SAVILLS
OFFICE FiT

Adapt, Evolve, Improve

ADAPT: EASING BACK TO THE OFFICE

savills

SAVILLS
OFFICE FiT
Adapt, Evolve, Improve

SAVILLS
OFFICE FiT

Adapt: Easing back to the office

Savills Office FiT offers complete workplace expertise across our UK, EMEA and Global Platform. We are perfectly positioned to guide our occupier clients on the easing back in what will be a new 'working from office' norm. All occupiers face three stages of returning to working from offices; namely adapt, evolve and improve. We need to quickly adapt our existing space to make it safe. We then need to consider longer term evolution to deal with the 'new norm'. Finally we need to see this as an opportunity to improve the way we work in and use office space.

Savills Office FiT places people wellbeing at the heart of changes to office environments, design, facilities management and real estate advisory as we deliver safely managed 'office returns' with embedded flexibility for future occupation. It's the approach Savills is adopting for its own 600 offices around the world.

The guide incorporates the latest World Health Organisation measures and seeks to ensure reasonable health and wellbeing precautions are being applied against foreseeable risks.

This adapt guide is intended for occupiers of office space and landlords who manage these tenant occupied spaces. We have undertaken a detailed engagement with our occupier and landlord clients to learn from their recent experiences of working from home and how they see their people returning to the workplace and the subsequent transition to the future office post Covid-19. To validate the real life applicability of our advice we have incorporated lessons learned from our Asia offices which have re-opened for business.

The Savills Office FiT guide covers the following:

The management of the transition of working from home to a **Working from Office**.

The requirement for **Space Re-Plans** to get occupied space Office FiT for reoccupation.

The need for a **'Well Desk' Policy** that respects the need for social distancing and safeguards the health and wellbeing of your people.

The importance of **early landlord and tenant engagement** to agree new procedures and protocols for building access, use of shared common services and the inspecting, testing and cleaning of base building and tenant specific services installations.

WORKING
FROM OFFICE

The transition of working from home to working from office will require detailed planning including the formation of a return to office Steering Group, the preparation of a Mobilisation Plan, the updating of procedures and protocols and an effective change management / communications strategy.

We see the key strategic steps for this safe return to the office as **plan**, **engage** and **implement**.
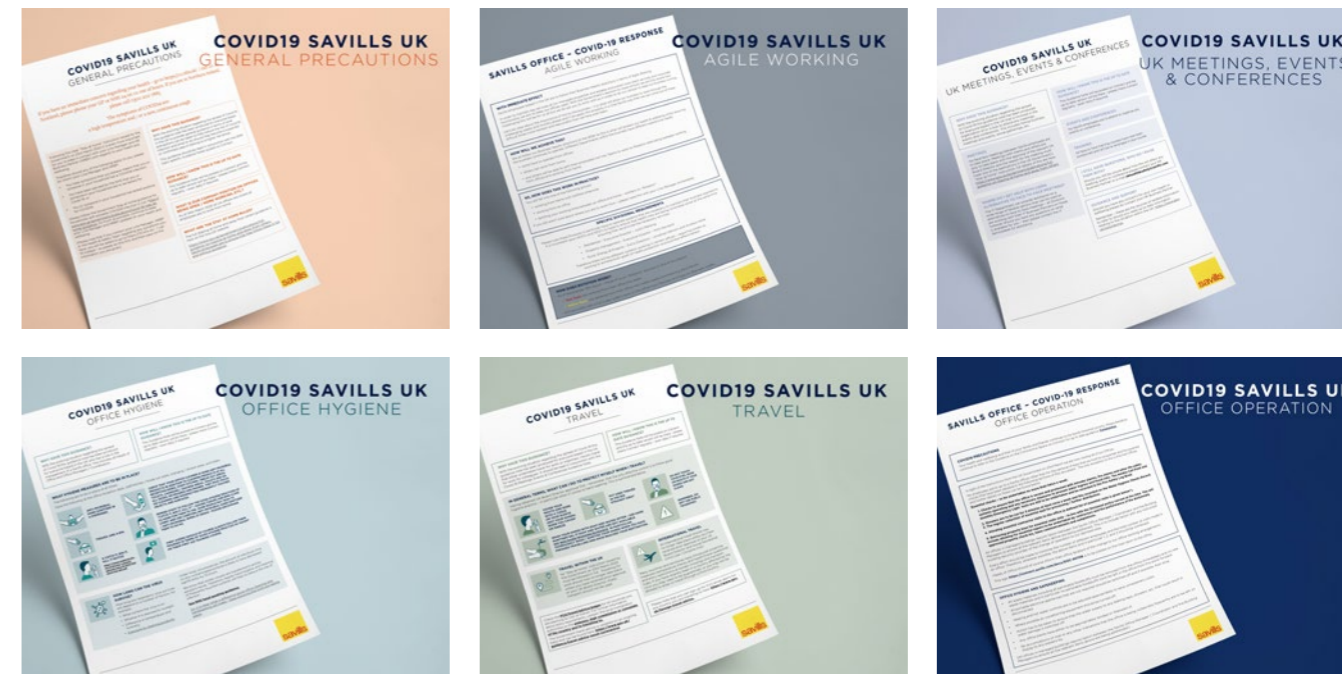
Plan

