



CUSHMAN &  
WAKEFIELD

# Disability Action Plan

2025-2027

Better never settles

# Cover Art “Fragile Heart” by Digby Webster

---

Digby Webster is a Sydney-based visual artist with a career spanning 10 years.

Digby approaches art making as a part of his everyday life. He works in the mediums of oil pastels and acrylics. His work reflects strong evocative colours together with an expressive visual language of his own.

He is currently a member of Front Up, a disability led Arts and Cultural program initiated by Ability Options.

<https://digbywebster.com/>







# TABLE OF CONTENTS

---

## INTRODUCTION

- 5 Message from Our Chief Executive
- 6 Foreword
- 7 About Cushman & Wakefield

## DIVERSITY EQUITY & INCLUSION

- 9 DEI Strategy
- 10 Understanding Disabilities

## EMPLOYEE RESOURCE GROUP

- 11 Leading with Education and Awareness of Disabilities (LEAD) ERG
- 12 LEAD Objectives

## WHAT WE HAVE DONE SO FAR

- 13 Recruitment
- 14 Workplace
- 15 Industry Collaboration
- 16 Education & Awareness
- 17 Community Management

## ACTION PLAN

- 18 Recruitment
- 19 Workplace
- 20 Industry Collaboration
- 21 Education & Awareness
- 22 Community Management



“**OUR GOAL IS TO SET A NEW STANDARD FOR ACCESSIBILITY IN THE REAL ESTATE INDUSTRY**”

## Message from Our Chief Executive

At Cushman & Wakefield we believe that inclusivity and accessibility are fundamental to our success and the well-being of our community. As a leading corporate real estate company, we recognise our responsibility to create environments that are welcoming and accessible to everyone, regardless of their abilities.

Our Disability Action Plan is a testament to our commitment to fostering an inclusive workplace and ensuring that our properties are accessible to all. This plan outlines our strategic approach to removing barriers, promoting equal opportunities, and supporting the diverse needs of our employees, clients, and the community.

We have engaged with stakeholders, including individuals with disabilities, advocacy groups, and industry experts, to develop a comprehensive plan that addresses key areas such as physical accessibility, workplace accommodations, and inclusive practices. Our goal is to not only comply with legal requirements but to exceed them, setting a new standard for accessibility in the real estate industry.

I am proud of the progress we have made so far, but I acknowledge that this is an ongoing journey. We are committed to continuous improvement and will regularly review and update our plan to ensure it remains relevant and effective.

Thank you for your support and collaboration as we work together to create a more inclusive and accessible future.

**Noral Wild**

Chief Executive

Australia & New Zealand



“**TOGETHER WE  
CAN INSPIRE  
A BETTER  
TOMORROW  
WHERE  
EVERYONE  
CAN BELONG**”

## Foreword

At Cushman & Wakefield we will never settle for anything less than disability inclusion. No matter how far we have come or what we have achieved in Diversity, Equity and Inclusion (DEI) gains, we will never settle when it comes to creating an even better tomorrow for our colleagues, clients and community.

Testament to this commitment is the launch of our first Disability Action Plan. This plan is in alignment with our long-term vision of inclusivity and our DEI policies and procedures, which prioritise human rights at their core.

We believe we have a pivotal role in advancing DEI within our workplace, our workforce and the broader marketplace. This plan outlines practical measures to cultivate a more inclusive workplace.

I am proud of the work we have done over the past eight years on disability inclusion in Australia. We have provided accessible and meaningful employment opportunities for people with disabilities, embarked on strategic partnerships, community engagement and awareness campaigns. We have aligned our organisational purpose and values, promoted a respectful and welcoming culture that supports, attracts, and retains people with disabilities.

Cushman & Wakefield's Disability Action Plan aligns with our long-term vision of being a leader in inclusion within the property industry and adheres to the legislative requirements outlined in the Disability Inclusion Act 2014. This comprehensive plan comprises a series of strategic actions aimed at proactively addressing the barriers faced by individuals with disabilities.

We know our work is not done and we will relentlessly drive change in our business and the industry.

