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<td>Board of Directors</td>
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<tr>
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<td>Concierge Team</td>
</tr>
</tbody>
</table>
On behalf of CoreNet Global, we begin our progress report with a sense of pride and gratitude about this association that has only grown stronger in the past two years. CoreNet Global is a thriving organization with a promising future thanks to the active engagement and participation of more than 10,000 members in 50 countries around the world. Our work continues to advance and support the practice of corporate real estate by empowering professionals to connect, learn, grow and belong.

In a time of profound change and uncertainty around the world, CoreNet Global has remained steadfast in its dedication to its members, chapters and key stakeholders while being a strong steward of its dues and non-dues revenue. The association has been able to invest more than $3.35 million directly into strategic projects over the past two years and has shared more than $1.28 million with its local chapters to promote and encourage strategic progress.

This document highlights many areas of accomplishment for CoreNet Global for the fiscal years 2016 and 2017 beginning April 1, 2015 and ending March 31, 2017. This two-year summary provides a clear picture of the overall financial health and operational integrity of the association as well as the growth and progress we’ve made in key areas of strategic focus.

We’ve raised the bar across everything we do in order to strengthen our global community and foster a culture of innovation, inclusivity and accountability. We remain committed to delivering exceptional services and experiences that exceed your expectations and earn your loyalty for years to come.
VISION
Worldwide, companies and individuals consider CoreNet Global indispensable to the successful practice of corporate real estate

MISSION
To advance the practice of corporate real estate

ANNUAL GOALS

COMPANY VALUE
1. Strengthen service and value for corporations engaged in association globally (and those that should be)

ASSOCIATION-ACADEMIC PARTNERING
2. Build and strengthen association-academic relationships globally

LEARNING PLATFORM
3. Strengthen and expand association learning platform globally

+ Add value for the corporate and strategic partners
+ Demonstrate and deliver value to current and prospective benchmarking subscribers
+ Expand global footprint
+ Raise profile of CNG and profession

+ Raise profile of CNG and profession with academic community
+ Promote and support chapter engagement with universities
+ Engage academic community

+ Broaden content beyond traditional corporate real estate topics across all content channels
+ Grow corporate real estate products and programs
+ Establish learning standards (design, development and delivery)
Worldwide, companies and individuals consider CoreNet Global indispensable to the successful practice of corporate real estate.

**MISSION**
To advance the practice of corporate real estate

**OVERARCHING STRATEGIES**
1. Champion corporate real estate profession’s development and evolution globally
2. Raise profile of corporate real estate and grow diverse talent pipeline globally
3. Deliver value at each stage of the membership cycle

**FY 2017 KEY OPERATIONAL OBJECTIVES**

**STRENGTHEN & EXPAND ASSOCIATION LEARNING PLATFORM GLOBALLY**
- Update MCR/SLCR designation program
- Broaden content offerings and delivery opportunities
- Grow member leadership skills

**BUILD & STRENGTHEN ASSOCIATION ACADEMIC RELATIONS GLOBALLY**
- Cultivate awareness of corporate real estate profession
- Produce tools and resources for academic use
- Promote and support chapter engagement with universities
- Establish framework for future research/content development

**PERSONALIZE & CUSTOMIZE THE MEMBER EXPERIENCE**
- Deepen loyalty, engagement of key stakeholders
- Strengthen technology platform to support strategic priorities
Envisioned Future

Profession

Worldwide, companies regard corporate real estate (CRE) as indispensable to the success of their enterprises.

VIVID DESCRIPTION
1. The strategic management of corporate real estate and workplace resources is a critical success factor for the core business of corporations globally.
2. Corporate real estate is a highly regarded, recognized profession globally.
3. Companies have established educational, experiential and credentialing requirements for individuals engaged in corporate real estate roles.
4. Corporate real estate requires effective partnerships across the corporate infrastructure (HR, IT, Finance, Procurement, Legal) in order to foster integrated solutions that drive enterprise success and shareholder value.

Association

Worldwide, companies and individuals consider CoreNet Global indispensable to the successful practice of corporate real estate.

VIVID DESCRIPTION
1. CoreNet Global is considered a local organization no matter where you go in the world.
2. CoreNet Global has the resources to produce intellectual property where there is demand both locally and globally.
3. CoreNet Global professional designations are the standard by which all corporate real estate hiring decisions are made.
4. CoreNet Global is a critical, neutral hub for corporate real estate knowledge, networking and professional development.
5. CoreNet Global leads the evolution and maturity of the practice of corporate real estate and becomes the pipeline for future trained, networked and credentialed talent.
6. CoreNet Global broadens the reach and influence of corporate real estate practitioners within corporations.
Membership Growth

Membership Growth by Region

Membership Growth by Type

10k+ MEMBERS IN FY17

Membership Growth

Membership Growth by Region

Membership Growth by Type

21% INCREASE IN APAC MEMBERSHIP IN FY17

29% INCREASE IN YOUNG LEADER MEMBERS IN FY17
Financials

CoreNet Global continues to generate strong positive financial performance both in absolute terms and in relative terms when measured against budget targets and association norms. Reserves, which are held in the event of an unexpected contingency, have increased to over $5M. With strong reserves, positive earnings and a sound financial platform in place, the association is free to focus its strategic priorities on increasing the member value proposition. The following income statement is for the 24 months ending March 31, 2017 (FY17).

CoreNet Global is a 501(c)(6) tax-exempt individual based association. Since its inception, in August 2001, CoreNet Global’s books and records have been audited annually.

