



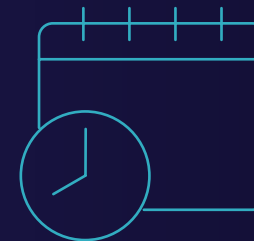
CLEVER SPACES

Shaped by People. Built for Talent.

The physical workplace as an ecosystem for talent development.



40
PROFESSIONALS



<35



90%
HYBRID WORKERS

01

INTRODUCTION

CAN A WORKPLACE BRING OUT TALENT?

That was the question that opened Clever Spaces on 26th March 2026 in Milan. The office is not a container. It is — or should be — an engine: for innovation, for learning, for human connection, and for the kind of culture that no video call can replicate. Where people meet is never a detail: where you place a desk, a staircase, a break room determines who talks to whom, what emerges from that encounter, and how much value it creates for the business.

To move beyond opinions, Cushman & Wakefield engaged 40 young professionals from a range of sectors in an experiential workshop and a structured survey. Not executives, not HR directors: the people who have been living in those spaces every day for the past few years (under 35).

What emerged is a sharp and nuanced picture. Not a failing workplace, but one that is still missing something. Professionals adapt, find their way, make things work — but at a cost that the data makes visible: a little focus lost, a connection missed, a little talent left on the table.

ENGAGEMENT AT HISTORIC LOWS

The Gallup State of the Global Workplace 2026 captures a troubling trend: employee engagement is at its lowest since 2020. The estimated cost of disengagement stands at \$10 trillion in lost productivity — equivalent to 9% of global GDP.

Europe records the lowest rate of any region monitored: only 12% of workers describe themselves as engaged, against a global average of 20%. People who are present but not active; wasted resources; unexpressed potential. The physical workplace can become an immediate, tangible lever to close this gap.

02

WHO PARTICIPATED: ITALIAN YOUNG PROFESSIONALS

A SAMPLE THAT REPRESENTS A GENERATION THAT HAS ALREADY LEARNED TO WEIGH THE COST/OPPORTUNITY OF COMING TO THE OFFICE. AND THAT CHOOSES, EVERY DAY, WHETHER IT IS WORTH THE COMMUTE.

The sample comprises 40 professionals with a consistent profile: a young generation, working predominantly in hybrid mode, operating across high-value-added sectors.

Predominant age group	26-35
Sectors	Real Estate, Banking, Insurance, Consulting, Legal, IT, Comms
Most represented role	Associate / Mid-Senior
Predominant working mode	Hybrid

The sample represents Generations Y and Z: the same cohorts that feel most acutely the structural limits of full remote working. For these workers, the office is not a cultural relic: it is, concretely, the best place to work, provided the space is worth it.

This is also the generation with the highest labour mobility: every day in the office is a choice. The space has to earn it.



03

THE CONCEPTUAL FRAMEWORK: FOUR PERSPECTIVES ON TALENT

BEFORE UNDERSTANDING WHAT THEY ASK OF THEIR SPACE, WE NEEDED TO UNDERSTAND WHO THEY ARE. THE WORKSHOP DID NOT TALK ABOUT FURNITURE OR FLOOR PLANS: IT TALKED ABOUT TALENT. WHAT IGNITES IT AND WHAT IT TAKES TO MAKE IT GROW. THAT CONVERSATION IS THE PREMISE FOR EVERYTHING THAT FOLLOWS.

The workshop was facilitated by Alberto De Biasi, PhD in Organisational Development and Change and author of *L'Arte del Talento* (2024), with over 25 years of experience facilitating leadership development programmes. His vision of talent — integrating inclinations, discipline, motivation and context — shaped the workshop around a precise question: under what conditions do younger generations truly manage to bring out their best?

**VOICES FROM THE WORKSHOP
WHAT IS TALENT, IN YOUR VIEW?**

Commitment

*An innate ability
to do something well*

**BEING ABLE TO
DO SOMETHING
EFFORTLESSLY**

*Ambition-driven
adaptability*

Resilience

*Making a
complex
thing simple*

Talent was examined from four angles: **The Calling** (your ideal path, your sense of fulfilment), **The Drive** (the energy that comes from refining your craft, enjoying the process, and growing through others), **The Power of Others** (the people around you as your greatest accelerator), and **Deliberate Practice** (intentional, repeated effort in the direction of your calling). The more talented you are, the more you train. This perspective shifts the centre of gravity: talent is not a fixed trait, but a dynamic process that requires enabling contexts — and the physical workplace is one of them.



