



DIVERSITY, EQUITY AND INCLUSION

Innovate Reconciliation Action Plan Report 2024/26



CBRE



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About the Artists

My name is Destiny Escott, I'm from Doomadgee located in North Queensland in the gulf near the Northern Territory border. My tribe is Waanyi, Ganggalidda and Garawa.

My name is Fredrick Mick. I am Destiny's cousin and I also live in Doomadgee. My tribes are Gangalidda, Garawa and Waanyi and my skin name is Blanyi.

We are both boarding at NRL Cowboys House in Townsville and are completing Year 12 at Queensland Pathways State College.

Our artwork represents CBRE's connections between the land, the people, and the places where they do business. The background illustrates a cross-section of Australia as if seen from above like a bird, starting from the East Coast, crossing the Great Dividing Range, passing Uluru, and extending all the way to the West Coast. For us, Uluru is a symbol that represents the heart of Australia, so it was important for us to include it as part of the land.

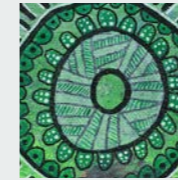
Layered on top of this are 13 meeting points, symbolising the 13 CBRE mini-communities across Australia. These are interconnected by journey lines, representing life, major rivers, and the ways people connect. We have incorporated animal tracks to signify movement, choosing two iconic Australian animals, the emu and the kangaroo, to represent leaving and going.



FREDRICK MICK & DESTINY ESCOTT

This artwork embodies the essence of connection and the intricate relationships between the land, its people, and the pathways they traverse, much like the core values of CBRE.

Symbols:



Meeting place or community

The 13 CBRE offices in Australia



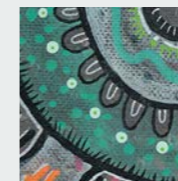
People

Investors, workers & community



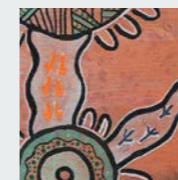
Journey lines

The connections, life and major rivers



Seeds/plants

Care for the land



Emu and Kangaroo footprints

Movement & animals are a part of our land/lives

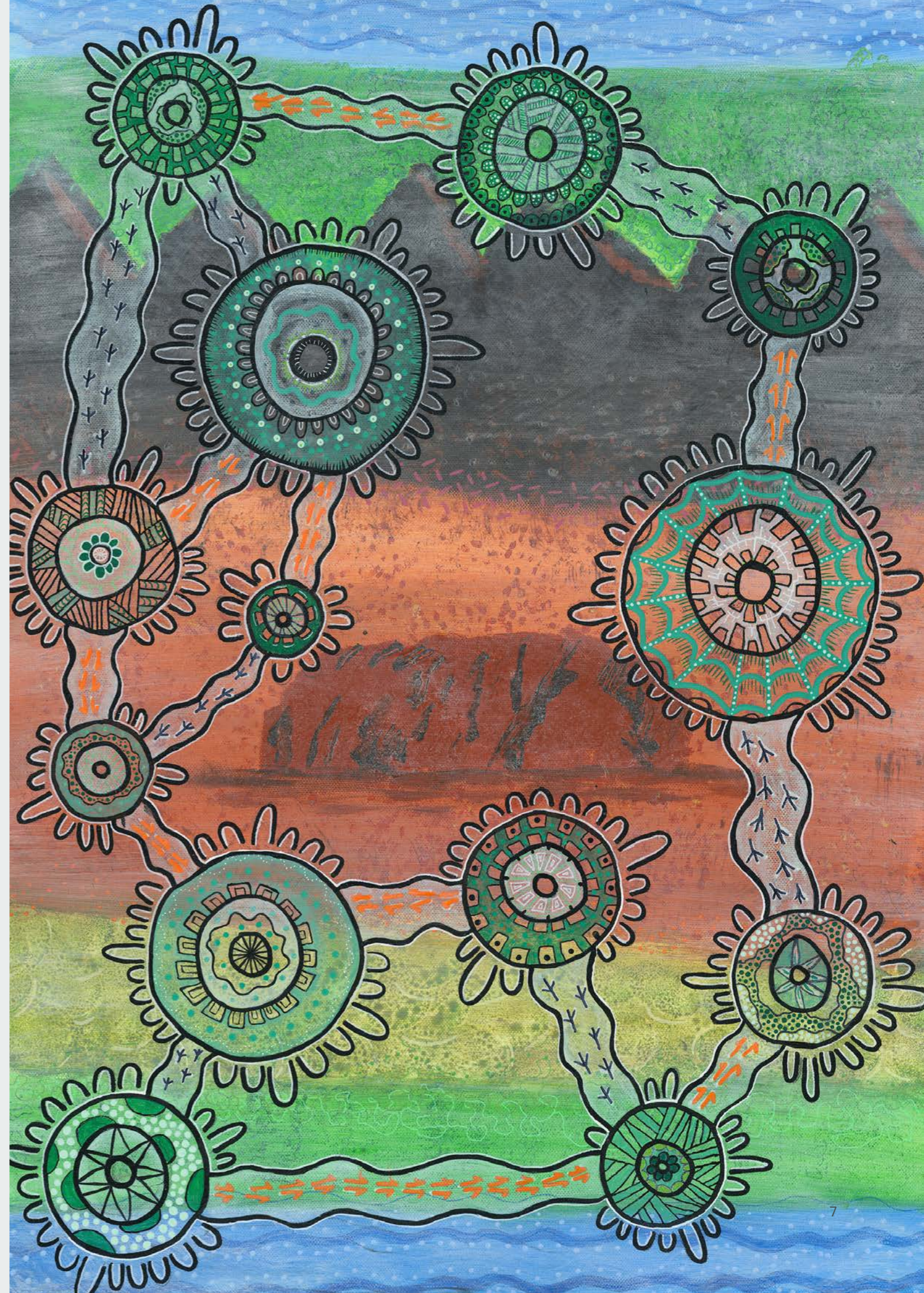


Rectangles

Buildings, offices, structures

As a unified and respectful community, CBRE humbly acknowledges the Traditional Custodians of the unceded lands across Australia. We recognise them as the continuing carers of Country and culture, with a connection dating back to the dreaming.

We pay our deep respect to Aboriginal and Torres Strait Islander peoples and their Elders, both past and present, for their ongoing care, custodianship, and leadership. We acknowledge and honour the rich heritage and cultural significance of the land on which we work.



CEO Statement from Reconciliation Australia

Reconciliation Australia commends CBRE on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. CBRE continues to be part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that CBRE will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to CBRE using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for CBRE to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, CBRE will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of CBRE's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey. Congratulations CBRE on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine

CEO
Reconciliation Australia

A message from the Pacific President & CEO of CBRE

I am proud to share CBRE's 2024-2026 Innovate Reconciliation Action Plan (RAP).

