social Service awarded CBRE the “Caring Company Logo” in recognition of community involvement and commitment to being a responsible corporate citizen.

**7**  
CONSECUTIVE YEARS  
HONG KONG COUNCIL  
OF SOCIAL SERVICE HAS  
RECOGNIZED CBRE

In 2012, our China offices concluded their sixth year of the Save a Child’s Life program in conjunction with Operation Blessing China. Through this program, CBRE has funded heart surgeries for more than 60 children from impoverished families in Hebei, Sichuan and Hubei provinces since 2007. To date, CBRE has donated approximately \$193,000 in relation to this program.

**60**  
CHILDREN’S HEART  
SURGERIES FUNDED  
BY CBRE IN CHINA

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## AUSTRALIA AND NEW ZEALAND

In the Pacific region, which is comprised of CBRE offices in Australia and New Zealand, employees contributed a total of approximately \$274,450 in support of organizations such as Spinal Cord Injury Network, Starlight Children's Foundation Australia and Make-A-Wish New Zealand.

More than 850 Australia and New Zealand employees laced up their sneakers to participate in Walk for a Wish 2012, which consisted of concurrent 10-kilometer walks through Sydney, Melbourne, Brisbane, Adelaide, Perth, Canberra, Auckland and Wellington to raise money for Starlight Children's Foundation Australia and Make-A-Wish New Zealand. The 2012 event raised \$167,000 and provided the ideal opportunity to simultaneously engage the region's various office locations through a common charitable goal, driving cohesion and boosting employee morale.

In 2012, CBRE's Helping Hands volunteer program was rolled out across Australia after a strong initial trial through our New South Wales offices in 2011. Each staff member was given the

# 850

AUSTRALIA AND NEW ZEALAND  
EMPLOYEES PARTICIPATING IN  
WALK FOR A WISH 2012

opportunity to take two days of paid leave to volunteer with a charity or non-profit organization. More than 100 CBRE employees across Australia took volunteering days to assist those less fortunate through organizations such as The Lighthouse Foundation, St. Mary's House of Welcome, Australian Animal Protection Society, Salvation Army, Property Industry Foundation, Bushlink, 139 Homeless Day Centre and OzHarvest.

## What Lies Ahead

In 2013, we look forward to uniting our disaster-relief efforts into a unified global effort that will empower CBRE and our employees to expeditiously provide financial support in the immediate aftermath of a natural disaster anywhere in the world. The launch of the CBRE Disaster Relief Foundation will be finalized in 2013 and will serve as the cornerstone of the company's disaster relief initiatives. Through the Foundation, CBRE will establish an organization of regional and global disaster relief committees that will vet local charitable partners in advance of a disaster, so that we are prepared to act rapidly in the event of another natural disaster. In addition, the Foundation will be able to provide financial support through a grant process to CBRE employees that suffered catastrophic damage as a result of a natural disaster—anywhere in the world.

## OPERATION SANTA CLAUS GARNERS STRONG SUPPORT FROM CBRE

Since 2011, CBRE's Hong Kong office has ramped up its support for the charity, becoming an organizer for the OSC corporate five-a-side football tournament, a full-day event that featured 20 corporate teams and raised over H.K. \$1 million (\$181,000) in 2011. Additional activities included a corporate quiz and conducting in-office fundraising activities such as a "dress special" day. CBRE again hosted the football tournament in 2012 and hopes to raise another H.K. \$1 million for the cause.

In December 2012, CBRE produced an innovative social media campaign to raise awareness and funds for OSC. CBRE launched a fictional campaign during the holiday season through YouTube and social media channels in which CBRE "represented" Santa Claus in arranging space for his reindeers at the stables of the Hong Kong Jockey Club.

CBRE donated H.K.\$5000 (\$644) and the campaign was featured in The New York Times, SCMP and RTHK. The video can be viewed by [clicking here](#).

"We are truly thankful for CBRE's generous support of OSC through donations and dedication in organizing the annual Five-a-side Football Tournament. The event has enjoyed great success as it caters for corporate teams, junior players and players with special needs. In 2012, it raised close to H.K.\$1 million for OSC to help people in need in the Hong Kong community. It's a great event that everyone looks forward to!"

— Ellen Yeung, Project Director, Operation Santa Claus

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In the U.S., CBRE will continue the expansion of the Shelter Program, working alongside Rebuilding Together, HomeAid, Habitat for Humanity and other non-profits to add more local rebuilding projects and corporate-conference builds to its annual schedule. As part of its 2013 agenda, the Shelter Program will focus on rebuilding projects in areas of the Northeastern U.S. that sustained heavy damage as a result of Superstorm Sandy. This will include numerous builds in New York and New Jersey during the fall 2013 “Get Out and Give Back” BuildMonth campaign. In addition, CBRE will continue to pursue its 2011 goal to increase office participation in annual BuildMonth events by 10% annually.

In 2013, CBRE Cares will launch a new internal website which will enable employees to easily contact and interact with their local CBRE Cares committee, read about recent charitable events by offices across the U.S. and find information on CBRE Cares’ various national programs and initiatives.

We will also continue our 2011 goal to expand the Birthday Cakes and More for Homeless Children Program by 15%. As part of this effort, CBRE Cares will launch a nationwide campaign in 2013 to help local CBRE offices set up and implement the program in their communities.

We continued to make progress in our goal to ensure that by year-end 2013, local CBRE offices apply 100% of allocated match money from the CBRE Foundation toward local charitable causes. To that end, the national CBRE Cares committee will reach out to all U.S. CBRE offices and CBRE Cares committees to encourage employees to take advantage of the company match program to maximize the value of their support for the charitable causes of their choice.

In 2013, our EMEA business will continue to enhance its region-wide partnership with UNICEF. CBRE is on track to meet its commitment to donate €600,000 to UNICEF by 2014, having already raised €430,000 (\$558,000), through yearend 2012. In addition, a CBRE delegation will pay another visit to Madagascar

in April 2013, where CBRE is helping to build sustainable schools and facilities as part of the Climate Positive program. The EMEA offices will also continue its annual charity bike ride, with the next event—to run from Munich, Germany, to Trieste, Italy—scheduled for May 2013.

In Asia, CBRE will formally adopt the CBRE Cares brand in 2013 and continue to support our communities under one unified umbrella. In addition, CBRE will bring its signature Walk for a Wish program to the region. Walk for a Wish, which began with CBRE offices in the Pacific region, continues to garner enthusiasm and support from employees and executive leadership alike due to its unique, unifying concept that engenders teamwork and a sense of community. In the coming years, CBRE aims to increase the number of charitable organizations benefitting from the event.

At a local country level, we are also organizing to better support our communities in 2013. CBRE employees in Japan will continue to volunteer in the Tohoku earthquake recovery zone. CBRE’s Japan offices have also extended their Special Paid Volunteer Program to encourage community service during the work week. As has been the case the past several years, our offices in Tokyo are continuing to support the Run for the Cure Foundation in their work with Japanese men and women for breast cancer awareness and detection. CBRE’s Singapore office will continue to support the Down Syndrome Association, organizing various fundraising events to complete the \$39,000 donation it pledged in 2007. In China, CBRE will continue to sponsor the Save a Child’s Life program in conjunction with Operation Blessings with the aim of expanding the program’s coverage to additional regions in China. Lastly, our affiliate office in Thailand will host several charitable events in 2013 to mark its 25-year anniversary, including a week-long, hands-on event to support the construction of a water system for a community in Northern Thailand.

In 2013, CBRE’s Pacific region will aim to place a greater focus on corporate sponsorships, building on CBRE’s sponsorship of the

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2012 Corporate Rugby Sevens charity event, which supported the Spinal Cord Injury Network.

In Australia and New Zealand, CBRE will continue to expand its signature Walk for a Wish program, which has quickly become a beloved tradition throughout the region. CBRE aims to increase the number of charitable organizations benefitting from the event. Since its establishment in 2010, Walk for a Wish has raised nearly \$511,000 for Children's charities in Australia and New Zealand. Based on the success of the 2012 Walk, CBRE has set an aggressive fundraising goal of more than \$209,000 for the 2013 effort.

