

SECTION 172(1) STATEMENT FOR Norland Holdings Limited (the “Company”)

To be included within the strategic report in the 2020 statutory financial statements.

OUR COMMITMENT TO SECTION 172

OUR STAKEHOLDERS

Successful delivery of the Norland Holdings Limited (the “Company”) strategy, as well as that of the CBRE group, depends on effective engagement with stakeholders. Our directors have a duty, under the Act, to act in the way most likely to promote the success of the Company for the benefit of its shareholders. In doing so, directors must pay regard to key stakeholders and to the reputation of CBRE Global Workplace Solutions (GWS) for high standards of business conduct.

Directors consider stakeholder factors when making decisions, when setting strategy, developing policies, fostering the corporate culture and guiding and delegating decisions to management and employees. Engagement with stakeholders also involves judgement and actions by managers and employees with whom stakeholders interact directly.

CBRE’s RISE values (Respect, Integrity, Service, and Excellence) reflect the Company’s consideration of the wide community of stakeholders and the focus on creating outcomes that benefit all of them.

Directors across CBRE were provided with internal training in order to continue their development and ensure a continued improvement in their skills, knowledge and understanding required to perform as an effective

director. New directors are also provided training on appointment as are those that support CBRE entity directors in order to improve the wider skill set and contribute to succession planning.

The Governance team will continue to provide support to the Board to ensure that sufficient consideration is given to stakeholder issues.

The annual GWS-wide Business Unit Leader Conference and similar events address the long-term strategy, issues and goals of the business. The strategy addresses the Company’s stakeholders directly through its overall aim to produce distinct advantages for clients, employees and shareholders by creating real estate solutions that drive value and growth.

The following statement identifies the key stakeholder groups and outlines methods that directors used to engage with them, understand the issues to which they should have regard, and gather feedback.

EMPLOYEES

CBRE’s success depends on its ability to attract and retain qualified and experienced employees. The does not have any employees, however is part of the CBRE group and employees were able to benefit from the following,

Following the 2020 COVID-19 health crisis, special focus was given to the health of employees. There has been a shift to working from home and an elimination of any travel for work purposes. We have facilitated testing where required and are encouraging our employees to receive the COVID-19 vaccination as soon as they are eligible.

- Mental health support has also been increased and the implementation of the CBRE ‘Be Well’ programme in December 2020 is a reflection of this. This is a globally connected effort to promote a caring workplace culture focusing on our employee’s well-being.
- Access to Doctor Care Anywhere app was given to CBRE staff for virtual doctor appointments.
- A diversity and Inclusion agenda has been established in order to ensure that CBRE is a safe and inclusive place for all. The first steps with e-training across the leadership team and divisional calls to further the message and take suggestions and input from colleagues.
- The group holds an annual Global Safety Week, which is committed to developing safe and healthier ways of working for all employees.
- “Harbour” – CBRE’s proprietary Health, Safety & Environment technology platform, helps to create a safe workplace experience for everyone continues and has been well received
- CBRE operates an ongoing succession planning process that evaluates employees for the Executive grades and ensures a consistent pipeline of talent is available with which to recruit internally.
- A weekly round-up newsletter is emailed to all GWS employees, and a print publication posted out quarterly.
- Talent Source is CBRE’s new talent acquisition and onboarding platform. It successfully launched in several countries in Asia Pacific and the Americas early 2021. The platform has gained overwhelmingly

positive feedback from both recruiters and hiring managers. Talent Source will launch in UK, Ireland and Spain on August 5 and in the rest of Continental Europe in Fall 2021. Look for additional details, cutover plans, training and more prior to launch.

SUPPLIERS

The supply chain is fundamental to CBRE’s business as a provider of outsourced services.

- The Group have been working closely with suppliers to ensure service continuity over the last year and have endeavoured to do anything possible to facilitate a service as close to normal as possible.
- There has been a focus on improving payment performance to CBRE’s supply chain through and improved engagement and internal process.
- Despite the impact of the global pandemic, the reduction in the invoice pool was a success and continues to maintain low levels.
- There is a new three-way match automated system is being implemented in order to improve supplier payment times.

