

ESG REPORT

2022

Environmental,
Social &
Governance



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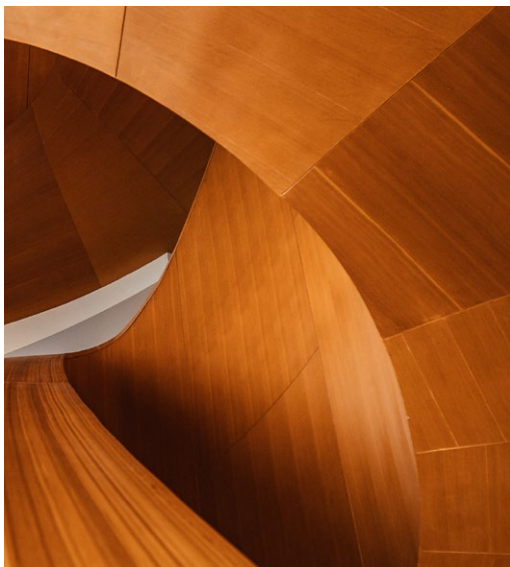
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ACKNOWLEDGEMENTS

MESSAGE FROM OUR CEO



Michelle MacKay
Chief Executive Officer

As a leading global commercial real estate firm, we believe Cushman & Wakefield has a responsibility to help create a more sustainable and inclusive future for our people, clients and planet.

It is my pleasure to introduce our 2022 Environmental, Social and Governance (ESG) Report, which highlights the firm's global impact. Cushman & Wakefield views ESG as a key priority for our business; our belief that 'life is what we make it' drives our determination to deliver value. We prioritize responsible corporate citizenship, reducing our environmental impact and creating an inclusive workplace for all.

In this report, we provide updates on our journey toward meeting our ambitious science-based greenhouse gas (GHG) emissions reduction targets, showcase our sustainability solutions to reduce our own and our clients' carbon footprints, and spotlight advancements within diversity, equity and inclusion (DEI). With this report, we also reaffirm Cushman & Wakefield's support of the Ten Principles of the United Nations Global Compact in the areas of human rights, labor, environment and anti-corruption.

A few of the highlights of our 2022 progress that we are most proud of include:

- > Observing a 51% reduction in total Scope 1 and 2 (market-based) GHG emissions per million square feet of office space in 2022 as compared to 2021.
- > Percentage of women on the Board of Directors increased from 40% in 2021 to 44% in 2022.
- > Percentage of women in executive roles increased year-over-year from 22% in 2021 to 41% in 2022.
- > Employing a U.S. workforce that is 45% racially/ethnically diverse.¹
- > Spending \$802.4 million with over 3,600 diverse suppliers² in 2022 in North America, a 38% increase from the previous year.

Through our work, we have tremendous opportunity to extend our impact. Around the world, many of our clients are looking to us to help achieve their own ESG goals. Our size, scale and balance of strategic and technical capabilities make us well suited to integrate ESG within the property lifecycle for our own firm and to help our clients do the same.

Looking ahead, I'm excited and proud to be the first woman CEO to lead one of the world's largest global commercial real estate firms. I bring the firm 30 years of experience in commercial real estate in addition to previously serving on Cushman & Wakefield's Board of Directors before joining the executive team more than three years ago. I look forward to leading this great firm through its next chapter of strategic growth.

This report offers a deep dive into what we have accomplished, what we are planning, and how our values across the ESG areas drive impact. To learn more about our efforts, I invite you to read this report.

¹ Racially/ Ethnically diverse is defined as U.S. employees who identify their race/ ethnicity as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, or Two or More Races.

² A business that is at least 51% owned and operated by a historically underrepresented or underserved individual or group qualifies as a diverse supplier.

ENVIRONMENTAL

Sourced **48%** of Cushman & Wakefield's electricity for its operations from **renewable³ sources** in 2022.



Net zero commitment validated by the Science Based Targets initiative (SBTi).

Observed a **33%** reduction in **Scope 1 and 2** (market-based) GHG emissions since our 2019 baseline.

Named an **ENERGY STAR[®] Partner of the Year for 11th** consecutive year in 2023.



Observed a **51%** reduction in total **Scope 1 and 2** (market-based) GHG emissions per million square feet of office space in 2022 as compared to 2021.

Provided energy and sustainability services to over

38,750 buildings totaling approximately

930MSF (million square feet) of **space globally.**



Launched new **Global Sustainability Learning course** to provide our people with an overview of sustainability and why it is important to Cushman & Wakefield.

SOCIAL

Spent **\$802.4M** with over **3,600 diverse suppliers⁴** in 2022 in North America, a **38% increase** from the previous year.



U.S. Employees



Racially/ Ethnically Diverse⁵

In 2022, over 30,000 eligible employees completed two required DEI education courses, resulting in an:

85% completion rate and over **62,000 hours of DEI education.**

Innovation and Technology

Produced more than **2,100 reports** and **thought leadership pieces**, including insights on sustainability, workplace experience, logistics and more.

Women at Cushman & Wakefield



GOVERNANCE

Added **ESG oversight responsibilities** to the Nominating and Corporate Governance and Audit Committees of the Board of Directors.



Confirmed **92%** of employees completed our annual Code of Business Conduct Training.

Named International Ethics Standards (IES) **Coalition, Business Supporter**

³ Cushman & Wakefield's acquisition of renewable energy in 2022 consisted of unbundled EACs (Energy Attribute Certificates) in the US, as well as the procurement of renewable energy via utility providers in some of our offices.

⁴ A business that is at least 51% owned and operated by a historically underrepresented or underserved individual or group qualifies as a diverse supplier.

⁵ Racially/ Ethnically diverse is defined as U.S. employees who identify their race/ ethnicity as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, or Two or More Races.



ABOUT THIS REPORT

We are pleased to present Cushman & Wakefield's annual Environmental, Social and Governance (ESG) Report, covering our global impact during 2022, select highlights from 2023 and targets for the years to come as we work toward shaping a more sustainable, inclusive future for commercial real estate. Except where specifically noted otherwise, the reporting period of this ESG Report covers subject matter and data for Cushman & Wakefield's fiscal year 2022.

This report is in accordance with the Global Reporting Initiative's (GRI) revised Universal Standards, which guide the development of the content and data provided herein. Aligning our reporting to these standards helps us as we aim to deliver comprehensive and objective updates on Cushman & Wakefield's efforts in key ESG areas to our stakeholders, including employees, clients, suppliers, shareholders and communities.

In tandem with the GRI Universal Standards, this report contains additional qualitative and quantitative disclosures in line with the Sustainable Accounting Standards Board's (SASB) Real Estate Services Standard. We continue to communicate our progress against the principles of the United Nations Global Compact annually, now through a standardized Communication on Progress questionnaire. A GRI Content Index and a SASB Index can be found in the appendix of this report. This report details 2022 global operations beyond the aforementioned standards through quantitative metrics, case studies and highlights of how ESG is embedded in our operations.

Cushman & Wakefield received third-party verification of its Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions disclosed in this report. Verification was performed by an independent third party, Apex Companies, LLC. A copy of the Assurance Statement is available [here](#). More information on our GHG emissions reporting strategy can be found in the **Environmental Performance** section of this report.

All monetary figures are expressed in U.S. dollars.



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ABOUT CUSHMAN & WAKEFIELD

[2-1, 2-6, 2-7, 2-8, 201-103, 201-1]

OUR BUSINESS

[2-1, 2-6]

Cushman & Wakefield is a leading global commercial real estate services firm that makes a meaningful impact for our people, clients, communities and world. Led by an experienced executive team and driven by approximately 52,000 employees in over 400 offices and approximately 60 countries, we deliver exceptional value for real estate occupiers and owners, managing over 5.1 billion square feet of commercial real estate space globally and offering a broad suite of services through our integrated and scalable platform. Our business is focused on meeting the increasing demands of our clients through a comprehensive offering of services including property, facilities and project management, leasing, capital markets, and valuation and other services.

We have organized our business, and report our operating results, through three geographic segments: the Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific (APAC). The Americas consists of operations located in the U.S., Canada and key markets in Latin America. EMEA includes operations in the United Kingdom (UK), France, Netherlands and other markets in Europe and the Middle East. APAC includes operations in Australia, Singapore, Greater China and other markets. Our corporate headquarters is located at 225 West Wacker Drive, Chicago, Illinois.

We generated revenue of \$10.1 billion in 2022. Cushman & Wakefield's detailed financial performance can be found in our **Annual Reports and Proxy Statement**.

Our recent history has been a period of transformation for our company. Our experienced management team has been focused on integrating companies, driving operating efficiencies, realizing cost savings, attracting and retaining talent, and improving financial performance. To learn more, visit **www.cushmanwakefield.com**.

PURPOSE AND VALUES

[2-12]

We are what we do. We believe that 'life is what we make it.' That's why we seek to make an impact with everything we do, all around the world.

OUR PURPOSE INSPIRES US

We make an impact.

OUR VALUES UNITE US

We are inclusive. We are a global company shaping diverse communities; inclusivity goes beyond an ethos into everyday action.

We are driven. With a united belief that 'life is what we make it,' we can be more driven, more agile and we can be ourselves.

We are collaborative. We are a global network of people who are able to make some pretty amazing things happen, because we do it together.

We are insightful. We are a company built by over 100 years of digging deeper for insights, ideas, opportunities and innovation.

SERVICES

[2-1, 2-6]

Our global footprint, complemented by a full suite of service offerings, positions us as one of a small number of providers able to respond to complex global mandates from large multinational occupiers and owners. Our offerings within our principal service lines of property, facilities and project management, leasing, capital markets, and valuation and other services are pictured below, and detailed descriptions can be found in our [Annual Reports and Proxy Statement](#).



CLIENT INDUSTRIES & SPECIALTIES

- | | | |
|-----------------------|------------------------|-----------------------------------|
| 3PL | Food & Beverage | Not-for-Profit |
| Airports & Aerospace | Government | Office |
| Automotive & Mobility | Healthcare | Ports & Intermodal |
| Build-to-Suit | Hospitality | Public Sector |
| Data Centers | Land | Rail |
| E-Commerce | Legal Services | Retail |
| Education | Life Sciences | Sports & Entertainment |
| Energy (Oil & Gas) | Logistics & Industrial | Supply Chain & Logistics Advisory |
| Financial Services | Multifamily | Technology |
| Flexible Workplace | Net Lease Investment | |

AWARDS & RECOGNITION

Cushman & Wakefield continues to receive numerous industry and business accolades for service excellence, its people-first culture and commitment to ESG.

	<p>2023 Military Friendly® Employer Top 10</p>		<p>2023 Forbes America's Best Employers For Diversity</p>
	<p>2023 VETS Indexes 5 Star Employer</p>		<p>2023 Silver Top Global Supplier Diversity & Inclusion Champion WeConnect International</p>
	<p>2023 Best in Building Health® Leadership Awards Fitwel</p>		<p>2023 Green Lease Leaders</p>
	<p>Ecovadis Silver Medal</p>		<p>2023 The Global Outsourcing 100® International Association of Outsourcing Professionals® (IAOP®)</p>
	<p>2022 Bloomberg Gender-Equality Index</p>		<p>2023 ENERGY STAR® Partner of the Year Sustained Excellence Award U.S. Environmental Protection Agency and U.S. Department of Energy</p>
	<p>2023 #1 in Tenant Representation, Property Management and Brokerage National Law Journal</p>		<p>2023 International Ethics Standards (IES) Coalition, Business Supporter</p>
	<p>2022 Top Corporation for Women's Business Enterprises Women's Business Enterprise National Council (WBENC)</p>		<p>2022 Best Place to Work for LGBTQ Equality 100% on the Human Rights Campaign's Corporate Equality Index</p>
	<p>2022 3+ Company 50/50 Women on Boards</p>		<p>2022 Diversity Champion GlobeSt. Real Estate Forum</p>
	<p>2022 World's Top CRE Advisor and Consultant Euromoney</p>		

ESG PRIORITIES

MATERIAL TOPICS

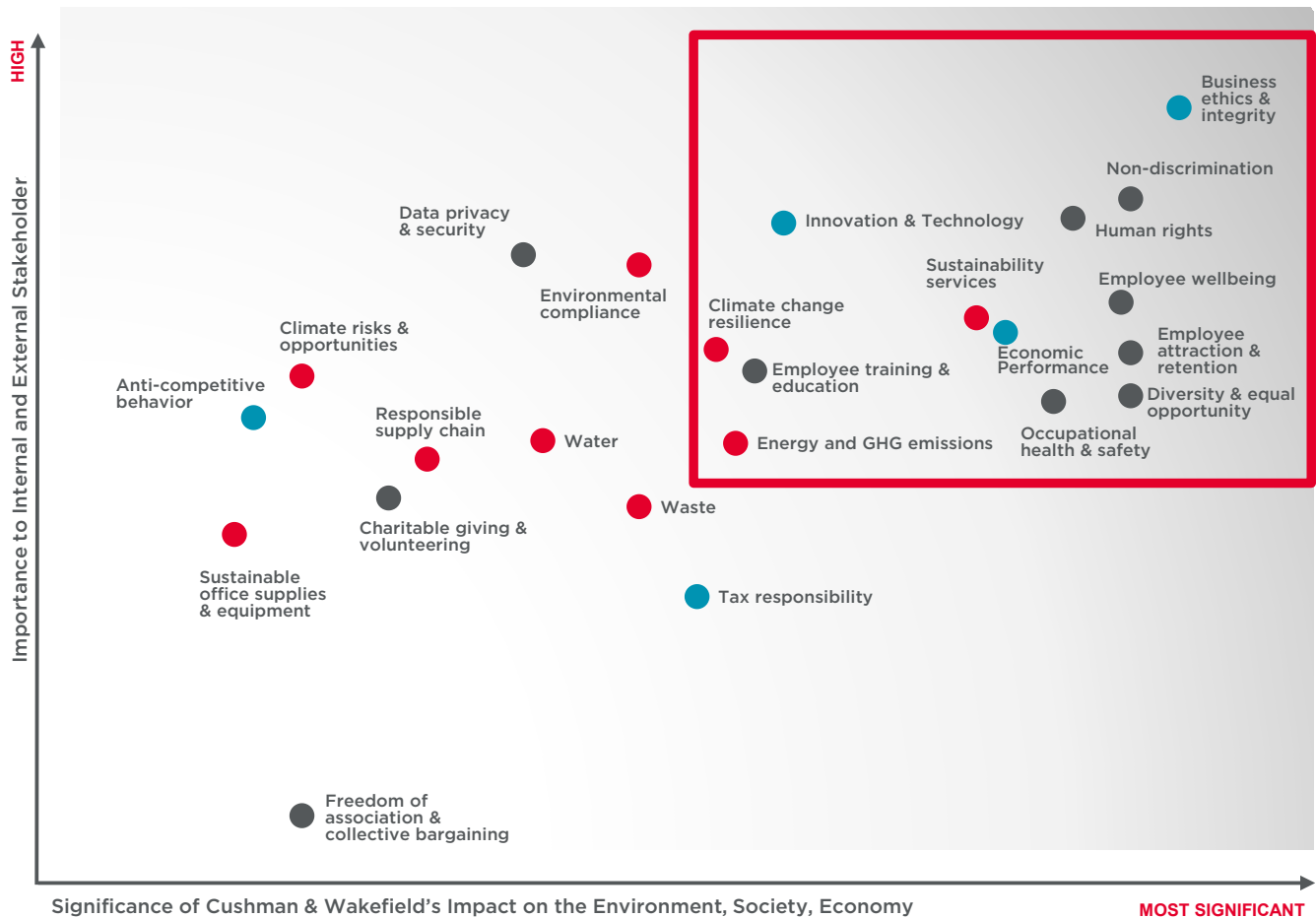
[3-1, 3-2, 3-3]

Input from our stakeholders helps us ensure our approach to applicable areas of ESG reflects the impact we have on the environment, society and the economy. We conducted a materiality assessment in 2021 in accordance with GRI standards. Employees, clients, suppliers and shareholders provided input via a survey that resulted in the identification of 13 material⁶ ESG topics and five additional ESG topics that are important to our business and stakeholders. The 13 material ESG topics are central to our firm’s strategy and approach to ESG, while the five additional ESG topics are ones we monitor. Although we believe that all of the topics are important to our business, our assessment provides us with direction on how to prioritize different initiatives and allocate our resources. Cushman & Wakefield’s **2020 Corporate Social Responsibility (CSR) Report** provides a comprehensive description of this materiality assessment.

As a best practice, Cushman & Wakefield intends to conduct materiality assessments every few years to determine the topics that reflect our most significant impacts as well as those topics that influence the decisions of our stakeholders.

MATERIALITY MATRIX

● Environmental ● Social ● Economic/Governance



⁶ "Materiality" as used throughout this report refers to the way "materiality" is used and described in the GRI Universal Standards. In this report, we are not using the terms "material" or "materiality" as they are used under the securities or other laws of the U.S. or any other jurisdiction, or as they are used in the context of financial statements and financial reporting. "Materiality," for the purposes of this document should not, therefore, be read as equating to any use of the word in other Cushman & Wakefield reporting or filings.

MATERIAL TOPICS

MATERIAL TOPIC	DESCRIPTION	BOUNDARY ⁷
ECONOMIC/GOVERNANCE		
Business ethics and integrity	The promotion of high standards of ethics in business behavior and with business partners and working against corruption, extortion and bribery in all markets in which Cushman & Wakefield operates or does business.	Our policies and practices related to business ethics and integrity directly impact the reputation of our firm. See Ethics and Compliance to learn more.
Economic performance	Direct economic value is generated and distributed through our business activities, such as net revenues, wages and benefits, and shareholder distributions.	Our economic performance impacts employees, clients, suppliers and shareholders. See Our Business to learn more.
Innovation and technology	Investment in innovation and technology solutions.	Our innovation and technology solutions have a direct impact on our employees, clients and the communities in which we operate. See Thought Leadership, Innovation and Technology to learn more.
ENVIRONMENTAL		
Energy and GHG emissions	Energy consumption and efficiency within the organization and GHG emissions resulting from our operations.	How we use resources within our operations directly impacts the environment. See Environmental Performance to learn more.
Sustainability services	Sustainability-related services provided to clients such as utility data management, energy procurement, energy and water benchmarking, resource efficiency improvements, activities related to sustainability certifications, and sustainability consulting and training.	The services we provide have a direct impact on our employees, clients and the communities in which we operate. See Sustainability Services to learn more.
Climate change resilience	Helping Cushman & Wakefield and client properties retain value in light of physical climate risks.	Our approach to climate-proofing properties has a direct impact on our employees, clients and the facilities we operate and manage. See Risk Management and Climate Change Resilience to learn more.

⁷ The topic "Boundary," as defined by GRI, provides a description of 'where the impacts occur' for each material topic identified in the materiality assessment, and 'the organization's involvement with the impacts.'

MATERIAL TOPIC	DESCRIPTION	BOUNDARY
SOCIAL		
Employee attraction and retention	Cushman & Wakefield's approach to employment and job creation through hiring, recruitment, retention and related practices, and the working conditions it provides.	Our approach to employment has a direct impact on our employees. See People & Culture to learn more.
Employee training and education	Investment in our employees' development and career progression.	Our approach to learning and development has a direct impact on our employees. See Learning and Development to learn more.
Occupational health and safety	Initiatives to measure, manage and reduce safety incidents and protect employee health.	Our approach to health and safety has a direct impact on our employees, clients and suppliers. See Occupational Health and Safety to learn more.
Diversity and equal opportunity	Supporting DEI and equal opportunities within our workforce and supply chain for employees of diverse backgrounds at all levels of our business.	Our approach to DEI has a direct impact on our employees and suppliers. See Diversity, Equity & Inclusion to learn more.
Non-discrimination	Avoiding or correcting incidents of discrimination against employees, clients and other stakeholders on the basis of race, color, sex, religion, etc.	Our approach to being non-discriminatory has a direct impact on our employees, clients, suppliers and the communities in which we operate. See People & Culture to learn more.
Employee well-being	Commitment to fostering employee health and well-being through programs and services.	Our approach to well-being has a direct impact on our employees and clients' workforces. See Employee Benefits and Well-being to learn more.
Human rights	Upholding human rights policies and regulations.	Our human rights policies directly impact our employees and suppliers. See Ethics and Compliance to learn more.

MONITORED TOPICS

MONITORED TOPIC	DESCRIPTION	BOUNDARY
Charitable giving and volunteering	Company and employee charitable donations, volunteer hours and pro bono services.	We have the potential to impact our employees and the communities in which we operate. See Community Engagement to learn more.
Water	Water used in our operations.	How we use resources within our operations directly impacts the environment. See Environmental Performance to learn more.
Waste	Waste resulting from our operations.	How we use resources within our operations directly impacts the environment. See Environmental Performance to learn more.
Environmental compliance	Complying with environmental laws and regulations.	Our compliance with laws and regulations directly impacts the environment. See Environmental Performance to learn more.
Data privacy and security	Efforts to manage, prevent and mitigate losses of customer or employee data and breaches of privacy.	Our approach to data privacy and security has a direct impact on our employees and clients. See Ethics and Compliance to learn more.







Cushman & Wakefield continues to leverage the materiality roadmap we developed in 2022 to assess our progress, management strategy, targets and key performance indicators (KPIs) related to the material ESG topics.

UNITED NATIONS GLOBAL COMPACT AND SUSTAINABLE DEVELOPMENT GOALS

[2-23]

Cushman & Wakefield is a participant of the United Nations Global Compact (UNGC) and has been since 2018. This voluntary initiative is grounded in CEO commitments to implement universal sustainability principles outlined by the UNGC and to take steps to support UN goals. As the world's largest corporate sustainability initiative, the mandate of the UNGC is to guide and support companies to align strategies and operations with ten principles in the areas of human rights, labor, environment and anti-corruption. We continue to work to embed the UNGC principles throughout our organization to meet the elevated expectations of the new 2021–2023 UNGC Strategy.

Businesses can play a significant role in achieving the 17 UN Sustainable Development Goals (SDGs). We have identified six SDGs that we believe are material to Cushman & Wakefield and represent where we can make the greatest relative contribution (see below). Throughout this report, we have indicated which sections are applicable to each goal through the use of SDG icons. [View the full list of SDGs.](#)

	<p>Goal 3. Good Health and Well-being</p>	<p><i>Ensure healthy lives and promote well-being for all at all ages</i></p>
	<p>Goal 5. Gender Equality</p>	<p><i>Achieve gender equality and empower all women and girls</i></p>
	<p>Goal 8. Decent Work and Economic Growth</p>	<p><i>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</i></p>
	<p>Goal 9. Industry, Innovation and Infrastructure</p>	<p><i>Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</i></p>
	<p>Goal 11. Sustainable Cities and Communities</p>	<p><i>Make cities and human settlements inclusive, safe, resilient and sustainable</i></p>
	<p>Goal 13. Climate Action</p>	<p><i>Take urgent action to combat climate change and its impacts</i></p>

STAKEHOLDER ENGAGEMENT

[2-29]

Stakeholder engagement is at the center of Cushman & Wakefield’s corporate ESG program. We leverage materiality assessments, social media, surveys, events and more to communicate with a variety of stakeholders. Those who influence or are affected by our business activities, including employees, clients, shareholders, suppliers, communities and others, such as industry associations, strategic partners and nonprofit organizations, are our targets for engagement that inform our short- and long-term planning.

We listen to feedback from stakeholders when managing ESG risks and opportunities facing the business and our clients. Ensuring our stakeholders are enabled to provide feedback efficiently and effectively is key to our engagement and the success of our business.

The table below outlines our key stakeholder groups, how we engage with them (including the 2021 materiality assessment, which is discussed in the section above), and key topics raised.

STAKEHOLDER	HOW WE ENGAGE	KEY TOPICS
Employees	<ul style="list-style-type: none"> • Global employee intranet • Internal communications from leadership • Town halls • Engagement and experience surveys • Employee resource groups (ERGs) • Materiality assessment • Rollout of global sustainability training for Cushman & Wakefield employees in 2022 	<ul style="list-style-type: none"> • Business ethics and integrity • Innovation and technology • Non-discrimination • Well-being • DEI <p>See People & Culture for how we respond to these topics.</p>
Clients	<ul style="list-style-type: none"> • Direct feedback to Cushman & Wakefield account professionals • Global website • Client satisfaction surveys • Industry events • Client webinars • Client newsletters • Thought leadership and research • Materiality assessment 	<ul style="list-style-type: none"> • Energy use, GHG emissions, water consumption, and waste generation • Environmental compliance • Sustainability services • Business ethics and integrity • Innovation and technology <p>See Environmental Performance, Sustainability Services, Ethics and Compliance, and Thought Leadership, Innovation and Technology for how we respond to these topics.</p>
Shareholders	<ul style="list-style-type: none"> • Quarterly earnings calls • Investor Relations website • Investor presentations and events • Annual shareholder meeting • Annual Reports • Materiality assessment 	<ul style="list-style-type: none"> • Governance • Anti-corruption • Business ethics and integrity • Innovation and technology • Climate risks and opportunities <p>See Ethics and Compliance, Thought Leadership, Innovation and Technology and Climate Change Resilience for how we respond to these topics.</p>
Suppliers and Vendors	<ul style="list-style-type: none"> • Global website • Global Vendor/Supplier Integrity Policy • Preferred Supplier Program • Supplier Diversity Program • Supplier Registration Portal • Materiality assessment 	<ul style="list-style-type: none"> • Business ethics and integrity • Non-discrimination • Anti-corruption <p>See Ethics and Compliance and Supply Chain Management for how we respond to these topics.</p>
Communities	<ul style="list-style-type: none"> • Local community involvement/charity work • Sponsorships and donations • Cushman & Wakefield Charitable Foundation 	<p>See Community Engagement for how we support our communities.</p>

SUSTAINABILITY STRATEGY & SERVICES

OUR SUSTAINABILITY STRATEGY

WE DEMONSTRATE CHANGE.

Cushman & Wakefield is taking bold action to protect and promote sustainable value and positively impact our people, our clients, our communities and our planet. Our sustainability strategy commits to tangible sustainability goals across the following three focus areas: we drive net zero, we accelerate progress, and we create positive places.

We recognize that the services we deliver for our clients directly impact the world, which is why we strive to make sustainability core to everything we do. We aim to deliver our real estate services with the highest standards of environmental care and social responsibility, building on an enterprise-wide strategy to develop a more resilient business, strengthen corporate reputation, reduce risk, and drive long-term, sustainable value creation.

We understand the importance of managing environmental, social and governance (ESG) risks, developing ESG opportunities, protecting value and driving meaningful change for our business and our clients. That is why we are taking action to act responsibly, deliver sustainably and demonstrate making a meaningful difference today and into the future.

To further our sustainability commitments, we are working toward the goals across our three focus areas outlined on the next page:

OUR PURPOSE: WE ACT RESPONSIBLY, DELIVER SUSTAINABLY, EVERY DAY.



WE DRIVE NET ZERO

We take practical steps to drive the transition to a net zero world, creating a sustainable future for the planet.



WE ACCELERATE PROGRESS

We create positive social impact, helping our people and our communities thrive.



WE CREATE POSITIVE PLACES

We embed sustainability across all our services, solving the greatest challenges of our clients and communities.

GOALS

- Achieve net zero⁸ for Scopes 1, 2 and 3 GHG emissions by 2050
- Reduce absolute Scope 1 and 2 emissions across our corporate offices and operations 50% by 2030 (from a 2019 base year)
- Engage our clients, representing 70% of emissions at our managed properties (Scope 3), to set their own science-based targets by 2025
- Purchase 100% renewable electricity for our corporate offices by 2030
- Electrify our vehicle fleet globally by 2035
- Achieve sustainability certifications for all of Cushman & Wakefield's major office construction and renovation projects
- Implement waste reduction and recycling programs for all offices globally by 2024
- Eliminate single-use plastics from all offices by 2025

- Create learning and development opportunities that enable our employees to embed sustainability in our business
- Implement role-specific DEI goals to grow our culture of inclusion, through the execution and measurement of formal DEI education, engagement and cultural behaviors
- Spend \$1B with diverse businesses⁹ by 2025

- Embed sustainability in our business, operations and cultural values
- Incorporate ESG Supplier Questionnaire in onboarding for new suppliers by 2024
- Ensure that 100% of key suppliers have an ESG program in place by 2025
- Ensure that 50% of key suppliers have a science-based emissions reduction target in place by 2030

Our sustainability strategy is underpinned by our commitment to strong governance, guiding the alignment of our work with our broader ESG commitments. We believe in operating with the highest levels of integrity, communicating on our ESG performance openly and transparently, and taking accountability for the impacts of our company.

⁸ We define net zero as (a) reducing Scope 1, 2 and 3 emissions to zero or a residual level consistent with reaching net zero emissions at the global or sector level in eligible 1.5°C scenarios or sector pathways and (b) neutralizing any residual emissions by 2050 – and any of our GHG emissions thereafter.

⁹ A business that is at least 51% owned and operated by a historically underrepresented or underserved individual or group qualifies as a diverse business.

3 SUSTAINABILITY SERVICES

11 [3-3]

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We recognize how we can play a critical role as one of the industry’s largest commercial real estate services providers, and we continue leading the way to a more sustainable future through our dynamic sustainability services offerings. Our teams advise on and deliver services in the pictured areas, working across a range of disciplines to provide seamless, end-to-end solutions for our real estate occupier, owner and investor clients.

WE MAKE AN IMPACT

1. CREATING SUSTAINABILITY STRATEGY

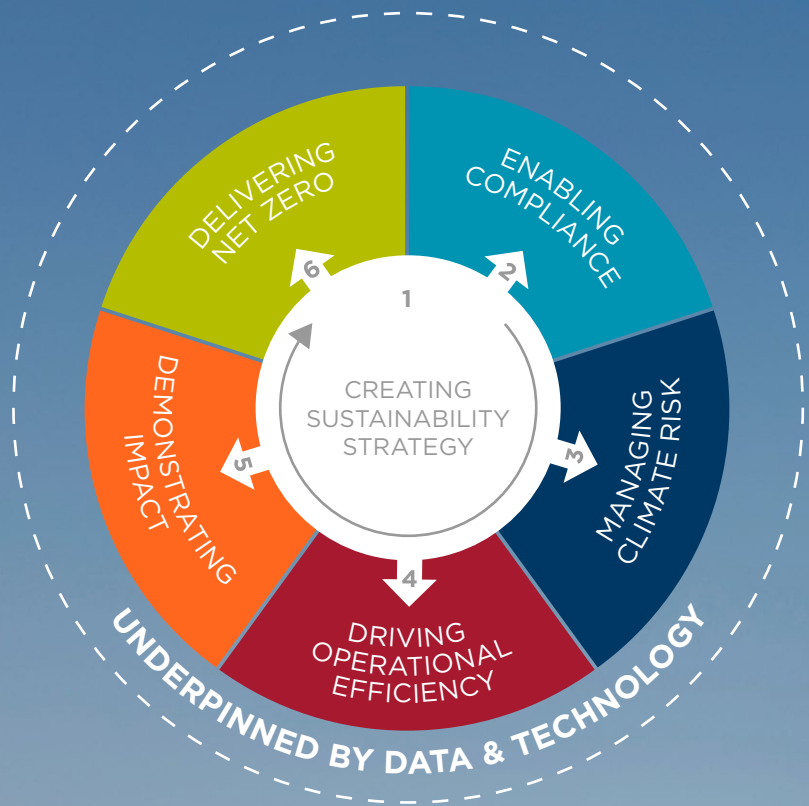
- > Baseline and benchmarking
- > Materiality assessments
- > Goal and target setting
- > Strategies and roadmaps
- > Governance, policies and processes

2. ENABLING COMPLIANCE

- > ESG compliance programs
- > Carbon accounting
- > Building benchmarking and audits
- > ESG compliance reporting

3. MANAGING CLIMATE RISK

- > Climate risk scenario analysis
- > Climate risk scores and assessments
- > Risk mitigation strategies and plans
- > TCFD Reporting and EU Taxonomy



Sustainability services offered vary by region and country.

