


Reconciliation Action Plan



GWS Canada
2021-2023

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A MESSAGE

From our Leadership

We are pleased to present CBRE Global Workplace Solution's first Reconciliation Action Plan (RAP) in the pages that follow. We are excited to take these first steps of our Reconciliation journey with you.

This RAP represents a deepening of our company's commitment to building meaningful relationships with Indigenous peoples and communities, and to contributing to the evolving Reconciliation landscape in Canada. It details important milestones in CBRE GWS's Reconciliation journey over the next 24 months, which will lay the foundation for future initiatives.

In many ways, this RAP grows from our long-held corporate values of Respect, Integrity, Service and Excellence, and extends our commitment to building an inclusive culture in which all feel welcome and valued. In other ways, it represents a wholly new direction for our company – a path toward progress to include Indigenous peoples that we feel is critical to our future plans.

We are committed to bringing the skills, expertise and talent of our amazing people to bear on the challenges of Reconciliation in the years to come, and to taking the next steps with you as we build a better and more inclusive company and country.

Reconciliation Leadership Committee



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ABOUT US

Our Approach

The purpose of CBRE's RAP is to contribute to building meaningful relationships with Indigenous peoples and communities, by actively supporting the evolving Reconciliation landscape in Canada. This plan details the actions that will demonstrate our ongoing commitment to reconciliation.

The development of this plan was a collaborative effort; supported by an internal operating committee with members drawn from across Canada, in partnership and consultation with Creative Fire (an Indigenous owned and purpose driven consultancy) and the Canadian Council for Aboriginal Business.

The Reconciliation Leadership Committee will provide oversight into the strategy, efforts and results and an operational team is in place to support execution.

Ongoing evaluation, alignment to PAR (CCAB's certification program) and leveraging other CSR mechanisms will allow us to track progress, monitor activities and measure success against objectives each year. Progress updates will be shared with key stakeholders and the public.



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ABOUT US

CBRE

CBRE is the nation's leading commercial real estate firm **employing 2,600+ people in 22 offices** from coast to coast. We are recognized for our global excellence, with more than **100,000 employees** serving clients in **more than 100 countries**. CBRE proudly serves **90 of the Fortune 100 companies** and is ranked the top real estate brand for **18 consecutive years**. Leveraging long-standing global relationships, CBRE provides deep insight into exclusive information, international trades, global supply chain networks and leads in real estate marketing services.

At a glance, our lines of business includes:

- Global Workplace Solutions
- Integrated Facilities Management
- Project Management
- Transaction Services: Occupiers & Investors
- Valuation & Advisory Services
- Capital Markets
- Investment Management
- Debt & Structure Finance

CBRE GWS is the world's largest manager of commercial properties, managing nearly **7 billion square feet** of space for occupiers and investors **across 100+ countries**. This equates to approximately **166,000 locations** managed, which house an estimated **35 million occupants**.

Additional information on our company:

- Our company was founded in San Francisco in **1906**
- CBRE is ranked **#122** on the 2021 Fortune 500 list

ABOUT US

Global Workplace Solutions

Global Workplace Solutions (GWS), a worldwide leader in delivering superior workplace results, combines both the sophisticated intelligence and unrivaled expertise required to plan, execute and manage real estate operations and portfolios on behalf of innovative companies worldwide. Leveraging a global platform noted for the delivery of consistent and reliable services, GWS empowers clients, allowing them to focus on broad strategic goals while their day-to-day real estate operations are handled by true corporate partners at CBRE.

As a leader in real estate consulting and outsource solutions, GWS provides dedicated teams with industry-specific experience to align with clients' requirements. Specific sectors served include: energy, oil and gas, financial and professional services, healthcare, industrial and logistics, infrastructure and public enterprises, life sciences, retail and multi-site, technology, media and telecom. We develop workplaces that are designed to achieve top productivity and cost control while advancing quality service levels.

The key services offered through this business segment are described below.