A first important step is the setting up of a return to office Steering Group. This group should include representation from the executive, finance, IT, HR, H&S, FM, and communication teams. External consultants such as workplace consultancy, design services and project management should be procured as required and for multi-tenanted buildings representation from the Landlord / Property Manager / FM team would also be recommended.

The Steering Group should agree the overall strategy and governance for getting the occupied space Office FiT for reoccupation, prepare a detailed Mobilisation Plan and the procedures and guidance needed to manage this.

Engage

Close engagement with your people during this transition period will be of vital importance. A Communications Plan should be put in place to cover matters such as:

• The need to engage and consult with your people to agree who should and should not return to office during the initial easing back in stage.

• Preparation and implementation of new rotational, shift and flexible working practices with the important objective of reducing office densities to assist with social distancing.

• Communication of updated health and wellbeing guidance documentation to follow latest Government / World Health Organisation advice.

• Prepare and issue a Return to Work Handbook and detailed office plan.

• The requirement for Covid-19 awareness training and welcome back inductions for your people returning to the office.

• Updated DDA access statement for staff and visitors who are mobility impaired.

• Learn from the experiences of your people who have been working from home and client feedback. Be prepared to adapt, evolve and improve working practices as the office moves in to the 'new norm' phase.

Implement

The implementation of the Mobilisation Plan to get your office space Office FiT for reoccupation includes the physical adaptions required to your fitted out space and the need to undertake 'Space Re Plans' to allow people to ease back to working from office safely and to facilitate social distancing.

A second component of the Mobilsation Plan will be the requirement for a 'Well Desk' Policy that safeguards the health and wellbeing of your people and covers the important requirements of distancing, cleaning and hygiene.

The third component should be the implementation of an updated IT / technology strategy to move towards technology that does not need to be shared and incorporates touch free capabilty where possible.

For leased and multi-tenanted buildings early engagement with the landlord will also be crucial to agree new procedures and protocols for building access, use of shared common services and the inspecting, testing and cleaning of base building and tenant specific services installations.

SPACE
RE-PLANS

Returning to the office will involve learning a new set of behaviours and working in new ways. In this section we have set out the need for Space Re-Plans and the physical changes required to the office to allow the safe return of your people. KKS Savills are experts in design and planning, which enables us to provide you with the most effective solutions to adapt, evolve and improve your workplace.

Roadmap the risks

Identify the areas within your workplace that have high, medium and low levels of shared use. Areas such as lifts and WC's are high use and touched by many through the day. Cleaning and hygiene protocols will follow the hierarchy of risk.
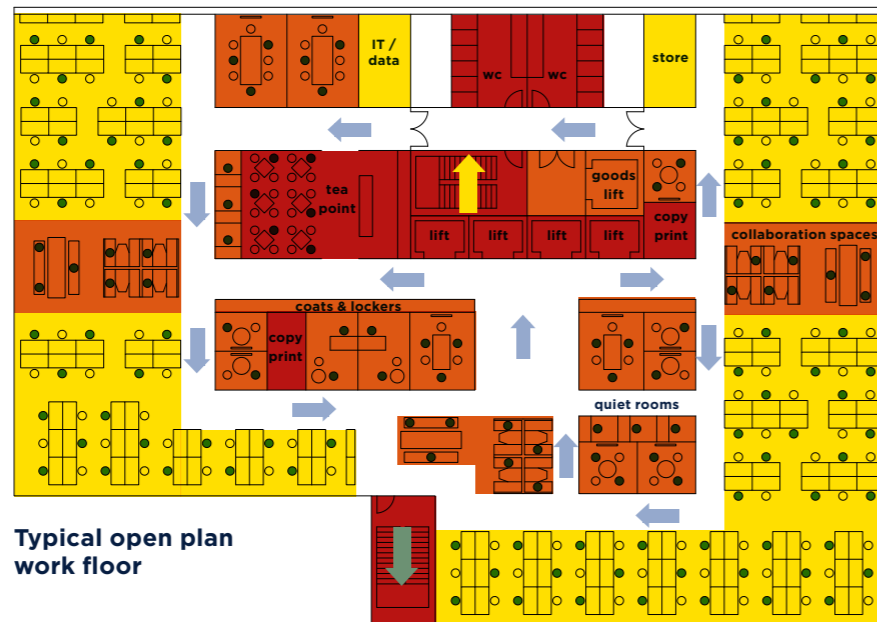
■ HIGH

