



BLANKROME

COVID-19 Employer **Return-to-Work** Survey

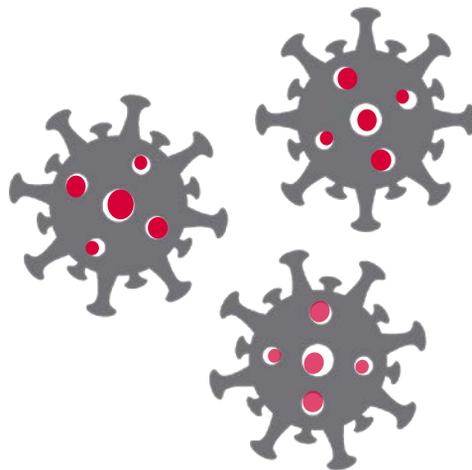
New Employer Survey Results Show Emerging Return-to-Work Strategies



As businesses turn their attention toward when and how to reopen their workplaces, Blank Rome’s COVID-19 Task Force launched a second employer survey asking our clients about key return-to-work topics. We received responses from more than 150 clients who shared perspectives on their anticipated approaches to new, complex workplace challenges and future business outlooks. The responses came from C-Suite executives, in-house attorneys, and human resources professionals from a diverse array of businesses across various industries and geographies. The survey data demonstrates shifting trends from our March 2020 survey when the shutdown orders were being imposed and shows the various strategies for designing return-to-work plans, new workplace safety protocols, labor-related cost savings, mitigation measures, economic outlooks going forward, and lessons learned.

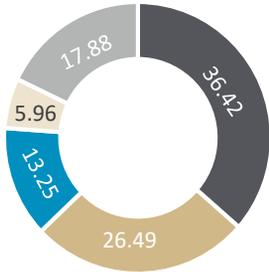
The coronavirus pandemic has closed many businesses and restricted most Americans to working from home or other secluded environments. As we are now on the verge of beginning to return to our workplaces, employers are confronted with an array of issues that will test their abilities to keep their employees, clients, and other stakeholders safe as they return.

With the help of our clients, we have spotlighted key issues and challenges that employers need to address, and the potential solutions that they plan to implement.



Demographics of Respondents

LEADERSHIP POSITIONS



- Human Resources
- COO
- General Counsel
- In-House Counsel
- CXO

NUMBER OF EMPLOYEES



23.53% Over 500 employees

Number of Employees	Percentage
Over 500	24%
101-500	27.45%
51-100	9.80%
Under 50	39.22%

TYPE OF WORKFORCE



49.67%
administrative



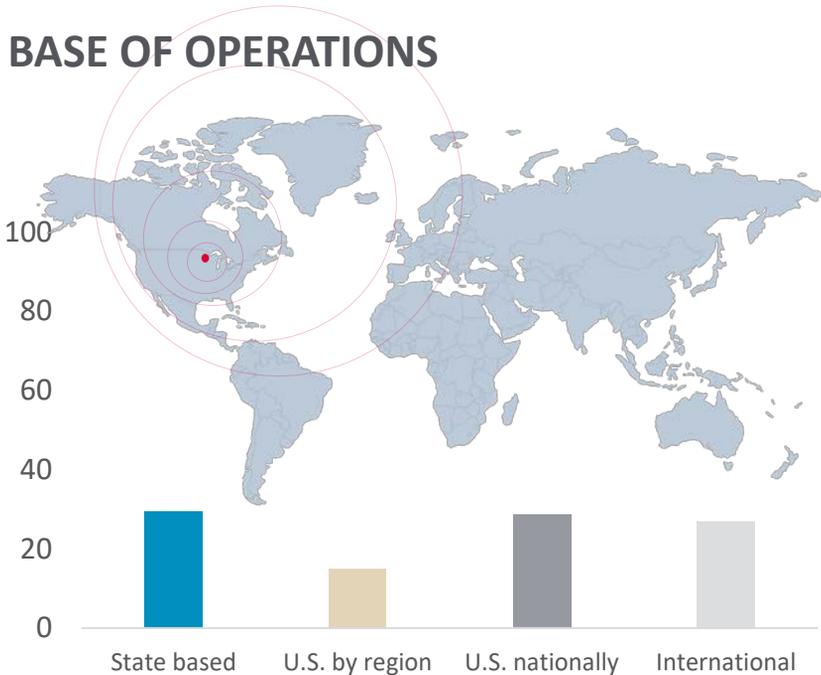
22.88%
operations



11.11%
in field

and 16% described as other

BASE OF OPERATIONS



INDUSTRIES

CHEMICAL	3.27%
CONSUMER FINANCIAL SERVICES	0.65%
CONSTRUCTION	7.19%
ENERGY	3.92%
FINANCIAL SERVICES	9.80%
GAMING & ENTERTAINMENT	0.65%
HEALTHCARE	5.88%
LIFE SCIENCES	1.96%
MARITIME	7.19%
PRIVATE EQUITY & INVESTMENT FUNDS	1.31%
REAL ESTATE	5.88%
TECHNOLOGY	11.11%
MANUFACTURING	14.38%
RESTAURANT/FOOD SERVICE	3.27%
PROFESSIONAL SERVICES	11.11%
OTHER SERVICES	7.19%
OTHER – PLEASE SPECIFY	20.26%

TOP 5 LOCATIONS OF BUSINESSES

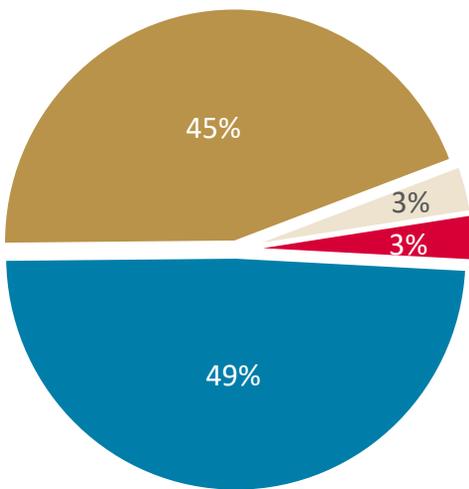


Pennsylvania
Texas
New York
New Jersey
California

Key Takeaways



Below are our labor & employment attorneys' key takeaways from this survey, conducted from April 18 to April 24, 2020. Among the diverse array of companies that responded to the survey, 49% are operating as an essential business, 44% are working mostly remotely as a non-essential business, and the remaining 7% are either temporarily or partially closed.