Facilities Management Services

Powered by integrated management, we deliver Facilities Management solutions that connect and elevate all aspects of your operations. An end-to-end operating model unites people, assets, data, technology, budgets, contracts and our global supply chain to drive best-in-class performance and business productivity. Our solutions support distinct client requirements including multi-national enterprises, local single-market companies, on demand facility support, data centers, critical operations and more.

Project Management Services

We identify cost savings and mitigate risks to help owners and occupiers generate the most value from their projects and portfolios. Working as an extension of our clients' organization, we manage each project as if it was our own and ensure that every team member is working for and respecting our clients' interests. As a third-party representative, independent from design, construction and all other trades, we provide the leadership that projects require.

Our experience spans all project types: tenant improvements and retrofits, complex restacks, multi-location assignments, and new-builds. Our impressive market share is a testament to our unmatched experience in virtually every major market and industry sector across Canada.

The Need for Reconciliation in Canada

The History of Truth and Reconciliation in Canada

For over 150 years, residential schools operated in Canada. Over 150,000 children attended these schools. Many never returned. Often underfunded and overcrowded, these schools were used as a tool of assimilation by the Canadian state and churches. Thousands of students suffered physical and sexual abuse. All suffered from loneliness and a longing to be home with their families. The damages inflicted by these schools continue to this day. In 2009, the Truth and Reconciliation Commission (TRC) of Canada began a multi-year process to listen to Survivors, communities and others affected by the Residential School system. The resulting collection of statements, documents and other materials now forms the heart of the National Centre for Truth and Reconciliation.

In 2015, the TRC released its report with **94 recommendations applicable to a variety of different stakeholders**. The TRC engaged Indigenous and non-Indigenous Canadians to redress the legacy of residential schools and advance the process of Canadian Reconciliation. The report released in 2015 made a 'Call to Action' to specific audiences.

Call to action #92 asks the corporate sector and their leaders to adopt UNDRIP. The commission calls for meaningful consultation, long term sustainable opportunities from economic development projects, as well as education and training for managers on the history of Indigenous people, inter-cultural competency, human rights and anti-racism.

Truth and Reconciliation Commission of Canada: Calls to Action, http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf. Pg 14

TRC Calls to Action 92

The TRC calls upon the corporate sector in Canada to adopt UNDRIP as a Reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples, their lands and resources. This would include, but not be limited to, the following:

1	2	3
Commit to meaningful consultation , building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.	Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Indigenous communities gain long term sustainable benefits from economic development projects.	Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, UNDRIP, Treaties and Indigenous rights, Indigenous law, and Indigenous–Crown relations. This will require skills-based training in inter-cultural competency, conflict resolution, human rights, and anti-racism.

ABOUT US

Our Vision for Reconciliation

At CBRE GWS, our aim is to work together with Indigenous peoples, clients and communities to foster meaningful change and respect to create opportunities for ongoing prosperity for Indigenous peoples.

- We seek to advance Reconciliation by providing cultural awareness learning opportunities for our people to shed light on the past injustices experienced by Indigenous Canadians.
- There is no single destination on our Reconciliation journey. Reconciliation is an on-going effort that requires partnerships, meaningful dialogue and collaboration to cultivate diverse and inclusive commitments.
- We imagine a future where the rights of all Indigenous Canadians are recognized and celebrated.



Cattrol Photo Associates

Our Goals for Reconciliation

We aspire to the achieve the following goals via the implementation of CBRE Reconciliation

Action Plan:

- 1 Increase Indigenous cultural awareness** through **educating** our people on the histories and rights of Indigenous Canadians and communities.
- 2 Build meaningful relationships** with Indigenous peoples and communities to create trust and **ongoing opportunities** for positive impact.
- 3 Promote and sustain supply chain diversity opportunities** for Indigenous businesses.
- 4 Encourage** our **people to participate** in the **Reconciliation journey** through learning, awareness and participation in Indigenous cultural events.
- 5 Create an inclusive workplace** that **honors** the history of **Indigenous Canadians** and celebrates their culture and traditions.
- 6 Focus** on **attracting new Indigenous communities** and **clients** for future partnerships and employment opportunities.



