

Carr Workplaces Referral Promotion – Terms & Conditions

Effective Promotion Period: May 18, 2026 – October 1, 2026

These Terms & Conditions (“Terms”) govern participation in the Carr Workplaces Referral Promotion (“Promotion”). By participating in the Promotion, participants agree to comply with and be bound by these Terms.

1. Eligibility

The Promotion is open only to active members in good standing at participating Carr Workplaces locations during the Promotion Period.

Employees, contractors, affiliates, and immediate family members of Carr Workplaces may be excluded from participation at the sole discretion of Carr Workplaces.

2. Promotion Period

Eligible referrals must be submitted between **May 18, 2026** and **October 1, 2026** (“Promotion Period”). Referrals submitted outside of this timeframe will not qualify.

3. Eligible Referrals

To qualify, referrals must represent new business opportunities not already engaged in active leasing discussions with Carr Workplaces at the time of submission.

Eligible referral categories include:

- Private office prospects
- Team suite opportunities
- Virtual office introductions
- Meeting and event business

All referrals must be submitted through the official campaign referral form or another designated submission channel approved by Carr Workplaces.

4. Qualified Referrals

A referral will be considered a “Qualified Referral” once all of the following conditions have been met:

- Contact information has been verified;
- The referred prospect completes a tour, consultation, or business discussion with the Carr Workplaces sales team; and
- Carr Workplaces determines, in its sole discretion, that the referral represents a legitimate business opportunity.

5. Eligible Entries

A Qualified Referral becomes an “Eligible Entry” only if it results in:

- A fully executed agreement; and
- A completed transaction within the Promotion Period or any qualifying transaction window established by Carr Workplaces.

6. Referral Value Points

Each Eligible Entry will earn “Referral Value Points,” which will be calculated based on factors including, but not limited to:

- Total contract value;
- Agreement term length; and
- Overall business contribution.

All Referral Value Point calculations shall be determined solely by Carr Workplaces and are final and binding.

7. Leaderboard & Winner Determination

Leaderboard standings will be tracked portfolio-wide throughout the Promotion Period.

The Grand Prize winner will be the participant whose Eligible Entries generate the highest cumulative Referral Value Points by the close of the Promotion.

In the event of a tie, winner determination will be based on the following criteria, in order:

1. Highest single referral contract value;
2. Greatest number of closed referrals; and
3. Earliest qualifying referral submission date.

8. Ineligible Referrals

The following referrals are not eligible:

- Self-referrals;
- Duplicate referrals;
- Transfers or renewals of existing clients;
- Referrals submitted on behalf of businesses already in active negotiations with Carr Workplaces; or
- Any referral deemed fraudulent, misleading, or in violation of these Terms.

9. Compliance & Conduct

Participants agree to comply with all applicable laws, regulations, company policies, and ethical business standards in connection with participation in the Promotion.

Carr Workplaces reserves the right to disqualify any participant or referral that violates these Terms or is determined to compromise the integrity of the Promotion.

10. Prize Details

The Grand Prize is **The Willard Center Experience**, a curated two-night stay at the **Willard InterContinental Washington**.

The prize includes:

- Luxury accommodations for two nights
- Premium food and beverage credit
- VIP welcome experience

For winners located outside the DC market, the winner may instead choose a two-night stay at a participating **IHG Hotels & Resorts** property, plus food and beverage credit.

Prize redemption is subject to availability, booking restrictions, and blackout dates. Food and beverage credit amount, hotel selection, room type, and VIP experience details will be determined by Carr Workplaces in its sole discretion.

The prize is non-transferable, has no cash value, and may not be exchanged for cash, account credit, or other compensation. Any costs not expressly included, including transportation, taxes, fees, upgrades, incidentals, meals beyond the stated credit, and personal expenses, are the responsibility of the winner.

11. Verification & Final Decisions

Carr Workplaces reserves the right to:

- Verify the validity of all submissions;
- Audit referral activity and supporting documentation;
- Determine eligibility of participants and referrals;
- Calculate Referral Value Points; and
- Make all final decisions regarding winner selection.

All decisions made by Carr Workplaces are final and binding.

12. Modification or Cancellation

Carr Workplaces reserves the right to modify, suspend, or terminate the Promotion or these Terms at any time, with or without prior notice, for any reason including, but not limited to, fraud, technical issues, business necessity, or circumstances beyond its control.

13. Limitation of Liability

By participating, participants agree that Carr Workplaces and its affiliates, officers, employees, and agents shall not be liable for any damages, losses, or claims arising out of participation in the Promotion or acceptance or use of any prize.

14. Governing Law

These Terms shall be governed and interpreted in accordance with the laws of the jurisdiction in which the participating Carr Workplaces location operates, without regard to conflict of law principles.