

2020

Corporate Responsibility Report

CBRE

Our Three Pillars

As the global leader in commercial real estate, we recognize the impact we have on our communities, clients, employees and stakeholders—and why our pillars of corporate responsibility are key to providing leadership that grows our business in socially responsible ways.

People

An emphasis on diversity of talent in an equitable, safe and inclusive workplace that is guided by our RISE values—Respect, Integrity, Service and Excellence.

Planet

A sustainable, environmentally focused approach recognizing both the responsibility and the opportunity to influence the way buildings are built, sourced, managed, occupied and sold.

Practices

An adherence to the highest standards of governance, ethics and compliance while providing exceptional outcomes.

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A Message from Our CEO

Bob Sulentic on
CBRE's Responsibility



CBRE's Responsibility

[102-14]

July 2021

Dear Fellow Stakeholder:

While this report details our progress on all aspects of Environmental, Social and Governance (ESG), over the past year, CBRE has been particularly focused on three areas:

- Environmental Sustainability
- Diversity, Equity & Inclusion
- Our Response to Covid-19

At the outset of 2021, we consolidated leadership for ESG matters under a single leader—our Chief Responsibility Officer, Tim Dismond—who is a member of our Global Executive Committee and reports directly to me. We believe this move gives ESG the visibility, sponsorship and accountability required to build on the gains we have made over the past several years.

In recognition of our progress in ESG, CBRE is the only commercial real estate services provider included in the Dow Jones Sustainability World Index—a feat that we have accomplished for the past two years.

Environmental Sustainability

As the world's largest manager of commercial properties, CBRE can play an outsized role in helping to limit the rise in global temperatures, while improving the efficiency and sustainability of building operations.

Building on our momentum, in late 2020, we committed to science-based greenhouse gas reduction targets with a goal of cutting our operational emissions by more than two-thirds by 2035. We also pledged to make similarly ambitious reductions in the properties and facilities we manage for clients.

Diversity Equity & Inclusion (DE&I)

We have long emphasized diversity, which has resulted in our inclusion in the Bloomberg Gender-Equality Index, the Human Rights Campaign's Corporate Equality Index and other recognition. We are particularly focused on onboarding and advancing more people of color and women through efforts such as increased minority-focused recruiting, more outreach to Historically Black Colleges & Universities and expanded training, educational and awareness programs. Notably, in late 2020, we pledged to spend \$1 billion with minority- and women-owned suppliers in 2021 and \$3 billion by 2025 and have made strong progress toward those goals.

Our Board, leadership team and I are united in our commitment to continuing to build a more diverse and inclusive company.

Covid-19 Response

The year 2020 was dominated by unprecedented challenges from Covid-19. Throughout, our attention was fixed on the safety and wellbeing of our people and the clients we serve. Sadly, CBRE was not spared from the pandemic's human toll and we mourn the loss of colleagues, friends and loved ones who have fallen victim to the virus.

We made diligent efforts to help our CBRE colleagues and communities that were most acutely impacted by the pandemic. The company and our people, together, donated more than \$15 million for Covid-19 relief efforts that benefit communities around the world and to date, have provided nearly 16,000 grants, to CBRE colleagues who face financial hardship due to Covid-19.

We thank our people for their abundant generosity and steadfast loyalty. The public health crisis has truly brought out the very best in them.

In this report, we affirm CBRE's support for the Ten Principles of the United Nations Global Compact (UNGC) for the 14th year in a row.

We invite you to read further to learn more about our many corporate responsibility initiatives. We regard these practices as vital to our company's ongoing success.

We are encouraged by the progress that has been made in vaccine distribution but recognize that Covid-19 remains a significant health risk. Until the pandemic is fully brought under control, we hope that you and everyone you love and care about remains safe and well.



Robert E. Sulentic
President & Chief Executive Officer

Our Company

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About CBRE

[102-1, 102-2, 102-3, 102-5, 102-45]



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

Our business is focused on providing services to real estate investors and occupiers. For investors, we provide capital markets (property sales, mortgage origination, sales and servicing), property leasing, investment management, property management, valuation and development services, among others. For occupiers, we provide facilities management, project management, transaction (both property sales and leasing) and consulting services, among others. We provide services under the following brand names: "CBRE" (real estate advisory and outsourcing services), "CBRE Global Investors" (investment management), "Trammell Crow Company" (U.S. development) and "Telford Homes" (U.K. development).

CBRE Group, Inc. is incorporated in Delaware in the United States. Our Class A common stock is traded on the New York Stock Exchange (NYSE) under the symbol CBRE. Please see our [2020 Form 10-K](#) for details on the entities included in our financial statements; those same entities are also included in this report.

We provide premier services to real estate investors and occupiers.

Our Operations

[102-4, 102-6, 102-7, 102-10]

500
OFFICES

100,000+
EMPLOYEES

\$23.8B
TOTAL REVENUE

CBRE operates in approximately 500 offices with more than 100,000 employees, excluding independent affiliates, and serves clients in more than 100 countries worldwide. CBRE revenue in 2020 totaled \$23.8 billion.

In 2020, CBRE advised clients on 67,975 property sales and lease transactions valued at \$290.1 billion globally. As of December 31, 2020, we managed 7 billion sq. ft. of properties globally for property owners/investors and occupiers.

Commercial mortgage loan originations, including loan sale advisory, totaled \$53.2 billion, and loan servicing totaled \$268.6 billion. We completed more than 518,425 valuation, appraisal and advisory assignments, including 317,600 residential valuations in Asia Pacific. Our project management contract value was approximately \$93 billion.

As of December 31, 2020, CBRE Global Investors assets under management totaled \$122.7 billion and Trammell Crow Company had \$14.9 billion of development projects in process, and a development pipeline totaling \$6.1 billion.

Reporting Segments

We report our operations through the following business segments: (1) Advisory Services, (2) Global Workplace Solutions, and (3) Real Estate Investments. There were no significant changes to the organization's ownership or supply chain in 2020.

Advisory Services

Advisory Services provides a comprehensive range of services globally, including property leasing, property sales, mortgage services, property management, project management and valuation. We are the leading property sales advisor globally.

Global Workplace Solutions

Global Workplace Solutions (GWS) provides a broad suite of integrated, contractually based outsourcing services to occupiers of real estate, including facilities management, project management and transaction services (leasing and sales). We believe the outsourcing of corporate real estate services is a long-term trend in our industry, with multinational corporations and other large occupiers of space utilizing global, full-service real estate firms to achieve better workplaces for their people, while attempting to lower their cost of occupancy. We typically enter into multi-year, often multi-service, outsourcing contracts with services delivered via dedicated account teams and/or an on-demand basis.

Real Estate Investments

Real Estate Investments includes investment management services provided globally and development services in the U.S., U.K. and Europe.

CBRE Global Investors provides investment management services to pension funds, insurance companies, sovereign wealth funds, foundations, endowments and other institutional investors seeking to generate returns and diversification through investment in real assets such as real estate, infrastructure, master limited partnerships and other assets. We sponsor investment programs that span the risk/return spectrum in North America, Europe, Asia and Australia. In some strategies, CBRE Global Investors and its investment teams co-invest with its limited partners.

Development services are conducted through Trammell Crow Company, which provides commercial real estate development services in the U.S., and Telford Homes, a developer of residential multifamily properties in the U.K. In early 2021, Trammell Crow Company announced plans to offer industrial development services in Continental Europe.

Trammell Crow Company pursues opportunistic, risk-mitigated development and investment strategies for users of and investors in commercial real estate, as well as for its own account. The company is active in industrial, office, residential multifamily/mixed-use

projects, life sciences and healthcare facilities of all types (medical office buildings, hospitals and ambulatory surgery centers) and retail properties.

Telford Homes is a developer of residential-led, mixed-use sites in locations across London, where the need for homes exceeds supply. In recent years, Telford has undertaken a strategic shift to focus on the growing build-to-rent/multifamily market and is pursuing such opportunities with a number of third-party investors.

Growth

We will mark our 115th year of continuous operations in 2021, tracing our origins to a company founded in San Francisco in the aftermath of the 1906 earthquake. Since then, we have grown into the largest global commercial real estate services and investment firm (in terms of 2020 revenue) through organic growth and strategic acquisitions.

In 2020, CBRE sponsored a special purpose acquisition company (SPAC), CBRE Acquisition Holdings, Inc. which has the sole purpose of acquiring a privately held company with significant growth potential and to create value by supporting the company in the public markets. In July 2021, CBRE Acquisition Holdings announced plans for a business combination with Altus Power, Inc., a leading provider of solar energy in the U.S. The transaction is expected to close in 2021.

In 2021, CBRE acquired a 40 percent interest in Industrious, a leading provider of premium flexible workplace solutions in the U.S. The investment significantly increases CBRE's participation in the flexible workplace sector and positions the company to meet rising demand from occupiers for agile space solutions—a trend that is being accelerated by the COVID-19 pandemic. As part of the transaction, CBRE's flexible-space solutions offering, Hana, has been merged into Industrious.

Material Topics

[102-46, 102-47, 102-49]



CBRE has conducted a materiality assessment every other year since 2015. Our most recent assessment, completed in early 2021, was undertaken to determine the topics that reflect the company's economic, environmental and social impacts. The assessment also aimed to identify the topics that impact CBRE's financial performance and ability to generate enterprise value.

To complete the 2021 materiality assessment, our Corporate Responsibility team assembled two lists of potentially material topics. The first list of 27 topics included economic, environmental and social topics that CBRE could potentially impact in a significant manner. A second list of 11 topics that could potentially impact CBRE's financial performance and ability to generate enterprise value was also compiled. The lists were assembled through a review of previous materiality assessment results, peer and industry benchmarking, reporting standards, CBRE's strategic priorities and CBRE's risk inventory.

Internal and external stakeholders were then identified and engaged to review each list of topics. Internal stakeholders who participated in the assessment included executives who lead business segments/lines both globally and regionally, and corporate functions leadership. External stakeholders included clients, investors, suppliers, industry associations and sustainability organizations.

These stakeholders were surveyed and asked to rate the first list by indicating to what degree they believe CBRE impacts the environment, society and/or economy through each issue—noting that "impact" can be positive or negative, and can occur at local, regional, business line or global scales. The stakeholders were then asked to indicate to what degree they believe each issue on the second list could impact CBRE's financial performance and ability to generate enterprise value.

Ratings were averaged within each stakeholder group and weightings were applied to each rating to prioritize the feedback from our key stakeholder groups: employees, clients and investors.

We identified 10 topics as being material to CBRE from an impact perspective:

1.	Greenhouse Gas Emissions in Managed Properties
2.	Energy Use in Managed Properties
3.	Diversity, Equity and Inclusion
4.	Employee Wellbeing
5.	Occupational Health and Safety
6.	Human Rights
7.	Supplier Diversity
8.	Supplier Environmental, Social and Governance (ESG) Screening
9.	Employee Engagement
10.	Climate Risk

We identified 10 topics as being material to CBRE from a financial perspective:

1.	Business Ethics/Professional Integrity
2.	Climate Risk
3.	Cybersecurity
4.	Diversity, Equity and Inclusion
5.	Employee Attraction and Retention
6.	Data Privacy
7.	Anti-Corruption
8.	Health, Safety and Wellbeing
9.	Labor Practices
10.	Sustainability Product Offerings

Greenhouse gas emissions and energy have risen higher on our list of material issues since our last assessment in 2019. Diversity, equity and inclusion remained near the top of the list, and the rankings of both employee wellbeing and occupational health and safety increased significantly: all likely due to the events of 2020. The emergence of supplier diversity and supplier ESG screening as material topics acknowledges the significant impact CBRE can make through the purchases we make directly, as well as the purchases we can influence.

Stakeholder Engagement

[102-40, 102-42, 102-43, 102-44]

We define stakeholders as individuals and organizations who can impact or be impacted by our operations. CBRE's stakeholders include shareholders, clients, employees, suppliers, industry associations, non-governmental organizations and academic institutions, communities, advocacy and activist groups, governmental organizations and regulating bodies, media and competitors.

As previously noted, we engaged directly with many stakeholders in early 2021 through the development of our materiality assessment, the results of which helped define content for this report and which will guide our corporate responsibility strategy. We also conducted continuous engagement throughout 2020 using a variety of methods outlined below.

Investors	Clients	Employees	Suppliers	Associations*
Quarterly earnings calls Investor presentations, events and one-on-one meetings	Client Care program Localized research resources and insights Response to information requests	Global employee intranet and email communications Employee engagement survey Employee Business Resource Groups	Supplier Code of Conduct Supplier Diversity Program	Participation on boards and committees Presentations and attendance at conferences and events
Examples				
Meet with major shareholders through our Shareholder Governance Outreach and Engagement Program	Measure client satisfaction through regular surveys Provide information to clients on our corporate responsibility performance	Communicate company strategy through presentations, videos and articles Solicit employee suggestions throughout the year via a link on the intranet homepage Engage with unions and bargaining units that represent relevant employees	Conduct supplier governance and performance meetings Attend supplier diversity conferences	Share best practices and lessons learned on corporate responsibility performance and disclosure
Key Topics				
Climate Risk Diversity, Equity and Inclusion Employee Attraction and Retention	Energy Use in Managed Properties Greenhouse Gas Emissions in Managed Properties	Diversity, Equity and Inclusion Employee Wellbeing Training and Education	Supplier Diversity Supplier ESG Screening	Energy Use in Managed Properties Greenhouse Gas Emissions in Managed Properties Diversity, Equity and Inclusion

*Industry associations and sustainability organizations

Sustainable Development Goals

In 2015, all 193 Member States of the United Nations adopted a plan to tackle the world’s most pressing social, economic and environmental challenges. This plan includes 17 Sustainable Development Goals (SDGs) that apply universally to all nations and seek to end extreme poverty, fight inequality and injustice, and protect our planet.

Businesses will play a key role in achieving the SDGs and CBRE is committed to contributing to this effort. We have identified 10 SDGs that align with our business, and specifically with our corporate responsibility pillars and material issues.

People



Employee Wellbeing, Occupational Health and Safety



Diversity, Equity & Inclusion, Human Rights, Supplier Diversity



Diversity, Equity & Inclusion, Supplier Diversity

Planet



Energy Use in Managed Properties

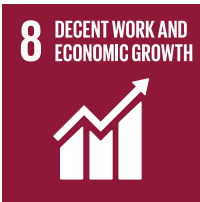


Energy Use in Managed Properties



Greenhouse Gas Emissions in Managed Properties, Energy Use in Managed Properties, Climate Risk

Practices



Human Rights



Supplier ESG Screening, Supplier Diversity



Human Rights



Awards & Honors

- **Included in Fortune’s World’s Most Admired Companies for nine straight years; #1 Real Estate Company for three consecutive years**

- **Named to the Dow Jones Sustainability World Index (DJSI) in 2019 and 2020 and DJSI North America for seven years in a row**

- **Listed at #22 in the 2021 Barron’s 100 Most Sustainable Companies; fourth consecutive year on list**

- **Listed at #24 in the 3BL Media 2021 100 Best Corporate Citizens rankings; #1 Real Estate Company**

- **Included in FTSE4Good seven consecutive years**

- **Named one of the World’s Most Ethical Companies by Ethisphere Institute eight consecutive years**

- **Named to the 2020 and 2021 Bloomberg Gender-Equality Index**

- **Achieved perfect score on the Human Rights Campaign’s Corporate Equality Index for the eighth straight year in 2021**

- **Received the U.S. Environmental Protection Agency’s 2021 ENERGY STAR® Sustained Excellence Award; 14th consecutive year of “Partner of the Year” recognition**

Memberships & Initiatives

[102-12, 102-13, SDG 17]

CBRE is a member of these leading organizations:

Boston College Center for Corporate Citizenship (BCCCC) and its Professional Services Sustainability Roundtable (PSSR)

Building Owners and Managers Association (BOMA)

Building Owners and Managers Institute (BOMI)

Business Roundtable

Catalyst

Corporate Eco Forum

Corporate Electric Vehicle Alliance (CEVA), led by Ceres

Global Real Estate Sustainability Benchmark (GRESB)

Global Reporting Initiative (GRI) Community

International Council of Shopping Centers (ICSC)

International Well Building Institute (IWBI)

NAIOP, the Commercial Real Estate Development Association

Real Estate Roundtable (RER) and its Sustainability Policy Advisory Committee (SPAC)

Renewable Energy Buyers Alliance (REBA)

Sustainability Accounting Standards Board (SASB) Alliance

U.K. Green Building Council (UKGBC)

U.S. Green Building Council (USGBC)

CBRE supports, endorses and/or engages in a number of external initiatives, including:

Building Research Establishment Environmental Assessment Method (BREEAM)

Business Roundtable Statement on the Purpose of a Corporation

CEO Action for Diversity & Inclusion

CDP

Environmental Protection Agency (EPA) ENERGY STAR

Fitwel Standard

Greenhouse Gas (GHG) Protocol

GRI Standards

International Organization for Standardization (ISO) 14001

Leadership in Energy and Environmental Design (LEED)[®]

Occupational Health and Safety Assessment Series (OHSAS) 18001

Principles for Responsible Investment (PRI)

Science Based Targets initiative (SBTi)

SASB Standards

Task Force for Climate-Related Financial Disclosures (TCFD)

United Nations Global Compact (UNGC)

United Nations Guiding Principles on Business and Human Rights

United Nations LGBTI Standards of Conduct for Business

We Mean Business

WELL Building Standard (WELL)

Women's Empowerment Principles (WEPs)

World Green Building Council (WorldGBC) and its Advancing Net Zero program

Our Response

COVID-19

COVID-19



Throughout the COVID-19 pandemic, CBRE has placed a priority on the wellbeing of our people, clients, suppliers and communities. Given CBRE's role as a global service provider, we actively worked with clients and vendors to coordinate our response and closely follow the guidance from global and regional health advisory agencies. CBRE also tracked and maintained compliance with jurisdiction mandates for essential employees, business lockdowns, quarantines and travel restrictions.

Safety & Wellbeing

CBRE developed and implemented many initiatives during the COVID-19 pandemic to promote and ensure the safety and wellbeing of our employees, including:

- A robust communications and safety program to provide up-to-date information, guidance and resources as we tracked ongoing events and supported preparedness activities. This included a bi-weekly news communication, Staying Connected, which intended to increase employee engagement due to remote working.
- Our COVID-19 Risk Assessment Center, responsible for (i) managing and monitoring cases where CBRE employees have tested positive for COVID-19 infection, are symptomatic or have been potentially exposed to COVID-19; (ii) overseeing the return to work after an employee's quarantine period concludes; (iii) advising on COVID-19 topics such as travel bans, fit for duty assessments, short-term disability and commuter clearances, and (iv) administering current guidelines issued by governments and public health authorities.
- A pandemic crisis management plan to build awareness for employees on how to stay safe while working. This includes playbooks, policies and procedures such as social distancing, cleaning standards, mask use, risk assessments and investigations.

- Paid time off (PTO), work from home, and leave policies to provide guidance around the changes required in the workforce. Our corporate offices around the world enacted mandatory work from home policies as their regions became impacted by the spread of the virus. However, GWS and Property Management employees who work at client locations continued to provide the services that our clients rely on throughout the COVID-19 crisis. In many instances, CBRE teams (which include building engineers, mobile technicians and others) performed vital, location-specific work at hospitals, data centers and other facilities.
- Coaching on COVID-19 training, offering 13 playlists of virtual content in the areas of employee resources (staying focused, connected and well), manager resources (managing and engaging your team), facility resources (managing people maintaining business resources) and community resources (navigating local and federal regulations and health guidelines). Coaching on COVID-19 reached, engaged and supported nearly 15,000 global employees who completed a total of 7,461 learning hours in Talent Coach, our online learning platform. This training is frequently updated to include fresh, relevant and timely content.
- Other Wellbeing Initiatives:
 - Stay Well Series: A collection of 15-minute connection breaks on the five elements of wellbeing: physical, occupational, intellectual, social and environmental.
 - Well4US: A Pacific-wide health and wellbeing initiative.
 - The Together Project: A Victoria, Australia-project enabling engagement and wellbeing during the extended lockdown.
- A vaccination campaign to inform employees about the importance, efficacy and safety of COVID-19 vaccines. Key elements included publishing a fact sheet and hosting town halls with medical experts about vaccine effectiveness. We also developed PTO policies for leave to receive or recover from a vaccine, support a family member getting a vaccine or volunteer at vaccination centers. In addition, we created a pledge program where CBRE employees committed to receiving their full vaccinations. In response the CBRE Foundation donated \$1 million to the CBRE Employee Resilience Fund (described below).

Economic Activity

The efforts to stem the spread of COVID-19 dramatically reduced economic activity around the world. CBRE had prepared well for an economic downturn, but the situation we faced was unprecedented. We aggressively eliminated non-essential expenses when the first signs of economic distress were evident. Many of our clients impacted by the crisis put projects on hold and scaled back the assignments they had given to CBRE. With less client activity, we had to make changes to our workforce.

The majority of actions were temporary, in the form of furloughs and reduced work schedules, but unfortunately, there were some job eliminations. Employees whose positions were eliminated were offered severance packages. For U.S. employees who were furloughed, CBRE committed to pay both the employee- and employer-paid portions of the employee benefits package.

In light of CBRE's contingency planning related to the financial impact of the COVID-19 pandemic, CBRE's CEO and executive officers elected to voluntarily forgo a portion of their base salaries. Our President and CEO, Bob Sulentic, elected to forgo 100% of his base salary, and each of his direct reports chose to forgo 15% of their base salary from April 4, 2020, to December 31, 2020. In addition, each director on the CBRE Board of Directors chose to forego 33% of their 2020 annual Board service stipend.

COVID-19 Relief Fund

To help communities, clients and our people during the COVID-19 pandemic, CBRE established the CBRE COVID-19 Relief Fund to support community and employee needs around the world.

The campaign was launched in April 2020, with a goal to raise a minimum of \$15 million, which included a \$10 million foundational donation from the company as well as an employee contribution program. The company matched employee contributions dollar for dollar to meet the \$15 million minimum. In total, the CBRE COVID-19 Relief Fund raised \$15.3 million in six weeks to support affected communities and our employees facing financial hardship. More information on the CBRE COVID-19 Relief Fund can be found in Communities & Giving.

Employee Resilience Fund

To support our employees who struggled financially due to the economic impact of COVID-19, we created the CBRE Employee Resilience Fund. The fund was seeded with a \$5 million donation from the company and was supported through employee fundraising. The fund received additional donations throughout 2020 and into 2021. The fund is administered by a nonprofit organization specializing in employee hardship and disaster relief funds. In September 2020, the fund expanded its criteria to provide grants to employees facing financial hardship due to natural disasters. As of June 2021, the Employee Resilience Fund has given nearly 16,000 grants totaling \$6.8 million to employees in need.

United. We Rise.

CBRE employees shared their stories of supporting local communities, assisting others, and helping clients and colleagues affected by COVID-19 as part of the [United. We Rise.](#) global initiative. The campaign included employee intranet articles and social media posts featuring stories of CBRE's people donating supplies, gathering equipment and volunteering in their communities.

When personal protection equipment (PPE) was in high demand for frontline workers, our employees made, found and donated thousands of units of PPE to protect essential workers. In addition, our Facilities and Property Management teams tirelessly worked to open and maintain field hospitals and other emergency spaces. They helped protect and preserve critical services like data centers, energy infrastructure, school administration, telecommunications and pharmaceutical manufacturing. These stories, and many others, showed that together, we are strongest.

PILLAR ONE

People

People & Culture

Workplace Safety & Wellbeing

Communities & Giving

People & Culture

[SDG 5, SDG 8]



RISE Values [102-16]

We take great pride in our reputation for upholding the highest standards in the way we do business. Our commitment to our [RISE](#) values—Respect, Integrity, Service, Excellence—is a significant reason why CBRE is the largest commercial real estate company in the world. Our employees don't just work and live by these standards; they are the foundation on which our company is built.

Respect

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

Integrity

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

Service

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

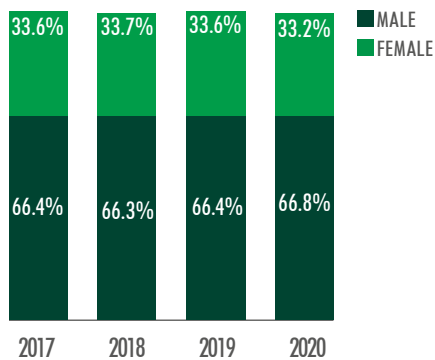
Excellence

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

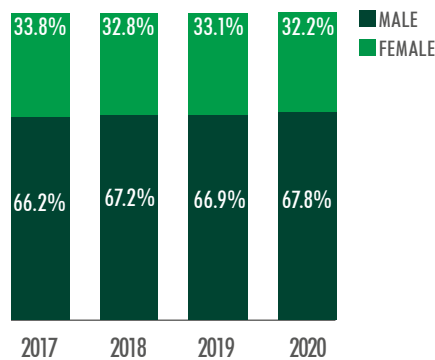
Workforce [102-8, 401-1, 405-1]

In 2020, CBRE employed more than 100,000 people in all major regions worldwide. The following provides a demographic profile of CBRE's workforce, excluding our affiliate offices.

