

# CORPORATE RESPONSIBILITY REPORT **2015**

SEPTEMBER 2016







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# STAKEHOLDER LETTER



While each year is an adventure in the unpredictable world of commercial real estate, 2015 was particularly exciting for Cushman & Wakefield. The ongoing economic recovery translated into pre-recession-level client activity, enabling the expansion of our capabilities via organic growth and the strategic acquisition of both professional talent and complementary firms. In September, after months of preparation and hard work, the most industry-shaking of these events came to fruition when DTZ and Cushman & Wakefield, two leading commercial real estate service providers, joined together to form one global powerhouse organization under the iconic Cushman & Wakefield banner.

While the fortification of client relationships and integration of our operations were priorities, so too was the affirmation of our commitment to sustainability as a pillar of our culture. Every day the importance of instituting environmentally-friendly and sustainable practices grows, and I truly believe Cushman & Wakefield's long-term success will be impacted by the

extent to which sustainability factors into our service to our clients, employees, and communities. As a result, 2015 saw the creation of our first Global Corporate Responsibility Governance Committee, incorporating professionals from all legacy firms.

The Committee's collaboration produced a Global Corporate Responsibility Program, which defines the environmental, social, and governance directives planned for our corporate operations, and an Environmental Commitment, which gives structure to our sustainability goals. Both of these declarations move Cushman & Wakefield decisively forward as a market leader in sustainable internal and client-focused management practices. This mantle of leadership is not new for us, however, as our legacy companies made strong commitments to sustainability in the past — commitments for which we earned a number of recognitions including placement on *Commercial Property Executive's* Greenest Companies Index, LEED® Proven Provider™ designation from the Green Building Certification Institute, and the ENERGY STAR





Partner of the Year - Sustained Excellence award, given after four consecutive years of Partner of the Year accolades. Our program includes preference for offices in green/sustainable buildings; sustainable design and construction processes in office build-outs; energy management and a reduced carbon footprint; procurement of sustainable products; LEED training for employees; participation in organizations focused on real estate and climate change; and legal and regulatory compliance and reporting. These are just a few of the initiatives the firm is implementing as part of our new program, which carries forward and expands on the high standards of past policies.

Our people are our greatest assets, and their health and well-being are also priorities for us. The firm is focused on providing a modern and supportive work environment for our employees, expanding employee training, improving our management systems, and building a culture of excellence. And, while the new Cushman & Wakefield has a strong foundation in the stellar reputations of its legacy companies, upholding

the highest ethical standards by employees, suppliers, agents, business partners, and consultants is one of our most important commitments across the globe.

The following document is our first Corporate Responsibility Report as a unified company. In just over a year, we have made significant progress toward incorporating sustainability into both our corporate operations and client interactions. I am excited to collaborate with all of our stakeholders to develop innovative ideas and uncover opportunities to deliver best-in-class services. We are truly built to lead, and I know I speak for all my colleagues when I say expect more great things from the new Cushman & Wakefield.



Brett White  
Cushman & Wakefield, CEO



## CUSHMAN & WAKEFIELD IS A LEADING GLOBAL REAL ESTATE SERVICES FIRM THAT HELPS CLIENTS TRANSFORM THE WAY PEOPLE WORK, SHOP, AND LIVE.

Our 43,000 employees in more than 60 countries help investors and occupiers optimize the value of their real estate by combining our global perspective and deep local knowledge with an impressive platform of real estate solutions. Cushman & Wakefield is among the largest commercial real estate services firms with revenue of \$5 billion across our core services of agency leasing, asset services, capital markets, facility services (C&W Services), global occupier services, investment and asset management (DTZ Investors), project and development services, tenant representation, and valuation and advisory.







## CONFIDENTLY GLOBAL, EXPERTLY LOCAL

### BY THE NUMBERS

**250+**  
OFFICES

**\$191B\***  
TRANSACTION VOLUME

**60+**  
COUNTRIES

**\$5B\***  
REVENUE

**43,000+**  
EMPLOYEES

**4.3B**  
SF MANAGED

**3,500+**  
BROKERS

### COUNTRY COVERAGE\*\*

Argentina  
Australia  
Bahrain  
Belgium  
Brazil  
Bulgaria  
Canada  
Channel Islands  
Chile  
China  
Colombia  
Costa Rica  
Czech Republic  
Denmark  
Fiji

Finland  
France  
Georgia  
Germany  
Greece  
Hong Kong  
Hungary  
India  
Indonesia  
Ireland  
Israel  
Italy  
Japan  
Kazakhstan  
Luxembourg

Macedonia  
Malaysia  
Mexico  
Netherlands  
New Zealand  
Nigeria  
Norway  
Oman  
Pakistan  
Peru  
Philippines  
Poland  
Portugal  
Qatar  
Romania

Russia  
Singapore  
Slovakia  
South Africa  
South Korea  
Spain  
Sweden  
Switzerland  
Taiwan  
Thailand  
Turkey  
United Arab Emirates  
United Kingdom  
United States  
Vietnam

\* USD

\*\* Global country list inclusive of affiliated offices



Our sole focus on commercial real estate means we set the standard for best practices across the globe.

**A Platform for Client Success**

Cushman & Wakefield's expertise spans the spectrum of commercial real estate services, and clients benefit from the shared knowledge, collaboration, and best practices derived from a firm powered by creative thinking, the innovative use of technology, and an unmatched passion for real estate.

Our capabilities truly reflect client needs, and client success reflects the strategic execution of this business model, our progressive world view, and the value derived from the industry's top talent worldwide.





## SERVICES

### Agency Leasing

- Strategic asset analysis
- Comprehensive property positioning
- Broker relationship campaigns
- Prospective tenant analysis and canvassing programs
- Letter of intent and lease negotiation
- Regular client reporting
- Coordination of additional real estate services

### Asset Services

- Engineering and maintenance
- Accounting and financial reporting
- Contract and vendor maintenance
- Lease compliance and administration
- Property management
- Construction management
- Due diligence
- Strategic account management
- Sustainability

### Capital Markets

- Investment sales
- Equity, debt, and structured finance
- Corporate finance and investment banking

### Facility Services

- Janitorial
- Maintenance
- Critical environments
- Landscaping
- Office services

### Global Occupier Services

- Strategic consulting
- Portfolio administration
- Transaction management
- Project and development services
- Integrated facilities management

### Investment & Asset Management

- Segregated portfolio management
- Asset management
- Fund creation and management
- Indirect investing
- Fund investment strategy
- Direct and indirect exposure on both a debt and equity basis

### Project & Development Services

- Program, project, and construction management
- Development services and master planning advisory
- Procurement and bid management
- Schedule and budget management
- Cost consultancy and value engineering
- Space and occupancy planning
- Move management
- Sustainability
- Workplace consultancy

### Tenant Representation

- Strategic consulting
- Occupancy workplace strategy
- Acquisitions, dispositions, and build-to-suits
- Market, demographic, and labor analysis
- Lease restructuring; subleasing services
- Lease auditing

### Valuation & Advisory

- Appraisal management
- Diligence advisory
- Dispute analysis and litigation support
- Financial reporting
- Property tax services
- Valuation/Portfolio valuation

## SECTORS

Airports & Ports

Automotive

Banking/Financial Services

Data Centers

Education

Energy (Oil & Gas)

Food & Beverage

Government

Healthcare

Higher Education

Hospitality

Industrial

Land

Legal/Professional Services

Life Sciences/Pharma

Multi-family

Net Lease Investment Services

Not-for-Profit

Residential

Retail

Technology

## A Storied History, Excellence for Today, a Firm for Tomorrow

With roots dating back more than 200 years and a century-old recognized brand, today's Cushman & Wakefield is an organization founded on an unwavering commitment to clients. Strategic acquisitions, talent procurement, and organic growth have expanded its service platform and capabilities to all major markets on six continents. This global platform, continually strengthened by the expertise of the firm's people, gives Cushman & Wakefield a unique understanding of the dynamics that drive local markets and the trends that impact global events — and positions it to help clients make smarter real estate decisions.

Cushman & Wakefield's global headquarters is located in Chicago, IL. The firm operates via four global regions: the Americas region encompasses 28,000 employees in more than 120 offices in nine countries; EMEA, 5,000 employees in 90 offices in 41 countries; APAC, 7,600 employees in 32 offices in 14 countries; and Greater China, 2,400 employees in 20 offices.

In some markets, Cushman & Wakefield has formed strategic alliances with best-in-class firms to ensure client needs can be served with the same level of quality and depth provided in areas with corporate offices. Cushman & Wakefield does not have any ownership in these Alliance firms, which are all independently owned and operated.

## Committed, Growth-Focused Ownership

Present-day Cushman & Wakefield was formed by the successful merger of Cushman & Wakefield and DTZ, which closed September 1, 2015. The firm operates under the iconic Cushman & Wakefield brand and has a visual identity and logo that both position the firm for the future and reflect its trusted global legacy and wider history. The new Cushman & Wakefield is led by Chairman & Chief Executive Officer Brett White and Global President Tod Lickerman. The company is majority owned by an investor group led by TPG Capital (TPG), PAG Asia Capital (PAG) and the Ontario Teachers' Pension Plan (OTPP).



