

# Making Space for Greatness:

EQ's Guide to Navigating the New Rhythms of the Workplace



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# Toward Collective Renewal



*2021 Welcome Letter from Lisa Picard, President and Chief Executive Officer of EQ Office*

After an undoubtedly demanding year, we at EQ Office look forward to beginning a phase of collective renewal for all.

Our success is based on the success of our customers and the renewal our communities, period.

As I consider my own return to work, I'm driven by the fluidity of life and renewal. I recall a quote by Bruce Lee, and his common references to water. "Be like water making its way through cracks. Do not be assertive, but adjust to the object, and you shall find a way around or through it. If nothing within you stays rigid, outward things will disclose themselves."

The return to work will need to be very fluid. We will flow and fill several shapes before we rest into what is normalcy for each of us. Know that EQ continues to work with our customers and partners to support the individual office reentry at every step of the way. We have implemented best-in-class operations to support your safety following guidance from the Centers for Disease Control and Prevention (CDC) and local governments. Your onsite management teams are on standby to provide guidance.

We continue to explore resources, technologies and solutions to support your success, and we look forward to sharing more information as we navigate the changes forward.

I invite you to navigate this pivotal moment and be like water, my friends.

Sincerely,

A handwritten signature in black ink that reads "Lisa Picard".

Lisa Picard

# A Collaborative Approach to Workplace Reentry

EQ's vision has always focused on collaboration with all its customers. This focus has allowed us to remain flexible, while continuing to navigate the fluidity of the return to office.

Our work reentry playbook and guidance are dynamic, iterative resources that will continue to evolve with research, knowledge and experience, as we continue to learn about the impact of this pandemic.

Throughout the pandemic, your feedback has been invaluable, and we continue to adopt a customer-centric approach workplace reentry. Building on insights from EQ's recent Return to Office customer survey, your property management teams are developing operational plans to welcome you back to the office community.

## SOME OF THE USEFUL INSIGHTS UNEARTHED BY OUR SURVEY INCLUDE:



### Companies are returning to the office

Survey data indicates a clear desire to return to the workplace with **87% of customers planning to return to the office** with either a full-time or with a flexible work model. Customers expect flexible, remote work models to continue; however, 41% of customers anticipate fully transitioning back into the office by the end of 2021.



### Productivity and culture drive workplace reentry

**Productivity** is the most important reason customers want to return to the office, closely followed by **culture, collaboration and community**. Building on the desire for productivity and collaboration, the survey data showed both formal and casual collaboration spaces continue to be important amenities for customers.



### Customers are implementing workplace health and wellness measures

Customers are adapting their spaces in preparation for employee return and implementing a number of measures to help facilitate the health and safety of employees. The top wellness measures customers are considering implementing in the office include **social distancing, face coverings, remote work capabilities, health screenings and health education programs and policies**.

# EQ Portfolio Guidelines

As we navigate the transition forward, we are closely monitoring the latest COVID-19 guidance, local regulations and workplace requirements, and we will communicate property-specific updates and safety measures. Additionally, EQ has implemented the following common office reentry measures at our properties across the country:



## HEALTH, HYGIENE AND CLEANLINESS

### ENHANCED CLEANING

We will continue to work closely with our cleaning service providers and partners to implement the latest Centers for Disease Control and Prevention (CDC) guidance. Hand-sanitizer dispensers are available throughout the building, and Day Porters will regularly wipe down handrails and other touch points throughout the lobby.

If customers would like additional cleaning and disinfection of their space, we can accommodate customer preference.

We encourage customers to contact their property manager with questions about any of these measures.



## ENVIRONMENT

EQ has developed a methodology for assessing and improving air quality with COVID-19 in mind. Where possible, properties will work to improve air and water filtration systems and eventually increase the use of outside fresh air, balancing humidity to maintain moderate levels.

# COMMUNICATIONS



## SIGNAGE

Signage will be posted throughout the building to promote safe practices for our community. Please familiarize yourself with all building signage and adhere to the practices specified.



## WEBSITES

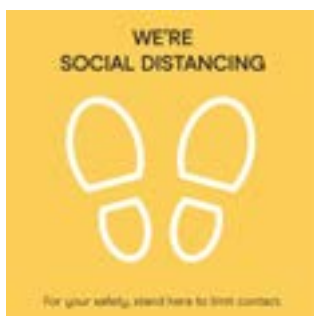
Please frequently check your property's website for the latest information and updates.



## PROPERTY TEAMS

As always, we encourage tenants to contact their property manager with questions about any of these measures.

Some examples of signage you may see at EQ properties include:



## PATH OF TRAVEL

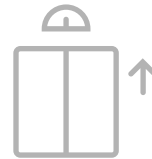
Each one of our customers has a unique workplace reentry plan. In support of our customers' transition back to the office, we have implemented and tailored measures at each property to support the health and well-being of building occupants.

