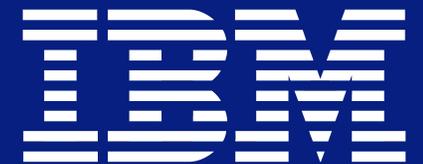


IBM Return to Workplace Playbook



Return to Workplace Playbook

Using this Return to Workplace (RTW) Playbook

Principles, Context, and Overview

Decision making framework:
Is your site ready to open?

New workplace safety norms:
What do we need to do to keep IBMers safe at your site?

Prioritizing the returning IBMers:
How do you determine who needs to be on site?

Readiness Checklist & Next Steps

Purpose

As communities throughout the world move to reopen, the health and safety of IBM employees, partners and clients remains our top priority. The purpose of this document is to provide practical guidance to employees, partners and clients on IBM's initial phase of a return to the workplace following the COVID-19 pandemic. The guidance is based on IBM's experience as a global enterprise where 95% of the workforce moved to working remotely in March 2020.

IBM is navigating public health and government restrictions and continued susceptibility to COVID-19. We are adopting a phased approach in returning IBM employees to the workplace with data-driven, evidence-based practices and policies that safeguard them. IBM has created a globally consistent set of policies and standards that are based on public health guidance, including the World Health Organization and the Centers for Disease Control, and government guidelines.

Provided here is the initial return to the workplace considerations described as Wave 1. Our assumptions in developing this guide include: continued high susceptibility to infection and new outbreaks; limited fast testing availability to detect infection and antibody testing to prove immunity; and robust contact tracing not yet widely in use, though will likely become available in the coming weeks or months. Future waves will be determined based on careful assessment of the market-specific health and policy landscape.

The practical guide provides:

- Guiding principles & assumptions
- Wave timeline and guidance
- Employees, clients/visitors and workplace preparations
- Readiness checklist

The playbook is a working document and will adjust as conditions change and new practices and procedures become available.

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Guiding Principles

How we moved to Work from Home

- We complied with, but did not necessarily wait for, government mandates
- We made decisions based on the best evidence and insight available at the time
- We maintained work locations until data demonstrated regional cases/community spread of COVID-19
- Major policy decisions were made and communicated by CHQ, with local Country General Managers (CGMs) and Site Location Leaders (SLEs) communicating details
- We prepared local Crisis Management Teams with detailed procedures, including checklists, assets, and communication templates
- We ensured IBMers had the tools and infrastructure to work remotely at scale, including network and VPN capacity

How we will initiate Return to the Workplace

- We already have essential employees working on IBM and client sites
- Government lifting stay-at-home orders is the first gate to reopening a workplace beyond essential employees
- IBMers will return to the workplace in a phased approach
- Employees identified to return first will be those that would see a material productivity or innovation benefit from returning, even with masks/social distancing
- IBM will have uniform global enhanced health and safety standards for screening, masks, space planning, and building services
- IBM locations will meet IBM's global standards in addition to following any government or health authority requirements
- CHQ sets the global standards and maintains the Return to Workplace playbook; local Crisis Management Teams implement on the ground

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Context Setting: Part 1

- While the majority of IBMers globally are working from home, there are essential employees working from IBM and client locations today
 - Many locations experienced peaks of initial outbreaks in April. Others, including some in Asia, have passed initial outbreaks and are managing containment and/or response to “bounces”
 - From April, some countries began to lift stay-at-home orders and have been reopening their economies. We anticipate this will continue through the next several months
 - The government lifting a stay-at-home order does not mean we will automatically reopen an IBM site. We will reopen a site when both minimum government guidelines and IBM global policy and standards can be supported
- At the point governments begin to lift stay-at-home orders, our assumptions include:
 - We remain highly susceptible to infection and new outbreaks
 - Fast testing for COVID-19 infection will not yet be widely available (with the exception of a few markets, e.g., South Korea)
 - Antibody testing will not yet be widely available; immunity will not yet be proven
 - Robust contact tracing not yet be widely available/adopted but will likely become available in the coming weeks/months
 - We will evolve the approach for later phases as we adapt to changes in testing, treatment, and our understanding of, or the behavior of, the virus

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Context Setting: Part 2

The initial phase of return to the workplace will share some characteristics with the period just prior to working from home with notable differences

Prior to working from home

- No policy on handshakes
- No masks
- No at-home self-screening
- IBM case management, investigation, and contact tracing for confirmed/likely exposure with WFH/self isolation
- Personal hygiene
- Stay home if ill

Initial return to workplace

- 2 meter/6 feet social distancing
- Masks
- At-home self temperature screening
- IBM case management, investigation, & contact tracing for confirmed/likely exposure with WFH/self isolation
- Enhanced personal hygiene/minimum social contact
- Stay home if ill or expected/confirmed exposure

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A phased approach based on risk mitigation

Wave 2 and 3 expansion is dependent upon reduced risk through testing, tracing, treatment, and healthcare system capacity. If clinical data of confirmed cases or fatalities changes over a 5-day period, work from home should be reinstated for all but essential employees.

Wave 0	Wave 1	Wave 2	Wave 3
<ul style="list-style-type: none"> • Situation: Onset of COVID-19 cases • Stay-at-home orders 	<ul style="list-style-type: none"> • Situation: COVID-19 cases decelerate, flattening the curve • Many jurisdictions require masks • Stay-at-home orders begin to lift with phased economic reopening 	<ul style="list-style-type: none"> • Situation: Scaling of testing/contact tracing • Advances in treatment 	<ul style="list-style-type: none"> • Situation: Continued improvement in testing/tracing/treatment/healthcare capacity
<ul style="list-style-type: none"> • Only IBM employees performing essential work onsite if cannot be performed remotely • 95% of IBM employees working from home • Availability of medical benefits enhancement and additional paid time off • Increasingly stringent travel restrictions • March – April 	<ul style="list-style-type: none"> • IBM protocols: masks required and 2 meters/6 feet of social distancing • Work from home continues for most. IBMers who should experience substantial productivity or innovation benefits on site return. Client-facing professionals return, aligned with client readiness to receive them on site • Very stringent travel restrictions • May – June TBD, local market dependent 	<ul style="list-style-type: none"> • IBM protocols: masks required and 2 meter/6 feet social distancing • Work from home continues for most. Additional IBMers return. Client-facing professionals return, aligned with client readiness to receive them on site • Travel restrictions vary based on local conditions • Timing: dependent upon assessment of local conditions 	<ul style="list-style-type: none"> • IBM protocols: masks required (as needed) and 2 meter/6 feet social distancing • Most IBMers return. Some work on site regularly. Others remain remote, only returning as needed • Client-facing professionals return, aligned with client readiness to receive them on site • Increased flexibility for travel • Timing: dependent upon assessment of local conditions

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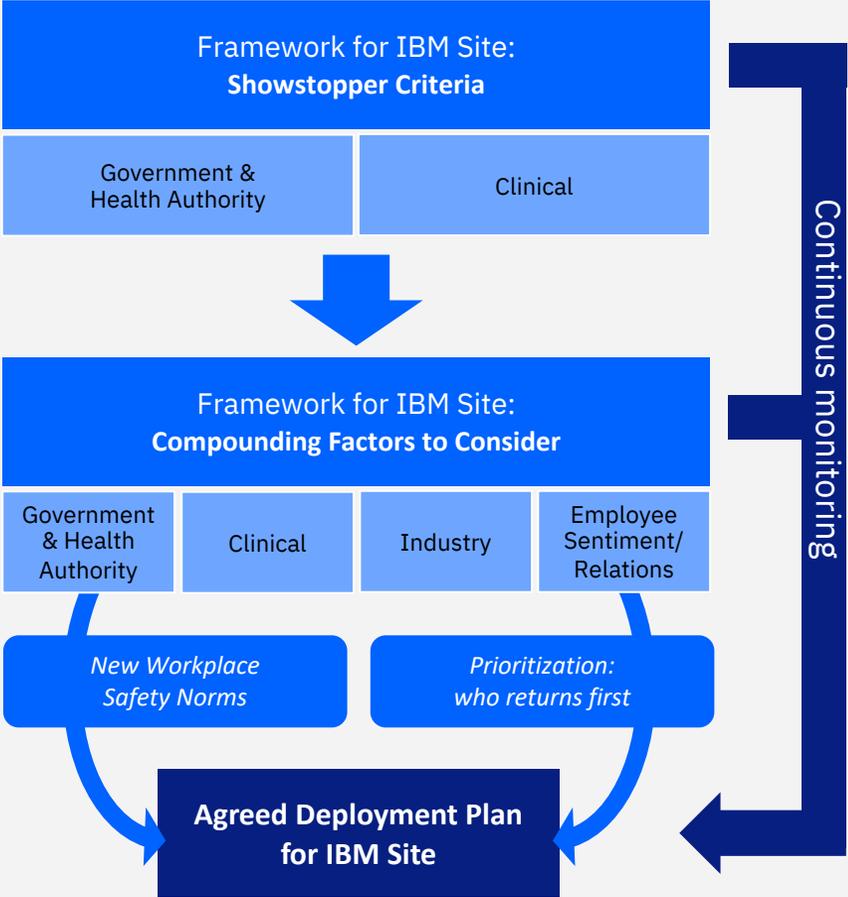
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Readiness Checklist & Next Steps

Decision making framework for Wave 1

Is your site ready to open?

