Global HR Pulse Survey: Life Sciences

Preparing For the Future: How COVID-19 is Changing How and Where People Work Forever

Dynamic Survey Reporting Tool – Published May 4, 2021

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Global HR Pulse Survey:
Preparing For the Future: How COVID-19 is Changing How and Where People Work Forever

Study Overview

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As the humanitarian and economic impact of the COVID-19 pandemic continues to unfold, we once again turned to leaders in the global HR community to understand how companies are adjusting their workforce strategies in response to the current environment.

The design of this study reflects a broad partnership between clients—many of whom submitted questions to us in advance of this project—and numerous teams at Aon, including the firm's benefits, employee communications, health, human capital strategy, retirement, rewards and talent assessment practices, among others.

We thank our clients, colleagues, and all of our study participants for their contributions to this project at a time when we all continue to face personal and professional challenges.

On an overall basis, this global study, conducted from April 20 to April 28, 2021, Garnered submissions from a total of 1,451 organizations. Depending on the filters you select, your dynamic report will include a subset of these participants.

Survey Opened
April 20

Survey Closed
April 28

Results Shared
May 4

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Interpreting Study Results

When interpreting study results, we ask all readers to consider the following:

The COVID-19 pandemic continues to evolve on a daily basis, with varying levels of impact by geography and industry. This pulse survey reflects a point-in-time snapshot of HR and workforce practices reported between April 20 and April 28, 2021. We remind readers that experiences will vary widely within any given country or form one organization to another. For these reasons, we continue to pulse the market to monitor changing practices.

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Participant Demographics

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Participant Demographics

Industry Distribution:
All study participants were asked to self-select their primary industry from the following options. Additional information on sub-industries was collected and can be used to create more targeted reports upon request. (210 respondents)

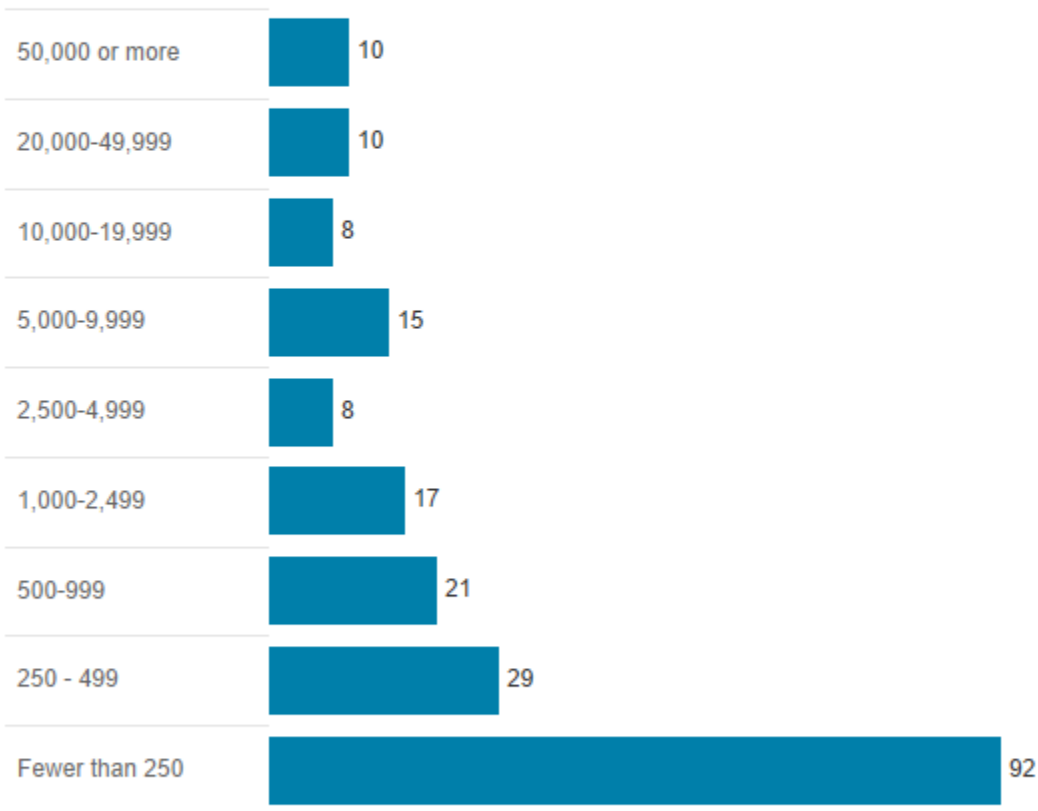Life Sciences (including Biotechnology, Medical Devices and Pharmaceuticals) — 210
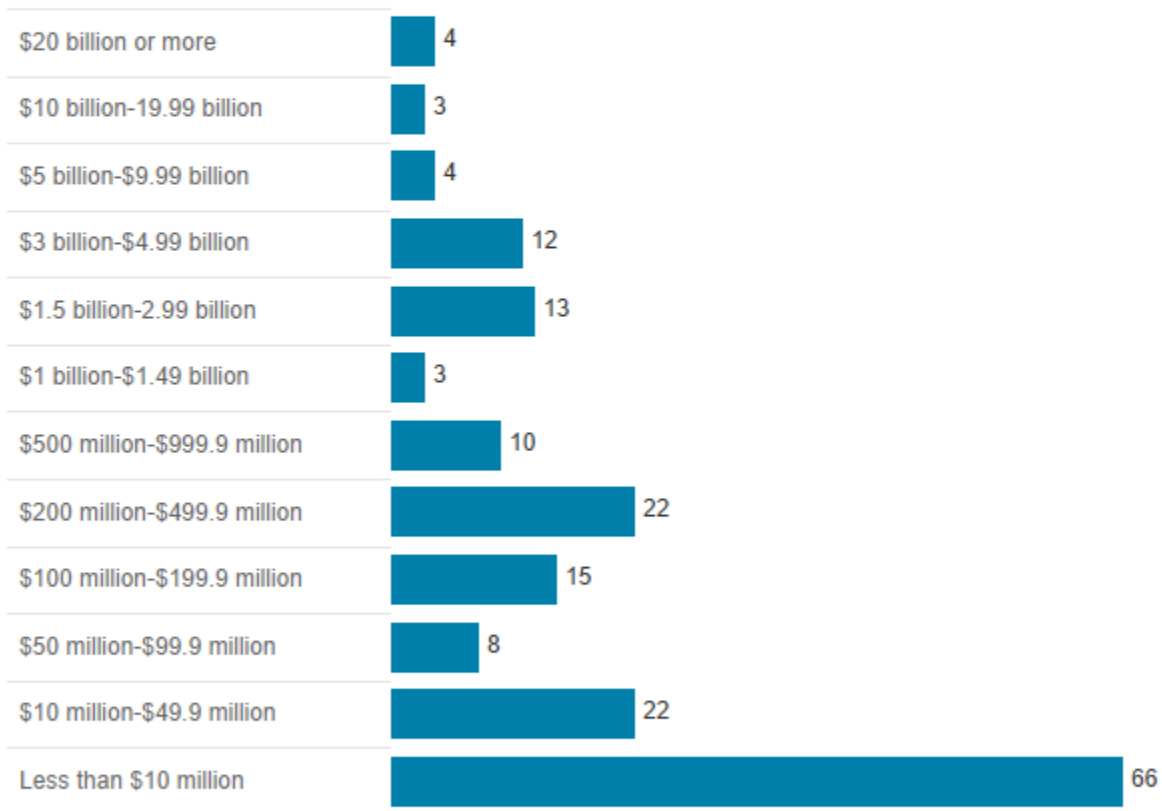
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Participant Demographics

Company Headcount:
All study participants were asked to provide their global headcount according to the categories below. (210 respondents)

Category	Count
50,000 or more	10
20,000-49,999	10
10,000-19,999	8
5,000-9,999	15
2,500-4,999	8
1,000-2,499	17
500-999	21
250 - 499	29
Fewer than 250	92

Company Revenues:
All study participants were asked to provide their global revenues according to the categories below. (182 respondents)

Category	Count
$20 billion or more	4
$10 billion-19.99 billion	3
$5 billion-$9.99 billion	4
$3 billion-$4.99 billion	12
$1.5 billion-2.99 billion	13
$1 billion-$1.49 billion	3
$500 million-$999.9 million	10
$200 million-$499.9 million	22
$100 million-$199.9 million	15
$50 million-$99.9 million	8
$10 million-$49.9 million	22
Less than $10 million	66

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Key Highlights

Key Highlights

81%
Exploring a Return Onsite
of organizations already have a tentative date to return workers onsite

32%
Vaccine Considerations
of organizations will provide, or are considering providing, incentives to employees who get a vaccine

84%
Remote Working
of organizations are creating or considering updating their remote work policy

91%
Defining the Future of Work
of organizations have a clear and consistent definition for the future of work, or will have one within the next 6 months

42%
Location-Based Pay Strategies
of organizations have adjusted, or are considering adjusting, geographic differentials in light of the pandemic

74%
Enhancing Diversity, Equity and Inclusion (DEI) Strategies
of organizations have created, or are planning to create, DEI metrics or goals

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Creating a Safe Plan to Return Workers Onsite

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Creating a Safe Plan to Return Workers Onsite

Question:

At your organization, what percentage of employees do you expect to return to an office setting (full-time or part-time) once the pandemic is over?

(210 respondents)

Category	Percentage
0%-25%	4%
26%-50%	10%
51%-75%	30%
76%-100%	45%
Unsure	10%

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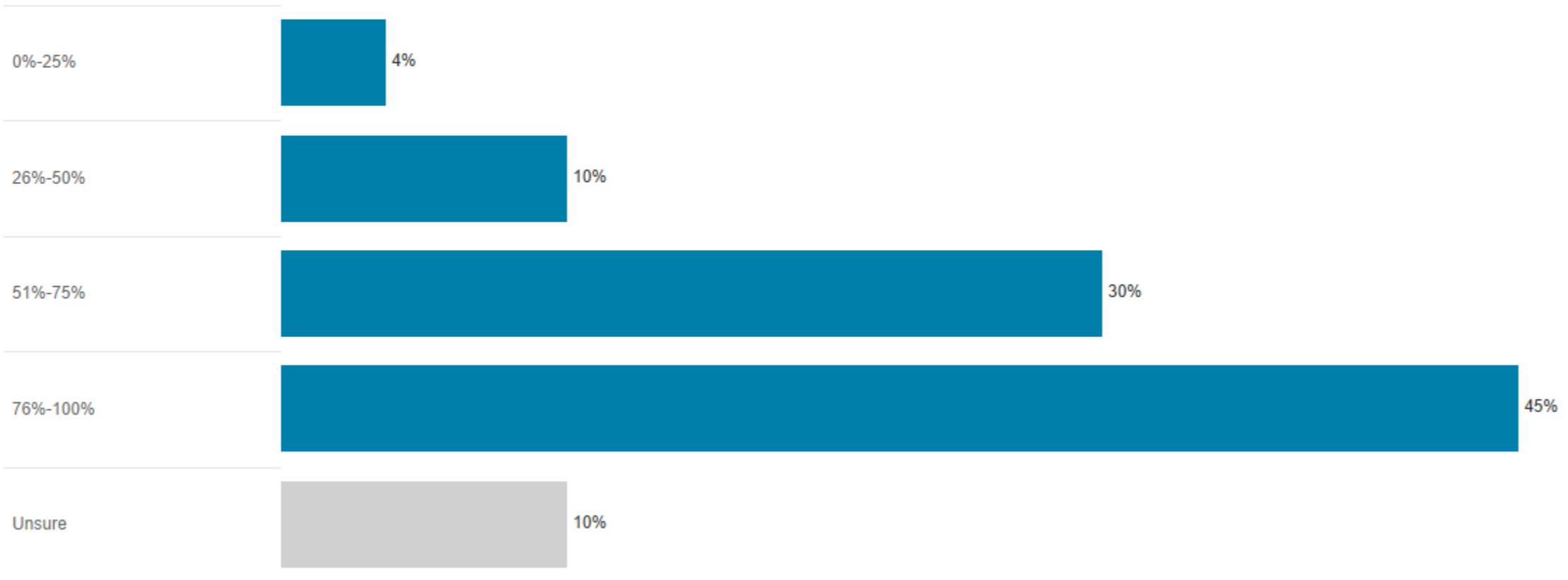
Creating a Safe Plan to Return Workers Onsite
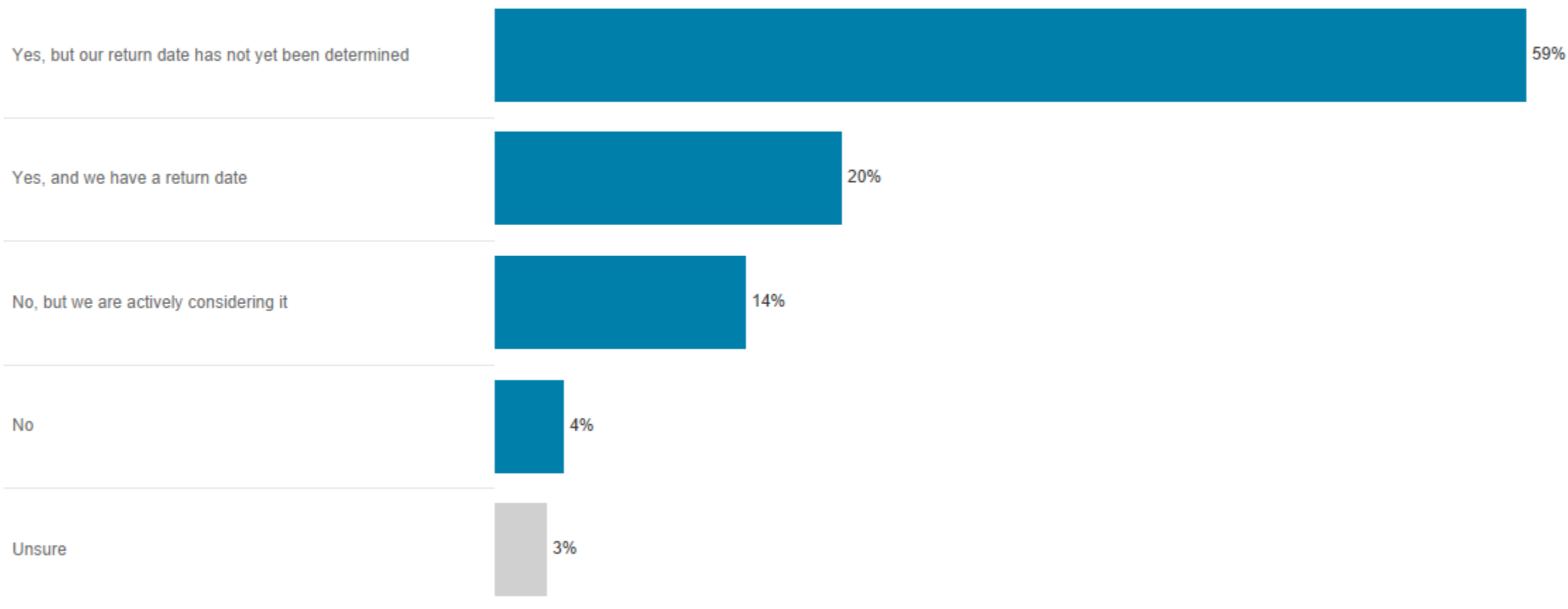
Question:

Has your organization made decisions about when to return employees to onsite locations? (202 respondents)

Response	Percentage
Yes, but our return date has not yet been determined	59%
Yes, and we have a return date	20%
No, but we are actively considering it	14%
No	4%
Unsure	3%

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Question:
If you have decided to return employees to onsite locations, or are considering it, how many days a week would you expect workers to be onsite?
Responses are based on organizations that made or plan to make decisions about when to return employees to onsite locations. (186 respondents)

- 1 day — 1%
- 4 or 5 days — 12%
- 2 or 3 days — 40%
- We are leaving it up to the employee — 12%
- We are leaving it up to the manager — 12%
- Unsure — 24%

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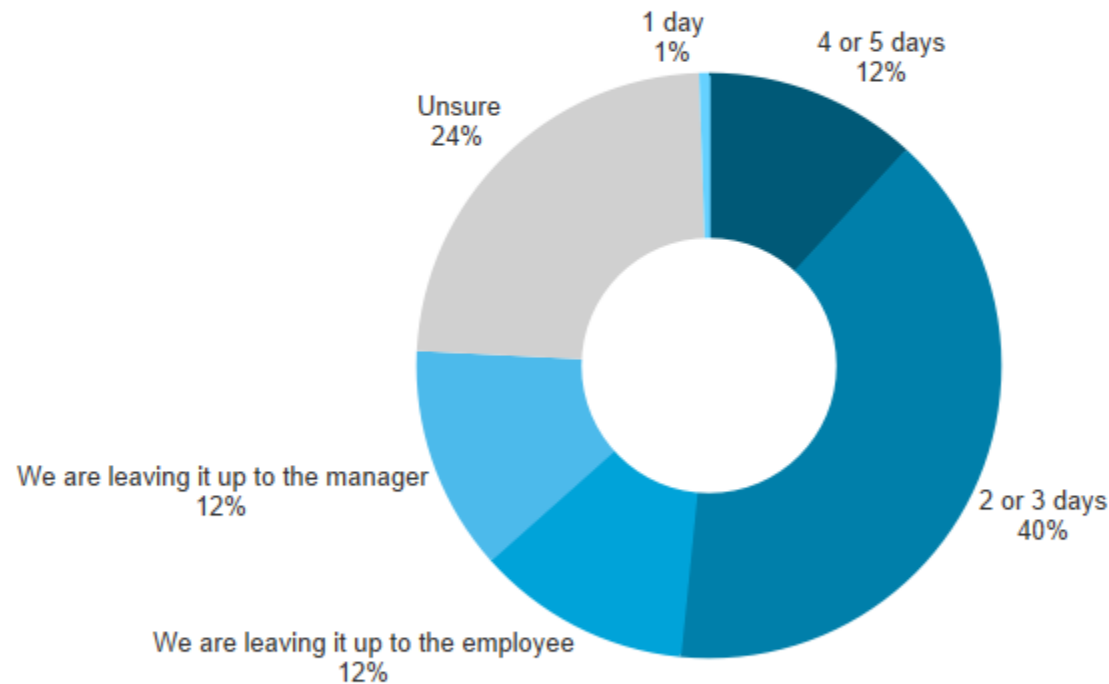
Creating a Safe Plan to Return Workers Onsite