Five Guiding Pillars

CBRE GWS’s inaugural RAP seeks to strengthen relationships between Canadian Indigenous people and non-Indigenous people, for the benefit of all at CBRE and Canada.

We have created five strategic pillars to support CBRE GWS’s on-going RAP journey over the next two years.

Reconciliation Action Plan (RAP)					
Pillar	GOVERNANCE & LEADERSHIP	PEOPLE & EMPLOYMENT	COMMUNITY RELATIONSHIPS & PARTNERSHIPS	SUPPLY CHAIN	CSR & REPORTING
Dimensions	Governance & Operational Structure	Internal Promotion & Awareness	Community Relationships & External Partnerships	Sustainable Supply Chain	External Promotion & Awareness
	Leadership & Oversight	Cultural Learning & Engagement	Financial & In-Kind Support	Specialized Support	PAR & Other Reporting Mechanisms
	Policies	Indigenous Employment	Non-Financial Support		Environment
		Indigenous Career Advancement			

Recommendations Overview



Governance & Leadership

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Governance & Operational Structure	RAP Leadership Committee (RAP-LC)	<p>Establish a leadership team responsible for overseeing CBRE GWS's strategy, efforts and results regarding the RAP. The RAP-LC would include the following leaders:</p> <ul style="list-style-type: none"> • RAP-LC Chair • Regional Champions (one per region) • Ethics, Compliance & Privacy representative • People & Talent representative • Supply Chain representative • Corporate Social Responsibility (CSR) representative • Communications Representative • Indigenous Employee representative (i.e., Member of Indigenous Employee Network Group) 	RAP-LC established by June 1 st , 2021	2021 – Q2	PAR (Phase 1 & 2)
	RAP Operational Team (RAP – OT)	<p>Establish an operational team responsible for delivering CBRE Canada's strategy, efforts and results regarding the RAP.</p>	RAP-OT established by July 1 st , 2021	2021 – Q2	PAR (Phase 1 & 2)

Governance & Leadership

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Leadership & Oversight	Leadership Commitment Statement	The CEO and/or senior leaders of CBRE GWS develop a commitment statement for our RAP efforts.	Commitment publicized	2021 – Q2	PAR (Phase 1 & 2)
	Senior Leadership Support	Obtain senior leadership support, including CBRE GWS's CEO, reinforcing the RAP-LC and its RAP efforts and progress towards positive and progressive Indigenous relations.	Verbal commitment obtained	2021 – Q2	PAR (Phase 2)
	RAP-LC Commitments, Goals & Targets	CBRE GWS's RAP-LC will develop a list of commitments the organization intends to deliver on, including a letter of commitment to reporting mechanisms (i.e., the CCAB PAR program).	RAP targets established (1 to 2 years)	2021 – Q2	PAR (Phase 1 & 3)

Leadership & Oversight	KPIs & RAP Efforts/ Alignment	<p>Establish KPIs for CBRE GWS leaders and employees that tie directly to our RAP efforts.</p> <ul style="list-style-type: none"> Indigenous Employees (3% of workforce), Indigenous Employee Retention, Indigenous Supply Spend, Indigenous Supply Spend as a % of overall supply spend (3%-5% of total spend), Spend on Indigenous Community Engagement (financial/non-financial), Levels of Community Engagement 	RAP KPIs established (FY 2021 & 2022)	2022 – Q3	PAR (Phase 3): TRC (92)
	Internal Indigenous Leader	Discuss identifying an internal / recruiting an external Indigenous leader to lead all Indigenous activities (i.e., projects and variables teams).	Indigenous leaders established by Sept 1 st , 2021	2021 – Q3	PAR (Phase 1 & 2)
	Internal Indigenous Champions	Identify internal Indigenous champions within CBRE GWS as influencers for our company.	Indigenous champions established by Sept 1 st , 2021	2021 – Q3	PAR (Phase 1 & 2)

