



REOPENING

CBRE's Workplaces

CBRE

**ROADMAP FOR RETURN
(US/AMERICAS)**

May 29, 2020



INTRODUCTION

This document is excerpted from our internal CBRE playbook as we begin the process of reopening our offices around the world and sharing our approach with others, including clients.

CBRE's COVID-19 related materials, including this document, have been developed based on information from the Centers for Disease Control & Prevention, World Health Organization and similar global organizations, public health experts and organizations, industrial hygienists, and subject matter experts across CBRE and our strategic suppliers. The measures described in this document are intended to align to the guidance of health authorities as of the time of drafting, but guidance is evolving because much is still unknown about COVID-19. The overall situation is and will remain very fluid and we will continue to review the guidance and may update our CBRE playbook and other internal practices to account for new information. We maintain no obligation to update this or other related external documents.

Guidance and requirements from public health and government organizations vary by geography and should inform decisions in specific locations. Our materials may not be suitable for application to all facilities or situations. Ultimately, our clients must make and implement their own reopening decisions for their individual stakeholders and facilities – just as CBRE is doing for our own workplaces.

Our intent is to share information broadly in hopes it might be of help to others on this journey. 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.

CBRE OFFICE REOPENING PHASING

PHASE 1

PLANNING FOR THE RETURN TO THE WORKPLACE

- Guiding Principles
- Form Reopening Task Force
- Establish Readiness Criteria and Mobilize Readiness Teams
- Initiate Employee Survey and Communications; Landlord Questionnaires
- Establish Office Capacity To Support Social Distancing
- Prepare New Office Protocols
- Plan Employee Return Approach
- Prepare the Space



PHASE 2

REOPENING OFFICES/BRINGING EMPLOYEES BACK TO WORK

- Office by Office Approach Based on Readiness Criteria
- Office Opening Approval
- Readiness Teams Return
- Employee Guidance
- Continued Work-from-Home Status for Those Who Can
- Employee Communications
- Phased/Staggered Employee Returns

PHASE 3

ONGOING WORKPLACE MANAGEMENT AND EVOLUTION

A woman with long brown hair, wearing a white blazer, blue jeans, and white sneakers, is sitting on a pinkish-grey upholstered bench. She is working on a black laptop on a light-colored wooden table. The setting is a modern office with a warm, reddish-brown wall and a large potted plant in the foreground. A green rectangular frame highlights the text on the left. A white pendant light hangs above the woman. In the foreground, there is a white armchair with a green metal base and a green chair. The floor is made of light-colored wood planks.

PHASE 1:
**PLANNING FOR THE
RETURN TO THE
WORKPLACE**

PHASE 1: GUIDING PRINCIPLES

Our reopening approach is grounded in four important guiding principles:

- **Safety:** The safety of our employees, visitors, contractors, partners, and communities guides our strategic and tactical decisions.
- **Compliance:** We will comply with all applicable local governmental orders and mandates.
- **Collaboration:** We will continually leverage expertise from across the firm in a collaborative manner to continually assess and, if necessary, refine our approach and guidance to our leaders and colleagues.
- **Agility:** We recognize this is an evolving and fluid situation and we must remain ready to adapt and respond quickly. Our leaders must remain versed in protocols to respond to exposure concerns in our communities and work environments and, if necessary, reinstate full or partial work-from-home regimes at a moment's notice.



SAFETY



COMPLIANCE



COLLABORATION



AGILITY

PHASE 1: PLANNING FOR RETURN TO THE WORKPLACE

CBRE Reopening Task Force



PHASE 1: PLANNING FOR THE RETURN TO THE WORKPLACE

Establish Readiness Criteria

Community Readiness

- Government orders
- Virus trajectory
- Availability of critical services and supplies
- [Community Readiness Resources](#)

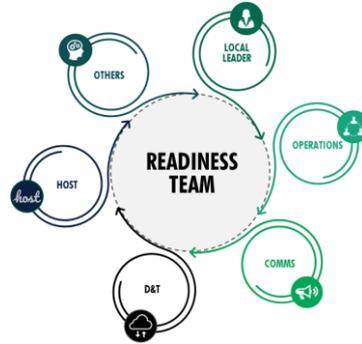
Facility Readiness

- Social distancing
- Cleaning protocols
- [Cleaning and Hygiene supplies](#)
- [Office signage](#)
- Supply stock

Employee Readiness

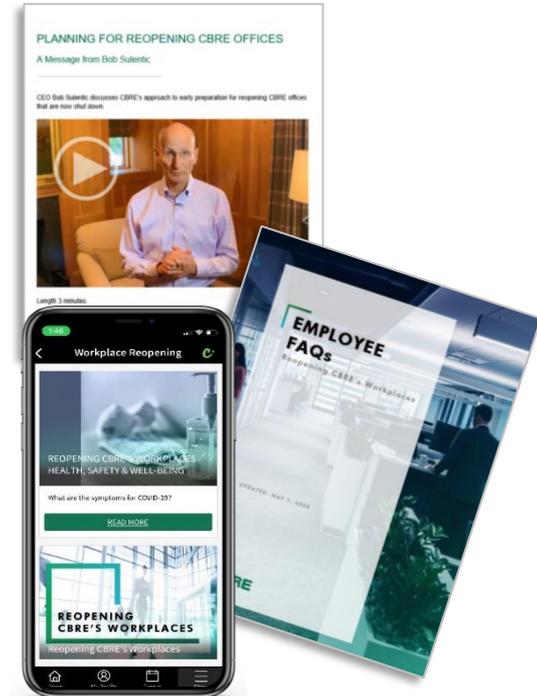
- Phased/staggered plans established
- Role-based work-from-home (WFH) options
- At-risk employee issues considerations
- Commuting considerations

Mobilize Readiness Teams



- Office leaders appoint and orient Readiness Team Captains and team members
- The [Readiness Team](#) for each office is first to reenter the workplace.
- Teams ensure that the appropriate preparations are made for the return of employees to an environment meeting safety protocols.

