



Innovate Reconciliation Action Plan

June 2026 – June 2028



RECONCILIATION
ACTION PLAN
INNOVATE

CBRE



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CBRE acknowledges the Traditional Owners of the unceded lands on which we live, work and manage properties across Australia. We recognise their enduring custodianship of Country – land, waters, and skies – and their cultural knowledge and stories reaching back to the Dreaming.

We pay our deepest respect to Elders past, present and emerging, and to Aboriginal and Torres Strait Islander peoples for their ongoing care and leadership.

Operating in many locations and intrinsically linked to Country through the properties we own and manage, we accept our responsibility to listen, learn and walk alongside First Nations peoples, ensuring our activities uphold and support ongoing connection to land.

We honour the richness and significance of these lands and commit to conducting our work with respect for First Nations sovereignty, which was never ceded.



About the Artists

My name is Destiny Escott, I live in, and work at the Roadhouse in 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. I also come from Doomadgee and now live and work in Townsville as an apprentice chef. My tribes are Ganggalidda, Garawa and Waanyi and my skin name is Blanyi.

We are both graduates of NRL Cowboys House in Townsville and completed Year 12 in 2024 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:



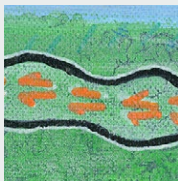
Meeting place or community

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



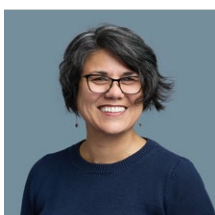
Rectangles

Buildings, offices, structures

About the Consultant

Kathi McCulloch is a proud Bundjalung woman and inclusion specialist. Through strategic focus and activations, she assists to create the conditions where services and organisations are accessible by diverse members of our communities, where our workforces are representative of those diversities and where we create the type of workplaces where we all feel safe and welcomed to bring our unique contributions to the workplace.

Her passion for inclusion is born from lived experiences of exclusion as well as working with people who are marginalized – she wants to create communities and workplaces in which we are all safe.



Kathi McCulloch

Kathi can be contacted on kathimacc@gmail.com

CEO Statement from Reconciliation Australia

Reconciliation Australia commends CBRE on the formal endorsement of its 5th 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 over 5.5 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 3,000 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.



Karen Mundine
CEO
Reconciliation Australia

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 fifth Innovate RAP and I look forward to following your ongoing reconciliation journey.

A message from the Pacific President & CEO of CBRE

I am proud to share CBRE's 2026-2028 Innovate Reconciliation Action Plan (RAP).

Our commitment to reconciliation remains steadfast, and this new RAP reflects a deepening of that commitment as we continue to focus on the areas we can have the greatest impact.

As one of Australia's largest property services providers, we acknowledge that all of our work takes place on the unceded lands of the Traditional Custodians. With approximately 3,500 employees and a broad network of clients and partners, we recognise the responsibility and opportunity we have, to influence positive change across our industry and communities.

In this RAP, we introduce three central themes that will guide our efforts: Deepen Understanding, Expand Opportunity and Strengthen Community. These themes build on the strong foundations of our previous RAPs and reflect our ambition to support meaningful outcomes.

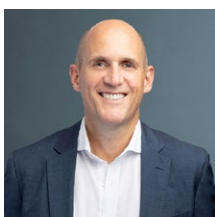
We remain committed to increasing economic equity through procurement. Last year, we invested more than \$17 million with Aboriginal and Torres Strait Islander businesses, and we continue to strengthen this impact as a proud Supply Nation member and signatory to the Indigenous Business Integrity Register (IBIR), ensuring integrity and transparency in our partnerships.

Community partnerships remain central to our reconciliation journey. NRL Cowboys House continues to be our flagship partner, and we are proud to support the Sistas Stand Strong program. The confidence built through Sistas Stand Strong, along with strengthened leadership skills, inspired students to form the Indigenous Sistas dance troupe. Growing from a small group of five empowered young women to a troupe performing before the Cowboys' NRL game during Indigenous Round, Indigenous Sistas demonstrates the powerful impact of sustained support.

Through CBRE Cares, our local volunteering and philanthropy program will focus on Aboriginal and Torres Strait Islander charities in 2026, further connecting our people to communities and causes that matter.

And for our First Nations colleagues, we will continue to grow our awareness of their cultures, support them to succeed, and ensure that our workplaces are culturally safe.

We look forward to continuing this journey with our employees, clients, and partners, ensuring reconciliation remains embedded in our business and that equity, respect, and inclusion are at the heart of everything we do.



Phil Rowland

CEO Australia & New Zealand,
Advisory Services

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

I am proud to continue my role as Executive Sponsor for CBRE's Reconciliation Action Plan (RAP) Working Group. My motivations remain deeply rooted in a desire to celebrate and acknowledge the world's oldest living cultures, while ensuring CBRE is an inclusive environment that partners meaningfully with Aboriginal and Torres Strait Islander peoples. Above all, my hope is that – together – we can be better.

The RAP Working Group is central to our reconciliation journey. While the RAP provides the roadmap, the Working Group leads the way, encouraging colleagues and the broader business to walk the path and contribute to positive change. I want to acknowledge and thank them for their commitment, and in particular, the Aboriginal and Torres Strait Islander employees who share invaluable cultural knowledge, ensuring our actions are respectful and authentic.

As we move forward, I am passionate about ensuring procurement integrity. This means engaging with initiatives such as the Indigenous Business Integrity Register, which complements Supply Nation by providing independent verification of Aboriginal-owned businesses and preventing Black cladding. By doing so, we can be confident that our procurement spend genuinely supports Aboriginal-owned and resourced enterprises, creating real impact where it matters most.

I am also on an ongoing learning journey, to deepen my understanding of culture and history, and challenge myself to listen and learn. A key part of this has been building a strong relationship with the Noongar Chamber of Commerce & Industry (NCCI), hosted at our Perth office. This partnership has enriched my cultural awareness and opened opportunities for meaningful dialogue, while also creating business opportunities that benefit both parties.

As we enter the next phase of CBRE's reconciliation journey, I commit to continuing to listen, learn, and lead with purpose. Together, we will strengthen relationships, grow our knowledge, and use our influence to support and advance reconciliation across Australia.



Lincoln Delahunt

Senior Managing Director
Western Australia

Executive Sponsor Reconciliation Action Plan Group

A message from
Mob Connect,
the CBRE First Nations
Employee Network

The members of Mob Connect are deeply proud to participate in CBRE's Innovate Reconciliation Action Plan (RAP). This RAP will continue to ensure reconciliation is embedded in our work, our culture, and contributes to an Australia that is respectful and where we can all thrive.

Mob Connect provides a powerful avenue to express our voices and work with our colleagues to drive our reconciliation strategy. We have met approximately each quarter to yarn, support each other, and collaborate on initiatives that promote cultural understanding and support reconciliation efforts across CBRE. With up to nine regular participants, in this next RAP phase we plan to expand our reach across the country, while working to ensure the voices of Aboriginal and Torres Strait Islander employees are heard and valued.

The CBRE RAP provides the guidance and 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. Through our participation in Mob Connect we encourage our colleagues to take authentic action towards reconciliation, and lead the way with our input.

We are especially proud of contributions we have made such as our Truth Telling document, sharing histories and fostering understanding of the impacts of colonisation. We've also provided valuable input into CBRE's Acknowledgement of Country tool, contributed to shaping an inclusive employee engagement strategy, created and led the Deadly Buddy system for new employees who identify as Aboriginal or Torres Strait Islander, and participated in the review of anti-racism policies from an Indigenous perspective.

