(re) entry

A Guide for Workplace Design Considerations

Short to long term re-design considerations for your physical space.
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The current workplace context

The world is going through an unprecedented crisis none of us have ever experienced or witnessed in our lifetimes. Almost overnight, your organisation, like most global firms, has undergone the challenge to reroute workflow from your headquarters and offices into the homes of your employees to prevent the infection and protect your business. Face-to-face meetings and interactions at all levels turned into video calls and all the technology infrastructure already existing in your organisation has been suddenly put to work at full capacity, and with little adoption pain even for less technology savvy users.

Over the past weeks we have been asking our clients about how they are dealing with the new situation and what are the immediate and longer term challenges in their organisations. There is a common denominator to most respondents: organisations are better prepared than they imagined to shift and maintain a high degree of decentralisation of the traditionally called “office work”, whether this is from home or going back to the physical space, with the necessary restrictions in place to prevent outbreaks in the office.

With our JLL Wuhan office reopened on April 8th, and the rest of our Asia network either in full operation or opening soon with the necessary protocols, we are among the first in our industry to test and self-implement re-entry measures to keep our employees safe at work, from the building access to the return back to their homes, ensuring our workplaces remained productive, functional and welcoming.

“The world as we have created it, is a process of our thinking. It cannot be changed without changing our thinking.”

— Albert Einstein
The current workplace context

Our experts in each region continue to monitor the situation and support our clients with practical solutions through these challenging times.

Organisations are better prepared than they imagined to shift and maintain a high degree of decentralisation of the traditionally called “office work”

JLL continues to issue a diverse range of insightful reports, addressing the key concerns across our global real estate markets. For APAC, we look at the lessons from China as one of the first countries to reopen its economy, leading the global policy response to the pandemic and putting in place a practical response to the challenges businesses are facing after market re-entry. As of May 2020, more countries and organisations will be returning to normalcy and the interest in workplace re-imagining will soon be at the core of our clients’ conversations.

Our experts in each region continue to monitor the situation and support our clients with practical solutions through these challenging times.

As the pandemic continues to evolve, our top priority remains the health and wellbeing of our employees, their families, our clients, supplier partners and the people who work at, and visit the spaces we design, manage, build or operate. The present document intends to serve as a practical guideline to get your workplace ready for the re-entry challenges.
A new normal in workplace design?

Whilst it is unknown the extent of the workplace transformation after COVID-19, some organisations with expiring leasing contracts and market options will be in a unique position to decide upon core real estate fundamentals. We believe that the following statements, that set the direction for this document, will need to be factored in, not as trend recommendations but as “no return” principles which will shape corporate design and workplace usage patterns in the long run.

Your portfolio can be smaller
It won’t happen overnight, but it starts with the re-entry: distancing, repurposing, and gradual space relinquishing, heading towards a consumerisation of the workplace and facilities, where we will no longer be just occupiers or owners, but consumers of space on demand.

Decentralisation is on the way
Smaller, touch-base hubs can be the organisation’s response to create “premise distancing” to keep employees and business protected in case of future outbreaks, providing time and carbon footprint savings and improving convenience (less commuting = better use of day hours = higher productivity).

Work From Home is here to stay
With safety at the top of the priorities list, WFH at a large scale turned out feasible and has delivered similar, when not higher, productivity rates, plus other unforeseen advantages that will make organisations incorporate the home office as part of their workplace ecosystem, with the right tools in place.
A new normal in workplace design?

Technology as the blood vessels of your organisation
Literally. From your new utilisation rates after the re-entry and not only through the networks connecting efficiently and safely employees and company data, but also through the wiring of your built environment to understand new behavioural patterns.

People will return to office if they experience safety.
Minimising opportunities to touch surfaces, systematic cleaning, high-quality air filtration systems, with a design that allows effective distancing and safe circulations within the workplace without affecting functionality.

We will focus on aspects (flexible working, technology, short term redesign) that will have a direct cost-benefit impact on your portfolio, also opening a window to what the future workplace could look like, after the interim measures outlined have been implemented or eventually relaxed.
Organisation responses at a glance

Where is your organisation in the recovery journey post COVID-19? JLL conducted a recent survey with 70+ of our account clients. More than 80% of respondents are in adaptation or re-entry modes, with the rest either in the immediate respond stage or already in the re-imagination stage.