Through our suite of sustainability service offerings, and our positions as advisors and managers, we aim to reduce operational costs, improve ESG performance, and manage climate change risks and opportunities for all types of clients across their property or portfolio lifecycle.

4. DRIVING OPERATIONAL EFFICIENCY

- > Utility management
- > Energy, water, waste audits
- > Efficiency plans
- > Energy modelling
- > Procurement plans

5. DEMONSTRATING IMPACT

- > ESG data collection, management and governance
- > Building certifications (LEED, WELL, BREEAM, etc.)
- > Benchmarking and score optimization (GRESB)
- > ESG reporting and disclosures (GRI, CDP, TCFD, etc.)

6. DELIVERING NET ZERO

- > Net zero audits
- > Net zero strategy and roadmaps
- > Policies and processes
- > Procurement programs
- > Project management and delivery



LIFE IS
WHAT
WE
MAKE
IT



IMPACT



WATCH THE VIDEO



A C T



MEET JESSICA FRANCISCO
Global Head of Sustainability,
Global Occupier Services

Q: What are clients looking to Cushman & Wakefield for when it comes to ESG?

A: I think it's twofold. First, our clients want to do business with a like-minded company that has an ambitious ESG agenda. Second, they're looking for a partner that can provide ESG services that will help them achieve their real estate ESG goals. While most clients are focused on reducing the environmental footprint of their real estate portfolio, we're increasingly being asked about what we can do to support clients on the social side, whether it's health and well-being, DEI or just helping them attract and retain talent.

Q: As Global Head of Sustainability, Global Occupier Services how do you help clients achieve their ESG goals?

A: One of the areas that I've been focused on lately is helping our clients translate their corporate sustainability ambitions and strategies to their real estate organization. We collaboratively help them articulate their ESG vision, define their ESG goals and targets, and then develop a high-level action plan to achieve those goals and targets. Our objective is to set them up for success by focusing their team on the most important ESG topics and tying their ESG approach to the overall corporate objective—whether it's saving energy and carbon, cutting water and waste, or incorporating sustainability guidelines into design and construction projects.

Q: How are you advancing ESG within Cushman & Wakefield through efforts such as the implementation of technology solutions like Salesforce Net Zero Cloud?

A: Part of our ESG strategy has been to set ambitious science-based greenhouse gas

emissions reduction targets, including a net zero target. To enable us to more accurately and transparently report our progress toward these goals, we are implementing Salesforce Net Zero Cloud, an advanced reporting solution. This next-gen technology is designed to not only allow us to report against our own portfolio and operations, but also streamline how we collect data for the properties we manage on behalf of our clients, as well as our supply chain. Advancements such as this demonstrate we are a strong sustainability partner.

Q: Why is it important that Cushman & Wakefield is pursuing ESG objectives?

A: We know the construction and operation of buildings are responsible for nearly 40% of the world's greenhouse gas emissions, which means we have an opportunity to minimize our environmental impact and make a measurable contribution to mitigating climate change. What we do as a real estate company truly matters. And our focus on ESG goes beyond environmental topics to social issues such as diversity, equity and inclusion and to governance issues such as sustainable procurement. We see this as an opportunity to lead by example, while also supporting our clients' efforts.

Q: What is your vision for the future of sustainability at Cushman & Wakefield?

A: I'd love to see our organization continue to grow as a sustainability leader in the commercial real estate industry. There is significant opportunity for us to differentiate ourselves by accelerating the pace of our ESG efforts. When it comes to making a difference and achieving ESG success within their real estate portfolios, I want Cushman & Wakefield to be the partner of choice for our clients on their ESG journey.

SUSTAINABILITY PROFESSIONALS

In 2022, Cushman & Wakefield employed approximately 185 energy and sustainability expert practitioners across the globe. Members of our workforce are proud to hold third-party certifications and accreditations administered by the world's authorities on sustainable and healthy buildings, as described in further detail below. Aligning our knowledge base with these standards allows us to advise clients in line with best practices and help our clients cultivate environments that their own employees and occupiers will benefit from. These accreditations include:

- > Over 200¹⁰ employees are certified as LEED accredited professionals (LEED APs), LEED HOMES Green Raters or LEED Green Associates; 22 are BREEAM assessors; five are NABERS accredited professionals; and two are Green Star accredited professionals
- > These accreditations denote expertise in the design and construction of green buildings and a commitment to continuous education on sustainability topics related to the built environment.
- > Over 20 of our experts are WELL-accredited professionals
 - > This accreditation denotes expertise in the WELL Building Standard and a commitment to advancing human health and wellness in buildings and communities.
 - > Several of our certified employees are WELL faculty members and actively support training programs, events and meetings to raise awareness of the benefits of designing, operating and occupying spaces that optimize health.
- > 59 of our employees are Fitwel Ambassadors
 - > As members of the Fitwel Advisory Council, we also help our clients achieve Fitwel certification, which supports health across a range of well-being categories.



¹⁰ As Cushman & Wakefield looks to continuously improve our data collection process, we are now leveraging our partners at the certification bodies to collect data on our certified employees, which may show varied numbers compared to past reporting cycles.

2022 HIGHLIGHTS

We continue to deliver high-quality sustainability services for our global clients through innovative technology and in-house experts.

- > As we standardize the services we offer globally, we are leveraging technologies including Jupiter Intelligence, Measurabl and the Net Zero Cloud platform from Salesforce. Please see our **Innovation & Technology** section for more information.

IN 2022, WE:

Provided energy and sustainability services to over

38,750 buildings

totaling approximately

930MSF

of space globally



Completed energy ratings for

945 buildings



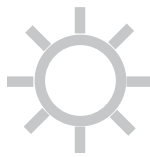
Led sustainability certifications at client buildings across our geographies

101 LEED certified projects

29 WELL locations across

9 countries amounting to

1,378,836 square feet



37 Fitwel certified projects amounting to over

15MSF

15,089,343 square feet certified across all

37 Fitwel Projects

RECENT AWARDS

2023 ENERGY STAR® Partner of the Year Sustained Excellence Award

U.S. Environmental Protection Agency and U.S. Department of Energy

2023 Best in Building Health® Leadership Awards

Fitwel



2023 Green Lease Leaders



DELIVERING SUSTAINABILITY SOLUTIONS FOR OUR CLIENTS

The impact we make for our clients is shown through our effective solutions that add sustainable value to buildings and projects. The below section includes examples of solutions we provide that add sustainable value for our clients:

AMERICAS

ELITE EFFORTS IN ENERGY EFFICIENCY

In 2022, Cushman & Wakefield earned ENERGY STAR® certification for approximately 200 U.S. buildings, making us an Elite Member of Certification Nation, a special acknowledgement the Environmental Protection Agency (EPA) offered for their 30th anniversary. “Elite” is the highest tier in this award based on the number of buildings certified in 2022. In 2023, we were also named an ENERGY STAR Partner of the Year by the EPA for the 11th consecutive year, earning the Sustained Excellence distinction for the 9th year for continued outstanding leadership.

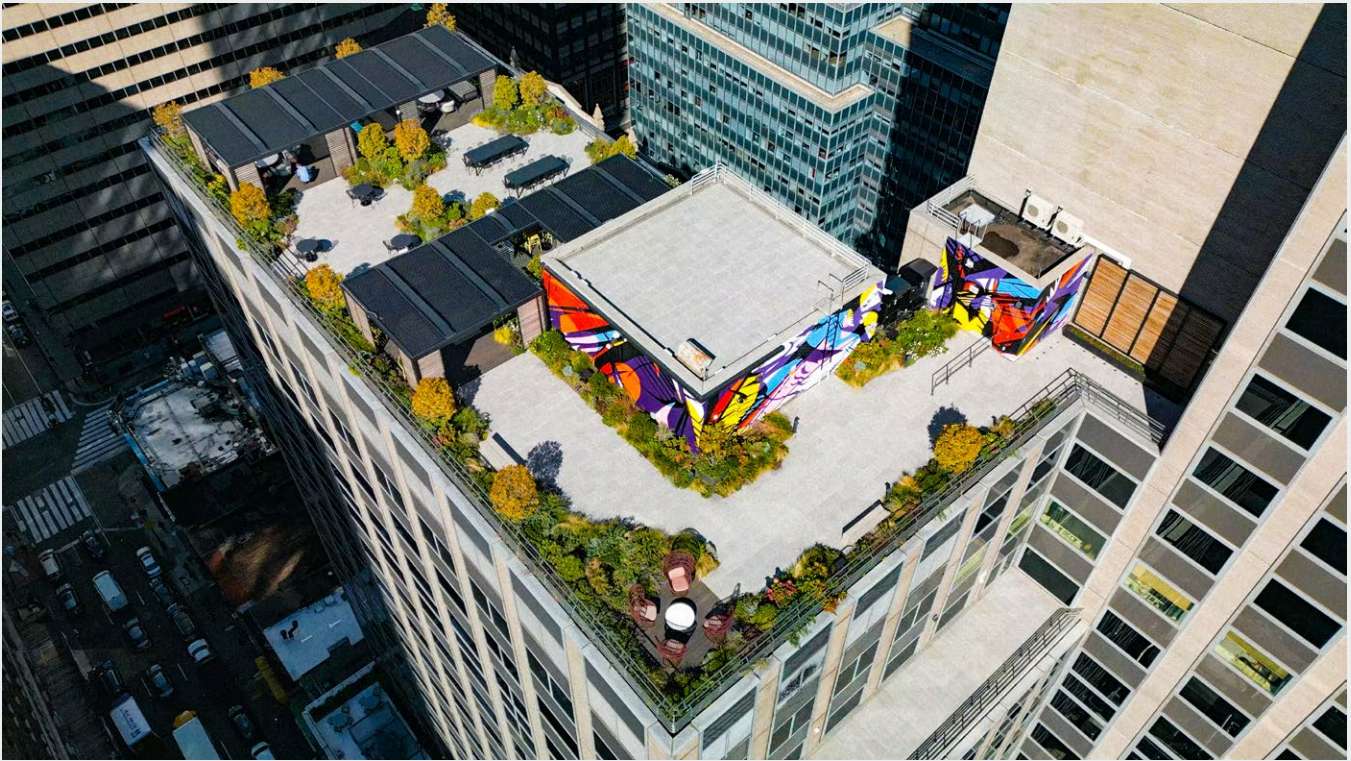
Additionally, our U.S. Asset Services Energy & Sustainability Services (ESS) team is leading a campaign to increase the number of managed office properties reporting data in ENERGY STAR Portfolio Manager and therefore better inform sustainability goals. The free online benchmarking tool helps (1) measure and track energy, greenhouse gas, water and waste performance for our internal Cushman & Wakefield reporting efforts, (2) measure data for our clients to apply toward their own goals and (3) comply with local and state benchmarking regulations where applicable or pending. By increasing our insights into the performance of properties, onsite teams will be able to analyze trends and take corrective action to reduce consumption and costs for our clients.

OUR U.S. SUSTAINABILITY & ENERGY SERVICES TEAM MAKING A DIFFERENCE FOR CLIENTS

The ESS team completed several successful client projects in 2022, providing tailored solutions and action plans to help a variety of clients make progress towards their sustainability goals:

- > In Washington, D.C., the ESS team audited **The Westory**, an 11-story office building with an original 1906 facade and more recent redevelopments that enlarged the building’s energy footprint. Cushman & Wakefield was brought on to assess The Westory and develop a plan to comply with new city ordinances. Our team completed an audit of energy usage and implemented low- and no-cost savings measures for the owner, New York Life Real Estate Investors, and helped inform their decision to execute strategies that are expected to reduce energy usage 20% by 2026 in order to help meet applicable city ordinances. The ESS team continues to provide consulting services to meet this target, and they helped The Westory earn ENERGY STAR® certification in 2022.





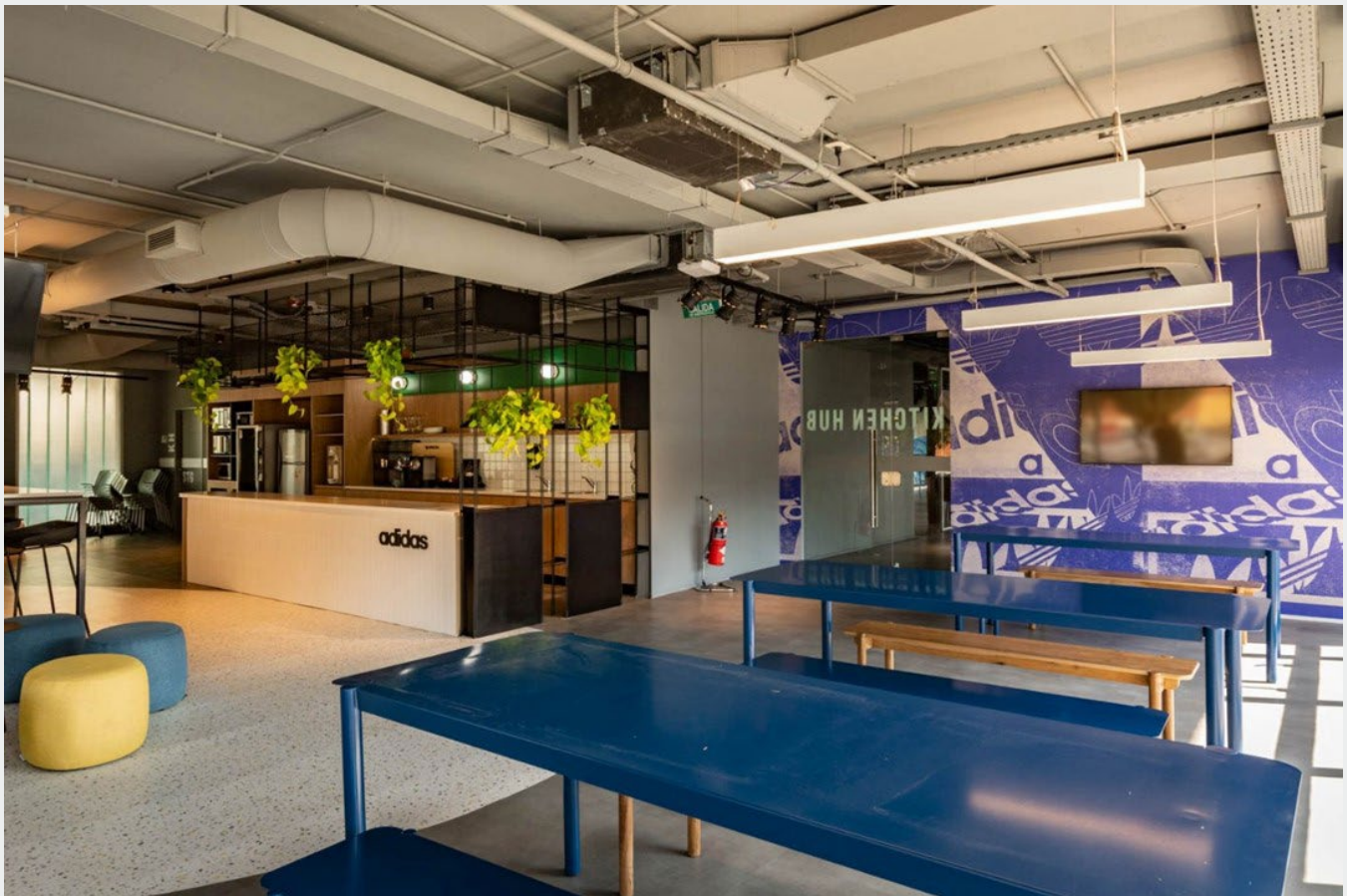
> The ESS team completed energy and carbon assessments for **Nuveen Real Estate's** Boston portfolio, totaling over 2.4 msf. The comprehensive evaluations included analysis of historical energy consumption and greenhouse gas emissions, assessment of mechanical equipment and identification of potential energy conservation measures. The ESS team identified opportunities to reduce energy consumption by an average of 15%, resulting in an average of approximately \$860,000 of utility cost savings and an average of 1,890 metric tons of greenhouse gas emissions reductions for the portfolio. We delivered a roadmap for each building to achieve net zero carbon output and compliance with the Boston ordinances that target a 40% reduction in the buildings' GHG emissions by 2030 and 80% by 2050.



> The ESS team provided support for global real estate development, investment capital and property management company **Mapletree** beginning in May 2022 by assisting in onboarding office, industrial and data center assets into the client's environmental data management platform. We were able to utilize improved data to develop ongoing tracking and measuring, laying the groundwork for future benchmarking and certification submissions. The ESS team also assisted in the green certification processes for the client.

RENOVATING ADIDAS FOR INNOVATION AND WELLNESS

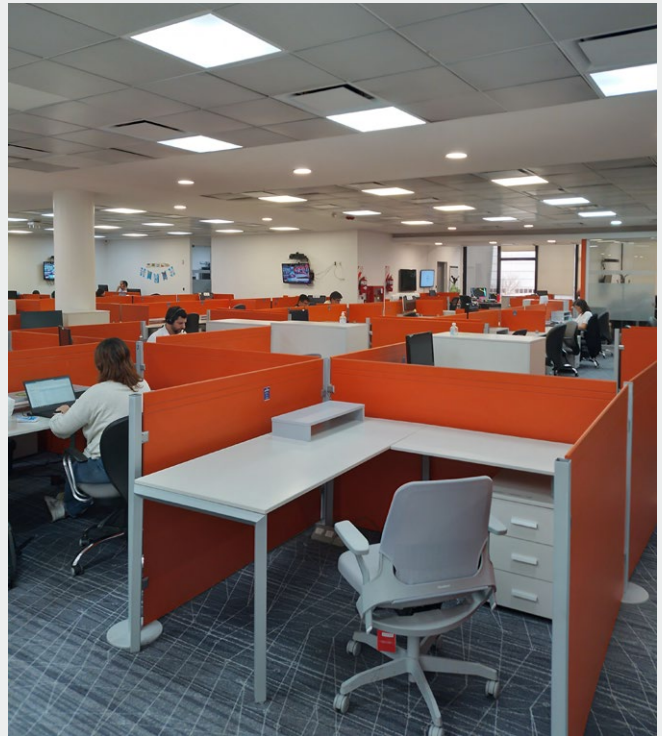
When sports brand adidas started planning strategies for their employees' return to office post-pandemic, our Project & Development Services (PDS) team helped the corporation's real estate, operational and human resources teams plan for the remodel of their headquarters in Buenos Aires, Argentina. Cushman & Wakefield coordinated the selection process of designers and builders for the renovation and made sure the new design reflected the company's values of innovation and wellness. The new space highlighted the presence of natural light, vegetation and recycled materials.



FINDING ENERGY SAVINGS FOR DIRECTV IN ARGENTINA

Cushman & Wakefield's facilities management team helped DirecTV reduce waste and increase efficiency through a number of initiatives that were implemented in their headquarters and their branches throughout Argentina. These creative solutions included:

- > Establishing an automated on/off routine for air conditioning systems, lightning systems, televisions and videowalls
- > Reducing the contracted energy supply from 750 kVA (1,000 volt-amps) to 500 kVA, from which 300 kVA are renewable energy
- > Changing the fluorescent lighting to LED panels in offices and storage spaces
- > Separating contaminating waste such as oil from the electrical generator for proper treatment
- > Implementing waste classification policies and collaborating with Fundación Garrahan to recycle paper and cardboard
- > Changing bathroom valves from simple to double discharge to reduce water consumption, as well as implementing a monthly control on water flow
- > Adding plants in office spaces to reinforce the air quality
- > Using recycled materials in small renovations



REALIZING BIG ENERGY SAVINGS OPPORTUNITIES IN BRAZIL

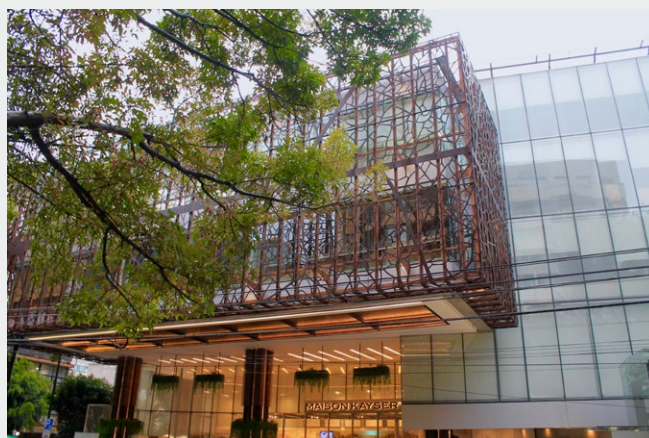
In 2022, our Engineering and Quality team used data from energy benchmarking to create a ranking of 10 buildings in different Brazilian states that consume large amounts of electricity. The team made visits to each building to identify opportunities for leveraging renewable sources of energy (wind, solar and small hydroelectric plants) and ways to reduce energy consumption and costs. The team reviewed equipment, operating schedules, occupancy patterns and energy bills to create a diagnosis and plan with zero-, low-, medium- and high-cost investment opportunities. The proposals estimate energy savings of approximately 2,100 MWh/year and billing reduction of approximately \$2,800,000/year across the 10 buildings. Some actions are already in progress, and others are anticipated to be fully executed between 2023 and 2024.

GOING FOR GOLD CERTIFICATION FOR FORTINET

For our client Fortinet, our C&W Services facilities management teams were instrumental in securing LEED Gold certification for their building in Sunnyvale, California. LEED certification is a globally recognized mark of achievement that lays the groundwork for healthy, energy and water efficient, lower-carbon and cost-effective green buildings. These certifications can help facilities save money, improve energy and water efficiency, reduce carbon emissions and provide a better, healthier working environment for all employees. Going forward, we believe continued data collection and education on the part of our teams will be instrumental in gaining annual re-certification for the LEED Gold status. We're also thrilled to partner with Fortinet on their sustainability goals, including becoming carbon neutral by 2030 across Scope 1 and 2 emissions for its owned facilities and achieving net zero emissions over the Sunnyvale building's lifetime.

SECURING CERTIFICATIONS FOR OUR CLIENTS

Cushman & Wakefield's Sustainability Services teams work with clients to help achieve their award and certification ambitions. These are important goals that help firms set sustainability priorities and demonstrate their values and advancements to key stakeholders. In 2022, one example included achieving LEED Gold BD+C certification for Homero 1500, a multi-tenant building in Mexico City. In close collaboration with Facilities Management, we helped facilitate the optimization of the building's performance.



ADVANCING NET ZERO IN THE LOGISTICS AND DISTRIBUTION SECTOR

A large e-commerce client engaged our team to help reduce the carbon footprint of their warehouses across Europe to align with their climate goals. Energy reduction measures had to be identified and prioritized based on the estimated energy savings and feasibility of implementation to help such a large, international company make a significant impact in the short term. A range of measures were considered from upgrading building fabric to suggesting behavioral and operational changes or introduction of renewable technologies. Our sustainability consultants in the region collected and collated energy data for all sites to benchmark and prioritize sites that required the most investment to reduce energy consumption. From there, our teams produced improvement plans to clearly communicate the most effective energy conservation measures for each site and how the site's energy consumption compared to industry benchmarks and other warehouses. We also helped the client form the timeline and next steps required for implementing the proposed measures to set them up for meaningful advancement toward their net zero carbon goals.



ASSESSING SUSTAINABILITY IN THE HOSPITALITY SECTOR

The UK, Netherlands and Italy Sustainability teams joined forces with the EMEA Hospitality team to assess the sustainability goals of a portfolio of 11 luxury hotels in Italy. Through collaboration, we developed a customized ESG scorecard of top sustainability priorities specific to the hospitality industry to use for assessing each property. The ESG assessments include improvement recommendations classified into three categories: minimal requirements to meet legislation and industry standards, easy wins and long-term potential. Each improvement measure includes the required investment, return on investment, proposed implementation timeline, and certification and regulatory compliance readiness. Leveraging the scorecard, Cushman & Wakefield has developed decarbonization pathways for all properties in the portfolio and is now implementing BREEAM in-use certification at some.

SUPPORTING DTZ INVESTORS ON THEIR NET ZERO JOURNEY

DTZ Investors (DTZI) set an ambitious target to achieve net zero carbon for all discretionarily managed assets by 2040. To demonstrate this commitment, their assets across the UK needed to meet current and future regulations, demonstrate climate resilience, ensure reduction in operating costs and cater to the increased occupier demand while maximizing income and long-term value. We offered a variety of services to help DTZI meet their goals in the years to come, including supporting them in developing a responsible investment strategy and policy, modeling net zero targets and delivering asset level net zero audits. We also provide insights on the best practices for refurbishment and new construction to optimize energy use. To help ensure that these strategies work as intended and to support DTZI in demonstrating progress against their ambitious goals, our team is helping them complete quarterly and annual ESG reports.

APAC

GROWING COMCROP'S ROOFTOPS

The Cushman & Wakefield Project & Development Services (PDS) Singapore team developed a commercially scalable urban rooftop greenhouse and farming complex for ComCrop. Spanning over 23,000 sf of an industrial rooftop at Woodlands Loop in the industrial north of the island, the team was engaged to provide project and cost management, construction and assembly of the greenhouse growing structures, seeding and nursery rooms, automated machinery and growing technology, and the installation of plumbing, drainage and ancillary facilities. The PDS team assisted the client and partnering sponsors with completing the first stage of construction in an ambitious two-month timeframe. We also ensured that certain milestones for farm production were achieved to qualify for local agriculture grant funding, helping to ensure the viability of this project for years to come.

**DRIVING NET ZERO BY 2040 FOR CLIENTS IN GREATER CHINA**

MHL Supply Networks (Asia) Limited, a leading cold and dry logistics storage portfolio sponsored by Macquarie Asset Management and Metcold, has committed to achieving net zero GHG emissions by 2040. To support their targets, our sustainability professionals in Greater China have formulated net zero abatement plans, developed roadmaps tailored to their portfolio assets, established emissions targets, delivered customized tools, and completed financial impact assessments. Together, these initiatives powerfully demonstrate our client's commitment and contribution towards driving practical climate solutions.

TAILORING A ROADMAP FOR ESG

The Asset Services teams in the U.S. and Australia initiated their ESG consulting support for KBS in May 2022. The team performed a materiality assessment to identify material ESG topics and completed a GRESB-aligned gap analysis to establish an organizational ESG baseline for the commercial real estate manager. The results of the analysis provided an understanding of how KBS and its stakeholders define and act on ESG to best execute a tailored ESG strategy and roadmap. The team also prepared a GRESB mock submission and improvement plan to optimally position KBS for its first 2023 submission.

ENVIRONMENT

ENVIRONMENTAL PERFORMANCE

[3-3, 307-1]

Cushman & Wakefield remains committed to being a responsible steward of the environment and exploring how environmental performance can contribute to our economic objectives. We continually endeavor to enhance our sustainability performance while also helping clients improve their own.

To learn more, please read our **Global Environment Policy**.

With real estate annually generating nearly 40%¹¹ of the world's carbon emissions, Cushman & Wakefield has a vital role in our industry and beyond. We manage our environmental impacts by:

- > Tracking and reporting certain environmental performance data, as available, for our business and operations globally
- > Focusing on operating in line with local and regional environmental regulatory requirements, and in certain locations, in line with applicable third-party environmental management systems, such as ISO 14001, where feasible¹²
- > Conducting environmental impact assessments and setting targets to reduce the environmental impact of our business and operations
- > Engaging with our clients, the world's largest real estate occupiers and owners, to encourage them to set GHG emissions reduction targets

¹¹ Source: Race to Zero

¹² Certain Cushman & Wakefield locations across EMEA and APAC are managed through a formal ISO 14001-certified environmental management system (EMS), including operations in Australia, Belgium, Czech Republic, France, Germany, Hungary, Ireland, Italy, Luxembourg, Malaysia, Netherlands, New Zealand, Poland, Portugal, Singapore, Slovakia, Spain, Sweden, Thailand and the UK.

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On November 9, 2022, **World Sustainability Day**, we launched a learning course that provides our people with an overview of sustainability and why it is important to Cushman & Wakefield. This course aims to teach the core principles of sustainability to help build foundational knowledge and a shared understanding of key environmental, social, and governance (ESG) concepts and a baseline understanding of our efforts and commitments. See our **Learning and Development** section for details.

- > Communicating our progress toward targets and environmental performance to our stakeholders
- > Providing education and training to employees on environmental management and sustainability topics

Our environmental expectations and standards extend to our suppliers and subcontractors as well. They are expected to operate in an environmentally responsible manner and adhere to applicable environmental standards set by our **Global Environment Policy**, **Global Vendor/Supplier Integrity Policy** and **Global Code of Business Conduct**. Underlining our commitments, Cushman & Wakefield did not receive any material fines or non-monetary sanctions for non-compliance with environmental laws or regulations in 2022.

OUR SUSTAINABILITY SOLUTIONS IN ACTION

REDUCING USE OF PAPER AND PLASTIC IN SOUTH AMERICA

By implementing our internal sustainability practices, employees at Cushman & Wakefield seek to minimize environmental impact and uphold the company's commitment to corporate responsibility.

Our Brazil offices implemented the "Sustainable Attitude" project, which eliminated plastic cups to help reduce waste generation and combat plastic pollution. Throughout 2022, we gifted personalized mugs to the employees in the offices, replaced plastic cups with paper cups in pantries and shared environmental education with our teams to drive home the impact of this initiative.

In another initiative, employees in Buenos Aires, **Argentina** implemented paperless procedures for the following:

- > Invoicing and payment applications (estimated savings of approximately 944 kg of paper per year)
- > New hire onboarding (estimated savings of approximately 223 kg of paper per year)
- > Contracts between Cushman & Wakefield and vendors (estimated savings of approximately 104 kg of paper per year)
- > Contracts between Cushman & Wakefield and clients (estimated savings of approximately 160 kg of paper per year)

GOING GREEN ACROSS EUROPE

The CushWake Goes Green (CGG) project focuses on the development and implementation of an Environmental Management System (EMS) in accordance with the ISO 14001:2015 standard for the main Cushman & Wakefield offices across EMEA, including 28 offices across 15 countries.

Through CGG, Cushman & Wakefield collects environmental data and uses this information to set ambitious objectives. These goals drive the implementation of improvements such as upgrading car fleets with vehicles that have a smaller carbon footprint and other initiatives that help reduce electricity and water consumption. The EMS also captures relationships with subcontractors and suppliers that translate into sustainability considerations that can inform procurement decision-making.

CGG better positions us to support the UN Sustainable Development goals as well as the achievement of Cushman & Wakefield's science-based targets, including its net zero commitment. As clients increasingly look to collaborate with business partners who are committed to environmental protection and improved performance, CGG helps us improve transparency and disclosure, meet legislative requirements, reduce costs, increase efficiency and meet stakeholder expectations.

REFORESTING FOR A MORE SUSTAINABLE FUTURE

In 2021, Cushman & Wakefield in Italy began a collaboration with Treedom, an Italian organization that plants trees and brings environmental, social and financial benefits to communities mainly in Africa and Latin America. Our aim is to create a Cushman & Wakefield forest that will help absorb CO2 emissions and reforest areas that need it most. In 2022, we continued this partnership, and our forest has grown to more than 2,450 young trees worldwide. To continue to grow our forest, Cushman & Wakefield in Italy has committed to planting 1,000 trees each year for the next three years.

In addition, in 2022, as a thanks to clients in Argentina, local employees offered clients a choice between planting a native tree themselves in a location of their choice, or for Cushman & Wakefield to plant a tree in their name in a region in Argentina that needed to be reforested. Sixty percent of the clients who accepted the gift chose the reforestation tree while the other 40% chose to plant it themselves. This initiative was done in collaboration with the ONG Un Arbol, which is dedicated to regenerating natural environments.

ACHIEVING 100% RENEWABLE ENERGY IN OUR AUSTRALIA OFFICES

Cushman & Wakefield Sydney, Melbourne and Brisbane offices in Australia are committed to operational efficiency and a low carbon future. Our Sydney and Melbourne offices are run on 100% renewable energy and our Melbourne and Brisbane sites are rated 6 and 5 stars under the Australian NABERS Energy rating standard. This puts them in the 'Market Leading' and 'Excellent' performance bands respectively. As a firm, we are committed to advancing these green energy practices for our own office use and seek to continue to model these priorities for our industry.

