

The background of the slide is an abstract, low-poly geometric pattern in various shades of green, ranging from dark forest green to a lighter, almost white-green. The shapes are angular and interconnected, creating a sense of depth and complexity.

CBRE

CBRE'S JOURNEY TO A GLOBAL CLOUD REWARDS PROGRAM

December 14, 2017

Introductions



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Agenda

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Background

The logo for CBRE, consisting of the letters "CBRE" in a bold, green, sans-serif font.The logo for Oracle, consisting of the word "ORACLE" in a red, sans-serif font with a registered trademark symbol.

CBRE By the Numbers

60 Countries

80,000+ Employees

13,000+ Managers

CHALLENGE:

Rapid Growth through acquisitions led to disparate Compensation processes across the globe. The overall process required much manual intervention and compilation of data from many sources.

SOLUTION:

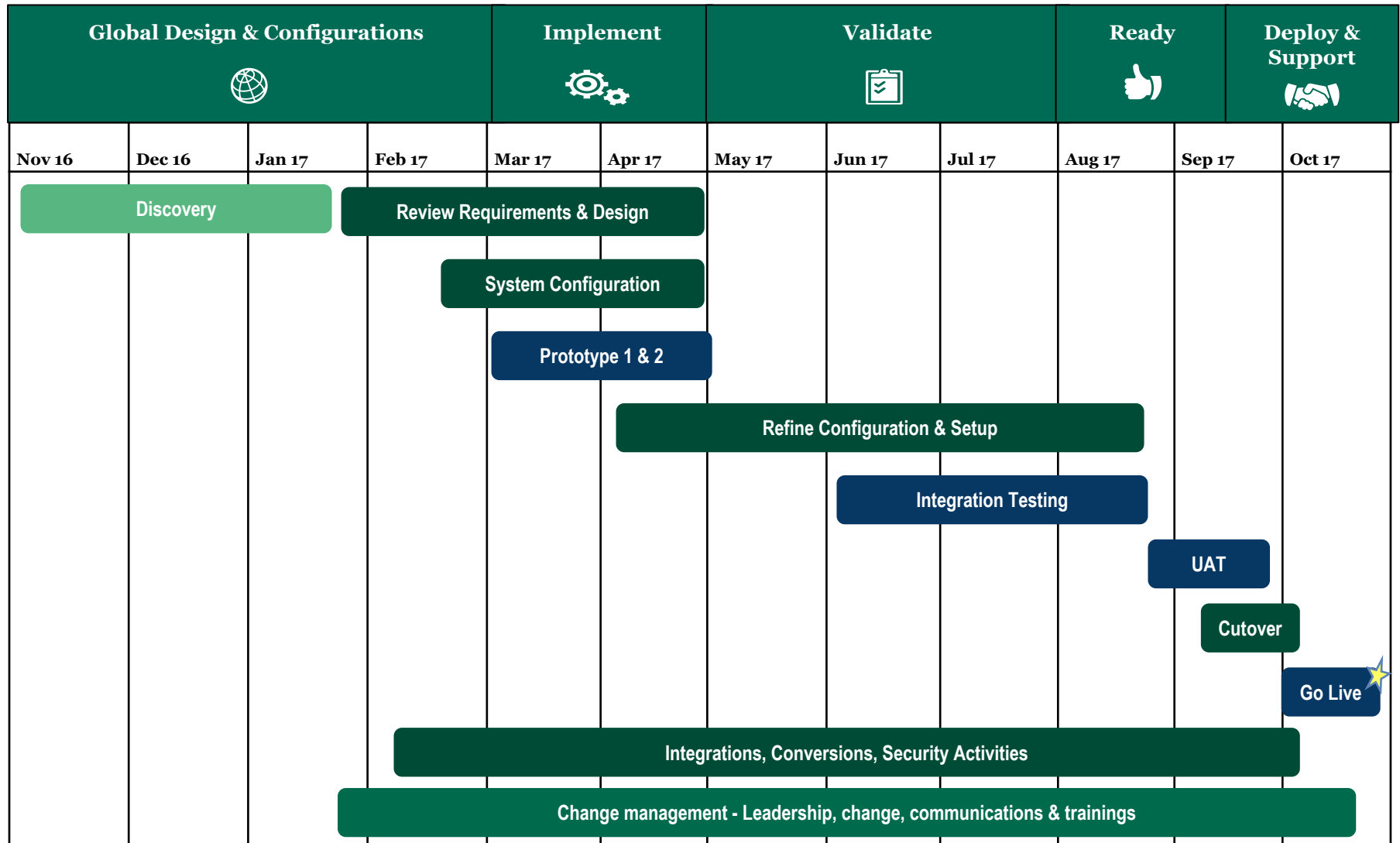
The Oracle Cloud Compensation implementation was implemented as a **co-existence** model to Oracle PeopleSoft HCM supporting HR globally, along with Payroll for North America, and interfaces to external payroll providers

IMPACT:

Previously more than **70+ templates** were used to handle country and line of business level variances. The templates were consolidated into **12 plans** resulting in standardized and streamlined content for simplified administration and maintenance, and to provide an improved experience to Compensation Administrators and Managers.