Governance & Leadership

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Policies	Indigenous Relations Policy	<p>Establish KPIs for CBRE Canada's leaders and employees that tie directly to our RAP efforts.</p> <ul style="list-style-type: none"> Leadership Responsibilities: Outline of responsibilities from a leadership perspective (i.e., cultural awareness training). Indigenous Engagement: Engagement that prioritizes inclusion, transparency, respect and accountability. Indigenous Employment & Talent: Identify opportunities to prioritize Indigenous recruitment and employment efforts. Indigenous Business Development: Creating economic value (i.e., supply chain) and supporting Indigenous businesses. Social Investment: Engaging with Indigenous communities to identify opportunities for social investment, education and partnership. Environmental Stewardship: Protecting the environment and including Indigenous knowledge. 	Indigenous relations policy established	2022 – Q3	PAR (Phase 1)
	Anti-Racism Policy & Indigenous	Ensure the Indigenous perspective is included within the anti-racism policy.	Indigenous included in A-R policy	2022 – Q3	N/A

People and Employment

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Internal Promotion & Awareness	Communicate Cultural Celebration & Learning Opportunities	<p>Communicate existing opportunities and accompanying resources for CBRE GWS employees to participate in Indigenous cultural celebration events and cultural awareness training sessions to advance meaningful and ongoing learning opportunities for Indigenous and non-Indigenous staff.</p> <ul style="list-style-type: none"> National Indigenous Peoples Day Orange Shirt Day TRC recommendations and the National Inquiry into Missing and Murdered Indigenous Women Other Indigenous Community specific events 	Promote at least two annual events to all CBRE GWS employees	2021 – Q3	PAR (Phase 1, 2 & 3)
	Raise Internal Awareness & Encourage Participation	Distribute ongoing updates and communications regarding CBRE GWS's RAP to raise awareness and encourage participation across the organization.	Ongoing	2022 – Q4	PAR (Phase 1, 2 & 3)
	Establish Internal & External Comm. Channels for the RAP	Establish internal and external communication channels and/or avenues for all RAP related communications and promotions to employees of CBRE GWS.	External channels established	2022 – Q2	PAR (Phase 1, 2 & 3)
	Assign Ownership for Indigenous Communications	Assign CBRE GWS staff member(s) as an owner(s) for all RAP and Indigenous-related communications. Ensure this owner is/these owners are on the RAP-LC.	Assigned communications owners	2022 – Q2	PAR (Phase 1 & 3)
	Establish Feedback & Internal Input Mechanism	Establish an internal 360 feedback and input mechanism regarding CBRE GWS's Indigenous related communications available to all CBRE GWS employees, both Indigenous and non-Indigenous.	Feedback channel established	2022 – Q3	PAR (Phase 3)

People and Employment

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Cultural Learning & Engagement	Identify Cultural Celebration Opportunities	Identify opportunities for CBRE GWS employees to participate in Indigenous cultural celebration events to advance meaningful and ongoing learning opportunities for Indigenous and non-Indigenous employees. <ul style="list-style-type: none"> National Indigenous Peoples Day Orange Shirt Day 	Identify at least two annual events for all CBRE GWS employees	2021 – Q3	PAR (Phase 1 & 3)
	Deliver Cultural Awareness Training Opportunities	Identify, develop and deliver Indigenous cultural awareness training, and require participation for the following: <ul style="list-style-type: none"> Senior Leadership (RAP-LC members and operational members) - PAR Phase 1 Leadership (i.e., Manager level and up) All employees staffed on Indigenous engagements All employees with Indigenous employees as direct reports 	Deliver annual training program for all CBRE GWS employees identified as required	2021 – Q3 to 2021 – Q4	PAR (Phase 1, 2 & 3); TRC (92)
	Fund & Foster Mentorship, Leadership & Event Sponsorship Opportunities	Fund and foster mentorship, leadership and event sponsorship opportunities for Indigenous and non-Indigenous CBRE GWS employees.	At least two CCAB events per year	2022 – Q1	PAR (Phase 1 & 3)