- Working/Essential business
- Working/Remotely
- Temporarily closed
- Partially closed



ANSWER CHOICES	RESPONSES
Working/Essential business	49.02%
Working/Remotely/Non-essential	44.44%
Temporarily closed	3.27%
Partially closed	3.27%



KEY TAKEAWAYS

According to the responses, more than 73% of companies have not yet developed a return-to-work strategy with 56% in the beginning stages of designing a plan. A large majority of companies are thus simultaneously dealing with unprecedented issues such as improving hygiene; providing protective gear for employees and customers; deciding which employees should return to the office, how many employees can remain remote, and whether to allow third parties to access worksites; testing employees for COVID-19, its symptoms, and antibodies; developing social distancing protocols; and updating COVID-19 communication plans.

While more than 69% of respondents are relying on a combination of guidance from the Centers for Disease Control, the federal government COVID-19 task force, and state and local/regional authorities, companies are relying the most, at nearly 37%, on state and local/regional authorities to create their return-to-work strategy.

Strategic Planning

Do you have a Return to Work strategy in response to COVID-19 loosening of state/local stay-at-home restrictions



56%

Just **starting to work** on our return to work strategy



26%

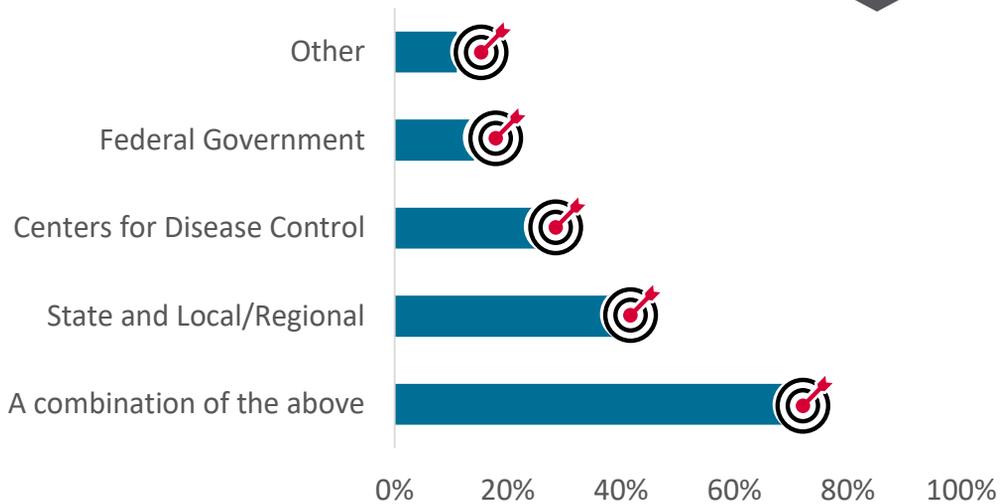
YES, we have a strategy



18%

NO, we do not have a strategy

What guidance are you using to create your return-to-work strategy



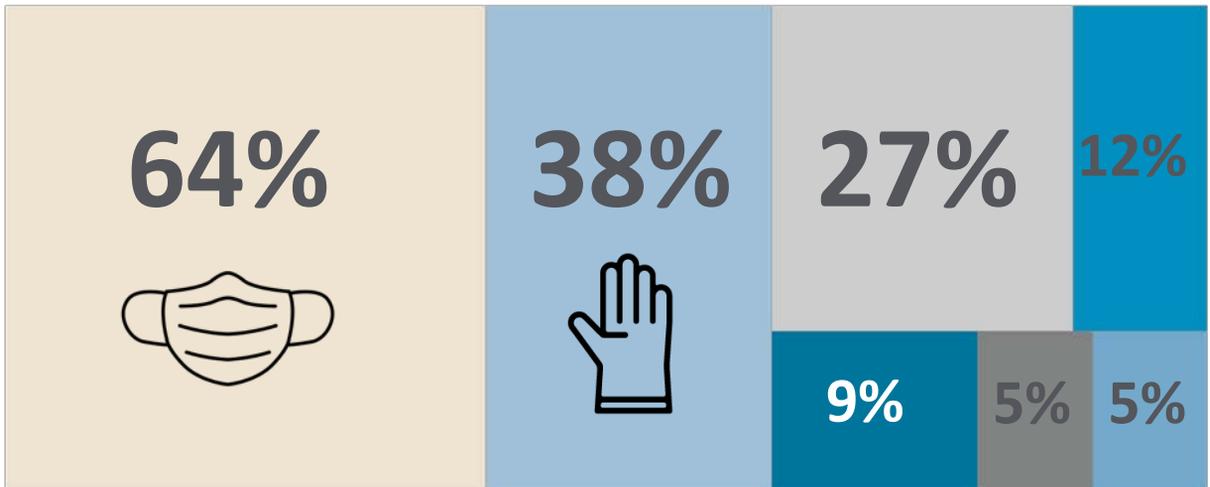


KEY TAKEAWAYS

In response to challenges of keeping returning workers safe, nearly 64% of the surveyed companies plan to provide masks or other facial protection, 36% will provide gloves, and 5% will provide covering for clothing. Less than 10% of companies will not provide any additional protective equipment. More than 52% of companies plan to mandate social distancing in the workplace, with 31% anticipating staggered shifts and 27% staggering return dates. According to the survey, 12% of companies plan to make substantial reconfigurations of physical workspaces to allow for social distancing, 33% plan to make minor physical workspace changes, and nearly 31% of companies don't have a plan to do so yet. More than 35% are not planning to engage in any form of testing as 34% of companies anticipate performing temperature checks. Regarding medical certification or testing, 82% of companies are relying on policies already in place, while the remaining 18% have made temporary modifications in response to COVID-19.

