

# RETURN TO OFFICE

## Survey Report

CHROs and Top Executives



salveson  
stetson | Group

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# ABOUT

## Salveson Stetson Group

**FORBES** <sup>2020</sup> Rankings  
**19<sup>TH</sup>** Best Executive  
Recruiting Firms  
in America

Part of the MPI family of companies

salveson  
stetson | Group

**Furst** Group

**NuBrick**  
Partners



**15**

Team Members

Hunt Scanlon | Media  
Leadership Intelligence

**TOP35** 2021 largest search  
firms in the Americas

Member of



**33**

Countries

**50**

Offices

Salveson Stetson Group (SSG) is a multi-specialty, retained executive search firm located in Radnor, Pennsylvania, that delivers strategic, high-quality, responsive consulting and support for clients across the country and globally. Working across diverse industries, SSG has a long history of conducting executive-level human resources, clinical, scientific, finance, sales and marketing, and general management searches. With a team of 15 colleagues, necessary resources are dedicated for each assignment to exceed client expectations.

SSG embodies a rare and powerful value for clients in terms of client and candidate experience. As a firm actively led by its two principals, SSG delivers the kind of strategic, responsive consulting services expected from a large search firm with the tailored attention and support of a boutique firm.

As part of the MPI family of companies, SSG has access to talent, resources and expertise on a national level through our sister companies – Furst Group and NuBrick Partners. Furst Group, a retained executive search firm, is focused on identifying senior-level executives for the healthcare industry. NuBrick Partners is a leadership consulting firm focused on executive team performance, strategic team development, board effectiveness, physician leadership and executive team succession across all industries.

SSG is also a member of IIC Partners, one of the top 10 retained executive search groups in the world. As such, we have the ability to leverage collective networks and experience to identify a broader slate of global candidates to serve our clients more effectively.

# INTRODUCTION

There's no doubt the pandemic will leave a significant imprint on the way people work for years to come, according to new research by Salveson Stetson Group. Our 2021 "Return to Office" survey follows up on responses from a similar survey conducted toward the start of the pandemic to answer new questions and gauge changes in how executives and employers plan to re-enter the workplace.

This new study surveyed 118 human resources professionals and 364 executive level employees from March 18 to April 4, 2021 and covers a broad range of topics regarding the impact of the pandemic on employment, work environment and talent.

This report presents the survey data and trends gathered from respondents as well as our analysis and insights. The sample came from distributing the survey to more than 12,000 executives and CHROs in our extensive network who are actively engaged in a variety of industries across the nation. Respondents to the survey self-selected from a direct invitation to respond.

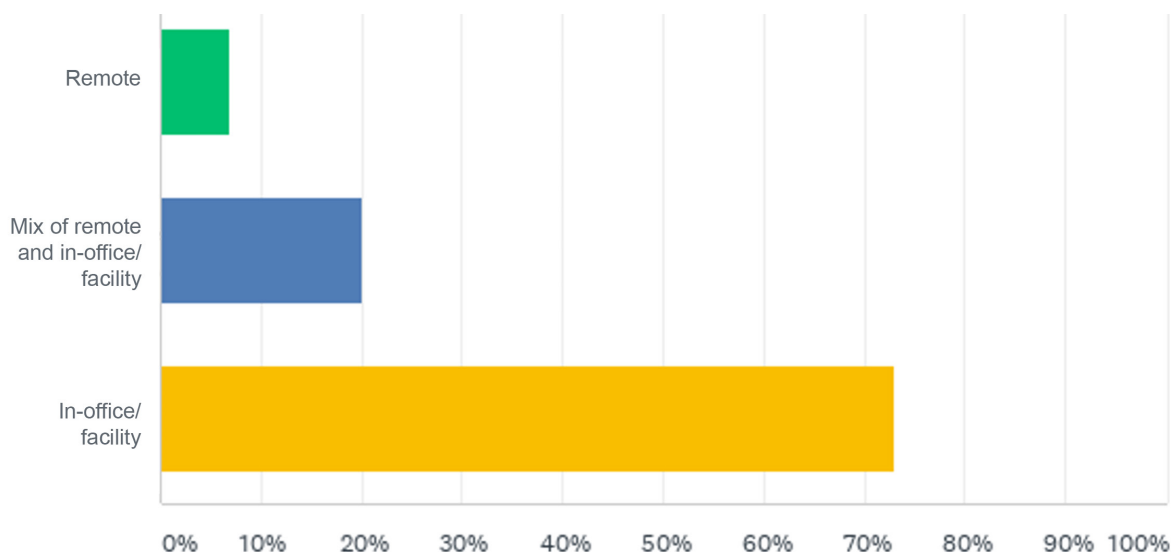


# Key FINDINGS

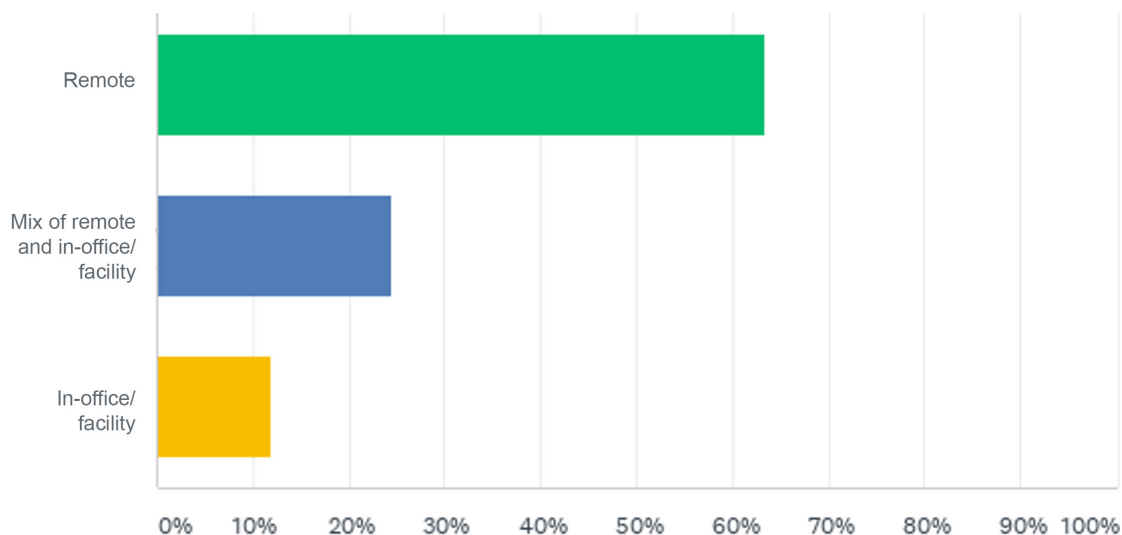
It's no surprise that more people are working remotely since the pandemic.

According to our survey, nearly 73% of respondents said that before the pandemic they worked on-site or in the office, but since the pandemic, almost 88% of respondents say they work remote or a mix of remote and in-office.

**Prior to the ongoing pandemic crisis, which of the following best describes your work environment?** (Executives)



**Which of the following best describes your current work environment?** (Executives)

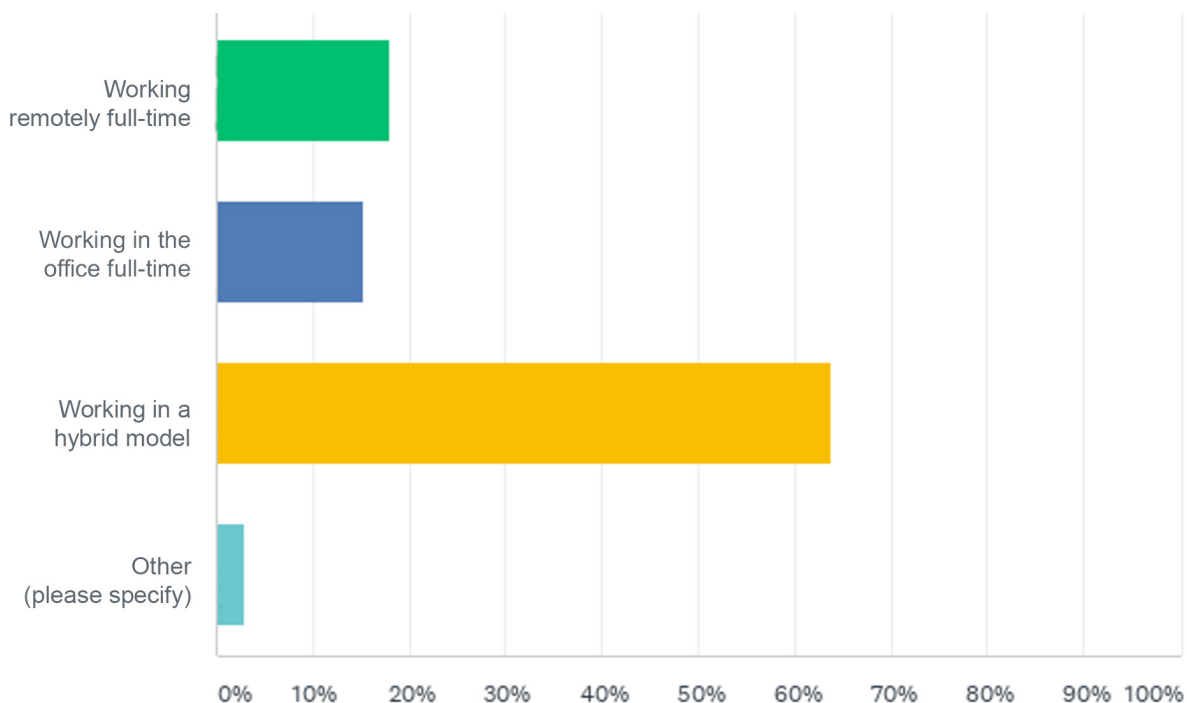




## People like the option of remote work.

Over 80% of executive respondents said they would prefer to continue working in a completely remote environment or in a hybrid model with some days in the office and some days working from home. In general, executives were apprehensive about returning to an office setting, citing safety concerns around COVID exposure at the office and greater productivity working from home.

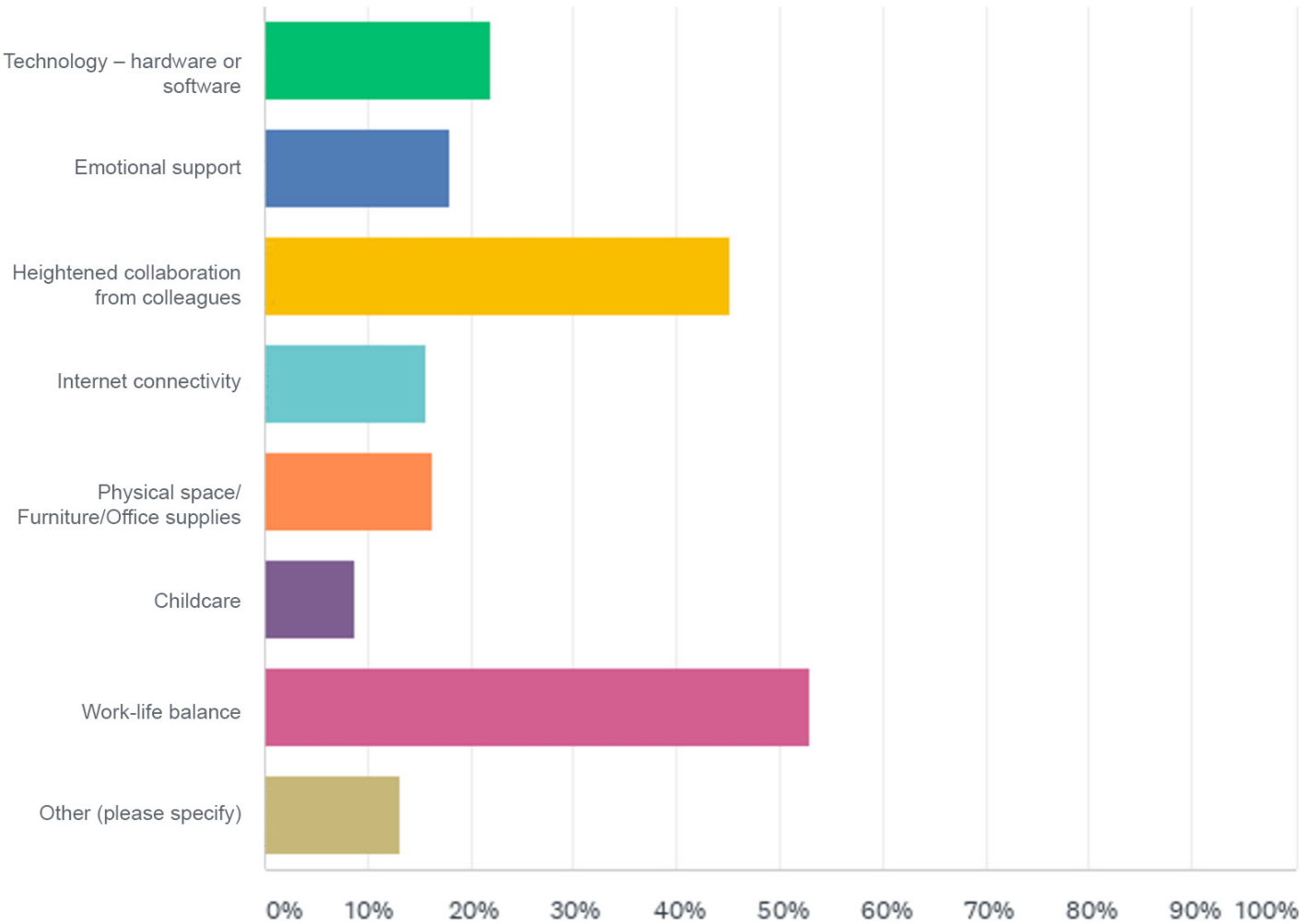
### Post pandemic, what will be your preference? (Executives)



# Remote work is taking some getting used to for some executive level employees, while others are adapting well.

More than 53% of respondents identified challenges balancing work and personal life while working from home. However, more than 45% said that working remotely has heightened collaboration between their colleagues.

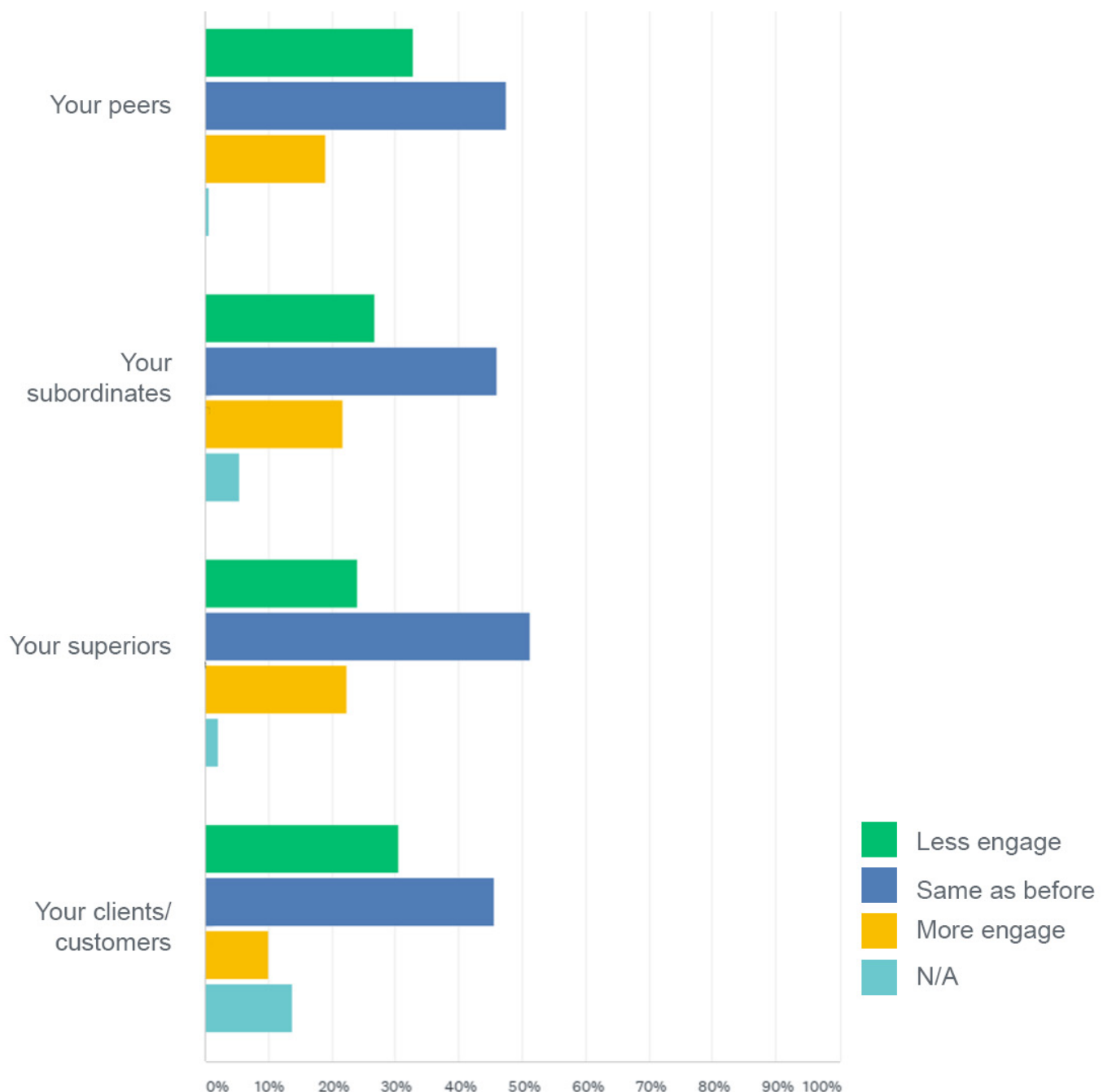
## What are the greatest challenges to working remotely? (Executives)



## Human resources professionals and executive level employees seem to differ in their opinions about work challenges caused by the pandemic.

89% of CHRO respondents said the ability to promote culture is their greatest concern related to their remote workforce. This was a smaller concern for executives, with fewer than one-third of workers (executives) who responded stating they feel less engaged with peers (32%), subordinates (27%), superiors (24%) or customers (31%) since the pandemic.

