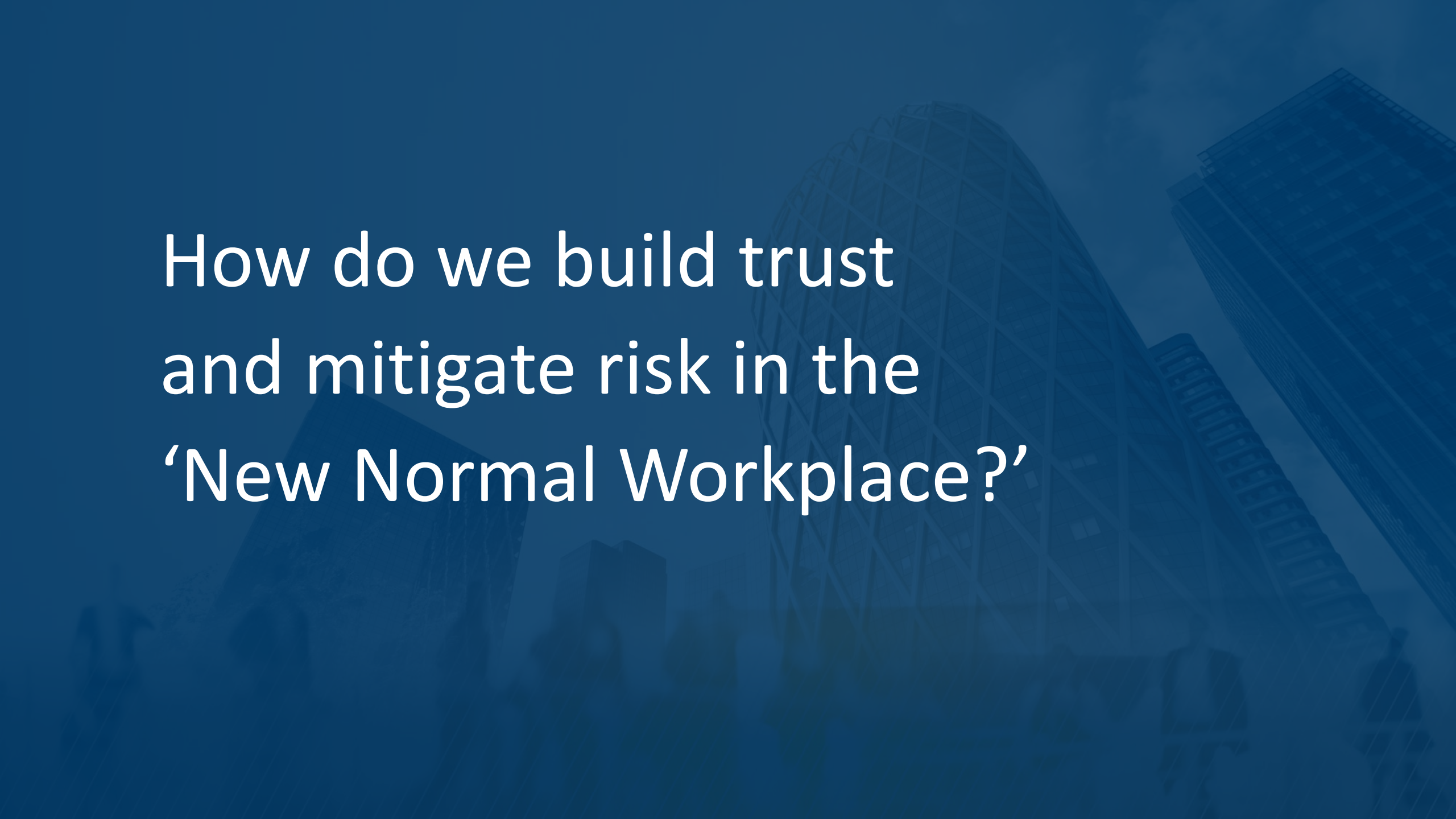




RETURNING TO THE WORKPLACE **THE NEXT NORMAL**

May 2020





How do we build trust
and mitigate risk in the
'New Normal Workplace?'

ESTABLISH A STRATEGY

What are we hearing?

We are listening: Webinars, Roundtables, Conferences, Landlord and Client Engagement, Research and Response.

How do we plan for the long-term without excessive capital investment?

Should we recommend masks at all times?

How do we ensure the safety of our employees?

What is the new normal?

What is our obligation?

How can we maintain our culture with continued WFH?

Is physical distancing enough?

How do we phase in employees?

OUR NEW VOCABULARY

LESS SHARED SPACES

CONTINUED WORK FROM HOME **WORKSTATION DIVIDERS**

ALTERNATING TEAMS **PHYSICAL DISTANCING IN THE WORKPLACE**

INCREASED WAIT TIMES FOR ELEVATORS

MASKS IN THE WORKPLACE **NO ACCESS TO TELEPHONE ROOMS**
DECREASED AMENITY OFFERINGS

DECREASED ACCESS COMMON SPACES **NEW PROTOCOLS FOR BEHAVIOUR**

CLEAN DESK POLICIES **HAND SANITIZER**

MORE ATTENTION TO CIRCULATION PATHS

LESS CHAIRS IN MEETING AREAS ANTI-BACTERIAL WIPES

INCREASED CLEANING MEASURES **INCREASED SIGNAGE FOR PROTOCOLS**

LIMITED GUESTS AND DEFINED GUEST SPACES



**ESTABLISH A STRATEGY
PREPARE THE WORKFORCE
PREPARE THE WORKPLACE
FM OPERATIONS/MAINTENANCE
WORKPLACE TECH ASSESSMENT
EMPLOYEE ENGAGEMENT**



