Guide to going back

Workplace strategies to keep everyone safe

VERSION 1 | SEPTEMBER 16, 2020
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Our priority is our people, then our workplaces

As we look to the future, we all have a duty to keep our employees safe and maintain secure, functional workplaces for our people to thrive. This guide shares some of the actions ServiceNow is taking and is intended to be used as a resource to help our customers, partners, and communities keep workplaces safe with efficient operations throughout the reopening process.

At ServiceNow, we’re focusing our attention on the safe reopening of our approximately 80 ServiceNow workplaces. The ways we use and work within our workplaces will evolve and change—at the beginning of our reopening and also long term. We remain committed to the health and safety of all who enter our workplaces—especially our employees. That’s why our plan puts our people and our people’s choices first.

In this guide, we outline the steps we’re taking—and those we expect our employees and visitors will take—to help safely reopen and return employees to the workplace. While we work through this unprecedented time, our measures and approach will continue to shift to take into account the evolving situation. As a global company, we also recognize that the best practices and protocols will require adjustments at the location and the regional level. We continue to follow all local government guidance, including laws, regulations, and mandated health orders.

As we look to begin our careful, phased approach to reopening our offices, the earliest phases will require us to restrict the number of employees who do come in. We also have to anticipate that as the situation changes, we may at any time have to step back a phase, or even close our offices again to protect our employees and community.

Our employees always come first, and we’re sharing this guide with the public to help empower and protect your business—from workforce to workplace.

Stay healthy and be well!

Robert Teed
VP Corporate Services

Pat Wadors
Chief Talent Officer

Unless stated otherwise, the use of “workplace” or “workplaces” throughout this guide refers to ServiceNow offices and does not include employee home offices or other locations that could be considered one’s workplace.
2020 guidance: Employees choose their work location

As we plan our phased approach to reopening workplaces, we expect that our world of work will look very different. We’ll explore options for our employees to own the choice on where they work best—and to continue being flexible, unlocking productivity, and driving results for themselves, their teams, and our customers.

Workplaces may be closed or open. Employees still have a choice.

2020 PHASED APPROACH TO REOPENING SITES POST COVID-19

Workplaces readiness

<table>
<thead>
<tr>
<th>Where-to-work preferences</th>
<th>Closed sites</th>
<th>Partial-operation sites</th>
<th>Full-operation sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work from home</td>
<td>Compulsory guidance</td>
<td>Employee choice Adhering to site-level guidance</td>
<td>Employee choice</td>
</tr>
<tr>
<td>Hybrid</td>
<td>All employees to remain working from home</td>
<td>Employee choice Adhering to site-level guidance</td>
<td>Employee choice</td>
</tr>
<tr>
<td>On site</td>
<td></td>
<td>Default guidance</td>
<td>Employee choice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All employees to remain working from home</td>
<td></td>
</tr>
</tbody>
</table>
Employee choice

We’ll proactively support our employees across their choice of working location, whether that’s working from home, returning to our COVID-19 adapted on-site workplaces, or adopting a hybrid combination of both as needed. This choice will be provided in alignment with local site guidance and may vary by team or role where necessary, but we commit to providing fair support and care to all employees as we adapt together.

As we plan for the future, we’ll continue to evaluate the ways we work and employee choice. This will be a multi-year journey—and we’re only at the beginning. We don’t have all the answers yet, but we’re actively listening, learning, and planning for our future.
An approach to reopening that puts safety first

A safe and successful return to the workplace requires a compassionate, flexible, and cross-functional approach that prioritizes employee safety. It’s important to lay out clear expectations, protocols, and practices that allow employees to make informed personal choices.

What we believe

- **Safety is the priority.** The safety of our employees, their families, and our customers are our top priority. This governs our actions and decisions.

- **We’ll adapt as needed.** COVID-19 will continue to be a public health risk globally for the foreseeable future. Companies will need to adapt as needed using expert guidance.

- **We’ll do what’s right.** We’ve all proven that working in a distributed way works. Depending on your business model, this means you may not need to rush to return to our workplaces (or travel). Adopt the approach that works best for you, your people, and your customers.

- **Dates may change.** All dates associated with returning to our workplaces (and travel resumption) are guideposts only and may change as conditions change.

80% of company leaders said their organizations plan to permit employees to work remotely at least part of the time upon reopening from the COVID-19 pandemic. (Gartner, HR Dive)
Employees are empowered to decide what works for them

- **Compassion continues.** Compassion for our employees and their individual personal situations will continue to govern our actions and decisions.