**FACILITY SERVICES**

**PROJECT & DEVELOPMENT  
SERVICES**



TENANT  
REPRESENTATION

VALUATION & ADVISORY

GLOBAL OCCUPIER  
SERVICES

AGENCY LEASING

CAPITAL MARKETS

ASSET SERVICES

INVESTMENT & ASSET  
MANAGEMENT

**250+**  
Cities in 60 Countries

### Philosophy: Deriving Value from Beliefs

Cushman & Wakefield puts the client at the center of everything we do, and across the globe clients can expect a strong bias for action, a rigorous focus on results, value created through insight, and the right people powered by the right platform — on every assignment, every time. We believe:

- Deep local and global knowledge creates significant value for our clients
- Relentless curiosity delivers unseen opportunities
- Every touch point is an opportunity to deliver an exceptional experience for our clients
- Diverse backgrounds, cultures, and expertise inspire breakthrough innovation
- Our brand and our people will be the envy of the industry
- Alone we are good; together we are great

### The Cushman & Wakefield Edge

**Strong Bias for Action**—Our culture fosters agility, teamwork, and resourcefulness, so we never stand still. Clients benefit from rapid delivery of effective, timely solutions. We get things done.

**Rigorous Focus on Results**—Results matter, and measureable success is critical to the work we do with clients. We hold our professionals to the highest standards and strive to lead the industry in best practices. Cushman & Wakefield is committed to outstanding outcomes.

**Value Created through Insight**—Dedicated research resources and deep local teams provide an understanding of both the impact of global events and what drives local markets. We use these insights to help clients make astute real estate decisions that yield the most value.

**The Right People, the Right Platform**—A combination of industry-leading experts and platforms ensures the delivery of the most effective solution to our clients, regardless of location or scope, around the globe.





## Recent Awards

Our sole focus on commercial real estate means we set the standard for best practices across the globe. Recognitions from business and real estate industry organizations, community groups, the media, government, and other important sources testify to the successful implementation of Cushman & Wakefield's culture, philosophy, and business model.

- ENERGY STAR Partner of the Year-Sustained Excellence for four consecutive years
- Top 2 - Lipsey Company's Top 25 Commercial Real Estate Brand Survey
- BOMA International TOBY Award 2015
- Innovation Award, CoreNet Global
- Sustainable Leadership Award - Chicago CoreNet Real Estate Leadership (REAL) Awards
- #1 - BOMA 360 Performance Program®
- The Highest Percentage Saver Award - Champion (Property Management), Friends of Earth



- IAOP's The Global Outsourcing 100®
- #1 - Tenant Representation, *National Law Journal*
- #1 - Office & Retail Agency, UK Property Awards
- Investment Agency of the Year, *Property Week*
- Corporate Real Estate Service Excellence Award 2015, CoreNet Global China
- China's Best Valuation Agency Award, C-REITs Alliance

## ABOUT THIS REPORT

Cushman & Wakefield is pleased to release our first Corporate Responsibility Report, which details our approach to integrating environmental and social principles into our corporate structure. As our first Corporate Responsibility report, it will serve as a benchmark for our future performance.

The report covers Cushman & Wakefield's global operations (including C&W Services) in all operating regions — Americas, EMEA, Greater China, and APAC, unless otherwise noted. It excludes affiliate office information and supplier information. This report provides an overview of the environmental and social impacts of Cushman & Wakefield globally in 2015 and was prepared using those aspects of the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines the firm can report on at this time. Cushman & Wakefield hopes to prepare its 2016 report in full compliance with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. This report has not been externally assured.

The data used in this report was collected from the various legacy companies that make up the new Cushman & Wakefield. These "legacy" companies include not just DTZ and Cushman & Wakefield, whose mega-merger closed September 1, 2015, but also Cassidy Turley, which merged with DTZ at the beginning of 2015, and several other DTZ and Cushman & Wakefield acquisitions. We are currently tackling the big challenge of integrating our systems and improving data processes. The information in this report represents the best available information at the time of publication.

## STAKEHOLDERS

Cushman & Wakefield stakeholders include our clients, employees and their families, suppliers and vendors, majority shareholders — an investor group led by TPG Capital (TPG), PAG Asia Capital (PAG) and the Ontario Teachers' Pension Plan (OTPP) — and regulatory bodies. Stakeholders have been identified based on the influence they have over our operations and vice versa. Cushman & Wakefield continuously engages these groups to deepen our understanding of their needs and expectations.





## GLOBAL CORPORATE RESPONSIBILITY PROGRAM

To remain on the path of success and achieve our corporate goals, our operations must be led with high ethics and transparency. With this in mind, Cushman & Wakefield launched its Global Corporate Responsibility Program in 2015. The program is intended to embed sustainability within our corporate operations, while tracking and reporting in accordance with external reporting standards.

## GOVERNANCE

With executive sponsorship from our Global Chief Operating Officer and the Chief Executive of Global Occupier Services, the Corporate Responsibility Governance Committee was formed in 2015 to oversee the company's internal sustainability activities. The Governance Committee is comprised of global executive leadership from multiple departments and markets, including our Chief Financial Officer, Chief Information Officer, and Chief Human Resources Officer. The committee meets on a semi-annual basis and is responsible for setting and managing sustainability policies and strategies. The Governance Committee is supported by the Corporate Responsibility Working Group, which consists of Cushman & Wakefield professionals elected by the Governance Committee to work with the Corporate Responsibility Global Management Team to fulfill our goal to embed sustainability within our corporate operations.

## ENVIRONMENTAL COMMITMENT

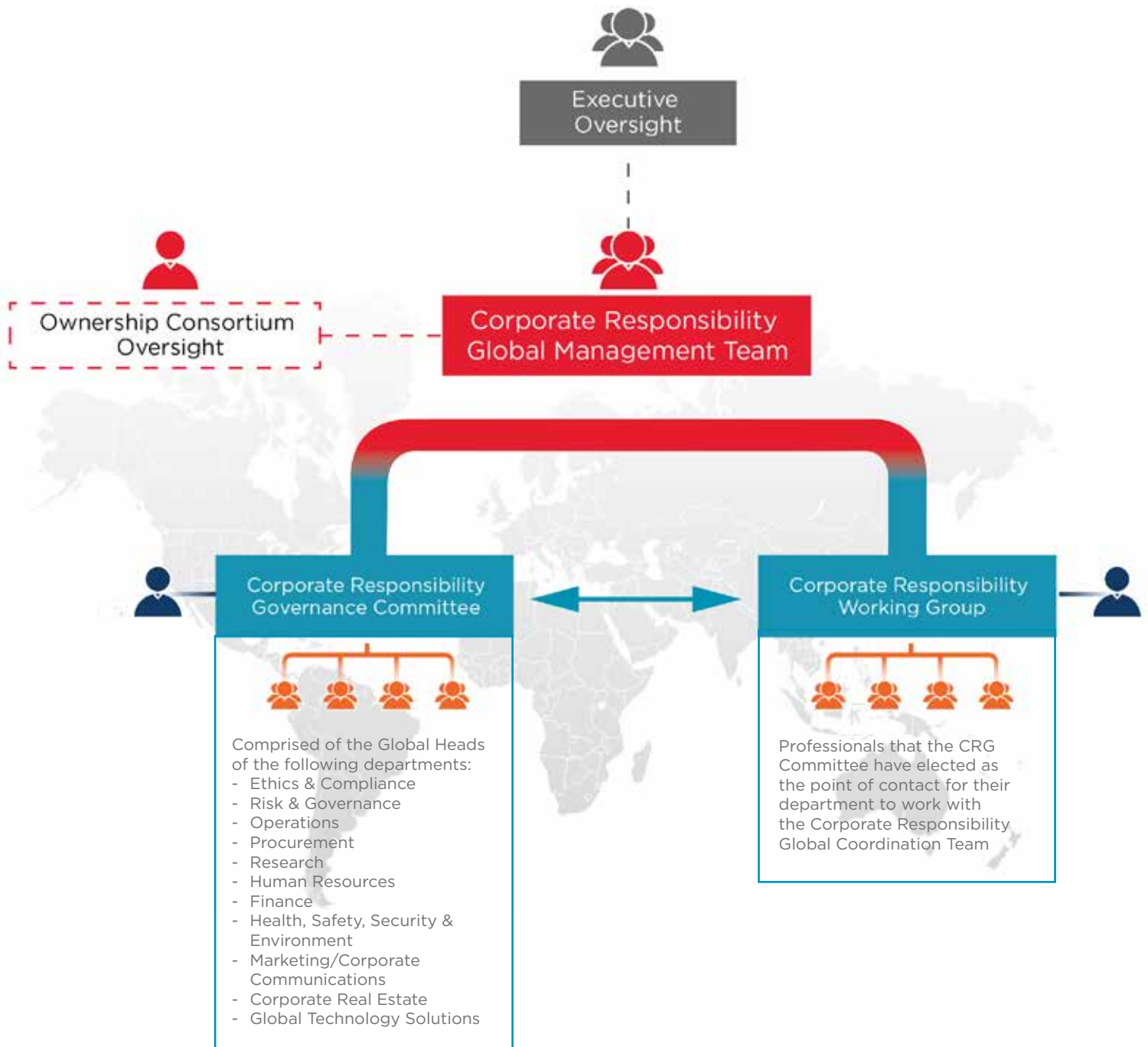
In 2014, Cushman & Wakefield completed a materiality assessment identifying areas of significant impact related to our corporate operations, which was recently revisited by our newly formed CRGC. Taking into consideration stakeholder input, the committee prioritized the following: Energy & Resource Management, Corporate Occupancy, Green Leasing & Sustainable Site Selection, Procurement, Client Services, Training, Corporate Responsibility & Reporting, and Legal and Regulatory Compliance.

To give structure to these sustainability goals, Cushman & Wakefield published a new Environmental Commitment in 2015, which expanded on the areas of significant impact. The environmental commitment was an important first step in establishing the company as a market leader in sustainable management practices, both as a firm and for our clients. The focus areas in the Environmental Commitment also form the basis of this report.