ESG DATA & TECHNOLOGY

Our dedication to data-driven solutions leads us to seek advanced technology solutions for tracking and monitoring GHG emissions across our operations and supply chain. We're proud to partner with innovative technology providers to deliver streamlined environmental data collection, analysis, insights and data-backed solutions to our clients. At the same time, we use many of the same technologies on our own leased portfolio and professional services activities to understand and monitor the environmental footprint of our own business and operations.

We are collaborating with Salesforce and leveraging one of their solutions to enhance the company's ESG tracking and reporting capabilities. A venture to accelerate progress toward the firm's science-based targets and achieve net zero GHG emissions across its entire value chain, Cushman & Wakefield will use Salesforce Net Zero Cloud globally to efficiently track, analyze and report reliable ESG data and insights. We believe high-quality data is vital in understanding our GHG footprint and formulating our strategy to reduce our emissions.

Please see our **Innovation & Technology** section for more information regarding our efforts around ESG data and technology.

ENERGY AND GHG EMISSIONS

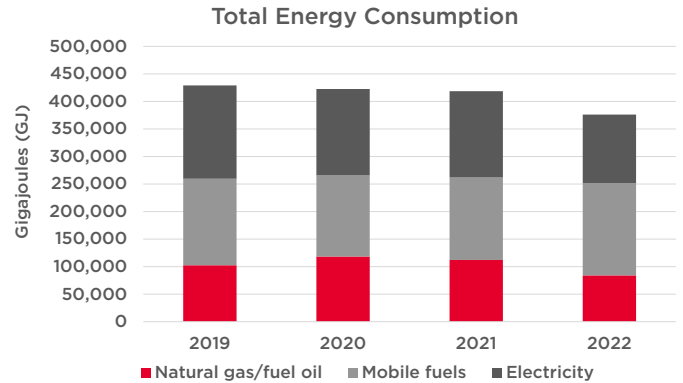
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We remain steadfast in our commitment to reduce our energy consumption and GHG emissions across our operations and our business. Impactful initiatives that support this commitment include our efforts to optimize space, collect meaningful data that helps us analyze and plan our energy usage in smarter ways, and procure renewable energy for our own leased office portfolio and in our managed spaces (on behalf of clients).

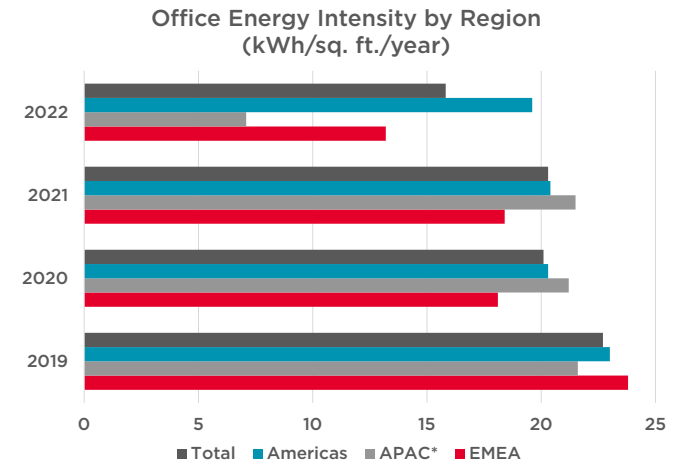
ENERGY CONSUMPTION

In 2022, our offices consumed approximately 208,643 gigajoules (GJ) of direct and purchased energy, including electricity, steam, cooling and natural gas. This represents a 23% decrease from 2021. We attribute this observed decrease to improvements in data collection allowing for more precise measurements and the identification of offices that do not use heating fuels such as natural gas (among other activities). We also consumed 167,591 GJ of fuel from our mobile sources (for example, our mobile engineering vehicles used to provide facilities services)—this represents a 12% increase from 2021. This observed increase is largely due to the recent inclusion of fleet vehicles outside the United States into our emissions accounting process.

Office energy use intensity remains a key metric for us to track year over year. In 2022, Cushman & Wakefield’s global average office energy use intensity (EUI), measured as total office energy consumption per square foot, was 15.82 kWh/sf/year. This represents a 22% decrease from 2021, largely driven by improved data collection.



Note: Energy consumption for cooling and steam are too small to include in the chart above.



GHG EMISSIONS

Cushman & Wakefield has an opportunity to make a significant impact on GHG emissions associated with commercial real estate, both in our own operations and through services provided to our clients. We generate direct GHG emissions (Scope 1) through stationary and mobile fuel combustion and certain indirect GHG emissions (Scope 2) through purchased energy at our office facilities. We measure other indirect GHG emissions associated with all relevant Scope 3 categories, including:

- > Category 1, Purchased goods and services
- > Category 2, Capital goods
- > Category 3, Fuel- and energy-related activities
- > Category 5, Waste generated in operations
- > Category 6, Business Travel (Air & Rail)
- > Category 7, Employee Commuting
- > Category 11, Use of sold products
- > Category 15, Investments

The 2022 Scope 1 and 2 inventory includes 17,529 metric tons of CO₂ equivalent Scope 1 emissions from fossil fuel combustion and 7,389 metric tons of CO₂ equivalent market-based Scope 2 emissions from purchased energy. Cushman & Wakefield's location-based Scope 2 emissions from purchased energy are 13,690 metric tons of CO₂ equivalent.

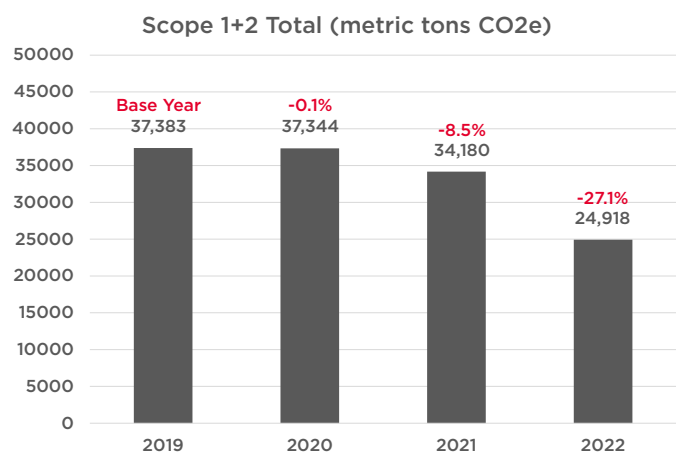
In 2022, we used a third party to verify our Scope 1, Scope 2 and Scope 3 GHG emissions estimates. This is our third year verifying our emissions. Verification was performed by an independent third party, Apex Companies, LLC. A copy of the Assurance Statement is available [here](#).

2022 PERFORMANCE

As we work toward achieving our targets, we use various approaches to reduce our environmental impact. For example, we have observed a decrease in our estimated Scope 1 and 2 emissions as a result of actions including: the implementation of energy efficiency initiatives in our metered facilities, space optimization within our portfolio and purchasing renewable energy, including renewable energy certificates.¹³ The observed decrease is also partially attributed to improved data collection, resulting in more precise calculations and fewer estimations. See the **Science Based Targets and Net Zero Commitment, Progress and Strategy** section of this report.

Cushman & Wakefield Environmental Milestones Achieved in 2022:

- > Observed a 33% reduction in Scope 1 and 2 (market-based) GHG emissions since 2019.
- > Observed a 51% reduction in total Scope 1 and 2 (market-based) emissions per million square feet of office space from 2021.
- > Sourced 48% of Cushman & Wakefield's electricity for its operations in 2022 from renewable sources.



Percent changes reflect year over year decreases.

¹³ 14,700 MWh of Energy Attribute Certificates were purchased in 2022

SCIENCE-BASED TARGETS AND NET ZERO COMMITMENT, PROGRESS AND STRATEGY

[305-5]

In alignment with our Global Environment Policy and ongoing environmental sustainability efforts, in 2021 we set and publicly announced science-based targets for greenhouse gas (“GHG”) emissions reductions across our value chain, in both our own offices and facilities we manage on behalf of clients. Our targets are as follows:

- > **Target 1:** Reduce GHG emissions across our corporate offices and operations (Scopes 1 and 2) 50% by 2030 from a 2019 base year.
- > **Target 2:** Engage our clients, representing 70% of emissions at our managed properties (Scope 3), to set their own science-based targets by 2025.
- > **Target 3:** Reach net zero emissions across our entire value chain (Scopes 1, 2 and 3) by 2050.

In July 2021, Target 1 and Target 2 were validated by the Science Based Targets initiative (“SBTi”), a global body enabling businesses to set emissions reductions targets in line with the latest climate science.

In June 2022, we were among the first group of companies to have our net zero target (Target 3) validated by the SBTi’s Net Zero Corporate Standard, the world’s first framework for corporate net zero target setting in line with climate science.

These science-based targets¹⁴ build upon Cushman & Wakefield’s longstanding goal of reducing our own environmental impact across the property life cycle in addition to reducing our suppliers’ and clients’ impacts. We believe they are important goals in the global effort to avoid the most catastrophic impacts of climate change.

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Additionally, as part of our amended credit agreement in 2022, we added certain pricing terms tied to the firm’s science-based targets listed above, which evidences our commitment to these targets.

¹⁴ These targets are voluntary, subject to change, and should be considered aspirational. Further, our GHG emissions targets are subject to change in the event of significant or structural changes in Cushman & Wakefield (including acquisitions, divestiture, mergers, insourcing or outsourcing), key performance indicator methodology changes, or changes in data reported due to improved calculation methodologies or better data accessibility.

TARGET	ACHIEVEMENT LEVERS	CURRENT PROGRESS
<p>Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions across our corporate offices and operations 50% by 2030 from a 2019 base year.</p>	<ul style="list-style-type: none"> • Increase renewable electricity portfolio • Reduce energy use through space optimization and energy efficiency projects • Take on new and more efficient leased space • Encourage less travel in more efficient corporate vehicles 	<p>Observed a 33% reduction in Scope 1 and 2 (market-based) GHG emissions since 2019.</p> <p>Sourced 48% of C&W's electricity for its operations in 2022 from renewable sources.</p>
<p>Engage our clients, representing 70% of emissions at our managed properties (Scope 3), to set science-based targets by 2025.</p>	<ul style="list-style-type: none"> • Engage our most significant managed-portfolio clients to deliver on their own sustainability goals (e.g., help improve their energy efficiency and GHG reduction programs) • Track client progress over time 	<p>Clients representing 30%¹⁵ of emissions have set science-based targets.</p>
<p>Reach net zero emissions across our entire value chain (scopes 1, 2 and 3) by 2050.</p>	<ul style="list-style-type: none"> • Making progress toward our SBTi-approved GHG emissions targets is part of our strategy on the path to achieving net zero • We will continue to engage with SBTi to set targets and identify achievement levers on our journey to net zero 	<p>Observed a 24% reduction in entire value chain since baseline 2019.</p>

¹⁵ This percentage reflects data for properties under management for 2022 and 2023 (through June). Beginning with 2023, our engagement target will be reported on an annual basis for each calendar year.



WATER AND WASTE

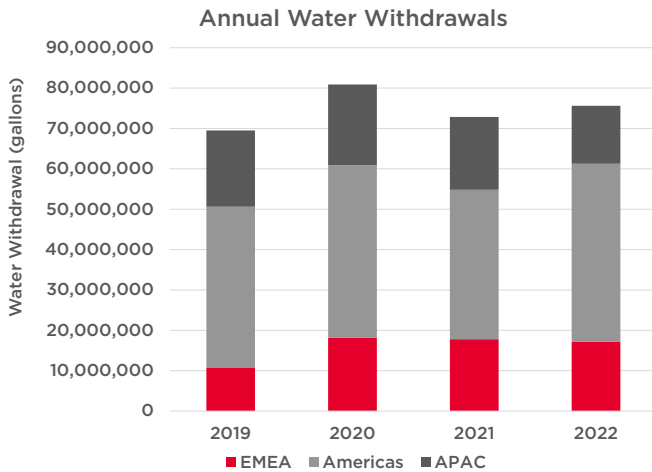
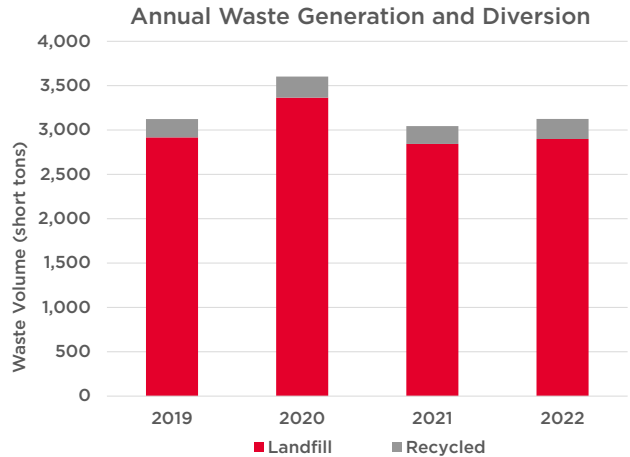
[303-1, 303-2, 303-3, 306-3]

Managing the environmental footprint of our offices includes monitoring and mitigating the waste generated by our leased office spaces and facilities. We seek to proactively manage this waste where feasible, with diversion efforts that include recycling and composting. In 2022, we generated a total of approximately 3,126 short tons of non-hazardous waste in our office buildings, of which we estimate a total of approximately 228 short tons were recycled or diverted from landfill disposal.

We consume water through irrigation, cooling, and in-office kitchen areas and restrooms. While water consumption is not a material topic for Cushman & Wakefield based on our own materiality analysis, it is a topic that we monitor to be good environmental stewards (visit **ESG Priorities** section for more information about our material topics). In 2022, Cushman & Wakefield offices withdrew an estimated total of over 75 million gallons of water from third-party municipal suppliers and utilities. Given that Cushman & Wakefield has not identified water-related impacts as a material topic, we have not focused

on engaging stakeholders to manage water as a shared resource. Our practice is to properly discharge wastewater to municipal treatment facilities in accordance with local and national rules and standards.

Most Cushman & Wakefield offices are leased and often co-located with other tenants which makes collecting complete and accurate water and waste data difficult. We continue to work to improve our global processes in addition to our data collection and aggregation across our environmental metrics.



11 CLIMATE CHANGE RESILIENCE [3-3]

As a leader in our industry, we believe Cushman & Wakefield has an opportunity and responsibility to impact climate-risk resiliency across the industries and asset types we serve. We work with owner and occupier clients to incorporate climate risk considerations into their real estate strategies and related ESG disclosures, such as through the Taskforce for Climate-related Financial Disclosures (TCFD). Our building selection recommendations for our own operations and to our clients include evaluations tailored to geographical locations and needs within the target market and may incorporate related climate risk considerations, as appropriate. Evaluations may consider elements of the following criteria:

- > Energy ratings
- > Walkability
- > Daylight
- > Risk of Overheating / Thermal Comfort
- > Ventilation
- > Sea Level Rise
- > Wildfires
- > Outdoor Air Quality

To manage climate-related risks facing our business, our legal and risk team, supported by our business operations teams, uses business continuity plans, enterprise risk management assessments and technology tools. Additionally, we set relevant sustainability benchmarks and achievement goals for many of our Cushman & Wakefield-operated offices, as appropriate.

We intend for our forthcoming inaugural TCFD report to further outline how we integrate climate change mitigation and resilience into our ESG strategy. The report is expected to include a description of the qualitative and quantitative climate risk and opportunity assessments we conducted alongside a third party in 2023. Cushman & Wakefield intends to leverage the results of these assessments to support the integration of climate transition and resiliency considerations into our risk management process and strategy.



SOCIAL

PEOPLE & CULTURE

We make it a top priority to attract, develop and retain top talent across our business. To do so, we're committed to creating an inclusive workplace that fosters career progression through a focus on the manager-employee relationship, continual learning and development, and equitable growth opportunities. Additionally, workplaces that foster diversity, equity and inclusion (DEI) and the health and well-being of people are important to the success of Cushman & Wakefield. To learn more, continue reading or visit our [Careers site](#).

OUR PEOPLE

Cushman & Wakefield is a people-centered firm, and we remain committed to creating an inclusive culture that allows all of our people to do their best work and develop their careers while also attracting new top talent to further our impact. As a firm that believes we succeed together, we have 52,000 people around the world who are

delivering exceptional value to our clients and making an impact in our communities every day.

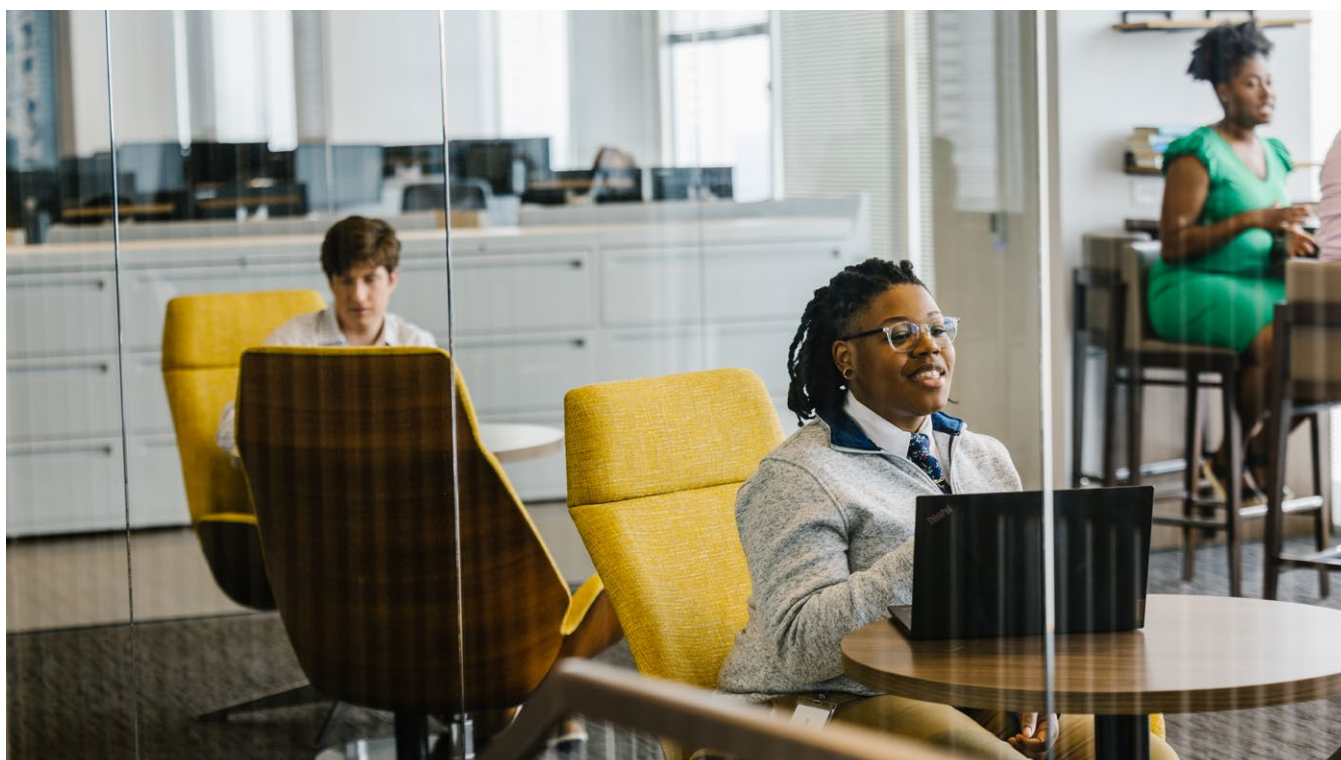
We measure the diversity of our workforce by gender, generation, race and ethnicity. Data transparency and integrity are central to our recruiting, hiring, retention and DEI efforts as we look to increase the representation of historically underrepresented groups (HUG) throughout our workforce. Data allows us to see diversity represented across our workforce and understand opportunities to incorporate additional programming. We seek to leverage the insights from data to increase diversity at all levels of our organization, from the Board of Directors to employees. This increased transparency gives us insight into our workforce and helps us understand and measure our progress toward our goals.

See a full breakdown of our people data in the [Appendix](#) of this report.

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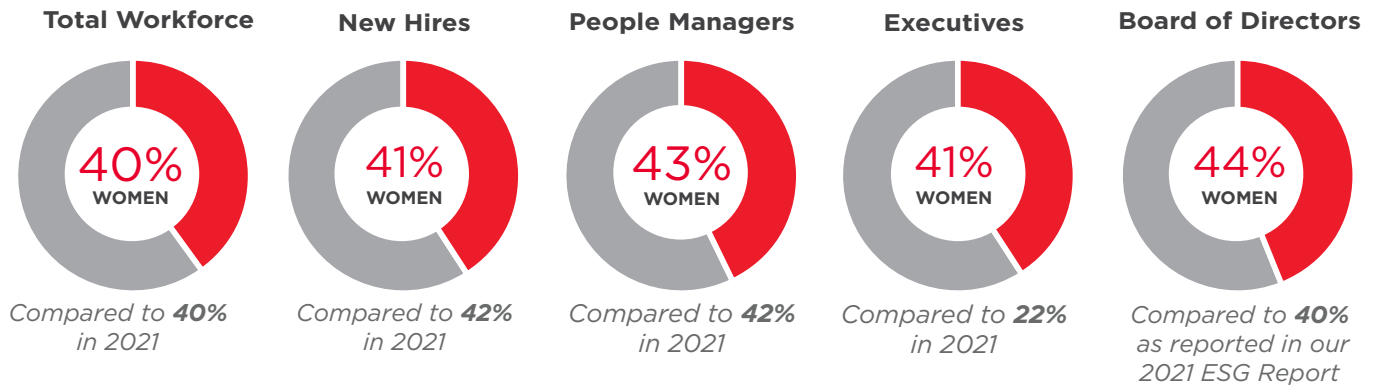
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8



EMPLOYEES BY GENDER

Cushman & Wakefield continues working to advance gender equity in our global workforce and we remain among the leaders in our industry in this regard. An important aspect of gender equity is ensuring transparent data and representation at all levels of the company. In 2022, the Global People Team and Office of DEI worked together to measure and increase the representation of women at the Executive and People Manager levels. As a result, in 2022 we saw a 17% increase in female representation on our executive leadership team compared to the previous year and we remain flat in the percentage of female people managers globally.



Notes:

- Gender data is self-reported by employees.
- These figures represent our workforce as of year-end 2022, with the exception of the stat for our Board of Directors, which reflects the makeup of our board as of the publication of this report.
- The comparison figures represent year-end 2021, with the exception of the stat for our Board of Directors, which reflects the makeup of our board at the time of publication for the 2021 ESG Report.
- Percentage is calculated based on total applicable population (female/total workforce, female hires/total hires, female people managers/all managers, female executives/all executives, female board members/all board of directors).
- Executives are defined as a select group of top executives representing core business activities and who report in through the CEO, President/COO, CFO, Chief People Officer and/or Chief Investment Officer.
- People Managers are defined as an employee who owns a supervisory organization and is not an "Executive."
- As discussed in further detail in our Global Anti-Harassment and Anti-Discrimination Policy, we hire and promote people on the basis of their qualifications, performance and abilities.



Learn more about our commitment to pay equity in our **UK Gender and Ethnicity Pay Gap Report.**



EMPLOYEES BY GENERATION

Cushman & Wakefield has five generations represented among our global workforce. Analyzing the generational diversity of our people allows us to gain insights into their values, expectations, life experiences, communication styles and work preferences. We value the diversity of generations among our workforce as we believe it fosters a range of perspectives that drive new ideas and solutions and enhance the overall business performance for our company.

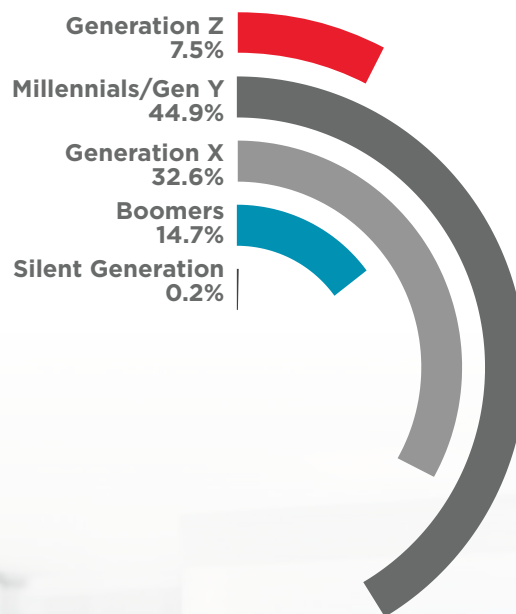
Generation Z (Born 1997-2021; 25 years old and under)

Millennials/Gen Y (Born 1981-1996; 26-41 years old)

Generation X (Born 1965-1980; 42-57 years old)

Boomers (Born 1946-1964; 58-76 years old)

Silent Generation (Born 1928-1945; 77-94 years old)



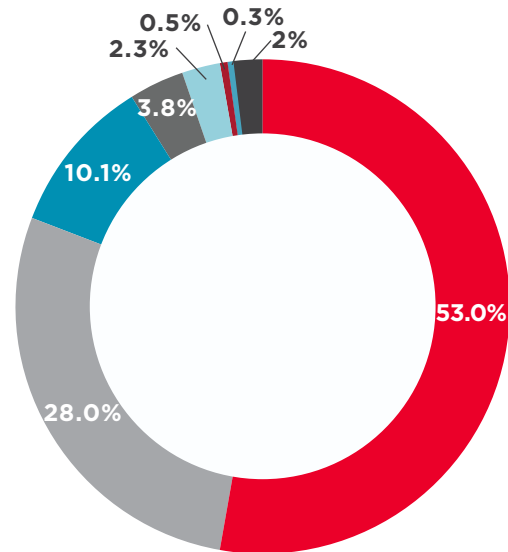
Notes:

- Figures represent our workforce as of year-end 2022
- All employee data is based on our Human Resources Information System (HRIS) tracked employees
- Excludes employees who are not tracked in our HRIS
- Excludes temporary employees who are hired on a short-term basis
- Excludes contingent workers who are not paid via payroll and are indirectly employed by Cushman & Wakefield.
- Excludes Board of Directors

EMPLOYEES BY RACE AND ETHNICITY (U.S. ONLY)

At Cushman & Wakefield, we prioritize the cultivation and promotion of workforce diversity, and monitoring the representation of our workforce by race and ethnicity provides us with the data needed to measure our progress. In 2022, our population of historically underrepresented talent by race and/or ethnicity made up 45% of our U.S. workforce. While we are among the leaders in our industry with respect to this metric, we do recognize the opportunity to further diversify our leadership levels.

Employees by Race and Ethnicity (U.S. only)

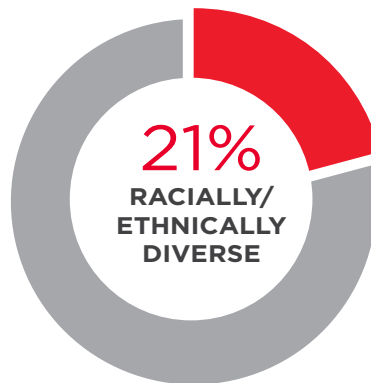


White	53.0%
Hispanic or Latino	28.0%
Black	10.1%
Asian	3.8%
Two or More Races	2.3%
Native American or Alaska Native	0.5%
Native Hawaiian or Other Pacific Islander	0.3%
Not disclosed / Prefer not to say	2%

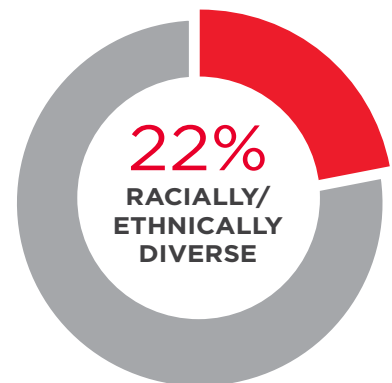
People Managers



Executives



Board of Directors



Notes:

- Race and ethnicity data for our Board is based on global disclosures while executives and employees are U.S. only.
- All employee data is based on our HRIS-tracked employees.
- Excludes employees who are not tracked in our HRIS.
- Excludes temporary employees who are hired on a short-term basis.
- Excludes contingent workers who are not paid via payroll and are indirectly employed by Cushman & Wakefield.
- Race data is self-reported by employees.
- These figures represent our workforce as of year-end 2022, with the

exception of the stat for our Board of Directors, which reflects the makeup of our Board as of the publication of this report.

- Executives are defined as a select group of top executives representing core business activities and who report in through the CEO, President/COO, CFO, Chief People Officer and/or Chief Investment Officer.
- People Managers are defined as an employee who owns a supervisory organization and is not an "Executive."
- Racially/ Ethnically diverse is defined as U.S. employees who identify their race/ ethnicity as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Pacific Islander, or Two or More Races.

AWARDS AND RECOGNITION

Cushman & Wakefield continues to receive third-party recognition for its culture, people and commitment to DEI. We are proud of the external recognition of the important work we are doing to become a first-choice employer. We were included in the 2022 Bloomberg Gender Equality Index.

Forbes named Cushman & Wakefield a Best Employer for Women in the Americas and a Top Female Friendly Company globally.

- > **2023 Forbes America's Best Employers For Diversity**
- > **2023 Military Friendly® Employer**
Top 10
- > **2023 VETS Indexes 5 Star Employer**
- > **2023 Silver Top Global Supplier Diversity & Inclusion Champion**
WeConnect International
- > **2022 Bloomberg Gender-Equality Index**
- > **2022 Best Place to Work for LGBTQ Equality**
100% on the Human Rights Campaign's Corporate Equality Index
- > **2022 Top Corporation for Women's Business Enterprises**
Women's Business Enterprise National Council (WBENC)
- > **2022 Diversity Champion**
GlobeSt. Real Estate Forum
- > **2022 3+ Company**
50/50 Women on Boards



HIRING [401-03]

We believe our people are the key to our business, and we have instilled an atmosphere of succeeding together. We consistently review our hiring processes to help ensure we are finding the most qualified candidates and to identify areas of opportunity for improvement. In 2022, our teams in talent acquisition launched four major advancements to further fuel our efforts.

1. We created a Global Recruiting Questionnaire that helps eliminate bias when reviewing prospective employees. These questions are built into the interview guides that are expected to be used by stakeholders involved in interviewing candidates.
2. We implemented Indeed Easy Apply. Like many companies, Indeed is our largest source of hires, and this enables candidates to express interest in our firm with one click from their phones.

3. We launched texting capabilities including Text-to-Apply. This allows us to easily send targeted marketing campaigns to our pool of over one million applicants who have applied with us in the past and invite them to apply again. This is especially powerful to market our recruiting events that target Skilled Trades and Janitorial candidates.
4. The three previous advancements paired with our recent mobile optimized job application reduced time-to-complete applications by almost 50%. These efforts are helping us move forward as we meet the talent where they are—on their phones.

Cushman & Wakefield also works to align its hiring process with our DEI vision and mission as we believe that having a diverse workforce enables new perspectives, creativity, better risk management and problem-solving, leading to superior results. Learn more in the **Diversity, Equity & Inclusion** section.



