

FIT FOR THE FUTURE

A Corporate Benchmarking Initiative

Right-sizing portfolios is hard. **Right-sizing teams for the future** is harder, and CRE leaders face that reality every day.

Fit for the Future is **your opportunity** to join a detailed study with fellow CRE professionals and help shape **reliable, data-driven findings**. Your participation ensures the final results offer meaningful, conclusive insights into CRE trends you can **use as a benchmark** for your own organisation.



WHY SHOULD YOU PARTICIPATE?

CRE is shifting fast and most organisations are redesigning teams without a reliable benchmark. *Fit for the Future* gives you clear, independent insight into how leading companies structure and resource CRE today. You'll get:

- Clear comparisons to organisations like yours
- Evidence for resourcing and role decisions
- Insight based on current peer actions

If you're evolving your CRE model, you should know how others are evolving theirs so you can move first, and move right.

WHY DO WE NEED 20 PARTICIPANTS?

A minimum of 20 participants ensures the dataset is robust enough to generate meaningful benchmarking insights. More participants will only improve the quality and relevance of the final outputs.

WHAT INFORMATION WOULD WE NEED?

To create meaningful benchmarks, we will request publicly available information:

- Company name and sector
- Portfolio size and type
- Global / international / local footprint
- Total company FTEs

and non-public information:

- CRE org charts (roles only, not names)
- CRE FTE count
- Breakdown of inhouse vs outsourced services
- Reporting lines
- Degree of centralisation vs decentralisation
- Budgeting and mandate structures

YOU INFLUENCE THE CONTENT

Participants can specify the topics that matter most to them, allowing the final results to deliver not only broad insights but focused, relevant feedback on today's *real* CRE challenges and opportunities.

HOW WILL CONFIDENTIALITY BE PROTECTED?

All participants will sign an NDA, and reporting will be anonymised. Company names may be listed, but their data will never be linked to them. Generic descriptors (e.g. "Global financial company") will be used where needed. Detailed information will only be requested once confidentiality protocols are agreed.

WHAT WILL THE FINAL OUTPUT BE?

Each participant will receive a bespoke, high-impact report to show the comparisons with others and feedback on participant-generated topics. In addition, we'll provide insights and analysis based on the anonymised and aggregated data.

***Fit for the Future* will deliver the clarity to help drive confident decisions on structure, resourcing, and strategy. Insights you simply can't access anywhere else.**

HOW TO PARTICIPATE:

Please contact your CODE consultant to confirm your interest, or email mirelle.smith@code-advisory.com.

