

WELCOME TO ASSET SERVICES

2015



CBRE

ASSET SERVICES

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Tony Long
Global President

Dear Colleague,

Welcome to the Asset Services Division of CBRE! We're very happy to have you join our team with what we know will be a terrific combination of talent, dedication and resources.

One of your first goals will be critical to everyone's success: We want you to become familiar with the many tools we offer to assist you in performing your role with pride and excellence. Within this booklet you'll find overviews on Global Standards, the Conduct and Communications Standard, the CBRE Standards of Excellence card, company history, CBRE Learning on our Navigator intranet site, and a sample Weekly Compass newsletter. Please read through all these materials carefully and keep them handy for future reference.

We have provided you with much to learn about the CBRE organization and our Asset Services programs, but it's all important, because these standards are the foundation upon which we base our service delivery platform. At CBRE, we're extremely proud of the top-level services we provide for clients, so we work hard each day to build on that record - and improve upon it. You're now an integral part of that process, and we know that learning more about our programs will make you a valuable team member very quickly.

On behalf of everyone in Asset Services, we're pleased to welcome you as our colleague!

With regards,



Tony Long
Global President, Asset Services

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CBRE MISSION STATEMENT

***Our mission is to deliver Superior Results
for stakeholders by:***

- ***Putting the client first – always***
- ***Collaborating across markets and
service lines***
- ***Thinking innovatively, but acting practically***
- ***Providing a rewarding work environment***

CBRE HISTORY

CBRE's illustrated company history time line spans more than 200 years of innovation in the real estate industry. Our modern-day CBRE was formed in May 1998, when one of North America's top real estate services companies, CB Commercial, merged with REI Limited, an international name in commercial real estate. The result was CBRE—the first truly global real estate services firm capable of delivering a full range of real estate services around the world.



CBRE

CBRE HISTORY

1906

Colbert Coldwell founded Tucker, Lynch & Coldwell in San Francisco.

1995

Acquisition of Westmark Realty Advisors. Expands investment management capabilities, now known as CBRE Global Investors.

1996

Acquisition of LJ Melody & Co. Becomes a major originator and servicer of U.S. commercial mortgages.

1997

Acquisition of Koll Real Estate Services. Becomes a leader in property and facilities management.

1998

Acquisition of Richard Ellis operations in 29 countries outside the UK. Name changed to CB Richard Ellis (CBRE). Acquisition of Hillier Parker in the United Kingdom.

1999

CBRE operates in more than 250 local markets. CBRE forms partnership with Ikoma, establishing CBRE presence in Japan.

2001

Management buy-out takes the company private.

2003

Acquisition of Insignia. Becomes the industry's premier service provider with leading operations in New York and London. Reunites Richard Ellis global brand name.

2004

CBRE launches initial public offering on the New York Stock Exchange under ticker symbol "CBG."

2005

CBRE enters Fortune 1000 list at number 676, and is added to Russell 1000 index.

2006

CBRE named to S & P 500. Acquisition of Trammell Crow Company. Becomes global leader in occupier outsourcing services.

2007

CBRE named to BusinessWeek's 50 Best in Class Companies. Named one of Fortune's 100 Fastest Growing Companies.

2008

CBRE becomes first commercial real estate service provider included in the Fortune 500.

2010

CBRE voted best property investment advisor by Financial Times. Highest ranked real estate company in *Newsweek's* list of the "greenest big companies."

2011

Acquired ING's real estate investment management business in Europe and Asia and its listed securities business. AUM exceeds \$90 billion.

2012

CBRE is first real estate company ranked among top outsourcing companies globally by IAOP. *Wall Street Journal* cites CBRE as best real estate brand.

2013

Acquires Norland Managed Services Ltd, the leading provider of building technical engineering services in the U.K. and Ireland. Voted Euromoney's global real estate advisor of the year for second year in a row.

2014

CBRE voted Fortune's most admired real estate services company for fourth consecutive year. CBRE voted Lipsey's leading real estate brand for 13th year in a row.

OPERATIONS,
REAL ESTATE ACCOUNTING
& INFORMATION
TECHNOLOGY



OPERATIONS, REAL ESTATE ACCOUNTING AND INFORMATION TECHNOLOGY

This handbook should provide the information you need regarding Asset Services Operations, including The Navigator, Global Standards (Policies and Procedures), the Library, Learning and Development and the Standards of Excellence. Should you require further information, please feel free to contact the following people and they will be happy to assist you with the information you need.

OPERATIONS

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THE NAVIGATOR

THE NAVIGATOR

CBRE's Global Employee Intranet, the Navigator serves as a way to share important information with everyone simultaneously. The Navigator is home to both corporate and local news, business line information and department resources for such services as HR, IT, Corporate Communications, Research and Web Services. It also represents employees' central location for tools, training and information.

On the home page, check out company headlines, your own local office news, Quick Clicks, Featured Tasks and other areas such as the Library, Service Lines and department Web pages. Within the myHR and myCBRE sections, you can view your pay stubs, check benefits, fill out Paid Time Off forms and perform other needed tasks. In other Navigator areas you can register for training and access information specific to each line of business.

You are encouraged to become familiar with the Navigator and all it has to offer. The CBRE Intranet will serve as an important foundation as you navigate your way through the company. Chances are excellent that much of what you need to know can be found within this company portal.

To access the **Navigator**, go to <https://intranet.cbre.com> (no www), and you will be prompted to log in. Use your CBRE email address and create your own password as a first-time user.

THE NAVIGATOR

CBRE Search: **Build on Advantage** **The Navigator**
webuildadvantage.com [LOG OUT](#)

[Home](#) [myOffice](#) [myCBRE](#) [myHR](#) [myTravel](#) [myPolicy](#) [Learning](#) [People and Places](#) [Library](#) [WebMail](#) [CBRE.com](#)

Welcome, Janice Bate

ENTERPRISE MENU

- Service Lines
- Departments
- Resources
- CBREtv
- Contact

FEATURES

- Announcements and News
- Big Wins
- Hot Copy
- Leadership Spotlights
- Regional Spotlights

GLOBAL INTRANET

CONGRATULATIONS TO OUR COLLEAGUES CELEBRATING MILESTONE SERVICE ANNIVERSARIES THIS MONTH.

15 James Trent
Helper Engineer
New York, NY

MileIQ Employee Discount Program
Tired of tracking your mileage and parking expenses? There's an app for that!
Save 25% off your first year of service. [more>](#)

CAREERCORNER

If you know of any qualified candidates who may be a good fit for these important open positions, please encourage them to apply.

[Healthcare Facilities Manager-Chicago](#)
[Real Estate Manager-Reno, NV](#)
[Client Coordinator, Long Island City](#)
[Mailroom Clerk- Hoffman Estates, IL](#)
[Sales Analyst - Dallas](#)

[Click here](#) if you are interested in applying for these or any other open positions in CBRE.