We are committed to contributing to and growing an Australia where we are all respected, safe and included, and our latest plan highlights the steps we are making as we continue our reconciliation journey.

As one of Australia's largest property services providers, we are very conscious that everything we do is conducted on the unceded lands of the Traditional Custodians. Also, alongside our 3,000-plus employees in Australia and our valued clients, our responsibility is to make a meaningful difference.

We want to contribute to building an equitable and reconciled Australia, and therefore see our reconciliation work as vital to our nation. Coming out of 2023, it is also essential that as reconciliation partners we think deeply about how we contribute to greater engagement on our path forward.

We have created strong foundations from our previous RAPs, from which we seek to mature and progress – building on our achievements and lessons learnt. In this RAP, we continue to focus our efforts around our three central themes: Acknowledgement, Awareness and Equity.

We will focus on deepening our relationships with partners to ensure our work to promote and advance reconciliation has a real and lasting impact. We will continue to acknowledge Aboriginal and Torres Strait Islander histories and invest to support First Nations employees by growing our awareness of their cultures, supporting them to succeed, and ensure that our workplaces are culturally safe.

Importantly, we will also take action to create equity for Aboriginal and Torres Strait Islander peoples and communities, through business and employment opportunities.

I look forward to continuing our reconciliation journey and engaging with CBRE leadership to drive and support our RAP commitments, ensuring equity and inclusion remain at the forefront of all that we do.



Phil Rowland
President & CEO
Pacific
Advisory Services

A message from the Executive Sponsor of the Reconciliation Action Plan Working Group

It is with great pride that I have taken on the role of Executive Sponsor for CBRE's Reconciliation Action Plan (RAP) Working Group. My motivations for nominating as sponsor were quite varied, including the desire to celebrate and acknowledge the oldest civilisation on Earth, but also wanting to genuinely make a difference in ensuring CBRE is an inclusive environment that embraces and partners with Aboriginal and Torres Strait Islander peoples. Above all, my hope is that together we can be better.

The RAP Working Group is a critical element in our journey to reconciliation. Where the RAP provides the pathway to deliver on our reconciliation vision, the Working Group members are pivotal in leading the way and encouraging their colleagues and the broader business to walk the path and contribute to positive change.

Indeed, our Working Group is passionate about guiding change in our organisation and I'd like to acknowledge and thank them for their ongoing contributions. I'd particularly like to acknowledge the Aboriginal and Torres Strait Islander employees who contribute invaluable cultural knowledge, ensuring our actions and messaging are inclusive, meaningful and respectful.

Our Working Group has contributed to a great many projects over the course of our last RAP, including NAIDOC and National Reconciliation Week programs and events; the development and distribution of new and updated resources, and importantly, the establishment of the Aboriginal and Torres Strait Islander employee network, Mob Connect.

As we move into the next phase of our reconciliation journey, I am excited to be part of the team that is driving change and I commit to listening, learning and delivering purpose-driven, meaningful action, including growing and strengthening our relationships; deepening our learning; and using our influence to support and grow reconciliation in Australia.



Lincoln Delahunt

Senior Managing Director
Western Australia

Executive Sponsor Reconciliation Action Plan Group

A message from Mob Connect, CBRE's Aboriginal and Torres Strait Islander employee network

As members of Mob Connect, we are proud to participate in CBRE's Innovate Reconciliation Action Plan (RAP), which ensures reconciliation is embedded in our work and contributes to an Australia where we all thrive.

Mob Connect provides a powerful avenue to express our voices and work with our colleagues to further reconciliation. We firmly believe that CBRE's RAP is critical to ensuring that we are a business that is supportive and inclusive of Aboriginal and Torres Strait Islander employees.

The RAP provides the essential means to be accountable and focus our efforts on educating our employees, raising awareness, and supporting Aboriginal and Torres Strait Islander employees to succeed. With a sense of urgency, we encourage our colleagues to take meaningful action towards reconciliation.

We urge all CBRE employees and departments to strengthen relationships with our First Nations partners, support and attend learning sessions, and use their influence to promote reconciliation with our colleagues and stakeholders. As a team, we can make a difference and contribute to a more inclusive and equitable future for everyone.

Mob Connect aims to support CBRE in creating a work environment that fosters mutual respect, diversity, and cultural understanding. We look forward to working with CBRE to achieve these goals and ensure reconciliation is central to its culture.



Craig Ingrey
Concierge and Guest Relations
North Sydney



Kathi McCulloch
Diversity, Equity & Inclusion Manager
Pacific

on behalf of Mob Connect

Our Diversity, Equity and Inclusion Vision

CBRE is at its best when people with different backgrounds and life experiences come together to produce great results for our clients, our company, our community and each other. Diversity, equity and inclusion (DE&I) is embedded in our RISE values and fundamental to our organisation. By creating an environment where each individual is valued for who they are, recognised for their contributions and given a chance to grow, we open our business to new perspectives and opportunities.

We're committed to creating an environment where all our people can bring their whole selves to work and feel valued and respected; are supported to contribute, thrive and achieve their potential; feel a sense of belonging and connectedness; are empowered to create a better world for themselves and others; and genuinely care for each other.

By actively promoting inclusivity, we create respectful, safe relationships and workplaces that strengthen our connection to our employees, clients, suppliers, and the markets we serve.

Our Reconciliation Vision

We acknowledge Aboriginal and Torres Strait Islander peoples, histories, knowledge and rights. We educate ourselves and our clients on the challenges, gaps and opportunities for creating a connected and collaborative Australia.

Our reconciliation vision is to lead and support reconciliation using our influence and business to contribute to an equitable nation for all; ensuring our workplace is equitable and that we leverage our place as one of Australia's largest property services providers to influence, support and promote reconciliation in the property industry.

At CBRE, we have an opportunity to support meaningful change and outcomes by creating and promoting economic, employment, education and social opportunities for Aboriginal and Torres Strait Islander peoples guided by Mob Connect.

Through our three core reconciliation pillars – acknowledgement, awareness and equity – we aim to play our part in ensuring that Australia is a place where we all feel a sense of belonging, respect, equity and connectedness.

Our three core reconciliation pillars:

Acknowledgement

We acknowledge Aboriginal and Torres Strait Islander peoples, histories, knowledge and rights.

Awareness

We educate ourselves and our clients on the challenges, gaps and opportunities for creating a connected and collaborative Australia.

Equity

We create opportunities for Aboriginal and Torres Strait Islander peoples through business, education and employment strategies and initiatives.



Our Business

CBRE is the world's largest commercial real estate services and investment firm, with more than 115,000 employees (excluding Turner & Townsend employees) in over 100 countries, across 500 offices. With 3,000+ professionals in Australia working across 13 offices, our teams collaborate across the country in every state and territory and in every sector of real estate. Our teams deliver services to a broad range of public and private sector clients, across metropolitan, regional and remote areas of Australia.

