

WELCOME TO LEAD

Integration News You Need



VOLUME III: APRIL 22, 2016

Also inside:
THE HUB ✨ April PDF edition
Good news to share with your teams!

IN THIS ISSUE

Update from Chief Integration Officer, John Santora



Read about the highlights, including about the new global procurement function.

+ READ MORE

BOOST Workstream Update

See more about our efforts to design a world-class local office support model.

+ READ MORE

Finance & HR Transformation Workstream Update

Learn more about our BPO project that Accenture is helping to drive.

+ READ MORE

A Case For Change Toolkit



Our guide to telling your team about our approach for change.

+ READ MORE

Human Resources Workstream Update

Understand key current and upcoming HR activities.

+ READ MORE

Workday Workstream Update

Learn more about Workday and how it will enable us to leapfrog our competition.

+ READ MORE

Corporate Real Estate Workstream Update

Get the latest news on our global office consolidations.

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Information Technology Workstream Update

Get the latest on IT Security, Blue Jeans, Project Dolby, and more.

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Procurement Workstream Update

We're working to close the savings gap. Learn more here.

+ READ MORE



UPDATE FROM JOHN SANTORA

GLOBAL CHIEF OPERATING OFFICER & CHIEF INTEGRATION OFFICER

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More global integration news you can use

This is our third edition, highlighting major activities, changes, and accomplishments. I am pleased to say that with this addition, LEAD will now be distributed monthly to PMO/IMO heads in addition to global leaders in order to reach a wider audience with global integration updates.

Some highlights you will find in this edition include:

- The **Workday** team is on target to go-live by the third quarter of 2016,
- Global **Procurement** has achieved a number of milestones, including a corporate card program, travel booking tool, and AT&T deal. integrating the Americas into one platform.
- **HR & Finance Transformation** successfully fulfilled the first set of major milestones across all finance functions.
- **HR** is on track to launch the first phase of its recruiting model focused on brokerage recruitment.
- **IT** has fully rolled out Bluejeans as a standard tool for audio, video, and web conferencing in the Americas, and IT restructuring continues in EMEA.
- The **CRE** team executed consolidations in five APAC markets, nine in EMEA, and six in Greater China.
- The EMEA **BOOST** team has kicked off initial planning efforts.

In this edition, you will also find The Hub pdf version at the back of the newsletter. It features content from our intranet-based Hub newsletter, which keeps employees updated on major business news, big wins, and our people. It showcases our firm “as one”, and I hope you enjoy it.

Please continue using LEAD to communicate with your staff and colleagues in an effective and timely manner. Building trust and transparency within your teams is essential to driving and sustaining change throughout our organization. Please also keep your comments coming to ensure that LEAD provides integration news you can use. Our contact information can be found to the right of this message.

Sincerely,



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CORPORATE REAL ESTATE UPDATE

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UPDATE

The Corporate Real Estate (CRE) team continues to manage the office swaps (when employees swap facilities) and office consolidations (when employees located in multiple facilities merge into a single location) in order to achieve:

- A better alignment/adjacency of teammates;
- Optimum levels of collaboration in the workplace, which will increase management effectiveness, innovation, and productivity;
- Quick face-to-face connectivity among employees to encourage ideas sharing, innovation, and efficiency.

Through March and April, the CRE team has executed the long-term consolidation strategy in five markets in APAC, 26 markets in the Americas, nine markets in EMEA, and six markets in Greater China.

- Planning is underway for the relocation and exit from existing premises for Paris later in 2016. The staff is now co-located in Rome. The move into new premises in Prague is imminent.
- Kicked off space planning for the Dallas, Denver, Orange County, Indianapolis, Toronto, and Baltimore consolidations.
- Construction has started for the Brooklyn office relocation.
- UK Office Moves - plan in execution. Edinburgh move completed. Terms agreed for Madrid lease.
- Completed office swaps in Atlanta, New York, San Diego, and Phoenix.

Please note that Quin Ryan has decided to leave the firm. As most of you know, Quin had been organizing the real estate strategy for internal corporate offices. She's leaving Cushman & Wakefield to pursue other entrepreneurial opportunities, and we wish her well. Our search is actively underway to backfill Quin's position, and we are considering both internal and external candidates. Until an offer is made, work is being divided between the existing corporate real estate team, which will be spearheaded by Henry Connell and Elyse A. Johnson Šantić. Please reach out to Henry and Elyse (see contact information to the right) in the interim with any corporate real estate needs.

WHAT TO SAY TO EMPLOYEES

- The CRE team is in the process of rolling out the workplace standards, including IT and AV, in the Americas, and collaborating with the Regional and Market leads to further develop the standards for application to the markets in APAC, EMEA, and Greater China.
- The workplace standards will align our office space with our purpose, culture, brand, and specific functional requirements. Our workplace objectives will focus on the client experience, the employee experience, collaboration, productivity, branding, wellness, and flexibility.
- The CRE team has engaged the Market Leader for any space in which an internal real estate strategy is required.



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The CRE team is focused on managing 3.5 million square feet and over 450 leases in the global C&W portfolio, along with rolling out a new workplace strategy that will excite employees and clients alike.



BOOST UPDATE

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UPDATE

The Tampa office integration is well underway and we are starting to see the benefits of our new model to our people and processes. Specifics about the Tampa pilot include:

- High-level details around the integration efforts were announced to the full Tampa office on March 21 by Local Market Leader, Larry Richey
- Specific information on process improvements, as well as individual role changes, were announced during the week of March 21
- A revised project tracking tool, housed in SharePoint, has been rolled out to all support and marketing staff. Weekly touch point meetings occur with IT, Marketing and BOOST team members to ensure we are addressing any questions, concerns or process flow questions as they arise.
- Additional training associated with new processes and roles is ongoing.

The Atlanta integration pilot officially kicked off on April 14. We're using lessons learned from the Tampa pilot to enhance our program and messaging, which will help participants realize benefits of the changes even faster. Our team is also working with the Salesforce implementation team to ensure our process recommendations align with and compliment current Salesforce initiatives.

Within EMEA, our team is currently working on implementing BOOST, and has kicked off initial planning efforts. We appointed dedicated implementation resources within EMEA and are taking the next steps to conduct an activity analysis survey within the UK. The survey is similar to what was sent for the Americas exercise and is designed to allow us to better understand how local support staff divides their time across activities by office.

WHAT YOU CAN SAY TO EMPLOYEES

- Please communicate to your teams that our integration efforts are being customized specifically for each local market, and both Market and Regional leads are heavily engaged in these discussions.
- We are actively working on integration schedules and will be communicating more about these plans and how they will affect all markets in the coming months.



