

CORPORATE SOCIAL RESPONSIBILITY REPORT 2019



**CUSHMAN &
WAKEFIELD**

CONTENTS

04	INTRODUCTION
04	Message from Our Executive Chairman & CEO
08	About This Report
08	About Cushman & Wakefield
13	CSR Highlights
15	CSR Priorities
17	Stakeholder Engagement
18	OUR IMPACT ON OPERATIONS
18	Ethics and Compliance
22	Supply Chain Management
24	Environmental Performance
30	Occupational Health and Safety
32	OUR IMPACT ON CLIENTS
32	Building the Future of Real Estate
35	Adding Sustainable Value in Real Estate
46	OUR IMPACT ON PEOPLE AND COMMUNITIES
49	Diversity and Inclusion
54	Learning and Development
56	Community Engagement and Economic Development
64	GRI CONTENT INDEX
74	UNGC COMMUNICATION ON PROGRESS



MESSAGE FROM OUR EXECUTIVE CHAIRMAN & CEO

(102-14)

I am pleased to share Cushman & Wakefield's Corporate Social Responsibility (CSR) Report, which showcases how our organization made a significant impact in 2019 on our operations, our clients, and our people and communities. This report aligns our firm's strategy with five of the United Nations Sustainable Development Goals that have the most material relevance to our business and where we can make the greatest contributions. 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.

Notable CSR highlights from 2019 include:

- We were again named an **ENERGY STAR® Partner of the Year** by the U.S. Environmental Protection Agency for the seventh consecutive year.
- We improved our operational efficiency, reducing global greenhouse gas emissions by **10%** between 2017 and 2019.
- We continued to focus on gender equity at our firm: Globally, women represented **43%** of new hires, **39%** of our total workforce, and **40%** of our Board of Directors.
- We were named a **Best Place to Work for LGBTQ+ Equality** and received a 100% score on the Human Rights Campaign's Corporate Equality Index.
- **Forbes** named our firm to their America's Best Large Employers and America's Best Employers for Diversity rankings.

Our leading global brand continued to earn strong third-party recognition throughout the year, including being named the #1 commercial real estate advisor in the world by Euromoney and the #2 global commercial real estate brand by The Lipsey Company. We also received top honors for real estate outsourcing by IAOP.

In addition to these achievements, 2019 was an excellent year for our company with strong financial performance as we continued to build an integrated global services platform that delivers the best outcomes for clients. We also spent time last year refreshing our strategic priorities, purpose statement and values, which describe the culture of our firm and what our various stakeholders can expect from us:

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 are driven.*** Drive keeps us decisive and agile.
- ***We succeed together.*** Individually, we're good, but together, we're great.
- ***We deliver insight.*** We believe in ideas and strive for innovation.

While we're proud of the success we achieved last year, 2020 has brought to light new challenges and opportunities. As we look to the future, we realize we have much work to do to continue to grow on the health and humanitarian fronts. The coronavirus pandemic is still very much a threat at the time of this report, and a public health crisis of this stature will have lingering consequences for the world. The health and safety of our people, clients and communities will remain our top priority as we navigate through this challenging time. Also, I would be remiss not to acknowledge the unrest in the U.S., and the response from nations around the world, to the untimely death of George Floyd and many, many others who have fallen victim to systemic inequality and injustice. Our stated values of "We Are Inclusive" and "We Succeed Together" are at the front and center of what we believe in as a company, and as we take this time to listen and learn from our employees, we are simultaneously evaluating how we can take action to progress our company and industry.

With that, I invite you to continue reading our 2019 CSR Report to learn more about our accomplishments and how we made an impact last year.



Brett White
Executive Chairman & CEO

3 OUR RESPONSE TO THE CORONAVIRUS PANDEMIC

Putting Our People First

The coronavirus (COVID-19) pandemic has left an extraordinary impact on the world, and its effects are still being realized across sectors and industries. Our commitment during this unprecedented time remains to our clients, and to our 53,000 people who have worked tirelessly to continue to deliver exceptional service and maintain essential operations in buildings we manage. We recognize all our employees for their dedication, but especially those janitors, tradespeople and building managers who put their lives at risk every time they left their houses to ensure essential buildings were clean, safe and operational during the pandemic.

In reinforcing our firm's purpose statement, *We make an impact*, Cushman & Wakefield launched a Global Employee Assistance Fund, part of a \$5 million commitment to employee assistance programs. Additionally, members of Cushman & Wakefield's global management team have chosen to voluntarily forgo a portion of their salaries in support of frontline employees, and all employees have been given the opportunity to make a charitable donation to the employee fund.

Joining Forces with Well Living Lab, Delos and Hines to Advance Return-To-Workplace Guidelines

As a Founding Alliance Member of the Well Living Lab, a Delos and Mayo Clinic collaboration dedicated to researching the indoor environment's impact on human health, Cushman & Wakefield supports the advancement of science to generate evidence-based findings through human-centered research to be used in practical ways to create healthier spaces for people.

While organizations all over the world tackle how to safely return their workforces to offices, Well Living Lab aligned with Delos, Cushman & Wakefield and Hines to create a comprehensive plan to study the design and operation of workspaces to help prevent the spread of respiratory viruses. Cushman & Wakefield is contributing its expertise in workplace strategy and design practices, including protocols for maintaining physical distancing policies and other concepts for returning to offices.

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

We're pleased to continue our collaboration with Delos and the Well Living Lab as we work together to promote a safe workplace as offices reopen. Our clients are very interested in new workplace strategies that align with the science at the forefront of the fight against COVID-19.



Despina Katsikakis
Head of Workplace
Business Performance

Leading Recovery Readiness

Cushman & Wakefield formed the Recovery Readiness Task Force (RRTF) to lead the development of best practices, products and partnerships to prepare clients for post-COVID-19 recovery and the return to the workplace. The RRTF released a comprehensive guide, accessible on our [website](#), for real estate tenants and landlords on reopening workplaces as areas stabilize from the pandemic and stay-at-home restrictions are lifted. In creating the guide, Cushman & Wakefield leveraged insights and best practices from its early experience leading recovery readiness efforts in China, where we moved 10,000 companies and nearly a million workers back into 800 million square feet of buildings we manage through a joint venture with Vanke Service. The recommended practices and protocols have already been implemented at locations across the globe with tremendous success, and the guide itself has been downloaded by thousands of organizations across sectors and industries.

“It is vitally important to the health and safety of workers around the world that organizations take well thought through precautions when introducing their employees back to the workplace. Our workplace experts, in conjunction with our top researchers, have created this guide to make this monumental migration from home more approachable – with quick and customizable solutions that are cost-effective to implement and achieve health and safety objectives.



John Forrester
*President and Executive
Chair of the RRTF*

ABOUT THIS REPORT

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

This is our annual Corporate Social Responsibility Report, covering our global activities during 2019. Our intended audience for this report includes our employees, clients, investors and communities. This report has been prepared in accordance with the GRI Standards: Core option.

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.

The information in this report includes quantitative data and examples of practice from the calendar year 2019, covering our operations around the globe. This report has not been externally assured but has been subject to rigorous internal reviews and checks.

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

ABOUT CUSHMAN & WAKEFIELD

(102-3, 102-4, 102-5, 102-6, 102-7, 102-8)

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm, headquartered in Chicago, that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 53,000 employees in 400 offices and 60 countries. In 2019, the firm had revenue of \$8.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. Our ordinary shares have been listed for trading on the New York Stock Exchange (NYSE) under the symbol “CWK” since August 2, 2018. To learn more, visit www.cushmanwakefield.com or follow [@CushWake](https://twitter.com/CushWake) on Twitter.

OUR BUSINESS

400
OFFICES
(approx.)

\$8.8B*
2019 REVENUE
*USD

53,000
EMPLOYEES
(approx.)

60
COUNTRIES
(approx.)

4.1B
SQUARE FEET
MANAGED

Cushman & Wakefield 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 United States, 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, China and other markets in the Asia Pacific region.

OUR PEOPLE

AMERICAS

/ 32,500
EMPLOYEES
(approx.)

/ 235
OFFICES
(approx.)

APAC

/ 14,500
EMPLOYEES
(approx.)

/ 59
OFFICES
(approx.)

EMEA

/ 6,000
EMPLOYEES
(approx.)

/ 108
OFFICES
(approx.)

ORGANIZATIONAL CHANGES

(102-10)

In 2019, we continued to expand our global platform through infill M&A and strategic recruiting throughout the year. We completed five acquisitions in 2019, strengthening our service offerings and recurring revenue mix globally.

Additionally, we formed a joint venture with Vanke Service, a Chinese facilities and property management leader, to provide services to local, regional and multi-national organizations in Greater China. This asset services company allows us to deliver better value for our clients and currently has more than 1,000 commercial property and facility management projects under management in over 80 cities across Greater China, with more than 20,000 employees.

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 ARE DRIVEN.

Drive keeps us decisive and agile.

WE SUCCEED TOGETHER.

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

WE DELIVER INSIGHT.

We believe in ideas and strive for innovation.

CORPORATE 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 environmental, social and governance decision-making (where relevant).



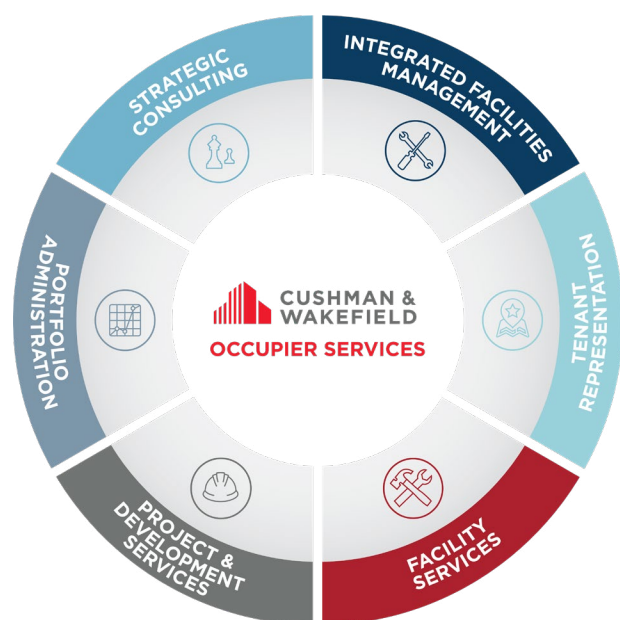
SERVICES

(102-2, 102-6)

Fueled by ideas, expertise and dedication across borders and beyond service lines, we create real estate solutions to prepare our clients 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
Energy (oil & gas)
Food & Beverage

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

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

Cushman & Wakefield employees
at our Chicago headquarters

WHAT'S NEXT

CSR HIGHLIGHTS

\$5M



Launched the **Global Employee Assistance Fund** in 2020 as part of a \$5 million commitment to employee assistance programs for those impacted by the COVID-19 pandemic

Continued commitment to United Nations Global Compact

Forbes America's Best Employers 2019 and Best Employers for Diversity 2019



Named Best Place to Work for **LGBTQ+ Equality** for earning

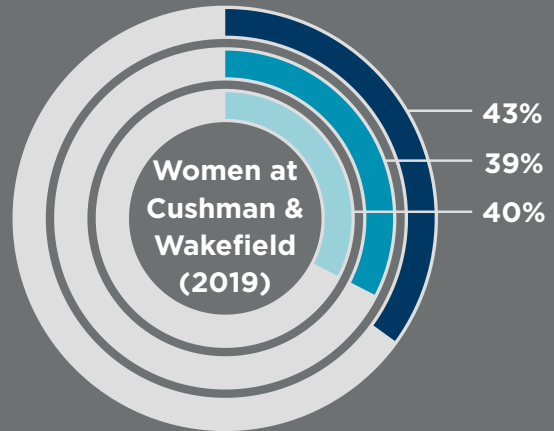
100%

on Human Rights Campaign's **Corporate Equality Index**



National Equality Standard in UK from Ernst & Young

NEW HIRES TOTAL WORKFORCE
BOARD OF DIRECTORS



2,600+

Research and Insights

4

Cushman & Wakefield offices certified to the **WELL Building Standard™**



> \$275M

spent with more than

2,300

diverse suppliers in the U.S. and Canada



10%

reduction in total Scope 1, 2, and 3 emissions between 2017 and 2019



To date, led

138+ MSF

of **LEED®**, **Fitwel®**, **WELL** and/or **ENERGY STAR®**-certified space in the U.S.



300+ MSF

of **LEED®** and/or **ENERGY STAR®**-certified space under management in the U.S.

AWARDS & RECOGNITION



**America's Best
Employers 2019**
Forbes



**America's Best Employers
for Diversity 2019**
Forbes



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



**Best for Vets
Employers 2019**
Military Times



**2020 Military Friendly®
Employer**
Silver Award



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



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



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



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



**Corporate Culture of
Safety Award**
National Safety Council








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

CSR PRIORITIES

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 aligned our approach with these international targets by identifying five of the 17 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.