### **Anna Town**

Head of Business Development Services, APAC & EMEA  
Global Head of Brand Strategy  
LEAD Executive Sponsor, APAC & EMEA

# About Cushman & Wakefield

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

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

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

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

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

~\$9.5B

2023 Revenue

~52K

Employees Worldwide

~400

Offices

~6.2B

Square Feet Managed

~60

Countries

54%

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



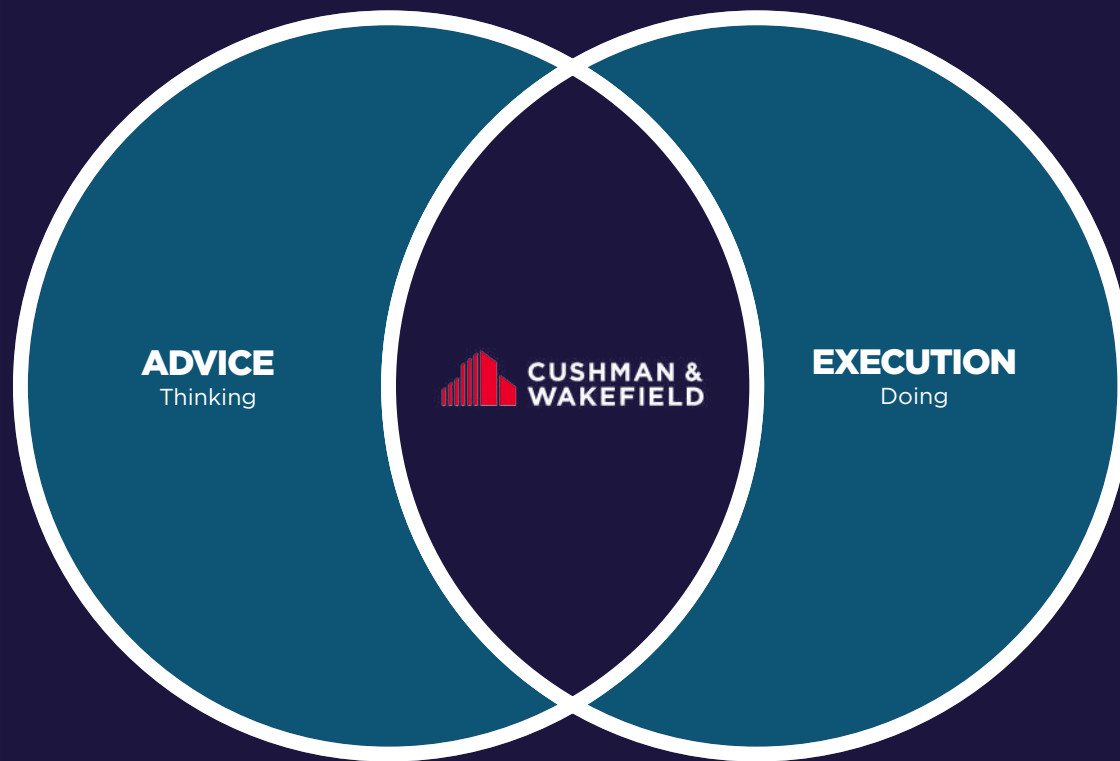
More information about Cushman & Wakefield's business and service offerings can be found on our [webpage](#).

## Guiding Clients as a Thought Leader and Partner

We take great pride in our ability to use more than 100 years of expertise in commercial real estate to continuously develop innovative ideas and leading practices that drive our industry forward. Cushman & Wakefield's business is designed and built around the goal of providing strategic advice to our clients on how they think about and use space. We provide our clients with knowledge, which underpins the platform of services we offer, and generate thought leadership for the overall commercial real estate ecosystem.

We are differentiated by our unique position at the intersection of **advice** and **execution**. Our teams leverage Cushman & Wakefield's extensive data sources and our analytical capabilities to define and develop executable solutions to address the challenges faced by our clients. We are more than advisors, though. We are called upon to implement the advice we provide. This leads us to **out think every challenge for our clients**.

**THE BEST IDEAS ONLY BECOME ADVICE WHEN YOU HAVE THE ABILITY TO BRING THEM TO LIFE IN THE REAL WORLD.**



## Better Never Settles

As part of resetting our long-term strategy, we recently launched our new purpose and values.

### Purpose

Never settle for the world that's been built, but relentlessly drive it forward.