QUICK CLICKS

GLOBAL STANDARDS

100%



THE CBRE GLOBAL STANDARDS

Your opinions are respected. Your efforts are appreciated. Your time is valued.

With over 1.7 billion square feet of commercial real estate under management worldwide, you are an integral member of a team responsible for the operation, preservation and enhancement of a physical asset portfolio roughly equal in value to the gross national product of Ireland or New Zealand.

Not to mention the daily safety and comfort to millions of people – office, industrial and retail workers and their clients.

Operational purity, service excellence, and recognition of our clients' goal of enhanced asset value, this is where you begin.

But never think it is enough to simply achieve the standard. It is your objective to exceed it, to set a superior standard, for the company and the entire commercial real estate industry. Be a leader.

As a CBRE employee, you are the driver of our company's divisional success in an increasingly competitive and service conscious industry.

THE CBRE GLOBAL STANDARDS TO ENHANCE THE VALUE OF REAL ESTATE ASSETS

Our asset services are designed with maximum flexibility to coincide with the diverse needs of our clients and market dictates. There are, however, over 70 Global Standards that are to be implemented at all CBRE-managed institutional properties.

The primary purpose of these standards is to establish a baseline level of service delivery to all CBRE-managed assets, whether large or small, office, retail, or industrial. Our aim is to deliver uniform, top quality asset services, while ensuring against risk or financial loss to our clients, our company and our employees. The Global Standards are so important, in fact, that beginning in 1999 managed assets began to be reviewed for compliance. The review program is called Environments for Excellence.

THE CBRE GLOBAL STANDARDS

The Global Standards Page on the Navigator details the Global Standards along with a number of support tools and implementation suggestions. For further ease of accessing this information click [HERE](#) to be redirected to the Global Standards Page.

Moreover, the Library contains a comprehensive and current library of proprietary property management resources and information.

The Global Standards, Library, Environments for Excellence Program and all divisional systems and tools will evolve from year to year based on your feedback and experiences. Divisional management always welcomes your findings and suggestions.

The screenshot shows the CBRE Global Standards page on The Navigator website. The page features a green header with the CBRE logo, a search bar, and the tagline "Build on Advantage" with the website URL "webuildadvantage.com". The navigation menu includes links for Home, myOffice, myCBRE, myHR, myTravel, myPolicy, Learning, People and Places, Library, WebMail, and CBRE.com. The main content area is titled "GLOBAL STANDARDS" and includes a large graphic with the text "GLOBAL standards" and "to enhance the value of real estate assets". Below this, it states "Quality control is exercised through CBRE's Global Standards, which outline property requirements & Environments for Excellence (E4E)." and "All CBRE assets operate in accordance with our Global Standards program. Our services are designed with maximum flexibility to coincide with the diverse needs of our clients and market dictates." It also mentions "There are, however, 77 Global Standards that senior management has determined must be implemented at all CBRE-managed properties in the U.S. (60 Global Standards are implemented internationally). In doing so, clients' assets are safeguarded, a baseline level of service delivery is established and risk is mitigated. Benefits include:" followed by a list of benefits: "Consistent internal control environment to ensure the safeguarding of client assets", "Baseline level of service delivery established", "Uniform service delivery", and "Ensure against risk or financial loss to clients, CBRE and employees". A link is provided to "Click here to view all Global Standard Supporting Documents." The right sidebar contains "GS SUPPORTING DOCUMENTS" with a link to "CLICK HERE TO VIEW THE GLOBAL STANDARDS SUPPORTING DOCUMENTS." and "QUICK CLICKS" with a list of links including "To learn more about the Global Standards, contact a member of the Asset Services Business Operations Team", "Weekly Compass", "Global Standards Supporting Documents", "Asset Services Market Leader Contacts", "P2P User Resources", "Client Accounting", "CAPP Forms", "Real Estate Managers Page", "Learning & Development", "Asset Services New Hire Certification Program", "RISING Professionals", "Legal", "Business Continuity", "Risk Management", "Health, Safety, Environmental", "Strategic Accounts", "HR Service Center", and "IT Help Desk". The left sidebar contains an "ENTERPRISE MENU" with links for Service Lines, Departments, Resources, CBREtv, and Contact; an "ASSET SERVICES MENU" with links for Weekly Compass, Asset Services Global Page, Asset Services Global Marketing, Asset Services National Marketing, Asset Services Market Leaders, Real Estate Managers, Global Standards, Supporting Documents, Supporting Documents - Netherlands, Supporting Documents - Spain, Learning and Development, RISING Professionals Organization, Client Accounting Services, Technical Services Overview, Premier Properties, Procurement, Strategic Accounts, Sustainability, Axis Portal, Awards, News Archives, 2013 Leadership Meeting, CORE, and Operations Administrators; and a "CONTACTS" section with the text "Do you have suggestions".

ASSET SERVICES PLATFORM



CBRE

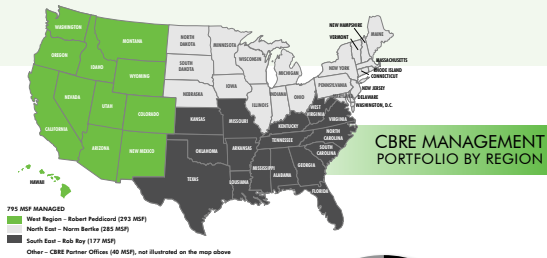
ASSET SERVICES CAPABILITIES 2015

GLOBAL LEADER
IN REAL ESTATE
SERVICES

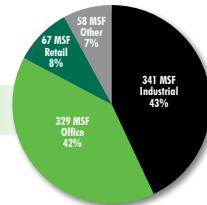
1,151 Clients
7,675 Properties
32,071 Tenants

CBRE's management portfolio includes approximately 795 million square feet of office, industrial and retail properties located throughout the U.S.

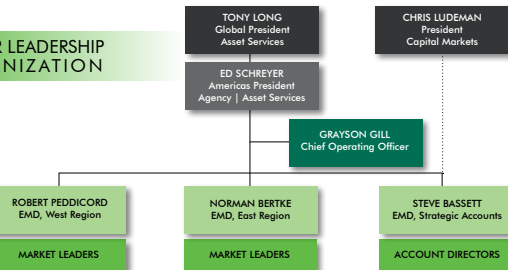
As of 12/31/14



CBRE MANAGEMENT PORTFOLIO BY TYPE



SENIOR LEADERSHIP ORGANIZATION



ACCOUNTING

Ensures significant audit, risk and control standards through accounting and financial reporting solutions that are customized to clients' needs, centralized through secure accounting hubs, and compliant with Sarbanes-Oxley Act and SSAE 16 requirements

AGENCY LEASING

Serves as owner's agent and partners with management to maximize results and enhance property value—through strategic planning, marketing and property repositioning

AXIS PORTAL

Provides an integrated management and leasing solution that allows for tenant work order systems, optimized web presence and faster speed to market