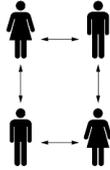
Initiate Employee Survey & Communications



PHASE I: WHAT CBRE LEADERS ARE DOING NOW TO PREPARE

Initiate Office Preparation Checklist

NOW



ESTABLISH OFFICE CAPACITY TO SUPPORT SOCIAL DISTANCING

- Determine 6-foot distancing
- Set floor maximums
- Set conference room maximums
- Evaluate scheduling options

NOW



PREPARE FOR NEW OFFICE PROTOCOLS*

- [Conduct Landlord survey](#)
- Order signage
- Reconfigure furniture layouts and usage
- Set up enhanced cleaning processes
- Order/assign personal equipment
- Establish self-serve cleaning and hygiene stations

NOW



PLAN EMPLOYEE RETURN APPROACH

- Conduct employee survey and communications ([Employee FAQ](#))
- Deploy Host Connect tool
- Identify role-based returns
- Rebalance Green-Gold assignments for phased/staggered plans

PHASE 1: ESTABLISH OFFICE CAPACITY

Office Occupancy Standards

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.

These preparations are organized into three workstreams, which must be completed before any office is reopened:

1

Determine Seat Capacity

Review the current space plans to meet minimum social distancing requirements of 6-linear-feet between each work station.

2

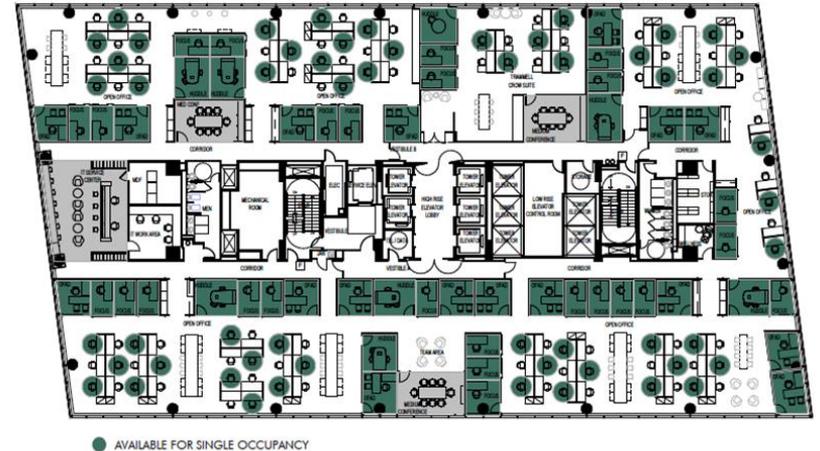
Determine Seat Demand

Local Market Leaders should review the current head-count roster to categorize each employee according to their required and/or anticipated access to the office.

3

Adapt Space

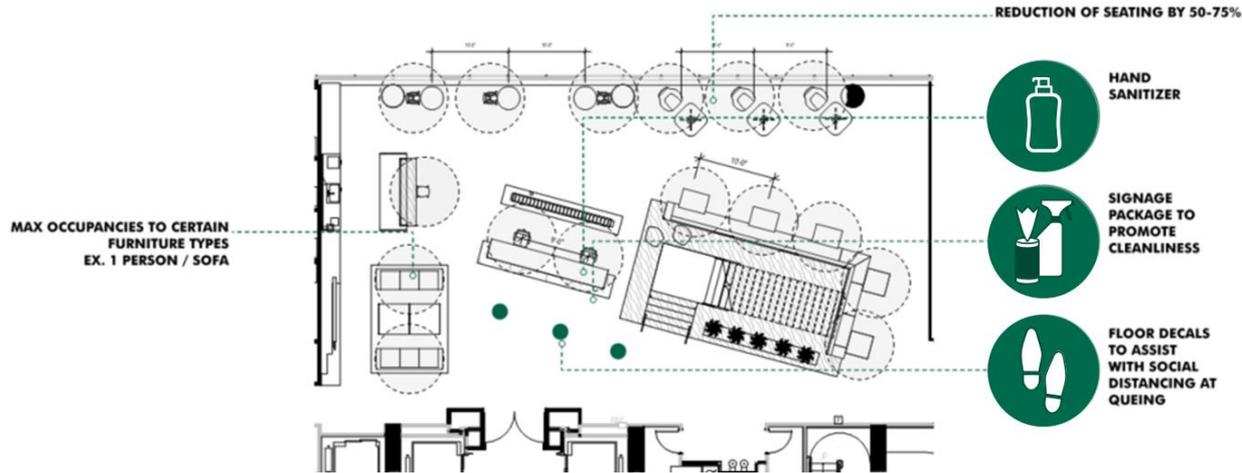
The [Readiness Team](#) will prepare the space to maintain social distancing guidelines.