Question:

What are the determining factors that influence your decision(s) to return workers onsite? (187 respondents)

Factor	Percentage
Government-provided stats (i.e., number of COVID-19 positive cases, hospitalizations)	61%
Employee preference	63%
Number of employees vaccinated	47%
Percentage of overall population vaccinated	34%
Number of employees with antibodies	2%
Other	20%
Unsure	9%

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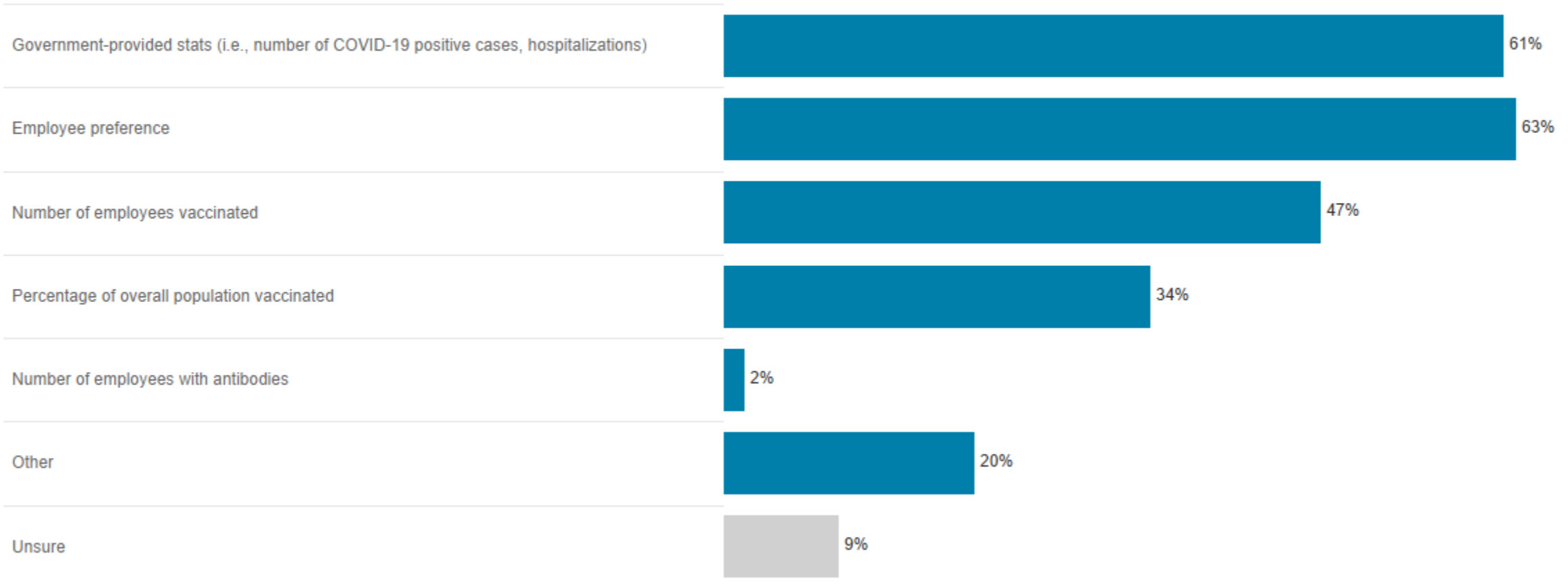
Creating a Safe Plan to Return Workers Onsite

Question:

What timeframe are you expecting workers to begin returning to the workplace? (187 respondents)

Response	Percentage
We already have the majority of our workforce back in the office	6%
Q2 2021	10%
Q3 2021	53%
Q4 2021	16%
Q1 2022	2%
We have no tentative date	13%

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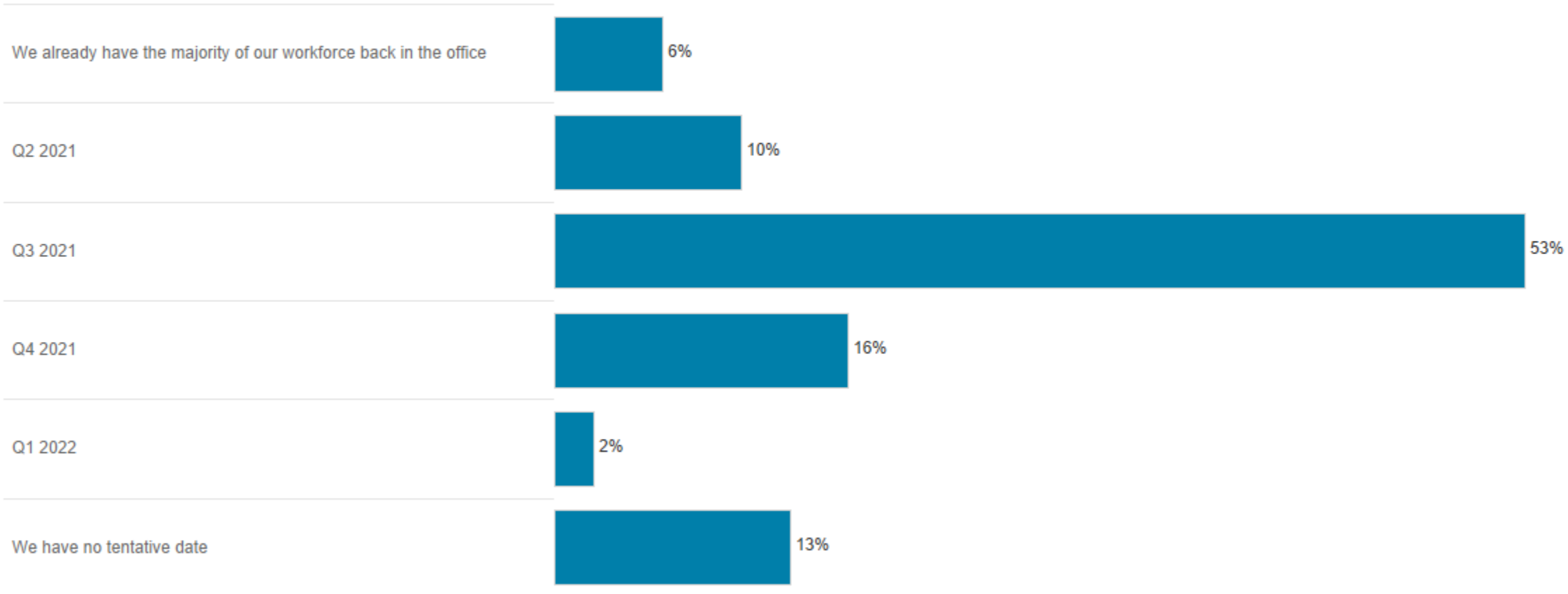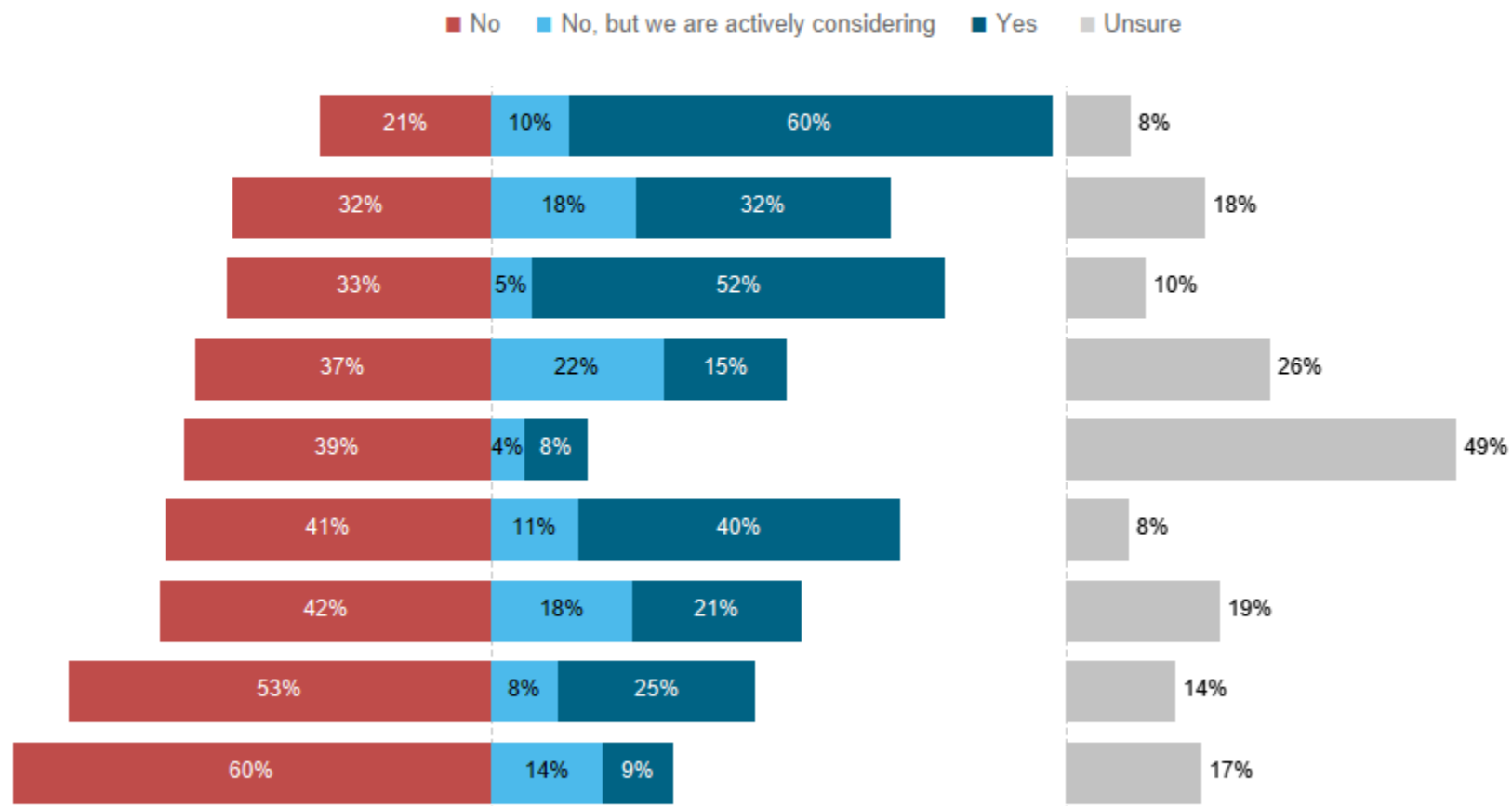# Creating a Safe Plan to Return Workers Onsite

Question:

In light of vaccines becoming more widely accessible, what is your organization's overall philosophy related to the management/distribution/administration/tracking of the vaccine to employees? (185 respondents)

Legend: ■ No ■ No, but we are actively considering ■ Yes ■ Unsure

Statement	No	No, but we are actively considering	Yes	Unsure
Educate employees on the benefits of getting the vaccine	21%	10%	60%	8%
Track which employees received the vaccine	32%	18%	32%	18%
Track which employees contracted COVID-19	33%	5%	52%	10%
Have a policy to work with employees who are reluctant to receiving the vaccine (based on health, personal preferences, etc.)	37%	22%	15%	26%
Administer exemptions from an employee vaccination program	39%	4%	8%	49%
Assist employees in procuring a vaccine	41%	11%	40%	8%
Require employees to provide evidence of a COVID-19 vaccination where allowed	42%	18%	21%	19%
Provide incentives (i.e financial, time-off) to employees to receiving the vaccine	53%	8%	25%	14%
Implement a mandatory COVID-19 employee vaccination program where allowed	60%	14%	9%	17%

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Creating a Safe Plan to Return Workers Onsite

Question:

What type of assistance will you offer to employees looking to procure a vaccine?
Responses are based on the organizations that will offer or are considering offering assistance to employees. (89 respondents)

Legend: ■ No   ■ No, but we are actively considering   ■ Yes   ▨ Unsure

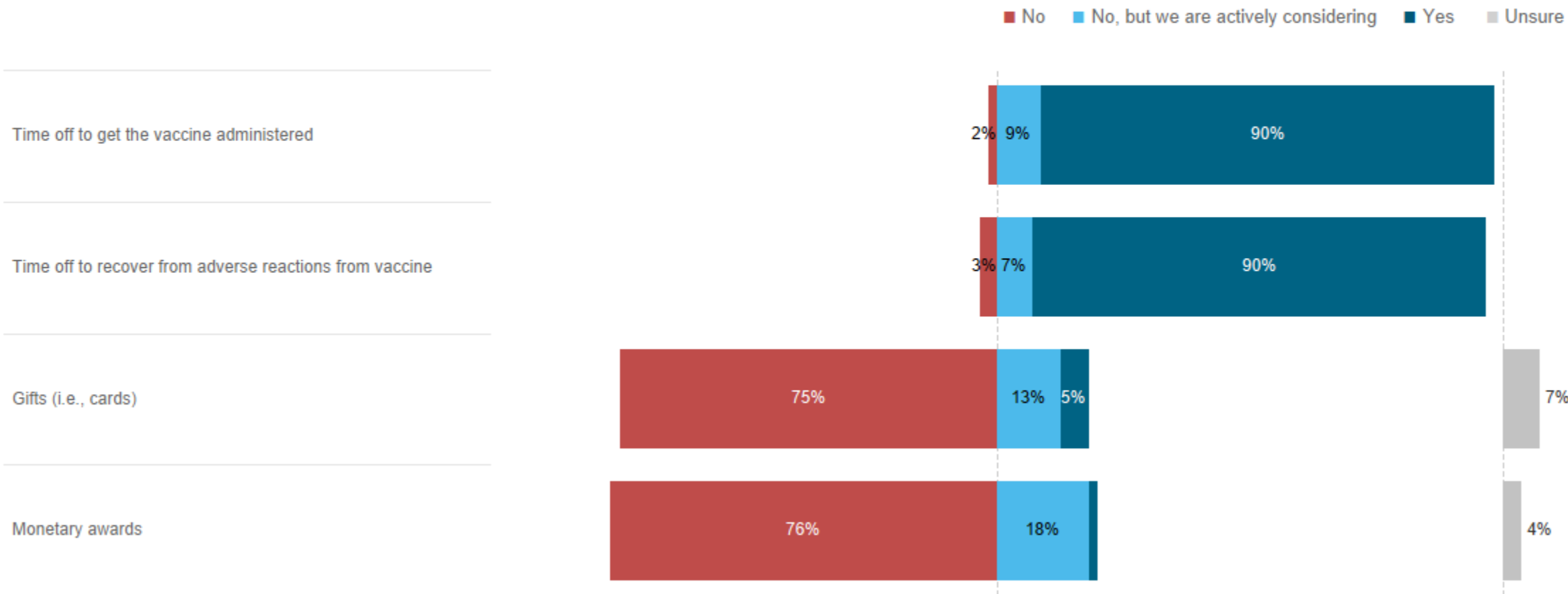|	No	No, but we are actively considering	Yes	Unsure
Provide information on how and where to procure a vaccine	13%	8%	72%	8%
Provide letters of employment to facilitate the process	19%	5%	64%	12%
Cover the cost of the vaccine where it is not free	22%	9%	53%	16%
Facilitate vaccinations onsite	37%	26%	31%	6%
Partner with government or private entities to provide offsite vaccines	38%	17%	28%	17%
Schedule vaccines onbehalf of the employee	75%	7%	7%	11%

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Creating a Safe Plan to Return Workers Onsite

Question:

What type of incentives will you offer to motivate employees to get the vaccine?