CBRE's Pacific offices will also continue to develop its Helping Hands program, which entitles employees to use two work days per year to volunteer in their communities at full pay.

When CBRE Cares was founded six years ago, its goal was to establish a cohesive philanthropy program that applied CBRE's global resources to assist those in need in communities around the world. Buoyed by the global success of these programs—and the continued passion and participation of our employees—our commitment to improving our philanthropic and volunteerism efforts will continue to grow in the coming years.

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A Child's Place of Charlotte, Inc.	Atlanta History Center	The Buoniconti Fund to Cure Paralysis	Charlotte Regional Partnership
Academy of Holy Angels	Atlantic Theater Company	The Southampton Business Alliance	chashama
Adirondack Health Foundation	Audubon	California State University, Sacramento	Chicago Children's Museum
Ada S. McKinley Community Services, Inc.	Avenue of the Americas Association	Calvary Christian School	Child Mind Institute
Agros International	Avon Foundation for Women	Camp Blue Skies Foundation	Children at Heart
AIA New York Chapter	Avon Walk for Breast Cancer	Camp John Marc	Children at the Crossroads Foundation
AIDS Foundation of Chicago	Back on My Feet	Camp Mary Orton	Children First Fund: The Chicago Public Schools Foundation
AIDS Project Los Angeles	Baltimore Leadership School for Young Women	CanCare	Children's Bureau
The Alfred E. Smith Memorial Foundation	Bellevue College Foundation	Cancer Services	Children's Bureau Carnival at the Santa Monica Pier
All Stars Project, Inc.	Benjamin H. Wilson Senior Community Center	Canonsburg General Hospital	Children's Hospital Foundation
Alzheimer's Association	Ben's Bells	CAPRATE Events, LLC	Ann & Robert H. Lurie Children's Hospital of Chicago Foundation
American Diabetes Association	Newark Beth Israel Medical Center Foundation	Capuchin Soup Kitchen	Children's Miracle Network
American Brain Tumor Association	Big Brothers Big Sisters of Metro Atlanta	Caribbean Cultural Center African Diaspora Institute (CCCADI)	The Children's Village
American Cancer Society	Big Brothers Big Sisters of Tucson	CaringBridge	China Institute
American Friends of Rabin Medical Center	The BiNA Farm	Carleton College	The Chino Hills Community Foundation
American Heart Association	Bishop England High School	Carnegie Mellon University	Christ the King Preparatory School
The American Ireland Fund	Bishop O'Dowd High School	The Catalog for Giving of New York City	Christopher House
American Irish Historical Society	BOMA/Chicago Foundation	Catholic Charities of the Archdiocese of New York	The Church in Anaheim
The American Israel Public Affairs Committee	Borough of Manhattan Community College	Catholic Charities of the Archdiocese of Saint Paul and Minneapolis	Habitat for Humanity of Greater Cincinnati
American Red Cross	The Bowery Mission and Kids with a Promise	Catholic Eldercare Community Foundation Inc.	Citizens Budget Commission
American Psychological Foundation	Boy Scouts of America	Catholic Youth Organization (CYO)	City Harvest
America's VetDogs - The Veteran's K-9 Corps	Boys & Girls Clubs of America	The Center for Courageous Kids	Citymeals-on-Wheels
Amethyst, Inc.	Boys & Girls Clubs of Greater Washington	Center for Disability Services	Mabel Hoggard Elementary School, Clark County School District
The American Foundation for AIDS Research (amfAR)	Boys' & Girls' Towns of Italy	The Center for Enriched Living	The Cleveland Clinic
Andrew Glover Youth Program	Boys Hope Girls Hope of Detroit	Center for Family Life	Colin's Kids, Inc.
The Andrew Jay-Hoon Kim Memorial Foundation	Bright Pink	Center for Security Policy	College of the Holy Cross
Angela Hospice Home Care, Inc.	Brooklyn Children's Museum	Central Atlanta Progress, Inc.	Colony South Brooklyn Houses
Archdiocese of New York	The Brooklyn Hospital Foundation	Central Philadelphia Development Corporation	Colorado Open Golf Foundation
Arete Youth Foundation	Brother Bill's Helping Hand	Cerebral Palsy of Westchester, Inc.	Common Ground Community
Art Omi, Inc.	Brunswick School	Charcot-Marie-Tooth Association	The Community Foundation of Utah
The Arthritis Foundation	Bucket List Foundation	Charlie's Champions Foundation	Community of the Cross Lutheran Church



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Compassio	Dysautonomia Foundation	Food Bank for New York City	Harvard Business School Club
Connecting & Bonding, Inc.	Eagle Brook Church-White Bear Lake	Food for the Poor	Health Care Executives of Southern California
Constitutional Rights Foundation	Easter Seals Michigan	Forward Atlanta	Hedge Funds Care
The Cooke Center for Learning and Development	Epiphany Community Health Outreach Services (ECHOS)	Franklin & Marshall College	Helping Hearts Helping Hands
Cool Girls, Inc.	EcoHealth Alliance	Fred Hutchinson Cancer Research Center	Here to Help Foundation
CoreNet Global, Inc.	The Educational Alliance	Freedoms Foundation at Valley Forge/Utah Chapter	Hoag Hospital Foundation-Toshiba Classic
Cornell Hotel Society	Edward J. III Excellence in Medicine Foundation	French-American Foundation	Holy Innocents' Episcopal School
Yaddo	Ele's Place	Friends of Hudson River Park	HomeAid
Courage Center	Emmanuel Cancer Foundation	Friends of the High Line	Hope and Friendship Ministries
Convent of the Sacred Heart	Encino Little League	Futures and Options	Hope 4 Hanna
Covenant Preparatory School	Endure to Cure Pediatric Cancer Foundation	GENBAND	Hope for the Warriors
Creative Arts Workshops for Kids	Epilepsy Foundation of Georgia	George Sheehan Classic	Hope Hollow Ministries
Citizens for Responsibility and Ethics in Washington (CREW)	Epilepsy Foundation of Minnesota	George West Mental Health Foundation	HopeKids
Cristo Rey Jesuit High School/Chicago	Eva's Village	Getting Out and Staying Out	The Hotchkiss School
Cristo Rey Philadelphia High School	EvergreenHealth	Girl Scouts of the USA	Houston Food Bank
Crohn's & Colitis Foundation of America (CCFA)	Executive Service Corps of Chicago	Girl Scouts of Nassau County	Hubbard Street Dance Chicago
Crossroads of Michigan	Expesite, LLC	Girls Inc.	Human Services Council
Crossroads School	Extera Public Schools	Girls on the Run International	Human Society of Broward County
Cuyahoga Community College	Family and Child Treatment	Gleaners Community Food Bank of Southeast Michigan	Hunter College Foundation
Cystic Fibrosis Institute	Family Services of Westchester	Good Samaritan Foundation	I.M Sulzbacher Shelter
Cystinosis Research Foundation	Farmingdale College Foundation	Goodwill Industries International, Inc.	inMotion Inc.
Dallas Citizens Council	Fashion Delivers Charitable Foundation, Inc.	GovDocs	Inner-City Scholarship Fund
Damon Runyon Cancer Research Foundation	Federal Drug Agents Foundation	Grace Centers of Hope	The Innovation Foundation
Dana-Farber Cancer Institute	Feeding the Homeless Project, Inc.	Greater Chicago Food Depository	Institute for Corporate Counsel
Dana-Farber Marathon Challenge	Fellowship Housing	Boy Scouts of America Greater New York Councils	Insurance Industry Charitable Foundation
Daytop New Jersey	Fellowship of Christian Athletes	Grossmont Hospital Foundation	Interfaith Hospitality Network of Washtenaw County
Democracy Prep Charter Schools	First Church in Marlborough	Group Health Community Foundation	Interior Design Services, Inc.
The Denis Theatre Foundation	First Love Ministries	Habitat for Humanity	The Intrepid Foundation
Detroit RiverFront Conservancy	First Love Ministries USA	Austin Habitat for Humanity	Iona Goels Capital Improvements Fund
Diabetes Research Institute	First Presbyterian Church of San Pedro	Hailey's Hope Foundation	Iris S. and Bert L. Wolstein Research Building
Downtown Jimmie Hale Mission, Inc.	The First Tee of Metropolitan New York	Hamilton College	Jack Martin Fund