SDG	DESCRIPTION	
	Ensure healthy lives and promote wellbeing for all at all ages	<p>In 2018, Cushman & Wakefield became a participant 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. Business participants are required to communicate their progress to their own stakeholders on an annual basis and to post a copy on the UN Global Compact's website. This report serves as our Communication on Progress.</p>
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	
	Make cities and human settlements inclusive, safe, resilient and sustainable	
	Take urgent action to combat climate change and its impacts	

Material Topics

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

Cushman & Wakefield completed a comprehensive materiality assessment in 2017. In 2019, we updated our materiality assessment to reflect additional topics considered material to clients and investors after becoming a public company. We achieved this by engaging an external consultant; reviewing common Environmental, Social and Governance (ESG) questions from clients, as well as other feedback from stakeholder engagement; and benchmarking topics disclosed by our peers. Based on these findings, we added six additional material topics to our 2019 report. Below is the final list of material topics, which was approved by company leadership:

MATERIAL TOPIC	DESCRIPTION	BOUNDARY	RELATED SDGs
Indirect economic impacts	Greater good measures and initiatives that indirectly benefit the world.	Our business has indirect impacts on the economy and communities in which we work.	 
Employment	Professional opportunities and employee benefits offered by our firm.	Our approach has a direct impact on employees within the firm.	
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	Opportunities for employees of diverse backgrounds at all levels of our business, especially women.	Our approach has a direct impact on employees within the firm.	
Local communities	Benefits delivered to local communities.	Through our business, we have the potential to directly and indirectly impact the communities in which we work.	 
Supplier social assessment	Prevention and mitigation of negative social impacts in the firm's supply chain.	Through our approach, we have a direct impact on our clients by ensuring ethical practices.	
GHG emissions	Greenhouse gas emissions resulting from our operations.	How we use resources within our operations directly impacts the environment.	
Anti-corruption	Business practices that serve to avoid corruption, such as our Global Code of Business Conduct.	Our anti-corruption and ethical business practices directly impact the reputation of our firm within the business community.	
Energy*	Energy used in our operations.	How we use resources within our operations directly impacts the environment.	
Water*	Water used in our operations.	How we use resources within our operations directly impacts the environment.	
Effluents and 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.	
Human rights*	Upholding human rights policies and regulations.	Our human rights and anti-discrimination policies directly impact our employees and suppliers.	
Sustainability services*	A commitment to advancing sustainability, human health and wellness in buildings and communities.	Our approach has a direct impact on our employees, clients and the communities in which we work.	  

*New material topics added in 2019

STAKEHOLDER ENGAGEMENT

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

We engage with a wide variety of stakeholders to inform our corporate responsibility work and advance our company's commitments. We define them as those individuals, groups or organizations who can influence or are affected by our business activities. They include shareholders, clients, employees, suppliers, industry associations, competitors, communities, governmental organizations, media and more. We interact with key stakeholder groups throughout the year in a number of ways, including quarterly earnings calls, town halls, client and employee satisfaction surveys, our employee intranet and industry events. Our key stakeholder groups are those who influence our business directly.

KEY GROUPS	THEIR EXPECTATIONS	OUR RESPONSE	TYPES OF ENGAGEMENT
Employees	Our employees expect a friendly and productive workplace that values their contributions and provides opportunities for growth and development.	We provide an inclusive workplace where employees are encouraged to ask questions, provide feedback and bring forward new ideas. See the section on Our Impact on People and Communities .	<ul style="list-style-type: none"> • Global employee Intranet • Global internal communications • Town halls • Employee Engagement Survey • Employee Resource Groups (ERGs)
Clients	Our clients want to be ahead of the curve when it comes to their real estate. They look to us for forward-thinking advice and solutions for how to best maximize their operations in both the short- and long-term.	Leveraging our global platform, we continually strive to deliver the best possible service and solutions to our clients. See the section on Our Impact on Clients .	<ul style="list-style-type: none"> • Global website • Client satisfaction surveys • Industry events • Client webinars
Shareholders	Our shareholders expect our firm to not only deliver strong financial performance on an annual basis, but to also provide an excellent example of corporate and environmental stewardship.	Throughout the year, we regularly communicate directly or indirectly with our shareholders on our financial and non-financial performance. See the section on Our Impact on Operations .	<ul style="list-style-type: none"> • Quarterly earnings calls • Investor Relations website • Investor presentations and events • Annual shareholder meeting • Annual Report
Suppliers and Vendors	We partner with suppliers and vendors who share the same values and principles that we do. After all, they are an extension of our firm.	We engage with a diverse range of suppliers, empowering them to represent who we are and what we believe in. See the section on Our Impact on Operations .	<ul style="list-style-type: none"> • Supplier Code of Conduct • Supplier diversity initiatives
Communities and the Environment	As a corporate citizen, Cushman & Wakefield plays an important role within local communities. Not only does the firm enhance community life, but it's also accountable for delivering environmentally sustainable real estate solutions.	We engage with communities and contribute to the wellbeing of individuals. We are a positive steward of the environment and conserve resources where we can. See our sections on Our Impact on Operations and Our Impact on People and Communities .	<ul style="list-style-type: none"> • Local community involvement / charity work • Sponsorships and donations • Cushman & Wakefield Charitable Foundation

3

8

13

OUR IMPACT ON OPERATIONS

Cushman & Wakefield operates out of approximately 400 offices in 60 countries, with more than 53,000 employees serving clients worldwide. With such a large footprint, it's critical that we work with integrity at all times, asking our employees to adhere to a rigorous Ethics and Compliance program year-round. Whether our focus is on human rights, health and safety, anti-corruption or supply chain management, we remain committed to consistently doing the right thing for our clients, employees and suppliers.

It's important we do the right thing for the environment as well. As such, we remain focused on continually measuring and managing environmental performance and practices in our operations and improving them over time.

8

ETHICS AND COMPLIANCE

As one of the world's leading commercial real estate services firms, 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. By protecting our industry-leading reputation, built over more than 100 years of working to robust standards of compliance, ethics, and anti-bribery and corruption, we are positioned to make an impact by helping our clients achieve what's next.

Our global Ethics and Compliance program is led by our Chief Ethics & Compliance Officer and supported by regional compliance professionals across the globe.

Ethical Policies and Practices

Our Global Code of Business Conduct, published in several languages, defines the conduct expected of all officers and employees of the company. Annual online training and certification to the Global Code of Business Conduct is mandatory for all employees. The Code is updated annually, taking into account new considerations that arise during the year. We have several other policies in place that are revisited regularly and updated annually.

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
Policy Concerning Related Party Transactions
UK Modern Slavery Act Policy
Global Workplace Privacy Policy
New policy developed in 2019, issued in 2020

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 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 [Our Impact on People and Communities](#) section of this report.

We recognize that there are indirect risks to human rights through our supply chain. Employees and vendors/suppliers are expected to comply with our Global Vendor/Supplier Integrity Policy as well as the Company's Global Code of Business Conduct and the Company's 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. We maintain an external hotline where employees, clients and third parties can report suspected slavery or human trafficking in our business or supply chain.

Communications and Training

In 2019, we increased employee engagement through communications related to our Global Compliance Portal, a one-stop-shop for compliance resources, and Charitable Giving Tool, an internal online platform through which all charitable contributions and charity-related sponsorships must be requested and approved. These compliance platforms increase the visibility of each employee's responsibilities as a corporate citizen.

Our mandatory annual trainings are determined after consideration of risk areas identified in compliance incident trends and various risk assessments. In 2019, we launched the following mandatory trainings:

- Code of Conduct
- Global Conflicts of Interest
- Business Courtesies
- Anti-Corruption & Foreign Corrupt Practices Act (FCPA): Focus on Red Flags, Third Parties and Due Diligence

Reporting Misconduct

We encourage a culture where employees are empowered 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, human resources managers or through our global 24/7 multilingual Ethics Hotline.

Protecting Personal Information

In 2019, we continued our risk-based approach in protecting the personal information we hold on behalf of our company, third parties and employees. We hired an EMEA Privacy Lead to oversee and enhance our General Data Protection Regulation (GDPR) program. In addition, we kept an ear to the ground on the development of California Consumer Privacy Act regulations to ensure our practices are compliant and in-line with industry standards. We also created a Global Workplace Privacy Policy, which describes the ways we handle and protect the personal information of our staff members.

Anti-Corruption

(205-103, 205-1, 412-1)

Cushman & Wakefield has zero-tolerance for corruption, bribery or extortion. Our new 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. The policy is a key part of our Anti-Bribery & Corruption Program. Additionally, our commitment to ethical business practices is upheld by incorporating the principles of our Global Anti-Bribery & Corruption Policy in everyday 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 FCPA and the UK 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.

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 corruption risk. See our [2019 Form 10-K](#), pp. 13 – 14 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 Procurement Policy.

Cushman & Wakefield in Greater China completed a rigorous audit by Standard Global Services (SGS), an internationally recognized inspection, verification, testing, and certification body, and was awarded SGS' first ISO 37001 Anti-Bribery Management Systems Certificate in China's real estate industry. The certificate marks the recognition of Cushman & Wakefield's efforts to create an honest, clean and transparent business environment both internally and externally by a trustworthy third-party institution.

SUPPLY CHAIN MANAGEMENT

(102-9, 102-10, 414-103, 414-1)

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 management activities through C&W Services. Due to the nature of these operations, most of our procurement is local. We did not undergo any significant changes to our supply chain in 2019.

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. This minimizes risk to our business and is important for our clients, who are increasingly demanding transparency about our supply chain activity. 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. We screen suppliers to the best of our ability for social standards through confirmation of compliance with our Global Vendor/Supplier Integrity Policy.

In 2020, we intend to implement a new supplier onboarding program that will enable us to improve tracking of supplier compliance and collect more data, such as information relative to supplier sustainability practices.

Supplier Diversity and Inclusion

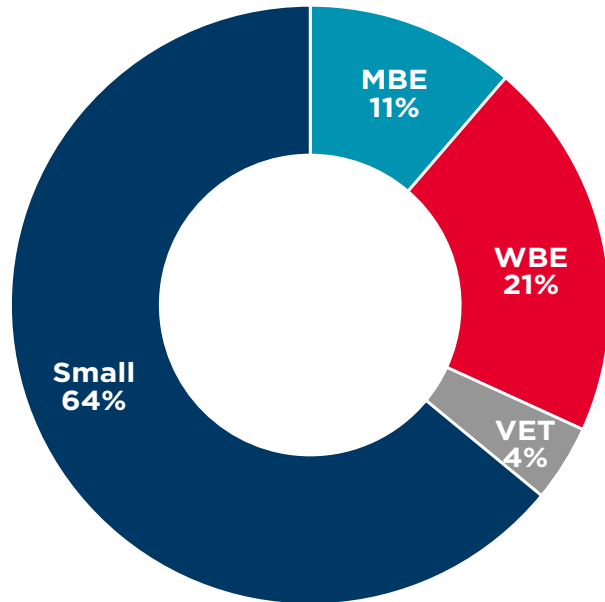
A key element of maintaining an ethical supply base is our focus on inclusion. We aim to improve diversity across the Cushman & Wakefield supply chain based on five key elements:

- > Supplier identification
- > Performance management
- > Development & mentoring
- > Outreach
- > Continuous improvement

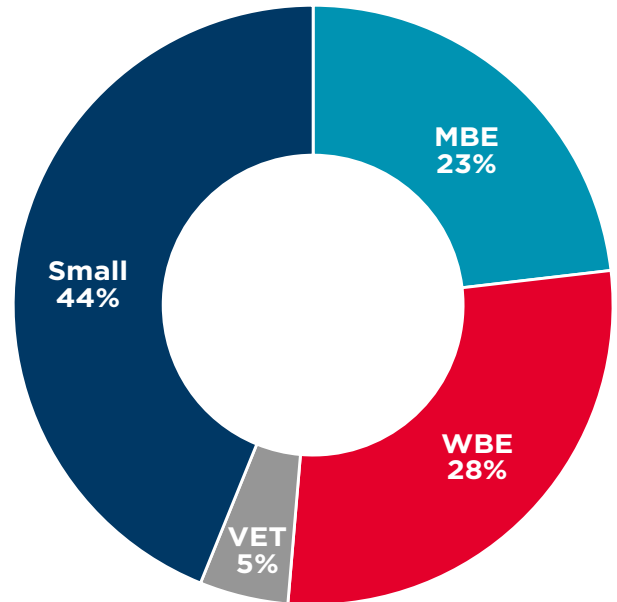
In 2019, we spent more than \$275 million with more than 2,300 diverse suppliers in the U.S and Canada.



Diverse suppliers by type in 2019 in the U.S. and Canada



Diverse supplier spend in 2019 in the U.S. and Canada



MBE: Minority Business Enterprise

WBE: Women's Business Enterprise

VET: Veteran-owned Business

Small: Small Business

Note: Over time, we have improved data collection around our supply chain and are now able to report supplier information and spend more comprehensively compared to previous years.

ENVIRONMENTAL PERFORMANCE

(102-11, 302-103, 303-103, 305-103, 306-103, 307-103)

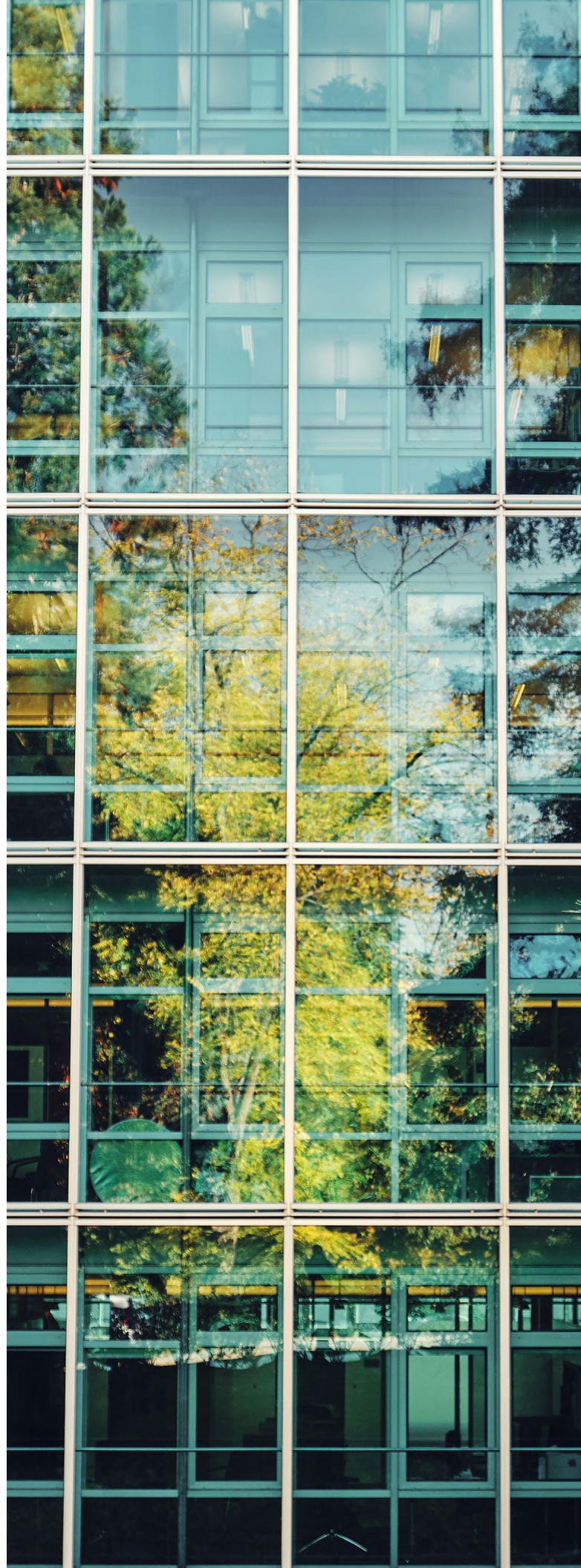
Cushman & Wakefield is committed to being a responsible steward of the environment. As a global real estate services firm largely operating in leased office space, our direct environmental impacts are primarily due to office energy and water consumption, business travel, and waste generation.

