

EUROPEAN OCCUPIER SURVEY

CREATING
INTERCONNECTED
VALUE: PEOPLE,
PLACE AND
PROPERTY

EMEA RESEARCH



2014/15 | Global Research and Consulting

CBRE

EXECUTIVE SUMMARY

Corporate property decisions prioritising people

Whether as a driver of location decisions or on-shore/off-shore strategies, the attraction, retention and cost of key labour resources are seen as vital. Anything that supports these aims is in favour, and labour-related objectives are increasingly and strategically interlinked with broader corporate and property goals.

Location and physical space is critical to workforce

Amenity, transport accessibility and quality of internal environment are increasingly sought. This will expand the difference in occupier appeal between those locations and buildings that offer these features - or have the potential to - and those which don't.

Different sectors are sensitive to different things

In general, technology companies are relatively unconcerned about real estate costs as a driver of either location strategy or building selection, but disproportionately concerned about skills shortages. Professional services and banking and finance companies are more concerned about costs and demand weakness. Regulation and legislation is, uniquely, a major concern for banking and finance companies. This shows that the labour issue is becoming more nuanced and therefore corporates will need to be more agile in their response to secure growth.

Workplace strategies are driven by the aims of talent attraction and retention (67%) rather than cost-savings (43%), with an even greater disparity

for technology and professional services companies. With property decisions and people aims becoming increasingly aligned, workplace and wellness are high on the agenda and will become the norm.

A mixed story on the economic front means that corporates still recognise that the external environment still contains risks - economic, political and regulatory. It is particularly notable that awareness of geopolitical risks has risen sharply. Corporates still have at least one eye on costs, and are focussing any cost-management efforts on optimising the use of their existing space, mostly through lease renegotiation and space-efficiency measures. Where there is appetite for large-scale relocation, India, China and the rest of Asia-Pacific remain the most popular destinations.

Flexible working is alive, but not extensively used

Greater adoption of technology in the office is widespread. Many companies offer remote working as an option, although it seems that more could work at home than actually do. Bring-your-own-device has yet to catch on.

While "traditional" **Corporate Real Estate** roles of strategic portfolio management and cost reduction are still important, talent attraction and development and engagement with staff around workplace issues are now almost as significant. Corporate Real Estate (CRE) strategies are increasingly critical to overall corporate growth and respondents highlight the need for better and more accurate portfolio data to underpin this.

European Occupier Survey participants: CBRE surveyed multinational corporates occupying a combined 200 million sq m of diverse commercial space, to assess their concerns, plans and challenges across a broad range of issues. The respondents represent corporations headquartered mostly across Western Europe and North America. Banking and Finance, Professional Services and Technology and Telecommunications represent the largest sector components.

INTRODUCTION

For large parts of the period since the global financial crisis, occupiers of commercial property have been overwhelmingly concerned with rigorous cost-management, both with respect to real estate and on a broader front. As we reported last year, this stance noticeably loosened in 2013, with companies seeing a marked shift towards identifying and capturing growth opportunities. This did not mean that cost management had been forgotten, merely that the balance had shifted against a generally improving economic environment.

Corporate strategies responded to economic instability in 2014

So how did 2014 look and what will drive occupiers' decisions in the short-term? Certainly the economic environment offered distinctly mixed signals to corporate occupiers last year, and it is not surprising that their priorities and decision-making criteria have altered in line with this. A softening in European GDP numbers in mid-year raised some concerns about the strength of recovery, which haven't been entirely removed by some upward data revisions and a slightly stronger Q3. Moreover the demand picture remains very varied across different countries.

Retaining and attaining talent

The importance attached to attracting and retaining key talent - and the related need to select locations and create work environments that support these goals - has only strengthened. Several areas of corporate strategy, notably on-shore/off-shore strategies

and workplace programmes, are now being driven more by people issues than by cost. And this remains the case despite continuing uncertainty in the economic environment. Getting this balance right, and integrating the various elements of strategy optimally, will be a key component of future success.

The level of attention being applied to these issues means that they should increasingly be seen as more than just an immediate response to current property and labour market conditions, and more as core components of future organisational culture and brand.

Key challenges for corporates mixed across geographies

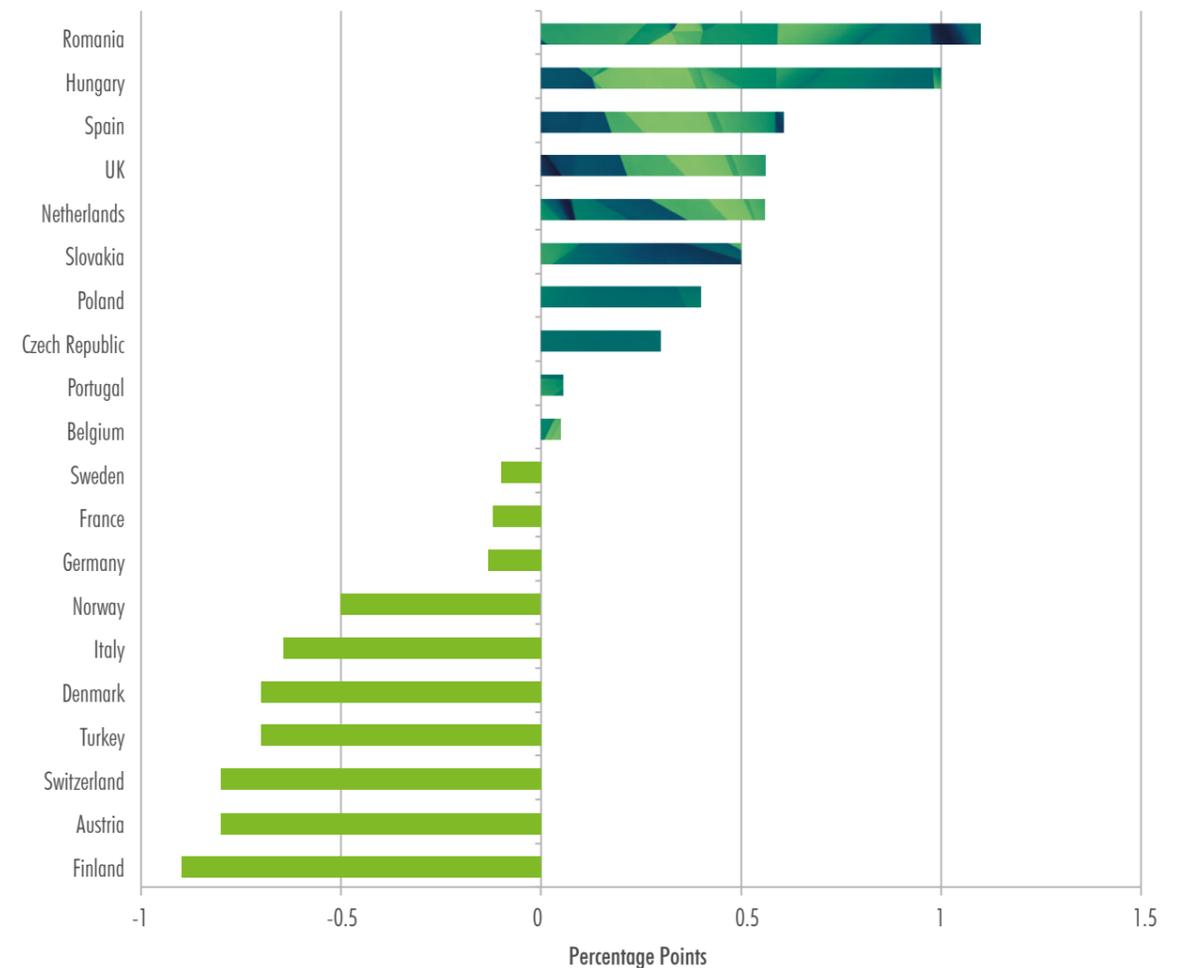
There have been some notable shifts in even short-term economic expectations over the course of 2014, causing some to question the sustainability of recovery in Europe, and which would be expected to have a bearing on corporates' thinking. However the picture is very mixed across different geographies: while economic sentiment in the core Eurozone (mostly Germany and France) has weakened in recent months, it remains on an upward trajectory in southern Europe and in clearly positive territory in the UK and Scandinavia. The issues bearing on sentiment in Europe include high levels of indebtedness in some countries, persistently high levels of unemployment, uncertainty over policy direction (particularly regarding European Central Bank asset purchases) and the threat of deflation in some economies.

These movements have been associated with changes in forecast expectations for 2014, some of them substantial although they have not all been in one direction. Among the larger economies, there have been notable upward adjustments in outlook for the UK, Spain and the Netherlands as well as several CEE markets, while France, Germany and Italy have seen adjustments in the opposite direction (See Figure 1).