## Corporate Responsibility Governance





# Energy & Resource Management







**Cushman & Wakefield recognizes our responsibility to employees, clients and the communities within which we operate, both present and future.**

We are committed to securing a better, more sustainable future, and continually seek to live what we preach by developing and implementing sustainable practices and innovation every day in every location.





## CORPORATE OPERATIONS — LEADING THE WAY

The vast majority of our business operations are located in leased office space. As a result, it is difficult to accurately report on environmental data since these multi-tenant buildings limit our ability to track energy use, water withdrawal/discharge, air emissions, and recycling efforts. As a tenant, we also do not have authority over numerous property policies including the ability to submeter electricity. However, Cushman & Wakefield does give notable preference to certified green buildings for our leased offices, and pursues recognized green building standards such as LEED and BREEAM for facilities larger than 20,000 square feet. Our New York City, Atlanta, and San Francisco locations are LEED for Commercial Interiors Gold certified offices. In 2015, we began an initiative with Cushman & Wakefield's Corporate Real Estate team to embed sustainable design and construction processes in our corporate standards for future office build-outs.

## CARBON FOOTPRINT

Cushman & Wakefield is committed to reducing the impact of our corporate footprint on global greenhouse gas emissions. By working closely with our global team of operation managers, we were able to calculate and disclose our carbon footprint from corporate operations in alignment with CDP. The legacy Cushman & Wakefield firm responded to the CDP Supply Chain Questionnaire in 2015; 2016 will be the first time we report as a fully integrated, unified organization. Cushman & Wakefield is committed to continuing to respond to CDP in future years. We plan to utilize our 2016 footprint calculation as a benchmark, as 2016 will be our first full year of fully-integrated operation. Based on the 2016 footprint, we plan to set a carbon reduction goal to guide our corporate operations in future years.

### CUSHMAN & WAKEFIELD OPERATIONAL CARBON FOOTPRINT

	2014*	2015
Scope 1	1,477	2,070
Scope 2	21,586	27,743

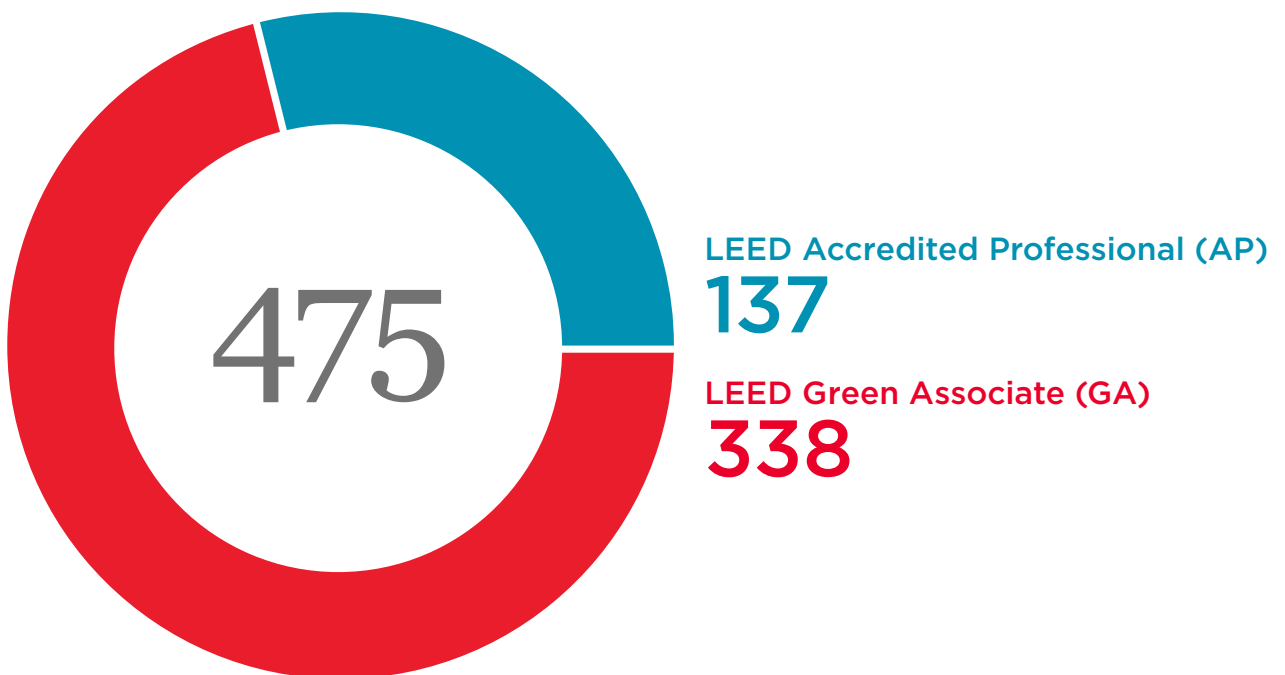
\*Legacy Cushman & Wakefield  
(Metric tons CO<sub>2</sub>e)





## TRAINING

The LEED green building rating system is the industry standard for sustainability best practices. Cushman & Wakefield offers a free, proprietary LEED training program to all employees globally. We believe that LEED accreditation gives our employees a solid foundation of green building principles and helps transform the way we think about our built environment. The Cushman & Wakefield LEED Training Program is not only a great professional development tool, but also an opportunity for all employees to engage in the green building movement.



## CLIENT SERVICES

Cushman & Wakefield is committed to remaining an industry leader in sustainability and energy efficiency. Globally, our Energy & Sustainability teams operate out of the following regions:

### Americas:

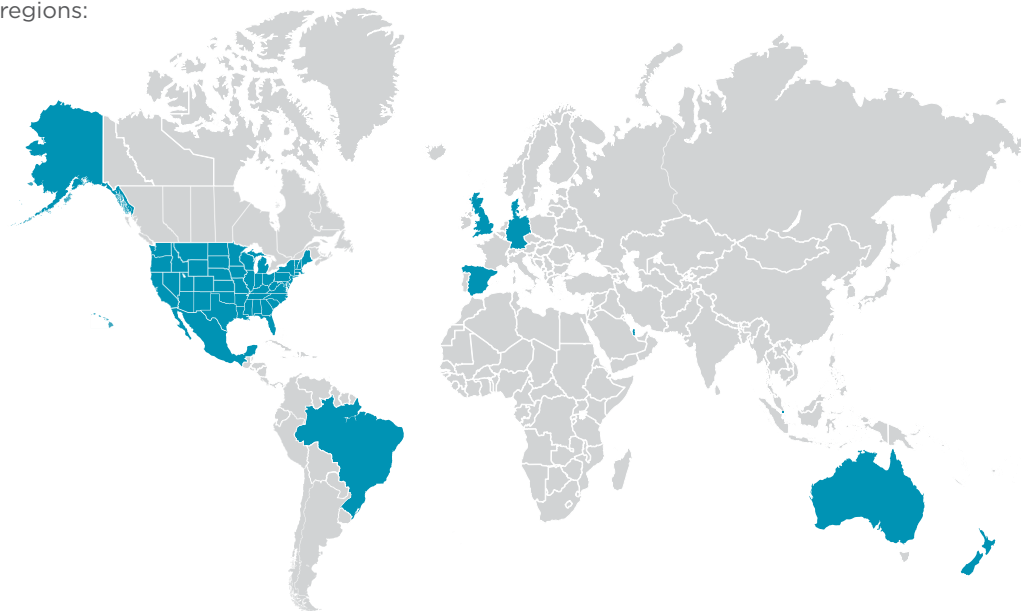
- United States
- Mexico
- Brazil

### EMEA:

- United Kingdom
- Spain
- Germany
- Qatar

### APAC:

- Singapore
- Australia
- New Zealand



## GLOBAL ENERGY & SUSTAINABILITY COMMUNITY OF PRACTICE

Cushman & Wakefield's Energy & Sustainability Community of Practice (ESCoP) aligns and focuses our expertise globally. The ESCoP is a global network of Cushman & Wakefield professionals within the energy and sustainability arena who meet regularly to collaborate, learn, and share best practices, helping employees become stronger, more informed service providers.

The ESCoP's objectives cover three key areas:

1. Delivery and collaboration
2. Marketing and communication
3. Knowledge sharing

The global composition of the ESCoP team provides for geographic and subject-matter representation to harness the extensive knowledge base that exists throughout Cushman & Wakefield's worldwide operations. The ESCoP contributes to better service delivery to our clients — ultimately creating higher client satisfaction.

## SPOTLIGHT ON THE U.S.

In the U.S., our strategy is designed to ensure our managed properties and facilities benchmark and reduce energy usage. As such, Cushman & Wakefield maintains a centralized ENERGY STAR Portfolio Manager account in which we have benchmarked more than 1,000 buildings and strive to add all new assignments. Through continuous assessment on individual, market, and national levels, we identify and develop tools and resources to ensure all buildings abide by a single energy management policy.

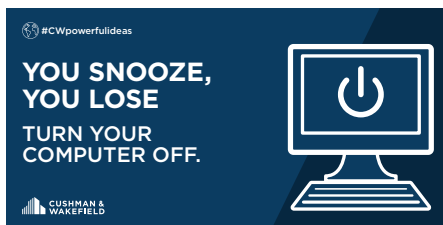




Our strategy aims to communicate with, engage with, and educate brokers, property managers, owners and asset managers, tenants, building engineers, vendors, and the general public on ways they can contribute to energy reduction. It includes:

- Providing benchmarking support
- Developing informational resources and proprietary training programs
- Collaborating with the Environmental Protection Agency (EPA)
- Sharing case studies
- Releasing a national energy performance report
- Designating market champions
- Holding annual engineering summits

Recognizing achievements by managed properties incentivizes high performance and encourages continued improvement. Internally, regional property management leadership recognizes building teams that have demonstrated superior performance on an annual basis.



