

COVID-19 Compensation and Total Rewards Survey Results

Lockton Compensation Practice

April 3, 2020



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Executive Summary



At Lockton, we strive to be real partners to our clients, an extension of their team and a key advisor on their business and people needs. In spring of 2020, our clients' business and people needs dramatically changed as COVID-19 spread rapidly across the United States. As advisors, we acted quickly to leverage our access across the market and deploy a targeted survey to better understand how the virus was impacting our clients. Specifically, we desired to understand what decisions were being made or considered regarding our area of expertise – compensation and total rewards.

The main goals of this survey were to:

- Offer data to client participants, segmented by industry and company size
- Address critical and timely decisions being made in response to COVID-19
- Provide specific guidance related to compensation strategy and programs

Survey Methodology and Participant Profile

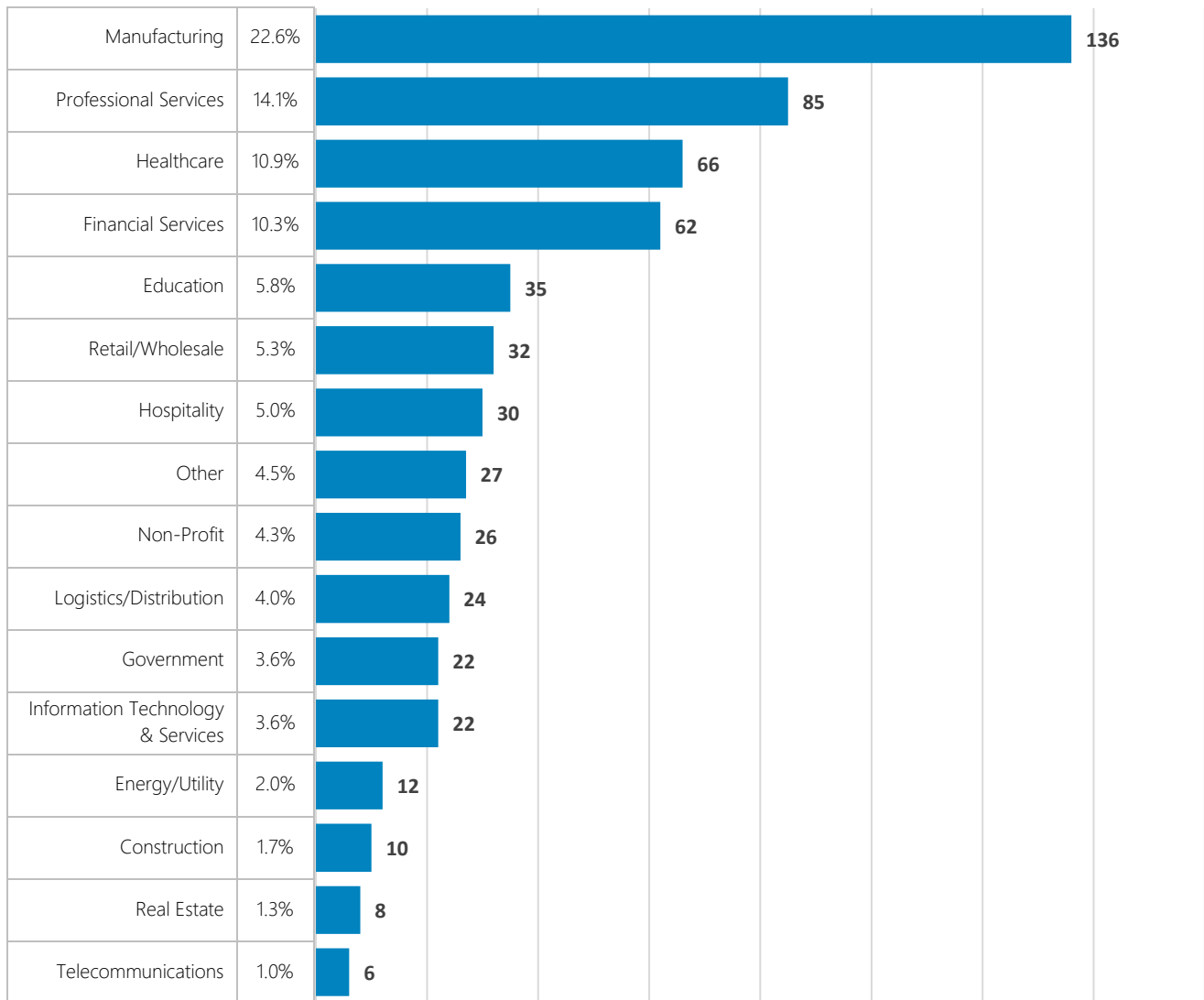


Lockton interviewed key stakeholders across the organization (including clients) and met with our experts in employee benefits and retirement to understand the range of topics and interests most important, prevalent and time-sensitive to address. Once the survey was finalized, an email invitation was sent to current clients and prospects.

