

Pacific Corporate Responsibility

OUR VALUES IN ACTION

2020-21

CBRE'S Responsibility



Message from
Phil Rowland

2020 and 2021 so far have been anomaly years for CBRE in Australia and New Zealand and for the globe. Living with the pandemic has spurred us to adapt quickly, shift outdated perspectives and increase our awareness across the full remit of our corporate social responsibility (CSR). **Underpinning this is our overriding focus on inclusion and compassion, for the purpose of providing better outcomes for our employees, stakeholders and communities.**

While our people continue to navigate new regulations and plan for what the future holds, it's important to also reflect on the past 18 months. Not only to celebrate milestone achievements but also to examine future opportunities and where we can enhance our strategies.

As an active member of the Champions of Change Property Group I am particularly passionate about facilitating positive change related to the group's Tackling the Tough Spots agenda. **Attracting, retaining and empowering talented women in our industry is a key imperative and we're spearheading a range of initiatives at CBRE to foster inclusivity.** This includes a new program whereby each of our Executive Committee members has a strategic KPI to sponsor and mentor high potential women within the business and examine their leadership "shadow".

It's also imperative that we as a business become better educated and have a greater understanding of our reconciliation journey with First Nations peoples. Our new Reconciliation Action plan, approved by Reconciliation Australia, sets further goals to achieve equity and inclusion, which we are already making strides with, particularly through our procurement processes and supply chain.

Additionally, I am proud of the way our sustainability experts are now fundamental to every aspect of our service offering. Not only is CBRE one of the top Australian providers of NABERS ratings, with 5.5 million sqm of commercial space assessed in 2020, but we manage and provide ongoing advice on a property that has achieved one of the only 6 star NABERS ratings in Australia without the use of purchased GreenPower. **Our commitment to sustainability, outlined in this report sets benchmarks for years to come including achieving 100 per cent renewable electricity by 2025.**

I welcome you to read this report to learn about CBRE's corporate responsibility goals, achievements and practices, which are vital to the success of our company and to upholding our values.

A handwritten signature in black ink, appearing to read 'Phil Rowland', written in a cursive style.

PHIL ROWLAND

Chief Executive Officer, Advisory
Australia and New Zealand



Our Company

CBRE Group, Inc. is a Fortune 500 and S&P 500 company headquartered in Dallas, USA. Based on 2020 revenue, we are the world's largest commercial real estate services and investment firm, with leading global market positions in our leasing, property sales, occupier outsourcing and valuation businesses.

Our business is focused on providing services to both occupiers of real estate and investors in real estate. For occupiers, we provide facilities management, project management, transaction (both property sales and tenant leasing) and consulting services, among others. For investors, we provide capital markets (property sales, commercial mortgage brokerage, loan origination and servicing); leasing; investment management; property management; valuation; and development services, among others.

CBRE operates in more than 530 offices with over 100,000 employees, excluding independent affiliates, and serves clients in more than 100 countries worldwide. This includes more than 2,500 employees across 18 offices in Australia and New Zealand. Global company revenue in 2020 totalled US\$23.8 billion. In Australia and New Zealand, CBRE advised clients on more than 1,300 sales and leasing transactions valued at US\$3.4 billion; completed 4,550 valuation and advisory assignments and managed 23.95 million sqm of property and corporate facilities.

Introduction



Introducing CBRE's 'Property with Purpose' Framework

As the world's largest commercial real estate firm, CBRE recognises its role in positively impacting the communities, clients, employees and stakeholders we work with.

Our corporate responsibility strategies guide CBRE operations globally and are key to providing industry leadership that grows our business in socially responsible ways.

In the Pacific region, our Property with Purpose framework guides and strengthens our social and environmental obligations in ways that are meaningful and relevant.

Property with Purpose

Our Property with Purpose (PwP) framework was developed in 2019 as an extension of CBRE's broader corporate social responsibility (CSR) framework and is founded on three ideological pillars: how we operate, how we give back to communities and how we employ. This is underpinned by our commitment to key social causes including: addressing homelessness, supporting Indigenous communities and businesses, and environmental responsibility.

This strategic focus enables CBRE to strengthen its commitment to CSR and enhance its contribution within the Pacific region.

In 2020, CBRE had the opportunity to further mobilise the PwP framework. This is highlighted through the implementation of wellbeing policies for property management teams and their clients, prioritising social and environmental outcomes from property assets and supporting communities affected by COVID-19.

CBRE's Pacific business is proud of its progressive achievements and focus on Environmental, Social and Governance outcomes, from its supply chain through to the way it operates and the contributions of its people.

A commitment to our values is what has led CBRE to achieve—among other accolades— an industry-first carbon neutral certification, silver status in the Australia Workplace Equality Index and healthy partnerships with Indigenous supply chain organisations.

Strengthening social obligations through an authentic, localised program is one of CBRE's five key priorities for the next three years and beyond in the Pacific—with the publication of annual Corporate Responsibility reports giving visibility to our commitments and actions.

The following report outlines the frameworks implemented activity and accomplishments achieved throughout the course of 2020, a year that was shaped by the COVID-19 pandemic. It highlights the Pacific's contribution to CBRE's overall global corporate responsibility objectives, while also detailing how we make positive contributions in our local communities.

KEY THEMES INCLUDED IN THE REPORT

ENVIRONMENTAL PERFORMANCE

Minimising negative environmental impacts in the built environment

DIVERSITY, EQUITY & INCLUSION

Ensuring people from varied backgrounds and experiences are at the centre of our workforce and operations

WELLBEING

Caring for the physical and mental health of employees and the broader community

COMMUNITIES & GIVING

Contributing beyond our business to a range of important causes

PROCUREMENT

Diversifying our supply chain by partnering with social enterprises and diverse suppliers

GOVERNANCE & RISK

Creating and initiating frameworks that mitigate responsible sourcing risks

RISE Values

CBRE's Pacific corporate responsibility framework is underpinned by the company's global RISE values, which are at the core of all company actions.

We take great pride in our reputation for upholding the highest standards in the way we do business. Our commitment to **Respect, Integrity, Service and Excellence** shapes how we operate as the largest commercial real estate company in the world.

Our employees across CBRE Pacific work and live by these standards. Everything outlined in this report is inspired by our RISE values and determination to keep doing better.



RESPECT

We act with consideration for others, ideas and share information openly to inspire trust and encourage collaboration

INTEGRITY

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

SERVICE

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

EXCELLENCE

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



Awards and Honours

GENERAL

- Ranked 122 on the Fortune 500
- Named a Fortune Most Admired Company – No #1 in real estate for third consecutive year and nine consecutive years on the list
- Forbes – named one of the best large employers in America and one of the World's Best employers
- Lipsey – #1 brand for 20 consecutive years
- IAOP – among the top few outsourcing service providers for 12 consecutive years
- CBRE Australia named Commercial Agency of the Year at the Real Estate Institute of Australia's 15th National Awards for Excellence, 2020
- Named Best Property Consultancy in both Australia and New Zealand at the Asia Pacific Property Awards 2020-2021

PEOPLE/WORKPLACE

- Ethisphere – among the World's Most Ethical Companies eight years in a row
- Forbes – A top company for diversity, women and new graduates
- Bloomberg – named in 2021 Gender-Equality Index
- Human Rights Campaign – Best place to work for LGBTQ Equality and received a perfect score for the eighth straight year on the Corporate Equality Index
- Silver accreditation in the 2021 Australian LGBTQ Inclusion Awards for the second consecutive year

SUSTAINABILITY

- Silver Status from the Australian Workplace Equality Index (AWEI)
- Carbon Neutral certification via Climate ActiveBarron's – #22 sustainable company
- Dow Jones Sustainability Index – World Index for 2nd consecutive year

KEY MEMBERSHIPS AND AFFILIATIONS

- InterBuild
- Our for Australia
- Pride In Diversity
- Green Building Council of Australia
- New Zealand Green Building Council
- Property Council of Australia
- Property Council New Zealand
- Better Buildings Partnership
- Property Industry Foundation
- Red Cross – Australia and New Zealand
- Global Real Estate Sustainability Benchmark (GRESB)
- Task Force for Climate-Related Financial Disclosures (TCFD)
- White Ribbon Australia
- Chief Executive Women
- Champions of Change
- Supply Nation
- Social Traders
- Career Trackers
- Job Trail
- International WELL Building Institute



Environmental Performance



Environmental Performance

LEADING THE INDUSTRY IN SUSTAINABILITY PRACTICES

Minimising negative environmental impacts and developing sustainable practices is a priority for CBRE. As the region's largest commercial real estate services firm, based on 2020 revenue, we are dedicated to environmental policies that enhance all corporate and property management activities.