BUSINESS CONTINUITY

Reduces chances of property interruptions due to natural disasters and emergencies by developing, maintaining and testing business continuity plans; applying resources of CBRE network; and leveraging the proprietary National Emergency Operations Center

GLOBAL STANDARDS

Delivers operational excellence and transparency through 60 industry-leading standards worldwide, and benchmarks performance with "Environments for Excellence" internal audits

HUMAN RESOURCES

Attracts the best talent in the industry and offers excellent on-boarding, performance management, rewards and recognition, development, succession planning and career advancements

LEARNING & DEVELOPMENT

Maximizes success by training and retaining the top professionals and assisting employees with over 150 internal on-line and in-person courses

PREMIER PROPERTIES

Offers the world's most iconic properties a specialized platform that focuses on elite management and leasing operations, world-class amenities and hospitality programs, and advanced market positioning services

PROCUREMENT

Secures competitive pricing to lower operating expenses, reduce transaction costs of MRO purchases and enhance the quality of deliverables for clients by leveraging CBRE's national buying power

PROJECT MANAGEMENT

Oversees \$22.3 billion in managed capital projects and new construction for more than 25,000 projects annually—reducing overall delivery costs, keeping projects on schedule and providing superior market knowledge for informed decision making

RISK MANAGEMENT

Ensures competitive insurance rates and proper asset protection, even in high hazard areas, by providing master Property, General and Umbrella liability with top insurance companies

SECURITY

Promotes a secure environment with cutting-edge security tools and services—including comprehensive security, life safety, emergency response and disaster recovery plans; a site risk matrix with crime forecasting models to determine levels of risk; and property-specific Building Access Protocols

SUSTAINABILITY

Enables business and operational efficiencies that save costs and improve performance through strategic consulting for the greening of individual buildings or entire portfolios—services include industry-leading LEED® certification services and data tracking, measurement and verification

STRATEGIC ACCOUNTS

Navigates and leverages resources expertly on behalf of our top investor clients, with a focus on operational excellence and execution

TECHNICAL SERVICES

Reduces expenses and extends the life of business systems by providing due diligence, performance testing and engineering analysis—including more than 2,000 mobile and operating engineers and proprietary training platform

TENANT SERVICES

Enhances property image and ensures quality service delivery by implementing innovative tenant relations/retention programs—including scalable concierge program (CBRE @ Your Service), world-class customer service staff training through Master Connection Associates and ongoing tenant satisfaction surveys

TRANSITION

Facilitates a streamlined process for seamless integration by leveraging Regional Asset Services Directors of Operations, a host of tools including the Property Transition Checklist and best practices from past experience (last year CBRE transitioned over 183 MSF)



Asset Services Platform Placemat

CBRE

myHR



myHR

myHR, an employee self-service tool, was developed to provide an efficient means for you to review and manage your personal and professional data. This tool will ensure that the company effectively maintains accurate and up-to-date records on every employee.

With this tool, you may access your personal Human Resources information at any time. You can visit this secure site from the Navigator by simply clicking on myHR located on the green tool bar. You will be able to view and review such information as benefits summary, payroll information as well as personal and professional profile content. You can update your own personal information, such as home address, phone numbers, work location, W-4 tax withholding allowances (some exceptions may apply), establish or modify bank accounts for direct deposit, etc.

myHR includes a Manager Self Service tool. Managers can conduct most HR transactions for their employees and obtain real-time information. Such transactions include hiring and terminating employees, conducting job status changes, opening job requisitions, time sheet reporting, viewing department information and more. Managers access the system through the myHR application.

To access myHR, go to the Navigator home page. There, along the top green bar, you click directly on the myHR word. Also, you can select Human Resources from the left navigational bar, and you'll see the myHR icon on that page.

myHR

The screenshot displays the CBRE myHR self-service center interface. At the top, the CBRE logo is visible on a green background. Below the logo, there are navigation tabs for **myInfo**, **myLearning**, and **Americas Finance**. A secondary navigation bar includes **Personalize: Content | Layout**.

The main content area is divided into three primary sections:

- Enterprise Menu:** A list of application categories including The Navigator, myFinance, myTransactions, US CRM, myHR (circled in red), myLearning, PeopleSoft, My Content, Content Management, Worklist, Reporting Tools, PeopleTools, Americas Finance, Change My Password, My Personalizations, My System Profile, and My Dictionary.
- SELF SERVICE CENTER:** A central panel with sub-tabs for **Employee Self Service** and **Manager Self Service**. It contains several sections:
 - Personal Information:** Review and update your personal information. Includes links for Personal Information Summary, Home and Mailing Address, Phone Numbers, Email Addresses, Instant Message IDs, Emergency Contacts, Preferred Name Change, Benefits Information, View Specialty/Product Type, and Employee Identification Survey.
 - Payroll and Compensation:** Review your pay and compensation history. Update your direct deposit and other deduction or contribution information. Includes links for View Paycheck, Voluntary Deductions, Direct Deposit, Producer Support Listing, Producer Support Statement, Compensation History, W-4 Tax Information, W-2 Reissue Request, and Deals Info.
 - Time Reporting:** Report and review your time, schedules, request absences and more. Includes links for Report Time and View Time.
 - Learning and Development:** Add or review information about profiles of skills and competencies, interest lists, training and development. Includes links for My Current Profile, My Historical Profile, My Interest List, Profile Approval History, Training Summary, and Professional Training.
 - Performance Management:** (Partially visible at the bottom).
- Company Directory:** A sidebar on the right with a **Company Directory** link.

CBRE

LEARNING & DEVELOPMENT PROGRAM



LEARNING & DEVELOPMENT PROGRAM

TRAINING SUITES

- *Building Systems*
- *Conduct and Communications*
- *Customer Service Relations*
- *Lease Administration*
- *Legal and Risk Management*
- *Management & Leadership Skills Development*
- *Marketing*
- *New Hire*
- *RE Finance and Accounting*

CBRE offers classroom and Web-based classes designed to expand and enhance your job skills. Online enrollment is accessed through MyLearning. Training Registration, accessed through that page, offers a full course catalogue of more than 140 online, classroom and/or recorded courses for employees.

The Asset Services training program is designed to guide participants through development tracks leading to well-defined career paths. The structure outlines specific classes for AS employees who wish to advance professionally, and these courses are organized into suites. The program correlates with employee Performance Priorities, so AS employees will be guided to complete certain courses within each suite to be eligible for promotion. For example, AREMs seeking to become REMs must have completed all New Hire, Property Administrator/Management Associate and AREM courses.

It is critical that employees carefully maintain their own transcripts on the myLearning site on Navigator. Direct reports also must be aware of each employee's training needs and outline these requirements in the person's Performance Priorities. Employees receive certification as they complete each suite of courses. Classroom courses are scheduled throughout the year in both primary and secondary markets.

The Learning and Development classroom calendar will be posted on the Navigator and will be updated regularly. Not all classroom courses will be in every market, but they will be rotated annually to spread the attendance opportunities. Employees are urged to consider traveling to nearby markets if a relevant course is available. The remaining suite courses are available via Web conference or recording. Continuing growth and skills enhancement are cornerstones of the CBRE training philosophy.