- **Employees are in control.** Readiness to return to the workplace (and travel) should rest with each employee. It’s important to be highly flexible and adaptable with work arrangements. Employees should remain in control to best determine their work location in partnership with their manager.

- **We’re resilient.** We’ve proven that we can be productive and accountable in our work while also embracing flexibility in our work location.

![94% of employees believe that ServiceNow will respect their decision of where to work throughout the pandemic](ServiceNow July 2020 Wellness Check-in)

![63% of employees feel equipped to manage both personal and work-life demands right now](ServiceNow July 2020 Wellness Check-in)

Workplaces must be safe—so employees can be productive

- **Primary workspace: home.** It’s important to provide employees with flexibility to work where they feel most productive and safe.

- **The status quo is changing.** Workplaces will function a bit differently in the future. Each will continue to be safe, clean, and inclusive, but will need updates to physical arrangements that are appropriate for physical distancing for as long as needed.
Guiding principles

- **Safe practices are in place.** Workplace safety practices should be clear and enforced to help ensure the safety of all.

- **Reentry involves a health screen.** Consider making health screening a condition of entry into your workplaces to ensure a safe reopening.

- **We’ll convene less in groups.** And we’ll connect digitally more—even when in the workplace, supporting physical distancing guidelines.

- **Visitors will be contained.** Consider limiting the number of visitors and guests allowed in workplaces and keep them contained to specific areas.

Remote work has had an average reduction in productivity of only 1%. Those working from home with children reported a decrease in productivity of 2%. Those working alone saw an average decline of 3%. ([Valoir Research, ZDNet](https://www.valoirresearch.com))

When asked what would make US travel planners confident to book business travel, 75% of them said a readily available vaccine. This was followed by few or no new COVID-19 cases in the US for at least a month and readily available testing (each 39%). ([McKinsey, The Company Dime](https://www.mckinsey.com/industries/tourism-hospitality-and-leisure/our-insights/travel-planners-travel-safety))
Expense reimbursement that fits the times

It’s important to continue to be committed to employees’ health and well-being during these challenging times. One way to support them is with a Perk Allowance, which allows employees to reimburse certain expenses related to their physical and mental health and work/life balance.

What’s a Perk Allowance?

- A reimbursement for wellness purchases
- It’s designed to help offset expenses related to maintaining physical and mental health and work/life balance
- It gives employees autonomy to decide how to use it within the allowable categories
- A pre-approved list of allowable expenses for reimbursement is included
How does it work?

• **Employees simply upload receipts** online for approval

• **Receipts can be submitted two ways**—on a computer or via mobile app

• **Reimbursement can be managed through an existing vendor**—ServiceNow uses Espresa

• **Exchange rates will apply**—through purchasing power parity and local currency conversion

• **Expense reimbursement is taxable**
Experts will guide us on how we move forward

According to health professionals, COVID-19 remains a global public health risk for the foreseeable future. It’s likely that some areas will have to reactivate restrictions in response to an additional wave of COVID-19 cases. It’s also likely that even with safety best practices in place, cases of COVID-19 could emerge within workplaces after reopening. It’s important to anticipate how employees will be impacted through activities like business travel and customer meetings over the coming months. Keeping the workplace population to a minimum can help decrease this risk.

Companies continue to monitor and align to all local government guidance as they move forward in their reopening. At a global level, several expert information sources are available to guide organizations through the response to COVID-19. These include, but are not limited to, the following:

<table>
<thead>
<tr>
<th>Medical, health, and safety</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>International SOS</strong></td>
<td>Member-based medical guidance and expertise, global risk/crisis tracking, workplace safety, travel safety</td>
</tr>
<tr>
<td><strong>World Health Organization (WHO)</strong></td>
<td>Global data, perspective, and guidance on COVID-19</td>
</tr>
<tr>
<td>Centers for Disease Control/Health Ministries:</td>
<td>Country and regional data, perspective, and guidance on COVID-19</td>
</tr>
<tr>
<td>US</td>
<td>UK</td>
</tr>
<tr>
<td>Europe</td>
<td>Singapore</td>
</tr>
<tr>
<td>India</td>
<td></td>
</tr>
<tr>
<td>Workplace health and safety:</td>
<td>Workplace specific country and regional data, perspective, and guidance on COVID-19</td>
</tr>
<tr>
<td>US</td>
<td>UK</td>
</tr>
<tr>
<td>Europe</td>
<td>Singapore</td>
</tr>
<tr>
<td>India</td>
<td></td>
</tr>
</tbody>
</table>
It’s all about being well organized and globally aligned

Remaining cross-functionally organized and globally aligned in the workplace is critical during reopening efforts. Below is the team structure ServiceNow activated at the start of our COVID-19 response to manage its reopening efforts and our ongoing response efforts as required.

