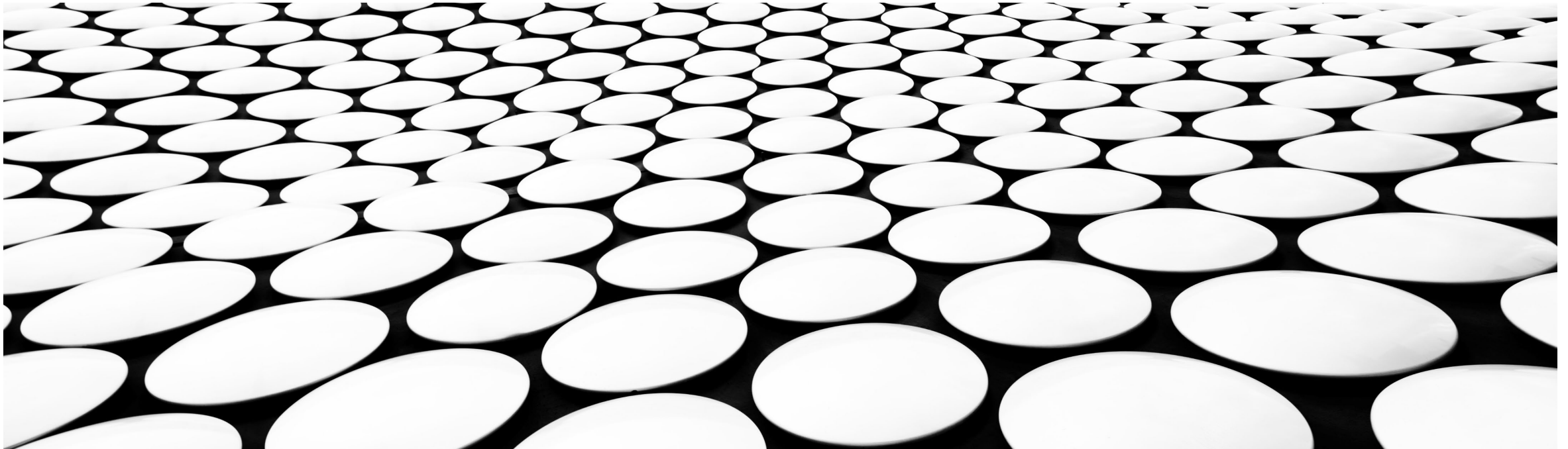


# RETURN TO OFFICE APPROACH & VACCINE AND MASKING REQUIREMENTS

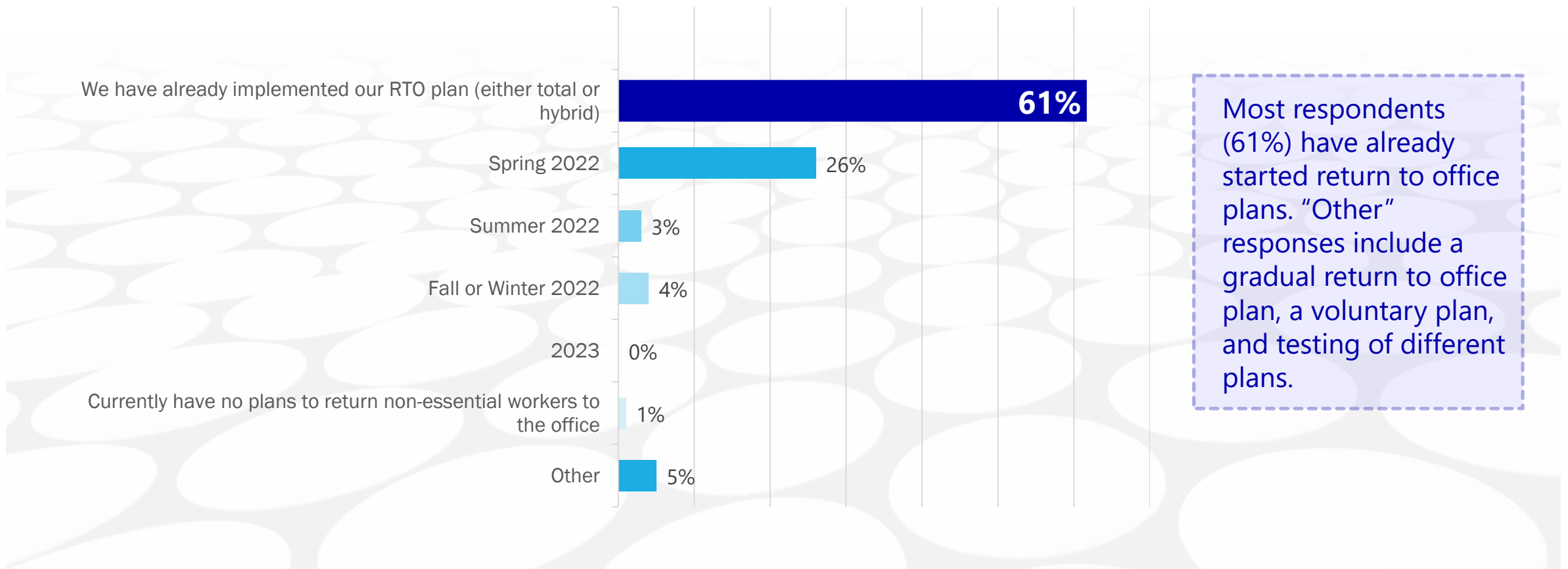
HR POLICY ASSOCIATION SURVEY RESULTS | MARCH 2022

*97 Responses | Survey open March 21–29, 2022*



