RECOVERY READINESS
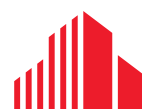
A HOW-TO GUIDE FOR REOPENING YOUR WORKPLACE

Version 2.0

CUSHMAN & WAKEFIELD

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CUSHMAN & WAKEFIELD

UPDATED RETURNING TO THE PHYSICAL WORKPLACE

As we anticipated, since publishing *Recovery Readiness: A How-to Guide for Opening Your Workplace* in April, 2020, Cushman & Wakefield has gained new and valuable learnings on the best approaches to returning to the physical workplace.

Given the unevenness of the pandemic in the first half of 2020—from country to country, region to region and sometimes even within cities—the recovery path has been equally varied for businesses. As a result, some organizations are far along in their return. Others are still in the early stages. No matter where along the spectrum your organization may fall, the updated Guide is intended to serve as a resource for a range of considerations and options to help owners and occupiers of commercial real estate develop a unique plan that works best for their organizations.

What's New in Version 2.0

We have added new material to the guide taken from the insights we have gained from a number of places, which include our on-going work with clients, through tens of thousands of survey responses of people working from home across the globe, and through our experience with our own workforce and spaces around the world. Additionally, we have further refined and added to some of our initial recommendations and considerations where we have better data and greater accumulative experience.

What's new:
- Examples of the strategies and actions that some of our clients have employed, as well as some of our own
- Additional insights from our XSF@home survey of more than 50,000 people worldwide
- An expanded What's Next section that includes our thoughts on The New Workplace Ecosystem

Six Readiness Essentials

What hasn't changed since the first publication of the Guide are the primary focus areas for owners, managers and users of commercial real estate as they manage the process of returning to the workplace—the six Workplace Readiness Essentials.

1. **Prepare the Building:** cleaning plans, pre-return inspections, HVAC & Mechanicals and potable water checks
2. **Prepare the Workforce:** mitigating anxiety, policies for deciding who returns, employee communications
3. **Control Access:** protocols for safety and health checks, building reception, shipping and receiving, elevators, visitor policies
4. **Create a Social Distancing Plan:** decreasing density, schedule management, office traffic patterns
5. **Reduce Touch Points and Increase Cleaning:** open doors, clean desk policy, food plan, cleaning common areas
6. **Communicate for Confidence:** recognize the fear in returning, communicate transparently, listen and survey regularly

A Few Things to Keep in Mind

As we noted in Version 1.0 of the Guide, the World Health Organization (WHO), as well as the respective health organizations and government bodies within each country, are the primary sources for guidance on COVID-19 and other health-related issues.

Additionally, while the practices and recommendations in this guide at times reference office environments, they are largely applicable to other types of workplace environments and properties. That said, we have produced considerations for other types of workplaces, including Readiness Essentials Checklists for Warehouse and Retail environments.

Finally, for those who downloaded and reviewed the first version of the Guide, we've highlighted the significant new additions or updates to make them easier to identify.

PREPARING
FOR DAY ONE

I. Working Together to Reopen the Workplace

Below we provide guidance for both landlords and occupiers on how they can work together to achieve optimal outcomes.

Financial Stress

Business viability of tenants is key to stable occupancy of properties and long-term rental income. As a result, we have seen many owners work with tenants to help provide some relief, where possible.

- Keep lines of dialogue open
- Approach discussions to work on solutions that can benefit both parties in the long term
- Consult legal and risk advisors
- Partner to ensure compliance with owner requirements and policies
- Think creatively. For example, when the pandemic emerged, some Landlords in China offered tenants additional help such as business registration services, tax advice, assistance in applications for business subsidies, and service support for bank loans. While these ideas may not be feasible everywhere, they demonstrate the kind of creative thinking of the real estate industry to strengthen the relationship and partnership between real estate owners and occupiers

Safety and Wellbeing

The health and safety of the building users should be treated as a shared responsibility.

- All parties—owners, building managers, occupiers—should ascertain individual responsibilities and capabilities, and then work together to improve the physical environment for the benefit of all
- Include plans and policies that address Personal Protective Equipment (PPE), social distancing measures, and other actions that support the health and safety of building employees and visitors —e.g., signage to maintain safe distances, capacity monitoring of elevators, sneeze guards at reception areas and so forth

Shared Communications

Creating a sense of safety and security for employees is a key component of a successful return to work. This goal should be jointly owned by landlords, building managers and occupants, and all should share some responsibility to communicate to building users. We are seeing owners and occupiers working together to understand any new policies that will impact the way people arrive at, move through, work in, and utilize the spaces and amenities in and around the building. Consider the following:

- Discuss the level of workforce communication that will be needed before employees return to work on Day One and beyond
- Agree and outline the responsibilities each party will take in communicating safety measures and protocols that have been implemented to date—and that will continue to govern the day-to-day use of the building—to create a sense of security and safety for all building users
- Discuss communication protocols and plans so that all parties are prepared to address elevated risks, should they arise

INDUSTRY EXAMPLE | NEW

Engaging Landlords To Seek Relief

Soon after the emergence of COVID-19, a leading professional services firm with hundreds of global locations initiated an effort to seek rent relief across its leased real estate portfolio.

Working as the company's real estate partner—and leaning on the scalability of our Portfolio Services Center—our Cushman & Wakefield team mobilized quickly, meeting with the company's internal real estate team and taking responsibility for lease reviews, negotiations and responses to Landlords. Our team provided weekly reporting, insights and recommendations to the client. In all, the team worked with more than 200 Landlords globally, helping the company reach agreements that achieved significant savings both in deferred rent and rent abatements.

II. Preparing the Building

Before occupants return to a building that has been vacant for a significant period, building owners, managers and operators should complete a variety of pre-return checks, tasks and assessments to ensure a healthy and safe environment. Reference any existing building risk assessments or registers that can provide a better understanding of what building systems are critical to assess before building occupants return.

Not all of the items below will be applicable for every building. Rather, owners, operators and building managers must use their specific knowledge of their buildings to prepare for the workforce to return.

WORKER SAFETY

- Anyone preparing a building after a period of reduced activity due to COVID-19 should be provided with:
  - Appropriate PPE such as masks, gloves, eye protection and coveralls
  - Training in fitting, wearing and using PPE as well as safe removal, sanitizing and disposal
  - Requirements for hand washing and social distancing
- PPE can also protect workers against exposure to dust, allergens and other contaminates that may have been introduced during the inactive period
  - After removing PPE, staff should wash their hands immediately, adhering to WHO recommendations
  - Some face masks may be designed for single use only and should be disposed of safely after use
- Follow all applicable safety practices and refer to existing regulatory requirements, policies, procedures and risk assessments
- Consider any changes that may be necessary as a result of COVID-19 mitigation within the building

CONTROLS IN THE WORKPLACE   NEW

Engineering Controls, Administrative Controls and Personal Protective Equipment (PPE) are three levels of controls to help prevent the spread of infection.

Engineering solutions are designed to isolate workers from hazards. They include measures that help ventilation and water systems operate properly. Administrative controls are designed to change the way people work and include employee communication strategies and policies around how a workplace can be used. PPE, the last line of defense, requires the cooperation of individuals and their ongoing diligence.

Most organizations will implement multiple complementary controls to effectively reopen a workplace.

CLEANING, DISINFECTING AND SUPPLIES

- Review site inventory of cleaning chemicals, materials and consumables to ensure inventory levels are aligned with forecasted building occupancy
- Ensure a safety data sheet is available for all chemicals and ensure staff follows requirements for safe use
- Ensure cleaning equipment and tools are in working condition
- Cleaning staff should review and complete refresher training on general cleaning and site-specific protocols
- Cleaners must be trained on proper disinfecting guidelines
- Determine heavy use areas that require thorough cleaning such as event centers, gyms/locker rooms, conference rooms and restrooms
- Prior to cleaning, ensure all staff practice hand hygiene, washing hands thoroughly before they put PPE on, and follow Health, Safety, Security & Environment (HSSE) requirements with PPE
- Treat all surfaces using disinfectants from government approved or authorized lists and adhere to recommended chemical dwell times
- After use, workers should properly dispose of or sanitize PPE in accordance with WHO or local regulatory requirements

BUILDING CORE INFRASTRUCTURE INSPECTION

Since buildings may have been shut down with little warning and preparation, a best practice is to thoroughly inspect for any damage or issues caused by the vacancy. Additionally, assess the physical condition and operation of equipment and services supporting the building.

- Mechanical Systems
- Water Systems
    - » Chilled/condenser water: open/closed loops
    - » Water features
- Conveyances
- Potable water
- Fire Life Safety Systems
- Ensure open site drains are inspected and traps are primed

INDUSTRY EXAMPLE NEW

Reopening a Shopping Center

When Manitoba announced re-opening plans on April 29, 2020, the second largest shopping center in the Canadian province had four days to prepare to open and comply with provincial guidelines. Those guidelines required building owners to install foot traffic control measures, provide hand sanitizers at entry/exits, increase cleaning and sanitation procedures, place signage at all points of access, and limit means of ingress and egress to businesses.

In a compressed timeframe, working with Cushman & Wakefield, the shopping center rush-produced communication signage, removed common area furniture, installed plexi-shields (at guest services, security sign-in and the administration office), replaced HVAC system filters and had units cleaned, ensured plumbing traps were flushed, and communicated new expectations and protocols to janitorial and security staff.