### Since the pandemic how engaged do you feel with ... (Executives)



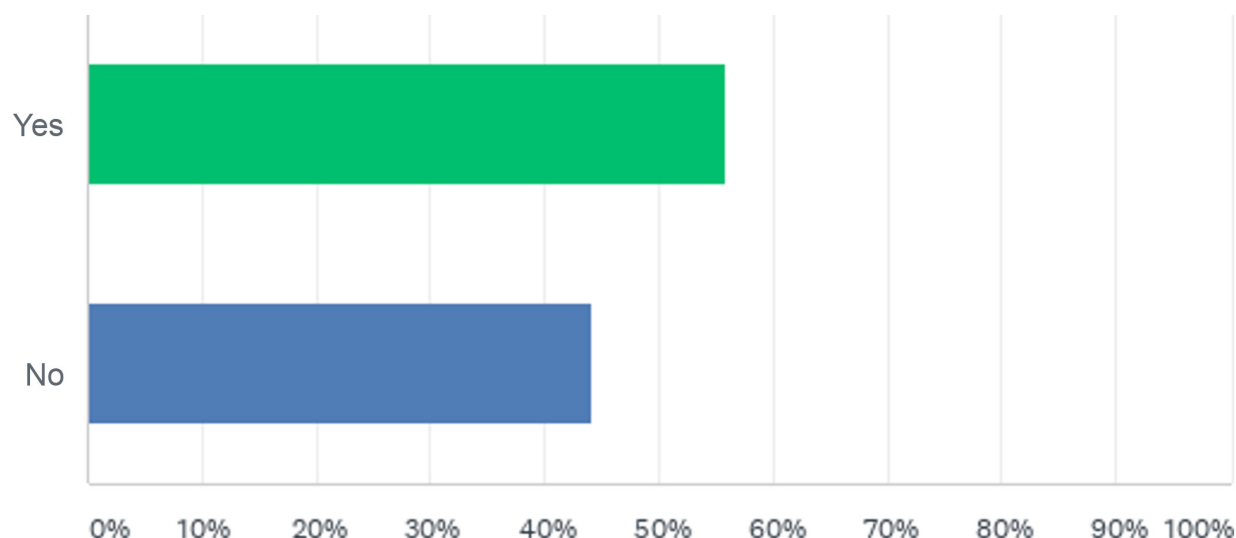


## The pandemic is less of a factor now compared to a year ago for people considering a career move.

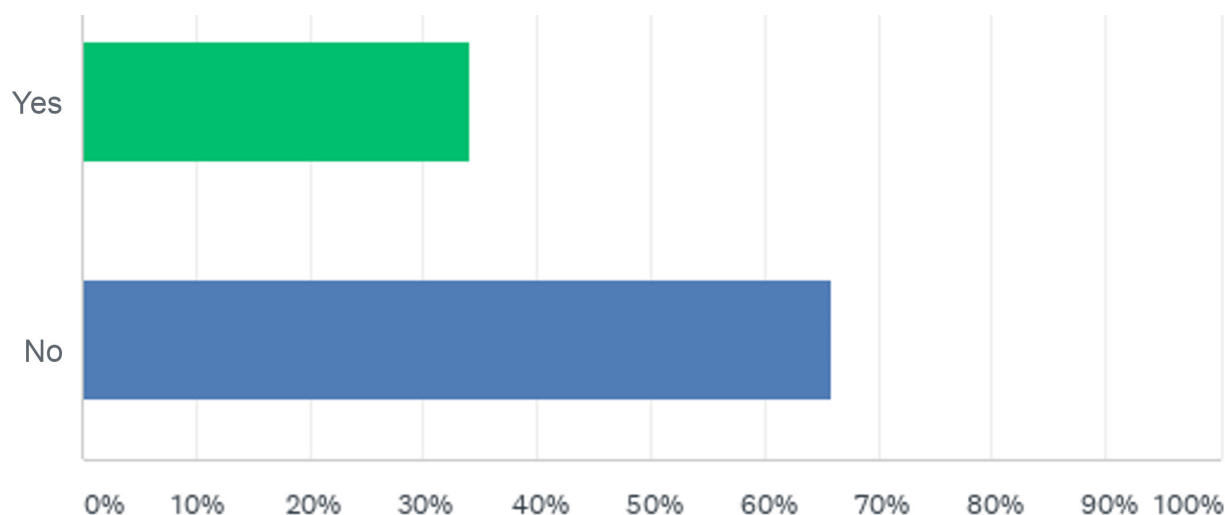
More than half of respondents in the current survey said they have or would consider making a career move vs. just 36% in the Spring of 2020 as the pandemic was starting to ramp up. And 56% of executives responding to the current survey say they would accept a job without meeting the manager or experiencing the workplace environment, which is on par with 2020 results.

Some hesitation around relocation exists with 66% stating they would prefer not to relocate, however, most indicated that their decision had little or nothing to do with concerns related to the pandemic. These current results show only a slight increase over 2020 results in those willing to relocate but fewer respondents cited the pandemic-related concerns in their rationale.

### Would you accept a job without meeting your manager face-to-face and experiencing the workplace environment? (Executives)



### Would you be willing to accept a position during the pandemic if you were required to relocate? (Executives)

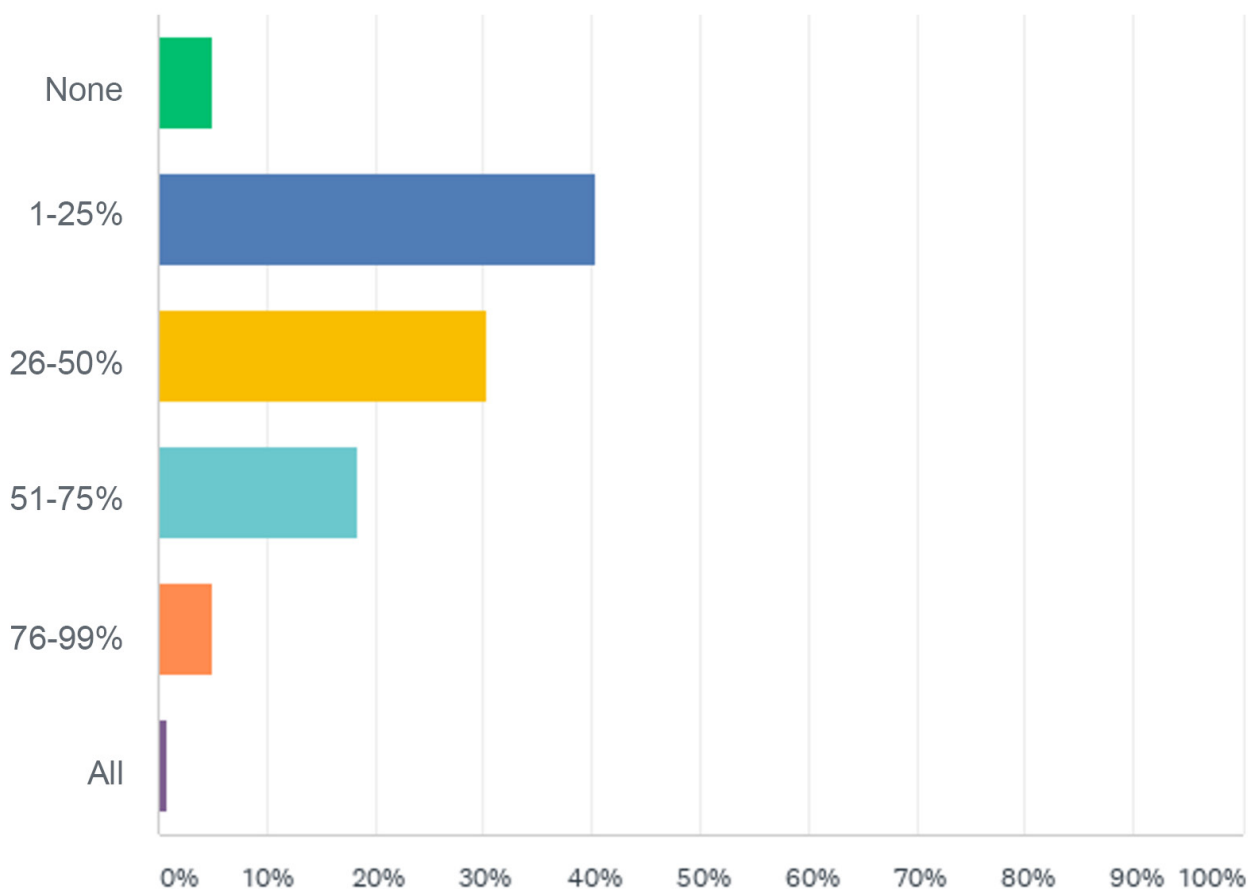


## Remote work will become commonplace for many organizations even after the pandemic.

Of the human resources professionals who responded to our survey, 40% said they anticipate at least a quarter of their workforce to permanently work remotely post-pandemic, an increase of 12% from the 2020 survey.

Some HR professionals surveyed said they have already returned a portion of the remote team back on-site. But almost 46% of respondents said it will be more than 90 days before they even consider it, citing comments such as, “no rush” and “operational needs” well as 79% citing “vaccine availability” as a factor in bringing employees back to the office. But more than 66% say they will not track employee vaccinations.

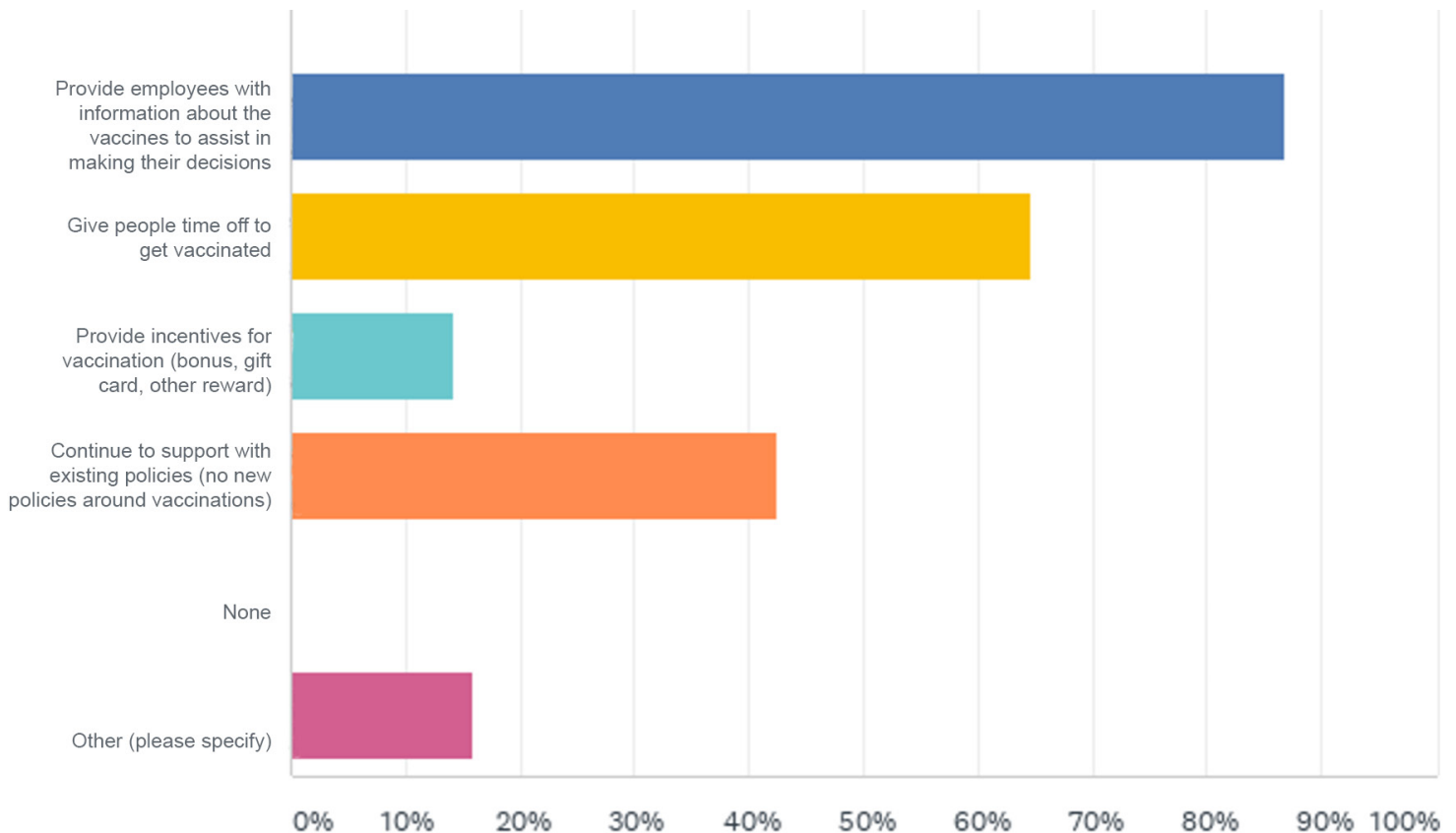
### What percentage of your workforce do you anticipate will permanently work remotely post-pandemic? (CHROs)



## Employers will encourage but will not track employee vaccinations.

While less than one-third of CHROs said they will track employee vaccinations, more than 87% plan to provide employees with information about the vaccines to assist in making their decisions. And more than 65% plan to give employees time off to get vaccinated. Less than 15% plan to offer incentives (bonus, gift card or other reward) for employees to get a vaccine.

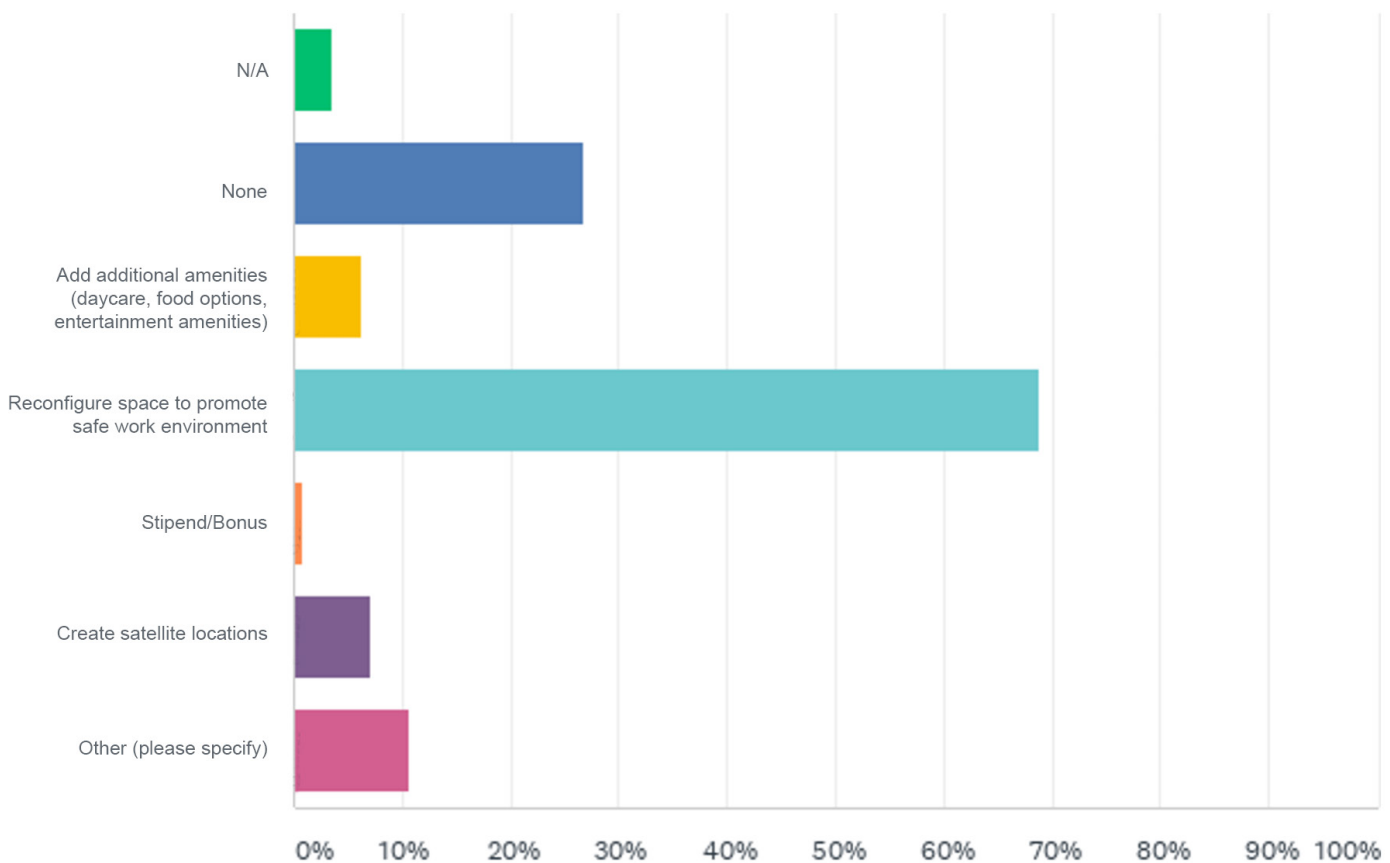
### What plans, if any, do you have to encourage employee vaccinations? (CHROs)



## The pandemic will impact commercial real estate.

The majority remote workforce could have a significant impact on commercial real estate as well. About two-thirds of HR respondents said they are or may consider reducing their real estate footprint. In addition, more than 68% said they plan to reconfigure space to promote a safe work environment, including “hoteling,” reconfiguring common and collaboration spaces, and offering flexibility to work remotely as needed.

### What plans, if any, do you have to make your office site(s) an attractive destination for employees? (CHROs)



# Key CONSIDERATIONS

The impacts of the shift to new work models are various and far reaching. Companies are currently rethinking several factors, such as how they pay their employees, manage performance and create a work environment that promotes organizational values and belonging.

Through this process of reflection, organizations can't only look at the near-term productivity gains and cost reductions associated with remote work. For this new model to be sustainable, business leaders must continuously examine the impact that remote work has on innovation, collaboration and employee well-being and adjust accordingly.

## IMPACT ON THE FUTURE OF WORK

From the employer perspective, the pandemic has upended the ways that organizations interact with their employees and customers and the impacts will be felt long after the health crisis is over. The most fundamental changes will center on talent management, including:

**Talent Acquisition** – Candidates at all levels of recruitment will expect a level of flexibility on work location if job duties allow. From hybrid to work-from-anywhere, those companies who adapt to new work models will have greater ability to access talent than those who return to a more traditional office environment.

**Talent Retention** – Current employees who are required to return to a full or nearly full-time office environment post-pandemic will be more likely to leave for organizations with more flexible arrangements. Flight risk will be greater for those in roles with industry agnostic applications (finance, HR, legal, IT) than those in roles with industry specific skillsets (R&D, engineering, sales).

**Talent Development** – A combination of remote and in-office work arrangements will require organizations to adapt their performance management and employee development processes to provide equitable career development opportunities for all employees regardless of work location.

**Employee Wellness** – both individuals and organizations have highlighted the work-life balance challenges brought on by the pandemic. Many remote employees are working more hours than they had in an office setting while family obligations have intruded into the traditional workday. Some of these issues will be mitigated by the opening of schools and a return to the amenities of a post pandemic life but others will remain.

**Total Rewards** – Organizations have typically tied compensation in part to work location, offering higher compensation to employees who live in areas with high costs of living. Companies are already evaluating how to adapt their compensation schemes to a “work from anywhere” model where salary adjustments based on geography is less meaningful.

## ENGAGING THE WORKFORCE IN THIS NEW REALITY

As company policies catch up with the new workplace realities that have arisen since the start of the pandemic, so too have employee behaviors, expectations and employer relationships. Issues that executives will continue to grapple with include:

**Personal Connection** – While most executives feel neutral or even more engaged, a significant minority of survey respondents (almost one-third) feel more disconnected to colleagues and customers than they did pre-pandemic. This lack of connection may have implications for team performance and innovation in a continuing remote environment.

**Career Management** – As most employees indicated a preference for continuing remote or hybrid work models, they will need to evaluate how much that flexibility is worth to them and make career decisions accordingly.

**Relocation** – The hesitation to relocate has relaxed a bit since 2020, with a slightly more than 66% of respondents indicating that they would prefer not to move for a new role. While remote work may alleviate some of the pressure to relocate for career growth, it remains to be seen what if any negative career impacts this desire to remain in place may have long-term.

**Balance** – Respondents indicated their biggest concern about working remotely was its impact on work/life balance. While employers have been supportive of creating opportunities for their employees to decompress, individuals must also take responsibility for emotionally and psychologically distancing themselves from jobs that now take place in their personal space.

## CONCLUSION

Hybrid work environments are likely to become the norm moving forward. Employees have adjusted to the flexibility, productivity and tools that allow for better collaboration and effectiveness. Organizations will need to assess traditional strategies around talent management to accommodate new work models.

Companies will continue to feel the influence and impact from the pandemic for the foreseeable future. How they react and adjust now, will have very real consequences in terms of company values, culture, branding and the ability to attract, retain and develop key talent for years to come. More agile and proactive organizations may enjoy a competitive advantage in the talent market over those who are slower to adapt.



# ABOUT

## The Companies of MPI

As members of IIC Partners, our firms have been collaborating for several years. They are all privately held and focused on all aspects of talent management including search, leadership development and more. With a combined team of 65+ employees, MPI has conducted more than 4,000 engagements.