1. Local Crisis Management Team engages with Government & Regulatory Affairs and Corporate Health & Safety teams to assess against “showstopper” criteria. Government & Regulatory Affairs and Corporate Health & Safety approval that showstopper criteria are met is required.
2. If no “showstoppers,” local Crisis Management Team assesses all other criteria, in consultation with Government & Regulatory Affairs, Corporate Health & Safety, HR, and other global leaders as needed.
 - Upon local Crisis Management Team assessment of readiness, with RTW Playbook guidelines met, and Market HR Leader approval in place, they should inform the Corporate Crisis Management Team and provide their assessment against the criteria
 - Deviations from the assessment criteria require Corporate Crisis Management Team approval
3. Upon determination to proceed, the local Crisis Management Team will follow prioritization guidance and implement all health & safety protocols including having adequate initial and long-term supply of masks and cleaning supplies, before initiating the return of any additional employees beyond essential employees. The Local Crisis Management Team will partner with appropriate support colleagues to before moving to deployment.
4. Continuous corporate and local monitoring of key Government, Clinical, Industry and Employee Sentiment data will be done. Decision must be modified as new information warrants change.



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Government and Health Authority

Questions / Factors

- ⚠ Has the local, regional, state, and/or national government cancelled a mandatory “stay-at-home” order that was previously in effect? If so, when?
- ⚠ Has the government allowed businesses to reopen their premises? Is it only a subset of businesses or all businesses?
- L Does your location have a dependency on public transportation? If so, are there transportation restrictions still in effect, such as public transportation (trains, subways, buses)? If so, what temporary actions need to be deployed to get IBMers to their work location, if any?
- L Are local schools, camps, daycares, or childcare closed or impacted? If so, what temporary actions need to be deployed to enable IBMers to be able to return to their work location, if any?
- L Does the local, regional, state, and/or national government or health authority require advance approval of “return to work” by location?
- L Does the local, regional, state, and/or national government or health authority require health screening or masks?
- L Does IBM have any reporting requirements to the local, regional, state, and/or national government or health authority?

⚠ = Critical showstopper question, answered by Corporate, global leader

L = Question to be answered by Local leader, in consultation with corporate/global leader as appropriate

G = Data to be provided by Corporate, global leader

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Clinical

Questions / Factors

The two showstopper criteria are to be assessed by Corporate Health & Safety as a sustained trend over a 14-day period.

- ⚠️ Doubling rate: Are the number of confirmed cases doubling in 15 days or more (i.e., every 15 days or less frequently)?
- ⚠️ Fatality: Are the number of new daily deaths below 100 in the relevant area (e.g., in a small country, or in a state/province within a larger country)?

If either of these criteria changes and is no longer met over a period of 5 days, then “work from home” for all but essential employees should be reinstated

References for worldwide clinical data:

European Center for Disease Control data [summarized to show doubling rate by country](#)

European Center for Disease Control data [summarized to show new daily deaths by country](#)

Johns Hopkins Coronavirus [Dashboard](#)

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Industry

Questions / Factors

- L Are other local companies (including clients) in the region returning to work? If so, who?
- L Are IBM's clients served by that region/site requesting on-site work?
- L Are other local companies that are co-located with IBM offices returning to work? If so, are the building and co-located companies following appropriate safety norms in common areas (e.g., elevators)?
- G Are other IBM locations in the state/country returning to work?
- G Are other IBM locations with similar characteristics/risk factors (e.g., infection rates) returning to work?
- G What are other large employers or competitors doing? (Input from CHRO)

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Employee Sentiment and Employee Relations

Questions/Factors

- G** What has the impact of COVID-19 been to the local IBM population/community (i.e., illness, deaths)? (Input from Corporate Health & Safety)
- L** What is employee sentiment about continuing to work from home vs return to the workplace? E.g., are employees expressing a need to get back to the workplace, or concerns about doing so (health concerns, physical safety concerns, family care concerns)?
- L** In collaboration with Labor Relations, ensure that the return to work plans and standards are handled as required by local labor processes (e.g., with employee representatives, works councils)
- G** Does your location have a dependency on public transportation? If so, are there transportation restrictions still in effect, such as public transportation (trains, subways, buses)? What government or local actions can be deployed to ensure employees are and feel safe? (Input from local Crisis Management Team, Government & Regulatory Affairs)
- L** Are the hours of operation for local, essential merchants (e.g. grocery stores, pharmacies) back to normal or will IBMers have difficulty fulfilling their needs if they return to work? (Input from local Crisis Management Team, Government & Regulatory Affairs)

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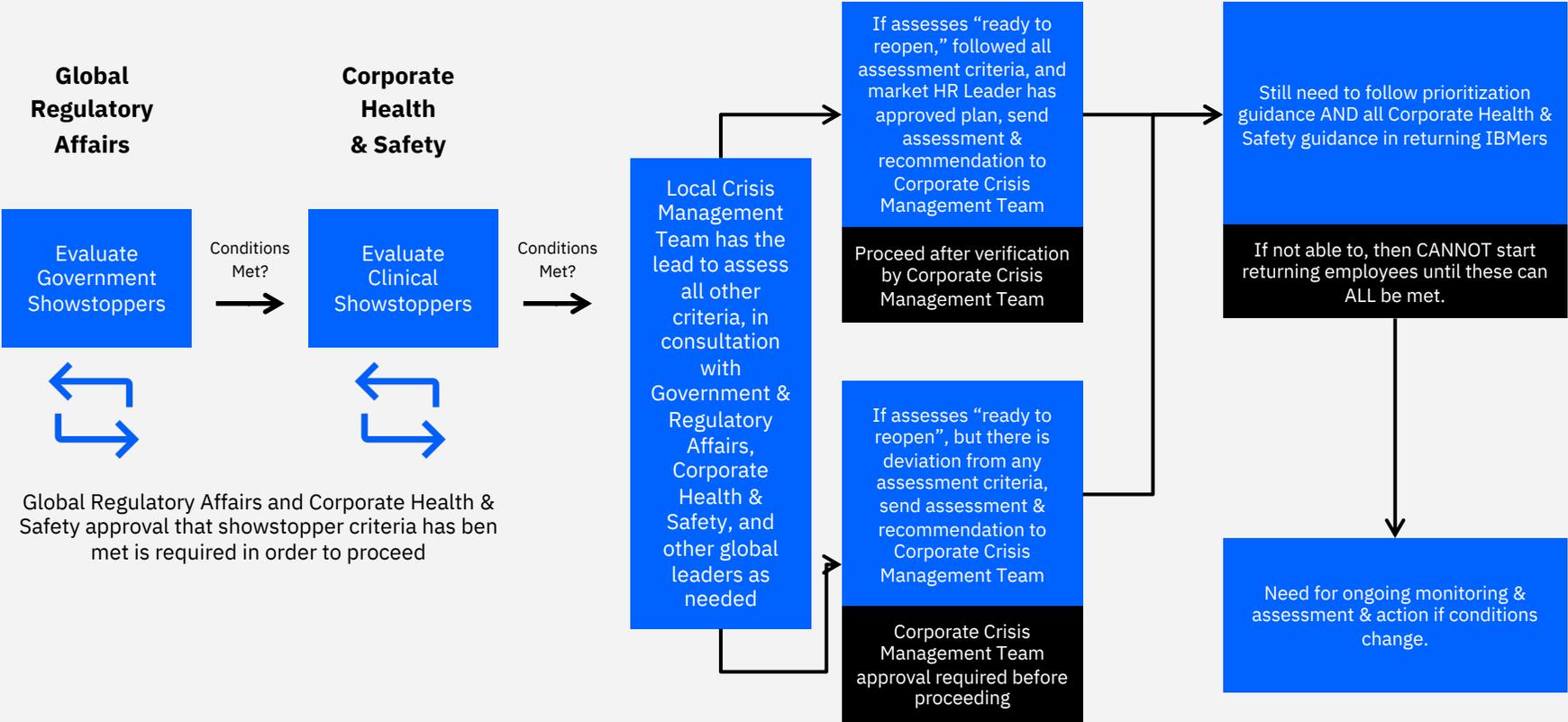
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Recommended Process Flow for Wave 1

- 1. Evaluate Showstopper Criteria
- 2. Evaluate Other Decision Factors & Recommend
- 3. Decide, Deploy and Monitor



New decision-making criteria and process flows will be published before any site moves to Wave 2

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Contents

- Employee Health
- Space Planning & Social Distancing
- Building Services
- Meeting Guidance
- Communications & Change Management
- Site Readiness Checklist



