



# A PLAN FOR PHASE ONE OF RETURNING TO THE WORKPLACE

**G100** | TALENT  
CONSORTIUM

Return to Workplace Task Force

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# CONTEXT

In response to the COVID-19 global pandemic, governments around the world implemented a variety of stay-at-home orders that sent more than a third of the world's population home. Businesses were compelled to quickly develop or refine work-from-home practices at scale and develop operating strategies that take into account essential workers not able to work from home, while facing extraordinary economic pressure.

Governments, in an effort to mitigate long-term economic damage from the pandemic response, are currently moving to ease stay-at-home orders and lift instructions for businesses to close. There are not, at this point in time, approved curative therapies or vaccines to treat COVID-19.

Workers around the globe now need to be safely brought back into shared workspaces. As a "Return to Workplace" Task Force comprised of the most senior Human Resources leaders, we have developed a plan for a safe return, and advocate for the following shared protocols across the business community.

# RETURN TO WORKPLACE TASK FORCE MANDATE

Formed in April 2020, the G100 Return to Workplace Task Force is a subset of G100 Talent Consortium, a member-driven community of Chief Human Resources Officers. The Task Force is comprised of senior HR leaders from 30 organizations, representing \$1.2 trillion in market capitalization, \$807 billion in annual revenue, and more than 1.9 million workers worldwide. We represent a full range of industries, including technology, services, manufacturing, hospitality and finance, among others.

As our companies' senior-most human resource officers, we serve as partner and advisor to the CEO; we protect the corporation and its board by ensuring compliance with public sector labor laws and building a capable, productive workforce; finally, we serve the workforce by fostering a safe and fair workplace.

While each of our companies has its unique challenges, we have come to a consensus on guidelines to ensure a safe return to workplace, which are contained in this document.

These guidelines are intended to address "Phase One" of the return to work, and we recognize that our knowledge of workplace safety and the pattern and rate of COVID-19 infection will continue to evolve.

We urge CEOs, CHROS, corporate leaders, and board members to adopt plans for their companies equal to or exceeding these guidelines as they reconvene their workforces to carry forward the next era of business, and do so in a way that reflects their business and location characteristics.

Companies may choose to go beyond these guidelines, and depending on the business and the configuration of work, we encourage companies to alter their paths as necessary in order to comply with these guidelines.

# THE CASE FOR SHARED PROTOCOLS

The workplace we return to is part of an interconnected business ecosystem

- Our employees are looking to us for leadership and trusted information. The leadership imperative demands that we act collaboratively. It is not enough to address safety within the walls of our own workplace.
- The health and well-being of our employees will guide our actions. We recognize that our employees face return to the workplace with trepidation, and we will take action to support their physical and mental health.
- Common standards for safely re-entering our workplaces make sense, given:
  - We will increasingly visit and be visited by customers, vendors, suppliers, and other partners;
  - We may share subways, buses, trains, ferries, or cars en route to work;
  - We may share elevators, parking lots, or cafeterias, or cross paths in a lobby with employees of neighboring companies; and
  - We live with employees of other companies.

# TRIGGERS FOR RETURNING TO WORK

Declarations by national or local governments that businesses may reopen

– AND –

The leadership of our companies believe that:

- The rate of infection is stable or declining
- The healthcare system (beds, medical personnel, ventilators, and PPE) can accommodate reinfection should it occur
- The availability of testing can accommodate all with severe or mild symptoms with sufficient accuracy and speed to contain spread
- The productivity benefits of phased return to work in each location outweigh the perceived risks

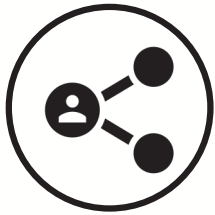
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## A NINE-POINT PLAN

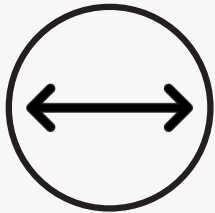


## 1. PRIORITIZE WORK / WORKERS TO R2W IN PHASE ONE



- Where possible, target 25% capacity in facilities at any point in time
- Criteria for prioritization will vary by company, and may include the criticality of work and workers, the impact of WFH on productivity, ability of workers to safely commute to the workplace, employee preferences and employee risk characteristics

## 2. DEVELOP PHYSICAL DISTANCING PROTOCOLS (2M OR 6 FT)



- Maximum meeting size (guideline of 10 in phase one)
- Closure of high-risk workspaces and gathering spots (i.e., fitness centers, food pantries and water fountains)
- Creation of one-way traffic flows (mark floors)
- Establish maximum elevator capacity if applicable
- Consider staggered scheduling (A and B teams, shorter shifts, shorter work weeks)
- Floor markings and signage to reinforce safe behaviors
- Reduce number of seats/workstations

