



# CHINA'S RESPONSE TO COVID-19: Lessons for Landlords and Occupiers

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CBRE

The COVID-19 outbreak has undoubtedly had a severe short-term impact on the Chinese economy and property market. However, almost four weeks after the first reported cases, we are seeing light at the end of the tunnel.

Domestic GDP growth is forecast to turn positive within the next six months, followed by a significant rebound in 2021. Headline indicators of business activity had largely returned to pre-outbreak levels by the end of March, while recent weeks have seen a rebound in real estate leasing and investment demand.

China was first to be affected by COVID-19 and is therefore further along the road to recovery than most other countries, where the outbreak is only just beginning to peak. Our government's adoption of a co-ordinated approach to containing the pandemic appears to have shielded the economy from a deep and prolonged downturn, while a range of measures introduced by landlords and occupiers have provided a solid foundation for a gradual property market revival.

As countries around the world continue to combat COVID-19, this report by CBRE China summarises the government, landlord and occupier response to the pandemic. While some of these measures and recommendations may not be relevant or feasible in some markets, we believe they can serve as a valuable guide to our clients and colleagues around the world.

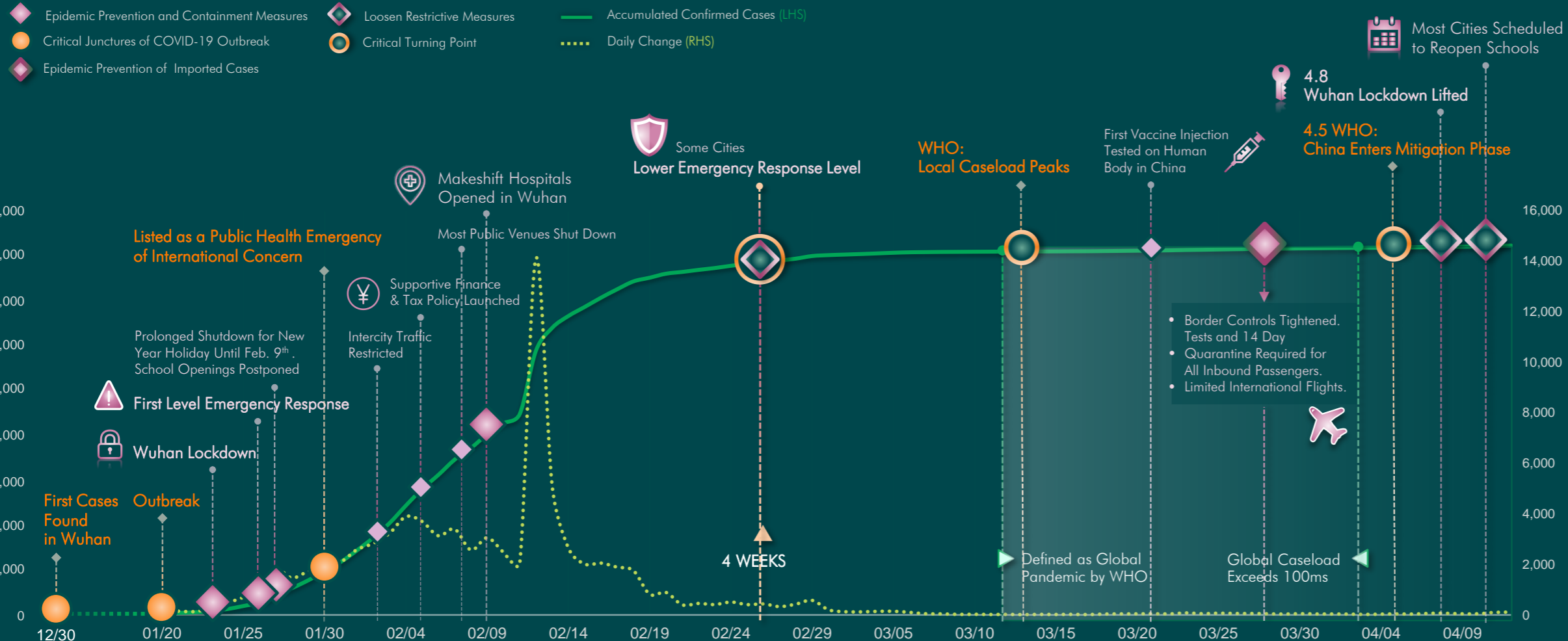
I hope you find this report useful and I wish you the best of luck in overcoming these very challenging circumstances.

**ALAN LI**  
*President, CBRE, China*



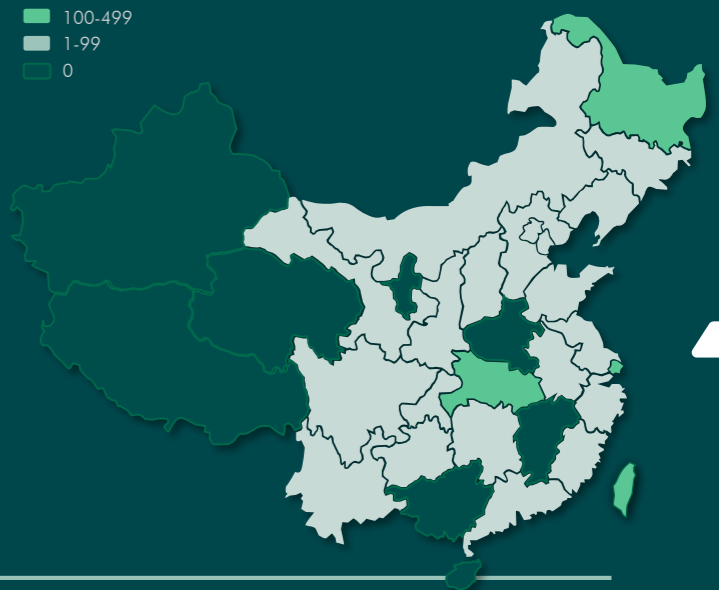
# FOREWORD

# CONTAIN THE VIRUS CYCLE WITHIN FOUR WEEKS



Authorities introduced far-reaching social and economic measures to flatten the curve of COVID-19 cases within four weeks. After 77 days of location-specific lockdowns, home-working and targeted stimulus packages, the government began relaxing some restrictions.

