

# EMS IMPLEMENTATION

BEHIND THE SCENE OF  
LEADING ENVIRONMENTAL  
CHANGE

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Better never settles

# ELC



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# AGENDA

01

ABOUT ME & COMPANY

02

CONTEXT & PLAN

03

TOOLS & METHODOLOGIES

04

OUTCOME & LESSONS LEARNED



01

ABOUT ME & COMPANY





## Work Background

HSSEQ and Operational Excellence Senior Lead with 15 years of experience in health and safety, environment protection, quality assurance, and business continuity across various industries. Proven in designing and implementing management systems to minimize risk and enhance quality. Skilled leader with EMEA and CEE team management, project management, and senior leadership experience. Worked with premium brands like Coca-Cola, DHL, and Cushman & Wakefield.



[linkedin.com/in/lukaszwlodyga](https://www.linkedin.com/in/lukaszwlodyga)



## Learning

### Warsaw School of Economics (SGH)

Human Resource Management in the Organization  
postgraduate studies

### University of Warsaw (UW)

Protection of the Environment  
postgraduate studies

### Military Technical Academy (WAT)

Hazardous Materials and Chemical Rescue  
postgraduate studies

### The Main School of Fire Service (SGSP)

MSc in Fire Safety Engineering (specialization: civil safety)

### Warsaw University of Technology (PW)

Workplace's Health and Safety  
postgraduate studies

### The Main School of Fire Service (SGSP)

Engineer in Civil Safety Engineering



## My pledge

"To constantly support our Team and Business with new processes and tools, thus contributing to our EHS strategy."



## Achievements

I joined C&W in 2019. Since then, I have managed to build a fantastic network of contacts and relationships in an ultra-matrix structure. I took part in numerous initiatives and projects aimed at improving our organization. I have initiated and run three strategic projects: **Path 2 Safety, Direction Quality and Cushman Goes Green**. I am responsible for our EMEA HSSEQ back office, ensuring that our systems, applications and tools are running smoothly.



## Hobbies



## Foster child tutor



# About Cushman & Wakefield

## Leading Commercial Real Estate Services with Out-sized Impact

Cushman & Wakefield is a leading global commercial real estate services firm that makes a meaningful impact for our people, clients and communities. Led by an experienced executive team and approximately 52,000 employees, we are driven to solve complex problems for real estate occupiers and owners, and we have the expertise and experience to bring solutions to life. We offer a broad suite of services across approximately 60 countries through our integrated and scalable platform. We are domiciled and headquartered in the United Kingdom with our U.S. Corporate headquarters in Chicago.

The built environment is complex. There are always bigger problems to outthink and greater challenges to outdo. That's why we will never settle for the world that's been built, but will relentlessly drive it forward. Our business is focused on providing a comprehensive offering of services, which include:

- (i) **Services, including property, facilities and project management;**
- (ii) **Leasing;**
- (iii) **Capital markets;** and
- (iv) **Valuation and other services.**

### KEY STATISTICS<sup>(3)</sup>

~\$9.5B

2023  
Revenue

~52K

Employees  
Worldwide

~400

Offices

~6.2B

Square Feet  
Managed

~60

Countries

54%

Services<sup>(1)(2)</sup>  
Fee Revenue

<sup>1</sup> Effective January 1, we have renamed the "Property, Facilities, and Project Management" services line to "Services."

<sup>2</sup> Reflects Services as a percentage of total service line fee revenue for LTM Jun-24.

<sup>3</sup> All provided figures are approximate.

### FEE REVENUE BY SERVICE LINE (APPROXIMATE % OF FY '23)

7%

Valuation and Other

- > Valuation & Advisory
- > Strategic Consulting

10%

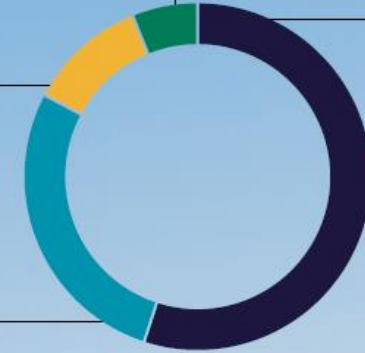
Capital Markets

- > Investment Sales
- > Equity, Debt and Structured Finance

29%

Leasing

- > Tenant Representation
- > Agency Leasing



54%  
Services<sup>(1)</sup>

- > Property Management
- > Integrated Facilities Management (Global Occupier Services or "GOS")
- > Project Management
- > Facility Services (C&W Services)



More information about Cushman & Wakefield's business and service offerings can be found on our [webpage](#).





02

CONTEXT & PLAN

Before we start...

