



## Survey Homepage

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Welcome to **Aon's seventh global COVID-19 pulse survey** for senior human resources leaders and professionals — our inaugural survey this year. In this edition, we focus on how organizations are planning to return workers onsite, explore employer-provided preventative COVID-19 health measures, dive into remote/flexible work approaches and location-based pay strategies, and seek to understand how organizations are defining and implementing future-of-work strategies with a focus on diversity, equity and inclusion (DEI).

For most participants, this survey will take approximately **15-20 minutes** to complete. However, actual completion times will vary based on your responses to certain questions.

As you work on this survey, your answers will automatically save each time you advance to a new page or return to a previous page using the buttons provided in the questionnaire. While you can step away from the survey and complete it later, we recommend finishing the survey in one session, if possible. Also, please ensure your browser cookies are not checked for auto-deletion. For the most effective browser experience, we suggest using Chrome or Firefox.

By completing this survey, you acknowledge your acceptance of Aon's legal and privacy terms. You also acknowledge and agree that Aon may use any information provided by you in connection with this survey to produce summary benchmark reports using anonymized and aggregated results, and then distribute such reports to other organizations.

Please note, the collection of your personal data in this survey is solely for the purposes of facilitating the delivery of survey results back to you and your organization. For further information on Aon's commitment to ensuring the privacy and security of your personal data, please visit our [Privacy Statement](#) website.

Thank you for your time. We look forward to your contributions to this important survey.

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## Demographics

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### Demographics

Please tell us more about yourself and your organization. We will use this information to provide you with survey results and to support the creation of summary statistics by region, industry and other demographic factors. All questions below are mandatory, and all information provided will be kept confidential.

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Please provide the name of your organization:

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Please provide your full name (first and last name):

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Please provide your job title:

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Please provide your corporate email address:

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In what country are you personally based?

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In what country is your organization headquartered?

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Using the drop-down menu below, please tell us the ownership status of your organization.

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Using the options listed below, please select the industry classification that best reflects your overall organization.

- |  |  |  |
|--|--|--|
| <input type="radio"/> Building Construction & Real Estate  | <input type="radio"/> Healthcare (including Hospitals)   | <input type="radio"/> Retail & E-Commerce (including Hospitality, Restaurants and Wholesale) |
| <input type="radio"/> Community Services & Government (including Public Sector)  | <input type="radio"/> Life Sciences (including Biotechnology, Medical Devices and Pharmaceuticals) | <input type="radio"/> Technology (including Telecommunications)                              |
| <input type="radio"/> Energy (including Mining, Oil & Gas, Renewables and Utilities)                                   | <input type="radio"/> Manufacturing (including Distribution and Consumer Goods)                    | <input type="radio"/> Transportation & Mobility  |
| <input type="radio"/> Financial Services (including Asset Management, Banks, FinTech, Insurance and Wealth Management) | <input type="radio"/> Professional Services  | <input type="radio"/> Other Industries (please specify)<br><input type="text"/>              |

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Sub-Industry:

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Sub-Industry:

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Using the drop-down menu below, please tell us how many employees your organization has globally.

Using the drop-down menu below, please tell us the global annual revenues for your organization.

Using the options listed below, please tell us the regions and countries your responses are applicable to. (Select all that apply). If your answers vary by region or country, you can submit multiple responses.

Asia Pacific

Europe

Latin America

Middle East and Africa

North America

Other (please specify)

Asia Pacific:

Australia

China

Hong Kong

India

Indonesia

Japan

Malaysia

Other Asia Pacific locations:

Philippines

Singapore

South Korea

Taiwan

Thailand

Vietnam

New Zealand

Europe:

Austria

Belgium

Czech Republic

Denmark

Finland

France

Germany

Greece

Ireland

Italy

Luxembourg

Norway

Poland

Portugal

Russia

Spain

Sweden

Switzerland

The Netherlands

Turkey

United Kingdom

Other European locations:

Latin America:

- Argentina
- Brazil
- Chile
- Colombia

- Mexico
- Peru
- Puerto Rico
- Other Latin America locations:

- Ecuador
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Middle East and Africa