### **Salveson Stetson Group – Multi-Specialty Executive Search**

Salveson Stetson Group (SSG) brings more than 22 years of executive search experience in a multitude of industries. SSG has an outstanding track record of recruiting strong leaders with a special focus on human resources, finance, general management, clinical, scientific, and other corporate roles across diverse industries. Ranked 19th on *Forbes* Top Executive Search Firms.



### **NuBrick Partners – Integrated Talent Management**

NuBrick Partners is a leadership development firm with a team comprised of highly trained psychologists and organizational development experts who provide an integrated, systemic approach to talent management. Their support encompasses the board, C-Suite and senior leadership team development, succession planning, executive selection assessment and new leader installation across all industries as well as executive physician leadership within the healthcare industry.



### **Furst Group – Healthcare Executive Search**

Furst Group, with more than 30 years of experience in healthcare, provides search services to the payer, provider and ancillary sectors of the industry. Furst Group's experience in evaluating talent, leadership and culture helps companies align their organizations to execute their strategic initiatives. Ranked among the Top 10 Healthcare Executive Search Firms by *Modern Healthcare*.

**MPI**  
by the  
**NUMBERS**

**97%**

Placement  
Retention Rate

**65+**

Team  
Members



**3k**

Searches



**34+**

Years Experience



**11**

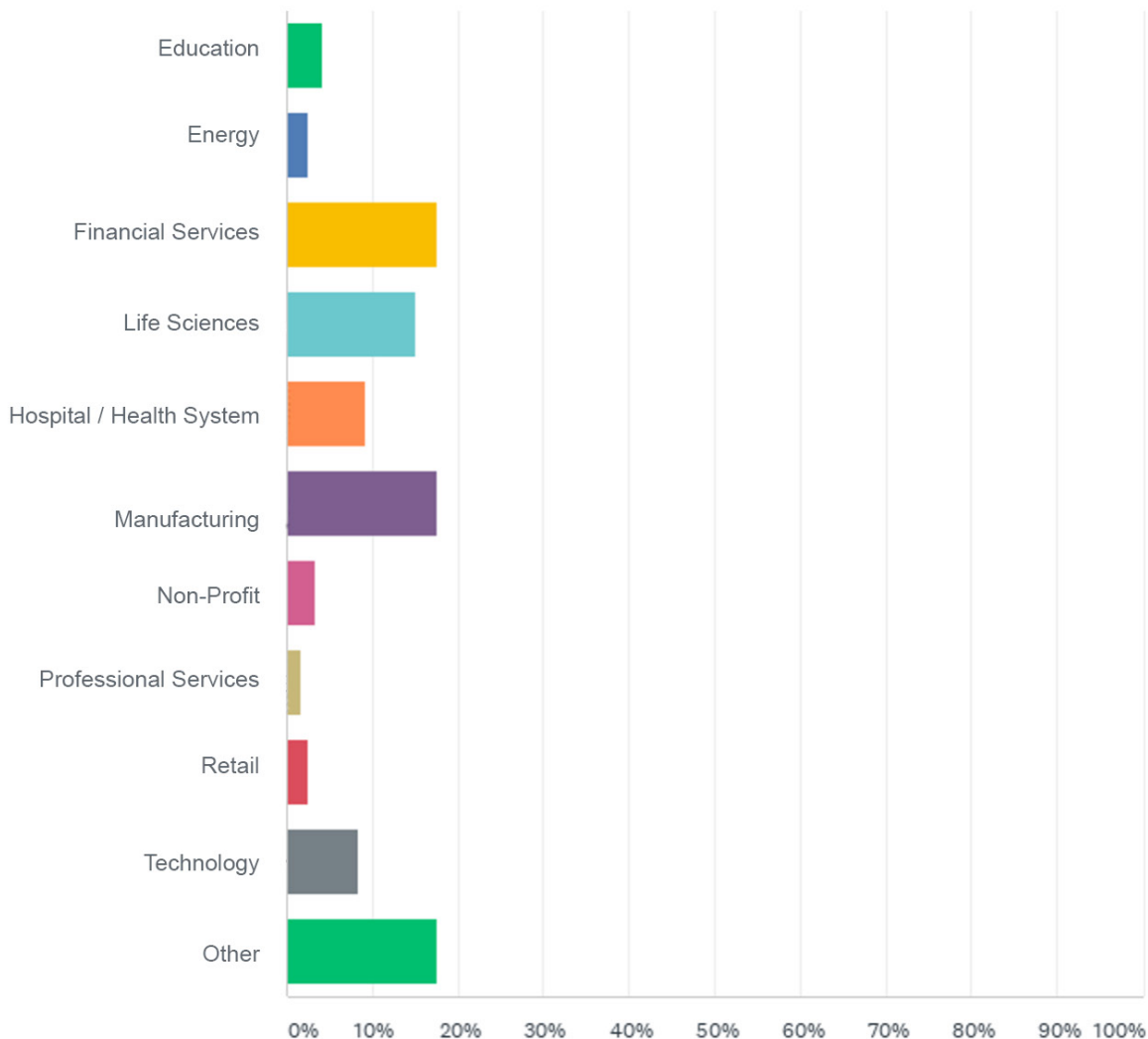
Support Locations

## Appendix A

Below is the full CHRO survey:

### Q1: In which industry sector are you currently employed?

(CHROs)



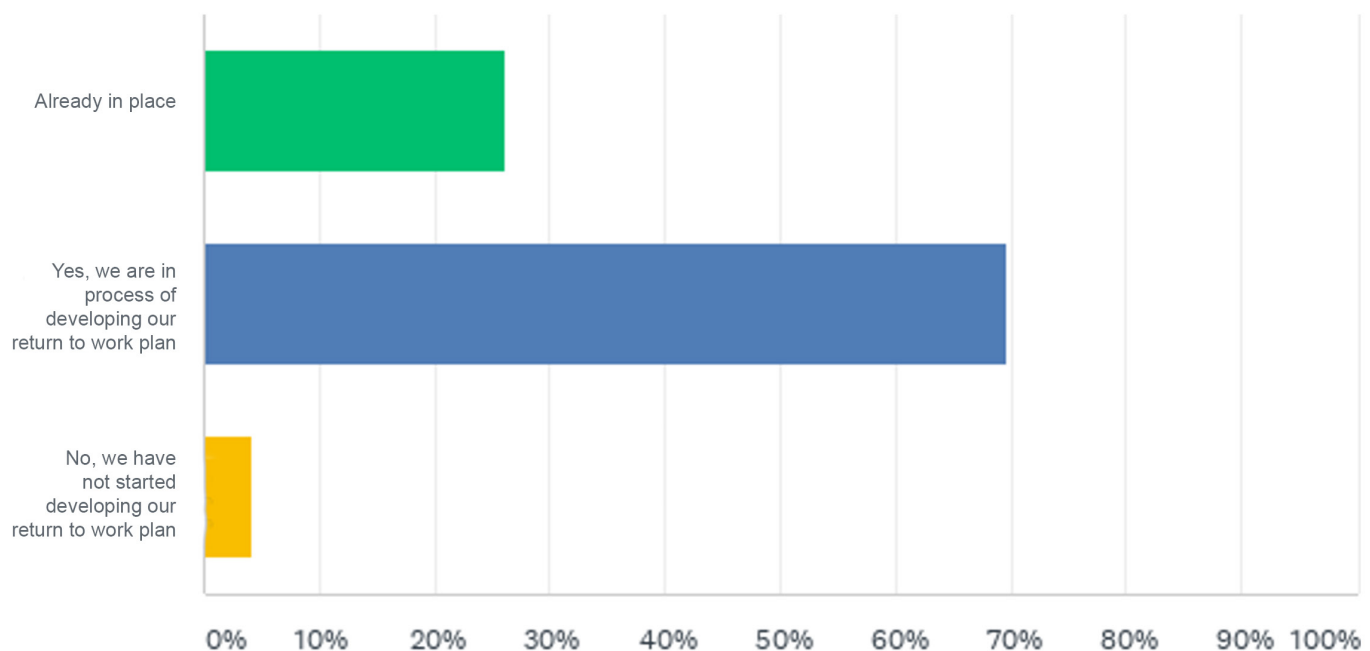
If other, please specify:

- REIT - Real Estate Investment Trusts
- E-commerce/tech/retail
- Trade Association
- Scientific and Testing
- Affordable Housing
- Biotech
- Hospitality - Food Service and Facility Management
- Multiple: Insurance, Retail, Car Care, Automotive solutions
- Transportation
- Real estate
- Holding company with both mfg and life sciences
- Hospitality
- Logistics
- Healthcare Services
- Transportation
- Real estate
- Real estate
- Transportation
- CPG
- Media
- Automotive
- Distribution

## Q2: Where is your company headquartered? (CHROs)

- Arizona (1)
- California (4)
- Colorado (1)
- Delaware (5)
- District of Columbia (2)
- Florida (2)
- Georgia (1)
- Illinois (4)
- Indiana (1)
- Kansas (1)
- Maryland (1)
- Massachusetts (3)
- Missouri (1)
- New Jersey (12)
- New York (6)
- North Carolina (3)
- Ohio (2)
- Pennsylvania (59)
- Texas (6)
- Virginia (3)

## Q3: Have you begun your organization's return to office plan? (CHROs)



### Comments:

- We have initial transition to office for limited staff in place already and are working through a broader transition (essentially open to all), before we formalize and announce our “new normal” plans which we expect to have a hybrid/remote aspect.
- About 10% of the workforce was always in the office, we’re now working on the other 90%

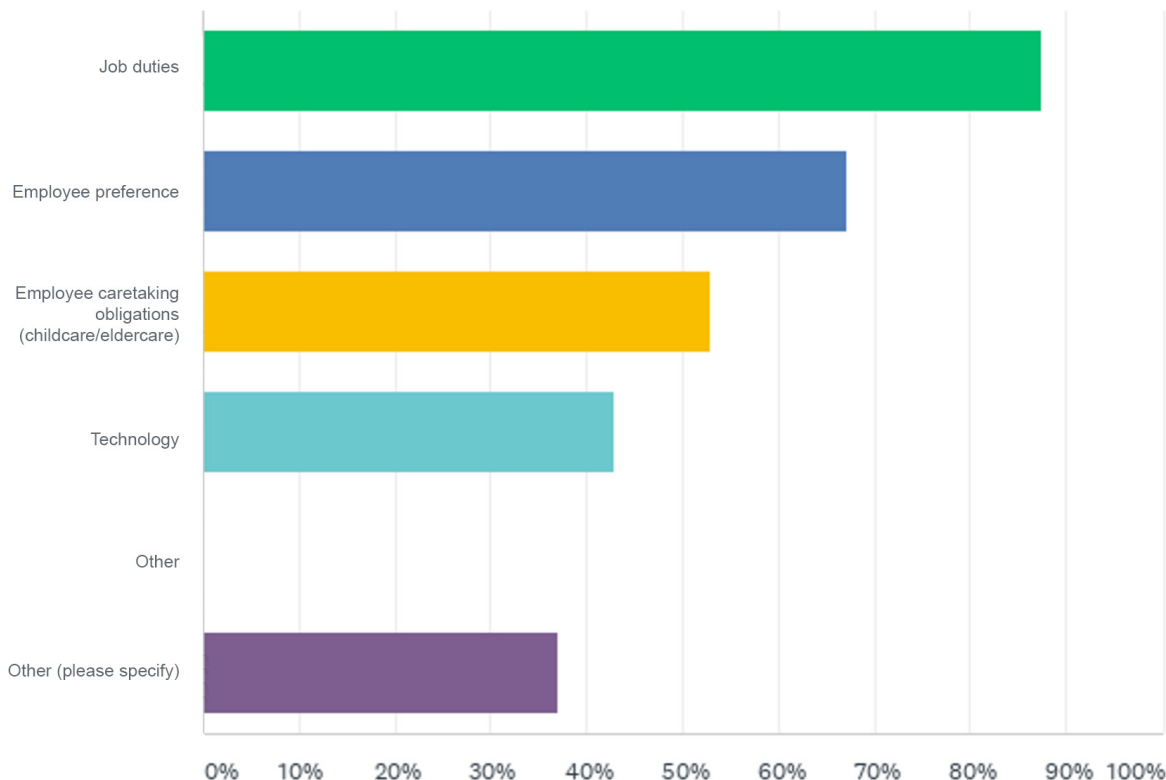
## Comments (continued):

- We are an essential business, so our warehouse, assembly and shipping/receiving employees have been on site. We only need to consider office staff.
- We've been planning our return to working on site since we left last year, and we've adapted to changing circumstances and public health guidance throughout. It still feels a bit like a moving target in terms of timing.
- We never left the office; we've continued to operate - as an essential infrastructure industry - throughout the pandemic. We've allowed some team members to work remotely and will use this as an opportunity to define what we do with respect to remote work or telecommuting.
- We have launched a Re-Imagining Work team across each individual business
- We are planning on a hybrid model with guidelines around encouraging flexibility and manager decision rights to approve.
- Majority of staff in the hospitals have continued to work on site but corporate individuals are phasing back in at about 20% starting May 1st.
- our bank branch workers have been working onsite. we made the decision to keep everyone else remote and use a "hoteling" model for the foreseeable future
- We are deemed an essential business, and have been operating in situ throughout the pandemic with individual exceptions (work from home) as warranted (medical, mental well
- Not sure when; question is why. Every office different
- We have some roles that continued to work onsite during the pandemic. Plans for others are developed and being updated.
- Possible return to the office in late summer.
- We are just beginning to develop our return to work plan
- On a voluntary basis, we are planning to have people return to the office at the beginning of May. We are collecting data from our leaders and employees to see how many plan to return in May and with what frequency.
- Front Line associates have been back in stores since Q3 2020. Administration/HQ are populations for which Return to Office is still being assessed.
- we have started several times and then things change
- This is determined by campus.
- We are going to keep our headquarters building to 50% capacity or less for the next foreseeable months.
- We are anticipating being back in the office in May. We have some things in place and others not yet.
- For corporate, no full return until the DE and PA is green. In other countries, return when green. In the interim, in the office as needed with limited capacity (only the number of offices). When we come back 'full time' in corporate, we will give 5 flex days a month to work from home with their mgr. approval. More can be OK, but not as likely. We do have other offices where they are going more flexible and if the person doesn't commit to 3+ days in the office, they lose their permanent space and use a floater office.

### Comments (continued):

- Note - in prior question, I indicated we are headquartered in TX, that's not correct but Toronto wasn't an option. Our region is headquartered in TX so defaulted there.
- We never stopped due to business needs
- We have remained open, but have not required employees. At this point, it's optional.
- Developing but will not implement until October
- Distribution Center and Production site employees, which are about 70% of our workforce, are essential and have been working throughout the pandemic. The majority of the corporate staff has been WFH since March 2020. Product and Engineering teams returned to the corporate office on a voluntary basis in August 2020.
- We are starting to discuss (mostly for corporate office) Care Centers do not have the option for working remote (seeing patients)
- In a voluntary only phase since last fall
- While the plan is in place, the DATE is the variable in the equation. Should there be a 4th wave with the arrival of new variants, we'll push the date off several months until we get more traction from vaccines.

## Q4: What employee/organizational factors are you considering in returning workers to an office location? (CHROs)



If other, please specify:

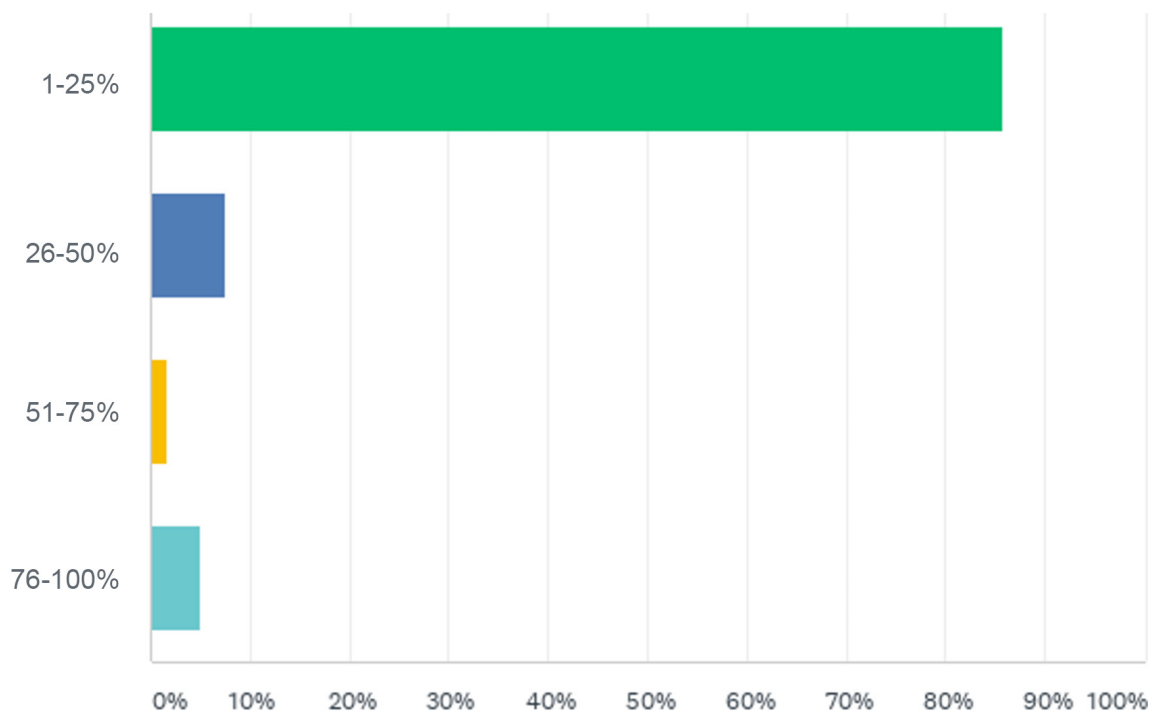
- Vaccine availability for all employees
- Employee residence location
- We are focused on job duties as primary determination of what type of remote/physical office/work time flexibility we are going to support on a more permanent basis. This is not to imply that ad hoc requests for flexibility won't be considered - they will.
- COVID rates of transmission; availability of vaccines; school and daycare re-openings; public transportation safety and ability to handle volume; workplace experience (if we are wearing masks and can't gather, we'll wait to return)
- Historically speaking, remote work was never embraced by the organization. The pandemic has not changed that view.
- How collaborative the role is, how important innovation is to the role. The more defined, the easier to work remotely.
- Community and culture
- By department / function groups, and according to our capacity in relation to CDC guidelines
- Space required to safely distance. Some roles require lots of phone time so we may leave those at home for the noise factor.
- We've worked with leaders from supervisors on up to determine what kind of on site presence we need to operate optimally. Within that filter of business need, we're looking to allow as much flexibility as we can for people who either want to remain entirely or primarily remote or who want to return to working on site.
- 11 % of team members vaccinated; COVID-19 incidence rates in community & facility; space constraints (due to physical distancing requirements).
- The vast majority of people will work a hybrid model.
- All corporate staff will be phasing back in a hybrid model of on site and work from home
- Science
- Real or perceived equity as we assess clinical and non-clinical work arrangements.
- Evolution of flexible work models
- Productivity metrics
- Ability to be flexible.
- Surveying employees for input but have Point of View for our Executive Team which will provide the framework
- vaccination status
- state and local data and requirements
- Level in the Organization/Hierarchy



