REOPENING THE WORLD'S WORKPLACES

TODAY'S GOALS:

- Learn the principles of how to plan your reopening

- Provide you with some tools, playbooks and checklists

- Provide you with a credible research source

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REOPENING THE WORLD'S WORKPLACES

AGENDA:

- Business Leaders and Employees

- Facility Operators

- Building Managers

- Restaurants and Retail

BUSINESS LEADERS & EMPLOYEES

WHAT YOU CAN DO NOW

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Demand Planning *manage volume*	HR Policies & Benefits *define and expand options*	Working in the Office *operating guidelines*	Working at Home (WAH) *guidelines to extend WAH*	Workforce Preparation *communication and training*
• Determine who needs to return and at what frequency to manage space utilization • Validate critical business operations, department adjacencies and team dynamics to prioritize office occupancy • Stagger access to the office based upon business needs • Expand work day/work week operations to decrease peak entry/exit	• Plan for how and who will tell employees to go home if they are exhibiting symptoms • Update/develop sick leave and extended leave policies to accommodate those who need to stay home until they are healthy and can safely return to the office • Determine how the organization will handle employees who are deemed critical to return to work but may be unwilling or apprehensive to do so	• Develop practical guidelines for working in the office (e.g. DIY cleaning, use of amenities & meeting spaces, etc.) • Develop guidelines for social distancing (e.g. meeting size limits, identification of "no sitting/gathering" areas, protocols for safe entry/exit, etc.) • Determine how the office will respond if individuals are diagnosed after returning to work (e.g. full shutdown again, blocking off an area floor, temporary work at home, etc.)	• Provision for extended work from home (e.g. update policy, routines, furniture and equipment) • Update/develop flexible work policies to accommodate those who need to stay home to care for household members that are "at risk", or require additional considerations and accommodations • Develop and deliver comprehensive training materials for managers who will maintain remote work teams	• Develop standard communications that will be used by individual(s) to inform others when/if this happens and next steps • Develop a "Welcome back" campaign to boost morale and set the culturally appropriate tone for returning to the office • Create outlets (e.g. virtual company-wide platform) for employees to pose questions, concerns, or recommendations • Provide access to resources in coordination with updated HR policies and benefits
Occupancy Demand Analysis Return-to-the-Office Occupancy Plan	Policies & Benefits Audit Identify & Define New Options	Office Operating Protocols (based on best practices)	WAH Policies, Guidelines & Toolkit Remote Workforce Management Training	Educational Campaign & Communications Plan

RETURN TO WORK OCCUPANCY PLAN EXAMPLE

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ESTABLISHING OUR REOPENING PLAN

IMPORTANT: Leaders must remain prepared **at all times** to manage an exposure concern or address changes in community status that might affect work location decisions to remain open. Ensure that all Welcome Team members understand their roles and remain familiar with response protocols.

Criteria Met	WEEK 1	WEEK 2	WEEK 3 +	Recurring Status Review
• Clock starts on reopening timeline with all criteria met • Community readiness criteria are met. (state /provincial opening guidelines) • Within Advisory Services, all MDs must obtain approval from Werner Dietl and the Americas Chief Operating Officer to reopen a specific Advisory office	• "Readiness teams" return to ensure facility readiness	• Return of a small percentage of employees whose roles **require** being in the office • Test week to operationalize return to work • Others will continue working from home • Access to the office must be pre-approved by MD and OOM leader	• A percentage of Green/ Gold groups will be allowed to work at the office during alternating weeks, **but are encouraged to work from home** if their role allows them to do so productively • Continued guidance to work from home if possible • Return to the office not mandatory for Green/ Gold team members	• Continuous status review process • Update guidance and processes as appropriate • It may take several months to return to normal office capacity

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OFFICE OCCUPANCY STANDARD

Example floor plan draft

LEGEND
- 6' SOCIAL DISTANCING RADIUS
- PATH OF TRAVEL
- NOT AVAILABLE FOR USE
- AVAILABLE FOR SINGE USE

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DEMAND PLANNING

WELCOME

On-Site Personnel Green Team Gold Team

During the first several weeks of return to work, MDs and OOMs will encourage all Green and Gold team members to continue telecommuting if their jobs allow them to do so productively.

Two reusable masks for every employee will be provided
Two single-use masks per day per employee for on-site personnel who handle mail, food or other high-touch items

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FAQS - OFFICE PROCESSES & PROTOCOLS HIGHLIGHTS

SOCIAL DISTANCING PRACTICES:
- Six-foot social distancing throughout the office is required
- Limited capacity in common areas and meeting rooms
- meetings, including internal meetings, by Zoom at the desk
- Employees will be asked to eat at their desks. Shared appliances such as the microwave, fridge will be unavailable. Coffee machine will be available

AM I REQUIRED TO WEAR A MASK IN THE OFFICE?
- If a local or provincial government mandates the usage of masks in offices, you will be required to comply
- Masks are encouraged when commuting to and from work, when leaving the office to pick up food or run errands and when moving throughout the building
- Importantly, any employee who wants to wear a mask, even if not mandated, is welcome to do so

CLEANING PROTOCOLS?
- Enhanced cleaning protocols will be put into place, such as providing disinfecting wipes and increased cleaning of common areas
- Recently used desks will be marked as unavailable so employees can avoid those spaces