lifts / lobbies / WC's / showers / stair cases / tea points / copy points

■ MEDIUM

meeting rooms / quiet rooms collaboration furniture / coat stores / lockers

■ LOW

desks / store rooms / IT / data rooms

Typical open plan work floor

Go with the flow

To maintain sufficient social distancing and avoid unnecessary contact, create a circulation route that promotes one way traffic. Encourage the use of stairs, rather than lifts. Where possible, identify one set of stairs to travel up and the other to travel down the building.
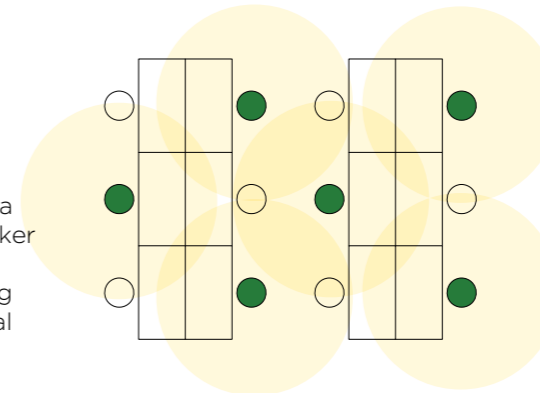
FLOW

UP

DOWN
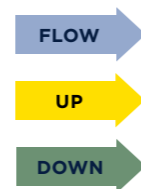
Longer distance relationships

In order to stay within government guidelines of social distancing, work settings will require a reduction of seats depending on the size and dimension of desks, offices, meeting rooms and collaboration furniture.

The following diagrams demonstrate how popular work settings will reduce seat capacity following government advice (approximately 2m or 6ft per user as of 1st May 2020)
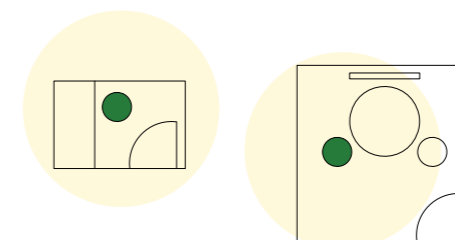
Open plan work stations

Generally sized at 1.8m to 1.4m wide. Reduce the use by every other seat in a chess board / checker board style layout. Ideally used for long periods of individual tasks.
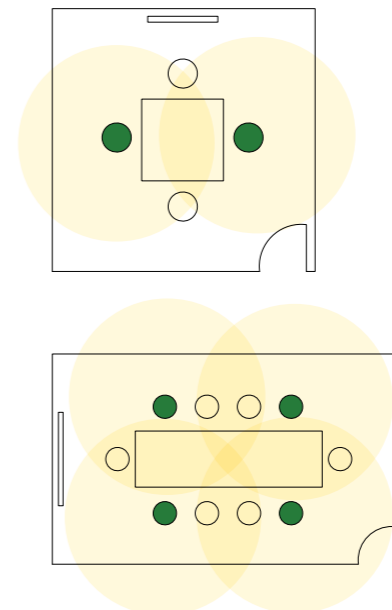
Offices

Small offices should maintain as single person use for confidential tasks. Where large enough, offices can be shared by two people to take conference & video calls.

Quiet rooms & small meeting rooms

Maintain or reduce to single person use for confidential work.

Booths / pods

Normally used by small groups to huddle together closely, these work settings will now only safely accommodate one person for individual or semi-private tasks.
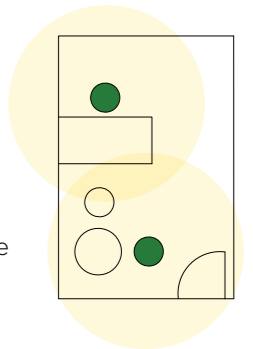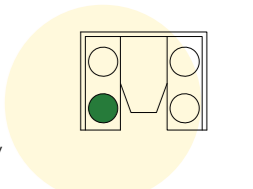
Medium & large meeting rooms

Depending on size and shape, meeting rooms can continue to accommodate group tasks, especially with an increase in conference and video calls to colleagues and clients outside of the office. At least 50% of seats should be unused or removed.

