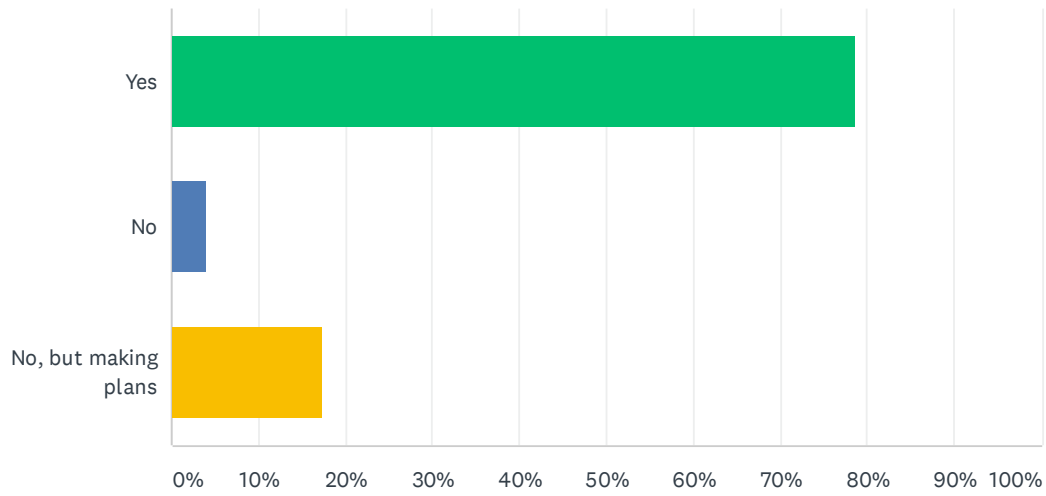


# Q1 Have you developed and implemented a comprehensive communication plan related to COVID-19?

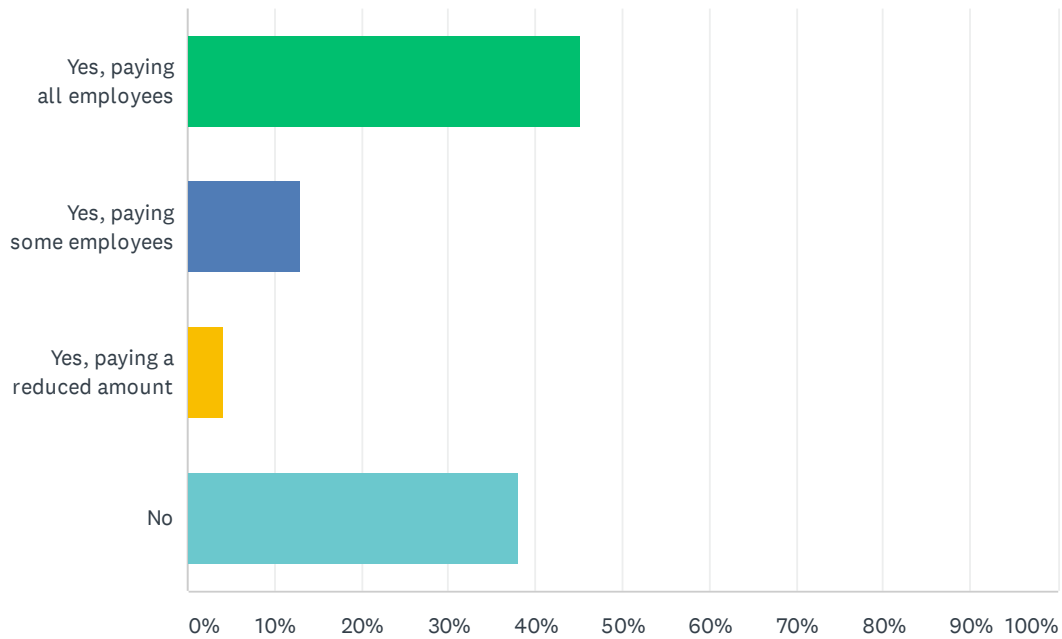
Answered: 431 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	78.65%	339
No	3.94%	17
No, but making plans	17.40%	75
TOTAL		431

## Q2 If you have had to close your business temporarily, are you paying your employees who are unable to work from home?

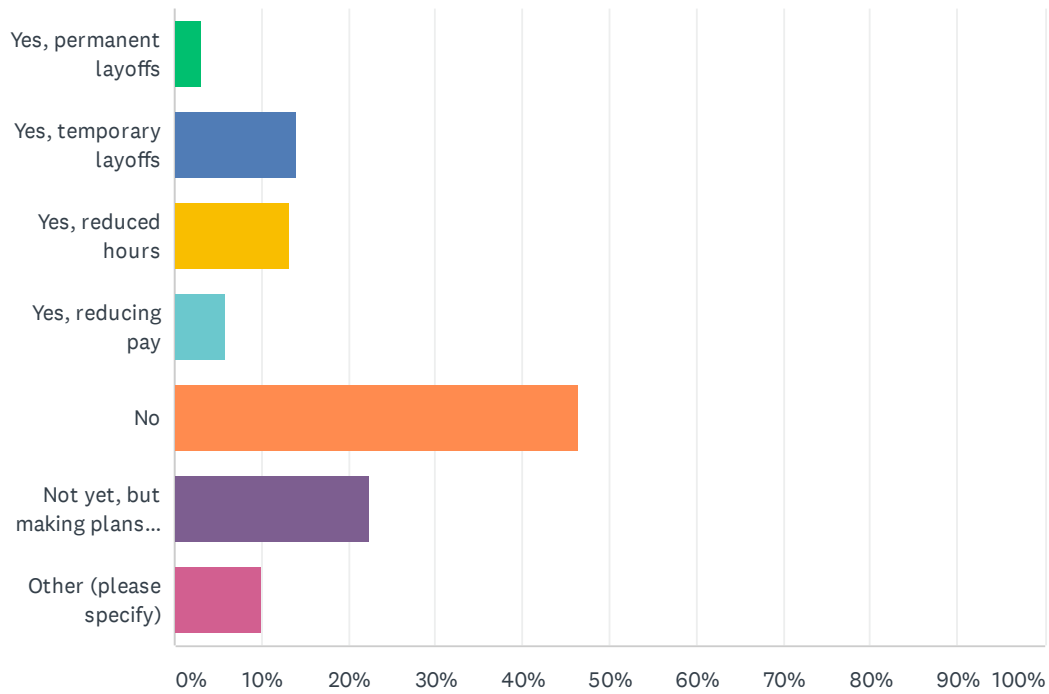
Answered: 308 Skipped: 124



ANSWER CHOICES	RESPONSES	
Yes, paying all employees	45.13%	139
Yes, paying some employees	12.99%	40
Yes, paying a reduced amount	4.22%	13
No	37.99%	117
Total Respondents: 308		

### Q3 Are you making adjustments to your staff and/or their compensation? (check all that apply)

Answered: 424 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes, permanent layoffs	3.07%	13
Yes, temporary layoffs	13.92%	59
Yes, reduced hours	13.21%	56
Yes, reducing pay	5.90%	25
No	46.46%	197
Not yet, but making plans for one of the above	22.41%	95
Other (please specify)	10.14%	43
Total Respondents: 424		

