

Program and Budget Committee

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WIPO REAL ESTATE STRATEGY

prepared by the Secretariat

I. OBJECTIVE OF THE REAL ESTATE STRATEGY AND METHODOLOGY

1. WIPO is proud to have its headquarters located in a landmark set of buildings, forming a campus overlooking the Place de Nations in Geneva, and shaping the skyline of modern international Geneva.
2. The management of WIPO real estate mobilizes significant resources over time to maintain the infrastructure and ensure that the value of the asset does not deteriorate over time. It is therefore essential that WIPO demonstrates effective and efficient use of resources, through timely maintenance and renovations to our buildings, and careful cost discipline whilst not avoiding difficult investment decisions which will cost more to fix in later years.
3. Real estate plays a central role in supporting an organization's culture and service delivery. WIPO's campus, which currently reflects a more traditional way of working, requires adaptation to meet the Organization's innovation mandate and to support its transformation to a more open, dynamic and collaborative organizational culture.
4. WIPO has a multi-year maintenance plan to maintain and improve the condition of its buildings. This document sets out a long-term real estate strategy, going beyond maintenance

and exploring the future uses and shapes of the WIPO campus. It also addresses a recommendation from WIPO's External Auditors¹.

5. As indicated in document WO/PBC/37/11 Rev., an external study was commissioned to explore the following areas:

- Determine efficiency of current space utilization;
- Assess the impact of the new flexible working policy on our needs;
- Identify the Organization's expectations for the future of its workforce;
- Ensure staff wellbeing and occupational health and safety;
- Assess the relevance of future investment and maintenance programs to enable informed decisions;
- Preserve the heritage value of WIPO's buildings and improve their energy efficiency; and
- Propose a roadmap to achieve the above objectives.

6. An external specialized consulting firm was selected following an Open International Tender carried out in 2024².

7. The consulting firm conducted an analysis of the technical condition of our campus and undertook a series of interviews with senior or middle managers to understand the needs related to WIPO's mandate and activities, complemented by a data-driven analysis. This document is a summary of their assessment and recommendations, as validated by WIPO management.

II. ASSESSMENT OF THE CURRENT SITUATION

A. CURRENT REAL ESTATE FOOTPRINT AND COMPOSITION



¹ See the report of the external auditors (EARM 2023-01), who recommended that:

"WIPO should perform a detailed study of current space utilization to inform an overall master property strategy for the needs at headquarters and External offices".

"WIPO should, following a consideration of its needs, develop an overarching Estates Strategy to demonstrate how the estate will support the delivery of efficient and effective services".

² CBRE is the company selected (www.cbre.com).

a) Land and building ownership

8. The WIPO campus encompasses several buildings across corresponding plots, primarily serving administrative functions, and features underground parking and underground passages that connect the structures:

- The surface right of the plot on which the George Bodenhausen ("GB") I building is built, and later GBII, was granted to WIPO in 1958 by the State of Geneva.
- The surface right of the plots, intended for the Árpád Bogsch ("AB") building's construction, were added to the plots of the GBI building in 1972. The right is granted to WIPO by the Canton of Geneva for a period of 60 years, renewable for a period of 30 years. This plot was also used for the construction of the WIPO Conference Hall ("WCH") and the Access Center.
- In 1998, WIPO purchased the land, known as the "Steiner Plot", with the aim of building an extension to its headquarters, the future New Building ("NB"). The land acquisition was financed with the Organization's own funds.
- In 1999, WIPO purchased the surface right and the right of purchase of the land, together with an office from the World Meteorological Organization ("WMO") which would become the PCT building. This surface right was granted free of charge by the Canton of Geneva to the WMO in 1970 for an indefinite period.

b) Structural details per building

9. **GBI Building** (total office floorspace of 4,320 square meters ("sqm"), offering 180 workplaces) was inaugurated in 1960 and is WIPO's oldest building. It underwent major renovations in 1988, with the addition of a fifth floor and the replacement of the façades and the Heating, Ventilation and Air Conditioning ("HVAC") system. Notable improvements have been carried out, including the installation of the footbridge and the external panoramic elevators connecting to the PCT building underground passage walk in 2003, and the renovation of internal elevators in 2021.

10. **AB Building** (total office floorspace of 6,780 sqm, offering 220 workplaces) was completed in 1978. This iconic building is composed of a 14-floor tower with a curved façade and a conference center on the ground and first floors. The conference center includes two large conference rooms, Room A and Room B with capacities of 280 and 80 seats respectively, and several meeting rooms. The building has undergone various upgrades over the years, including a complete heat production system replacement in 2008.