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Employee Health



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Health Screening/Temperature Checks	Masks
<p style="text-align: center;">Global Standards</p>	<p style="text-align: center;">Global Standard</p>
<ul style="list-style-type: none"> Employees and contractors perform self health home screening with personal thermometer prior to coming to work. A web-based form is under development and will act as a daily “entrance pass” for the individual each day. Where on-site temperature checks are recommended or required, an Infrared Camera Thermometer is recommended. Training and masks/gloves are needed for screeners (Corporate Health & Safety to guide). 	<ul style="list-style-type: none"> All employees and contractors wear a 3-ply Mask when at IBM / Client Site 2 masks/person/day are needed Mask disposal in general waste with lid
<p style="text-align: center;">Considerations</p>	<p style="text-align: center;">Considerations</p>
<ul style="list-style-type: none"> Identifies and restricts individuals with fever symptoms from entering workplace but does not identify asymptomatic individuals Would likely meet most government requirements/recommendations when/where applicable Acts as a daily reminder of need to monitor health and contributes to awareness and confidence of workplace safety May create bottlenecks where social distancing is harder to maintain Training and masks/gloves needed for on-site screeners, where applicable 	<ul style="list-style-type: none"> Preventative measure that mitigates asymptomatic individuals from spreading virus Does not completely protect user and may give false sense of security. Other practices must still be employed – self health screening, social distancing, hand washing, cough etiquette, enhanced building cleaning protocols, etc. Care must be taken in putting on/taking off masks to not contaminate user or others Would likely meet government requirements/recommendations in most areas, and ensure mask quality consistency across workforce Contributes to awareness and confidence of workplace safety
<p style="text-align: center;">Dependencies:</p>	<p style="text-align: center;">Dependencies:</p>
<ul style="list-style-type: none"> Employees have thermometer for at-home screening Additional personnel could be needed to conduct on-site screening or validation of self-screening – including training & masks/gloves Availability of thermometer devices and adequate infrastructure (entrance space, etc) for on-site screening 	<ul style="list-style-type: none"> Adequate supply of masks would be needed prior to site opening: 30-day supply recommended up front, with available supply available 30+ days thereafter Proper waste receptacles with lids needed for disposing masks Strong communications and change management needed so employees know how to wear and use masks appropriately

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IBM Self-Screening

Please complete the following self-assessment before entering this work location.

	Y	N
1. Within the last 14 days, have you worked or have stayed in a community* with with an ongoing COVID-19 transmission?	<input type="checkbox"/>	<input type="checkbox"/>
2. Within the last 14 days, have you been in close contact with a person confirmed to have COVID-19 or who is under quarantine because of a suspected case of COVID-19?	<input type="checkbox"/>	<input type="checkbox"/>
3. Within the last 14 days, have you been asked to go in self-quarantine by your doctor or local health authority?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you have cough or cold, fever (at or above 38C/100.4F – verified with personal thermometer), shortness of breath, difficulty breathing, sore throat, diarrhea, tiredness, aches & pains?	<input type="checkbox"/>	<input type="checkbox"/>

*a community can be a residential community, work community (IBM location), or religious clusters (congregation)

If you answered **YES** to any of these questions you **cannot** access the location. Please discuss the issue with your manager / host.

If you are experiencing the symptoms mentioned above, seek medical care right away. Before you go to a doctor’s office or emergency room, call ahead and tell them about your symptoms.

If you have any questions, please contact Site Management or Corporate Health & Safety via [Ask Health and Safety](#).

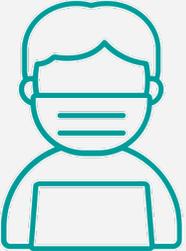
The IBM Global Health & Safety standard for IBMers

Wave 1:

Home self health screening including temperature check

and

IBM-issued 3 ply masks worn at all times in the workplace



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Visitor Entry Screening Template

IBM VISITOR ENTRY SCREENING AT IBM LOCATIONS

The health of our employees, partners and clients is our top priority. IBM is committed not only to protect IBMers against COVID-19 but also to assist with the prevention of secondary transmission and international spread of the disease. Given the heightened concerns about the risk of COVID-19 spreading, we are asking all visitors to perform a self-assessment before entering any IBM location, which follows the same guidance for our own employees and on-site contractors.

- Have you traveled to a location* experiencing a cluster of cases **OR** community transmission **OR** pending transmission classification of COVID-19 in the last 14 days (either for business or personal travel, not daily commuting)?
*As reported by WHO Situational Reports – see 'Transmission classification' column within 'Reporting Country / Territory / Area' listing (Table 1) : <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports>
- Are you working or staying in a community** with a cluster of cases **OR** community transmission of COVID-19?
**A community can be a residential community, work community (IBM location or client site), or religious clusters
- Within the last 14 days, have you been in close contact with a person confirmed to have a novel coronavirus (COVID-19) infection or who is under quarantine because of a suspected case of COVID-19?
- Do you have cough, cold, fever, shortness of breath, difficulty breathing, sore throat, diarrhea, tiredness or aches and pains?

If you answered yes to any of these questions or do not wish to fill out this questionnaire, you **cannot** access the IBM location, and we will look to reschedule the meeting and/or make other arrangements.

If you are experiencing the symptoms mentioned above, seek medical care right away. Before you go to a doctor's office or emergency room, call ahead and tell them about your recent travel and your symptoms.

By signing below, you certify that you have answered the above questions to the best of your knowledge, all are answered "NO" and provided it's required by applicable law, that you consent IBM to collect and process your personal information contained in this questionnaire.

If you are visiting an IBM location for consecutive days, you will need to complete this questionnaire before each visit and immediately advise your IBM host if any of your responses change.

Print Name

Date

Signature

Privacy Notice: IBM (and its sub-contractors) collects this information on an exceptional basis to protect its employees, contractors and visitors. The information contained in this questionnaire will be retained for up to 14 days. If you respond "Yes" to any of the questions above, please either do not fill in this form or do not send back/hand over this form to IBM and no information regarding your responses will be retained. More information on IBM's processing can be found [here](#) or your IBM host can provide you a hardcopy of IBM's privacy statement.

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Mask Use

Instructions for use

IBM’s global standard for Wave 1 is for employees to wear a mask at an IBM or client location. For best protection, we recommend users should be clean-shaven with hair tied back.

Before/During Use:



Before putting on a mask, clean hands with soap and water or alcohol-based hand sanitizer



Inspect the condition of the mask, usually the colored side / the side with folds facing downwards of the mask, should face outwards



Cover nose, mouth and chin with mask; adjust nose clip over the nose and tighten snugly; no gaps between face and mask



Avoid touching the mask while using it; if you do, clean your hands with soap and water or alcohol-based hand sanitizer



If removing mask when eating or drinking, fold with the outward surface facing inward. Temporarily store in paper bag or paper towel. Do not place used masks on the table or any surfaces.

After Use:



Remove mask from behind using the elastics (do not touch the front of the mask)



Discard immediately in a closed bin; replace the mask with a new one as soon as it is damp and do not re-use single-use masks



Clean hands with soap and water or alcohol-based hand sanitizer

*If you have any questions about the use of the mask, please contact **IBM AskHealth&Safety**.*

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Space Planning & Social Distancing



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Space planning guidance

Global Real Estate Team will update space planning guidance and its floor plans to enable appropriate social distancing.

- Desk layout should be spread out to maintain social distancing – this means a strategy of lower occupancy & increased area/workstation
- In order to comply with social distancing requirement of 2 meters/6 feet, the estimate is 30–45% fewer workstations in the office space
- Double offices should be converted for single occupancy
- Close client briefing centers, auditoriums, training rooms and large conferences. If seating is needed, repurpose training rooms and large conferences rooms for social distanced seating
- Specific requirements will vary based on country, local regulations, existing design and usage, type of agile space, emergency exits etc. Create and enforce spatial distancing strategies on the floorplate and within workspaces
- While A/B shifts are not the primary strategy for Wave 1, they may be appropriate based on site capacity or to mitigate business continuity risks
- All other IBMers will continue to work from home



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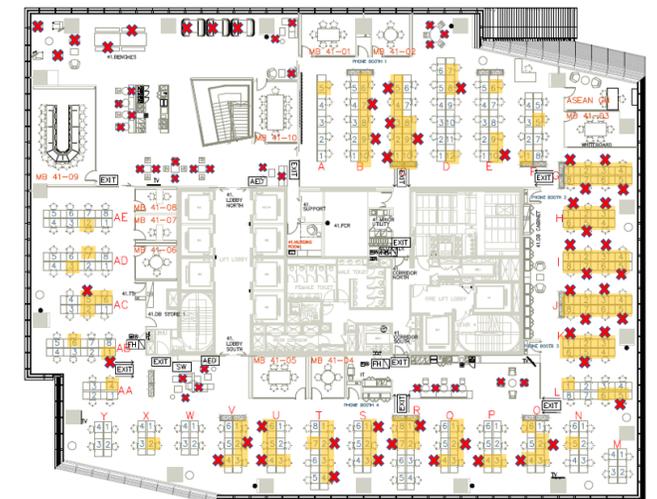
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Space planning guidance