Map of Existing Cases As of April 15<sup>th</sup>



# IMPLEMENT RIGID LOCKDOWNS AND ENFORCE SOCIAL DISTANCING

## CLOSED-OFF COMMUNITY MANAGEMENT

Beginning in January, the Central Government issued various guidelines to prevent the spread of COVID-19, many of which were focused on containing the outbreak within individual districts and cities, often referred to as “closed-off community management”. More than 80 cities including Beijing, Shanghai, Guangzhou, Shenzhen, Hangzhou and Chengdu publicly announced closed-off community management within two weeks of the announcement of the Wuhan lockdown, while several hundred more were understood to have implemented measures that were not publicly announced. Specific measures included:

- **Mask Wearing and Temperature Checks** - Residents entering and leaving their communities must wear masks and submit to temperature checks. Some communities require entrance passes.
- **Travel Restrictions** - Externally registered vehicles and non-residents are not allowed to enter communities. Those traveling from other areas must report their health status, register their personal information and submit to a 14 days home quarantine.
- **Closure of Common Facilities** - All public facilities in residential communities, such as recreation rooms and sports parks, are closed.
- **Designated Delivery Areas** - Delivery personnel are required to leave goods at designated areas for residents to collect.

## SHOPPING FOR ESSENTIAL ITEMS ONLY

Many shopping mall tenants including restaurants, gyms, cinemas and fashion were ordered to close or curtail their operating hours following the Wuhan lockdown.

Supermarkets, convenience stores and pharmacies selling daily necessities were permitted to operate normally for the duration of the outbreak but strict in-store measures were in place. These included:

- **Shoppers and staff must wear masks and submit to temperature checks.**
- **Cashiers must wear medical gloves. Consumers must keep a distance of more than 1 m. from checkout when paying for goods. Contactless payment is highly recommended.**
- **Shops must set up designated quarantine areas to handle suspected cases identified in stores.**
- **In-store shopper density must not exceed one person per 10 s.q.m.**

## PHYSICAL DISTANCING AND SANITISATION IN PUBLIC VENUES

Restrictions on public transport and social gatherings included:

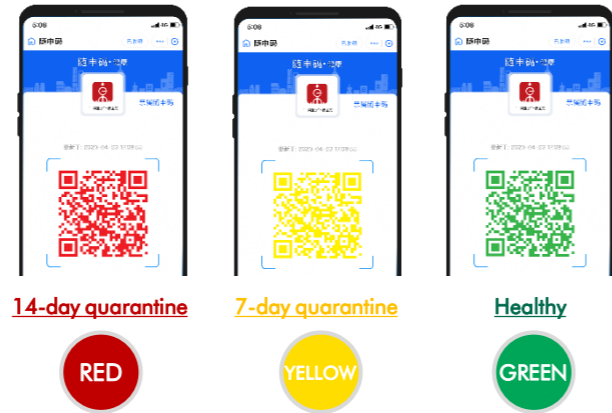
- **Public Transport** –
  - ✓ Over 400 cities partially ceased public transport services in late January and early February. Many cities prohibited car-hailing services to operate during February and March.
  - ✓ Subways reduced passenger volume and shortened operating hours. Passengers were not allowed to enter the Shanghai metro once capacity exceeded 50%.
  - ✓ Passengers were required to submit to temperature checks at the entrance of each station and must wear masks to ride buses or use the subway.
- **Sanitisation** – ( Example from the Beijing subway )
  - ✓ Operators must conduct hourly routine disinfection and five times daily deep disinfection of public areas, toilets, operating equipment and office areas of all subway stations.
  - ✓ Trains must be completely disinfected after every round trip.
  - ✓ Ventilation systems should utilize 100% outdoor air for 22 hours.
  - ✓ The disinfection of ventilation systems must take place two to three times per day instead of the usual once per day.
- **Air Travel** –
  - ✓ Passenger flights to Hubei Province were suspended on January 23, resuming only 63 days later.
  - ✓ Domestic flights between other provinces and cities were cut significantly. More than 10,000 domestic flights were cancelled every day of the the first week of February.
  - ✓ Border controls were tightened in late-March. From March 28, non-Chinese are not allowed to enter China. All inbound travelers must be cordoned off in a designated area of airports and submit to nucleic acid testing (NAT).
- **Public Venues** –
  - ✓ Stadiums, museums, libraries and parks were closed **from the end of January to late-March.** Museums and libraries remain closed in some cities where the risk of infection is still comparatively high.

# FACILITATE THE GRADUAL RESUMPTION OF WORK

Most companies had returned to work by late-March, with more than 90% of manufacturing plants resuming production and approximately 60% of office-based employees back in their place of work.\* The resumption of work has taken place gradually and remains subject to measures to prevent a second wave of COVID-19.

Enterprises engaged in key industries such as medical supplies, energy and logistics were first to resume production, doing so in early February. Although white collar workers were permitted to return to the office after February 9, most firms implemented home-working for the remainder of the month as part of Business Continuity Planning (BCP) and also to allow parents to supervise their children, who all at home due to nationwide school closures.