Team tables / benches

Generally found in collaboration spaces, drop in zones and social areas, these work settings may still be large enough to allow for semi-private group tasks and more than one person at a time working individually for short periods.
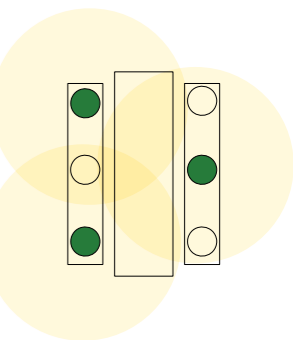
SPACE
RE-PLANS CONT.

Be ready - Be respectful - Be hygienic

The sharing of meeting rooms, quiet rooms & breakout space is normal but this will now extend to the sharing of desks and offices for most. To best accommodate a 'mobile' or 'agile' workforce it helps to identify the tasks and activities involved and the locations in which they can be best performed and accommodated.

FIXED DESKS

Depending on an employees role, mobility and specific IT or physical needs, it may make sense to classify some desks as 'fixed'. Start by identifying those who cannot share desks and allocate the correct number of desks in relation to the company 'back to work' policy.

INDIVIDUAL TASKS

To be performed at open plan desks, for long periods of work, and team table or benches for shorter periods. Tasks may include computer and paper based work, one to one phone calls, video calls & general work conversations.

FOCUSED TASKS

Designate a 'quiet zone' and stick to the rules - no phone calls, no ring tones, no video calls, no chatting.

CONFIDENTIAL TASKS

If your phone or video call is of a personal or confidential nature move into an available quiet room, booth or small meeting room that is sized for single person use. Don't take up a space that could be used more efficiently by a greater number of people.

GROUP TASKS

Due to an increase in conference calls and video calls, all pre existing rooms & offices that are large enough should be allocated for these tasks. Ideally these rooms should be fitted with audio & visual equipment.
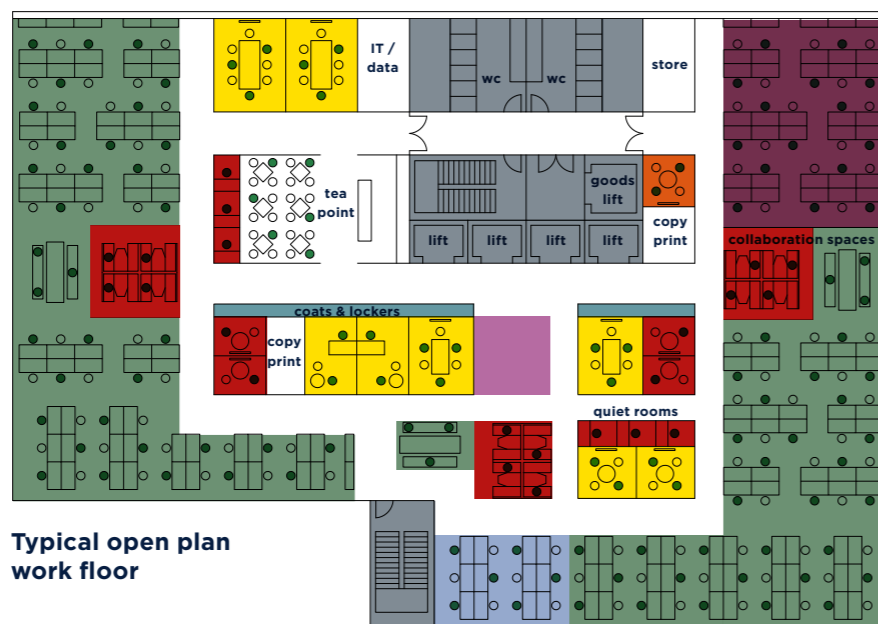
Typical open plan work floor

PERSONAL STORAGE

Ensure there are designated areas to store & pick up personal belongings for employees, this will be essential to maintain the appropriate cleaning standards at the end of each day. If on floor lockers are not available, allocate available cupboard space or unused desk spaces to hold personal desk caddies, storage boxes or pedestals.

WELLNESS ROOM

Employee health is paramount. Designate a room on each floor, ideally near a point of exit or goods lift. This will help isolate those who feel ill or unwell to rest and isolate before exiting the building safety for themselves and others.

BIKE STORAGE

An avoidance of public transport may increase the numbers of cyclists beyond the capacity of a buildings bike racks. Be prepared by allocating areas on floors to house bikes, scooters etc.

