

April 21, 2020

Links to Explore:

Gensler: Design Responds to a Changing World (series of insights focused on specific verticals, general topics)

<https://www.gensler.com/design-responds-to-a-changing-world>

Cushman & Wakefield: The 6 Feet Office Project

<https://www.cushmanwakefield.com/en/netherlands/six-feet-office>

Attachments:

- WeWork Navigating the Future of the Workplace
- JLL Reimagining the Workplace
- CBRE Reopening the World's Workplaces
- FMI Critical Project Restart
- Turner Construction PPE Policy
- Construction Data
- Harvard Business Review Coronavirus Impact on Business E-Book (separate PDF)



Navigating the future of the workplace

Solutions for addressing COVID-19

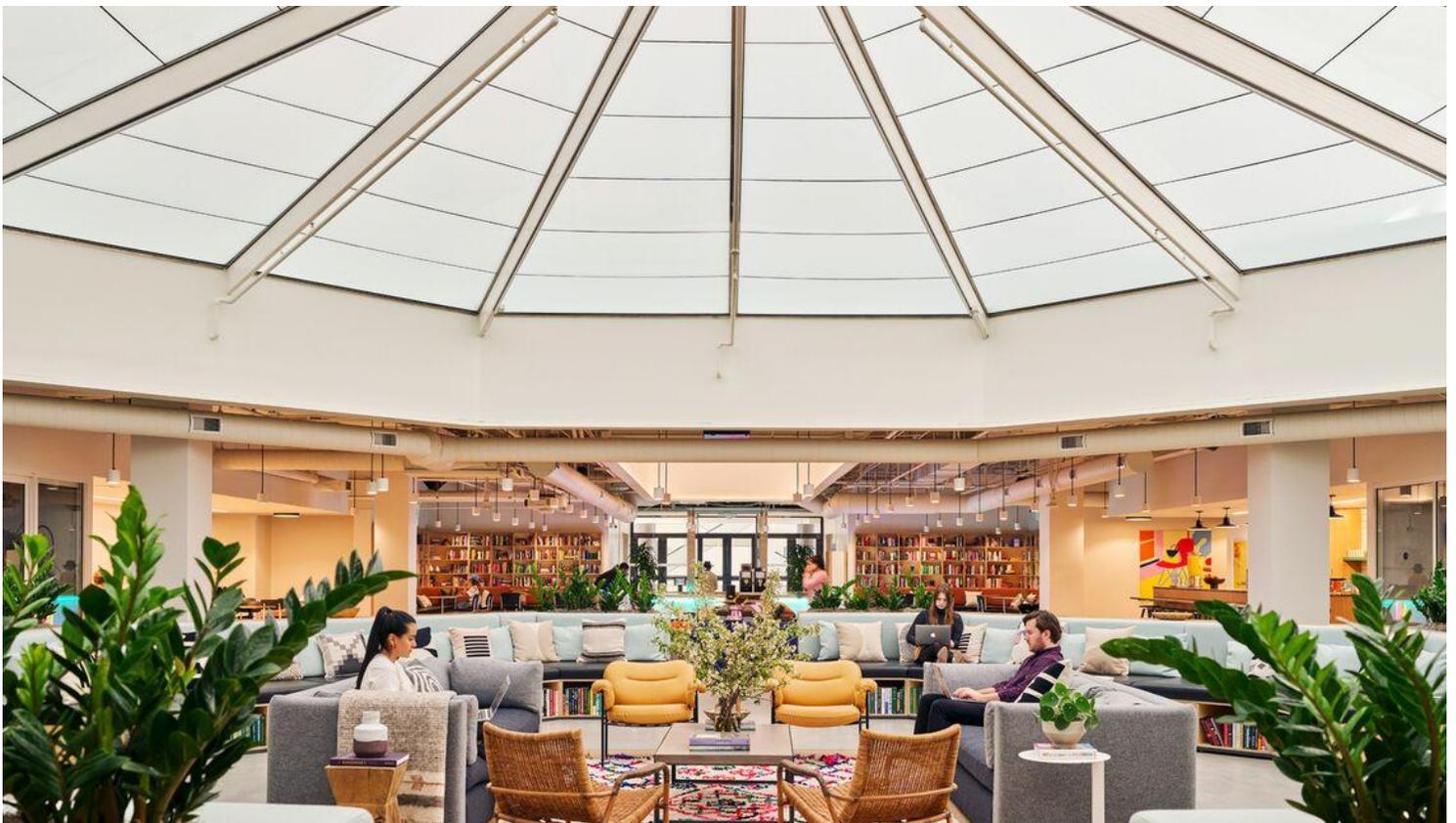
- 01 Partnering through uncertainty
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- 03 Future-proofing your client's real estate
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Partnering through uncertainty

COVID-19 has caused an unprecedented disruption to how we work, travel, and live.

During these challenging times, we recognize that companies are thinking about how to prepare for the future. How can they be ready for when employees are permitted to return to the workplace while also upholding global health and safety standards?

While we don't know the long-term impact of COVID-19, WeWork is actively taking steps to readjust to the new realities we are all facing. As you continue to engage with your clients, WeWork can continue to be a partner of choice for turnkey, thoughtful and diverse space solutions.



Preparing for a new work environment



PRIORITIZING PERSONAL SPACE

Through private offices tailored for comfort and wellbeing, your clients can continue operating in their space while still maintaining healthy physical distance for their employees.



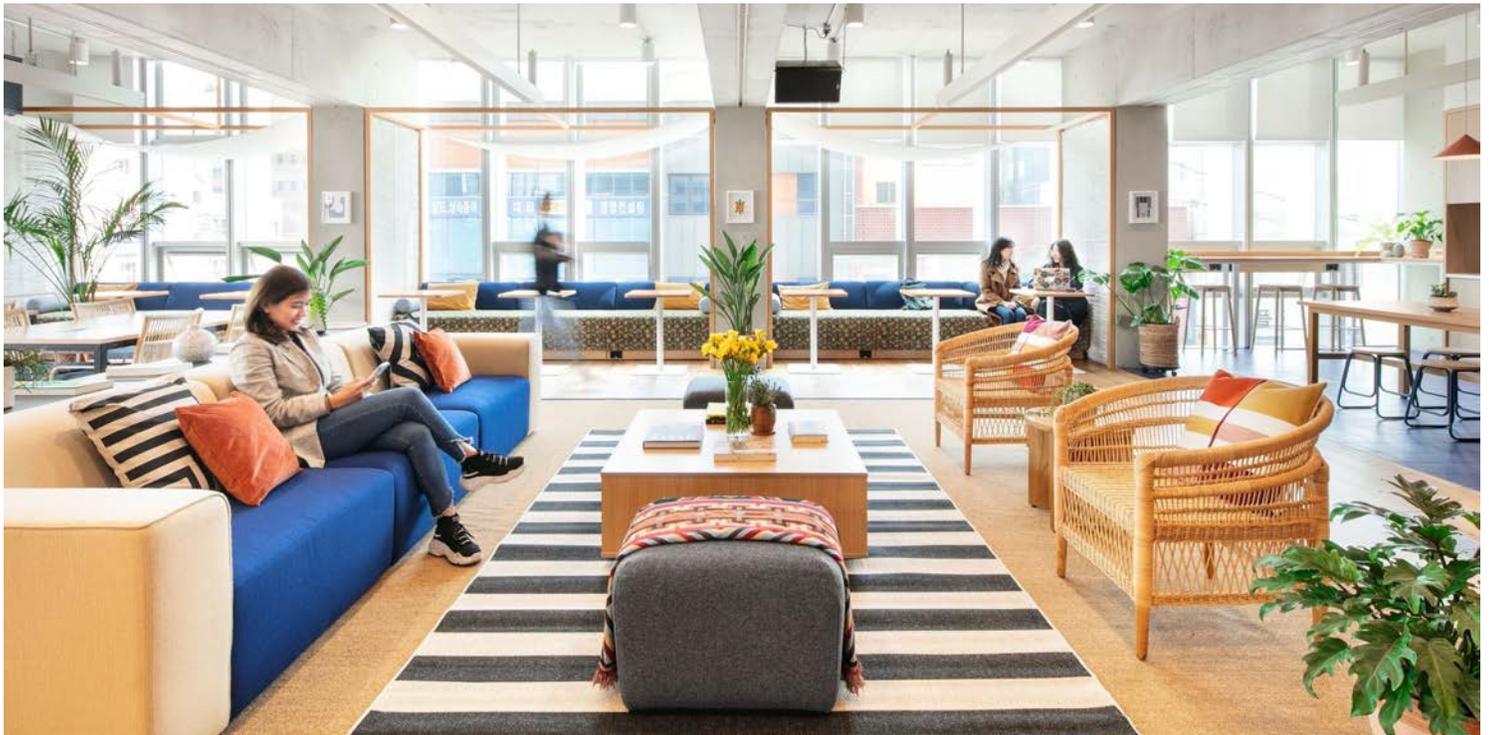
DISTRIBUTED WORKFORCE

Wherever your clients are, our 700+ global locations can shorten their employees' travel times and diversify the network of office space to which they have access.



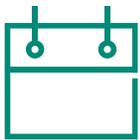
INCREASED SANITIZATION

We've implemented cleaning measures to ensure the health and wellbeing of our members. We are disinfecting common areas more frequently and are providing complementary sanitization products in our spaces.





Future-proofing your client's real estate



CONSTRUCTION DELAYS

If your client is experiencing construction delays or other future disruptions, WeWork has a global network of off-the-shelf spaces that can be utilized in the short term to meet ever-changing needs.



BUILDING SHUTDOWNS

The current pandemic has shut down or restricted access to entire floors and buildings in cities around the world. WeWork can help clients work through these challenges by providing interim office space on short notice with flexible terms.



LONG-TERM REASSESSMENT

Given the volatility in the economy and uncertainty regarding your client's business and headcount projections, WeWork can provide immediate optionality for businesses reassessing their long-term real estate needs.

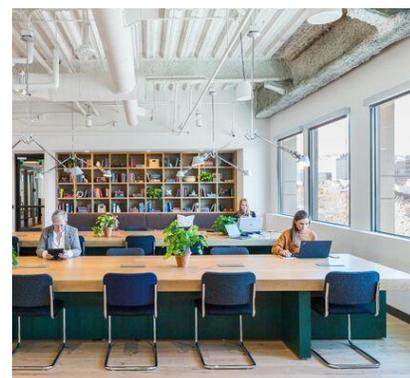


Working from WeWork after WFH

With over 600,000 members across the world, we remain committed to setting a high bar for protecting the health and safety of our global communities.

As industry leaders, it is not just about how we react in the short-term – it is also about how we learn and prepare for the future.