In Australia and New Zealand, CBRE upholds progressive and innovative environmental performance standards. Our Australian business has already been certified carbon neutral for more than a decade and further work is underway to improve sustainability in our supply chain and procurement practices.

Committed to fostering sustainability experts within our business, CBRE has a growing team of people who hold accreditations in rating tools such as the National Australian Built Environment Rating System (NABERS), Commercial Business Disclosure (CBD), Green Star and

WELL Building Standards. These experts can advise on best practices for our operations and assist clients in developing their own environmental goals.

CBRE's operational activities are guided by an Environmental Sustainability Policy which aims to reduce our environmental impact and drive sustainable real estate practices. This global framework actualises a company-wide aim to implement best practices that meet both the letter and spirit of all environmental laws and regulations in countries where we do business.

With strong environmental foundations, CBRE has become a leader in the Pacific property industry for sustainability practices. The following section will outline the region's efforts to minimise negative environmental impacts—both in our own operations and on behalf of our clients.

MEETING CARBON REDUCTION TARGETS

Greenhouse gas emissions and energy consumption are important for CBRE to manage and mitigate across its operations. We aim to achieve ambitious carbon reduction targets in order to remain industry leaders, while also influencing the practices of our clients.

Globally, CBRE has committed to reducing Scope 1 and Scope 2 greenhouse gas emissions by 68% by 2035, from a base year of 2019. This ambitious goal, which goes over and above other industry targets, is aligned to the United Nations' Paris Agreement to limit the global temperature rise to 1.5 degrees Celsius.

CBRE's Pacific division is well on its way to achieving these goals. We became the first commercial real estate services firm in Australia to achieve National Carbon Offset Standard certification in 2011 and we have continued to maintain carbon neutral status every year since.

In 2020, Australia offset 100% of the 2019 carbon footprint of 6936T CO₂e by investing in renewable energy projects with the aim to support reforestation and indigenous initiatives in Australia. This equates to offsetting approximately 396 homes worth of energy annually. CBRE is also committed to achieving 100% renewable electricity by 2025, which includes a company-wide transition to electric vehicles.

In New Zealand, similar grassroots initiatives are underway to offset carbon production.

There was a significant travel reduction in 2020 – due to the global coronavirus pandemic, which resulted in an unexpectedly large emission reduction — far greater than CBRE's global company targets of 10%. CBRE is now focused on sustaining reduced emission levels well beyond the pandemic.

100% Renewable Electricity

Electricity consumption from CBRE's Australian operations contributes up to 20% of our overall emissions each year. To counteract these greenhouse gas emissions, CBRE has committed to a 100% renewable energy contract with Red Energy.

Red Energy, the Australian owner and operator of Snowy Hydro, maintains the Snowy Mountains Hydroelectric Scheme. Our partnership with clean hydroelectricity is aligned with CBRE's science-based target aspirations to reduce scope 2 greenhouse gas emissions, which are released from the indirect consumption of an energy commodity.

CBRE's Australian offices join several in Europe and the UK that are supplied by 100% renewable electricity.

GREEN LEADERSHIP

CBRE is committed to driving improvements in the way buildings are built, leased, managed, occupied and sold. We offer a comprehensive range of services and seek to establish deep and lasting partnerships to enhance the efficiency of buildings, reduce their environmental footprints and operating costs, while ultimately adding value to our clients' business.

CBRE's sustainability experts are a fundamental part of our organisational responsibility strategy across Australia and New Zealand and make it their mission to be leaders in the field of environmental performance.

Equipped with market-leading knowledge and specific training in sustainability, the leadership team can optimise internal operational decisions as well as being an advisory arm for clients.

Our experts also support clients in submissions to the Global Real Estate Sustainability Benchmark (GRESB), which provides standardised and validated

Environmental, Social and Governance data to the capital markets.

In line with the Task Force on Climate-Related Financial Disclosures (TCFD) framework, CBRE's sustainability experts deliver building ratings and climate risk analysis. Solar feasibility studies for landlords can also be undertaken.

CBRE share insights through expert publications and thought leadership content - delivered via webinars, podcasts and a global CBRE Green Twitter handle. These forums are designed to ensure that it's not only our sustainability team who are well versed on CBRE's sustainability values, but our entire workforce.

Our values are introduced to employees from their first days working at CBRE, with two environmental performance modules completed by every employee as part of their onboarding.

SUSTAINABILITY SERVICES


The following sustainability services will be explained throughout this section:

 **BUILDING RATING TOOLS**


- NABERS Energy & Water Ratings BEECs
- WELL Building Standard
- Green Star Performance

 **SUSTAINABILITY REPORTING**

- GRESB reporting
- Sustainability management platform – system integration

 **ENVIRONMENTAL PERFORMANCE**

- NABERS monthly performance reporting
- Building performance audits
- Sustainability roadmaps
- Solar feasibility studies
- Energy procurement services

 **CLIMATE RESILIENCE AND ADAPTATION**

- Climate risk assessment

ENVIRONMENTAL RATINGS

CBRE works on behalf of owners and occupiers to manage and measure environmental performance, thereby improving carbon footprints and enhancing sustainability outcomes. Our sustainability team offer a range of products and services that aim to drive positive environmental and social outcomes for the buildings we manage on behalf of clients.

CBRE is one of the top Australian providers of NABERS ratings, with 5.5 million sqm of commercial space assessed in 2020. This included ratings for energy, water, waste and indoor environment use for offices, as well as energy and water ratings for retail spaces.

CBRE also manages the largest Green Star Performance certified portfolio in Australia. Green Star Performance is a certification launched by the Green Building Councils of Australia and New Zealand to assess and quantify the sustainability impact of buildings through a ratings system.

The WELL Building Standard—a rating tool administered by the International WELL Building Institute pbc™—promotes health and wellbeing within the design of a building and is also part of our offering. CBRE's own Australian headquarters at 363 George Street in Sydney was awarded WELL Certified™ Gold in 2018 – becoming the first real estate services firm in the country to do so.

CASE STUDY – SUSTAINABLE SERVICES: WASTE MANAGEMENT

Our waste management initiatives are constantly evolving, following a circular economy model of best practice. For example, during 2020, CBRE worked closely with a commercial building manager in Western Australia to reduce waste contamination and the volume of waste sent to landfill. A waste management system utilising insects inside a shipping container was built into the office building, which processed organic waste across 170,000sqms. The waste output is then sold to farmers for agricultural purposes, with proceeds going to selected charities.

AFFILIATIONS AND MEMBERSHIPS

CBRE has publicly declared a commitment to sustainable practices by partnering with leading climate bodies and councils. In Australia and New Zealand this commitment is demonstrated through the following climate-related affiliations and memberships:

Green Building Council of Australia

As a council member, we demonstrate a commitment to the sustainable transformation of the built environment. This network of sustainability thought leaders helps to share expertise, influence industry direction and enhance education opportunities.

Property Council of Australia

Our membership promotes smart policies that improve the uptake of energy efficiency and clean energy, while incentivising best practice development and community creation.

Better Buildings Partnership

This allows us to support building occupants in taking action to improve their business and overall building performance.

Property Industry Foundation

As a PIF Platinum partner, CBRE supports building houses for homeless youth in Australia. We've also donated to the Furniture Fund, which re-sells, re-uses or re-manufactures unwanted office furniture through recycling experts Egans. All funds from sales go towards the PIF House Program.

Global Real Estate Sustainability Benchmark (GRESB)

As a global industry partner and associate member, CBRE collaborates with GRESB in its work to improve sustainability best practices in the sector.

Task Force for Climate-Related Financial Disclosures (TCFD)

We globally support the TCFD, which has developed recommendations for voluntary climate-related financial disclosures that are consistent, comparable, clear and efficient; as well as providing decision-useful information to lenders, insurers and investors.

WHAT'S AHEAD

CBRE recognises the property industry's responsibility to lead environmental performance as we tackle climate change now and into the future. While our work so far has made us leaders in the industry, we continue to invest in uncovering new ways to deliver innovation in sustainability and better performing buildings for tomorrow.

Measurable carbon reduction strategies will continue to be a focus for CBRE's Australian and New Zealand divisions, as we cultivate innovative ways to reduce and offset carbon. Our 100% Renewable Red Energy contract secured in 2020 sets a strong foundation for the expansion of future renewable energy projects.

