PLAYBOOK

POST CV-19 WORKPLACE

How Do We Transition Back To The Workplace?
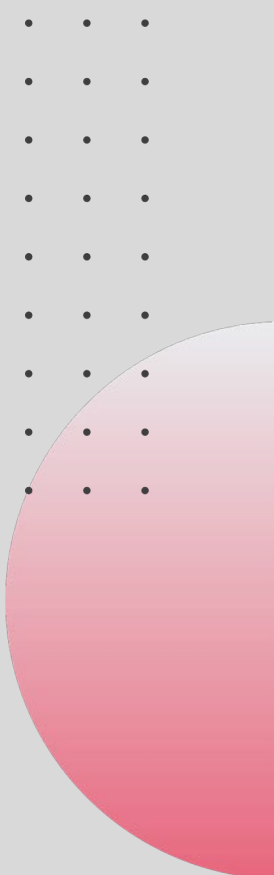
SNX
The workplace professionals

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Part 1

Safe Workspace Playbook
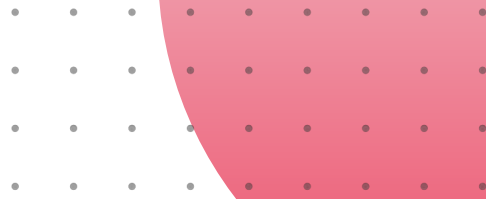
"It's absolutely essential that all societies everywhere get themselves into a position where they are able to defend against the coronavirus as a constant threat, and to be able to go about social life and economic activity with the virus in our midst"

- Dr David Navarro, WHO Envoy

1.0 Introduction

The economic and social consequences of the COVID-19 [CV-19] pandemic have been and are going to continue to be profound. This situation will not change until a vaccine or effective antviral treatment is found and becomes available. Unfortunately, there's no certainty that either of these outcomes will eventuate and we are therefore in "uncharted" waters.

As the World contemplates easing lock-down restrictions the way forward is to "hope for the best & plan for the worst". New behaviour patterns are emerging and are indeed required to guard and protect against the risks of a second wave of CV-19 infections and the ensuing social and economic harm this would cause.

With this in mind, this document has been produced with the object of providing Companies with a "safe workplace" play-book to assist in planning their transition back to work and, in a pre-vaccine world, the management of your ongoing office operations.

To support you further we have also developed a package of services that we can offer your company so you can operate your workplace and fulfil your legal and corporate responsibilities to create a safe & functional working environment for your staff and, your client's.

1.1 The Post CV-19 Workplace

When considering how to plan and manage the transition back to the workplace there are both legal and corporate regulations that must be adhered to as well as international public health guidelines to be considered.

It is worth noting that the Workplace Safety & Health Act in Singapore requires that an employer, protects, the safety and health of employees or workers working under its direction, as well as persons who may be affected by their work.

Other legislation includes the CV-19 Temporary Measures Act 2020 which is being progressively amended and provides a further legal framework which must be adhered to. Notwithstanding the latter it is worth noting the baseline requirements of the WSH Act and the corresponding post CV-19 implications for all businesses in Singapore:

1.2 Regulatory Framework

WSH ACT REQUIREMENTS	CV-19 IMPLICATIONS & ACTIONS
Conducting risk assessments [RA] to identify hazards and implement effective risk control measures	Existing RA must now be expanded and updated to consider the implications of CV-19 both in terms of specific hazards and mitigation actions. This requirement is detailed in the Safe Management System Plan that SG_GOV are mandating is in place in advance of a return to work.
Making sure the work environment is "safe". The onus is firmly on the employer to make sure the workplace is "safe" – however what is the threshold standard for making the workplace safe in light of CV	The onus is firmly on the employer to make sure the workplace is "safe" – however what is the threshold standard for making the workplace safe in light of CV-19.
Making sure adequate safety measures are taken for any machinery, equipment, plant, article or process used at the workplace.	Safety measures must be taken such as Social Distancing to ensure that ALL work processes within the workplace are safe. This covers everything from handling visitors, deliveries, couriers, service engineers & managing workflows & meetings to sanitization and cleaning of the workplace.
Develop and implement systems for dealing with emergencies.	There must be a contingency plan for dealing with a CV-19 infection in your workplace or building
Ensure workers are provided with sufficient instruction, training and supervision so that they can work safely.	Your CV-19 response needs to be documented & communicated with proper testing & training of the system.