To access [myLearning](#), visit the Asset Services Learning & Development page on the Navigator.

Please contact your
Regional Director of
Learning & Development
with any questions:

andrew.foote@cbre.com

CBRE

LEARNING & DEVELOPMENT PROGRAM

The screenshot displays the CBRE Learning & Development program interface. At the top, there is a search bar and navigation links for 'Build on Advantage' and 'The Navigator'. Below the navigation bar, a breadcrumb trail shows the path: Home > myOffice > myCBRE > myHR > myTravel > myPolicy > Learning > People and Places > Library > WebMail > CBRE.com > Navigator > Asset Services Menu > Learning and Development.

The main content area is divided into several sections:

- ENTERPRISE MENU:** Includes links for Service Lines, Departments, Resources, CBRETV, and Contact.
- ASSET SERVICES MENU:** Lists various services such as Weekly Comps, Global Page, Marketing, National Marketing, Market Leaders, Estate Managers, Standards, Learning and Development, New Hires, Training, Education, Companion Program, Professionals Organization, Client Accounting, Premier Properties, Procurement, Strategic Accounts, Sustainability, Axis Portal, Awards, News Archives, Leadership Meeting, COPE, and Operations Administrators.
- LEARNING AND DEVELOPMENT:** Features a 'Welcome' message and a 'Platform Enhancement' section. The enhancement section is marked 'Available Now!' and encourages users to click on 'myLearning' to access the new platform. A key message states: 'The new myLearning platform: a global learning platform for a World-Class Company!'. Below this, a note from CBRE expresses commitment to employee empowerment and growth through learning and development.
- TRAINING CALENDAR:** Titled 'ASSET SERVICES TRAINING CALENDAR', it shows a calendar for the month of June with columns for Monday through Friday.
- CBRE STRATEGY:** Includes a 'CBRE STRATEGY' header, a video player featuring Bob Sulentich (President & Chief Executive Officer, CBRE), and links for Strategy Overview, Top Talent, Strategic M&A, Operating Platform, Client Outcomes, and Organic Growth.
- OPX TOOLKIT:** Lists resources such as the oPx Manual, 2014-15 Timelign, oPx Theory - Recorded Training, Training Slides - oPx Theory & Calculations, and Training Slides - oPx Process & Deadlines.

ASSET SERVICES NEW HIRE CERTIFICATION PROGRAM—STEP BY STEP PROCESS

CBRE Search: **Build on Advantage** **The Navigator**
webuildadvantage.com LOG OUT

Home > myOffice > myCBRE > myHR > myTravel > myPolicy > Learning > People and Places > Library > WebMail > CBRE.com >

Navigator > Asset Services Menu > Learning and Development

ENTERPRISE MENU

- Service Lines
- Departments
- Resources
- CBREtv
- Contact

ASSET SERVICES MENU

- Weekly Compass
- Asset Services Global Page
- Asset Services Global Marketing
- Asset Services National Marketing
- Asset Services Market Leaders
- Real Estate Managers
- Global Standards
- Learning and Development
- Asset Services New Hires
- Technical Services Training
- Enlistment
- New Employee Companion Program
- RISING Professionals Organization
- Client Accounting Services
- Technical Services Overview
- Premier Properties
- Procurement
- Strategic Accounts
- Sustainability
- Asia Portal
- Awards
- News Archives
- 2013 Leadership Meeting
- CBRE
- Operations Administrators

ASSET SERVICES NEW HIRES

LEARNING & DEVELOPMENT
CONTACT YOUR AS LEARNING & DEVELOPMENT TEAM OR LOCAL MARKET OPERATIONS MANAGER/ ADMINISTRATOR FOR HELP WITH YOUR NEW HIRE CERTIFICATION

Welcome Asset Services New Hire. We are happy to have you join our team, and it is our utmost priority that you have the tools and information needed to ensure that your employment is successful. You are about to begin an exciting career with the best in the business in order for you to be successful we must provide you with a baseline understanding of the company, your role and our expectations.

THE ASSET SERVICES NEW HIRE CERTIFICATION PROGRAM - STEP-BY-STEP PROCESS

STEP 1	STEP 2	STEP 3	STEP 4
LAUNCH & COMPLETE	COMPLETE ACKNOWLEDGEMENT	RETURN ACKNOWLEDGEMENT	COMPLETION CERTIFICATE
Take all six (6) recorded trainings	Download & complete Acknowledgement	Email completed Acknowledgement	Receive Completion Certificate via email

Outlined below are the contents of the AS New Hire Welcome Kit, information that will make your first days and weeks with us both productive and educational. The earlier you can learn about your new position and CBRE, the closer you will be to fulfilling your own and your customers' objectives. You must completely review the information provided and gain a full understanding of what is expected during your employment. All AS New Hire Certification Requirements must be completed within the first 90 days of employment.

You will find links to all requirements below as well as helpful tools and resources. You must return the Acknowledgement Form to receive credit for the Certification (see details below).

ASSET SERVICES NEW HIRE CERTIFICATION PROGRAM | REQUIREMENTS

COURSE TITLE	COURSE DESCRIPTION	DURATION	ASSET SERVICE REQ	TECHNICAL SERVICES REQ	CLICK BELOW TO LAUNCH	RESOURCES
	This class will introduce the New Employee to the Client Accounting Policies & Procedures and will also provide					

NEW HIRE
CERTIFICATION
PROGRAM



CBRE

NEW HIRE CERTIFICATION PROGRAM

As part of CBRE's goal to provide our employees with quality training and education, all new Asset Services employees are required to complete a series of training courses within their initial 90 days of employment.

The New Hire Certification Program is designed to provide you with the knowledge you need to navigate through the company, as well as show you how to locate and utilize the tools needed for quality performance.

You are strongly encouraged to complete the Asset Services New Hire Certification Program as soon as possible because these courses have been designed to help you learn important details about our division and its operations.

Please feel free to contact Andrew Foote, Regional Director of Learning & Development, as well as ASLDSupport@cbre.com with any questions you may have regarding your training and development.

Andrew Foote

+1 818 907 4621

andrew.foote@cbre.com

REAL ESTATE ACCOUNTING

Additionally, there are office training contacts listed below who are dedicated to Real Estate Accounting. Please feel free to contact Real Estate Accounting Training regarding any training questions or class needs.

Real Estate Accounting Training

asldsupport@cbre.com

Ryan Galligan

Business Training Coordinator

+1 612 486 3111

ryan.galligan@cbre.com

Visit the Real Estate Accounting Services home page on the Navigator to view all course offerings.

