



THE TRANSFORMATION OF THE WORKPLACE: PRIORITIZING WELLBEING BEYOND COMPLIANCE A CASE STUDY ON WELL™ CERTIFICATION

**HSE 360° Summit – Berlin,
2025**

Better never settles



AGENDA



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The transformation of the workplace & Wellbeing

03

The WELL™ Certification

04

Case Study: C&W office in Milan, Italy

05

Q&A



01

ABOUT US

INTRO

Antonia Antezza
EMEA Head of EHS
Cushman & Wakefield



Beatrice Marino
EMEA EHS Cluster Advisor
Cushman & Wakefield



About Cushman & Wakefield

Cushman & Wakefield is a leading global commercial real estate services firm driven to solve complex problems for real estate occupiers and investors, and we have the expertise and experience to bring solutions to life.

Led by an experienced executive team, our approximately 52,000 employees help set the standard in exceptional problem-solving, advisory and execution across the built environment. We are organized under the law of England and Wales and our principal executive offices are located in the United Kingdom, with our U.S. corporate headquarters located in Chicago.

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

- > Services, including property, facilities and project management
- > Leasing
- > Capital markets
- > Valuation and other

KEY FIGURES¹

~\$9.4B

2024
Revenue

~52K

Employees
Worldwide

~400

Offices

~6.0B

Square Feet
Managed Globally

~60

Countries

¹ All provided figures are approximate and as of December 31, 2024.

FEE REVENUE BY SERVICE LINE

7%

Valuation and Other

- > Valuation & Advisory
- > Strategic Consulting

10%

Capital Markets

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

30%

Leasing

- > Tenant Representation
- > Agency Leasing

53%

Services

- > Property Management
- > Integrated Facilities Management (Global Occupier Services or GOS)
- > Project Management
- > Facility Services

FEE REVENUE BY GEOGRAPHIC SEGMENT

16%

Asia Pacific

13%

Europe, Middle East and Africa

71%

Americas



Please visit [our website](#) to learn more about Cushman & Wakefield and our services.



02

THE TRANSFORMATION OF THE WORKPLACE & WELLBEING



“

Health is a state of complete physical, mental and social **well-being** and not merely the absence of disease or infirmity.

World Health Organization

WELLBEING

ISO/CD 30441 (draft)

Work-life balance

Flexible hours, access to teleworking, personal leave, disconnection policy, etc.

Management practices

Harassment prevention, recognition, decision-making autonomy, workload, etc.

The work environment

Air quality, noise control, brightness, thermal comfort, material quality, workstation ergonomics, etc.

Lifestyle habits

Healthy eating, physical activity, sleep, stress management, etc.

← TC ← ISO/TC 260

ISO/CD 30441

Human Resource Management -
Workplace Wellbeing - Guidelines for
thriving workplaces