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The BOOST team, in partnership with local market leaders, operations directors/managers, corporate and local Marketing, Research and HR leads, is focused on planning and implementing local office support model changes.



HUMAN RESOURCES UPDATE

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UPDATE BY HR ACTIVITY:

(These messages may be shared with employees)

Talent Acquisition – We are on track to launch the first phase of our recruiting model focused on brokerage recruitment ahead of April 30. We have identified key roles, and are working on reviewing processes and opportunities. Additionally, we continue to work with Korn Ferry/FutureStep to do a diagnostic of our TA function more broadly, examining processes as well as potential leverage for the organization such as decreasing the spend on temporary and third party staffing. We are also working on finalizing our organizational structure with implementation coming soon.

Talent Management – The team has been collecting global training needs for a learning management system. In addition to providing online access to e-learning modules, a learning management system will enable us to manage and track all training related records across the business. This will be another critical step forward toward integrating all legacy firms and building a culture of learning and career growth.

FOR LEADERS ONLY:

Workforce Selection & Transition (WST) – The next wave of workforce talent selection and transition is underway in the Americas. By the end of April, more than 100 employees will have been notified of their impact through a one-on-one conversation. Notifications will include those employees undergoing a change in role or a change in manager, as well as those that will be exiting. EMEA, APAC and Greater China activities for the next phase of WST work remain in planning mode.

The WST team continues to partner with Finance Functional Leaders as they move closer to the implementation of the BPO solution. Significant progress has been made in confirming the scope (down to employee/country level) as well as building the retained finance organizational model.



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The HR workstream team is focused on building a truly world-class and market-leading HR function to attract, develop, retain, remunerate, and motivate the best talent in the industry.



INFORMATION TECHNOLOGY UPDATE

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UPDATE

Global Technology Solutions (GTS) continues to support both integration and business as usual (BAU) activities to deliver foundational excellence across the enterprise.

- In EMEA, we completed restructuring IT with the specific aim of efficiently leveraging global IT capabilities while staying very close to customers locally in our markets. Local Business Relationship Managers (BRMs) have been appointed and are working closely with our business leaders to ensure we support their future business strategies.
- The GTS Information Security team is unifying our security practices, policies, and standards. We now have one global security policy governing the entire organization, as well as standards for authentication/password, backup, change management, and other key practices. The policies are available on the Global GTS Portal.
- In response to concerns about the misuse of email, GTS is working on an information campaign with Marketing. The campaign will include information about the costs of email in terms of time and lost efficiency, and will also include a decision matrix to guide behavior. Users will be educated on when to cc others, the distraction of Reply All, and alternatives to email such as phone, Yammer and Skype.
- As a part of our unified communications strategy, GTS will sunset the WebEx conference tool at the end of April. **BlueJeans** will now be the standard tool for audio, video, and web conferencing. Additionally, **Intercall** is available for users needing a voice only conference solution. Site Services has been on location in key offices offering one-on-one assistance and training. VIP training will be made available to our executive assistant and office manager communities. To find out more about the capabilities and best practices, join “Coffee and BlueJeans” for live instructor-led training sessions or review the online training at <http://bluejeans.com/support/getting-started>.
- We completed the rollout of Global Template Tools (GTT) to 465 appraisers in the Americas at the end of 1Q2016. GTT facilitates the creation of high-quality appraisal reports through a library of preformatted documents and data.
- Update on **Project Dolby** – All teams are in place and currently executing developed project plans. Progress continues on each of the eight individual workstreams and we’ve established oversight to ensure coordination across the groups.

WHAT TO SAY TO EMPLOYEES:

Encourage your teams in the Americas to leverage the full potential of BlueJeans by attending training. BlueJeans rollout in APAC and EMEA has not started and will follow the North America implementation. Please direct any questions to BlueJeansRollout@cushwake.com.



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The Global Technology Solutions (GTS) team continues to support both integration and business as usual (BAU) activities to deliver foundational excellence across the enterprise.



FINANCE & HR TRANSFORMATION UPDATE

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UPDATE

We are committed to improve the efficiency of our delivery model for both Finance and HR functions in the Americas and EMEA*. Our focus is to ensure the transition is as smooth as possible with minimal disruption to daily operations. Here are some updates since last month's issue:

Finance

- Overall, we've successfully obtained agreement from our program leadership to "Stage Gate 1" relating to fulfilment of our first set of major milestones at the end of March, across all finance functions. This includes completing our Finance organization and process designs for all regions. Any remaining open items have a plan in place for closure. We are targeting implementation of in-scope Finance processes and geographies* for July 2016.
- For the Finance function in EMEA:
 - Neil Kay held an EMEA Finance Town Hall on April 12 during which a proposed high-level EMEA/Cluster organization design and roles were announced. This was followed up by detailed country specific communications.
 - We're working through the second phase, or wave, of consultation activities in the UK.
 - Russia has been postponed and under discussion for another date. Turkey will no longer be considered for Accenture BPO.
- For the Finance function in the Americas:
 - Cushman & Wakefield Services is on an accelerated timeline and still targeting to go-live with Accenture BPO in June 2016.
 - South American countries have been postponed and are under discussion to be considered for another phase; this includes Brazil, Argentina, Peru, Chile, and Columbia.
 - For the U.S., Canada, and Mexico, knowledge transfer sessions with Accenture teams are scheduled to take place through the first week of May.

HR

- The scope, target implementation date and business case for BPO is still under executive review and signoff.

In addition to the above, global implementation of Workday will continue, with go-live for Workday implementation scheduled for the third quarter in 2016**. This system is already live across legacy Cushman & Wakefield for both HR and Finance, and will be rolled out to many parts of C&W's global business.

For specifics regarding impacted process areas and geographies, please reach out to the Finance & HR transformation leads (contact information to the right).

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Cutting through the jargon: MFSS vs. BPO? Multi-function Shared Services (MFSS) is a broader set of projects looking at how our operations can be delivered more efficiently through a shared services model. Business Process Outsourcing (BPO) is a more narrowly defined solution, which involves shifting services to a BPO provider.



FINANCE & HR TRANSFORMATION UPDATE (continued)

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WHAT YOU CAN SAY TO EMPLOYEES:

- This transformation provides our organization an opportunity to build a best-in-class, efficient delivery model to meet the needs of our growing business.
- Accenture's scope for process outsourcing is limited to specific functions within Finance & HR, all within Americas and EMEA*. HR scope and timelines are pending executive signoff at this time.
- In some specific countries, implementation of the BPO element of the transformation is dependent on consultation with employee representatives*.
- In the UK, we have firm commitment to outsourcing a number of Corporate Finance processes and others are still under consideration. For these identified Corporate Finance processes, our consultations are moving into new phases, according to UK specific requirements; adopting a "waved" approach to consultation. Please note we don't have a commitment to outsource HR processes at this time.
- More information on the status of this delivery model transformation for Americas and EMEA Finance & HR functions, including operating models and employee impacts will be communicated to employees in the coming months.

