



RECOVERY READINESS PLATFORM SOLUTIONS

April 2020



WHAT'S NEXT

TOOLS & SERVICES TO ACT NOW

Recovery Readiness: Solutions that Leverage Cushman & Wakefield's "How-To" Guide to Reopening



RESPOND

- Portfolio Administration support for rapid response to key lease clauses
- Lease modification services for rent relief and renegotiation
- Virtual market/site tours and leasing
- Experience per Square Foot (XSF) learnings for productivity and **XSF@Home surveys** for WFH employees
- Facility cost containment
- Valuation & Advisory services
- Distressed asset resolution

REOPEN

- Health, Safety, Security and Environment (HSSE) assessments and best practices
- Space planning for social distancing; **6 Feet Office**
- Project and Program management to modify workspaces
- Enhanced cleaning protocols and procurement of critical supplies
- Ongoing employee engagement via XSF

REIMAGINE

- Facilities Management, Health and Safety in a new business as usual environment
- People, **Change Management** and Future Work Pattern development
- Workplace Strategy
- Portfolio and Location Strategy
- Technology assessment and enablement
- Environmental influences

SHORT TERM: THE SAFE SIX WORKPLACE READINESS ESSENTIALS

1. PREPARE THE BUILDING

2. PREPARE THE WORKFORCE

3. CONTROL ACCESS

4. CREATE A SOCIAL DISTANCING PLAN

5. REDUCE TOUCH POINTS & INCREASE CLEANING

6. COMMUNICATE FOR CONFIDENCE

**THE SAFE SIX:
WORKPLACE READINESS ESSENTIALS**

The migration from furloughed and Work From Home (WFH) workforce back to places of business will look different for every organization. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers make sure they are prepared to receive their workforce—and make sure their employees are prepared? Faced with many of the same challenges, owners and occupiers have a unique opportunity to come together, following a handful of operational guiding principles to help navigate the return to the workplace.

01 PREPARE THE BUILDING
Cleaning plan, pre-visit inspections, HVAC & mechanicals checks

- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire, Life Safety systems
- Clean with products from approved lists from governing authorities
- Engage contractors with Owner/Landlord requirements address
- Engage vendors in task-to-work plan
- Review and update plans regarding changes to cleaning scope in any additional services
- Ensure all inspections, remediations, repairs and communications are completed before reopening

02 PREPARE THE WORKFORCE
Policies for deciding who returns, when, schedule management, employee communications

- Minimize anxiety of returning to the workplace through change management planning and communications
- Consider why people can benefit from returning to work
 - Productivity from proximity to colleagues, recalcitrant amenities, and work tools & resources
 - Consider why people can benefit from continued WFH
 - Health and family priorities, reduced commute time, technology enables WFH without loss of productivity
- Develop and integrate detailed plan to how to return to work
- Advise on alternate means of safe commuting
- Provide and spot reminders of social distancing and cleaning protocols

03 CONTROL ACCESS
Protocols for safety and health checks, building reception, shipping/receiving, elevators, visitor policies

- Control the entry points including entrances
- Reconfigure seating and lobby areas for social distancing
- Install physical shields as appropriate
- Clearly communicate building protocols through signage and floor markings
- Clearly communicate building protocols through signage and floor markings
- Control temperature screening
- Provide suitable PPE as appropriate
- Disable touchscreens

04 CREATE A SOCIAL DISTANCING PLAN
Decreasing density, schedule management, office traffic patterns

- Consider phasing based on roles and priorities, including tempo workers if needed
 - Allowing work weeks in the office and WFH
 - Staggered arrival/departure times
- Encourage teams to negotiate their own "official" schedules
- Introduce planning to support social distancing in Key Office Functions
- Monitor space usage
- Specify seating assignments for employees to ensure staff adhere to minimum work distances
- Re-design spaces, alternate desk/tables with, etc. for social distancing
- Add panels between desks including height adjustable panels for all/used desks
- Enforce stringent cleaning protocols for shared spaces
- Reduce density of spaces—e.g., remove some chairs from large conference rooms
- Provide covered use of small rooms and convert them to single-occupant use only
- Designate and signpost the location of touch points in main circulation paths