- United Arab Emirates
- Saudi Arabia
- Qatar
- Bahrain
- Kuwait

- Lebanon
- Israel
- Jordan
- Egypt
- Oman

- Other Middle East and Africa locations:

North America:

- United States

- Canada

- Other North America locations:

**Creating a Safe Plan to Return Workers Onsite**

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**Creating a Safe Plan to Return Workers Onsite**

Employers were forced to deploy a largely remote workforce while dealing with the myriad business implications of the pandemic. Now, as vaccines have become more widely accessible to the general public, the following questions are designed to provide insight into organizations' plans for a safe return onsite, and to explore what steps organizations are taking to offer employer-provided preventative COVID-19 health measures, including assistance in providing vaccines to the employee population.

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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?

- 0%-25%
- 26%-50%
- 51%-75%
- 76%-100%

Unsure

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Has your organization made, or do you plan to make, decisions about when to return employees to onsite locations?

- Yes, and we have a return date
  - Yes, but our return date has not yet been determined
  - No, but we are actively considering it
  - No
  - Unsure
  - Not applicable; all our employees were working onsite during the pandemic
- 

What are the determining factors that influence your decision(s) to return workers onsite? (Select all that apply)

- Employee preference
  - Government-provided stats (i.e., number of COVID-19 positive cases, hospitalizations)
  - Number of employees vaccinated
  - Number of employees with antibodies
  - Percentage of overall population vaccinated
  - Unsure
  - Other (please specify):
- 

What timeframe are you expecting workers to begin returning to the workplace?

- We already have the majority of our workforce back in the office
  - Q2 2021
  - Q3 2021
  - Q4 2021
  - Q1 2022
  - We have no tentative date
- 

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? (Select all that apply)

	Yes	No, but we are actively considering	No	Unsure	Not applicable
Administer exemptions from an employee vaccination program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assist employees in procuring a vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Educate employees on the benefits of getting the vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No, but we are actively considering	No	Unsure	Not applicable
Have a policy to work with employees who are reluctant to receiving the vaccine (based on health, personal preferences, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implement a mandatory COVID-19 employee vaccination program where allowed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide incentives (i.e financial, time-off) to employees to receiving the vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require employees to provide evidence of a COVID-19 vaccination where allowed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Track which employees contracted COVID-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Track which employees received the vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What type of assistance will you offer to employees looking to procure a vaccine? (Select all that apply)

	Yes	No, but we are actively considering	No	Unsure	Not applicable
Cover the cost of the vaccine where it is not free	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitate vaccinations onsite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partner with government or private entities to provide offsite vaccines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide information on how and where to procure a vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide letters of employment to facilitate the process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schedule vaccines onbehalf of the employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What type of incentives will you offer to motivate employees to get the vaccine? (Select all that apply)

	Yes	No, but we are actively considering	No	Unsure	Not applicable
Gifts (i.e., cards)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monetary awards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time off to get the vaccine administered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No, but we are actively considering	No	Unsure	Not applicable
Time off to recover from adverse reactions from vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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What decisions will you make based on the information on the percentage of employees vaccinated? (Select all that apply)

- Calculate risk
  - Plan for onsite return
  - Reduce/maintain health insurance cost
  - Review existing safety measures
  - Start business travel
  - Use as input to define working models
  - Other (please specify):
- 

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?

Asia	<input type="text"/>	▼
Australia/Oceania	<input type="text"/>	▼
Europe	<input type="text"/>	▼
Latin America	<input type="text"/>	▼
North America	<input type="text"/>	▼

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What do you believe are the barriers for employees to get vaccinated? (Select all that apply)

- Limited supply of vaccine
  - Logistical barriers (e.g., ability to schedule appointment, changing information)
  - Phased rollout (e.g., essential workers and elderly prioritized)
  - Vaccine hesitancy (e.g., wait and see, medical distrust, cultural)
  - Time required
  - Other (please specify):
- 

Will your organization procure the vaccine for eligible populations in countries that do not offer government-sponsored provisions?