*The material in this section may be subject to consultation according to applicable local laws. The material is also subject to variations as required to accommodate consultation in EMEA countries. Country scope of future activity transfer is dependent on a review of phase 1/wave 1 experience and consultation where required.

**Consultations are still underway. The final implementation timing, scope of process areas and countries are subject to change.



WORKDAY UPDATE

UPDATE

Workday (WD) is coming soon, and the team remains focused on consolidating our multiple HR and Finance systems onto one global platform by the third quarter of 2016. In preparation for go-live, we've drafted a global communications and training plan, and are compiling a list of all systems and processes that will be converted to WD. We're also in the process of establishing a Workday Finance Center of Excellence (CoE) in each region. The CoE, which will be resourced with specialized WD and Finance expertise, will provide overall support to Finance for the WD application.

The CoE will develop and promote best practices for WD in the areas of remediating system functionality issues, compliance with internal accounting controls, training of finance staff on WD, evaluation of bi-annual WD product releases, and development of internal management reports. Along with the CoE, we're planning to launch a Super User and Change Champion network to help employees address go-live issues that are generally experienced with an implementation of this size. System integration testing (SIT) has kicked off to help refine our business and functional requirements.

Four key updates you should know about:

- Training is planned for end of May and June for day-to-day users in HR, Finance and Operations;
- eLearning modules are planned for June and July for occasional users such as people managers, who will have self-service access for expense approvals;
- eLearning modules in July will be held for employees who will have self-service access to update aspects of their personal data;
- Remember, all new operating systems usually require three to six months to stabilize and another three to six months for users

to become proficient in using the new software; workday is no different, even though it is state-of-the art software. We'll need your help to ensure your teams attend training.

As we get closer to go-live, we will send communications to discuss the changes and required training to ensure your teams are prepared.

WHAT TO SAY TO EMPLOYEES

- Workday will replace our disparate HR and Finance systems with one global system that will standardize our back-office processes.
- Workday will be the one-stop-shop to enter your expenses, report time off, and update personal information.
- Workday will deliver real-time reporting of key business results, client-profitability analysis for our top 100 clients initially, and integrate HR and Finance processes.
- Training is planned for end of May and June for day-to-day users in HR, Finance and Operations; and eLearning modules are planned for June and July for occasional users such as people managers.
- You will receive more communications about training and updates as we move closer to go-live.
- There are dedicated Workday Project Leads for Finance, HR, and IT. If you have specific Workday questions, please submit them through Q&A section of [The Hub](#):
 - **Patrick Brennan** - Global Finance Lead
 - **Tim Wakeford** - Finance Center of Excellence
 - **Niraj Varia** - Global HR Lead
 - **Andrew Hamilton** - Global IT Lead



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The Workday team is focused on consolidating multiple HR and Finance systems onto one global platform in order to standardize processes that will result in lower operating costs across all regions and enable the collection of more consistent, reliable data.



PROCUREMENT UPDATE

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UPDATE

The Procurement team's main focus continues to be delivering against their strategic sourcing and procurement transformation initiatives, while supporting other integration activities.

In April, the team has been working to close out all remaining deliverables with for the Wave 1 Synergy project. We are in talks about executing a Wave 2 project, which will focus on accelerating synergy savings in 2016 and implementing several Procurement Transformation initiatives.

As a reminder the current Procurement targets are:

- 2017 run-rate synergy target of \$21MM
- 2016 in-year target of \$17MM

The overall health and pipeline is currently forecasted to meet targets.

COE UPDATE

- All employees who will be moving to Workday before the end of the year will begin to utilize WD's Procure-to-Pay solution. Several enhancements and changes and been identified. We are working with the WD Comms team to ensure adequate training is available.
- The Global Procurement Policy was issued at the beginning of April; please ensure that all team members have received and understand the importance.

- A Contract Management technology called Determine has been acquired and the team is working on finalizing contracts and has begun implementation planning. We are anticipating an initial go-live in Q2-Q3.

CORPORATE UPDATE

- The final implementation of our travel booking tool in America has been completed. All of America is now integrated into one platform. (UK scheduled for 5/1 followed by Australia on 6/1)
- The final Bank of America corporate card program was implemented 3/1 in America. All of America is now integrated into one platform.
- We are currently working on a Global Temporary Labor initiative. The strategy is to rationalize the current supply base, in conjunction with HR. We have completed data validation and are vetting future partners and policy.
- The IT procurement team has closed a major deal with AT&T resulting in significant savings in Americas. AT&T is also a large client of C&W; therefore, strengthening the partnership.

COMMERCIAL UPDATE

- The team, in partnership with TPG's leveraged sourcing team has secured a new Preferred Supplier Agreement with Grainger for MRO. The agreement resulted

in a significant cost reduction along with other benefits.

- Commercial has been partnering with our service lines to become more integrated in the sales process and represent the new capabilities we are building and able to offer our prospective clients.

WHAT TO SAY TO EMPLOYEES

- You can visit the Procurement folder on CONNECT Resources to check for periodic updates to policies, templates and FAQs. Please continue to reach out to and meet your Procurement Leads:
 - **Erik Sternisha** – Global & Americas Procurement Lead – Center of Excellence (Operations)
 - **Keith Fatzinger** – Global & Americas Procurement Lead – Corporate Procurement
 - **Dan Dearey** – Global & Americas Procurement Lead – Commercial Procurement
 - **Tushar Panchal** – APAC Procurement Lead
 - **Steven Joyce** (Corporate) and **Anne Simmons** (Interim Commercial) - EMEA Procurement Leads



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The Global Procurement team aims to facilitate supply market decisions for delivering goods and services that drive increased business value, mitigate risk, and support the company's dedication to its clients.

A CASE FOR CHANGE COMMUNICATION TOOLKIT: YOUR GUIDE TO EFFECTIVELY COMMUNICATING ABOUT THE INTEGRATION

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Keep in Mind

- Key messages can be used directly within your formal communications channels (email messages, newsletters, videos, etc.)
- Messages can be used in regular meetings within your business (team meetings, town hall meetings, meet and greet conversations with employees).
- Our global communications team also has this messaging and will work to integrate consistent messaging into regular channels.

Broad Change Messages & Tips

CONTEXT

STATE OUR GOAL

First, employees should understand our broad goal as an organization.