05 REDUCE TOUCH POINTS & INCREASE CLEANING
Touchless ingress/egress, clean desk policy, foot plan, cleaning common areas

- Implement enhanced cleaning and disinfecting practices
- Supply disinfectants near or on each desk or work area, particularly those that are shared
- Remove food/beverages - consider rethinking with single-serving items
- Enable DIY cleaning through hand sanitizer, disinfectant wipes, and other such products
- Sanitize all high-touch areas, including office, conference rooms, breakroom, cafeteria, restrooms, and other areas prior to opening. Strongly encourage equipment use in working order
- Limit in person meetings
- Consider how to use or reconfigure, restrooms, elevators and other fittings
- Remove high-touch shared tools such as whiteboard markers, remote controls, etc.
- Institute a clean-desk policy
- Create accurate, designated storage areas for personal items
- Designate a specific enclosed room to locate any person identifying themselves with symptoms

06 COMMUNICATE FOR CONFIDENCE
Recognize the fear in returning, communicate transparency, listen/survey regularly

- Ensure leadership alignment on re-entry
- Ensure a trusting and transparent culture
- Clearly set workplace expectations with an emphasis on keeping their feet secure
 - Ability to work WFH positions and incentives
 - Quiet and stress posture
 - Employee threat posture
 - Self-protection regarding illness, support for caregivers, etc.

MOST IMPORTANTLY - Constantly reinforce hand washing, social distancing and staying home when ill.

1. PREPARE THE BUILDING



CLEANING PLANS, PRE-RETURN INSPECTIONS, HVAC & MECHANICALS CHECKS



- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire/Life Safety systems
- Clean with government-approved products
- Partner with building owners/Landlord to ensure compliance with owner requirements/policies
- Engage vendors in back-to-work plan
- Review and prepare plans for client/owner approval regarding changes to cleaning scope or any additional services
- Ensure all inspections, remediations, repairs and communications are complete before reopening



2. PREPARE THE WORKFORCE



POLICIES FOR DECIDING WHO RETURNS, SHIFT/SCHEDULE MANAGEMENT, EMPLOYEE COMMUNICATIONS

- Develop and execute detailed plan on how to return to work
- Phased return based on roles and priorities, including temp workers if needed
 - Alternate workdays between the office and WFH
 - Stagger arrival/departure times
 - Enable teams to negotiate their own 'in-office' schedules
- Evaluate why/how some employees benefit from returning to the office
 - Productivity from proximity to colleagues; socialization; amenities; and work tools and resources
- Evaluate why/how some employees benefit from continued WFH
 - Health and family priorities; reduced commute time; technology enables WFH without loss of productivity
- Advise on alternate means of safe commuting
- Prepare and post reminders of social distancing and cleaning protocols



3. CONTROL ACCESS



PROTOCOLS FOR SAFETY AND HEALTH CHECKS, BUILDING RECEPTION, SHIPPING & RECEIVING, ELEVATORS AND VISITOR POLICIES



- Control the entry points including deliveries
- Reconfigure gathering and lobby areas for social distancing
- Install plexiglass shields as appropriate
- Clearly communicate building protocols through signage and floor markings
- Consider temperature screening
- Provide sanitizer, wipes, PPE as appropriate
- Disable touchscreens