Our **Global Environmental Policy** defines our commitments to environmental responsibility. 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 the highest standard of environmental care and social responsibility, and strive for continual improvement.

We manage our energy use, greenhouse gas (GHG) emissions, water withdrawals, waste generation and environmental compliance by:

- > Collecting measured performance data where available for our operations globally
- > Monitoring resource use at our facilities
- > Calculating and disclosing our annual resource consumption and GHG emissions
- > Communicating our environmental performance to our stakeholders
- > 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 locations are managed through a formal ISO 14001-certified environmental management system (EMS).



Energy and Greenhouse Gas Emissions

We support global efforts to mitigate the effects of climate change and work to reduce our energy consumption and resulting GHG emissions across our global offices and activities.

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. Additionally, we calculate other indirect GHG emissions (Scope 3) associated with employee business travel (commercial air and rail), certain extraction, production, and distribution losses due to fuel- and energy-related activities and waste generated in operations.

Over the past several years, while our global footprint has grown as we have expanded our business internationally, we have significantly improved our energy and emissions efficiency 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.

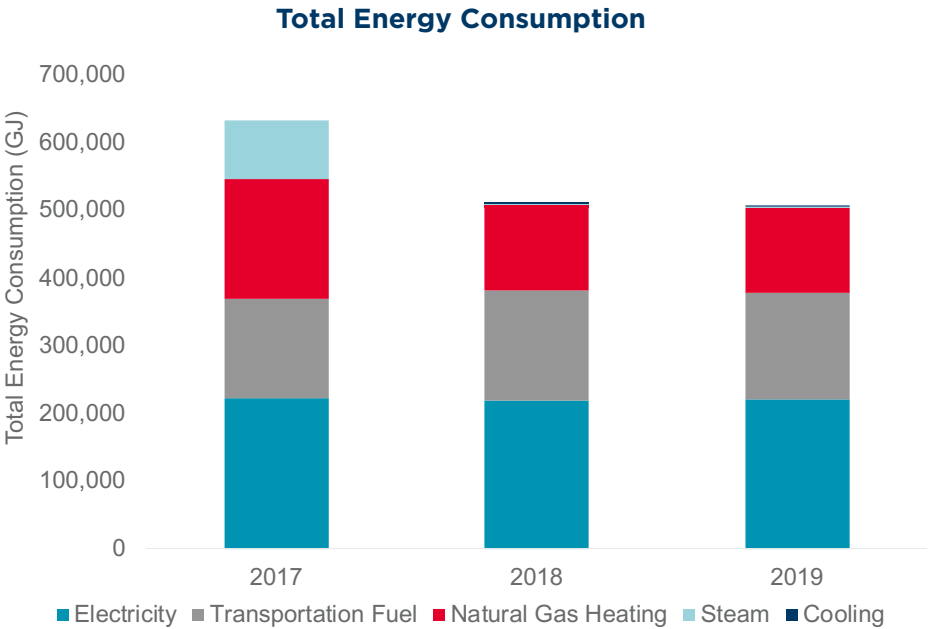
Through our partnership with BuildingOS software provider Lucid, Cushman & Wakefield collects building energy data through an online platform we call ES Edge. We utilize this platform to model each Cushman & Wakefield building, collect available utility bill data, and calculate the associated carbon emissions. ES Edge also uses utility bill data to identify potential energy and cost savings opportunities. We intend to start collecting water and waste data through ES Edge in the future.

We account for Scope 1 and 2 GHG emissions across all of our global operationally controlled owned and leased operations. This includes all full service and operating lease locations where the energy utilities are inclusive of rent obligations and/or not specifically metered for our operations. For these operations, where purchased energy activity data is unavailable, we apply industry best practice methodologies for estimation.

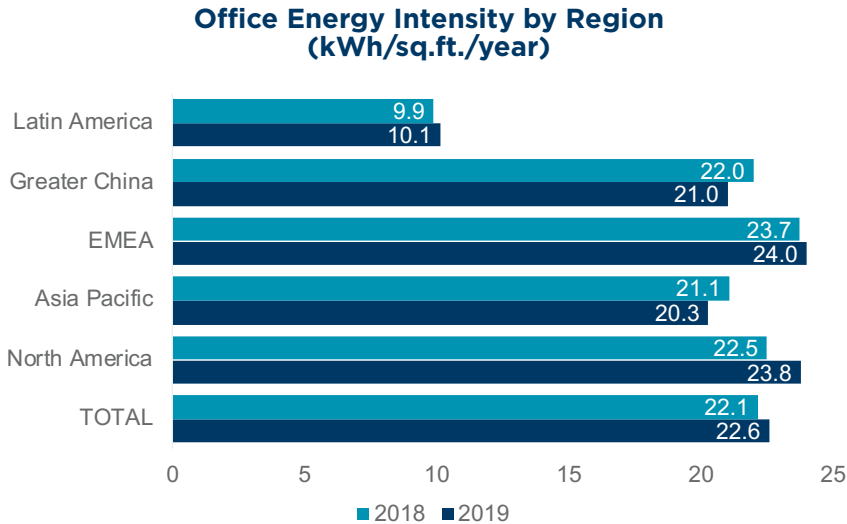
Energy Consumption

(302-1, 302-3)

In 2019, our offices consumed approximately 349,827 gigajoules (GJ) of direct and purchased energy, including electricity, steam, cooling and natural gas—a 28% decrease from 2017. We also consumed 157,036 GJ of fuel from our mobile sources—a 6% increase from 2017.



In 2019, Cushman & Wakefield’s global average office energy use intensity (EUI), measured as total office energy consumption per square foot, was 22.6 kWh/sq.ft./year, which represents a slight increase from 2018 and nearly 18% reduction from 2017.



Note: Office energy intensity per region is not available for 2017

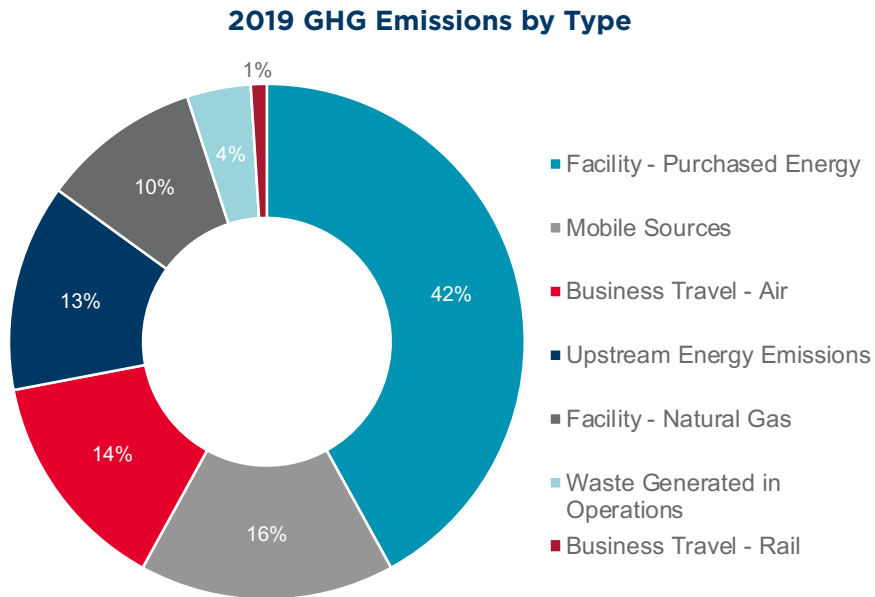
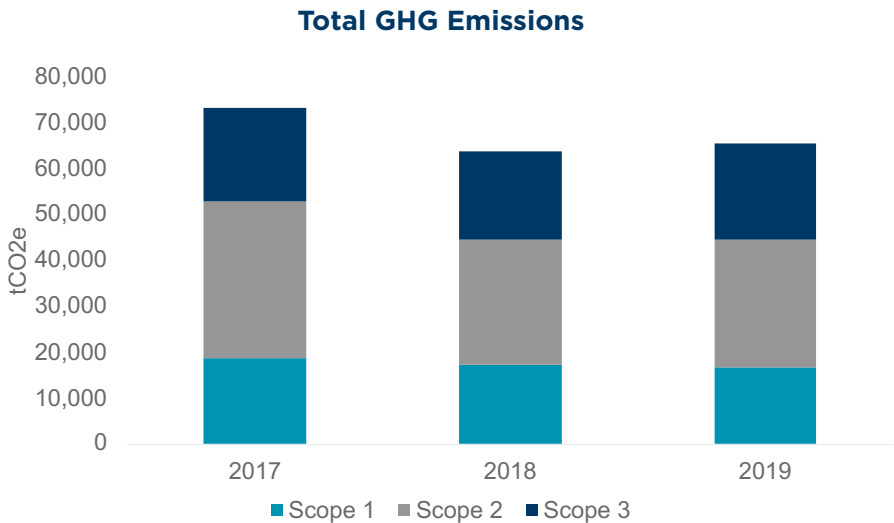
GHG Emissions

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

In 2019, Cushman & Wakefield’s operations emitted approximately 65,688 metric tons of carbon dioxide equivalent (tCO₂e) Scope 1, Scope 2, and Scope 3 GHG emissions. This represents an absolute 3% increase in total emissions compared to 2018.

Between 2017 and 2019, Cushman & Wakefield achieved:

- > 10% absolute reduction in total Scope 1, 2 and 3 GHG emissions
- > 24% reduction in total Scope 1 and 2 GHG emissions per employee
- > 4% reduction in total Scope 1 and 2 emissions per million square feet of office space



Water and Waste

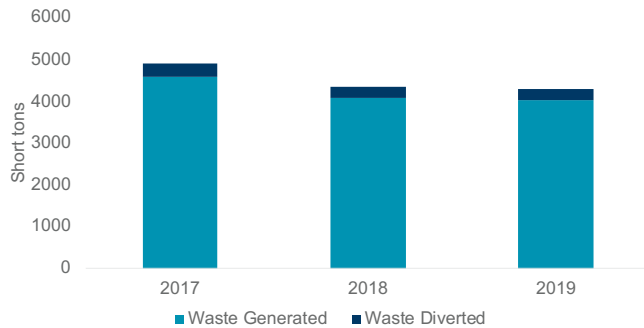
(303-1, 303-2, 303-3, 306-2)

Waste is generated at Cushman & Wakefield offices and water is withdrawn for consumption by employees and visitors. In 2019, we began estimating our waste generation and water consumption across all of our global operationally controlled owned and leased operations. 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.

In 2019, we generated a total of approximately 4,025 short tons of non-hazardous waste in our office buildings, of which we estimate a total of approximately 266 short tons that was recycled or diverted from landfill disposal. None of our offices generate hazardous waste.

Water is consumed through irrigation, cooling and in office kitchen areas and restrooms. In 2019, Cushman & Wakefield offices withdrew an estimated total of approximately 89.4 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 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.

Total Waste Generation and Diversion

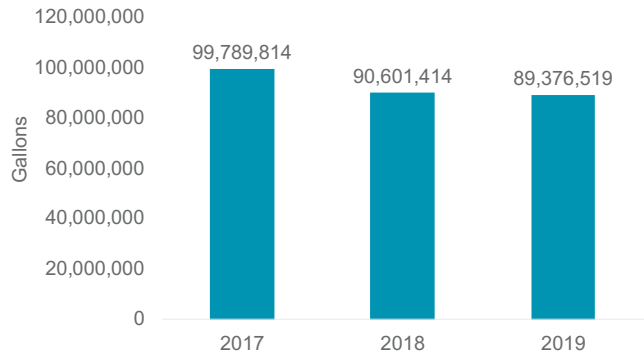


Environmental Compliance

(307-1)

Cushman & Wakefield did not receive any material fines or non-monetary sanctions for non-compliance with environmental laws or regulations in 2019.

Total Water Withdrawals



Reducing Single-Use Items in the UK

Our Cushman & Wakefield operations in the UK have undertaken several initiatives within the last year to reduce office waste. In 2018, we partnered with **CupClub** a returnable packing service for drinks aimed at eliminating single-use cups, to pilot the service at our Old Broad Street office. CupClub was introduced to our Portman Square Office in 2019, with all other Cushman & Wakefield offices in the UK switching to ceramic cups. This has contributed to achieving a 70% recycling rate across our UK offices in 2019. Our Old Broad Street, Portman Square and King William Street offices have successfully eliminated all single-use plastic cups and utensils, and send zero waste to landfills. Both Old Broad Street and King William Street offices recently received a **Platinum Clean City Award** from the City of London Corporation. This award recognizes businesses in the city who have demonstrated best practices in environmental management at their offices, with a focus on eliminating single-use items.

This award is a notable achievement and highlights our ongoing commitment to becoming more sustainable as a business. At a time of a global climate emergency it's important that Cushman & Wakefield demonstrates leadership on reducing our own environmental impact. This award is testimony to the hard work team members across the firm are putting into reducing this impact.



Andrew Baker
Head of Energy, Infrastructure
and Sustainability





3 OCCUPATIONAL HEALTH AND SAFETY 8 (403-103)

Providing a safe workplace that protects our employees from safety risks and hazards is an ongoing priority for Cushman & Wakefield. To ensure this, we remain committed to acting in accordance with all applicable safety laws, regulations and our own stringent safety standards in all of our locations around the globe. In turn, we expect our employees to perform their work safely, observing all safety policies and procedures, and we support and encourage our employees to speak up to ensure potential safety hazards are identified and eliminated.