NEW HIRE CERTIFICATION PROGRAM COURSE OUTLINE

REQUIRED COURSES

A six-part online program must be completed within the first 90 days of employment at CBRE. The Asset Services New Hire Certification Program consists of the following:

- ▶ P2P Overview
- ▶ P2P Invoice Processing
- ▶ P2P Marketplace
- ▶ OSHA: An Introduction
- ▶ Global Standards
- ▶ CAPP
- ▶ Tenant Relations
- ▶ Winning on the Telephone

CLASS REGISTRATION

Each of the required classes is available through myLearning on the Navigator.

REAL ESTATE ACCOUNTING SERVICES TRAINING PROGRAM

NEW EMPLOYEE ORIENTATION PROGRAM

The New Employee Orientation and Training Program (NEO) within Real Estate Accounting Services at CBRE introduces all new employees to the business culture of CBRE.

NEW EMPLOYEE CERTIFICATION (NEC) PROGRAM

The New Employee Certification (NEC) program is designed to assist employees and managers in tracking required classes and activities through the first year at CBRE. All new, full-time Real Estate Accounting Services employees are enrolled in the NEC while on-boarding at CBRE.

ANNUAL TRAINING REQUIREMENTS

Real Estate Accounting Services team members are required to attend all mandatory trainings set forth by CBRE corporate departments such as HR, Compliance, Legal, etc. Additional mandatory training classes may be determined by Directors, Senior Controllers and individual managers. Each year all employees are required to attend customer service training. Supervisors are required to take soft skills classes that enhance their leadership abilities. The topics and number of soft skill classes vary from year to year.

The Real Estate Accounting Services Training Team continues to create training courses to help employees enhance core competencies. All team members are encouraged to work with their manager or supervisor to select elective training opportunities that would be beneficial to their continued development and success at CBRE.

REAL ESTATE ACCOUNTING SERVICES TRAINING PROGRAM

**FOR MORE INFORMATION, PLEASE CONTACT THE TRAINING SPECIALIST IN
YOUR AREA:**

Karin Hadoff

Business Training Manager
Phone: +1 612 486 3180
karin.hadoff@cbre.com

**Contact Asset Services Learning
& Development**

asldsupport@cbre.com

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Ryan Galligan

Business Training Coordinator
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ryan.galligan@cbre.com

CBRE STANDARDS OF EXCELLENCE

Our excellent customer service program has been developed with the support of MCA—Master Connection Associates, an international training and development company, to cultivate the very highest customer-service culture as a serious commitment and vital cornerstone of our day-to-day management business. Three key components of the Standards of Excellence program are the Standards of Excellence card, the Conduct & Communications Global Standard, and the Weekly Compass.

CBRE



STANDARDS OF EXCELLENCE CARD

Your copy of the CBRE Standards of Excellence card containing the 14 Standards of Excellence, company mission statement, company values, and 4 key principles is provided along with your New Hire Welcome Kit.



STANDARDS OF EXCELLENCE CARD



Our Mission

Our mission is to deliver superior results for stakeholders by putting the client first—always • collaborating across markets and service lines • thinking innovatively, but acting practically • providing a rewarding work environment

Our Values

Respect
Treat everyone with dignity, value their contributions and help one another succeed.

Integrity
Uphold the highest ethical standards in our business practices.

Service
Dedicate ourselves to making a meaningful impact with our clients and in our communities.

Excellence
Aspire to be the best in everything we do and drive for continuous improvement.

THE CBRE Standards of Excellence



THE CBRE Standards of Excellence

1 We own, practice and believe in our company mission and RISE values.

2 We recognize that CBRE's assets are our employees, vendors, tenants and clients. We all are an important part of the team and our actions impact each other.

3 Excellence in service is achieved when we work as a team and respect each other in our individual work environments.

4 We act in the role of "partner" with our clients, customers and vendors in an endeavor to gain a complete understanding of their objectives.

5 We are responsible for protecting the assets of our clients.

6 We settle for nothing less than "best of class" in the appearance of every property.

7 We promote professionalism through continuous communication, training, leadership and example. We serve all with dignity, politeness and respect.

8 We take pride in and care of our appearance. We convey a professional image by adhering to the CBRE Global Standards.

9 As team members we are encouraged to be involved in the planning of the work that affects us.

10 We greet customers promptly, pleasantly and professionally in accordance with the CBRE Global Standards.

11 To ensure customer satisfaction, we anticipate/identify, evaluate, respond and follow-up.

12 We encourage and support each other to complete all training initiatives successfully.

13 We are responsible for and empowered to resolve customer issues within our available resources, or to seek support at higher levels, so that customer satisfaction is achieved.

14 In the customer service recovery process, we listen, empathize, ask and produce a result.



The Four Key Principles

- All employees are encouraged and empowered to police and enforce our culture.
- Excellence in service correlates to saved time. The better service provided the less time dealing with negative issues.
- Always provide positive feedback, recognition and compliments in all situations. Receive constructive criticism positively and appreciate other's views.
- Provide no negative comments without providing a solution.

Please note: These standards have been written specifically for employees in the Asset Services Division of CBRE. In case of any discrepancy between what is contained here and what appears in the company's Employee Handbook provided by Human Resources, the Handbook material supersedes this information.

CONDUCT & COMMUNICATIONS

We have developed some very specific guidelines for employees as a way of ensuring that our clients receive the very best services in the industry. By becoming familiar with these important principles, you will feel comfortable and be successful in fulfilling your role with Asset Services.



CONDUCT & COMMUNICATIONS

Our attitude is an acquired talent which must be constantly practiced and reinforced.

GENERAL POLICIES

CBRE's philosophy of service is that a positive attitude and positive work experience on the part of an employee will result in a positive experience for our clients, customers, vendors and each other. Courtesy is more than a fleeting smile or an occasional "Thank you." All behavior, verbal and non-verbal, affects the way you are perceived by clients, tenants, vendors and fellow employees. Courteous behavior requires a common-sense approach to each individual situation and respect for the person with whom you are dealing.

Our attitude is an acquired talent which must be constantly practiced and reinforced. Anything less than courteous behavior on the part of an employee will result in a less positive experience for a tenant or client and will diminish our goal. This Global Standard was developed to ensure that our goal of courtesy and outstanding customer service is achieved. It establishes policies and provides specific tools and techniques which will bring service and courtesy into all work environments and assure the best possible experience for everyone involved.

Our reputation as a leader in the real estate industry has been built on our concept of quality services. Maintaining this concept and our reputation cannot just happen, it must be constantly nurtured through the conscious efforts of each staff member. Excellent customer service is a fact of our lives that is more than just being polite; it is understanding and respecting another's point of view. We exhibit a service attitude both verbally and non-verbally, especially in the sensitive situations that can occur in our unique environments.

NON-VERBAL COMMUNICATIONS

Several factors contribute to the way we communicate non-verbally. It is important to be aware of these factors and how each can be used to create positive communications.