We believe that Better never settles. This is our purpose. This is our "why." This belief underscores our reason for what we do each day. We exist as a company to drive the world forward, to never settle for the status quo, and to make meaningful impact for each other, our clients, our communities and our planet. Throughout this report, we will demonstrate how we are living this purpose by driving momentum for our stakeholders, and by pushing and evolving our business, strategy and operations.

## Our DRIVE Values

**Our core values are always the driving force for businesses to move forward, create inspiration, help us bring consistent services to the built environment every day. WE ARE:**



### DRIVEN

We celebrate determination. No matter what we may have already achieved, we are constantly driven to continue solving complex problems for our clients and communities.



### RESILIENT

The biggest muscle we can flex in the built world is our resilience. Our advisors consistently find answers and bring forth opportunities for our clients.



### INCLUSIVE

Progress is everyone's business. By harnessing the power of inclusivity every day, we grow stronger teams with more diverse viewpoints on client and community challenges.



### VISIONARY

The biggest problems need the best thinkers. As truth tellers for our clients, we rely on more than insights and experience to drive forward. We also harness the full potential of technology, AI, data and analytics.



### ENTREPRENEURIAL

We keep a startup mind, no matter how big we get. Our roots are deep and diverse, a strength we draw on to ensure our entrepreneurial spirit never gets lost. We know bigger doesn't always mean better. Better means better.





# Our DEI Strategy

Cushman & Wakefield know that DEI is not a goal that we must achieve, but a continuous journey of who we are and the group of people we want to become. Our path ahead is not paved with promises but is forged by the impact of our actions in the people we employ and support every day. No matter how far we've come for our colleagues, clients and communities, we will never settle or slow down in this space.

## Vision

Our DEI vision is to have the most diverse, equitable and inclusive commercial real estate company that continuously delivers impactful results for our colleagues, clients, partners and shareholders.

## Mission

Our mission is to evolve our culture of inclusion and belonging through a nurturing environment of curiosity, continuous learning and growth. We strive to hire, develop and advance diverse talent throughout the organisation. We believe that having a diverse and thriving workforce enables new perspectives, creativity, better risk management, and problem solving leading to superior results for our colleagues, clients, partners and shareholders.

Cushman & Wakefield continues to work toward becoming one of the most diverse, equitable and inclusive commercial real estate firms. We believe that bringing diverse perspectives to the table and leveraging this strength to provide innovative solutions to our clients sets us apart in our industry. We strive to create workplaces that support DEI and the health and well-being of our people.

We also believe that DEI is everyone's responsibility. Our employees demonstrate their personal accountability to DEI through learning and training opportunities, involvement in our Employee Resource Groups (ERGs) and in their day-to-day dealings with one another.

We have a clear and collaborative governance framework to ensure accountability and transparency as we implement DEI initiatives.

Over 20% of Australians live with a disability, a figure that rises to over 50% among those aged 65 and older.

These statistics underscore that disability is a common aspect of the human experience. If an individual is not currently living with a disability, it is likely that they will either experience a disability themselves or become a carer for someone who does at some stage in their lives.

The NSW Disability Inclusion Act 2014 embodies this understanding. The Act defines disability as “A long-term physical, mental, intellectual or sensory impairment, which in interaction with various barriers, may hinder a person’s full and effective participation in society on an equal basis with others.”

The Act also states that “The crucial role of families, carers and other significant persons in the lives of people with disability, and the importance of preserving relationships with families, carers and other significant persons, is to be acknowledged and respected.”

In its efforts to plan for mainstream services and infrastructure, Cushman & Wakefield will adopt a social model of disability. This model perceives disability as a consequence of the barriers that society permits to exist. Within the context of the property industry, these barriers may be:

- > **Physical:** such as the inaccessible built environment, poor design guidelines,
- > **Social:** a lack of information in accessible formats or systems that unintentionally create obstacles for people with disabilities to participate in employment such as limited workplace accommodations, poor recruitment policies and procedures, lack of employer training and awareness.
- > **Attitudinal:** such as the assumptions that people with disabilities are unable to participate in certain activities or perform specific jobs.

By removing these barriers, people with disabilities can achieve greater independence and dignity, and have equitable opportunities for social and economic inclusion.

