

# Investor CDP 2014 - CBRE Group, Inc.

## Module: Introduction

### Page: Introduction

#### CC0.1

##### Introduction

**Please give a general description and introduction to your organization.**

CBRE Group, Inc. (NYSE:CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services and investment firm (in terms of 2013 revenue). The Company has approximately 44,000 employees (excluding affiliates), and serves real estate owners, investors and occupiers through more than 350 offices (excluding affiliates) worldwide. CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting. Please visit our website at [www.cbre.com](http://www.cbre.com).

#### CC0.2

##### Reporting Year

**Please state the start and end date of the year for which you are reporting data.**

**The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.**

**We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.**

**Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).**

**Enter Periods that will be disclosed**

Tue 01 Jan 2013 - Tue 31 Dec 2013

#### CC0.3

##### Country list configuration

**Please select the countries for which you will be supplying data. This selection will be carried forward to assist you in completing your response.**

**Select country**

Australia

Austria

Bahrain

Belgium

Brazil

Canada

Chile

China

Denmark

France

Germany

Hungary

India

Ireland

Italy

Japan

South Korea

Luxembourg

Select country
Mexico
Netherlands
New Zealand
Poland
Portugal
Romania
Singapore
Slovakia
Spain
Sweden
Taiwan
Ukraine
United Arab Emirates
United Kingdom
United States of America
Czech Republic
Finland
Switzerland
Russia

#### CC0.4

##### Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

#### CC0.6

##### Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sectors, companies in the oil and gas industry, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco sectors should complete supplementary questions in addition to the main questionnaire.

If you are in these sectors (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email [respond@cdp.net](mailto:respond@cdp.net).

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see <https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

##### Further Information

### Module: Management

#### Page: CC1. Governance

#### CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Individual/Sub-set of the Board or other committee appointed by the Board

##### CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

- i. Larry Midler, EVP, General Counsel, Executive Sponsor of Corporate Responsibility
- ii. Dave Pogue, Global Director of Corporate Responsibility reports to Larry Midler and the Global operating Committee (a group of all CBRE's business line and regional leaders) and is responsible for leading execution of global sustainability strategy and implementation

#### CC1.2

**Do you provide incentives for the management of climate change issues, including the attainment of targets?**

Yes

**CC1.2a**

**Please provide further details on the incentives provided for the management of climate change issues**

<b>Who is entitled to benefit from these incentives?</b>	<b>The type of incentives</b>	<b>Incentivized performance indicator</b>
Executive officer	Monetary reward	As part of CBRE's 2013 environmental policy, CBRE is focused on environmental performance, which is measured through various environmental metrics. A monetary bonus is awarded to the executive officer for sustainability management if environmental metrics including climate change and energy reduction targets are met. We give preference to certified green buildings for our leased corporate facilities, and pursue interior design and construction certification using recognized green building standards such as LEED, BREEAM, and Green Star for our relocated or refurbished facilities larger than 20,000 square feet.

**Further Information**

**Page: CC2. Strategy**

**CC2.1**

**Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities**

Integrated into multi-disciplinary company wide risk management processes

**CC2.1a**

**Please provide further details on your risk management procedures with regard to climate change risks and opportunities**

<b>Frequency of monitoring</b>	<b>To whom are results reported</b>	<b>Geographical areas considered</b>	<b>How far into the future are risks considered?</b>	<b>Comment</b>
Six-monthly or more frequently	Individual/Sub-set of the Board or committee appointed by the Board	Globally	3 to 6 years	At CBRE, the scope of our climate change risk management is a globally integrated Enterprise Risk Management process to identify, assess, respond and monitor the most significant strategic, operational, financial and compliance risks to the organization. We consider climate change a factor in each of these four risk types. We monitor climate change-related risk and opportunities on an ongoing basis. i and ii) The Director of Operations report climate change risk assessments to the global operating committee on a quarterly basis. Iii) and iv) We consider risks global risks 3-6 years into the future.

**CC2.1b**

**Please describe how your risk and opportunity identification processes are applied at both company and asset level**

i. At a company level, the Director of Corporate Responsibility is responsible for evaluating climate change risks on an ongoing basis. The Director of Corporate Responsibility provides risk assessment briefings to the Global Director of Corporate Responsibility who provides such risk assessments at the quarterly corporate responsibility meeting to the global operating committee.

ii. At an asset level, the Director of Operations and Sustainability evaluates energy management procedures at the facility level according to each facility's location (state or city) since facilities are impacted by location-based variables from city/state regulations or physical climate change risks.