Initial steps were also taken in 2020 to review our approach to climate risk as a. A Global Climate Risk Task Force met to develop a process for identifying, assessing, and responding to climate-related

risks that CBRE faces. Through this process, we improved our ability to identify and describe climate risks; measure their likelihood, significance and time horizons; and any potential financial impact including response cost. This work will continue in 2021, with our approach to climate risk both specific to the Pacific region and in line with TCFD voluntary recommendations. These recommendations will ensure our approach is consistent, reliable, clear, and efficient; providing decision-useful information to lenders, insurers, and investors.

In addition, CBRE aim to influence and engage the property partners we work alongside every day, with our environmental values. Our collaboration with office developers, landlords and occupiers via education projects and strategy sessions enables us to support others on the journey towards environmental sustainability.



Diversity, Equity & Inclusion



Diversity, Equity and Inclusion

CBRE is committed to achieving diversity, equity and inclusion (DE&I) in the workplace, as we strive to create a work environment that reflects the wide range of clients and communities we serve.

We firmly believe that bringing together people from diverse backgrounds, cultures and experiences produces better outcomes for our clients and achieves world-class business results.

Our Director of Talent, Learning and Diversity ensures diversity is represented in the Pacific.

CBRE employee network groups are one of the most successful means of fostering DE&I throughout the organisation, with focus placed around the three core diversity pillars that underpin our operations: **Gender, Indigenous Communities and LGBTQI+**.

While this report outlines CBRE's framework to continue striving for a more inclusive working environment, we are pleased to be recognised with Silver status from the Australian Workplace Equality Index (AWEI). The definitive national benchmark on workplace inclusion judged CBRE as one of the top large companies (500+ employees) across Australia who actively promote workplace inclusion.

ADVANCING GENDER EQUALITY

CBRE is committed to advancing gender equality across our entire organisation. This is evidenced by our senior leaders' focus on bold diversity targets and achieving ongoing external recognition in the diversity arena.

In accordance with the requirements of the Workplace Gender Equality Act 2012, CBRE lodges annual public reports with the Workplace Gender Equality Agency. In 2020, CBRE Pacific recorded an overall employee ratio of 58.8% men and 41.2% women, while CBRE's Pacific Executive Committee was represented by a ratio of 68% men to 31% women.

Recruitment

In 2020, our focus on gender diversity in producer and manager (or more senior) positions led to 47% of new hires and 40% of promotions offered to women. Diverse recruitment practices such as gender-neutral job advertisements, inclusive job statements, mixed gender candidate slates and recruitment panels, and unconscious bias training have enhanced this work.

CBRE is a founding member of Women in Industrial, which was established by leading industrial business owners and real estate agents, to support women interested in joining the sector. CBRE's Open the Door recruitment campaign helped to overturn recruitment barriers and myths about the more male-dominated workforce. The public campaign around Open the Door was marketed across media and social channels to help attract women to the sector.

Flex@CBRE

Key policy changes were also made to FlexWork and Parental Leave during 2020, which became effective in January 2021. We recognise this is an important step in attracting and retaining female talent in our business.

Our refreshed Flex@CBRE framework updates the Flexible Working Policy to support leaders and employees making arrangements for the following:



FLEX TIME: Varied start and finished times, compressed work weeks and shift choices



FLEX PLACE: Work locations outside the office, including home, other offices, and flexible workspaces



FLEX ROLE: Job sharing, part-time work options and gradual retirement plans



FLEX LEAVE: Annual leave to be used for half days or sabbaticals, while paid parental leave can be allocated as half days for longer time off

DIVERSITY, EQUITY AND INCLUSION

Advocacy

We have achieved change in the following ways:

CHAMPIONS OF CHANGE

CBRE's Advisory CEO, Australia and New Zealand, Phil Rowland, is a member of the Champions of Change Coalition – a globally recognised and innovative strategic body where men of influence work beside women to listen, learn and lead action on gender equality in the workplace.

Phil Rowland is a member of the Coalition's property division which was established in 2015 in collaboration with the Property Council of Australia (PCA). Members work both internally and with other member partners to drive greater gender equality in the property industry and increase the number of women in leadership roles.

PARTNERSHIPS

CBRE has formed ongoing commitments with the following organisations

WHITE RIBBON AUSTRALIA

Supporting White Ribbon Australia's work in preventing violence in workplaces and taking active steps towards achieving White Ribbon Workplace Accreditation

CHIEF EXECUTIVE WOMEN

Working with CEW in further educating the talented top women in our business

PROPERTY COUNCIL OF AUSTRALIA

Engaging with the industry body to better our understanding of diversity challenges and participating in the annual PCA's 500 Women in Property sponsorship program

INITIATIVES AND PROGRAMS

Educating and mentoring women in the workplace has always been a key priority for CBRE. Our annual 'Leading With Impact' program has supported emerging female talent in the Pacific for over eight years, and includes structured executive presentations, networking events as well as group and one-on-one coaching by an external facilitator.

CBRE also runs a variety of formal and informal mentoring programs for emerging female talent to build confidence and capability as leaders. In 2021, a new program was launched whereby each of our executive committee members sponsor and mentor high potential women within the business and report on their goal progress and career progression.

Our annual International Women's Day celebrations include panels, client events, forums and senior leadership storytelling that highlight issues of gender equality. Several CBRE offices also run Mentor Walks on this day, where junior women are provided mentoring opportunities with senior leadership.

CBRE's global Women's Network celebrated its 20th anniversary in 2020, with more than 4,000 members across the world looking to "Advance the Success of Women". The network initiative is guided by four fundamental pillars: Growth, Connection, Mentorship and Advocacy.

INDIGENOUS COMMUNITIES

Reconciliation with Indigenous communities is at the core of CBRE's vision for diversity, equity and inclusion. We have a real opportunity to offer business and employment opportunities for Aboriginal, Torres Strait Islander and Māori peoples, while also deepening our cultural awareness both in Australia and New Zealand.

Our People (HR) team has updated recruitment templates to encourage Indigenous peoples to apply for roles across all business lines. The team is also now tracking whether new starters identify as Aboriginal or Torres Strait Islander or Māori, so we can work towards achieving measurable recruitment targets. These efforts will help us deliver on long-term strategies related to advancing opportunities for Indigenous peoples within the business.

Our Reconciliation Action Plan, procurement processes and education initiatives are outlined below to show how CBRE is committed to a better and more inclusive future for Indigenous communities.

Reconciliation Action Plan

Reconciliation is a key pillar in our Pacific DE&I strategy. The CBRE Reconciliation Action Plan (RAP) working group, oversees the implementation of DE&I strategies within CBRE, with the aim of increasing our cultural diversity and awareness. This work includes developing our Innovate RAP objective, which focuses on how CBRE can contribute to:



CBRE's RAP sets out key objectives under the central themes of cultural awareness, respect, education and employee opportunities. It demonstrates how we can maximise outcomes for Aboriginal Australians and Torres Strait Islander peoples.

Our greatest achievement since initiating our first RAP in 2017 was the launch of the Indigenous Centre of Excellence. This section will explore how the program contributes to the economic empowerment of Indigenous Australians through business partnerships and opportunities.

Indigenous Centre of Excellence

CBRE successfully launched the Indigenous Centre of Excellence (ICOE) in September 2019. ICOE's aim is to provide Indigenous organisations with the opportunity to bid for relevant business valued up to AU\$50 million annually, as new contracts become available or as existing contracts are renewed. This business involves either working directly with CBRE or with our extensive client base.

Further details of the ICOE's activities in 2020 are outlined in the procurement section of this report.

Beyond the opportunities initially identified, CBRE will also establish a Social Development Initiative in 2021 that diverts a percentage of profits made through ICOE back into Indigenous communities. Specific investments will be announced as the program continues, with the primary focus being on improvements to education and employment options for Indigenous communities.

In addition to employment and social development opportunities, select ICOE business partners have also been involved in the ongoing education and improved cultural awareness of CBRE employees. Chosen suppliers were involved in celebrating NAIDOC week in 2020, participating in panels and discussions alongside Indigenous academics, business campaigners, creative leaders and storytellers.

An example of ICOE work includes a recent partnership with First People Recruitment Solutions (FPRS) on a range of permanent and contingent roles across all lines of CBRE. FPRS is a majority-owned Indigenous organisation and certified Supply Nation provider which aims to provide quality recruitment services. The organisation's involvement in ICOE has enabled CBRE to create new Indigenous recruitment opportunities and connect the company to our client network, who can also use their services.