The future of workplace post-pandemic will encompass a range of considerations that will address the organisation’s risk profile, the country specific situation in the fight against the virus, and the degree of certainty of a vaccine. Current preparedness of some organizations to operate in a complete virtual environment will be decisive for many organizations to embrace reimagining earlier and bolder than other organisations more reliant on their physical space.
A day in the life of an employee in the re-entry phase

1. Work from home or the office today?
   - Employee checks occupancy app and historic usage trend based on day of the week, month etc.
   - Based on that and provided he is the team allowed to work from the office that week, he/she will head to the office
   - On the way to the office, the employee can pre-book a specific desk for the time he/she expects to be at it for the day
   - Cleaning services will get a notification and before employee arrives, the desk will be disinfected (on top of regular daily cleaning)

2. Building access
   - Temperature check via thermal imaging at entrance
   - Approach the turnstiles and wait in line at the line strips on the floor to ensure distance keeping
   - Use QR code in your phone in the turnstiles
   - Real time confirmation, you’re allowed in the building for the day
   - Your floor has been already selected when you access with your phone
   - The lift has designated spots to ensure distancing

3. Reception
   - A face recognition screen will open the sliding door
   - A reminder of the selected desk for the day will show on the screen
   - After crossing the door, there will be a stand with automatic dispenser of disposable masks and hand sanitiser, all with sensor
   - The employee is inside the office without having touched any surface

4. Arrive to desk
   - A sanitised carpet area leads you to a wardrobe where you can change to offices footwear or put on a disposable shoe protection
   - Go to dedicated locker, open it with your phone to pick-up the laptop
   - The app will indicate if there is any message for you
   - Arrive to designated workstation for the day

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A day in the life of an employee in the re-entry phase

5. Short breaks
- Coffee break at coffee-bar or in the breakout area or visit the pantry area nearest the workstation
- Grab a piece of fruit and a glass of water from “pit stop” station nearby, no need to go to the busier breakout space
- Wash hands in the sink, the integrated network collects information on the frequency and duration of sinks usage
- Motion-sensor hand sanitiser dispenser in the area, and signage next to it recommends its use before leaving

6. Use restroom
- Motion-sensor hand sanitiser dispenser inside each toilet cubicle
- Employees wash their hands thoroughly, adjacent signage poster reminds about the importance of proper hand washing
- Motion-sensor hand dryer as opposed to paper tissue
- Contactless automatic door remains open during work hours

7. Large team meeting
- Book room from phone or laptop
- Lights go on as people enter the room
- Some chairs have been removed to ensure distancing
- Discreet dots on the floor and table indicate the recommended distance
- Wireless connection to room screen
- Additional people needed in the meeting join via MS Teams

8. Concentration work
- Use non-bookable individual booths, fully enclosed
- Air ventilation with air is constantly sucked out of the booth
- Ledge to place the laptop to sanitise every hour
- Hand sanitiser and mop available for further cleaning

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A day in the life of an employee in the re-entry phase

9. Lunch time
- Open range of lunch hours to all tiers, encouraged by managers to avoid agglomerations in the pantry
- Order from canteen through in-office app, only need to go to pick up
- Eating at the desk is accepted for certain foods to contribute to distancing, also during lunch hours.
- Employees have now microwaves also in the smaller pantries / tea points so they don’t have to line up

10. Use collaboration area
- Book room from phone or laptop
- Lights go on as people enter the room
- Some chairs removed ensuring distancing
- Green/red dots stickers placed around the table to indicate seat/no seat zones, for the duration of the social distancing measures.

11. Employee care center
- Make an appointment through in-app
- Give remote access to fix issues with laptop
- Unless it’s a hardware issue, no need for physical interaction
- Employees can connect your own mouse or keyboard if they prefer.

12. Leave for day
- Leave workstation and go to the locker to drop the laptop
- Book office gym session, with limited number of people at any time
- Proper disposal of PPE when leaving the office
- Back at home, and through the app, 12-24h in advance employees can pre-order food, reserve desks in the office for the next day.
JLL’s re-entry approach through our Products Suite

Resuming operations in your workplace safely and efficiently. The needs of the business have evolved significantly. As many parts of the world begin to reopen, and jurisdictions begin to lift ‘stay at home’ orders.

We have identified a comprehensive set of objectives to support the following critical objectives:

• Ensuring buildings are safe, resilient, and ready
• Promoting the health and wellness of employees and visitors
• Creating and monitoring effective guidelines and adjustments to space

This diagram illustrates the broad range of workplace issues which must be considered:

Building and office operations
• Facility re-instatement guide
• Re-instatement plan checklist
• Energy cost control
• Facility mothballing
• Engineering continuity planning
• Remote monitoring of dark buildings
• JLL - AI-based digital assistant

Food and beverage
• Food service optimisation (including seating with SD and kitchen/cafeteria guidelines)

Janitorial
• Preventative, reactive, and decontamination cleaning
• Enhanced standards

Mail services
• Amended mail service
• Digital mail lockers

Employee and visitors screening
• Visitor screening services
• Temperature screening

Employee health and wellness
• Experience ambassadors
• Welcome back kit
• Well-being toolkit
• Mobility ambassadors
• Progressive workstyle support

Space guidelines and adjustments
• Occupancy re-entry guidelines and policies
• Social distancing strategy and enablement
• Foot traffic management and wayfinding
• Attendance monitoring and self-reporting
• Meeting and collaboration space management
• Project delivery services
• Flexible space risk advisory

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Short-term considerations: Building access

Access to buildings will require monitoring more than employees’ ID. From body temperature, to contacts or areas visited tracing. This doesn’t have to be a negative experience to employees or visitors.

An optimal monitoring technology is practically invisible to people, allowing a smooth and swift circulation in and out of the building and is anticipative, not reactive.

