



Pandemic Response Plan 2020

COLLIERS INTERNATIONAL

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1.0 Introduction

1.1 Purpose

Colliers's Pandemic Response Plan has been created to help ensure the business is prepared and has a plan in place in the event of a pandemic. The planning principles used to prepare this plan are to safeguard the health and wellbeing of our Professionals, to protect the continuity of core business activities and to protect the long-term interest of the business. This includes implementing preparedness activities at each stage leading up to, during and after a declared pandemic.

The plan will identify issues that may be anticipated in the event of a pandemic. Implementation of the plan with these practices and procedures will ensure that Colliers can continue to provide services in a safe manner ensuring that the health of the community is the prime parameter in all decisions and actions for as long as possible in the event of a pandemic. This plan will be reviewed on a monthly basis.

1.2 Background Information

Coronavirus disease (COVID-19) is a contagious disease caused by severe acute respiratory syndrome. Common symptoms of COVID-19 include fever, cough, fatigue, difficulty breathing, and loss of smell and taste. COVID-19 spreads via a number of means, primarily involving saliva and other bodily fluids and excretions. These fluids can form small droplets and aerosols, which can spread as an infected person breathes, coughs, sneezes, sings, or speaks. The virus may also spread via fomites (contaminated surfaces) and direct contact. People remain infectious for up to fourteen days.

The World Health Organization (WHO) declared a worldwide pandemic in March 2020 resulting in a global health emergency. As of November 2020, more than 60.1 million cases of COVID-19 have been confirmed globally and 345 thousand cases have been confirmed in Canada. In the Colliers context, a pandemic has the potential to have a significant impact on the absence of Professionals and to impede client service delivery over an extended period of time.

1.3 Colliers COVID-19 Taskforce

To ensure continuity of business in a safe and healthy manner, the Colliers has a designated core COVID-19 Taskforce. The purpose of this taskforce is to produce and execute a Pandemic Response Plan. The Taskforce team members were selected from all major operational areas of the business to provide leadership and guidance and to ensure the depth of essential information is included in the execution of the plan. The taskforce is co-led by Mark Lang, Senior Director | People Services and Synthia Kloot, Senior Vice President | Strategy, Finance & Operations. During a pandemic alert, the group will meet as regularly as required.

Current members include:

- Mark Lang, Senior Director | People Services
- Synthia Kloot, Senior Vice President | Strategy, Finance & Operations
- Trevor Cleveland, Director | Operations Risk Management
- Pamela Smith, Director | Communications
- Stephanie Mariani, Manager | Office Operations & Events
- Tara James, Manager | Brokerage Operations
- Ara Vivek, People Services Manager
- Colleen Heinrichs, Operations Manager

The mandate of the COVID-19 Taskforce is to provide information and make recommendations in order to support Senior Leadership Team, as follows:

1. To minimize the impact of a pandemic, by identifying and addressing issues that may affect

- business operations
- 2. Contributing information and expert opinion.
- 3. In the event of a pandemic, collectively delivering the plan.
- 4. Developing recommendations/requirements following the execution of the plan.
- 5. Post-pandemic, addressing the effectiveness of the plan and implementing changes for future plans.

2.0 Planning Approach

2.1 General Planning Assumptions

The following planning assumptions have been utilized in the Pandemic Response plan, based on the federal Government's Pandemic Plan:

- The Pandemic Response Plan is an organic document. It will be reviewed regularly as new information is received from substantiated sources. i.e. Public Health Agency of Canada (PHAC) and the World Health Organization (WHO).
- There will be very little lead time between the World Health Organization declaring a Pandemic and it affecting the business.
- There will be multiple waves of the COVID-19 pandemic activity.
- Business activities will need to be modified, curtailed or cancelled, in order to protect the health and safety of our Professionals. In case of an outbreak with significant numbers, our offices may need to close.
- The emphasis will be on prevention and the belief that good personal hygiene (ex. hand washing, cough etiquette and staying home when ill) plays a central role in limiting the effects of a virus.
- The need for timely and relevant information from a trusted source (including Brian Rosen/Kerris Hougardy's national update communications) is essential.
- The psychological impact on our Professionals and wide spread societal anxiety will be significant.

2.2 Legislative Framework

In the event of a pandemic, the legislation that will apply includes, but is not limited to:

- **Health Promotion and Protection Act**

The Health Promotion and Protection Act requires Boards of Health to provide a minimum level of public health programs and services in areas such as control of infectious and reportable diseases, health promotion, health protection and disease prevention. Regulations under the *Act* assist in controlling the spread of communicable and reportable diseases.

- **Emergency Management Act**

The Emergency Management Act establishes the requirements for provincial emergency management programs and plans. Municipal bylaws are required in order to adopt the emergency plans.