<table>
<thead>
<tr>
<th>in thousands (000) USD</th>
<th>FY16</th>
<th>FY17</th>
<th>CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Dues</td>
<td>4,250</td>
<td>4,222</td>
<td>(28)</td>
<td>-0.7%</td>
</tr>
<tr>
<td>Events (Summit)</td>
<td>5,876</td>
<td>5,735</td>
<td>(141)</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Learning</td>
<td>1,471</td>
<td>1,510</td>
<td>39</td>
<td>2.7%</td>
</tr>
<tr>
<td>Partnership</td>
<td>1,561</td>
<td>1,588</td>
<td>27</td>
<td>1.7%</td>
</tr>
<tr>
<td>Advertising</td>
<td>475</td>
<td>300</td>
<td>(175)</td>
<td>-36.8%</td>
</tr>
<tr>
<td>Other</td>
<td>69</td>
<td>46</td>
<td>(23)</td>
<td>-33.3%</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>13,702</td>
<td>13,401</td>
<td>(301)</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Internal &amp; External Personnel Cost</td>
<td>5,228</td>
<td>5,301</td>
<td>(73)</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Project Expenses</td>
<td>5,303</td>
<td>5,138</td>
<td>165</td>
<td>3.1%</td>
</tr>
<tr>
<td>Overhead</td>
<td>1,479</td>
<td>1,388</td>
<td>91</td>
<td>6.2%</td>
</tr>
<tr>
<td>Travel</td>
<td>433</td>
<td>392</td>
<td>41</td>
<td>9.5%</td>
</tr>
<tr>
<td>Marketing</td>
<td>446</td>
<td>479</td>
<td>(33)</td>
<td>-7.4%</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>12,889</td>
<td>12,698</td>
<td>191</td>
<td>1.5%</td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td>451</td>
<td>785</td>
<td>334</td>
<td>74.1%</td>
</tr>
</tbody>
</table>

**BALANCE SHEET DATA**

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>CHANGE</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Investments</td>
<td>10,506</td>
<td>11,970</td>
<td>1,464</td>
<td>13.9%</td>
</tr>
<tr>
<td>Net Assets (Equity)</td>
<td>5,906</td>
<td>6,692</td>
<td>786</td>
<td>13.3%</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>13,702</td>
<td>13,401</td>
<td>(301)</td>
<td>-2.2%</td>
</tr>
<tr>
<td>Net Income</td>
<td>451</td>
<td>785</td>
<td>334</td>
<td>74.1%</td>
</tr>
<tr>
<td>Margin</td>
<td>3.3%</td>
<td>5.9%</td>
<td>2.6%</td>
<td>78.0%</td>
</tr>
<tr>
<td>Association Standard-Margin</td>
<td>3.92%</td>
<td>3.92%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
By strengthening the association balance sheet, CoreNet Global has had the ability to invest more in routine programs and strategic initiatives designed to increase member value. While this Board decision results in lower annual net income, CoreNet Global’s net income is still above the norm, when measured by association standards and it is a testament to the progress of the organization.

### Historical Revenue, Expense & Net Income

*All data is in $Millions*

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expenses</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>12.93</td>
<td>11.87</td>
<td>1.06</td>
</tr>
<tr>
<td>2014</td>
<td>13.19</td>
<td>11.70</td>
<td>1.49</td>
</tr>
<tr>
<td>2015</td>
<td>13.60</td>
<td>12.90</td>
<td>0.70</td>
</tr>
<tr>
<td>2016</td>
<td>13.70</td>
<td>12.90</td>
<td>0.45</td>
</tr>
<tr>
<td>2017</td>
<td>13.40</td>
<td>12.70</td>
<td>0.78</td>
</tr>
</tbody>
</table>

### Historical Balance Sheet

*All data is in $Millions*

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash &amp; Investments</th>
<th>Total Assets</th>
<th>Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>7.22</td>
<td>11.34</td>
<td>4.12</td>
</tr>
<tr>
<td>2014</td>
<td>8.46</td>
<td>11.70</td>
<td>3.24</td>
</tr>
<tr>
<td>2015</td>
<td>9.76</td>
<td>11.89</td>
<td>2.13</td>
</tr>
<tr>
<td>2016</td>
<td>9.69</td>
<td>10.51</td>
<td>2.92</td>
</tr>
<tr>
<td>2017</td>
<td>9.86</td>
<td>12.14</td>
<td>2.28</td>
</tr>
</tbody>
</table>
CoreNet Global’s balanced scorecard measures overall success as an organization from four key perspectives:

1. Member Perspective
2. Participation Perspective
3. Satisfaction Perspective
4. Financial Perspective

The organization continues to demonstrate generally positive growth and momentum across all key performance indicators.
## Membership Satisfaction

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.41</td>
<td>4.15</td>
<td>4.18</td>
<td>4.53</td>
<td>4.00</td>
</tr>
</tbody>
</table>

## Attendee Satisfaction

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.24</td>
<td>4.23</td>
<td>4.24</td>
<td>3.98</td>
<td>3.68</td>
</tr>
</tbody>
</table>

## Employee Satisfaction

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.56</td>
<td>4.54</td>
<td>4.47</td>
<td>4.48</td>
<td>4.32</td>
</tr>
</tbody>
</table>

## Chapter Satisfaction

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>3.83</td>
<td>3.75</td>
<td>3.68</td>
<td>3.86</td>
<td>3.63</td>
</tr>
</tbody>
</table>

## Board Satisfaction

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 17</th>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.35</td>
<td>4.33</td>
<td>4.21</td>
<td>4.27</td>
<td>4.33</td>
</tr>
</tbody>
</table>

*All Survey Data is on a 5-point scale*
CoreNet Global has a vast reach through its programs, participants and activities around the world. The organization’s focus on strengthening its overall value proposition directly translates into a continuously increasing membership. In less than a decade, membership has risen from 6,400 to 10,396. The alignment of global and local efforts places the association on firm ground as it forges ahead with refreshed initiatives for membership retention. Of particular focus is the recruitment and retention of Young Leaders.

