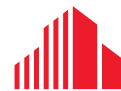




2022

CUSHMAN & WAKEFIELD

Gender Equality and Inclusion Report



**CUSHMAN &
WAKEFIELD**



EXECUTIVE SUMMARY

As a leading global commercial real estate firm, we believe Cushman & Wakefield has a responsibility to help create a more sustainable and inclusive future for our people, clients, communities and planet. Part of our responsibility is a deep commitment to gender representation, parity and equity.

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

Cushman & Wakefield is a people-centered firm, and we remain committed to creating an inclusive culture that allows our people, regardless of their gender or gender identity, to do their best work and develop their career while also attracting new top talent to further our impact. As a firm who believes that we succeed together, we have 52,000 people around the world who are delivering exceptional value to our clients and making an impact in our communities every day.



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PURPOSE AND VALUES

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

OUR PURPOSE INSPIRES US

We make an impact.

OUR VALUES UNITE US

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

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

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

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



OUR JOURNEY & COMMITMENT TO GENDER DIVERSITY, EQUITY & INCLUSION

Cushman & Wakefield has prioritized Diversity, Equity and Inclusion (DEI), inclusive of gender and gender identity, and has made impactful progress which we report externally in our annual ESG Reports. Our focus on gender diversity includes increased hiring of women at all levels and greater representation of women in leadership. We have grown the representation of women in our global workforce to 40% and our people management to 43% as of year-end (YE) 2022. On July 1, 2023, Michelle MacKay became Cushman & Wakefield's Chief Executive Officer as part of a thoughtful succession plan and became the first woman chief executive officer of a global commercial real estate firm. As of Q3 2023, our global executive leadership team is 47% women and our Board of Directors is 44% women.

Cushman & Wakefield has a long history of developing women in the commercial real estate industry. Cushman & Wakefield is an United Nations Global Compact (UNGC) participant and one of our identified UN Sustainable Development Goals (SDGSs) is Gender Equity to achieve gender equality and empower all women and girls. We also established our Women's Integrated Network (WIN) Employee Resource Group (ERG) in 2016. That same year, we became one of the first global sponsors of the Commercial Real Estate for Women (CREW) Network, the industry's premier business networking organization. As a founding CREW Network Global Agenda Program Partner, Cushman & Wakefield helped establish the International Agenda Program to expand CREW's mission to a global audience, providing new global business connections, opportunities, resources and perspectives for its members. We continue to invest in this partnership today and celebrate the accomplishments of several of our colleagues who have served as CREW presidents and in various other leadership roles while seeing CREW expand its reach around the globe.

Additionally, Cushman & Wakefield is a Paradigm for Parity® (P4P) Coalition member which represents current and former business leaders, including CEOs, CHROs and DEI experts who are dedicated to addressing systemic gender and racial gaps in the corporate sector. P4P partners with Cushman & Wakefield to develop and promote strategies that transform corporate leadership to help ensure women of all races, cultures and backgrounds have equal power and opportunity to advance.

Lastly, we have strong Supplier Diversity Program partnerships with WEConnect International, Women's Business Enterprise National Council (WBENC) and Women's Business Enterprise Alliance. These external partners help us expand our network and share thought leadership and best practices. Our deliberate focus and dedication to DEI internally and externally helps contribute to increased value and improved outcomes for our people, clients, partners, suppliers and communities.

OUR LEADERSHIP & TALENT PIPELINE

Our increased data transparency and year-over-year progress in the representation of women demonstrates our long-standing commitment to equity, inclusion, representation and belonging for women across all levels of our firm.

- > Our Board has generally maintained 40% representation of women from YE 2018 through YE 2022. On July 1, 2023, our representation of women increased to 44% with the appointment of Michelle MacKay, CEO, to the Board of Directors.
- > Our Global Executive Leadership Team representation of women has grown 34%, from 7% at YE 2018 to 41% in YE 2022. As of Q3 2023, our representation of women in our Global Executive Leadership Team is 47%.
- > Our management representation of women has grown 8%, from 35% in YE 2018 to 43% in YE 2022.
- > Our global representation of women grew over 1%, from 39% in YE 2018 to 40% in YE 2022, even as our global workforce grew from 46,272 employees to 53,733.

