1.0 CHECKS & BALANCES

1.1 Asset Transitions
A well-organized, comprehensive transition is the cornerstone of our future success at every assignment. Real Estate Managers must utilize the CBRE Transition Checklist to ensure the efficient takeover of newly awarded assignments, the appropriate return of assignment terminations and to facilitate dispositions of managed assets.

1.2 Authorization Limits
Real Estate Managers are asked to comply with established corporate and site specific authorization limits, unless otherwise directed by owner.

*If the Management Agreement stated authority and approval limits are more strict than the CBRE policy, the Management Agreement authority and approval limits should be adhered to for all property transactions.

1.3 Environments for Excellence
Since 1999, CBRE has conducted Environments for Excellence reviews on its managed assets. These reviews measure compliance with the CBRE Global Standards for institutionally managed assets. The E4E Engineering Operations Review (EOR) was added to the Environments for Excellence program in 2017. As the technical component of the E4E program, the EOR is a compliance review measuring implementation of Property Management Global Standards and engineering operations best practices.

The E4E Review and the E4E EOR are components of the overall E4E Program. However, each review may be conducted independently of the other.
1.4 Tenant Lease Tracking System
A system-generated Tenant Lease Tracking System is to be used to track all date sensitive tenant parameters, including rental increases, options, cancellations, letters of credit, etc. Comprehensive lease information must be abstracted and input to ensure optimal use of this system.

1.5 Critical Date Tracking
Real Estate Managers are required to monitor property milestones and deadlines, including tax payments, business plan deadlines, etc., through a comprehensive critical date tracking system. This form should be provided to the Market Leader annually in January and/or upon a property transition.

1.6 Lease Audits
An audit of each existing tenant’s lease is to be completed by the Real Estate Manager within 30 days after a new manager is assigned to a property. In addition, managers are to audit lease files of each asset’s five largest tenants and all leases less than one year old, annually following escalation reconciliations. It is suggested that the annual lease audit be performed in the month of June.

1.7 Management Fee & Recoverables
Real Estate Managers are requested to work with their Managing Directors to assure the accurate billing and timely collection of asset management fees, permissible recoverables and reimbursements to CBRE.

1.8 Profitability Analysis
Market Leaders are to perform a profitability analysis for each prospective new assignment to ensure division profitability guidelines are met. The Property Management Excel-based Profitability Analysis Program is to be used. The analysis should accompany a copy of the executed property management agreement for internal distribution.

1.9 Letters of Credit/Lease Bonds/Bank Guarantees
Real Estate Managers are required to monitor letters of credit, lease bonds and bank guarantees for each of their properties. Original letters of credit, lease bonds and bank guarantees are to be maintained by the client. Copies of these documents should be maintained by the Real Estate Manager.

In addition, critical dates and notes regarding these documents are to be tracked in Asset View utilizing a Critical Date. Asset View should be reviewed and updated on a reoccurring basis.

1.10 Foreign Assets Control Compliance
Should national government regulations be in place regarding foreign assets control compliance, Real Estate Managers must conduct a search of anyone with whom we are conducting business, including clients, tenants and vendors. These persons, entities or groups must be researched using a database search tool provided as a resource through CBRE.

1.11 Line of Business Reporting
It is critical that all Property Management assignments are tracked accurately and that data is kept current within the PeopleSoft tracking system. Each Market Leader/Country Leader is responsible for ensuring that all information is entered and maintained regarding CBRE’s fee assignments in the PeopleSoft database system. Data is used to support a variety of reporting capabilities, promote consistency and accuracy, and to streamline business practices.

2.0 CLIENT ACCOUNTING
2.1 Accounting Set up/Terminations
Property management assignments are tracked through the regional tracking database or system. All new assignments, assignment changes and terminations must be promptly and accurately recorded in the respective database.
2.2 Contracting for Goods and Services
All vendors supplying services or goods to a property are subject to a number of controls and processing requirements. CBRE contracting policies. CBRE contracting policies. CBRE contracting policies. CBRE contracting policies.

2.3 Accounts Payable
It is the responsibility of the Real Estate Manager to approve invoices for payment based on established controls and procedures. For properties with system access, the property management staff is responsible for accurately keying in the invoices.