### Americas

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Members</td>
<td>7,396</td>
<td>7,678</td>
</tr>
<tr>
<td>Global Summits</td>
<td>Los Angeles</td>
<td>Philadelphia</td>
</tr>
<tr>
<td>Global Summit Attendees</td>
<td>2,777</td>
<td>2,470</td>
</tr>
<tr>
<td>Chapter Education/Networking Program Attendees (estimated)</td>
<td>22,263</td>
<td>22,356</td>
</tr>
<tr>
<td>Chapter Education/Networking Programs (estimated)</td>
<td>442</td>
<td>458</td>
</tr>
<tr>
<td>MCR/SLCR Attendees</td>
<td>1,079</td>
<td>1,054</td>
</tr>
<tr>
<td>MCR/SLCR Seminars</td>
<td>48</td>
<td>47</td>
</tr>
<tr>
<td>MCR Graduates</td>
<td>107</td>
<td>103</td>
</tr>
<tr>
<td>MCR.w Graduates</td>
<td>23</td>
<td>29</td>
</tr>
<tr>
<td>SLCR Graduates</td>
<td>23</td>
<td>17</td>
</tr>
<tr>
<td>CRE Forum Events</td>
<td>13</td>
<td>5</td>
</tr>
<tr>
<td>CRE Forum Attendees</td>
<td>277</td>
<td>129</td>
</tr>
<tr>
<td>Media Hits</td>
<td>702,034,055</td>
<td>613,361,459</td>
</tr>
<tr>
<td>Articles</td>
<td>1,389</td>
<td>2,558</td>
</tr>
<tr>
<td>EMEA</td>
<td>APAC</td>
<td>ANZ</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>-----</td>
</tr>
<tr>
<td></td>
<td>FY16</td>
<td>FY17</td>
</tr>
<tr>
<td>Total Members</td>
<td>1,097</td>
<td>1,223</td>
</tr>
<tr>
<td>Global Summits</td>
<td>London</td>
<td>Amsterdam</td>
</tr>
<tr>
<td>Global Summit Attendees</td>
<td>608</td>
<td>583</td>
</tr>
<tr>
<td>Chapter Education/Networking Program Attendees</td>
<td>2,318</td>
<td>2,480</td>
</tr>
<tr>
<td>Chapter Education/Networking Programs (estimated)</td>
<td>49</td>
<td>56</td>
</tr>
<tr>
<td>MCR/SLCR Attendees</td>
<td>176</td>
<td>201</td>
</tr>
<tr>
<td>MCR/SLCR Seminars</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>MCR Graduates</td>
<td>30</td>
<td>17</td>
</tr>
<tr>
<td>MCR.w Graduates</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>SLCR Graduates</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>CRE Forum Events</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>CRE Forum Attendees</td>
<td>75</td>
<td>78</td>
</tr>
<tr>
<td>Media Hits</td>
<td>44,327,627</td>
<td>12,503,702</td>
</tr>
<tr>
<td>Articles</td>
<td>187</td>
<td>196</td>
</tr>
</tbody>
</table>
Though corporate partnerships offer steep discounts and extensive perks, partners often cite best practice sharing as a paramount feature. Through this exclusive opportunity, companies are able to anonymously solicit feedback on specific corporate real estate issues from fellow partners. This immediate access to some of the most senior executives in corporate real estate has become a highly valued intangible benefit.

Other benefits of Corporate Partnership include the following:

- 30% member discount
- 15% discount on MCR/SLCR courses and waived candidacy fee
- 15% discount on all Leadership Development courses
- 10% discount on Global Summit registrations
- $2,500 US benchmarking service discount
- Executive Leaders’ Council (exclusive event)
- Corporate Partner profile opportunity in LEADER magazine
- Free CoRE Fundamentals online course and certificate
- Social network for Executive Leaders’ Council members
- Free Annual Compensation Survey
- Company signage at all Global Summits
- Private LinkedIn group
- Highest level access to Knowledge Center
- Participation in forums globally
- Quarterly Knowledge Center summary
- Three free job postings in the online Career Center
- Dedicated concierge service

The Corporate Partner Program maintains a diverse mix of more than 80 corporations and is a vital means of deepening the engagement of partner members in Global Summits and professional development.
In FY17, two invitation-only events were offered to the senior-most Corporate Partners and Strategic Gold Partners as an exclusive added benefit. This new thought-leadership series was facilitated and moderated by two of the most respected academics in the profession—Michael Joroff of MIT and Franklin Becker of Cornell University—who contextualized the discussion for corporate real estate. Topics included Exploring the Opportunities of New Alliances, Partnerships and Mergers and Exploiting the Opportunities of Emerging Global Patterns.
STRATEGIC PARTNERS FY16

Gold Level

CBRE
Cushman & Wakefield
Deloitte
ISS
Newmark Grubb Knight Frank
sodexo
Steelcase
Tandus | Centiva

Silver Level

STAPLES
Colliers International
ABM
Herman Miller
Mohawk Group

Bronze Level

Delos
Tishman Speyer
STRATEGIC PARTNERS FY17

Gold Level

CBRE
Cushman & Wakefield
Deloitte
Husch Blackwell
ISS
Ivanhoé Cambridge
JLL
Tandus | Centiva
Newmark Grubb Knight Frank
sodexo
Steelcase

Silver Level

Bronze Level

Colliers International
ABM
Drees & Sommer
Herman Miller
Tishman Speyer
Mohawk Group
cresa
MEDC
savills Studley
Strengthening and Expanding Association-Academic Relationships Globally

CoreNet Global continues to focus on strengthening its relationships with universities and academic institutions around the world with an emphasis on raising the awareness of the corporate real estate profession and attracting a diverse pipeline of talent. A key part of this initiative has centered around identifying and pursuing opportunities to partner with colleges, faculty, and members to introduce corporate real estate curricula into real estate and business schools. To this end, the association developed *The Essential Guide to Corporate Real Estate* in 2015, a handbook that has since been used by more than 8 colleges, including MIT, TU Delft, the University of the Witswatersrand, and the University of Washington. Training tools, including guest lecture guides and faculty instructional guides, focused on the core fundamentals of corporate real estate, have also been produced to further aid in curricula development.

