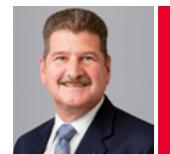


WELCOME TO LEAD

Integration News You Need

IN THIS ISSUE



Update from Chief Integration Officer, John Santora

As our teams hit key milestones, our firm is seeing the benefits.

[+ READ MORE](#)

Integration Journey

See a map of our journey to world class.

[+ CLICK HERE](#)



Corporate Real Estate Update

Get the latest news on our global office consolidations.

[+ READ MORE](#)



BOOST Update

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

[+ READ MORE](#)



Human Resources Update

Understand key current and upcoming HR activities.

[+ READ MORE](#)



Information Technology Update

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

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Finance & HR Transformation Update

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

[+ READ MORE](#)



Workday Update

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

[+ READ MORE](#)



U.S. Deals & Commissions Platform

Get the key updates for the U.S. Deals & Commissions Platform, going live in less than 30 days.

[+ READ MORE](#)



PeopleSoft Billing Update

Learn how this project will establish a new billing engine for recurring fees and payroll.

[+ READ MORE](#)



Procurement Update

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

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VOLUME 8: OCTOBER 2016

Also inside:

THE HUB

Good news to share with your teams!



UPDATE FROM JOHN SANTORA

GLOBAL CHIEF OPERATING OFFICER & CHIEF INTEGRATION OFFICER

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Global integration news you can use

October is an important month for our company. We have just celebrated the first anniversary of our merger and are seeing our integration workstreams deliver on their goals. Impressively, we are starting to get a clear picture of how these projects are coming together to create a solid foundation of advanced systems and flexible processes that will differentiate us in the marketplace and lead us into the future.

As leaders, we are at a difficult, but exciting inflection point. While the hard work of integration is far from over, our focus is shifting to the post-integration phase when we will realize the full benefits of having a business model based on continuous improvement and operational excellence.

However, as we head towards finish lines, the next few months will bring more changes. Our colleagues in EMEA and parts of Asia Pacific are feeling this now. In the U.S., we will reach a major milestone in October with the launch our U.S. Deal and Commission Management Platform. This connects the work that has been done by many teams including: Global Technology Solutions, Workday, HR, Change Management, Procurement, and the large team deploying an integrated back-end platform built in Callidus and SalesForce.

At this critical stage, we are relying on all of you to help your teams complete this journey. There will be more bumps in the road as we work to master new systems, learn new processes, and adapt to change, but there is always help when needed. To support your teams, please:

- Take a moment to thank everyone who has worked so hard to get us this far.
- Acknowledge the changes that employees are grappling with as they learn new skills and systems to do their jobs.
- Keep the focus on the ultimate goal: building a solid foundation that will support relentless change, but most importantly, the success and well-being of all of our employees.

From my perspective, I know how hard each of you have been working and that it is challenging to lead a business when there is so much change. Thank you again for your dedication and leadership – and do not hesitate to reach out to me or any of the workstream leaders if you have questions or feedback.

Sincerely,

John Santora

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INTEGRATION JOURNEY

CHARTING OUR TRANSFORMATION JOURNEY

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- SEPT 2015**
DTZ & C&W Day 1
• New brand launched
• Global ad campaign
• Top leaders announced



- OCT 2015**
Top 300 Leaders announced
- Q4 2015**
Bringing teams together:
office consolidations begin



- **JULY 2016**
More than half of offices consolidated
- **JULY 2016**
Workday: Global employee HR platform launched
- **JULY 2016 - OCT 2016**
World-class Financial Services Center launched
- **OCT 2016**
Single U.S. Deal and Commission Platform
- **2017**
C&W Centennial Anniversary marketing campaign
- **2017**
Office consolidation completed
- **Q1 2017**
One global employee portal
- **JANUARY 2017**
ENGAGE: Global CRM platform based on Salesforce technology.
- **Q4 2016**
Global advertising campaign
- **2016 - 2017**
Integration of People programs
- **2016 - 2017**
Integration of technology programs

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CORPORATE REAL ESTATE UPDATE

WHAT WE AIM TO ACHIEVE

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.

MILESTONES THIS MONTH

- Through October, the CRE team executed the long-term consolidation strategy in six markets in APAC, 23 markets in the Americas, 13 markets in EMEA, and seven markets in Greater China.
- For Business-as-Usual (BAU) markets, the CRE team is working with Finance to provide guidance on budgeting real estate capex for the 2017 budgets.
- Our Lease administration team continues to work on housing all of C&W's global leases in BIG.
- The CRE team is working with the Marketing & Communications team on the development of a communications plan around workplace and change management.

Among highlights, our firm:

- Continued construction on the offices located in Dallas, TX; Toronto, Canada; Glasgow, Scotland; and Melbourne, Australia.
- Finalized space plans for our Indianapolis, IN office relocation.

- Completed Phase I and moved into the expansion space of our Walnut Creek, CA office. Began Phase II of the construction for the balance of the space.
- Began construction on the Edison, NJ and East Rutherford, NJ office renovation.
- Began construction on the Denver, CO and Phoenix, AZ office relocation.
- Completed construction and moved into our new Sacramento, CA office.
- Signed the lease for our Chicago Global Headquarters and for 92K RSF in St. Louis, MO to grow our GOS/PSC business.
- Continued working with our global architect and Procurement team on the development of the furniture standards. The preferred vendor and furniture standards will be awarded in mid-November 2016.

WHAT TO SAY TO EMPLOYEES

The CRE team is working with in-house real estate experts to build a world-class real estate strategy and management function that mirrors the real estate services we provide to our client.

For markets that are relocating and/or under-going new build-outs, we are collaborating with Regional and Market leaders across the globe to roll-out our workplace standards that focus on:

- The client experience, the employee experience, collaboration, productivity, wellness, and flexibility.
- Alignment of our office space with our purpose, culture, brand, and specific functional requirements.
- For Business-as-Usual (BAU) markets, refresh of space in line with new workplace designs and standards will be considered in anticipation of lease expirations / renewals, and in conjunction with the 2017 capex budgeting process.



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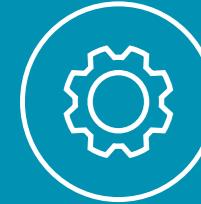
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BOOST UPDATE

WHAT WE AIM TO ACHIEVE

With integration efforts in full swing throughout the firm, the **Business Office Operations Support Team** (BOOST) is primarily focused on more fully integrating our Marketing, Research, and Operational support roles throughout our local markets and EMEA (note: this initiative does not include HR, IT, Finance or Legal). As part of this effort, we'll be transitioning from more than 200 different titles down to approximately 20 job roles across our group of 1,300 impacted employees.

Ultimately, we firmly believe that by bringing more consistency to groups like Marketing, Research, and our Operations support teams, our firm will reap the results of increased productivity, better work quality, improved retention, enhanced ability to share best practices across markets—and higher win rates for our fee earners.

MILESTONES THIS MONTH

- Tri-State Progress:** We're making **great progress** with our integration efforts within the **Tri-State market**. Now that we've completed our local mapping exercise for all in-scope support staff, the next steps will be to implement title and role changes as necessary.
- SMARTTRACK Roll Out:** We are also in the process of rolling out the SMARTTRACK project management tool to the market's Operations, Service Delivery, and Research personnel. Once we've implemented necessary titling and role changes, along with SMARTTRACK, in the Tri-State, we'll roll out the tool in Tampa, Atlanta, and then ultimately to the remaining markets poised for integration.

- Integration Well Underway:** Taking a multi-market approach, we've successfully completed two workshops and are well underway with our integration efforts within the Northern California, San Diego, Phoenix, D.C. Metro, and Chicago markets.
- WebEx Workshop:** On October 6, we kicked off our next phase of rollouts with an introductory WebEx Workshop for all remaining East and West Markets, excluding Canada. Next, we plan to conduct in-person East and West Workshops at the beginning of November, where we will review overall job architecture and processes, as well as future title mapping for each individual market.
- We anticipate conducting the Canada WebEx and in-person Workshop in early November and December respectively, and completing every market by the end of 2016.
- EMEA on Hold:** Within EMEA, the rollout of BOOST remains on hold while we undergo the Workday and Finance Service Centre implementations.

WHAT TO SAY TO EMPLOYEES

- Please communicate to your teams that our integration efforts are moving full steam ahead within the Americas – and we're now taking a multi-market approach to more quickly advance the initiative. Our teams continue to remain heavily engaged with local markets, and both Market and Regional leads. At the end of the day, this initiative should be viewed as a win for all employees impacted.
- We are on target to complete all market integrations by the end of 2016.



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By bringing more consistency to our Marketing, Research, and Operations support teams, our firm will reap the results of increased productivity, better work quality, improved retention, enhanced ability to share best practices—and higher win rates for our fee earners.



HUMAN RESOURCES UPDATE

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MILESTONES THIS MONTH

Global updates

The Human Resources leadership team met in Chicago in late October and approved an HR Transformation business case. At its core, this is a program designed to take advantage of Workday to simplify, automate, and drive efficiencies in our HR function.

During the month of November, our teams will be completing several scoping exercises and setting up project plans and teams. We anticipate that much of the work will take place in the first three quarters of 2017. Look for more details later this year.

EMEA updates

Following a benefits market review in the UK, benefits providers have been selected and a new, single benefits platform will launch for the 2017 election window from mid-November, replacing two existing legacy benefits management systems. An RFP went to 9 firms earlier this year, with AON chosen for EMEA due to their international capability, systems capability and service offering.