## 2020 COVID-19 Employer Survey

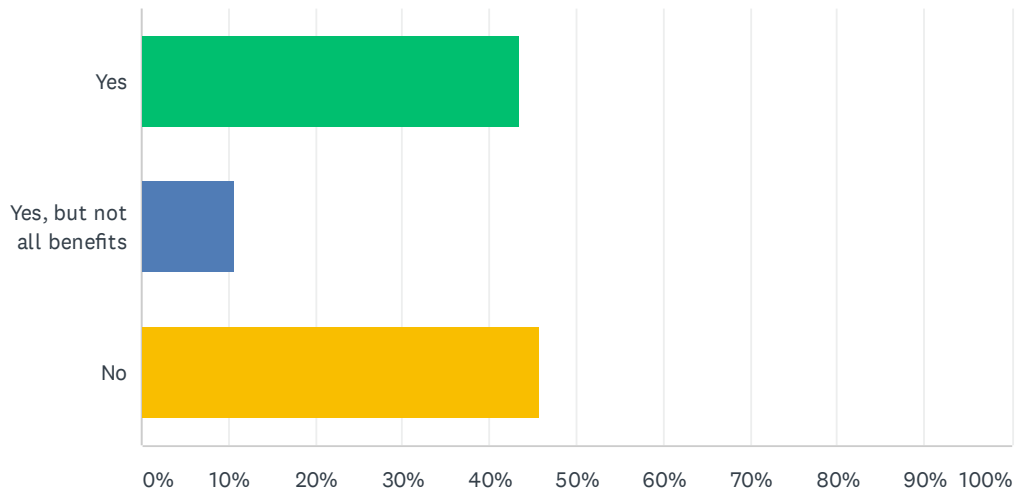
#	OTHER (PLEASE SPECIFY)	DATE
1	Furloughing some of our employees	3/31/2020 8:53 AM
2	working from home since 03/25	3/30/2020 12:51 PM
3	paying if off due to covid19 until april fmla goes into effect	3/30/2020 10:16 AM
4	We are an essential business and plan to continue to operate	3/30/2020 9:42 AM
5	Considering cost saving measures like holding on recruiting for open positions, etc.	3/30/2020 8:58 AM
6	Paying employees who provide Dr. note saying they need to stay home. - Not having to use sick time.	3/30/2020 8:28 AM
7	We support several essential businesses so have not reduced staff at this time.	3/30/2020 8:26 AM
8	employees are able to work remotely	3/30/2020 8:26 AM
9	Reduced hours for seasonal staff only at this point.	3/30/2020 8:24 AM
10	If telecommute agreement is not signed they will not be paid unless using PTO. If school based and job cannot transfer to telecommuting they are paid	3/30/2020 8:19 AM
11	Salary increases on hold	3/29/2020 10:42 AM
12	Created new code to continue to pay employees who are not working.	3/27/2020 8:55 PM
13	We are still open. We are in the essential category.	3/27/2020 6:02 PM
14	We are considered an essential service so we are not closing or reducing our activities.	3/27/2020 10:00 AM
15	We are all able to telework.	3/27/2020 8:02 AM
16	Considering all options depending on how long this crisis lasts	3/26/2020 6:03 PM
17	paying full pay for two weeks of mandated closure	3/26/2020 5:18 PM
18	Hold on hiring majority of positions.	3/26/2020 2:00 PM
19	Currently all full time staff working remotely and paid	3/26/2020 1:53 PM
20	All above	3/26/2020 1:17 PM
21	Have sent home high risk employees with pay or allowed to work from home	3/26/2020 12:03 PM
22	Reduced hours for subset of staff unable to work from home.	3/26/2020 11:55 AM
23	Essential Staff - Bonus to Hourly Employees on the Front Line	3/26/2020 11:40 AM
24	We are finding work for all employees	3/26/2020 11:21 AM
25	Provisional pay and provisional PTO for those unable to work and supplemental pay for those required to stay onsite as essential staff.	3/26/2020 11:13 AM
26	No reductions	3/26/2020 10:55 AM
27	Due to our industry our employees are able to work from home	3/26/2020 10:50 AM
28	implementing a work or report from home action	3/26/2020 10:47 AM
29	Not at this time. We are open for business, yet closed to the public.	3/26/2020 10:45 AM
30	Pay an employee for reduced hours due to lack of childcare	3/26/2020 10:44 AM
31	Offering \$1/hr premium pay to working employees	3/26/2020 10:42 AM
32	75% Non Exempt; 0% of Exempt	3/26/2020 10:41 AM
33	Furlows, working reduced hours supplemented by unemployment.	3/26/2020 10:38 AM
34	Staggering shifts	3/26/2020 10:38 AM
35	Working as normal since we provide essentially services to elderly.	3/26/2020 10:37 AM

## 2020 COVID-19 Employer Survey

36	We are rotating staff to allow for Work at Home	3/26/2020 10:36 AM
37	Salary taking vacation	3/26/2020 10:34 AM
38	Letting employees work from home	3/26/2020 10:33 AM
39	sending half of staff home 1 week then swap out	3/26/2020 10:32 AM
40	These measures will be implemented if shutdown goes past April 6/7	3/26/2020 10:25 AM
41	Rotating shifts - no one is losing any pay.	3/26/2020 10:22 AM
42	Allowing employees to take time unpaid or PTO for up to 2 weeks	3/26/2020 10:21 AM
43	All employees are working from home, no pay adjustments	3/26/2020 10:20 AM

### Q4 If you have conducted layoffs or furloughs are you covering premiums to continue employee benefit coverage?

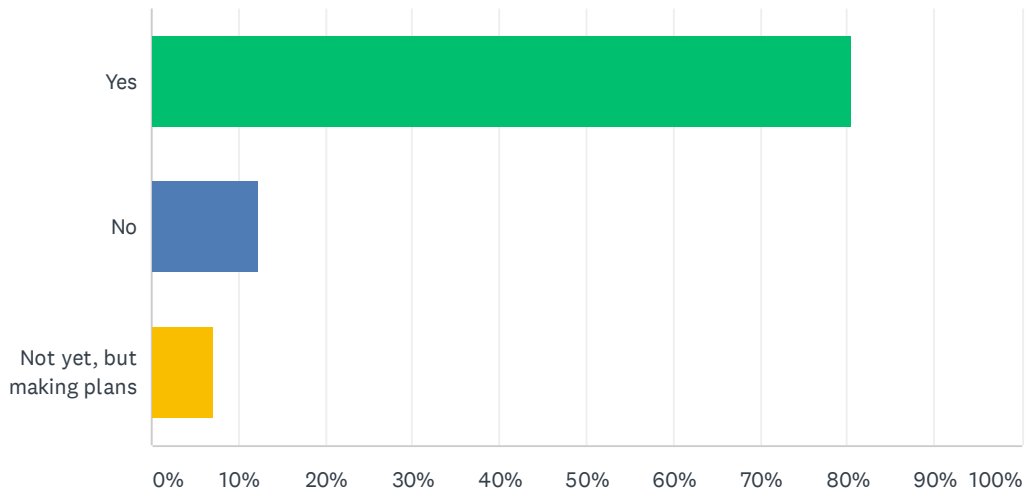
Answered: 264 Skipped: 168



ANSWER CHOICES	RESPONSES	
Yes	43.56%	115
Yes, but not all benefits	10.61%	28
No	45.83%	121
TOTAL		264

## Q5 Are you allowing employees not typically able to telecommute to work from home?

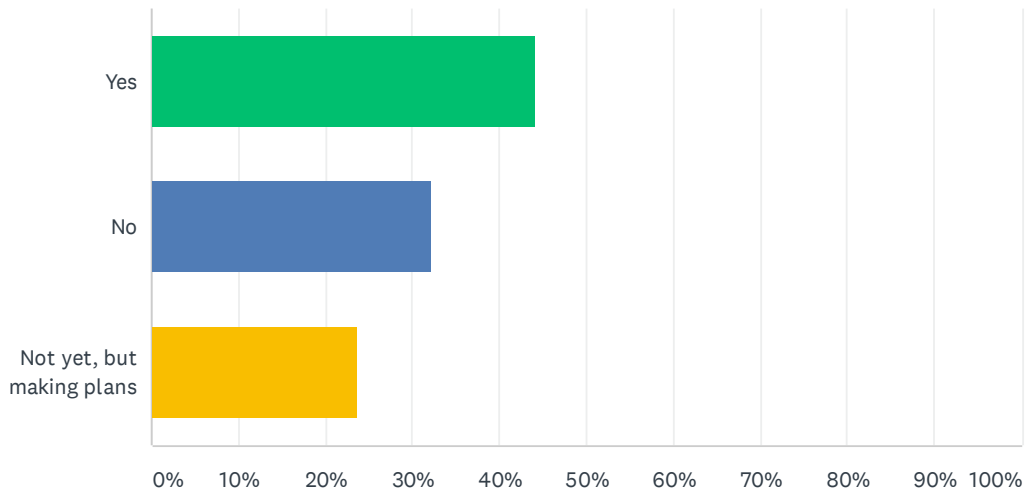
Answered: 422 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	80.57%	340
No	12.32%	52
Not yet, but making plans	7.11%	30
TOTAL		422