THE CALLING: A GENERATION IN MOTION,
A PROFESSIONAL IDENTITY UNDER CONSTRUCTION

The first perspective explored in the workshop concerned the **Calling** — not a mystical vocation, but a precise impulse to want more. 47% of the sample already recognise themselves as moving toward their calling. Yet only three participants report full awareness across all three levels (having heard it, being attuned to it, and actively acting on it). Most live an intermediate condition: they do, without yet having named why.

It is no surprise that awareness of one's calling remains partial at this stage: the sample is young, still building its professional path. This is a physiological condition of this life phase — and it makes the physical environment even more relevant. A space that supports exploration, experimentation and feedback accelerates that awareness. It does not replace it but creates the conditions for it to emerge.

VOICES FROM THE WORKSHOP
WHEN DO YOU FEEL YOUR TALENT IS VALUED?



The workshop reveals a generation that experiences work as a personal growth journey before a professional one.

The voices collected during the session describe people seeking recognition, impact and freedom of expression — not just a position.

PREFERRED SPACE TYPOLOGIES

Through the survey, participants were asked to rank four spatial typologies in order of importance for their ability to develop talent. A clear hierarchy emerges: focus zones are the first choice for almost half the sample (49%), with a significant gap ahead of the other three categories — chill-out areas (27%), collaboration spaces (13.5%) and communication spaces (10.8%).

QUESTION:
RANK THE FOUR MAIN FACTORS THAT HELP YOU IMPROVE YOUR TALENT
IN ORDER OF IMPORTANCE (1 = MOST IMPORTANT; 4 = LEAST IMPORTANT).
PERCENTAGE OF THOSE RANKED FIRST

Focus zones (desk, phone booth, quiet room)	49%
Chill-out zones (break area, play area, coffee corner)	27%
Collaboration zones (project room, training, hub)	13%
Communication areas (meeting rooms, arenas)	11%

WHY THE ACTIVITY-BASED MODEL RESPONDS

Focus emerges as the priority need (49%) in a predominantly young, hybrid-working sample. The other needs do not disappear: chill-out (27%), collaboration (13%), communication (11%) complete an articulated picture. Space should offer options, not rigid solutions — and this distribution confirms it.

This is why the activity-based model — differentiated zones for different working modes and stimulation levels — remains the design response most coherent with the complexity of real needs.

This finding must be read in context. In the years after the pandemic, organisations were pushed to rethink offices as social spaces: more meeting areas, more lounge areas, more occasions for informal collaboration. A reasonable response, and largely effective. But the pendulum appears to have shifted: today, the need that struggles to find an answer is the opposite one — concentration.

The goal is not to reverse course, but to find a new equilibrium between spaces that connect and spaces that protect. An equilibrium that depends not only on design, but also on the shared rules by which those spaces are lived every day.

04



**WHAT DRIVES AND
WHAT BLOCKS
TALENT**



TALENT IS NOT SOMETHING YOU POSSESS — IT MUST BE SET IN MOTION EVERY DAY. THIS CHAPTER EXPLORES THE MECHANISMS THAT FUEL IT AND THOSE THAT OBSTRUCT IT, READING IN THE BEHAVIOURS OF PARTICIPANTS THE SIGNALS OF SPATIAL NEEDS THAT CURRENT OFFICES ONLY PARTIALLY MEET.

THE DRIVE: THREE SOURCES OF MOTIVATION

The second workshop perspective explored **The Drive** — a specific subcategory of motivation: the energy that comes from refining your craft, enjoying the process, and growing through others. Where does it come from? The coach identifies three sources: refining a technical gesture, having fun, and being with other people. The survey measured each on a 1-5 scale, asking both how present each source is and how free people feel to express it.