In parallel, adoption of a common approach to policies in the UK is progressing and 17 policies legally reviewed and finalised to date. Plans have been shared with UK employee representation groups, and policies communication will dovetail with launch of the new flexible benefits management system.

EMEA TALENT AND PERFORMANCE

Since the merger, the EMEA business has been operating with two corporate grading and career structures. After a thorough review, leaders have agreed and announced a corporate grading and career structures which will provide an aspirational career path for everyone. From graduate entry through to Associate/Associate Director, corporate grades and titles are broadly similar across the combined businesses. However, the approaches to senior grades and titles have differed, with one business having three director grades (Director, Senior Director and International Director) and the other two partnership grades (Equity Partner and Salaried Partner).

Now there are three senior corporate titles, differentiated by strategic accountability, complexity of business and responsibility for talent.

- **Executive Partner** – strategic leaders, driving change and holding responsibility for governance.
- **International Partner** – Leaders and managers, generating significant business and holding key client relationships.
- **Partner** – focused on business generation and managing talent.

The adoption of the “Partner” title differentiates us in the market and speaks to our core values of a collaborative culture that wins together. The structure makes a clear distinction between grades and supports progression.



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INFORMATION TECHNOLOGY UPDATE

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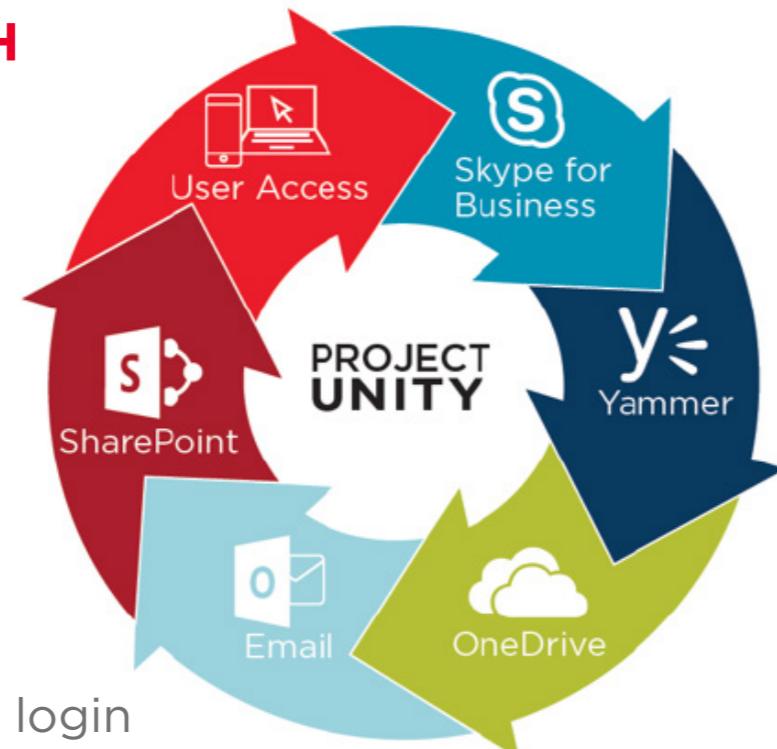
WHAT WE AIM TO ACHIEVE

Global Technology Solutions (GTS) continues to support both integration and business-as-usual activities to deliver foundational excellence across the enterprise. Since the global merger, GTS has been working to integrate our organization, facilitate working more efficiently and, most importantly, to work as one team.

MILESTONES THIS MONTH

Project Unity

- Project Unity** is a global initiative that will enable a single, standardized communication and collaboration platform for you, and your colleagues. Features include:



- User Access** – One single login will allow access to all our Cushman & Wakefield systems and services
- Skype for Business** – Allows us to call, video conference and share from any device, anywhere
- Yammer** – A social network that is exclusively focused on our business
- OneDrive** – A central place for you to store and share files
- Email** – One, company-wide email and calendar platform for all colleagues
- SharePoint** - Used to create websites where we can store, organize, and share information from almost any device

The scope of the project includes migration of legacy DTZ users to the Cushman & Wakefield Office 365 Platform.

EMEA email migration close to completion

The latest phase of this project was focused on e-mail migration, which was successfully completed across EMEA offices in early October and supported by GTS Genius Bars and Floor Walkers. Some residual migrations were completed throughout the month, primarily focused on any lingering migrations, affiliate mailboxes, and remaining shared mailboxes.

DTZ Investors will be the last business area in Europe to migrate, scheduled first week in November. Migration efforts for APAC will also be completed by the end of the year.

Technology Adoption Program

To ensure we get the most from Project Unity collaboration tools, support and training will be provided as part of a Technology Adoption Program. We will be holding training sessions at major locations, and run 'genius bars' on a monthly basis where you can pop by to have your questions answered to ensure you're gaining the best user experience from our exciting technology platform.

More news to follow!

Project One

In parallel to Project Unity, GTS has also been working on **Project One**, which enables employees to access file share drives, data, servers, and applications from legacy networks.

Project One was completed at the end of September, and although the effort was not as visible as Project Unity, the results allow all of our teams across the organization to collaborate and work more effectively together, resolving many of the operational issues that have existed since the merger.



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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.



INFORMATION TECHNOLOGY UPDATE (continued)

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Yardi 7S: Supporting EMEA Asset Services

In support of the EMEA Asset Services transformation, Yardi 7S has been developed for deployment across EMEA. Yardi 7S is a property management software application that underpins the client accounting functions in C&W Asset Services and GOS. The Yardi integration proposes to implement Yardi across 15 countries in EMEA where the Asset Services business operates.

As a result of the Yardi deployment in EMEA, over six legacy applications are targeted for retirement, and the business will leverage the single Yardi platform to transform services. The program enables integration across the legacy European businesses and facilitates significant savings targets for Asset Services.

ENGAGE: CRM Program

GTS partners with the business to help build processes and infrastructure to support our people, serve our clients, and grow our business. This includes the creation of a leading business development platform, featuring best-in-class technology.

The first phase of this platform will be the global rollout of Engage – our uniquely branded cloud-based customer relationship management system. From this foundation, which is built on world-leading Salesforce technology, we'll be able to develop additional tools to drive insights and efficiencies to our fee-earners.

WHAT TO SAY TO EMPLOYEES

Unity and beyond

Project Unity is a global initiative that will enable a single, standardized communication and collaboration platform for you, and your colleagues, including:

- Before the end of the year, the final phase of Unity will be completed when we migrate Legacy DTZ laptop and desktop devices to the Cushman and Wakefield instance.
- As a follow up to the success of Unity, a Technology Adoption Program is currently in the planning phase. The program will provide training to improve knowledge and skills relating to the range of collaboration tools available in our platform. We will be holding training sessions at all our major locations and run ‘genius bars’ on a monthly basis that you can pop in to and have your questions answered. More news to follow!
- **Change Management Plans** are being formulated to ensure the best user experience and adoption of our tools. The plans will include on-site training, genius bars, targeted communications, access to training materials and FAQs. Please encourage your teams to watch for GTS communications, which will provide scheduling for specific offices across all regions.



FINANCE TRANSFORMATION UPDATE

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WHAT WE AIM TO ACHIEVE

We are committed to improving the efficiency of our delivery model for the 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.

The Finance transformation began in January with the primary goals of consolidating transactional processes across legacy platforms and leading the real estate industry with the best talent, the best clients, and the best results.

Our **vision** is to **build for long-term success** with a best-in-class delivery model, **enable for growth** with business functions that fit our current and future scale, and **optimize talent** with a controllership finance team that has more capacity to focus on strategic activities.

The newly established **Finance Service Center**, located primarily in Chennai, India, focuses on high-volume, transactional day-to-day activities, allowing our Finance team to focus on more strategic and value-adding actions for our clients.

*Please note

- The Finance transformation journey is progressing and is closely aligned with other technology initiatives such as Workday, Salesforce, and Callidus (U.S. only).
- Please take a few moments to read through the Workday, US Deal and Commission Platform and PeopleSoft updates, as those are work streams that feed into our overall finance transformation goals..

MILESTONES THIS MONTH

Finance function in the Americas:

- The following processes went live at our **Finance Service Center** (FSC) as of October 1:
 - U.S. legacy DTZ & legacy Cassidy Turley: (GL, AP, Cash Application, Revenue Recognition and FA)
 - U.S. legacy Cushman & Wakefield: Cash Application and Revenue Recognition (Leasing, Sales and Business Consulting)
- Effective October 1, we introduced a new structure for our controllership organization located primarily in St. Louis, Missouri.
 - You can find an organization chart in the [CONNECT folder](#) that outlines roles for this newly structured group. Please note this chart includes some interim resources as we continue to build out our controllership organization.
 - To contact the Controllership Organization help desk, email AmericasOrdertoCash@cushwake.com. Please reach out to this group for commission accounting questions moving forward.
- **We ask for your patience** as we fully ramp up our processes in the FSC and the St. Louis Controllership organization. In the event your response is not being answered in a timely manner, please follow the customer satisfaction process located in the [CONNECT folder](#).
 - There is a robust hypercare and stabilization model in place to support all systems integrations and our Controllership organization through this transition period. If you would like more information on these models, please visit the [CONNECT folder](#).



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Finance transformation provides our organization with an opportunity to build a best-in-class, efficient delivery model to meet the needs of our growing business.