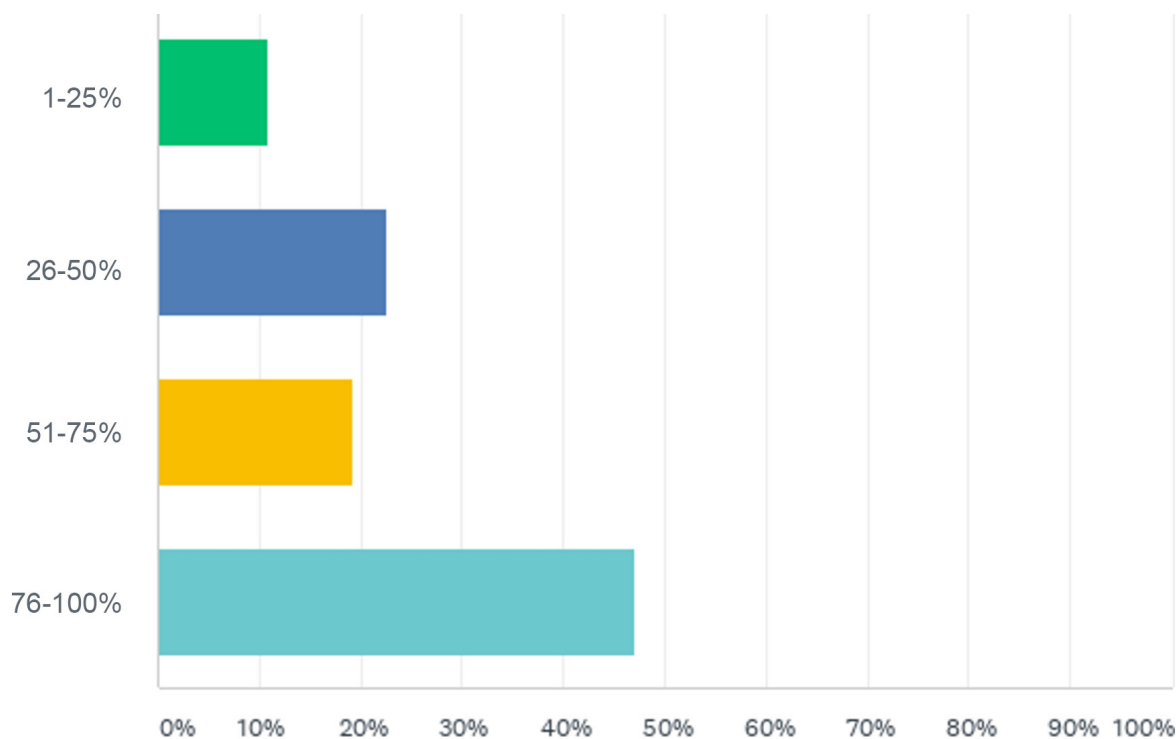
If other, please specify (Continued):

- Considering impact to employee morale in requiring a vaccination in order to return to home office; comes with potential ADA considerations (religious, health concerns etc.).
- We are encouraging those in customer facing roles such as sales and customer service to return.
- Everyone is required to return to work once the office is officially open. This will be on a flexible schedule either one week in office and one week virtual, or 3 days in and 2 days out.
- Safeguards at workplaces
- Ability to social distance
- We allow WFH on a temporary or accommodation basis.
- Patient care
- We did not design our jobs or culture to be remote
- The need to collaborate better
- arguably we are including employee preference, but only to the extent they are using the flex days.
- Safety, transportation options, space availability.
- income tax jurisdictions, office real estate footprint, office space layout/work space
- local regulations and vaccine availability
- Essential employees (mailroom, check management) have been in the office since the pandemic started. The rest of the org will be invited back as the local COVID numbers decline, local regs allow, and on a voluntary basis.
- We are launching a Flex Your Work program, allowing office based employees the ability to work from home up to 2-days a week. Depending on the status of COVID and schools opening full time in the fall, we will assess additional flexibility on a case by case basis.
- Maintaining an aligned collaborative culture with energy
- Culture Collaboration Productivity
- Competition and marketplace demand. Flexibility has become a priority for many applicants and great candidates.
- positivity rates, school openings, comfort with public transportation
- We need to take the whole person in to account when developing personalized RTO plans which, in a hybrid environment meet the needs of constituents while supporting effective and productive working environments. We can not have the next 12 years look like the last 12 months.
- Health and safety
- Culture and spontaneity of interactions, collaboration opportunities

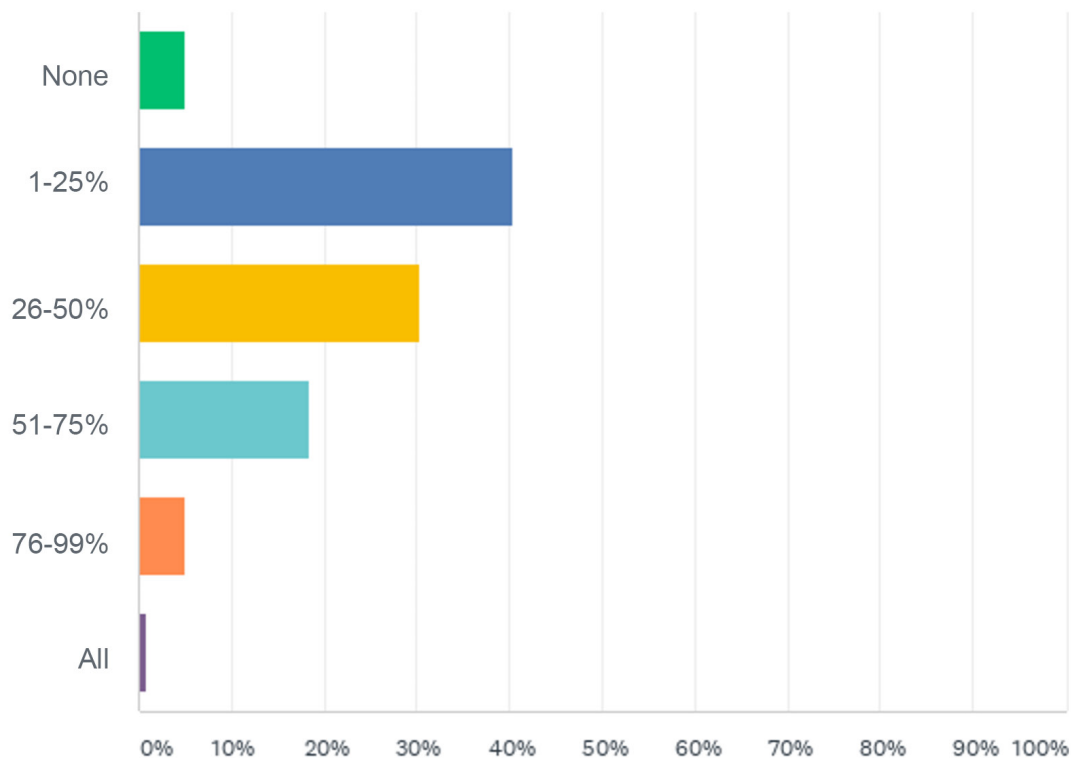
## Q5: What percentage of your workforce worked remotely before the current pandemic crisis? (CHROs)



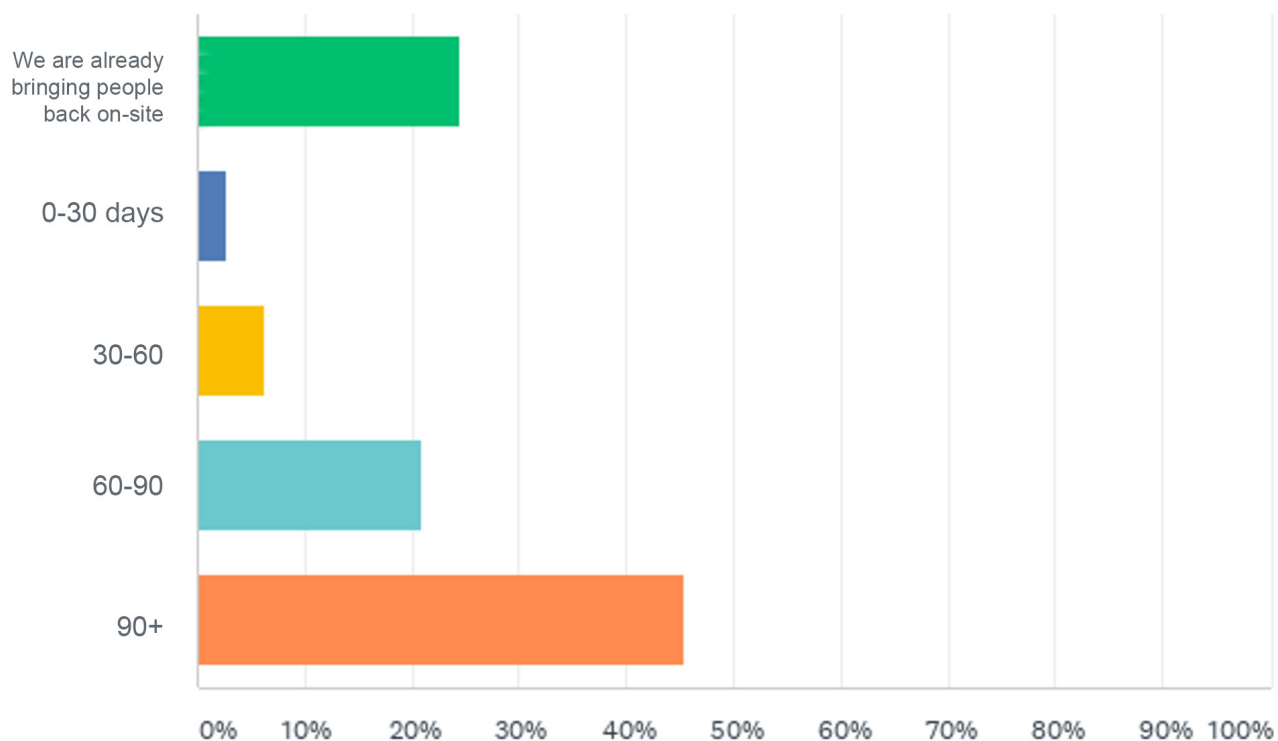
## Q6: What percentage of your workforce is currently working remotely? (CHROs)



## Q7: What percentage of your workforce do you anticipate will permanently work remotely post-pandemic? (CHROs)



## Q8: When do you plan to start bringing remote workers back into an office site(s)? (CHROs)



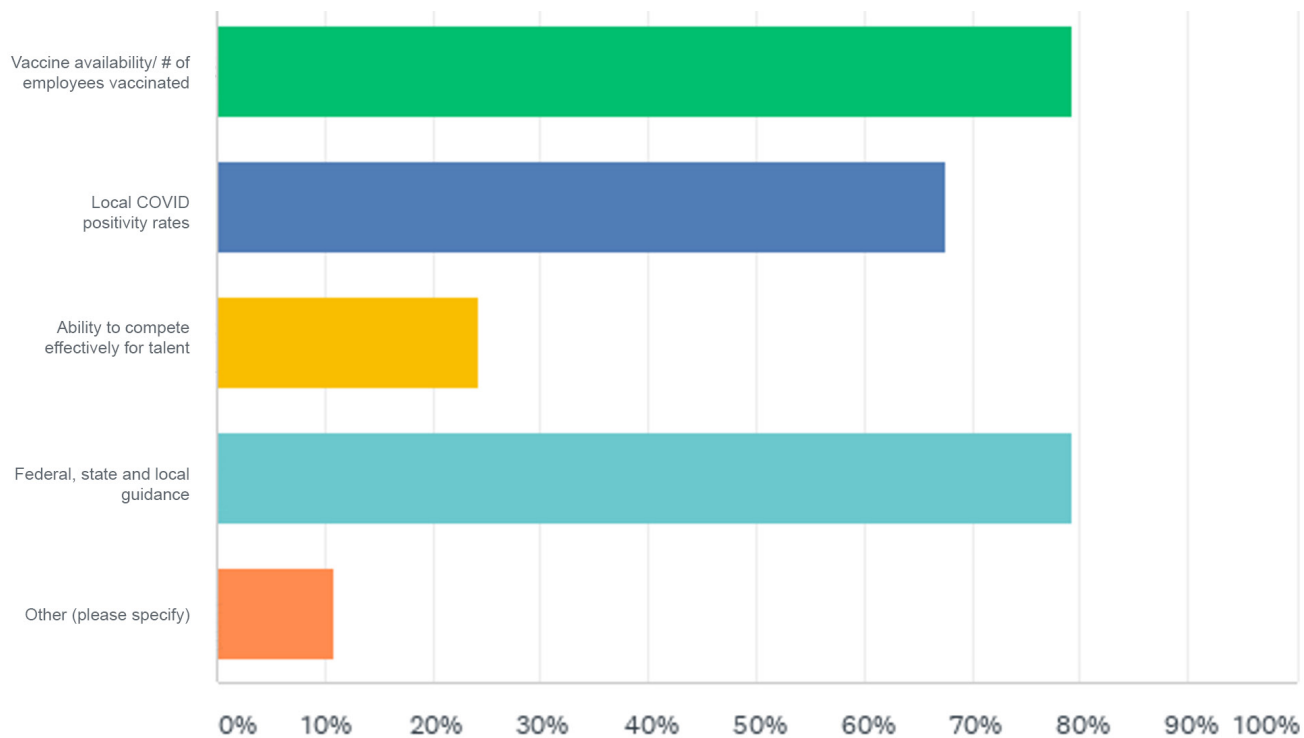
## Comments:

- We have teammates still working in office (essential/office critical) but virtual employees not intended to return before end of summer
- “Toe in the water” - June - Fully back in the office according to your hybrid schedule - September
- mid-September
- Volunteers are back in the office now (very few), after Labor Day we plan to start bringing everyone back
- Really depends on the vaccine situation in PA, and whether there is childcare available. Vaccine rollout seems to be taking longer in PA than other states.
- Hard to say. We’ve estimated Q4 but we’ll look at a number of factors: everyone who wants a vaccine has had it, schools and public places open without occupancy limits, public transit running normal schedules. all but about 12-15 of our 300 employees have worked fully remote for the past year, and even prior we had people working up to 3 days a week from home, so we’re not really in a rush to go back to the office. when we return we’ll probably need to have 10-15% of our workforce in the office at any time.
- We have people in office and facilities now and will continue to offer the chance for more people to come back to the office.
- Based on operational needs. Most of our workforce is clinical and have been working on site the whole year.
- Except for those who need to be on-site to do their work.
- July tentative
- Perhaps Labor Day
- We will employ a hybrid model... roughly expect 60% in office and 40% remote. Will continue with flexibility.
- Not before Sept 2021
- after summer
- Awaiting PA Governor’s order. We have some who never worked remotely, had to be in the office throughout the pandemic.
- August 2021
- Depends on Gov. Wolf.
- Thinking we will require people to begin returning after July 4th with a full return by September
- We are starting with bringing back leaders.
- We’re currently adhering to PA state guidance; approximately 35% of our Corp staff is in the office on a regular basis. Gradual return to the office will occur over the next 90-120 days
- On a volunteer basis to offices; plants are essential and have always been operating
- Currently we will remain remote through September 7, 2021
- “Summer months”

## Comments (continued):

- We've been back since June, 2020.
- employees have the options to work in the office for a change of pace
- Most office positions are up to the employee now.
- We have had the Executives in the office but that is about it for now.
- we bring them back now BUT only if they want to come, so it's not really bringing them back.
- Considering
- This will be dependent on local geography
- We don't know when yet
- Some of our locations have already opened up to a limited # of employees. We have 30+ locations.
- We are anticipating right after July 4th.
- Only our corporate, management and office personnel are able to work remotely; our caregivers are on-site. Our plan is staged, with individuals beginning to return one or two days per week, provided their childcare, school, and personal needs allow doing so. We will ramp back over the next few months, to the point where we will bring everyone back, with the option to continue working remote 1-2 days per week, on a department by department basis.
- Depending on the state, we anticipate bringing remote workers back into the office around
- June. Some offices are under construction and we anticipate move in after Labor Day
- Depending on State's requirements.
- we have voluntary return policy
- Team Members are asking to come back in especially those vaccinated
- Depends on vaccinations, CDC recommendations and organizational readiness - looking at a phased approach with hybrid models so employees who enjoy the flexibility can continue to work from home, while enjoying coming into the office for collaboration, meetings, etc.
- We've already brought a number back in a hybrid fashion. The rest of the office-based group is what we are planning for now.

## Q9: What external factors are influencing your decision to bring employees back to an office location? (CHROs)

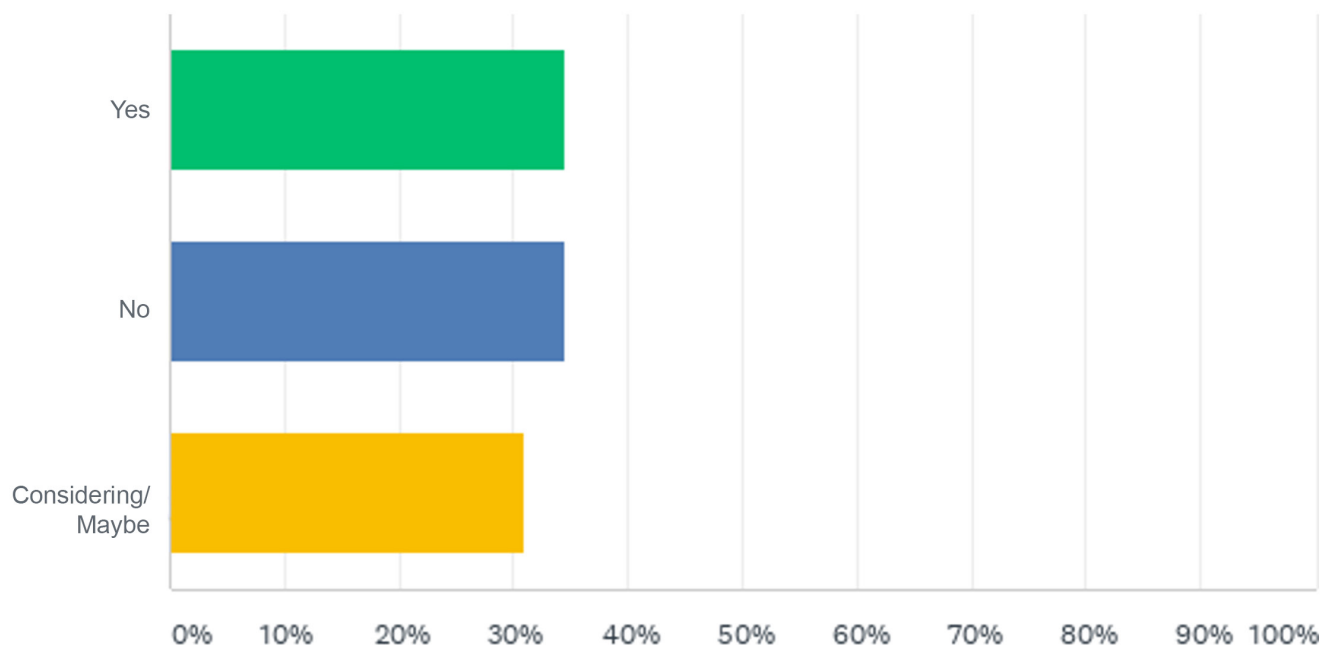


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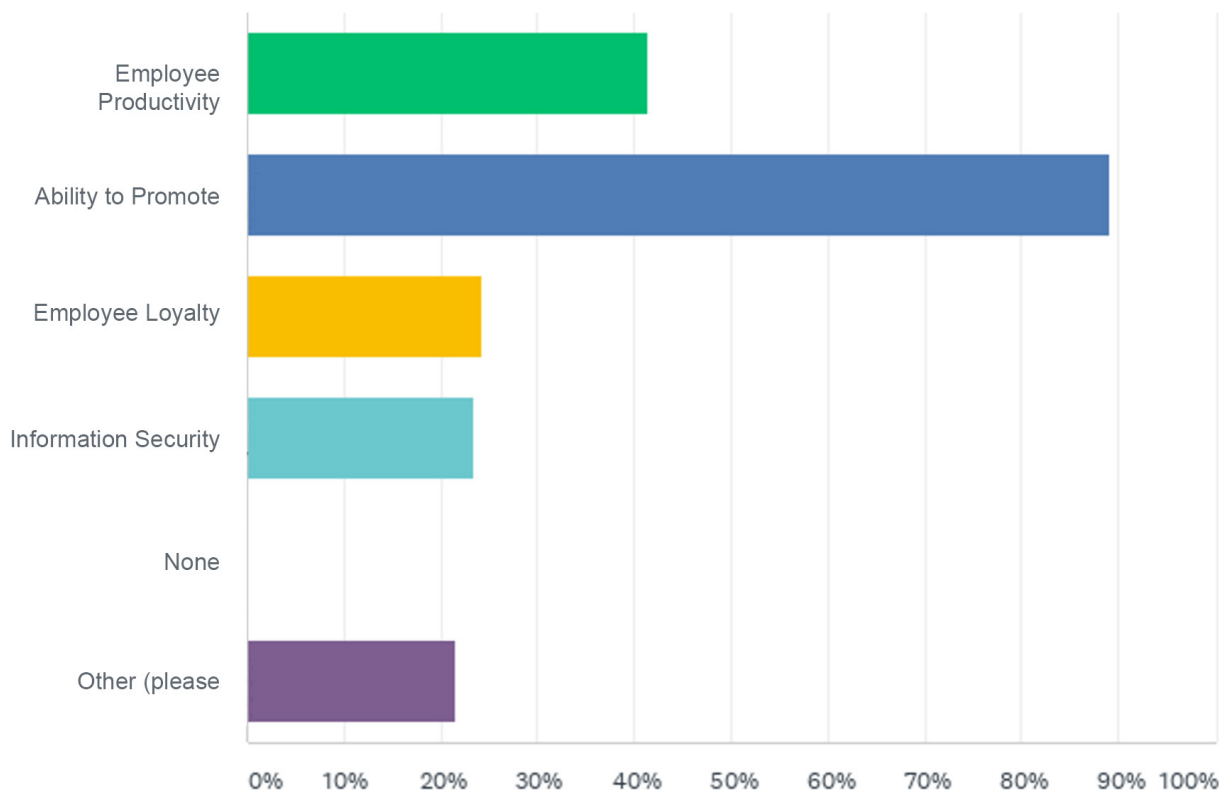
- Cultural
- Collaboration/work product
- Childcare availability
- we now see ourselves as competing for talent nationally for many jobs since they can be done remotely. that makes some things much easier.
- Operational need
- see previous question and answer
- Our front line workers don't have the option not be "be there," and our owners want to send the message that office employees have no special privilege
- Ability to work from home for office staff
- Vax
- Office structure/cubes/new floor prints
- Safety protocol readiness of our space
- school reopening, comfort with riding public transportation