Since 2018, we have hired women globally at a rate higher than our global representation. In 2022, 41% of all hires were women. We have maintained strong hiring representation even as our global workforce grew 14% since 2018. Despite the impacts of the COVID-19 pandemic on women in the global labor force, women in our workforce grew by 17% since YE 2018.

TABLE 1: YEAR-OVER-YEAR REPRESENTATION OF WOMEN ACROSS LEVELS OF CUSHMAN & WAKEFIELD

Data represents YE numbers. See "Notes" on Page 7.

	2018	2019	2020	2021	2022	CHANGE 2018-2022
% Women						
Board of Directors	40%	40%	33%	40%	40%	0%
Global Executive Leadership Team	7%	7%	19%	22%	41%	+34%
All Management	35%	36%	42%	42%	43%	+8%
Non-Management	39%	40%	39%	39%	39%	0%
Global Workforce	39%	39%	39%	40%	40%	+1%
Hires	42%	43%	40%	42%	41%	-1%
Total Global Workforce Growth						
Global Workforce Headcount All Genders	46,272	48,173	49,974	50,072	52,733	14%
Women in Global Workforce	17,957	20,674	19,709	19,918	20,953	17%

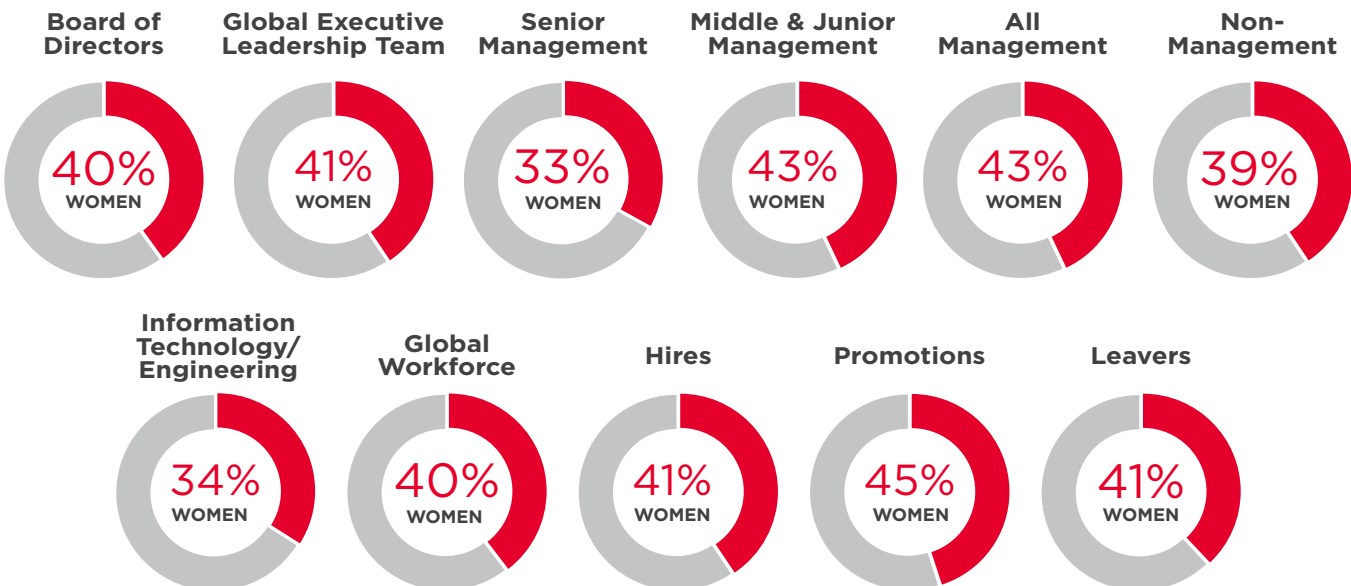
TABLE 2: 2022 YEAR-END (YE) REPRESENTATION OF WOMEN

Data represents YE numbers. See "Notes" on page 7.