# A VIEW OF DISABILITY IN AUSTRALIA



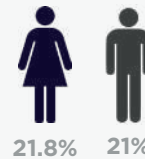
**Over 20%**  
OF AUSTRALIANS  
LIVE WITH A DISABILITY



PEOPLE LIVING WITH A DISABILITY IN AUSTRALIA ARE **MORE THAN TWICE AS LIKELY TO BE UNEMPLOYED**



**24.7%**  
OF PEOPLE WITH A DISABILITY REPORTED A MENTAL OR BEHAVIOURAL DISORDER AS THEIR MAIN CONDITION



21.8% 21%

**5.5 MILLION**  
PEOPLE LIVE WITH A DISABILITY ACROSS AUSTRALIA



**62.5%**  
OF PEOPLE WITH A DISABILITY HAVE MORE THAN ONE **EMPLOYMENT RESTRICTIONS**



**1 IN 6**  
AUSTRALIANS LIVING WITH A DISABILITY EXPERIENCE SOCIAL ISOLATION COMPARED TO 1 IN 12 PEOPLE WITHOUT A DISABILITY



THERE ARE **1.2 MILLION**  
PRIMARY CARERS IN AUSTRALIA



**18%**  
PEOPLE WITH A DISABILITY AGED 5 AND OVER **CANNOT USE PUBLIC TRANSPORT**



CUSHMAN & WAKEFIELD EMPLOYS **14 STAFF WITH DISABILITY** ACROSS AUSTRALIA & NEW ZEALAND

Leading with Education and Awareness of Disabilities (LEAD) ERG

LEAD Objectives

The introduction of our LEAD ERG to Australia in early 2022 marked a significant milestone in Cushman & Wakefield's commitment to supporting individuals affected by disabilities.

This initiative is designed to support not only our employees with disabilities but also those who have a child, relative, friend, or are carers for someone with a disability within our organisation and the communities in which we operate.

Cushman & Wakefield actively encourages employee participation in resource groups like LEAD to help shape the future of DEI within our workplace and the broader communities we serve.

Our LEAD ERG champions a culture of disability inclusion. It's diverse panel of members offer independent advice and a wealth of experience to:



**Review and Develop Policies and Procedures:**

Providing guidance on matters relevant to employees with disabilities, their carers, families, and friends, ensuring our policies and procedures are inclusive and supportive.



**Enhance Accessibility and Inclusion:**

Improving accessibility within our built environment, including offices, services, events, and facilities, to better accommodate employees and others affected by disabilities.



**Ongoing Advice and Strategy Implementation:**

Developing and implementing strategies to improve the lives of employees with disabilities and those who support them, fostering a more inclusive and supportive workplace.



**Actively Promoting Inclusive Recruitment:**

Supporting the recruitment of people with disabilities to bolster a more inclusive workplace benefiting from diverse life experience.



**Community Engagement:**

Encouraging active participation and support within community disability organisations, driving initiatives with vigour and purpose to support broader societal inclusion.



**Identify Critical Issues:**

Offering continuous advice on identifying and addressing critical issues relevant to employees with disabilities, their carers, families, and friends.

Through these efforts, Cushman & Wakefield is dedicated to creating a more inclusive, supportive, and accessible environment for all, reflecting our broader commitment to DEI.



**Anna Town**

Executive Sponsor of LEAD APAC & EMEA  
Cushman & Wakefield



**Peter Juchau**

LEAD Australia Chapter Chair  
Cushman & Wakefield



**Valentina Nastoska**

LEAD Australia Chapter Co-Chair  
Cushman & Wakefield





1

**RECRUITMENT**

Devising programs and initiatives intended to increase Cushman & Wakefield's ability to recruit candidates with disabilities.

2

**WORKPLACE**

Creating an inclusive and accessible environment where employees with disabilities can feel valued and have equal opportunities for growth and success.

3

**INDUSTRY COLLABORATION**

Partnering with various organisations and stakeholders to share best practices, and advocate for the rights and opportunities of employees with disabilities.

4

**EDUCATION & AWARENESS**

Providing training and resources to increase the understanding of disability issues, promoting inclusive practices, and fostering a supportive environment for all employees.

5

**COMMUNITY ENGAGEMENT**

Building relationships with external organisations and the broader community to support disability inclusion, raise awareness, and create opportunities for collaboration and advocacy.