Weak economies still cited by corporates as concern

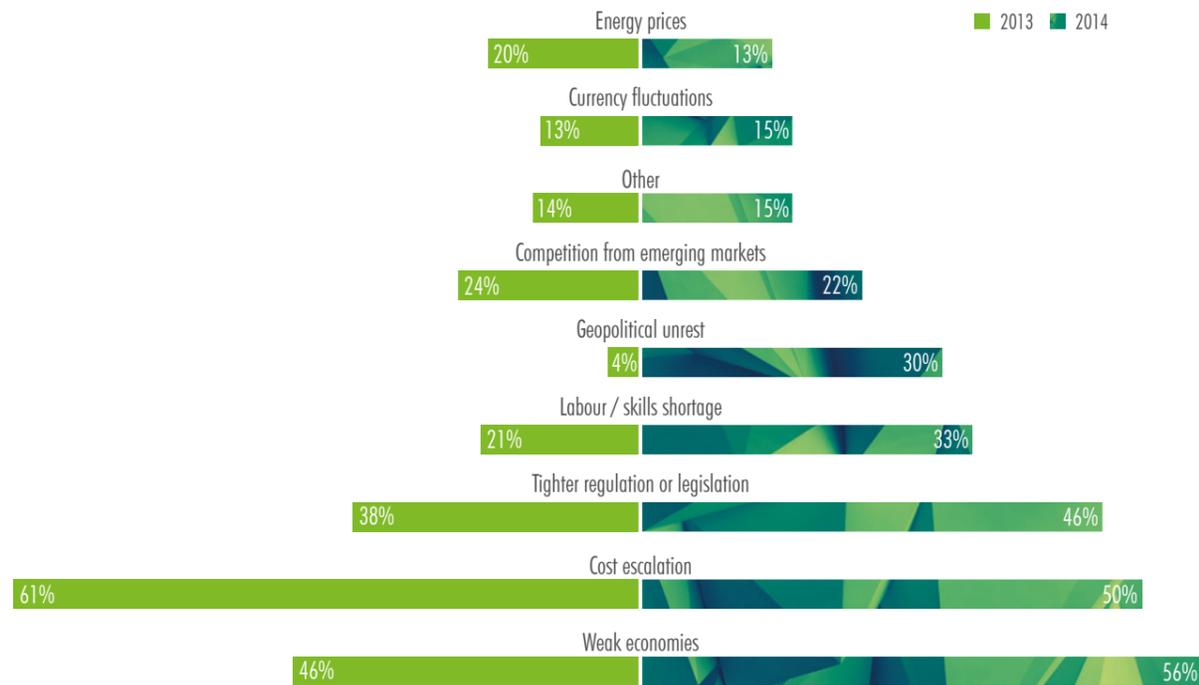
We would expect these shifts to be reflected in occupiers' views of the principle challenges facing them - and to a large extent they are. The single largest response category was "Weak economies", highlighted by 56% of respondents, which is 10 percentage points higher than last year.

▼ FIGURE 1: CHANGES TO 2014 GDP EXPECTATIONS, DECEMBER 2013 – NOVEMBER 2014



Source: Oxford Economics

▼ FIGURE 2: MAIN CHALLENGES FOR CORPORATES



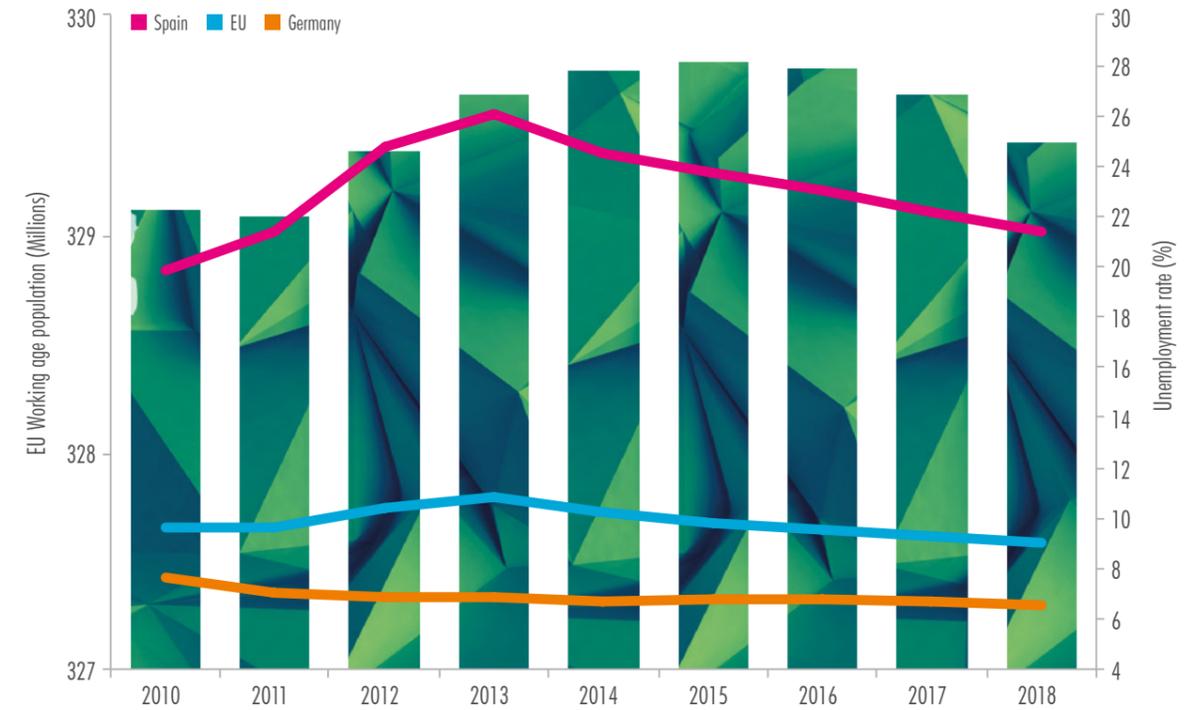
Source: CBRE

Worry over geopolitical unrest up by 26%

Further issues that attracted increased concern relative to 2013:

- Prospective tightening in regulation and legislation was up by eight percentage points to 46%, with the banking and finance sector showing particularly strong concerns (71%) on this issue. Clearly the legacy of the financial crisis in focussing corporate attention on risk management and control is continuing to exert influence.
- Labour and skills shortages were cited by 33% of the sample, up from 21% last year. As in other areas of the survey the importance of labour, skills and workforce satisfaction is rising up the corporate agenda and coming to play a greater role in locational and building decision-making.
- The most pronounced shift was heightened concern over geopolitical unrest which was cited by 30% of respondents compared with 4% last year. Continuing turbulence in parts of the Middle East, as well as the Russia-Ukraine dispute and outbreaks of civic protest in other areas including Hong Kong, are clearly encroaching on corporate decision-making. How long these issues remain in play remains to be seen, but it is interesting that they feature in the thinking even of companies with limited exposure to the areas most directly affected.

▼ FIGURE 3: EUROPEAN LABOUR MARKET CONDITIONS



Source: CBRE

One question that arises here is whether corporates are right, in a general sense, to be concerned about the availability and cost of labour. The answer depends heavily on location, and required mix of skills, but on at least some indicators the concern is well-founded. The working-age population of the EU is expected to decline marginally over the next few years. Unemployment levels - while still extremely varied - are also expected to fall as economies recover (see Figure 3), and even in high labour-availability areas, shortages of specific skills can still persist.

Cost escalation, which was the predominant concern in 2013, retreated by 10 percentage points to 50%. This still makes it the second most-cited response category in 2014 but, in regaining levels similar to those seen two years ago, it does indicate that concern over cost escalation is abating, at least at a general level.

It is also notable that this issue attracts much lower levels of concern among technology and telecommunications companies than is the case more broadly, reflecting the dynamism and strong revenue growth profile of the sector.

This is consistent with recent CBRE experience of working with technology companies: some are looking further afield from established to untapped locations, based on the availability of key skills. There is debate in some places, notably the UK, about the ability of smaller cities to provide a sufficiently deep labour pool to support, for example, digital sector growth. Depending on headcount requirements, the experience is that there are more locations than might initially be thought which have the skills base to support such activity. The important point is that the predominant area of focus is analysis of an area's skills base.

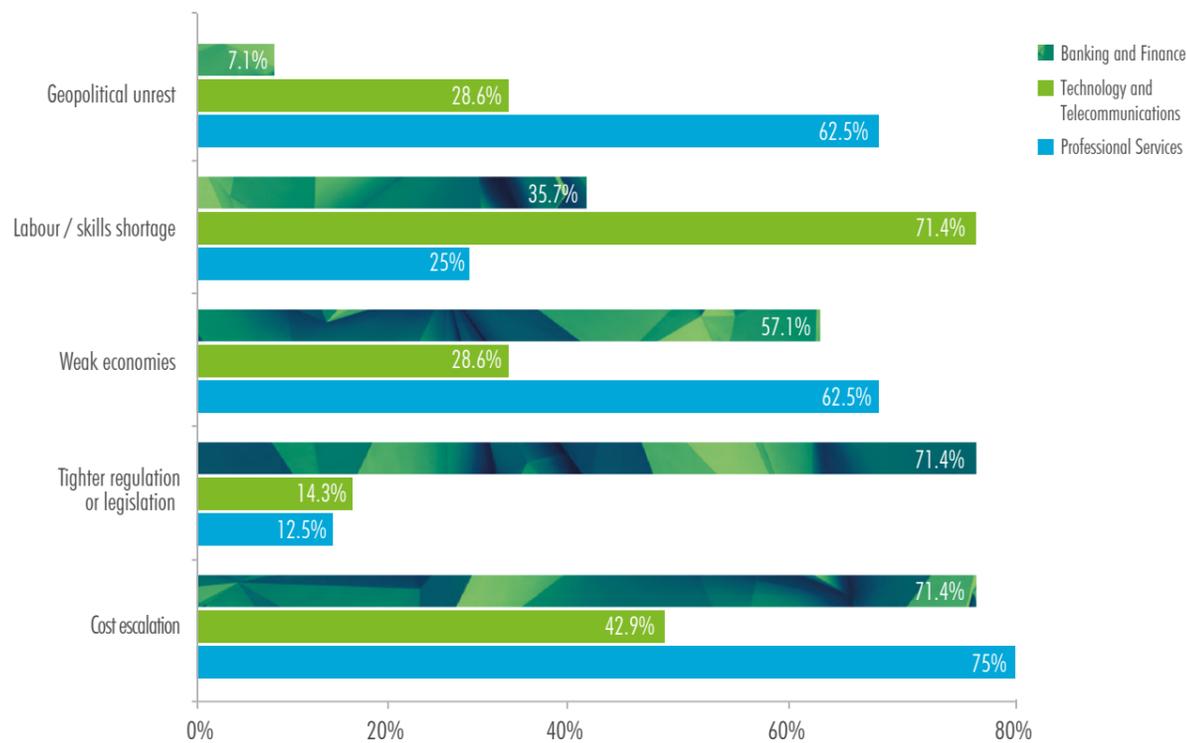
Concern over cost escalation is abating

Labour and skills - a recurring theme across this year's survey

Key challenges faced by occupiers' dependent on sector

Taken together, reported sector differences in key challenges facing occupiers highlight some interesting variations. Technology and telecommunications companies are largely unconcerned about economic weakness, cost escalation and regulation, and are mostly preoccupied with issues to do with labour and skills - a recurring theme across this year's survey. Regulation and legislation are significant issues for banking and finance occupiers, who share concerns on costs and economic weakness with professional services companies.