- **Personal Health Information Protection Act, 2004 (PHIPA)**

PHIPA regulates the collection, use and disclosure of personal health information by health information custodians. Consent is usually required to collect, use or disclose personal health information. However, the *Act* also specifies situations when this is not required. In the event of a pandemic, disclosure of personal health information to the Chief Medical Officer of Health or Medical Officer of Health without consent is permitted, if for a purpose related to the Health Promotion and Protection Act.

- **Occupational Health and Safety Acts**

The Occupational Health and Safety Act imposes a general duty on employers to take all reasonable precautions in the circumstance to protect the health and safety of workers. The duties of workers are generally to work safely and in compliance with the Act and Regulations.

3.0 Pandemic Planning Roles and Responsibilities of Various Departments

3.1 World Health Organization

The World Health Organization (WHO) is responsible for influenza surveillance worldwide in order to detect prevalent and emerging strains. In addition, WHO is responsible for coordinating a global response.

Specifically related to pandemic, it is the responsibility of the WHO to:

- Conduct world-wide surveillance and reporting of disease
- Identify the beginning of a pandemic via a phased approach
- Co-ordinate global response to a pandemic
- Provide recommendations on the management of a pandemic

3.2 Federal – Public Health Agency of Canada

The Public Health Agency of Canada (PHAC) is responsible for coordinating the nation-wide health response to pandemic influenza. PHAC liaises with various international organizations to support surveillance, coordination and investigation activities including those related to vaccine programs. The Prime Minister is responsible for declaring a federal emergency.

3.3 Colliers' Responsibilities;

3.3.1 Taskforce Leads

The responsibilities in this role include:

- Actively monitoring websites, publications, news releases, social media, etc. of the federal, provincial and municipal health organizations to maintain current knowledge of pandemic preparedness and will act as the organizational liaison with these organizations.
- Producing, in partnership with their co-lead, the Pandemic Response Plan updates, as necessary, with information and input from the COVID-19 Taskforce.
- In conjunction with Marketing and Communications, deliver best public health practice advice to Professionals to support the prevention message.
- Ensuring the departments identified in the plan are aware of their responsibilities to develop departmental procedures to support the plan, follow-up to ensure they complete and forward their procedures for inclusion in the overall Pandemic Response Plan and follow up to ensure said department keeps them up-to-date.
- Keeping the Senior Leadership Team updated on all communications and advise Marketing and Communications to develop and issue timely and responsive information bulletins.

3.3.2 COVID-19 Taskforce

The mandate of the Taskforce is to minimize the impact of a pandemic by:

- Co-ordinating the process to cancel activities or close offices as appropriate.
- Overseeing the delivery of an intensive communication campaign, that emphasizes good

personal hygiene (e.g. hand washing, cough etiquette and staying home when ill) as a means of limiting the effects of a virus.

- Implementing, in conjunction with People Services, a series of amended policies.
- Identifying and addressing issues that may affect business operations in order to minimize the impact as much as reasonably possible.
- Monitoring the implementation of the plan in order to recommend revised/new procedures.
- Reviewing and resolving any recommendations/requirements for cancellation of activities or closures.

Post-pandemic:

- Contributing information and expertise for the purpose of revising the pandemic plan.
- Addressing the effectiveness of *the* plan and recommending changes for future use.

3.3.3 Marketing and Communications

It is the responsibility of the Marketing and Communications Department to identify and respond to pandemic concerns expressed by clients and members of the public. To also carefully craft a communication strategy to disseminate an informative, consistent, and accurate message and to alert Professionals to information resources as appropriate.

3.3.4 Return to Office Coordinators

It is the responsibility of the Return to Office Coordinators to ensure:

- As recommended by the COVID-19, implement, and promote any additional cleaning or sanitizing regimes (e.g. sanitizing keyboards and other equipment available to multiple users).
- Review, and if necessary, augment the installation of hand sanitizers and signage near main entrance points and in other high traffic areas around the offices.
- Ensure occupancy requirements are being met by monitoring the Basking Tool and taking attendance twice a day.
- Monitor the use of the Health Check App via spot-checking.

3.3.5 Information Technology Services (IT)

Reliance on the services of IT will be heightened in the event a pandemic is declared. Accordingly, it is important that services continue uninterrupted, should this occur.

- Plan operational strategies that will ensure, during a pandemic, business can be continued for as long as possible while Professionals are working remotely.
- Promote awareness of fraudulent activities such as phishing scams.

