April 27, 2020

REOPENING THE WORLD'S WORKPLACES

COVID-19 CORPORATE REAL ESTATE & FACILITIES EXECUTIVE PLAYBOOK

CBRE

IMPORTANT NOTICE

All of CBRE's COVID-19 related materials have been developed with information from the World Health Organization, the Centers for Disease Control & Prevention (and similar global organizations), public health experts, industrial hygienists, and global subject matter experts across CBRE and our strategic suppliers. Our materials may not be suitable for application to all facilities or situations.

Ultimately, occupiers and landlords must make and implement their own reopening decisions for their individual stakeholders and facilities. CBRE's guidance is intended to help facilitate those discussions and expedite the implementation of those decisions once made by the client. We make no representations or warranties regarding the accuracy or completeness of these materials. CBRE cannot ensure safety and disclaims all liability arising from use of these materials.

PREFACE

Corporate Real Estate and Facilities (CRE&F) executives and their teams are poised to lead the way in reopening the world's places of work.

To continue supporting our clients in what may ultimately be the most important undertaking to date for our industry, CBRE has prepared a ***COVID-19 CRE&F Executive Playbook*** to address the full spectrum of COVID-19 considerations and recommendations—from enterprise strategy, to welcoming employees back to the workplace, to long-term workplace evolution.

As the world's leading full-service provider of corporate real estate and facilities services, CBRE has had the unique opportunity to collaborate across borders, functions, and lines of business to develop the intellectual insights and thoughtful guidance our clients need now. As the COVID-19 situation evolves daily, this guidance will be kept current to address new and emerging needs.

And as a company whose cornerstone is ***Safety Before Service***, CBRE is here to support our clients in this unprecedented and historic workplace initiative.

Guidance in this document is informing CBRE's corporate approach to reopening our own workplace. CBRE offers clients a broader array of solutions than may be used in our own portfolio.

TABLE OF CONTENTS

USING THIS DOCUMENT

Due to the highly dynamic nature of the COVID-19 situation, this is a living document that will be updated as public health guidance and recommended practices evolve. CBRE users will be updated each time the Playbook is updated.

Key content in this document is organized to provide guidance for each step of the Reopening Roadmap as shown in the diagram at the right.

- Planning for the Return to the Workplace

- Bringing Employees Back to Work

- Ongoing Workplace Management and Evolution

LOOK FOR THE LINK

Throughout this document, hyperlinks to additional "Ready Now Solutions," including tools and resources, are indicated with the icon above. This information is maintained behind CBRE's firewall and can be shared with clients working through their CBRE Alliance Director or Account Leader.

QUICK GUIDE | RESOURCES AND TOOLS BY PHASE

Category	Planning for the Return	Bringing Employees Back	Ongoing Management
Enterprise Reopening Strategy			
Template for Cross Functional Steering Committee	✓		
CBRE COVID-19 Governmental Guidance Tracker	✓	✓	✓
Facility Readiness Enterprise Decisions Checklist	✓		
Employee Readiness	✓	✓	✓
Understanding the Differences in Facial Coverings			
CRE&F Strategy			
Facility-Level Stakeholder Engagement	✓	✓	✓
Workplace Reset Offerings	✓	✓	✓
Communications Plan and Change Management Roadmap	✓	✓	
Communications and Change Management Signage Examples	✓	✓	✓
Workplace Services			
US CBRE Temperature Screening Guidance	✓	✓	✓
APAC CBRE Temperature Screening Guidance	✓	✓	✓
Signage and Communications for Conference Rooms	✓	✓	✓
Updated Processes & Procedures to Manage Reception and Concierge	✓	✓	✓
Updated Processes & Procedures to Manage Mail Services	✓	✓	✓
Communications Timeline			
Updated Processes & Procedures to Manage Hospitality Services	✓	✓	✓
Technical Services			
CBRE FM Guidebook | Practices & Protocols Amid COVID-19	✓	✓	✓
CBRE Reopening the World's Workplaces Facility Reopening Project Plan	✓		
Example: CBRE Americas GWS FM COVID-19 HVAC Operations Guidance	✓	✓	✓
CBRE Procurement Planning Checklist	✓	✓	✓
CBRE Preferred Suppliers for COVID-19 Services & Equipment	✓	✓	✓
Checklists : Pre-Opening Readiness, Reopening Base Items Checklist			
Financial Considerations			
COVID-19 Implications for Commercial Leases	✓		

CBRE

1. EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The implications of COVID-19 have been profound and the path to business recovery is evolving and fluid. We are sharing our expertise and advice based on a rapidly growing body of experience, detailed guidance documents, technical specifications, protocols and tools that we have developed for and with our clients, and for our own CBRE workplace.

The process of reopening is already underway in some parts of the world. CBRE is actively supporting our clients in developing and implementing plans and protocols, creating and consolidating leading practices, and forming recommendations about how to rethink, reopen and reoccupy workplaces when the time comes.

This document is comprised of several chapters, the components of which are organized to offer recommendations and guidance and insights at each stage of the reopening journey:

1. Planning for the Return to the Workplace

2. Bringing Employees Back to Work

3. Ongoing Workplace Management and Evolution

With so much uncertainty still ahead of us, it's hard to plan with confidence—but corporations and organizations around the world can benefit from detailed, location-by-location reopening readiness efforts. Working together with internal stakeholders and partners, CRE&F leaders can benefit from open, proactive and practical dialogue on how the total workplace environment needs to perform for a safe and healthy return to work.

GUIDING PRINCIPLES

CBRE suggests four guiding principles to steer clients in both their strategic and tactical recovery efforts:

- **Safety:** The safety of employees, visitors, contractors, and the general public must guide all strategic and tactical decisions

- **Compliance:** Public health organizations (e.g., the World Health Organization, various global Centers for Disease Control & Prevention) and governmental agencies should guide organizations' planning and implementation

- **Collaboration:** Returning employees to the workplace requires expertise from across organizations – from Line of Business Leaders, to Finance, to Health, Safety & Environment (HSE), to Human Resources (HR), to CRE&F, and more

- **Agility:** Stay ready to adapt and respond. Even in workplace environments that have reopened, new exposure concerns have arisen. Be prepared with appropriate protocols and if necessary, to reinstate full or partial work-from-home regimes at a moment's notice

SAFETY

COMPLIANCE

COLLABORATION

AGILITY

CBRE

2. ENTERPRISE REOPENING STRATEGY

ENTERPRISE REOPENING STRATEGY

As companies and organizations throughout the world plan for the return of their employees to the workplace, many external and enterprise considerations must inform the reopening strategy and execution plan. Each component is highlighted below and described in detail within this chapter of the playbook:

ENTERPRISE REOPENING STRATEGY

MOBILIZE A CROSS FUNCTIONAL TEAM

CBRE recommends that CRE&F executives mobilize a multi-disciplinary steering committee to plan and oversee recovery efforts across the portfolio. Members should include Line of Business Leaders and Functional Partners.

COMMUNITY READINESS

With varying guidance across governmental agencies and health organizations, the steering committee must make decisions on how to determine timing of reopening (e.g., by city, asset type, country). Considerations may include issues such as decline in cases, testing availability and other factors.

ENTERPRISE / FACILITY READINESS

With an eye towards governmental and public health guidance, companies and organizations must determine their own criteria for the return to work at both the enterprise and individual facility level. Examples of facility readiness might include:
- Social distancing
- Cleaning protocols
- Landlord/facility-level readiness
- Office signage
- Supplies

EMPLOYEE READINESS

Decisions made by the organization's HR leadership, Lines of Business, and C-Suite on work arrangements for teams, as well as accommodations for high-risk employees or other employees who may not be able to return to the office, must be finalized and communicated as part of the readiness process.