1.3 Transition Back to the Office

The Singapore Government has issued specific regulations for the safe operation of workplaces which must be observed when economic activities resume after the end of the Circuit Breaker. The new Safe Management System [SMS] Plan regulations are detailed at;

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These requirements are in harmony with the objectives and ethos of WSH Act with which all Companies must comply.

1.4 SG-GOV Safe Management System Plan Overview

The key requirements for the SMS plan are;

1. There must be a detailed monitoring plan which can highlight non-compliance, and which is auditable. Companies are therefore obliged to proactively monitor the performance of their system.

2. There must be a Safe Management Officer[s] tasked with; producing the RA, implementation of the SMS plan, communication and training, policing, remedying non-compliance & inspecting & keeping auditable records which must be made available to a Government inspector. Your system will therefore be audited. Given the inherent risks associated with CV-19, pro-active monitoring and the split team requirements [see below] you will need to have multiple SMO's to ensure compliance.

3. Companies must facilitate tele-commuting/agile working arrangements wherever possible. Vulnerable employees which includes people with underling health conditions and pregnant women must be identified and should be enabled to work from home. SG-GOV are mandating agile work wherever possible at this time. It is stated that Government inspectors will be auditing workplaces and it is reasonable to conclude that, businesses could potentially be called to justify the job functions operating within a workplace.

4. Companies must support contract tracing & control access at the workplace. Masks must be supplied by the employer and worn at all times by everyone in the workplace. Temperature screening & health declaration for all staff & visitors are mandatory and all records must be kept for 28-days.
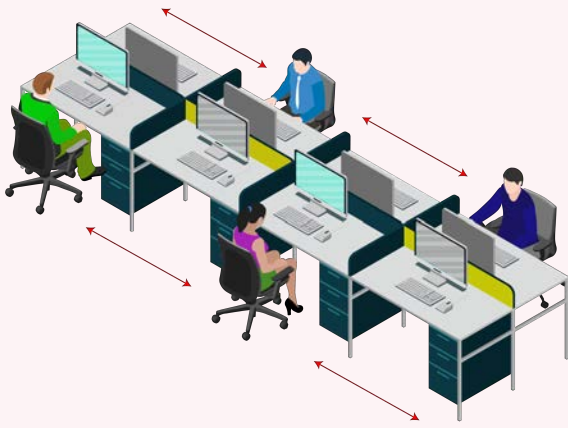
5. Companies must limit all physical interactions and ensure safe distancing at workplaces at all times. A minimum of 1 metre clearance at all times is to be observed by use of visual cues and physical barriers & shields and other technologies. This distance is a minimum and whilst reasonable during mandatory mask wearing it may be prudent to consider the situation if the mask wearing requirement is relaxed.

As noted in the following section [KNOW YOUR ENEMY] airborne virus particles can travel for distances of between 1.80-2.00 metres. We therefore believe this should be the default 'circle of safety' used for planning as it meets both European and North American guidelines.

Corporate standards should be applied consistently across all geographies and so your SMS Plan also needs to reflect your own firm's international standard.

6. Close or prolonged activities are NOT Allowed. If face-to-face meetings are scheduled, they must be limited in size & duration and, must be socially distanced. These variables must be defined & communicated, and their adherence monitored. Remembering that there's an obligation for employers to ensure a safe workplace these limits have to be able to withstand scrutiny. Companies should implement virtual meetings wherever possible.

