

WORKPLACE RETURN CONSIDERATIONS

Key Challenges

ASSESS RISK

- What activities require employees to be in a physical office?
- What requirements must be met in each jurisdiction in which we operate? How do we track changes to requirements?
- Are we able to meet requirements set forth in each jurisdiction we operate in?
- How comfortable are our employees in coming back to a physical office?
- Are safe commuting options available to allow employees to get to work?
- How will we accommodate employees with limited childcare options?
- Should we have return to work pre-requisites (e.g., COVID-19 testing, lower risk demographic)?
- What legal considerations should we be thinking about (e.g., OSHA, HIPAA, ADA)?
- Will return to work be mandated or optional?

PLAN FOR RETURN

- What should be included in our communication and training plans?
- How will we determine who returns, and when? Should we stagger the return?
- What criteria should we consider for employees who should be exempt?
- What technology should we consider to support our re-entry plan?
- How do we respond to employees who want to be back in the office before they are authorized to do so?
- What personal protective equipment (PPE) should we require and/or provide?
- How can we logistically manage effective social distancing (e.g., elevators, central entrances, stairwells, HVAC/ventilation)?
- Can our facilities managers and cleaning services align with our requirements?
- How should we screen employees?
- How do we handle information that is considered personally identifiable?

RETURN AND MONITOR

- How do we monitor different jurisdictions operating against evolving standards?
- How will we communicate and provide training before employees return?
- How do we track employees who screen with high temperatures? Are not feeling well? Traveled recently?
- Is travel permissible in the near-term? Any restricted cities/countries?
- What should / can we communicate upon confirmation of a COVID-19 diagnosis?
- Should we perform contact tracing? Suggest voluntary quarantines?
- Should we have a visitor or 3rd party onsite policy? How should we interact with onsite 3rd parties regarding potential exposure?
- How do we monitor and enforce our social distancing standards?
- What is our process for handling complaints associated with PPE, social distancing, cleaning, availability of cleaning products?

ADJUST FOR NEW NORMAL

- Are we prepared for a resurgence or different pandemic?
- To what extent do we need the real estate we have today?
- Do we feel our employees can be productive working from home? Certain roles that make sense over others?
- Should we consider reducing our real estate footprint? Renegotiating our current leases?
- What investments should we think about with employees working remotely (e.g., security, bandwidth, video conferencing)?
- Can we optimize workforce productivity while still providing options to employees (e.g., ability to reserve a workspace)?
- How should we modify our travel practices to limit exposure and reducing general and administrative expenses?

What to Prioritize

- Identify jurisdictions and understand requirements
- Survey employees
- Identify key employees
- Determine criticality to be back
- Assess challenges to meet jurisdictional requirements
- Determine at-work workforce needs
- Weigh legal and privacy risks against the benefits of returning to work
- Target return to work date, by jurisdiction

- Document requirements by jurisdiction
- Develop communication and training plans
- Assess ability to procure and deploy PPE, biometric devices, supporting technology
- Assess physical office floor plans, HVAC, common areas, elevators, etc.
- Confirm building managers and cleaning services can meet adopted standards
- Determine employee screening criteria
- Key personnel risk assessment
- Develop playbooks by jurisdiction
- Perform mock compliance review pre-return

- Communicate with employees and deliver training
- Enact screening standards (if any)
- Validate efficacy and security of supporting technology (e.g., biometric devices, tracking software)
- Coordinate with legal, privacy and HR to communicate potential COVID-19 exposure
- Conduct strategic sourcing to reduce costs and reduce risk profile from suppliers
- Implement or leverage an existing solution to track instances of non-compliance

- Assess real estate needs versus projected workforce, considering workforce changes and/or remote working options
- Evaluate real estate contracts to assess feasibility of rate concessions / allowances
- Assess security standards to reflect increases in remote workers; perform vulnerability assessment
- Revisit travel expectations (e.g., internal meetings, client visits, conferences)

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| CRISIS IMPACT AREA | RESOURCES |
|---|--|
|  Crisis Management and Response Establishing a crisis management team and stakeholder responsibilities; developing agility | <ul style="list-style-type: none"> • Reemergence Planning - A Sound Strategy After a Crisis • Opportunities Abound in Pandemic Reemergence Planning |
|  People Safety, Productivity and Success Prioritizing employee safety; developing a resilient and remote workforce while driving success | <ul style="list-style-type: none"> • People Side of COVID • Going Back to the Office: Determining Key Personnel in a New Reality |
|  Technology Enablement and Resilience Ensuring technology availability and security for a mobile workforce; leveraging automation for efficiencies | <ul style="list-style-type: none"> • Leading Remote Teams in Times of Uncertainty • Keeping Remote Workforces Safe and Secure • The Gamechanger Ecosystem: ROI in 90 Days or Less |
|  Resilient Operations, Continuity and Supply Chain Continuity planning for agile operations; managing third-party risks; driving critical processes | <ul style="list-style-type: none"> • COVID - Is Your Business Immunized Against Supply Chain Disruption • Respond and Learn: COVID-19 Disruption Provides Opportunities to Improve Operational Resilience • After the Virus: Reassessing and Future-Proofing Your Business From a Customer Experience Perspective |
|  Governance, Financial Discipline and Liquidity Establishing financial models, managing investments and addressing financial reporting requirements | <ul style="list-style-type: none"> • Intelligent Workplace Helps Leaders Navigate COVID-19 • How is COVID-19 Affecting Public Reporting Outside the Financial Statements |
|  Regulatory and Government Actions Responding effectively and efficiently to changing regulatory requirements and government actions | <ul style="list-style-type: none"> • How to be Ready to Go Public Following the COVID-19 IPO Pause • FASB Extends Revenue Recognition and Lease Accounting Deadlines for Certain Entities |

For latest insights and external resources visit Protiviti.com/COVID-19

EXAMPLES OF HOW WE ARE PARTNERING WITH OUR CUSTOMERS:

- **Workplace Re-entry Plan Development**
- **Re-entry Technology Design and Customization Supporting**
- **Workforce of the Future Strategy**
- **Realignment of Strategic Plan**
- **Reprioritization of Project Portfolio**
- **Human Capital Reporting to Demonstrate Progress**