## Q6 Are you assigning temporary alternative duties to employees who are unable to perform normal duties?

Answered: 413 Skipped: 19

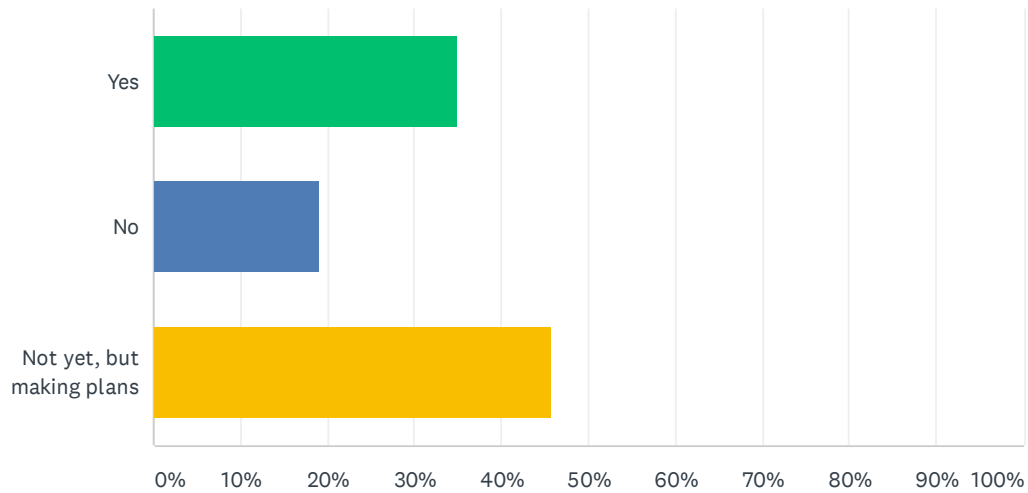


ANSWER CHOICES	RESPONSES	
Yes	44.07%	182
No	32.20%	133
Not yet, but making plans	23.73%	98
TOTAL		413



### Q7 If your company is subject to the Families First Coronavirus Response Act, have you communicated with employees regarding the new law?

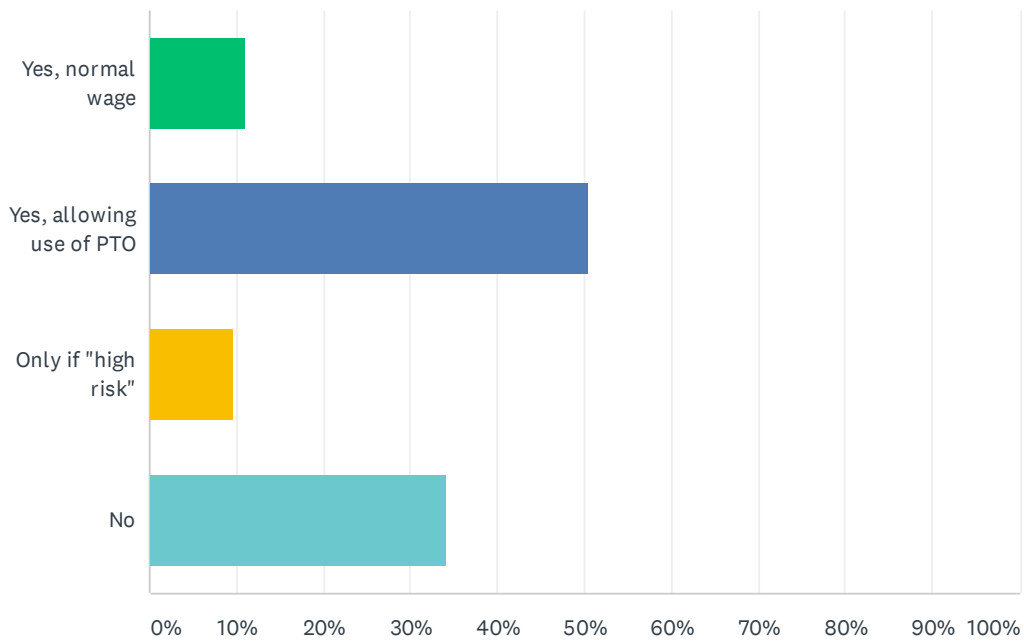
Answered: 366 Skipped: 66



ANSWER CHOICES	RESPONSES	
Yes	34.97%	128
No	19.13%	70
Not yet, but making plans	45.90%	168
<b>TOTAL</b>		<b>366</b>

## Q8 If your employees are refusing to come to work because of fear of becoming sick with COVID-19, are you paying them?

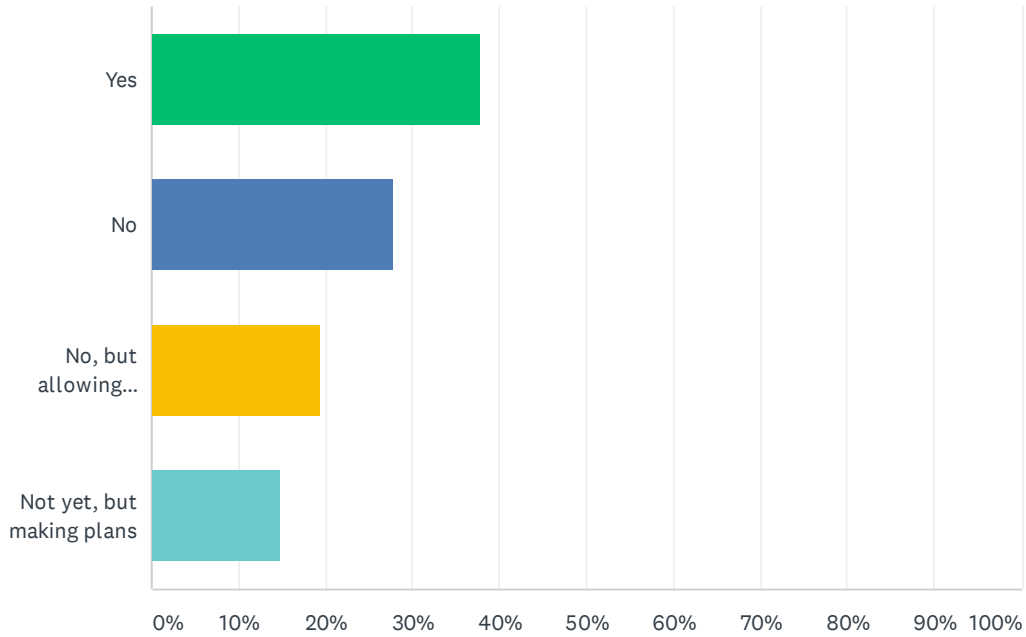
Answered: 391 Skipped: 41



ANSWER CHOICES	RESPONSES	
Yes, normal wage	11.00%	43
Yes, allowing use of PTO	50.38%	197
Only if "high risk"	9.72%	38
No	34.02%	133
Total Respondents: 391		