<table>
<thead>
<tr>
<th>Workplace A - IMT*</th>
<th>Workplace B - IMT*</th>
<th>Workplace C - IMT*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Named Site Executive</td>
<td>IT</td>
<td>Global Talent</td>
</tr>
<tr>
<td>Workplace</td>
<td>Comms</td>
<td>Legal</td>
</tr>
<tr>
<td>Workplace</td>
<td>Comms</td>
<td>Legal</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workplace D - IMT*</th>
<th>Workplace E - IMT*</th>
<th>Workplace F - IMT*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Named Site Executive</td>
<td>IT</td>
<td>Global Talent</td>
</tr>
<tr>
<td>Workplace</td>
<td>Comms</td>
<td>Legal</td>
</tr>
<tr>
<td>Workplace</td>
<td>Comms</td>
<td>Legal</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workplace G - IMT*</th>
<th>Workplace H - IMT*</th>
<th>Workplace I - IMT*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Named Site Executive</td>
<td>IT</td>
<td>Global Talent</td>
</tr>
<tr>
<td>Workplace</td>
<td>Comms</td>
<td>Legal</td>
</tr>
<tr>
<td>Workplace</td>
<td>Comms</td>
<td>Legal</td>
</tr>
</tbody>
</table>

An Incidence Management Team (IMT) is established for each of ~80 sites.
*Local Incident Management (each/any may be regional vs. local)
Locations will reopen only when they’re ready

To reopen workplaces, approach a full evaluation of readiness to determine next steps. Companies can assess the level of readiness across three domains:

**Spheres of control**

- **External**
  - Community
    - Are we allowed to reopen?
    - Is it safe?
    - Are essential services available?

- **Internal**
  - Employee
    - Are employees comfortable returning to the workplace?
    - Do they feel it’s safe to return?
  - Workplace
    - Is our workplace ready?
    - Can we comply with safety requirements?
    - Do we have adequate staff and resources to maintain compliance?
Moving forward slowly, safely, and efficiently—in phases

Companies will continue to align to local guidance and look to reopen workplaces responsibly as they move forward. One approach is to look to reopen each workplace in phases, with the earliest phases enforcing several safety measures to ensure everyone’s health is protected. With this phased approach, the duration of each phase could shift depending on local guidance, allowing each location to operate at a different pace—which will likely vary by location and is subject to change. It’s important to remain flexible through these phases as the situation remains fluid—in some cases, you may have to go back a phase where local resurgences of cases occur.
You can prioritize the reopening of those workplaces where you can directly control safety measures—often larger sites—and can be slower to reopen those workplaces where you’re dependent on others. Continue to monitor the situation and provide updates to employees on any changes to your approach along the way.

### Sample reopening framework

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly restrictive</td>
<td>Very restrictive</td>
<td>Restrictions easing</td>
<td>Most restrictions erased</td>
</tr>
</tbody>
</table>

#### Site-critical activities
- Only <25%* staff (includes essential workers) may return to the office due to social distancing
- <50% staff* Up to 50%* staff (includes essential workers) may return to the office due to social distancing
- <75% staff* Up to 75%* staff (includes essential workers) may return to the office due to social distancing
- Full operations All staff is enabled to return to the office

#### Allowed in Phase 1
- Individuals/teams providing essential safety, security, building maintenance, and infrastructure support
- Individuals/teams supporting business-critical activities that are periodic/episodic (earnings, quarter-close)
- Those individuals on teams with severely impacted productivity at home AND with the approval of the named site executive or C-Suite (San Francisco Bay Area)

#### Allowed in Phase 2
- Those allowed in Phase 1
- Individuals of teams who have demonstrated staffing plans/scheduling/staggering that meet capacity restrictions AND with approval of the named site executive or C-Suite (San Francisco Bay Area)

#### Allowed in Phase 3
- Those allowed in Phases 1 and 2
- Individuals of teams who have demonstrated staffing plans/scheduling/staggering that meet capacity restrictions AND with approval of the named site executive or C-Suite (San Francisco Bay Area)

*Or local mandate, whichever is more restrictive.
As phases progress, restrictions will ease