#### US SUCCESS STORY: POWERFUL IDEAS® CAMPAIGN

Cushman & Wakefield launched “Powerful Ideas” in 2007 as a way to spread the message of sustainability and energy efficiency. Seven years later, the campaign has produced more than 20 unique messages that inspire tenants and the public on how they can contribute to a more energy efficient and sustainable environment.



#### SPOTLIGHT ON BRAZIL

As a founding member of the Green Building Council Brazil, Cushman & Wakefield is a pioneer in sustainability in South America, having set the standard for the industry by achieving the first LEED Core & Shell certification for a commercial building in Brazil. Our specialized and multidisciplinary team provides consulting and advisory services for design and construction, and proactively engages with clients to develop a strategy that meets their organizational requirements and goals. The firm’s integrated approach seamlessly incorporates sustainability throughout the management processes spanning the project development and delivery lifecycle, and allows for an active role in managing our clients’ environmental concerns.

Our services in Brazil include:

- Energy efficiency
- Environmental comfort (thermal, acoustic and luminal),
- Internal environmental quality
- Resource management
- Sustainable practices in operations
- Environmental certifications (LEED, BREEAM, Aqua, DGNB, Procel Edific)



### SPOTLIGHT ON THE UNITED KINGDOM

The Cushman & Wakefield UK Energy, Infrastructure & Sustainability team offers a broad range of services for real estate owners, occupiers, and investors. These capabilities, paired with significant experience on behalf of global, regional, and local clients in the UK and the wider EMEA region, allow for understanding of legislative and regulatory frameworks as well as their implications for asset performance and value.

Services available in EMEA include:

- Energy strategy
- Infrastructure advisory
- Investor services
- Asset management
- Compliance and risk
- Benchmarking and reporting

#### UK Case Study:

A team of Cushman & Wakefield specialists carried out a six-year analysis of DuPont's energy spend in the UK that resulted in a six-figure energy cost refund. The firm is now undertaking similar analysis for DuPont operations in France, Germany, Denmark, Poland, and Belgium. Our advice is always centered on delivering tangible value to clients — an achievement only possible through the devotion of time to truly understand Dupont's business and priorities.

### SPOTLIGHT ON SINGAPORE

Cushman & Wakefield has established itself as an Integrated Energy Solutions Provider in Singapore, offering end-to-end energy services to fulfill the individual requirements of energy retailers and building owners. As the first facilities management company to be recognized as an Energy Services Company (ESCO) for over a decade, we have pioneered many sustainable projects for our clients throughout Asia Pacific.

Our constant pursuit of new green technologies, coupled with the development of unique energy management strategies, creates distinctive competitive values and energy cost savings for different groups of clients. This consistent innovation has also earned Cushman & Wakefield market leadership in green building consultancy for existing buildings in all industries — offices, retail, hospitality, healthcare, sports, industrial, and logistics — in Asia.





As of year-end 2015, Cushman & Wakefield boasted more than 120 active building accounts in Singapore, serving more than 10,000 tenants and managing energy contracts valued at over USD \$300 million. Our innovative sustainable solutions have resulted in over USD \$20 million in energy-cost savings for clients.

### SPOTLIGHT ON AUSTRALIA AND NEW ZEALAND

Cushman & Wakefield's diverse team of sustainability specialists in Australia and New Zealand offer a wide range of solutions to owners, occupiers, developers, and investors. Our practical property industry experience makes our services invaluable in the pursuit of sustainability outcomes. The team aims to enhance property portfolio management, reduce operating costs, and improve environmental performance by

- Optimizing energy efficiency and integrating low carbon energy supply solutions;
- Reducing waste to landfills and improving recycling performance;
- Improving water efficiency and water recycling; and
- Enhancing procurement and supply chain management.

#### Core Sustainability Strengths:

Our **Performance Reporting & Analytics Team** streamlines the collection, management, and reporting of data through an interactive platform that underpins advanced verification, validation, and analysis, enabling integrated reporting outcomes for clients.

Our **Strategy & Client Advisory Team**, often using an embedded delivery model, works closely with clients to translate insights arising from data analysis into delivery strategies and implementation plans that drive tangible environmental performance and cost reduction outcomes.

Our **Engineering & Optimizations Team** applies technical expertise to identify and deliver programs that reduce energy, water, waste, and carbon emissions across entire portfolios or single facilities.





## ENGAGEMENT

### INDUSTRY ASSOCIATIONS

- Building Owners and Managers Association (BOMA)
- EPA ENERGY STAR Partner of the Year
- International Facility Management Association (IFMA)
- Institute of Real Estate Management (IREM)
- Urban Land Institute (ULI) NYC Sustainable Buildings Committee
- CoreNet
- U.S. Green Building Council (USGBC) Corporate Platinum Member
- Urban Green Council Monthly Programs Committee

### PUBLIC POLICY

As a matter of policy, Cushman & Wakefield remains bipartisan in all matter of politics and governmental operations; however, we do strive to actively participate in public policy engagement on climate change. The following are a few of the non-governmental organizations with whom we interact.

### Real Estate Roundtable (RER)

RER brings all players in the real estate industry together to jointly address policy issues. The organization believes that climate stewardship is a value proposition for the real estate sector's leaders in sustainability. In 2015, RER supported the Energy Efficiency Improvement Act of 2015 (S. 535), whose "Tenant Star" component is expected to encourage optimum energy efficiency in leased commercial spaces and increased investment and job creation, while also helping the environment. Cushman & Wakefield's leadership helped influence this position by assisting in the development of the guidelines and studies necessary to implement the program. Our efforts included utilization of the Natural Resources Defense Council High Performance Tenant Demonstration Project, among other actions.





**Global Real Estate Sustainability Benchmark (GRESB)**

GRESB is the first effort of its kind on a global level to assess the sustainability of real estate portfolios. While Cushman & Wakefield is not an investor and does not report to GRESB, we are a Global Associate Member, demonstrating our belief that industry benchmarking helps drive the global real estate market. In 2015, for the second consecutive year, our New York City office hosted the GRESB global survey results launch, which was attended by over 120 industry leaders.

**U.S. Department of Energy Better Buildings Alliance**

The Better Buildings Alliance is a U.S. Department of Energy effort to promote energy efficiency in U.S. commercial buildings through collaboration with owners, operators, and managers. The alliance asks members to commit to addressing energy efficiency needs in their buildings, provides technical resources, and connects peers. It has also played an integral role in achieving the Better Buildings initiative of 20% energy savings by 2020. Eric Duchon, Director of Sustainability at Cushman & Wakefield, served as Chair of the Commercial Real Estate Sector's Steering Committee in 2015. The committee shares best practices and engages with technical experts to advance energy savings goals, and represents 6.5 billion square feet of commercial real estate — equivalent to 40% of all the floor space in the commercial real estate market.

**City Energy Project**

Cushman & Wakefield also lends support to the City Energy project, a joint collaboration between the National Resource Defense Council (NRDC) and the Institute for Market Transformation (IMT). The City Energy project supports the belief that innovative, practical solutions that cut energy waste in buildings can help reduce climate change risk. NRDC and IMT believe that the innovative methods employed in pioneering communities at the forefront of sustainability can be applied nationwide to create healthier and more sustainable cities. We agree, and have supported municipal legislation (i.e. Atlanta) to require buildings to measure energy performance via the ENERGY STAR Portfolio Manager system, conduct audits, and practice retro-commissioning. We also believe that it is critical to share large buildings' energy use with the public, so that all owners and occupants can easily see the relative energy performance of buildings.



# Our People





**Cushman & Wakefield is focused on providing outstanding client service through the quality of our people.**

We value employee feedback, as it provides the basis for continuous improvement in the employee experience, and periodically survey our people to understand their view of the Cushman & Wakefield work experience. In 2015, Cushman & Wakefield did not conduct a standard global survey, however, legacy Cushman & Wakefield did conduct multiple targeted surveys on topics such as HR benefits and IT solutions. Going forward, we plan to develop a global employee engagement survey to be conducted annually, which our executive leadership team can use to identify areas of strength and opportunities for improvement. The more management understands what our employees' value most and their current satisfaction level with their Cushman & Wakefield employment experience, the more they can move the organization forward together.

## EMPLOYMENT

Cushman & Wakefield has 43,000 employees in more than 60 countries across the globe: 28,000 employees in more than 120 offices in nine countries in the Americas; 5,000 employees in 90 offices in 41 countries in EMEA; 7,600 employees in 32 offices in 14 countries in APAC; and 2,400 employees in 20 offices in Greater China.



**11,351**  
NEW HIRES IN 2015



**7,911**  
UNION MEMBERS  
(AMERICAS)

**18%**  
APAC

**12%**  
EMEA

**6%**  
Greater China

**65%**  
Americas

**37%**  
Female

**63%**  
Male





## WORKFORCE DIVERSITY AND INCLUSION

Cushman & Wakefield is committed to fostering, cultivating and preserving a culture of diversity and inclusion. We attract, develop, and retain a diverse, talented, creative, and innovative workforce by promoting an environment that is inclusive at all levels and where each individual feels welcomed, valued, respected, and inspired to contribute to the success of Cushman & Wakefield, its business partners, and the global community. Inclusion is a business philosophy and a way of managing and behaving that is embedded in everything we do.