**Q9 Prior to the effective date of the FFCRA on 4/1/2020, have you been offering additional sick leave/PTO to those who have been diagnosed with COVID-19, are experiencing symptoms of COVID-19, or are self-quarantining due to exposure/potential exposure?**

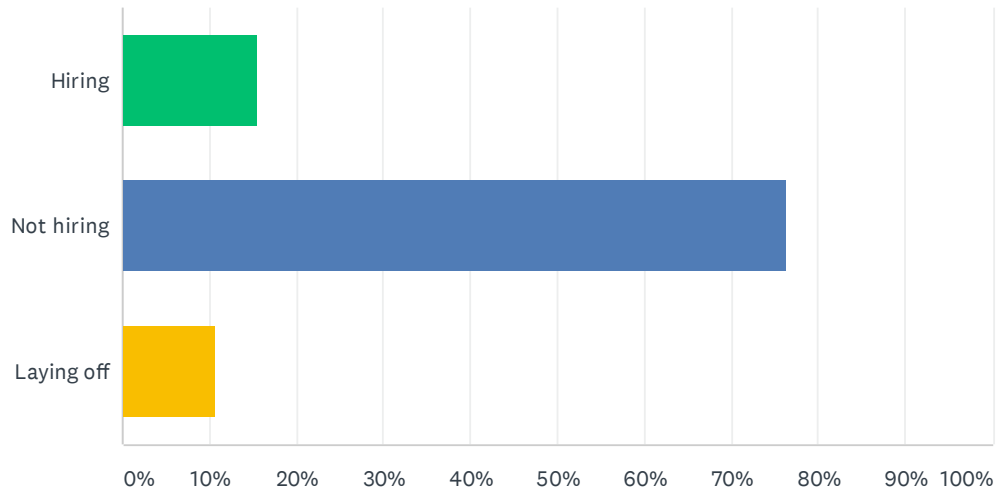
Answered: 412 Skipped: 20



ANSWER CHOICES	RESPONSES	
Yes	37.86%	156
No	27.91%	115
No, but allowing employees to 'go negative' in sick/PTO leave balance	19.42%	80
Not yet, but making plans	14.81%	61
<b>TOTAL</b>		<b>412</b>

## Q10 With regard to contractors / contingent workers, are you?

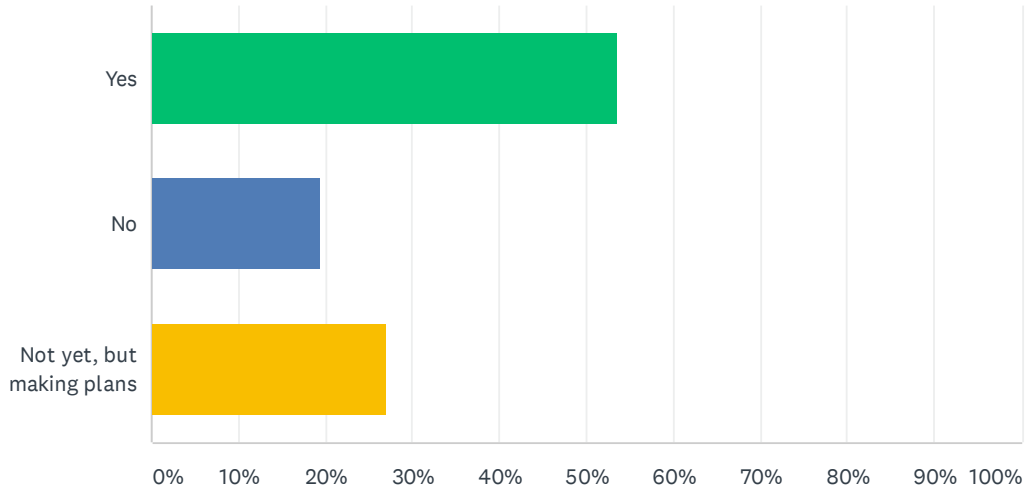
Answered: 382 Skipped: 50



ANSWER CHOICES	RESPONSES	
Hiring	15.45%	59
Not hiring	76.44%	292
Laying off	10.73%	41
Total Respondents: 382		

## Q11 Do you have a plan for re-engaging/re-hiring any laid off employees once things improve?

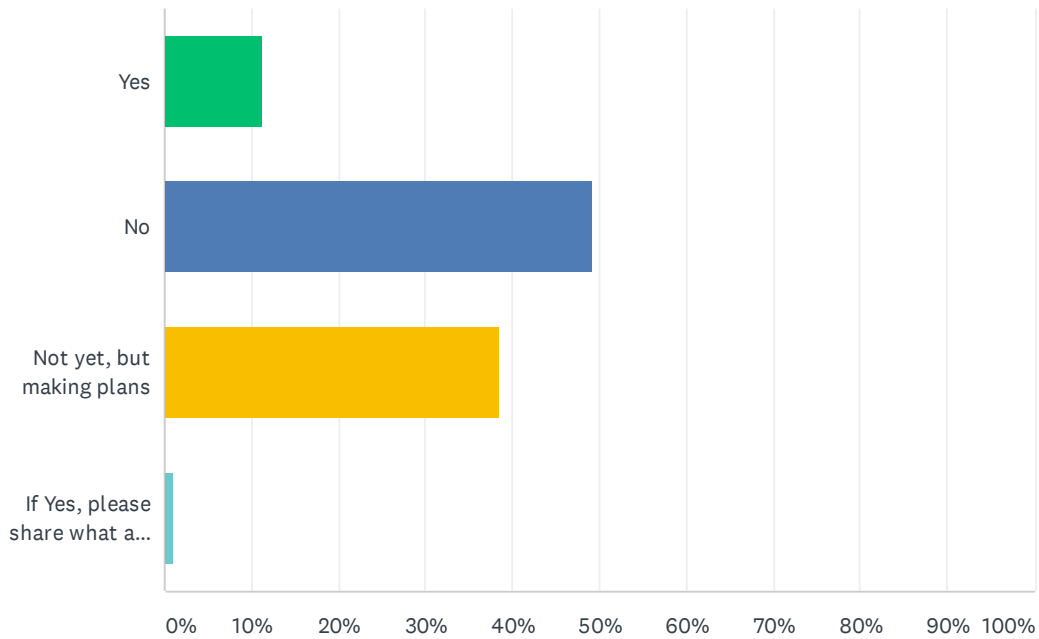
Answered: 308 Skipped: 124



ANSWER CHOICES	RESPONSES	
Yes	53.57%	165
No	19.48%	60
Not yet, but making plans	26.95%	83
<b>TOTAL</b>		<b>308</b>