Through those preparations, the center was able to receive 8,000 visitors on the day of reopening, traffic that increased to 13,000 daily visitors within 30 days.

Equipment Startup

- Building systems should be started sequentially and methodically to prevent load shed
- Run systems long enough to observe valves, switches and the like are operating correctly. Systems that have been inactive for a long periods may need to run longer
- Specific system actions may be required to restart after prolonged shutdown
- Sites may determine necessity for each of these items based on length of shutdown and condition as inspected. Consider testing CO levels around systems that may circulate air throughout buildings

AIR COOLED SYSTEMS	BUILT UP FAN SYSTEMS	COOLING TOWERS	AIR COOLED CHILLERS	WATER COOLED CHILLERS
• Clean all outdoor condenser coils • Clean all indoor evaporator coils with a cleaner and disinfectant • Check the refrigerant level • Inspect the drain pans and condensate drains for obstructions • Check outdoor fan motors and indoor blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses. • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed	• Clean outside air dampers and check for proper operation • Clean evaporator coils with a cleaner and disinfectant • Inspect the drain pans and condensate drains for obstructions • Check fan motors and blower assemblies • Lubricate moving parts • Check belts for cracking and proper tension • Inspect all electrical controls, wiring connections and fuses • Inspect and clean or replace all filters • Vacuum and disinfect all return air grills • Run a general system test to check for unusual noises, odors and measure indoor/outdoor temperatures and system pressures as needed	• Inspect fan blades for cracks and clean • Remove and clean strainer in sump • Check gear reducer lubricant and refill with factory-recommended oil • Clean gear reducer sight glass and check shaft thrust and play • Power wash tower hot deck and cold deck • Power wash tower fill and use scale remover as needed • Check bottom of hot and cold decks for corrosion and rust • Check the condition of the fan motor through temperature or vibration analysis and compare to baseline values • Perform meg-ohm test motor windings • Change oil in gear box if needed • Inspect vibrations safety switch	• Clean condenser coils and check for leaks and corrosion • Check controls and safety circuits for proper operation • Condenser fans should be cleaned, bearings need to be checked for wear and lubricated, belts and couplings need to be checked and tightness checked and adjusted • The electrical disconnect and contactor needs to be inspected for tightness and no pitting • Compressor oil should be tested for acid • Check oil filter and change if needed • Check piping and compressor for any signs of leaks and test refrigerant pressures • Run a general system test to check for unusual noises, odors and measure supply/return temperatures and system pressures as needed	• Check quality of condenser and chilled water chemical levels • Check condition of condenser water tubes and clean if needed • Check refrigerant levels • Check refrigerant purge unit • Check oil heater • Check oil levels • Inspect motors and starters • Run a general system test to check for unusual noises, odors and measure supply/return temperatures on both condenser and chilled water and system pressures as needed

BUILDING SYSTEMS: HVAC AND MECHANICAL

Building employees responsible for assessing the physical structure and building systems should refer to all Authority Having Jurisdiction.

- Replace air filters after flushing the building. Refer to manufacturers' recommendations and guidance for filter selection
- Use the highest efficiency rated filter recommended/allowed by the manufacturer (MERV rating) and reference any WHO guidelines
- Alternatively use Polarized or Electro precipitation filters
- Recommendations for air filter replacement (including HEPA filters):
  - Use proper safety procedures and PPE
  - Avoid hitting, dropping or shaking the filter
  - Do not use compressed air to clean a filter, which could allow materials in the filter to become airborne
  - Properly dispose of used filters and PPE/gloves in a sealed plastic bag
  - Minimize exposure to building interior areas when removing old filters from the site
    - » Recommended approach: transport to a waste collection area without entering the building
    - » Alternative approach: if it's impossible to dispose of the filter without transporting through the building, choose routes that minimize exposure to normally occupied areas, including freight elevators and minimally used support space
  - Clean hands when the task is finished
- Review building water management plans for domestic and process water systems
- Work with water treatment service provider to ensure chemical levels are within defined ranges for cooling towers, closed water systems, water features, etc.
- Building engineers should verify the operation of mechanical systems and restore all sequences, set-points and schedules modified during the rollback of operations
- Flush Building:
  - Flush building with fresh air based on the design of the makeup/outside air system and if possible to leading sustainability standards such as LEED, BREEAM and WELL for a minimum of 24 hours and ideally for 48 to 72 hours
  - For specific air change plan, the rate can be calculated:
    - » $n = 60 q / V$ where
      n = air changes per hour (1/h)
      q = fresh air (make up air) flow through the room (CFM)
      V = volume of the room (Cubic Feet)

After the building is flushed, building engineers should:

- Change the air filters (if available) as an added precaution. Follow manufacturer recommendations for filter reconditions
- Increase fresh air intake

NEW POTABLE WATER – PRE OCCUPATION

Because bacteria and other microbial buildup may have developed in stagnant water, it's important to flush the system and refresh it with freshly treated water.

- Take a sample of the potable water at the closest and furthest location prior to flushing
- Flush all faucets and potable water sources
- Starting at discharge closest to main water supply, open faucet and allow to free flow
- Continue to spigots, faucets and water discharge valves on the potable water system until the furthest location is flowing, including sinks, urinals, water closets, showers, water fountains and misting systems
- Let water run for 30 minutes at furthest location
- After the furthest water discharge location has flushed for 30 minutes, close discharge units from the closest discharge to the water main to the furthest. This will allow maximum time for flushing of systems
- After system has been flushed, replace all water filters in all appliances and systems, including drinking fountains, coffee makers, water coolers, ice machines, shower head filters
- For appliances with water filters, flush system for three to five minutes or per manufacturer's recommendations
- Test water samples at the closest and further locations for baseline readings after flushing
- Clean all areas following appropriate cleaning protocols
- In areas of the building not in use, turn off the water supply to appliances (coffee makers, ice makers, water fountains, etc.) and drain/remove any water—a precaution that will prevent moisture and reduce the possibility of leaks

ARCHITECTURAL WATER FOUNTAIN CHECKLIST   NEW

- ☑ Before restarting, thoroughly clean and disinfect water fountains and features that have not been in use for more than five consecutive days
- ☑ Test the water and ensure the sample meets local environmental public health standards before restarting

SWIMMING POOL CHECKLIST   NEW

- ☑ Brush the pool surface to remove as much algae as possible
- ☑ Start pool filtration system and super-chlorinate the pool with 10 MG/L of chlorine for 24 hours to kill the remaining algae
- ☑ Repeat process until algae have been eliminated
- ☑ Remove floating algae by draining the sewer. Thoroughly vacuum any remaining algae settled at the bottom of the pool
- ☑ Backwash the pool filtration system to ensure that no algae are trapped in the filtration system
- ☑ Test the water and ensure the sample meets local environmental public health standards

ONGOING MAINTENANCE OPERATIONS

HVAC

Information regarding COVID-19 as an airborne contaminate continues to change. The World Health Organization acknowledged in July 2020 the potential for airborne spread of coronavirus—defining the transmission as aerosols suspended in air over long distance and time—and called out the need to further assess indoor settings with poor ventilation. The best approach to reduce potential exposure in buildings is to dilute the air by introducing more outside air.

Ongoing maintenance of existing HVAC systems includes:
- Flush air with fresh air for two hours before opening and two hours after closing
- Introduce as much fresh air as the system permits
- Disable BMS Demand Controls and operate in manual setting
- Increase air changes per hour in enclosed rooms
- Maintain 40% – 60% humidity
- Use the highest efficiency filters the system will permit
- Ensure exhaust fans in restroom facilities are functional and operating at full capacity when the building is occupied
- Consider using portable high-efficiency particulate air (HEPA) fan/filtration systems to help enhance air cleaning (especially in higher-risk areas)

Potable Water
- Continue flushing underused and unused spigots and taps to maintain treated water in the system
- Pour water in the floor drains to prevent sewer gas escape

EMERGING TECHNOLOGIES `NEW`

For a detailed perspective on emerging technologies, download Cushman & Wakefield's four-page overview, COVID-19 Update: Emerging Technologies. This brief examines what's proven effective and what is still in development for addressing three sources of transmission:

- The potential of airborne transmission
- Contact or large droplet transmission
- Fomite (surface contaminated) transmission

ADDITIONAL MECHANICAL OPTIONS `NEW`

While research and testing is still underway to determine if mechanical purification systems can be effective against COVID-19, some equipment will improve Indoor Air Quality and may have an impact on the virus. Note that each of these systems require an engineered solution, customized to each building and its systems.

- **Recommission Systems:** Recommission the system to assess performance. This includes an air balance, which will verify that the system is supplying enough air to achieve the preferred level of air changes per hour. It will also identify opportunities to change operations or equipment to support increased ventilation and more efficient filters.

- **Create a Clean-to-less-clean Air Flow:** Evaluate the positioning of supply and exhaust air diffusers. Adjust and position air flow to create a measurable pressure differential.

- **Bi-Polar Ionization:** This technology releases charged atoms into the environment which then attach themselves to Volatile Organic Compounds (VOCs) and microbials such as mold and allergens. Bi-polar ionization has proven effective in deactivating viruses such as SARS and H1N1.

