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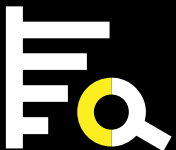
COVID-19: Top 10 people considerations

Benefits | Payroll | Cloud

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Guiding principles for responding to the COVID-19 crisis

Take the following considerations and guidance into account as your COVID-19 strategy and communication response continue to evolve.



Relevant data is based on our Mindset Studies that survey U.S. employees annually.

1

People crave clarity and transparency

- Understand where you are starting from as an organization, since half of employees don't feel well-informed, believe they are trusted with relevant info or think their employer communications are open and honest.
 - How prepared are you to proactively address concerns?
 - How important is transparency to your current culture?
 - Are you comfortable with being more open in the case of COVID-19?
- If this is the way employees feel under the best of circumstances, it's important to consider communication effectiveness as one success measure in your COVID-19 strategy because it has a big impact on engagement.

Data highlights

#1 expectation

An organization that communicates effectively

Just **46%**

of employees feel well-informed on matters that are relevant to them (yet **19x** more likely to be engaged when they do)

Think the communication they receive is open and honest (yet **12x** more likely to be engaged when they do)

55%

think they are trusted with valuable and relevant information they need or want

Source: 2019 Workforce Mindset Study

2

Consider the needs of specific audiences

- A one-size-fits-all approach won't cut it. Have proactive conversations to consider the various cohorts of people that could be affected by COVID-19. Examples include:
 - **Hourly:** Be ready to address implications of time off policies and reduced hours in many industries.
 - **Commuters:** Your workplace might not be the primary risk component to the work day. For example, you'll need to address commuting concerns in many areas where public transportation is the norm and social distancing is not possible.
 - **"Front-line":** What are you doing to address safety concerns at work for those who work daily with the public?
 - **Expats:** More targeted and personal communication may be needed to address these isolated populations.
- It's a good time to think outside the box when it comes to ways to directly and indirectly support workers.

Data highlights

63%

of employees feel safe and respected at work

82%

value access to short-term, low-interest loans (which could be valuable to hourly workers who have to take time off)

83%

agree that they have access to reliable, safe and affordable transportation (but only 42% strongly agree and this is likely to fall during a crisis)

Source: 2020 Wellbeing Mindset Study

3

Recognize the many roles we all play beyond employee

- We're more than just employees. Take into account that employees play other roles such as parent and caretaker that might impact their work, and their need for alternative arrangements or time off, sooner than the general public. These can include:
 - Parents of school-age children or those in daycare
 - Caretakers of someone ill or impaired, particularly if immunosuppressed
 - Sons/daughters of elderly parents
- Call attention to any resources you have in this space when it comes to back-up care, employee assistance program and caregiving support, as just a few examples.

Data highlights

55%

of employees say taking care of child(ren)'s needs is a high or moderate priority

36%

say taking care of someone with impairments is a high or moderate priority

66%

think caregiver support and resources are valuable (among employees who have it)

Source: 2020 Wellbeing Mindset Study

4

Doing the right thing was already admired, so lean into it

- There's been a rise in employee desire for the traits Accountable, Ethical, Trustworthy and Honest in their employers from where we started in 2015.
- Seeing those characteristics holistically in the top 6 (along with Respectful and Compassionate), shows how much people want their employers to do the right thing.
- In times of crisis, it's even more critical that people believe that they can trust in what they see and hear from their employers. One way to ensure this happens is to guide your people to trusted resources and credible content. Remember - curate, not create.
- Spend your time and energy showing your more human side in setting policy and communicating with your employees.

Data highlights

2019	2015
1. Balance (home/work)	1. EE recognition-oriented
2. Accountable	2. Respectful
3. Ethical	3. Loyal
4. Trustworthy	4. Balance (home/work)
5. Fair	5. Teamwork focused
6. Honest	6. Fair
7. Continuously improving	7. Honest
8. EE recognition-oriented	8. Accountable
9. Respectful	9. Trustworthy
10. Financially stable	10. Having a positive attitude
11. Efficient	11. EE health-oriented
12. Compassionate	12. Financially stable
13. EE engagement-focused	13. Ethical
14. Adaptable	
15. EE health-oriented	

Source: 2019 Workforce Mindset Study

5

Empower managers to bring the main messages home

- People expect info from corporate, but there's room for improvement
 - Try to strike the right balance with how much and how often you communicate.
- Beyond corporate, how capable are your managers to communicate and address concerns?
 - Provide managers with the support to address issues and support their people.
 - Only half of managers feel they have the tools and resources to have relevant conversations.
- Understand that this is about more than just resources and advice; this should have a human element. By empowering managers, you can bring in more of the care and compassion that people value.

