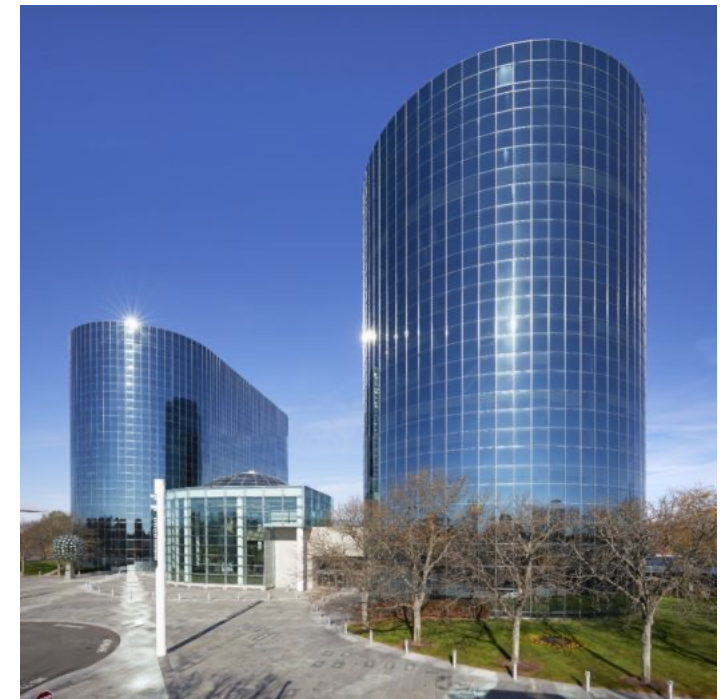


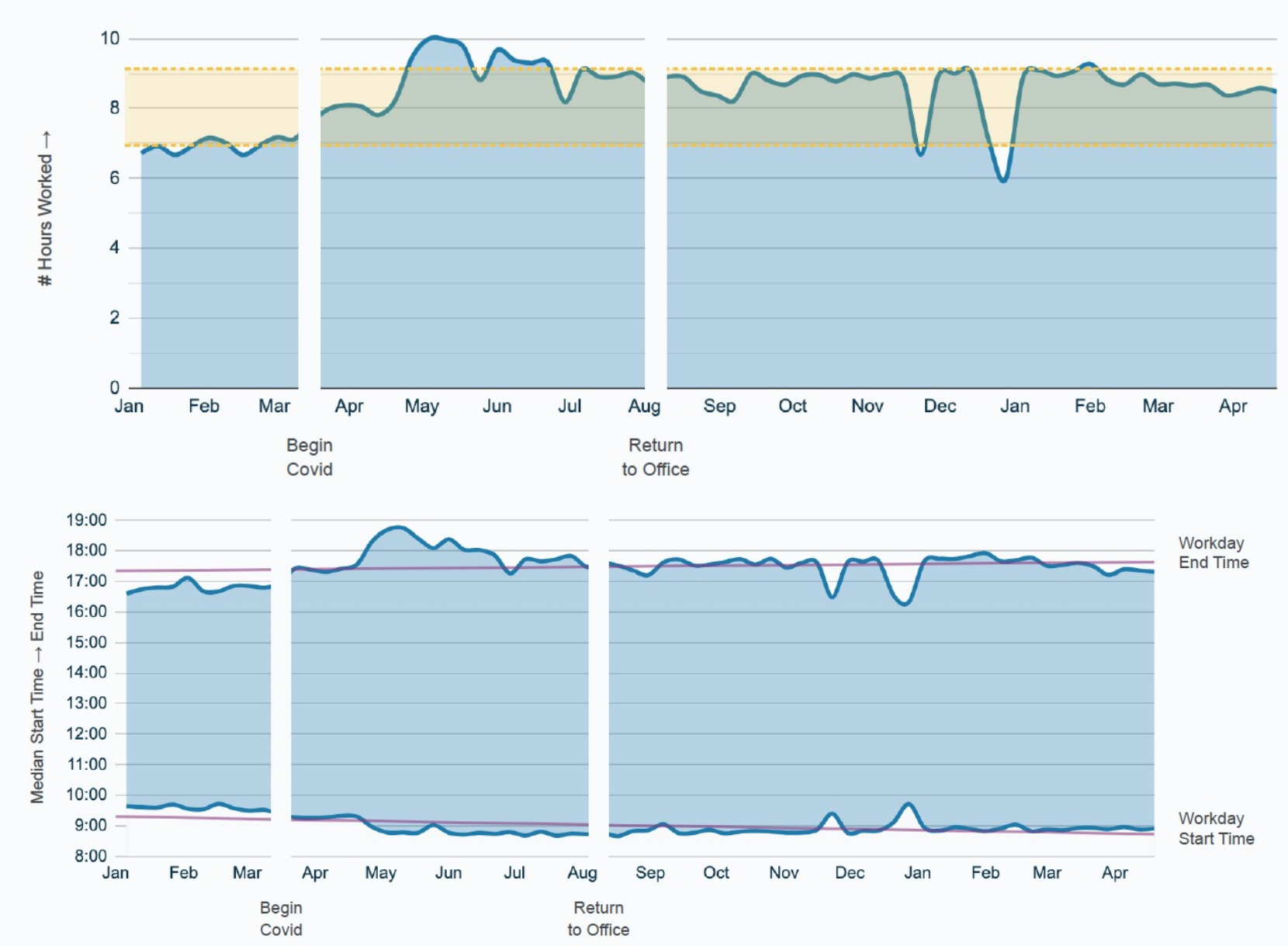
RXR Case Study: Data-Driven Return-to-Work