FINANCE TRANSFORMATION UPDATE (continued)

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- To mitigate risk and maintain business as usual, we will continue to hold daily “Command Center” meetings with our FSC partners as processes continue to fully transition through both the hypercare and stabilization periods.
- We continue to prepare for the last targeted go-live in 2017 to transition U.S. legacy Cushman & Wakefield Asset Services, PDS, GOS (Fee Portion) to PeopleSoft Billing. We will communicate additional details in the coming months.

Finance function in EMEA:

- The **EMEA Finance Service Centre** has now completed three month-end closes and currently all teams are focusing on quarter-end activities. AP backlogs are reducing steadily whilst the value of AR invoices is increasing significantly. Outstanding Process ambiguities are being resolved and the business is being supported by ongoing targeted communication, stakeholder engagement, and training.
- Specifically, a new **dedicated support team** has been established to assist EMEA PAs, leadership and country heads to manage client invoices and non-client supplier invoices until year end. Based in London, the team of three have multi-lingual capability in English, French, Italian, and Polish.
- **A key focus** to year end is the transformation of France’s finance organization, following a consultation process that was completed in September. The Finance Service Centre will go live in France from November 1st for AP, AR and Treasury, with Controllership and Treasury scheduled for mid-November.

WHAT TO SAY TO EMPLOYEES

- Finance transformation provides our organization with an opportunity to build a best-in-class, efficient delivery model to meet the needs of our growing business.
- In the UK, many Corporate Finance processes have been outsourced, and others are still under consideration. For these identified processes, our consultations are moving into new phases, in accordance with UK-specific requirements. Please note we don’t have commitment to outsource HR processes at this time.
- As part of the new Cushman & Wakefield Finance model and upon go-live, the Finance Service Center team becomes our service delivery partner responsible for in-scope transactional tasks to support our team.
- Finance transformation work has already begun with go-live dates for certain regions and processes in July and October, and will continue to develop through next year.
- The Finance Service Center, located primarily in Chennai, India, began processing transactional finance processes in July, and more processes transitioned in October.
- More information on the status of the Americas and EMEA HR transformation 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

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WHAT WE AIM TO ACHIEVE

By now, you should be familiar with Workday, a state-of-the-art technology that is mobile-friendly, intuitive, and easy to use. Our firm has been implementing Workday in a phased approach to replace our disparate HR and Finance systems with **one global system** that standardizes our back-office processes.

MILESTONES THIS MONTH

We are excited to share that the following groups successfully went live on October 3:

- Americas Legacy CT with **Workday Finance**
- Americas Legacy DTZ GOS with **Workday Finance** and **HR**

This brought us one step closer to one global business platform, enabling visibility into key business metrics and consistency in user experience.

Workday Resources: Training and Answers to Questions

- The [Workday Resource Portal](#) is your one-stop shop for all self-directed learning, including over 200 Quick Reference Guides (QRGs) and 30 narrated videos. The [Workday Glossary](#) provides definitions to Workday terminology, and is your resource to learn about any new or unfamiliar terms.

Hypercare Support

During the month of October, we developed a '**Hypercare**' model to support the transition to Workday. This model includes:

- **Global IT Service Desk:** The Global IT Service Desk has been prepared and trained to support Workday and will be the go-to resource to answer questions and remediate issues.
- **Super User Network:** We have setup and trained a [Super User Network](#) of over 30 people to ensure there are strong primarily service line resources to respond to Workday questions in local offices.
- **Workday "War Room":** The War Room is open for Super Users to contact with questions raised by impacted stakeholders. This War Room is a center of excellence with technical subject matter experts that serve as another resource in the Hypercare model.



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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.



WORKDAY UPDATE (continued)

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WHAT TO SAY TO EMPLOYEES

- Workday replaces our disparate HR and Finance systems with **one global state-of-the-art system** that standardizes our back-office processes.
- Legacy Cassidy Turley **independent contract brokers** will begin to follow the current process defined for legacy Cushman & Wakefield independent contractors — they will be reimbursed from the company for approved business expenses, but will need to be paid through the supplier account via the submission of a supplier invoice. The reimbursement payments to be received will be reported on the employees' Form 1099.
- **Workday Finance** is live for Legacy CT in the Americas, as a result, employees will do their expenses in Workday.
- **Workday Finance and HR** is live for Legacy DTZ GOS in the Americas.
- Employees can download and access Workday on the **mobile app** for iPhone or Android.

If you have specific Workday questions, please submit them through the Q&A section of [The Hub](#). Workday contacts are:

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



U.S. DEALS & COMMISSIONS PLATFORM

MILESTONES THIS MONTH

The U.S. Deal & Commissions Management Platform is live! As a reminder, the platform includes three programs: Deal Management, Callidus, and Workday Finance.

Project Overview

- The project changed the way transactions are documented, results are reported, clients are billed, and revenue is recognized. Most of these changes will directly impact supporting administrative and finance teams.
- This also changed many processes, as legacy Cushman & Wakefield employees will no longer have as many manual processes and will have more visibility into transactions, while legacy Cassidy Turley/DTZ employees will have more audit ability and stringent structure around the [Revenue Recognition Policy](#).
- This was the first of two major projects currently underway to move our firm closer to one **unified business development platform**. Phase 2 includes a broader roll-out of our CRM platform to all fee-earners globally, which is scheduled to launch in Q1 of 2017.
- As of October 10, all U.S. Sales Support, Finance, and Management were granted licenses and trained on the Deal Management platform. U.S. commission eligible professionals also have access to the Commissions Reporting tool.
- To see a full listing of communications that were distributed as part of the October Launch, please visit our [October Go-Live communications page](#).

New App Catalog Log-in

- On October 10, we launched the new App Catalog which is a one-stop-shop site that allows you to access multiple applications such as **Deal Management**, **Workday**, the **Commissions Reporting** tool, the **Resource Portal**, and many other applications. Using Google Chrome or a browser other than Internet Explorer, click on the [App Catalog](#) to log-in and experience the platform.

Milestones this Month

- Launch of U.S. Deal and Commissions Management Platform on October 10!
- Launch of Post Go-Live Support
 - There is a robust post go-live support network that consists of a center of excellence for defect and issue resolution, a global service desk and a Super User Network that is your first point of contact for business users and issue resolution.
 - [Super Users](#) are available in each region and market. These Super Users act as champions of the new technology and assist in cascade of messaging.
- Additional reports and functionality will be developed and issued as they becomes available.



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NEW YORK

The U.S. Deal & Commissions platform changes the way transactions are documented, results are reported, clients are billed, and revenue is recognized. It is the first of two major projects currently underway to move our firm closer to one unified business development platform.



U.S. DEALS & COMMISSIONS PLATFORM (Continued)



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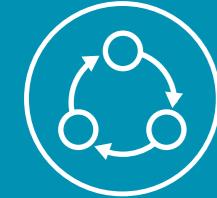
WHAT TO SAY TO EMPLOYEES

- All Operation Directors, Revenue Accountants, Fee-Earner Sales Support staff, Controllership Organization, and Fee-Earners within the U.S. should have participated in training (via Virtual Instructor Led Trainings, Instructor Led Trainings, or by viewing videos).
- Trainings, process videos, desktop procedures, and other resources are available on the [Resource Portal](#).
- If employees have any issues with the new platform, encourage them to contact their Revenue Accountant, [Super User](#), or IT Service Desk.

If you have specific questions about the U.S. Deal & Commissions Management Platform, please submit them through the Q&A section of [The Hub](#).

U.S. Deal and Commissions Management contacts are:

- **Shelley Radomski** – Business User Global Process Owner
- **Leif Maiorini** – Technology Global Process Owner
- **Jackie McBrady** – Associate Vice President
- **Christie Veldhuizen** – Business Process Owner
- **Megan McCann** – Business Engagement Lead



PEOPLESOF BILLING

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WHAT WE AIM TO ACHIEVE

The U.S. PeopleSoft Billing Project establishes a new billing engine for recurring fees and payroll. Currently underway, this initiative will provide end users with the following:

- **One billing platform** replacing multiple legacy billing systems that will feed Workday to provide project-level visibility and more accurate reporting.
- Adoption of **established** legacy Cassidy Turley billing processes to accommodate complex billing scenarios.
- **Reduction in the necessity for cross-over billing situations** (e.g., legacy Cushman & Wakefield employee working at a legacy Cassidy Turley managed property).
- **Reduction in manual efforts** (e.g., time sheet entry, manual invoice creation, manual data entry into JDE).
- **Detailed project-level profit and loss statements** to the business.

All project implementation teams are working together to leverage and harmonize relevant communications and training where there is overlap in impacted stakeholders.

MILESTONES THIS MONTH

We are proud to announce that PeopleSoft Billing is live! On October 3, the project, already in use by legacy Cassidy Turley, went live for legacy DTZ for payroll and billing recurring fees!

- 12 hours of expert-led webinar training were scheduled in the weeks prior and post go-live. All reference materials and previously recorded training can be found on The Resource Portal.

- Over 20 communications were distributed in September/October, including:
 - Leadership messages outlining the impact to various groups of direct reports.
 - Training awareness messages.
 - Hyper-care and Cutover information.
 - Process changes and impacts.
 - Regular project updates (as pertinent).
 - Where to go for more information.
 - Ad hoc communications as needed.

WHAT TO SAY TO EMPLOYEES

We have reached a major milestone in the project. Our ultimate goal is to have **one unified billing platform**, providing project-level visibility, more accurate reporting, and a reduction in manual efforts.