We encourage 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 teams and stakeholders across the board. Working 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 nurtures mutual respect, diversity, and cultural understanding. Our objective is to work closely with CBRE to achieve these goals and place reconciliation central to its culture.



Craig Ingrey

Concierge and Guest Relations
North Sydney

on behalf of Mob Connect

Our Reconciliation Vision

Our vision for reconciliation is to lead and influence meaningful change across our industry and communities. We aspire to build a future where First Nations peoples have equitable access to opportunities that strengthen cultural, social, and economic wellbeing.

As a property broker, manager, and creator of places, we understand that every building, every space, and every community begins with Country. Land is more than a physical foundation—it is a living connection that shapes identity, culture, and resilience. We acknowledge the enduring relationship that First Nations peoples have with Country and the wisdom, creativity, and knowledge they have safeguarded for tens of thousands of years.

We believe reconciliation is not a destination but a shared journey – one that honours the past, embraces the present, and shapes a future where all Australians thrive together.



Through our work, we will:

Deepen Understanding

Deepen cultural learning and awareness across our organisation, ensuring our people appreciate the significance of Country and the rich heritage of First Nations communities. Spend time listening, not prescribing, and take action based on our learnings.

Strengthen Connections

Build strong and authentic relationships with First Nations communities, design with First Nations peoples with Country as a core focus, and contribute to initiatives that deliver lasting social and economic impact.

Expand and Embrace Opportunities

Partner with First Nations businesses, create employment pathways, and leverage our property and fund management expertise to enable access to capital and property investment for future generations. Embrace the opportunity to approach activities with openness and respect.

Our Business

CBRE is the world's largest commercial real estate services and investment firm. Our people serve clients across more than 100 countries, and our global platform leads the market in leasing, property sales, outsourcing, property management and valuation. Company-wide, we have more than 140,000 employees supporting owners, occupiers and investors across every major sector of commercial real estate.

In Australia, CBRE's integrated services span invest, plan, lease & occupy, design & build, manage properties & portfolios, and transform business outcomes, underpinned by local market intelligence and global research. Our teams collaborate nationwide across metropolitan, regional and remote areas to deliver sector expertise and operational excellence.

We are deeply connected to places and communities. Across Australia and New Zealand, our Property Management business supports 49.9+ million square metres, engaging 18,000+ tenants with 1,300+ staff to drive operational best practice, ESG outcomes and experience-led asset performance.

At the time of publication, CBRE employs 26 Aboriginal and Torres Strait Islander employees, making up 0.7% 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 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 remains firmly committed to continuing our Reconciliation Action Plan journey and increasing our commitments and actions to create a better future for all Australians.

Our Guiding Values

At the foundation of our culture and decision-making are our RISE values – Respect, Integrity, Service and Excellence. They guide how we show up for our clients, how we support our people, and how we contribute to communities. We strive to create a workplace where everyone feels valued, respected and heard, with a strong emphasis on development, wellbeing and inclusive leadership.

Outlined below is how our RISE values align with our Innovate RAP pillars of Respect, Relationships, Opportunities built on a foundation of Governance.

Respect

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

CBRE remains committed to providing more learning opportunities to 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.

Integrity

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

Our RAP governance has matured. Progress is transparently measured and disclosed, with clearer ownership and stronger data quality, so learnings translate into accountable action and sustained impact.

Service

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

Building upon \$17m of procurement spend with Aboriginal and Torres Strait Islander partners and businesses, CBRE remains committed to embedding sustainable, long-term relationships with First Nations suppliers and businesses.

Excellence

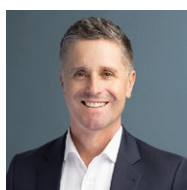
We focus relentlessly on creating winning outcomes for our clients, employees and shareholders. We take the same approach to our reconciliation efforts, by focusing on driving opportunities, following best practice and committing to achieving the best outcomes for Aboriginal and Torres Strait Islander Australians.



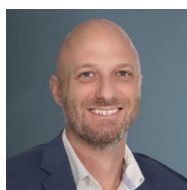
Diversity, Equity & Inclusion (DE&I) Steering Committee

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.

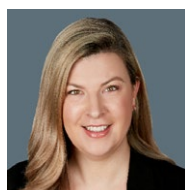
The steering committee consists of:



Alistair Laycock
Senior Managing Director
SA & ACT



Duncan Guthrie
Senior Managing Director
VAS



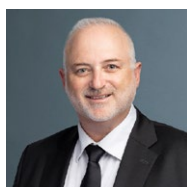
Eliza Kippen
People Director GWS



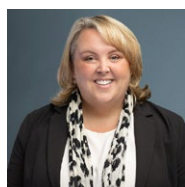
Ingrid Massey
Director of People
Pacific



Jarod Frazer
Executive Managing Director
VIC



Lincoln Delahunt
Senior Managing Director
WA



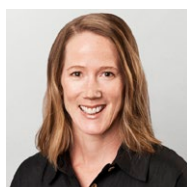
Lisa Cooper
Chief Operating Officer
Pacific



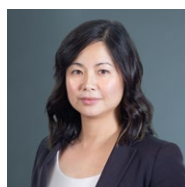
Samantha Sutherland
Diversity, Equity & Inclusion
Manager Pacific



Sameer Chopra
Head of Research



Sarah Sykes
National Director



Su-Fern Tan
Head of ESG

DE&I Governance

The graphic below outlines CBRE’s DEI Governance Structure, showcasing how the DEI Steering Committee interacts with key DEI 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 the Pacific CEO, Phil Rowland, Lincoln Delahunt Senior Managing Director WA and Executive sponsor of the RAP working group, the procurement team, the dedicated First Nations Employee Network - Mob Connect, and the business leadership team.

The Working Group consists of:

EXECUTIVE SPONSOR

Lincoln Delahunt

Senior Managing Director

CHAIR

Samantha Sutherland

Diversity, Equity & Inclusion Manager
Pacific

Alasdair Hancock

Associate Director Procurement

Ben Leonardi

Director Technical Services

Craig Ingrey

Concierge & Guest Relations

*Aboriginal & Torres Strait Islander
representative*

David Isatchenko

Senior Finance Director,
Property Management

Karla Quinn

Senior Director, Head of Retail

Lisa Kavanagh

Head of Talent, L&D, Pacific

Matthew Harrison

National Ops Director,
Property Management

Melissa Tremlett

Customer Service Manager

*Aboriginal & Torres Strait Islander
representative*

Mitchell Adam

Communications Lead

Nyree Lawson,

Procurement Manager

Peter Sheehan

Account Manager

Shikhir Maharaj

Associate Director,
Property Management

Stephanie Hilton

L&D & DEI Coordinator

Stevie-Marie Marris

Senior Procurement Director,
Corporate

Will Carman

Director, IP Metropolitan



Our RAP Journey

CBRE's reconciliation journey has evolved in maturity and purpose since we joined the Reconciliation Australia network in 2017. Through two previous Innovate RAPs, we have built strong foundations - embedding cultural learning, growing partnerships, and creating opportunities within our sphere of influence.

This latest Innovate RAP is about expanding our impact and embedding reconciliation. We are focused on doing the things that matter most, even better. Our focus is strengthening relationships, scaling what works, and embedding reconciliation into the way we do business every day.

By refining and amplifying proven actions, we aim to deliver meaningful, lasting outcomes for Aboriginal and Torres Strait Islander peoples, our clients, and the property industry.

Below, we have outlined our key achievements and learnings through our most recent Innovate RAP, aligned to our RAP Vision for this Innovate RAP.