As a company based in the New York region—the first major hot spot of COVID in the US—we have been at the forefront of the return to office. The safety and security of our employees is critical to us, but we also believe that time in the office is important to our culture, our business, and our community, **so we began a gradual return when NY State announced Phase 2 reopening in June of 2020.**

Not only have we been **back in our office for over a year, but we have also been collecting data on our return to office.** The following are a sampling of insights from this data to help others make informed decisions as they plan their post-pandemic strategy.

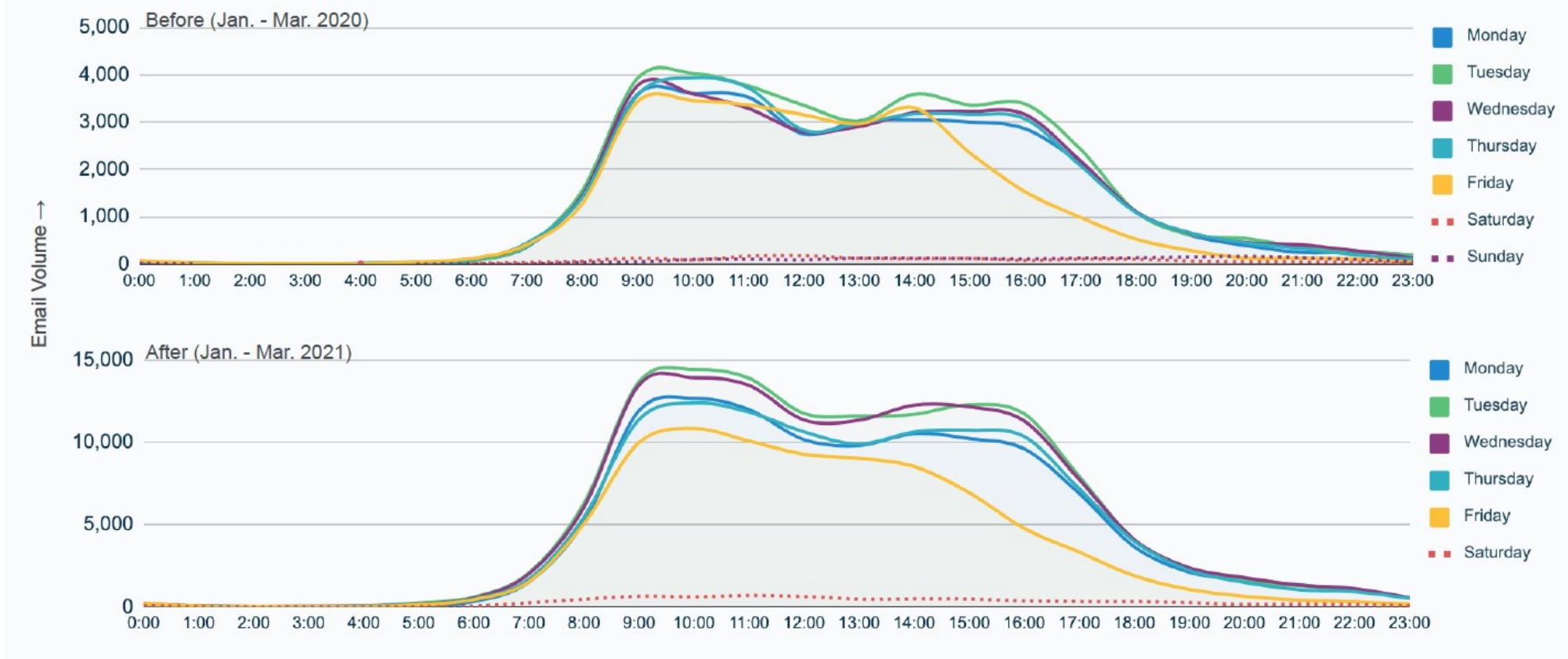


RXR Case Study: COVID Impact on Work Hours



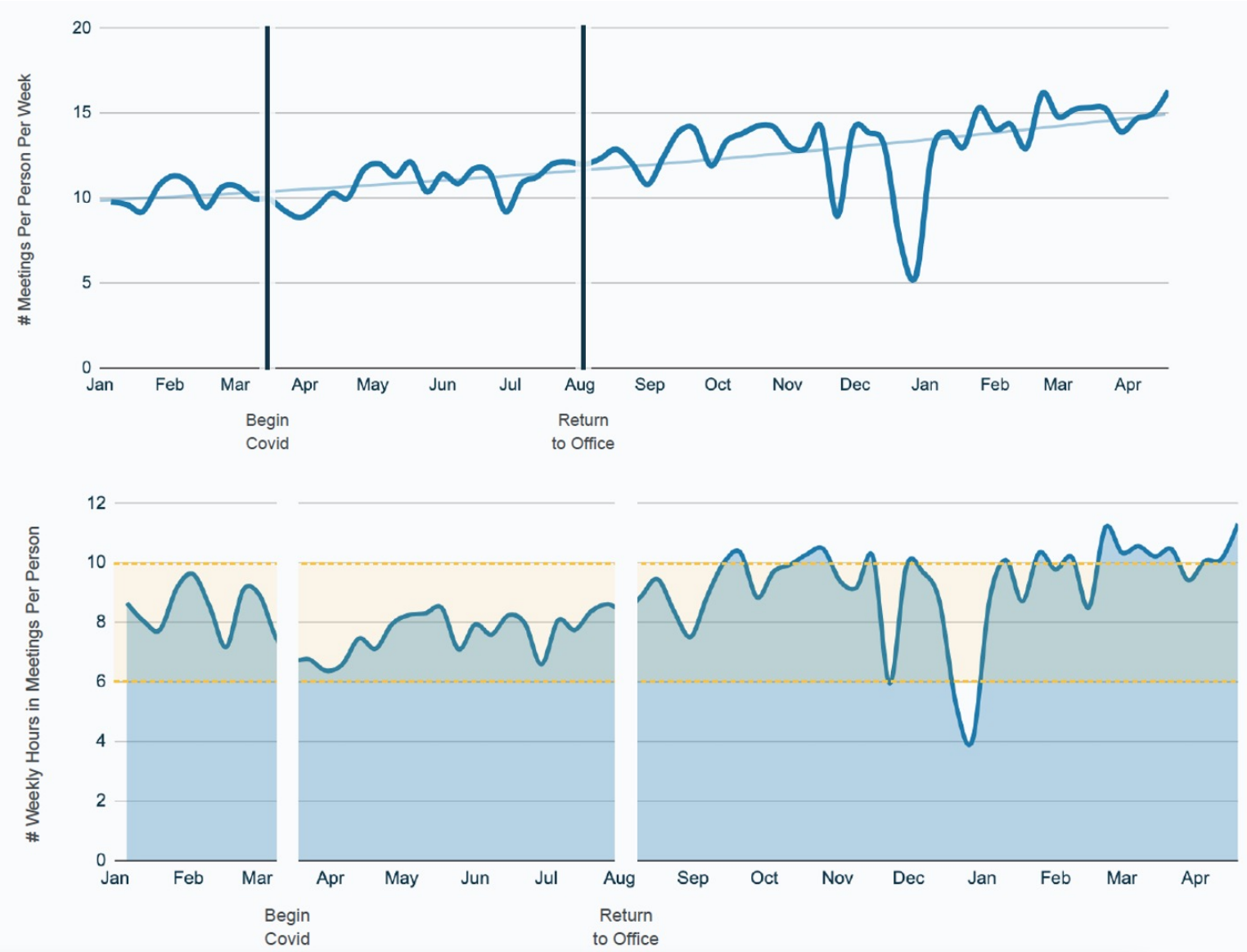
Insight: The number of hours worked increased with remote work and has not returned to pre-COVID levels. Also, beginning and end of workday expanded during COVID and has persisted despite return-to-office.