2.4 Lease Administration
All new leases, terminations and modifications must be abstracted and processed according to established Company practices. Lease Abstracts are to be submitted only when the Lease Documents have been fully executed by both the Owner and the Tenant. Furthermore, the Real Estate Manager is accountable to assure that all system generated lease profiles correspond to the lease documents.

2.5 Tenant Billings and Receipts
All tenant payments should be addressed to a lockbox, unless otherwise specified by client. In the event a lockbox is not used, the Real Estate Manager is advised to implement certain standard controls.

2.6 Operating Expenses or Service Charge Recoveries
Real Estate Managers are asked to partner with their accountants to complete tenant expense calculations and adjustments annually, in accordance with local customs or lease agreements.

2.7 Delinquencies
Real Estate Managers are asked to implement a systematic and aggressive receivables collection program for the asset, following CBRE established minimal guidelines, unless otherwise directed by owner.

3.0 CONTRACTS
3.1 Construction Management
Building and Tenant Improvement guidelines must be followed regardless if the Real Estate Manager or PJM is responsible. Refer to the Construction Management Single Source Document for details on bidding, client approval, contracts, payment and close out. All forms, communications, approvals, contracts and change orders must be retained by the Real Estate Manager.

3.2 Listing Agreement
Should CBRE obtain the exclusive listing assignment for a property, a fully executed, current CBRE Exclusive Listing Agreement between client and broker is to be in force. The Managing Director for each region will have a current listing agreement document to use.

3.3 Management and Leasing Agreement
A fully executed, current management agreement or management/leasing agreement is to be in force for each CBRE-managed assignment. The CBRE standard form Management Agreement or standard form Management and Leasing Agreement is preferred. Management Agreements are to be reviewed, negotiated and distributed to an established process. The Real Estate Manager is required to complete the Management Agreement Abstract and store a current version of both the agreement and abstract in Asset View. *If the Management Agreement contains salary information, do not include this portion of the agreement in Asset View.

3.4 Leases
Real Estate Managers are responsible to maintain fully executed, current leases and relevant supporting lease documentation for all tenants occupying space in the building. Lease documentation should
be stored electronically in Asset View and originals stored onsite or stored according to client direction.

3.5 Vendor Programs
CBRE has formed alliances with National Service Providers to take advantage of global purchasing power, which in turn enables us to pass on substantial cost savings to our clients. While the use of national service providers is preferred, it is not a required practice. However, it is requested that the national providers be included in the competitive bid process.

3.6 Purchase Order
The Real Estate Manager must complete a CBRE standard form Purchase Order when purchasing services not scheduled in a service agreement, or goods, materials and equipment.

3.7 Sample Service Provider Specifications
In conjunction with submitting Requests for Proposals (RFPs) and with the use of the CBRE Standard Form Service Contract, Real Estate Managers must attach a customized service provider specification for that related service category.

3.8 Service Contract
The Real Estate Manager is to maintain a fully executed vendor contract for each vendor performing work at the building. The CBRE standard form Service Contract is required for all one time or ongoing contracts. All contracts must be in the name of owner, naming CBRE as agent for owner. Specifications may be attached to the Service Contract.

Service contract templates and insurance limits should be approved by client prior to commencing management. Any requested changes to an established service contract from a vendor, must be approved by the client. If the client makes an exception, it is recommended the REM get the clients approval in writing. Absent the client’s approval, CBRE can work with vendor to try and eliminate changes, or replace the vendor with one that can meet the client’s insurance requirements.

Note the following clarifications related to expired Service Contracts:
• A Service Contract should not be allowed to continue on a month to month basis. All contracts should be renewed, rebid or terminated at the expiration of their natural term.
• If pricing or scope of work has changed, or the contract has been bid after the expiration of the contract, then a new contract must be put in place on the current version of the Service Contract.

*Please Note: If you are contemplating a request to remove a service provider’s staff member from working at a CBRE managed site by invoking the removal clause of a services contract between CBRE and the service provider, please contact your CBRE HR Business Partner to review the specific circumstances prior to making the request of the service provider.