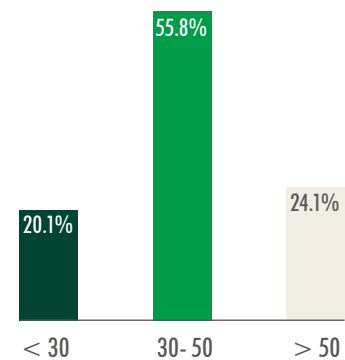
**2017-2020 Global Workforce:
Gender**



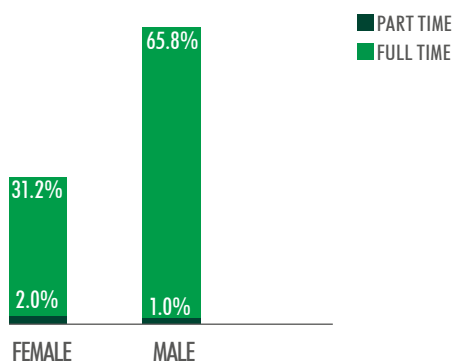
**2017-2020 Global Management:
Gender**



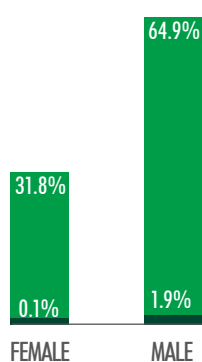
**2020 Global Workforce:
Age**



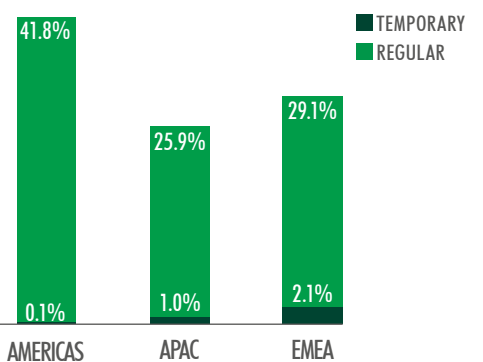
**2020 Employment by Type:
Gender**

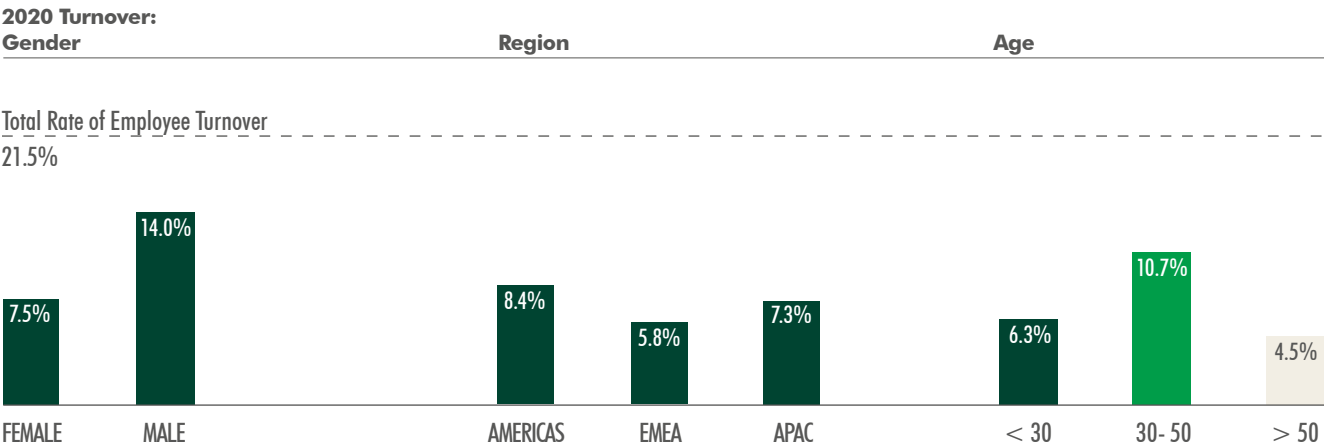
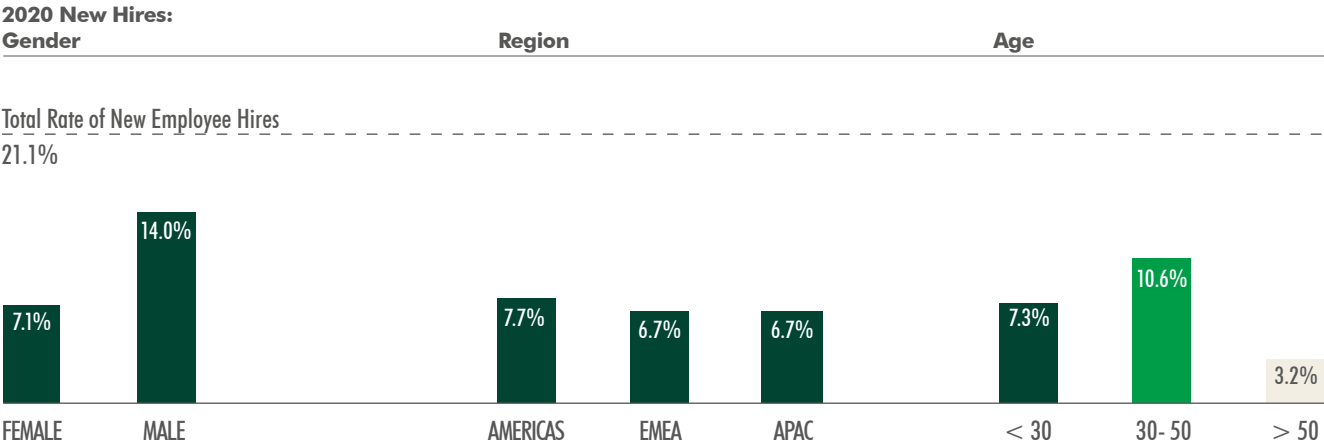


**2020 Employment by Contract:
Gender**



**2020 Employment by Contract:
Region**





Diversity, Equity & Inclusion

[103-1, 103-2, 103-3]

Diversity, equity and inclusion (DE&I) is material to CBRE because people are at the center of our strategy. DE&I is embedded in our RISE values and is critical to our business success and growth. We firmly believe that our company is at its best when our people, with different backgrounds and life experiences, come together to produce great results for our clients, our communities and each other. CBRE is committed to strengthening our inclusive culture—one where our people feel safe, valued and heard. DE&I is a material topic within our own operations.

While we have long had strong diversity and inclusion initiatives and have made notable gains in boosting diversity at CBRE in recent years, the events of 2020 strengthened our resolve to make measurable progress. To drive greater impact, we added “equity” to our diversity and inclusion strategy. This addition signifies our expanded commitment to identify and eliminate barriers that could prevent the full participation of any groups or individuals. To speed up our pace of change, we refined our DE&I strategy to focus more on outcomes and measurable results.

In the summer of 2020, CBRE named Tim Dismond the company’s first global Chief Diversity Officer. This position includes appointment to the Executive Committee and reports directly to our CEO. In early 2021, he was promoted to serve as CBRE’s Chief Responsibility Officer. In this expanded role, he oversees Environmental Sustainability, Philanthropy, Workplace Safety & Wellbeing, and Public Affairs, while also retaining his DE&I responsibilities.

In 2020, we also created our Global Executive Inclusion Council, a senior leadership team committed to enabling our DE&I strategy, championing initiatives and helping achieve outcome-based performance metrics.

2020 Diversity: U.S. Employees

	Female							Male							Female Total	Male Total	Grand Total
	White	Black	Hispanic	Asian	American Indian	Hawaii/ Pacific	Two or More	White	Black	Hispanic	Asian	American Indian	Hawaii/ Pacific	Two or More			
Senior Executive	9	0	1	2	0	0	1	36	1	0	1	0	0	0	13	38	51
First/Mid-Level Officials and Managers	2,422	221	196	220	11	9	73	4,592	235	292	275	25	14	104	3,152	5,537	8,689
Professionals	2,359	373	285	470	11	16	111	2,815	223	219	443	16	9	120	3,625	3,845	7,470
Sales Workers	455	5	22	23	0	3	5	2,908	26	58	43	6	3	35	513	3,079	3,592
All Others	2,607	581	496	262	36	27	189	8,699	1,210	1,301	345	82	53	458	4,198	12,148	16,346
Grand Total	7,852	1,180	1,000	977	58	55	379	19,050	1,695	1,870	1,107	129	79	717	11,501	24,647	36,148

*This data includes regular employees, 1099 QREA professionals, employees on leave and interns.

Racial Justice

In response to the racial justice movement in the U.S., CBRE held its first-ever town hall devoted to openly discussing racial inequality in June 2020. Thousands of employees joined the town hall, which featured remarks from CEO Bob Sulentic and Board member Reggie Gilyard.

We also issued a [statement](#) from our CEO condemning racism and committing time, energy and resources toward making measurable progress in DE&I at our company which we posted on our website, shared internally and communicated on our social media channels.

In addition, the company launched a fundraising program to provide financial support for efforts to advance social justice and combat racism, donating \$1 million to the NAACP Legal Defense and Educational Fund, \$1 million to the National Urban League and matching employee contributions to each organization.

Our workplace has no place for racism, racially motivated violence or discriminatory behavior of any kind. CBRE stands for tolerance and equality, which are fundamental to our RISE values. In 2020, CBRE published our Global Racial Misconduct Policy, an affirmation to our commitment to provide a work environment that is inclusive and free from harassment or discrimination. Our new policy clearly defines what the company considers racial misconduct that violates our RISE values and company policy. This policy is just one example of CBRE's commitment to accelerate our progress in fostering a more inclusive work environment.

DE&I Recruiting and Retention

Increasing the diversity makeup of our workforce is a priority for CBRE. The company has implemented—and continues to implement—many initiatives to increase diversity in our workforce and foster an inclusive workplace. Among them, our policy provides that a diverse candidate should be included at the in-person interview stage for all positions at the Director level and above; the interview panel for all positions at the Director level and above should include a diverse person; at least one diversity and inclusion-focused hiring objective is included in all performance appraisals for Director level and above employees. To help recruit diverse talent, we have made diversity recruiting the responsibility of every member of the recruiting team. Recruiters' efforts to support diversity recruiting are included as part of their performance evaluation.

The company has rolled out several funding programs to hire, develop and retain diverse talent. In addition, CBRE maintains partnerships and programs that help to bring diverse professionals into the commercial real estate industry with organizations such as [HBCUConnect](#) (Historically Black Colleges & Universities), the Real Estate Associate Program (REAP), and the [National Black MBA Association](#), among others.

Our leadership succession plans include diverse successors, and we are implementing targeted development plans.

The advancement of racial and ethnic minority employees is a component of the performance objectives for our CEO Bob Sulentic's direct reports and is a factor in their compensation.

Employee Business Resource Groups

Our Employee Business Resource Groups (EBRGs) have been an integral component of our DE&I journey for more than 20 years. These groups offer career and professional development and community involvement opportunities, as well as connections and networking possibilities across all business lines and regions. EBRGs are open to all employees; globally, our EBRGs have more than 16,000 members. Abilities, a new EBRG in the U.S., was launched in 2020. Abilities is a network of advocates and advisors to CBRE employees with disabilities, as well as to CBRE on matters related to hiring and inclusion of employees with disabilities.

Americas:

- Abilities
- African American Network Group
- Asia Pacific Network
- CBRE Military
- HOLA (Hispanics Organized to Leverage our Advantage)
- LGBTQ & Allies
- Rising Professionals Organization
- Women's Network

EMEA:

- Ability (network for people with disabilities and long-term conditions)
- Faith Network
- Family Network
- Proud Network (LGBT+ people & allies)
- REACH Network (Race, Ethnicity and Cultural Heritage)
- Women's Network

APAC:

- BE@CBRE (Building Equality for LGBTQI+ workplace inclusion)
- Women's Network

Training

In 2019, CBRE implemented unconscious bias inclusive leadership training for executives, managers and individual contributors globally. More than 7,000 employees have participated in this training. Building on this momentum, in 2020, we implemented a global inclusive leadership training program, which was translated into 32 different languages and included a mandatory Introduction to Managing Unconscious Bias course for all our people.

Supported Employment

CBRE is the program manager for an empowering employee program developed by Microsoft called the [Supported Employment Program](#). Microsoft's Real Estate and Facilities team partners with vendors and employment agencies, creating job opportunities for people with intellectual/developmental disabilities at Microsoft facilities across the globe. More than 300 people have been employed through the Microsoft Supported Employment Program since it began in 2013. The program makes a substantial difference in the lives of people who might otherwise be overlooked in the job market. Dozens of vendors, including CBRE, employ Supported Employees at Microsoft facilities.

Pay Gap Reports

A law enacted in the U.K. in 2017 requires all organizations with 250 or more employees to publish and report specific figures about their gender pay gap. The gender pay gap measures the total difference between men's and women's average pay (including bonus and reward contributions) across an organization. This is different than equal pay, which refers to men and women receiving equal pay for equal work.

CBRE's 2020 median gender pay gap for our U.K. businesses (including all qualifying CBRE U.K. legal entities in Advisory Services, GWS and CBRE Global Investors) was 8.42%, compared to 10.48% in 2019. The CBRE U.K. gender pay gap reflects our current structure with more men in senior positions. The year-over-year median reduction demonstrates that women are becoming more proportionally represented, but we have work to do in our upper pay quartile. This also impacts our bonus gap where men are over-represented in areas of the business where higher bonuses are received. We also recognize that the disparity of genders at senior levels is compounded by 'occupational segregation' which is the term given to the distribution of high numbers of men and low numbers of women across certain occupations. As an organization, we have a responsibility to improve representation in our business and the sector in which we operate. Our [CBRE U.K. Gender Pay Gap report](#) includes detailed statistics and information on our programs to create more opportunities for women to progress.

In 2020, CBRE Limited, our Advisory Services business in the U.K., published its first [Ethnicity Pay Gap report](#) showing our Advisory Services business had a mean ethnicity pay gap of 15.44% and a median ethnicity pay gap of 14.05% in 2019. CBRE Limited signed the Business in the Community's "Race at Work Charter" in 2019 as a clear signal that we are focused on increasing the representation of people from various racial and ethnic backgrounds.

Considering our commitments to improving multi-ethnic representation within CBRE Limited, we voluntarily published our ethnicity pay gap data using the same methodology as the gender pay gap reporting.

Our pay gap exists because of the structure of our business, where we have more white people in senior positions. Ensuring that we maintain a focus on underrepresented groups across CBRE is a priority.

CEO Action for Diversity & Inclusion™

In 2020, CBRE joined the CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. The coalition is comprised of CEOs and leaders from the world's top companies across more than 85 industries representing millions of employees globally. By signing, CBRE joins other organizations in committing to take three steps to increase diversity and foster inclusion within the business community: continue to cultivate workplaces that support open dialogue on complex, and sometimes difficult, conversations about diversity and inclusion; implement and expand unconscious bias education; and share best known—and unsuccessful—actions.

United Nations LGBTI Standards of Conduct for Business

CBRE signed the [United Nations LGBTI Standards of Conduct for Business](#) (UN Standards) in 2020, marking our commitment to join other global companies to help end discriminatory business practices. Established by the Office of the United Nations High Commissioner for Human Rights in 2017, the UN Standards represent a global set of actions for companies to take to protect the rights of LGBTI (Lesbian, Gay, Bisexual, Transgender, and Intersex) employees. These actions include eliminating workplace discrimination, ensuring business operations do not contribute to discrimination against customers, suppliers or members of the public and working with business partners to address discriminatory practices throughout the supply chain, among others. The UN Standards are consistent with CBRE's strict anti-discrimination policies. The benchmarks and guidance that the UN Standards provide help us assess our role in tackling discrimination and implementing practices that respect and support the rights of LGBTI people at work, in the marketplace and in our communities.

Bloomberg Gender-Equality Index

In early 2021, CBRE announced that our policies and practices fostering gender equality in the workplace earned the company a place in the 2021 [Bloomberg Gender-Equality Index](#) (GEI). This is the second year in a row that CBRE has been included in the GEI. The Bloomberg GEI brings transparency to gender-related practices and policies at publicly listed companies, increasing the breadth ESG data available to investors. Bloomberg evaluates companies across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. CBRE scored at or above a global threshold established by Bloomberg, reflecting a high level of disclosure and overall performance.

Human Rights Campaign Corporate Equality Index

In early 2021, CBRE was recognized as a “Best Place to Work for LGBTQ Equality” by the Human Rights Campaign and earned a perfect score in the 2021 Corporate Equality Index for the eighth consecutive year. The Corporate Equality Index (CEI) is a national benchmarking survey and report on corporate policies and practices related to LGBTQ workplace equality. In 2021, CEI rated more than 1,100 U.S.-based companies in four categories: non-discrimination policies across business entities; equitable benefits for LGBTQ workers and their families; supporting an inclusive culture, and corporate social responsibility.

National Equality Standard

CBRE was successfully reaccredited with the National Equality Standard (NES) in the U.K. in August 2020. This is the second time CBRE was recognized with this accreditation. Companies are assessed every three years and CBRE was the first real estate services provider to achieve this accolade in 2018. Additionally, CBRE Global Investors was accredited with the NES for the first time in December 2020.

The U.K. National Equality Standard sets clear diversity, equality and inclusion criteria against which companies are independently assessed. The NES assessment reviewed CBRE against 35 separate competencies focused on key topics such as governance, culture, HR policies and processes, business planning, inclusivity, flexible working, leadership commitment and accountability data, as well as external relationships and the company’s supply chain.

Employee Attraction and Retention

The following sections describe our integrated approach to talent management, learning and development, and employment—all of which contribute to employee attraction and retention.

Talent Management

Employee Engagement [103-1, 103-2, 103-3]

Employee engagement is material to CBRE because people are at the center of CBRE's strategy. As a services organization, our ability to engage our employees is critical in achieving our goals. Employee engagement is tied to several key organizational outcomes: employee retention, absenteeism and wellness; productivity; safety; customer satisfaction and retention; revenue growth and shareholder returns. Employee engagement is a material topic within our own operations.

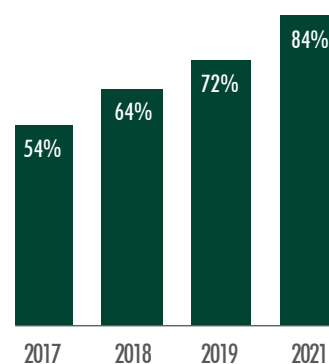
In 2017, 2018 and 2019, CBRE gained valuable insight from our annual employee engagement survey. Given the unprecedented situation of 2020, we chose to be mindful of any additional asks of our employees and managers. We also learned from our survey provider that most companies postponed their employee engagement surveys in 2020, making it difficult for us to get a reliable comparison against other companies. Therefore, we postponed our employee engagement survey to 2021.

In April 2021, we partnered with an external vendor for the fourth time to conduct a worldwide employee engagement survey. CBRE's "Your Voice" Employee Engagement Survey provided all employees an opportunity to provide confidential feedback about their work experiences. The 2021 survey had a response rate of 84% globally, a significant increase from our 2019 survey response rate of 72%.

Our results showed an increase in overall engagement for the company. We achieved our biggest gains in areas related to employee safety and wellbeing, showing that employees appreciated the way CBRE prioritized their health throughout the COVID-19 pandemic. Compared with our last survey in 2019,

employees gave the company higher marks for work processes, supporting learning and development, and acknowledging their outstanding work. The company is committed to making further gains in these key areas. Company leaders have developed action plans based on employee feedback, and we plan to continue measuring our progress in future surveys.

**2020 Employee Engagement Survey
Response Results**



Performance Management

Performance management is viewed as a continuous activity at CBRE. We offer several career development and performance management training sessions, allowing employees to learn more about their role in the process and how it benefits them in their career growth.

In early 2020, CBRE introduced an integrated online talent management system to continue our development of learning, performance and succession management. Our new Talent Coach platform created a collective resource for employees and managers, providing an intuitive user experience to access learning and manage performance goals and year-end reviews. In 2020, we achieved a record 94% year-end performance review completion rate thanks to the simpler, user-centric design of Talent Coach. (Rate reflects Talent Coach reviews only, out-of-scope countries excluded.) [404-3].

Learning & Development

The Global Talent, Learning & Development team focuses on empowering our employees to develop themselves and their teams, and providing tools to drive career development and growth. Our professionals are connected across geographies, business segments/lines and corporate functions, leveraging best practices, tools and content. We engage creative and innovative methods to expand beyond traditional classroom offerings and online education, using world-class learning processes and platforms. At the core of our learning strategy is the view that talent development happens through three key activities:

- **70% ON-THE-JOB:** work/doing the job at hand
- **20% COACHING:** through direct feedback from a manager, peer or mentor
- **10% FORMAL TRAINING:** to improve a skill or increase professional expertise

This approach includes webinars, classroom training, self-paced e-learning, coaching, mentoring and various on-the-job projects.

We have aligned our training opportunities with four pillars of learning and development:

- **ONBOARDING:** Introducing new hires to company culture, history and RISE values
- **PROFESSIONAL DEVELOPMENT:** Teaching skills that are applicable to lines of business
- **BUSINESS ACUMEN:** Developing skills specific to lines of business and job title
- **LEADERSHIP:** Growing skills specific to leading people and managing a team

These pillars consist of fundamental principles for ongoing professional and personal development.

This framework ensures the delivery of valuable content that is relevant, timely and applicable to CBRE professionals who are empowered to choose their own career path. The pillars offer additional guidance in selecting learning opportunities that reach beyond job-specific training and help employees realize their professional goals and aspirations.

Our new Talent Coach platform was quickly adopted by employees seeking to access learning opportunities, with 94% of CBRE employees accessing the tool and completing over 1.1 million hours of learning in the first year, an increase of 57% over 2019. Notably, the adoption of Talent Coach also enabled CBRE to respond quickly to the pandemic to provide online support and tools for our colleagues. On average, CBRE learners completed 9.9 hours of training in 2020, an increase from 8 hours in 2019. [404-1]

CBRE offers initiatives within talent management and development that focus on leading self, leading others and leading leaders. Our programs continued to evolve in 2020, as illustrated in the following examples.

CBRE's APAC Facilities Management Certification is a world-class, comprehensive program designed specifically for our CBRE GWS staff in APAC with less than five years of facilities management experience. It includes industry-recognized and approved courses from the Institution of Occupational Safety and Health (IOSH) and the International Facility Management Association (IFMA) together with courses developed by LinkedIn Learning, Harvard ManageMentor and CBRE's subject matter experts. The program is online self-paced training, with curated content across 10 core competencies covering FM fundamentals, technical knowledge and CBRE and industry-recognized best practices. The program offers two certification levels depending on job role and experience. Since the launch of the program in mid-2020, more than 1,500 employees have enrolled.

The CBRE U.K. Learn @ Home program was designed to give employees more choice when it comes to learning as they continued to work more flexibly, both in terms of location and working patterns. Learn @ Home is a collection of live webinars delivered by the in-house Talent, Learning & Development team, as well as structured digital learning programs from LinkedIn Learning and Harvard ManageMentor. More than 1,875 U.K. employees participated in the program, with 99% of those participants saying they would have an opportunity to use those skills in the workplace. Due to the continued lockdown environment in the U.K., the program continued into 2021 to support employees across a series of topics, including managing time, maintaining motivation and meeting client needs.

CBRE's EMPOWER initiative is a leadership development program for emerging and newer leaders in the Americas with a CBRE tenure of two or more years. The program's focus is on the skills of self-leadership and strategic leadership, and building competence in communicating, influencing others, and the business of CBRE. This program is open to employees of all backgrounds and from all business lines and the company sets goals internally for participation for ethnic and gender diversity.

Employment

Total Rewards

We recognize and appreciate that employee total rewards are an important part of the employment relationship. CBRE provides competitive total rewards in all the markets in which we compete for talent, including fixed and variable pay, and comprehensive benefits that complement country-specific, legislatively prescribed programs. Examples of career rewards can be found on our [U.S. Careers website](#). Additionally, managers may implement flexible work arrangements, such as compressed workweeks and flextime, after considering several factors such as the nature of the employee's work.

CBRE remains committed to providing eligible employees with meaningful, compliant and affordable benefits. We provide a variety of programs to support holistic physical and behavioral health, short- and long-term financial stability, family planning and emotional resiliency for employees at any stage in their career. For example, financial literacy offerings for U.S. employees include retirement planning resources on choosing investments, balancing financial goals and preparing for retirement.

Annually, we review market competitiveness of all our total rewards programs and adjust our programs accordingly. We promote these programs through manager and employee education, sponsorship of wellness activities and support for time away from work to encourage work-life balance.

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

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

CBRE's Paid Parental Leave Policy is a benefit for U.S. employees. Mothers and fathers are equally eligible to receive up to six weeks of paid leave within the first year of welcoming a child through birth or adoption. This benefit is available to hourly and salaried employees, as well as commissioned employees with and without a base salary.

Time Off to Vote

CBRE encourages our people to participate in the election process by casting their ballots for the candidates of their choice. We have long had a policy granting reasonable paid time off for voting, but the amount of time available varied by location. Given the heightened interest in the 2020 U.S. presidential election, coupled with the potential for complications at polling places due to COVID-related safety protocols, we granted U.S. employees up to four hours of paid time off for voting either in person on November 3, 2020, or in the period leading up to election day for states that allowed for early voting.

Employee Transitions

Treating our people with dignity and respect is a priority. When practical, we provide impacted employees advanced notice of staff reductions and significant operational changes that exceed regulatory requirements. We comply with the notice requirements of relevant labor and employment laws and collective bargaining agreements, as applicable.