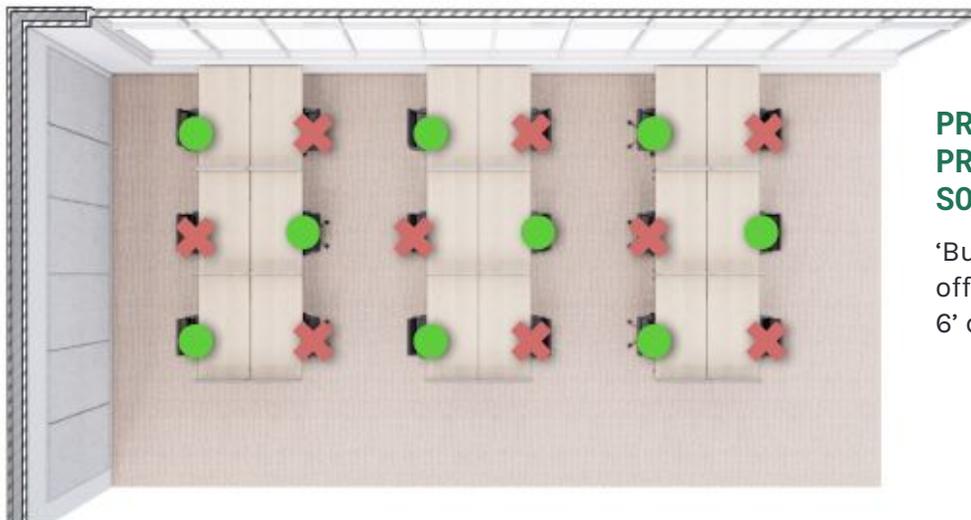
Re-entry back to the workplace will require a greater emphasis on professional distancing and providing products, design, and services that make us prepared for a post COVID-19 environment



Location and office flexibility

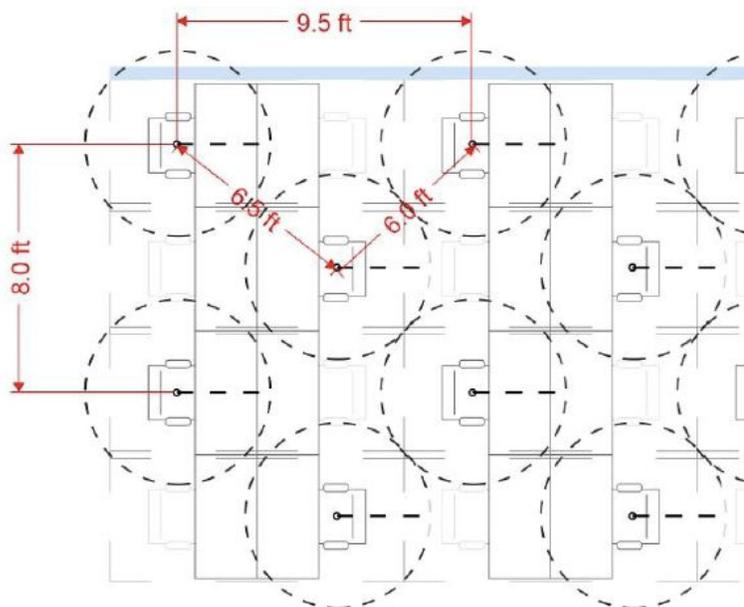
RETHINKING OUR PRODUCT

We're adjusting our product design and community practices in both our common areas and individual offices to support the future of work, where a balance between flexibility, connection, health and wellness will be key to attracting and retaining top talent



PROPOSED PRIVATE OFFICE SOLUTION:

'Buffer seating' in private offices will allow for adequate 6' distance while working.



24" x 48" Desk Solution

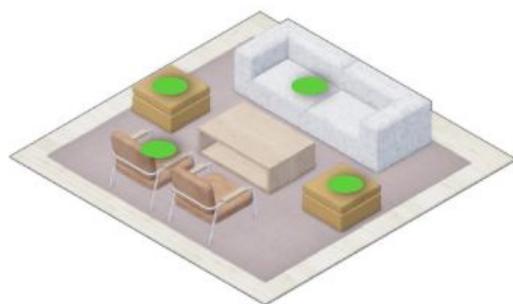
Distancing solutions: lounges



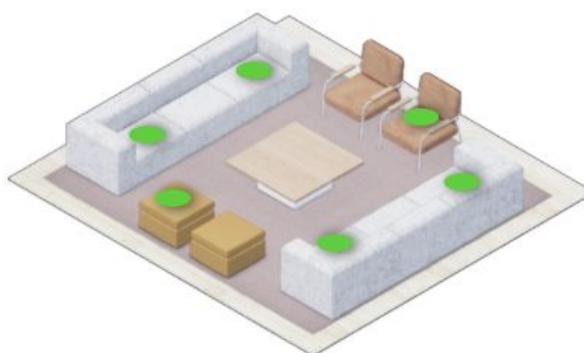
UPDATED LOUNGE GUIDELINES

By adjusting common area layouts and supplementing with additional large suites at WeWork offices, your clients can move around and flexibly increase footprint (and distance-appropriate seat-count) for when workers return.

Previous capacity: ~25P
New capacity: ~18P



Current: 6P
Future: 4P

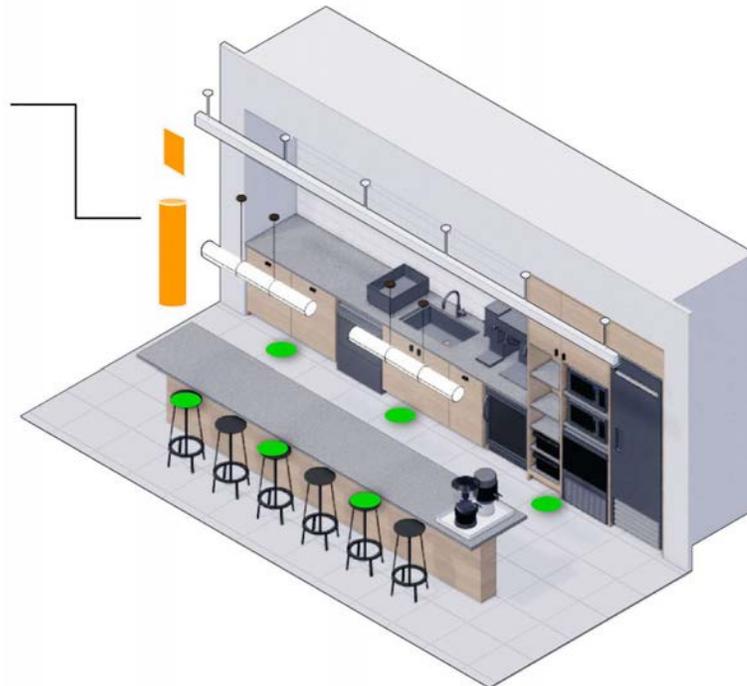


Current: 10P
Future: 6P

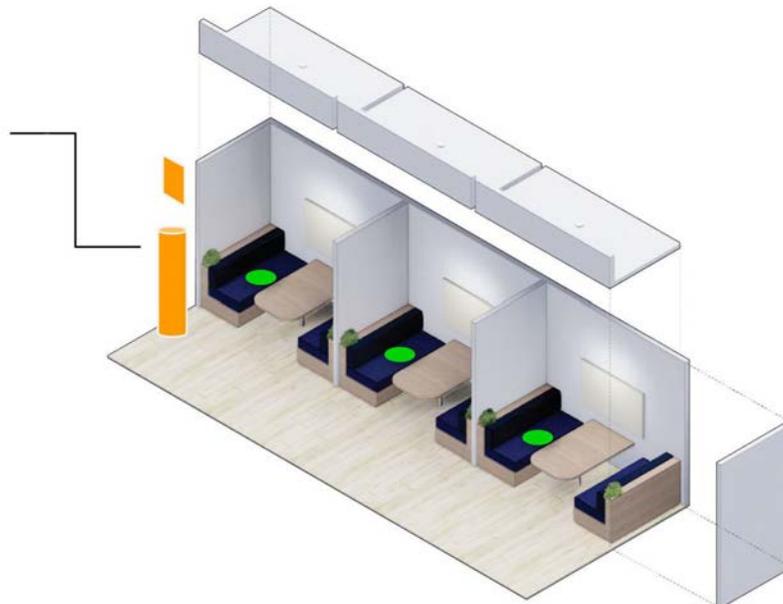
We'll aim to reduce the occupancy in lounge areas by posting new recommended capacity loads and social distancing reminders.

Distancing solutions: pantry + nooks

PANTRY
Wipe dispenser



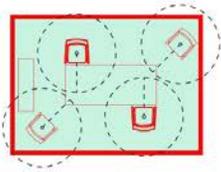
NOOK
Wipe dispenser



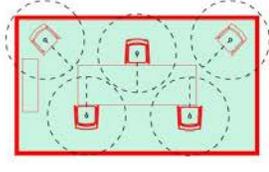
EVERYDAY ENHANCEMENTS

We are working with industry partners to take our advanced cleanliness standards to the next level. This includes adding complementary sanitization stations throughout all high-touchpoint areas of our spaces, and sourcing masks and gloves for members + community management teams.

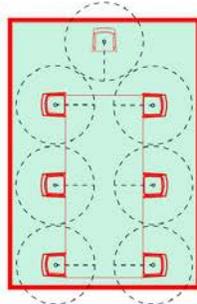
Distancing solutions: meeting rooms



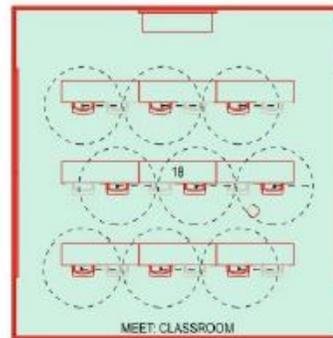
Current: 6P
Future: 4P



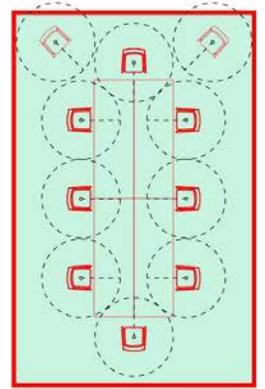
Current: 10P
Future: 5P



Current: 14P
Future: 7P



Current: 18P
Future: 9P



Current: 20P
Future: 10P

REVISED SPATIAL GUIDELINES

To reduce occupancy in meeting rooms, we will communicate new recommended capacity load through signage and messaging at entrances to each room.

Distancing solutions: coworking layout

UPDATING OUR FLOOR LAYOUTS

We're evaluating how our full floor layouts can function to support distancing in the future. These updates include:

- Applying 'every other' desk occupancy in private offices
- Reducing lounge and common space capacity
- Creating 'one way' primary circulation paths to avoid bottlenecks in hallways
- Posting hand washing, hand sanitizing and wipe down signs in high traffic, shared spaces (*elevator lobby, community desk, pantry, nooks, meeting rooms, restrooms, phone booths*)



Contact your WeWork sales representative today to learn more about how we can help your clients achieve:



Flexible and immediate solutions during these times of change and uncertainty.

Creative real estate solutions across our portfolio of assets to meet employee demand to stay engaged, productive, and healthy.



brokers@wework.com



*Achieve
Ambitions*

COVID-19: Workplace continuity

Preparing for re-entry and reimagining the workplace

JLL Consulting

April 16, 2020



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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

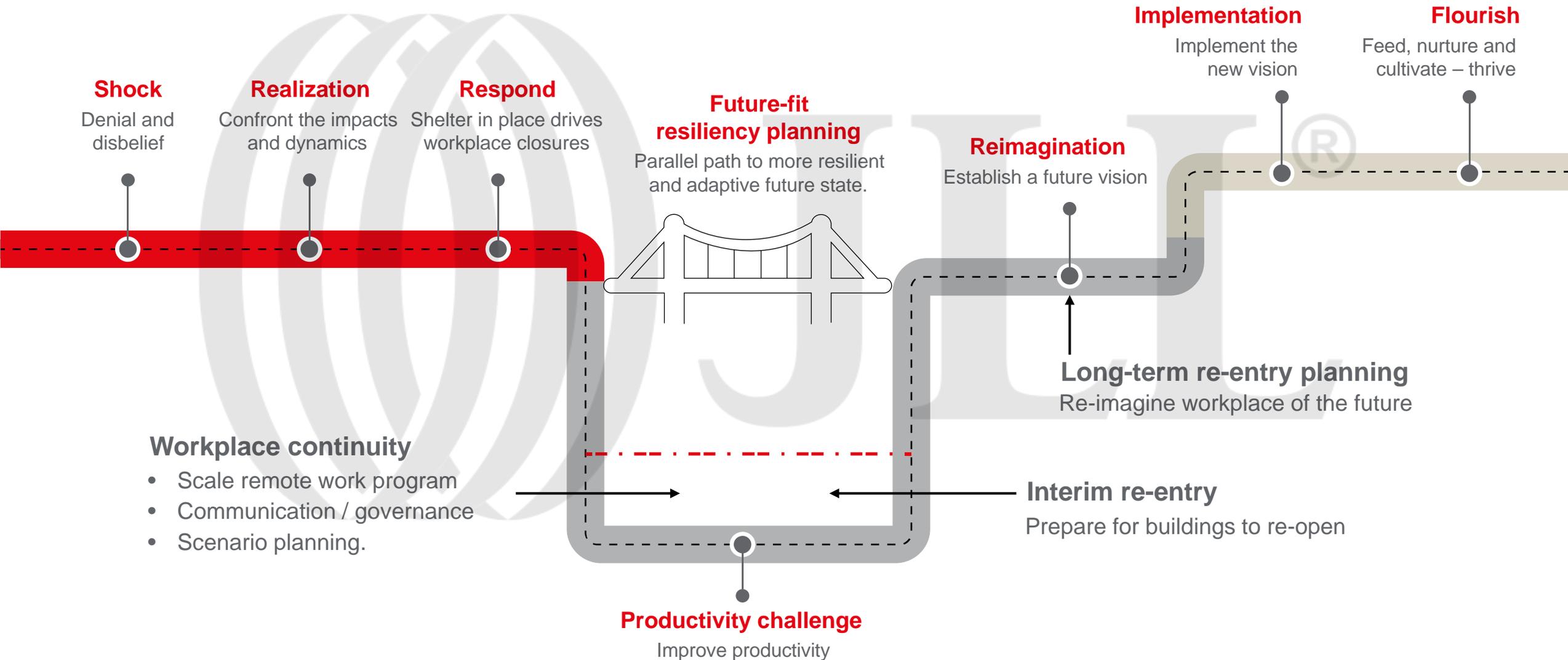
Workplace Continuity Priorities from March 19th Webinar



