

CORPORATE SOCIAL RESPONSIBILITY REPORT 2020



**CUSHMAN &
WAKEFIELD**

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CUSHMAN & WAKEFIELD



MESSAGE FROM OUR EXECUTIVE CHAIRMAN & CEO

(102-14)



Brett White
Executive Chairman
& CEO

As one of the largest real estate services firms in the world, we make a meaningful impact on our people, clients, shareholders, vendors and suppliers, communities and world—and we’re continually striving to ensure we have the most positive influence possible on our many stakeholders.

I am proud to present our 2020 Corporate Social Responsibility (CSR) report, which demonstrates our commitment to each of our stakeholder groups and outlines our efforts and progress across key areas of environmental, social and governance (ESG). Additionally, I’m pleased to 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.

Throughout the pandemic, Cushman & Wakefield led the way by leveraging our experience and expertise to help companies with COVID-19 recovery readiness efforts and safe workplace reopening strategies; producing timely thought leadership and research on the pandemic’s impact across geographies and sectors; and keeping buildings safe and operational through the exceptional work and dedication of our frontline employees. In support of our people, who went above and beyond in every way in 2020, we launched our Global Employee Assistance Fund, part of a \$5 million commitment to employees impacted by the pandemic. As of June 2021, we have distributed more than 5,000 grants to employees in over 20 countries.

As we move forward from some of the biggest challenges the commercial real estate industry has faced due to the pandemic, the health and safety of our people, clients and communities remains our top priority. We believe the distribution of the COVID-19 vaccine is the largest driver of the recovery process for the global economy and our industry. And, our ongoing research into the world’s largest organizations supports what many of us know to be true: that our physical workplaces will once again be critical, inspiring places for connection, collaboration and career development. We continue to be at the forefront of the fight against COVID-19 by encouraging our people to get vaccinated.

Looking ahead, we are dedicated to furthering our impact in the areas that are most critical to our stakeholders and business, such as sustainability, diversity, equity and inclusion (DEI), and more. We believe this will lead to improved company performance, better client service and more opportunities for our people.

In 2020, the murder of George Floyd and untimely deaths of many others sparked overdue conversations about systemic inequality and injustice globally, and we reinforced our commitment to continue advancing DEI. To accelerate and advance our progress in this space, we welcomed Nadine Augusta as our first Chief Diversity, Equity & Inclusion Officer last year, who is building an infrastructure to effect long-term, sustainable change in our firm and industry.

In 2021, we will be announcing ambitious sustainability targets aligned with climate science that will reduce our impact and our clients' impact on the environment and make a meaningful contribution to a sustainable future.

I'm excited for what the future holds as we continue building a world-class firm that not only delivers exceptional services to clients, but that leads the way with dedication to excellence and growth. I invite you to continue reading to learn more about our journey.



ABOUT THIS REPORT

(102-46, 102-50, 102-52, 102-54, 102-56)

This is our annual CSR Report, covering our global activities during 2020. Our intended audience for this report includes our employees, clients, vendors/suppliers, shareholders and communities.

In preparing this report, we have applied the GRI Reporting Principles for defining report content as well as quality. In this way, we believe we present both relevant and balanced information that is useful to all stakeholders. This report has been prepared in accordance with the GRI Standards: Core option and contains disclosures recommended in the Real Estate Services standards that were developed by the Sustainability Accounting Standards Board (SASB). This report also serves as our UN Global Compact Communication on Progress.

The information in this report includes quantitative data and examples of practice from the calendar year 2020, covering our operations around the globe. This report has not been externally assured but has been subject to rigorous internal reviews and checks. Cushman & Wakefield received limited verification of its scope 1, scope 2 and scope 3 business travel 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](#).

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



CSR HIGHLIGHTS

\$5M

Commitment to support employees impacted by the COVID-19 pandemic



5,000+ grants distributed to employees in **20+** countries as of June 2021 through **Global Employee Assistance Fund**

Advised on best practices and safety measures for reopening workplaces based on recommendations from our HSSE experts

Sourced and supplied critical **COVID-19 safety equipment** for our people and clients

2,800+

Research reports and insights, including thought leadership on COVID-19 recovery readiness

Continued commitment to **United Nations Global Compact**

92%

Employees completed **Global Code of Business Conduct training**



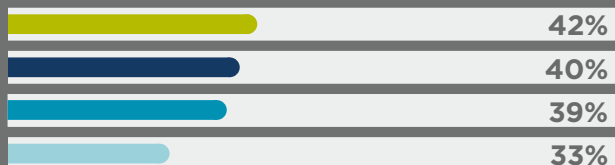
FORBES BEST EMPLOYERS FOR WOMEN

Best Place to Work for **LGBTQ+ Equality**
Human Rights Campaign

>\$444M

Spent with **2,600+ DIVERSE SUPPLIERS** in North America

WOMEN AT CUSHMAN & WAKEFIELD



● PEOPLE MANAGERS ● NEW HIRES
● TOTAL WORKFORCE ● BOARD OF DIRECTORS

WELL IN OUR OFFICES

29 Locations enrolled in **WELL Portfolio**

17 Locations enrolled in **WELL Health-Safety Rating**

5 **WELL certifications**

BETWEEN 2019 AND 2020, CUSHMAN & WAKEFIELD ACHIEVED:

1.1% Absolute reduction in scope 1 and 2 (market-based) GHG emissions

2.5% Absolute reduction in scope 3 GHG emissions

14% Reduction in total scope 1 and 2 GHG emissions per million square feet of office space

Led WELL certifications for **7 CLIENT BUILDINGS** and Fitwel certifications for **42 CLIENT BUILDINGS**

370+ MSF

Space in the U.S. for which we provided energy and sustainability services



ABOUT CUSHMAN & WAKEFIELD

(102-3, 102-4, 102-5, 102-7, 102-8, 102-10, 201-103, 201-1)

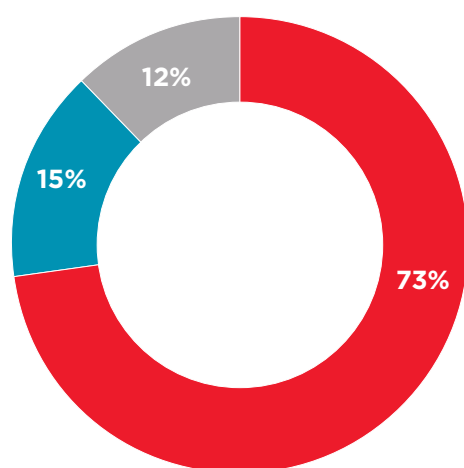
Cushman & Wakefield is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. We are among the largest real estate services firms with approximately 50,000 employees in 400 offices and 60 countries, managing over 4.1 billion square feet of commercial real estate space on behalf of institutional, corporate and private clients. In 2020, we had revenue of \$7.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. Our combined operating expenses totaled \$7.9 billion for the year. We paid \$43.9 million in taxes across our business and \$39.6 million to employee benefit plans. Cushman & Wakefield's detailed financial performance including economic value generated and distributed can be found in our [Annual Report and Proxy Statement](#).

Our recent history has been a period of rapid growth and transformation for our company. In 2020, we continued to expand our global platform through infill M&A. We completed four acquisitions, strengthening our service offerings and diversifying our revenue mix globally. Cushman & Wakefield has been listed on the New York Stock Exchange since 2018.

Our business is organized into 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, 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. To learn more, visit www.cushmanwakefield.com or follow [@CushWake](#) on Twitter.

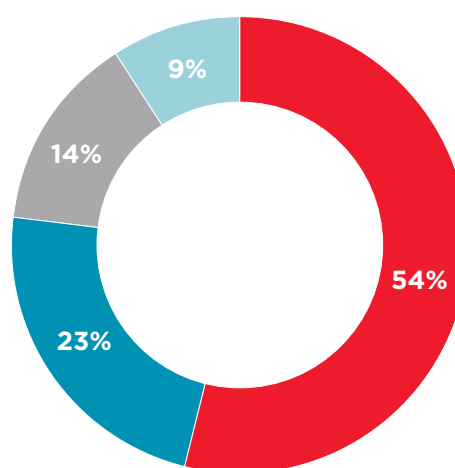


2020 Revenues by Region



■ Americas
 ■ APAC
 ■ EMEA

2020 Revenues by Service Line



■ Property, Facilities and Project Management
 ■ Leasing

■ Capital Markets
 ■ Valuation and Other

OUR PEOPLE

AMERICAS

35,600
EMPLOYEES
(approx.)

246
OFFICES
(approx.)

APAC

9,000
EMPLOYEES
(approx.)

60
OFFICES
(approx.)

EMEA

5,400
EMPLOYEES
(approx.)

110
OFFICES
(approx.)

PURPOSE AND VALUES

(102-16)

Our Purpose

WE MAKE AN IMPACT.

Our work creates meaningful value for our clients, our business, our shareholders, our people, our communities and world.

Our Values

WE ARE INCLUSIVE.

We value difference and a culture where everyone belongs.

WE SUCCEED TOGETHER.

Individually, we're good, but together, we're great.

WE ARE DRIVEN.

Drive keeps us decisive and agile.

WE DELIVER INSIGHT.

We believe in ideas and strive for innovation.

Services

(102-2, 102-6)

We work together to deliver the insights and expertise our clients need to be ready for what's next.

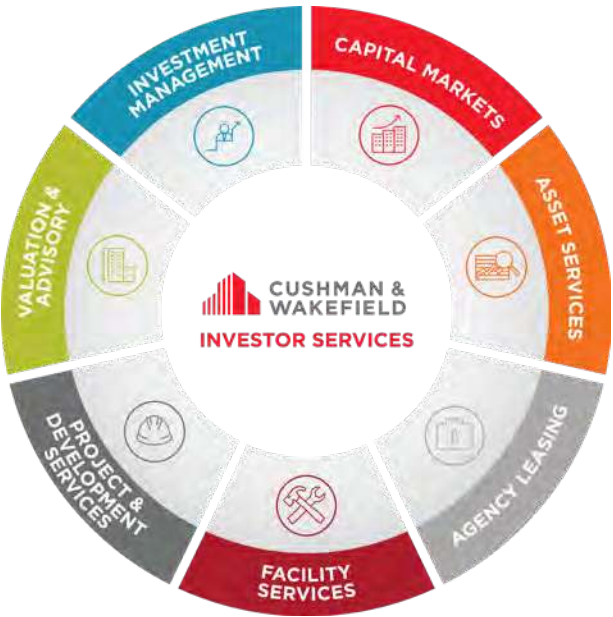
Occupier Services

We provide a full suite of services to occupiers of real estate with needs ranging from localized transactions to large global outsourcing solutions.



Investor Services

We provide a full suite of services to real estate investors with needs ranging from localized transactions to regional and global portfolio advisory solutions.



INDUSTRIES & SPECIALTIES

Airports
Automotive
Banking/Financial
Build-to-Suit
Data Centers
eCommerce
Education
Emerging Technology
Energy (oil & gas)
Flexible Workplace

Food & Beverage
Global Supply Chain
Government
Healthcare
Hospitality
Industrial
Land
Legal/Professional
Life Sciences/Pharma
Multifamily

Net Lease Investment
Not-for-Profit
Office
Ports & Intermodal
Rail
Retail
Sports & Entertainment
Third-Party Logistics (3PL)

AWARDS & RECOGNITION



**America's Best
Employers for Women
2020**



**Best Place to Work for
LGBTQ+ Equality 2021**
100% on the Human
Rights Campaign's
Corporate Equality Index



**Best for Vets Employers
2020**
Military Times



Best of the Best 2020
U.S. Veterans
Magazine



**2021 Military Friendly®
Employer
Gold Award**



**World's Top CRE Advisor
and Consultant**
Euromoney



**Top 2 Commercial Real
Estate Brand**
The Lipsey Company



**IAOP's The Global
Outsourcing 100®**



**ENERGY STAR® Partner
of the Year Sustained
Excellence Award**
U.S. Environmental
Protection Agency



National Safety Council
30 awards across
properties and regions in
the U.S. and Canada



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

Governance

(102-18)

Our Board of Directors is comprised of nine Directors, eight of whom are independent. Our Board of Directors has three committees: the Nominating & Corporate Governance Committee, the Compensation Committee and the Audit Committee. All of the committees share responsibility for ESG decision-making where relevant.

Our governance bodies are held to the following policies which can be found under **Governance Documents** on our Investor Relations webpage:

- > Corporate Governance Guidelines
- > Global Code of Business Conduct
- > Code of Business Conduct for Members of the Board of Directors
- > Audit Committee Charter
- > Compensation Committee Charter
- > Nominating and Corporate Governance Committee Charter

Across our firm, ESG factors are integrated into our operations and business practices. Each area is overseen by experts. Our CSR program provides enterprise-level coordination of ESG efforts through data collection, reporting, communications, strategic initiatives and more, and is overseen by executive sponsors Brett Soloway, General Counsel; Brad Kreiger, Chief Marketing & Communications Officer; and Nathaniel Robinson, Chief Investment Officer & EVP of Strategic Planning. Members of each sponsor's team lead the CSR program and manage the CSR reporting committee, a cross-functional group of experts across the firm's regions, service lines and business units who represent all material ESG areas.

CSR PRIORITIES

Material Topics

(102-46, 102-47, 102-49, 103-1)

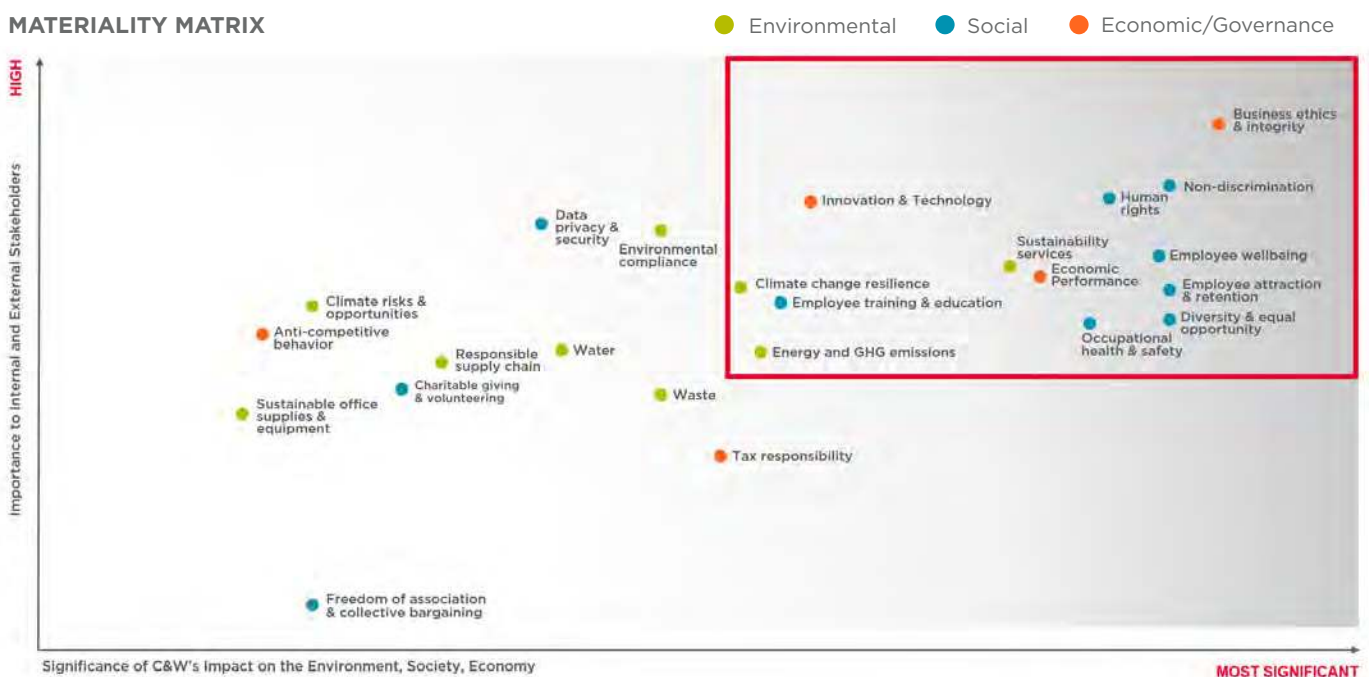
As a best practice, Cushman & Wakefield conducts materiality assessments every few years to determine the topics that reflect our most significant impacts to the environment, society and the economy, as well as those topics that influence the decisions of our stakeholders. Our most recent assessment was completed in 2021 in accordance with the GRI Standards with support from an external consultant.

We assembled a list of 60 potential material topics based on previous materiality assessments conducted in 2017 and 2019, industry research, peer benchmarking and ESG reporting frameworks. Our CSR team refined the list to 27 topics that were included in a survey to internal and external stakeholders. The survey was issued to all employees and select clients, investors and suppliers.

The survey asked stakeholders to evaluate each topic based on two criteria: 1) how important the topic is to each stakeholder, and 2) how significant of an impact (positive or negative) they perceive Cushman & Wakefield has on the topic.

The survey results were averaged for each stakeholder group, weighted and validated through a workshop with the CSR leads and executive sponsors. The results were then further validated through additional client feedback and final results were plotted on a materiality matrix. Through the 2021 assessment, we identified 13 material topics, five of which were new topics. Based on stakeholder feedback, we also identified five additional topics to monitor. The monitored topics were determined to be important to certain stakeholders but are not topics on which Cushman & Wakefield has a significant impact. The results of this assessment were used to inform Cushman & Wakefield's CSR strategy and the content of this report. We are committed to continuous improvement in each of the areas where we make an impact. In 2021, we plan to prepare a materiality roadmap to enhance future management and disclosure of material topics.

MATERIALITY MATRIX



MATERIAL TOPIC	DESCRIPTION	BOUNDARY
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.
Economic performance*	Direct economic value 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.
Innovation and technology*	Investment in innovation and technology solutions.	Our innovation and technology solutions have a direct impact on our clients, employees and communities in which we operate.
ENVIRONMENTAL		
Energy and GHG emissions	Energy consumption and efficiency within the organization and GHG emissions resulting from our operations and supply chain.	How we use resources within our operations and supply chain directly impacts the environment.
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.	Our approach has a direct impact on our employees, clients and the communities in which we work.
Climate change resilience*	Helping Cushman & Wakefield and client properties retain value in light of physical climate risks.	Our approach has a direct impact on our employees, clients and facilities in which we operate and manage.
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 has a direct impact on employees within the firm.
Employee training and education	Investment in our employees' development and career progression.	Our approach has a direct impact on employees within the firm.
Occupational health and safety	Initiatives to measure, manage and reduce safety incidents and protect employee health.	Our approach has a direct impact on employees within the firm, as well as clients and suppliers.
Diversity and equal opportunity	Supporting diversity, inclusion and equal opportunities within our workforce and supply chain, including pay equity, for employees of diverse backgrounds at all levels of our business, especially women.	Our approach has a direct impact on employees within the firm and our suppliers.
Non-discrimination*	Avoiding or correcting incidents of discrimination against employees, workers, clients and other stakeholders on the basis of race, color, sex, religion, etc.	Our approach has a direct impact on employees within the firm.
Employee wellbeing*	Commitment to fostering employee health and wellbeing through programs and services.	Our approach has a direct impact on employees within the firm.
Human rights	Upholding human rights policies and regulations.	Our human rights policies directly impact our employees and suppliers.

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 communities where we operate.
Water	Water used in our operations.	How we use resources within our operations directly impacts the environment.
Waste	Waste resulting from our operations.	How we use resources within our operations directly impacts the environment.
Environmental compliance	Complying with environmental laws and regulations.	Our compliance with laws and regulations directly impacts the environment, as well as our business reputation.
Data privacy and security*	Efforts to manage, prevent and mitigate losses of customer or employee data and breaches of privacy.	Our approach has a direct impact on our employees and our clients.

**New material/monitored topics added in 2021*

UN Global Compact and Sustainable Development Goals

(102-12)

In 2015, the United Nations adopted a plan for achieving a better future for all by 2030, defining 17 Sustainable Development Goals (SDGs) and 169 related targets as a universal call to action for all countries to work together to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere.

Businesses play a significant role in achieving these goals. When considering Cushman & Wakefield’s CSR priorities and how we make an impact, we have aligned our approach with these international targets by identifying the six SDGs that have the most material relevance to our business and where we can make the greatest relative contribution. The SDG icons throughout this report indicate which sections are applicable to each goal.

Based on feedback during our 2021 materiality assessment, we added SDG 5, Gender Equality. View the full list of SDGs [here](#).