Responses are based on the organizations that will offer or are considering offering incentives to motivate employees to get the vaccine. (58 respondents)

Legend: ■ No ■ No, but we are actively considering ■ Yes ■ Unsure

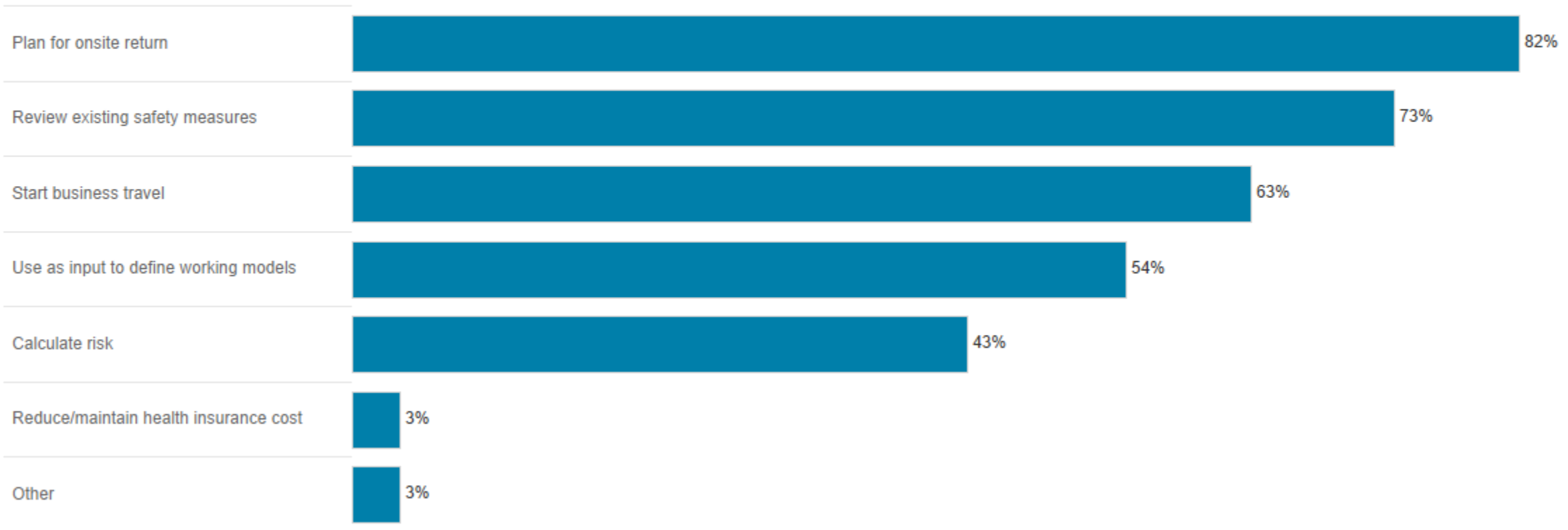|	No	No, but we are actively considering	Yes	Unsure
Time off to get the vaccine administered	2%	9%	90%	
Time off to recover from adverse reactions from vaccine	3%	7%	90%	
Gifts (i.e., cards)	75%	13%	5%	7%
Monetary awards	76%	18%		4%

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Creating a Safe Plan to Return Workers Onsite

Question:
What decisions will you make based on the information on the percentage of employees vaccinated?
Responses are based on the organizations that track or are considering tracking which employees received the vaccine. (90 respondents)

Plan for onsite return	82%
Review existing safety measures	73%
Start business travel	63%
Use as input to define working models	54%
Calculate risk	43%
Reduce/maintain health insurance cost	3%
Other	3%

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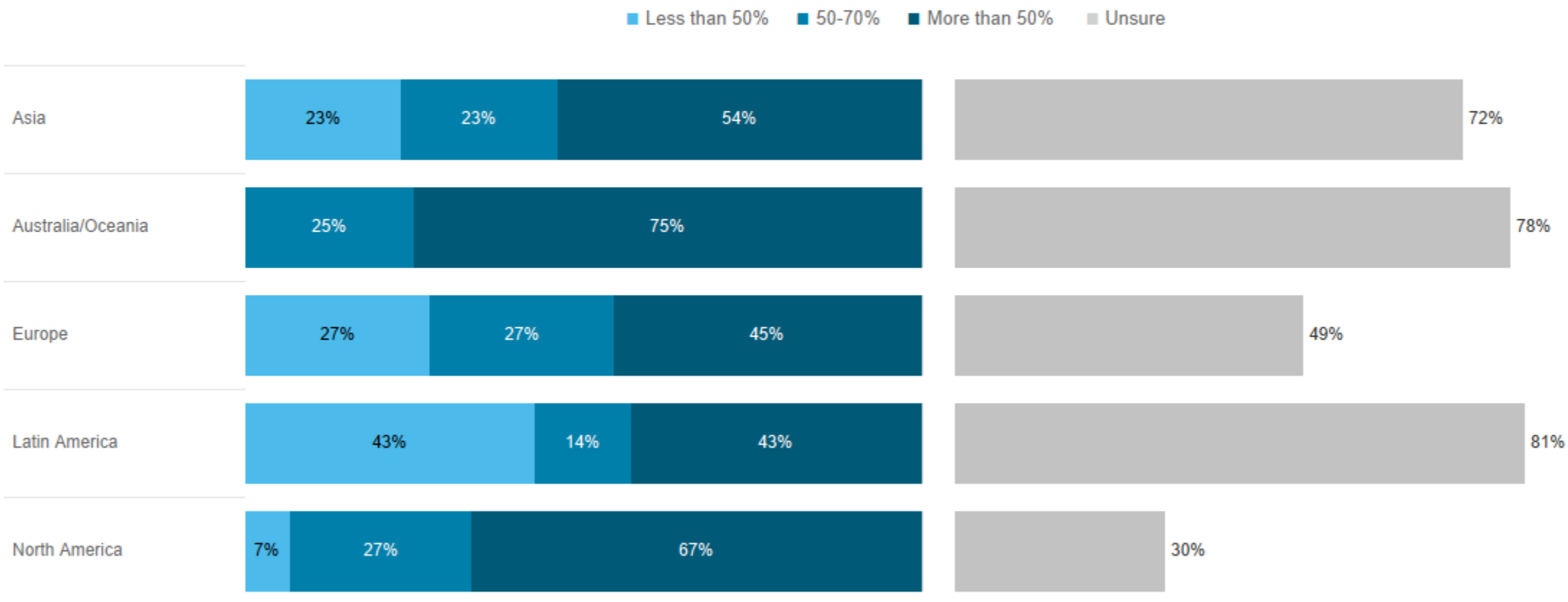
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Creating a Safe Plan to Return Workers Onsite

Question:

Based on your knowledge, approximately what percentage of your employees have received or will receive the vaccine in each of the following regions when available? (180 respondents)

Legend: ■ Less than 50% ■ 50-70% ■ More than 50% ■ Unsure

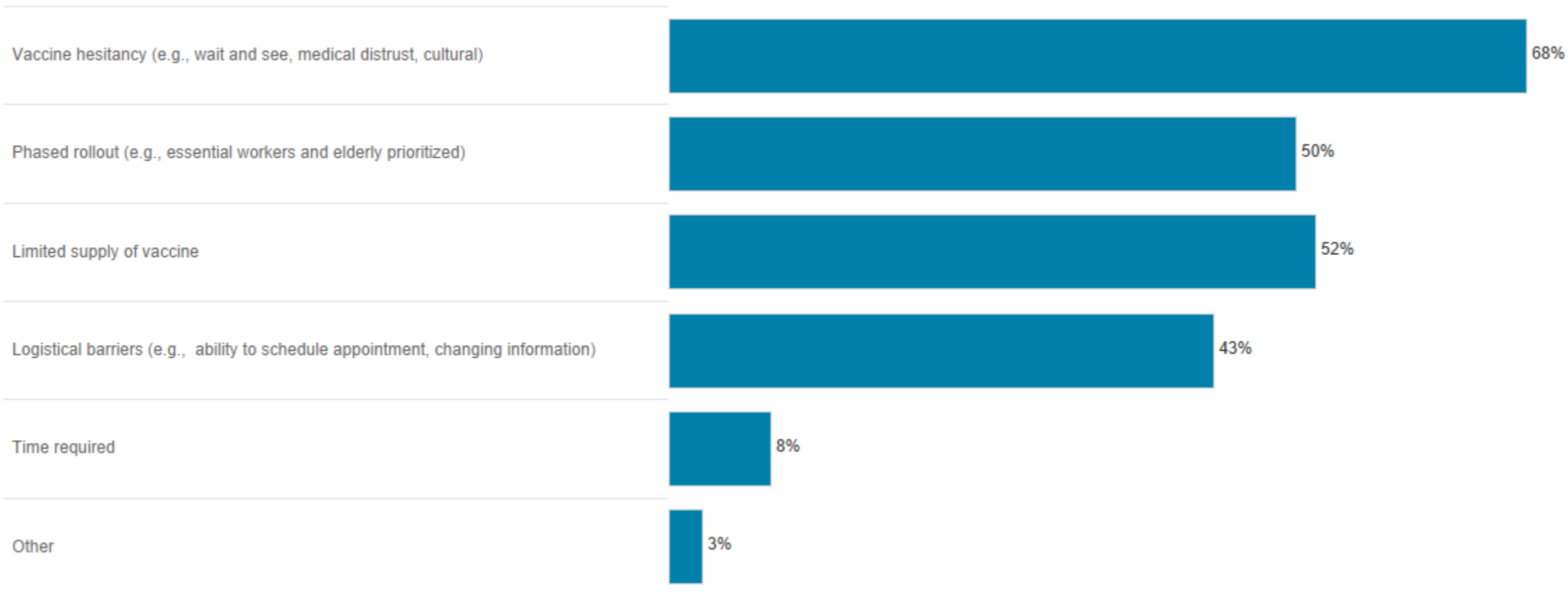| Region	Less than 50%	50-70%	More than 50%	Unsure
Asia	23%	23%	54%	72%
Australia/Oceania		25%	75%	78%
Europe	27%	27%	45%	49%
Latin America	43%	14%	43%	81%
North America	7%	27%	67%	30%

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Creating a Safe Plan to Return Workers Onsite

Question:

What do you believe are the barriers for employees to get vaccinated? (184 respondents)

Barrier	Percentage
Vaccine hesitancy (e.g., wait and see, medical distrust, cultural)	68%
Phased rollout (e.g., essential workers and elderly prioritized)	50%
Limited supply of vaccine	52%
Logistical barriers (e.g., ability to schedule appointment, changing information)	43%
Time required	8%
Other	3%

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Managing Remote and Flexible Working Options

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Managing Remote and Flexible Working Options

Question:
Has your organization completed a formal assessment of **job/role** types that can be performed remotely on a permanent basis? (209 respondents)
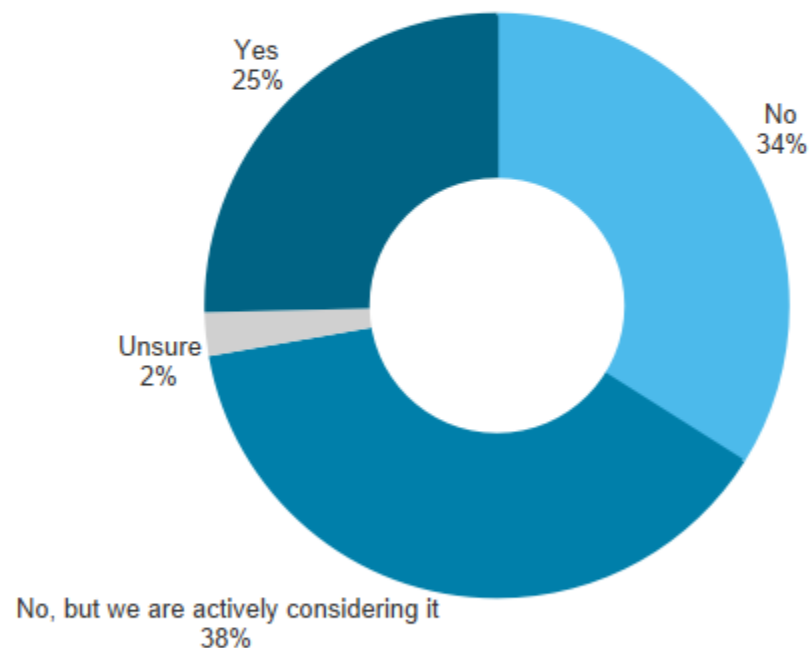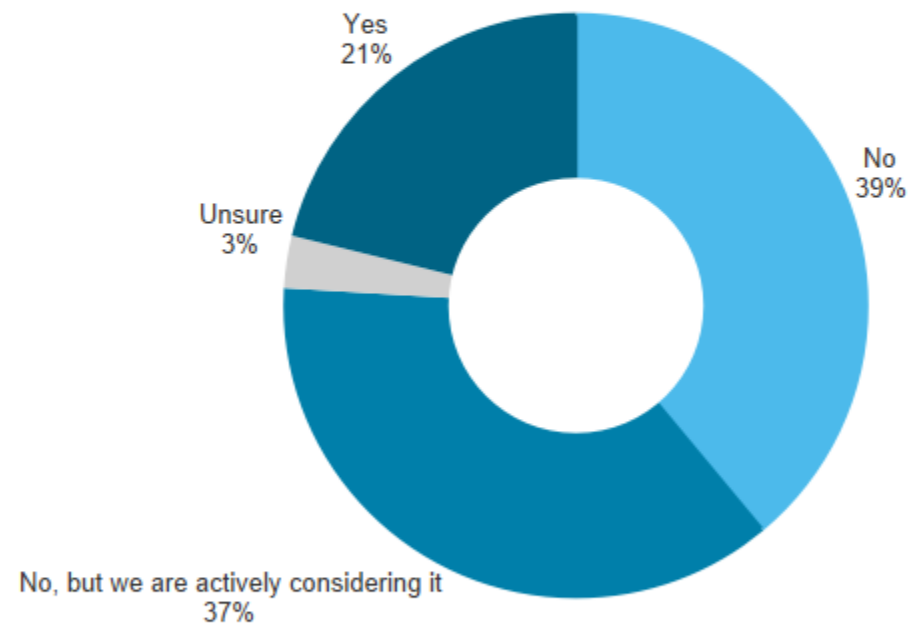
Question:
Has your organization completed a formal assessment of **employees** who can perform their work remotely on a permanent basis? (208 respondents)

Yes
25%

No
34%

Unsure
2%

No, but we are actively considering it
38%

Yes
21%

No
39%

Unsure
3%

No, but we are actively considering it
37%

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Managing Remote and Flexible Working Options

Question:

Is your organization creating or updating a formal/informal working remote policy? (208 respondents)

Response	Percentage
Yes, we already have it place	13%
Yes, we are creating or updating it now	52%
No, but we are actively considering it	18%
No, we are using the same policy we had	7%
No	9%

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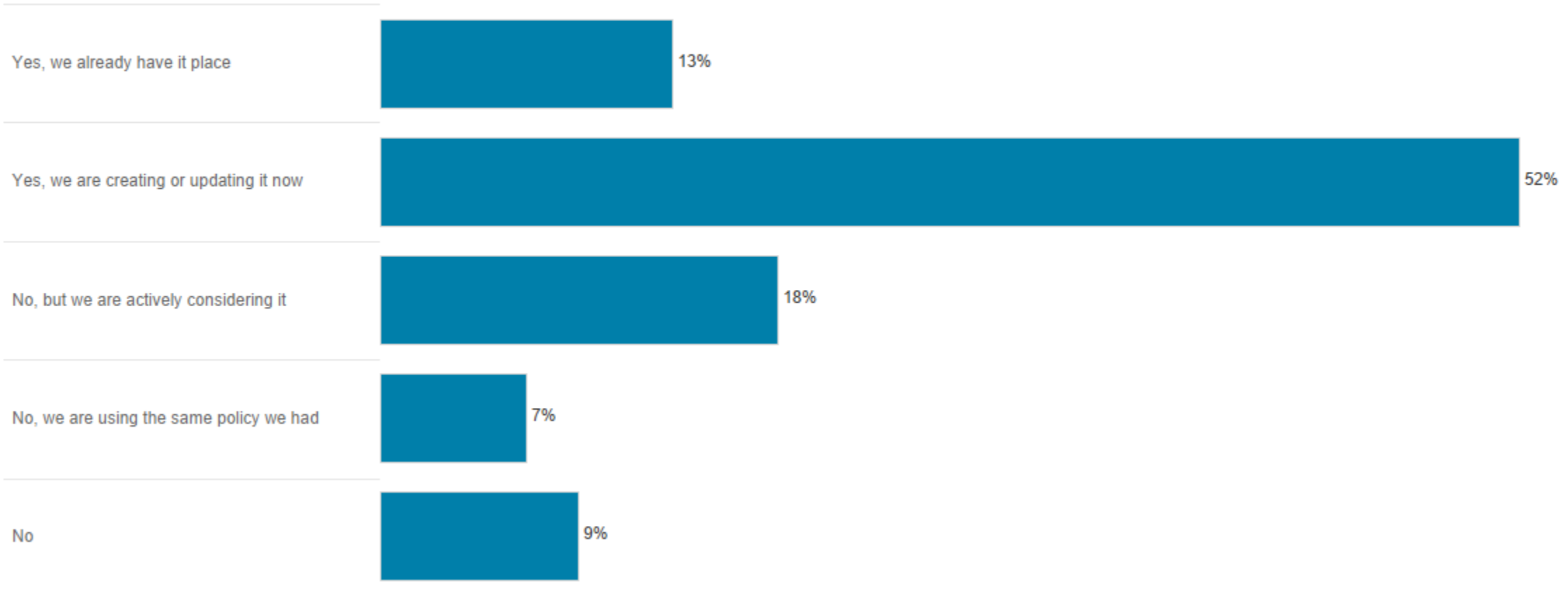
Managing Remote and Flexible Working Options

Question:
What elements does the working remote policy include?
Responses are based on those organizations that are updating or considering updating working remote policies. (179 respondents)