Other Partnerships

Beyond the ICOE, CBRE has long-standing partnerships with multiple non-profit organisations and social enterprises supporting Indigenous peoples.

CAREERTRACKERS

CBRE has a 10-year commitment to CareerTrackers, a national non-profit that creates pathways and support systems for Indigenous young adults in secondary and tertiary schooling, who want to graduate from university with industry experience. As a sponsorship organisation, CBRE supports two paid internships a year with the aim of supporting meaningful employment opportunities for interns throughout their university degree. Since the partnership began, CBRE has provided four paid internships to students, giving them the opportunity to work in meaningful and varied roles within the CBRE business. Interns were also included in professional development days and connected with senior leadership by presenting back to the business at the conclusion of their internship. CBRE also hosts CareerTracker events and offers pro-bono services to build capability amongst the broader CareerTracker intern cohort.

SUPPLY NATION

CBRE is a member of Supply Nation, which provides CBRE's procurement team and our clients with peace of mind that over 1,900 businesses on Indigenous Business Direct are truly Indigenous owned to procure supplies and services. Supply Nation helps to shape today's emerging and rapidly evolving Indigenous business sector.

As a member of the organisation, CBRE was able to select nine industry-leading Indigenous businesses as the founding members of the ICOE in September 2019.

SOCIAL TRADERS

CBRE is a member of Social Traders, which partners with CBRE's procurement team to identify and connect with certified social enterprises for new procurement initiatives and contracts. The objective is to generate positive, sustainable and diverse social impact outcomes for CBRE and our client base.

WORKPAC GROUP'S JOBTRAIL

CBRE also supports Indigenous-owned organisation JobTrail, which partners with WorkPac Group recruitment to support Indigenous candidates in their employment journey. Their recruitment expertise helps CBRE select, employ and train Aboriginal and Torres Strait Islander peoples interested in breaking into the property sector.

TRANBY

CBRE is a corporate sponsor of Tranby, an independent education provider that contributes towards empowering communities with free education for Indigenous adults.

Tranby has been a national leader in Indigenous adult education and training since 1957, committed to providing fully-subsidised education. Tranby also strives to maintain welcoming and inclusive learning environments, reflective of traditional Indigenous techniques.

Education

Educating CBRE senior leadership and employees on Indigenous culture is an important step towards creating an inclusive workplace. We have worked on developing cultural insight through programs available through CBRE, including:

PROPERTY MANAGEMENT IMMERSIVE LEADERSHIP PROGRAM

In 2019, Property Management leaders travelled to Arnhem Land to learn about Indigenous culture, Connection to Country and the significance of sharing culture both ways. Leaders had the distinct privilege of spending time on Country in the remote community of Gunbalanya at the Injalak Arts Centre. Traditional Owners and the Njanjma Rangers generously shared their stories, while CBRE leaders were able to experience communing with nature while marvelling at centuries-old rock art and observing sacred sites. The unforgettable experience has educated employees while reshaping perspectives personally and professionally. CBRE's Property Management division is committed to the ongoing support of Injalak Arts and the Gunbalanya community, particularly through the challenging times of the pandemic. While travel to the region wasn't possible during COVID-19 restrictions, CBRE staff still engaged with the community through virtual sessions and Lunch and Learn presentations.

CIRCLE OF EXCELLENCE – CULTURAL IMMERSION EXPERIENCE

Winners of the annual CBRE Circle of Excellence program in 2019 celebrated their achievements with a cultural experience to Uluru, Northern Territory. CEO Phil Rowland and other senior leadership members joined the winners in a three-day immersive cultural trip, engaging and learning about the history and culture of Uluru and Kata Tjuta from traditional owners of the land. Insights and observations were cascaded back to the business during cultural education sessions during NAIDOC week of the same year.

NEW ZEALAND

Cultural awareness education delivered in New Zealand during 2020 supported CBRE's recognition of the importance of Maori history and culture. CBRE New Zealand senior leaders and employees participated in Te Reo cultural awareness and language classes to improve their connection to the country's Indigenous population and to better appreciate cultural norms. Maori language business greetings are encouraged in written and spoken communication.

FOSTERING A CULTURE OF ACCEPTANCE: LGBTQI+

CBRE business leaders and employees are passionate advocates for equality in the workplace. Ensuring our LGBTQI+ staff and broader community feel welcome and accepted by our company has been a key priority for many years.

BE@CBRE

Our active employee group BE@CBRE is all about Building Equality. We believe everybody has the right to bring their true, authentic self to work. Our workplace group was established in 2016 to support LGBTQI+ inclusion in the workplace and to ensure our values are embedded into the way we work with people, clients and the community. BE@CBRE acts as an advocate, resource and advisor to our LGBTQI+ employees by fostering a culture that celebrates diversity, equity and inclusion for everyone, while shaping CBRE practices and programs to ensure a business community in which merit supersedes sexual orientation and gender identity.

We make our values clear to the broader community by participating in community events and festivals across Australia and New Zealand. For instance, BE@CBRE members take part annually in local Mardi Gras events, Brisbane's annual Pride Stride event and Sydney Fair Days. BE@CBRE also drive celebrations across the business by championing World Aids Day, IDAHOBIT Day and Wear It Purple Day.

Our active and ongoing involvement with LGBTQI+ community initiatives aim to ensure that everybody feels safe and welcome at work, regardless of their identity.

Actions

Making meaningful changes within our own CBRE workplaces has been deemed fundamental to supporting LGBTQI+ community members. To foster an inclusive environment, our workplaces have made the following changes:

GENDER-NEUTRAL BATHROOMS

Along with standard male and female bathrooms, a number of CBRE's offices have been upgraded to include a mixed-gender bathroom option for staff. Bathrooms that aren't based on gender identity have been proved as a simple way to promote inclusivity in the workplace, regardless of gender. It can also go a long way in ensuring people feel safe at work.

PRONOUNS IN EMAIL SIGNATURES

CBRE has globally refreshed professional email signatures and recommends all staff include their preferred gender pronouns. By creating this opportunity within CBRE's signature, employees have the opportunity to easily share information about themselves that otherwise may be difficult to communicate. This is a simple and universal way of promoting inclusivity and an understanding of one another.

CBRE also has a long history of partnering with supporting networks including:

INTERBUILD

We were founding network partners for the organisation, which provides support and information to the LGBTQI+ community within the property industry

OUT FOR AUSTRALIA

A proud supporting sponsor of the organisation, which is focused on mentoring and awareness in the LGBTQI+ community

PRIDE IN DIVERSITY

As members, we work closely with their dedicated team to build an inclusive culture in our workplace






Wellbeing



Committed to a Caring Culture

The health, safety and wellbeing of CBRE employees and our clients is an essential part of the Property with Purpose mission. We want to ensure our people experience a caring workplace culture that is driven by core values of safety and wellbeing. By setting global standards and policies that integrate these values into everyday business decisions we can help ensure employee safety, empowerment and wellbeing at work.

Mental health and wellbeing procedures that outline our commitment to a safe workplace and management of psychosocial risks were endorsed by CBRE's senior management and released broadly across the business. These define wellbeing across these five dimensions:

 OCCUPATIONAL Contributing through our careers to make a positive impact in our organisation	 SOCIAL Connecting with our colleagues and developing positive relationships	 ENVIRONMENTAL Creating a safe, productive and comfortable workplace	 PHYSICAL Supporting good health, awareness and vitality	 INTELLECTUAL Learning new concepts, improving skill sets and contributing positively to CBRE's culture
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HEALTH AND WELLBEING DURING COVID-19

Along with established wellbeing foundations at CBRE, we quickly implemented multiple programs in response to COVID-19, which led to the closure of our offices and employees working from home for periods of time in 2020.

Crisis training for mental health support was delivered to managers to help identify and reduce mental health stressors in the workplace for employees. This was deemed particularly important during the early stages of COVID-19 and lockdowns, when employees may have needed early intervention for mental health issues.

Daily team meetings via phone and online meeting platforms ensured that colleagues were well connected and accounted for every day. In addition, unscheduled phone calls from CBRE leadership to individual employees helped ensure wellbeing concerns were communicated during time away from the office.