Companies have been required to form emergency committees to protect employee health and ensure business continuity, A widely adopted practice is a three-color health code on mobile phones. A green health code is required for employees to return to plants and offices.



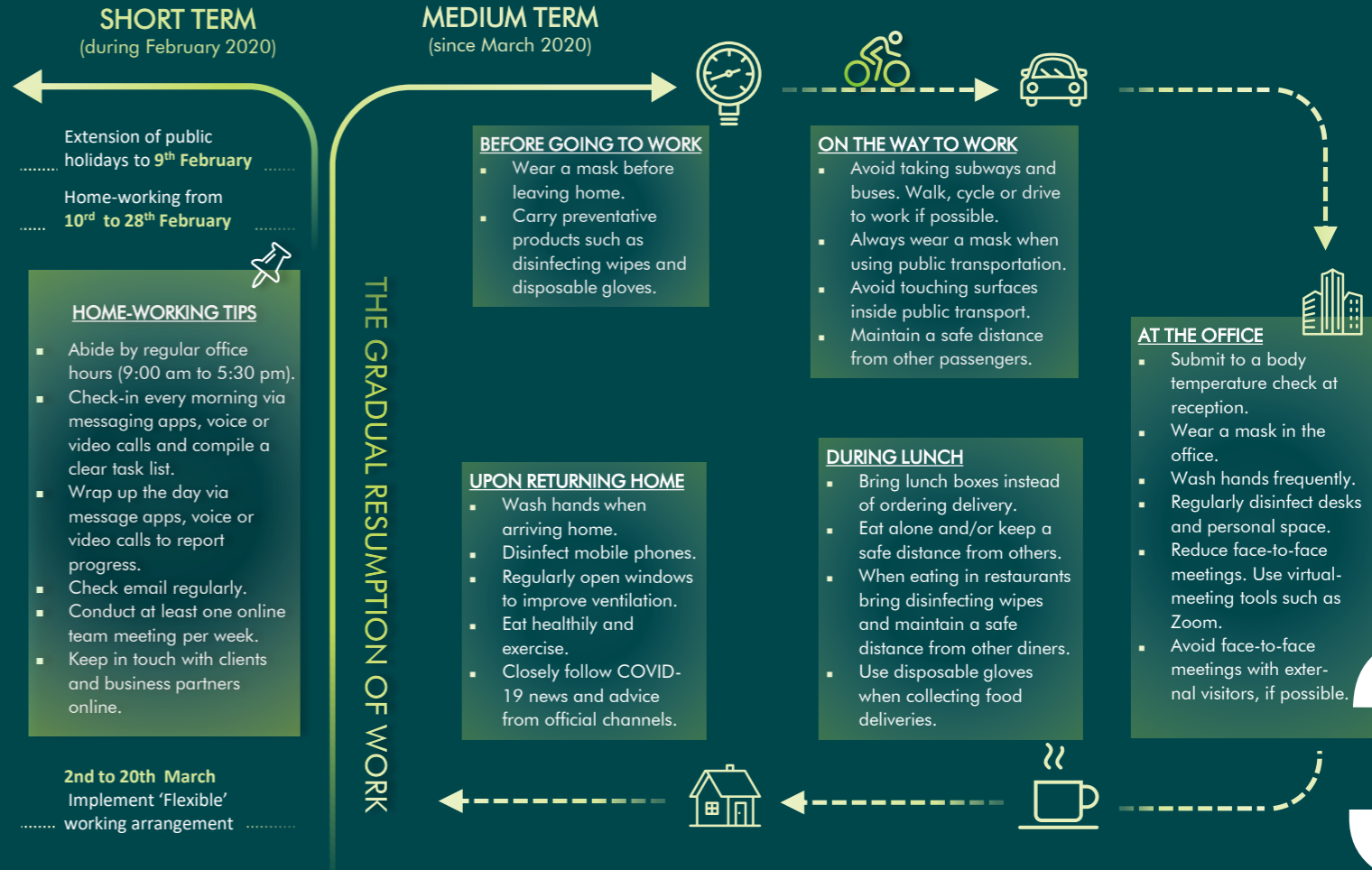
## GUIDELINES FOR MANUFACTURERS

- A checklist must be maintained to ensure all facilities are completely disinfected.
- A detailed work resumption plan must be submitted to the government.
- Masks, disinfectant, gloves, thermometers and other materials must be provided to employees.
- Employees returning from other cities must report their flight/trains numbers and health conditions and undergo 7-14 days of quarantine before returning to work.
- The cost of train tickets and other transportation to get staff back to work may be subsidised.
- Shuttle buses can be arranged for employees' daily commute. Staff can also be encouraged to drive, bicycle or walk to work instead of taking public transport.
- Temperature checks must be conducted on all persons entering facilities.
- Masks must be worn at all times in the workshop.
- Staff density must be maintained at low levels in the workshop and areas such as the canteen.

\* According to Ministry of Information and Information Technology of China, 99% of above-the-scale manufacturers have resumed production. According to Caixin nearly 60% of office-based employees have returned to the workplace.