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Jacob's Light Foundation	Lifesteps' Family Caring Fund	Metropolitan Club of New York	NYC Outward Bound Schools
The James L. Eichberg Foundation	Lighthouse of Oakland County	Metropolitan Family Services	New York City Police Foundation
James Lenox House Association, Inc.	Lincoln Center for the Performing Arts	The Metropolitan Museum of Art	New York Junior Tennis & Learning
The Jamie & Paige Malone Foundation Inc.	AJ Linville Foundation	The Metropolitan Opera Guild	New York Police and Fire Widows' and Children's Benefit Fund
Jewish Big Brothers Big Sisters	Locks of Love	Michael's Mission	New York Restoration Project
Jewish Community Relations Council of New York	Lone Survivor Foundation	Michigan Humane Society	New York Ski Educational Foundation
The Jewish Foundation for the Righteous	Long Island Association	Mid-Ohio Foodbank	The New York Stem Cell Foundation
Jewish United Fund	Long Island Cares Inc.	Midway Sports & Entertainment	New York University
Jill's House	Long Island City Partnership	Misericordia	Newark Beth Israel Medical Center
The Jimmy Hersh Family Fund	LA Conversation Corps	Mission USA	Newasurion Compassion Fund
Joan's Legacy	Lower Manhattan Cultural Council	Monmouth Council, Boy Scouts of America	Niagara University
Jobs for Youth/Chicago	LUNgevity Foundation	Monmouth University	Nontraditional Employment for Women
Journey 4 A Cure	Lutheran Social Service of Minnesota	Motor City Sports	North Texas Food Bank
Jumpstart	Macy's Glamorama	Motor City Youth Theatre	Northwestern Memorial Hospital
Junior Achievement	Madison Square Park Conservancy	MultiCare Health Foundation	NuHealth Foundation
Junior Achievement of Greater Washington	Maimonides Academy	Multiple Myeloma Research Foundation (MMRF)	New York Private Equity Network
Junior Achievement of Utah	Make-A-Wish Foundation	Muscular Dystrophy Association	Oak Park Education Foundation
Junior League of Ann Arbor, Inc.	March of Dimes	Nassau/Suffolk Law Services Committee, Inc.	Oak Park River Forest Food Pantry
JDRF	Mary Bridge Children's Foundation	National Academy Foundation	Oakland County, Michigan
John V. Lindsay Wildcat Academy Charter School	Marymount School of New York	National Eating Disorders Association	Oakwood Healthcare Foundation
Keep a Child Alive	Massachusetts Hugh O'Brian Youth Leadership	National Executive Service Corps	The Ohio State University Foundation
kidz2leaders, inc.	Massachusetts Iraq & Afghanistan Fallen Heroes Memorial Fund	National Hispanic Business Group	Oregon Health & Science University Foundation
Kidworks	Matrix Human Services	National Italian American Foundation	One Heartland
Kiva	MD Anderson Cancer Center	National Jewish Health	Opportunity Austin
Lakeland Bank	Memorial Hermann Foundation	National Kidney Foundation	Opportunity Partners
Lakeview Pantry	Memorial Sloan-Kettering Cancer Center	National Media Partners, Ltd.	Out & Equal Workplace Advocates
Lawyers Alliance for New York	Memphis Child Advocacy Center	National Multiple Sclerosis Society, Michigan Chapter	P.S.226/Nadia J. Pagan Gymnasium Fund
Leah's Pantry	Mental Health Association of New York City	National Multiple Sclerosis Society	Pace School
Learning Rights Law Center	Mercy Children's Hospital	National September 11 Memorial & Museum	Pancreatic Cancer Action Network
The Legal Aid Society	Mercy Education Project	Nevada Development Authority	Parent Project Muscular Dystrophy
Leukemia & Lymphoma Society	Mercy Medical Airlift	New Jersey Future	Park East Synagogue
LifeCare Alliance	Messiah Lutheran Church	New York Angels	The Partnership at Drugfree.org

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Pelotonia	Santa Monica Rotary Club Foundation	Starlight Children's Foundation	University of Colorado
PENCIL	Save-A-Pet	Stichting Cultuur Inventarisatie	University of Wisconsin Foundation
Pepperdine University	The Scholarship Fund for Inner-City Children	Straydog	University of Nevada, Las Vegas Foundation
Phipps Community Development Corporation	The Sean Reilly TBI Fund	Sunrise Day Camp	USO of Metropolitan New York
Police Athletic League	Second Harvest Food Bank	Susan G. Komen for the Cure	USS Michael Murphy DDG-112 Commissioning Committee
Pontiac Area Vicariate	Second Harvest Heartland	Swim Across America, Inc.	Val Skinner Foundation
Port Chester Carver Center	Sheilah A. Doyle Foundation	Talmudical Academy of Norfolk	VIP Mentoring
Prevent Child Abuse America	Shepherd's Call Ministry	T-Bird Booster Club	Volunteers of America
Prize4Life, Inc.	Shepherds of Youth	Teach for America, Inc.	Wakeman Boys & Girls Club
Pro Bono Net	The Skyscraper Museum	Texas Scottish Rite Hospital for Children	Warrick Dunn Charities
Progeria Research Foundation, Michigan Chapter	Sojourner Center	The ALS Association, Minnesota Chapter	Washington Area Women's Foundation
Project Kindle, Inc.	Sales4Souls	Anne Frank House, Inc.	Washington Jesuit Academy
Real Estate Associate Program	Sound Mental Health	The Fletcher School	New Covenant Fellowship
Performance Space 122	South Bay Family Health Care	The Michael J. Foundation for Parkinson's Research	Wellspring Trust
Rainbows	South Street Seaport Museum	The Miracle League of Orange County, California	West Suburban Community Pantry
Randall's Island Sports Foundation	Southampton Cultural Center	The Team Julian Foundation	Westhampton Beach Performing Arts Center
Royal Canadian Golf Association	Southbrook Community Church	The Women's Centers of Greater Chicago	Wheeler Mission Ministries
Reach Incorporated	Spanish Education Development Center	Travelers Championship	White Plains St. Patrick's Day
Real Estate Takes Heart	Special Olympics	Trustees of Purdue University	William Paterson University
Rebuilding Together	Spirit of America	U.S. Green Building Council	Winthrop-University Hospital
The Foundation for Reed Schools	St. John the Baptist Greek Orthodox Church	UC Irvine Foundation	World Resources Institute
Reelin' for Research, Inc.	St. Ann's Warehouse	UJA-Federation	World Vision
Right to Dream	St. Francis Food Pantries and Shelters	Union Rescue Mission	Wounded Warrior Project
The Rise School	St. Jude Children's Research Hospital	Uniting Against Lung Cancer	WX, Inc.
River City Food Bank	St. Luke's and Roosevelt Hospitals	United Cerebral Palsy	Yeshiva Darchei Torah
The Woodruff Arts Center	St. Marks School	United Family Services, Inc.	Yeshiva Schools
Rofeh Cholim Cancer Society	St. Nicholas Albanian Orthodox Church	United Hospital Fund	Yeshiva University of Los Angeles
Ronald McDonald House Charities	St. Paul the Apostle School	United Nations Foundation	Young Israel of Hewlett
Safe Shores - The DC Children's Advocacy Center	St. Pius V Church & School	United Neighborhood Houses	Young Life
Saint Patrick Parish - Labels are for Jars	Society of St. Vincent de Paul	United States Fund for UNICEF	YMCA
Salvadori Center	St. Vincent's Services	United States Golf Association	Zen Life & Meditation Center of Chicago

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As a professional services firm, CBRE recognizes that the reputation and strength of our company directly reflect the quality of the people we attract, hire and retain. We want our employees to know that they have tremendous opportunities to fully utilize their talents and make an impact on our business and our clients. We believe that the success of our company depends upon fostering a respectful, challenging, diverse and rewarding workplace that provides our employees with a solid foundation upon which they can enjoy continued professional growth and achieve satisfaction in serving our clients and driving our business success.