**CC2.1c****How do you prioritize the risks and opportunities identified?**

Our process for determining materiality is objectively and regularly conducted by our Global Sustainability Steering Committee, comprised of leaders from each of our seven business lines and three geographic regions, as well as sustainability subject matter experts from each service specialty (such as CBRE Energy & Sustainability, CBRE Workplace Strategies, etc). Our risk management group, senior company executives and key stakeholders vet risk prioritization criteria and materiality assessment, which include identifying those strategic, operational, financial and compliance issues that are relevant to our business as a commercial real estate service provider. These include but are not limited to: financial performance, client expectation and requirement trends, regulatory and legislative requirements, reputational factors, current practices of leading businesses, and commercial real estate industry trends. Our prioritization criteria include magnitude of impact, frequency, likelihood, and importance to customers and other stakeholders.

**CC2.2****Is climate change integrated into your business strategy?**

Yes

**CC2.2a****Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process**

i. Our internal process for collecting and reporting information to influence our business strategy is policy driven. CBRE's internal policy regarding climate change covers many operational services such as procurement, facility management, and client services. As part of this policy, training protocols have been put in place to educate employees on sustainability as well as internal communications to encourage employee engagement in CBRE's sustainability initiative. We also conduct sustainability reporting on a quarterly basis. Client interface allows us to gather information on client needs (related to sustainability) that brings forth our business strategy. ii. The aspects of climate change that have influenced our business strategy include adapting to regulatory requirements, customer behavior changes, company reputation, and weather-related variability. iii. The most important components of the short term strategy that have been influenced by climate change include establishing a stream of communication around green business opportunities to clients and integrating sustainability roles into different business functions. For example, we offer client utility insight to measure energy use, which increases client monetary savings. iv. The most important components of the long term strategy that have been influenced by climate change is integrating new technology for energy use. As part of our long term strategy, we require any new lease space or lease renewal to follow sustainability criteria (i.e. LEED certified or better). CBRE has mandated that all existing offices undergoing future lease renewal and/or tenant improvements be retrofitted with EMON sub-meters to measure electric usage. This process produces real-time energy use data that supports accuracy for our corporate carbon footprint measurement and helps us meet LEED® certification credits under the USGBC LEED for Commercial Interiors rating system. We currently have 20 meters installed in 50 of our highest emitting offices, which puts CBRE 40% compliant against our 2017 policy goal to locate at least 70% of our corporate facilities over 20,000 square feet in space or buildings with recognized green building standards (LEED® , BREEAM, Green Star and other regionally relevant schemes) by 2017. In addition, since our initial 2007 commitment, CBRE has replaced legacy office equipment with ENERGY STAR or comparable versions around the globe. v. Integrating climate change into our business strategy has gained strategic advantage over our competitors by expanding our sustainability service business line. We improve our position as a service provider by integrating green services. We provide certification services such as Green leasing, LEED certification, Energy Star, and Green Star. We have provided 5 percent of all LEED certifications in the world, which is more than any other company. vi. Our substantial business decision made was to improve energy management performance. We set a goal to reduce client carbon emissions by 250 metric tons annually per LEED certified property in our managed portfolio.

**CC2.3****Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)**

Trade associations

Other

**CC2.3b****Are you on the Board of any trade associations or provide funding beyond membership?**

Yes

**CC2.3c****Please enter the details of those trade associations that are likely to take a position on climate change legislation**

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
Building Owners and Managers Association (BOMA)	Consistent	BOMA supports voluntary and incentive-based programs for reducing greenhouse gas emissions, and believes that buildings should accrue credits or offsets in a regulatory cap and trade program. BOMA opposes cap and trade policy options that do not reinvest funds raised into energy efficiency and would increase costs to businesses without reinvesting to effectively accomplish its environmental objective.	We support & promote their position through our client services and messaging.
US Green Building Council (USGBC)	Consistent	The majority of efforts to address climate change through green building are focused on reducing greenhouse gas emissions reflected in the current US Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) rating system, which allocates over 25 percent of available points for reducing GHG emissions associated with building systems, transportation, water, waste and construction materials.	We support & promote their position through our client services and messaging.