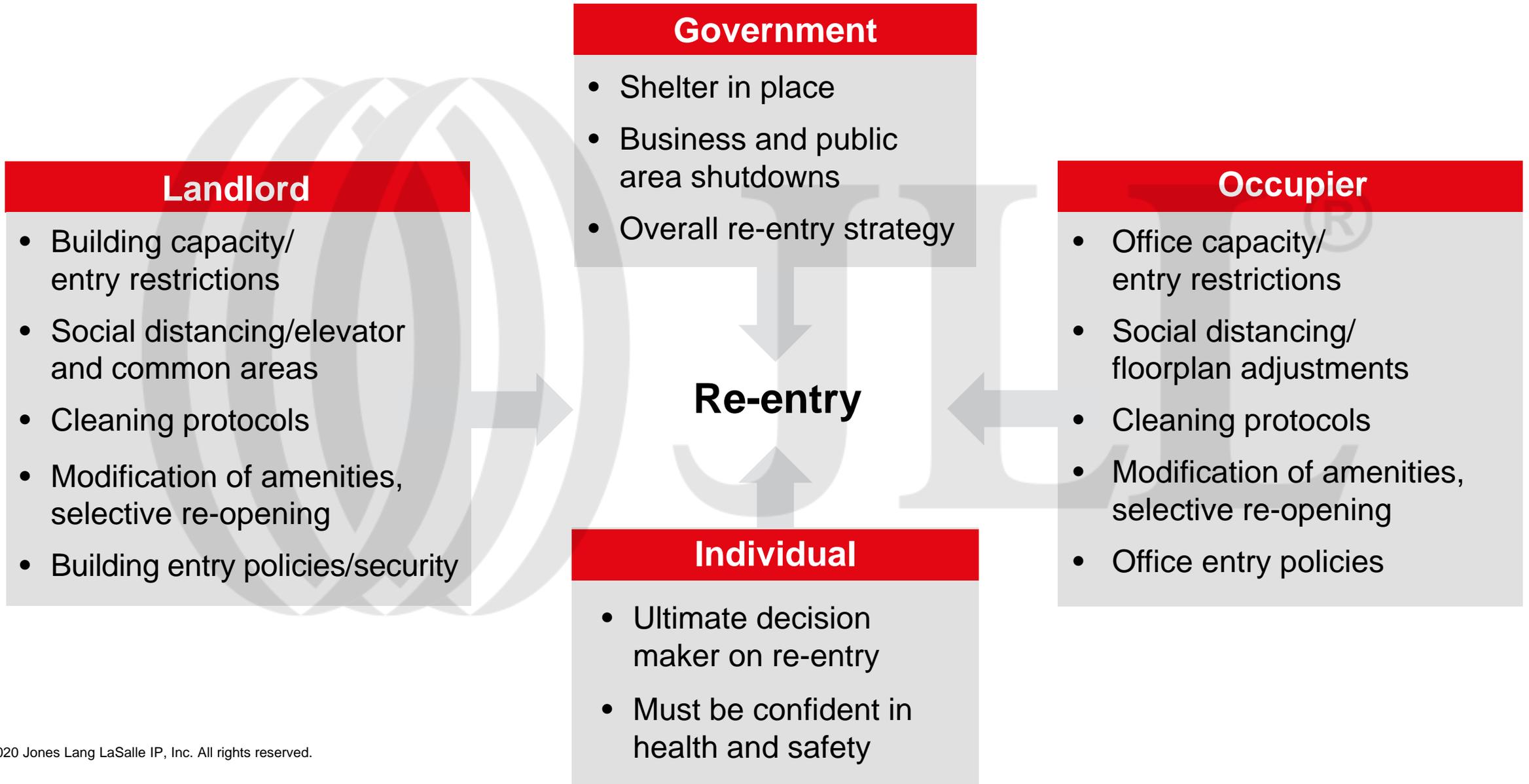
Options	# Selected	% Selected
Preparing COVID-19 “what if” scenarios	196	35%
Building strong communications mechanisms and protocols	192	34%
Achieving remote work scalability	124	22%
Assessing workplace continuity	25	5%
Leveraging alliance partnerships, service providers and vendors	21	4%
Ensuring alignment to enterprise risk management	3	1%
Total	561	100%

Poll question from March 19 webinar

COVID-19 Client Experience Journey



Interim Re-entry Considerations

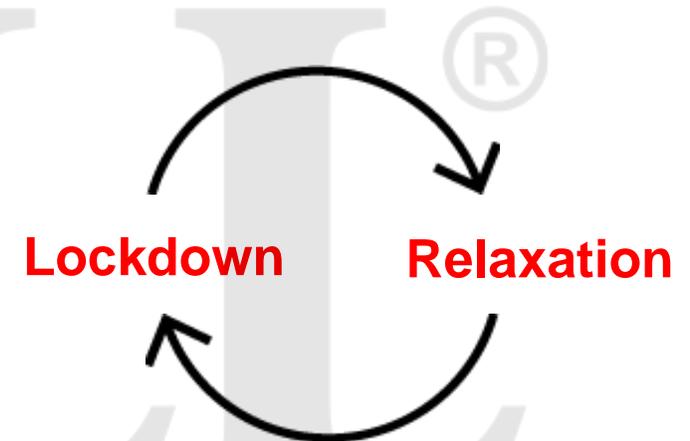


Understanding the Current COVID-19 Dynamics

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

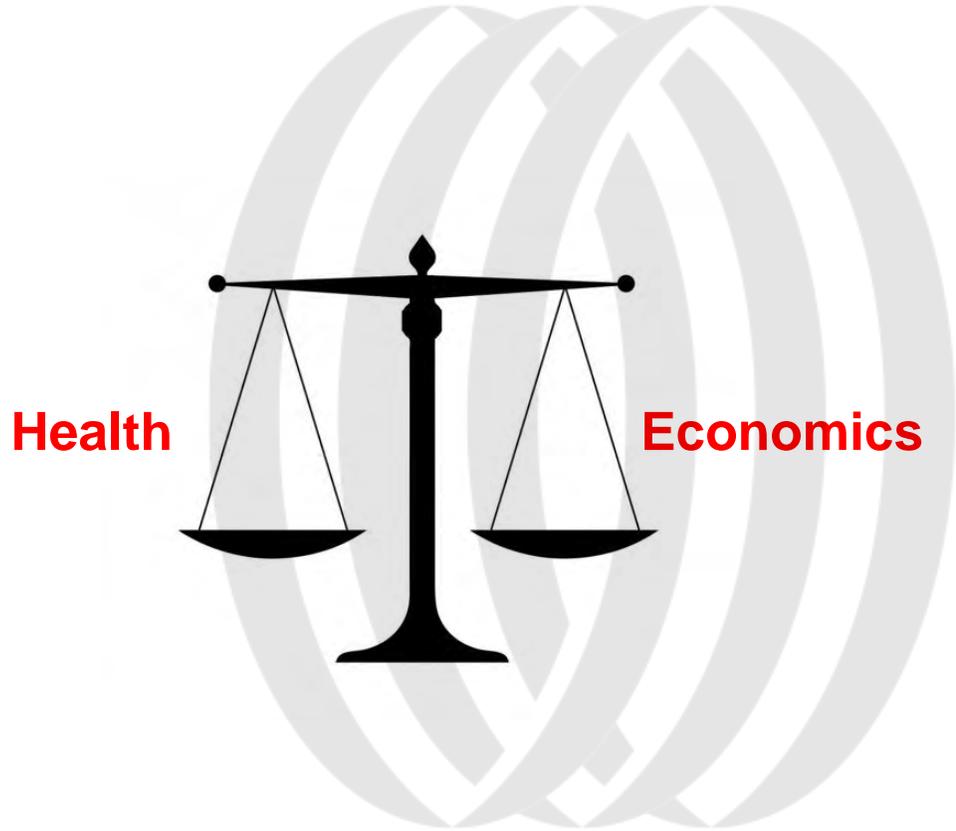


Shelter-in-place and social distancing are only suppression strategies to keep the number of cases below healthcare system capacity; and not a cure



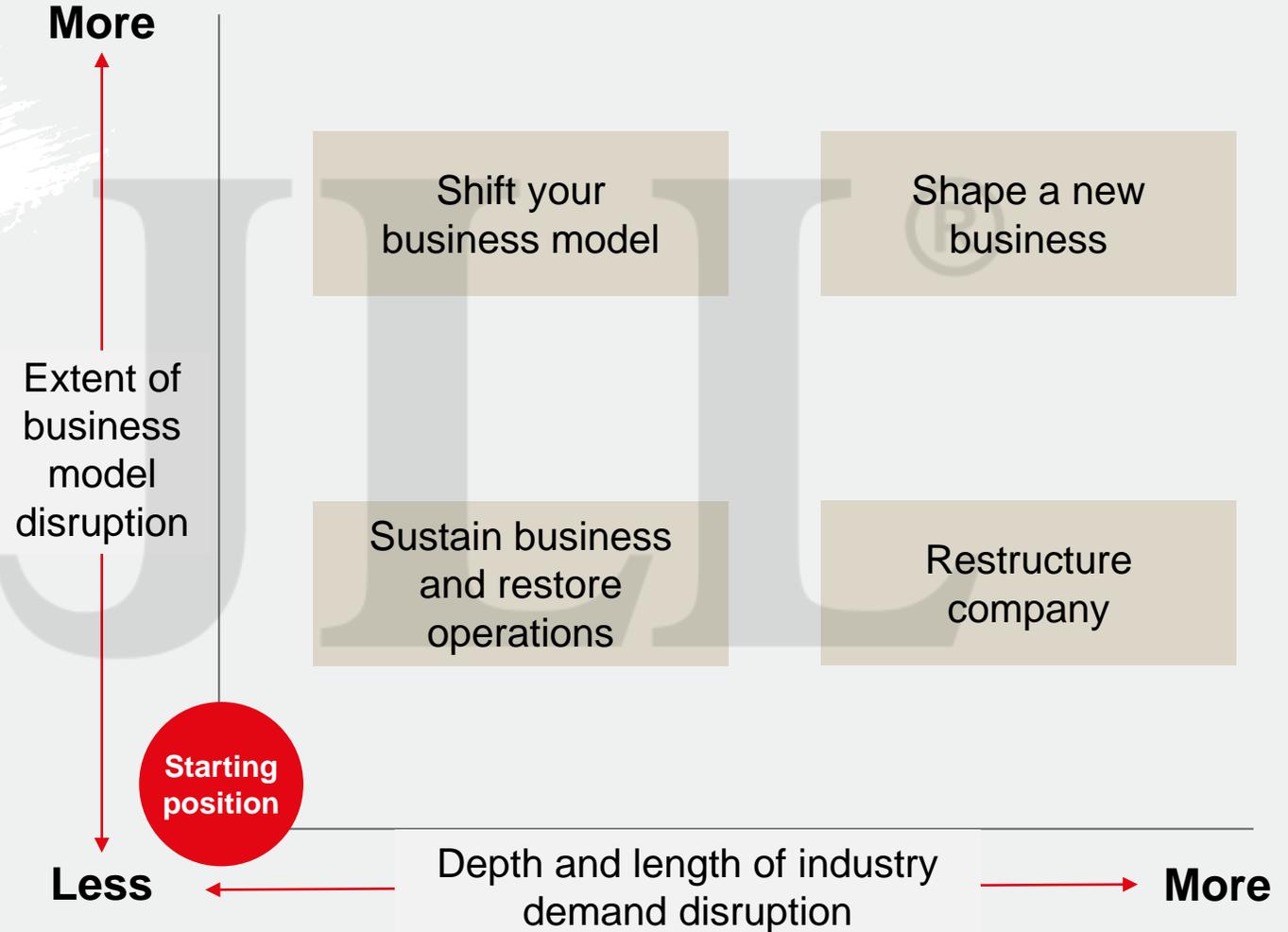
Adaptive triggering (i.e. cycle between lockdown and relaxation) will continue to balance health risk and economic risk until a vaccination and / or medicine is available.