1

RECRUITMENT

- > **2024** Spotlight video series showcasing the career opportunities we have created for our employees with a disability.
- > **2024** Won the JobSupport NSW award for 'large employer' of people with disabilities.
- > **2023** 3 x business leaders participated in the PACE mentorship program run by the Australian Disability Network.
- > **2022** 3 x LEAD members took part in the PACE mentorship program run by the Australian Disability Network.
- > **2016** (ongoing) We have partnered with employment services for people with an intellectual disability to identify career opportunities and recruit in our offices:
  - Barkuma
  - Fighting Chance
  - JobSupport
  - Levyl
  - MatchWorks
  - Maxima

Employees with a Disability



**ALEX PEETERS**  
Cushman & Wakefield Sydney



**NOVA CROSSMAN**  
SA Water (Cushman & Wakefield FM client site)

Cushman & Wakefield believe that our talent pool should reflect the communities in which we operate in.

Focusing on disability employment has increased the level of understanding and awareness for all of our people in the business.

In addition to creating employment opportunities in our own offices for 14 employees with a disability, we have partnered with a number of our clients and in the past two years placed 7 employees with a disability on our client sites.

I love so much being here.

**ALEX PEETERS**

Partnering with Cushman & Wakefield as a parent has been a wonderful experience. It has given Alex social inclusion and opportunities that he wouldn't have had before.

**ALEX PEETERS' DAD**

**2** **WORKPLACE**

- > **2024** Adjustments (approx. 30) made to Cushman & Wakefield Sydney & Melbourne offices following a workplace audit by Australian Disability Network.
- > **2023** A workplace audit of our Sydney and Melbourne offices was completed by the Australian Disability Network.
- > **2023** Created a Dignified Access White Paper to address ways in which corporates can provide more inclusive and dignified access to their physical spaces.
- > **Ongoing** Cushman & Wakefield policies/reports:
  - [Global Anti-Harassment and Anti-Discrimination Policy](#)
  - [Supplier Integrity Statement](#)
  - [Employer Assistance Program \(EAP\)](#)
  - [Anti-Discrimination 24 hour hotline](#)

**'Dignified Access' White Paper**



This initiative reaffirms Cushman & Wakefield’s commitment to creating inclusive and accessible environments for all individuals.

The white paper, titled “Dignified Access: Paving the Way for an Inclusive Workplace” addresses the critical importance of providing equal access to individuals with disabilities or special needs. It highlights the numerous benefits of ensuring a barrier-free workplace, including enhanced productivity, employee satisfaction, and the ability to attract and retain diverse talent.

Recognising that organisations often face challenges in identifying and implementing accessibility measures, Cushman & Wakefield’s white paper offers practical insights and best practices. It explores key considerations such as physical accessibility, digital inclusivity, and accommodations for neurodivergent individuals, among others. By shedding light on these topics, the white paper aims to inspire and guide businesses in fostering inclusive environments that value the diverse abilities of their workforce.

As we journey towards a more inclusive future, it’s crucial to listen, learn, and adapt. By continuously evaluating and improving workplace practices, guided by feedback and evolving best practices in disability inclusion, we pave the way for a world where every person can thrive and contribute their unique talents.

**SAM BLOOM**

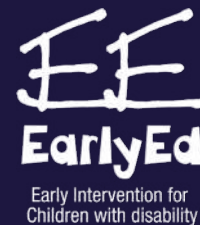
Promoting dignified access is not just a legal or moral obligation; it is a fundamental aspect of building a truly inclusive and equitable workplace.

**MARIA RUSSO-FAMA**

**3 INDUSTRY COLLABORATION**

- > **2024** LEAD ANZ Chapter Chair won the Facility Management Australia (FMA) Champion of Change 2024 award.
- > **2024** Winner of the CoreNet Diversity & Inclusion Excellence Award 2024.
- > **2022** Bus Stop Films - Partnered with Audrey O'Connor to create the film, Visible.
- > **2019** Partnered with Dr Elizabeth Shoosmith & the Inclusive Institute to support the first of it's kind inclusion certification for business leaders, held at our Cushman & Wakefield office.
- > **2018** Cushman & Wakefield won the Property Council of Australia's Moulis Legal Award for Diversity > 250 employees.
- > **2017 & 2018** Ideation sessions with clients and disability specialists to conceptualise inclusive and accessible play experience ideas for Vivid 2018.
- > **2016** (ongoing) Partnerships, memberships and collaborations with the following organisations that support and champion diversity.