Getting through it together

Approximately 20 -30% of space within offices are designed for meetings, gathering and group tasks. Althoughlarge meetings, seminars & events may not be held for the near future, it will still be possible to make good use of the available space that you may have to support other tasks while still following social distancing guidance.

EMPLOYEE SOCIAL AREA

Social areas will be very important to allow colleagues to meet again in person, albeit at a safe distance. Cleaning regimes and hygiene stations may need to be increased, making them visible and accessible to all users, in such high traffic areas.

Loose furniture can be rearranged and lunch times can be spread over more hours to help maintain safe usage.

Social areas can also be used for additional informal working and meeting spaces throughout the day, but be aware it will get noisy considering colleagues may not have seen each other in person for 2 to 3 months or more.

MEETING ROOM SUITE

Whether for internal colleague meetings or external client use, meeting rooms should reduce seats by at least 50%. The increase in conference and video calls will require all rooms to be fully fitted with audio and video equipment that is easy to use and connect with personal devices to avoid sharing and unnecessary contact.

Maintain an up to date room booking system and allow for time between bookings to clean. Make it clear to users that the room has been cleaned and is ready for use. Users should be vigilant to book the right size room for the right number of people and always delete bookings if they get cancelled.
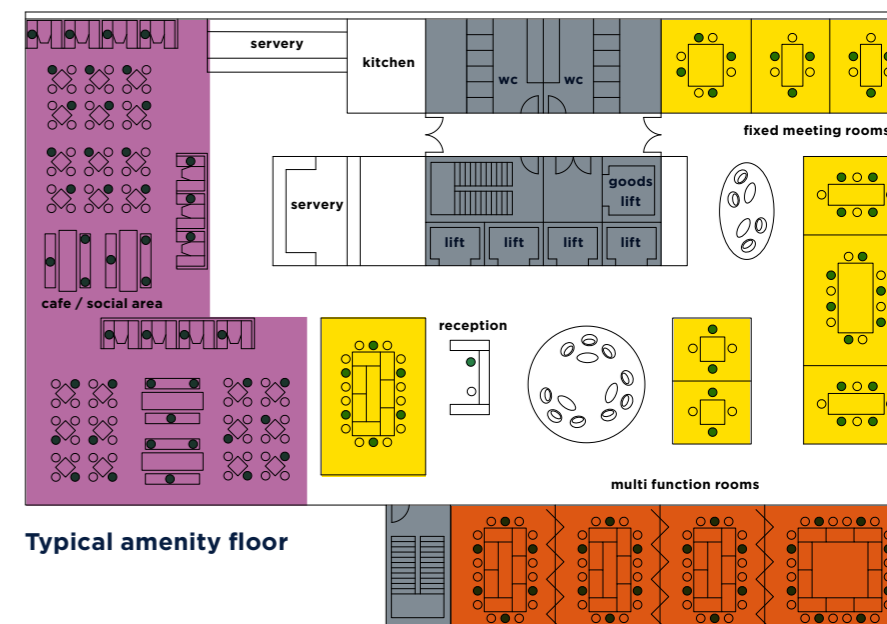

Typical amenity floor

MULTI FUNCTION ROOMS

With little to no need for very large meetings, these rooms can be re-configured and re-purposed as additional individual desk space, social spaces or storage rooms for furniture that has been removed from other areas to help maintain social distancing.

SPACE
RE-PLANS CONT.

Desk finding & utilisation tools

For the return to the office it is essential to enable management of the workplace to ensure safe working practices. A system to inform employees of which areas are in use, booked or out of use for cleaning etc. It will be important to ease potential anxiety and provide reassurance.
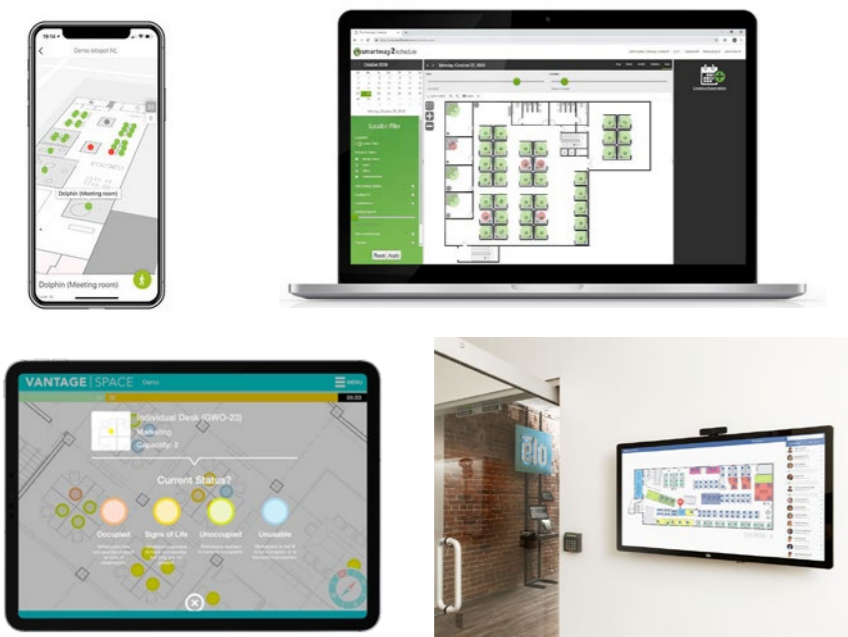
Digital

