Back to Work Playbook Study

June 2020
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Methodology

Multiple data collection methods were used to gather responses from the WorldatWork membership and customer base, including website polls and an emailed survey. Please note, some answer options may not have been included in the website polls and only asked in the survey.

A total of 601 responses were received, representing organizations of different sizes and across multiple industries. Results have not been weighted.

The survey has a 3% overall margin of error at a confidence level of 95%. The error rate was based on how representative the results are for medium-large organizations. Margin of error by question varies based on sample size.

Sample sizes vary by question. Please note that statistical reliability will fluctuate based on sample sizes.
Key Findings

• Most organizations believe it will be safe to return to the workplace this summer with enhanced cleaning, sanitation and PPE protocols in place.

• While workplace safety is a top priority for organizations, temperature checks are not anticipated to be universally implemented as there may be administrative complexities with this practice.

• Business travel will not be at a complete stalemate as anticipated and will incrementally resume for essential matters only.

• Flexible schedules and remote working arrangements are here to stay – more organizations recognize the benefits and value these practices provide to employees, particularly for employees with children.

• The primary focus for return to work planning is on practices to ensure the safety and health of employees, with nearly one third planning to implement employee reengagement initiatives.
Most organizations plan to resume “normal” operations during the summer, if not currently doing so; and 13% report waiting until 2021

When does your organization plan on resuming “normal” operations?

Currently operating normally: 11%
May: 6%
June: 25%
July: 19%
August: 6%
September: 16%
October: 4%
November: 0%
December: 1%
Sometime in 2021: 13%

n = 325
38% of organizations will conduct or have conducted an employee survey to assess comfort levels with returning to the workplace

Prior to returning to the workplace, did your organization conduct, or does it plan to conduct, a survey among employees to assess their comfort level with returning to the workplace?

- Yes: 38%
- No: 24%
- Not sure: 37%

n = 419
Most organizations are listening to a combination of sources for determining an appropriate timeframe to return to work, notably state government and public health authorities.

For determining the appropriate timeframe to return to work, which information sources is your organization using? Please select all that apply.

- Combination of one or more of the below: 67%
- State government officials (e.g. Governor): 66%
- Public health authorities (federal, state, local): 60%
- Local government officials (e.g. Mayor): 48%
- Federal government officials (e.g. President): 35%
- Healthcare officials/professionals: 27%
- Employee feedback: 25%
- Other: 4%

n = 425
Several preventive measures are being implemented or under consideration, notably additional cleaning measures and limiting size or banning meeting spaces.

Some organizations are indicating they will take preventive measures when their workforce returns to the office. Which of the following is your organization implementing or seriously considering? Please select all that apply.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional cleaning measures</td>
<td>85%</td>
</tr>
<tr>
<td>Limiting size of meetings or banning meeting spaces</td>
<td>83%</td>
</tr>
<tr>
<td>Adding more personal space or barriers around the office</td>
<td>67%</td>
</tr>
<tr>
<td>Requiring employees to wear masks</td>
<td>64%</td>
</tr>
<tr>
<td>Temperature screenings before entering</td>
<td>52%</td>
</tr>
<tr>
<td>Permanently allowing some employees to work remotely</td>
<td>50%</td>
</tr>
<tr>
<td>Expanding PTO or sick days available</td>
<td>15%</td>
</tr>
<tr>
<td>Requiring employees to wear gloves</td>
<td>13%</td>
</tr>
<tr>
<td>Requiring a COVID-19 test or antibody test</td>
<td>7%</td>
</tr>
</tbody>
</table>

n = 601
Among those taking additional cleaning measures, organizations will increase availability of hand sanitizer and scheduled cleaning frequency.

If your organization is taking additional cleaning measures around the office as a result of COVID-19, which of the following are you doing? Please select all that apply. If you are not planning additional cleaning efforts, please skip this question.

- Increasing the availability of hand sanitizer: 92%
- Increasing the frequency of scheduled cleaning: 81%
- Asking employees to clean their work area daily (or multiple times per day): 53%
- Purchasing stronger cleaning supplies (e.g. pure bleach, etc.): 21%
- Hiring additional staff to support cleaning efforts: 21%
- Installing higher grade air filters: 14%

n = 449
Nearly two-thirds of organizations will provide returning employees with personal protective equipment

Are you going to provide returning employees with a personal protection equipment package (e.g. with a mask, gloves, sanitizer)?

- Yes: 63%
- No: 9%
- Not sure: 28%

n = 418
Email updates are the most frequent form of communicating changes to workplace protocols

How are you communicating/planning to communicate changes around the office to ensure employees follow protocol? Please select all that apply.

- Email updates: 87%
- Employee intranet/benefits site: 64%
- Training sessions conducted virtually prior to returning: 39%
- Training sessions conducted in-person on the first day/initial days of returning: 12%
- Other: 10%
- Traditional mail: 4%

n = 424
The vast majority of organizations will not leverage formal penalties for violations of new workplace protocol, but will monitor employee behavior.

How are you enforcing/intending to enforce any new office policies? Please select all that apply.

- Regular monitoring of associate's behaviors: 75%
- Establishing a back to work taskforce: 50%
- Employees are expected to report violations (anonymously or not): 29%
- Using formal penalties for violations (e.g. suspending access to the workplace, other disciplinary action): 10%
- Other: 7%

n = 394
While there will be ongoing impact to business travel, it may not be the complete collapse that some anticipated.

With the return to the workplace, how does your organization plan to address business travel?

- Business travel will be permitted but only on a limited basis for essential matters: 56%
- Business travel will not be permitted for the foreseeable future: 24%
- Not sure yet: 19%
- Business travel will resume per normal practices for the organization: 1%

n = 419
Over three-fourths of organizations plan to accommodate employees with children by allowing them to continue remote work or flexible schedules.

For employees that have children, how is your organization accommodating/planning to accommodate them knowing schools will remain closed? Please select all that apply.

- Allowing those employees the option to continue working remotely: 81%
- Offering flexible scheduling (reduced days/hours, variable schedules, etc.): 73%
- Investing in online education software/collaboration tools that will be available for use to employees: 8%
- Helping with a portion or all costs associated with daycare services: 5%
- Creating an on-site daycare facility/room: 1%
- Other: 8%

n = 399
Two-thirds of organizations are creating a contingency plan in the event of a COVID-19 resurgence

Is your organization creating a contingency plan for the workplace in the event of a COVID-19 resurgence?

- Yes: 66%
- No: 4%
- Not sure: 30%

n = 420
While organizations are busy planning for a safe workplace, transportation has not been given much thought.

If your organization has a ridesharing or other commuting program, how are you going to handle it during the initial stages of returning to work?

- Not sure yet: 76%
- Temporarily suspend the program: 15%
- We are still going to offer the program: 9%

n = 209
One in four organizations are adding or enhancing wellness programs, while 30% indicated implementing at least one reengagement activity

Reengagement of the workforce is a hot topic. Which of the following is your organization implementing or planning to implement for returning employees? Please select all that apply.

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adding or enhancing wellness programs</td>
<td>26%</td>
</tr>
<tr>
<td>Adding or enhancing recognition programs</td>
<td>12%</td>
</tr>
<tr>
<td>Welcome back gifts</td>
<td>10%</td>
</tr>
<tr>
<td>Complimentary food/snacks</td>
<td>7%</td>
</tr>
<tr>
<td>Welcome back workplace party</td>
<td>4%</td>
</tr>
<tr>
<td>Providing financial incentives</td>
<td>3%</td>
</tr>
<tr>
<td>Adding or enhancing on-site services</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
</tbody>
</table>

n = 400
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