HOW WILL COMPANIES KEEP EVERYONE SAFE WHEN WORK RESUMES?
The corporate real estate community stepped up to respond to the challenges posed by COVID-19 through CoreNet Global’s Hackathon. The virtual ideation experience drew more than 1,000 real estate-related professionals from 35 countries to participate in 122 teams to develop collective solutions that go beyond the immediate crisis response — and help ensure the long-term health and well-being of citizens, companies and communities.

This report is a summary of one of six topics addressed in the hackathon. To see the full team reports for each topic, visit: www.corenetglobal.org/hackathonresults

The Challenge

A hackathon, by definition, is a group of individuals convening to solve problems collectively and within a short, defined period of time. Teams were formed and participants convened for a period of less than three weeks during April/May to ideate and explore what comes next in the following key areas:

3. Workplace Wellbeing

Given the catastrophic loss of life from COVID-19, will wellbeing no longer be a ‘nice-to-have’ and instead become a ‘must-have’? What new protocols around wellbeing, mindfulness and enhancing health and safety should be introduced into the workplace? What becomes of our willingness to be in common spaces, and will people and companies be reluctant to use co-working spaces and shared office settings as part of their real estate and workplace needs? Will this be the end of benching and other solutions without partitions (e.g., protection) from others around us? What steps should be taken in the event of a COVID-19 recurrence?

Challenge: Develop forecasts and key recommendations for corporate real estate professionals that address these challenges and response to wellbeing in the workplace going forward.
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Introduction:

Just as the events of 9/11 forced corporate real estate managers to consider security procedures in ways they had never imagined, the coronavirus/COVID-19 pandemic has pushed workplace wellness to the top of everyone’s minds — with dramatic ramifications for how, when and where we work.

One team took this analogy a step further, likening the profound new respect that will be given to those who clean and sanitize our buildings once we return, to the heightened levels of appreciation we found for security guards and those who serve our country following 9/11.

And the similarities don’t end there. We have become accustomed to taking our shoes off at airport security gates, traveling without large containers of liquids and showing our ID’s when we visit an office building. We will now become accustomed to wearing masks in public places, having our temperatures taken frequently as a screening protocol, and of course, maintaining a social distance.

Workplace wellness was a concept, some would even say that it was a movement, prior to the pandemic. Now it will become an industry, with new products, companies that produce them, experts, techniques, and strategies for workplace managers to sift through and adjust as they find the right formula for their respective buildings. There will be no one-size-fits-all solution, and there will be no universally agreed upon time frame for when procedures should be implemented, relaxed and perhaps reinstated as outbreaks occur.

What can be universally agreed to is that when the shutdowns began, at various times in different global regions, many common ways of life ended permanently. As we emerge, and we will emerge, the workplace will become normal again, but it will never be the same.

“Workplace wellness is no longer a trend, but a rapidly growing industry.”

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How, exactly? In this report, we present several teams’ imaginings of a day in the life of a knowledge worker. From waking up, to commuting, traveling, working and returning home again.

(Re)set for new!

I. The Short Term – The Next Three-to-Six Months

As facilities re-open, understanding fundamental employee needs will be critical to a successful and sustainable re-entry process.

Common threads that are woven into each workplace re-entry conversation seem to all include the six-foot rule, sanitizing stations, hand washing, elevator distancing, hallway protocol, cloth masks, distancing markers, bathrooms, and other health-related elements.

A myriad of questions will be on employees’ minds as they slowly return. Smart corporate real estate managers will anticipate and proactively address as many of these as possible. Communication and trust will be as critical as hand sanitizer and masks. Some topics workers may already be thinking about:

- Thermal scans
- Enhanced and increased cleaning
- Visible air quality displays
- Phased in re-entry
- Face coverings for all building occupants
- Bathroom schedules

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• De-densification
• Telecommuting
• Distancing protocol and markers
• Sensors for building occupancy
• Visible cleaning indicators
• Elevator protocol
• Holding area for co-workers who become ill at work
• Physical separation from co-workers in office
• Dedicated work points for office workers

As people return, the pandemic creates opportunities for employers to provide commonly found building enhancements throughout their facilities that will improve safety immediately:

• Building Cleaning
  – Coordinate enhanced cleaning and disinfection; make it visible! Double the staff and leave real-time visual cues
  – Make cleaning supplies ubiquitous/available; products should be selected carefully from approved product list (i.e., CDC/EPA recommended, 7th Generation, EPA certain choice)
• Building Function
  – Add touchless features (sinks, toilets, AV controls)
• Increase air ventilation and maximize filtration
  – Maximize fresh air ventilation instead of air recirculation
  – Implement UV or ionization to ‘kill’ bad viruses caught on filters
  – Increase relative humidity targeting higher (i.e., 50-65%) relative humidity, viruses tend to survive better at low humidity
  – Ensure all are running as designed; increase frequency of changing filters;
• Employee Safety
  – Establish employee temperature checks at entrance, provide PPE, hand sanitizer, disinfecting wipes within workspace area
  – Introduce social distancing throughout – compliance to pre-determined square foot usable space guide with easy to follow circulation and seating guidelines that are communicated clearly to users

Additional protocols to include:

• Update/Expand Crisis Management Plan beyond natural disasters, fire, sudden cardiac arrests, technological (such as chemical spill) and human-caused (such as active shooter) to include health (such as COVID event, fatal food allergy); plan to include: entrance/exit strategy, staggered work teams, reduced density, etc.
  – Identify the triggers that send people in/out of office
  – Appoint a designated crisis management team
• Effective communication & change management plan - keep employees informed with accurate and updated information, i.e., COVID Q&A Channel. Stop the spread of misinformation in the workplace:
  – Highly visible signage
  – Entrance/exit strategy/back-to-work welcome guide
  – Testing procedures
  – App to confirm current state/survey (are you or any housemates ill?)
  – Update travel policy — who travels when and how do you cater to employee comfort?
  – Face-to-face group meeting policy
  – Employee cleaning procedures/cleaning team
• Provide timely and useful advice to employees, including but not limited to practicing good hygiene, safe food handling, stay home if sick, and/or care for family
• Implement Remote Work at Home and/or Wellness Living Corporate Housing. Create an environment that fosters online collaboration

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Cleaning includes identification and reduction of key touch points (doors, desks, elevators and common areas, as well as staff amenities like coffee machines). A full daily disinfection may not be necessary, but the virus can live on surfaces for up to three days; and proper, increased cleaning will help lower exposure. Higher frequency of cleaning and the visibility of these services particularly in common areas will help address staff concerns as well as protecting against the risk of infection.

**Long-Term Changes**

The physical workplace is an embodiment of company culture, it will continue to be a place to gather and collaborate. Over the long term, the need for a shared space will not change, but what’s in it and how we use it will most certainly be different.

**Collaboration**

- Collaborative spaces will need to be more adaptable and include things like visual cues for cleanliness or mobile capabilities to support increased physical distance.
- Benching will not go away over night, but it will likely be modified with designs that are individualized for the workers, for example, an increased mix of benching with more partitioned areas. This may include kits that allow temporary partitioning or change of orientation in existing benching.
- There may be a shift from “shared” workplaces to individually assigned spaces to promote workplace cleanliness.
- There is and will be a desire for staff to move out of open offices and back into enclosed office spaces (perception of the enclosed office space as being private and safer).
- Workplace cafeterias will provide more grab and go and made fresh- to-order food options while eliminating self-serve options.
- There will be an emphasis on signage in the workplace. Digital signage may promote greater reach and flexibility (digital signage gets 400% more views than static signage according to Intec Corp).

**Mental and Emotional Health**

- Mental and emotional health concerns will be taken more seriously. A key piece of mental wellness includes the feeling of safety and comfort provided by communicating how the workplace is transforming to protect individuals’ long-term health and safety. The workplace will need to support the mental health of workers by providing them a safe place to work as well as consideration of biophilic and psychologically restorative features such as water, plants, sounds of nature piped in, places for meditation, or more investment in outdoor workspaces.
- Companies will also provide resources for employees to speak with counselors and doctors should individual needs arise. Anxiety will be a significant element of the return to work.
- Employers will find creative ways to support the well-being of a virtual workforce, such as: virtual fitness and wellness classes, remote ways to connect with nutritionists and counselors, company-wide support for discouraging or prohibiting meetings over lunch hour to help combat “Zoom fatigue,” giving employees an extra company-wide holiday, hosting virtual happy hours, and having managers call and reach out to staff more often, just to check in on well-being.