ACKNOWLEDGE OUR CHALLENGE

Next, acknowledge the work we need to undertake to reach our goal.

Be empathetic.

EMPHASIZE THE OPPORTUNITY

Communicate **HOW** the firm is making integration-related decisions by sharing the desired characteristics of the new organization.

These can be considered “guiding principles” for the integration. They give employees a vision of what we want the new Cushman & Wakefield to be.

FINALLY, EXPLAIN THE PAYOFF

This should tie back to the original goal, while offering the real benefit to our employees.

MESSAGES

Our goal: to lead the real estate industry with the best talent, the best clients, and the best results.

Our goal is obtainable, but we recognize that we’re not there yet.

We need to develop infrastructure and processes that can help us successfully compete now, and scale with us through various stages of the business cycle.

Mergers of this size are very complex. We understand balancing internal change and client demands is difficult.

Integration is challenging, but the opportunity is worth it.

We can build upon the best of our legacy firms, and create something new and better.

BUILT FOR LONG-TERM SUSTAINABLE SUCCESS

In any merger of this scale, it is important in the short-term to focus on rationalizing our costs. But there’s a much longer-term priority to deliver sustainable results, and profit, allowing us to reinvest in our own business.

ENABLED FOR GROWTH

We are a growth company.

We want to be in the top in every segment where we compete.

We’ll continue to look for opportunities to grow organically, while bringing new capabilities to our clients. We’ll also continue to fill in our platform around the world.

FOCUSED ON THE BEST PERFORMERS

“Focusing on the best” impacts who we hire, how we promote, and how we choose our business partners.

The merger creates a unique opportunity to evaluate our business top to bottom, and build the kind of place where high performers thrive.

Doing so will raise the bar for everyone, increasing revenue, driving productivity, and developing a culture of performance. se our business partners.

The outcome to all of us is exciting.

We’ll work with talented, dedicated professionals who make a real impact for clients.

We’ll experience career growth by creating new opportunities, and we’ll still have fun coming to work every day.

A CASE FOR CHANGE COMMUNICATION TOOLKIT: YOUR GUIDE TO EFFECTIVELY COMMUNICATING ABOUT THE INTEGRATION

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We have also developed **CORE DEFINING MESSAGES** around the identity and personality of the new Cushman & Wakefield. They replace a traditional “mission and vision statement” into something more contemporary, conversational and motivational. These messages can and should be used when describing the organization.

Core Defining Messages

WHO WE ARE

We are a leading global real estate service firm that helps clients transform the way people work, shop and live.

WHAT WE’LL ACHIEVE

We will lead the real estate industry with the best talent, the best clients and the best results.

What We Believe

DEEP LOCAL AND GLOBAL knowledge creates significant value for our clients

RELENTLESS CURIOSITY delivers unseen opportunities

EVERY TOUCH POINT is an opportunity to deliver an exceptional experience for clients

DIVERSE BACKGROUNDS cultures and expertise inspire breakthrough innovation

OUR BRAND AND OUR PEOPLE will be the envy of the industry

ALONE WE ARE GOOD together we are great

What You Can Expect from Us

A strong bias for **ACTION**

A rigorous focus on **RESULTS**

Value created through **INSIGHTS**

The right people powered by **THE RIGHT PLATFORM**

THE HUB

Your place for the latest insights and news on our transformed firm

BEST OF THE HUB INTERACTIVE PDF EDITION / April 2016

CONTENTS  interactive menu

TRENDING

Major initiatives and new programs that will improve daily operations and make us all more efficient.

COMPANY NEWS

Shining a light on key business and integration changes, new services, our redefined workplaces, and other initiatives that are rapidly transforming our brand.

BIG WINS

These exciting new wins prove the power of our merged firm, and how working as one across legacy firms, services, and borders is opening doors and landing new business.

OUR BELIEFS IN ACTION

Showcasing the spirit of our great culture, and how our employees are walking our talk in offices around the world.

GET TO KNOW...

A lively and fun interview section that puts a “human face” on our colleagues in regions around the world.

WELCOME TO CUSHMAN & WAKEFIELD

Strategic hires that highlight the incredible talent and depth of our integrated firm.



**CUSHMAN &
WAKEFIELD**

Trending

Get ready for Workday – another powerful tool to differentiate our new firm

Workday is coming soon to many parts of Cushman & Wakefield! Workday is a state-of-the-art technology that is mobile-friendly, intuitive, and easy to use. Workday will be the one-stop-shop to enter your expenses, report time off, and update personal information. It will deliver real-time reporting of key business results, client-profitability analysis, and integrate HR and Finance processes.

The new cloud-based tool will replace our disparate HR and Finance systems with one global system that will standardize our back-office processes. Workday offers us a full-platform solution providing real-time business

results and trends, creating opportunities for our businesses to react quickly in their relentless pursuit of market share and product differentiation. Our top competitors currently lack real-time access to information due to their reliance on older systems.

In August 2015, Phase One was implemented for legacy Cushman & Wakefield for HR, followed by Finance in October. Phase Two will focus on implementing Workday for the majority of our new organization in Q3 2016 (except C&W Services). The rollout will leverage lessons learned from Phase One.

If you're part of the Q3 2016 Phase Two rollout, here's what to expect in the coming months:

- Targeted and timely change management communications from now until the go-live date;
- Robust training is planned for May and June for day-to-day users in HR, Finance and Operations;
- eLearning modules planned for June and July for occasional users such as people managers, who will have self-service access for expense approvals;
- eLearning modules in July for employees who will have self-service access to update aspects of their personal data;
- Announcements on Workday resources who will help address go-live issues that are generally experienced with implementations of this size.

You can reach out to these dedicated Workday leads with questions:

- **Patrick Brennan**, Global Finance Lead
- **Niraj Varia**, Global HR Lead
- **Andrew Hamilton**, Global IT Lead
- **Tim Wakeford**, Finance Center of Excellence

Stay tuned to The Hub for more updates!



Company News

EMEA

- ▶ New UK program puts clients front and center
- ▶ Making a statement at MIPIIM

AMERICAS

- ▶ Powerful new Asset Services platform designed to win

APAC

- ▶ APAC paints the town red at CoreNet

GREATER CHINA

- ▶ Collaboration with Kouclo deliver revolutionary retail solutions

EMEA: New UK program puts clients front and center



The new UK Client Program launched in March “will put our clients front and center in everything we do,” said Colin Wilson, Head of Client Strategy for the UK & Ireland, in announcing the new initiative.