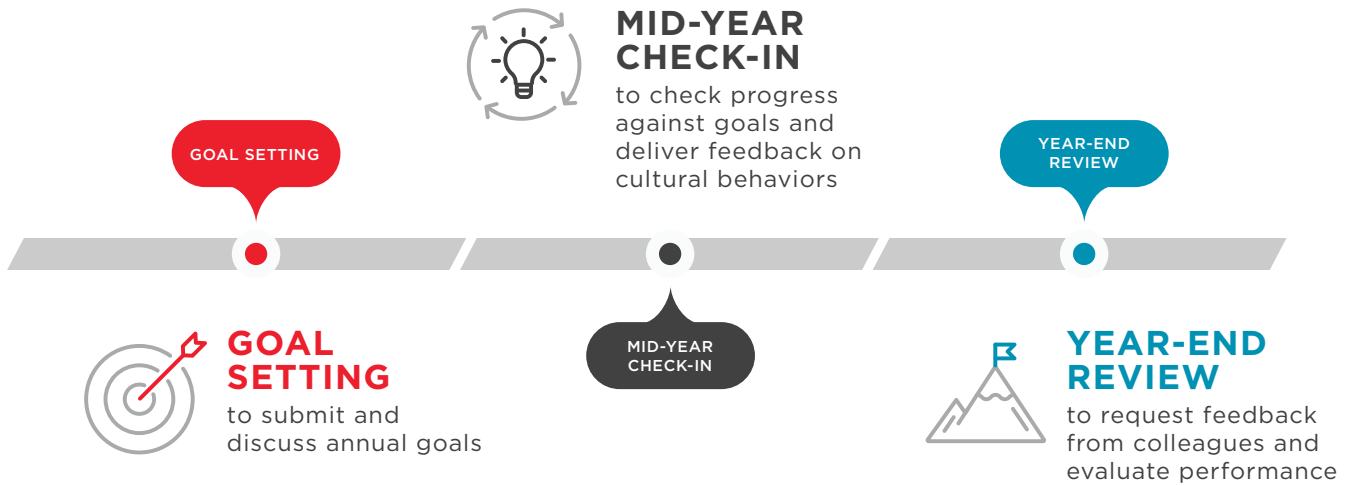


Global Job Architecture

In 2022, we designed a new global job architecture that enables Cushman & Wakefield to support our people's ongoing career and skill development. This globally consistent framework for our firm's jobs, career levels, job families and compensation ranges aims to ensure we have the infrastructure to support global talent mobility, career progression across and among business units and functions, and equitable career maps across the firm. We are currently in Phase II of this project, focusing on applying the foundation of the job architecture map, which includes job family, career stream and defined job levels, to our Performance Management Program, Total Rewards and career development opportunities. This update was completed in the beginning of 2023, and we expect the architecture to grow and develop as our business evolves.

PERFORMANCE MANAGEMENT PROGRAM
[404-3]

Our global Performance Management Program (PMP) underscores Cushman & Wakefield’s commitment to talent development by providing eligible employees and managers an opportunity to regularly engage in career discussions to increase engagement and support performance over time. PMP is designed to empower employees to set clear expectations and goals, track progress over time, and measure performance and rewards. The PMP includes three designated times for formal touchpoints between employees and managers throughout the year, pictured below. Outside of this formal process, managers are expected to establish a regular routine of delivering feedback to aid ongoing development.



Through the PMP, employees have access to performance resources via our intranet and follow a global evaluation calendar. The PMP also incorporates key cultural behaviors that are important to building a collaborative and inclusive culture and are rated at mid-year check-ins and year-end reviews.

Our Global People Team partnered with our Office of DEI to introduce a global DEI goal in 2022, to support each employee's contribution to an inclusive culture. The goal includes:

- > Two hours of required DEI learning, split into two courses:
 - > Inclusion at Work: Managing Unconscious Bias at the Office
 - > Inclusive Culture
- > Two hours of additional DEI events or learning experiences

The DEI goal is important for our firm as we proactively work to embed DEI globally in all that we do. The learning requirement also helps to ensure a baseline understanding of diversity, equity and inclusion and why it's important to our business. By formally including the learning requirements as part of the PMP, we hope to better track employee engagement with DEI topics and elevate DEI as an important component of performance. We are proud that, as of the December 31, 2022 deadline, over 30,000 eligible employees completed both required DEI education

courses, resulting in an **85%** completion rate and over **62,000** hours of DEI education.

In addition, our People Managers' performance rating was tied to 100% completion of PMP activities, including Goal Setting, Mid-Year Review, and Year-End Review for their direct reports to drive equitable development and feedback for all our employees. In 2022, we achieved 92% manager completion rate of all PMP components, up 1% since 2021. We also achieved an 83.6% employee completion rate, up 8.7% since 2021. Moreover, a portion of executive compensation is linked to our PMP and social responsibility objectives, which helps ensure appropriate focus and attention at the highest levels of the organization.

In 2022, the Office of DEI partnered with a global DEI consulting firm to offer executive-specific DEI development and education. Our executive leaders completed four Inclusive Leadership sessions, created an individual action plan to progress their development and were organized into accountability partner groups to support each other on the journey.

CUSHMAN & WAKEFIELD CULTURAL BEHAVIORS

- > Be Inclusive
- > Build Trust
- > Communicate & Share Information
- > Collaborate
- > Handle Conflict Constructively





Consistent with our global workforce, our Executive Leadership Team was also assigned a 2022 DEI Goal inclusive of advancing DEI within areas such as leadership visibility, learning, hiring, and performance reviews. As part of their personal commitments to DEI, they set visible leadership goals to demonstrating active, visible leadership aligned to DEI focus areas including our ERGs, learning and education, thought leadership, talent and development, and supplier diversity. The impact of these goals included:

- > More executive involvement and support of our nine ERGs (see the **Workplace and Culture** section)
- > The successful launch of three regional DEI councils and increased strategic alignment
- > Increased data transparency in our hiring metrics and growth in female leadership representation (among Executives and People Managers)
- > Greater emphasis and embedding of DEI themes and thought leadership:
 - > internally through town halls, advisory councils, meetings, communications, and programming
 - > externally as demonstrated in interviews, increased social media engagement, and client pursuits

LEARNING AND DEVELOPMENT

[3-3, 404-1, 404-2]

We continue our work to build an inclusive workplace that fosters fair and equitable growth opportunities and supports strong manager-employee relationships. Additionally, Cushman & Wakefield's Global Talent Team and the Office of DEI support employees' career growth through learning programs and professional development opportunities. The Global Talent Team also equips our leaders to empower and grow their teams through talent assessment, succession planning and performance reviews. We offer a full suite of learning and development activities through on-the-job training, e-learning, mentoring and instructor-led learning modules.

Employees have access to an extensive range of learning resources through a variety of learning partners across the globe. Our partnerships help ensure that we can get the right critical learning to our employees for both their personal and professional growth and for required training.

In 2022, we implemented a global learning dashboard that tracks metrics across our variety of learning partners in order to better understand

what learning our employees are consistently looking for and consuming, as well as diving deeper into the differences between learners in each of our regions and business groups.

We are bringing more opportunities for learning to our employees—and they are increasingly consuming it via on-demand and self-paced learning. Some of the results we've seen include:

- > A 53% year-over-year increase in learners from 2021 to 2022, and a 91% increase from 2020 to 2022.
- > A 49% year-over-year increase in completed courses from 2021 to 2022, and a 141% increase from 2020 to 2022.

We believe learning is for everyone at Cushman & Wakefield, as all our employees can continue to grow their skills. Our learning by generation mirrors our population by generations—with a slight increase in learning in millennials and Generation Z. Our learning by tenure also shows that our learners continue to learn throughout their career here at Cushman & Wakefield. Nearly 15% of learners have over 10 years of experience and continue to access learning to further their development.



Cushman & Wakefield also offers opportunities for our people to upskill in client-facing roles. For example, we have apprenticeship programs at key client locations to provide training for careers in specific trades. Our sales learning programs, which are offered to all brokerage professionals regardless of title or tenure, help enhance on-the-job learning.

In 2022, we continued the Account Director Development Program which launched in 2021, expanding the pilot program from one service line to cover professionals in three of our largest recurring revenue businesses—Global Occupier Services, Asset Services and C&W Services. Designed to reach employees who are two years out from becoming an Account Director, the program partners a cohort of approximately 60 learners directly with senior leaders for in-depth 90-minute sessions on key focus areas. The goal is to provide participants with direct exposure to the types of challenges they can anticipate in their roles ahead. The program has had over 150 participants in 2021 and 2022 and seeks to put an additional 100+ learners through the program in 2023.



Global Sustainability Learning

As our firm strives to further our impact as an industry leader in sustainability for our clients and communities, we are committed to enhancing our firm's collective knowledge about sustainability, our firm's operational areas of focus and our desired impact. To make our commitment tangible, on November 9, 2022, World Sustainability Day, we launched a learning course that provides our people with an overview of sustainability and why it is important to Cushman & Wakefield. This course aims to teach the core principles of sustainability to help build foundational knowledge and a shared understanding of key environmental, social, and governance (ESG) concepts and a baseline understanding of our efforts and commitments. In 2022, we had 11,168 employees take the voluntary global sustainability learning course. We continue to offer the course and have had more than 9,500 employees take the course in the first half of 2023.

We also offer more intensive sustainability training to those it is most relevant to, enabling our team members such as brokers and sales professionals to make an impact on Cushman & Wakefield's external stakeholders.



Manager-Employee Relationship Building

The manager-employee relationship is an essential element of training and upskilling our people. We seek to hold leaders accountable for demonstrating cultural behaviors that foster inclusion, communication, collaboration, trust and constructive conflict resolution through those they are managing and others with whom they interact. We offer a range of resources through our Workday Learning platform and employee intranet, covering topics such as effective hiring and onboarding, coaching and feedback, and leading high-performing teams.

As a global organization, it's important that our people feel welcomed and a part of Cushman & Wakefield. We refreshed and revised our onboarding to a new globally-focused format with room for regional and local customization to reflect the different business practices and regulations across our offices. In 2022, over 96% of eligible new employees completed the onboarding curriculum within their first 60 days. This is just one example of our aspiration to generate learning content that is relevant at the global level but also enables local customization and tailoring.



MEET HEATHER RICKARD
Senior Vice President,
Global Head of Talent

Q: Where did your passion for developing talent stem from?

A: I have always believed that everybody has gifts. And one of my gifts is that I can see talent in others that doesn't look like my own. I have found that most people can only see talent that looks like theirs. Having discovered this gift, I quickly realized that in nurturing other people's talent and being a sounding board, I could add real value. The lesson I learned is that the most important thing is to know what your gifts are and know when and how you can use them. That's what makes a great career.

Q: What do you love most about your job?

A: For me, the most rewarding aspect of my job is transforming raw leadership talent into business results. I love trying to figure out what someone's talents are and then putting that person in a position to leverage those gifts. Helping people realize their full potential is not only important to their career advancement, but to the company's success as well.

Q: Why is attracting and developing talent so important to the business?

A: When I was new to Cushman & Wakefield, I did a listening tour, meeting with individuals from every aspect of our business. The number one answer to the question "why do we win" was—the talent in the room wins the client. Talent is clearly a strategic differentiator for our company. That's why we put so much emphasis on hiring, developing, recognizing, rewarding and engaging our people. My mission is

to ensure Cushman & Wakefield is viewed as a destination employer; a company you want on your resume. And that's why we're expanding our talent offering to really make sure we're looking at the entire talent supply chain from source all the way to retirement, ensuring we're building experiences that are worthy.

Q: What is the Performance Management Process and what have you been doing this past year to enhance it?

A: The Performance Management Process focuses on setting goals which are aligned to our values and strategic priorities, mid-year check ins and year-end reviews. When most people think about performance management, they think about the standard year-end review. At Cushman & Wakefield, we have created a more regular review process throughout the year that is followed by feedback and ongoing dialogue about progress against set goals and our organizational values. We've also partnered with the Diversity, Equity and Inclusion team with the mission of driving bias out of the entire process. We've set our sights on making sure everyone in the company knows where they stand and are coached and assessed as part of an ongoing process. By working to make it equitable for all employees, we see an opportunity to improve employee engagement and career development. This is key to retention and career growth.

Q: What is the "Life Is What I Make It" global recognition program and how is it making a difference at Cushman & Wakefield?

A: The "Life is What I Make It" program is being rolled out in 2023. This recognition program has two quarterly awards. One

offers one paid month off to an employee making a lasting impact in the community and the world. The second offers recognition and monetary rewards for substantially contributing to achieving our firm's purpose-driven goals and being a living example of our purpose. We're very excited about this important program because it links directly to our brand as an organization that wants to make an impact every single day.

Q: As a member of the Global Sustainability Working Group, you recently launched the Global Sustainability Learning course. What is your vision for this program?

A: One of the major objectives of ESG goals across the industry is to reduce the impact that commercial buildings have on the environment. Both our employees and our clients are interested in better understanding how we can make an impact and a difference for the planet. That's our mission in building the Global Sustainability Learning Program, which is a learning work stream that helps our employees understand how to use ESG products with our clients and provide the best possible advice and services around it. We want our employees to get involved and to be a part of the solution. We know our employees can be part of the solution, through their actions, advice and impact, towards making a difference for our company and the world.

Q: What are your future plans for ensuring Cushman & Wakefield is truly a destination for top talent?

A: At Cushman & Wakefield, we are constantly evolving as a company. We focus on creating spaces where each employee can be themselves, work and thrive, and strive to have the best employee experience. Our work is never done, which is why ESG and DEI are so important to everything we do. I'm proud to be a part of this focus.



EMPLOYEE BENEFITS AND WELL-BEING [3-3, 403-6]

We understand how critical comprehensive health benefits and resources are to the overall health and well-being of our people and their families. Our benefits program is part of our firm's strategy to create a supportive, high-performance, inclusive culture. Cushman & Wakefield actively communicates with employees about their benefits options throughout the year, provides infrastructure to easily access benefits information, measures the use and effectiveness of benefits programs, and advocates for our people's specific needs. Our benefits professionals actively monitor trends in an effort to remain competitive in the markets in which we operate.

Cushman & Wakefield offers the following benefits in many countries* to eligible employees:

- > Life and AD&D insurance
- > Health care (medical, dental and vision)
- > Parental leave (maternity and paternity)
- > Retirement provision (e.g., 401k in the U.S.)
- > Paid Time Off (eligibility varies by client site, business line, employee type, standard weekly hours and pay level)
- > Tuition reimbursement

*Referenced benefits vary by region, country or service line and are designed to align with applicable laws and regulations.

We supplement benefits offered globally with additional voluntary benefits that vary by region and employee population in a manner designed to best meet the specific needs of our people. Regional benefits intranet sites are used in many regions and include regular updates with key information, tools, and webinars on topics like diet and exercise, mindfulness, financial planning, remote working and more to support our people's physical and mental health. Employees may also be eligible for

supplemental retirement, insurance and financial planning benefits.

For example, eligible U.S. employees have access to the following:

- > A robust Employee Assistance Program (EAP) as well as a Mindfulness app, mental health education sessions and counseling sessions hosted by a third party after traumatic events
- > "A Healthier You," a program which provides tools and incentives to help our people reach their physical, emotional and financial goals
- > Up to eight free counseling sessions through SupportLinc, an enhanced Employee Assistance Program and confidential resource to address mental health, including support for new parents returning to work
- > Virtual, text-based primary care through digital healthcare provider 98point6
- > Emergency backup care through Care.com at a reduced co-pay
- > Paid parental leave for the birth or adoption of a child
- > Personalized member support through Progyny, with more than 900 fertility specialists for all paths to parenthood (available to certain medical plan participants). Services include but are not limited to, in vitro fertilization (IVF), intrauterine insemination (IUI) and egg freezing.
- > Gender-affirming care and workplace support for transgender employees

Beyond our workforce, we offer a variety of services that put employee and occupier well-being at the center of our clients' real estate strategies. Our expertise spans across various certification platforms, allowing us to assist companies in measuring, disclosing, and enhancing their performance on ESG factors, including employee well-being. For more information on our impactful solutions for clients, please refer to the **Sustainability Services** section of this report.



HEALTHCARE TRAVEL REIMBURSEMENT

Cushman & Wakefield believes in the importance of access to safe and consistent healthcare, regardless of where one lives. In 2022, we expanded our U.S. healthcare benefits to reimburse up to \$2,000 of travel-related expenses for our people enrolled in our company medical plan and their covered family members for U.S. medical care that is not available within 100 miles of an employee's home, including reproductive healthcare.



INTERNATIONAL SOS

Cushman & Wakefield continues to work with International SOS to provide traveling employees with medical and security assistance and advice before, during and after their international business trips. Should there be an emergency while an employee is traveling outside of work, International SOS can connect them to medical assistance. The medical directors at International SOS maintain support for our people in a variety of other ways, including advising on office safety protocols and sharing the latest developments on travel risks.



EAF FUND AND UKRAINE RELIEF

We continue to provide our people supplemental support through Cushman & Wakefield's Employee Assistance Fund (EAF) for extraordinary circumstances presented by unforeseen financial and personal hardships. In 2022, we expanded the scope of the EAF beyond COVID-19 relief to help colleagues experiencing hardships such as the conflict in Ukraine. In addition, we supported other colleagues who were impacted or needed financial relief to help others, such as those in surrounding countries who provided housing, transportation and resources to refugees. Our efforts toward Ukraine relief have amounted to 34 grants distributed. Since launching the EAF in 2020, nearly 6,000 grants have been distributed to employees in over 20 countries as of March 2023. The EAF is funded by Cushman & Wakefield and employee donations. In addition, Care First, our Employee Assistance Program provider, ran special webinars to support those who may be struggling with the situation in Ukraine and continues to provide resources for personal mental wellness and to support self-exploration of workplace diversity topics.



TRANSFORMING OFFICES FOR OPTIMAL HYBRID WORK AND WELL-BEING

Cushman & Wakefield's new offices in Milan, **Italy** were designed to enhance the employee experience through smart and sustainable design. Reflecting our hybrid work style, the new office has fewer fixed workstations and more shared, open spaces that accommodate both individual and collective tasks and foster human interaction. The project takes into consideration WELL certification requirements, such as air quality, temperature, humidity, drinking water and power supply as well as suitable lighting for each work situation, sound absorption in open areas and sound insulation in meeting rooms and enclosed spaces. Materials, colors and finishes have been studied to provide comfort and well-being.

Similarly, in Seoul, **South Korea**, we relocated our office to a new floor, presenting an opportunity for our Project & Development Services team to design a new workspace that provides a fresh user experience to both employees and guests.

The new concept design features colors that enhance the space's functionality and help maximize the comfort and well-being of employees.

We believe that these upgrades optimize our office spaces and make them valuable sites for collaboration.



MILAN, ITALY



SEOUL, SOUTH KOREA

MEASURING WELL-BEING

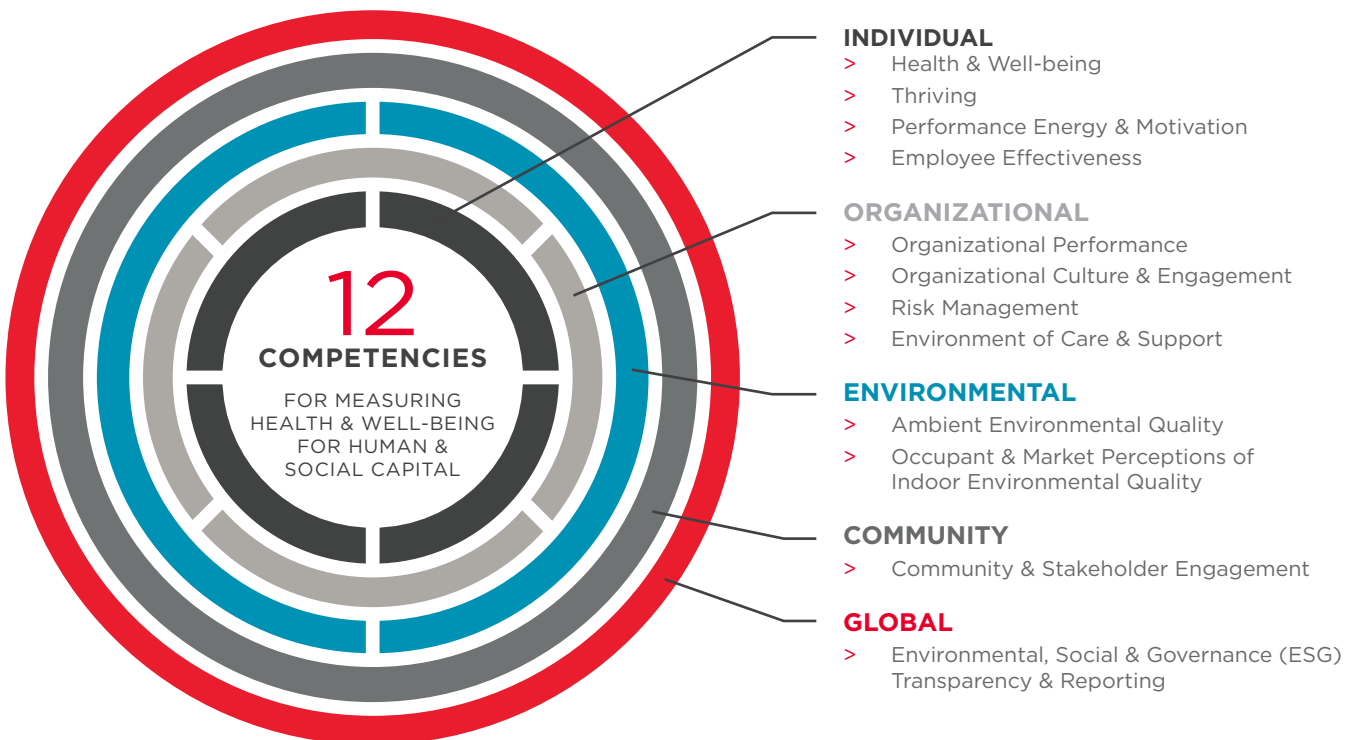
To further our understanding of well-being in workplaces for both our workforce and our clients', we continue to use our proprietary Experience per Square Foot™ (XSF) tool. This data-driven, evidence-based approach measures key drivers of workplace experience and informs our efforts to enhance performance. Our XSF tool measures three core direct metrics—well-being, energy and inspiration—that we have found to be correlated to employee well-being outcomes. Additionally, we measure and evaluate a core indirect metric referred to as “bond measure,” which gauges employees' sense of connection to their colleagues. Our 2022 Global Employee Engagement Survey integrated our XSF tool and Employee Engagement strategies for the first time. We intend for this integration to provide a holistic view of how our employees experience their workplace physically and psychologically. Our employee insights help our Total Workplace Team continue to improve our workplace experience and engagement for our own employees.

Since launching the XSF tool in 2017, we have captured 10 million data points from 185,000 people in 145 companies and 100+ countries.

Data and insights gained from our XSF tool continue to be utilized by our experts to develop thought leadership that supports companies in achieving optimal employee well-being and experiences in an ever-changing work environment.

Our XSF tool survey is also a pre-approved survey for WELL certification, meaning companies can use XSF to capture and report data related to the workplace experience to meet specific requirements of the WELL features and ultimately support WELL certification.

Additionally, Cushman & Wakefield continues to partner on the development of International WELL Building Institute (IWBI)'s 12 Competencies for Measuring Health and Well-being for Human and Social Capital (The 12 Competencies) to help us improve the integration and tracking of health and well-being into our culture, strategy and ESG reporting.





Cushman & Wakefield was recognized for several projects in Fitwel’s 2023 Best in Building Health Leadership Awards for the firm’s commitment to promoting health and well-being in our properties and communities. Best in Building Health honors top-tier companies, projects and individuals who are leading the healthy building movement by example, leveraging Fitwel’s data-driven, scalable technology platform to further define excellence in building health. Additionally, three U.S. Asset Services, Energy & Sustainability Services team members were recognized in Fitwel’s Top 20 Ambassadors as part of the Best in Building Health Awards: Rachel Schiftan (Washington, D.C.), Megan Krest (Denver), and Christine Cho (Chicago). Recipients were selected out of a competitive group of nearly 4,000 professionals across 50+ countries throughout the world for their dedication to advancing the healthy building movement, as well as their success in project registrations and Fitwel certifications, and the number of people/occupants impacted through those certifications in 2022.



DIVERSITY, EQUITY & INCLUSION

[3-3, 405-2]

Cushman & Wakefield continues its mission to create sustainable and impactful change for our many stakeholders as we work toward becoming one of the most diverse, equitable and inclusive commercial real estate firms. Diversity, Equity & Inclusion (DEI) continues to be a key component of our success. We are dedicated to developing and fostering a diverse workforce and inclusive work environment where all employees can thrive. We recognize and deeply value the variety of cultures, backgrounds and experiences of our people, and we believe that when diverse perspectives are brought to the table, it sets us apart in providing innovative solutions to our clients.

DEI progress requires everyone in the organization to do their part to contribute to change. It also requires a clear and collaborative governance framework to ensure accountability and transparency along the way. Our Chief Diversity, Equity & Inclusion Officer (CDEIO), Nadine Augusta, leads Cushman & Wakefield's global DEI vision, mission and strategy. Dedicated DEI team members deliver increased educational and cultural awareness opportunities for our global employee population; provide improved governance and DEI data transparency; drive thought leadership and advisory to business leaders and our clients; and measure our progress and impact for intentional and sustainable DEI growth.

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DEI VISION

Our vision is to have the most diverse, equitable and inclusive commercial real estate company that continuously delivers what's next for our people, clients, partners and shareholders.

DEI MISSION

Our mission is to evolve our culture of inclusion and belonging through a nurturing environment of curiosity, continuous learning and growth. We strive to hire, develop and advance diverse talent throughout the organization. We believe that having a diverse and thriving workforce enables new perspectives, inspires creativity, and strengthens risk management and problem-solving, all of which leads to superior results for our people, clients, partners and shareholders.

DEI STRATEGY

Our global DEI strategy is centered around making an impact on our Workforce and Talent, Workplace and Culture, and Marketplace and Service Offerings.

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Workforce and Talent

Cushman & Wakefield is committed to hiring the best talent. We believe that our workforce is a key differentiator in the market, and we understand the importance of attracting and retaining diverse talent across geographies, business units and functions. In particular, we strive to consider a diverse mix of candidates for our recruiting, mentoring, sponsorship and talent development programs.

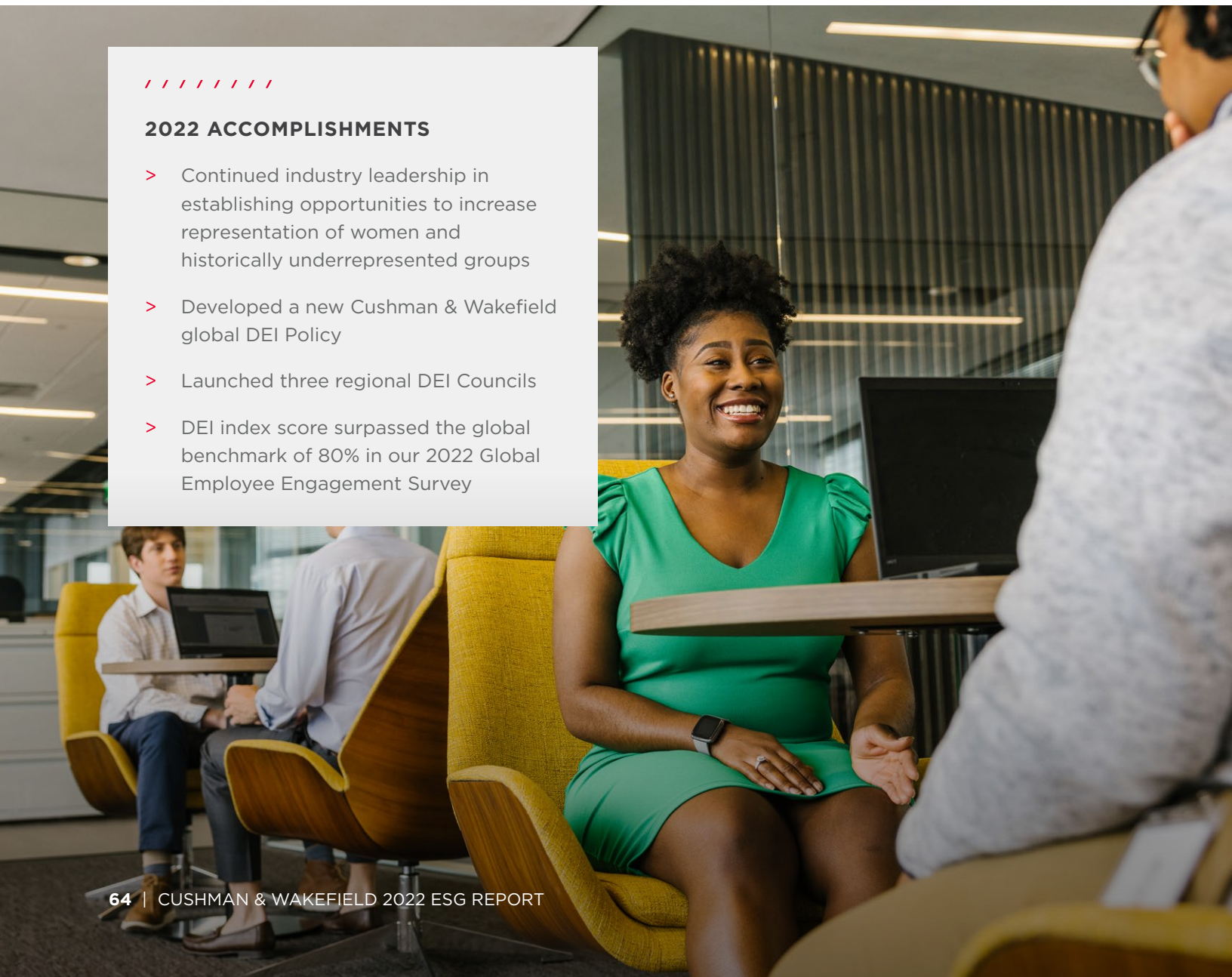
Everyone at Cushman & Wakefield has a responsibility to treat each other with dignity and respect. Our people are expected to exhibit conduct that aligns with company policies at work,

at company-sponsored functions and in virtual work interactions. Our global DEI policy, along with Cushman & Wakefield's values and our DEI vision, mission and strategy, define the parameters by which we are enhancing and embedding DEI throughout the organization. We are committed to recognizing, embracing and respecting the unique characteristics of each employee, including age, disability (physical and mental), race, ethnicity, family or marital status, gender, gender identity or expression, sexual orientation, language, national origin or ancestry, citizenship status, political affiliation, religion or creed, genetic history, socioeconomic status, military or veteran status, and other characteristics.



2022 ACCOMPLISHMENTS

- > Continued industry leadership in establishing opportunities to increase representation of women and historically underrepresented groups
- > Developed a new Cushman & Wakefield global DEI Policy
- > Launched three regional DEI Councils
- > DEI index score surpassed the global benchmark of 80% in our 2022 Global Employee Engagement Survey

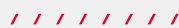


In addition, our global DEI strategy captures our enterprise commitment to change. We have established regional DEI councils in the Americas, APAC and EMEA to help operationalize the global DEI strategy locally, and to ensure that we focus on the biggest opportunities to make progress across our workforce, workplace and marketplace in each region. Each DEI council is chaired by the chief executive of the region and is comprised of senior decision makers who represent a broad range of backgrounds, service lines and geographic locations. The councils' objectives include:

- > Championing DEI at Cushman & Wakefield with colleagues and leaders across the organization
- > Establishing DEI priorities that align with one or more of the global strategic focus areas: Workforce and Talent, Workplace and Culture, Marketplace and Service Offerings
- > Guiding the strategic direction of DEI by helping ensure our commitment is realized throughout the region
- > Monitoring internal and external diversity trends, metrics and insights
- > Keeping informed about external news and events, and understanding their impact internally
- > Driving and measuring accountability toward DEI progress

We are encouraged by the progress we are making and the acknowledgement we receive from our employees. Our 2022 Global Employee Engagement Survey showcased our strengths in the areas of DEI, manager relationships, and teamwork and collaboration. Our DEI Index, embedded in the Global Engagement Survey, exceeded the global benchmark by 4% with an overall score of 80%. While there is always room for growth, we remain steadfast in the strength of our data and our commitment to fostering a positive and inclusive work environment where all employees can thrive.

Workplace and Culture



2022 ACCOMPLISHMENTS

- > Earned numerous people-related awards and recognitions (see **Awards & Recognition**)
- > Launched CEO DEI roundtables in the Americas, APAC and EMEA
- > Achieved 19% increase in Employee Resource Group (ERG) membership from January to December 2022
- > Supported 115+ ERG-led learning and education events globally
- > Launched first U.S. ERG Summit
- > Launched DEI learning goal as part of the performance management program and achieved 85% completion globally among eligible employees with over 62,000 learning hours (see **Performance Management Program**)

We strive to create a workplace culture rooted in equity, inclusion and belonging. Similarly, we are dedicated to ensuring that all our people feel seen, heard, respected and valued throughout their work experience at Cushman & Wakefield. To achieve this, we focus on leadership accountability, transparency and cross-cultural education initiatives to build a responsible and connected community among our employees.