We recognize that many of you will not need to work within PeopleSoft, as it serves as a behind-the-scenes billing engine; however, the impacts will largely be shifting activity to Workday, or entering revenue differently within the General Revenue portals.

Following the October launch, you may be managing accounts, projects, or employees from different legacy firms, not all of whom will have gone live. Here's how the rollouts, which will be carried out in two waves, will proceed, and what you can communicate:



PEOPLESOF BILLING (continued)

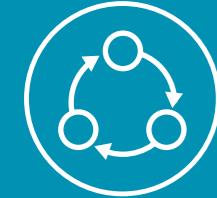


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- **October 2016: Legacy DTZ for payroll and billing recurring fees:**
 - **LDTZ:** PeopleSoft Billing replaced and automated multiple legacy systems, including JD Edwards for LDTZ GOS and some LDTZ GOS billing activity that had taken place in Microsoft CRM. Aging reports will be run out of Workday. Additionally, Due from Client (billbacks) will be entered into Workday.
 - **LCT:** PeopleSoft Billing is already in use; however, impacted end-users will need to understand and learn how to work with the **new Workday codes and terminology**. Aging reports will be run out of Workday. Additionally, Due from Client (billbacks) will be entered into Workday.
 - **LCW:** Employees will be maintaining their current billing and invoicing processes, using the Revenue Transmittal Document (RTD). Aging reports will continue as is.
- **Early 2017: Legacy Cushman & Wakefield for billing recurring fees:**
 - **LCW:** PeopleSoft will become the billing engine for LCW, and consolidated aging reports will be run out of Workday. Additionally, payroll will be run out of PeopleSoft.

ADDITIONAL RESOURCES AND SUPPORT

- Should you have any PeopleSoft-related questions, reach out to the PeopleSoft Billing Support Team at **314-392-0174**.
- [The Resource Portal](#) is your one-stop shop for all self-directed learning, including Quick Reference Guides (QRGs) and previously recorded training sessions.
- We have put together a list of some of the commonly asked questions about PeopleSoft Billing. Please refer to the **Frequently Asked Questions** [here](#) for any additional questions. These will be updated periodically as training continues.



PROCUREMENT UPDATE

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MILESTONES THIS MONTH

In late September the Global, Procurement SLT met in Chicago for a three-day session and accomplished the following:

- Reviewed 2016 progress on goals, and formulated actions plans to close out any open items;
- Solidified a 2017 budget that allows the organization to support all stakeholder needs and goals;
- Finalized additional 2017 savings and value-enabler projects to support the business;
- Began a formal talent management process with our HR business partner;
- Met with senior leaders from several lines of business and functions to better understand how we can align and optimize our relationships into 2017 and beyond.

CENTER OF EXCELLENCE UPDATE

Our Center of Excellence (COE), which is leading all 12 Procurement Transformation initiatives, has also started looking at future state operating models for all Procurement towers/activities (insourced, outsourced or middle hub). The 12 initiatives are as follows:

- | | | |
|----------------------------------|-----------------------------|-----------------------|
| • Business Partner Collaboration | • Procurement Branding | • Supplier Management |
| • Improved Category Mgmt | • Proactive Sourcing | • Analytics Projects |
| • Policy/Process Standardization | • Central Data Mgmt | • Talent Mgmt |
| • Contract Lifecycle Mgmt | • Supplier Information Mgmt | • Procure-to-Pay |

The COE will launch the new, **global Contract Management Repository** in Q4 of this year, along with a Contract Policy and Procedures document. This new tool will be applicable and available to all Line of Businesses (LOBs) and functions in the U.S., UK, and Australia.

The COE is wrapping up an extensive RFP process to select a new **Supplier Information & Performance Management** solution. Tool demos are taking place in October and a final selection will be made in November, with implementation to follow soon thereafter.

Please **tell all employees** to contact the COE or their leadership on the above projects if they would like to be involved or need further information.

CORPORATE MILESTONES

- The **Manpower temporary labor agreement** has been finalized in the United States. Manpower is now the preferred supplier for temporary labor services, and all future requests should be directed to them for fulfillment. Contact Krista Fischer with any questions about this program.
- **Bank of America corporate credit cards** were issued in the United Kingdom at the end of October, followed by the launch of the online travel booking tool and travel agency services provided by Carlson Wagonlit.
- **The global furniture strategy** is being developed in partnership with the Global Real Estate team. The consolidation of the global offices in Chicago will drive the standard for the entire organization.
- The **branded products company store** for the U.S. launched November 1.
-



Andrew Cieslak

**GLOBAL CHIEF
PROCUREMENT OFFICER**

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ATLANTA

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.



PROCUREMENT UPDATE (continued)

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- The EMEA Procurement team is now engaged with Asset Services on **Project Spyder**, and has started expansion to support GOS.
- We are in negotiations with **Costar** to harmonize existing legacy agreements into a consolidated agreement in the U.S.

IT MILESTONES

The EMEA team is engaging in many large IT initiatives such as Yardi and Salesforce. Additionally, we are looking for an IT specialist in the region to strengthen the Global team's reach within EMEA.

COMMERCIAL MILESTONES

- Developed a proposed UTC partnership program that will support our business to business procurement activities with Otis & Carrier.
- Kicked-off the procurement benchmark program and developed a pilot program for the pest control category.
- Developed a procurement assessment process to identify potential savings by category on accounts.
- The janitorial consumables optimization program has been launched, which will result in a significant reduction of SKU's and reduced costs for C&W Services
- EMEA resource recently added to support GOS needs & requirements with a focus of quickly defining strategy and timelines.
- EMEA Asset Services team drafted, refined and completed Category strategy plans for each of their owned categories. These will inform future plans and actions.

WHAT YOU CAN SAY TO LEADERS AND OPERATORS

Please let your leaders and operators know that there are upcoming technology and operational changes coming, and to reach out to Procurement leads listed below with any questions. As well, please be on the lookout for a communication introducing the new Procurement Playbooks, which have been developed as part of the Procurement Transformation initiative.

Your Procurement Leads:

- **Andrew Cieslak** – Global Chief Procurement Officer
- **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
- **Nate Earnest** – Global Lead - IT Procurement
- **Anne Simmons** – EMEA Lead
- **Tushar Panchal** – APAC Lead (Interim)

You can also visit the Procurement folder on CONNECT Resources to check for periodic updates to policies, templates, and FAQs.

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	MESSAGES
STATE OUR GOAL First, employees should understand our broad goal as an organization.	Our goal: to lead the real estate industry with the best talent, the best clients, and the best results.
ACKNOWLEDGE OUR CHALLENGE Next, acknowledge the work we need to undertake to reach our goal. Be empathetic.	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.
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.	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.
FINALLY, EXPLAIN THE PAYOFF This should tie back to the original goal, while offering the real benefit to our employees.	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. see 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

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**

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THE HUB



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

BEST OF THE HUB INTERACTIVE PDF EDITION / October 2016

CONTENTS interactive menu

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.

GET TO KNOW...

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

OUR BELIEFS IN ACTION

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

AWARDS, MILESTONES, AND KEY HIRES

Celebrating our expanding teams and their achievements.



**CUSHMAN &
WAKEFIELD**



Company News

GLOBAL

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Corporate Responsibility Report

AMERICAS

- ▶ New digital tools and Swat Team support to help you win business
- ▶ Sun Life Financial: Client satisfaction drives major renewal

EMEA

- ▶ Turkey triumphs with iconic tower mandate

Global—Get this now: Corporate Responsibility Report

Our first Corporate Responsibility report is yet another huge milestone for our firm. It details our leading approach to integrating environmental and social principle into our corporate culture, serving as a benchmark for our future performance.

The ground-breaking report describes our environmental, social, and governance directives planned for our corporate operations. This includes an Environmental Commitment, which gives structure to our sustainability goals.

The report was produced under the direction of the firm's Global Corporate Responsibility Governance Committee, which was established in 2015 after the merger of Cushman and Wakefield and DTZ.

Please click [here](#) to access the full report to better understand how our firm strives to create a positive impact on our employees, communities, and environment — as we take every opportunity to deliver exceptional service and value to our clients.



Company News

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- Turkey triumphs with iconic tower mandate

Americas—New digital tools and Swat Team support to help you win business

The Americas Marketing & Communications team has made tremendous progress in transforming from traditional marketers to growth marketers who drive revenue for our producers. Check out the three new tools to help you win.

Service Line & Practice Group Resource Guide: Here you'll find the most up-to-date resources and contacts for all of our service lines and practice groups in one easily accessible microsite. Included are differentiators and crisp, descriptive copy ready to be plugged into your project, as well as contacts to enhance our brokers' ability to cross-sell. Like the Best-in-Class library, we recommend this resource to all Marcom professionals and brokers heavily involved in their marketing efforts.

RSource Marketing & Research Toolkit: Aimed at Brokerage professionals, this microsite clearly defines the services the Marketing & Communications and Research teams provide and how to engage these resources so brokers can raise their industry profile. Here you'll find resources for growing your business and building your brand, including social media tips, along with helpful apps and technology and a who's who contact list.

Best-in-Class Library (please open using Google Chrome): This digital hub offers more than 70 innovative ideas and unique offerings that helped win new business, serve existing clients, or create brand recognition across the Americas. This is your resource for advanced, impactful, and successful business development and marketing collateral. We recommend the tool for all Marcom professionals and for the savvy broker who is heavily involved in the creative development process. Be sure to check back often as we plan to update with new content regularly.

