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# RETURN TO OFFICE

**Planning to bring people back into offices in the midst of COVID-19**

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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.

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# PRINCIPLES

**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

## STABILITY OF SERVICES

Approaches to minimize impacts to services as people slowly return to the office

## 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

## DYNAMIC AND UNIQUE LANDSCAPE

Timelines and plans that are agile and responsive to local government directives

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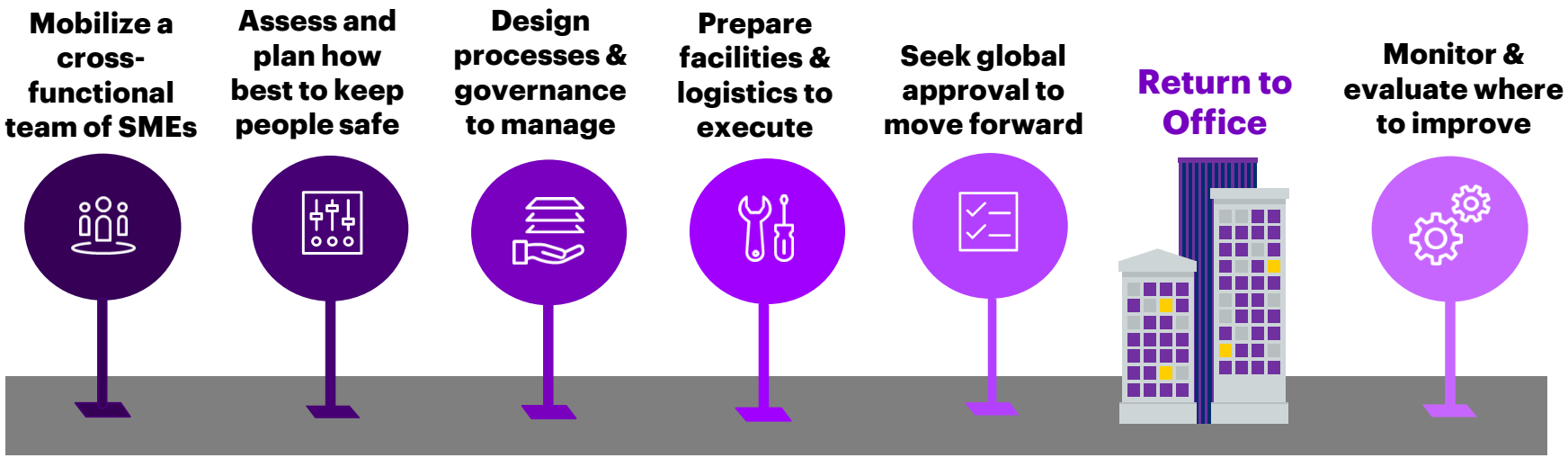
# GENERAL FRAMEWORK

## Return to Office (RTO)




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

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

**This framework provides a globally consistent approach, governed centrally and executed locally**

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# 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

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# GUIDING RETURN TO OFFICE

**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

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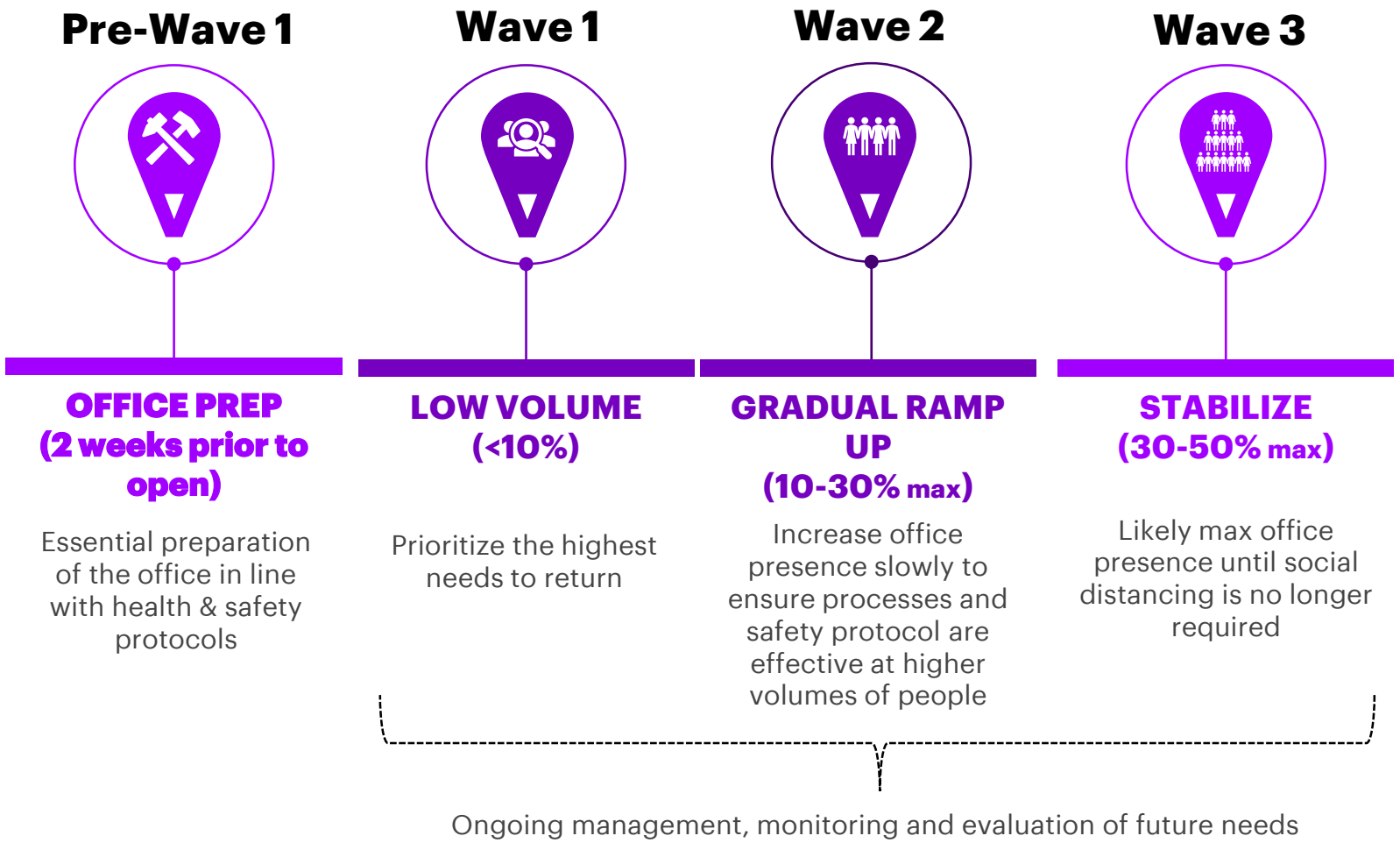
# REOPEN OFFICE
## WAVE APPROACH

### 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

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# 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

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# 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

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