At the time of publication, CBRE employs 19 Aboriginal and Torres Strait Islander employees, making up 0.56% of Australian employees. Personnel are asked to self-identify as Aboriginal and/or Torres Strait Islander upon commencement of employment with CBRE. Responding to this question is optional, however, so staff numbers may in fact be higher than those recorded.

CBRE's mission is to realise the potential of our clients, professionals and partners by building the real estate solutions of the future. Our multi-disciplined, global platform and representation in key business centres worldwide provides a significant sphere of influence to deliver industry leadership. Indeed, our influence with external parties, particularly our clients, is fundamental to our DNA and

provides a unique opportunity to help drive change and make meaningful strides to advance Diversity, Equity and Inclusion (DE&I) in the workforce and our communities.

People are the heart of CBRE. When we have more diverse perspectives, backgrounds and life experiences, we can deliver the best results for clients, our employees, our business partners and the communities where we live and work. As such, employee wellbeing informs everything we do, from DE&I initiatives to workplace safety, community involvement and our actions toward reconciliation.

CBRE is firmly committed to continuing our Reconciliation Action Plan journey and increasing our commitments and actions so as to create a better future for all Australians.

Our Guiding Values

We believe our people are our most important asset, and we are committed to ensuring that CBRE is a great place for all employees to work and thrive. This is reflected in our company values: Respect, Integrity, Service & Excellence (RISE).

We encourage all our employees to bring the RISE values to each and every aspect of what they do within our business and to the clients we support.

Depicted below is how our RISE values align with our Innovate RAP core pillars of Respect, Relationships, Opportunities and Governance.

Respect

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

In our reconciliation efforts, CBRE is committed to providing more learning opportunities to build awareness and broaden our collective knowledge of Aboriginal and Torres Strait Islander Australian histories, cultures, art, achievements and challenges. Building respect for Aboriginal and Torres Strait Islander peoples is deeply aligned with CBRE's commitment to create a diverse, equitable and inclusive workplace.

Service

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

CBRE is committed to building sustainable, long-term relationships with Aboriginal and Torres Strait Islander partners and businesses, connecting them to opportunities with both CBRE and our clients.

Integrity

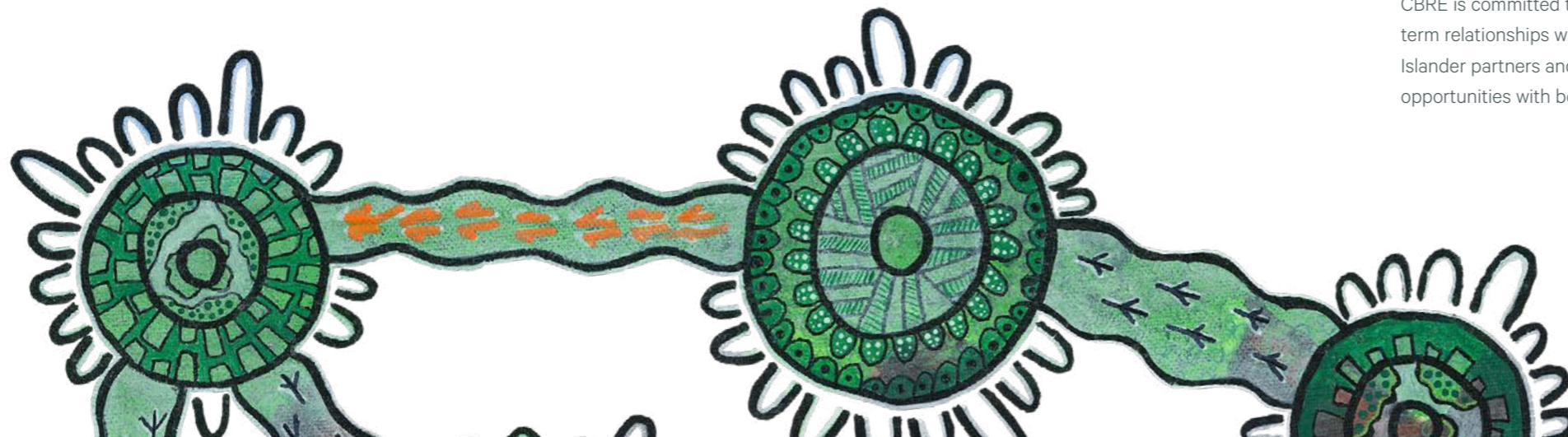
No one individual, no one deal, no one client, is bigger than our commitment to our company and what we stand for.

We will transparently measure and disclose CBRE's progress, activity, achievements and learnings from our RAP journey.

Excellence

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

We take the same approach to our reconciliation efforts, by focusing on driving opportunities, following best practice and going above and beyond to achieve the best outcomes for Aboriginal and Torres Strait Islander Australians.



Diversity, Equity & Inclusion Steering Committee

Our Diversity, Equity and Inclusion (DE&I) strategy and workplan is led by our DE&I Manager, Pacific. The work is overseen by our Pacific DE&I Steering Committee, which includes our RAP commitments. Our Pacific DE&I Steering Committee has senior representation from CBRE's Executive Team, including operations, to support and oversee the delivery of our RAP commitments.

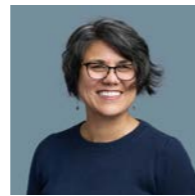
The steering committee consists of:



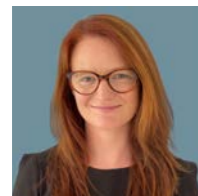
Alistair Laycock
Senior Managing Director
SA & ACT



Ingrid Massey
Director of People
Pacific



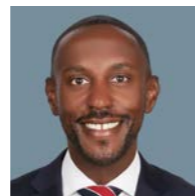
Kathi McCulloch
Diversity, Equity & Inclusion Manager
Pacific
Aboriginal & Torres Strait Islander representative