3.3.6 People Services

The role of the People Services team, under the direction of the Vice President of People Services is to ensure strategies are developed and in place for each stage of a Pandemic to address any issues raised. In particular, People Services is responsible for:

- Launching an amended set of policies for Professionals to follow.
- Answering questions concerning a pandemic or related absence.
- Addressing confirmed and suspected cases of COVID-19 in the office due to a pandemic.
- Ensuring the Employee Assistance Program (EAP) is in place should it be required.

4.0 COVID-19 Prevention and Control Measures

The COVID-19 Taskforce will work together on developing and distributing prevention and control measures to our Professional. They will follow the recommendations provided by government agencies

responsible for distributing pandemic prevention information. Outlined below is the current recommended preventative measures.

4.1 Hand Washing

Professionals are to clean hands frequently with alcohol-based hand sanitizer or soap and water. A 60% to 90% alcohol-based hand sanitizer is the preferred agent for hand hygiene. The COVID-19 Taskforce will work with the Procurement Team to source a hand sanitizer supply for all Professionals coming into our offices.

Hand washing procedure:

1. Wet hands.
2. Apply soap.
3. Lather for 15 seconds. Rub between fingers, back of hands, fingertips, under nails.
4. Rinse well under running water.
5. Dry hands well with paper towel or hand dryer.
6. Turn taps off with paper towel, if available.

Hand sanitizing procedure:

1. Apply sanitizer (minimum 60% alcohol-based).
2. Rub hands together.
3. Work the sanitizer between fingers, the back of the hands, fingertips, under nails.
4. Rub hands until dry.

4.2 Respiratory Etiquette

Professionals are encouraged to cover their mouth and nose when they cough or sneeze. This will help stop the spread of germs that can make people sick.

Cover Your Mouth Procedure:

1. Cover your mouth and nose with tissue when you cough, sneeze or blow your nose.
2. Put used tissue in waste basket.
3. If you don't have a tissue, cough or sneeze into your sleeve, not into your hands.
4. Wash your hands with soap and water or hand sanitizer (minimum 60% alcohol-based based).

4.3 Work from Home

Professionals have the option to work remotely where possible. Those who come into the office, are required to stay home if they are feeling unwell. Most adults infected with COVID-19 can transmit the virus from 24 hours before and up to fourteen days after they begin to experience symptoms. The best advice at this time is that adults should not return to their usual activities for at least fourteen days after they begin to experience symptoms or when they feel well enough to return to their duties, whichever is longer.

4.4 Use of Face Masks

While not all municipalities have bylaws in place in regards to the use of face masks; all professionals working within Colliers offices and tenant building MUST wear facemasks when in public spaces and common areas. This includes hallways, bathrooms and kitchens. Those who do not have a mask will be provided with a reusable Colliers mask.

4.5 Cleaning Workplaces

Professionals with COVID-19 may contaminate their surroundings with respiratory secretions from their nose and mouth. Surfaces that are touched frequently by Professionals (e.g., door knobs, computer terminals, bathroom faucets or other shared equipment) should be cleaned more often than usual. The

COVID-19 virus is easily killed by regular cleaning products, so special cleaning agents or disinfectants are not required. If there is a confirmed case of COVID-19 in the office, a deep cleaning is required.

4.6 Social Distancing

Social distance means reducing or avoiding contact with other people as much as possible (recommended to stay 6 feet away). Some workplace strategies to achieve this may include:

- Minimizing contact with others by using stairs instead of crowded elevators and/or limiting capacity on an elevator
- Cancelling non-essential face to face meetings and using teleconference
- Following signage for walking in the same direction as others
- Avoiding shaking hands, hugging, or kissing people
- Bringing lunch and eating at your desk away from others

4.7 Target Occupancy

To ensure appropriate occupancy ratios are met, while maintaining 6-foot distancing requirements, the current maximum occupancy rate is a maximum of 50% (unless local and provincial requirements differ). Occupancy ratios will be dependent on each offices' floor plate and their ability to allow for 6-foot distancing requirements. Occupancy will be monitored by the Return to Office Coordinators via the Basking Tool and monitoring attendance twice a day.

Recommendations include:

- Review and edit your floor plan
 - Identify which cubicles and/or desks are available for use, under the guidelines, closing any workstations which adjoin traffic areas (ex. end-workstations or facing hallways)
 - Cubicles in open hallways cannot accommodate social distancing if hallways are open or portions of hallways may need to be closed off
- Allow those who are able to work effectively from home to continue to do so
- Create alternating-weekly-schedule for teams for in/out of the office; we recommend keeping this approach as simple as possible, avoiding alternating days and no daily shifts. Recommended example schedule:
 - Week 1: A team is in office, while B team is working from home
 - Week 2: A team is working from home, while B team is working in the office
- Modestly stagger work start and end times for professionals
- Reconfigure conference rooms to set up additional workstations to ensure adequate spacing between professionals

Sample Distancing Floorplan shown below.