In instances where we cannot provide advanced notice, employees receive pay in lieu of notice, consistent with our severance plan. CBRE provides outplacement assistance as part of the company's transition assistance package to employees who are affected by a reduction in force, including separation pay, a health care stipend and access to outplacement services. Our severance plan offers benefits to qualified full- and part-time employees.

COVID-19

CBRE's benefits programs adapted to support our people during the COVID-19 pandemic. We developed our COVID Benefits Resource Guide, which provided U.S. employees with details on changes to benefits programs, including COVID-related medical plans and prescription resources, and mental wellbeing and behavioral health benefits. We implemented a grace period for 2020 U.S. Dependent Care Flexible Savings Account (FSA) participants to provide an additional year to spend any unused funds. Beginning June 1, 2020, we provided 100% coverage for medical and behavioral health telehealth visits completed by U.S. employees through our provider, and this coverage was extended through 2021. We offered U.S. employees special COVID paid time off (PTO) for employees required to miss work due to their own COVID illness or to take care of family member(s) without impacting their accrued PTO. And for U.S. employees who were furloughed, we continued their benefits, including medical and dental coverage, at no cost for the period of furlough. Other relevant region-specific benefits were provided to employees globally. More information on the company's response to the pandemic can be found in the COVID-19 section of this report.

Turnover
[401-1]

Employee turnover in our industry can be significant due to the nature of our business. In lines of business such as GWS and Property Management, clients can engage us to provide services for their facilities across a number of locations.

If we obtain a new client that was previously served by a competitor, we often hire the competitor's staff to continue working with the client in those facilities. Alternatively, we sometimes lose employees when we lose a client to a competitor.

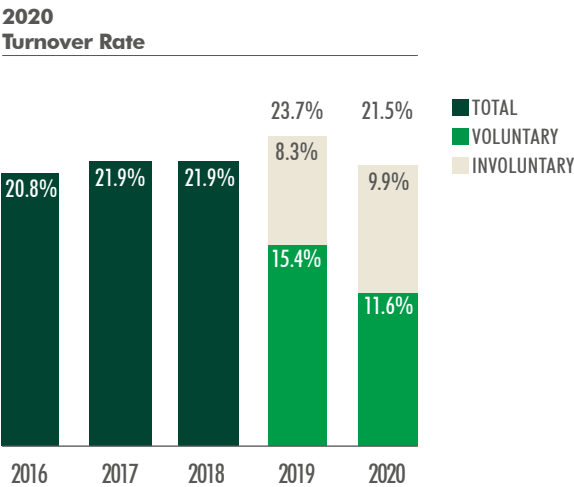
Turnover rates reflect both voluntary and involuntary termination. Voluntary termination is defined as exits from the company that the employee initiated, such as leaving for health issues, pursuing education or a new employment opportunity. Involuntary termination is defined as exits from a company initiated by the company, such as poor performance, end of fixed-term contract or loss of contract.

Anti-discrimination

CBRE is vigilant in complying with all national regulations in the countries where we operate. We have established policies and practices that support the company’s position on prohibiting discrimination or harassment on the basis of race, color, ethnicity, gender, gender identity and/or expression, sex, sexual orientation, age, disability, national origin, citizenship, ancestry, place of birth or descent, religion, veteran or military status, pregnancy, childbirth (or related medical condition), marital status, political belief or any other protected class or characteristic protected by applicable law.

Collective Bargaining

As of December 31, 2020, approximately 13% of our employees worldwide were subject to collective bargaining agreements. [102-41]



Workplace Safety & Wellbeing

[103-1, SDG 3, SDG 8]



Our Workplace Safety & Wellbeing vision is to ensure our people experience a caring workplace culture and are safe and well at the end of every workday. Our mission is to drive a culture where safety and wellbeing are integrated into every business decision enabling CBRE to achieve superior outcomes.

We do this by setting global standards and policies, engaging senior leadership who set a strong tone and ensure accountability, continually improving safety outcomes, and being a thought leader and convener. Employee wellbeing and workplace safety are material to CBRE because our people are the heart and soul of our business. When employees feel safe and empowered, they produce better outcomes for our clients and enjoy more satisfying careers.

Employee wellbeing and workplace safety are material within our own operations. We define wellbeing across these five dimensions:

Occupational

Contributing in our careers to make a positive impact in our organization

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

Management [103-2, 103-3, 403-1]

Our Workplace Safety and Wellbeing Global Center of Excellence (COE) provides a governance structure that allows the business to operate with an overlaying corporate function that institutes global minimum standards, consistency, assurance programs, data analytics, core training and technology solutions beyond what any business line can do. The COE partners with our professionals in Health, Safety and Environment (HSE) and each business line to build and deeply integrate a culture of safety and wellbeing within our business.

The Global HSE Leadership Council includes HSE subject matter experts who work across, and are embedded in, our GWS, Advisory and Real Estate Investments lines of business throughout our global operations.

The essential elements of CBRE's HSE management system approach are based on the requirements of the International Standard for Occupational Health and Safety Management System (ISO 45001). We also align with the principles of the International Standard for Environmental Management (ISO 14001) as well as elements of the International Standard for Quality Management (ISO 9001). Our HSE management system approach outlines the risk-based considerations, operational controls, analyzed metrics and review processes that businesses undertake for managing business activities, products and services, including self-evaluations and assurance programs to measure effectiveness and drive continual improvement in HSE performance.

Our HSE management system approach is multi layered:

- **Level 1 - Policy:** Executive Leadership sets principles and targets
- **Level 2 - Global Standards:** COE establishes company approach and global minimum standards
- **Level 3 - Operational Guidelines and Standards:** HSE subject matter experts establish line of business and regional approaches and detailed operational guidelines and standards
- **Level 4 - Standard Operating Procedures:** Sites, offices, and accounts develop in-country or site-specific programs to meet management system standards required by local legislation, the company and clients

Our Workplace Safety & Wellbeing Policy Statement outlines our commitment to safety and wellbeing in the workplace and protecting the environments in which we operate by demonstrating leadership, mitigating risk, driving safety culture, building accountability, ensuring compliance, engaging our people, recruiting top talent and providing ongoing learning. Our Policy is detailed in 10 Global HSE Management Standards and an accompanying global diagnostic survey that is refreshed every three years. We analyze metrics against the Standards, including lagging and leading indicators such as training, observation and audit programs. During the early stages of COVID-19 lockdown restrictions, CBRE adapted the existing internal audit program to create 'virtual' audits undertaken remotely. Virtual audits minimized travel and reduced carbon footprint while allowing ongoing assessment and management of legal requirements; verification of effective COVID-19 controls including communication measures, social distancing, housekeeping and hygiene arrangements; and identification of improvement opportunities.

CBRE's 10 Global HSE Management Standards provide a solid framework for eliminating or mitigating potential causes of harm to the health, safety and wellbeing of our employees, clients and service partners; protecting the environments in which we operate; safeguarding the property and equipment under our care; and ensuring compliance with applicable regulatory requirements in the jurisdictions where we operate such as Occupational Safety and Health Administration (OSHA) and Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). The essential elements of these standards are based on the requirements of ISO 45001.

These standards cover leadership, risk assessment, performance management and review, communication and employee engagement, training and competency, incident management, emergency response, audit and assurance, supply chain and wellbeing. The purpose of implementing these standards is to ensure that HSE activities generally follow a “PDCR” model: Plan (identify risks), Do (implement mitigation strategies and tools), Check (assure proper management) and Review (continually improve). The management of risk is then undertaken through a hierarchy of controls, including elimination, substitution, engineering, administrative, behavior and personal protective equipment (PPE). Management of risk is reported to our Board of Directors quarterly under our Enterprise Risk Management program, as safety is a key risk area tracked by the Board.

In early 2020, CBRE rolled out Harbour, a mobile app that improves safety and wellbeing in the workplace. Harbour uses proprietary software to access information across multiple networks and connects employees to workplace support—whether it’s reporting a slippery walkway, requesting special gloves or resolving a specific technical issue. During the COVID-19 pandemic, Harbour hosted daily health checks for all employees in the Americas and accommodated more than 1.52 million health checks in 2020.

We work to influence health and safety performance for our suppliers through our [Supplier Code of Conduct](#), which outlines our expectations regarding compliance with laws; limiting exposure to potential safety hazards; providing proper PPE; and recording, tracking and reporting occupational injuries and illnesses.

To better understand the HSE obligations under the laws and regulations of the countries in which CBRE operates, we utilize a global legal register containing 60 country profiles and audit forms to ensure employees have access to necessary information for their site locations. Additionally, CBRE engaged the services of Bloomberg Law to support further HSE regulatory research.

We also work directly with clients in our Property Management and GWS business lines to obtain certifications under various health, safety and environmental management systems. We have a global policy for all lines of business to manage risk around HSE as a service, which is defined as providing regulatory advice, guidance and HSE-related programs or consultancy to CBRE clients to assist them in effective HSE management of their own activities.

Risk Management

[403-2, 403-7]

CBRE recognizes that successful HSE risk assessment is supported through resource prioritization by leadership and accountability by every employee. Managing risk through assessment is the routine systematic process of evaluating a task, job, procedure or workplace to identify occupational health, safety and environment hazards and select appropriate controls to minimize the risk of harm (e.g., injury, property damage, environmental or business impact). A change in key personnel, organizational structure, site conditions or available hierarchy of controls also requires non-routine assessment of risk as needed.

The “**Planning**” scope for risk assessment asks one to:

- Consider contractual obligations and relevant legal requirements necessary to protect people, premises, business operations and the environment;
- Provide a platform through Harbour, where all employees can report and seek remedy to a safety or health concern;
- Secure resources to develop, implement, train and communicate risk assessments; and
- Establish competency requirements for risk management by HSE subject matter experts employed by CBRE.

The **“Doing”** actions for risk assessment asks one to:

- Obtain full participation from all parties involved when carrying out risk assessments, focusing on those most vulnerable to the risk, who can participate without fear of retaliation or negative impact (CBRE’s EthicsPoint supports anonymous reporting (where legally allowed) and CBRE’s Trust Function supports unbiased internal investigations);
- Determine the scope of the assessment, including nature (e.g., routine, non-routine, emergency, etc.), frequency, types and degrees of hazards, existing control measures, impacted stakeholders (e.g., employees—especially newly onboarded team members, clients, supply chain, etc.), and any unintended consequences;
- Ensure the competency of the individuals undertaking assessment activities, for all abilities and languages, and full awareness of all parties’ rights to stop work for concerns about safety or health;
- Conduct HSE risk assessments for the nature of work activities with reference to geography, line of business, account, market, office or asset updated in accordance with regulatory requirements, following identified significant incident, event or change to HSE risk; or as a minimum, every three years;
- Use results from the risk assessments to prioritize control measures;
- Document and communicate significant risks and associated controls on completion of risk assessments, in compliance with the law and conformance to company policy; and
- Ensure the results of the risk assessment process are understood and properly communicated.

Our Global Standard on Incident Management outlines our process, including notification, escalation, recording, investigation and review, required to control and prevent the recurrence of failings associated with adverse HSE events (e.g., personal injury, property damage, pollution, near miss, etc.).

“Planning” asks one to:

- Establish risk-based criteria for notification, escalation and investigation of adverse HSE events in a timely manner;
- Understand applicable company, jurisdictional and client requirements related to incidents, including reporting to authorities, record keeping, investigations and other actions;
- Ensure appropriate resources are available for conducting investigations, record keeping, training, communicating, providing feedback, and sharing lessons learned on incidents and near misses; and
- Record results, track non-conformances to closure and implement opportunities to improve operational control and prevent recurrence of incidents.

“Doing” includes:

- Reporting Arrangements
 - Manage unsafe conditions and resuming work when safe and approved to do so;
 - Relay significant incidents (e.g., which caused harm or could potentially have caused a fatality or life-changing injury; defined as a Significant Incident or Fatality; requires a report to a local jurisdiction; or results in a company recordable) immediately to relevant stakeholders, including business leadership, General Counsel, Enterprise Risk Management and Crisis Management teams, clients and jurisdictions if required; and
 - Implement guidelines and policies to reduce the risk of recurrence and document and retain records (considering privacy requirements).

- Investigation Arrangements
 - Ensure investigations are proportionate to the risk of harm (actual or potential) or non-conformance (jurisdiction, CBRE or client standards);
 - Consult technical support specialist(s) based on the needs in the investigation;
 - Conduct root cause analysis for each investigation; and
 - Communicate to stakeholders who received an escalation, implement findings in a timely manner and adopt a hierarchy of control to manage identified risks in the impacted businesses and across similar risk profiles in the company.

CBRE's [Supplier Code of Conduct](#) requires that all firms engaged by CBRE to provide products or services operate under a risk-based safety management system to work safely and well. Highest risk services contain the most indicators and pre-qualifications to contract award as a mitigation technique.

Key elements of the Code include:

- Compliance with all applicable health, safety and human rights legislation in the relevant jurisdictions, from CBRE or CBRE clients, and from applicable third-party supplier management systems in which it does business.
- Limitation of the incidence of work-related injury and illness through eliminating or reducing worker exposure to potential safety hazards (including, without limitation in relation to, asbestos, confined spaces, electricity, fire, hazardous substances, hot works, noise, vehicles, vibration, lone working, working at height and construction-related activities) through proper design, engineering and administrative controls, preventive maintenance and safe work procedures.

- All unsafe working practices, accidents, incidents, occupational illness and reports of workplace violence shall be recorded, tracked and reported by the Supplier as required by applicable Laws, CBRE and the Client, in a manner which will: encourage worker reporting of job-related injuries; classify and record cases of injury, work-related illness and violence; provide necessary medical treatment; and investigate and implement corrective actions to eliminate their causes.

Occupational Health Services [403-3]

CBRE extends the same high level of care we take with the health and safety of our workers to the care we take to protect data related to our employee health and safety. CBRE's Global Data Privacy Office (GDPO), a division of our Legal team, regularly advises HSE teams on health and safety data handling, storage or transfer, following GDPO standards, permissions controls, privacy notices and legal requirements in each jurisdiction.

In many jurisdictions, CBRE provides third-party triage nursing services, offsite clinic access, telemedicine, workers compensation and psychological safety advisors to support the occupational health and safety of our workforce. We rebid these services regularly to ensure their effectiveness and that they provide the latest technology, trends and industry knowledge. Utilization rates of these services are not kept in personnel files, nor are they the basis of employment or engagement decisions for our workforce.

Employee Engagement [403-4]

CBRE's employee engagement survey is the premier consultation tool for our business. With an over 80% response rate globally in 2021 for over 100,000 employees, and detailed action planning with every team on the results, this well-run program provides a valuable consultation opportunity with all employees to inform our occupational health and safety management system.

Our HSE committees engage leaders and workers in key deliverables within our safety management system. These committees include Global HSE Leadership Council with associated sub-councils for Global Safety & Wellbeing Week, technology, communications, supply chain, training, risk profile, fleet, global standards, and certifications; Global Wellbeing Task Force; Global Security Advisory Committee; Significant Incident and Fatality Board; Global Health & Wellbeing Champions; and Workers Council or Union committee activities. Each committee is chaired by the COE, and each has a governance structure that annually elects or confirms membership, refreshes its mission statement annually, outlines voting rights of members, and meets with a frequency ranging between weekly and quarterly. Outputs from these committees have included global safety training, updated health and safety People policies, increased protections for employees against reprisals, globally published articles and presentations on safety matters including stop work and sharing of incident lessons learned.

Training and Communications [403-5]

CBRE business lines develop processes to ensure training and HSE competencies for our workforce and, if appropriate, to those in the environments where we operate. Employee competence and training play a critical role in protecting safety, wellbeing and the environments where we operate. Training programs teach skills or behaviors; competency programs ensure the necessary qualification, ability, education, training, knowledge, skills and experience to deliver an appropriate service or perform an activity.

“Planning” for training asks one to:

- Consider the audiences (different roles and responsibilities, individual capabilities (e.g., learning styles) and abilities, language skills, diversity, culture, literacy and risk) and content of training and competency programs, so that risk of the activities, RISE values, strategic direction, regulatory compliance and contractual obligations are addressed;
- Identify HSE risks and appropriate controls, determine relevant training and competency requirements to perform the work activity, and evaluate the effectiveness of the training and competency program to deliver HSE performance expectations when providing onboarding or ongoing training and competency programs;
- Ensure proper resource allocation (e.g., adequate time during working hours, adequate duration of training, financial funding, internal/external services offerings, appropriate tools for performing the work safely, reasonable allocation of trained and competent personnel to perform the job), ownership of completion by employees and leadership, and ongoing management of training and competency programs (including leader reviews of delivery plans for annual training and periodic refreshers);
- Plan recruitment, selection and placement processes, considering skills and competency; and
- Ensure appropriate multidisciplinary training platforms are available and used to communicate training and ensure competency of trainers in each platform.

“Doing” for training asks one to:

- Ensure all personnel are adequately onboarded, trained and competent in company, jurisdiction and client HSE requirements;
- Establish an HSE competency framework (e.g., Talent Coach or similar technology platform, training matrices, content, reporting, recordkeeping and document management, communications); and
- Create content that is risk-based (e.g., appropriate to the level and type of work being undertaken, company tenure, content exclusions and potential consequences of compliance and noncompliance), at varying levels (e.g., awareness, competence, technical and mastery) and targeted for business context and audience.

“Checking” asks one to:

- Record findings of good practices and conformity regularly;
- Utilize data to analyze risk, establish trends and drive continuous improvement;
- Review the implementation of the standard as part of the audit and assurance program and ensure the correct risk factors, control, effectiveness and compliance requirements are met to satisfy the training and competency relevant to the risk;
- Ensure leadership is informed of current and emerging trends and risks associated with training and competency;
- Ensure employees and relevant stakeholders receive appropriate communication and can provide feedback to improve the training elements and criteria; and
- Demonstrate competency by performing activities in a workplace setting in accordance with concepts learned during training.

“Reviewing” asks one to:

- Review the implementation and effectiveness of this standard and the training content periodically; and
- Communicate key learnings and implement any opportunities for improvement.

In 2020, CBRE continued to require our global safety and wellbeing training course, “Building a Safe and Well Workplace,” to be taken by all new employees within the first 60 days of employment. The online course is delivered via Talent Coach and opens with President and CEO Bob Sulentic reminding employees that safety and wellbeing are critically important to CBRE’s success. The course covers situational awareness, workplace preparedness and wellbeing. Supervisors are notified about any workplace safety and wellbeing concerns raised through the comments section at the end of the course.

Our training also extends to our people through innovative and effective communication channels. Examples include timely wellbeing and HSE-specific intranet articles for employees, wellbeing presentations to company networking groups, and digital signage in the office for wellness reminders. We build a culture of safety and wellbeing by delivering thoughtful messaging and by engaging both executive leadership and individuals who are operating in supportive, safe environments.

In 2020, CBRE was actively involved in the Global Reporting Initiative (GRI) Culture of Health for Business (COH4B) Task Force. Led by GRI and The Robert Wood Johnson Foundation, the COH4B Task Force provided an opportunity for CBRE, along with the other participant companies, to discuss what a Corporate Culture of Health means, how it supports the achievement of key business priorities, how it is measured and challenges to adoption. The COH4B Framework was publicly released in June 2020. CBRE has since incorporated key themes from the Framework into benefit programs, wellbeing initiatives and employee engagement techniques.

Wellbeing [403-6]

In 2020, CBRE launched the Be Well campaign, a globally connected effort to promote a caring workplace culture focused on employee wellbeing. The campaign focused on helping our employees and better enabling our managers to support the wellbeing of their teams by providing free access to medical and mental telehealth coverage through the end of 2021 as part of the U.S. benefits program, and launching a ‘Permission to Care’ initiative for people managers globally.

Mental health awareness is an integral part of wellbeing, and wellbeing is vital for personal satisfaction and success at CBRE. In October 2020, we held our second globally coordinated Safety Week. The theme for Safety Week, Altogether Safe & Well, focused on employee mental, emotional and physical wellbeing and supporting the overall wellbeing of our teams.

Employees around the world engaged in a variety of activities, including yoga sessions, burnout webinars, safety moments, and situational awareness training. The focal point of Safety Week was a panel presentation about safety, security and wellbeing in the workplace, hosted by CBRE leaders and industry experts. Global Safety Week 2020 was our most successful to date, with a 320% increase in participation in some markets and an overall 84% increase in impression.

CBRE provided additional outreach throughout 2020 through videos and articles on supporting mental health and educating employees on resources such as the Employee Assistance Program and Cognitive Behavioral Therapy Program. In the U.K., together with Mental Health First Aid England, CBRE continued Mental Health First Aider training. And in January 2020, CBRE joined the ranks of more than 160 legal employers that have participated in the American Bar Association's (ABA) Wellbeing Pledge. The pledge is part of a broader national campaign by the ABA Working Group to Advance Wellbeing in the Legal Profession to address the profession's high rates of mental health distress and substance abuse, and to help legal employers support healthy work environments.

Third party-provided benefits are afforded to employees and their families globally and include, depending on region, leave, medical and healthcare coverage, prescription coverage, dietary advice, mental health services, addiction care, financial advisory, Health Savings Account contributions, retirement program contributions, insurance, physical fitness club memberships, health literacy courses and vaccine accessibility. High-quality and accessible services are available in some countries where CBRE operates as a right of citizenship. These benefits are available to employees during and outside of their normal work hours. Coverage areas are updated annually, and program expansions are informed by metrics in our engagement survey results, anonymized utilization rates for the benefits and benchmarking to industry standards. In-country campaigns are conducted during open season or when appropriate (e.g., during flu season) to encourage participation in the benefits offerings.

All data related to utilization, participation and cost are retained by the third-party providers and only shared with CBRE on an anonymized and pseudonymized basis. No decisions regarding employment, engagement, termination, demotion, promotion, compensation or any other favorable or unfavorable treatment are made based on benefits afforded.

COVID-19

CBRE implemented various initiatives during the COVID-19 pandemic to promote employee health and safety in 2020. This included the immediate use of our Pandemic Crisis Management Plan and the creation of playbooks, policies and procedures to build awareness for employees around the pandemic, and how to stay safe while working. Examples included social distancing, cleaning standards, mask use, risk assessments and investigations.

Additionally, CBRE developed paid time off (PTO), work from home, and leave policies to provide guidance around the changes required in the workforce.

To ensure the safety and wellbeing of our employees, CBRE monitored data on all employees exposed to, symptomatic of, or who tested positive for COVID-19 and revised our internal playbooks accordingly. CBRE conducted due diligence surveys at the 30-, 90- and 180-day marks to gauge the effectiveness of our playbooks.

CBRE created the COVID-19 Risk Assessment Center, covering four pillars:

- **Case Management:** Manage cases where CBRE employees have tested positive for COVID-19 infection, are symptomatic, or have been potentially exposed to COVID-19.
- **Return to Work:** Oversee the return to work program after an employee's quarantine period concludes.
- **Trends:** Advise on additional COVID-19 trending topics such as travel bans, Fit for Duty assessments, short term disability and commuter clearances.
- **Guidelines:** Administer current guidelines issued by governments and public health authorities.

During this time, CBRE tracked and maintained compliance with jurisdiction mandates for essential employees, business lockdowns, quarantines and travel restrictions.

In addition, the company hosted several wellbeing initiatives for employees during the pandemic, including:

- **Stay Well series:** A collection of 15-minute connection breaks for employees on the five elements of wellbeing: physical, occupational, intellectual, social and environmental.
- **Well4US:** A Pacific-wide health and wellbeing initiative.
- **The Together Project:** A Victorian-specific project to enable engagement and wellbeing due to the extended lockdown in Victoria, Australia.
- **Staying Connected:** A bi-weekly news communication, intended to increase engagement due to remote working.

When vaccines for COVID-19 became available, CBRE launched a campaign to inform employees about the importance, efficacy and safety of COVID-19 vaccines and to encourage and support vaccination in an effort to increase vaccination rates and help us get back to more normal ways of doing business and living our lives. Key elements of this strategy included publishing a fact sheet on vaccine effectiveness; hosting town halls with medical experts discussing vaccine effectiveness; creating PTO policies for leave to get or recover from a vaccine, supporting a family member getting a vaccine or volunteer at distribution centers; and launching a pledge program where CBRE employees pledged to receive their full vaccinations. As a result of the pledge program, the CBRE Foundation donated \$1 million to the CBRE Employee Resilience Fund.

Certifications

CBRE strives to increase the percentage of our organization that operates according to internationally recognized and independently certified environmental, health and safety management systems.

These include ISO 14001 Environmental Management System, ISO 9001 Quality Management System, OHSAS 18001 Occupational Health and Safety Management System, ISO 45001 Occupational Health and Safety, and AS 4801 Occupational Health and Safety Management System.

Certified Management Systems

CERTIFICATION	ISO 14001	ISO 9001	OHSAS 18001	ISO 45001	AS 4801
GWS Australia	•	•	•	•	•
GWS Hong Kong		•			
GWS Italy			•		
GWS Netherlands	•	•			
GWS Singapore	•	•		•	
GWS U.K.	•		•	•	
Property Management Austria	•	•			
Property Management Beijing	•	•	•	•	
Property Management Canada	•	•			
Property Management Hong Kong		•			
Property Management India	•	•		•	
Property Management Morocco		•			
Property Management Russia		•			
Property Management Shanghai	•	•		•	
Property Management Singapore	•	•	•		
Property Management Sweden	•	•			
Property Management U.K.	•	•		•	
Advisory Israel		•			
Advisory Spain	•	•	•		
Telford Homes	•		•	•	

Performance [403-9]

Injury Rates

Our COE and our Global HSE Leadership Council have produced industry-standard Total Recordable Incident Rate (TRIR) and Lost Time Injury Rate (LTIR) metrics for year-end 2020. In 2020, these metrics were collected using our new management system, Harbour.