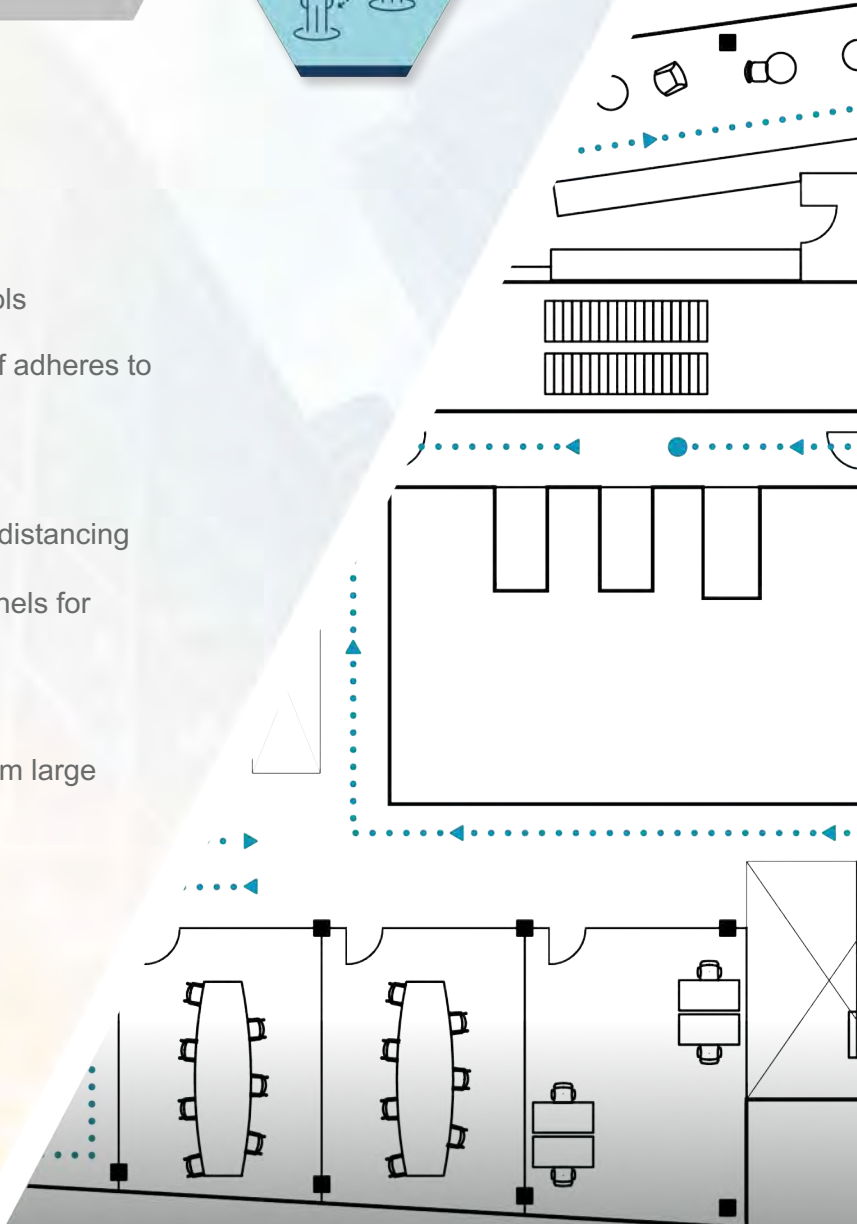
4. CREATE A SOCIAL DISTANCING PLAN



DECREASING DENSITY, SCHEDULE MANAGEMENT, OFFICE TRAFFIC PATTERNS



- Plan to support social distancing, i.e. 6 Feet Office protocols
- Specify seating assignments for employees to ensure staff adheres to minimum work distances
- Monitor space usage
- Redesign spaces, alternate desk/chair use, etc. for social distancing
- Add panels between desks including height adjustable panels for sit/stand desks
- Enforce stringent cleaning protocols for shared spaces
- Reduce capacity of spaces—e.g., remove some chairs from large conference rooms
- Prohibit shared use of small rooms and convert them to single-occupant use only
- Designate and signpost the direction of foot-traffic in main circulation paths



5. MANAGE TOUCHPOINTS & INCREASE CLEANING



TOUCHLESS INGRESS/EGRESS, CLEAN DESK POLICY, FOOD PLAN, CLEANING COMMON AREAS



- Sanitize all workspace areas, including office, conference rooms, breakrooms, cafeteria, restrooms, and other areas prior to opening; maintain enhanced cleaning and disinfecting practices
- Remove high-touch shared tools such as whiteboard markers, remote controls, etc.
- Supply disinfectants near or on each desk and work area, particularly those that are shared; stock hand sanitizer, disinfectant wipes, etc.; enable DIY cleaning
- Install low-touch or no-touch switches, doors, drawers and other fittings; ensure appliances and equipment are in working order
- Designate a specific enclosed room to isolate persons identifying themselves with symptoms
- Remove open food and beverages; consider replacing with single-serving items
- Limit in-person meetings/gatherings in the office
- Institute a clean desk policy; create secured, designated storage areas for personal items

6. COMMUNICATE FOR CONFIDENCE



RECOGNIZE THE FEAR IN RETURNING, COMMUNICATE TRANSPARENTLY, LISTEN/SURVEY REGULARLY



- Ensure leadership alignment on re-entry strategy
- Clearly set employee expectations, with an emphasis on making them feel secure
- Establish two-way communication
- Create a trusting and transparent culture
- Articulate Return to Work and Work from Home policies and benefits
 - Guest and visitor policies
 - Employee travel policies
 - HR policies regarding illness, support for caregivers, etc.