Data highlights

40%

of employees feel communication from corporate is effective

61%

say they receive the right amount of info about what's happening in their organization

	Expect my manager to do this	Agree my manager is doing it today
My manager shows that he/she cares about me as a person	79%	50%

Source: 2018 Workforce Mindset Study

6

How to make virtual work work

- Recognize that for the 21% who regularly work from home and another 30% who spend at least some time working virtually, it may be easy to accommodate their needs. How you deal with the other half will be the greater test.
 - Hourly and front-line workforces are less likely to work virtually.
 - Certain industries will struggle more with virtual arrangements.
- Recognize that risks and needs exist outside of work, so you may have to put a virtual plan in place sooner than expected, as more closures happen each day.
- Engagement and connection matter. Once programs are in place, you'll need to stay attuned on how to make people continue to feel connected.

Data highlights

21%

of employees are primarily virtual (80% or more work time)

49%

never or hardly ever work virtually

63%

agree that the technology and tools available make working virtually easy

45%

say that their virtual work makes them feel more lonely and isolated

Source: 2019 Workforce Mindset Study

7

Make sure your technology allows for sustained productivity

- It's time to take a hard look at your virtual technology capabilities so you're ready to support the needs of your workforce.
 - How well does your workplace technology enable productivity under normal circumstances?
 - How equipped are your employees to work virtually?
 - Do you have systems in place to support more external connectivity?
 - How can you continue to connect your people?
 - How will you handle the different flexibility for different roles?
 - If they must be at work, how can technology enhance your employees' safety and wellbeing?

Data highlights

1 in 2

employees don't have the tools, technology and resources to work effectively

57%

believe their current workplace tech enables high productivity

34%

say they are often or almost always frustrated with work technology

51%

feel it's easy for them to collaborate with others at their company

Source: 2019 Workforce Mindset Study

8

Know your baseline for employee understanding and confidence about wellbeing

- People have a decent understanding of their time off program, though less so when it comes to workplace flexibility.
- Recognize that leave communication tends to be more of a black box with less communication about it overall. Now, with many more people who will be using it, it's time to refresh those policies and the communication support for them.
- It's critical to communicate how all of your applicable programs apply in the situation of COVID-19. Clarity and practical application is key.
- Supporting employees in times of uncertainty will help stem the tide when it comes to individuals feeling in control of their health and overall wellbeing.

Data highlights

I have a good understanding of:	
Vacation/holidays*	80%
Workplace flexibility *	66%
Work/life programs*	59%

58%

of employees feel in control of their personal health**

1 in 3

say their employer seriously considers all actions that improve employee health**

Source:

*2019 Workforce Mindset Study

**2020 Wellbeing Mindset Study

9

Employees are willing to try non-traditional resources, so promote them

- It's a great time to promote some of the more non-traditional elements of a health plan, including nurse lines, telemedicine and virtual mental health resources.
- Lean on your vendor partners to help. They likely have content you can use, resources that both managers and employees can leverage and direct outreach to your people and their dependents.
- In general, use the content that is out there and push people to it rather than spending time creating new communications.

Data highlights

72%

of employers are offering telemedicine benefits in 2019

Only 24%

of employees say they are aware of telehealth offered through their employer (and 64% find it valuable)

82%

would use mental and emotional health mobile apps

75%

would use telephonic, virtual or online visits with a mental health professional

Source: 2020 Wellbeing Mindset Study

10

People will appreciate if you take a stand and exhibit your core values

- Employees believe that taking a stand on issues can be a differentiator, so you're unlikely to take a hit if you take a strong stand on how your company is addressing COVID-19 and the safety of its employees during public health uncertainty.
- They want to see your values come to life in ways they don't often experience day-to-day, but this is an excellent opportunity to talk the talk and walk the walk.
- This isn't just about common sense. Be more prescriptive than typical and shy away from "use your best judgment." People need more than permission; they crave direction, clarity and leadership.

Data highlights

65%

of employees agree that taking a stand on social and political issues differentiates employers (#1)

54%

say it's important that the company they work for has a broad social purpose

42%

say the company values are consistently demonstrated by people at their company

40%

feel their leaders consistently demonstrate the company's values

Source: 2019 Workforce Mindset Study

This is a rapidly evolving situation

Your strategy and response will have to evolve with it. Part of open and honest communication during times of crisis is being willing to say what you don't know, adjusting as needs change and providing regular updates. Successful communication will show you care about your people as employees but also as humans.