Timeline



Global Design

The purpose of harmonizing CBRE's Global Design is to simplify CBRE's Compensation solution across the regions/LOBs and leverage the Oracle capabilities.



Key Guiding Principles

- *Less is More, Simple is Better*
- *Delivered functionality is key - Ask “Why Not”*
- *Regulatory/Statutory requirements included*
- *“OneTeam” collaboration across Global CBRE and PwC*
- *Issues and decisions will focus on CBRE as a whole rather than individual CBRE organizations*



Standardized Processes

Streamlined workflow to increase the efficiency, data integrity and reduce the overall HR operational costs



Streamline processes so all compensation planning is done in the same cycle

Manage individual employee budgets using External Data Upload tool



Provide managers with targeted recommendations for each employee using a merit matrix provided by dynamic calculations

Utilize plan cycle dates and Start Workforce Compensation cycle rules to meet regional needs while keeping plan count low



26% of cloud customers very satisfied when changing 0-25% of processes. **47%** very satisfied when changing 75-100% of processes.*

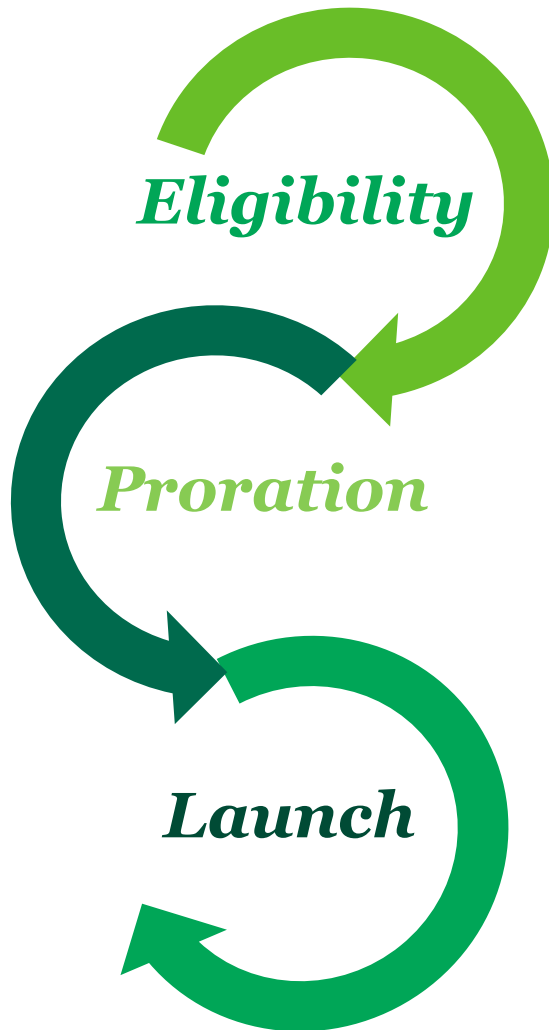
*PwC 2017 HR Technology Survey



Automation

32% of cloud customers increased time HR spends with business partners. **20%** reduced HR personnel costs.*