In 2022, Cushman & Wakefield launched its inaugural CEO DEI roundtables—intimate, 90-minute sessions that provide a unique opportunity for early- and mid-career colleagues, across regions and service lines, to engage directly with the firm's CEO. These facilitated conversations are an example of our leadership's commitment to

DEI, and they help us gain a better understanding of the employee experience and perspectives on DEI, our culture, and opportunities to make greater progress. Last year, we held eight roundtables in Chicago, New York, Washington, D.C., Australia, Singapore, Germany and France.

Through the hard work and dedication of our nine Employee Resource Groups (ERGs), we saw meaningful growth in 2022 across DEI awareness, education, employee engagement and a sense of belonging at Cushman & Wakefield. Consistent with our culture of inclusion, ERGs reflect our people across Cushman & Wakefield and are open to all employees.

In 2022, our ERGs were comprised of thousands of employees, in over 30 countries across the globe, and we increased membership by 19% from January to December. In 2022, we held more than 115 learning and educational events around the world and hosted our first U.S. ERG Summit to celebrate the contributions of the ERGs, equip ERG leaders with resources to be successful in their ERG roles and empower them to drive greater impact. As we continue to grow our ERG presence around the globe, we also aim to expand celebratory and leadership development opportunities, such as the ERG summit, for ERG leaders across all regions.

ERG & MISSION

EXAMPLES OF HOW ERGS ARE MAKING AN IMPACT



ASPIRE (Asians + Pacific Islanders in Real Estate)

ASPIRE's mission is to create an inclusive network that promotes the career development and professional advancement of Asian and Pacific Islander employees while establishing a community that celebrates members' cultural identity.

ASPIRE entered 2022 with a call for the AAPI community to reflect on their collective strength, growth, partnership and allyship amongst AAPI colleagues. They held educational and cultural awareness events, partnering with **Ascend**, the largest Pan-Asian business professional organization in North America, to foster allyship support for the AAPI community. ASPIRE also featured programming about how authenticity and personal experiences can help strengthen leadership capabilities and build a more diverse and successful organization.



BUILD (Blacks United in Leadership & Development)

BUILD was created to foster the advancement of our professionals who identify as Black or of African descent. The group works to promote career and leadership development and engage top talent to help drive performance at Cushman & Wakefield.

BUILD focused on amplifying the voices of Black and Brown colleagues, creating understanding through allyship and developing BUILD's talent through mentorship, workshops and other educational programs. BUILD celebrated Juneteenth with a program featuring guest speakers who led discussions ranging from the history of Juneteenth to the impacts of property ownership within Black communities. In recognition of the National Day of Service for Martin Luther King Jr., BUILD also raised awareness of food disparity through an educational food challenge and raised funds for Feeding America.

ERG & MISSION


**CWFL
(Cushman & Wakefield Future Leaders)**

CWFL's primary objective is to assist members in developing leadership skills through collaboration, continuing education, community service and recognition.

**EXAMPLES OF HOW ERGS
ARE MAKING AN IMPACT**

CWFL built on their mission to focus on career foundations and the skillsets needed to drive professional development, growth and success in commercial real estate for early-career employees. In 2022, CWFL sat with former-CEO John Forrester to hear about his journey, successes and challenges, as well as his advice on career progression. In addition, CWFL selected the recipients for the annual "7 Under 7" awards, which recognize employees with seven years or less of experience in commercial real estate, who demonstrate behaviors within four pillars of excellence: community service, exceptional performance, outstanding character and active learning.


**HOLA
(Hispanic & Latino Advancement)**

HOLA's mission is to attract, develop and grow the Hispanic and Latino community at Cushman & Wakefield by providing an inclusive and connected platform from which all employees will benefit.

HOLA focused on career development, including cultural and educational programming for Hispanic and Latino colleagues. Topics included unconscious bias, strengthening communication skills across different audiences (colleagues, managers), and ways in which employees can demonstrate diversity, equity and inclusion in their day-to-day interactions. Additionally, the HOLA team continued to provide opportunities to nurture the development of employees through their mentorship program.


**LEAD
(Leading with Education and Awareness of Disabilities)**

LEAD's mission is to support colleagues affected by disability; this includes peer-to-peer conversation, community building, opportunities for networking and career growth, education, and awareness of resources. LEAD also strives to support the recruitment of people with disabilities.

In 2022, LEAD continued to educate colleagues about obstacles and inequities often faced by people of differing abilities, how to act for disability inclusion in the workplace, and proper business etiquette and processes to support the disabled community as allies in day-to-day interactions. Throughout the year, LEAD provided educational opportunities and training around the world. Some highlights included:

- Celebrating the launch of LEAD's new chapter in India with a special guest speaker, the head of sustainability and ESG for a hotel, who led a conversation about driving action for disability inclusion at work
- Disability awareness training with LEAD Australia and Bus Stop Films, an inclusive film production company that makes films with, for and about people with disabilities
- Prioritizing disability inclusion in the workplace with LEAD in the Americas and a keynote from a disability expert, who focused on the Future of Work and the importance of prioritizing disability inclusion in the workplace
- Honoring International Day of Persons with Disabilities through DEI partnership with Disability:IN

ERG & MISSION

EXAMPLES OF HOW ERGS ARE MAKING AN IMPACT



PACT (Parent & Caregivers Together)

PACT is designed as a network to support working parents and caregivers, partnering people with a unique bond and fostering the exchange of ideas and strategies to achieve work/life harmony.

PACT continued to serve as a resource for parents and caregivers by hosting education and awareness programming throughout the year. Sessions included a deep dive into company health benefits and a session with social worker Erica Sandoval, LCSW who provided advice and tools to help both parents and their children transition into the new school year.



UNITY (LGBTQ+ Integrated Network)

UNITY's mission is to increase visibility and provide an open-minded support system for conducting business and addressing the personal requirements of our lesbian, gay, bisexual, transgender, queer/questioning (LGBTQ+) and ally community.

UNITY's theme in 2022 was "Can't Hide Our Pride," which focused on how to better promote and support the career development of UNITY members and best practices for a culture of belonging. In 2022, UNITY members and allies participated in local Pride parades, training sessions on how to support the transgender community and sessions with (1) a renowned transgender rights activist and author and (2) a diversity & inclusion change coach.



Veterans at Cushman & Wakefield

The Veterans ERG at Cushman & Wakefield offers a culture that celebrates veterans' contributions and leadership, rewarding work related to veteran skills and talents, and a community of camaraderie. This network is designed to form a working community at Cushman & Wakefield by sharing information, best practices and experience to help its constituency develop leadership skills and career-advancing opportunities.

The Veterans ERG, in collaboration with the Military and Veteran's Program at Cushman & Wakefield, continued to focus on the importance and value that Veterans and their families create in the workforce. The ERG featured programming that showcased employee stories about their military training and background, leadership capabilities and transferrable skills that help them thrive in a corporate environment. In addition, the Veterans ERG featured a panel to highlight Cushman & Wakefield's participation in the Department of Defense **Skillbridge Program**, which allows transitioning service members to work in our business in unique internships that support a successful transition from military to a civilian career. Also, in collaboration with the UNITY and APSIRE ERGs, the Veterans ERG hosted a session on safety best practices for the office, home and in the community.



WIN (Women's Integrated Network)

WIN develops and supports the talents of women at Cushman & Wakefield by providing a platform that values diverse perspectives and leverages leadership skills to benefit our firm, clients and the industry as a whole.

In 2022, WIN created a professional development fund for education courses and professional certifications for members, as well as a robust mentorship program and career development curriculum. In addition, 10 women were awarded a spot to participate in a one-year development and mentorship program with CREW Network, a global organization that advances all women in commercial real estate through business networking, industry research, leadership development, and career outreach. Participants earn a recognized industry certificate that demonstrates the skills and knowledge needed to succeed in CRE. To commemorate International Women's Day and Women's History Month, WIN provided multiple keynote speakers and facilitated panel discussions on topics about leadership, equity and resilience. Across EMEA, WIN held events that focused on equity in work-life balance, gender roles in the workplace and celebrating women's achievements. WIN EMEA also launched business masterclass sessions that featured executive women leaders who discussed their career journey in a male-dominated industry.

Marketplace and Service Offerings



2022 ACCOMPLISHMENTS

- > Spent \$802.4 million with over 3,600 diverse suppliers in North America, a 38% increase in spend from 2021 (see **Supplier Diversity**)
- > Launched a Supplier Diversity Advisory Council
- > Partnered with nine strategic external organizations to further DEI in the CRE industry
- > Received supplier diversity-related awards and recognitions (see **Awards & Recognition**)
- > Commissioned an economic impact report (see **Supplier Diversity**)
- > Participated in 70 client pursuits

Our deliberate focus and dedication to DEI helps contribute to increased value and improved outcomes for our clients, partners and suppliers (learn more in the **Supplier Diversity** section). Our DEI Business Development team works in close collaboration with our client-facing professionals globally to embed DEI in our competitive offering and to demonstrate how it contributes to our collective success. They also partner with a variety of key stakeholders across the organization including Managing Principals, ESG subject matter experts and our Portfolio Solutions team to integrate DEI into our client engagements.

In 2022, our DEI Business Development team made an impact on our clients by participating in more than 70 client pursuits and business development efforts. They also launched a pilot program aimed at centralizing U.S. activity across U.S. Minority and Women-Owned Business Enterprises (MWBE) commercial real estate brokerage firms. Thanks in part to the work of our DEI Business Development team, we saw significant strides and improvement in our delivery of exceptional service for our clients in 2022.





DEI MAKING A DIFFERENCE FOR OUR CLIENTS

As a result of collaboration between our Global Occupier Services business and DEI team, Cushman & Wakefield was selected to provide exclusive Integrated Portfolio Management for 2 msf space globally for Snap Inc., a fast-growing social media and technology firm that is best known for the Snapchat app. In addition, we were awarded a new contract for Agency Leasing and Consulting for 136,000 rentable square feet of office, retail and lobby space by the NFL Players Association at their headquarters location in Washington, D.C. In both pursuits, Cushman & Wakefield was intentional about the makeup of the account team and local brokerage delivery, aligning our DEI strategy and expertise to the needs and values of our clients.

In addition, Cushman & Wakefield maintains strong relationships with reputable external organizations with DEI subject matter expertise. These partnerships support our DEI strategy through five strategic pillars:

- > Employee Engagement and Development
- > Candidate Sourcing and Recruitment
- > Client Engagement
- > Thought Leadership
- > Branding and Visibility

We partner with the following organizations to further our impact, expand our network and share thought leadership and best practices:

> **Ascend**

Ascend is powered by a network of accomplished Fortune 500 professionals and executives who volunteer their time to advance the state of API equity at work. Ascend develops, supports and empowers Pan-Asians throughout their careers with a network for growth and advancement that enables their members to serve their vibrant communities to the best of their abilities. Cushman & Wakefield employees have access to Ascend membership.

> **CEO Action for Diversity & Inclusion**

CEO Action for Diversity & Inclusion is the largest business-led initiative to advance DEI in the workplace, with more than 2,400 CEOs having pledged to create more inclusive cultures, while not being afraid to have difficult conversations about diversity, equity and inclusion. The coalition provides a variety of tools, resources, events and thought-leadership opportunities to support business leaders in driving progress.

> **Coqual**

Coqual is a global, nonprofit think tank and advisory group that was founded in 2004 to address bias and uncover barriers to advancement for underrepresented populations in the workplace. Cushman & Wakefield employees globally have broad access to member benefits.

> **Commercial Real Estate Women (CREW) Network**

CREW Network is a global organization that advances all women in commercial real estate through business networking, industry research, leadership development and career outreach.

- > **Disability:IN**
Disability:IN is a leading nonprofit resource for business disability inclusion worldwide. Their network of over 400 corporations expands opportunities for people with disabilities across enterprises. Cushman & Wakefield employees globally have access to a wealth of resources through Disability:IN.
- > **Executive Leadership Council**
The Executive Leadership Council is an independent nonprofit dedicated to the development of Black executives to positively impact business and our communities. Their mission is to increase the number of successful Black executives by adding value to their development, leadership and philanthropic endeavors throughout the life cycle of their careers, thereby resulting in the strengthening of their companies, organizations and communities.
- > **OUT Leadership**
OUT Leadership, a premier global LGBTQ+ organization harnessing the power of business to drive equality, convenes, connects and develops LGBTQ+ and ally leaders across the globe to advocate for inclusion for all people at every level, from employee to executive to CEO. Cushman & Wakefield employees globally have broad access to member benefits.
- > **Paradigm for Parity (P4P)**
The Paradigm for Parity® coalition represents current and former business leaders including CEOs, CHROs and DEI experts who are dedicated to addressing systemic gender and racial gaps in the corporate sector. They partner with Cushman & Wakefield to develop and promote strategies that transform corporate leadership to help assure that women of all races, cultures and backgrounds have equal power and opportunity to advance.
- > **Project REAP (The Real Estate Associate Program)**
REAP's mission is to advance diversity, equity and inclusion in the commercial real estate industry through education, mentorship, and partnerships.
- > **Real Estate Executive Council (REEC)**
Real Estate Executive Council (REEC) is a nonprofit professional trade association for Black and Latinx professionals working in the commercial real estate industry. Cushman & Wakefield is a corporate diversity partner with REEC.
- > **Project Destined**
Project Destined helps the world's most talented, diverse students unlock career opportunities through training, mentoring and unparalleled networking opportunities.
- > **Seramount Diversity Best Practices (DBP)**
Seramount addresses DEI and talent needs through research, assessment, strategy, learning and team development. Cushman & Wakefield employees globally have broad access to member benefits.
- > **Springboard Consulting**
Springboard Consulting LLC is a global expert on marketing to people with disabilities and their families in the consumer space. They recruit individuals with disabilities to the workforce and support the disability community in the workplace.
- > **Tanenbaum**
Tanenbaum is a nonprofit that works to build respect for religious difference and to reduce prejudice, hatred and violence.

NON-DISCRIMINATION

[3-3, 406-1]

Our Global Anti-Harassment, Anti-Discrimination and Anti-Retaliation Policy communicates Cushman & Wakefield's commitment to providing equal opportunity to all individuals regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, protected veteran status, or other characteristics protected by relevant federal, state or local law. Cushman & Wakefield provides applicants and employees with a disability reasonable accommodation at their request and as required by law. We strictly prohibit harassment of employees and applicants. The policy applies to all employment actions, including but not limited to recruitment, hiring, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment.

We are dedicated to preventing, avoiding or correcting incidents of discrimination throughout all operations. Our commitment to non-discrimination positively impacts our employees, clients, suppliers and the communities in which we operate. Cushman & Wakefield strictly prohibits retaliation against employees or applicants who file a complaint, raise concerns about a discriminatory act or practice, participate in a review, investigation, or hearing to any degree, or otherwise seek to obtain their legal rights under any federal, state or local equal employment opportunity (EEO) law. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion or other adverse actions that might dissuade someone from asserting their rights.

Our zero-tolerance policy on harassment and discrimination in the workplace is embedded in all that we do. Employees are encouraged to report concerns should they witness any violation of our firm's practices, policies or the law. If we are

made aware of an allegation of discrimination or any other violation, Cushman & Wakefield has established reporting procedures in response. Our People Team is committed to investigating allegations promptly, and determines the appropriate resolution mechanism, potentially including taking corrective actions required for infractions of our non-discrimination policy. Cushman & Wakefield also has a 24-hour hotline available to employees and third parties to report issues, including discrimination or other violations of our policies. These reports can be made anonymously and in multiple languages.

RETENTION AND WORKPLACE TRANSITIONS

[401-03]

Our teams work to develop and motivate our people across our global operations regardless of position, level or job type. We understand the value of developing and retaining managers and teams. We look to actively track and address the root causes of employee turnover and ensure we are managing any trends as a result. In 2022, our overall turnover rate was approximately 34.4%.

We recognize that staff reductions or organizational changes are difficult and require special consideration for those involved. In such instances, we leverage an outplacement consultant and provide transition plans where feasible and appropriate. These transition plans aim to assist with next steps and to find new opportunities through efforts such as career and interview coaching, job leads, webinars and social media strategy development. Ultimately it is important we are taking care to support those affected with their next chapter.

COLLECTIVE BARGAINING

[2-30]

Globally, Cushman & Wakefield is committed to respecting the rights of its employees to join labor organizations if desired. We are dedicated to complying with all applicable labor laws, including wage and hour laws, and fair labor practices for our employees in the jurisdictions in which we operate. Country- and service-line-specific policies and handbooks are available to help employees navigate their employment rights.

In 2022, approximately 7,800 employees in Argentina, Brazil, Canada, the U.S. and Vietnam were covered by collective bargaining agreements, comprising approximately 15% of our global employees.



OCCUPATIONAL HEALTH AND SAFETY

[403]

At Cushman & Wakefield, we strive to create and maintain healthy and safe workplaces where our employees and clients can thrive and make a positive impact on the communities in which we operate. Our Health, Safety, Security and Environment (HSSE) team’s vision is to lead the industry by creating meaningful value through robust internal processes and services that promote health and safety. To achieve this, the HSSE team renewed its strategic plan in 2022, outlining key performance indicators (KPIs) aligned to the Global 360° HSSE Operating Model, an enterprise-wide, behavior-based program designed to increase awareness, improve competencies in health and safety, and develop a culture of responsibility and accountability. The HSSE team reports on progress against its strategic plan to our leadership team monthly.

The Global 360° HSSE Operating Model (pictured to the right) integrates a “plan, do and check” quality cycle designed for regular assessment of our operations and mitigation of potential risks and hazards: “Plan” is reflected in Planning; “do” is reflected in Support and Operation; and “check” is reflected in Operation Evaluation and Improvement. To help ensure each step of the cycle is completed efficiently and correctly, we have established global HSSE guidelines that cover our minimum expectations around identifying, assessing and managing health and safety risks. These guidelines in turn support the regional or country management systems and facilitate our efforts to meet the requirements of key relevant international standards, including ISO 9001, ISO 14001 and ISO 45001.



At the core of our Global 360° HSSE Operating Model are three pillars supporting each of the HSSE team’s objectives: Culture, Systems and Procedures, and Leadership. These pillars guide our teams’ collective goals.



HSSE Culture

We nurture a culture that supports the health and safety of all stakeholders.



HSSE Systems - Procedures

We develop and deploy effective and compliant systems of work that support the management of operational hazards and their associated risks, which ensures we consistently meet the requirements and expectations of our organization, our clients, and the legislative environments in which we operate.



HSSE Leadership

We develop proactive HSSE leadership and individual HSSE competencies by enabling effective individual behaviors and decision-making, which maximizes our opportunities to enhance productivity.



Throughout 2022, the HSSE team implemented several additional initiatives to enhance our health and safety efforts, including a global HSSE capability development framework, a new HSSE software platform and a process for sharing best practices and lessons learned internally. These efforts facilitate the improvement of health and safety strategies and enable the sharing of such strategies with both our employees and our clients. See the **Recording and Reporting Hazards and Incidents** section for more information on the new HSSE software platform.

HSSE OVERSIGHT

Our HSSE leadership team develops global guidelines and work procedures aimed at eliminating or reducing hazards and risks by applying control measures that prevent injury or damage. HSSE leadership regularly reviews, monitors and audits health and safety processes and works to identify and implement required corrective and preventative actions when deemed necessary. Experienced HSSE professionals lead global and regional operations, and the number of safety professionals in each region is determined by a risk assessment of the work conducted in that region. This process has been validated through the achievement of the ISO 45001, ISO 14001, and ISO 9001 certifications in the following countries: Australia, New Zealand, Singapore, Malaysia, Thailand, and the UK. Our Germany, Hungary, Ireland, and Spain offices hold certifications for ISO 9001 and ISO 14001, while our Hungary, Poland, Czech Republic, Slovakia, Netherlands, Belgium, Luxembourg, Sweden, Italy, France and Portugal offices hold ISO 14001 certifications. Additionally, our Singapore office also holds certifications for ISO 41001, ISO 22301, and ISO 55001.

Communication is crucial to our HSSE program. Cushman & Wakefield employees, as well as contractors, are guided by our Global Health and Safety Policy, and in each of our major markets, HSSE professionals facilitate employee access to and awareness of our global HSSE program. We also prioritize the safety of the communities in which we operate, seeking to ensure that our operations do not expose anyone to unmitigated risk of injury, illness or damage to property or the environment. The HSSE team works with our Procurement team to establish minimum HSSE requirements for contractors and suppliers, including HSSE performance criteria, relevant competency standards, company prequalification and performance monitoring.

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Our Global Health and Safety Policy, available on Cushman & Wakefield's [website](#) and our employee intranet, outlines our commitment to health and safety and supports our culture of responsibility and accountability.

RECORDING AND REPORTING HAZARDS AND INCIDENTS

Guided by our Global Health and Safety Policy, Cushman & Wakefield employees are responsible for reporting work-related incidents, including near misses, hazards, injuries and property damage. Incidents are to be reported to supervisors and on-site managers through an online reporting system, or if necessary, by phone or email. We recognize the importance of employee feedback, and we protect workers from reprisals when reporting incidents, hazards, risks and opportunities. To support continuous improvement of our HSSE program, we share relevant best practices and lessons learned with all employees through Health and Safety alerts via email and the employee intranet.

We are in the process of rolling out a new HSSE software platform, Intelex, which we expect to improve our management of HSSE globally, pattern documenting and the integration of data collection, verification and oversight. Our 2022 pilot team worked with HSSE leadership to align on the development of this platform to help ensure it met the needs of each of our markets. The powerful incident reporting capability of this platform picks up the categorization of incidents based on OSHA international standards and gives employees the option to include more details when reporting incidents. The platform is designed to verify all reports and flow into regular reporting for review

by senior leadership. The trends and analysis produced are expected to be embedded into business processes as part of our commitment to minimizing risk and maximizing productivity.

TRAINING AND EDUCATION

Cushman & Wakefield provides all employees with health, safety and well-being learning opportunities and, where deemed necessary, job-specific HSSE training. As outlined in our Global Health and Safety Policy, managers are responsible for ensuring employees are trained to achieve compliance with HSSE-related responsibilities and legislative requirements relevant to their roles.

Our trainings are assigned, delivered and tracked through various providers across our business, and are available in local languages. We regularly evaluate training libraries to help ensure they include up-to-date content. Employee training data is readily available to Cushman & Wakefield managers and is well integrated into our internal data management process.



INJURY RATES

From 2018 to 2022, there have been no high-consequence injuries (as defined by the GRI 403 standard) reported by Cushman & Wakefield employees. As a company that provides property management services to many clients, some common types of injuries that occur at work sites include superficial injuries, open wounds, dislocations, strains, sprains and fractures, primarily resulting from body stress, slips, trips and falls. Our risk of high-consequence injury on the job is localized to employees who perform construction work and building maintenance. We manage this risk through a series of country-specific guidance documents outlining the control of high-risk hazards determined through a hazard assessment. We also implement internal hazard auditing to help ensure compliance and make continual improvements.



SAFETY AWARDS

- > Singapore: bizSAFE Partner Award 2022 (C&W Services)
- > Singapore: Singapore Green Building Council Green Building Services Certificate, EPC Chiller Plant Retrofit (L4) (C&W Services)
- > Singapore: Singapore Green Building Council Green Building Services Certificate, EPC Air-Conditioning System Maintenance (L3)

Region	Annual Hours Worked			Recordable Work-Related Injuries			Lost-Time Injuries			Work-Related Fatalities		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Americas	64,567,889	71,410,406	62,649,718	355	583	698	152	166	128	0	0	0
APAC	34,254,145	20,199,960	21,924,863	59	112	84	34	32	24	0	0	0
EMEA	27,080,468	11,633,064	12,153,512	13	12	13	4	1	1	0	0	0
Global (Total)	125,902,502	103,243,430	96,728,093	427	707	795	190	199	153	0	0	0

Notes:

- Data includes both direct employees and contractors managed by Cushman & Wakefield.
- Recordable Work-Related Injuries = all work-related injuries regardless of severity or injury type, including First Aid Cases (FAC). The large jump in the number of injuries reported for 2021 and 2022 in part reflects improvement in our capability to capture FACs at the global level.
- Lost-Time Injuries = lost-time injuries, or any work-related event resulting in more than 24 hours away from work, including fatalities. All regions had a zero-fatality rate from 2020-2022.

Region	Lost-Time Injury Frequency Rate (LTIFR) (Per 200,000 hours)			Total Recordable Case Frequency Rate (TRCFR) (Per 200,000 hours)		
	2020	2021	2022	2020	2021	2022
Americas	0.47	0.46	0.41	1.10	1.63	2.23
APAC	0.20	0.22	0.22	0.34	0.33	0.38
EMEA	0.03	0.05	0.02	0.10	0.19	0.10
Global (Total)	0.30	0.30	0.32	0.68	0.67	0.97

Notes:

- Data includes both direct employees and contractors managed by Cushman & Wakefield.
- LTIFR and TRCFR reflect the number of injuries reported per 200,000 hours of work over a 12-month rolling period.

WORK-RELATED ILL HEALTH

In 2022, there were zero incidents of work-related ill health (as opposed to injury) reported among employees and contractors. Our management of the prevention of work-related ill health is centered around our “plan, do and check” quality cycle and the hierarchy of risk control outlined in our risk management guidelines. Some roles, such as construction and building maintenance, inherently carry risks of work-related ill health, such as exposure to hazardous substances or high levels of noise. To mitigate these risks, our HSSE team conducts a hazard assessment on a new site

before work begins that seeks to identify all jobs, tasks, environments and interfaces with inherent or potential hazards and risks. Once identified, the HSSE team consults with relevant stakeholders, including employees, designers, contractors, clients and appropriate third parties on the hazards identified and the corresponding risk controls developed to eliminate or minimize these hazards. The HSSE team consolidates this information into a site-specific “Safe Work Procedures” document so that the hazards and corresponding risk controls are accessible to those involved.



B-04533



MEET MIA MENDES
Chief Executive of
C&W Services

Q: Please tell us, what do you do at C&W Services?

A: I am the Chief Executive Officer of C&W Services, where I oversee our operations across the U.S., Canada and Puerto Rico. As a business within Cushman & Wakefield, we deliver facility services solutions, which covers everything at our clients' sites—janitorial, engineering, maintenance, groundskeeping, space management, energy management, mailroom, etc. Our business employs nearly 13,000 people who service 600 msf within 600 client properties.

Q: How does C&W Services contribute to the diverse makeup of Cushman & Wakefield?

A: Given the nature of our work as a frontline organization, our team is very diverse. Our hourly employees are principally Latino and African American. These employees make up about 60% of our C&W Services workforce. About 45% are female. I'm proud to say that this diversity reaches all the way up to our executive leadership team, where six of seven members are women. At Cushman & Wakefield, we celebrate diversity and inclusion, and make it our mission to create a path for advancement for women and people of color. We understand the importance of being intentional in our hiring and promotion practices. It's something we believe in strongly.

Q: What are you most focused on as the leader of this organization?

A: First and foremost, we are a people-centric organization, so in addition to focusing on growth and managing disruptions to the industry, I am primarily focused on supporting our people. Part of my role is to make C&W Services feel intimate, so I spend a lot of time in the field at client sites interacting with our team members. I'm trying to create familiarity in the organization. Accessibility to the leadership team is very important. I want our people to know we're here for them.

Q: As a highly diverse organization, where do you look to make improvements?

A: When we talk about diversity, we frequently think about the recruitment of people, but it's also about finding ways for our people to succeed, regardless of where they are in the organizational chart. These folks are our secret weapon, so we need to cultivate and nurture them. Their success is also key to retaining our clients. We are very focused on making sure we are the kind of company that our employees join and choose to stay and grow with. That means creating opportunities that enable mobility. I ask myself the question, 'Can we enable our employees to buy that first house and send their kids to college?' I feel that's the responsibility we have; the opportunity we have. Our frontline workers are passionate about their jobs. They work hard. I think there's nobility in this profession. Part of our mission is to uplift this entire cohort of society that is often overlooked and develop a path for them to advance and succeed.

Q: How does C&W Services support the broader Environmental, Social and Governance goals at Cushman & Wakefield?

A: It's important to remember that the "S" in ESG stands for social. And that social component is a key part of our strategy at C&W Services. My passion for this stems from my personal experience as an immigrant to this country. When I was a child, my family emigrated here during a coup d'état in my home country of Ghana. I understand the value of access and opportunity. That has given me a unique appreciation for the importance of empowering and supporting our workforce. I am proud of the fact that Cushman & Wakefield is actively embedding ESG principles into our value proposition. As an organization, we are deeply committed to the end-to-end employee experience—to diversity, inclusion and equity in the truest sense of the words. This is something we know our clients expect of us and it's something we believe in.

A RECORD OF SAFETY EXCELLENCE

As a leader in the facilities services industry, safety is a key part of everything our C&W Services business does, from our mission, vision and values and strategic plans, down to the daily operations at every site. In 2022, C&W Services and our client Cargill, a global food corporation, were both named Nebraska's Safest Companies by the National Safety Council's Nebraska Chapter. For nearly 30 years, Cargill has been recognized as a safety award recipient, with a safety record 50% better than the industry national average. C&W Services has been recognized as a safety award recipient in Nebraska for nearly 20 years.



SUPPLY CHAIN MANAGEMENT

Cushman & Wakefield's global supply chain comprises thousands of suppliers of goods, services and equipment, including those that support our corporate operations and the suppliers we partner with to serve our clients worldwide. Our global Procurement team manages a platform of suppliers that represents people, processes and technology to deliver value for our clients and within our firm. Due to the nature of certain client relationships, procurement delivery is often a partnership between the central platform team and local property and facilities managers. Our procurement platform provides the tools to deliver due diligence, supplier selection and reporting.

We respect human rights throughout our supply chain and strive to engage with suppliers that align with our values and principles and uphold high standards of business integrity and ethical conduct. We engage with our suppliers on ESG matters, ensuring they understand and comply with our Global Vendor/Supplier Integrity Policy, which sets out our expectations in the areas of business integrity, labor practices, health and safety, environmental management, and anti-bribery and corruption. We regularly validate that suppliers are in compliance with our Global Vendor/Supplier Integrity Policy.

We continued to enhance and strengthen our supply chain in 2022. Our Procurement team has updated its management strategy, adopted new systems to better manage suppliers and established a tier II spend reporting structure to help properly capture indirect spend. We have also implemented a new supplier management system, ServiceEdge, which has made it easier for Cushman & Wakefield to identify preferred and diverse suppliers and is linked to a diverse supplier database to identify new diverse suppliers not currently within our ecosystem. We also continue to evaluate and leverage third-party solutions to enhance the data collection process for our supply chain program.

RESPONSIBLE SOURCING

In 2022, Cushman & Wakefield began efforts to further evolve our practices around responsible sourcing. As we view ourselves as a key supplier to our clients, we strive to incorporate the professional, ethical and legal standards of our clients throughout our own supply chain. In furtherance of these efforts, in 2022 we utilized the services of a leading global consulting firm to analyze and educate us on the gold standard for supply chain management. We also engaged this firm to advise us on an updated framework for our future state responsible sourcing program. The output was the establishment of a roadmap and plan for the implementation of responsible sourcing going forward.

This three-year plan is intended to help us enhance due diligence, supplier management and client reporting. Our values, including our commitment to human rights, are embedded throughout our updated process. As of December 2022, we are not aware of any instances of slavery or human trafficking in our business or supply chain. Learn more in the [Human Rights](#) section of this report.

SUPPLIER DIVERSITY



WHAT IS SUPPLIER DIVERSITY?

- > Supplier diversity is the procurement of goods and services for business, with the proactive intention of including diverse vendors for consideration in the supplier selection process.

WHO QUALIFIES AS A DIVERSE SUPPLIER?

- > A business that is at least 51% owned and operated by a historically underrepresented or underserved individual or group qualifies as a diverse supplier.

WHAT IS TIER I AND TIER II SUPPLIER DIVERSITY SPEND?