The survey launched on March 30 and closed on April 2. We intentionally designed a very short participation window as COVID-19 is forcing fast decisions and we wanted to share valuable data with our clients as quickly as possible.

At the close of our survey, we received responses from 603 participants.

Participant Profile by Industry

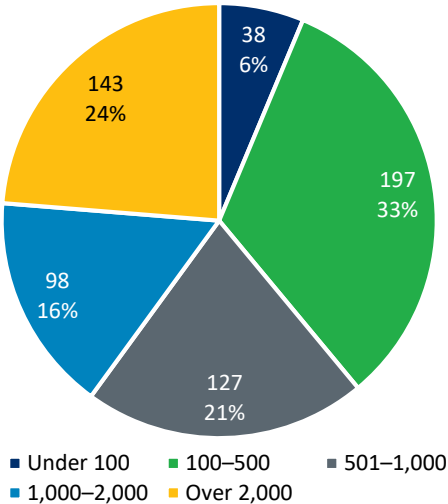


COVID-19 is disrupting the global economy and in many ways, most companies are experiencing similar challenges. While COVID-19 does not discriminate, it has affected some industries in different ways. In this report, we've included an aggregate summary and an industry specific summary for each survey question.

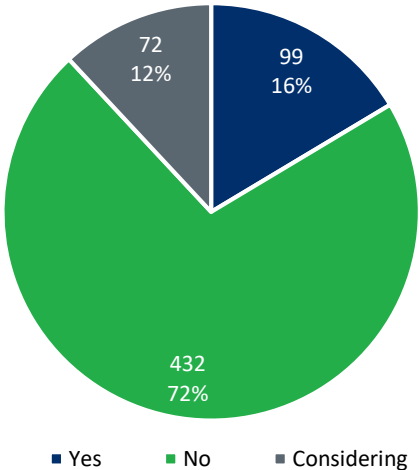
This report represents 16 different industry groupings ranging in size from under 100 to over 2,000 employees.

All Industries (603 respondents)

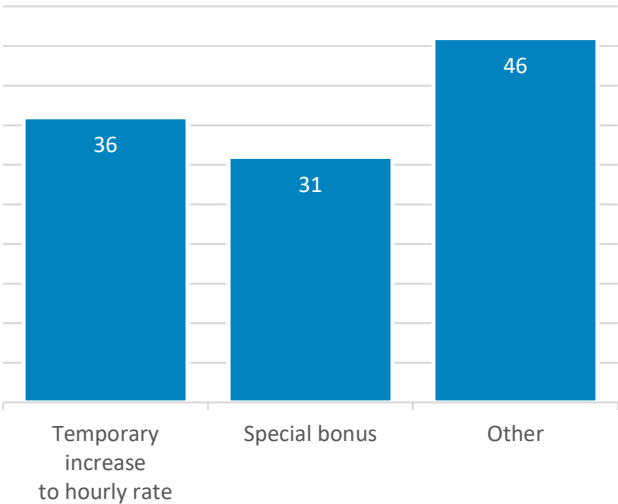
Number of full-time employees in your organization



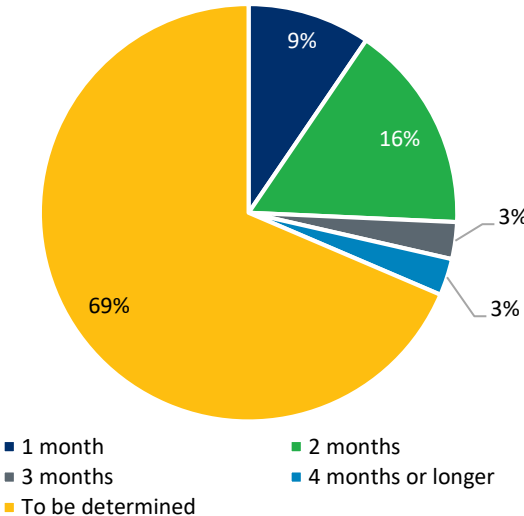
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



How long do you expect to keep these special compensation programs in place?