The Regional SWAT Team: A Strategic Resource

The new structure of our Marcom organization includes something unique in the industry: dedicated resources for strategic initiatives at the regional level. These "SWAT" teams augment the capabilities of local Marcom professionals in the East, Tri-State, and West. They offer creative, communications, content, and digital expertise, and provide advisory and hands-on services for significant business development opportunities, regional events, multi-market thought leadership promotions, content marketing campaigns, and other high-profile projects.

For more details on the mission of the SWAT teams, watch [this video](#) or read this [Quick Guide: Regional Support](#).





Company News

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AMERICAS

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- ▶ Sun Life Financial: Client satisfaction drives major renewal

EMEA

- ▶ Turkey triumphs with iconic tower mandate

“The success of this account, as recently attested by the contract renewal, stems from a great process designed in response to Sun Life’s specific needs and challenges plus a great team collaboration.”

- Alina Szpir,
Senior Director, GOS Canada

Americas—Sun Life Financial: Client satisfaction drives major renewal

Sun Life Financial, Inc., a Canada-based financial services company, renewed and expanded their contract with our firm to include additional services for the next five years. Our teams will provide transaction management, account management, portfolio administration, lease audit, and business intelligence services across the Americas for Sun Life Financial's 4.3-million-square-foot portfolio.

“The success of this account, as recently attested by the contract renewal, stems from a great process designed in response to Sun Life’s specific needs and challenges plus a great team collaboration, between Cushman and Wakefield and Sun Life’s CRE, as well as between GOS Account Management and Americas Brokerage.”— Alina Szpir, Senior Director, GOS Canada

Hear what [Nick Dauphinee](#), Managing Director, Transaction Management, GOS Canada, has to say about this successful partnership by watching this [video](#).

Additional team members involved in this big win are [Chuck Scott](#), [Alina Szpir](#), and [Randy Borron](#).





Company News

GLOBAL

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EMEA

- Turkey triumphs with iconic tower mandate

“We are already a market leader in office leasing so such an important office sales project will add to our service offering and presence in the market.”

- *Tugra Gonden,
Co-Head of Turkey*

EMEA: Turkey triumphs with iconic tower mandate

Cushman and Wakefield Turkey has been appointed sole office investment agent for **Istanbul Tower 205** located in Levent -- the heart of Istanbul's Central Business District.

Designed by SOM, the renowned architecture firm behind Burj Khalifa in Dubai and One World Trade Center in New York, and developed by Zincir Yapi/Metal Yapi, Istanbul Tower 205 will be Turkey's tallest office tower.

Istanbul Tower 205, comprising 135,000 square meters of GLA (approximately 1.5 million square feet) on 52 floors, is planned for completion in Q1-2018. A wide range of unit sizes in the tower and podium floors ranging from 300 square meters (3,200 square feet) to multiples of floors of 1,830 square meters (20,000 square feet) each, are for sale. Due to its smaller ticket sizes starting at just over \$3 million there has already been a strong interest from a wide range of buyers from high-net worth individuals, owner occupiers, and local real estate investment funds.

A team led by **Savas Gurbuz**, Head of Office Agency, Turkey, has approached a diverse audience of potential buyers both in Turkey and the Middle East.

“This is a very unique project for us and we're very excited to work on our first office sales instruction. We will be contacting colleagues across the Cushman and Wakefield global network about this opportunity,” said Savas Gurbuz.



Added **Tugra Gonden**, Co-Head of Turkey: “This is a very important win for us, which will help us to tap into new circles of buyers who are less impacted by the current market conditions. We are already a market leader in office leasing so such an important office sales project will add to our service offering and presence in the market.”



Big Wins

Greater China: Cross-border teams drive Westbank's successful entry into Japan

It took a combined effort between our Japan and Hong Kong teams and a full year to complete this significant first-time investor transaction.

Westbank, a leading Canadian luxury residential and mixed-use real estate development company, just completed its first acquisition of a residential property for redevelopment in uptown Tokyo. Despite an overheated residential market, our teams were able to source this opportunity off the market for the client by leveraging on its extensive local network and deep knowledge of the Japanese property market.

The 10,500 square foot site is located in the premium residential area near Meiji Shrine, with close proximity to Omotesando, the world-renowned shopping district. Ian Gillespie, Westbank Founder & CEO, and his team will be developing a high-end condominium with the credo "Building Artistry".

This cross-border teamwork exemplifies our firm's drive to bring together the people with the client connection and the experts on the ground with the market intelligence, to deliver superior value to Westbank.

Contact: **Hidemi Shiraishi**, Associate Director, Investment Sales, Tokyo, Japan,
hidemi.shiraishi@cushwake.com.



Hiroyuki Takayama (Japan Desk) and Hidemi Shiraishi (Investment Sales) worked together on Westbank's first transaction in Japan.



Big Wins

Greater China: Greater China Consulting team goes airborne

The East China Consulting team has been appointed by Yancheng Airport Group to provide consulting on the development of Yancheng Nanyang Airport Terminal 2, together with the airport economic zone, following several rounds of competitive bidding.

The airport located in the city of Yancheng is a major regional air hub covering north and central Jiangsu Province, and is the province's second airport with international air routes, linking to destinations such as Hong Kong, Taiwan, and South Korea.

This appointment marks the tenth airport project won by the East China Consulting team. To date, the team has signed contracts for airport projects with revenue totalling over RMB 10 million, including Shanghai Hongqiao Airport, Shanghai Pudong Airport, and Wenzhou Airport, among others.

Contact: **Alex Chen**, Director of Consulting Services, East China, Shanghai,
alex.xh.chen@dtzcushwake.com



Massive airport consulting project marks the tenth airport assignment won by the East China Consulting team.

Big Wins

Americas: 100 MSF Archer Daniels Midland win showcases our global services

Food processing expertise, governance, global strength, top professionals – across the board our firm offered everything right to be selected as a partner by one of the world's leading agricultural processors.

Martin Woodrow of our Greenwood Village, Colorado office and Chicago's Greg Schementi, Machell Roller, and Greg Trusso recently secured a five-year contract to provide Archer Daniels Midland Company (ADM) with global service for its 100-million-square-foot portfolio.

What won the day was our extensive experience in transaction management for assets specific to the food processing industry, as well as our ability to support better governance and processes. Our teams will provide Strategic Consulting, Portfolio Administration, and Transaction and Account Management.

ADM is a Fortune 50 company, with more than \$80 billion in annual revenue. Its products include food ingredients, animal feeds and feed ingredients, and biofuels. In addition to office buildings, ADM has a wide array of assets around the globe, including deep water ports, grain silos, rail cars, and food processing plants.

"ADM executives were looking to structure a partnership with a firm to assist them with the development of governance and process, as well as provide global on-the-ground brokerage capabilities," said Martin.

Since the win, our teams have developed a transaction playbook, which ensures consistent delivery of information critical to decision-making, and we have also helped enhance the processes ADM uses internally to route real estate-related projects for approvals. Going forward, goals include:

- Bringing intelligent decision-making and consistent delivery to real estate-related projects
- Building a database of global portfolio details, particularly around number, value, and utilization of assets, as well as occupancy cost in order to proactively manage expense
- Releasing cash tied up in un-needed/obsolete real estate holdings
- Implementing best practices around not only transactions, but also eventually project management (capital expense management) and facilities management

"Through a combination of GOS platform, Strategic Consulting, and a broad network of brokerage resources, we developed a solution that was very well-received by their decision-makers, and ultimately led to the award of a significant global contract for Cushman and Wakefield," Martin said.



Get to know...

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Nicole Urquhart-Bradley: V&A leader on early starts, client service, and fun on the job

"We've had a core business for 35 years that's become an industry leader and we are going to build on that fantastic foundation. We're listening to our client needs, adapting, and streamlining our processes."

Nicole Urquhart-Bradley was recently promoted to President, Valuation & Advisory Americas, which involves overseeing nearly 600 appraisers in 71 offices in one of the industry's most successful valuation businesses. In 2015, our V&A group valued more than 50,300 properties representing more than \$945 billion across the Americas.

Nicole, who's been with our firm since 2003, when she was appointed V&A leader in our Washington, DC office, is a familiar and respected face to many colleagues.

She describes herself as determined and enthusiastic, an understatement perhaps, but still demonstrated by extra-early morning start times, unwavering high standards when it comes to client service, and dogged pursuit of new opportunities. Nicole's father was a big influence and support — he too was a valuation industry pro, and at one time, drove her to work regularly at 4 a.m.

Nicole likes to kick back at home to unwind, but also loves to escape to destinations near water. She was once a synchronized swimmer, where she learned the art of graceful teamwork, which she practices today. Learn more about our remarkable V&A leader by reading our interview with Nicole:

The Hub: What did you do before joining our firm?

Nicole: I was working at a boutique commercial valuation firm. I joined the industry directly out of college when I went to work for my father, who was an industry veteran.



The Hub: Describe your typical day at Cushman and Wakefield.

Nicole: It's not unusual for me to be at my desk by 6 a.m. The head start gives me time to prepare, update my schedule, and respond to emails that may have come in late night. My day is typically filled with client meetings, conference calls, and working.

The Hub: What do you like most about your new position?

Nicole: Cushman & Wakefield is a dynamic global real estate firm. The opportunity to continually learn and put the skills I've acquired to use is exciting. Every day I have the privilege to work and collaborate with the brightest minds in the industry. It truly doesn't get any better than this!