The association’s local chapters have played a vital role in establishing or strengthening relationships with universities in their local markets, and the momentum continues to build. A number of chapters have dedicated university outreach positions on their boards, place students in internships roles, offer apprentice programs and provide scholarships. Many also have chapter representatives, lead guest lectures and participate in panel presentations in university real estate classes.
In addition, chapters have contributed to the success of the CoreNet Global Academic Challenge which began in 2015 as a high-profile means of attracting graduate and undergraduate college students from all academic disciplines to tackle key challenges facing the corporate real estate profession. More than 565 students from 123 academic institutions and 32 countries applied to participate in the three student competitions held to date.

The first competition was held at the Los Angeles Global Summit where the winning team from Tsinghua University won a $10,000 USD cash prize and an additional $10,000 USD grant for the university. The team presented plans to close the gap between the speed of business and the speed of real estate.

The second round of challenges was held in 2016 at Global Summits in Shanghai and Philadelphia where teams worked to design the ultimate employee experience that would attract and retain talent for a company in the financial services, insurance, or manufacturing sector. The University of Illinois won the hackathon challenge held in Philadelphia, and the University of Cincinnati triumphed in Shanghai.

Further, a number of universities have begun incorporating the Academic Challenge into their curricula, including the Georgia Institute of Technology, University of Cincinnati, and University of Missouri, Kansas City.

The association continues to seek out new ways to support this important strategic priority. Future plans are underway to develop a website portal to the various career opportunities across the built environment in partnership with more than twenty other real estate-related associations. CoreNet Global also launched a new Campus Ambassador program whereby members can volunteer to serve as liaisons between universities with which they have established relationships and the organization. Additional instructional tools are also in development, including case studies being prepared in cooperation with member companies.

ACADEMIC CHALLENGE FINALISTS

FY16
(Los Angeles; 82 teams registered, 29 teams submitted presentations; 190 total students participating):
Arizona State University
Tsinghua University, WINNER
University of Malaysia

FY17
(Philadelphia; 46 teams applied; 191 total students participated):
Eindhoven University
IIT, Bombay
University of Houston
University of Illinois, WINNER

FY17
(Shanghai; 65 teams applied; 271 total students participated):
Georgia Institute of Technology
IIT, Madras
University of Cincinnati, WINNER

Our objectives since launching this initiative have been focused on:
+ Raising awareness of corporate real estate as a profession
+ Cultivating a diverse and robust pipeline of talent
+ Introducing corporate real estate content into university courses
+ Introducing the association and its resources to students, deans and faculty
+ Supporting chapter and member outreach to universities and providing tools and resources
CoreNet Global continues to keep at the forefront of its strategic plan the skill development and knowledge offerings to members. Through its learning and research programs, the association focuses on advancing corporate real estate skills, developing leadership abilities and keeping members current on trends that are transforming the business environment. The end goal being to prepare members to assume greater responsibilities and to solve today’s complex challenges.

Whether members seek quick forays into learning, deeper dives into topic areas, complete designation credentials through the Master of Corporate Real Estate (MCR) or Senior Leader of Corporate Real Estate (SLCR) program, online learning, or all of these, there are learning formats to meet the needs of every member.

**BROADER CONTENT STRATEGY**

Content comes from a wide spectrum of sources including research reports, presentations from Summits, case studies and best practices shared by members, and through the association’s growing collaboration with universities.

*The Essential Guide to Corporate Real Estate*, which is a foundational guide to the profession, was made available to members globally. A glossary is also available of essential corporate real estate terms in both English and Mandarin. The book in its entirety will be published in Mandarin in 2018.
CoreNet Global constantly strives to reach more members, raising the association profile through myriad content delivery models to keep members informed and engaged.

CONTINUOUS IMPROVEMENT

- Content within the MCR and SLCR programs is continually refreshed
- Leadership and communication skills have been incorporated into professional designation programs and Summits
- Corporate Real Estate Forums engage senior leaders in thought leadership and have been redesigned to bring in guest speakers from a variety of disciplines
- The Pulse, which is a blog covering current events, has been redesigned with a fresh look
- Social media presence has experienced robust growth through strategic, organization-wide initiatives
Professional Designation Programs

REFRESHED MCR
CoreNet Global is currently in its third year of revision on the MCR professional designation program. Refreshed seminars undergo a minimum of the following revisions:

- New online assessment platform improves the learning experience for members
- Members now have the ability to immediately view their seminar assessment results online and can print their certificate of successful completion on demand
- Coordinated presentation, facilitation guide and participant workbooks are based on fully defined learning objectives
- Engaging, relevant content and prepared reference materials may later be used as reference materials

Thus far, the association has completed ten seminar revisions and added one additional seminar in the area of corporate real estate technology. Three of the six newest seminars developed in FY17 will be launched at the forthcoming North American Summit in Seattle. After the Summit, all six will enter seminar rotation for all global regions.

In the upcoming fiscal year, CoreNet Global will focus on revision of the Portfolio Management and Service Delivery and Outsourcing seminars. The association is preparing for the launch of these revisions at the North American Summit in Boston in the fall of 2018.