SDG	DESCRIPTION	
3 GOOD HEALTH AND WELL-BEING 	Ensure healthy lives and promote wellbeing for all at all ages	Since 2018, Cushman & Wakefield has been a signatory of the UN Global Compact, a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. As the world’s largest corporate sustainability initiative, the mandate of the UN Global Compact 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 UN Global Compact principles throughout our organization.
5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls	
8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	
11 SUSTAINABLE CITIES AND COMMUNITIES 	Make cities and human settlements inclusive, safe, resilient and sustainable	
13 CLIMATE ACTION 	Take urgent action to combat climate change and its impacts	

STAKEHOLDER ENGAGEMENT

(102-40, 102-42, 102-43, 102-44)

We engage with a wide variety of stakeholders who influence or are affected by our business activities, including employees, clients, shareholders, vendors and suppliers, communities and others such as industry associations, strategic partners and nonprofit organizations. It's important that we listen to and seek feedback from our stakeholders as we make decisions about how we manage ESG risks and opportunities facing our business and clients. We are committed to continuous improvement in each of the areas where we make an impact so that we position our firm as an industry leader for a sustainable future.

The table below outlines our key stakeholder groups and how we engage with them, as well as what's important to each group and how we meet their expectations.

KEY GROUPS	THEIR EXPECTATIONS	OUR RESPONSE	TYPES OF ENGAGEMENT
Employees	Our employees expect an inclusive and respectful working environment that prioritizes their safety and wellbeing, values their contributions, and provides equitable opportunities for growth and development. Business ethics and integrity, innovation and technology, non-discrimination, employee wellbeing, and diversity and equal opportunity are topics employees indicated were very important in empowering them to perform their best work during our updated materiality assessment process.	We provide an inclusive and collaborative workplace where employees are encouraged to be themselves and bring forth new ideas. We do not tolerate any form of corruption, harassment or discrimination, and we hold ourselves and our stakeholders to high ethical standards. See the section on Leading the Way for Our People and Communities and Leading with Operational Excellence.	• Global employee intranet • Internal communications from leadership • Town halls • Engagement and experience surveys • Employee resource groups (ERGs) • Materiality assessment survey
Clients	Our clients want to make smart, sustainable decisions about their real estate portfolios that are aligned with their business strategy. They look to us for forward-thinking advice and solutions for how to best maximize their space in both the short- and long-term. During our materiality assessment, clients emphasized environmental topics were important to them, including sustainability services and environmental compliance, as well as business ethics and integrity and innovation and technology.	Leveraging our global platform, we advise clients by providing expertise across sectors and industries, a comprehensive suite of services, innovative solutions and in-depth insights. See the sections on Leading the Way for Our Clients and Leading with Operational Excellence.	• Global website • Client satisfaction surveys • Industry events • Client webinars • Thought leadership and research • Materiality assessment survey



KEY GROUPS	THEIR EXPECTATIONS	OUR RESPONSE	TYPES OF ENGAGEMENT
Shareholders	Our shareholders expect our firm to deliver strong financial performance, demonstrate strategic planning and investment capabilities, and exercise responsible corporate and environmental stewardship. As evident in our materiality assessment, anti-corruption and business ethics and integrity are highly important to our shareholders, as are innovation and technology and climate risks and opportunities.	Our proven track record of strong operational and financial performance leaves us well-positioned to capitalize on growth opportunities in the industry, and we have made significant investments in technology and workflows to improve productivity and drive better outcomes for our clients. See the section on Leading with Operational Excellence.	• Quarterly earnings calls • Investor Relations website • Investor presentations and events • Annual shareholder meeting • Annual Report • Materiality assessment survey
Suppliers and Vendors	We strive to engage vendors and suppliers who are aligned with our values and principles and uphold high standards of business integrity and ethical conduct. In turn, they expect us to deliver on our promise to operate responsibly. Governance topics such as business ethics and integrity, non-discrimination and anti-corruption were identified as important topics to this group.	We work with a diverse range of suppliers who reflect who we are and what we believe in. See the section on Leading with Operational Excellence.	• Global Vendor/Supplier Integrity Policy • Preferred Supplier Program • Supplier Diversity Program • Materiality assessment survey
Communities	With offices in approximately 60 countries, Cushman & Wakefield and its employees make an impact on the communities where we operate.	We strive to be a responsible corporate citizen by having a positive impact in our communities. See the section on Leading the Way for Our People and Communities.	• Local community involvement / charity work • Sponsorships and donations • Cushman & Wakefield Charitable Foundation

3

LEADING WITH OPERATIONAL EXCELLENCE

5

8

13

As one of the world's leading real estate services firms, Cushman & Wakefield remains committed to maintaining the highest levels of integrity in our business operations. With approximately 50,000 employees, it's critical that our people adhere to the principles established through our Ethics and Compliance program. We also hold ourselves to high standards when it comes to the health and safety of our stakeholders, maintaining a responsible supply chain, and doing the right thing for the environment. As such, we remain focused on continually measuring and managing our operational performance and practices and improving them over time.

In response to COVID-19, we took action to protect our stakeholders across our operational functions, including implementing supplemental ethical workplace training; sourcing and supplying safety equipment for our own offices and client sites; and advising leadership, clients and the world on how to safely reopen workplaces.

8

ETHICS AND COMPLIANCE

We hold ourselves to the highest standards of corporate integrity and strive to create a culture in which everyone acts out of personal accountability for protecting our business, our reputation, our commitments to our Board of Directors, our clients and all those we serve. We aim to uphold all applicable laws and regulations affecting our business around the world without exception and to uphold our own standards of ethical behavior. In doing this, we protect our reputation and position ourselves to lead.

Our global Ethics and Compliance program is led by our Chief Ethics & Compliance Officer who is supported by the Business Unit Compliance Vice President, Compliance Operations Manager, and the Global Privacy Counsel. Regional compliance directors across the globe provide additional support and report to the Business Unit Compliance Vice President.

Ethical Policies and Practices

Our Global Code of Business Conduct (the Code), published in 22 languages, defines the conduct expected of all officers and employees of the company. Annual online training and certification to the Code is mandatory for all employees. The Code is updated annually, taking into account new considerations that arise during the year. In 2020, we updated the Code to incorporate FAQs and a decision tree to help support sound decision-making. We have several other policies in place that are reviewed annually and updated as needed.

Global Ethics and Compliance Policies

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 Policy

Australia Modern Slavery Statement

Global Workplace Privacy Policy

Human Rights

(412-103, 412-1)

Cushman & Wakefield respects human rights within our company and throughout our supply chain. In 2020, we updated our Global Code of Business Conduct to reflect how we promote human rights by upholding the principles of the UN Global Compact in our business practices. We conduct business with integrity, honesty and transparency, and adhere to 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
- > Encourage 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



Our employees are expected to treat others with dignity and respect at all times. We are committed to the prevention of harassment in our workplace and in all work-related settings. Such conduct, whether verbal, physical or visual, is prohibited. We do not tolerate acts of violence or physical intimidation, and threats of either are also prohibited. Retaliation of any kind against an employee making a good faith complaint of harassment is not tolerated. Employees engaging in retaliatory conduct will be subject to disciplinary action up to and including termination of employment.

Cushman & Wakefield respects the religious beliefs and practices of all employees and will make, on request, an accommodation for such observances when a reasonable accommodation is available. Our teams around the world are championing workplace inclusion through the ongoing efforts of ERGs. Learn more in the [Leading the Way for Our People and Communities](#) section of this report.

We recognize that there are indirect risks to human rights through our supply chain. Employees, vendors and suppliers are expected to comply with our Global Vendor/Supplier Integrity Policy as well as the Global Code of Business Conduct and our other policies and standards referenced within those policies. To date, we have not been aware of any instances of slavery or human trafficking in our

business or supply chain. A 24/7 hotline is available to employees, clients and third parties to report suspected slavery or human trafficking in our business or supply chain.

Reporting Misconduct

Our employees play an integral role in creating an ethical and socially responsible culture at Cushman & Wakefield. Therefore, we aim to empower employees to speak up to address potential breaches of compliance or expected ethical conduct. We urge employees to report concerns and do not tolerate acts of retaliation against those who do. Confidential reports can be made to local management, a regional legal or compliance officer, managers in our People Function or through our global, 24/7, multilingual hotline administered by EthicsPoint. All reports are investigated promptly, thoroughly and consistently with applicable laws.

Anti-Corruption

(205-103, 205-2)

Cushman & Wakefield has zero tolerance for corruption, bribery or extortion. Our Global Charitable Contributions and Sponsorships Policy outlines our approach to being a good corporate citizen; we never offer or accept gifts, payments or hospitality to encourage or reward a decision. Additionally, our commitment to ethical business practices is upheld by incorporating the principles



of our Global Anti-Bribery & Corruption Policy in business transactions.

We do not authorize, tolerate or get involved in any business practice—even if it is “customary” in a particular jurisdiction—that does not comply with our Global Anti-Bribery & Corruption Policy and applicable laws. To the extent any applicable law requires standards that are stricter than the requirements of this policy, the stricter standards are followed.

Our business activities are subject to a number of laws that prohibit various forms of corruption, including local laws that prohibit both commercial and governmental bribery and anti-bribery laws that have a global reach, such as the Foreign Corrupt Practices Act, the UK Bribery Act and the Australian Bribery Act. Additionally, our business activities are subject to various economic and trade sanctions programs and import and export control laws, including (without limitation) the economic sanctions rules and regulations administered by the U.S. Treasury Department’s Office of Foreign Assets Control, which prohibit or restrict transactions or dealings with specified countries and territories, their governments, and in certain circumstances, their nationals, as well as with individuals and entities that are targeted by list-based sanctions programs.

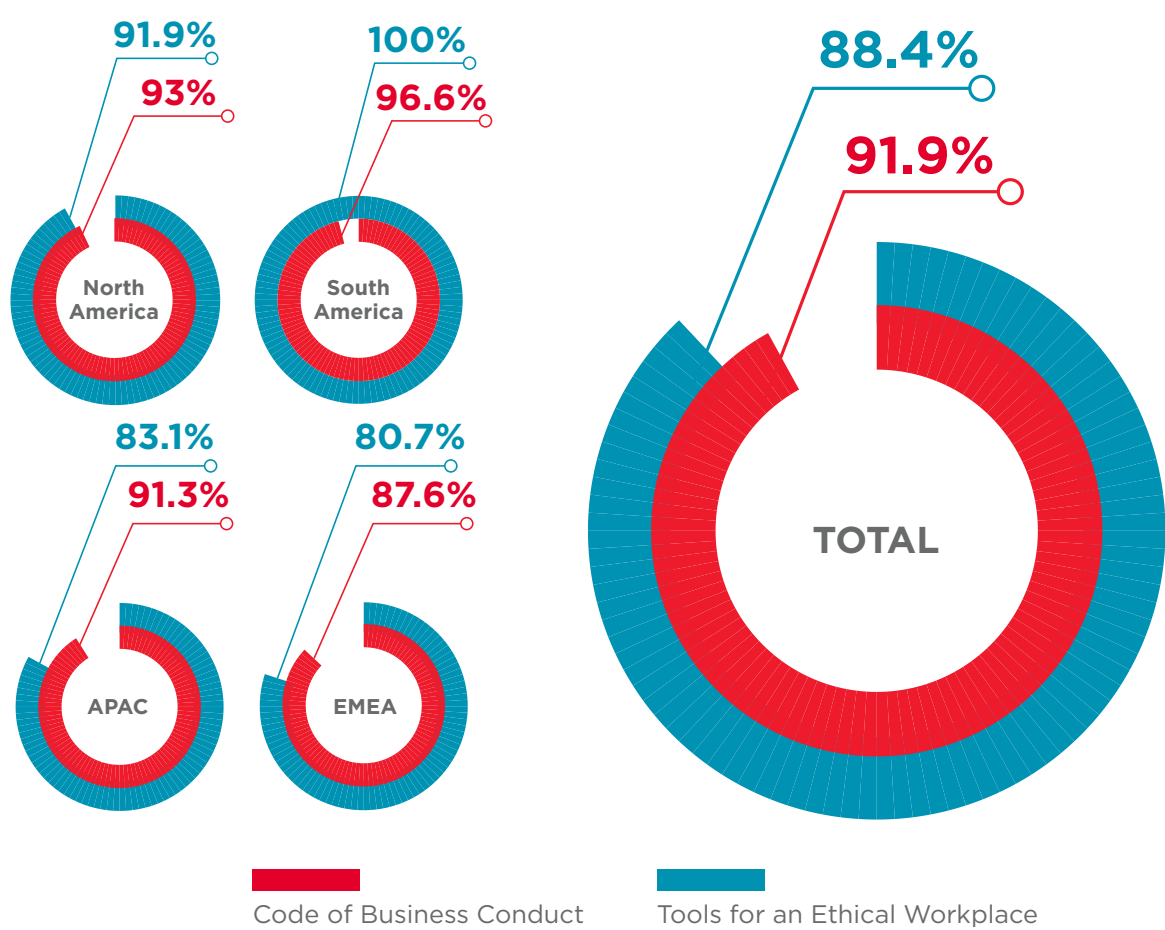
We maintain written policies and procedures and implement anti-corruption and anti-money laundering compliance programs, as well as programs designed to enable us to comply with applicable economic and trade sanctions programs and import and export control laws. In 2020, we updated our Global Anti-Bribery & Corruption Policy to reflect new gift, entertainment and hospitality limits and included a Frequency, Intent, Timing (FIT) test which allows employees to evaluate their circumstances before accepting or giving a gift.

Through our Enterprise Risk Management Program, we maintain a systematic, disciplined approach to evaluating and improving the effectiveness of governance, internal controls and risk management processes throughout our global operations. We carry out annual Global Enterprise Risk Assessments which include bribery and corruption risk. See our 2020 Form 10-K, p.p. 11 – 35 for more information on risks related to corruption. Additionally, all of our global operations are subject to internal and supplier policies that cover human rights, such as our Global Code of Business Conduct and Global Vendor/Supplier Integrity Policy.

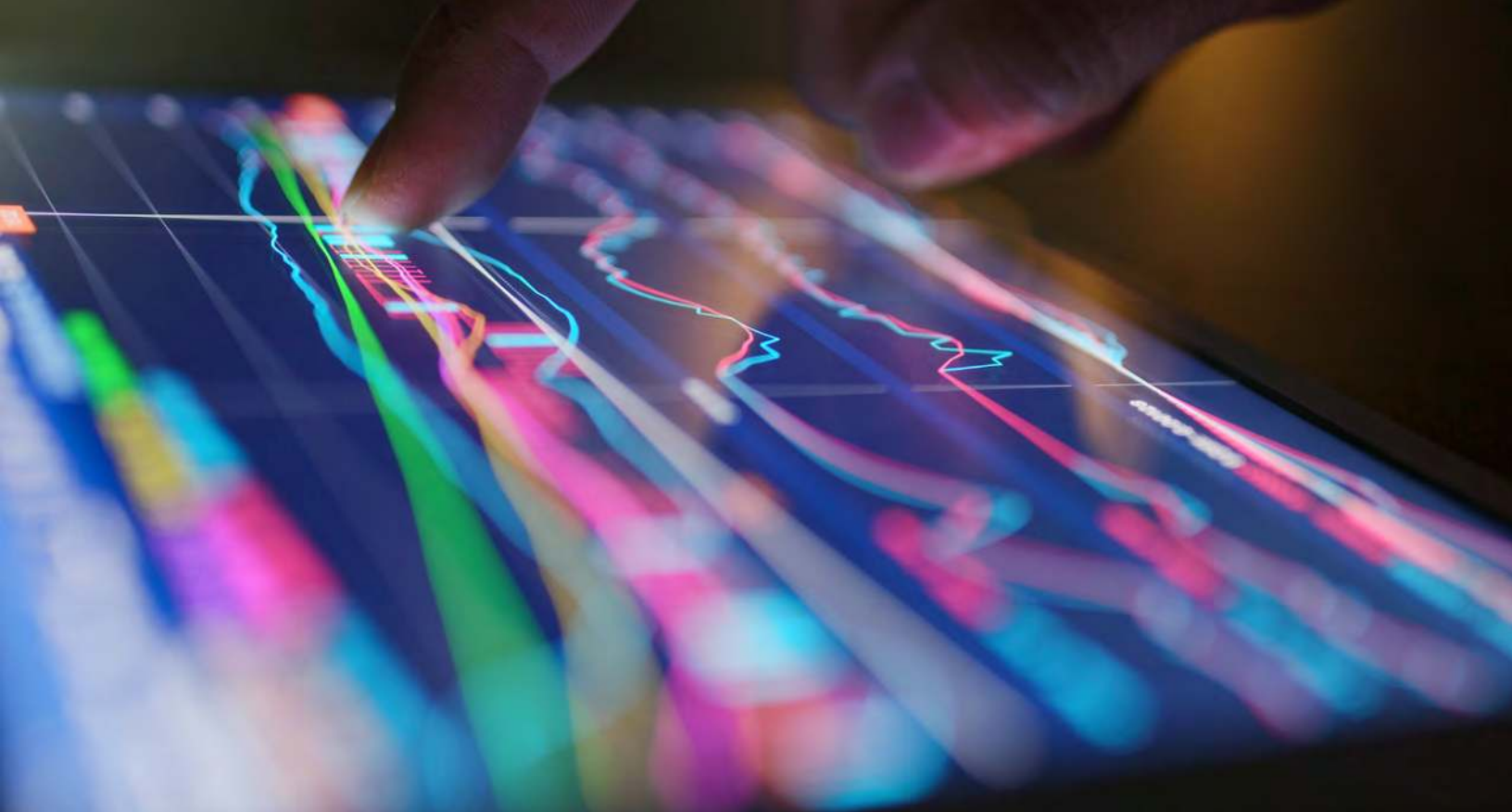
Communications and Training (205-2)

All global compliance policies and anti-corruption policies are distributed annually to employees by our Executive Chairman & CEO via email. Policies are also available on Cushman & Wakefield’s intranet. Global employees, including all global executives, are assigned related trainings based on risk posed by their role, businesses line, and geography. Additionally, our master service agreements require all third-party vendors to abide by our Global Vendor/Supplier Integrity Policy, which covers both our Global Code of Business Conduct and anti-corruption policies. Our mandatory annual trainings are determined after consideration of risk areas identified in compliance incident trends and various risk assessments. In 2020, we assigned mandatory Code of Business Conduct training and launched the Tools for an Ethical Workplace training which stressed the importance of integrity, ethics and workplace dignity in the face of added external pressures due to COVID-19. The Tools for an Ethical Workplace training was assigned to employees with one or more direct reports, and employees who listed English as their primary language. The percentage of employees that completed mandatory training in 2020 varied across business regions and is detailed below:

2020 Mandatory Compliance Training



Note: We add new hires to training on a rolling basis. This table reflects training completion for employees who received training on the initial launch dates.



Data Privacy and Security (418-1)

Data privacy remains a key focus at Cushman & Wakefield due to the rapidly changing regulatory landscape and heightened consumer expectations. In 2020, we continued enhancing our risk-based approach in protecting the personal information we hold on behalf of our firm, third parties and employees. We believe that requirements concerning data protection and privacy are not costs of doing business, but priority business enablers. Our practices are founded on the principles of confidentiality, integrity and availability, and we are committed to maintaining data protection and security practices that are consistent with market, legal and contractual requirements across the various markets we serve.

We further integrated our General Data Protection Regulation (GDPR) program, and we attended to significant regulatory developments that took effect in 2020 including the California Consumer Privacy Act (CCPA), the CJEU's Schrems II decision invalidating the EU-U.S. Privacy Shield, and the Brazil LGPD.

We have a focused Information Security and Risk Management team dedicated to risk management, compliance and awareness training, client and data security, technical security and data privacy. Our global and regional risk committees are responsible for the governance of risk, internal audit, control, and compliance, and our security compliance committee is responsible for the governance of our security programs. We use a set of security policies and standards to protect the information of both the company and our clients.

- > Information Security Policy - defines the principle 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

Our minimum security requirements across the organization are aligned to ISO 27002 control categories. We undergo several independent third-party assessments to certify the security of various parts of our business, and we had zero formal security- or privacy-related complaints logged in 2020.

