



RECOVERY READINESS PLATFORM SOLUTIONS

April 2020



RECOVERY READINESS

As the built world prepares for the return of workers, shoppers, students and visitors, Cushman & Wakefield is ready to help ensure they can do so with confidence. Across all industries, **people's ability to feel comfortable, safe and secure** will be paramount to business recovery.

Organizations will need to help people return to **open commerce with a sense of trust**. At the same time, businesses and investors alike need trusted guidance to manage real estate in the current climate, and to anticipate what's next for the industry.

We're here to help.

RECOVERY READINESS

BACK TO WORK EXPERIENCE & THOUGHT LEADERSHIP



EXPERIENCE IN CHINA

10,000 Tenants

1 Million Workers

800 MSF of Property



FAST COMPANY

04-13-20
Our offices will never be the same after COVID-19. Here's what they could look like
Eventually we will have to go back to our offices. But how will work... work?



(Photo courtesy Cushman & Wakefield)

THE WALL STREET JOURNAL

The Coronavirus Economic Reopening Will Be Fragile, Partial and Slow

From airlines to car makers, companies are planning to gear up again. The new normal will look anything but.



RECOVERY READINESS

PLATFORM SOLUTIONS



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.

CUSHMAN & WAKEFIELD | **C&W SERVICES**

**#1
PREPARE THE BUILDING**

Classing plans, pre-return inspections, HVAC & mechanical checks

- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire/Life Safety systems
- Clean with products from approved lists from governing authorities
- Ensure compliance with owner/ Landlord requirements/policies
- Engage vendors in back-to-work plan
- Review and prepare plans regarding changes to cleaning scope or any additional services
- Ensure all inspections, remediation, repairs and commissions are complete before reopening

**#2
PREPARE THE WORKFORCE**

Policies for deciding who returns, and flexible management, employee communications

- Mitigate 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, socialization, 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 execute detailed plan on how to return to work
- Advise an 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, visitors, visitor policies

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

**#4
CREATE A SOCIAL DISTANCING PLAN**

Decreasing density, schedule management, office traffic patterns

- Consider phasing based on roles and priorities, including tempo workers if needed
 - Alternating work weeks in the office and WFH
 - Staggered arrival/departure times
- Enable teams to negotiate their own "virtual" schedules
- Introduce planning to support social distancing/ 6 Feet Office Protocol
- Monitor space usage
- Specify seating assignments for employees to ensure staff adheres to minimum work distances
- Redesign spaces, alternate desk/char 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., reserve some desks from large conference rooms
- Highlight shared use of small rooms and convert them to single-occupant use only
- Designate and segregate the direction of bio-traffic in main circulation paths

**#5
REDUCE TOUCH POINTS & INCREASE CLEANING**

Touchless logins/egress, clean desk policy, foot pin, cleaning common areas

- Maintain enhanced cleaning and disinfecting practices
- Safety disinfectants near or on each desk or work area, particularly those that are shared
- Remove food/beverages - consider restocking with single-serving items
- Enable D/F cleaning through hand sanitizer, disinfectant wipes, and other such products
- Sanitize all workspace areas, including office, conference rooms, breakrooms, cafeterias, restrooms, and other areas prior to opening. Strongly encourage equipment use in working order
- Limit in-person meetings
- Consider low-touch or no-touch switches, doors, drawers and other fittings
- Remove high-touch shared tools such as whiteboard markers, notepad controls, etc.
- Institute a clean-desk policy
- Create secured, designated storage areas for personal items
- Designate a specific enclosed room to isolate of any person identifying themselves with symptoms

**#6
COMMUNICATE FOR CONFIDENCE**

Recognize the fear in returning, communicate transparently, listen/ survey regularly