In addition to my role as Managing Principal, I lead the Agency Leasing Practice

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Nicole Urquhart-Bradley: V&A leader on early starts, client service, and fun on the job (continued)

Group. It's an exciting time as we continue to develop our team and resources. The mission of our group is to drive greater market share and increase revenues by sharing best practices and leveraging relationships.

The Hub: Describe the evolution of the Americas V&A group since the merger.

Nicole: The merger has been extremely beneficial, as the combined resources and talent have given us a more robust platform to better serve our clients and strengthen our service line. As we continue to expand, we are more client-centric, diverse, and collaborative than ever.

The Hub: In a recent interview, you spoke about the changing nature of today's investment sales landscape, influenced in part by geopolitical issues. Can you elaborate?

Nicole: The investment sales market has been choppy. The CMBS market has been almost non-existent, and that's a part of our business. Fortunately, our business is diverse and doing well.

I'm not concerned at all about the core business or about any fallout from external economic factors. As we see Brexit and other events happening around the globe, it makes U.S. real estate look more attractive, so we see interest in U.S. properties at an all-time high.

What's also driving interest in U.S. property are concerns over China while it works to rebalance its economy, and negative interest rates in Japan and in many parts of Europe. As well, current yields of global government bonds and the lack of yield in other asset classes such as stocks and corporate bonds helps explain Real Capital Analytics' recent numbers. They show that U.S. real estate has captured 30% of all global capital so far in 2016—about double what was seen 18 months ago.

That said, the upcoming election is raising a few eyebrows among real estate investors. Still, leasing fundamentals in the U.S. remain solid, providing for NOI growth and cash flow.

The Hub: What are your goals for V&A in the next 12 to 18 months?

Nicole: To better serve our clients. We've had a core business for 35 years that's become an industry leader and we are going to build on that fantastic foundation. We are listening to our client needs, adapting, and streamlining our processes. We'll continue growing with our clients — whatever they need, we're going to figure out how to do it.

The newly created Asset Surveillance Group that's part of our Diligence Advisory team is a good example of how we're responding. This will allow us to provide "best in class" third party asset management/surveillance services and CMBS B-Piece diligence expertise to private equity fund managers and investors. We saw a client need and we were able to create a team to support those services.

The Hub: If you had to describe yourself in three words, what would they be, and why?

Nicole: Methodical, determined, and enthusiastic. Methodical because I am self-admittedly a bit OCD; I like organization. There is always a plan; it may need to be adjusted, but I do everything I can to be prepared. Determined because I will get it done, whether it takes me a day or a year; once I'm committed there is no stopping me. Enthusiastic because I love what I do, and make sure that those working with me are similarly engaged.

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Get to know...

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Nicole Urquhart-Bradley: V&A leader on early starts, client service, and fun on the job (continued)

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

Nicole: That my favorite snack is crackers and butter, and that I was a synchronized swimmer. Come on — now that's funny!

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

Nicole: My father. He passed away when I was just beginning my career. I'd thank him for picking me up at 4 a.m. to go to work, for instilling in me the work ethic that has taken me this far, and for inspiring me through his example.

The Hub: What are some favorite off-duty activities?

Nicole: I love the water but don't get away as much as I'd like. A typical day off is a trip to Target, the grocery store, steam cleaning the kitchen floor (yes, I actually like doing such things), and enjoying a glass of wine.

The Hub: Are you involved in any charitable activities?

Nicole: Yes, I give financially and have recently been asked to join the board of the League for People with Disabilities. The League is close to my heart because my younger brother, Christopher, who was born with Spina Bifida, utilized their services when he was a child. I am very excited about being part of The League's mission and plan to get my entire family involved.

The Hub: What is the most exciting thing you've done while at Cushman and Wakefield?

Nicole: Participating in the 2015 Global V&A Symposium at Disney World in Orlando is one of the most exciting things I've done. We brought together 400 of our talented valuation employees from across the world for three days of informative sessions and inspiring, well-known speakers. We also got the opportunity to get to know and socialize with the members of our global group in fun, unique, and engaging events at Epcot and Disney World.

Contact: **Samantha Krajczynski**, Marketing Director, Portland, Oregon,
samantha.krajczynski@cushwake.com

"The merger has been extremely beneficial, as the combined resources and talent have given us a more robust platform to better serve our clients and strengthen our service line. As we continue to expand, we are more client-centric, diverse, and collaborative than ever."



Get to know...

Steve Quick: Talented juggler from way back



"We set out with a vision to not only be big but truly be better. I'm most excited about the way we are changing the industry as it related to culture, creativity, customer relationships, and the way we deliver services."

Chicago-based Steve Quick, Chief Executive of Global Occupier Services (GOS), is a commercial real estate powerhouse with more than

25 years of industry experience. This MBA/CPA joined DTZ a few years before the merger, and is now razor-focused on building our global GOS platform to provide occupier clients with the best available strategic, bundled services to address their changing portfolio needs.

In such a hectic and demanding role, it helps that Steve thrives on variety at work and perhaps it also doesn't hurt that his childhood hobby was juggling. We caught up with Steve to ask him about the challenges and opportunities of growing our firm's global GOS practice. Here's what he had to say:

The Hub: How long have you been with the firm?

Steve: It will be three years in November.

The Hub: What did you do before joining our firm?

Steve: I was with CBRE – I ran their Global Corporate Services Central Region which was one of three Regions in the Americas. I had responsibility for the Canadian Corporate business as well. While I was at CBRE, this great opportunity came along to join DTZ, and I decided to make a change right away.

► [AMERICAS](#) ► [EMEA](#)

The Hub: Describe your typical day at Cushman & Wakefield.

Steve: I don't have a typical day — that's my typical day. Some days I'm traveling, some days I'm in the office, some days I'm up early on calls with Asia. Global means there's no end to the day. Clients, travel — there just isn't a typical day — and that makes it very enjoyable.

The Hub: What do you like the best about your non-typical days?

Steve: The client meetings are the best. For example, last week I was with H&R Block's senior leadership team and their CEO. To see the great work our team is doing to benefit the H&R Block business is very humbling and exciting. All client-related items are the highlight for me.

The Hub: Describe the evolution of GOS since the merger.

Steve: We keep expanding our depth of services and our reach. The market has responded so positively to the global platform we have built. I'm very pleased with the progress we have made and with the momentum we currently have in the marketplace. We set out with a vision to not only be big but truly be better. I'm most excited about the way we are changing the industry as it related to culture, creativity, customer relationships, and the way we deliver services.

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Get to know...

Steve Quick: Talented juggler from way back (continued)

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The Hub: What are differences between GOS and other practice groups in the firm?

Steve: We're truly global. Our clients need us to be global and expect us to be global – clients expect global execution everywhere, every day. Another is the complexity of the contracts that are pretty cumbersome and require a different skill-set. Managing a long-term, ongoing contract is different than negotiating a transaction, because you have to live with the contract; you have to maintain a relationship while you have the contract going. The bundling of all the services is also something we do in GOS every day. We touch almost touch every service line and every region within Cushman & Wakefield.

The Hub: Is there a market or region you're most excited about?

Steve: In the Americas, I'm excited to continue to work closely with brokers and get the most out of their amazing relationships and market knowledge. I'm also excited to expand upon our technical capabilities.

In Europe, I'm excited to build-out our IFM practice. It will be challenging and fun because I've been there [London], lived it and ran a business there through my work with JCI. It's a chance to take advantage of my previous experience and put it to work.

In Asia, we have amazing pockets of strength. With all of the growth and opportunity in Southeast Asia, I'm looking forward to putting it all together in one consistent operation.

The Hub: What do you enjoy doing in your free time?

Steve: I enjoy exercising – I cycle, run and play tennis. I also love being with my family – my wife and 12-year-old daughter. This summer, I've been renovating a house in [Michigan] and that's been a lot of fun -- I'm pretty handy.

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

Steve: I used to juggle a lot and was in a juggling group. Some guys in my neighborhood were into juggling, so they taught me how to do it. We would hang out and juggle for hours. We would entertain at Fourth of July parades, political events, and talent shows. I even tried out to be a juggling performer at Great America.

"We keep expanding our depth of services and our reach. The market has responded so positively to the global platform we have built. I'm very pleased with the progress we have made and with the momentum we currently have in the marketplace."



Get to know...

► AMERICAS ► [EMEA](#)

Mike Hatt: Anthropologist, obsessive, father, and terrible at sports

The personable Head of EMEA Asset Services, Mike Hatt is passionate about property management and delivering the best services with the best team. “I’ve done almost every job imaginable from sweeping the floors to setting strategy and genuinely believe that there’s no better industry to work in.”



Mike Hatt, Head of EMEA Asset Services, takes the firm's philosophy to help clients transform the way we work, shop, and live extremely seriously. "Buildings," he says, "are an integral part of human society and looking after them to the best of our ability is a huge responsibility."

Sometimes overshadowed by other fields, property management is often viewed as little more than collecting the rent, but Mike is passionate about enabling our property managers to become an extension of our clients, adding real value to their bottom line.

As Mike says, "Our people are the best in the business and I'm immensely proud to lead the team. We are uniquely placed to provide insights and ideas on how to increase the value of any property or portfolio, and our business is poised to dominate the marketplace."

We sat down with Mike to gain more insights into his job and about what make him tick.

The Hub: How long have you been with the firm?

Mike: Five years, and I've loved every second!

The Hub: What did you do before joining our firm?