BEING WITH OTHERS: THE MOST ACTIVE SOURCE

The relational dimension emerges with the greatest force: 79% declare they collaborate a great deal (scores 4-5), and 76% also feel free to express that dimension. It is the most balanced source: not only is it present, but it is to some extent governable.

QUESTIONS:
HOW MUCH ARE YOU ABLE TO COLLABORATE AND BUILD MEANINGFUL RELATIONSHIPS IN YOUR WORK? WHAT POWER DO YOU HAVE TO IMPROVE COLLABORATION AND RELATIONSHIPS WITH YOUR COLLEAGUES?

Collaboration and relationship-building	score 4.1
Agency to improve collaboration	score 4.0

REFINING A TECHNICAL GESTURE: PRESENT, BUT WITH LIMITED AUTONOMY

Expression of the technical gesture is moderate: half the sample (50%) scores above 4, and the sense of initiative is comparable. They know how to do their work, and have some autonomy — but not exceptional.

QUESTIONS:
TO WHAT EXTENT ARE YOU ABLE TO APPLY TECHNICAL SKILLS IN YOUR WORK TODAY? HOW MUCH AUTONOMY DO YOU HAVE TO TAKE THE INITIATIVE TO APPLY TECHNICAL SKILLS?

Expression of the technical gesture	score 3.53
Agency to take initiative	score 3.42

HAVING FUN: THE MOST FRUSTRATED SOURCE

Enjoyment at work is present (58% above 4), but the agency to choose how to apply it collapses: only 29% reach scores of 4-5, with 37% below 2. This is the lowest score across all six questions, and the most detached from its pair.

QUESTIONS:
HOW MUCH FUN ARE YOU HAVING AT WORK TODAY?
HOW MUCH FREEDOM DO YOU HAVE TO CHOOSE TO DO WHAT YOU ENJOY MOST?

Enjoyment at work	score 3.42
Agency to choose what to work on	score 2.89

The strongest motivational source is relational; the most frustrated is freedom of choice over what to do. These are two distinct design implications: the first calls for spaces that foster connection and encounter; the second calls for spaces that restore control and autonomy — environments where the person chooses how, where and with whom to work, rather than merely executing within a given context. Relational drive leads. Joy at work lags. Everywhere: more talent than room to use it.



THE SPACE
THE TALENT



**WHAT BLOCKS TALENT:
EMOTIONAL OBSTACLES**

The survey asked which situations or emotional states most frequently prevent participants from expressing their talent. The responses paint a predominantly relational and organisational picture.

Long, unfocused meetings	55%
Not feeling valued	42%
Others taking up excessive space	37%
Lack of feedback	32%
Not feeling heard	29%

Talent stalls above all in interpersonal dynamics: the quality of listening, recognition and exchange. None of these obstacles is directly spatial. But space can intervene on all of them: a poorly designed meeting room prolongs meetings; an environment without informal conversation zones impoverishes feedback; an undifferentiated open space leaves no room for the voice of those who already struggle to feel heard.

Emotional obstacles cannot be solved by design. But a poorly designed space amplifies them. A well-designed space creates the conditions for relationships to work better.



THE DARK SIDE: THE RIGHT TO WITHDRAW

The third workshop perspective concerns **relationships**: relationships are an accelerator of talent. The session addressed the theme of the dark side of personality — the aspect of ourselves that can undermine the quality of our relationships.

The data does not reveal a single dominant form: the dark side distributes in a polarised way. Nearly a third of the sample describes reactions of withdrawal (isolation, going silent, switching off).

An almost identical share describes aggression and impatience: raising their voice, losing patience, sliding into passive-aggression. And several respondents recognise both patterns in themselves, depending on context. There is no dominant type — there is an oscillation between two opposite responses to the same state of activation.

OPEN QUESTION: HOW TO REVEAL YOUR DARK SIDE?

Withdrawal, closure, silence	35%
Aggression and impatience (raised voice, curt responses, loss of control)	27%
Passive-aggression	18%
Freeze, emotional block	12%
Perfectionism and control (rigidity on standards, difficulty delegating)	8%

OPEN QUESTION: WHAT ARE YOUR TRIGGERS?