**People and Culture Overview**

During 2012, CBRE continued to focus our human resources efforts on supporting our business plans, globalizing the human resources platform, improving talent management efforts and increasing organizational efficiency.

Increasingly, CBRE has been strengthening the link between effective human resources operations and business success. The recent appointment of Laura O’Brien, an executive with more than 20 years with CBRE and extensive knowledge of our business, as Global Director of Human Resources and Workplace Strategy affirms this priority. O’Brien’s predecessor, Chris Kirk, also provides business expertise in the new Chief Administrative Officer position, which oversees all of the organizations Shared Services functions including HR.

2012 marks the sixth year in which CBRE has reported on measures related to our labor practices and workplace environment. Because our human resources information systems (HRIS) are not yet fully globally integrated, we currently are unable to compile, compare and report information on our global workforce demographics and statistics. However, HRIS global implementation continues with a targeted completion date of 2014. The U.S. segment was completed in 2012, the Asia Pacific (APAC) business segment will be integrated in 2013 and Europe, Middle East and Africa (EMEA) business segment is expected to be fully integrated in 2014. Most of this report section reflects U.S. information, which makes up over 50% of our employee population, unless a specific global or country reference is identified.

**The CBRE Workforce: By the Numbers**

**GLOBAL**

**37,000** (EXCLUDING AFFILIATE OFFICES)  
TOTAL WORKFORCE

**8%**  
WORKFORCE GROWTH

**332 OFFICES**  
**42 COUNTRIES**  
**6 CONTINENTS**  
OFFICES

**5,600**  
BROKERS

**8,000**  
ASSET SERVICES EMPLOYEES

**11,100** FACILITIES MANAGERS  
PROJECT MANAGERS  
MAINTENANCE & ENGINEERING

**1,650** SHARED SERVICES (IT, HUMAN RESOURCES, LEGAL, FINANCE, COMMUNICATIONS/ MARKETING, RESEARCH, ETC.)

**U.S.**

**34%**  
FEMALE

**990**  
VETERANS (U.S.)

**0.5%**  
“TEMPORARY” EMPLOYEES

**99.5%**  
REGULAR EMPLOYEES

**98.9%** FULL TIME  
**98.6%** FEMALES ARE FULL TIME

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While our workplace is comprised of diversity in beliefs, color, ethnicity backgrounds, religions, sexual orientation/gender identity or expression, gender, job function, geography and many other factors, there are some things that all of our employees have in common. CBRE employs only individuals 18 years of age and over; we do not tolerate or engage in forced or compulsory labor; we offer a competitive compensation and benefits package consistent with (and in many cases significantly more generous than) local standards; and perhaps most importantly, they all share our commitment to our corporate RISE values (Respect, Integrity, Service and Excellence). The nature of our business does not create the human rights challenges found in other industries such as manufacturing; we have no issues with child labor; and we offer desirable work conditions in all locations. Although we conduct employee training on non-discrimination, preventing harassment and business conduct, there is not a business need to conduct human rights training in our organization.

We support the right to exercise freedom of association and collective bargaining, and 4% of our U.S. employee population operates under collective bargaining agreements. In our global operations, there are no areas where these rights are at risk. We have seen the number of employees in the U.S. covered by collective bargaining agreements increase as our business has grown in new markets and new industry sectors.

In 2011 we completed the largest employee survey undertaken by CBRE. Over 73% of our North American employees participated in our employee engagement survey. CBRE’s results were excellent, with CBRE’s engagement and performance excellence levels exceeding the 75th percentile of the normative data for the survey. The results were shared with employees and managers, and informed our human resources priorities in 2012. These efforts included the addition of Management Practices Training

and Enhancing Job Satisfaction training. EJS training is offered to non-management employees and empowers them to take ownership of their engagement at work through different techniques and resources. Additionally, our corporate communications team affirmed their commitment to deliver key business messages through our executive leadership. Individual business units also developed internal plans specific to their findings.

In the U.S., three client accounts conducted “pulse” surveys in 2012 to measure engagement compared to their 2011 results. Two of the three accounts showed marked improvement to their overall employee engagement index with 3.5% and 9.7% increases, respectively, while one account showed a decline. Additionally, two accounts that did not participate in the 2011 survey conducted pulse surveys in 2012 to obtain benchmarks for future survey results.

Ethics, Diversity, Tolerance and Respect

The CBRE workplace culture is grounded in policies and practices that foster employee choice, opportunities for career advancement, mutual respect and principled behavior. The company continually implements organizational guidelines and programs that facilitate an ethical and respectful workplace.

We believe our clients, employees and communities are best served by fostering a diverse workforce and an inclusive culture. In 2012, we scored an 85 on the Human Rights Campaign Corporate Equality Index, achieving a “green” ranking (amongst the highest rankings), and were again the only global commercial real estate services firm to do so.



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As the first major commercial real estate company to participate in the HRC Foundation’s Corporate Equality Index, we commend CBRE on all of the great progress it has made for LGBT workplace equality.

Kathryn Friedman, Director of the HRC Foundation’s Workplace Project

We treated our people with dignity and respect—when practicable, we provide the affected workforce with advance notice of staff reductions and significant operational changes in excess of the regulatory requirement. In instances where we could not provide advance notice, employees received pay in lieu of notice, consistent with our severance plan. In 2012, 545 employees received severance payment.

545 EMPLOYEES RECEIVED SEVERANCE IN 2012

STANDARDS OF BUSINESS CONDUCT (SOBC)

We define our ethical values in our SOBC. The document has been translated for employees of each country in which we operate, and made available publicly via http://sobc.cbre.com/, or on the Navigator, our employee intranet, in printed materials and as part of the onboarding process for new hires.

The SOBC states our value system relative to —among other things—hiring, termination of employment, workplace behavior, severance benefits, and employee conduct toward each other, our clients, our business partners and our global communities.

In the last year, over 16,000 employees participated in the SOBC certification. Our employee investigation process was executed globally with training conducted on a quarterly basis. RISE values were also prominently displayed throughout our offices and referenced in all relevant communications with employees.

COMPANIES THAT CARE HONOR ROLL

In early 2013, CBRE was named to the Companies that Care Honor Roll for the sixth consecutive year. To be named to the Honor Roll, a company must complete a detailed annual application addressing each of the 10 characteristics of a company that cares. The application is reviewed by a panel of independent judges and the results are combined with the results of a comprehensive employee survey. Companies that achieve high marks in both the application and the survey are named to the Honor Roll.