Reimagining a New Paradigm



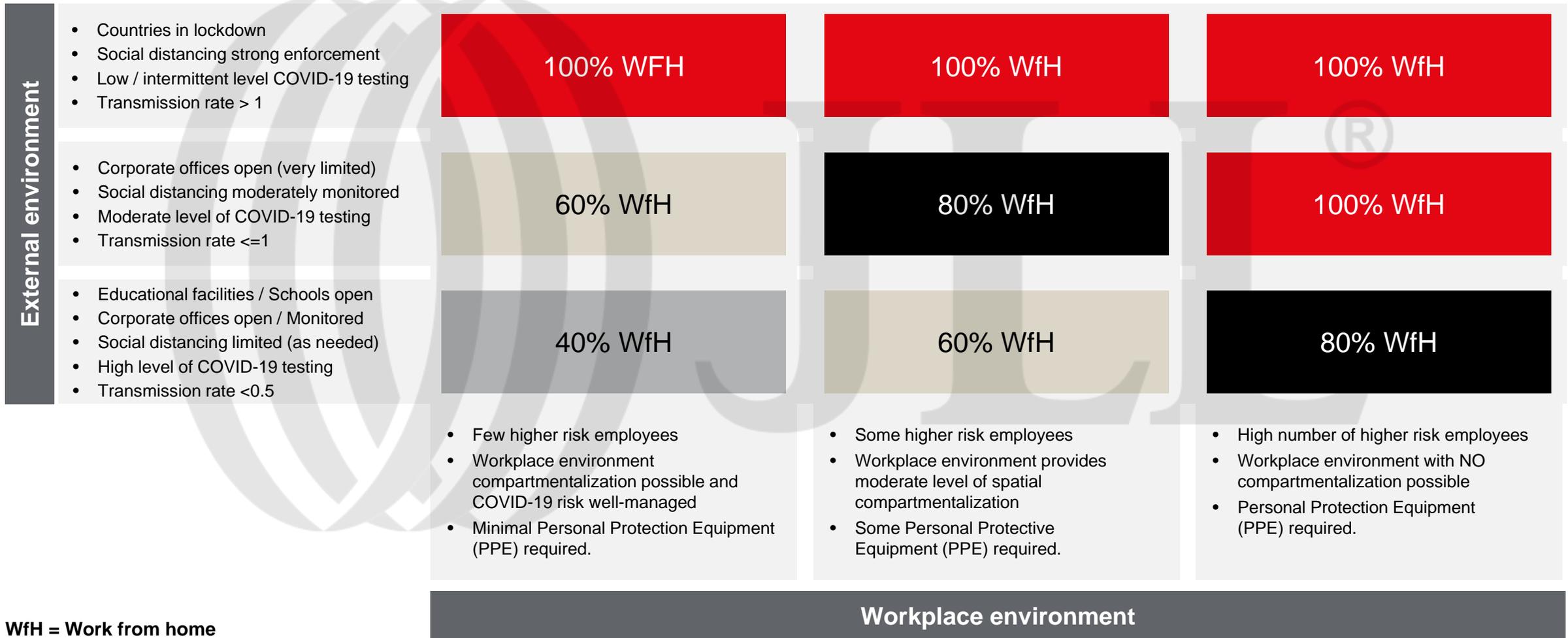
What-if Scenarios for Reimagination

- 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.



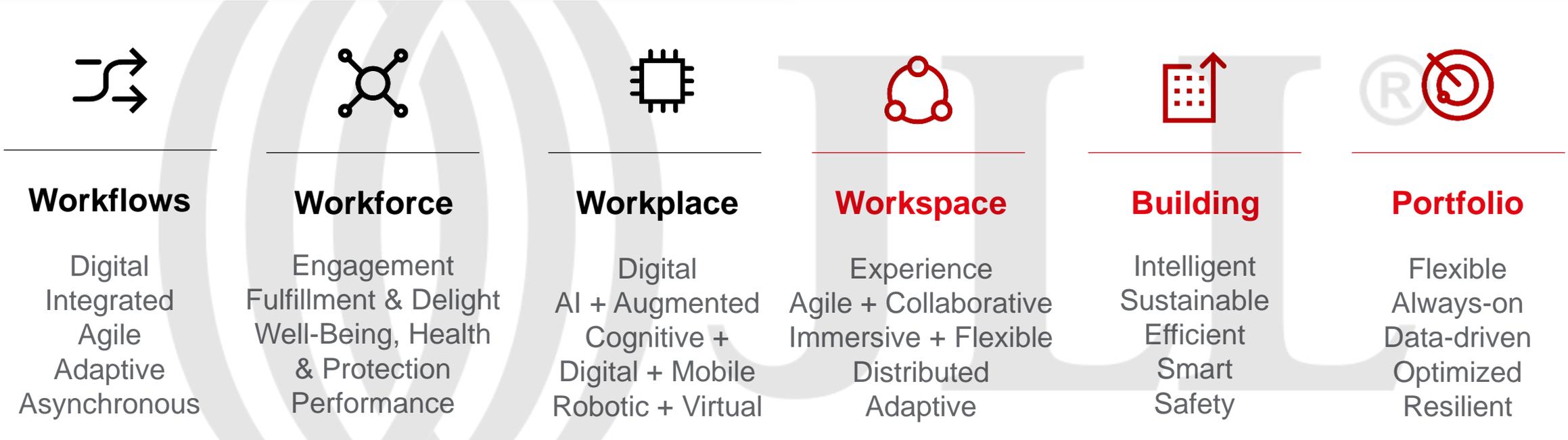
Source: *Getting ahead of the next stage of the coronavirus crisis* – McKinsey & Company

COVID-19 Workplace Continuity Scenarios



Reimagination: The Enterprise of the Future

Digital Elastic Workplace Ecosystems*	Liquid CRE Portfolio Strategies
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Brand	Culture	Values	Health
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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





REOPENING

The World's Workplaces

The implications of COVID-19 have been profound, and the path to business recovery is evolving and fluid. This briefing is for occupiers of space and landlords who manage their buildings—wherever they are in the response-to-recovery process.

We are sharing our expertise and advice based on a rapidly growing body of experience, detailed guidance documents, technical specifications, protocols and tools that we have developed for and with our clients and for our own CBRE workplace.

CBRE



WHAT TRIGGERS RECOVERY?

As governmental restrictions permit the return to work and businesses are broadly allowed to reopen workplaces, occupiers should be prepared to determine their own thresholds and policies for welcoming employees, customers and visitors back to their offices and places of business. This may include factors like availability of widespread testing, reliable and sustained accessibility to key cleaning supplies and personal protective equipment, the ability to support social distancing and frequent cleaning, and regulatory requirements and implementation of best practices.

A SAFE & HEALTHY PLAN

All work environments—whether owned or leased offices, warehouses, labs, retail stores or manufacturing facilities—will require careful consideration and tailored plans. From the occupier perspective, we have organized our guidance into three key categories: Planning for the Return to the Workplace, Bringing Employees Back to Work, and Ongoing Management and Workplace Evolution.

MOBILIZING A CROSS-FUNCTIONAL RECOVERY TEAM

It is critical to establish a centralized, multidisciplinary task force as soon as possible to help plan and oversee recovery efforts across the portfolio. Consider including leaders from the following disciplines:

MULTIDISCIPLINARY RECOVERY MANAGEMENT TEAM – RECOMMENDED DISCIPLINES:

- | | |
|-------------------------------------|--|
| + Executive Sponsor | + Finance |
| + Program Lead | + Legal (Corporate, Regulatory & Employment) |
| + Business Leadership | + Technology |
| + HR/People | + Workplace Strategy |
| + Health Safety Environmental (HSE) | + Procurement |
| + Operations | + Security & Crisis Management |
| + Real Estate & Facilities | + Communications |

Planning for the Return to the Workplace



Our experience supporting clients in Asia suggests that reopening workplaces and commercial establishments is not straightforward. Forethought is critical, as important activities must be approached in fundamentally new ways. Some of these key areas include:

- **Safety, Health and Wellbeing:** Businesses should prepare for a more discerning workforce that will expect continuous, credible assurances that they are working in a safe environment. This will include clear displays of updated safety, health and wellness information and resources for employees, visitors and occupants throughout the building and specific workplace.
- **Stakeholder Engagement:** Relationships with key stakeholders should be reset, as companies mobilize to come back to the workplace. Consider this preliminary list of stakeholders with whom to communicate and coordinate prior to reopening a facility or workplace:

OCCUPIER STAKEHOLDERS

- + Business Leaders
- + Functional Partners (e.g., HSE, HR)
- + Employees
- + Contractors
- + Supplier Partners
- + Landlords
- + Amenity Providers

PROPERTY OWNER STAKEHOLDERS

- + Tenants/Occupiers
- + Property Manager
- + Supplier Partners
- + Amenity Providers

- **Business Requirements and Work Arrangements:** Early lessons from Asia indicate bringing teams back “full throttle” is unwise and inconsistent with most public health guidance, which recommends that social distancing measures be reduced in a gradual and thoughtful manner. Employers should establish a plan that enables gradually increasing the number of people who return to work.
- **Procurement and Financial Considerations:** Both occupiers and landlords should give serious consideration to new levels of service, materials and activities necessary to facilitate a return to the workplace. Examples of areas that may require advanced sourcing activities and increased funding include enhanced cleaning; introduction of new access protocols (e.g., temperature screening); increased quantities of supplies such as hand sanitizers, wipes, gloves, masks; reconfiguration of work environments and associated technology and equipment; utilization tracking technologies; touchless technologies, and more.
- **Portfolio and Workplace Strategy:** Occupiers should conduct a holistic review of business requirements and portfolio implications to assess and optimize their medium- to long-term positions and options considering anticipated changes to workplace strategy in a post-COVID-19 world. We anticipate most occupiers will settle on a balanced approach that builds in greater resiliency by introducing a spectrum of physical and virtual solutions based on business needs.

Bringing Employees Back to Work



Preparing to reopen requires the development of detailed plans for each location, reconfiguration of the physical environment to support social distancing practices, and continuous communications.

- **Facility Readiness:** The facility readiness process is extensive, and no detail is too small to consider. It entails conducting a comprehensive assessment of the physical building and taking steps to prepare for reentry where controllable. In leased locations, occupiers and property owners should openly communicate a plan that will support the back-to-work process.
- **Reconfiguration:** Public health guidance strongly suggests that social distancing measures should be stepped down very gradually. Occupiers and property owners can convey their safety efforts to occupants by taking tangible steps to change the physical environment that support physical distancing and other safety practices.