Please open [menti.com](https://www.menti.com)  
on your mobile web  
browser



or scan QR code below  
using your mobile camera





# CONTEXT & PLAN

## WHY?



**Goal 11.**  
Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable



**Goal 13.**  
Climate Action


Take urgent action to combat climate change and its impacts

We are transitioning to net zero in our own operations and are working to ensure that our value chain has ambitious climate action goals. For more detail, see the **Our Science-Based Targets and Net-Zero Commitments, Environmental Management** and **Climate Risk and Resilience** sections of the **Better for Our Planet** chapter of this report.



# SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

OBJECTIVE	GOALS
 <p><b>Better for the Planet</b> <b>We drive net zero</b></p> <p>We take practical steps to drive the transition to a net-zero world, creating a sustainable future for the planet.</p>	<ul style="list-style-type: none"> <li>&gt; Achieve net zero<sup>2</sup> for Scopes 1, 2 and 3 greenhouse gas (GHG) emissions by 2050.</li> <li>&gt; Reduce absolute Scope 1 and 2 emissions across our corporate offices and operations 50% by 2030 (from a 2019 baseline year).</li> <li>&gt; Engage our clients, representing 70% of emissions at our managed properties (Scope 3), to set their own science-based targets by 2025.</li> <li>&gt; Purchase 100% renewable electricity for our corporate offices by 2030.<sup>3</sup></li> <li>&gt; Electrify our vehicle fleet globally by 2035.</li> <li>&gt; Achieve sustainability certifications for all of Cushman &amp; Wakefield's major office construction and renovation projects.</li> <li>&gt; Implement waste reduction and recycling programs for all offices globally by year-end 2024.</li> <li>&gt; Eliminate single-use plastics from all offices by year-end 2025.</li> </ul>

# CONTEXT & PLAN WHY?



## CLIENT EXPECTATIONS



### Proposal

The proposal must be drawn up in English. Within the scope of completeness and accuracy we would like you to take the following topics into consideration in the course of your proposal:

- Description of the firm's ownership
- Financial statements
- Professional accreditations, certifications and memberships
- Relevant experience, especially with open-ended real estate funds
- Description of current assignments and possible conflicts of interest
- Property Management Approach
- Proposal of potential Facility Manager
- Statement of the firm's property management philosophy
- Description of the firm's approach to measuring and achieving excellent tenant satisfaction
- Sustainability **(in accordance with ISO 14001)**
- Staffing plan including the organization chart depicting key operating units and hierarchy, resumés of proposed key personnel, job descriptions with essential qualifications
- Insurance certificate of the prospective property manager including the amount insured



### SUSTAINABLE DEVELOPMENT QUESTIONNAIRE



### ENVIRONMENTAL QUESTIONS Principles 7,8,9. of The Global Compact

9. Have you set an environmental process within your firm in order to reduce the environmental impact of your activities, products or services?

YES

NO

9.1 If yes, please specify some of them?

9.2 If yes, is the process certified (ISO 14001 or else)?

YES

NO

Please join the certificate

Does your company have an Environmental Management System in place which relates to your property management services that as a minimum incorporates a system for identifying and ensuring compliance with applicable environmental legislation?

Is the Environmental Management System companywide or asset specific?

Is the Environmental Management System (EMS) ISO 14001 certified?



Czy firma zarządzająca CUSHMAN posiada certyfikat systemu zarządzania PN – EN ISO 14001?

Jeżeli tak to poproszę o przesłanie.





# CONTEXT & PLAN

## Project Goals



**CUSHWAKE**  
GOES GREEN



1. The aim of the project was to contribute to global Target # 1 as part of our SBTi commitment\* by implementing an accredited ISO 14001 Environmental Management System (EMS) for C&W EMEA corporate offices.
2. Actively support business development and generation through a recognised best practice certification and industry leading scope.

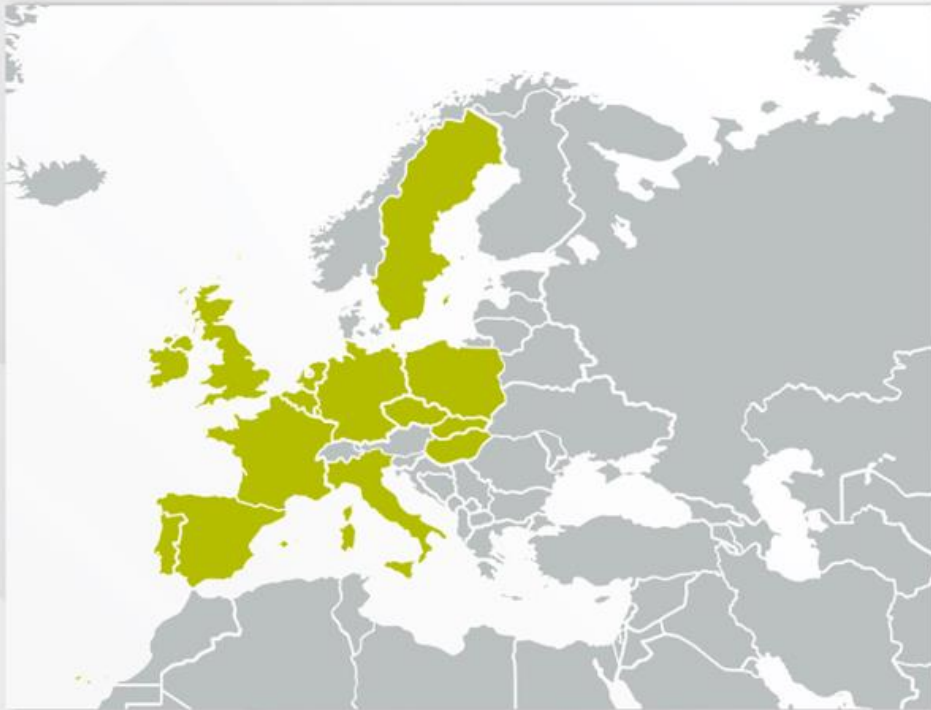
**\*Target #1:** Reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions across our corporate offices and operations 50% by 2030 from a 2019 base year