- **Ultraviolet Irradiation:** UV irritation can kill to the DNA level depending on how long an organism is exposed to UV light. In mechanical systems, UV lighting is used to disinfect stationary items such as indoor air coils.

III. Preparing the Workforce & the Organization

As organizations plan for the best way to bring employees back to the workplace, the following offers some considerations to make the transition as smooth and successful as possible.

MITIGATING WORKFORCE ANXIETY

While workplace design, policies and safety protocols are critical pieces of the puzzle, they do not touch on perhaps the most important aspect of return to work—the readiness of the workforce physically, emotionally and psychologically.

Organizations should prioritize plans to mitigate employee fears and concerns. People are worried about their personal health and the health of those they care about. They have anxieties about their jobs, the future of their organizations and even the future of their industries.

To help employees through what will be a turbulent, stressful and unpredictable return to work, organizations should focus on the personal experiences of their employees from a work and life perspective. It's critical to understand how the pandemic has impacted their personal connection to the culture of the organization. It's also important to understand if employees feel their organizations are caring for them, as well as understand how to improve and advance that care during the return to the physical workplace.

Cushman & Wakefield has taken this approach with our own workforce, getting direct feedback through our workplace diagnostic tool, Experience per SF™ (XSF). And we are taking direct and practical action to ensure that leading up to, during, and after the return to work we are successful in helping our people not just move forward but thrive.

CHANGE MANAGEMENT

Ensuring employees understand what the workplace will be like upon return is critical. Some employees may expect nothing to change, while others will assume everything will be different. Preparing employees and reminding them that these changes are designed to help keep them safe will ease anxiety.

Recommended practices for consideration include:

- **Re-engagement of employees:** Responses to working remotely during turbulent times are varied and unique. Understanding employees' attitudes and perspectives inform the creation of strategies that enable their success. Use XSF@home to diagnose the employee's work from home experience (see next page).
- **Early communication:** As plans are forming, keep the workforce informed as soon as appropriate. We have provided more detailed suggestions on communications on page 14.
- **Virtual work support**: Team norms must evolve to include those in and outside of the office as a new normal. All employees now need to be adept at utilizing virtual collaboration tools. Likewise, managers must perfect the art of leading distributed teams.
- **Proactive virtual training:** Whether it's modified physical spaces or new workplace protocols, employees will need to learn new patterns of behavior. Organizations can help their workforce get a better understanding of the new normal through virtual training. And organizations should not underestimate the value of creating training content for topics that they typically communicate through email or static messaging alone.

XSF@home

Our diagnostic tool will assess your employees' work from home experience to deliver:

EXPERIENCE SQUARE FOOT™

INDIVIDUAL BENEFITS

- **DASHBOARDS** that allow you to view your survey data results by demographic
- **COMPARISONS** across your different regions
- **EVIDENCE** about what is working well and not so well for employees and business units
- **BENCHMARK** insight into 56,000 other survey participants in 100 countries across the globe.

AGGREGATE BENEFITS

- **STATISTICAL FINDINGS** revealing the key drivers of the employee experience working from home
- **GUIDANCE** on who would benefit from returning to the office, and how to support employees logistically and psychologically.
- **PERSPECTIVE** on the future of safe office design and the creation of workplaces that are meaningful destinations that generate engaging experiences for employees
- **ACCESS** to information sharing best practice ideas from our network of the world's leading companies

WHAT WE FOUND   NEW

78%
want remote working policies expanded and shift to balancing office, home and third places

Cushman & Wakefield's XSF@home™ Survey

To address COVID-19's impact on he workplace, we launched the Future of Workplace Experience Per Square Foot™ report, which measures employee engagement and experience. Adapted for use with employees working from home, our findings are based on **2.8M data points** from over **56,000 respondents** across **100 countries**.

We Are Still Working
75%
feel they effectively focus and collaborate

Personal Connections & Learning are Suffering
50%
struggle to connect to company culture

People Don't Feel "Well"
54%
have a sense of wellbeing

Younger Generations Struggle More
70%
of younger generations have WFH challenges

- **Reinforced training post Day One:** Provide ongoing methods of additional training to reinforce messaging and changes in the work environment. Through repetition you will help employees acknowledge and retain important information. Consider signage that communicates key messages in high traffic areas such as main entrances and restroom facilities.
- **Connection to a vision:** As you unveil changes in protocols and policies, find ways to connect those messages back to the corporate vision. Understanding the "why" is a great way to reinforce the "what."

COMMUNICATIONS

A well thought-out and orchestrated change management communications strategy for the organization will help underpin a successful return. It should address the details of the transition and anticipate employee questions, anxieties and concerns.

Recommended Communication Practices

- Communicate frequently to make employees aware of the changes designed to keep everyone safe and healthy
- Provide details of the changes
- Encourage employees to participate and comply with new work practices
- Conduct demonstrations and training to introduce new skills to staff
- Reward successful performance in relation to these practices
- Identify target audiences by segment and key messages
- Consider using a wide range of communication channels and materials— email, employee portals, text messages, video, virtual live events, posters/digital displays (after workplace return) and others

Consider communications focused on:

- Why groups and/or individual employees were chosen to return to work
- How the organization and/or the building owner is following government guidelines and reiterate those guidelines for reopening workspaces
- The measures undertaken in both the building and workspace to ensure health and safety of returning employees (cleaning, changes to spaces, amenities, provisions, etc.). This should be a shared responsibility and commitment between owners, building managers and tenants
- Instructions on how to prepare for arrival
- Suggestions for commute alternatives
- Overview of what to expect when returning employees arrive
- New entrance protocols for employees and visitors
  - What will be available or supplied, especially food and beverages
  - What will not be provided, e.g., utensils, glassware, cups, etc.
  - Instructions on bringing equipment (laptops, chairs, etc.) back into the workplace and sanitization requirements
  - Changes to the work environment including room availability, relocation of desks, etc.
  - Modifications to internal and external meeting protocols, hosting of client events, and visitor access
- New policies. A range of policy considerations are provided below.

NEW POLICIES AND PRACTICES

Policies will be important in setting the expectation for employees. Many organizations have incorporated flexibility into some of their policies, especially those related to time off, remote working and flexible work schedules. Upon setting the new organizational framework coming back into the workplace, organizations should consider what policies need to change or be reinstated.

From the employee's perspective, if a policy has been adjusted for an extended period—for example, work from home—it may be viewed as the new norm. Organizations should revisit relevant policies and determine the right approach during the transition back to the physical workplace. Communicating the importance of company policies, including any recent updates and how they map back to the organization's vision, will be critical in establishing a climate of employee awareness and compliance.

Policies for consideration might include the following:
- Return to work policies
  - For non-essential roles, determine what WFH policy should be followed
  - Protocols around a phased re-introduction of workers based on essential roles to re-open facility
  - Determine if and how to screen employees before they return
- Guest and visitor policies
  - Limiting access to certain categories of site visitors such as vendors, contractors and brokerage tour groups
  - Restricting the general public's access to the workplace
  - Restricting guest access to certain areas only
  - Consider posting signs in parking areas and entrances that ask guests and visitors to phone from their cars to inform the host when they have arrived
- Policies around temporary help in the event a subset of the full-time workforce becomes unavailable, including policies and practices around accepting and training temporary workers
- Employee travel policies
  - These may include minimizing travel, instructions about preferred providers and directions on times and modes of travel
- When employees should return to work
  - Considerations for at-risk groups
  - Exceptions and processes for parents/caregivers when schools are closed or other caregivers are unavailable
- Policies related to WFH environments
  - May include ergonomic instructions, stipends, purchase programs for WFH tools and equipment

INDUSTRY EXAMPLE NEW

Developing Bespoke Guidelines and Policies

For one of the most populous counties in the U.S., Cushman & Wakefield used a "Day in the Life" approach to create a Workplace Guidebook to help all county employees consider aspects of a safe return to work, from public interactions throughto private bathroom protocols. The Guidebook helped prepare managers and staff to safely support the public upon reopening, and also provided key messaging for Real Estate, Facilities and Planning groups about the county's workplace response to the pandemic.

Additionally, Floorplan Overlays identified seven areas or floors where unique functions and interactions with the public drove specific recommendations for changing how the space is used. For each space, Cushman & Wakefield identified appropriate direction of pedestrian circulation; pinch points requiring careful attention; usage protocols for meeting rooms; and 6′ distancing requirements.

- Employee work safety policy and guidelines for the prevention of virus transfer. Categories for consideration include
  - Health screening and reporting
  - Clearly defined actions, roles and responsibilities for communications in response to a potential COVID-19 case, designated confinement areas, FAQs
  - Communication and escalation protocols outlining the management and decision-making processes of all stakeholders involved in response to a potential COVID-19 emergency, including:
    » Protocols with health and other emergency services
    » Protocols with local, regional and national institutions

Many organizations have practices for employees to report an illness to Human Resources departments confidentially and in accordance with applicable laws. The COVID-19 pandemic has tested the effectiveness of those practices in many cases. Re-evaluating the requirements and methods for reporting in these situations may need to be addressed. Additionally, if an organization instituted temporary protocols for reporting, they may need to communicate the reinstatement of earlier practices or protocols upon return to work.

UPDATED

WHO RETURNS TO WORK?