In this phase of fluidity and collective renewal, your property management teams have worked diligently to welcome your teams back to a safe, effective workplace. EQ is here to support your transition and co-create a plan that helps your workforce thrive. Below are a few key touchpoints to consider as you prepare your teams to return into the business community.



### LOBBIES AND COMMON AREAS

You may notice changes to the occupancy and seating arrangements in lobbies and common areas, subject to local guidance. Everyone is encouraged to familiarize themselves with CDC recommendations for social distancing practices while on the property, and security will continue to monitor activity.



### ELEVATORS

Security guards may assist at lobbies to coordinate elevators for visitors and customers. Hand sanitizer stations may also be installed at elevator banks. Please adhere to posted signage, which may include information about occupancy, physical distance recommendations or mask guidelines.



### STAIRWELLS

Please remember stairwells may be an option for access to tenant floors.



### GARAGE AND PARKING

Garages may continue to accommodate those with monthly parking permits. Some levels may serve as visitor parking. Hand sanitizer and disinfectant wipes may be offered by valet parking teams before and after handling cars.



### LOADING DOCK AND SERVICE ELEVATOR

The loading dock entrances at some properties may be used as access points for contractors and vendors.



### VISITORS

Visitors will check in at the lobby desk and are expected to follow posted signage and building policies, which may include adherence to face covering and physical distancing guidelines.



### TENANT AMENITIES

Amenities in our buildings, including fitness centers and conference rooms, will reopen according to local regulations. Please review the latest guidelines before returning to customer amenity spaces.

The measures described above are just some of the actions that EQ has taken to support your reentry to the workplace and help ensure the health and well-being of our communities. Your property manager has developed detailed protocols for each building. Please contact your building management team with questions.

We also encourage you to carefully review CDC recommendations, as well as state and local guidance applicable to your operations and industry, as you return to the workplace.





## TENANT TOOLKIT

# EQ Office's Top Tips for Reentry Success



## KNOW BEFORE YOU GO

- Revisit your company protocols. What new COVID-19 guidelines are in place?
- Think through your daily schedule. Options such as transportation may have changed.
- Consider work-from-home a few days/week, or staggering commute times with your colleagues.



## ARRIVE IN STYLE

- Review building policies and changes to property operations. This may include new occupancy guidelines in elevators.
- Determine a clear path of travel. Observe posted signage and consider how to avoid crowds as much as possible.



## A CLEAN SLATE

- Consider adopting a "clean-desk" policy by removing clutter and disinfecting your workspace.
- Handling packages and deliveries? Remember to wash your hands with soap and water.
- Please remind your guests of all building policies, which may include physical distancing guidelines.



## COMMON (AREA) SENSE

- You may notice changes to the occupancy and seating arrangements in common areas, subject to local guidance.
- Identify which washroom(s) you'll be frequenting. Make sure to follow the CDC guidelines.
- Enjoying time out of the office? Make sure to familiarize yourself with local guidelines around face mask requirements.



## EXIT STRATEGY

- Keep it light. To halt the spread of germs, carry little home and leave as much as you can in the office.
- Keep it clean. Remember to disinfect your laptop at the beginning and end of each day.
- Keep it efficient. Think through your schedule, including quitting time, transportation and path of exit.



## WORK IN PROGRESS

- EQ is committed to keeping our tenants healthy and safe. Using disinfectant recommended by the Environmental Protection Agency, our staff performs daily enhanced cleaning and sanitation of all frequently touched objects and surfaces throughout the workplace.

## TEAM CHARTER

# Building a Rich Foundation for Reentry

Times of collective renewal present an opportunity to reflect on the valuable lessons learned throughout the past year, and to reestablish the foundation and direction of our vision and values. At EQ, we have captured these insights in the form of a **Team Charter** – an agreement that aligns what we do and how we work to deliver excellence to our customers and empower our teams and communities.

Team Charters are an essential way to clarify an organization's mission and provide direction at critical junctures. Consider the following questions as a starting point to guide conversations on how to best reassess and reenergize your organization's goals among employees, teams and leaders:

### RETROSPECTIVE

**What are the lessons we've learned from one another over the past year?**

- What have you learned about yourself and about your team members?
- What will you take with you as we move forward? What will you leave behind?
- What new team dynamics and workplace rhythms have you established in the last year that you would never have previously considered?
- How have you learned to rely on your team, and how can you continue to foster that in your business community?

### WORKING TOGETHER

**How can you better understand your teammates' preferences, drivers and unique contribution to shared goals?**

- How do you collaborate and communicate with teams in a virtual work setting? Is that different from a hybrid or in-person work environment?
- How do your teams make decisions?
- How do your teams share feedback with each other?
- How do your teams resolve conflicts?