ESTABLISHING AND COMMUNICATING THE PLAN

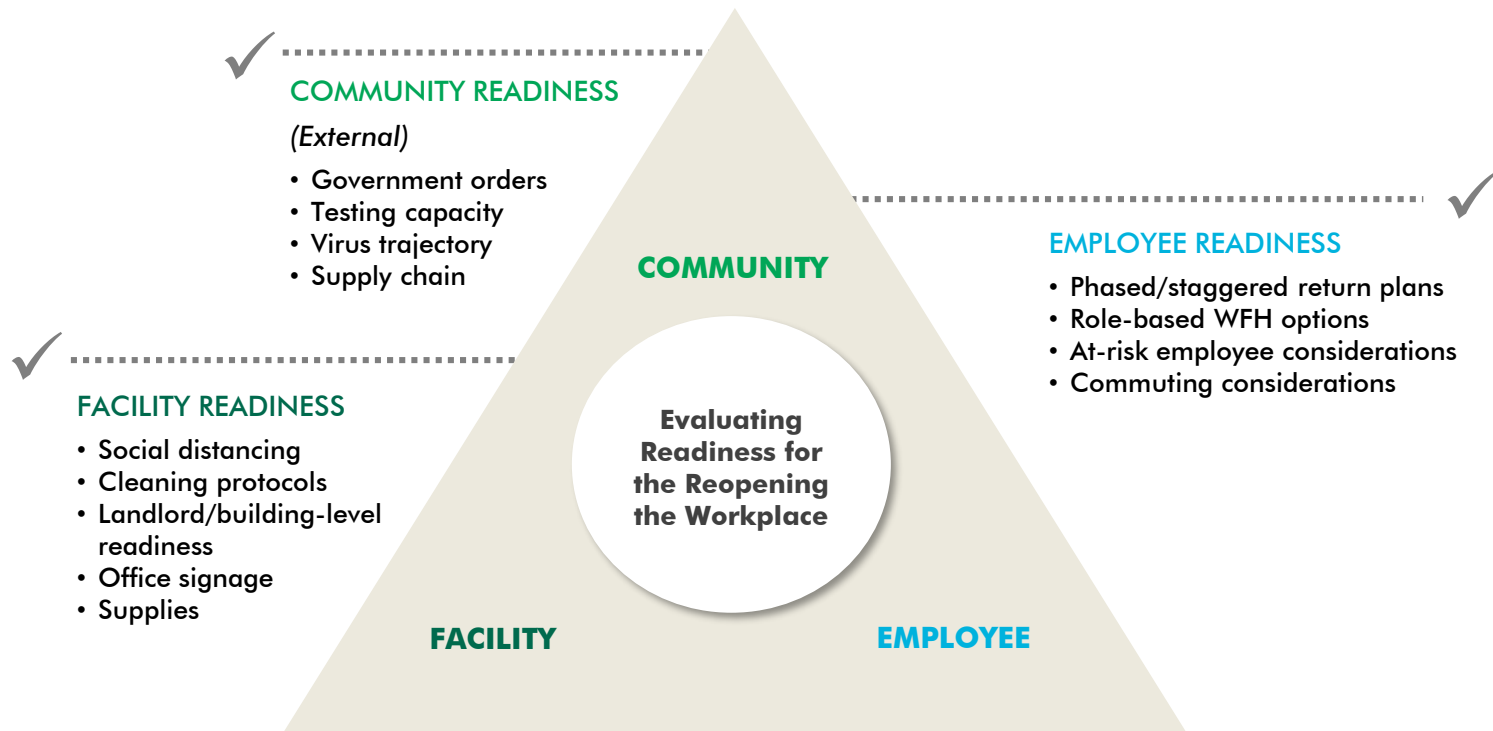## MOBILIZE A CROSS-FUNCTIONAL STEERING COMMITTEE

When planning the reopening effort in the age of COVID-19, keep one simple rule in mind: everything is connected. For that reason, it's critical to mobilize a centralized, multi-disciplinary task force to plan and oversee recovery efforts across the portfolio. Consider including leaders from the following disciplines:

Multi-disciplinary Steering Committee – Recommended Disciplines

- Executive Sponsor
- Program Lead
- Program Management Office (PMO)
- Corporate Real Estate and Facilities
- Business Leadership
- Finance
- HR/People
- Health Safety Environmental (HSE)

- Legal (Corporate, Regulatory and Employment)
- Operations and Engineering
- Technology
- Workplace Strategy & Experience
- Project Management
- Procurement
- Security & Crisis Management
- Communications

ENTERPRISE REOPENING READINESS – KEY AREAS TO CONSIDER

Beyond community readiness, corporations must establish what comprises readiness to reopen for their own purposes. For example, each location may need to meet the following criteria in order to be given the green light to reopen.

COMMUNITY READINESS

(External)

- Government orders
- Testing capacity
- Virus trajectory
- Supply chain

EMPLOYEE READINESS

- Phased/staggered return plans
- Role-based WFH options
- At-risk employee considerations
- Commuting considerations

FACILITY READINESS

- Social distancing
- Cleaning protocols
- Landlord/building-level readiness
- Office signage
- Supplies

COMMUNITY

Evaluating Readiness for the Reopening the Workplace

FACILITY

EMPLOYEE

COMMUNITY READINESS

Given the current patchwork of governmental advisories stay-at-home orders (also known as lockdowns), we expect the reopening process to occur in a gradual, uneven manner. This will create unique challenges and complexities for occupiers and landlords—particularly for those with globally dispersed portfolios.

As countries, states, and local jurisdictions establish their own criteria, CRE&F leaders must continually monitor and adjust their reopening plans and confirm compliance.

Examples as of April 24, 2020

Example: Japan taking steps to reopen
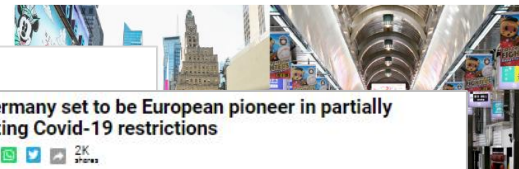
Example: United States *Opening Up America Again* Gating Criteria

Example: Germany set to partially lift restrictions

COMMUNITY READINESS

CBRE COVID-19 GOVERNMENAL GUIDANCE TRACKER

CBRE has created this tracker for use by teams with our clients to track information such as:

- Stay at home / shelter in place order effective and expiration date

- Special requirements, e.g., surgical mask, N95 respirator or face covering requirements

- Other useful information

NOTE: This tool and related content can be shared with clients through virtual meetings and other means. CBRE Americas employees can click here and log in using SSO credentials. Global access is in progress.
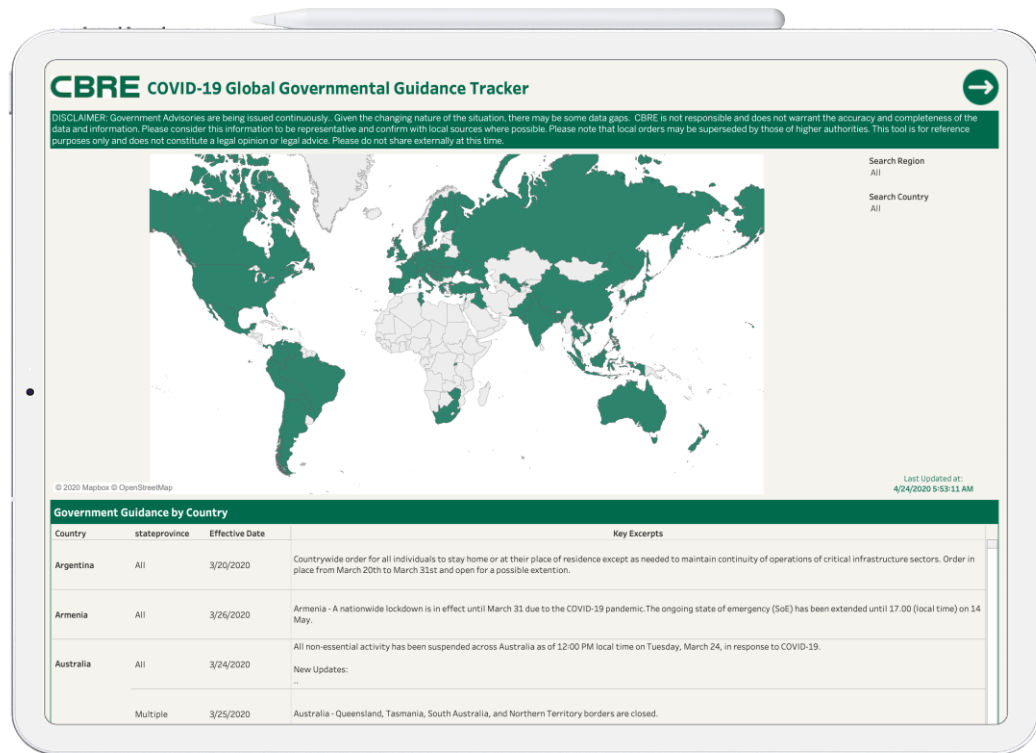
FACILITY READINESS – EXAMPLES OF ENTERPRISE DECISIONS THAT MUST BE MADE

Facility readiness will mean different things for different organizations. The example below illustrates the type of enterprise decisions that must be made for facilities reopening plans to be finalized.