4.8 Colliers Health Check App

In response to COVID-19 and to ensure the safety of our Professionals, Colliers has launched a Self-Health Check App. The App features a self-assessment which will determine whether Professionals can come into the office or not. Professionals are expected to use the Health Check App every time they come into the office. The use of the App is monitored by our Return to Office Coordinators.

5.0 Response Policies

The following set of policies were put in place in response to the pandemic. These policies and guidelines are meant to be temporary only.

5.1 Meetings, Trainings and Conferences

As provincial restrictions ease, Colliers is committed to maintaining and promoting social distancing measures during the ongoing COVID-19 pandemic. Therefore, the following guidelines must be followed until further notice.

Meetings

While offices have opened and meeting room space has become available, it is expected that all meetings continue to be hosted virtually using available platforms such as Zoom, Skype or Teams.

Training

As we guide ourselves through the ongoing pandemic, it is important to note that learning and development is one of our priorities here at Colliers.

Attending *in-person* training sessions will be restricted until further notice. It is recommended the Professionals identify learning and development programs that are either facilitated or can be accessed virtually (i.e. using Zoom or through LinkedIn Learning).

Conferences

Until further notice, Professionals are prohibited from attending any *in-person* conferences.

5.2 Visitors

Colliers is committed to maintaining and promoting social distancing measures during the ongoing COVID-19 pandemic. Therefore, the following guidelines must be followed until further notice.

Visitors

While offices have opened and meeting room spaces have become available, visitors are not permitted into our offices. This includes any Colliers employee(s) visiting another Colliers office in which is not their affiliated office. Any exceptions must be approved by your local office leader.

Visitor Guidelines

If/when visitors are permitted;

- Any approved visitors must check-in at our front reception. Visitors will be asked to provide their name and phone number for contact tracing purposes. This data will be kept securely for 30 days and only provided to a public health officer if needed.
- Visitors will be expected to wear a non-medical mask when at all times when on site.

- Visitors will be expected to sanitize their hands. Hand sanitizer will be provided to all visitors upon arrival to our office.

Please refrain from shaking hands and maintain social distancing (2 metres) when possible.

5.3 Travel

In line with recommendations from Health Canada and the World Health Organization, we advise you to exercise caution and common sense as it relates to travelling and follow government agency advice at the time of travel.

Travelling for Business

All business travel, both internationally and domestically, has been suspended until further notice. Any exceptions **must** be approved by your Business Line Leader. Any Professional approved for travel internationally for business will be required, upon their return, to self-isolate for 14 days.

Travelling for Personal Leisure

In the event that travel restriction bans are lifted, Professionals who wish to travel internationally will be required to advise both their Manager and People Services. Upon their return, Professionals will be required to follow Federal and/or Provincial regulations, including self-isolating for 14 days.

Professionals will have the option to telework/work from home at this time *if their position allows* or may supplement their income with their remaining vacation days. If either option is not feasible, Professionals will be placed on an unpaid leave for the 14-day period.

Colliers discourages travelling interprovincially, however Professionals who wish to do so are expected to self-monitor for any symptoms of COVID-19. If you or anyone in your household are experiencing any symptoms of illness, please do not come into the office, and let your Manager and People Services representative know.

For more information and additional resources on provincial regulations please click [here](#).

6.0 Workforce Readiness

6.1 Training and Resources for Professionals

All professionals are required to complete a short training session through Workday Learning prior to returning to the office. The training will cover:

- Self-Health Checks and Symptoms
- Use of PPE
- Common Area Restrictions
- New Office Protocols and Policies
- Personal and Workplace Hygiene

6.2 Training and Resources for Leaders

All leaders were provided with a live training session which covered the following topics:

- Regional Regulations
- Office Setup
- Self-Health Checks and Symptoms
- Use of PPE

- Common Area Restrictions
- New Office Protocols and Policies
- Personal and Workplace Hygiene

COVID-19 Health & Safety Protocols



Not Well? Stay Home!

If you are not feeling well, stay home. Do not go into the office if you are experiencing symptoms of COVID-19.



Health Check App

All professionals who are in the office **must** complete a daily self-health check via the [Colliers Health Check App](#).



Occupancy Target

Stay in your assigned seat based on the occupancy plan and come in on your scheduled days only.



Social Distancing

Always maintain 2 metres distance from others. Do not congregate.



Face Masks

Always wear a face mask (optional when at your desk).



No Visitors

Visitors are not permitted into our offices. Employees are to work from their regular office location only.



Virtual Meetings

All meetings, trainings, interviews and employee events are to be conducted by video conference only.



Signage

Follow instructions on signage and in communications.