Our proposed building lobby receives visitors and employees that have previously checked in at home or on their way to the office, with access protocols taking place outside of the building, not inside: an app from where you can log in for the day, based on your eligibility to work from or office on a particular day or week.

Your app notifies the building technology platform and anticipates your arrival. The temporary thermal imaging technology currently installed in our office buildings will be seamlessly incorporated into the office lobby designs as a permanent feature.

Additional links:
2. Touchless Hand Sanitizer
   https://www.amazon.com/automatic-hand-sanitizer-dispenser/boothsanitizer-dispenser
4. LED Carpet & Way Finding
   https://issuu.com/dessogroup/docs/en_luminous_carpet_mr
5. Biometric & Body Temperature Access Control
Short-term considerations: Building access

An optimal monitoring technology is practically invisible to people, allowing a smooth and swift circulation in and out of the building and is anticipative, not reactive.

Inside the lobby, the design of the distancing elements (dividers, separation floor marks) is functional but also has a design intent to infuse a positive vibe to visitors and employees: beyond the physical dividers, new products in the market now allow to adjust the lobby circulation as required:

• Carpet tiles with built-in LEDs that can generate a system of arrows and paths or “traffic lights” on the floor, showing the way to visitors, creating virtual paths and managing traffic to avoid agglomerations.

• Floor stickers to ensure distancing can be an invitation to read famous quotes while queuing.

• Smart projection technology creating virtual rivers or paths that people will use to get to the lift zones with a different theme everyday.
Short-term considerations: Reception

The reception, as your welcoming space for employees and visitors, is also a weak point for unmanaged access. An unmanned spaces and digital receptionist will limit the exposure of your personnel to unnecessary risks. While health protocols will ensure all access are monitored and risk-free for your employees.

Your designated lift is taking you to your office floor. Since the building technology platform already knows where you’re going, you have not touched any button or surface so far. Before accessing the reception, an enclosed space creates an air-lock area, where your temperature is taken by thermal imaging, and employees can get their PPEs for the day, and use the hand sanitiser. Your wallet and keys and other personal belongings are meanwhile been sterilised via ultraviolet light. You can pick your belongings after a few seconds. After that, the reception access door unlocks and it’s the signal that the day for you in the office has just started.

As you arrive to your floor, a virtual receptionist will display a welcome message with your name and a reminder of your first meeting of the day. Arriving to your locker, which you open with your phone, you take what you need for the day to then head to your designated desk, which you have booked from your app that same morning, in a similar way to how you would choose your preferred seats online at a movie theatre.

A notification to the cleaning team has been sent 30 minutes before you arrive to your desk, so when you arrive you can rest assured it has been sanitised before and you can start your day safely.
Short-term considerations: Meeting areas

You have your first meeting of the day. Your colleague has made the room booking from her laptop, you receive the notification to attend as “required in person” since you have to lead the meeting. Other six team members are invited but four of them receive the notification as “virtual in-office attendee”: that means that they will be joining the meeting, even though they are in the office, from their desks, to ensure that the room capacity is not exceeded.

When you enter the room, originally designed for eight people, you see only four chairs with space in between them, and dots on the table indicating where people should sit. The rest of your colleagues sit around you and the “virtual attendees” join via MS Teams. Hand sanitiser is available to all in the room. The meeting takes place.
Short-term considerations: Meeting areas

Other meeting rooms follow the same protocol. The cleaning team has a schedule of when the rooms will be empty to do a sanitising of the handles, table, chairs and whiteboards, before next meeting. The above is a likely scenario that requires no investment and just needs different degrees of upgrade to your current booking system.

**Day 1:** Current example of meeting room set up prior to pandemic. Meeting room is booked and used according to its size and technology required to connect with others outside the room.

**Day 2:** Reduction of number of chairs and red/green dots to indicate placement of the chairs to ensure sufficient distancing. TV technology: the existing pre-COVID-19 virtual attendees may also be present at that day in the office, but not inside the room, so the new maximum room capacity is not exceeded.

**Day 3:** If the scenario for Day 2 (a combination for virtual and physical attendees for each meeting) is also kept in the longer term, either because of the general safety concerns or the specifics of the company or the country, organisations can consider increasing the technology means (additional screen) to make the virtual/facetoface interaction more effective.

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Short-term considerations: **General office**

Open office is going to evolve: to your traditionally accepted principle that less individual footprint allows for more choice of work, meeting, socialising and collaboration settings, the new landscape may look back at the enclosed spaces as a necessary mean to provide the experience of safety at work that you demand. Inspired by Business Centres space segregation, the new back office gives you choice of working in the comfort of the enclosed space if your perception of comfort means, at times, separation from the rest.

A neighbourhood environment will make people feel safer, while they work in smaller groups of known people. Choice will remain the priority, but safety is now a variable to consider. An increase in focus pods, team tables with dividers and other alternative work points will continue to be in demand.

**Day 1**: current layout example of an open office workspace, with work choice for individual or collaborative work, meeting and socialising.