# CONTEXT & PLAN

## Project Scope

### ISO 14001 ENVIRONMENTAL MANAGEMENT SYSTEM

EMEA countries included in the scope of the EMS



Country	Offices in Scope
Czech Republic	Prague
Slovakia	Bratislava
Poland	Warsaw
Hungary	Budapest & Budapest PSC
France	Paris
Spain	Madrid & Barcelona
Italy	Milan & Rome
Republic of Ireland	Dublin
Netherlands	Utrecht
Luxemburg	Luxemburg
Sweden	Stockholm
Germany	Frankfurt & Berlin
Portugal	Lisbon
Belgium	Brussels
United Kingdom	2 x London, Birmingham, Bristol, Leeds, Manchester, Edinburgh

#### Certification scope:

Provision of real estate services including landlord representation services, tenant representation services, capital markets, valuation & advisory services in all EMEA locations except Budapest PSC where acting as Portfolio Service Center for real estate services for Global Occupier Services.



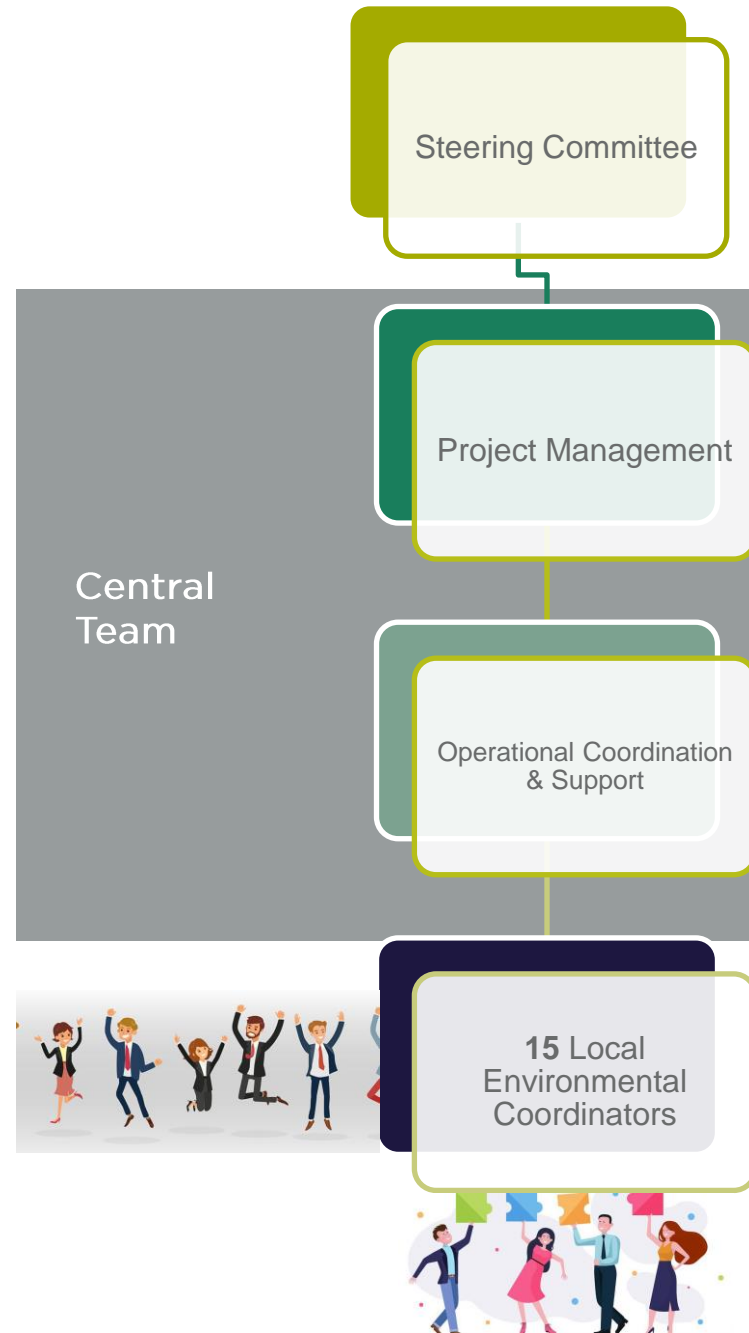


# 03

## TOOLS & METHODOLOGIES

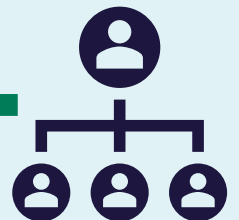
# TOOLS & METHODOLOGIES

## People & Governance



### Opportunities & Challenges:


- Endorsement of the Country Heads
- Limited resources
- Diversity of the teams
- Competences






# TOOLS & METHODOLOGIES

## Documentation






## Environment


Cushman & Wakefield is committed to be a responsible steward of the environment. We continue to seek to identify all environmental risks and opportunities associated with our business, including climate change and resource depletion. We are committed to conducting our operations and delivering our products and services with the highest standard of environmental care and social responsibility. To this end, we are committed to a sustainable future, achieving a balance between environmental, technological, economic, and social objectives.

**Specifically, Cushman & Wakefield is committed to:**

- Reducing the impact of buildings on global greenhouse gas emissions, calculating and disclosing our carbon footprint from corporate operations, benchmarking our performance and setting carbon reduction goals.
- Undertaking our operations and delivering products and services in a manner consistent with local and regional business requirements and where appropriate the international standard for Environmental Management System, ISO 14001.
- Conducting assessments of environmental aspects and impacts, as well as setting objectives and targets, to reduce waste and impacts on the environment, prevent pollution, conserve natural resources, protect cultural heritage, and drive energy efficiency.
- Ensuring our operations, products and services comply with applicable legal and other compliance requirements.
- Providing appropriate education and training, particularly for our employees with environmental responsibilities, to ensure we meet our environmental objectives and targets.
- Making continual improvements in environmental performance, with the aim of protecting the environment; and