Additional components of our Information Security Program include:

- Security rating and monitoring of third-party vendors
- Security monitoring of all critical infrastructure
- Access management and control
- Crisis management including incident response and disaster recovery plans
- Secure internal and external communications
- Annual proactive awareness training for all tech-enabled employees
- Additional training for individuals that handle sensitive data
- GDPR training where relevant





SUPPLY CHAIN MANAGEMENT

(102-9, 102-10)

Our global supply chain is comprised of thousands of suppliers and vendors of goods, services and equipment for our primarily office-based operations, supporting our facilities and property management activities. Due to the nature of these operations, most of our procurement is performed at a local level.

During the COVID-19 pandemic, we leveraged our supply chain for critical personal protective equipment (PPE) and janitorial supplies to be accessed by both Cushman & Wakefield and our clients. We have extensive diverse supplier utilization by our distribution partners. Through our preferred distribution channels, we sourced thousands of gallons of disinfectants and sanitizing gels, and secured millions of sanitizing wipes when traditional supply chains fell short. We were able to lean on our distributors to assist us in locking in and negotiating competitive pricing for year-long deals with industry-leading manufacturers of PPE products/equipment to ensure consistent delivery

of services for our and our clients' essential workers and returning workforces.

We respect human rights throughout our supply chain and strive to engage with suppliers that are aligned with our values and principles and uphold high standards of business integrity and ethical conduct. We engage with our suppliers on matters relating to social and environmental sustainability, 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.

As part of our Global Vendor/Supplier Integrity Policy, we screen suppliers to confirm their compliance. In 2020, we began implementing a new supplier management tool to improve tracking of supplier compliance and due diligence. We did not undergo any significant changes to our supply chain in 2020.

5

8



Supplier Diversity

We are committed to supporting economic development and driving greater equity and inclusion in the communities we serve by putting into practice organizational efforts that create a more diverse and inclusive supply chain. Through our Supplier Diversity Program, we identify opportunities to engage and partner with diverse suppliers such as minority, women, veterans, LGBTQ+, and disability-certified businesses. Some of these classifications only apply to the U.S.; however, we are engaging with a diverse mix of suppliers globally. Cushman & Wakefield is a member of both the National Minority Supplier Development Council (NMSDC) and also the Women's Business Enterprise National Council (WBENC). These memberships allow us to utilize their knowledge, expertise and best practices to advance our Supplier Diversity Program and, in

turn, we provide these organizations with our knowledge of the complexities and nuances that are unique to our industry.

For North America, we currently track and monitor our spend with diverse suppliers to measure a key component of our Supplier Diversity Program's success. We began tracking diverse supplier spend in 2019 and improved our data collection capabilities in 2020. In 2020, Cushman & Wakefield spent over \$444 million with 2,621 diverse suppliers in North America. Of this, one out of every four dollars, or more than \$100 million dollars, was spent exclusively with Black-owned businesses. In addition to the amounts noted above, Cushman & Wakefield also spent over \$267 million in 2020 with small businesses in North America who were not classified as a diverse supplier.



DIVERSE SUPPLIERS

(DBE, Disabled, LGBTQ+, MBE, VET, WBE and Other)

2020 Spend

\$245,817,643

of Suppliers

617

DIVERSE SMALL BUSINESS SUPPLIERS

2020 Spend

\$198,670,787

of Suppliers

2,004

TOTAL DIVERSE SUPPLIER SPEND

2020 Spend

\$444,488,430

of Suppliers

2,621

DBE: Disadvantaged Business Enterprise

Disabled: Disabled-owned Business

LGBTQ+: Lesbian, Gay, Bisexual, Transgender, Queer or Questioning

MBE: Minority Business Enterprise

VET: Veteran-owned Business

WBE: Women's Business Enterprise

Small: Small Business

Other: All additional diversity classifications

We value the contributions diverse suppliers make to Cushman & Wakefield and will continue our efforts to grow and expand our diverse supplier base and diverse supplier spend throughout our organization to meet our robust business needs.

In 2020, we developed a Supplier Diversity Program growth strategy. As part of this effort, we:

- > Formed two cross-functional teams, a Supplier Diversity Committee to begin building program fundamentals, and a task force within our Black Equity Advisory Board to support development of the long-term Supplier Diversity Program growth strategy
- > Collaborated with the NMSDC and the WBENC to increase engagement with diverse supplier communities
- > Engaged a consultant to support incorporation of best practices into our strategy
- > Added new Black-owned suppliers to our preferred supplier program
- > Enhanced our tracking of the diversity of our supplier spend





In May 2021, we hired a Head of Supplier Diversity to further develop and lead Cushman & Wakefield's Supplier Diversity Program, serving as part of the Procurement leadership team and in partnership with the firm's DEI team. This role will collaborate with stakeholders across corporate and service lines to promote the growth of our portfolio of diverse suppliers while working with the procurement team to enable further diverse supplier inclusion within our overall strategy. We also intend to hire a Supplier Diversity Manager in 2021 to further support the program.

ENVIRONMENTAL PERFORMANCE

(102-11, 302-103, 305-103, 307-1)

Cushman & Wakefield is committed to being a responsible steward of the environment, as defined in our **Global Environment Policy**. We adhere to the precautionary principle and seek to identify all environmental risks and opportunities associated with our business including climate change and resource depletion. We aim to conduct our operations and deliver our products and services with high standards of environmental care and social responsibility while striving for continual improvement.

As a global real estate services firm largely operating in leased office space, our direct environmental impacts are primarily due to office energy and water consumption, business travel, and waste generation. We manage our energy use, GHG emissions, water withdrawals, waste generation and environmental compliance by:



Collecting measured performance data where available for our operations globally



Setting GHG emissions reduction targets for our operations and supply chain



Monitoring resource use at our facilities



Communicating our environmental performance to our stakeholders



Calculating and disclosing our annual resource consumption and GHG emissions



Providing education and training to employees on environmental management topics

All suppliers and subcontractors are expected to operate in an environmentally responsible manner and adhere to applicable environmental standards. Certain Cushman & Wakefield locations are managed through a formal ISO 14001-certified environmental management system (EMS), including operations in the UK, Australia, New Zealand, Singapore, Thailand and Greater China. Cushman & Wakefield did not receive any material fines or non-monetary sanctions for non-compliance with environmental laws or regulations in 2020.

Energy and GHG Emissions

(302-1, 302-3, 305-1, 305-2, 305-3, 305-4)

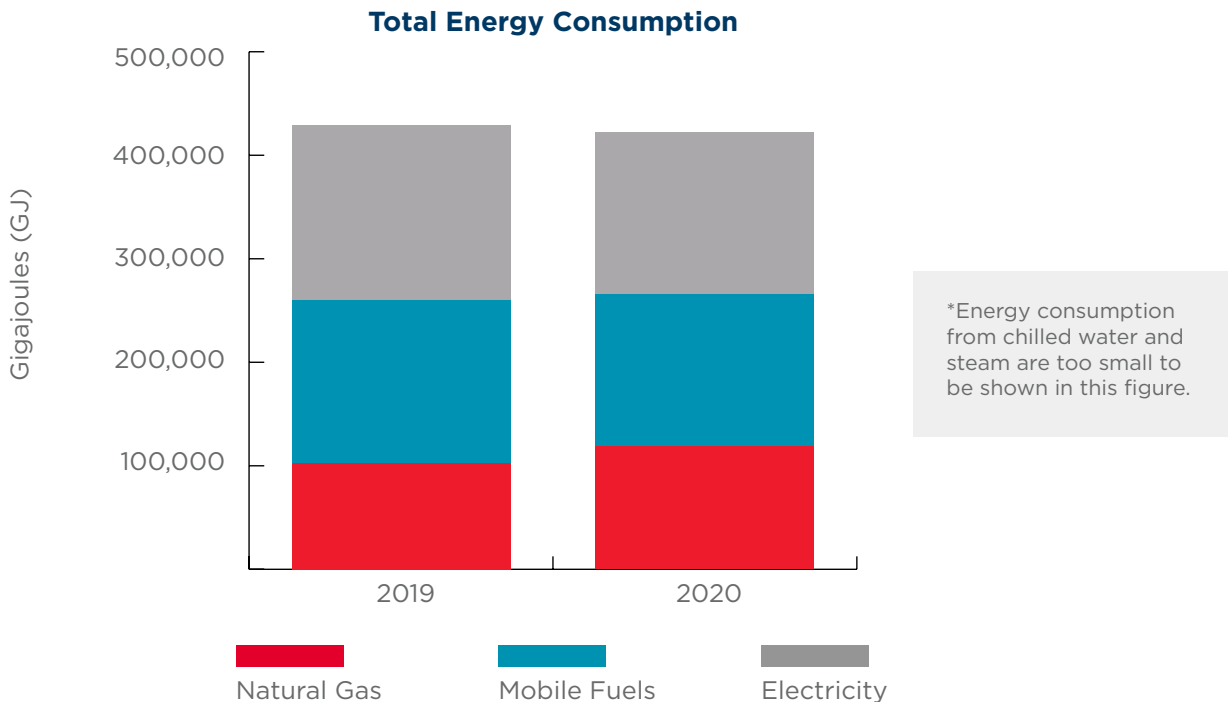
We consume energy and generate direct GHG emissions (scope 1) through stationary and mobile fuel combustion and indirect GHG emissions (scope 2) through purchased energy at our office facilities. Beginning in 2020, we expanded the boundaries of our scope 3 emissions, which previously was limited to employee business travel, to cover all relevant scope 3 categories, including:

- > Purchased goods and services
- > Capital goods
- > Fuel- and energy-related activities
- > Waste generated in operations
- > Employee commuting
- > Use of sold products
- > Downstream leased assets

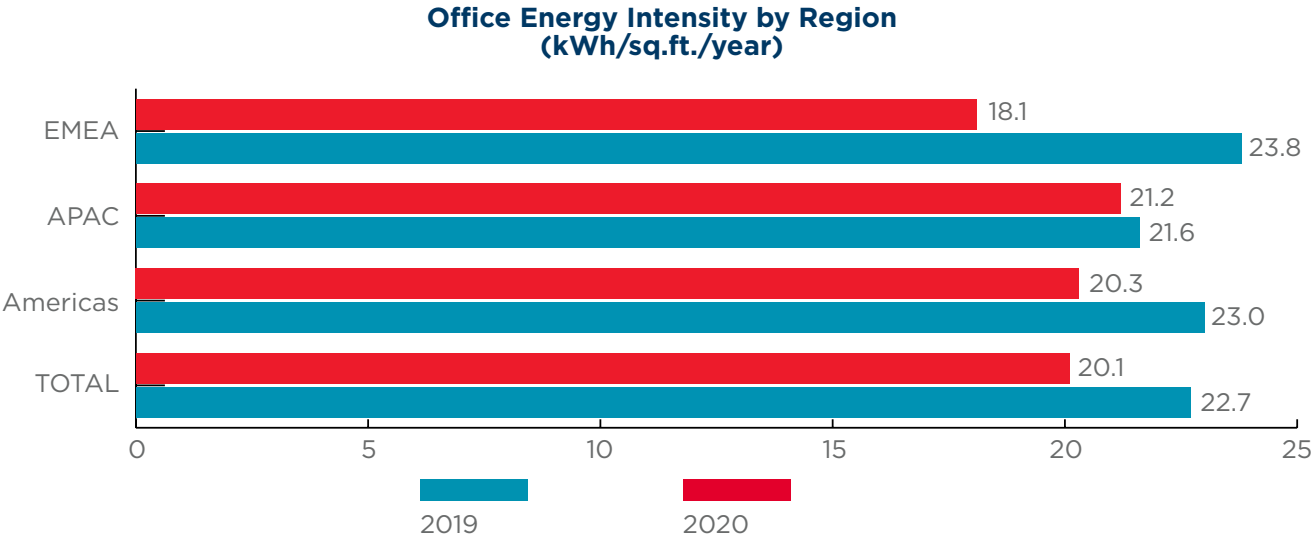
We continue to focus on improving energy efficiency within our operations and have reduced our energy consumption per square foot of office space over time through ongoing improvements in energy controls, real estate consolidation efforts, installation of energy-efficient appliances, and employee education and behavioral change. Where feasible, we occupy offices that are certified under a sustainability rating system such as ENERGY STAR®, Leadership in Energy and Environmental Design (LEED®), National Australian Built Environment Rating System (NABERS), Fitwel and the WELL Building Certification. As part of our corporate standard, we consider energy and sustainability best practices, such as regularly purchasing ENERGY STAR® equipment for our offices.

Energy Consumption

In 2020, our offices consumed approximately 278,081 gigajoules (GJ) of direct and purchased energy, including electricity, steam, cooling and natural gas—a 1.8% increase from 2019 as a result of a 15% increase in office space as measured by square feet. We also consumed 147,180 GJ of fuel from our mobile sources—a 6% decrease from 2019.



While our office square footage increased between 2019 and 2020, we improved our efficiency. In 2020, Cushman & Wakefield’s global average office energy use intensity (EUI), measured as total office energy consumption per square foot, was 20.1 kWh/sq.ft./year, which represents a 12% decrease from 2019.



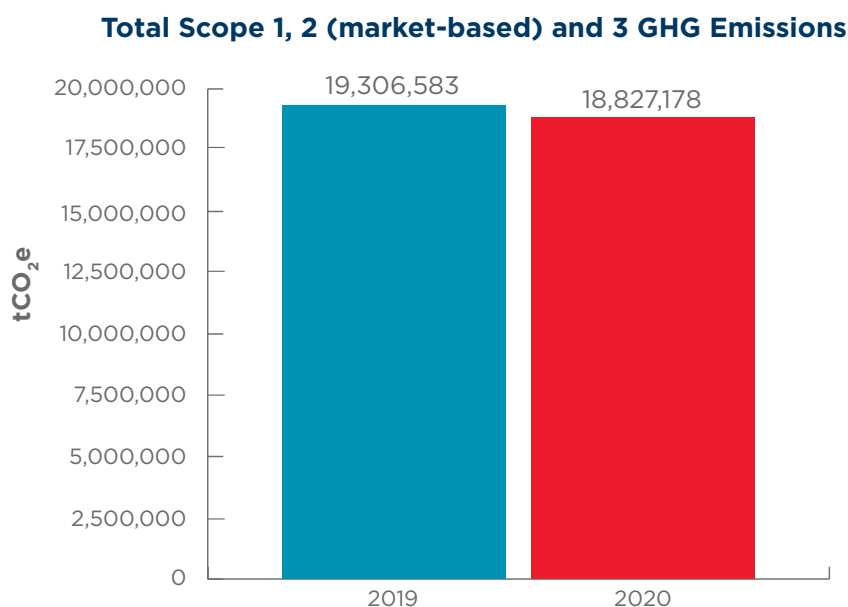
GHG Emissions

As a global real estate services provider, Cushman & Wakefield has an opportunity to make a significant impact on reducing GHG emissions associated with commercial real estate services, both in our own operations and through services provided to our clients. Cushman & Wakefield has committed to setting science-based GHG emissions reduction targets focused on reducing emissions from our own operations as well as from facilities we manage by partnering with clients.

In 2020, Cushman & Wakefield’s operations emitted approximately 18,827,178 metric tons of carbon dioxide equivalent (tCO₂e) scope 1, scope 2 (market-based), and scope 3 GHG emissions. This represents an absolute 2.5% decrease in total emissions compared to 2019. With the addition of all relevant scope 3 categories, approximately 98% of Cushman & Wakefield’s total 2020 GHG emissions is from the use of sold products, which represents the emissions associated with tenant occupancy of facilities managed by Cushman & Wakefield. Scope 1 and 2 emissions combined represent only 0.2% of Cushman & Wakefield’s total GHG emissions.

Between 2019 and 2020, Cushman & Wakefield achieved:

- > 1.1% absolute reduction in scope 1 and 2 (market-based) GHG emissions. We have reduced scope 1 and 2 emissions through implementation of energy efficiency initiatives in our metered facilities, a greener electricity grid and reduced use of corporate fleet vehicles due to COVID-19. However, these reduction actions were partially offset by increased leased office space for our corporate operations due to organic growth.
- > 2.5% absolute reduction in scope 3 GHG emissions. We have reduced scope 3 emissions partially due to impacts from COVID-19 and partially due to the reduced size of our managed portfolio. The COVID-19 impact included declines in amounts of purchased goods and services from our suppliers, as well as a sharp reduction in business travel activities.
- > 14% reduction in total scope 1 and 2 (market-based) emissions per million square feet of office space.



Water and Waste

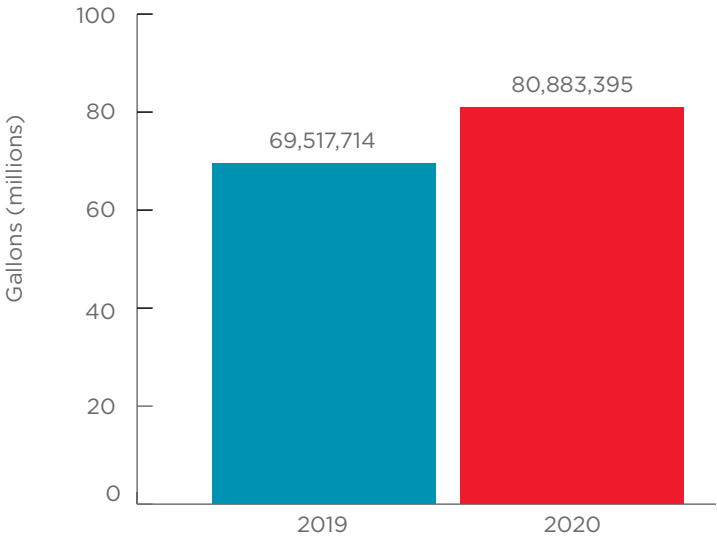
(303-1, 303-2, 303-3, 306-2)

Waste is generated at Cushman & Wakefield offices and water is withdrawn for consumption by employees and visitors. Because the majority of Cushman & Wakefield offices are leased and we are often co-located with other tenants, it is challenging to obtain actual resource data. Therefore, our water and waste data is based on regional industry averages per square foot for large office buildings. We intend to put systems in place to collect actual data in the future wherever feasible.

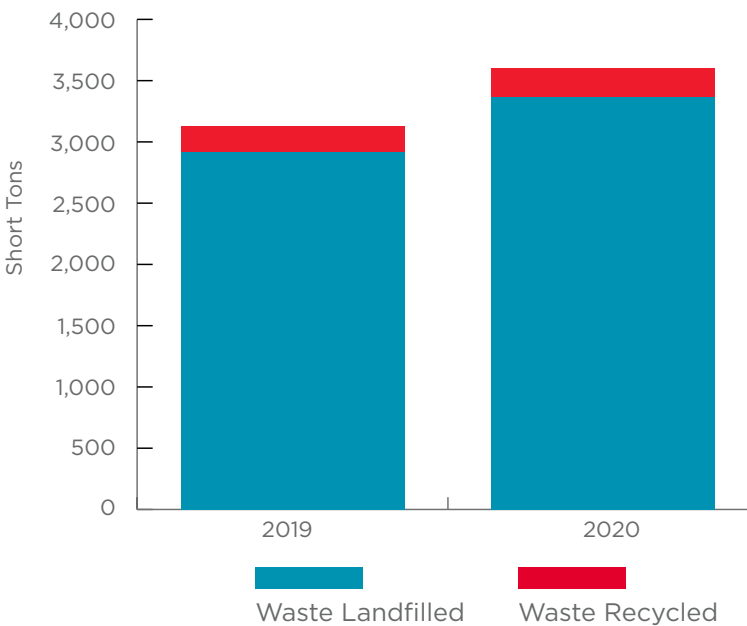
Water is consumed through irrigation, cooling and in-office kitchen areas and restrooms. In 2020, Cushman & Wakefield offices withdrew an estimated total of nearly 80.9 million gallons of water from third-party municipal suppliers and utilities. Cushman & Wakefield has not identified any substantive water-related impacts associated with our activities, so we have not engaged stakeholders to manage water as a shared resource. Wastewater is properly discharged to municipal treatment facilities in accordance with local and national rules and standards.

In 2020, we generated a total of approximately 3,602 short tons of non-hazardous waste in our office buildings, of which we estimate a total of approximately 238 short tons was recycled or diverted from landfill disposal. None of our offices generate hazardous waste.