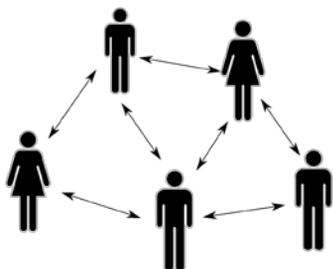
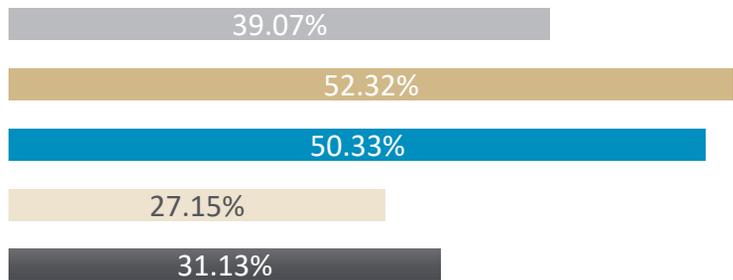
New Workplace Safety Protocols

Regarding personal protective equipment, when we return to work:



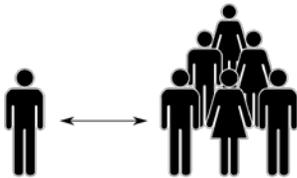
- A combination of the above
- No additional equipment will be provided
- Require employees to provide specified PPE
- Expect employees to provide PPE
- Will provide covering for clothing
- Will provide gloves
- Will provide masks

Do you have a plan to:

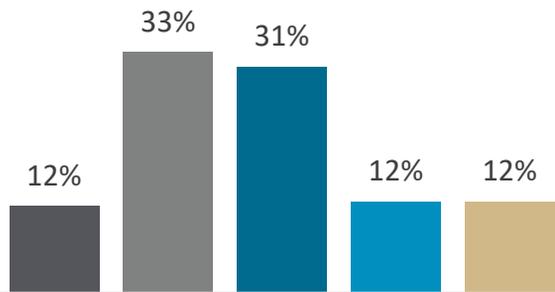


- Stagger shifts
- Stagger return
- Handle employees who present symptoms/test positive
- Mandate social distancing
- Combination of the above

New Workplace Safety Protocols

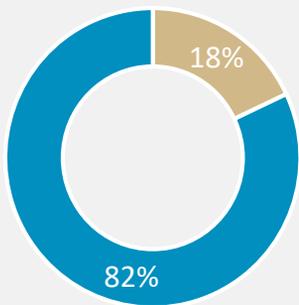


Do you plan to reconfigure your physical work space to allow for social distancing?



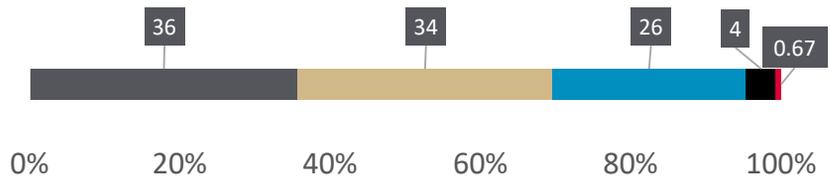
ANSWER CHOICES	
	Yes, we will make substantial changes
	Yes, we will make minor changes
	We don't know yet
	We will make no change
	A combination of the above options

Regarding medical certification or testing, our company:



ANSWER CHOICES	
	Is relying on policies already in place
	Made temporary modifications in response to the COVID-19, emergency

Will you engage in any form of testing?



	No, no testing		Yes, temperature tests		Combination of above
	Yes, 3rd party testing		Yes, antibody tests		



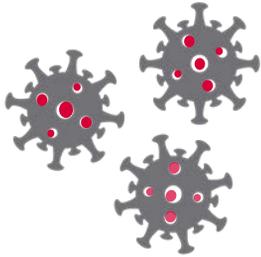
KEY TAKEAWAYS

At the time of this survey, more than 55% of companies had taken no employee-related cost-cutting measures during the economic downturn caused by the COVID-19 pandemic.

Among the companies that have ushered in labor-related cost-saving initiatives:

- 19% of respondents furloughed employees;
- 17% laid off employees;
- 16% have reduced pay;
- 12% terminated or suspended the use of contract labor;
- 6% eliminated retirement plan contributions; and
- 17% used a combination of the above.

Labor-Related Cost Savings



During the pandemic, have you initiated labor-related cost-saving initiatives like:

Furloughed

Pay reduction

Layoff

Termination/Suspension contract labor

19%

16%

17%

12%

Negotiated salary deferral

Eliminated 401K profit sharing contributions

No employee-related cost-savings steps

Combination of above

4%

6%

55%

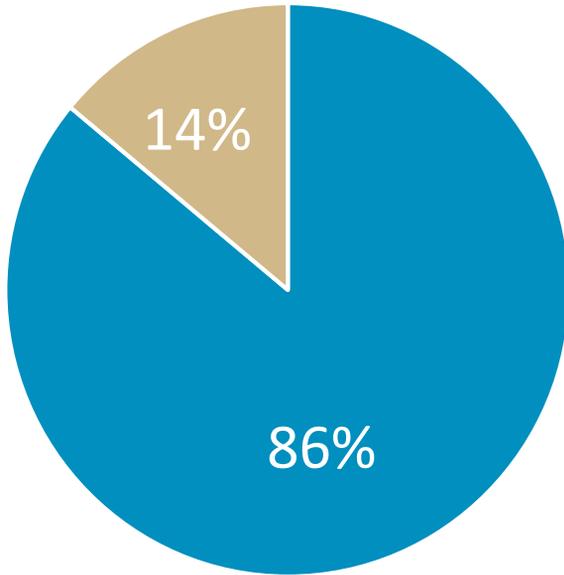
17%



KEY TAKEAWAYS

In response to COVID-19 business challenges, 15% of companies have invoked a “force majeure,” frustration of purpose, or impossibility clause in a contract. In this unprecedented environment, courts will likely be breaking new ground as they interpret these provisions. In addition, with the shift to remote work and focus on e-commerce, 56% of employers have educated employees about the increased threat of COVID-19-themed cyberattacks and phishing schemes. Of the 44% that have not educated employees on COVID-19 cybersecurity risks, 24% have no plans to do so.