Although our Health, Safety, Security and Environment (HSSE) program is regionally based, we provide and maintain a set of global HSSE guidelines which set out our minimum expectations around managing high risk activities that assist us in responding to the needs and requirements of various countries and businesses in a consistent way. Our 360° HSSE Model is based on shared responsibility, collaboration and accountable leadership. Led by a global HSSE team, in line with our global HSSE policies, 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.

This is supported by maintaining regular communications with all colleagues and making safety resources easily accessible to employees through a single online global platform.

All of our HSSE management systems are aligned with ISO or equivalent standards. Our UK and Singapore offices are now certified under ISO45001. Our offices in Australia and New Zealand are certified AS/NZS 4801-2001 and parts of Asia are certified OHSAS 18001.

Cushman & Wakefield is also committed to providing learning opportunities to all our employees and professionals focusing on our legislative obligations and those environments and tasks that have a higher level of risk. 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. In 2019, GOS and Asset Services employees completed over 50,000 courses, while C&W Services employees in the U.S. and Canada completed 118,439 training sessions. India employees and managed contractors completed 25,780 training sessions in 2019.

Injury Rates

(403-2)

Our global HSSE team tracks injury and illness rates per region. Accidents are reported in accordance with regional policies and legislative requirements, which vary from region to region. Some report via phone, others through email and some through an online accident reporting system.

Employees	LOST-TIME INJURY FREQUENCY RATE (LTIFR) Per 200,000 hours			TOTAL RECORDABLE CASE FREQUENCY RATE (TRCFR) Per 200,000 hours		
	2017	2018	2019	2017	2018	2019
North America	0.94	0.79	0.8	1.97	1.83	1.91
South America	1.07	1.13	1.58	1.58	1.38	1.88
APAC	0.11	0.31	0.26	0.19	0.41	0.4
Greater China	0.17	0.09	0.16	0.17	0.09	0.16
EMEA	0.04	0.03	0.05	0.17	0.12	0.16
GLOBAL	0.32	0.39	0.45	0.62	0.82	0.88

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.
- Workplace recordable injuries/illnesses are Lost Time Injuries (LTIs) plus Medical Treatment Injuries (MTIs).
- Common types of injuries include superficial injuries, open wounds, dislocations, strains, sprains and fractures primarily resulting from body stress, slips, trips and falls.
- There have been no fatalities recorded over the past three years.

SAFETY AWARDS

- Singapore: SBS Transit Rail Contractor Safety Day Award (Bronze) 2019
- Singapore: BCA Green Mark Platinum Award
- Singapore: 2019 bizSAFE Partner Award
- India: Helmet of Honour Award for the month of March (2019)
- United States: National Safety Council (NSC) Corporate Culture of Safety Award

OUR IMPACT ON CLIENTS

(203-103, 203-2)

3

BUILDING THE FUTURE OF REAL ESTATE

9

11

13

Our clients rely on us to help them navigate the ever-changing landscape of commercial real estate. Whether it's keeping up with new technologies, trends or work preferences, there's so much to stay on top of in order to stay competitive and relevant in today's fast-paced world. It's also critical for attracting and retaining top talent. Today's employees want to work for a company that is not only focused on its environmental footprint, but also on providing a workplace that promotes the health and wellbeing of its employees.

In this section, we share some of the ways in which we added sustainable value in real estate last year by helping our clients go green, embedding sustainable practices throughout their portfolios, enhancing the way people live and work, and helping them prepare for what's next in their real estate cycles.

9

Investing in the Future of Real Estate through Research

Cushman & Wakefield's research teams around the world make an impact by producing timely insights, thought leadership, market briefings and webinars that cover emerging trends and developments in the industry and economy. In 2019, we continued to enhance our research coverage of impactful topics by publishing more than 2,600 research publications, which are readily accessible on our website.

We also publish **The Edge Magazine**, Cushman & Wakefield's global publication featuring innovative thought leadership on the latest trends impacting real estate occupiers and investors, authored by our own subject matter experts.*

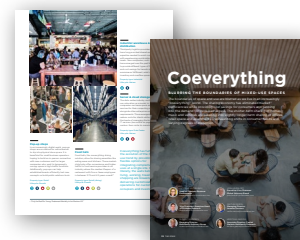
*The information and outlooks contained in these reports reflect the state of the economy and markets in 2019, and do not represent current forecasts. Visit cushmanwakefield.com for the latest insights and thought leadership.

KEEPING OCCUPIERS AND INVESTORS ON THE EDGE OF WHAT'S NEXT



Micromobility

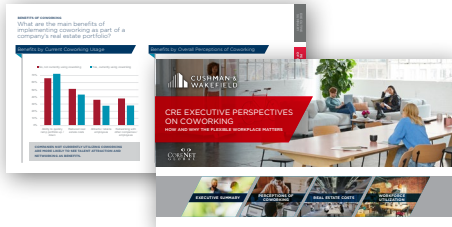
Learn more about one of the fastest growing transportation trends in recent history in terms of adoption.



Coeverything

Explore how the boundaries of space and use are blurred as we live in an increasingly "coeverything" world.

TOP 2019 CUSHMAN & WAKEFIELD RESEARCH



2019 Coworking Report

This report reveals corporate perceptions of the value of flexible workspace and coworking strategies.



Global Macro Forecast

This report analyzes multiple factors contributing to economic slowdown and what they mean for property markets around the world.



Experiential Real Estate in China

Learn how real estate-associated features such as design, technology and organized activities all combine to play a key role in how individuals experience different settings.



Outlook 2020

From the EMEA Research & Insight team, this report addresses the key challenges and opportunities that will define the future of European commercial real estate.



Tech Disruptor Series

Cushman & Wakefield's four-part series explores technologies that have the most potential impact to disrupt CRE.

Staying Ahead of the Technology Curve

Cushman & Wakefield has joined forces with innovative companies, startup accelerators and venture capital firms as part of our strategy to ensure our capabilities evolve as quickly as the technologies transforming our industry. Our investment in cutting-edge PropTech, or real estate technology, through these relationships provides us with invaluable insights that enable us to better advise our clients on how to manage their properties. In 2019, we continued to collaborate with leading organizations.

SALTMINE

In June, we announced a collaboration with Saltmine, a San Francisco-based software-as-a-service startup that provides design data technology for the commercial real estate industry. Through the use of cutting-edge A.I. planning and 3-D space visualization technology, the Saltmine platform enables Cushman & Wakefield professionals to quickly create space plans, test fits and conduct virtual tours of potential workspaces, providing clients with a new way to visualize and plan their current or future workspace. This collaboration puts clients in the driver's seat, allowing them to make faster, better-informed decisions about their workspace. For more information, visit [Saltmine](#).

saltmine

FIFTH WALL

In July, we announced our strategic [partnership with Fifth Wall](#), the world's largest venture capital firm focused on technology solutions for the global real estate industry. Fostering collaboration between innovative technologies for the built world and industry-leading incumbents from all sectors of the real estate industry, Fifth Wall's second fund, which includes Cushman & Wakefield, is one of the largest real estate venture capital funds raised to date, closing at \$503 million. For more information, visit [Fifth Wall](#).



We're committed to identifying and working with organizations that can help us develop the next generation of technology solutions for our clients, our colleagues and the built environment. We believe we've found great partners, and together, we can help put Cushman & Wakefield's clients at the center of some of the most innovative technology solutions in our industry.



Adam Stanley
Chief Information Officer &
Chief Digital Officer

ADDING SUSTAINABLE VALUE IN REAL ESTATE

At Cushman & Wakefield, we believe that property should be sustainable. As such, we are fully committed to reducing our own and our clients' environmental impact across the property lifecycle. We have three internal sustainability teams in place to help us get there: our Energy/Resource Management team; our Asset Services and Property Management team; and our Corporate Sustainability Solutions team.

In addition to reducing environmental impacts, sustainable portfolios also have significant commercial benefits; they have a reduced risk of obsolescence, lower operating costs, better occupier retention and greater social impact – all things we believe in as a company.

Our Sustainability Solutions team helps our clients drive exceptional outcomes across a range of geographies, sectors and portfolio types. ESG is an integral part of our own and our clients' strategies, and we are committed to delivering best-in-class outcomes for both.

We are actively advising clients in the following areas:

- > ESG, carbon and wellbeing strategy, target setting and implementation
- > Energy efficiency opportunity identification, projects and emissions reduction programs
- > Net zero carbon buildings and strategies
- > Science based targets
- > Green procurement
- > Building certifications including LEED®, BREEAM®, WELL, Fitwel®, ENERGY STAR®, NABERS
- > Compliance programs (Article 8, EU EED, EPC, TM44)
- > ISO 14001 and ISO 50001 certification
- > Strategy consulting
- > Green funds and loans
- > Green asset valuations
- > Intelligent building, innovations, renewable and low carbon technologies

To date, we've led

138+ MSF

of LEED®, Fitwel®, WELL and/or ENERGY STAR®-certified space in the U.S.

300+ MSF

of LEED® and/or ENERGY STAR®-certified space under management in the U.S.



Our team includes over 150 energy and sustainability experts across the globe. Many employees are experienced with sustainability rating systems, and over 380 employees are certified as LEED accredited professionals (LEED APs) or LEED Green Associates. Many 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 faculty members and actively support training programs, events and meetings to raise awareness of the benefits of WELL Certification. 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.

In 2019, we assisted approximately 80 clients in the U.S. and EMEA in becoming LEED, WELL and/or Fitwel certified.



3 Applying Our Expertise in Our Own Offices

9 In 2019, we continued to certify Cushman & Wakefield offices to the rigorous WELL Building Standard, reflecting a strong commitment to the health, wellbeing and comfort of our employees. Our Portfolio Services Center Americas office in St. Louis earned the distinction based on seven categories of building performance — Air, Water, Light, Nourishment, Fitness, Comfort and Mind — and achieved a Silver level rating, and our 900 Wilshire Blvd. office in Los Angeles went above and beyond to achieve Gold level by incorporating measures like quarterly water testing. In 2018, Cushman & Wakefield's Chicago global headquarters and our Atlanta office were awarded WELL certification at the Silver level.

Several more of our offices are in the process of pursuing LEED and Fitwel certifications. In Australia, three offices have achieved NABERS certification.

GAINING RECOGNITION FOR GOING GREEN

Our sustainability efforts continued gaining recognition from third parties in 2019.

ENERGY STAR® Partner of The Year: Sustained Excellence

Cushman & Wakefield was presented with the 2019 ENERGY STAR® Partner of the Year Sustained Excellence Award for continued leadership and superior contributions to ENERGY STAR®. In 2020, we earned this distinction for the eighth year in a row.

Excellence in Carbon Challenge

Our Smart and Green Services Platform team in China was invited to attend Greenbuild China 2019. Our experts delivered an educational session on the topic “Green Retail – How to Realize Full Sustainable Development” at the summit and were honored with the 2019 “Excellence in Carbon Challenge” for four projects under management, highlighting our mission to help our clients and partners achieve sustainable development and mitigate their environmental impact on the planet.

As a WELL project leader at Cushman & Wakefield, I’m truly honored to receive the 2019 Leadership Recognition Award from the International WELL Building Institute. With this award, we celebrate our win as a company to put people, health and wellbeing at the center of what we do.



Corrine Chen
*Head of Sustainability Services
Project & Development Services
China*

International WELL Building Institute™ Recognition

Cushman & Wakefield was recognized by the International WELL Building Institute™ (IWBI™) for its outstanding achievement in advancing health and wellbeing for people through WELL projects in China. Corrine Chen, Cushman & Wakefield’s Head of Sustainability Services, Project & Development Services, China, received the WELL Leadership Recognition Award alongside 38 other Asia-based industry leaders at the IWBI™ Asia awards celebration in Shanghai in 2019.

Energy Project of the Year

C&W Services’ HVAC modernization project for a cosmetic development and manufacturing company’s 245,000-square-foot Toronto facility was named 2019 Energy Project of the Year by Energy Into Action and the Government of Ontario, Canada. The company’s executives were interested in redesigning the entire production floor at their Toronto facility, while also concurrently re-engineering the site’s mechanical infrastructure. Our subject matter experts worked with the client to develop specific goals, including the modernization of the HVAC system to support cosmetic manufacturing plus improved efficiency across lighting, compressed air and control systems. The project ultimately exceeded the client’s energy reduction targets, cutting electricity costs by 45% and their natural gas costs by 27%. This translates into about \$350,000 in annual savings.

3

9

11

13

CUSTOM SUSTAINABILITY SOLUTIONS FOR OUR CLIENTS

This section includes several examples of how we are making an impact on our clients by partnering with them to deliver sustainable and healthy buildings that maximize employee comfort, wellbeing and productivity.

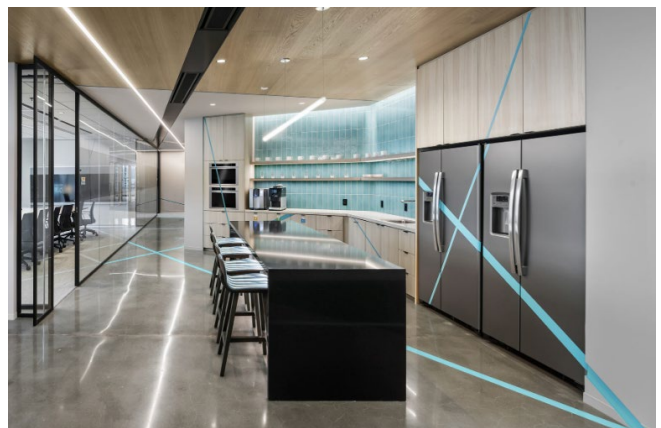
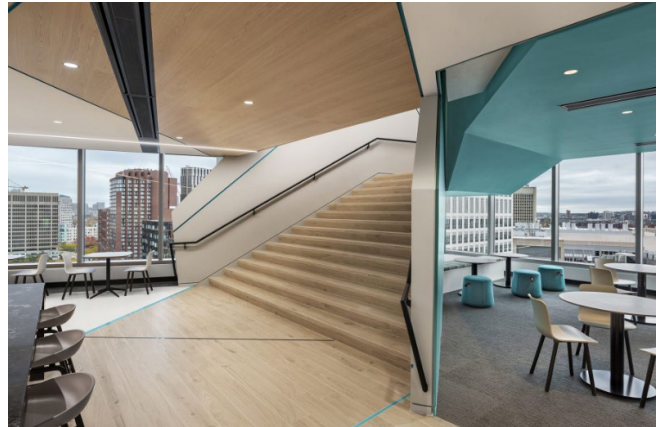
AMERICAS

Going the Extra Mile for Akamai

Akamai is a content delivery network, cybersecurity and cloud service company headquartered out of Cambridge, Massachusetts. Cushman & Wakefield is helping Akamai drive their wellness strategy through their physical space. Our project scope includes air, water, nourishment, light, fitness, comfort and mind.