RXR Case Study: COVID Impacts on Emails



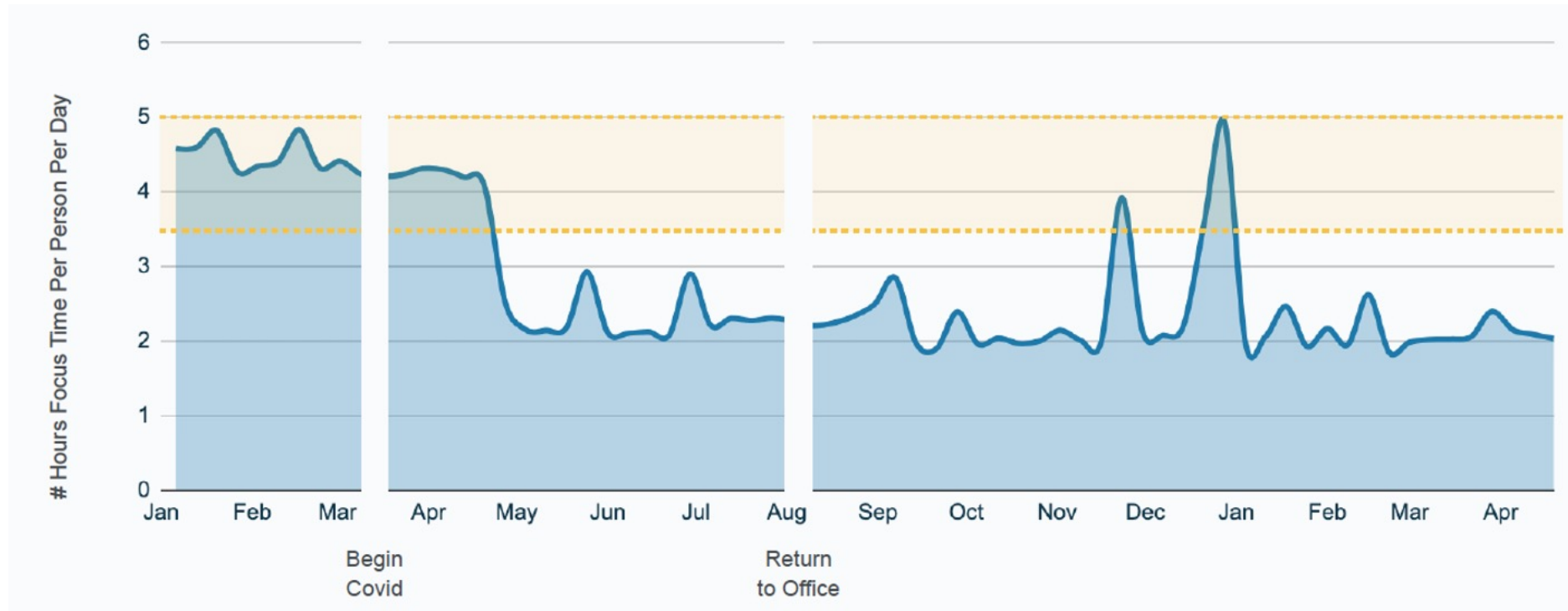
Insight: Remote work massively increased total number of emails per day, but also digital collaboration habits shifted to be more varied each day of the week. Namely, Friday being more of a focus time because it is WFH.