Lack of respect, listening, recognition	45%
Negative relational behaviours (arrogance, self-importance)	30%
Disappointed expectations, negative feedback	15%
Physical and environmental factors (noise, meetings, interruptions)	10%

The most frequently cited triggers confirm that the spark is almost always relational: not being heard, not feeling valued, arrogance, others taking centre stage. The physical environment rarely appears as a direct cause — yet it is often the context in which that spark finds oxygen.

DESIGN IMPLICATION: EMOTIONAL REGULATION AS A DESIGN INPUT

The dark side manifests in two opposite directions — withdrawal or explosion — but both signal the same thing: the need to create distance before an emotional state damages a relationship. Space can intervene in both cases. Those who withdraw need acoustic and visual refuges, zones where they can disappear without having to leave the office.

Those prone to impatience need release valves: decompression spaces, movement paths, zones where they can lower their activation before returning to the collective flow. These are not opposing functions — they are two faces of the same need for regulation.

MANAGEMENT RITUALS: SPACE AS SUPPORT

Faced with stress, these professionals do not improvise. They seek precise, often established strategies. When asked how they manage their dark side, responses cluster into five groups.

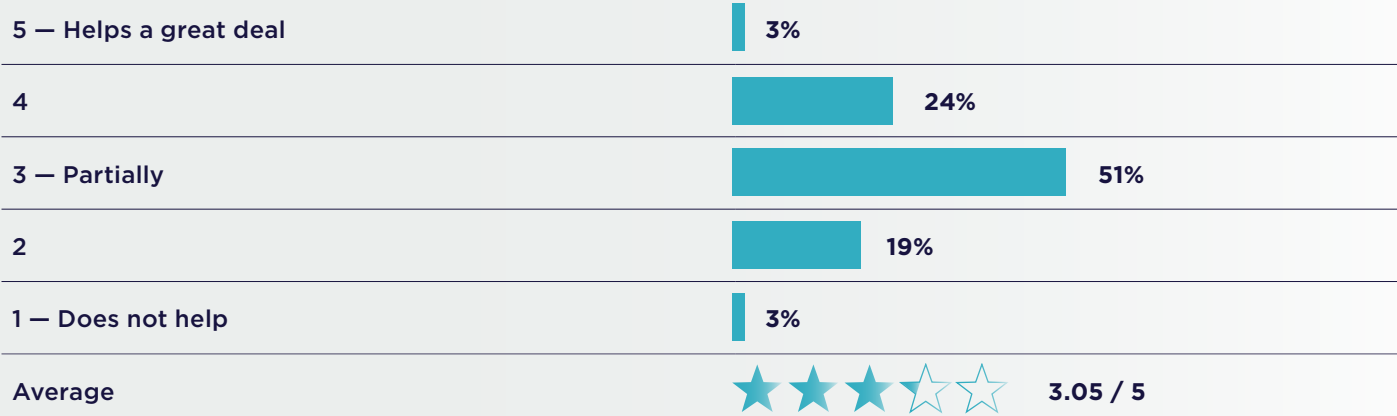
Physiological regulation (breathing, pausing, physical contact with the environment)	29.4%
Reflection and reframing (cognitive distance, recontextualising)	26.5%
Dialogue and connection (talking to someone, seeking advice)	17.6%
Order and practical rituals (tidying up, small repetitive gestures)	14.7%
Change of environment (isolating, changing room)	11.8%

The most significant finding is the first: nearly 1 in 3 people responds to stress by working on the body — breathing, taking a break, seeking physical contact with the environment. This is not a detail: it is a direct design implication. Lighting, acoustics, biophilia and air quality are not aesthetic elements — they are the first line of support that space can offer when talent is under pressure.

The change-of-environment response (11.8%) confirms that having accessible physical refuges — a quiet zone, a space different from one’s workstation — is not a luxury: it is part of the answer.



HOW WELL DOES SPACE SUPPORT STRESS MANAGEMENT?



The response clusters in the middle: an average of 3 out of 5, with over 50% of the sample sitting exactly at the midpoint. Only 27% attribute an active role to the current space in supporting emotional regulation (scores 4 and 5). 22% judge it explicitly insufficient.