**CC2.3g**

**Please provide details of the other engagement activities that you undertake**

- i. We are part of the Center for Climate and Energy Solutions’ Business Environmental Leadership Council and we are also members of The Climate Group.
- ii. The topic of Center for Climate and Energy Solutions’ Business Environmental Leadership Council (BELC) is engaging businesses in developing efficient, effective solutions to the climate problem, and the topic of The Climate Group is a clean economy based on the rapid scale-up of low carbon energy and technology.
- iii. The nature of our engagement with BELC and The Climate Group is thought leadership and advisory on climate strategies in commercial real estate.
- iv. Actions advocated as part of these engagements include developing a series of whitepapers on climate change impacts in commercial real estate and the related financial impacts to owners and tenants, speaking engagements and sponsorships

**CC2.3h**

**What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

As a public company CBRE has a longstanding policy on non-engagement in political advocacy. However, we recognize that our leadership in the commercial real estate industry requires that we have a voice in how the commercial environment is built, sourced, traded and managed. In addition, from time to time shareholders engage us in dialogue over specific issues of importance to them as part of our annual meeting process. We do not advocate specific actions, a position aligned with our company policy, we provided thought leadership and resources in support of the BELC’s four principles, to which CBRE subscribes: 1. We accept the scientific consensus that climate change is occurring and that the impacts are already being felt. Delaying action will increase both the risks and the costs. 2. Businesses can and should incorporate responses to climate change into their core corporate strategies by taking concrete steps in the U.S. and abroad to establish and meet greenhouse gas (GHG) emission reduction targets, and/or invest in low and zero GHG products, practices and technologies. 3. The United States should significantly reduce its GHG emissions through economy-wide, mandatory approaches, which may vary by economic sector and include a flexible, market-based program. Complementary policies may also be necessary for sectors such as buildings, electricity generation, forestry, agriculture, and transportation that will help drive innovation and ease the transition to a low-carbon economy. 4. Climate change is a global challenge that ultimately requires a global solution. An international climate framework must establish fair, effective, and binding commitments for all developed and major developing economies.

**Further Information**

**Did you have an emissions reduction target that was active (ongoing or reached completion) in the reporting year?**

Absolute target

**CC3.1a**

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
Abs1	Scope 1+2	2.44%	10%	2011	1970.91	2014	Emissions reduction at Australia offices

**CC3.1d**

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment
Abs1	67%	100%	

**CC3.2**

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

Yes

**CC3.2a**

Please provide details of how the use of your goods and/or services directly enable GHG emissions to be avoided by a third party

i) Our services directly enable GHG emissions to be avoided by a third party through our environmental sustainability services. Our environmental sustainability services are as follow: i.a) Energy Program Management - Energy represents up to 40% of operating costs for office buildings – even higher for some industrial properties. CBRE has built a network of energy program professionals to manage our clients’ energy consumption. Utilizing best practices, these energy managers offer CBRE-developed solutions to help clients gain a competitive advantage while driving towards peak energy performance. Strategies include: Strategic Program Planning, Utility Data and Carbon Footprint Management, Demand/Supply-Side Energy Management, Performance Reporting, Training and Awareness Programs. i.b) Certification Programs - Around the globe, green building certification programs are becoming the standard for validating the sustainability of new and existing real estate. CBRE helps clients improve operating efficiencies and document cost savings to provide owners and occupiers of commercial property with a market-leading economic advantage. CBRE provides expert support in green building certification standards for BREEAM, NABERS, ISO 14001, LEED and others. i.c) Transactions for Occupiers (Lessees) – CBRE assists clients who are leasing space in reviewing standard bid and contract documents, providing revisions and additions, if necessary, and negotiating sustainable lease terms. Occupier services include: initial analysis of potential LEED credits for LEED CI based on the building location, base design and offered space; negotiation of Work Letter provisions during proposal negotiation process; negotiation of applicable LEED credits required by building ownership during proposal and lease; review and final negotiation of lease document to ensure enhanced cost savings and compliance of negotiated terms; and participation of project management and leasing representatives in the LEED charter. i.d) Transactions for Owners (Lessors) – CBRE helps building owners assess their real estate goals and implement strategies that align with their business objectives. Services include: communications on the value of occupying sustainable buildings; innovative ways to strategically position and market your product within a target market; access to the best advice and technical expertise vis-à-vis capital improvements, operations and maintenance; and additional resources and education channels available in sustainability. i.e.) Green Building Valuation – Accurate and reliable valuations are essential to sustainable real estate investment. CBRE valuation services include: green building cost benefit analysis; green building market and feasibility analysis; operating expense consultation; market rent estimates; lease analyses; valuation for mortgage lending; arbitration and consultation; capitalization rate consultation; and lease analysis.