App based systems showing desk availability on phone / tablet / laptop using under desk sensors or booking systems

Traffic light colour systems are often utilised to signify availability and most importantly when a desk has been used and requires cleaning before the next user can occupy it

Analogue

Totems or flag based systems use visual cues to allow users to identify which desks are not only free to be used but also which ones are clean.
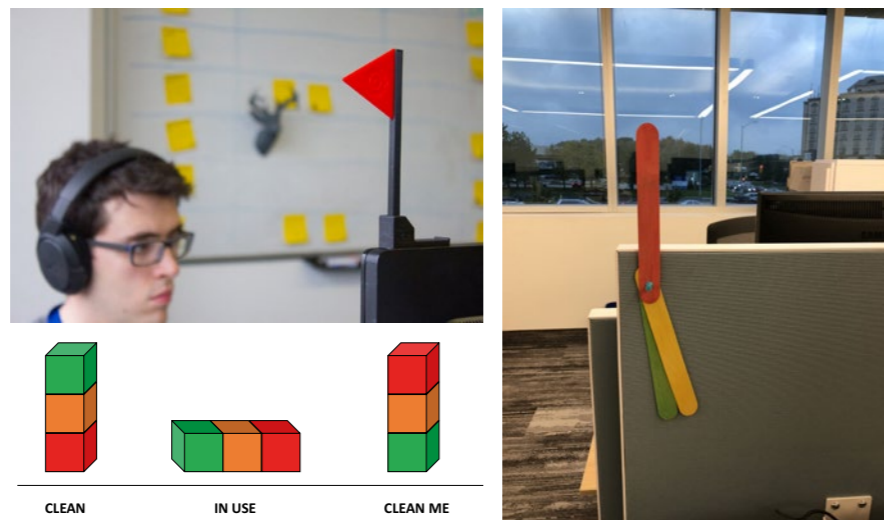
Especially useful for employees who will stagger start and end times throughout the day.

Flags or tokens can be used to inform when a desk is

■ **GREEN**
Clean / free to use

■ **AMBER**
In use

■ **RED**
Needs to be cleaned / do not use

CLEAN   IN USE   CLEAN ME

WELL DESK
POLICY

Staff returning to their office will be anxious and require reassurance that their workspace has not only been physically adapted for social distancing but also that new policies and procedures have been put in place to safeguard their health and wellbeing.

These occupier led measures are necessary to achieve space that is Office FiT into which staff are confident to return fall into three main categories: **distancing**, **cleaning** and **hygiene**.

Distancing

Distancing is arguably the most effective measure to prevent the spread of Covid-19, hence the lockdowns. The single aim of all the Office FiT distancing measures is to maintain a minimum 2m gap between everyone in the office.

Maintaining distance is not a natural instinct so plenty of signage and polite marshalling reminders by Office FiT front line staff is critical to success.

Desks are immobile objects so once a distancing plan is implemented, staff will physically be separated whilst sat at desks. It is all movement into, around and out of the office which creates continual distancing challenges. Well signed and marshalled policies relating to the use of lifts, stairs, toilets, showers, breakout areas, kitchen, tea/coffee points, printers, photocopiers, post rooms, reception areas, car and bike parks need to be considered and implemented. These include restrictions on numbers using facilities and one way systems to reduce passing levels.

Cleaning

Distancing alone isn't enough as everything we touch potentially leaves Covid-19 microbes. Cleaning in a way which is anti-microbially effective against Covid-19 is also critical to maintaining Office FiT. The cleaning regime should aim to ensure that every surface touched without the protection of sanitised PPE is cleaned prior to it being touched again. This might be a sterilizing wipe done by the staff member or dedicated cleaning staff continually cleaning specific areas (say meeting suites).