**Day 2**: the red areas indicate potential zones for subdivision: Starting from the main circulation (1) around the building core, to ensure people working in the workstation clusters are separated from the main corridor circulation in terms of air flows, with partial enclosure of the open collaboration areas (2) and dividers in the breakout/pantry

(3) The above is just illustrative of any type of office, the level of partitioning will very much depend on the risk profile of each organisation and/or the country where the workplace is. One thing we are learning from the pandemic is that different countries are experiencing different speed of spread and reduction in the active cases which leads to different responses.
Short-term considerations: General office

New spaces like the isolation room (or medical rooms) will appear in the back office landscape, providing a place to go when someone is suddenly not feeling well. Less but longer and wider desks will ensure the social distancing, and the height of the partitions will be increased to ensure the air droplets get contained within the personal area. Visually, the impact will be moderate since most of these partitions will be transparent. Altogether, these measures will also increase the sense of safety and comfort at your work post.

Multiple configuration with clip partitions will be required, to manage the desired densities by cluster or leave sufficient space in between occupied desks. Also, because we don’t know for a fact how behaviours and effective control of the pandemic will play out so you need to keep flexible options that can evolve over time at the minimum cost.
Short-term considerations: General office

From a hardware standpoint, each employee will have their own keyboard and mouse, a foldable silicon keyboard which can be sterilised in autoclave daily will be available to employees.

**Day 1:** current configuration of a normal cluster pre-pandemic: the dividers’ height vary from company to company or across teams in the same workplace, or often there’s no dividers at all for more collaboration-oriented workplaces.

**Day 2A:** with a simple and inexpensive clip system, it is very easy to add new dividers to allow a cluster of workstations to be used by the desired number of people. The workstation mode, and specially the leg configuration will allow for more or less configuration options. This is an aspect to consider in future purchase of workstations: legs offset from the edge of the table top will always be more versatile.

**Day 2B:** subject to the risk profile of your organisation and of the country where your workplace is, it’s also possible to easily incorporate translucent barriers made of plexiglass to partially convert certain workstation clusters into a semi-cubicle area. Like most solutions in the workplace, there isn’t a “one size fits all” solution and implementing this particular option can be limited to a few clusters to ensure that individuals with a particular concern about sharing the open office can work at ease as well as others without this concern.
Short-term considerations: Collaboration areas

Our priority is to ensure there is choice of work settings: the perception of safety and comfort is different in each individual and different work, meeting and collaboration modes have to offer a range of options to ensure all staff finds the most appropriate setting to do their work according to their risk profile.

Collaboration areas are, by definition, a challenge, as they involve several people interacting at proximity. In countries where number of COVID-19 cases are higher, and the government measures or even the very risk profile of the society or workforce, this may mean that the open spaces end up being partially filled with more screens to provide enough segregation and separation to encourage and guarantee social distancing. One solution doesn’t fit all, but Organizations with offices in multiple countries and cities have to be prepared to adapt to the nuances of each individual location, but still providing the same levels of work choice and environment that is productive and safe.
Short-term considerations: Collaboration areas

A lot has been said about the compartmentalisation (dividers/cubicles) as inevitable in the New Normal. We believe in a sensible balance between a “sea of Plexi-glass” and an inviting yet safe collaborative environment, adding non-visible measures such as proper ventilation and organised ventilation and reducing and spacing the number of chairs/seating options will ensure both demands are met for all.

Day 1: pre-pandemic example of informal and non-bookable collaboration set up

Day 2: physical yet design-oriented features “I was social distancing before it was cool” cushions ensuring the usage of each loose furniture piece is limited to the prescribed number of people.

Day 3: back to the same or potential more headcount capacity of the collaboration environment with a mix of physical meeting with a virtual support of technology. Headphones and Bluetooth audio connection to the screen allow for a seamless connection between both physical and virtual participants.

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Short term considerations: Concentration areas

In line with our principle of ensuring choice in the workplace, concentration areas have a special dual role in the New Normal: these are by definition semi isolated, often individual work points, which is also a potential space to be used by those with different risk profile and in need for a more protective work environment in which they can be productive and feel welcome to return to the office.

The individual pod currently in the market has these characteristics, with typically one exception: the material specifications for these pods are designed to trap the noise, and these surfaces (i.e.: echo-panel) are typically not easy to clean or sanitize compared to less textured surfaces. The ideal new concentration pod should contemplate these options for finishes so that its use can be compatible with the hygienic measures most of our clients are implementing nowadays.

Day 1: concentration area in open plan workplace

Day 2: with the existing furniture allowing an empty pod in between

Day 3: consider, depending on the risk profile of the organisation and country, a wider separation of the pods or new pods made with materials that are easy to sanitise and that provide more separation from the rest of the office space.
Short term considerations: **Breakout / social spaces**

Breakout areas, canteens and social hubs are areas with potentially large concentration of people. Subject to the risk profile of your organization or the country where each office is located, we can introduce measures to reduce the density / occupancy of these spaces to ensure functionality and safety equally. From a general approach to consider less essential big gatherings, to add design features such as physical dividers to ensure social distancing is effective.