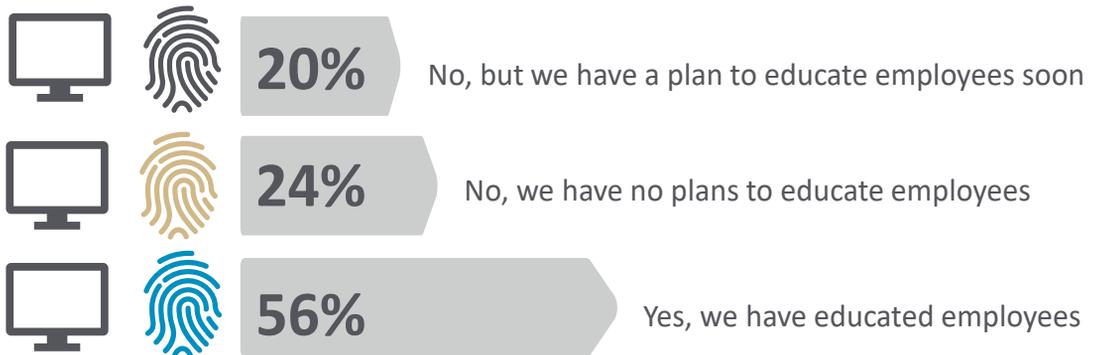
Legal & Risk Mitigation Measures



■ No ■ Yes

Have you invoked a “force majeure,” business frustration, or impossibility clause in a contract in response to the COVID-19 emergency?

Have you educated employees about the increase in coronavirus-themed cyberattacks?





KEY TAKEAWAYS

According to the survey, companies' top COVID-19 concerns are the financial impact and potential global recession as 71% selected those two choices as their leading concerns. The effects of COVID-19 on workforce and productivity, decrease in consumer demand, and insufficient information to make good decisions were chosen as the next top concerns. Companies are mulling a variety of financial actions in response to COVID-19, including:

- **57% considering cost containment;**
- **34% may defer or cancel planned investments;**
- **33% considering effects on workforce productivity;**
and
- **30% considering financing plan changes.**



KEY TAKEAWAYS

The survey results also reflect the uncertainty of what companies expect to occur over the course of the next month, including:

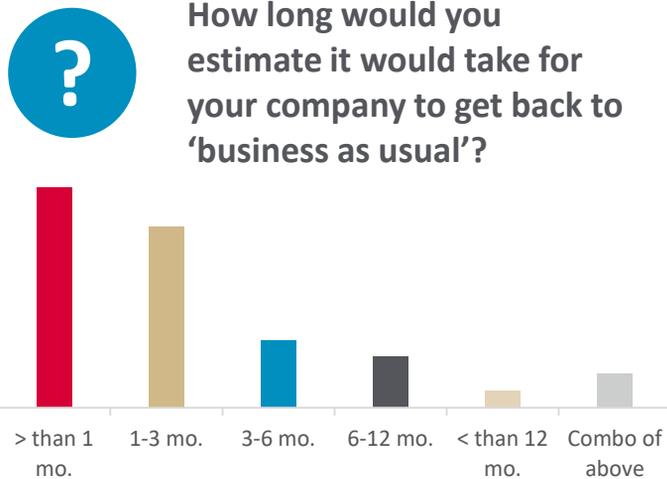
- **40% expecting anticipating productivity loss over the lack of remote work capabilities;**
- **39% anticipating higher demand for employee protections;**
- **29% seeing temporary furloughs on the horizon;**
- **19% expecting privacy risks;**
- **15% anticipating insufficient workforce capacity; and**
- **19% foreseeing a combination of the above.**

Should a best-case scenario of COVID-19 immediately disappearing occur, 72% believe their company could return to “business as usual” within three months, with 39% needing less than a month. 12% of companies would need more than six months, including 3% estimating they would need more than a year to return to normal.

Financial Concerns & Business Outlook

Productivity loss due to lack of remote capabilities	39.73%
Higher demand for employee protections	39.04%
Change in staffing due to low/slow demand	29.45%
Privacy risks	19.18%
Insufficient staffing to accomplish critical work	15.07%
Combo of above	19.18%

Which of the following does your company expect to occur in the next month?



FINANCIAL ACTIONS BEING CONSIDERED

Action	Percentage
IMPLEMENTING COST CONTAINMENT	57.24%
DEFERRING/CANCELING PLANNED INVESTMENTS	33.55%
EFFECTS ON OUR WORKFORCE OR REDUCTION IN PRODUCTIVITY	32.89%
CHANGING COMPANY FINANCING PLANS	29.61%
INSUFFICIENT INFORMATION TO MAKE GOOD DECISIONS	19.08%
SUPPLY CHAIN ISSUES	18.42%
DIFFICULTIES WITH FUNDING	17.11%
CHANGING M&A STRATEGY	11.84%
NOT CONSIDERING ANY FINANCIAL ACTIONS	11.18%
A COMBINATION OF THE ABOVE OPTIONS	11.18%

What are your top three concerns related to COVID-19?
(top total answers shown below)



As a result of COVID-19, which of the following does your company expect to occur in the next month?

“

- A combination of the above options.
- Projects slowing down and new projects being delayed.
- Possible layoffs due to low/slow demand.
- I think everything is on the table depending on the outcome.
- Privacy risks are a concern in a remote work environment, otherwise business is continuing as usual. There may be a slight slow down of business, but that remains to be seen.
- Since our services require us to go into homes & businesses, our productivity will hinge on people feeling safe allowing techs to come into their home/business.
- Given physical distancing requirements productivity has dropped.
- We were supposed to hire but are now unable due to revenue losses.
- The combination is we may have an increase in demand. Its unpredictable.
- As noted, a combination of the above.
- After PPP expires.
- We have implemented several of the above options.
- This does not apply as all facilities are operational.
- Continue remote telework.
- Self explanatory.
- Still working on a plan.
- Work from home while others work from office.
- None of the above.
- Productivity loss due to juggling WFH and kids being home for several of us.
- Absenteeism is an issue. Work from home for admin, engineering, HR and finance is working well.
- If certain projects do not move forward, we may need to furlough until work picks up.

”



KEY TAKEAWAYS

As the COVID-19 pandemic has disrupted workforces across the country, maintaining employee morale and unity is vital to ensuring employees don't feel isolated during these challenging times. We have included a representative sample of responses culled from more than 117 answers to our survey question concerning actions employers are taking to boost employee morale and unity. The answers range from constant, honest, and transparent managerial communication to virtual social gatherings, flexible work schedules, enhanced benefits, and employee wellness resources.

Describe any actions you have been taking to address employee morale and unity during the COVID-19 pandemic?