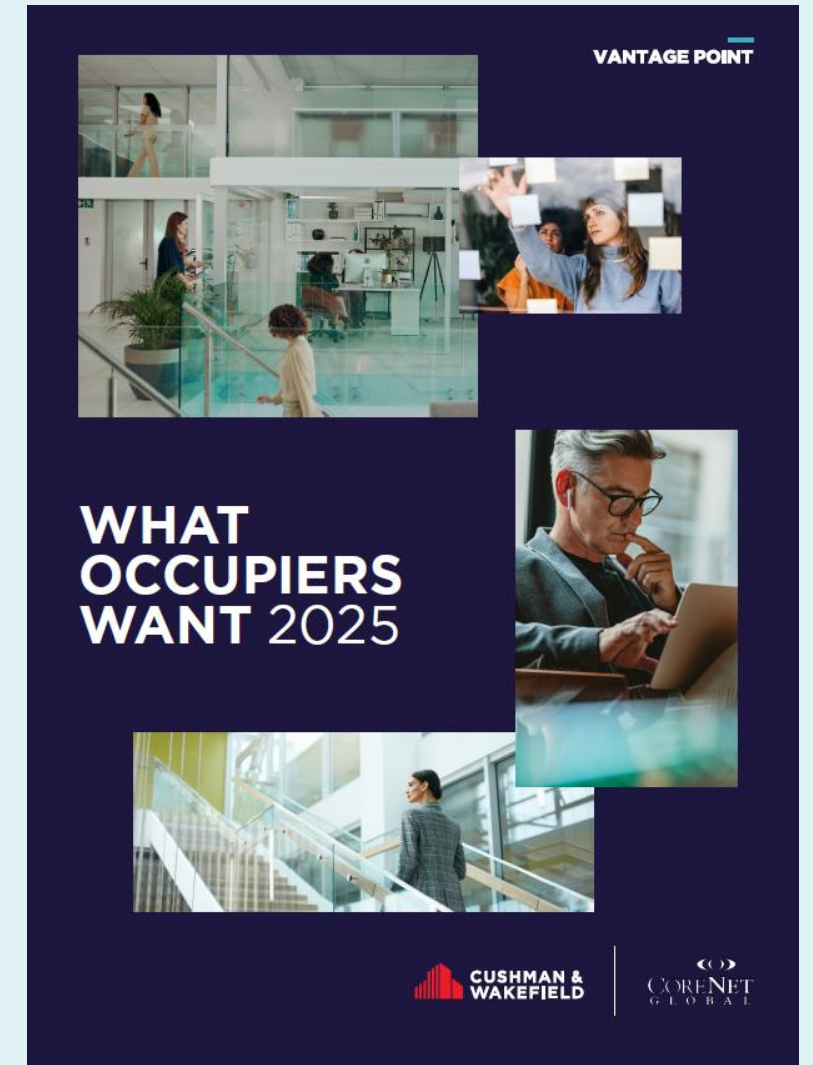
Under development

A draft is being reviewed by the committee.

THE TRANSFORMATION OF THE WORKPLACE

What Occupiers Want?

The latest Cushman & Wakefield and CoreNet Global report, "What Occupiers Want 2025", highlights a pivotal shift in corporate real estate (CRE) priorities: organizations are increasingly recognizing the workplace as a driver of employee experience, engagement, and retention—not just a cost center.



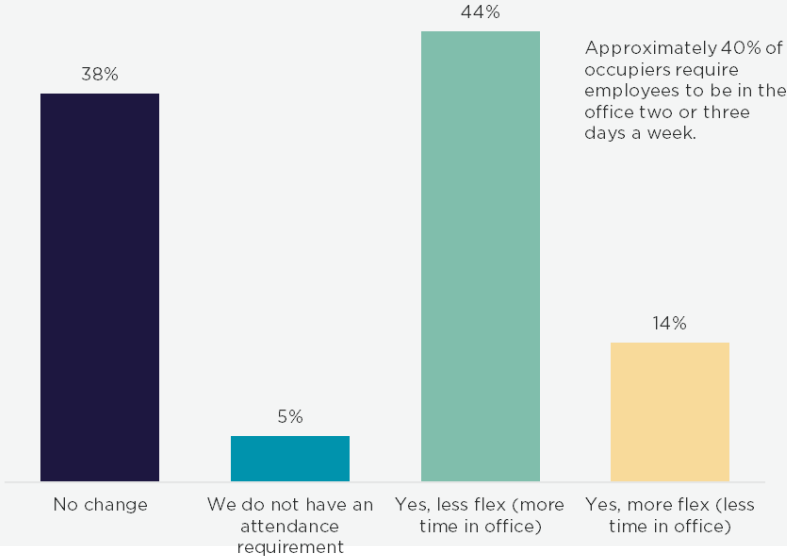
<https://www.cushmanwakefield.com/en/insights/what-occupiers-want>