Common Areas: Minimize Bottlenecks

- Shuttle Buses/Intra-campus Shuttles: Should be evaluated to limit ridership or discontinue; this could have impact on those that are able to access the site
- Reception: Markers should be placed on floors where there may be lines. Consider staggered start times to avoid crowding entrances
- Elevators: Limit number of individuals in an elevator; Consider programming elevators to stop on each floor to avoid touching buttons or an elevator operator to limit touch, and also the number of passengers. Encourage use of stairs where feasible
- Cafeteria: Staggered cafeteria use to avoid crowds; Barriers between servers/cashiers/customers; mobile ordering from cafes with grab-and-go stations for pick up; markers on floors where there are lines
- Restrooms: Limit number of individuals at one time; install “vacant/occupied” signs



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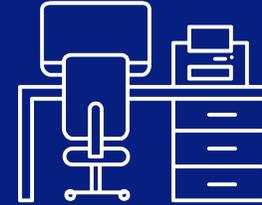
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Examples of social distancing measures

Agile Seating and Desks



Collaborative Seating



Meeting Rooms



Common Areas

e.g. Pantries, Reception



Return to Workplace Playbook

Using this Return to Workplace (RTW) Playbook

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What do we need to do to keep IBMers safe at your site?

Prioritizing the returning IBMers:
How do you determine who needs to be on site?

Readiness Checklist & Next Steps

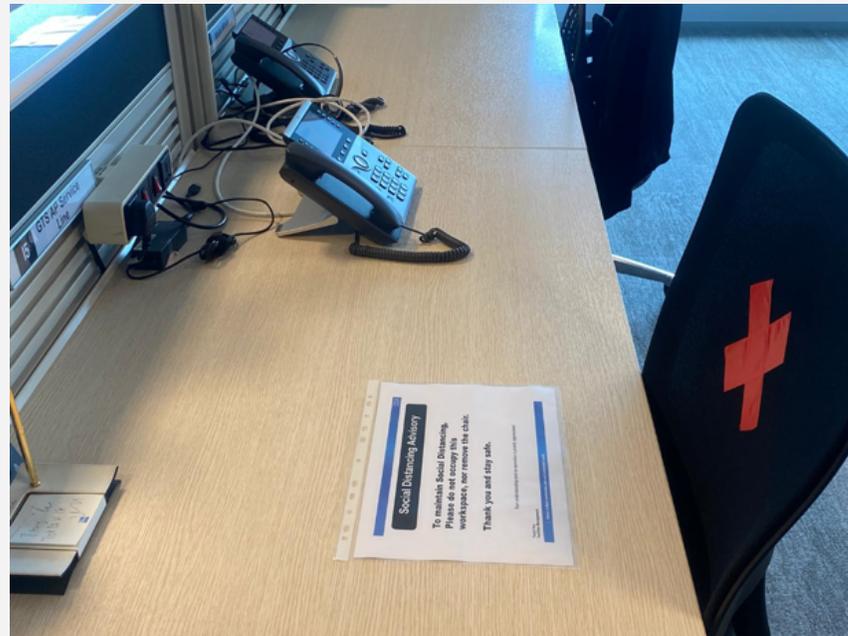
Social Distancing Measures

Agile Unassigned Desks

- Notices placed on desk on social distancing measures to be observed.
- Alternate desks are marked social distancing measures and not be occupied

Meeting Rooms

- In Wave 1, meeting rooms are generally for single person use only. Larger meeting rooms and auditoriums may be re-purposed for social distanced seating
- Remote meetings preferred versus in-person meetings
- Identify a separate visitor meeting room located near the building entrance to minimize full site access by visitors



Social Distancing Advisory

To maintain social distancing, please do not occupy this workspace or remove the chair.

Thank you and stay safe.

*Your co-operation is greatly appreciated,
Facilities Management*



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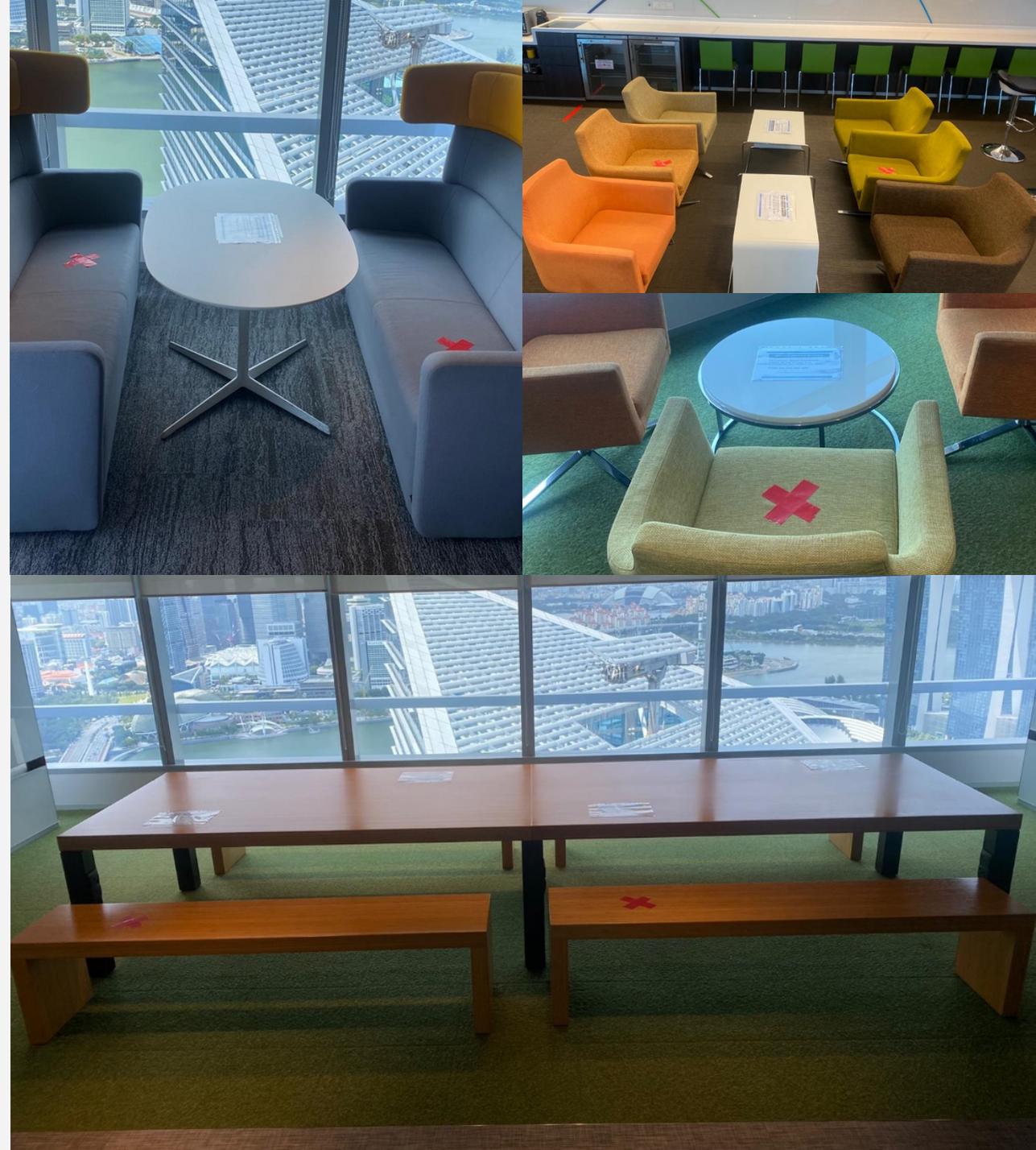
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Social Distancing Measures

Collaborative Seating

- Notices are placed on desks advising of social distancing measures to be observed.
- Seating with “X” is not to be occupied