No contact

7. Staggered working & breaks must be introduced.

8. In the transition back to work Companies must introduce split team/shift working arrangements with no cross-deployment or cross team interactions in or outside of work.

9. Within the workspace minimise physical touchpoints – contactless access controls should be retro-fitted. This could include door opening devices, automated lighting and taps. Particular attention should also be paid to devices such as copier & printing stations, remote control units and any touch screen hardware devices.

10. Encourage good personal hygiene – hand sanitisers must be installed at all stoppage points including entrances, reception areas and other high traffic contact nodes.

11. Step up cleaning which must be regular and thorough.

12. There must be an evacuation plan for unwell cases & a plan for dealing with confirmed CV-19 cases.

Remember, the WSH Act has real teeth...and failure to implement the SMS Plan or police it will have consequences...

– Any person at work who, without reasonable cause, does any negligent act which endangers the safety or health of himself or others shall be guilty of an offence and shall be liable upon conviction to a fine not exceeding $30,000 or to imprisonment for a term not exceeding 2 years or to both.

Tip

Don't forget when implementing your new SMS Plan which will involve agile working that, you must not compromise your existing WHS Plan's operation. Companies still need to ensure a safe workplace and you must be able to respond to other types of emergency including, building evacuations which may necessitate the training of additional Fire Wardens so that you have the depth of coverage when agile working is in operation to ensure your workplace can be evacuated safely. Also think about the distribution of other responders such as First Aiders etc.

SG-GOV's message is clear.

At this stage working from home wherever possible is the way forward.

1.5 Know Your Enemy

According to the WHO (World Health Organization), "The CV-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes...." Talking and breathing can also release droplets and particles. Droplets generally fall to the ground or settle on other surfaces in about 1 m while airborne particles behave like a gas and can travel through the air for longer distances, where they can transmit to people and also settle on surfaces. The virus can be picked up by hands that touch contaminated surfaces or be re-circulated into the air when the surface is disturbed.

In 2003 during the SARS-CoV-2 outbreak the virus was detected as an aerosol with some evidence that at least some strains of it remained suspended and infectious for 3 hours, suggesting the possibility of aerosol transmission through air-conditioning systems is a risk albeit a low one. The basic principles of social distancing, regular surface cleaning and disinfection, handwashing and other strategies of good hygiene are the most efficacious first-line of defense.

Smooth furniture surfaces such as glass, metal or plastic are considered risky because the virus tends to survive for much longer on these. Copper & silver containing metals are an exception because they are antimicrobial and can kill the virus reasonably quickly. Viruses generally do not survive as long on porous surfaces like cloth, but their lifespan also depends on temperature and humidity.

The following diagram provides a guide to the "duration threat" posed by surface contamination which highlights the need for regular sanitization.

How long the new coronavirus can live on surfaces

SURFACE	LIFESPAN OF COVID-19 VIRUS	
Paper and tissue paper**	3 hours	
Copper*	4 hours	
Cardboard*	24 hours	
Wood**	2 days	
Cloth**	2 days	
Stainless steel*	2–3 days	
Polypropylene plastic*	3 days	
Glass**	4 days	
Paper money**	4 days	
Outside of surgical mask**	7 days	

*At 69.8 to 73.4°F (21 to 23 °C) and 40% relative humidity   **At 71°F and 65% relative humidity

Source: New England Journal of Medicine*; The Lancet Microbe**   BUSINESS INSIDER

1.6 Developing your SMS Plan

Your transition plan will need to meet the base-line requirements outlined previously. Furthermore, how a business approaches and actions this plan, also sends a powerful message to your human resource assets in respect to how their safety and well-being are 'actually' valued by the Company. In this regard, to assist you in reviewing your workplace and the preparation of a Safe Management System Plan the following considerations & suggestions are recommended.