Laura Pratt
Diversity, Equity & Inclusion Manager
Pacific



Lisa Cooper
Chief Operating Officer
Pacific



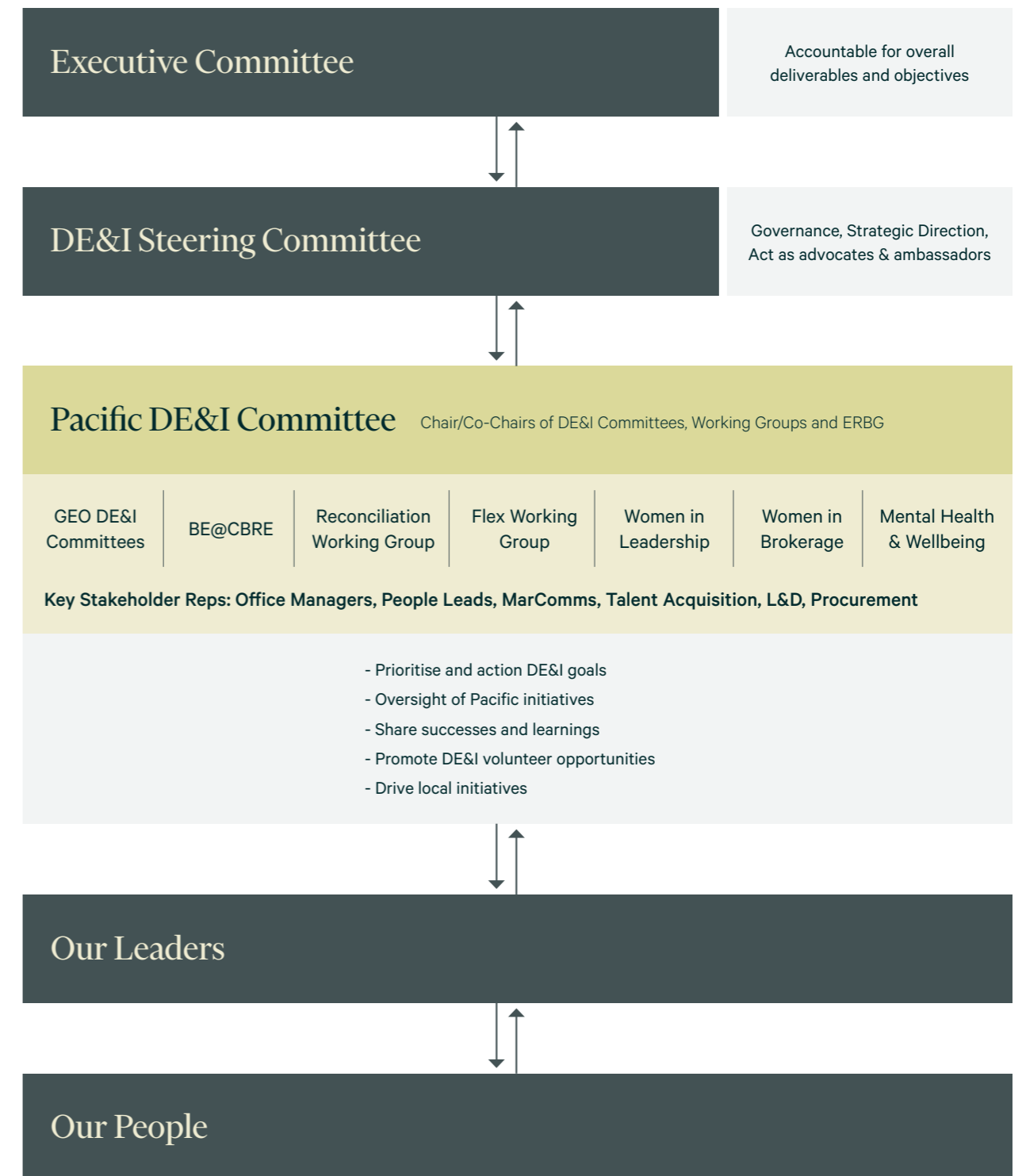
Steven Moses
National Facilities
Management Director



Su-Fern Tan
Head of ESG
Pacific

DE&I Governance

The graphic below outlines CBRE's DE&I Governance Structure, showcasing how the DE&I Steering Committee interacts with key DE&I Committees, including the Reconciliation Working Group (refer overleaf), and the chain of escalation for any issues that may arise.





RAP Working Group

Under the guidance of our DEI manager and the DEI steering committee we also have a RAP Working Group with diverse representation from across the business. The group meets every month and is tasked with assisting with the development of CBRE’s RAP as well as the delivery of our commitments.

Our Working Group is intentionally quite large. With 3,000+ employees working across every state and territory of Australia, it is important to include geographical representation to ensure actions, events and communications are communicated effectively across our offices; and as a multi-faceted business, with a broad range of business lines, it is important to ensure representation from across different parts of the business, to open the door for greater integration of actions across service delivery.

Additionally, our RAP is championed throughout the business and externally, by Phil Rowland, Pacific CEO, Lincoln Delahunt, Senior Managing Director WA and Executive sponsor of the RAP working group, the procurement team, Mob Connect, and the business leadership team.

The Working Group consists of:

EXECUTIVE SPONSOR

Lincoln Delahunt

Senior Managing Director

CHAIR

Kathi McCulloch

Diversity, Equity & Inclusion Manager
Pacific

*Aboriginal & Torres Strait Islander
representative*

Steven Lolas

First Nations Engagement Leader,
Global Workplace Solutions

*Aboriginal & Torres Strait Islander
representative*

Desiree Marlam

Director, Pacific Enterprise,
Global Workplace Solutions

Lisa Kavanagh

Head of Talent, L&D
Pacific

Niv Fernando

Associate, A&T

Stephanie Yang

L&D & DEI Coordinator

Stevie-Marie Marris

Senior Procurement Director
Property Management

Clayton Rowston

State Manager, NSW
Property Management

David Isatchenko

Senior Finance Director
Property Management

Matthew Harrison

National Ops Director,
Property Management

Mitchell Adam

Communications Lead

Monique Murgovski

People Lead, Advisory

Sue-Lin Tin

Head of Digital & Technology,
Advisory



Our RAP Journey

Building on our previous Innovate RAP, we have continued to grow our awareness; expand our opportunities to acknowledge Aboriginal and Torres Strait Islander peoples and their cultures and histories; and sought opportunities to create greater advantage for Aboriginal and Torres Strait Islander peoples.

The following outlines our key achievements and key learnings across this period.

Acknowledgement

Learning and Development

To support our commitment to broadening our knowledge and ability to observe and demonstrate respect for cultural protocols, we reviewed and updated CBRE's formal Acknowledgement of Country. To accompany this, we created a video resource explaining a Welcome to Country and an Acknowledgement of Country, how combined, they are part of an important cultural process and the purpose and significance behind the cultural protocol. The video featured Aboriginal CBRE employees, and examples of leaders delivering an Acknowledgement of Country.

To support employees to observe the Acknowledgement of Country cultural protocol, we created clan and nation slides for all in-office TV screens around Australia. These support employees in providing an Acknowledgement of Country, and one that is genuine and not scripted.

“
Paying respect and understanding the ceremonies of the Welcoming that takes place, nurtures cultural understanding, bridges gaps between communities and encourages reconciliation.
”



Steven Lolas

First Nations Engagement Leader,
Global Workplace Solutions

We increased our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. Recognising the importance of our leaders as role models, our leadership group was provided with cultural learning sessions through Mirri Mirri. We also provided an immersive experience option for the Circle of Excellence winners, our flagship awards program, at their reward trip to Uluru in August 2023.

In addition, all employees have been supported in their cultural learning with SBS cultural learning modules.

National Reconciliation Week Events

Expanding on our 2019–2020 activities, in 2022, we shared an array of resources with Pacific employees, including the history of National Reconciliation Week (NRW) itself, and how to add an Acknowledgement of Country to an email signature and Zoom templates. We also provided suggestions for actions they can take to advance reconciliation.