- Where applicable, organizations should comply with relevant regulations defining who should and should not return to the physical workplace and under what conditions
- The reasons that organizations might select employees to return to work are varied and may serve a variety of organizational and employee needs

WHY RETURN TO WORK?

Support for Business Needs
- To enable certain functions or activities that are best suited or required to occur in the workplace. For example, these may include activities that require confidentiality or security, or activities that require access to tools, equipment or unique spaces
- To enable direct interface with customers or clients
- To allow for in-person innovation, co-creation or teaming
- To support training or on-boarding that may need to occur onsite

Support for Management Needs
- To allow managers to supervise staff in-person
- To enable managers to engage the entire team, as needed, with everyone present

Support for Personal Needs
- To enable employees who are struggling in a remote work environment (the reasons may vary—because they lack space, lack equipment or tools, lack opportunity to focus, etc.) to work more effectively
- To facilitate employee personal preference

WHY STAY HOME?

Support Productivity Needs
- To support employees whose focus and productivity is highest at home with few distractions
- To repurpose commute hours as work hours to improve effectiveness
- To accommodate team members who are widely dispersed and where long commutes to the office are of low value

Support Personal Needs
- To support employees who are in higher risk categories as determined by the WHO or other health authorities
- To support employees who with live with others at risk
- To support care-giver responsibilities such as home-schooling children
- To support employees whose commute to the workplace is complicated and puts them at higher risk

NEW ROLES AND RESPONSIBILITIES

To fulfill new obligations and tasks, organizations may need to redefine the roles and responsibilities of existing staff or hire for new and different skillsets. These may include:

- **COVID-19 Block Captains:** organized by company or floor for multi-tenant buildings so that each tenant is assured that all organizations in the building are respecting precautions and protocols. Block Captains would also facilitate and maintain open communication with building ownership and management
- **PPE and Training Experts:** maintain knowledge of PPE use, quantities, stock, location
- **Quarantine Marshals:** coordinate the response to a colleague exhibiting symptoms; quarantine room; notifications; call for medical support, organize transportation
- **Deliveries Clerks:** administer receipt of and sanitize all items arriving in the workplace such as packages, couriers, food, etc. (this role may be fulfilled by mailroom staff in large organizations)
- **Supplies Managers:** responsible for securing and distributing office supplies to staff on request

BUSINESS OPERATIONS

Business operations considerations might include:

- **Risk:** engage with risk management team to ensure readiness to return
- **Insurance:** coordinate with insurers to identify potential risks for returning to work
- **Services:** determine which services are required to support pandemic-related activities—self-performed or outsourced—existing or new—and estimate their duration
- **Vendors:** notify vendors of reopening and alert to any changes that may impact them; disable/enable access if needed
- **Mail:** notify postal service and couriers to restart mail service
- **Contacts and escalations:** establish a single phone number/email address to field inquiries (manage and track questions, escalations, concerns, etc.)

DATA PRIVACY AND INFORMATION SECURITY

An increasing number of cyber criminals are exploiting the COVID-19 pandemic for their own objectives. These criminals are targeting individuals and businesses through COVID-19-related messaging to deliver malware and ransomware, to steal user credentials, and to exploit remote access and conferencing systems. Organizations should be particularly aware of the following risks:

Social Engineering and Phishing Risks

- Cyber criminals are using COVID-19-themed email phishing, SMS messages, malicious web sites and applications that often masquerade as trusted parties and may compromise the organization. To create the sense of trust, criminals may impersonate a sender's information in an email to make it appear to come from a trustworthy source like the WHO

Working at Home Risks

- The shift to home working has exposed the use of potentially vulnerable services, increasing the risks to individuals and organizations. Exploitations in remote working solutions, virtual private networks solutions, and video conferencing solutions have yielded a significant increase in the targeting of these systems.

Mitigating these Risks

How organizations can mitigate these risks and increases in exploitations:

- **Social Engineering and Phishing:** continue to educate and communicate to employees about these new risks. Make sure employees are aware of new scams and how to report issues they identify to security teams through tools like a "Report Phish" button in their email.
- **Working at Home Risks:** validate that protection software is deployed to devices, up-to-date and reporting issues to the security teams. Continue to be vigilant about good corporate hygiene by deploying patches and update applications.

PANDEMIC RECOVERY PLAN

Each organization should develop a recovery plan to address responses to pandemics.

Consider:

- Creating an operational emergency team consisting of essential functions staff
- Establishing procedures for alert and outbreak verification to receive early warnings should the virus resurge
- Establishing information flows (drafting of situation reports, briefings, back-up of information, etc.)
- Communications and dissemination of information for internal and external stakeholders

To model the business implications:

- Create contingency plans to address the impact of potential resurgence of disease in the workplace after re-opening sites
- Develop a response plan based on contingency scenarios, including a mechanism for identifying triggers that will change the level of response
- Assess the economic impact of different scenarios and funding needed to address each scenario
- Assess supply needs and explore options for purchasing additional supplies required for business operations
- Create contingency plans to address disruption in vendor-performed critical services after re-opening of sites; develop list of qualified service providers for those critical services
- Investigate financial recovery assistance available through government programs

Further, in relation to COVID-19:

- Develop surveillance strategies aimed at collecting timely data relative to staff and operations (e.g., workforce absenteeism or recovered cases with greater immunity), especially for any identified high-risk staff coming back to work
- Identify and connect with local COVID-19 information sources such as occupational health physicians, community practitioners, and local and state institutions to stay current on local COVID-19 status and to stay abreast of early warning signs

IV. Preparing the Workplace

In preparation for the return of the workforce to the physical workplace, employers should consider a variety of pre-workforce return checks, tasks and assignments. As part of that pre-return activity, we recommend developing or updating a COVID-19-specific workplace plan that outlines strategies and tactics to combat and/or minimize the likelihood of spread of virus in workplace.

PRE-CHECKS, CLEANING, DISINFECTING AND SUPPLIES

Below we have outlined some areas to consider. The level of detail may or may not be relevant to specific workplaces.

FIRE LIFE SAFETY	• Verify operation and check for any trouble indicators; system most likely was continuously operational—arrange for a FLS systems contractor to check system • Perform fire extinguisher checks required by respective laws or local codes
KITCHEN	• Clean and sanitize all surfaces within the area including high touch areas (fixtures, light switches, appliance handles and buttons) • Turn on appliances • Verify all pilot lights are lit and operational • Verify the operation of makeup and exhaust • Remove and dispose of any spoiled products • Clean and sanitize all appliances • Reset pest control normal operational frequency
RESTROOMS	• Flush toilets to fill P-Trap • Pour water in floor drains • Flow sink to fill P-Trap with water
BREAKROOMS	• Plug in and turn on appliances • Turn on supply water to appliances (coffee makers, ice makers, etc.) • Check operation of each appliance • Coordinate check of food, beverage, and other items with vending machine vendor • Provide adequate stock of hand sanitizer, disinfectant wipes, and other such products
CLEANING	• Introduce and maintain advanced cleaning and disinfection standards, such as routine cleaning and disinfecting of high-touch spaces and surfaces per health authority guidelines • Review and prepare plans for client/owner approval regarding changes to cleaning scope or any additional services in response to COVID-19 protection • Perform advanced cleaning and disinfection of workspace • Sanitize all workspace areas, including offices, conference rooms, breakrooms, cafeterias, restrooms, and other areas • Review client shifts to optimize janitorial service performed to meet the needs of the client and facility • Review self-cleaning technology for high touch surfaces and applications for tablets and screens • Place signage in workspace and common areas promoting worker safety through emphasizing basic infection prevention measures, including posting hand-washing signs in restrooms
SUPPLIES	• Ensure adequate stock of paper and plastic products exists (toilet paper, paper towels, etc.) • Provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizer and wipes containing at least 60 percent alcohol, disinfectants, and disposable towels for workers to clean their work surfaces • Provide additional hand sanitizer, surface disinfectant wipes and tissue available in workspace, cafeterias, break rooms, elevator lobbies and high traffic areas and other common areas • Review self-cleaning technology for high touch surfaces and applications for tablets and screens
PERSONAL PROTECTIVE EQUIPMENT (PPE)	• Obtain and store enough supply of all required PPE at the time of reopen • Mask disposal: regular waste unless directed differently by respective local health or government authorities

NEW

Zone Approaches in Ecommerce Facilities

Working on behalf of a major Australian logistics provider, our onsite Cushman & Wakefield team at one ecommerce location devised a way to ensure staff had a dedicated area to eat meals where only one lunchroom existed. The team implemented a four zone approach, incorporating two training rooms and designating them zones 1 and 2, including color coding for each. Then, with the use of portable bollards and high visibility tape, the team divided the existing lunchroom to create Zones 3 and 4 with respective color codes. Employees were given corresponding color coded lanyards and wrist bands by the facilities team and security personnel to help ensure employees use their assigned zone.

In another facility, the operations area has been divided into four separate zones with allocated staff for each. The zones are identified by signage, and staff wear specific colored vests to match their respective zones. Our team has established physical barriers between zones that allow for emergency exists, constructed new break areas, created zone entry areas with clock card units and hand sanitizer pumps, and even assigned cleaners to specific zones to reduce potential cross-contamination.

Buildings and occupant spaces should only be declared ready for occupancy after building owners, management teams and tenants have coordinated and communicated on preparations. Transparency, ongoing communication and awareness will be vital to a successful transition back into the physical environment.