	At a cost to the employee	At partial cost to the employee	At no cost to the employee	Not Applicable
We have plans to procure the vaccine for our entire workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have plans to procure the vaccine for a portion of our workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wait for the government to provide the vaccine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Managing Remote and Flexible Working Options

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### Managing Remote and Flexible Working Options

The COVID-19 pandemic has fundamentally changed where and how people work. While some workers will be expected to report onsite in due time, an increasing number of workers relocated or wish to continue working remotely post-pandemic. The following questions were designed to address the steps organizations are taking to support remote workers.

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Has your organization completed a formal assessment of job/role types that can be performed remotely on a permanent basis?

- Yes
- No, but we are actively considering it
- No
- Unsure

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Has your organization completed a formal assessment of employees who can perform their work remotely on a permanent basis?

- Yes
- No, but we are actively considering it
- No
- Unsure

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Is your organization creating or updating a formal/informal working remote policy?

- Yes, we already have it place
  - Yes, we are creating or updating it now
  - No, but we are actively considering it
  - No, we are using the same policy we had
  - No
-

What elements does the working remote policy include? (Select all that apply)

- Ad-hoc expenses covered
- Availability standard
- Eligibility
- Eligible location
- Frequency or number of days allowed
- Impact on compensation and benefits
- Ongoing expenses covered or allowance
- Process to request and approve WFH
- Technology requirements
- Travel requirements for face-to-face meetings
- Other (please specify):

What allowance or reimbursement policies has your organization enhanced to support employees working remotely since the onset of the COVID-19 pandemic? (Select all that apply)

	Yes, on a temporary basis	Yes, on a permanent basis	No, but we are actively considering it	No	Unsure	Not applicable
Cell phone expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expenses paid on a case-by-case basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Landline phone expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monthly allowance for general expenses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One-time allowance for home office setup, with a pre-defined limit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
One-time allowance for home office setup, without a pre-defined limit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization-provided equipment and supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reimbursement for ongoing home office equipment and supplies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

With more employees expressing a desire to work remotely, how is your organization adjusting its relocation policies? (Select all that apply)

Already offered pre-	Yes, added on a temporary basis	Yes, added on a permanent basis	No, but we are actively considering it	Not applicable
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	pandemic	basis Yes, added on a temporary basis	basis Yes, added on a permanent basis	it No, but we are actively considering it	No	Unsure	applicat
Allow remote employees to choose a new work location inside of their current country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suspend the ability for remote employees to choose a new work location inside of their current country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allow remote employees to choose a new work location outside of their current country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suspend the ability for remote employees to choose a new work location outside of their current country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand eligibility for executives to apply for relocation with company approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand eligibility for non-executives to apply for relocation with company approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce eligibility for executives to apply for relocation with company approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce eligibility for non-executives to apply for relocation with company approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What working models does your organization currently provide, or plan to provide, to employees who qualify to work remotely? (Select all that apply)

	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	Not applical
Additional contractors/freelancers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional part-time workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hybrid (remote and office) based on company choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hybrid (remote and office) based on employee choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office only based on company choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Office only based on employee choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote only based on company choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote only based on employee choice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Creating or Enhancing Evolving Location-Based Pay Strategies

### Creating or Enhancing Evolving Location-Based Pay Strategies

With a growing remote workforce, organizations around the world are creating or reimagining their location-based pay strategies for the short as well as long term. The following questions seek to understand how organizations are evolving their strategies as it relates to this topic.

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If you participated in our December 2020 COVID-19 pulse survey and your answers to this section haven't changed, we will leverage your previous responses. Otherwise, please complete this section.

- Yes, I have responded to questions in this section in December, and my responses have not changed
  - Yes, I have responded to questions in this section in December, and my answers have changed or will change
  - No, I have not answered questions about remote/flexible work in the December 2020 COVID-19 pulse survey
- 

Does your organization use geographic differentials to adjust pay levels based on an employee's location?

- 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
  - Unsure
  - Not applicable; we operate in one or a very limited number of locations
- 

Following the onset of the COVID-19 pandemic, has your organization adjusted its geographic differentials?