Companies That Care demonstrate the following 10 characteristics:

- 1 Sustain a work environment founded on dignity and respect for all employees
 

In 2012 CBRE was the first company to be awarded the prestigious CREW Circle of Excellence award for 2012 for our ongoing support of CREW and our commitment to advancing women in the real estate industry.
- 2 Make employees feel their jobs are important
 

The Employee Job Satisfaction workshop was reinstated in 2012 based on Employee Engagement Survey feedback requesting more training opportunities.
- 3 Cultivate the full potential of all employees
 

The implementation of the Career Planning page now gives employees broader access and increased transparency to the resources and information to progress in their career path.
- 4 Encourage individual pursuit of work/life balance
 

In 2012, we developed a formalized telecommuting policy to support the growing number of employees taking advantage of flexible work arrangements.
- 5 Enable the well-being of individuals and their families through compensation, benefits, policies and practices
 

CBRE implemented the myHealth – Invest in You wellness program, which empowers employees to learn about their current health and what they can do to improve their overall well-being.
- 6 Develop great leaders, at all levels, who excel at managing people as well as results
 

CBRE University trained over 600 employees in 2012. Programs are available for virtually all levels of experience in client-facing positions, from “Foundations” to “Experts.”
- 7 Appreciate and recognize the contributions of people who work there
 

In addition to numerous line of business awards, in 2012, nearly 50 field and shared services employees were recognized with the MORE (Marketing Operations Research Excellence) Awards.
- 8 Establish and communicate standards for ethical behavior and integrity
 

CBRE was given the 2012 Global Outsourcing Social Responsibility Impact Award by the International Association of Outsourcing Professionals and Information Services Group. We were recognized for a high standard for operating in an ethical and responsible manner.
- 9 Get involved in community endeavors and/or public policy
 

In 2012, CBRE continued to partner with Rebuilding Together to bring nearly 18,000 hours of service to the Shelter Program, in addition to locally driven philanthropy efforts.
- 10 Consider the human toll when making business decisions
 

Our 2012 U.S. Benefits Open Enrollment featured “salary banding” for premiums to lessen the impact of increasing health care costs for employees who aren’t in the high earning bands.

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DIVERSITY AND INCLUSION

Diversity continues to be an area of major focus and commitment at CBRE. We continued our key partnership with the Commercial Real Estate Women’s (CREW) Network as a corporate sponsor in 2012. This valuable collaboration highlights a shared commitment to advancing women in the real estate industry. CBRE has worked with CREW since 2004, and in 2012, we were recognized as the inaugural winner of the CREW Circle of Excellence Award, CREW’s highest honor.



Our diversity committee met to discuss challenges and opportunities in increasing company diversity. Previously chaired by President of the Americas, the committee is currently being transitioned to the new CEO of the Americas and is comprised of 15 other senior leaders from across the organization, including leaders from CBRE’s networking groups.

After interviewing key business and HR leaders throughout the organization to identify key business needs from HR, we determined that it was important to add a new role to support our diversity efforts: Global Director of Talent Strategy and Diversity. This HR leader will actively partner with regional and business line leaders globally to define talent needs, refresh our diversity strategy and to create tailored, high-value programs to enhance our efforts.



Promotion and Governance

We also continue to strive for diversity in Governance. Our Board of Directors has 18% gender diversity and 11% ethnic diversity and has stated that diversity will be a key attribute for future director candidates. Our internal Operations Board, composed of the senior-most executives and key leaders, has 18% gender diversity, an increase over the previous year.

We also maintained efforts to incorporate diversity objectives into normal business processes such as succession planning. Recruiting diverse talent on college campuses included visits to historically African-American colleges and universities, diversity-related college organizations, and universities with broad international representation.

NETWORKING GROUPS

African-American Network Group (AANG)

57 members, 400+ participants  
AANG held its annual conference in Chicago, where members had the opportunity to interact with CBRE leadership and participate in a number of roundtable discussions ranging from current market trends to career pathing.

Hispanic Network Group (HNG)

26 members  
Refreshed in 2012, HNG continues its mission as an organization for Hispanic brokerage professionals to network and share best practices.

LGBT Network (LGBTN)

97 members  
LGBTN again served as a corporate sponsor for the OUT & Equal conference in Baltimore, Maryland, and the Dallas Black Tie Dinner, the largest fundraising dinner for the LGBT community in the nation.

Women’s Network

400 members  
The annual Women’s Networking Forum in Chicago provided an opportunity for professional development and personal enrichment by gathering its members, along with clients and other special guests, for focused networking and learning from expert presenters. The Forum began with 175 women participating in the CBRE Cares BuildDay program to revitalize the South Central Day Treatment School for teenagers and young adults.

In its 12th year, the Women’s Network also refocused its efforts to increase membership and engage its members. This initiative was bolstered by Laura O’Brien’s executive sponsorship and commitment to reinvigorating this long-established network.



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We were pleased with the efforts to incorporate diversity in all of our promotional decisions. Our managers maintained diverse candidate pools, and inclusion of high-potential, diverse employees in succession planning was a priority. However, we remain challenged by our overall diversity representation in management and sales positions, which has held relatively constant despite improvement efforts. Diversity in commercial real estate has been noted as an industry-wide issue; a recent survey issued by the National Association of Realtors indicated that

89% of all commercial real estate professionals who responded identified as white. CBRE's focus to improve on diversity as an industry leader is ongoing.

### Additional Diversity Efforts

The recently formed VET, or Veterans Engagement Team, is

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18%  
BOARD OF DIRECTORS  
GENDER DIVERSITY

11%  
AMERICAS BOARD OF  
DIRECTORS ETHNIC DIVERSITY

## VETS INITIATIVE SUCCESS STORY

### Please describe your military experience (what branch did you serve in, what was your role, etc.)

While in the Marine Corps, I served both on the Enlisted and Officer side. As an Enlisted member and NCO, I was an Automotive and Tactical Vehicle Mechanic. However, as an officer I am an Adjutant and an Officer Selection Officer. Prior to joining the Marine Corps, I did serve in the Air Force and attended the Air Force Academy. My complete military service spans 16 years.

### What interested you about CBRE?

I became interested in CBRE as the climate and culture reflects that of the military. I enjoy the fact that not every day is the same and every day I have an opportunity to leave an indelible mark on the tenants and CBRE.

### Please describe your rotational experience?

I have had the opportunity to work with and at three properties (Marathon Oil Tower, The Houston Center, and Wells Fargo Plaza). Every step of the way, there has been an outline of the Real Estate Manager's expectations of me and what they would be imparting upon me. In addition, every Real Estate Manager has taken a personal interest in my work, assisting me with answering my questions, and giving me 30 minutes to an hour a week to go over Real Estate Licensing courses.

My rotational experience truly feels like a team effort and everyone wants me to succeed.

### Please describe what it was like learning from other veterans within the company.

Every property that I have been able to learn from has had veterans. Whether it is a member of the actual Property Management Team or security, everyone has eagerly and openly offered their area of expertise. And I can say that my learning extends beyond the veterans at the properties I have visited. Kyle Mosley is in Austin and he checks on me weekly to see where I am at with my training and to offer assistance. Stewart Geise has implemented a monthly Junior Military Officer (JMO) call, which allows me to network with others who have gone through the same process.

### What role are you in now at CBRE?

Currently, I am working and training as a Management Associate. At the end of my 6-8 months of training, I will be placed in the Houston area as an Associate Real Estate Manager. Ultimately, I hope to one day be in charge of the Texas JMOs—to implement a program where newly hired JMOs have a class 1-2 week class of CBRE basics (New Hire Orientation and AREM syllabus), as well as financial and real estate courses. I believe a program such as this will help catapult the JMOs future successes and ensure longevity with CBRE.

### How do you feel that rotation experience with other veterans has impacted your overall experience at CBRE so far?

The other veterans that I have had the honor of coming into contact with have been very helpful and understanding of my transition. Most share stories or things to look out for, but all offer guidance along with their contact info (so even after I leave a property, I can still request and ask for their assistance). This program and the help of the other veterans gives the sense of "I am not alone in my efforts" and "someone else has been where I am currently at". It has truly been a sense of camaraderie for me and that everyone is "pulling on the rope" with me.



Tamersen Glenn  
Houston, Texas



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an employee resource group that partners with CBRE's Corporate Recruiting team to connect candidates with possible job opportunities. After hire, VET partners new hires with military backgrounds to current CBRE employees with similar military backgrounds. The seasoned veteran CBRE employee helps the new recruit get acclimated to the corporate environment. Because of this initiative and other policies specific to active duty military/reservists, CBRE was recognized as a Top 100 Military Friendly Employer for the second year in a row.