**New Spaces and Construction**

- Future workplace design will see more agile space, activity based, and mix of space types. It will also see an acceleration of healthy building investments in maintenance resources, building services and compliance with evolving building or engineering codes.
- New antimicrobial materials for surfaces, coatings, door hardware, fabrics and textiles will be developed to inhibit the spread of pathogens.
- All new construction and renovation projects being planned should include pathogen-free considerations.
- Certifications such as those from WELL Building, Fitwel building certification, and others will become more important.
- Risk mitigation will include a set of core risk principles, creating a multi-layer strategy to reduce risks enough to allow your employees to feel safe and trusting to come to the office.
• An emphasis on no-touch or voice activated fixtures and technology, such as doors you open with your arms or feet, no-touch elevator buttons, as well as no touch coffee makers (robotic or those that can pair with a mobile device).
• Air quality will be viewed increasingly as a human right and equity issue, not solely a checkmark for certification achievements. Designers will also maximize daylight and views, and create connections to nature through materials, plants, and select artwork. With that in mind, our desire to spend time outdoors will drive an investment in functional, comfortable, and accessible outdoor spaces wherever climate and real estate allow.

A Day In The Life

Several of the teams imaginatively created a day in the life in this new normal. What will it look like? How will it feel? What will be different? To begin, here is a checklist of things you and your employees will want to consider during a typical day.

Getting to work:

• Designer masks and antimicrobial touch screen gloves are the newest fad and you are looking fabulous!
• You have your own coffee and antibacterial coffee mug with your home cooked meal and personal utensils ready for your outdoor lunch break.
• You are cycling and walking into work and employers will have facilities for showering.
• When taking public transit, you have your change of clothes as well as your portable UVC light for your cleaning comfort. The occupancy is limited for each train car so you feel like you have the appropriate physical distancing as denoted by floor markers. The transit will have robotic cleaners that make their scheduled rounds to ensure proper cleaning and disinfection. You reserved a seat online the night before.
• Driving to work in your own car is also an option and since you’re only driving 3 days a week and working remotely the other days driving seems to make sense especially in an electric car.

Building Entry

• Your mobile app prompts you to schedule elevator time or queuing line.
• You enter the building through an automatic door; available for your use are wipes, hand sanitizers, masks, sticky mat for shoe cleaning.
• You know the temperature sensor is just an added precaution for your wellbeing. The use of landlords adopting these measures make you feel comfortable and at ease about being in the workplace.
• Your employer provides you with an anti-microbial retractable keychain for opening doors and pressing elevator buttons so walking through the building is a breeze. You may call the elevator through a mobile app.
• There is limiting density in buildings and knowing you are in control of cleaning and protective devices keeps your mind at peace.
• The added infrared heat sensors map out higher density areas and provide a polite heads up to you as a reminder to physically distance and alerts the cleaning crew
• Landlords know that ensuring you come to work will mean an investment in air filtration, robotic cleaning as well as biophilia.
• The company has created virtual wellness hubs, ensuring there is access to yoga and doctors throughout the day.
• There are fascinating holographic images and unique inspiring floor graphics that take you through a wellness path to your space keeping you informed along the way.

Back in the Office

• Your first day back at the office begins with a wave to open or enable voice recognition to enter your reception area not even noticing the thermal scans taking your temperature, but you know they are keeping everyone safe. Afterwards you go take shower and change your clothes.
• Your workplace is now a wellness hub and designed on evidence-based planning.
• Benching and hoteling stations are now doubled up and reconfigured to eliminate face-to-face seating and all desks are assigned seating.