RECOVERY READINESS

▶ ESTABLISH A STRATEGY

ESTABLISH A STRATEGY

A COMPREHENSIVE APPROACH

SAFE SIX ESSENTIALS

SERVICE ALIGNMENT

1. PREPARE THE BUILDING

Space Planning & Design
Cleaning & Maintenance Services
Project & Program Management

2. PREPARE THE WORKFORCE

Change Management
Employee Experience

3. CONTROL ACCESS

Project & Program Management
Space Planning & Design
Cleaning & Maintenance Services

4. CREATE A SOCIAL DISTANCING PLAN

Change Management
Space Planning & Design
Project & Program Management

5. REDUCE TOUCH POINTS & INCREASE CLEANING

Cleaning & Maintenance Services
Space Planning & Design
Sourcing & Procurement

6. COMMUNICATE FOR CONFIDENCE

Change Management
Employee Experience
Sourcing & Procurement

THE SAFE SIX: WORKPLACE READINESS ESSENTIALS

The objective of this "Safe Six" is to ensure that the workplace is ready to receive employees safely and effectively. These six essential elements are the foundation for a comprehensive approach to workplace recovery. From a single checklist to a complete strategy, following a "Safe Six" approach is critical to getting the workplace ready to receive employees.

01 PREPARE THE BUILDING
 - Prepare the building for occupancy, including cleaning, maintenance, and safety checks.
 - Ensure the building is safe and secure.
 - Prepare the building for occupancy, including cleaning, maintenance, and safety checks.

02 PREPARE THE WORKFORCE
 - Prepare the workforce for occupancy, including training, communication, and safety checks.
 - Ensure the workforce is safe and secure.
 - Prepare the workforce for occupancy, including training, communication, and safety checks.

03 CONTROL ACCESS
 - Control access to the building, including entry points, security, and safety checks.
 - Ensure the building is safe and secure.
 - Control access to the building, including entry points, security, and safety checks.

04 CREATE A SOCIAL DISTANCING PLAN
 - Create a social distancing plan, including entry points, security, and safety checks.
 - Ensure the building is safe and secure.
 - Create a social distancing plan, including entry points, security, and safety checks.

05 REDUCE TOUCH POINTS & INCREASE CLEANING
 - Reduce touch points and increase cleaning, including entry points, security, and safety checks.
 - Ensure the building is safe and secure.
 - Reduce touch points and increase cleaning, including entry points, security, and safety checks.

06 COMMUNICATE FOR CONFIDENCE
 - Communicate for confidence, including entry points, security, and safety checks.
 - Ensure the building is safe and secure.
 - Communicate for confidence, including entry points, security, and safety checks.

II. Preparing the Building

MOST IMPORTANT

RECOVERY READINESS
A HOW-TO GUIDE FOR REOPENING YOUR WORKPLACE

CUSHMAN & WAKEFIELD

ESTABLISH A STRATEGY

DELIVERY MECHANISMS

GLOBAL WORKPLACE READINESS BEST PRACTICES

STRATEGIC CONSULTING / PROGRAM MANAGEMENT SERVICES

1

WORKFORCE PREPARATION PLAN

Pulse Survey - Employee Readiness and Willingness to Return to Office

2

WORKPLACE ASSESSMENT

Physical Interventions/Considerations
Social Distancing / Building Preparation

3

FM OPERATIONS + MAINTENANCE PLAN

New protocols and practices to mitigate risk

4

WORKPLACE TECH ASSESSMENT

Assessing your cloud capability for continued remote work and more effective on-site work

5

EMPLOYEE READINESS PLAN

Integrated Communication Strategies, Protocol Development

LONG TERM CONSIDERATIONS



SITE SELECTION

What is the new criteria?
How will this affect leases?



BUILDING STANDARDS

What innovations can you expect?



INTERIOR DESIGN

What are the new standards?

ON - GOING PORTFOLIO ALIGNMENT

ESTABLISH A STRATEGY

METHODOLOGY



STRATEGIC CONSULTING • WORKPLACE STRATEGY • SPACE PLANNING •
PROJECT MANAGEMENT • CLEANING & MAINTENANCE • SOURCING &
PROCUREMENT • TRANSACTION MANAGEMENT

ASSESS

- Lease Assessment
- Regulatory Review
- HSSE Assessment
- Building Readiness
- Sourcing Assessment
- Organizational Pulse Survey
- Demand Assessment
- Cultural Assessment
- Supply Assessment
- 6 Feet Office
- Workplace Technology Assessment

PLAN

- Stakeholder Alignment
- Phased Re-entry Strategy
- Future Vision
- Change Management Plan
- Behavioral Protocols
- Environmental Protocols
- Space Planning
- Infrastructure Solutions
- Technology Solutions

PLAYBOOK



IMPLEMENT

- Project Management
- Facility Management
- Transaction Management
- Change Management
- Sourcing Management
- Technology

SOURCE

- Specialty Service Vendors
- Guard & Barrier Materials
- PPE
- Signage
- Desktop Items



RECOVERY READINESS



PREPARE THE WORKFORCE

PREPARE THE WORKFORCE

WHO COMES BACK TO WORK?