This is not a negative verdict: space is not perceived as an enemy. But neither as an ally — as a resource.

Space is already a lever. But the potential is running ahead of the reality — and that gap is the opportunity. In a context where emotional triggers are almost always relational, and where the physical space is the stage on which those triggers activate, this widespread ambivalence is a design signal worth acting on: the current space could do more.

And it is precisely in this gap — between what space is today and what it could be — that the opportunity for intervention opens.

05

THE ENABLING SPACE: NEEDS AND OPPORTUNITIES





THE DATA FROM THE PREVIOUS CHAPTER INDICATES THAT, FOR MOST PROFESSIONALS TODAY, SPACE HAS AN IMPACT ON TALENT EXPRESSION BUT IS NOT YET FULLY LEVERAGED. SPACE MATTERS. BUT BETWEEN WHAT IT DOES TODAY AND WHAT IT COULD DO, THERE REMAINS AN UNEXPLORED — AND THEREFORE DESIGNABLE — MARGIN.

**PHYSICAL BARRIERS:
WHAT HOLDS TALENT BACK**

When asked which physical elements most prevent them from fully expressing their talent, responses (multiple choice) concentrate on a few recurring themes.

An uncomfortable workstation	53%
Poor team distribution across the space	45%
Long work conversations near their workstation	42%
Calls and notification sounds	32%
Informal conversations near their workstation	21%

PHYSICAL BARRIERS CLUSTER AROUND THREE DISTINCT AREAS.

- 01
- The first is individual workstation comfort: 53% flag issues with noise, light and ergonomics — elements that depend directly on the quality of design and furnishings.
- 02
- The second is team distribution across the space: 45% identify this as an obstacle. Who sits next to whom is never a neutral choice — when it is wrong, it generates cognitive and relational friction that no piece of furniture can compensate. This is a decision that must be made upstream, in the analysis and strategy phase (workplace strategy), before the design takes shape
- 03
- The third is the management of daily proximity: work conversations near the workstation (42%), calls and notifications (32%), informal conversations (21%) — behaviours that depend on shared rules more than on layout (change management).

On this last area, design alone is not enough. A well-designed activity-based space provides the right physical conditions, but it only works if people know how to use it. Shared protocols, onboarding to the new space and leadership that models the right behaviours are integral to any intervention that genuinely aims to change the experience of people.

Designing the right space is necessary. Distributing teams intelligently is a strategic choice. Educating people on how to use the space is indispensable. The three interventions complement each other — without the second and third, the first is not enough.

**EMOTIONAL VS PHYSICAL OBSTACLES:
AN INTEGRATED SYSTEM**

The data describes a system, not two independent lists. Emotional obstacles — not feeling valued, not feeling heard, meetings that never end — create a state of activation in which talent struggles to emerge.

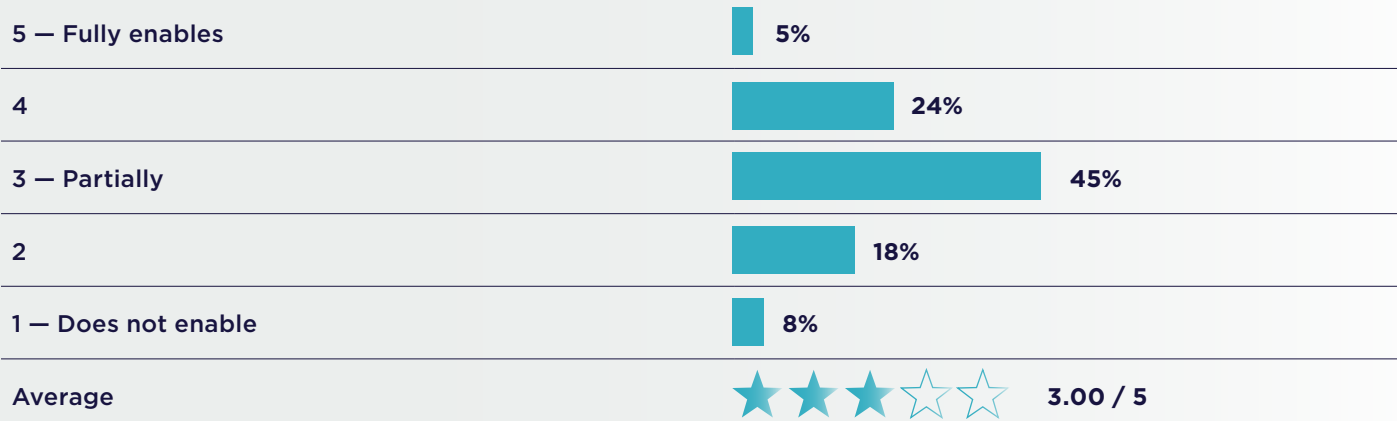
Physical obstacles are not their cause, but their amplifier: an uncomfortable workstation, noise, poor team distribution transform an already fragile state into something it is hard to escape. Space does not generate the discomfort. But it can keep it alive — or help dissolve it.