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• Your furniture has multiple components with clear dividers.
• Sinks and appliances are equipped with motion sensors to open them along with sanitation wipes nearby.
• Audio commands throughout your workplace remind you of hand washing and other helpful behavioral steps.
• Focus rooms are now set up for you to use. Wipes are provided in order to clean after you’re done.
• At night when you leave your desk, lamps come on and are safe for UVC cleaning.
• The Wellness room is filled with plants and has extra air filtration and has building accessible virtual wellness programs available.
• Cyclical cleaning schedule is more frequent throughout the day with a Day Porter to clean surfaces and restrooms throughout the day and self-cleaning restrooms at night.

Amenity areas

• When areas are densely populated the heat sensors trigger a voice recognition reminder to maintain safe physical distancing.
• Hand washing sinks have been installed throughout the space and the office has never been cleaner.
• It’s BYO coffee and/or mug as a sustainable solution so there is no waste and the same is for lunch ware and utensils.
• Break areas provide the various levels of recycling and are clean consistently after individual use.
• Lots of new touchless appliances.
• Step and pulls on doors and washrooms have been retrofitted for door-less manual entries.

Meeting Rooms/Collaboration Spaces

• Collaboration is physically distanced and meeting rooms are 50% less occupied.
• Sensitive conversations are always virtual meetings.
• You have more meetings in open collaboration spaces so that you can have a safe distance away from your colleagues.
• Holographic meetings and virtual meetings are great to use for those colleagues working at home.
• In the evenings or when needed we turn on the portable filtration or disinfection units in these rooms.
• For quiet time the phone booths help for sensory overload.
• Outdoor workspaces are available from the landlords so we can maximize our fresh air and get outside.

So how does it all play out? Another team presented an imagined first person account of a day in the new normal.

6:00 am: Sanity and satisfaction while starting the day

Ensure my family and children’s needs are addressed and confirm my team is set up to work for the day.

My two-week work from home shift has ended and we are expected to go in to the office today. I am always nervous about leaving my children and heading onsite even with the new cleaning protocols including increased frequency of high touch areas and regular wipe downs of desks.

The night before I booked an enclosed office and reserved a roundtrip seat on the subway on an app.

Now that we don’t have food service, I need to pack my lunch and bring a drink with me. I also must wear a mask onsite, which is uncomfortable. The company is supposed to provide them, but I can’t remember who to contact if someone on my team needs one. I log onto our app and find the newly-formed Rapid Response Team contact name.

Before I leave home, I do a health scan using a wand. All public entrances in the city are equipped with UV germicidal irradiation. Entrance/exits are controlled, one directional, and spaced apart. Elevator buttons, door handles, desks, and other touch points have a nanoseptic self-cleaning skin applied.

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8:00 am Arrival: Only two of us are allowed in the elevator at a time. Day is going well so far, I ordered my hot tea from the app and just got the notification that it’s ready! I head to the kitchen to collect my order.

10:00 am: I came in before the Second Shift Rush Hour, worked out in the newly reopened Fitness Center and was pleased to see that the new sanitized individualized shower base and changing rooms were open. I brought my lunch and booked a designated time slot at the building café for Monday. My mask is hot and humid against my face. I walk by the Rapid Response Hub and pick up a new mask. The new duo hand sanitizer/moisturizer stations have been set up, soothing my cracked, but clean knuckles. I stored my lunch in my modified personal locker which now has a refrigerator drawer. Water bottle filled, mask on, hands clean, e-mail inbox combed, I head down to the outdoor courtyard, with the new physically-distant, yet beautiful sculptural ottomans, benches and tables. Sun on my face, I take a deep breath, open my laptop, and start my day.

12:00 p.m.: I find a physically distant-compliant outdoor seat (assigned lunch break time) and enjoy the exposure to biophilia and the soothing scent of the lavender plants. My Lunch break is assigned. I am tentatively impressed with the newly published Procedures for Air Quality in our work environment which has eliminated the previously unpleasant disinfectant odors from the necessary repeated usage.

My thoughts now travel to checking on the details: Side effects, ‘green’ products, Antimicrobial finishes on the newly reupholstered seats. I e-mail the Rapid Response team with my questions. I see the request is logged, and I should hear back tomorrow. I am happy to escape to the outdoors because our building has added HVAC air volume that creates an incessant sound. Plants are also prolific inside in our common areas. Not only do specific types act as natural air filters, but they provide a sense of calm to the employees who have concerns about returning to the office.

