Five years ago, we published our first Sustainability Report. Our objective was to report our environmental, social and governance practices so that we could reinforce with our stakeholders the importance of sustainability at Hines. We also knew that if we regularly completed a comprehensive report, not only would it celebrate our accomplishments, but it would also identify those areas that needed further attention and inspire us to constantly strive for better.

Looking back, we are encouraged by what we have accomplished. We appointed a Global Sustainability Officer in 2011, who guides and advises employees, and acts as lead ambassador of sustainability for Hines. We have tracked energy, water and waste metrics. We have set new goals annually in each area of our real estate practice. We have highlighted innovative projects, such as our T3 creative office buildings in Minneapolis, MN and Atlanta, GA. We have engaged leaders across our organization as well as industry peers in the conversation about “what’s next in sustainability for the built environment.” And we work to integrate the fundamentals of sustainability into our core business practices at Hines.

While we will continue to report on the events and accomplishments of the past year in accordance with the Global Reporting Initiative reporting framework, we are also looking ahead on behalf of our investors, tenants and partners to anticipate the changes affecting our environment and our economy, the health of our cities and our organization, and the design and management of our properties around the world. This helps us to adapt and grow in the face of the unforeseen. As a private company with a stable ownership of nearly 60 years, we can think, plan and act for the long term. This long-term mindset allows us to withstand short-term pressures and anticipate future market opportunities. This is ever more important as we encounter escalating shifts in demographics, technology, geopolitical issues, social attitudes and norms, and other realities that present risks and opportunities in our business of global real estate. It is up to us to turn the inevitable changes that lie ahead into positive change for everyone we serve.

We hope you will engage with us in the conversation around the ideas presented in this summary report, will be inspired to look at our full report at hinessustainability.com, and will work with us to go beyond sustaining what we know today to attaining a resilience that might help enhance our social, environmental and organizational vibrancy in the future. Our vision at Hines is to be the best real estate investor, partner and manager in the world. We can accomplish this only by being ready for the future, before it arrives.

Jeffrey C. Hines
President
Chief Executive Officer

Our Vision at Hines is to be the best real estate investor, partner and manager in the world.
The firm’s property management portfolio includes 457 properties totaling over 193 million square feet. Hines has a presence in 20 countries, with regional offices in Atlanta, Chicago, Houston (headquarters), London, New York and San Francisco. Currently, Hines has $89.1 billion of assets under management.

With a presence in 182 cities around the globe, the Hines portfolio consists of more than 351.7 million square feet of real estate developed, redeveloped or acquired in 1,126 projects globally, with another 109 projects currently totaling 57.5 million square feet currently in design or under development.

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### Global Organization

#### Total Employees

<table>
<thead>
<tr>
<th>Region</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>2,106</td>
</tr>
<tr>
<td>East Region</td>
<td>384</td>
</tr>
<tr>
<td>Southwest Region</td>
<td>396</td>
</tr>
<tr>
<td>Midwest Region</td>
<td>487</td>
</tr>
<tr>
<td>South Region</td>
<td>29,832,995</td>
</tr>
<tr>
<td>Canada</td>
<td>2,106</td>
</tr>
<tr>
<td>Europe/MENA</td>
<td>158,388,555</td>
</tr>
<tr>
<td>Mexico &amp; Central America</td>
<td>17,991,515</td>
</tr>
<tr>
<td>South America</td>
<td>23,238,960</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>1,376,106</td>
</tr>
</tbody>
</table>

#### Services Managed Properties

<table>
<thead>
<tr>
<th>Region</th>
<th>Services Managed Properties</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>3,377,509</td>
</tr>
<tr>
<td>East Region</td>
<td>4,377,297</td>
</tr>
<tr>
<td>Southwest Region</td>
<td>4,893,945</td>
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<tr>
<td>Midwest Region</td>
<td>5,746,111</td>
</tr>
<tr>
<td>South Region</td>
<td>6,186,442</td>
</tr>
<tr>
<td>Canada</td>
<td>6,934,045</td>
</tr>
<tr>
<td>Europe/MENA</td>
<td>8,974,056</td>
</tr>
<tr>
<td>Mexico &amp; Central America</td>
<td>9,943,392</td>
</tr>
<tr>
<td>South America</td>
<td>10,210,529</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>10,850,895</td>
</tr>
</tbody>
</table>

#### Projects

- **In Design/Under Development**
  - **3,514,060** sf (323.3 M sm)
  - **7,621,000** sf (690.3 M sm)
  - **8,327,610** sf (768.4 M sm)
  - **8,066,000** sf (747.8 M sm)
  - **5,029,661** sf (462.9 M sm)
  - **6,106,195** sf (559.7 M sm)
  - **6,034,045** sf (550.3 M sm)
  - **5,742,111** sf (526.1 M sm)

- **Third-Party Property-Level Services Managed Properties**
  - **17,991,515** sf (1,672.0 M sm)
  - **19,201,856** sf (1,784.6 M sm)
  - **33,019,124** sf (3,068.7 M sm)
  - **46,225,702** sf (4,296.1 M sm)