**2**  
YEARS AMONG TOP 100  
MILITARY FRIENDLY EMPLOYER

CBRE served as a Platinum Sponsor for the 2012 Global Diversity Summit held in Atlanta with the theme "ReFocus, ReInvest, ReBound." The summit presented leaders who are responsible for identifying opportunities in the market, developing the creative financial instruments to rebuild cities and promoting diversity within the servicing sector, all through the lens of an industry with a careful eye on the challenging economic climate. CBRE Senior Program/Finance Manager Keith Brown served as a chair for the summit, and three other CBRE leaders also attended.

CBRE's Wheel Program is designed for recent graduates, at both the undergraduate and master's levels, seeking a career in real estate. Participation is intended to provide a well-rounded knowledge of the commercial real estate business and valuable skills, earned by working alongside talented professionals. Twenty-six "Wheelies" were chosen out of 900 applicants to gain experience in areas such as brokerage services, project management and investment management across six markets. Over 50% of Wheel participants in 2012 were diverse.

**HARASSMENT PREVENTION**

Developing an inclusive culture that promotes high levels of integrity and ethical behavior is a key organizational priority and an ongoing process. Unlawful harassment, in any form

and regardless of the intent, interferes with this priority. It is a form of discrimination and interferes with our commitment to equal employment opportunity. It has no place at CBRE. Our Harassment-Free Workplace policy reflects the strongest possible statement in support of CBRE's commitment to the prevention of unlawful harassment or retaliation.

**WHEEL PROGRAM SUCCESS STORY: NATALIE MOORE**

**When did you participate in the WHEEL program?**

September 2011- September 2012

**What market did you participate in?**

Dallas

**What lines of business, or parts of the wheel, did you rotate through?**

Office and industrial investment sales, property management, office tenant rep, and office and industrial leasing.

**What was the best part of your wheel experience? What did you learn through the Wheel program?**

Without a doubt, the best part of my Wheel experience was the unique opportunity to work in various lines of business before joining my permanent team. By rotating through the different departments, I gained knowledge about the technical aspects of each role and was exposed to best practices from first-class teams, both of which will continue to benefit me throughout my career. While learning about CBRE's vast platform, I was also learning to understand the distinct points of views and motivations of the various parties involved in a real estate transaction. In addition, by working alongside so many talented professionals throughout our office, I am now more inclined to reach out to them to collaborate in the future. All of these things combined make me more effective in my current position than I would have been without this strong foundation.

**What is your current position?**

Associate – Brokerage Services, Fort Worth, TX



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The policy:

- Defines examples so employees can identify cases of harassment
- Describes our expectations of all employees and the special responsibilities of managers
- Incorporates our RISE values and Standards of Business Conduct
- Uses the recommendations of leading legal experts and follows best practices of leading companies

In 2012, we provided our harassment prevention training program to over 4,000 people.

Newly hired North American employees participate in an innovative online training program and leadership receives in-person training. These training and communications programs have enabled us to take an industry leadership role in creating a collegial, harassment-free workplace.

Regretfully, as in all large organizations, allegations of harassment or discrimination occasionally occur. Once reported, our internal investigation teams act swiftly to uncover and evaluate the facts, take remedial action if warranted, and eliminate the root causes of problematic behavior. Most investigations of harassment claims are initiated immediately (within a day) and are completed within 30 days. CBRE handles allegations of harassment or discrimination with the utmost care and attention.

**REGULATORY COMPLIANCE**

CBRE acts in accordance with all laws regarding minimum and/or living wages. The company also abides by all national and local requirements regarding overtime pay, timekeeping, and rest and meal periods. If any compliance issue is brought to our attention, it is promptly researched and remedied as appropriate.

**50%**  
WHEEL PARTICIPANT DIVERSITY

**4,000**  
EMPLOYEES TRAINED IN HARASSMENT PREVENTION IN 2012

CBRE is also vigilant in regulatory compliance for regional variations, both in the U.S. and on a global level. For instance, CBRE has been proactive in complying with the recent New York Wage Theft Prevention Act and other state-specific regulations.

**Benefits and Total Compensation**

We understand that employee benefits participation is an important part of the employment relationship. CBRE offers all full-time U.S. employees a benefits package generally made up of the following components:

- Health benefits, including medical, dental and vision
- Income continuity benefits such as disability and life insurance, and severance/ redundancy programs
- 401(k) matching
- Ancillary benefits, such as time off with pay, employee assistance program, and wellness program

**24 HOURS**  
STANDARD HARASSMENT CLAIM INVESTIGATION INITIATION

**30 DAYS**  
STANDARD HARASSMENT CLAIM INVESTIGATION COMPLETION

We strive to be inclusive of all employees. For example, in the U.S., a full-time employee is defined as an employee who works at least 30 hours per week. This inclusive definition results in the eligibility of over 98% of our employees for our entire benefits package. The company pays the majority of the cost of our employee medical benefits and we also provide company-paid life, supplemental life, short term disability, and long term disability insurances.

Part-time employees have a more limited benefits package, which includes paid time off and eligibility to participate in the 401(k) retirement savings and investment program.

CBRE does not have a defined benefit plan.

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Beginning in 2013, employees will pay benefits premiums based on salary banding, which stratifies premium costs into three different levels based on employee salary. This measure, now a common industry practice, will help lessen the impact of the rising costs of health care on those employees in lower salary bands.

**WELLNESS**

In late 2012 CBRE introduced a revitalized wellness program for benefits-eligible employees. Employees were encouraged to receive a free biometric screening and take a confidential Well-Being Assessment that compounds their screening results with their assessment to paint a comprehensive picture of the employee’s health and well-being. The Well-Being Connect, the online portal for the Well-Being Assessment, also features health education, news and tools associated with exercise, nutrition, health risk awareness, and more.

Biometric screenings began in late 2012, and the Well-Being Connect and its features will be available to employees in 2013.



The most effective well-being programs are designed to improve physical, social and emotional well-being, while making the healthy choice the easy choice. CBRE’s myHealth program exemplifies this approach by equipping their employees to take charge of their own well-being and improve their quality of life. This, in turn, helps them better enjoy their workplace, their community and time with their families and loved ones.

—Ross Scott, Healthways Chief Human Capital Officer

A majority of benefits-eligible employees were able to earn a medical premium reduction by completing the biometric screening and Well-Being Assessment. This incentive helps offset the rising cost of health care for the employee in the short term and rewards program buy-in. CBRE will receive aggregate data from the myHealth program, which will help inform benefits and programming. In turn, healthier employees mitigate costs for everyone, including the company.

**LEAVE**

During 2012, about 5% of our U.S. workforce availed themselves of our leave policies, most frequently for maternity/parental leave. In nearly 100% of the cases, employees who wanted to return to work had the same or a comparable position waiting for them. We do not maintain comparative retention statistics on employees who return from leave versus employees who were not on leave. CBRE provides flexible workplace practices that facilitate a parental employee’s return to work with reduced full-time schedules, alternative work arrangements and new mothers’ rooms where possible.

**SEVERANCE**

Our severance plan, benchmarked to industry standards, offer benefits to full- and part-time qualified employees, including separation pay, a health care stipend and access to outplacement services. The outplacement services offer assistance with job-ending transitions, skills training for job seeking, identification of transferrable skills and consideration of alternate careers. We complied with the notice requirements of relevant labor and employment laws and collective bargaining agreements, as applicable.

**Performance Management and Recognition**

CBRE is a meritocracy, and our employees are empowered and encouraged to achieve the level of success their skills and desire



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allow. Currently, virtually all of our U.S.-based, non-commissioned employees receive a formal annual performance reviews. Outside the U.S., our progress toward this goal is subject to local law, customs, and the building of our global HR information system. In addition, our commission-based sales professionals receive regular, ongoing performance feedback and coaching.

In 2012, we have added global competencies for each position as discussion tools for the performance evaluation process. Managers familiar with the jobs identified key competencies for their employees' job descriptions. While the competencies will be integrated into all talent management processes over times, they were included in 2012 performance evaluations to evaluate the proficiency of employees on specific job-related skills.

The company honors our employees with more than 200 individual or group awards that recognize leadership, commitment, ethics, financial performance, community involvement, philanthropy and more. Informal recognition is also very important to our organizational culture.