2:00 p.m.: Meet with my team and our HR representative to confirm best work policy to support all roles. Work from Home with Children is supported in the following situations: My team member is homeschooling their child due to another school closure, she needs to take 2 hours to help him prepare for an important test. The newly introduced Emergency Time Off program is geared to situations just like this.

Work in Office: This team member’s job requires them to come into the office, but they really need to leave at 4:00. Because our company supports flex time, he will go home at 4, attend to his appointment and log back in after dinner to finish out the day.

New Work Schedule: This team mate is at our site with reduced hours due to the virus. While normally she works until 4, she now need leave at 2:00 p.m. We are all thankful that our company continues to pay a full 40-hour work week, despite only working 30.

4:00 p.m.: My company opted to move to shift schedules and assigned seats. After I leave the office, a crew cleans and sanitizes my work area for the next person. I take my Mobile Work Kit with me: personal keyboard, mouse, wipes (my daughter has emblazoned these with hello-kitty stickers) and any personal items. All elevators, doors, faucets are hands free. Lounge areas have been converted to Zen areas for meditation, and focused work.

I am leaving my desk the way I found it this morning, clear and clean, ready for the next shift. I am sure to pack all my personal and office belongings, leaving the desktop clear, and completing a sanitizing surface wipe of the high points, desk, door handles, laptop accessories, and furniture.

Before I leave the office for the commute home, I prepare my new PPE, a fresh mask and pair of gloves, and then a visit to the restroom to thoroughly wash my hands and face.

I remain vigilant during my commute, limiting the items and places I touch, being aware of others around me, and most important and needed in these times, be a friendly face. A wave and “Hello” goes a long way to help us feel better.

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8:00 p.m.: Finishing up my workday and updating our signage program. Draft weekly e-mail update for office-wide communications. Everyone is familiar with the staggered arrival times, and “color” teams designating the Early Shift and Late Shift.

This e-mail focuses on the new order for additional signage for the office including: directional signs, 6’ distancing, “Just Cleaned” stamp for individual desks and more color papers for the shifts. The diversity of the workforce and the requirements to do ones’ job and feel safe and cared for means there is no one-size fits-all-solution. Confidence in a customized set of sustainable solutions is key.

I book my subway seat round trip for the next day.

Data Points

• Generally, we breathe in 11,000-15,000 liters of air on an average every day, making its quality exceedingly paramount. In fact, studies confirmed the correlation between indoor air quality (IAQ) and cognitive and physical performance of individuals. IZA institute of Labor economics-DE- IZA DP No. 12632: Indoor Air Quality and Cognitive Performance

• About 80% of the infections of all infectious disease are transmitted by touch Steelcase -Designing the Post-COVID workplace- April 2020

• According to the WELL Building Standard “Relatively small amounts of activity can lead to significant benefits: just 2.5 hours of moderate-intensity physical activity per week can reduce overall mortality risk by nearly 20%.”

• As office spaces begin to reopen around the country, a great deal of disruption is expected in employee work locations. The Pew Research Center states that roughly 91% of individuals polled would feel uncomfortable going to a crowded place. Returning to the office is clearly a source of concern for many people, amplified by the recent efforts to reopen public spaces starting while the virus is still spreading.
### Workplace Wellness: From Trendy to Mandatory