Planning Checklist

	1. Vertical Transportation	• Safe transit through the building lobby to your tenancy is essential. This is a potential choke point and employers need to stagger start & end times to assist the building with safe distanced vertical transportation as well as to protect employees. • Safe distance floor markers should be applied to the lift lobby floor of your tenancy as well as elevator carriage and the total occupant load permitted to wait & use the elevator at any one time should be clearly understood & communicated to all staff.
	2a. Arrival	• In accordance with the SMS Plan regulations access to the workplace needs to be controlled with entry and exits "logged" using the QR Code technology platform. Temperatures screening is mandatory for all staff & visitors. • Access for staff should be contactless as far as possible and this may necessitate a review of your current access arrangements. The CV-19 threat doesn't favor bio-metric readers that require physical contact and if you have such a system you should record this as a potential risk and provide a hand sanitization station which is more cost effective in comparison to swapping out the system however, hand sanitization stations only work if they are used.

Planning Checklist

	2b. Arrival	• Visitors should be able pre-register on line in advance of their visit. Touch panel or even hand written registration is a risk given the virus's ability to live on paper and other smooth surfaces [see KNOW YOUR ENEMY] • Clearly designated Visitor waiting areas with social distanced markings should be established along with hand sanitization and mask distribution stations. Visitor seating should meet the minimum 1.0-meter requirement however we recommend 1.8m on the basis that mask wearing may not always be mandatory. • Visitor "meet & greet" protocols need to be established and communicated and processes for managing the arrival & handling of the following must be established & communicated; • Couriers • Deliveries • Service Engineers • Consider the installation of hygiene shields such as STANDGUARD to protect staff working in the reception area from potential contamination • Install pedestrian traffic flow lanes for entry & exit pathways

Planning Checklist

3a. Workspace	**• Determine organizational policies** - which functional groups will work from the office and at which times remembering that cross deployment is not an option. This means that if you want to have a cohort of permanent staff in your office they will need to be physically quarantined from agile workers. Multi-floor tenants may have a work-around advantage. Companies need to define, communicate and pro-actively manage; • Who will return to work and when? • Maximum meeting sizes and their duration? **• Review current layouts for workplaces & meeting rooms & adapt/reconfigure** to ensure the minimum required socially distanced spacing between employees/occupants are maintained. To this end also consider establishing 'separate circulation pathways around the workplace that meet the required distancing metric. Again, hygiene shields may also be deployed to provide a protective barrier between workstations and in meeting rooms – this will become even more relevant if there's a relaxation in mask wearing. **• Door opening devices that avoid hand use may also be considered** as an additional safety tool throughout the workplace for swing doors.

Planning Checklist

	3b. Workspace	• Remove chairs from all work points and meeting spaces that are not available to discourage impromptu use and clearly mark the space as being; "not in-use". • Adjust meeting space capacities by removing chairs and by marking the non-usable table positions to maintain the required distancing requirements. We believe that it is also worthwhile clearly marking the maximum capacity of the room at the entry point as a further visual cue. If the meeting space is a bookable resource don't forget to recalibrate the room's capacity. • Every workspace & meeting space that has been used must be treated as a "contamination risk" and it must be cleaned and sanitized prior to re-use. For this reason and to fulfil the SG-GOC monitoring, tracing and record keeping requirements a log of desk users & meeting attendees must be kept. Technology solutions are available to manage this. Anti-microbial surface applications should also be considered as contamination inhibitors which will reduce the surface lifespan of CV-19. Such applications can be considered for desk, acoustic treatments and handles. • Printer & photo-copiers which require some degree of physical contact will require a hand sanitization station point and safe space markings.

Planning Checklist

	4a. Breakout spaces & Mother Rooms	• Careful consideration also needs to be given to the safe operation of support facilities such as café & break-out spaces to ensure social distancing compliance. • A maximum occupant density should be established, communicated and advertised for such spaces so that all staff are familiar with this. Flow sensors or occupancy sensors could provide a degree of automation to manage and record occupant density. • Mark traffic flow pathways and social distance tramlines around resources such as coffee machines, sinks, fridges etc. • In spaces where people can't wear masks because they need to eat or drink, hygiene shields should be deployed and each sitting position cleaned after use. • Break times should be staggered to reduce occupant density. A lunch roster needs to be established & protocols for handling coffee & water breaks which are often taken on an irregular basis mapped out & communicated.