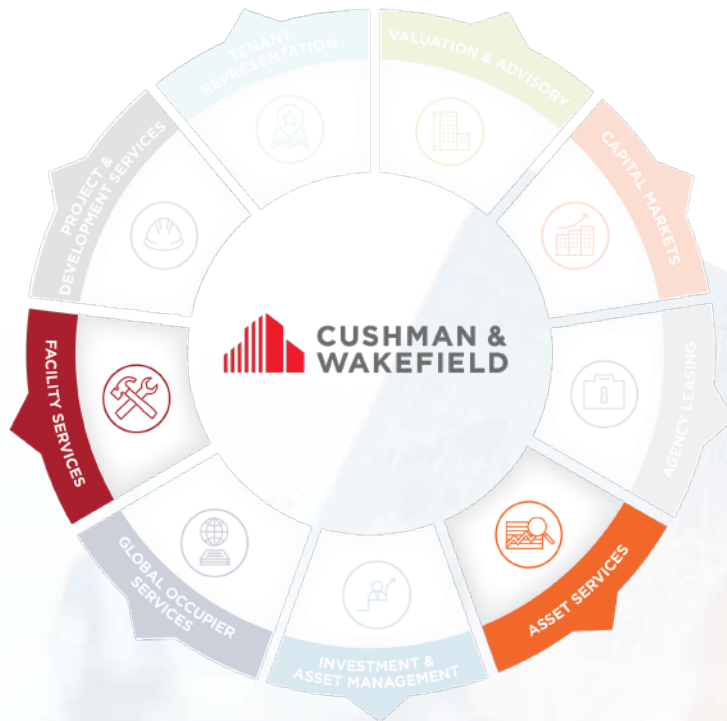
- Ensure leadership alignment on re-entry
- Establish two-way communication
- Ensure a trusting and transparent culture
- Clearly set employee expectations, with an emphasis on making them feel secure
 - Return to work/WFH policies and incentives
 - Guest and visitor policies
 - Employee travel policies
 - HR policies 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



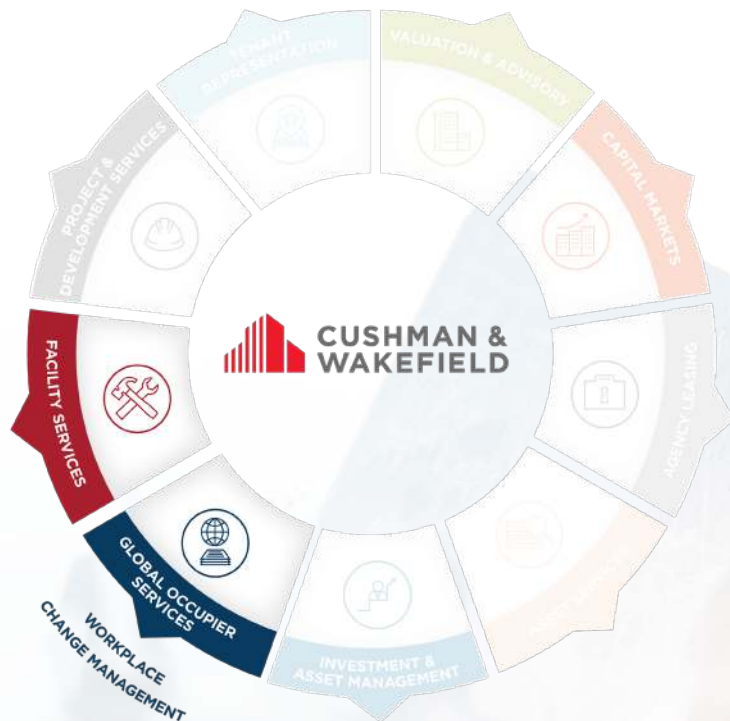
- Ensure safety of all workers
- Ready Mechanical, HVAC, Fire/Life Safety systems
- Clean with government-approved products
- Partner with building owners/Landlord to ensure compliance with owner requirements/policies
- Engage vendors in back-to-work plan
- Review and prepare plans for client/owner approval 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