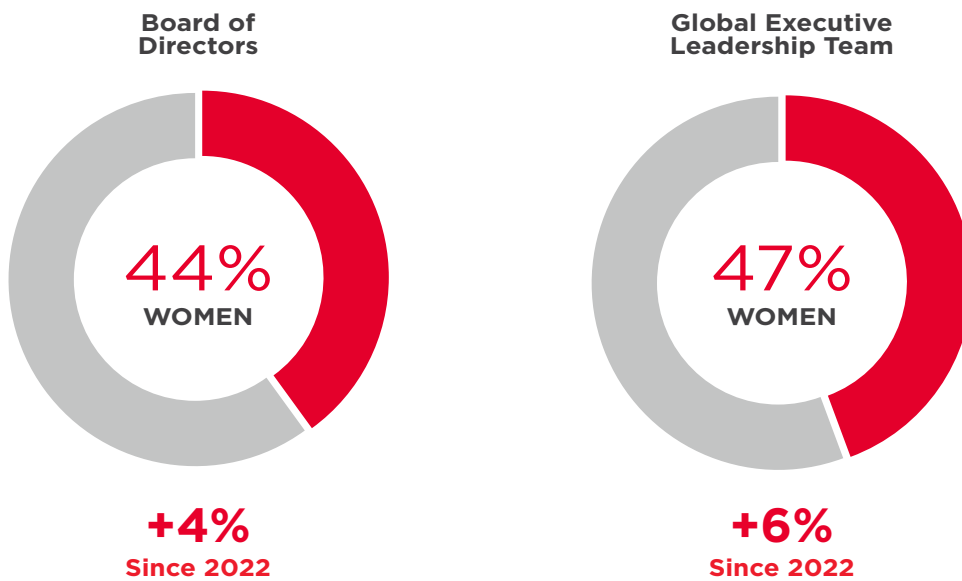
	% Women in Total Workforce	# of Women	# of Men, Non-Binary and Undisclosed	Total Workforce
Board of Directors	40.0%	4	6	10
Board Committees Chairs	33.3%	1	2	3
Global CEO	0.0%	0	1	1
Global CFO	0.0%	0	1	1
Global CDEIO	100%	1	0	1
Global Executive Leadership Team	41.2%	7	10	17
Senior Management	32.7%	36	74	110
Middle and Junior Management	43.2%	3,673	4,831	8,504
All Management	43.1%	3,716	4,915	8,631
Non-Management	39.1%	17,237	26,865	44,102
Global Workforce	39.7%	20,953	31,780	52,733
Information Technology/Engineering	33.6%	163	322	485
New Hires	41.3%	8,533	12,138	20,671
Promotions	44.9%	2,643	3,248	5,891
Leavers	41.3%	7,285	10,337	17,622

WORKFORCE BY GENDER (YE 2022 DEC 31 2022)

■ Women ■ Men, Non-Binary, & Not disclosed



CHANGES IN GENDER REPRESENTATION AS OF JULY 1, 2023 (SINCE 2022)



Notes:

- Represents total headcount for all employees at 2022 year-end except where noted below.
- All employee data is based on our Human Resources Information System (HRIS)-tracked employees.
- Excludes employees who are not tracked in our HRIS.
- Excludes temporary employees who are hired on a short-term basis.
- Excludes contingent workers who are not paid via payroll and indirectly are employed by Cushman & Wakefield. Contingent employees represent 5.5% of the total workforce.
- Gender data is self-reported by employees globally.
- Workforce and gender count data from 2020 and 2021 were restated in the 2022 ESG report to align with the updated gender classifications and improved FTE data quality in the HRIS system.
- Workforce and gender count data from 2019 is from the **2021 CSR Report** and data from 2018 is from the **2020 CSR report**.
- Board of Directors is our governing body and consisted of 10 directors from January 1 2022 to June 30 2023 and nine directors in Q3 2023.
- Global Executive Leadership Team is defined as a select group of top executives representing core business activities and who report through the CEO, President/COO, CFO, CPO and/or Chief Investment Officer.
- Senior Management is a select group of top leaders typically within two layers of our Global Executive Leadership Team who own a supervisory organization and are not an Executive.
- Middle and Junior Management are defined as employees who own a supervisory organization and are not part of the Global Executive Leadership Team or Senior Management.
- People Managers are defined as employees who own a supervisory organization at an aggregate comprised of Global Executive Leadership Team, Senior Management and Middle and Junior Management.
- Non-managers are defined as employees who are not an Global Executive Leadership Team, Senior Management or Middle and Junior Management.
- Information Technology/Engineering are employees assigned to the Technology Data Solutions Service Line.