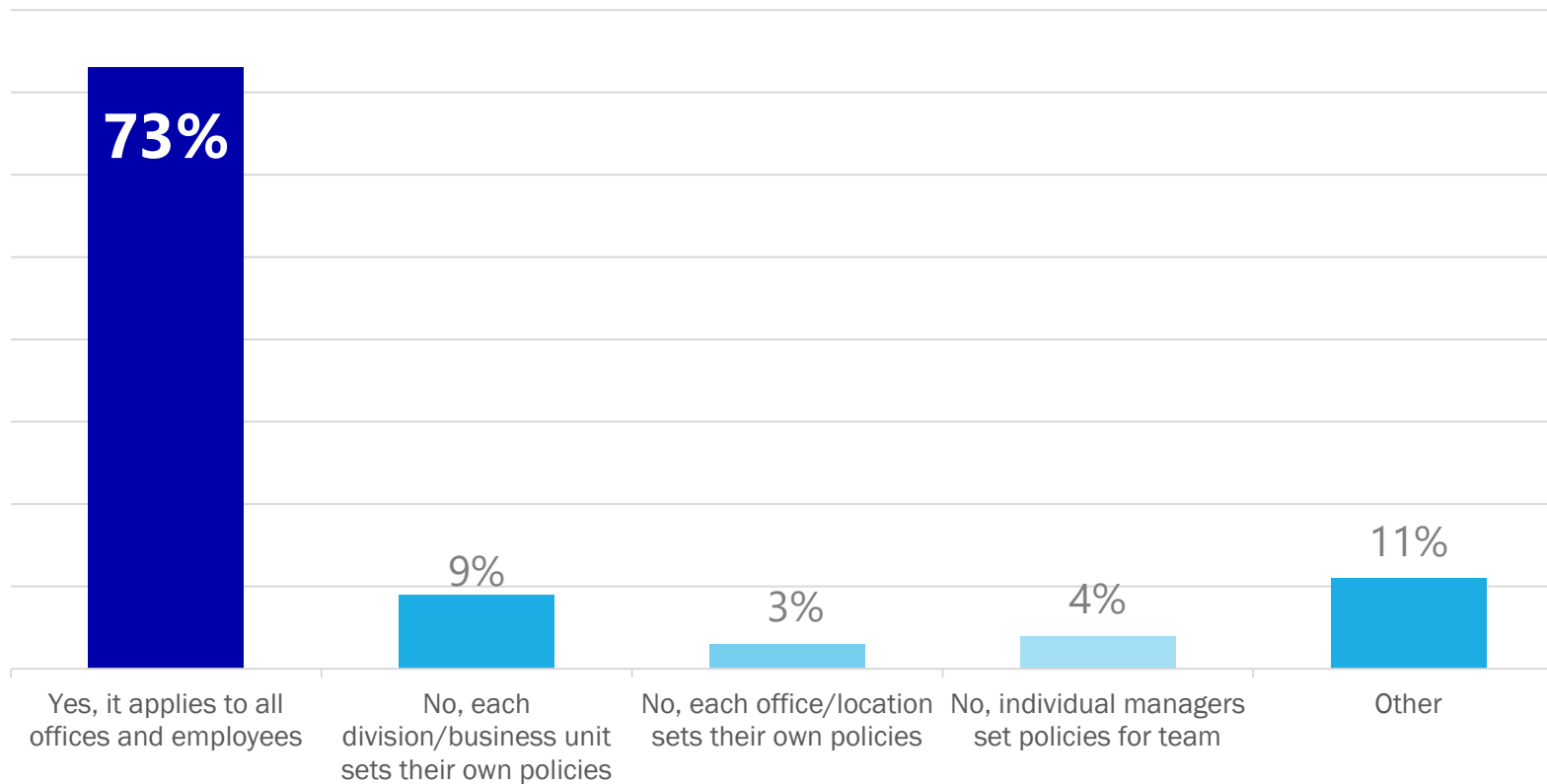
# RETURN TO OFFICE PLANS BEING IMPLEMENTED

Q: What is the timing for full implementation of your return to office plans, whether total or hybrid, for non-essential workers (*i.e.*, workers who can work remotely)?



