

For every section of the survey each bullet point describes what information you will be asked to provide. (Numerical Data Required) indicates any section that may require you to look up data and the specific information is highlighted.

Demographics (Numerical Data Required)

- Contact information
- Number of full-time and part-time employees
- Geographic location of employees
- Union employees?
- Segmentation of non-union employees by functional area (no numerical data)

Working Remotely:

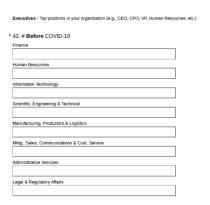
- Proportion of employees working remotely before and after the pandemic was declared
- Return to work and how it was managed

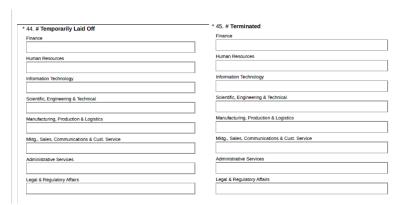
Workspace Configuration

Workplace safety measures to prevent spread of COVID-19

Temporary Layoffs/Permanent Layoffs (Terminations) (Numerical Data Required)

- If any full-time or part-time employee group was laid off/terminated, you will need to provide the following numerical data by functional area:
 - Number of employees before covid
 - Number laid off (if applicable)
 - Number terminated (if applicable)





- You will be asked about employees returning to work from layoffs:
 - Duration of layoffs
 - Return strategies (e.g. staggered, new terms of employment)

- Concerns about staff not returning
- You will be asked about any plans to re-fill positions where terminations occurred
- If you have any retirement plans, you will be asked about any modifications due to COVID-19 related layoffs
- You will be asked about any modifications to group benefit plans due to COVID-19 related layoffs

Government Programs

You will be asked if your organization applied to several government programs (e.g. CEWS)

Reduced Work Hours

If you reduced hours of work due to COVID-19 you will be asked about:

- Level of reduction in hours of work
- Duration of reduction if normal full-time hours of work have resumed
- Anticipated return to normal if normal full-time hours of work have not resumed

Actual/Planned Salary and Salary Range Increases 2020 (Numerical Data/Estimates Required)

You will be asked about your actual/planned salary increases for 2020:

- When base salaries are normally increased
- If increases were applied:
 - Actual increases
 - o Planned vs. implemented increases
- If different increases were applied before/after COVID-19 was declared a pandemic, how any resulting inequity will be resolved

Actual/Planned Salary and Salary Range Increases 2021(Numerical Data/Estimates Required)

- You will be asked about your organization's plans regarding 2021 salary increases:
 - o If increases are likely, estimates will be provided.

Salary Reductions

If you reduced salaries due to COVID-19 you will be asked about (Numerical Data/Estimates Required)

- Magnitude of reduction in salaries:
 - Same % reduction across the organization
 - By employee group
 - By functional area
- Duration of reduction if regular salaries have been restored
- Anticipated return to regular salaries if reductions have not ended
- If you have any retirement plans, you will be asked about any modifications due to COVID-19 related layoffs

Annual Bonuses

If your organization provides bonuses, you will be asked:

• Which employee groups are eligible for performance bonuses

- Timing of bonuses and if any 2020 performance bonuses were paid
- How any delayed bonuses will be handled
- Changes to performance metrics

Paid Time Off

You will be asked the following about Paid Time Off:

- How employee vacations are being scheduled post-COVID-19
- What changes are being made to vacation policies due to COVID-19 (e.g. carry forward of unused days, payout of unused days, forced vacation)
- The expected permanence of any changes to vacation policies

Group Benefits

You will be asked the following about Group Benefits:

- What changes are being made to group benefits due to COVID-19 (e.g. suspension of some coverages, enhancements e.g. EAPs)
- The expected permanence of any changes to benefits plans

Retirement Plans

You will be asked the following about retirement plans:

- What changes are being made to employer/employee contribution arrangements due to COVID-19
- The expected permanence of any changes

Cost Savings & Future Plans

You will be asked any cost-saving measures in place and what, if anything, your organization would do differently if your region experiences a second wave of COVID-19.