RE-ENTRY GATES

	National	Provincial	City	Landlord	Tenant
Re-Entry	1	2	3		
Transportation			4		
Building Access				5	
Floor Access				6	7
Office Access					8

Hot Spots

Public
Transportation

Elevators

Washrooms
+ Kitchens

PREPARE THE WORKFORCE

WHO COMES BACK TO WORK?

PEOPLE WHO SHOULD...



Be in the Office



Require materials, equipment, tools
(e.g. computing power, secure documents physical work, labs, manufacturing)



Need in-person interactions to perform essential functions



Are most productive at the office



Are non-compliant when WFH
(e.g. OSHA regulations, confidentiality laws, cyber security)



Work from Home

For now



Have an elevated health risk as defined by local/national health organizations



Have family obligations
(e.g., school closures, family care)



Are unable to commute within safety guidelines



WFH or Office?

follow governing regulations and/or corporate protocols



Have no elevated health risk as defined by local/national health organizations



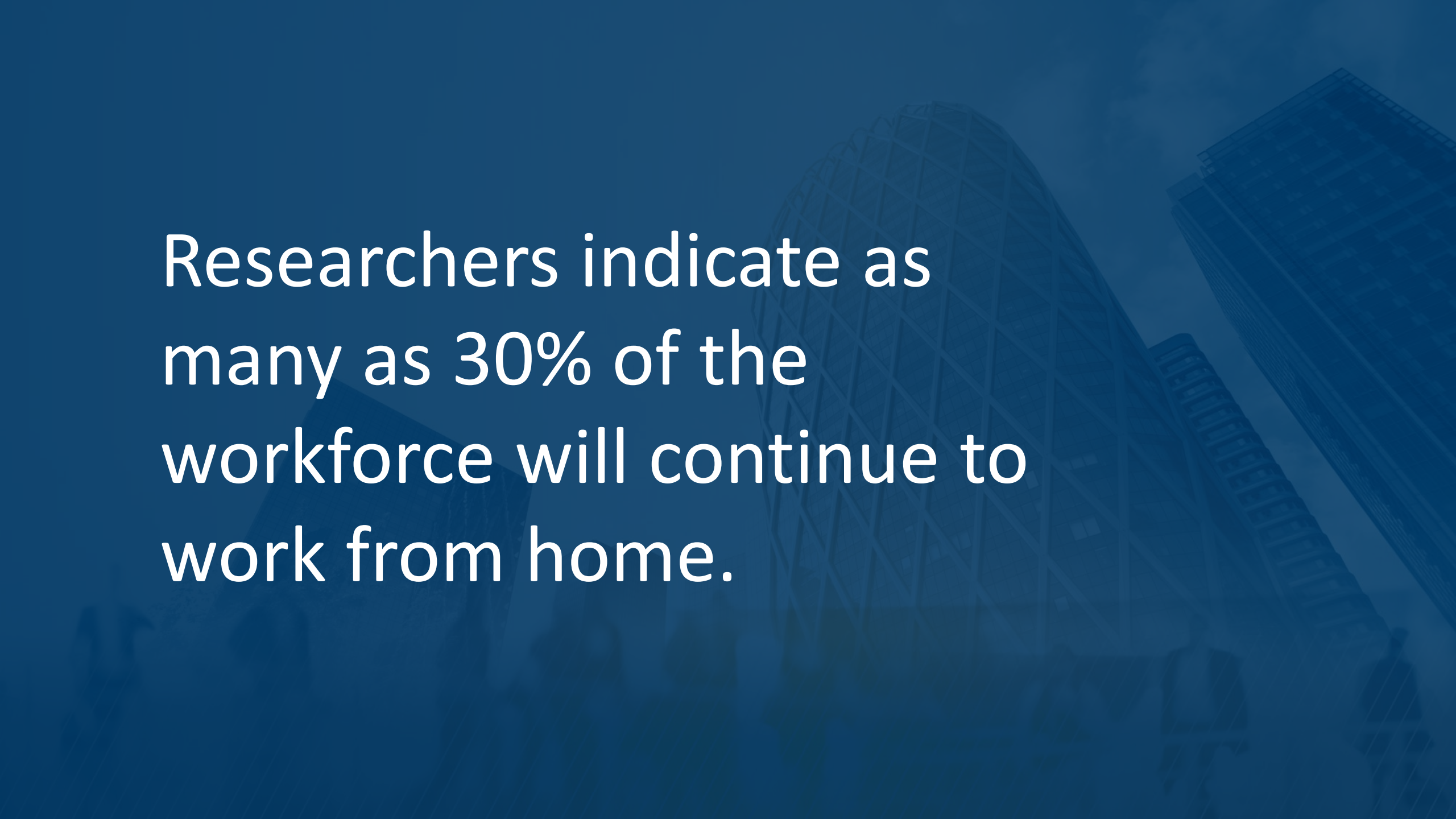
Work in a place with social distancing safeguards



Are productive at home OR at the office



Can commute within safety guidelines

The background features a blue-tinted image of a city skyline with several skyscrapers. A white grid pattern is overlaid on the image, creating a technical or architectural feel. The text is centered and reads:

Researchers indicate as many as 30% of the workforce will continue to work from home.