Conceived by our Pacific business, Well4Us was the genesis for a recently launched global CBRE program, BeWell. The BeWell program aims to maintain wellbeing and productivity in a new working environment. Significant resources supporting mental health and wellbeing are made directly available to all employees through the BeWell program. Support services include:

- Online information sessions that supported resilience, improving sleep and stress management
- Virtual interactive activities such as cooking classes, exercise routines and art sessions

- School holiday entertainment for children of employees
- Ongoing professional mental health support through BeWell
- A fortnightly staff newsletter, Staying Connected, which enhances our focus on digital inclusivity, physical and mental wellbeing while working from home
- Articles on mental health management for individuals, which continue to be rolled out
- Mental health management training for business leaders managing a CBRE team

Other support activities such as the creation of CBRE social clubs, as well as virtual parties and entertainment, helped positively engage employees during the pandemic.

A mental health and wellbeing intranet hub was developed to store all online resources in one space, making accessibility as easy as possible. We believe this service will still be useful throughout the course of 2021, as COVID-19 restrictions continue to impact the community intermittently. The BeWell program will remain a key feature of CBRE's ongoing mental health program beyond COVID-19, as we strengthen our commitment to improving and maintaining positive mental health and wellbeing outcomes.

CBRE ON THE FRONTLINE

Property managers across Australia and New Zealand were faced with some of the harshest realities related to COVID-19. While not typically considered “frontline” workers by the broader community, our property management teams dealt with business closures and high volumes of vacancies throughout the pandemic. While most CBRE employees were safe from potential infection by working from home, our property management teams were on-site in order to support struggling tenants in locked down cities such as Melbourne. Additional training, mental health check-ups and support services were particularly directed towards staff dealing with impacted tenants and landlords, to ensure they were supported during incredibly difficult and emotional conversations.

INITIATIVES THAT SUPPORT STAFF WELLBEING

CBRE’s Together Project helped connect and support Melbourne staff who navigated COVID-19 restrictions and work-from-home orders for an extended period of time. Built on the pillars of Connection, Wellbeing and Career, this flexible program aimed to foster collaboration, teamwork, health, leadership and learning from a remote work environment. It included activities and initiatives that supported people and gave them opportunities to help them thrive, such as career development opportunities, social experiences, and fitness challenges.

‘Angel Calls’ were a highlight of the program, which involved CBRE staff calling to check in and simply say hello to colleagues. Other successful activities included weekly video updates from our Victorian Managing Director and monthly livestreams to deliver key messages, experiences, and success stories.

Across the Pacific, a webinar was scheduled for R U OK Day, in an effort to share mental health and wellbeing tips with all of CBRE’s employees. International

motivational speaker Chelsea Pottenger was the keynote speaker at the event, sharing her wellbeing and mental health expertise.

In addition, CBRE hosted a number of online and office-based activities throughout New Zealand’s Mental Health Awareness Week by the Mental Health Foundation. To mark the occasion, Auckland set up a special wellness room and Wellington tackled an F45 holistic wellbeing challenge. Morning teas, healthy lunches, exercise classes and nutrition sessions were hosted at offices, while Wellbeing Partner and Leadership Coach Tui Fleming hosted Reconnect for Resilience talks online.

Our mental health and wellbeing initiatives recorded high levels of engagement across various workplace surveys. The acceptance and success of programs has resulted better awareness among CBRE’s leadership group about mental health issues in the workplace and how to support staff.





Communities & Giving

Communities and Giving

Giving back to the community is at the core of CBRE's Property with Purpose Framework – and providing a helping hand has become even more important during the coronavirus pandemic. Supporting those around us and reaching out to communities in need is deemed a crucial factor in getting through the health crisis together. In service to the community, CBRE is driven by two guiding pillars: our Corporate Giving Framework and the CBRE Cares Network.

CORPORATE GIVING FRAMEWORK

CBRE's Corporate Giving Framework was created in the Pacific region to guide where the company should be giving at an enterprise level. The Property with Purpose committee engaged senior leadership in crafting the Corporate Giving Framework, with key areas identified as:



ENVIRONMENTAL RESPONSIBILITY

CBRE recognises the important role the property industry plays in leading environmentally sustainable building design and implementing carbon reduction strategies. Our environmentally sustainable business goals are complemented by collaboration with our clients—participating in carbon offset strategies and supporting grassroots initiatives.



SUPPORTING INDIGENOUS COMMUNITIES AND BUSINESSES

Support for Australia's Indigenous communities is guided by CBRE's Reconciliation Action Plan (RAP). Our ICOE program is complemented by giving initiatives that empower Aboriginal and Torres Strait Island communities.



ADDRESSING HOMELESSNESS

Assisting people facing homelessness is a key priority for our property business. Partnerships with the Property Industry Foundation, the Red Cross and other non-profit organisations has been part of our ongoing work for the cause.

This structure guides CBRE's ongoing contributions and initiatives and assists the business in making fundamental decisions about its localised community and giving program. This framework complements the CBRE Cares program, which further enables CBRE employees to initiate their own individual and team fundraising or participate in volunteer events for any cause they care deeply about.

CBRE CARES

Our CBRE Cares program is committed to implementing programs and initiatives that contribute to the communities where we live and work. It represents our shared values of giving through diverse projects, which are derived from the passions of our employees. By engaging with CBRE Cares, employees can drive their own local programs that may support a range of causes close to their heart.

Recently, disaster response initiatives related to COVID-19, as well as Australia's devastating bushfires in 2019/2020, have been at the core of the Pacific's fundraising program.

CBRE Cares ambassadors are selected at CBRE offices to ensure that any ideas can be easily communicated to senior leadership and the wider CBRE network.

The group meets regularly to plan employee-giving initiatives, ensuring that opportunities to give back to the community are maximised.

This network has been a core part of CBRE's communities and giving platform, existing well before Property with Purpose and the Corporate Giving frameworks were formalised.

Under CBRE Cares all Pacific employees are eligible to take two days volunteer leave per calendar year to take part in a charity or volunteering initiative.

Our CBRE Cares portal has also launched in Australia and New Zealand, which connects our employees with volunteering opportunities in their local area. The online platform offers choice and flexibility to support causes that align with peoples' interests and passions.

COMMUNITIES AND GIVING

The CBRE Cares program operates in tandem with our corporate giving program, creating a hybrid structure that enables employees to have a wide range of giving programs to choose from and participate in.

CBRE's communities and giving platform reinforces the success and positive impact we can have on others. For example, CBRE teamed up with the Starlight Foundation for 10 years in an annual flagship event, Walk for a Wish. The CBRE event involved more than 2,500 employees across 22 Australian locations raising more than AU\$2 million over the lifetime of the event.

Some of the recent highlights of our communities and giving program include:



RED CROSS

CBRE worked closely with Red Cross Australia and Red Cross New Zealand to provide support during a variety of disasters that occurred in 2020.



BUSHFIRES

Following the devastating bushfires in New South Wales and Victoria in late 2019 and early 2020, CBRE responded with a fundraising campaign for Red Cross Australia. The bushfires affected regional communities, lives, livestock and wildlife. CBRE and its global foundation partnered to contribute vital funds that assisted in post-fire recovery. The foundation matched every dollar contributed by CBRE employees, resulting in a total contribution of more than AU\$280,000.

In partnership with Red Cross New Zealand, staff also packaged 700 parcels of essential goods, including food, blankets and other household items for those in need, in response to the country's first nationwide lockdown.



COVID-19

CBRE partnered with Red Cross Australia and Red Cross New Zealand to support those impacted profoundly by the coronavirus pandemic. A new national telephone service COVID CONNECT was created during the pandemic in response to increasing rates of social isolation and loneliness. CBRE employees made more than 200 wellbeing calls to those in need.

During the coronavirus pandemic, more than 200 employees participated in a blood donation drive to help with an urgent need for donations.

CBRE was also a representative in the Red Cross Collective Series during this time, joining other corporate organisations in volunteering time to support and assist the Red Cross in driving its initiatives into the community.

COVID-19 RESPONSE

Across the world, CBRE employees were impacted by the pandemic and some experienced financial hardship in their personal households. To support those within our organisation, CBRE launched a global Employee Resilience Relief Fund.

Employee Resilience Relief Fund

The Employee Resilience Relief Fund helps CBRE employees cope with difficulties experienced during the pandemic. Any CBRE employee could apply for a financial grant designed to assist those facing financial hardship for a variety of reasons, which could include the loss of another family member's job. Globally, CBRE raised US\$6.1million, which was used to issue grants to those in need. Approximately 20 employees in Australia and New Zealand have been assisted by the program since its inception. Around the world, more than 9,500 colleagues who were facing financial hardship have been assisted. The relief fund is ongoing and will continue to be available to those experiencing hardship.