A state of readiness should include confirmation that
- All building inspections are complete
- Any required remediation is complete
- Any required repairs to equipment, building areas and systems are complete
- An occupant communication plan is developed— ideally a collaboration of owners, building managers and occupants—and ready for launch, describing the measures taken to ensure the immediate and ongoing health and safety of the workforce

SOCIAL DISTANCING

Space planning solutions can be used to reduce transmission of contagious diseases among colleagues at work through social distancing. Solutions may differ depending on how many people are expected to return to work versus continuing to work from home. Understanding that demand will allow each organization to calculate the total workforce to accommodate in the office and demand for workspaces.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to reduce the potential for physical contact with items in the workplace.

6 Feet Office

Cushman & Wakefield has developed more than 30 million square feet of Recovery Plans which include physical distance recommendations for seating, circulation, queuing and signage in line with the 6 Feet Office approach.

As we plan for work after COVID-19, organizations will think about the new normal and how we will adjust. Social distancing—keeping a healthy distance from others—is now part of our daily language and behavior. And while the recommended distance may vary by country, the idea remains the same.

Cushman & Wakefield's 6 Feet Office aims to make the workplace safer so people can get back to work sooner. The concept consists of these elements.

6 FEET QUICK SCAN
A concise but thorough analysis of the current working environment in the field of virus safety and any other opportunities for improvement.

6 FEET RULES
A set of simple and clear workable agreements and rules of conduct that put safety first.

6 FEET ROUTING
A visually displayed and unique routing for each office, making traffic flows completely safe.
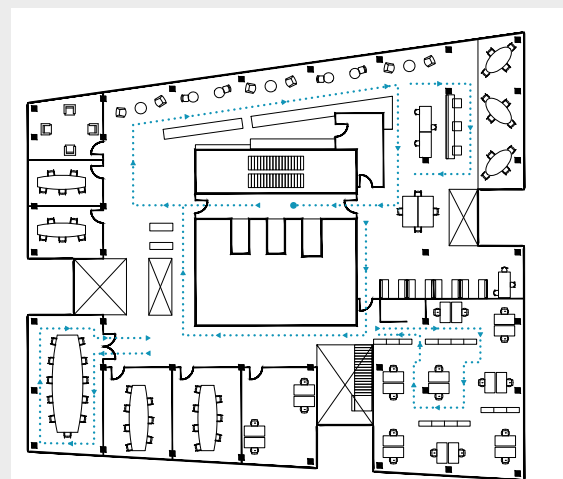
6 FEET WORKSTATION
An adapted and fully equipped workplace designed for worker safety.

6 FEET FACILITY
A trained employee who advises on and operationally ensures an optimally functioning and safe facility environment.

Learn more at **sixfeetoffice.com**

Preparing for an Activity-Based Approach

For a significant client in France, Cushman & Wakefield evaluated a Six Foot Office concept created by a third party and guided the client as they prepared the workforce to shift to an Activity-Based Working approach to determine who is in the workplace and when.

The team assessed the advantages and disadvantages of various re-occupancy strategies and planning methods, and created a workforce planning model enabling the organization to determine the number of staff members allowed into the office.

The team also advised the client on inputs to its change management planning.

Consider the following range of precautions and social distancing measures:

6 Feet Office Protocols (see page 21)

Space use / density monitoring
- Determine a method for conducting regular counts of occupants per floor
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present, if possible

Circulation spaces
- Designate and signpost the direction of foot-traffic in main circulation paths: corridors, stairs, entries
- Consider one-way circulation routes through the workplace
- Mark increments of locally acceptable social distance on floors where queues could form

Individual seats
- Only use alternate desks (checkerboard); disable the use of alternate desks; or remove alternate desks altogether
- Add desks to spaces previously used for group activities (convert training/meeting rooms, café area and the like into desk areas)
- Increase space between desks
- Add panels between desks including height adjustable panels for sit/stand desks
- Specify seat assignments for employees to ensure minimum work distances
- Review sharing ratios if new sanitization protocols are introduced

Meeting and shared spaces
- Decommission and re-purpose large gathering spaces
- Reduce capacity of spaces—e.g., remove some chairs from large meeting rooms
- Prohibit groups from using small rooms; convert to single occupant use only
- Close/forbid use of some rooms
- Calculate the maximum capacity of each room by dividing the net usable area by the square of the locally acceptable social distance (e.g., for a six-foot social distance, a 200 SF room divided by 36 sf would have a recalculated maximum capacity of five people). Also consider the distance between individuals seated across a table (e.g. a four foot square table may be unusable as it does not allow for seated individuals to remain six feet apart). Communicate this capacity via signage and room reservation tools.

UPDATED **FREQUENTLY TOUCHED SURFACES**

Frequently touched surfaces are reservoirs for viral pathogens. By reducing the frequency of physical contact with these surfaces, individuals can reduce their exposure to communicable diseases. Solutions may be temporary or permanent.

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to reduce the potential for physical contact with items in the workplace.

In addition to providing disinfectant sprays or wipes adjacent to each touchpoint, consider the following range of precautions to reduce touchpoints:

Light/power switches
- Affix signage to remind occupants to keep switches 'on' all day
- Install movement detectors to activate light switches – consider voice-activated controls
- Provide wall-mounted disinfectant dispensers
- Consider touchless sensors

Doors and drawers
- Affix doors in an open position
- Remove non-essential doors
- Remove door handles, if viable
- Affix doors in an open position
- Consider installing hands free opening systems

Collaboration tools (conference phones, room reservation panels)
- Disable/decommission room reservation panels outside meeting rooms
- Remove shared conference phones and encourage the use of personal mobile phones or laptop softphones for teleconferences
- Remove whiteboard pens and erasers and encourage individuals to bring and manage their own
- Provide whiteboard cleaning solution and disposable wipes adjacent to every board
- Remove remote control handsets and provide instructions for manual equipment use instead

Chairs
- Remove unnecessary fabric upholstered chairs
- Consider plastic wrapping fabric upholstery for ease of cleaning
- Affix notices to each chair reminding occupants to avoid or disinfect touchpoints

Shared equipment (printers, copiers)
- Reduce the quantity of printers and copiers to dissuade printing

Restroom Fixtures
- Consider touchless light fixtures, faucets, soap dispensers, hand drying systems, flushing systems, door opening systems

Supplies storage
- Secure supplies storage and designate specific personnel to manage stock and distribute items

High touch point areas in gyms/locker rooms to clean:

- Gym equipment
- Locker rooms and showers
- Benches
- Showers
- Faucets
- Soap dispensers
- Paper towel dispensers
- Shower curtains/doors
- Light switches
- Locker handles
- Sinks

UPDATED ## CONTAMINANT CONTROL

Note: Public safety codes, building codes, applicable laws and security requirements must not be compromised to reduce the potential for physical contact with items in the workplace.

To manage contaminants that may enter the workplace, consider the following precautions:

Waste receptacles
- Provide separate touchless waste bins for PPE

Quarantine/Isolation room
- Designate a specific enclosed room to isolate any person who experiences symptoms of an illness while at work
- Consult with cleaning professionals on the appropriate exposure remediation process

Deliveries
- Designate one location for any deliveries to the building/space and disinfect items centrally
- Assign delivery management and sterilization as a task to specific employees only
- For longer-term planning, consider shortwave ultraviolet light sterilizing rooms/booths

Advanced Cleaning and Disinfecting Approaches
- Introduce foggers, electrostatic sprayers and misting systems to cover large areas needing disinfecting
- The use of nanotechnology cleaning and self-cleaning surfaces provides comfort and continuously sanitized touchpoints

INDUSTRY EXAMPLE   **NEW**

New Cleaning Protocols for a 24/7 Operation

As the situation surrounding COVID-19 develops, one of our technology clients is maintaining their critical research and development with very limited on-site personnel. To help them achieve this goal, we expanded the size of our janitorial team and are currently cleaning all touchpoints across their campus four times a day. We're also installing new touchless faucets, soap dispensers, and door openers to assist the site in staying healthy.

Helping a large technology campus run is a demanding 24/7 operation, so our team is using the reduction of the client's on-site personnel to tackle some lower-priority projects, such as cleaning walls and dusting, which had led to a major increase in indoor air quality. Our maintenance team has also been assisting the client with critical customer needs, such as rearranging HVAC air supply so that new systems can be brought online.

DAY ONE & BEYOND

I. Building Perimeter

While outlined in other parts of this guide, it bears repeating that a well thought out pre-Day One communications program aimed at building occupants should prepare them for what to expect when they arrive and help to alleviate anxiety. Will building access be different? Will there be increased security? Should they expect delays at the entrance? Should they expect queues? Will they see directional signage or other posted information to guide them?

Every circumstance will be unique and organizations should consider the critical information their particular audience needs to prepare for arrival.

COMMUTING, TRANSPORTATION AND VEHICLES

Promote safe and healthy ways to commute to and from the workplace.