## GUIDELINES FOR OFFICE WORKERS



# ENHANCE PROPERTY MANAGEMENT PROTOCOLS

“ Property managers have a crucial role to play in enhancing safety and mitigating the pandemic. In the longer-term, health and wellness will play a more prominent role in informing building design. ”

**EVAN CHOO**

*Executive Director,  
Head of Property management  
CBRE, China*

## CONDUCT DEEP CLEANING PRIOR TO THE RESUMPTION OF WORK

- Sanitise the entire building before opening it to the public.
- This may take as long as 4-5 days and will require a team of 15-20 specialists (assuming a building size of 50,000 sq. m. GFA).
- Deep cleaning must be performed monthly rather than annually. This is likely to raise property management costs.
- Hospital-grade disinfectant should be used to clean public areas every hour. The previous norm was to use general detergent to clean every two hours.

## ENTRANCE CONTROLS AFTER WORK HAS RESUMED

- Close building side-doors and only permit people to enter through the main entrance.
- Collect from each tenant a complete list of their staff and their date of return to the office.
- Establish a clear route for foot traffic in and out of the building and deploy additional staff to assist during peak hours.
- Set up a temperature screening area to ensure all visitors and employees of tenants are checked before entering the building.
- Require property management staff, employees of tenants and visitors to wear a mask.
- Ensure passenger density in elevators does not exceed 50% - 60% of capacity.

## VISITOR CONTROLS AFTER WORK HAS RESUMED

- The total number of visitors must be limited and all visitors must obtain approval before visiting.
- All deliveries should be left at the self-service express cabinet or the designated outdoor delivery booth and should not enter the office area.

## OTHER PREVENTIVE MEASURES

- Provide educational materials to tenants.
- Make hand sanitiser available in public areas.
- Create food ordering and delivery apps to support F&B retailers.
- Establish a holding room and route for suspected cases to minimise exposure to the general public.



## Take Proactive Steps to Protect Employees and Visitors and Minimise the Spread of COVID-19

- Set up an emergency committee led by senior management.
- Apply to the district government for approval to resume work.
- Compile a list of daily attendees and reduce office workstation density.
- Adopt flexible working practices but split employees into two or more groups.
- Perform temperature checks every day.
- Provide masks, gloves and hand sanitiser in reception areas.
- Require staff to wear masks in the workplace at all times.
- Install signs reminding staff to maintain good personal hygiene.
- Suspend activity-based working (ABW) and balance space utilisation with staff health and safety.
- Suspend non-critical business travel and events.
- Monitor the situation on an ongoing basis and adjust internal policies accordingly.
- Provide instructions on what to do if an employee develops symptoms.



# PROVIDE A SAFE ENVIRONMENT FOR SHOPPING AND DINING




While shopping malls and restaurants were allowed to reopen once the outbreak had been brought under control in their area, landlords have carefully evaluated the situation before resuming business. Providing a safe environment for shopping and dining, rather than increasing footfall and sales, has been the immediate priority. **CBRE advises shopping mall operators and tenants to adopt a '5D' strategy as they gradually resume business.**


One month after reopening (From late-February)	From late-March
<p><b>Detection</b> – Access to the mall or store can only be via the main entrance. Staff must be on hand to conduct temperature checks for all shoppers, all of whom must wear masks. Staff must also undergo temperature checks and wear masks at all times.</p>	<p>All or most shopping mall and store entrances are opened. Temperature checks are removed.</p>
<p><b>Disinfection</b> – At least one deep cleaning should be conducted per day. Public areas such as elevator buttons and escalator handles that are frequently touched by consumers should be cleaned at least once per hour.</p>	<p>Measures remain in place.</p>
<p><b>Density</b> – Shopper density should not exceed 10-15 s.q.m. per person (equivalent to 10% of the typical shopper density in a prime shopping mall before the outbreak). Restaurants must maintain a distance of more than 1 m. between each table and ensure capacity does not exceed 50%. Shoppers must maintain a distance of more than 1 m. on escalators while elevator capacity must be kept below 40%.</p>	<p>Density requirements are loosened but operators must continue to closely monitor in-store density and implement real-time controls,</p>
<p><b>Devices</b> – Equipment should be installed at main entrances to monitor shoppers' body temperature and general foot traffic. Face recognition technology should not be used as it requires shoppers to remove masks.</p>	<p>Measures remain in place.</p>
<p><b>Delivery</b> – Contactless delivery and payment should be adopted where possible to avoid COVID-19 transmission.</p>	<p>Measures remain in place.</p>

# LEVERAGE TECHNOLOGY TO MAINTAIN BUSINESS CONTINUITY


## HOME-WORKING TIPS




Begin your day by messaging colleagues via social media.




Participate in daily or weekly group videocalls with colleagues.



Maintain contact with clients and business partners via email and phone.



Provide regular updates to colleagues throughout the day.



Wrap up the day via messaging apps and report progress to your team leader.

Maintain Personal Connections • Team Collaboration • Stay Safe

## RAPID UPTAKE IN WORK-RELATED APPS SINCE THE OUTBREAK

Daily Usage ↑ 300%

**ZOOM**



User Numbers ↑ X10

**钉钉**  
DingDing



User Numbers 0 → 10000K

**腾讯会议**  
Tencent Meeting



82% of occupiers will adopt remote working as a key component of their Business Continuity Planning (BCP) after COVID-19, according to CBRE's latest 'China Occupier Flash Survey'.

REMOTE WORKING

## COVID-19 RESHAPES RETAIL

### Live-Streaming Is Linking Physical Retail To E-commerce



#### RETAILERS

- ↑ E-commerce platforms are using live-streaming to create a "see now, buy now" culture.
- ↑ Department stores and other retailers are partnering with key opinion leaders on sales promotions.
- ↑ 'Click-and-Mortar' grocery stores are rapidly gaining popularity.

#### CONSUMERS

- ✓ Shoppers are embracing the combination of entertainment and e-commerce.
- ✓ The format can cater to local preferences while facilitating online shopping.