## Q12 If you have had to reduce pay, do you have a retention plan in place for key employees?

Answered: 285 Skipped: 147

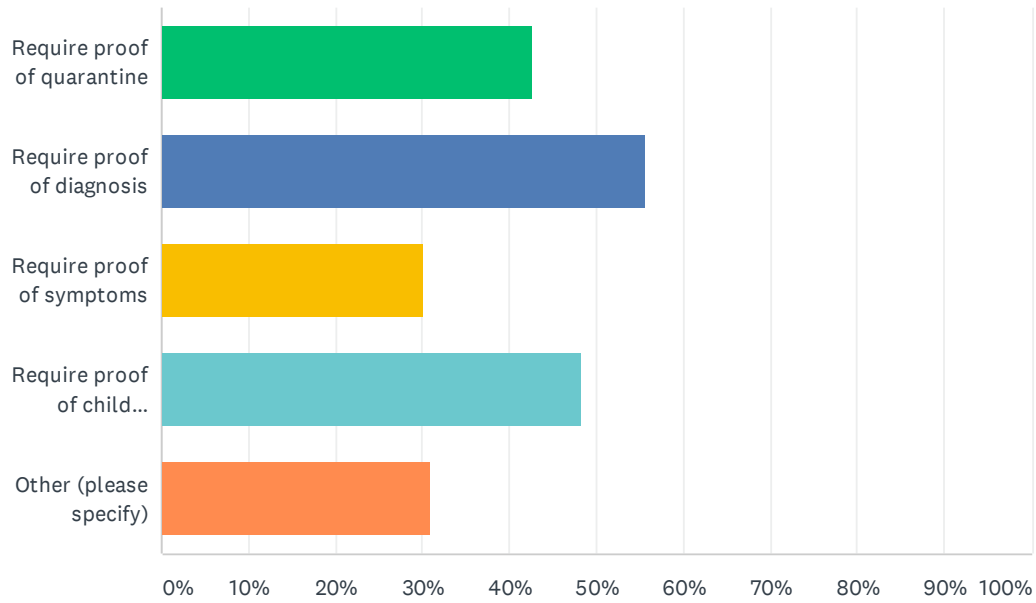


ANSWER CHOICES	RESPONSES	
Yes	11.23%	32
No	49.12%	140
Not yet, but making plans	38.60%	110
If Yes, please share what are you doing	1.05%	3
<b>TOTAL</b>		<b>285</b>

#	IF YES, PLEASE SHARE WHAT ARE YOU DOING	DATE
1	Some of the (highly compensated) leadership team are taking a reduction in pay	3/31/2020 8:53 AM
2	We have offered additional PTO to employees' PTO banks	3/30/2020 11:24 AM
3	We are a local government. We are open and working. If there is a fear that an employee has then we wait for the test to come back negative before they return to work. No positives and everyone is working. We pay them during the waiting period.	3/26/2020 10:28 AM

### Q13 How do you plan to implement FFCRA? (check all that apply)

Answered: 349 Skipped: 83



ANSWER CHOICES	RESPONSES	
Require proof of quarantine	42.69%	149
Require proof of diagnosis	55.59%	194
Require proof of symptoms	30.09%	105
Require proof of child school/day care closure	48.42%	169
Other (please specify)	30.95%	108
Total Respondents: 349		

## 2020 COVID-19 Employer Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Not eligible	3/31/2020 10:00 AM
2	TBD	3/31/2020 8:53 AM
3	N/A	3/31/2020 8:17 AM
4	Not sure	3/31/2020 7:35 AM
5	self reporting on all fronts - no requirement of official proof	3/30/2020 8:58 PM
6	Whatever DOL requires	3/30/2020 8:50 PM
7	Only requiring employee affirmation of reason	3/30/2020 4:58 PM
8	Case by case	3/30/2020 12:27 PM
9	our company is exempt	3/30/2020 11:42 AM
10	not subject to FFCRA	3/30/2020 11:40 AM
11	Not requiring nocumentation	3/30/2020 11:15 AM
12	Not requiring proof	3/30/2020 10:30 AM
13	doesn't apply to us	3/30/2020 9:33 AM
14	not required	3/30/2020 9:08 AM
15	personal statement	3/30/2020 8:56 AM
16	no proof required	3/30/2020 8:50 AM
17	not eligible for FFCRA	3/30/2020 8:50 AM
18	Situationally dependent.	3/30/2020 8:30 AM
19	ALL OF THE ABOVE	3/30/2020 8:28 AM
20	over 500 employees so does not apply	3/30/2020 8:24 AM
21	we are over 500 employees	3/30/2020 8:23 AM
22	Making plans to do so	3/30/2020 8:23 AM
23	require proof of all-clear to return to work if previously diagnosed	3/30/2020 8:22 AM
24	We have more than 500 employees.	3/30/2020 8:19 AM
25	Not requiring proof to ensure we aren't overwhelming the medical community.	3/29/2020 9:27 PM
26	Request form	3/27/2020 6:02 PM
27	Case by case basis	3/27/2020 10:47 AM
28	Request proof of all the above - good faith effort	3/27/2020 10:40 AM
29	left up to individual offices/regions	3/27/2020 7:26 AM
30	All of the above	3/27/2020 6:48 AM
31	Trust our team	3/26/2020 5:05 PM
32	Not figured that out	3/26/2020 4:42 PM
33	Still working on plan	3/26/2020 1:52 PM
34	Interactive conversations	3/26/2020 1:41 PM
35	Not required to based on size of the company	3/26/2020 1:39 PM
36	All of the above	3/26/2020 1:25 PM
37	na	3/26/2020 1:12 PM



## 2020 COVID-19 Employer Survey

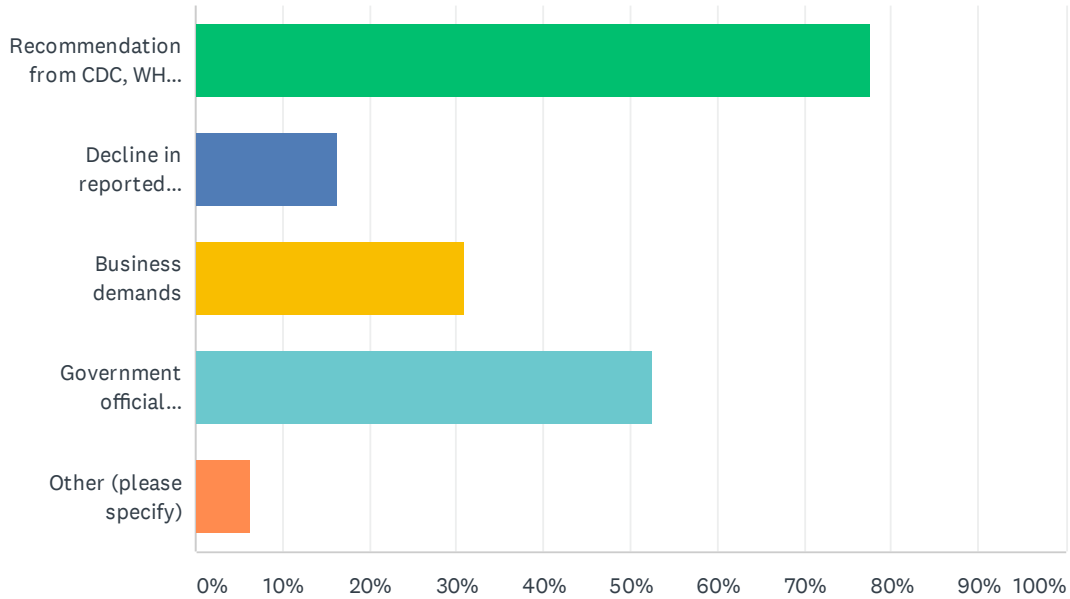
38	no decision at this time	3/26/2020 1:03 PM
39	Working on plans.	3/26/2020 12:45 PM
40	Still planning	3/26/2020 12:45 PM
41	All of the above, if possible, this is fluid. We understand people may not be able to provide proof of symptoms, etc.	3/26/2020 12:43 PM
42	We are exempt from the Act	3/26/2020 12:28 PM
43	larger than 500 employees	3/26/2020 12:15 PM
44	No proof required	3/26/2020 12:03 PM
45	Allow employees to self report for the 2 weeks. Required proof if child in closed area for FMLA.	3/26/2020 11:55 AM
46	As directed by executive HR leadership	3/26/2020 11:53 AM
47	We haven't decided yet	3/26/2020 11:35 AM
48	Medical Proof when available	3/26/2020 11:31 AM
49	Does not apply to us due to more than 500 employees	3/26/2020 11:21 AM
50	Not sure how to administer yet; awaiting guidelines or suggestions from reliable sources	3/26/2020 11:20 AM
51	Will implement per guidelines	3/26/2020 11:19 AM
52	Does not apply to use due to size over 500	3/26/2020 11:13 AM
53	Does not apply >500	3/26/2020 11:11 AM
54	Given the situation, we are not sure that we will be able to get adequate documentation	3/26/2020 11:04 AM
55	Putting a clause in our policy that documentation may be required at some point after they return to work. We're trying to keep this option open until we see what's practical.	3/26/2020 10:59 AM
56	Not requiring proof	3/26/2020 10:57 AM
57	Not required - Over 500 employees	3/26/2020 10:55 AM
58	As with any illness, we will require doctor's note for extended medical leave requests.	3/26/2020 10:55 AM
59	We are under 50 Employees still trying to understand requirements	3/26/2020 10:53 AM
60	Taking the employees' word that they have been asked to quarantine	3/26/2020 10:52 AM
61	not applicable	3/26/2020 10:52 AM
62	Still contemplating	3/26/2020 10:50 AM
63	Will not likely require proof as we understand it may be hard to obtain and we don't want to penalize employees.	3/26/2020 10:49 AM
64	notification to HR or departmental manager	3/26/2020 10:47 AM
65	Whatever we are legally allowed to do.	3/26/2020 10:45 AM
66	Over 500 Employees	3/26/2020 10:44 AM
67	Situational depending on internal and external factors as the need arises.	3/26/2020 10:43 AM
68	unsure? what are we allowed to ask for?	3/26/2020 10:41 AM
69	not sure yet	3/26/2020 10:40 AM
70	We have more than 500 employees but are following FFCRA. We have an interactive conversation	3/26/2020 10:40 AM
71	Not sure	3/26/2020 10:38 AM
72	We have over 500 employees	3/26/2020 10:37 AM
73	We have less than 10 employees	3/26/2020 10:37 AM