RXR Case Study: COVID Impacts on Meetings



Insight: The number of meetings as well as average time in meetings increased. Time spent in meetings didn't go up as much as the total meetings, indicating the number of short/small meetings have increased.

RXR Case Study: COVID Impacts on Focus Time

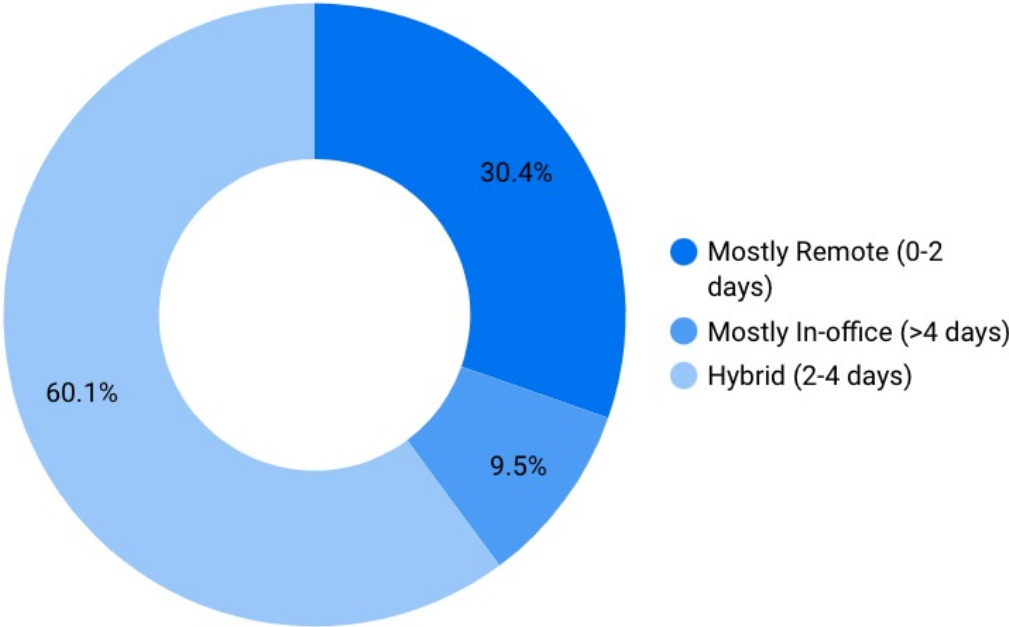


Insight: Focus time - which is defined as a 2 or more hour stretch with no meetings or emails/messages being sent by the user - has gone down significantly with remote work