### DEFINING EXPECTATIONS

**How will your teams adapt to changing expectations of flexibility and work/life balance?**

- What are your expectations for work and the workplace?
- What boundaries are important to you?
- How do you balance the well-being of teams and individual team members?
- How do you prioritize work requirements and the health and well-being of team members?

## TENANT TOOLKIT

# Cultural Considerations

The COVID-19 pandemic has significantly impacted our communities and workplaces, and the transition back to the office will not be a return to business as usual. An organization's successful return to work will take time and require a thoughtful approach that addresses changes in people's habits and behavior as well as company spaces and procedures.

Every organization's return to the office will be different and should be customized based on its workplace culture, objectives and workstyles. To guide the planning process, we have assembled a checklist of categories and items that organizations may wish to consider. What follows is provided as a resource tool, and each organization will adapt processes and protocols as it finds most appropriate.

### CHANGE MANAGEMENT + COACHING

- **Create a "Return to the Workplace" committee** that will act as a center for escalation, decision making and resolution. Be sure to include members from all departments.
- **Develop a plan of action in advance** of the return dates and give employees adequate time to prepare.
- **Survey your organization** to help facilitate decisions when creating the Return to Workplace plan.
- **Consider recruiting change "champions"** as point persons for addressing questions.
- **Do supervisors and managers have the appropriate support and training** to help them succeed in their key roles as change agents? ? I.e., Set expectations - Model behaviors - Foster a team spirit.
  - Set expectations
  - Model behavior
  - Foster a team spirit

### COMMUNICATION + OUTREACH


- **Establish a clear communication strategy** and schedule to keep employees up to date, including steps you are taking to assure them of a healthy environment, new workplace policies and protocols, frequently asked questions, and points of contact for questions, and concerns.
- Communicate to employees the latest guidance from the CDC, local public health authorities, and property measures to help prevent the spread of COVID-19.
- **Consider how you'll direct professionals to information and resources.** Examples include establishing a help line or the use of "change champions."
- Keep a pulse on the organization by gathering input from employees on an ongoing basis as they return to the workplace.
- **Craft an office etiquette guide** for employees, to clearly communicate new protocols and procedures.
- **Continually monitor progress** and survey how employees are adapting, through surveys, town halls or other listening forums. Keep an open dialogue to maintain ongoing communication.
- **Continually provide training** on policies and protocols.

## FLEXIBLE WORK STRATEGY + COLLABORATION

- **Determine what work/functions/roles need to be on site** and with what frequency.
- Acknowledge that the COVID-19 pandemic has deeply impacted communities, workplaces and homes. Workplace reentry may look different for each organization, office and individual.
- **Determine if and how you can stagger return** in stages, i.e. alternating workdays/weeks for teams (A/B)
- **Utilize employee surveys**, productivity data or other measures to guide the planning that determines which teams to bring back in the early stages.
- Consider technology solutions to help you manage and integrate in-person and remote workforces to promote a healthy and collaborative work environment.
- **Review your new flex approach** and determine whether any training is necessary for the workforce to be productive in the new normal.
- **Think through your IT needs.** What are your plans to modernize platforms that support business priorities? Should you review video-conferencing technology and media guidelines and capabilities? What is your plan to manage cyber risk and privacy risk while employees work from home?
- **Think through ways to drive culture** in a distributed work environment.

## PHYSICAL AND MENTAL WELLNESS RESOURCES + POLICIES

- Recognize the impact that the COVID-19 pandemic has had on our communities, our workplaces and our homes.
- **Adapt company policies and programs.** Review flexible work policy, travel policies, benefits policies, PTO policies.
- **Provide access to physical and emotional well-being resources;** recognize the challenges of the past year and address employee concerns related to workplace reentry.
- **Educate managers and leaders** on worker concerns, the resources available and actions to take if a worker is potentially ill.
- **Reinforce listening channels;** pulse employees regularly to determine hot spots for wellness interventions.



The return to the office will continue to be fluid as we reenter our business communities and define new rhythms of the workplace. We remain committed to providing a safe and productive environment by keeping our customers apprised of the most recent updates to property operations, based on the latest changes to the requirements and recommendations from local officials. For more information about resources in your building, please contact your property manager.

# Contact and Resources

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By living our purpose every day, we create tangible economic value for our tenants, our partners and the communities in which we operate.

*EQ focuses on the experience of its 31 million square feet – how space feels, activates and performs to amplify the human experience. We're proud to work hand-in-hand with more than 1,500 customers of all sizes, from Fortune 100 companies to emerging startups, to bring humanity back to the work place. Our diverse team of 200+ professionals is responsible for creating inspired office environments in major cities across the country including Chicago, New York, Los Angeles, San Francisco and Seattle. As a U.S. office portfolio company wholly owned by Blackstone's real estate funds, we have the resources to lead the changes happening in work space. Explore your space for greatness at [www.eqoffice.com](http://www.eqoffice.com).*