Element	Percentage
Eligibility	75%
Process to request and approve WFH	62%
Technology requirements	61%
Frequency or number of days allowed	75%
Travel requirements for face-to-face meetings	64%
Availability standard	41%
Eligible location	37%
Ongoing expenses covered or allowance	43%
Ad-hoc expenses covered	39%
Impact on compensation and benefits	22%
Other	8%

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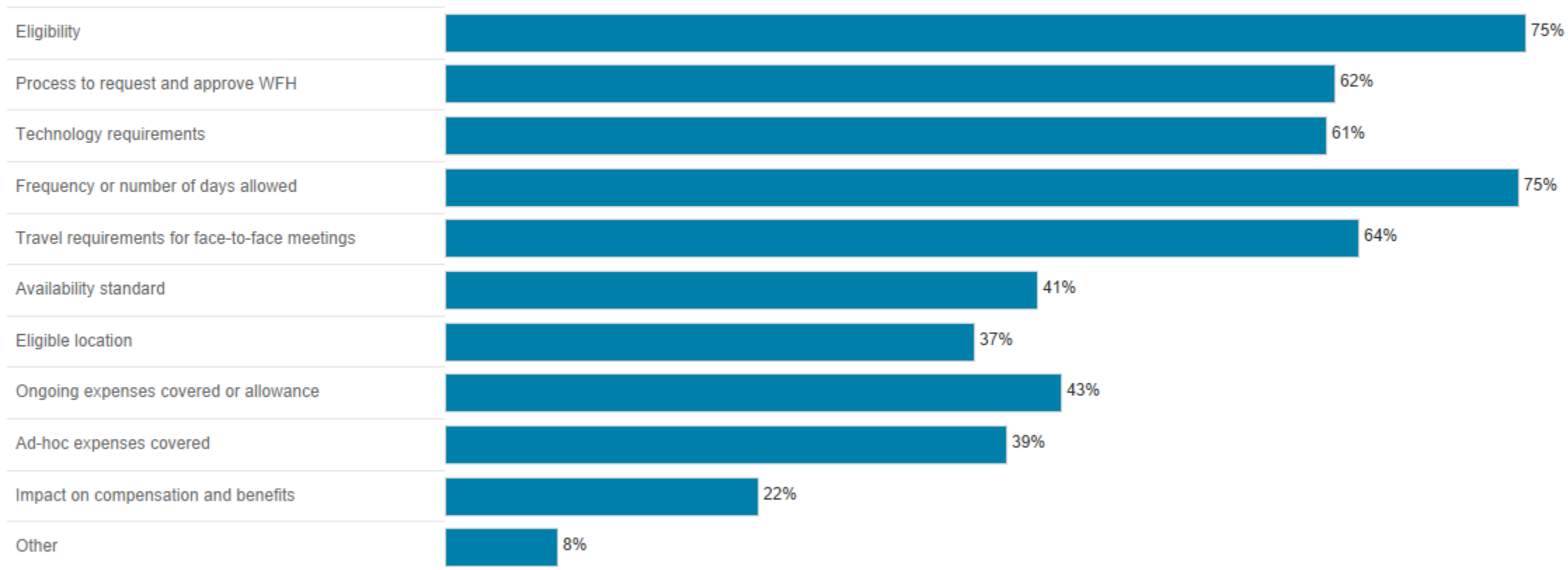
Managing Remote and Flexible Working Options

Question:
What allowance or reimbursement policies has your organization enhanced to support employees working remotely since the onset of the COVID-19 pandemic?
Responses are based on organizations that enhanced or considering enhancing allowances or reimbursements. (75 respondents)

	Yes, on a temporary basis	Yes, on a permanent basis	No, but we are actively considering it	No
Cell phone expenses	10%	38%	6%	46%
Expenses paid on a case-by-case basis	35%	24%	6%	35%
Internet expenses	21%	16%	13%	49%
Landline phone expenses		3%	6%	90%
Monthly allowance for general expenses	15%	5%	12%	68%
One-time allowance for home office setup, with a pre-defined limit	27%	9%	17%	47%
One-time allowance for home office setup, without a pre-defined limit	3%	2%	11%	84%
Organization-provided equipment and supplies	37%	47%	4%	12%
Reimbursement for ongoing home office equipment and supplies	32%	20%	11%	37%

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Managing Remote and Flexible Working Options

Question:
With more employees expressing a desire to work remotely, how is your organization adjusting its relocation policies? (200 respondents)

	Already offered pre-pandemic	Yes, added on a temporary basis	Yes, added on a permanent basis	No, but we are actively considering it	No	Unsure
Allow remote employees to choose a new work location inside of their current country	14%	13%	8%	18%	35%	15%
Suspend the ability for remote employees to choose a new work location inside of their current country	2%	3%	3%	9%	63%	21%
Allow remote employees to choose a new work location outside of their current country	3%	1%	4%	5%	73%	14%
Suspend the ability for remote employees to choose a new work location outside of their current country	4%	1%	5%	7%	62%	21%
Expand eligibility for executives to apply for relocation with company approval	6%	2%	2%	8%	66%	17%
Expand eligibility for non-executives to apply for relocation with company approval	6%	3%	4%	11%	62%	14%
Reduce eligibility for executives to apply for relocation with company approval	2%		2%	4%	72%	20%
Reduce eligibility for non-executives to apply for relocation with company approval	1%	1%	2%	7%	70%	20%

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Managing Remote and Flexible Working Options

Question:
What working models does your organization currently provide, or plan to provide, to employees who qualify to work remotely? (202 respondents)

	Already offered pre-pandemic	Yes, added on a temporary basis	Yes, added on a permanent basis	No, but we are actively considering it	No	Unsure
Additional contractors/freelancers	22%	4%	1%	4%	55%	15%
Additional part-time workers	10%	2%	1%	7%	68%	12%
Hybrid (remote and office) based on company choice	17%	15%	30%	19%	11%	8%
Hybrid (remote and office) based on employee choice	15%	15%	29%	21%	12%	8%
Office only based on company choice	28%	2%	12%	11%	34%	12%
Office only based on employee choice	18%	4%	13%	14%	38%	12%
Remote only based on company choice	21%	7%	14%	10%	37%	11%
Remote only based on employee choice	9%	11%	10%	19%	39%	11%

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Creating or Enhancing Evolving Location-Based Pay Strategies

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Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
Does your organization use geographic differentials to adjust pay levels based on an employee's location?
Responses based on those organizations with more than one location. (160 respondents)
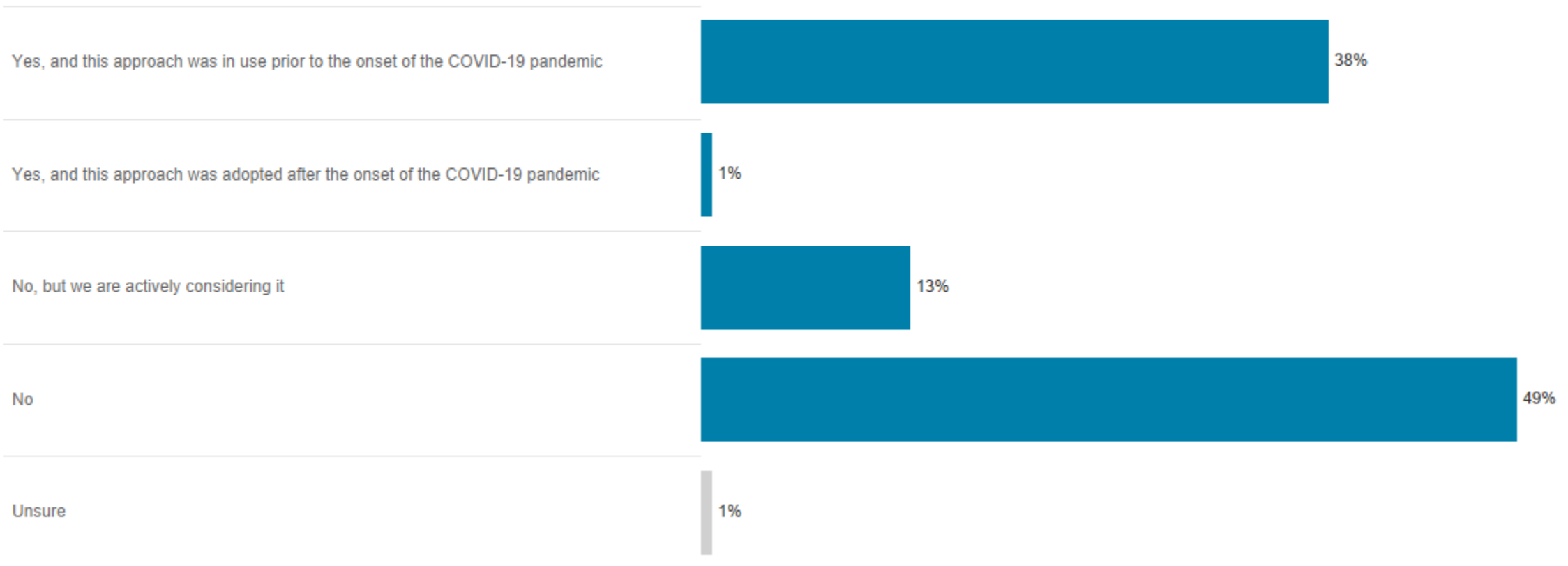
Response	
Yes, and this approach was in use prior to the onset of the COVID-19 pandemic	38%
Yes, and this approach was adopted after the onset of the COVID-19 pandemic	1%
No, but we are actively considering it	13%
No	49%
Unsure	1%

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Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
Following the onset of the COVID-19 pandemic, has your organization adjusted its geographic differentials?
Responses based on organizations that use geographic differentials or are considering to adjust pay level bases on employee's locations. (81 respondents)

Yes
5%

No, but we are actively considering it
37%

No
58%

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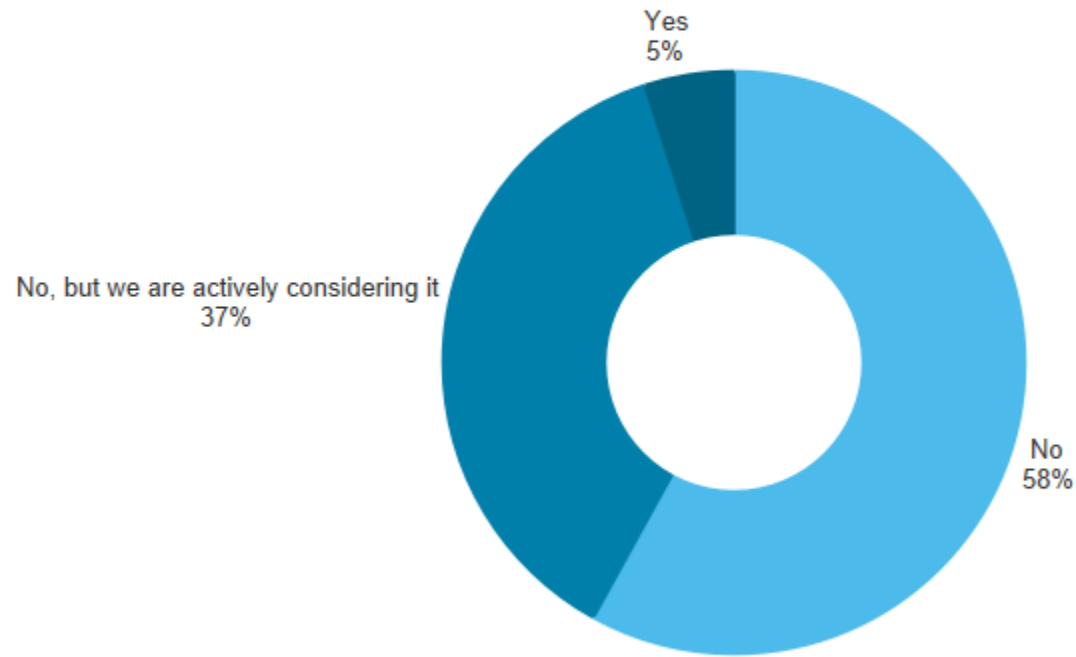# Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
Following the onset of the COVID-19 pandemic, what changes has your organization made to its geographic differentials?
Responses based on organizations that have adjusted or are considering adjusting their geographic differentials. (33 respondents)

	Yes, on a temporary basis	Yes, on a permanent basis	No, but we are actively considering it	No	Unsure
We re-examined geographic differential rates using new market data	6%	18%	55%	18%	3%
We added more geographic zones		6%	42%	48%	3%
We narrowed geographic zones (i.e., more granular)			25%	72%	3%
We broadened geographic zones (i.e., less granular)		9%	31%	56%	3%

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Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
Which of the following employee levels are, or will be, covered by your organization's use of geographic differentials?
Responses based on organizations that use geographic differentials or are considering to adjust pay level bases on employee's locations. (80 respondents)

	Yes, and this approach was in use prior to the onset of the COVID-19 pandemic	Yes, and this approach was adopted after the onset of the COVID-19 pandemic	No, but we are actively considering it	No	Yes, on a permanent basis	Yes, on a temporary basis	Unsure
All employees	33%	4%	14%	20%	18%		11%
Executives	28%	4%	13%	28%	13%		12%
Managers	42%	4%	17%	6%	17%	1%	12%
Professionals	43%	4%	19%	3%	19%	1%	11%
Support	41%	3%	19%	6%	20%		11%

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Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
To what level of granularity does, or will, your organization manage geographic differentials?
Responses based on organizations that use geographic differentials or are considering to adjust pay level bases on employee's locations. (78 respondents)

Category	Percentage
By city	22%
By major region	40%
By state, province or territory	28%
By county or precinct	5%
Other	5%

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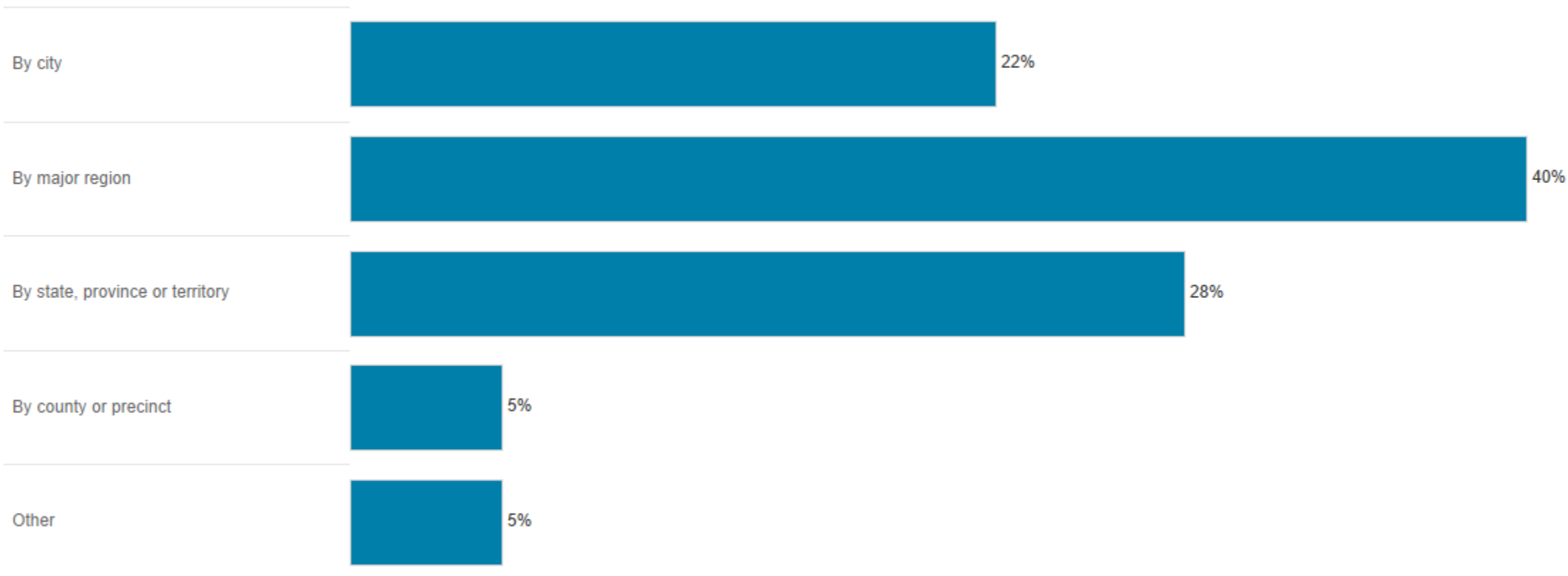
Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
When adopting, maintaining or modifying geographic differentials, how challenging are each of the factors below?
Responses based on organizations that use geographic differentials or are considering to adjust pay level bases on employee's locations. (75 respondents)

Legend: ■ Not challenging ■ Moderately challenging ■ Very challenging ■ Extremely challenging ■ Unsure

Factor	Not challenging	Moderately challenging	Very challenging	Extremely challenging	Unsure
Internal communication	23%	37%	25%	4%	11%
Impact on pay equity	24%	49%	21%		4%
Manager training	26%	44%	19%	4%	6%
Added complexity to existing differentiation in the reward structure	28%	32%	21%	6%	13%
Lack of market data	29%	34%	14%	10%	14%
Employment-related regulations and compliance (e.g. work councils)	30%	37%	22%		8%
Taxation-related regulations and compliance	33%	29%	14%	15%	8%

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Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
Does your organization have specific geographic differentials for remote employees?
Responses based on organizations that use geographic differentials or are considering to adjust pay level bases on employee's locations. (79 respondents)