Mike: I've spent my career in property, with the largest part at Nelson Bakewell. I joined NB as a graduate and left as CEO (following their sale to Capita plc), so I've done almost every property job imaginable from sweeping the floors to setting strategy, and genuinely believe that there's no better industry to work in and I wouldn't be anywhere else.

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

Mike: Anthropologist, Obsessive, Father. I'm completely fascinated by the speed of change in our world, how technology is shaping our lives and what this means for the future. I do have workaholic tendencies but I don't love anything more than my children.

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

Mike: I'm terrible at sports. I can't play tennis, I shattered my knee attempting to water-ski, and I hate golf. I can't putt to save my life.

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

Mike: Ian Fleming. Although from what I know it would probably be a liquid dinner. The man had an extraordinary life and an extraordinary imagination. He also had his demons and I believe there is much to learn about people from how they perform in difficult circumstances.

The Hub: What is the most exciting thing you have done while at Cushman and Wakefield?

Mike: The project I'm currently working on is electrifying. We're implementing a whole new strategy for Asset Services, which will put us miles ahead of the competition.



Our Beliefs in Action

Americas: Cross Canada Bike Ride: In the name of kids with cancer

► [AMERICAS](#) ► [GLOBAL](#) ► [EMEA](#)

Canada is one big country. Riding a bike from the Pacific to the Atlantic oceans, through the Rocky Mountains, across the Prairies, around the Great Lakes against headwinds, rain, heat and swarms of blood-sucking bugs, is a Herculean achievement.

Well, that's exactly what one of our brokers did this September for the third time in five years! [Peter Cook](#), Senior Vice President in Toronto, isn't bonkers; along with his fellow riders, he participates in Sears National Kids Cancer Ride to raise funds to help combat childhood cancer. And that keeps him pedaling hard.

This year, the ride set out September 7 in Vancouver and wrapped up in Halifax 18 days later. As the leader of Team 2, Peter inspired his riders to pedal between 150-31120 kilometers per day— (93-195 miles). They were cheered along the way by hundreds of other cyclists who joined the core team for shorter distances in major cities across Canada.

Each day, the cyclists participated in community events and visited many of Canada's 17 pediatric oncology centers and hospitals where the cancer community shared inspiring stories of strength and hope.

This year, the event raised a total of \$1,200,000 on behalf of charities that improve the quality of life for children and their families who are living with and beyond cancer.

Peter himself has raised more than \$32,000 and hopes to reach \$36,000 this year. He encourages donations for these reasons:

- Childhood cancer survival rates are on the rise, and these kids invariably grow up to be amazing, contributing adults.
- Childhood cancer research is also a solid contributor to adult cancer solutions.
- The ride uses volunteers and all participants pay their own way so 100% of the money donated goes to the kids—there are no deductions for administration or overhead.
- So one day no child or parent will ever have to hear the words “your child has cancer.”

To donate, [click here](#). See Peter's pictures [here](#).





Our Beliefs in Action

Americas: Symposium 2016 in Chicago: Celebrating the Art of CREation

► [AMERICAS](#) ► [GLOBAL](#) ► [EMEA](#)

We create, we negotiate, we spearhead, we navigate for our clients – this was just one of the rallying cries that ignited close to 1,000 of our top performers at our first Symposium as a merged firm held at the Chicago Marriot Magnificent Mile, Oct 9 -11.

The feedback is pouring in and it's clear that our top performers didn't like what they experienced – they loved it. This milestone event set the tone for our firm – forward, creative, and united. Topics covered by our leaders included strategic updates and trends and forecasts across all service lines. Special guest speakers empowered attendees with insight on how trends such as Big Data and disrupters in the market will reshape the way we work and help our clients.

Importantly, attendees left the event with a solid understanding of where stand in the integration journey, where we're going, our vision, and our strategy during a time of rapid growth and change. The message was clear – we have come a long way as the pieces come together. The progress we've made and the firm that's emerged has endless possibilities for our clients and our people. The proof is in the remarkable achievements already made by our professionals in working together as one firm. It really is the Art of CREation.





Our Beliefs in Action

Global: Oil research report strikes chord with clients

► AMERICAS ► [GLOBAL](#) ► EMEA

Read and share our global report Oil: The Commodity We Love to Hate. It explores the impact of sustained low oil prices on markets around the world, helping our clients make critical real estate decisions.

"While the positives from lower oil prices outweigh the negatives in terms of impact on global economic growth, the effects on the office market are more of a mixed bag," said Kevin Thorpe, Cushman & Wakefield's Global Chief Economist. "Most energy-producing office markets have seen economic slowing and lower occupancy levels, while stronger consumer spending has boosted occupancy virtually everywhere else."

Added Kevin: "For occupiers, the prolonged oil price rebalancing will create efficiency and cost-saving opportunities in some markets, but rental pressure in others."

Click [here](#) to view the Interactive Playbook.

Click [here](#) to download a PDF of the report.



Our Beliefs in Action

EMEA: Our teams take the CoreNET Summit by storm

► AMERICAS ► GLOBAL ► [EMEA](#)

More than 500 CRE executives descended on Amsterdam this year for the CoreNet Global EMEA Summit. Topics focused on geopolitical events, the global economy, sustainability, and advances in technology that are shaping the way organizations behave.

Thirty Cushman and Wakefield delegates attended this major summit – creating a perfect opportunity to connect with clients and prospects. During the three days, we hosted five of the sessions, covering top-of-mind subjects, such as Brexit, active design, the war for talent, and more.

Branding

Our booth was in a prime position at the summit, next to the registration desks and the keynote ballroom. We had four iPads to promote participation in the poll and lockable charging stations allowing delegates to charge their phones securely while they were in the sessions. A plasma screen displayed branded film content and we distributed branded bags, notepads, pens and mints.

Events

On the first night of the summit, we hosted a three-course seated dinner at Vondelpark3 which welcomed more than 100 clients. Guests were transported to the venue and offered drinks and canapés on arrival, followed by a three-course dinner. Located in Amsterdam's beautiful Vondelpark – it was the perfect venue. On the following night, we hosted a cocktail party at The Harbour Club, which again, thanks to the weather, meant everyone enjoyed drinks al fresco with a view of the boats and harbor.

Social Media

We created two dedicated web pages for both an internal and external audience with key information about the summit. This year's social media activity saw a huge increase in 2016 thanks to a wealth of tailored content on LinkedIn, Facebook and Twitter, using the hashtags #CNGAmsterdam and #PowerofCushWake.

Global Survey

We sponsored this year's poll "Security: Assessing the relevant risk factors" and we'll be working with CoreNet Global to publish the full report including the EMEA, APAC and the Americas findings later this year.

Awards, Milestones, New Hires

Americas: Bumper season for awards and key hires

► [AMERICAS](#) ► [EMEA](#) ► [GREATER CHINA](#)

Our professionals stand tall in our industry and communities.

Awards

This fall has been a bumper period for awards and recognition. Across the board -- by overall firm, local office, and on an individual basis -- our brand and professionals are winning new praise and recognition for being the best in the industry.

National/Regional

Midwest Real Estate News ranked Cushman & Wakefield #2 in Brokerage, besting JLL, Colliers, Newmark Grubb Knight Frank, and other competitors, in its "Best of the Best 2016" issue.

Local

New York won the Real Estate League Softball Championship, besting CBRE 6-3 in the final game of the 2016 season. The marked our firm's fifth straight championship title.

An **Orlando** leasing and management team played a key role in Millenia Lakes achieving LEED Gold Certification under the U.S. Green Building Council USGBC.

The Atlanta Business Chronicle recently ranked Cushman & Wakefield as one of Atlanta's Best Places to Work in the Large Companies category. We placed #11 out of 20, beating JLL and Transwestern.

Likewise, the Charlotte Business Journal named Cushman & Wakefield as one of the best places to work in **Charlotte**.

Mexico City achieved LEED v4 certification for hotel client City Express.

New York won the Real Estate League Softball Championship, beating CBRE 6-3 in the final game of the 2016 season. The marked our firm's fifth straight championship title.

An **Orlando** leasing and management team played a key role in Millenia Lakes achieving LEED Gold Certification under the U.S. Green Building Council USGBC.

Individual

Adam Stewart, Marketing Manager in Canada's Waterloo Region Alliance Office, was recently named one of Guelph Life Magazine's "40 under 40."

Betty Castro, Market Leader for our Brooklyn and Queens offices, was included in Bisnow's 2016 New York City's Power Women list.

Bisnow also named **Jodi Pulice** — Founder and CEO of JRT Realty Group, a Cushman & Wakefield Alliance — a New York Power Woman.

Leah Dauer Murphy and **Buck Harris**, members of our Valuation & Advisory group, became Designated Members of the Appraisal Institute (MAI) in Q3 2016.

Paige Engeldrum and **Jason Greenstone** were chosen for New York's Commercial Observer Leasing and Sales Brokers list (Top 30 Leasing and Sales Brokers under Age 30), and **Stephen Michels** was featured in the Debt Brokers and Lenders list (Top 30 Leasing and Sales Brokers under Age 30).

Sherry Cushman, Angela Poliskey, Tanya Graves, and Carly Rebeiz of the Washington, DC region were recognized for their outstanding accomplishments at the Commercial Real Estate Women (CREW) Awards.

New Hires and Roles

Brokerage (Office)

Andrew Tashjian joined the firm as Managing Director. He is a specialist in urban investment properties in the Downtown Los Angeles market.

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Awards, Milestones, New Hires

Americas: Bumper season for awards and key hires

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Mike Stacy joined our Chicago leadership team as Managing Director, Brokerage.