Deepen Understanding

We aim to deepen cultural learning and awareness across our organisation, ensuring our people appreciate the significance of Country and the rich heritage of First Nations communities.

Learning and Development

CBRE has continued to invest in learning initiatives that build cultural competency across the business, ensuring that reconciliation is embedded in our everyday operations. We have a license with SBS to provide all employees access to two foundational First Nations cultural awareness modules via our Learning Management System. These self-paced courses – “Who are Aboriginal and Torres Strait Islander peoples?” and “Getting to know Aboriginal and Torres Strait Islander cultures” – offer essential knowledge on identity, kinship, and the historical and contemporary experiences of First Nations peoples. These modules remain a core part of our onboarding and ongoing learning pathways, with all new employees assigned the training within their first 30 days.

To further embed cultural awareness at the leadership level, we partnered with Mirri Mirri to deliver a series of tailored workshops for our Executive Committee and their direct reports. These sessions, held both in person and virtually, created space for senior leaders to reflect on their role in reconciliation and to engage with the realities of systemic inequality.

In March 2024, we hosted a company-wide webinar on Closing the Gap, led by Mirri Mirri, which explored the persistent disparities between Aboriginal and Torres Strait Islander and non-Indigenous Australians. The session was grounded in the sobering findings of the 2023 Closing the Gap report, which revealed that only four of the 19 national targets were on track for improvement. These learning moments have helped shift our internal dialogue from awareness to accountability, equipping our people with the knowledge and confidence to lead with cultural integrity.

Cultural Learning Strategy

Our cultural learning initiatives have focused on increasing understanding through storytelling, lived experience, and shared dialogue.

In 2025, we hosted a unique campfire-style webinar titled “Connecting with, and caring for, Country,” co-led by our Mob Connect and Māori Focus Group employee networks. The session featured Uncle Robert Cooley, a saltwater man and Senior Ranger of the Gamay Rangers, and Te Ataahia Hurihanganui, a Māori language and culture advocate. Together, they explored the meaning of connection to Country and Whenua, the role of intergenerational knowledge, and the importance of environmental stewardship. Their reflections highlighted the shared values between Aboriginal and Māori cultures and offered powerful insights into how the property industry can support cultural and ecological sustainability.

As we launched our last Innovate RAP, we hosted a panel conversation titled “To Gather, Together,” featuring First Nations business leaders Ray Pratt, Gerry Matera, and Roman Deguchi. The panellists shared how they use entrepreneurship to drive social change, create employment pathways, and build intergenerational wealth within their communities. These conversations reinforced the importance of economic empowerment in reconciliation and inspired our teams to consider how procurement, partnerships, and project delivery can support First Nations businesses.

These cultural learning experiences have not only enriched our knowledge but have also strengthened our collective resolve to walk alongside First Nations peoples in a spirit of respect, curiosity, and shared purpose.



Truth Telling and Historical Acknowledgement

In 2024, CBRE's Mob Connect group developed a Truth Telling document, representing a significant step in our reconciliation journey by offering a visually compelling and emotionally resonant account of some of the historical and ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples. Through stark imagery and clear, accessible language, the document confronts the realities of dispossession, violence, and systemic injustice, while also honouring the resilience and strength of First Nations communities.

Internally, the Truth Telling document has strengthened cultural understanding and empathy among CBRE employees, serving as a catalyst for meaningful conversations and reflection. It has been used in cultural learning sessions, team discussions, and onboarding materials, helping to embed truth-telling into the fabric of our workplace culture. Externally, it signals to our clients and partners that CBRE is committed to walking alongside First Nations peoples in acknowledging the past and building a more just future.

This initiative was part of our commitment to the RAP Respect pillar, promoting truth-telling and historical acceptance.

Continued Improvement and Deepening of Policies and Cultural Practices

CBRE has taken deliberate steps to strengthen cultural safety and embed reconciliation into our policies and practices. In the first half of 2025, we undertook a review of key people policies to ensure they are culturally safe and anti-discriminatory. Drawing on recommendations from a previous cultural policy review by Elephant in the Room, we made targeted updates to several policies, with legal review and input on specific language changes. These updates reinforce our commitment to equity and inclusion and ensure our frameworks better reflect the needs and rights of Aboriginal and Torres Strait Islander employees.

Our Cultural Safety Review, conducted in partnership with IPS Management Consultants, provided further insight into the lived experiences of Aboriginal, Torres Strait Islander and Māori employees. The review highlighted the importance of face-to-face connection, the role of Mob Connect in fostering safety, and the need for clearer support structures for managers. These findings have informed our Cultural Learning Strategy and Engagement Strategy, both of which outline practical actions to build cultural capability, improve policy alignment, and ensure First Nations voices are central to our work.

Mob Connect continues to play a vital role in shaping our reconciliation journey. The network has remained active, contributing to policy reviews, cultural learning initiatives, and the development of our next RAP. Their leadership has ensured that First Nations perspectives are embedded in our decision-making, and their advocacy has helped create a more culturally safe and inclusive environment for all employees.

National Reconciliation Week Events

National Reconciliation Week is an annual opportunity for our people to increase their understanding, reflect on the past, and take practical steps that strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. In line with our Innovate RAP, we focus NRW on truth telling, cultural learning and long term partnerships that translate awareness into action. Indigenous Australians. In line with our Innovate RAP, we focus NRW on truth telling, cultural learning and long term partnerships that translate awareness into action.

Continuing to build on our previous RAP activities, below are highlights from the last two years.

What we're learning and doing next

Centre First Nations voices. Resources authored by Mob Connect and guest speakers like Uncle Moogy deepen learning and build cultural safety for our people.

Make it practical and repeatable. Protocols for Welcome/Acknowledgement and cultural engagement give teams clear tools to act respectfully all year, not only during NRW.

Partner to broaden impact. Cohosted events (e.g., with Turner & Townsend) helped extend reach, shared effort and modelled collaboration across our industry and within our sphere of influence.

Measure and refine. In the next cycle we'll track participation, usage of the new protocols/resources, and partner feedback to sharpen content and increase reach across offices.

2025 Highlights

Documentary screening and webinar

We hosted a national screening of documentary *In My Own Words*, exploring adult literacy barriers in some First Nations communities and the transformative impact of culturally appropriate education. The webinar was introduced by Executive Managing Director NSW, Andrew Roy and Managing Director, Australia & New Zealand T&T, Darren Munton.

Learning on country

In the lead up to NRW, Victorian colleagues joined the Koorie Heritage Trust Birrarung Wilam Walk from Federation Square to the river installations, hearing lived experiences from the tour lead and learning about the Birrarung and the Kulin Nations.

Content and meaning	Internal communications highlighted why NRW is anchored to 27 May (the 1967 Referendum) and 3 June (the 1992 Mabo decision), reinforcing the historical and legal milestones that continue to shape reconciliation today.
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2024 Highlights

Truth telling resource developed by Mob Connect	We launched an interactive truth telling document authored by Mob Connect, our network for Aboriginal and Torres Strait Islander colleagues. The resource explains the role of truth telling in reconciliation and explores four key truths from Australia's history, inviting all employees to learn, reflect and discuss.
Protocols and guidance released	To support culturally respectful engagement year round, we introduced two frameworks. The Welcome to Country & Acknowledgement of Country Guidelines explain how to arrange a Welcome, when and how to deliver an Acknowledgement, suggested wording, and provide a reference to the Traditional Custodians for our workplaces. Complementing this, the Aboriginal and Torres Strait Islander Cultural Engagement Protocols set out principles, checklists and considerations to guide respectful engagement before, during and after connecting with community.
Office-based activations	Events across the network included a visit to our Adelaide office by Uncle Moogy Major Sumner, who shared stories about custodianship and our shared history, helping colleagues connect NRW themes to local Country and culture.