“

- Frequent email detailing our view on COVID-19, safety of employees is paramount, Virtual Town Hall, detailing same and having a Q and A.
- Weekly small group chats, communication weekly with company personnel. We have decided to over communicate during this time.
- Managers check in, happy hours, pet days, and more virtually.
- Communication is key. Providing updates on the company standing through this situation and continually provide employees with resources regarding medical and mental health resources and well as all updates on all Federal and State programs and resources available to staff. We also have created some fun "virtual" activities and contests with all staff.
- T-shirts, Incentive PTO, remote worker games, remote happy hours, weekly leadership team meetings, regular employee communications, saying thank you very often and being visible.
- Regular company updates from VP Operations with recorded voice message in place of vessel visits.
- Remote work resources, daily optional company and team standups, encouraged flexibility and work life balance.
- Continue to reinforce our values and offer support and services to our associates who need it, like helping to file unemployment claims.
- Virtual happy hours, lunch and learns, surveys, contests, pics, etc.
- Stressed the need to have skype video or voice meetings; weekly managers meetings via Skype; weekly emails to employees giving truthful updates
- Virtual company wine-clubs with paid musician performers via Zoom.
- Frequent email correspondence with furloughed employees. The practice is also continuing to pay employer and employee contributions to health insurance premiums for all furloughed employees.
- Virtual all company meetings. Virtual coffee breaks. Virtual parties. Specified no meeting times. Checking-in with employees who live alone. Virtual drop ins for employees you don't normally work with. Free snack delivery. \$30 PM stipend to boost internet speeds.
- Continued salary and benefits, frequent communication, slow return to work, driving EE's/carpooling to and from work to avoid subway.

”

Describe any actions you have been taking to address employee morale and unity during the COVID-19 pandemic?



- We have created a weekly newsletter and increased our communication with employees. The president of the company spent 20 hours talking with small groups of employees in addressing their concerns. We asked for their ideas in how to increase safety and work through some of our manufacturing processes to create 6 ft distancing.
- Waived telehealth and telemedicine fees, implemented COVID-19 leave although not required.
- Provide resources and frequent communication. Implemented compensation improvements (shift differential and additional PTO for perfect attendance) to retain employees working onsite.
- 1. We're rolling out a plan to gamify encouraging connectivity and feedback while people earn points. they can get steps while on the phone or doing minutes of meditation.
 2. Our CEO rolled out an ask him anything program to keep people updated.
 3. We constantly remind everyone of the provided healthcare benefits.
 4. Every meeting starts with a few minutes to panic or just chat about what's going on in the world.
 5. There's a slack channel for positive vibes and covid-19 discussion.
- Zoom meetings and positive reinforcements and bonus after business returns to normal.
- Regular communication-extra 100 to support local restaurants.
- Implementing new work schedule flexibilities, frequent communications regarding developments, frequently expressed gratification for employees' commitment to the mission under exigent, less than optimal working conditions, early dismissal on Good Friday, etc.
- Explained that we will continue to pay, applied for PPP, understand that the workday can be flexed.
- Since week 1 of our remote work arrangement: we have hosted daily group meetings led by team managers, hosted daily HR Coffee Chats to provide open forum for employees to stop by and voice concerns and ask questions, hosted weekly virtual happy hour and weekly all-hands team meetings. We've also used the opportunity to gather everyone virtually for special learning presentations.
- Since in temporary shut down, keep in contact with employees.
- Started weekly townhalls for managers and for all employees via WebEx with the company's entire executive leadership team, to relay key messages and answer questions submitted by employees. We started taking temperatures of employees & guests entering the facilities. We cater lunch every day for the employees who have to go into the office.



Describe any actions you have been taking to address employee morale and unity during the COVID-19 pandemic?

“

- We offered additional life insurance and added a 401k with a Roth option. We are being flexible with employees work from home schedules.
- We have been in contact with everyone on video calls at least once a week, as a way to keep the whole team close, passing words of tranquility and positive thoughts.
- Continued communication from home office. Establishing an employee support fund to assist the most needy employees. Providing information on unemployment insurance, food banks, industry grant programs.
- We listen - most concerns need to be flushed through their family concerns, so it's not just the employee, but the employee's spouse, children , etc., that needs to be taken in to consideration - but most of our employees would rather work and not be laid off; economic scarcity is a bigger concern then the Covid-19.
- New daily employee newsletter.
- Calling control rooms and thanking employees, sending emails of thanks, deep cleaning work sites on a regular basis, providing PPE and providing ways to work with social distancing.
- Premium pay and free meals for onsite, essential staff. Write-ups expressing appreciation for employees going above and beyond.
- Weekly business unit meetings to provide updates and shout-outs, virtual yoga, virtual happy hours.
- Website for employee communication.
- Regular Zoom calls to discuss even the weather and well-being. An open call to discuss the difficult financial position of the Company and to explain what the principals were doing about it.
- Constant contact and check-ins with team much more often. Allowing more time for moral support and cheerleading.

”



KEY TAKEAWAYS

The survey results show that companies are already reflecting upon what they have learned from this crisis. Most respondents answered that employee loyalty (70%) and the importance of company culture (67%) have come into better focus. Other top lessons learned include the importance of key business relationships (46%), the realization that their company was well prepared for this risk (42%), the importance of HR professionals (41%), the realization that their company was insufficiently prepared for specific risks (37%), and the ingenuity of IT departments (30%). As the situation continues to evolve, we are interested to see how these lessons and realizations develop so that companies can appropriately update their priorities in the eventual post-COVID-19 world.

Lessons Learned

As a result of COVID-19, we have learned or realized more clearly (check all that apply):



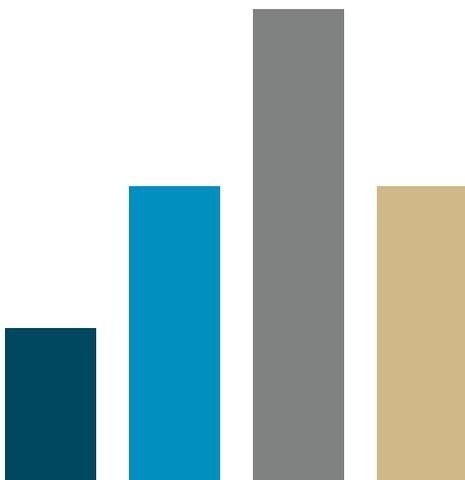
WE WERE NOT PREPARED OR NEED TO BE BETTER PREPARED FOR SPECIFIC RISKS	36.60%
WE WERE ADEQUATELY OR WELL PREPARED FOR THIS RISK	42.48%
THE IMPORTANCE OF OUR KEY BUSINESS RELATIONSHIPS	46.41%
THE IMPORTANCE OF OUR HR PROFESSIONALS	41.18%
THE IMPORTANCE OF OUR COMPANY CULTURE	67.32%
THE LOYALTY OF OUR EMPLOYEES	69.93%
WE NEED TO WORK ON CORPORATE CULTURE	6.54%
WE NEED TO WORK ON EMPLOYEE LOYALTY	3.27%
THE INGENUITY OF OUR IT DEPARTMENT	30.07%
WE NEED TO UPGRADE OUR IT FUNCTION	11.76%



Shifting Trends



Many of the answers to this survey can be analyzed through a direct comparison to the responses from identical questions contained in our first employer survey conducted in March 2020.