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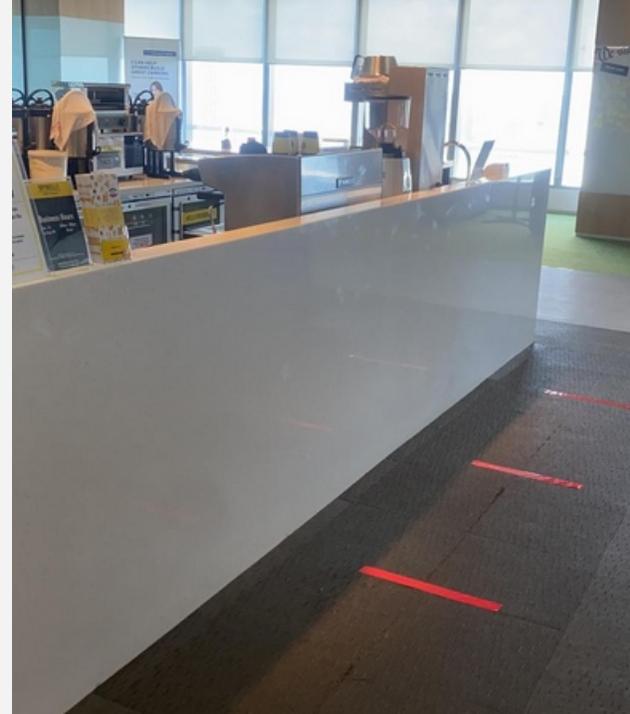
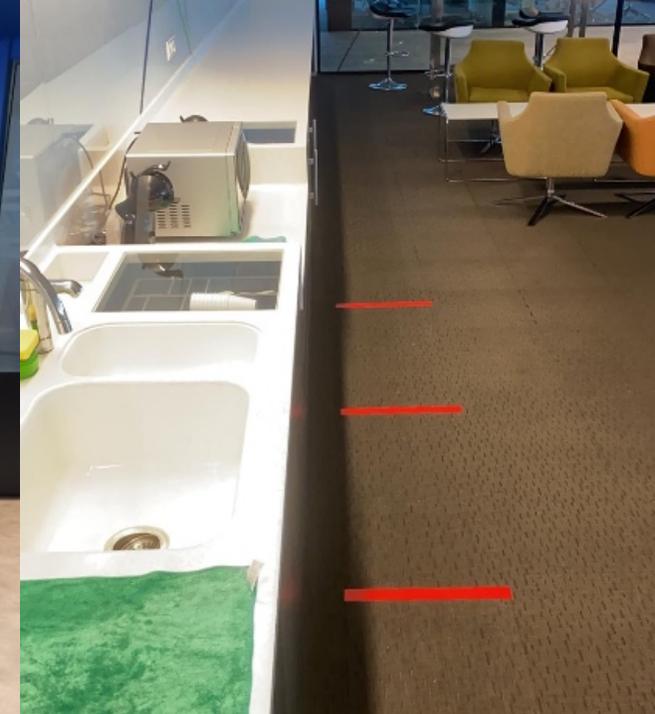
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Social Distancing Measures

Common Areas

- Notices placed on desk on social distancing measures to be observed
- Clear markings on floor for queuing
- One-way directional traffic flow markers can maintain social distancing



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Building Services



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Building Services

Facility Management

- Monitoring of utilization rates for workspace, open and closed collaboration and meeting rooms for over/under subscription and necessary adjustments
- Masks, hygiene, and cleaning inventories and maintaining stock on site
- Gyms, showers, lockers remain closed
- Prayer, meditation, and mothers' rooms may continue to be utilized; however social distance should be maintained, and cleaning implemented (sanitary wipes provided)
- Update current building status on intranet site
- Walk-arounds by Crisis Management Team members/site management are encouraged to ensure compliance

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Building Services

Cleaning

- Cleaning protocols should be visible to employees to inspire confidence in the workplace safety
- Enhanced cleaning routines should be part of the new normal with focus on high traffic/touch spaces, common areas, elevator buttons, kitchenettes, bathrooms, etc.
- Move from Tier 1 (normal) to Tier 2 (enhanced) cleaning protocols from start of site re-entry to up to 6 months after; daily or at the change of each shift
- SWAT cleaning teams for janitorial vendors; follow enhanced cleaning protocols for deep cleans when there's a suspected/confirmed virus exposure
- Designate waste receptacles for the disposition and pick up of masks instead of through typical trash collection. Waste receptacles must be covered or have a lid
- Expectations for employee cleaning protocols should be communicated on site

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Building Services

Hygiene

- Distribution of masks to workforce upon site entrance when required
- Hand sanitizer pumps at building entrances and common space (touchless pumps are recommended)
- Disinfectant surface wipes available to wipe down surfaces during the day
- Soap and running water available in all washrooms and monitored by building maintenance. Consider touchless faucets and soap dispensers
- Phones and laptops / keyboards / mice should not be shared
- A clean desk policy must be implemented to maintain a clean and uncluttered desk, in order to facilitate cleaning efforts
- Reminders of good hygiene practices should be reinforced across site population (no-handshake policy, cough/sneeze etiquette, hand washing, etc.)

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Building Services

Protect yourself and others

- ☑ Stay home when sick
- ☑ Wash hands often
- ☑ Avoid touching eyes, nose, and mouth with unwashed hands
- ☑ Cover coughs & sneezes with a tissue, then throw the tissue in the trash
- ☑ Clean and disinfect frequently touched objects and surfaces using a regular wipe
- ☑ Maintain at least 2m/6 ft between yourself and others
- ☑ Adhere to no handshake policy



Wash your hands

- ☑ For at least 20 seconds with soap and water or an alcohol-based hand sanitizer with at least 60% alcohol
- ☑ After coughing, sneezing or blowing your nose
- ☑ Before, during and after preparing and eating food
- ☑ After going to the bathroom
- ☑ When hands are dirty



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Building Services

Food Safety

- Food service personnel should be trained on cleaning/safety protocols with uniform standards including masks and gloves
- Visible and timed cleaning and sanitizing
- Eliminate shared/buffet style food; enhance grab-and-go options
- Replace shared condiments (ketchup, hot sauce, milk for coffee) with individual packets
- Encourage online or mobile ordering from cafes with grab and go stations for pick up where available
- Utilize cashless kiosks; implement cleaning protocol
- Amenities program (snacks) limited to pre-packaged offerings only
- Expectations for food handling safety communicated on site

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Building Services

Building Ventilation Systems and Air Filtration Assessment

Currently, the primary modes of transmission of the virus that causes COVID-19 are respiratory droplets and surface contamination. Information regarding airborne transmission has been limited and largely inconclusive. However, prudent risk management practices can be implemented to minimize this potential route of exposure.

- Perform comprehensive preventative maintenance and performance checks on HVAC systems using GRE protocols (e.g. filter changes, leak checks, flow rates, drain pans) prior to site returning to work.
- Increase fresh air intake or ventilation rate to double the amount of outside air required by the standard where possible. Avoid energy-conserving strategies that reduce dilution ventilation (e.g. demand-controlled ventilation). Extend ventilation time windows to start one hour earlier and terminate one hour later to support pre- and post ventilation of the spaces.
- Replace existing filters with the highest efficiency filters the system can accommodate without diminishing the supply airflow rate to the occupied spaces or negatively impact the HVAC system (preferably MERV 16 / E10 with a minimum of MERV 13 / F7). Monitor HVAC for any decrease in performance.

In facilities maintained by IBM:

- Increase fresh air intake to double of the standard where possible
- Replace existing filters by HEPA filters where systems allow, and on condition that the air circulation does not drop below standard

In facilities where landlord maintains:

- Positively confirm that all maintenance is done as per manufacturing standards
- Discuss with landlords with the objective to implement the same as above

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Building Services

Transportation

- Where transportation services are provided as an essential means of employees commuting to the office, seating and capacity should be carefully evaluated to ensure social distancing can be maintained and cleaning protocol implemented
- Campus shuttle service should be cancelled unless critical and social distancing is maintained.
- Maintain supply of masks on buses/shuttles provided by IBM to give to employees upon entering vehicle
- Sanitary wipes available

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Readiness Checklist & Next Steps

Building Services

Site Emergencies

- For suspected or confirmed cases, follow the steps outlined in the COVID-19 Situational Playbook including:
 - If individual feels ill while at IBM location, report to manager/host and leave location if they are able.
 - If not able or it is an emergency contact 911 or local EMS.
 - Encourage individual to contact community health provider after leaving site.
- The COVID-19 Situational Playbook includes actions to be taken by Corporate Health and Safety, Security, the Crisis Management Team, Global Real Estate, and Communications
- First responders attending medical emergencies should be provided a mask and nitrile gloves
- Occupants evacuating the building during an emergency should always remain 2 meters/6 feet apart including at muster stations

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Readiness Checklist & Next Steps

Meeting Guidance



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Readiness Checklist & Next Steps

Meeting Guidance

Meetings

- Virtual meetings encouraged, even as employees are on site
- In Wave 1, meeting rooms for single person use only (exception: larger meeting rooms/auditoriums which may be re-purposed for social distanced seating)
- Large conference rooms closed to large groups
- Chairs removed if possible or moved to corners
- On-site client, partner, or customer meetings should be limited.
- Identify a separate visitor meeting room located near the building entrance to minimize full site access by visitors
- Sanitary wipes should be maintained in meeting rooms
- Adhere to travel, meeting & event guidance on W3

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Readiness Checklist & Next Steps

Site Readiness

Site Readiness Assessment

- The site readiness process is extensive, and no detail is too small to consider
- It should entail a comprehensive assessment of the physical space including entry controls, space planning to ensure social distancing, masks, sanitizer supplies, cleaning protocols, building services, and communications
- In leased locations, Global Real Estate and landlords should communicate openly to develop a plan to support the return to the workplace process and understand landlord's abilities to maintain social distancing, cleaning, etc., as well as any COVID-related requirements the landlord has for IBMers and their visitors. If needed, the Crisis Management Team should develop a plan to implement the additional requirements

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Readiness Checklist & Next Steps

Communication and Change Management



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Readiness Checklist & Next Steps

Communications & Change Management

Keep employees informed of safeguards and plans

Return To Workplace Guidance

IBM COVID-19

The health and safety of IBMers, partners and clients remains our top priority.