NAIDOC Week Events

NAIDOC Week is a focal point for our people to celebrate and recognise the history, cultures and achievements of Aboriginal and Torres Strait Islander peoples. In line with our Innovate RAP, we use the week to elevate First Nations voices, create meaningful learning moments for employees and clients, and strengthen long term community partnerships.

Continuing to build on our previous RAP activities, below are highlights from the last two years.

What we're learning and doing next

Centre youth and community voices. We'll continue to platform student perspectives through NRL Cowboys House and create opportunities for colleagues to engage with First Nations partners on Country.

Make participation easy and visible. National event guides, local office hosts and asset based activations help teams plan, attend and reflect together.

Embed year round practice. Actions like our updated written Acknowledgement of Country, supplier engagement for catering and art, and cultural walks/talks will be repeated, not reserved only for NAIDOC Week.

Measure what matters. We'll track participation (attendance, locations), supplier usage (number of First Nations suppliers engaged), client co activations, and partner feedback to improve reach and impact each year.

2025 Highlights

Leadership call to action & national event guide

Our Pacific Executive Sponsor for First Nations, Lincoln Delahunt, invited all employees to participate in NAIDOC and shared a curated, city-by-city catalogue of public and asset-based events (including Smoking Ceremonies, art installations and music). Many listings were co-hosted or delivered by our Property Management teams, enabling colleagues to celebrate NAIDOC while supporting First Nations artists and suppliers.



Partner Spotlight: NRL Cowboys House

CBRE was represented on the ground at NRL Cowboys House for its student led NAIDOC & Family Day. The celebration brought together ~400 people from 29 remote communities across Cape York, Far North Queensland and North Queensland. Activities included traditional skill sharing (e.g., weaving, painting, dancing and didgeridoo making) and a community cook up, reinforcing intergenerational connections and cultural pride. CBRE attendance aligns with our Aboriginal & Torres Strait Islander Cultural Learning Strategy, which encourages staff to engage with partners in place to enhance cultural understanding and relationships.

“It was all about strengthening generational ties through family, cultural and community connection, and included traditional skill sharing in didgeridoo-making, weaving, painting and dancing, and culminated in a traditional cook-up. Reflecting on my day, what really stood out was the spirit of sharing; of food, stories and traditions from these different communities and cultures. A big thank you to NRL Cowboys House, the students and their families for welcoming me so warmly.”

– Ben Leonardi, Director, Property Management and member of RAP working group

2025 Highlights Cont.

Youth voices: “The Next Generation”	To centre young people during NAIDOC, five Cowboys House students — Antonio, Kalina, Kentaro, Makere and Nariara — shared reflections on what NAIDOC means to them, their inspirations and aspirations. We promoted their stories internally to help colleagues hear directly from the next generation of First Nations leaders.
Local activation	In Perth, colleagues attended a NAIDOC installation featuring work by Keturah Zimran OAM, continuing our focus on place based cultural experiences in assets we manage or frequent. based cultural experiences in assets we manage or frequent.
Retail space ongoing engagement	Wagga Marketplace continued its partnership with the Riverina Medical and Dental Aboriginal Corporation (RivMed) to celebrate NAIDOC Week 2025. Activities included Aboriginal Sand Art, beading workshops, and storytelling sessions, designed to be interactive, educational, and inclusive, catering primarily to children and families during the school holidays.
Culture and community through artwork	Toormina Gardens partnered with Blue Sky Community Services, the Alcohol and Drug Foundation (LDAT), local First Nations artist Kevin Dumas (Uncle Kev), and youth from the Bongil Bongil Youth Collective to bring a vibrant new community mural to life in the Wirrabilla Drive entryway. The artwork celebrates Connection to Country and Land, drawing inspiration from Toormina’s environment, totems, and community stories, while acknowledging the Gumbaynggirr people as the traditional custodians of the land. The mural project launch was complemented by Toormina Gardens’ NAIDOC Week creative workshops, also led by Uncle Kev, which invited young people and families to learn about and participate in cultural storytelling through art. Artworks created in the workshops were showcased in a month-long Community Gallery within a vacant tenancy, transforming an unused space into a vibrant placemaking hub where families, customers, and visitors could celebrate the creativity of local youth.

2024 Highlights

Pacific-wide film screening & dialogue

We hosted a regionwide screening of Zach's Ceremony, followed by a live discussion with Zach and his father, facilitated by RAP Working Group Member David Isatchenko. Offices across the country held viewing gatherings with catering from First Nations suppliers, creating space for reflection and conversation.

Updated written Acknowledgement of Country

As a practical action employees can use all year, we reviewed and refreshed our written Acknowledgement of Country for presentations and email signatures, inviting staff to personalise and deliver a sincere Acknowledgment.

Learning on country in Melbourne

Employees joined the Koorie Heritage Trust Birrarung Wilam Walk, learning about the Birrarung, the Kulin Nation and the living significance of this meeting place. The Vic DE&I Committee also hosted Nornie Bero (Founder of Mabu Mabu) for a talk and tasting, showcasing contemporary First Nations entrepreneurship and native ingredients.

Retail activities

Wagga Wagga Marketplace launched NAIDOC Week 2024 in collaboration with RIVMED (Riverina Medical and Dental Aboriginal Corporation). The week started with an official Welcome to Country performance by local indigenous dance troupes, and included a Dreamtime Story activity program facilitated by local elder Aunty Joycelan. The workshop incorporated Dreamtime story telling about the local Wiradjuri people and a community-led traditional. The mural was then on display in Centre for the month.

Client partnership & community impact in Western Australia

The Square Mirrabooka's 2023 NAIDOC Community Fashion Showcase, organised by our Property Management team, won the Community Award at the 2024 SCCA Marketing Awards. The award enabled a \$5,000 grant to Sudbury House to establish a local youth outreach program. The broader activation engaged 167 community participants to cocreate an artwork symbolising unity and delivered confidence building workshops to 22 First Nations youth, culminating in a NAIDOC runway celebration of Indigenous talent. This is a strong example of partnering with clients to amplify place based outcomes.

Strengthen Connections

We build meaningful relationships with First Nations communities, design with and for Country, and contribute to initiatives that deliver lasting social and economic impact.

NRL Cowboys House

Cowboys House continues to be one of CBRE's most meaningful partnerships, offering a culturally safe and supportive boarding facility for Aboriginal and Torres Strait Islander students from remote North and Far North Queensland communities as they pursue secondary education in Townsville. Unlike traditional boarding models that can disconnect students from their culture and community, Cowboys House is built on the values of family, integrity and resilience, ensuring students remain grounded in their identity while accessing life-changing opportunities.

In 2025, more than 100 students from 29 communities called Cowboys House home, supported by over 40 dedicated staff who provide wraparound care and guidance. 2025 was also the year Cowboys House celebrated their 100th graduate.

Since 2022, CBRE has proudly supported the Sistas Stand Strong program, a girls' empowerment initiative tailored to the needs of young Aboriginal and Torres Strait Islander women boarding at Cowboys House. In 2024, 46 young women from 26 communities participated in the program, which offers year-specific activities designed to build confidence, leadership and cultural pride. The program is delivered by First Nations staff, Elders and guest speakers, and has already seen powerful outcomes.

One student founded a student dance group – Indigenous Sistas – that grew from five empowered young women to over 40 girls who have performed on stages for NAIDOC Week and on the NRL field during Indigenous Round events.