Total Water Withdrawals



Total Waste Generation and Diversion



OCCUPATIONAL HEALTH AND SAFETY

(403-103, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8)

Providing a safe workplace that protects our employees from safety risks and hazards is an ongoing priority for Cushman & Wakefield. Through the uncertainty and complexity of the pandemic, our Health, Safety, Security and Environment (HSSE) teams have worked tirelessly to protect our people, our clients and the communities where we operate. They served as trusted advisors to our firm's leadership as we navigated the challenging environment both in our workplaces and at our client sites. Some of the HSSE teams' critical contributions included:

- > Rolling out COVID-19-related safety procedures, policies and handbooks that served as the base to produce **Recovery Readiness: A How-to Guide for Reopening your Workplace**, which was translated into 10 languages and made available on Cushman & Wakefield's global website for any company to leverage

- > Assisting the procurement team in sourcing and supplying safety equipment, including PPE, masks, sanitizers and more to our own offices as well as client sites
- > Advising leaders on implementing best practices and safety measures at client sites
- > Guiding return-to-office protocols and applying Cushman & Wakefield's social distancing office concept, **Six Feet Office**, across our offices

Employees reported feeling cared for as a direct result of these actions.





Our 360° HSSE model is an enterprise-wide, behavior-based program designed to increase awareness, improve safety competency and develop a culture committed to safety. The 360° HSSE model is based on three pillars:

- 1 LEADERSHIP**
accountable, proactive,
informed and knowledgeable
- 2 SYSTEMS**
streamlined, consistent,
integrated, relevant and applied
- 3 CULTURE**
just and fair (no blame),
informed, flexible and trusting

HSSE Leadership

At Cushman & Wakefield, our global and regional HSSE operations are led by experienced HSSE professionals. The number of safety professionals in each region reflects the risk assessment of the work. This staffing model has been externally validated in a number of countries through the achievement of external certification under ISO 45001: UK, Thailand, Australia, New Zealand, and Singapore offices. To achieve ISO 45001 certification, it is necessary to demonstrate there are adequate numbers of competent personnel on the HSSE team. Our offices in Greater China are certified OHSAS 18001.

All employees and contractors under Cushman & Wakefield's control are covered under our HSSE management system. Our procurement team works with our HSSE team to establish minimum HSSE requirements for working with contractors and suppliers. This includes HSSE performance criteria required of organizations engaged, establishment of relevant HSSE competency standards, company pre-qualification and performance monitoring.

We strive for continuous improvement in safety performance by focusing on regular hazard identification and risk assessments on the environments we work in and the tasks we perform. The global system includes a series of guidelines on HSSE topics, which set out our minimum expectations around identifying, assessing and managing health and safety risks. Each guideline covers the quality cycle aspects of "plan, do and check" as well as following the hierarchy of control.

The global HSSE team is supported by professionals in each of our major markets who facilitate workers' access to our global HSSE program. They also manage the consistency and quality of the global HSSE system by conducting audits, reviewing reported incidents and hazards, determining corrective actions needed using the hierarchy of controls and identifying any necessary improvements. The Global Health & Safety Policy requires consultation with employees, subcontractors and relevant third parties impacted by Cushman & Wakefield's business operations on health and safety matters. This engagement is managed at the country level.



Recording and Reporting Hazards and Accidents

Employees are required to report work-related hazards to their supervisor or site manager in accordance with regional policies and legislative requirements, which vary from region to region. Accidents are reported through an online reporting system, or in some cases, via phone or email.

Cushman & Wakefield's Global Health & Safety Policy outlines each individual's responsibility for ensuring the health, safety and wellbeing of themselves and others working around them. Under the policy, all workers are protected from reprisal when reporting incidents. This valuable employee feedback is leveraged to support the continuous improvement of our health and safety management system. Lessons learned are shared with all workers (including employees, contractors and relevant client personnel) through alerts.

Training and Education

Cushman & Wakefield is committed to providing learning opportunities to all our employees who focus on our legislative obligations and those environments and tasks that have a higher level of risk. Under our Global Health & Safety Policy, operational managers are required to ensure their employees receive HSSE training that aligns with their job responsibilities. Our small markets are supported by a network of HSSE champions who receive assistance from regional HSSE teams to implement the global system, including HSSE training.

We partner with online HSSE training providers around the world with the capacity to deliver content in local languages, selecting those whose course libraries contain relevant, up-to-date content and the capability to assign, deliver and track employee training. Employee training records are immediately accessible by Cushman & Wakefield managers and demonstrate compliance



with prescribed training requirements. Cushman & Wakefield employees collectively completed 80,945 health and safety training courses in 2020. Employees in India completed 18,744 training courses in 2020. Usually training is conducted in person. In March 2020, to ensure safety, the India HSSE team pivoted their entire training program online and then as restrictions eased, reestablished in-person training incorporating physical distancing and smaller groups for the remainder of 2020.

Injury Rates (403-9, 403-10)

As a property manager of over 4.1 billion square feet globally, 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.

Relevant safety statistics and industry bodies determined that construction work and building maintenance pose a risk of high-consequence injury. Our country-level health & risk of high-consequence injury is managed through a series of guidance documents on the control of high-risk hazards such as asbestos, confined spaces, electrical work and work at heights. Internal hazard auditing is in place to check compliance and make continuous improvements. No high-consequence injuries were reported in 2020.

Safety Awards

- U.S. and Canada: National Safety Council, 30 awards across properties and regions
- Singapore: 2020 bizSAFE Partner Award
- Singapore: Green Building Services Certificate
- Bharuch: 2020 Global Safety Summit State Level Safety Award
- Mumbai: 2020 Confederation of Indian Industry (CII) National Energy Management Award
- Bangalore: 2020 Apex India Foundation Platinum Award for outstanding achievement in Occupational Health & Safety management



Number of Incidents

Region	Annual Hours Worked			All Injuries			Work-Related Recordable Injuries		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
North America	41,882,522	47,760,551	58,120,230	703	779	325	165	190	136
Central & South America	5,633,427	7,345,757	6,447,659	39	69	30	32	58	16
APAC	29,914,482	31,973,749	29,876,392	211	153	58	47	42	33
Greater China	29,031,468	30,546,238	4,377,753	16	25	1	13	25	1
EMEA	27,129,540	26,997,260	27,080,468	32	36	13	4	7	4
Global (Total)	133,591,439	144,623,555	125,902,302	1,001	1,062	427	261	322	190

Notes:

- Data includes both direct employees and contractors managed by Cushman & Wakefield.
- There were zero work-related fatalities reported over the past three years.
- There were zero work-related high consequence injuries reported over the past three years.
- Work-related recordable injuries (i.e. Lost Time Injuries or LTIs) = Any work-related lost-time event resulting in >24 hours away from work (includes fatalities).
- Workplace recordable injuries/illnesses are LTIs plus Medical Treatment Injuries (MTIs).

Rate of Incidents

Employees	Lost-Time Injury Frequency Rate (LTIFR) Per 200,000 Hours			Total Recordable Case Frequency Rate (TRCFR) Per 200,000 Hours		
	2018	2019	2020	2018	2019	2020
North America	0.79	0.8	0.47	1.83	1.91	1.12
Central & South America	1.13	1.58	0.50	1.38	1.88	0.93
APAC	0.31	0.26	0.20	0.41	0.4	0.34
Greater China	0.09	0.16		0.09	0.16	
EMEA	0.03	0.05	0.03	0.12	0.16	0.10
Global	0.39	0.45	0.30	0.82	0.88	0.68

Notes:

- Data includes both direct employees and contractors managed by Cushman & Wakefield.
- Injury rates reported by region and not by gender.
- The recorded Occupational Disease Rate (ODR) for the last three years has been zero.
- Greater China HSSE data was combined with APAC beginning in 2020.

Work-Related Ill Health

Construction work, building maintenance and cleaning work all carry risks of ill health, including exposure to blood-borne pathogens from needlestick injuries for cleaners, exposure to hazardous substances such as asbestos for all workers and exposure to high levels of noise for construction and building maintenance workers. These risks are controlled through implementation of risk-management guidelines that outline the hierarchy of risk control and how to properly “plan, do and check” before beginning work. Before work commences on a new site, the HSSE team conducts a hazard analysis that identifies all jobs,

tasks, environments and interfaces that have inherent hazards and risks. Relevant persons are then consulted on hazards identified (including designers, contractors, clients and any other relevant parties). Risk controls are developed to eliminate as many hazards as possible and to minimize any remaining hazards. A Safe Work Procedures document is then developed for the site documenting the hazards present and the risk controls to be implemented to eliminate or minimize the risk.

There were zero incidents of work-related ill health reported for employees or contractors in 2020.

LEADING THE WAY FOR OUR CLIENTS

At Cushman & Wakefield, we pride ourselves on preparing our clients for what's next when it comes to their real estate. When COVID-19 took center stage in early 2020, we quickly made it our mission to get ahead of recovery efforts since our clients needed our help more than ever. Upon forming a Recovery Readiness Task Force, we launched a new social distancing office concept called **Six Feet Office** followed by **Recovery Readiness: A How-to Guide for Reopening your Workplace**, a comprehensive guide for real estate tenants and landlords on reopening workplaces.

We also partnered with Hines and The Well Living Lab, a Delos and Mayo Clinic collaboration, to further advance return-to-work guidelines and promote a safe workplace as offices reopen—addressing indoor environmental quality and office layout to reduce the transmission of viruses. After all, the health, safety and wellbeing of employees is not only paramount to their return to workplaces, it's also critical in improving workplace culture and retaining top talent.



In this section, we share how we are leading the way for our clients in terms of thought leadership, innovating through technology, reducing their environmental impact and preparing for returning to workplaces post-pandemic.



INNOVATION, THOUGHT LEADERSHIP AND TECHNOLOGY

(103-2, 103-3)

Out-in-front Research

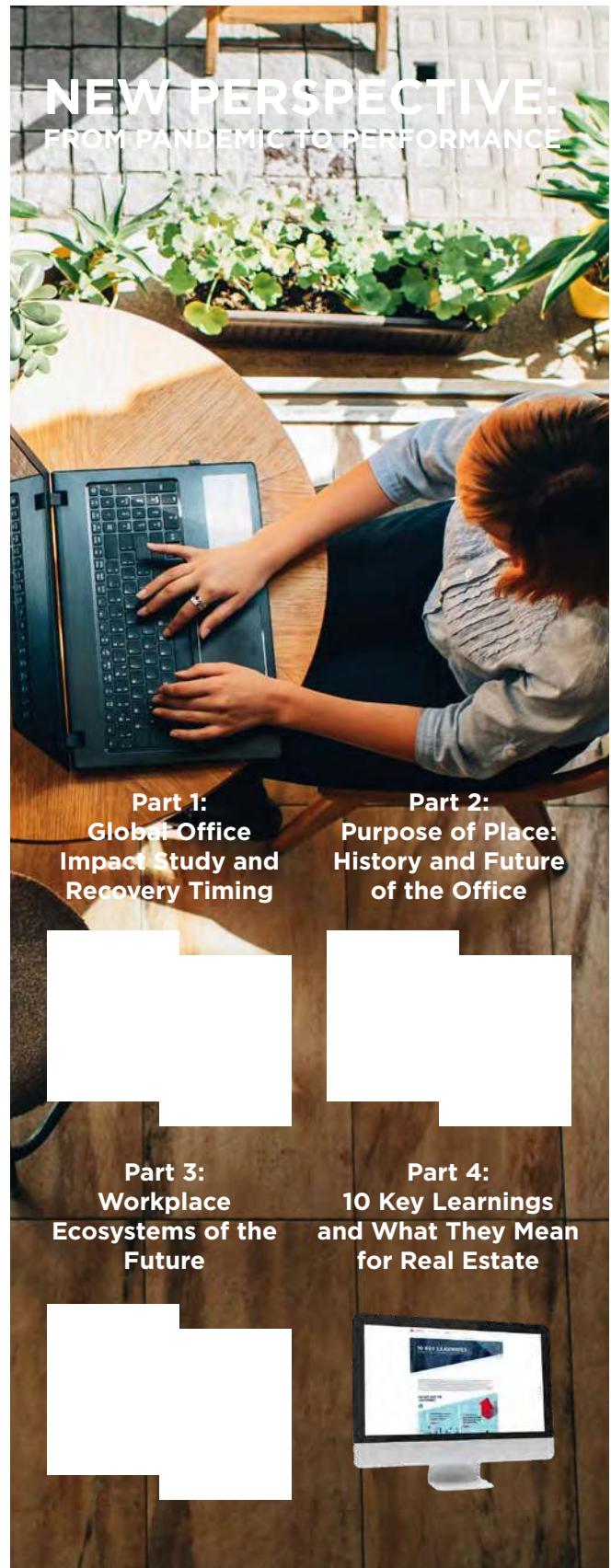
Unprecedented times call for unprecedented thought leadership. Cushman & Wakefield's global workplace and research teams have stayed out in front of emerging trends and developments in the industry and economy throughout 2020 by producing timely insights, reports, market briefings and webinars—publishing more than 2,800 research pieces last year alone. For instance, in our **New Perspective: From Pandemic to Performance** series, our global research team conducted several focus groups and surveys to inform a new perspective on COVID-19's impact on the commercial real estate industry and the future of the office.

We also publish The Edge, Cushman & Wakefield's global magazine featuring innovative thought leadership on the latest trends impacting real estate occupiers and investors, authored by our own subject matter experts. Several of the articles published in 2020 focused on COVID-19's impact on commercial real estate.

DO AMENITIES STILL MATTER IN A POST-COVID-19 WORLD?

HOW DO WE MOVE FORWARD AFTER COVID-19 CHANGED THE WORLD?

HOW COVID-19 MADE HEALTHY INDOOR ENVIRONMENTS AND WELLNESS A PRIORITY



Data-driven Insights

Cushman & Wakefield uses a data-driven, evidence-based approach to understanding key drivers of workplace experience through its Experience per Square Foot™ (XSF) database, a proprietary tool that tracks real estate and workplace metrics.

Through XSF, we have captured data points from workers across the globe in the pre-COVID-19 era, and additional data from respondents in the work-from-home environment through XSF@home. Throughout 2020, our workplace specialists analyzed XSF's data to develop thought leadership such as our [Future of Workplace](#) report, giving an unrivaled inside look into employees' key successes and critical challenges during COVID-19.

We continue to regularly uncover insights about the evolving working environment through XSF 2.0, which to date has captured more than 6 million data points from more than 110,000 workers in 100 companies around the world. Armed with data, we help organizations optimize their return-to-office strategy and workplace design to drive employee engagement, development and productivity.

Did you know?

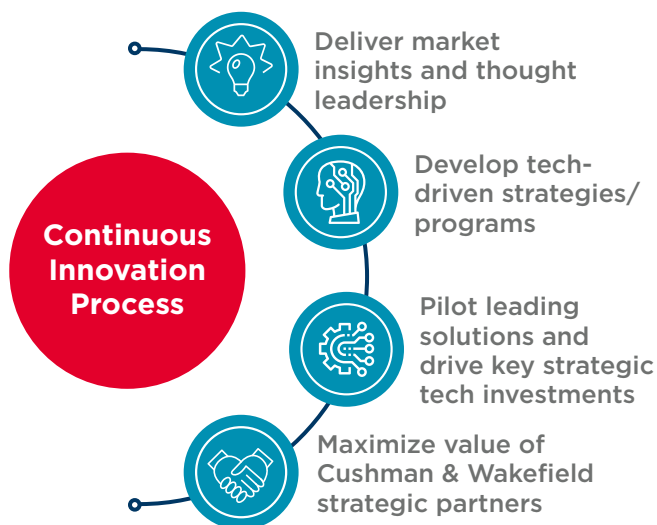
WELL certification requires performance verification through onsite testing of air, water, light, acoustics, and other indicators. Additionally, measures of peoples' experiences are required through pre- and post-occupancy evaluations.

Cushman & Wakefield's [XSF 2.0](#) is a pre-approved survey provider, meaning companies can use our tool to capture and report data related to workplace experience to achieve the rigorous WELL certification.

Innovating through Technology

With more people working remotely than ever before due to COVID-19, technology and innovation became paramount in 2020. Cushman & Wakefield's Technology and Data Solutions team has stayed on top—and even ahead—of the latest trends by collaborating with leading innovative companies, startup accelerators and venture capital firms as part of our strategy to develop better, more seamless experiences for our clients.

Our innovation-focused technology team is responsible for managing and maximizing the value of our key technology relationships. They are focused on building a pipeline of the best technology solutions that can address our company's and our clients' specific needs. To accomplish this, colleagues from technology, other functions, the Strategic Investments team, client-facing subject matter experts and service line leaders across the firm work together to develop our strategy, pilot leading solutions and evaluate investment opportunities.



Through our investments in cutting-edge PropTech, or real estate technology, we provide invaluable insights that enable us to better advise our clients on how to manage their workplaces, properties or entire real estate portfolios. In 2020, we collaborated with the following leading organizations.



Matterport has enabled us to offer clients a turnkey solution to create immersive and dynamic 3D experiences for every commercial property. With more clients evaluating space remotely, this virtual solution has been critical to helping our clients and professionals in multiple service lines around the world.



Placer.ai, an industry leader in foot traffic data and analytics, has enhanced Cushman & Wakefield's ability to help clients make data-driven decisions about their portfolios by providing accurate insights and behavioral predictions for any location or store, particularly in the retail sector.



We are proud to be investing in an app we had already been using called HqO, which helps office owners generate value by arming them with technology that blends the physical and digital office experiences to better engage with the people who occupy their buildings. These technology activations also provide important insights that can be leveraged to create the most value for their assets.



IngeniousIO's platform hosts all project data and documentation on a cloud-based server and provides project managers on Cushman & Wakefield's Project & Development Services team with an automated tool to manage data in real time to ensure accuracy and reliable project information. The platform enables transparency and extensive collaboration with all project service providers and vendors.

In addition to these relationships, our technology and innovation teams worked closely with Cushman & Wakefield's Recovery Readiness Task Force to develop a Digital Solutions Catalog for clients, which includes more than 40 building / workplace technology solutions (including the four listed) that address everything from indoor air quality, to space reservation systems, to wayfinding during a pandemic.

Another innovative technology solution that was further accelerated by the pandemic has been C&W Services' **Virtual Technician**. In the past, when traditional facilities management (FM) technicians haven't been able to address an issue, they've brought in an Original Equipment Manufacturer (OEM) or other skilled technician to help. With COVID-19, however, this in-person help has been harder to find.

Due to improvements in the realms of augmented reality (AR) and wearable computers, two individuals—the FM technician and the OEM—can now collaborate in a real-time, hands-free environment. Through this innovative technology, the FM technician has immediate access to information essential to maintenance tasks and troubleshooting, and can therefore resolve issues much faster. This means that experts from around the world can assist technicians in the field via a headset and virtual review—a benefit during times of limited travel, but also a long-term solution to address the shortage of highly skilled labor.

Even in the face of a global pandemic, Cushman & Wakefield has yet again proven it's leading the way by identifying, vetting and introducing these types of cutting-edge solutions to its clients.



3

11

13

SUSTAINABILITY SERVICES

(103-2, 103-3)

ESG factors aren't just emerging trends, but critical components of commercial real estate integrated into investment decision-making. COVID-19 has further cemented the importance of ESG as risk management, resiliency, transparency and social engagement have taken center stage.

With 40% of global carbon dioxide emissions coming from buildings, sustainability has become not only a priority in recent years, but a mandate, for many companies. As one of the largest real estate services providers in the world, Cushman & Wakefield is leading the way.

We do this by helping companies measure, disclose and improve on ESG-related issues, including:

- > (E)nvironmental: carbon emissions; water and waste management; material selection and sustainable purchasing; and climate change vulnerability and resiliency
- > (S)ocial: DEI; health and wellbeing; labor management; data privacy and security; and community relations
- > (G)overnance: board governance; business ethics; and intellectual property protection

By measuring sustainability and societal impact through these criteria, we help clients better understand and address risks and opportunities that can contribute to improved financial performance.

Our firm provides sustainability strategy and implementation to clients to identify and apply the strategies necessary to operate healthier, and more efficient, buildings—for owners, their tenants

and their communities. We help clients track and analyze sustainability KPIs, including energy, water, waste and indoor environmental quality with third-party tools and real-time metering. From tenant spaces to whole-building assets or portfolios, our services create ROI by boosting building operating efficiency and lowering operating costs.

We are committed to reducing our own, our suppliers' and our clients' environmental impact across the property lifecycle.



2020 HIGHLIGHTS

Provided energy and sustainability services to over

370MSF

of space in the U.S.