George Roberts, Head of Client Strategy for the UK, and the client executive team are actively working to integrate both of the previous Client Relationship Management (CRM) systems to provide our clients with a fully coordinated and best-in-class program. It will promote enduring client relationships and satisfaction as well as offer our teams the opportunity to work with our best clients.

Our vision is: to create the best Client Program in Professional Services; to compete with the biggest and differentiate as the best, by putting clients front and center in everything we do; listening and responding to client needs; and, adding value at every opportunity.

Learn more: [Watch the UK Client Program launch video](#). **Colin Wilson, George Roberts, John Forrester**, Chief Executive EMEA, and some of our top clients discuss how we can deliver the best client experience and exceed their expectations.

Contact: **George Roberts**, Head of Client Strategy, UK & Ireland, London, george.roberts@eur.cushwake.com

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EMEA: Making a statement at MIPIM

If they didn't know it before, the 24,000 advisors, investors, and related attendees at MIPIM (Marché International des Professionnels d'Immobilier), March 15-18, the world's premier property expo held annually in Cannes, would have left in no doubt that Cushman & Wakefield is now a major global force in our industry.

A grand total of 165 Cushman & Wakefield delegates from over 20 countries across EMEA, Asia Pacific, the United States, and Canada attended the event. Our brand's visibility was front and center, thanks to such initiatives as:

- Branded lanyards for all 24,000 MIPIM delegates.
- A giant headline banner across the front of the Palais des Festivals et des congrès de Cannes – the main conference venue.
- A new, prominent stand that included a large-scale video wall as a fantastic forum for digital messaging and directional signage, as well as informal and formal meeting spaces.
- A branded boat in the marina outside the Palais for client meetings and hospitality.
- A red carpet and branded footballs at our European Football Championship themed flagship client lunch.

During the week-long conference we held more than 1,500 valuable face-to-face meetings and entertained more than 1,000 clients in various forms, from an

exclusive dinner for key clients to our flagship lunch reception for more than 500 people.

We were also highly visible in the media before, during, and after the event, thanks in no small part to the launch of two global research reports – *Atlas Outlook and Great Wall of Money*, and on social media via the hashtag #transform.

Stephen Screene, EMEA Capital Markets, who coordinated our MIPIM delegation, said: "MIPIM remains as relevant as ever, especially with the fantastic pipeline of investment opportunities our EMEA teams are involved with. As an opportunity to pursue new business, cement existing client relationships and build fruitful new ones, nothing else in the Capital Markets world comes close."

Contact: **Rose Ellis**, Associate Director, Exhibitions, London, rose.ellis@eur.cushwake.com



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Americas: Powerful new Asset Services Platform designed to win



The new Cushman & Wakefield Asset Services platform includes expanded geographic coverage, enhanced tools, and the ability to drive more robust solutions for our clients. We currently manage more than 630 million square feet (msf) for more than 1,000 clients across the Americas. Our professionals are recognized as the industry's strongest thought leaders, our services are making a significant impact on the industry, and we're securing noteworthy new assignments with key clients.

Here's a quick look at how our Asset Services is playing to win on three key fronts: people, impact, and success:

People: Holding leadership positions in organizations including Building Owners and Managers Association (BOMA), Institute of Real Estate Management (IREM), and CREW Network (advancing women in Real Estate) allows our leaders to leverage speaking opportunities and stay at the forefront of industry best practices. For example, **Michael Lanning**, who will be inaugurated as the 2017 IREM President this October, is just one of many Asset Services leaders who is shaping the future of commercial real estate.

Impact: Cushman & Wakefield's commitment to sustainability is recognized across the globe. We are the world leader in the BOMA 360 Performance Program, with 65 certified properties, an achievement made possible this year by our combined legacy firms. We were also recognized for our continued commitment to protecting the environment, and were thrilled to receive the 2016 ENERGY STAR® Partner of the Year – Sustained Excellence Award from the U.S. Environmental Protection Agency.

Success: Our enhanced Asset Services platform has captured the attention of investor clients across the U.S., and they are rewarding us with significant new business opportunities. Our national team recently secured 20 msf of industrial properties with GLP and our Atlanta team won a 276,000 square foot portfolio with MetLife. These wins are just two of many that continue to energize our platform.

Together, we have the talent, resources, and scale to meet any challenge.

Contact:

Courtney Olson Business Development Manager
St. Louis, MO, courtney.olson@cushwake.com

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APAC: APAC paints the town red at CoreNet

Cushman & Wakefield colleagues from around the world travelled to Singapore to Paint the Town Red at the 2016 CoreNet Asia Pacific Summit, the largest occupier event in Asia – and our first major APAC event under the “new” brand and strength of the combined teams.

Held the week of March 21, Cushman & Wakefield showcased a Summit Lounge and polling station targeting “The Talent Agenda”, which featured interactive touchscreens highlighting our new, combined global market presence. We chaired and participated in two major sessions, including a presentation by **David Jones** and **Dominic Brown**, from our APAC regional headquarters, who underscored our regional and local research and thought leadership capabilities. Two of our colleagues **Emily Gray** and **Sheridan Ware** were honored as Luminary Award Winners, signifying their ability to inspire others through outstanding leadership in the field of corporate real estate.

In addition, we hosted two major client events at Aura Sky Lounge (located at the top of the Singapore Gallery) and Singapore Cricket Club that targeted our key clients and prospects based in Singapore, and also those visiting APAC clients. This gave our team a prime opportunity to connect with our clients and share with them what the new Cushman & Wakefield business looks like, and what our combined strength and talent has achieved to date and will continue to deliver as we move forward.

The APAC CoreNet Summit demonstrated the strength and scale of our integrated teams, and this was evident in the cross-selling, meetings, presentations, and client events held during the Conference, as our team “Painted The Town Red.”



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Greater China: Collaboration with Kouclo deliver revolutionary retail solutions



Cushman & Wakefield in Greater China is at the cutting edge of the digital revolution. Among

other initiatives, our expert merged teams are working with one of China's most exciting e-commerce firms to revolutionize retailing in the face of new technology.

Working with Kouclo Group as it brings its rapidly growing online retail platform into the offline world of real estate, Cushman & Wakefield will advise the firm on the nationwide rollout of its O2O city concept. We will first play a key role in refining the concept and then bring initial projects to market in Ningbo, Wuhan, Zhaoqing, and Quzhou.

In executing this assignment, the **Greater China Consulting Group** will deploy a cross-regional delivery model supported by teams in Hong Kong, Xiamen, Shenzhen, and Shanghai, which will work closely together to ensure the consistent delivery of quality services. This new and dynamic retail model ensures that the best minds from both legacy firms are fully engaged to support Kouclo in becoming a true leader in the digital retail age.