Top companies mirror the increasingly diverse clients and customers they serve, and the collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, capabilities, and talent that our employees invest in their work represents a significant part of our culture, reputation, and company achievements. The promotion of equality and diversity is pursued through all of our business processes, and Cushman & Wakefield is focused on building a company that reflects both our client needs and the world in which we live.

### Local Hiring

Our efforts toward diversity have also progressed in other areas. In many of our Asian and Latin American markets, we are committed to hiring locally, especially for management positions. Promoting nationals into senior leadership is essential for creating a more inclusive workplace environment. We do not have a formal policy on hiring locally, however, as of year-end 2015, most of our senior executives were local to their country or region.

### Network Group Highlight: Artemis

Artemis, Cushman & Wakefield's New York Tri-state Women's Organization, strives to connect, support, educate, and empower professional and



academic women both inside and outside the firm, and gives them the opportunity to network, collaborate, mentor, volunteer, and fundraise. The goal of the organization is to shift the perception and enhance the profile of professional women in the real estate industry and beyond by providing a strong, united voice. Artemis hosts monthly events, including member lunches, social outings, professional development, and charitable activities. Some activities are offered in partnership with other women's groups and industry organizations. Philanthropy efforts include mentorship and volunteer activities with The Young Women's Leadership Schools, Habitat for Humanity, Hot Bread Kitchen, Same Sky, the Pink Agenda, and Dress for Success.





## VETERANS

Cushman & Wakefield is one of the 11 founding members of the 100,000 Jobs Mission, an employer coalition with the initial goal of hiring 100,000 veterans by the year 2020. Since its founding in 2011, the coalition has grown to more than 200 companies that collectively hired more than 300,000 veterans, and has renamed itself as the Veteran Jobs Mission. Through open dialogue and sharing of best practices, the coalition companies have helped bridge the gap between military and corporate cultures, creating opportunity for veterans and military spouses as they seek employment. Cushman & Wakefield remains committed to the Veteran Jobs Mission goal of progressing veteran and military spouse employment.

## COMPENSATION AND BENEFITS

Cushman & Wakefield's compensation philosophy is built on four components that guide how we drive behavior and performance and reward employees at all levels throughout the organization.

- Market reference - Our aim is to offer market competitive pay, which allows us to attract and retain high performing employees
- Results - Our pay-for-performance components work together to encourage and reward behaviors that support and drive Cushman & Wakefield's business goals.
- Individual performance - The program incentivizes and rewards employees based on actual, measureable individual performance.
- Global partnership - Cushman & Wakefield looks at pay practices across lines of business, various levels and position types, and in different regions to ensure equity around the company and around the globe.

Benefits are essential to attracting and retaining the most highly qualified employees, and is an integral part of Cushman & Wakefield's total rewards package. We offer a wide assortment of benefits. Due to regulations, local conditions, and employee preferences, our benefits vary by location, but the following is a representative sample of the benefits U.S. full-time employees are eligible for or covered by:

- Comprehensive health benefits, including medical, pharmacy, dental, and vision
- Retirement savings plans (401k), employee matching
- Life insurance
- Disability insurance
- Tuition assistance
- Time off with pay
- Bereavement leave
- Flexible work programs, flexible schedules
- Family and medical leave programs - subject to local laws





We also offer access to health, dental, vision, and some supplemental benefits to 3508 brokers.

### **Collective Bargaining/Freedom of Association**

Cushman and Wakefield and its facility services business, C&W Services, respect and observe the protected rights of their employees to organize and join labor organizations for the purposes of collective bargaining. The companies also respect the rights of employees who chose to refrain from doing so. Both Cushman and Wakefield and C&W Services have numerous collective bargaining relationships with various labor organizations. In locations where employees have chosen to be represented and engage in collective bargaining, labor management relationships are conducted fairly and respectfully, taking into account the requirements of the business operation, the objectives of the labor organization, and the needs of the employees. Cushman and Wakefield and C&W Services endeavor to treat their employees with dignity and respect. Where the actions and interests of a labor organization are inconsistent with those of the company, such differences and disputes are resolved through negotiated grievance and resolution procedures.

### **TRAINING & DEVELOPMENT**

Each Cushman and Wakefield service line, business area, or local market is responsible for the development of its employees. As a result, tailored training opportunities are available throughout the firm.

The table below provides a summary of the volume of mandatory training for legacy Cushman and Wakefield employees in 2015:

Region	Courses Completed	Courses Assigned	% Assigned Courses Complete
Americas	6,273	7,934	79%
APAC	3,480	4,715	74%
EMEA	2,047	2,469	83%
TOTAL	11,800	15,118	79%

The following are some of Cushman & Wakefield's training initiatives across the globe.



## Global

**New Hire Welcome Portal** – Newly designed and re-launched for new Cushman & Wakefield employees, the global site provides information about the company and its leadership.

**Management tools** – The Global Managers Toolkit is a self-service portal aimed at managers of employees. It provides guidance on onboarding, performance management, development (including career discussions), and managing remote teams, among other topics. A Leadership Transition guide aimed at more senior leaders who have transitioned into a new role is slated for 2016.

**Performance Management Program** – This global annual review program has two formal touch points: a mid-year review and an end-year review. All permanent employees and managers are expected to participate in the program. Tools and guides are available on our Global Managers Toolkit portal.

## US/North America

**Emerging Talent Program (ETP)** – This program is a three-day event in addition to pre-work and post-work, specializing in client-facing and business development skills. ETP runs every 18 months, and in 2015, had 150 participants and 13 internal faculty in attendance.

**LAUNCH** – Aimed at raising knowledge and awareness at a foundational level, LAUNCH offers live local sessions combined with centralized webinars. The program had over 1,000 participants in 2015.





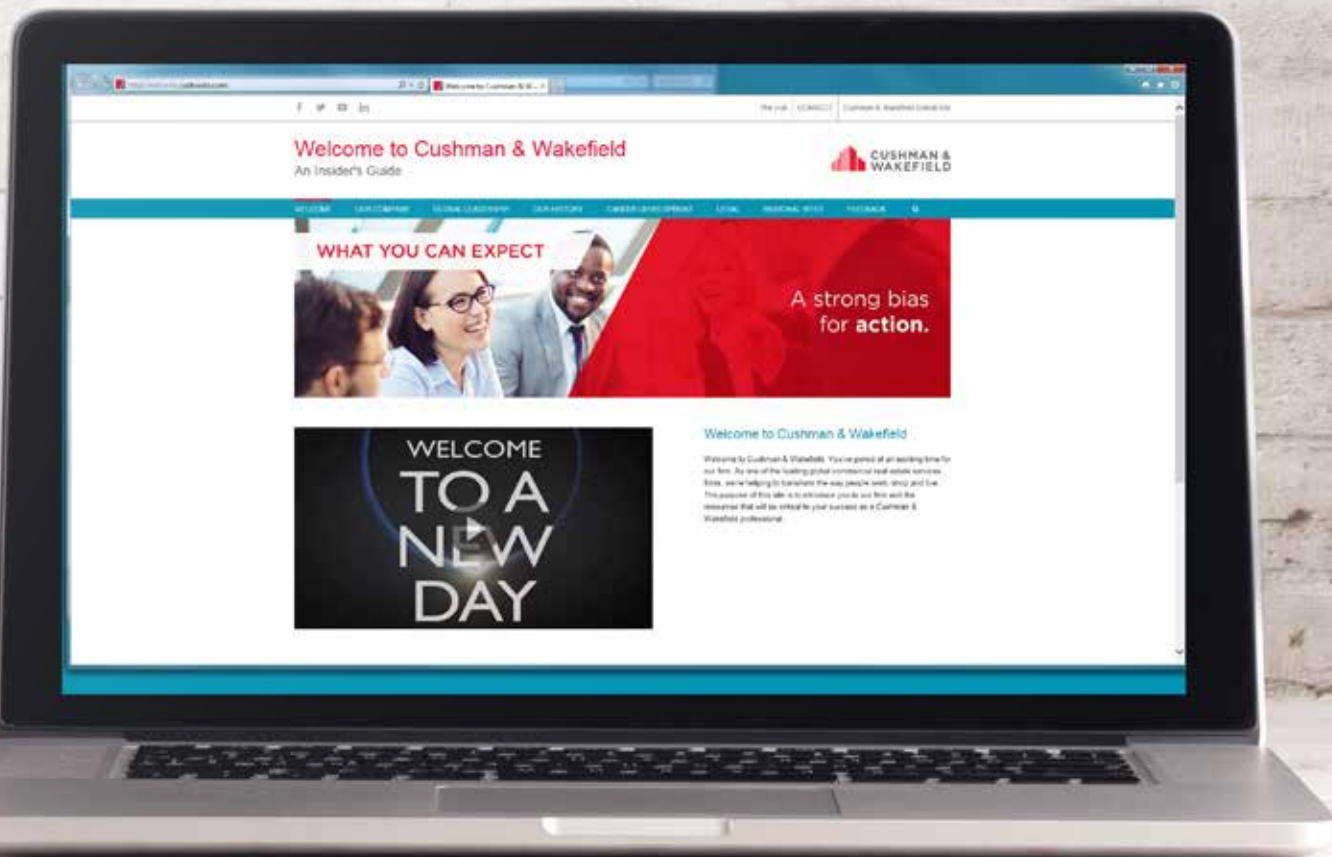
**PREP** – Based out of New York, Cushman & Wakefield's Real Estate Professional Program is an intensive, 12-month rotational program designed for recent graduates from top U.S. universities. The program provides a solid foundation of industry knowledge, focusing on the technical skills and real-world experience across Cushman & Wakefield services necessary to become a real estate professional at an accelerated rate.