## 2020 COVID-19 Employer Survey

74	Unsure	3/26/2020 10:35 AM
75	Case by case basis	3/26/2020 10:35 AM
76	We are an employer of more than 500	3/26/2020 10:34 AM
77	Still working on plan	3/26/2020 10:33 AM
78	still working out details/plans	3/26/2020 10:33 AM
79	Unsure	3/26/2020 10:32 AM
80	Not sure	3/26/2020 10:31 AM
81	Proof not required	3/26/2020 10:30 AM
82	Determine at a later time	3/26/2020 10:29 AM
83	Not sure	3/26/2020 10:29 AM
84	Have a phone conversation with the person and ask them what is going on and how can we help. Paycor payroll system entered the codes to isolate but continue the payroll and the regular rate for 80 hours. Then follow the FFCRA guidelines after that.	3/26/2020 10:28 AM
85	Not covered	3/26/2020 10:28 AM
86	unknown - only a few left to run operation	3/26/2020 10:26 AM
87	our company does not qualify under the guidelines	3/26/2020 10:25 AM
88	Employee health makes determination	3/26/2020 10:25 AM
89	It does not apply to us	3/26/2020 10:25 AM
90	If child goes to a closed public school - no proof is needed.	3/26/2020 10:24 AM
91	We trust our employees are telling the truth.	3/26/2020 10:24 AM
92	over 500 employees no not subject but trying to generally follow principles of act with our population and offering some paid time off to impacted employees and relaxed our PTO rules to make it available to employees who need additional support but might not yet qualify	3/26/2020 10:23 AM
93	I'm not sure yet	3/26/2020 10:23 AM
94	still learning what is required of us to implement FFCRA	3/26/2020 10:23 AM
95	N/A	3/26/2020 10:23 AM
96	none	3/26/2020 10:22 AM
97	all of the above case by case basis	3/26/2020 10:22 AM
98	Not sure yet, working through it.	3/26/2020 10:22 AM
99	NA	3/26/2020 10:21 AM
100	Not sure yet	3/26/2020 10:21 AM
101	na	3/26/2020 10:21 AM
102	test results	3/26/2020 10:21 AM
103	Large employer, not eligible	3/26/2020 10:21 AM
104	N/A	3/26/2020 10:21 AM
105	Paying everyone at 100% as long as feasible	3/26/2020 10:21 AM
106	not sure yet	3/26/2020 10:21 AM
107	based on local health officials recommendations	3/26/2020 10:20 AM
108	interactive conversations	3/25/2020 1:01 PM

### Q14 What factors will you consider in making the decision to begin allowing workers back into the work place? (check all that apply)

Answered: 403 Skipped: 29



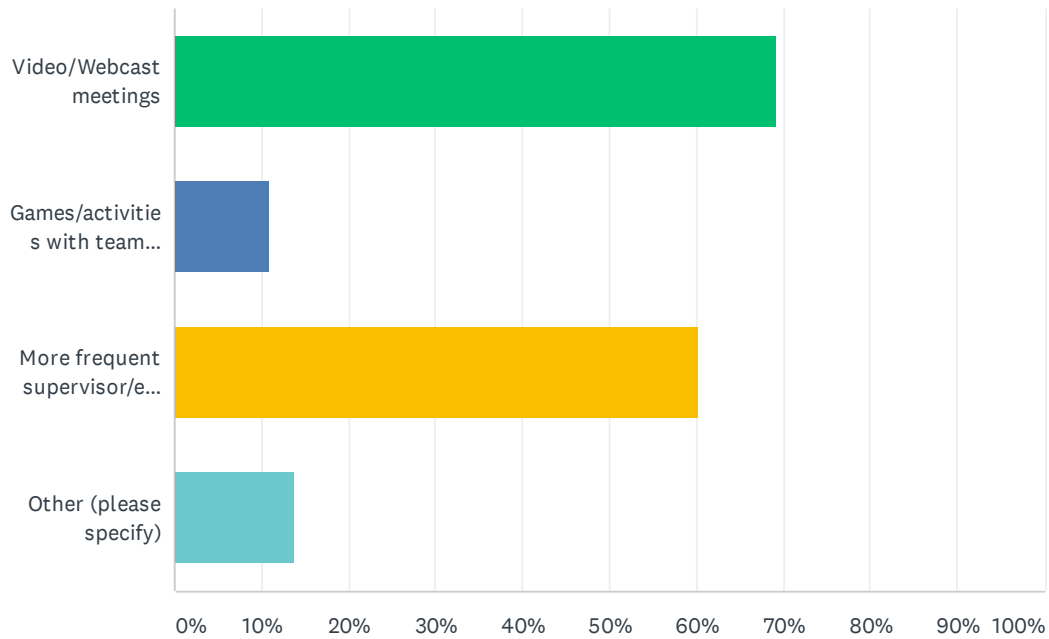
ANSWER CHOICES	RESPONSES	
Recommendation from CDC, WHO or other authority	77.67%	313
Decline in reported COVID-19 cases	16.38%	66
Business demands	31.02%	125
Government official recommendation	52.61%	212
Other (please specify)	6.20%	25
Total Respondents: 403		

## 2020 COVID-19 Employer Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Schools reopened	3/30/2020 8:50 PM
2	Once the local school district starts back.	3/30/2020 11:29 AM
3	This is solely at the discretion of the company president when he chooses to implement	3/30/2020 10:30 AM
4	We will consider all factors	3/30/2020 8:48 AM
5	Have not decided	3/30/2020 8:30 AM
6	CEO directive	3/26/2020 4:42 PM
7	na	3/26/2020 1:12 PM
8	no decision yet	3/26/2020 1:03 PM
9	Doctor's recommendation	3/26/2020 12:56 PM
10	Will follow guidance as directed by executive leadership	3/26/2020 11:53 AM
11	No loss of work at this time.	3/26/2020 11:21 AM
12	We are an essential manufacturer	3/26/2020 11:20 AM
13	Our Executive Director will make the call.	3/26/2020 10:59 AM
14	Right now mostly Business Demands and Trying to Apply any Reglatory Recommendations	3/26/2020 10:53 AM
15	Guidance from mayor or governor as well as CDC	3/26/2020 10:52 AM
16	our COV-19 plan	3/26/2020 10:52 AM
17	Our Chief Medical Officer and Clients	3/26/2020 10:43 AM
18	medical professional stating employee is not contagious	3/26/2020 10:35 AM
19	Determine at a later time	3/26/2020 10:29 AM
20	We would wait for the "all clear" note from the doctor.	3/26/2020 10:28 AM
21	Health care provider statement	3/26/2020 10:23 AM
22	If absent for more than a full week, must be seen by corporate medical personnel	3/26/2020 10:23 AM
23	local health department and county/state requirements.	3/26/2020 10:22 AM
24	Not sure yet	3/26/2020 10:21 AM
25	all the above	3/26/2020 10:20 AM