- Yes
  - No, but we are actively considering it
  - No
  - Unsure
- 

Following the onset of the COVID-19 pandemic, what changes has your organization made to its geographic differentials?(Please select all that apply)

	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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We added more geographic zones	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We narrowed geographic zones (i.e., more granular)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We broadened geographic zones (i.e., less granular)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Which of the following employee levels are, or will be, covered by your organization's use of geographic differentials? (Select all that apply)

	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	Unsure
All employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what level of granularity does, or will, your organization manage geographic differentials? (Please select most granular approach)

- By ZIP or postal code
- By city
- By county or precinct
- By state, province or territory
- By major region
- Other (please specify):

How many geographic differentials do you have in place for the following countries?

Australia	<input type="text"/>
China	<input type="text"/>
Hong Kong	<input type="text"/>
India	<input type="text"/>
Indonesia	<input type="text"/>
Japan	<input type="text"/>
Malaysia	<input type="text"/>
Philippines	<input type="text"/>
Singapore	<input type="text"/>
South Korea	<input type="text"/>
Taiwan	<input type="text"/>
Thailand	<input type="text"/>

Vietnam

New Zealand

Other Asia Pacific Location

Argentina

Austria

Belgium

Brazil

Chile

Colombia

Czech Republic

Denmark

Ecuador

Finland

France

Germany

Greece

Ireland

Italy

Luxembourg

Mexico

Norway

Other European Location

Other Latin America Location

Peru

Poland

Portugal

Puerto Rico

Russia

Spain

Sweden



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Does your organization have specific geographic differentials for remote employees?

- 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
  - Unsure
  - Not applicable; we do not have remote employees
- 

What is, or will be, your geographic differential approach for remote employees?

- Adjust based on actual (or home) location
  - Adjust based on closest office location to the employee's home
  - Adjust based on national scale for remote employees
  - Decisions are made on a case-by-case basis
  - No adjustments are made, regardless of location
  - Unsure
  - Other (please specify):
- 

Does your organization differentiate pay adjustments for company- vs. employee-initiated relocations?

- 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
  - Unsure
  - Not applicable; we operate in one or a very limited number of locations
- 

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?

- Leave salary unchanged and manage merit increases normally going forward
  - Leave salary unchanged and limit merit increases going forward until alignment with local pay levels is achieved
  - Adjust salary to new location immediately based on market data
  - Adjust salary to new location immediately based on COLA and taxation
  - Decisions are made on a case-by-case basis
  - Unsure
  - Other (please specify):
-



Currently, if an employee chooses to relocate to a remote location how do you manage business travel to office locations?

- Company will pay for all approved office visits
- Company will pay for a specific number of approved office visits per year
- Employee will pay for all office visits
- Decisions are made on a case-by-case basis
- Unsure
- Other (please specify):

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## Defining and Implementing the Future of Work: Building a Foundation For Success

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

As the pandemic progresses into 2021 and we enter a new normal, organizations around the world are thinking ahead and planning for the workforce of the future. The following questions serve to elicit insight into the design and implementation of future-of-work programs and strategies, including how these may have shifted over time.

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? (Select a best-fit response)

- 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 strategies)

Does your organization have a clear and consistent definition for the future of work?

- Yes
- No, but we are plan on having one within the next 3 months
- No, but we are plan on having one within the next 3-6 months
- No
- Unsure

How important are the following factors to your organization when creating a definition for the future of work?

Extremely important    Very important    Moderately important    Not important    Unsure    Not applicable

	Extremely important	Very important	Moderately important	Not important	Unsure	Not applicable
Automation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Digitalization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity, equity and inclusion (DEI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economy/demand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Localization/regionalization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New work or employment models	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supply chain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability/environmental, social and governance (ESG)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What your competitors do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce/talent availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Defining	Leading	Managing	Tracking	Not applicable
Business lines/teams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive leadership (i.e., C-suite)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manufacturing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product development (i.e., R&D)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sales and marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technology (i.e., IT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Does your organization have a specific team or taskforce working on defining, managing and implementing the future of work?

- Yes, one team or taskforce
- Yes, several teams or taskforces depending on the initiative
- No, but we are actively considering it
- No

Unsure

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Does the team/taskforce include outside experts?

- Yes
  - No
  - Unsure
- 

How does the team or taskforce interact?