#### Work Rules Recommendations

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<td>• Sensor based doors</td>
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<td></td>
<td></td>
<td>• Doors are operated only by security guards</td>
<td>• Alternatively, foot operated doors</td>
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<td></td>
<td>• Hygiene stations outside all meeting rooms.</td>
<td>• Open door policy if possible.</td>
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<tr>
<td></td>
<td></td>
<td>• Open door policy if possible.</td>
<td>• Dedicated Lift operator</td>
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<td>Base build considerations</td>
<td>Building enhancements</td>
<td>• Regular sanitization of the AHU.</td>
<td>• Media filter to be replaced with MERV 13/Class 7 (Recommended) or HEPA Filter/ MERV 16.</td>
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<td>Indoor Environmental condition</td>
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<td>• Sensor based AI systems to control physical distancing.</td>
<td>• Flexibility with WFH for few days a week to control occupancy.</td>
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<td></td>
<td></td>
<td>• Customizing occupancy patterns based on workflow.</td>
<td>• Regulated movement in shared spaces.</td>
<td>• AI based desk allocation; meeting room based on the workspace strategy.</td>
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<td></td>
<td></td>
<td>• Meeting room seats to be reduced to 50% (Preferred to be on Virtual).</td>
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<tr>
<td>Space Cleaning</td>
<td>Protocols</td>
<td>• Increased cleaning regime.</td>
<td>• Self-cleaning coatings incorporate titanium dioxide (TiO2) nanoparticles, which are photocatalytic. TiO2 and nano-size TiO2 pigments in coatings provide good resistance</td>
<td>• Desks integrated with UV light cleaners which can be sensor activated to be operated remotely, ensure no one is stationed in the workplace.</td>
</tr>
<tr>
<td>Space Disinfecting</td>
<td>Indoor and outdoor environment</td>
<td>• Apart from space cleaning, disinfection of the workplace once in a day.</td>
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<tr>
<td>Handwashing</td>
<td>Hand-washing infrastructure &amp; Provision</td>
<td>• Ensure partitioning of washbasin</td>
<td>• Foot pedal operated /Sensor based taps.</td>
<td>• Hand dryers equipped with HEPA compliant filters.</td>
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<td>• Paper towels for hand drying or Automatic driers.</td>
<td>• Sensor based soap dispensers.</td>
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<td>• Include signage at the sink promoting proper hand washing techniques.</td>
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<tr>
<td>Technology</td>
<td>IoT, AI &amp; Machine learning</td>
<td>• Digital Checklist</td>
<td>• IoT enabled Dashboards</td>
<td>• Touchless interface from elevator to access control doors to coffee machines.</td>
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<tr>
<td></td>
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<td>• Intelligent Building Management System</td>
<td>• Cloud based reporting</td>
<td>• AI to test Indoor Air quality with real time data to control fresh air intake, filtration processes.</td>
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<td>• AI to set off cleaning and maintenance protocols.</td>
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<td>• Health tracking system in wearables to track real time data and using Algorithm based predictions.</td>
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</table>

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### Workplace Wellness: From Trendy to Mandatory

#### Mind spaces
- Employee engagement - Build awareness on Workplace wellbeing.
- Implementation of biophilic design principles
- Provide accurate information about health and safety
- Have health hotlines in the event of any suspect symptoms.
- Provide relevant educational resources for mental and physical health.

#### Mental health support
- Implement evidence-based restorative design strategies and building features in existing buildings.
- Provide structured support for special work arrangements for employees working from home.
- Develop mental health support plans according to social and cultural needs of the target population, such as Mental health support plans like Yoga, Meditation, Stress management plans, Mental health Emergency services.

#### Active spaces
- Cafe / Food court
- Improve ventilation rates and percentage of outdoor air that circulates.

#### Stimulating physical wellbeing
- Encouraging use of staircases, corridors, for walking.
- Age and ability appropriate physical activity/exercise opportunities, led by a qualified professional
- Change in workplace occupancy pattern - flexible worksites & work hours.

#### Immunity boosting
- Cooking at home & Bringing food from home in an airtight container is recommended.
- Food should be heated thoroughly in microwave or other re-heating device before eating.
- Disposable food mats, cutlery to be encouraged.

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### Concluding Thoughts

The pandemic is big, and its many effects are still unknown and unpredictable. In a recent survey by Ginger, an on-demand mental health company, 69% of workers claimed this was the most stressful time of their entire professional career. Many rate this pandemic as more stressful than other major events including the September 11 terror attacks, the 2008 Great Recession and others.

Architects, designers, and workplace managers have historically fostered employees’ higher-level needs for social interaction, esteem, and even self-actualization through the built environment and specifically office design. The global pandemic has shifted the focus to the foundation of Maslow’s Hierarchy of Needs (Maslow’s Pyramid). Basic needs such as physical and psychological safety are now under a microscope.