**Protocols:**
- Different shifts to avoid large gatherings
- Easing policy to allow eating from your day desk
- Actions for areas with high concentrations of people i.e. considering more coffee machines or drinking water spots and spread them throughout the office.
- More equipment to wash, clean or sanitise used cutlery, mugs, etc. after use
- Pantries – sort wet and dry garbage, dishwashers
- Additional protocols and schedules for garbage disposal throughout the day

**Design features:**
- Soft dividers, displayed in different colours or themes
- Removing seats in cafeteria areas to allow safe distancing
- Smart floor marking to set no agglomeration zones (i.e. Basketball “three seconds rule” zone)
- Easy to clean materials, looking at the lessons we can import from the healthcare industry
What to change in your future breakout area design?

- AC diffusers circulating air horizontally, to prevent moving big air masses across the breakout space
- Material selection of non-porous / rough finishes
- Plants can be a deposit for air pathogens
- Additional microwaves to avoid long queues
- A scheduled sanitising of all surfaces similar to washroom cleaning policies
- Physical dividers
- New policies allowing people to eat at their desks to limit the number of canteen users
- Introduce shifts to limit the number of people in the pantry
- Easy to clean, non-porous floor finishes
Technology considerations

Whilst design will facilitate the physical implementation of the changes to your new workplace, technology is the glue that will ensure your new workplace incorporates the necessary changes in the virtual environment to seamlessly offer your customers and all employees the necessary safety at work to where they expect to return confidently where they can do their job while staying healthy. Technology will become the blood vessels of your organisation, not only through the networks connecting efficiently and safely employees and company data, but also the wiring of your built environment to understand behavioural patterns beyond space utilisation.

We may see further developments in voice operated technology, to prevent your employees from touching surfaces in common areas. This will be applied to keyboards, touch screens, light switches, door handles, doors, conference phones, cupboards, elevator panels, lavatories, taps, handles etc. Auto and sensor and voice activation devices will become part of the landscape and part of the design considerations. Our TDIM teams can work along with your AV consultants in this aspect.
Technology considerations

The technology conversation will evolve from standalone technology devices to integral solutions that connect building facilities with the occupiers' premises, protecting companies' and individual's privacy and also benefiting from the big-data to make the building work as a living organism, that self regulates from an individual desk level to public areas and the entire building environment.

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Fully integrating ICS help desks / Building Systems / Specialists Space / Auditorium-Theatres space / General IT / Public Space / Staff Desks / Huddle Spaces-Coworking

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Technology considerations

Technology improvements in the workplace has been regarded until recently as an accumulation of hardware and software to respond to changing needs in a reactive way.

In our envisaged workplace, information centralisation and transversal connectivity of all data points will be key to understand your workplace beyond utilisation and capture evolving behavioural patterns.
Technology considerations

The Smart Building post COVID-19...

**Intelligent Zone**
Decision Analysis & Execution

Artificial Intelligence to self learn and improve building operations and user experience: hot zones/agglomeration areas: how to prevent them by making internal flow more efficient using data collected daily.

**Rules Engine Zone**
Information Aggregation

Big data for information aggregation – ability to track every interaction accurately in case of infection inside the premises that allows for retracing and minimising the risk of outbreaks.

**Connected Building Zone**
Components & Sensors

IoT - connected technology with a single IP Network creating an ecosystem without blind spots, that communicates with the data collected inside the premises, while company data and employee protection and anonymity are guaranteed. All accessible and controllable from your own device, allowing voice operated commands and a contactless interaction around you.
Technology considerations

...and your journey into the building and your premises

Managing employees’ entry into the building and your premises

• Smart QR code for self-declaration before turning up
• Building access (e.g., team A/B restrictions) to grant access accordingly

A touchless experience throughout the day and through the premises

• Our “a day in the life of the employee” shows a journey where your own smartphone allows you to interact digitally instead of touching surfaces, with voice operated commands or just touching your device’s screen

Tracking and managing employees while in the building

• Tracking parking access and egress
• Booking desk in advance, via app in your phone
• In-floor movement: pre-booking system to avoid long lines, in-office apps to inform on real time use of the different premises (gym, pantry, bathroom, lift lobby, meeting room etc.)
Operational considerations

Workplace design post COVID-19 requires a 360 degrees vision of design, technology and operational aspects. It can’t be regarded in isolation. With our Facility Management teams, we also look into all the operational protocols for your people, workplace and engineering assets, to ensure your new workplace is safely designed, operated and maintained.