TIMING / PHASING

- Decision criteria for when and how to open facilities is in determined and agreed, e.g.:
  - Fixed date for all?
  - Phased by geography?
  - Lead time / approach to prepare?

- The decision on how to phase employee return is made, e.g.:
  - Phased over time?
  - Defined teams?
  - Opt-in and continue WFH?
  - Commuting considerations?

- Other:_____

PHYSICAL DISTANCING

- Enterprise standards established, e.g.:
  - Global Standard? (e.g., 6')
  - Local Standard?
- Space reconfiguration plans established
- Desk policy established, e.g.:
  - Assigned?
  - Open Plan?
  - Other?
- Conference rooms / gathering space / open space policy established, e.g.:
  - Open? Closed?
  - Variable based on size?
- Access and traffic flow policy and protocols determined, e.g.:
  - Signage and indicators indicating direction of travel
- Other:_____

HEALTH, SAFETY & WELLNESS

- Decision made for thermal or other screening, e.g.:
  - Yes – at home / self certify?
  - Yes – on premise?
  - How performed and by whom?
- Decision reached re: facial covering, e.g.:
  - Required? If yes, provided?
  - Not required?
  - Situational?
  - Optional?
- Sufficient and sustainable inventory of key supplies available, e.g.:
  - Hand sanitizers
  - Disinfecting Wipes
  - Masks (if supplied)
- Signage installed
- Other: _____

SAFE WORKING ENVIRONMENT

- Physical building inspections and adjustments complete
- Enhanced cleaning scope, e.g.:
  - Define scope and service levels
  - Communicate to cleaners/LL
- Install hand sanitizer dispensers/pumps installed, e.g.:
  - Lobbies?
  - Elevator banks?
  - Reception?
  - Other?
- Enhanced cleaning areas in high-touch areas
  - e.g., vending machines)?
- Food and beverage policies
- All appropriate commissioning / decommissioning complete
- Other:_____

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FACE COVERINGS AND MASKS

Source: Centers for Disease Control and Prevention, National Institute for Occupational Safety and Health

Given varying mask and facial coverings guidance across various public health organizations and governmental agencies, CBRE has curated several relevant resources for clients' consideration when setting their own policy.

CDC guidance currently states the following*:

"A cloth face covering should be worn whenever people are in a **community setting**, especially in situations where you may be near people. These settings include grocery stores and pharmacies. These face coverings are not a substitute for social distancing. Cloth face coverings are especially important to wear in public in areas of widespread COVID-19 illness."

CDC's definition of "community" is as follows*:

"A specific group of people, often living in a defined geographic area, who share a common culture, values, and norms and who are arranged in a social structure according to relationships the community has developed over a period of time. The term "community" encompasses worksites, schools, and health care sites."

Click on the image above to view a detailed chart describing the differences between surgical masks, N95 respirators and cloth coverings.

CDC's currently recommends cloth face covering for community (e.g., work site) settings.

*As of 4.26.20

PLANNING AHEAD...SOME LONGER-LEAD ITEMS TO CONSIDER

SUPPLY CHAIN DISRUPTION AND PREPARATION TIME REQUIRE ADVANCE PLANNING FOR SEVERAL ITEMS

Cleaning & Hygiene Supplies

- ❑ Masks
- ❑ Gloves
- ❑ Disinfecting Wipes
- ❑ Hand Sanitizer
- ❑ Gloves
- ❑ Thermometers
- ❑ Dispensers (paper & liquid, hands-free)
- ❑ Disinfecting Cleaning Products (sprays / liquids)
- ❑ Paper Products (Towels, Tissues)
- ❑ HVAC Filters
- ❑ Other: _____

Service

- ❑ Pre-opening Cleaning
- ❑ Re-set of Go-forward Scope and SLAs

Space Reconfiguration and Re-Set

- ❑ Social Distancing Demarcation (e.g., Security Desk, Reception, Elevators, etc.)
- ❑ Eliminating / Storing Chairs
- ❑ Closing Conference Spaces
- ❑ Common Space Reconfiguration and Closure
- ❑ Other: _____

FF&E

- ❑ Furniture and partition orders
- ❑ Ordering individual peripherals (e.g., keyboards, headsets
- ❑ Installation
- ❑ Other: _____

Signage

- ❑ Design
- ❑ Translation
- ❑ Production
- ❑ Installation
- ❑ Other: _____

Work Arrangements

- ❑ Developing Plan and Getting Business Buy-In
- ❑ Communicating the plan
- ❑ Other: _____

Communications Plan

- ❑ All stakeholders
- ❑ Notes: _____

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EMPLOYEE READINESS

Plans for a return to the workplace should include heightened awareness of employee concerns and work arrangements, and readiness, including those outlined below.

Health, Safety, and Wellness

Consider the following health, safety, and wellness categories:

- Personal hygiene
- Cloth face covering PPE guidance (from local authorities, etc.). For additional information on face coverings, see next page.
- First aid guidelines
- Handling employees who are symptomatic at work
- Communications to employees about new protocols (e.g., temperature or other screenings, commuting considerations)
- Emerging testing capabilities
- Increased levels of concern from employees and inquiries about any employee assistance programs

Work Arrangements and Policy

- Consider implementing a split-team approach (e.g., Team A and Team B), with the teams alternating between working in the office/facility or at home each week
- When splitting employees into teams, consider individual skill sets, experience and competencies to ensure all tasks and activities can be performed effectively and safely
- Distinguish between essential and critical tasks, including those involving facility management, and the non-essential ones that can wait until the office/facility is fully up to operational capacity
- Consider whether employees who can work from home can continue to do so for longer periods even with the office reopening
- Review existing PTO policies, sick pay, and other pay to consider whether modifications are needed, particularly in light of country and local COVID-19 legislation

Vulnerable Workers

- Consider the workplace needs for "at-risk" or vulnerable workers (as defined by CDC, local governments or WHO). These workers may include employees over a certain age, those who have serious underlying medical conditions or are pregnant, etc.
- Consider making arrangements for workers in these populations to continue to work from home if their job role permits, or work with a People/HR team member to consider other alternatives

Special Circumstances

- Consider extending work-from-home or other flexible work approaches, including leaves of absence, for employees whose personal circumstances may prevent them from returning to the office.
- For example, many schools and childcare facilities have closed for the remainder of the 2019-2020 term and many employees may still have childcare responsibilities

Records Retention; Data Privacy

- Be mindful of records retention and data privacy obligations if you collect personal information from employees including information on:
  – Travel in the last 14 days
  – COVID-19 symptoms (e.g., fever, cough, shortness of breath, breathing difficulties)
  – COVID-19 diagnosis or testing
  – Close contact with a suspected or confirmed COVID-19 case
- Be mindful not to disclose personally identifiable information and consult with your HR/Legal/Data Privacy team members

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ESTABLISHING AND COMMUNICATING THE REOPENING – EXAMPLE

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 first responders understand their roles and remain familiar with response protocols.

Criteria Met	WEEK 1	WEEK 2	WEEKS 3 - 4	WEEK 5	Recurring Status Review
• Clock starts on reopening timeline once community readiness criteria are met and reopening plans are in place	• "Readiness teams" return to make final preparations	• Return of employees whose roles **require** being in the office • Continue working from home if your work allows • Office accessible on an as-needed and pre-approved basis	• Select teams / employees begin to return • Continued guidance to work from home if possible • Return to the office **not mandatory**	• Refine approach based on employee return levels and ability to maintain safe distancing and other safe practices	• Recurring 30 - 45 day status review process • Update guidance and processes as appropriate

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3. CORPORATE REAL ESTATE
AND FACILITIES
REOPENING STRATEGY

CORPORATE REAL ESTATE AND FACILITY REOPENING STRATEGY

Incorporating the enterprise considerations described in the previous chapter (e.g., employee considerations), CBRE suggests four key areas of CRE&F strategy to consider when planning for reopening of workplaces.