People and Employment

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Indigenous Employment	Formally establish Indigenous Employee Network Group	Identify CBRE GWS's Indigenous employees across the organization and establish an employee network group for CBRE GWS's Indigenous employees. Capture information including: <ul style="list-style-type: none"> Name Identity Line of business Role 	Indigenous Employee Network established by Sept 1 st , 2021	2022 – Q3	PAR (Phase 3)
	Create Database of Indigenous Talent	Create and maintain database tracking CBRE GWS's Indigenous talent (i.e., departments, levels). <ul style="list-style-type: none"> Name; Identity; Line of business; Role 	Database established by Sept 1 st , 2021	2022 – Q3	PAR (Phase 1)
	Self-Identification Process	Ensure the employee self-identification process enables and allows for employees to identify as Indigenous. Allow for opportunities to change self-identification in the future.	Revised self-identification process by Sept 1 st , 2021	2022 – Q3	PAR (Phase 3)
	Attend Career Fairs within Indigenous Communities	Attend career fairs within Indigenous communities to grow Indigenous talent pool for future success with CBRE GWS.	At least two events per year	2022 – Q4	PAR (Phase 3)
	Implement Talent Policies Prioritizing Indigenous Recruitment	Implementing Talent policies that identify opportunities to prioritize Indigenous recruitment efforts.	Policies established	2023 – Q1	PAR (Phase 1 & 3)

RECOMMENDATIONS OVERVIEW

People and Employment

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Indigenous Employment continued...	Increase Self-Identified Indigenous Staff	Increase the number of new self-identified Indigenous staff across all CBRE GWS offices.	Deliver prominent internal communication	2023 – Q1	PAR (Phase 3)
	Establish Indigenous Employment, Recruiting & Retention Strategies & Objectives	Establish recruiting and hiring strategies and objectives specifically for Indigenous employment. Ensure these objectives and targets are measured and progress against these are reviewed.	Strategy established	2023 – Q1	PAR (Phase 3)
	Establish Internship Opportunities for Indigenous Youth	Establish internship opportunities across CBRE GWS for Indigenous youth.	Hire 5-10 Indigenous interns per year	2023 – Q1	PAR (Phase 3)
Indigenous Career Advancement	Establish Career Development Opportunities for Indigenous Employees	Establish career development and advancement opportunities specially catered towards CBRE GWS's Indigenous employees.	Individualized career progression plans established	2023 – Q1	PAR (Phase 3)
	Establish Mentorship Program for Indigenous Employees	Establish a mentorship program specifically catered towards CBRE GWS's Indigenous employees.	Mentorship program established	2023 – Q2	PAR (Phase 3)

Community Relationships & Partnerships

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Community Relationships & External Partnerships	Alignment with Supplier Diversity Organizations Supporting Indigenous Suppliers	Consider alignment with other Indigenous supplier diversity organizations, such as the Canadian Council for Aboriginal Business' (CCAB) Procurement Champion program.	Completed in 2021 – Q1	2021 – Q1	PAR (Phase 3)
	Assign Internal Owner for CCAB PAR Program	Assign an internal owner that will be accountable for CBRE GWS's activities, including the organization's application, for the CCAB PAR program.	Indigenous Leader established	2022 – Q2	PAR (Phase 3)
	Identify Indigenous Communities of Interest & Stakeholders that are Important to CBRE GWS's Operations	<p>Compile a list of Indigenous communities of interest and stakeholders (examples listed below) across Canada to continue to engage with for input and involvement in the RAP journey. This may include establishing a Diversity & Inclusion partnership with specific external parties.</p> <ul style="list-style-type: none"> • Indigenous people • Indigenous communities • Indigenous businesses • Government of Canada • Not-for-profits in the Indigenous space • Private sector actors and clients in the Indigenous space 	Identify list of Indigenous Communities of Interest and Stakeholders	2022 – Q3	PAR (Phase 1 & 2)
	Senior Leadership Engagement with Indigenous Communities of Interest	Ensure members of CBRE GWS's senior leadership team engage with and/or participate in visits with key stakeholders of Indigenous communities of interest. Establish an engagement strategy and plan for senior leadership.	Establish Engagement Strategy & Plan for Senior Leaders to Engage Indigenous Communities of Interest	2022 – Q3	PAR (Phase 1, 2 & 3)