Desks (including IT equipment, phones and chairs) need to be cleaned prior to another staff member using them. This can be daily if restrictions on 'desk-hopping' during a day are applied. By rigorously implementing the one non-PPE touch approach to cleaning, the use of regular deep cleaning and microbial barriers provided by fogging systems add a reinforcing level of confidence in Office FiT. It is important that all cleaning providers need to follow the Government cleaning and disinfection guidance relevant to the control of Covid-19.

Hygiene

With distancing and cleaning measures aimed at removing the transference of Covid-19 microbes, the final category of measures relate to the hygiene of individuals. PPE in its many forms aims to create a microbial barrier. Staff need to view PPE such as masks and gloves as a two-way shield which helps capture the Covid-19 microbes of unwitting carriers and protects the susceptible from the same. To achieve Office FiT staff will need to be issued with appropriate PPE either prior to leaving home or upon entry to the office. This combined with well signed and marshalled protocols for the minimum required standards in wearing of the PPE will reinforce the distancing and cleaning measures in protecting the wellbeing of staff.

Other hygiene measures such as sanitising stations, catch it, bin it, kill it notices combined with tissues and waste bin protocols, temperature checks and clear desks policies help reinforce the protection. The office commute falls under hygiene measures as a perfectly Fit Office potentially compromised in terms of staff welfare if they are exposed to Covid-19 microbes whilst travelling to and from it. Provision of PPE and measures to reduce high density public transport use will need to be considered as appropriate to each situation.

SAVILLS
OFFICE FiT
Adapt, Evolve, Improve

LANDLORD/FM
ENGAGEMENT

Early engagement between landlord and occupier is encouraged to allow the adaption of procedures and protocols to promote health and wellbeing of employees and visitors. Working together is important to find solutions fit for your business for building access, use of shared common services and the inspecting, testing and cleaning of base building and tenant specific services installations.

Welcoming employees and visitors to the building

New ways of working to control ingress and egress will be in place throughout all buildings and we will need to adapt to the new normal, it's important that people feel safe and that changes and improvements to health and wellbeing guidance are communicated in the right way.

Building common areas: Receptions, showers, bike racks, lifts, staircases and WC's if not demised

Enhanced cleaning regimes will need to be in place, particularly in communal areas with a focus on high-touch point and high traffic areas with approved Covid-19 cleaning products.

These changes and improvements may include:

- Opening up of alternative access points for Occupiers e.g. service and fire escape stairs where this can be achieved safely to prevent large groups of people from using the same entrance and exit points at peak times.

- Staggering occupiers times entering the building by assigning individual time slots, for example.

- Enhanced display signage and visual barriers promoting a social distance of 2m in place across the property.

- Visitor screening services may be in place.

- Queue management strategies may be considered, as well as stewarding and marshalling to ensure social distancing is adhered to.

- Restrictions on lifts and escalators will be in place to meet 2m social distancing rules. Encouragement of the use of stairs in low rise buildings will be in place.

- PPE may be mandatory for all visitors and occupiers from entry.

- Electro Gen thermal cleaning / Sanitisation (Fogging) may be applicable in areas that continued to have levels of traffic during the lockdown and reoccupation period.

- Advanced cleaning/disinfection should be undertaken of the common areas and workspace pre occupation.

- Amenity spaces, reception, storage and car park areas will be impacted and may be reduced to meet social distancing measures. Cycle facilities may need to be increased due to people avoiding using public transport.

- Utilisation where appropriate of the public address system to relay the messaging on social distancing and promote regular hand washing and use of sanitizer on entry and exit.

- Increased waste collections frequencies.

- Increased Installation of hand sanitizer at doorways, entry/exit points, stairs and common areas.

- Alternative procedures for deliveries and access of vendors may be in place.

- Enhance visual barriers / signage installed within all common areas.

- Ensuring levels of cleaning consumables and resources are in place and aligned with forecasted reoccupation.

Building Systems – Pre Occupation inspections and enhanced maintenance

As we prepare to adapt provisions for reoccupation of properties we need to ensure the fundamental services and compliance testing have been undertaken and buildings are fit and ready for occupation.

All statutory compliance checks, maintenance and testing should be reinstated and where possible enhanced to pre Covid-19 frequencies prior to reoccupation of the property to mitigate the risk of occupier health, wellbeing, safety and system failure.

Any enhancement of a building's mechanical services provision is likely to impact on that property's environmental, social and governance (ESG) strategy. There will need to be a trade off, for example, for enhacing the fresh air supply and the wellbeing benefits this will bring against the increase in energy costs for that provision.