Our intensive and multi-faceted collaboration with Kouclo will extend beyond the four initial sites, and ultimately see Cushman & Wakefield working to deliver O2O sites across 15-20 Chinese cities. In addition to our advisory strength in emerging fields, Kouclo recognizes our expertise in more traditional property disciplines. As such, the client has engaged us to develop an occupancy strategy to ensure its offices in Beijing, Shanghai, and Shenzhen meet its needs for rapid expansion.

With the direct involvement of Kouclo's CEO Li Linbin, our two firms are also exploring possible areas for cooperation beyond these initial engagements. With multiple departments and regional offices working together, our professionals from both legacy firms are once again showing how we are truly stronger together.

Contact: **Adam Rush** Director, Consulting
Hong Kong, adam.g.rush@dtzcushwake.com

Big Wins



EMEA: New team and service model secures Frankfurt win

On the recommendation of **Brad Jones**, Leasing Office New York, a joint effort by the Project Management and Office Agency teams in Germany has resulted in the pending Frankfurt relocation of Korn Ferry, the

personnel advisory firm and the world's largest provider of executive searches.

The team members - **Toni Hajek** (Office Agency), **Jens Böhnlein**, **Anika Kalitzke**, and **Martin Wellnitz** (Project Management) - provided consultancy for technical and commercial aspects as well as space planning and design. This success was achieved under a new service model with Cushman & Wakefield providing a full-service solution incorporating strategic advisory services, tenant advice, project management, and design in a one-stop-shop concept. The client will move from their present office into the Gentle-Building, Barckhausstraße 12-16, 60325 Frankfurt, by December 2016.

The initial process was primarily space and design driven largely because Korn Ferry's standards have changed, following its takeover of the Hay Group. The two current separate locations will be consolidated, involving significant changes in corporate identity standards. The cooperation between our teams generated a total fee of 444,000 Euros.

Contact: **Jens Böhnlein**, Partner, Head of Project Management & Consultancy Germany, Frankfurt, jensboehnlein@cushwake.com



Americas: Team effort lands Mission Foods portfolio

Winning the Mission Foods account was a team effort spanning geographies, service lines, and legacy firms. Our professionals won the day by

acting as one advisor, well-qualified to provide an integrated delivery model that offered brokerage, industrial, and supply-chain engineering support. Close contact with the client throughout the process was also critical to ensuring that Mission Food's leadership understood our value proposition.

Steve Wentz, **Cribb Altman**, **Blake Anderson**, and **David Eseke** of Dallas, Texas; **John Morris** of Rosemont, Illinois; **Andy Mace** of Conshohocken, Pennsylvania; and **Keith Gendreau** of Bloomington, Minnesota, created a solution integrating industrial with supply chain "exchange-to-connect" service across 35 distribution centers, 21 manufacturing facilities, and 105 properties. The Mission Foods' portfolio is five million square feet.

Technical acumen was important, but so was the ability of team members to coordinate quickly and across locations. Cribb and Steve effectively managed the relationship with Mission Foods, while Blake orchestrated the key players to contribute to the project. John and Keith, offering high-level industrial and supply chain expertise, cleared their schedules to have face-to-face time with the client. The result was that Mission Foods engaged Cushman & Wakefield to provide Transaction Management, Strategic Consulting, Portfolio Administration Services, and Supply Chain Engineering Services with our partner, St. Onge.

"This is a great story of leveraging the best resources within the firm," said Blake. "The strength of combining local brokerage with the industrial platform, consulting, and St. Onge created this success."

Contact: **John Morris**, Executive Managing Director
Rosemont, IL, john.morris@cushwake.com

Our Beliefs in Action

Americas: Katie Ross - Passionate sustainability leader

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A sustainability leader in the real estate industry, Cushman & Wakefield's latest recognition came from the prestigious U.S. Environmental Protection Agency (EPA), which honored us with the 2016 ENERGY STAR® Partner of the Year - Sustained Excellence Award.

Protecting the environment - and helping our clients to do the same - is a clear priority for our firm; however, it takes an exceptional team of sustainability experts to drive Cushman & Wakefield's strategy and aspirations. We caught up with Katie Ross, Senior Project Manager - Sustainability, to talk to her about her role and how she puts our beliefs and her own into action. Before the recent integration, Katie was with Cassidy Turley for three years.

Q: What do you do every day?

A: I work with institutional investor clients to add value to their assets through sustainability and energy efficiency. This can mean LEED certification, energy audits, retrofits, tenant engagement, CSR compliance, and so on.

Q: What differentiates our firm among others in sustainability?

A: Our clients are approached by myriad vendors, organizations, and consultants all pitching the newest innovation for their building, but not necessarily understanding how their building's business works. We're real estate people who know sustainability. We help wade through options and bring a strategy that is tailored to portfolio goals.

Q: What work do we as a firm still have to do?

A: We published our new environmental commitment and are working across the company to implement corporate-wide sustainability practices. Our corporate offices need to focus on reducing our waste, water, and energy consumption. Small things like using ceramic coffee mugs, printing double-sided, and getting rid of plastic pod coffee machines would be a great step towards improving upon our corporate environmental commitment.

Q: What got you interested in sustainability?

A: Growing up in Center City, Philadelphia, I've been fascinated with the impact of our built environment. We spend 90% of our time indoors, and most of our waking hours in office buildings. Commercial real estate consumes 18% of U.S. electricity. Our industry has a huge opportunity to change the way we live and help mitigate climate change, just through adjusting our existing infrastructure.

Q: What's your favorite outdoor vacation?

A: I grew up going to my family's lake house in northern Michigan in the summer. We spent our days sailing, water skiing, fishing, swimming, throwing tennis balls for our dogs—nothing beats it!



Katie at the 2014 Cassidy Turley Senior Leadership Conference in San Antonio, Texas.

Our Beliefs in Action

APAC: Demonstrating value at every touch point

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Championing our beliefs in action, our **Tenant Rep and Project Management teams** in Bengaluru recently concluded two outstanding assignments for Vodafone India Services Pvt Ltd.

Vodafone wanted to expand and consolidate its office spaces within their current location where it already occupied a 19,030-square-foot facility, in addition to an incubation space.

Scouting for office space options with a mandated service provider, Vodafone was already weeks into negotiations for a short-listed property. Our tenant rep team had been nurturing friendly ties with the client for many years and audaciously proposed some options based on solid market research and thorough ground work. One of the options, a strategically located office space, which we believed was well-suited to Vodafone's commercial benchmarks and brand requirements, was greatly appreciated by the client. Our team was successful in presenting the merits of a new project and developer, and was appointed to lead the 110,111-square-foot office transaction.