Our partnership has also extended into the creative arts. In 2024, CBRE commissioned Year 12 students Destiny Escott and Fredrick Mick to create the cover artwork for our Innovate RAP. Their graduation marked a proud milestone, with Destiny joining Save the Children and Fred beginning a chef's apprenticeship at Cowboys House's new Graduate Campus. We also supported the Young Indigenous Printmakers Program through an art auction, raising funds for the students and their artistic development.

Through Cowboys House, CBRE is investing in a model that works; one that empowers young people to thrive without sacrificing their cultural identity. Whether it's through education, employment pathways, or creative expression, our partnership is helping to shape futures and strengthen communities, one student at a time.



Students at Cowboys House showcasing their artworks with Kathi McCulloch

Community Kickstart Grant - Ngutu College Spare Seat Program 2025 Winners

The Community Kickstart Grant is a longstanding initiative managed by CBRE, providing grant aid to eligible small, local organisations that work towards “breaking the cycle” in their area, promoting social, cultural and environmental benefits to their local community.

Over the past 5 years, the Community Kickstart Grant has provided \$450,000 to creating change in our local communities. Through this time, we have had over 400 local organisations apply for grants, with 52 recipients.

The recipient of the 2025 Community Kickstart Grant was Ngutu College is an independent, not-for-profit K-12 college in Woodville North South Australia. Ngutu College is passionately committed to redesigning schooling to be genuinely equitable, culturally informed, and authentically child-centered. Supporting over 290 children and young people, many from Aboriginal or Torres Strait Islander backgrounds, they strive to provide exceptional educational experiences.

As recipients of the Grant, they will be able to proudly elevate their “Spare Seat” program, offering tailored outdoor adventures like stand-up paddleboarding and trail walking for senior learners from Years 7-10. This initiative promotes well-being, inclusivity, belonging, and vital life skills, creating aspirational opportunities young people might not otherwise access, helping them thrive beyond the classroom and fostering a lasting positive impact.



Community kickstart winners with their prize cheque

First Nations Employee Network

During NAIDOC Week 2023, CBRE was proud to launch a dedicated employee group for our Aboriginal and Torres Strait Islander employees, called Mob Connect. The First Nations Employee Network 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.

Mob Connect continues to play a vital role in shaping our reconciliation journey. The network has remained active, contributing to policy reviews, cultural learning initiatives, and the development of our next RAP. Their leadership has ensured that First Nations perspectives are embedded in our decision-making, and their advocacy has helped create a more culturally safe and inclusive environment for all employees.

“Since becoming involved with the CBRE First Nations Employee Network, 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



Expand and Embrace Opportunities

By partnering with First Nations businesses, creating employment pathways, and leveraging our property and fund management expertise, we aim to enable access to capital and property investment for future generations. We embrace the opportunity to approach activities with openness and respect.

Strengthening First Nations Employment

Welcoming and supporting First Nations talent

CBRE is committed to ensuring that Aboriginal and Torres Strait Islander candidates feel supported from the moment they engage with our recruitment process. In 2025, we launched a Candidate Support Program that offers culturally responsive guidance during hiring. Candidates who identify as Aboriginal and/or Torres Strait Islander and progress to the phone screening stage are offered the opportunity to connect with a First Nations lead for support. This initiative helps demystify the recruitment process, builds confidence, and ensures candidates are aware of the resources and networks available to them at CBRE.

Culturally safe onboarding and peer support

To enhance the onboarding experience, we introduced a tailored Welcome Guide for First Nations employees, which complements our standard induction materials with information on cultural safety, professional development, and Mob Connect. New starters are also invited to join the Deadly Buddy Program—an informal cultural support initiative that pairs them with an experienced Aboriginal and Torres Strait Islander colleague. This peer connection fosters a sense of belonging, provides a safe space for questions, and helps new employees navigate both formal and informal aspects of CBRE's culture.

Equipping leaders to foster inclusion

Recognising the critical role of managers in creating inclusive environments, we developed a Manager's Guide to Supporting First Nations Employees. This resource helps leaders reflect on their practices and build cultural competency, with guidance on topics such as cultural safety, racism, cultural load, and ceremonial leave. It also encourages managers to support participation in Mob Connect and cultural learning opportunities. Together, these tools form part of a broader recruitment and retention strategy that aims to increase First Nations representation and ensure all employees can thrive at CBRE.

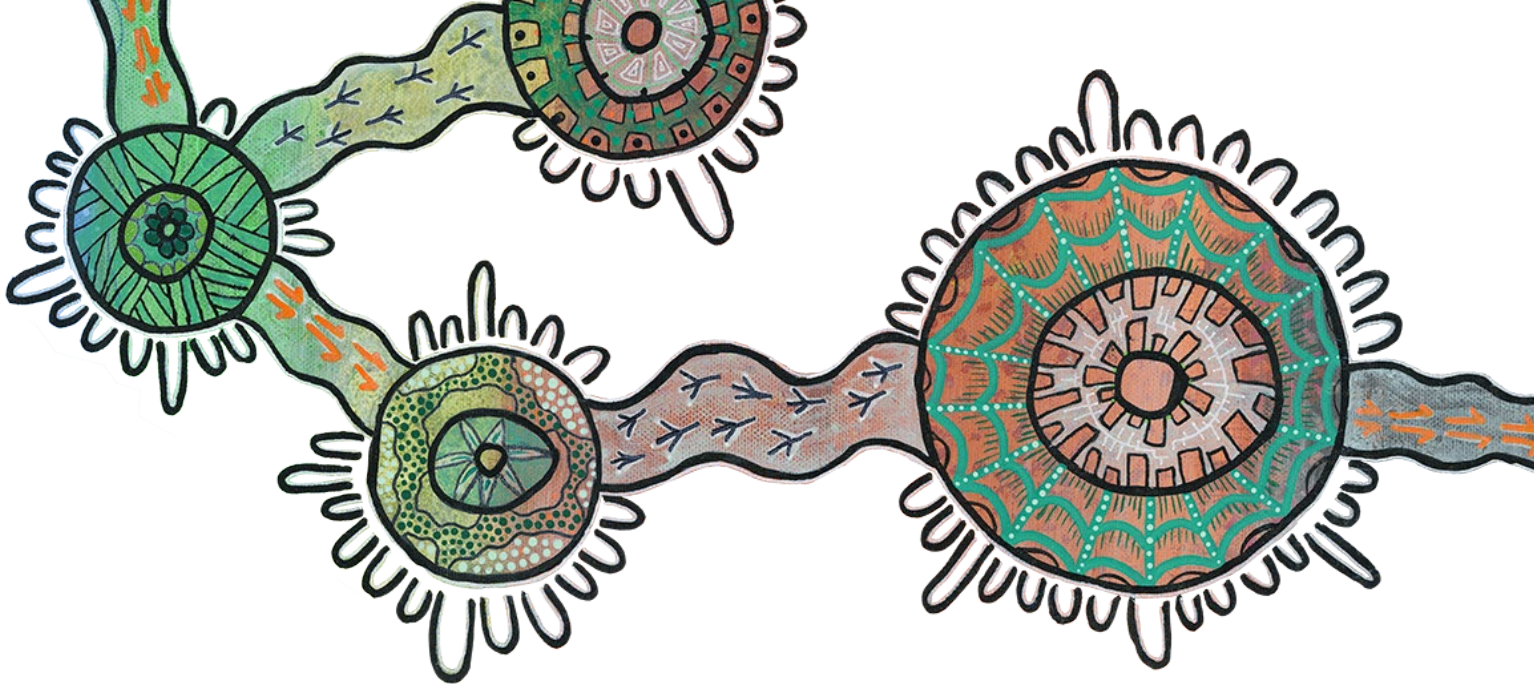
Partnerships



Noongar Chamber of Commerce and Industry

In late 2023, CBRE extended its co-location agreement with the Noongar Chamber of Commerce & Industry (NCCI) in Boorloo/Perth, continuing a partnership that has become a model for how shared space can unlock real economic opportunity. By hosting NCCI at our Perth office under a peppercorn lease, we enabled NCCI to free up space at their Godfrey House Business Hub in Subiaco, allowing space for more Aboriginal businesses to thrive. The hub supports 10 Aboriginal businesses employing over 300 people and generating more than \$50 million in annual turnover, up from just 20 jobs and under \$6 million in 2020.