PHASE 1: PREPARE FOR NEW OFFICE PROTOCOLS

Office Occupancy Standards

Public Area/Office Reception Example

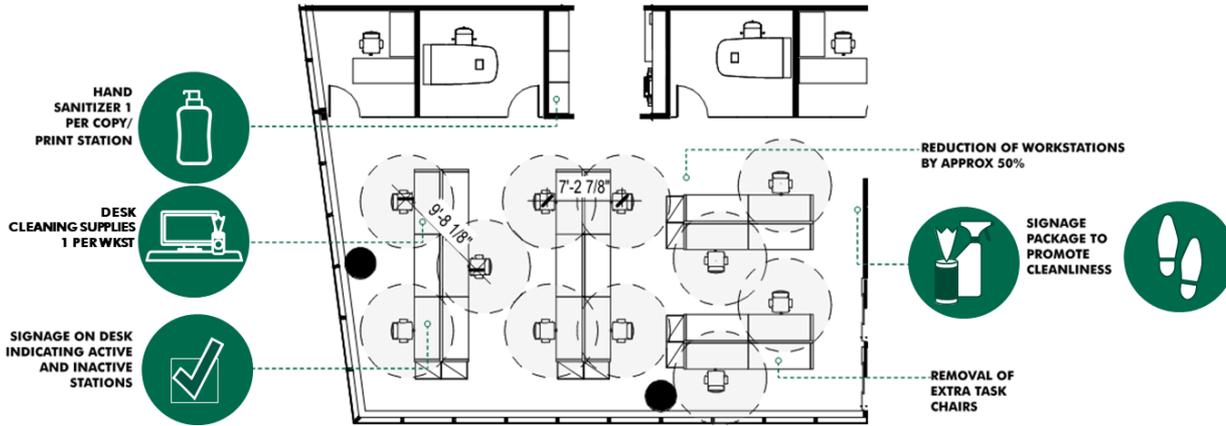


*Reduction of
public seating by*
50-75%

PHASE 1: PREPARE FOR NEW OFFICE PROTOCOLS

Office Occupancy Standards

Open Work Area Example

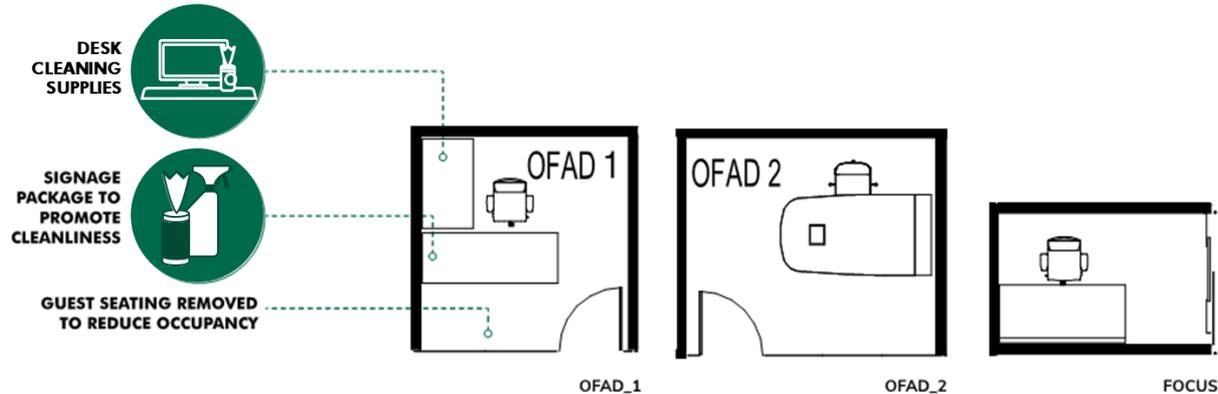


Label desks as either active or inactive and Green/Gold with two-sided placards.

PHASE 1: PREPARE FOR NEW OFFICE PROTOCOLS

Office Occupancy Standards

Enclosed Office, Office for a Day or Focus Room Example



Encourage all employees to continue meeting via video conference while in the office.

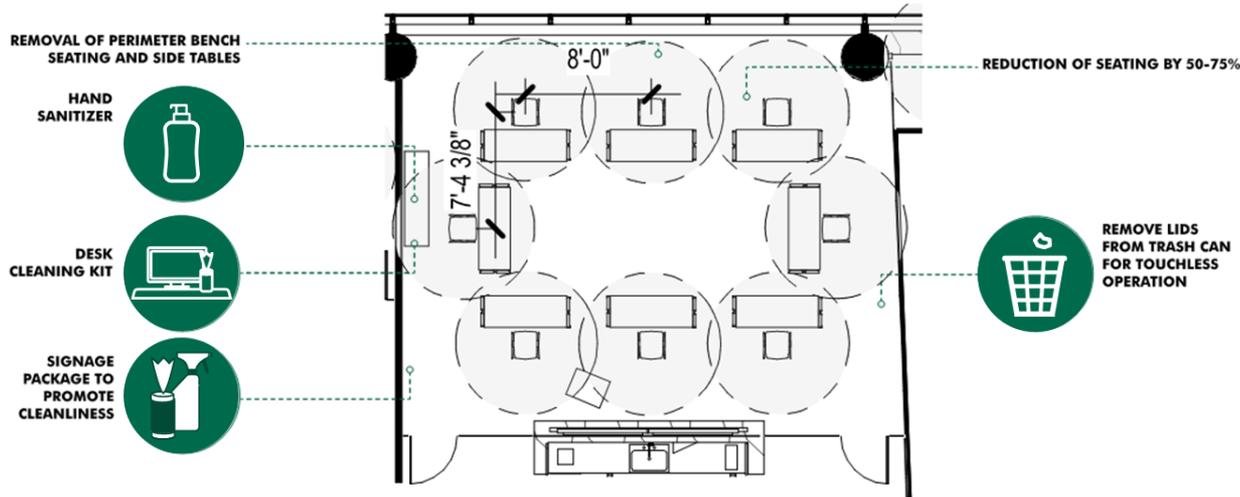
*Convert huddle rooms and small conference rooms (less than 12' x 12') to single occupant offices.**

**Per CDC guidance, rooms without direct ventilation should not be used. Readiness Teams should check the ceiling grid for a vent to confirm the room has direct ventilation.*

PHASE 1: PREPARE FOR NEW OFFICE PROTOCOLS

Office Occupancy Standards

Collaboration Areas: Training Room Revised Layout (TBC) Example



Large meeting and training rooms can be used for meetings gatherings of up to 10 people so long as they adhere to 6-foot distancing (>100 square feet per occupant).

PHASE 1: PREPARE FOR NEW OFFICE PROTOCOLS

Cleaning



Cleaning and disinfectant 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 can meet [CBRE's enhanced standards](#).

Day/Night Cleaning Protocols

- Day/Night cleaning protocols should begin two days prior to reopening and continue until further notice.
- Day cleaning should be handled by day porters provided by the landlord or third-party janitorial service. Day cleaning should occur multiple times daily (once prior to office hours) to disinfect high-impact areas.
- Night cleaning should include offices, walkways, corridors, stairwells, workstations and associated equipment, such as keyboards and mice (half workstation load nightly; full workstation load weekly).

Expectations of Employees

- Remove personal effects daily from workspaces to enable night cleaning.
- Use CBRE-supplied products to wipe down desks, chairs and electronic equipment (monitor, phones, keyboards, mice) at the start and end of each workday (and as often as desired throughout the day).
- At the end of each work day, each occupant will flip the placard to alert janitorial staff for cleaning.

Recommended HVAC Standards

- Air movement: Keep air ventilation on continuously if possible. If not possible, start fresh air fans at least 2 hours before and after opening and closing.
- Fresh air: Have maximum usage of conditioned fresh air, if possible.
- Filtration: Where possible and within confines of manufacturer's system operating limits, improve filtration (e.g., HEPA; MERV rating)
- Toilet Exhaust: Keep toilet exhaust fans on continuously if possible.
- Stairwell Pressurization: Run stairwell and lift well pressurization fans frequently (weekly if possible).