- Communicating our environmental performance to our employees, customers, suppliers, contractors and the community.

  
**John Forrester**  
 Chief Executive Officer  
 Cushman & Wakefield  
 July 2022  
 Next review due: July 31, 2024





**Figure 1. Plan-Do-Check-Act Model**


### 1.0 Introduction

To achieve continual environmental improvement, C&W's environmental management system adheres to the Plan-Do-Check-Act (PDCA) model which is illustrated in Figure 1.

### 2.0 ISO 14001 Reference and Documentation Alignment

ISO 14001 Reference	Description	EMS Documentation Reference
4	Context of the Organisation	<ul style="list-style-type: none"> <li>EMEA Contextual Analysis Assessment</li> <li>EMEA Risks &amp; Opportunities</li> </ul>
5	Leadership	<ul style="list-style-type: none"> <li>Global Environmental Policy</li> <li>EMEA Environmental Roles and Responsibilities</li> </ul>
6	Planning	<ul style="list-style-type: none"> <li>EMEA EMS Manual</li> <li>EMEA Life Cycle Flows</li> <li>EMEA Environmental Aspects and Impacts</li> <li>EMEA Environmental Aspects and Impacts Register</li> <li>EMEA Environmental Compliance Obligations</li> </ul>

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Section	Category	Documentation Reference
7	Support	<ul style="list-style-type: none"> <li>EMEA Environmental Compliance Obligations Register</li> <li>EMEA Environmental Objectives, Targets and Programmes</li> <li>EMEA Environmental Objectives and Targets Register</li> </ul>
		<ul style="list-style-type: none"> <li>EMEA Environmental Training</li> <li>EMEA Environmental Training Matrix</li> <li>Earth Savers Booklet</li> <li>HSSEQ Document Control Guide</li> <li>HSSEQ Document Register</li> <li>EMEA Environmental Communications and Complaints</li> <li>Complaints Summary Leaflet</li> </ul>
8	Operation	<ul style="list-style-type: none"> <li>EMEA Procurement</li> <li>EMEA Health, Safety and Environmental Rules for Contractors</li> <li>Compromiso ambiental proveedores (ESP equivalent to EMEA Rules)</li> <li>Office Suppliers List</li> <li>Proposal Comparison Table</li> <li>EMEA Waste Management</li> <li>EOP05 Spillage Risk Assessment Procedure (Managed Sites)</li> <li>EOP06 Spill Response (Managed Sites)</li> <li>EOP07 Waste Management (Managed Sites)</li> <li>EMEA Emergency Preparedness and Response</li> <li>EMEA Material Storage</li> <li>EMEA Spillage Risk Assessment</li> </ul>
		<ul style="list-style-type: none"> <li>EMEA Internal Auditing</li> <li>EMEA Internal Auditing Programme</li> <li>EMEA Internal Environmental Audit Template 1 (UK)</li> <li>EMEA Internal Environmental Audit Template 2 (CEMEA)</li> <li>EMEA Management Review</li> <li>Country Management Review Template</li> <li>EMEA Environmental Monitoring and Measurement</li> <li>EMEA EMS Monitoring and Measuring Dashboard</li> <li>CW GHG Data Collection Form (Global)</li> </ul>
9	Performance Evaluation	<ul style="list-style-type: none"> <li>EMEA Nonconformity and Corrective Action</li> <li>EMEA CAPA Log</li> </ul>