THE TRANSFORMATION OF THE WORKPLACE

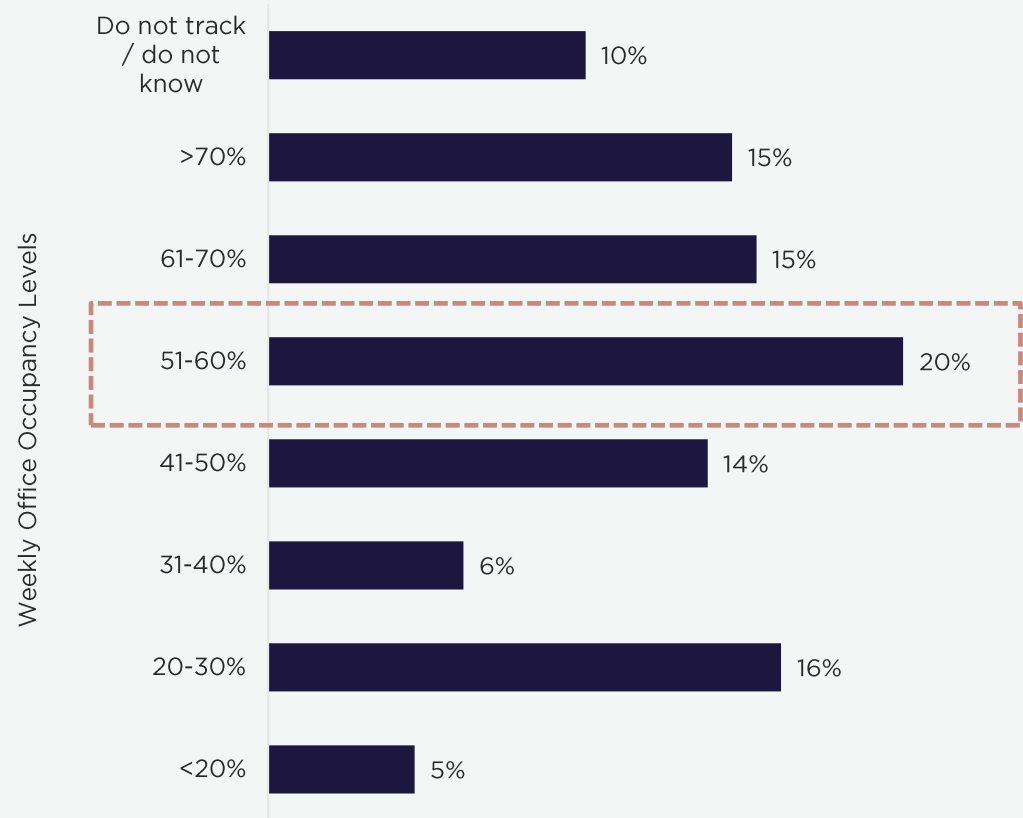
What Occupiers Want?

- Over the past two years, two-thirds of occupiers have reduced their footprint, with only 32% planning further reductions.
- 1 in 8 occupiers plans to expand their footprint.
- Occupancy levels are stabilizing

Recent Changes to Office Attendance Policies



Weekly Office Occupancy Levels



THE TRANSFORMATION OF THE WORKPLACE

What Occupiers Want?

From Cost to People-Centric Metrics

While cost remains the dominant driver in CRE decisions, there is a growing trend to align real estate with HR, emphasizing the impact of the workplace on employee wellbeing, engagement, and productivity.

Talent Retention Strategy

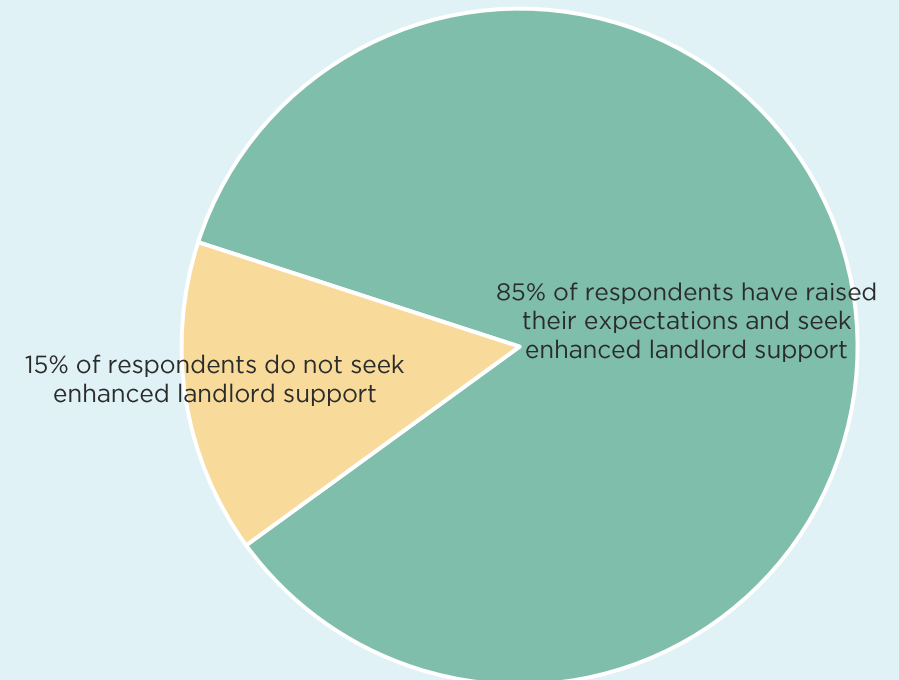
Talent sourcing and retention are now among the top strategic drivers for office real estate decisions, especially in EMEA,

- 61% of occupiers have expanded flexibility in hiring, using their real estate portfolios to access diverse and distributed talent pools.
- Flexible location strategies and hybrid work models are becoming standard, supporting both recruitment and retention.