**Partnerships, Memberships and Collaborations**



4

EDUCATION & AWARENESS

- > **2024** Created an Inclusive events checklist for all Cushman & Wakefield events.
- > **2023** Inclusive Leadership training via Diversity Australia.
- > **2024** LEAD ERG has grown to approximately 30 members, and working relationships have been established with LEAD chapters in France, India, Italy, Singapore, Spain, The Philippines & United Kingdom.
- > **2023** Inclusive Leadership Training Session for People Leaders. Delivered by Diversity Australia.
- > **2022** Partnered with Bus Stop films to create disability awareness 'Inclusion in Action' training. All Cushman & Wakefield employees completed this as part of their DEI learning.
- > **2022** Established SharePoint to store disability resources including case studies, plans and policies.
- > **2022** Established LEAD DEI ERG.
- > **2018 & 2019** Partnered with EarlyEd to develop social stories for community engagement at Vivid Sydney and provide advice to ensure an enhanced visitor experience for people with disability.
- > **Ongoing** Cushman & Wakefield training modules:
  - Inclusion at Work: Managing Unconscious Bias (mandatory)
  - Inclusive Culture (mandatory)
  - CultureWizard
  - LinkedIn - Equity First: The Path to Inclusion and Belonging
  - Cushman & Wakefield DEI Goal
  - LinkedIn - Inclusive Mindset for Committed Allies
  - LinkedIn - Cultivating Cultural Competence and Inclusion
  - LinkedIn - Confronting Bias: Thriving Across Our Differences

## Disability Awareness Training

Cushman & Wakefield developed a disability awareness training program as part of the LEAD Chapter in Australia to educate our employees and increase awareness and confidence around people who identify as having a disability. We co-created this training with Bus Stop Films, an inclusive film-making production company who has international recognition for their inclusive film making techniques.

Participants gained direct insight from people with a disability and their experiences.

Objectives:

- > Lift the level of awareness and education of our people on disability and inclusive practices.
- > Increase our people's confidence when engaging with people who identify as having a disability.
- > Be able to partner with our clients to help them educate their own staff on disability awareness.
- > Reinforce our commitment to disability inclusion with our people, our clients and our suppliers.



It was an extremely powerful & moving presentation & the best training course I have ever done. I am very proud working for Cushman & Wakefield with their advocacy for disability awareness and their inclusive action.