Brokerage (Retail)

Kevin South and **David Crawford** recently joined Cushman & Wakefield I Thalhimer in Richmond, Virginia from CBRE, both bringing strong retail experience.

Brokerage (Industrial)

An industrial brokerage team including **Keith Puritz**, **Brett Kroner**, **Eric Fischer**, **Michael Scadron**, and **Marc Samuels** joined the Chicago Industrial Services group from Avison Young.

Cushman & Wakefield Services

Holly Borrego of Kansas City, Missouri, joined Cushman & Wakefield Services as Senior Director of Cleaning Services.

Capital Markets

New York's #1 Capital Markets Team — **Doug Harmon**, **Adam Spies**, and **Kevin Donner** — have joined our firm in New York from Eastdil Secured.

Global Occupier Services

New Hires: Enterprise Solutions

Orange County, California's **Brandon Tanner**, Vice President & Solutions Lead, will support the team in the West by coordinating pricing, proposal and solutions responses.

Brian Velo of Chicago joined in the East Region as Executive Vice President

Bryan Jacobs of Los Angeles joined in the West Region as Executive Vice President and Head of Operational Outsourcing.

Halsey Richartz, Director, Sales Operations, will work with Michael Casolo in San Francisco and the Business Development Resources team across the U.S. to coordinate efforts for both the Enterprise and Portfolio Solutions teams.

New Team: Business Development Resource & Reporting (BDR2)

As Head of Business Development Resources, **Anne Cadigan**, Senior Vice President based in San Francisco, California, joined to lead the Enterprise Solutions and Portfolio Solutions proposal teams.

David Foster, Senior Vice President, will serve as the Head of Sales Effectiveness. He will lead Research, CRM, and Data & Benchmarking.

As Head of Knowledge and Innovation, **Rachel White**, Senior Vice President based in Chicago, joined to lead Creative Services and Content Development.

Select Global Promotions

Quentin Knights, based in Chicago, was made Global Program Manager, and will lead initiatives including a Business Intelligence & Technology initiative, and a Global Lease Administration initiative.

Sheryl Moore-Marlette, based in Charlotte, was named Global Operating Officer for GOS.

Market Leaders

Vicki Noonan has joined Cushman & Wakefield as Chicago Market Leader (Managing Principal).

Valuation & Advisory

David Gray, MAI, MRICS, rejoined our Valuation & Advisory Group in our Boca Raton office, resuming his previous role as an Executive Managing Director and member of V&A's management team.

Chicago's **David Koller**, ASA, joined as the Practice Group Leader for Valuation & Advisory's (V&A) Machinery & Equipment (M&E) practice.

Awards, Milestones, New Hires

EMEA: Power hires bolster Germany's Capital Markets team

► AMERICAS ► **EMEA** ► GREATER CHINA

“The new signings are an important step on our route to the continual expansion of our German business. Our aim is to mirror our leading role at the international level in the German market.” - Yvo Postleb, Head of Germany

The EMEA Capital Markets team has been greatly fortified with the appointment of five dynamic new partners in Germany: **Alexander Kropf**, **Clemens von Arnim**, **Marc Roman Rohrer**, **Simon Jeschioro**, and **Richard Tucker**. This will bolster the German Capital Markets team to 35 employees across the country.

As **Jan Willem Bastijn**, Head of EMEA Capital Markets, explained: “We have a high level of consultancy expertise in both the cross-border and regional Capital Markets business. Our international strategy includes further consolidation and expansion. The restructuring of our German Capital Markets business and the expansion of our investment teams represent the ongoing pursuit of this strategy.”

Here's some background on the new employees who will take up their roles at the beginning of 2017:

Alexander Kropf, based in the Berlin office, is responsible for the Capital Markets business throughout Germany. Prior to this, Alexander worked at JLL as National Director and team leader of the Office Investment business. The business management and real estate economics graduate has also held positions at Savills and CBRE.

Clemens von Arnim takes over management of the Investment business in Berlin. He comes from JLL where he was most recently responsible for the Office Investment business in the role of Associate Director. Over the last 11 years he also gained experience of national and international transactions at CBRE, as well as on the investor-side.

Marc Rohrer takes over management of the Investment business in Hamburg from 1 January. The team will provide advice on the purchase and sale of all real estate asset classes in the Hamburg region. The real estate economist was previously Senior Director in the Capital Markets division at CBRE. He has over 12 years' professional experience in commercial real-estate transactions.

Simon Jeschioro will head the newly-created Investment Advisory team from Frankfurt. The range of services of the team includes purchase and sales advice for portfolio transactions, business plan advice and advising on transactions involving specialized properties (health care properties, cinemas, etc.). Simon also joins our firm from CBRE where he was Senior Director/ Head of Portfolio Investment. He has over 11 years of experience in providing strategic advice on large-volume transactions.

Richard Tucker manages the Frankfurt Investment business. His team will provide advice on the purchase and sale of all asset classes in the Rhine-Main region. The business and real estate investment graduate with 17 years of experience was with JLL for the past five years where he served as Senior Executive Director of the Frankfurt Investment team.

Contact: **Yvo Postleb**, Head of Germany, Frankfurt, yvo.postleb@cushwake.com



From left to right: Richard Tucker, Alexander Kropf, Clemens von Arnim, Simon Jeschioro and Marc Roman Rohrer



Awards, Milestones, New Hires

EMEA: European strength marked by major awards

“In this fiercely competitive category, our judges said it was Cushman and Wakefield that stood out. It has proved the new firm is greater than the sum of its parts.” - Estates Gazette in naming our firm National Advisor of the Year

We have enjoyed an excellent showing across Europe in the annual Euromoney Real Estate Awards 2016. The recently-published awards, based on survey responses, provide an overall ranking, as well as sub-categories of which the two most relevant to us are agency/letting and valuation.

At a regional level Cushman and Wakefield was third overall in Western Europe, second in CEE and first in the Nordic & Baltic region. We were also ranked first for both agency/letting and valuation in CEE and the Nordic & Baltic region.

At a country level, notable overall successes came in the Czech Republic, Hungary, Ireland, and Sweden, as well as second places in the Netherlands, Portugal, and Turkey.

We received top awards for valuation in Belgium, Czech Republic, Germany, Italy (joint), Norway, Russia, and Sweden. And we ranked first for agency/letting in the Czech Republic, Hungary, Italy, and Turkey.

This is the latest in a series of external accolades across Europe, the most recent of which was being named [National Adviser of the Year](#) in the UK at the highly respected Estates Gazette Awards 2016. Estates Gazette commented: “In this fiercely competitive category, our judges said it was Cushman and Wakefield that stood out. Not only has it successfully integrated the DTZ business, it has proved the new firm is greater than the sum of its parts.”

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John Forrester, Chief Executive EMEA, said: “This was an excellent showing across Europe and shows our high standing among those who use our services. While survey responses can be subjective, the general trend of markedly improved performances across the board since our merger is clear and shows that we are stronger together.”

The awards are based on survey responses from real estate developers, advisors, financial institutions, investors and corporate end-users rating who is best at providing real estate products and services in their market.





Awards, Milestones, New Hires

Greater China: Shanghai welcomes Mario Qian

► AMERICAS ► EMEA ► [GREATER CHINA](#)

Industry veteran joins OSG, Shanghai OSG team

Mario Qian joined the Shanghai OSG team in September 2016. He has more than 12 years of client management, business development, and transaction experience with well-known companies including CoreNet and Johnson Control. His experience encompasses a wide range of industries, from manufacturing to professional consulting and IT services.



Awards, Milestones, New Hires

Greater China: Singapore FM team clinches Best FM Service Provider of the Year Award

Along with receiving the highest accolade in the Singapore FM industry, we demonstrated our thought leadership on emerging trends in FM operational excellence.

The inaugural awards ceremony, in which we received the top honor, was held in conjunction with the third International Facility Management Conference at the end of September, organized by the Singapore Chapter of the International Facility Management Association (IFMA).

The top award recognizes the standard of service quality and innovative solutions we deliver to meet clients' business objectives and expectations. Our FM teams at Biopolis, JTC Terraces, and ITE College West contributed impressive case studies, which earned us this distinguished industry honor.

At the conference, **Cheng Su Chen**, Group Managing Director of Facility Management for the Government & Institution client group, delivered a presentation on Innovative Digitization Approaches towards Operational Excellence in Facilities Management, highlighting emerging trends of mobile, web, and digital technology applications.

Su Chen shared practical solutions, such as drone and rat sensors applications, and mobile work solutions that provide opportunities to transform and streamline work process. She was also invited to participate in a panel discussion with industry experts, investors, and professors on the role of technology in FM.

Our participation in the conference gave us a great platform to promote

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our brand in the FM industry, reach out to industry partners and foster new relationships with new clients. Winning the Singapore FM Award was a testament to our FM capabilities and strengths in Singapore, solidifying our position in the FM industry.

Singapore FM Awards 2016

Singapore FM Awards 2016 recognizes those at the forefront and have made significant contribution to the knowledge, practical application and sustainable performance of the Facilities Management industry in Singapore.

Benchmarked as the industry leading awards for Singapore, the awards seek to identify industry leaders, promote excellence, encourage innovation and raise professional recognition in the FM industry as well as across the building and real estate sectors.

Contact: **June Gan**, Deputy Director, Marketing & Communications, Singapore, june.gan@cushwake.com

THE HUB



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

BEST OF THE HUB / October 2016

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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