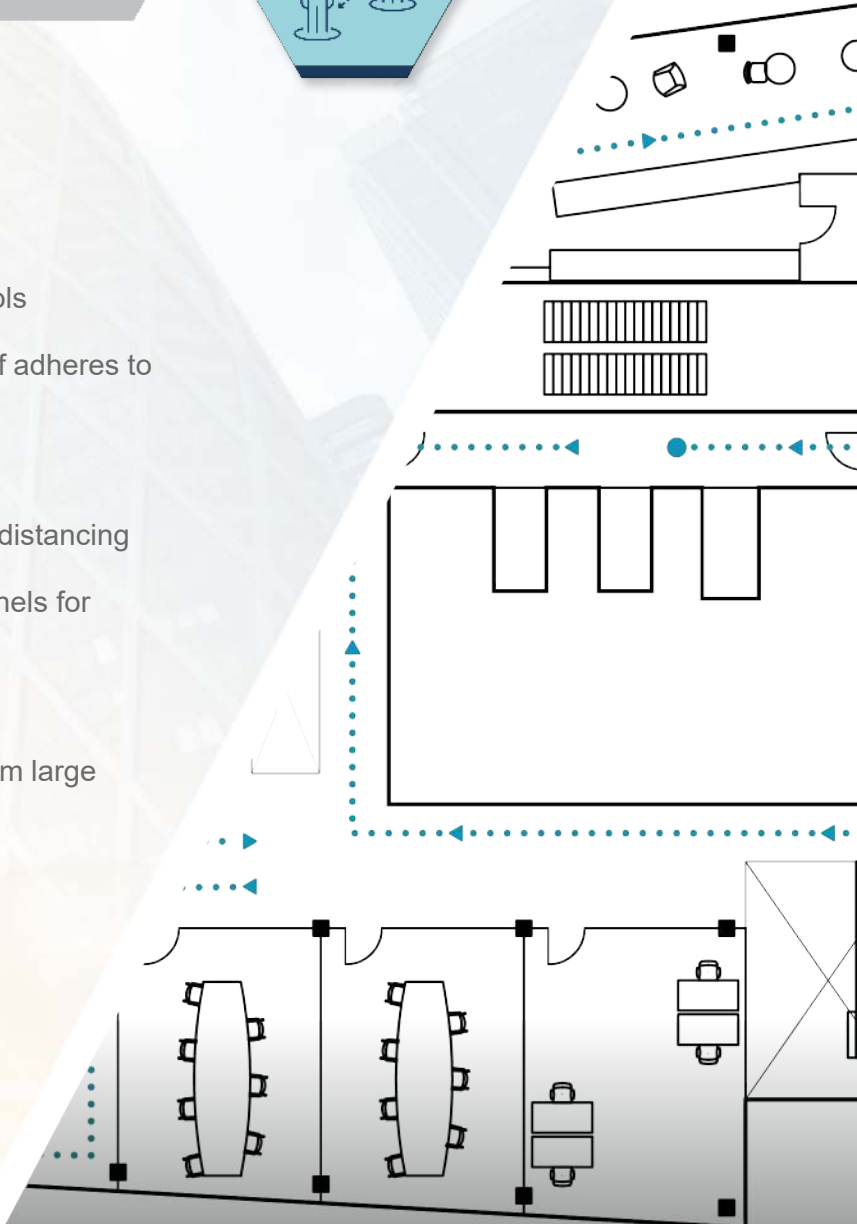
4. CREATE A SOCIAL DISTANCING PLAN



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.

RECOVERY READINESS INSIGHTS



Restoring Retail Confidence: Strategies Forward-Looking Brands Should Consider Now



The Space Between – Social Distancing in Distribution Centers



How is COVID-19 Changing the Grocery Industry?



Experience Per Square Foot™: What Really Matters to Your Employees



Reducing Maintenance Operations Without Compromising on Efficiency During the COVID-19 Period



Asset Protection Measures for Commercial Properties in Response to COVID-19



How the Practice of Design for Safety via Process Design and Technology Applications Improves Workplace Safety



PODCAST
Leadership and Culture: Creating a Workplace that Excels



Q&A

