RECOVERY READINESS
A HOW-TO GUIDE FOR REOPENING YOUR WORKPLACE
Version 1.0
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RETURNING TO THE PHYSICAL WORKPLACE

Over the next several weeks and months, as areas stabilize from the COVID-19 pandemic and stay-at-home restrictions are lifted, organizations will begin to bring workers back into the physical workplace. It’s already begun in some parts of the world. In fact, as of April 2020, we have helped move our own employees, and those of our clients, back into more than 800 million square feet of properties globally.

The migration of a furloughed and Work From Home (WFH) workforce back to places of business will look different for every organization. The mix of returning employees will vary, and in some cases, a segment of the workforce may continue to work remotely. One thing is clear, however—the management of the process is without precedent.

Many of our clients have sought out our guidance and expertise as they navigate this process. Over the following pages, we prepared a How-to Guide for reopening the workplace that addresses many of their most pressing questions. How can real estate owners most effectively prepare their assets for the return of building occupants? And how can employers ensure they are prepared to receive their workforce—and that their employees are prepared for the return—so that the transition is safe, efficient, effective, and aligned to the needs of the organization and the needs of its people?

The Guide outlines some of the best thinking and practices that our more than 53,000 professionals have compiled across the globe and also includes insights from key partners. The recommended practices and protocols already have been implemented at locations across the globe with tremendous success.

Six Readiness Essentials

In this next phase of recovery, a handful of primary focus areas will be applicable to nearly every real estate owner and occupier across the globe. From big organizations to small ones, from those with one location to those with hundreds—each in their own way will be focused on the following Workplace Readiness Essentials:

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

Faced with common challenges, owners and occupiers have a unique opportunity to come together in the true spirit of collaboration. We are already seeing it play out, and we believe there is no better path to successfully manage the complexity of the road that lies ahead.

Three Final Things to Note

First, the World Health Organization (WHO), as well as the respective health organizations and government bodies within each country, are the primary sources for guidance on COVID-19 and other health-related issues.

Second, while the practices and recommendations in this guide at times reference office environments, they are largely applicable to other types of workforce environments and properties.

Finally, the intention of this resource is to establish the foundation of ideas and recommendations upon which we can build—in collaboration with clients and partners—an increasingly useful guide. We’re certain the coming weeks and months will teach us new things, and we look forward to sharing more ideas and updates to help you move forward through unfamiliar territory.

In the meantime, we look forward to connecting with you to learn more about how we can help.
PREPARING FOR DAY ONE
I. Working Together to Reopen the Workplace

Relationships between building owners and tenants have never been more important. Everyone is facing uncertainty, and the cooperation between building owners and occupiers today will benefit both parties in the short and long term.

Cushman & Wakefield professionals work with investor and occupier clients around the world. In places like China, where the return to the physical workplace has already happened in various instances, we have observed earnest efforts by all parties to successfully partner together as they work through the unique challenges the pandemic has created.

Below we provide guidance for both landlords and occupiers on how they can work together to achieve best results during this phase of the recovery.

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

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

Safety and Wellbeing
The health and safety of the people who use the building should be treated as a shared responsibility.

- All parties—owners, building managers, occupiers—should ascertain individual responsibilities and capabilities, and then work toward collectively improving the physical environment for the benefit of all building users
- Include plans and policies that address issuance of Personal Protective Equipment (PPE), implementation of new social distancing measures, and other actions taken to provide for the health and safety of building employees and visitors—e.g., signage to maintain safe distances, capacity monitoring of elevators, sneeze guards at reception areas, etc., if any

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

- Discuss the level of workforce communication that will be needed before employees return to work on Day One and beyond
- Agree and outline the responsibilities each party will take in communicating safety measures and protocols that have been implemented to date—and that will continue to govern the day-to-day use of the building—to create a sense of security and safety for all building users
- Discuss communication protocols and plans should risk increase suddenly
II. Preparing the Building

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

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

**WORKER SAFETY**

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

**CLEANING, DISINFECTING AND SUPPLIES**

- Review site inventory of cleaning chemicals, materials, and consumables to ensure inventory levels are aligned with forecasted building occupancy
- Ensure a safety data sheet is available for all chemicals and requirements for safe use are followed
- Ensure cleaning equipment and tools are in working condition
- Cleaning staff should review and complete refresher training on general cleaning and site-specific protocols
- Cleaners must be trained on proper disinfecting guidelines
- Determine areas that require thorough cleaning due to heavy usage such as event centers, gyms/locker rooms, conference rooms and restrooms
- Prior to initiating cleaning tasks, ensure all staff practice hand hygiene, washing hands thoroughly prior to putting PPE on, and follow Health, Safety, Security & Environment (HSSE) requirements with PPE
- Treat all surfaces using disinfectants from government approved or authorized lists ensuring all chemical dwell times are adhered to
- After use, workers should properly dispose of or sanitize PPE in accordance with WHO or local regulatory requirements.
Some Recommendations
Commit the time and resources to identify strategies to recognize and mitigate potential risks arising from future disruptions. These strategies will, in many cases, overlap and support opportunities to drive operational efficiency and enhance occupant experiences in normal operating modes.

- Focus on enabling future decision-making based on available data from various sources, including building systems and integrated third-party sources
- Create a unified operational view of critical data to enable a rapid, effective response to an adverse situation
- Align opportunities to augment existing data sets using technologies that help inform decision-makers. Examples may include occupancy sensors or air quality monitoring capabilities
- Focus on automation. Develop automated sequences that can quickly be enacted during an event to manage or change building operations while minimizing the need for human intervention
- Invest in operational building technologies that enhance the integration, visibility, and control of building and workplace systems

Responding to the ‘new normal’ is a journey and will take an investment from all corners of the real estate industry. We have a unique challenge today, and the future no doubt will bring new challenges and opportunities. Cushman & Wakefield’s Digital Building Practice continuously evaluates those challenges and opportunities on behalf of our clients while acting as a trusted adviser in moving toward meeting the ‘new normal.’ Expect COVID-19 to be a catalyst for the adoption of smart building technology.

FINAL THOUGHTS
While we have provided a host of considerations to help plan for and manage a successful reopening of the workplace, each organization has unique needs that require a unique roadmap. Focusing on these six essential areas is a good place to start.

1. Prepare the Building
2. Prepare the Workforce
3. Control Access
4. Create a Social Distancing Plan
5. Reduce Touch Points and Increase Cleaning
6. Communicate for Confidence

We’ll continue to provide more guidance and recommendations as new ideas and practices emerge—that’s part of our ongoing commitment to helping our clients prepare for what’s next.

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

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