▼ FIGURE 4: MAIN CHALLENGES FOR CORPORATES, BY SECTOR



Source: CBRE

Cost-saving initiatives focused on space optimisation

In an economic environment that remains challenging in places, corporates continue to pursue a range of cost-saving initiatives, mostly focussed on optimising the quality and efficiency of existing space rather than entering into new external arrangements. In general higher proportions of respondents were engaged in pursuing cost-saving initiatives - albeit only by small margins - than last year, and the overall pattern of decisions was much the same as in 2013 (see Figure 5).

The two most popular measures, lease renegotiation (76%) and improvements in space efficiency (67%), both attracted higher responses than last year. It is notable that the latter is popular across all the major sectors represented. The incidence of negotiations on facility management sourcing and direct capex reduction initiatives both rose from last year and were deployed by nearly a third of respondents - a level consistent with our own market experience over the past year. Relocation to cheaper locations purely for cost-saving reasons remains a minority pursuit, although disproportionately attractive to banking and finance companies.

▼ FIGURE 5: MOST SUCCESSFUL COST-SAVING INITIATIVES OVER THE PAST YEAR



Source: CBRE

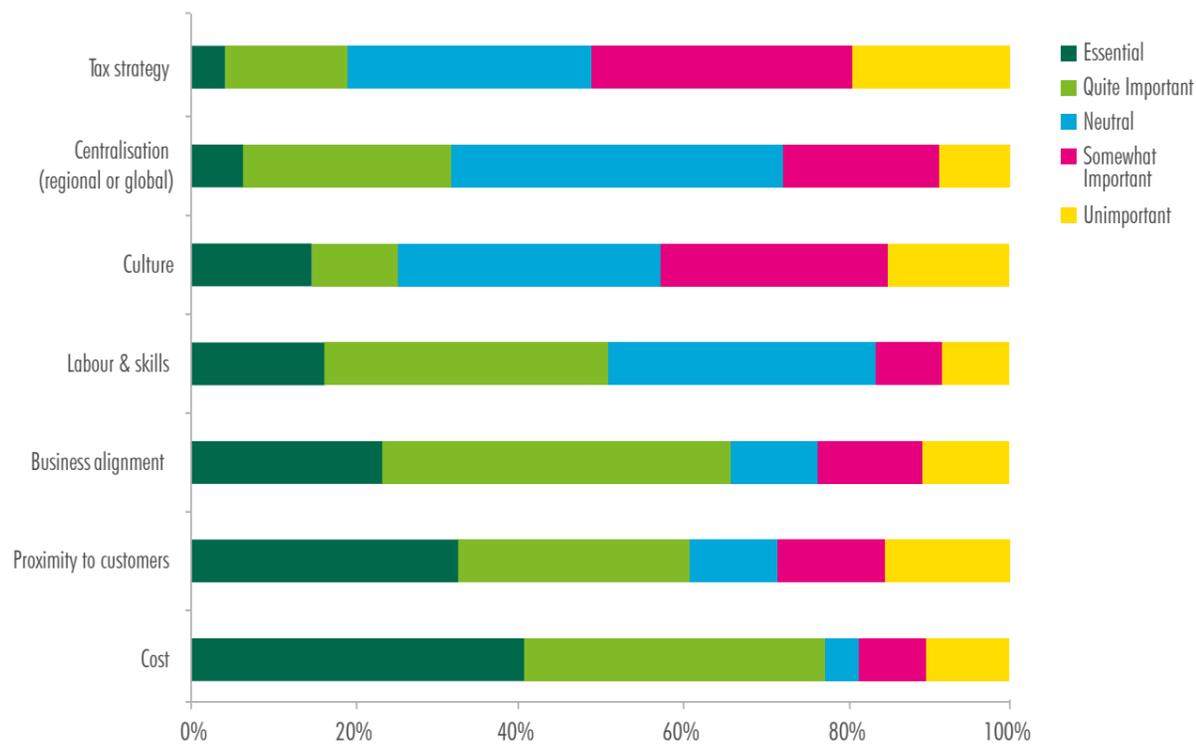
This reflects the earlier finding that cost saving is more of a concern, and a driver of significant decisions, in banking and finance: this sector has been the source of many of the more cost-driven projects we have seen over the past year, with much of the debate now concerning the “correct” location for middle to front-office functions. Deutsche Bank in the UK moving traders from London to Birmingham was a catalyst for some of these discussions, and we expect further interest in this issue going forward.

In overall terms, however, this area of the findings suggests awareness among occupiers that many markets are still at the “pre-rental growth” stage and that scope to use space more efficiently is widely-recognised and accorded higher priority.

Rightshoring and key location drivers

Companies adopt a range of strategies relating to the distribution of their main functions in relation to their domestic market or HQ location. The optimum solution, and balance of decision factors, clearly varies in each individual case. Equally, since this is an area of corporate strategy that is under active consideration by many, we looked to understand the general mix of factors shaping corporate rightshoring decisions.

▼ FIGURE 6: DRIVERS OF ON/OFF-SHORE STRATEGY



Source: CBRE

There is clearly a strong cost component to these decisions, with around 80% of respondents rating cost as either essential or quite important. A large part of the original rationale for off-shoring, particularly in respect to more routine back-office functions, was to take advantage of geographic differentials in costs, particularly labour costs and it appears that this strand of thinking remains prominent. However, increasing wage levels in what would once have been viewed as “emerging markets” have eroded cost differentials and reduced the advantage of cost arbitrage among different jurisdictions. To pick one example, the employment cost for a financial analyst has risen by over 20% in the past two years in China and Bulgaria, compared with under 7% in Germany and the UK¹. On this basis cost differentials, unlike during the immediate aftermath of the global downturn, look as if they are coming to be viewed as “one factor among many” rather than the sole determinant.

Corporates look to get closer to their customers

This shift towards a wider rationale for these strategies is reflected in the level of importance attached to a range of factors - proximity to customers; business alignment and labour and skills - each of which rates as essential or quite important for at least 50% of corporates. These findings strongly indicate a recognition that strategy towards off-shoring needs to be more broadly coherent and supportive of wider business objectives.

The importance attached to proximity to customers, for instance, reflects a shift in the trade-off between cost and quality of customer service, with the latter taking on greater importance. In part this may be the result of deterioration - perceived or actual - in the quality of customer service resulting from earlier outsourcing decisions, such as UK banks sending voice work offshore only to bring it back to the UK as a result of consumer pressure.

Source: ¹FDi Benchmark

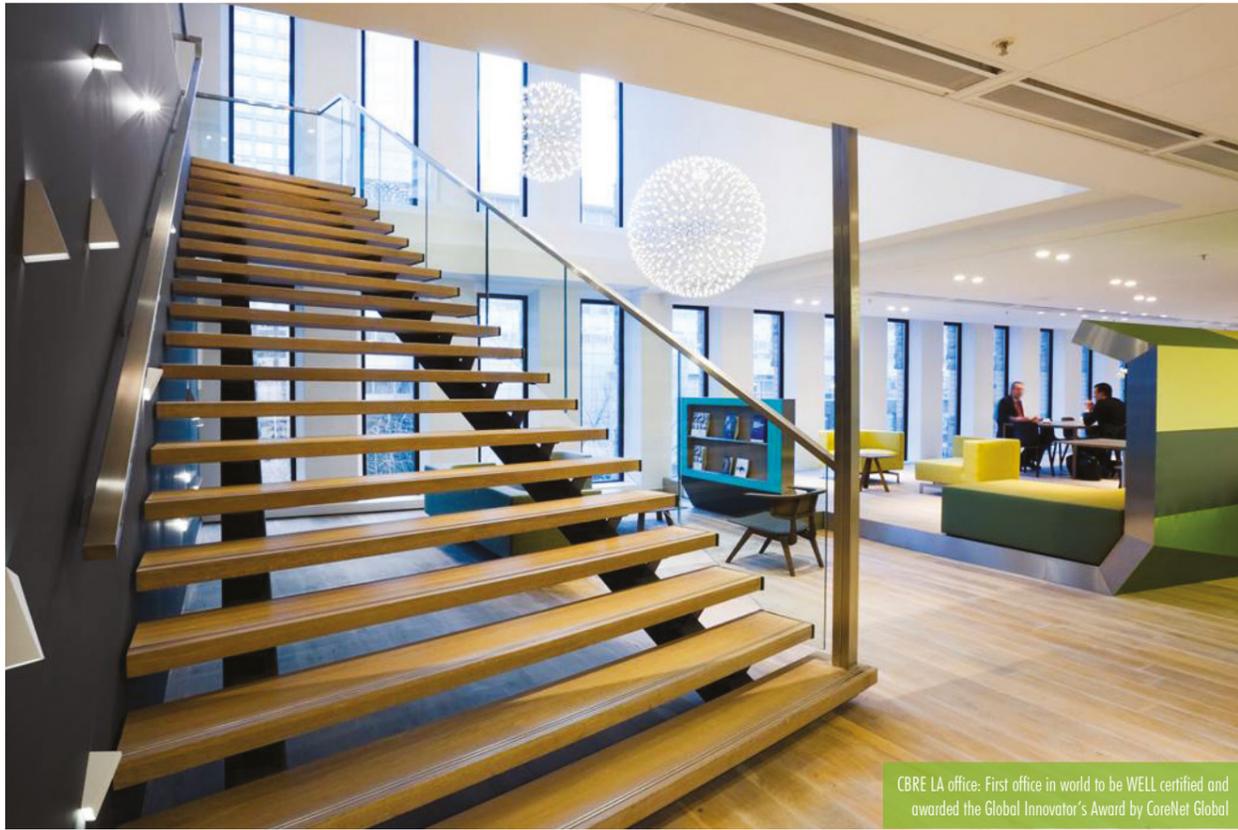
More broadly, these decisions are coming to be seen in the context of wider issues of business and brand positioning, and with a view towards their impact on the overall coherence and perception of the company. Nearly two-thirds attached a high level of importance to business alignment as a driver for off-shoring decisions, and over half cited labour and skills - availability and quality rather than cost - as an important factor. Coupled with the narrowing in labour cost differentials mentioned above, the labour debate is becoming more nuanced: companies are increasingly exploring variations in productivity (although harder to measure) as a locational driver. Finally, around a quarter cited company culture as an important aspect of such decisions.