Overall performance improved year-over-year, which is attributable to a tightened risk-based global HSE management system, including employee engagement through training and communications, as well as audits and inspections in line with HSE Standards.

In 2020, our TRIR globally improved compared to 2019, at 0.39. This performance significantly exceeded our target of 0.44. Our TRIR target for 2021 is 0.53. In 2020, our LTIR globally was 0.23, compared to 0.22 in 2019. This performance exceeded our target of 0.26. Our LTIR target for 2021 is 0.17. This 2021 target was set based on more accurate tracking of incidents, and therefore a more accurate goal-setting method due to the implementation of Harbour.

Below are TRIR and LTIR six-year comparative figures:

	2015	2016	2017	2018	2019	2020
TRIR	0.72	0.60	0.58	0.44	0.44	0.39
LTIR	0.34	0.30	0.28	0.23	0.22	0.23
Fatalities	0	0	0	0	0	1

TRIR = # OSHA recordable cases (excluding minor 'first-aid' level incidents) multiplied by 200,000 hours (# hours worked by 100 employees in a year)/actual hours worked;
LTIR = # lost time injuries multiplied by 200,000 hours/actual hours worked

In general, many of these accidents were in the category of slips, trips and falls, which made up more than 30% of our lost time claims. Managing these, and other significant risks, will require sharp focus on high-risk activities as well as a heightened level of situational awareness in lower risk settings, such as office environments. We use these critical metrics to continually improve, focusing on high frequency and severity injury drivers. CBRE also incorporates safety into our Enterprise Risk Management program as a key risk, where the accompanying Mitigation Action Plan promotes action plans and Key Performance Indicators (KPIs) that seek comprehensive remediation of safety-related risks, ranging from situational awareness to fitness for duty.

Fatalities

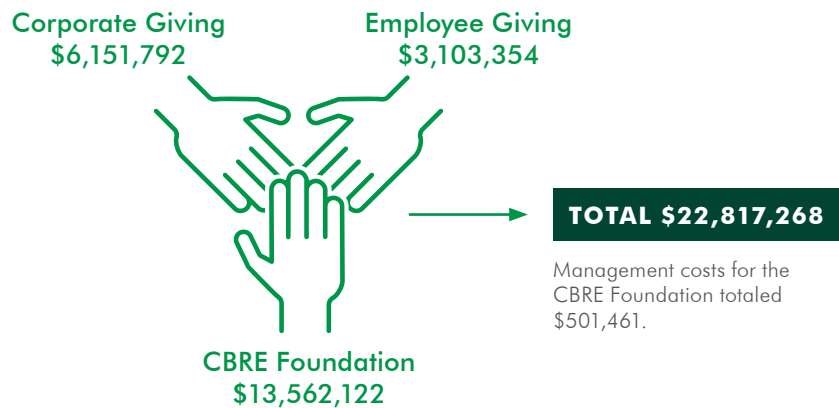
There was one work-related employee fatality in 2020.

Communities & Giving

[SDG 16, SDG 17]



COVID-19 and the social justice movement had a profound impact on CBRE's charitable activities. The company surpassed previous charitable giving totals in response to the unprecedented nature of the events of 2020.



COVID-19

To help communities, clients and our people during the COVID-19 pandemic, CBRE harnessed our global community, mobilizing our people, scale and connections to answer the most important call to action our community has ever faced. Inspired by our RISE values and world-class aspiration, CBRE established the CBRE COVID-19 Relief Fund, our largest fundraising campaign ever, to support community and employee needs around the world.

The campaign launched in April 2020 with a goal to raise a minimum of \$15 million, including a foundational donation from the company and the CBRE Foundation of \$10 million, plus an employee contribution program. The company matched employee contributions dollar for dollar to meet the \$15 million minimum. In total, the CBRE COVID-19 Relief Fund raised \$15.3 million in six weeks.

The CBRE COVID-19 Relief Fund supported established organizations that:

- **Provided** frontline healthcare workers with personal protective equipment and essential medical supplies
- **Alleviated** hunger resulting from the pandemic
- **Best addressed** the most pressing local needs around the world based on employee input

The COVID-19 Relief Fund also earmarked \$5 million for the CBRE Employee Resilience Fund, which was created in April 2020 to support our employees who struggled financially amid the economic fallout from the COVID-19 crisis. The CBRE Employee Resilience Fund was expanded in fall 2020 to also support employees facing financial hardship due to natural disasters. The fund is administered by a nonprofit organization specializing in employee hardship and disaster relief funds.

Americas

In the Americas, funds were raised for:

- [Direct Relief](#), which provides personal protective equipment and essential medical items to health workers responding to COVID-19
- [Feeding America](#), which serves communities and individuals facing hunger caused by COVID-19
- **CBRE Employee Resilience Fund**, which helps our colleagues who face acute financial hardship due to COVID-19

CBRE understands there are many worthy local organizations across the country helping with COVID-19 response and recovery, and we wanted to support those important efforts as well. Therefore, employees could also donate funds that were directed to organizations helping with COVID-19 response within their local market.

Additionally, CBRE initiated a SleevesUp campaign with the American Red Cross. Given the shortage of blood donations resulting from the pandemic, CBRE committed to matching every employee blood donation with a \$100 contribution to the employee's local market fundraising effort.

EMEA

Employees throughout EMEA donated to the CBRE COVID-19 Relief Fund, with funds being distributed to local nonprofit organizations throughout the region. For example, in the U.K., CBRE employees selected the [National Emergencies Trust](#), which was created to collaborate with charities and other bodies to raise and distribute money and support victims at the time of a domestic disaster. In France, employees selected the [French Red Cross](#) and [Fondation des Hôpitaux de France](#) in support of all caregivers, doctors, nurses and staff.

APAC

In addition to donating to the CBRE COVID-19 Relief Fund, employees in the Pacific had the opportunity to participate in the SleevesUp campaign by donating blood through the Australian Red Cross or the New Zealand Red Cross. In Asia, countries selected local charities to which funds would be donated. Along with fundraising, CBRE employees across APAC collaborated to address the COVID-19 crisis in their communities.

United. We Rise.

CBRE employees shared their stories of supporting local communities, assisting others, and helping clients and colleagues affected by COVID-19 as part of the [United. We Rise.](#) global initiative. The campaign included employee intranet articles and social media posts featuring stories of giving to show that together, we are strongest.

Social Justice

In June 2020, CBRE launched a fundraising program to provide financial support for efforts to advance social justice reform and combat racism. The company pledged \$1 million to the [NAACP Legal Defense and Educational Fund \(LDF\)](#) and \$1 million to the [National Urban League](#). In addition, the company matched employee contributions to these organizations, dollar for dollar. In total, CBRE and our employees donated \$2,322,984, which was evenly split between the two organizations.

The leaders of CBRE's African American Network Group (AANG) helped to select the social justice organizations to be the focus of the company's fundraising effort. This giving campaign was part of CBRE's broader and ongoing strategy of supporting organizations and programs focused on inclusion, increasing diversity in our company and the commercial real estate industry, and advancing underrepresented communities.

CBRE Cares Activities

CBRE U.K. partnered with [Action for Children](#), an organization that helps thousands of disadvantaged children across the U.K., from 2018 to 2020. Throughout the partnership, CBRE U.K. raised £1.3 million, including corporate funding and employee fundraising, and donated more than 2,000 volunteer hours. CBRE U.K. supported Action for Children with six pro-bono projects, including developing a new strategy for the charity's portfolio of properties and the co-creation and development of the "Big Welcome," a digital platform for young people entering foster care. The company also funded six specialist transition workers to provide intensive practical and emotional support to young people leaving foster care across the U.K.

In 2020, the CBRE Foundation gave more than \$355,000 to hundreds of organizations that our U.S. employees personally supported financially through our Employee Matching Gift Program.

In January 2020, CBRE matched employee donations to the [Australian Red Cross](#) to assist in recovery efforts from the devastating bushfires in Australia. In total, more than \$184,000 was raised.

CBRE continued to offer employees in several regions two days paid time off during the year for their participation in certain volunteer opportunities. Employee volunteering in 2020 was significantly restricted since employees could not gather for group activities due to COVID-19. As a result, employees were encouraged to volunteer virtually and to volunteer in their community while adhering to local safety guidelines if they felt comfortable doing so. In 2020,

CBRE employees recorded 3,298 volunteer hours. Using the 2020 median employee pay of \$65,509, our 2020 employee volunteer hours equate to a cost of \$103,870 to CBRE. We believe these numbers represent just a fraction of our employees' volunteer activities and anticipate a significant increase in 2021 as vaccination rates increase.

Awards

The CBRE U.K. partnership with Action for Children received two awards:

- Charity Partnership, Property and Construction, at the ThirdSector Business Charity Awards 2020
- Outstanding Corporate Partner Award at The Stephenson Awards 2020

The five-year partnership between CBRE EMEA and Plan International that spanned 2014 to 2019 won the [2020 Better Society Award](#) for Partnership with an International Charity.

The CBRE Gives program in China won the Excellence Award for Sustainability 2020 at a ceremony hosted by Shanghai Daily for contributions to the sustainable and healthy development of the local economy and society.

PILLAR TWO

Planet

Environmental Sustainability

Environmental Sustainability

[SDG 13]



As the world's largest commercial real estate services firm, with a portfolio of 7 billion sq. ft. under management, we take very seriously our role in minimizing negative environmental impacts in the built environment through both the services we provide to our clients and our own global operations.

Management

CBRE is committed to implementing environmentally sustainable best practices for our own operations and assisting our clients in their efforts to address their environmental concerns. Our [Environmental Sustainability Policy](#) describes CBRE's practices and programs that aim to reduce our environmental impact and drive sustainable real estate practices. [102-11]

We have a responsibility to comply with all environmental laws and regulations in order to minimize any negative impacts we may have on the environment. This is equally true for our own operations and the client properties we manage. It is our policy to implement environmentally sustainable best practices that meet both the letter and the spirit of all environmental laws and regulations where we do business. In 2020, CBRE was not subject to any significant corporate-level fines or non-monetary sanctions for noncompliance with environmental laws or regulations, nor were we responsible for or party to any significant environmental pollution incidents. [307-1]

Workplace Strategy

In 2013, CBRE launched Workplace360, our global workplace strategy initiative with the opening of our corporate headquarters office in Los Angeles, California. The first Workplace360 office in the U.S., the Los Angeles space followed the open format, free-address concept pioneered by CBRE in the Netherlands. By the end of 2020, we had opened 90 Workplace360 offices worldwide, representing 40% of our global occupied space. An additional eight Workplace360 offices are underway in 2021.

Each Workplace360 office is a free address and paperless environment, supported by leading-edge technology tools and platforms. Assigned offices and workstations are eliminated; instead, up to 15 different types of workspaces are offered based on carefully calculated employee usage patterns. In these new spaces, we have reduced our footprint by nearly 654,450 sq. ft. while offering greater functionality and flexibility. This has resulted in lower energy use and greenhouse gas (GHG) emissions. In addition to energy savings, the furnishings throughout Workplace360 offices are produced with recycled content, which equated to a carbon dioxide emissions savings of 988,084 pounds in 2020 when compared to alternative furnishing options. CBRE also purchases carbon offsets and renewable energy credits (RECs) for Workplace360 offices as part of LEED v4 for Interior Design and Construction certification. More information on these purchases is available below in Emissions & Energy.

CBRE strives to maximize resource conservation and reduce environmental impact across operations, with a significant focus on programs and practices on energy and GHG emissions. As a B2B services company, the water consumed and waste generated by CBRE operations are typical of an office environment and therefore are not considered material topics or prioritized in CBRE programs and practices. However, recycling of materials such as paper, cardboard and typical office waste is offered within our offices and composting is available in select locations. In addition, the CBRE Corporate Supply Chain team supports the company's sustainability efforts through the responsible recycling and disposal of IT equipment.

Occupancy

As our [Environmental Sustainability Policy](#) states, we give preference to certified green buildings for our leased corporate facilities and/or pursue interior design and construction certification using recognized green building standards when we relocate or refurbish offices larger than 10,000 sq. ft. In total, 141 CBRE offices totaling more than 3.3 million sq. ft., or approximately 47% of our global occupied space, have been certified under the schemes LEED, BREEAM, WELL and Fitwel.

CBRE operates in more than 500 offices globally, all of which are leased space; CBRE does not own any offices. The vast majority of our corporate occupancy occurs as a tenant in multi-tenant office buildings. This occupancy strategy allows maximum flexibility in our space decisions; however, it complicates our efforts to measure, manage and mitigate our resource consumption, as most leased locations feature full-building utility meters. To measure our own use requires the installation of separate utility meters. Globally, 45.5% of our occupied floor area was directly metered in 2020 and enabled capturing relevant consumption data for the 2020 GHG emissions inventory.

Emissions & Energy [103-1, 103-2, 103-3]

We have calculated our operational carbon footprint annually since 2008 and have continually updated our methodologies to improve our inventory accuracy. This included a significant global data collection campaign to increase the amount of actual data used in the inventory, which enabled CBRE to calculate both location-based and market-based Scope 2 emissions starting in 2019. Location-based emissions reflect the average emissions intensity of the grid on which energy consumption occurs. Market-based emissions reflect the emissions from electricity that companies are purchasing (and choosing when a choice is available), deriving emissions from contractual instruments such as Guarantees of Origin, supplier-specific emissions rates or direct contracts with energy providers.

In 2020, we continued to expand our accounting of GHG emissions to include two additional Scope 3 categories: Use of Sold Products and Investments. Use of Sold Products reflects the emissions from properties and facilities that we manage on behalf of real estate owners and investors. Investments reflects the applicable emissions from the energy consumption in the direct and indirect investments of CBRE's wholly owned subsidiary, CBRE Global Investors.

In December 2020, CBRE announced our science-based target for our greenhouse gas emissions reductions. The target has been approved by the [Science Based Targets initiative](#). We have committed to reducing Scope 1 and 2 GHG emissions 68% by 2035 from the 2019 base year. This target covers GHG emissions from the company's global operations and is aligned with the ambition of the Paris Agreement to limit global temperature rise to 1.5°C. In order to achieve this target, we have committed to achieving 100% renewable electricity by 2025 and to transitioning our fleet to electric vehicles.

We have also committed to a target for emissions reductions in the facilities and properties we manage around the world, which are the emissions accounted for in Scope 3 Use of Sold Products. CBRE will curb emissions in facilities we manage for occupiers worldwide by 79% per sq. ft. by 2035. For properties we manage for investors worldwide, CBRE will reduce emissions 67% per sq. ft. over the same timeframe. We plan to achieve our Scope 3 target through partnership with our GWS and Property Management clients.

CBRE's science-based target replaces our previous goals to reduce Scope 1 and 2 emissions, set in 2017 and 2016 respectively, and represents an evolution in our ambition.

Greenhouse gas emissions and energy consumption in our managed properties are material to CBRE because we have a significant opportunity to influence the energy use and associated GHG emissions in the 7 billion sq. ft. we manage for clients globally. These topics are material within CBRE's clients' operations. While CBRE does not have operational control within our managed properties, our energy and sustainability services teams provide a holistic approach to energy and sustainability management, delivering cost savings, energy efficiency and sustainable solutions by leveraging our global scale and expertise. These services include sustainability analytics, building optimization (Smart Buildings), energy management, energy procurement solutions, certification services and sustainability consulting.

Additionally, our Property Management team provides sustainability and energy optimization services to our real estate owner clients through ENERGY STAR measurement and benchmarking, HVAC performance testing, energy-efficient equipment incentives, and energy awareness programs for occupiers.

In 2020, we saw a 3% increase in our Scope 1 emissions from 2019 due to an increased number of fleet vehicles and increased fuel consumption and mileage reported from the existing fleet. Our Scope 2 emissions decreased from 2019 to 2020 due to initiatives such as our Workplace360 improvements as well as a 36% increase in renewable energy consumption across the portfolio.

Our Scope 3 business travel emissions, including air travel, ground transport and hotel expenses, decreased significantly due to travel halting because of the COVID-19 pandemic. Similarly, our Scope 3 employee commute emissions decreased due to much of CBRE's workforce working remotely during the pandemic. However, GWS and Property Management employees who work at client locations, such as on site for a client property or facility, continued to provide the services that our clients rely on throughout the COVID-19 crisis. In many instances, CBRE teams (which include building engineers, mobile technicians and others) performed vital, location-specific work at hospitals, data centers and other facilities. We also recognize that our employees working from home used energy and generated GHG emissions from powering their computers, heating and cooling their homes, etc. We did not estimate emissions from these activities in 2020.

Additionally, our Scope 3 emissions from purchased goods and services decreased due to a significant decrease in overall spend in 2020. Categories with the largest decreases in spend included business services (mail, office supplies, administration, professional services), business travel (meals and travel agency expenses), marketing, facility and IT hardware/services.

Our Scope 3 emissions from investments decreased due to the impact of COVID-19 on office occupancy, as well as improvements in data calculation methodology. These included increased data coverage to include direct and indirect private real estate emissions, expanded extrapolation methodology and third-party verification.

Our Scope 3 emissions and energy use from managed buildings increased from 2019 to 2020 due to several factors, including increased data availability, coverage and quality. We calculated our emissions more specifically, using state and regional territory factors rather than country averages.

Our increased efforts to collect actual data and more granular usage from the managed portfolio resulted in an increase in data provided from energy-intensive facilities such as data centers and health care. This actual data proved more energy-intensive than the extrapolations used the prior year.

While this improved accuracy, it also resulted in an increase in energy use across the portfolio. CBRE will monitor these year-over-year trends as data collection is improved and assumptions are replaced by actual data to determine if a baseline reset is necessary. Additionally, we believe that increased ventilation requirements due to the pandemic influenced our energy use from HVAC equipment across the portfolio.

Our Scope 1, Scope 2 and selected categories of Scope 3 emissions have been third-party verified by Apex (previously Bureau Veritas) every year since 2016. The 2020 verification statement can be found in the appendix to this report. Additional details on our Scope 1, Scope 2 and Scope 3 emissions and our energy consumption can be found in our annual CDP climate change disclosure, available on the [CDP website](#) and [CBRE's website](#).

Carbon Footprint of CBRE Operations
[305-1, 305-2, 305-3]

Emissions Metric Tons (MT) CO₂e	2016	2017	2018	2019	2020
Scope 1 Vehicle and Machinery Fuel	63,414	46,057	46,069	58,770	60,379
Scope 2 Location-based Electricity and Purchased Heating	29,678	25,010	24,439	28,020	22,644
Scope 2 Market-based Electricity and Purchased Heating	-	-	-	28,428	22,684
Scope 3	16,954	18,626	19,984	58,307,929	360,944,819
Business Travel	16,954	18,626	19,984	41,467	13,819
Employee Commute	-	-	-	179,037	77,210
Purchased Goods and Services	-	-	-	259,234	205,650
T&D Losses and Well-to-Tank Fuels	-	-	-	4,525	5,403
Use of Sold Products	-	-	-	56,878,160	360,642,738
Investments	-	-	-	945,506	304,800
Total Location-based	110,046	89,693	90,492	58,394,719	361,332,642
Total Market-based	-	-	-	58,395,127	361,332,683

Note: Scope 2 emissions in 2019 and 2020 are reported as both location-based and market-based emissions. Scope 3 only included business air travel prior to 2019. From 2019 onward, additional business travel sources, including rail, ground transportation and hotel, were included as well as travel managed outside of our travel vendors.

Energy Consumption by CBRE Operations
[302-1]

Fuel Type Gigajoules (GJ)	2016	2017	2018	2019	2020
Vehicle Fleet Fuel	939,780	685,807	698,083	858,405	876,844
Machinery Fuel	-	-	-	-	19,022
Electricity	217,184	178,866	175,583	128,705	172,153
Renewable Electricity	-	-	-	15,662	21,321
Heating Fuel	66,787	65,639	65,092	242,578	118,580
Total	1,223,752	930,312	938,758	1,245,350	1,207,920

Note: CBRE began tracking renewable electricity in 2019 and machinery fuel (separate from vehicle fleet fuel) in 2020.

Energy Consumption by CBRE Managed Properties [302-2]

Gigajoules (GJ)	2020
Total	182,050,723

Note: We followed the GHG Protocol for emissions accounting and relied on actual data and industry averages or best practice standards such as NABERS to extrapolate for missing data. Emission factors used come from the U.S. EPA, DEFRA and IEA.

2020 Emissions and Energy Intensities [302-3, 305-4]

	Scope 1 & 2 Emissions Location-based	Scope 1 & 2 Emissions Market-based	Energy
Global FTE	0.830 MT CO ₂ e/FTE	0.831 MT CO ₂ e/FTE	12.08 GJ/FTE
Revenue (USD \$)	0.00000348 MT CO ₂ e/USD \$	0.00000349 MT CO ₂ e/USD \$	0.000051 GJ/USD \$

Progress Against Science-Based Targets

Emissions	2035 Target (%)	2035 Target	Baseline (2019)	2020	% Reduction
Scope 1 and 2	-68%	28,601 MT CO ₂ e	87,198 MT CO ₂ e	83,063 MT CO ₂ e	5%
Scope 3 - For Occupiers	-79%	0.00254 MT CO ₂ e/sq. ft.	0.01865 MT CO ₂ e/sq. ft.	0.1378 MT CO ₂ e/sq. ft.	-639%
Scope 3 - For Investors	-67%	0.00406 MT CO ₂ e/sq. ft.	0.00751 MT CO ₂ e/sq. ft.	0.0114 MT CO ₂ e/sq. ft.	-52%

Renewable Energy & Offsets

Several CBRE offices in Europe and the U.K. are supplied by 100% renewable electricity through the procurement of Renewable Energy Guarantees of Origin (REGO)-backed renewable tariffs or utility certifications. This amounts to at least 21,321 GJ (5,922 MWh) of renewable electricity purchased in 2020 by CBRE offices.

In Australia, CBRE purchases and retires carbon offsets in arrears for the prior calendar year for our leased offices. In 2020, Australia offset 100% of its 2019 carbon footprint of 6,936 MT CO₂e. These offsets were achieved through the [Siam Cement Group Biomass Project](#), a project in Thailand involving the modification of five cement manufacturing plants to use renewable biomass in place of fossil fuels, leading to substantial GHG reductions and significant environmental and socio-economic benefits. Additionally, in 2020 CBRE's Australian operations secured a 100% renewable energy contract with Red Energy (a Snowy Mountains hydro-electric energy retailer), reducing utilities cost to the business, and aligning with our science-based target aspirations for Scope 2 GHG emissions.

In 2020, CBRE purchased RECs and carbon offsets for four Workplace360 offices totaling over 12,000 MWh and 423 MT CO₂e annually for five years. CBRE purchased carbon offsets and RECs for two Workplace360 offices in 2019 and nine Workplace360 offices in 2018 via five-year purchase agreements, for a combined offset of nearly 14,600 MT CO₂e and 5,400 MWh annually.

Regional Efforts

In addition to our corporate goals, CBRE regional business lines and offices have made commitments to reduce their carbon footprints and take strides in sustainability specific to their local operations.

Through their program, [The Real Impact Project](#), CBRE Netherlands has committed to reducing 25% of the total carbon emissions reduction target of commercial real estate in the Netherlands (approximately 1,000 kilotons of CO₂) by 2030. To achieve this goal, CBRE Netherlands is integrating sustainability advice within each of their service lines in 2021 as well as monitoring, benchmarking and disclosing carbon reduction of every property serviced.

In 2020, the Advisory businesses in the U.K. and Continental Europe each committed to regional carbon neutrality by 2025 for Scope 1 and 2 emissions and by 2030 for Scope 3 emissions.

Climate Risk [103-1, 103-2, 103-3]

Climate risk is a material topic to CBRE because we recognize that both physical and transition climate-related risks could have significant impacts to CBRE and our clients. This topic is material for CBRE's operations as well as for the properties and facilities we manage for our investor and occupier clients.

CBRE formally supports the [Task Force for Climate-Related Financial Disclosures \(TCFD\)](#). The TCFD has developed recommendations for voluntary climate-related financial disclosures that are consistent, comparable, reliable, clear and efficient, and provide decision-useful information to lenders, insurers and investors. The TCFD Recommendations, published in 2017, include 11 climate-related disclosures in four areas: governance, strategy, risk management, and metrics and targets. CBRE's TCFD disclosures are available in the appendix to this report as well as in CBRE's annual response to the 2020 CDP Climate Change questionnaire.

Training

CBRE continues to place a strong focus on equipping building staff with the knowledge, proper tools and best practices they need to successfully manage and reduce energy consumption. In partnership with Building Owners and Managers Association International (BOMA), CBRE licenses BOMA Energy Efficiency Program (BEEP) training and offers weekly webinars to employees.

Using the EPA's ENERGY STAR Portfolio Manager as a foundational tool, 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. While this training program requirement has been in place for many years for all property management staff, during 2016 the training curriculum was expanded as required learning for all U.S. engineering staff. Since then, more than 2,300 employees have completed the four-part training and over 1,000 additional employees completed at least one of the training modules by the end of 2020.