Formerly occupying space in six different buildings within Cambridge's Kendall Square, Akamai is moving towards a more consolidated and efficient real estate approach to minimize disruption and missed opportunities while maximizing the employee and client experience.

Akamai's vision for their new headquarters is a singular and integrated campus, connecting all departments and groups seamlessly and thoughtfully. The new 19-story, 480,000 square foot design strategically organizes all collaborative spaces around a sinuous, continuous path throughout the entire building, encouraging both planned encounters and serendipitous interactions. The path, a mile-long experience known as the "AkaMile," takes visitors along a journey of exploration and education around what services Akamai can offer its customers, as well as how it has become a leader in the tech industry.





Supporting VF Corporation's Strong Commitment to Sustainability

VF Corporation (VF), one of the world's largest apparel and footwear companies headquartered in Denver, Colorado, has engaged Cushman & Wakefield to lead the sustainability efforts for its new global headquarters in Denver, which will house several of its iconic brands under one roof, including The North Face®, Jansport®, Eagle Creek®, Smartwool®, Altra®, and Icebreaker®. Located in the heart of Denver's LoDo district, the new site fits well within VF's sustainability priorities. The new office offers convenient access to all forms of public transportation and numerous bike trails, as well as secure "parking" for commuter bikes on site, and walkable access to the many amenities located in the city center. The project is targeting Platinum LEED certification in an effort to reflect VF's strong commitment to its purpose of "powering movements of sustainable and active lifestyles for the betterment of people and our planet."

Taking Energy Efficiencies to a New Level in Virginia

Our Energy & Sustainability Services team has partnered with the ownership (MetLife Investment Management) and property management at 1320 North Courthouse Road in Arlington, Virginia since 2010 to improve the building's overall performance through integrated services and sustainable programs. From 2015 to 2019, Cushman & Wakefield helped the 377,000-square-foot building:

- > Reduce energy costs, single energy source and utility electricity by **42%**, saving **\$380,292**;
- > Reduce energy consumption by **4,662,893 kilowatt-hours (kWh)** or **42%**; and
- > Reduce CO₂e emissions by **3,296,665 kilograms (kgCO₂e)** or **42%**.

With our support, 1320 North Courthouse has also achieved a trifecta of certifications including ENERGY STAR®, LEED Platinum and Fitwel, and has improved overall scores in each through a variety of multi-year plans to promote energy conservation, reduce waste, increase efficiencies through smart technology and enhance tenant health. Our efforts have led to the building winning MetLife Investment Management's ESG Challenge Regional Award for the Washington, D.C. market in 2019, 2018 and 2017.

3

9

11

13



Achieving First Fitwel Certification for Nuveen and DTZ Investors

Cushman & Wakefield's Energy, Infrastructure & Sustainability team supported Nuveen Real Estate, one of the largest real estate investment managers in the world, in achieving its first Fitwel certification in 2019 for an office building in London. The building's BREEAM Excellent sustainability features and well-connected location made it a strong candidate for certification, achieving a Fitwel 2-Star rating.

Additionally, we helped DTZ Investors (DTZi) achieve its first Fitwel-certified asset for a 105,000-square-foot office and retail building. The team worked with the DTZi asset manager and the Cushman & Wakefield property manager to develop a wellbeing strategy and improve the wellbeing credentials of the building for occupiers, earning a Fitwel 2-Star rating.



Identifying Sustainability Opportunities for Danfoss

Our Energy, Infrastructure and Sustainability team secured its largest-ever single instruction last year to audit more than 8.5 million square feet of manufacturing and office space across 30 different sites in 10 countries on behalf of Danish manufacturing group Danfoss. Danfoss signed the UN Global Compact, committing to universal principles covering social and environmental responsibility in 2002. Danfoss has appointed us to further its commitment by identifying significant opportunities for cost savings and sustainability improvements across its entire European operations.



Achieving ISO 50001: Energy Management System Standard in Barcelona

Cushman & Wakefield helped UBS achieve the rigorous ISO 50001 standard for its star asset, World Trade Center (WTC) Almeda Park in Barcelona, Spain, through an active sustainable property management strategy that was fully integrated with the business park's LEED certification plan. The Cushman & Wakefield team achieved ISO 50001 by: updating the air conditioning system; improving lighting; enhancing the management, monitoring and operational control systems; developing training, communication and quality control plans; and deploying energy criteria. Having the ISO 50001 standard will help tenants meet their energy efficiency targets, guarantees the development of sustainable management activities in the WTC community, and better positions the asset in a competitive market.



Achieving Dual Environmental Certification for INVESCO

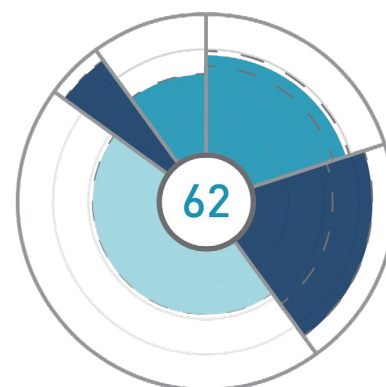
Cushman & Wakefield obtained a dual environmental certification for INVESCO for Prisma Tower, located in the La Défense business district of Paris. When INVESCO set out to enhance the value of its asset, we assisted them in choosing and achieving the HQE Exploitation certification, then took advantage of this management system to more easily obtain a BREEAM In-Use certification. In partnership with the company ERGELIS, we have implemented an energy management system that has saved 20% of energy usage over three years for the benefit of the building's tenants. As a result, we reached the HQE certification at the outstanding level on Building Management and Asset Performance in 2019.

Innovating in the Netherlands

Last year, our Netherlands team created a strategic data analytics platform to collect, validate, monitor and analyze the sustainability data of real estate portfolios. The platform, called Cwing Sustainability, facilitates oversight of the collection of energy, carbon emissions, water, waste and certifications data in order to analyze, set performance targets and improve the sustainability performance for our clients. Not only does this save time and improve data quality, it enables clients to continuously monitor performance and strategically focus on improvement of data availability. Through the Cwing platform, our clients are able to consistently report high-quality sustainability data in their annual reporting, CSR reporting and on their GRESB performance.



Example of sustainability score in Cwing platform



	SCORE	COMPL.
LOCATION	70	90%
PROPERTY	86	96%
PERFORMANCE	46	76%
REGULATION	90	100%
HEALTH	57	100%



Enhancing Client Projects in China

Our Smart and Green Services Platform in China offers in-depth insights and high-quality solutions for clients looking to go green. In 2019, the team continued to secure assignments to consult on significant projects.

We were commissioned to provide property management and advise on building recommissioning to reduce energy usage and enhance utilities for Phoenix Center in Beijing. Additionally, the building successfully received LEED v4.1 Operations + Maintenance Platinum certification with our green building certification services which supports the property's green values and promotes its sustainability efforts.

First LEED v4 for New Construction (NC) Platinum and Green Building Label Three-Star Dual Certification in China

Cushman & Wakefield's Project & Development Services Sustainability team certified one of the first-ever LEED v4 for NC Platinum plus Green Building Label Three-Star projects in China. This construction project will be one of the largest coffee bean roasting factories in the world in-line with sustainable development.



Achieving Green Star Certification for Mastercard's Global Tech Hub

In 2019, Cushman & Wakefield's Sustainability Solutions team pioneered a revolutionary Green Star solution for Mastercard's new Global Tech Hub in Sydney, Australia. The new fit-out design of the Tech Hub was required to align with Mastercard's Commitment to the Science Based Targets Initiative which involves reducing its greenhouse gas emissions by 20%.

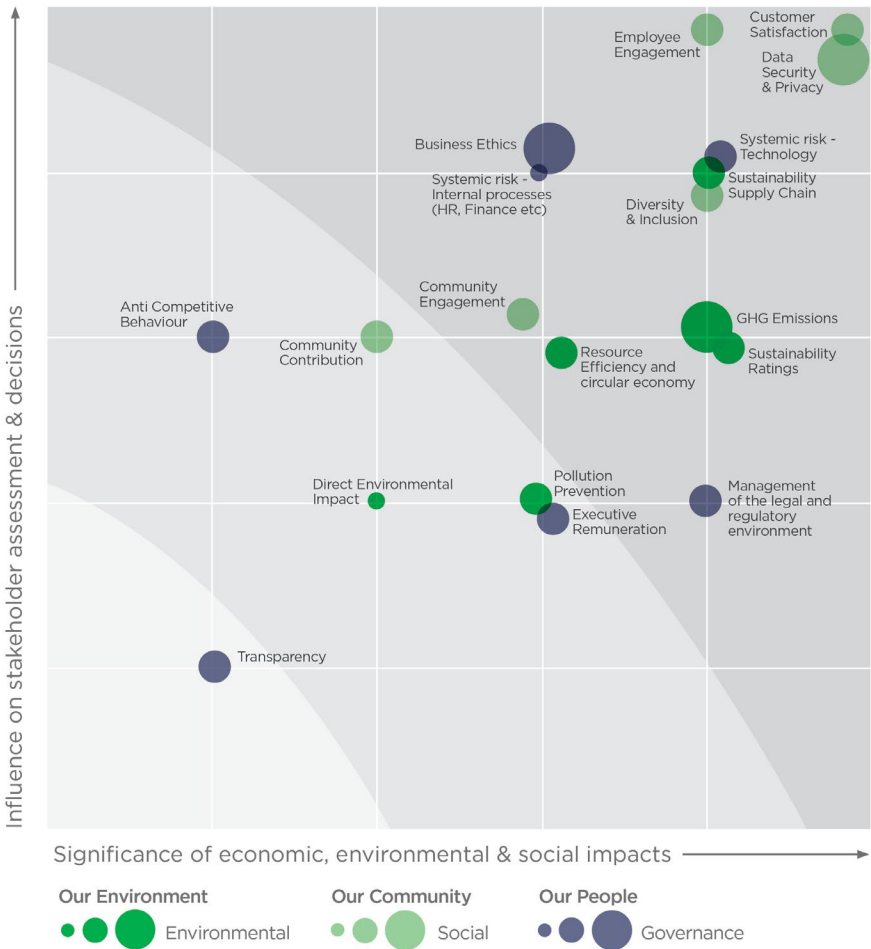
The team engaged with the Green Building Council of Australia (GBCA) to recommend, and eventually partner with to create, a custom and groundbreaking new rating tool to assess both the fit-out design and operational performance of tenancies. Through application of the new rating tool, Mastercard is now able to achieve Green Star Certification for the fit-out project.

Endorsing ESG Efforts in Australia

Domain Holdings Australia (Domain), a property technology and services business in Australia, selected Cushman & Wakefield’s Sustainability Solutions team to develop an inaugural ESG plan and policy. Domain’s reach includes 5.6 million Australians who have increasing stakeholder interest in the organization’s approach and management of ESG issues, and the company faced increasing pressure from investors to demonstrate how they are incorporating climate-related issues into business strategy and risk management.

Cushman & Wakefield facilitated an ESG Materiality Assessment workshop to draw out the critical material issues relevant to Domain, then developed a dynamic plan highlighting more than 25 recommended actions to reduce ESG risks, all of which were endorsed by Domain’s Board. The ESG Policy outlines Domain’s position on the material ESG issues impacting operations and will also apply to suppliers and others with whom Domain has business relationships. The work carried out will help improve Domain’s CDP scoring, which the Sustainability Solutions team is also completing on behalf of the organization.

Domain Materiality Heat Map Matrix



Memberships and Associations (102-13)

We engage with the following industry associations.

Asian Association for Investors in Non-Listed Real Estate Vehicles (ANREV)

Asia Pacific Real Estate Association

BBP – Better Buildings Partnership (UK)

Building Decarbonization Coalition

Building Owners and Managers Association (BOMA)

British Council of Offices (BCO)

China Real Estate Association

Center for Active Design (Fitwel)

Commercial Real Estate Women (CREW) Network

CoreNet Global

Federation of Indian Chambers of Commerce (FICCI)

Healthy Building Alliance

Institute of Real Estate Management (IREM)

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

MIPIM

Property Council of Australia

Property Industry Foundation (Australia)

Real Estate Developers' Association of Singapore (REDAS)

Royal Institution of Chartered Surveyors (RICS)

Urban Land Institute (ULI)

U.S. Green Building Council

World Green Building Council

OUR IMPACT ON PEOPLE & COMMUNITIES

3

Putting Our People at the Center of What's Next

8

Cushman & Wakefield proudly puts our people at the center of everything we do. That's because we are a people business first, fueled by ideas and insights. To that end, we invest in our people by focusing on learning and development, work-life balance, and diversity and inclusion practices – all while providing a healthy culture where employees feel engaged and empowered to be themselves at work.

We offer an equal opportunity workplace where our people feel safe, respected, rewarded and appreciated for their contributions. We also strive to be a good corporate citizen, helping others where we can within our local communities.