People
Productivity with safety

- **Cafeteria access:** occupancy is limited and on shifts, higher demand of microwaves, personal food prepared at home or delivered to the office
- **Recreational facilities:** gym, showers, locker rooms will gradually open with a pre-booking system and limiting the number of users at any given time
- **Mobile ordering:** ordering through in-office app system with grab-and-go stations for pick up, with specific timeslots to avoid queues
- **Visitors protocol:** screening through thermal imaging and questionnaire, allowing visits with an appointment system with specific timeslots to ensure smooth access, reducing waiting time and guaranteeing social distancing
- **Community managers:** the new normal in the workplace will require new habits but a short time to adopt them. The community manager role will be essential to ensure everybody catches up on these habits quickly, effectively, understanding the collective benefits and the need for these measures
- **External associates’ cleaning protocols:** quick on-boarding protocols for your external associates operating in your facility
- **Social distancing floor plan guidelines:** available to your office management staff, available to everyone, with a comprehensive summary for easy implementation

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Operational considerations

**Workplace**
Maintaining a safe workplace

- **Thermal imaging at entry/egress points:** with health assessment to understand employees’ potential contact with infected people or locations with higher risks
- **Masks & PPE:** provided to employees at reception to wear through the site as agreed in each location
- **PPE inventory:** maintaining adequate stock (2+ month storage facility), with detailed inventory audits
- **Regular cleaning routines:** focus on high traffic/touch spaces/common areas, elevator buttons, kitchens, bathrooms, etc.
- **SWAT cleaning teams:** protocols for your cleaning teams and janitorial vendors for effective deep cleaning processes and protocols
- **PPE disposal:** appropriate containers for used PPEs disposal, separated from trash collection process and system to ensure hygienic disposal at the end of the day
- **Workplace sanitisation:** management of the necessary (internal/external) disinfection teams in the event of a COVID-19 case as per each country protocols
Operational considerations

Engineering Assets
BAU & BCP

- **Improved ventilation practice:** Viable pathogens may get carried into HVAC systems when aerosol particle size reduces. A higher fresh air circulation rate and upgrades to MERV 13, where feasible, have been recommended. We can support you in upgrading the filtration system in your current HVAC circuit.

- **Restoring Fully Functional State:** After the improvements, we will need to get the equipment to a ‘live’ status from shutdown, undertaken in accordance with the equipment’s commissioning document.

- **Remote Management of Critical Assets:** With limited resources on site, it is paramount we build “sustainable” cost-effective solutions that would rely heavily on automation. Data analytics (SmartSense unified Dashboards) and insights of critical equipment is the need of the hour for upkeep of assets.

- **AC Duct Sanitisation Services:** After a long period of reduced or no HVAC usage, ducts may develop fungal, bacterial or mould. To remove air-borne bacteria and fungi from the air which causes a range of respiratory illnesses, we will sanitise the air ducts by aerial fogging with fumigant and disinfectants.
### Operational Considerations

#### Back to a Safe Workplace Programme

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<tr>
<th>Employee Wellbeing</th>
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<td>• Health screening kiosk</td>
<td>• Reactive Disinfecting</td>
<td>• Guidelines to use conference and meeting rooms</td>
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<td>• Wellness Manual</td>
<td>• Visitor screening</td>
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<td>• Social distancing measures</td>
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<td>guidelines</td>
<td>• IAQ with microbial culture tests</td>
<td>• Staff training</td>
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<td>• Cafeteria usage timing</td>
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Under our One JLL approach to business and solutions for clients, our designers and facility management subject matter experts, work together to provide an integral response to your challenges. The 10 aspects listed here are analysed jointly, allowing our design to be genuinely consistent with the functional, health and safety needs of organizations in the re-entry and beyond.
From re-entry to the decentralised hub

Decentralised, smaller and flexible hubs, functioning as touch-base spaces, may soon be on the rise, reducing commuting times and outbreak risks, enabling remote working from different locations ensuring staff’s safety, convenience and choice.

While in the short-term organisations will need to work around the quick adaptations at the workplace required to invite employees back ensuring their safety and comfort and combine with remote-working/working from home strategies, in the long-term organisations will face key decisions regarding not only the size but also the very principles of centralisation of premises (campus model).

Whilst the campus model offers obvious advantages in centralising amenities and densifying the footprint, in a context where social distancing will be required for a period that can range from months to years, decentralisation may respond to these new needs.

Assuming a part of your workforce will continue to work from home, many organisations will be in a position to decide upon their portfolios. A gradual reduction of footprint in prime locations can be followed by the surge of smaller, versatile and technology enabled hubs. Operating predominantly in large cities with long commuting times for a considerable part of the workforce, these hubs can be distributed across the city, with good infrastructure and public transport connectivity, and in areas with lower rent pressures.
From re-entry to the decentralised hub

The net balance (increase of decentralized premises minus prime location footprint reduction) will yield savings in capital planning in the long run and articulate a network of interconnected yet separated – from a person-to-person contact stand point – hubs that in the event of an outbreak will ensure a “premises distancing” to protect employees and guarantee business continuity.

Why we believe this is possible? According to the Leesman database, 83% of those who already work remotely typically do so for one day at a time, but how this will impact an extended remote working capability will need some testing. However, researchers are already providing cues on the potential ‘consumerisation of space’ as the new normal – where space is consumed on demand: the decentralised hub is able to cater to this on-demand use of space as opposed to traditional occupiers.

Other key benefits of decentralisation is developing the wirearchy principle via workplace design: Wirearchy is the power and effectiveness of people working together through connection and collaboration, taking responsibility individually and collectively rather than relying on traditional hierarchical status. In other words: giving autonomy and sense of control of their workplace back to the employees. Employees can have a choice of how, when and where they choose to work in a hyperconnected work context.