## Q10: Do you plan to reduce your overall office site/real estate footprint? (CHROs)



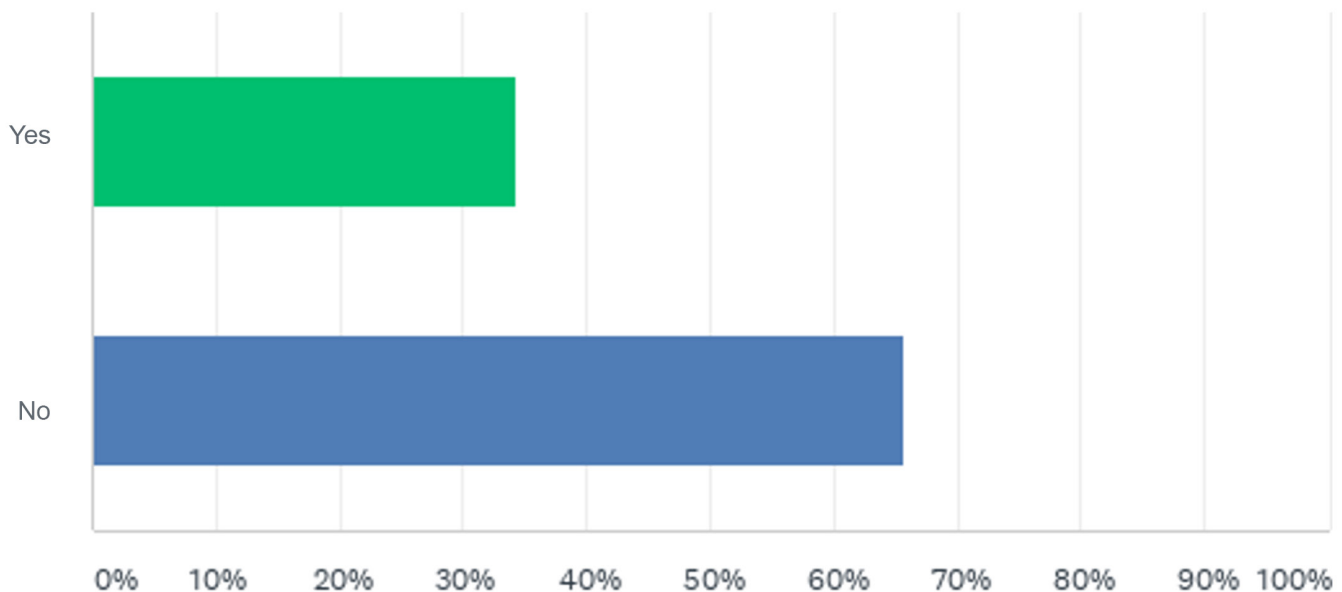
## Q11: What are your greatest concerns related to your remote workforce? (CHROs)



If other, please specify:

- Collaboration
- Retention/Turnover
- Ability to create networks authentically, promote real human interaction, (coffee zooms and baby shower zooms are really just not real), innovation happens on the fringe and fringe is hard to create remotely, connecting early talent to mentors, role modeling - all hard to accomplish in a sincere way virtually.
- Employee community
- Silo working vs. collaboration has been an impact
- Perceived equity with allowing some to be at home but not others.
- Feeling of isolation. Wellbeing.
- Teamwork, collaboration and employee coaching and development
- Apparent disparity among departments
- related to culture, just the ability to remain connected and current (relevant)
- none
- Collaboration of work
- Need to establish WFH policies
- Management capabilities to inspire and lead a more remote workforce.
- employee engagement
- Effective collaboration and employee burnout
- Very productive working remotely
- manager/leadership development
- Burnout and Mental Wellness
- Client input - many of our people work on client sites vs. our offices. We have always been a fairly virtual culture and are already comfortable with this way of working.
- Collaboration
- Collaboration and connection (especially for new employees)
- We're concerned about maintaining productivity over the long term and, once we have hybrid associates who haven't built relationships 'in the office' prior to COVID, how will the remote productivity look? Also, will there be a corrosive effect on collaboration and culture over the long term?
- To be honest, the pandemic and telework response has fostered our efforts to promote a positive and engaged culture while demonstrating concern for employees' well being.

## Q12: Will you track employee vaccinations? (CHROs)



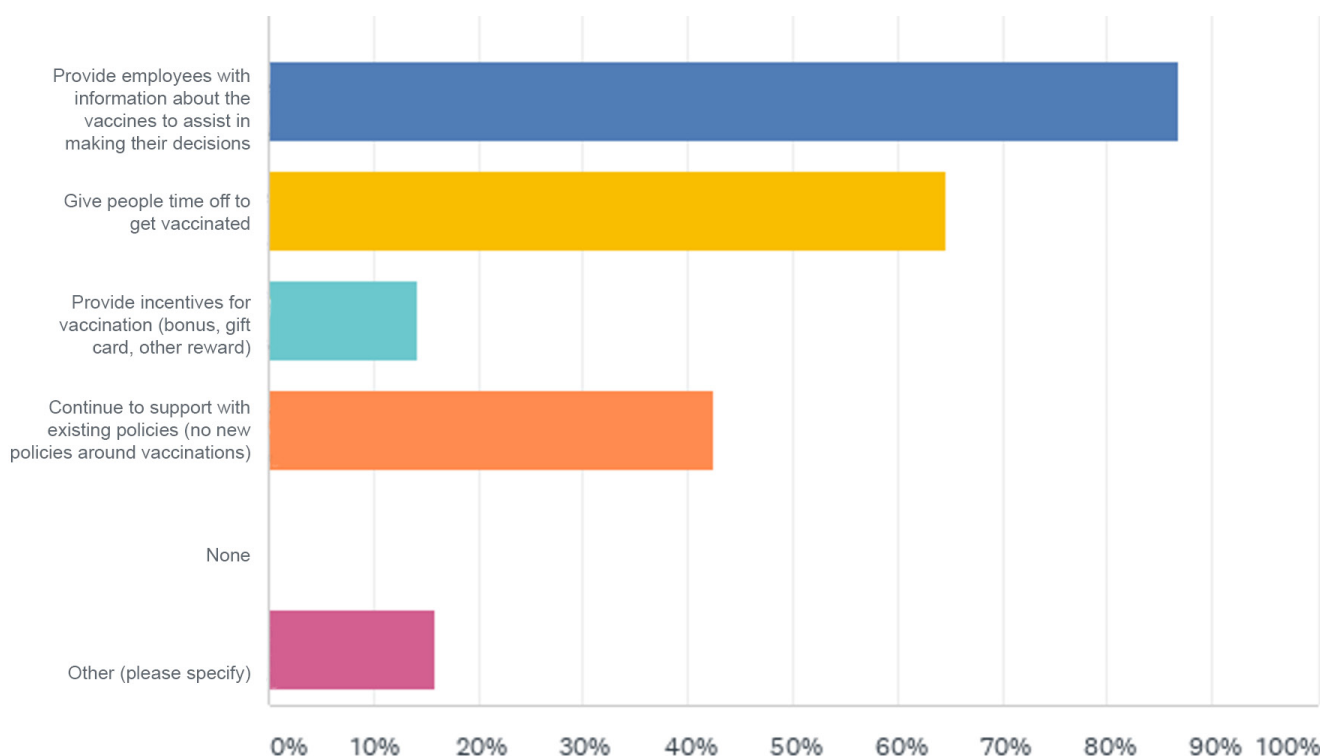
If yes, how will your data be stored?

- Have not decided yet.
- Likely yes subject to sorting out confidentiality.
- We are starting a voluntary capture using a COVID symptoms app we developed
- Excel
- In our HRIS - ONLY for those requesting time off to get the vaccine (we offer with pay)
- Data base
- Secure HCM applications with restricted access.
- Only in the US where we receive the data from our insurance carrier
- Unsure-likely in our HRIS system
- Through our employee health department
- We are tracking in our Electronic Medical Record (we are a health system) as patients, although we are monitoring percentages of employee acceptance but maintaining confidentiality on who has accepted a vaccine.
- TBD
- Just a simple check in a box
- Data will be housed within Occ Health.

If yes, how will your data be stored? (continued):

- not sure yet
- via compliance team
- Through our HRIS system
- Returnsafe App.
- We have developed an app. It is voluntary but we will encourage through communications and education
- Self reported through screening process
- voluntary, data kept confidential by HR
- TBD - currently in discussions with Legal Team as to what can be tracked and how.
- Workday
- We haven't decided on this yet. This is currently under discussion.
- In our HRIS is a high security area with limited access
- We created a medical portal for employees to upload proof of vaccination.
- Trying to track through our risk management team and a survey
- We don't plan to do this at this time, but may consider it at a later date.
- Self reported via HRIS system
- we built a field in Workday to house the data. entering it is voluntary but we will use the percentage complete to determine how soon we can lift or relax covid rules
- undecided
- No for now but the storage question is one we are grappling with should we decide to go this direction in the future.
- In our Workday HR system
- Electronically
- but we haven't made a decision yet....we are discussing how we would at this point
- secure hris system
- Database
- Undetermined - still discussing this.
- We currently track employee vaccination records, along with other occupational health data, on the occupational portal of our human capital system, with limited access to occ health personnel.
- anonymous self-reporting
- secure enterprise reporting software

## Q13: What plans, if any, do you have to encourage employee vaccinations? (CHROs)



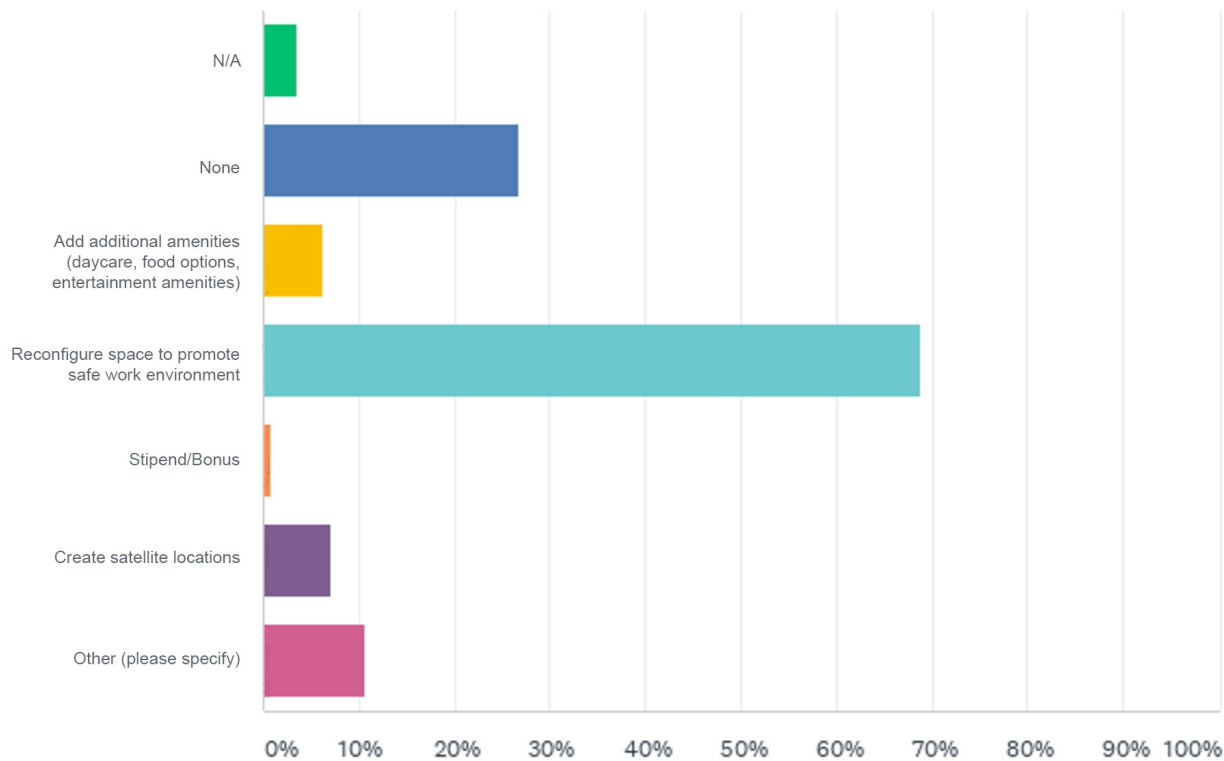
### If other, please specify:

- Not considering incentives at this time, although we may eventually give preference to vaccinated employees to access certain wellness amenities.
- PTO will be used for anyone who has side effects from the shots...no new PTO
- Provide vaccines onsite if possible.
- We are trying to arrange vaccine clinics on site (this is ineffective right now but attempting anyway)
- We really haven't discussed this. Being home, our employees outside of PA are already getting them and they can use PTO if they have side effects. Will likely do more to promote when PA can register for 1B.
- Vaccines given on site during working hours.
- As a healthcare organization we've had the opportunity to vaccinate a portion of our workforce.
- Time off where mandated, eg New York
- Host clinics at our senior living housing locations and offer our local employees to participate as well.
- Working on obtaining vaccines for our employees through 3rd party provider
- Considering on site (office) administration as vaccines are available on a broader scale.

If other, please specify (continued):

- \$100 incentive payment
- Communications and highlighting importance in CEO Town Hall Forums
- The CEO does not want to communicate anything related to the vaccine yet
- Once allowable offer on-site vaccination and/or partner with other companies/government to conduct vaccination events
- Highly encourage vaccinations (not making mandatory) and providing flexibility in schedules to get vaccination

## Q14: What plans, if any, do you have to make your office site(s) an attractive destination for employees? (CHROs)



If other, please specify:

- For us it is about “turning back on” amenities we had in place prior to the pandemic (food, wellness, concierge, social) and slight adjustments to our space which despite open floor plan was already low density and arranged to provide for numerous safe collaboration options.
- Employing a consulting company to help us design a return to work strategy
- More hoteling and collaboration spaces



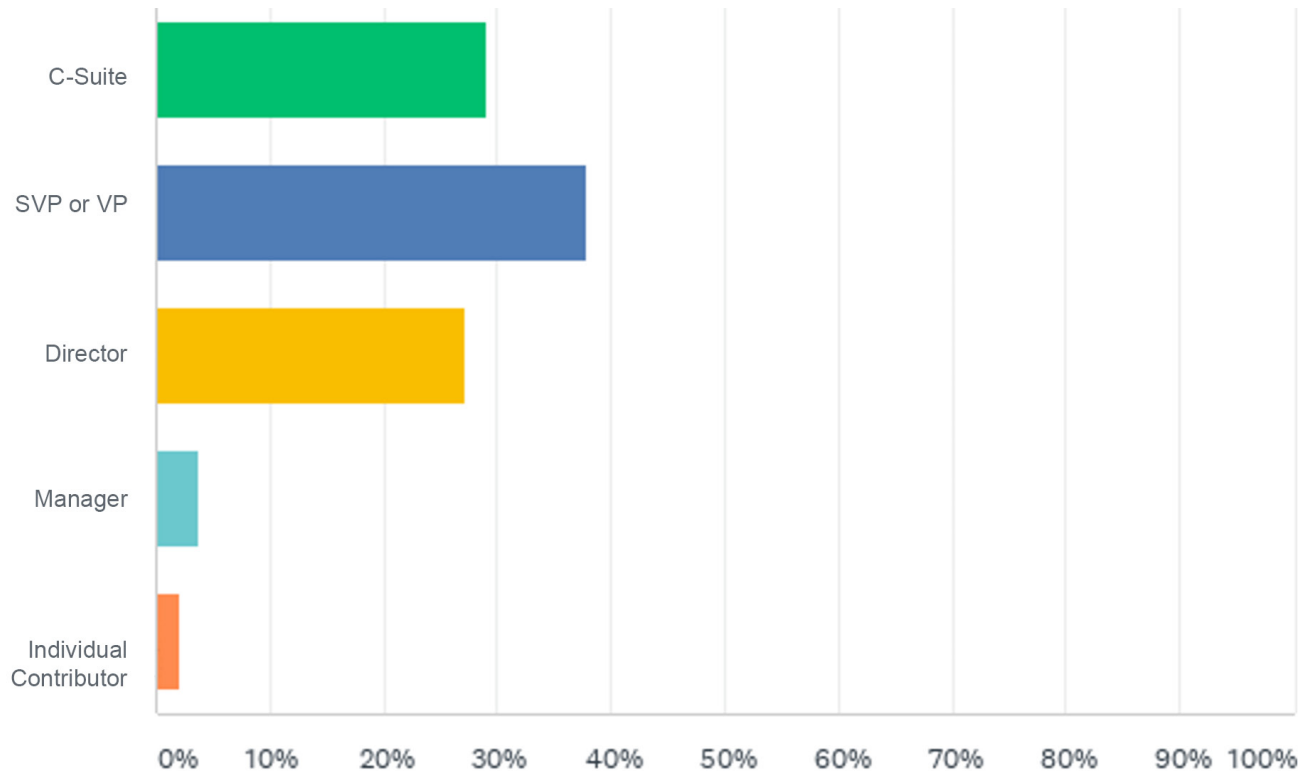
If other, please specify (continued):