RXR Case Study: Workforce Segmentation + Connectivity

Hybrid Segments

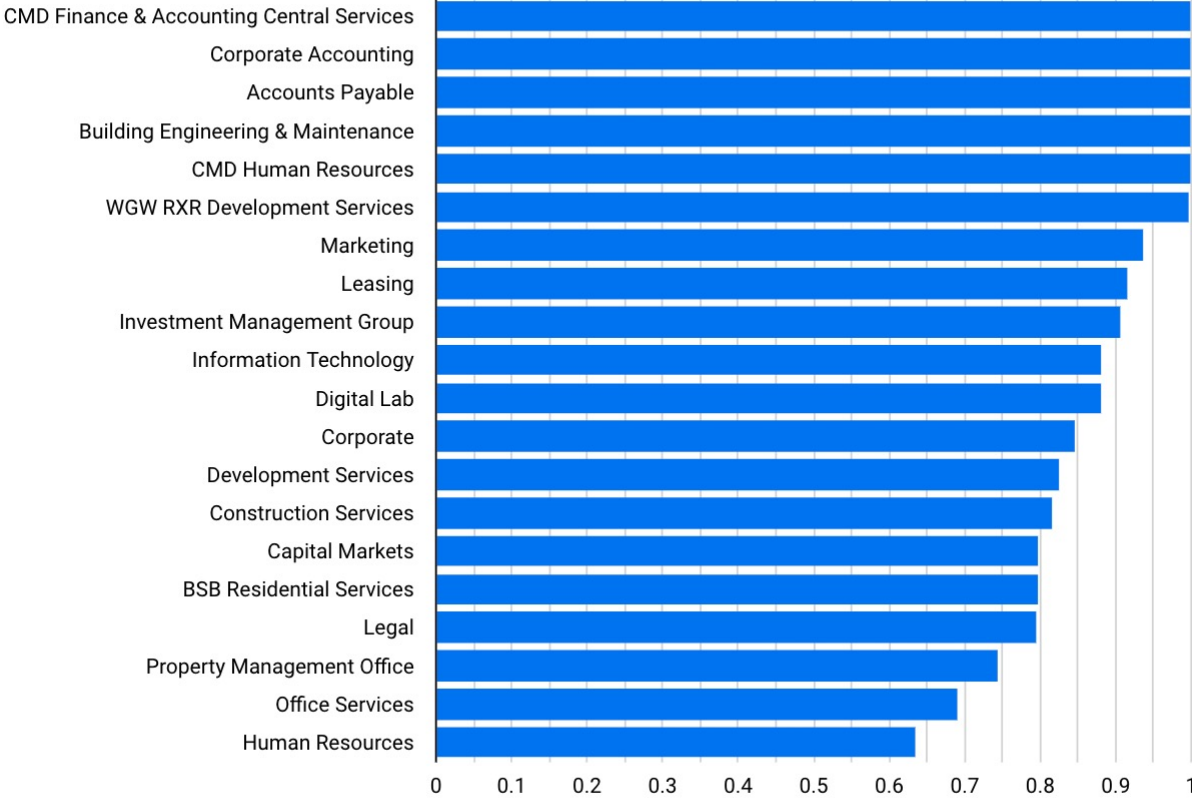
Breakdown of employees by average number of days per week in office