11. **GB II Building** (total office floorspace of 2,100 sqm, offering 120 workplaces) was built in 1996 as a temporary extension of GBI offering five office floors and one technical level basement. It is a small and simple office building in terms of structure and installations, and it has not undergone any modernization nor renovations since its construction.

12. **PCT Building** (total office floorspace of 11,980 sqm, offering 450 workplaces) was constructed in 1960 and extended in 1971 for WMO. The building was purchased by WIPO in 1999 and underwent a significant renovation and transformation in 2003, during which most of

its structure was replaced and the entire building envelope modernized. Further interior renovations took place in 2018, which included the installation of radiant ceiling panels, lighting modernization and the enhancement of gable walls thermic insulation.

13. **NB Building** (total office floorspace of 13,460 sqm, offering 560 workplaces) was constructed between 2008 and 2011. This modern building includes five above-ground floors around three atriums. On its ground floor, the NB Building accommodates the main cafeteria of the campus (300 seats), as well as two large meeting rooms (80 and 25 seats).

14. **WCH Building** (total floorspace of 6,500 sqm): The conference center was completed in 2014. Interconnected with the AB Building, it features a 900-seat conference room, with related technical installations on an underground level. The Access Center (320 square meters) was built during the construction of the WCH and the extension of the AB Lobby in 2014 to provide the main access point to the WIPO campus. This center houses the main reception, security lodge and baggage scanning area.

c) Architectural heritage

15. The heritage policy of the Canton of Geneva aims to ensure a high-quality built environment and preservation of the natural environment. The regulatory restrictions imposed on any renovation with the aim of preserving a building's heritage and architectural integrity will have a direct impact on any development works and will be directly correlated to the level of importance attributed to a building. The AB Building has been designated with an exceptional grading, which requires heightened attention and care during any proposed work. The building's original architectural integrity must be prioritized (notably the façade and the lobby), and any modification must be carefully planned and executed through dialogue with the relevant authorities. This collaborative approach will be crucial in ensuring that any proposed changes are in line with Geneva's commitment to preserving its rich architectural heritage.

d) External Offices

16. WIPO External Offices have been established in different local environments, and are either rented or made available as part of the Host Country Agreements, as follows:

Algeria (Algiers) governmental detached two-story building: The building, constructed in 2017, was equipped with WIPO-standard security systems in 2018, accompanied by a series of facility upgrades, and service contracts were reviewed with the local government in 2024.

Brazil (Rio de Janeiro) rented office space in an administrative building: Since WIPO occupied the space in 2017 under a commercial lease, the interior design has been brought up to WIPO standards, with upgrades made by the owner. The space has not undergone any major maintenance since then.

China (Beijing) governmental detached one-story building: Since moving into the historic building in 2015, some work has been done to adapt the space for IT and security installations.

Japan (Tokyo) rented office space in an administrative building: The office was moved to the current space in 2017, under a commercial lease paid by FIT Japan Global. This office area has not undergone any major maintenance work since then.

Russian Federation (Moscow) governmental office space in an administrative building: Since the occupation of the specially equipped space for WIPO in 2015, no major maintenance has been carried out.

Singapore (Singapore) governmental detached two-story building: The building, which was made available as part of the university's buildings, underwent fire safety upgrades in 2018 and 2019.

Nigeria (Abuja) office space in the UN Campus: Since the occupancy of the office space in 2020, it has not undergone any major intervention.

WIPO also rents office space for its UN Coordination Office in New York.

17. The current portfolio of buildings used by our External Offices meets the needs of the Organization and we do not envisage any major changes or expenditures in the medium term. We remain in close contact with our host governments to ensure that they continue to meet the Organization's requirements.

B. TECHNICAL DUE DILIGENCE OF WIPO GENEVA CAMPUS

(a) Structural assessment per building

18. Technical due diligence on the main buildings of the Geneva campus was conducted by the external consultant, which showed that the campus as a whole is well maintained and has no major structural problems. However, as the construction of the various buildings was spread over several decades, there are differences across the campus and some opportunities for technical upgrades. The main findings of the technical due diligence are as follows:

AB Building: Whilst every effort has been made to maintain the building in a good state, a number of critical issues need to be addressed in the coming years, likely through a full refurbishment and modernization of the building. These include the end-of-life of certain infrastructure elements, and the need to meet current safety standards: the original ventilation system is beyond its lifecycle and requires ongoing maintenance, while the electrical installations are outdated and need comprehensive modernization. As a high-rise building, future renovations will need to address compliance with current fire safety standards and to verify structural components. Some modification work to the entrances will be undertaken in 2025 following a review of WIPO's external security perimeter.