# POLICIES APPLY TO ALL NON-ESSENTIAL WORKERS

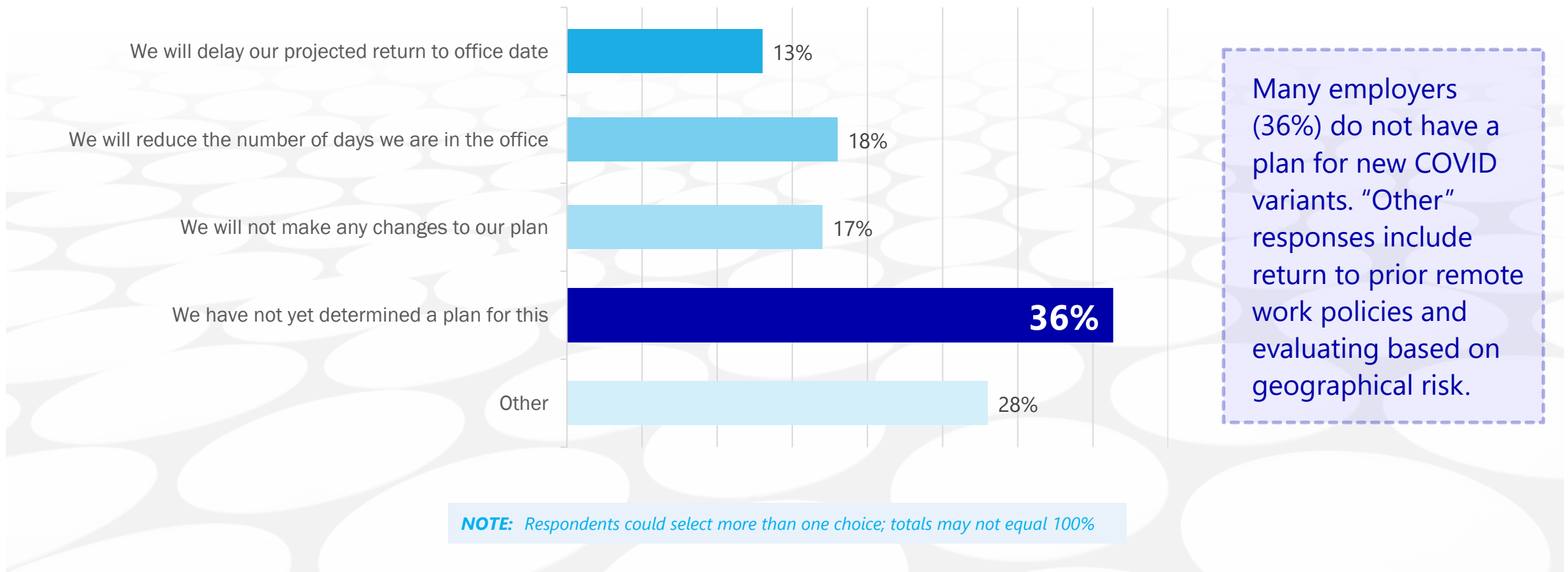
Q: Is your return to office policy for non-essential workers company-wide?



The majority of respondents (73%) have return to office policies that apply to all offices and employees. "Other" responses include companies with a global framework that allows for regional or team-based flexibility.

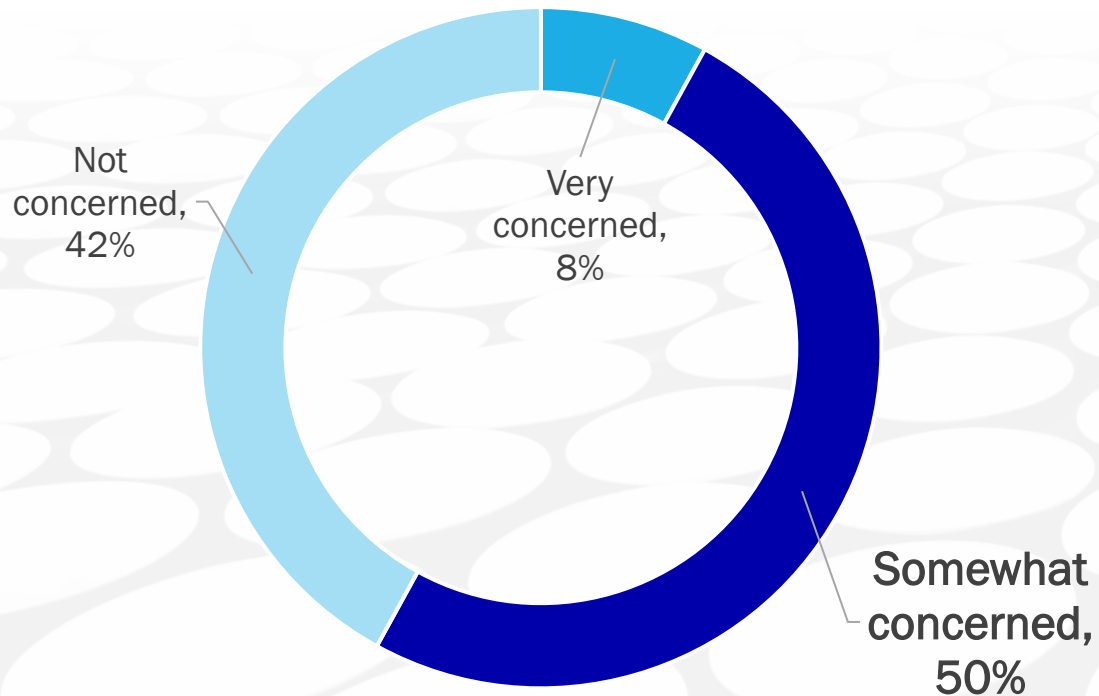
# COMPANIES REMAINING FLEXIBLE IN RESPONDING TO NEW WAVE

Q: What is your planned approach if there is another variant or surge?