All adds up to the employee experience, flexibility and agility that current and future generation of workers are demanding.
From re-entry to the decentralised hub

Controlled environment
- Comfort and hygiene protocols
- Lighting & temperature
- Well being/ Air filtration system
- Sound masking
- Physical distancing protocols
- Technology-Sensors etc.

Wi-Fi
Video conferencing
VR technology
AR technology
Pause Cafe
Cafe
Natural light
Booking system
Cool spaces for interaction
Your building as a health fortress

How to maintain the appeal of building lobbies while ensuring health protocols are implemented? Humanising the access control until it becomes almost invisible is a realisable challenge with new technologies in place. But far from advocating for over-engineering your facilities, and conscious of the cost implications and obsolescence risks, we suggest a sensible approach where effective and inexpensive design measures can be complemented with the “invisible technology”, necessary to ensure people experience safety with a seamless flow efficiency.

If commercial building owners took all the current advice around protecting their front of houses/lobby areas at face value, it would result in a confronting mix of clinical spaces-developers may consider somewhere between airport security line and a doctor’s clinic. At first, it may not seem like the most attractive first impression for your existing or potential tenants or investors, however this can be palliated by thinking technology from the design inception.

As organisations world-wide start to consider their re-entry strategy, how building owners navigate the WHO and local government guidelines, whilst pragmatically addressing the cost and benefit of these measures will be key to creating a welcoming and human-centred entry sequence for building tenants and visitors.

Having a strategic, scenario-based plan tailored to suit your building, that can be scaled up and down over time with severity of infection rates will be a defining success factor for the Investor/developer market.
Your building as a health fortress

Having a strategic, scenario-based plan tailored to suit your building, that can be scaled up and down over time with severity of infection rates will be a defining success factor for the Investor/developer market. We have outlined some of the key design considerations for lobby spaces.

**Physical Distancing**
- Physical distancing barriers to avoid queuing when taking temperature and registering
- Tech: (JLL HK) QR code to register your temperature before accessing to the back office
- Potential man-trap type main entrances with scanning/sanitisation technology
- Staggering work start times

**Materiality**
- Non-porous and anti-microbial materials
- Avoiding detailing that is difficult to clean
- Biophilia

**Leverage Automation**
- Contactless pathways
- Mobile apps for all touch points
- Auto doors/security

**Air & Light Quality**
- Higher percentage of fresh air
- Operable windows
- Natural light
- Air purification

**Highly Curated Third Spaces**
- Increased cleaning shifts for curated spaces
- Density controls around meeting spaces
Lessons from the healthcare sector

Healthcare design practices applied to workplace have usually been limited to specific areas that required certain conditions to work on, operate or occupy. With the New Normal, some valuable lessons can be extracted from this industry: from material specifications that are valuable to mitigate the risks of contamination to hygiene protocols that can be easily implemented by employees and become a habit.

The following design suggestions that are common practice in the healthcare design field, could be helpful in the design material specifications for projects post COVID-19. Whilst we are not advocating for a “hospital look & feel” in the office, we believe some key principles and material specifications can help to keep your workplace easily cleaned, sanitised and maintained, while keeping your design concepts appealing, forward thinking and productive, providing choice of work settings compatible with our re-entry considerations.

• Use of anti-microbial materials and coating that slow down micro-organisms spreading

• Keep easy maintenance in mind at all times when designing
  – Use design and construction details with as little reveals, shadow gaps and cavities as possible
  – Provide acrylic fascia where there are cove lights
  – Prevent from specifying open-bulb light fixtures
  – Avoid specifying highly porous materials such as travertine, open-pore/semi-open pore wood veneers, etc.
  – Specify anti-microbial fabrics, upholsteries and coating

• Keep “Contactless pathways” in mind at all times when designing
  – Specify hands-free/sensor plumbing fixtures and self-cleaning water closets
  – Specify no touch, motion sensor, voice activated and facial recognition technology where-ever possible

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The upcoming home office

1. **A workstation:** Have an optimal workplace setup at home by offering reasonable accommodations and enhancement opportunities such as a laptop, an ergonomic chair or even a small (height adjustable) desk. Be sure to adjust your seating to sit in the optimal position: back straight, feet flat, elbows 90 degrees.

2. **Go digital:** Minimise hard copies and documents; adopt the digital revolution: from spreadsheets to manage your accounts, to a drawings tablet with a surface pen to avoid printers and backup storage for important documents (it might come in handy to have some business-oriented software and mostly a “cloud sharing storage”).

3. **Green conditions:** improves indoor air quality, cognitive performance and give a positive impact to the space.

4. **House zoning:** Create designated spaces for different tasks – separate areas for thinking, meeting, working, order packing, production – to help with focus and avoid clutter. A good selection of furniture gives the possibility to shape your personal/creative momentum within the same area (for instance a comfy chaise lounge).