Attitude. No other factor has a greater impact on your ability to deal with people than your own attitude. Your personal feelings toward yourself and your job are instantly recognized by those with whom you come into contact, and these feelings have a direct effect on the communication that results. It is most important, then, that

CONDUCT & COMMUNICATIONS

Your personal feelings toward yourself and your job are instantly recognized by those with whom you come into contact, and these feelings have a direct effect on the communication that results.

you enjoy what you are doing and project that enjoyment to others. Be aware of how your attitude is being perceived, and present a positive image at all times. Your first responsibility is to create an enjoyable atmosphere for our clients, tenants and fellow employees, and no dictated policy can replace your desire to make others happy.

Body Language. Your posture, gestures, facial expression, manner and general attitude combine to amplify the positive, warm and friendly non-verbal communication required of our company representatives. Several techniques should be used to ensure that your body language is saying what you want it to say:

▶ **Always Stand or Sit Erect and Look Attentive**

This lets people know that you are interested in helping them and that you are approachable. No one should ever feel he is intruding if he needs assistance. Always appear patient and willing to listen. Some negative postures that must be avoided are:

- Leaning on rails, posts, counters, etc. – Implies that you're just too tired to be bothered.
- Putting your feet on desks, wastebaskets, or other furniture – Indicates that you are disinterested and bored.
- Crossing your arms in front of your chest – This is a blatant "do not disturb" signal and very defensive gesture. It says, "Keep away."
- Putting your hands in your pockets – Indicates a "closed" attitude.

▶ **Look Directly at Each Other**

Eye-to-eye contact is the fastest and most effective form of communication. It establishes an immediate rapport by indicating a receptiveness to listening and understanding. This contact should be maintained throughout your communication.

▶ **Be Attentive at all Times; Show Genuine Concern**

Never ignore a person by turning your back or by talking with someone else.

▶ **Project a Friendly, Concerned and Respectful Attitude**

Your respect for the feelings of others will earn you their respect in return.

CONDUCT & COMMUNICATIONS

▶ **Smile! Use positive facial expressions**

Remember, your attitude will automatically be reflected in your face.

APPEARANCE

A clean, fresh, professional, and well-groomed appearance is important. Your appearance tells others that you care and that you are proud of your job. It also enhances your non-verbal communication.

Because a professional image for all employees is most important, note that Business Dress is almost always required for employees, except for certain occasions when Business Casual is appropriate. Within the Business Casual guidelines, women are expected to wear mixed separates (including casual skirts or slacks), dresses, cotton shirts or shells, casual shoes or flats with hosiery or tights. Sandals or open-toed shoes are acceptable only with pants. Men can wear casual slacks, cotton shirts with collars (no sport coats or neckties required), turtleneck shirts, polo shirts, sweaters and casual shoes with socks. All shirts should be tucked in.

Considered inappropriate, thus not acceptable, for Business Casual wear are jeans or denim pants, skirts or dresses (of any color); stretch pants; low-cut blouses or dresses; sundresses (strapless or spaghetti straps); jogging suits or sweatshirts; combat boots, tennis or athletic shoes; tank tops or shorts; visible body jewelry (traditional jewelry is acceptable); visible body piercing or visible tattoos.

Some other things to remember in regard to your appearance are:

- ▶ Always wear appropriate clothing for your job such as suits and uniforms. Wear your name tag (if applicable) where it is instantly visible.
- ▶ Confine your eating and drinking to a back area or designated break area. Also, gum chewing and smoking are never allowed in front of tenants or clients.

CONDUCT & COMMUNICATIONS

Verbal communication includes not only what we say but also how we say it. Your choice of words, tone of voice and use of polite phrases all convey a secondary message.

- ▶ Wear sunglasses only when it's absolutely necessary. You will not be able to establish that important eye-to-eye contact behind dark glasses.

VERBAL COMMUNICATIONS

Verbal communication includes not only what we say but also how we say it. Your choice of words, tone of voice and use of polite phrases all convey a secondary message. Good verbal communication is an excellent tool for promoting courtesy; but, like any other skill, it must be studied and practiced.

Delivery. The way you deliver your message must result in a positive interaction between you and the other person. Never assume a defensive attitude when answering questions or explaining a situation. Patience and empathy are essential in assuring good verbal communication. Other traits to develop include:

- ▶ **Sincerity**

Your tone should let your listener know that you are interested and that you care.

- ▶ **Warm, Friendly Tone**

The way you speak should put the other person at ease.

- ▶ **Suitable Volume**

Your voice should be well modulated, never harsh or loud.

- ▶ **Positive Conclusion**

Always end your conversations on a positive note (e.g., "I was happy to be able to help.").

- ▶ **Polite Phrases**

Use appropriate polite phrases to complement the conversation (e.g., "Please;" "Thank you;" "May I help you?" "Have a nice day." "My pleasure." "Certainly"). Do not use weak phrases (e.g., "O.K." "Sure" "Hi/Hello" "Folks" "No problem.").

- ▶ **Approach**

Use an active rather than passive approach. Be on the lookout for anyone who may be confused, and offer your assistance before being asked.

CONDUCT & COMMUNICATIONS

Salutations. A friendly greeting will set a positive mood for any experience. Appropriate greetings must also be extended to fellow employees throughout the day. Whether you are conversing with a client, tenant, vendor or fellow employee, be sure to give that person individual attention. Never intentionally ignore anyone. Example: “Good Morning!” or “Good Afternoon!”

Questions. As one of our associates, regardless of where you work, you may be asked a variety of questions each day, many of them more than once. Courtesy and patience are vital in answering all questions. Acknowledge a question as soon as possible; never make a customer wait for your attention. Establish eye contact immediately and project a friendly, concerned attitude. When answering, be positive in manner, tone and volume. Some basics to follow in answering questions are:

Know the answers to as many questions as possible. You must be familiar with your project. Never answer a questions with, “I don’t know.” If you don’t know an answer, find out, either by asking someone else or by phoning for the information when possible. Example: “I’m not sure; let me check with the management office/my supervisor.”

Be familiar with basic policies and procedures. Be able to answer as many questions as possible.

Always give the correct information; don’t be misleading. If you don’t know the answer, make an effort to find out, or refer the request to the management office.

Telephone Use. Telephone courtesy is an often-overlooked yet essential element in our courtesy goal. There are specific policies regarding the use of telephones.

Polite, courteous language must be used during any telephone conversation. Never become abusive to a caller.

CONDUCT & COMMUNICATIONS

After-hour emergency phone coverage must be established and maintained.

Unless otherwise specified by owner, the telephone greeting for all CBRE management offices is: "Good morning (or afternoon), CBRE." From Thanksgiving through the New Year, telephones should be answered, "Happy Holidays, CBRE."

Calls should always be answered by the third ring. Prepare to take a message if the caller does not wish to use voice mail, or if the call is an incoming service request.

Although placing a call on hold may assist telephone personnel to process calls, it may not always be convenient or appropriate for the caller. Before automatically answering and placing the call on hold:

- ▶ Ask callers if they are able to hold
- ▶ Wait for their response before placing them on hold
- ▶ Thank callers for holding
- ▶ Check with callers on hold every 20 seconds to determine if they wish to continue holding

Since September 11th, the following standard has been adopted when employing an after-hours call center/answering service.