OUR INFRASTRUCTURE SUPPORTING GENDER EQUITY

DATA TRANSPARENCY & REPORTING

Cushman & Wakefield continues working to advance gender equity in our global workforce and we remain among the leaders in our industry in this regard. An important aspect of gender equity is ensuring transparent data and representation at all levels of the company. In 2022, the Global People Team and Office of DEI worked together to measure and increase the representation of women at the Executive and People Manager levels. As a result, in 2022 we saw a 17% increase in representation of women on our Global Executive Leadership Team compared to the previous year and we remain flat in the percentage of women People Managers globally. Additionally, 45% of all promotions in 2022 were awarded to women.

GLOBAL JOB ARCHITECTURE

In 2022, we designed a new global job architecture that enables Cushman & Wakefield to support our people's ongoing career and skill development. This globally consistent framework for our firm's jobs, career levels, job families and compensation ranges aims to ensure we have the infrastructure to support global talent mobility, career progression across and among business units and functions, and equitable career maps across the firm. We are currently in Phase II of this project, focusing on applying the foundation of the job architecture map, which includes job family, career stream and defined job levels, to our Performance Management Program, Total Rewards and career development opportunities. This update was completed in early 2023, and we expect the architecture to grow and develop as our business evolves. We look forward to sharing results with increased data transparency in our 2023 ESG Report to be released in 2024.



HIRING

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

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

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

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

PAY EQUITY

Cushman & Wakefield is a strong proponent of pay equity and believes pay equity to be fundamental to our values. Our commitment to pay equality is essential to our commitment to attracting, retaining and developing a highly qualified, diverse and dedicated workforce. Our employment decisions are based on qualifications, performance and abilities, and will be made in compliance with applicable employment laws. We do not discriminate, and we do not permit our employees or third parties to discriminate against other employees or applicants based on gender, race, color, national origin, ancestry, citizenship, religion, age, physical or mental ability, medical condition, genetic information, pregnancy, sexual orientation, gender identity or gender expression, veteran status, or marital status, or any other basis protected by law. Cushman & Wakefield complies with wage and hour laws and fair labor practices for our employees. This commitment is codified in our Global Code of Business Conduct.

We are committed to reducing our gender and ethnicity pay gaps. [Download and read our UK Pay Gap Report](#) which demonstrates our recent progress in achieving this goal.

2022 UK Pay Equity Key Achievements

- > The UK median gender pay gap figure has continued its downward trend, decreasing an additional two percentage points year-on-year to 25.9%
- > In the UK, this has declined every year since 2018, when it stood at 33.3%.
- > The mean UK gender pay gap remained static year-on-year at 29.2%, having declined from 35.8% since 2018.