LIVE-STREAMING



“ As visualising a built-out space without an on-site visit can be challenging, potential tenants prefer to visit sites in person. For occasions when this is not possible, there exist a range of 3D interactive tools enabling users to conduct virtual site visits to visualise how they might look in the real world. ”

LUKE MOFFAT

Regional Managing Director, CBRE, East China  
Head of A&T, CBRE, Greater China

VIRTUAL SITE VISITS



## MAINTAIN FINANCIAL MARKET LIQUIDITY

Since the end of January, the People’s Bank of China (PBoC) has injected approximately RMB 4 trillion (USD 570 billion) into the economy, a figure equivalent to 4% of GDP. Steps taken at the early stages of the outbreak were targeted at providing the market with necessary liquidity. Once the outbreak had largely been contained by the end of February, the focus shifted to maintaining social stability and reviving the economy. Now that COVID-19 has escalated and become a global pandemic, measures such as recently announced Reserve Required Ratio (RRR) cuts, Loan Prime Rate (LPR) cuts and extra quotas for re-lending funds are providing monetary support. As the current one-year LPR remains at 3.85%, the PBoC has ample room for further policy easing. Further interest rate cuts and open market operations are highly likely to be witnessed over the rest of the year.

### MONETARY MEASURES INTRODUCED BY THE CHINESE GOVERNMENT

#### MAINTAIN FINANCIAL MARKET LIQUIDITY AND STABILITY

- **Feb 3** - The PBoC pumps RMB 1.2 trillion (USD 170 billion) into the economy via reverse repo on the first working day after the Wuhan lockdown and the extended Chinese New Year holiday.
- **Feb 2** - China Securities Regulatory Commission issues a circular forbidding short selling in the A share market.

#### EXTEND CREDIT SUPPORT

- **Feb 5** - The PBoC launches a RMB 300 billion (USD 43 billion) special re-lending fund to support enterprises in the manufacturing, transport and medical supply sectors, at an effective interest rate of as low as 1.26%.
- **Feb 20** - The PBoC lowers the one-year LPR by 10 bps to 4.15%.

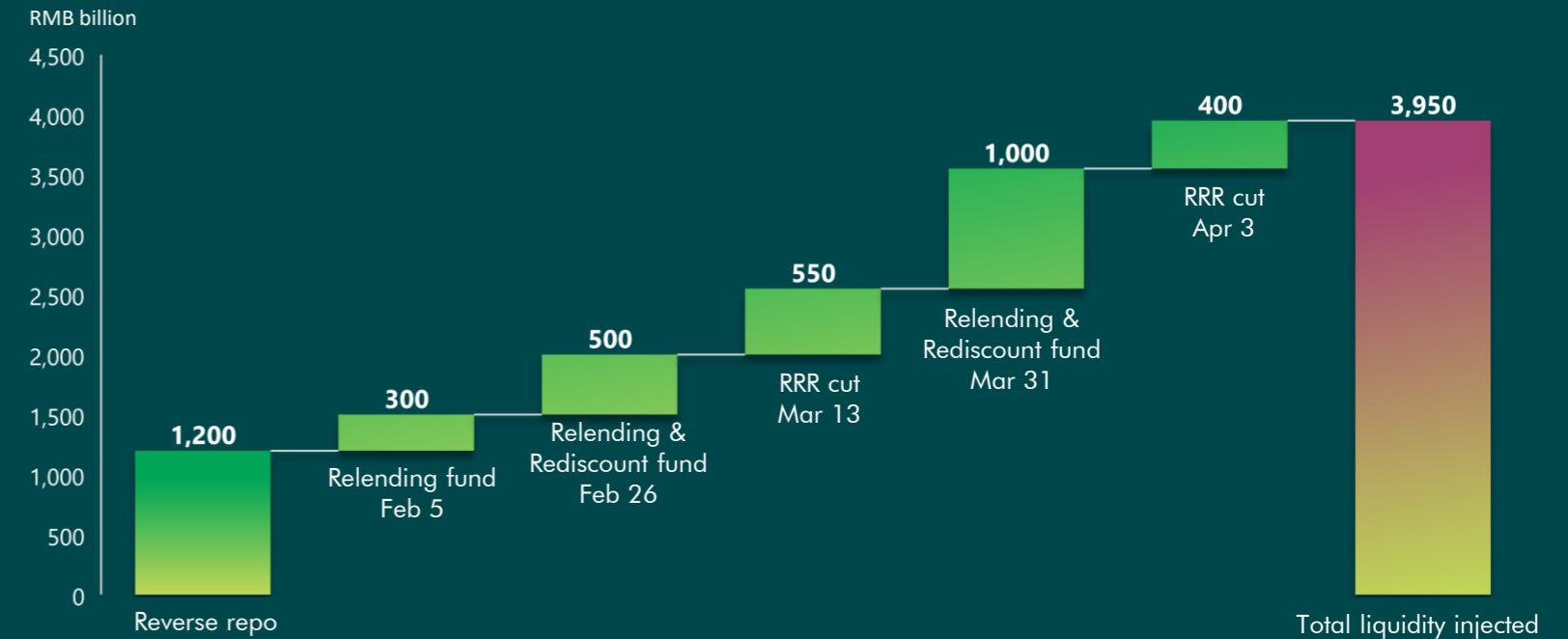
#### REVIVE THE ECONOMY

- **Feb 26** - The PBoC increases the re-lending and re-discount quota by RMB 500 billion (USD 72 billion) to support the resumption of business, especially SMEs, at the highest lending rate of 4.55%.
- **Mar 1** - The PBoC raises the re-lending and re-discount quota by RMB 1 trillion (USD 143 billion).
- **Apr 3** - The PBoC announces two consecutive RRR cuts by 50 bps each for targeted banks.