What’s the single most important aspect of re-entry strategy? It's the physical and mental wellbeing of the individual employee. While it may be difficult to adjust in the immediate phase, ultimately this focus will benefit workers, and companies, over the long term.
Teams & Participants

Workplace Wellbeing – 1
Team Lead: Sathish Rajendren, Knight Frank, India
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Rex Miller, mindSHIFT, TX, USA
Terri Johnson, Roche, AZ, USA
Allison Stratton, RSP Architects, TX, USA
Gordon Macdonald, Spacestor, PA, USA
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Workplace Wellbeing – 4
Team Lead: Alexey Loginov, spaceOS, France
Team Members:
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Dirk Dittrich, EDGE Technologies, Germany
Joshua Oyange, Standard Chartered Bank, Kenya
Cees van der Spek, EDGE Technologies, Netherlands
Jari Ballard, Royal Dutch Shell, Netherlands
Lesley Kelly, Unispace, Ireland

Workplace Wellbeing – 5
Sponsor: HOK
Team Lead: Cara MacArthur, HOK, CA, USA
Team Members:
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Audrey Roxas, World Bank Group, DC, USA
Lindsey Telford, Zeller Realty Group, IL, USA
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Eric Marvin, Equinix, CA, USA
Fran Neville, GDT, VA, USA
Bill Bouchey, HOK, CA, USA

Workplace Wellbeing – 6
Sponsor: HNI Global
Team Lead: Chloe Simoneaux, HNI Global, IA, USA
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Michelle Boulton, National Office, OH, USA
Katie Schiavi, OTI Architects, NY, USA
Thomas Irpan, EOEV, CA, USA
Francesco Gentile, Savills, NY, USA
Mika O’Brien, NC, USA
Darrell Smith, Micron, ID, USA

Workplace Wellbeing – 7
Team Lead: Oliver Boote, UK
Team Members:
Michelle Rush, The Instant Group, Netherlands
Monique Arkesteijn, TU Delft, Netherlands
Sam Quellyn Roberts, Savills, United Kingdom
Zoe Humphries, AECOM, United Kingdom
Marta Gamarra Carrares, follow friday, United Kingdom
Stewart Glegg, Unispace, United Kingdom
Christina Siglano, JLL, United Kingdom
Emily Hardwick, Savills, United Kingdom
Charlotte Hermans, AECOM, United Kingdom
Kelly Derbyshire, AECOM, United Kingdom

Workplace Wellbeing – 8
Team Lead: Joel Ratekin, TD Ameritrade, TN, USA
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Michael Simcox, NJ, USA
Kristi Buckley, Insidesource, CA, USA
Janet Roche, Janet Roche Designs, MA, USA
Milica Vidovich, KI, IL, USA
Jason Klein, L&K Partners Inc, NY, USA

Workplace Wellbeing – 9
Team Lead: Leigh Stringer, EYP, DC, USA
Team Members:
Mary-Louise Gray, Microsoft, United Kingdom
Anna Warlow, Savills, United Kingdom
Cristina Benavente, Citibank, United Kingdom
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Damien Chapman, Freespace by Workplace Fabric, United Kingdom

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Kathy Paul, BGIS, Canada
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Workplace Wellbeing — 10
Team Lead: Tracy Brower, PhD, Steelcase, MI, USA
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Workplace Wellbeing — 11
Team Lead: Joan Price, Gensler, CA, USA
Team Members:
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Marisa Fava, Humanscale, MA, USA
Neda Thiele, Knoll, CA, USA
Barbara Donaldson, Synapsys, CA, USA
Caroline Quick, T3 Advisors, CA, USA
Michael O’Farrell, Cohesity, CA, USA
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Crystal Barard, HPE, TX, USA
Pam Strong, HPE, TX, USA

Workplace Wellbeing — 12
Team Lead: Scott Tibbo, JLL, CT, USA
Team Members:
Melanie Mack, JLL, United Kingdom
James Pack, Sentinel RPI, United Kingdom
Beccy Smith, Seven Partnership, United Kingdom
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Workplace Wellbeing — 13
Team Lead: Alex Andel, CBRE, CA, USA
Team Members:
Derrick Millard, GEICO, MD, USA
Luka deKelaia, Gensler, IL, USA
Clea Grimm, Global Total Office, NC, USA
Chelsea Connolly, Good Business Design, TX, USA
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Melissa Strickland, HLV, NJ, USA