Ongoing Management and Workplace Evolution

Reoccupying work environments for the long term should be approached as a “reset” of ongoing soft services to support the workplace environment. It also entails continuous and frequently updated communications to employees and occupants to provide education and awareness of safety, health and wellness initiatives underway.

- **Operations:** Conduct a comprehensive review of all operational activities and services that occur in the work environment.
- **Continuous Response and Readiness:** Once the space has been reoccupied and work resumes, occupiers and landlords should remain vigilant and quick to respond to unexpected or unwelcome events. Both parties should remain aware and keep protocols in place if exposure concerns return. Everyone should be prepared to return to “response” mode in the event of a suspected or confirmed exposure concern.
- **Communications:** Communicating with all constituents is more critical now than ever before. Leading organizations are putting a heightened focus on this, recognizing that this must be an ongoing, deliberate, thoughtful effort that touches and engages all key stakeholder across both physical and virtual work environments. Ongoing employee and stakeholder feedback will be critical; continually review and adopt best practices and new ideas to demonstrate an active and ongoing commitment to a safe and healthy workplace environment.
- **Financial Considerations:** Finally, you’ll need to plan for increased expense to reopen your environments. On the operating side, you’ll see added costs for things like enhanced cleaning, hand sanitizer, Personal Protective Equipment, screening services, and increased communications. Capital will be needed for space reconfiguration, and changes to furniture, fixtures, and technology components to support your post-COVID workplace.

SUMMARY

With so much uncertainty still ahead of us, it's hard to plan with confidence.

Occupiers can benefit from detailed, location-by-location reopening readiness efforts. Working together, occupiers and landlords can both benefit from open, proactive and practical dialogue about what the total workplace environment—from the front door of the workplace and common areas to the occupier's offices—needs to look like for a safe and healthy return to work.

CBRE

All COVID-19 related materials have been developed with information from the World Health Organization, Center for Disease Control & Prevention, and strategic suppliers providing services in affected regions. They may not be suitable for application to all facilities or situations. Ultimately, occupiers and landlords must make their own strategic decisions for their individual stakeholders and workplaces. CBRE's guidance is intended to initiate those discussions and expedite the process. We make no representations or warranties regarding the accuracy or completeness of this material. CBRE disclaims all liability arising from use of these materials by others.

Critical Project Restart Strategies

BY GREGG SHOPPMAN

An examination of what will be required to proactively restart projects impacted by COVID-19.

With the goal of preventing COVID-19 transmission by adhering to quarantine rules and dealing with “stay at home” guidelines, construction projects nationwide are currently being shuttered. According to AGC’s most recent [industry snapshot](#), almost 30% of companies surveyed have been directed by an owner, government agency or official to halt or delay work on any projects that are either active or expected to start within the next 30 days.

In an unprecedented series of events that have unfolded as the result of the outbreak, businesses must also recognize the importance of project restart strategies once such restrictions are lifted.

In the same way that work on projects came to a screeching halt, the restart of construction projects worldwide will have the same frenetic pace and fervor of activity as the New York City Marathon when the gun goes off. Consider a time when all projects nationwide are started simultaneously. While all projects may be in differing states of completion, there has never been a time where all activity kicks off from a dead stop.

Ideally, construction leaders would like to see a seamless transition to simply “continuing where they left off.” Realistically, even if the restart occurred just seven days after a work stoppage, activity would not resume normal function due to everything from supply chain disruptions to new hygiene-related work rules. Construction projects will resemble the trajectory of a supertanker in the ocean trying to turn rather than a high-performance sports car cornering on a dime.

The firms that have a proactive restart strategy for all their projects will be the most successful in achieving superior performance results and mitigating impacts from the pandemic.

New Normal or Restart?

There are distinct cases, states and markets where construction activity hasn’t been disrupted (yet). In some cases, the work itself serves as enough “social distancing.” Even in situations where a shutdown has not occurred, there is a new normal affecting the construction project cycle (see [Exhibit 1](#)).

Whether it is signage to address new hygiene protocols or daily cleaning procedures, firms will be required to present a realistic and proactive disease prevention plan. Additionally, management of key trades and suppliers will become the next critical factor in restarting the project. For instance, in the flowchart ([Exhibit 1](#)), there needs to be conscious focus on the supply chain. Both cost and schedule impacts should be carefully examined and measured, regardless of whether this is a trade contractor simply evaluating its material needs for a project or a general contractor evaluating every trade partner’s needs. In the example, the project team can identify effects to the critical path as well as the dollar impact from a variety of angles:

- **Quick Shipment and Transportation** – More than likely, the entire supply chain will have been impacted, and it may not be realistic to assume any quick shipments. However, by targeting specific items, there may be higher priorities to strategize.
- **General Condition Impacts** – With changes to the Critical Path Method schedule, the prime or trade contractor will likely have additional general conditions (e.g., overtime premiums, additional rentals, etc.). Careful examination of all items that are associated with the delay may also provide savings opportunities, as some delays will be concurrent.
- **Trade Contractor Impacts** – Similar to the previous item, what are the extra costs from a trade partner, particularly in the case of accelerations?
- **Labor Histograms** – Whether internal or external, what are the impacts to the labor pool? Do these labor projections account for instant 100% utilization and efficiency, or do they reflect a more realistic incremental view of efficiency (see [Exhibit 2](#))?

Exhibit 1. New Normal Project Analysis

COVID 19 PREPARATIONS AND COUNTERMEASURES WHEN WORK IS PERMITTED ON JOB SITE

Implement Job Site Hygiene Guidelines
Trade Partner Meeting
Supply Chain Impact Review
Customer Management Meeting



All associates will have their temperature scanned **PRIOR** to entering the job site



Use the wash stations **IMMEDIATELY** upon entering the job site



If an associate feels ill, please notify your supervisor and make arrangements to leave the work site



All tools should be cleaned at the end of a shift with the approved wipes or sanitizer



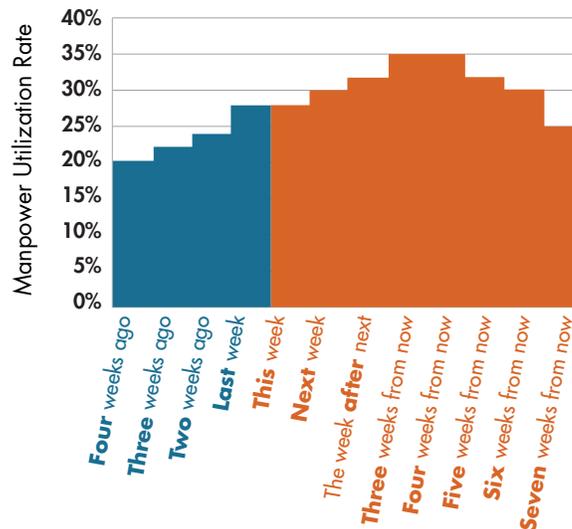
All meetings will be done using conferencing tools and virtual technology



Maintain all FDA/CDC guidelines for social distancing (6')

ITEM	TRADE PARTNER/VENDOR	MATERIAL ORIGIN OR FAB POINT	ORIGINAL DELIVERY DATE	DELAY (IN DAYS)	ACTUAL DELIVERY DATE	IMPACT TO THE CRITICAL PATH	COST TO ACCELERATE SHIPPING (IF APPLICABLE)	NOTE ON ACCELERATION	GENERAL CONDITION IMPACT	GC COST IMPACT	VERIFIED WITH VENDOR?
Aluminum Frames	US Glass	Iowa	1-May	28	29-May	YES	\$5,000.00	Acceleration ONLY on restart	Additional Supervision	\$4,500.00	YES
Doors and Hardware	Portalia	Illinois	1-Jun	7	8-Jun	NO	\$0.00			\$0.00	NO
Nitrogen Containment Unit	Nitro Max	Germany	14-Apr	100	23-Jul	YES	\$1,500.00	Only on domestic	Rigging Extra, Add. Super	\$1,000.00	PENDING
Heat Exchanger Unit	Med Gas, Inc.	Ireland	14-Apr	135	27-Aug	YES	\$0.00	No acceleration	Additional Supervision	\$0.00	PENDING
Panel Boards	Electrical Team, LLC	China	16-Jun	7	23-Jun	YES	\$0.00	No acceleration	OT for Electrician	\$3,250.00	PENDING
Light Fixtures	Electrical Team, LLC	China	12-Apr	14	26-Apr	NO	\$0.00	No acceleration	OT for Electrician	\$1,500.00	YES
Med Gas Headwall	Superior Piping	Various	20-Mar	35	24-Apr	YES	\$15,000.00	Acceleration due to FAB ONLY	In extra Supervision above	\$0.00	PENDING
TOTAL ACCELERATION COST = \$21,500.00									TOTAL GC IMPACT = \$10,250.00		

Exhibit 2. Labor Histogram Illustrating Labor/Crew Projections and Demands



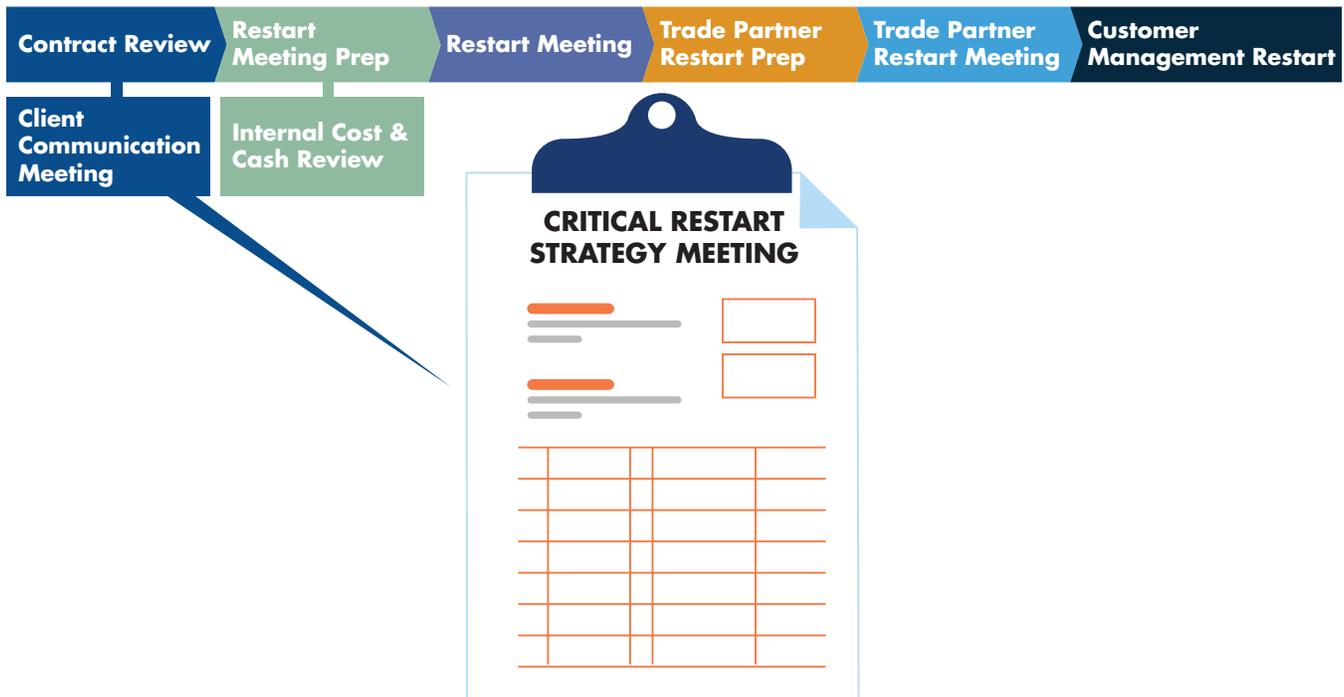
Source: FMI

The Restart Strategy

For the vast majority of construction projects forced to shut down production in the short term, careful consideration should be given to the critical restart. In fact, **the best approach is to view this restart as a second chance at proper preconstruction planning** (Exhibit 3).