While many of our sales professionals (who advise clients on selling and leasing properties) have already made sustainability a consistent and regular aspect of their practice, we believe all these professionals should have a fundamental understanding of this market dynamic. To address this, we developed "The Business of Green" in 2015. This concise training video features our clients and brokers describing the various motivations for sustainability and the successful outcomes they've achieved. In 2016, we expanded availability of the training program to all employees globally and incorporated it into Talent Coach, our learning management system, as a component of the required new hire and onboarding curriculum for all brokerage staff. Since the training video was incorporated into Talent Coach, it has been completed by more than 3,400 employees.

Energy & Sustainability Services [SDG 7, SDG 11, SDG 12]

CBRE provides comprehensive energy and sustainability services to our clients, focusing on fact-based outcomes that lessen environmental impact—generating both immediate results and long-term financial benefits through key integrated strategies.

Our Energy & Sustainability Services team includes more than 250 energy and sustainability experts and experienced professionals within our Advisory and GWS business segments. Services provided include data management, smart buildings systems integration, energy consulting, energy procurement solutions, certification services and sustainability consulting. In 2020, revenue from energy and sustainability services totaled more than \$129 million across our operations globally. [IF-RS-410a.1]

Globally, 46,162 buildings under management, totaling 1.48 billion sq. ft., were provided with energy and sustainability services in 2020. [IF-RS-410a.2]

During 2020, CBRE registered and benchmarked 5,819 buildings, representing more than 334 million sq. ft., in the ENERGY STAR program. We have 102 labeled buildings under management, and we manage another 323 properties with a score of 75 or above that are either currently in the ENERGY STAR application process or are eligible to apply. CBRE generated Energy Performance Certificates for 1,512 units in the U.K. in 2020, totaling 16.4 million sq. ft., and provided NABERS ratings to more than 59.2 million sq. ft. of space in Australia. [IF-RS-410a.3].

For the fourth year in a row, we recognized Property Management teams in our U.S. Advisory business segment that best exemplified our commitment to energy conservation and combatting climate change with the 2020 CBRE Climate Change Champion Award. Thirty-six CBRE-managed properties in the U.S. that achieved a 10% or greater year-over-year increase in their ENERGY STAR score and achieved a score of 85 or higher received a formal award and acknowledgment from our global president of Property Management. These buildings together resulted in a total GHG emissions reduction of 23,233 metric tons of CO₂e.

CBRE continues to assist our clients in their efforts to achieve green building certifications around the world. In 2020, our team completed a total of 223 certification projects totaling more than 53 million sq. ft. This included green building certifications such as LEED, BREAM, HQE, Green Star Performance, DGNB and Green Mark. Our team also completed healthy building certifications, including WELL and Fitwel.

2020 Building Certifications

	Number of Buildings	Floor Area Certified (sq. ft.)
Green Building Certifications	209	48,384,558
Healthy Building Certifications	14	5,052,575
Total	223	53,437,133

Energy Procurement Solutions

CBRE's Energy Procurement Solutions team identifies strategies to manage the risks posed by volatile energy markets in the most cost-effective manner. We assist in implementing these strategies by using our influence to negotiate favorable pricing and contract terms. In addition, we monitor the market and track strategies through their term. In 2020, this team achieved an annualized cost savings of more than \$9 million for our clients.

Property Management

All CBRE assets operate in accordance with our Global Standards Program, a comprehensive set of 88 standards that must be implemented in all CBRE-managed properties in the U.S., 60 of which are implemented globally. These standards include our Sustainability Standards, which is comprised of Sensible Sustainability and ENERGY STAR Benchmarking standards.

Sensible Sustainability is founded on the principles of cost-effective and environmentally conscious property management for all CBRE-managed buildings. The program strives to minimize the carbon footprint and operational impact of these properties through rewarded behaviors. These standards encourage CBRE employees and service partners to provide guidance and advice to clients, assisting them in making financially appropriate environmental decisions for their assets.

Our ENERGY STAR Benchmarking standards require real estate managers to register and benchmark each managed office building using the EPA ENERGY STAR Portfolio Manager program. This includes inputting all metered energy and water utilities on a monthly basis in order to monitor and track total utility demand. Additionally, real estate managers must disclose building energy data to specified city representatives and required transaction parties in compliance with city and state regulations.

Strategic Partnerships

In early 2020, CBRE's Property Management team announced a strategic partnership with [Negawatt Utility Limited](#) (Negawatt) with the goal of delivering best-in-class building management and energy saving technologies to buildings in Hong Kong. Under the agreement, CBRE will leverage its broad client network and professional capabilities to help landlords identify energy-saving opportunities and optimize operational efficiency through the Internet of Things, AI technologies and analytics.

In an effort to reduce energy use and emissions for our data center clients, in 2019, CBRE acquired [Romonet](#), an organization that develops cloud-based modeling and analytics software that enables customers to reduce their data consumption and improve reliability. The Romonet platform can be used to validate design changes and predict their cost, track and optimize energy consumption of servers and data center equipment, and warn about potential future issues. The platform also measures the performance of individual facilities against a benchmark, modeled on a library of operational data that includes information on climate, energy and equipment.

In 2020, CBRE expanded our investment in energy services firm [Redaptive, Inc.](#) Redaptive provides integrated energy efficiency solutions and energy financing for building owners and occupiers. This investment enables Redaptive to expand into more portfolios worldwide while helping our clients reduce costs and improve sustainability. Redaptive offers portfolio-wide, turnkey efficiency solutions, backed by transparent measurement and verification reporting. Redaptive finances and manages building efficiency projects, recovering costs from savings delivered. Their solutions allow clients to implement projects in a risk-mitigated manner, leveraging third-party technology and installation partners.

PILLAR THREE

Practices

Governance

Ethics & Compliance

Procurement

Governance

[SDG 5, SDG 16]



Board of Directors [102-18]

CBRE has a 10-member Board of Directors. Nine directors are deemed independent and the tenth director is our President and CEO, Bob Sulentic. This level of independence exceeds the majority standard established by our Corporate Governance Guidelines and the listing standards of the New York Stock Exchange (NYSE).

Our Board bylaws require that the Board Chair be an independent director. Brandon Boze has been the Independent Chair of our Board since May 2018. Our Board Chair position has been non-executive and independent since our IPO in 2004 in recognition of the differences between the two roles. Our CEO is responsible for setting the strategic direction and overseeing the day-to-day leadership and performance of the company while our Board Chair provides leadership to our Board and oversight and guidance to our CEO. [102-23]

Our Board is assisted by its committees: Audit, Compensation, Corporate Governance and Nominating (Governance) and Executive Committees. The Audit, Compensation and Governance Committees are considered key governance committees, and each member is independent under CBRE standards and guidelines. Members of the Compensation Committee must also meet applicable NYSE independence requirements for compensation committee members, and members of the Audit Committee must further satisfy a separate U.S. Securities and Exchange Commission (SEC) independence requirement. At least one member of our Board serving on the Audit Committee is required to have the qualifications and skills necessary to be considered an “Audit Committee Financial Expert” under relevant SEC rules, and it has been determined that four of our five current Audit Committee members qualify as “Audit Committee Financial Experts.”

Director Nomination Criteria [102-24]

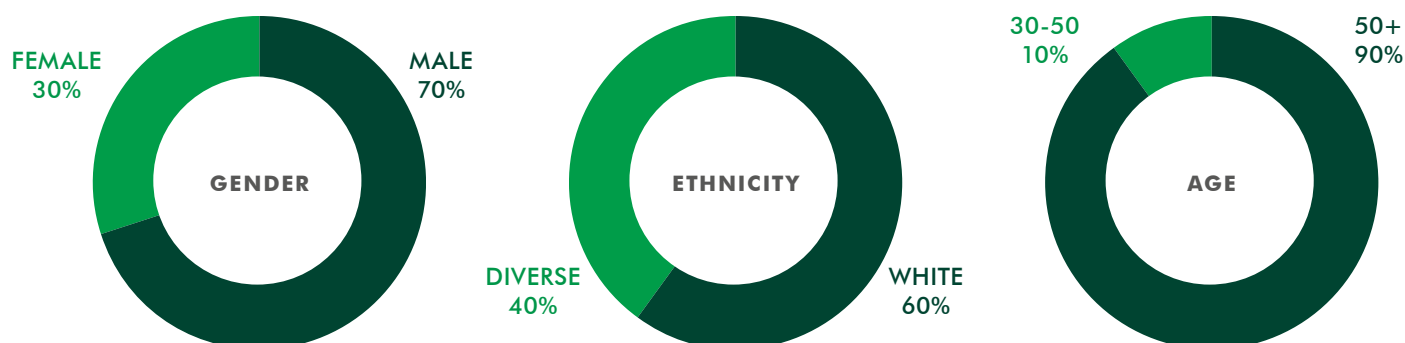
Our Governance Committee regularly reviews the composition of our Board and determines whether the addition of directors with particular experience, skills or characteristics would make it more effective. When a need arises to fill a vacancy, or it is determined that a director possessing particular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

Our Board seeks directors who represent a mix of backgrounds and experiences that will enhance the quality of our Board's deliberations and decisions. In nominating candidates, our Board considers a diversified membership in the broadest sense, including persons diverse in experience, gender and ethnicity. Our Board does not discriminate on the basis of race, color, national origin, gender, religion, disability or sexual preference. When evaluating candidates, our Board considers whether potential nominees possess integrity, accountability, informed judgment, financial literacy, mature confidence and high-performance standards.

Our focus on Board refreshment has resulted in the addition of five new directors since 2017. Our average Board tenure currently is five years. Of the 10 members currently serving, one director, Oscar Munoz, joined our Board in 2020. Curtis Feeny and Ray Wirta, who served on our Board throughout 2020, had a combined 34 years of director service to us. They were not eligible to stand for re-election due to our term limit restrictions and retired from our Board at the expiration of their terms at the 2021 Annual Meeting. We are grateful for their many years of service to CBRE.

Details on our Board composition, including gender and ethnicity data and a skills matrix, may be found on page 8 of our [2021 Proxy Statement](#).

Board Composition [405-1]



CEO Pay Ratio [102-38]

We believe our executive compensation program must be consistent and internally equitable to motivate our employees to perform in ways that enhance stockholder value. In 2020, the ratio of CEO pay of \$12,006,114 to median employee pay of \$65,509 was 183:1.

As is permitted under SEC rules, we identified the median employee by examining the annual base salary for all individuals, excluding our CEO, who were employed by us at the end of 2020. We included all active and on-leave employees, whether employed on a full-time, part-time or seasonal basis. We did not make any adjustments or estimates with respect to annual base salary compensation, and we did not annualize compensation for any full-time employees that were not employed by us for all of 2020. Under the de minimis exclusion, we excluded a total of 5% of our employee population from the following countries: Argentina, Austria, Bahrain, Bulgaria, Colombia, Costa Rica, Croatia, Denmark, Dominican Republic, Egypt, Finland, Greece, Hungary, Indonesia, Kenya, Luxembourg, Morocco, New Zealand, Norway, Oman, Pakistan, Panama, Peru, Portugal, Romania, Saudi Arabia, Serbia, Slovakia, Slovenia, Sri Lanka, Sweden, Taiwan, Turkey, United Arab Emirates, Uruguay and Venezuela.

Additional information on CBRE's corporate governance practices can be found in our [2021 Proxy Statement](#).

Executive Compensation Details: page 52 [102-35]

Composition of Board and Committees: pages 3 and pages 9-13 [102-22]

Board Committee Details including number of meetings and committee responsibilities: pages 19-22

Enterprise Risk Management

CBRE’s Executive Risk Committee (ERC) is comprised of senior leaders representing the company’s business segments, corporate functions and geographic regions. Chaired by the Chief Risk Officer (CRO), the ERC meets quarterly to discuss risk mitigation for the top enterprise risks and discuss emerging risk areas. The CRO, a member of the company’s Executive Committee, is responsible for regularly advising the CEO and Executive Committee on risk-related matters, supporting the Executive Committee in fulfilling their risk responsibilities and approving the Enterprise Risk Management (ERM) framework and associated processes.

CBRE’s ERM team maintains a business risk inventory that lists the company’s current risks organized by financial, operational, strategic/external and compliance. On an annual basis, the company conducts an enterprise risk assessment to identify, analyze and report the company's top risks. This exercise includes many internal and external activities, including:

- Interviews or surveys with cross-segment and cross-region leaders
- Analysis of internal data points (e.g., EthicsPoint cases, litigation themes, employee survey results)
- Conducting external research
- Consulting with external audit and outside counsel
- Risk session with ERC
- Validation with Executive Committee
- Approval from CEO and Board

Following CEO and Board approval of the enterprise risk assessment results, a mitigation action plan is developed for the top risks that were identified. This exercise includes a six sigma analysis of identifying drivers and consequences to identify the appropriate risk mitigation activities. The ERM team works with risk owners throughout the year to monitor risk mitigation status. Updates are provided to the Audit Committee quarterly and the full Board annually. [102-30]

A key component of CBRE’s ERM process is the vetting of new ventures. New Venture Risk Assessments are conducted to ensure all new business ideas/ventures are properly sponsored, vetted by appropriate stakeholders and subject matter experts, and approved by the business segment CEO. The associated business team is accountable for reporting on mitigation actions.

Ethics & Compliance

[SDG 5, SDG 8, SDG 10, SDG 16]

CBRE is firmly committed to conducting business with the highest integrity and in compliance with the letter and spirit of the law.

Our Ethics & Compliance program maintains and supports a consistent culture of values that acts as the cornerstone of our global business philosophy and ensures that our success is achieved in the right way. CBRE has a robust and internally transparent policy management platform accessible to all employees around the globe. Our policies are constantly monitored and, where necessary, updated to align with regulatory requirements and appropriate commercial real estate standards.

In 2020, CBRE was not subjected to significant fines or sanctions for noncompliance with the law or regulations in any country. No legal actions for anti-competitive or anti-trust behavior were filed against the company in 2020. [206-1, 419-1]

Management

Standards of Business Conduct [102-16]

CBRE is firmly committed to conducting business with the highest integrity and in compliance with the letter and spirit of the law. We are operating in a world where the rules that govern business conduct are more complex and demanding than ever. CBRE's [Standards of Business Conduct](#) is the senior-most policy in the company and guides our everyday operations, brings our RISE values to life and is a roadmap for our continued commitment to excellence in the global real estate industry.

The Standards of Business Conduct outlines expectations of employee conduct relating to each other; our business partners, clients and competitors; our corporate resources; and our communities. It is the focal point of our culture of ethics and compliance and is essential to preserving the valuable trust placed upon us by our clients. Available in 34 languages and approved by our Board of Directors, all employees are required to certify annually that they have access to the Standards of Business Conduct, and that they have read and understand it.

Through the certification process, each employee reaffirms their commitment to our RISE values and standards, as well as adherence to several specific policies (e.g., harassment prevention, anti-bribery, anti-corruption, confidentiality, data privacy). Employees are also encouraged to report any suspected material wrongdoing of which they might be aware. In 2020, 93% of employees completed the Standards of Business Conduct certification. Allowing for the timing of new hires and departures, Standards of Business Conduct certification approaches 100% employee participation.

In early 2021, the Standards of Business Conduct was updated, including a new design and a reorganization of content to align with CBRE's RISE values. The update features photographs more representative of our diverse employee base and inclusive of all roles. Additionally, it offers real-life scenarios to help in decision making, a glossary with defined terms and decision trees for people who learn visually.

Employee Trust Function

CBRE is committed to identifying and correcting conduct that is inconsistent with our values, standards and reputation. When serious misconduct is reported, CBRE's Employee Trust Function, formed in 2020, investigates these reports and, when applicable, recommends remedial actions. The Trust Function's trained investigators provide neutral, thorough and efficient investigations. Reporting to CBRE's Chief Ethics & Compliance Officer, the Trust Function is not attached to CBRE management. This provides accuracy, consistency and timeliness from the Trust Function in response to reports of serious misconduct.

In 2020, CBRE hired our first Global Head of Investigations to lead major investigations, oversee the Employee Trust Function and supervise CBRE's Ethics HelpLine.

Ethics HelpLine [102-17]

CBRE continues to focus significant energy and resources on sustaining our internal avenues for inquiries, bringing forth concerns and investigating suspected unethical or illegal activities. Led by the Chief Ethics & Compliance

Officer, this infrastructure includes a worldwide, anonymous reporting (as permitted by local laws) and inquiry system, the [Ethics HelpLine](#), which is available 24 hours a day and accessible in all languages used by CBRE employees. These third-party independent systems are promoted through our Standards of Business Conduct and other corporate communications, office posters and internal training, and are easily accessible through the internet, employee intranet and country-specific toll-free phone numbers.

The Ethics & Compliance department is independent from business operations, so questions can be asked, and advice given in a non-attributable, confidential and comfortable manner. Additionally, if an allegation of serious misconduct is logged into the system by an employee or third party, internal investigators are required to conduct a prompt, thorough and unbiased investigation consistent with internal policies. Uniformity of process and outcomes in an investigation is achieved by requiring our investigators to attend annual training and regular case peer review meetings. CBRE has a strict Non-Retaliation Policy to encourage employees to raise issues and report concerns of misconduct. Retaliation is not tolerated, and any employee who engages in retaliatory behavior will be subject to disciplinary action, up to and including termination. In 2020, the Non-Retaliation Policy was amended to clarify the definition of an adverse employment action and include an additional example of unlawful retaliation.

Breaches Against Codes of Conduct

CBRE encourages all employees and stakeholders to bring issues forward if there is a concern that someone acting on behalf of CBRE is, or may be, doing something that violates our values, policies or the law. When a report regarding a violation of policy or the law is received, it is investigated and documented in accordance with CBRE's approved investigations procedure. In 2020, we updated our Global Investigations of Legal and Ethical Misconduct Policy, which dictates reporting procedures and the internal investigation process. The policy clearly defines "serious misconduct" and outlines the process for reporting, investigating and implementing corrective action, as well as the responsibilities of the investigator and manager.

In 2020, CBRE received 1,263 reports through channels such as business managers, the Ethics HelpLine, online systems and speaking with members of the People (Human Resources), Ethics & Compliance and Legal departments. The categories of concern spanned all aspects of workplace misconduct, from fraud and conflicts of interest to harassment and discrimination. Of the reports that led to an investigation into violations of our policies or the law, more than 59% resulted in some kind of remedial measure, up to and including employee termination.

Anti-corruption

CBRE's business is built on trust with our clients and our reputation for fair and ethical business dealings. As our Standards of Business Conduct states, "while our reputation has been built by the hard work of thousands of employees, it can be harmed by just one employee offering or accepting a bribe or kickback in any form." CBRE is committed to building aggressive policies, controls, audit systems and training programs to prevent anti-corruption violations, and we are improving our monitoring processes to better identify and review potentially questionable transactions. Our [Anti-corruption Policy](#) is translated into approximately 30 languages and is applicable to all CBRE employees globally. This policy addresses all forms of inappropriate payments to government officials and other entities, including charitable donations and sponsorships intended to disguise bribery.

We require mandatory anti-corruption training programs for employees in several targeted high-risk countries of operation, as well as new employees globally within the first 60 days of employment. In 2020, 52,763 employees were assigned anti-corruption training. As corruption can come in all forms and impact every aspect of the organization, all levels of employees are required to take the training. Additionally, all new employees globally must provide a written sign-off to comply with the company's ethics and anti-corruption policies. Finally, all employees are required to annually reaffirm their personal commitment to adhering to our Anti-corruption Policy in their daily activities.

In 2020, the total number of confirmed incidents of corruption was 34, the majority of which entailed embezzlement and unfair trade practices, deception and fraud. The total number of confirmed incidents in which employees were dismissed or disciplined was 23, with an additional two employees resigning. There were no incidents where business partners were terminated, or contracts not renewed due to corruption in 2020. There were no public cases against CBRE or its employees that were opened in 2020 related to corruption. [205-3]

All parts of our business across all regions where we operate are assessed for corruption risk on a yearly basis to determine the relative risk of a violation of our Anti-corruption Policy. We also monitor transactions, using data analytics to identify "red flags" that may precede suspicious transactions. Nearly all of our businesses in the APAC region and some of our business in the EMEA and Latin America regions are being monitored for corrupt transactions through data analytics. [205-1]

Our Anti-money Laundering Policy establishes the framework for the prevention of money laundering, terrorist financing and other financial crime within our business operations. We are committed to upholding anti-money laundering laws and regulations, and mitigating reputational risk in all countries where we do business. We conduct anti-money laundering checks in all locations where they are statutorily required as well as in high-risk countries where we operate. We support full transparency in all business dealings and transactions and will not conduct business with customers or business partners in a manner intended to disguise or hide their identity in the transaction or undertaking, or otherwise has such effect.

Professional Integrity and Conflicts of Interest

[IF-RS-510a.1, IF-RS-510a.2]

We are committed to conducting our business with the highest ethical standards and complying fully with our legal and regulatory obligations.

Inherent in the commercial real estate services industry are situations where interests of the clients might conflict (or appear to conflict) with the interests of the service provider or other clients. Examples highlighted in the [Sustainability Accounting Standard for Real Estate Services](#) include dual agency transactions, or transactions where the firm represents both the buyer and the seller in the same real estate brokerage transaction, and transactions associated with properties for which the firm conducted appraisal services.

In 2020, the total amount of monetary losses to CBRE as a result of settlements associated with professional integrity or duty of care was \$2.69 million. As a global firm with more than 100,000 employees, CBRE is involved in litigation incidental to our business from time to time. In 2020, these settlements were professional indemnity-related cases including negligence and malpractice. CBRE did not face monetary losses related to findings of fraud, corruption or bribery in 2020. [IF-RS-510a.3]

Managing Conflicts of Interest

In addition to the [Standards of Business Conduct](#) (described earlier) that guides our everyday operations, CBRE has evolved a framework of methodologies to identify and manage conflicts of interest.

Policies & Procedures	Reporting Avenues	Board Review	White Paper
<p>CBRE has established strict guidelines in each of our operations to identify and manage conflicts of interest. These policies and procedures are the subject of ongoing monitoring and review and overseen by our most senior executive officers with the support of our Legal and Ethics & Compliance departments. These personnel play a vital role in the formulation of policies and make judgments regarding the appropriate resolution of particular conflicts. CBRE’s Global Conflict of Interest Policy defines what constitutes a conflict of interest with both CBRE and our clients. It also sets out the responsibilities of employees and managers to avoid, eliminate or manage conflicts of interest.</p>	<p>We have established avenues for clients or third parties to report to us any circumstance in which they believe a conflict of interest was not disclosed or managed in a manner consistent with our policies or the law.</p> <ul style="list-style-type: none">• Each report from a client or prospective client is escalated to the appropriate personnel within CBRE to be addressed.• All reports are typically treated as reports of serious misconduct under our Ethics & Compliance program.• Allegations are thoroughly and impartially investigated under supervision of our Chief Ethics & Compliance Officer.• If a violation is found, prompt and effective remedial action is taken.• A periodic review of conflicts of interest is included in the Ethics & Compliance program’s monitoring and audit plans with support of our Global Internal Audit Department.	<p>Our Board regularly conducts a review of possible conflicts of interest and related-party transactions through the use of questionnaires, director self-reporting and diligence conducted by management. Our Audit Committee oversees the management of potential conflicts of interest between us and our directors and executive officers. Our Policy Regarding Transactions with Interested Parties and Corporate Opportunities can be found in the Investor Relations section of our website; related-party and other transactions involving our officers and directors are described on page 73 of our 2021 Proxy Statement. [102-25]</p>	<p>We have developed an extensive white paper that:</p> <ul style="list-style-type: none">• Describes how and where real and perceived conflicts may arise in our business• Acknowledges our responsibilities to clients and what they can expect from us• Summarizes the controls we have implemented to identify and manage conflicts• Sets forth a process by which CBRE responds to requests for information, clarification or resolution of a dispute regarding conflicts <p>Additionally, we regularly provide conflict of interest training to employees.</p>

Public Policy & Political Participation [415-1]

CBRE has had a policy of prohibiting the use of company funds for contributions to political candidates, parties or campaigns for many years. We do not make political contributions—and do not reimburse employees who choose to make them. No employee is authorized to approve company funds for political contributions.

CBRE recognizes, however, that some laws might have a significant and powerful impact on the quality of services we offer to our clients and the local communities we serve. For these reasons, several years ago we began legislative outreach and targeted lobbying activities in California and have since expanded the program into five states. The general goals of our public policy initiatives are to educate policymakers through data-driven research about the commercial real estate industry to help create fact-based informed policy. In addition, CBRE is a member of industry organizations that lobby on our behalf, such as the Business Roundtable and the Real Estate Roundtable.

In 2020, CBRE modified our policy on political activities to allow corporate resources to be used in ballot propositions/initiative campaigns that have a material impact on the commercial real estate sector. For example, in 2020, CBRE partnered with numerous business associations to oppose an ill-advised proposition in California that would have increased property taxes on commercial real estate. CBRE also continues to expand our efforts to engage policymakers, particularly at the local level, on the allocation of scarce public resources to important government contracting projects.

Although most of our legislative and political outreach relies on the volunteer efforts of our employees advocating on our behalf, in 2020, we spent approximately \$400,000 on general lobbying activities at the state and local level, including contributions for public policy activities to various industry associations. CBRE also modified our voting leave policy to expand the paid time off employees could use during the workday to cast their vote in the 2020 election.

We will continue to expand our engagement of lawmakers in 2021 by our employees and others in the commercial real estate business, focusing efforts on legislative and regulatory issues that have the potential to directly impact CBRE's services.