ii) CBRE’s Sustainability Programs Group, assists CBRE clients in navigating the LEED rating system by embedding long-term, sustainable best practices at both the individual building and portfolio level. Through this program, nearly 60,648 metric tonnes of CO2 emissions were avoided annually from 2009 to 2012.

iii) CBRE uses the EPA Energy Star Calculator to quantify the amount of emissions avoided due to LEED Certifications. Further calculations and references are located at <http://www.epa.gov/cleanenergy/energy-resources/refs.html>.

iv) We are not considering originating CERs or ERUs within the framework of CDM or JI. Since CBRE is contracted

to manage buildings on behalf of client owners, any carbon credits and emission reductions are the property and priority of those clients, not CBRE.

**CC3.3**

**Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and implementation phases)**

Yes

**CC3.3a**

**Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings**

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	
To be implemented*	0	
Implementation commenced*	1	200
Implemented*	1	30600.00
Not to be implemented	0	

**CC3.3b**

**For those initiatives implemented in the reporting year, please provide details in the table below**

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative, years	Comment
Energy efficiency: Processes	CBRE has continuously and rigorously promoted adoption and utilization of the ENERGY STAR program voluntarily as the foundation of our broad energy and sustainability platform since 2006. We have introduced the ENERGYplus platform that automatically uploads building data to ENERGY STAR and the development of a coordinated and centralized ENERGY STAR label engineering service to improve building performance and reduce scope 3 emissions (CBRE	30600	30400000	10000	<1 year	4	

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative, years	Comment
	clients). This program will continue for the next five years.						
Energy efficiency: Building services	CBRE is implementing multiple programs to voluntarily reduce Scope 1 and 2 energy consumption including installing new energy efficient multi-function devices, updated PC and laptop settings, and office relocation and refurbishment.	200					These activities support meeting our absolute emission reduction targets in our Australia operations

**CC3.3c**  
**What methods do you use to drive investment in emissions reduction activities?**

Comment	
Method	
Compliance with regulatory requirements/standards	This applies to investments in reducing our own emissions.
Dedicated budget for low carbon product R&D	This applies to investments in reducing emissions in the properties we manage for our clients.
Other	Client requirement trends drive investments in reducing emissions in the properties we manage on their behalf.
Financial optimization calculations	CBRE Global Investors identify properties for green retrofits. These investment decisions are driven by financial optimization calculations.

**Further Information**

**Page: CC4. Communication**

**CC4.1**  
**Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)**

Page/Section reference	
Publication	Attach the document
In voluntary communications (underway) – previous year attached	Environmental Sustainability, 15-16, 26 <a href="#">2012 Corporate Responsibility Report FINAL.pdf</a>

**Further Information**  
[https://www.cdp.net/sites/2013/85/2885/Investor CDP 2013/Shared Documents/Attachments/Investor-4.1-C3-IdentifyAttachment/2012\\_Corporate\\_Responsibility\\_Report\\_FINAL.pdf](https://www.cdp.net/sites/2013/85/2885/Investor%20CDP%202013/Shared%20Documents/Attachments/Investor-4.1-C3-IdentifyAttachment/2012_Corporate_Responsibility_Report_FINAL.pdf)

**Module: Risks and Opportunities**

**Page: CC5. Climate Change Risks**

**CC5.1**

**Have you identified any climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply**

Risks driven by changes in regulation

Risks driven by changes in physical climate parameters

Risks driven by changes in other climate-related developments

**CC5.1a**

**Please describe your risks driven by changes in regulation**

Risk driver	Description	Potential impact	Timeframe	Direct / Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Emission reporting obligations	Currently, increasing emission reporting obligations for the 3.5 billion SF of property we manage require significant manpower, education, systems and other resources. We have identified a global emissions reporting requirement as a game changer for our business, as those requirements will likely increase.	Increased operational cost	1 to 3 years	Indirect (Client)	More likely than not	Medium	The potential financial implication of risk driven by climate change regulation is estimated as less than 5 percent of annual revenue for each service line. The implication of emission reporting obligation is likely to increase over time.	We are at risk from the increasing emission reporting obligations which require significant manpower, education, systems, and other resources. Our current method for managing this risk driven by climate change regulation includes evaluating regulation requirements at the federal, state, and local level. For example we have a team at CBRE that specifically identifies and evaluates regulation requirements for	The cost of managing this risk driven by climate change regulation is part of doing business, which is 1 percent of the cost of sustainability services and 3 to 5 percent of an employee's time.