### 3.0 Approvals

<b>Document Owner:</b> Megan Such, Senior Sustainability Consultant <small>(First and last name, position)</small>	<b>Date:</b> 25 November 2022
<b>Approved by:</b> Matthew Garwood, Head of HSSEQ EMEA <small>(First and last name, position – it must be the owner of the process, the person responsible substantively for the given area)</small>	<b>Date:</b> 25 November 2022

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# TOOLS & METHODOLOGIES

## Collaboration & Communication



The screenshot shows the Microsoft Teams interface. On the left, a list of teams is visible, including 'Direction Quality', 'Cushwake Goes Green', 'CEE H&S Cluster Improvement Plan', 'EMEA HSSEQ Team', 'EMEA HSSE Ambassadors', 'EMEA Quality Forum', 'Global HSSEQ Team', 'COVID-19 - Implications for Facilities', 'EMEA HSSE Management System De...', 'EMEA AS - COVID-19', 'H&S for Office & HR CEE', 'OneCushWake PL', and 'Charytatywnie - remont domu zastępcze...'. The main pane shows the 'General' team's document library with a table of documents:

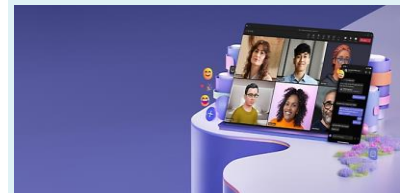
Name	Modified	Modified By
00. EMS Manual	January 20	Lukasz Wlodyga/P...
01. Scope and Context of the Organisation	January 20	Lukasz Wlodyga/P...
02. Leadership and Commitment	January 20	Lukasz Wlodyga/P...
03. Aspects and Impacts	January 20	Lukasz Wlodyga/P...
04. Compliance Obligations	January 20	Lukasz Wlodyga/P...
05. Environmental Objectives	January 20	Lukasz Wlodyga/P...
06. Competency and Awareness	January 20	Lukasz Wlodyga/P...
07. Communication	January 20	Lukasz Wlodyga/P...
08. Document Control	January 20	Lukasz Wlodyga/P...
09. Operational Planning and Control	January 20	Lukasz Wlodyga/P...
10. Emergency Preparedness and Response	January 20	Lukasz Wlodyga/P...
11. Performance Evaluation	January 20	Lukasz Wlodyga/P...
12. Nonconformity and Corrective Action	January 20	Lukasz Wlodyga/P...
Workshop recordings	April 8	Michal Wasialk/POL
Cushwake Goes Green CEE Kick-off.pdf	February 15	Lukasz Wlodyga/P...
Key Info.xlsx	Yesterday at 1:00 AM	Lukasz Wlodyga/P...

The screenshot shows a document library view for the '06. Planning' team. The breadcrumb path is 'Documents > General > 06. Planning > 6.1.2 Aspects and Impacts'. The library contains three folders:

- 01. Archive
- 02. EMEA
- 03. Countries

The screenshot shows a Microsoft Teams chat conversation in the 'General' channel. The chat history includes:

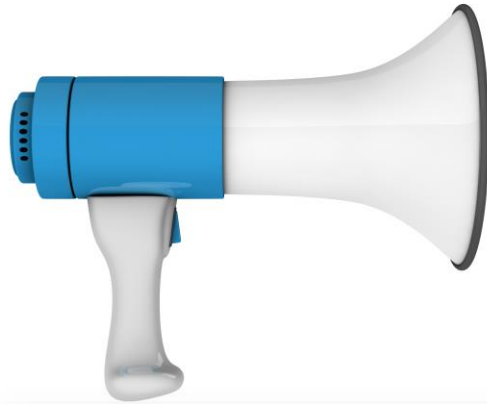
- A post from Megan Suchy/GBR (23.10.2023 13:40) with 1 like. The message says: "Cushwake Goes Green Hi all - please ensure that you download and display the new Environmental Policy in your offices. The policy can be found here: <https://www.cushmanwakefield.com/en/about-us/esg> under Global Resources." Below the text is a card for "Environmental, Social and Governance (ESG) | C..." with a description: "We aim to take bold action to advance environmental social and governance (ESG) within our operations and for..." and the website "www.cushmanwakefield.com".
- A post from Megan Suchy/GBR (16.11.2023 11:40) with 1 like. The message says: "Hi Cushwake Goes Green! For those of us with fortnightly calls, I am moving these around to accommodate some of the internal auditing that is taking place! Please let me know if you have any concerns 😊"
- A post from Megan Suchy/GBR (30.01 13:18) with 7 likes. The message says: "Hi Cushwake Goes Green, please can I ask that you all check the Environmental Policy you have displayed in your offices and ensure that it has Michelle Mackay's signature and is dated for the next review July 31, 2024? Please confirm if you have a different policy in your office(s). Thank you!"
- A post from Christopher Stevenson/LUX (20.03 17:23) with a checkmark icon.