#### MAINTAIN SOCIAL STABILITY

- **Mar 1** - Loan interest and principal payments for SMEs seriously impacted by the outbreak are extended to Jun 30, 2020, with no penalties due.
- **Feb.** - Commercial banks permit individuals seriously affected by the outbreak to delay mortgage payments, with no penalties due.

EXHIBIT 1 – LIQUIDITY INJECTED BY THE PBOC SINCE THE OUTBREAK



Source: PBoC, CBRE Research, April 2020

# EXTEND RELIEF TO AFFECTED CORPORATES AND INDIVIDUALS

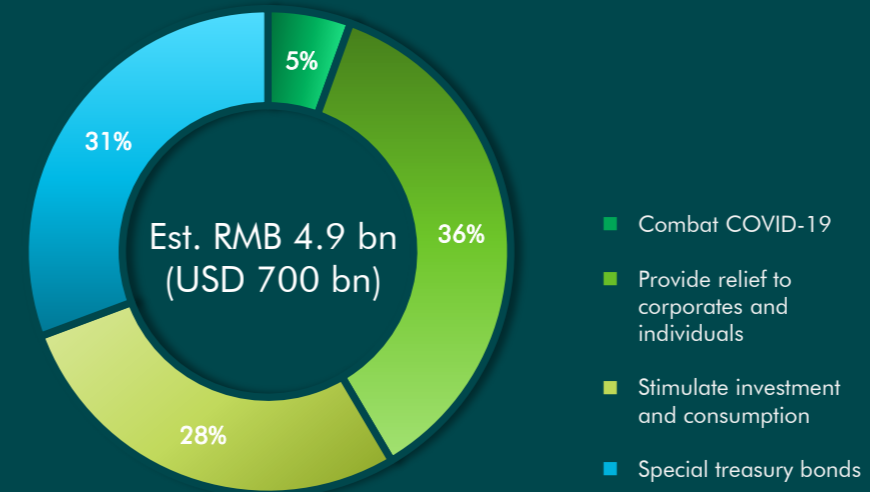
## EXHIBIT 2 – MAJOR FISCAL MEASURES BY THE CHINESE GOVERNMENT

	Tax Cut	Direct Fiscal Subsidy	Waiver / Reduction of Fees	Others
<b>Combat the COVID-19 outbreak</b>	<p><b>Value added tax (VAT):</b></p> <ul style="list-style-type: none"> <li>Full refund of carried forward excess input VAT balances for enterprises producing key supplies related to COVID-19 protection and containment</li> </ul> <p><b>Individual income tax (IIT)</b></p> <ul style="list-style-type: none"> <li>Exemption of IIT for bonuses and subsidies of medical staff involved in combating COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Free medical treatment for suspected and confirmed cases</li> </ul>		<ul style="list-style-type: none"> <li>50% interest discount for a RMB 300 billion special relending fund</li> </ul>
<b>Provide relief to corporate &amp; individuals</b>	<p><b>Value added tax (VAT):</b></p> <ul style="list-style-type: none"> <li>Full refund of carried forward excess input VAT balances</li> <li>Exemption for transportation, household services and express firms</li> <li>For small-scale taxpayers, VAT rate lowered from 3% to 1% (with a total exemption for enterprises in Hubei province) from Mar - May 2020</li> </ul> <p><b>Corporate income tax (CIT):</b></p> <ul style="list-style-type: none"> <li>100% expense deduction for equipment investment to expand production</li> <li>Extension of the carry-over period for losses incurred in 2020 from five years to eight years for catering &amp; hospitality, tourism and transportation industries</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in employers' social security health contribution by 50% for a maximum of five months from Feb 2020</li> <li>Exemption of SMEs' social insurance for a maximum of five months from Feb 2020</li> <li>Refund of social insurance and provision of subsidies to employers creating new jobs, and implementing no or limited layoffs in a number provinces and cities</li> </ul>	<ul style="list-style-type: none"> <li>Lowering of power tariff by 5% during Feb – Jun 2020, and 10% during Feb and Mar for vulnerable industries</li> <li>Lowering of water and gas rates in a number of provinces</li> <li>Return 80% of the quality deposit to tourist agencies</li> <li>Subsidies for the needy</li> <li>Rental rebates (1-3 months) by state owned landlords</li> </ul>	<ul style="list-style-type: none"> <li>Allow employers to delay housing provident fund contributions before 30 Jun</li> <li>Allow delayed payment of water and gas rates in a number of provinces</li> <li>Allow the postponement of tax filings by three months</li> </ul>
<b>Stimulate investment &amp; consumption</b>	<ul style="list-style-type: none"> <li>Extension of the exemption of purchase tax for new energy cars, along with related subsidies</li> </ul>	<ul style="list-style-type: none"> <li>Issue consumption coupons to households from local governments</li> </ul>		<ul style="list-style-type: none"> <li>Add more quotas for special local government bonds for infrastructure investment</li> </ul>

Source: Government Website, CBRE Research, April 2020

## EXHIBIT 3 – PROPOSED AND POTENTIAL FISCAL STIMULUS PACKAGE

Source: Government website, CBRE Research, April 2020



The Chinese government's fiscal measures have been relatively modest compared to those introduced by Western countries, which in some cases have exceeded 10% of GDP. China's approach has been to contain the COVID-19 outbreak, provide relief measures to the vulnerable and help employers retain their staff.