Appetite reduced for large-scale relocation

A similar picture emerges with regard to drivers of location decisions - cost remains important, but a much broader swathe of factors is taken into consideration, most of them relating to the attraction and retention of labour, and wellbeing of the labour resource as a whole. The wider context for this is a slightly reduced appetite for large-scale relocation compared with last year, but increasing focus on the location of front-office functions than more routine back-office activities which in many cases have already been relocated. India, China and the rest of Asia-Pacific remain the most sought-after expansion destinations, with India notably the most popular for back-office functions. Within the EMEA region, CEE remains popular for both front-office and back-office functions, with the Middle East and all parts of Africa attracting significant interest too.

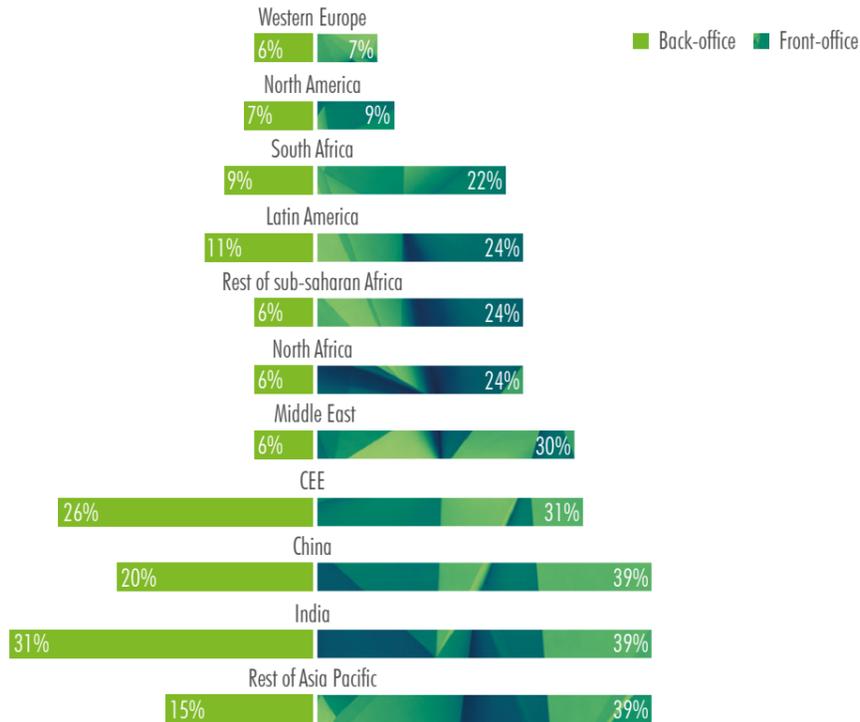
The balance of factors behind location decisions at macro level reveals a complex picture, in which cost plays a prominent role - indeed is markedly more important than was the case last year - tempered by a range of factors to do with labour, amenity and clustering synergies (see Figure 8 on page 13).

India, China and the rest of Asia-Pacific remain the most sought-after expansion destinations



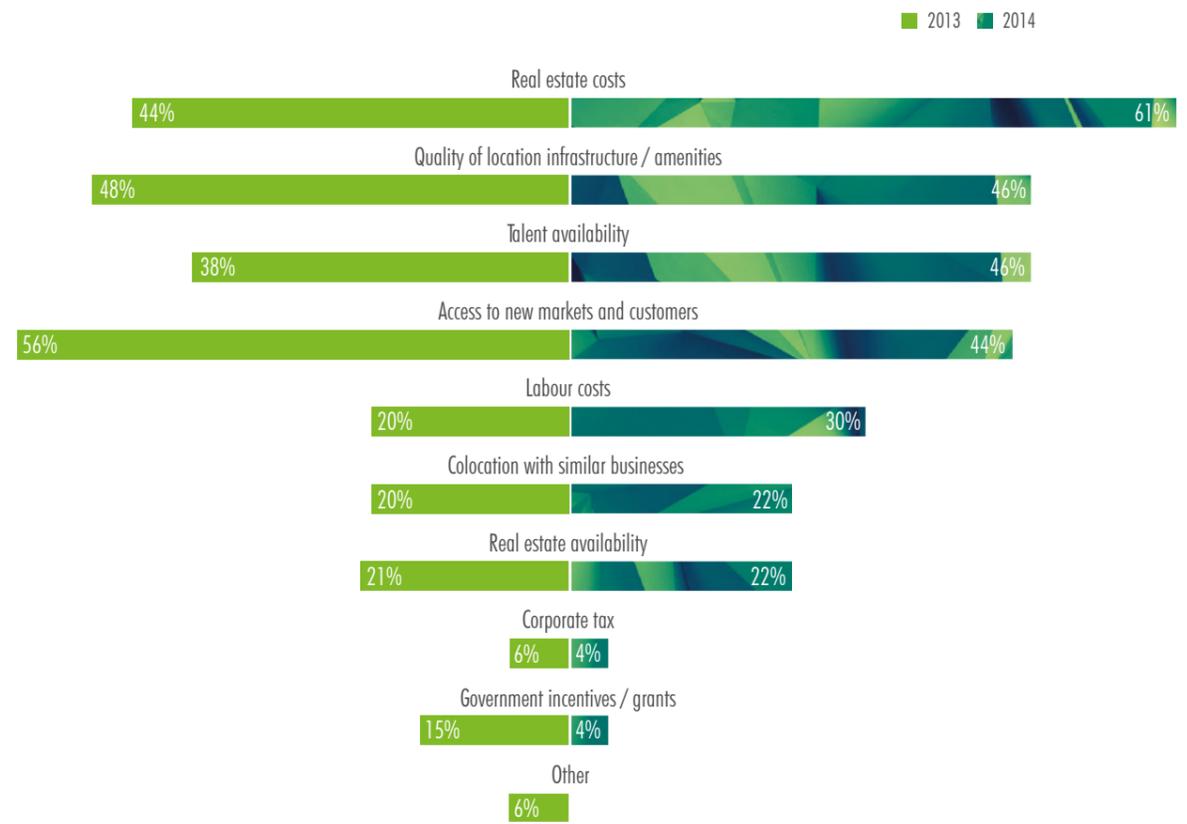
CBRE LA office: First office in world to be WELL certified and awarded the Global Innovator's Award by CoreNet Global

▼ FIGURE 7: EXPANSION DESTINATIONS BEING CONSIDERED IN NEXT TWO YEARS



Source: CBRE

▼ FIGURE 8: MACRO-LOCATION DECISION DRIVERS



Source: CBRE

Growing importance of talent availability and labour costs

Among these factors, talent availability and labour costs both generated responses that were around 10 percentage points higher than those for 2013. This indicates that, from various perspectives, access to appropriately-skilled but still affordable labour will be a major element of large locational decisions. This view is reinforced by the fact that these factors attract similarly high ratings across all the major sectors surveyed. Location decisions are becoming much more dependent on where labour is - or can be persuaded to move to.

Access to new markets and customers, while down in comparison with last year, remains a significant factor particularly for professional services and technology and telecommunications. The lower rating for banking and finance almost certainly reflects the fact that, with the growing penetration of online banking, growth in the market and customer base can be attained with less consequence for locational footprint.

Location decisions are becoming much more dependent on where labour is - or can be persuaded to move to