The success of this exercise encouraged the client to award Cushman & Wakefield with the Project Management mandate for their new office space. After winning the fit-out assignment, our Project Management team went on to successfully turn all the on-ground challenges into execution milestones. So pleased was the client that our team was presented with an award by Vodafone for the superior quality of work we demonstrated during the project.

These assignments demonstrate our belief that every touch point is an opportunity to deliver an exceptional experience for clients.

Contact: **Karun Varma**, Managing Director
Bengaluru, India, karun.varma@cushwake.com



So pleased was the client that our team was presented with an award by Vodafone for the superior quality of work we demonstrated during the project.

Get to know...

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Steve Watts
Head of Merger Integration
and Projects for EMEA, London

“Fun, fixer, and fair”

Q: How long have you been with Cushman & Wakefield?

A: I have been at companies associated with Cushman & Wakefield for more than 20 years.

Q: What did you do before joining our firm?

A: I spent the first part of my professional career in central and local government and then as a principal of a property company and property services company, which I sold to DTZ.

Q: If you had to describe yourself in 3 words, what would they be, and why?

A: Fun, fixer and fair. Life is too short not to have fun and I have been known to be a little mischievous. The nature of my roles invariably involves fixing things. I could not do my role without a high degree of integrity and fairness.

Q: What is one thing that many of your colleagues would not know about you?

A: I am a qualified life guard and have been known to pull people, and a dog, out of the river Thames in London.

Q: If you could have dinner with any one person, living or dead, who would he/she be and why?

A: Nelson Mandela. I am interested in Human Rights and his fight to achieve an equal and democratic society and desire for all people to live together in harmony. “We will do what we can to contribute to the renewal of our world.....it is in your hands to make of our world a better one for all.”

Q: What is the most exciting thing you have done while at Cushman & Wakefield?

A: Leading the EMEA integration of our two legacy businesses. The scope and pace of change is very exciting and ambitious. I also recently celebrated a special birthday and enjoyed a very memorable surprise dinner with friends and colleagues.

Get to know...

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Sherry Cushman
Law Firm Leader, Washington DC

Extols “we” not “me” approach

Sherry Cushman, Executive Managing Director and Leader of Cushman & Wakefield’s Legal Sector Advisory Group (LSAG), has spent her 30-plus-year career exclusively advising tenants in the legal sector in the U.S. She excelled at Studley and CBRE and, over four years ago, joined Cushman & Wakefield to lead our national Legal Sector Advisory Group out of Washington, DC. Thanks to Sherry’s efforts, Cushman & Wakefield was recently ranked #1 in Tenant Representation for the third straight year by the 2016 Best of The National Law Journal Readers Rankings Survey. We were also ranked #2 in Property Management by the publication.

Q: The LSAG has more than 200 law firm real estate advisors and is growing fast. What’s behind this?

A: Cushman & Wakefield wasn’t on the map in the legal sector when I started. When the firm approached me about establishing a world-class legal practice group, I wrote a business plan and quietly met with key brokers. On “day one” in October 2012, I had a plan in place and organizational buy-in. This gave me an opportunity to draw on my 30 years of experience working with law firms as both a broker and an interior designer.

Our team got off to a strong start by focusing on branding, conducting PR in all markets, and forming alliances with influential entities such as The

American Lawyer, which posts our annual survey on law firms on its website. Our survey, which uncovers key business drivers and issues of relevance to law firms, along with our alliances in the legal community, allowed us to position ourselves as an advisor, not a broker. We reinforced that role by hosting symposiums that to date have attracted 400 law firms in 26 cities. This year we’re rolling out a 30-city symposium for the legal community.

Q: You’ve accomplished so much. What’s left to do?

A: We want to get 100% of our tenant rep brokers and market leaders to fully engage our tools and resources. My team makes it easy. For example, we have an updated database with information about who has worked with what law firm where, on a national and global level.

Q: How has your group benefited from the merger?

A: It’s been great. We set the stage for collaboration between legacy companies. It’s “we” instead of “me,” and we’ve had nothing but positive experiences.

Q: As strong advocate for women in real estate, how have you seen the industry change for women?

A: I’m on Cushman & Wakefield’s Americas Women’s Integrated Network (WIN) advisory board. Women are innately better multi-taskers and in many ways are naturals at being tenant rep brokers. Women in our business are consistently among the top performers. We just have to find ways to keep them from having to choose between work and family.

Q: One last question: given your last name, are you related to the founding family of our firm?

A: This is a question I get daily. It’s an honor to have the Cushman name since birth. Jeff Cushman and I have tried to figure out a family connection with no success so far, but I like it when he introduces me as his sister!

Get to know...

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Evvanna Chua
Director, Transaction Management, GOS
APAC, Singapore

Organized, focused, humorous

Q: How long have you been with Cushman & Wakefield?

A: Four-and-a-half years

Q: What did you do before joining our firm?

A: Before joining Cushman & Wakefield, I spent 10 years with IBM and Microsoft managing their corporate real estate in Asia Pacific. This included managing a portfolio of leases across multiple countries, conducting presentations to senior management levels, providing support on business' merger and acquisition activities, as well as the project management of office interior fit-out works and office relocations.

Q: If you had to describe yourself in 3 words, what would they be, and why?

A: Organized: I like structure as I believe it is key to isolating issues and working towards solutions. In working with clients, this is often a challenge, but definitely helps keep clients aligned and ensures they do not panic simply because they do not receive immediate replies from a broker. Focused: Due to our regional coverage, it is important to maintain focus on the bigger picture of client relationships and overall account health and stability. Humorous: While I generally can look quite stern, I have been told by my peers and people I know that I have a good sense of humor, which is quite warped at times. Could have been developed through years of encountering people and clients from all walks of life and cultures. Helps in stress control too.

Q: What is one thing that many of your colleagues would not know about you?

A: I once practiced Krav Maga, a self-defense system developed for the Israel Defense Forces. I appreciate its practicality and usefulness in normal everyday situations that common people like us could face in our lives, especially as we travel to foreign and remote locations. I'm currently taking a break due to wrist cartilage injury - sadly not a result of any fights but more occupational in nature!

Q: If you could have dinner with any one person, living or dead, who would he/she be and why?

A: Warren Buffet. I want to understand how it feels like to be a billionaire with share prices being more than what an average person would probably earn per year, how he spends his money, whether he feels any pain when his net worth drops by US\$2 billion over six months even though his total net worth is still more than US\$60 billion, whether he has lost count of the number of zeroes, and so on.

Q: What is the most exciting thing you have done while at Cushman & Wakefield?