Now is the time for contractors to properly review contract documents and maintain proactive and current dialogue on force majeure and other work stoppage guidelines. It will also be important to examine the restart meeting agenda to ensure that discussions are forward-thinking and focused on identifying potential rocks in the road. While the restart meeting may seem simplistic in nature, the focus areas include both developing realistic solutions to problem areas as well as establishing firmwide consistency on all projects in the “work in progress” category.

Exhibit 3. Critical Project Restart Strategies





Questions to Ask in Your Critical Restart Strategy Meeting

1. What is the current financial state of the project?
2. What is the state of the general conditions on this project? Does the current “burn rate” take into account short-term ramp up/ramp downs? Mobilizations?
3. What inspections are pending? What is the current backlog at the local municipality or local agency?
4. What is the state of the supply chain? Where do the original long lead items stand? What are NEW critical items?
5. What is the state of the trade contractor pool? Who are “at-risk subs” because of the workforce pool? What are “at-risk subs” due to the supply chain?
6. What is the “Restart Meeting” schedule with the sub base?
7. What are the NEW cleaning and hygiene procedures for materials entering the job site?
8. What are the NEW cleaning and hygiene procedures for materials entering the job site?
9. What is the state of PPE? Subcontractor PPE?
10. What is the next major milestone, and where does the overall CPM schedule stand?
11. What is the state of the Change Order Log? Specific items outstanding?
12. What is the state of any “delay claim”?
13. What is the state of the RFI Log? What is the response rate from the Engineer of Record?
14. What is the state of the Submittal Log?
15. What are POTENTIAL design changes that may be forthcoming that may relate to the pandemic/crisis (e.g., population densities, infection control, etc.)
16. What are the new meeting guidelines (frequency, cadence, protocol, etc.), and what will the overall communication plan look like?

The Curves

With planning complete, the management team must also examine several financial curves to gauge the project stability and ensure successful profitability. That means reestablishing the rolling 12-month billings projection, as illustrated in **Exhibit 4**. This graphic assumes a project restart from the initial commencement, but it is more likely that a restart will distort the entire curve, especially if it is at 50%.

The second series of curves is shown in **Exhibit 5**. Managers must overlay not only the projected billings but also the overall cost impact, which should include an impact to productivity. **Exhibit 6** illustrates a simple deviation of 10% to all costs on a project. While it is unlikely that all direct costs are impacted uniformly, leaders must create a model that shows the short-term impact to material shortages, labor inefficiencies, trade contractor support, equipment shortages and so forth.



Exhibit 4. Project Billing Impact

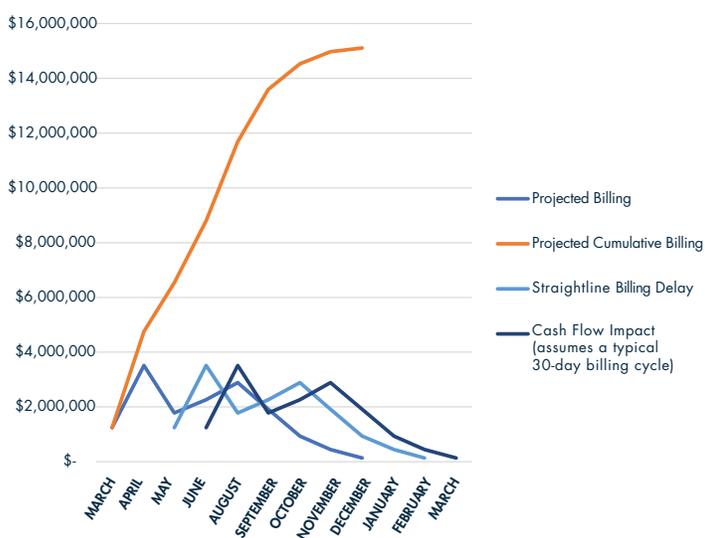


Exhibit 6. Productivity Impact and the Restart

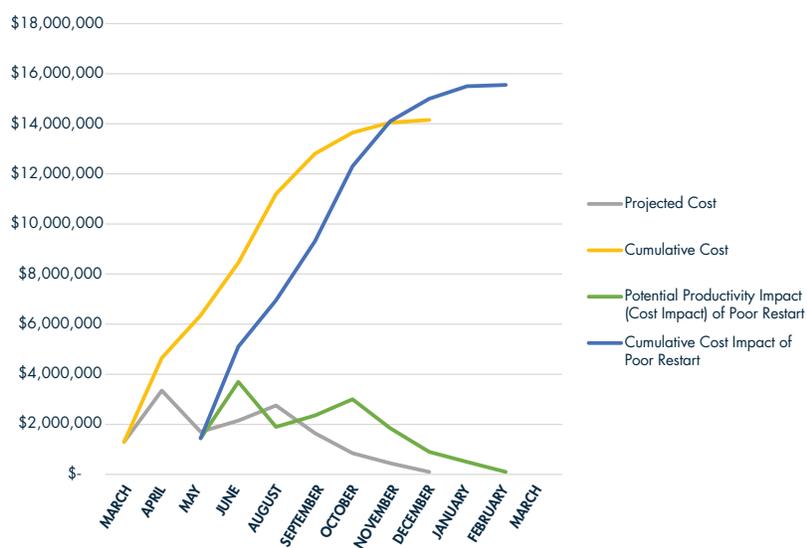
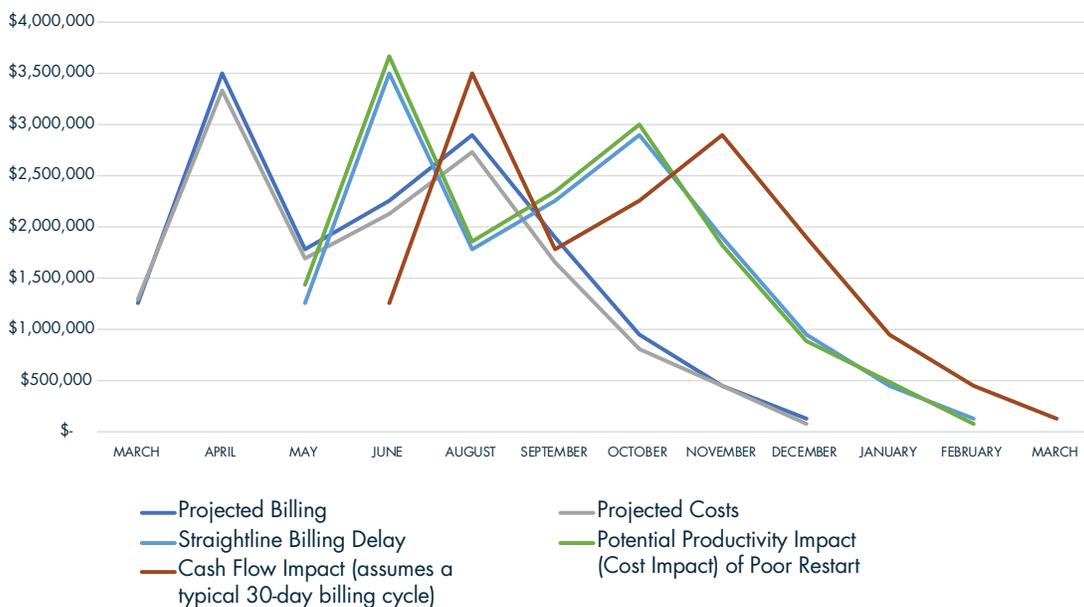


Exhibit 5. Cost and Billings





Up to this point, the focus has been on establishing a strong baseline for the project restart. With the internal machinations complete, the focus can then turn to client management and clear communication. Client strategy meetings can be structured as follows:

- **Pending changes to the design per their instruction/ guidelines** – What are the short-/long-term impacts to the facility/structure due to the COVID-19 crisis? For instance, if this is a school or public assembly area, will the client/end user wish to modify any aspects of the design?
- **Long-term ramifications to the project schedule, workload and finish date** – Using a Contractor Critical Restart Meeting, the contractor or trade partner can eloquently describe the overall impact to the critical path and a realistic mitigation plan. For instance, the contractor can walk through each of the supply chain impacts and the related tactical changes.
- **Proactive “Personal Safety Plans” and communication on “Job Site Hygiene”** – Lastly, the contractor can outline its new personnel guidelines on job site hygiene and accountability. Keep in mind, standards will continue to morph in light of the “moving target” status of this pandemic, but the contractor can get the ball rolling by establishing proactive standards of care.

The Finish

After the initial shock of these restarts, the projects themselves will assume their normal trajectories. Careful monitoring of the schedule and budget adherence will be critical; complacency is dangerous with any project. The project team would be best served to adhere religiously to the established project exit strategy plans (see Exhibit 7).

Even in the aftermath of an event like COVID-19, the concept of the exit strategy remains the same: driving the project towards a thorough and profitable completion. Put another way, ensure the project is DONE-DONE. The critical changes to this process will most likely revolve around final cleaning standards. Establishing those cleaning standards early in conjunction with closeout/deficiency list/punch list processes will prevent many difficult conversations. Contractors must engage with the customers, end users and design community to address the uncertainty around acceptable standards.

New data about COVID-19 is being revealed daily, and the impacted communities, builders and projects all fall under the shadow of this invisible specter. Never before have projects on this scale required a simultaneous restart. Contractors who consider the restart with judicious care and a proactive approach will avoid a dangerous slip at the starting gate.

Exhibit 7. Modified Project Exit Strategy





COVID-19 Personal Protective Equipment

April 14, 2020

Since the announcement of the COVID-19 pandemic all employers have been required to develop programs that contain feasible means and methods to protect their employees from exposure to COVID-19 in the workplace which are compliant with CDC Guidance as well as Orders and Guidance that are issued by state and local regulatory and health authorities.

Turner Construction Company (the Company) has developed a COVID-19 Personal Protective Equipment (COVID-19 PPE) standard which is intended to provide means and methods that are believed to be consistent with current CDC Guidance and such Orders and Guidance maintaining 6' social distancing. Further, understanding that OSHA, the CDC nor any other Federal, state, or local regulatory agency has yet published COVID-19 PPE recommendations to accommodate situations where 6' distancing cannot be maintained, Turner is adopting these minimum additional COVID-19 PPE standards defined herein for the situations where 6' distancing cannot be maintained while performing tasks/work.

This COVID-19 PPE standard is incorporated into the Company's EH&S program for all projects and as such, the Company expects all subcontractors to meet or exceed this standard through their own EH&S programs including informing their employees of this standard, training them in its various requirements and expect them to monitor and take immediate corrective action when any variance from the standard are observed.

Note that the Company assumes no liability for any personal injury, medical expenses or other damages that may be sustained by any trade partner, its employees or any other person who may be at a Company worksite for actual or potential exposure to COVID-19 or for subsequent illness or treatment.

Should any trade partner, trade partner employee, or any other person who may be at a Turner worksite be unable or unwilling to work within the standard, then work requiring COVID-19 PPE shall not be performed and Turner shall be notified immediately by the trade partner, its employees or any other person so work can be re-evaluated.

Turner is committed to actively caring for the safety, health and wellbeing of everyone on our project sites and in our offices. CDC guidelines suggest that maintaining 6' distance is the best way to prevent the spread of the COVID-19 virus.

To reduce the potential exposure and spread of Coronavirus (COVID-19), we are providing standards for minimum requirements for COVID-19 personal protective equipment (PPE) use when engineering, administrative, and elimination of risk controls cannot maintain six foot distance between workers on Turner project sites thereby putting them in close contact with one another. The objectives are to have a virus-free environment to prevent the spread of a highly infectious virus.

All tasks and work should first be reviewed in an effort to maintain 6' distance between crews and workers. One individual will be assigned to observe and ensure 6' distance is maintained between workers and crews for work that can be conducted in that manner. To that end, a risk assessment and Pre-Task Plan (PTP) evaluating and documenting the controls put in place should be completed and reviewed with all workers. For non-task related interactions (passing on the

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stairs, riding a hoist, breaks, lunch, etc.) follow project specific guidelines, maintain 6' distance, and wear a cloth face covering.