5

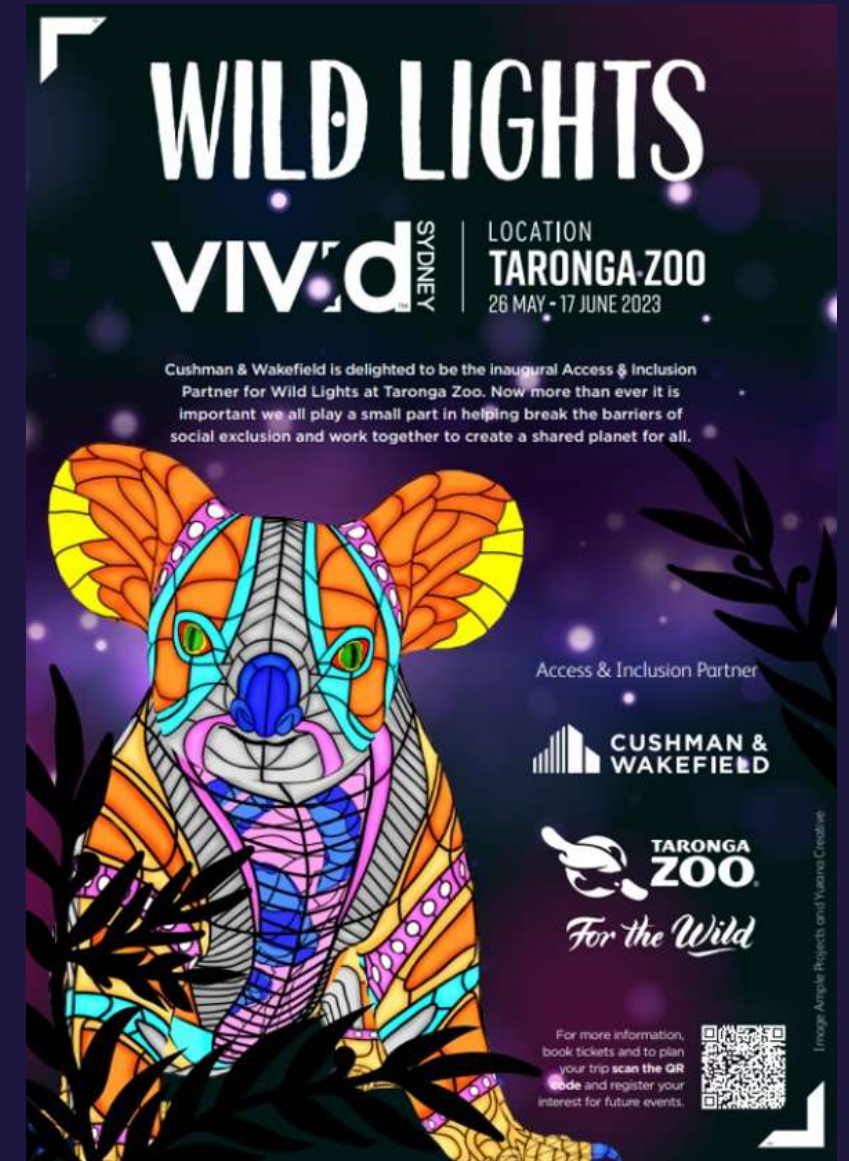
COMMUNITY ENGAGEMENT

- > **2024** Access & Inclusion partner for Taronga Zoo.
- > **2023 & 2024** Partnered with an indigenous artist to create a mural art piece, with input from students at St Lucy's School for Children with a Disability.
- > **2023** Australian offices participated in the 'Walk for Autism' event, raising \$21,800.
- > **2022 & 2023** Access & Inclusion Partner for Wild Lights at Taronga Zoo.
- > **2022 & 2023** 'Night of Inclusion' at Taronga Zoo for families of people with a disability.
- > **2022** (ongoing) Consistent recognition of International Day of Persons with Disabilities marked with inclusive events for the property industry & community.
- > **2019** Invited Fisher Road & Caroline Chisholm schools and their families to an inclusive experience to preview at Vivid Sydney.
- > **2018 & 2019** Created a designated inclusive play experience 'Tumbalong Lights' at Vivid Sydney.
- > **2018** Engaged with Ruckus, an inclusive performing arts group, to provide entertainment at our signature client event.
- > **2017-2021** Access & Inclusion Partner for Vivid Sydney.
- > **2017-2019** Commissioned Digby Webster to create artwork for our corporate umbrellas, office signage merchandise.

Partnership with Taronga Zoo



- > We partnered with Indigenous artist Nathan Peckham to create a unique, 6x2 metre mural art piece with the integration of artistic input from 16 students aged between seven and 15 who attend St Lucy's School for Children with a Disability. Artwork has been donated to the school.
- > We closed the zoo to the general public and extended 6,000 tickets to schools, community groups and associations, and families of people with a disability.
- > We hosted a client event celebrating inclusion at the zoo
- > Over 40 employees volunteered on the nights of inclusion to support visitors with special needs



It was great to see Cushman & Wakefield's unwavering commitment to fostering access and inclusion within the property industry.

To achieve our objectives, we have identified the following key actions:

OBJECTIVE/ACTION	RESPONSIBILITY	TIMING			
		2025	2026	2027	Ongoing
<b>1. RECRUITMENT</b>					
1.1 Increase our employees with a disability by 20% across three (3) years	LEAD/HR			●	
1.2 Implement inclusive practices during our recruitment process	LEAD/HR	●			
1.3 Create inclusive recruitment advertising templates, review and adapt language used	LEAD/HR	●			
1.4 Continue to partner with inclusive recruitment agencies e.g. JobSupport, Barkuma, Aspect & Nova Employment	LEAD/HR				●
1.5 Improve our application process to track the percentage of employees with disabilities that are applying for our roles, and the number of entry-level opportunities offered	LEAD/HR				●
1.6 Onboarding process – implement a “supported” onboarding process to meet diverse candidate needs. LEAD & HR Business partner champions and documented inclusive hiring process workflow in place	LEAD/HR	●			
1.7 Annually support work experience and mentoring opportunities for young people with a disability e.g. via PACE mentoring or Stepping In internship.	LEAD/HR				●
1.8 Participate in PACE mentoring program and Stepping In Internship	LEAD/HR				
1.9 Continue our ‘Spotlight’ series showcasing our employees with a disability	LEAD/MARKETING				●