Yes, and this approach was in use prior to the onset of the COVID-19 pandemic	27%
Yes, and this approach was adopted after the onset of the COVID-19 pandemic	1%
No, but we are actively considering it	28%
No	42%
Unsure	3%

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Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
What is, or will be, your geographic differential approach for remote employees?
Responses based on organizations that use geographic differentials or are considering to adjust pay level bases on employee's locations. (79 respondents)
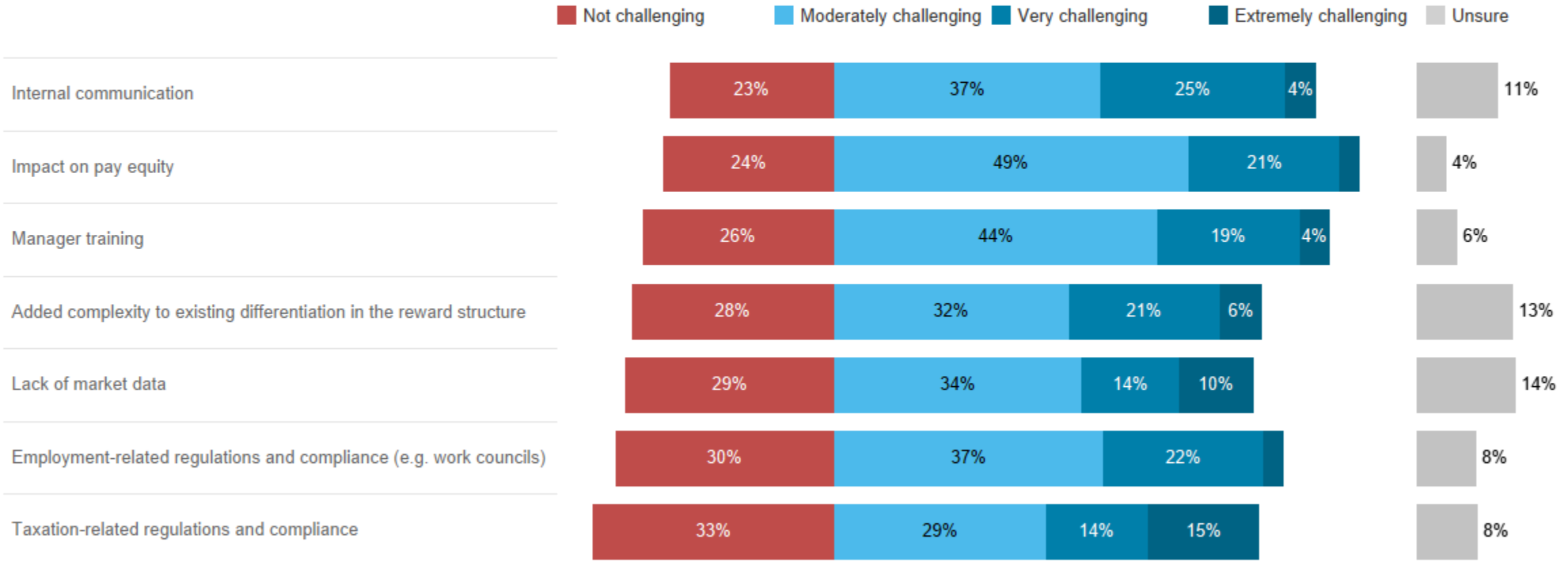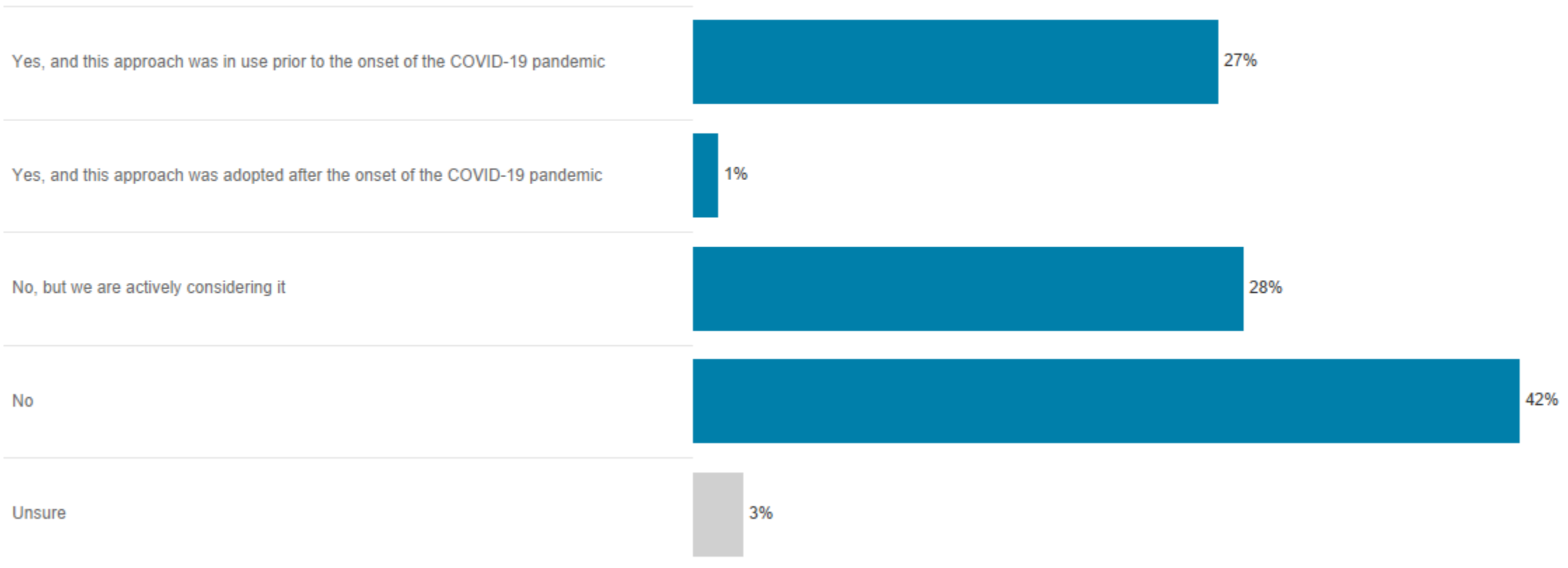
Adjust based on actual (or home) location	28%
Adjust based on closest office location to the employee's home	8%
Adjust based on national scale for remote employees	5%
Decisions are made on a case-by-case basis	22%
No adjustments are made, regardless of location	16%
Other	1%
Unsure	20%

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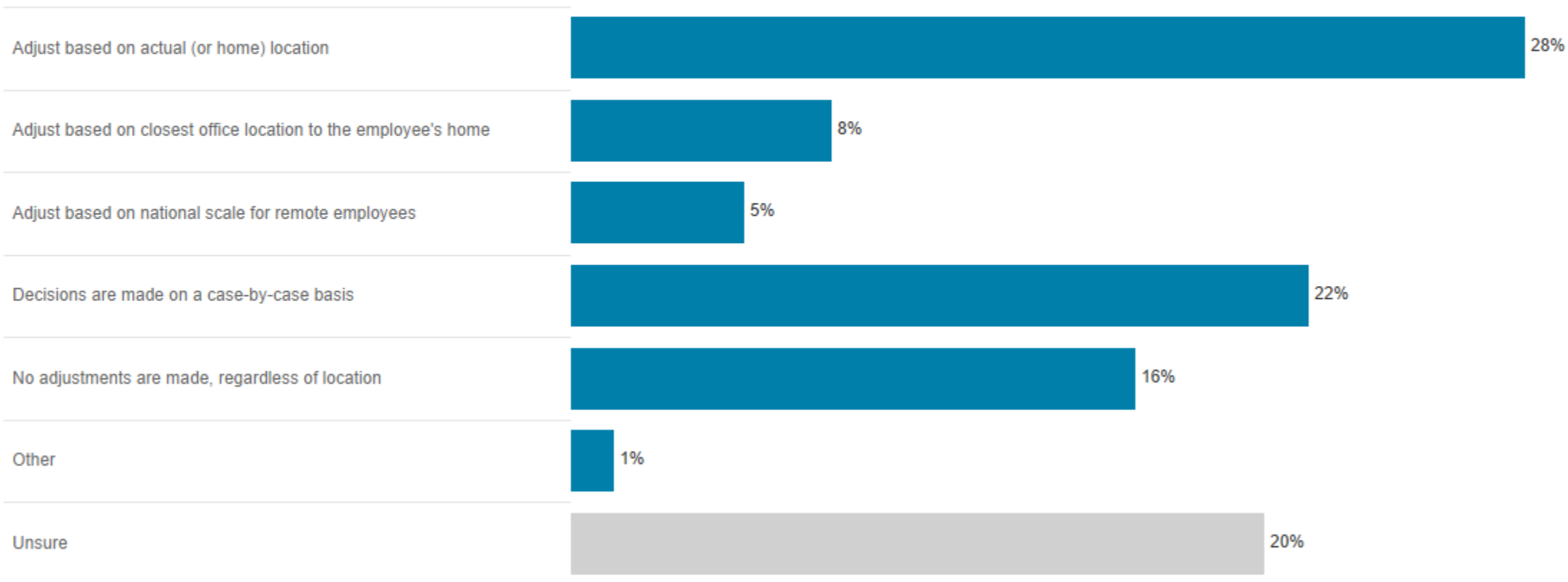
Creating or Enhancing Evolving Location-Based Pay Strategies

Question:

Does your organization differentiate pay adjustments for company- vs. employee-initiated relocations? (143 respondents)

Yes, and this approach was in use prior to the onset of the COVID-19 pandemic — 17%

No, but we are actively considering it — 10%

No — 64%

Unsure — 9%
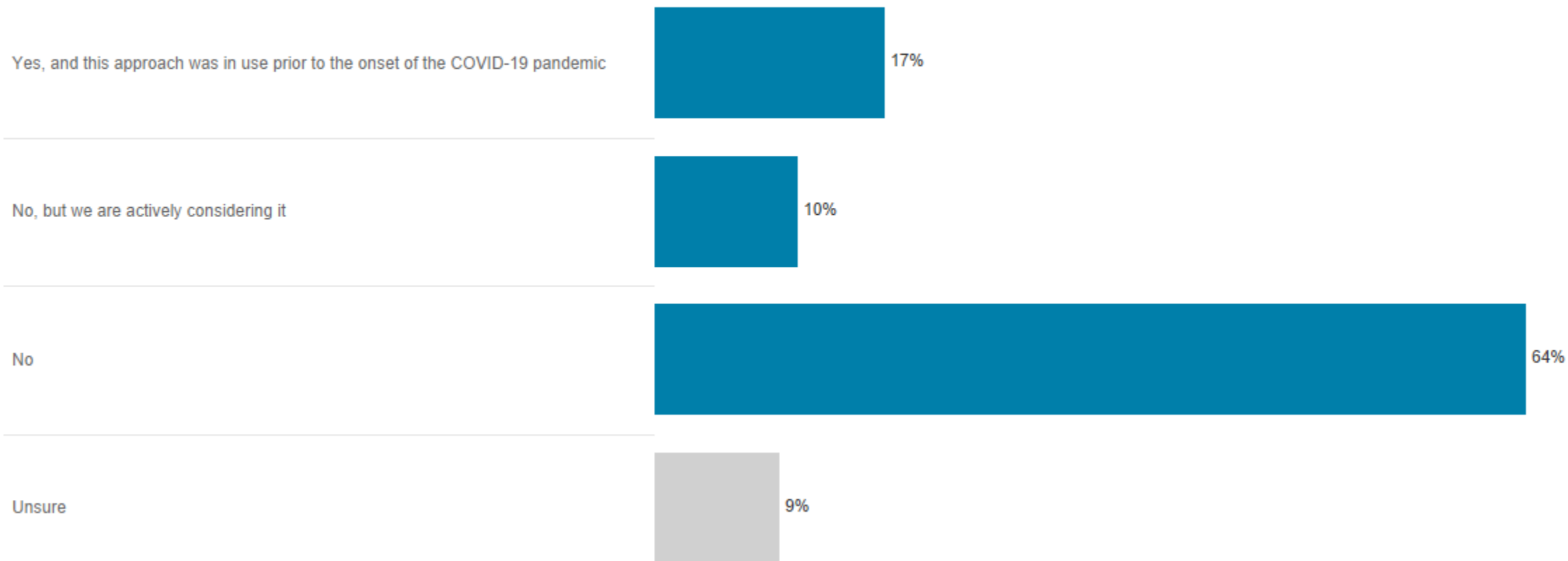
Creating or Enhancing Evolving Location-Based Pay Strategies

Question:
Currently, if an employee chooses to relocate to a different office or remote location in a lower labor-cost market, how do you manage or adjust their base salary?
(167 respondents)

Response	Percentage
Adjust salary to new location immediately based on COLA and taxation	1%
Adjust salary to new location immediately based on market data	8%
Decisions are made on a case-by-case basis	28%
Leave salary unchanged and limit merit increases going forward until alignment with local pay levels is achieved	11%
Leave salary unchanged and manage merit increases normally going forward	31%
Other	2%
Unsure	19%

Question:

Currently, if an employee chooses to relocate to a remote location how do you manage business travel to office locations? (178 respondents)
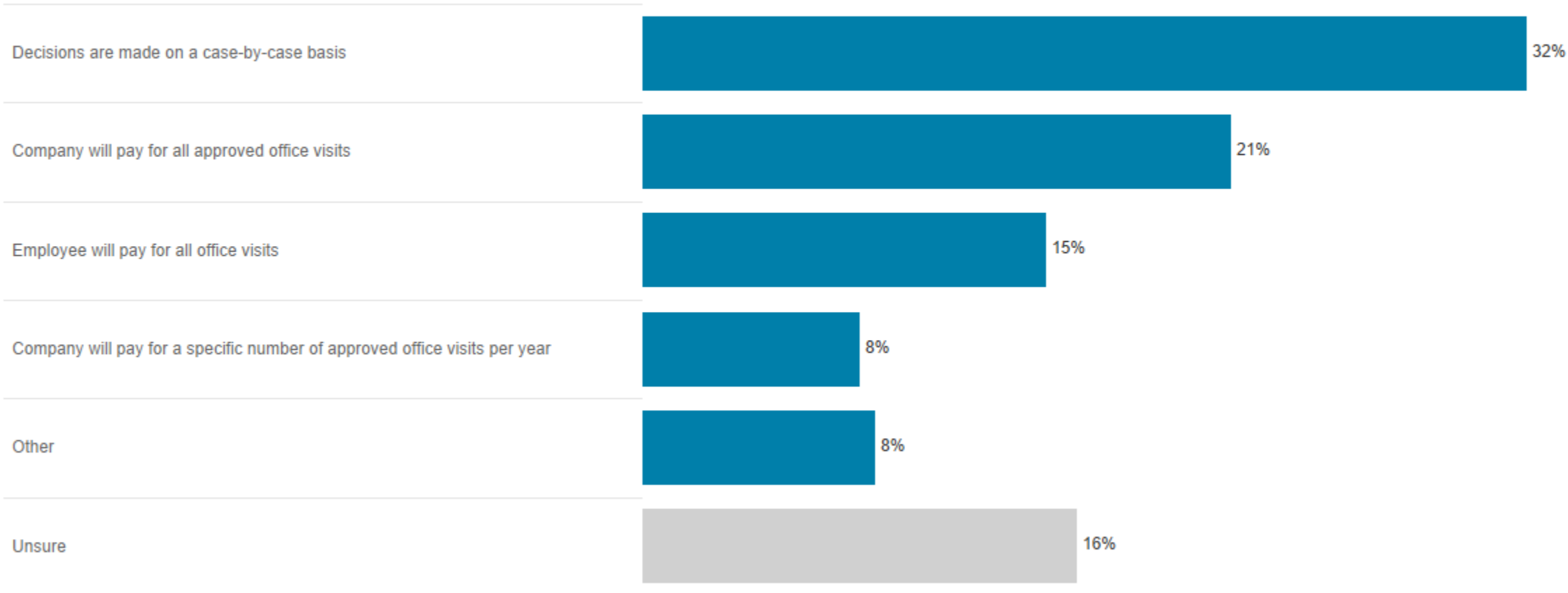
Category	Percentage
Decisions are made on a case-by-case basis	32%
Company will pay for all approved office visits	21%
Employee will pay for all office visits	15%
Company will pay for a specific number of approved office visits per year	8%
Other	8%
Unsure	16%

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Defining and Implementing the Future of Work: Building a Foundation For Success Post-Pandemic and Beyond

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Question:

Aon's COVID-19 Response Framework is divided into the three stages listed below. While we recognize the impact of the pandemic varies by location, and that some parts of your organization may be dealing with different challenges at different times, in your opinion, which of the following stages best reflects your overall organization at this time? (192 respondents)
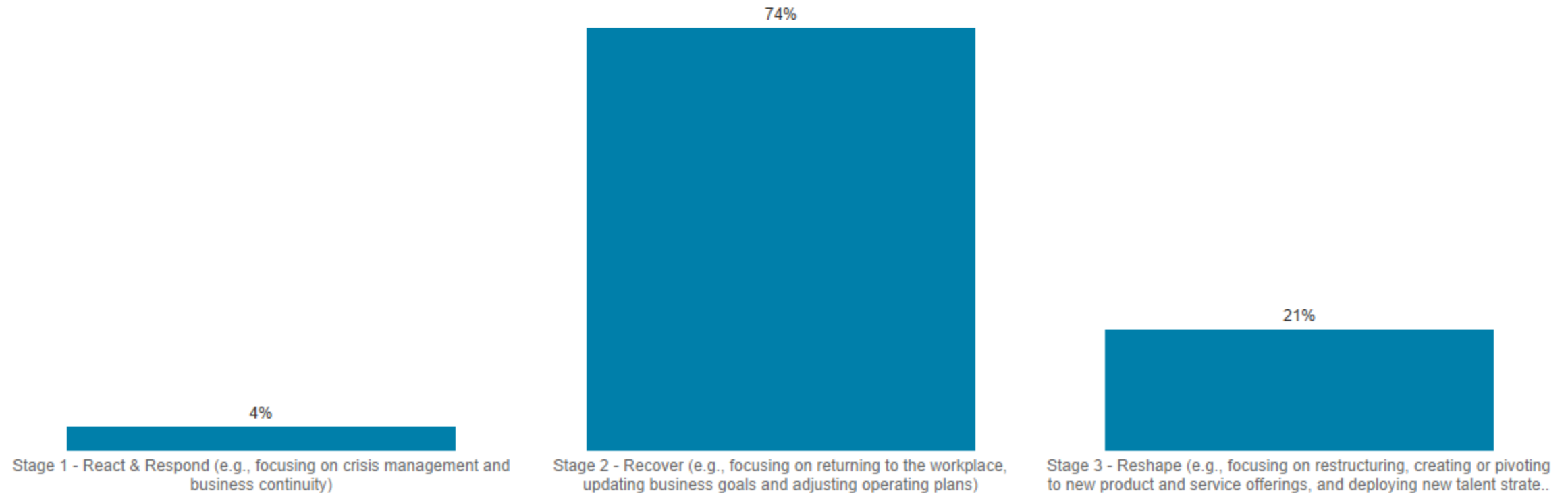
4%	74%	21%
Stage 1 - React & Respond (e.g., focusing on crisis management and business continuity)	Stage 2 - Recover (e.g., focusing on returning to the workplace, updating business goals and adjusting operating plans)	Stage 3 - Reshape (e.g., focusing on restructuring, creating or pivoting to new product and service offerings, and deploying new talent strate..