Source: Access Control System

In-person Connectivity Score

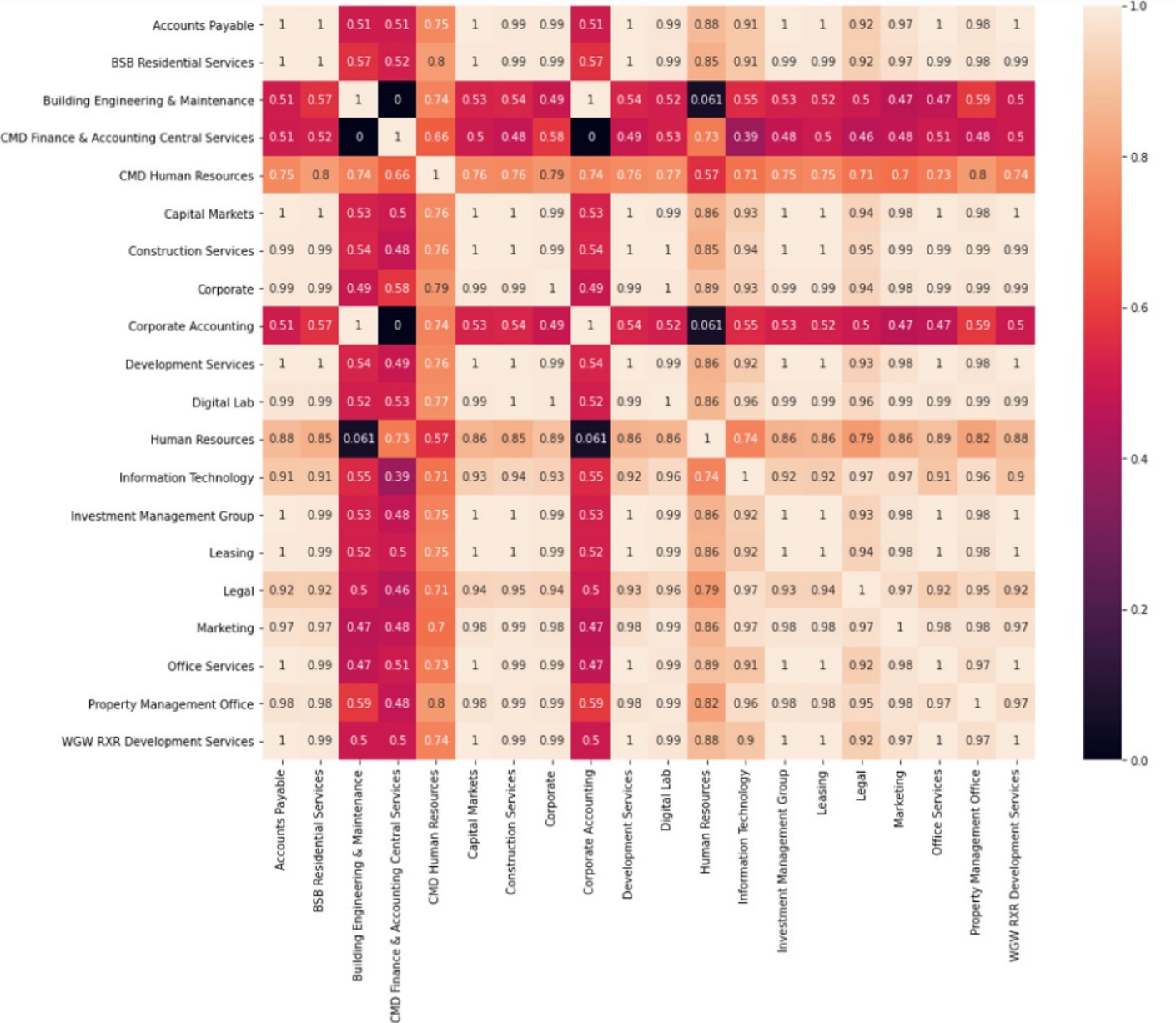
Degree of overlap between employees on-site schedules.