2022

Boorloo/ Perth Marked the start of NRW with a breakfast supplied by a First Nations catering company, while watching Reconciliation WA's NRW Virtual Breakfast.

Naarm/ Melbourne Local Indigenous kitchen Mabu Mabu catered for an event during NRW, and the office's client area also featured incredible new artwork as part of a partnership with D'lan gallery (located in the same building), with the lease costs going back into local Aboriginal and Torres Strait Islander communities.

2023

Pacific We hosted an information session for all employees to help raise awareness and understanding of the National Voice to Parliament before the referendum. Hosted in our Meanjin/Brisbane office, the broadcast was played in viewing parties around Australia to give all employees the opportunity to attend the panel discussion and ask questions. We subsequently created an information hub on the Voice for employees on our intranet.

Pacific Members of our RAP Working Group shared why reconciliation matters to them for the lead story in our Pacific employee newsletter.

Naarm/ Melbourne Set up a telescope pointing to a different city landmark each day during NRW, highlighting its Aboriginal history and cultural significance.

Northern Territory Our GWS local team held a Smoking Ceremony and commissioned a painting for the Darwin office by Eddie Kitching.

We promoted reconciliation and our commitment to it through our sphere of influence, including through generating content and sharing our activities to foster greater awareness on our [cbre.com.au](https://www.cbre.com.au) website, LinkedIn, X (formerly Twitter) and Instagram. Examples include a news story on Designing with Country, an episode of our Talking Property with CBRE podcast on creating impact through First Nation businesses.



Eddie Kitching, Cameron Moohan, Matt Bolitho and Lachlan McAndrew during the commissioned painting session

NAIDOC Week Events

We continued to foster respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

2021

Pacific Record-breaking Matildas footballer and proud Anaiwan woman, Kyah Simon, shared her story with CBRE employees in a company-wide webinar to launch the week. Our schedule also featured an information session about our newly-launched Innovate Reconciliation Action Plan, and employees were invited to participate in Mirri Mirri's Heal Country! Virtual workshop.

2022

Pacific NAIDOC Week started with an interactive, hour-long online training session delivered by Mirri Mirri, while we also highlighted our new-for-2022 sponsorship of NRL Cowboys House's Sista's Stand Strong program.

Tarntaya/ Adelaide & North Sydney Guided art sessions.

Sydney The renaming of meeting rooms in our Sydney CBD office and a presentation from Living Black's Karla Grant.

Meanjin/ Brisbane A smoking ceremony and the delivery of Welcome to Country delivered by Uncle Desmond Sandy.

Boorloo/ Perth A smoking ceremony and the delivery of Welcome to Country delivered by Shaun Nannup.



Uncle Desmond delivering a Welcome to Country to employees in our Brisbane office.



SA team's excursion to Adelaide Botanic Gardens

2023

Pacific We launched our new video resource to help employees deliver an Acknowledgement of Country and Mob Connect. A business-wide webinar explored our partnership with NRL Cowboys House and the power of connection to culture for Aboriginal and Torres Strait Islander peoples, while a third SBS Inclusion training module, on the Indigenous Voice to Parliament, was also shared with employees.

Tarntaya/ Adelaide Some of our Tarntaya/Adelaide team headed to the Adelaide Botanical Gardens for a guided tour of its Aboriginal Native plant trail, and teamed up with co-tenant (Commissioner Aboriginal Children & Young People) to hold a live Yidaki Performance, a Smoking Ceremony and Welcome to Country in the foyer of the building.

Awareness

External Review of CBRE People Policies and Cultural Practices

To direct our focus in culturally-appropriate recruitment, we partnered with Elephant in the Room to conduct a cultural review of our policies and cultural practices. Elephant in the Room undertook a two-part review, consisting of:

- A desktop review of key CBRE policies to identify potential barriers and practices that may have unintended impacts on Aboriginal and Torres Strait Islander employees, and
- A series of one-to-one and group meetings with personnel from across the CBRE business to understand the preparedness of CBRE to develop and implement an Aboriginal and Torres Strait Islander employee strategy.

This review generated a range of key recommendations and guidance to create a solid foundation for our Aboriginal and Torres Strait Islander recruitment strategy. This strategy is a key focus of this RAP.

Our key learning from this review was the need to ensure cultural safety for Aboriginal and Torres Strait Islander employees. To this end, Mob Connect is a crucial element, along with continuing to raise awareness of Aboriginal and Torres Strait Islander cultures, histories and knowledge within the business. CBRE has also created a Reconciliation page on our website to ensure any Aboriginal and Torres Strait Islander candidates can be assured we take cultural safety seriously and our clients can see our commitment to reconciliation.

Advantage

Mob Connect

During NAIDOC Week 2023, CBRE was proud to launch a dedicated employee group for Aboriginal and Torres Strait Islander employees. Mob Connect is a platform to support Aboriginal and Torres Strait Islander employees, help welcome new Aboriginal and Torres Strait Islander employees to our company and provide strategic advice to the business from a First Nations perspective.

“

Since becoming involved with Mob Connect, I've been thrilled at the group's potential and the positive impact it can have on our workplace. I'm excited to be part of a community that values and supports Aboriginal and Torres Strait Islander employees and their unique perspectives. By participating in discussions, I've felt a stronger sense of connection to my colleagues and my role at CBRE. This network can help foster a more inclusive and respectful workplace culture, and I'm honoured to be a part of it.

”



Craig Ingrey
Concierge & Guest Relations
Events Coordinator

Partnerships

We acknowledge the importance of supporting community-led initiatives to support Aboriginal and Torres Strait Islander peoples. To this end, we built on our relationship with NRL Cowboys House to sponsor their Women's Empowerment program, Sista's Stand Strong, which supports Aboriginal and Torres Strait Islander young women in their education ambitions. To expand the understanding of the partnership and promote greater investment and involvement during NAIDOC Week, Ingrid Massey, CBRE Pacific Director of People, was joined by Cowboys House staff members Rochelle, Fiona and Catherine, who shared the success and importance of helping First Nations students feel connected with their culture while they're away from home.



NAIDOC Week Webinar

CBRE's Property Management business developed an Indigenous Apprenticeship Program for our client ISPT's Spring Place precinct in the Melbourne CBD. We worked with AG Coombs, a long-term partner across the three Spring Place assets, to devise and deliver a framework to offer young Aboriginal or Torres Strait Islander peoples employment experience and a trade qualification. Having spent time at Spring Place on a work-experience basis in late-2023, our first apprentice began their three-year apprenticeship in early-2024.



Brett Wigmore Central West BUD, Cash Rainbow PM, Pat Ferson AGM, the Aboriginal and Torres Strait Islander students and coaching staff at the Football Clinic

In collaboration with the Darwin Olympic soccer club, we organised a football clinic during the spring 2023 school holidays to promote community participation.