# TOOLS & METHODOLOGIES

## Collaboration & Communication



Clear plan for regular and ad-hoc meetings.



The screenshot shows an Excel spreadsheet with the following structure:

Site Electric Consumption													
(kWh)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Buildings served (if more than one)													
Electricity Supplier													
FIRST QUARTER													FIRST QUARTER
January													January
February													February
March													March
SECOND QUARTER													SECOND QUARTER
April													April
May													May
June													June
THIRD QUARTER													THIRD QUARTER
July													July
August													August
September													September
FOURTH QUARTER													FOURTH QUARTER
October													October
November													November
December													December
Year													Year

The sidebar on the right shows a video conference grid with the following participants:

- Monica Cruz/PRT
- Lisa James/RLD
- Simona Buckova/...
- Christopher Stew...
- Megan Such/GRR
- Radoslaw Wrona/...
- Lukasz Wlodzyga/...
- Agathe Bornalet/...
- Karla Kiz/HUN
- Michal Wasilak/POL
- Clotilde Cordier/...
- Beatrice Marino/L...
- Kvanc Acar/TUR

- ✓ Regular central team meetings
- ✓ Regular meetings / workshops with local env. Coordinators (LECs)
- ✓ Ad-hoc sessions for LECs

# TOOLS & METHODOLOGIES

## Project Management



🔗 EMEA ISO 14001 board ⓘ ☆

Last seen Invite / 15 ↗ Activ

Add board description

🏠 Main Table | ☆ En Coordinators | Detailed action plan | Risk & Issue log | Gantt Chart | LUKASZ & MICHAL... | Country Head view | Megan view | Helicopter view ga... | **Screen** | + | 🔗 Integrate

**New Item** ▾ 🔍 Search 👤 Person ⚙️ Filter ▾ ⬆️ Sort ↻ 🔍 / 8 ⚙️ 🗑️ 📄

🔍 Helicopter view implementation plan

	Subitems	Task Owner	Status	Target Date	Risks?	Timeline
GO/ NO GO DECISION for EMEA countries	+	MG MH	Done	✓ May-15		Feb 28 - May 9
Adjusting UK procedures to EMEA level	+	MW ŁW MS	Working on it	○ Jun 30		Mar 3 - Jun 30
Local implementation of procedures based on provided trainings	+	Local Env Coordinators	Working on it	○ Oct 31		Apr 1 - Oct 31
Carrying out internal audits by HSSEQ managers	+	HSSEQ Managers	Not started	○ Dec 3		Nov 1 - Dec 3
Undertaking corrective & preventive actions (CAPA)	+	Local Env Coordinators	Not started	○ Dec 27		Dec 7 - 27
Carrying out Management review (READINESS FOR CERTIFICATION)	+	MW ŁW MS	Not started	○ Jan 23, 2023		Jan 9, '23 - Jan 23, '23
Undertaking external SGS audit (2023)	+	5-6 corporate offices	Not started	○ Mar 11, 2023		Feb 17, '23 - Mar 11, '23
+ Add Item						