Community Relationships & Partnerships

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Financial & In-Kind Support	Scholarship Programs for Indigenous Youth	Establish scholarship programs that target and/or support the education of Indigenous Youth.	Partner with Indspire for two scholarships per year	2023 – Q1	PAR (Phase 3)
	Capacity Building in Indigenous Communities	Identify opportunities to support and/or build capacity in Indigenous communities through investments and/or initiatives.	Target ongoing with Client Accounts	2023 – Q3	PAR (Phase 3)
	In-Kind Volunteer Support	Establish opportunities for CBRE GWS employees to participate as volunteers for an Indigenous community, Indigenous organization or a related initiative that supports RAP efforts in Canada.	40 hours of In-Kind Volunteer per year, for appropriate CBRE GWS employees	2023 – Q3	PAR (Phase 3)
Non-Financial Support	Improve Education Outcomes for Indigenous Youth	Develop community partnership(s) and impact volunteering initiatives to specifically improve education outcomes for Indigenous Youth.	At least two Volunteer Initiatives Driven	2023 – Q1	PAR (Phase 3)

RECOMMENDATIONS OVERVIEW

Supply Chain

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Sustainable Supply Chain	Supplier Diversity	Review CBRE GWS's current Supplier Diversity Code of Conduct and identify ways to include Indigenous procurement as a priority.	Affirm Supplier Diversity Code of Conduct	2021 – Q3	PAR (Phase 3)
	Establish an Indigenous Spend Target	Establish a procurement spend target (2021 through to 2023) specifically for Indigenous suppliers, with a breakdown of these targets to the category level (i.e., type of service and good).	Indigenous spend target of 3% - 5%	2022 – Q3	PAR (Phase 3)
	Advance Indigenous Procurement	Inform and educate CBRE GWS employees within procurement on Indigenous suppliers and opportunities to advance Indigenous procurement.	Vocalize to all appropriate CBRE GWS employees	2021 – Q4	PAR (Phase 3)
	Creating a Database on Indigenous Suppliers	Develop a tracking mechanism to profile and collect information on CBRE Canada's Indigenous suppliers.	Establish database	2022 – Q1	PAR (Phase 3)
	Review Supplier Registration & Screening Process	Ensure the supplier registration and screening process enables Indigenous suppliers to participate in sourcing opportunities and awarded contracts.	Supplier registration process revised	2022 – Q1	PAR (Phase 3)

RECOMMENDATIONS OVERVIEW

Supply Chain

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
Specialized Support	Identify Opportunities to Attract New Indigenous Suppliers	Identify CBRE GWS's current Indigenous suppliers and conduct feedback sessions to improve experiences and identify ways to attract new Indigenous suppliers.	10% increase of Indigenous suppliers per year	2022 – Q2	PAR (Phase 3)
	Establish Specialized Training for Indigenous Businesses	Establish specialized training sessions for Indigenous businesses interested in bidding on CBRE GWS contracts. This would include specialized training on how to effectively respond to RFIs, RFPs and other types of contracts.	All Indigenous suppliers attend at least one training session	2022 – Q2	PAR (Phase 3)
	Establish Continuous Improvement Mechanisms for Supplier Training	Establish a mechanism to obtain 360 feedback from prospective Indigenous suppliers to identify any potential challenges or barriers for Indigenous-owned organizations regarding the sourcing and procurement process.	Feedback mechanism established for Indigenous suppliers	2022 – Q3	PAR (Phase 3)