- **Fiduciary Investment Managed Properties**
  - **23,058,977** sf (2,143.0 M sm)
  - **23,238,960** sf (2,159.7 M sm)
  - **57,541,030** sf (5,292.3 M sm)

#### Legend

- **Employees**
- **Properties**
- All areas reported in square feet unless otherwise noted (1 sm = 10.76 sf)

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More online: [hinessustainability.com/global-organization](http://hinessustainability.com/global-organization)
Discerning Big Data

The growing proliferation of micro-locational and asset-specific data in all aspects of real estate is transforming our ability to analyze both individual transactions and broader strategies. This increasingly available data includes property sales and price data, individual tenant exposure and aggregate industry concentration within particular geographies, locational attributes like walking distance to transit or grocery stores, construction activity, user behaviors and preferences, and other specific information at the individual property level.

In addition, with nearly 30 years of industry real estate data now easily accessible across a wide swath of markets and cycles, time series analysis has also become increasingly valuable. Hines Research seeks to apply these new data sources through proprietary models that help to identify investments that meet our investors’ objectives, reduce risk and enhance returns. The data helps to answer questions such as: what is the office rental premium for adjacency to a park in Manhattan, how do capital expenditures differ across property types and markets, how much price growth and time are left in the current cycle, and what can we expect in an ensuing correction. As a part of the Hines Office of Investments and as a voting member of the Investment Committee, Hines Research is integrated into all aspects of the Hines’ investment management business.

Managing Risk with Resilience

Resilience is the ability of a building, city or organization to recover from adverse events. From a real estate investor’s perspective, resilience allows properties to preserve capital value and generate income. A property’s or city’s resilience informs our investment strategies and decisions at Hines.

As the climate changes, regulatory frameworks advance and social issues evolve, our fiduciary responsibility assures that we are providing investment products and services that meet our clients’ and investors’ objectives. The firm has created sustainability, resilience and responsible investment considerations. We implement this framework on a project-by-project basis in line with ownership objectives, which, coupled with our local market knowledge and research, strives to deliver value to our stakeholders and superior returns for our investors, clients and partners.

We can achieve our vision of being the best investor in the world by managing our risks and being in a position to quickly adapt to changing global economic and geopolitical trends impacting our investments across the 20 countries in which Hines has a presence.

Investment Strategy Group

The Investment Strategy Group was formed in 2015 to proactively guide and coordinate new strategic ideas across regions, Capital Markets, Investment Management and Research. This group helps to screen new ideas that address a changing market and works to future-proof the firm’s investment platform.

Business Technology Group

The Business Technology Group finds ways to use technology to help Hines attain “best investor” status. This group works to create a common framework on which to build a robust investment management platform, and it is a conduit for the consideration of all new systems, analytical tools, and business processes for our investment management and property management activities.

More online: hinessustainability.com/research

More online: hinessustainability.com/responsible-investment
### Building for the Future

To develop properties with enduring value, buildings must respond to the requirements of a changing workforce. Dynamic downtowns are revitalizing the urban core, and technologies are transforming how we live and work.

The Hines 2025 Working Group established a framework to consider how these trends could shape the design and development of buildings a decade from now, in 2025. Livability is being redefined as wellness and community building is a priority. Workers are prioritizing access and services over ownership, and driving the focus away from private offices toward collaborative spaces and meaningful experiences. New building materials offer greater flexibility in design and make it easier to introduce interior stairs and other features that add to the sense of place.

The end result will be a continuation of our tradition at Hines of developing state-of-the-art workplaces for tenants and providing long-term value for our clients and partners.

Growing public awareness of health, wellness and productivity is a significant theme for many of our tenants. We continue to investigate, pilot and scale technologies and best practices that address wellness, productivity and employee satisfaction. Using the Energy Control and Optimization System (ECOS), a proprietary environmental tracking tool, we track key metrics such as electricity use and indoor environmental conditions.

### Anticipating Tenant Needs

Technology is impacting how our tenants do business and communicate, linking floors and corridors to encourage interaction, and creating flexibility around where and when people do their work. To support their goals, Hines collaborates with each tenant to provide efficient, flexible and amenitized workplaces together with high-quality service.

Hines property management aims to provide the highest quality service to our tenants across all property types and geographies. We collaborate with tenants through one-on-one meetings, surveys, Hines GREEN OFFICE and other engagement programs to create work places that complement our tenants’ objectives. Our third-party clients across a diverse range of industries, including technology and finance, receive customized services that meet their unique needs and desires, such as renewable energy programs.

Hines’ engineering team maintains their focus on maximizing building performance, reducing the cost of operations, maintaining the comfort of occupants and fostering productivity. Our engineers continue to innovate with new building technologies and systems to best serve the workspace of the future.

### SUSTAINABLE DEVELOPMENT

Hines is pioneering a new idea in office design called T3, which addresses how we reframe the present to meet the needs of tomorrow. This development combines technology, easy transit access and sustainability sourced timber to add to the densification of the workplace, and the recruitment and retention of high-quality talent.