THE CHARACTERISTICS
OF AN ENABLING SPACE

The fourth perspective is that of **Deliberate Practice** — it concerns doing: talent is not something you wait for, it is something to be trained.

Not as an occasional exercise, but as an intentional practice, directed at a purpose, repeated over time. The more talented you are, the more you train.

WHEN ASKED:
HOW WELL DOES YOUR SPACE ALLOW YOU TO TRAIN PROFESSIONALLY?



Only 1 in 3 participants genuinely manages to train professionally within their space. The majority of the sample sits in the middle: space is not perceived as an obstacle, but neither as an ally. It remains an open area — and a designable one.

BUILT FOR PRACTICE:
WHAT THE SPACE MUST PROVIDE

The survey then asked participants to describe what characteristics a space must have to support their professional practice

Lighting	84%
Acoustics	68%
Enabling technology	53%
Movable furniture	34%
Writable surfaces	32%



The sequence is eloquent: light and acoustics come before technology. The body comes before the machine. A space that assaults with noise or deprives of natural light cannot be rescued by any technological investment.

C&W EXPERIENCE PER SQUARE FOOT SURVEY (2024)

Among the 35 spatial factors analysed through regression across 15 global companies, noise control/acoustics is the number one driver of workplace wellbeing. Current average satisfaction with this factor stands at just 41%.



WHAT PEOPLE NEED. WHAT OFFICES LACK.

When asked what functions are missing from their current office, a hierarchy emerges that speaks to deep needs. Body before machine. Nature before screens.

WHAT FACILITIES ARE MISSING FROM YOUR OFFICE TODAY THAT WOULD ALLOW YOU TO WORK OUT (MULTIPLE ANSWERS):

Greenery / Biophilia	54%
Terraces / Outdoor spaces	54%
Relaxation area	43%
Focus work spaces	38%
Social and collaboration spaces	38%
Technology	32%
Home feeling	32%
Adequate lighting	16%

Greenery and terraces at the top are not an aesthetic preference: they are the response to a restoration need that current office design does not adequately address. Relaxation areas in third place complete this picture: they are not break spaces, they are recovery spaces — necessary for deliberate practice to begin again. It is striking that technology appears only in seventh place: participants express an apparently counter-intuitive hierarchy — body before machine, nature before screens.

This gap is not accidental: it is the result of decades of offices designed for operational efficiency, not for the development of people. Closing it is a precise design choice — and a measurable one. A structural gap. And a design opportunity.

C&W WELLBEING GUIDE 2025: THE 5 PHYSICAL DRIVERS

C&W Wellbeing Guide 2025: The 5 spatial drivers with the greatest impact on employee wellbeing are:

1

Acoustics
(40% satisfaction)

2

Company culture reflected in space
(45%)

3

Private zones for focused work
(40%)

4

Social and active areas
(36%)

5

Thermal comfort
(41%)

Employees satisfied with these features report wellbeing scores 22 percentage points higher than those who are not. Three of these five coincide with the functions the Italian sample identifies as missing. None of the 35 elements tested exceeds 62% satisfaction — there is an enormous opportunity for intervention.

WHO TRAINS YOU: A MAP OF PERSONAL SUPPORT

Deliberate practice does not happen in isolation. Talent is trained in relationship: with those who observe, correct, encourage and challenge. The survey asked who participants rely on for growth.

