RETURN TO OFFICE

Planning to bring people back into offices in the midst of COVID-19
In response to COVID-19, many businesses implemented a work from home protocol.

As the COVID-19 pandemic continues to evolve, and governments around the world begin to revise or lift restrictions on social and business activity, businesses need to develop a deliberate and comprehensive plan.

This example playbook offers a starting point for business leaders to develop a detailed Return to Office plan for your business. This is a generic and global baseline and business leaders must always be aware of and add local requirements.
A Return to Office playbook provides a framework, including protocols, checklists, processes and frequently asked questions for returning people back to the workplace. While the framework provides a globally consistent approach, it is adaptable to be managed and executed locally given the evolving and differing government people mobility restrictions, cultural expectations, and client needs. Key principles include:

**SAFETY AND WELL-BEING OF PEOPLE**
Actions focused on the health and safety of people while mitigating risk

**CONSISTENT GLOBAL APPROACH AND ONE COMPANY MINDSET**
Guidelines and approval processes set up globally and deployed locally to maintain consistent treatment of people and offices

**STABILITY OF SERVICES**
Approaches to minimize impacts to services as people slowly return to the office

**DYNAMIC AND UNIQUE LANDSCAPE**
Timelines and plans that are agile and responsive to local government directives
This framework provides a globally consistent approach, governed centrally and executed locally.

The framework has been designed to include key compliance and oversight activities:

- Mobilize a cross-functional team of SMEs
- Assess and plan how best to keep people safe
- Design processes & governance to manage
- Prepare facilities & logistics to execute
- Seek global approval to move forward
- Monitor & evaluate where to improve

Leadership Engagement | Risk Assessment | Standards and Controls | Training and Awareness | Monitoring and Audit

GENERAL FRAMEWORK

Return to Office (RTO)
KEY COMPONENTS

**WHAT are the RTO guardrails**

Local leadership evaluates reopening an office based on local conditions, taking into account:

- **Government** requirements
- **Health and safety** best practices and other legal considerations
- **Office** restrictions and mandatory operational requirements, e.g. temperature screenings
- **External limitations**, e.g. public transportation constraints and school closings

**HOW do you RTO**

**Reopen an Office:**

- **Facility-level health & safety** protocols, including checklist of activities
- Formal local-team request to reopen office form and process
- Clear approval structure

**Communications plan**, to guide consistent messaging with people and customers, including templates and Frequently Asked Questions

**WHO can RTO**

Sufficient hygiene and space constraints, caused by the implementation of social distancing protocol means not everyone will return to the office at this time

**Prioritization of services**, with majority of people to work from home if possible

**A gradual return of people to increase presence**, bringing back those services with greatest need

**WHEN do you RTO**

Changes in government restrictions will inform decisions to return to office, but also may differ

A global approval structure will evaluate all local inputs and recommendations in consultation with local leadership

Prepare to react quickly in the event that a positive case arises, including plans to protect people in the office, protocol for work from home, and other isolation and protection measures
There are two key processes:

REOPEN OFFICE
- Influenced by government restrictions
- Applies to all types of space
- Initiated by local leadership
- Executed by Workplace and Office Services
- Approved by Leadership to ensure all steps have been taken to prep office

RETURN PEOPLE TO OFFICES
- Process may vary based on type of space, e.g. corporate office, store front, factory
- Toolkit of materials including guidance on discussions
- Specific and defined approval structure for each type of space

GO / NO-GO DECISION TO RETURN TO OFFICE
Final decision should involve a cross-team of experts including Human Resources, Legal, Security and Workplace
REOPEN OFFICE
WAVE APPROACH

A WAVE APPROACH ALLOWS FOR A SLOW AND DELIBERATE ROLL-OUT:

- **Ensure processes** to address the safety of people, security of facilities and continuity of delivery are implemented and effective
- Be cautious with **many uncertainties remaining around the risks from COVID-19**, recognizing any spread of infection impacts the safety of people and stability of services
- **Monitor any impacts from return to office**, which may vary duration of wave by location
- Recognize circumstances may require returning **to work from home** in the future

**Pre-Wave 1**

Office Prep
(2 weeks prior to open)

Essential preparation of the office in line with health & safety protocols

**Wave 1**

Low Volume
(<10%)

Prioritize the highest needs to return

**Wave 2**

Gradual Ramp Up
(10-30% max)

Increase office presence slowly to ensure processes and safety protocol are effective at higher volumes of people

**Wave 3**

Stabilize
(30-50% max)

Likely max office presence until social distancing is no longer required

Ongoing management, monitoring and evaluation of future needs
REOPEN OFFICE
PROCESS OVERVIEW

There are three parallel workstreams with defined processes and approvals:

EVALUATE AND APPROVE THE OFFICE REOPENING

• As federal, state, and local government restrictions are poised to lift, local leadership will evaluate the need to reopen

• Office checklists validating compliance with health & safety requirements must be submitted for approval with formal request

OFFICE OPENING PREPARATIONS

• Critical staff allowed onsite to prep physical space, e.g. seat markings, signage, taping, etc.

• Determine new total seat capacity after implementing social distance protocol, i.e. what seats will be unavailable to reserve

SUPPORT THE RETURN OF PEOPLE TO OFFICE

• Enable access management to people identified for each Wave Return to Office

• Manage office access compliance monitoring (i.e. no showing up without a reservation / approval) via access readers

• Monitor compliance with health & safety protocol
REOPEN OFFICE
KEY COMPONENTS – WORKPLACE AND OFFICE OPERATIONS

Wave approach
- Decisions and timing to reopen an office are not determined by local government’s decision to ease restrictions
- Initially return to office needs should be driven by business criticality, expectation is most people continue to work from home
- Prepare and communicate to employees
- Not all types of space may open in wave 1

Space and access management approach
- Individual space reservations will require advance team lead approval
- Limited seating inventory
- Required check-ins, with health, hygiene and distancing acknowledgements

Office, health and safety protocols
- Controlled access and separation
- Elevator and stairwell cleaning protocols
- Deep cleaning protocols
- Office protocols
- Temperature screening protocols
- Staggered start protocols
- Catering protocols
- Kitchen protocols
- Supplies and signage standards

Social distancing guidelines
- Control flow at entry, exit and throughout
- Mark lanes/distances in high traffic areas
- Reduce space use to meet social distance guidelines; space turnover requires deep cleaning
- Cordon off unnecessary spaces
- Disable, minimize, mitigate all common touchscreen/common surfaces

Office and employee supplies
- Disposable masks
- Reusable masks
- Disposable gloves
- Sanitizer dispensers
- Disposal bins
- Thermal temperature readers, if needed
- Regular/variable office supplies

Request to reopen office and checklist
- Coordinate with landlords/building admin
- Prepare space per protocols, make physical markings/signage
- Establish vendor ops, including catering
- Prepare and train support teams
- Set visitor and delivery protocols
- Define space ops