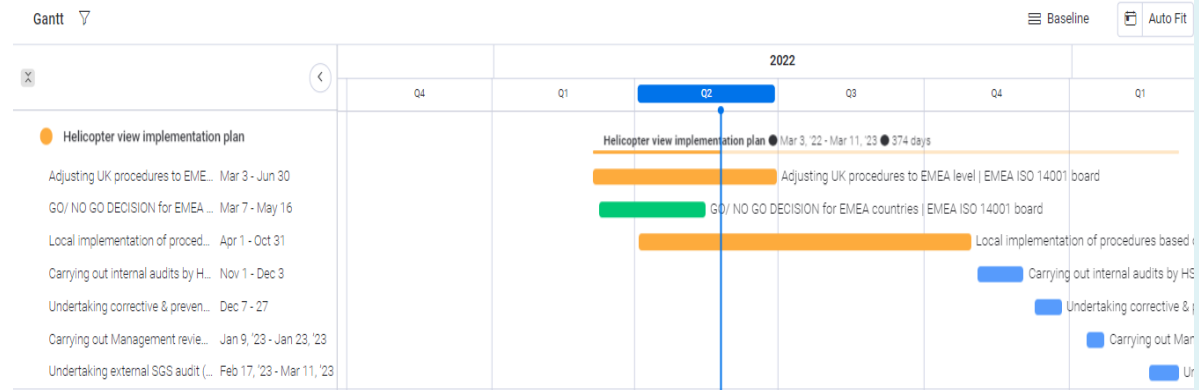
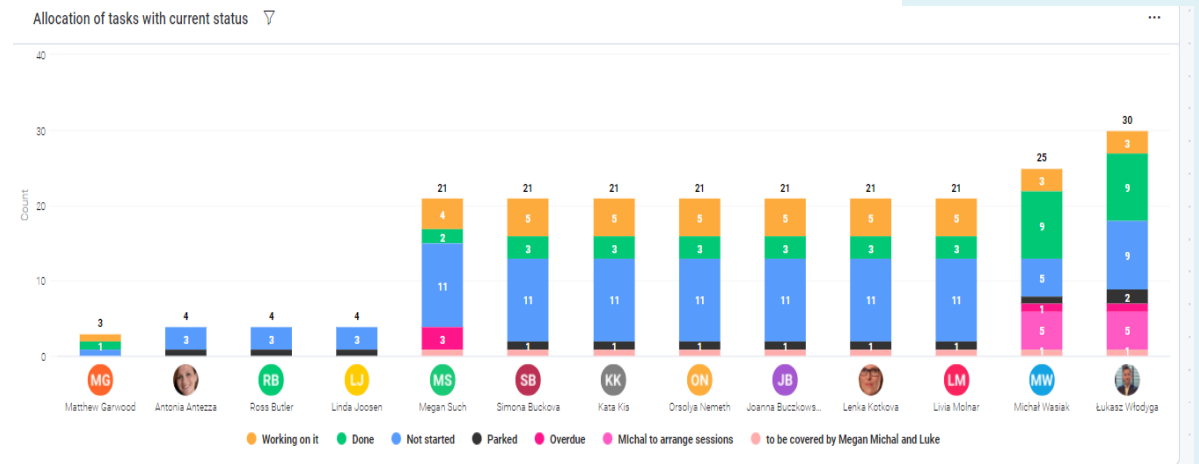
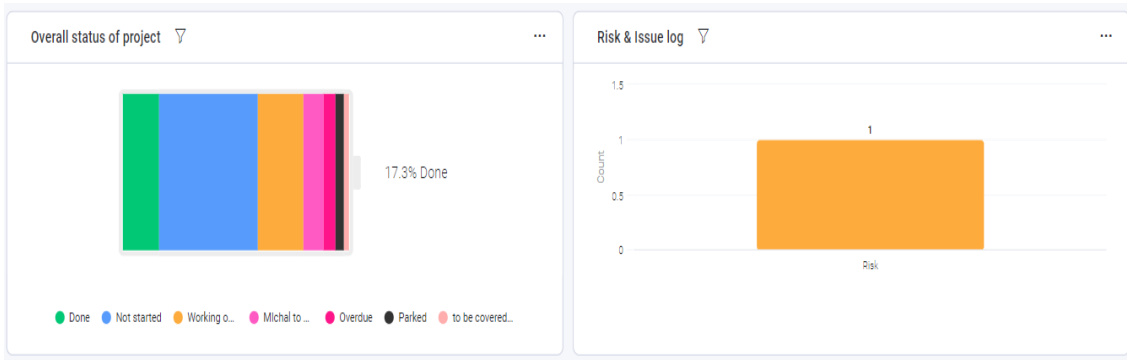
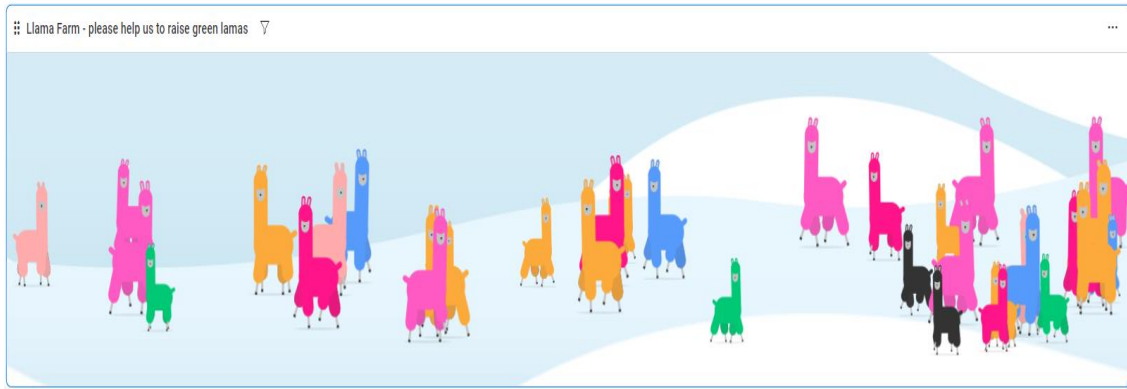
🔍 Detailed IMPLEMENTATION plan