An Aboriginal employee in our GWS local Tarntaya/Adelaide team worked with Facility Management Australia (FMA) and was invited to become an advisor for the SA FMA committee, focusing on raising awareness of reconciliation and community engagement among FMA members.

Over the period of our last RAP we explored multiple partnerships, including NRL Schools to Work. We had one apprentice taken on in the Naarm/Melbourne GWS local team due to this relationship and are exploring other opportunities.

In Boorloo/Perth in 2021, we entered into a co-location agreement with the Noongar Chamber of Commerce (NCCI) under a peppercorn lease structure. The alliance between a real estate company and an Aboriginal Chamber of Commerce and Industry was a strategic approach to reconciliation that had not yet been undertaken by any other organisations of this nature. The concept arose from the desire to collaborate with the NCCI, expand our business partnership and become a corporate member of NCCI while providing NCCI with needed office space in the CBD.

Our Tarntaya/Adelaide GWS office engaged with a major client to assist in their reconciliation journey and connection to community. This initiative is being explored with the view to being partners with other major clients.

We continued our relationship with Career Trackers and welcomed another two interns into the business.



“
The alliance between a real estate company and an Aboriginal Chamber of Commerce and Industry was a strategic approach to reconciliation that had not yet been undertaken by any other organisations of this nature.

Supplier Diversity

CBRE's approach to supporting diverse businesses through our supply chain is underpinned by our Supplier Diversity Program, which is our business's commitment to mentor, develop and integrate diverse suppliers into the provisioning of products and services for CBRE and our customers. This is further strengthened by our global commitment to spend US\$3 billion annually with diverse suppliers by 2025. The Program has three components:

Engagement

We are members of/partner with Australia's leading diverse supplier representative councils, including Supply Nation and State-based Chambers of Commerce, to identify and engage First Nations businesses. Once identified, diverse suppliers are screened by our procurement team, who assess capability, capacity, impact and risk. Suppliers that meet our criteria are approved for use. Suppliers who require assistance to meet our standards are placed into our development program.

Development

Our Development Program is for businesses that may not yet meet our rigorous procurement standards or be ready to work with large corporates, and includes tailored classes, business clinics and mentorship support designed to prepare businesses to tender for opportunities and become part of our supply chain.

Mentoring

We want to see our diverse suppliers grow alongside our business, which is why we select high-performing diverse businesses to join our Supplier Mentoring Program. We have 12 Aboriginal and/or Torres Strait Islander businesses currently part of our program – a number we aim to grow throughout the next iteration of our RAP.

Additionally, CBRE has continued its membership with Supply Nation, and we have developed a procurement training program for staff, which provides information about our Supplier Diversity Program, including where to find diverse suppliers and how to include them in tenders. We have also dedicated a section on our intranet to outlining our program and targets.

To share the story, we created a podcast featuring Kulbardi, with whom we entered a new supply agreement in 2023 covering our corporate offices in Australia and other diverse suppliers.



Case Study: Kulbardi Partnership

In 2023, CBRE entered into a new supplier partnership with Kulbardi, a majority First Nations-owned provider of stationery and office supplies. The partnership covers CBRE's corporate offices across Australia.

Kulbardi was founded by Balladong/Wilmen Noongar man Kim Collard in 2013, and today has offices around Australia. In Balladong dialect, Kulbardi means 'magpie', and the black and white colours of the magpie symbolise First Nations and non-Indigenous businesses coming together as one entity.

Buying from Kulbardi helps create a positive impact through CBRE's day-to-day activities by directing our spending towards organisations that contribute to the community. With Kulbardi, a portion of our spending is also invested in the Bibbulmun Fund, which invests in programs that support Aboriginal communities across Australia.

We celebrated Indigenous Business Month in Australia

This included two showcase webinars with First Nations business partners, and the impact they're having on their communities. The theme for the ninth year of the initiative was To Gather, Together, recognising that gathering is at the heart of building relationships in business.

Indigenous Business Month calls upon First Nations business owners and their non-Indigenous allies to gather online and in the community, to look at our actions today and how they will impact our tomorrow. Our first webinar, Working for Future Generations on October 12, featured three inspirational



Working for the Future Webinar: Lincoln Delahunt CBRE, Ray Pratt Dice Australia, Gerry Matera Eon Protection, Roman Deguchi Wildflower Gardens for Good

business leaders in conversation with Lincoln Delahunt, our Senior Managing Director in Western Australia and Pacific RAP Executive Sponsor, who was joined by Ray Pratt (Director,

Dice Australia), Gerry Matera (Managing Director, Eon Protection) and Roman Deguchi (Co-Founder & Director, Wildflower Gardens for Good). Ray, Gerry and Roman shared how they are using business as a force for change, empowering and providing pathways for future generations of First Nations talent into employment and entrepreneurship.

Our second webinar, First Nations Women Mean Business, featured an all-female First Nations Panel. Chaired by Natalie Slessor (our Executive Managing Director, Property Management) in conversation with Jasmine Newman (Managing Director & Co-Founder, Killara Services) and Jahna Cedar

OAM (Executive Director, IPS Management Consultants). Jasmine and Jahna shared their journeys, the challenges they've faced, the impact they are having in community and what their next chapters in business look like.



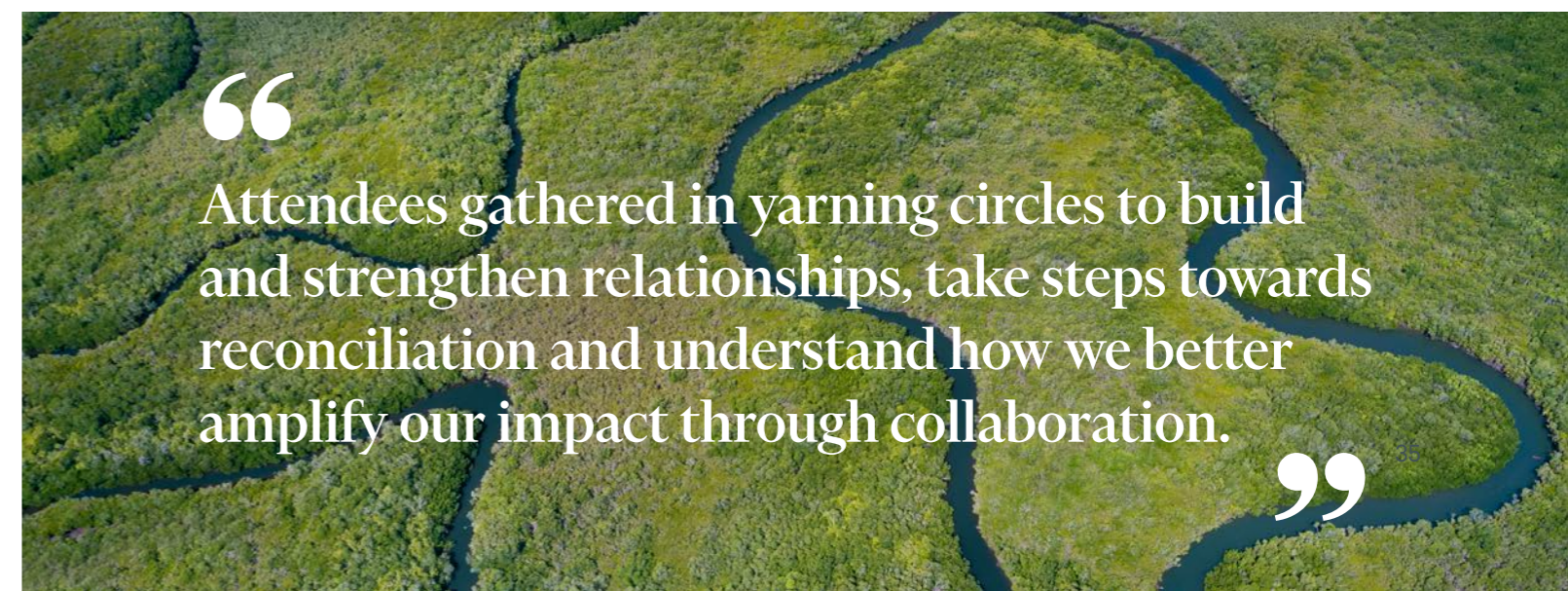
Natalie Slessor CBRE, in conversation with Jasmine Newman Killara Services and Jahna Cedar OAM IPS Management Consultants