- We'll do what we can to gather safely, perhaps some employee events.
- We have continued to work. Office is sufficiently attractive.
- Rethinking how traditional office space is utilized, focus on meeting/gathering for collaboration (post pandemic).
- Introduced employee pledge to safety and health.
- We recently updated our office just prior to COVID and are looking forward to utilizing this updated space, particularly our collaborative spaces as it becomes safe to do so.
- allow flexibility to work remotely as needed
- Configure space for collaboration and interaction
- provide flexibility and safety. Our employees will have difficulty coming back if they have to wear masks all day.....even if it is safe. The inconvenience factor is a deterrent
- Partner with City and other corporations to enhance services and businesses that will draw employees to the office

## Appendix B

Below is the full Executive survey:

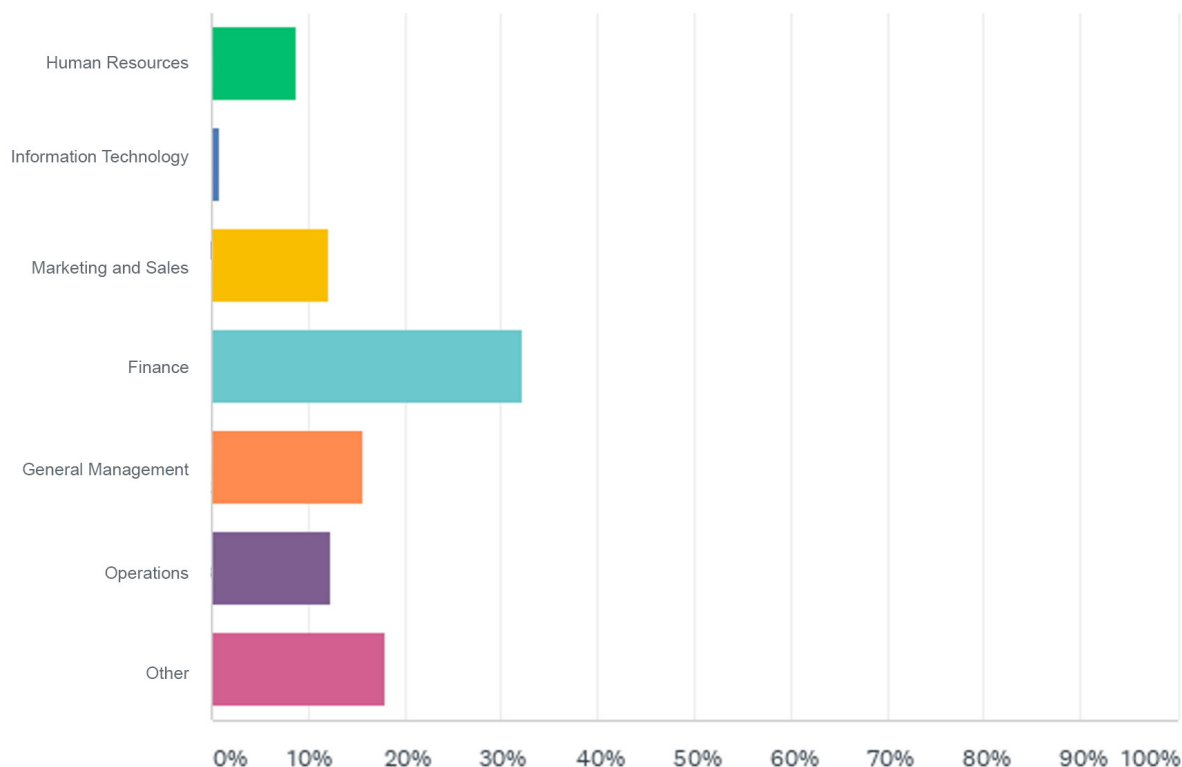
### Q1: What is your current employment level? (Executives)



### Q2: Where is your company headquartered? (Executives)

- Arizona (1)
- California (15)
- Colorado (1)
- Connecticut (3)
- Delaware (9)
- District of Columbia (3)
- Florida (7)
- Georgia (7)
- Idaho (1)
- Illinois (12)
- Indiana (2)
- Kansas (1)
- Maine (2)
- Maryland (3)
- Massachusetts (20)
- Michigan (5)
- Minnesota (3)
- Missouri (2)
- New Hampshire (1)
- New Jersey (40)
- New York (25)
- North Carolina (6)
- Ohio (6)
- Pennsylvania (155)
- Rhode Island (1)
- Tennessee (2)
- Texas (11)
- Utah (1)
- Virginia (9)
- Wisconsin (3)

### Q3: What is your current functional area? (Executives)



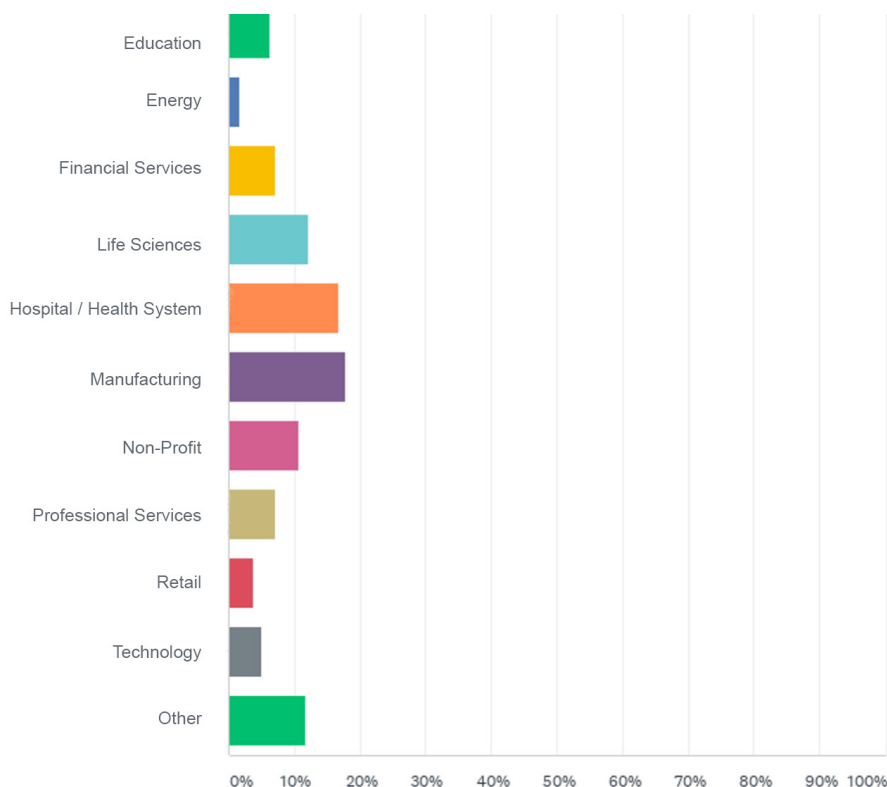
If other, please specify:

- Research and Development
- Counseling
- Development
- Research and development
- s&t
- Admin Asst
- Recruiting
- Corporate Development
- Direct Support
- Fundraising
- Corporate QA & Food Safety
- Law
- Medical Care
- R&D
- R&D
- Finance and administration
- Law, risk management
- Development
- Business Development
- csr
- Regulatory
- Both sales and subject matter expertise/delivery
- medical
- all of the above
- Supply Chain
- Planning & Allocation
- Medical
- M&A
- Legal
- Legal
- Global Business Leader - International Consulting
- LCRA
- Legal
- Real estate
- Legal
- Performance Improvement
- Development and Communications
- Research and Development

If other, please specify (continued):

- Philanthropy
- Regulatory affairs
- Primary Compliance, with HR and Operational functions
- Franchise Development
- Chief officer and board member of Public Co
- Market Research
- Sales & Customer Service
- Medical Affairs
- R&D
- Clinical Pharmacology
- Legal/Compliance
- As well as HR and Finance
- I also oversee DEIA- which is missing from your list (I recommend adding)
- Clinical Strategy
- Clinical Development
- Regulatory Affairs
- Government relations
- Medical Affairs - Biotech/ Pharma Research Company
- and operations
- R&D
- Former position Hr/Marketing and Sales/Ops/GM etc.
- DE&I
- Research
- R & D
- CFO and interim COO
- Medical Affairs and RnD
- Clinical Sciences
- Communications and ESG
- development
- Audit
- Communications & Public Affairs
- Medical affairs/research and development
- R & D
- Clinical Development
- Drug Development
- Compliance

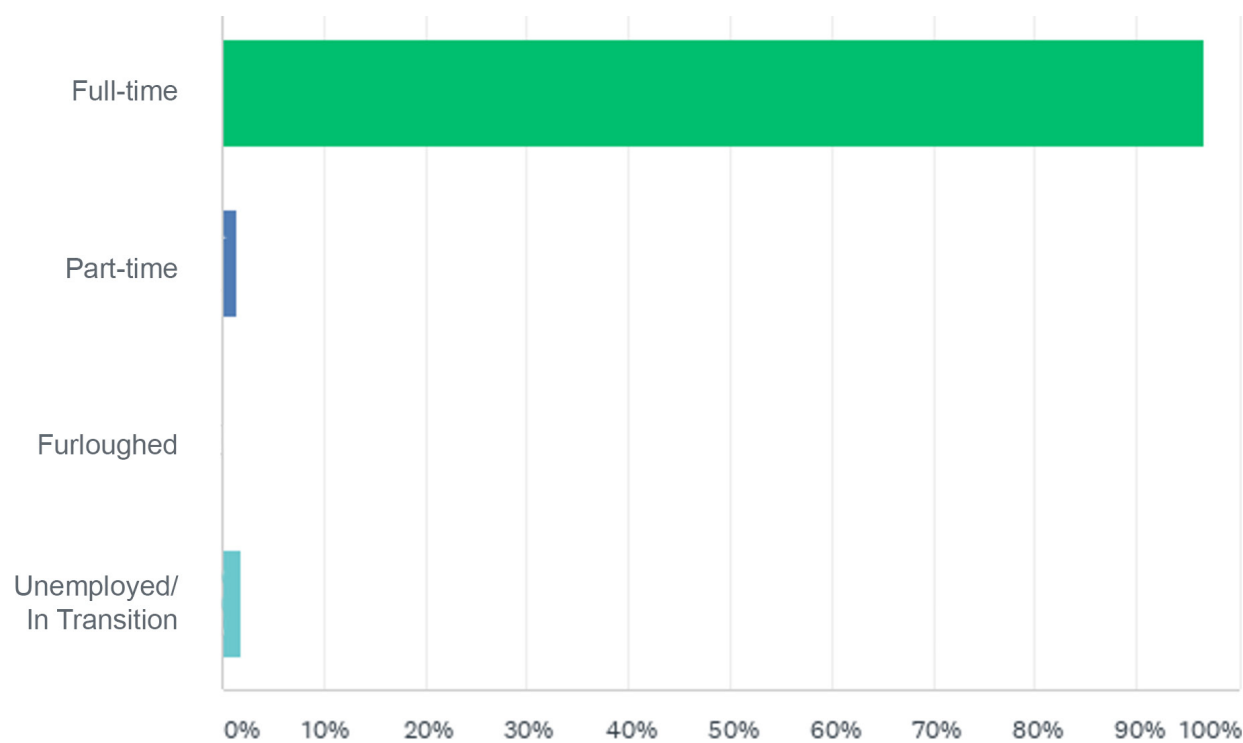
## Q4: In which industry sector are you currently employed? (Executives)



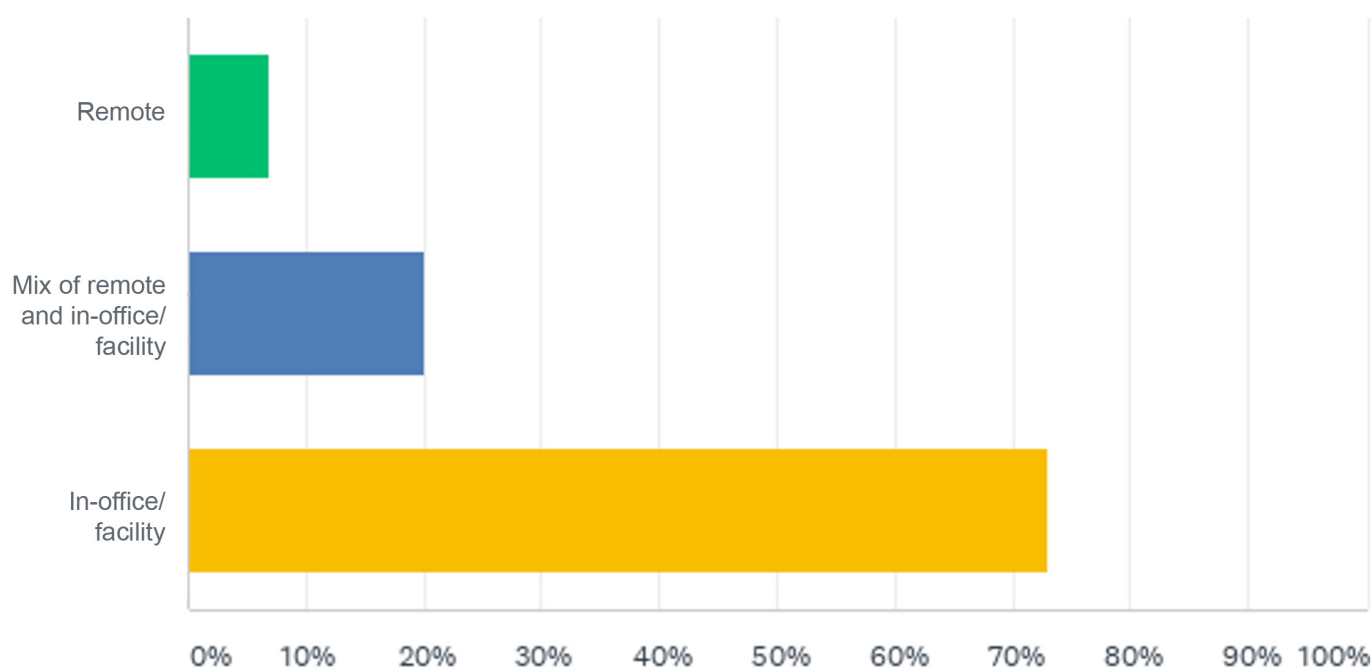
If other, please specify:

- Commercial Real Estate
- Consumer Goods
- Publishing
- Wastewater
- Healthcare
- Healthcare
- Food Service - Restaurants
- Home Care
- Government
- Pharmaceutical
- Construction
- Pharma
- Aviation
- Industrial Services
- Distribution
- afterhours
- Construction
- Pharmaceutical
- Training
- Government
- continuing care retirement community
- Distributor of CPG
- Data and Information Services
- Consumer Goods
- Health Care-Home Care
- Wholesale
- 17 verticals
- real estate
- CPG
- Marketing for automotive
- pharmaceuticals
- Construction
- Wholesale Distribution
- Agriculture
- Media
- Transportation
- Environmental Sciences & Life Sciences
- Healthcare
- Employee Benefits Administration
- Consumer Product Goods
- Publishing
- Biotech/Pharma
- drug distribution
- Pharmaceuticals
- Board Member
- Biotechnology
- public agency - Transit
- Govt
- CPG
- pharmecuticals
- Distribution
- Transportation
- Transportation
- Higher Education

## Q5: Which of the following best describes your current employment status? (Executives)



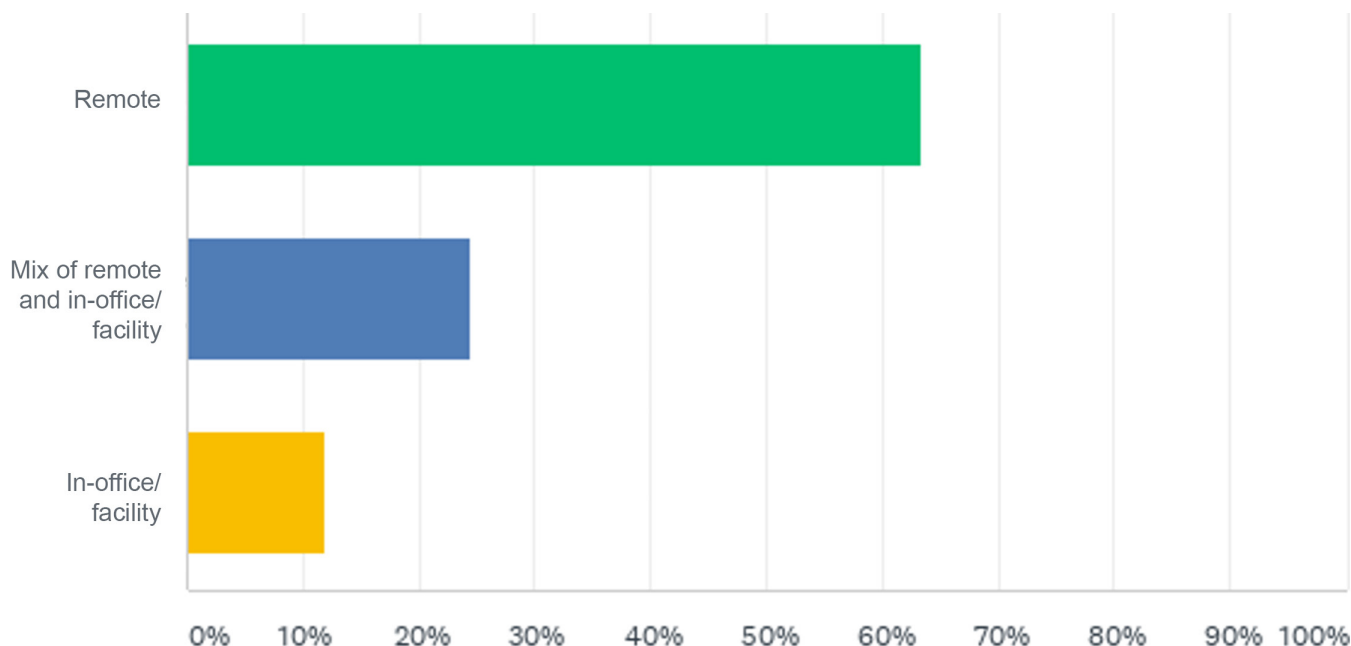
## Q6: Prior to the ongoing pandemic crisis, which of the following best describes your work environment? (Executives)



## Comments:

- Remote one day per week, office 4 days.
- For 100 U.S. employees, 60 are field-based pharmaceutical sales people and 40 are homeoffice based corporate functions.
- I do consulting work on site.
- Majority of employees were in the office pre-pandemic, but we had a small percentage who worked from home part of the week, and a few who were 100% work from home.
- with a lot of travel . . . .
- 1-2 days per week remote
- remote was accepted with limitations
- Traveled to our offices around the world quite extensively.
- Including weekly travel.
- combined with 4 days a week travel
- Mostly office
- 100% in office, with no option for remote
- Remote with travel to industry shows and client locations about 20% of the time.
- One day a week was already in place as part of the flex office before the pandemic. That day could only be a day between Tuesday and Thursday.
- 80% Office 20% Remote
- The norm was 40-50% travel.
- I work in healthcare administration, so we were in the office the whole pandemic
- 30% remote 70 % in person
- didn't fully realize the benefits of working remotely
- Mix of Office & Travel

## Q7: Which of the following best describes your current work environment? (Executives)



### Comments:

- Per week, I work one day in the office, four days at home.
- Less time in office though
- Just starting to go to office one day per week, providing there is sufficient space to socially distance from others (school policy).
- Services are provided in the community only
- 100% virtual
- All offices were closed due to the COVID-19 pandemic in March 2020. We've remained closed since then with all employees working at home fulltime. Offices won't reopen until Sept 2021 at the earliest or when the general population is expected to be vaccinated to the herd-immunity level. Our health centers/clinics are fully operational and open for patients with staff vaccinated and continuing to take full precautions.
- Our office building has remained open throughout the pandemic, so 5-8 out of 40 home-office based employees work 1-2 days per week in the office and the rest from home.
- Production/Operations employees are in person, and everyone else is working from home currently
- I do go into the office about once a month currently.
- I love it. It works very well for me. Very quite for me
- 2-4 days per week remote
- employees come in on a volunteer basis
- Our office was furloughed for 3 months--March, April, May