Each area is described in greater detail throughout this chapter of the playbook.

1	**2**	**3**	**4**
Facility-Level Stakeholder Engagement	Business Support	Workplace Occupancy	Communications & Change Management

FACILITY-LEVEL STAKEHOLDER ENGAGEMENT

Early in the planning process, the Steering Committee should identify comprehensive list of all CRE&F stakeholders critical to a successful return to work.

Relationships with key stakeholders should be reset as organizations mobilize to come back to the workplace.

Consider this preliminary list of stakeholders with whom to communicate and coordinate prior to reopening a facility or workplace.

Finally, well in advance of reopening, identify a **Facility Readiness Team Lead** for each facility to be reopened. This leader will be responsible for implementing the Reopening program and related activities.

Occupier Stakeholders

❏ Business Leaders

❏ Functional Partners

    ❏ HSE
    ❏ Legal
    ❏ HR
    ❏ IT
    ❏ Procurement
    ❏ Communications
    ❏ Other: _____

❏ Employees

❏ Contractors

❏ Supplier Partners

❏ Other: _____

Property Stakeholders

❏ Landlord

❏ Property / Facility Manager

❏ Supplier Partners

❏ Amenity Providers

❏ Other: _____

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BUSINESS SUPPORT CONSIDERATIONS

- Early lessons learned indicate bringing teams back "full throttle" is unwise and inconsistent with most public health guidance, which recommends that social distancing measures be reduced gradually over time

- Steering Committees should establish a plan that enables increasing numbers of people to return to the workplace based on critical business requirements, mindful of both the COVID-19 community situation and employee safety, wellbeing, and confidence

- Individual teams and employees will have varied requirements relative to their own ability to return to work, necessitating pre-return planning with key stakeholders to anticipate and adjust re-occupancy strategies

- Engage your Health & Safety, HR and Legal teams regarding any considerations or protocols relating to persons in groups identified as vulnerable/high risk by health authorities

- Consider a staged reopening process by implementing split and staggered shift strategies combined with work-from-home options

- Check local governmental guidance, as some jurisdictions may make some elements of social distancing laws temporary or permanent

BUSINESS SUPPORT CONSIDERATIONS

Planning for the Return to the Workplace

❑ Determine who needs to return and at what frequency to manage space utilization and appropriate social distancing

❑ Validate critical business operations, process workflow, department adjacencies, and team dynamics to prioritize office occupancy

❑ Develop a schedule that staggers access to the office based upon business needs; expand workday / work week operations to decrease peak entry/exit

❑ Evaluate existing mechanisms for managing utilization (e.g., sensors) or identify new ways to manage to maximum occupancy

❑ Determine policy for PPE usage in communal areas, for employee travel, etc.

❑ Evaluate work from home arrangements, flexible work policies and/or leave policies or other accommodations for employees who are deemed vulnerable/high risk

❑ Prepare contingency plans in anticipation of new COVID-19 exposure concerns or changes in governmental or public health guidance

Bringing Employees Back to Work

❑ Return to work in segmented groups to limit number of people in the office. This may take the form of phased, staggered re-entry to make a split shifts, and other strategies to manage a gradual re-entry

❑ Monitor daily utilization to ensure office is operating within revised guidelines

❑ Be prepared to adjust volume based upon potential relapses or changing governmental restrictions

❑ Create a utilization dashboard to provide regular update on occupancy and factor into ongoing plans

❑ Assess the need for a technology toolkit and consider a procurement process for reimbursement for home office furniture, equipment, and supplies (as warranted)

❑ Develop process for shipping equipment and items from office to employees who will remain home-based

❑ Provision for extended work-from-home for some employees by establishing and/or updating guidelines, promoting healthy work routines, and consideration of allowances for furniture and supplies (as appropriate)

❑ Determine how the office will respond if any individuals are diagnosed after returning to work (e.g., decontamination, blocking off an area/floor, etc.)

READY NOW SOLUTIONS

Relevant Workplace Reset Service Offerings

• Return to Work Employee Survey & Demand Forecasting Plan

• Phased Return to Work Plan

• Space Utilization Dashboard

• Remote Work Technology Assessment & Toolkit

• Work-From-Home / Flexible Work Guidelines & Best Practices

WORKPLACE OCCUPANCY OVERVIEW

- Reopening the office will require rethinking the daily experience for all employees. Setting clear protocols for how everything in the office will operate will be crucial to managing expectations for employees.

- Recognize that it's impossible to think of every single factor that could arise. Encourage employees to use sound judgment and invite them to share ideas and encounters when they lack guidance. Regularly update your policies and protocols to ensure use of the office is happening with the utmost regard to safety.

WORKPLACE OCCUPANCY CHECKLIST

Planning for the Return to the Workplace

- ❑ Develop practical guidelines for working in the office (e.g., PPE usage such as face coverings, personal hygiene, use of amenities and meeting spaces, and related expectations)

- ❑ Develop guidelines for social distancing (e.g., meeting size limits, identification of "no sitting/gathering" areas, protocols for safe entry/exit/circulation)

- ❑ Reconfigure space to achieve social distancing, including removal of seats and closure/repurposing of conference rooms and cafeterias

- ❑ Assess configuration of, and access to, frequently shared areas (e.g., pantries) and amenities

- ❑ Establish safe distance zones or ground level markers (e.g., stickers) around reception desks and other common gathering points

- ❑ Increase availability of sanitation options (e.g., wipes, hand sanitizer), provide self-serve desk and conference room kits, and plan for safe disposal of PPE

- ❑ Evaluate individual food and beverage options

- ❑ Assess the opportunity for touchless modifications or technology throughout the facility and parking areas

- ❑ Consider antimicrobial surface shields and self-cleaning adhesive surfaces on high touch surfaces

- ❑ Update protocols and practices regarding the safe use of any specialty equipment or areas

- ❑ Adapt booking procedures for meeting rooms and desks in shared environments for single use or fewer users; allow for re-cleaning per booking

- ❑ Determine how employees will access shared items (e.g., supplies, copiers)

- ❑ 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 (including public transportation)

- ❑ Develop procedures for first aid responders and fire wardens and adjust muster points for flexible working and social distancing

READY NOW SOLUTIONS

Relevant Workplace Reset Service Offerings

- New Operating Protocols & Guidelines

- Workplace Design Reset

- Food & Beverage Reconfiguration Plan & Policy

- Space Moves & Decommissioning Implementation

WORKPLACE OCCUPANCY CHECKLIST

Bringing Employees Back to Work

❑ Encourage meetings to happen via phone/video whenever possible (even in the office)

❑ Actively monitor and enforce new policies and protocols for safely working in the office

❑ Consider building access and egress and re-designate certain entrances as exit only (in order to promote a one-way traffic flow)

❑ Gather feedback based on employee inputs and observed behavior in the office; adapt as needed

❑ Declutter spaces throughout the office (e.g., tops of file drawers) and reconfigure furniture in order to facilitate easy cleaning

❑ Implement clean desk policy on all assigned and shared desks in order to facilitate easy cleaning

❑ Observe / measure how space is being used in order to identify potential hot spots

❑ Determine how/if non-employee personnel will have access to the office (e.g., clients, guests)

❑ Increase cleaning of all surfaces in high-touch areas (doorknobs, handles, stair rails, beverage dispensers, etc.)

READY NOW SOLUTIONS

Relevant Workplace Reset Service Offerings

- New Operating Protocols & Guidelines

- Workplace Design Reset

- Food & Beverage Reconfiguration Plan & Policy

- Space Moves & Decommissioning Implementation

WORKPLACE OCCUPANCY – EXAMPLES

Social distancing aims to minimize the physical contact between individuals to reduce the possible transmission of COVID-19. When initially returning into the workplace, social distancing measures are highly recommended. Examples of how to incorporate social distancing into the office/ facility are provided below. Note that in multi-tenant buildings, many responsibilities (e.g., elevator demarcation) will be the responsibility of the landlord. Corporate occupiers must determine their own approach to these and related issues.