However, as COVID-19 has escalated into a global pandemic, policymakers have decided to take several additional steps including raising the target fiscal budget deficit ratio, issuing special treasury bonds and adding quotas for special local government bonds.

These steps are intended to support impacted businesses and individuals and boost infrastructure investment and consumption. CBRE estimates the proposed and near-term potential stimulus could total around 5% of China's GDP, a figure that still leaves further room for expansion.

# OFFER RENT ABATEMENT TO COMMERCIAL TENANTS

Shopping mall landlords were among the first to take action to relieve the impact of the pandemic on tenants, with many groups providing long rental holidays. The government also directed State-owned Enterprises (SOEs) to offer rental relief to SMEs leasing their offices and warehouses.

EXHIBIT 4 – RELIEF MEASURES PROVIDED BY LANDLORDS (Feb – Mar 2020)

	Office	Retail	Logistics
Rental holidays and discounts	●	●	●
Fit-out period extension	●	●	●
Additional Rent-free period	●	●	●
Delayed rental payments	●	●	●
Lease restructuring	●	●	○
Exemption and discount of service charges	○	●	○

● Widely applicable   
 ● Applied by some landlords   
 ○ Not or rarely applicable

## RENTAL HOLIDAYS AND DISCOUNTS

- RETAIL** – Rental holidays and discounts (50% deduction) ranging from **two weeks to two months for all tenants** were announced by major shopping mall landlords one week after the Wuhan lockdown. Upon expiry of these measures, selected trades that were required by the government to close for a prolonged period, such as cinemas and KTVs, received extensions to their 100% rental reductions. Landlords also continued to provide rental discounts to some F&B tenants.
- OFFICE** – State owned enterprises (SOEs) were instructed to **provide one to three months’ free rent (100% rebate) and two to three months’ of 50% rent (optional)** to private SMEs. **In Hubei province**, the rental holiday was extended to **three months** followed by **six months** of 50% rental discounts. While private landlords did not announce any one-size-fits-all rental relief schemes, they conducted rental holiday negotiations with tenants on a case-by-case basis.
- LOGISTICS** – As the least impacted sector, rental holidays for warehouses were only provided in Hubei province. These ranged from **0.5 to 2 months** and were offered by selected private landlords. SOEs were also instructed to provide rental holidays for their warehouses across the country.

## OTHER RELIEF MEASURES

- Extension of fit-out periods** have been offered by landlords in cases where a tenant’s fit-out schedule was disrupted and delayed by the pandemic.
- Additional rent free periods** were included in some new leases on a case-by-case basis.
- Delays to rental payments** were accepted by some landlords. However, rental collection could emerge as a challenge for landlords as a large number of SMEs (which can account for up to 30% of tenants in some office buildings) are currently unwilling or unable to pay rents.
- Lease restructuring** has been observed in the retail sector. Some landlords have agreed to retailers’ proposals to covert terms in existing agreements to 100% turnover rents in 2020, compensated for by a rental escalation in subsequent years.

“ 51% of occupiers in China have held discussions with landlords about direct rental reductions. 31% have been offered some degree of relief measures ”

CHINA OCCUPIER FLASH SURVEY  
CBRE Research, April 2020



## ADOPT A CO-ORDINATED APPROACH

EXHIBIT 5 – RESUMPTION OF BUSINESS AND ECONOMIC ACTIVITY /as of end-March 2020

Power Usage	Above-the-scale manufacturers	Small & medium manufacturers	Freight traffic (FTL)	Number of flights
96%	99%	76%	92%	42%

Source: National Energy Administration, Ministry of Industry and Information Technology, Civil Aviation Administration, G7 Big Data, CBRE Research, April 2020

The COVID-19 outbreak has had a severe short-term impact on the Chinese economy. GDP fell by 6.8% y-o-y in Q1 2020, the first contraction since 1992, while fixed asset investment, retail sales and foreign trade declined by 16% y-o-y, 19% y-o-y and 6.4% y-o-y, respectively.

Lockdown measures and physical distancing have restricted household and business activity, causing disruption to the commercial real estate market. Net absorption fell into negative territory across several key property sectors in Q1 2020, with office and retail base rents dipping by 1-3% in most markets.