Workplace Wellbeing — 14
Team Lead: Satish Kumar Sharma, Featherlite, India
Team Members:
Parul Mittal, Parul Associates, India
Shuchita Gupta, Space Matrix, India
Ashish Pandya, ideaship Inc., Japan
Devanshi Patel, ANSR, India
Sujatha M V, Avon Contracting, India
Priya Shyam, Dsynco Architects, India
Ceili Murphy, GHD Woodhead, Australia

Workplace Wellbeing — 15
Team Lead: Kate Langan, ANZ, Australia
Team Members:
Vijayakannan, Morgan Stanley, India
Meghna Vajani, Space Matrix, India
John Philipose, Vitra, India
Priyanka Vashisht, 360 Degrees, India
Jason Pierre, Cognizant, Philippines
Jarrad Brownlee, Humanscale, Singapore
Hosanna Elamo, Standard Chartered Bank, Singapore
Shivakumar P, WeWork India Management Pvt Ltd, India

Workplace Wellbeing — 16
Team Lead: Sujatha Ganapathy, Knight Frank (India) Pvt. Ltd., India
Team Members:
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Workplace Wellbeing — 17
Team Lead: Michael F Gummey, Allegis Group, PA, USA
Team Members:
Whitney Austin Gray, International WELL Building Institute, NY, USA
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Lisa Philko, AIREA, MI, USA
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Carrie Smith, American Society of Hematology, VA, USA
Jane Garfield, APG Office Furnishings, OH, USA

Workplace Wellbeing — 18
Sponsor: Teknion
Team Lead: Tracy Backus, Teknion, MD, USA
Team Members:
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Rob Brierley, Bulfinch, MA, USA
Sara Karerat, Center for Active Design, NY, USA
Hugh Peltz, Citizens Bank, RI, USA

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Workplace Wellness – 19
Sponsor: BHDP Architecture
Team Lead: T. Patrick Donnelly, BHDP Architecture, OH, USA
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Bob Norman, EUA, WI, USA
Rick Bertasi, Genpact, CT, USA
Molly Keenan, Gensler, MA, USA

Workplace Wellness – 20
Team Lead: Rebecca Greier Horton, Herman Miller, TX, USA
Team Members:
Scott Sneed, Graebel, CO, USA
Chadwick Burns, Harvard Maintenance, FL, USA
Brian Macdonald, Henry Schein, NY, USA
Emily M Dunn, Herman Miller, CO, USA
Matthew Wissman, Hilton, VA, USA
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Carrie Renegar, Gensler, NC, USA
Steve Polo, OPX, DC, USA
Monica Montefiore, Google, CA, USA

Workplace Wellness – 21
Team Lead: Chris Zlocki, Colliers, CO, USA
Team Members:
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Jules DeGroff, IBM, FL, USA
Stephen Brown, International WELL Building Institute, NY, USA
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Sherry Anderson, JLL, TN, USA

Workplace Wellness – 22
Team Lead: Rebecca Sistruck, Little, NC, USA
Team Members:
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Workplace Wellness – 23
Team Co-Leads: Sholem Prasow, Insight Management, Canada
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Team Members:
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Victoria Peterson, Oracle, CA, USA
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Mary Thomas, Red Hula Design, CA, USA

Workplace Wellness – 24
Team Lead: Ambar Margarida, Spacesmith, NY, USA
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Brady Mick, SHP, OH, USA
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Julie Zither, Stantec, TX, USA
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Workplace Wellness – 25
Team Lead: Chris Staal, Forcepoint, MA, USA
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Melissa Jancourt, TAC design LLC, MN, USA
Matt Macko, stok, CA, USA

Workplace Wellness – 26
Sponsor: WeWork
Team Lead: David Flynn, WeWork, CT, USA
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Team Lead: Amy Fair, Associated Builders and Contractors, DC, USA
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Samuel Winkler, Associated Builders and Contractors, DC, USA

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Gurveen Khurana, CBRE PTE, Singapore
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