## EMEA

A number of programs are available in the region for different levels of the organization, from Campus Hire to Senior Partner Assessment and Development Centres. Skills range from technical knowledge to business development and leadership skills. In addition, a self-service portal, CMI (Chartered Management Institute) provides resources, guides, checklists, and more on a wide range of leadership and management topics.

## APAC

The region delivers training and development opportunities via an online Learning Hub, providing modules that range from technical knowledge to business development and leadership skills.



# Employee Health & Safety





**A safe and healthy workplace is the fundamental right of every person.**

A successful business is one that provides an environment that supports the safety of employees, contractors, members of the public, and the work environment. Excellence in safety, security, and health in the workplace is important for Cushman & Wakefield and the clients we serve. We recognize that appropriately managing operational hazards and their associated risk assists in continuously meeting the requirements and expectations of our organization, our clients, and the legislative environments in which we work.

Following the merger, Cushman & Wakefield established a global Health, Safety, Security & Environment Leadership (HSSE) team, which is working to bring a structured and standardized approach towards HSSE tracking and reporting capabilities. Our current HSSE management system is regionally based, and the management team will continue to pursue new initiatives and opportunities that allow for greater program development. Reducing injury and illness rates, expanding employee training, improving our HSSE management systems, and continuing to build a culture of EH&S excellence are all priorities for Cushman & Wakefield as we grow our business.

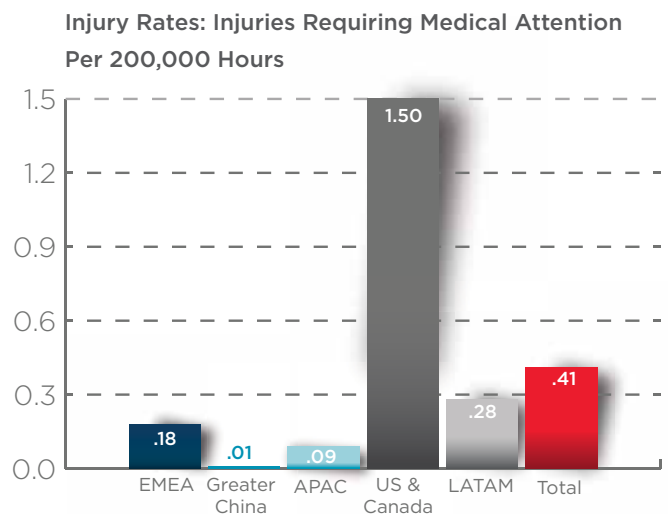
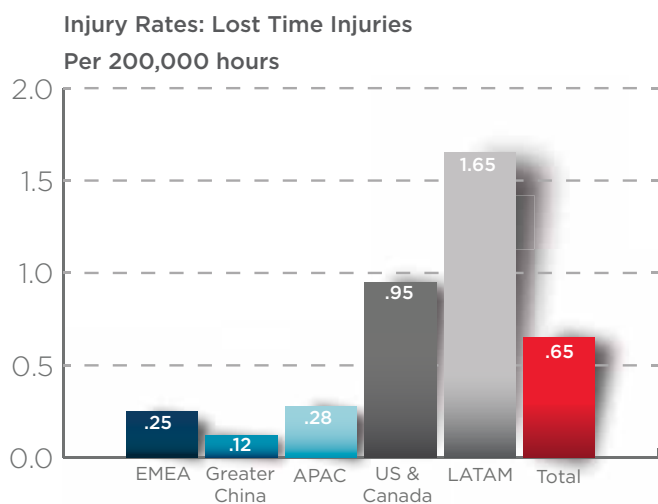
Cushman & Wakefield supports and seeks effective HSSE consultation with its workforce and contractors globally. Consultation and communication can take on many forms. Where we are required by local legislation, we have established formal HSSE committees. A few examples of consultation mechanisms utilized are inductions, team meetings, management meetings, town hall communications, reporting and suggestion tools/processes, and tool box talks.

### PERFORMANCE METRICS

Employee injury and illness rates are a leading indicator of a company's commitment to HSSE excellence. Cushman & Wakefield measures safety performance using several methods depending upon the operating region, client requirements, and industry sector.

### HEALTH AND SAFETY TRAINING

Cushman & Wakefield legacy companies used a variety of systems to offer web-based training and education. In 2015, 3,042 employees completed 27,555 online health and safety training courses across all legacy companies. We plan to consolidate our HSSE web-based training to one global platform that offers more targeted courses for employees. This overhauled online training platform will allow for greater customization according to an employee's level of need and job function.



## AWARDS & ACCREDITATION

- UK has been awarded the RoSPA (Royal Society for the Prevention of Accidents) Gold Award for Health and Safety for the 11th year
- K.Rehaja (client) awarded Cushman & Wakefield India the Excellent Safety Consultancy Award for a local project in 2015
- ISO 9001 or Local Equivalent
  - Singapore
  - China
  - Australia
  - New Zealand
  - Thailand
  - United Kingdom
  - Czech Republic
  - Hungary
  - Spain
  - Germany
  - Sweden
  - Portugal
  - Qatar
- ISO 14001 or Local Equivalent
  - Singapore
  - Thailand
  - Australia
  - China
  - United Kingdom
  - Sweden
  - Portugal
  - Qatar
- OSHA 18001
  - Singapore
  - Thailand
  - China
  - Australia
  - New Zealand
  - United Kingdom
  - Qatar



## THE FUTURE OF HSSE

Our 360° HSSE Model represents what lies ahead for HSSE at Cushman & Wakefield. This model reflects the inter-relationship between the three core elements that we believe underpin our approach to managing HSSE.

1. Our LEADERSHIP is accountable, proactive, informed, and knowledgeable;
2. Our SYSTEMS are streamlined, consistent, integrated, relevant, and applied; and
3. Our CULTURE is just and fair (no blame), reporting, informed, learning, flexible, and trusting.

Cushman & Wakefield nurtures a culture that values and supports effective HSSE leadership, appropriate individual behaviors/decision making, and the deployment of efficient and compliant systems of work.



# Ethics & Governance





CUSHMAN &  
WAKEFIELD

**Cushman & Wakefield's core values are integrity and respect, collaboration and trust, confidence, and mentorship.**

Our Global Code of Business Conduct is based on the operating principles of discipline, consistency, simplicity, and transparency.

#11875709

## ETHICS AND COMPLIANCE

Cushman & Wakefield and all of the firms that come together under this iconic brand have worked hard to build and maintain a reputation for integrity and trust. Those qualities have been a driving force behind our approach to all aspects of our business, from putting our clients' interests first in all that we do, to aligning with and acquiring like-minded firms in major markets worldwide that share the same high standards of conduct.

## ETHICS AND COMPLIANCE INFRASTRUCTURE

Cushman & Wakefield is committed to achieving and maintaining the highest standards of ethical conduct and institutional integrity, and complying with all laws and regulations, accounting standards, and ethical guidelines. To support these efforts, we established a formal Ethics and Compliance Program, led by the Chief Ethics and Compliance Officer. Cushman & Wakefield recently deepened its commitment by increasing the number of professionals in the program and appointed Regional Compliance Officers in all major operating regions who report to the Chief Ethics and Compliance Officer.

## ETHICS AND COMPLIANCE POLICIES

The Global Code of Business Conduct communicates our values to employees, and the company expects that its suppliers, agents, business partners, and consultants will follow similar principles. The principles set forth in the Code provide both a foundation for day-to-day operations and a guide to employees on the right decisions and behaviors in performing daily activities. The Global Code of Business Conduct details the following:

1. Respect for individuals
2. Privacy and confidentiality
3. Conflicts of interest
4. Compliance with laws, rules, and regulations
5. Gifts, entertainment, hospitality, political donations, charitable donations, and sponsorship
6. Protection and proper use of company assets
7. Use of social media both in a personal and professional capacity
8. Accurate books and record keeping

9. Communications systems
10. Records retention
11. Asking questions and reporting

Cushman & Wakefield further regulates ethical business practices through our internal policies, which are available in multiple languages. Enforcement of these policies is supported by internal audits and regular employee training. Our policies complement the overarching Global Code of Business Conduct and include:

- Global Anti-Bribery and Corruption Policy
- Global Conflicts of Interest Policy
- Global Due Diligence Policy
- Global Economic Sanctions Policy
- Global Vendor Supplier Integrity Policy
- Global Whistleblower Policy

To help enforce our Code of Conduct, Cushman & Wakefield created the Ethics Help Line, administered by EthicsPoint, an external provider. The Help Line allows individuals to report concerns, including any potential misconduct, unethical behavior, or violation of company policy or law, through a hotline or web portal. Cushman & Wakefield encourages employees to speak up and raise questions, and the Ethics Helpline allows them to bring attention to their concerns, which may be reported anonymously if they so choose. Employees are advised to provide as detailed information as possible, to better allow for a thorough and objective investigation.

## COMMUNICATIONS AND TRAINING

As part of its day-to-day operations via the resources of compliance staff around the world, the Ethics and Compliance program continually, and on an ongoing basis, assesses corruption risks faced by Cushman & Wakefield. In addition, legacy DTZ engaged an external consultant in 2015 to conduct a review of corruption risks faced by the company and provide recommendations for continued improvement. This high-level review, with the intent of strengthening process controls, assessed risks globally and throughout the organization.