GBI Building: The building underwent a major renovation almost 40 years ago in 1988, which included the addition of a floor and the replacement of the facades and ventilation system. While recent upgrades included modernized elevators, updated plumbing and electrical systems, and a complete renovation of the ground and basement levels, compliance with current fire and seismic standards should be addressed during future renovations. The interiors, although well maintained, are outdated and will require upgrading to meet current technical and regulatory standards.

GBII Building: As an extension to GBI, floors are open and interconnected between those two entities. Since its construction, the building has been well maintained. The connection with the GBI building and its vertical circulation system will require a fire protection compliance upgrade, as well as a structural system compliance review.

PCT Building: The PCT Building demonstrates sound structural integrity, with modernized façades and interiors that comply with fire regulations, requiring - from a technical perspective - no immediate upgrades.

NB Building: This recent building has modern interiors that meet current fire safety standards and does not require any special technical upgrades at this time.

WCH Building: Constructed in 2014, the WIPO Conference Hall (WCH) is well maintained and does not require immediate technical upgrades. The Secretariat is exploring some possible minor improvements to improve and modernize the delegate experience, and to reduce operating costs.

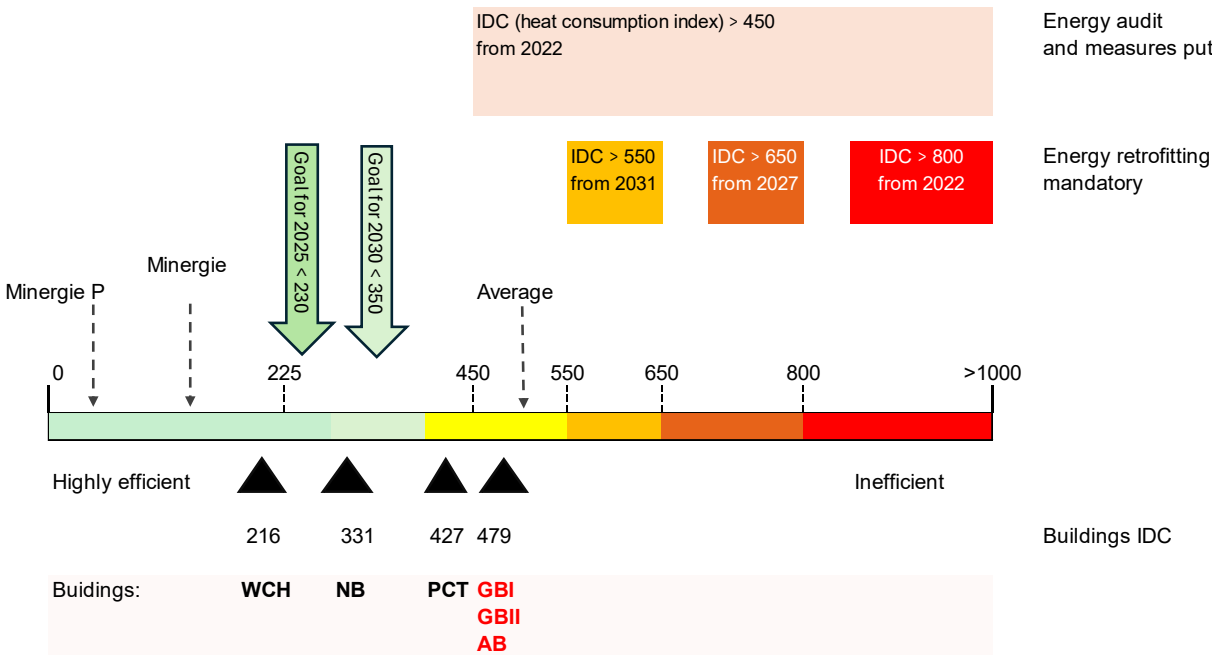
The technical evaluation details, from a compliance and lifecycle standpoint, are in the Appendix.

19. It should be noted that while safety and fire standards evolve over time, existing buildings and other structures should be brought into compliance with fire safety regulations according to a principle of proportionality: in the event of major alteration, extension or change of use of the building, or where the risk to people is particularly significant.