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Question:

Does your organization have a clear and consistent definition for the future of work? (197 respondents)

Response	Percentage
Yes	20%
No, but we are planning on having one within the next 3 months	44%
No, but we are planning on having one within the next 3-6 months	27%
No	7%
Unsure	2%

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Question:
How important are the following factors to your organization when creating a definition for the future of work? (195 respondents)

Legend: Not important · Moderately important · Very important · Extremely important · Unsure

Factor	Not important	Moderately important	Very important	Extremely important	Unsure
Company culture	1%	6%	40%	53%	1%
Workforce/talent availability	2%	15%	40%	42%	2%
Diveristy, equity and inclusion (DEI)	4%	33%	34%	23%	7%
Legal environment	4%	29%	41%	22%	4%
Economy/demand	5%	35%	38%	18%	4%
Digitalization	8%	36%	35%	14%	7%
What your competitors do	10%	32%	41%	14%	3%
New work or employment models	13%	29%	28%	20%	11%
Sustainability/environmental, social and governance (ESG)	14%	41%	23%	13%	10%
Automation	14%	30%	30%	16%	10%
Supply chain	19%	36%	28%	8%	10%
Localization/regionalization		19%	77%		1%

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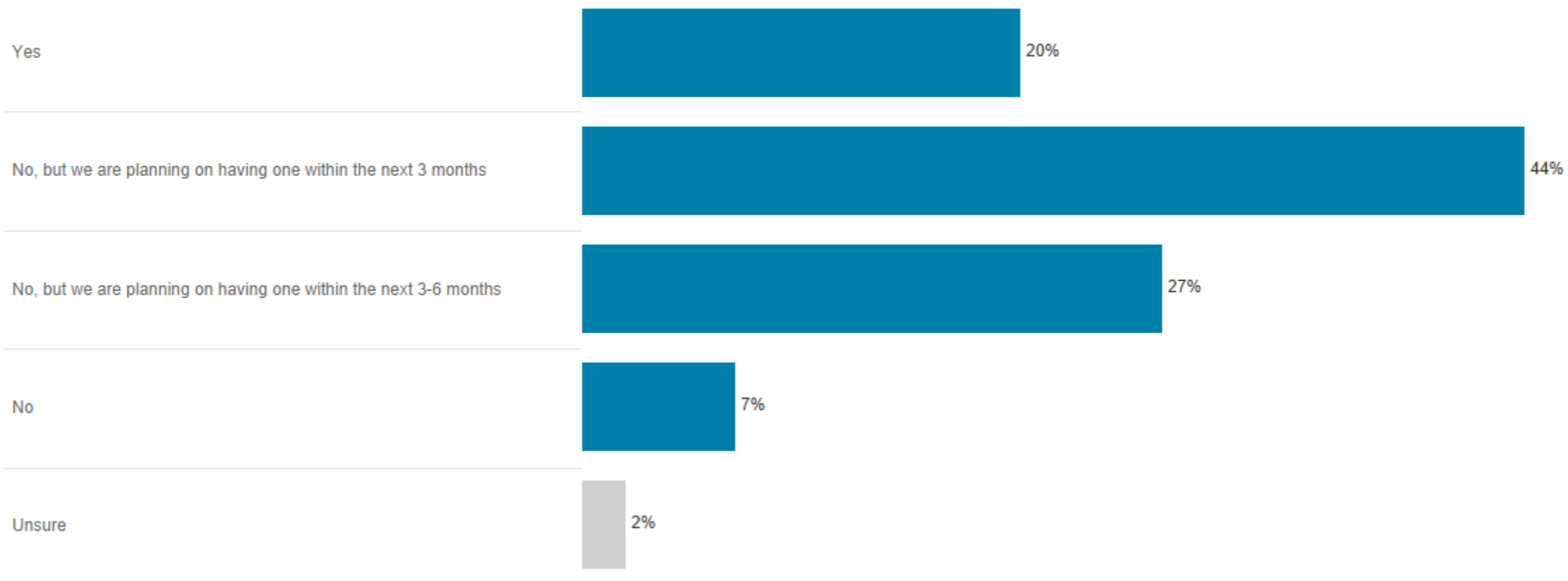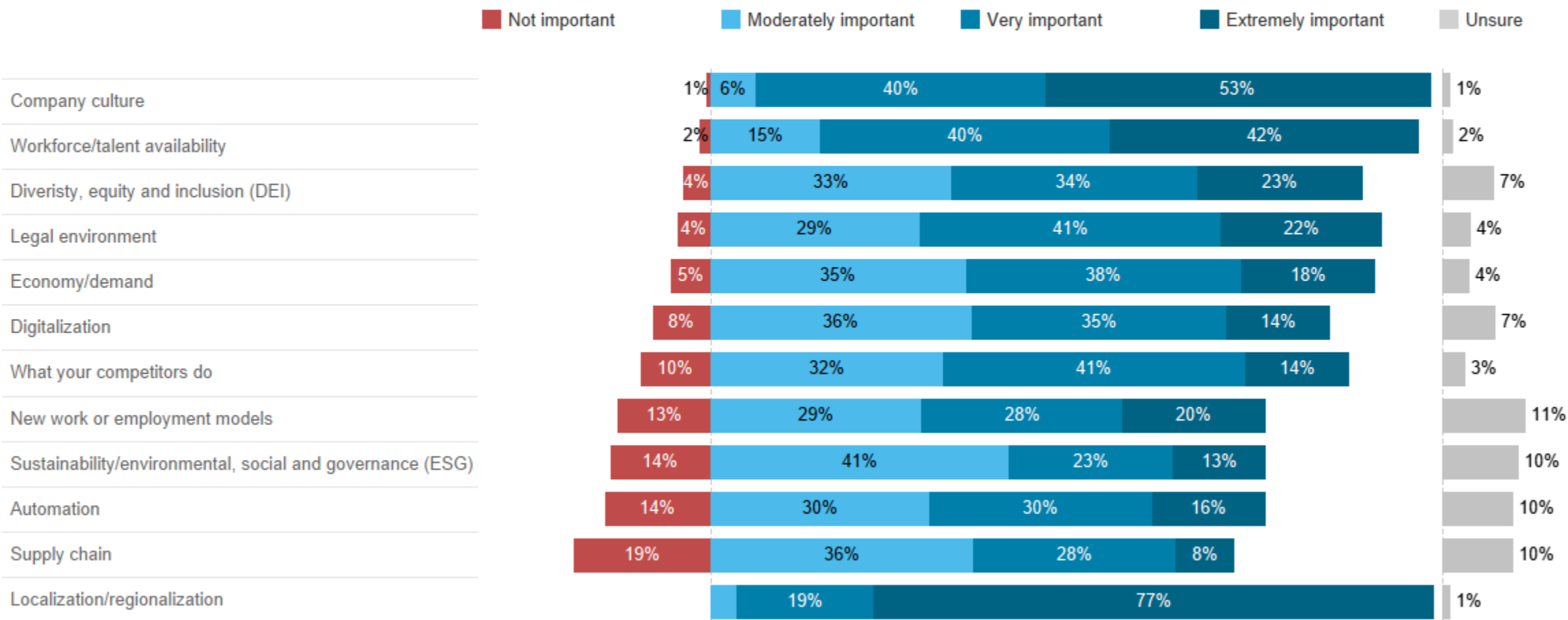# Defining and Implementing the Future of Work: Building a Foundation For Success Post-Pandemic and Beyond

Question:

How are the following functions contributing to shaping your organization's definition of the future of work? (187 respondents)

	Defining	Leading	Managing	Tracking
Business lines/teams	17%	25%	52%	5%
Executive leadership (i.e., C-suite)	66%	29%	4%	2%
Finance	8%	23%	46%	24%
Human resources	38%	44%	15%	3%
Manufacturing	8%	15%	56%	22%
Operations	14%	18%	53%	15%
Product development (i.e., R&D)	19%	18%	49%	13%
Sales and marketing	16%	25%	47%	12%
Strategic planning	28%	36%	31%	4%
Technology (i.e., IT)	14%	31%	46%	9%

Human Capital Solutions at Aon
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Question:

Does your organization have a specific team or taskforce working on defining, managing and implementing the future of work? (197 respondents)
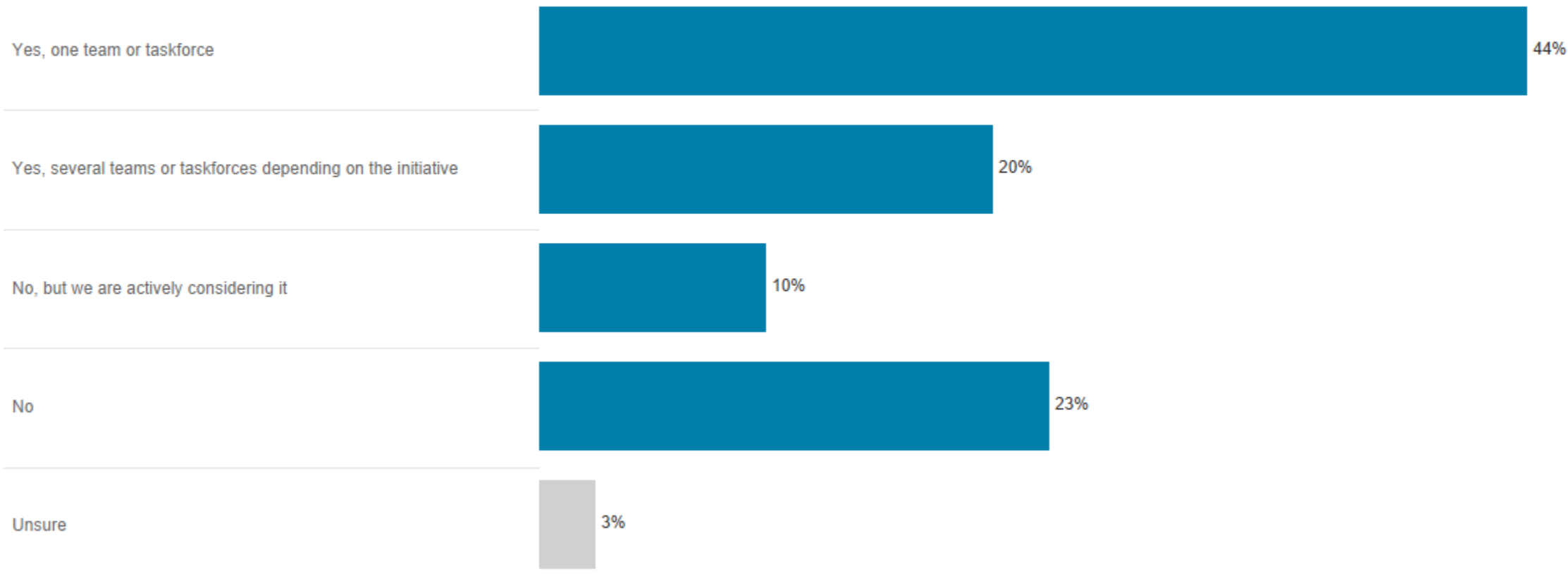
Category	Percentage
Yes, one team or taskforce	44%
Yes, several teams or taskforces depending on the initiative	20%
No, but we are actively considering it	10%
No	23%
Unsure	3%

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Question:
How do teams or taskforces interact?
Responses based on organizations that have several teams working on defining, managing and implementing the future of work. (40 respondents)

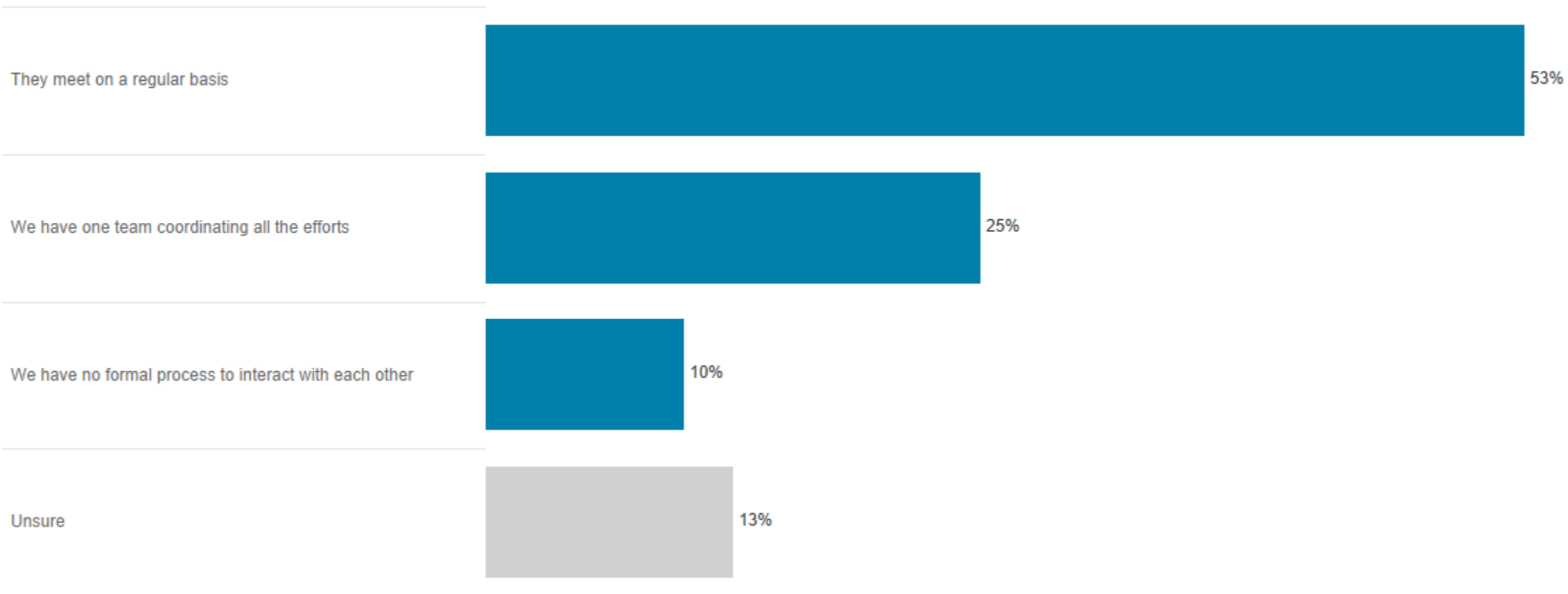| Response	Percentage
They meet on a regular basis	53%
We have one team coordinating all the efforts	25%
We have no formal process to interact with each other	10%
Unsure	13%

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Question:

What type of taskforce or team are you considering?
Responses based on organizations that do not have teams currently working on defining, managing and implementing the future of work, but are actively considering it. (18 respondents)