- Suggestions for public transport might include:
  - Avoiding overcrowded public transportation
  - Wearing face masks and other PPE
  - Maintaining safe distance from other passengers
  - Using hand sanitizer when entering and exiting
  - Wiping surfaces with disinfecting wipes prior to touching them
- Other transit methods might include:
  - Ride-sharing, including wearing PPE
  - Solo transit modes such as bikes, scooters, and cars with recommendations to sanitize touchpoints especially if shared modes like public bicycles
- For employees with long commutes, consider advocating that they temporarily continue working from home
- Consider new protocols for vehicles arriving on site – both personal and commercial parking garages
- Consider protocols for emergency vehicles and teams arriving to transport infected passengers
- Request that employees follow the WHO guidance on best ways to stay safe when using transportation
- Allow employees to shift their hours so they can commute during less busy times
- Amend any transportation policies per new guidelines

II.Inside the Building

Reopening Retail

A leading global footwear and apparel brand closed its stores in Turkey in mid-March. Two months later, working with Cushman & Wakefield's Project & Development Services team, the retailer reopened more than half of its stores, and opened the balance just a few weeks later.

To make it all possible, the retailer's in-store staff helped implement a safe and hygienic customer experience through a safety concept that includes controlling entrances, requiring masks and providing hand sanitizer. The brand developed a set of bespoke guidelines for its store personnel that outline protocols, circulation signage details, in-store points for sanitizer options, contactless payment options and more.

Among the company's biggest priorities is keeping its workforce and customers safe and healthy. The retailer is reporting it has received good feedback from its returning customers for the measures they've implemented.

BUILDING ENTRY / RECEPTION

Consider guidelines and recommendations to control building ingress and egress and that promote ongoing safety and precautionary measures at those points. These might include:

Entrances:
- Reduce the number of entrances (but maintaining code compliance) to direct occupants to use monitored and protected routes
- Hand sanitizer at doorways both inside and outside
- Temperature screening
- Floor markings for safe distancing for any queues or waiting areas

Reception:
- Train reception personnel on safe interactions with guests
- Test front-line reception personnel
- Reconfigure visitor registration systems to avoid guests leaning over receptionists
- Glass screens between guests and reception personnel
- Virtual concierges
- Disable/decommission/remove registration kiosks/touchscreens
- Touchless registration via personal mobile phone
- Disposable sticker security tags rather than recycled clips or lanyards
- Remove reception furniture to reduce public touchpoints
- Provide PPE to building guests, consider mask stands with individually wrapped masks

Signage:
- Install signage at multiple, relevant locations in the entry sequence
- Post instructions and reminders at entrances and in strategic places on hand hygiene, COVID-19 symptoms, wearing cloth face covers and cough and sneeze etiquette

PPE and Cleaning:
- Provide receptacles for used/discarded PPE
- Monitor and review of existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas
- Develop new protocols for collecting and disposing of large quantities of potentially contaminated waste (single-use PPE)

SHIPPING AND RECEIVING AREAS

Before reopening, operators and building managers should review current processes for inbound and outbound deliveries (parcels, mail, food deliveries, couriers, etc.) and develop a revised plan to align to COVID-19 safety precautions. These might include:

- Routing instructions and plans to avoid deliveries through employee or main entrance and instead route through areas that will minimize contact with the larger building population
- Separating shipping and receiving areas from the general population
- Require personnel handling mail and parcels to wear PPE and train them in the proper use and disposal of PPE
- Sanitizing the exterior of packaging
- If appropriate, removing items from boxes and appropriately discarding

LOBBIES / COMMON AREAS / AMENITIES

Consider guidelines and recommendations that promote safety and guide building occupants through common and amenities areas beyond the entry. These might include:

Hand sanitizer in stairs, elevator lobbies and all other building common areas

Signage:
- Wayfinding signage or floor markings to direct foot traffic and ensure safe social distancing
- Explain new rules or protocols for common areas

Casual gathering spaces:
- Re-arrange furniture to promote social distancing

Food service amenities:
- Consider acrylic dividers between service provider and users
- Offer pre-packaged foods only
- Reduce self-service access to foods
- Clearly signpost queuing areas
- Remove or rearrange furniture to promote social distancing

Fitness facilities and bicycle storage units:
- Clearly signpost queuing areas
- Temporarily close fitness facilities
- Rearrange equipment to achieve social distancing
- Reduce classroom capacities to allow for social distancing
- Require use of face masks in fitness facilities

Cleaning:
- Monitor and review existing cleaning guidelines and adjust or enhance as needed for cleaning paths of travel and high touch areas

ELEVATORS AND ESCALATORS

Elevators represent a particularly challenging area to establish social distancing. Methods for managing the use of elevators might include the following:

- Social distancing queue management for waiting passengers
- Instructional signage displaying healthy elevator use protocols including passenger limits and safe distances in the carriage
- Elevator attendants to manage flow and discourage over-crowding of elevator carriages
- Signage inside elevator cars displaying healthy elevator use protocols – this may include floor stickers to establish distancing zones and describe where and how to stand
- Review of elevator cleaning processes and updates to ensure on-going cleaning of high touch surfaces like elevator panels / buttons

Escalators pose fewer challenges which may be managed with signage directing passengers where to stand and not to pass.

II.Inside the Workplace

ARRIVAL EXPERIENCE

Utilize the workplace arrival area to reinforce messages, new policies and protocols, which may include:

Digital signage or posters
- Remind staff how to stay safe and keep others safe in the workplace by maintaining social distancing, following new meeting guidelines, hand washing reminders, the use of virtual collaboration tools rather than meeting rooms and so forth

Cultural reminders, such as:
- The vision and priorities of the organization at this time of change and stress
- Taking care of the employee is a high priority
- Shared responsibility for the health of all employees

Hand sanitizer to encourage hand hygiene

EMERGENCY RESPONSE

Provide reminders of how to manage an emergency in the workplace with relevant details defining who to notify, where to go, how to get help, and how to respond afterwards.

INDUSTRY EXAMPLE   NEW

Returning to our own Offices

In order for Cushman & Wakefield's Australian offices to receive approval to reopen, we implemented 6 Feet Office concepts. Key changes included the following:

- Front of house check-in for all employees
- No visitors allowed during Phase 1
- Floor decals for social distancing and walking directions
- Hand sanitizer stations
- Removing/reducing shared amenities
- Disposable workstation mats

Following approval from Cushman & Wakefield's HSSE team, our Sydney office reopened to staff on June 15, 2020, and six additional offices opened soon after.

In Phase 1, 25% of employees returned to the office (RTO). Following four weeks of close monitoring, each office had to apply for Phase 2, which allows for 50% of employees to return. All employees had to complete RTO training prior to returning to the workplace. Additionally, we launched a desk booking app to manage occupancy, social distancing and contact tracing. The app allows staff to book their desk up to two weeks in advance.

The office has reduced up to 80% of common touchpoints, and we reduced meeting room seats by 67% across all reopened Australian offices.

In markets without crowded public transport, office attendance reached target volumes during the initial days of reopening.

WORKPLACE HYGIENE

Encourage good **personal hygiene** and infection control practices when employees are in the workplace, including:

Respiratory etiquette:
- Encourage covering coughs and sneezes
- Turn away from others when coughing or sneezing

Hand hygiene:
- Promote frequent and thorough hand washing for at least 20 seconds
- Make hand sanitizers available in multiple locations adjacent to common touchpoints
- Provide hand sanitizer with at least 60% alcohol
- Avoid touching your face

Avoid touchpoints:
- Provide disposable wipes so that common touchpoints like doorknobs, light switches, desks, desktop peripherals, remote controls and others can be disinfected by employees before each use
- Discourage the use or borrowing of other people's phones, desks, offices or equipment
- Use no-touch trash cans when possible

Maintaining a **clean workplace** will assist in minimizing risk to employees. This involves:

Regular housekeeping:
- In open work environments, increase the frequency of cleaning and disinfecting frequently-touched surfaces, equipment and other surfaces in the workplace:
  - » Kitchen Areas
  - » Vending Machines
  - » Bathrooms
  - » Meeting Rooms
  - » Phone Rooms
- Organizations should consult lists of approved cleaning chemicals from governing authorities
- Reference disinfectant labels, data and specifications with claims against emerging viral pathogens

For **shared, agile and flexible workplaces**, consider:
- Creating and posting guidelines for desk and equipment sharing, disinfecting and use
- Removing shared keyboards and mice and distribute personal peripherals to mobile workers
- Providing storage units (lockers) for storing personal items in the workplace

Develop new practices on **kitchen and meal preparation** areas, which may include some temporary measures such as:
- Encourage occupants to bring food and beverage items from home and manage them individually
- Minimize touchpoints by removing coffee pots and the like
- Eliminate open food items
- Provide prepackaged items in containers; in lieu of prepackaged items, provide disposable plates, bowls, plasticware, etc.
- Increase frequency of cleaning appliances such as refrigerators and microwaves
- Consider installing physical barriers, such as clear plastic sneeze guards
- Display DOs & DON'Ts signage for pantries
- NOTE: these approaches will impact sustainability initiatives given the additional waste from individually packaged food and beverages

Establishing New Practices in the Workplace

A U.S.-based multinational personal care company that produces paper-based consumer products in North America has brought back only critical workers for their labs and research and development functions as of August 2020. Masks are required at all times in the office and common areas. The company has configured its workstation layout to support social distancing, closing every other desk. Additionally the company has implemented a clear desk policy, forbidding employees from keeping any personal items at workstations.