Mental Health Support

During the pandemic, mental health support was rolled out across Australia for all CBRE employees and those they work with in the broader community. Property managers in particular came face-to-face with the impacts of COVID-19, as businesses closed and commercial leases ended across the Pacific. CBRE ensured mental health support and training was provided to client-facing employees, who could then harness their learnings to support those in impacted communities.

INDIGENOUS COMMUNITIES

Giving back to Indigenous communities is critical to achieving our RAP and Corporate Giving Framework. We have contributed to the following organisations:

AUSTRALIAN INDIGENOUS MENTORING EXPERIENCE (AIME)

An educational program working with Indigenous high school students

AUSTRALIA INDIGENOUS EDUCATION FOUNDATION

Provides scholarship funding for Indigenous students to complete Year 12, with career support to help a successful transition to employment

QUEENSLAND REDS INDIGENOUS PROGRAM

Provides education, employment and training opportunities to young Indigenous rugby players from Queensland

INDIGENOUS LITERACY FOUNDATION

Gifts new, culturally appropriate books with a focus on early literacy and first language to remote Indigenous communities

NRL'S INDIGENOUS SCHOOL TO WORK PROGRAM, SOUTHS CARES AND COWBOYS HOUSE

Provides education, employment and training opportunities to young Indigenous rugby players from Queensland

Understanding of Country

Since 2019, our Valuation and Advisory Services business has been engaged to assist in litigation concerning compensation for the extinguishment of native title and retained by instructing solicitors representing Traditional Owners across the country. Through this process, our team has worked closely with instructing solicitors, barristers and other experts, as well as Traditional Owners, to better understand relevant issues behind each matter. Given the recent onset of this work - arising from a landmark decision of the High Court in 2019 - it has been necessary for CBRE to bolster its capabilities in the specialist area. We have employed additional senior members and recruited more Aboriginal staff to improve the Valuation and Advisory Services team's understanding of both technical valuation issues and matters of cultural significance. The team has benefitted from a deeper understanding of cultural history by taking time to meet with Traditional Owners on Country.

ENVIRONMENT

CBRE's environmental sustainability goals and carbon reduction strategies are complemented by grassroots community work. We have supported fundraising and awareness events for WWF Australia and the 1 Million Women movement for climate action.

Environmental preservation work was undertaken by CBRE staff on Motutapu and Motuihe Islands in New Zealand, including weeding, horticulture maintenance, seed propagation and removing unwanted trees, while Australian staff supported bushfire recovery efforts.

HOMELESSNESS

As a Property Industry Foundation platinum partner, CBRE donates and supports building houses for homeless youth in Australia. As part of its fundraising efforts, CBRE participated in a 30-day fitness challenge.

CBRE also engaged Two Good in its procurement practices - an organisation providing nourishing meals and care packages at shelters to domestic violence survivors and people in financial hardship. CBRE staff have also donated time by participating in cooking classes that give back to domestic violence survivors at shelters.

Funds have also been raised for:

MISSION AUSTRALIA

SALVATION ARMY

ST VINCENT DE PAUL

GOVERNANCE

The Property with Purpose Committee is a vital component of CBRE's overarching business model. Under CBRE Pacific's governance model, the Property with Purpose Committee reports directly to the Pacific Executive Committee and provides regular reporting. This ensures strategic direction, transparency, accountability and support to future objectives and initiatives.

We will continue to enhance our Corporate Giving Framework, strengthen our charity partnerships and increase our positive contributions in the community. The areas of environment, Indigenous affairs and homelessness will guide our work, along with continual support of the CBRE Cares program, which facilitates the work undertaken by our employees.

Procurement



Procurement

CBRE's supply chain is predominantly represented by our Property Management and Global Workplace Solutions (GWS) lines of business. CBRE has high procurement activity in hard and soft services from building operations and maintenance to construction projects, general contractors, utilities and catering services. CBRE's supply chain categories also include technology and data, marketing services, human resources, professional services and travel.

We work with more than 12,000 suppliers - approximately 90% of which are located in Australia, with the remainder based in other countries including New Zealand, England, China, India, Philippines and Indonesia.

Our procurement strategy will ensure that CBRE is building a diverse and inclusive supply chain, while mitigating ethical risks.

CBRE's complex supply chain model is constantly evolving to ensure the products and services acquired meet the company's sustainability efforts and improve diversity and inclusivity.

The supplier diversity categories for Australia (and relevant certifying bodies) are Indigenous businesses and social enterprises, CBRE plans to extend membership to other diverse groups in the future.

Billion-Dollar Roundtable Initiative

In 2020, CBRE global pledged that US\$1 billion of spending would be directed towards diverse suppliers, with the aim of increasing this spend up to US\$3 billion annually in five years. The Pacific region contributes significantly to this goal through diverse supply chain planning and the establishment of our own Indigenous Centre of Excellence program and supply chain partnerships.

By achieving these goals, CBRE will substantially increase its engagement and partnerships with businesses that are certified as owned by underrepresented groups, including Indigenous communities, other minorities, women, LGBTIQ+ and disabled individuals. We are also committed to increasing our support for small businesses.

INDIGENOUS CENTRE OF EXCELLENCE

As previously outlined, CBRE successfully launched the ICOE in September 2019, with the aim to increase supply chain diversity.

A first-of-its kind initiative, the program connects nine high-performing Indigenous organisations with business opportunities at CBRE and its client base. All founding members are Supply Nation certified and demonstrate a commitment to delivering positive employment and education outcomes for Indigenous Australians.

The founding members are:



TRAVEL MANAGEMENT

- InTravel Group



RECRUITMENT

- First People Recruitment Solutions



CLEANING SERVICES

- Pacific Services Group Holdings
- ARA Indigenous Services



HARD SERVICES:

- Kennelly Constructions
- Orana Services
- Dice Australia



MANAGEMENT CONSULTANCY:

- IPS Management Consultants



STATIONERY AND OFFICE SUPPLIES:

- Kulbardi

ICOE members are offered the opportunity to bid for relevant business opportunities, as new contracts become available or existing contracts are renewed, with a total value of up to AU\$50 million annually. This process can ultimately offer supply chain opportunities that support more than 1,000 employees.

PROCUREMENT

Despite some unprecedented challenges posed by COVID-19 during 2020, CBRE was able to establish strong working relationships with ICOE partners that generated approximately AU\$24 million in business opportunities. While this figure is less than our initial AU\$50 million target, we are proud of how we navigated a difficult industry landscape and still achieved a strong foundation for the ongoing growth and success of the program. CBRE still possesses a strong commitment to rapidly reaching our initial target.

The ICOE is the Pacific's greatest contribution to CBRE's global Billion Dollar Round Table Initiative, which is an ongoing commitment to building a more diverse and inclusive company.

Our partnership with Indigenous organisations solidify CBRE's commitment to substantially increasing engagement and further collaboration with businesses that are underrepresented within the supply chain—enabling delivery on our promise of positive social outcomes for the Indigenous community.

CASE STUDY: SUSTAINABLE COST REDUCTIONS

In order to enhance the capability of CBRE's technical services team and drive positive social procurement outcomes, CBRE has partnered with Indigenous service provider Orana Services through ICOE to create a first of its kind, unique and collaborative Facility Management (FM) Self-Delivery Partnership across Australia.

In late 2019, CBRE identified the need to enhance and extend its technical services capability, particularly in terms of geographical footprint. Orana Services was then quickly identified as the ideal partner for this endeavour as the business could deliver efficient, high-quality maintenance services to CBRE's clients, whilst simultaneously promoting and encouraging genuine Indigenous business engagement.

What began as a small solution with a single client quickly built momentum. Orana Services now supports the CBRE technical services team in over 15 client accounts and receives an average of 2-3 work orders a day. Outcomes achieved from this partnership are numerous and include:

- Enhanced coverage and capability across metropolitan, regional and remote Australia
- Larger technical services team that are better able to meet surges in demand
- Increased business and exposure for Orana Services to a diverse new client pool
- Genuine Indigenous engagement and successful economic outcomes

The nature of this collaboration is not just unique to the FM industry – it is a first of its kind Indigenous procurement initiative within the property sector and indeed Australia more broadly.

In establishing this collaborative partnership, CBRE and Orana Services are not only meeting CBRE's client services requirements, but are fostering genuine Indigenous business engagement – helping clients to meet their spend targets with Indigenous organisations and contribute to positive, socially responsible outcomes for Indigenous businesses and communities.

It is hoped that this collaboration will continue to flourish and inspire other businesses to engage in similar partnership arrangements.