	Subitems	Task Owner	Status	Target Date	Risks?	Timeline
Megan Such to send final UK documents	+	Megan Such	Done	⚠️ Feb-4		-
Creating accounts on Monday.com for CEE	+	Michał Wasiak, Łukasz Włod...	Done	✓ Feb-16		Feb 16
Introducion meeting for CEE env coordinators	+	Michał Wasiak, Łukasz Włod...	Done	⚠️ Feb-17		Feb 17
Creating repository for ISO 14001 group certification project (one place for all supplemented templates)	+	Michał Wasiak, Łukasz Włod...	Done	✓ Feb-17		Feb 17
Adjusting UK Environmental Compliance Obligations procedure to EMEA level	+	Michał Wasiak, Łukasz Włod...	Done	⚠️ Feb-25		Feb 25 - 28
Adjusting UK Environmental Aspects and Impacts procedure to EMEA level	+	Michał Wasiak, Łukasz Włod...	Done	⚠️ Feb-25		Feb 25 - 28
Preparing training session based on UK examples about Envi. aspects. Session will be recorded for further training purposes	+	Michał Wasiak, Łukasz Włod...	Done	✓ Mar-3		Mar 3 - 5
Preparing training session based on UK examples about compliance obligations/identification of legal and other requirements. S...	+	Michał Wasiak, Łukasz Włod...	Done	✓ Mar-3		Mar 1 - 3
Taking part in training session - envr aspects - CEE countries	+	Local Env Coordinators	Done	✓ Mar-10		Mar 10
Taking part in training session - compliance obligations - CEE countries	+	Local Env Coordinators	Done	✓ Mar-10		Mar 10
Adjusting UK Environmental Objectives, Targeters and Programmes procedure to EMEA level	+	Michał Wasiak, Łukasz Włod...	Done	✓ Mar-31		Feb 28 - Mar 31



# TOOLS & METHODOLOGIES

## Project Management







# 04

## OUTCOME & LESSONS LEARNED

# OUTCOME

## Audit summary commentary



*There were zero NCRs raised, and just a small number of observations and opportunities for improvement which is great considering we have had 10 SGS auditors covering 6 countries and 8 office locations. It was an excellent performance.*

*I have been very impressed with not just the management system but the way you have facilitated and supported all your colleagues and made what could have been a very stressful project, calm and straightforward and very meaningful and credible.*

Lead Auditor from SGS

Certificate GB07/71454

The management system of

**Cushman & Wakefield**

(EMEA Office) 125 Old Broad Street London EC2N 1AR United Kingdom

has been assessed and certified as meeting the requirements of  
**ISO 14001:2015**

For the following activities

Provision of real estate services including landlord representation services, tenant representation services, capital markets, valuation & advisory services, acting as Portfolio Service Center for real estate services for Global Occupier Services.

This certificate is valid from 22 March 2023 until 27 March 2025 and remains valid subject to satisfactory surveillance audits.

Issue 13. Certified since 27 March 2007

Multiple certificates have been issued for this scope, the main certificate is numbered GB07/71454  
Certified activities performed by additional sites are listed on subsequent pages.

Authorised by  
Jonathan Hall  
Global Head - Certification Services

SGS United Kingdom Ltd  
Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK  
t +44 (0)151 350-6666 - www.sgs.com



# OUTCOME

## EMS Achievements



**IMPROVE DISCLOSURE & TRANSPARENCY**



**MEET LEGISLATIVE REQUIREMENTS**



**COST REDUCTION & ASSET EFFICIENCY**



**MEET EMPLOYEE & CONSUMER EXPECTATIONS**

Numerous local activities and initiatives within the framework of environmental goals

Contribution to achieving UN SD / SBTi global goals





# LESSONS LEARNED

What worked and what we would do differently



Supporting IT technologies



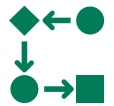
Benefits of multisite (multicountry) certification



Proper preparation of Local ext. Auditors



Knowledge base and workshop recordings



An adaptable and flexible management system



Where possible, integrate management system



Stakeholder and Leadership buy-in



Defined roles and responsibilities



Communication with local leadership



Specialist knowledge / SMEs



CUSHWAKE  
GOES GREEN



# Q & A

QUESTIONS & ANSWERS



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#### ABOUT CUSHMAN & WAKEFIELD

Cushman & Wakefield (NYSE: CWK) is a leading global commercial real estate services firm for property owners and occupiers with approximately 52,000 employees in nearly 400 offices and 60 countries. In 2023, the firm reported revenue of \$9.5 billion across its core services of property, facilities and project management, leasing, capital markets, and valuation and other services. It also receives numerous industry and business accolades for its award-winning culture and commitment to Diversity, Equity and Inclusion (DEI), sustainability and more. For additional information, visit [www.cushmanwakefield.com](http://www.cushmanwakefield.com).

Better never settles