## Q15 How are you engaging with your newly remote workforce? (check all that apply)

Answered: 398 Skipped: 34



ANSWER CHOICES	RESPONSES	
Video/Webcast meetings	69.35%	276
Games/activities with team members	10.80%	43
More frequent supervisor/employee check-ins	60.30%	240
Other (please specify)	13.82%	55
Total Respondents: 398		

## 2020 COVID-19 Employer Survey

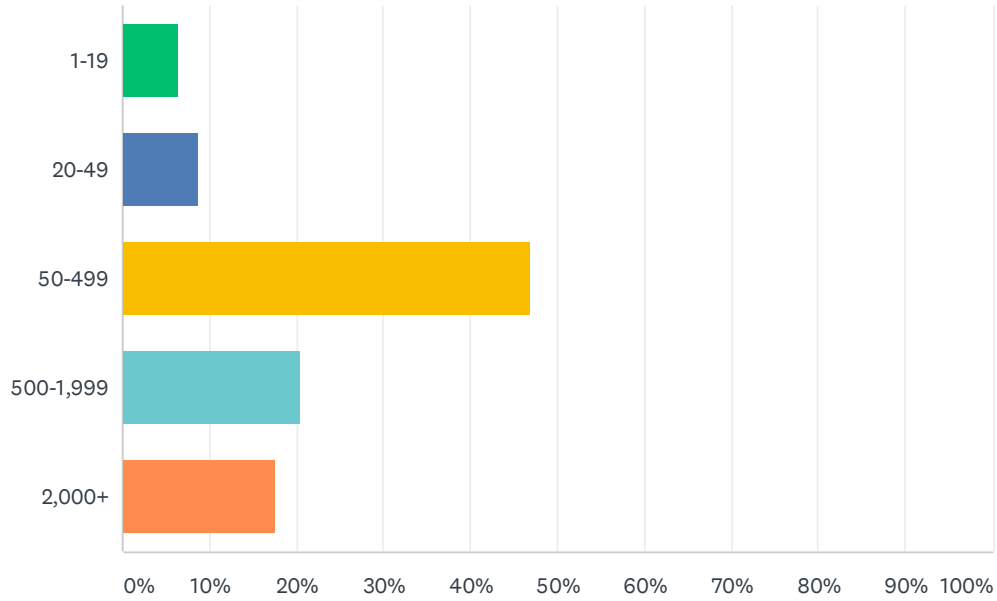
#	OTHER (PLEASE SPECIFY)	DATE
1	Slack	3/30/2020 10:30 AM
2	Text messages	3/30/2020 9:50 AM
3	email and phone calls	3/30/2020 9:50 AM
4	Emails	3/30/2020 9:39 AM
5	email update every evening and a corporate web page dedicated to COVID-19	3/30/2020 9:27 AM
6	Conference Calls	3/30/2020 9:25 AM
7	n/a	3/30/2020 9:08 AM
8	N/A	3/30/2020 8:57 AM
9	Related work deadlines and paperwork	3/30/2020 8:54 AM
10	Emails, texts, Teams chats	3/30/2020 8:47 AM
11	Do not have a remote workforce	3/30/2020 8:26 AM
12	Workforce not remote at this time.	3/30/2020 8:26 AM
13	Frequent emails and calls	3/30/2020 8:23 AM
14	Slack	3/30/2020 8:22 AM
15	Email & phone	3/30/2020 8:22 AM
16	none	3/26/2020 2:05 PM
17	Email	3/26/2020 1:52 PM
18	Virtual lunch and breakfast meetings with small groups/teams, virtual wellness events such as yoga	3/26/2020 1:41 PM
19	No remote work force at our location	3/26/2020 1:39 PM
20	Not applicable	3/26/2020 1:17 PM
21	tons of email, using Microsoft Teams	3/26/2020 12:58 PM
22	Conference Calls	3/26/2020 12:31 PM
23	By phone, email and instant messaging	3/26/2020 11:53 AM
24	n/a	3/26/2020 11:29 AM
25	Daily video updates	3/26/2020 11:11 AM
26	Calls	3/26/2020 10:58 AM
27	more frequent communication	3/26/2020 10:56 AM
28	We do have some Management employees that can work from home. 5 out of 29 employees	3/26/2020 10:53 AM
29	e-mail/telephone - business as usual	3/26/2020 10:51 AM
30	N/A	3/26/2020 10:45 AM
31	have no remote workforce team members	3/26/2020 10:44 AM
32	E-mails, Jabber, phone calls, various software such as Zoom and WebEx	3/26/2020 10:43 AM
33	Morning coffee meetings via Teams	3/26/2020 10:40 AM
34	Email, text, phone	3/26/2020 10:38 AM
35	n/a	3/26/2020 10:35 AM
36	N/A	3/26/2020 10:34 AM
37	daily by numbers, emails, and text	3/26/2020 10:34 AM

## 2020 COVID-19 Employer Survey

38	does not apply - healthcare	3/26/2020 10:33 AM
39	Sending the first ones offsite today	3/26/2020 10:33 AM
40	Speaking with them via phone, email or text	3/26/2020 10:33 AM
41	Emails and phone calls	3/26/2020 10:31 AM
42	No remote workforce yet	3/26/2020 10:29 AM
43	audits, phone calls	3/26/2020 10:29 AM
44	We are all still working by serving our community. we have the 6 foot rule in place.	3/26/2020 10:28 AM
45	no remote work force yet	3/26/2020 10:28 AM
46	no remote staff	3/26/2020 10:26 AM
47	None at this time	3/26/2020 10:26 AM
48	communication emails	3/26/2020 10:25 AM
49	Daily cross functional and daily functional meetings	3/26/2020 10:25 AM
50	increased email communication	3/26/2020 10:25 AM
51	All email and hotline updates	3/26/2020 10:25 AM
52	Additional content on company intranet/webpage	3/26/2020 10:21 AM
53	Daily Dispatch newsletter to everyone	3/26/2020 10:21 AM
54	none working remotely at this time	3/26/2020 10:20 AM
55	not applicable	3/26/2020 10:20 AM