The risk assessment will contain the following two questions that must be addressed:

1. Will the work as planned in the PTP allow for 6' distancing between your crew and other crews?
 - If the answer to this question is yes, then proceed with the work as planned in the PTP; including, at a minimum a cotton cloth face covering that covers the nose and mouth (cotton cloth, bandana, or buff). Additionally a surgical, KN95, or similar mask can also be worn. Note: all work must be evaluated for the appropriate minimum PPE required by OSHA.
2. If the work as planned in the PTP does NOT allow for 6' distancing between your crew and other crews, are there alternative methods to put the work in a place that will maintain a 6' distance?
 - If the answer to question two is no, fill out the section of the PTP titled Close Contact Work. The PTP should include:
 1. Minimum COVID-19 PPE requirements
 - Surgical mask **and** face shield with a goggle underneath or surgical mask **and** a goggle/face shield combo
 - If a face shield or goggle/face shield combo cannot be obtained then a KN95 or similar mask with goggle should be used
 - Nitrile gloves under task-specific gloves
 2. Training on the task risks and how to wear; put on, take off, clean and store the PPE

Trade partners/vendors must have a program that is equal to or greater than the standards contained herein.

In addition to the PTP, each trade partner/vendor is responsible for having a COVID-19 risk mitigation plan that includes how they will protect their workers as it pertains to COVID-19. The plan should address at a minimum:

- Site entry, including temperature screening and self-assessment questions, what to do if sick, handwashing, etc.
- Risk assessment for each scope of work addressing maintaining 6' distancing including dispersion of workers, crew sizes, density of crews, daily huddle and gatherings
- Assigning a distance monitor
- Employee training, education and safe work practices
- Minimum COVID-19 PPE for normal and close contact work
- Inspection criteria to review the plan
- Regular cleaning and disinfecting protocols
- Social distancing standards
- How they will meet and follow these standards and current CDC guidelines (which may be modified from time to time).

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Per OSHA guidelines, employers are required to train each employee who must use PPE on the following:

- When PPE is necessary.
- What PPE is necessary.
- How to properly put on, take off, adjust and wear the PPE.
- The limitations of the PPE.
- Proper care, maintenance, useful life and disposal of PPE.

Per OSHA guidelines in 72 FR 64341 citing 29 CFR 1926 - Employer Payment for Personal Protective Equipment (November 15, 2007) each Employer is required to provide required PPE at no cost to their employees.

In addition, trade partners/vendors are required to train their employees on the standards outlined in this plan. Documentation of this training must be submitted to the Turner Superintendent prior to the commencement of any work.

Establish a Changing/Cleaning Area

A "Changing/Cleaning Area" will be provided by Turner for individuals to remove, clean, or dispose of PPE properly. This area will need to include a hand washing station (hot and cold water or tepid water), PPE cleaning supplies, a trash can with a lid, and a way to maintain 6' distance from other workers.

Since workers are encouraged to remain close to their work areas throughout the day, trade partners can establish their own changing/cleaning areas (a floor above or below) so workers can have a place to clean up when they take breaks, lunch, and remove PPE at the end of the day. At the end of the shift this area must be cleaned with an EPA approved disinfectant.

CDC recommended sequence to put on PPE is as follows:

Putting on a mask:

- Place it over the nose, mouth and chin.
- Fit the flexible nose piece over the bridge of the nose.
- Secure it on the head with ties or elastic.
- Adjust it to fit.
- If the mask has two elastic head bands, these should be separated. With the mask over the nose, mouth and chin, stretch the bands over the head and secure them comfortably – one on the upper back of the head and one below the ears at the base of the neck.

Putting on goggles and face shield:

- Position goggles over the eyes and secure to the head using the ear pieces or headband.
- Position the face shield over the face and secure it on the brow with the headband.
- Adjust for comfort.

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Putting on gloves:

- Gloves are the last element of PPE to be applied.
- Extend the hands into the gloves and extend the gloves to cover the wrist of the gown or Tyvek suit.
- Tuck the cuffs of the gown securely under each glove. (If gown or Tyvek Suit are not being worn pull gloves to cover over wrist)
- Adjust for comfort and dexterity.

Safe Work Practices

- Keep gloved hands away from the face
- Avoid touching or adjusting other PPE
- Remove gloves if they become torn; perform hand hygiene before putting on new gloves
- Limit surfaces and items touched
- Change when torn or heavily contaminated
- Perform hand hygiene

Follow the links below for CDC sequencing for putting on or taking off PPE. Post these in each area where PPE will be put on or taken off.

<https://www.cdc.gov/hai/pdfs/ppe/ppe-sequence.pdf>

<https://www.cdc.gov/hai/pdfs/ppe/ppeposter148.pdf>

Cleaning requirements after PPE use:

These standards for cleaning must be followed every time a person must remove their PPE. For example, morning break, lunch, afternoon break, end of day, if PPE is removed for a cigarette break, or to use the restroom.

1. Remove and dispose of gloves per CDC guidelines. Do not touch outside of gloves.
2. Wash hands immediately with soap and water for at least 20 seconds.
3. Remove mask without touching outside or front. If it still maintains functionality, place in a paper bag for reuse and label who it belongs to. That person should retain control of their mask. Used masks should never be shared with another person.
4. Wash hands immediately with soap and water for at least 20 seconds.
5. Remove hard hat and goggles or face shield by loosening straps. Do not touch the front of the goggles or face shield. Clean thoroughly with soap and water or alcohol-based wipe or virucidal type cleaning solution
6. Wash hands immediately with soap and water for at least 20 seconds.
7. Remove protective clothing without touching outside of the garment and turn garment inside out before disposal.
8. Wash hands immediately with soap and water for at least 20 seconds.
9. Discard all non-reusable PPE in a trash receptacle with a lid.
10. Wash hands immediately with soap and water for at least 20 seconds.

March 2020 Construction Starts

<https://www.construction.com/news/construction-starts-decline-march-2020>

MONTHLY CONSTRUCTION STARTS

(Millions of Dollars, Seasonally Adjusted Annual Rate)

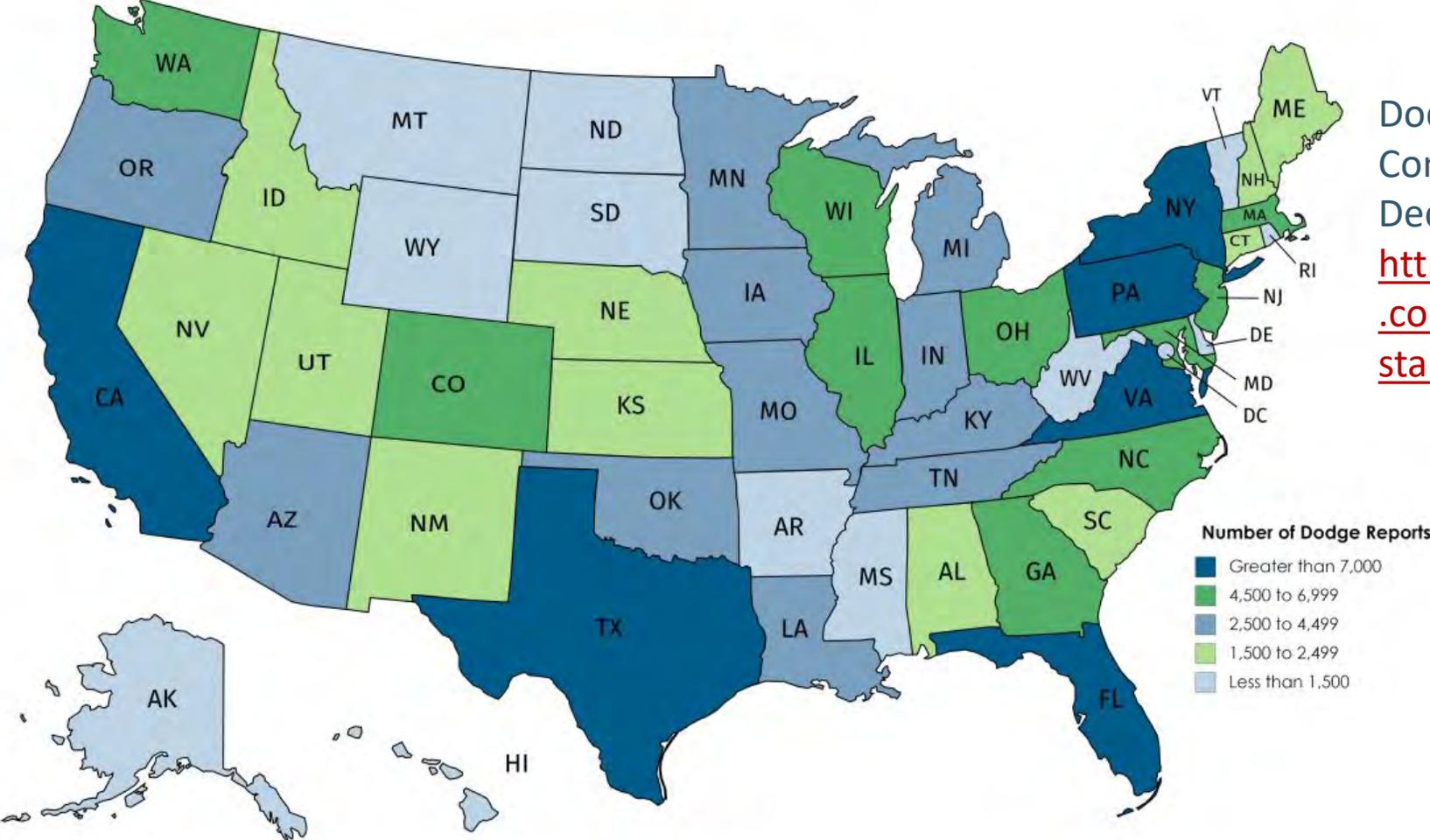
	March 2020	February 2020	% Change
Nonresidential Building	\$259,774	\$284,264	-9
Residential Building	318,247	357,084	-11
Nonbuilding Construction	168,908	148,262	14
Total Construction	\$746,929	\$789,610	-5

YEAR-TO-DATE CONSTRUCTION STARTS

Unadjusted Totals, in Millions of Dollars

	3 Mos. 2020	3 Mos. 2019	% Change
Nonresidential Building	\$59,475	\$64,807	-8
Residential Building	79,155	72,773	9
Nonbuilding Construction	36,387	44,152	-18
Total Construction	\$175,017	\$181,732	-4