As communities move to reopen, we are sharing how Wave 1 IBMers will return to the workplace with data-driven, evidence-based practices and policies that safeguard them. We are navigating public health and government restrictions and continued susceptibility to COVID-19. A government's lifting of stay-at-home orders is only the first step as we consider returning. Employees will return when both public health authority guidelines and IBM global policies and standards are met. Work from home will continue for the vast majority of IBMers in Wave 1. Select employees will return only once we have readied the workplace. Future waves will be determined based on careful assessment of the market-specific health and policy landscape.

Wave 1 steps to return to the workplace

- Lifting of government "stay at home" orders and business restrictions beyond essential employees
- Supported by local clinical and population health data
- Sufficient availability of masks and sanitizer
- Benchmarking regional employers
- Availability of public transportation (where applicable)

How IBM will keep you safe in the workplace

- Providing IBMers with 2 masks daily
- Space planning: distancing of desks & seating, floor markers, additional approaches to eliminate congestion, some common areas closed
- Building services: enhanced cleaning; increased air ventilation; modified delivery of food services
- Site readiness audit
- Protocols for management of suspected COVID-19 cases
- Ongoing mutual understanding of IBM and client health and safety standards

How IBMers will keep each other safe in the workplace

- Stay home if ill or a suspected/confirmed exposure
- Daily health precertification which includes at-home self-screening & temperature check
- Wear IBM-issued masks at all times
- Maintain 2 meter/6 feet social distance; no handshake
- Continue appropriate personal hygiene practices (e.g. frequent hand washing and coughing etiquette)
- Limited in-person meetings; minimized contact

IBM COVID-19 Return To Workplace Guidance

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- Continue appropriate personal hygiene practices (e.g. frequent hand washing and coughing etiquette)
- Limited in-person meetings; minimized contact

Who will return to the workplace in Wave 1

In addition to those already performing essential work on location at IBM/client sites that cannot be done remotely, select IBMers will begin to return, based on an expectation of material productivity or innovation benefit from being on site even while wearing masks and maintaining social distancing.

Flexibility for those with special circumstances (e.g. health issues, children at home).

Those IBMers returning to the workplace in Wave 1 will be specifically notified.

Wave 1

- Limited availability of testing/tracing
- Work from home continues for most
- IBMers performing essential work continue at IBM & client sites. Limited additional IBMers (see above) return. Client-facing professionals return aligned with client readiness to receive them on site.
- Very stringent travel restrictions
- Timing: May - June TBD for many countries

Wave 2

- Wider availability of testing/tracing
- Work from home continues for most
- Additional IBMers return. Client-facing professionals return aligned with client readiness to receive them on site
- Travel restrictions vary based on local conditions
- Timing: dependent upon assessment of local conditions

Wave 3

- Continued improvement in testing/tracing/treatment/healthcare capacity
- Most IBMers return. Some work on site regularly. Others remain remote, only returning to site as needed
- Client-facing professionals return aligned with client readiness to receive them on site
- Increased flexibility for travel
- Timing: dependent upon assessment of local conditions

IBM's practices will be aligned with local legal requirements and respect consultation requirements with employee representatives where applicable.

As conditions change, we will adjust. This may mean reverting to "work from home" if government guidance changes or if local clinical and population health data indicate community cases are accelerating again or changing IBM standards if advances in testing or treatment mean we can safely operate with increased flexibility.

As of April 29, 2023 IBM Internal Use Only

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Communications & Change Management

Site and Desktop Signage/Posters

Mask Use  IBM COVID-19 Return To Workplace Guidance

IBM-issued masks should be worn at all times at an IBM or client location. For best protection, users should be clean-shaven with hair tied back.

Before/During Use:

-  **Before putting on a mask**, clean hands with soap and water or alcohol-based hand sanitizer
-  **Inspect the condition of the mask**, usually the colored side / the side with folds facing downwards of the mask should face outwards
-  **Cover nose, mouth and chin** with mask; adjust nose clip over the nose and tighten snugly; no gaps between face and mask
-  **Avoid touching the mask** while using it; if you do, clean your hands with soap and water or alcohol-based hand sanitizer

After Use:

-  **Remove mask** from behind using the elastics (do not touch the front of the mask)
-  **Discard immediately** in a closed bin; replace the mask with a new one as soon as it is damp and do not re-use single-use masks
-  **Clean hands** with soap and water or alcohol-based hand sanitizer

*If you have any questions about the use of the mask, please contact **IBM AskHealth&Safety**.*

IBM

Practice Good Hygiene  IBM COVID-19 Return To Workplace Guidance

Protect yourself and others

- Stay home when sick.
- Wash hands often.
- Avoid touching eyes, nose, and mouth with unwashed hands.
- Avoid close contact with people who are sick.
- Cover coughs & sneezes with a tissue, then throw the tissue in the trash.
- Clean and disinfect frequently touched objects and surfaces using a regular wipe.
- Maintain at least 2m / 6' between yourself and others.

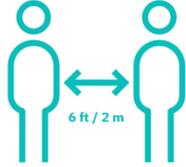
Wash your hands

- For at least 20 seconds with soap and water or an alcohol-based hand sanitizer with at least 60% alcohol.
- After coughing, sneezing or blowing your nose.
- Before, during and after preparing and eating food.
- After going to the bathroom.
- When hands are dirty.

IBM

IBM COVID-19 Return To Workplace Guidance

Thank you for practicing **social distancing**



IBM

IBM COVID-19 Return To Workplace Guidance

Social distancing in the Cafeteria 

- Maintain at least 2m/6 ft
- Follow floor/chair/table markings to help with social distancing
- Avoid touching eyes, nose and mouth
- Cover coughs & sneezes with a tissue, then throw the tissue in the trash
- Before eating or putting on a mask, clean hands with soap and water or alcohol-based hand sanitizer
- Remove mask from behind using elastics (do not touch the front of the mask)
- Do not place used masks on any surfaces
- Discard used masks immediately in a closed bin and wash your hands
- Put clean mask on that fully cover mouth, nose and face after eating

IBM

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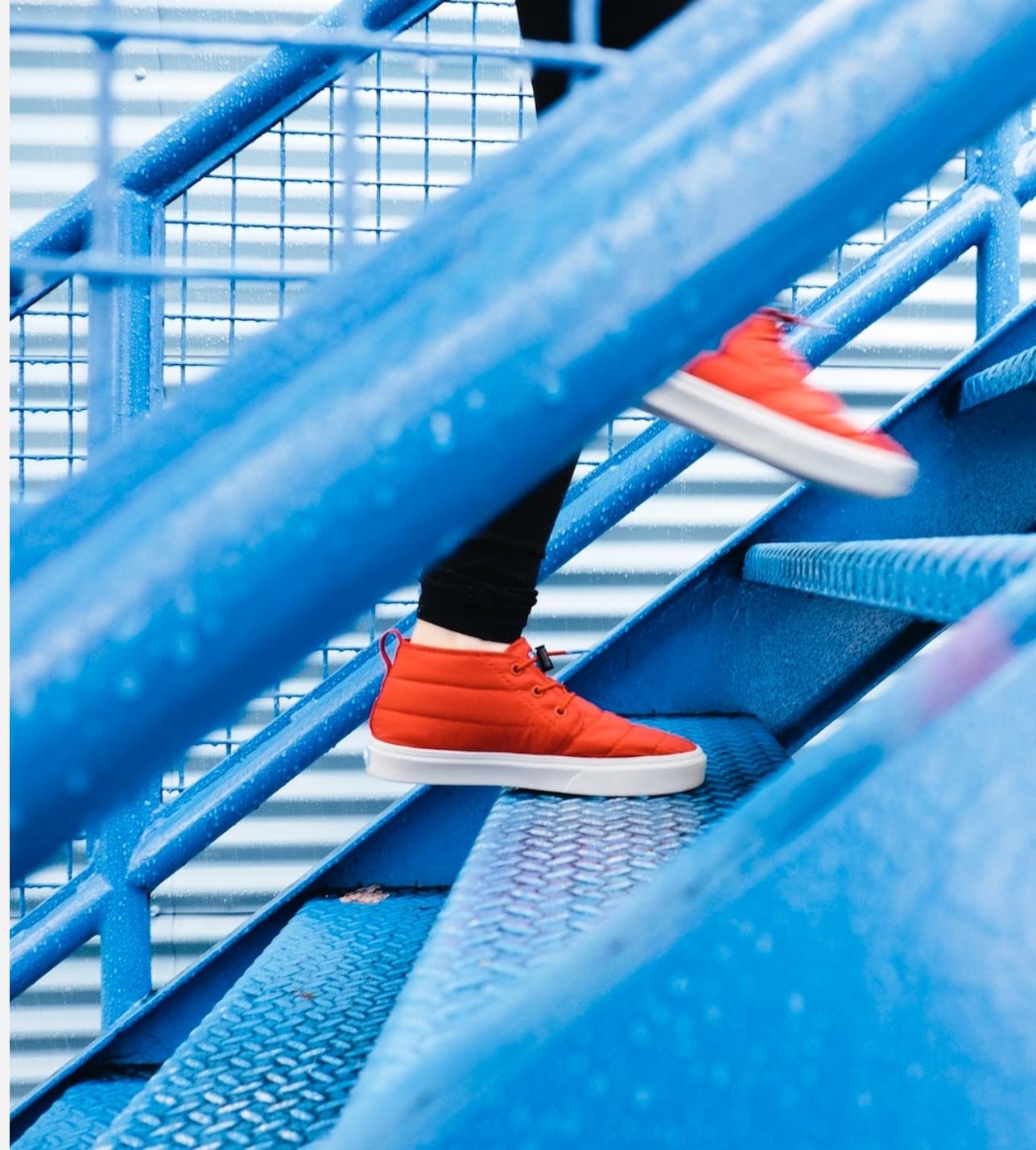
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Readiness Checklist & Next Steps