NEW WORKPLACE OPERATIONS

To maintain social distancing, minimize touchpoints and manage potential contamination of the workplace, consider the following practices:

Space use and density monitoring

- Conduct regular counts of occupants per floor or area
- Add sensors to quantify utilization of spaces
- Provide real-time meters/dashboards at entries to display how many people are present
- Implement a reservation system for desks so that employees can check attendance before arriving in the workplace
- Work from Home for non-essential employees to reduce density

Individual desks

- Implement a strict clean-desk policy so that non-essential items are not stored on the desk, but rather enclosed in cabinets or drawers
- Supply disposable daily paper placemats for use at each desk
- If desks or work areas are shared, advise individuals to sanitize all surfaces upon arrival at that seat. Supply disinfectants in the immediate proximity (or on each desk)
- Unless stringent cleaning protocols are enforced, and if possible, avoid sharing of desks
- Allow only one person per seat per day, then clean each desk overnight

In-person meetings

- Coach employees to critically evaluate the need for in-person meetings vs. virtual meetings
- Limit the number of attendees at in-person meetings
- Limit in-person meetings to spaces that accommodate safe distances
- Host large team/staff meetings via video conference rather than in-person
- Eliminate in-person meetings with external guests

ONGOING SUPPORT

In addition to the recommendations outlined in "Preparing the Workforce & Organization" prior to Day One , employees will need ongoing communication and training, especially during onboarding of new staff or orientation for visitors to the space. Consider:

- A regular cadence of employee training on emergency procedures, good workplace hygiene, effective work practices for distributed teams
- Training materials on company intranet
- Posters, signage and displays related to employee learnings about new practices

APPROACHES TO DRIVE EMPLOYEE EFFECTIVENESS

Engagement and enablement are important components for the success of employees, and COVID-19 is bringing new challenges to organizations to support the workforce. Maintaining high engagement from an organization's workforce during this phase of the recovery will have a direct impact on productivity. Engagement is driven by several internal and external factors including the work environment, safety and the feeling of belonging.

- **Consider what is on an employee's mind.** In times of change and uncertainty, employees will have different personal needs. Organizations should recognize that factors such as health concerns, dependent care or job security are real. Providing resources and support for employees to manage through these challenges is as important as changes in the workplace.
- **Give employees a voice.** Tools such as centralized Q&A, pulse surveys and focus groups are all ways to understand what is on employees' minds in real time. Action-oriented platforms for "voice of the employee" builds trust while addressing employee concerns directly.
- **Communicate**. As organizations prepare the workforce to return to the workplace, a thoughtful communication plan, customized for different audiences, will net positive results. Consider ongoing and frequent updates to keep employees informed. In the absence of information and clarity, people may create their own versions of the "truth."

OTHER TALENT MANAGEMENT PRACTICES

- **Performance Management:** Upon returning to a new economic environment, some organizations will find their priorities have shifted. Clear communication of company strategies and objectives is critical to re-align and re-engage leaders and employees throughout the business. All managers and employees should be encouraged to revisit their annual goals to ensure alignment with the organization's direction. A midyear connection point between managers and each of their direct reports will help ensure each employee is focusing on the right objectives and will help employees feel more engaged and committed to their work and the organization.
- **Rewards and Recognition:** To incentivize employees to perform, different forms of recognition or rewards can be deployed. In the organization's new environment, are there any practices that are no longer aligned with the changes?
- **Talent and Development:** A time of uncertainty and crisis can test a leader's resiliency and ability to drive change in an organization. It also tests their appetite to be a leader during such times. In returning to the new normal, reviewing an organization's leadership capability can really provide insights into appropriate actions. Take the time to review the strength of your leadership and assess opportunities for development. Identify those strong in leading through ambiguity and give them opportunities to lead your return to work communications and initiatives.
- **Learning Platforms:** As an organization updates its approach to learning and delivery methods (for example, moving to more virtual learning), it should also assess how their learning program's design and content should be adjusted to address new ways of working and demands on leadership.

WHAT'S NEXT

Technology will continue to be a major force in shaping how organizations operate and how people live and work. The COVID-19 pandemic has only further underscored that reality. For further reading, we offer some insights on the kinds of changes technology may bring the workplace, many of which are already taking hold.

UPDATED ## HOW SMART IS YOUR BUILDING?

While the concept of "smart" or "digital" buildings is not new to the real estate industry, the COVID-19 crisis has underscored the need to develop more comprehensive and connected strategies that target how buildings are constructed, occupied and operated. Investors, landlords, occupants and building operators will need to shift to focus on how to mitigate the risks associated with future pandemics, natural disasters or human-made events, including cybersecurity incidents, utility outages and the like. Developing a clear strategy that outlines the policies, processes and technologies required to enable the 'new normal' will be vital.

As we move toward resolving the current pandemic crisis, the role of the physical building will become more significant. The technical ability to integrate, visualize and control building and workplace systems through remote connectivity and automation have been in place for quite some time. But the real estate industry has been relatively slow to adopt these capabilities for various reasons. In preparation for the new normal, industry participants will need to position themselves to manage their properties effectively—be it one building or a large portfolio—in a more secure, connected and automated fashion. It is essential to have a framework or methodology to identify opportunities to introduce the changes required to enable employees, occupants, tenants and visitors to live and work productively within a post-pandemic environment.

Using Technology to Enable Post-Pandemic Operations

Selecting the right technology can help organizations communicate more effectively, collect and analyze critical data, enforce the new norms in the workplace, and optimize building operations. As we consider what technology is the 'right' technology, the conversation must begin with the intended outcomes and what the technology is trying to achieve. A technology-first approach rarely leads to a long-term viable and valuable result.

To start, develop, or adopt a set of use cases that tie directly to the established outcomes. Use cases are a valuable tool to help identify the right technology solutions and the underlying required functionality. Keep in mind that use cases are not technical—they are business problems that technology may help solve. The recommendations in this document provide examples of use cases where technology can come into play. With a set of use cases in hand, the conversations with technology suppliers shift from 'what do you do' to 'how can you help me do this.'

In some cases, the adoption of technology may complicate the use cases/processes. Carefully consider where a solution fits as an enabler and where it is applied solely for the technology itself. While hard to do sometimes, avoiding the 'bright shiny object' represented by technology solutions may be prudent.

From a technology perspective, there are two primary solution types. The first directly facilitates or enables a process. An example would be implementing visitor management and access systems that reduce the need for touchpoints or face to face interactions while controlling who is visiting the building and when.

The second is technical solutions that produce data to inform or direct process changes and enhancements. An example may be a sensor platform that provides the total occupancy and utilization of a defined space or spaces. This data could be used to determine the configuration of a space or trigger a different process that helps enforce social distancing guidelines.

It is crucial to keep in mind that the first solution type also produces data—a valuable asset. The pandemic reinforces the need for a broader and more holistic approach to data and data management within real estate. A comprehensive data management strategy enables investors, landlords, occupants, and building operators to glean valuable insights from analytics, business/artificial intelligence, and machine learning.

Focus on a 'Healthy' Building

Technology can be a great enabler when applied to solving specific challenges or addressing enhancement opportunities. As the focus turns to ensure the health, safety, and well-being of building occupants, technology can play a significant role in how the building contributes to that equation. Traditional approaches to manage and maintain the core systems in a building have given way to an operating model focused more on the overall 'health' of a building. Building 'health' is defined in terms of the quality of the environment it provides for occupants and the ability for staff to respond, or ideally, proactively resolve potential issues. The investments that can positively impact the building's 'health' will be an ongoing discussion for the foreseeable future. One thing is sure, there is no magic solution. Pivoting toward adopting a 'healthy' building approach starts with policies and processes, requires adoption and buy-in from people (staff and occupants), and is enabled by technology. Without those elements, developing and deploying a 'healthy' building strategy, and enabling a successful return to the workplace, will be a significant challenge.

As we plan to change our workplaces, technologies can support both the user experience and building management. The pandemic is accelerating how organizations evaluate and adopt these tools.

- **Occupancy or Utilization Measurement.** Measuring occupancy or space utilization, especially in real-time, can give building owners and occupiers a sense of the true consumption and density of an area, floor or building. Further, granular occupancy data can be a powerful element in managing return-to-office initiatives helping organizations enforce spacing and control density. The data can also help organizations monitor other return-to-office strategies such as planned shifts or occupancy by groups.

- **Indoor Environmental Quality (IEQ)** mostly focused around indoor air quality (IAQ). Measuring IAQ can indicate how effective ventilation systems are performing. IAQ sensors measure CO_2 and determine how much fresh air is in a room. This data can show how much of the air is recirculated and provide information to operators to help decide whether to bring in more fresh air or reduce the occupancy of the space.

- **Booking and Reservation Systems.** These systems are often coupled with tenant or occupant experience applications. They allow organizations to manage defined workspaces and control occupancy. By implementing a reservation-only policy, and by making specific workspaces available or unavailable to reserve, organizations can more easily deploy alternative workplace strategies (e.g., hoteling, hot-desking) and return-to-office schedules.

- **Mobile Badging and Access Control.** These systems use an occupant's mobile phone as the security credential for access to floors or the building itself—touch free. Organizations that consider deploying these technologies should also evaluate current processes that control access, including traffic flow, lobby queues and visitor management.