This collaboration has also enhanced our commercial and cultural engagement. NCCI has introduced First Nations suppliers to our procurement team, helping us progress toward our \$120 million Indigenous procurement target. Our joint work on the EY Elizabeth Quay project saw NCCI embed Noongar culture into the design process, connecting Elders and Noongar-owned businesses to ensure authenticity. These efforts have led to new opportunities for NCCI, including cultural consulting contracts with major firms like Brookfield, Multiplex, Perth Airport, Development WA and other key Corporate stakeholders. Additionally, CBRE was recently invited to pitch for the property management of Godfrey House; an opportunity that grew directly from the trust and impact of our ongoing partnership.



The EY project delivered strong outcomes, with 4% of the fit-out budget directed to Indigenous design and supply chain participation, representing over \$1 million spent with Indigenous suppliers. In total, 14 Indigenous businesses were engaged, connecting more than 70 individuals working collaboratively toward a shared vision. As a result of this successful engagement, the EY Leadership Team has now embedded this approach across all national offices for both refurbishments and new builds. The initiative originated from the CBRE Perth Fit-Out Team, who were committed to creating meaningful change. Importantly, several participating businesses have since secured larger projects as a direct outcome of this engagement.

The **NCCI Economics Unit** consists of a collaboration with First Nations Economics of which two key team members work alongside NCCI at our CBRE co-location office, one day a week. The Economics Unit is structured to deliver a practical, evidence-based diagnostic and strategy that supports improved Indigenous business participation by aligning procurement settings with market capability, governance requirements and operational realities. The approach reflects a First Nations-led delivery model and focuses on producing clear, decision-ready outcomes that can be implemented in practice.

Research & Analytics: Conduct qualitative and quantitative research on Indigenous business activity, trends, and regional disparities.

Economic Modelling: Provide economic impact assessments, forecasts, and value estimations for Indigenous-led business sectors.

Business Intelligence Hub: Serve as a platform for data sharing, visualisation, and storytelling that elevates the Indigenous economic voice.

The Aboriginal business sector contributes an estimated \$16 to \$20 billion annually to the Australian economy.

Project Net Zero

Project Net Zero is a 100% First Nations-owned business founded by Greg Bird, a proud Anaiwan man, and Aron Kurzydlo, a proud Kamilaroi man, that repurposes, reuses and donates furniture from office and hotel de-fits. During the 2025 refurbishment of our Gold Coast office at 50 Cavill Avenue, CBRE partnered with Project Net Zero to divert over one tonne of furniture and supplies from landfill. Over two months, 1,211 kilograms of goods, including over 30 chairs and stools, a fridge, dishwasher, tables, artwork, and kitchenware, were collected and either rehomed or recycled. Most of the items were donated to Serving Our People, a local charity supporting people in need, while 24 kilograms of materials were recycled. This initiative, made possible through our connection with the Property Industry Foundation's Furniture Fund, reflects CBRE's commitment to reconciliation, sustainability, and community impact by supporting Indigenous enterprise and contributing to a circular economy.

“

Partnering with Project Net Zero, a 100% Indigenous-owned business, for our Gold Coast office fit-out reflects CBRE's deep commitment to reconciliation, sustainability and social impact. Through a circular economy approach, including donating furniture to local charities, this project brings to life all three pillars of our CBRE Cares strategy: creating opportunities for Indigenous businesses, strengthening environmental resilience, and giving back to communities affected by homelessness.

- Stevie-Marie Marris, Pacific CBRE Cares Lead

Career Trackers

Since 2020, CBRE has partnered with CareerTrackers to provide paid internship opportunities for Aboriginal and Torres Strait Islander university students, offering practical experience, mentorship, and exposure to the property industry. Interns have contributed meaningfully to business areas such as ESG and research, while gaining insight into sustainability, workplace practices, and career pathways. While the program has delivered strong individual outcomes, there is significant opportunity to grow its reach and impact. A formalised support model—developed as part of our RAP commitments—will be implemented with future interns to strengthen engagement, build peer connection, and support long-term career development.

“The program has been beneficial on so many levels. It has provided me a chance to educate Maddison about the pivotal role ESG plays in all our futures, collaborate with a promising young individual, and aid in improving our reconciliation efforts for First Nations peoples.”

- Su-Fern Tan, Head of ESG, Pacific

Internal Apprenticeship Program

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. We currently have our fourth apprentice, and are reviewing the program to ensure ongoing success.

Supplier Diversity

CBRE’s approach to supporting diverse businesses through our supply chain is underpinned by our Pacific Supplier Diversity Program, which reflects our commitment to mentor, develop and integrate diverse suppliers into the provisioning of products and services for CBRE and our clients. This is further strengthened by our global pledge to spend US\$3 billion annually with diverse suppliers by 2025.

In 2024, CBRE’s spend with First Nations suppliers in Australia reached a record AU\$22.8 million—a 49% increase on the previous year and a significant step toward our long-held goal of AU\$25 million by 2025. This figure captures both corporate procurement and client-driven activity across our Advisory and GWS businesses. We engaged 45 Supply Nation-certified suppliers, each at least 51% owned, controlled and managed by Aboriginal and/or Torres Strait Islander peoples. 2025 figures were slightly lower at \$17.8m, via 50 Supply Nation-certified suppliers. We remain committed to increasing procurement spend with First Nations organisations.

Our Supplier Diversity Program continues to be delivered through three key components:

Engagement	We partner with Australia’s organisations like Supply Nation and Indigenous Business Integrity Register to identify and engage First Nations businesses. Our procurement team assesses suppliers for capability, capacity, impact and risk. Those that meet our standards are approved for use, while others are supported through our development program.
Development	Our Development Program supports businesses that may not yet meet our procurement standards or be ready to work with large corporates. It includes tailored workshops, business clinics and mentorship to prepare suppliers for future opportunities.
Mentoring	We continue to support high-performing diverse businesses through our Supplier Mentoring Program. We aim to continue to grow the number of participants in the next phase of our RAP.

We also continue to invest in internal capability. Our procurement training program helps staff understand the Supplier Diversity Program, how to identify diverse suppliers, and how to include them in tenders. A dedicated intranet hub provides access to preferred supplier lists, program updates, and guidance.

Supply Nation Trade Show

CBRE's procurement team, alongside ISPT colleagues as special guests, proudly participated as Bronze sponsors in the Supply Nation Connect event held at the Brisbane Convention Centre on the lands of the Turrbal and Jagera peoples in Meanjin Country in 2024. We have remained Bronze sponsor of this, the largest Indigenous trade show in Australia for three years in a row now, from 2024 to 2026.

The event brings together Aboriginal and Torres Strait Islander businesses, corporate organisations, and government departments to foster opportunities and celebrate the success of the Indigenous business sector, and we are proud to continue to support supplier diversity within our sphere of influence.