Manager	53%
Community	21%
Mentor	18%

The manager is by far the most cited figure. This is not a given: it means that for this generation, the quality of direct leadership is the primary accelerator — or brake — of growth. Community and mentors complete the picture, but at a distance.

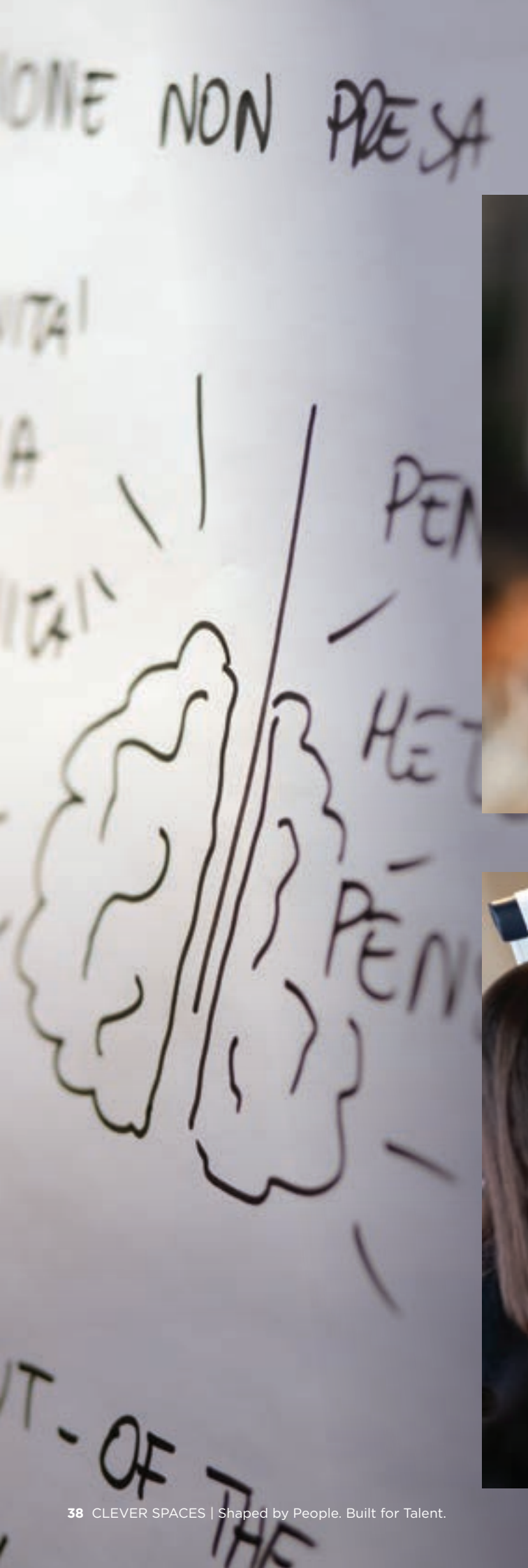
This too has a direct spatial implication. A space that does not facilitate informal encounters with the manager, that does not create community moments, that does not offer quiet corners for a mentoring conversation, obstructs precisely the relationships that make deliberate practice possible.

Designing for talent means designing for the relationships that make it grow. The manager who never finds a quiet spot to give feedback, the mentor who meets their mentee in a noisy open space: these are growth opportunities that space has already compromised before they begin.



06

FROM DATA TO DESIGN: PRIORITIES FOR A TALENT-ENABLING SPACE



FROM DATA TO DESIGN. EMPIRICALLY GROUNDED PRIORITIES FOR TRANSFORMING A NEUTRAL SPACE INTO AN ECOSYSTEM THAT ENABLES PEOPLE — AND THAT IS WORTH COMING TO EVERY MORNING.

P1

ACOUSTICS AND COMFORT: THE NON-NEGOTIABLE FOUNDATION

Noise and physical discomfort are the first things that block focus and drain energy. 53% of participants are hindered by workstation comfort (noise, light, ergonomics); 45% by poor team distribution; 42% by work conversations near their workstation. Before any investment in technology or aesthetics, the space must allow the body to settle. Quiet rooms, phone booths, and thoughtful team layout are not amenities — they are the baseline. Change management and the shared definition of usage protocols are not an add-on: they are the condition for design investment to produce the expected results.