# COMPANIES SPLIT OVER EMPLOYEES' REFUSAL TO RETURN

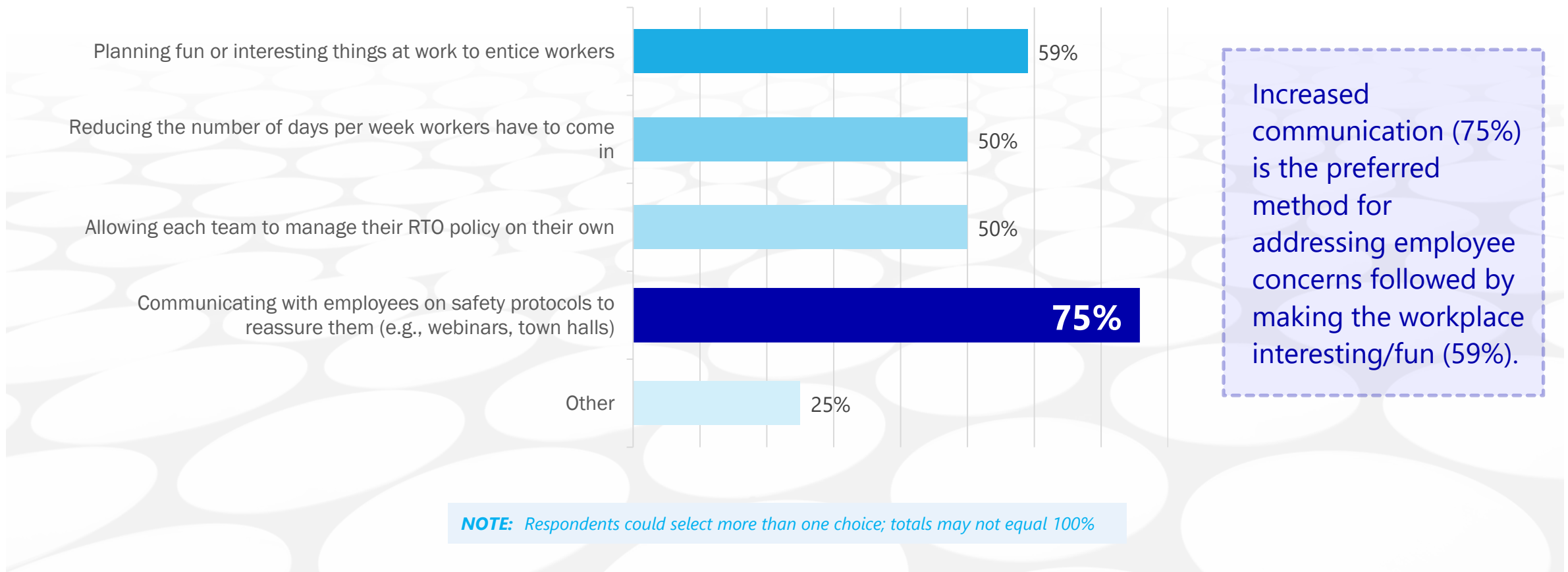
Q: How concerned are you about employees refusing to return to the office?



Few respondents (8%) are very concerned about employees refusing to return to offices while over 90% are somewhat or not concerned at all.