Deepening Relationships Through Strategic Partnerships

Our supplier relationships are built on more than spend—they are grounded in shared values and a commitment to reconciliation. In 2024, we welcomed Killara Cleaning Services, Australia's largest Aboriginal-owned and operated cleaning company, as the provider for our new Mount Gravatt office in Queensland. Partnerships are part of our broader strategy to integrate diverse suppliers into our operations and client solutions.

Case Study: **Killara Cleaning Services**

In 2024, CBRE appointed Killara Cleaning Services as the cleaning provider for our new Mount Gravatt office in Queensland. Killara—Australia's largest Aboriginal-owned and operated cleaning company—specialises in soft service solutions for commercial, government and education clients, and employs more than 500 people nationally. The company integrates cutting-edge robotic technology into its operations and was named Certified Supplier of the Year at the 2023 Supply Nation Supplier Diversity Awards.

This three-year partnership reflects our commitment to economic inclusion and meaningful reconciliation.





Case Study: Kulbardi

CBRE's partnership with Kulbardi, a majority Aboriginal-owned provider of office supplies, continues to thrive. Established by Kim Collard, Ballardong/Whadjak Noongar man from the Bibbulmun Nation, Kulbardi supplies our corporate offices across Australia. 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.

Our spend with Kulbardi has grown year-on-year since commencing the partnership, more than doubling from 2024 to 2025.

Challenges & Key Learnings

There are a number of key challenges and learnings from our 2024-2025 Innovate RAP that we have incorporated into this RAP.

Resourcing and Continuity

Reconciliation activity was constrained by internal capacity and budget availability, along with staff turnover slowing some activities. Budget constraints affected the timing of several commitments which have been rolled into this new Innovate RAP. Sustained RAP implementation requires stable, dedicated reconciliation resourcing and clear continuity plans to mitigate the impact of turnover and manage relationships effectively over time. Budgeting and senior executive support in advocating for budget spend internally is critical to achieving our RAP commitments. Our action to set up a specific mechanism for securing budget is how we will ensure we can meet RAP requirements.

Internships and Early Talent Pathways

We retain a partnership with Career Trackers, and have identified two gaps limiting internship uptake and impact. First, many candidates have limited understanding of CBRE's role types and the property industry as a whole. A better understanding of the transferrable skills and benefits of an internship will help increase interest in CBRE as a host. Additionally, hiring managers need support in outlining role requirements and student pathways to engage with more interns. Internship success depends on targeted education for both students and hiring managers to align expectations and opportunities, and our additional commitments reflect our opportunity to grow this pathway. An additional commitment was included in our last RAP to develop a formal 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. This initiative has not yet been trialled due to lack of interns in the past 24 months but will be offered to new interns.

Recruitment, Employment and Retention

Property is not a typical career choice for Aboriginal and Torres Strait Islanders, and our attraction activities have been focused on apprenticeships and internships in recent years. We continue to work to increase the number of employees in the business who identify as Aboriginal and/or Torres Strait Islander. In our last RAP we focused on creating pathways into the business through our recruitment and retention strategy, partnering with Mob Jobs, and setting up a dedicated employee resource group. These activities and initiatives are ongoing and we will continue to deepen and embed them within operations. Activities to increase employment need continued focus and embedding within processes to ensure ongoing success. Our actions for this RAP are intended to increase our employment focus and embed processes.

Relationships

Multi-year partnerships and co-designed initiatives create trust and measurable outcomes. Our partnership with Cowboys House in Townsville is a clear opportunity to increase our impact, through additional visits to the house and contribution where most needed. Increasing internal awareness of the House, its mission and impact, and how people can contribute is an important step in strengthening the relationship. We also delivered a unique collaboration with the Noongar Chamber of Commerce co-location agreement that has led to additional work for both parties.

Engagement and Collaboration

Our RAP working group has many contributors, but engagement has been variable with too much passive time commitment. We need to more effectively harness the group's passion and expertise to implement activities. Distributed delivery requires clearer roles and simpler coordination to avoid overreliance on a single coordinator.

Our First Nations employee resource group, Mob Connect, also sees variable attendance rates, and we commit to better understand how to make it most impactful and useful for participants. Both networks' activities are sensitive to overall representation and workload distribution among a small number of employees. We need to ensure a 'whole of business' approach to reconciliation, with practical actions and tangible, measurable outcomes that our people can be part of and see real progress.

This RAP, along with our last RAP, was developed in consultation with Mob Connect. Mob Connect continues to be consulted on any issues that will impact Aboriginal and Torres Strait Islanders. It is important to note that there is cultural load associated with being on Mob Connect and providing input into organisational activities that we need to remain aware of.

Sharing our Achievements

We are proud of our reconciliation journey. We need to raise awareness of our work and efforts towards reconciliation both internally and externally and enable increased participation in activities. 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 all business lines to draft this RAP to ensure we are aligned in our goals. By engaging with Business Line and Geography leaders to share updates and activities we can ensure the broader business remains aware of our reconciliation efforts.

Procurement Spend

The majority of our procurement spend continues to be managed on behalf of clients. If our clients have differing objectives, it impacts our ability to increase our diverse-supplier spend. We continue to engage suppliers, clients and other stakeholders to drive increased diverse supplier spend. We have strengthened our Supplier Diversity Program, maintained Supply Nation membership and become a supporting partner of Indigenous Business Integrity Register and engage with their work to ensure our relationships make genuine impact. Our ability to drive change is amplified when we engage clients and suppliers with a collaborative approach.

Relationships

CBRE is a client-centric business built on trust and collaboration. We value long-term relationships and continuously seek opportunities to connect with people, capital and opportunities. We value the connections we have made to date with Aboriginal and Torres Strait Islander peoples, communities and businesses and alongside our partners; strong relationships help us listen, learn and engage appropriately across our work. We aim to achieve positive and measurable impacts in communities, with a focus on practical connection points: respectful communication, appropriate cultural protocols, and partnerships where there is a genuine fit. centric business built on trust and collaboration.

Action	Deliverables	Responsibility	Timeline
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Diversity, Equity & Inclusion Manager	September 2026
	Review engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings.	Diversity, Equity & Inclusion Manager	November 2026
	Deepen engagement with 3 existing key Aboriginal and Torres Strait Islander community organisations/businesses – Cowboys House, Noongar Chamber of Commerce & Industry, and Career Trackers.	Diversity, Equity & Inclusion Manager with CBRE Cares Manager	July 2026 ongoing
2. Build relationships through celebrating National Reconciliation Week (NRW)	Promote and Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via our internal communication channels.	Communications Lead	May 2026, 2027
	RAP Working Group members to participate in an external NRW event.	Diversity, Equity & Inclusion Manager	27 May- 3 June, 2026, 2027
	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, 2026, 2027
	Organise a range of NRW events each year for CBRE staff and stakeholders at various state and office locations.	RAP Working Group Members	27 May- 3 June, 2026, 2027

Action	Deliverables	Responsibility	Timeline
2. (continued)	Register all our NRW events on Reconciliation Australia's NRW website.	Diversity, Equity & Inclusion Manager	May 2026, 2027
3. Promote reconciliation through our sphere of influence	Review and refine existing employee engagement strategy to further raise awareness of reconciliation across our workforce.	Communications Lead	October 2026
	Communicate our commitment to reconciliation publicly and regularly communicate progress through our website and social media channels.	Communications Director	May 2026, 2027
	Continue to explore opportunities to positively influence our external stakeholders, clients and partners to drive reconciliation outcomes.	Executive Sponsor RAP Working Group	September 2026
	Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Diversity, Equity & Inclusion Manager	May 2026, 2027
	Identify and include Aboriginal and Torres Strait Islander charities in our workplace giving and volunteering programs.bv	CBRE Cares Manager	June 2026
4. Promote positive race relations through anti-discrimination strategies	Continue to undertake regular reviews of HR policies and procedures to identify remaining anti-discrimination provisions, and future needs.	People Director	July 2026
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy and make any changes as required.	People Director	July 2026
	Review and communicate our anti-discrimination policy and related policies (Diversity, Equity & Inclusion, Workplace behaviour) for our organisation.	People Director	November 2027
	Equip our senior leaders on the most recent conversations and research surrounding the effects of racism.	Head of Talent, Learning & Development	August 2026
	Review cultural safety needs for First Nations peoples within CBRE and implement identified changes.	Diversity, Equity & Inclusion Manager	August 2026

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, and respect remains one of CBRE's core values.