- > Tier I suppliers sell products directly to a buyer. The suppliers who receive direct payments from Cushman & Wakefield are tier I suppliers.
- > Tier II suppliers provide tier I suppliers with products or services that are sold to a buyer. Tier II suppliers receive payment from the tier I company for the products or services provided to Cushman & Wakefield.

Cushman & Wakefield is committed to supporting economic development and advancing equity in our communities through our Supplier Diversity Program. This program is integral to both our company's operating and DEI strategies. Through the Supplier Diversity Program, we identify opportunities to engage and work with diverse suppliers such as minority-, women-, veterans-, LGBTQ+- and disability-certified businesses and

others.

Our Supplier Diversity Program continued to expand and mature in 2022. For example, our Supplier Diversity Advisory Council (SDAC), which consists of procurement professionals and senior leadership from our service lines, expanded its efforts in 2022. The SDAC provides advocacy and guidance on the Supplier Diversity Program initiatives and jointly works to help ensure the program moves toward industry best practices with eyes on constant innovation. In 2022, the SDAC implemented a Diverse Supplier Buddy Program, with the goal of helping service line leaders partner with diverse suppliers to create opportunities for increased spend with our existing diverse supplier base and add new diverse suppliers to our ranks.

In 2022, we also established a global project team to spearhead our efforts around our International Supplier Diversity Program. The international program focuses on coordinating internal region-specific responses to differences in characteristics considered to be the basis for diversity, demographics, local rules and regulations, and partner organizations. Thus far, the team has worked on documentation of supplier diversity classifications, diverse supplier spend data management, and enhancing Cushman & Wakefield's overall supplier diversity strategy on a global scale.

Cushman & Wakefield focused on encouraging new diverse suppliers to enter our ecosystem this year through our **Supplier Registration Portal**. This portal allows suppliers to provide information to be considered for opportunities with our firm and helps us ensure diverse suppliers are properly certified. Because of our efforts, we were able to add over 1,000 diverse suppliers to our potential supplier network over the last year.

During the year, we also increased the use of technology tools to assist in our Supplier Diversity

efforts. We developed dynamic dashboards to be used by Cushman & Wakefield service lines to track diverse supplier goals and annual trending. These tools allowed account personnel and service line leadership to actively monitor diverse supplier spend and identify areas for improvement.

We also developed external facing **Supplier Management** landing pages on the Cushman & Wakefield website. These pages give current and potential suppliers greater access to the Cushman

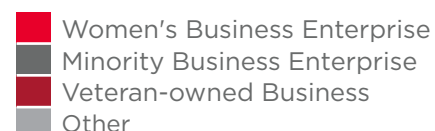
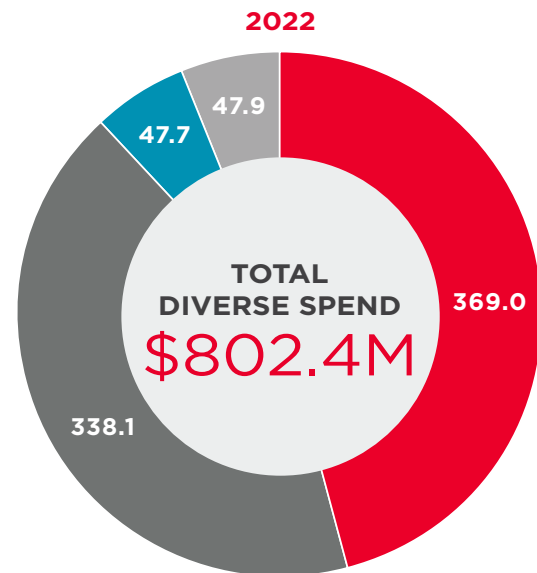
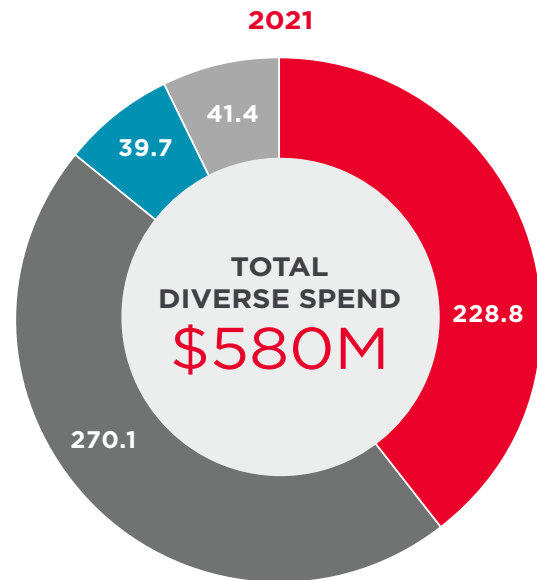
& Wakefield organization, including our supplier registration portals and important C&W policies.

As a result of efforts like these, in 2022, Cushman & Wakefield in North America increased the number of diverse suppliers as well as our spend with them. Specifically in 2022: (a) we utilized over 3,600 diverse suppliers, an increase of 14% over 2021 and (b) we spent over \$800 million on diverse suppliers, an increase of 38% over 2021.

	2020	2021	2022
DIVERSE SUPPLIERS (DBE, DISABLED, LGBTQ+, MBE, VET AND WBE)¹	SPEND \$444.5M	\$580.0M +30% FROM 2020 TO 2021	\$802.4M +38% FROM 2021 TO 2022
	# OF SUPPLIERS 2,562	3,162 +23% FROM 2020 TO 2021	3,605 +14% FROM 2021 TO 2022
SMALL BUSINESS SUPPLIERS²	SPEND \$267.1M	\$297.5M +11% FROM 2020 TO 2021	\$358.4M +20% FROM 2021 TO 2022
	# OF SUPPLIERS 2,316	2,965 +28% FROM 2020 TO 2021	3,284 +22% FROM 2021 TO 2022

See our breakdown of 2021-2022 spend with diverse suppliers in North America by supplier type in the graphs below:

DIVERSE SUPPLIER SPEND (MILLIONS USD)



DBE: Disadvantaged Business Enterprise

Disabled: Disabled-owned Business

LGBTQ+: Lesbian, Gay, Bisexual, Transgender, Queer/Questioning and Others

MBE: Minority Business Enterprise

VET: Veteran-owned Business

WBE: Women's Business Enterprise

Small/SBE: Small Business or Small Business Enterprise

Other: All additional diversity

¹ Values include all diverse designations except suppliers that are SBE/small only

² SBE/small only (does not include SBEs that are also classified as diverse)

Note: Categorization of diverse designations was refined in 2021, therefore resulting in restatement of our 2020 data.



ECONOMIC IMPACT IN THE U.S.

In 2022, Cushman & Wakefield commissioned a study with the Consulting and Business Development Center at the University of Washington Foster School of Business in an attempt to help us to understand the economic impact of our spend with diverse suppliers (the “UW Economic Impact Report”). The study analyzed the impact of Cushman & Wakefield’s diverse supplier spend from 2019 to 2021 in the United States, which spend totaled as much as \$1.2 billion with more than 4,000 diverse businesses. The study used US Bureau of Economic Analysis modeling techniques to estimate the total economic value that each dollar of direct spend produces as it cycles through the economy. We believe this study provides quantitative details about how our Supplier Diversity Program has positively impacted the communities we serve by creating jobs and influencing local economies.

2019-2021 IMPACT - U.S.

As cited by the UW Economic Impact Report

ECONOMIC IMPACT

\$1.79 billion

Estimated impact on primary and intermediate industries

JOBS CREATED

12,923

Estimated new employment generated

EARNINGS GENERATED

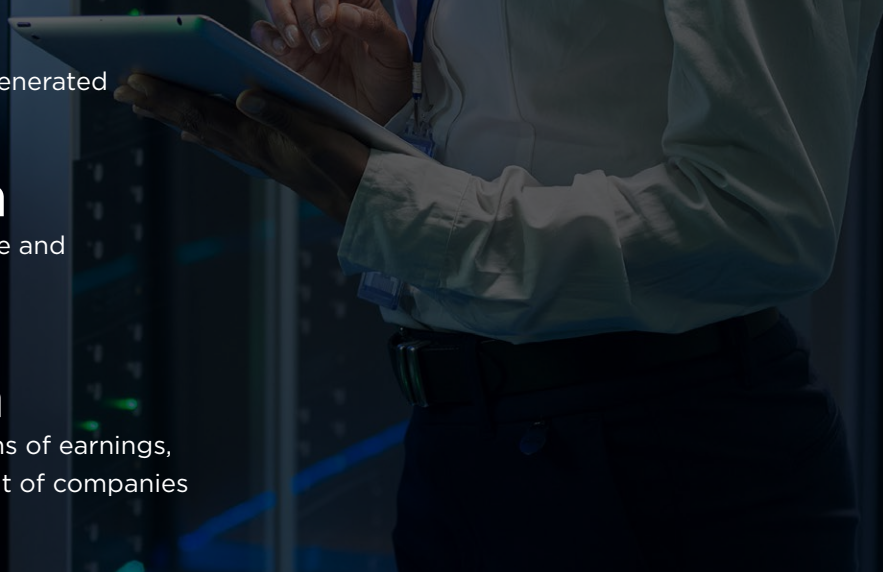
\$548 million

Estimated impact on employee and proprietor earnings

VALUE ADDED

\$933 million

Estimated value added in terms of earnings, taxes to government and profit of companies



SUPPLIER DIVERSITY PARTNERSHIPS

We actively engage with diverse supplier organizations to exchange knowledge, expertise and best practices that can advance supplier diversity within our industry. To achieve our goals, we partner with the following diverse supplier organizations:

Partner	Impact
MSDUK (Minority Supplier Development UK)	During Black History Month, we hosted a Diverse Supplier Reception with MSDUK, which certifies businesses that are 51% or more owned by ethnic minorities, to meet diverse firms and introduce them to our Supplier Registration Portal.
NGLCC (National Gay Lesbian Chamber of Commerce)	NGLCC continues to be an important partner of Cushman & Wakefield. In 2022, we participated in their annual convention in Las Vegas where we participated in a matchmakers event, their supplier expo, and LGBTQ-related trainings.
NMSDC (National Minority Supplier Development Council)	NMSDC is a growth engine organization for supplier diversity worldwide. They partnered with us in 2022 by meeting with our key executives to explain how certifications can benefit large companies and provided trends in supplier diversity. They also partnered with us in the “Value of Certification” training we provided for diverse businesses.
Social Traders / Supply Nation	In 2022, we partnered with Australia-based organizations Social Traders and Supply Nation to focus on engaging indigenous communities in Cushman & Wakefield’s supply chain.
The BOW (Black Owner & Women’s) Collective	BOW Collective is a business advocacy group comprised of the U.S. top 1% of Black Women Enterprises. We are proud to have signed on as a Silver-level Corporate Ally of BOW Collective in 2022.
USPAACC (US Pan Asian American Chamber of Commerce)	In 2022, we were a corporate sponsor of CelebrASIAN, America’s largest and longest-running business development conference convened by Pan Asian Americans.
WBENC (Women’s Business Enterprise National Council)	WBENC hosts the WeThrive program to offer virtual executive development and learning. It is tailored to meet Women’s Business Enterprises (WBE) where they are today and to support them into the future. Cushman & Wakefield was proud to be the title sponsor for the first 2022 cohort, funding the program for 250 participating businesses. We also participated in many WBENC national events in 2022, and we were recognized by them as a “Top Corporation for Women’s Business Enterprises.”
WEConnect International	In 2022, we joined WEConnect International, a global network that connects women-owned businesses to qualified buyers around the world, to further our international strategy on gender equity. We are scheduled to participate in several of their worldwide events in 2023.

RECENT SUPPLIER DIVERSITY HIGHLIGHTS

RECENT SUPPLIER DIVERSITY HIGHLIGHTS

Cushman & Wakefield has experienced momentum in expanding our Supplier Diversity Program and supporting economic development, equity and inclusion in the communities in which we operate. Below are a few additional examples of recent Supplier Diversity events.

2023 SUPPLIER DIVERSITY DAY

In March 2023, Cushman & Wakefield held our second annual Supplier Diversity Day to celebrate our progress, raise awareness of our commitment to diversifying our supply chain and recognize our partners, vendors and supplier diversity champions for their contributions to our success. Over 800 colleagues, partners and CRE industry members across the globe attended the live event, which received over 11,000 additional views in just 24 hours. During the event, then-CEO John Forrester, CDEIO Nadine Augusta and Head of Supplier Diversity & Responsible Sourcing Egwu Nwankpah discussed the impact of diverse dollars on the

growth of our business, our commitment to the diverse communities we serve and the value of diverse suppliers in our supply chain. Cushman & Wakefield also recognized several of our key partners with awards, including Advocate of the Year, Diverse Vendor of the Year and Diverse Client of the Year.

You can watch the recording of Supplier Diversity Day [here](#).

CONGRESSIONAL BLACK CAUCUS FOUNDATION SOJOURNER TRUTH LEGACY PROJECT

The Congressional Black Caucus Foundation Sojourner Truth Legacy Project is a series of virtual presentations and in-person events that highlight the amazing legacy, history and continued work of Black women in business, civic and social leadership roles who have dedicated their careers to eliminating systemic barriers and ensuring equity for all. Cushman & Wakefield was a sponsor for the program in 2022.





SUPPLIER DIVERSITY AWARDS



WEConnect International Silver Top
Global Supplier Diversity Champion



WBENC Top Corporation for Women
Business Enterprises

COMMUNITY ENGAGEMENT

We encourage and empower our employees to make a positive impact in the communities where we live and work. Throughout 2022, our people donated their time, talent and resources to organizations they value.

The majority of Cushman & Wakefield's charitable giving occurs in local markets and is funded by our for-profit entities. Across our geographies —Americas, EMEA and APAC— there are independent charitable initiatives leading their own standalone regional programs.

The Cushman & Wakefield Charitable Foundation provides a formal mechanism to guide and track charitable giving and create opportunities for philanthropic employee engagement in the U.S. The Foundation allows us to provide an added layer of philanthropic support, reinforcing the great work already being done in local markets.

The affairs of the Foundation are managed by its board of directors, the executive director and a non-fiduciary recommendation committee composed of engaged individuals from across functions, U.S. local markets and service lines. These groups are central to our effective and meaningful giving and outreach program.

Any Cushman & Wakefield U.S. employee can request a donation to a U.S. public charity. The Foundation supports nonprofit organizations in three areas of impact that deliver promising solutions to children and youth through financial giving and community volunteerism, including:

- > Educational programs, including STEAM (Science, Technology, Engineering, Arts, Math)
- > Affordable housing and homelessness prevention
- > Community outreach and after-school enrichment

In 2022, the Foundation partnered with the firm's nine U.S.-based ERGs to direct grants to organizations of their choosing to further the ERGs' important work for causes that matter to our people. Through this partnership, the Foundation and ERGs supported organizations such as Access Living, Dress for Success Worldwide, The Dru Project, Boys & Girls Clubs of Americas, Family Promise, Feeding America, and USA Cares.

The following section sets out select examples of how our people are giving back in their communities around the world.



INVESTING IN OUR YOUTH & HELPING OUR COMMUNITIES

NURTURING YOUNG MINDS

All around the world, our colleagues went above and beyond to raise funds and provide supplies in support of educational programs benefiting disadvantaged youth.

KIDS IN NEED FOUNDATION



- > U.S. Asset Services colleagues from across the U.S. held a school supply drive for **Kids In Need Foundation**. As a result, we donated 230 boxes of school supplies and made a monetary donation to help more than 5,000 under-served students.
- > In April 2022, the Cushman & Wakefield Vietnam team visited **Maison Chance's** Center in Đắk Nông as part of a charity event in support of disadvantaged children in primary schools. By organizing an art competition, the team supported Maison Chance's mission to provide accommodations, community and education to local children, with all the participating young artists receiving scholarships for their future educational and creative journeys.

- > Our Hong Kong team was a key donor for **Project WeCan**, a local business-in-community initiative that empowers underprivileged students to pursue higher studies and future careers. The Hong Kong team helped to facilitate a library renovation at a partner school, a donation of books and a donation for academic awards.

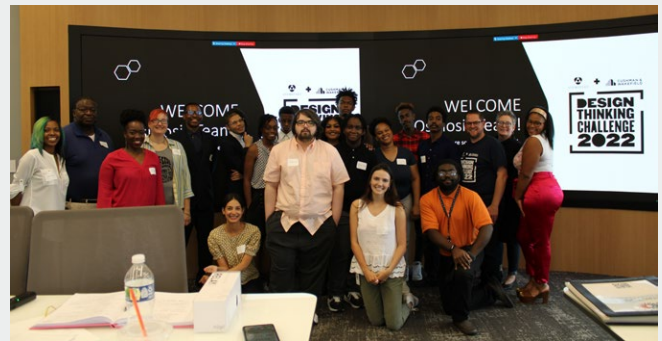


PROJECT WECAN



CASA DOS CURUMINS

- > Our Brazilian Social Actions Committee held a Children’s Day event at **Casa dos Curumins**, a nonprofit that promotes the socio-cultural inclusion of children, teenagers and elderly people. Employees volunteered in recreational activities, such as storytelling, games and sports.
- > Cushman & Wakefield teamed with Chicago’s **Project Osmosis**, a leader for 20 years in unleashing the creative potential of young people in under-resourced communities. We brought several of Cushman & Wakefield’s large Global Occupier Services clients to a Design Thinking Challenge that paired students with design professionals and real estate leaders to bring a fresh perspective to today’s workplace challenges, while raising the bar on inclusiveness.
- > As part of our ongoing support for diversity, 28 of our associates in the UK took part in an accredited coaching course where each partnered with a young person from a socio-economically disadvantaged and/or diverse background. Each coaching pair completed 20 hours of training, with a total of 140 one-on-one sessions over the three-month program.



PROJECT OSMOSIS

SUPPORTING OUR NEIGHBORS

In 2022, our employees were fully committed to giving back to local communities in order to help those less fortunate.

- > The U.S. Multifamily leadership team met in San Antonio, Texas, where attendees assembled 1,000 hygiene kits for a local charity, **Haven for Hope**. This charity focuses on ending homelessness by empowering individuals and families to transform their lives.
- > The GOS team in Manila launched a CSR initiative, **Handog**, which means an act of giving in Tagalog. Colleagues volunteered in a Philippine-based hunger relief program, **Project PEARLS**, donating close to 3,100 kg of food to more than 800 children and adults at multiple locations on multiple days.

> During the holidays, our U.S. Asset Services team conducted holiday drives nationwide, encouraging residents and tenants in buildings we manage to help under-resourced families within local communities. More than 2,300 toys were collected and distributed, and over 1,000 pairs of socks, coats, blankets and food items were donated to local charities.

HOLIDAY DRIVES



> The commercial real estate team in Washington, D.C. hosted a chili cook-off on behalf of **Rebuilding Together DC-Alexandria**, a local nonprofit organization with a mission to repair homes and revitalize historically underserved neighborhoods and communities. Nineteen volunteers served nearly 100 hours to organize and host the event. The funds raised from the chili cook-off were used to complete various landscaping and school maintenance projects as part of a community service day with Rebuilding Together DC-Alexandria.

REBUILDING TOGETHER



HANDOG

STEPPING UP AFTER NATURAL DISASTERS

As natural disasters grow larger in scale and occur more frequently, the need to help those impacted grows as well. Throughout the year, our colleagues stepped up to assist those who were impacted in the community. Following the devastation of Hurricane Ian, one of the most powerful hurricanes in U.S. history, our C&W Services team members volunteered to deliver more than 2,000 pounds of food, clothing, and personal hygiene products to a local food bank in Fort Myers, Florida. Additionally, Cushman & Wakefield's U.S. Valuation & Advisory team led an effort to raise money for a colleague who was directly affected by the hurricane to support them and their family through the difficult time.

SUPPORTING CHILDREN AND FAMILIES IN NEED

Children and families around the globe face significant challenges on a daily basis, which is why our colleagues have worked together to support those in need.

- > A Cushman & Wakefield team in Singapore participated in A Very Special Walk, an annual fundraiser for the **Autism Resource Centre**. More than \$10,000 was raised to help empower adults on the autism spectrum to lead independent and meaningful lives.

- > In honor of Children's Day in Argentina, the team presented toys to children living in the **Fundacion Juanito** foster home. Over the course of the following two months, employees donated personal hygiene and domestic cleaning products for the same foster home.



CHILDREN'S DAY



HURRICANE IAN



AUTISM RESOURCE CENTRE



- > The Multifamily team in Portland, Oregon, working with Team Rubicon and **Catholic Charities of Oregon**, assisted with the resettlement of eight refugee families from Afghanistan. Team members volunteered a total of 360 hours, picking up donations, organizing warehouse contents, and assisting the families moving into new homes.
- > Members of the C&W Services team in Salt Lake City, Utah volunteered with **Habitat for Humanity**, a nonprofit organization that supports families by building and improving homes in their areas. The team prepared a basement for concrete, removed old garden beds, and spruced up the landscaping area.



TEAM RUBICON

- > The Social Services Office in Mexico City assisted in furniture donations from four clients to benefit **Fundación Echale**, a nonprofit committed to helping rural communities build and enhance their spaces. The Office also carried out their annual Christmas Toy Drive, donating more than 120 gifts for underprivileged children to **Comedor Santa Maria**, a food kitchen for children and women with limited economic resources in various areas within Mexico City.
- > Our Brazilian Social Actions Committee collected cold-weather clothing donations for **Casa Ondina Lobo**, a nonprofit that helps elderly people in situations of social vulnerability. Along with monetary donations, a total of 260 pieces of clothing donations were collected.



CASA ONDINA LOBO

PITCHING IN TO PROMOTE BETTER HEALTH

Members of our teams around the world selflessly gave their time to help support the health and well-being of others.

- > The Hong Kong Youth Intelligence Committee (Y.I.C.) partnered with the **Hong Kong Red Cross Blood Transfusion Service** to hold a blood drive. Y.I.C. also partnered with the **Hong Kong Family Welfare Society** to distribute anti-epidemic supplies to underprivileged families and senior citizens in designated cities in Hong Kong.
- > Our Brazilian Social Actions Committee held a blood donation campaign to raise awareness about the importance of blood banks.
- > Cushman & Wakefield participated in a Christmas fundraising campaign in support of **AIL Milano**, the Italian association fighting against leukemia, lymphoma and myeloma through research and training.



OPENING DOORS, CREATING OPPORTUNITIES

We partner with organizations to open new opportunities for people who are looking to better themselves. The C&W Services workforce development program works with social enterprise organizations across the U.S., focusing on inclusive employment to match individuals with job openings. This non-traditional approach to talent acquisition provides job opportunities and training at C&W Services for entry-level talent. Cushman & Wakefield partners with Chicago-based **Cara Collective**, a nonprofit organization and community partner that has connected more than 8,100 individuals with more than 13,400 quality employment opportunities. This effort taps a talented pool of people seeking to lift themselves out of homelessness and/or poverty.



HONG KONG RED CROSS BLOOD TRANSFUSION SERVICE



CARA COLLECTIVE





THOUGHT LEADERSHIP, INNOVATION AND TECHNOLOGY

Cushman & Wakefield remains dedicated to providing comprehensive insights into business, market and ESG trends, while also introducing new technological solutions to improve all aspects of the commercial property lifecycle. We continue to provide the thought leadership, innovation and technology that has made us a leader in commercial real estate, equipping our employees, clients and industry with expert insights and exceptional solutions designed to enhance financial and ESG performance.

THOUGHT LEADERSHIP

To drive thought leadership in 2022, we placed an increased focus on sourcing content ideas from our experts across the firm. By doing so, we were able to tap into the expertise of our people, who have provided a wealth of valuable perspectives on a variety of topics ranging from sustainability to the economy to sector-specific trends and more.



In 2022, our teams developed approximately 2,100 reports and thought leadership pieces.



We continued to publish **The Edge**, Cushman & Wakefield's global thought leadership magazine featuring articles researched and written by our own subject matter experts on the critically important trends and ideas impacting the commercial real estate industry.

Examples of 2022 articles include

- > **The Growing Opportunity for Urban Farms**
- > **Workplace Design for the Neurodiverse Helps Everyone**
- > **Authentic Leadership: Technology, Data and Being Human**
- > **Why ESG Matters to the Future of Investing**
- > **The Electric Vehicle Revolution**

2022 Cushman & Wakefield Thought Leadership Highlights



Click below to read more.



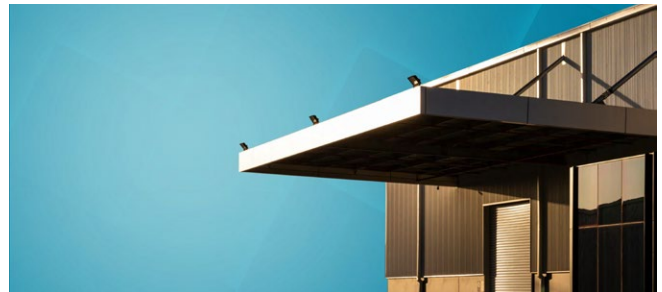
Where Do European Property Values Go from Here?



The Role of Asia Pacific in Global Supply Chains



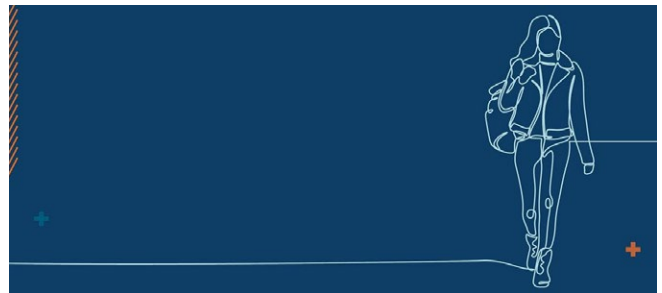
Where Do U.S. Property Values Go from Here?



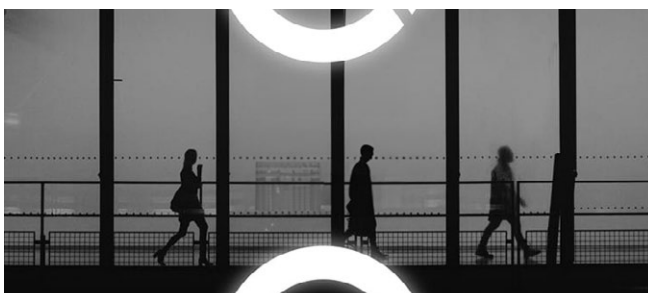
APAC Logistics & Industrial 2022 Update



Five Fast Facts: Best Practices in Medical Office Building Operations



Office of the Future Revisited



Reset 2022 | A Three-Part Outlook Series (Asia Pacific)



Main Streets 2022



Office Fit Out Cost Guides



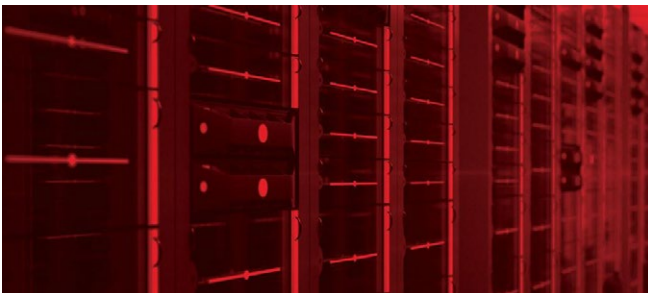
Celebrating Black Employee Resource Groups' Success: Cushman & Wakefield Hosts Panel with DEI Leaders



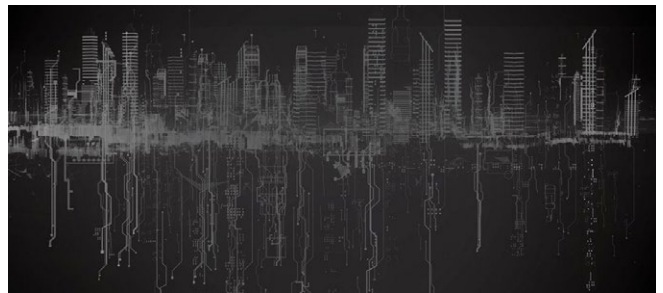
ENERGY STAR® Portfolio Manager Building Emissions Calculator



The Institute for Real Estate Management (IREM) Survey Results



Best Practices: Natural Disaster Readiness for Data Centers



Tech Cities: The Global Intersection of Talent and Real Estate

INNOVATION AND TECHNOLOGY

In 2022, our Technology & Data Solutions organization optimized its operating model to strengthen the link between our technologists and our clients and employees. A Business Information Officer is now accountable for the holistic technology and digital experience in each business area (Services, Advisory and Enterprise). These Business Information Officer organizations and our governance structure ultimately determine our capacity and our approach to key technology partnerships guided by a two-pronged approach:

- 1. Discovery:** Our Global Innovation Hub and service line leadership collaborate to discover and assess new opportunities, helping to ensure they are aligned against the priorities of our clients and our firm's strategic goals.
- 2. Growth:** Once we decide to pursue a technology solution, the Global Innovation Hub focuses on deployment, in order to ensure it is scalable and that our professionals are equipped to implement the solution. We seek to ensure that all deployments are trackable to help guide future partnership and implementation decisions.

We have key strategic partnerships with the following:

- > **Salesforce:** Leveraging Salesforce's Net Zero Cloud globally for Cushman & Wakefield to efficiently track, analyze and report reliable ESG data and insights.
- > **Microsoft:** Working to reduce our overall IT energy consumption and related GHG emissions by migrating on-premises applications, workloads and databases to Microsoft Azure and Microsoft 365; using the Emissions Impact Dashboard to assess the emissions and reductions related to using these services and platforms and to make data-driven decisions about our cloud usage.

The following key products, partnerships and offerings have been added to our pipeline as the result of the approach described above:

CFP Green Buildings

CFP Green Buildings (CFP) is a tool to enable real estate owners and investors worldwide to reduce carbon emissions. Retrofitting existing commercial property for energy efficiency is a critically important goal. To help clients reduce carbon emissions and meet net zero goals, Cushman & Wakefield launched C&W Green Buildings, a proprietary digital software assessment tool that identifies custom decarbonization, retrofitting and cost-savings opportunities for real estate owners and investors. Created through an exclusive partnership with CFP, a consultancy with a mission of making all buildings and homes more sustainable, the tool offers Cushman & Wakefield clients a fast, cost-effective, more accurate and auditable way to estimate energy consumption and create a roadmap to greener real estate assets. Clients can request a demo to use the Green Buildings tool independently or as part of related Cushman & Wakefield services.

Inveniam

With a continued commitment to client needs, Cushman & Wakefield's strategic alliance with Inveniam leverages a proprietary data management platform to assess the value of real estate assets more quickly and efficiently with trust and transparency. Using the Inveniam.io data operating system and its patented blockchain technology, Cushman & Wakefield is enhancing how asset data is credentialed, extracted, structured and delivered to clients—providing better data quicker and creating a framework for real-time global trading and more transparent real estate transactions.

Jupiter Intelligence

Jupiter is a trusted leader in climate risk analytics for organizations looking to strengthen their climate resilience. With forward-focused, rigorous methodologies, and analytics delivered by some of the best scientists in the industry, Jupiter turns

sophisticated climate science into actionable data, helping clients manage, mitigate and disclose climate risk. For the real estate sector, Jupiter helps enable optimization of portfolio strategies, deal structuring, resiliency and insurance savings. Cushman & Wakefield established an agreement with Jupiter Intelligence to provide a climate risk data solution to the market. The solution further enhances Cushman & Wakefield's ability to deliver best-in-class research and advisory services.

Measurabl

Cushman & Wakefield has continued collaborating with Measurabl, an ESG platform built for real estate. Measurabl's cloud-based platform provides real estate owners and occupiers with a comprehensive view of their ESG performance through automated data capture, on-demand reporting capabilities, and verified service providers. This helps our clients accurately report progress and analyze opportunities for efficiency on their ESG journeys.