Risk driver	Description	Potential impact	Timeframe	Direct / Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								emissions reporting. In addition, we also integrate "sustainability personal" throughout groups in the company to help with employee education and provide support for emission reporting.	

**CC5.1b**  
Please describe your risks that are driven by change in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct / Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Tropical cyclones (hurricanes and typhoons)	The increasing frequency and severity of weather events such as tropical cyclones or snow/ice associated with climate change put our business operations at risk. Much of our workforce is	Inability to do business	Unknown	Direct	Virtually certain	Medium	The potential financial implications of the risk driven by physical climate parameters is 1 to 25% of total operating costs, which is approximately \$500,000 to \$1 million. The implication of change in physical climate parameters is likely to	Our current method for managing the risk driven by physical climate parameters is through CBRE's Business Continuity program. The Business Continuity program provides services related to the preparation and response to significant weather or	The cost of managing risk driven by physical climate parameters is approximately \$1,400,000.

Risk driver	Description	Potential impact	Timeframe	Direct / Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	mobile and we occupy more than 350 facilities around the globe, which all but guarantees CBRE employees will be touched by weather events associated with climate change.						increase over time.	natural disaster which includes planned emergency responses to safeguard people, properties and the interests of employees, tenants and clients. The program addresses such vital areas as data back-up and recovery; alternative communications with tenants, clients and employees; and alternative physical locations.	

**CC5.1c**

Please describe your risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct / Indirect	Likelihood	Magnitude of impact	Estimated Financial Implications	Management method	Cost of management
Reputation	The inability to provide green services for climate change-related requirements is a risk to our business reputation. The inability	Reduced demand for goods/services	Up to 1 year	Indirect (Client)	More likely than not	Medium	The potential financial implications of the risk driven by the loss of reputation from the inability to provide green services is the loss of 1 to 15	Our current method for managing the risk driven by other climate-related development is to incorporate employee sustainability	The costs of managing risk driven by the loss of reputation is approximately \$500,000 to \$1,000,000.

Risk driver	Description	Potential impact	Timeframe	Direct / Indirect	Likelihood	Magnitude of impact	Estimated Financial Implications	Management method	Cost of management
	to provide these green services will reduce the demand for services and impact our service capacity.						percent of total revenue, or approximately \$65 million to \$975 million due to the reduction of demand for our green services. As the knowledge of climate change increase and becomes more mainstream the risk of losing market share and associated financial implications will increase over time.	ility training as part of CBRE's protocol and integrate sustainability services as part of CBRE's long term business strategy.	

**Further Information**

**Page: CC6. Climate Change Opportunities**

**CC6.1**

**Have you identified any climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply**

Opportunities driven by changes in regulation

Opportunities driven by changes in physical climate parameters

Opportunities driven by changes in other climate-related developments

**CC6.1a**

**Please describe your opportunities that are driven by changes in regulation**

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Emission reporting	Currently, we	Increased demand for	1 to 3 years	Direct	More likely	Medium	i. Broadly,	We are managing	The cost of

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
g obligations	provide fee-based reporting support for clients whose property portfolios we manage. A slow and steady increase in emission reporting obligations (or voluntary reporting) could present a viable business opportunity for our company.	existing products/services			than not		this opportunity represents a fee-generation opportunity among existing clients and the opportunity to win new clients based on a service our competitors do not offer. ii. We estimate an increase of 1 to 15 percent of total revenue, which ranges from \$65 million to \$975 million per year that will likely increase over time.	this opportunity by monitoring regulatory trends and staffing to existing requirements; we are also educating clients on the importance of reporting GHG emissions associated with their properties and helping them develop processes and data that supports common GHG emissions reporting requirements.	managing this opportunity is associated with staffing capacity, which we estimate as \$1.5 to 1.75 million.