Occupiers want more than just quality office space.

They are increasingly looking to landlords to offer amenities that foster collaboration, build social connections and enhance overall **well-being**.

Rising Expectations and Willingness to Invest in Landlord-Provided Support





03

**THE WELL™
CERTIFICATION**



“WE MUST DESIGN ENVIRONMENTS THAT FUEL OUR BODIES, MOVE US, KEEP US CONNECTED, INSPIRE OUR BEST WORK AND FACILITATE A GOOD NIGHT’S SLEEP.”

IWBI

THE WELL™ PROTOCOL

WELL™ certification is managed by the International WELL™ Building Institute (IWBI) and is issued by Green Business Certification Inc.

It includes a set of strategies—*backed by the latest scientific research*—that aim to advance human health through:

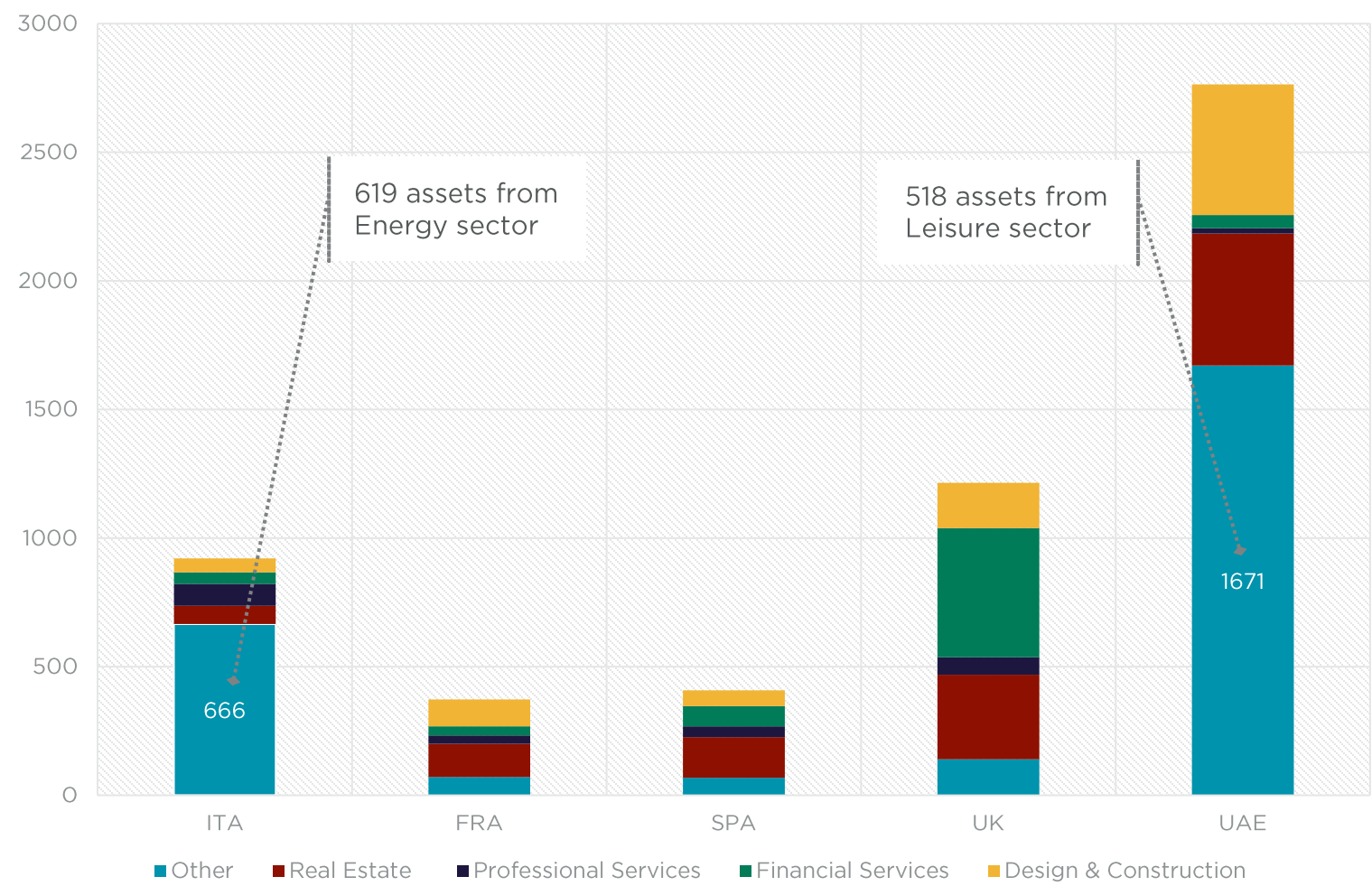
1. design interventions and
2. operational protocols and policies

