

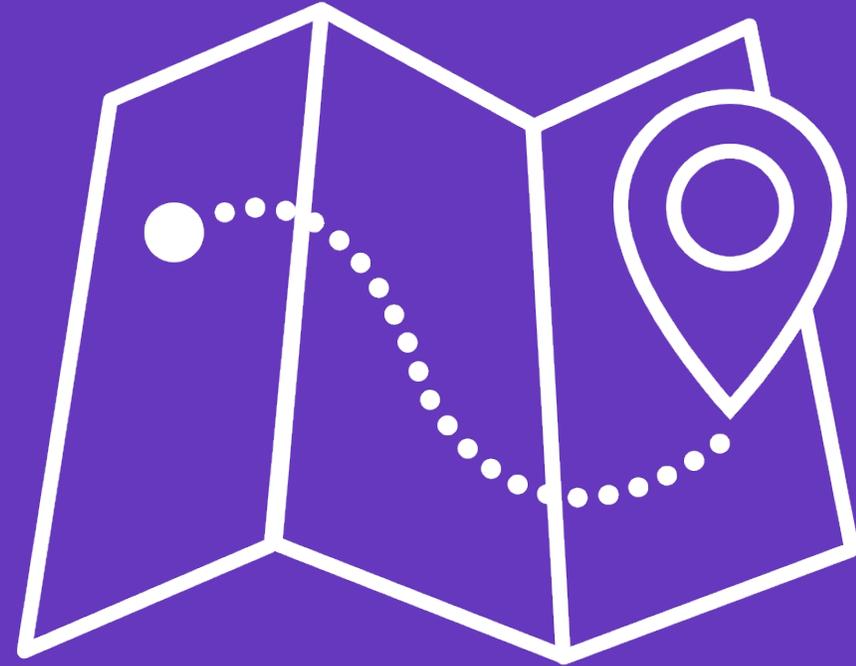
Perkins&Will

# Road Map for Return

Briefing Session: How to deliver under COVID-19?

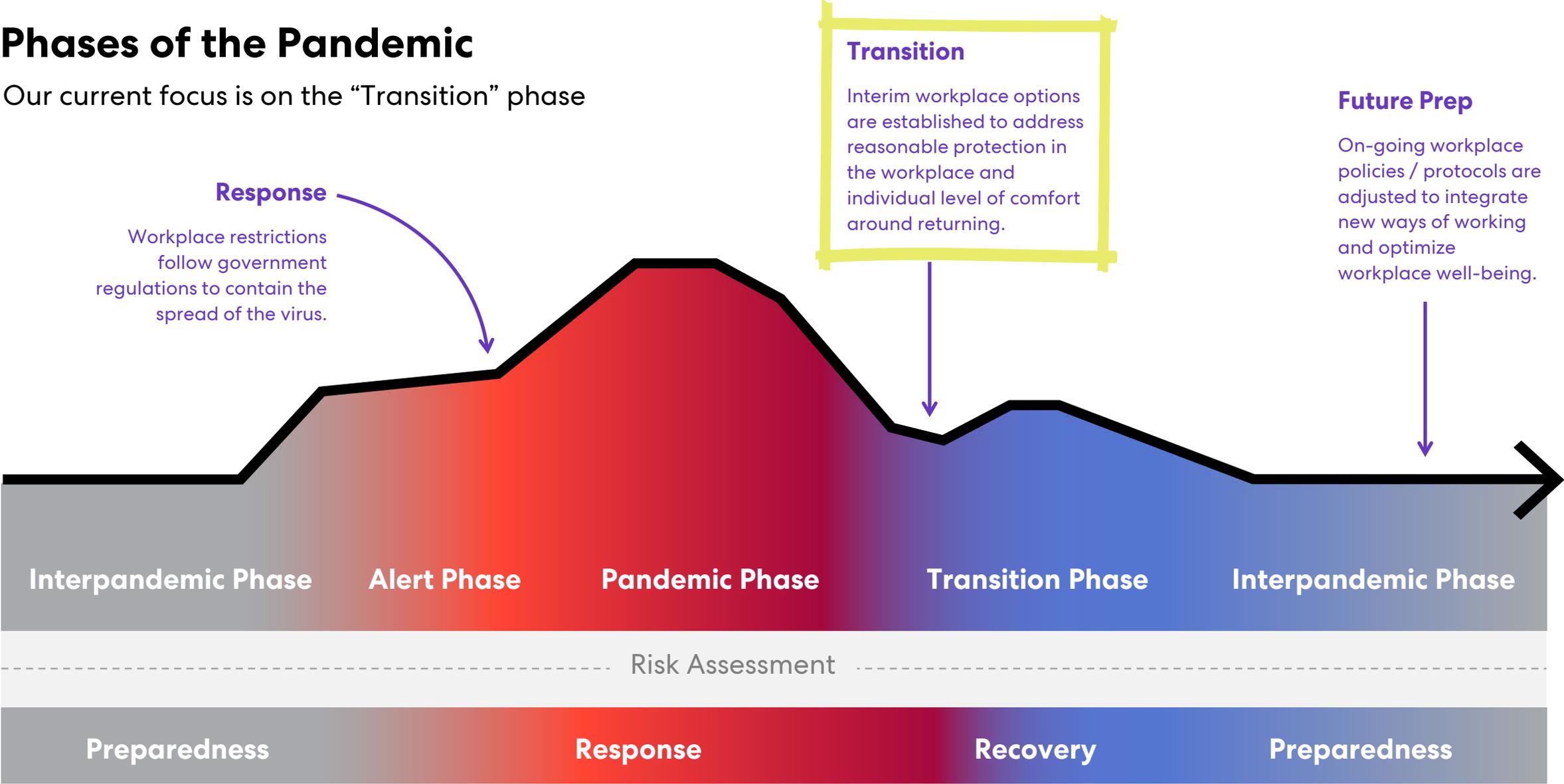
## The Road Map to Return includes guidance on how to:

1. Understand the **phases** of the pandemic
2. Develop a **framework** for return
3. Understand the **risks** of returning and carry out a **risk assessment**
4. Assess employee **readiness**
5. Determine your facility's **capacity**
6. Identify **who needs to work from the office** and **who returns** first
7. Evaluate continued **remote work**
8. Consider **scheduling** strategies
9. Implement **operational changes**
10. Reinforce **behaviors & messages**



