



Reopening CBRE's Workplaces

Executive Summary

Roadmap for Return
(US/AMERICAS)

CBRE employs over 100,000 employees at client locations and across over 530 corporate offices globally – with more than 250 of those offices located in the Americas. As we prepare for the next phase of the COVID-19 pandemic—the return to the office—we have developed a detailed playbook for how we will bring our own employees back, with their safety and well-being at the forefront of every decision. At the same time we are working to help our clients reopen their workplaces, and we are committed to being transparent about our own plans to help inform and inspire thoughtful planning and implementation.

No matter what company, no matter what industry, we all share a common goal: to keep our people and our communities as safe as possible, while reinvigorating our workplaces and driving business forward. This document is a summary of our Americas playbook, and we are pleased to share it with you.

CBRE

PHASE 1

PLANNING FOR THE RETURN TO THE WORKPLACE

FORM REOPENING TASK FORCE

CBRE believes in the power of collaboration. As such, we have leveraged expertise from across our organization to create the Reopening Task Force.



AFFIRM GUIDING PRINCIPLES

Our reopening approach is grounded in four important guiding principles.



SAFETY



COMPLIANCE



COLLABORATION



AGILITY

ESTABLISH READINESS CRITERIA AND MOBILIZE READINESS TEAMS

In order to support the return of our workforce, these actions occurred ahead of our planning:

- Establish readiness criteria, including community readiness, facility readiness, and employee readiness
- Mobilize readiness teams so the appropriate preparations are made for the return of employees
- Initiate employee surveys and communications

INITIATE EMPLOYEE SURVEY AND COMMUNICATIONS; LANDLORD QUESTIONNAIRES

An office preparation checklist was created to establish office capacity that supports social distancing, new office protocols and plan for the return of employees.