PHASE 1: PLAN EMPLOYEE RETURN APPROACH

Occupancy Limits

To promote minimum social distancing requirements, CBRE will initially limit office occupancy to 40% of normal capacity during Phase 2.

To help comply with this limit, Local Market Leaders should:

- Allow on-site personnel whose jobs cannot be performed productively from home to occupy the office at any time following its reopening. They include team members who are required to support ongoing operations, and will likely include but are not limited to receptionists and/or concierge staff, mail room personnel and Digital & Technology support.
- All other personnel will be split evenly between Green and Gold teams to work at the office during alternating weeks, but encourage them to work from home if their role allows them to do so productively. Local leadership should strictly enforce the split team requirement; employees should not be allowed to switch groups.
- Consider staggered start/stop times to further limit the number of employees in the office, supporting office occupancy guidelines as noted above.



Green Team



Gold Team

Employees should be encouraged to avoid unnecessary physical closeness whenever possible.

PHASE 1: PLAN EMPLOYEE RETURN APPROACH

Communications

Local Market Leaders will be provided with a playbook to effectively communicate the plan and timeline for reopening local offices.*

The communications playbook includes a two-week pre-opening campaign intended to help our employees understand the safety measures we've put in place at our offices, know what the new office experience will look and feel like, and make necessary behavioral changes when they return.

Key components of the communications playbook will include templates for:

- Opening Date Announcement
- Green/Gold Phased Return + Onsite Employees
- Social Distancing Protocols
- Cleaning Protocols
- Workstation Protocols
- Temperature and Symptoms Self-Assessment
- Guests, Vendors and Food Delivery Protocols
- Use of Shared Spaces Protocols
- Landlord/Building Protocols

**Timing of communications will be based on office reopening timeline.*



PHASE 1: PLAN EMPLOYEE RETURN APPROACH

Flexible Work Policies

As CBRE reopens its offices, we are mindful that employees might need to vary the time they arrive at and leave work due to school/day care closures, elder care support, public transportation limitations and other changing dynamics.

Local Market Leaders should encourage a flexible work schedule in the initial stages of reopening.



PHASE 1: PLAN EMPLOYEE RETURN APPROACH

Guests and Vendors

For the first 30 days following reopening, no clients, guests or visitors will be permitted in the office. This policy will be re-evaluated after 30 days.

Essential vendors such as shipping companies, food & beverage suppliers, etc. may deliver products and services; however, local operations teams must ensure that they maintain social distancing protocols (i.e., 6-feet separation). If access beyond the front desk is required, a designated office services or operations team member must accompany the vendor to their destination and minimize interactions with others. Essential vendors granted access to the space must wear face coverings.

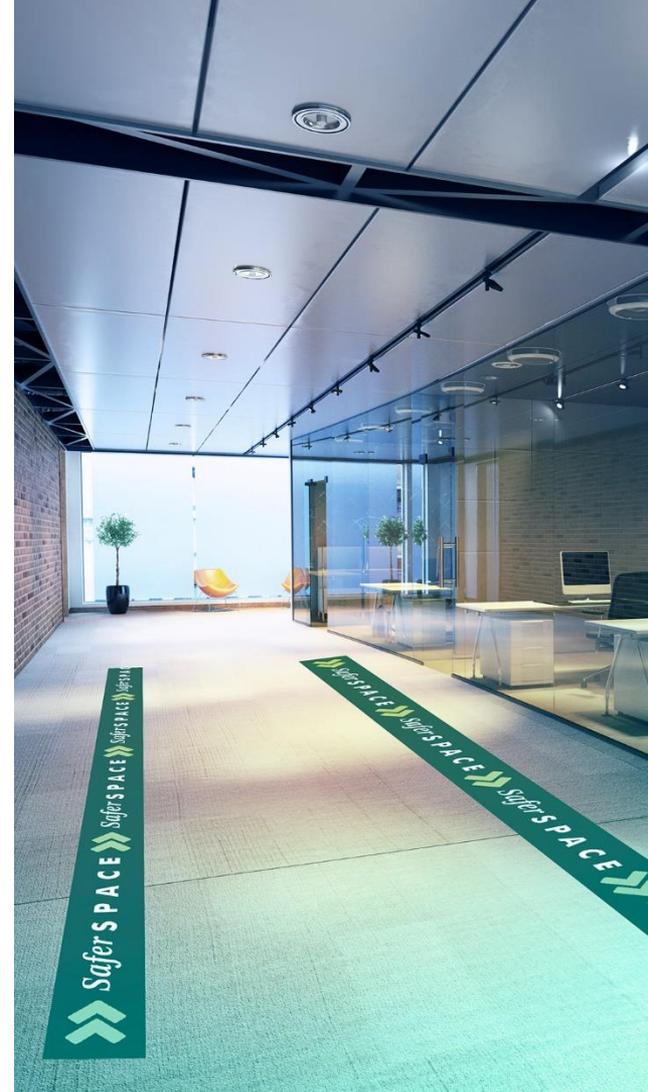
- CBRE will encourage vendors to limit the number of visits per week and to limit those to non-peak working hours if possible.
- Where possible, local operations leaders should identify one location for daily courier drop-offs/pick-ups as well as overnight inbound/outbound packages.
- Each office must decide which vendors are critical to support its operations and ensure other appropriate strategies are in place to limit exposure to employees.
- All food delivery will require to be handled in the building lobby or outside the building-not in the office. Employees should consider increased elevator wait times and try to schedule food deliver at non-peak hours.



PHASE 1: PLAN EMPLOYEE RETURN APPROACH

Social Distancing

- Employees are expected to maintain a distance of 6-feet from their colleagues at all times, to the best of their ability.
- Offices will be configured to facilitate 6-foot social distancing throughout the space, including work areas, common areas, and shared spaces like conference rooms.
- For main hallways and corridors where two-way traffic allows for people to pass one another with a 6-foot separation, there will be no recommended direction of travel.
- For all other corridors and hallways, signage will be installed to indicate the recommended direction of travel.
- Managers and operations teams should enforce these protocols.



