COVID-19 re-entry
JLL framework
The multi-phased journey ahead

Shock
Denial and disbelief

Realization
Confront the impacts and dynamics

Respond
Shelter in place drives workplace closures

Workplace continuity
- Scale remote work program
- Communication / governance
- Scenario planning

(Re)imagination
A new workplace of the future

Implementation
Implement the new vision

Flourish
Feed, nurture and cultivate – thrive

(Re)entry
- (Re)activate space
- (Re)spect health & wellness
- (Re)vitalize property and workplace operations

Re-enter spaces and places and prepare for an adaptive future state
Key pillars to \textit{(re)entry}

Navigating the next normal

\textit{(re)activate} space

\textit{(re)spect} health & wellness

\textit{(re)vitalize} property & workplace operations
(re)entry considerations: four key factors

1. Governmental mandates
   Understanding of national, state and local guidelines and requirements

2. Understanding landlord actions
   • Cleaning protocols
   • Building entry policies/security protocols
   • Building capacity/entry restrictions
   • Social distancing/elevator and common area regulations
   • Modification of amenities, selective re-opening

3. Developing occupier action plan
   • Office entry protocols
   • Office capacity/entry restrictions/understanding of essential and non-essential employees
   • Social distancing/floorplan reconfiguration
   • Enhanced cleaning protocols
   • Guidelines around usage of PPE
   • Modification of amenities
   • Enhanced employee health, safety and wellbeing strategy

4. Considerations for the employee
   Confidence in health, safety and wellbeing strategy
Objective re-entry triggers
- Government mandates re-opening and occupancy
- Building and tenant space is safe and equipped for reuse
- Employee return to work plan confirmed.
- Prepare protocols for re-closing

Stagger return to office
- Identify who will return to the office in the near-term – some employees may require extended remote work due to underlying personal factors, transit challenges and/or school closures
- If possible, create shifts based on social distancing in the workplace
- Number of shifts depends on company headcounts and space capacity

New behaviors
- Communicate new protocols around cleanliness and gathering in common areas, as well as return to work timing and scenarios
- Impose travel restrictions on early returns

Office reconfigurations
- Redraw floor plans and reconfigure furniture (some of which may be required by new government mandates)
- Incorporate more touchless technologies for restrooms and trash receptacles
- Define cleaning and transition protocols for any shared workspaces

Leverage technology
- Assess existing building technology that could help in providing and monitoring access and occupancy
- Consider new products in areas such as support for remote work, health screening, robotics, or touchless technology

Spatial distancing strategies
- Limit on-site meetings with clear guidelines
- Use videoconferencing and other virtual meeting technologies
- If holding in-person meetings, limit the number of attendees and maintain social distancing
- Plan for and manage congestion in common areas like elevator banks, cafeterias, and gyms

Limited common area & amenity access
- Limit occupancy using clear guidelines and shifts
- Manage higher demand and sanitation for microwaves, and other equipment
- Encourage workers to bring food to the office or have lunch delivered in prepackaged containers to eliminate trips outside the office
- Limit congregation in any communal spaces, such as cafeterias, lounges and fitness centers
### Investor/owner considerations

<table>
<thead>
<tr>
<th>Recreational facility closures</th>
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<td>Gyms, showers, lockers remain closed or highly limited</td>
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<tr>
<th>Optimize air quality for health</th>
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<tr>
<td>• Retrofit HVAC handling systems for humidity control and supplemental filtration</td>
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<tr>
<td>• Review and apply any updated recommendations or standards from industry associations</td>
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<th>Focus on wellness</th>
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<td>Expansion beyond LEED to WELL and understand and update standards for “healthy buildings”</td>
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<th>Visitor protocol</th>
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<td>Consider health screening protocols (thermal or otherwise) and tracking within the space for all visitors</td>
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### Owner-occupier/occupier considerations

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<th>PPE &amp; other health products</th>
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<td>• On-site employees provided adequate masks, approved wipes, hand sanitizers, and any other infection prevention and health protection measures necessary.</td>
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<td>• Consider availability and at reception and other entry locations for use throughout the site</td>
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<tr>
<td>• Maintain adequate advanced inventory for any necessary PPE and other health products and maintain detailed audits</td>
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<th>Mobile ordering from cafes</th>
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<tr>
<td>Consider grab-and-go stations for pick-up and relationships with preferred vendors</td>
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<th>Employee health screening</th>
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<td>Health checks for employees consistent with government or corporate guidance</td>
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Communications
- Share best practices for maintaining safe and clean workspaces and reinforce based on observed employee behaviors
- Communicate frequently and clearly any changes in protocol
- Consider change management expertise to help coach employees through transition

Vendor impacts
- Assess vendors that may have gone out of business, had impaired operations, or had contracts terminated.
- Consider and plan for any impacts on service delivery, delayed invoicing, etc.

Engineering continuity planning
- Review portfolio & operating objectives
- Develop scenarios to manage changing capacity requirements
- Maintain safe building operations & effective asset management

Building technical readiness
- Prepare your facilities to safely re-open
- Audit building’s technical systems and identify and address any issues
- Re-instate heating and cooling systems

Safety inspections
- Test fire & life safety and emergency electrical systems
- Confirm lift and elevator certifications
- Improve indoor air quality

Regular enhanced cleaning routines
- Establish protocols for deep cleaning by janitorial vendors
- Ensure proper training, PPE, and products for all cleaning staff
- Focus on high traffic/touch spaces, common areas, elevator buttons, kitchenettes, bathrooms, etc.
- Make janitorial services more visible

Medical disposal of masks, gloves, etc.
- Create additional depositories throughout workspace instead of through typical trash collection

Energy cost control
- Change heating / cooling zone control and temperature and pressure
- Equipment schedules adjust to reflect occupancy hours
- Review energy supply contracts & opportunities changes