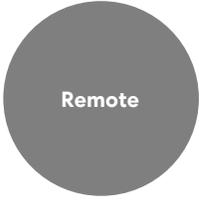
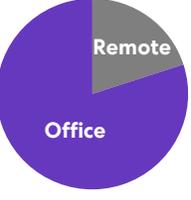
# Phases of the Pandemic

Our current focus is on the “Transition” phase



Credit: WHO Pandemic Influenza Risk Management, WHO Interim Guidance, 2013

# Return To Work Road Map

	Response	Transition					Future Prep
> <b>Work Location</b>	<p>100% Remote</p> 	<p>Planning a Phased Return</p>  <p>Current and future use of remote working →</p>					<p>New Remote Mix</p> 
> <b>Operations</b>	<p>Alternate Protocols</p>	 Physical Distancing Analysis	 Protective Equipment and Supplies	 Food and Beverage	 Visitors and Deliveries	 Maintenance Protocols	<p>Revise and evolve operations for resilience</p>
> <b>Behaviors and Messages</b>	<p>Crisis / Remote Working Support</p>	 New Transition Protocols	 In-office Etiquette	 Continue Remote Work Support	<p>Reinforce resilient behaviors</p>		

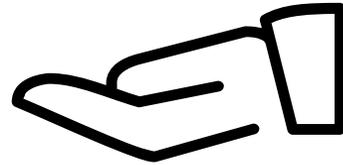
## Principles



### Safe

Health first and cautious  
Data/science driven

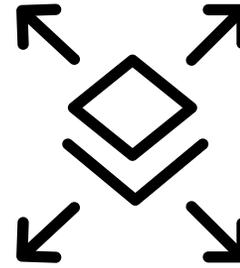
Create and execute a sensible and **safe** return to studio plan, guided by public health best practices



### Transparent

Open and inclusive  
Engagement based

Engage our staff and be collaborative and **transparent** in our decisions



### Flexible

Agile and nimble  
Adaptable

Create a **flexible** and nimble plan to adapt to changes



### Consistent

Fair and equitable  
Risk-managed

Create a fair and **consistent** approach across our firm

# Office design and protocols cannot address every hazard when returning to work. When we leave our homes there will be risks.



### Commuter

potential to isolate for some

### Building Entry

paths converge / high touch surfaces

### Elevator / Stairs

close quarters / high touch surfaces

### Workplace

designed and managed for physical distance

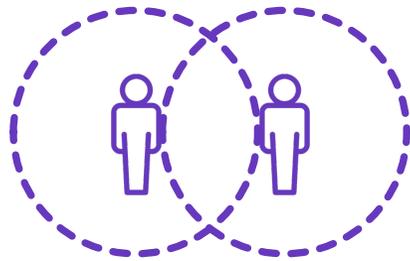
# Following the question of when to return is how to plan our return.

Safety and health are the only priorities



## — 01 Carry out risk assessment

- › address specific COVID-19 risks
- › identify control measures
- › share risk assessment with workforce



## — 02 Establish office capacity

- › 1m+. distancing
- › floor maximum
- › scheduling options



## — 03 Plan employee return approach

- › volunteer-based process
- › who can work from home and who needs to work in the office
- › on-site support
- › client needs



## — 04 Establish and communicate new office protocols

- › food & beverage
- › visitors
- › deliveries
- › maintenance



## — 05 Return to office

- › reinforce new behaviors
- › operate under transition protocols

# Health & safety

A H&S COVID-19 Risk Assessment has been prepared and will be issued to all staff as part of the return to studio process. **This document identifies the known risks and the mitigations to reduce the risk. This register captures and extends the protocols highlighted in this presentation.**

**This document should be reviewed by all**

An accompanying Risk Register will be maintained as a live document.

## Health and Safety COVID-19 Risk Assessment

This is the statement of general policy and arrangements for:	
<b>has overall and final responsibility for health and safety</b>	
<b>has day-to-day responsibility for ensuring this policy is put into practice</b>	
Statement of general policy	Responsibility of: Name/Title
Prevent accidents and cases of work-related ill health (physical and mental) by managing the health and safety risks in the workplace	
Provide clear instructions and information, and adequate training, to ensure employees are competent to do their work	
Engage and consult with employees on day-to-day health and safety conditions	
Implement emergency procedures – evacuation in case of fire or <u>other</u> significant incident. You can find help with your fire risk assessment at: <a href="https://www.gov.uk/workplace-fire-safety-your-responsibilities">https://www.gov.uk/workplace-fire-safety-your-responsibilities</a>	
Maintain safe and healthy working conditions, <u>provide</u> and maintain plant, equipment and machinery, and ensure safe storage/use of substances	

Signed: \* (Employer)

Date: 28/05/20

# How many people could come back into the office safely?

Refer to the [UK Government guidance](#) for employers and businesses on coming back to work in offices.

Based on distance, evaluate the number of workstations and collaboration **seats that can be occupied simultaneously.**

# workstations @ 1 m.

- + # private offices
- + # collab seats @ 1 m. re-purposed as work seats

---

= **maximum** capacity

Establish a **maximum capacity for each floor to ensure that shared spaces** such as WCs, pantries, and meeting spaces are not overwhelmed.

Establish **one-way circulation** routes if possible.



## How many people should come back into the office initially?

Once you have a maximum capacity per floor, then **set an initial target capacity** as a percentage of that maximum.

Be conservative. There are more risks than benefits for maximising capacity.

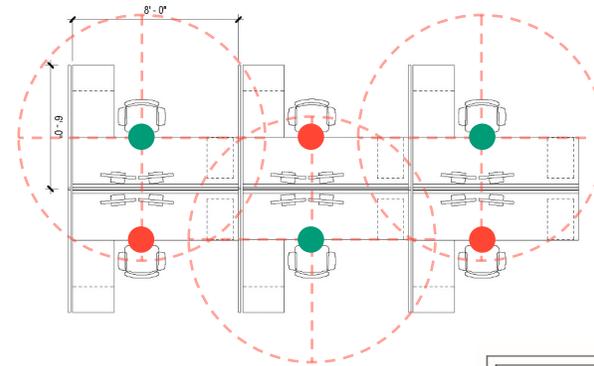
You will likely **adjust the space and your protocols** after the initial return.

20% to 40% of your maximum capacity per floor may be a good range to test new measures before increasing the office population.