3.9 Service Contract Bidding
Every three years or upon property transition the Real Estate Manager is required to seek a minimum of three competitive bids for each recurring service contract in order to ensure competitive rates and quality service levels, unless, the management agreement should provide for alternative requirements. With the exception of vertical transportation agreements, Service Contracts should not exceed a 3 year term. The goal of CBRE is to provide the highest level of service for the best value for our clients. By reviewing Service Contracts on a regular basis, we can ensure we are serving our clients best interest. As market conditions change across the country, so does pricing for services. To the extent the client requires re-bidding more frequently, then the client directive should be adhered to.
All bidding for services and materials, purchased on behalf of our clients must be conducted in a “closed” bid format to ensure fair and equitable treatment of all suppliers. Unless otherwise directed by the management agreement, all RFPs must be published utilizing a CBRE Platform (if available), to ensure adequate record keeping.

3.10 Professional Services Contract
The Real Estate Manager is to utilize a Professional Services Contract when contracting for professional services at the building such as an architect, engineer, consultant, etc. The contract must be in the name of the owner, naming CBRE as agent for owner.

3.11 Technical Services Contract
A fully executed, current Technical Facilities Service Agreement or Technical Services Addendum to the CBRE management/leasing agreement is to be in place for each CBRE-managed assignment. CBRE Technical Services engineers should work with Real Estate Managers and market leaders to ensure the appropriate Technical Services agreement is in place.

4.0 HUMAN RESOURCES
4.1 Equal Opportunity
CBRE is an Equal Opportunity Employer and sets forth guidelines which must be incorporated into each office’s daily operation procedures and hiring practices.

4.2 Employee Harassment
It is the intent and policy of CBRE that employees conduct themselves with integrity, professionalism and good judgment. Verbal or physical conduct by an employee that harasses, disrupts or interferes with another’s work performance or which creates an intimidating, offensive or hostile environment is not tolerated.

4.3 Corporate HR Standards
The Company’s Human Resources Department establishes CBRE salary administration, benefits, termination policies and other human resource policy and administration guidelines. Employees of the Property Management Division must follow these corporate guidelines.

4.4 Employee Selection and Orientation
CBRE has developed procedures for selecting and orienting new employees. Real Estate Managers are asked to follow these guidelines when hiring and training staff.

4.5 Learning & Development
Property Management Services provides employees with a number of training opportunities. Employees are expected to avail themselves of all training opportunities.

4.6 Performance Management
Property Management Services has developed performance objectives by job title to assist with measuring performance and competencies from the manager’s perspective. The performance objectives should be determined and reviewed by the employee and manager at the beginning of each year and used as a reference tool during the performance management review process at the end of the year.

4.7 Employee Onboarding
CBRE has developed procedures and tools for onboarding new employees. Real Estate Managers are asked to follow these guidelines when onboarding staff.

5.0 LANDLORD LEASING TOOLS
5.1 Marketing and Leasing the Asset
Landlord leasing is an integral part of the Property Management

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division. A series of tool kits and best practices have been developed to help Landlord leasing agents and Real Estate Managers advance the leasing effort. Real Estate Managers and landlord leasing agents are asked to utilize these resources in their daily marketing and leasing activities.

5.2 Preparation of Vacant Space
It is imperative that all available vacant space in the building be kept clean and in marketable condition. Standard procedures are to be followed to assure this condition at each managed building.

5.3 Tenant Screening & Credit Analysis
While tenant screening procedures may vary from owner to owner, all prospective tenants should be approved financially either by the management team or leasing team in accordance with the client’s established guidelines prior to committing to lease terms and conditions.

6.0 OFFICE STANDARDS
6.1 Computer and Telecommunications
All Real Estate Managers are to have access to voice mail, e-mail and the Internet and Intranet. Furthermore, to every extent possible, managers are to have online access to financial information for the property. Other CBRE Information Technology guidelines must be followed, unless specified by owner.

6.2 Branding, Signage and Identity Items
All managed properties must conform to CBRE identity standards relative to phone answering, stationery, business cards, interior and exterior signage, hospitality items and uniforms, unless otherwise directed in writing by the asset owner.

Display of flags, including; local, other countries or organizations, must adhere to Flag Code.

6.3 File Management
Well organized tenant, vendor, project, personnel, operational, accounting and escalation files must be established, based on the CBRE Global Standard. These established files shall be organized and maintained electronically in Asset View. In addition, overall data/document storage for non-tenant or building related files, i.e., presentation materials, special projects, personnel files, etc., are required to have cloud-based storage for data protection. Suggested cloud-based storage options to consider are One Drive and Dropbox.