All governance body members and employees with e-mail addresses received e-mail communication in 2015 regarding new policies, including the Global Anti-Bribery and Corruption Policy and the Global Code of Business Conduct. Regions have made additional communication efforts. In EMEA, all employees received information regarding anti-corruption, while in APAC, anti-corruption policy reminders were given to leaders in regular calls and meetings, and the leaders then communicated those policies and procedures to their employees. In Greater China, anti-corruption policies were discussed and emphasized in quarterly head of business meetings. In the U.S., all new hires are required to read and certify to the Code. Cushman & Wakefield's Global Anti-Bribery and Corruption Policy mandates that appropriate anti-bribery and corruption terms and conditions be included in all new agreements with all parties who act on Cushman & Wakefield's behalf. Recipients were required to acknowledge that they had read, understood, and will comply with the Code. In total, 35,636 global employees received a copy of the Code, out of approximately 43,000 total. The remaining employees did not have e-mail addresses — due to the nature of those employees' jobs (primarily facilities-related), they faced a very low risk of encountering corruption, and thus were determined to present a very low risk to the company.

In 2015, training was specifically targeted and deployed to certain markets and employees, based on an analysis of potential risks faced by those markets and employees. Thus, training was mostly centered in higher-risk locations in Asia, including China, and focused on senior leaders who would then cascade an anti-bribery and corruption message throughout their organization. Approximately 25 leaders in India received training on anti-corruption. In China, all senior leaders from Legacy DTZ completed online training. Approximately 20% of UK employees completed in person anti-bribery training. In addition, approximately 1% of employees in Europe and approximately 1% in the UK completed online anti-corruption training. In South America, anti-bribery training was given to 29 project management employees. Anti-corruption information was also included in Human

Resources new hire trainings conducted in APAC, South America, and the UK.

Additional anti-corruption training, specifically tailored to business needs, is in the works for 2016. The rollout of such training will be determined again using a risk-based model, with the focus remaining on higher-risk jurisdictions and business lines. Completion of this training will be tracked electronically. Moving forward, a specific compliance professional will be responsible for tracking all worldwide training, both live and on-line, and will have input to ensure best practices are appropriately communicated.

Cushman & Wakefield defines corruption as the violation of applicable anti-bribery laws and regulations in any jurisdiction in which the company operates or does business, and includes the acceptance or solicitation of a bribe. There are no confirmed violations of the Foreign Corrupt Practices Act, UK Bribery Act, or similar laws.

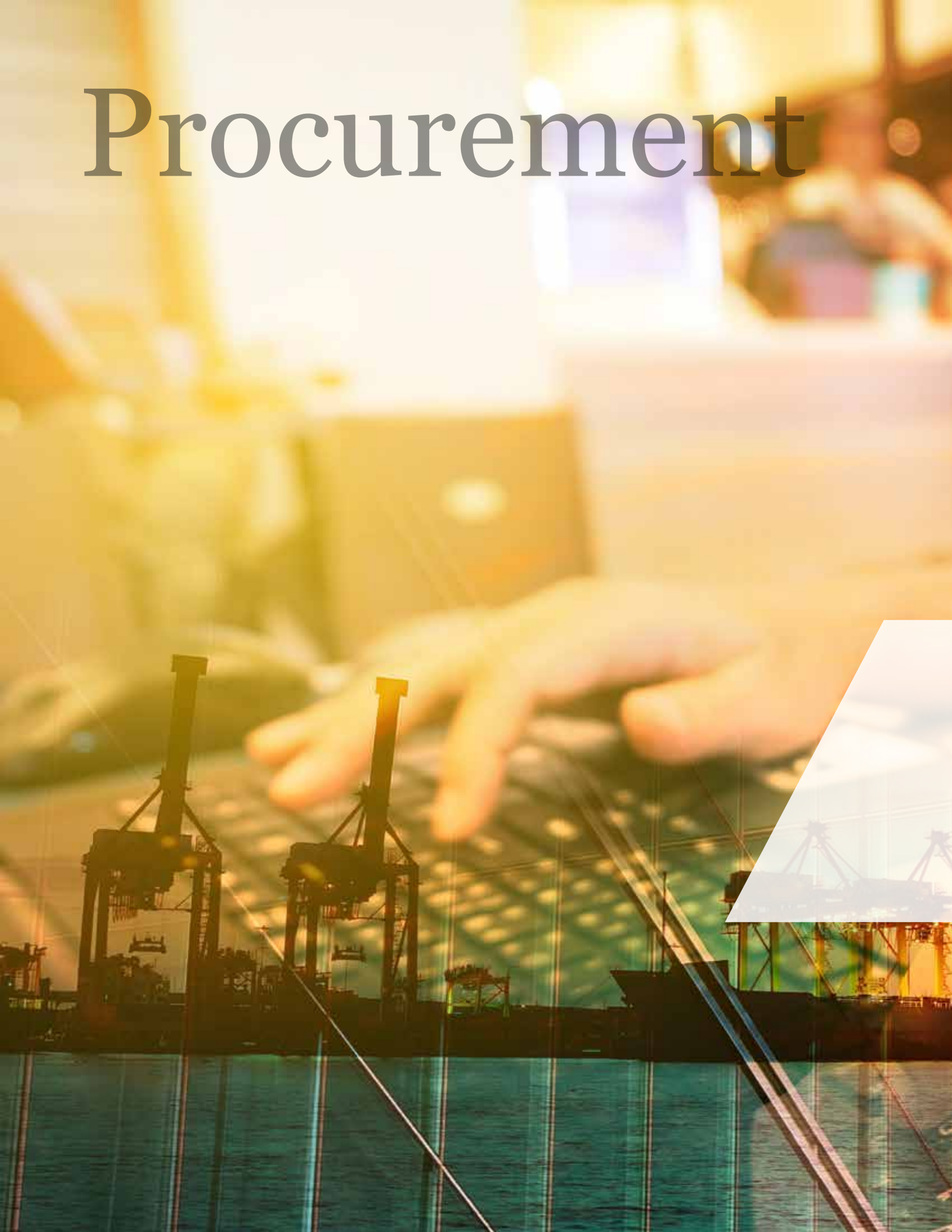
## CORPORATE GOVERNANCE

Good governance ensures trust is maintained with all stakeholders and is essential for our continued growth. Without good governance, Cushman & Wakefield cannot operate sustainably and create shared value with our stakeholders. In 2015, Cushman & Wakefield established a position of Chief Risk & Governance Officer to ensure the highest level of governance. Along with our management team, our Board of Directors ultimately has responsibility for overseeing all Cushman & Wakefield business and enhancing Cushman & Wakefield's long-term value.

Cushman & Wakefield's Internal Audit function identifies opportunities to strengthen management control, improve processes and profitability, and protect Cushman & Wakefield's assets and reputation. We achieve this by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes by offering control insights, observations, recommendations, internal audits, and reviews to management, and by supporting Cushman & Wakefield's Risk and Audit Committee, comprised of senior executives of the company.



# Procurement





**In 2015, Cushman & Wakefield moved from a decentralized procurement organization to a global, center-led organization.**

The firm has realized many benefits from this new structure, including the ability to leverage our spend base across the entire global organization. Cushman & Wakefield spends billions of dollars on goods and services for both its own operations and on behalf of our clients each year.



The core objective of the center-led procurement organization is to drive a sustainable competitive advantage through an enterprise-wide focus on leveraging spend as a strategic asset. Via a customer-centric approach, the center-led procurement organization acts as a trusted and knowledgeable business partner to facilitate supply market decisions for delivering services that increase business value, mitigate risk, and support the company's dedication to clients.

From the end of 2015 through 2016 year-to-date, Cushman & Wakefield has made significant strides in reducing total cost of ownership, diversifying its supplier database, improving supplier performance, and ensuring the utmost standards of ethical conduct. Some specific improvements include the following.

### **SUPPLY CHAIN MANAGEMENT**

Cushman & Wakefield has implemented both global and regional contracts and supplier partnerships which resulted in millions of dollars in cost reduction, while also reducing the size and complexity of the supply base. This also improved the efficiency of those purchasing goods or services on behalf of the organization.