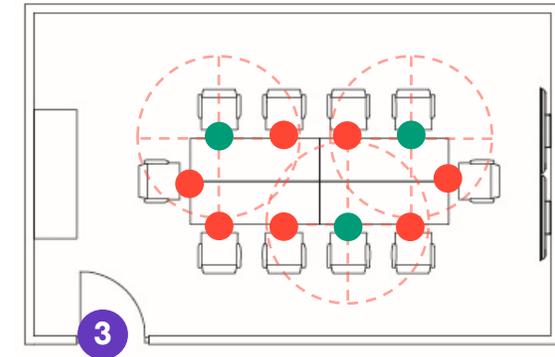
# Steps for Plan Analysis

1. Analyse your floor plan using a program that allows scaling and measuring of objects.
2. Create a 1 m. radius circle around a central point to use as a guide.
3. Place the center of the circle on the center edge of the stationary object (workstation, meeting table) and replicate for all spaces.
4. Analyse enclosed rooms by placing a 1m radius circle at each work location around the room, then indicate the maximum room occupancy on the door.
5. Create lines that represent 1 m. separation for use in queues, starting with the point of interaction and spacing outward.



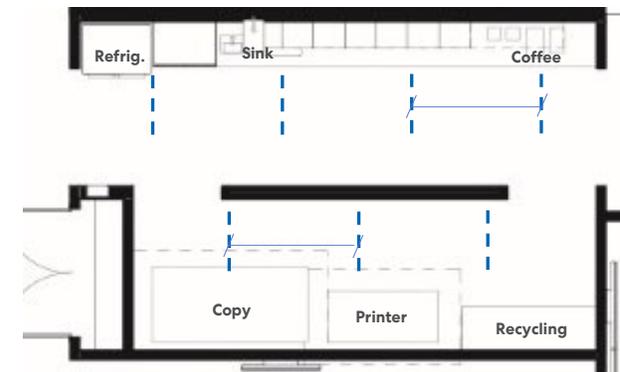
Workstations

Enclosed Rooms



## Planning Key

- Workspace that can be occupied
- Workspace unavailable
- # Limit of people in an enclosed room
- - - 1 m. distance guidance floor line
- 1 m. radius



Shared Amenities

Diagrams illustrate 2m. distancing

# Visualising Social Distancing

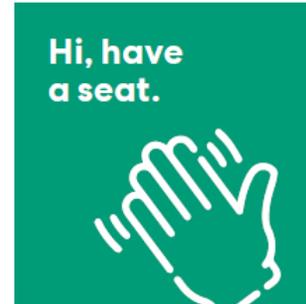
## Directional Signage



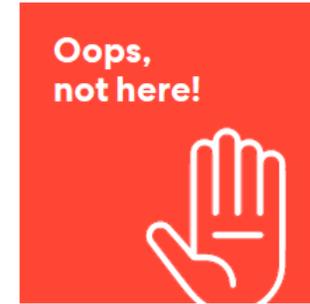
#F1



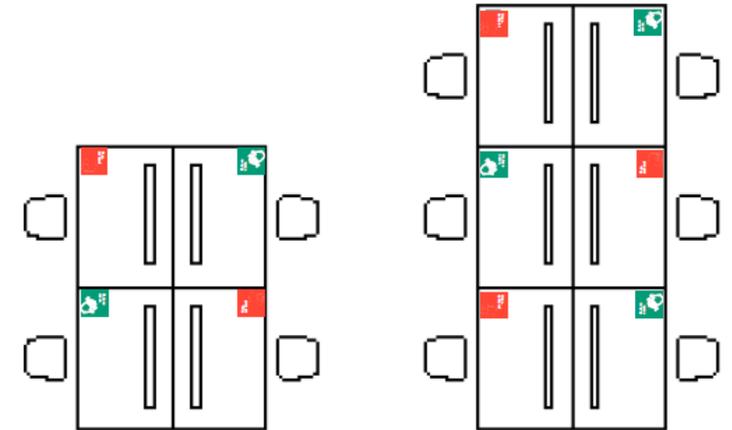
## Desk Availability Signage



#S4



#S5



# During the transition phase it is important to consider how accessible temporary measures may be for differently-abled people.

Visual indicators / temporary signs



*May lack braille or audio cues for sight impaired*

Modified directional guidance through your space



*One-way or narrowing pathways for social distance may impact those with mobility issues*

Equal access to cleaning supplies / protective equipment



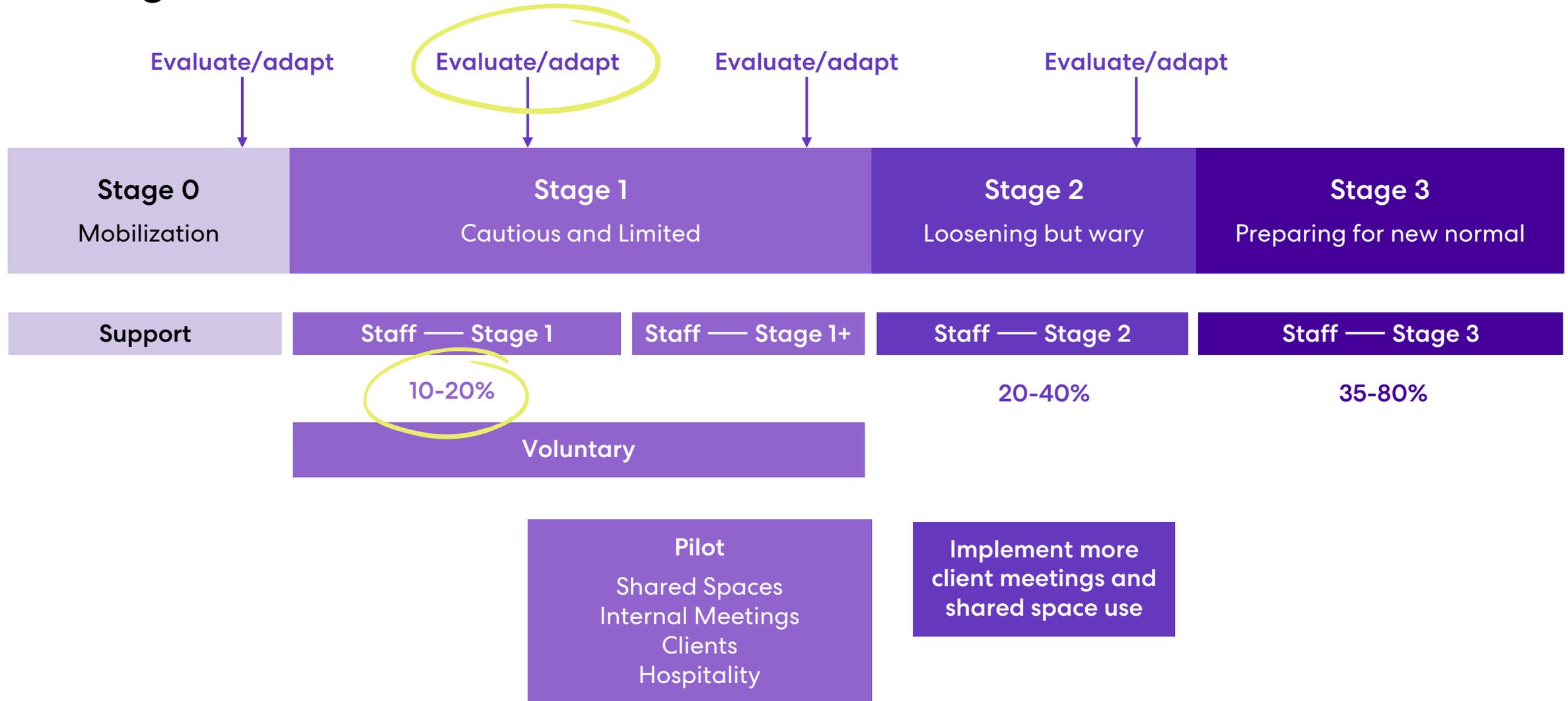
*Consider the most accessible location for key supplies*