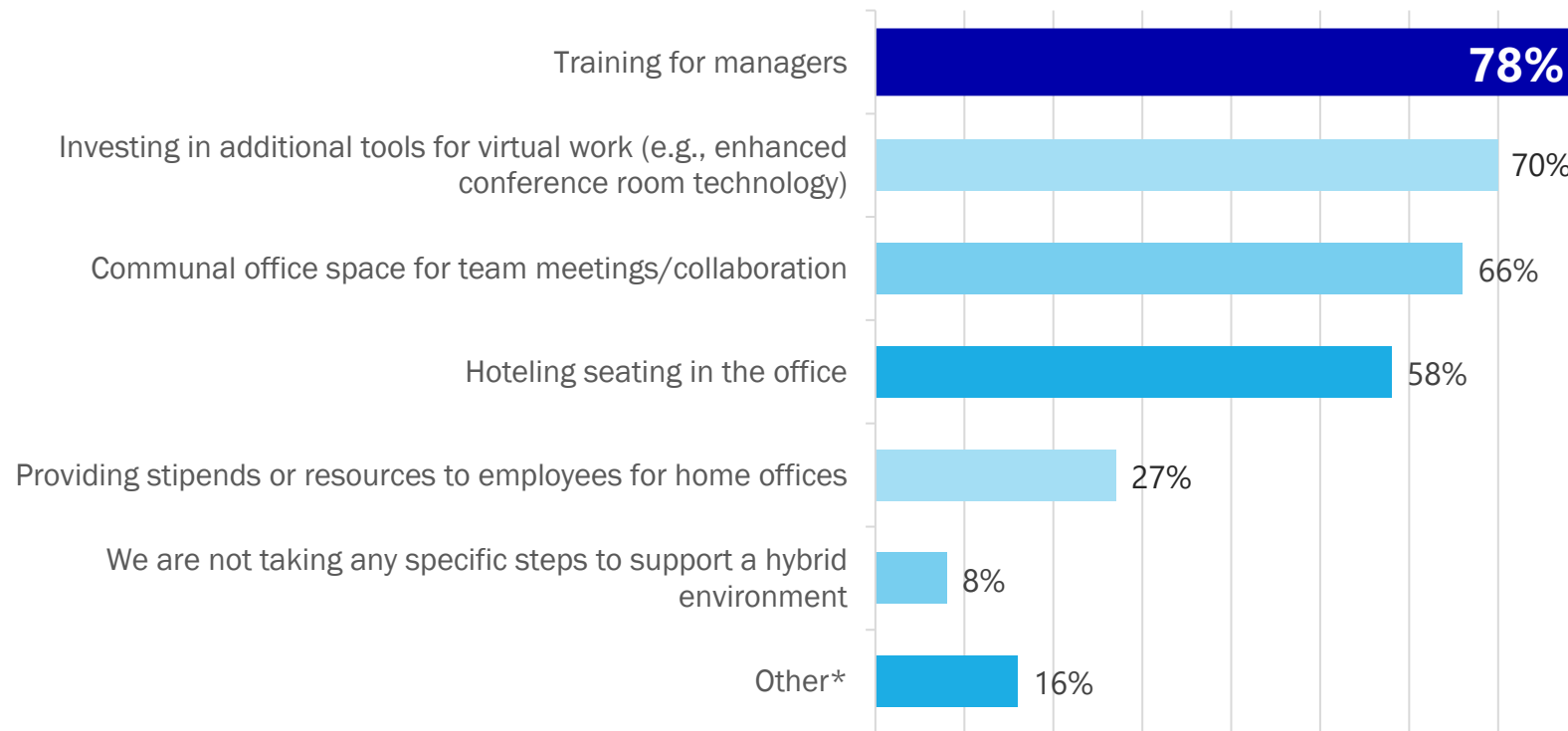
# CONCERNED COMPANIES PRIORITIZE COMMUNICATION

Q: If you are concerned about employees refusing to return to office, how are you addressing this?



# HYBRID WORK ENVIRONMENTS SUPPORTED BY TRAINING AND TOOLS

Q: What steps are you taking to support a hybrid work environment?



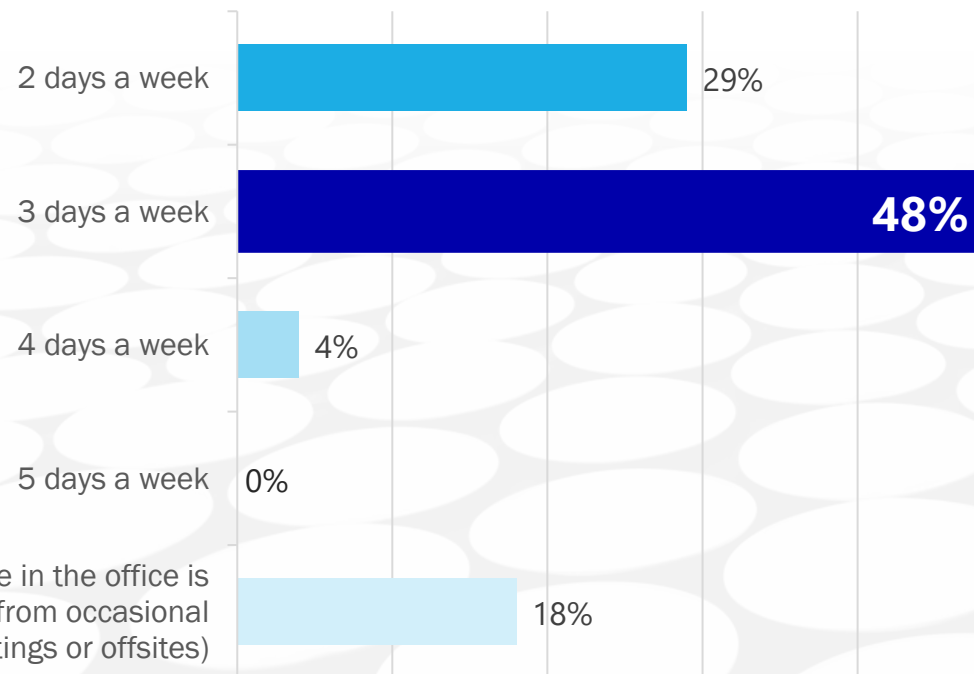
Training for managers (78%), tools for virtual work (70%) and communal office spaces for collaboration (66%) are the most common steps respondents are taking to support hybrid work.

**NOTE:** Respondents could select more than one choice; totals may not equal 100%

**\*View "Other" responses here.**

## TRADITIONAL FIVE-DAY WEEKS NOT NECESSARY FOR ROBUST CULTURE

Q: Many have expressed concerns that a long-term fully remote workplace would not be conducive to maintaining a robust culture. In your view, how many days per week should employees be in the office to maintain your culture?