- **Visitor Management.** Managing or limiting visitor access to a building is critical to managing overall occupancy levels, especially during high-occupancy periods. Additionally, the availability of visitor data—tracking who visited and when—can be vital in during a pandemic. Consider systems that enable visitors to fill out health questionnaires before arriving.

- **Centralized (remote) Operations and Building Automation Capabilities.** The business case for this ongoing trend has been bolstered by the pandemic. Having the ability to monitor and control building systems, both remotely and securely, is essential. Through data from major mechanical and electrical systems, as well as data from IoT devices, building owners and operators can see a holistic view of operational performance indicators in a single pane of glass.

- **Fault Detection Diagnostics (FDD) and Monitoring-based Commissioning (MBCx) for HVAC.** These are mostly synonymous terms and increasingly will become a significant part of a building-level response. Ventilation (the 'V' in HVAC) is a critical system in a world that prioritizes reducing transmission risk, but one that has been traditionally challenging to maintain and monitor at scale. Automated analytics enable teams to proactively manage and maintain critical building systems. The FDD platforms can feed directly into the Centralized Operations center as a significant part of the single pane of glass concept.

- **Integrated Destination Dispatch for Elevators.** Elevators are a significant challenge from both a contact and ventilation perspective. This integration focuses on reducing the number of surfaces occupants need to touch to navigate a building. Integrating destination dispatch systems with access control and visitor management systems can be a way to automatically dispatch an elevator based on the occupant's mobile credentials.

- **Advanced Sensors / IoT.** Sensor technology, deployed at discreet points to collect and measure building system performance and status, can provide operational benefits. For example, leak detection sensors help building staff manage the risks of water leaks while the building is unoccupied or under-occupied. Likewise, pressure sensors can indicate pressure drops across ventilation systems, which could indicate dirty filters. In addition to helping to improve indoor air quality, by maintaining proper pressure and airflow, the HVAC system operates as designed.

Some Recommendations

Commit the time and resources to identify strategies to recognize and mitigate potential risks arising from future disruptions. In many cases, these strategies will overlap and support opportunities to drive operational efficiency and enhance occupant experiences in normal operating modes.

- Focus on enabling future decision-making based on available data from various sources, including building systems and integrated third-party sources
- Create a unified operational view of critical data to enable a rapid, effective response to an adverse situation
- Align opportunities to augment existing data sets using technologies that help inform decision makers. Examples may include occupancy sensors or air quality monitoring capabilities.
- Focus on automation. Develop automated sequences that can quickly be enacted during an event to manage or change building operations while minimizing the need for human intervention
- Invest in operational building technologies that enhance the integration, visibility and control of building and workplace systems
- Move toward operating buildings in 'modes.' As situations evolve, predetermined modes can be used to facilitate faster responses. Examples of modes may be occupied, unoccupied, shelter-in-place, and critical occupancy. The modes should determine how the building operates in various scenarios. Technology should enable the modes through automated sequences of operations, data collection and analytics where possible.

Building and implementing a technology strategy is difficult in 'normal' times. In today's environment, the complexity level has been elevated. Long-lasting success will take an investment from all corners of the real estate industry. Cushman & Wakefield's Digital Building Practice helps navigate the labyrinth of opportunities, use cases, vendors, and solutions in partnership with our clients. Expect COVID-19 to be a catalyst for the adoption of smart building technology.

ASSESSING THE IMPACT ON OUR PEOPLE AND THEIR WORK

COVID-19 has shined a spotlight on the importance of investing in technology. Our dependence on technology tools has inspired business leaders to look for help measuring and managing the impact of COVID-19 on business continuity and their employees' wellbeing. Companies are struggling with how to respond to what is happening now, in the near term, and what needs to be considered longer term when the health crisis eventually subsides. Based on a conversation with Manish Wardekar, Workplace Intelligence Specialist at Microsoft, combined with our industry observations, we believe there are important near-term and long-term implications for organizations.

Leaders need to understand what is happening in their organizations as follows:
- **Employee engagement and well-being:** Distractions, changing habits, inadequate equipment and poor connectivity can take a toll on individual wellbeing and effectiveness. Questions to consider include:
  - Are employees working as usual? Look out for sudden drops in levels of activity and those areas within the company undergoing the greatest change
  - How are employees adapting to the disruption? Increases in IM, calls and meetings are expected as employees find alternatives to face-to- interactions. They may also indicate where collaboration is becoming less effective.
  - Is remote work affecting work-life balance? Look out for groups with unusually high levels of after-hours work and length of work week. These groups within the company may be at risk of burn-out.
- **Healthy team interactions:** Employees are at risk of isolation, in turn creating fragmentation within teams. This increases the risk of falling productivity. Questions to consider include:
  - Are managers providing the right support? Look out for teams with low average weekly 1:1 time with their manager. Employees within these teams are at risk of becoming isolated.
  - Are team members staying connected? Look for drops in collaboration levels and interactions with colleagues as this can indicate a disruption in normal working patterns. These teams may be undergoing the greatest challenges.
  - Have business as usual activities been disrupted? Look for teams with sudden drops in recurring meetings as these groups may be experiencing a significant disruption in business as usual activities.
- **Collaboration between teams and organizations:** Collaboration between teams may decline if employees can only maintain a subset of their usual interactions. This increases the risk of fragmentation and creating silos. Questions to consider include:
  - How are internal networks evolving? Look out for drops in average network size and breadth. This can indicate areas at risk of isolation.
  - Has cross-functional teaming been disrupted? Look out for drops in collaboration levels between teams as this can indicate a disruption in normal working patterns.
- **Customer and supplier alignment:** External connectivity may suffer as other companies experience similar disruption. External interactions are at risk of being cancelled or postponed. Questions to consider include:
  - How are external networks evolving? Look out for drops in average network size and breadth. This can indicate external-facing areas of the company that are being disrupted
  - Have external engagements been disrupted? Look out for changes in key metrics as these can indicate a disruption in normal working patterns.

Discover additional details about what Microsoft has learned from its experiences at: https:// aka.ms/home-work-blog

Although the workplace has always evolved, several trends have been accelerated by the pandemic. We're confident the office will continue to play important part in how people work. Important for organizations and businesses. And important for employees. What will be different is the purpose of the office among a broader ecosystem of work places.

NEW
THE NEW WORKPLACE ECOSYSTEM

COVID-19 has broadened the expectations of employees for flexibility to choose to work from anywhere. Even in areas of the world where restrictions have eased, the expectations remain. These expectations, coupled with some of the ongoing realities of the global pandemic, will accelerate a new workplace ecosystem.

Our XSF@home research confirms that office workers have continued to work effectively from home, enabled by remote collaboration technology. Additionally, employees now feel their managers trust them to do their work remotely. That said, remote work does not come without a cost. Our research confirms that workers feel the loss of human connections and the bonding that comes with a traditional workplace. Corporate culture is suffering, too, as are opportunities for mentoring and learning. Younger generations especially feel this loss. Despite these challenges, however, the majority of survey respondents think companies should embrace flexible working policies.

Remote work programs continue to help organizations keep office occupancy levels within safe ranges for social distancing and help employees avoid the risks associated with public transportation. Furthermore, new policies require employees to stay away from the office if they exhibit symptoms of COVID-19. As a result, office workers now have some autonomy in choosing when and where to work—a choice that is new to employees whose organizations' previously dictated work hours and locations.

This shift to more employee choice has some immediate implications for organizations. First, organizations will likely put a greater emphasis on the kinds of skills people managers will need to help them lead remote teams effectively, to be ambassadors for corporate culture, and to mentor younger people. Second, it means that when employees choose to work in the office, it is because the office is the best place for particular activities—namely, creative collaborations, learning opportunities and social interactions. To support those activities, we anticipate organizations will emphasize collaborative spaces and curated events to reinforce community and culture.

Organizations that do not enable choice and flexibility for where people work could see their footprint size increase to support social distancing. They may also see a greater need for new types of technologically-enabled collaborative environments. However, flexible working practices provide a significant opportunity to offset those needs. With a data-driven, evidence-based approach, companies can explore innovative strategies to support a combination of office-based and remote working scenarios. They can leverage productivity and manage challenges across a Total Workplace Ecosystem including the office, the home and third places. And in this way, they can reimagine the way people work and leverage location, time and technology to drive improved people, place and business performance.

As for what's next, based on our current experience, we predict that organizations will embrace more remote working. They will recognize that the workplace is no longer a single location but a variety of locations that support a range of experiences that prioritize convenience, functionality and wellbeing.

The office will not go away. Rather, it will take on a new and vital purpose as an inspiring destination that strengthens cultural connections, learning, and bonding with customers and colleagues. It will be the organization's nerve center to foster creativity and innovation.

In short, offices will continue to thrive but in new ways.

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Cushman & Wakefield is a leading global real estate services firm that helps clients transform the way people work, shop, and live.

Cushman & Wakefield (NYSE: CWK) is a leading global real estate services firm that delivers exceptional value for real estate occupiers and owners. Cushman & Wakefield is among the largest real estate services firms with approximately 53,000 employees in 400 offices and 60 countries. In 2019, the firm had revenue of $8.8 billion across core services of property, facilities and project management, leasing, capital markets, valuation and other services. To learn more, visit www.cushmanwakefield.com or follow @CushWake on Twitter.

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