Business Impact - Yarning with Partners

In November 2023, CBRE in partnership with IPS Management Consultants, hosted a very special breakfast event. CBRE was joined by our First Nations business and Social Enterprise partners and clients, for a morning of storytelling. Attendees gathered in yarning circles to build and strengthen relationships, take steps towards reconciliation and understand how we better amplify our impact through collaboration to create equity and positive impact where it's needed most.

CBRE partnered with IPS Management Consultants to bring a very unique experience to this event as a majority First Nations owned consultancy whose work is focused on creating meaningful pathways for First Nations people, businesses and communities.

This event marked the launch of CBRE's shared social impact project that will kick off in March 2024. The philosophy behind the event and project is to use our businesses as a vehicle for impact, and partner on how that can be magnified our through collaboration to deliver positive impact.



“Attendees gathered in yarning circles to build and strengthen relationships, take steps towards reconciliation and understand how we better amplify our impact through collaboration.”

Challenges and Key Learnings

There are a number of key challenges and learnings from our 2021-2023 Innovate RAP that we have incorporated into this RAP.

RELATIONSHIPS

It took us some time to engage a RAP advisor who subsequently was unable to continue to work alongside us. As we look to our upcoming RAP we will prioritise developing and implementing our engagement strategy with community and stakeholders. We will work with Mob Connect to assist in the development of this strategy.

EMPLOYMENT

We would like to increase the number of employees in the business who identify as Aboriginal and/or Torres Strait Islander. For this next RAP we will focus on creating pathways into the business, with a longer-term goal to support Aboriginal and/or Torres Strait Islander employees on their career journeys and into leadership positions. This is reflected in one of our additional commitments.

DISSEMINATION OF INFORMATION

As a matrix structured business we are challenged with ensuring we continuously share and remain aware of all the initiatives that occur across the business, including relationships and initiatives with First Nations businesses. Hence we have worked closely with others business lines to draft this RAP to ensure we are aligned in our goals.

COLLABORATION

We need to increase our collaboration in any initiatives that we form with First Nations businesses and communities to ensure that we are creating sustainable and truly equitable outcomes. Upon review it was determined that our Indigenous Centre of Excellence provided limited opportunity for some suppliers and needed a review. As a consequence, we have added an action to support us to deepen our existing relationships as a commitment in this RAP.

PROCUREMENT SPEND

The majority of our procurement spend is managed on behalf of clients and clients need to have the same objectives as ours. If these are not aligned it impacts our ability to increase our diverse-supplier spend. To date, we have found little uptake on diverse-supplier initiatives and predict this will continue to be a challenge. To address this challenge we have created The Social Impact Project which will bring together CBRE, our clients (occupiers and landlords), our key First Nations and Social Enterprise suppliers, and our community and philanthropic partners. Through a series of workshops, facilitated by First Nations consultancy firm IPS Management Consultants, we will co-create a collaborative commitment to deliver measurable social impact outcomes.

INTERNSHIP PROGRAM

We continue to partner with Career Trackers and recently hosted 2 more interns. While our interns reported their time at CBRE was productive and educational there are a few learnings CBRE has taken from this current round. Our Career Trackers interns would have a better experience at CBRE if we created a formal support program that consisted of a First Nations buddy to provide support and advice throughout the internship; a formal conversation about career opportunities at CBRE; and a group session to create a cohort connection between them as peer support. We have added an initiative to our RAP actions to support a better experience.



Relationships

CBRE is a business that is client-centric and values long-term relationships. We continuously seek opportunities to connect with people, capital and opportunities. CBRE is committed to work collaboratively with partners and customers as we strive towards our mission to build a diverse, equitable and inclusive workplace. We value the connections we have made to date with Aboriginal and Torres Strait Islander peoples, communities and businesses and alongside our partners, we aim to achieve positive and measurable impacts in communities.

Action	Deliverables	Responsibility	Timeline
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Diversity, Equity & Inclusion Manager	July 2024
	Develop and implement an engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Diversity, Equity & Inclusion Manager	October 2024
	Identify and deepen engagement with 3 key Aboriginal and Torres Strait Islander community organisations/businesses.	Diversity, Equity & Inclusion Manager	June 2024
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Diversity, Equity & Inclusion Manager	May 2024 - 2025
	RAP Working Group members to participate in an external NRW event.	Diversity, Equity & Inclusion Manager	27 May - 3 June 2024 - 2025
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Executive Sponsor RAP Working Group	27 May - 3 June 2024 - 2025
	Organise a range of NRW events each year for CBRE staff and stakeholders.	Diversity, Equity & Inclusion Manager	27 May - 3 June 2024 - 2025
	Register all our NRW events on Reconciliation Australia's NRW website.	Diversity, Equity & Inclusion Manager	May 2024 - 2025
	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	Communications Director	May 2024

Action	Deliverables	Responsibility	Timeline
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation publicly.	Communications Director	May 2024 - 2025
	Explore and implement opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Executive Sponsor RAP Working Group	May 2024
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Diversity, Equity & Inclusion Manager	May 2024 - 2025
4. Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	People Director	July 2024
	Develop, implement, and communicate an anti-discrimination policy and strategy for our organisation.	People Director	September 2024
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	People Director	June 2024
	Educate senior leaders on the effects of racism.	Head of Talent, L&D	August 2024 - 2025
	Identify cultural safety needs for First Nations peoples within CBRE and develop implementation plan.	Diversity, Equity & Inclusion Manager	August 2024

Respect

CBRE is committed to providing more opportunities to build awareness and broaden our collective knowledge and respect of Aboriginal and Torres Strait Islander histories, cultures, art, achievements and challenges. Building respect for Aboriginal and Torres Strait Islander peoples is deeply aligned with CBRE's commitment to create a diverse, equitable and inclusive workplace.