And foster a culture of health and well-being.

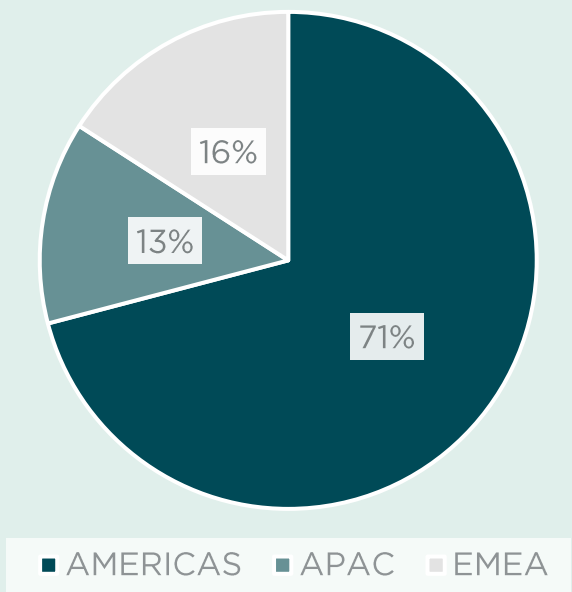


WORLDWIDE PRESENCE

Project distribution by sector in EMEA



Geographic distribution



Region	Regist.	Certif.	Certif. rate
AMERICAS	31.139	2.288	6,84%
EMEA	5.463	2.033	27,12%
APAC	3.925	2.291	36,86%

WELL™ THROUGH TIME

To formalize WELL v2, IWBI incorporated feedbacks from its global community, including a six-month public comment period and a final stakeholder review.

2014

WELL™ is born

IWBI creates and launches WELL v1

2017

WELL™ Community

To upscale WELL Standard to neighborhoods and public spaces

2018

WELL™ v2 pilot

Based off the lessons learned with WELL v1.

- Characterized by:
- 2 years duration
 - 150 Concept Advisors

2019

WELL™ Equity

Rating to promote DE&I.
Can have an impact on Organizations' ESG and CSR

2020

WELL™ H&S WELL Global Council

1. WELL H&S Rating for resilience and response
2. The Council was born to grant integrity of the standard.

10 WELL™ CONCEPTS

Each concept consists of features with distinct health intents.



AIR



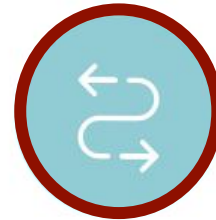
WATER



NOURISHMENT



LIGHT



MOVEMENT



THERMAL
COMFORT



SOUND



MATERIALS



MIND



COMMUNITY

WELL™ v2 operates on a points-based system, with 110 points available in each project scorecard.