Source: Access Control System

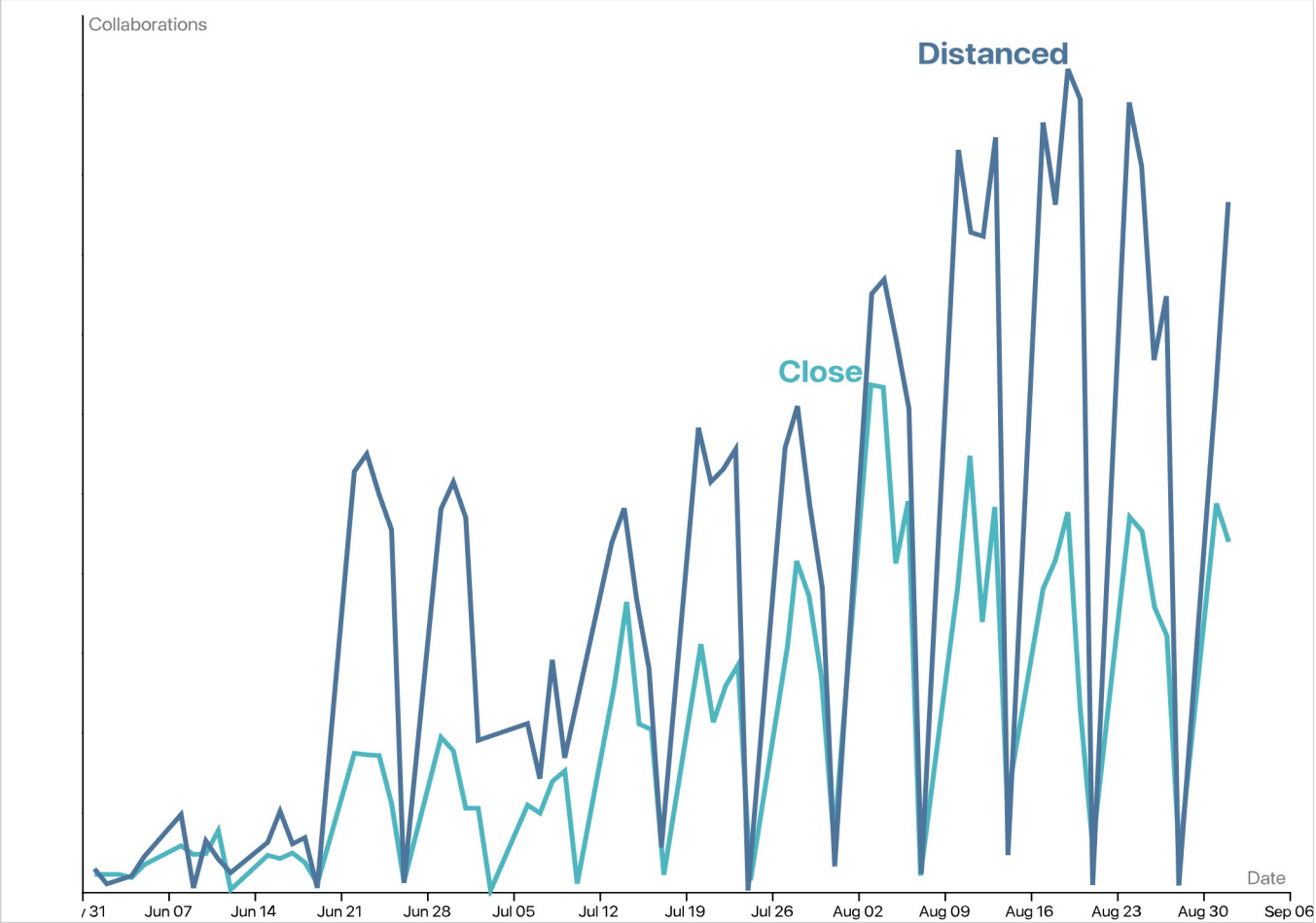
Insight: Despite Monday to Thursday in-office policy (Hybrid), employee cohorts for Remote and In-Office have emerged. Based on in-office schedule, teams vary in there in-person connection.

RXR Case Study: Team-to-Team Connectivity Score



Insight: Variation in team-to-team connections based on in-office schedules as well as rotations between two headquarter locations.

RXR Case Study: Workplace Collaboration



Insight: Person-to-person interactions over time increased during the return with a consistent breakdown between “distanced” (>6 feet) and “close” (<6 feet) collaborations of greater than 10min.



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