(b) Environmental, Social and Governance

20. The Environmental, Social and Governance (“ESG”) assessment reveals that AB and GBI buildings score fairly low on ESG metrics, by original design and due to aging, while PCT, NB and WCH obtain positive results compared to modern buildings. WIPO’s buildings are responsible for 18% of WIPO’s carbon footprint.

21. Another important indicator is the energy efficiency of buildings, which is required by the Canton of Geneva to be calculated as the ratio of annual energy consumption to the floor space of the building, the *indice de dépense de chaleur* (“IDC”). The IDC for each building stays below the thresholds set by the Canton of Geneva requiring a major energy retrofit, as illustrated below:



22. The assessment also shows that WIPO has consistently implemented initiatives to improve ESG performance over the past decade and intends to continue to do so with major renovation and modernization projects foreseen. In addition, several long-term opportunities for greater sustainability have been identified. A selection of current, planned and potential initiatives are described below.

Environmental

- Electricity is purchased 100% from renewable sources. Consumption has been reduced with the installation of LED light fixtures and by eliminating unnecessary lighting. Adding photovoltaic panels should be considered as part of any future renovation.
- Lake water is currently used for cooling; in coming years, it will also be used for heating. Consumption decreased with the renovation of the PCT facades, and it would further decrease with the renovation of the AB envelope and replacement of air handling units with energy recovery systems. Renovating GBI may also contribute to a decrease in energy consumption.
- The upgrades to the Building Management System (BMS) and energy submetering should allow for a more granular monitoring and optimizing of consumptions. Low-flow water fixtures are installed in most buildings. In future, rainwater will be considered for irrigation and toilet flushing.
- WIPO has a longstanding commitment to biodiversity, including the installation of vegetated roofs with diverse plant species. Other measures could be implemented in the campus park.

Social

- Extensive physical accessibility improvements in buildings have been implemented, including compliance with the SIA³ 500 standards.
- Bike racks have been installed and are available near each entry point. Charging stations are planned to be installed for electric vehicles and bikes.

Governance

- WIPO joined the 2050Today Charter on December 4, 2024. Ongoing energetic performance has been reported at the Swiss cantonal or federal level, as appropriate, and within the UN framework. WIPO has maintained its carbon neutrality since 2015 for its facilities and operations by purchasing Certified Emission Reductions (“CERs”) through the UN framework.
- WIPO is implementing an Environmental Management System (EMS), which will translate WIPO high-level policy on Environmental Responsibility into specific objectives, baselines and targets, actions and monitoring for all WIPO activities including building operations.
- Future renovations or enhancements will provide the opportunity to review compliance with other established energy standards (e.g. Minergie), sustainability labels (e.g.

³ The standards set by the *Société suisse des ingénieurs et des architectes* (SIA).

Leadership in Energy and Environmental Design (LEED), or Building Research Establishment Environmental Assessment Method (BREEAM), or benchmarks.).

C. SPACE UTILIZATION FINDINGS

23. The campus reflects several decades of architectural style, from traditional to more modern. All buildings are constructed and organized according to the former requirements of traditional paper file based administrative organizations and for hierarchical rather than matrix-style working. The office layout has not been modified to adapt to the hybrid nature of work or to take advantage of the digitization that has been achieved, both elements that generally allow a more efficient use of office space.

24. **Cellular office typology and space efficiency:** Offices are organized according to the cellular office typology, which results in a relatively high space consumption per workstation: 22 sqm/desk⁴ on average, which is comparable to other UN agencies with similar cellular set up such as the International Labour Organization ("ILO"), but higher than organizations with a modern configuration which typically occupy 11-16 sqm/desk.

25. **WIPO's average space consumption** per workstation masks a wide range of situations with some offices that are too small for the occupants, and some offices with an unnecessarily high surface area. There is also a predominance of individual one-person offices (53% of office rooms). The layout also results in an excessive proportion of corridor space (on average 21% of the office space), which reduces the efficiency of space use. Another consequence of this layout is a low level of horizontal connectivity, as the distance created by cellular offices and corridors can hinder interdepartmental interaction. Staff interaction may also be further hampered by a systematic lack of transparency in office partitions. In addition, the campus has a very small number of decentralized meeting rooms and a small number of informal meeting places.