ELEVATORS/LIFTS

- Space markings on the elevator floor (based on size of elevator)
- Communicate revised maximum capacity and etiquette expectations via flyers

WORKSTATIONS

- Sit one seat apart
- Consider implementing a temporary assigned desk (rather than hot desking/free-addressing), which will also support contact tracking
- Eliminate face-to-face seating configurations lacking sufficient barriers

MEETING ROOMS
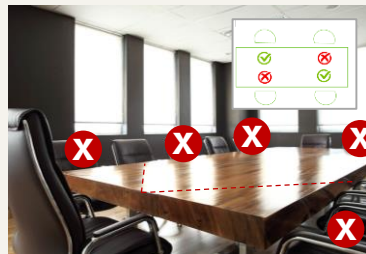
- Use tele- and video-conferencing, as possible
- Consider adjusting or postponing large gatherings and/or capping size of participation

CAFETERIA

- Extend the lunch hour to accommodate limited occupancy at any one time and/or stagger lunch times by team or floor
- Remove tables/chairs to allow for appropriate social distancing
- Have marked distances on the floor

COMMUNICATIONS AND CHANGE MANAGEMENT OVERVIEW

Communicating with all constituents is more critical now than ever before. Leading organizations are putting a heightened focus on this, recognizing that this must be an ongoing, deliberate, and thoughtful effort that engages all stakeholders across both physical and virtual work environments.

It is important to develop and provide employee communications ahead of time. Employees will need to plan their return into the workplace from both a logistical and a mental health perspective.

Employees may have been working from home for a prolonged period and may be anxious about their return into the office. They may also need to organize personal matters such as childcare arrangements (as childcare facilities and schools may have not yet re-opened).

Ongoing employee and stakeholder feedback will be critical; continually review and adopt best practices and new ideas to seek feedback and demonstrate an active and ongoing commitment to a safe and healthy workplace environment.

COMMUNICATIONS AND CHANGE MANAGEMENT CHECKLIST

Planning for the Return to the Workplace

❑ Identify key points of contact to answer any re-occupancy questions or concerns

❑ Establish standard communication templates and channels to use to inform employees about updates, actions needed and next steps

❑ Develop a "welcome back" campaign that generates interest and enthusiasm for returning to the office

❑ Establish and communicate channels for employees to pose questions, concerns or recommendations

❑ Develop, compile and deliver comprehensive training materials for managers who will maintain remote work teams

❑ Promote personal hygiene and workplace cleanliness reminders via physical (e.g., posters, table cards) and digital communications

Bringing Employees Back to Work

❑ Evaluate how employees commute to the office, including public transit, and whether commuting is affected by government orders (e.g., face coverings); share details with employees

❑ Establish ongoing campaigns to provide employees with updates on progress, next steps, leadership messages, etc.

❑ Develop a communication schedule to plan for and incorporate specific messaging to employees (e.g., updates on cleaning practices, modifications regarding operating guidelines, tips for staying healthy)

❑ Establish a cadence to remind people managers to stay connected to home-based workers

❑ Follow established guidelines for successful team collaboration and team engagement

❑ Review internal signage branding packages and implement within the workplace

READY NOW SOLUTIONS

- Return to Work Communications Plan & Change Management Roadmap

- Welcome Back Campaign

SIGNAGE EXAMPLES

Everyone deserves a safe place to work. CBRE's Space = Safe campaign provides some guidelines and recommendations to help occupants get reacquainted with the workplace and provides advice and best practices to keep employees healthy.

Exterior of Entrance Doors
- [ ] This Area is Regularly Disinfected
- [ ] For Your Safety, This Facility Is Disinfected at <<Interval>>
- [ ] Physical Distancing Reminders
- [ ] Temperature Check Point
- [ ] Visitors Pre-screened/Approved and Limited Each Day
- [ ] Sanitation Station
- [ ] Mask Usage Tips
- [ ] Safe Disposal Tips

Exits
- [ ] Thank You For Working Safely Today
- [ ] Safely Dispose of Your <<Gloves, Mask, Etc>> Here
- [ ] Safe Disposal Tips

Special Spaces
- [ ] Personal Desks
- [ ] Quarantine Area
- [ ] First Aid Room
- [ ] Elevator/Lift Lobbies

Cafeteria/Canteen Entrance
- [ ] This Area is Regularly Disinfected
- [ ] For Your Safety, This Facility Is Disinfected at <<Interval>>
- [ ] These Trays Are Disinfected After Each Use

Bathrooms and Showers
- [ ] This Bathroom/Shower Is Regularly Disinfected
- [ ] This Bathroom/Shower was last disinfected <<Date / Time>>
- [ ] Handwashing Instructions
- [ ] Distancing Reminders

Multiple Areas
- [ ] Personal Hygiene Tips
- [ ] Please Practice Social Distancing
- [ ] Social Distancing
- [ ] Sanitized Desk Indicator

Mechanical Rooms
- [ ] Mask and Glove Usage

INTRO POSTER:
24"x 36" – foam core signage in every lobby with safe = space logo explanation

Content:
Everyone deserves a safe place to work. That's why Space = Safe is here to offer some guidelines and recommendations to help you get reacquainted with the workplace.

You'll notice some new signs around the office with important advice and best practices to keep you and your colleagues healthy.

Clean Desk Indicator:

Wall Signage:

Click to download and customize this template

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4. WORKPLACE SERVICES

OVERVIEW OF WORKPLACE SERVICES RECOMMENDATIONS

The Steering Committee must implement adjustments to an array of workplace services. Within this chapter, CBRE provides considerations and guidance for each of these service areas within the reopening framework of Planning, Bringing Employees Back, and On-Going Workplace Management and Evolution.

1 Cleaning and Disinfection	2 Screening and Security	3 Reception and Concierge
4 Mail Room and Courier Operations	**5** Cafeteria Operations and Food Safety	**6** Client Transportation Operations (e.g., shuttles)

7
Employee Experience Services

WORKPLACE SERVICES

CLEANING AND DISINFECTION

Planning for the Return to the Workplace

- Compile and review your existing cleaning specifications, SLAs and KPIs—in controlled space, and adjacent common areas

- Develop or confirm a go-forward specification for preventative and reactive cleaning—refer to guidance from governmental authorities and public health organizations

- Commence a conversation with Facility Manager, Landlord and Suppliers on scope and pricing adjustments needed

- Engage your supply chain on all products, services and PPE required

- Prepare for heavy communication relating to all areas of cleaning

Bringing Employees Back to Work

Implement Five-Star cleaning protocols, including:

- Enhanced Cleaning: Increase frequency and scope – add high touch/high volume surfaces and broader use of disinfectants, etc.

- Visible Cleaning: Enhance day shifts, ensure cleaning is highly visible in high impact areas

- Self Cleaning: Provide spot-cleaning supplies so employees can self-clean areas they use and practice personal hygiene

- Brand & Communicate: Get in front of questions on personnel safety - from the C-Suite to the shop floor

- Emergency Disinfection: Prepare your strategy and scope for a rapid response

Ongoing Workplace Management and Evolution

- Cleaning is at the heart of the "new normal" ahead

- Widespread introduction of day porters and executive cleaners for higher touch / closer services

- Expect mobile apps, direct messaging and request services, IoT-enabled demand/supply linkage via new technologies folding in throughout 2020

- Plan "gap time" between all room bookings to allow for cleaning between uses

- Enlist corporate marketing for proactive communications

- Expect many "new experts" on the topic of cleaning as we seek to counter the pandemic

READY NOW SOLUTIONS

- Review of Specifications by CBRE Cleaning Category Manager and CBRE Strategic Sourcing Supplier Partners

- Example Cleaning Specifications (CDC)

35

WORKPLACE SERVICES

SCREENING AND SECURITY

Planning for the Return to the Workplace

- Compile and review your existing Security specifications, SLAs and KPIs—in controlled space, and adjacent common areas

- Develop or confirm a go-forward posture on access protocols; to include revising and monitoring maximum headcounts, conducting occupant screening (e.g., elevated temperatures, health check), limited ingress points, signage and communication scripts

- Consider plexiglass screens for reception area staff

- Assess "touch-free" protocols and potential technologies at doors & checkpoints

- Pay close attention to data privacy regulations (e.g., EEOP, HIPAA) when considering protocols for temperature screens

- Commence a conversation with Facility Manager, Landlord and Suppliers on scope and pricing adjustments needed

Bringing Employees Back to Work

- Promote self screening and stay at home procedures

- Enforce building guidelines uniformly across all tenants, employees, and visitors

- Monitor building utilization tied to lower occupancy targets for a tiered re-entry

- Explore adoption of digital entry / access tracking

Ongoing Workplace Management and Evolution

- Use a visitor access policy aligned with data privacy regulations for assessing travel and sickness

- Continually adapt screening based revised occupancy targets

Note: CBRE's position on temperature screening should not be inferred from the solution offerings we can provide. We are providing options to consider, and each company must determine the best strategy for its facilities.