SwiftConnect

SwiftConnect's software platform enables seamless, flexible access by automating the provisioning and lifecycle management of access credentials across different buildings and office spaces. As a co-investor in the company, Cushman & Wakefield is supporting the rapid shift toward flexible office space. This advanced technology enables employees anywhere in the world to use their smartphone, wearable or keycard to access any location, eliminating the need to replace existing systems.

Switch Automation

Switch Automation provides smart building software and analytics technology for real estate. The company's platform integrates disjointed digital systems in a building to identify operational inefficiencies and analyze key performance indicators, helping property owners and facility managers to reduce operating costs and improve energy efficiency. Cushman & Wakefield invested in Switch Automation in 2022. We believe there

will be a digital transformation of facilities management and that Switch Automation has the platform to support this. We believe digital facilities management will create new skills, new career opportunities and help decarbonize the built environment.

Upflex

Upflex's technology and suite of software-as-a-service (SaaS) solutions make it possible for office location and desk booking flexibility. Upflex allows employers to expand their definition of workspace, bringing their owned and leased real estate into the same centralized, easy-to-use booking ecosystem with a worldwide network of thousands of workspaces on demand. Bolstered by a major investment from Cushman & Wakefield, Upflex is enabling managers to have access to real-time usage data and trends over time, empowering them to create customized, long-term hybrid solutions optimized to their business objectives, employee well-being and sustainability goals.

WiredScore

WiredScore is helping commercial and residential developers and owners understand, benchmark and improve the digital and smart building infrastructure of their buildings, which in turn helps them attract tenants and demonstrate future-proofing to investors. Backed by significant investments from industry leaders, including Cushman & Wakefield, WiredScore uses certification and education to set a high standard for technology in the built world, empowering people and spaces. Through this relationship, we can help our employees and clients stay on the cutting edge of the technological advancements that are transforming real estate.



GOVERNANCE

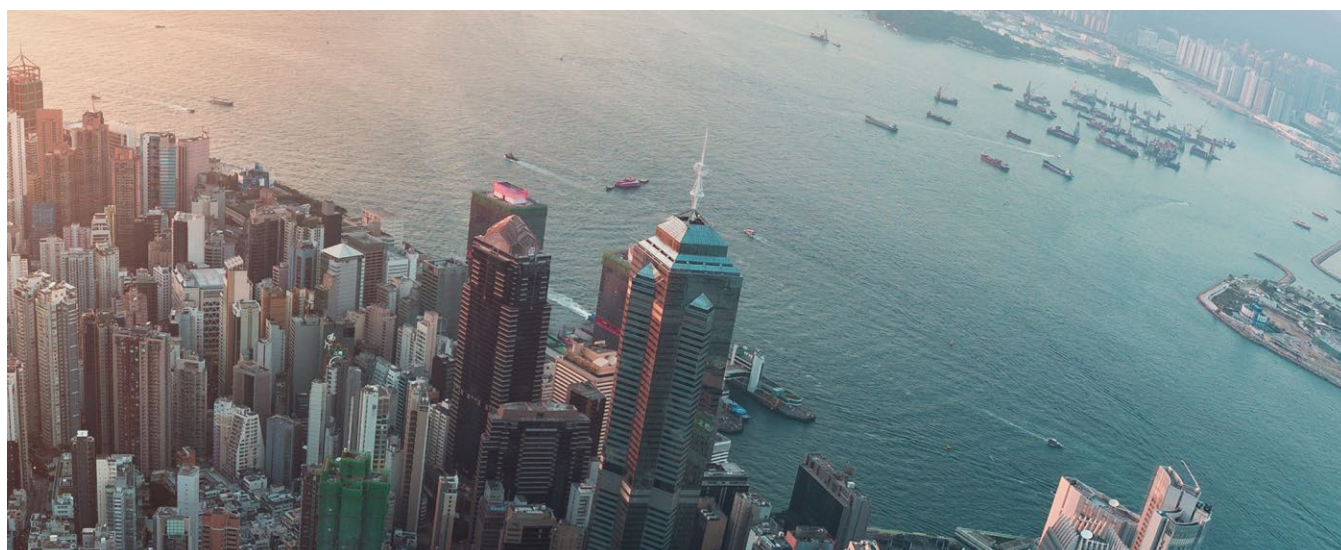
BOARD OF DIRECTORS

[2-9]

At Cushman & Wakefield, we understand the importance of strong corporate governance practices that support the effectiveness of our leadership team. The Board of Directors (“Board”), either through itself or its Committees, plays a crucial role in overseeing our corporate strategy, approach to enterprise risk management, ESG disclosures and ESG goal setting and initiatives.

The diversity of our Board members is important to our success, as we believe their unique backgrounds and experiences collectively drive

more innovative thinking, better solutions and increased shareholder value. We remain committed to maintaining these strengths. Our Board has three standing Committees, each with a specific focus that helps us manage risk across our business and provides oversight of certain ESG-related matters: The Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. These Committees are guided by their respective charters, which are described in the **Risk Management** section of this report, and policies that can be found under **Governance Documents** on Cushman & Wakefield’s Investor Relations website.



As of the date of publication of this report, the makeup of our Board is as follows:

DIRECTOR	AUDIT COMMITTEE	COMPENSATION COMMITTEE	NOMINATING AND CORPORATE GOVERNANCE COMMITTEE	BOARD OF DIRECTORS	INDEPENDENT
Brett White				Chair	
Michelle MacKay				X	
Jonathan Coslet				X	X
Timothy Dattels		Chair	X	Lead Director	X
Jodie McLean	X	X	X	X	X
Anthony Miller				X	X
Lincoln Pan		X	Chair	X	X
Angela Sun	X		X	X	X
Billie Williamson	Chair			X	X

Notes :

1. John Forrester was a member of the Board through his retirement as CEO on June 30, 2023.
2. Angeliqe Brunner was a member of the Board through her resignation from the Board on June 30, 2023. Ms. Brunner was also a member of the Audit Committee and the Nominating and Corporate Governance Committee until her resignation.
3. Michelle MacKay was appointed to the Board on July 1, 2023, in connection with her appointment as our CEO. Ms. MacKay previously served as a member of the Board from 2018 to March 2020.
4. Jodie McLean was appointed to the Audit Committee, and Angela Sun was appointed to the Nominating and Corporate Governance Committee, each effective July 1, 2023.

RISK MANAGEMENT

Our commitment to effective risk management is reflected in our strategy, which prioritizes the identification and mitigation of risks that could have an impact on our business and stakeholders. This is done through a combination of several different approaches to help ensure risk management frameworks are embedded throughout multiple levels of the organization globally.

The Enterprise Risk Management program seeks to ensure that Cushman & Wakefield maintains a systematic, disciplined approach to identifying, evaluating and managing risks the organization may face. To help ensure both emerging and existing risks are regularly reviewed and assessed throughout the organization, we conduct an annual global Enterprise Risk Management assessment to review Cushman & Wakefield's global operations. This annual assessment includes participation and input from our senior leadership to provide a holistic view of the organization and enterprise risks faced, including but not limited to those related to compliance, financial reporting, operational, personnel and strategic risks. The Enterprise Risk Management assessment is reported annually to the Audit Committee of the Board of Directors. See our **2022 Form 10-K** for additional information on risks facing our business and our management thereof.

In addition to our Enterprise Risk Management program, the company also regularly reviews risks at various levels of the organization through other processes. For instance, the Risk Assurance Committee framework includes quarterly reviews at both the regional and global level. The regional Risk Assurance Committees evaluate and submit their top risks quarterly, including proposed action plans to monitor and mitigate the risk, for review by and input from the global Risk Assurance Committee, which is made up of senior executive leadership. Responsibilities of the Risk Assurance

Committee include:

- > Providing critical input and monitoring risk
- > Escalating material risks to support decision making
- > Reviewing internal audit plans
- > Discussing control or security incidents and identifying mitigative measures
- > Reviewing global compliance or regulatory matters
- > Reviewing the Information Security Program

BOARD OVERSIGHT OF RISK MANAGEMENT

At Cushman & Wakefield, our Board of Directors oversees enterprise-wide risk management designed to support our strategic objectives, improve our long-term organizational performance and enhance shareholder value. While the full Board maintains overarching responsibility for risk oversight, primary oversight of certain risks has been delegated to relevant committees, which assume primary responsibility for overseeing those risks.

- > Our **Audit Committee** oversees our major financial risk exposures, cybersecurity risks, legal and compliance risks, and the steps our management has taken to monitor and control these exposures.
- > Our **Compensation Committee** oversees the design and implementation of our compensation and benefits programs and policies. Our Compensation Committee also assesses the relationship between risk management policies, practices and compensation.
- > Our **Nominating and Corporate Governance Committee** oversees our major corporate governance risks.

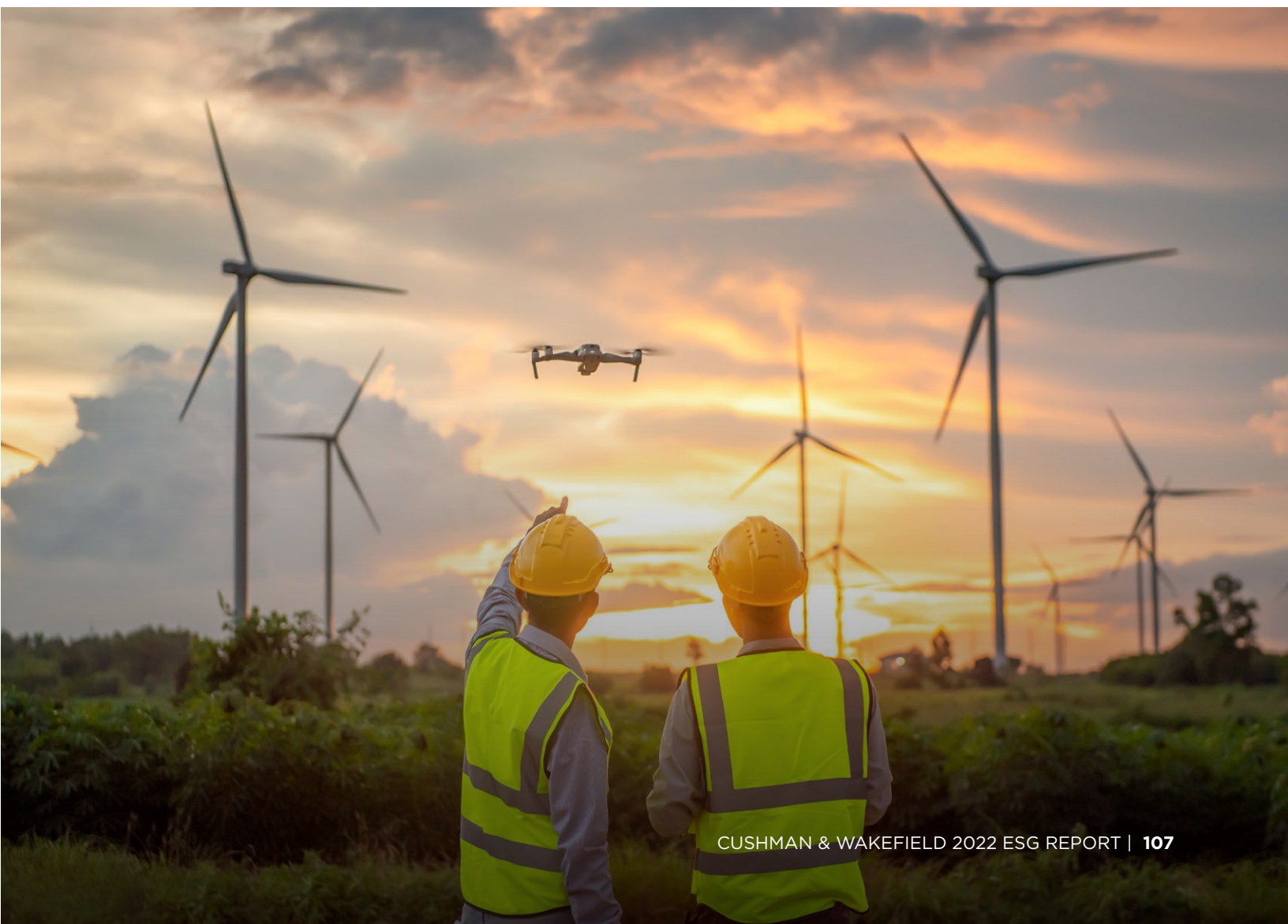
Through our Board's oversight and committee responsibilities, we strive to promote a culture of proactive risk management that supports sustainable growth and value creation. Our commitment to transparency and collaboration with our Board and committees underscores our dedication to sound governance practices and supports our broader objectives.

CLIMATE RISK MANAGEMENT

Our legal and risk team is responsible for managing climate-related risks, as appropriate, with the support of our business operations teams. These teams use business continuity plans, enterprise risk management assessments and various technology tools to support Cushman & Wakefield's climate-related risk and opportunity management process.

To help ensure climate risk management permeates through all aspects of our business, we set certain supporting sustainability benchmarks, achievement goals and guidelines.

Our forthcoming inaugural Task Force on Climate-related Financial Disclosures (TCFD) report will further outline how we integrate climate change mitigation and resilience into our ESG strategy. We plan for the report to include a description of the qualitative and quantitative climate risk and opportunity assessments we conducted with a third party in 2023. Cushman & Wakefield intends to leverage the results of these assessments to support the integration of climate transition and resiliency considerations into our risk management process and strategy.





ESG OVERSIGHT

Cushman & Wakefield seeks to take a comprehensive approach to integrating ESG considerations into our decision-making and operations. Our Board and its committees share responsibility for overseeing various ESG-related matters and regularly engage with senior management on related issues. Recent discussions have focused on a range of topics, including emissions reduction targets, ethics and compliance, supplier diversity, and DEI, among others.

To further strengthen our ESG oversight, in early 2023 we amended committee charters to delegate specific ESG oversight responsibilities to certain committees. The Nominating and Corporate Governance Committee is now responsible for reviewing and monitoring the development and implementation of our goals with respect to ESG, while the Audit Committee is responsible for reviewing ESG data, metrics and certain other disclosures.

Our Corporate ESG program continues to provide enterprise-level coordination of ESG efforts through data collection, reporting, communications, strategic initiatives and more. In 2022, the Corporate ESG program was overseen by an executive management team that included Brad Kreiger, Chief Marketing & Communications

Officer; Nathaniel Robinson, Chief Investment & Strategy Officer; and Brett Soloway, our then-current Executive Vice President and General Counsel. Members of each executive's team led applicable aspects of the Corporate ESG program and managed the ESG reporting committee, a cross-functional group of experts across the firm's regions, service lines and business units.

In 2022, we formed a Global Sustainability Taskforce, which built on the work already being carried out by local teams to develop an actionable strategy around key sustainability initiatives in our service offering and business as part of our broader focus on ESG. In 2022, the Taskforce worked to define our vision, ambition and goals to create a framework for achieving measurable progress in making an impact for our people, clients and planet. In addition to the existing executive sponsors and ongoing oversight from our CEO, additional members of our Global Management Team provided stewardship and guidance to the Global Sustainability Taskforce in 2022. In 2023, the Taskforce transitioned to a Global Sustainability Working Group. The Working Group is composed of regional sustainability leads and contributors from key corporate functions who strive to execute on many of the strategies and goals identified in 2022.

ETHICS AND COMPLIANCE

ETHICAL POLICIES AND PRACTICES

As a leading provider of commercial real estate services, our success largely depends on the trust and confidence of our stakeholders worldwide. At Cushman & Wakefield, we recognize the crucial role our employees play in upholding our integrity and conducting business with high ethical standards. Our company culture emphasizes personal accountability, helping to ensure that we all prioritize the protection of our business, colleagues, clients and the communities we serve. We are committed to adhering to all relevant laws and regulations that impact our global operations. Compliance risks can be identified through a variety of methods - Enterprise Risk Management, Internal Audit, compliance investigations, due diligence, risk assessments, business advisory functions, and meetings with senior leadership.

Our global Ethics and Compliance program is led by our Chief Ethics & Compliance Officer (CECO), who is supported by the Business Unit Compliance Vice President, Regional Compliance Directors, Compliance Operations Manager and the Global Privacy Lead.

The CECO provides quarterly compliance updates to the Audit Committee on compliance investigations, trends and issues, and an annual deep dive on the Cushman & Wakefield Compliance program.

Our **Global Code of Business Conduct** (the “Code”), published in 20 languages, defines the ethical conduct expected of all directors, officers, partners, employees, temporary employees hired through agencies, brokerage professionals and independent contractors (as defined in the Code). To help ensure compliance with this policy, we mandate annual online training and certification to the Code for all tech-enabled employees. In 2022, the Code was updated with additional guidance around political donations and lobbying activities.

Our global Ethics and Compliance policies are a critical part of our firm’s governance, guiding the alignment of our work with our broader ESG commitments, and helping to ensure we act with integrity and in accordance with best practices. Ethics and Compliance policies are reviewed at least annually to help ensure compliance with relevant legal and regulatory requirements.



GLOBAL ETHICS AND COMPLIANCE RELATED DOCUMENTS

Global Anti-Bribery & Corruption Policy

Global Charitable Contributions and Sponsorships Policy

Global Code of Business Conduct

Global Economic Sanctions Policy

Global Vendor/Supplier Integrity Policy

Global Conflicts of Interest Policy

Global Due Diligence Policy

Global Whistleblower Policy

Global Client/Third-Party Privacy & Confidentiality Policy

Insider Trading Policy

Code of Business Conduct for Members of the Board of Directors

Global Policy Concerning Related Third-Party Transactions

UK Modern Slavery Act Statement

Australia Modern Slavery Act Statement

Global Workplace Privacy Policy

Global Anti-Harassment, Anti-Discrimination and Anti-Retaliation Policy

HUMAN RIGHTS

[2-22, 2-23, 3-3]

At Cushman & Wakefield, we take our responsibility to respect and defend human rights seriously, both within our organization and across our supply chain, as outlined in our **Global Code of Business Conduct, Global Vendor/Supplier Integrity Policy**, the **UK** and **Australia** Modern Slavery Statements and other relevant policies and standards. We further promote human rights by seeking to uphold UN Global Compact principles in our business practices, as well as the following principles:

- > Provide safe, healthy and compliant working conditions
- > Maintain awareness of and comply with all applicable laws and regulations of the countries where we operate
- > Support a diverse workforce and provide a workplace free from discrimination, harassment or any form of abuse
- > Treat employees fairly, including with respect to wages, working hours and benefits
- > Prohibit all forms of forced or compulsory labor
- > Prohibit use of child labor

The Global Code of Business Conduct and Global Vendor/Supplier Integrity Policy explicitly prohibit slavery and human trafficking. Our monitoring efforts in 2022 found no instances of slavery or human trafficking in our business or supply chain, and we remain dedicated to continuing this oversight in the years to come. To help ensure that any suspected human rights violations are reported, we offer an anonymous 24/7 hotline that is available to employees, clients and third parties.

REPORTING MISCONDUCT

[2-16, 2-25, 2-26]

Our employees play an integral role in creating an ethical and socially responsible culture at Cushman & Wakefield. We expect all employees to treat others with dignity and respect in order to foster a safe and inclusive workplace. Harassment in our workplace and in all work-related settings is prohibited. This includes the strict prohibition of harassment in the form of abusive conduct, threat, intimidation or act of violence, whether verbal, physical or visual.

//////////

All employees are expected to act in accordance with our Global Anti-Harassment, Anti-Discrimination and Anti-Retaliation Policy, and our Global Whistleblower Policy.

It is important that our employees feel safe and empowered to speak up, therefore retaliation of any kind against an employee making a good-faith report of misconduct is not tolerated. Employees engaging in retaliatory conduct will be subject to disciplinary action up to and including termination of employment.

The Global Whistleblower Policy details the reporting and handling procedures for unethical or improper conduct associated with our operations. Reports can be made to local management, a regional legal or compliance officer, managers in our People function, or anonymously through our global, 24/7, multilingual hotline administered by a third-party EthicsPoint. Our Global Code of Business Conduct requires that all reports are investigated promptly, thoroughly and consistently in line with applicable laws and regulations. Compliance investigations, trends and issues are reported to the Audit Committee of the Board, as appropriate, on a quarterly basis for oversight of the program.

ANTI-CORRUPTION AND ANTI-BRIBERY

[205-1, 205-2]

Cushman & Wakefield has zero tolerance for corruption, bribery or extortion. We implement relevant policies, programs and procedures to help ensure compliance across our business.

Our commitment to anti-corruption and anti-bribery is upheld by our Global Anti-Bribery & Corruption Policy and Global Charitable Contributions and Sponsorships Policy, which define limits on gifts, entertainment, hospitality, and political donations and lobbying. These policies are referenced in our **Global Code of Business Conduct** and are disseminated internally for employees. Due to the global nature of our business, we supplement the Global Anti-Bribery & Corruption Policy where needed with regional/local Gift, Entertainment, and Hospitality policies based on specific local requirements or risks. These policies reflect the most updated gift, entertainment and hospitality limits set by Cushman & Wakefield and include a Frequency, Intent, Timing (FIT) test which allows employees to evaluate their circumstances and practice good judgement before accepting or giving a gift.

Our business activities are subject to regulation that prohibits various forms of corruption, including local laws that prohibit both commercial and governmental bribery and global reaching anti-bribery laws. The company's business activities are also subject to various economic and trade sanctions and import and export control laws, for which we implement compliance training programs for employees. We do not authorize, tolerate or participate in any business practice—even if it is “customary” in a particular jurisdiction—that does not comply with our policies or applicable laws. In cases where applicable laws or requirements are stricter than those outlined in our policies, we are committed to following the stricter standards.

To further reinforce our commitment to ethical behavior, our master service agreements cover third-party vendors and require compliance with our Global Vendor/Supplier Integrity Policy, Global Code of Business Conduct and additional anti-corruption policies.





COMMUNICATIONS AND TRAINING [205-2]

At Cushman & Wakefield, we take a proactive approach to promoting ethical behavior and preventing bribery and corruption in all aspects of our business. To help ensure that our employees are well-informed of our Ethics and Compliance policies, they are distributed annually via email from our CEO, and they are available on our company intranet in 20 languages. Employees are assigned training based on their role, business line and geographic location to help ensure that they are equipped to recognize and mitigate risks associated with their position.

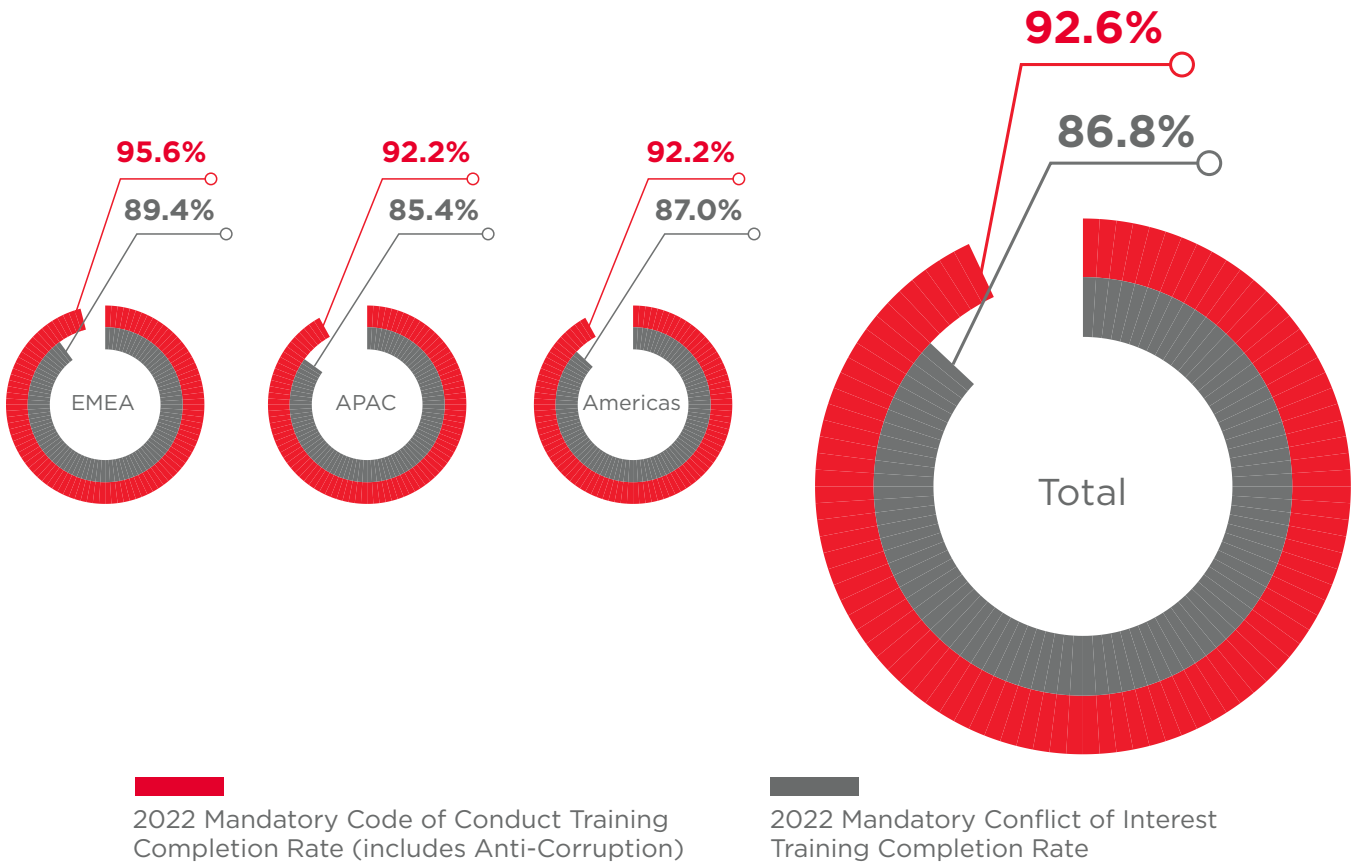
In order to ensure compliance with our Code of Business Conduct, we mandate annual online training and certification to the Code for all tech-enabled employees. Our Code of Business Conduct training specifically covers anti-bribery and anti-corruption risks to empower employees to identify possible violations of applicable anti-bribery and anti-corruption laws such as the U.S. Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act. Regions provide supplemental trainings and communications as needed based on relevant risks or specific issues.

In 2022, we introduced a mandatory Global Conflict of Interest training to provide guidance on recognizing and avoiding conflicts of interest in the workplace. The Conflict of Interest training was designed to ensure that employees avoid activities or relationships that may impair, or appear to impair, their ability to make objective and fair business decisions when performing business duties. When such conflicts arise, employees must immediately report them to their manager, a member of our People Team, or a company legal or compliance representative. The effective identification and management of conflicts of interest are essential to maintain our reputation for professional integrity and manage commercial risks associated with acting as a professional advisor to clients.

To help ensure that our training programs are effective, we track and report on the percentage of employees who have completed mandatory training in a given year. We believe that our training programs play a critical role in fostering a culture of ethics and compliance throughout our organization.



2022 Mandatory Compliance Training



Notes:

- We add new hires to training on a rolling basis. These tables reflect training completion for employees who received training on the initial launch dates.
- Compliance training data as of Dec 31, 2022, as relevant to employees subject to training requirements. Additional employees have completed the Conflict of Interest training as it was available through Q1 of 2023.



MEET MALINI SANGHA
Chief Ethics & Compliance
Officer

Q: Given your extensive background in ethics and compliance, what attracted you to join Cushman & Wakefield in early 2023?

A: What attracted me the most to Cushman & Wakefield was the opportunity to apply my experience to help expand and enhance the company's Ethics and Compliance Program. Prior to joining the organization, I was Chief Ethics & Compliance Officer for Newell Brands, and before that I served as Director, Global Investigations and Anti-Bribery and Anti-Corruption at Avon Products. So, I'm new to this industry, but I am excited to learn more about the business and use my expertise to contribute to the strong culture of ethics and compliance.

Q: Why should employees at Cushman & Wakefield be concerned about ethics?

A: When you ask people what kind of company they want to work for, almost everyone says an ethical one that has a reputation for acting with integrity. I like to remind employees that a company's culture of ethics and compliance really starts with each individual employee acting ethically and doing the right thing.

Q: Beyond following the ethical guidelines established by the business, how can employees determine if their actions will be compliant?

A: The most powerful tool employees have is their own inner voice—that gut feeling. I always tell colleagues you don't need to know every rule and guideline. Although

it's helpful to familiarize yourself with our internal policies, you should also rely on that feeling you get when you're in a situation and you know that something doesn't feel right or above board. And as soon as you get that feeling, you should reach out to someone on the ethics and compliance team. We can help you review the situation and determine whether there is an issue, and if there is, then how to navigate it so that we can reach an appropriate resolution.

Q: How does a commitment to responsible business practices and ethical conduct intersect with the company's ESG goals and principles?

A: Actually, they're very closely aligned. Our commitment to ESG shows that our company believes in doing the right thing. By setting goals and taking actions that are aimed at protecting the environment, fostering a diverse workplace, and empowering employees to act ethically in business dealings, we demonstrate our values as a company. This is especially important as our stakeholders and business partners want to conduct business and be associated with companies that act with integrity. Being a responsible and ethical corporate citizen is of growing importance across the industry and throughout the world.

DATA PRIVACY AND SECURITY [418-1]

Cushman & Wakefield is committed to continually enhancing our global Data Privacy and Security program to align with evolving regulatory requirements. As a global business, managing risk and staying up to date with global regulations and requirements is critical, particularly as data privacy risk has become a global concern in today's data-driven world. Our pragmatic approach aims to mitigate risk and protect our company data, third-party data and employee data, with a focus on confidentiality, integrity and availability. We are dedicated to maintaining data protection and security practices that meet market, legal and contractual requirements in the various markets we serve.

Our Information Security and Risk Management team is responsible for compliance and awareness training, client and data security, technical security, and data privacy. We also have dedicated Global and Regional Risk Committees responsible for overseeing risk governance, internal audit, control and compliance, and a Security Compliance Committee that is responsible for overseeing our security program governance.

To set best practice security policies and standards, our organization works to align with the ISO 27002 control categories and the NIST Cybersecurity framework. These include but are not limited to the following global policies:

- > **Information Security Policy**
Defines the principal requirements of our Information Security Program
- > **Appropriate Use Policy**
Defines how technology and information should be used
- > **Security Standards**
Defines the minimum security requirements for each geography
- > **Global Workplace Privacy Policy**
Describes the ways we handle and protect the personal information of our staff members

At Cushman & Wakefield, we are committed to safeguarding our data and our clients' data. Our teams work proactively to identify and manage potential vulnerabilities through cloud security, screen locking, encryption, and other risk management mechanisms. We also partner with our clients to provide technical security for their infrastructure systems, applications and data. Our vulnerability management works to respond efficiently to risks based on the criticality of the vulnerability. This includes developing security monitoring and controls for key risk areas.



TRAINING & ASSESSMENTS

Cybersecurity awareness is key to preventing cyber threats. To that end, we require all employees to complete annual cybersecurity awareness training and regular phishing awareness exercises. We monitor and assess the success rate of employees reporting phishing scams, and the results inform the development of our data privacy and security trainings, systems and programs.

Similar to how we monitor regulations at a local level, we seek to ensure that our systems and employees are compliant by offering trainings as needed within a specified geography. For example, employees in EMEA are required to complete GDPR training when it is relevant to their roles and jurisdiction.

We undergo regular independent third-party assessments to certify the security of various parts of our business. As a result of our commitment and diligence, we had no formal (filed with the applicable regulator) security- or privacy-related complaints logged in 2022.

Additional components of our Information Security Program include:

- > Security rating and monitoring of third-party vendors, as appropriate
- > Security monitoring of all critical infrastructure
- > Access management and controls
- > Crisis management, including incident response and disaster recovery plans
- > Focus on securing internal and external communications
- > Annual proactive awareness training for all tech-enabled employees
- > Additional training for individuals that handle sensitive data



MEMBERSHIPS AND ASSOCIATIONS

[2-28]

Cushman & Wakefield engages with the following memberships and associations to advance our professionals and the CRE industry.