In Waves

- Wave 0: **Essential**
On-site employees supporting IBM or client critical work
- Wave 1: **Select**
Those employees with measurable benefit to returning
- Wave 2: **Prioritized**
Additional waves prioritized based on productivity benefit
- Wave 3: **Most**
Additional waves continue until most IBMers have returned



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Readiness Checklist & Next Steps

A phased approach based on risk mitigation

Wave 2 and 3 expansion is dependent upon reduced risk through testing, tracing, treatment, and healthcare system capacity. If clinical data of confirmed cases or fatalities changes over a 5-day period, work from home should be reinstated for all but essential employees.

Wave 0	Wave 1	Wave 2	Wave 3
<ul style="list-style-type: none"> • Situation: Onset of COVID-19 cases • Stay-at-home orders 	<ul style="list-style-type: none"> • Situation: COVID-19 cases decelerate, flattening the curve • Many jurisdictions require masks • Stay-at-home orders begin to lift with phased economic reopening 	<ul style="list-style-type: none"> • Situation: Scaling of testing/contact tracing • Advances in treatment 	<ul style="list-style-type: none"> • Situation: Continued improvement in testing/tracing/treatment/healthcare capacity
<ul style="list-style-type: none"> • Only IBM employees performing essential work onsite if cannot be performed remotely • 95% of IBM employees working from home • Availability of medical benefits enhancement and additional paid time off • Increasingly stringent travel restrictions • March – April 	<ul style="list-style-type: none"> • IBM protocols: masks required and 2 meters/6 feet of social distancing • Work from home continues for most. IBMers who should experience substantial productivity or innovation benefits on site return. Client-facing professionals return, aligned with client readiness to receive them on site • Very stringent travel restrictions • May – June TBD, local market dependent 	<ul style="list-style-type: none"> • IBM protocols: masks required and 2 meter/6 feet social distancing • Work from home continues for most. Additional IBMers return. Client-facing professionals return, aligned with client readiness to receive them on site • Travel restrictions vary based on local conditions • Timing: dependent upon assessment of local conditions 	<ul style="list-style-type: none"> • IBM protocols: masks required (as needed) and 2 meter/6 feet social distancing • Most IBMers return. Some work on site regularly. Others remain remote, only returning as needed • Client-facing professionals return, aligned with client readiness to receive them on site • Increased flexibility for travel • Timing: dependent upon assessment of local conditions

Transition to Wave 2 & 3 will not begin until Corporate Crisis Management and Health & Safety Teams publish specific gating criteria in subsequent versions of this playbook

Return to Workplace Playbook

Selection Criteria for IBMers returning to IBM site in Wave 1

- Select IBMers can return to the workplace in Wave 1, in addition to the essential IBMers from Wave 0
- The maximum initial headcount per site including select + essential IBMers should not exceed 15% of pre-COVID occupancy including vendors and contractors
- This framework is a prioritization guide. The local Crisis Management Team and Site Executives will assess against local business need

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In Wave 1 of return, Essential + Select IBMers will:

- Perform health self-screening at home each day prior to departing for IBM/client location
- Wear masks at all times on site
- Adhere to social distancing
- Be reminded to continue to practice appropriate social distancing, personal hygiene practices including hand washing and cough etiquette, and to follow all IBM and public health authority guidance including for travel and self-quarantine

The criteria for individuals/teams in the initial wave return:

1. An expectation of seeing a material, measurable improvement to clients and/or IBM outcomes despite wearing masks and social distancing at IBM/client site, as compared to continuing to work from home
2. The material, measurable improvement in outcomes is important in the near term (next 1-2 quarters)

As assessed by:

- Business Units/Global functions to give general guidance
- Local SLEs/CGMS to make final decision

Note: IBMers requesting to return is NOT a criteria or an input

Key questions to evaluate:

- Will the individual / teams be materially more effective collaborating in the workplace while maintaining social distancing and mask norms or are better off collaborating on WebEx/Mural/Slack/Box?
- Why is this the case (e.g., access to IT infrastructure, equipment, network capacity)?
- How is it measured (e.g., productivity)?
- How important is the increase in effectiveness from returning to the workplace on 2Q outcomes for IBM or client? Why does the individual/team need to return now?
- What is the business impact if the individual/team continues to work virtually?

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Readiness Checklist & Next Steps

Unique Selection Criteria for Client-Facing IBMers Returning in Wave 1

- Clients will follow their own prioritization frameworks for their Return to Workplace Plans
- Clients will likely prioritize permitting IBMers back onto their sites to support critical infrastructure and applications and to perform work for critical projects that cannot be done remotely

In Wave 1 of return, Essential + Select IBMers will:

- Perform health self-screening at home each day prior to departing for client location
- Wear masks at all times on site
- Adhere to social distancing
- Be reminded to continue to practice appropriate social distancing, personal hygiene practices including hand washing and cough etiquette, and to follow all IBM and public health authority guidance including on travel and self-quarantine
- Follow government/health authority travel guidelines. Client commitments should be met via local travel wherever possible
- Meet any additional health/safety protocols as determined by the clients on their sites, subject to prior agreement with the IBM team

The criteria for any individuals/teams to return to the workplace in the initial wave:

1. The clients have begun operations on their sites and IBMers are required to be present at client site to deliver on the client commitments
2. The government and travel guidelines locally allow for client-facing employees to be able to travel to client sites

As assessed by:

- Account leaders for Services Delivery Client Facing employees
- Client Sales Leader for Sales/GTM employees

Note: IBMers' requesting to return is NOT a criteria or an input

Key issues to evaluate:

- IBM Account leader/sales leader to meet with client to
 - Assess the need/benefit for IBMers to return to the client site now, using the questions outlined on the prior page
 - Discuss IBM and client Health/ Safety protocols
 - Understand what data and information IBM will/will not share with Clients
 - Allow employees to opt out of returning to client site in case of individual health considerations

Return to Workplace Playbook

Using this Return to Workplace (RTW) Playbook

Principles, Context, and Overview

Decision making framework:
Is your site ready to open?

New workplace safety norms:
What do we need to do to keep IBMers safe at your site?

Prioritizing the returning IBMers:
How do you determine who needs to be on site?

Readiness Checklist & Next Steps

Selection Criteria for returning IBMers to IBM site in Wave 1

This guidance is illustrative. There may be unique situations that the local Site Level Executive/Crisis Management Team may need to address working with the units directly.

Examples of prioritized IBM roles/ teams

1. Hardware Development & Engineering
 - HW Engineers — System hardware bring up, processor work, I/O and systems integration aligning to design LCM
 - Product Engineering (PE) (Technical Support) — hands on hardware access & SME resources for L3 client recreates
 - ECAD Design/E-tools Teams
2. Software Development & Engineering
 - Firmware, Operating systems builds, aligning to design LCM & code delivery milestones
 - AI Applications development/design employees driving critical releases
3. Services roles
 - Practitioners and their PMs/Delivery Partners performing on client engagements with client contracted security restrictions necessitating existing secure network, facilities, HW/SW, etc. built out in IBM sites
 - Partners/AP teams defining or presenting solutions of near term, priority importance as defined by Client – otherwise continue engagement via virtual platform
 - Field services (SSR), select project managers, application architects, level 1 IT Specialists, Systems Services Reps and selected Solutions Sales
4. IBM Cloud teams
 - Data Center and Cloud Operations employees
 - Cloud IaaS Fabric Site Reliability Engineering
 - Security - SOC and incident response
5. Special/ Unique roles & teams
 - Researchers working in the Physical Sciences/Systems areas that need access to physical labs/semiconductor equipment to be productive
 - Meteorologists supporting key client needs as well as at IBM Sites for increased productivity (network/data bandwidth, collaboration)

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Return to the Workplace Individual Opt-out for Wave 1