KEY TAKEAWAYS

In our March survey, at the time COVID-19 hit America more than 70% of companies were starting from scratch with no preexisting disaster relief or crisis management plan. The latest survey responses show that 62% of companies plan to draft or substantially revise their emergency management plans, which can be used to address structural issues such as emergency contact systems, key management response teams, communication plans, technology readiness, data privacy, cybersecurity, defining essential functions, having redundancies in place in case key employees become sick, and avoiding making “panic” reactions to unexpected negative news.





KEY TAKEAWAYS

At the time of the March survey, more than 60% of companies had already prohibited all international travel and more than 17% of respondents had made no changes to their international travel policies. The current survey results show that 29% of companies now expect less foreign travel as a lasting legacy of the pandemic. These results confirmed assumptions of a trend toward a “new business normal,” which includes fully integrated remote work teams, virtual meetings, webinars, and modern technology replacing some face-to-face business activity. We are interested to see how long travel restrictions will last, and whether the virtual business model is further cemented as the “new business normal.”



As a result of COVID-19, I anticipate that the following may be incorporated as a lasting change in our business environment:

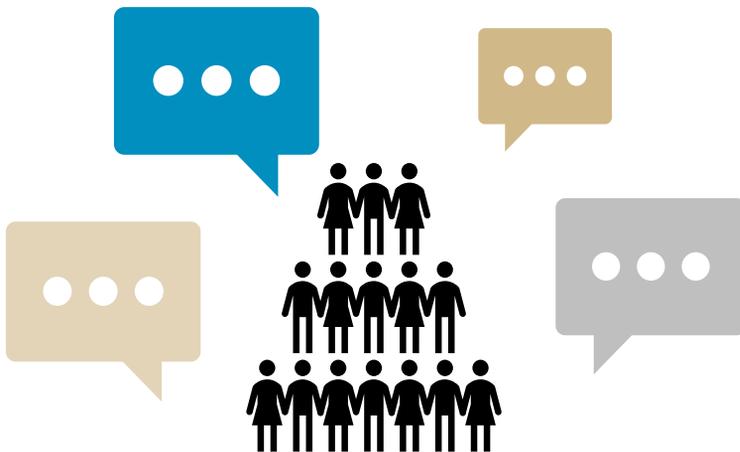
MORE OPEN TO INCREASING REMOTE WORK OPTIONS	82.76%
MORE ATTENTION TO VARIOUS CLAUSES IN CONTRACTS	42.07%
MAY RECONSIDER LEASE/WORK SPACE NEEDS	40.69%
EMPLOYEES PLACING MORE VALUE ON HEALTH BENEFITS AND LEAVE ISSUES	39.31%
LESS FOREIGN TRAVEL APPROVED	28.28%
LESS DOMESTIC TRAVEL APPROVED	31.03%
INCREASED EMPHASIS ON PRIVACY ISSUES	17.93%

