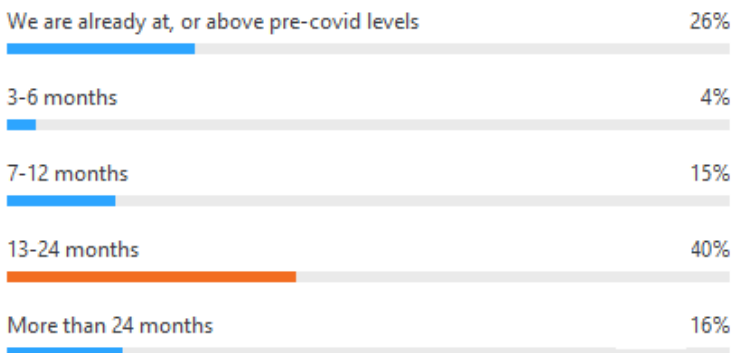


## LEADERSHIP ROUNDTABLE SERIES



### LEADERSHIP ROUNDTABLE SESSION – SEPTEMBER 30 POLLING RESULTS + STUDY DATA + Q&A

#### 1. How long do you believe it will take for your company's financial performance to return to pre-covid levels:



Some notable points from SHRM's study on Navigating COVID-19  
Returning to the Workplace

#### When will workers return?

- 45% of organizations have not announced a return to worksite date
- Large organizations (500+ employees) are least likely to have announced a return date:
  - o 52% of large orgs have not announced, compared to 44% of small (1-99) and 41% of medium organizations (100-499)
  - o Physical industries are over twice as likely as others to have already returned (35%)



## Some notable points from SHRM's study on Navigating COVID-19 Returning to the Workplace (continued . . .)

### Future of remote work

- 68% of organizations report they probably or definitely will adopt broader/more flexible work from home policies for all workers
- 73% of large (500+) orgs will offer greater work from home policies
- Two-thirds of small (1-99) orgs say the same
- Knowledge industry organizations (75%) are most likely to plan to adopt broader work from home, versus 63% of service and physical orgs.

### Employer plans for childcare

- 2 in 5 organizations that have already returned to work or that didn't close have a dedicated plan for employees with childcare responsibilities (42%)
- 24% of organizations without a set return to work date have a childcare plan
- 32% of organizations with a set return to work date have a childcare plan

### Recruitment & Hiring

- Over 1 in 3 organizations are more willing to consider employing fully remote workers going forward, compared to prior to COVID-19
- 27% of organizations are reviewing open positions to determine if they can be completed remotely
- 22% of organizations are modifying positions to be completed remotely

## For Craig Alexander

**Q: What does Craig think about the phrase "no recovery without a she-covey"**

**A:** Women have been more impacted by the recession in 2020, reflecting their greater share of employment in the hardest hit industries. Accordingly, we cannot have a recovery without women playing a key role in that recovery. So far Canada has recouped two-thirds of that were lost. But, the female employment rate and female labour participation are still well below pre-COVID levels and the labour market recovery has been stronger for men. This is one of the reasons I am strongly in support of government efforts to investment in early learning and childcare to help female labour participation to rise. I am also supportive of new measures to help female entrepreneurs.

For Heather Munro-Blum

Q: In the 2008 recession, we talked about the "social license" but was weak in delivery; what do we need to do to ensure this opportunity does not get lost?

A: We have to be wary of citing silver linings given the widespread pandemic hurt to the economy, health, social progress, but with the global and local upheaval taking place, on the question of social license there should now be no turning back; A widespread expectation has emerged calling on responsible leadership from all sectors, including boards - for them and their organizations to be targeted, transparent and accountable on their plans, strategy and performance in the ESG realm, and, for stronger engagement with data and knowledge-vs-opinion-driven information - of course sustained effort essential as well in keeping the message out there regarding the business and societal value proposition here.

For David Windley

Q: I'm interested in whether working remotely has been found to be more efficient than working in an office environment. In my experience it is, even just with the elimination of my daily commute.

A: It is not uniform, but there are many studies where employees have reported that they are more productive working from home or remote from the core office. A lot depends on the type of role and work that the employee is performing. Studies have also shown that for certain types of roles or personality types, that working remote/from home is less productive in the longer term.

Q: My American SHRM friends have been highly critical of SHRM for their support or, or at least lack of denunciation of, the US president's administration's handling of issues like discrimination, white supremacy etc. I would like to ask your speaker why SHRM is supporting the current president, whose behaviour encourages bullying and harassment. (David - this is a hot potato - don't feel obligated to answer).

A: SHRM has not and does not support any administration, political party or specific politician. SHRM is not a political organization and we do not comment either way on political issues. SHRM does focus on public policies that affect the workplace and the Human Resources profession. With that in mind we work with all administrations, political parties and politicians to influence public policy on behalf of our SHRM members.