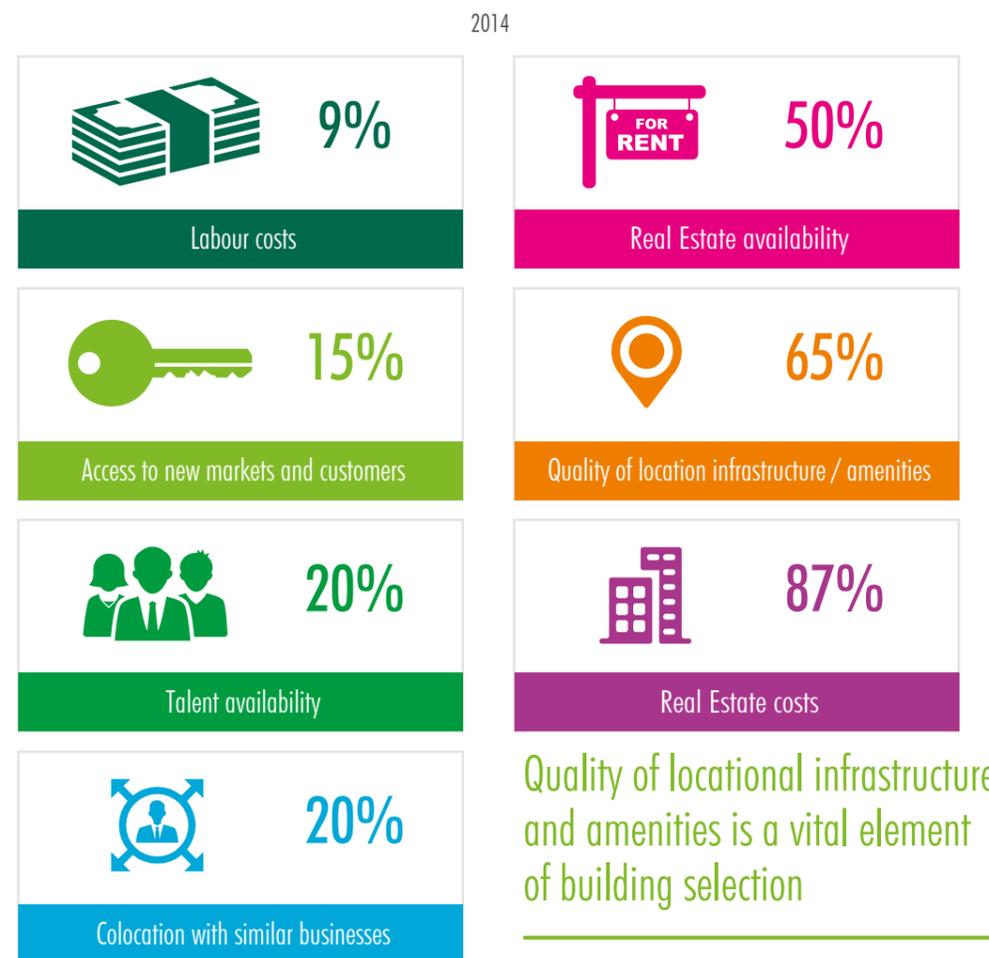
Amenity-rich locations favoured

Quality of locational infrastructure and amenities attracted a similar response to last year - and is second only to cost as a locational driver - while co-location with similar businesses also saw a slight rise. Both reflect the underlying importance of labour, and acknowledge the need to select amenity-rich locations that appeal particularly to younger cohorts in the workforce. Such locations seem likely to grow in relative popularity, which could well widen value gradients and present challenges to “new” commercial locations within an urban area. By the time companies come to select individual buildings, many of the key locational criteria will already have been satisfied by choice of general area.

This remains a decision that is heavily cost-driven - over 80% of respondents highlight cost as a factor, as was the case last year (see Figure 9).

It is significant that even at detailed micro-level the quality of locational infrastructure and amenities is a vital element of building selection decisions, cited by 69% of respondents compared with 56% last year. Even at a very granular level, therefore, corporates are making distinctions that distinguish between the amenity credentials of competing buildings in the same area. Labour-driven decision criteria are becoming increasingly precise.

▼ FIGURE 9: BUILDING SELECTION FACTORS AT MICRO-LOCATION LEVEL



Source: CBRE

Workplace strategies: motives and components

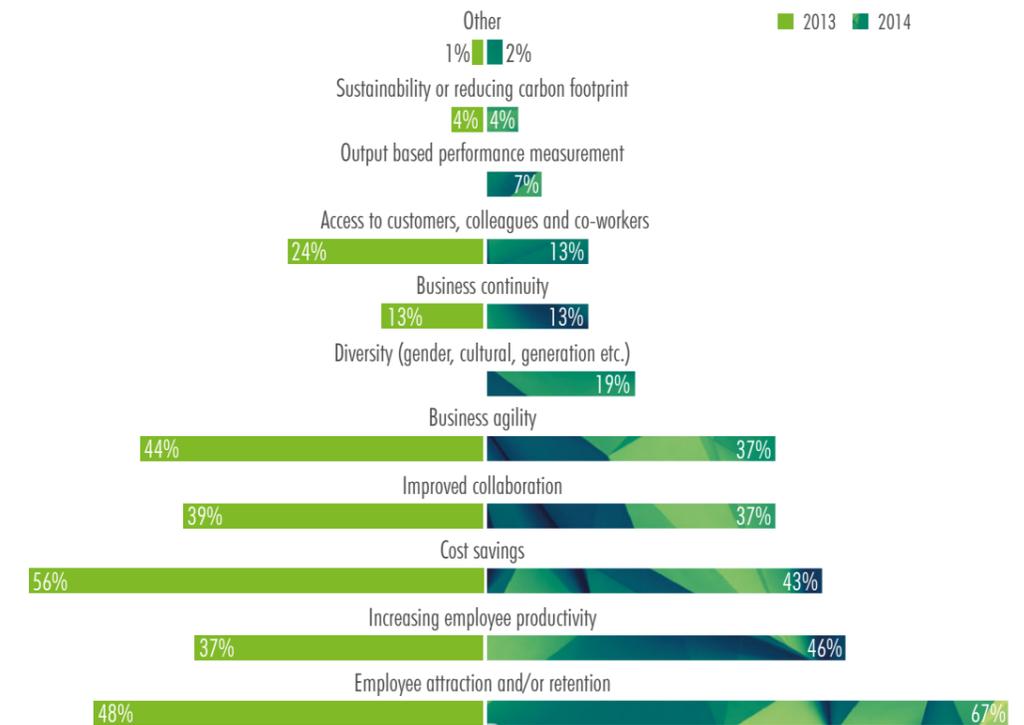
The links between workplace quality on the one hand, and corporate brand, culture and operational efficiency on the other hand are highly topical and widely debated. There is plenty of qualitative evidence - mostly in the reported improvements in staff satisfaction – on the benefits of workplace programmes but equally many, perhaps most, companies still see scope for improvement in the extent to which their facilities reflect their brand and core objectives. A recent CBRE report² highlighted the rapid and far-reaching shifts occurring globally in attitudes towards work and the need for commercial buildings to reflect and anticipate these changes. Moreover the points from which companies

are starting on this journey vary enormously. Nearly all (93%) of respondents to this survey have some form of Corporate Social Responsibility (CSR) programme but fewer than half are motivated by a pro-active desire for positive community impact, with the majority driven by cost, compliance and perceived brand benefits.

Building on the findings from last year, interest in workplace strategies continues to gain traction at a rapid rate and is now overwhelmingly driven by a desire to attract and satisfy the labour force through design, operation and management of buildings (see Figure 10).

Employee attraction and retention eclipses cost savings

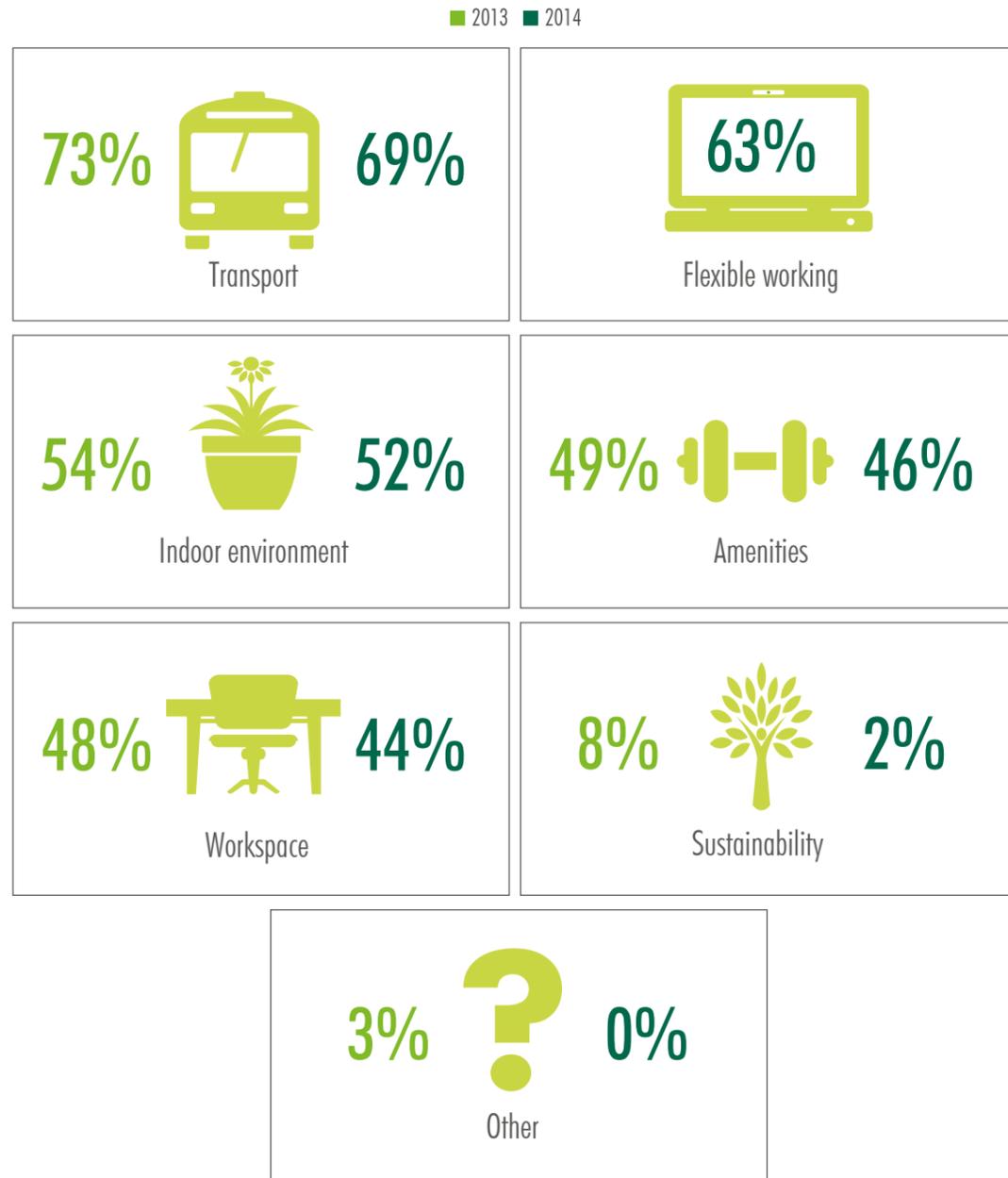
▼ FIGURE 10: MAIN DRIVERS OF WORKPLACE STRATEGY PROGRAMMES



Source: CBRE

²Fast Forward 2030: The Future of Work and Workplace. CBRE and Genesis, October 2014

▼ **FIGURE 11: WORKPLACE FEATURES SEEN AS MOST IMPORTANT TO ORGANISATION'S WORKFORCE**



The pursuit of workplace programmes purely for cost-saving reasons generated a far lower response than last year: 43% compared with 56% (see Figure 10 on page 15). By contrast, the objective of employee attraction and retention rose by nearly 20 percentage points to 67%, by some distance the most widely-cited motive for workplace strategy. Among professional services and technology and telecommunications companies the extent to which employee attraction and retention eclipses cost savings as a driver is even more pronounced. Across the sample as a whole, business agility and collaboration also feature prominently.