5. **Minimise distractions:** The kitchen is a hub of activity, convenient for parents who work from home, but can also distract. Conversely the workspace can create some distance from your family time once you’re “clocked out”. Carve out a dedicated space to provide distinction between life and work. An acoustic curtain can easily separate areas providing sound isolation, combining effectiveness, flexibility and aesthetics. If you can’t meet a minimum of noise insulation, consider using silicon ear plugs or noise cancelling headphones to help you concentrate.

6. **Embrace WELL being principles:** Improving your work day following the 7 WELL Standards Concept: COMFORT (anti fatigue mats, ergonomic chair), LIGHT (access to natural light, task light above your desk), AIR (preferable natural ventilation with windows that can open, portable air purifier), MINDS (creating a focus area/quiet room), WATER, NOURISHMENT & FITNESS.

7. **Your home work spot as a true workplace:** while at home, it’s more difficult to set boundaries and force oneself to keep the same policies than at the office (clean desk, tidy up. It’s important to keep a discipline of getting your work spot ready for a new day, with all you need for the day conveniently at hand, and nothing else on the desk that you don’t need to do your job.
The future’s future: re-imagining workplace

Can you imagine a world without offices? It is difficult to define the future with the mindset and information of the present. COVID-19 effects on workplace habits gives us some clues on why “a world without offices”, rather than an ultimate goal, is a theoretical statement to which some organisations will get closer than others overtime.

Human necessity to gather, mingle and socialise, and the fact that progress and growth in organizations have been built upon face-to-face interactions and experience, much more than individual talents working in isolation, will always keep a physical space in the equation of how to do successful business. The real question is: what is the right mix of the old and the new normal, and why is it right?

As we move into the 2020’s, technology, connectivity, ubiquity, wellbeing and work/life balance will be on the rise, accelerated by the learnings from the pandemic. Organisations will require less core office space, a reduction of 15% to 30% is not only anticipated by many of our clients but also in reach for most of them without a drastic transformation of work habits or processes, and with productivity kept at similar levels as before, or higher for many people.

Whilst global utilisation rate ranges significantly across organisations, an average office utilisation of traditional businesses sits at between 65% and 75% (pre-COVID) based on multiple surveys conducted by our Workplace Strategy and Occupancy Planning teams. This suggests that we could conservatively reduce the office space by 15% and still have 10% structural vacancy built in. And this is only a starting point.
The future’s future: re-imagining workplace

Footprint reduction alone is not the end game: portfolio right-sizing will be, to a degree, offset by new on-demand solutions, through co-working and coffee shops, or by rethinking the fundamentals of corporate office design, but also keep importing transferrable ideas from F&B or hospitality design and operating models, to keep attracting people and businesses, maintaining high occupancy rates throughout the day and ultimately imagining new sources of income.

We can attest, observing our clients responses to the pandemic, that the work-from-home policy is here to stay. Many employers and employees around the world have already mentally made the shift. Trust of the employer in the employee was the necessary enabler for WFH before the crisis, trust is now a necessity and has to work both ways: employees who choose or are asked to work from home, will require to be equipped as if they were in the office space: from the ergonomics to the software and hardware. This as an opportunity to increase freedom of choice to employees, empowered to reach new heights in productivity and engagement levels.

This new way of working will be flexible and cost effective. Commute times and gatherings of large groups of people will be reduced and the traditional Monday to Friday 9 to 6 may become completely obsolete with technology-enabled work reaching to all.
The future’s future: re-imagining workplace

In a short-term scenario, we will see most of the workforce will return to the office gradually, but it is realistic to assume that certain work functions e.g., sales, marketing, project managers, could also continue to operate remotely. This is a first step that organisations can take in their considerations for workplace footprint reduction. The impact to the operations will be negligible, as these are positions that inherently work remotely a significant amount of time already, and organisations could start a process of portfolio rightsizing, increasing concurrently the sharing desk ratios.

This is, in fact, already a consideration of many of our clients and a trend for several years. Perhaps the most significant change is that the inherent concern of going too far in footprint reduction is now dissipated by the fact that most organisations have proven successful in continuing their business with, in some cases, 100% of the staff working from home with the senior leadership openly communicating that this will be the case for as long as necessary or even indefinitely.

In that context, we can anticipate many organisations taking bold steps that involve first a gradual footprint reduction but also a transformation of the space in the terms outlined through the document: spacing/decentralising/evolving to a space that is consumed, not just occupied.
The future’s future: re-imagining workplace

Different industries, different realities. We fully acknowledge there’s a human social need that prevails and that will always require a gathering space, an agora, where ideas and talent can continue to flourish.

Concurrently, with several global organizations operating with virtually no footprint or with most employees working from home, proving that technology truly enables people to do their work effectively and in a more sustainable way, this is the time to think big and take bolder steps to embrace a world that is already different. Organizations are proving that they are prepared for the change, when change is the only option. The proof of concept of the new normal has been a success.

In that context, from JLL we invite you to explore with us the scenarios and possibilities ahead, to aim for balanced solutions that address your expectations moving forward.

We hope to assist you with our tailored suite of products to embrace the changes to propel your organization reimagining your workplace of the coming years.

“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”


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