26. **Limited flexibility:** modern organizations are subject to constant change, needing to regularly readapt their departments and their space occupancy plans. WIPO's flexibility strategy for meeting this recurring demand for spatial adaptation currently consists of: (a) maintaining a number of reserve desks in various buildings of the campus (16%, in line with benchmarks); and (b) relying on modular partition walls allowing for a quick readjustment of room sizes. While employees and offices are adequately equipped from an IT equipment perspective to accommodate workplace agility and new work styles, the change of partitions remains too cumbersome and expensive for providing a high level of flexibility and does not facilitate WIPO's aim of building an agile and adaptive working culture.

27. **Supporting hybrid forms of work:** Whilst WIPO's offices are almost exclusively designed according to the cellular office philosophy, most organizations have moved away from this type of office. The main advantage of providing a high degree of privacy in the individual office is offset by a lack of transparency, barriers to collaboration, and low space efficiency. Moving the Organization towards more open and flexible work environment formats, including the introduction of unassigned desks, would benefit both space efficiency and improved collaboration. WIPO is currently launching pilot projects to explore such alternative office layout concepts and working styles.

⁴Office floor area per total current desk number (assigned or not assigned).

28. **Conference & meeting activities:** A statistical analysis of conference facility bookings revealed that the utilization of the large conference halls (WCH hall & room A) is steadily increasing (+2.4% per year over the past decade), whereas the use of medium-sized meeting rooms remains around 40% below pre-Covid levels). The more modern meeting facilities on the first floor of the AB complex are intensely booked. Although there is still some space for growth, if the current trends continue, capacity bottlenecks may be expected in the medium term.

29. Overall, WIPO offers an adequate working environment for the vast majority of employees, recognizing that some buildings are more conducive to collaboration than others. Beyond the structural and technical issues listed above, the main opportunities for more efficient use of our space lie in increasing the density of workspaces, introducing more flexibility, transparency and meeting places to encourage serendipitous contact and exchange between people in our buildings.

III. FUTURE DIRECTIONS FOR WIPO'S REAL ESTATE

A. STRATEGIC OBJECTIVES

30. WIPO's real estate strategy is driven by two sets of objectives. Firstly, WIPO, in its capacity as a workspace user, has organizational objectives and spatial requirements that derive therefrom. Secondly, in its capacity as a property owner and guest of the host country, WIPO has to ensure that its property meets a number of technical objectives. In achieving these objectives, costs should be managed carefully, aiming at responsibly managing and possibly increasing its property value.

(a) Organizational objectives

31. WIPO has the following organizational objectives with respect to its real estate:

- **Foster collaborative work culture and innovation:** WIPO's workspace should support its transformation to a more open, dynamic and collaborative organizational culture, with regular formal and informal cross-functional interactions between sectors and/or departments, open communication and information exchange, and the opening up of the "silo" mentalities of the past.
- **Supporting WIPO's role as the global forum for IP issues:** WIPO's campus should provide the necessary facilities to support intergovernmental processes, providing good quality facilities with appropriate interpretation equipment, and should support WIPO's position as the "gathering place" for the broader IP community.
- **Reflect WIPO's diverse business model:** WIPO's workspaces should support its work across its Strategic Pillars, whether in its role in serving the private sector through its global IP registries, systems and services, or in bringing our work to the grassroots and deliver impact on the ground in collaboration with Member States to understand the needs of their innovators, creators and communities.
- **Ensure workplace experience and attractivity:** WIPO's work environment could be made more attractive in order to strengthen employer branding, ensure staff well-being, increase motivation and attract younger generations. WIPO's success will depend on its

ability to recruit new talent over the coming decade, including in the IP, innovation, creativity and technology fields, where it faces significant competition from other organizations. WIPO's future work environment will need to reflect WIPO's mandate and passion for innovation and creativity, rather than being a reflection of an outdated and pre-digital era of work.

- **Accommodate a more agile and adaptable workforce:** Whilst the overall size of WIPO's core work force is assumed to remain stable for the foreseeable future, the deployment of new technologies and other efficiency measures, together with more agile and project ways of working will require better space efficiency and more flexible office setup. WIPO aims to cover workforce variation within the existing space, except during temporary or exceptional circumstances.
- **Manage change and ensure business continuity:** The modernization of office space to a more open, transparent office layout, including, to varying degrees, unassigned desks, will need to be well explained and thought through, and it will be important to learn lessons from the pilots conducted. The work to implement this new layout should also be carefully organized to avoid or minimize disruption to WIPO's activities.