Achieved ENERGY STAR certification for over

110 MSF

of space in the U.S. and Canada

Cushman & Wakefield sustainability projects implemented at 27 buildings in the U.S. resulted in the avoidance of approximately

11,303 metric tons

of CO₂e emissions between 2019 and 2020 (figures partially impacted by reduced occupancy during COVID-19)

Led India Green Building Council (IGBC) certifications for

13 buildings

25% of all NABERS ratings in Australia were delivered by Cushman & Wakefield

Supported over

110

LEED-certified projects

Led WELL certifications for **7** buildings and Fitwel certifications for

42 buildings

Our Experts Leading the Way

Corrine Chen, our Head of Sustainability Services, Project & Development Services, China, and **Melissa Gutierrez-Sullivan**, Vice President, Sustainability and Wellness Services received 2020 International Well Building Institute Community Awards as WELL Accredited Professionals. This award recognizes outstanding leaders who advance health and wellness in buildings, communities and organizations across the globe. This recognition follows Corrine's WELL Asia Pacific Leadership Recognition Award in 2019.

Cushman & Wakefield's Sustainability Solutions team is a leader in sustainability services for the property industry, offering a wide range of solutions to owners, occupiers, developers and investors. We provide leadership, expertise and support, encompassing a wide range of topics.



STRATEGY SERVICES

Offered for real estate occupiers and owners
Corporate level

ESG Strategy and Consulting

- Data analysis and benchmarking
- Strategy and goal setting
- Program design and implementation

Net Zero Target Strategy and Support

- Baseline and boundary establishment
- Science-based targets and roadmap development
- Carbon offset strategy

Reporting and Disclosure

- Mandatory and voluntary reporting (e.g., CDP, GRI, TCFD, Climatewise, UK SECR)

Wellbeing Strategy

- Corporate wellness strategy



ACQUISITION SERVICES

Offered at **Portfolio** and **Asset** level

Energy and Sustainability Due Diligence

- Energy audits and modeling
- Thermal comfort analysis
- Air quality testing
- Review of assets against ESG targets

Green Leases

- Green lease advice and management

Energy and Sustainability Fitout

- Lighting model and design
- Green power procurement
- Resource efficiency solutions
- Sustainability and wellness certification management (e.g., BREEAM, LEED, WELL, Fitwel, NABERS)



OCCUPATION SERVICES

Offered at **Portfolio** and **Asset** Level

Performance Reporting and Analytics

- Data management
- Energy performance and GHG emissions reporting
- Waste audits

Implementation Plans

- Playbook development
- Sustainability and wellness training
- Employee engagement programs
- Sustainable purchasing policies

Environmental and Energy Management Systems (ISO 14001 and 50001)

- Gap analysis
- System implementation
- Certification and ongoing support

Our team includes approximately 100 energy and sustainability experts across the globe. Many employees are experienced with sustainability rating systems, and over 450 employees are certified as LEED accredited professionals (LEED APs) or LEED Green Associates. We have employees accredited in other sustainability rating systems as well, including BREEAM, Green Star and NABERS across the globe. More than 35 experts on our Sustainability Solutions team are WELL-accredited professionals, denoting expertise in the WELL Building Standard and a commitment to advancing human health and wellness in buildings and communities. Several are also 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. Additionally, as members of the Fitwel Advisory Council, we also help our clients achieve Fitwel certification, which supports health across a range of wellbeing categories, and have numerous Fitwel Advisors on staff.

Our Experts Leading the Way

Despina Katsikakis, Cushman & Wakefield's Global Head of Total Workplace, served as co-chair of the International Well Building Institute's Task Force on COVID-19 alongside more than 600 experts from industries around the world to help define the critical role buildings, organizations and communities play in reducing the health burden from COVID-19 and other infectious diseases.

The Task Force assessed ways in which the WELL Building Standard could be further strengthened to support prevention and preparedness, resiliency and recovery in this critical moment and into the future. The Task Force also identified and helped develop a set of signature deliverables and resources, including guidelines for individuals, organizations and communities to help them better integrate actionable insights and proven strategies into how they manage both their buildings and their organizations, to be published in 2021.



11 CLIMATE CHANGE RESILIENCE

(103-2, 103-3)

Climate change resilience refers to the adaptive-capacity of both the services that we offer clients and our own office spaces to climate-related hazards, including sea level rise, flooding, increasing temperatures and wildfire impacts. As a leading real estate services provider managing over 4.1 billion square feet of commercial real estate space, we believe that we have the opportunity to meaningfully impact climate-risk resiliency across the industry.

Much of our work in climate change resiliency centers on helping clients evaluate and select buildings and real estate portfolios that are adaptable and will retain value in a rapidly changing environment and climate. To incorporate these climate risk considerations, our building selection recommendations for clients include evaluations of the following criteria:

- > ENERGY STAR Rating
- > Walkability
- > Daylight
- > Risk of Overheating / Thermal Comfort
- > Ventilation
- > Sea level rise
- > Wildfires
- > Outdoor air quality

We also work with individual clients to incorporate climate risk factors into their overall ESG strategy. We work with numerous investors, providing transparent disclosures on climate-related risk to their investments. In some cases we prepare Taskforce for Climate-related Financial Disclosures (TCFD) annual reports that support investors to make better, more informed decisions. Our TCFD reports further support companies to:

- > Better understand the material climate-related risks and opportunities that their companies are exposed to.
- > Develop disclosures related to their approach to oversee, identify, manage and respond to these risks and opportunities.

Internally, our Global Legal department, supported cross-functionally across the business, identifies and manages climate-related risks to our business using insurance, business continuity plans, and technology tools. Additionally, we set sustainability benchmarks and achievement goals for every new office site. We plan to continue to build out our internal and external climate change resilience strategy.

Custom Sustainability Solutions for our Clients

This next section includes several examples of how we are leading the way for our clients by partnering with them to deliver healthier, safer and more productive workplaces that employees will feel confident returning to—all while adding real sustainable value.

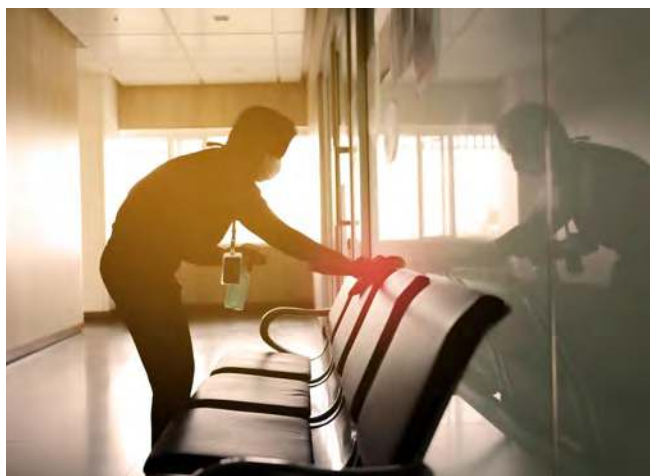
AMERICAS

Helping Employees Return to Work Safely

A major global financial services company in Canada engaged our Strategic Consulting team to assess and recommend improvements to its Return to Office program. Given the urgency of COVID-19's health threat, our team acted quickly to audit each office location across the country in just two days to identify immediate and longer-term needs. This enabled us to help develop risk mitigation protocols, Work from Home (WFH) policies and ensure employee information needs were met—ultimately helping our client maintain its business operations.

In addition, Cushman & Wakefield's Project & Development Services team was deployed to adapt office locations to distancing, sanitation and signage guidelines. To help our client's leadership and employees navigate ongoing challenges, our team also prepared a robust Return to Office communications strategy aligned with the organization's business goals, health & safety guidelines, WFH policy and office protocols.

Our ability to mobilize quickly and implement best-practice policies and processes satisfied our client's need to mitigate risk and, most importantly, fostered a sense of trust among employees during an unprecedented time.



Providing the Ingredients for LEED Silver Certification in Mexico

Cushman & Wakefield helped Ingredion, a leading global ingredients solutions company, achieve LEED v4 Silver Certification, Commercial Interiors for one of its locations in Mexico. Guiding the client through pre-design, design, construction and ultimately occupation of the property, we were able to help Ingredion:

Save
82%
in water
consumption,
representing a total
of 290,592 liters of
water per year

Conserve
32%
in lighting
utilization

Achieve ENERGY STAR
certification on
90%
of its electronic
equipment

Comply with the
2010 ASHRAE
62.1
standard to improve
office ventilation

Design
80%
of the space to have
natural lighting and
exterior views

Generate
60%
less waste than what's
typically expected during
the construction process



Achieving Significant Savings for Occidental Management

Cushman & Wakefield has been working with real estate firm Occidental Management since it purchased its new 20-building, 3.8 million-square-foot campus in Overland Park, Kansas in July 2019. With an annual electricity average spend of over \$8.5 million and energy consumption of nearly 103 million kilowatt-hours (kWh) documented when the campus was purchased, there were ample opportunities to reduce energy usage and achieve cost savings. By implementing operational changes and lighting projects, we were instrumental in reducing energy consumption by more than 13 million kWh, saving the client approximately \$1.1 million annually.



Ensuring Safe and Productive Workspaces Post-COVID-19

Cushman & Wakefield was tapped to develop 16 Tech's post-COVID-19 operating protocols and procedures, ensuring safe and productive workspaces for building owners, tenants, contractors and other stakeholders in downtown Indianapolis' innovation district. 16 Tech is a \$500 million, 50-acre development with a mix of office, creative, residential and retail spaces in addition to green space and trails to foster innovation in tech, life sciences and advanced manufacturing. We were also hired to provide property management services for the 16 Tech Innovation Hub, a \$23 million adaptive reuse project currently under construction in the 16 Tech Innovation District.



Honoring Best Practices with a Green Apple Environment Award

Cushman & Wakefield, in collaboration with sustainability experts at Carbon Intelligence, was awarded a 2020 Green

Apple Environment Award for the delivery of the Collaborate Asset Performance Programme (CAPP) at two of Aviva Investors' properties in the UK: Corn Exchange in Manchester and Colmore Gate in Birmingham. The Green Apple Environment Awards were established in 1994 by the Green Organisation as an annual campaign to recognize, reward and promote environmental best practices around the world.

The program at Aviva Investors' Corn Exchange property



in Manchester had an initial proposed savings of \$42,000 and the program at the Colmore Gate property had a target annual savings of \$38,000. Since the program started in January 2017, the savings have now exceeded \$1.1 million, clearly surpassing its goals by the end of 2020. This has also led to a total savings of 1,872 Tonnes CO₂e.

ASSET	Corn Exchange	Colmore Gate
TOTAL ELECTRICITY (KWH) SAVINGS	6,083,703	835,355
TOTAL GAS (KWH) SAVINGS	N/A	1,272,892
VERIFIED SAVINGS (AGREED WITH SITE TEAMS)	\$1,064,774	\$186,166
TOTAL CARBON EMISSIONS (TCO₂E)	1,418	454

Aiming High in the Netherlands

TNO is the organization for applied scientific research in The Netherlands. Its purpose is to connect people and knowledge to create innovations that boost the competitive strength of industry and the wellbeing of society in a sustainable way. In line with this mission, it aims to house its leasehold offices and research labs in CO₂-neutral, future-proof assets by 2040, accelerating the goals set in the Paris Agreement. It also wants to comply with current and future Dutch regulation relating to the energy performance of offices.

To enable TNO to meet these goals, in 2020, Cushman & Wakefield provided strategic advice and a roadmap of sustainability requirements, which included:

- > An assessment of the sustainability ambitions of relevant occupiers and investors to provide TNO with insights on the current and intended measures taken by peers to create sustainable real estate portfolios;
- > A financial feasibility and viability overview of TNO's sustainability goals;
- > An analysis of local regulations and market trends; and
- > Key considerations on how to reach their sustainability ambitions in the short-, middle- and long-term.



EMEA

Innovating in Italy

Our marketing team in Italy helped develop a recycling campaign to reduce the number of cigarette butts, the most littered item on the planet, on the floor of our managed sites. The project, which launched in 15 shopping centers, involved the installation of special bins for the disposal of cigarette butts, which were then regularly collected and delivered to a specialized plant. Within six months, 150,000 cigarette butts were recycled and turned into 50 kilograms (110 pounds) of reusable plastics.



APAC

Attaining Lofty Sustainability Goals in Australia

National Australia Bank (NAB), one of Australia's largest financial institutions, has been a Cushman & Wakefield client for many years. We supported NAB's sustainability efforts by modeling environmental targets for 2020 and then tracking and deploying initiatives to reach them. Our support initiatives included:

- > Strategy development
- > Comprehensive sustainability program support, including solar photovoltaic (PV) installation, a waste reduction program, water reduction projects, energy audits and NABERS assessment ratings (average NABERS rating of 4.5 stars)
- > Tracking progress towards goals and utilizing data insights to identify efficiency opportunities

With Cushman & Wakefield's support, the NAB Group achieved the following targets in 2020:

TARGET	OVERALL REDUCTION TARGET (%)	2020 REDUCTION LANDING POSITION (% FROM BASELINE)
Energy— all sites	5%	15%
General waste (tons)	5%	42%
Office paper (kg)	10%	60%
Water (kL)	10%	25%



Offering Contactless Technology at OfficeHaus

In response to COVID-19, increasingly more buildings are being designed with fully contactless technology. Take for example OfficeHaus, a LEED Silver-certified premium office building in Vietnam that Cushman & Wakefield was tapped to lease.

Located in Ho Chi Minh City, OfficeHaus' use of contactless technology, aligned with safe management protocols, positions it for the post-pandemic world. The building's contactless entry sensors are equipped with mobile phone compatibility, allowing automatic activation of entrances and exits, and employees can control their work environment with mobile applications to avoid contact with frequently-used surfaces such as elevator buttons, light switches and doorknobs. In addition to the contactless features, OfficeHaus's space offers plenty of natural daylight, significantly higher air quality and more comfortable workspaces for employees.



Achieving First Grade A LEED Platinum Certification in Shandong

Cushman & Wakefield supported the Shandong China Life Building in earning its LEED certification, making it potentially the first Grade-A office in Shandong Province to obtain both LEED Platinum and BREEAM international green building certifications. Representing a new Grade-A office benchmark in Jinan and Shandong, the Life Building's LEED certification illustrates Cushman & Wakefield and China Life's commitment to green development and low-carbon operations. In the future, Cushman & Wakefield and China Life will continue to champion environmental protection and further develop green solutions.

Memberships and Associations

(102-13)

Cushman & Wakefield engages with the following organizations to advance our professionals and the commercial real estate industry.

- > Afilog
- > Asia Pacific Real Estate Association
- > Asian Association for Investors in Non-Listed Real Estate Vehicles (ANREV)
- > Association of Energy Engineers
- > Better Buildings Partnership (BBP)
- > BRE Group (BREEAM)
- > British Council for Offices (BCO)
- > British Property Federation (BPF)
- > Building Decarbonization Coalition
- > Building Owners and Managers Association (BOMA)
- > Building Research Establishment (BRE)
- > Business Roundtable
- > Center for Active Design (Fitwel)
- > China Real Estate Association
- > CNCC (Conseil national des Centres commerciaux)
- > Commercial Real Estate Women (CREW) Network
- > Confederation of Indian Industries (CII)
- > CoreNet Global
- > Dutch Association of Real Estate Agents and Appraisers
- > Dutch Green Building Council
- > FNAIM Entreprises
- > Green Lease Leaders
- > GRESB
- > Healthy Building Alliance
- > Industrial Asset Management Council
- > 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
- > MEDEF (Mouvement des entreprises de France)
- > NAIOP
- > National Minority Supplier Development Council (NMSDC)
- > OID (Observatoire de l'immobilier durable)
- > ORIE (Observatoire régional de l'Immobilier d'entreprise en Ile-de-France)
- > Project REAP
- > Property Council of Australia
- > Real Estate Developers' Association of Singapore (REDAS)
- > Royal Institution of Chartered Surveyors (RICS)
- > U.S. Green Building Council
- > UK Green Building Council (UKGBC)
- > Urban Land Institute (ULI)
- > Women's Business Enterprise National Council (WBENC)
- > World Green Building Council

3 5 8 LEADING THE WAY FOR OUR PEOPLE AND COMMUNITIES

Our employees are at the center of everything we do. In 2020, we continued to manage our business with a people-first approach through the pandemic by providing resources to support essential needs, keeping our workplaces safe and socially distanced, and offering flexible working policies to accommodate work-from-home arrangements and vaccine appointments. We also focused on engaging employees through the talent life cycle and enhanced our efforts around DEI. While we supported our employees, our employees showed up for their communities.

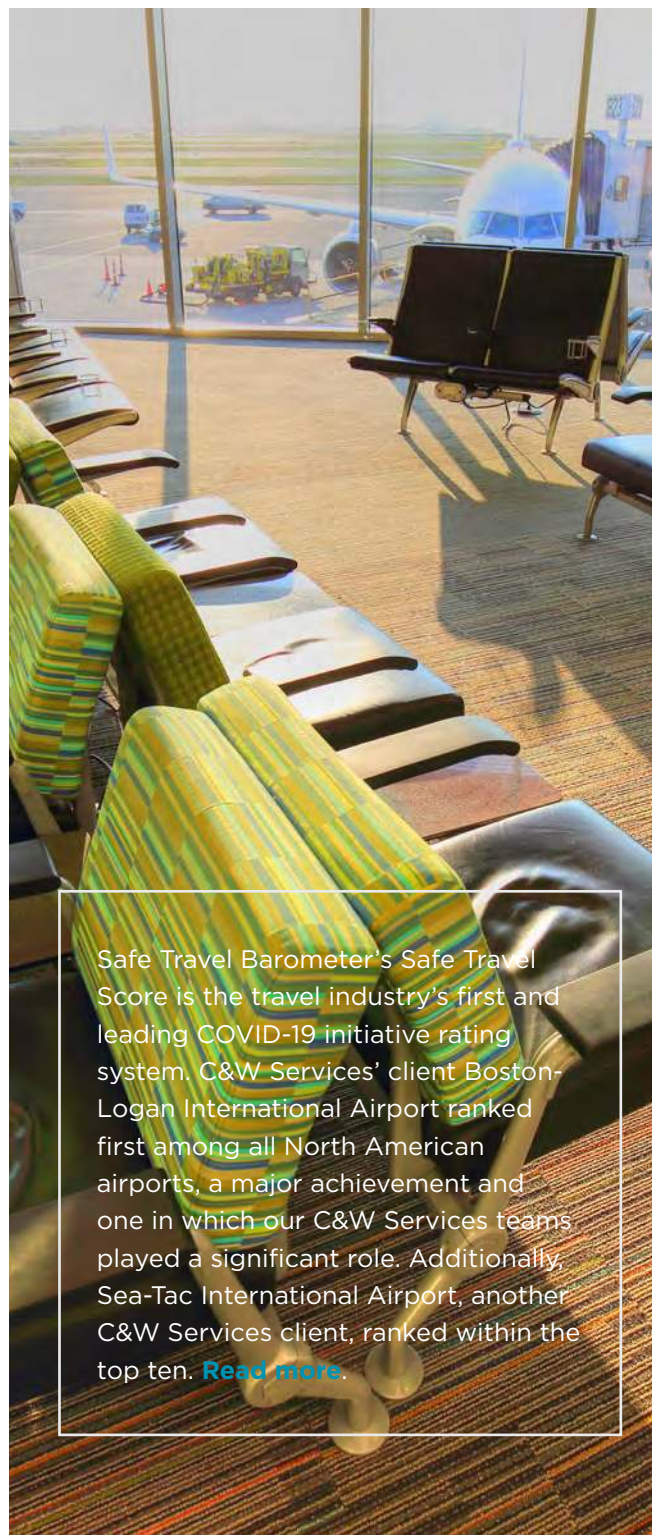
3 8 RESPONSE TO COVID-19 Our Frontline Heroes



Through all the challenges presented by the pandemic, our C&W Services employees continued serving our clients each and every day with strength, determination and courage. The dedication and resilience demonstrated by our frontline teams during these unprecedented times was tremendous.



Paul Bedborough
Chief Executive, C&W Services



Safe Travel Barometer's Safe Travel Score is the travel industry's first and leading COVID-19 initiative rating system. C&W Services' client Boston-Logan International Airport ranked first among all North American airports, a major achievement and one in which our C&W Services teams played a significant role. Additionally, Sea-Tac International Airport, another C&W Services client, ranked within the top ten. [Read more.](#)

Through one of the most challenging years the real estate industry has experienced, Cushman & Wakefield's 50,000 people worked tirelessly to deliver exceptional service and maintain essential operations in buildings we manage—especially janitors, tradespeople and building managers who didn't have the option to work from home. From procuring and installing plexiglass shields at retail locations, to elevating cleaning services and applying our Six Feet Office social distancing concept across a variety of working environments, our teams went above and beyond when clients needed them most.