As with the locational decision criteria, the importance attached to labour is rising. We see here an extension into the “wellness” agenda in which the physical comfort and performance of the workforce come to play a growing role in building production and management – in a way that in future will come to be seen as “normal” rather than a “luxury”.

Signs of this are already evident in the features and facilities seen as important to the labour force. Accessibility, flexibility over working times and location, and indoor

environmental quality rate most highly (see Figure 11), but the provision of in-house amenities and flexible working options within the office also influence decision-making.

Flexible working not as widely adopted as anticipated

This perhaps highlights some uncertainty over how far employee aspirations towards comfort, flexibility and work-life balance can be satisfied through remote or home-working, either permanently or sporadically. While last year’s survey indicated that working remotely was typical for only a small proportion of the workforce, this year’s results suggest that, at the least, it remains an option for many (see Figure 12). One conclusion is that more could work from home or remotely than actually do, suggesting corporates are driving for people to be in the office, but are giving the choice of working remotely rather than enforcing it as a policy.

Of the more practical or technical elements of flexible working, videoconferencing (including desktop features such as Webex) are widely implemented, with some form of hot-desking or desk-sharing arrangement cited by nearly two-thirds of respondents. Flexibility in working hours is common; virtual desktop access and, even more so, customisation of personal technology through “bring your own device” programmes remain rarer.

More could work at home than actually do

▼ **FIGURE 12: ELEMENTS OF FLEXIBLE WORKING STRATEGY**



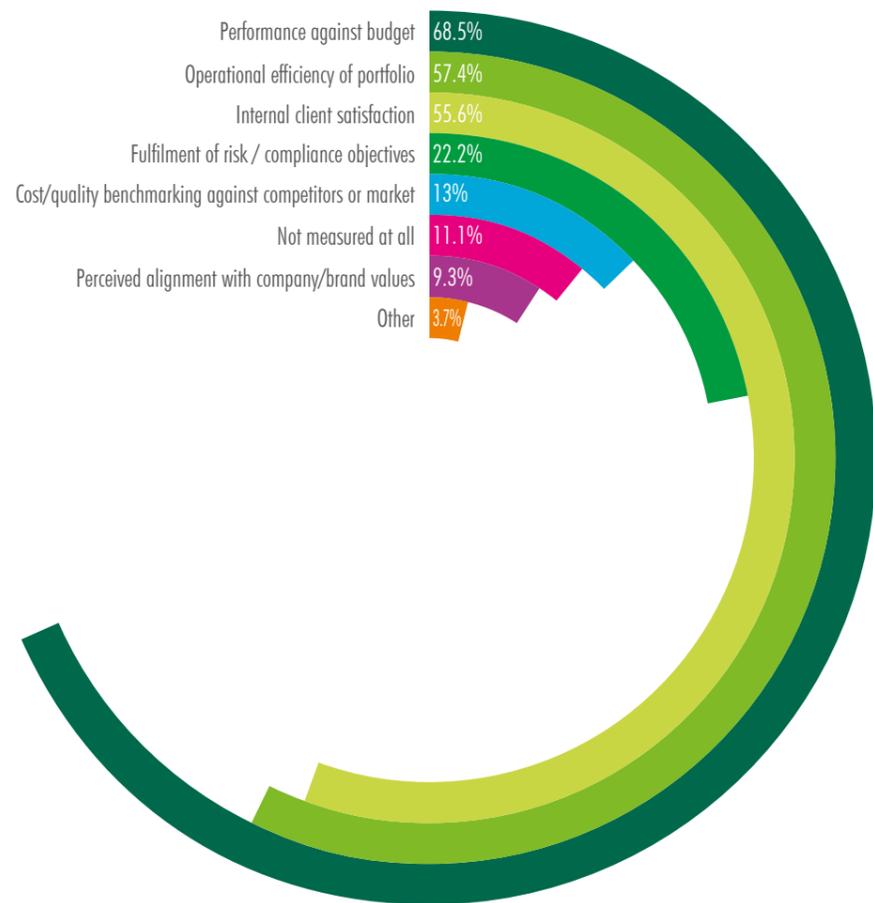
Performance against budget still dominant focus for CRE teams

Corporate real estate functions: continued evolution

The range of influences - some complementary, some contradictory - on corporate real estate decisions is also reflected in the mix of objectives pursued by CRE teams, and the evolution of their roles. This is despite the fact that their reporting structures have changed little over the past year: around a third report direct to finance and a further 21% to operations, with HR and procurement representing minority reporting routes.

Moreover the overall pattern of CRE teams' objectives is, broadly, as it was a year ago. Performance against budget dominates with a rating of over 65%, while operational portfolio performance and internal client satisfaction are also prominent - both of these are over 10 percentage points more important than in 2013, further suggesting erosion of the dominance of cost management.

▼ FIGURE 13: KEY PERFORMANCE INDICATORS FOR CRE TEAMS



Source: CBRE

The real areas of progression lie in the prioritisation of different elements of CRE strategy. The objective of business integration and alignment with enterprise level goals is rated as essential or quite important by over 80% of respondents. This sustains the trend first evident last year when over 70% highlighted better alignment between CRE and the wider business as a key target for improved effectiveness.

Key performance indicators for CRE teams expanding

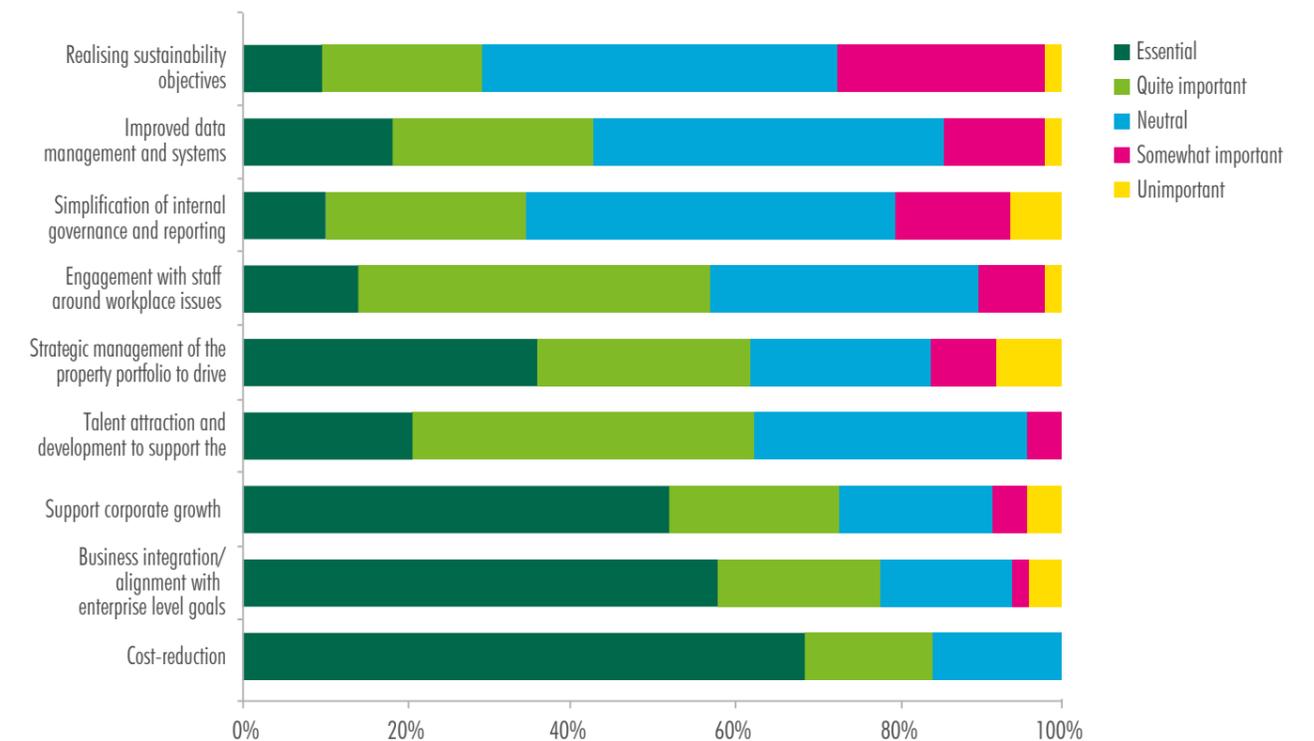
This overarching aim of alignment is evident in other areas too. While the "traditional" roles - strategic management of the operational portfolio, and cost reduction are clearly still held as important, two other areas, talent attraction and development and engagement with staff around workplace issues are rated as almost equally significant. Other areas simplification of internal governance and reporting processes, and improved data management and systems

- are also starting to emerge as focal points (see Figure 14).

Taken together, these findings point towards a widening in the scope of CRE activities. Under the general banner of better alignment, companies have highlighted a range of CRE activities seen as contributing to broader corporate goals, and which position CRE as more integral and relevant to corporate decision-making. As with so much of this year's findings, contributing to the strength of the labour resource and the workplace agenda are major elements.