OFFICE PREPARATION CHECKLIST PRE-ENTRY PLANNING				REOPENING CBRE's Workplaces
Category	Responsibility	Details	Direction	Notes/Comments
Building Preparation	Not Started	Review all building permits and ensure they are up to date.	Facilities Mgmt	Check for building permits, fire, and other codes.
	Not Started	Review all building safety protocols and ensure they are up to date.	Facilities Mgmt	Check for fire, safety, and other protocols.
	Not Started	Review all building security protocols and ensure they are up to date.	Facilities Mgmt	Check for security protocols and access control.
	Not Started	Review all building environmental protocols and ensure they are up to date.	Facilities Mgmt	Check for environmental protocols and air quality.
Health, Safety & Environment	Not Started	Review all health and safety protocols and ensure they are up to date.	Health, Safety & Environment	Check for health and safety protocols and training.
	Not Started	Review all environmental protocols and ensure they are up to date.	Facilities Mgmt	Check for environmental protocols and air quality.
	Not Started	Review all safety protocols and ensure they are up to date.	Facilities Mgmt	Check for safety protocols and training.
	Not Started	Review all environmental protocols and ensure they are up to date.	Facilities Mgmt	Check for environmental protocols and air quality.
Facilities Mgmt	Not Started	Review all facilities management protocols and ensure they are up to date.	Facilities Mgmt	Check for facilities management protocols and training.
	Not Started	Review all facilities management protocols and ensure they are up to date.	Facilities Mgmt	Check for facilities management protocols and training.
	Not Started	Review all facilities management protocols and ensure they are up to date.	Facilities Mgmt	Check for facilities management protocols and training.
	Not Started	Review all facilities management protocols and ensure they are up to date.	Facilities Mgmt	Check for facilities management protocols and training.
Strategic Sourcing	Not Started	Review all strategic sourcing protocols and ensure they are up to date.	Strategic Sourcing	Check for strategic sourcing protocols and training.
	Not Started	Review all strategic sourcing protocols and ensure they are up to date.	Strategic Sourcing	Check for strategic sourcing protocols and training.
	Not Started	Review all strategic sourcing protocols and ensure they are up to date.	Strategic Sourcing	Check for strategic sourcing protocols and training.
	Not Started	Review all strategic sourcing protocols and ensure they are up to date.	Strategic Sourcing	Check for strategic sourcing protocols and training.
People/HR Team	Not Started	Review all HR protocols and ensure they are up to date.	People/HR Team	Check for HR protocols and training.
	Not Started	Review all HR protocols and ensure they are up to date.	People/HR Team	Check for HR protocols and training.
	Not Started	Review all HR protocols and ensure they are up to date.	People/HR Team	Check for HR protocols and training.
	Not Started	Review all HR protocols and ensure they are up to date.	People/HR Team	Check for HR protocols and training.
Business Segment Rep	Not Started	Review all business segment protocols and ensure they are up to date.	Business Segment Rep	Check for business segment protocols and training.
	Not Started	Review all business segment protocols and ensure they are up to date.	Business Segment Rep	Check for business segment protocols and training.
	Not Started	Review all business segment protocols and ensure they are up to date.	Business Segment Rep	Check for business segment protocols and training.
	Not Started	Review all business segment protocols and ensure they are up to date.	Business Segment Rep	Check for business segment protocols and training.
Legal	Not Started	Review all legal protocols and ensure they are up to date.	Legal	Check for legal protocols and training.
	Not Started	Review all legal protocols and ensure they are up to date.	Legal	Check for legal protocols and training.
	Not Started	Review all legal protocols and ensure they are up to date.	Legal	Check for legal protocols and training.
	Not Started	Review all legal protocols and ensure they are up to date.	Legal	Check for legal protocols and training.
Workplace Strategy	Not Started	Review all workplace strategy protocols and ensure they are up to date.	Workplace Strategy	Check for workplace strategy protocols and training.
	Not Started	Review all workplace strategy protocols and ensure they are up to date.	Workplace Strategy	Check for workplace strategy protocols and training.
	Not Started	Review all workplace strategy protocols and ensure they are up to date.	Workplace Strategy	Check for workplace strategy protocols and training.
	Not Started	Review all workplace strategy protocols and ensure they are up to date.	Workplace Strategy	Check for workplace strategy protocols and training.
Digital & Technology	Not Started	Review all digital and technology protocols and ensure they are up to date.	Digital & Technology	Check for digital and technology protocols and training.
	Not Started	Review all digital and technology protocols and ensure they are up to date.	Digital & Technology	Check for digital and technology protocols and training.
	Not Started	Review all digital and technology protocols and ensure they are up to date.	Digital & Technology	Check for digital and technology protocols and training.
	Not Started	Review all digital and technology protocols and ensure they are up to date.	Digital & Technology	Check for digital and technology protocols and training.
Corporate Comms	Not Started	Review all corporate communications protocols and ensure they are up to date.	Corporate Comms	Check for corporate communications protocols and training.
	Not Started	Review all corporate communications protocols and ensure they are up to date.	Corporate Comms	Check for corporate communications protocols and training.
	Not Started	Review all corporate communications protocols and ensure they are up to date.	Corporate Comms	Check for corporate communications protocols and training.
	Not Started	Review all corporate communications protocols and ensure they are up to date.	Corporate Comms	Check for corporate communications protocols and training.
Finance	Not Started	Review all finance protocols and ensure they are up to date.	Finance	Check for finance protocols and training.
	Not Started	Review all finance protocols and ensure they are up to date.	Finance	Check for finance protocols and training.
	Not Started	Review all finance protocols and ensure they are up to date.	Finance	Check for finance protocols and training.
	Not Started	Review all finance protocols and ensure they are up to date.	Finance	Check for finance protocols and training.
Project Mgmt	Not Started	Review all project management protocols and ensure they are up to date.	Project Mgmt	Check for project management protocols and training.
	Not Started	Review all project management protocols and ensure they are up to date.	Project Mgmt	Check for project management protocols and training.
	Not Started	Review all project management protocols and ensure they are up to date.	Project Mgmt	Check for project management protocols and training.
	Not Started	Review all project management protocols and ensure they are up to date.	Project Mgmt	Check for project management protocols and training.



ESTABLISH OFFICE CAPACITY TO SUPPORT SOCIAL DISTANCING

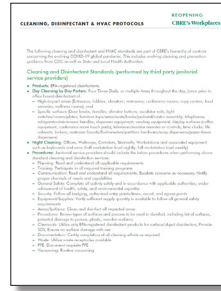
Prior to seeking approval to reopen a specific office, Local Market Leaders and their operations support teams are responsible for preparing their offices to reopen and planning for the gradual return of employees.

Reduction of public seating by
50-75%



PLAN EMPLOYEE RETURN APPROACH

To promote minimum social distancing requirements, CBRE will initially limit office occupancy to 40% of normal capacity during Phase 2. In addition, CBRE will support flexible work policies. For the first 30 days following reopening, no clients, guests or visitors will be permitted in the office.

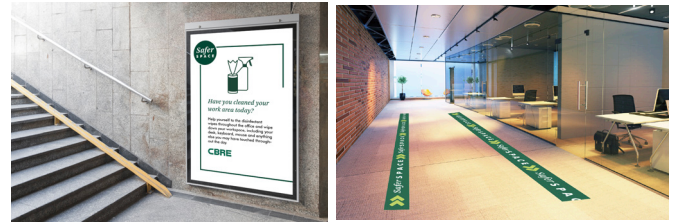


PREPARE NEW OFFICE PROTOCOLS

Cleaning and disinfecting work will be performed by third-party janitorial service providers. CBRE's Readiness Team will partner with local operations teams to procure janitorial services that meet CBRE's enhanced standards.