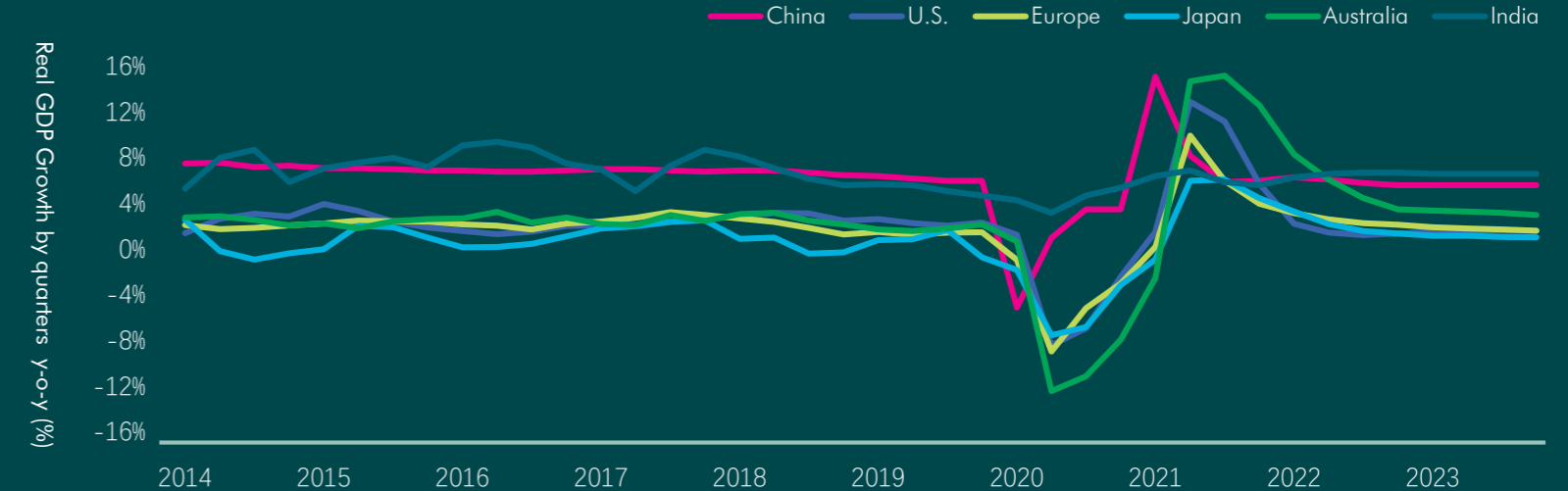
As China was the first country to be affected by COVID-19, it is further along the path to recovery compared to other markets, where the outbreak is only just beginning to peak. China's adoption of a co-ordinated approach to containing the pandemic appears to have shielded the economy from a deep and prolonged downturn. Key indicators of business activity such as power usage and freight traffic had almost returned to pre-outbreak levels by the end of March.

The real estate market has also displayed signs of recovery. Logistics leasing demand improved in March, driven by requirements from online grocery stores. In the office sector, domestic TMT companies have resumed expansion plans in several major cities, while several foreign institutions have set up offices in Beijing and Shanghai. Shopping mall footfall has recovered to 50% of pre-outbreak levels, compared to 20% in early March. In the capital markets, domestic institutions are beginning to return to purchasing mode, supported by lower interest rates.

Domestic GDP growth is forecast to turn positive in Q2 2020 or Q3 2020, followed by a significant rebound in 2021. This is likely to strengthen China's appeal as a suitable location for multinationals to restart capex and for cross-border investors to deploy capital.

EXHIBIT 6 – GDP FORECAST FOR MAJOR ECONOMIES

Source: Oxford Economics, April 2020



“ CBRE expects economic growth to rebound sharply in the second half of this year, supported by pent-up demand, particularly for regional travel and retail consumption. While a general real estate recovery will follow, the commercial sector may lag behind. In the medium-to long-term, the pandemic will lead to stronger occupier demand for buildings with environmental and wellness features; the accelerated adoption of flexible working practices and the use of PropTech; and surging demand for data centres and cold storage. ”

DR. HENRY CHIN

Head of Research, CBRE, APAC/EMEA

# READINESS ASSESSMENT CHECKLIST



China's response to the COVID-19 outbreak		Week 1 Outbreak and Lockdown	Week 1 – Week 3 Home-working	Week 4 – Week 12 Flexible Working	Week 13 - Return to Normal
<b>Government</b>	Announce public health emergency response	✓			
	Close office buildings and other public venues	✓	✓		
	Fully or partially stop public transportation services; shorten operating hours; enhance disinfection, temperature checks and passenger control measures	✓	✓		
	Set up requirements and procedures for re-opening buildings and resuming work		✓	✓	✓
	Lower public health emergency response level			✓	
	Gradually restart public transportation services, extend operating hours; loosen passenger controls but continue to execute enhanced disinfection and temperature checks		✓	✓	✓
<b>Landlords</b>	Set up an emergency committee and formulate a contingency plan	✓	✓		
	Prepare epidemic prevention materials such as masks, disinfectant, gloves, temperature screening equipment (touchless) and hand sanitiser (touchless), etc.	✓	✓		
	Conduct cleaning of entire buildings prior to re-opening		✓		
	Set up visitor control protocols (e.g. registration, temperature test, traffic control)		✓	✓	✓
	Set up regular disinfection plan (e.g. hourly disinfection of public areas, monthly deep cleaning, etc.)		✓	✓	✓
	Set up a designated holding room and route for suspected cases to exit the building		✓	✓	✓
	Submit applications to re-open buildings and obtain government approval		✓		
	Communicate and coordinate with individual tenants regarding work resumption arrangements		✓	✓	✓
<b>Tenants</b>	Set up an emergency committee and review and execute Business Continuity Planning (BCP)	✓	✓	✓	✓
	Prepare technology to support remote/home working		✓	✓	✓
	Prepare remote working tips and distribute these to staff		✓		
	Obtain work resumption approval from the government		✓	✓	
	Register the health status and travel history for all staff		✓	✓	✓
	Ensure staff travelling from other cities complete quarantine before returning to the office			✓	✓
	Prepare masks, disinfectant, gloves and hand sanitiser in the workplace for employees		✓	✓	✓
	Reconfigure workplaces (e.g. density, suspend ABW, formulate seating plans based on fixed workstations, enhanced cleaning, etc.)		✓	✓	✓
	Encourage and formulate plans for flexible working and staff rotation (Team A / B)			✓	✓
	Prepare workplace protocols for distribution to staff and display in the workplace		✓	✓	
	Purchase touchless temperature screen equipment and set up temperature testing areas at reception		✓	✓	
	Provide instructions on what to do if staff develop symptoms and activate emergency plans			✓	✓

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This report was prepared by the CBRE Greater China Research Team, which forms part of CBRE Research—a network of preeminent researchers who collaborate to provide real estate market research and econometric forecasting to real estate.

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