Clearly this type of shift is dependent on certain changes and improvements. By some margin, better data quality and accuracy around portfolio metrics is seen as the most important facilitator of these aims, followed by productive and flexible workspace (see Figure 15 on page 20). Interestingly, greater C-Suite sponsorship is also seen as relevant, as is more outsourcing and strategic partnering.

▼ FIGURE 14: IMPORTANCE OF DIFFERENT ELEMENTS OF CRE STRATEGY



Source: CBRE

Procurement of Real Estate Services

The need for more outsourcing and strategic partnering is perhaps consistent with the still fragmented pattern of purchasing real estate services. While corporate approaches to buying real estate services have become increasingly sophisticated over recent years, there is still great variation in the use of different models, and in the preferred supplier relationships for different types of service.

Transaction Management (TM), Facilities Management (FM) and Project Management (PjM) and, newly, Workplace Consulting (WC) are the main areas in which outsourced service provision is most widespread. In the first three of these cases at least 50% of respondents outsource (and in the case of TM and FM much higher), with most favouring a panel approach. Only around 10-14% self-perform in these areas, a small reduction from last year.

By contrast portfolio management and data management are still predominantly conducted in-house and in the case of data management to an even greater extent than last year (50% compared with 42%). This links with the importance highlighted in Figure 15 about the significance attached to better data quality and accuracy: the current paucity, or sensitivity, of such information may act as a deterrent to outsourced provision and hence effectively compel an in-house approach.

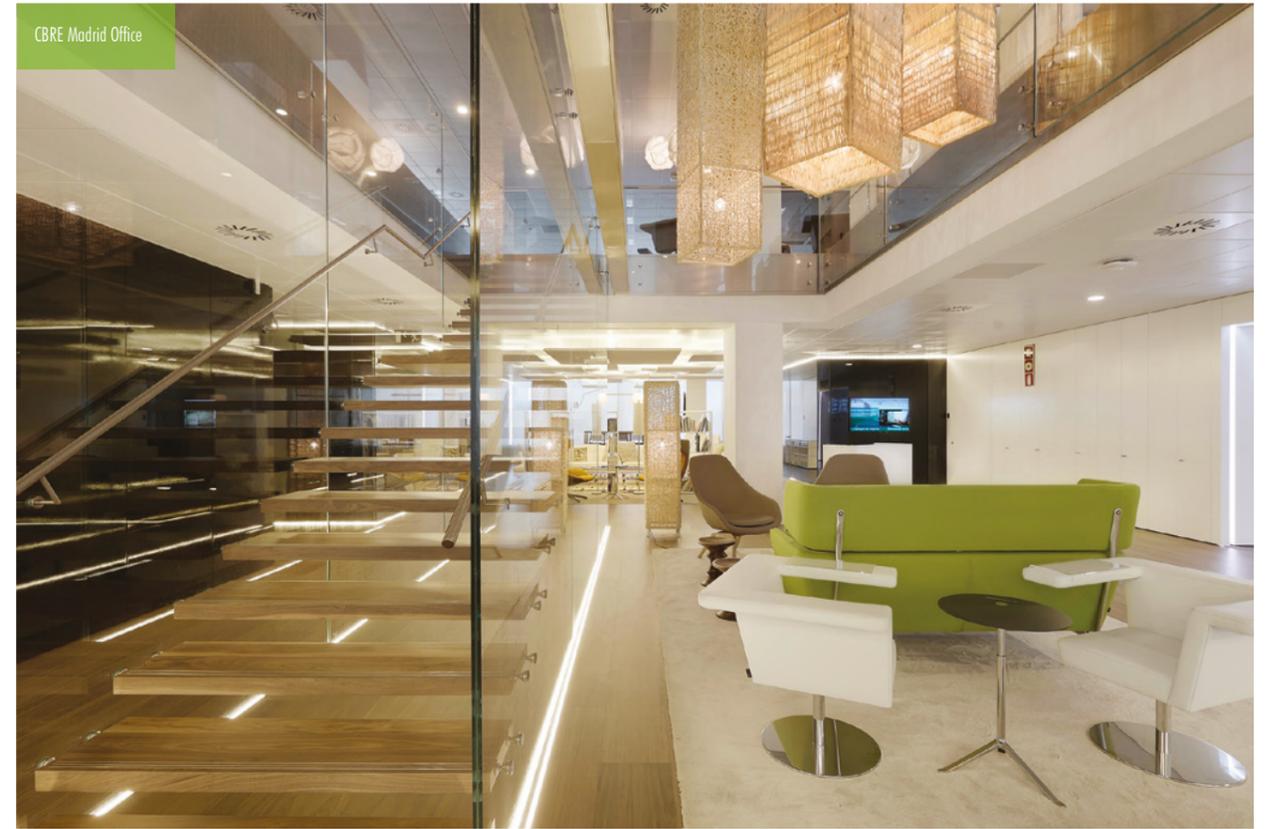
Buying patterns for Workplace Consulting are more embryonic - nearly 30% describe their approach in this area as ad hoc (see Figure 16).

Corporate approaches to buying real estate services have become sophisticated, but still great variation of utilisation