PREPARE THE SPACE

CBRE offices will be prepared ahead of employee return, including landlord communication and coordination, social distancing policies, signage throughout the space, and availability of critical supplies.



PHASE 2

REOPENING OFFICES/BRINGING EMPLOYEES BACK TO WORK

OFFICE-BY-OFFICE APPROACH BASED ON READINESS CRITERIA

Offices will be opened according to their ability to meet the readiness criteria. The approach will remain flexible and CBRE will be prepared to adapt to the evolving COVID-19 situation.

CRITERIA MET

- Division President and Market Leader seek formal approval from Americas COO to reopen specific office
- Clock starts on reopening timeline once approved

PRE-OPENING WEEK

- "Readiness teams" return to finalize facility readiness

WEEK 1

- Return of employees whose roles require being in the office
- Continue working from home if role allows
- Office accessible on an as-needed and pre-approved basis

WEEK 2

- Green/Gold staggered return
- Encourage work from home if feasible for business operations, return to the office not mandatory

WEEK 3

- Refine Green/ Gold approach based on employee return levels

WEEK 4 AND BEYOND

- Continue work from home guidance where possible

OFFICE OPENING APPROVAL

A five-step process will be undertaken by CBRE leadership to determine office opening.

- 1 CRITERIA MET**
Market Leader and Division President to determine readiness criteria have been met.
- 2 READINESS SUBMISSION**
Submit Approval Request form to Reopening@cbre.com.
- 3 REVIEW**
Executive leadership review (Global Segment Leader, Global COO, Regional COO).
- 4 APPROVAL**
Regional COO gives green light to reopen (or kicks back for further discussion).
- 5 NOTIFICATION**
Once approved, Readiness Teams to be given 1 week advance notice before being asked to return to prepare the office and all other employees given 2 weeks notice prior to reopening.



EMPLOYEE PROTOCOLS

Employees will use the CBRE Connect app for their COVID-19 health check and for “Reopening CBRE Workplaces” news and information. Each day all employees will self-administer a temperature screening and symptoms check within four hours before departing for the office. Additionally, CBRE is following public health agency guidance and more stringent mask guidance where local or state government mandates require.



EMPLOYEE AMENITIES

All amenity/hospitality spaces will be modified to adhere to social distancing and hygiene requirements. Upon each employee’s return to work, a kit of basic office supplies and two reusable masks will be available for pick-up at the front reception area. Readiness Teams and front-of-house staff will be provided with “Welcome (Back) Warmly” emotional sensitivity training.



OFFICE SUPPLIES



BREAKROOMS



APPLIANCES

READINESS TEAMS RETURN

Once an office is approved, Readiness Teams will be given a one-week advance notice before being asked to return to prepare the office. All other employees will be given a two-week notice prior to reopening.



Employees should only bring back the CBRE-issued equipment



Do not bring in any other employee-purchased equipment: may not be compatible with equipment at CBRE offices

CONTINUED WORK-FROM-HOME STATUS FOR THOSE WHO CAN

On-site personnel whose jobs cannot be performed productively from home will be the first invited back to the office. Other personnel will be split evenly between Green and Gold teams, who will alternate their workweeks in the office. However, these teams will be encouraged to work from home if their role allows them to do so.



Green Team



Gold Team



PHASED/STAGGERED EMPLOYEE RETURNS

As CBRE reopens its offices, we are mindful that employees may need to vary their workplace arrival and departure times due to school/daycare closures, elder care support, public transportation limitations and other changing dynamics.

PHASE 3

ONGOING WORKPLACE MANAGEMENT & EVOLUTION



ONGOING WORKPLACE MANAGEMENT AND EVOLUTION

COVID-19 is a dynamic situation that requires flexibility, awareness, and ongoing learning. As we look towards the future of work, CBRE is committed to a safe return to the workplace for our people. We will adjust our policies and procedures based on changing circumstances.



**FOLLOW OUR JOURNEY AS WE REOPEN
OUR CBRE WORKPLACES AT WWW.CBRE.US**

CBRE

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. Guidance and requirements from public health and governmental organizations vary by geography and should inform decisions in specific locations. Our materials may not be suitable for application to all facilities or situations. CBRE does not endorse or guaranty the efficacy of any particular brand or type of products. Product information from the manufacturer is shared by CBRE in order to assist clients in their selection of the right products for their particular situations. These products may contain manufacturer representations or warranties, but CBRE makes none. CBRE further disclaims any warranty express or implied, of any nature, including but not limited to the implied warranties of merchantability, noninfringement and/or fitness for a particular purposes. 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.