## 3. CLEAN & DISINFECT WORKSPACES



- Increased frequency or disinfection of commonly touched surfaces
- Modifications to create “contactless” environments
- Assess and possibly enhance ventilation
  - Extend the operation of ventilator systems, if possible
  - Disable re-circulation of air
- Supply hand sanitizer in prominent places
- Prominently display posters promoting respiratory hygiene

## 4. SCREEN FOR INFECTION



- Daily screening of all employees and visitors for symptoms (including fever, cough, sore throat, shortness of breath, loss of taste or smell)
- May include temperature checks
- Symptomatic employees or guests not permitted to enter workplace

## 5. EMPLOYEE SAFETY PROTOCOLS



- Personal protection: May include face coverings, gloves, plexiglass dividers, disposable desk pads. When practical, face coverings are recommended where physical distancing may be difficult to maintain
- Food / meal protocols: Reconfigure cafeterias for physical distancing. Limit menu items and eliminate buffets. Determine where and when employees will eat (staggered meal-times if needed to achieve physical distancing)
- Make disinfectant available near high-risk workstations; provide hand washing breaks
- Process for self-identification of vulnerable employees to remain remote. Definition of vulnerability to be consistent with guidelines issued by WHO, CDC, or local authorities

## 6. TRAVEL POLICY



- Limit non-essential travel, with a consistent approval process for exceptions
- Monitor all employee travel (business and personal) and require quarantine on return if consistent with local guidelines on spread and regional risk



## 7. VISITOR POLICY



- Significantly restrict visitors in phase one and subject to approval
- When approved, visitors must comply with site protocols including temperature checks, face covering rules, physical distancing, hand washing and disclosure of recent travel destinations
- Visitors must be notified in advance of protocols

## 8. MONITOR & CONTROL



- Ownership of overall plan compliance and each component clearly assigned
- Plan is documented, and if necessary or advisable shared with local authorities
- Metrics established to monitor compliance and outcomes
- Disciplinary procedures in place for non-compliance
- “Snap back” procedures in place
- Internal audit to monitor compliance with plan

## 9. COMMUNICATIONS & EMPLOYEE RELATIONS



- Equip employees with resources to support mental health, physical health and financial well-being
- Cadence of employee communication is frequent, and designed to teach, inform, and support employees through the challenges of R2W
- Employees in the workplace and at home will have equal access to critical information
- Vulnerable employees will be protected without stigmatization or career consequences
- Respect employee privacy while supporting contact tracing and workforce safety objectives

# ACTIONS TO TAKE NOW

- ✓ Customize each element of this plan for your company and for each location
- ✓ For each location, begin the physical reconfiguration of the workplace to achieve social distancing, reduce surface contacts and assure adequate ventilation
- ✓ Assure supply of PPE
- ✓ Identify and train critical employees or vendors/suppliers (food service, janitorial service, health screening, reception personnel, van drivers, etc.)
- ✓ Address short and possibly long-term policy issues i.e. paid time off policies, employee privacy, and accommodations for those continuing to WFH
- ✓ Review plans with unions if applicable
- ✓ Select metrics for monitoring and controls
- ✓ Consider safe travel alternatives for employees who are dependent on public transportation
- ✓ Engage with government officials to reinforce the imperatives of widespread testing and contact tracing
- ✓ Identify critical roles and have plans in place to assure business and leadership continuity

# BEYOND PHASE ONE

For movement beyond Phase One, employees will be looking for the following:

- Evidence that protocols in phase one have not contributed to a significant increase in reinfection
- Containment processes and technologies, including testing and contact tracing, have enabled a further reduction in spread
- The challenges of public transportation, elevator usage, and other infrastructure can be addressed or tolerated

# WHO WE ARE

Formed in April 2020, the G100 Return to Workplace Task Force is a subset of G100 Talent Consortium, a member-driven community of Chief Human Resources Officers. The Task Force is comprised of senior HR leaders from 30 organizations, representing \$1.2 trillion in market capitalization, \$807 billion in annual revenue, and more than 1.9 million workers worldwide. We represent a full range of industries, including:

BANKING

CHEMICALS

COMPUTER SOFTWARE

CONSTRUCTION

CONSUMER PRODUCTS

FINANCIAL SERVICES

INSURANCE

IT SERVICES

LODGING

MANUFACTURING  
(DURABLES / NON-  
DURABLES)

PROFESSIONAL SERVICES

RETAIL

## Member Organizations

- AptarGroup, Inc.
- Bank of America Corporation
- Blackbaud, Inc.
- BrandSafway
- Change Healthcare
- Crawford & Company
- FactSet Research Systems Inc.
- Foot Locker, Inc.
- Freddie Mac
- FTI Consulting, Inc.
- General Electric
- Hamilton Insurance Group, Ltd.
- Hewlett Packard Enterprise
- Hyatt Hotels Corporation
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- Johnson & Johnson
- KeyCorp
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- Parsons Corporation
- Spencer Stuart
- The Clorox Company
- Thrivent Financial
- V.F. Corporation
- Varian Medical Systems, Inc.
- WSP Global Inc.

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