<table>
<thead>
<tr>
<th>ORIGINAL COURSE TITLE</th>
<th>REVISED/NEW COURSE TITLE</th>
<th>DATE LAUNCHED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Lease Analysis</td>
<td>Advanced Lease Analysis</td>
<td>OCT 2016</td>
</tr>
<tr>
<td>Enterprise Alignment</td>
<td>Enterprise Alignment</td>
<td>OCT 2016</td>
</tr>
<tr>
<td>CRE Finance</td>
<td>CRE Finance</td>
<td>OCT 2016</td>
</tr>
<tr>
<td>Capstone</td>
<td>MCR Capstone Assessment (new requirement to complete MCR Designation)</td>
<td>OCT 2016</td>
</tr>
<tr>
<td>Cayenne for Corporate Real Estate</td>
<td></td>
<td>AUG 2017</td>
</tr>
<tr>
<td>Winning Buy-In From Key Business Partners</td>
<td>Executive Skills for Corporate Real Estate Leaders</td>
<td>MAR 2017</td>
</tr>
<tr>
<td>Managing Change</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicating With Impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accelerating Business Decisions</td>
<td>Essentials of Corporate Real Estate Leadership</td>
<td>MAR 2017</td>
</tr>
<tr>
<td>Navigating Beyond Conflict</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valuing Differences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRE Technology</td>
<td>CRE Technology: Essentials</td>
<td>OCT 2017</td>
</tr>
<tr>
<td></td>
<td>CRE Technology: Selection &amp; Implementation</td>
<td>OCT 2017</td>
</tr>
<tr>
<td>Advanced Real Estate Negotiations</td>
<td>Advanced Real Estate Negotiations</td>
<td>OCT 2017</td>
</tr>
<tr>
<td>Creating Corporate Value Through Workplace Strategy</td>
<td>Workplace Strategy Essentials</td>
<td>OCT 2017</td>
</tr>
<tr>
<td>Developing Workplace &amp; Mobility Strategies</td>
<td>Workplace Strategy Methodologies</td>
<td>OCT 2017</td>
</tr>
<tr>
<td>Implementing Workplace Strategies</td>
<td>Workplace Strategy in Practice</td>
<td>OCT 2017</td>
</tr>
</tbody>
</table>
The Master of Corporate Real Estate (MCR) and Senior Leader of Corporate Real Estate (SLCR) programs continued to draw participation globally, and in an effort to meet demand, CoreNet Global continued growing its roster of faculty and seeking new ways to deliver content. The course refresh program launched in FY16 and is going strong.

**Graduates Globally**

<table>
<thead>
<tr>
<th>Year</th>
<th>MCR Graduates</th>
<th>SLCR Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>23</td>
<td>27</td>
</tr>
<tr>
<td>FY17</td>
<td>31</td>
<td>24</td>
</tr>
<tr>
<td>FY16</td>
<td>152</td>
<td></td>
</tr>
<tr>
<td>FY17</td>
<td>151</td>
<td></td>
</tr>
</tbody>
</table>

**UPDATE MCR CAPSTONE**

The MCR Capstone has been updated to include the following:

- A half day, hands-on, business simulation
- Candidate immersion into a realistic scenario requiring leadership and enterprise thinking in order to effect the right changes to meet business goals and objectives
- An assessment that requires candidates to apply the enterprise thinking and leadership skills to analyze a realistic case study for a fictitious organization

Once revision of the MCR Seminars has been completed, revision will commence on the SLCR seminars.

Special thanks go to the many members and subject matter experts who spent countless hours participating in course revision planning sessions.
CoreNet Global continues to strengthen its content offerings and to find innovative ways to encourage attendees to fully engage in their Summit experience. The content proposal and review process is carefully curated to capture content that is on trend and relevant.

CoreNet Global FY 2016 and FY 2017 Summit Highlights

- Introduction to a new Wellness Challenge, encouraged attendees to capture their number of steps to qualify for a prize
- Introduction of the Tech Bar, where attendees could interact with the latest technology and gadgets
- The inaugural Academic Challenge in Los Angeles and Shanghai, in which college students competed to solve a challenge facing the corporate real estate profession
- An overall increase in attendee use of the Summit app for smartphones
- Singapore FY 2016 featured Linda Yueh, an Economist who was so widely received that she presented at the fall 2017 EMEA Summit
- Philadelphia FY 2017 featured Robert Fogarty, whose message-on-skin portraits are nationally recognized and encouraged attendees to tell their own stories through portraiture
FY 2016 and FY 2017 Global Summits

2015 London
2015 Los Angeles
2016 Singapore
2016 Amsterdam
2016 Philadelphia
2017 Shanghai

Summit Financial Performance
(in $Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expense</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY16</td>
<td>4.3</td>
<td>2.4</td>
<td>1.9</td>
</tr>
<tr>
<td>FY17</td>
<td>4.2</td>
<td>2.5</td>
<td>1.7</td>
</tr>
</tbody>
</table>
CoreNet Global’s 47 chapters and networking groups worldwide provide members with a local link to education and networking, as well as opportunities for leadership and recognition. A strong alignment between the global organization and local chapters is essential to advancing strategic priorities and enhancing value proposition. Chapters operate under an affiliation agreement or memorandum of understanding afforded by CoreNet Global that seeks to ensure strong brand management, transparency, inclusivity, accountability and leadership globally and locally. Chapters in good standing receive a portion of membership dues for the purpose of adding value locally to members. The association has invested $1.28 million in FY16 and FY17 with its local chapters to promote and encourage strategic alignment.

**NETWORKING/CHAPTERS FORMED IN FY16**
- After operating as a networking group for a year, the Malaysia Networking group was granted chapter status.
- A new networking group was formed in Oregon

**NETWORKING/CHAPTERS FORMED IN FY17**
- The France Networking group was granted full chapter status
- The Oregon Networking group was granted full chapter status
- The association saw its first networking group form in Africa, known as the South Africa Networking Group. The group focuses on raising awareness and promoting the CoreNet Global brand in Johannesburg and Cape Town
CHAPTER OF THE YEAR AWARD

To honor chapters for their volunteer efforts, CoreNet Global recognizes annually the Best Chapter of the Year — one small/medium sized chapter and one large/mega sized chapter. The awardee is determined by the merits in the areas of member recruitment and retention, delivery of the value proposition, delivery of innovative programming and alignment with CoreNet Global's Strategic Plan.