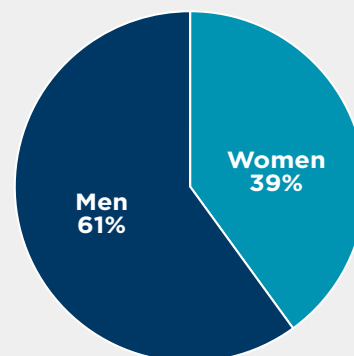
We realize that our clients are more successful, and we are more successful, when our workforce reflects the world around us. At Cushman & Wakefield, a rich tapestry of cultures, backgrounds and experiences contribute to a more enjoyable work experience where innovation can thrive.

“Our business is built on the strength of our people and our ability to succeed together. Recruiting, developing and retaining the right talent that reflects the diverse communities in which we operate is crucial to our continued growth and ongoing success.”



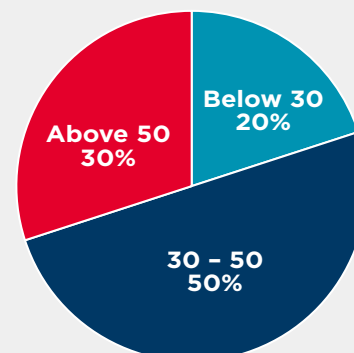
Michelle Hay
Chief Human Resources
Officer

Employees by gender in 2019

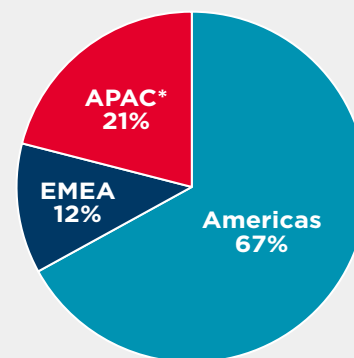


NDT (nondeclared or transgender): .0009%

Employees by age in 2019



Employees by geography in 2019



* Includes Greater China

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. Country- and service line-specific policies and handbooks help employees navigate their employment rights.

In 2019, approximately 19% of our employees in the Americas and Asia Pacific were subject to collective bargaining agreements.

Hiring and Turnover (401-103, 404-2)

Our people have earned a strong reputation by successfully executing some of the most iconic and complex real estate assignments in the world. Because of this legacy of excellence, our leading platform and brand strength, we attract and retain top talent in the industry. Our people come from a diverse set of backgrounds, cultures and expertise that creates a culture of collaboration and collective success.

We work to mitigate turnover by continuing to build an inclusive culture, focusing on the manager-employee relationship, and providing our employees with opportunities to support their ongoing career growth. 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 competitors use equity incentives and sign-on and retention bonuses to help attract, retain and incentivize key personnel. In 2019, our turnover rate was 29%.

Additionally, our people are our top priority while they're employed with us, and in circumstances where an employee decides to retire or where staff reductions or organizational changes are implemented, we provide transition assistance. This is provided 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.



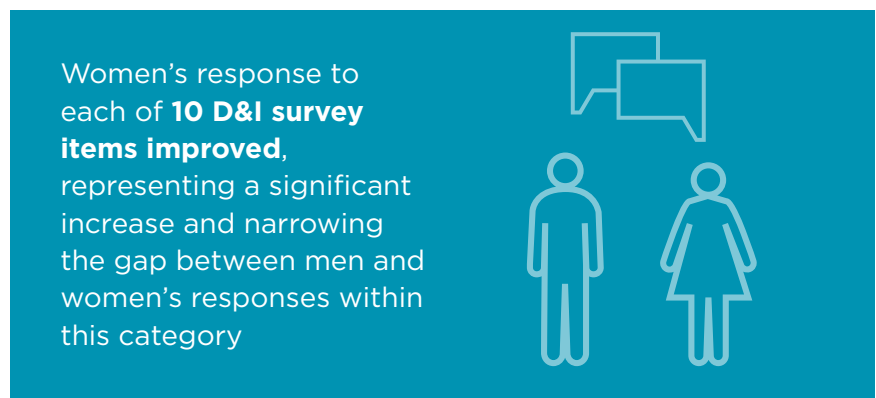
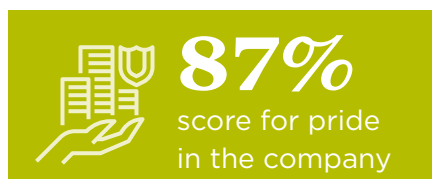
Every Voice Counts

We are committed to building a diverse and engaged workforce and supporting an inclusive environment where employees can do their best work. One tool we use to check on the health of our organization is the annual Global Employee Engagement Survey. We partner with an external firm, Perceptyx, to administer this survey and report the results back to us. We use the same set of questions year-over-year which allows us to identify trends and measure progress over time.

In 2019, the survey was sent to a random representative sampling of 30% of all Cushman & Wakefield employees. Results from the survey were shared with global leadership, who used the data to set the firm's strategic objectives and priorities for 2020.



KEY RESULTS INCLUDED:



8 DIVERSITY AND INCLUSION

(405-103)

Workplace Diversity and Inclusion

Cushman & Wakefield is an equal opportunity employer that strives to ensure diversity and inclusion (D&I) is culturally rooted – embedded in all of our processes and part of the normal course of business.

Our management and senior leadership uphold this culture by focusing on our people strategy: *We will attract, retain, and develop the best people by building an inclusive culture, focusing on the manager-employee relationship.*

We are committed to advancing our people strategy by concentrating on D&I priorities to achieve:

- > A workforce that is more diverse than any in the CRE industry;
- > Processes that build diversity into everything we do, making it something that all employees understand and embrace; and
- > An inclusive culture that is acknowledged by our people and clients as driving creativity, new thinking and a sense of belonging.

D&I Priorities

- Ensure all senior leaders and managers are prepared to lead by example on D&I initiatives, playing an active part in developing a culture where all employees can thrive
- Evaluate and improve talent lifecycle activities to build and support a truly diverse workforce that is representative of the communities in which we operate
- Support special project and development opportunities, special interest networks and communications initiatives designed to advance our D&I efforts





D&I Training

Our commitment to D&I includes educating our people and providing practical tips about how to build a more inclusive culture. In 2019, we implemented a quarterly D&I education series, offering training courses, informational videos and graphics, opportunities to get more involved with Cushman & Wakefield's ERGs, ways to acknowledge colleagues for their success and more. Quarterly topics included:

- > Unconscious Bias
- > Being an Advocate for Others
- > Micro-affirmations and Micro-inequities
- > Demonstrating Inclusiveness

Our **Global Policy on Inclusion and Diversity** and **Global Anti-Harassment and Anti-Discrimination Policy** enforce one of our key values as a company: We are inclusive. We value difference and a culture where everyone belongs.



Fostering a culture that embraces diversity and inclusion is a foundational component of our success as a company. It's at the center of our people strategy and – most importantly – we produce the best outcomes for our clients when we harness the power of diverse teams and diverse perspectives.



Brett White
Executive Chairman & CEO

Representing Employees Across the Firm

We are focused on attracting, hiring, retaining and developing top talent, and have built a network of ERGs that reflect our people across the firm. ERGs are voluntary, employee-led groups who join together at work based on shared characteristics, life experiences or interests. These groups foster diverse and inclusive workplaces aligned with our organization's values, objectives and business practices.

In 2019, our extensive ERG network continued to grow with the launch of four new groups in the Americas, increased membership and the expansion of several groups globally. In 2020, we're introducing two more groups: Leading with Education & Awareness of Disabilities (LEAD) and Parent & Caregivers Together (PACT).



Our ERGs often serve as internal consultants to help us shape policies and better serve the needs of diverse groups of employees. For example, our leadership partnered with UNITY to create and implement LGBTQ+-friendly policies, including requiring vendors to follow the firm's anti-LGBTQ+ discrimination guidelines and providing tools and resources to HR in order to actively recruit members of the LGBTQ+ community. For these efforts, Cushman & Wakefield received a perfect score of 100 for the second consecutive year on the 2020 Corporate Equality Index (CEI) administered by the Human Rights Campaign Foundation, earning the distinction of a Best Place to Work for LGBTQ+ Equality.

Our ERGs are highly valued at our firm as they empower employees to connect creatively with colleagues to host events, provide educational opportunities, and share ideas to elevate the employee experience.



We couldn't be prouder of achieving top marks from the HRC Foundation, which reflects a tremendous effort on the part of our LGBTQ+ colleagues and allies here at Cushman & Wakefield. A more diverse workforce reflects our clients, creates more opportunities for innovation and helps us to better understand markets on local and global levels.



Janice O'Neill
Global Head of Talent
Management and Diversity

NEW AMERICAS ERGs IN 2019



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.



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.



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.



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 the members' cultural identity.

ERGs THAT CONTINUED TO GROW IN 2019



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.



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.

Engaging Our People Around the World

Inspire

Inspire is Cushman & Wakefield's UK ERG network which works to promote and progress D&I 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. The ERGs were extremely active in 2019 in pursuing their own agendas as well as collaborating to recognize common goals around intersectionality.

Based on 2019 efforts and initiatives, Inspire was awarded the **National Equality Standard (NES)** accreditation. An initiative by Ernst & Young, this rigorous standard sets equality, diversity and inclusion criteria against which firms benchmark themselves. In going through the accreditation process, we challenged the way we do things, the resources and support we provide colleagues, and the way our leaders behave to ensure we support a culture in which everyone feels included and can thrive.

Australia D&I Network

In 2019, Australia's D&I Network celebrated a year since its relaunch, which aimed to increase engagement, enhance internal governance to strengthen the D&I Network brand, and create an elevated profile within Cushman & Wakefield.

As part of the relaunch, a new sub-committee structure was developed based on specialist networks, including Gender, Life & Family Values, Disability Support, Multi-Cultural Values, LGBTQ+ and Indigenous Engagement. The new structure has been a success, ensuring alignment among our people and allowing greater focus on these important issues. The D&I Network is fully committed to our diverse workforce and will continue to support development of policies, procedures and processes that create a respectful, inclusive culture.

Women at Cushman & Wakefield

Achieving gender equality is a shared responsibility for communities, companies and global economies alike, and we believe Cushman & Wakefield plays an important role in shaping the future of commercial real estate in this regard. Last year, globally, women represented 43% of new hires, 39% of our total workforce, and 40% of our Board of Directors.

- > Each year, we host celebrations around the world in recognition of **International Women's Day**.
- > In 2019, our ERG **WIN** (Women's Integrated Network), whose mission is to accelerate the advancement of women at our firm, continued to grow with more than 2,500 members in 48 chapters across the globe. More chapters are anticipated to launch in 2020. As a way to support the development and retention of women at our firm, WIN offers a one-year, formal mentorship program where senior-level women are paired with a mid-career-level woman who shows high potential.
- > Cushman & Wakefield is a leading supporter of **CREW (Commercial Real Estate Women)** Network, the premier business network dedicated to transforming the commercial real estate industry by advancing women globally. For the past two years, we have served as a Program Partner and Premier Lead Sponsor of the Global Agenda Program. Additionally, we encourage women within our firm to become active in local chapters and participate in CREW Network's Leadership Development Program.

LEARNING AND DEVELOPMENT

(404-103, 404-2)

We offer a full suite of learning and development activities delivered through on-the-job training, e-learning, coaching, mentoring and instructor-led learning modules. Topics include commercial real estate, Cushman & Wakefield service lines, job-specific and cross-skills development, leadership and management effectiveness, professional skills, sales skills, account management, client service, health and safety, as well as D&I. Our fully implemented learning management system (LMS) provides easy access to on-demand learning resources and online training, available to tech-enabled employees via Workday Learning.

In addition to required Compliance and Information Security training, we encourage employees to complete online learning courses beyond company-mandated training based on development needs and interests. We believe learning opportunities are not restricted to courses; in fact, most learning happens through direct experience at work and exposure to different teams and networks.

We also offer non-traditional learning and development opportunities, including an apprenticeship program at several key client locations which provides training and development 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.

Manager-Employee Relationship Program

The manager-employee relationship is an essential part of creating an environment where employees can do their best work to serve our clients and communities. Our talent development strategy focuses on strengthening this important relationship through cultural behaviors that foster inclusiveness, respect, collaboration and trust.

Through webinars in Workday Learning, managers gain tools, explore best practices, and leverage skill-building opportunities that strengthen team performance through clear communication, effective hiring, measuring performance, and providing coaching and feedback.

Business Development Training

In 2019, we began offering new training to support our producers and their role in elevating the client experience and driving organic growth by teaching them skills and behaviors to engage prospects/clients, win business and grow relationships. Through a series of learning activities coupled with in-market mentoring and coaching, participants learn key concepts—such as prospecting, pursuits, pitching and client service—that take their skills to the next level.

Enhanced Performance Management Program (404-3)

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

Our PMP includes three designated times for formal check-ins between employees and managers: Goal Setting, Mid-Year Review and Year-End Review. Outside of these formal process activities, managers are expected to establish a regular routine of delivering feedback. These discussions emphasize ongoing development and ensure employees know what is expected of them.

In 2019, we piloted our enhanced PMP to roll out in 2020, which includes a newly added cultural behavior section, defining our expectations for how we act as leaders and employees. The enhanced performance review now includes a rating on behaviors that are important to building a collaborative and inclusive culture at Cushman & Wakefield.

72% of eligible* employees completed a performance review in 2019.

*All regular employees and those with salary-based components to their compensation are eligible to participate in our formal performance management process.



COMMUNITY ENGAGEMENT AND ECONOMIC DEVELOPMENT

(203-103, 203-2, 413-103, 413-1)

Cushman & Wakefield is committed to supporting the communities where our employees live and work around the world, as well as in communities where the need is greatest. Because our business is real estate, we aim to make a tangible positive impact wherever we have a footprint.

Throughout our long history, our culture of local community service and engagement has included support for many organizations. Each of our three regions—Americas, EMEA and APAC—operates independent charitable initiatives, leading their own regional programs.

In 2018, we formalized our commitment to community support in the form of the Cushman & Wakefield Charitable Foundation to provide a formal channel for strategic philanthropic support (although not replacing local initiatives which will continue around the world). In 2019, we finalized a governance framework for the Foundation, received our first round of funding and became operational. We launched in the U.S. and opened the Foundation for requests for grants to all U.S.

employees, giving each employee an opportunity to suggest worthy and fitting causes in their communities. The Foundation has supported a variety of organizations that support our main focus areas, including Hugh O'Brian Youth Leadership (HOBY), Boys & Girls Clubs of America, Ronald McDonald House Charities, United Way and Habitat for Humanity, to name a few.