None of the considerations presented here change your existing degree of British Standard compliance.

However, British Standard compliance does not guarantee universal accessibility.

# Phasing



## Even if the office is ready, are employees?

Employees will not have the same **comfort level** about returning to an office environment.

Employees will not have the same **ability** to return:

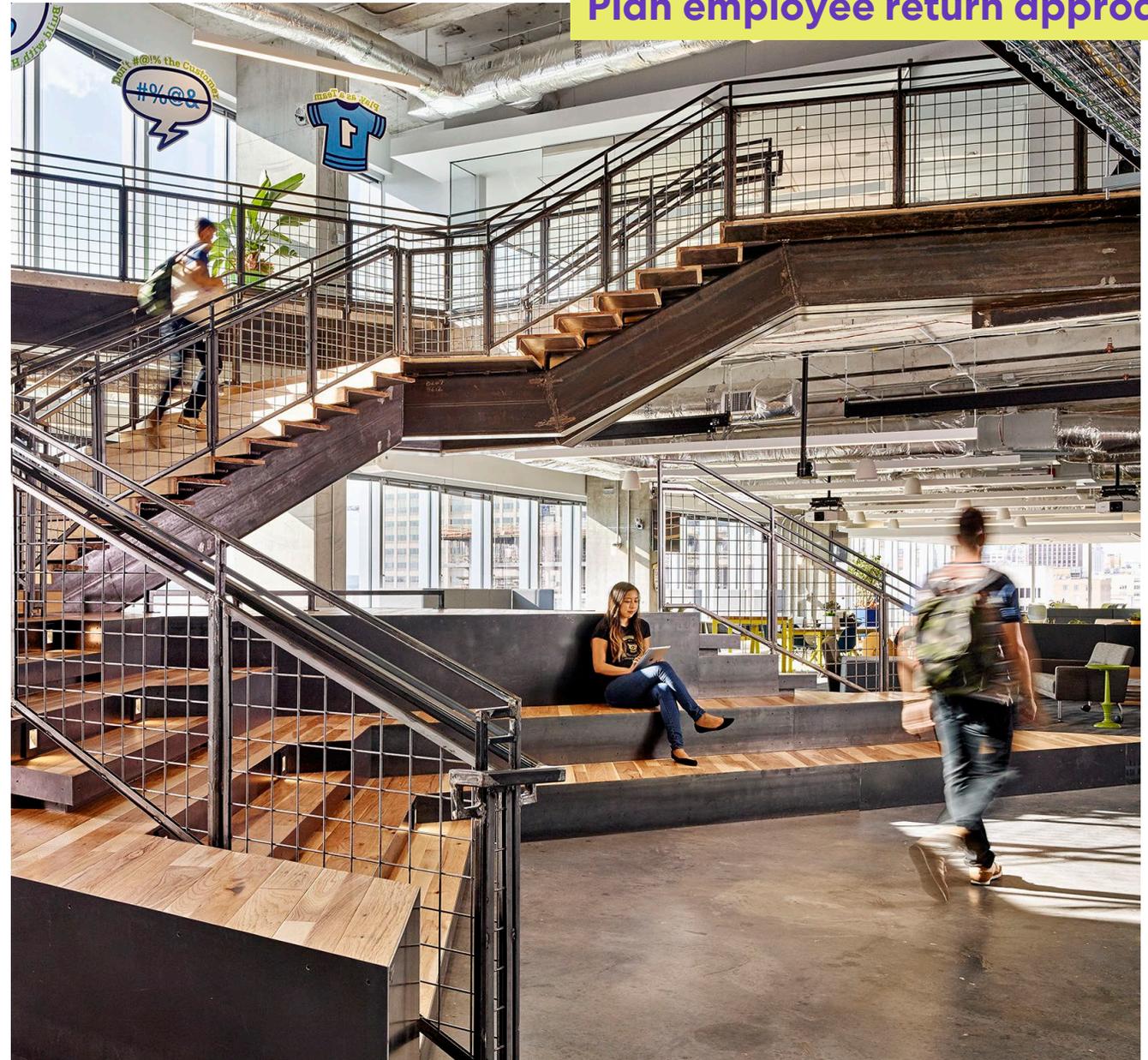
- availability of childcare
- reduced public transportation service
- the need to care for others
- increased risk due to health conditions

The message must be clear that it is **ok to defer your return** and no reason is needed.

Establish a process for **consulting volunteers** on return to the office.

Consider an **employee survey** to gauge their interest and concerns.