Refer to Electronic File Standards for electronic management of all files.

Further, Real Estate Managers are asked to retain files for an established length of time per retention standards.

6.4 Standards of Excellence
Each employee is expected to embrace the 14 Standards of Excellence, the 4 Key Principles and uphold the Company RISE Values and Mission Statement.

6.5 Internal & External Communications
All employees of CBRE observe the highest standards of professionalism and personal conduct at all times. CBRE considers work rules to be an important and necessary part of managing our business so that employees can be treated fairly while working safely and effectively. General policies have been developed regarding conduct and communication, and these should be strictly adhered to by all CBRE personnel.

6.6 Office Supply Purchasing
Should regional contracts have been negotiated through regional systems or platforms (if available), then real estate managers should take advantage of CBRE volume purchasing and pricing. These
contracts bring savings to both the property and to CBRE. Real Estate Managers are asked to use regional systems or platforms (if available) to buy office products.

6.7 Business Attire Guidelines
As global industry leaders, our image and performance are critical in delivering quality services. Based on that, Business Formal Dress is required for all Property Management field personnel. Business Casual Dress is acceptable on Fridays only and solely in markets where it has been authorized by the market leader. For further details and dress specifications, please refer to the Property Management and Technical Services Business Attire Guidelines.

6.8 Business Continuity Planning
Business Continuity Management (BCM) is a process to identify and address potential threats to people, assets and business operations, and the impacts those threats may cause. To support CBRE’s commitment to BCM, Real Estate Managers must ensure there is a Business Continuity Plan in place in order to ensure the timely and effective recovery from incidents at CBRE managed locations, such as utility outages, natural disasters and other events which may disrupt building operations. This plan must follow the guidelines established by CBRE Global Risk Management’s Security & Crisis Management team, in accordance with CBRE’s Global Business Continuity Policy, and must contain the following minimum requirements:

- Plan Overview. Guidance on how to escalate incidents and who should be notified, including communication requirements for clients, tenants, and employees.
- Task Checklists. The steps to be taken to prepare, respond and ultimately recover from disruptive incidents at the property.
- Contacts. All the relevant contact information for the property, including key internal (property management, engineering, and security staff) and external (clients, disaster recovery vendors, local authorities, etc.) parties.

Asset View users should develop, maintain, and access plans for all managed locations within Asset View. All Plans must be reviewed at least annually. Critical date should be created to ensure the Business Continuity Plan is current. Note: The Business Continuity Plan is supported by emergency procedures for Fire/Life/Safety, which should be developed in accordance with GS 11.0.

6.9 Client Property Technology

New Property Survey for Technology Onboarding
Identifying the unique characteristics and requirements of a property can streamline the onboarding process and help Real Estate Managers avoid delays or costly mistakes. Real Estate Managers must utilize the New Property Technology Survey to ensure that technology requirements are understood and met for newly awarded assignments.

Real Estate Managers should work with their Senior Operations Analyst (SOA) or Operations Analyst (OA) as needed to complete the survey, and solicit 3rd party IT assistance if required.

Property Internet & Telecom
If you are setting up a new property management office, you will likely need to work with Internet Service Providers (ISPs) and Telecom providers to source and implement new service. Because each property is unique, it is difficult for the CBRE IT Service Desk to assist. Work closely with your Operations Analyst (OA) as needed to identify and select a vendor. A local IT vendor may also be helpful during implementation.
7.0 OPERATIONS
7.1 Disability Regulation Compliance
With owner’s permission and at owner’s expense, all CBRE-managed properties should be surveyed to identify any areas of non-compliance. A scope of work with related costs and phasing plan should be developed by a qualified subcontractor (or in-house construction design/team if the market has that capability) and presented to the asset owner.

7.2 Construction, Design and Management
Real Estate Managers are asked to coordinate construction management services at the property in conformance with a standard work process and controls, in concert with CBRE construction/design professionals.

*Please note: Each state may have specific documents required for Lien Releases. Please check with your local Project Management professional to be certain the documents on the Employee Intranet are acceptable and legal in your state.

7.3 Environmental Issues
The management staff should follow guidelines provided for prevention, documentation and handling of all environmental impact issues.