Planning Checklist

	4b. Breakout spaces & Mother Rooms	• Given the frequency of usage of such spaces the cleaning function could potentially be partially devolved to users as it may not be feasible to have a duty cleaner on-hand to sanitize lunch sittings. This would also facilitate throughput. This will necessitate cleaning and usage guidelines being established and communicated with easily accessible cleaning products & waste disposal points. • There's also an argument that CCTV in such break-out areas could be useful to record usage as it may not be possible or practical to implement a booking system due to high volume ad hoc usage. • If you have any multi-functional rooms which also double as Mother's rooms, it is recommended that such spaces are designated as Nursing rooms only - it is essential to protect Nursing Mothers and it is therefore prudent to limit their risk exposure. Regular cleaning, is critical and this may be something that can be devolved to users.

Planning Checklist

	5a. Managing Service & Operations	• Personal protective equipment such as masks, gloves and hand sanitizer and other useful safety tools like STANDGUARD hygiene shields should be deployed ready for use at the designated dispatch & receiving points. Make sure they are readily accessible and have a supply of stock, • If possible, direct courier pick-ups and general drop-offs to low traffic areas. • Receiving protocols must be established including, providing the materials for sanitizing the exterior of all packages and supplies delivered which should be a standard operating procedure. Do take note of the lifespan of the virus on packaging [see KNOW YOUR ENEMY]. • Don't forget that service agents must be checked into your facility – this includes temperature screening.

Planning Checklist

	5b. Managing Service & Operations	• For tenants who don't occupy a whole floor & consequently have shared sanitary facilities, it is important to recognise that this represents a risk exposure. It is therefore imperative that 'shared facilities' are cleaned frequently and thoroughly. It is equally important that returning staff sanitize their hands even though they should have washed them. Safe distancing must be observed within sanitary facilities and, visual "distancing" cues at sinks and urinals should be in place. Check that these are in place. • How will your office function with agile working – consider your legal requirements for Safe Management Officers, Fire Wardens & First Aiders and how your Safe Management system's obligations will be met? • Consider risk mitigation measures to combat aerosol CV-19 transmission

Part 2

SNX's 360° CV-19 SOLUTIONS PACKAGE

2.0 Our Solutions Package

New behaviour patterns are required to guard and protect against the risks of a second wave of CV-19 infections and the ensuing social and economic harm this would cause. In a pre-vaccine world where Companies begin the transition back to work, diligent action is required to protect your firm's greatest asset, its human resource capital.

Notwithstanding the statutory and duty of care obligations that Companies must meet in order to pass the 'safe working environment' test, they also need to consider how the business's CV-19 response will be interpreted by internal and external stakeholders. In this regard, each Company's CV-19 response is a tangible demonstration of the firm's core values in respect to its human capital. Your CV-19 readiness will inevitably become a further qualification selection tool for Companies looking to contract or award business. Meeting the bare minimum standard may not be a sustainable approach on either front.

Humans have short term memories and unfortunately, people's complacency is a sure-fire way of undermining the gains made to date in the battle against CV-19. If the CV-19 virus transmission remains subdued an easing of current measures may occur which conceivably could include a shift to non-compulsory mask wearing in the workplace. Whilst, positive progress is always welcome until an effective treatment is available, we must safeguard and protect against the CV-19 threat. For this reason, SNX advocates taking the longer-term view and we believe that your CV-19 response measures should be flexible enough to adapt to changes whilst providing the highest level of protection thereby, defraying risk.