EMPLOYEE BENEFITS AND WELL-BEING

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

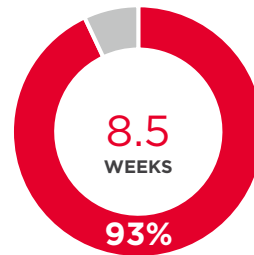
2022 Benefits and Impact

- > Life and AD&D insurance
- > Health Care (medical, dental and vision)
- > Parental Leave (maternity and paternity)
 - > In 2022, fully paid primary caregiver parental leave was available in 31 countries, representing available coverage to 93% of our global workforce. The weighted average leave was 8.5 weeks for the primary caregiver, regardless of gender, or an average of 18 weeks across countries.
 - > Additionally, in 2022, fully paid secondary caregiver parental leave was available in 29 countries, representing available coverage for 91.7% of our global workforce. The weighted average leave was 2.4 weeks or an average of 7 weeks across the 29 countries.
 - > We track the retention of our employees who use parental leave in 19 countries, which covers data for 90% of our global workforce. As of 2022, women colleagues who used parental leave were still employed 12 months after their return date at a weighted average retention rate of 72.2%

- > Back-up Family Care
 - > In 2022, 71% of our global workforce across 10 countries have access to back-up family care to assist when there is a gap in regular care arrangements or a subsidy to assist with the cost of care of a family member.
- > Retirement provision (e.g., 401(k) in the U.S.)
 - > In 2022, our WIN ERG provided financial education webinars to their members to increase financial literacy and economic equity.
- > Paid Time Off (eligibility varies by client site, business line, employee type, standard weekly hours and pay level)
- > Flexible Working Policy
 - > In 2022, 91% of our global workforce across 27 countries have access to flexible working. This can vary based on business needs and job tasks.
- > Tuition reimbursement

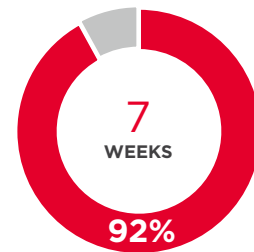


Primary Caregiver Fully Paid Parental Leave



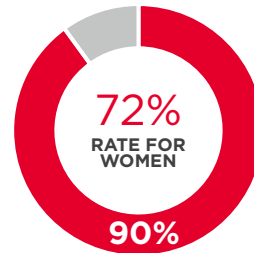
31 Countries

Secondary Caregiver Fully Paid Parental Leave



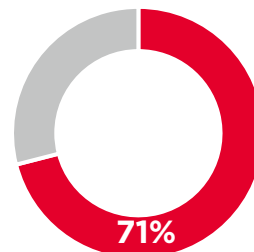
29 Countries

Retention rate 12 months after return date from Maternity Leave



19 Countries

Back up family care



10 Countries



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PEOPLE & INCLUSIVE CULTURE

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

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

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

See a full breakdown of our people data in our [2022 ESG Report](#).

EMPLOYEE RESOURCE GROUPS & WOMEN'S INTEGRATED NETWORK (WIN)

Our ERGs are an important part of our DEI infrastructure at Cushman & Wakefield. They are company-funded, employee-led volunteer teams with a common identity along with allies that support their mission. The ERGs contribute to advancing the DEI strategy and the success of the business by helping to raise DEI awareness, foster employee engagement and inclusion, and build community and a sense of belonging. In 2022, membership across our nine ERGs grew by 19% over 2021.

The WIN ERG 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. Our global WIN ERG has chapters across the Americas, EMEA and APAC regions. The Leadership Council is also supported by committees focused on career development, events, supporting local chapters, internal marketing and communications, mentoring and recruitment. At the end of 2022, WIN had 2,300+ members across 22 countries with 93% of their members self-identifying as women. In

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

At the time of this publication, year to date in 2023, WIN membership has increased 25% in the first three quarters and expanded by 12 more countries for a total of 34 countries.



PERFORMANCE MANAGEMENT & CULTURAL BEHAVIORS

Our global Performance Management Program (PMP) is an important component to maintaining, building and being accountable to gender equity in how we review and develop our talent. Our PMP program underscores Cushman & Wakefield's commitment to talent development by providing eligible employees and managers an opportunity to regularly engage in career discussions to increase engagement and support performance over time. Our PMP is designed to empower employees to set clear expectations and goals,

track progress over time and measure performance and rewards. The PMP includes three designated times for formal touchpoints between employees and managers throughout the year. Outside of this formal process, managers are expected to establish a regular routine of delivering feedback to aid ongoing development.