7.4 Inspections
The management and engineering staff should formally inspect each managed asset at least once per month using a comprehensive owner-approved checklist or the CBRE Inspection Checklist described below. The Real Estate Manager and/or senior onsite person should inspect the asset directly.

CBRE inspection checklists include the following forms from Global Standard 7.4:
• Building Checklist, which can be customized to your office locations.
• Abbreviated Checklist, which should be used monthly for all retail and industrial projects.

This form may also be used in conjunction with the office checklist. For example, if using the standard checklist for office quarterly, then you could use the abbreviated checklist for in-between inspections.

*Angus Anywhere includes a module to support automation of the monthly property inspection process and is available at no additional cost for users of Angus Tenant Request or Preventative Maintenance modules. This tool allows for inspections to be performed electronically, created and assigned to Angus users, utilizes the CBRE standard monthly property inspection template, issues work orders directly from the inspection and provides customized reports.

7.5 Parking Standards
The CBRE Parking Standards Handbook contains standard practices for parking garage operation and menu of optional programs. These standards are designed to provide the highest level of customer service to all CBRE managed parking facilities.

7.6 Preventative Maintenance
All managed properties are to have in place a full-scope preventative maintenance program, preferably computerized, unless otherwise directed by owner.

7.7 Service Partner Standards (Vendor)
Real Estate Managers must use best efforts to assure that service contractors extend a high degree of professional conduct to tenants,
building employees and the general public. Managers are asked to issue a CBRE Vendor Standards Handbook to each vendor working at the building.

7.8 Uniform Standards
CBRE has instituted uniform standards for maintenance, janitorial, landscaping, security and parking personnel and subcontractors. Unless otherwise requested by the asset owner, compliance with these standards is required at all managed properties. CBRE Technical Services oversees uniforms for engineers.

7.9 Telecom
Real Estate Managers should be informed regarding telecommunications and utilize proper documentation and procedures at their properties.

7.10 CBRE Technical Services
CBRE Technical Services supplies maintenance, work order, preventative maintenance, energy management and technical support services to the properties managed by CBRE. Real Estate Managers are to gain familiarity with their resources and utilize these services at their properties when approved by their Managing Director and the asset owner.

7.11 Premier Properties Conference Center
A Conference Center can easily appeal to Property Tenants and be seen as a valuable amenity. If owner elects, then the Real Estate Manager may be responsible for playing an instrumental role in the design and operations of a Conference Center.

7.12 Energized Electrical Work
No electrical work shall be performed on energized electrical conductors, equipment, or circuit parts at any property where CBRE provides property management and/or engineering services, subject to the specific exceptions and required approvals as described herein. This standard is applicable to CBRE employees and third-party contractors, subcontractors, and consultants engaged by CBRE as agent to the Client/Owner.

With the exception of certain diagnostics and testing activities that can be authorized by the Real Estate Manager or Chief Engineer or Mobile Maintenance Supervisor, all requests to perform energized electrical work must be submitted for review by the Director or Associate Director of Engineering Operations and receive written approval by the Property Management Market Leader having overall authority for the geographic market where the property is located.

7.13 Aerial Lift Safety
All managed properties shall have a program in place that requires annual third-party inspection and certification of all client-owned aerial lifts including related fall restraint systems and engineered attachments. Rescue and operator training shall also be provided on an annual basis or whenever new operators are added, whichever is more frequent. Examples of aerial lifts include bucket and scissor lifts.

In addition, properties must comply with the responsibilities and procedures outlined in HSE-IPS 100-03 Aerial Lifts. Third-party contractors, vendors, and consultants shall never be permitted to use client-owned aerial lifts under any circumstances.

7.14 Capital Expenditure Planning
The capital expenditure planning process is a component of property management and, more specifically, the annual property budgeting process. A comprehensive capital plan takes into account several factors including the marketing strategy for the property, leasing assumptions for anticipated occupancy and expiring leases,
obsolescence and/or condition of building systems and finishes, code compliance issues, and an understanding of the owner’s long-term investment strategy and hold period for the property. Each asset managed by CBRE should have comprehensive capital plan covering a minimum of 5 years.

8.0 PLANNING

8.1 Annual Strategic Business Plan (if required by owner)
Annually, Real Estate Managers are to create a business plan for their property to present to owners with the annual operating and capital budget. The business plan should reflect the owner’s overall strategy for the asset, and offer specific objectives for the budget year, as well as proposed management, engineering, marketing and capital improvement programs.