**Talk to your legal team** to see if a waiver is needed from employees.



# What happens when too many employees volunteer?

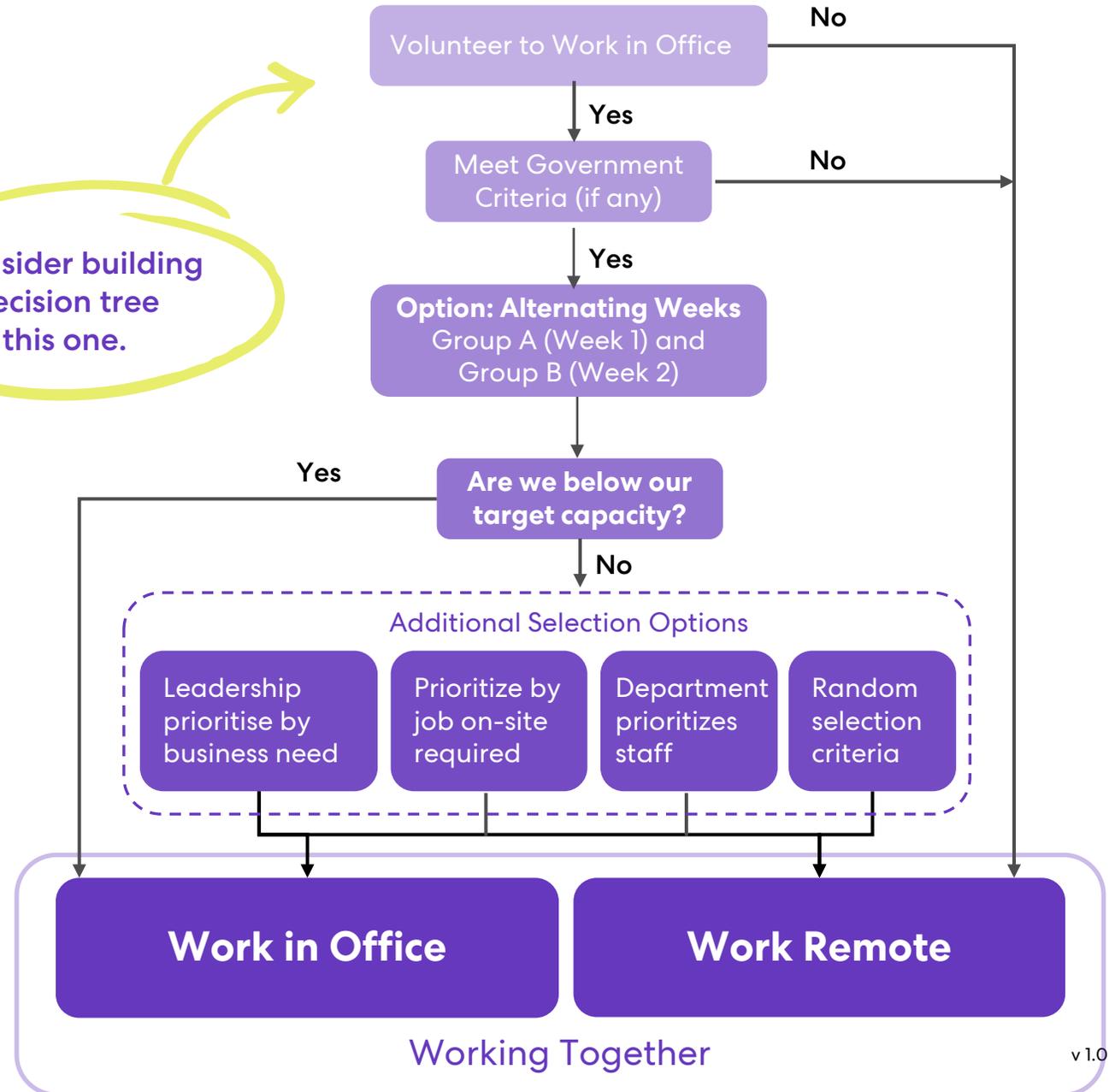
The number of employees who volunteer to return to the office may exceed your target capacity.

Why build a decision process?

- Staff may be weary of working in isolation
- Many (or most!) will need an element of face to face communication to do their job properly
- Job security is top of mind
- Demonstrate a degree of equity

The formality of this process will vary by company size, business focus, and even location.

**And if you do not have enough volunteers to reach your target ... that is ok.**



## Returning to the office during the transition phase is the employee's decision.

Not everyone will feel comfortable returning, and everyone will not be able to return. **It is ok if your staff do not volunteer** to return and no reason is needed.

### Staff should take into consideration:

- Responsibilities to family and loved ones
- How they will travel to/from the office
- Personal level of comfort returning to the office
- Personal level of risk

*At present, the government requires you to work from home if you are able to.*

### GOV.UK guidance for employees

<https://www.gov.uk/guidance/guidance-and-support-for-employees-during-coronavirus-covid-19>

### NHS guidance for people at higher risk from coronavirus (COVID-19)

<https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19/guidance-for-employers-and-businesses-on-coronavirus-covid-19#good-practice-for-employers>

# Evaluate Remote Working Programme

Now that remote working has become a way of life for all employees, **what are the next questions?**



What **should** remote work look like for your organization going forward?

- **Employee surveys** can determine quality of experience and interest in remote working:
  - Data will identify employees who can: work from home, be part of hybrid teams, or be fully back in-office.

Where has remote working been **most effective**?

- When employees adopt virtual technologies for workflows and communications, efficiencies may be realized.

What **remains challenging** from a people, process, technology and culture perspective?

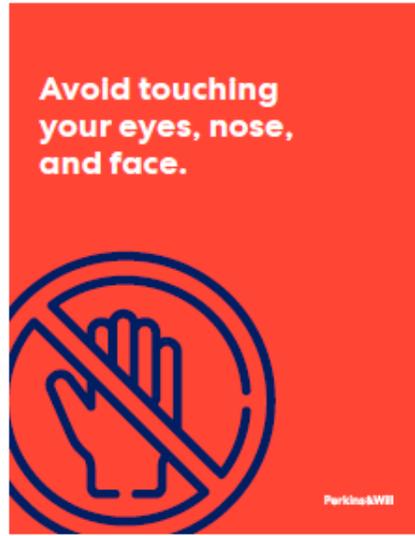
- Survey data & focus groups yield additional feedback; as will 1:1 meetings between managers and employees.