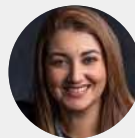
In early 2020, as Singapore entered a lockdown, our team helped a massive 941,000-square-foot shopping center with 335 retail stores and food vendors cease operations while implementing a number of new policies and procedural changes. "We're very happy with the team's quick response, their camaraderie, and spirit," the client said. [Read more.](#)

In early 2020, we released **Recovery Readiness: A How-to Guide for Reopening your Workplace**, a detailed guide of insights and operational protocols used by our teams to support clients' workplace strategies through the pandemic. Our practices are based on insights and guidance from leading subject-matter experts from across our organization, as well as standards set by the Centers for Disease Control and Prevention (CDC), the World Health Organization (WHO), the Occupational Safety and Health Administration (OSHA), the Worldwide Cleaning Industry Association (ISSA), and the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE). Many of these practices are field-tested protocols developed directly from essential business locations where our teams implemented them.

As areas stabilize from COVID-19 and stay-at-home restrictions are lifted, proper building hygiene and management remain critical in ensuring the safety of tenants and attracting people back to all types of properties. In both visible, high-traffic areas and behind-the-scenes, our clients rely on our frontline property- and facilities-based employees to maintain safe buildings and instill confidence in occupants.

This process looks different for every type of facility—from commercial, to higher education, to life sciences and public venues—but for all, our professionals are prepared with best practices and rigorous procedures tailored to each group's specific needs. Additionally, we continue to keep pace in real-time with governmental directives for PPE, cleaning products and distancing protocols to ensure the safety of our employees and our clients' occupants.

My gratitude has turned to my incredible team at C&W Services in Singapore. I want to be there to look the team in the eyes, over the top of their face masks and face shields, to say THANK YOU.



Natalie Craig
*Managing Director,
C&W Services
Singapore*

Read Natalie's full [open letter](#) to frontline employees.

Our People Helping One Another

In 2020, Cushman & Wakefield launched a Global Employee Assistance Fund, part of a **\$5 million commitment** to support our employees impacted by COVID-19 and facing unforeseen financial or personal hardship. Members of Cushman & Wakefield's global management team voluntarily forewent a portion of their salaries and all employees were given the opportunity to make a charitable donation in support of the fund.

These funds helped employees cover medical costs; pay for essential needs such as food, rent, and utilities; and care for themselves and their families during a time of crisis. Since launching the fund, over **5,000 grants** have been distributed to employees in over **20 countries** as of June 2021.

In 2021, with the rapid spread of COVID-19 through India, Cushman & Wakefield worked with government-approved medical providers to facilitate access to COVID-19 vaccinations for employees. As the situation became critical, Cushman & Wakefield worked with its teams globally to source oxygen air concentrators for employees across India.

Responding to the safety and financial relief of our employees during this pandemic puts into action the words that define the Cushman & Wakefield culture: We make an impact. This is an opportunity to exemplify our purpose, our values and our commitment to our people around the world.



Michelle MacKay
Chief Operating Officer

Soon after the outbreak of COVID-19 in Wuhan in early 2020, and the subsequent lockdown of the city, our employees in Greater China initiated a campaign to support our Wuhan colleagues and their families called “Stay Strong – Wuhan.”

The senior management team organized a fund across Greater China with a total donation amount of \$21,500 to help the most adversely affected colleagues, and sourced face masks as there was a severe shortage at the time. The initiative was further supported by our colleagues across Asia Pacific with lots of kind and caring words. In the next few months, our global and Greater China offices rallied and managed to secure over 43,000 face masks for the Wuhan office.



Keeping Our Offices Safe

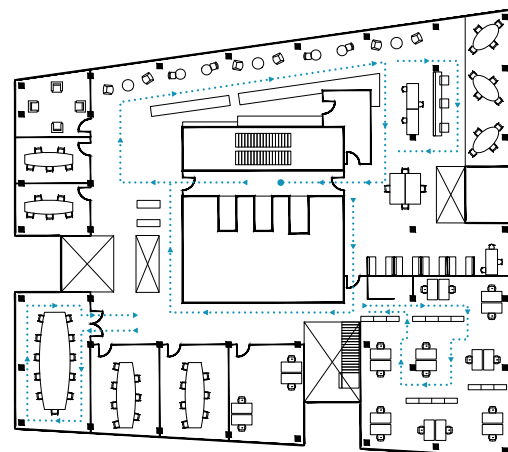
The health, safety and wellbeing of our employees is our number one priority. Throughout the pandemic, we've adjusted our workplace policies and protocols to be COVID-19-compliant while allowing greater flexibility to ensure employees are protected and productive. In cases where it is not safe for employees to be in the office, we abide by local mandates and guidance from public health experts.

Our **XSF insights** show that the office is an important place for connection, collaboration and career development. To facilitate the transition from home back to workplaces, we established a global Return to Office site for our employees that houses FAQs, up-to-date communications guides on when and why to return to office, and policies such as our Global Stay Home with COVID-19 Symptoms Policy, Global Client Visitation Protocol and Americas Work from Home Policy. Measures have been put in place to help ensure employees' safety and health upon their return to the workplace, including:

- > More frequent office cleanings
- > Implementation of our social distancing office concept **Six Feet Office**
- > Completion of health questionnaire upon logging into a computer at an office
- > Continued use of teleconference tools to maintain safe distance
- > Office occupancy modifications to allow for observing adequate social distancing
- > Internal contact tracing protocols

As COVID-19 restrictions are lifted in many cities around the world and more people get vaccinated through 2021, we will continue to evolve our workplace strategies over time.

See the **Leading the Way for Our Clients** section of this report to learn more about our COVID-19 thought leadership and how we're helping clients keep their workplaces safe.



Prioritizing WELLness in Our Workplaces

COVID-19 has highlighted the critical role buildings play in supporting people's health, safety, and wellbeing. In 2020, to demonstrate our commitment to people-first places, Cushman

& Wakefield enrolled to pursue the **WELL Health-Safety Rating** for several of our largest corporate offices globally through the International WELL Building Institute (IWBI).

Developed in response to COVID-19, the WELL Health-Safety Rating is an evidence-based, third-party verified rating for buildings focusing on operational policies, maintenance protocols, stakeholder engagement and emergency plans to address the spread of viruses now and into the future.

The rating helps us identify necessary strategies to put in place and validates the actions we've already taken, including implementing solutions that uphold stringent health and safety measures in our office buildings and applying a precautionary approach to developing long-term preparedness strategies for future health and safety priorities. Read more about how we're prioritizing the health, safety and wellbeing of our people and stakeholders in the [HSSE section](#) of this report.

In addition to the WELL Health-Safety Rating, Cushman & Wakefield has committed to **WELL Portfolio** and **WELL Certification** for our largest offices globally. WELL Portfolio enables Cushman & Wakefield to apply WELL health and wellbeing strategies within a portfolio of properties for both our own offices and those of our clients, while WELL Certification is a rigorous third-party health and wellbeing for an individual building/space.



Wellness ratings and certifications outline critical requirements for creating people-centric workplaces, and our commitment to advancing the health and wellbeing of building occupants extends beyond our own offices. Learn about our expertise across certification platforms and how we help companies measure, disclose and improve on ESG factors in the [Leading the Way for Our Clients](#) section of this report.

Our relationship with the International WELL Building Institute and pursuing WELL Portfolio has been invaluable in challenging us to deliver inspiring spaces that drive occupant wellbeing, innovation and business results—all while being held accountable to rigorous, data-driven standards. Pursuing WELL Health-Safety Rating and committing to WELL Portfolio are exciting next steps on our journey to create healthy, safe and sustainable offices for our employees.



Melissa Gutierrez-Sullivan
*Vice President
Sustainability and Wellness
Services*

WELL in Cushman & Wakefield's Offices

WELL Portfolio

- > 29 locations enrolled, approx. 1.3 million square feet across largest corporate offices

WELL Health-Safety Rating

- > 17 locations enrolled

WELL Certification

- > 5 certifications: St. Louis (two separate certifications for different floors of the same building), Atlanta, Chicago Headquarters and Los Angeles
- > 4 offices registered to be certified in the future
- > Our certified offices achieved multiple WELL features linked to UN SDGs 3: Good Health and Wellbeing, and 8: Decent Work and Economic Growth

It's important that we apply the same expertise we bring to our client relationships to colleagues in Cushman & Wakefield's offices. WELL Portfolio and WELL Health-Safety Rating inform our approach on keeping buildings safe and healthy so we can establish trust during an uncertain time.



Thomas Vazakas
*Director, Energy, Infrastructure
& Sustainability
EMEA*



3 PEOPLE AND CULTURE

5 Hiring and Retention

8 (401-103)

Fueled by ideas, expertise and dedication across borders and service lines, our people create real estate solutions that put our clients at the center of what's next in the world of real estate. Not only do we deliver exceptional value for real estate occupiers and owners, our people also make an impact on our business, shareholders, communities and world.

We have earned a strong reputation globally by successfully conceiving and executing some of the most iconic and complex real estate assignments in our industry. Because of this legacy of excellence, our leading platform and brand strength, we attract and retain top talent from diverse backgrounds, cultures, expertise and disciplines—creating a dynamic culture of collaboration and innovation. Our people are the key to our business, and we have instilled an atmosphere of collective success.

We continue to build an inclusive workplace that fosters fair and equitable growth opportunities; focuses on the manager-employee relationship to drive operational performance; and provides our employees with learning and development opportunities to support their ongoing career progression. Our industry is subject to a relatively high turnover of brokers and other key revenue producers as competition for Leasing and Capital Markets professionals is significant. We and our peers in the industry use equity incentives and sign-on and retention bonuses to help attract, retain and incentivize key personnel. In 2020, our turnover rate was 25%.

Additionally, our people are our top priority, and in circumstances where staff reductions or organizational changes are implemented, we provide transition assistance at no cost to the employee through an outplacement consultant to facilitate their next steps in determining the direction of their career. Transition plans vary but often include career and interview coaching, job leads, webinars and social media strategy development.

Non-discrimination

(406-103, 406-1)

We are committed to attracting, retaining and developing a highly qualified, diverse and dedicated workforce. Cushman & Wakefield fosters an environment in which our employees are encouraged to raise concerns regarding any violation of our firm's practices, policies or the law. This commitment is centered around ensuring Cushman & Wakefield and our employees do not discriminate against other employees or applicants. Our zero-tolerance policy on discrimination in the workplace also ensures that we make employment decisions on the basis of merit.

In the case that we are made aware of an allegation of discrimination or any other violation of our governing policies, Cushman & Wakefield follows clear reporting procedures, requiring our People Function team to take immediate action to investigate and resolve such allegations including taking corrective actions required for infractions of our policy prohibiting discrimination. 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.

Collective Bargaining

(102-41)

Globally, Cushman & Wakefield respects the rights of its employees to join labor organizations or refrain from doing so and follows all applicable laws. We also comply with wage and hour laws and fair labor practices for our employees. Country- and service line-specific policies and handbooks help employees navigate their employment rights.

In 2020, approximately 21% of our employees in the Americas and APAC were subject to collective bargaining agreements.

Employee Benefits

(103-2, 103-3, 403-6)

Health benefits are provided by Cushman & Wakefield in each region in accordance with local regulations and standards. Highlighted benefits may vary by region, country or service line.

Supplemental voluntary benefits are available in some regions to support employees' overall wellbeing. For example, eligible U.S. employees have access to a robust wellbeing program called "A Healthier You," which focuses on providing employees with tools, resources and incentives to reach their overall physical, emotional and financial goals. In addition, eligible U.S.-based employees have access to the following:

- > Up to eight free counseling sessions through SupportLinc, an enhanced Employee Assistance Program and confidential resource to support overall mental health, including additional support for new parents returning to work.
- > Virtual, text-based primary care through 98point6.
- > Emergency back-up care through Care.com at a reduced co-pay.
- > Paid parental leave for birth or adoption of a child.
- > Personalized member support through Progyny and its 900+ fertility specialists for all paths to parenthood (available to Aetna medical plan participants). Services include, but are not limited to, in vitro fertilization (IVF), intrauterine insemination (IUI), egg freezing and more.
- > Option to purchase supplemental benefits such as pet insurance, auto and home insurance, identity theft and more.





The company also launched the CushWake Cares site for APAC employees in addition to a new wellbeing page on the U.S. benefits microsite. These sites provide tools, webinars and videos on diet and exercise, mindfulness, financial planning, remote working and much more to support both the physical and mental health of our employees during the COVID-19 pandemic and beyond. Content is updated regularly to reflect the latest learnings.

Cushman & Wakefield has partnered with International SOS to provide all traveling employees with medical and security advice and assistance before, during and after overseas trips. These include all international trips for business purposes, including international assignments and expatriate placements. In an emergency, International SOS can also connect our employees to medical assistance if traveling outside of work. As travel restrictions increased significantly in 2020 due to the pandemic, International SOS's medical directors continued to support our people in a variety of other ways, including:

- > Advising Cushman & Wakefield's Recovery Readiness Task Force on return-to-office protocols
- > Supporting our regional leadership with COVID-19 information specific to certain regions or countries
- > Joining webinars and town halls to educate our employees on COVID-19 and vaccinations
- > Continuing to share the latest developments about the virus, guidance on PPE, updates on travel risks and more
- > Securing oxygen concentrators for our people on the ground in India

Cushman & Wakefield is committed to advancing diversity, equity and inclusion (DEI) in our organization and supporting an environment where our employees can be their authentic selves and do their best work. It is a top priority of our board and senior leadership to ensure all employees are given equitable growth opportunities so we can drive value, innovation and better solutions for our people, clients, shareholders and communities.

In 2020, the murder of George Floyd in the U.S. and other acts of violence sparked an international response that set into motion overdue conversations about systemic inequality and injustice. Cushman & Wakefield's Global Management Team **responded** by denouncing racism and reiterating our firm's commitment to our key values of inclusion and succeeding together, and accelerated an action plan to hire experts that would guide us toward implementing impactful, sustainable changes in our firm and industry. To further our commitment to DEI and build on the progress we've made in the past, we hired Nadine Augusta as our first Chief Diversity, Equity & Inclusion Officer, who brings more than 20 years of experience with key positions, including leading DEI for major firms in the banking and finance industries.

Prior to hiring our Chief Diversity, Equity & Inclusion Officer, to ensure we stayed activated toward change in 2020, we established a Black Equity Advisory Board (BEAB). This multidisciplinary group of employees and executives was assembled to take a fresh look at our recruiting, career growth and development opportunities, as well as supplier, business and external relationships, to uncover areas where we can improve and implement solutions wherever possible to bring meaningful change in opportunities for Black employees. The opportunities highlighted by the BEAB will continue as part of the DEI Strategy in 2021 under the direction of the DEI team.

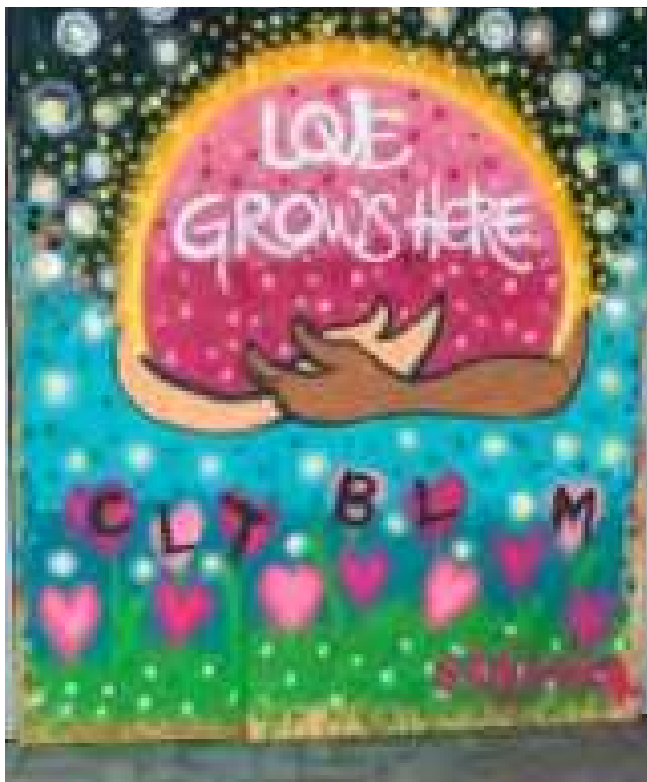
Defining DEI

- Diversity: Presence of difference in identities
- Equity: Access, opportunity and advancement for all while striving to identify and eliminate barriers that have prevented the full participation of some groups
- Inclusion: Ensuring that every employee feels empowered, safe, respected and valued, and that historically underrepresented groups are intentionally brought into processes, activities, and decision making

Notable examples of the BEAB's successes include:

- > Initiating and successfully completing the search for a Chief Diversity, Equity & Inclusion Officer, initiating a search for a supplier diversity leader, and recommending increased representation at all levels of the organization, including the Board of Directors.
- > Offering enhanced training for U.S. and C&W Services employees on Inclusion/Bias and for professionals in our People Function primarily in the U.S. and Canada on having conversations about race.
- > Collaborating with Project REAP (The Real Estate Associate Program) to launch a **first-of-its-kind mentorship program** for our professionals.
- > Hosting a "CRE Bootcamp" for students from 11 Historically Black Colleges and Universities (HBCUs). We are learning from these efforts to evolve our HBCU engagement into hiring opportunities with diverse talent.

During the summer of 2020, Cushman & Wakefield's property management team at 201 S. Tryon in Charlotte, North Carolina, engaged local artists to paint inspiring messages in support of the Black Lives Matter movement. The pieces beautified the protective plywood that was installed on the building's facade in advance of a scheduled protest, and complemented the large scale, city-commissioned street mural which was also installed along South Tryon Street. The artwork was later donated to the Charlotte Art League for future exhibitions.



DEI Strategy

Our goal is to develop a holistic approach bolstered by a strong infrastructure that advances DEI within our **workplace**, our **workforce** and the commercial real estate industry **marketplace**. This will not only benefit our organization and people, but also our clients, shareholders, vendors and suppliers through increased diversity that results in better problem solving, new ideas and abundant opportunities.

Workplace

We will enable a unified culture where employees feel safe, valued, supported and reinforced by inclusive and progressive policies and business practices.

Cushman & Wakefield is an equal opportunity employer, and we are committed to prioritizing diversity in our recruiting and hiring practices. Interview and hiring practices are in place to help eliminate bias and vary by region.

The rich tapestry of cultures, backgrounds and experiences of our people is an important part of our firm's identity, and our DEI efforts have received significant recognition.

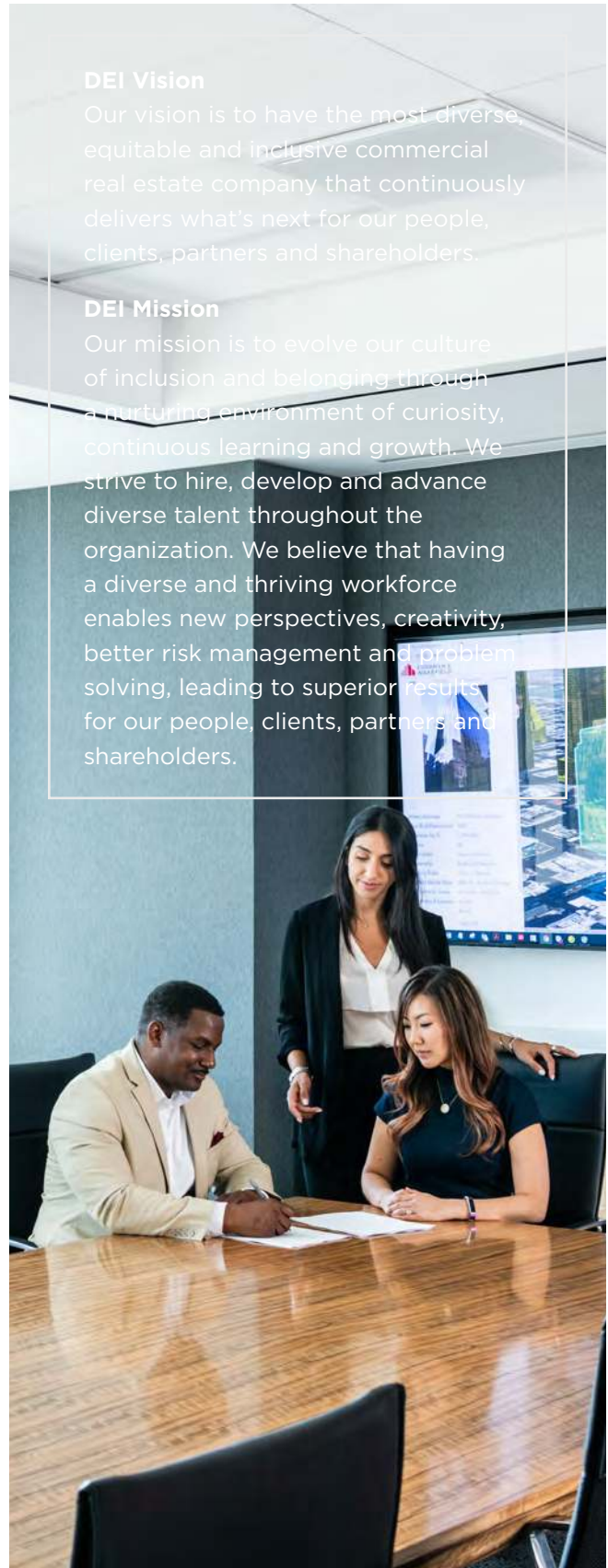
Our **Global Policy on Inclusion and Diversity** and **Global Anti-Harassment and Anti-Discrimination Policy** uphold our key values of "We are inclusive" and "We succeed together."