TWO GOOD

As part of our commitment to building a diverse and inclusive supply chain, CBRE has partnered with local social enterprise Two Good. Two Good cooks and provides care packages for people in shelters who have endured financial hardship or survived domestic violence. They also hire many of the women they serve via the innovative Work program, which provides an opportunity for women to use Two Good as a stepping stone to finding further long term employment.

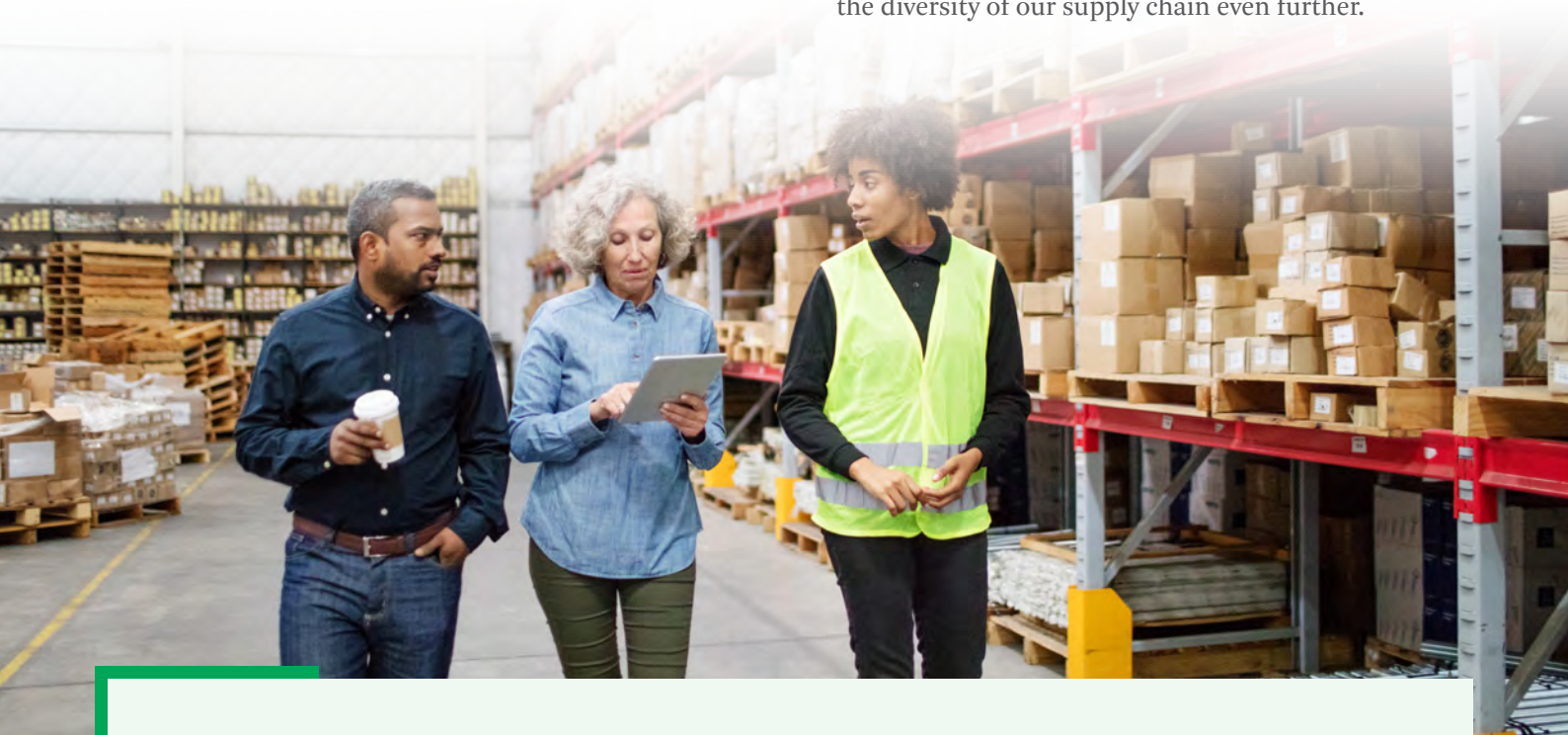
As a part of this partnership, CBRE procured welcome packs for all employees, which included a hand sanitiser, a virtual cooking lesson with a Two Good chef and face masks made by Aunties of the Indigenous Biripi community in NSW, also partnered with Two Good.

SUPPLIER DIVERSITY

CBRE's global Supplier Diversity Program is an overarching business commitment that helps train, refer and integrate qualified and certified suppliers into the provisioning of products and services for CBRE and our customers. Our diverse supply pool continues to increase for our Property Management and GWS clients, as we continue to engage organisations that can help us improve our supply chain diversity.

In Australia, this includes exploring new business opportunities via Social Traders – an organisation committed to fostering social enterprise growth in corporate supply chains.

Our existing procurement exercises also intentionally reflect CBRE's Corporate Giving Framework, which prioritises causes related to Indigenous communities and homelessness. However, we still continue to reach out to other organisations that can broaden the diversity of our supply chain even further.



CASE STUDY: CBRE FUSION

CBRE's FUSION program is an initiative that aims to pass on direct cost reductions and savings for clients through our procurement platform and alliance relationships. We work with qualified service providers and suppliers to ensure they are delivering the best pricing to clients. On a recent carpet replacement project for a client based in Western Australia, CBRE's Australian property management team worked in collaboration with the global CBRE FUSION Team to deliver world class Supply Chain benefits to Phase 1 (5 floors) of a 20-story building in Perth.

CBRE was able to divert 21 tonnes of carpet tiles from landfill. These products were removed from the existing site and packaged for resale through a carpet tile reseller, providing a second life to approximately 5,000sqm of reclaimed carpet tiles. The reseller has clientele from varying low socio-demographic areas and charitable institutions that specialise in utilising the low-cost tiles. By recycling the waste, 74.4ppm of CO2e was prevented from being emitted.



Governance & Risk

Governance and Risk

As an industry leader and responsible business, CBRE seeks to use its position to promote the highest standards for ethics and business conduct. We understand our purchasing power and procurement practices can positively influence vendors on a large scale to operate in a socially responsible way that benefits the whole community.

Our Property Management and GWS divisions engage various hard and soft services such as maintenance, cleaning, security, utilities and catering. We believe that services reliant on relatively low-paid labour are our greatest risk areas for abusive and exploitative practices in the supply chain in Australia and New Zealand. Risks could include within:



CLEANING

Companies could be practising undisclosed subcontracting or engaging subcontractors that don't meet CBRE's global minimum operating standards. Workers on visas could also be vulnerable to working excessive hours and not being paid minimum wages. There could be poor documentation and no proof of back pay, holiday pay or overtime.



CATERING

As well as companies practising undisclosed subcontracting, workers may be deprived of normal employment benefits. Workers under visa conditions could also be vulnerable to being forced to work excessive hours below legal minimum wages. There could be poor command of local language among this group, which also leaves them vulnerable to exploitation.



SECURITY

Security staff face being underpaid without consideration for overtime rates. This can prevent staff from taking sick leave, annual leave or accessing other benefits.

While Australia is not a high risk location, according to The Global Slavery Index report, the results help us manage responsible sourcing. In collaboration with global partners throughout the supply chain we can help prevent such issues from arising. In 2020, we liaised closely with our key vendor clients and contributed to their supply chain reviews.

MODERN SLAVERY FRAMEWORK

CBRE has a zero-tolerance approach to Modern Slavery and is committed to consistently reviewing and strengthening its processes and systems to minimise the risk of human rights infringements in the company's supply chain. In 2020 we involved internal key stakeholders from our Procurement, Compliance, Legal and Operations divisions in a whole of business approach to the issue, thus creating the Modern Slavery Statement.

The first step was to conduct a gap analysis of our policies and management systems against the United Nations Guiding Principles, which informed our approach. We introduced several steps to assess and address modern slavery in our operations and supply chains, including developing and implementing CBRE'S Modern Slavery Framework.

GOVERNANCE AND RISK

Our Modern Slavery Framework assessment and approach was guided by four key analysis decisions, which are explored in further detail below:



Design and Assess

We first identified the human rights impact of modern slavery, helping to develop a legal and regulatory framework where all global and local policies and procurement procedures were reviewed and updated to reflect existing global modern slavery legislation. This work helped select and implement proprietary compliance technology platforms that would measure CBRE’s Global Minimum Operating Standards into the future.