READY NOW SOLUTIONS

[U.S. CBRE Temperature Screening Guidance](#)

[APAC CBRE Temperature Checking Standards](#)

WORKPLACE SERVICES

RECEPTION AND CONCIERGE

Planning for the Return to the Workplace

- Calculate requirements for needed sanitation products and begin procurement process now (i.e. room sanitation kits, disposable non latex gloves of all sizes, hand sanitizer, disposable masks or face coverings, disposable adhesive or infrared thermometers*)

- Ensure mail / deliveries are left untouched for at least 24 hours (or otherwise in accordance with applicable guidance)**

- Ensure proper PPE is available to staff working in any service capacity in the office

- Wipe with disinfectant all phones, PCs, desktops, kiosks and equipment

- Magazines/books/pamphlets should be removed from lobby and common areas

- Reconfigure lobby seating for social distancing

*Subject to temperature gathering technology available
**Direction may be different in APAC

Bringing Employees Back to Work

- Limit on-site visitors and couriers; do not allow couriers to enter the building; accept deliveries on loading dock or at an exterior entrance

- Maintain availability of employee sanitation kits and PPE

- Disposable badges are recommended. If badges cannot be disposable, wipe badges

- Ensure distancing floor markers are visible

Ongoing Workplace Management and Evolution

- Check daily registered occupant list and available seating for compliance with occupancy limits

- Validate visitor policy, including messaging and process for managing expected and unexpected visitors

- Confirm overflow space and protocols for unregistered guests

- Prepare wayfinding materials, including assigned space numbers and highlighted floorplans. Leverage Host app for wayfinding where available

- Daily building walk-throughs to ensure appropriate signage and hygiene kits are in place

- Ensure enhanced cleaning regime is visible to instill confidence

READY NOW SOLUTIONS

- <u>Signage and communications for conference rooms</u>

- <u>Updated processes & procedures to manage reception and concierge</u>

MAIL ROOM AND COURIER OPERATIONS

Planning for the Return to the Workplace

- Ensure mail / deliveries are left untouched for at least 24 hours (or otherwise in accordance with applicable guidance)*

- Create Host newsletter or e-mail template explaining new processes

- Install signage and floor markers asking visitors to maintain appropriate social distancing while in line at the service counter

- Install wall-mounted "No Touch" hand sanitizer dispensers at mailroom window

Direction may be different in APAC

Bringing Employees Back to Work

- Do not allow couriers to enter the building; accept deliveries on loading dock or at an exterior entrance

- Consider gloves while handling mail/packages

- Wipe / disinfect mail counters and the handles of all mail carts and high touch surfaces after each use including flatbed carts, trolleys (hand truck), keypads, keyboards, phones, doorknobs, postage machines, mail tubs & sorting bins

- Wipe with disinfectant signature pads prior to returning to the cradle after each use

Ongoing Workplace Management and Evolution

- Utilize mail lockers for all mail delivery

- Copy center requests should be sent digitally. If client must come to copy center, maintain appropriate social distancing measures

READY NOW SOLUTIONS

- Updated processes & procedures to manage mail services

WORKPLACE SERVICES

CAFETERIA OPERATIONS AND FOOD SAFETY

Planning for the Return to the Workplace

- Convert cafeterias to grab and go only and/or provide delivery of food and beverages

- Remove self-service food stations to eliminate multiple people touching the same service utensils or directly touching the food

- Right size food service options as needed based on expanded and changing work routines; staggered times and reduced capacity

- Mark on the floor with paint or tape for appropriate social distancing in the cafeteria areas and seating area

Bringing Employees Back to Work

- Right size cafeteria hours of operation to accommodate maximum occupancy levels at one time

- Monitor high traffic areas like coffee and beverage services to maintain safe operating protocols

- Touchless card acceptance or digital ordering with pre-payment

- Ensure any areas with free snacks are limiting bulk use containers and only using packaged items for these programs

- Condiments will need to be single-serve, and communal dishes and flatware will require to be replaced by single-use compostable items

Ongoing Workplace Management and Evolution

- Reconsider cafeteria services overall and minimize large gatherings. For example, implement staggered lunch times with defined times for each employee and remove if required seating/ tables to allow for social distancing. Cafeteria seating should be materially reduced and catering (hospitality) services for meetings needs to be all pre-packaged vs. buffet style.

- Consider increasing food service hours to allow for a smaller number of employees attending at once

- It may be appropriate temporarily to allow employees to bring in their own food and eat at their desks.

READY NOW SOLUTIONS

Food and Beverage Reset Support, in partnership with CBRE Strategic Suppliers:

- Aramark

- Compass Group

- Fooda

- Keurig Green Mountain, Inc

- Royal Cup

Note: Partners may vary by global region

WORKPLACE SERVICES

CLIENT TRANSPORTATION OPERATIONS

Planning for the Return to the Workplace

- Assess occupancy targets and tie headcounts to vehicle deployments based on reduced capacity for vehicles and any changes to opening hours / staggered working

- Allow for social distancing by staggering start and finish times of employees

- Consider protective barriers between vehicle passengers and driver

- Maintain social distancing in vehicles by taping off seats and reducing the maximum capacity

- Ensure cleaning supplies and hand sanitizer are in all vehicles

Bringing Employees Back to Work

- Equip drivers with appropriate PPE for utilization when needed

- Recommend use of a hand sanitizer at entry and exit of vehicle

- Clean and disinfect contact points at a minimum of twice per day

- Align to adopted cleaning protocols and applicable guidance

Ongoing Workplace Management and Evolution

- Monitor facility occupancy targets and tie projected headcounts to ongoing vehicle deployments

- Ensure any vehicles removed from active service only reenter following a complete service check

WORKPLACE SERVICES

EMPLOYEE EXPERIENCE SERVICES

Planning for the Return to the Workplace

- Employees will be entering a workplace governed by many "new norms"

- Service teams will need to consider the daily journey from the returning employee point of view:
  - What will they need to be able to do? What will they need to know? What might impede their productivity?
  - How can we prepare to meet their needs before they have to ask?

- Develop scenarios, practice responses & adjust as needed

- Develop service recovery plans

Bringing Employees Back to Work

- Site is prepared with signage, behavior prompts and supplies

- Mobile app to register for office time and long-term digital consulting around occupancy sensoring

- "Welcome Back" communications have sent alerting employees of what to expect

- Service teams are prepared to warmly welcome returning employees with:
  - Training on appropriate language, demeanor, empathy and possible areas of sensitivity
  - Updated process and procedure content to mitigate specific risks in managed spaces
  - Escalation protocols

Ongoing Workplace Management and Evolution

- Conduct daily virtual huddles with other operational teams to ensure alignment on plan

- Welcome returning employees and provide orientation and tours to help them best adjust to "new norms" (virtual when possible)

- Monitor and troubleshoot cleanliness and supply needs

- Support individuals & groups in finding the right spaces & services for business needs and meetings

- Replenish supplies & signage

- Execute community engagement and morale activities

READY NOW SOLUTIONS

- 90 Minute Virtual "How to Be" Training for Service Teams – demeanor, language, areas of sensitivity & empathy

- Updated process and procedure content to mitigate specific risks in managed spaces

- Host Community Site with updated content for Experience Services teams

- Remote Community Toolkits

- Digital solutions to support touchless entry and communications

- Updated processes & procedures to manage hospitality services

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TECHNICAL BUILDING SERVICES

OVERVIEW OF TECHNICAL BUILDING SERVICES RECOMMENDATIONS

The Steering Committee must implement adjustments to an array of technical services. Within this chapter, CBRE provides consideration and guidance for each of these service areas within the reopening framework of Planning, Bringing Employees Back, and On-Going Workplace Management and Evolution.