Communications & Training

CBRE continues to emphasize the critical nature of ethics and compliance through training and media that are both engaging and educational. Our General Counsel writes Compliance Corner, a monthly email that covers topics such as our Standards of Business Conduct, integrity, conflicts of interest, human rights and a variety of our corporate policies.

Compliance Corner is unique in its approach, as it employs an assortment of pop culture references and engaging storytelling to drive home that month's message. In addition to the email, the message is published on the company's intranet which allows employees to comment and discuss each topic addressed by the periodical. Every edition of Compliance Corner references the Ethics HelpLine and encourages employees to report any concerns, violations of policies or the law, and unethical conduct.

In 2020, CBRE continued to offer online training on core elements of our Ethics & Compliance program to all employees. We facilitated training on a wide range of topics, including:

- Standards of Business Conduct Certification
- Information Security
- Workplace Harassment
- Data Protection and Privacy
- Anti-money Laundering
- Preventing Fraud
- Introduction to Human Rights

Several areas of ethics and compliance training are also provided to all new employees and must be completed within 60 days of hire. These include Standards of Business Conduct, harassment prevention, the employee handbook and our RISE values.

Human Rights

[103-1, 103-2, 103-3]

Human rights are material to CBRE because we are a global company with operations in more than 100 countries, and we have an opportunity to make a positive contribution in every location in which 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.

This topic is material within our own operations, as well as for our suppliers. Within our operations, we have developed and implemented a dedicated global Human Rights Compliance program. The cornerstone of the program is our [Human Rights Policy](#) in which we recognize that we have a responsibility to always respect human rights in our operations, to promote an appropriate example and to make a positive global impact. The policy covers topics such as child labor; human trafficking, slavery and the right to voluntary labor; freedom against prejudice and discrimination; safe and secure workplace; work hours and wages; and freedom of association. 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.

CBRE's Human Rights Policy is incorporated into our annual Standards of Business Conduct certification process, mandatory for all CBRE employees. Our people are asked to acknowledge their awareness of CBRE's position on human rights and are given the opportunity to disclose any exceptions they are aware of. In 2020, we continued Human Rights & Modern Slavery awareness training for all employees in our EMEA region.

We include human rights in our annual risk assessment that is conducted in every country in which we do business. Human rights was included in the 2020 Ethics & Compliance Global Risk Assessment as a mandatory global risk, which assessed the perception of exposure to the risk across CBRE business segments and

regions where we operate. We commit to embedding human rights practices into our global culture as an ongoing commitment to our RISE values and to being a responsible business [412-1].

Although we do not directly manage human rights for our suppliers and therefore cannot report on it, we work to influence this stakeholder group through our [Supplier Code of Conduct](#), with which all our suppliers are required to comply. 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 labor standards that apply to all workers, including "without limitation, temporary, migrant, student, contract, direct employees and any other type of worker of Supplier." Labor standards covered in the Code are aligned to those in the Human Rights Policy that are applicable to our operations: child labor; human trafficking, slavery and the right to voluntary labor; freedom against prejudice and discrimination; safe and secure workplace; work hours and wages; and freedom of association.

CBRE ensures that we comply with all human rights and modern slavery regulations in regions where we operate globally. We publish [Slavery & Human Trafficking Statements](#) in the U.K. and Australia annually. Additionally, our subsidiary Telford Homes annually publishes their [Modern Slavery and Human Trafficking Statement](#). These statements outline specific steps we have taken across our business to ensure that slavery and human trafficking are not taking place and that we meet the requirements upon us in line with relevant legislation, including the U.K. Modern Slavery Act (2015) and the Australia Modern Slavery Act (2018).

Data Privacy

CBRE is committed to ensuring that all personal data that CBRE collects and processes, whether that of our employees, vendors or clients, is handled in accordance with applicable data protection and privacy law throughout its entire lifecycle.

We are committed to respecting individuals’ privacy rights, securing personal information and enabling the trust of our clients, employees and all individuals whose personal information we handle. Our Global Information Security Policy directs employee behavior to protect information assets (including client and partner information maintained on CBRE systems) from internal and external threats, whether deliberate or accidental.

Our [Global Data Privacy Policy](#) sets forth CBRE’s compliance standards for our collection, use, disclosure, retention, safeguarding and other processing of personal information. Our Global Director of Data Protection & Privacy and our Global Chief Information & Security Officer are responsible for the oversight of CBRE’s Global Data Protection and Privacy program.

This program is collaboratively implemented by CBRE’s Global Data Privacy Office and Global Cyber Security Office. In 2020, we did not have any substantiated complaints concerning breaches of customer privacy or loss of customer data. [418-1]

CBRE has a well-defined, defensible Global Data Protection and Privacy program that is in alignment with the European Union General Data Protection Regulation (GDPR) and applicable data protection and privacy laws globally, including the California Consumer Privacy Protection Act (CCPA). We have established a consistent data and security culture across the globe to minimize risk and ensure privacy-respectful data handling processes. Key components of our privacy program are described below.

Commitment to Data Protection & Privacy

IMPLEMENTATION OF PRINCIPLES	INTEGRATION OF PRIVACY BY DESIGN	DATA GOVERNANCE & SECURITY	INDIVIDUAL RIGHTS COMPLIANCE	INCIDENT RESPONSE MANAGEMENT
Implementation of seven Privacy Principles through clear policies, consistent procedures and practical guidance	Integration of Privacy by Design and Privacy by Default into our software development lifecycle	Information governance and security standards, including achieving ISO 27001/27002 certification and data hygiene practices	Systems and procedures to respect and comply with Data Subject Rights	Global and regional data incident response plans and capabilities
SUPPLIER COMPLIANCE CODES	PROACTIVE CHANGE MANAGEMENT	OWNERSHIP OF OUTCOMES	INTERNATIONAL DATA TRANSFERS	SYSTEMATIC MONITORING
Vendor security and privacy risk assessments and Supplier Code of Conduct	Proactive training, communications and outreach that reinforces our commitment to embed data privacy into our business practices and culture at a grassroots level	Ownership of privacy and security outcomes within our business units through a Privacy Ambassador Network	Policies and practices to ensure that all cross-border data transfers are lawful and ensure appropriate levels of data protection and privacy	Aggressive risk identification, audit and compliance monitoring that includes a proactive country-by-country annual risk assessment process, global whistleblower hotline (where permitted), internal investigations program and a strict non-retaliation policy

Cybersecurity

CBRE understands that strengthening our cybersecurity posture is important to keep ahead of the ever-evolving cyberthreat landscape. Our Global Cybersecurity Office (GCSO), led by CBRE's Chief Information Security Officer, works with the entire CBRE organization globally to reduce cyber risk and is focused on driving continuous improvements within the endpoints, networks, application development, identity and access management, threat management and incident response.

Cybersecurity Training

In October 2020, CBRE's GCSO hosted Cybersecurity Awareness Month to teach the importance of security within our workplaces. The event, themed #BeCyberSmart, provided a series of webinars and included speakers with cybersecurity expertise. The objectives of the event included communication of our cyber defense ecosystem, articulation of our security strategy programs and education on external threats and key indicators. CBRE employees were encouraged to submit questions to our panel of experts throughout the month in an interactive format. We also featured articles with news and tips on the company intranet to raise awareness of current cybersecurity threats.

Workplace Harassment

CBRE is determined to combat workplace harassment in any form, particularly sexual misconduct. Harassment in all forms is unacceptable and contrary to our values and the culture and work environment we wish to create for our employees.

Anti-harassment Program & Policies

Our very strong stance against harassment is encoded in the company's highest policy approved by our Board of Directors—the [Standards of Business Conduct](#)—in a separate section on "Preventing Harassment and Bullying." Our commitment to a harassment-free workplace is spelled out in detail in our Anti-harassment Policy, which defines harassment and provides standards regarding the prevention and investigation of such misconduct.

Our Global Sexual Misconduct Policy expressly sets forth how to report policy violations, the investigation process and the discipline recommended for its violations. It further calls out and creates transparency in our response to sexual misconduct. We believe this is a leading-edge practice that will result in consistent disciplinary standards globally. We also have strong policies prohibiting discrimination of any kind, including our Investigations of Misconduct, Non-retaliation, U.S. Equal Employment Opportunity and Harassment-free Workplace policies.

Our workplace has no place for racism, racially motivated violence or discriminatory behavior of any kind. CBRE stands for tolerance and equality, which are fundamental to our RISE values. In 2020, CBRE published our Global Racial Misconduct Policy, an affirmation to our commitment to provide a work environment that is inclusive and free from harassment or discrimination. Our new policy clearly defines what the company considers racial misconduct that violates our core values and company policy. This policy is just one example of CBRE's commitment to accelerate our progress in fostering a more inclusive work environment.

Our senior leadership team, led by our CEO, sets the tone, personally leads and is 100% committed to the success of the anti-harassment initiatives. Our anti-harassment initiatives are reviewed on a regular basis by our Board of Directors. One of the most diverse in the industry, CBRE's Board brings varying viewpoints and backgrounds to its oversight of our risk management directly and through its independent committees. The Audit Committee of the Board of Directors receives regular reports from the General Counsel and the Chief Ethics & Compliance Officer on the company's reported incidents, ethical behavior initiatives and, where applicable, outcomes of major investigations.

In addition, our Board regularly engages in deep discussions with our Chief People (Human Resources) Officer and our CEO regarding talent management and human capital. By being hands-on regarding this topic, the Board reinforces management's strong tone and holds it accountable for its actions.

Reinforcing Communications

We reinforce our policies through regular and broad employee communications. Anti-harassment is one of the policies specifically called out and highlighted every year in our annual certification that all employees globally are required to complete. Harassment is also a regular theme in our monthly Compliance Corner.

We believe frequent communications are a necessity for effective harassment prevention, and we will continue to communicate regularly with our employees on this issue.

Training

It is critical to CBRE that all global employees can recognize harassment, know how to report it and find support when they need it.

Every new hire at CBRE is assigned and required to complete our harassment training as soon as they become active in our system. CBRE initiates a comprehensive anti-harassment campaign every other year requiring all global employees to complete workplace harassment training. The training, offered in 32 languages, highlights the disruption that harassing behavior causes in the workplace and uses real-life cases from around the world to increase awareness of the issues, encourage recognition of the signs and emphasize the individual responsibility to address harassing behavior when it occurs. The modular format offers guidance from both an employee and supervisor perspective.

In 2020, we provided our anti-harassment refresher course globally via interactive video due to the impact of COVID-19. For employees in the U.S. and Canada with state- and province-mandated requirements, we will use interactive video courses in 2021 to fulfill the mandated requirements. The training highlights our expectations around dignity and respect in the workplace, reiterates our prohibition of harassment and encourages reporting, reminding the employees that CBRE does not permit retaliation in any form. Managers receive more in-depth training, reflecting their heightened obligations to recognize and respond to harassment.

This broad-based and comprehensive training campaign is part of a regular cadence of harassment awareness that we've maintained for more than 20 years.

Actively Encouraging Reporting

Like all large organizations, CBRE has experienced misconduct, including harassment, in the workplace. We prefer to know promptly about any incidence of misconduct, and so we actively encourage all employees to report their concerns whenever they see, hear about or experience any conduct that is contrary to CBRE's policies and values. We regularly make all employees aware of the multiple avenues they can use to report a concern, including communicating with their manager or People (Human Resources), Legal or Ethics & Compliance staff and submitting a report—anononymously, if preferred—to the Chief Ethics & Compliance Officer's [email](#) or the third-party supported [Ethics HelpLine](#) and associated online system. There is also a high-profile "Raise Concerns" button on the intranet home page in every country, for ease of reporting harassment and other misconduct.

To provide additional support during the reporting process, CBRE introduced the Reporter Support Unit (RSU) in the U.S. and Canada in March 2020, to accompany anyone who reports sexual misconduct through the investigation process. The RSU is comprised of CBRE professionals who are specifically trained to provide support at the outset of a report. We know that people who report these incidents can feel alone and isolated and may lack knowledge of the investigation process and resources available to them. The RSU will help their colleagues understand and navigate CBRE's process for investigating sexual misconduct and connect them to information and resources, such as our Employee Assistance Program.

PROHIBITION ON RETALIATION

CBRE understands that it's challenging for employees to report misconduct if they fear any negative consequences.

There is no way for any organization to know how many employees fail to report harassment due to a fear of retaliation; however, we believe that all of our employees are aware of CBRE's zero-tolerance policy against retaliation, which protects employees from being penalized for raising a concern or participating in an investigation. We impose disciplinary action on any employee or manager who attempts to dissuade or penalize reporters or to intimidate anyone from participating fully in an investigation of harassment.

WE INVESTIGATE ALL REPORTS

All reported concerns are managed centrally under the auspices of our Chief Ethics & Compliance Officer, who reports directly to our Board of Directors' Audit Committee. This is intended to ensure all reports of harassment are escalated, tracked and investigated promptly in an appropriate and unbiased manner. Pursuant to our Investigations of Misconduct Policy, investigators are assigned based on the complexity of the allegations and individual expertise and are trained to conduct investigations in accordance with policy. Our process is designed to ensure that employees who report misconduct or participate in the investigation are treated with dignity and respect and protected from any retaliation.

WE ACT DECISIVELY

At the completion of every investigation, CBRE requires the lead investigator to provide the findings, conclusions and recommendations to the manager of the subject of the allegations. If the investigation substantiates the complaint, disciplinary action is taken at the level recommended by the investigator; or, if the manager does not accept the recommendation, the matter is escalated further to a more senior member of management and to a more senior member of our Ethics & Compliance and People functions, up to the Chief Ethics & Compliance Officer and the Chief People Officer. We believe that this escalation process ensures consistency and inoculates this process from any tendency of a front-line manager to be biased towards members of their direct reporting team.

We have zero tolerance for harassing behavior and no employee—whether a senior executive, top producer or independent contractor—is immune.

We determine the appropriate disciplinary action based on the facts and circumstances discovered in the investigation, including without limitation the severity of the misconduct, the extent to which it could be substantiated, whether the subject exhibited remorse or otherwise understood the gravity of their actions, and whether the action was a first offense. Disciplinary action is designed to stop the misconduct from continuing and deter it from happening again.

Information on Harassment Allegations at CBRE

In 2020, we investigated 54 reports of misconduct globally that contained an allegation of sexual harassment. This is a decrease of 18 from 2019 (72). Of these 54 reports, 23 were substantiated violations of our anti-harassment policy and in 100% of these substantiated cases the offender was disciplined. Of the 23 substantiated cases, nine contained an allegation of unwanted touching and in all nine of these cases, the offender was terminated. Two of the subjects investigated were so-called "high-value" employees (e.g., senior executives or high-production sales personnel) and there were three substantiated instances involving management within a division or geography, although none of these subjects are considered senior executives as defined in the People & Culture section of this report. There were no substantiated complaints regarding retaliation for making a sexual harassment allegation.

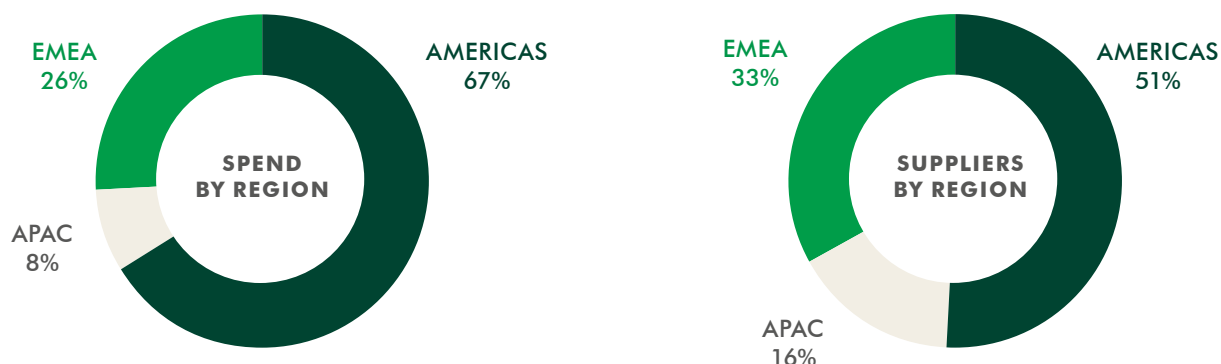
In 2020, we had no arbitrations or judicial proceedings around sexual harassment, although CBRE reached monetary settlements with one person globally who had previously reported sexual harassment. The total value of the settlement was \$145,000.

Despite maintaining a vigilant and multifaceted program to combat sexual harassment and misconduct in the workplace, we are practical and understand that sexual harassment still occurs at all organizations and institutions, including CBRE, and our prevention efforts and response to sexual misconduct must continually improve. Therefore, we regularly review our policies and processes and find ways to strengthen our approach to this important issue and encourage reporting.

Procurement

[SDG 10, SDG 12]

With an annual direct global spend with suppliers of \$26.7 billion in 2020, CBRE recognizes the opportunity to influence suppliers on a large scale while also mitigating supply chain risks. The spend includes purchases made on behalf of our clients in our GWS, Project Management and Property Management lines of business, as well as 1,362 contracts for supply chain spend for our corporate operations. Through our project management and managing agent arrangements, we influence an additional \$75 billion in spend. In 2020, CBRE engaged with more than 124,000 suppliers globally.



Supply Chain Organization

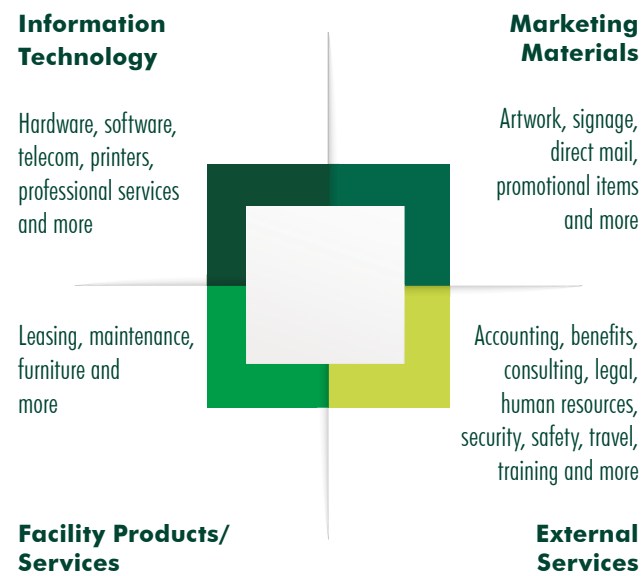
Given our business model, CBRE's enterprise supply chain is extremely complex. The supply chain organization is responsible for the market evaluation, selection and contracting of suppliers and their ongoing administration and performance management in collaboration with CBRE's business lines and corporate functions. The products and services we purchase for internal consumption include information technology products and services (e.g., hardware, software, telecom, printers, professional services); marketing materials (e.g., artwork, signage, direct mail, promotional items, agency services, meetings and events); facilities products and services (e.g., leasing, furniture, maintenance, construction materials and services); and office products and services.

We also purchase products and services to support accounting and finance, employee benefits, consulting, legal, human resources, security, safety, travel, training and fleet management.

The CBRE Corporate Supply Chain team supports the company’s sustainability efforts through solutions that include the responsible recycling and disposal of IT equipment, digital marketing, managed print, environmentally sustainable office products and furniture, energy-efficient IT equipment and cloud data storage. Our contracts are global, multinational or cross-business in scope and leverage CBRE’s scale for competitive advantage.

Products & Services

CBRE partners with a broad spectrum of facilities management- and project management-related suppliers that are an integrated part of how we deliver a comprehensive suite of direct real estate services for our clients. The products and services we purchase to support our clients include office furnishings, janitorial products and services, and facility maintenance products and related services, shown in general categories below. [102-9]



Management

We require our suppliers to conduct their operations in an environmentally sustainable and socially responsible manner. At the same time, we recognize the opportunity to use our global supply chain to promote sustainable business practices and support local businesses around the world. The magnitude of the impact of our supply chain far exceeds our own sustainability impact as a firm. For these reasons, all CBRE suppliers globally are required to operate in compliance with our [Supplier Code of Conduct](#).

The Code sets forth fundamental ethical and business conduct requirements for our suppliers and includes guidance on anti-bribery/anti-corruption, unfair business practices, information security and records maintenance, data privacy, conflicts of interest, labor standards, health and safety, supplier-provided gifts and environmental sustainability. While CBRE conducts supplier screening, vendors must self-monitor and should be able to demonstrate compliance with CBRE’s Supplier Code of Conduct upon request. If a vendor is flagged as noncompliant, CBRE reserves the right to take appropriate actions, including on-site inspections or contract termination. A link to CBRE’s Ethics HelpLine in the Code explicitly reminds our suppliers, sub-contractors and their employees that they are invited to ask questions and raise concerns about activities they are aware of that conflict with CBRE’s Standards of Business Conduct or Supplier Code of Conduct. One supplier relationship was terminated in 2020 for violations of the Supplier Code of Conduct.

In 2020, we developed a plan to monitor supplier compliance against the Code and updated the Code language to explicitly reference actions taken upon identification of noncompliance with the Code. We also simplified the language in the Code to ensure stakeholders understand they can use the Ethics HelpLine to report concerns regarding CBRE’s conduct and business practices, as well as those of our suppliers. Additionally, we added a non-retaliation clause so that supplier employees can raise concerns about workplace safety, forced labor, wage and hour issues, corruption and any other misconduct violations.

In 2020, there were 38 instances of supplier misconduct allegations globally. Of these 38 cases, eight were substantiated, two were partially substantiated and 16 were unsubstantiated.

Our [Human Rights Policy](#) recognizes that we have a responsibility to respect human rights in our operations, to promote an appropriate example and to make a positive global impact. The policy outlines our commitment to combating the exploitation of children and therefore prohibiting any use of child labor with any vendor, supplier or other third-party arrangements. It also states that we will not do business with, tolerate or associate with organizations or entities that condone or are engaged in the practice of coercing or imposing work with little or no freedom of choice.

We have a zero-tolerance approach to modern slavery, and we are committed to consistently reviewing and strengthening our processes and systems to minimize the risk of human rights infringements anywhere in our supply chain. Our [Slavery and Human Trafficking Statements](#), which are updated annually, outline the specific steps we have taken across our business to ensure that slavery and human trafficking are not taking place and that we meet the requirements of relevant legislation. CBRE's mySupplier, our supplier engagement and compliance portal, ensures suppliers confirm their compliance with the U.K. Modern Slavery Act and declare that neither their organization nor any supplier engages in activities which would constitute an abuse of human rights. In addition, the CBRE Australia team established a specific risk assessment protocol for modern slavery risks in their local business as well as a supplier audit protocol. Additional information on our Human Rights Policy and Slavery and Human Trafficking Statements can be found in the Ethics & Compliance section of this report.

Training is an essential element and a top priority for the ongoing success of our supply chain activities. CBRE partners with the [Supply Chain Sustainability School](#) to provide a collection of training modules for CBRE employees in our online learning platform, Talent Coach.

CBRE employees now receive access to trainings on a wide range of topics such as continuous improvement, project management, LEAN, diversity, modern slavery and sustainability.

Supplier Screening [103-1, 103-2, 103-3]

CBRE conducts supplier screening specific to business segments and regions, with new suppliers screened for a variety of risks, including human rights and financial risks. Suppliers are also asked to acknowledge our Supplier Code of Conduct.

Supplier ESG screening is material to CBRE because we have a responsibility to mitigate negative environmental and social impacts in our supply chain.

In 2020, CBRE screened 27,687 suppliers globally that we manage for ourselves and our clients. CBRE's GWS North America supplier screening program surveys suppliers on more than 100 questions and allows CBRE to mitigate supplier risk by employing a robust prequalification, supplier selection and ongoing monitoring process that increases transparency and improves early detection of performance and/or reputational risks. The program also tracks supplier acceptance of our Supplier Code of Conduct. The program segments suppliers by risk profile and supplier classification to allow for some flexibility in the extent of the screening because all suppliers, whether providing on-site services or mailing products, are screened. The full screening covers security, financial health, insurance, global watch lists and other checks to limit, if not eliminate, residual risk we or our clients may face due to noncompliant suppliers and subcontractors. Screening is conducted annually on all suppliers, and suppliers that trigger health, safety and environmental risk undergo additional assessments with a third-party vendor. If a supplier fails the screening, CBRE takes corrective action, which could include contract termination. In 2020, we continued to expand the use of the GWS North America supplier screening program to validate supplier compliance with core and optional screening criteria.

CBRE's mySupplier, our new supplier engagement, compliance and management portal, started rolling out across all CBRE business segments and regions in 2020. This portal provides a single global platform with global minimum standards for reporting by country, client account and risk, as well as provides a database of supplier information that can feed into all other CBRE applications. The portal is used to screen suppliers on environmental and social criteria such as labor relations, code of conduct, bribery and corruption, environmental programs and policies, energy and climate, and environmental regulatory compliance. Suppliers are also scored on their answers to 16 sustainability-specific questions. These scores are reviewed at supplier governance and performance meetings to discuss how the supplier plans to improve their score. In 2020, there were 14,510 total active suppliers in the portal, including 10,323 that have accepted the CBRE Supplier Code of Conduct and have been approved. CBRE will continue to deploy mySupplier in 2021.