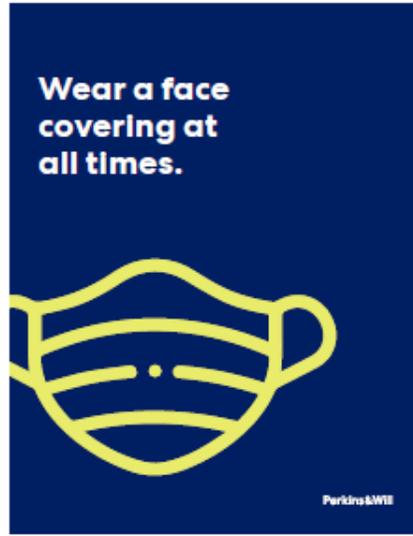
# Establish and communicate new office protocols



#B1



#B2



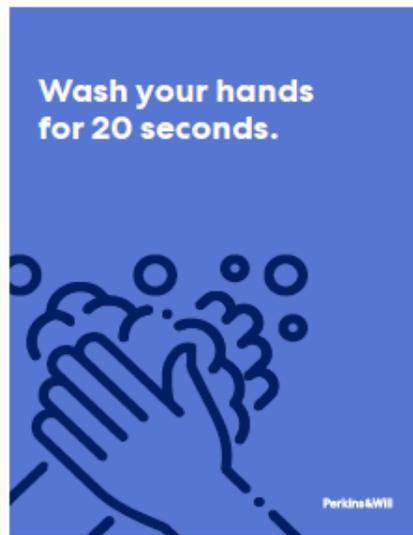
#B3



#B4



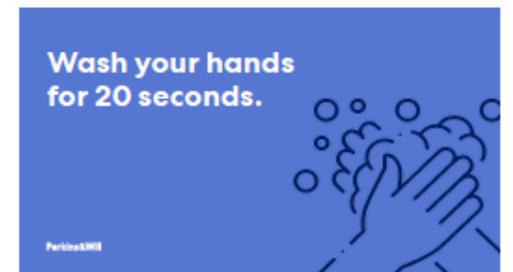
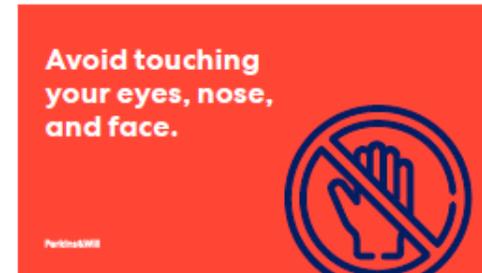
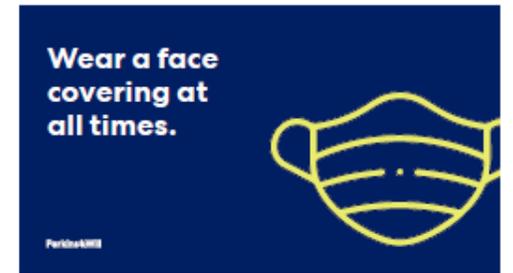
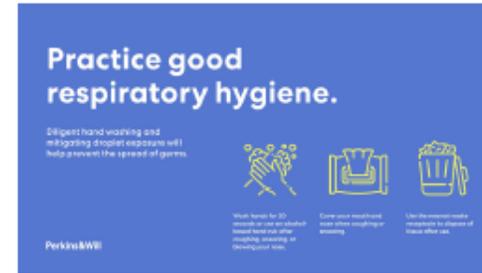
#B5



#B6

## Digital Signs

Digital versions are also available to be used throughout the studio in common areas as reminders.



## Bring your own \_\_\_\_\_.

One way to protect yourself is to bring your own tools and supplies with you as you move around the office. Shared supplies mean more disinfecting before and after every use. Labeling your supplies may help.

### Items to keep on hand as you move around the office:

- Something to write with
- Something to write on
- Technology accessories (e.g. mouse, power supply, cables)
- Tissues
- Hand sanitiser
- Water bottle

**For now, leave your coffee cups or other reusable dishes at home.**



# Personal Equipment and Supplies

Guidance on wearing masks will vary by location. **Be prepared to provide masks** to all employees and guests even if it is not currently required.

**Consider a “welcome” kit for employees returning to the office, including:**

- Masks or ‘face coverings’
- Soft point stylus for touch screens / keypads
- Portable tissues & hand sanitiser
- Custom labels to use on personal items
- Carrying case for employees to easily transport essentials around the office
- Quick reference card with key information
- And something fun!



**Other supplies to consider stocking in addition to masks, hand sanitizer, and cleaning supplies:**

Infrared thermometers

Small trash cans with lids

Caddies for essential cleaning supplies

Supplies for labeling personal items

Supplies for posting temporary signs

Tape needed for floor guidance

## Working in the Office: Food and Beverage

- The cafe area is not to be used for sitting and eating. The coffee machines, taps and sinks will be in use.
- Disposable cups, plates and cutlery is provided and should be used for the immediate future. Do not use common plates glasses or cups.
- Bringing packed food from home is acceptable but these should not be stored in the fridges. Take all re-usable packing boxes etc home with you. Use of the fridges is discouraged.
- Eat at desks or outside.
- Food deliveries (Deliveroo etc) can be ordered must be collected outside the building at kerbside. Delivery will not be allowed in the building.

## Café and Pantry

Come In! But first: Review and follow the necessary precautions below.



Prepare your lunch at home and use disposable containers to limit time during peak hours.



Bring your own water bottle from home.



Limit touching items and use a paper towel when opening the refrigerator and microwave.



The refrigerators and microwaves are available for limited use. Refrigerator contents will be emptied each night.



Before you leave, sanitize anything you have touched.