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



DEI GOAL & LEARNING

EMPLOYEE DEI LEARNING & ACCOUNTABILITY

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

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

The DEI goal is important for our firm as we proactively work to embed DEI globally in all that we do. The learning requirement also helps to ensure a baseline understanding of diversity, equity and inclusion and why it's important to our business. By formally including the learning requirements as part of the PMP, we hope to better track employee engagement with DEI topics and elevate DEI as an important component of performance.

- > We are proud that as of the December 31, 2022, deadline, over **30,000 eligible employees** completed both required DEI education courses, resulting in an **85% completion rate** and over **62,000 hours of DEI education**.

MANAGER DEI GOAL & DEI LEARNING

In addition to requiring all managers to complete the 2022 DEI goal, our People Managers' performance rating was tied to 100% completion of PMP activities, including Goal Setting, Mid-Year Review and Year-End Review for their direct reports to drive equitable development and feedback for all our employees.

- > In 2022, we achieved 92% manager completion rate of all PMP components, up 1% since 2021. We also achieved an 83.6% employee completion rate, up 8.7% since 2021.



GLOBAL EXECUTIVE LEADERSHIP DEI GOAL & DEI LEARNING

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

Consistent with our global workforce, our Global Executive Leadership Team was also assigned a 2022 DEI goal inclusive of advancing DEI within areas such as leadership visibility, learning, hiring and performance reviews.

As part of their personal commitments to DEI, they set visible leadership goals to demonstrating active, visible leadership aligned to DEI focus areas including our ERGs, learning and education, thought leadership, talent and development and supplier diversity. The impact of these goals included:

- > More executive involvement and support of our nine ERGs (including WIN).
- > The successful launch of three regional DEI councils and increased strategic alignment, with all councils reviewing metrics on gender representation across career levels and areas of the business.
- > Increased data transparency in our hiring metrics and growth in representation of women in leadership (among the Global Executive Leadership Team and People Managers).
- > Greater emphasis and embedment of DEI themes and thought leadership:
 - > Internally through town halls, advisory councils, meetings, communications and programming.

- > Externally as demonstrated in interviews, increased social media engagement and client pursuits.

Our commitment to advancing DEI is incorporated into our planning for executive compensation. While our annual bonus is funded based on financial metrics, payout for individuals is subject to a modifier up to +/-20% based on individual performance against goals and values/behaviors. DEI goals formed a part of the consideration for the +/-20% modifier for the annual bonus payment. If an executive did not meet the DEI goals in 2022, their annual bonus payout is capped at 100% of the funded amount without an upside adjustment.

See our **2022 ESG Report** for more information about our learning completion rates, development programs and leadership accountability.

ETHICAL POLICIES AND PRACTICES

As a leading provider of commercial real estate services, our success largely depends on the trust and confidence of our stakeholders worldwide. At Cushman & Wakefield, we recognize the crucial role our employees play in upholding our integrity and conducting business with high ethical standards. Our company culture emphasizes personal accountability, helping to ensure that we all prioritize the protection of our business, colleagues, clients and the communities we serve.

We are committed to adhering to all relevant laws and regulations that impact our global operations. Compliance risks can be identified through a variety of methods — Enterprise Risk Management, Internal Audit, compliance investigations, due diligence, risk assessments, business advisory functions and meetings with senior leadership.

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

The CECO provides quarterly compliance updates to the Audit Committee on compliance investigations, trends and issues, and an annual deep dive on the Cushman & Wakefield Compliance program. At the time of this report, our Audit Committee is chaired by a woman and 100% of membership is composed of women.

Our Global **Code of Business Conduct** (the “Code”), published in 20 languages, defines the ethical conduct expected of all directors, officers, partners, employees, temporary employees hired through agencies, brokerage professionals and independent contractors (as defined in the Code). To help ensure compliance with this policy, we mandate annual online training and certification to the Code for all tech-enabled employees. In 2022, the Code was updated with additional guidance around political donations and lobbying activities. In total, 92% of employees completed the annual Code of Business Conduct Training.