CLIENTS

CBRE is relentlessly focused on client outcomes and satisfaction and has one of the highest client retention rates in the industry.

- CBRE uses a structured approach and framework to deliver tangible innovation and value-add to client relationships, focused on Technology, People, Energy, Environment, Communication and Asset Management.
- Keeping close to clients has been at the forefront throughout the year. Customer meetings have switched to Zoom in order to facilitate all working from home. During this time client sites have been made COVID-19 compliant and many contracts renegotiated as client strategic positions have moved to saving money as their businesses have been affected.
- CBRE were finalists in the category of Wellbeing, in the Institute of Workplace and FM Awards.
- Our Logistics customers continue to see high levels of activity, an example being support for Amazon to open their seasonal Pop-up sites and construction of their internal COVID testing centre. Our Utilities and Infrastructure customers continue to focus on essential works in critical environments only.
- CBRE has been working closely with our customers to mitigate impact on critical spares and project materials at risk of being affected by border delays relating to Brexit.
- CBRE’s Customer Innovation and Improvement Charter deepens client relationships by aligning innovative ideas to client sites. It is embedded within the regular client review process. An Innovation Champion Network ensures best practice is disseminated internally.

COMMUNITY

At CBRE acting responsibly and being successful commercially go hand-in-hand. A key element of this is creating new opportunities for our local communities.

- The Company contributes to a CBRE Group-wide charitable giving programme which donated both volunteering time and funding to various charities within the UK and further afield.
- The Company carried out a range of local charitable activity through various partnerships, including with Action for Children who awarded CBRE the ‘Outstanding Corporate Partner Award’ for 2020.
- The Company encourages the creation of networks to foster specific interests, including the Women’s Network, Proud network and Multicultural Network.

ENVIRONMENT

CBRE takes a holistic approach to business sustainability, and the team develops strategies to significantly reduce carbon footprints and create long-term benefits and value for clients.

- The CBRE Group has planned a reduction of greenhouse gas emissions by 30% by 2025 and be a net zero business by 2030.
- The Government’s Carbon Reduction Commitment requires CBRE to report on organisational energy consumption of all property entities falling within GWS UK.
- The Company engaged with individual clients on a number of initiatives to reduce carbon footprint. For the Company’s data centres the best practice and deployment of deploying CBRE | Romonet and EkkoSense technologies helps with this. CBRE | Romonet uses a patented, physics based, digital twin (computer model) of a data center to deliver detailed predictive and operational performance analytics which drive the optimisation of both energy and water consumption at any stage of the data center lifecycle. Ekkosense provides highly granular environmental monitoring of the data center computer room (‘White Space’) enabling the cooling in that White Space to be fully optimised as the IT load changes.
- Reductions of energy consumption at client site using various strategies.
- The Company uses proprietary Building Engineering and Management Systems to control plant on client sites to achieve stringent environmental conditions set during design stages.
- Certain client sites are certified to ISO 14001 (International standard that sets out the criteria for an environmental management system and its implementation).

STANDARDS OF BUSINESS CONDUCT

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

- Standards of Business Conduct (SOBC) have been in place since 2004 and were thoroughly updated in 2011 and a further update is planned for 2021.
- The SOBC form part of the mandatory annual training for all CBRE employees.

- The SOBC embody the fundamental principles that govern our ethical and legal obligations.
- The SOBC are at the centrepiece of a global Ethics & Compliance Programme adopted by the CBRE Group in 2004, and designed to reinforce our RISE values and ensure compliance with Company policies, and laws and regulations applicable globally.
- CBRE also expects that all subcontractors comply with applicable laws and legislation, including CBRE’s Supplier Code of Conduct.
- Several areas of ethics and compliance training are also provided to all new employees, including SOBC, Harassment Prevention/People and Culture Behavior, with RISE values and in targeted countries, Anti-Corruption Training.

ACTING FAIRLY BETWEEN MEMBERS

S172 of the Companies Act requires the Company to act fairly between members. The Company is 100% owned by another entity within the CBRE UK Group.