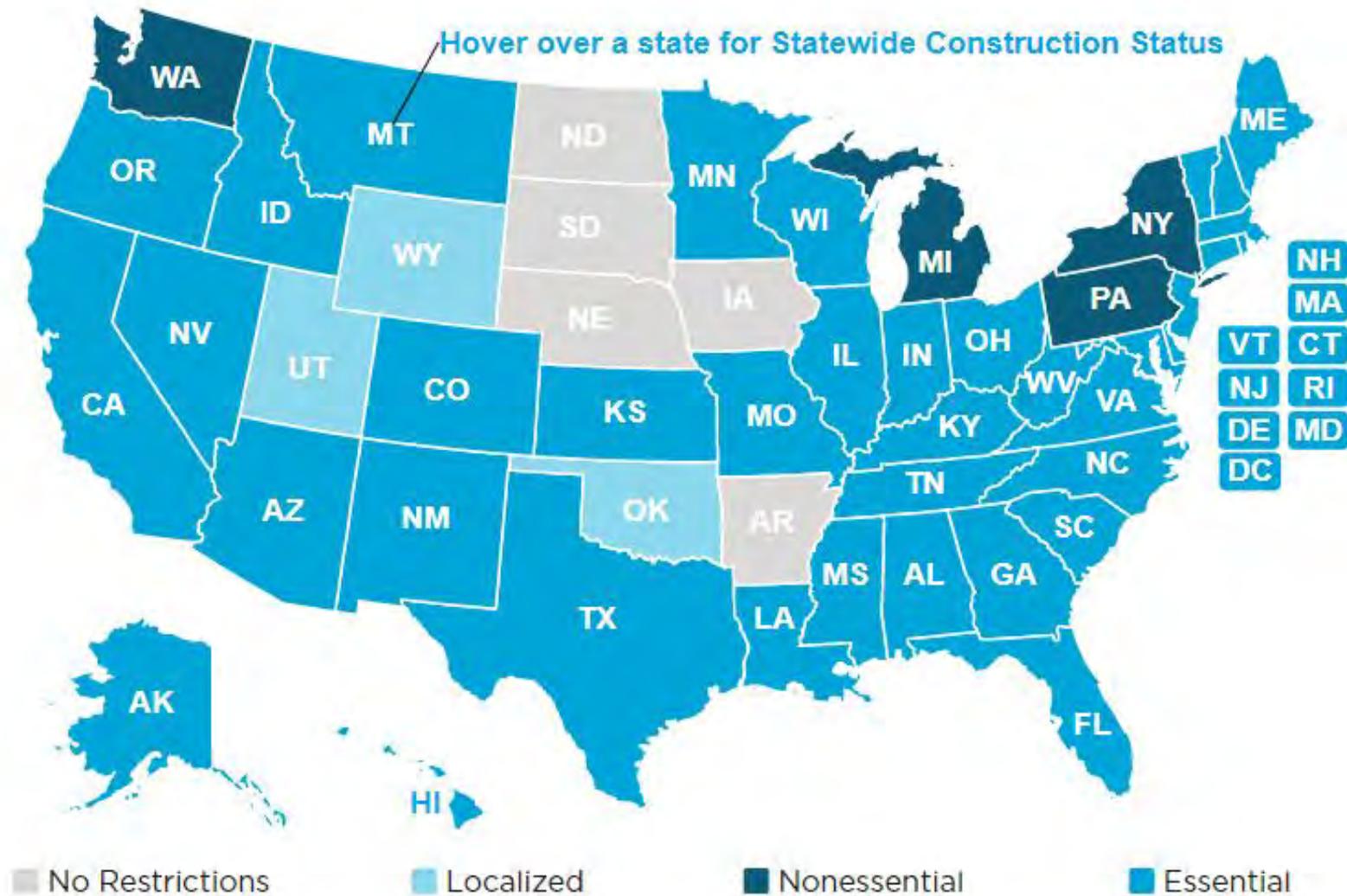
Active Projects in Pre-Planning and Planning during COVID-19



Dodge Data and Analytics:
Construction Starts
Decline in March

<https://www.construction.com/news/construction-starts-decline-march-2020>

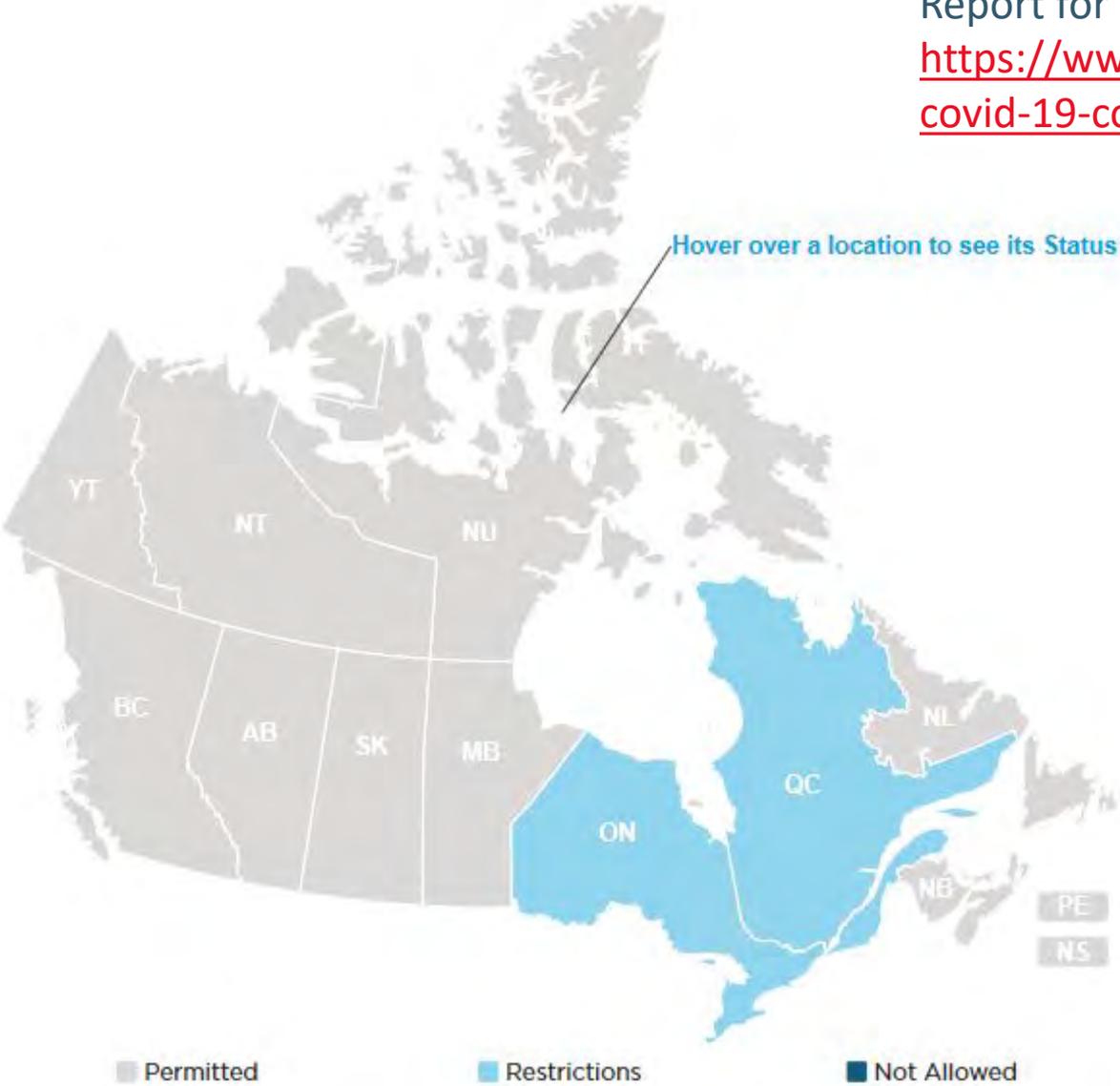
Is Construction an Essential Activity?



Construct Connect:
Essential Construction
Report for U.S. (State
by State)
<https://www.constructconnect.com/covid-19-construction-activity-report>

Is Construction an Essential Activity?

Construct Connect: Essential Construction Report for Canada (Province by Province)
<https://www.constructconnect.com/canada-covid-19-construction-activity-report>



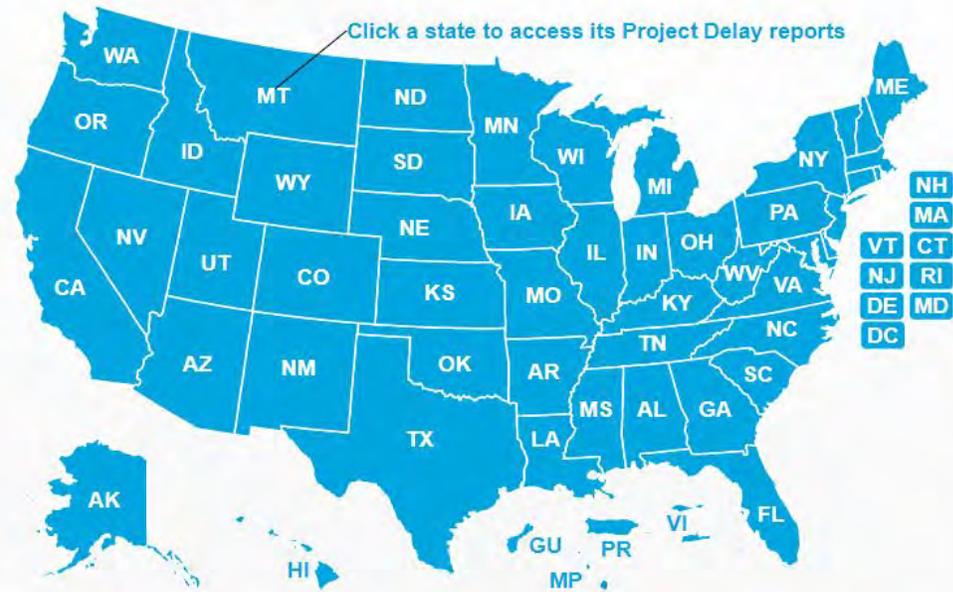
Delayed Projects Reports

Construct Connect: Delayed Project Report for U.S. and Canada

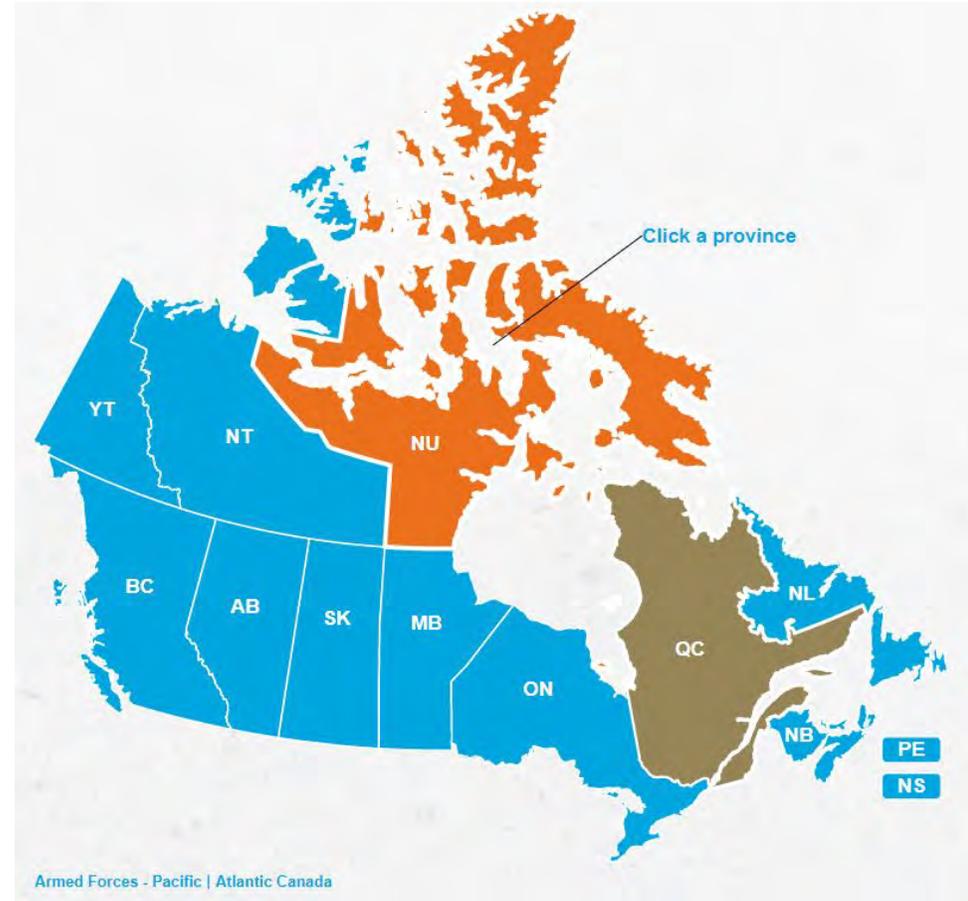
<https://www.constructconnect.com/delayed-projects-report>

USA - Delayed Project Reports (updated daily)

Current Delays: 3048 | Yesterday: 2952 | Change: 96



American Samoa | Armed Forces - Americas | Armed Forces - Europe - Africa - Canada | Armed Forces - Pacific | Federated States of Micronesia | Marshall Islands | Palau



Armed Forces - Pacific | Atlantic Canada