Unsure
11%

Different teams or taskforces depending on on the initative
33%

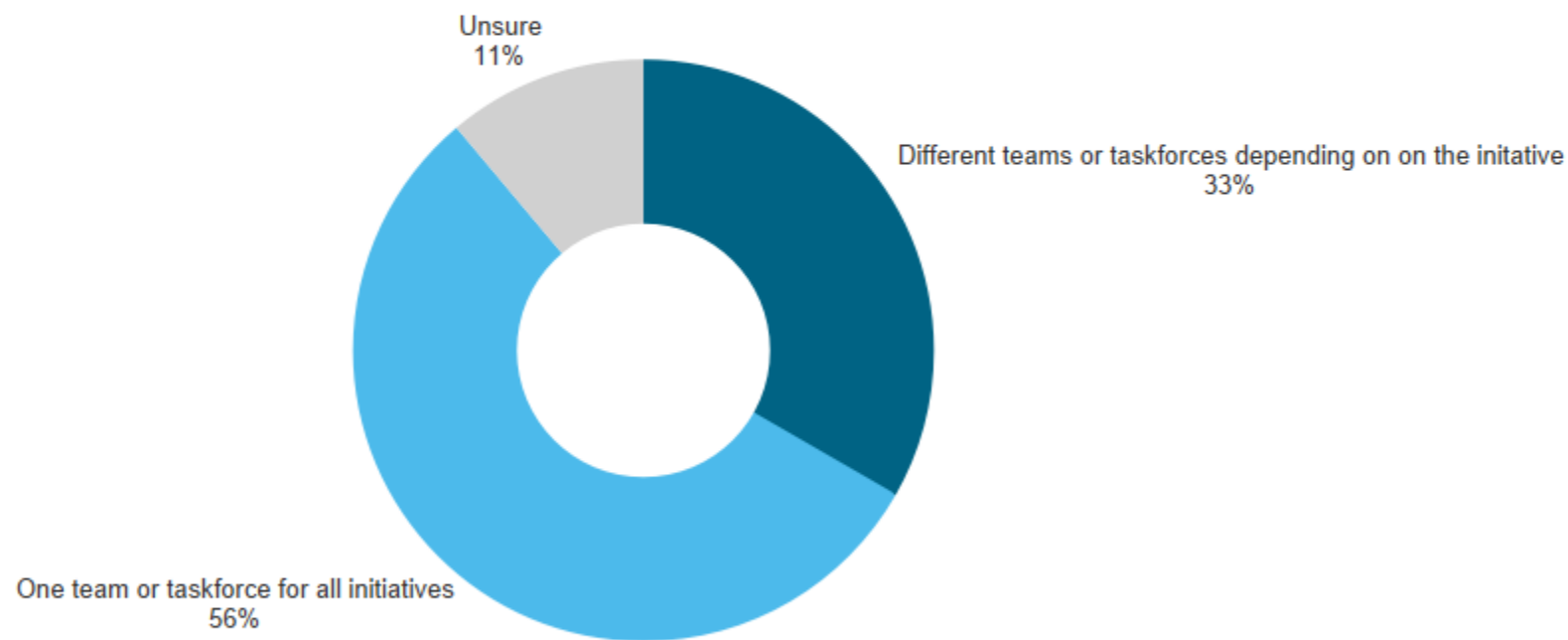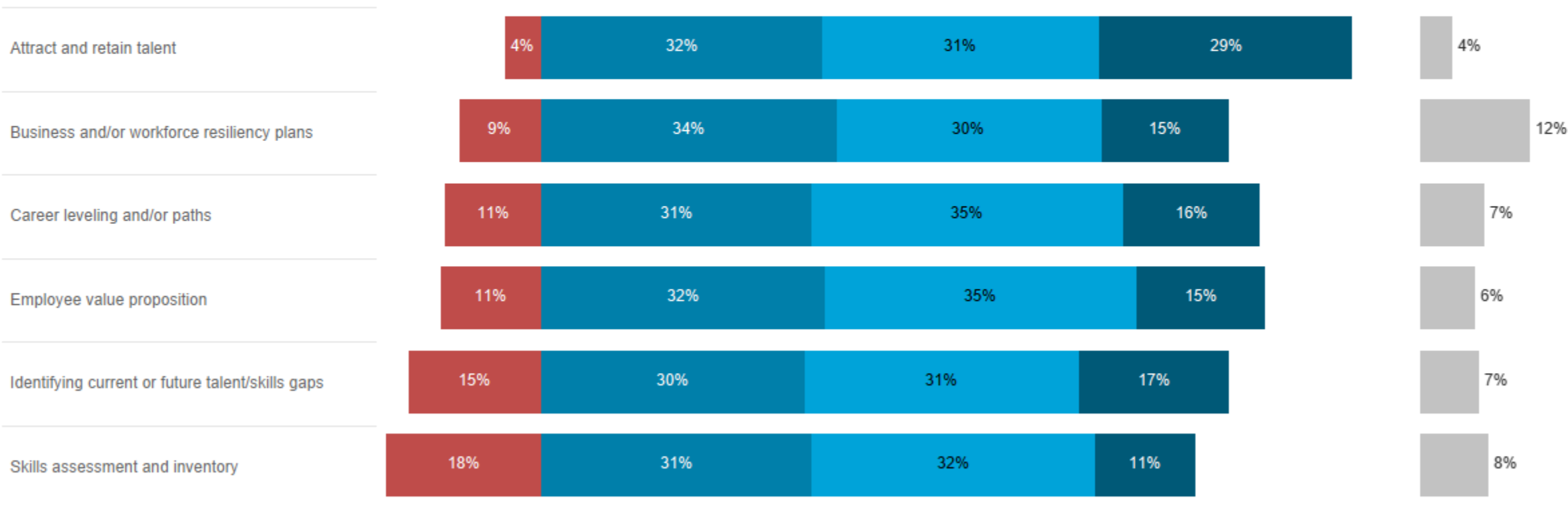One team or taskforce for all initiatives
56%

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Defining and Implementing the Future of Work: Building a Foundation For Success Post-Pandemic and Beyond

Question:

As your organization prepares to implement future-of-work strategies, which of the following **people risk** issues or programs are you or will you re-evaluate or update in light of the pandemic? (195 respondents)

Legend: ■ None ■ Improving existing initiatives only ■ Primarily planning for new initiatives now ■ Already implementing new initiatives now ■ Unsure

	None	Improving existing initiatives only	Primarily planning for new initiatives now	Already implementing new initiatives now	Unsure
Attract and retain talent	4%	32%	31%	29%	4%
Business and/or workforce resiliency plans	9%	34%	30%	15%	12%
Career leveling and/or paths	11%	31%	35%	16%	7%
Employee value proposition	11%	32%	35%	15%	6%
Identifying current or future talent/skills gaps	15%	30%	31%	17%	7%
Skills assessment and inventory	18%	31%	32%	11%	8%

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Defining and Implementing the Future of Work: Building a Foundation For Success Post-Pandemic and Beyond

Question:

As your organization prepares to implement future-of-work strategies, which of the following issues or programs related to **agility and resilience** are you or will you re-evaluate or update in light of the pandemic? (191 respondents)

Legend: ■ None ■ Improving existing initiatives only ■ Primarily planning for new initiatives now ■ Already implementing new initiatives now ■ Unsure

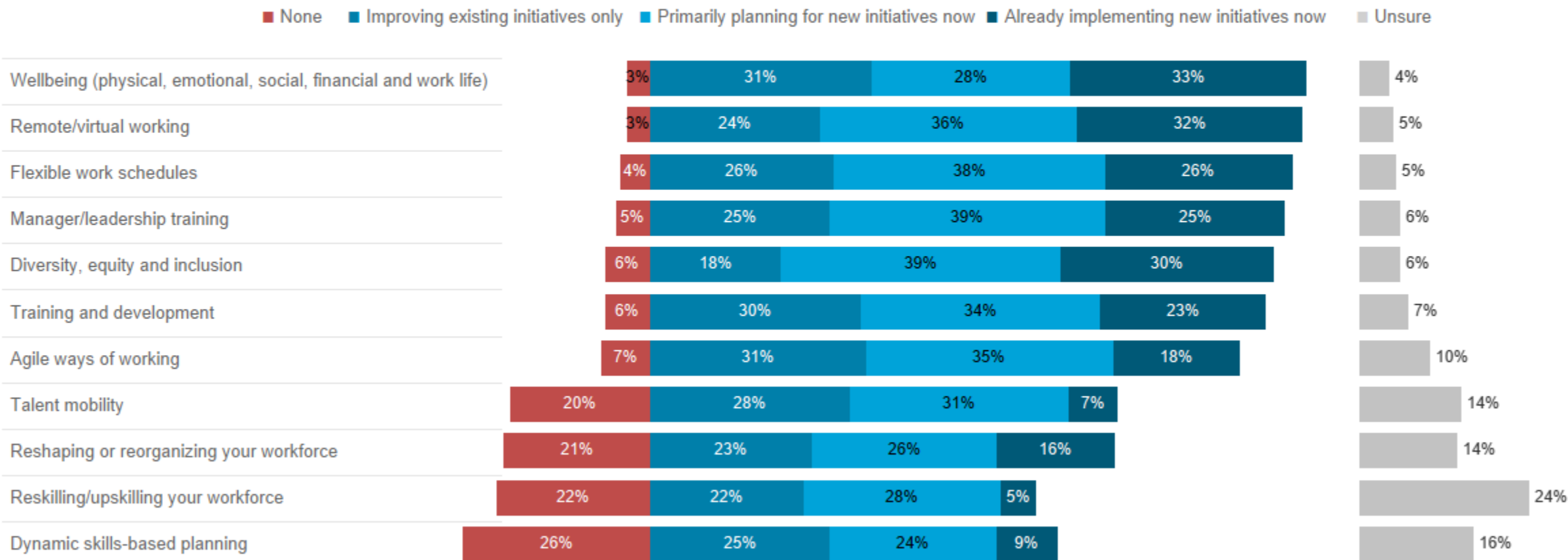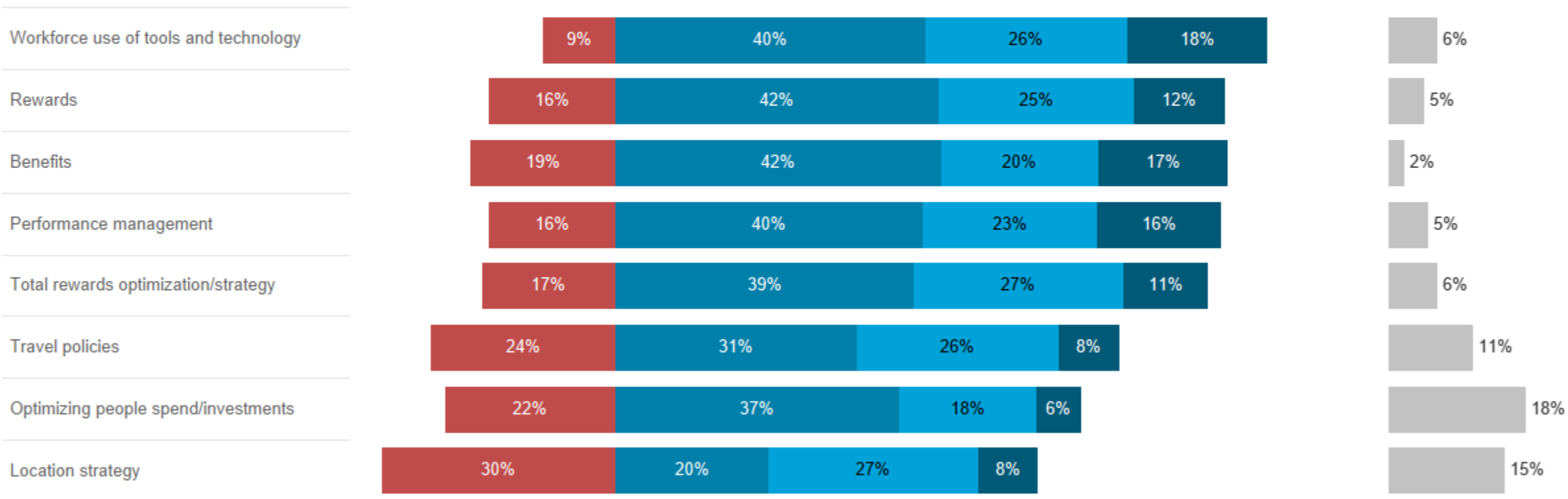| Category	None	Improving existing initiatives only	Primarily planning for new initiatives now	Already implementing new initiatives now	Unsure
Wellbeing (physical, emotional, social, financial and work life)	3%	31%	28%	33%	4%
Remote/virtual working	3%	24%	36%	32%	5%
Flexible work schedules	4%	26%	38%	26%	5%
Manager/leadership training	5%	25%	39%	25%	6%
Diversity, equity and inclusion	6%	18%	39%	30%	6%
Training and development	6%	30%	34%	23%	7%
Agile ways of working	7%	31%	35%	18%	10%
Talent mobility	20%	28%	31%	7%	14%
Reshaping or reorganizing your workforce	21%	23%	26%	16%	14%
Reskilling/upskilling your workforce	22%	22%	28%	5%	24%
Dynamic skills-based planning	26%	25%	24%	9%	16%

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Defining and Implementing the Future of Work:
Building a Foundation For Success Post-Pandemic and Beyond

Question:

As your organization prepares to implement future-of-work strategies, which of the following **people investment** issues or programs are you or will you re-evaluate or update in light of the pandemic? (195 respondents)

Legend: ■ None ■ Improving existing initiatives only ■ Primarily planning for new initiatives now ■ Already implementing new initiatives now ■ Unsure
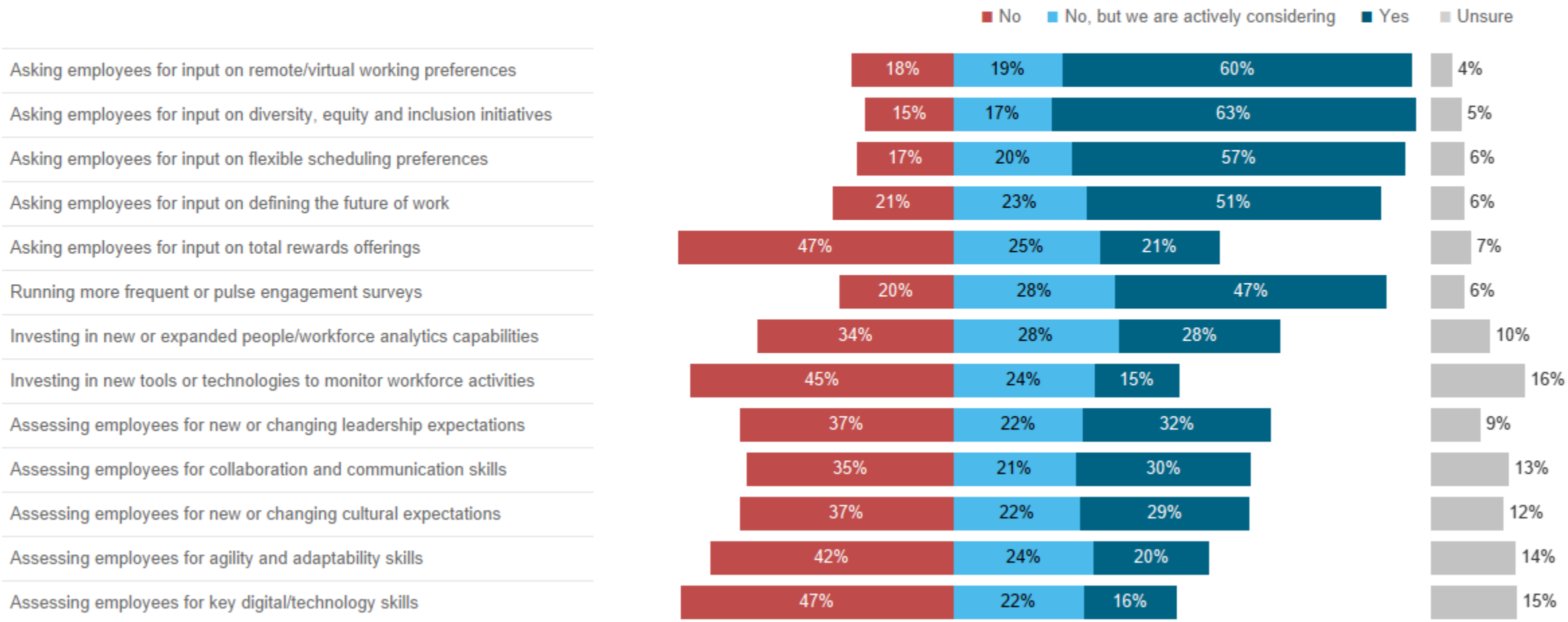
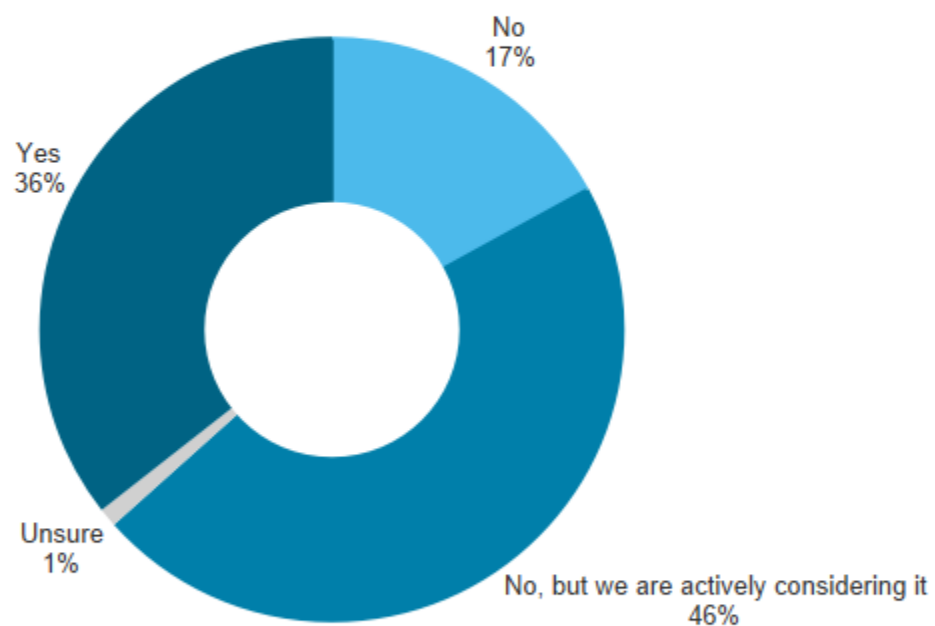| Category	None	Improving existing initiatives only	Primarily planning for new initiatives now	Already implementing new initiatives now	Unsure
Workforce use of tools and technology	9%	40%	26%	18%	6%
Rewards	16%	42%	25%	12%	5%
Benefits	19%	42%	20%	17%	2%
Performance management	16%	40%	23%	16%	5%
Total rewards optimization/strategy	17%	39%	27%	11%	6%
Travel policies	24%	31%	26%	8%	11%
Optimizing people spend/investments	22%	37%	18%	6%	18%
Location strategy	30%	20%	27%	8%	15%