Primary focus areas of our Charitable Foundation:

- > STEAM (science, technology, engineering, arts and math) education
- > Affordable housing and the prevention of homelessness
- > After-school enrichment programs for underserved or at-risk youth

We also make an impact on local communities and economies by forming strategic relationships and investing in initiatives that support job placement, enhance our service offerings and clients' performance, and diversify our industry and supply chain.



ENGAGING COMMUNITIES AROUND THE WORLD

From St. Louis to Beijing, Cushman & Wakefield is committed to providing support to those who need it most within our local communities.

3

8

AMERICAS



Raising Money for Children's Health in St. Louis

Once again, Cushman & Wakefield supported Ronald McDonald House as the title sponsor for its 34th Annual Cushman & Wakefield/Ronald McDonald House Golf Tournament & Dinner Auction, which took place in St. Louis. Sixty Cushman & Wakefield colleagues in St. Louis volunteered at the event, which brought in more than \$1 million that will go toward the nonprofit's goal of helping sick children and their families stay together.

Bowling for a Good Cause in Connecticut

In 2019, Cushman & Wakefield was proud to raise \$91,000 for First Candle at its 7th Annual Bowl-A-Thon in Norwalk, Connecticut. Over the past seven years, the Bowl-A-Thon has raised over \$500,000 for various organizations throughout the



community. First Candle is a Connecticut-based 501(c)(3) non-profit committed to ending Sudden Infant Death Syndrome (SIDS) and other sleep-related infant deaths

while providing bereavement support to families who have experienced a loss.



Supporting Community in the Twin Cities

More than 80 Cushman & Wakefield employees gathered at Avenues for Homeless Youth, a nonprofit supporting homeless teens and young adults in the Minneapolis-St. Paul area, for the local office's 8th Annual CommUNITY Day celebration. Employees broke into teams and handled deferred maintenance on the Avenues property, while key Cushman & Wakefield vendors also volunteered their services for projects that went beyond general maintenance. The total work was valued at more than \$110,000. This project is one of eight projects focused on lower income areas in the Twin Cities that the Cushman & Wakefield Minneapolis-St. Paul office has been involved in. Projects to date are valued at more than \$1.5 million in total value.

Advancing Community Development in Brazil

After opening in 2005, the Heliópolis Community Library in São Paulo, Brazil underwent a revitalization process last year focusing on community development and the children of the “Casa dos Curumins” (Children’s House) Project, which offers children and adolescents protection from hunger and violence. Cushman & Wakefield supported the library’s revitalization by giving approximately \$49,000. Additionally, our Brazil offices donated children’s books, participated in a children’s music and arts gathering, and volunteered to paint the library in 2019.

As a result of our support of Heliópolis Community Library and the efforts of our local WIN chapter, Cushman & Wakefield was awarded a Human Rights and Diversity Seal from the City of São



Paulo in the “Youth” and “Women” categories. The initiative by the São Paulo City Hall is aimed at recognizing public, private and third

sector companies that develop good practices in managing diversity and promoting human rights in 10 different categories. We were also nominated by the GRI Club Real Estate Brazil in the “Best Social Action Project” category of the GRI Awards 2019 for our work with the library.



Helping Fund the Fight Against AIDS in Spain

The Fight AIDS Foundation is a non-profit organization based in Barcelona, where scientists and healthcare professionals work together to both care for HIV patients and carry out clinical research. For many years, this research has also encompassed other related areas of medicine which affect a wider population, such as cancer, other infectious diseases, cardiovascular health and aging. A group of colleagues from our firm organized a fundraising campaign, as well as attended the foundation’s gala in late 2019 to help finance research on this disease. One million euros were raised, and Cushman & Wakefield was part of this incredible success.

Providing Economic and Social Opportunities for Youth in the UK

Inspire, Cushman & Wakefield’s UK D&I network, increased and expanded our outreach program by working with a number of carefully selected partners, including [Ahead Partnership](#), [London Youth Rowing](#) and [RICS Inspire Future Talents](#), to connect with kids in schools and colleges to increase awareness of real estate – specifically within less privileged communities. This also helps to increase the diversity of entrants into our industry, especially as it relates to our existing apprenticeship program.



Supporting Exceptional Students in China

Cushman & Wakefield in Greater China is a long-standing patron of Peking University, a highly ranked and prestigious university in China and around the world. In 2007, we donated more than \$780,000 to set up the Cushman & Wakefield Scholarship Fund in support of the education of Peking University students who have shown excellence in character and academic performance. To date, the scholarship has supported 350 students across more than 10 departments in the university.

Donating School Supplies in the Philippines

Since 2016, Cushman & Wakefield in the Philippines has been participating in the My Dream in a Shoebox campaign, which helps send underprivileged children to school. Last year, our employees donated 863 boxes filled with school supplies in support of these young learners as they strive for a brighter future for themselves, for their families, and for the community.



Sponsoring Women and Girls' Education in India

In 2019, Cushman & Wakefield partnered with the Pardada Pardadi Educational Society (PPES), an organization that has been working for holistic rural development through social and economic empowerment of women and girls in Western Uttar Pradesh, India. PPES provides free education, job opportunities, healthcare and livelihood enhancement for girls and women from the marginalized sections of society and enables them to break out of the cycle of poverty.

To date, we have proudly supported two projects, including sponsoring school education for 200 girls and supporting higher education for enrolled women by providing a consolidated grant of approximately \$42,000 to PPES. Cushman & Wakefield in India is also single-handedly supporting the education of 50 girls and is committed to helping them get jobs after they graduate.

STRATEGIC RELATIONSHIPS THAT SUPPORT ECONOMIC DEVELOPMENT

Honoring and Supporting U.S. Veterans

Welcoming U.S. veterans to our firm as colleagues is an exceptional opportunity and responsibility, and the highest priority of Cushman & Wakefield's **Veterans Initiative Program**. The program helps ensure that we provide rewarding work related to veterans' skills and talents, as well as a culture that honors and respects their contributions in the military and in our organization. Nearly 400 veterans were hired in 2019 alone, and we now have more than 800 self-identified veterans working at our firm while consistently maintaining a retention rate of over 90%.

We recognize that companies want to partner with more diverse suppliers such as veteran-owned businesses. To that end, in 2019, we formed a strategic alliance with DHC Real Estate Services, LLC, a service-disabled-veteran-owned small business (SDVOSB) founded by Jonathan Luttwak, a former U.S. Army captain and New York-based commercial real estate professional. This alliance is a win-win because it enables public- and private-sector enterprises to increase their commitment to supplier diversity, and to meet state and federal mandates, while also maintaining access to the global, multi-disciplinary platform of services offered by Cushman & Wakefield.

We are also proud of our partnership with Operation Finally Home, a charitable group that provides mortgage-free homes to service members and their families who have become wounded, ill or injured as a result of their service. In 2019, we participated in the fundraising and building of a home for disabled veteran Lt. Garrett Spears and his family in San Antonio, Texas.

As a result of all of our efforts, we were awarded Best for Vets Employers 2019 by *Military Times*, named to Best of the Best 2020 by *U.S. Veterans Magazine* for the second year in a row, and made the 2020 Military Friendly® Employers List.



This alliance with DHC Real Estate Services reaffirms our commitment to the military and veteran community, which is a core component of our corporate culture. It also allows us to provide an outstanding solution for our clients who are looking to bolster their commitment to supplier diversity — particularly those looking to partner with a veteran-owned firm.



Frank Stanley
Director of Veterans Programs
at Cushman & Wakefield

Providing Opportunities in Facilities Services

Since C&W Services employs thousands of individuals in facility services, we are always looking to address the shortage of skilled labor in this sector through apprenticeships, scholarships, mentoring programs, and engaging with social enterprises.

In 2018, we joined forces with Cara, a nonprofit organization based in Chicago that seeks to take people out of poverty by training them for and connecting them to meaningful work. Since the organization's inception, several Cara participants have been hired by C&W Services in janitorial and office services roles with a voluntary retention rate of 86%. In 2020, our plans include holding another training session for Cara and partnering with Goodwill of Silicon Valley to launch a similar training program in California that focuses on retail, e-commerce, facility maintenance and warehouse logistics opportunities.

Additionally, C&W Services recently launched a new program that helps people kickstart their careers in facilities services via scholarships to local trade schools. While in school, participants check in monthly with C&W Services during their first year and complete an internship with us during their second year. Once participants graduate, they work at a C&W Services client site for at least two years.



Two graduates who accepted scholarships from C&W Services in 2019

"We help people on this journey unlock something deeper within. Whether that something is as seemingly simple as more esteem, or as elusive as a career that can once and for all disrupt the generational effects of poverty, we are not just about jobs – we are about the sense of hope, the power of mojo, and the bounce of a new beginning you feel when one person's power is finally in full effect."

- Cara Employee



Committing to the Minority-Owned Business Community

Cushman & Wakefield has a long-standing strategic alliance with JRT Realty Group Inc., a woman-owned, full-service commercial real estate services firm established to address industry-wide supplier diversity initiatives. Today, the company is recognized as an industry leader and the nation's largest certified Minority- and Woman- Owned Business Enterprise (M/WBE) commercial real estate firm.

The purpose of the alliance, formed in 2003, is to boost equality in the commercial real estate workplace for both women and minorities. Our continued support demonstrates Cushman & Wakefield's desire to embrace and support diversity not only with those we employ, but also with the independent firms with which we partner.



Enhancing our Capabilities through Minority Business

In 2019, we formed a joint venture (JV) between C&W Services, Inc. and Alutiiq Logistics & Maintenance Services, LLC (ALMS) – a certified small, Alaska Native-owned business and wholly owned subsidiary of Alutiiq, LLC (Alutiiq). This JV was formed to help clients meet the highest standards of facility performance while achieving their diversity spending goals.

The JV provides janitorial, maintenance, controlled environments cleaning, production environment maintenance, landscaping and office services to clients across North America. The JV is participating in the U.S. Small Business Administration's (SBA) Mentor-Protégé Program, under which the JV is qualified to bid on and perform certain set-aside contracts. Through this program, mentors offer their protégés valuable mentoring to develop the protégé's capabilities in various areas.

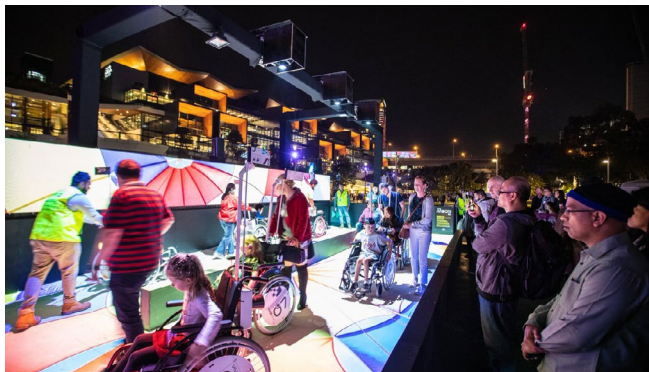
“As a company, we have long been committed to developing a highly skilled workforce that can address customers' critical need for safe and efficient facility service delivery. The SBA Mentor-Protégé program is a very effective means for C&W Services to support ALMS with the deep resources in innovation, subject matter expertise and employee development.”



Paul Bedborough
Chief Executive of
C&W Services

Providing Opportunities to Those with Disabilities

Cushman & Wakefield is proud to offer opportunities to those with disabilities. Across the globe, we partner with several organizations in support of these individuals.



Cushman & Wakefield's **Access & Inclusion partnership with Vivid Sydney**, a 23-night-long festival in its 10th year, has transformed from the provision of accessible infrastructure and tours for community groups, to building Australia's largest inclusive playground called the playSPACE. We collaborated with other organizations to build the playSPACE for children with disabilities or special needs so they could play, participate and belong, no matter their level of ability. The design process involved extensive participation from artists with disabilities, giving them the opportunity to create a world where everyone belongs.

The playSPACE attracted over 211,000 visitors and has become a mainstay for Vivid Sydney's annual program. In 2019, 150 Cushman & Wakefield employees volunteered throughout the three-week duration of Vivid Sydney.

Cushman & Wakefield actively promotes our relationship with **Jobsupport**, the leading employment service for people with intellectual disability in Australia, encouraging peers and clients to follow our lead. Cushman & Wakefield works with front-of-house office managers in both corporate and client offices to identify a range of tasks that suit the requirements of Jobsupport candidates.



The roles offered are designed to allow candidates to succeed in daily tasks, while providing enriching opportunities for personal and professional growth. A critical component of this partnership is for leadership to ensure that Jobsupport employees are provided with the same opportunities as all other Cushman & Wakefield colleagues.

To further promote Jobsupport, Cushman & Wakefield partnered with the Department of Family and Community Services on the 'See the Possibilities' campaign, which engages employers across Australia to share the value that people with a disability bring to a business. The campaign showcases stories from both employer advocates and employees and asks employers to pledge in support of hiring people with disability and to take the next steps to build a more inclusive workforce.

C&W Services Singapore was presented with a Certificate of Recognition by SG Enable at the 5th **Enabling Employers Awards** ceremony. The award was given to C&W Services Singapore in recognition of the firm's support and efforts in integrating persons with disabilities into the workplace. The award demonstrates the firm's wider goals to build a culture of diversity and inclusion, one of the key values at Cushman & Wakefield.