PREPARE THE WORKFORCE

ORGANIZATIONAL PULSE CHECK

OBJECTIVES

ORGANIZATIONAL ALIGNMENT

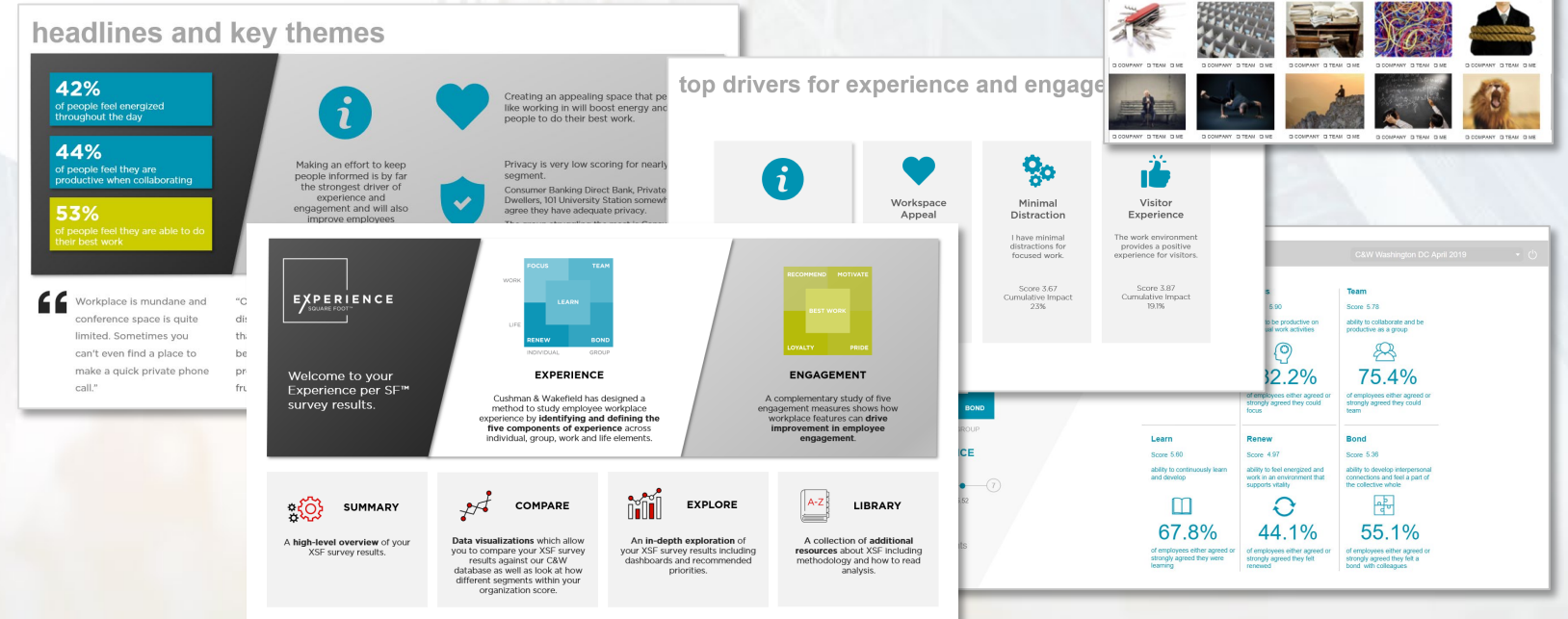
- STAKEHOLDER ENGAGEMENT
- PRODUCTIVITY GAUGE
- COLLABORATION EXPERIENCE
- TECHNOLOGY ASSESSMENT
- COMMUNICATION EFFECTIVENESS
- CULTURE SHIFT ASSESSMENT
- READINESS TO RETURN TO WORKPLACE

APPROACH

- XSF@ HOME
- VIRTUAL TOWN HALLS
- VIRTUAL WORKSHOPS
- WEBINARS

RESULTS

- Customized reports.
- Insights on the recommended actions you can take to improve the employee work from home experience.
- Benchmarking of your company's results.





RECOVERY READINESS



PREPARE THE WORKPLACE

WORKPLACE

WHAT CHANGES ARE REQUIRED SHORT AND LONG TERM?

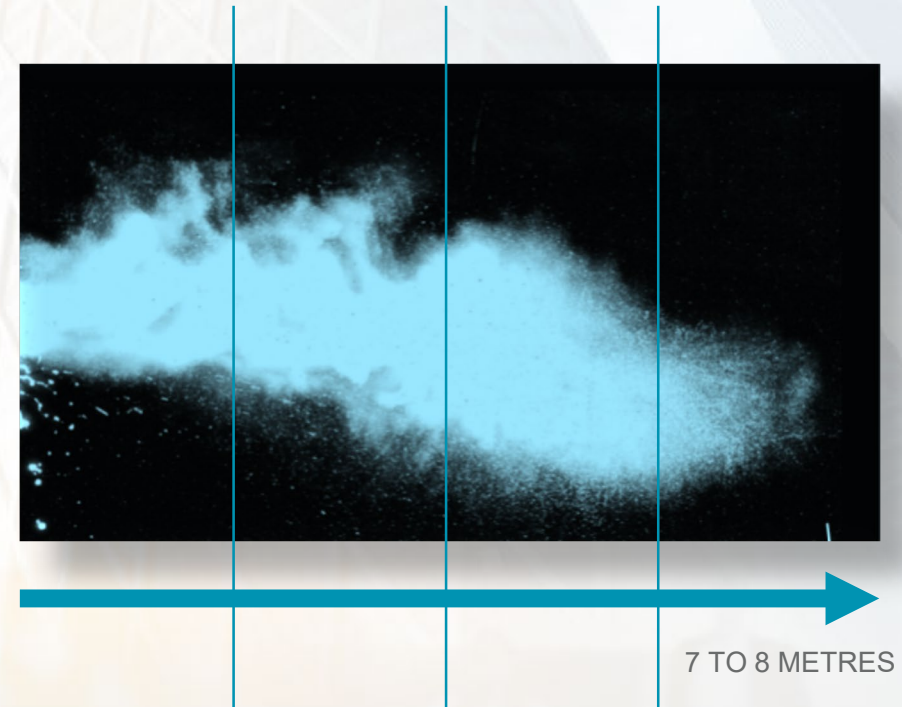
ASSESS THE WORKPLACE FOR THE MOST PRESSING PHYSICAL CHANGES REQUIRED TO MITIGATE RISK.