PHASE 1: PLAN EMPLOYEE RETURN APPROACH

Masks and Facial Coverings

- Employees are not required to wear a mask when sitting at a socially distanced workstation.
- Employees are required to wear a mask when moving through common areas in the office, including reception, hallways, cafes/cafeterias, restrooms, mail rooms, etc. However, employees are encouraged to wear a mask at all times when in the office.
- Employees in roles that involve direct contact with other people on a regular basis during the day, such as receptionists, will need to wear a mask at their workstations. While strongly encouraged to wear a mask at all times, when the reception area is vacant, the receptionists may remove their masks, provided they are immediately worn when someone enters the area.
- Where local or state government mandates require, certain offices may implement more stringent mask guidance. Local leadership should inform employees of the applicable mask requirements in advance of office reopening.
- We encourage employees to wear masks when traveling through the building outside our space, including building lobbies, elevators, stairwells, shared restrooms, and other amenity spaces. Employees must also adhere to mask usage requirements as established by the building landlord, or by clients when visiting a client office or other facilities.



To Properly Wear a Face Covering:

Wash your hands with soap and hot water for 20 seconds before putting on a face covering.

Check for tears, defects or missing ear loops/elastic straps; if it is defective, discard.

Identify the inside of the cover, place it to your face and cover your mouth and nose with it, making sure there are minimal to no gaps between your face and the covering.

Place the ear loops over each ear.

If applicable, pinch the metal strip to fit closely and mold around your nose and cheeks.

Make sure you cover your chin.



When Wearing a Face Covering:

Avoid touching the facial covering once it is on your face.

If you do touch your face covering, wash your hands with soap and hot water for 20 seconds.

To Take a Face Covering Off:

Wash your hands with soap and hot water for 20 seconds before taking off the covering.

Remove the ear loops.

Discard single face coverings immediately in a closed bin; or ensure all reusable facial coverings are contained in a sealed bag until cleaned.

Wash your hands with soap and hot water for 20 seconds after taking off a face covering.

Change Your Face Covering:

Whenever it becomes wet

At least once during the workday at midday

Before entering each new client site

If taking public transportation, upon arrival at a CBRE office or other worksite

PHASE 1: PLANNING FOR THE RETURN

Prepare the Space

LANDLORD COMMUNICATIONS



- Managing social distancing (e.g., reception desk and elevator queues/usage)
- Janitorial services and supply availability
- HVAC standards
- Amenities and base building systems
- COVID-19 case management

SOCIAL DISTANCING



- Follow local governmental orders
- Reconfigure space
- Select desk for the day (vs. activity based)
- Reinforce personal responsibility/situational awareness

SIGNAGE



CRITICAL SUPPLIES



- Hand Sanitizers
- Disinfecting Wipes
- Masks
- Gloves
- Thermometers



PHASE 2:
**REOPENING
OFFICES/BRINGING
EMPLOYEES BACK TO WORK**

PHASE 2: REOPENING OFFICES/BRINGING EMPLOYEES BACK TO WORK TIMELINE

Continue to use office preparation checklist



CRITERIA MET	PRE-OPENING WEEK	WEEK 1	WEEK 2	WEEK 3	WEEK 4 AND BEYOND
<ul style="list-style-type: none"> • Division President and Market Leader seek formal approval from Americas COO to reopen specific office • Clock starts on reopening timeline once approved 	<ul style="list-style-type: none"> • “Readiness Teams” return to finalize facility readiness 	<ul style="list-style-type: none"> • Return of employees whose roles require being in the office • Continue working from home if role allows • Office access for others on pre-approved basis for visits of 30 minutes or less 	<ul style="list-style-type: none"> • Green/Gold staggered return • Encourage work from home if feasible for business operations, return to the office not mandatory 	<ul style="list-style-type: none"> • Refine Green/Gold approach based on employee return levels 	<ul style="list-style-type: none"> • Continued work from home guidance where possible

Remain flexible and prepared to adapt to evolving COVID-19 situation.

PHASE 2: OFFICE OPENING APPROVAL PROCESS

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.

**CBRE Reentry Strategy for U.S. Corporate Offices:
Community, Facility, and Employee Readiness Application for Approval**

Submitter Email Address

Targeted Reopening Office Address(es) or Office(s)

1. Readiness Team

	Yes	No
Office Readiness Team Identified	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Division President Office Reentry Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2. Government Orders: *Stay at Home orders from both the State and local community impacting CBRE employees are lifted*
Reference: <https://www.cdc.gov/coronavirus/2019-nCoV/faq.html#staying-at-home-orders>

	Yes, currently	Yes, orders will be lifted in next 14 days	No
State	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Local	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Government Order Comments

3. COVID Case Trajectory: *At the state and local level, no significant community spread occurred; or there has been 14 days of sustained decline*
Reference: <https://www.worldometers.info/coronavirus/>

	Yes	No	Pending
State	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Local	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Case Trajectory Comments

4. Facility and Employee Readiness: *The below planning has been completed*

	Yes	No	Pending
Landlord Survey Received and Actioned	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning Services Secured	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pre-Planning/Pre-Entry Tab of Operational Checklist complete	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Office Hygiene Supplies Secured	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility and Employee Readiness Comments

Additional Comments:
 500

PHASE 2: BRINGING EMPLOYEES BACK TO WORK

Temperature Screenings and Symptoms Check

To ensure that CBRE employees can perform their duties in a work environment that complies with applicable government and health agency guidance, CBRE will ask all employees to self-administer a temperature screening and symptoms check before coming to the office.

Self-Administered Screening

Each day all employees must self-administer a temperature screening and symptoms check within **four hours** before departing for the office. Temperature checks should be conducted at the same time each day using the same device. Temperature should be measured without the use of medicine that can reduce fevers, otherwise employees must not report to work until they can accurately measure their temperature and confirm they do not have a fever. If an employee does not have symptoms, they will receive “clearance” to report to work (see below).

On-site Clearance Checks

The local operations teams will determine a process by which employees show their screening “clearance.”

- Establish a single point of entry to the office where feasible. Close other points of entry.
- Ask employees to show their clearance email/app notification upon arrival.
- If this is not possible, consider a “show me” check, where local leadership/ops circulates through the office and ask employees to show their clearance upon request.
- Employees who do not show proper clearance should not be permitted to enter and be reminded about the screening process (including being directed to training in Talent Coach). The operations team should also notify the employee’s manager to follow up.