OBJECTIVE/ACTION	RESPONSIBILITY	TIMING			
		2025	2026	2027	Ongoing
<b>2. WORKPLACE</b>					
2.1 Continue to address the accessibility of Cushman & Wakefield offices (from Australian Disability Network’s workplace audit, and when other opportunities arise i.e. lease expiries)	LEAD/PDS				●
2.2 Engage with architects and space planners who have experience in neurodiversity and broader disability to improve our inclusive rating of our offices	LEAD/PDS	●			
2.3 Report on the strategies/adjustments and their effectiveness	LEAD			●	
2.4 Ensure accessibility is built into all of our collateral and executed across our corporate assets	LEAD/MARKETING	●			

OBJECTIVE/ACTION	RESPONSIBILITY	TIMING			
		2025	2026	2027	Ongoing
<b>3. INDUSTRY COLLABORATION</b>					
3.1 Continue to speak at no less than 4 industry events per year on disability inclusion in the built environment	LEAD/MARKETING				●
3.2 Author at least 2 papers or insights pieces on disability inclusion per year to shine the light on inclusion	LEAD/MARKETING				●
3.3 Organise collaborations with industry bodies / community organisations to advance change around disability inclusion.	LEAD/MARKETING				●
3.4 Maintain memberships with:					
3.4.1 Australian Disability Network	LEAD				●
3.4.2 Carers & Employers					
3.4.3 Diversity Council Australia					
3.5 Achieve Level 1 accreditation with Carers and Employers	LEAD	●			
3.6 Engage in forums with other organisations to share experiences and promote progress in removing employment barriers for people with disabilities	LEAD/MARKETING				●
3.7 Track all collaborations and report on ROI	LEAD				●

OBJECTIVE/ACTION	RESPONSIBILITY	TIMING			
		2025	2026	2027	Ongoing
<b>4. EDUCATION &amp; AWARENESS</b>					
4.1 Refresh disability awareness training (focus on recruitment / manager training, immersive training) and track attendees	LEAD/HR	●			
4.2 Partner with industry and community groups to bring third party perspectives to our strategy	LEAD/MARKETING		●		
4.4 Senior leaders to publicly support disability inclusion through internal communications	LEAD/MARKETING	●			
4.5 Post on our social media channels no fewer than 12 times per year on disability inclusion content	LEAD/MARKETING				●
4.6 Hold events in offices for International Day of Persons with Disabilities each year	LEAD/MARKETING				●
4.7 Post bi-monthly content on our internal employee engagement platform - Connect	LEAD/MARKETING				●
4.8 Cushman & Wakefield leaders to take part in WhatAbility's 'Let's Talk Inclusion' workshop	LEAD/HR	●			

OBJECTIVE/ACTION	RESPONSIBILITY	TIMING			
		2025	2026	2027	Ongoing
<b>5. COMMUNITY ENGAGEMENT</b>					
5.1 Host one community activity annually to shine the light on disability inclusion	LEAD/MARKETING				●
5.2 Partner with artists with a disability through our marketing/communications programs	LEAD/MARKETING			●	
5.3 Taronga Partnership: Continue to drive the Access & Inclusion Partnership with Taronga Zoo	LEAD/MARKETING	●			
5.4 Continue to annually collaborate/engage with a school for students with disabilities	LEAD/MARKETING				●
5.5 Pro bono work / fund raising work for disability NGOs (partnering with suppliers)	LEAD/MARKETING		●		
5.6 Continue to take part in the 'Walk for Autism' annual event	LEAD/MARKETING				●
5.7 Create volunteering experiences for our employees via schools for students with disabilities and our industry partners	LEAD/MARKETING		●		
5.8 Track the number of initiatives and strategies	LEAD/MARKETING		●		
5.9 Recognise the below days of significance annually:					
March - World Down Syndrome Day April - World Autism Awareness Day May - Global Accessibility Awareness Day September - International Week of the Deaf September - International Day of Sign Language October - World Sight Day October - National Carers Week December - International Day of People with Disability	LEAD/MARKETING				●