1 Infrastructure Systems	**2** HVAC Systems

3 Elevators/Lifts	**4** Water Systems	**5** Procurement and Supply Chain

TECHNICAL BUILDING SERVICES

INFRASTRUCTURE SYSTEMS

Planning for the Return to the Workplace

- All building equipment and systems should be inspected, recertified, and/or upgraded prior to re-entry

- Key inspections include: Electrical Systems, Fire and Safety Systems, Plumbing Systems, Domestic Water and HVAC per new procedures/ enhanced protocols

- Commence infrastructure restart in accordance with CBRE Facility Reopening Checklist

- Adopt strong safety protocols. CBRE technical staff will leverage the CBRE 'Safe Working Day' campaign

Bringing Employees Back to Work

- Ensure all technical staff has appropriate oversight, direction and PPE

- Prepare to scale equipment loads and operations to phased occupancy levels

- Plan separately for work in 'occupied' and 'unoccupied' areas of the building

- Expect enhanced runtimes as lower occupancies extend over longer use hours with staggered starts

Ongoing Workplace Management and Evolution

- Explore expanded building automation system (BAS) solutions aligning real time occupancy to broader building systems

- Plan for ongoing modifications and adaptation tied to occupancy levels

READY NOW SOLUTIONS

- CBRE FM Guidebook | Practices & Protocols Amid COVID-19

- CBRE Reopening the World's Workplaces Facility Reopening Project Plan

TECHNICAL BUILDING SERVICES

HVAC SYSTEMS

Planning for the Return to the Workplace

- Assess the HVAC system to maximize the exchange of outdoor air in accordance with health and government guidance. Refer to CBRE GWS FM COVID-19 HVAC Operations Guidance (by country)

- Open a work order to modify the normal HVAC system functions – ensure a record of each system override to be reversed post pandemic

- Explore introduction of supplemental air-cleaning solutions such as Ionization and UV for enhanced purification

- Document and communicate improvements to occupants

Bringing Employees Back to Work

- With a goal to support maximum air exchange and flow, manually override HVAC controls without exceeding limits of safe operation

- Increase frequency of equipment monitoring, cleaning and maintenance associated with increased outside air flows

Ongoing Workplace Management and Evolution

At a minimum of once per week, or more frequently as needed or desired, work orders should be directed to physical checks for the following:

a. Filter Viability. Filters may load up more frequently depending on the quality of outside air

b. Humidity Control. Particularly in high ambient humidity areas, check for condensation issues inside buildings and recalibrate as needed

READY NOW SOLUTIONS

- Specification, KPI, SLA & Contract Review by CBRE HVAC Category Manager (by Country)

- Example: CBRE Americas GWS FM COVID-19 HVAC Operations Guidance

TECHNICAL BUILDING SERVICES

ELEVATORS/LIFTS

Planning for the Return to the Workplace

- Assess utilization of floor markings denoting safe spacing (e.g., masking tape, branded floor clings, etc.) to create visual cues on appropriate social distancing in elevator lobby and cars

- For smaller elevators that cannot accommodate social distancing, assess the need for limiting access and requiring PPE

- Assess introduction of anti-microbial covers on elevator buttons

- Assess ability to reconfigure digital dispatch systems with revised parameters such as limiting to one-floor-per-ride, curtailing mixing of tenants across floors

Bringing Employees Back to Work

- Revise air flow protocols to enable maximum air exchange in in-car systems—ensure hoist way venting is available and functioning

- Enable touchless controls via mobile app integration to smart elevator controls

Ongoing Workplace Management and Evolution

- Continually adapt spacing restrictions based on revised occupancy targets and government advisories and requirements

- Explore professional finishes to replace temporary floor markings

READY NOW SOLUTIONS

- CBRE GWS FM Mechanical, Electrical, Plumbing Review

- Workplace Reset – Environmental Systems Assessment

- Specification, KPI, SLA & Contract Review by CBRE Vertical Lift Category Manager

- Leverage MSA contract with CBRE Strategic Sourcing Supplier Partners

TECHNICAL BUILDING SERVICES

WATER SYSTEMS

Planning for the Return to the Workplace

- Lower risk of Legionnaires' Disease through proactive management of the water system

- Ensure that water heaters are set to maintain code-compliant temperatures at all discharge points

- For buildings that have been shut down for a prolonged period, flush hot and cold water through all points of use

- Additional precautionary recommendation includes a hyperchlorination of the domestic water per Standard Operating Procedures

Bringing Employees Back to Work

- Ensure safety equipment including fire sprinkler systems, eye wash stations, and safety showers are clean and well-maintained

- Document and communicate improvements to occupants

Ongoing Workplace Management and Evolution

- Continually introduce water system flushing and proper management across any areas of low utilization and/or periods of disuse of disuse

- Conduct operations in alignment with revised occupancy targets

READY NOW SOLUTIONS

- CBRE GWS FM Mechanical, Electrical, Plumbing Review

- Workplace Reset – Environmental Systems Assessment

TECHNICAL BUILDING SERVICES

PROCUREMENT AND SUPPLY CHAIN

Planning for the Return to the Workplace

- Occupiers and landlords should give serious consideration to new levels of service, materials, and activities necessary to facilitate a return to the workplace

- Leverage the CBRE Procurement Planning Checklist for planning

- Examples of areas which may require advanced sourcing activities and increased funding include:
  - Enhanced cleaning
  - Introduction of new access protocols and related supplies and services (e.g., temperature screening services, signage)
  - Increased quantities of supplies such as hand sanitizers, wipes, gloves, face coverings
  - Reconfiguration of work environments and associated technology and equipment
  - Utilization tracking technologies
  - Installation of touchless technologies
  - Employee support packages
  - Change of shift patterns for elongated occupancy

Bringing Employees Back to Work

- Work with key stakeholders to define modifications to the workplace and services that impact supply chain

- Conduct strategic sourcing of new and/or revised services, operations, and products

- Take inventory, assess demand, and place orders for critical materials (hand sanitizer, etc.)

- Issue return-to-work communications to suppliers

- Contact key suppliers to negotiate revised service levels and pricing

- Review SLAs for reactive works where social distancing or COVID spread could be impacted

- Quantify impact of supplier service level changes to annual FM budget

Ongoing Workplace Management and Evolution

- Develop a process or use technology to track inventory of critical supplies and sustain replenishment – review critical spares based on changing lockdown/manufacturer and transport of key components

- Set up process with stakeholders to evaluate new or revised services and modify as needed

- Capture facility reconfiguration requirements (i.e., elevators, food service, office furniture, touchless technology)

- Conduct sourcing events as needed to meet new facility requirements

- Enhance partnership and solution development with key suppliers

- Develop equipment and furniture re-deployment and disposal strategy

- Monitor financial risks of key suppliers and develop contingency plans

READY NOW SOLUTIONS

- Comprehensive return to work supply chain strategy

- CBRE Procurement Planning Checklist

- Preferred supplier recommendations for COVID-19 services & equipment

- Revised Supplier SOW & Pricing Validation

CHECKLISTS AND TOOLS

TOOLS TO TAILOR FOR UNIQUE CLIENT REQUIREMENTS

Pre-Opening Readiness Checklist

PRE-OPENING READINESS CHECKLIST (EXAMPLE)

☐ Conduct facility functional assessment (if owned location); engage landlord if leased location

☐ Inspect HVAC and key building systems; where possible, increase natural ventilation and air filtration

☐ Determine access management strategies to monitor ongoing utilization to ensure operations do not exceed planned capacity (e.g., badge in/badge out reports, network access, IWMS reporting)

☐ Close, limit access or adapt use in public areas such as coffee stations, pantries, copier areas, gyms, mail rooms

☐ Develop targeted cleaning protocols appropriate to various types and use of spaces, surfaces and material finishes

☐ Conduct comprehensive deep cleaning and assessment of all adjacent environments

☐ Inventory and confirm sustainable supply of items such as hand sanitizers, gloves, face coverings, or related items; expect longer than usual lead times

☐ Do It Yourself cleaning options available for employees to provide an added level of control over their immediate work environment

☐ Assess "touch-free" protocols and potential technologies for building entry procedures (arrival, security, elevators) and high traffic tenant areas (reception, break rooms, restrooms)

☐ Provide designated disposal receptacles for used gloves and masks

☐ Employee communications (e.g., emails, websites, posters, apps) focused on safety messages, cleaning information and other important behaviors