A: Work-wise, it is making two trips to the same place within a week. This was for a presentation pitch to a client, who subsequently requested a second meeting immediately after the weekend which meant that I had to then fly in again. I lost all sense of time and place due to the rush required in planning the trips as well as strategy for the client presentation.

Outside work, it was dressing up as Rogue, a character from the Marvel comics X-men, complete with a dyed strip of white hair. This was for a costume Christmas Party during the first year I joined Cushman & Wakefield. I subsequently had to walk through Boat Quay with the hair-do, attracting lots of stares along the way.

Welcome to Cushman & Wakefield

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Cushman & Wakefield UK: New lead for Wales & South West Rating team: Jon Ely

Cushman & Wakefield has appointed **Jon Ely** to lead its Wales & South West Rating team, based in Cardiff. Jon, who joins as an Associate Director, will provide rating advice on specialist industrial and other properties nationwide. Jon joins our firm from the industrial rating team at Gerald Eve LLP where he advised industrial clients and occupiers of specialist properties. He has dealt with properties ranging from chemical and steel works to airports and wind farms.

Jon's experience complements the existing strong team, increasing the range of specialist rating advice we are able to offer our clients both now and following the forthcoming 2017 revaluation. His appointment confirms our position as a leading rating consultant in Wales & South West and within the specialist industrial sector.

Cushman & Wakefield Russia: Strengthened Warehouse & Industrial team



Alexandra Selezneva

appointed as Associate and Deputy Head. As Head of Warehouse & Industrial at Colliers, Alexandra created one of the strongest teams in the Russian market.



Dmitry Abyzov selected as a Director. With more than 11 years of experience in industrial and logistics, Dmitry has represented owners, potential buyers and tenants, and has

supported consignment deals and the lease and acquisition of warehouse and industrial properties and land.



Darya Marfina retained as a Consultant. Darya has structured deals with Moscow and regional developers, and handled client lending, as well as holding tenders on consignment.

All were previously with Colliers International.



New partner for Hospitality & Tourism team: Marina Usenko

Cushman & Wakefield Russia has appointed **Marina Usenko** as a Partner in the Hospitality & Tourism team. She joins from Starwood Hotels & Resorts where she spent more than two years as Development Director for CIS and Baltics. Before that, Marina headed the Russian office of Jones Lang LaSalle Hotels, from the division's origin in 2005 until 2013, building one of the strongest teams in Russia and the CIS. Developing best-in-class hospitality and tourism services across Europe is a strategic priority for Cushman & Wakefield which, has a leading position in the market. Marina will work with Marina Smirnova to help clients achieve more ambitious goals for their investment, valuation, and management projects.

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Asset Services

Amy Lind was named Managing Director, Asset Services, for the Chicago market. **Lee Dunfee** and **Michael Turzanski** were promoted to Senior Vice President, Engineering Operations, for the East and West Regions, respectively.

Brokerage

Hendrik Zessel, Stefan Teague, and Michael Caplice were appointed to leadership positions in Canada. Hendrik is Executive Managing Director and Western Canada Leader. Stefan is Executive Managing Director and Greater Toronto Area (GTA) Market Leader. Michael Caplice is Executive Managing Director and National Operations Leader.

Capital Markets

Steffen Panzon, Brian Barnett, and Peter Joseph (shown below l-r) joined the Boston office. **Don LeBuhn** joined the San Francisco office to help expand the new Northern California Retail Capital Markets team including **Dan Wald** and Eric **Kathrein**. New York's **Joe Swingle** transitioned to Managing Director, Operations.



Executive

Chuck Scott has been appointed CEO Canada.

Finance

John Salazar will serve as Integration Management Office (IMO) Client Accounting Lead. **Jeremy Hemann** will serve as Chief Client Accounting Officer, U.S. Asset Services.

Global Occupier Services (GOS)

Toby Dodd transitioned to Head of Account Management for the New York/Tri-State, Mid-Atlantic, and New England regions. **David Susoreny** transitioned to Head of Account Management for the East region.

Project & Development Services

Carey Poole has recently taken on the role of Project & Development Services (PDS) Market Leader in Florida.

Valuation & Advisory

Kate Spencer has been promoted to Managing Director and Practice Leader for Valuation & Advisory's Self Storage Practice Group.

Welcome to Cushman & Wakefield

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Holly Yang, our new marketing leader

Holly Yang has been appointed as leader of our Marketing, Strategic Sales & Communications team in Asia Pacific. This will be a key leadership role, strengthening and supporting the delivery and success of our 2016 Asia Pacific strategies.

Holly joins Cushman and Wakefield with marketing experience that spans global, regional and local strategy and delivery. Holly's 25-plus year career includes a combined 10 years with top consulting firms, Deloitte and EY, and 15 years with JLL. Most recently, she led the marketing charge for JLL as Head of Corporate Solutions (US). Prior to that Holly built the marketing structure for JLL in Asia as head of marketing for Asia Pacific.

Holly's experience across the real estate industry will ensure we drive and differentiate our brand, deliver strategic marketing to the highest level, fill our pipeline and align closely with sales, and leverage our thought leadership. Two immediate priorities that Holly will focus on are GOS Asia Pacific and our Singapore business.

Welcome to Cushman & Wakefield

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Hong Kong

We're delighted to have **Alton Wong** rejoin us from Colliers. Based in Hong Kong, Alton is now Director of our Valuation & Advisory Services business in Greater China.



Elisa Yiu has joined the firm as Head of Marketing Communications, Hong Kong. She will work closely with the business to drive marketing strategies to build the brand profile for the Hong Kong market.



China

Demi Huang has been appointed Associate Director, Valuation & Consulting Services, based in Shanghai. With solid experience working with MNCs and REITS, Demi has further strengthened our dynamic team.



Yan Xiao-dong has joined our firm as Senior Manager and business development lead for the Taiyuan market. He will also lead the property services projects of Tsinghua Science Park and Oriental Pearl Tower in China.



Kelvin Guo has joined us as Senior Manager based in Shenzhen. His particular areas of expertise are strategic regional development planning and industrial development planning, and his appointment adds momentum to the growing industrial and logistics business in China.



Gong Yu has joined our Residential Services Group as Manager from a real estate developer. With extensive knowledge in the Shenzhen real estate market, his addition will help strengthen our residential business in the Southern China region.

The Best of the Hub presents excerpts from The Hub, a monthly internal employee newsletter that can be accessed through our Connect intranet on the right hand menu. The Hub is a fully interactive site that delivers insights and news on our transformed firm, and also encourages employees to ask and get expert answers to their questions about the merger in a Q&A section.

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