How much distance will workers need **to feel safe and be able to function efficiently?**


Will workers feel confident that their employer is doing **everything necessary to mitigate risk?**

What protocols are needed to ensure **physical space and behaviours** work together for the best possible outcome?

How will the **landlord prepare the building?**



Multiphase Turbulent Gas Cloud From a Human Sneeze



Researchers indicate
phones and chairs carry the
most risk in the workplace.

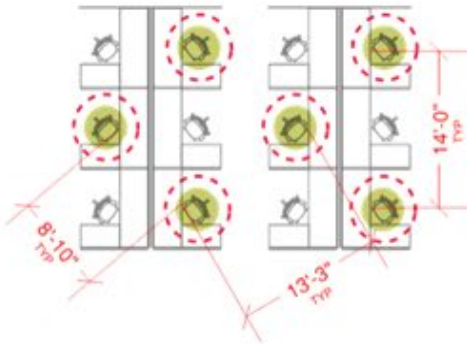
WORKPLACE

SOCIAL DISTANCING CONSIDERATIONS



Seat Spacing & Re-Entry Scenarios

Follow recommended 6' spacing for all workstations, reduce capacity, and assign seats to reduce potential exposure



Meeting Room Capacities

Reduce conference, meeting, and gathering space capacities to allow for 6' spacing and reduce potential exposure



Studio
Previous Capacity: 8
Recommended Capacity: 3



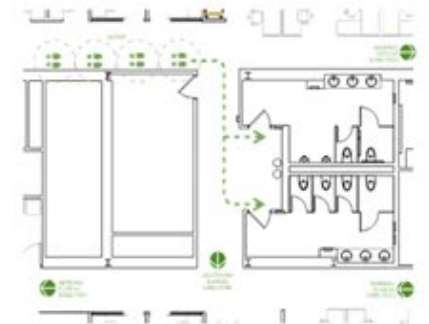
One-Way Circulation

Decrease bottlenecks and reduce potential exposure by implementing one-way circulation



Other Considerations

Implement additional measures throughout the workplace to ensure the health and safety of all associates



WORKPLACE

CAPACITY WHEN SOCIAL DISTANCING & REDUCING TOUCHPOINTS

ENTRY | EGRESS

- 1 Distancing:** elevator lobby – coordinate entrance /egress. Consider elevators reset for up and down transport only; consider pinch points.
Note: freight elevator could be used but creates a pinch point for bathroom access.
Occupant volume: avoid high occupancy; support reduced traffic by staggering arrival/departures.
Touchpoints: new gloves to be worn in elevators
- 2 Hygiene:** employees to wear masks upon entering and while circulating on the floor. Pick up/disposal of PPE to be available upon entering the space.

COMMUNITY SPACE

- 3 Distancing:** significant seat reduction: seats used as workplaces.
Circulation: clockwise; respect seated individuals upon arrival.
Touchpoints: disinfectant wipes available for cleaning of surfaces.

OPEN SEATING

- 4 Distancing:** significant furniture reduction --6 seats can be used simultaneously while respecting distancing.
Touchpoints: disinfectant wipes available for cleaning of surfaces.

PANTRY

- 5 Distancing:** remove stools; consider single use occupancy.
Touchpoints: wear gloves when using shared equipment; support with a day porter; single use supplies



CONFERENCE ROOMS

- 6 Distancing:** capacity reduction from 12 to 5 people.
Circulation: clockwise flow into the conference room; occupants take the furthest seat first; consider queuing protocol prior to entering the room.
Touchpoints: doors propped open or removed. Shared tech and writing materials only to be used with gloves.

INDIVIDUAL SEATS

- 7 Distancing:** workstation seats reduced for distancing and secondary circulation capacity; install vertical dividers at spine of workstations; eliminate guest seating. Convert large offices to accommodate two work seats that maintain required distance from each other. Doors to be propped open or removed.

BATHROOMS

- 8 Occupant Volume:** each bathroom to be considered single occupant and possibly unisex.
*pinch point for occupants exiting the space.
Hygiene: trash receptacles within reach of doors. Masks to be worn.

PINCH POINTS

- Indicates friction points with higher traffic volume and proximity to adjacent traffic flow which will need to be considered and resolved.



RECOVERY READINESS



FM OPERATIONS/MAINTENANCE

FM OPERATIONS / MAINTENANCE

NEW PROTOCOLS AND PRACTICES

SERVICES

SOURCING

COST EVALUATION

ENVIRONMENTAL PROTOCOLS

COMMON AREA MANAGEMENT

CONTAMINANT CONTROL

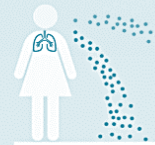
JANITORIAL SUPPLIES

PPE

COORDINATION WITH LANDLORDS

SIGNAGE

Air impurities can travel great distances



1-3 Feet



When an infected person coughs, the amount of viable flu virus is between **0.3-0.8 microns**

Flu virus particles can remain airborne a long time **up to a half hour** to move 3 feet



HOW BIG IS A MICRON?