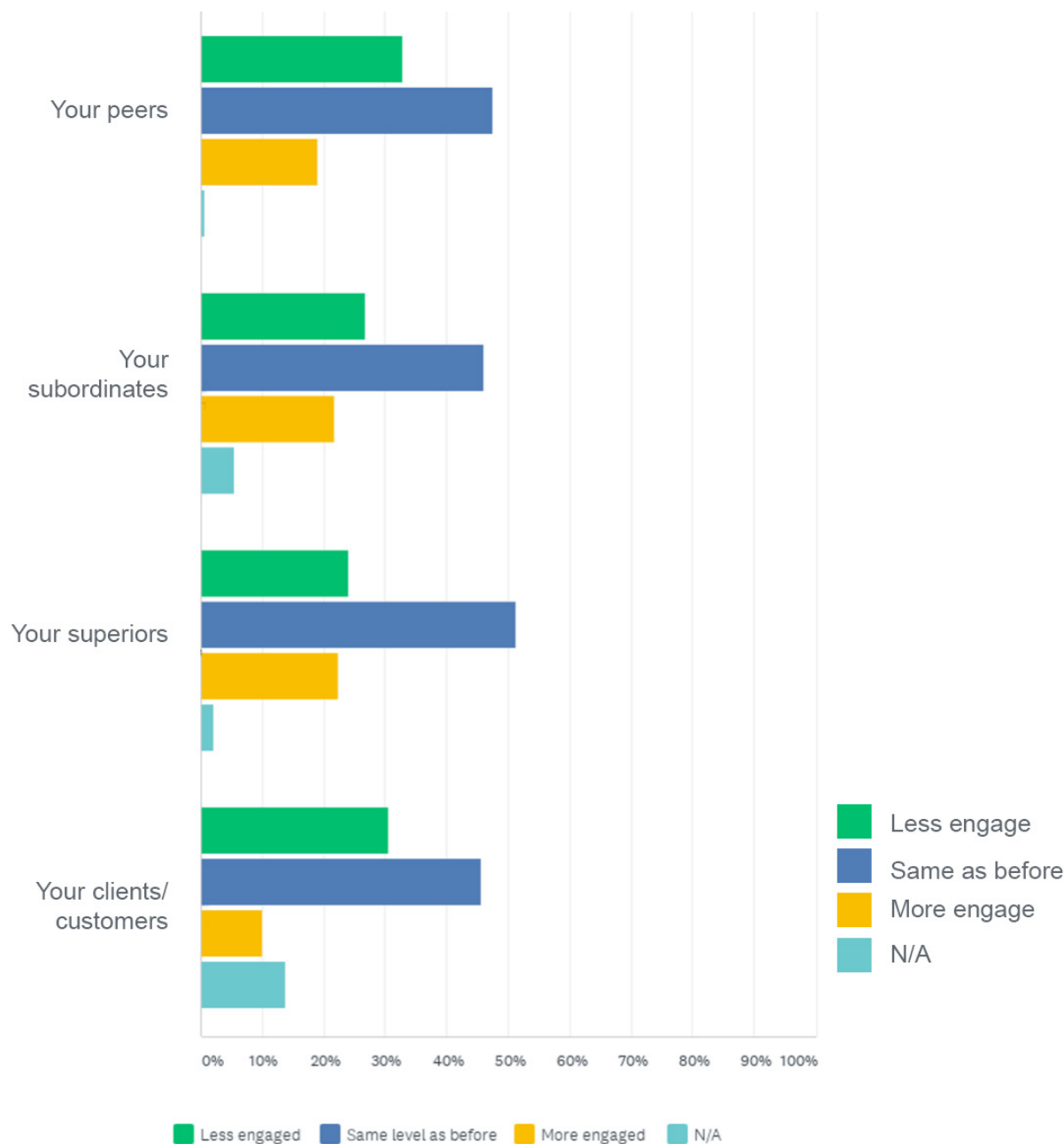
## Comments (continued):

- Working remotely (from home) with no set timeline or plan for return to office environment
- Mainly remote; not mandatory to go into office
- Most employees are in the office. Where feasible there is a rotation to keep the in office crowd to a minimum. Masks and temp check for all employees in the office.
- All remote for most colleagues around the world/no travel.
- Primarily remote for office staff. We are a museum so front line staff are in-office on days we are open
- Currently working in-office two days/week
- It's our only option until July 1, 2021. I have yet to work in the office of my new employer (I was hired in December 2020).
- Our labs had to stay open throughout the pandemic.
- All work that can be done outside of the workplace must be done outside the workplace until further notice
- While we had some employees work remotely during the early parts of the pandemic, all employees (unless medical condition) have returned to office/facility.
- I choose to work mostly in the office. Most employees are still predominantly working from home.
- Flexibility with in-office approximately 3 days per week.
- Work from Home
- working from home
- WFH
- Future expect occasional office
- Per government regulations, remote until COVID vaccine is widely available
- But very little in office.
- We are fully remote as of today.
- 100%
- It is mostly myself and a few others who are hybrid. Most people are work from home.
- Work from home
- Rarely go in the office other than to sign checks.
- While our operations group is in the office, we have moved to greater flexibility moving forward with a blend of in person and remote work.
- 90% remote 10% in person
- never want to go back to in office unless forced to

Comments (continued):

- We are getting ready to come back to office between April - July.
- Offices locations are at 5% capacity - have gone into office about 15 times over the last year. Manufacturing is operating full-tilt
- primarily remote
- Company went 90% virtual with COVID and remains there at this time.
- Mix of Office & Remote

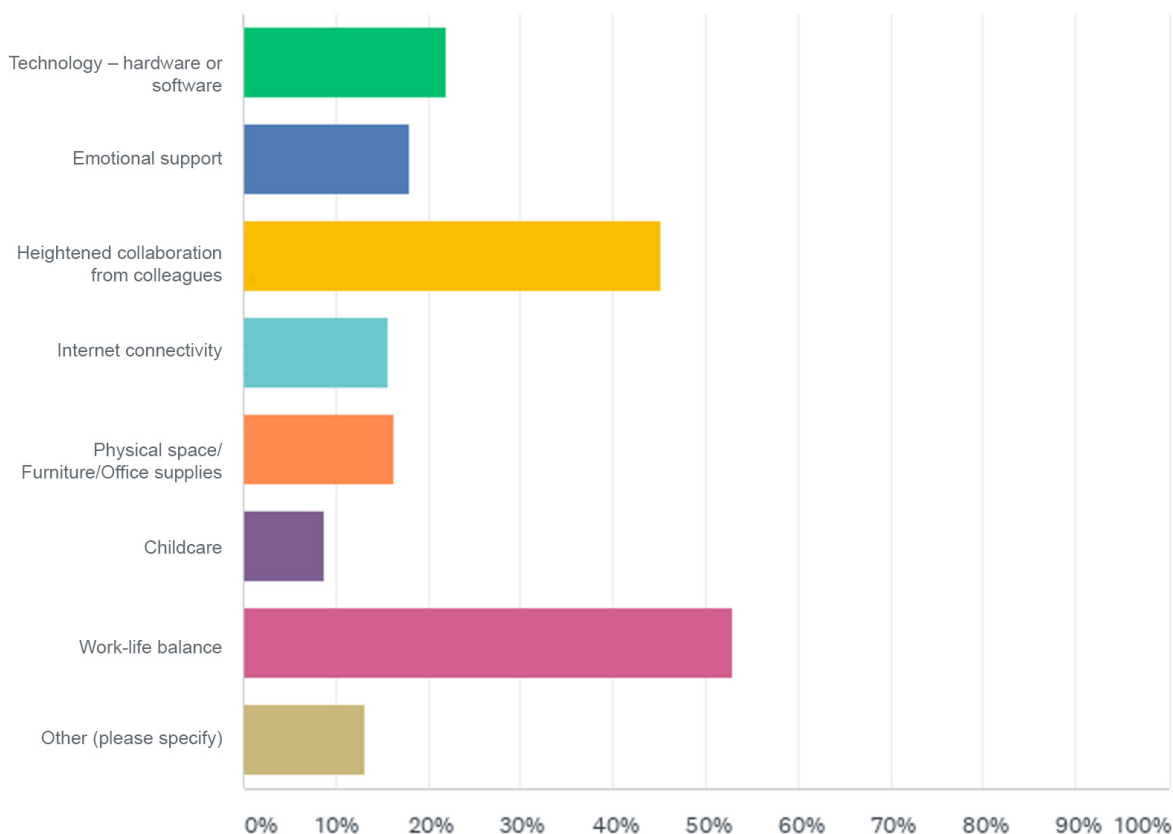
Q8: Since the pandemic how engaged do you feel with ...  
(Executives)



## Comments:

- I work hard to stay connected to my subordinates but feel like i'm missing out on other relationships.
- Lots of zoom and WebEx meetings
- I work in Finance at the System Office of a large health system. We spent much time on the phone and webcasts with our customers in our hospitals so that has not changed. It is harder to track down executives for a few minutes not being in the office together. They have not embraced technology changes (like Teams) as much as my staff has embraced them.
- there always there ot help
- It depends. Local clients - same or less: Out of area clients - More engaged
- My team is geographically diverse, so I actually feel more engaged with those individuals in different location as the playing field is more level.
- My clients would be my board and donors.
- N/A
- I was hired online and have never experienced the culture of my company or that of my GM clients.
- Less ad hoc or social meetings
- Most clients & sub communication was with travel
- Slightly less engaged with my staff. Nothing can replace face to face interaction
- miss the face to face interactions with the customer. It does not feel as connected.
- circumstantial - our organization has a new CEO so I have had more contact over these past 6-8 months
- I am on virtual calls all day long, which in a way is more efficient. However, we miss the human interaction with employees and clients.
- Zoom and other on-line meeting tools has permitted me to feel more engaged than prepandemic, as I can attend more virtual meetings/events (since travel is not necessary). Virtual environment has permitted me to have additional touch-points with others (peers, superiors) than when we were in physical offices (in disbursed buildings).
- NATural results of not being in close proximity.

## Q9: What are the greatest challenges related to working remotely? (Executives)



### If other, please specify:

- I do not see a major challenge; productivity is similar or better due to less work related travel
- The number of meetings has doubled given there is no longer the ability to turn to your colleagues for a quick conversation to resolve an issue or share info.
- Hard to communicate with others (lack of technology or hearing). Slower response time.
- inability to fully accommodate clients due to intellectual disabilities
- My personal challenge is that I have been unable to travel & see my “customers” in person
- Had to buy own monitor and am without a printer to work from home.
- Work-life balances for some colleagues where children are remote/distance learning. Connecting with colleagues face-to-face
- lack of face to face meetings/interaction with customers hinders relationship building
- None
- Network speed. It is not internet speed. It is our company’s network.
- Printer availability for volume

If other, please specify (continued):

- None, it works great for me
- Privacy
- Those who refuse to adapt.
- Culture
- maintaining engagement levels
- Simply being in the same space and having a pulse of the office
- camaraderie, culture, mentorship, training
- Looking at a screen all day on zoom calls and/or working
- Becoming part of two cultures without meeting people in person is really hard.
- It took awhile (a few months) to establish a good working set up in my home due to 3 of us working from home. All running smoothly now!
- Too much ZOOM - feel like you are on "stage" all the time.
- Corporate culture and comradery.
- None
- Getting updates from other businesses / senior managers that were informal
- Generating leads
- project management
- There are some additional synergies to collaborating or meeting in person that seem to be missing from on-line meetings. There is some importance in just showing up. It will be interesting to see the impact on organizational culture in the long term with remote or hybrid work arrangements
- In the beginning of the pandemic, childcare was difficult because daycares were closed. Since they have opened back up, I don't really have any remote work challenges.
- I don't face significant challenges working remotely.
- At times - Focus (home distractions)
- Not connecting with people face to face
- It seems that our younger employees are having a more challenging time working remotely. Perhaps younger employees have smaller homes and younger children. They are also in periods of higher development which require more interactions with superiors and peers
- None. Work has gone smoothly
- No challenges at all
- There is less informal communication occurring

If other, please specify (continued):

- no challenges
- NONE. Internet connectivity was a challenge early on (as my household consisted of 2 working professionals and 2 on-line college students) . . . but once we upgraded our Internet, it was been fine.

## Q10: What are your concerns about returning to the office? (Executives)

- Risk being in contact with potentially infectious co-workers in communal areas and meeting spaces at work; loss of current improved work/life balance.
- I hope that I can maintain a mix of in-office and remote work schedule. The flexibility of working from home has been invaluable.
- I have none
- None
- Proximity to others given our open & collaborative space; the culture won't feel the same; with a cap of 40% of people expected to be in the office at one time collaborating will be even more difficult with some at home and some in the office.
- None
- none
- None really.
- Unvaccinated colleagues, lapses in precautions
- Covid Safety protocols
- No major concerns
- taking the train, using the elevator as I work in a high rise building.
- Safety
- Lower productivity and collaboration. Commute time instead of work time.
- Safety/liability; achieving right work/life balance for staff; having staff who want very different things; redesigning office with no budget to do so
- None, once it is safe to do so.
- I and my staff will remain remote indefinitely.
- Safety. Balance
- N/A

- Losing flexibility and time in the week to the commute 3/29/2021 2:14 PM
- COVID safety, culture shock and anxiety associated with returning 3/29/2021 12:48 PM
- Colleagues not being responsible and coming to work when they are sick like they did in the past.
- none
- I won't be
- Non-vaccinated staff not taking precautions.
- Catching Covid
- Loosing this very nice flexibility
- None really. I can continue to work a hybrid model.
- Being less productive working full-time at the office. As a result of the pandemic, we will be offering the home-office based employees the option to work 2 days/week from home.
- Safety Proper ventilation in old building Cleanliness Social distancing
- Commuting on mass transit - Fellow employees adhering to corporate covid policies - Preference that no in-person meetings be held and no external visitors be allowed in the office.
- No concerns. Prefer a high vaccination %
- Being in a large group setting. I know how I take precautions but not really positive others are doing the same.
- Keeping our employee population safe/healthy as we RTW. Designing a new return to work protocol.
- I have no interest I returning to the office. Worse work/life balance, more distractions, and less efficient
- none
- work-life balance
- Rebuilding culture
- none
- loss of flexibility, exposure to people who have chosen not to get the vaccine
- None personally, as my job is remote anyway.
- Loss of time commuting
- Making sure that we are safe from COVID. Workload is still so high that if we had to add in commute time, we'd never have time to eat or sleep.
- None from a physical or emotional standpoint
- Loss of work-life balance.
- zero
- Just being around people. I feel that we are not ready to be engaged with more people just yet.

- None
- improved engagement but reduced productivity
- Wasted time getting ready for work, commuting.
- I'd like to see the hybrid model continue and not just look at work as 100% remote or 100% in person
- Employee satisfaction with returning to office in some fashion after working remotely for a year
- covid spread, office not being sanitized, being less productive
- Overall, it will be a process to become comfortable re-emerging.
- get exposure to new variants
- That we will go back to the exact same situation as before where each of my company's location was silo'd. I feel more connected now.
- Commuting
- Wasted commute time and stress from traffic
- Working remote, most are working their "commute time", so productivity is very high. Returning to the office and putting in the same number of hours, and commuting will be taxing
- employee density in office and safety of air travel
- Ongoing risk of covid
- Commute time
- Not being able to work as many hours Not being able to randomly share screens in an in person meeting. Folks who have not adapted to 2020 and 2021 living like it's 2019. We may go back to office but not to the same as it was. They will be stuck.
- I've become more productive working from home since I don't have a commute
- Loss of productivity
- I have gained valuable time in my day by eliminating my daily commute. I don't want to lose this.
- Health and safety of employees. Can we require vaccinations...
- None
- Density - developing guidelines for return for staff
- None. Covid has a 99.97% survival rate.
- None. The benefits of working from home far outweigh the costs.
- None
- Less ability during the day to vary tasks
- Safety



- None
- Finding right balance of in person and virtual meetings - hope that we can reduce amount of travel and unnecessary internal meetings.
- Travel safety
- Nothing
- Inter-staff spread. Differential treatment of employees based on personal “fear” of virus.
- Having less time I am actually more productive at home - take out a thirty minute commute each way and I now have an hour that got reinvested into work productivity
- Staff are comfortable at home, safety
- traveling through mass transit hubs to get to NYC office
- Making sure personal life adjusts appropriately
- I’m back in the office one day a week. I never realized how time consuming and tiring commuting can be.
- needs to happen fast
- Safety
- Spread of COVID-19
- No concerns
- Hoping I can continue working remotely 2-3 days per week as this is helpful to work/life balance
- After a year away from an office environment, I am out of practice doe commuting, working during set hours, etc.
- None
- I have no concerns. Post pandemic, I believe that we will be a hybrid department splitting time between on-site and home office.?
- The ability to manage the number of staff who will be working on site.
- None
- Employees value freedom of working from home over value of in-person interaction and collaboration.
- Kids may still be in and out of school depending on COVID / childcare during virtual schooling
- Health safety
- long distance
- No real concerns.
- Primarily health-related at this point. There will also be a good deal of work needed to plan for processes to manage a hybrid of remote and in-person team.
- infection risk

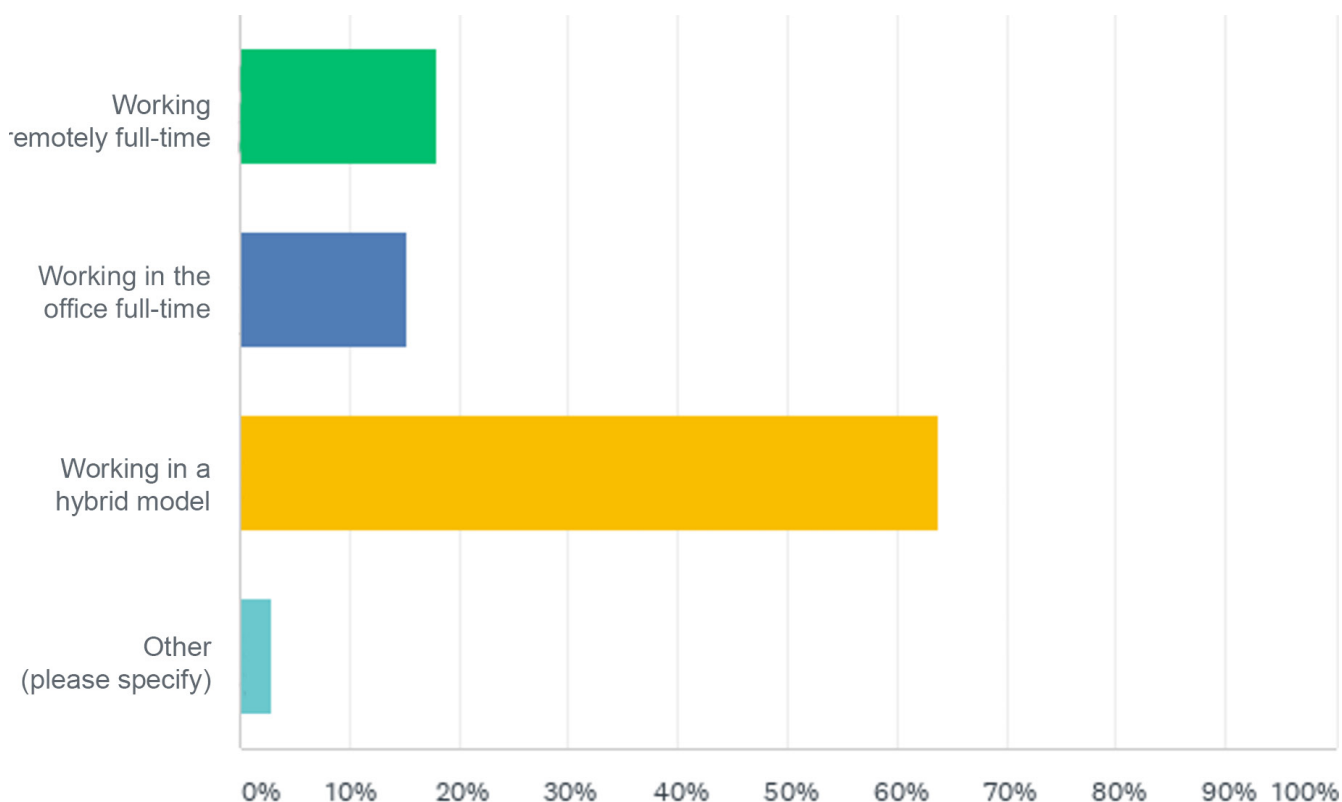
- Not enough people vaccinated before returning thereby potential for COVID outbreaks.
- People are inequitably able to manage the new challenges and it has become more difficult to insist on specific conditions for work .
- The commute and getting back to professional dress
- Managing ongoing restrictions related to staff who are unable to receive vaccinations but have roles that do not allow remote work status.
- Trying to work well when not knowing who is in the office and who is remote. How best to work with those who are remote.
- we will not have folks return en masse until fall at the earliest and vaccines are more available - so no real concerns
- Just learned how to cope remote this will take some time to adjust back. Also things like deadlines, drivetime etc...will need to be adjusted.
- short term- health and safety. longer term- do we need to be in the office 100% to do our work successfully
- I personally don't have any after people are vaccinated, but I am concerned that others are not going to want to return the office since they have now proven they can work remotely.
- physical environment and balancing conference calls vs working in office
- Having to attend numerous meetings in person and losing time commuting and not being able to multi-task
- no concerns in post vaccinated world. Most likely hybrid...question how many days in office vs. remote
- losing efficiencies from having to go from meeting room to meeting room
- None
- Will not return until public health officials recommend
- The commute. Old office closed during pandemic. The new one is 1.5 hours away.
- inconsistency.
- Flexibility, office itself seems to need refurbishment
- No concerns. Looking forward to it. Although we are now used to zoom and teams calls. Its helpful to be face to face with a whiteboard to collaborate.
- Lower productivity
- None. Let's go
- Losing those hours to drive time.
- Health and safety of everyone.
- What the office will be looking like? The same place as before or a place to go and find more collaboration?
- Covid-related regulations change frequently.
- That some employees are afraid to return, even with a vaccine.