Employee Complaints

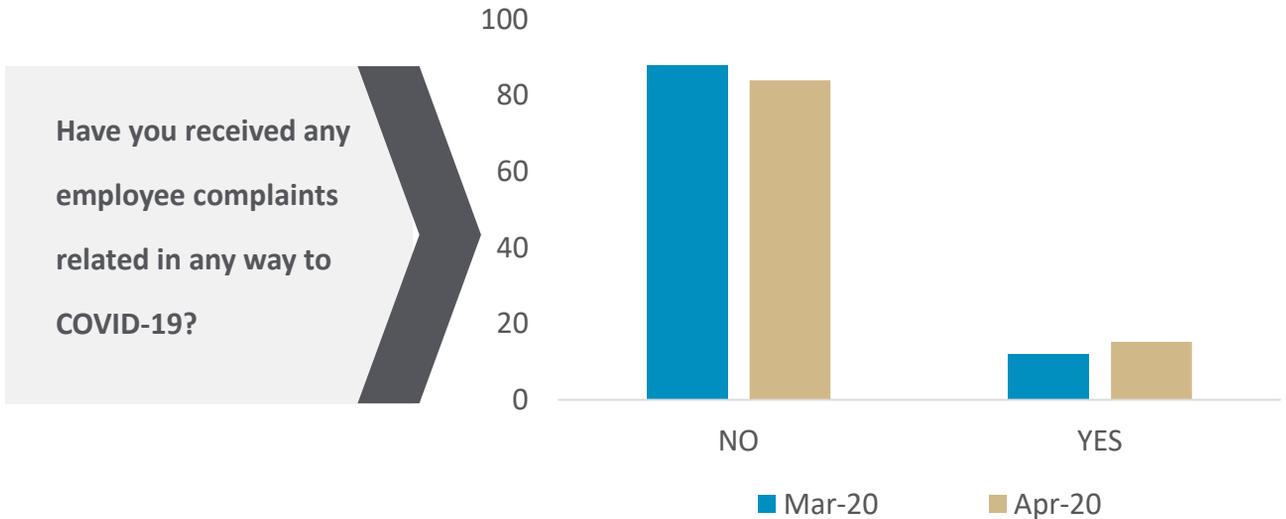


KEY TAKEAWAYS

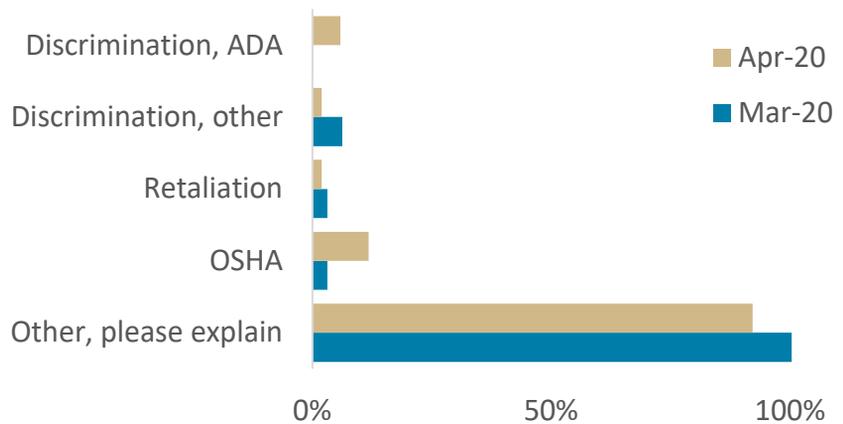
According to the March survey, only 12% of companies had received a COVID-19-related complaint from their employees. The newest survey shows a slight uptick to 15% of companies reporting a COVID-19 employee complaint. In a possible indication of how unprecedented a challenge the pandemic is to workplaces, approximately 90% of the responses to the types of complaints received don't fall within the traditional framework of employment complaints, such as discrimination or retaliation. There was, however, a significant jump of employers reporting OSHA-related complaints from 3% in March to 12% in April, indicating a potential trend as employees begin returning to work. We will continue to monitor this area in anticipation of a continued upward trend in employment complaints as more employees focus their grievances and/or consult with attorneys.



Employee Complaints



If you answered “yes” to the question above, what type of complaint have you received?



ANSWER CHOICES	RESPONSES	
	MARCH 2020	APRIL 2020
ANSWER CHOICES	MARCH 2020	APRIL 2020
Discrimination, ADA	0%	5.88%
Discrimination, other	6.25%	1.96%
Retaliation	3.13%	1.96%
OSHA	3.13%	11.76%
Other, please explain	93.75%	92.16%

Please explain employee complaints related in any way to COVID-19?

“

- PPE complaint was dismissed.
- No complaints received.
- Just employee concerns that we were able to answer- most was just confusion and when explained they understood.
- Union complaints regarding our isolation policies.
- General concern about individual jobs being covered under existing orders from the State of PA that allow us to remain open. Requests for PPE beyond the masks, gloves, glasses, shoe covers, soap and hand sanitizer already provided.
- How slow unemployment is taking to get checks out.
- Employee is not agreeing to have temperature taken upon entering our building.
- Mainly concerns about whether work should continue given this is an essential service.
- Worried that we are not doing enough to maintain a safe work place.
- Complaints pertaining to why we are still in operations at the onset of the shelter-in-place being issued.
- Concerned about safety and being an essential / critical infrastructure business.
- Questioning why we are open even though we have been deemed essential by the state.
- Refusal to come to work / enter customer homes / businesses.
- Concerns about hazard pay for operational employees versus other personnel who can work remotely.
- General complaints from a small minority of employees that we continued to have facilities open, despite being an essential business.
- Opinion of essential vs. non-essential.
- Fears in general have led to absenteeism and people taking announced absences. No allegations such as your question implies.
- Confusion and unhappiness about timing of our closure.
- Local health department.
- Requests for hazard pay.
- Fear of working.

”



KEY TAKEAWAYS

In our March survey, more than 51% of companies reported that they had moved to full remote work and more than 36% had transitioned to partial remote work. Both responses saw only a minimal increase as 52% now report moving to full-time remote work and 38% shifting to partial remote work. As the last the survey was conducted in the middle of March, these results show that most workplaces had already swiftly made their moves to remote work as the influx of state and local government shutdown orders were beginning to take effect. Interestingly, fewer businesses have created rotating office shifts, down from 18% to 13%, while slightly more companies have physically moved some employee workstations further apart from each other, up from 17% to 21%.

1

2

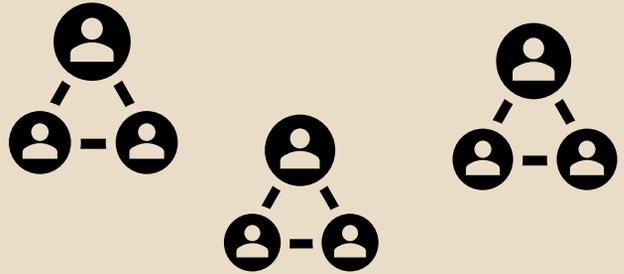
3

4

5

Remote Work and Social Distancing

Your response to the pandemic announcement has been:



- Other – please explain
- Physically moving some employees for purposes of social distancing
- Create rotating office shifts
- Move to partial remote work
- Move to full remote work

ANSWER CHOICES	MARCH 2020	APRIL 2020
Other – please explain	16.15%	14.38%
Physically moving some employees	16.92%	20.92%
Creating rotating office shifts	17.69%	13.07%
Move to partial remote work	36.92%	37.91%
Move to full remote work	51.54%	51.63%

Handling Positive Tests in the Workplace

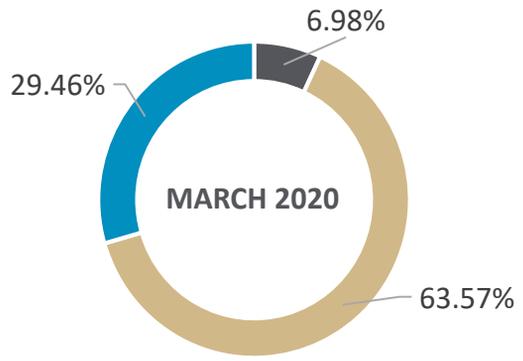


KEY TAKEAWAYS

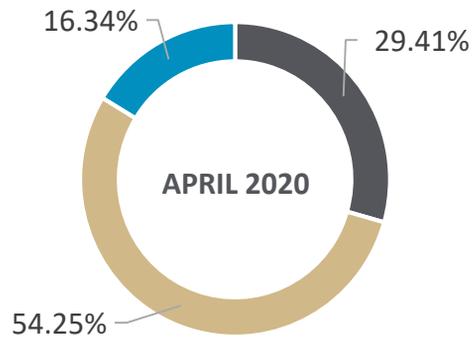
According to our March survey taken in the very early phase of the U.S. pandemic, nearly 7% of companies had had an employee test positive for COVID-19. That number has risen to 30% in the latest survey after a month of contained spread of the disease.