In 2020, CBRE continued our partnership with EcoVadis to embed sustainability ratings into the CBRE procurement process globally. EcoVadis rates suppliers on 21 corporate social responsibility (CSR) indicators and provides scorecards based on the rating results to help companies monitor CSR practices in their supply chain. The platform helps us benchmark against our industry, reduce risk, drive performance and improve environmental and social outcomes. CBRE's goal is to engage with up to 10,000 suppliers via EcoVadis in three years. In 2020, CBRE used EcoVadis to rate 190 suppliers. Our suppliers' average score of 54.5 points was around 10 points above CBRE's minimum score expectation of 45, and 13 ahead of the national average. Although it is not mandatory for our suppliers, those that pass the minimum expected EcoVadis score of 45 will have their scorecard available in mySupplier and be tagged as a "Sustainable Supplier." This allows us to prioritize suppliers with a strong sustainability score and guide spend towards them. In addition to using EcoVadis to rate CBRE's suppliers, CBRE itself is rated by EcoVadis and our scorecard is available to our clients and customers upon request. In 2020, CBRE earned an EcoVadis Gold performance medal, scoring in the 98th percentile.

Awards

- [CIPS Excellence in Procurement Awards](#): 2020 Best Use of Technology (Winner)
- [Procurement Leaders](#): 2020 Innovation Award (Finalist)
- [CIPS Australasia Supply Management Awards 2020](#): Large Procurement Team of the Year

Supplier Diversity [103-1, 103-2, 103-3]

Our [Supplier Diversity Program](#) is a business commitment to mentor, develop and integrate diverse suppliers into the provisioning of products and services for CBRE or our customers. CBRE defines a diverse supplier as a supplier that is at least 51% owned, operated and managed by an underrepresented group.

Supplier diversity is material to CBRE because it enables us to assist our clients in meeting their supplier goals, facilitate the success of diverse suppliers, increase our competitive advantage and drive economic impact or empowerment in underrepresented communities and in communities where we live and work. The topic is material within CBRE and its supply chain. As we engage with certified diverse partners, we will ultimately enhance CBRE's value proposition and be better positioned to meet and exceed our customers' needs.

In 2020, CBRE announced a pledge to spend at least \$1 billion with diverse suppliers in 2021 and to grow this spend to at least \$3 billion in five years. By achieving these goals, CBRE will substantially increase its engagement and partnerships with businesses that are certified as owned by underrepresented groups, including minorities, Indigenous people, women, veterans, LGBTQ+ and individuals with disabilities.

We aspire to earn a seat on the prestigious Billion Dollar Roundtable (BDR), a group that now consists of 28 companies that are recognized leaders in supplier diversity. Members of the BDR use their large-scale purchasing power and procurement practices to influence suppliers and drive positive outcomes for local communities around the world. To support our commitment, CBRE created a Vice President of Supplier Diversity position in 2020 to develop and drive our global supplier diversity program.

In 2020 CBRE awarded \$1.78 billion to small business and diverse-owned suppliers, for either client or CBRE needs. More than \$1.65 billion was spent with small business and diverse-owned suppliers on behalf of our clients, including \$1.05 billion on behalf of our GWS clients and \$607 million on behalf of our Property Management clients. We purchased more than \$117 million in goods and services from small business and diverse-owned suppliers for our corporate use. In 2020, we expanded the capture of diverse spend to include small business data globally, as well as diverse-owned supplier data in our EMEA and APAC regions.

We continue to engage with organizations that can help us identify and work with certified diverse suppliers. We are a corporate member of the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC), the National Veterans Business Development Council (NVBDC), the National Gay and Lesbian Chamber of Commerce (NGLCC) and Minority Supplier Development United Kingdom (MSDUK). We attend conferences and events organized by many of these councils to expand our relationships with diverse suppliers.

CBRE Indigenous Centre of Excellence

We launched the [CBRE Indigenous Centre of Excellence \(ICOE\)](#) in Australia in 2019 to increase supply chain diversity and connect Indigenous organizations with business opportunities through CBRE and our client base throughout Australia. Our ICOE provides an opportunity for Indigenous organizations to bid for relevant business opportunities valued up to \$50 million annually, either working directly with CBRE or within CBRE's client base, as new contracts become available or as existing contracts are renewed

In 2020, despite the unprecedented challenges in operating within a COVID-19 environment, CBRE established strong working relationships and identified approximately \$24 million in opportunities for our ICOE partners. Though less than our initial \$50 million target, we are incredibly proud that while navigating this difficult and changed industry landscape, we were able to remain focused and build a strong foundation for ongoing growth and success. Beyond the opportunities initially identified, CBRE and the ICOE are establishing a Social Development Initiative in 2021 that will divert a percentage of the profits made through the ICOE back into Indigenous communities. Specific investments will be announced as the program continues; however, CBRE is aiming to improve education and employment options for Indigenous communities as a primary focus.

**CBRE awarded
\$1.78 billion to
small business
and diverse-owned
suppliers, for either
client or CBRE
needs, in 2020.**

Real Estate Investments

ENVIRONMENTAL SUSTAINABILITY

CBRE Global Investors

Trammell Crow Company

CBRE Global Investors

CBRE Global Investors, a wholly-owned subsidiary of CBRE, is one of the world's largest real assets investment management firms. CBRE Global Investors has both the responsibility and opportunity to contribute to the sustainability of the environment, the wellbeing of people and to positively influence our operating partners, occupiers, supply chain and industry. Our [Sustainability Vision](#), published in February 2021, recognizes that ESG factors are fundamental to our business and to driving long-term outperformance in the real assets portfolios we manage.

Our Sustainability Vision focuses on the following aspects:

- **CLIMATE:** We commit to address climate-related risks and opportunities by focusing on delivering net-zero carbon performance and physical resilience.
- **PEOPLE:** We commit to champion diversity, equity, inclusion and the wellbeing of our people and other stakeholders.
- **INFLUENCE:** We commit to engage with and positively influence key stakeholders where we do not have direct management control.

Our Sustainability Vision has ambitious targets for the next two decades, including a corporate commitment to achieve many of our aspirations by 2040. This includes our aspiration to achieve net-zero carbon performance by 2040 for our directly managed, long-term core investments.

CBRE Global Investors' environmental sustainability commitments include:

- Long-term core strategies: Improve operational efficiency of assets and source green energy suppliers.
- Enhanced-return strategies: Minimize embodied carbon by preserving existing structures and carefully selecting new materials, using a whole lifecycle assessment to create energy-efficient, future-ready assets.
- Occupied office space: Work to reduce carbon in line with Science Based Targets initiative (SBTi) criteria by 2035.
- Tenant-controlled spaces (and others where the firm does not have direct control or management discretion): Encourage clients, tenants, fund managers, operating partners and other stakeholders to transition to net-zero carbon performance.

Additionally, CBRE Global Investors has committed to embed WELL principles in directly controlled assets by 2040, engage the supply chain and other stakeholders to help them embed sustainability principles and improve their performance by 2040, and embed B Impact environment, community, workers and governance principles.

In 2021, CBRE Global Investors updated our [Global ESG Policy](#) to guide the achievement of our Sustainability Vision through implementation of sustainable real assets investment management.

Trammell Crow Company

Trammell Crow Company (TCC), a wholly-owned subsidiary of CBRE, is one of the most prolific developers of and investors in commercial real estate in the United States and Europe. Corporate responsibility is at the heart of TCC's business practices. We strive to be recognized as much for our commitment to responsible business as for the quality of our commercial developments. We are committed to integrating responsible and sustainable business practices across our operations.

The vast majority of TCC projects have direct influence from a team member with sustainability training and accreditation. TCC currently has more than 10 million sq. ft. of projects in the pipeline or under construction that are pursuing LEED certification, however 100% of our projects feature sustainable attributes. TCC has more than 55 million sq. ft. of LEED projects delivered or in the pipeline, which makes us one of the largest sustainable developers in the nation.

Our sustainability professionals are engaged from the outset to source, shape and execute large-scale projects, from early stage concept through the entitlements process and through delivery. Being intentional about the full scope of sustainability from the beginning can make the entitlement process smoother, expedite time to market and foster long-term success.

TCC has long recognized that prudent environmental practices are a win-win for owners, investors and users of buildings, creating more efficient, comfortable and productive projects. In recent years the company has reimagined sustainability around the concept of shared advantage. This philosophy requires aligning with key stakeholders through an iterative feedback process that helps move a project quickly through the planning and entitlement process while incorporating health and wellness options, public gathering spaces and building on the backbone of transit infrastructure to help those networks succeed. Good governance means treating all stakeholders, including capital partners, occupiers and communities as partners in the successful execution of projects. And of course, sustainability means staying on the cutting edge of environmental innovation, such as applying artificial intelligence to smart buildings, so they are constantly learning to become more energy efficient and comfortable for users.

TCC proactively integrates a holistic sustainability strategy at the front end of development, rather than reactively responding to new regulatory demands and is developing a standard set of sustainable attributes that will be incorporated into all of our buildings, independent of any overall metric. This provides a substantial benefit to all stakeholders and facilitates stronger, more sustainable communities.

Telford Homes

Telford Homes is one of London's leading developers, with a sole focus on designing and constructing high quality Build to Rent (BtR) developments across the capital and its immediate surroundings. As a Trammell Crow Company developer, Telford Homes has a strong mandate for growth both in London and beyond, with the aim of becoming the U.K.'s leading BtR developer.

Telford Homes has a strong track record in construction, having delivered over 13,000 homes across London since incorporation in 2000. As a developer contractor, we pride ourselves on our relationships with our suppliers and sub-contractors, our commitment to health and safety and promoting diversity and inclusion across the construction industry.

Sustainability is a central tenet to our business model. Our Building a Living Legacy (BLL) sustainability strategy underpins our commitment to creating places that stand the test of time, and we are dedicated to making a positive long-term contribution to London's built environment. Under the strategy, we have developed a framework to help manage our priority areas where we believe we can have the greatest positive impact. These areas are to improve the quality of life for our customers, enhance local communities, support our operations and deliver value for our investors.

In 2020, Telford Homes announced its ambition to be a net zero carbon company by 2030. The [Telford Homes' 2021 Sustainability Report](#), published in May 2021, provides an update on the company's progress toward the BLL strategy and outlines the company's 2030 Journey.

In March 2021, Telford Homes was ranked as the U.K.'s most sustainable housebuilder in the [2020 NextGeneration Sustainability Benchmarking Report](#).

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MORE INFORMATION

This report and future updates can be accessed at:

cbre.com/responsibility

For questions regarding this report or its contents, please contact:

Responsibility@cbre.com

This report provides an overview of the economic, environmental and social impacts of CBRE globally in 2020. This is our 14th annual Corporate Responsibility Report, with the most recent report (2019 Corporate Responsibility Report) published in May 2020.

Except where noted, the information covered in this report highlights our corporate responsibility initiatives in fiscal year 2020 (January 1, 2020, through December 31, 2020). When available and significant, updates through early 2021 are included.

Four of the material issues in this report have been externally assured: Diversity, Equity & Inclusion, Employee Wellbeing, Occupational Health & Safety and Human Rights. Additionally, Scope 1, Scope 2 and some categories of Scope 3 greenhouse gas emissions have been third-party verified. The assurance and verification statements can be found at the end of this report.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. Locations of GRI disclosures are included throughout the report using the notation: [XXX-XX].

This report contains disclosures recommended in the Real Estate Services Sustainability Accounting Standard (Industry Standard, Version 2018-10) that was developed by the Sustainability Accounting Standards Board (SASB). These disclosures are included in the SASB Disclosures table as well as throughout the report using the code: [IF-RS-XXXX.X].

This report contains disclosures recommended by the Task Force on Climate-related Financial Disclosure (TCFD). These disclosures are included in the TCFD Disclosures table.

This report contains mapping to Sustainable Development Goals (SDGs). Locations of relevant SDGs are included throughout the report using the notation: [SDG XX].

This report contains Stakeholder Capitalism Metrics developed by the World Economic Forum (WEF) International Business Council (IBC). These metrics are included in the WEF Stakeholder Capitalism Metrics table.

This report contains disclosures that align with the Culture of Health for Business (COH4B) Practices that were developed by GRI in partnership with the Robert Wood Johnson Foundation. These disclosures are included in the COH4B Disclosures table.

GRI Content Index

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GRI Standard	Disclosure	Section	Omission
GRI 101: Foundation 2016			
General Disclosures			
GR 102: General Disclosures 2016	102-1	Name of the organization	About CBRE
	102-2	Activities, brands, products and services	About CBRE
	102-3	Location of headquarters	About CBRE
	102-4	Location of operations	Our Operations
	102-5	Ownership and legal form	About CBRE
	102-6	Markets served	Our Operations
	102-7	Scale of the organization	Our Operations
	102-8	Information on employees and other workers	People & Culture
	102-9	Supply chain	Procurement
	102-10	Significant changes to the organization and its supply chain	Our Operations
	102-11	Precautionary Principle or approach	Environmental Sustainability
	102-12	External initiatives	Memberships & Initiatives
	102-13	Membership of associations	Memberships & Initiatives
	102-14	Statement from senior decision-maker	A Message from Our CEO
	102-16	Values, principles, standards and norms of behavior	Ethics & Compliance, People & Culture
	102-17	Mechanisms for advice and concerns about ethics	Ethics & Compliance
	102-18	Governance structure	Governance
	102-22	Composition of the highest governance body and its committees	Governance

GRI Standard	Disclosure	Section	Omission
GRI 101: Foundation 2016			
General Disclosures			
GR 102: General Disclosures 2016	102-22	Composition of the highest governance body and its committees	Governance
	102-23	Chair of the highest governance body	Governance
	102-24	Nominating and selecting the highest governance body	Governance
	102-25	Conflicts of interest	Ethics & Compliance
	102-30	Effectiveness of risk management processes	Governance
	102-35	Remuneration policies	Governance
	102-38	Annual total compensation ratio	Governance
	102-40	List of stakeholder groups	Stakeholder Engagement
	102-41	Collective bargaining agreements	People & Culture
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement
	102-43	Approach to stakeholder engagement	Stakeholder Engagement
	102-44	Key topics and concerns raised	Stakeholder Engagement
	102-45	Entities included in the consolidated financial statements	About CBRE
	102-46	Defining report content and topic Boundaries	Material Topics
	102-47	List of material topics	Material Topics
	102-48	Restatements of information	Report Overview
	102-49	Changes in reporting	Material Topics
	102-50	Reporting period	Report Overview
	102-51	Date of most recent report	Report Overview
	102-52	Reporting cycle	Report Overview
	102-53	Contact point for questions regarding the report	Report Overview
	102-54	Claims of reporting in accordance with the GRI Standards	Report Overview
	102-55	GRI content index	GRI Content Index
	102-56	External assurance	Report Overview

GRI Standard	Disclosure	Section	Omission
Material Topics			
Greenhouse Gas Emissions in Managed Properties			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Environmental Sustainability
	103-2	The management approach and its components	Environmental Sustainability
	103-3	Evaluation of the management approach	Environmental Sustainability
GRI 305: Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	Environmental Sustainability
Energy Use in Managed Properties			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Environmental Sustainability
	103-2	The management approach and its components	Environmental Sustainability
	103-3	Evaluation of the management approach	Environmental Sustainability
GRI 302: Energy 2016	302-2	Energy consumption outside of the organization	Environmental Sustainability
Diversity, Equity & Inclusion			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	People & Culture
	103-2	The management approach and its components	People & Culture
	103-3	Evaluation of the management approach	People & Culture
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	People & Culture, Governance
Employee Wellbeing			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Workplace Safety & Wellbeing
	103-2	The management approach and its components	Workplace Safety & Wellbeing
	103-3	Evaluation of the management approach	Workplace Safety & Wellbeing
Occupational Health & Safety			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Workplace Safety & Wellbeing
	103-2	The management approach and its components	Workplace Safety & Wellbeing
	103-3	Evaluation of the management approach	Workplace Safety & Wellbeing

GRI Standard	Disclosure	Section	Omission
Material Topics			
Occupational Health & Safety			
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Workplace Safety & Wellbeing
	403-2	Hazard identification, risk assessment and incident investigation	Workplace Safety & Wellbeing
	403-3	Occupational health services	Workplace Safety & Wellbeing
	403-4	Worker participation, consultation, and communication on occupational health and safety	Workplace Safety & Wellbeing
	403-5	Worker training on occupational health and safety	Workplace Safety & Wellbeing
	403-6	Promotion of worker health	Workplace Safety & Wellbeing
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workplace Safety & Wellbeing
	403-9	Work-related injuries	Workplace Safety & Wellbeing Data is not available for workers who are not employees as it is outside our reporting boundary. We currently do not track information related to high-consequence work-related injuries but expect to in the future. We do not report on number of hours worked due to confidentiality constraints.
Human Rights			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Ethics & Compliance
	103-2	The management approach and its components	Ethics & Compliance
	103-3	Evaluation of the management approach	Ethics & Compliance
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	Ethics & Compliance
Supplier Diversity			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Procurement
	103-2	The management approach and its components	Procurement
	103-3	Evaluation of the management approach	Procurement

GRI Standard	Disclosure	Section	Omission
Material Topics			
Supplier ESG Screening			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Procurement
	103-2	The management approach and its components	Procurement
	103-3	Evaluation of the management approach	Procurement
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Procurement Data is unavailable for 2020 but we have implemented tracking systems that will allow us to report it in future years.
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Procurement Data is unavailable for 2020 but we have implemented tracking systems that will allow us to report it in future years
Employee Engagement			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	People & Culture
	103-2	The management approach and its components	People & Culture
	103-3	Evaluation of the management approach	People & Culture
Climate Risk			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Environmental Sustainability TCFD Disclosures
	103-2	The management approach and its components	Environmental Sustainability TCFD Disclosures
	103-3	Evaluation of the management approach	Environmental Sustainability TCFD Disclosures
Additional Topics			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Ethics & Compliance
	205-3	Confirmed incidents of corruption and actions taken	Ethics & Compliance
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Ethics & Compliance
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Sustainability
	302-3	Energy intensity	Environmental Sustainability
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental Sustainability
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Sustainability
	305-4	GHG emissions intensity	Environmental Sustainability

GRI Standard	Disclosure	Section	Omission
Additional Topics			
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Environmental Sustainability
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	People & Culture We report new hire and turnover data in percentages. We consider exact employee numbers to be confidential.
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	People & Culture We do not track training details by gender or employee category.
	404-3	Percentage of employees receiving regular performance and career development reviews	People & Culture We do not track performance review data by gender or employee category.
GRI 415: Public Policy 2016	415-1	Political contributions	Ethics & Compliance
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethics & Compliance
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Ethics & Compliance

Culture of Health for Business Disclosures

CBRE supports the [Culture of Health for Business](#) (COH4B), a collaborative project between the [Robert Wood Johnson Foundation](#) (RWJF) and the [Global Reporting Initiative](#) (GRI) to create a deeper understanding on how sustainability reporting on health-related topics can help foster corporate action towards a culture of health. The project identified 16 Culture of Health Business Practices (COHBPs) that cut across a broad set of ESG issues to help businesses build and promote a healthy working environment and manage impacts on population health through their operations, advocacy, marketing and branding, investments and philanthropy.

This is the first year that CBRE is aligning our disclosures with the COH4B. The following table maps the COHBPs with our related disclosures for each topic.

Culture of Health Business Practices	Description	Report Location
Strategic		
1. Health culture	Promoting an organizational culture of health	COVID-19 Workplace Safety & Wellbeing
2. Responsible corporate political activity	Activity that shapes public policy or public opinion	Ethics & Compliance
3. Responsible marketing practices	Commitments to responsible marketing	This business practice is not material to CBRE.
Policies & Benefits		
4. Health promotion and wellness	Providing health promotion and wellness programs	Workplace Safety & Wellbeing
5. Paid family and medical leave	Allowing employees to earn pay while away attending to illness, a family member or newborn	COVID-19 People & Culture
6. Health insurance	Providing employer-based health insurance	People & Culture
7. Equality, diversity and impartiality	Managing inequality, discrimination and diversity, including disability	Ethics & Compliance People & Culture Procurement
8. Financial literacy	Providing financial literacy resources	People & Culture

Culture of Health Business Practices	Description	Report Location
Workforce & Operations		
9. Work time	Managing working hours, schedules and schedule control	People & Culture
10. Job security	Managing job insecurity	People & Culture
11. Pay practices	Managing wage policies, minimum wages, wage satisfaction	Governance Ethics & Compliance
12. Occupational health and safety	Mandatory and voluntary occupational health and safety	Workplace Safety & Wellbeing
13. Physical environment	Managing air quality, lighting, green buildings, health promotion attempts through the built environment	Environmental Sustainability
Community		
14. Community environmental impacts	Managing the environmental impacts of company operations on communities	Environmental Sustainability
15. Social capital and cohesion	Encouraging links, shared values and understanding	Our Company People & Culture Workplace Safety & Wellbeing
16. Community involvement	Investments in programs to benefit communities, including disaster response and recovery	COVID-19 Communities & Giving

The Ten Principles of the United Nations Global Compact

Principle		Location
Human Rights		
1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Ethics & Compliance
2	make sure that they are not complicit in human rights abuses.	Ethics & Compliance
Labour		
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Ethics & Compliance; People & Culture
4	the elimination of all forms of forced and compulsory labour;	Ethics & Compliance
5	the effective abolition of child labour; and	Ethics & Compliance
6	the elimination of discrimination in respect of employment and occupation.	Ethics & Compliance; People & Culture
Environment		
7	Businesses should support a precautionary approach to environmental challenges;	Environmental Sustainability
8	undertake initiatives to promote greater environmental responsibility; and	Environmental Sustainability
9	encourage the development and diffusion of environmentally friendly technologies.	Environmental Sustainability
Environment		
10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics & Compliance

SASB Disclosures

CBRE supports the mission of the [Sustainability Accounting Standards Board](#) (SASB), which creates industry-specific sustainability accounting standards that help companies disclose financially material, decision-useful ESG information to investors. CBRE is a founding member of the [SASB Alliance](#). Laura Tyson, a member of CBRE's Board of Directors, sits on the Value Reporting Foundation Board of Directors, which appoints the members of the SASB Standards Board. CBRE also has a representative on the [SASB Standards Advisory Group](#) (SAG).

This is the fourth year that CBRE is disclosing data using the SASB standards. We identified the Real Estate Services standard as applicable to our company. The following table contains our disclosure on the topics included in that standard.

Code	Accounting Metric	2020 Disclosure
Sustainability Services		
IF-RS-410a.1	Revenue from energy and sustainability services	Revenue from energy and sustainability services totaled more than \$129.6 million across our operations globally.
IF-RS-410a.2	(1) Floor area and (2) number of buildings under management provided with energy and sustainability services	Globally, (2) 46,162 buildings under management totaling (1) 1.48 billion sq. ft. were provided with energy and sustainability services.
IF-RS-410a.3	(1) Floor area and (2) number of buildings under management that obtained an energy rating	CBRE registered and benchmarked (2) 5,819 buildings, representing (1) more than 334 million sq. ft., in the U.S. Department of Energy's ENERGY STAR program. Additionally, CBRE provided NABERS ratings to (1) more than 59.2 million sq. ft. of space in Australia and Energy Performance Certificates to (2) 1,152 units in the U.K. totaling (1) 16 million sq. ft.
Transparent Information & Management of Conflicts of Interest		
IF-RS-510a.1	Brokerage revenue from dual agency transactions	CBRE received \$187 million from brokerage revenue from dual agency transactions: \$80.9 million from APAC, \$106 million from the Americas and \$368,000 from EMEA. See a discussion of how we assure the professional integrity and duty of care of our workforce in avoiding conflicts of interest in the Ethics & Compliance section of this report. (See pages 12-13 of the SASB Real Estate Standard for the definition of "brokerage revenue from dual agency transactions.")
IF-RS-510a.2	Revenue from transactions associated with appraisal services	CBRE received \$36.5 million in revenue from transactions associated with appraisal services; \$23.1 million from APAC and \$13.3 million from the Americas. See a discussion of how we assure the professional integrity and duty of care of our workforce in avoiding conflicts of interest in the Ethics & Compliance section of this report. (See pages 13-14 of the SASB Real Estate Standard for the definition of "revenue from transactions associated with appraisal services." In EMEA, we have identified over 300 clients where we also provided appraisal services. We are currently developing a system to collect the applicable revenues for these transactions for future reporting.
IF-RS-510a.3	Amount of legal and regulatory fines and settlements associated with professional integrity or duty of care	In 2020, the total amount of monetary losses to CBRE as a result of settlements associated with professional integrity or duty of care was \$2.69 million. As a global firm with more than 100,000 employees, from time to time CBRE is involved in litigation incidental to our business. In 2020, these settlements were professional indemnity-related cases including negligence and malpractice. CBRE did not face monetary losses related to findings of fraud, corruption or bribery in 2020.

SASB Activity Metrics

Code	Activity Metric	2020 Disclosure
IF-RS-000.A	Number of property management clients, categorized by: (1) tenants and (2) real estate owners	CBRE had a total of 5,185 property and facilities management clients including (1) 1,058 tenants (occupiers) and (2) 4,127 real estate owners.
IF-RS-000.B	Floor area under management with owner operational control	CBRE managed 7 billion sq. ft. of properties globally for real estate owners and occupiers through our Property Management and Global Workplace Solutions business segments/lines.
IF-RS-000.C	Number of buildings under management with owner operational control	CBRE had a total of 20,371 buildings under management for property owners through our Property Management business line and 120,847 buildings under management for property occupiers through our Global Workplace Solutions business segments/lines.
IF-RS-000.D	Number of leases transacted, categorized by: (1) tenants and (2) real estate owners	CBRE transacted 52,400 leases for both tenants and real estate owners.
IF-RS-000.E	Number of appraisals provided	CBRE provided 518,425 valuation and advisory assignments, including 317,600 residential valuation assignments in Asia Pacific.