<table>
<thead>
<tr>
<th></th>
<th>Phase 1: Highly restrictive</th>
<th>Phase 2: Very restrictive</th>
<th>Phase 3: Restrictions easing</th>
<th>Phase 4: Most restrictions erased</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work from home</td>
<td>Continues for most</td>
<td>Continues for most</td>
<td>Continues for many</td>
<td>Continues for some</td>
</tr>
<tr>
<td>Workplace capacity</td>
<td>&lt;25% or local mandate</td>
<td>&lt;50% or local mandate</td>
<td>&lt;75% or local mandate</td>
<td>100% or local mandate</td>
</tr>
<tr>
<td>Travel intl (cross-country)</td>
<td>None</td>
<td>TBD</td>
<td>Limited</td>
<td>Policy</td>
</tr>
<tr>
<td>Travel for internal meetings (i.e. business reviews)</td>
<td>None</td>
<td>Restricted</td>
<td>Limited</td>
<td>Policy</td>
</tr>
<tr>
<td>Local in-country customer/partner visits</td>
<td>Allowed locally</td>
<td>Allowed locally</td>
<td>Allowed locally</td>
<td>Policy</td>
</tr>
<tr>
<td>Health screening to enter workplace</td>
<td>At home, unless required at site by local mandate</td>
<td>At home, unless required at site by local mandate</td>
<td>At home, unless required at site by local mandate</td>
<td>TBD</td>
</tr>
<tr>
<td>Face covering in the workplace</td>
<td>May be required at all times</td>
<td>May be required at all times</td>
<td>May be required at all times</td>
<td>TBD</td>
</tr>
<tr>
<td>Vertical transportation (elevators)</td>
<td>1-2 people max or ability to maintain 6 feet/2 meters</td>
<td>1-2 people max or ability to maintain 6 feet/2 meters</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Visitors (family, interviews, customers)</td>
<td>None</td>
<td>None</td>
<td>Limited</td>
<td>Full operations</td>
</tr>
<tr>
<td>In-person meetings</td>
<td>None</td>
<td>Meet physical distancing</td>
<td>TBD</td>
<td>Full operations</td>
</tr>
<tr>
<td>Assigned workspaces</td>
<td>Limited to none</td>
<td>Limited</td>
<td>TBD</td>
<td>Full operations</td>
</tr>
<tr>
<td>Company transportation</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>Full operations</td>
</tr>
<tr>
<td>Cleaning</td>
<td>Enhanced</td>
<td>Enhanced</td>
<td>Enhanced</td>
<td>TBD</td>
</tr>
<tr>
<td>Onsite café/food services</td>
<td>None</td>
<td>Highly limited, grab and go, no self-serve, delivery okay</td>
<td>Limited</td>
<td>Full operations</td>
</tr>
<tr>
<td>Breakrooms</td>
<td>None</td>
<td>Minimal</td>
<td>Limited</td>
<td>Full operations</td>
</tr>
<tr>
<td>Gyms, game rooms, etc.</td>
<td>Closed</td>
<td>Closed</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Onsite IT support</td>
<td>By appt only</td>
<td>By appt only</td>
<td>TBD</td>
<td>Full operations</td>
</tr>
</tbody>
</table>
Workplaces that reopen will have new guidelines in place

When we eventually reopen our workplaces, we know that the environment will not be as we left it.

When we eventually reopen our workplaces, we know that the environment will not be as we left it. With several safety measures in place to protect everyone, like social-distancing best practices, face coverings, meeting room restrictions, and more—it’s important to understand how we’ll do work in this new world.

- **Reopening plans vary.** Each workplace will have its own reopening plan and requirements may differ by location.
- **Space will be constrained.** Workplace access and capacity will be limited to designated areas.
- **Using Zoom is a great plan.** Zoom will continue to be used for meetings to help employees maintain a safe distance from each other.
- **Safety protocols will be rigid.** Especially around health and safety.
- **Some areas will be restricted.** For example, services and amenities.
- **We may need to close.** If we need to close the workplaces again, we’ll simply return to working from home.
Employees must self-screen and self-certify to access the workplace

Consider requiring employees to complete a COVID-19 self-screen at home and self-certify that they’re symptom- and fever-free using capabilities offered in the ServiceNow® Safe Workplace apps and HR Service Delivery.

To offer an example from ServiceNow’s approach, any employee who exhibits symptoms, or believes they’ve been exposed to COVID-19, must follow these steps:

1. Contact their healthcare provider
2. Notify their manager that they require sick time/PTO (and disclose only the information they’re comfortable with)
3. Follow any local health agency guidelines (CDC or other)
4. Volunteer their health status on the Emergency Self-Report application
Mobile apps can keep employees connected

ServiceNow’s apps are designed to work together to help everyone safely return to the workplace.