CHAPTER LEADERSHIP FORUM

CoreNet Global continues to host an annual meeting for chapter leaders at its office headquarters in Atlanta, Georgia. The 2016 Chapter Leadership Forum had 39 out of 47 chapters in attendance, and the 2017 Forum had a record-breaking 46 out of 47 chapters represented. The event features “speed dating” with staff training on programs and services and best practice sharing in facilitated roundtable discussions. The next forum will be held in Atlanta 8-9 February 2018. Attendance is limited and by invitation only.

India Conference

CoreNet Global has seen significant growth in India in the past two fiscal years. In FY16 the association had 135 members and in FY17 it had 197 members.

Two conferences were held in India in December of FY 2016 and June of FY 2017. In FY16 the theme was Corporate Real Estate in India — Influence, Ideas and Infrastructure and 127 members were in attendance. The FY17 conference was themed Corporate Real Estate in India — Coming of Age and attendance reached 200 members.

China Conference

Additionally, a conference was held in China in FY 2016. China has also seen significant growth, with 156 members in FY16 growing to 180 members in FY17.
The CoreNet Global Knowledge Communities serve as a knowledge and content creation vehicle for each of the overarching topics. The aim of each community is to make available to CoreNet Global members research and insights that are on trend and speak to issues that CRE professionals face. In an effort to stay relevant and touch upon big trends and issues, the communities generated papers on walkable urbanism, blockchain, building organizational resilience in uncertain times and the Iran nuclear agreement of 2015. Specific projects within each community also included the following:

**SUSTAINABILITY**
The Sustainability Community looked at green buildings in EMEA, developments at the Paris Climate Conference in 2015 and the increasingly important issue of Wellness.

**WORKPLACE**
Privacy in the workplace and beacon technology are growing in significance from the perspective of CRE professionals. The Workplace Community generated papers on both in an effort to inform members. The journey continued to trace an understanding of how to measure knowledge worker productivity and how to foster a feeling of community in the workplace.

**STRATEGIC FM**
Strategic FM is an important aspect of the CRE profession. A recent paper delved into how automation is impacting FM and what the CRE and FM professional needs to keep an eye on.

**MANUFACTURING & INDUSTRIAL**
Manufacturing in the US has evolved over time, and has also seen a resurgence. What is impacting location decisions being made when selecting manufacturing sites, is a question that the most recent paper sought to answer. Similarly, recent natural disasters have raised the profile of the need to protect supply chains. How is manufacturing evolving, given today's new realities?

**STRATEGY & PORTFOLIO PLANNING**
The Strategy and Portfolio Planning Community explored the sharing economy and its impact on CRE. Understanding performance management and key performance indicators was also at the top of the agenda for the community.
### Global Media

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Articles</td>
<td>1,756</td>
<td>3,264</td>
</tr>
<tr>
<td>Global Media Impressions</td>
<td>885,958,856</td>
<td>907,506,043</td>
</tr>
<tr>
<td>Americas Articles</td>
<td>1,389</td>
<td>2,558</td>
</tr>
<tr>
<td>Americas Media Impressions</td>
<td>702,034,055</td>
<td>613,361,459</td>
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<tr>
<td>EMEA Articles</td>
<td>187</td>
<td>196</td>
</tr>
<tr>
<td>EMEA Media Impressions</td>
<td>44,327,627</td>
<td>12,503,702</td>
</tr>
<tr>
<td>Asia Articles</td>
<td>111</td>
<td>378</td>
</tr>
<tr>
<td>Asia Media Impressions</td>
<td>35,142,152</td>
<td>48,891,037</td>
</tr>
<tr>
<td>A/NZ Articles</td>
<td>17</td>
<td>18</td>
</tr>
<tr>
<td>A/NZ Media Impressions</td>
<td>2,191,701</td>
<td>369,035</td>
</tr>
</tbody>
</table>

Through an intensive global media relations program CoreNet Global leverages its summits, white papers, LEADER articles, global research and partner surveys into hundreds of millions of media impressions.

In FY17, the association paid special attention to ensuring that content created by and through CoreNet Global is seen in multiple contexts: press releases, blog posts and social media posts.

As a result CoreNet Global has experienced continued growth in media exposure, which translates into a more prominent global profile.

The association has also seen a significant increase in social media impressions and followers due to company-wide strategic initiatives.
REFRESHED WEBSITE

The central focus of technology investments was the redesign of the main CoreNet Global website (corenetglobal.org) to add personalized features and to allow easier access to vital information. Updates include the following features:

+ Personalized experience based on location, chapter affiliation and member activity upon member login
+ Updated event registration to make the process of registering for Summits, learning classes and chapter events easier and more intuitive
+ Events organized relative to member location with capability for filtering based on entered criteria such as location, event type, start date, etc.
+ Distinct calendars classified globally and locally
+ Expandable search options so members may research events beyond their location
+ Improved My CoreNet Global center that features member profile items such as membership expiration date, chapter affiliation and designations received
+ Easy access to make payments, change member info and access chapter admin portal that includes member benefits and activity history
+ Automatic discount adjustments displayed for Corporate and Strategic Partners

CoreNet Global has made great strides over the course of FY16 and FY17. Technology investments have had direct, positive impacts on the member experience.
CORENET GLOBAL APP
A new CoreNet Global app was launched in FY 2016 so members now have the ability to view and register for events, search member databases and access the Knowledge Center Online — all from their phones and devices. The app can be downloaded from Google Play or the Apple App Store.