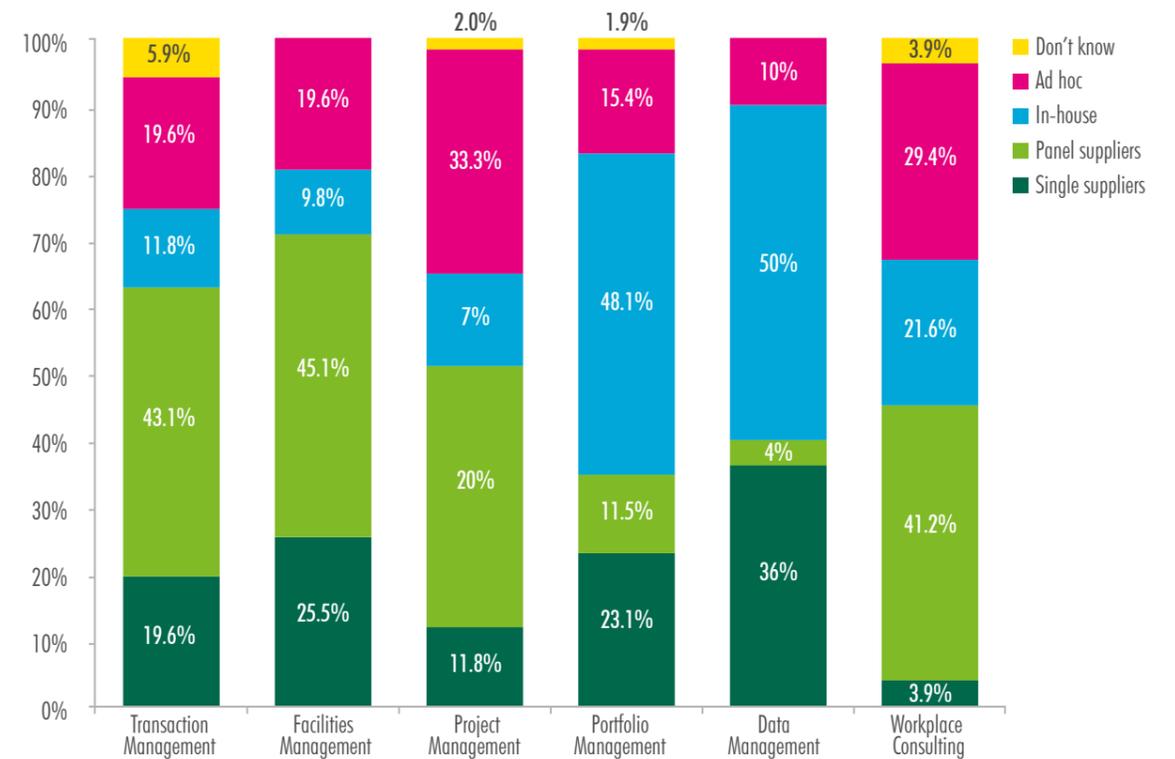
▼ FIGURE 15: ACTION AREAS FOR ACHIEVING PRIORITY CRE GOALS



Source: CBRE

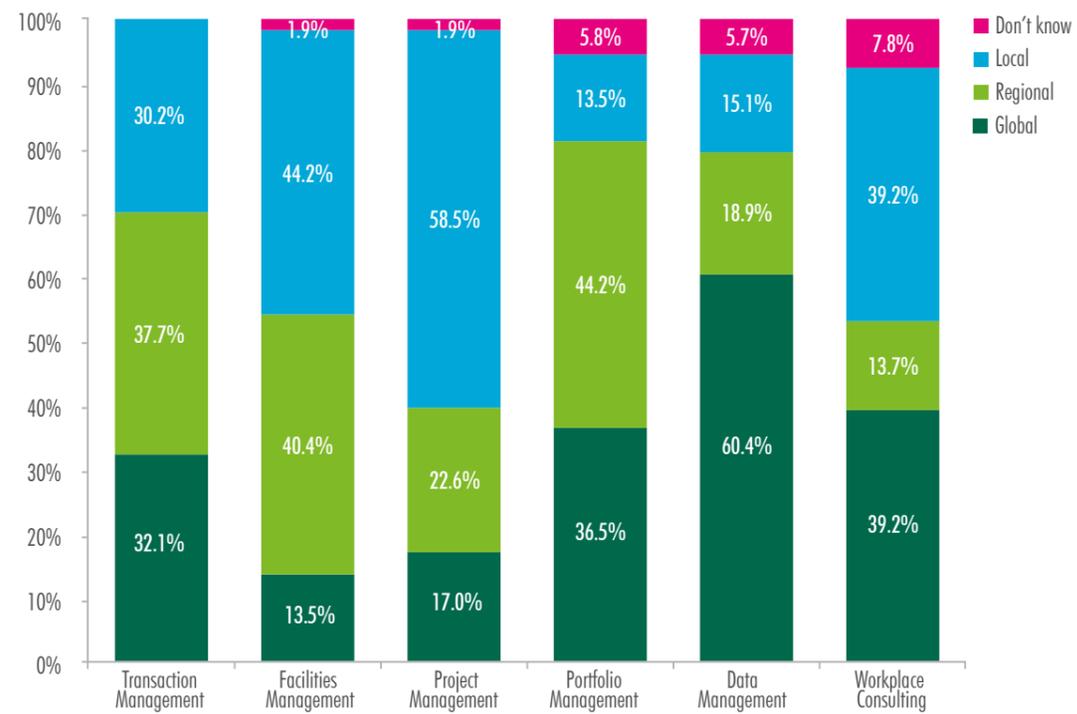


▼ FIGURE 16: SUPPLIER RELATIONSHIPS FOR DIFFERENT REAL ESTATE SERVICES



Source: CBRE

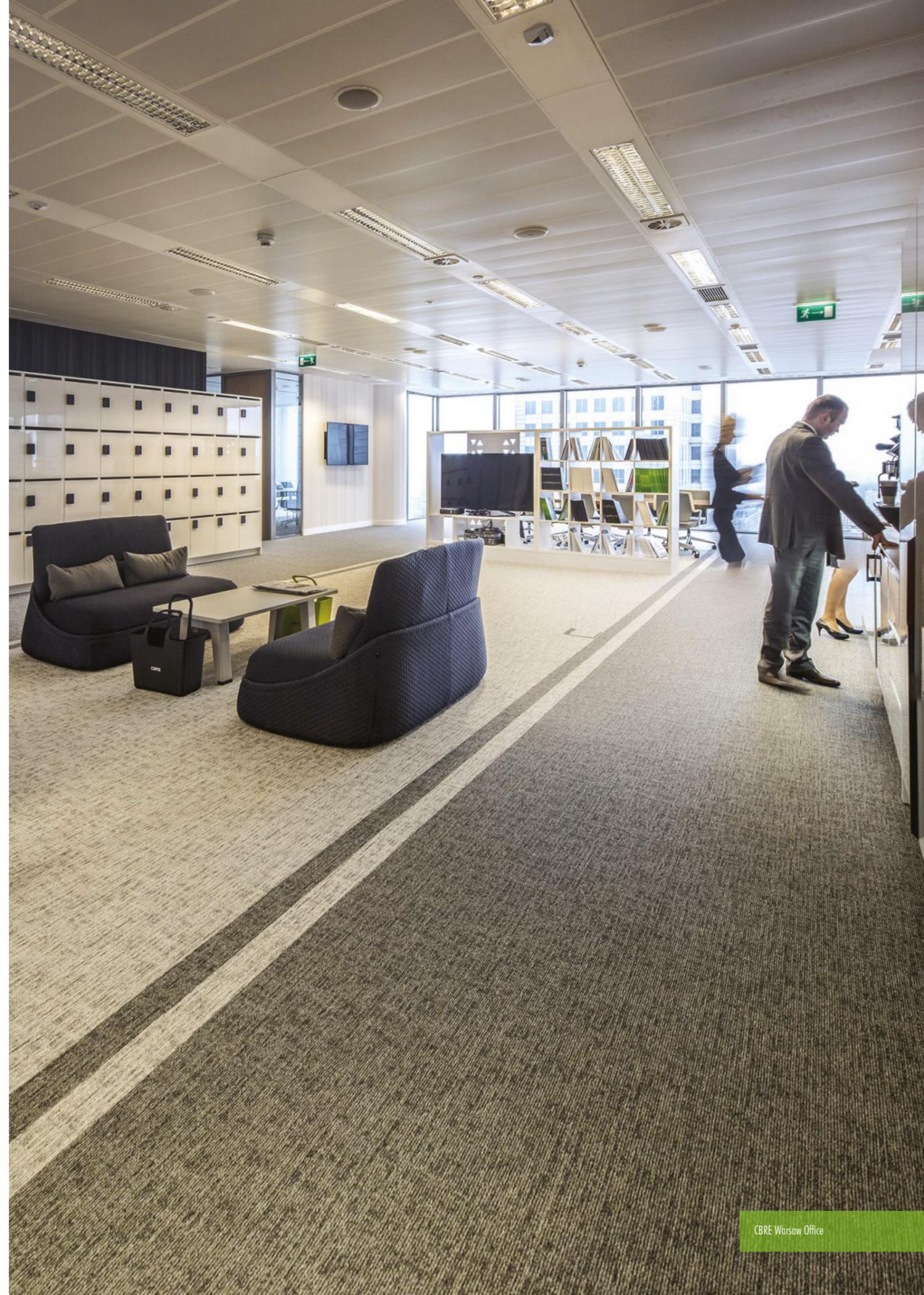
▼ FIGURE 17: PREFERRED LOCATIONAL DELIVERY MODELS



Source: CBRE

These findings show little change from last year, suggesting that buying behaviour for different services is fairly well-established. One paradox is that, while companies are far more likely to self-perform on portfolio management and data management, those that do outsource these activities often favour global mandates, particularly for data management (see Figure 17).

A notable shift concerns the increase in local arrangements for TM services: 30% compared with 17% last year, with global preference down by a corresponding amount from 44% to 32%. This perhaps suggests a greater degree of variation in buying preferences for TM services, or the evolution of more permanent agreements with local providers.



CONCLUSIONS

People power

People issues are coming to dominate many types of corporate property decision, including location decisions, building selection and on-shore/off-shore strategies and implementation of workplace programmes. Attributes that support the attraction and retention of labour - such as amenity, accessibility and quality of internal environment are favoured and more important given that less people are working from home.

Staying flexible

Workplace strategies are particularly motivated by people and labour issues, even more than they are by cost. A focus on workplace and wellness will increasingly become the norm. Flexible working options form part of this, and we will see the emergence of a clearer consensus on the detail of these.

Risks remain

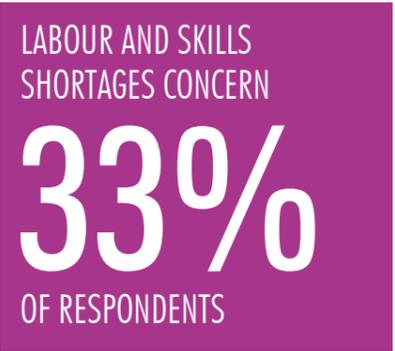
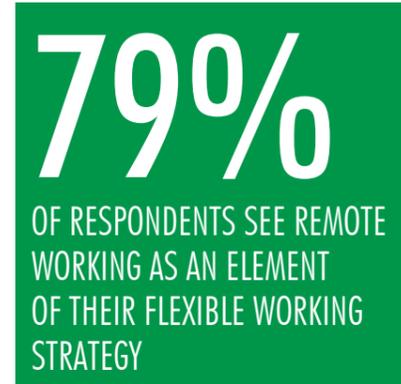
The external environment still contains risks - economic, political and regulatory. Awareness of geopolitical risks has risen sharply, and the financial sector remains concerned about regulation. Cost-management efforts will persist, even as markets improve.

Integration not isolation

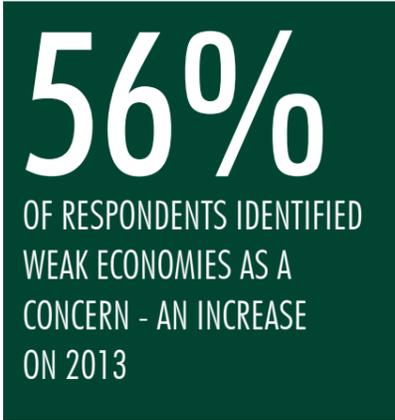
Companies will increasingly look to adopt a more integrated approach towards the various components of CRE strategy – people, place and property. There is widespread recognition of the linkages between these components and hence the need for a holistic approach to managing them, which will underpin a broadening in the scope of CRE activities.



INDIA, CHINA AND THE REST OF ASIA-PACIFIC REMAIN THE MOST POPULAR DESTINATION WHEN LARGE-SCALE RELOCATION IS CONSIDERED



LEASE RENEGOTIATIONS STILL THE MOST WIDESPREAD COST-SAVING INITIATIVE USED



THIRD OF CRE TEAMS REPORT DIRECT TO FINANCE, THE REMAINDER IN WEIGHTED ORDER TO OPERATIONS, HR AND PROCUREMENT



CONTACTS

For more information regarding this report please contact:

Mike Gedye

Head of Account Management EMEA
Global Corporate Services

t: +44 20 7182 3325

e: mike.gedye@cbre.com

Richard Holberton

Senior Director
EMEA Research and Consulting

t: +44 20 7182 3348

e: richard.holberton@cbre.com

Richard Jackson

Head of Client Solutions EMEA
Global Corporate Services

t: +44 20 3257 6651

e: richard.jackson@cbre.com

Sue Asprey-Price

Head of Consulting EMEA
Global Corporate Services

t: +44 20 7182 3129

e: sue.aspreyprice@cbre.com

FOLLOW CBRE



Global Research and Consulting

This report was prepared by the CBRE UK Research Team which forms part of CBRE Global Research and Consulting – a network of preeminent researchers and consultants who collaborate to provide real estate market research, econometric forecasting and consulting solutions to real estate investors and occupiers around the globe. To access our latest research visit www.cbre.com/researchgateway

Disclaimer

CBRE Limited confirms that information contained herein, including projections, has been obtained from sources believed to be reliable. While we do not doubt their accuracy, we have not verified them and make no guarantee, warranty or representation about them. It is your responsibility to confirm independently their accuracy and completeness. This information is presented exclusively for use by CBRE clients and professionals and all rights to the material are reserved and cannot be reproduced without prior written permission of CBRE.