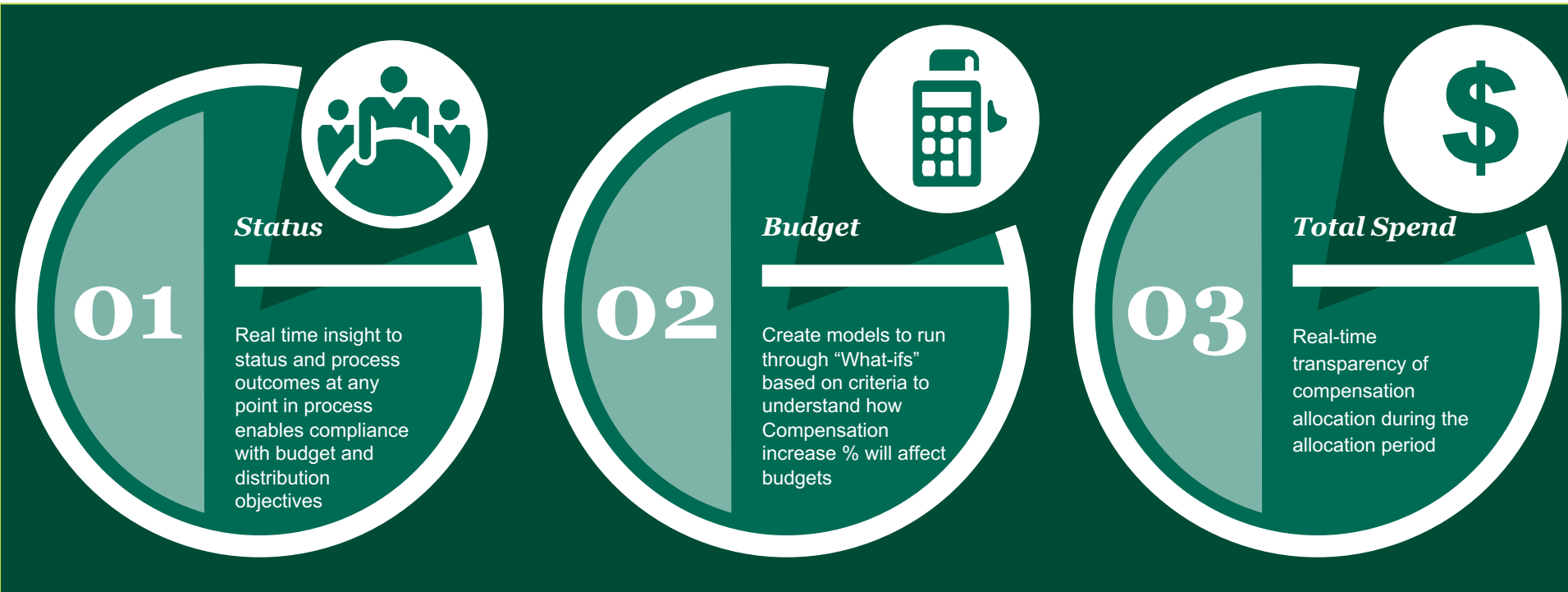
*PwC 2017 HR Technology Survey



- Eligibility automatically applied at plan level to reduce time needed to assign worksheets and employees to managers
- Component eligibility allows merit and bonus to be planned together
- Proration rules built in to allow for employees moving between countries, companies, jobs, and bonus plans throughout the year
- Reduced time to bring plans up every year as Comp Administrators don't have to spend hours creating/updating, spreadsheets, updating formulas, and splitting the files across regions
- Scheduled refreshes allow for the most up-to-date data for managers to make informed decisions

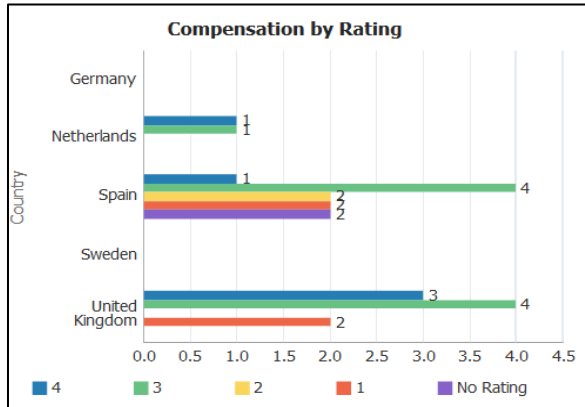


Real-time Transparency



Improved Insights

One system for global population means users have real-time reporting capabilities and managers have Total Compensation view



- Greater dashboards, analytics and reports to support the C-suite for review and approvals
- Utilize delivered manager and administrator reports to give analysis previously not used and promote pay for performance

Summary

| | Budget | Allocated | Remaining Budget |
|--------------|----------------------|-------------------|----------------------|
| Merit | 897,551.03 | 10,000.00 | 897,551.03 |
| Mkt/Promo | 121,458.89 | 8,912,814.57 | 111,458.89 |
| Bonus | 35,238,093.97 | 11,965,422.30 | 35,208,093.97 |
| Equity | 48,191,500.00 | 200,000.00 | 48,191,500.00 |
| Total | 84,648,603.89 | 240,000.00 | 84,608,603.89 |