REFRESHED ONLINE KNOWLEDGE CENTER
Another top technology investment was the updated Knowledge Center (KCO) to make it easier for members to find content they need. The KCO is an online repository of all past CoreNet Global knowledge assets, including Summit presentations, research whitepapers, LEADER articles and other documents, amounting to more than 7,000 knowledge assets. Based on member feedback, the KCO was updated and redesigned to feature the following elements:

+ Greatly improved search function allows users to search and filter by keyword(s) and topic(s)
+ Filter and search elements can be edited so users don’t have to start over each time they wish to narrow or expand parameters
+ Search results can be filtered by relevance and date
+ Members have the ability to save specific documents prior to download so they can easily come back to them at a later date
+ Members are offered recommended resources based on viewing and downloading history
+ Recently uploaded and frequently downloaded sections provide easy access to things like Summit presentations and the latest CoreNet Global exclusive research
+ An "ask the librarian" feature is available for quick and easy access to Knowledge Center assistance
+ Detail pages feature a short abstract as well as a PDF members may scroll through to confirm a document contains the information they are seeking prior to download
+ Members may share resources with colleagues or via social media
Young Leaders: Paving the Way for the Future

In an effort to increase young leader membership and retention, CoreNet Global is rolling out exciting new opportunities for corporate real estate professionals under the age of 36. Strategic initiatives include a multi-pronged approach to young leader engagement.

THE YOUNG LEADER SPECIAL INTEREST GROUP

Young leaders make up 20 percent of CoreNet Global membership. The focus of the Young Leader Special Interest Group (SIG) is to connect young leaders from around the world. The SIG offers opportunities for young leaders to gain value, education and to network with others in the corporate real estate profession. The Young Leader SIG is comprised of four subcommittees: Chapter Liaison, Summits, Programs and Communications. Together, they:

+ Convene via monthly teleconference to discuss ideas, goals and to give updates
+ Conduct two virtual learning programs a year in which all young leader members are invited to join
+ Present at the Global Summits on topics of particular interest to young leaders
+ Maintain the young leader website, their LinkedIn page and send welcome emails to new young leader members

Young leaders make up 20 percent of CoreNet Global membership. The focus of the Young Leader Special Interest Group (SIG) is to connect young leaders from around the world.
In 2017, CoreNet Global launched the H. Gordon Wyllie, MCR Young Leader of the Year Award. This award recognizes one young leader globally who has demonstrated leadership and excellence in the corporate real estate profession. The Young Leader Awardees are up and coming corporate real estate executives who are certainly those to keep an eye on in the profession. With 20 chapters participating by nominating local members for the global award, the overall response to this new initiative was encouraging to the promotion of young leaders. The Young Leader of the Year Award winner, finalists, and local nominees were all featured in the December 2016 LEADER. The 2016 global winner was Jon Dandurand, MCR, Director Business Development - Corporate Environments, JE Dunn Construction.

Upcoming Young Leader Projects and Programs

CoreNet Global will continue to strengthen its overall young leader value proposition. Initiatives include the following:

**DESIGNING A NEW DESIGNATION**

A new CoreNet Global designation is in development to address the unique needs of Young Leaders. The designation provides a learning bridge to other CoreNet Global programs while Young Leaders build experience in the corporate real estate profession.

The new designation has three areas of focus: building transferable business skills, leadership skills, and CRE professional knowledge. The new designation requires candidates to complete a set number of hours across each of the three areas of focus and promotes the following learning platform:

- Personalized learning experience through a variety of learning options
- Content delivery includes eLearning courses, virtual classroom seminars and classroom based local workshops
- Practitioner model encourages Young Leaders to get involved in mentoring, volunteering and university ambassador opportunities
- Building an overall global perspective and a network of colleagues
MENTOR MATCH

CoreNet Global is preparing a new mentoring program to help Young Leaders connect with a seasoned professional in the field of corporate real estate. Through submission of self-selected preferences, mentors and mentees can connect with other like-minded professionals. Both mentors and mentees will benefit from the Mentor Match program by expanding their professional network, creating new personal relationships, developing skills and exposing themselves to fresh perspectives. Mentors will provide mentees with general guidance, support and, if desired, advice in selected areas of interest. Once the mentor and mentee are paired, they can connect at least once per month through virtual meetings, phone calls or in person. The mentoring program will run in two separate sessions during 2018. The goal is to establish a set period of time for the mentoring session with a defined level of commitment, though many of these mentoring relationships may carry through the course of their careers.

PODCASTS AND SOCIAL MEDIA

A new series of podcasts are being developed which will provide opportunities for on-demand learning about trends and issues impacting the profession. These will feature CoreNet Global members and experts from other disciplines.

CoreNet Global has established a firm social media following, and is continuing to expand its network and activity through proactive social media strategy and involvement.
FORWARD-LOOKING INNOVATION

FutureForward 2025 is a new strategic project aimed at predicting and preparing for the association model of the future. This forward-looking initiative began in the fall of 2017 with a goal of formulating bold ideas that ensure the association’s relevance and indispensability for years to come. The project aims to energize and engage a diverse mix of members in creating a shared vision for CoreNet Global. Such efforts will in turn inspire and inform the strategic planning of the association Board of Directors.

Modeled after CoreNet Global's Corporate Real Estate (CRE) 2010 and 2020 projects, workstreams will be comprised of members who apply to serve on one of four work groups. Each of these four groups will envision the future of one of the following areas: membership, training and development, convening or information. Groups will be a diverse cross-section of members who convene in person and in virtual forums to determine where the organization should be heading and who the organization should be serving.