Action	Deliverables	Responsibility	Timeline
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	Head of Talent, L&D	May 2024
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Head of Talent, L&D	May 2024
	Develop, implement, and communicate a cultural learning strategy document for our employees.	Head of Talent, L&D	July 2024
	Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	Head of Talent, L&D	August 2024 - 2025
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Diversity, Equity & Inclusion Manager	September 2024 - 2025
	Implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Diversity, Equity & Inclusion Manager	March 2024
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Diversity, Equity & Inclusion Manager	May 2024 - 2025

Action	Deliverables	Responsibility	Timeline
6. (continued)	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Executive Sponsor RAP Working Group	May 2024 - 2025
	Develop training on Cultural Protocols for effective cultural engagement.	Head of Talent, L&D	August 2024
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	Executive Sponsor RAP Working Group	First week in July, 2024 - 2025
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	People Director	June 2024
	Promote and encourage participation in external NAIDOC events to all employees.	Communications Director	First week in July, 2024 - 2025
8. Build cultural safety within the organisation for Aboriginal and Torres Strait Islander employees	Develop and deliver a suite of cultural awareness, anti-racism and anti-discrimination and cultural safety training to all employees.	Head of Talent, L&D	September 2024
	CBRE's First Nations Employee Network to gather once a year to foster relationship building and cultural safety.	Diversity, Equity & Inclusion Manager	May 2024 - 2025

Opportunities

CBRE recognises the significance of the traditional lands on which our business operates and the importance to Aboriginal and Torres Strait Islander peoples of preserving the culturally significant sites, objects and places we may encounter during the course of our work. CBRE is privileged to be able to create opportunities and connect people with opportunities in the course of our work and we seek to amplify these opportunities. As global leaders in Commercial Real Estate, we seek to create employment, business and procurement opportunities that support Aboriginal and Torres Strait Islander peoples' economic prosperity.

Action	Deliverables	Responsibility	Timeline
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	Diversity, Equity & Inclusion Manager	May 2024
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	Diversity, Equity & Inclusion Manager	May 2024
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	People Director	September 2024
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Head of Talent Acquisition	April 2024 - May 2026
	Review and monitor progress of advertising job vacancies to Aboriginal and Torres Strait Islander stakeholders.	Head of Talent Acquisition	August 2024 February 2025 November 2025
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Head of Talent Acquisition	April 2024
	Develop and implement a pilot First Nations Employment Program that will attract and engage First Nations people to join CBRE.	Head of Talent Acquisition	February 2025
	Develop a Pathway to Property program that showcases the diversity of roles available within CBRE to school leavers and graduates.	Head of Talent, L&D	October 2024

Action	Deliverables	Responsibility	Timeline
9. (continued)	Research CBRE's existing formal learning and development programs to identify training and certification opportunities to enhance Aboriginal and Torres Strait Islander employees career progression.	Head of Talent, L&D	August 2024
	Research and create an action plan for a Cultural Leadership Development Program for First Nations employees that focuses on career progression and training opportunities.	Head of Talent, L&D	September 2024
	Create a formal mentoring program for Aboriginal and/or Torres Strait Islander employees .	Head of Talent, L&D	September 2024
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Review our Aboriginal and Torres Strait Islander procurement strategy.	Senior Procurement Director	May 2024
	Continue to hold Supply Nation membership.	Senior Procurement Director	May 2024 - 2025
	Increase opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Senior Procurement Director	May 2024 - 2025
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Senior Procurement Director	September 2024
	Identify and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Senior Procurement Director	May 2024 - December 2025
	Further mature our supplier mentoring program to develop and support suppliers to work within CBRE and increase the number and spend we have with diverse suppliers.	Senior Procurement Director	October 2024
	Continued year-on-year growth of Aboriginal and/or Torres Strait Islander procurement spend.	Senior Procurement Director	December 2024 - 2025
	11. Support employment pathways for school leavers and university students	Create a formal support program for First Nations interns.	Diversity, Equity & Inclusion Manager
Research and review existing internship program/s.	Diversity, Equity & Inclusion Manager	June 2024	

Governance

Action	Deliverables	Responsibility	Timeline
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Diversity, Equity & Inclusion Manager	May 2024 - 2025
	Review RAP charter for the RAP Working Group.	Executive Sponsor RAP Working Group	May 2024
	Meet at least four times per year to drive and monitor RAP implementation.	Diversity, Equity & Inclusion Manager	February, May, August November 2024 and 2025
13. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	Chair of RAP Working Group	May 2024
	Engage our senior leaders and other employees in the delivery of RAP commitments.	Chair of RAP Working Group	June 2024
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Chair of RAP Working Group	May 2024
	Report on RAP deliverables and progress to DEI Steering Committee quarterly.	Diversity, Equity & Inclusion Manager	April, July, Oct 2024 Jan, May, Aug, Nov 2025
	Maintain an internal RAP Champion from senior management.	Diversity, Equity & Inclusion Manager	May 2024 - 2026
	Set up mechanism to enable specific budget line for implementation of RAP actions	Executive Sponsor RAP Working Group	May 2024 - 2025

Action	Deliverables	Responsibility	Timeline
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are current	Diversity, Equity & Inclusion Manager	June annually
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	Diversity, Equity & Inclusion Manager	1 August annually
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Diversity, Equity & Inclusion Manager	30 September annually
	Report RAP progress to all employees and senior leaders quarterly	Diversity, Equity & Inclusion Manager	April, July, September, December 2024 - 2025
	Publicly report our RAP achievements, challenges and learnings, annually	Communications Director	April 2025 - 2026
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer	Diversity, Equity & Inclusion Manager	July 2024
15. Continue our reconciliation journey by developing our next RAP	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Diversity, Equity & Inclusion Manager	April 2026
	Register via Reconciliation Australia's website to begin developing our next RAP	Diversity, Equity & Inclusion Manager	November 2025
	Assess our capability and maturity to move to a stretch RAP	Diversity, Equity & Inclusion Manager	November 2025
	Plan the development of the next RAP	Diversity, Equity & Inclusion Manager	December 2025

CBRE would like to thank the individuals, organisations, clients, consultants and key partners who have worked with us to achieve our RAP commitments to date.

We also thank CBRE's employees for their engagement and involvement in our reconciliation efforts.

We are excited to be continuing our RAP journey and further advancing our efforts to enact our vision for reconciliation.



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