Preconditions

Basic requirements for a healthy building

+

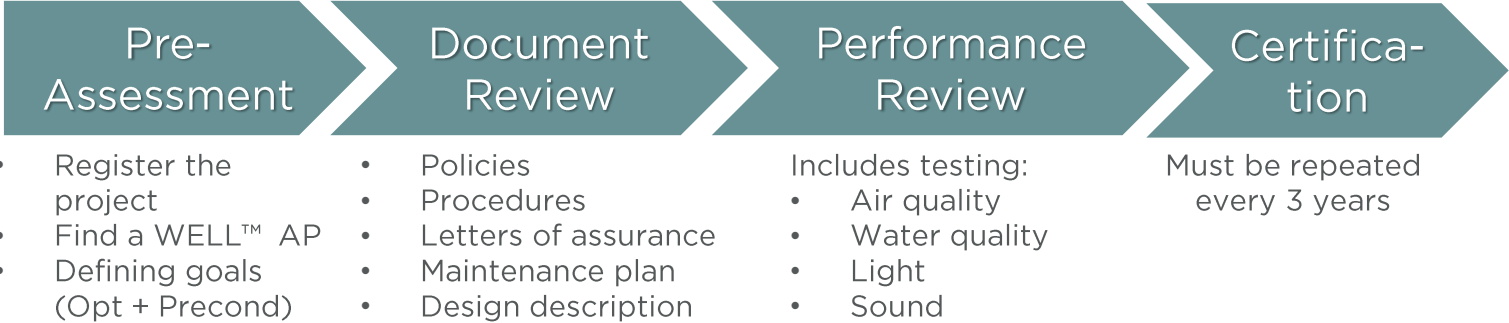
Optimizations*

Additional advice for a healthy building

*All optimizations are weighted with varying point values.

CERTIFICATION PROCESS

DOCUMENT REVIEW AND ON-SITE TESTING



TESTING FREQUENCY:

- During the Pre-Assessment phase
- During the Performance Verification
- Yearly (or more, e.g. water quality)
- For the Re-certification (3 years)

CERTIFIED WELL
PERFORMANCE TESTING
AGENT



40 pts



50 pts



60 pts



80 pts





04

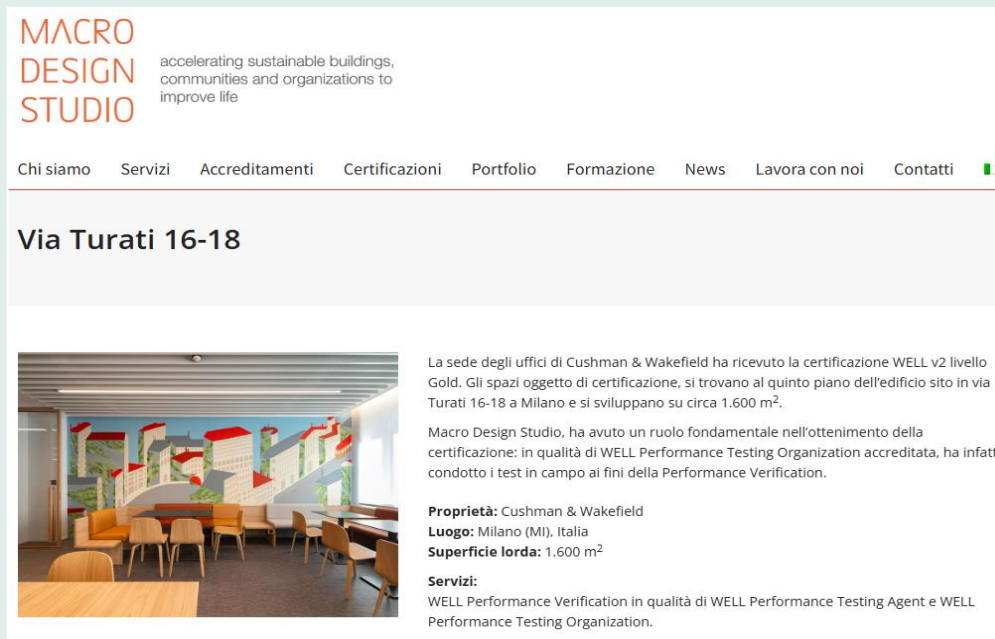
**CASE STUDY: C&W
OFFICE IN MILAN,
ITALY**

WELL™ AT CUSHMAN & WAKEFIELD - CASE STUDY



Cushman & Wakefield ha presentato il nuovo ufficio di Milano: ristrutturato secondo i nuovi criteri improntati a benessere delle persone e sostenibilità

I nuovi uffici di Cushman & Wakefield in via Turati, 18 a Milano rappresentano un benchmark nella concezione e nello sviluppo dei nuovi spazi per il lavoro in un'epoca caratterizzata da esigenze ambientali (sostenibilità), di maggiore equilibrio e benessere dei luoghi, di sicurezza e igiene, di efficienza e flessibilità nell'attività lavorativa, e -last but not least- di relazione sociale intergenerazionale. La pandemia ha accelerato un processo che era già avviato a livello progettuale, tecnico e di concezione più flessibile del lavoro (smart working). Non a caso la ristrutturazione degli uffici di Cushman & Wakefield si è svolta nel periodo del lockdown.