- They meet on a regular basis
  - We have one team coordinating all the efforts
  - Teams don't interact
  - We have no formal process to interact with each other
  - Unsure
  - Other (please specify):
- 

What type of taskforce or team are you considering?

- One team or taskforce for all initiatives
  - Different teams or taskforces depending on on the initiative
  - Unsure
  - Other (please specify):
- 

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? (Select all that apply)

	None	Improving existing initiatives only	Primarily planning for new initiatives now	Already implementing new initiatives now	Unsure
Attract and retain talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business and/or workforce resiliency plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career leveling and/or paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee value proposition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifying current or future talent/skills gaps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skills assessment and inventory	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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? (Select all that apply)

	None	Improving existing initiatives only	Primarily planning for new initiatives now	Already implementing new initiatives now	Unsure
Agile ways of working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity, equity and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dynamic skills-based planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible work schedules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manager/leadership training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote/virtual working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reshaping or reorganizing your workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reskilling/upskilling your workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talent mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellbeing (physical, emotional, social, financial and work life)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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? (Select all that apply)

	None	Improving existing initiatives only	Primarily planning for new initiatives now	Already implementing new initiatives now	Unsure
Benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Optimizing people spend/investments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rewards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total rewards optimization/strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Travel policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce use of tools and technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify): <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What steps is your organization taking to better understand your workforce in the context of implementing future-of-work strategies? (Select all that apply)

	Yes	No, but we are actively considering it	No	Unsure	Not applicable
Asking employees for input on defining the future of work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asking employees for input on diversity, equity and inclusion initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asking employees for input on flexible scheduling preferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asking employees for input on remote/virtual working preferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asking employees for input on total rewards offerings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing employees for agility and adaptability skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing employees for collaboration and communication skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing employees for key digital/technology skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing employees for new or changing cultural expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessing employees for new or changing leadership expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investing in new or expanded people/workforce analytics capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Investing in new tools or technologies to monitor workforce activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Running more frequent or pulse engagement surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What elements of your employee value proposition are you reviewing, reviewed or will review? (Select all that apply)

- Benefits
- Career development
- Compensation
- Culture
- Onsite employee experience
- Recognition

Remote employee experience

Work-life balance

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Has your organization communicated specific steps it is taking to define, manage or implement future-of-work strategies to employees?

Yes

No, but we are actively considering it

No

Unsure

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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

As organizations ramp up their commitment to diversity, equity and inclusion initiatives in light of recent world events, the following questions seek to provide insight into what steps organizations are taking today, or plan to take, to make further strides in this area.

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Which of the following serves as the governing body over DEI strategies and programs at your organization? (Select all that apply)

DEI department

HR

Steering committee

Other (please specify):

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Does your organization have DEI metrics or goals?

Yes, and they are publicly known

Yes, and they are not publicly available

No, but we intend to create them

No

Other (please specify):

---

What changes is your organization making to strengthen diversity, equity and inclusion initiatives? (Select all that apply)

Communicating clear DEI objectives and commitments

Creating or enhancing mentorship programs

- Expanding talent pools for candidate diversity
  - Implementing measures to increase fairness and reduced adverse impact in employee selection and hiring procedures
  - Introducing or expanding unconscious bias training
  - Reviewing compensation and benefits programs
  - Taking action on commitments to achieving pay equity
  - Targeted upskilling programs for women/ethnic minorities
  - Upskilling programs for leaders to focus on inclusive behaviors, value of diversity of thought
  - Using data analytics to measure demographics and talent mobility
  - Utilizing apprenticeship/mentorship programs
  - Other (please specify):
  - None of the above
- 

For your operations in the U.S., are you adding any of the following holidays to your fixed, paid holiday schedule?  
(Select all that apply)

- Martin Luther King, Jr. Day
  - Juneteenth
  - Columbus/Indigenous Peoples Day
  - Floating holiday
  - Other (please specify):
  - None of the above
- 

### Submit Your Responses

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**Almost done! Click SUBMIT to finalize and submit your responses**

Thank you for participating in our seventh global COVID-19 pulse survey for senior human resources leaders and professionals.

If you are happy with your responses and are ready to submit the survey, please click on the "Submit" button.