## Q16 Your organization size

Answered: 431 Skipped: 1

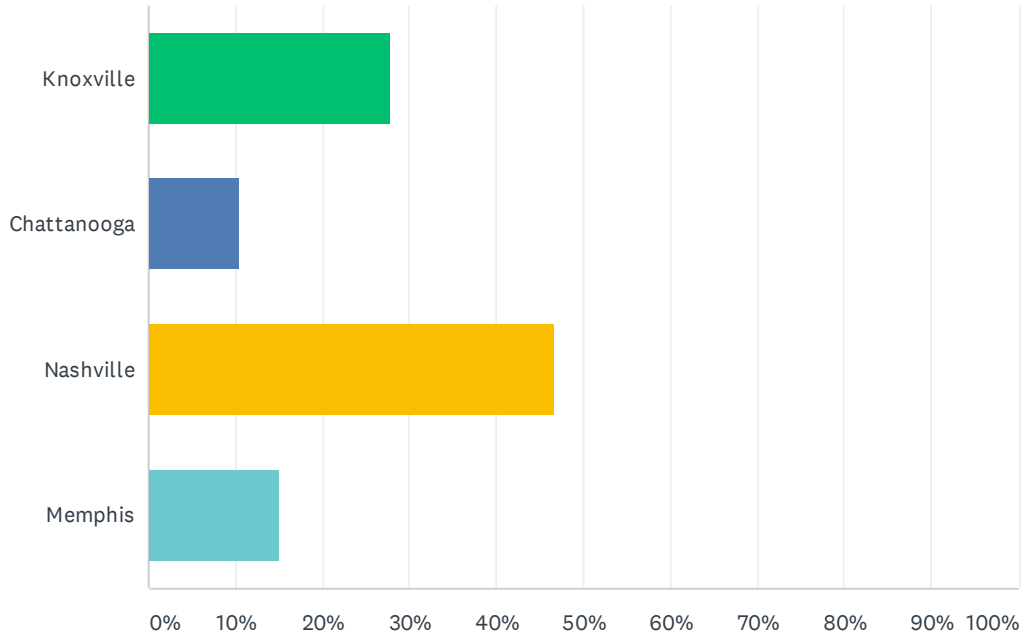


ANSWER CHOICES	RESPONSES	
1-19	6.50%	28
20-49	8.82%	38
50-499	46.87%	202
500-1,999	20.42%	88
2,000+	17.63%	76
Total Respondents: 431		



### Q17 Your location closest to the following metropolitan cities:

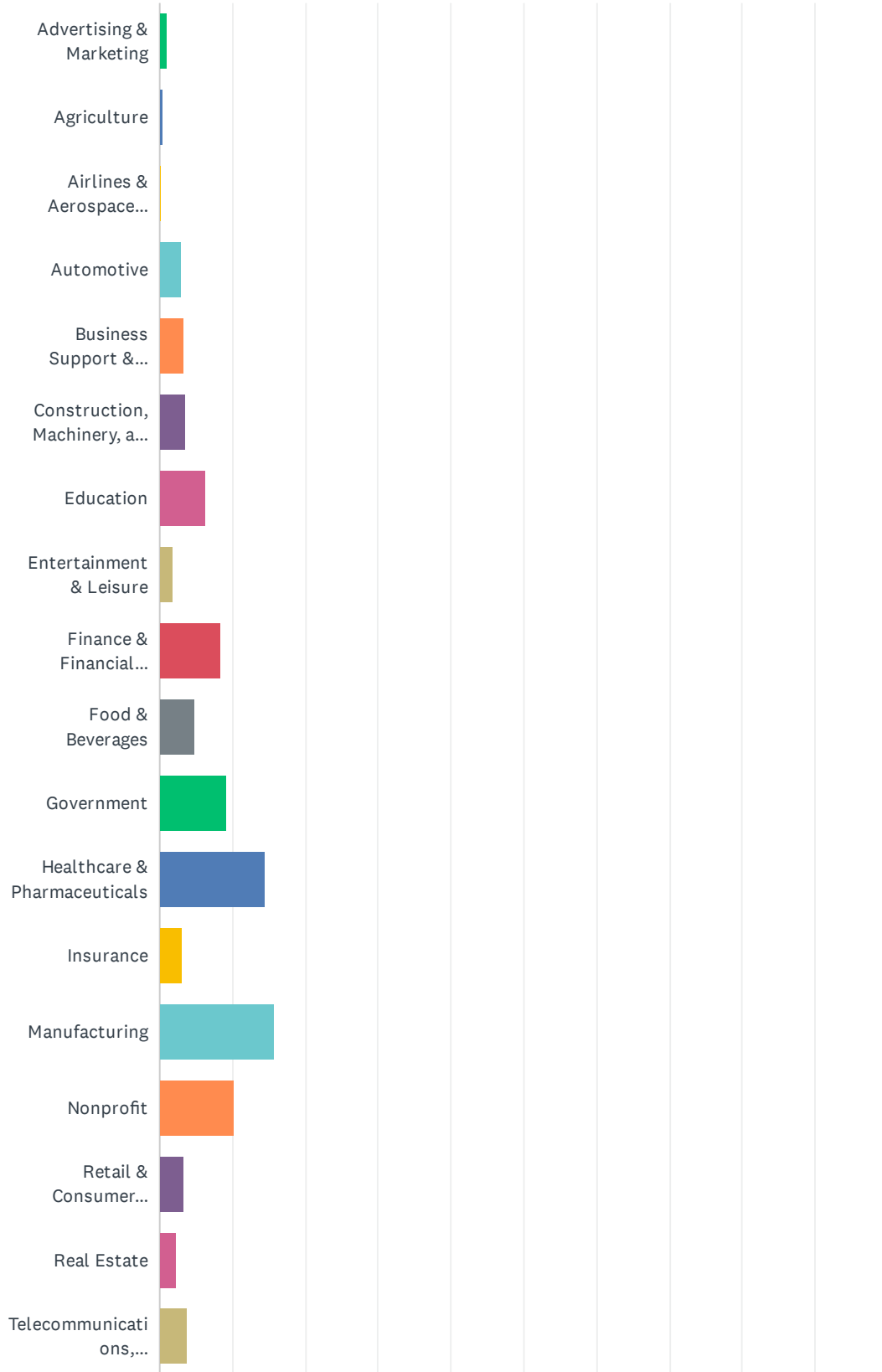
Answered: 429 Skipped: 3



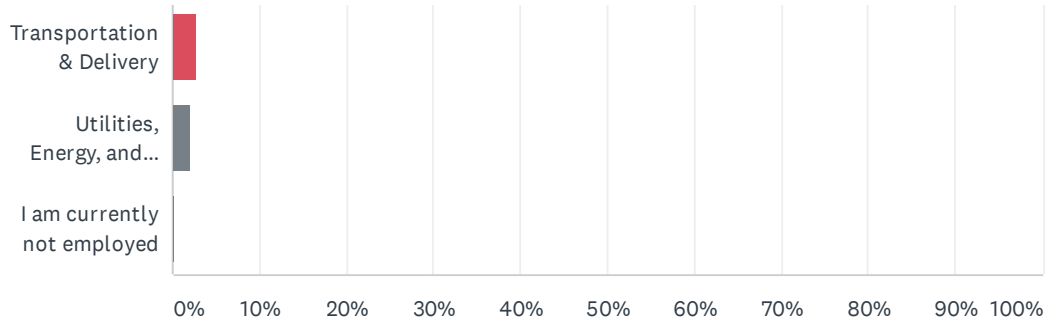
ANSWER CHOICES	RESPONSES	
Knoxville	27.74%	119
Chattanooga	10.49%	45
Nashville	46.62%	200
Memphis	15.15%	65
<b>TOTAL</b>		<b>429</b>

# Q18 Which of the following best describes the principal industry of your organization?

Answered: 417 Skipped: 15



## 2020 COVID-19 Employer Survey



ANSWER CHOICES	RESPONSES	
Advertising & Marketing	0.96%	4
Agriculture	0.48%	2
Airlines & Aerospace (including Defense)	0.24%	1
Automotive	2.88%	12
Business Support & Logistics	3.36%	14
Construction, Machinery, and Homes	3.60%	15
Education	6.24%	26
Entertainment & Leisure	1.92%	8
Finance & Financial Services	8.39%	35
Food & Beverages	4.80%	20
Government	9.11%	38
Healthcare & Pharmaceuticals	14.39%	60
Insurance	3.12%	13
Manufacturing	15.59%	65
Nonprofit	10.31%	43
Retail & Consumer Durables	3.36%	14
Real Estate	2.40%	10
Telecommunications, Technology, Internet & Electronics	3.84%	16
Transportation & Delivery	2.64%	11
Utilities, Energy, and Extraction	2.16%	9
I am currently not employed	0.24%	1
<b>TOTAL</b>		<b>417</b>