In 2022, 24,823 eligible employees across the Americas region completed the mandated Sexual Harassment & Anti-Discrimination Training. This equated to 86% of the Americas tech-enabled employee population completing the training. In 2023, Sexual Harassment & Anti-Discrimination training is now an annual requirement that is being assigned to eligible employees globally.

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



GLOBAL ETHICS AND COMPLIANCE RELATED DOCUMENTS

Global Anti-Bribery & Corruption Policy

Global Charitable Contributions and Sponsorships Policy

Global Code of Business Conduct

Global Economic Sanctions Policy

Global Vendor/Supplier Integrity Policy

Global Conflicts of Interest Policy

Global Due Diligence Policy

Global Whistleblower Policy

Global Client/Third-Party Privacy & Confidentiality Policy

Insider Trading Policy

Code of Business Conduct for Members of the Board of Directors

Global Policy Concerning Related Third-Party Transactions

UK Modern Slavery Act Statement

Australia Modern Slavery Act Statement

Global Workplace Privacy Policy

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

Download and read our Global Anti-Harassment and Anti-Discrimination Policy to learn more about how we create and maintain an inclusive culture. For more on our Human Rights, Reporting Misconduct and learning completion rates, see our **2022 ESG Report**.

AWARDS & RECONGITION FOR GENDER

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





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LOOKING FORWARD

Cushman & Wakefield's future is promising as we further our DEI mission to evolve our culture of inclusion and belonging through a nurturing environment of curiosity, continuous learning and growth. We strive to hire, develop and advance diverse talent throughout the firm. We believe that having a diverse and thriving workforce enables new perspectives, creativity, better risk management, and problem solving, leading to superior results for our people, clients, partners and shareholders.

We recognize that DEI is a journey that requires leadership commitment, employee engagement, partnership and collaboration, and continuous and sustainable progress. Our DEI and People teams deliver increased educational and cultural awareness opportunities for our global workforce; provide improved governance and data transparency; drive thought leadership and advisory to business leaders and our clients; and measure our progress and impact for intentional and sustainable growth within Cushman & Wakefield. We are committed to continuing to share our impact on gender equity and the equity, inclusion and belonging for our people, clients, communities and beyond.

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 approximately 400 offices and 60 countries. In 2022, the firm reported revenue of \$10.1 billion across its core services of property, facilities and project management, leasing, capital markets, and valuation and other services. It also receives numerous industry and business accolades for its award-winning culture and commitment to Diversity, Equity and Inclusion (DEI), Environmental, Social and Governance (ESG) and more. For additional information, visit www.cushmanwakefield.com.

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

All images in this report were taken at Cushman & Wakefield offices with Cushman & Wakefield employees.

DISCLOSURE STATEMENT

This report may contain forward-looking statements, which rely on a number of estimates, projections and assumptions concerning future events. All statements contained in this Report other than statements of historical fact, including statements relating to trends in or expectations relating to the expected effects of our initiatives, strategies, and plans, as well as trends in or expectations regarding our financial results and long-term growth model and drivers, and regarding our business strategy and plans and our objectives for future operations, are forward-looking statements. The words "could," "goal," "target," "plan," "achieve," "estimate," "commit," "project," "can," "believe," "may," "will," "continue," "anticipate," "intend," "expect," "seek," and similar expressions are intended to identify forward-looking statements. We have based these forward-looking statements largely on our current expectations and projections about future events and trends. These statements are subject to a variety of risks and uncertainties that could cause actual results to differ materially from expectations. New risks emerge from time to time. It is not possible for our management to predict all risks, nor can we assess the impact of all factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements we may make. Should any such risks or uncertainties 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. These risks and uncertainties include, but are not limited to, the risks detailed in our filings with the SEC, including 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), which include a full discussion of the risks and other factors that may impact any forward-looking statements that may be included in this report. In light of these risks, uncertainties, and assumptions, the future events and trends discussed in this report may not occur and actual results could differ materially and adversely from those anticipated or implied in the forward-looking statements.