DEI Vision

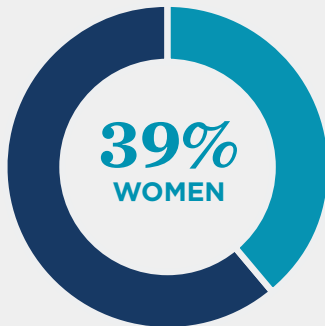
Our vision is to have the most diverse, equitable and inclusive commercial real estate company that continuously delivers what's next for our people, clients, partners and shareholders.

DEI Mission

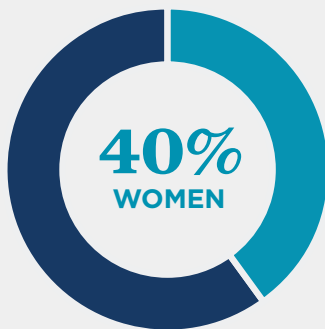
Our mission is to evolve our culture of inclusion and belonging through a nurturing environment of curiosity, continuous learning and growth. We strive to hire, develop and advance diverse talent throughout the organization. We believe that having a diverse and thriving workforce enables new perspectives,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



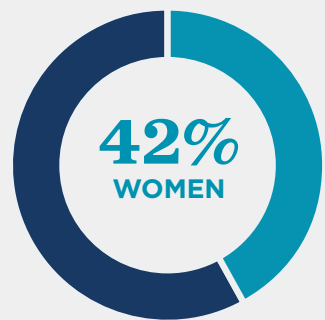
Total Workforce



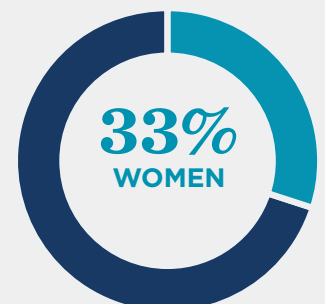
New Hires



People Managers



Board of Directors



We are focused on accelerating gender parity within our firm and the commercial real estate industry. Over the years, we've made great progress on advancing women, and Cushman & Wakefield is currently an industry leader on this front. In 2020, Cushman & Wakefield was named a **Best Employer for Women by Forbes**, and women represented **39%** of our total workforce, **40%** of new hires, **42%** of people managers, and **33%** of our board of directors. To further our commitment, we have identified equal pay for men and women as a key focus area that we plan to track and report in the future.



For the second consecutive year, Cushman & Wakefield in Brazil received the

Human Rights and Diversity Seal from the City of São Paulo in the "Women" category for efforts implemented by the São Paulo chapter of our WIN (Women's Integrated Network) ERG. The award recognizes good practices in diversity management and promotion of human rights.

Cushman & Wakefield has been named to **Diversity IN Check's** list of leading organizations in Poland with the highest level of maturity in terms of diversity management and building an inclusive organization, as determined by a survey conducted by Responsible Business Forum and partner organizations. We are also a signatory of the Polish Diversity Charter, a written commitment to the introduction of equal treatment policies and diversity management, as well as active prevention of discrimination in the workplace.

In India, we've received multiple accolades for our commitment to our people, including **India's Top 10 Best Workplaces for Women 2020** and **Top 50 Best Companies to Work For 2020** by Great Place to Work®; **JobsforHer's DivHERsity Awards 2021** in the Top 20 Companies category and across



multiple categories for Most Innovative Practices; **WHRD Congress's Diversity Impact Award**; and **HR Excellence Awards** for Best Workplace Practices and Managing Health at Work.

Additionally, Cushman & Wakefield was named a **Best Place to Work for LGBTQ+ Equality**, earning a perfect

score of 100% on the Human Rights Campaign (HRC)'s Corporate Equality Index for the third



consecutive year. In Mexico, we earned top ratings in the **2021 HRC Equidad MX** report for the second year in a row. UNITY, our ERG for LGBTQ+ employees, has partnered with Cushman

& Wakefield's leadership team on a variety of initiatives, including: offering transgender-inclusive health care coverage; updating the firm's global email signature guidelines to include optional use of preferred gender pronouns; applying self-identification options for LGBTQ+ employees; requiring vendors to follow the firm's anti-LGBTQ+ discrimination guidelines; and partnering with our People Function in order to actively recruit members of the LGBTQ+ community in roles throughout the Americas.



We were also recognized as a **Military Friendly® Employer** in the U.S. for the third year in a row, earning a Gold distinction for the first time, for investing in substantive

programs to recruit, retain and advance veterans within our organization. We were named to the **2020 Best of the Best list by U.S. Veterans Magazine** as a top veteran-friendly company, and the firm made Military Times' Best for Vets: Employers 2020 list, each for the third consecutive year. In 2020, we hired more than 400 veterans and became an authorized provider of Department of Defense Skillbridge internships,



which allow for service members to gain valuable work experience and training in our Cushman & Wakefield and C&W Services businesses as they're transitioning from military to civilian careers.

Workforce

We will ensure equitable access, opportunity and advancement for historically underrepresented groups.

We value difference and strive to build a culture where everyone belongs. We continue to focus on attracting, hiring, retaining and developing top talent, and have built a network of employee resource groups (ERGs) that reflect our people across the firm. ERGs are comprised of employees who are linked by social factors such as culture, gender, sexual orientation, or by a common interest or goal. These employee-led groups foster diverse and inclusive workplaces aligned with our values, objectives and business practices. In 2020, our extensive ERG network continued to grow with the launch of two new groups: LEAD (Leading with Education & Awareness of Disabilities) and PACT (Parent & Caregivers Together).

DEI is everyone's responsibility. We have to be intentional and have sustained commitment, accountability, creativity and focus to achieve progress.



Nadine Augusta
Chief Diversity, Equity & Inclusion Officer



ASIANS + PACIFIC ISLANDERS IN REAL ESTATE
AT CUSHMAN & WAKEFIELD

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 at Cushman & Wakefield while establishing a community that celebrates members' cultural identity.



CUSHMAN & WAKEFIELD
FUTURE LEADERS

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.



Inspire

Inspire is our UK network which works to promote and progress diversity and inclusion and help embed it as part of our culture, leading efforts around equality for different groups and raising awareness for mental illness and health in the workplace.



BLACKS UNITED IN
LEADERSHIP & DEVELOPMENT
AT CUSHMAN & WAKEFIELD

BUILD

(Blacks United in Leadership and Development)

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



HISPANIC AND LATINO ADVANCEMENT
AT CUSHMAN & WAKEFIELD

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.



LEADING WITH EDUCATION AND
AWARENESS OF DISABILITIES
AT CUSHMAN & WAKEFIELD

LEAD

(Leading with Education & 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 recruitment of people with disabilities to bolster a more inclusive workplace benefiting from diverse life experiences.



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.



Veterans Initiative Program

Cushman & Wakefield's Veterans Initiative Program offers a culture that celebrates veterans' contributions and leadership, rewarding work related to veteran skills and talents, and a community of camaraderie.



UNITY

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 allies 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.

ERGs are a core component of our DEI framework and work in alignment with our strategy. They contribute to our culture by ensuring our employees are seen, heard, supported and celebrated. For example, following recent acts of racial inequality and violence, our BUILD and ASPIRE ERGs hosted listening and learning sessions where employees could openly discuss their experiences inside and outside of the workplace as a unified community. Our ERGs also plan events focused on connection, culture and collaboration, and together display solidarity to create an environment of mutual support.

To enhance our internal efforts and advance DEI in the broader commercial real estate industry, we have formed relationships with external organizations such as Project REAP in the U.S. and UK organizations like London Youth Rowing and Ahead Partnership; John O' Halloran Symposium,

Lionheart; and Stonewall. In APAC, we partner with support organizations such as SG Enable in Singapore, as well as JobSupport and Barkuma in Australia to identify, develop and retain meaningful roles for candidates with disabilities. We also work with these organizations to champion fair and inclusive opportunities for persons with disabilities.

Additionally, we continue to sponsor CREW (Commercial Real Estate Women) Network, whose mission is to transform the commercial real estate industry by advancing women globally. As a Global Agenda Program Partner, we are actively working to expand CREW Network's reach around the world, with several international cities under exploration to provide business connections, opportunities and resources to members and increase visibility in new markets. These are just a few examples among many of how our ERGs help build an inclusive culture at Cushman & Wakefield.

Marketplace

We will harness DEI to deliver better results for clients, enforce greater inclusion of diverse businesses and bolster our brand.

We are committed to contracting with and engaging diverse suppliers across our global operations to meet our needs and those of our clients. We embrace diversity not only through workforce initiatives, but also through longstanding alliances to address industry-wide supplier diversity initiatives. Examples include our nearly 20-year strategic partnership with JRT Realty Group Inc., a woman-owned, full-service commercial real estate services firm, and our more than 25-year alliance with ARVO Realty Advisors, a minority-owned, full-service commercial real estate firm. In 2020, our APAC teams increased expenditures with Indigenous-owned businesses across Australia, supporting delivery of services to clients and reopening protocols in our own offices while contributing to local employment and the prosperity of the Indigenous community.

See the [Supply Chain Management](#) section of this report for more information on our Supplier Diversity Program.

We also aim to enhance our services and capabilities by working with minority-owned businesses. C&W Services' joint venture with Alutiig Logistics & Maintenance Services, LLC, a certified small Alaska Native-owned business, provides janitorial, maintenance, cleaning, landscaping and office services to clients across North America.

For more examples of how we're making an impact in the marketplace and in our communities, see the [Community Engagement](#) section of this report.



Learning and Development

(404-103, 404-1, 404-2)

Cushman & Wakefield's global Talent Management team supports employees' career growth through learning programs and professional development while equipping leaders to empower and grow their teams through talent assessment, succession planning and performance reviews.

In 2020, we helped employees adjust to the disruptions caused by COVID-19 by focusing on remote working and leadership, work-life balance, collaboration tools and return-to-office training. We hosted two webinars in the U.S. and EMEA on the topics "Leading through Change" and "Connection and Emotional Intelligence" which focused on effectively adapting to the evolving working environment and communicating with teammates during the pandemic.

We also enhanced our focus on DEI by offering Inclusion/Bias training for U.S. and C&W Services employees, and we created training for professionals in our People Function primarily in the U.S. and Canada on having conversations about race.

We offer a full suite of learning and development activities through on-the-job training, e-learning, coaching, mentoring and instructor-led learning modules. As of 2020, learning resources are available to all Cushman & Wakefield employees through Workday Learning, a vast online system that combines professional development and required training into a single application.

Employees benefit directly from the supplemental learning opportunities while managers are better equipped to deliver, track and report on the training employees receive. We also facilitate ongoing development through LinkedIn Learning, accessible through Workday Learning, which recommends highly relevant content to help each employee succeed in their role.

4.5 Average **hours** of training employees have undertaken in 2020

Average **hours** of training by gender:

WOMEN

5

MEN

4

Average **hours** of training by employee level:

EXECUTIVES

4

MANAGERS

5

NON-MANAGERS

4

In addition, we offer non-traditional learning and development opportunities, including an apprenticeship program at several key client locations which provides training for careers in the skilled trades, and a returnship program focused on people who have been away from the traditional workforce for a period of time and may require supplemental training and mentoring upon returning to work. We have identified this as a key growth area and plan to continue enhancing these programs in the future.

Cushman & Wakefield is participating in Business Roundtable's multi-year effort to reform companies' hiring and talent management practices to focus on the value of skills, rather than just degrees, helping candidates enter the company through alternative paths. Through the initiative, we are implementing new recruitment and assessment strategies to better evaluate the skills of all job seekers, and we are identifying upward career paths and updating training programs to help employees gain the skills they need to advance.



Sales Training

Our sales training is designed to help fee earners enhance and refine on-the-job learning, and is split into two categories based on experience in commercial real estate and sales:

- > **Contributor** training is for fee earners who are developing foundational commercial real estate knowledge and the ability to perform revenue-generating activities. Experienced fee earners may use this sales training as a refresher or to close skill gaps.
- > **Producer** training enhances the expertise and skills of experienced fee earners.

The sales training from both programs is available to all fee earners, regardless of title or tenure.

Manager-Employee Relationship

The manager-employee relationship is an essential element of the employee experience. Our talent development strategy focuses on strengthening this important relationship through cultural behaviors that foster inclusion, communication, collaboration, trust and constructive conflict resolution through the entire talent life cycle. Resources for managers on effective hiring and onboarding, coaching and feedback, and leading a high-performing team are available on Workday Learning and our employee intranet. We have developed a six-webinar training program on building effective manager-employee relationships that has been taken by 12,000 employees in the Americas and EMEA to date. The training will be rolled out to employees in APAC and C&W Services employees in 2021.

Performance Management Program (404-3)

Our global Performance Management Program (PMP) underscores Cushman & Wakefield's commitment to talent development by providing employees and managers with opportunities to regularly engage in coaching and career discussions to support performance over time.

The PMP includes three designated times for formal touch points between employees and managers: Goal Setting to submit and discuss annual goals; Mid-Year Review to check progress against goals and deliver feedback on cultural behaviors; and Year-End Review to request feedback from colleagues and evaluate performance. Outside of this formal process, managers are expected to establish a regular routine of delivering feedback to aid employees' ongoing development.

In 2020, we globalized the PMP by ensuring all employees had access to one central hub of performance resources and followed the same evaluation calendar. Additionally, we formally launched an enhanced PMP with a newly added cultural behavior section, defining our expectations for how we act as leaders and employees. Performance reviews now include a rating on behaviors that are important to building a collaborative and inclusive culture at Cushman & Wakefield.

83%

of eligible employees*
received a performance
review in 2020.

** All regular employees and those with salary-based components to their compensation are eligible to participate in our formal performance management process. Performance review data does not include contingent employees and does not include non-technology enabled employees. C&W Services conducts performance reviews during the workday, which is not captured here. U.S. commission-based brokers are not required to participate in the PMP.*



Cushman & Wakefield Cultural Behaviors

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

COMMUNITY ENGAGEMENT

(201-1)

We strive to be a good corporate citizen and leave a positive impact in the communities where we operate. As different parts of the world recover from COVID-19, we recognize the ways our people showed up to donate, volunteer and reach out to those who needed it most during an extremely challenging time.

Most of our charitable giving occurs in the local markets and is paid by Cushman & Wakefield's for-profit entities. Each of our three regions—Americas, EMEA and APAC—operates independent charitable initiatives, leading their own regional programs.

The Cushman & Wakefield Charitable Foundation, formally launched in 2018 to engage U.S. employees, provides a formal mechanism to guide and track charitable giving and create opportunities for philanthropic employee engagement. The Foundation allows us to provide an added layer of philanthropic support, reinforcing or supplementing the great work already being done in the local markets. Any Cushman & Wakefield U.S. employee can request a donation to a U.S. public charity.

The Foundation supports nonprofit organizations delivering promising solutions to children and youth in cities where our people live and work through financial giving and community volunteerism. Its three areas of impact include:

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

The affairs of the Foundation are managed by its Board of Directors, Executive Director, a non-fiduciary Recommendation Committee and an Advisory Council comprised of engaged individuals from across functions, Americas local markets and service lines. These groups are critical in building and sustaining an effective and impactful giving and outreach program.

In 2020, the Foundation partnered with the firm's U.S.-based ERGs to direct grants and match fundraising for organizations of their choosing as a way to further the impactful work and efforts of ERGs in our communities for important causes that matter to our people. Through the initiative, we were able to support a variety of organizations to furthering our mission to help children and youth like Blessings in a Backpack, Journeys Companion's: Lily's Warrior Project, Family Promise, True Colors United and Operation FINALLY HOME.

Continue reading to learn more about how our people are leading in their communities around the world.



DELIVERING THE ESSENTIALS

Our Multifamily Team Making an Impact

Food insecurity and homelessness grew at an alarming rate in the U.S. during the pandemic, and Cushman & Wakefield's multifamily team was eager to help on both fronts.

Working in tandem with **Children's Hunger Fund**, **Move For Hunger** and residents in the buildings we manage, we organized food drives and virtual raffles throughout October resulting in the delivery of more than 84,500 meals for people in need.

Additionally, we continue to partner with **Resident Relief Foundation**, a unique organization that provides rental assistance as a "rent bridge" to help keep residents in their apartments during a temporary financial crisis. We've also established best practices and simplified the application process for homeless families transitioning to permanent housing, and we provide onsite space at the properties we manage for case managers to assist families going through this process.

Throughout 2020, our multifamily team's fundraising efforts and donations enabled us to distribute more than \$130,500 to various non-profits, meeting the needs of those most impacted by the pandemic.



Funding Food Donations and Meals for Frontline Heroes

- > Our ASPIRE ERG, together with employees across our Northern California offices, raised more than \$3,000 for **Feed the Frontlines SF**, a not-for-profit organization with a mission to engage with local restaurants to provide meals to the San Francisco frontliners who have been working around the clock to fight COVID-19 as well as those who have been affected or displaced.
- > Cushman & Wakefield's U.S. Sunbelt Multifamily Advisory Group personally donated \$10,000 to provide funding to local food banks in the markets that the group serves in Georgia, Texas, Alabama, North Carolina, South Carolina, Kentucky, Tennessee, and Louisiana.
- > Cushman & Wakefield | Thalhimer worked with Richmond, Virginia-area restaurants to provide lunches for area healthcare workers and first responders for their dedication on the frontlines of the COVID-19 crisis. The restaurants collectively provided over 250 boxed lunches and Thalhimer's Richmond Retail Group collected more than \$3,000 in support of the initiative.
- > The Global Occupier Services and Business Development Services Asia Pacific teams ran a fundraising event that allowed our employees in the Philippines to donate 100 grocery bags containing food, drinking water and other essential items to the Municipality of Tanay, Rizal and provided medicine kits to 20 barangay health centers to help those affected by typhoons and the pandemic. With the outstanding support received across the region and coordination with the Office of The Vice President, the team was also able to donate an additional 57 sleeping bags to the victims of the typhoon in the province of Agusan del Sur.



Forgiving Medical Debt

Since September 2020, Elizabeth Beck of the Valuation & Advisory Group based in the Cushman & Wakefield's Atlanta office has raised nearly \$275,000 for RIP Medical Debt to abolish a total of more than \$45 million in medical debt in Georgia as of May 2021. RIP Medical Debt is a national nonprofit which purchases medical debts belonging to the most burdened Americans for a fraction of their face value.

After exceeding her initial fundraising goal of \$25,000, Beck was contacted by a commercial real estate investor in Vancouver, Canada, who donated \$200,000 and was able to get United Way of Atlanta involved to expand the reach of the campaign.

Partnering to Provide Mortgage-Free Homes for U.S. Veterans

Since 2014, Cushman & Wakefield's Veterans Initiative Program and our industrial team have partnered with Operation FINALLY HOME to raise over \$242,000 toward providing custom-designed, mortgage-free homes to wounded U.S. veterans and their families around the country. In 2020, we helped support U.S. Army Sergeant First Class Richard Stayskal and his family by raising more than \$51,000 towards their customized home. Stayskal was critically wounded while deployed in Iraq and is battling stage 4 lung cancer, PTSD and residual injuries. He has received numerous awards for his service, including the Purple Heart. He and his family now focus on educating others about cancer and promoting legislation to support those injured in military service.