**CC6.1b**  
Please describe the opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Other physical climate opportunities	We manage more than 3.2 billion square feet of property globally. As part of our business continuity program, we provide remediation and recovery efforts due to severe acts of weather. As climate change increases the likelihood of tropical cyclones / snow and ice, there is an opportunity for us to increase our business in remediation and recovery.	Increased demand for existing products/services	1 to 3 years	Direct	More likely than not	Medium	The potential financial implications associated with remediation and recovery efforts from the effects of severe weather events is 1 to 25% of CBRE's total operating costs, which is about \$1.5 million to \$1.75 million that will likely increase over time.	Our current method for managing the effects of severe weather events is through CBRE's Business Continuity program, which provides planned emergency responses to safeguard people, properties and the interests of employees, tenants and clients. The program addresses such vital areas as data back-up and recovery; alternative communications with tenants, clients and employees; and alternative physical locations.	The cost of managing the effects of severe weather events is associated with employee staffing to meet remediation and recovery needs that will likely increase over time, which we estimate as \$1.65 million.

**CC6.1c**  
**Please describe the opportunities that are driven by changes in other climate-related developments**

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Our ability to provide services for climate change-related regulatory requirements is an opportunity to enhance business reputation. The ability to provide these green services will increase the demand for services and impact our service capacity.	Increased demand for existing products/services	1 to 3 years	Direct	More likely than not	Medium	The potential financial implications associated with our ability to provide services for climate change-related reporting requirements due to increase in reputation is an increase of 1 to 15 percent in revenue that will likely increase over time.	Our current method for managing this business opportunity from increase in reputation is to incorporate employee sustainability training as part of CBRE's protocol and integrate sustainability services as part of CBRE's long term business strategy.	The cost of managing the increase in reputation is associated with employee staffing to provide green services that will likely increase over time, which we estimate as \$500,000 to \$1,000,000.

#### Further Information

### Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

#### Page: CC7. Emissions Methodology

##### CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Base year	Scope 1 Base year emissions (metric tonnes CO2e)	Scope 2 Base year emissions (metric tonnes CO2e)
Sat 01 Jan 2011 - Sat 31 Dec 2011	20646.18	29977.04

##### CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

**CC7.2a**

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

**CC7.3**

Please give the source for the global warming potentials you have used

Gas	Reference
CH4	IPCC Second Assessment Report (SAR - 100 year)
N2O	IPCC Second Assessment Report (SAR - 100 year)
CO2	IPCC Second Assessment Report (SAR - 100 year)

**CC7.4**

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
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**Further Information**

**Page: CC8. Emissions Data - (1 Jan 2013 - 31 Dec 2013)**

**CC8.1**

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

**CC8.2**

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

24596

**CC8.3**

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

30731

**CC8.4**

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

**CC8.5**

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
More than 10% but less than or equal to 20%	Data Gaps	The main source of uncertainty relates to gaps in our energy usage data. Because we are a tenant in multi-tenant buildings we do not have direct control of or access to energy usage data for our facilities and, especially within the US where we have the greatest concentration of facilities, our spaces are not separately submetered for utilities. Where we do not have direct access to the data	More than 10% but less than or equal to 20%	Data Gaps	The main source of uncertainty relates to gaps in our energy usage data. Because we are a tenant in multi-tenant buildings we do not have direct control of or access to energy usage data for our facilities and, especially within the US where we have the greatest concentration of facilities, our spaces are not separately submetered for utilities. Where we do not have direct access to the data

Scope 1 emissions: Uncertainty range	Scope 1 emissions: Main sources of uncertainty	Scope 1 emissions: Please expand on the uncertainty in your data	Scope 2 emissions: Uncertainty range	Scope 2 emissions: Main sources of uncertainty	Scope 2 emissions: Please expand on the uncertainty in your data
		we rely on the building landlord to provide total building energy usage for the building, which we then prorate for our applicable portion of the total building space. When we are not able to obtain data from a landlord we must estimate energy usage using published energy intensity factors appropriate for each region.			we rely on the building landlord to provide total building energy usage for the building, which we then prorate for our applicable portion of the total building space. When we are not able to obtain data from a landlord we must estimate energy usage using published energy intensity factors appropriate for each region.

#### CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance complete

#### CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Limited assurance	<a href="#">CBRE - Limited Assurance Verification Statement 2014.pdf</a>	p. 1-3	ISO14064-3	33

#### CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

Third party verification or assurance complete

#### CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 2 emissions verified (%)
Limited assurance	<a href="#">CBRE - Limited Assurance Verification Statement 2014.pdf</a>	p. 1-3	ISO14064-3	100

#### CC8.8

Please identify if any data points other than emissions figures have been verified as part of the third party verification work undertaken

Additional data points verified	Comment
No additional data verified	

#### CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

#### Further Information

**CC9.1****Do you have Scope 1 emissions sources in more than one country?**

Yes

**CC9.1a****Please break down your total gross global Scope 1 emissions by country/region**

<b>Scope 1 metric tonnes CO2e</b>	
<b>Country/Region</b>	
Asia Pacific (or JAPA)	1149
Canada	1570
South America	82
Europe, Middle East and Africa (EMEA)	1874
United States of America	19921

**CC9.2****Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)**

By activity

**CC9.2d****Please break down your total gross global Scope 1 emissions by activity**

<b>Activity</b>	<b>Scope 1 emissions (metric tonnes CO2e)</b>
Mobile	18172
Stationary	6424

**Further Information****Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2013 - 31 Dec 2013)****CC10.1****Do you have Scope 2 emissions sources in more than one country?**

Yes

**CC10.1a****Please break down your total gross global Scope 2 emissions and energy consumption by country/region**

<b>Country/Region</b>	<b>Scope 2 metric tonnes CO2e</b>	<b>Purchased and consumed electricity, heat, steam or cooling (MWh)</b>	<b>Purchased and consumed low carbon electricity, heat, steam or cooling accounted for CC8.3 (MWh)</b>
Asia Pacific (or JAPA)	3661		
Canada	744		
South America	141		
Europe, Middle East and Africa (EMEA)	5050		
United States of America	21135		

**CC10.2****Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)****Further Information****Page: CC11. Energy****CC11.1****What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

**CC11.2****Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year**

Energy type	MWh
Fuel	111224
Electricity	66430
Heat	0
Steam	0
Cooling	0

#### CC11.3

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Natural gas	35308
Distillate fuel oil No 2	177
Motor gasoline	74813
Diesel/Gas oil	926

#### CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the Scope 2 figure reported in CC8.3

Basis for applying a low carbon emission factor	MWh associated with low carbon electricity, heat, steam or cooling	Comment
No purchases or generation of low carbon electricity, heat, steam or cooling accounted with a low carbon emissions factor	0	

#### Further Information

### Page: CC12. Emissions Performance

#### CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Decreased

#### CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities	.5	Decrease	Emission reductions due to energy efficiency improvements including those implemented for Australia operations including new equipment and more efficient building space and fixtures
Divestment			
Acquisitions			
Mergers			
Change in output	16	Decrease	The fleet management system consolidated under one fleet management provider that is better able to track and calculate US Fleet emissions. Conservative estimates in previous inventories resulted in an overestimation of emissions.
Change in methodology			
Change in boundary			
Change in physical operating conditions			
Unidentified			

Reason	Emissions value (percentage)	Direction of change	Comment
Other			

**CC12.2**  
Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.000008	metric tonnes CO2e	unit total revenue	24.5	Decrease	CBRE's revenue increased from 6.5 to 7.2 billion from 2012 to 2013. In addition, emissions decreased due to emission reduction activities and methodology improvements.

**CC12.3**  
Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
1.26	metric tonnes CO2e	FTE employee	29.8	Decrease	CBRE's FTEs increased from 37,000 to 44,000 from 2012 to 2013. In addition, emissions decreased due to emission reduction activities and methodology improvements.

**CC12.4**  
Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.013	metric tonnes CO2e	square foot	14.5	Decrease	Square footage increased while emissions decreased due to emission reduction activities and methodology improvements

**Further Information**

**Page: CC13. Emissions Trading**

**CC13.1**  
Do you participate in any emissions trading schemes?  
No, and we do not currently anticipate doing so in the next 2 years

**CC13.2**  
Has your organization originated any project-based carbon credits or purchased any within the reporting period?  
No