PHASE 2: BRINGING EMPLOYEES BACK TO WORK

Employees Will Use the CBRE Connect app for their COVID-19 Daily Health Check

Reporting and Escalation Protocols

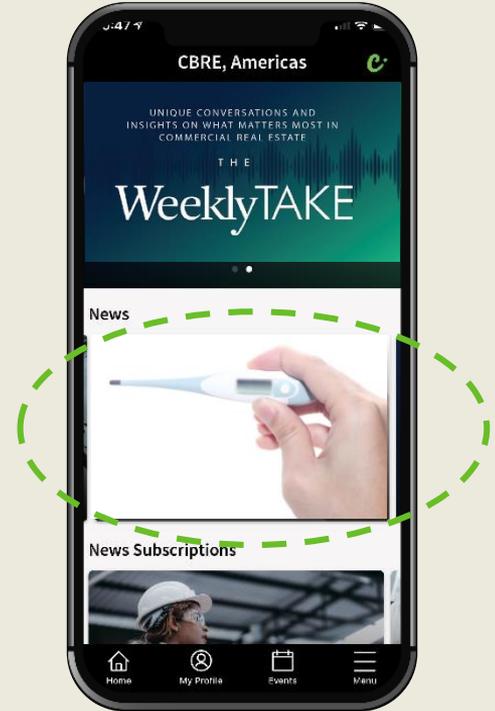
Employees will self-report symptoms through CBRE-developed technology that is secure and respects employee privacy. Should an employee report that they are symptomatic, the system will automatically notify the employee's manager and CBRE's Risk Assessment Center ("RAC"). The RAC will contact the employee with further instructions, which may include quarantining.

The CDC has published the following list of symptoms for COVID-19*:

- Fever or Chills
- Cough (new, dry)
- Fatigue (new or atypical)
- Shortness of breath or difficulty breathing
- Unusual muscle or body aches (otherwise unexplained)
- Atypical headache
- New loss of taste or smell
- New sore throat
- Congestion or runny nose (new, not associated with allergies, otherwise unexplained)
- Nausea or vomiting (unexplained)
- Diarrhea (new, unexplained, unusual)

The CDC continues to update the symptoms list, which can be found [here](#).

**Based on information from the CDC and may be updated if guidance changes.*



PHASE 2: BRINGING EMPLOYEES BACK TO WORK

Digital & Technology

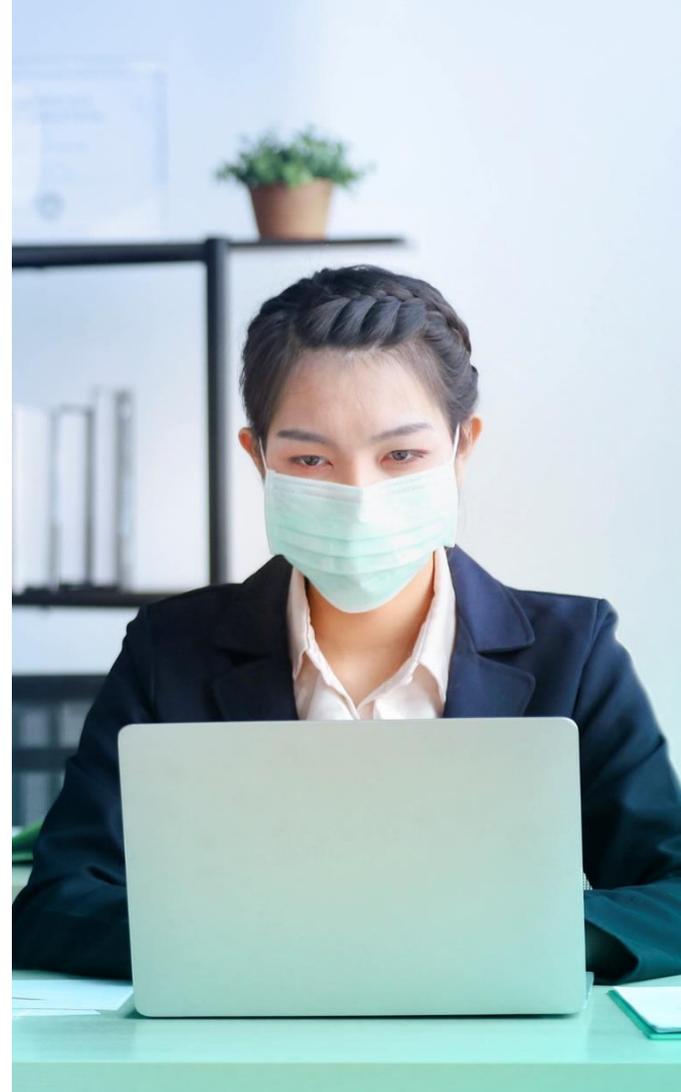


Employees should only bring back the CBRE-issued equipment



Do not bring in any other employee-purchased equipment:

- May not be compatible with equipment at CBRE offices



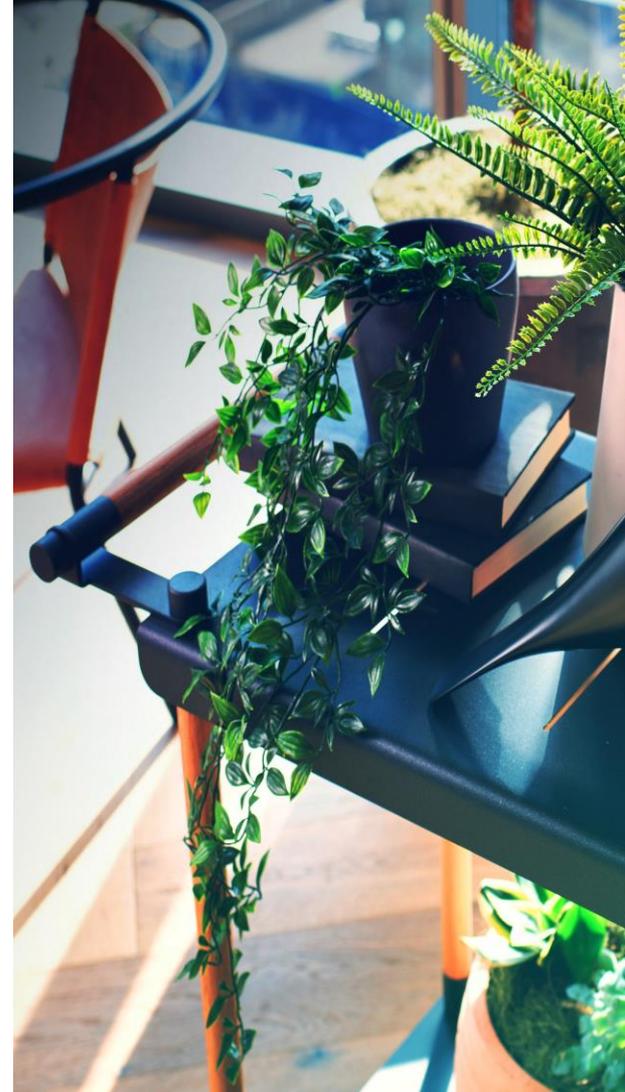
PHASE 2: RE-OPENING FIRST FEW WEEKS

Special-Purpose/High Touch Areas

SUPPLIES KIT: 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. This will limit the number of people accessing the supply cabinets. Operations teams should encourage employees to bring this kit home with them each day or store it in their lockers.

CONCIERGE, RECEPTION, LOBBY AND THE HEART:

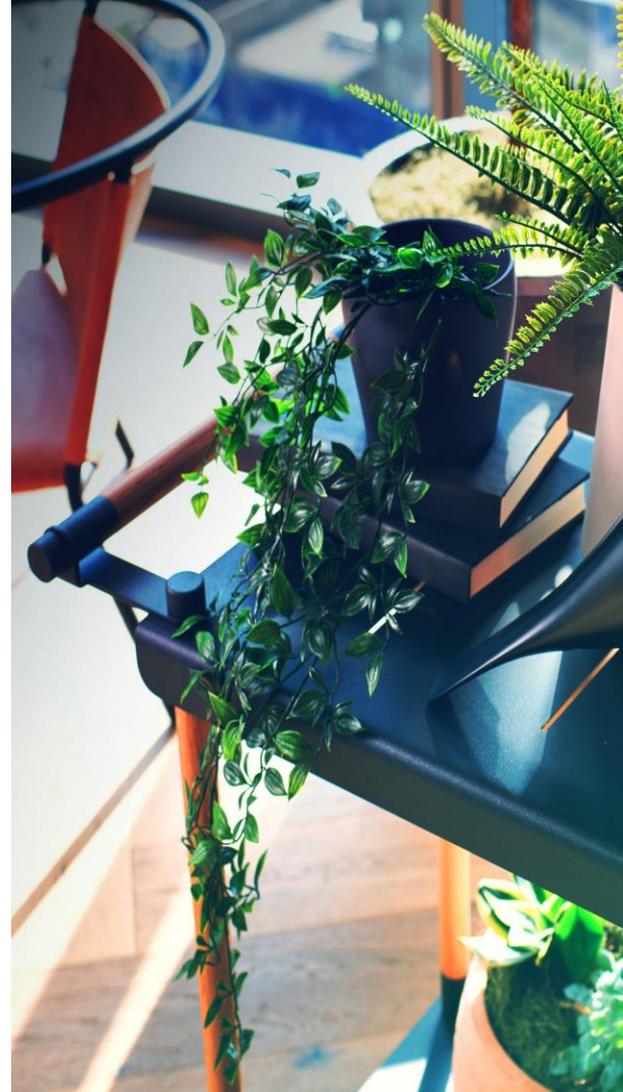
- Concierge/reception staff should maintain social distancing protocols.
- Masks are required in reception area at all times.
- Plexiglass barriers should be installed at reception desks. One barrier per receptionist/concierge is recommended. If plexiglass barriers are not available, reception staff must also wear protective eye covering.
- Implement processes to minimize the number of items handled by front desk personnel.
- Remove items that are often shared or touched by multiple parties, such as a candy dish, deal bell, shared supplies, periodicals, etc.
- Front doors will remain secure so that only employees with access can enter.
- Readiness Teams and front of house staff will be provided 'Welcome (Back) Warmly' emotional sensitivity training.



PHASE 2: RE-OPENING FIRST FEW WEEKS

Special-Purpose/High Touch Areas

- **MAIL ROOM & MAIL:** Adjust the process/logistics of employee mail drop-off and pick-up locations. Mail should be stored for at least 24 hours before handling and distribution. Employees responsible for handling mail should wear disposable masks and gloves while doing so.
- **RESTROOMS:** Remove shared products such as hand lotion, sprays, mints, etc. Soap dispensers should NOT be removed. Place trash receptacle next to doors where push/pull is required.
- **WELLNESS ROOM:** Institute a reservation system. Any employee using this space is required to wipe it down before and after each use. Office-services staff should provide an additional wipe-down after each use. Remove all communal supplies. As wellness rooms are single occupancy, face coverings are not required.
- **PRODUCTION & SUPPLY ROOM:** Remove communal office supplies and wipe down equipment/cupboards/storage bins after each individual use.



PHASE 2: RE-OPENING FIRST FEW WEEKS

Amenity/Hospitality Spaces

All amenity/hospitality spaces (cafeterias, breakrooms, kitchens, etc.) must be modified to adhere to social distancing and hygiene requirements. Face coverings are required when moving through the space and when social distancing cannot be maintained. Use floor decals to help employees maintain social distancing. Signs directing each user to wipe down each area they touch are recommended.



CAFETERIAS

On-site cafeterias must either be closed or modified to provide grab-and-go or boxed lunch options only.

Employees are encouraged to consume meals at their workstations, rather in communal areas, where possible.

Consider extending cafeteria hours by at least 30 minutes to allow for a longer break period and enable social distancing.



BREAKROOMS

Close break rooms and beverage stations wherever possible to reduce cleaning, keeping only one or two open throughout an office for the first 30 days of opening.

Offer one-time use items (coffee, water, etc.) with disposable cups and cleaning wipes adjacent to the machines. Remove communal condiments and unwrapped snacks and replace with single serve options.

