COVID-19: Workplace continuity
Preparing for re-entry and reimagining the workplace
JLL Consulting
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COVID-19 Creates the Need for Workplace Continuity

Crisis Management
Overall coordination of the response to a crisis
- Coordinate and manage the response to the crisis
- Establish priorities
- Allocate resources
- Manage operational teams

Business Continuity Plan
Safeguard day-to-day business
- Business objectives
- Business risk and impact analysis
- Business continuity strategy
- Test and audit maintenance

Disaster Recovery Plan
Recover after the event
- Scenario planning
- Business strategy and operating model
- Real estate strategy
- Disaster recovery strategy
- Operational resilience

Workplace Continuity
## Workplace Continuity Priorities from March 19th Webinar

<table>
<thead>
<tr>
<th>Options</th>
<th># Selected</th>
<th>% Selected</th>
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</thead>
<tbody>
<tr>
<td>Preparing COVID-19 “what if” scenarios</td>
<td>196</td>
<td>35%</td>
</tr>
<tr>
<td>Building strong communications mechanisms and protocols</td>
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<td>34%</td>
</tr>
<tr>
<td>Achieving remote work scalability</td>
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<td>22%</td>
</tr>
<tr>
<td>Assessing workplace continuity</td>
<td>25</td>
<td>5%</td>
</tr>
<tr>
<td>Leveraging alliance partnerships, service providers and vendors</td>
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<td>4%</td>
</tr>
<tr>
<td>Ensuring alignment to enterprise risk management</td>
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<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>561</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

Poll question from March 19 webinar
COVID-19 Client Experience Journey

**Shock**
Denial and disbelief

**Realization**
Confront the impacts and dynamics

**Respond**
Shelter in place drives workplace closures

**Future-fit resiliency planning**
Parallel path to more resilient and adaptive future state.

**Reimagination**
Establish a future vision

**Implementation**
Implement the new vision

**Flourish**
Feed, nurture and cultivate – thrive

**Workplace continuity**
- Scale remote work program
- Communication / governance
- Scenario planning.

**Productivity challenge**
Improve productivity

**Interim re-entry**
Prepare for buildings to re-open

**Long-term re-entry planning**
Re-imagine workplace of the future
Interim Re-entry Considerations

**Landlord**
- Building capacity/entry restrictions
- Social distancing/elevator and common areas
- Cleaning protocols
- Modification of amenities, selective re-opening
- Building entry policies/security

**Occupier**
- Office capacity/entry restrictions
- Social distancing/floorplan adjustments
- Cleaning protocols
- Modification of amenities, selective re-opening
- Office entry policies

**Individual**
- Ultimate decision maker on re-entry
- Must be confident in health and safety

**Government**
- Shelter in place
- Business and public area shutdowns
- Overall re-entry strategy

**Re-entry**
- Ultimate decision maker on re-entry
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Understanding the Current COVID-19 Dynamics

Pharmaceutical intervention (vaccination to prevent or medicine to cure) for COVID-19 not yet available

Shelter-in-place and social distancing are only suppression strategies to keep the number of cases below healthcare system capacity; and not a cure

Adaptive triggering (i.e. cycle between lockdown and relaxation) will continue to balance health risk and economic risk until a vaccination and/or medicine is available.
Reimagining a New Paradigm
What-if Scenarios for Reimagination

• Gain a realistic view of your starting position
• Develop scenarios for multiple versions of your future
• Establish your posture and guiding vision
• Determine actions and strategic moves that are robust across scenarios
• Set trigger points that drive your organization to act at the right time.

Source: Getting ahead of the next stage of the coronavirus crisis – McKinsey & Company
# COVID-19 Workplace Continuity Scenarios

**Workplace environment**

<table>
<thead>
<tr>
<th>Scenario</th>
<th>WFH Percentage</th>
<th>Working Environment Characteristics</th>
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</thead>
<tbody>
<tr>
<td>100% WFH</td>
<td>100%</td>
<td>Limited access, strong monitoring, moderate testing, transmission rate ≤1</td>
</tr>
<tr>
<td>60% WFH</td>
<td>60%</td>
<td>Moderate access, limited monitoring, high testing, transmission rate &lt;0.5</td>
</tr>
<tr>
<td>40% WFH</td>
<td>40%</td>
<td>Few access, some monitoring, high testing, transmission rate &lt;0.5</td>
</tr>
<tr>
<td>100% WfH</td>
<td>100%</td>
<td>Limited access, strong monitoring, moderate testing, transmission rate ≤1</td>
</tr>
<tr>
<td>80% WfH</td>
<td>80%</td>
<td>Moderate access, limited monitoring, high testing, transmission rate &lt;0.5</td>
</tr>
<tr>
<td>60% WfH</td>
<td>60%</td>
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<tr>
<td>100% WfH</td>
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</tbody>
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**External environment**

- Countries in lockdown
- Social distancing strong enforcement
- Low / intermittent level COVID-19 testing
- Transmission rate > 1

- Corporate offices open (very limited)
- Social distancing moderately monitored
- Moderate level of COVID-19 testing
- Transmission rate ≤1

- Educational facilities / Schools open
- Corporate offices open / Monitored
- Social distancing limited (as needed)
- High level of COVID-19 testing
- Transmission rate <0.5

- Few higher risk employees
- Workplace environment compartmentalization possible and COVID-19 risk well-managed
- Minimal Personal Protection Equipment (PPE) required.

- Some higher risk employees
- Workplace environment provides moderate level of spatial compartmentalization
- Some Personal Protective Equipment (PPE) required.

- High number of higher risk employees
- Workplace environment with NO compartmentalization possible
- Personal Protection Equipment (PPE) required.

WFH = Work from home

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Reimagination: The Enterprise of the Future

Digital Elastic Workplace Ecosystems*

- **Workflows**: Digital, Integrated, Agile, Adaptive, Asynchronous
- **Workforce**: Engagement, Fulfillment & Delight, Well-Being, Health & Protection, Performance
- **Workplace**: Digital, AI, Augmented, Cognitive +, Digital + Mobile, Robotic + Virtual
- **Workspace**: Experience, Agile + Collaborative, Immersive + Flexible, Distributed, Adaptive
- **Building**: Intelligent, Sustainable, Efficient, Smart, Safety
- **Portfolio**: Flexible, Always-on, Data-driven, Optimized, Resilient

Brand | Culture | Values | Health
---|---|---|---
Adaptive & Responsible Enterprise and Real Estate

*2020 Accenture Productivity in Uncertain Times through Elastic Digital Workplace Research @ March 2020
Requests we are hearing from Clients

- Workforce re-entry strategy
- Facility and building re-opening protocols
- Workplace and common area adjustments for social distancing
- Re-entry program management
- Training workforce and/or staff on re-entry expectations
- Building confidence with individuals on health and safety
- Reimagination
Thank you