Tell us if you’re ready to come back
Employee Readiness Survey app

Reserve your spot
Workplace Safety Management app

Let us know you’re symptom-free
Employee Health Screening app

Submit your Daily Contact Log
Contact Tracing app

Self-report if you show symptoms or are exposed to someone who has/is presumed to have COVID-19
Employee Health Screening app
In Phase 1, workplaces will be highly restrictive

Here’s a summary at a glance of what your employees could expect to see, experience, and be personally responsible for.

- Self-screening and self-certifying
- Face coverings worn by all
- Physical distancing of 6ft/2m
- Closed or highly restricted meeting rooms, amenity and common areas
- Closed cafés and food areas
- Limited or no assigned workspaces
- Enhanced cleaning protocols
- No personal items
- Frequent hand-washing and sanitizing
Cover up to help prevent the spread of COVID-19

Employees who are required to wear a face covering in the workplace must wear it at all times. Anyone who doesn’t have a face covering can be issued one upon entering the workplace. Face coverings are typically reusable.
Social and physical distancing is important at work—and beyond

Outside the home

• **Stay apart, for now.** Maintaining the recommended physical distance from others is the best way to reduce the risk of exposure or spread.

• **How far apart?** People should stay at least 6ft/2m (about 2 arms’ length) from others.

• **Skip gatherings.** Group and mass gatherings should be avoided.

• **Avoid crowds.** Highly populated places should be avoided, too.
What to expect

In the workplace

- **Signs will be posted.** Throughout the workplace, you’ll see reminders about social/physical distancing requirements.

- **Instructions will be displayed.** It’ll be clear how to use the elevator and where to stand.

- **Safe areas will be defined.** Signage on the floor and/or brightly colored tape will make it clear areas where people may stand in line.

- **Face-to-face contact will be minimal.** Arrows and dotted lines will identify directional paths of travel to help minimize close contact.

- **Plexiglass will be added.** The reception desk and the Tech Lounges will be equipped with a plexiglass screen for added protection where face-to-face contact is necessary.

- **Furniture will be removed.** Or it will be marked to help identify usable spaces.
Workspaces will adapt for safe distancing and productivity

Companies may need to rethink personal workspaces and seating assignments and this will likely vary by location. Workspaces should achieve 6ft/2m of distance between seated individuals. In areas where this isn’t the case, the following may be implemented:

- **Desks can be rotated.** Where you have freestanding sit-to-stand desks, desks can be rotated 90-degrees to reduce face-to-face orientation.

- **Physical barriers can be erected.** Screens or panels may be added in front, adjacent to, or behind each desk to provide a physical barrier between individuals.

- **Workspaces will adapt.** Certain workspaces may be removed from service. Do Not Use signs can be posted on workspaces that don’t meet distancing requirements. Some workspaces may be converted from assigned to unassigned. In those cases, personal belongings will be photographed and carefully removed and stored in a secure environment by the Workplace Services team.
Many common areas may need to be closed for now

Meeting rooms, amenity spaces, gyms, cafés, and common areas should be closed or highly restricted in the early phases to ensure compliance with social/physical distancing.

**Meeting rooms.** Consider limiting meeting rooms in early phases due to social/physical distancing restrictions.

**Amenity spaces.** Consider closing mother’s rooms, wellness rooms, gym/fitness areas, game rooms, and related areas in early phases. On-site tech support could move to an appointment-only model to promote distancing.

**Cafés and breakrooms.** In the initial phases, cafés may be closed, and breakrooms may be restricted and minimally stocked with food and beverages. You may consider requiring employees to bring their own utensils, plateware, condiments, etc.
The smarter way to workflow

The way we work is changing fast, and global workplace leaders need to adapt quickly. ServiceNow is here to help—with resources to help you scale up quickly, maintain business continuity, and enable productivity.

Available now: Workflows to power a safe reopening

Increase engagement, improve productivity, and build business resilience with cross-functional workflows that elevate collaboration across the enterprise.
• **Deliver your employees the right experience anywhere.** Engage with employees to inform and listen to feedback. Automate steps for returning and provide a safe, employee-ready working environment.

• **Drive customer loyalty with connected digital workflows.** Inform customers of safety protocols and collect needed information prior to visit. Provide a safe environment for customer onsite visits and ensure safety for customers and mobile workers during service.

• **Optimize IT productivity, cost, and resilience.** Address all employee service needs and get visibility and control of investments, projects, and teams. Reduce technology costs and risks as employees return to the workplace. Plan, monitor, and recover quickly to achieve tech and supplier resilience and compliance.

• **Create new workflow apps fast when you need them most.** Quickly respond to business change with new workflow apps. Boost productivity with embedded analytics and AI in every app, and digitize and automate work across the enterprise.