A micron is so small, that it takes 100,000 of them to make up the smallest grain of sand on a beach, or it is about 0.00004 inches.

1 DESKS & ACCESORIES



Desktops, computer keyboards, computer mice and phones should be frequently cleaned to avoid the spread of germs and bacteria around the office.

2 LIGHT SWITCHES & DOOR HANDLES

Light switches and door handles are prime vector points in the spread of bacteria and germs. Make sure they are sanitised frequently.



3 VENDING MACHINES



Bacteria can spread from buttons to fingers to mouth, so make sure vending machines are regularly sanitised.

4 RUBBISH BINS

Make sure to regularly dispose of rubbish as well as clean and sanitise bins.



5 FLOORS

Keeping floors clean, including the placement of a sterilisation tray at the entrance, can prevent the spread of bacteria via footwear.



6 MEETING ROOMS



Ensure meeting rooms are clean for the protection of both staff and clients.

7 KITCHEN AREAS

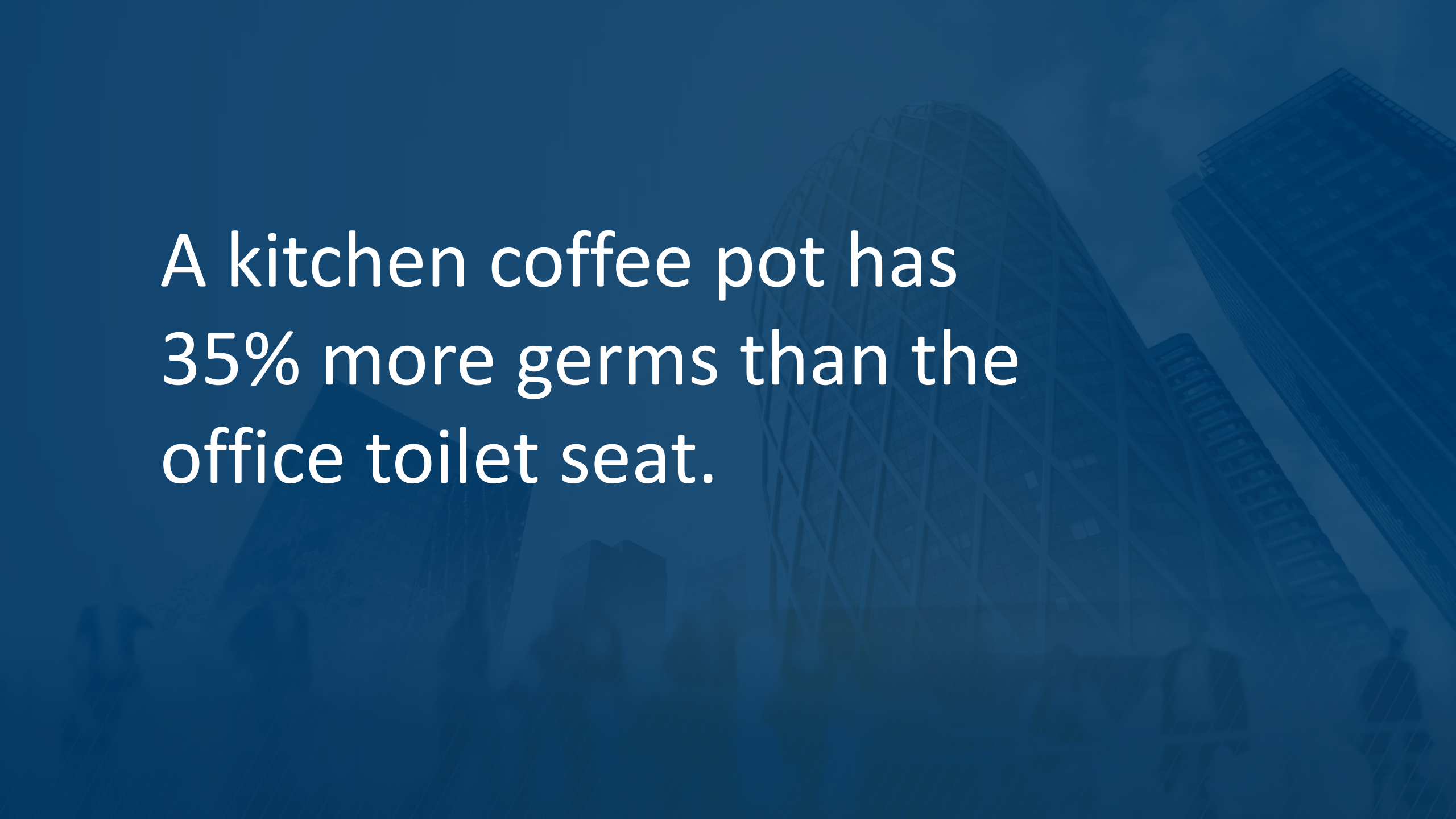
A germ hotspot, so be sure that all seating, tables and appliances, including refrigerators, microwaves, water fountains and coffee machines are regularly cleaned.



8 BATHROOMS



A reservoir for bacteria, make sure toilets, sinks and faucets are regularly cleaned and sanitised.



A kitchen coffee pot has
35% more germs than the
office toilet seat.