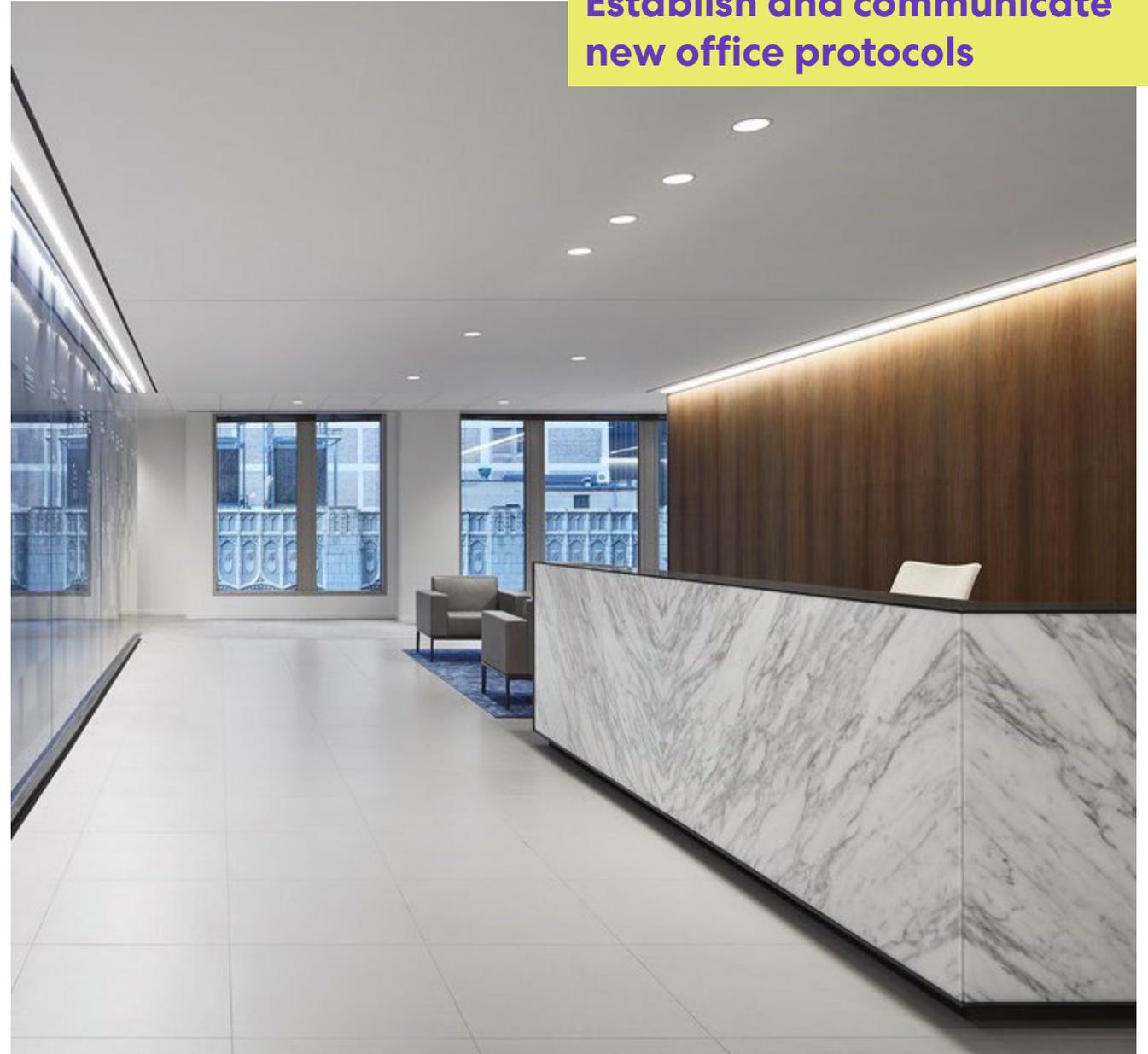
Do not linger.

# Welcome (Essential) Guests

- **Define and communicate** what will be considered essential face-to-face interactions in the office.
- Guests can only visit if it is essential to your business.
- Review **prior visitor logs** to understand / address common visitor types for your space.
- Establish protocols for **unexpected visitors**.
- **Talk to your legal team** to see if a waiver is needed from visiting guests.

## Communicate to guests in advance :

- Guests should stay home if they have **even a mild symptom of COVID-19** such as a slight cough or low-grade fever.
- **Contact details** (name, phone, etc.) will be shared with local health authorities if anyone becomes ill in time-frame around their visit.



# Working in the Office: Guests and Visitors

The default for meetings should be using teams and face to face meetings with outside parties should be kept to a minimum

During Stage 1a - no external visitors

In stage 1b visitors will be admitted. Visitors must be booked with reception in advance.

Visitors must self report for the presence of any COVID 19 symptoms prior to entry.

Face masks for guests will to be provided.

## Guest and Visitors by Stage

	Stage One	Stage Two	Stage Three/Transition Stage
Clients	pilot	yes	yes
Consultants	pilot	yes	yes
Contractors	pilot	yes	yes
Vendors	no	no	TBD
Catering	no	yes	TBD
App Delivery Services	yes	yes	yes
Interview Candidates	no	no	TBD
Students	no	no	TBD
Product Reps/ Lunch and Learns	no	no	TBD
Friends and Family	no	no	TBD
Delivery Agents(e.g. supplies, USPS, Couriers, packages)	limited	limited	Yes
Equipment Maintenance	as needed	as needed	As needed
Building Maintenance	yes	yes	yes

# Managing external meetings for your staff.

Your staff may get invited to **external meetings** by other organisations. The following **protocol** is recommended:

- **Virtual meetings** should be the first preference. All organisations should be able to facilitate this.
- Should an external meeting be **essential**, the host must provide guest organisations with their **safeguarding protocols** which must include, at a minimum, safe distancing, maximum number of attendees, room to be cleaned prior to meeting and, safe access provisions to the space which the meeting will be held. The provisions must meet HSE guidance.
- If you believe the host organisation's provisions are **not acceptable**, you should not allow your staff to attend the meeting.



**If an employee attending an external meeting feels that the safety provisions are inadequate, they may refuse to proceed.**

# Maintenance Protocols

When returning to the workplace during the transition phase consider the following concepts:



1. Disinfect high touch surfaces regularly
2. Increase frequency of regular maintenance
3. Communicate to employees about the maintenance protocols
4. Set clear expectations of employees
5. Create a maintenance protocol floor plan
6. Create and maintain a cleaning log
7. Use approved cleaning products that have been recommended for use against SARS-CoV-2
8. Refer to authoritative sources on workplace cleaning and maintenance

# Cleaning Products

When choosing cleaning chemicals, employers should consult information on [GOV.UK on cleaning and disinfection](#), which includes this guidance:

- Use either a combined detergent disinfectant solution at a dilution of 1,000 parts per million available chlorine OR
- a household detergent followed by disinfection (1000 ppm av.cl.). Follow manufacturer's instructions for dilution, application and contact times for all detergents and disinfectants OR
- if an alternative disinfectant is used within the organisation, this should be checked and ensure that it is effective against enveloped viruses.