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Defining and Implementing the Future of Work: Building a Foundation For Success Post-Pandemic and Beyond

Question:
What steps is your organization taking to better understand your workforce in the context of implementing future-of-work strategies? (193 respondents)

Legend: ■ No ■ No, but we are actively considering ■ Yes ■ Unsure

Step	No	No, but we are actively considering	Yes	Unsure
Asking employees for input on remote/virtual working preferences	18%	19%	60%	4%
Asking employees for input on diversity, equity and inclusion initiatives	15%	17%	63%	5%
Asking employees for input on flexible scheduling preferences	17%	20%	57%	6%
Asking employees for input on defining the future of work	21%	23%	51%	6%
Asking employees for input on total rewards offerings	47%	25%	21%	7%
Running more frequent or pulse engagement surveys	20%	28%	47%	6%
Investing in new or expanded people/workforce analytics capabilities	34%	28%	28%	10%
Investing in new tools or technologies to monitor workforce activities	45%	24%	15%	16%
Assessing employees for new or changing leadership expectations	37%	22%	32%	9%
Assessing employees for collaboration and communication skills	35%	21%	30%	13%
Assessing employees for new or changing cultural expectations	37%	22%	29%	12%
Assessing employees for agility and adaptability skills	42%	24%	20%	14%
Assessing employees for key digital/technology skills	47%	22%	16%	15%

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Question:

What elements of your employee value proposition are you reviewing, reviewed or will review? (121 respondents)

Element	Percentage
Work-life balance	78%
Culture	73%
Remote employee experience	70%
Career development	70%
Benefits	65%
Recognition	60%
Compensation	60%
Onsite employee experience	53%

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Question:
Has your organization communicated specific steps it is taking to define, manage or implement future-of-work strategies to employees? (194 respondents)

No
17%

Yes
36%

Unsure
1%

No, but we are actively considering it
46%

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Future of Work: Enhancing Diversity, Equity and Inclusion (DEI) Strategies

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Future of Work: Enhancing Diversity, Equity and Inclusion (DEI) Strategies

Question:
Which of the following serves as the governing body over DEI strategies and programs at your organization? (194 respondents)
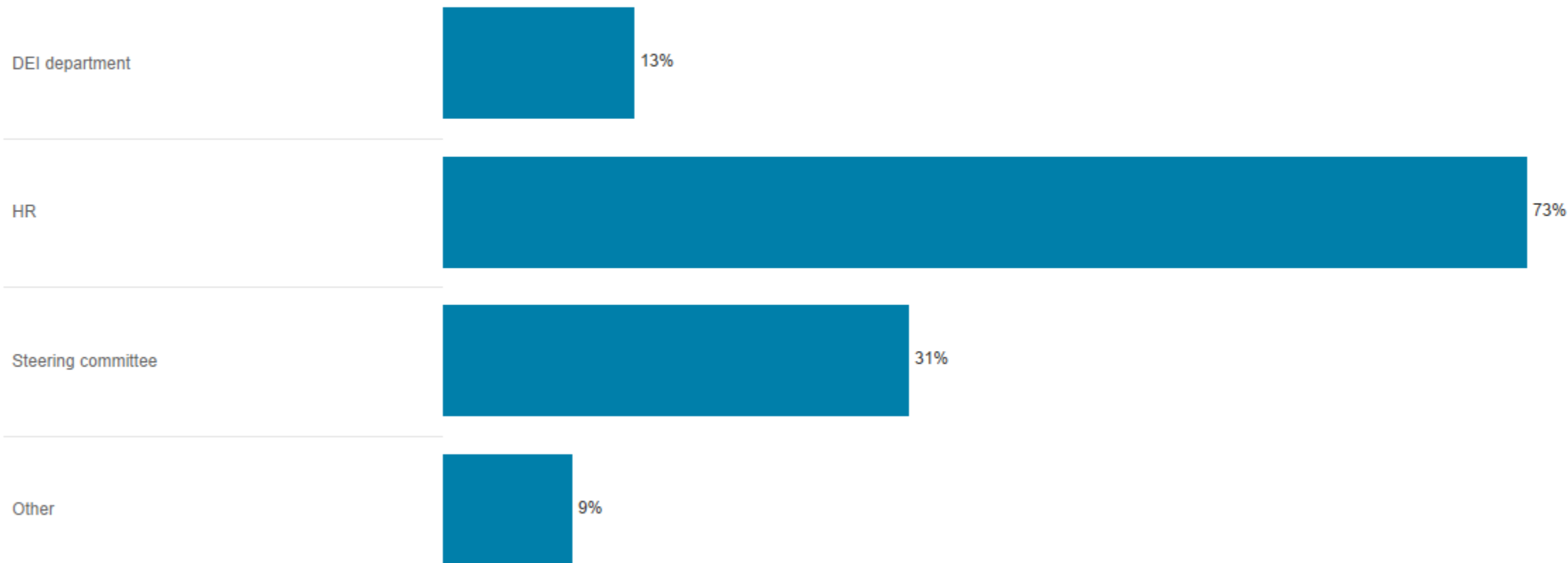
DEI department	13%
HR	73%
Steering committee	31%
Other	9%

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Future of Work: Enhancing Diversity, Equity and Inclusion (DEI) Strategies

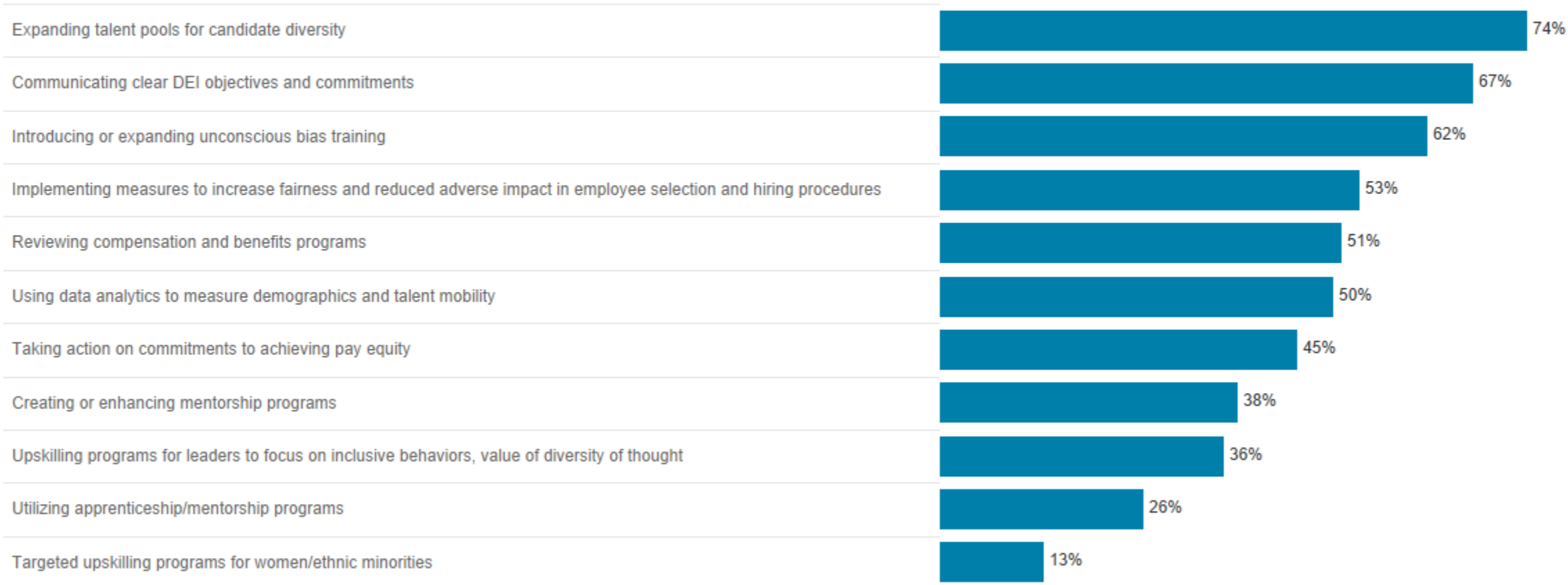**Question:**

Does your organization have DEI metrics or goals? (195 respondents)

Yes, and they are publicly known	15%
Yes, and they are not publicly available	18%
No, but we intend to create them	41%
No	25%
Other	1%

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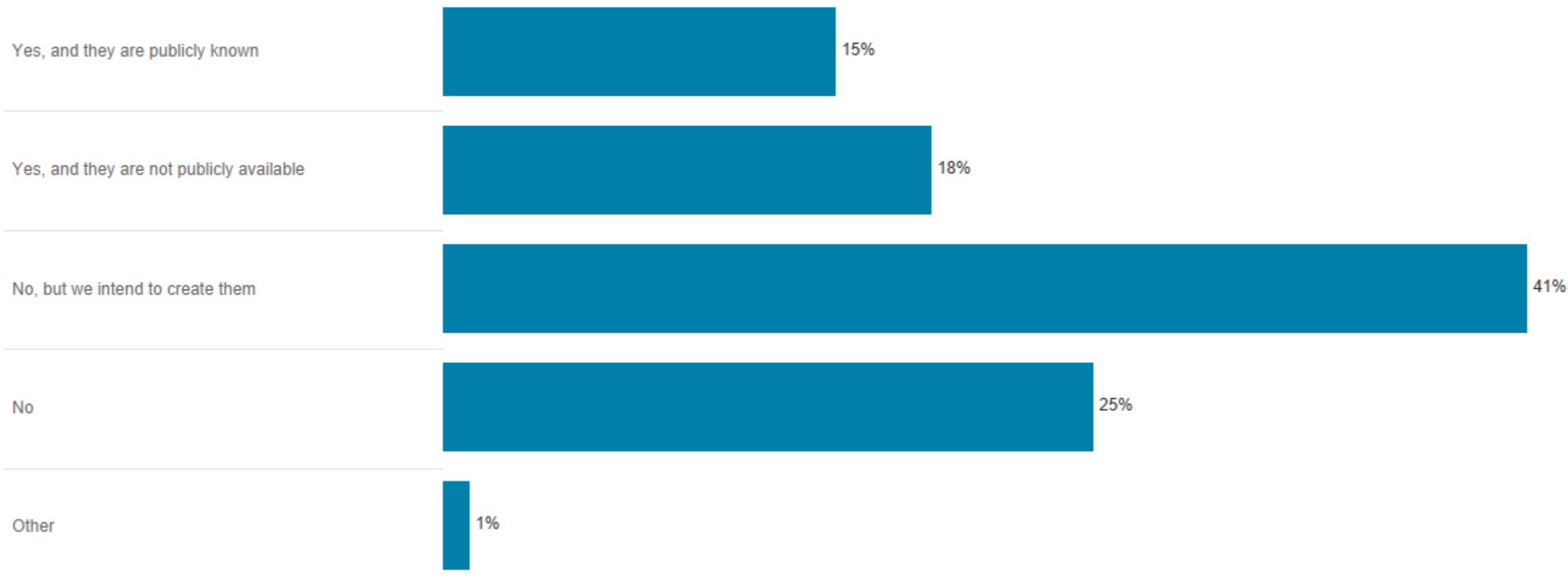
Future of Work: Enhancing Diversity, Equity and Inclusion (DEI) Strategies

Question:
What changes is your organization making to strengthen diversity, equity and inclusion initiatives? (175 respondents)
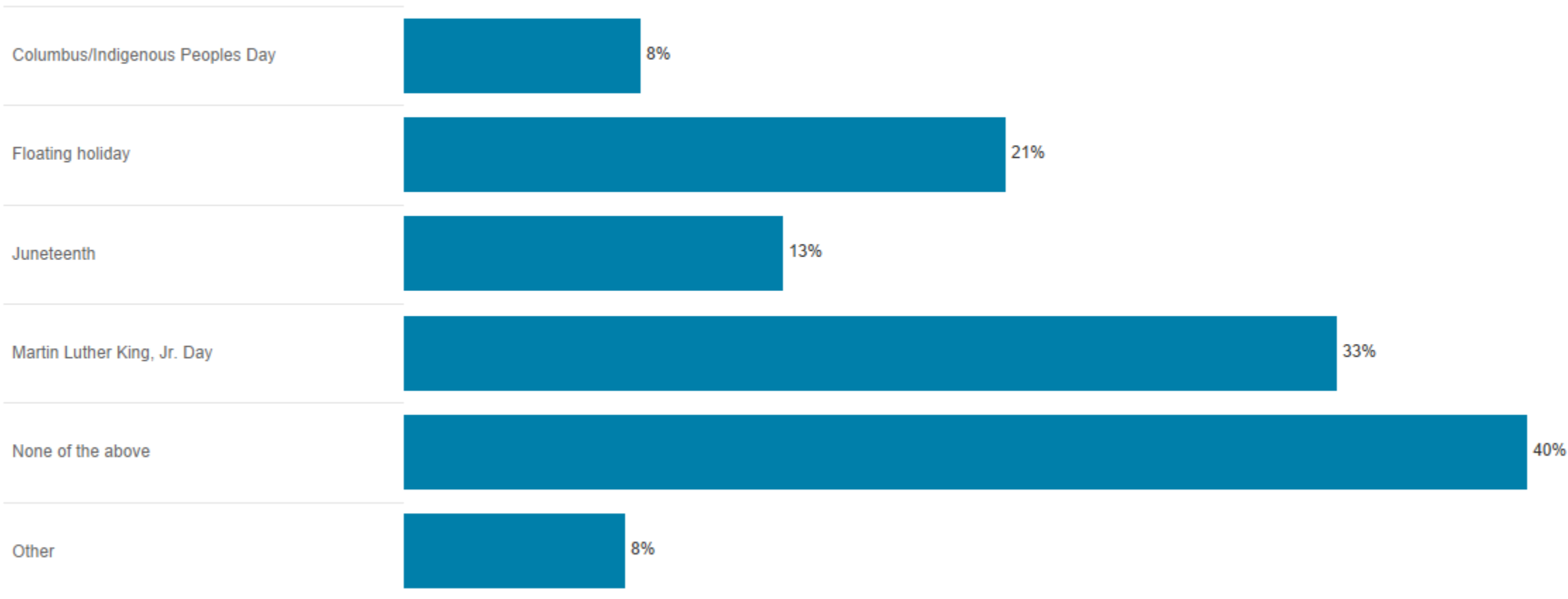
Expanding talent pools for candidate diversity	74%
Communicating clear DEI objectives and commitments	67%
Introducing or expanding unconscious bias training	62%
Implementing measures to increase fairness and reduced adverse impact in employee selection and hiring procedures	53%
Reviewing compensation and benefits programs	51%
Using data analytics to measure demographics and talent mobility	50%
Taking action on commitments to achieving pay equity	45%
Creating or enhancing mentorship programs	38%
Upskilling programs for leaders to focus on inclusive behaviors, value of diversity of thought	36%
Utilizing apprenticeship/mentorship programs	26%
Targeted upskilling programs for women/ethnic minorities	13%

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Future of Work: Enhancing Diversity, Equity and Inclusion (DEI) Strategies

Question:
For your operations in the U.S., are you adding any of the following holidays to your fixed, paid holiday schedule? (179 respondents)

Holiday	Percentage
Columbus/Indigenous Peoples Day	8%
Floating holiday	21%
Juneteenth	13%
Martin Luther King, Jr. Day	33%
None of the above	40%
Other	8%

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Additional Information

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Contact Our Team

If you have questions about this study, or want to speak to a member of our team about developing new total rewards or workforce strategies in response to COVID-19, please contact our study leaders below:

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Additional Aon Resources

To learn more about Aon's complete set of COVID-19 resources and insights, including information on business continuity, communications, cyber security, healthcare, insurance, risk management and supply chain issues, among others, please visit: https://www.aon.com/event-response/coronavirus.aspx

We encourage all clients to bookmark Aon's COVID-19 response site to stay connected to our latest insights on addressing this pandemic at an enterprise-wide level.

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This study was produced and managed by the Rewards Solutions practice, which is part of Aon's Human Capital Solutions business.

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