8.2 Budgets
For each property or consolidated portfolio, managers are advised to prepare an annual operating budget, which includes income and expense sections and a capital expenditure budget. The budget contains line item detail with backup on each revenue, expense and capital account. The Kardin Program is the preferred budget package. All final approved budgets should be stored in Asset View.

8.3 Financial Planning Services
Specialized financial planning services, including valuation, long range planning and disposition analysis are offered through the Company’s Financial Consulting Group, and the asset owner is to be made aware of the availability of these services (Additional fees may be charged to the owner for these services).

9.0 REPORTING

9.1 One Page Financial (OPF)/Project Performance Report (PPR)
For each managed asset or consolidated portfolio, Real Estate Managers are to submit a timely, accurate, management report to owner along with monthly financial operating statements. At minimum, an acceptable management report must contain, 1) Report Cover Sheet and CBRE Table of Contents with Disclaimer Language 2) Executive Summary, 3) Rent Roll, 4) Narrative Variance Report, 5) Receivables Report, 6) Leasing/Marketing Update, and 7) Operations Summary. In addition, Real Estate Managers are asked to submit accurate financial statements to the owner. The owner’s monthly report package at a minimum, should contain a Balance Sheet, Income and Expense Statement (with Budget Variance), Receipt Detail, Disbursement Detail, Security Deposit Ledger, Bank Reconciliation and Statement, General Ledger, Rent Roll and Aged Receivables Report. MRI is the CBRE preferred property accounting software. Monthly report packages should be stored in Asset View.

9.2 Premier Properties Competitive Set Reports
On a quarterly basis, Real Estate Managers are asked to update a competitive set with current information regarding the highest level of market competition and conditions. The results should be distributed to the entire management team.

10.0 RISK MANAGEMENT

10.1 Project Insurance
The Real Estate Manager must use best efforts to exchange project insurance certificates with owner, as well as present the owner the opportunity to place the asset on the CBRE Companion Insurance Program. Project certificates are to be maintained for the life of the management assignment and forwarded to the Risk Management Department upon termination of the assignment. All copies of project certificates should be stored within Asset View for quick reference.

10.2 Insurance Claims
The Real Estate Manager is to submit property loss and insurance claims to the CBRE Risk Management and Legal departments based on established policies. Further, the Real Estate Manager must use
best efforts to immediately advise the Managing Director and the Risk Management Department of all property incidents, which could create liability for the owner and CBRE.

**10.3 Tenant Insurance**
For each managed property, Real Estate Managers are asked to maintain current tenant insurance certificates with attached endorsements, at limits established in the property’s management agreement, naming property owner and CBRE, Inc. as additional insured.

“Owner and Manager are additional insureds” is acceptable in the comments section of the insurance certificate provided that we have a signed management agreement. If the management agreement or lease requires separate and attached endorsements, then we must collect these forms. Tenant insurance certificates should be stored in Asset View within the Tenant Folders. Ad Hoc Critical Dates can be used for greater visibility by the entire team to manage expirations.

**10.4 Vendor Insurance**
For each managed property, Real Estate Managers are asked to maintain current vendor insurance certificates with attached endorsements, at limits established in the CBRE Service Contract, for all vendors performing services for the property. Certificates are to name the property owner and CBRE, Inc. as additional insured.

*CBRE does not directly provide risk management services to our clients, as outside the CBRE Global Risk Management department, CBRE is not qualified to give professional advice in the area of insurance and risk management. Additionally, such services are not included within the scope of our management agreements for property management services, and going outside of our scope of services causes CBRE to lose the protection of our indemnification from the client.*

It is up to the client to determine the appropriate requirement and limits that they wish us to collect from vendors. If client is requesting CBRE to establish appropriate limits and or liability for vendors, CBRE should clarify that this is the responsibility of the client and that the client can also seek input from their own insurer / insurance agent. If the client continues to push for CBRE to provide an answer, the manager should go to their supervisor for the best way to respond to the client.

Service contract templates and insurance limits should be approved by client prior to commencing management. Any requested changes to an established service contract from a vendor, must be approved by the client. If the client makes an exception, it is recommended the REM get the clients approval in writing. Absent the client’s approval, CBRE can work with vendor to try and eliminate changes, or replace the vendor with one that can meet the client’s insurance requirements.