2.1 Adapt & Reconfigure [A&R] Workplace Audit

In a pre-vaccine world business must continue however, WHS legislation & Social Distancing safeguards dictate that precautionary measures are immediately taken to mitigate CV-19 risk to protect both employee's well-being & business operations. SNX's workplace A & R audit will be carried out by professionals who will review your workplace & make practical & actionable recommendations to mitigate risk by reviewing office layouts, finishes & mechanical ventilations systems. As a leading design-build contractor we are also well placed to assist you with budgeting & implementation.

2.2 Workplace Strategy

Physical office space is often a Company's second highest outgoing. Give n the economic consequences of CV-19 many businesses will be looking for ways to reduce their outgoings. In a pre-vaccine CV-19 world, agile working is the 'new normal' and reduced operational workplace densities will mean that opportunities to reduce a firm's leasehold footprint should be investigated particularly, if you have a lease event coming up.

Significant real estate cost savings can be made by downsizing your tenancy either through relocating or, by surrendering space. SNX is uniquely able to support this process both in terms of space definition analysis and budgeting as well as test-fitting. Furthermore, through our partner WERKTEC we can deploy and leverage sensor technologies together with data analytics to provide non-political and factual space utilisation data which will promote informed real-estate decision making.

2.3 How to Manage an Agile Workplace?

In a pre-vaccine CV-19 world, agile work environment must be efficiently & effectively managed to ensure that, occupant load densities are not exceeded and that socially distanced work practices are observed and controlled. Given contact tracing, sanitization and social distancing requirements as well as government regulations; agile space usage must be controlled and recorded. Through our partner WERKTEC, we can rapidly provide non-intrusive technology solutions which facilitate;

• The efficient management and control of socially-distanced workspaces

• Easy 'user' identification of 'available' socially-distanced workspaces for reservation & real time compliance monitoring

• Identification of desks & spaces that require sanitization as a result of physical usage

• Demonstration of monitoring & control capability to meet statutory & corporate compliance requirements.

• The monitoring of space demand & utilization with data analytics
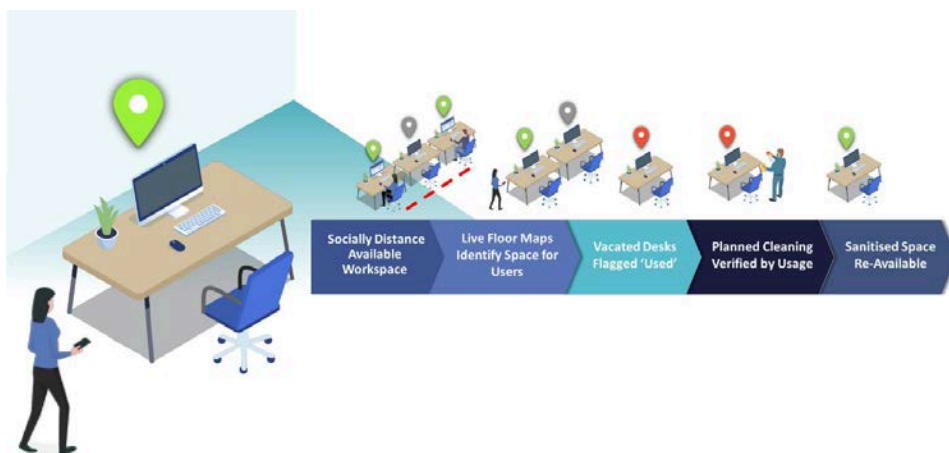
2.4 How to Create a Safer Workplace?

In a pre-vaccine CV-19 World we must safeguard and protect against the ongoing CV-19 threat. For this reason, SNX advocates taking the longer-term view and we believe that your CV-19 response measures should be flexible enough to adapt to changes in circumstance including, a relaxation in regulations whilst still having the capability of providing the highest level of protection. In this regards SNX, is uniquely positioned to supply & deploy STANDGUARD hygiene shields. STANDGUARD products assist businesses in fulfilling their safe workplace & social distancing responsibilities by providing a protective hygiene shield that helps guard against airborne virus transmission whilst, facilitating socially distanced interactions.