### Talent Management

In the second year since its relaunch, CBRE University, CBRE's internal employee development program in the U.S., focused on advancing the skills and capabilities of our new or high-potential, market-facing professionals. This has resulted in increased personal, professional and company success. During 2012 we trained 612 professionals through CBRE University programs, which tend to be rigorous multi-day off-site programs attended by senior leaders and subject matter experts. In 2012 we also provided management practices training to over 350 managers.

We provide senior leaders, high-potential employees, and CBRE University participants access to the Harvard Business

612

CBRE UNIVERSITY STUDENTS

350+

MANAGERS TRAINED

Publishing Harvard ManageMentor (HMM) Program. HMM includes 44 topics with focus on manager and leadership development such as Career Management, Delegating and Process

## PEOPLE AND CULTURE

44

DEVELOPMENT TOPICS AVAILABLE VIA HARVARD MANAGEMENTOR

### SAMPLE CBRE RECOGNITION PROGRAMS

- The RISE Award
- President's Performance Award
- Chairman's Excellence Award
- Tammell Crow Master Builder Award
- Edward S. Gordon Award
- Benjamin Arthur Banker Learning Award
- Gary J. Beban Teamwork Award
- The William H. McCarthy Award
- McAdam Cup
- Turnaround Award
- Manager Innovation Award
- Rookie of the Year Award
- CBRE Ambassador Award
- Women's Network Endurance of Spirit Award
- MORE (Marketing, Operations & Research Excellence) Awards
- Colbert Coldwell Circle
- Rock Star Award
- Einstein Award
- Mission Impossible Award
- Leasing Performance Award
- Greatest Contribution by an Engineering Professional
- Greatest Contribution by an Accounting Professional
- Sustainability Leader of the Year
- Top Accounting Leader Award

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Improvement. HMM is enhanced with videos, tools, HBR articles, along with insight from Harvard professors and business professionals.

Additionally, a group of top leaders is invited each year to join for each position High Potential Leadership Program, which is designed to offer an executive-level education with exposure to our key businesses, geographies and global priorities. This global network provides the opportunity for our key professionals to forge relationships with their peers in an environment that encourages professional development and personal growth. Participants have unique access to valuable opportunities, such as presenting at major company functions, managing special projects to challenge their skills and interacting with our senior leadership and Board of Directors.

We continue to invest in distance learning initiatives for all employees, allowing our geographically distributed workforce to access over 500 prescriptive and optional training programs. Employees and managers frequently use the WebEx system to facilitate online trainings that are accessible globally.

**500+**  
TRAINING PROGRAMS  
AVAILABLE GLOBALLY

**Our most successful people certainly have some attributes in common. No matter how good they are, they always seek ways to become even better. That idea, that there is always room for improvement and always new things to learn, is at the heart of CBRE University because it's at the heart of CBRE.**

—Bob Sulentic, President and Chief Executive Officer

In 2012, CBRE rolled out a new global job architecture and competencies (JAC) program, resulting in standardized job titles, descriptions and families, and a solid framework for talent management, including recruitment and retention. By integrating the JAC into our human resources platform, employees are able to view the career path within their job family, as well as the competencies associated with these roles.

New career planning resources were introduced via our U.S. intranet to provide added transparency to the internal transfer/advancement processes. The site features internal and external links to professional development and networking opportunities, internal transfer documents and a direct link to the Career Path Planning module. The site enables our employees to plan and manage their professional career at CBRE. The page has received over 1,400 visits since its launch in early November 2012.

Through our Employee Assistance Program, we also offer resources for employees and their family members on a variety of professional and personal topics ranging from health to finances. In addition to the 23 annual hours of programming available, a resource library is available online and accessible at any time.

**23**  
HOURS OF EMPLOYEE  
ASSISTANCE PROGRAMMING

## Women's Compact

CBRE shares the goal of the U.N. Women's Compact to globally advance women in the workplace. As part of our commitment to the compact, we began our analysis in the U.S. in 2012 on the seven principle elements and 31 standards of demonstration for the Women's UN Compact. CBRE is fully achieving 14 and partially achieving six of the 31 standards. We are most successful in the areas of high-level support, company culture, related policies and equal access to benefits, leave programs,

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and counseling. These results reinforced the value of our planned talent management efforts, which will help us achieve additional demonstration. These enhancements include employee transparency to job descriptions, qualifications, competencies and career paths, which will assist us in making a broader array of career options more visible to our employees.

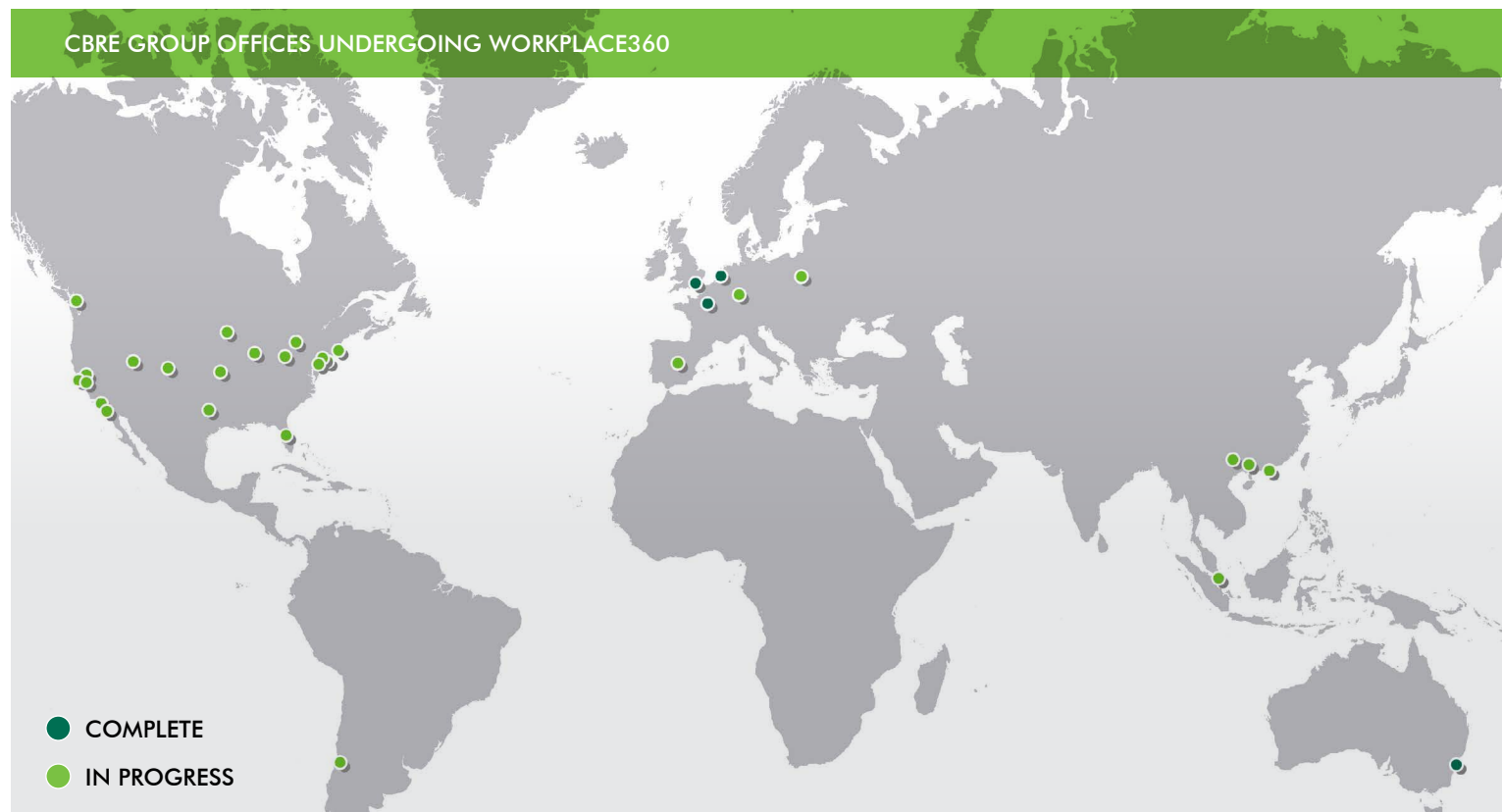
**65%**  
UN WOMEN'S COMPACT DEMONSTRATION STANDARDS COMPLETED

In 2013 we will complete the gap analysis for our other global regions. We also plan to increase our talent management efforts focused on women, expand our purchasing program for

women-owned businesses, re-emphasize flexible work options and communicate more broadly about workplace safety when traveling to/from work or on company business.