### Green Certified Buildings

<table>
<thead>
<tr>
<th>Building</th>
<th>Location</th>
<th>Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>100 16th Street</td>
<td>New York, NY</td>
<td>LEED® Gold</td>
</tr>
<tr>
<td>300 South Hope</td>
<td>Los Angeles, CA</td>
<td>LEED® Silver</td>
</tr>
<tr>
<td>505 North Faraday</td>
<td>Irvine, CA</td>
<td>LEED® Gold</td>
</tr>
<tr>
<td>777 West Wacker</td>
<td>Chicago, IL</td>
<td>LEED® Gold</td>
</tr>
<tr>
<td>808 Main St</td>
<td>Dallas, TX</td>
<td>LEED® Gold</td>
</tr>
</tbody>
</table>

More online: hinessustainability.com/sustainable-development

### PROPERTY & FACILITY MANAGEMENT & ENGINEERING

More online: hinessustainability.com/property-and-facility-management-and-engineering
Fostering an Inclusive Culture

Employees are the company’s most valuable asset, and we are committed to attracting and retaining exceptional and diverse talent. The newest generation of worker, Millennials, is expected to account for 55 percent of the global workforce by 2025. Millennials like engaging with a firm’s vision, collaborating on projects, having walkability and transit access to work and amenities, and using technology to flexibly blend living and working. Our goal is to create a working environment and culture in which our current and future employees can thrive, and create a healthy balance between their work and personal lives.

The firm’s recruiters engage with best-in-class talent through university recruiting, social media platforms and networking. Hines is dedicated to the continual improvement of our employees, and provides them with the tools and resources to do so. Web-based courses in myLearning, intensive workshops led by senior members of the firm, annual convenings and personal development programs are part of an integrated curriculum that establishes a high standard of career development and leadership experience. Managers also play a critical role in employee engagement and development, offering feedback and coaching through annual performance reviews, ongoing communication and opportunities for employees to learn on the job.

We encourage our employees’ community interest with programs for volunteering and wellness. MyCommunity events are a staple of community engagement among many teams at Hines and bring together employees to volunteer with local charities. MyWellness encourages employees to lead healthier lives and promotes friendly competition through step challenges.

Hines employees around the globe are champions of sustainability, from engineering to property management and within Hines offices. Read about their efforts at hinessustainability.com/people-and-communities.

CREATING A WORKING ENVIRONMENT AND CULTURE FOR OUR EMPLOYEES TO THRIVE

myCommunity Program

Hines’ internal, voluntary program provides employees an opportunity to give back to their communities through a variety of philanthropic activities. Each employee may spend one day per year without loss of pay or vacation time while performing volunteer work for a charity of their choice. In 2015, 154 people participated in this program with a total of 935 volunteer hours.

2015 ULI/Gerald D. Hines Student Urban Design Competition

A team representing the University of Maryland won the $50,000 grand prize in the 2015 ULI/Hines Student Competition for graduate students. This year’s competition challenged the teams to devise a comprehensive design and development program for downtown Nola Orleans that would transform the area into a thriving urban neighborhood, as seen in the proposal image on the right.
The Hines Sustainability Report is meant to reflect the values and culture of Hines. It reveals who we are and our aspirations. It is intended to give those who read it a view into our company, what we do well, and where we need to grow.

With our fifth report, we wanted to reach the broadest audience possible. To that end, we have produced this year’s report in three different formats. Our full, GRI-compliant report is online at www.hinessustainability.com. We have made the site responsive to mobile devices in order to make the reporting more easily available to all of our stakeholders around the world. We have also published two print editions: Hines Sustainability 5.0 Summary and Hines Sustainability 5.0 Highlights.

The 5.0 Highlights is being distributed to all 3,700 Hines employees worldwide as a way to further unify and reinforce the Hines message about the importance of sustainability and resilience to our organization, and engage everyone at Hines to help us reach our goals. The 5.0 Summary provides a more in-depth look at our programs and initiatives, and invites readers to take an even deeper dive into the full online report.

This year, we have added a chapter to our report entitled Research & Forecasting, which highlights the sound analysis and research that serves as the foundation for our investment strategies and sustainability activities. It helps us to understand the trends that affect our industry so that we can better anticipate and plan for the changes that lie ahead.

Advances in technology and the availability of more reliable data is surely changing our industry at a quicker pace. The research from the Hines 2025 Working Group is leading us to some important breakthroughs in construction materials, technologies and operations to create the building of the future.

We have again utilized the Global Reporting Initiative (GRI) G4 Guidelines and the Construction and Real Estate Sector Supplement as the framework for our report. This globally recognized reporting platform allows us to report on the topics most material to our business operations. We have focused on our core competencies: research & forecasting, responsible investment, sustainable project development, property & facility management and engineering, employee development and relations with the communities in which we live and work.

We hope that you will take some time to read about our sustainability objectives and achievements at Hines over the past year. Engagement with our stakeholders is critical to our improvement as we navigate forward. We welcome your comments and suggestions as we work together to anticipate and plan for a resilient future.

Gary M. Holtzer
Senior Managing Director
Global Sustainability Officer