**10.5 Codes, Licenses, Disclosures**
Real Estate Managers must use best efforts to assure that all activities undertaken at a property are performed to code, and that each property is maintained at code. Real Estate Managers are to immediately notify their Managing Director and owner in writing of all code violations and send a copy of the code and a plan for correcting the violation. In addition, it is the responsibility of the Real Estate Manager to use best efforts to obtain any required license or provide any disclosures required by the state or local government.

**11.0 SECURITY-FIRE/LIFE/SAFETY**
**11.1 Building Security**
Real Estate Managers must use best efforts to implement a security and access control system appropriate for the property based upon established practices. Alternatively, Real Estate Managers must provide a written recommendation to owner to hire a security expert.
11.2 Fire/Life/Safety and Response
Real Estate Managers must use best efforts to prepare a building life safety plan instructing employees and subcontractors how to act in an emergency. The building life safety plan should be approved in accordance with local authority guidelines (i.e., fire department). Approved emergency response materials should also be created and disbursed to tenants.

11.3 Employee Safety
It is a CBRE policy that all operations are performed with the utmost regard for the safety and health of all personnel involved. Real Estate Managers must use best efforts to be aware of and comply with any governmental regulations or local laws, and company policies regarding workplace safety and post required safety notices in the workplace. Furthermore, all work-related injuries and illnesses are to be reported to the Company’s Corporate Human Resources Department.

11.4 Site Risk Matrix
Real Estate Managers must complete the Site Risk Matrix for office buildings. The matrix provides an initial assessment of risk to the building and determines the scope of security service required for adequate protection of the project.

12.0 TENANT AND CLIENT RELATIONS
12.1 Tenant Move Ins/Move Outs
Real Estate Managers are to provide appropriate move-in support to in-coming tenants, including a new tenant move in package (insert copy relating to documentation of tenant move outs and preparing vacant space).

12.2 Tenant Relations
Establishing and maintaining good tenant relations will result in successful lease renewals and expansions. CBRE tenants are to feel safe, comfortable and appreciated. The development and implementation of a tenant relations plan, appropriate to the building and tenants, is required for each CBRE-managed building. In addition, tenant communications (lunches, key conversations, etc.) should be individually chronicled.

12.3 Tenant Response System
Each property is to have in place an efficient system, preferable computerized, to manage tenant complaints and document complaint resolution.

12.4 Tenant Satisfaction Benchmarking
Real Estate Managers are encouraged to formally benchmark the asset’s tenant satisfaction levels annually, unless otherwise directed by owner.

12.5 Client Relations/Client Care
Real Estate Managers will build and maintain a strong relationship with the asset owner by understanding and meeting the owner’s needs. Responsive, reliable and focused communications will reinforce this relationship. Real Estate Managers are asked to develop and implement a formal owner’s relations program annually based on asset-specific, regional and corporate objectives for that client. The Managing Director and/or strategic account group representative can provide insight in the development of such a plan.

12.6 Retail Marketing and Research
Retail management teams develop and execute a property specific annual marketing plan which strategically utilizes CBRE platform programs, supports the client and asset objectives and positively impacts the center’s core financial objectives: NOI, leasing, sales, health ratios, overage rent, traffic, and market share.
13.0 SUSTAINABILITY

13.1 Sustainability

Sensible Sustainability is founded on the principles of cost-effective and environmentally conscious property management for all CBRE-managed buildings. The program strives to minimize the carbon footprint and operational impact of these properties through rewarded behaviors, encouraging all CBRE employees and service partners to:

• Provide guidance and advice to clients, assisting them in making financially appropriate environmental decisions for their assets
• Work diligently to minimize the waste stream and preserve natural resources, particularly through energy and water conservation
• Participate in educational legislation and strive to follow best practices
• Comply with all environmental legislation and strive to follow best practices
• Make environmental considerations an important aspect of decision making
• Review the Sensible Sustainability program’s objectives regularly

Through Sensible Sustainability, CBRE is raising the standard of building efficiency in a way that conserves valuable resources while supporting the industry’s growth through sensible business practices.

To learn more, visit the Property Management Global Standards page on the CBRE Global Employee Intranet.