**Workplace360**

Rapid innovation in today's global marketplace is changing the way we communicate and, consequently, the way we work. Traditional notions of the office are giving way to newer attitudes about what constitutes the ideal environment. At CBRE, we are leading this trend from the front. We have a new vision for a truly productive and market-leading workplace solution for our employees. We call this Workplace360.



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As a result of Workplace360, we will be reinvesting these savings in areas that matter most for our employees, enhanced technology, increased mobility and flexibility in the workplace, and higher quality service.

Laura O'Brien, Global Director of Human Resources and Workplace Strategy

Workplace360 examines the workplace—including supporting technology, personal productivity, space efficiency, sustainability, mobility, flexibility and more—and applies this research to create offices that are reflective of the way CBRE employees work. Most professionals juggle a variety of projects each day, some requiring collaboration and others demanding concentration. By offering a mixture of environments, providing a higher level of services and enhancing mobility in the form of digital files and improved personal technology devices, Workplace360 allows employees to conduct business in the spaces where they will be most productive, from quiet rooms to open meeting areas designed to promote connections with colleagues and clients.

There is no doubt in my mind that over the next decade tenants will move to a more open, collaborative and flexible workspace. I see the following benefits in moving to this type of office environment: more interaction among my team and across all of our service lines; leading by example when advising clients on workplace strategies; and, lastly, we will be 'first movers' among all of our competitors.

Stephen Bay, CBRE Vice Chairman

Recently implemented in several offices around the globe including our Amsterdam and Sydney offices, as well as in Minneapolis for Client Accounting and in Boston for Capital Markets Multi-Housing, this initiative is aimed at improving the way we work, increasing collaboration, generating more business, and optimizing CBRE's real estate assets around the world. Over the next 10 years, we have the opportunity to impact 3M SF of our expiring leases. Conservatively, this translates into over \$125 million in Rent and Capital Savings.

### DOWNTOWN LA

Our U.S. Workplace360 showcase office in Downtown Los Angeles will be opening at the end of August 2013, and employees are already anticipating the benefits. In the new space, CBRE leased 25% less space than we would have leased without our new workplace strategy—with room for 25% more people. In addition to improved utilization, the workplace strategy for Downtown Los Angeles will feature improvements including:

- Improved flexibility in where we work, with new space types in the office and the ability to work remotely
- Better health and wellness with more access to natural light, height adjustable seating, ergonomics education, juice bars and more
- Improved personal efficiency through digitization of files and seamless connectivity in the office
- Reduced carbon footprint through minimizing space demand, as well as paper use through recycling programs and digitization of files
- Improved communication and collaboration with new collaborative technology

In preparation for their Q3 2013 office move, our Downtown LA Legal donated their entire law library — an extensive collection of more than 1,000 volumes — to Goodwill of Southern California.



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CBRE employees aren't the only beneficiaries of Workplace360's many benefits. Clients also gain innovative workplace solutions already tested in CBRE spaces, and the confidence that they are partnering with the best in the business. Through successfully transforming our own offices first, we demonstrate to our clients our ability to design and implement a contemporary workplace.

### What Lies Ahead

- Continue globalizing HRIS Platform
  - Fully implement by end of 2014 with delivery of PeopleSoft for EMEA and LAC regions
  - Following the completion of the globalization project, we will be able to better understand and report on our company holistically
  - Globalize Learning and Development programs, including CBRE University

- Continued focus on talent management and operational excellence
  - Establish a new position for Global Director of Talent Strategies and Diversity, who will partner with global business leaders to create high-value programs to address CBRE's talent management needs, including succession planning, learning and professional development, strategic recruiting, and retention and workforce diversity
  - Focus on diversity in high-potential leadership and senior-level promotions
  - Identify and gear learning programs toward the young high-potential professionals within the organization
  - Develop a global, company-wide mentoring program, beginning with pilot programs
- Continue to assess CBRE implementation of Women's Empowerment Principles
  - Complete gap analysis for the UN Women's Compact for our EMEA and APAC regions in 2013
  - Implement talent management efforts based on deficiencies identified in the U.S. analysis

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GRI EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	17-22	7,8,9
GRI EN27	Percentage of products sold and their packaging materials that are reclaimed by category	26	7
GRI EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulation	26	7
GRI EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	26	7
GRI EN30	Total environmental protection expenditures and investments by type	10-11, 28-33	7

\* This indicator has been partially addressed. Data and/or other resources needed to fully address this indicator are not currently available. As our data systems and other resources evolve, we plan to provide additional detail and work toward fully addressing the indicator.

Stakeholder Letter

About CBRE Group, Inc.

About this Report

Environmental Sustainability

Ethics and Compliance

Governance

Health and Safety

Communities and Giving

People and Culture



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## GRI Performance Indicators and UNGC Principles Index

<b>Labor</b>		<b>GRI Reference Page</b>	<b>UNGC Principle</b>
GRI LA1	Total workforce by employment type, employment contract and region	69	6
GRI LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	75-76	1,6
GRI LA4	Percentage of employees covered by collective bargaining agreements	70	1,3
GRI LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	53	1
GRI LA7	Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities per region	50-51	1
GRI LA9	Health and safety topics covered in formal agreements with trade unions	53	1,3
GRI LA10	Average hours of training per year per employee per category	52-53	
GRI LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them with managing career endings	76	
GRI LA12	Percentage of employees receiving regular performance and career development reviews	76	
GRI LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other diversity indicators	72-74	
GRI LA15	Return to work and retention rates after parental leave, by gender.	76*	
<b>Social</b>		<b>GRI Reference Page</b>	<b>UNGC Principle</b>
GRI SO3	Percentage of employees trained in the organization's anti-corruption policies and procedures	39	10
GRI SO4	Actions taken in response to incidents of corruption	40	10
GRI SO5	Public policy positions and participation in public policy development and lobbying	41-42	10
GRI SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions, by country	41	10
GRI SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices, and their outcomes	42	10
GRI SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	40, 42	10

\* This indicator has been partially addressed. Data and/or other resources needed to fully address this indicator are not currently available. As our data systems and other resources evolve, we plan to provide additional detail and work toward fully addressing the indicator.





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**GRI Performance Indicators and UNGC Principles Index**

<b>Human Rights</b>		<b>GRI Reference Page</b>	<b>UNGC Principle</b>
GRI HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	39-41	
GRI HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	70	1,3
GRI HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	70	1,2,5
GRI HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor	70	1,2,4
GRI HR8	Percentage of security personnel trained in the organization's policies and procedures concerning aspects of human rights that are relevant to operations	41	1,2
GRI HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	42	

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## Statement GRI Application Level Check

GRI hereby states that **CBRE Group, Inc.** has presented its report “2012 Corporate Responsibility Report” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

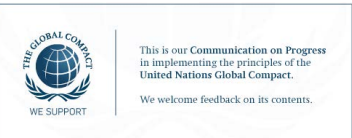
Amsterdam, 3 May 2013

Nelmara Arbex  
 Deputy Chief Executive  
 Global Reporting Initiative



*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 23 April 2013. GRI explicitly excludes the statement being applied to any later changes to such material.





For more information, visit [www.cbre.com/responsibility](http://www.cbre.com/responsibility) or email [responsibility@cbre.com](mailto:responsibility@cbre.com)

**CBRE**