RECOVERY READINESS

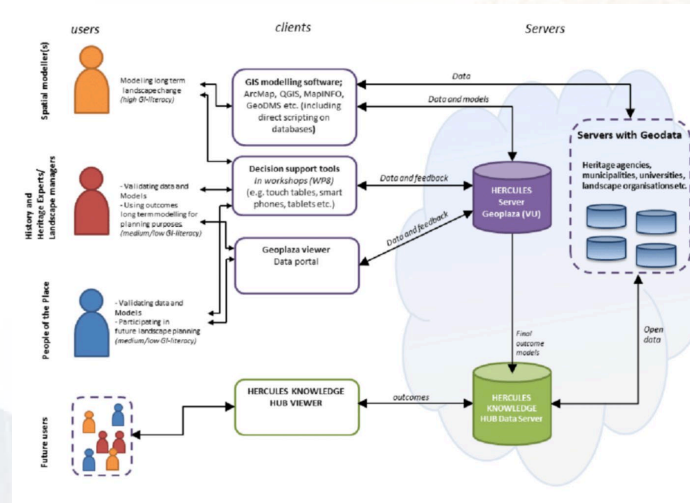
▶ WORKPLACE TECH ASSESSMENT

WORKPLACE TECH ASSESSMENT

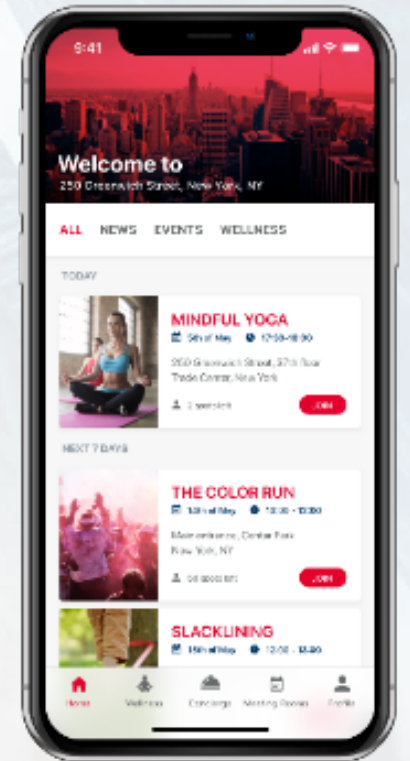
PREPARING YOUR WORKPLACE FOR THE FUTURE

SERVICES

- CLOUD STRATEGY
- DATA STORAGE
- DISASTER STRATEGY
- WORKPLACE APPS
- SMART BUILDINGS
- INFRASTRUCTURE ADVISORY



WORKPLACE EDGE is an **EMPLOYEE ENGAGEMENT APP** that offers access to concierge and wellness services, company news and information, building service tools and more.



Go  Paperless



RECOVERY READINESS ▶ EMPLOYEE ENGAGEMENT

EMPLOYEE ENGAGEMENT

PREPARE FOR A SOFT LANDING

SERVICES

RE-ENTERING THE WORKPLACE

CREATE STRATEGY USING SURVEY DATA

- Re-entry readiness assessment
- Conduct focus groups
- Change strategy plan
- Communications plan

PREPARE EMPLOYEE COMMUNICATIONS

- Messaging
- FAQs
- Manager toolkits and talking points
- Wayfinding and key message signage
- Re-entry welcome guide

TRAINING MATERIALS

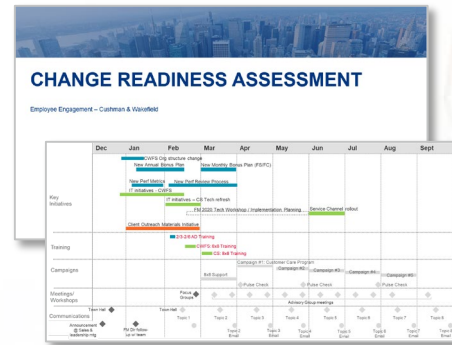
- Online, in-person, take-aways

PLAN TO ENGAGE

- Return to work task force
- Return to work pilot
- Workplace protocol development

APPROACH

STRATEGIZE



COMMUNICATE



TRAIN



ENGAGE



EMPLOYEE ENGAGEMENT

DELIVER A SOFT LANDING

SERVICES

RE-ENTERING THE WORKPLACE

- New Protocol Training
- Manager Toolkit & Talking Points
- Training: How To Lead Distributed Teams
- Wayfinding & Key Message Signage
- Re-entry Welcome Guide
- Post-return Feedback Collection & Analysis

- Implement Change Strategy Plan
- Convene Return To Work Task Force
- Return To Work Pilot Phase
- Deliver Employee Communications
- Post FAQs

APPROACH

Re-entry Must Haves

RE-ENGAGEMENT OF EMPLOYEES



- Leadership alignment on re-entry
- Two-way communication
- Trusting and transparent culture

PREPARATION FOR USING SPACE DIFFERENTLY

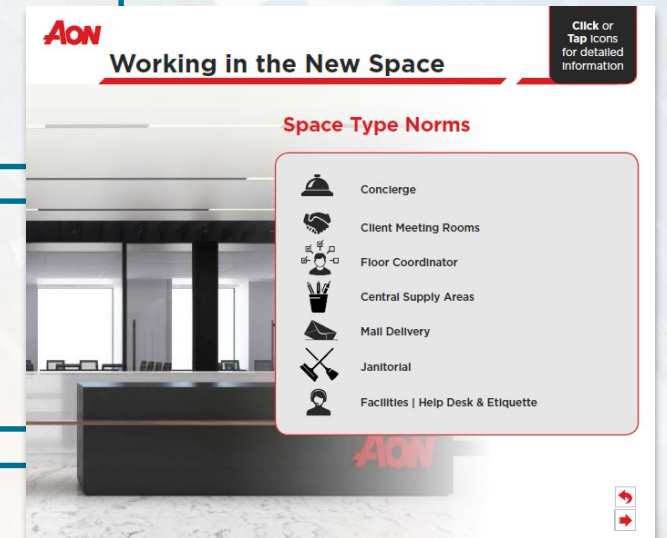


- Assurance of safety and security
- Clear guidance on how to follow new processes

IMPROVED VIRTUAL COLLABORATION



- Updated team norms and agreements to support distributed teammates



EMPLOYEE ENGAGEMENT

CREATE A PLAYBOOK

A playbook aggregates the results of all assessments and summarize how the Return to Work program should be delivered during Implementation.