Put away sustainable products (mugs, plates, flatware, etc.) for at least 30 days after opening.



APPLIANCES

Refrigerators, microwaves and designated coffee machines will be available for use.

All other shared appliances, including dishwashers and toasters, should not be available for use for the first 30 days after reopening.

A young man with dark skin and short curly hair is sitting at a desk in a modern office. He is wearing a light grey, textured crew-neck sweater. He is holding a black smartphone to his ear with his left hand and looking down at some papers on the desk with his right hand. The office background is blurred, showing a computer monitor, a white mug, and large windows. A green rectangular frame is overlaid on the image, containing the text.

PHASE 3:

**ONGOING WORKPLACE
MANAGEMENT & EVOLUTION**

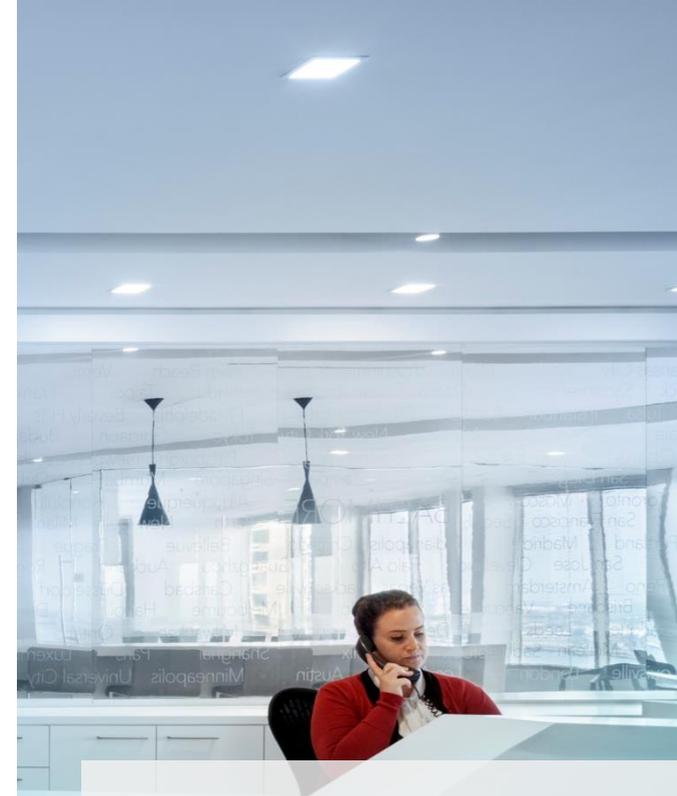
PHASE 3: ONGOING WORKPLACE MANAGEMENT AND EVOLUTION

Concierge, Reception, Lobby and The Heart

Appropriate steps must continue to be taken to ensure concierge/reception staff can maintain social distancing protocols from other employees. Appropriate steps must also be taken to ensure the concierge/reception area is no longer seen as the “drop-off” space for personal items.

Local operations will implement new processes to properly find centralized locations or new procedures that minimize the things front desk staff are assumed to handle.

- Only employees with access can enter the space.
- Signage/floor markers/tape will be used to clearly delineate the distance to be maintained when approaching the front desk.
- Remove items that are no longer appropriate or compliant.
- Implement furniture changes to reduce capacities in high-traffic areas.
- Place hygiene/cleaning supplies in a visible location.
- Refer to the [Office Preparation Checklist](#) for the 30-45 days post entry



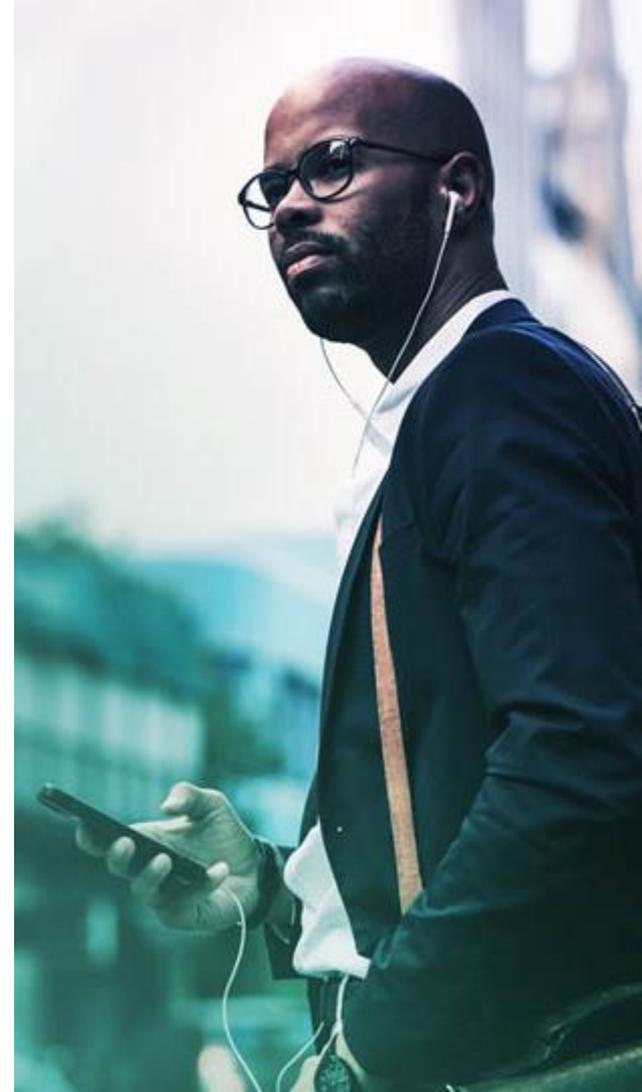
New processes will be implemented to minimize the things front desk staff are assumed to handle.

PHASE 3: ONGOING WORKPLACE MANAGEMENT AND EVOLUTION

Digital & Technology

To maintain social distancing, D&T will institute new support protocols:

- **Drop-Off Service:** D&T personnel will work with employees to schedule a time and place for dropping off and picking up equipment for troubleshooting.
- **Remote:** D&T will encourage remote troubleshooting and installations for software issues.
- **Walk-Up Service:** At this time, there will be no walk-up service offered.
- **Tech Hub:** Locations will be closed for walk-up service. Lockers will be used for contactless delivery.





CONTACT US:

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