This will include but not limited to the following mechanical, electrical, public health and vertical transportation systems:

Life Safety Systems

Maintenance of the fire alarms, sprinklers, extinguishers, emergency lighting and smoke vents is to be up to date and compliant

Non-Domestic Water Systems

Chilled water, condenser water, low temperature hot water systems to undergo microbiological and chemical sampling if they have been operated at below 50% of their normal operating levels

Domestic Water Services

Undertake legionella and TVC sampling of the hot and cold water outlets, undertake clean and chlorination of systems if required, review stored water capacity in line with occupancy levels

Vertical Transportation

Statutory LOLER Inspections to be in date for lifts and escalators

Heating and Cooling systems

All systems are fully certified operational and set to appropriate season settings.

Ventilation Systems

Increased air exchange, improved filtration systems and servicing frequency where possible replace filters. (Air handling units and terminal units such as FCUs, VAVs etc.)

General Electrical and Mechanical Services

Prioritise backlog maintenance and carry out repairs as required

Service providers will need to be diligent when reinstating systems and services such as electrical services and domestic water systems as they cannot simply be reinstated without checks and balances being in place prior to reoccupation.

Review of systems which could be changed to be 'contactless' where possible such as lighting systems, sensor-activated faucets and toilets, water dispensers and smart windows shades.

Reoccupation plans of tenants will need to incorporated into base building mobilisation programs to ensue robust protocols and service levels are in place and increased as occupation levels increase.

These new procedures and guidance will become the new normal, balancing safety and wellbeing for employees, visitors and vendors with business requirements and changes to operating principles.

SAVILLS REAL ESTATE
ADVISORY

The diversity of individuals, businesses, office designs and locations means that every return to an office will present unique combinations of challenges. No single guide will provide all the answers. Savills Office FiT is the framework within which global experience and evolving best practice can be individually applied to our clients unique needs. Savills is and will continue to apply them to our own offices and staff.

Make your challenges our challenges and we will use our innovative global resources to address them.

Getting your space Office FiT for re-occupation

Savills project management, workplace consultants and KKS Savills design services are working within the Office FiT framework to assist clients in the preparation for easing the workforce back into offices.

Adapting to new occupational needs

In an extremely short timeframe, Covid-19 has potentially changed the short, medium and long term office occupational needs of businesses. Savills lease, agency and PIVOT advisory teams will help clients consider the implications and identify the opportunities to adapt to the new occupational needs of their business.

Keeping your office running

Office working environments require a complex myriad of activities and functions to keep them running in a clean, safe and efficient manner. This was true prior to Covid-19 and remains true now. Savills Property Management and FM advisory teams are working within the Savills Office FiT framework to adapt the activities and functions necessary to keep clients offices running with the new challenges presented by Covid-19.

SAVILLS
OFFICE FiT

Adapt, Evolve, Improve

SAVILLS OFFICE FIT BRIEFING PAPERS
This briefing paper is the first in a series aimed at helping occupiers and owners to adapt their office space and procedures to allow the safe return to office working and the longer term implications of the post Covid-19 world.

Adapt

Office Space
This briefing addresses easing back to the office by quickly adapting them into Covid-19 safe locations.

Evolve

Office Space
The next briefing considers working in the 'new norm' and longer term/more permanent solutions.

Improve

Office Space
The final briefing in the Office FiT series will be on longer term improvements and the 'workplace of the future'

Other related topic briefings are being issued including a flexible office perspective of Covid-19 challenges by Savills' Workthere business.

SAVILLS
OFFICE FiT
Adapt, Evolve, Improve

KEY
CONTACTS

Occupier Services

Jeremy Bates
+44 (0) 7968 550 349
jbates@savills.com

Mark Walsh
+44 (0) 7790 832 755
mark.walsh@savills.com

Matthew Fitzgerald
+44 (0) 20 7299 3082
mfitzgerald@savills.com

Property Management / FM Consultancy

Nick Herward
+44 (0) 7870 555 717
nherward@savills.com

Tim Bretten
+44 (0) 7870 555 902
tbretten@savills.com

Project Management

Simon Collett
+44 (0) 7870 555 877
scollett@savills.com

Paul Davies
+44 (0) 7870 555 708
pdavies@savills.com

Marc van Niekerken
+31 20 3012006
m.vanniekerken@savills.nl

Design & Workplace

Katrina Kostic Samen
+44 (0) 7813 883 338
katrina.kosticsamen@
kks-savills.com

Leyre Octavio De Toledo
+34 638 21 23 96
leyre.octaviodetoledo@
savills-aguirrenewman.es