CLIENT REQUIREMENTS & NEEDS

RECOVERY READINESS GUIDE

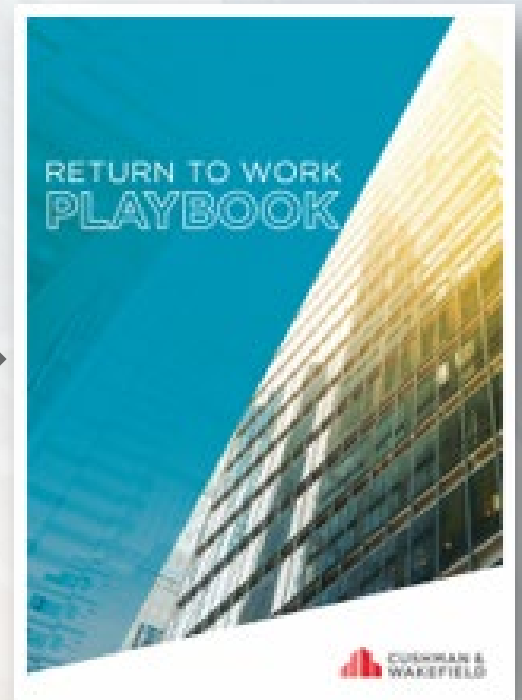
SAFE SIX CHECKLIST

ASSESSMENTS

PLANNING

PLAYBOOK DELIVERABLES

- Roles and Responsibilities
- Key Tasks and Milestones
- Detailed Processes
- Related forms
- Timelines





WHAT'S NEXT
▶ RE-IMAGINATION

OUR NEXT VOCABULARY



DENSITY
SUBURBAN RISE
INDIVIDUAL TRANSPORTATION MODULES
MORE ELEVATORS
HIGH TECH HOME OFFICE
SMART BUILDINGS
WHOLE BUILDING DESIGN
TECH ENABLED DESIGN
HIGH-TECH NEIGHBOURHOODS
PRIVACY BACKLASH
DESIGN WITH EMPATHY

THE RESILIENT CITY
CURATED VILLAGE
LOW-RISE DEVELOPMENT
DATA-DRIVEN DESIGN
DECREASED AMENITY OFFERINGS
BIOMETRICS
MOVEMENT TRACKING
BIO-FEEDBACK PRODUCT DEVELOPMENT
DATA ANALYTICS
MICRO-MOBILITY
DIGITAL NOMADS



REIMAGINING THE FUTURE

BIG IDEAS

As we reimagine the role of the workplace in the long term, we will continue to ask questions:



- How does the work environment support or hinder business success, innovation, diversity, speed, culture, etc. and how should we think differently?
- What is the role of the physical work environment?
- What are organizations lacking without it?
- Why do people want to come to the office?
- Will we centralize offices in CBDs?
- Does a new workplace model support new labor sources?
- What is the impact of a fully distributed workforce?



While we focus today on the immediate future, we continue to learn and will use the process of the return to work to provide insights and practices that will serve you in the long run.

REIMAGINING THE FUTURE

BIG IDEAS



REIMAGINING THE FUTURE

BIG IDEAS

INCREASED FOCUS ON HOLISTIC BUILDING



- PRODUCTIVE
- EFFICIENT
- **HEALTHY**
- SOCIAL
- RESPONSIVE
- INSPIRING



BUILDING

BIOPHILLIC
INNOVATIVE MATERIALS
SUSTAINABLE
LOCALLY SOURCED
PRE-FAB ELEMENTS
ENERGY EFFICIENCY

OCCUPIER

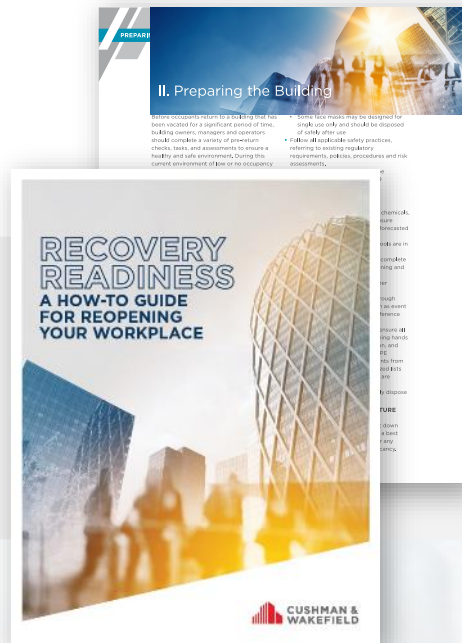
VENTILATION
AIR QUALITY
LIGHTING
WATER
SAFETY
ACTIVE DESIGN
THERMAL HEALTH

Increased spotlight on empathy and privacy.

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



Q&A





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