Making a Difference in Mexico

Cushman & Wakefield in Mexico made an impact in 2020. Through our Furniture Donation Program, we helped clients donate office furniture to communities or institutions in need. We coordinated a donation in the state of Morelos through **FUNDACIÓN ÉCHALE**, which seeks to improve the quality of housing for families, as well as a donation to the National Pediatric Institute. The combined donations have an estimated value of over \$80,000.

Additionally, our Tijuana office used their holiday gift budget to support the General Hospital in Tijuana, which helped more than 370 children continue with their cancer treatment.

Supporting Vulnerable Communities across Brazil

Cushman & Wakefield employees in Brazil organized multiple relief efforts aimed at supporting some of the more vulnerable communities throughout the country. These efforts included:

- > Donating 400 reusable masks to Casa do Zezinho, a home that provides development opportunities for children in need. The masks were made by the Brazilianas Group, a group of women who recycle old uniforms in order to make the masks and handbags.

- > Organizing a donation campaign in conjunction with the Brazilian Red Cross for victims of the heavy rains in Minas Gerais in Southeastern Brazil.
- > Donating gift baskets to frontline nurses and employees who cared for elderly patients living in Casa Ondina Lobo, a nonprofit nursing home.
- > Hosting a webinar that gave nonprofit organizations the opportunity to communicate their causes and financial needs directly to Cushman & Wakefield employees across Brazil, enabling them to attract direct support for their programs.
- > Organizing a blood donation campaign to encourage people to regularly volunteer while less people were donating blood due to the pandemic.



Reopening of a Support Center in Spain

Our Project and Development Services and People Function teams in Spain supported Fundación Prodis, an organization that supports people with intellectual disabilities to assist in their personal development and employment inclusion, to reopen their four-story support center with improved health and safety protocols using Cushman & Wakefield's Six Feet Office concept. We adapted the center to accommodate its professional staff and more than 160 people with disabilities who needed continuous care and assistance.

ADVANCING OPPORTUNITIES FOR YOUNG PEOPLE

Helping People with Disabilities

For the past three years, Cushman & Wakefield in India has been associated with the **Latika Roy Foundation (LRF)**, an Indian not-for-profit that provides specialized services to children and adults with disabilities. Through the LRF's Gubbara Program and its Resource Center, we have helped over 7,000 children by enabling assessments and diagnoses for children with developmental delays, training for parents to support their children, advocacy for the rights of people with disabilities, community awareness, and support for individuals in accessing government certifications and benefits.

Opening Doors through Literacy across APAC

On International Women's Day, our teams in APAC contributed to improving gender disparities in education and literacy by donating books to children in multiple countries across the region. For example, we supported The Asia Foundation in their **Books for Asia** campaign, which puts books and digital content into the hands of students, educators and leaders to increase their access to valuable information. Additionally, our colleagues in India collected funds to donate more than 400 new books to **Pardada Pardadi Educational Society (PPES)**, an organization that provides free education, job opportunities, healthcare and livelihood enhancement for girls and women to enable them to break out of poverty.



Helping Students and Teachers Connect During COVID-19

While many schools in the U.S. closed in response to COVID-19, teachers adapted to using video conferencing software to conduct classes and remain in contact with their students. One of our C&W Services teams supporting a large public school in Connecticut helped teachers by working overtime in the school's copy center to put together distance learning packets for students. Within weeks of the school temporarily closing, the team printed and mailed more than 5,000 packets.



Promoting Youth Education and Development in Hong Kong

Since 2018, Cushman & Wakefield has supported Project WeCan, a business-in-community initiative designed to promote youth education and development in Hong Kong.

As part of our 2020 initiatives, we donated 75 computers to one of the beneficiaries, CCC Yenching College, to upgrade its IT facilities as well as 10,000 face masks to help with COVID-19 safety precautions.

We were glad to witness the completion of College's InnoSTEMer Room at its opening ceremony.



Donating to Glasgow Children's Hospital

Glasgow author/illustrator and chartered surveyor Priya Kharbanda, who works on Cushman & Wakefield's Scottish Rating Team, is donating profits from sales of her popular Harriot McDougall children's books to the Glasgow Children's Hospital Charity (GCHC) and the NHS, which treats thousands of children from across Scotland.

[Read more.](#)

Supporting Australia's Indigenous Community

Cushman & Wakefield is committed to supporting the Indigenous community across Australia to provide equal opportunities to the Aboriginal and Torres Strait Islander population. We are a founding partner and sponsor of the annual Bennelong Cup, a sporting event that raises funds for local organizations that support, mentor and transition young Indigenous people into the workforce. Last year, our team of employees engaged in friendly competition with other sponsors, students and businesses, and the event raised over \$20,000 overall.



GRI CONTENT INDEX

(102-55)

General Standard Disclosures – 2016

Disclosure		Section/Response	Omissions
Organizational Profile			
102-1	Name of the organization	Cover	No
102-2	Activities, brands, products, and services	About Cushman & Wakefield	No
102-3	Location of headquarters	About Cushman & Wakefield	No
102-4	Location of operations	About Cushman & Wakefield	No
102-5	Ownership and legal form	About Cushman & Wakefield	No
102-6	Markets served	About Cushman & Wakefield	No
102-7	Scale of the organization	About Cushman & Wakefield	No
102-8	Information on employees and other workers	About Cushman & Wakefield, GRI Content Index	Number of temporary employees is not provided by gender and region. Number of full-time and part-time employees is not provided.
102-9	Supply Chain	Supply Chain Management	No
102-10	Significant changes to the organization and its supply chain	About Cushman & Wakefield Supply Chain Management	No
102-11	Precautionary Principle or approach	Environmental Performance	No
102-12	External initiatives	CSR Priorities	No
102-13	Membership of associations	Memberships and Associations	No
Strategy			
102-14	Statement from senior decision-maker	Messages from Our Executive Chairman and CEO	No
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behavior	About Cushman & Wakefield	No
Governance			
102-18	Governance structure	About Cushman & Wakefield	No
Stakeholder Engagement			
102-40	List of stakeholder groups	Stakeholder Engagement	No
102-41	Collective bargaining agreements	People and Culture	Data is only available for Americas and APAC regions.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement	No
102-43	Approach to stakeholder engagement	Stakeholder Engagement	No
102-44	Key topics and concerns raised	Stakeholder Engagement	No

General Standard Disclosures – 2016

Disclosure		Section/Response	Omissions
Reporting Practices			
102-45	Entities included in the consolidated financial statements	Refer to our 2019 Form 10-K, Exhibit 21.1	No
102-46	Defining report content and topic Boundaries	About this Report ; CSR Priorities	No
102-47	List of material topics	CSR Priorities	No
102-48	Restatements of information	GHG emissions for 2019 were restated as noted on p. 98	No
102-49	Changes in reporting	CSR Priorities	No
102-50	Reporting period	About this Report	No
102-51	Date of most recent report	2019	No
102-52	Reporting cycle	About this Report	No
102-53	Contact point for questions regarding the report	Back cover	No
102-54	Claims of reporting in accordance with the GRI Standards	About this Report ; GRI Content Index	No
102-55	GRI content index	GRI Content Index	No
102-56	External assurance	About this Report	No

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions
All	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	CSR Priorities	No
Economic / Governance				
Economic Performance*	GRI 103: Management Approach 2016	201-103 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 103: Management Approach 2016	205-103 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 103: Management Approach 2016	103-2 The management approach and its components	Innovation, Thought Leadership and Technology	No
		103-3 Evaluation of the management approach	Innovation, Thought Leadership and Technology	No

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions	
Environmental					
Energy and GHG Emissions	GRI 103: Management Approach 2016	302-103	Management Approach	Environmental Performance	No
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Performance; GRI Content Index	No
		302-3	Energy intensity	Environmental Performance; GRI Content Index	No
	GRI 103: Management Approach 2016	305-103	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
Sustainability Services	GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Services	No
		103-3	Evaluation of the management approach	Sustainability Services	No
Climate Change Resilience*	GRI 103: Management Approach 2016	103-2	The management approach and its components	Sustainability Services	No
		103-3	Evaluation of the management approach	Sustainability Services	No
Social					
Employee Attraction and Retention	GRI 103: Management Approach 2016	401-103	Management Approach	Leading the Way for Our People and Communities	No
	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	People and Culture; GRI Content Index	No
Employee Training and Education	GRI 103: Management Approach 2016	404-103	Management Approach	Learning and Development	No
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Learning and Development	No
		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 not available

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure		Section/Response	Omissions
Social					
Diversity and Equal Opportunity	GRI 103: Management Approach 2016	405-103	Management Approach	People and Culture	No
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	GRI Content Index	No
		405-2	Ratio of basic salary and remuneration of women to men	People and Culture	We are not currently able to disclose the ratio of salary and remuneration by gender
Non-discrimination*	GRI 103: Management Approach 2016	406-103	Management Approach	Ethics and Compliance; People and Culture	No
	GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Ethics and Compliance; People and Culture	We are not currently able to disclose the number of incidents of discrimination reported
Occupational Health and Safety	GRI 103: Management Approach 2016	403-103	Management Approach	Occupational Health and Safety	No
	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
		403-4	Worker participation, consultation, and communication on occupational health and safety	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; People and 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

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure		Section/Response	Omissions
Social					
Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018	403-9	Work-related injuries	Occupational Health and Safety	No
		403-10	Work-related ill health	Occupational Health and Safety	No
Employee Wellbeing*	GRI 103: Management Approach 2016	103-2	The management approach and its components	Response to COVID-19; People and Culture	No
		103-3	Evaluation of the management approach	Response to COVID-19; People and Culture	No
Human Rights	GRI 103: Management Approach 2016	412-103	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

*Denotes a new material topic

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: Effluents and Waste 2016	306-2 Waste by type and disposal method	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

102-8 Information on employees

Employees by geography	2018	2019	2020
Americas	30,987	32,444	35,732
APAC	9,821	10,165	8,982
EMEA	5,464	5,793	5,425
TOTAL	46,272	48,402	50,139

Employees by geography and gender	2018			2019			2020		
	Women	Men	NDT	Women	Men	NDT	Women	Men	NDT
Americas	12,003	18,975	9	12,700	19,715	29	14,053	21,657	22
APAC	3,421	6,400	0	3,563	6,601	1	3,060	5,921	1
EMEA	2,533	2,928	3	2,758	3,027	8	2,662	2,761	2
TOTAL	17,957	28,303	12	19,021	29,343	38	19,775	30,339	25
GRAND TOTAL	46,272			48,402			50,139		

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 less than 5% of the total workforce.
- APAC includes Greater China. The regions were combined in 2019 for reporting purposes.
- NDT refers to employees non-declaring gender or identifying as transgender.
- Includes 2020 acquisitions, which accounts for growth in Americas headcount.

GRI 401: Employment

401-1 New employee hires and employee turnover

New hires and turnover by gender	New hires		Leavers	
	Number	Rate	Number	Rate
Women	6,057	31%	5,118	26%
Men	8,933	29%	7,465	25%
Non declared or transgender	19	76%	11	44%
OVERALL	15,009	30%	12,594	25%

New hires and turnover by age	New hires		Leavers	
	Number	Rate	Number	Rate
Below age 30	4,246	48%	3,314	37%
Age 30 - 50	7,275	28%	6,068	24%
Above age 50	3,488	22%	3,212	20%
OVERALL	15,009	30%	12,594	25%

New hires and turnover by geography	New hires		Leavers	
	Number	Rate	Number	Rate
Americas	12,009	34%	8,443	24%
APAC	2,110	23%	2,916	32%
EMEA	890	16%	1,235	23%
OVERALL	15,009	30%	12,594	25%

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 less than 5% of the total workforce.
- APAC includes Greater China. The regions were combined in 2019 for reporting purposes.
- Individual employee category turnover rates are calculated by dividing the total joiners/leavers in that category by the total average population of that category at the end of 2020.
- 4,296 joiners in the Americas were from acquisition of Pinnacle Property Management Services, LLC.
- Includes involuntary and voluntary turnover.

GRI 405: Diversity and Equal Opportunity

405-1 Diversity of governance bodies and employees

Diversity by level, age and gender	Total Population	Women	Men	NDT	Age below 30	Age 30 - 50	Age above 50
Board of Directors*	9	33%	67%	0%	0%	22%	78%
Executives	16	19%	81%	0%	0%	44%	56%
Managers	7,550	42%	58%	0%	4%	63%	33%
Non-managers	42,564	39%	61%	<0.005%	20%	49%	31%

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 indirectly are employed by Cushman & Wakefield.
- *Stats for Cushman & Wakefield's Board of Directors reflect the current makeup of our board as of publication of this report. At the end of 2020, Total Population was 10 and women and men represented 40% and 60% of the board, respectively.

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
Electricity (GJ)	169,357	156,951
Steam (GJ)	894	2,327
Cooling (GJ)	304	304
Natural Gas Heating (GJ)	102,628	118,499
Transportation Fuel (GJ)	157,078	147,180
Total fuel consumption within the organization from non-renewable sources in joules or multiples (GJ)	259,706	265,679
Total fuel consumption within the organization from renewable sources in joules or multiples (GJ)	0	0
Total energy consumption within the organization in joules or multiples (GJ)	430,260	425,261
Total energy consumption normalized by square feet (GJ/SF)	0.129	0.110

Notes:

- Cushman & Wakefield collected energy consumption data from our facilities. We did not sell any energy in 2020.
- Energy consumption information was converted to GJ and kWh using conversion factors from the US EPA Center for Corporate Climate Leadership. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the US 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
Scope 1 emissions (tCO ₂ e)	15,686	15,809
Scope 2 emissions (tCO ₂ e) (location-based)	21,675	20,710
Scope 2 emissions (tCO ₂ e) (market-based)	22,194	21,643
Scope 3 emissions (tCO ₂ e)	19,268,702	18,789,726
Total scope 1, 2 (market-based) and 3 emissions (tCO ₂ e)	19,306,583	18,827,178
Scope 1, 2 (market-based) and 3 emissions normalized by person (tCO ₂ e / employees)	364	377

Notes:

- We calculate our GHG emissions inventory in accordance with the GHG Protocol Corporate Accounting Standard 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 or mobile sources 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, use of sold products, and downstream leased assets in accordance with the GHG Protocol Corporate Value Chain (scope 3) standard.
- Emissions associated with purchased goods and services and capital goods were only estimated for 2020. The 2020 values were incorporated into the 2019 inventory.
- Use of sold product emissions were calculated for 2019 and 2020.
- Emission factor sources include: U.S. EPA Emission Factor Hub, March 2020; U.S. Electricity: Year 2019 eGRID Subregion Emission Factors (eGRID 2019, February 2021); International Electricity: Year 2018 factors from "CO₂ Emissions from Fuel Combustion (2020 Edition)," IEA, Paris; scope 2 Market-Based European Residual Mix 2017 Source: Version 1.13, 11th July 2018, Year 2017 Factors; Purchased Goods and Services: U.S. EPA Office of Research and Development, Supply Chain GHG Emission Factors for U.S. Industries and Commodities, Metadata Updated: June 20, 2020; Fuel-and Energy-Related Activities: Loss as percentage of generation is from EPA eGRID2019, February 2021; Heat/Steam: 2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting. Year 2010 Factors. UK factor: Annex 3. Other countries: Annex 10. Based on IEA data; Commercial Air Travel: 2020 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting. Version 1.0 July 2020; Employee Commuting: Quantis scope 3 calculator. (cont'd...)

- Scope 2 emissions presented in this report are market-based emissions, which are calculated using the average electricity grid factor for each region or sub-region.
- 2019 inventory adjustments were made to previously reported values to account for methodology improvements to data quality, the addition of new scope 3 categories and removal of subleased space from the scope 1 and 2 inventory boundary into scope 3.
- Due to methodology changes and data quality improvements to the inventory, scope 1 and 2 totals reported here differ slightly from the UK annual report.

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
Total Hazardous Waste Generated (short tons)	0	0
Total Non-hazardous Waste Generated (short tons)	3,124	3,602
Total Non-hazardous Waste Landfilled (short tons)	2,917	3,364
Total Non-hazardous Waste Recycled (short tons)	206	238
Total water withdrawals (gallons)	69,517,714	80,883,395

Notes:

- We use the operational control approach in compilation of our water and waste inventory in accordance with the GHG Protocol accounting principles. All global owned and leased facilities are included.
- All water withdrawal information is estimated using industry average intensities by region as we do not have access to reliable measured data at this time. Industry average water estimation intensities 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.
- All 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.

SASB Index

This is the first year Cushman & Wakefield is disclosing data using the SASB real estate services standard. At this time, Cushman & Wakefield is not able to consistently disclose all information requested at a global level. We intend to enhance our internal tracking systems and disclosure in future years.

Accounting/Activity Metric	Code	Disclosure
Sustainability Services		
Revenue from energy and sustainability services	IF-RS-410a.1	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 section Sustainability Services for more information on the energy and sustainability services we provide to clients. We do not currently report revenue from transactions associated with energy and sustainability services separately from reporting of our total revenue.
(1) Floor area and (2) number of buildings under management provided with energy and sustainability services	IF-RS-410a.2	In 2020, we provided energy and sustainability services to over 377 million square feet within the U.S. and India representing approximately 1,230 buildings. 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.
(1) Floor area and (2) number of buildings under management that obtained an energy rating	IF-RS-410a.3	In 2020, we achieved ENERGY STAR certification for over 280 buildings representing over 110,000,000 square feet of floor area in the U.S. and Canada. In addition, Cushman & Wakefield delivered 25% of all NABERS ratings conducted in Australia.
Transparent Information & Management of Conflict of Interest		
Brokerage revenue from dual agency transactions	IF-RS-510a.1	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 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 towards both parties.
Revenue from transactions associated with appraisal services	IF-RS-510a.2	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. As reported in our 2020 10-K, revenues for "Valuation and Other" were \$450.8 million in 2020. For more information on our 2020 revenues by Service Line, please see our 2020 10-K. We do not currently report revenue from transactions associated with appraisal services separately from reporting of our total revenue. In 2020, we generated total revenues of \$7.8 billion, and total service line fee revenue of \$5.5 billion. 2020 Revenues by Service Line Property, Facilities and Project Management – 54% Leasing – 23% Capital Markets – 14% Valuation and Other – 9%

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 30-31 of our 2020 10-K for more information.
Number of property management clients, categorized by: (1) tenants and (2) real estate owners	IF-RS-000.A	In 2020, we provided property management services to approximately 3,140 clients and facility management services to approximately 85 clients.
Floor area under management with owner operational control	IF-RS-000.B	In 2020, Cushman & Wakefield's property management services managed approximately 1.5 billion square feet.
Number of buildings under management with owner operational control	IF-RS-000.C	We are unable to report at this time.
Number of leases transacted, categorized by: (1) tenants and (2) real estate owners	IF-RS-000.D	We are unable to report at this time.

UNGC COMMUNICATION ON PROGRESS

Principles	Report Section
Human Rights	
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and Ethics and Compliance
Principle 2	Businesses should make sure that they are not complicit in human rights abuses. Ethics and Compliance
Labour	
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; People and Culture
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour; Ethics and Compliance
Principle 5	Businesses should uphold the effective abolition of child labour; and Ethics and Compliance
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation. People and Culture
Environment	
Principle 7	Businesses should support a precautionary approach to environmental challenges; Environmental Performance
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility; and Environmental Performance; Leading the Way for Our Clients
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies. Leading the Way for Our Clients
Anti-Corruption	
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery. Ethics and Compliance

ACKNOWLEDGEMENTS

CSR Program Executive Sponsors



Brett Soloway
General Counsel



Nathaniel Robinson
*Chief Investment Officer &
EVP of Strategic Planning*



Brad Kreiger
*Chief Marketing &
Communications Officer*

CSR Program Leads



Haley Friedlich
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Policy Senior Manager*



Kate Burnham
*Corporate Relations and
Policy Analyst*



Aixa Velez
*VP, Global Corporate
Communications, PR & Brand*



Grace Wilk
*Corporate Communications
Specialist*

Thank you to our CSR Reporting Committee for their valued contributions to this year's report:

Jared Ackerson
Christina Anthony
Ashley Arthur
Nadine Augusta
April Chang
Richard Coleman
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Elaine Foss
Cynthia Franco
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Brittany Hicks
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Mandy Qian
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Tessa Zoller



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Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 50,000 employees in 400 offices and 60 countries. In 2020, the firm had revenue of \$7.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit www.cushmanwakefield.com or follow [@CushWake](https://twitter.com/CushWake) on Twitter.

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We welcome your comments, queries and feedback.
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