**Further Information**

**Page: CC14. Scope 3 Emissions**

**CC14.1**  
Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation
Purchased goods and services	Relevant, calculated	13	Australian NCOS	100%	Australia and New Zealand operations only. Estimated from previous year's emissions.
Capital goods	Not relevant, explanation provided				No significant capital goods purchased during reporting period.
Fuel and energy-related activities (not included in Scope 1 or 2)	Relevant, calculated	189	Australian NCOS	100%	Australia and New Zealand operations only. Estimated from previous year's emissions.
Upstream transportation and distribution	Relevant, calculated	39	Australian NCOS		Australia and New Zealand operations only. Estimated from previous year's emissions.
Waste generated in operations	Relevant, calculated	68	Australian NCOS	100%	Australia and New Zealand operations only. Estimated from previous year's emissions.
Business travel	Relevant, calculated	10807	CO2 Emissions from Business Travel are calculated using methodologies, definitions and factors developed by the World Resources Institute (WRI), DEFRA UK and the GHG Protocol Mobile Combustion process (July 2008). Calculations are based on distance traveled using Kg of CO2 per passenger mile. An average of 91.38 miles per rental car day was used.	100.00%	Includes US Air, Rail and rental car and Pacific air travel.
Employee commuting	Relevant, calculated	81	Australian NCOS	100%	Australia and New Zealand operations only. Estimated from previous year's emissions.
Upstream leased assets	Not relevant, explanation provided				Leased assets included in Scope 1 and 2 inventory.
Downstream transportation and distribution	Relevant, calculated	258	Australian NCOS	100%	Australia and New Zealand operations only.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using primary data	Explanation
					Estimated from previous year's emissions.
Processing of sold products	Not relevant, explanation provided				Not applicable to our business as a service company
Use of sold products	Not relevant, explanation provided				Not applicable to our business as a service company
End of life treatment of sold products	Not relevant, explanation provided				Not applicable to our business as a service company
Downstream leased assets	Relevant, not yet calculated				
Franchises	Not relevant, explanation provided				Franchise operations not included
Investments	Not relevant, explanation provided				Not applicable to our operations
Other (upstream)	Not relevant, explanation provided				No other sources
Other (downstream)	Not relevant, explanation provided				No other sources

**CC14.2**  
**Please indicate the verification/assurance status that applies to your reported Scope 3 emissions**  
 Third party verification or assurance complete

**CC14.2a**  
**Please provide further details of the verification/assurance undertaken, and attach the relevant statements**

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 3 emissions verified (%)
Limited assurance	<a href="#">CBRE - Limited Assurance Verification Statement 2014.pdf</a>	p. 1-3	ISO14064-3	74

**CC14.3**  
**Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?**  
 Yes

**CC14.3a**  
**Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year**

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Business travel	Change in boundary	870	Increase	Business travel emissions boundary expanded to include US travel in addition to Pacific operations.

**CC14.4****Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)**

Yes, our customers

**CC14.4a****Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success**

i. As part of CBRE's long term business plan, we require any new lease space or lease renewal to follow sustainability criteria (i.e. LEED certified or better). CBRE has mandated that all existing offices undergoing future lease renewal and/or tenant improvements be retrofitted with EMON sub-meters to measure electric usage. This process produces real-time energy use data that supports accuracy for our corporate carbon footprint measurement and helps us meet LEED® certification credits under the USGBC LEED for Commercial Interiors rating system. ii. Our strategy for prioritizing engagements is determining which offices have expiring leases and need submeter installations as a part of their retrofit or newly leased space. Our success is determined by progress against our stated 2012 Environmental Policy goal of "By 2017, we will have the capability to monitor and measure utility usage in our 50 largest carbon emitting locations through the installation of separate metering devices." At year end 2013, we were 48% compliant against this goal.

Integrating climate change into our business strategy has gained strategic advantage over our competitors by expanding our sustainability service business line. We improve our position as a service provider by integrating green services. We provide certification services such as Green leasing, LEED certification, Energy Star, and Green Star. We have provided 5 percent of all LEED certifications in the world, which is more than any other company. Our substantial business decision made was to improve energy management performance. We set a goal to reduce client carbon emissions by 250 metric tons annually per LEED certified property in our managed portfolio.

**Further Information****Module: Sign Off****Page: CC15. Sign Off****CC15.1****Please provide the following information for the person that has signed off (approved) your CDP climate change response**

Name	Job title	Corresponding job category
Mindee Metz	Director, Corporate Responsibility	Environment/Sustainability manager

**Further Information****CDP: [X][-,][P2]**