WELL™ AT CUSHMAN & WAKEFIELD - CASE STUDY

H&S and Wellbeing are promoted on three different levels:

PROCEDURES

- Emergency Preparedness
- Emergency Response Team
- Emergency Resilience and Recovery (BCP – BIA)
- Periodic Testing and Audits

DESIGN CHOICES

- Air Quality
- Water Quality Indicators
- Basic Water Management (Legionella)
- Ergonomic Workstations
- Material Choices
- Defibrillators
- Adjustable light
- Art and Green available

INITIATIVES

- Employee Assistance Program
- Wellness promotion
- Healthy Nutrition
- Trainings for Leaders

PROCEDURES



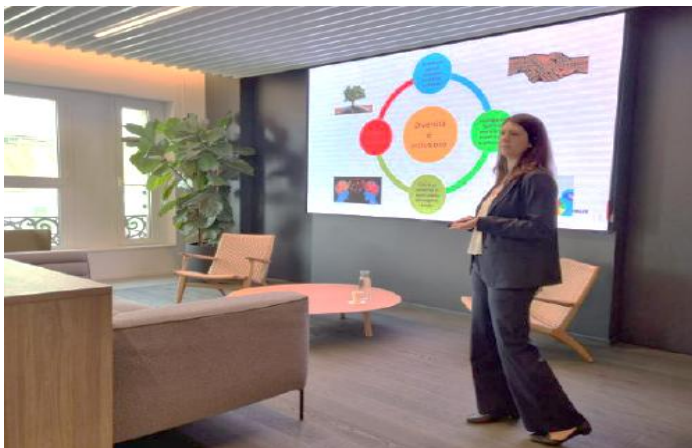
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DESIGN CHOICES



- Air Quality
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- Basic Water Management (Legionella)
- Ergonomic Workstations
- Material Choices
- Adjustable light
- Art and Green available

INITIATIVES



- Employee Assistance Program (10.5%)
- Wellness promotion
- Healthy Nutrition
- Trainings on stress for Managers
- DE&I Events – C&W Impact & Inclusion

lyra wellbeing
Formerly ICAS

HAI BISOGNO DI UN ORIENTAMENTO?

**CHIAMACI.
SIAMO QUI PER TE.**

Lavoro | Famiglia | Abitazione
Relazioni | Domande legali
Serenità e benessere

Supporto anonimo e gratuito 24 ore su 24.

 **800 780 303**
Dall'estero: +41 44 878 30 28

 **www.icas.help**
Live Chat giorni feriali dalle 9:00 alle 17:00
(questioni emotive, nessuna consulenza legale)

Come società certificata per la protezione dei dati, non raccogliamo dati personali. Inoltre, tutti i consulenti sono legati al segreto professionale.