Follow the manufacturer's instructions for use of all cleaning and disinfection products (e.g., concentration, application method and contact time, PPE), and ensure that it is effective against 'enveloped viruses'.



## Immediate vs Long-term Health Considerations

Your workplace may have a green cleaning program in place that limits the use of disinfectants due to the long-term health risks associated with certain chemical ingredients. For the “Transition” phase and the initial return to work, follow UK Government guidelines for cleaning, and **return to your green cleaning program when it has been deemed safe** to do so.

# Our Words Matter

It seems **communications have been non-stop** since COVID-19 changed our world. Going forward communications will continue to be critical as we return to a workplace that will not resemble the one we left in March.



## **New communications may include:**

- Printed signs and reminders
- Instructions on new processes and procedures
- Guidance on our health and safety in the office
- Additional support for working in distributed teams
- Messages of inspiration, positivity, and compassion

While not intended to be a full communication plan, we are highlighting **key messages specific to the transition phase** and why they are important.

# Follow guidance from health authorities in the office, at home, and everywhere in between.

What you do when you are not in the office impacts your coworkers. It is especially important to all of us that you **protect yourself** when you are not in the office.

- Wash your hands frequently
- Maintain physical distancing
- Avoid touching eyes, nose, and mouth
- Practice good respiratory hygiene
- Proper use of cloth face covering
- Cleaning and disinfecting your home

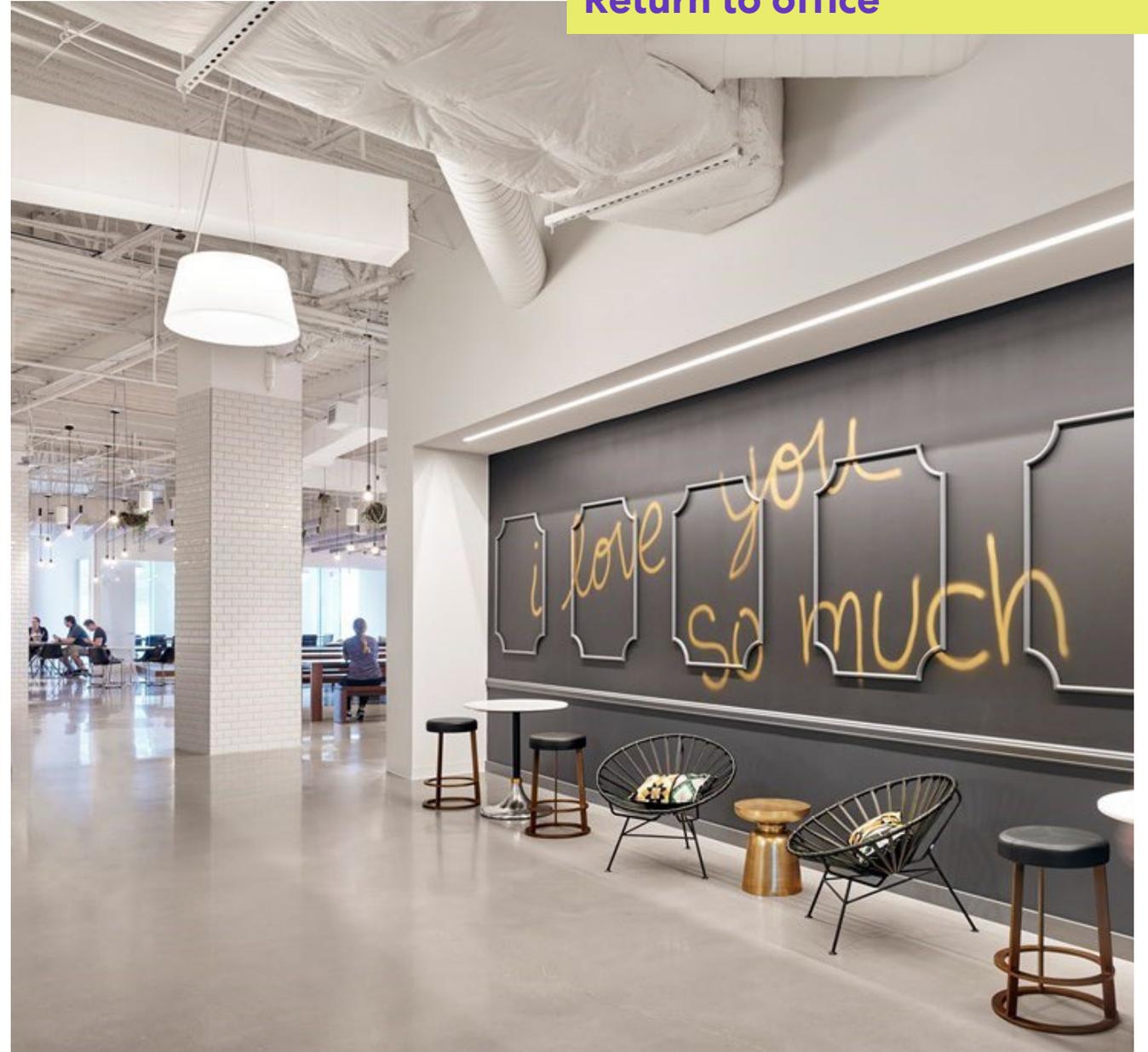
## NHS guidance on preventative measures:

<https://www.nhs.uk/conditions/coronavirus-covid-19/staying-at-home-to-avoid-getting-coronavirus/staying-at-home-and-away-from-other-people/#prevention>

# Messages of Positivity

Of course, the one communication we cannot get enough of are the positive messages of support.

- Corporate efforts during the crisis
- How our teams are using their talents
- Employee stories of care
- Clients/customers that are making a difference
- Ways to volunteer and contribute
- Music, TV, books—What is getting us through?
- Ideas for entertaining/distracting/teaching kids
- Resources for physical and emotional health
- Ways to stay connected



# Download the full report



[Road Map to Return](#)

**Our recommendations are advisory and intended to assist as you plan for the return of your workforce. Guidance is evolving and we urge you to regularly consult with the following sources:**

[World Health Organization](#)

[GOV.UK](#)

[NHS](#)

[HSE](#)

Businesses are required to follow all government advice during the return to work and transition period. There will be an adjustment to workplace practices and a definition of the new normal and businesses need to respond to changing legislation, government, healthcare, and HSE guidelines at that time.

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**Thank you.**