Most respondents (77%) believe 2-3 days a week in the workplace is valuable to maintaining company culture.



# SUPPORTING COMPANY CULTURE IN A HYBRID ENVIRONMENT

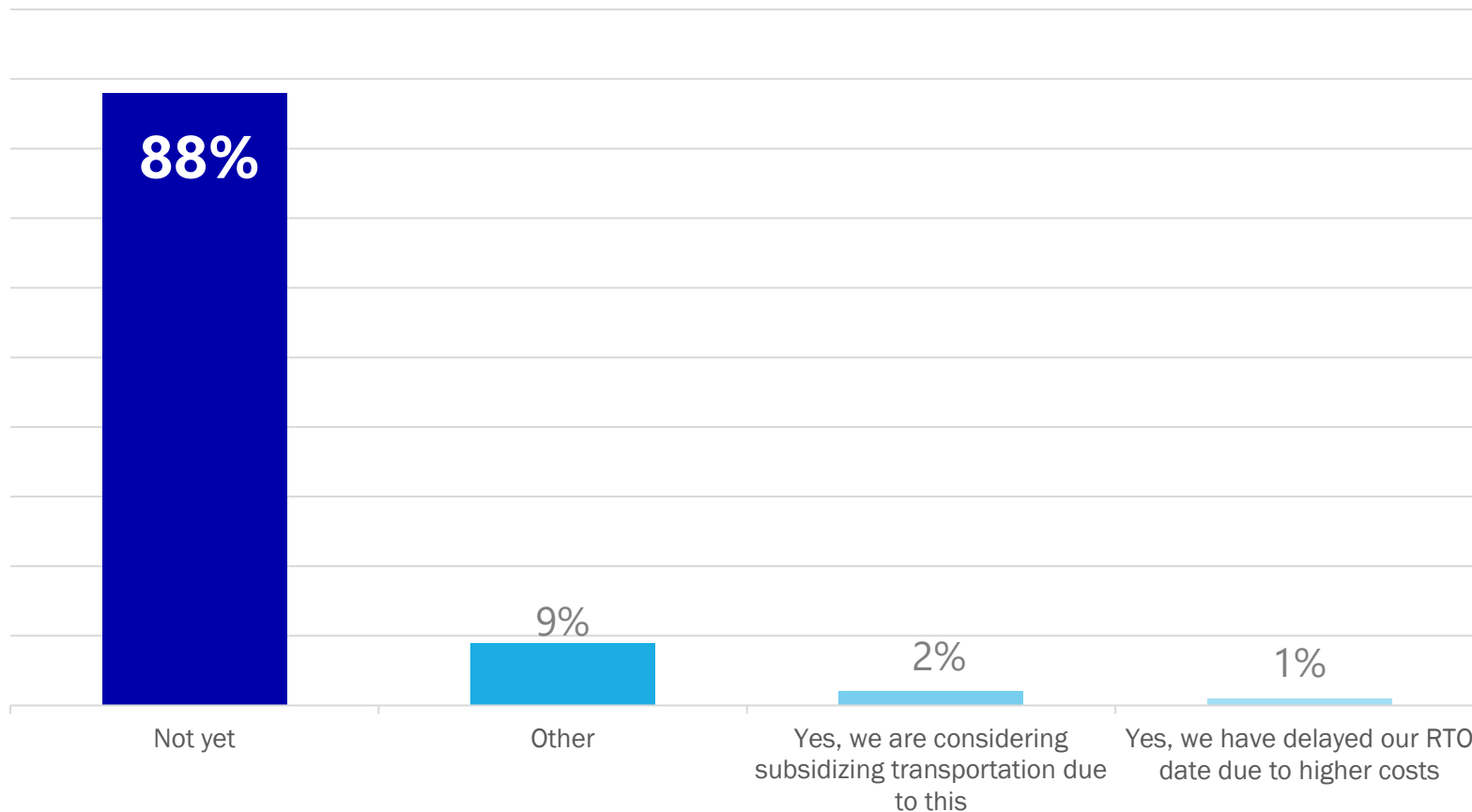
Q: What is your company doing to reinforce company culture in a hybrid environment?

- Hosting town halls, webinars, listening sessions and virtual happy hours
- Manager and leadership trainings on how to lead in a hybrid environment
- Making the office a “destination” with perks (e.g., free breakfast or lunch, coffee, socials)
- New tools and technology to make virtual work easier and encourage connectivity
- Scheduled days in the office to promote connectivity and collaboration
- Measuring diversity, turnover, promotions, employee engagement, etc. among workforce segments
- New approaches to employee onboarding and training
- Lots of communication; remove ambiguity on return to office policies
- Making sure to recognize and appreciate employees

[View all responses here.](#)