☐ Conduct an end-to-end walk through to ensure that every component of the facility has been addressed for ongoing operational purposes

☐ Contact all key suppliers to preview requirements and any revised scope and service levels

☐ Recommission facility

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Global Reopening Base Items Checklist

Global Reopening World's Workplaces | Base Items Checklist

Note: This is a guiding checklist intended for further customization at the building level to address all Local, State, and National regulations impacting each facility. It is intended to frame

Entity	Action	AMS	EMEA	APAC
Government	Announce public health emergency response	x	x	x
	Close office buildings and other public venues	x	x	x
	Fully or partially stop public transportation services; shorten operating hours; enhance disinfection, temperature checks and passenger control measures	n/a	n/a	x
	Establish requirements and procedures for re-opening buildings and resuming work	limited	limited	x
	Lower public health emergency response level	x	x	x
	Gradually restart public transportation services, extend operating hours; loosen passenger controls but continue to execute enhanced disinfection and temperature checks	n/a	n/a	x
Landlord	Set up a COVID-19 management committee and formulate a contingency plan	x	x	x
	Prepare epidemic prevention materials such as masks, disinfectant, gloves, and hand sanitiser etc. for common areas	x	x	x
	Establish temperature screening stations and services	limited	limited	x
	Conduct cleaning of entire buildings prior to re-opening	x	x	x
	Set up visitor control protocols (e.g. registration, temperature test, traffic control)	x	x	x
	Set up regular disinfection plan (e.g. hourly disinfection of public areas, monthly deep cleaning, etc.)	x	x	x
	Set up a designated holding room and route for suspected cases to exit the building	n/a	n/a	x
	Submit applications to re-open buildings and obtain government approval	n/a	n/a	x
	Communicate and coordinate with individual tenants regarding work resumption arrangements	x	x	x
Tenant	Set up a COVID-19 management committee, review and execute Business Continuity Planning (BCP)	x	x	x
	Prepare technology to support remote/home working	x	x	x
	Prepare remote working tips and distribute these to staff	x	x	x
	Obtain work resumption approval from the government	n/a	n/a	x
	Register the health status and travel history for all staff	limited	limited	x
	Ensure staff travelling from other cities complete quarantine before returning to the office	n/a	n/a	x
	Prepare masks, disinfectant, gloves and hand sanitiser in the workplace for employees	x	x	x
	Reconfigure workplaces (e.g. density, formulate seating plans based on fixed workstations, enhanced cleaning, etc.)	x	x	x
	Encourage and formulate plans for flexible working and staff rotation (Team A / B)	x	x	x
	Review, select, and implement cleaning scope	x	x	x
	Review, select, and implement security scope	x	x	x
	Review, select, and implement food service scope	x	x	x
	Review, select, and implement mechanical, electrical plumbing scope	x	x	x
	Conduct a full building assessment for safe, certified and connected operations on all infrastructure hardware, software and services	x	x	x

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FINANCIAL CONSIDERATIONS

OVERVIEW OF FINANCIAL CONSIDERATIONS

The Steering Committee must consider the various financial implications of reopening your workplaces.

1 Operating Expenses	**2** Capital Expenses	**3** Lease Obligations

FINANCIAL CONSIDERATIONS

Timing and Stakeholder Engagement

- CRE&F leaders will need to plan for adjustments to occupancy costs well ahead of the reopening of their workplaces

- As multiple parties will need to be involved in determining these adjustments (any combination of landlords, tenants, facility/property managers, suppliers, subcontractors, lenders and others), the necessary discussions to effectuate these adjustments should take place as early as possible to allow for proper planning and smooth implementation

- Very few of the issues companies will face upon reopening will be squarely addressed within existing agreements, so some level of negotiation should be expected in order to document the necessary changes

- As companies will need to reset budgets and forecasts as accurately as possible, these conversations should not be delayed

Operating Expenses

- With respect to operating expenses, CRE&F leaders should expect to incur added costs for items such as enhanced cleaning, hand sanitizers, personal protective equipment (PPE), special disposal receptacles, temperature screening services, expanded food service hours, and increased communications

- Some of these additional expenses may be offset by reductions in costs realized as a direct result of decreased occupancy levels (e.g., reductions in variable spend for routine consumables, waste removal and certain utilities)

- Where necessary, more drastic steps may be taken to achieve additional cost savings, but they typically will require a trade-off, such as reductions in service levels (e.g., maintenance routines may be reduced and repairs may be deferred, but more equipment failures may result over the long-term)

- Catering subsidies may be impacted by reduced capacity and change of menus

Capital Expenses

- CRE&F leaders should expect that capital will be needed in connection with the reopening of their facilities, and budgets will need to be adjusted accordingly

- Capital plans will need to be fully reevaluated and reset for the year to align with revised goals and objectives due to the impact of COVID-19. It will be critical to align the resetting of the capital plan with the supply chain to ensure the availability of labor and materials when projects are restarted

- Likely capital deployments will include items such as space reconfiguration (including erecting partitions to create physical barriers in open workplaces), changes to furniture, fixtures and equipment (e.g., installation of antimicrobial surface shields and self-cleaning surfaces), and additions of or enhancements to technology (such as sensor systems and touchless technology relying on gestures, facial or voice recognition, and Bluetooth connections to personal devices)

Lease Obligations

- The implications of COVID-19 on business are fluid and ever-evolving. A lease document creates a long-term relationship between a tenant and landlord, and at different times each party will require the other to act reasonably, irrespective of what the lease may say. In today's environment, CBRE believes it is in both parties' interest to know the obligations under a lease and come together to discuss any hardships created by COVID-19

- See CBRE's whitepaper for additional considerations on this topic

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CONCLUSIONS

CONCLUSIONS

1. Executive Summary	2. Enterprise Reopening Strategy	3. Corporate Real Estate & Facilities Reopening Strategy	4. Workplace and Technical Building Services	5. Financial Considerations
• CRE&F executives and their teams are poised to lead the way in reopening the world's places of work • CBRE suggests four guiding principles to steer clients in both their strategic and tactical recovery efforts: Safety, Compliance, Collaboration, and Agility • Leverage CBRE's Roadmap to Recovery framework across planning, bringing employees back to the workplace, and ongoing workplace management and evolution	• Mobilize a centralized, multi-disciplinary task force to plan and oversee recovery efforts across the portfolio • There will be many enterprise and outside factors that should be understood at the outset of planning (e.g., community readiness, facility readiness, employee readiness) • The steering committee must make decisions on how to determine timing of reopening (e.g., by city, asset type, country). Considerations may include issues such as decline in cases, testing availability and other factors. • Examples of the facility readiness items the steering committee will need to determine might include social distancing, cleaning protocols, landlord readiness, office signage, and supplies • Decisions made by the organization's HR leadership, Lines of Business, and C-Suite on work arrangements for teams, as well as accommodations for high-risk employees or other employees who may not be able to return to the office, must be finalized and communicated as part of the readiness process	• Develop a CRE&F alignment strategy to engage early with key facility-level stakeholders, including landlords, property managers and suppliers • Develop guidelines for workplace social distancing and reconfigure space to achieve guidelines, including removal of seats and closure/ repurposing of conference rooms and cafeterias • Assess the need for new types of workplace projects and services (e.g., temperature screening) • Set clear protocols for how everything in the office will operate to manage expectations for employees. Partner with Corporate Communications and HR to promote adoption and keep employees informed (e.g., office signage, welcome back campaign) • Consider a staged reopening process by implementing split and staggered shift strategies combined with work-from-home options	• Scope and frequency of services will require short- and long-term adjustments. Convene workplace and facilities experts to make recommendations for areas such as reception, mail, janitorial, transportation, HVAC, and more	• There will be financial impact across all areas of occupancy costs (e.g., operating costs, capital projects, rent). Convene the cross-functional steering committee to weigh options, approve strategies, and adjust budgets appropriately

CBRE is here to support our clients in this unprecedented and historic workplace initiative.

THANK YOU

Gracias ধন্যবাদ Salamat

धन्यवाद Obrigado 謝謝

Спасибо 감사합니다 תודה

Danke ありがとう Merci شكرا

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RISE
RESPECT/INTEGRITY/SERVICE/EXCELLENCE

toward a greener tomorrow