Learn more at corenetglobal.org
VISION
Be indispensable to the successful practice of corporate real estate globally

MISSION
To advance and support the practice of corporate real estate globally and locally

2018 OVERARCHING STRATEGY
ENVISION THE ASSOCIATION MODEL OF THE FUTURE TO ENSURE RELEVANCE AND INDESPENSABILITY
ENERGIZE AND ENGAGE MEMBERS IN A SHARED VISION

2018 PROJECTS
ONGOING GOALS & PROJECTS (CONTINUING FROM FY 2017)
MEMBERSHIP LIFECYCLE
+ Launch "Distinguished Leader" recognition award
LEARNING/KNOWLEDGE
+ Refresh MCR Program (2 additional courses)
+ Complete CRE glossary and Essential Guide translation (Mandarin)
UNIVERSITY RELATIONS
+ Establish framework for global-local university engagement
+ Partner with other RE associations to raise profile of career opportunities with students
TECHNOLOGY
+ Refine content curation/delivery model (leverage social media/podcasting/video)
+ Launch phase II of website customization/personalization
+ Upgrade Association Management System/Incorporate LMS functionality
+ Enhance chapter technology tools

NEW/EXPANSION OF ONGOING GOALS & INITIATIVES
MEMBERSHIP LIFECYCLE
+ Strengthen Young Leader value proposition (add mentoring platform and content advisory opportunity)
+ Explore strengthening student value proposition
LEARNING/KNOWLEDGE
+ Develop Young Leader certification
+ Update Core Fundamentals online course
UNIVERSITY RELATIONS
+ Develop Ambassador program to augment chapter outreach with universities
TECHNOLOGY
+ Explore new learning delivery models (virtual classroom experience)
The CoreNet Global Board of Directors is a strategic oversight and governance body that convenes quarterly: two in-person meetings at the North American Global Summit and Asia Pacific Global Summit and twice via teleconference. The Board’s four-person Executive Committee is comprised of the Chair, Treasurer, Governance Committee Chair and either the Immediate Past Chair or Chair-Elect. There are three standing Board Committees: Governance, Finance and Nominating, as well as a Chapter Leaders Council.

Significant strides have been made in recent years to improve the annual board nomination process, adding greater transparency, diversity and rigor. The Nominating Committee vets candidates and presents a recommended slate to the Board of Directors for approval. The approved slate is presented to the full CoreNet Global membership for a vote. Board terms coincide with CoreNet Global’s fiscal year beginning April 1 and ending March 31 annually.
Board of Directors FY16

**OFFICERS:**

**CHAIR**
Randy Smith, MCR, Vice President, Global Real Estate & Facilities, Oracle Corporation

**CHAIR-ELECT**
Kate Langan, Group General Manager Property, ANZ Banking Group

**TREASURER**
David Kamen, MCR, Americas Real Estate Services Leader | Business Enablement, Ernst & Young LLP

**DIRECTORS:**

Francisco J. Acoba, MCR, SLCR, Director, Strategy & Operations, Deloitte Consulting LLP

Monique Arkesteijn, Faculty of Architecture and the Built Environment, Delft University of Technology

Neil Austin, Vice President, Real Estate Portfolio Management and Transactions Services, Omnicom Group Inc.

Vik Bangia, MCR, Principal, Verum Consulting, LLC

Shane Guan, MCR, Senior Director, Global Workplace Solutions, CBRE

**ASSOCIATE DIRECTORS:**

John Cuppello, CEO, Qube Global Software

Barbara Donaldson, MCR, VP Global Real Estate & Facilities, Synopsys

**GOVERNANCE COMMITTEE**

**CHAIR**
Terry Wood, Vice President, Real Estate, National Facilities Services, Kaiser Foundation Health Plan, Inc.

**LEGAL COUNSEL TO CORENET GLOBAL**
David Goch, Webster, Chamberlain & Bean

Debra Homic Hoge, MCR, Global Director, Real Estate, General Motors

Kenneth Manke, Global Alliance Director, CBRE | Global Workplace Solutions

Craig Robinson, Venture Partner, Traverse Venture Partners

Craig Youst, MCR, Executive Managing Director, Corporate Solutions | Americas, Colliers International

Board of Directors FY17

**OFFICERS:**

**CHAIR**
Kate Langan, Group General Manager Property, ANZ Banking Group

**IMMEDIATE PAST CHAIR**
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**TREASURER**
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**LEGAL COUNSEL TO CORENET GLOBAL**
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Shelley Frost, MCR, International Director, Head of Consulting, JLL

Shane Guan, MCR, Senior Director, Global Workplace Solutions, CBRE

Bill Roberts, VP Real Estate Strategy and Transformation, Global Real Estate, Hewlett Packard Enterprise

Craig Robinson, CEO, Global Corporate Services, Newmark Grubb Knight Frank

Craig Youst, MCR, Executive Managing Director, Corporate Solutions | Americas, Colliers International

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Vik Bangia, MCR, Principal, Verum Consulting, LLC

John Cuppello, CEO, Qube Global Software

Pierce DeGross, MCR, Vice President Global Workplace Services, Hilton Worldwide

**ASSOCIATE DIRECTOR:**

Matt Werner, MCR, President, Enterprise Facilities Management, CBRE | Global Workplace Solutions
CoreNet Global is your professional home. You are among thousands of members who are part of our global community. The association’s staff concierge team is just a call, email or live chat away.
Want to connect with a local chapter or young leader group? Contact a chapter relations concierge at chapters@corenetglobal.org.

Interested in learning and career development? Contact a learning concierge at learning@corenetglobal.org.

Curious about our annual Global Summits? Contact a strategic events concierge at registration@corenetglobal.org.

Searching for research and publications? Contact a Knowledge Center concierge at librarian@corenetglobal.org.

Need general membership assistance? Contact a member concierge at membership@corenetglobal.org.

Have a comment, suggestion, compliment or criticism that can help us improve your member experience? Contact the CEO at acain@corenetglobal.org.

Our team stands ready to help you connect, learn, grow and belong.
Join the CoreNet Global LinkedIn Group to engage in discussion with other corporate real estate professionals:

linkedin.com/groups/2420247