# INFLATION AND RISING COSTS NOT YET AFFECTING RETURN TO OFFICE

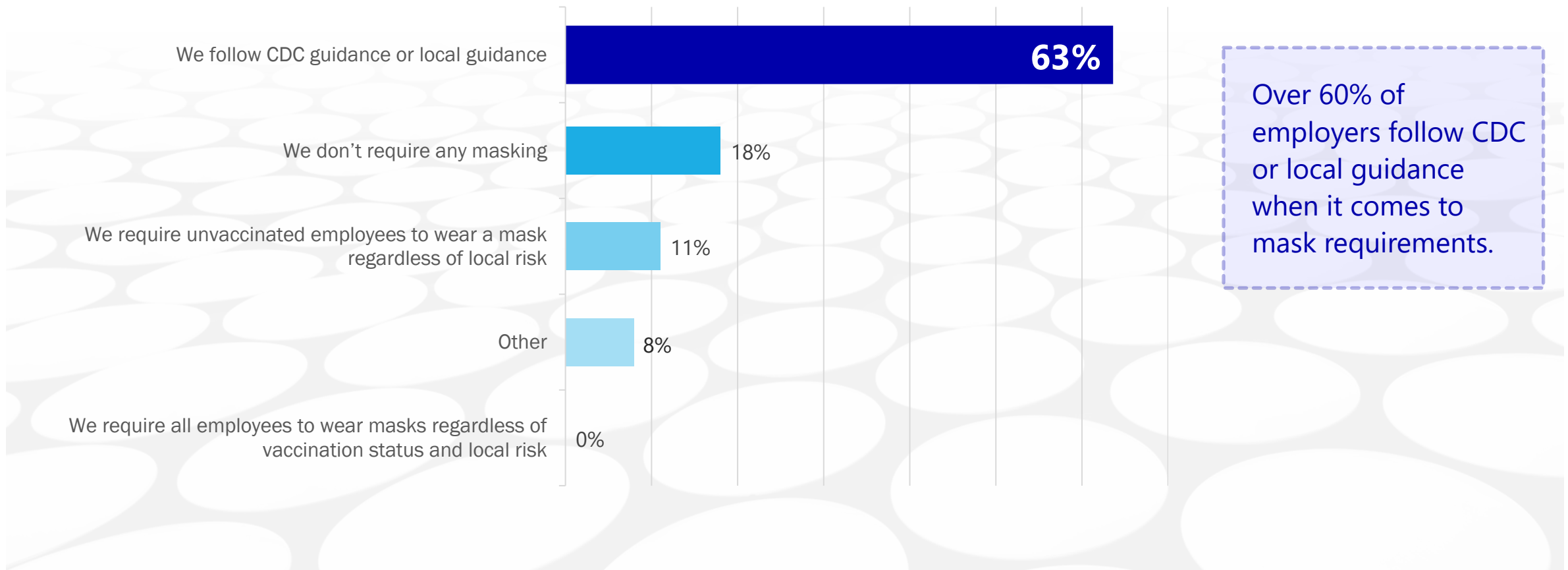
Q: Are inflation and the resulting rising cost of daily activities like transportation impacting your plans for returning to the office?



Inflation's impact on daily costs like transportation is not impacting most return to office plans.

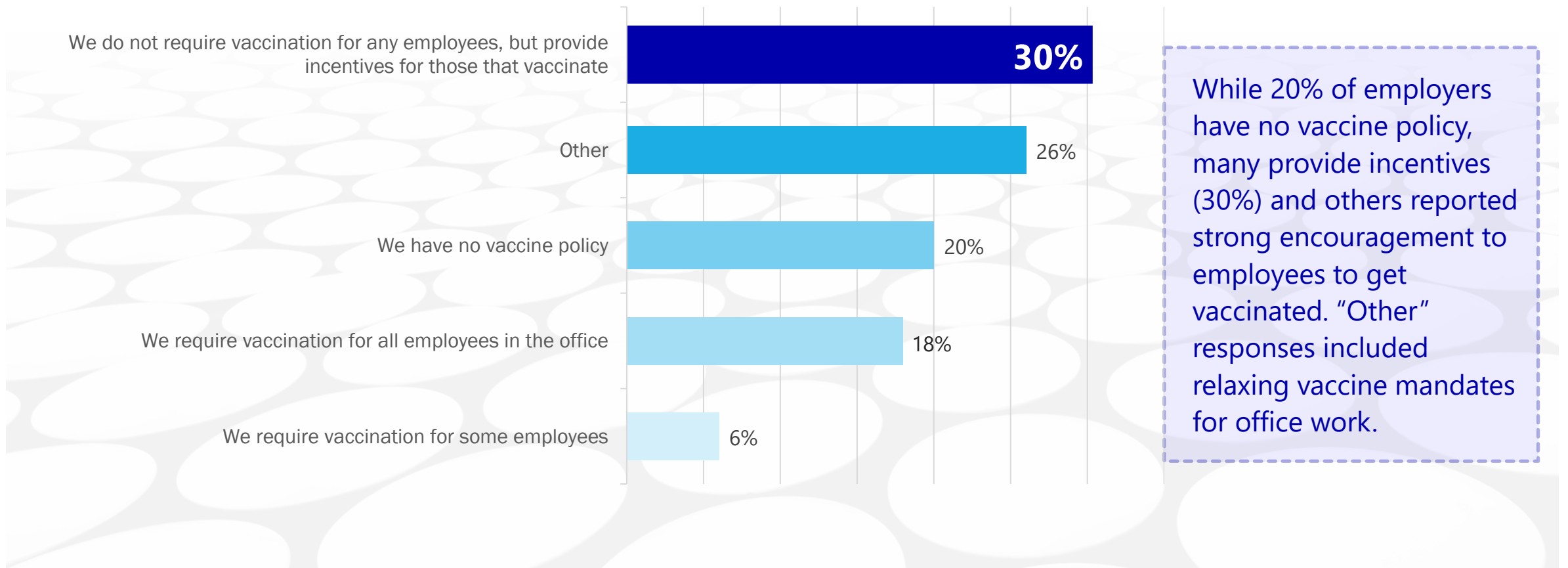
# COMPANIES FOLLOW CDC AND LOCAL MASKING GUIDANCE

Q: How are you approaching mask requirements for employees while in the office?