Our approach to respect is grounded in action. Through initiatives such as the development of a comprehensive cultural learning strategy, participation in NAIDOC and National Reconciliation Week, and the delivery of cultural safety and anti-racism training, we are embedding cultural understanding across our business. We are also strengthening cultural protocols by supporting personalised Acknowledgements of Country and ensuring respectful engagement with Traditional Owners at key events. These actions reflect our commitment to fostering a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander employees and deepening respect across our workforce.

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 to assess progress.	Head of Talent, Learning & Development	July 2026
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Head of Talent, Learning & Development	July 2026
	Review and update our cultural learning strategy document for our employees.	Head of Talent, Learning & Development	September 2026
	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, Learning & Development	October 2026, 2027
	Create opportunities for cultural learning experiences for senior leaders.	Diversity, Equity & Inclusion Manager	December 2026
	Explore and develop all-CBRE on-country learning opportunity to be delivered simultaneously in multiple locations.	Diversity, Equity & Inclusion Manager	August 2026

Action	Deliverables	Responsibility	Timeline
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Continue to increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Diversity, Equity & Inclusion Manager	January 2027
	Annually review and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Diversity, Equity & Inclusion Manager	July 2026, 2027
	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 2026 - 2027
	Highlight and circulate resource directing employees to appropriate local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year including state and national gatherings and leadership events.	Communications Lead	August 2026
	Create opportunities to educate our people to increase their confidence to deliver a personalised Acknowledgement of Country.	Head of Talent, Learning & Development	December 2026
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. Assess adoption in May 2027.	Executive Sponsor RAP Working Group	May 2026 - 2027
	Continue to embed training on Cultural Protocols for effective cultural engagement.	Head of Talent, Learning and Development	October 2026

Action	Deliverables	Responsibility	Timeline
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, 2026 & 2027
	Review HR policies and procedures to remove remaining barriers to employees participating in NAIDOC Week.	People Director	June 2026
	Promote and encourage all employees to participate in external NAIDOC events to all employees.	Communications Lead	First week in June, 2026 & 2027
8. Build cultural safety within the organisation for Aboriginal and Torres Strait Islander employees	Deliver suite of cultural awareness, anti-racism and anti-discrimination and cultural safety training developed in last RAP to all employees.	Head of Talent, Learning & Development	September 2026
	Refocus on building the connection between CBRE's First Nations Employees and encourage participation in our Network.	Diversity, Equity & Inclusion Manager	May 2026, 2027
	Provide training/mentoring support for hiring managers who will be working with First Nations interns in order to ensure a culturally safe and supportive work environment which understands the specific needs Aboriginal and Torres Strait Islander employees.	Head of Talent, Learning & Development	December 2026



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 where we can make a credible difference: simplifying access for First Nations suppliers, opening recruitment and internship pathways, and connecting talent and businesses to real prospects within CBRE and, where appropriate, our client networks. Our emphasis is on removing barriers, applying fair and transparent processes, and scaling initiatives that work. By focusing on practical steps and reporting progress openly, we aim to deliver outcomes that are tangible and sustainable. We seek to use our position as a global leader in Commercial Real Estate 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	Continue to build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	Diversity, Equity & Inclusion Manager	October 2026
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	Diversity, Equity & Inclusion Manager	October 2026
	Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required.	People Director	November 2026
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Head of Talent Acquisition	November 2026, 2027
	Review and monitor progress of advertising job vacancies to Aboriginal and Torres Strait Islander stakeholders.	Head of Talent Acquisition	August 2026, February 2027, November 2027
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Head of Talent Acquisition	February 2027
	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 2027

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, Learning & Development	August 2026
	Provide at least one employment opportunity for an Aboriginal and/or Torres Strait Islander student or intern each year through partnering with an organisation like Bandu or CareerTrackers.	Head of Talent Acquisition	December 2026
	Work closely with Career Trackers to raise awareness of opportunities available for interns within CBRE, and how skills can be applied to available roles.	Head of Talent Acquisition	December 2026
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Review and strengthen our Aboriginal and Torres Strait Islander procurement strategy.	Senior Procurement Director	June 2026
	Continue to hold Supply Nation membership.	Senior Procurement Director	May 2026, 2027
	Become supporting partner of Indigenous Business Integrity Register and engage with their work to reduce Black cladding.	Executive Sponsor RAP Working Group	May 2026, 2027
	Track quarterly spending with Aboriginal and Torres Strait Islander businesses.	Senior Procurement Director	March, June, September, December 2026, 2027
	Increase opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Senior Procurement Director	September 2026, 2027
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Senior Procurement Director	September 2026
	Identify and develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Senior Procurement Director	July 2026, November 2027
	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	July 2027
	Continued year-on-year growth of Aboriginal and/or Torres Strait Islander procurement spend.	Senior Procurement Director	December 2026, 2027
11. Support employment pathways for school leavers and university students	Research and review existing internships program/s	Diversity, Equity & Inclusion Manager	November 2026
	Embed and roll out the formal support employment pathways for First Nations interns.	Diversity, Equity & Inclusion Manager	March 2027

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	June 2026, 2027
	Review RAP charter for the RAP Working Group.	Executive Sponsor RAP Working Group	June 2026
	Meet at least four times per year to drive and monitor RAP implementation.	Diversity, Equity & Inclusion Manager	February, May, August November 2026, 2027
	Invite an external guest speaker to at least one RAP Working Group meeting each year to enhance knowledge and prompt ideas.	Diversity, Equity & Inclusion Manager	November 2026, 2027
13. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	Chair of RAP Working Group	July 2026
	Continue to engage our senior leaders and other employees in the delivery of RAP commitments.	Chair of RAP Working Group	February 2027
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Chair of RAP Working Group	June 2026
	Report on RAP deliverables and progress to DEI Steering Committee quarterly.	Diversity, Equity & Inclusion Manager	March, June, September, November 2026, 2027
	Maintain an internal RAP Champion from senior management.	Diversity, Equity & Inclusion Manager	June 2026, 2027
	Set up mechanism to enable specific budget line for implementation of RAP actions.	Executive Sponsor RAP Working Group	August 2026, 2027

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, to ensure we don't miss out on important RAP correspondence.	Diversity, Equity & Inclusion Manager	June annually
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	Diversity, Equity & Inclusion Manager	1 August annually
	Complete and submit the annual RAP Impact Survey 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 2026, 2027
	Publicly report our RAP achievements, challenges and learnings, annually.	Diversity, Equity & Inclusion Manager	April 2026, 2027
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Diversity, Equity & Inclusion Manager	July 2026
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Diversity, Equity & Inclusion Manager	April 2028
15. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	Diversity, Equity & Inclusion Manager	November 2027
	Assess our capability and maturity to move to a stretch RAP.	Diversity, Equity & Inclusion Manager	November 2027

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.



For further information on CBRE's Reconciliation Action Plan, please contact:

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