Have you had an employee test positive for COVID-19?



■ YES ■ NO ■ UNKNOWN AT THIS TIME





KEY TAKEAWAYS

In comparing our survey results, we observe that more employers are allowing paid time off to employees as new federal relief legislation has allocated billions of dollars toward paid sick leave reimbursement. For those employers who had a COVID-19-positive employee in March 2020, more than 54% were providing full pay during their time off and 45% were allowing the employee to use PTO and then move to unpaid leave. In our latest survey, 80% of companies are providing full pay during a COVID-19-positive employee's time off and 24% are allowing the employee to use PTO before moving to unpaid leave.

In addition, in March 2020 more than 40% of companies were paying wages and 48% of companies were allowing PTO use by employees who can't work remotely and are symptomatic but not yet diagnosed. For those companies that needed to temporarily shut down business operations, more than 21% required the use of PTO.

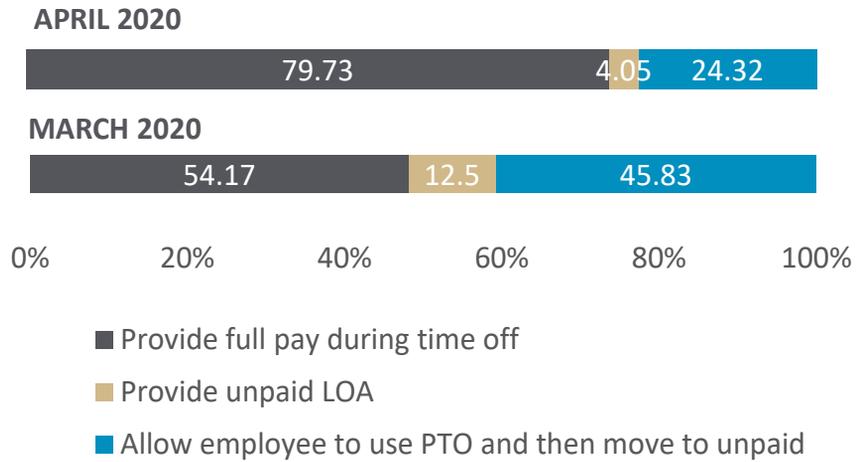


KEY TAKEAWAYS

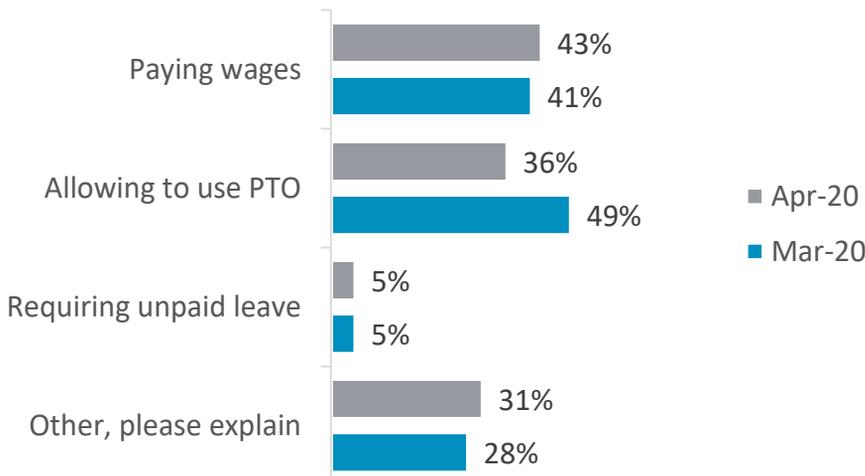
Our newest survey shows that 43% of companies are now paying wages and 36% are allowing PTO to be used by employees who can't work remotely and are symptomatic but not yet diagnosed. For those companies that have needed to temporarily shut down business operations, the number requiring the use of PTO is down to 12%.

Managing Paid Time Off

For the positive employee, did you:



For employees who cannot work remotely and are symptomatic but not yet diagnosed are you:

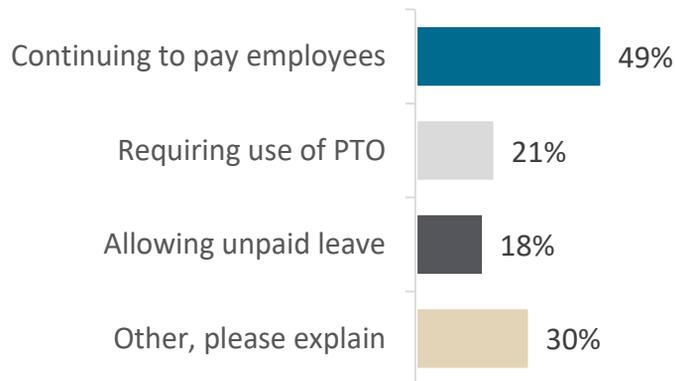


Managing Paid Time Off

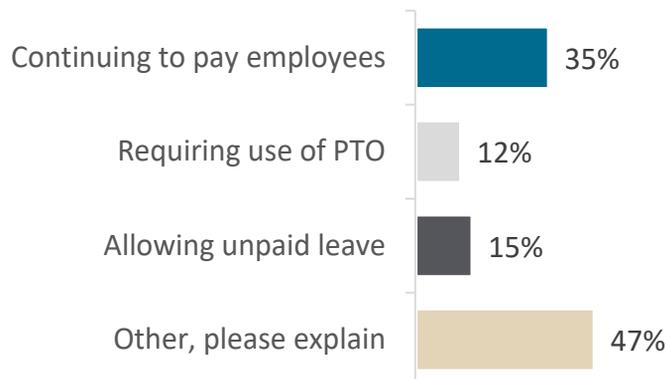


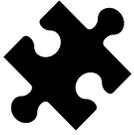
Have you shut down any business operations temporarily? If so,

MARCH 2020



APRIL 2020





CONCLUSION

Our return-to-work survey results reflect how the business world has responded to unprecedented workplace challenges as U.S. employers enter their second full month dealing with the spread of COVID-19. We hope the pandemic has already peaked and conditions and testing capabilities will improve so that government shutdown orders can be safely lifted. As the situation changes, we will continue to provide our valued clients with useful information to address critical COVID-19 workplace issues in real time. Clients can navigate the rapidly changing business and legal implications of the pandemic by monitoring our [COVID-19 State Impact Tracker](#).