- ▶ Automated attendants are not to be used for any after-hour calls. All calls are to be answered directly by a live operator or security personnel.
- ▶ If call forwarding is used, it must be tested/logged every time the office forwards its phones to the answering service. The log must record:
 - Time phones were forwarded
 - Name of answering service staff member who answered the test call
 - Time phones reverted back to normal operation and by whom

CONDUCT & COMMUNICATIONS

- ▶ The company contracted with **must** have the following:
 - A minimum of two operators on staff on each shift (24/7/365)
 - Back-up power supply capable of supporting them for a minimum of 8 hours
 - A method of backing up all data and records and storing this information away from the main site/location
 - Highly recommended: The services provider should have a “hot-site” to which operations can be transferred and be back online within 2 to 4 hours of a disaster
 - A disaster recovery plan that can be activated within 1 hour of main site/ location going down
 - If using fiber optics, must be part of a bi-directional CLEC fiber ring
 - Security procedures for call center site
 - A comprehensive training program for operator and management staff
 - All personnel of the services provider must pass a background check and optional drug testing
- ▶ Contractor must use CBRE contract/purchase order form and agree to CBRE’s insurance/indemnification language.
- ▶ Company must possess and supply copies of all required licenses/permits.
- ▶ Real Estate Manager is responsible for reviewing and updating all call lists used by the answering service quarterly. The call list must contain the date it was last updated and by whom. Each list must contain at least three contact names (phone and pager).
- ▶ A log sheet of all call activity from the prior day is to be sent/faxed to the contracting office, even if no calls were received. This procedure will insure that all calls are properly followed-up on/handled.

Client and Tenant Service. Service to tenants and clients is our first priority. Don’t hesitate to actively approach anyone who seems to have a question or problem. Whenever possible, stop your work activity or conversation if someone needs attention. Occasionally, someone will want to take up more of your time than you can reasonably afford. If prolonged attention to a particular person is interfering with your job responsibilities, tactfully remove yourself from the situation by directing that person to your supervisor or management office.

CONDUCT & COMMUNICATIONS

Never discuss or speculate about the incident with anyone!

Complaints. Although we pride ourselves on our projects and our service, there are times when we fail to meet a client or tenant or fellow employee's expectations. In these instances, patience and empathy are the key words. Remember LEAP - Listen, Empathize, Ask and Produce. Handle all complaints with delicate concern, using all standards previously stated. Above all, put yourself in the person's place; convince him that you understand and care about the problem. Specific policies regarding complaints are:

- ▶ If you can take corrective action, do so. If you can't, call your supervisor immediately.
- ▶ Be supportive and provide helpful information for resolving the problem. However, do not mislead with promises.
- ▶ Attempt to quiet volatile people by using a soft, confident tone. If possible, move the discussion into a private area. Never respond to a verbally abusive person with a similar tone or approach.
- ▶ Be a good listener.

FIRST AID/ACCIDENTS

In the event of an accident or illness, first aid may be necessary. These situations must always be handled swiftly and discreetly, with involved individuals maintaining a professional and confident demeanor at all times. While all necessary attention is afforded the injured or ill individual, other people should be shielded or routed away from the scene. Never discuss or speculate about the incident with anyone!

You should always:

- ▶ Assist getting medical aid if necessary by calling 911 or locating the nearest medical facility.
- ▶ Report all injuries or accidents to the manager immediately.
- ▶ Report unsafe conditions immediately for remedy or repair.

CONDUCT & COMMUNICATIONS

- ▶ Comply with all safety rules and regulations. Operate equipment or vehicles only if they are in good, safe working condition.
- ▶ Observe safe working practices and encourage co-workers to work safely.

GENERAL INFORMATION

Presence. Remember, regardless of where you work or what your role is, anytime you are on a project, you are “onstage.” Your attitude and performance are direct reflections on the quality of our services.

Telephones. Our phones are for official business only, but many phones in public areas can be used for outgoing calls. Please ask your friends and family not to call you at a project unless it is an emergency.

Company Property. Employees and vendors who are issued company property (tools, clothing, keys, laptop computers and equipment) are responsible for keeping such property in good working condition. When company property issued to you becomes damaged or worn, make sure that you report it immediately to your supervisor. Company equipment, clothing and tools may not be removed without written approval from your supervisor. Any questions regarding the removal of personal or company property should be directed to your supervisor.

Keys. Depending on your responsibility, one or more keys may be issued to you for use in your assignments. Company policy prohibits the unauthorized possession, use or duplication of a company key. Violations of this policy may result in disciplinary action, including dismissal, even for a first offense. If you are issued one or more keys, their continued possession and use become your responsibility. If during the course of your employment you no longer have use for a key, return it to your supervisor.

Solicitations. Solicitations, circulation of petitions, distribution or posting of any material, or the collection of money at our projects is prohibited.

CONDUCT & COMMUNICATIONS

We are known and recognized for our excellence and the quality in everything we do. We set the standards by which others measure their performance.

Meals. We do not have any set dining hours. In fact, your lunch hour may be someone else's breakfast break. Refrain from eating in the view of clients or tenants.

CONDUCT STANDARDS

A company, of course, acts only through its employees and staff. For good reason, we have been, and continue to be very proud of the business conduct of our people. There are, however, certain types of activities and relationships that deserve your particular attention.

Taboos. There are certain specific taboos governing all employees and vendors. These are types of conduct which, even on a first-time basis, may result in the termination of your employment. Some examples are:

- ▶ Theft, unauthorized possession of project property, or the personal property of others, including property found in waste containers.
- ▶ Personally using, being in the possession of, or being under the influence of any narcotics, intoxicants, drugs or hallucinatory agents during work hours, or reporting to work under such conditions, is not permitted without a current, valid medical prescription.
- ▶ Willful insubordination.
- ▶ Sleeping while on duty.
- ▶ Gambling while on duty.
- ▶ Using obscenities in any form, or arguing in a loud voice with other employees or vendors within the presence or hearing of clients or tenants.
- ▶ Fighting, regardless of who started it.
- ▶ Willful clocking in or out the time card of another employee, or requesting another employee to do so.
- ▶ Unauthorized possession, while on a project, of any type of firearms, explosive materials or illegal weapons.

CONDUCT & COMMUNICATIONS

- ▶ Dishonesty in any form.
- ▶ Gross negligence in standard operational procedures that endangers you, a client, tenant, or our employees.

CONFLICT OF INTEREST

We are known and recognized for our excellence and the quality in everything we do. We set the standards by which others measure their performance. Not only is this true in connection with the products and services we offer to the public, but in our ethical standards in dealing with others.

We maintain a strict conflict-of-interest policy applicable to our employees and all suppliers, subcontractors and vendors which prohibits business transactions between the company and any outside firm. This includes the occurrence of or appearance of receiving any unusual gain, favors, gifts, special price breaks, kickbacks or other benefit to either the outside firm or an employee of such firm, or both. Employees are not permitted to accept any gifts—large or small—from existing or potential vendors.