IBMers without existing health conditions

Situation...	Guidance...	Who determines?
IBMers age 65 and older	Should continue to work from home	IBMer informs their manager that they will continue to work from home per the guidance
IBMers below age 65, living with a household member who is a healthcare worker exposed to or involved in COVID-19 cases	May continue to work from home	IBMer informs their manager that they will continue to work from home per the guidance
IBMers without childcare (e.g., schools/daycares summer programs remain closed), or with other COVID-related family care issues	May continue to work from home	IBMer informs their manager that they will continue to work from home per the guidance

IBMers with existing health conditions

Situation...	Guidance...	Who determines?
IBMers with: <ul style="list-style-type: none"> • chronic conditions • underlying health condition requiring maintenance treatment or • hospitalization within prior year 	Should continue to work from home	Corporate Health & Safety IBMer or Manager will notify Ask H&S that a medical review is required
IBMers: <ul style="list-style-type: none"> • Receiving treatment for an acute condition • Who are pregnant 	May continue to work from home	Corporate Health & Safety IBMer or Manager will notify Ask H&S that a medical review is required

Return to Workplace Playbook

IBM Return to the Workplace Summary

This overview should be used in conjunction with the Return to Work Playbook. Full guidance, minimum standards, and implementation details are in the playbook. Once a location re-opens beyond essential employees, continued monitoring may result in a recommendation to revert to working from home for all but essential employees. Confirmed or potential exposures may also result in IBMers/teams self-isolating at home per Corporate Health & Safety incident-specific guidance.

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The decision to re-open an IBM site:

Following the IBM global RTW Playbook, the local Crisis Management Team will make the recommendation to re-open an IBM site/ allow client-facing to return to clients, beyond essential employees, using the criteria defined in the RTW playbook

Criteria include:

- Lifting of government stay-at-home orders/governments allowing businesses to reopen beyond essential employees
- Confirmed cases doubling > every 15 days; daily death rate
- Assessment of other regional employers' actions, benchmark company actions
- Availability of public transportation (where applicable)
- Ongoing adequate mask and cleaning supplies
- IBMer sentiment

New Workplace Health & Safety Norms will be in place:

IBM will comply with any government or health authority requirements

New Workplace Safety Norms include:

IBMers

- Daily, at-home, self-screening of health including temperature check
- Wearing 3-ply surgical masks, to be issued by IBM, at all times at work location
- Maintaining 2 meter/6 feet social distance in the workplace (including no handshakes)

IBM Sites

- Implementation of spatial distancing strategies within workspaces and common areas (e.g., seating layouts, markers on floor in common areas)
- Tier 2 enhanced cleaning protocols
- Eliminate shared/buffet food offerings

Client sites/locations

- We will establish a mutual understanding of IBM and client health and safety standards
- There may be client requests we will not accommodate based on safety and privacy
- It is our responsibility to ensure a safe workplace for IBMers

IBMers returning in Wave 1 will be limited:

The early stages of returnees to the workplace beyond essential employees will be gated by:

- A material, measurable improvement to productivity (or other measurable outcome) by being in the workplace with masks and social distancing as compared to virtual working
- The first wave is expected to be very limited
- Sellers and client-facing employees are assumed not to have any need to come to/through IBM workplaces in the first wave
- IBMers in at-risk groups (e.g., age, comorbidity), or with childcare issues, will be able to opt out
- Guidance for the return of additional waves will be published in future versions of the Playbook
- Total headcount returning at any point in time will be gated by new guidance on site capacity with social distancing

IBM Return to Workplace - Wave 1 Practical Guide

For use with Clients

Using the Return to Workplace (RTW) Practical Guide

Principles and Context

Wave Timeline and Guidance

Employees, Clients/Visitors and Workplace Preparations

Readiness Checklist & Next Steps

Wave 1 Readiness Checklist

Step 1: Is your site ready to open?

Government and Health Authority

Critical showstoppers

Has the local, regional, state, and/or national government cancelled mandatory “stay home” orders previously in effect? If so, when?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has the government allowed businesses to reopen their premises? Is it only a subset or all businesses?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Additional questions

Does your location have a dependency on public transportation? If so, are transportation restrictions still in effect, such as public transportation (trains, subways, buses)? If so, what temporary actions need to be deployed to get IBMers to their work location, if any?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are local schools, camps, daycares or childcare closed or impacted? If so, what temporary actions need to be deployed to enable IBMers to be able to return to their work location, if any?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the local, regional, state, and/or national government or health authority require advance approval of “return to work” by location?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does the local, regional, state, and/or national government or health authority require health screening or PPE (e.g., temperature checks, masks)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does IBM have any reporting requirements to the local, regional, state, and/or national government or health authority?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Clinical

Doubling rate: Are the number of confirmed cases doubling in 15 days or more (i.e., every 15 days or less frequently)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Fatality: Are the number of new daily deaths below 100 in the relevant area (e.g., in a small country, or in a state/province within a larger country)?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Industry

Are other local companies (including clients) in the region returning to work? If so, who?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are IBM's clients served by the region/site requesting in-person meetings?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are other local companies that are co-located with IBM offices returning to work? If so, are the building and co-located companies following appropriate safety norms in common areas (e.g., elevators)?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Employee Sentiment & Employee Relations

What has the impact of COVID-19 been to the local IBM population/community?		Comments:
What is employee sentiment about continuing to work from home vs return to the workplace? e.g. are employees expressing a need to get back to the workplace, or concerns about doing so (e.g., health concerns, physical safety concerns, family care concerns)?		Comments:
In collaboration with Labor Relations, have you ensured that the return to work plans and standards are handled as required by local labor processes (e.g. with employee representatives, works councils)? Provide more detail.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:
Does your location have a dependency on public transportation? If so, are transportation restrictions still in effect, such as public transportation (trains, subways, buses)? What government or local actions can be deployed to ensure employees are and feel safe? (Input from CMT, Government & Regulatory Affairs) Provide more detail.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:
Are the hours of operation for local, essential merchants (e.g. grocery stores, pharmacies) back to normal or will IBMers have difficulty fulfilling their needs if they return to work? (Input from CMT, Government & Regulatory Affairs) Provide more detail.	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:

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For use with Clients

Using the Return to Workplace (RTW) Practical Guide

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Wave 1 Readiness Checklist

Step 2: What do you need to keep IBMers safe at your site?

Health Screening Standards

Has the site deployed at-home health self-screening to returning employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If on-site screening is required, does site have trained screeners, thermometers and mask supply for screeners?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has a visitor screening process been set up?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does site have 30 days of masks available upfront and access to ongoing 30-day supply?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Social Distancing Measures

Have social distancing guidelines for site have been adhered to, including the following?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Agile Desks	<input type="checkbox"/> Yes <input type="checkbox"/> No
Meeting Rooms	<input type="checkbox"/> Yes <input type="checkbox"/> No
Collaborative Seating	<input type="checkbox"/> Yes <input type="checkbox"/> No
Common Areas	<input type="checkbox"/> Yes <input type="checkbox"/> No

Building Services

Have building services been upgraded, including:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Facility Management	<input type="checkbox"/> Yes <input type="checkbox"/> No
Cleaning services	<input type="checkbox"/> Yes <input type="checkbox"/> No
Hygiene	<input type="checkbox"/> Yes <input type="checkbox"/> No
Food Safety	<input type="checkbox"/> Yes <input type="checkbox"/> No
Ventilation	<input type="checkbox"/> Yes <input type="checkbox"/> No
Transport	<input type="checkbox"/> Yes <input type="checkbox"/> No

Communications & Change Management

Are Communication plans and roll out to employees on new health & safety protocols completed?	<input type="checkbox"/> Yes <input type="checkbox"/> No
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Step 3: Have you determined who needs to be returning in Wave 1?

IBMers returning to IBM Site

Will the individual/teams be materially more effective collaborating in the workplace while maintaining social distancing and PPE norms or are teams better off collaborating on WebEx/Mural/Slack/Box?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:
Why is this the case (e.g., access to IT infrastructure, equipment, network capacity)? How is it measured (e.g., productivity)?		Comments:
How important is the increase in effectiveness from returning to the workplace on 2Q outcomes (e.g., revenue, signings)? Why does the individual/team need to return now?		Comments:
What is the business impact if the individual/team continues to work virtually?		Comments:

Prior to resuming working on client premises, IBM teams will complete the following checklist to understand protocols/ plans and agree how we engage in a manner that protects the health of all.

IBMers returning to client sites

Have IBM account leaders reviewed the IBM Health/Safety protocols with their client counter part(s)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:
Has the need/benefit for IBMers to return to the client site been assessed, using the questions outlined in the practical guide?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:
Has an agreement been made with the client on what data and information IBM will/will not share with clients?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:
Has an agreement been made with the client on permitting IBM employees to opt out of returning to the client site in case of individual health considerations?	<input type="checkbox"/> Yes <input type="checkbox"/> No	Comments:

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Produced in the United States of America
May 2020

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