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FACILITY OPERATORS

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Occupancy Management *decrease density*	Furniture, Equipment, & Accessories *reconfigure and re-provision*	Office Services *recalibrate support levels*	Food & Beverage Services *revise options and facilities*	Janitorial Services *frequent and visible protocols*
• Reconfigure for lower density and increase physical distance by decommissioning spaces • Declutter the office to facilitate easier, more thorough cleaning of individual desks, meeting rooms and shared areas • Adapt meeting room reservations (and desks in shared environments) for one use or occupancy limits to allow for re-cleaning in between use	• Reconfigure to increase linear distance between open desks; re-orient desks to maximize directional separation • Install practical (not decorative) barriers between work settings to facilitate minimum safe separation • Apply antimicrobial surface shields and self-cleaning adhesive surfaces (e.g. NanoSeptic) on high touch surfaces	• Calculate requirements for needed sanitation products and begin procurement process now (e.g. room sanitation kits) • Ensure mail and deliveries are left untouched for at least 24 hours • Ensure proper Personal Protective Equipment (PPE) is available to staff working in any services capacity in the office	• Convert cafeterias to grab and go only and/or provide delivery of food and beverages • Remove self-service food and beverage equipment to prevent the spread of germs • Adapt food service options as needed based on expanded and changing work routines	• Increase cleaning of all surfaces in high-touch areas (doorknobs, handles, stair rails beverage dispensers, etc.) • Plan "gap time" between all room bookings to allow for cleaning between uses • Promote transparency in enhanced cleaning methods, protocols and products
Occupancy Standards for Lower Density Meeting Room Protocols	Furniture Audit Cost Effective Modification Recommendations	Roles, Responsibilities, & Workflows for Office Services	Food & Beverage Strategy	Supply Chain Readiness Cleaning Protocols & Communications

BUILDING MANAGERS

WHAT YOU CAN DO NOW

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Infrastructure Maintenance
safe services

- Evaluate all core building assets, systems, and solutions for critical work resets at lower loads
- Ensure essential staff has appropriate direction and PPE
- Develop separate plans for work in 'occupied' and 'unoccupied' areas of the building

Security, Screening & Compliance
occupant certification

- Provision for high volume funneling and screening of employees and visitors
- Ensure cross-tenant alignment & attention to EEOP/HIPAA medical protocols for temperature screens
- Promote self screening and stay at home procedures

Building Ingress & Egress
safe and efficient protocols

- Map safe routes into and out of the office through the elevator, and into the tenant suite
- Expand workday and work week routines to facilitate staggered and changing access
- Develop contingency plans for heightened risk in the building or access to the building (public transportation)
- Consider building enhancements to touch-free access (e.g. doors, turnstiles, sinks, etc.)

HVAC Systems
increase ventilation

- Evaluate HVAC system to maximize the safe exchange of outdoor air
- Explore supplemental solutions such as ionization and UV for enhanced purification
- Upgrade document, and communicate to employees improvements in air circulation and filtration

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'Safe Working' Campaign

Tenant Screening Process

Building Protocols for Ingress/Egress

Systems Audit for Touch-free Upgrades

MEP Engineering & Indoor Air Quality (IAQ) Audit

RETAIL

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Plan

Asses COVID-19-related impacts to in-store operations and physical layout.

- **Analyze Floor Plan:** Distancing "hot spots", fixture placement, operational changes
- **Shape Customer Journey:** Modify customer traffic and queuing patterns
- **Analyze Operations:** Back-of-house, receiving, cleaning
- **Support Path to Opening Strategy:** Leadership, training, messaging

Return to Work Plan

Prepare

Implement operational changes and physical adjustments that align to Client's reopen strategy:

- **Deep Cleaning**
- **Hygiene:** Training and certification for employees
- **Commission HVAC:** Increase air changes, redirect airflow, filter, disinfection
- **Installations:** Plexiglass shields, wayfinding, hand sanitizer, no-touch hardware, signage

Trained and prepared Staff

Space readiness for Customers

Reconfigure

Design and build long-term physical adaptations to store.

- **Site:** wayfinding, lot reconfigure/restripe, BOPIS
- **Exterior:** Secondary entrance pick-up zone
- **Sales Area**: Fixture layout change/replace, POS relocations
- **Back-of-House:** Restroom upgrades, breakroom enhancements
- **Stock Room:** reconfigure for storage, returns, BOPIS

Established customer service model

RESTAURANTS

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Now is the time to:
- Prepare a Plan for Relaunch
- Implement changes to poise for Business Recovery
- Protect your cash flow and seek additional capital
- Modify how you engage with guests and patrons

Capital Management	Operational Adjustments	Messaging + Communication	Triage Business Strategies
• Use a "fast follow" approach • Plan for second wave	• Establish Social Distancing Guidelines • Develop Pickup and Delivery procedures • Service in the Era of Social Distancing • Reopening Menu approach • Safety and Sanitation • Front of House Sanitation	• Onsite Premise Strategies • Signage and Visual Communications • Digital and Social Media	• Business Diversification • Delivery options • Virtual Restaurants • Ghost Kitchens • Curbside Pickup • Restaurant Provisions • Private dining • Expanded catering • Grocery Store partnerships
Preservation of capital	Reopening Plan Trained and prepared Staff	Customer Engagement Customer Confidence through Social Channels	Alternative Revenue Sources

https://www.cbre.com/covid-19