- None
- Long commute.
- We have chosen not to return to a physical office. Our lease is up in May 2021, and we have decided to go full virtual.
- Safety
- Getting people to actually do it on a consistent basis.
- Increased exposure to Covid-19 transmission.
- Getting sick
- None it's better to work away from a facility
- None
- Will lose the time (commute, etc.) I've gained and to which I've grown accustomed
- I have gotten very comfortable in working from home. Can only envision a part-time return to office
- Losing the productivity advantages associated with elimination of commuting or travel for meetings.
- We are likely to have significantly more employees desiring flexible arrangements and it may decrease collaboration and effectiveness long term.
- Safety, wearing masks/ability to social distance
- Accounting for the commute—time and money.
- I have always been a fan of allowing my team to work remotely, so long as they maintain their productivity and quality of work. Work for my team is something they do, not somewhere they go. For years prior to the pandemic, I allowed my team to have a mix of both remote and in office attendance, so long as they were not required to be in the office for any particular reason.
- Pandemic is still not controlled
- Lots of unnecessary time commuting.
- We have been in the office for months - concerns were regarding how to best distance.
- I like the ability to work remotely from anywhere. It gives great flexibility, but also creeps into work-life boundaries. Returning to office work will require additional personal time and money in commuting, clothing, food, and so on. The benefits of working remotely outweigh the challenges.
- Health
- None
- is time spent driving worthy of in office benefits?
- Vaccine availability and safety measures
- interaction with other people
- Illness

- health and safety
- commute time and expense and just the general waste of it all
- Lack of the flexibility in work schedule that i have now
- when will it be safe from a health standpoint?
- Wasted time commuting, wasted time with non-productive interactions in the office, reversion to bad habits of making decisions with the “people nearby” rather than everyone around the globe that needs to be involved
- Having to go through the morning rush again, less productivity.
- Concerns over safety and developing appropriate hybrid nature of some positions.
- mass vaccinations and many staff earlier in their lives with kids and / or spouse in front line healthcare settings (higher risk)
- spacing people out so they feel comfortable
- None
- Less flex time
- We have already reduced our real estate footprint, so we cannot fit anyone back at one time. We also cannot afford business interruptions related to an infection spreading across our small team (100 employees). Lastly we need to offer a system that competes with today’s environment, which in our view is a hybrid system (office / remote)
- Safety
- No concerns regarding returning to the office. However, I would like to see a more efficient hybrid approach (in-office / remote) emerge from this ‘experiment’ as now we know what it is like to be more remote. There must be benefits to be realized as we embark on a new normal.
- No concerns
- I will never return to the office no matter what
- none
- Vaccination / Return to work policy
- Capacity as it relates to social distancing as well as liability from any potential employee exposure
- losing work life balance
- none
- None
- What would be the point?
- Health - Virus and being around people so close
- None, however there is no business incentive to returning so we have downsized our office footprint.

- reduction in productivity (expecting an overly-social environment . . . as many may want to compensate by being remote for so long).
- Not being able to manage work life due to commute time. Even less time to get the job done when commuting 2+ hrs a day.
- No concerns but feel that it will never be as it was before so that will require more effort to keep the company engaged going forward.
- It would be great if people were vaccinated
- Lack of productivity gained by working remotely.
- Making sure everyone is vaccinated.
- None
- Not having the entire team return.
- Trusting that other people are truthful about their current health.
- With everyone getting vaccinated, we're optimistic about returning to see colleagues and patrons in-person but still concerned about transmitting the virus and the mutations proving resistant to the vaccines.
- None
- Work-life balance

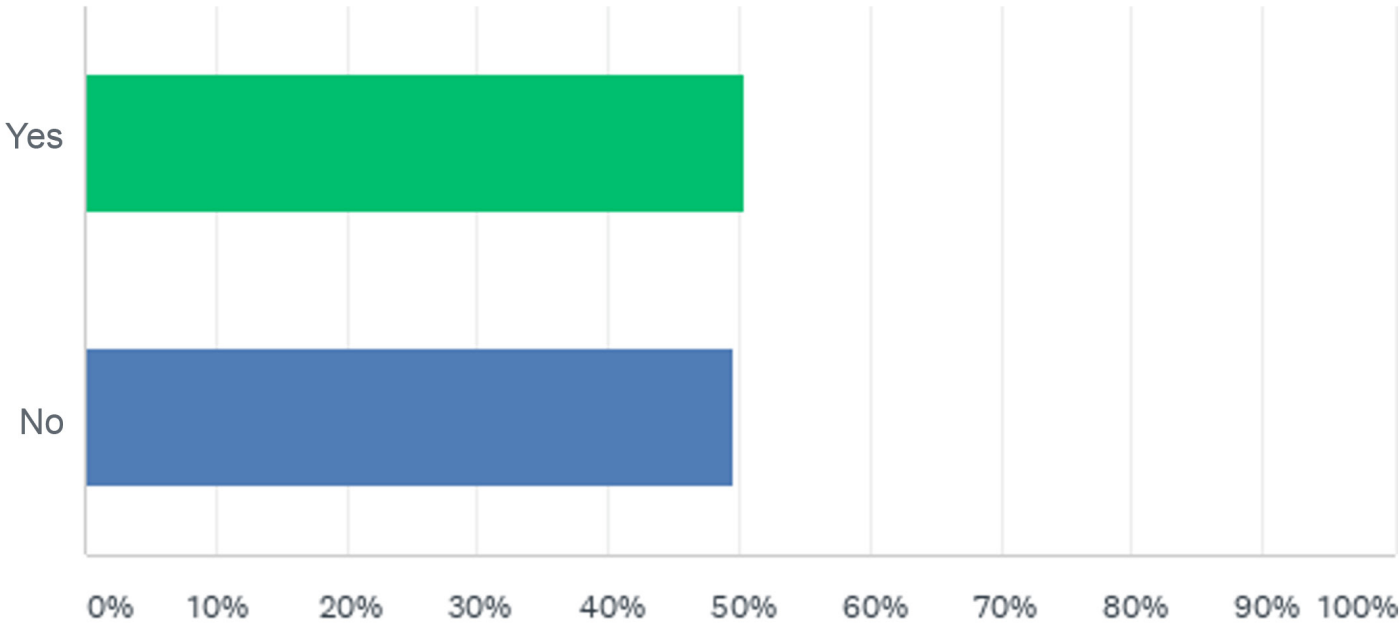
## Q11: Post pandemic, what will be your preference? (Executives)



If other, please specify:

- 1 day/week from home
- 2 days office, 3 days home
- Primarily in office with occasional flexible remot work.
- my function has changed and I will expect to spend more time at customer facilities
- primarily office but with added flexibility
- I don't see the need for more than 1-2 days per week in the office in the future.
- But I hope to be able to offer choice of hybrid to my staff.
- I will be in the office, I think the teams need to be hybrid with # days in the office based on role and level
- Full time home; a day or two per month in office for specific meetings. Not just to be there.
- Primarily in office, but with added flexibility. Would not go to full hybrid model

**Q12: During the COVID pandemic, have you or would you consider making a career move?** (Executives)



Comments:

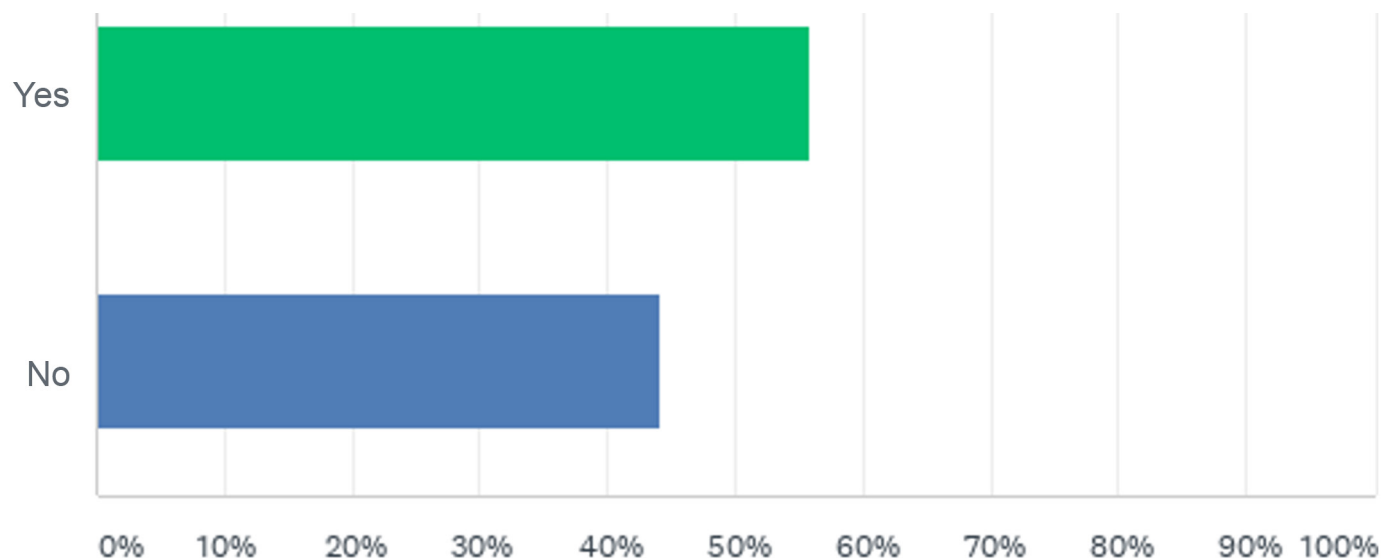
- I don't think that I would make a move given the culture and people are very important to me. I feel that would be a struggle as a new hire.
- Absolutely not

## Comments (continued):

- I would consider if I needed to
- Yes. Our Philadelphia HQ is relocating to Arizona.
- I would consider taking a job that was fully remote so I could move.
- Nearing retirement before and during.
- I am always open to considering the right C Suite opportunities.
- I was laid off, had to do a contract job then was hired into a new industry. I am struggling to feel integrated and valuable remotely.
- Would have to be great opportunity that aligns with my career goals.
- always flexible
- Yes. I made a move during this time.
- Moved in September 2020 from Midwest to East Coast for new opportunity
- I would not have considered making a move in the first few months of the pandemic, but now I would.
- I interviewed for a position but did not seriously consider it
- I did. I started this position in May 2020 3/18/2021 4:11 PM
- It was a tumultuous time where leaving would have seemed like an abdication of responsibility
- I am actually happier now that I can work remote and am more effective.
- Considered, but would have needed to have been absolutely certain the move was a good one.
- I did
- changed locations and jobs
- I changed jobs
- Yes as Zoom and self exploration created the time, and discipline to do so.
- presently looking.
- During the COVID pandemic, I did not consider any career moves (too many unknowns and risks). But, post pandemic, I would consider (especially if my employer reverts back to a 100% physically-present workforce). I have capitalized on the efficiency of remote work and took advantage of working remotely from various geographical locations in the US and truly enjoyed it. The ability to spend the day working remotely and then spend the evenings dining and recreating in different locales brought a level of work-life balance that I have never been able to achieve. Also assisted by this is the firm time cut-offs of Zoom Meetings. If a meeting is scheduled to end at 3pm, it ends at 3pm . . . . . no post-meeting side-bar conversations (that zap time)
- Always open to the right move. Would prefer to stay local

## Q13: Would you accept a job without meeting your manager face-to-face and experiencing the workplace environment?

(Executives)



### Comments:

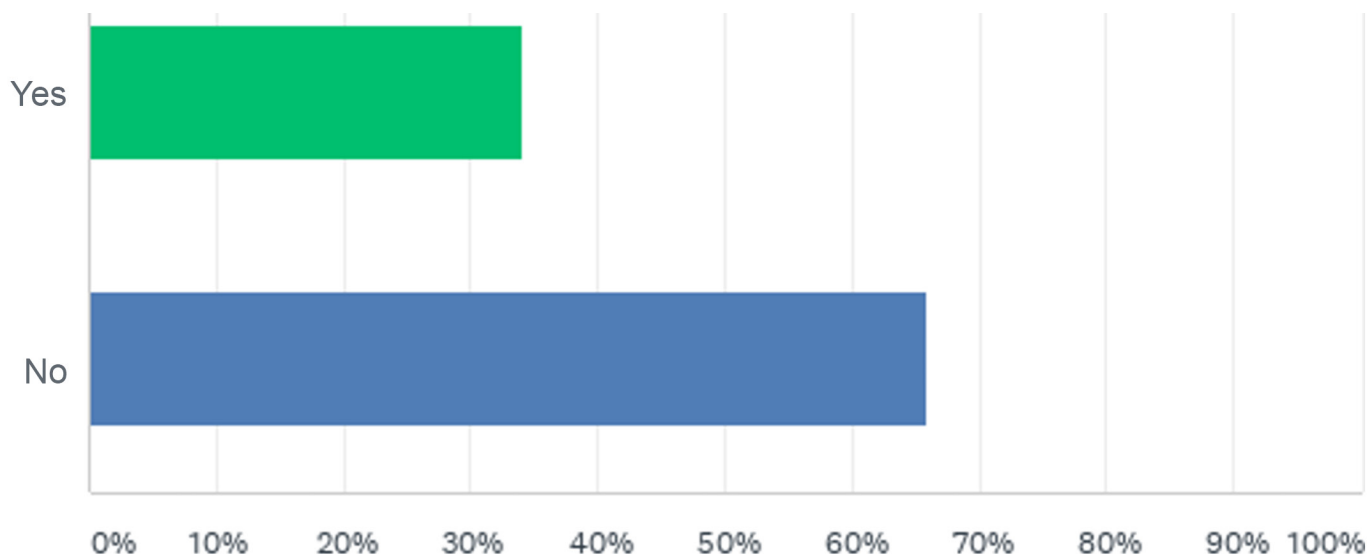
- A lot more would depend upon existing familiarity and reputational effects
- It really depends on the situation. Some people are better at communicating their personality and workplace culture remotely than others.
- At this stage in my career (I am 66 yrs old), I would not take another job without meeting a few key colleagues in person, especially my future manager.
- In operations, it is necessary to see some of the main manufacturing facilities to understand the current state opportunities and then match them to expectations.
- Unless it was with Aetna.
- provided the interviewing process covered all the necessary points
- Not sure
- but preferable no
- Some ability to connect in person is important.
- This is more of a “maybe” answer. Depends on how much I knew about the organization already.
- But only because it is the norm these days. I fear that onboarding would be tough in a fully remote environment.
- I considering remote work positions.
- But my strong preference would be a face to face meeting and to see the workplace.



## Comments (continued):

- Already did twice!
- This is a tough question to answer. I wish there was a maybe answer.
- Assuming would be numerous zoom type calls to discuss matters related to workplace environment and the anticipation of how it will be handled going forward.
- Traveled in July 2930 for face to face meetings and your of the town. It was a mutual expectation.
- While some positions may allow acceptance without workplace environment exposure, it is my position that senior leadership fit is critical to success and awareness of the workplace environment may make a difference in selecting the most appropriate candidate.
- I would be more comfortable meeting the new manager and other employees in person. However, if that were not possible but I had multiple calls or video chats, then I believe I could get comfortable with it.
- It depends, if the job is remote then no, but if the job requires to be in person at a facility then I would want to see the environment.
- Not unless I had to
- But would not be my preference.
- Not ideal but video could be sufficient just not optimal
- I think it would be dependent on the company and the circumstances. It might be a tippingpoint
- Assuming video conferencing was in place.
- I did
- I did so, it was not a problem
- Yes as Zoom technology has established a clear pathway to communicate. This is not to minimize the positive impact the workplace environment creates for exchange of ideas andbuilding of relationships that is missed in a remote experience.
- If we had appropriate conversations to get comfortable.
- Not me; however, we have hired many several employees during the pandemic and all of theinterviews were 100% virtual.
- Yes, Iwould accept a job without meeting your manager face-to-face and experiencing the workplace environment . . . . IF the job was to be remote (like the interview process). If only the interview/hiring were remote, but the job was in a physical location, I would want to experience the physical workplace before excepting the job.
- N/A - I am the Executive Director.

## Q14: Would you be willing to accept a position during the pandemic if you were required to relocate? (Executives)



### Comments:

- Relocation, housing market complications.
- Regardless of the pandemic, I am not really open to relocating now due to other family situations.
- This depends upon how far from my current location.
- Not interested in relocation at this time
- I am looking for board opportunities.
- I do not want to move if at all possible
- Nothing to do with the Pandemic
- Nothing to do with the pandemic
- Unlikely regardless of pandemic.
- I would never consider relocation.
- I would consider as long as there are weekly remote days.
- Not due to pandemic but I am not interested in relocating for family reasons.
- Did so
- This response is unrelated to the pandemic. I would not relocate due to family obligations. If able to relocate, the pandemic would not impact accepting a position that required relocation.

## Comments (continued):

- Have maintained apartment in another city for some of my roles.
- The answer is situationally dependent. The position acceptance has nothing to do with the relocation but rather responsibility felt to the organization. If no such responsibility was felt, then the answer would be yes
- Relocation would be a big risk at this time
- It would depend on the opportunity, the offer, and the location.
- Depends on the opportunity and the compensation
- Would not think that relo is required anymore, as long as the position would work as hybrid model.
- N/A