INITIATIVES

- Employee Assistance Program
- DE&I Events and certifications

- Trainings for Managers

- Art and Green available

- Wellness promotion
- Healthy Nutrition

- Emergency Response Team

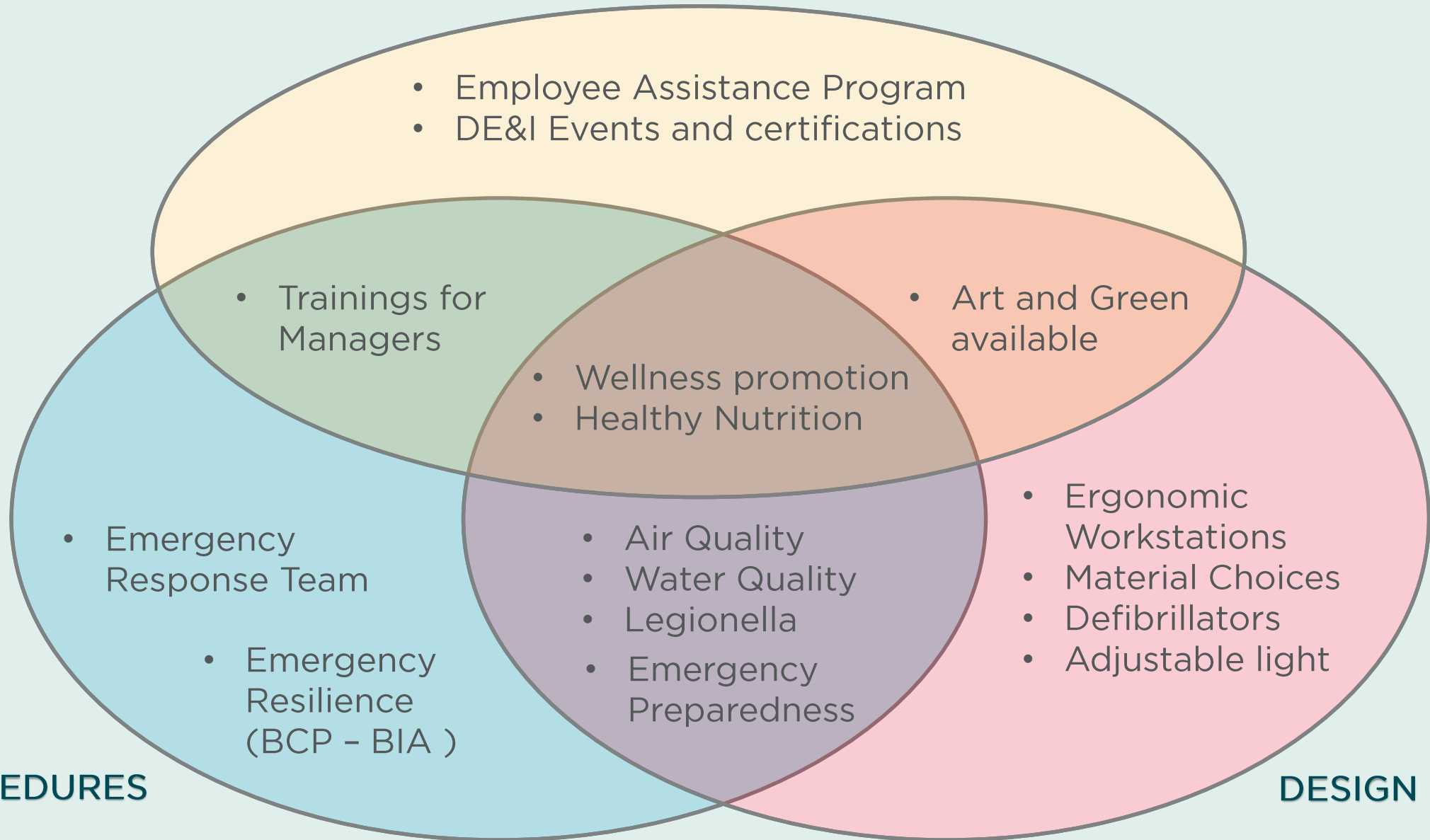
- Emergency Resilience (BCP – BIA)

- Air Quality
- Water Quality
- Legionella
- Emergency Preparedness

- Ergonomic Workstations
- Material Choices
- Defibrillators
- Adjustable light

PROCEDURES

DESIGN CHOICES



BENEFITS OF THE IMPLEMENTATION

Subtitle Here

HEALTHIER AND MORE DRIVEN EMPLOYEES



41%

53 Million steps

- +72% average daily steps
- X 5 average time for sport



59%

57 Million steps

- +79% average daily steps
- X 7 average time for sport

In the annual WELL™ Survey:

83,2% Evaluate their mental wellbeing as Good/Excellent

92,8% Says they are in a better physical shape with respect to people their age

96% Says the design is encouraging informal interactions and contributes to their wellbeing



- EMPLOYEE RETENTION
- IMPROVED PRODUCTIVITY



- CLIENT ATTRACTION
- MORE COMPETITIVE ON THE MARKET



- POSSIBLE OPERATIVE COST REDUCTION
- REDUCED CONSUMPTION AND WASTE



- **DOCUMENTED PROCESSES FOR ISO STANDARDS** (es. 14001, 45001) AND DE&I
- ESTABLISHED MAINTENANCE PROCESS AND THIRD-PARTY VALIDATION



05

Q&A

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ANTONIA ANTEZZA

EMEA Head of EHS

Antonia.Antezza@cushwake.com

BEATRICE MARINO

EMEA EHS Advisor

Beatrice.Marino@cushwake.com

ABOUT CUSHMAN & WAKEFIELD

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

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