- The efficient management and control of socially-distanced workspaces
- Easy 'user' identification of 'available' socially-distanced workspaces for reservation & real time compliance monitoring.
- Identification of desks & spaces that require sanitization as a result of physical usage.
- Demonstration of monitoring & control capability to meet statutory & corporate compliance requirements.
- The monitoring of space demand & utilization with data analytics.

2.4.1 The StandGuard product range covers workplaces, retail and hospitality settings and can easily be deployed in your office to provide a flexible layer of protection.

Anti-Microbial
Surface Applications

2.4.2 Anti-microbial applications which chemically bond with the surface to which they are applied can provide sustainable surface protection against a wide spectrum of pathogens. Our solutions provide round-the-clock surface protection against bacteria, viruses & other pathogens and can be applied to desk surfaces, metal handles and other metal surfaces, wood, hard plastic, glass and stone finishes. We also have solutions that can be used on fabrics such as acoustic panels.
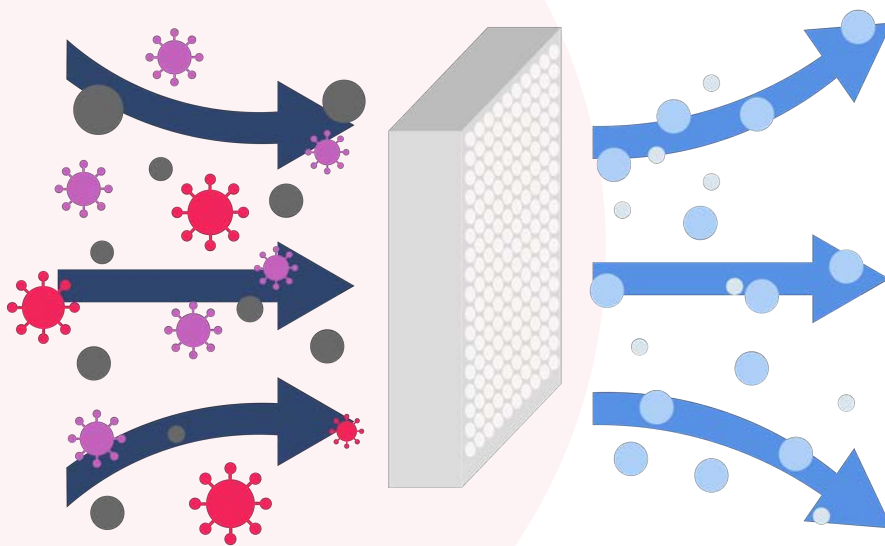
Air Quality

2.4.3 During the 2003 SARS outbreak the virus was detected as an aerosol with some evidence that at least some strains of it remained suspended and infectious for 3 hours, suggesting the possibility of aerosol pathogen transmission through air-conditioning systems is theoretically possible. Whilst the CV-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes, talking and breathing can also release droplets and particles. Droplets generally fall to the ground or other surfaces in about 1 m however particles (aerosols), behave more like a gas and can travel through the air for longer distances. Centralized building air-conditioning systems in Singapore rely heavily on the re-circulation of air and it is usually outside of a tenant's sphere of influence to get a landlord to increase air dilution. To guard against the threat of CV-19 aerosol transmission the following risk mitigation actions could be considered.

• Improve central air filtration at the AHU to the MERV-13 or the highest compatible level with the filter rack

• Consider portable room air cleaners with HEPA filters.

• Consider UVGI (ultraviolet germicidal irradiation) to the central supply duct. If you would like to consider these options, we are able to assist.

We are here to assist your needs.

Our team is available to answer all your enquiries to ensure everyone feels safe when they return to work. We are happy to support you while all of us continue to stay safe at home.

For more details, please contact the following members:

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