### **SUPPLIER DIVERSITY**

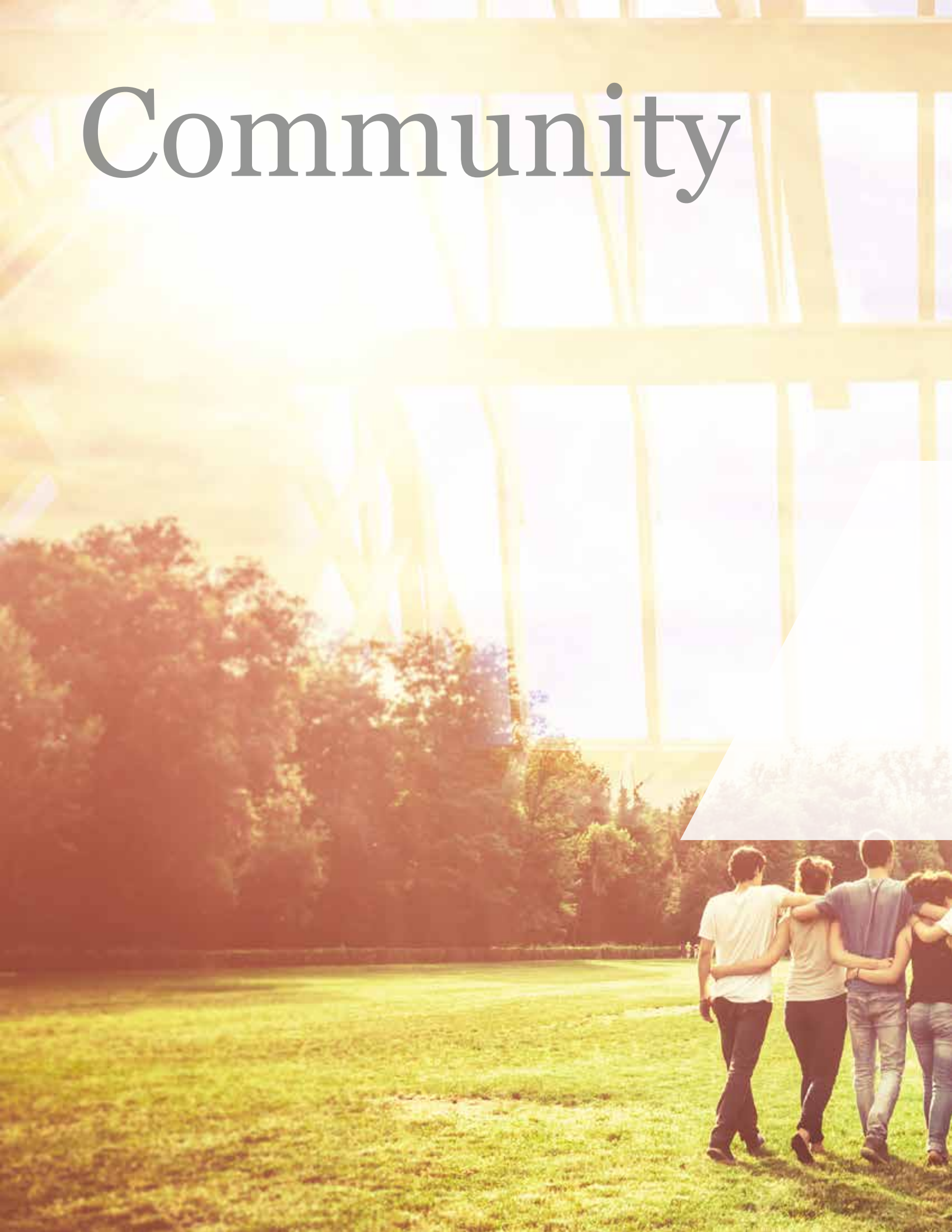
Cushman & Wakefield is committed to providing qualified diverse suppliers with opportunities to deliver goods and services to us in areas where we conduct business. Our Integrated Facilities Management service line also assists clients with vastly differing diversity requirements — some have aggressive goals exceeding 30%, others have no formal program at all. Some of our service lines have developed a technology tool to assist diverse suppliers in self-registration, and our client teams can access that tool when looking to supplement their mix of MBE/WBE suppliers. We are also actively looking at expanding that tool on a global scale and across all lines of business.

### **GOALS**

Cushman & Wakefield has embarked on a procurement transformation to help improve our overall sustainability, quality, and value. We have completed an assessment of our current state across policies, process, people, and tools, and partnered with a leading procurement consultancy to overlay industry best practices. The firm now has a defined roadmap and list of initiatives which we will execute over the next 18 months to ensure continual improvement in all aspects of procurement.



# Community





**Cushman & Wakefield has offices around the world, in communities with unique cultures, requirements, and sensitivities.**

We believe that investing in our society is essential to our role as a responsible and positive contributor to local communities. We have a strong culture of supporting local organizations through employee volunteering, corporate fundraisers, and financial resources. The initiatives outlined here are only a small sample of the many activities organized by Cushman & Wakefield offices in 2015.





NYC Triathlon

## AMERICAS

### UNITED STATES & CANADA

#### Cushman & Wakefield Future Leaders (CWFL) Group

CWFL is a network of rising professional within Cushman & Wakefield who sponsored more than 43 events in 28 markets across the U.S. and Canada and raised in excess of \$578,841 for a number of different charities.

- *Panasonic New York City Triathlon:* A Cushman & Wakefield team of 17 professionals from the Manhattan offices joined thousands of competitors from across the globe in the NYC triathlon. Cushman & Wakefield raised over \$27,000 in 2015 for the Leukemia & Lymphoma Society, bringing our total to \$134,000 in the past three years of participation.

#### Covenant House

Cushman & Wakefield supported Covenant House's mission of providing a safe place to stay for urban youth in both the U.S. and Canada. Dedicated individuals slept out on the cold, snowy sidewalks of New York City and Vancouver, raising critical funds and awareness. This is the second year the New York City office has participated, raising a total of almost \$10,000 cumulatively along with their Canadian counterparts.



Covenant House

#### Habitat for Humanity

More than 10 Cushman & Wakefield professionals volunteered for the San Diego Habitat for Humanity, helping build a six-unit townhouse for the local community, including one wounded veteran and his family. The townhomes were even designed with energy efficiency and water conservation in mind!



Habitat For Humanity

## BRAZIL

#### Felicidade Project

More than 50 Cushman & Wakefield employees shared a Felicidade (Happiness) breakfast in support of the Felicidade Project, which hosts 15 children undergoing cancer treatments (and their parents) each week for a five-day stay. The breakfast was organized by members of Cushman & Wakefield Brazil's Social Action Committee, who proposed the event to both support the Felicidade Project as well as educate Cushman & Wakefield professionals about the situation of the young patients. More than 5,000 items were collected, a true testament to the goodwill of Cushman & Wakefield's professionals.



Felicidade Project

## EMEA

### UNITED KINGDOM

#### LandAid

In the UK, every Cushman & Wakefield employee has the option to take one day's paid leave to volunteer for a charity of their choice. One of the charities that benefited from "Giving Back Day," was LandAid, a property industry charity that works to improve the lives of disadvantaged children and young people in the UK. Cushman & Wakefield UK employees participated in the TowerAthlon and LandAid Day 2015 to help raise money for the worthy cause.



## SLOVAKIA

### Bratislava Rainbow Crisis Center

Cushman & Wakefield's Slovakia team showed its support for the Rainbow Crisis Center, which provides domestic violence intervention and social care for mothers, children, and adolescents at risk. More than 20 members of the Bratislava office helped improve the lives of these women and children through the delivery of food, clothes, toys, and toiletries.

## RUSSIA

### United Way & Schools Around the World

Our Russian team baked a record 200 pancakes in our Moscow office to mark the Maslenitsa festival and raise money for the United Way. Maslenitsa is a long-standing Russian tradition in which people across the country bake pancakes to celebrate the end of the long winter and the coming of spring. Over 20,000 roubles was raised for the United Way — the Russian team's Schools Around the World charity.

## GREATER CHINA

### China Charities Aid Foundation for Children

Cushman & Wakefield's Beijing office teamed up with China Charities Aid Foundation for Children to arrange a used clothing donation campaign to help poor children living in remote mountainous areas. A total of 55 colleagues took part in the campaign and more than 1,100 pieces of clothing, books, and other items were collected. In return, the Beijing office gave a small plant to every employee who made a donation. Cushman & Wakefield was awarded a certificate by the China Charities Aid Foundation for Children as a token of appreciation for our donation.

## APAC

## INDIA

### United Nations' Billion Tree Campaign

On World Environment Day, Cushman & Wakefield India collaborated with grow-trees.com, the tree planting partner of the United Nations' Billion Tree Campaign, to plant more than 100 trees on behalf of employees on community land. The India team also ran an internal initiative where potted saplings were made available to employees to purchase at nominal cost.

## VIETNAM

### World Environment Day Green Bike

Together with more than 1,000 people from other companies, Cushman & Wakefield Vietnam joined the World Environment Day Green Bike 2015 in Ho Chi Minh City.

The event, organized by Amcham Vietnam, is a part of World Environmental Day celebrations, and aims to raise awareness about environmental protection and the conservation of five flagship animals special to Vietnam, but at risk of extinction (tiger, elephant, sea turtle, sarus crane, and saola).



LandAid



China Charities Aid Foundation for Children



United Nations Billion Tree Campaign



World Environment Day Green Bike



## REPORT CONTACTS

External feedback on our report is a key component of our engagement strategy and commitment to improving our Corporate Responsibility Report in the years to come. We look forward to feedback on our 2015 Corporate Responsibility Report. For additional information, or to provide comments, please contact:



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## About Cushman & Wakefield

Cushman & Wakefield is a leading global real estate services firm that helps clients transform the way people work, shop, and live. The firm's 43,000 employees in more than 60 countries provide deep local and global insights that create significant value for occupiers and investors around the world. Cushman & Wakefield is among the largest commercial real estate services firms with revenue of \$5 billion across core services of agency leasing, asset services, capital markets, facility services (C&W Services), global occupier services, investment & asset management (DTZ Investors), project & development services, tenant representation, and valuation & advisory.

To learn how you can achieve a real estate solution that supports your firm's goals, visit [cushmanwakefield.com](http://cushmanwakefield.com).

## Cushman & Wakefield Capabilities

### Primary Services

- Agency Leasing
- Asset Services
- Capital Markets
- Facility Services
- Global Occupier Services
- Investment & Asset Management
- Project & Development Services
- Tenant Representation
- Valuation & Advisory

### Sectors

- Airports & Ports
- Automotive
- Banking/Financial Services
- Data Centers
- Education
- Energy (oil & gas)
- Food & Beverage
- Government
- Healthcare
- Higher Education
- Hospitality
- Industrial
- Land
- Legal/Professional Services
- Life Sciences/Pharma
- Multi-family
- Net Lease Investment Services
- Not-for-Profit
- Residential
- Retail
- Technology