(b) Technical objectives

32. The WIPO real estate strategy should take into account the following property related objectives:

- **Ensure workplace safety:** WIPO should ensure that all buildings comply with current structural, occupancy and fire safety regulations. This includes ensuring that necessary modifications are considered as part of renovations. Special attention should also be given to making sure that all spaces are universally accessible by design.
- **Monitor and manage building lifecycle:** WIPO will identify the building elements that are approaching the end of their lifecycle, and their order of urgency. This will serve as a basis to establish a medium- to long-term roadmap for future renovations to anticipate expenses and mitigate the risk of unexpected issues arising, which could be costly and disrupt business continuity.
- **Digital capabilities:** The history of the WIPO estate predates the digital age: The AB Building was built before personal computers, cellular phones, or the world wide web were invented. As WIPO looks to deploy the latest technologies, in a secure manner and through our cloud-first strategy, it will be important to ensure that the physical data and networking infrastructure can meet the needs of the Secretariat and Member States.
- **Improve the environmental performance:** WIPO will adapt to the infrastructure changes made by the local authorities, such as the Genilac project for converting the heating system. WIPO will make its buildings more energy efficient and reduce its environmental impact by taking advantage of any renovation.
- **Increase flexibility and drive cost efficiencies:** The future of the WIPO workplace is to be structured in a rather standard and flexible manner, in order to accommodate rapidly, and with minimal works (and costs), any modification to host a new mix of teams, or teams with different mission and needs, or changes in workforce size, ensuring a sustained efficient use of our buildings over time.

- **Retain property value and avoid unexpected sudden and significant costs:** WIPO should renovate its oldest buildings and modernization the office layout in a manner that avoids higher costs in the future from delaying important decisions now. In the long term, it will allow the economic market value of the individual buildings and the entire campus to be maintained and, in the case of AB, its heritage value to be preserved.

B. PROPOSED WIPO REAL ESTATE ROADMAP

33. The proposed real estate strategy combines the above two sets of objectives, prioritizing the Organisational strategic needs and, at the same time addressing the weaknesses identified during the technical assessment.

34. The Organization's goal of creating a digital, innovative, and collaborative culture and workplace should be achieved while considering technical constraints in an efficient and cost-effective manner and sequence. For example, avoiding major changes to buildings that will be subject to subsequent renovations, and scheduling the renovations over time in order to adapt to budget availabilities and in line with Member States' expectations.

WIPO real estate strategy will be monitored through appropriate data-driven governance and reviewed periodically.

(a) Office layout modernization

Master Occupancy Plan: The current space allocation is historical and not based on an analysis of activities. Therefore, the first step to implement WIPO's real estate strategy will be to identify the main streams of collaboration within the Organization to identify areas of interaction and, conversely, areas that are more process-oriented due to the nature of their work. This plan will optimize the allocation of spaces that are more conducive to collaboration with those functions that require interaction, and spaces that are less conducive to collaboration with the second category, while recognizing all the nuances that may exist in between.

Pilot Projects: A few divisions or units have shown an interest in moving from cellular to a much more modern and flexible office layout to improve collaboration and well-being. Pilots will be conducted in 2025 and beyond, as part of the regular budget.

The modernization and flexibilization of office spaces will be scaled up throughout the campus, at a pace which will be determined by technical feasibility and budget availability. However, mindful of its resources, WIPO will not undertake important works in some of our buildings, either because they are relatively new or because they may be renovated, at a later date. Whenever possible, the modernization of office spaces will be linked to other works, to optimize costs and reduce business disruption. The funding of such works will be done through the regular budget, currently earmarked at 2 million CHF, and potentially complemented by a CMP project.

(b) Building renovation/upgrades

AB Building: As highlighted in the technical study, the entire building (tower and Rooms A and B) would need to be completely renovated in the coming years, including its external envelope. Technical studies will be conducted during the 2026/27 biennium, with an estimated budget of 5 million CHF. Once the design is completed, a CMP proposal will be submitted to the Member

States for approval. Discussions will also take place with the host country. The office layout modernization will be considered at the time of its renovation. Although separate from the renovation, the renewal of the AB surface right will be triggered before the end of the current period (before 2032).

“Genilac”: The aim of this project is to use the existing water network of the lake for heating (instead of gas), while it is currently used for cooling only. The project will consist of the creation of technical rooms in three buildings (NB, PCT and AB) for the new heat pumps, as well as adaptation of the HVAC installations. This project is driven (in terms of timing) by the local public provider and its roll out will be evaluated and presented for funding potentially as a Capital Master Plan (CMP) project.