- > Afilog
- > ANCCŘ (Asociace nákupních center ČR)
- > Ascend
- > Asia Pacific Real Assets Association
- > Asian Association for Investors in Non-Listed Real Estate Vehicles (ANREV)
- > Better Buildings Partnership (BBP)
- > BRE Group (BREEAM)
- > British Council for Offices (BCO)
- > British Property Federation (BPF)
- > Building Owners and Managers Association (BOMA)
- > Building Research Establishment (BRE)
- > Business Roundtable
- > Center for Active Design (Fitwel)
- > CEO Action for Diversity & Inclusion
- > China Real Estate Association
- > CNCC (Conseil national des Centres commerciaux)
- > Commercial Real Estate Women (CREW) Network
- > Coqual
- > CoreNet Global
- > Disability:IN
- > Dutch Association of Real Estate Agents and Appraisers
- > Dutch Green Building Council
- > FNAIM Entreprises
- > Global Compact Network Brazil
- > Global Supply Chain Council
- > Green Building Council Brazil
- > GRESB
- > IBF (Intentional Business Forum)
- > Industrial Asset Management Council (IAMC)
- > Institute of Real Estate Management (IREM)
- > Instituto Ethos (Ethos Institute of Business and Social Responsibility)
- > International Association of Outsourcing Professionals (IAOP)
- > International Council of Shopping Centers (ICSC)
- > International Facility Management Association (IFMA)
- > International WELL Building Institute™ (IWBI™)
- > Japan Association of New Economy
- > JINC
- > McKinsey & Company Black Leadership Academy
- > Minority Supplier Development UK
- > NAIOP
- > National LGBT Chamber of Commerce (NGLCC)
- > National Minority Supplier Development Council (NMSDC)
- > National Multifamily Housing Council
- > OID (Observatoire de l'immobilier durable)
- > Out Leadership
- > Paradigm for Parity (P4P)
- > Pride Business Club
- > Project REAP (The Real Estate Associate Program)
- > Property Council of Australia
- > Real Estate Developers' Association of Singapore (REDAS)
- > Real Estate Executive Council (REEC)
- > Royal Institution of Chartered Surveyors (RICS)
- > Seramount Diversity Best Practices (DBP)
- > Singapore Green Building Council (SGBC)
- > SNMP (Sdružení Nového Města pražského)
- > Social Traders
- > Society of Industrial and Office Realtors
- > Springboard Consulting
- > SUME (Sustentabilidad para México)
- > Supply Nation
- > Tanenbaum
- > The BOW (Black Owner & Women's) Collective
- > The Hong Kong Institute of Surveyors (HKIS)
- > U.S. Green Building Council
- > UK Green Building Council (UKGBC)
- > Urban Land Institute (ULI)
- > US Pan Asian American Chamber of Commerce (USPAACC)
- > WEConnect International
- > Women's Business Enterprise Alliance
- > Women's Business Enterprise National Council (WBENC)

GRI CONTENT INDEX

GENERAL STANDARD DISCLOSURES – 2021

Disclosure	Section/Response	Omissions
2-1	Organizational details	About Cushman & Wakefield No
2-2	Entities included in the organization's sustainability reporting	The scope of the entities included in this report aligns with the scope of entities within the reporting boundary of our Annual Report on Form 10-K for the year ended December 31, 2022 (the " 2022 Form 10-K ") No
2-3	Reporting period, frequency and contact point	About This Report No
2-4	Restatements of information	No Restatements No
2-5	External assurance	About This Report No
2-6	Activities, value chain, and other business relationships	About Cushman & Wakefield; Supply Chain Management No
2-7	Employees	About Cushman & Wakefield; GRI Content Index Number of temporary employees is not provided. Number of non-guaranteed hours employees, full-time, and part-time employees is not provided.
2-8	Workers who are not employees	Number of total workers who are not employees and whose work is controlled by Cushman & Wakefield is not provided.
2-9	Governance structure and composition	About Cushman & Wakefield; Refer to our 2022 Form 10-K No
2-10	Nomination and selection of the highest governance body	Refer to our 2022 Form 10-K No
2-11	Chair of the highest governance body	Refer to our 2022 Form 10-K No
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Oversight; Refer to our 2022 Form 10-K No
2-13	Delegation of responsibility for managing impacts	ESG Oversight; Risk Management No
2-14	Role of the highest governance body in sustainability reporting	About This Report; ESG Oversight No
2-15	Conflicts of interest	Ethics and Compliance; Communications and Training; Refer to our 2022 Form 10-K No
2-16	Communication of critical concerns	Ethics and Compliance We do not report the number of critical concerns communicated to the highest governance body.
2-17	Collective knowledge of the highest governance body	Refer to our 2022 Form 10-K No

GENERAL STANDARD DISCLOSURES - 2021

Disclosure	Section/Response	Omissions	
2-18	Evaluation of the performance of the highest governance body	Refer to our 2022 Form 10-K	No
2-19	Remuneration policies	Refer to our 2022 Form 10-K	No
2-20	Process to determine remuneration	Refer to our 2022 Form 10-K	No
2-21	Annual total compensation ratio	Refer to our 2022 Form 10-K ; Refer to our 2022 Definitive Proxy Statement	Cushman & Wakefield reports CEO pay to median employee. We do not report a comparison of the annual increase in total compensation for these parties.
2-22	Statement on sustainable development strategy	Message from Our CEO	No
2-23	Policy commitments	About Cushman & Wakefield; Environmental Performance; Ethics and Compliance	No
2-24	Embedding policy commitments	Ethics and Compliance; Communications and Training; Human Rights; Anti-Corruption	No
2-25	Processes to remediate negative impacts	Environmental Performance; ESG Priorities; Ethics and Compliance; Human Rights	No
2-26	Mechanisms for seeking advice and raising concerns	Ethics and Compliance	No
2-27	Compliance with laws and regulations	Ethics and Compliance ; Refer to our 2022 Form 10-K	No
2-28	Membership associations	Memberships & Associations	No
2-29	Approach to stakeholder engagement	Stakeholder Engagement	No
2-30	Collective bargaining agreements	People & Culture	Data is only available for Americas and APAC Region.
3-1	Process to determine material topics	About This Report; ESG Priorities	No
3-2	List of material topics	ESG Priorities	No
3-3	Management of material topics	Environmental Performance; ESG Priorities	No

SPECIFIC STANDARD DISCLOSURES

GRI 3: Material Topics 2021

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions	
All	GRI 3: Material Topics 2021	3-1	Explanation of the material topic and its Boundary	ESG Priorities	No
	GRI 3: Material Topics 2021	3-2	Explanation of the material topic and its Boundary	ESG Priorities	No
Economic / Governance					
Economic Performance	GRI 3: Material Topics 2021	3-3	Management Approach	About Cushman & Wakefield	No
	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	About Cushman & Wakefield	We do not currently itemize all categories of economic value distributed.
Business Ethics and Integrity	GRI 3: Material Topics 2021	3-3	Management Approach	Ethics and Compliance	No
	GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethics and Compliance	No
Innovation and Technology	GRI 3: Material Topics 2021	3-3	The management approach and its components	Thought Leadership, Innovation and Technology	No
Environmental					
Energy and GHG Emissions	GRI 3: Material Topics 2021	3-3	Management Approach	Environmental Performance	No
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Performance; GRI Content Index	No
	GRI 302: Energy 2016	302-3	Energy intensity	Environmental Performance; GRI Content Index	No
	GRI 3: Material Topics 2021	3-3	Management Approach	Environmental Performance	No
		305-1	Direct (scope 1) GHG emissions	Environmental Performance; GRI Content Index	No
	GRI 3: Material Topics 2021	3-3	Management Approach	Environmental Performance	No
	GRI 305: Emissions 2016	305-1	Direct (scope 1) GHG emissions	Environmental Performance; GRI Content Index	No
		305-2	Energy indirect (scope 2) GHG emissions	Environmental Performance; GRI Content Index	No
		305-3	Other indirect (scope 3) GHG emissions	Environmental Performance; GRI Content Index	No
		305-4	GHG emissions intensity	Environmental Performance; GRI Content Index	No

SPECIFIC STANDARD DISCLOSURES

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions	
Environmental					
Sustainability Services	GRI 3: Material Topics 2021	3-3	The management approach and its components	Our Sustainability Services	No
			Evaluation of the management approach	Our Sustainability Services	No
Climate Change Resilience	GRI 3: Material Topics 2021	3-3	The management approach and its components	Our Sustainability Services	No
			Evaluation of the management approach	Our Sustainability Services	No
Social					
Employee Attraction and retention	GRI 3: Material Topics 2021	3-3	Management Approach	Our People & Culture	No
			New employee hires and employee turnover	Our People & Culture; GRI Content Index	No
Employee Training and Education	GRI 3: Material Topics 2021	3-3	Management Approach	Learning and Development	No
		404-1	Average hours of training per year per employee	Learning and Development	Average hours of training per year per employee is not reported.
		404-2	Programs for upgrading employee skills and transition assistance programs	Learning and Development	No
		404-3	Performance Reviews	Learning and Development	Breakdown by gender and level
	GRI 3: Material Topics 2021	3-3	Management Approach	Our People and Culture	No
Diversity and Equal Opportunity	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	GRI Content Index	We report age groups using a generational breakdown. Diversity information for individual Board committees is not provided in this report.
		405-2	Ratio of basic salary and remuneration of women to men	Our People and Culture	Ratio of salary and remuneration by gender.
		3-3	Management Approach	Ethics and Compliance; Our People & Culture	No

SPECIFIC STANDARD DISCLOSURES

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions	
Social					
Non-discrimination	GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Ethics and Compliance; Our People & Culture	Number of incidents of discrimination reported.
	GRI 3: Material Topics 2021	3-3	Management Approach	Occupational Health and Safety	No
Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety	No
		403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	No
		403-3	Occupational health services	Occupational Health and Safety	No
		403-5	Worker training on occupational health and safety	Occupational Health and Safety	No
		403-6	Promotion of worker health	Occupational Health and Safety; Our People & Culture	No
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	No
		403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	No
		403-9	Work-related injuries	Occupational Health and Safety	No
		403-10	Work-related ill health	Occupational Health and Safety	No
		Employee Well-being	GRI 3: Material Topics 2021	3-3	The management approach and its components
	Evaluation of the management approach			Our People & Culture	No
Human Rights	GRI 3: Material Topics 2021	3-3	Management Approach	Ethics and Compliance	No
	GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Ethics and Compliance	No

SPECIFIC STANDARD DISCLOSURES

Monitored Topic	GRI Standard	Disclosure	Section/Response	Omissions
Charitable Giving and Volunteering	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Community Engagement	Total amount of community investments is not available.
Water	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Performance	No
		303-2 Management of water discharge-related impacts	Environmental Performance	No
		303-3 Water withdrawal	Environmental Performance; GRI Content Index	No
Waste	GRI 306: Waste 2020	306-3 Waste generated	Environmental Performance; GRI Content Index	No
Environmental Compliance	GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Environmental Performance	No
Data Privacy and Security	GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ethics and Compliance	No

SASB INDEX

This is the third year Cushman & Wakefield is disclosing data using the Sustainability Accounting Standards Board (SASB) real estate services standard. We seek to continue to enhance our internal tracking systems and disclosure in future years in order to disclose all information suggested by the SASB standard for disclosure on a global basis.

Accounting/Activity Metric	Code	Disclosure
Sustainability Services		
Revenue from energy and sustainability services	IF-RS-410a.1	<p>For owners, we offer a variety of property management services, which include client accounting, engineering and operations, lease compliance administration, project and development services and sustainability services. See the Sustainability Services section for more information on the energy and sustainability services we provide to clients.</p> <p>We do not currently report revenue from transactions associated with energy and sustainability services separately from reporting of our total revenue.</p>
(1) Floor area and (2) number of buildings under management provided with energy and sustainability services	IF-RS-410a.2	<p>In 2022, we provided energy and sustainability services to over 930 million square feet globally, representing over 38,000 buildings.</p> <p>We are working to enhance tracking of the total floor area and number of buildings provided with energy and sustainability services across our global portfolio.</p>
(1) Floor area and (2) number of buildings under management that obtained an energy rating	IF-RS-410a.3	<p>In 2022, 945 of Cushman & Wakefield's managed properties obtained an energy rating, representing over 113 million square feet of floor area.</p>
Transparent Information & Management of Conflict of Interest		
Brokerage revenue from dual agency transactions	IF-RS-510a.1	<p>Dual agency occurs when Cushman & Wakefield professionals represent both the owner and prospect with respect to the same property. Our policy is that such dual agency must be properly disclosed and consented to by both the owner and prospect (in accordance with applicable law and our policy). If disclosure is not required by local law, our policy on dual agency still requires our professionals to inform both the prospect and owner immediately upon learning of dual agency. Following notification, the professionals involved are required to either receive express, written approval or withdraw from the transaction. If dual agency is approved, our policy requires steps be taken to ensure loyalty and good faith toward both parties.</p>
Revenue from transactions associated with appraisal services	IF-RS-510a.2	<p>We serve the world's real estate owners and occupiers, delivering a broad suite of services through our integrated and scalable platform. Our business is focused on meeting the increasing demands of our clients through a comprehensive offering of services, including Property, Facilities and Project Management, Leasing, Capital Markets, Valuation and other services.</p> <p>As reported in our 2022 10-K, revenues for "Valuation and Other" were \$495.5 million in 2022. For more information on our 2022 revenues by Service Line, please see our 2022 10-K.</p> <p>We do not currently report revenue from transactions associated with appraisal services separately from reporting of our total revenue. In 2022, we generated total revenues of \$10.1 billion, and total service line fee revenue of \$7.2 billion.</p> <p>2022 Revenues by Service Line Property, Facilities and Project Management - 48% Leasing - 29% Capital Markets - 16% Valuation and Other - 7%</p>

Accounting/Activity Metric	Code	Disclosure
Transparent Information & Management of Conflict of Interest		
Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	IF-RS-510a.3	We are subject to various litigation risks and may face financial liabilities and/or damage to our reputation as a result of litigation. We are exposed to various litigation risks and from time to time are party to various legal proceedings that involve claims for substantial amounts of money. Please see pages 27 and 32 of our 2022 10-K for more information.
Number of property management clients, categorized by: (1) tenants and (2) real estate owners	IF-RS-000.A	In 2022, we provided property management services to approximately 2,730 clients and facility management services to approximately 2,213 clients.
Floor area under management with owner operational control	IF-RS-000.B	In 2022, Cushman & Wakefield's property management services managed approximately 2.5 billion square feet.
Number of buildings under management with owner operational control	IF-RS-000.C	Cushman & Wakefield manages 17,684 properties with owner operational control. Disclosure is inclusive of Americas and EMEA lease transactions. We are unable to report APAC lease transaction data at this time.
Number of leases transacted, categorized by: (1) tenants and (2) real estate owners	IF-RS-000.D	In 2022, Cushman & Wakefield transacted 30,189 total leases. Cushman & Wakefield represented tenants for 13,857 leases, and represented owners for 16,332 leases.

GRI CONTENT INDEX

GRI 2-7: EMPLOYEES EMPLOYEES BY GEOGRAPHY AND GENDER

Employees by geography	2020	2021	2022
Americas	35,580	35,093	36,950
APAC	8,958	9,636	10,425
EMEA	5,436	5,343	5,358
TOTAL	49,974	50,072	52,733

Employees by geography and gender	2020				2021				2022			
	Female	Male	Non-Binary	ND	Female	Male	Non-Binary	ND	Female	Male	Non-Binary	ND
Americas	13,980	21,563	14	23	13,951	20,983	21	138	14,746	22,069	28	107
APAC	3,059	5,898	0	1	3,317	6,318	0	1	3,577	6,848	0	0
EMEA	2,670	2,764	1	1	2,650	2,689	1	3	2,630	2,725	1	2
TOTAL	19,709	30,225	15	25	19,918	29,990	22	142	20,953	31,642	29	109
GRAND TOTAL	49,974				50,072				52,733			

Notes:

- Represents total headcount for all employees at year-end except where noted below.
- All employee data is based on our HRIS-tracked employees.
- Excludes employees who are not tracked in our HRIS.
- Excludes temporary employees who are hired on a short-term basis.
- Excludes contingent workers who are not paid via payroll and indirectly are employed by Cushman & Wakefield. Contingent employees represent 5.5% of the total workforce.
- APAC includes Greater China. The regions were combined in 2019 for reporting purposes.
- In 2021, the NDT (not disclosed/transgender) was updated to ND (not disclosed) as transgender employees are captured across each category.
- Cushman & Wakefield began tracking “non-binary” as a new classification in 2021. Non-binary individuals were historically reported as part of the ND classification.
- ND refers to employees who did not disclose gender identity.
- Data from 2019 and 2020 were restated to align with the 1) updated gender classifications and 2) improved FTE data quality in the HRIS system.
- Gender data is self-reported by employees

GRI 401: EMPLOYMENT
401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

New hires and turnover by gender	New hires		Leavers	
	Number	Rate	Number	Rate
Female	8,533	41%	7,285	41%
Male	12,000	58%	10,267	58%
Non-binary	24	<1%	14	<1%
ND	114	1%	56	<1%
TOTAL	20,671		17,622	

New hires and turnover by age	New hires		Leavers	
	Number	Rate	Number	Rate
Generation Z (Born 1997 - 2012; 25 years old and under)	3,486	17%	2,052	12%
Millennials/Gen Y (Born 1981 - 1996; 26 - 41 years old)	10,387	50%	8,750	50%
Generation X (Born 1965 - 1980; 42 - 57 years old)	5,223	25%	4,738	27%
Boomers (Born 1946 - 1964; 58 - 76 years old)	1,561	8%	2,047	12%
Silent Generation (Born 1928 - 1945; 77 - 94 years old)	9	<1%	28	<1%
TOTAL	20,666		17,615	

New hires and turnover by geography	New hires		Leavers	
	Number	Rate	Number	Rate
Americas	14,936	72%	12,677	72%
APAC	4,123	20%	3,386	19%
EMEA	1,612	8%	1,559	9%
TOTAL	20,671		17,622	

Notes:

- Represents total headcount for all employees at year-end except where noted below.
- All employee data is based on our HRIS-tracked employees.
- Excludes employees who are not tracked in our HRIS.
- Excludes temporary employees who are hired on a short-term basis.
- Excludes contingent workers who are not paid via payroll and are indirectly employed by Cushman & Wakefield. Contingent employees represent 5.5% of the total workforce.
- APAC includes Greater China. The regions were combined in 2019 for reporting purposes.
- Individual employee category hiring/turnover rates are calculated by dividing the total joiners/leavers in that category by the total joiners/leavers at the end of 2022.
- In past ESG Reports hiring/turnover rates were calculated by dividing the total joiners/leavers in that category by the total population of that category.
- Includes involuntary and voluntary turnover.
- Gender data is self-reported by employees.
- As discussed in further detail in our Global Anti-Harassment and Anti-Discrimination Policy, we hire and promote people on the basis of their qualifications, performance and abilities.

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY
405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Diversity of the Board of Directors

TOTAL POPULATION		
Gender	Female	44%
	Male	56%
	Non-binary	0%
	ND	0%
Age	Generation Z (Born 1997 - 2012; 25 years old and under)	0%
	Millennials/Gen Y (Born 1981 - 1996; 26 - 41 years old)	0%
	Generation X (Born 1965 - 1980; 42 - 57 years old)	44%
	Boomers (Born 1946 - 1964; 58 - 76 years old)	56%
	Silent Generation (Born 1928 - 1945; 77 - 94 years old)	0%
Race/Ethnicity	Native American or Alaska Native	0%
	Asian	22%
	Black	0%
	Hispanic or Latino	0%
	Native Hawaiian or Other Pacific Islander	0%
	Two or More Races	0%
	White	78%
	Not disclosed/prefer not to say	0%

Notes:

- The above statistics reflect the current makeup of Cushman & Wakefield’s Board of Directors as of the date of publication of this report.
- Race and ethnicity for our board is based on global disclosures, while executives and employees are U.S. only.

Diversity of employees by executives, people managers, non-managers and gender

	Total Population	Women	Men	Non-Binary	Not disclosed/ prefer not to say
Executives	17	41%	59%	0%	0%
People Managers	8,614	43%	57%	<1%	<1%
Non-managers	44,102	39%	61%	<1%	<1%
EMPLOYEE TOTAL	52,733	20,953	31,642	29	109

Notes:

- In 2021, the NDT (not disclosed/transgender) was updated to ND (not disclosed) as transgender employees are captured across each category.
- Executives are defined as a select group of top executives representing core business activities and who report in through the CEO, President/COO, CFO, CPO and/or Chief Investment Officer
- People Managers are defined as an employee who owns a supervisory organization and is not an “Executive”
- Non-managers are defined as an employee who is not an “Executive” or “People Manager”
- Cushman & Wakefield began tracking “non-binary” as a new classification in 2021. Non-binary individuals were historically reported as part of the ND classification.
- ND refers to employees who did not disclose gender identity.
- All employee data is based on our HRIS-tracked employees.
- Gender data is self-reported by employees.

Diversity of employees by executives, people managers, non-managers and generation

	Total Population	Generation Z (Born 1997 - 2012; 25 years old and under)	Millennials/ Gen Y (Born 1981 - 1996; 26 - 41 years old)	Generation X (Born 1965 - 1980; 42 - 57 years old)	Boomers (Born 1946 - 1964; 58 - 76 years old)	Silent Generation (Born 1928 - 1945; 77 - 94 years old)
Executives	17	0%	6%	88%	6%	0%
People Managers	8,614	<1%	40%	46%	13%	<1%
Non-managers	44,102	9%	46%	30%	15%	<1%
EMPLOYEE TOTAL	52,733	7%	45%	33%	15%	<1%

Notes:

- All employee data is based on our HRIS-tracked employees.
- Executives are defined as a select group of top executives representing core business activities and who report in through the CEO, President/COO, CFO, CPO and/or Chief Investment Officer
- People Managers are defined as an employee who owns a supervisory organization and is not an “Executive”
- Non-managers are defined as an employee who is not an “Executive” or “People Manager”

Diversity of employees by executives, people managers, non-managers and race/ethnicity for U.S. employees

	Total Population	Native American or Alaska Native	Asian	Black	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Not disclosed/prefer not to say
Executives	14	0%	0%	7%	7%	0%	7%	79%	0%
People Managers	5,094	<1%	5%	7%	14%	<1%	3%	71%	<1%
Non-managers	27,112	<1%	4%	11%	31%	<1%	2%	50%	2%
EMPLOYEE TOTAL	32,220	<1%	4%	10%	28%	<1%	2%	53%	2%

Notes:

- Diversity of employees by executives, people managers, non-managers and race/ethnicity is for the U.S. only.
- The employee total row excludes the Board of Directors.
- Race/ethnicity data is self-reported by employees.
- All employee data is based on our HRIS-tracked employees.
- Executives are defined as a select group of top executives representing core business activities, and who report in through the CEO, President/COO, CFO, CPO and/or Chief Investment Officer.
- People Managers are defined as an employee who owns a supervisory organization and is not an “Executive.”
- Non-managers are defined as an employee who is not an “Executive” or “People Manager.”

Overall Notes:

- Excludes employees who are not tracked in our HRIS.
- Excludes temporary employees who are hired on a short-term basis.
- Excludes contingent workers who are not paid via payroll and are indirectly employed by Cushman & Wakefield.

GRI 205: ANTI-CORRUPTION

2022 Mandatory Code of Conduct Training (includes Anti-Corruption)

Region	Total	
	Number	% Completed
EMEA	5,360	95.6%
APAC	10,045	92.2%
Americas	26,585	92.2%
TOTAL	41,990	92.6%

2022 Mandatory Conflict of Interest Training

Region	Total	
	Number	% Completed
EMEA	4,568	89.4%
APAC	8,000	85.4%
Americas	22,400	87.0%
TOTAL	34,968	86.8%

Notes:

- We add new hires to training on a rolling basis. These tables reflect training completion for employees who received training on the initial launch dates.
- Compliance training data as of Dec 31, 2022, as relevant to employees subject to training requirements. Additional employees have completed the Conflict of Interest training as it was available through Q1 of 2023.

GRI 302: ENERGY

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

302-3 ENERGY INTENSITY

Total energy consumption in joules or multiples broken out by electricity, heating, cooling and steam consumption

	2019	2020	2021	2022
Electricity (GJ)	169,357	156,951	156,722	124,442
Steam (GJ)	894	2,327	2,327	-
Cooling (GJ)	304	304	140	85
Natural Gas / Fuel Oils (GJ)	102,628	118,499	112,183	84,116
Transportation Fuel (GJ)	157,078	147,180	149,710	167,591
Total fuel consumption within the organization from non-renewable sources (GJ)	259,706	265,679	261,893	251,707
Total fuel consumption within the organization from renewable sources (GJ)	-	-	-	59,583
Total office energy consumption within the organization (GJ)	259,706	278,081	271,372.00	208,643
Total energy consumption normalized by square feet (GJ/SF)	0.129	0.11	0.113	0.119

Notes:

- Cushman & Wakefield collected energy consumption data from our facilities. We did not sell any energy in 2022.
- Energy consumption information was converted to GJ and kWh using conversion factors from the U.S. EPA Center for Corporate Climate Leadership. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the U.S. Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

GRI 305: EMISSIONS

305-1 DIRECT (SCOPE 1) GHG EMISSIONS

305-2 ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

305-4 GHG EMISSIONS INTENSITY

	2019	2020	2021	2022
Scope 1 emissions (tCO ₂ e)	15,686	15,809	15,665	17,529
Scope 2 emissions (tCO ₂ e) (location-based)	21,177	20,602	17,482	13,690
Scope 2 emissions (tCO ₂ e) (market-based)	21,697	21,535	18,515	7,389
Scope 3 emissions (tCO ₂ e)	19,263,838	18,792,539	25,121,532	14,574,775
Total scope 1, 2 (market-based) and 3 emissions (tCO ₂ e)	19,301,221	18,827,546	25,155,712	14,599,693
Scope 1, 2 (market-based) and 3 emissions normalized by person (tCO ₂ e / employees)	401	377	502	277

Notes:

- We calculate our GHG emissions inventory in accordance with the GHG Protocol Corporate Accounting Standard (the “GHG Protocol”) using an operational control boundary. The GHG Protocol defines the operational control approach to include operations where the company has the full authority to introduce and implement operating policies. Scope 1 and Scope 2 emissions from all global owned and leased facilities and vehicles worldwide are included in our inventory.
- Energy consumption is estimated for leased facilities where we do not have access to metered energy data.
- Scope 1 emissions include stationary combustion of fuels in our buildings and combustion of transportation fuels in our mobile fleet.
- Scope 2 emissions include indirect purchased energy for consumption in our buildings.
- We measure and report our Scope 3 emissions for purchased goods and services, capital goods, fuel- and energy-related activities, waste generated in operations, business travel (commercial air, and rail), employee commuting, the use of sold products, and investments in accordance with the GHG Protocol Corporate Value Chain (Scope 3) standard.
- Starting in 2022, C&W’s total Scope 3 emissions includes Category 15, Investments.
- Emission factor sources include, but are not limited to:
 - Stationary & Mobile Combustion: U.S. EPA Emission Factor Hub, U.K. Government
 - U.S. Electricity: U.S. EPA eGRID Emission Factors, Green-e Residual Mix, Utility Supplier-Specific Factors
 - International Electricity: IEA Emission Factors, U.K. Government, AIB European Residual Mix, Utility Supplier-Specific Factors
 - Purchased Goods and Services & Capital Goods: U.S. EPA Office of Research and Development, Supply Chain GHG Emission Factors for U.S. Industries and Commodities, Metadata
 - Fuel-and Energy-Related Activities: U.S. EPA eGrid, IEA T&D Losses
 - Waste Generated in Operations: U.S. EPA Emission Factors Hub
 - Commercial Air & Rail Travel: U.K. Government, U.S. EPA Emission Factors Hub
 - Employee Commuting: Quantis Scope 3 Calculator.
 - Use of Sold Products: U.S. EPA Emission Factors Hub, U.S. EPA eGrid, IEA Emission Factors
- 2019 and 2020 inventory adjustments were made to previously reported values to account for methodology improvements to data quality and the removal of Scope 3 Category 13 from the Scope 3 inventory, as we do not consider this category to be relevant.

GRI 303: WATER AND EFFLUENTS AND GRI 306: EFFLUENTS AND WASTE
303-3 WATER WITHDRAWAL
306-2 WASTE BY TYPE AND DISPOSAL METHOD

Total weight of hazardous and non-hazardous waste with a breakdown by disposal methods and explanation of methodology used to estimate

	2019	2020	2021	2022
Total Non-hazardous Waste Generated (short tons)	3,124	3,602	3,044	3,126
Total Non-hazardous Waste Landfilled (short tons)	2,917	3,364	2,843	2,898
Total Non-hazardous Waste Recycled (short tons)	206	238	201	226
Total water withdrawals (gallons)	69,517,714	80,883,395	72,841,035	75,620,485

Notes:

- We use the operational control approach, as set forth in GHG Protocol accounting principles, to determine our organizational boundary for the purposes of compiling our water and waste inventory. All global owned and leased facilities are included.
- The majority of our data for water withdrawals information is estimated using industry average intensities by region, as we have limited access to reliable measured data. Industry average water estimation intensities are sourced from the U.S. DOE's Commercial Buildings Energy Consumption Survey (CBECS 2012) Table W1, February 2017.
- Water withdrawn in areas of water stress is not tracked.
- A majority of our data for waste generation and diversion via recycling from landfill is estimated using industry average intensities for large commercial office buildings. Estimation intensities are sourced from the U.S. California Environmental Protection Agency, Integrated Waste Management Board, Waste Disposal and Diversion Findings for Selected Industry Groups, Table 21, June 2006.
- The "Total Non-hazardous Waste Generated" 2022 figure also includes two tons of composted waste, which is not specified separately in the above table.
- Cushman & Wakefield had zero reports of significant environmental impact incidents or regulatory involvement incidents relating to hazardous waste for 2022 via our global HSSE incident reporting systems.

GRI 306-4: WASTE DIVERTED FROM DISPOSAL

Waste Composition	Total weight of waste diverted from disposal (short tons)
	2022
Corrugated Containers	79.70
Office Paper	134.68
Mixed Plastics	1.80
Glass	1.85
Dimensional Lumber	2.03
Mixed Recyclables	5.49
Mixed Organics	2.12
TOTAL	277.67

Recovery Operations	Weight of waste diverted from disposal (short tons)
	2022
Preparation for reuse	-
Recycling	225.56
Composting	2.12
TOTAL	248.77

Notes:

- A majority of our data for waste generation and diversion via recycling from landfill is estimated using industry average intensities for large commercial office buildings. Estimation intensities are sourced from the U.S. California Environmental Protection Agency, Integrated Waste Management Board, Waste Disposal and Diversion Findings for Selected Industry Groups, Table 21, June 2006.

GRI 403-9: WORK-RELATED INJURIES

	Work-Related High Consequence Injuries (Employees) - Permanent Disability		
	2020	2021	2022
Americas	0	0	0
APAC	0	0	0
EMEA	0	0	0
Total	0	0	0

Notes:

- All regions had a zero rate of work-related high consequence injuries from 2020-2022

GRI 403-10: WORK-RELATED ILL HEALTH

	Work-related Ill Health Fatalities (Employees)			Work-related Ill Health Recordable Cases (Employees)			Work-Related Ill-Health RATE (OIFR) (Per 200,000 hours)		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Americas	0	0	0	0	0	0	0	0	0
APAC	0	0	0	0	0	0	0	0	0
EMEA	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0

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Cushman & Wakefield (NYSE: CWK) is a leading global commercial real estate services firm for property owners and occupiers with approximately 52,000 employees in approximately 400 offices and 60 countries. In 2022, the firm reported revenue of \$10.1 billion across its core services of property, facilities and project management, leasing, capital markets, and valuation and other services. It also receives numerous industry and business accolades for its award-winning culture and commitment to Diversity, Equity and Inclusion (DEI), Environmental, Social and Governance (ESG) and more. For additional information, visit www.cushmanwakefield.com.

Cushman & Wakefield's 2022 ESG Report and past reports are available on [our website](#).

We welcome your comments, queries and feedback.

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