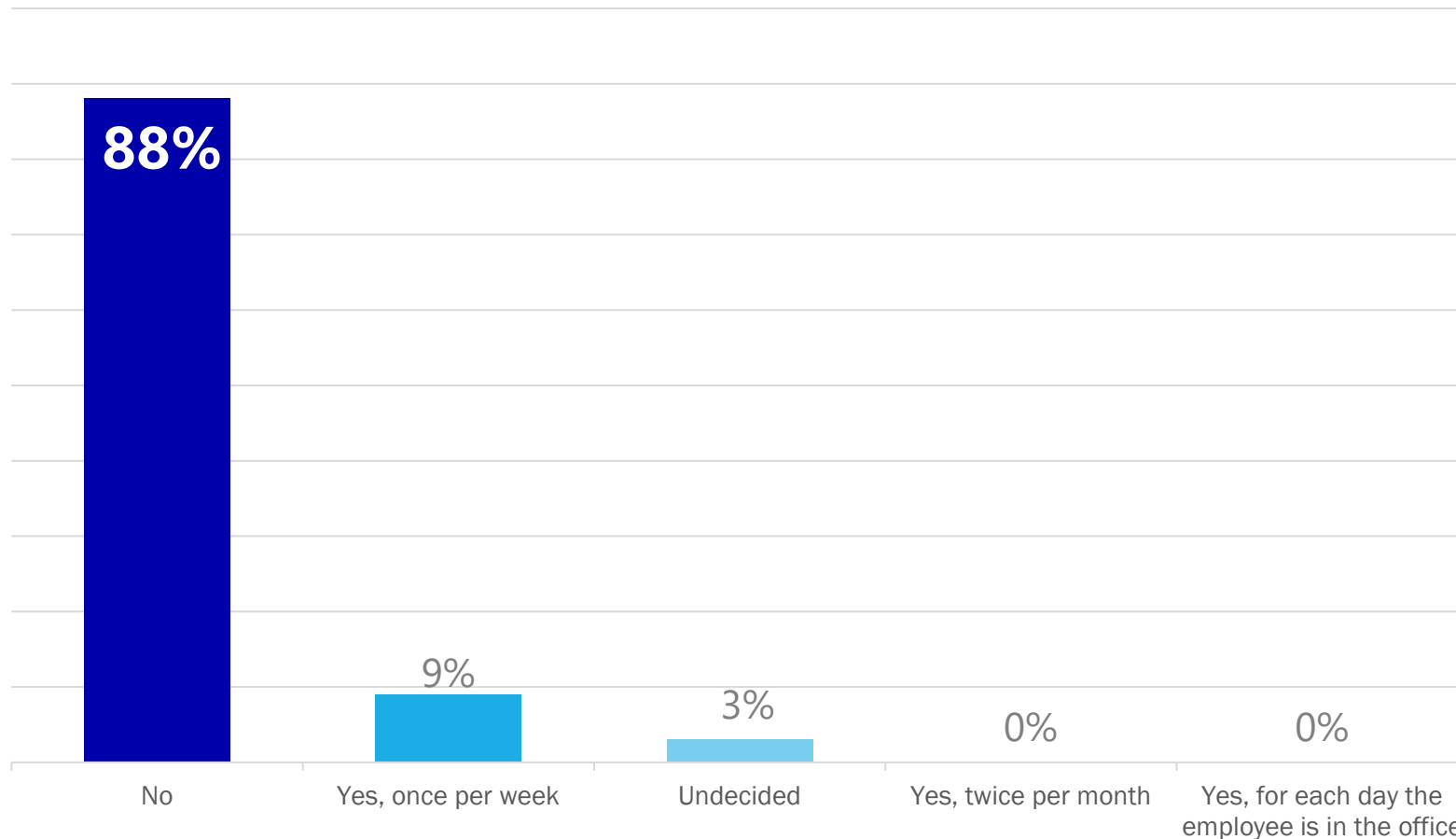
# VACCINATION NOT MANDATORY, BUT INCENTIVIZED

Q: How are you approaching vaccination?



# VACCINE NOT MANDATED; TESTING NOT REQUIRED TO RETURN

Q: If you will not mandate the vaccine, do you plan to require testing before employees can return to the workplace?



Of the respondents without vaccine requirements, few had a testing policy in place (9%) and almost 90% will not require testing before employees return to the workplace.

# COMPANIES TO COVER TESTING COSTS

Q: If you will require COVID testing to return to office, do you plan to cover the testing costs?