P2

AN ECOSYSTEM, NOT A SINGLE ENVIRONMENT

People do not work in one mode. They focus, collaborate, decompress, and reset — often within the same day. A space that offers only one setting forces people to adapt to the office, rather than the office adapting to them. Focus zones, collaboration areas, and decompression spaces are not a luxury: they are the functional — not aesthetic — response to how work actually happens.

P3

NATURE IS NOT AN AMENITY. IT IS A REGULATOR

Over half the sample identified greenery and outdoor spaces as missing from their workplace. The reason goes beyond comfort: connection with nature supports the physiological regulation that allows people to manage stress, reset, and perform. Biophilia is not decoration — it is infrastructure. Greenery, natural light, access to terraces and outdoor spaces are high-impact, low-satisfaction wellbeing levers.

07

**YOUR JOURNEY
TO NEW SPACES**



A SPACE THAT ENABLES TALENT IS NOT IMPROVISED: IT IS DESIGNED, MEASURED AND DELIVERED. LISTENING, GUIDING, AND SHAPING NEW OFFICES THAT ENABLE PEOPLE TO PERFORM AT THEIR BEST.



WORKPLACE STRATEGY | UNDERSTAND BEFORE YOU DESIGN

Conduct a strategic analysis to quantify the specific gap between the current space and people's expectations. Translate declared company values into concrete spatial requirements. Define the optimal operating model — activity-based, hybrid, flex — on the basis of real data. Integrate change management into the redesign process.



TENANT REPRESENTATION | FIND THE RIGHT SPACE BEFORE DESIGNING IT

Sometimes the problem is not how the office is configured, but where it is and how well it actually responds to the organisation's needs. Cushman & Wakefield supports companies in finding and selecting the most suitable space: analysing people's real needs, evaluating market options, negotiating lease terms and ensuring the final choice is aligned with the workplace strategy and the values the space will be expected to communicate. Finding the right space is the first design act.



CONCEPT DESIGN & PROJECT DESIGN | DESIGN FOR TALENT

Address acoustics as the absolute priority: acoustic panels, quiet rooms, phone booths, open space protocols. Integrate biophilia as infrastructure, not decoration. Guarantee a variety of coexisting, legible space types. Reflect corporate identity in the physical environment.



PROJECT MANAGEMENT & FIT-OUT | DELIVER RESULTS

Manage the complexity of fit-out with integrated coordination across architecture, MEP, technology and furniture. Ensure execution quality on every element that impacts wellbeing: acoustics, lighting, thermal comfort. Measure spatial satisfaction post-intervention with bespoke surveys and data collection.



DESIGN & BUILD | A SINGLE POINT OF ACCOUNTABILITY FROM VISION TO RESULT

Offer the client a single point of responsibility from the strategic phase to key handover. Reduce coordination time and costs. Ensure coherence between design intent and final outcome. Support internal communication with employees throughout the transformation.



CHANGE MANAGEMENT & WELLBEING

Space only shapes the way people work if they inhabit it correctly. Change management is not an add-on: it is the difference between a beautiful office and an office that works.

- Communicate the space transformation project internally from the earliest phases: people who do not understand the reason for a change will resist it.
- Define with teams the usage protocols for the new spaces — quiet room, open space, phone booth — because an activity-based space only works if everyone knows how to use it.
- Run onboarding workshops for the new space: opening it is not enough; it must be inhabited together.
- Support managers in recognising the signals of environmental discomfort — the silent withdrawal that the data reveals is often invisible until it has already eroded engagement and relationships.
- Build wellbeing programmes that protect people's physical and psychological health in the new environment, in alignment with declared company values.





OUR PURPOSE

**Never settle for
the world that's
been built,
but relentlessly
drive it forward.**

We outthink and outdo all the challenges in the built environment to the benefit of our clients, colleagues and our communities.

OUR VALUES

Driven

Resilient

Inclusive

Visionary

Entrepreneurial

CLEVER SPACES

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