CBRE

Current Year Allocations

| Employee Local Currency | Total Compensation | Base Salary | Merit | Mkt/Promo | Total Bonus | Equity | Other | Total Comp |
|-------------------------------|--------------------|-------------|-------|-----------|-------------|--------|-------|------------|
| *Not applied to amounts shown | | | | | | | | |
| tes USD | 270,017.28 | 225,014.40 | | | 45,002.88 | | | |
| tes USD | 310,499.99 | 229,999.99 | | 34,500.00 | 46,000.00 | | | 2 |
| tes USD | 337,500.00 | 250,000.00 | | 37,500.00 | 50,000.00 | | | 2 |
| tes USD | 303,751.95 | 225,001.44 | | 33,750.22 | 45,000.29 | | | 2 |
| tes USD | 337,500.00 | 250,000.00 | | 37,500.00 | 50,000.00 | | | 3 |
| tes USD | 486,000.00 | 360,000.00 | | 54,000.00 | 72,000.00 | | | 3 |
| tes USD | 405,012.96 | 300,009.60 | | 45,001.44 | 60,001.92 | | | 3 |
| tes USD | 506,250.00 | 375,000.00 | | 56,250.00 | 75,000.00 | | | 3 |
| tes USD | 405,000.00 | 300,000.00 | | 45,000.00 | 60,000.00 | | | 3 |
| tes USD | 364,500.00 | 270,000.00 | | 40,500.00 | 54,000.00 | | | 3 |
| tes USD | 620,997.62 | 459,998.24 | | 68,999.74 | 91,999.65 | | | 5 |

- BI Publisher reports were created to combine the total compensation view of the 12 plans and give executives a total spend report



User Experience

System integration, automation, and workflow between HR and Managers and reduced/eliminated manual processes

Compensate Workforce: Americas Reimbursed Bonus Plan Q417

Currency: Worker local currency | Save | Submit | Cancel | Due Date: 11/15/17

Bonus Planning | Employee Statement

Summary: Direct Reports

Component

Client 1

Automated compensation change statement process to facilitate a formal discussion between manager and employee

Ability to easily view total spend and filter population to determine recommendations

Worksheet

Actions | View | Format | Freeze | Detach | Wrap | Model | Visible Rows: 10

Name | Country | Client 1 | View More Filters | Clear Filters

| Name | Alerts | Grade | Country | Currency | Current Annual Salary | Performance Rating | Client | Total Target Amount | Reimbursed Bonus Accrued Amount | Bonus Award (%) | Bonus Award Amount | Client | Total Target Amount | Reim Bonus A |
|------------------|--------|---------------------|---------|----------|-----------------------|--------------------|--------|---------------------|---------------------------------|-----------------|--------------------|--------|---------------------|--------------|
| Berns, Louise | | | | USD | 94,999.84 | | FORD | 21,375.00 | 20,419.00 | 73.46 | 15,000.00 | CISCO | 6,412.50 | |
| Bishop, Jennifer | | | | USD | 56,935.84 | | BOFA | 45,000.00 | 44,044.00 | | | | | |
| Bolt, Rusty | | Analyst, Procure... | US | USD | 53,776.32 | | OHIO | 90,000.00 | 89,044.00 | | | | | |
| Dane, Bradley | | Sr Real Estate ... | US | USD | 96,830.24 | | AIG | 17,429.26 | 16,473.26 | | | OHIO | 5,228.78 | |
| Grace, Katelyn | | Real Estate Ma... | US | USD | 100,699.04 | | BNYM | 9,063.00 | 8,107.00 | | | BOFA | 2,718.90 | |
| Hardy, Julie | | Sr Business Sy... | US | USD | 56,062.24 | | BOFA | 5,606.13 | 2,948.13 | | | | | |
| Hays, Donna | | Sr Accountant | US | USD | 52,917.28 | | CISCO | 9,000.00 | 8,044.00 | | | | | |

Improved employee visibility across the countries and regions

Availability of a supervisor hierarchy in one place, providing ability to review all direct and indirect reports and provide recommendations

Implementation Points to Consider

- ***“Don’t lose sight of the forest for the trees”*** – Balance the challenge with the impact
- ***Don’t underestimate time to solve service requests*** - Your requests will get more attention in production versus in test environments
- ***Conversion is Key*** - Get to data mapping early so that the rest of your implementation has a foundation to build and test on
- ***Progress, Not Perfection*** - Think Day 1 and say “no” to building to the exception
- ***Data Quality*** – review your data early, fix missing / incorrect data in your source system
- ***Resource Availability*** – confirm resources early, mitigate resource changes
- ***Start Early*** – annual process require some extra contingency time built into schedule
- ***Change Management*** – Don’t underestimate preparing the organization for change, particularly a global organization
- ***Data Privacy*** – allow time for necessary steps to comply with these changing regulations



Audience Questions

Q & A



Thank You