MYSUPPLIER AND PULSECONNECT

Vendors are required to answer over 80 questions that align to CBRE’s Global Minimum Operating Standards via the MySupplier (GWS) or PulseConnect (Advisory) operating platforms. The platforms ask questions to assess risk through base level data collection. Modern Slavery legislation compliance screening was added to the platforms in 2020, adding to existing questions about vendor financials, health and safety, environment and sustainability.

MYSOURCE AND AVETTA

CBRE is moving to a fully automated Source-to-Contract process called MySource. The Property Management business has reviewed and optimised the procurement process and is transitioning to digital delivery of all operating practices and procedures. As part of this process, the Environmental Social Governance (ESG) evaluation criteria has been further enhanced to ensure compliance to the modern slavery legislation.

ECOVADIS/WORLD CHECK

CBRE has developed an enhanced due diligence process by adopting global technology partners Eco Vadis and World Check. These enable CBRE to perform ESG desktop audits, track adverse media and perform advanced sanction screening. The system forms part of our escalation procedures if issues with responsible sourcing arise.

Additionally, GWS utilise the third party Avetta platform to perform an exhaustive investigation into Health Safety and Environment (HSE) and modern slavery as an additional assurance step during the pre-qualification process.

Monitor and Review

It’s important that CBRE is assessing its impact on the prevention of Modern Slavery, to prevent irresponsible resourcing into the future.

CBRE’s proprietary compliance tools are used to monitor, maintain, pre-qualify and re-certify CBRE vendors.

Our property management team uses risk and compliance tool PulseConnect, which is a fully integrated ‘Procure-to-Pay’ solution. In 2020, some of our activity included:

NEW VENDORS

were onboarded and pre-qualified through the PulseConnect platform

VENDORS WHO WERE RE-CERTIFIED AND ONBOARDED

were required to sign a Responsible Sourcing Statutory Declaration, confirming there is no undisclosed sub-contracting and that they comply with CBRE’s Global Supplier Code of Conduct

CLEANING AND SECURITY VENDORS

were the strategic focus and approximately 250 of these vendors were re-certified through the PulseConnect platform, representing approximately 80% of total spend on these categories

GOVERNANCE AND RISK

GWS uses supplier risk and compliance tool MySupplier to monitor, maintain, pre-qualify and re-certify new vendors from a modern slavery perspective. MySupplier is integrated with CBRE's Enterprise Resource Planning (ERP) systems. In 2020 we ensured that new vendors were onboarded and pre-qualified through the MySupplier platform which allowed us to confirm the following:

- Subcontracting arrangements adhered to modern slavery compliance through policies and procedures
- Adherence to modern slavery compliance in all the countries where they operate
- Verification that they do not engage in slave labour, human trafficking or exploitation, or any other activity which would constitute an abuse of human rights
- Compliance with CBRE's Global Supplier Code of Conduct

CONTRACT DOCUMENTS

As part of its legal and regulatory framework, CBRE commenced updating its standard legal precedent documents for vendors in 2020. These changes added clauses that require suppliers to observe and comply with Modern Slavery legislation and applicable laws, including the Modern Slavery Act 2018 (Cth) and other laws which prohibit slavery-like practices. Purchase order and service order terms and conditions, as well as supplier agreements, have been included that require vendors acknowledge and accept the updated Global Supplier Code of Conduct. This ensures they are aware of their obligations and confirm they understand CBRE's Modern Slavery expectations and values.

Remediate and Mitigate

In 2020, CBRE developed and implemented a proprietary responsible sourcing remediation framework for vendors. For CBRE's PM vendors, their responses to the responsible sourcing questionnaire are verified and managed by the PulseConnect platform team. During the reporting period:

- More than 900 property management vendors have been processed through the remediation framework;
- Recertification and remediation dashboards were developed in consultation with key property management clients; and
- A responsible sourcing incident response procedure was developed, including red flag escalation protocols, property, and site level remediation mechanisms. If a responsible sourcing risk is identified through the remediation process, a red flag and incident response process has also been developed and implemented.

CBRE's Property Management team partnered with cleaning industry members and its preferred auditing panel of vendors to define a responsible sourcing methodology and benchmark, for implementation in 2021.

It has developed:

- A tier one high-risk and preferred vendor audit program;
- An internal audit program which includes spot check auditing methodology
- Formation of the MySupplier remediation framework for GWS is an action for 2021

Communication and Reporting

A strong framework exists within CBRE that enables the appropriate reporting and management of identified Modern Slavery risks. This includes mandatory reporting to the Pacific Governance Risk Committee, and the Executive Committee.

CBRE has developed employee, client and vendor specific Modern Slavery training materials.

Key highlights to the CBRE training program include:

- All Property Management employees and key stakeholders from across the GWS and corporate services business lines were invited to a tailored one-hour workshop chaired and presented by the Ethics and Compliance Officer and the Senior Procurement Director.
- More than 1000 employees were trained across the breadth and depth of the organisation (15 virtual workshops).
- A tailored training workshop was presented to the executive team in 2020.
- Tailored procurement professionals training was developed for employees and suppliers via our partnership with the Australian Supply Chain Sustainability School for delivery in 2021.
- CBRE's proprietary supply chain technology system was implemented, including ongoing supply chain risk management, reporting, communication, remediation and escalation.

ETHICAL SUPPORT TO SUPPLY CHAIN MANAGEMENT

CBRE operates a Global Ethics Helpline that is available to all members of staff, suppliers and members of the public. All reports to the Global Ethics Helpline are independently recorded by an external third party and vetted and overseen by our corporate Ethics and Compliance team.

Our supply chain risk management approach is further supported through:

- Implementation of Modern Slavery Framework solutions for clients and vendors
- Development of a supply chain risk management framework, procedures, third party ethics solution tools and auditing capability to support our world-class procurement practices
- Introduction of a vendor Quality Development Program
- CBRE is registered on the Property Council of Australia's Informed 365 supplier platform and remains aligned and an active participant in the industry's collaborative strategy to eradicate Modern Slavery from supply chains

SUPPLIER COMPLIANCE

CBRE's Supplier Code of Conduct is primarily aligned with the 10 principles of the United Nations Global Compact, which covers human rights, labour practices, environmental practices and anti-corruption. It establishes expectations for supplier businesses about how they conduct operations and provided goods and services to CBRE and other clients. The Supplier Code of Conduct states that a supplier "must follow all applicable laws in the countries in which it operates and be committed to the value of, and respect for, all people." The Code explicitly details labour standards that apply to all workers, including "without limitation, temporary, migrant, student, contract, direct employees and any other type of worker of Supplier." Labour standards covered in the Code are aligned to those in the Human Rights Policy, detailed below.

HUMAN RIGHTS POLICY

As a global company with operations in more than 100 countries on six continents, human rights are crucial to our operations and we recognise the opportunity to make a positive contribution in every location where we do business.

CBRE supports the ideal that all people should be valued and respected and have the right to choose their own destiny. Consistent with our values and global nature, CBRE is dedicated to complying with the United Nations Universal Declaration of Human Rights. The cornerstone of CBRE's commitment is our Human Rights Policy in which we recognise that we have a responsibility to always respect human rights in our operations, to promote an appropriate example and to make a positive global impact. The policy covers child labour; human trafficking, slavery and the right to voluntary labour; freedom against prejudice and discrimination; the right to a safe and secure workplace; work hours and wages; and freedom of association. Our policy states that CBRE endorses the United Nations Guiding Principles on Business and Human Rights and will work to raise awareness within our employee population of our responsibility to protect human rights.

As a measure of our commitment, we have developed our first Modern Slavery Statement for Australia, which has been published on the Department of Home Affairs site. The statement sets out the actions we have taken to assess and address modern slavery risks in our Australian operations and supply chains in 2020 and our plans for 2021.

Although we do not directly manage human rights for our suppliers, we work to influence this stakeholder group through our Supplier Code of Conduct, with which all CBRE suppliers are required to comply.

Conclusion

This report provides an overview of the economic, environmental and social contributions of CBRE in 2020. While global initiatives are covered, reporting specifically relates to outcomes in the Pacific region, namely Australia and New Zealand.

This is our first annual Corporate Responsibility Report for the Pacific region. The information covered in this report highlights our corporate responsibility initiatives in fiscal year 2020 (January 1, 2020, through December 21, 2020.)
When noted, updates through early 2021 are included.

FORWARD-LOOKING STATEMENTS

This report may contain forward-looking statements, the achievement or success of which involves risk, uncertainties and assumptions. If any such risks or uncertainties materialise, or if any of these assumptions prove incorrect, the resultant outcome for CBRE Group, Inc. could differ materially from the results expressed or implied by the forward-looking statements we make.