CSR & Reporting

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
External Promotion & Awareness	Promote CBRE GWS's RAP Efforts	Profile CBRE GWS's RAP and commitment to Reconciliation through external marketing channels and/or avenues for current and prospective clients and industry partners.	Publish RAP by Sept 1 st , 2021	2022 – Q2	PAR (Phase 2)
	Traditional Land Acknowledgment	Compile a list of Indigenous communities across Canada and CBRE locations/properties (i.e., offices, CBRE GWS – IO and Variable accounts, Advisory – Brokerage deals in Saskatoon, etc.) to determine the traditional lands CBRE GWS operates on. Communicate land acknowledgment statements for each.	Traditional Land Acknowledgment publicized and implemented in each office	2022 – Q3	N/A
	Promote Training Sessions to Indigenous Suppliers in Canada	Promote and raise external awareness for CBRE GWS's supplier training sessions specifically for Indigenous businesses that align with the types of contracts CBRE GWS awards.	Promote to all Indigenous suppliers of CBRE GWS	2023 – Q1	PAR (Phase 3)
	Establish External Communication Channels for RAP Related Information	Establish external communication channels and/or avenues for all RAP related communications and promotions.	External Communication channel established	2023 – Q2	PAR (Phase 2 & 3)

RECOMMENDATIONS OVERVIEW

CSR & Reporting

RAP Dimension	Recommendation	Details	Target/Goal	Timeline	Reporting
PAR & Other Reporting Mechanisms	Par Program and Criteria Training	Ensure senior leadership has been provided with and attends training on the PAR program and criteria. Ensure appropriate CBRE GWS employees are aware of the intent of the PAR committed program.	All appropriate CBRE GWS leaders aware of PAR program criteria	2022 – Q2	PAR (Phase 1)
	Action Plan & Assessment/Gap Analysis for CCAB's PAR Program	Improve membership with CCAB through the advancement of the organization Committed PAR level by devising a plan of action to achieve Phase 1, 2 and 3 targets. In addition, conduct an internal assessment/gap-analysis against the criteria of each phases, with input from key Indigenous stakeholders.	Complete PAR phases 1, 2 and 3 by end of 2022	2023 – Q1	PAR (Phase 2 & 3)
	Review of Results of Phase 1, 2 & 3 Criteria	Measure and identify the results and issues from phase one, two and three as part of the overall PAR Program submission (supporting materials are included the CCAB's appendix materials).	Complete PAR phases 1, 2 and 3 by end of 2022	2023 – Q1	PAR (Phase 2 & 3)
	Gather & Provide Data Outlining Key Employment, Procurement & Engagement Efforts	Gather and provide data outlining the following key areas of the RAP: <ul style="list-style-type: none"> • Current number and percentage of full-time Indigenous employees versus overall employee count. • Current Indigenous employee retention rate compared to overall employee retention levels. • Current Indigenous employee workforce composition across hierarchy and divisions, compared to overall employee numbers. • Dollar amount spent on goods and services with Indigenous-owned businesses during the reporting period, and as a percentage of the total procurement budget. • Dollar amount of financial and/or in-kind support provided by the CBRE GWS for community activities, events and/or initiatives. • Additional data supporting CBRE GWS's community engagement. 	Complete PAR committed activities by end of 2022	2023 – Q2	PAR (Phase 3)

Our Ongoing Commitment

CBRE GWS's commitment to Reconciliation Action Plan is critical to building meaningful relationships with Indigenous peoples and communities. We are actively working with Canadian Aboriginal associations in order to remain accurate and in alignment to our goals.

Our commitment is to build, revise, update and mold our approach to support the evolving reconciliation landscape in Canada. We will update the timeline and exceed our lag on our timing expectations in order to be accurate. We also will report at every step of our PAR certification to remain transparent.

The CBRE GWS Canada Reconciliation Action Plan

GWS Canada | 2021-2023