Should an employee use one of our suppliers, subcontractors or vendors for personal, non-work-related services (i.e., landscaping or construction services or supplies for an employee's personal property), that employee must be billed directly and pay a fair market price for such services. Under no circumstances shall the company be billed or be responsible for such services.

The company retains full rights to terminate immediately the services or contract of any supplier, subcontractor or vendor who participates in any relationship, transaction and/or activity in violation of the company's commitment to these high standards of professional and personal conduct.

CBRE ETHICS HELPLINE

CBRE prides itself as a company with the highest standards of business conduct and an expectation that employees will always act in an ethical manner. But even the best compliance program can never prevent all misconduct and knowing the right course of action is not always obvious.

It is important for all of our employees to remember that our Standards of Business Conduct have established a variety of avenues to report concerns or to ask questions regarding ethics and compliance matters. Among these is the confidential and anonymous CBRE Ethics HelpLine.

CONDUCT & COMMUNICATIONS

The CBRE Ethics HelpLine is operated 24/7 by EthicsPoint, an independent company. You may file a report with EthicsPoint either by calling the **CBRE Ethics HelpLine at (800) 799-6523** to speak with a trained specialist or, if you prefer, by making an online report by clicking on the EthicsPoint website. If you choose to remain anonymous, the report will not identify you. All reports are investigated by the appropriate personnel promptly pursuant to the company's rigorous Investigations Policy.

If you utilize the HelpLine to report misconduct or seek help in any way, or if you are assisting the company by participating in an investigation, you are doing the right thing. Thus, CBRE has zero tolerance for retaliation. Retaliation is illegal and individuals found to be engaging in such conduct will be subject to disciplinary action, including termination.

During its lifetime, we have received calls on the HelpLine covering all varieties of employee issues and concerns. This channel of communication is a benefit to the company and employees because it allows us to address issues before it becomes too late.

If you have any questions or concerns, please contact any member of our Legal or HR teams.

BUSINESS ATTIRE GUIDELINES



BUSINESS ATTIRE GUIDELINES

As CBRE professionals, we operate under a business formal dress policy. Business casual dress is acceptable on Fridays only and then only if approved by the market leader. Following are guidelines for both business formal and business casual dress:

BUSINESS FORMAL GUIDELINES FOR MEN

- ▶ Business suits and neckties are required.
- ▶ Shoes must be professional in appearance, be worn with socks and have hard soles or a defined heel. Socks should always be in a shade darker than the suit and should be long enough that no leg is showing when sitting or legs are crossed.

ACCEPTABLE ATTIRE



UNACCEPTABLE ATTIRE



ACCEPTABLE SHOES



UNACCEPTABLE SHOES



BUSINESS ATTIRE GUIDELINES

BUSINESS FORMAL GUIDELINES FOR WOMEN

- ▶ Business skirt or pant-suits and dresses are required (no leather). Stockings are not required.
- ▶ Open-toed or “peep toe” professional shoes are acceptable
- ▶ No low-cut or sheer clothing.

ACCEPTABLE ATTIRE



ACCEPTABLE SHOES



UNACCEPTABLE ATTIRE



UNACCEPTABLE SHOES



BUSINESS ATTIRE GUIDELINES

BUSINESS CASUAL DRESS GUIDELINES

Business casual dress is appropriate on Fridays only and only in those markets that have authorized business casual Fridays. Please check with your market leader to determine if you are a business casual-authorized market.

BUSINESS CASUAL GUIDELINES FOR MEN

- ▶ Men's professional separates, such as long-sleeve dress shirts with a tie, a sweater or a sport coat are acceptable with dress slacks.
- ▶ Denim of any kind, corduroys, cargo pants, shorts or short sleeve shirts are never acceptable.
- ▶ All shirts should have collars and must be tucked in.

ACCEPTABLE ATTIRE



UNACCEPTABLE ATTIRE



BUSINESS ATTIRE GUIDELINES

BUSINESS CASUAL GUIDELINES FOR WOMEN

- ▶ Women's professional separates such as blouses and sweater sets are appropriate with professional skirts and pants. Short sleeves are acceptable. Denim of any kind, corduroy, leather, leggings and shorts are never acceptable.
- ▶ Open-toed professional shoes are acceptable.
- ▶ Sundresses, spaghetti straps, excessively tight or sheer clothing are not acceptable.



BUSINESS ATTIRE GUIDELINES

GENERAL DRESS CODE RULES FOR BUSINESS FORMAL & CASUAL GUIDELINES

- ▶ All clothing should be neatly pressed.
- ▶ Visible body piercings are not allowed (but traditional jewelry such as earrings on women is acceptable).
- ▶ Tattoos should not be visible at any time.
- ▶ Athletic shoes, flip flops and combat boots are never acceptable.
- ▶ Shorts, skorts, sweatshirts and logo items are not acceptable.

PLEASE REMEMBER

- ▶ If you question it, don't wear it.
- ▶ Professional, neat, clean, pressed and conservative.
- ▶ Business Casual is NOT the same as Casual.
- ▶ What you wear to work is a reflection of your personal professionalism and that of our organization.



THE WEEKLY COMPASS



THE WEEKLY COMPASS

The Weekly Compass, an outlined agenda and information resource, is used at regular gatherings for all personnel as a way to reiterate and remind employees of the need to maintain our Standards of Excellence and customer service culture, as well as keep them informed of operations, company matters and business at hand. The publication is updated weekly and emailed to you. Additionally, it is available on the Asset Services page (under Lines of Business, a pull-down section in the left-hand navigation bar) in Navigator.

The screenshot displays the CBRE Navigator website interface. At the top, the CBRE logo is on the left, a search bar is in the center, and the 'Build on Advantage' logo and 'The Navigator' text are on the right. Below the header is a navigation bar with links for Home, myOffice, myCBRE, myHR, myTravel, myPolicy, Learning, People and Places, Library, WebMail, and CBRE.com. The main content area features 'The WEEKLY COMPASS' title with a compass graphic. Below the title are buttons for 'JUMP TO:' (GLOBAL ALERT, @CBREGREEN, SUCCESS STORIES, WELCOME) and 'QUICK LINKS:' (GLOBAL STANDARDS, CAPP, REM s, P2P UPDATE, LEARNING). A date stamp 'June 8, 2015' is visible. Two content boxes are present: 'A MESSAGE FROM ED SCHREYER' with a photo of Ed Schreyer and a message about reaching the midpoint of 2015, and 'STANDARDS OF EXCELLENCE' featuring '#13' and a commitment to customer satisfaction.

GLOSSARY

While reading through this handbook, you may see some unfamiliar “insider” terms and abbreviations used in our company and throughout the commercial real estate industry. Access the Asset Services Learning & Development Glossary [HERE](#).