TCFD Disclosures

In 2018, CBRE formally expressed our support for the [Task Force for Climate-Related Financial Disclosures](#) (TCFD). The TCFD developed recommendations for voluntary climate-related financial disclosures that are consistent, comparable, reliable, clear and efficient, and provide decision-useful information to lenders, insurers and investors.

The following table contains our progress on the recommended disclosures of the TCFD.

Code	Disclosures	2020 Progress
Governance		
TCFD 1(a)	Describe the board's oversight of climate-related risks and opportunities.	While our Board of Directors has not explicitly had oversight of climate-related risks and opportunities in the past, the Board does have oversight for both enterprise risk management and corporate responsibility. We expect that the Board will have more direct oversight of climate-related issues within the next year. This may take the form of monitoring and overseeing progress against goals and targets for addressing climate-related issues.
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	<p>Our Executive Vice President and General Counsel oversees enterprise risk management. Each year, the enterprise risk management team conducts an enterprise risk assessment to identify the company's most pressing risks. The assessment factors in the opinions of our leaders from across all business lines and geographies.</p> <p>In late 2020, a Climate Risk Task Force consisting of senior-level members of management and representatives from across the company's business lines and geographies was appointed by members of the company's Enterprise Risk Committee. The Task Force identified a variety of physical and transition risks that could impact the company and assessed the risks based on their likelihood and level of impact. This work is continuing into 2021.</p> <p>Our Chief Responsibility Officer reports directly to the CEO and oversees corporate responsibility at CBRE. The corporate responsibility team is responsible for setting greenhouse gas emission reduction targets and monitoring and reporting progress toward those targets.</p>
Strategy		
TCFD 2(a)	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	<p>Given the global scale of CBRE and the types of services we offer, both physical and transition climate-related risks could impact CBRE and our clients. These risks include, but are not limited to:</p> <ul style="list-style-type: none"> Acute and chronic physical risks, including increased severity and frequency of extreme weather events, increased likelihood and severity of wildfires, changes in precipitation patterns and extreme variability in weather patterns, rising mean temperatures, rising sea levels Transition risks, including regulatory risks such as carbon pricing mechanisms and emissions reporting mechanisms, exposure to litigation, transitioning to lower emissions technologies, changing customer behavior, shifts in customer preferences, increasing stakeholder concern <p>CBRE's climate-related opportunities include expanding the number of clients to which we provide sustainability services as well as expanding the types of sustainability services that we offer. Services we currently offer include data management, smart buildings systems integration, energy consulting, energy procurement solutions, certification services and sustainability consulting.</p>
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	CBRE's Climate Risk Task Force identified a variety of physical and transition risks that could impact the company. Now that these risks have been identified, we plan to conduct an assessment on the impact of climate-related risks and opportunities on our businesses, strategy and financial planning within the next year.
TCFD 2(c)	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	We plan to conduct a climate-related scenario analysis within the next year.

Code Disclosures 2020 Progress

Risk Management

TCFD 3(a)	Describe the organization's processes for identifying and assessing climate-related risks.	<p>Each year, CBRE's enterprise risk management team conducts an enterprise risk assessment to identify our most pressing risks. The assessment factors in the opinions of our leaders from across all business lines and geographies. Because climate change was identified through this process as an emerging risk, a Climate Risk Task Force consisting of senior-level members of management and representatives from across the company's business lines and geographies was assembled to identify and assess climate-related risks that could impact CBRE.</p> <p>The Task Force began to meet regularly in late 2020. Its members were educated on a range of both physical and transition climate-related risks that could impact CBRE and its clients. The Task Force used their knowledge of the business to determine which of these risks were most likely to impact the company and in which business lines and geographies. Once the relevant risks were identified, the Task Force rated each risk on the degree to which they believed the risk would impact the business and the likelihood that the risk would materialize. Further assessment will include determining the time horizons, potential financial impacts and cost of responses for the risks identified, as well as more clarity on likelihoods and magnitude of impacts.</p>
TCFD 3(b)	Describe the organization's processes for managing climate-related risks.	CBRE's Climate Risk Task Force identified a variety of physical and transition risks that could impact the company. Now that these risks have been identified, we are developing a process for managing the risks.
TCFD 3(c)	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Each year, CBRE's enterprise risk management team conducts an enterprise risk assessment to identify our most pressing risks. The assessment factors in the opinions of our leaders from across all business lines and geographies. Because climate change was identified through this process as an emerging risk, a Climate Risk Task Force consisting of senior-level members of management and representatives from across the company's business lines and geographies was appointed by members of the company's Enterprise Risk Committee to identify and assess climate-related risks that could impact CBRE. Now that these risks have been identified, we are developing a process for managing the risks. This process will be integrated into the company's existing processes for managing enterprise risks. A description of our enterprise risk management processes can be found in the Governance section of this report.

Metrics & Targets

TCFD 4(a)	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	CBRE discloses our greenhouse gas emissions and energy consumption each year. We have included five years of data for each of these metrics in the Environmental Sustainability section of this report. We also disclose our revenue from energy and sustainability services, floor area and number of buildings under management provided with energy and sustainability services, and floor area and number of buildings under management that obtained an energy rating in the SASB Disclosures section of this report.
TCFD 4(b)	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Scope 1, 2 and 3 GHG emissions are disclosed in the Environmental Sustainability section of this report. We plan to conduct an analysis of the risks related to our GHG emissions in the next year.
TCFD 4(c)	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	In 2020, CBRE set a science-based target for greenhouse gas emissions reduction. This target includes Scopes 1, 2 and 3 emissions and was approved by the Science-Based Targets initiative . Details on the target and performance against it is disclosed in the Environmental Sustainability section of this report.

WEF Stakeholder Capitalism Metrics

CBRE recognizes the [World Economic Forum's \(WEF\)](#) International Business Council (IBC) [Stakeholder Capitalism Metrics \(SCM\)](#), a core set of common metrics and disclosures on non-financial factors for investors and other stakeholders. The Stakeholder Capitalism Metrics includes a set of 21 core and 34 expanded metrics and disclosures which are organized under four pillars that are aligned with the Sustainable Development Goals and principal ESG domains: Principles of Governance, Planet, People and Prosperity.

This is the first year that CBRE is reporting against the SCMs. The following table includes our disclosure on the relevant metrics for our business.

Theme	Description	2020 Disclosure
Governance: Core metrics and disclosures		
Governing purpose	Setting purpose	CBRE currently does not have a purpose statement.
Quality of governing body	Governance body composition	2021 Proxy Statement (page 3 and pages 9-13)
Stakeholder engagement	Material issues impacting stakeholders	Governance - Material Topics
Ethical behavior	Anti-corruption	Ethics & Compliance - Anti-corruption
	Protected ethics advice and reporting mechanisms	Ethics & Compliance - Management
Risk and opportunity oversight	Integrating risk and opportunity into business process	2020 Form 10-K (pages 9-22)
Governance: Expanded metrics and disclosures		
Governing purpose	Purpose-led management	CBRE currently does not have a purpose statement.
Quality of governing body	Progress against strategic milestones	Environmental Sustainability - Emissions & Energy
	Remuneration	2021 Proxy Statement (page 52)
Ethical behavior	Alignment of strategy and policies to lobbying	Ethics & Compliance - Public Policy & Political Participation
	Monetary losses from unethical behavior	Ethics & Compliance - Professional Integrity and Conflicts of Interest SASB Disclosures
Risk and opportunity oversight	Economic, environmental and social topics in capital allocation framework	CBRE currently does not disclose this information.

Theme	Description	2020 Disclosure
Planet: Core metrics and disclosures		
Climate change	Greenhouse gas (GHG) emissions	Environmental Sustainability - Emissions & Energy
	TCFD Implementation	Environmental Sustainability - Climate Risk TCFD Disclosures
Nature loss	Land use and ecological sensitivity	This topic is not material to CBRE.
Freshwater availability	Water consumption and withdrawal in water-stressed areas	This topic is not material to CBRE.
Planet: Expanded metrics and disclosures		
Climate Change	Paris-aligned GHG emissions targets	Environmental Sustainability - Emissions & Energy
	Impact of GHG emissions	CBRE currently does not disclose this information.
Nature loss	Land use and ecological sensitivity	This topic is not material to CBRE.
	Impact of land use and conversion	This topic is not material to CBRE.
Freshwater availability	Impact of freshwater consumption and withdrawal	This topic is not material to CBRE.
Air pollution	Air pollution	This topic is not material to CBRE.
	Impact of air pollution	This topic is not material to CBRE.
Water pollution	Nutrients	This topic is not material to CBRE.
	Impact of water pollution	This topic is not material to CBRE.
Solid waste	Single-use plastics	This topic is not material to CBRE.
	Impact of solid waste disposal	This topic is not material to CBRE.
Resource availability	Resource circularity	This topic is not material to CBRE.
People: Core metrics and disclosures		
Dignity and equality	Diversity and inclusion (%)	Governance - Board of Directors People & Culture - Workforce
	Pay equality (%)	CBRE currently does not disclose this information.
	Wage level (%)	Governance - CEO Pay Ratio
	Risk for incidents of child, forced or compulsory labor	CBRE currently does not disclose this information.
Health and wellbeing	Health and safety (%)	Workplace Safety & Wellbeing - Performance Workplace Safety & Wellbeing - Management
Skills for the future	Training provided (#, \$)	People & Culture - Learning & Development

Theme	Description	2020 Disclosure
People: Expanded metrics and disclosures		
Dignity and equality	Pay gap (% , #)	People & Culture - Diversity, Equity & Inclusion
	Discrimination and harassment incidents (#) and the total amount of monetary losses	Ethics & Compliance - Workplace Harassment
	Freedom of association and collective bargaining at risk (%)	People & Culture - Employment Ethics & Compliance - Human Rights
	Human rights review, grievance impact and modern slavery (#, %)	CBRE currently does not disclose this information.
	Living wage (%)	CBRE currently does not disclose this information.
Health and wellbeing	Monetized impacts of work-related incidents on organization (#, \$)	CBRE currently does not disclose this information.
	Employee wellbeing (#, %)	CBRE currently does not disclose this information.
Skills for the future	Number of unfilled skilled positions (#, %)	CBRE currently does not disclose this information.
	Monetized impacts of training - Increased earning capacity as a result of training intervention (% , \$)	CBRE currently does not disclose this information.
Prosperity: Core metrics and disclosures		
Employment and wealth generation	Absolute number and rate of employment	People & Culture - Workforce
	Economic contribution	2020 Form 10-K (pages 30-53)
	Financial investment contribution	2020 Form 10-K (pages 30-53)
Innovation of better products and services	Total R&D expenses (\$)	CBRE currently does not disclose this information.
Community and social vitality	Total tax paid	2020 Form 10-K (pages 30-53)
Prosperity: Expanded metrics and disclosures		
Employment and wealth generation	Infrastructure investments and services supported	This topic is not material to CBRE.
	Significant indirect economic impacts	This topic is not material to CBRE.
Innovation of better products and services	Social value generated (%)	CBRE currently does not disclose this information.
	Vitality Index	CBRE currently does not disclose this information.
Community and social vitality	Total Social Investment (\$)	CBRE currently does not disclose this information.
	Additional tax remitted	CBRE currently does not disclose this information.
	Total tax paid by country for significant locations	CBRE currently does not disclose this information.

Forward Looking Statements



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

Please refer to our most recent quarterly report filed on [Form 10-Q](#), and our most recent annual report filed on [Form 10-K](#), and in particular any discussion of risk factors or forward-looking statements therein, which are available on the [SEC's website](#), for a full discussion of the risks and other factors that may impact any forward-looking statements that may be included in this report. Except to the extent required by applicable securities laws, we undertake no obligation to update or publicly revise any of the forward-looking statements that may be included here.

Independent Verification and Assurance Statements



VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

Apex Companies, LLC (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by CBRE for the period stated below. This verification declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of CBRE. CBRE is responsible for the preparation and fair presentation of the GHG statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide

Types of GHGs: CO₂, N₂O, CH₄

GHG Emissions Statement:

- **Scope 1:** 60,400 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 22,600 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 22,700 metric tons of CO₂ equivalent
- **Scope 3:**
 - Category 1, Purchased Goods & Services:** 205,700 metric tons of CO₂ equivalent
 - Category 3, Fuel- and Energy-Related Activities:** 5,400 metric tons of CO₂ equivalent
 - Category 6, Business Travel:** 13,800 metric tons of CO₂ equivalent
 - Category 7, Employee Commuting:** 77,200 metric tons of CO₂ equivalent

GHG Emissions Intensities:

- **Scope 1 + Scope 2 (Location-Based) metric tons of CO₂ equivalent per dollar of revenue (USD):**
0.00000348
- **Scope 1 + Scope 2 (Market-Based) metric tons of CO₂ equivalent per dollar of revenue (USD):**
0.00000349
- **Scope 1 + Scope 2 (Location-Based) metric tons of CO₂ equivalent per employee Full-Time Equivalent:** 0.830
- **Scope 1 + Scope 2 (Market-Based) metric tons of CO₂ equivalent per employee Full-Time Equivalent:**
0.831

Data and information supporting the GHG emissions statement were in some cases estimated rather than historical in nature.

Period covered by GHG emissions verification:

- January 1, 2020 to December 31, 2020

**Criteria against which verification conducted:**

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)

Reference Standard:

- ISO 14064-3 Second Edition 2019-04: Greenhouse gases -- Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of $\pm 5\%$ for aggregate errors in sampled data for each of the above indicators

GHG Verification Methodology:

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of CBRE;
- Review of documentary evidence produced by CBRE;
- Review of CBRE data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by CBRE to determine GHG emissions.

Verification Opinion:

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2), and the WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3).

It is our opinion that CBRE has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with CBRE, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.



Page 3

Attestation:

A handwritten signature in blue ink, appearing to read 'Ben Robinson'.

Benjamin Robinson, Lead Verifier
Project Manager
Apex Companies, LLC
Lakewood, Colorado

A handwritten signature in blue ink, appearing to read 'David Reilly'.

David Reilly, Technical Reviewer
Principal Consultant
Apex Companies, LLC
Santa Ana, California

June 25, 2020

This verification statement, including the opinion expressed herein, is provided to CBRE and is solely for the benefit of CBRE in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.

INDEPENDENT ASSURANCE STATEMENT

To: The Stakeholders of CBRE

Objectives and Responsibilities

Apex Companies, LLC (Apex) has been engaged by CBRE to provide moderate assurance of certain GRI Standards Disclosures in its 2020 Corporate Responsibility Report (the Report). This assurance statement applies to the related information included within the scope of work described below.

This information and its presentation in the Report are the sole responsibility of the management of CBRE. Apex was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on its content.

Scope of work

The scope of work included assurance of the following ("Subject Matter"):

- Select disclosures related to the material issues of diversity, equity and inclusion; employee wellbeing; occupational safety & health; and human rights; additional topics of energy and Greenhouse Gas (GHG) emissions (Scope 1 and 2); and general disclosures for Global Reporting Initiative (GRI) Standard 102 in CBRE's 2020 Corporate Responsibility Report. Specific disclosures assured are shown on the attached GRI Index;
- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyze and review the information reported;
- Evaluation of the nature and extent of CBRE's adherence to the general principles of AA1000AS v3
 - Inclusivity
 - Materiality
 - Responsiveness
 - Impact; and
- Evaluation of the Subject Matter against the principles of Completeness and Accuracy as defined in the related GRI Standards.

Reporting Criteria

The Subject Matter needs to be read and understood together with the GRI Standards as described in the Report.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period; and
- Positional statements (expressions of opinion, belief, aim or future intention by CBRE) and statements of future commitment;

Assurance Standard

The assurance process was conducted in line with the requirements of AccountAbility's AA1000 Assurance Standard v3 (AA1000AS v3) with Type 2 assurance.

The work was planned and carried out to provide moderate, rather than absolute assurance and we believe it provides a reasonable basis for our conclusions.

Summary of Work Performed

As part of its independent assurance, Apex undertook the following activities:

1. Conduct interviews with relevant personnel of CBRE;
2. Review of documentary evidence produced by CBRE;
3. Review of performance data including calculations, factors, supporting documentation and audit of a sample of which was traced back to the source data;
4. Review of CBRE's procedures and systems for collection, aggregation, analysis and review of data; and
5. Review of stakeholder engagement activities by reviewing reports and interviewing an external stakeholder.

Our work was conducted against Apex's standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

Conclusions

On the basis of our scope of work, methodology and the activities described above, it is our opinion that:

- The disclosures listed in the attached GRI index are accurate, reliable and free from material mistake or misstatement;
- The Subject Matter provides a fair representation of CBRE's activities over the reporting period;
- The Subject Matter is presented in a clear, understandable and accessible manner, and allows readers to form a balanced opinion over CBRE's performance and status during Calendar Year 2020;
- The Subject Matter properly reflects the organization's alignment to and implementation of the AA1000AS v3 principles of Inclusivity, Materiality, Responsiveness, and Impact in its operations. Further detail is provided below;
- CBRE has established appropriate systems for the collection, aggregation and analysis of relevant information; and
- CBRE has processes in place for consulting and engaging with its key stakeholders in a structured and systematic manner.

Alignment with the principles of AA1000AS v3

Inclusivity

CBRE has processes in place for identifying and engaging with a range of key stakeholders including investors, clients, employees, suppliers, and representatives from industry and sustainability associations as described in the Report. These engagement activities include written communications, meetings, surveys and participation in various organizations. Employee engagement includes a global employee engagement survey. The most recent survey conducted in 2021 had a response rate of 84% which indicates a high level of engagement. Detailed action planning is conducted based on the results of these employee surveys. Additionally, CBRE conducts materiality assessments every other year with the most recent one completed during early 2021. CBRE focuses its reporting on material issues identified in these assessments. Further detail regarding these aspects of inclusivity are described in the Report.

CBRE conducts a materiality assessment every two years to define the material topics to disclose in its reporting. CBRE conducted a materiality assessment during 2019 and again in early 2021. The 2021 materiality assessment included a survey of various internal and external stakeholders regarding CBRE's impacts on the environment, society and/or economy for potentially material topics. The assessment also asked stakeholders about financial impacts. Potentially material topics were selected based on review of previous materiality assessments, benchmarking, reporting standards, strategic priorities and CBRE's risk inventory. The material topics and the assessment process are described in the Report.

Responsiveness

CBRE demonstrated responsiveness to material issues during 2020 through various actions described in the Report. CBRE responds to issues raised during its employee engagement survey through action plans developed by internal teams. The company investigates issues raised through various reporting channels and takes remedial measures as deemed appropriate. In the material area of diversity, equity and inclusion, the company took action to accelerate their progress in this area, including appointment of their first Chief Diversity Officer. The Report discusses these and other responses by the company to its material issues.

Impact

CBRE has established processes to measure, evaluate and manage the company's impacts related to material topics. CBRE has documented these processes and they are integrated into the organization. CBRE addresses impacts that are identified through the materiality assessment process and employee engagement surveys. For the material topic of Workplace Safety, CBRE tracks the industry-standard metrics of Total Recordable Incident Rate (TRIR) and Lost Time Injury Rate (LTIR). They report their year over year performance based on these metrics. In 2020, CBRE announced that they established a science-based target for greenhouse gas emissions reductions. They calculate and report their GHG emissions annually. CBRE's actively involved in organizations such as the Real Estate Roundtable and shows their interest by contributing to improvement of sustainability issues within their industry.

Completeness

Based on our review, the select disclosures appropriately and accurately demonstrate that CBRE understands and manages the material topics that were subject to assurance. The Workplace Safety and Wellbeing section of the report was expanded to address the management approach requirements of the updated GRI standard. Workforce data are reported for the global organization that show gender and age diversity. Ethnic diversity is reported for the U.S. where the data are available and robust. The carbon footprint for global operations includes Scope 1 and Scope 2 greenhouse gas emissions. CBRE's progress towards science-based targets compared with the baseline year of 2019 is also reported.

Accuracy

As indicated in our conclusions above, the select disclosures included in the scope of work were found to be accurate, reliable, and free from material mistake or misstatement. CBRE has established appropriate systems for the collection, aggregation, and analysis of relevant information to allow for accurate reporting of data associated with the select disclosures that were within the scope of this assurance.

Based on the work conducted, we recommend CBRE to consider the following:

- Determine whether updated systems can facilitate reporting of additional information in accordance with the GRI standards where omissions currently exist.
- Continue to evaluate materiality of issues based on stakeholder and employee input and adjust reporting as deemed appropriate.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the assured disclosures in the Report.

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with CBRE, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the assurance of sustainability reporting.

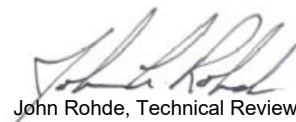


Lisa Barnes, Lead Assuror

Apex Companies, LLC

Lakewood, Colorado

July 26, 2021



John Rohde, Technical Reviewer

Apex Companies, LLC

Lakewood, Colorado



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GRI Index – Disclosures Assured

GRI Standard	Disclosure	Section	Omissions
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	102-1	Name of the organization	About CBRE
	102-2	Activities, brands, products, and services	About CBRE
	102-3	Location of headquarters	About CBRE
	102-4	Location of operations	Our Operations
	102-5	Ownership and legal form	About CBRE
	102-6	Markets served	Our Operations
	102-7	Scale of the organization	Our Operations
	102-8	Information on employees and other workers	People & Culture
	102-9	Supply chain	Procurement
	102-10	Significant changes to the organization and its supply chain	Our Operations
	102-11	Precautionary Principle or approach	Environmental Sustainability
	102-12	External initiatives	Memberships & Initiatives
	102-13	Membership associations	Memberships & Initiatives
	102-14	Statement from senior decision-maker	A Message from Our CEO
	102-16	Values, principles, standards, and norms of behavior	Ethics & Compliance, People & Culture
	102-17	Mechanisms for advice and concerns about ethics	Ethics & Compliance
	102-18	Governance structure	Governance
	102-22	Composition of the highest governance body and its committees	Governance
	102-23	Chair of the highest governance body	Governance
	102-24	Nominating and selecting the highest governance body	Governance
	102-25	Conflicts of interest	Ethics & Compliance
	102-30	Effectiveness of risk management processes	Governance
	102-35	Remuneration policies	Governance
	102-38	Annual total compensation ratio	Governance
	102-40	List of stakeholder groups	Stakeholder Engagement
	102-41	Collective bargaining agreements	People & Culture
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement
	102-43	Approach to stakeholder engagement	Stakeholder Engagement
	102-44	Key topics and concerns raised	Stakeholder Engagement
	102-45	Entities included in the consolidated financial statements	About CBRE
	102-46	Defining report content and topic Boundaries	Material Topics
	102-47	List of material topics	Material Topics
	102-48	Restatements of information	Report Overview
	102-49	Changes in reporting	Material Topics
	102-50	Reporting period	Report Overview
	102-51	Date of most recent report	Report Overview
	102-52	Reporting cycle	Report Overview
	102-53	Contact points for questions regarding the report	Report Overview
	102-54	Claims of reporting in accordance with the GRI Standards	Report Overview
	102-55	GRI content index	GRI Content Index

	102-56	External assurance	Report Overview	
GRI Standard	Disclosure		Section	Omissions
Material Topics				
Diversity, Equity, and Inclusion				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	People & Culture	
	103-2	The management approach and its components	People & Culture	
	103-3	Evaluation of the management approach	People & Culture	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	People & Culture, Governance	
Employee Wellbeing				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Workplace Safety & Wellbeing	
	103-2	The management approach and its components	Workplace Safety & Wellbeing	
	103-3	Evaluation of the management approach	Workplace Safety & Wellbeing	
Occupational Health and Safety				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Workplace Safety & Wellbeing	
	103-2	The management approach and its components	Workplace Safety & Wellbeing	
	103-3	Evaluation of the management approach	Workplace Safety & Wellbeing	
GRI 403: Occupational Health and Safety 2018	403-1	Explanation of the material topic and its Boundaries	Workplace Safety & Wellbeing	
	403-2	The management approach and its components	Workplace Safety & Wellbeing	
	403-3	Evaluation of the management approach	Workplace Safety & Wellbeing	
	403-4	Occupational health and safety management system	Workplace Safety & Wellbeing	
	403-5	Hazard identification, risk assessment, and incident investigation	Workplace Safety & Wellbeing	
	403-6	Occupational health services	Workplace Safety & Wellbeing	
	403-7	Worker participation, consultation, and communication on occupational health and safety	Workplace Safety & Wellbeing	
	403-9	Work-related injuries	Workplace Safety & Wellbeing	Data is not available for workers who are not employees as it is outside our reporting boundary. We currently do not track information related to high-consequence work-related injuries but expect to in the future. We do not report on number of hours worked due to confidentiality constraints.
Human Rights				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundaries	Ethics & Compliance	
	103-2	The management approach and its components	Ethics & Compliance	
	103-3	Evaluation of the management approach	Ethics & Compliance	
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	Ethics & Compliance	
Additional Topics				
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Sustainability	
	302-3	Energy intensity	Environmental Sustainability	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental Sustainability	
	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Sustainability	
	305-4	GHG emissions intensity (Scope 1 + 2)	Environmental Sustainability	