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, p. 11	No
102-3	Location of headquarters	About Cushman & Wakefield, p. 8	No
102-4	Location of operations	About Cushman & Wakefield, pp. 8 - 9	No
102-5	Ownership and legal form	About Cushman & Wakefield, p. 8	No
102-6	Markets served	About Cushman & Wakefield, pp. 8 - 9, 11	No
102-7	Scale of the organization	About Cushman & Wakefield, pp. 8 - 9	No
102-8	Information on employees and other workers	Our Impact on People and Communities, p. 9, GRI Content Index, p. 68	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, pp. 22 - 23	No
102-10	Significant changes to the organization and its supply chain	About Cushman & Wakefield, p. 9, Supply Chain Management, p. 22	No
102-11	Precautionary Principle or approach	Environmental Performance, p. 24	No
102-12	External initiatives	Material Topics, p. 15	No
102-13	Membership of associations	Memberships and Associations, p. 45	No
Strategy			
102-14	Statement from senior decision-maker	Messages from Our Executive Chairman and CEO, pp. 4 - 5	No
Ethics and Integrity			
102-16	Values, principles, standards, and norms of behavior	About Cushman & Wakefield, p. 10	No
Governance			
102-18	Governance structure	About Cushman & Wakefield, p. 10	No
Stakeholder Engagement			
102-40	List of stakeholder groups	Stakeholder Engagement, p. 17	No
102-41	Collective bargaining agreements	Our Impact on People and Communities, p. 47	Data is only available for Americas and APAC regions
102-42	Identifying and selecting stakeholders	Stakeholder Engagement, p. 17	No
102-43	Approach to stakeholder engagement	Stakeholder Engagement, p. 17	No
102-44	Key topics and concerns raised	Stakeholder Engagement, p. 17	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, p. 8, Material Topics, p. 16	No
102-47	List of material topics	Material Topics, p. 16	No
102-48	Restatements of information	GHG emissions for 2017 and 2018 were restated as noted on p. 72	No
102-49	Changes in reporting	Material Topics, p. 16	No
102-50	Reporting period	About this Report, p. 8	No
102-51	Date of most recent report	2018	No
102-52	Reporting cycle	About this Report, p. 8	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, p. 8	No
102-55	GRI content index	GRI Content Index, pp. 64 - 73	No
102-56	External assurance	About this Report, p. 8	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	Material Topics, p. 16	No
Economic				
C&W's Indirect Economic Impacts	GRI 103: Management Approach 2016	203-103 Management Approach	Our Impact on Clients, p. 32, Community Engagement and Economic Development, p. 56	No
	GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Our Impact on Clients, pp. 32 - 44, Community Engagement and Economic Development, pp. 56 - 63	No
Anti-Corruption	GRI 103: Management Approach 2016	205-103 Management Approach	Ethics and Compliance, pp. 20 - 21	No
	GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Compliance, p. 21, Form 10-K, pp. 13 - 14	No
Sustainability Services	—	—	Our Impact on Clients, pp. 32 - 44	—

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions	
Environmental					
Energy	GRI 103: Management Approach 2016	302-103	Management Approach	Environmental Performance, p. 24	No
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Performance, p. 26, GRI Index, p. 71	No
		302-3	Energy intensity	Environmental Performance, p. 26, GRI Index, p. 71	No
Water	GRI 103: Management Approach 2016	303-103	Management Approach	Environmental Performance, p. 24	No
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Environmental Performance, p. 28	No
		303-2	Management of water discharge-related impacts	Environmental Performance, p. 28	No
		303-3	Water withdrawal	Environmental Performance, p. 28, GRI Index, p. 73	No
GHG Emissions	GRI 103: Management Approach 2016	305-103	Management Approach	Environmental Performance, p. 28	No
		305-1	Direct (Scope 1) GHG emissions	Environmental Performance, p. 27, GRI Index, p. 72	No
	GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	Environmental Performance, p. 27, GRI Index, p. 72	No
		305-3	Other indirect (Scope 3) GHG emissions	Environmental Performance, p. 27, GRI Index, p. 72	No
		305-4	GHG emissions intensity	GRI Index, p. 72	No
Effluents and Waste	GRI 103: Management Approach 2016	306-103	Management Approach	Environmental Performance, p. 24	No
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Environmental Performance, p. 28, GRI Index, p. 73	No
Environmental Compliance	GRI 103: Management Approach 2016	307-103	Management Approach	Environmental Performance, p. 24	No
	GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Environmental Performance, p. 28	No

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure	Section/Response	Omissions	
Social					
Employment	GRI 103: Management Approach 2016	401-103	Management Approach	Our Impact on People and Communities, p. 47	No
	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	GRI Index, p. 69	No
Occupational Health and Safety	GRI 103: Management Approach 2016	403-103	Management Approach	Occupational Health & Safety, p. 30	No
	GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health & Safety, p. 31	Breakdown by gender not available
Training and Education	GRI 103: Management Approach 2016	404-103	Management Approach	Learning and Development, p. 54	No
	GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Our Impact on People and Communities, pp. 47, 54	No
		404-3	Performance Reviews	Learning and Development, p. 55	Breakdown by gender and level not available
Diversity and Equal Opportunity	GRI 103: Management Approach 2016	405-103	Management Approach	Our Impact on People and Communities, pp. 49 - 51	No
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	GRI Index, p. 70	No
Human Rights	GRI 103: Management Approach 2016	412-103	Management Approach	Ethics and Compliance, p. 19	No
	GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Ethics and Compliance, p. 19	No
Local Communities	GRI 103: Management Approach 2016	413-103	Management Approach	Community Engagement and Economic Development, p. 56	No
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement and Economic Development, p. 56 - 59	Percentage of operations not available
Supplier Social Assessment	GRI 103: Management Approach 2016	414-103	Management Approach	Supply Chain Management, p. 22	No
	GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain Management, p. 22	Percentage of new suppliers screened using social criteria not available

102-8 Information on employees

Employees by geography	2017	2018	2019
Americas	28,534	30,987	32,444
Asia Pacific	9,674	9,821	10,165
EMEA	5,314	5,464	5,793
TOTAL	43,522	46,272	48,402

Employees by geography and gender	2017			2018			2019		
	Women	Men	NDT	Women	Men	NDT	Women	Men	NDT
Americas	10,611	17,434	489	12,003	18,975	9	12,700	19,715	29
Asia Pacific	3,234	6,439	1	3,421	6,400	0	3,563	6,601	1
EMEA	2,475	2,835	4	2,533	2,928	3	2,758	3,027	8
TOTAL	16,320	26,708	494	17,957	28,303	12	19,021	29,343	38
GRAND TOTAL	43,522			46,272			48,402		

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. In 2019, this represented 4,264 employees in China and data from some 2019 acquisitions that is not yet entered into our HRIS.
- Excludes temporary employees on contracts that do not include employee benefits. In 2019, the total number of temporary employees was 624, including 255 student interns.
- Excludes contingent workers who are retained on a limited basis as needed for short-term assignments, special assignments, or large-scale projects. Contingent employees represent less than 5% of the total workforce.
- Asia Pacific includes Greater China. The regions were combined in 2019 for reporting purposes.
- NDT refers to employees non-declaring gender or identifying as transgender.

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	7,181	38%	5,875	31%
Men	9,671	33%	8,178	28%
Non declared or transgender	62	N/A	35	N/A
OVERALL	16,914	35%	14,088	29%

New hires and turnover by age	New hires		Leavers	
	Number	Rate	Number	Rate
Below age 30	6,647	67%	4,966	50%
Age 30 - 50	7,801	32%	6,718	28%
Above age 50	2,466	17%	2,404	17%
OVERALL	16,914	35%	14,088	29%

New hires and turnover by geography	New hires		Leavers	
	Number	Rate	Number	Rate
Americas	11,976	37%	9,427	29%
Asia Pacific	3,259	32%	3,187	31%
EMEA	1,679	29%	1,474	25%
OVERALL	16,914	35%	14,088	29%

Notes:

- Represents total headcount for all employees at year-end except where noted below.
- All employee data is based on our HRIS-tracked employees.
- 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 2019.
- New hires and employee turnover by region is not yet available for some 2019 acquisitions.
- Excludes employees who are not tracked in our HRIS. In 2019, this represented 4,264 employees in China and data from some 2019 acquisitions that is not yet entered into our HRIS.
- Excludes temporary employees on contracts that do not include employee benefits. In 2019, the total number of temporary employees was 624, including 255 student interns.
- Excludes contingent workers who are retained on a limited basis as needed for short-term assignments, special assignments, or large-scale projects. Contingent employees represent less than 5% of the total workforce.
- Asia Pacific includes Greater China. The regions were combined in 2019 for reporting purposes.
- The turnover rate by gender excludes employees categorized as NTD, as this represents a small percentage of overall employees.

GRI 405: Diversity and Equal Opportunity

405-1 Diversity of governance bodies and employees

Diversity by level, age and gender	Total Population	Women	Men	NTD	Age below 30	Age 30 - 50	Age above 50
Board of Directors	10	40%	60%	0%	0%	40%	60%
Executives	15	7%	93%	0%	0%	33%	67%
Managers	6,325	36%	64%	0%	3%	61%	36%
Non-managers	42,052	40%	60%	<0.001%	23%	48%	29%

Notes:

- Excludes employees who are not tracked in our HRIS. In 2019, this represented 4,264 employees in China and data from some 2019 acquisitions that is not yet entered into our HRIS.
- Excludes temporary employees on contracts that do not include employee benefits. In 2019, the total number of temporary employees was 624, including 255 student interns.
- Excludes contingent workers who are retained on a limited basis as needed for short-term assignments, special assignments, or large-scale projects. Contingent employees represent less than 5% of the total workforce.

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	2017	2018	2019
Electricity (GJ)	222,441	219,054	221,681
Steam (GJ)	87,905	894	894
Cooling (GJ)	0	1,519	1,519
Natural Gas Heating (GJ)	175,600	126,199	125,733
Transportation Fuel (GJ)	148,182	163,837	157,036
Total fuel consumption within the organization from non-renewable sources in joules or multiples (GJ)	323,782	290,037	282,769
Total fuel consumption within the organization from renewable sources in joules or multiples (GJ)	0	0	0
Total energy consumption within the organization in joules or multiples (GJ)	634,128	511,504	506,863
Total energy consumption normalized by square feet (GJ/GSF)	0.137	0.125	0.118

Notes:

- Cushman & Wakefield collected energy consumption data from our facilities. We did not sell any energy in 2019.
- 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

	2017	2018	2019
Scope 1 emissions (tCO ₂ e)	18,902	17,373	16,873
Scope 2 emissions (tCO ₂ e) (location-based)	34,158	27,126	27,722
Scope 3 emissions (tCO ₂ e)	20,291	19,435	21,093
Total Scope 1, 2 (location-based) and 3 emissions (tCO ₂ e)	73,351	63,935	65,688
Scope 1, 2 (location-based) and 3 emissions normalized by person (tCO ₂ e /million employees)	1,105	873	841

Notes:

- We calculate our greenhouse gas 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 business travel, fuel and energy related activities and waste generated in operations.
- GHG emissions evaluated as part of this inventory include all six greenhouse gases (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆). C&W does not produce significant biogenic emissions.
- Global warming potentials used to convert emissions into CO₂e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report.
- Emission factor sources include: U.S. EPA Emission Factor Hub, March 2020; U.S. Electricity: Year 2018 eGRID Subregion Emission Factors (eGRID 2018, January 2020); International Electricity: Year 2011 factors from “CO₂ Emissions from Fuel Combustion (2013 Edition)”, IEA, Paris; Commercial Air Travel: UK DEFRA 2019 Government GHG Conversion Factors for Company Reporting: Methodology Paper for Emission Factors. Year 2017 Factors. From August 2019 Release.
- Scope 2 emissions presented in this report are location-based emissions, which are calculated using the average electricity grid factor for each region or sub-region.
- 2017 and 2018 inventory adjustments were made to previously reported values to account for methodology improvements to data quality and structural changes due to mergers and acquisitions activity.

GRI 303: Water and Effluents and GRI 306: Effluents and Waste

303-3 Water withdrawal

306-2 Waste by type and disposal method

	2017	2018	2019
Total Hazardous Waste Generated (short tons)	0	0	0
Total Non-hazardous Waste Generated (short tons)	3,982	3,466	4,025
Total Non-hazardous Waste Landfilled (short tons)	3,719	3,237	3,759
Total Non-hazardous Waste Recycled (short tons)	263	229	266
Total water withdrawals (gallons)	99,789,814	90,601,414	89,376,519

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 withdrawals 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 US 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 US California Environmental Protection Agency, Integrated Waste Management Board, Waste Disposal and Diversion Findings for Selected Industry Groups, Table 21, June 2006.

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, pp. 19, 21 - 22
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	Ethics and Compliance, pp. 19, 21 - 22
Labor		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Our Impact on People and Communities, p. 47
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour;	Ethics and Compliance, pp. 19, 21 - 22
Principle 5	Businesses should uphold the effective abolition of child labour; and	Ethics and Compliance, pp. 19, 21 - 22
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Ethics and Compliance, p. 19, Our Impact on People and Communities, p. 50
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Environmental Performance, p. 24
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility; and	Environmental Performance, p. 24 Adding Sustainable Value in Real Estate, p. 35 - 44
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Adding Sustainable Value in Real Estate, p. 35 - 44
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics and Compliance, pp. 18, 20 - 22





(102-53)

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 53,000 employees in 400 offices and 60 countries. In 2019, the firm had revenue of \$8.8 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.

Cushman & Wakefield's 2019 CSR Report and past reports are available on our website:

www.cushmanwakefield.com/en/about-us/corporate-social-responsibility

We welcome your comments, queries and feedback. Please reach out to:

Maria D'Avanzo

Chief Ethics and Compliance Officer
+1 212 841 7605

maria.davanzo@cushwake.com

Haley Friedlich

Corporate Relations and Policy Manager
+1 312 424 8078

haley.friedlich@cushwake.com

This report may contain forward-looking statements, which rely on a number of estimates, projections and assumptions concerning future events. Should any such estimates, projections and assumptions or other uncertainties and factors materialize in ways that Cushman & Wakefield did not expect, there is no guarantee of future performance and the actual results could differ materially from the forward-looking statements in this report. Please refer to our most recent quarterly report filed on Form 10-Q, and our most recent annual report filed on Form 10-K, and in particular any discussion of risk factors or forward-looking statements therein, which are available on the SEC's website (www.sec.gov), for a full discussion of the risks and other factors that may impact any forward-looking statements that may be included in this report. Except to the extent required by applicable securities laws, we undertake no obligation to update or publicly revise any of the forward-looking statements that may be included here.