GBI Building: This building comes second in terms of criticality. Its renovation will be considered at a much later stage (after 2032), following a renovation of the AB building, as part of a potential CMP project.

GBII Building: The future of this building will need to be considered for either renovation or demolition, depending on both the evolution of our workforce and the space efficiency measures implemented in the other buildings.

External Offices:

The current portfolio of buildings used by our External Offices meets the needs of the Organization and WIPO does not envisage any major changes or expenditure in the medium term. We remain in close contact with our host governments to ensure that they continue to meet the Organization’s requirements.

However, it is to be noted that due to the major renovation of the building in which the office is located, the WIPO Coordination Office in New York may be moved to an equivalent space in an adjacent building.

Tentative High-Level Timelines:



(Appendix follows)

APPENDIX

Compliance evaluation

The table below provides a summary of the key points from the audits in appendices. To facilitate reading, we have established a color-coding system to indicate the status of compliance of each element. The color codes are as follows:

Critical Issues: The building component is significantly non-compliant with regulations. Short term action is necessary to rectify the situation.

Needs attention: The building component does not fully comply with current regulations. Corrective actions or upgrades should be planned within the next few years.

Compliant: The building component is functioning correctly and meets all relevant regulatory standards. No immediate action is required.

Part of building	AB	WCH	GB I & II	PCT	NB
Structure	Critical issues	Compliant	Needs attention	Needs attention	Compliant
Roof	Compliant	Compliant	Compliant	Compliant	Compliant
Façade	Critical issues	Compliant	Needs attention	Compliant	Compliant
Exterior joinery	Critical issues	Compliant	Needs attention	Compliant	Compliant
Interior fittings	Critical issues	Compliant	Critical issues	Compliant	Compliant
Kitchen	Compliant	N/A	N/A	Compliant	Compliant
Heat and cold production	Compliant	Compliant	Compliant	Compliant	Compliant
Heat distribution	Needs attention	Compliant	Needs attention	Compliant	Compliant
Ventilation	Needs attention	Compliant	Needs attention	Compliant	Compliant
Electrical	Needs attention	Compliant	Compliant	Needs attention	Compliant
Sanitary	Compliant	Compliant	Compliant	Compliant	Compliant
Transportation installation	Critical issues	N/A	Compliant	Compliant	Compliant

Source: CBRE – Real Estate Strategy report

Lifecycle evaluation

The table below outlines the lifecycle of the various building components, helping to assess their status and prioritize upcoming renovations or replacements. To enhance clarity, we have implemented a color-coding system to indicate the status of compliance of each element. The color codes are as follows:

Immediate action required: The building component has reached the end of its lifecycle and requires immediate or short-term replacement to maintain safety and functionality. Delaying action could lead to further damage or safety hazards.

Monitor closely: The building component is approaching the end of its useful life and requires closer monitoring. While it is still functional, it may need repairs or upgrades in the near future.

Good condition: The building component is in acceptable condition and functioning correctly. No immediate action is required, and regular maintenance is sufficient to ensure continued performance.

Part of building	AB	WCH	GB I & II	PCT	NB
Structure	Monitor closely	Good condition	Monitor closely	Good condition	Good condition
Roof	Immediate action required	Good condition	Immediate action required	Monitor closely	Good condition
Façade	Immediate action required	Good condition	Immediate action required	Monitor closely	Good condition
Exterior joinery	Immediate action required	Good condition	Immediate action required	Monitor closely	Good condition
Interior fittings	Good condition	Good condition	Monitor closely	Good condition	Good condition
Kitchen	Monitor closely	N/A	N/A	Good condition	Good condition
Heat and cold production	Monitor closely	Monitor closely	Monitor closely	Monitor closely	Monitor closely
Heat distribution	Immediate action required	Good condition	Immediate action required	Good condition	Good condition
Ventilation	Immediate action required	Good condition	Immediate action required	Good condition	Good condition
Electrical	Immediate action required	Good condition	Monitor closely	Good condition	Good condition
Sanitary	Good condition	Good condition	Monitor closely	Monitor closely	Good condition
Transportation installation	Good condition	N/A	Monitor closely	Monitor closely	Good condition

Source: CBRE – Real Estate Strategy report

(End of Appendix and of document)