	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$1.63	\$2.00	\$4.13	\$3.56
Average % increase to hourly rate	7.4%	12.5%	18.8%	15.5%
Average \$ amount of special bonus – non-exempt	\$125	\$300	\$500	\$440
Average \$ amount of special bonus – exempt	\$128	\$500	\$500	\$758

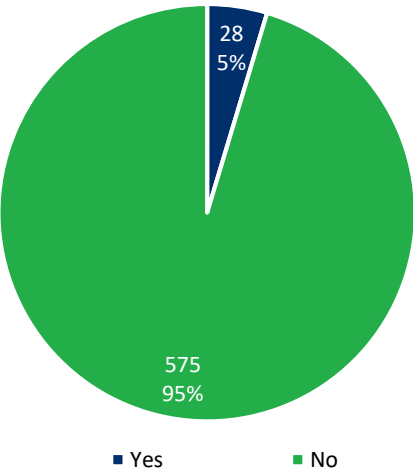
* Permanent increase to base pay is not included due to insufficient data

Industries that may be considered “essential” are increasingly considering or already offering special compensation to their employees who are taking on additional risk by continuing to work in their normal working environment. This is evident by the results for manufacturing, logistics/distribution, healthcare and retail.

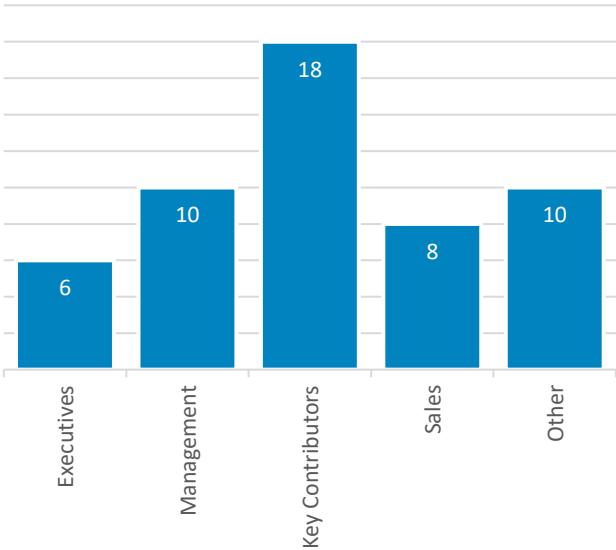
Likewise, industries that can maintain business in a remote environment (professional services) or have had to stop business entirely (hospitality) are less likely to be actively offering special compensation to active employees.

For participants that chose “other,” the most common responses were additional PTO (vacation or sick time) ranging from 5-14 days and salary continuation for up to 10 days.

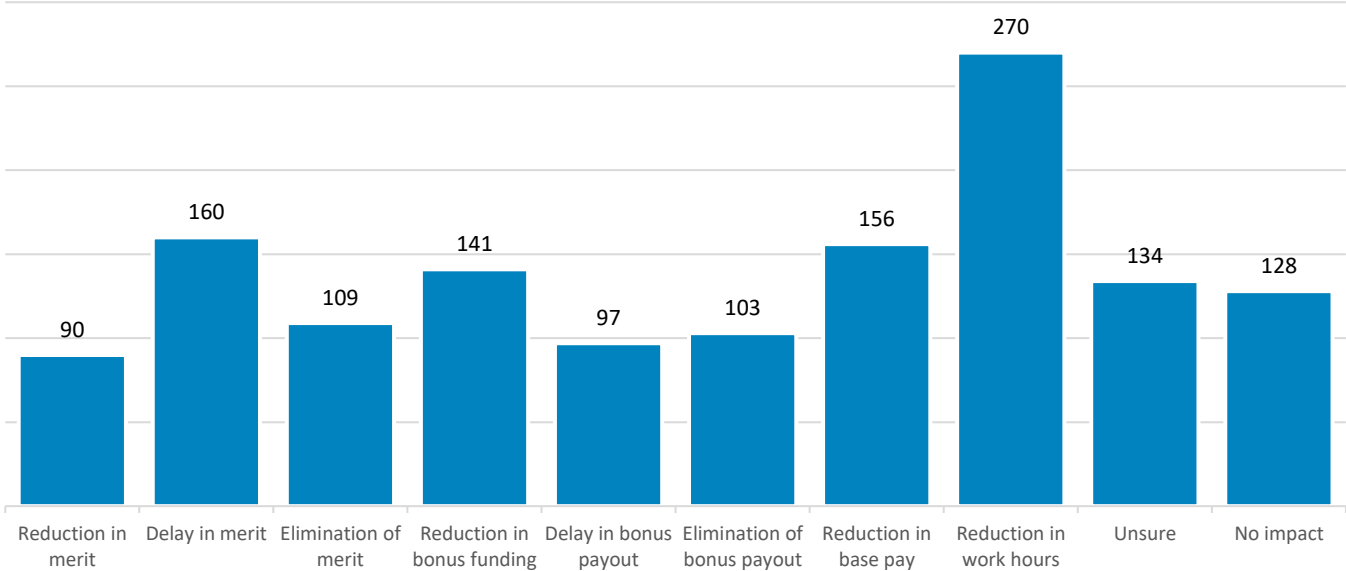
Are you currently or considering offering retention Bonuses to essential roles?



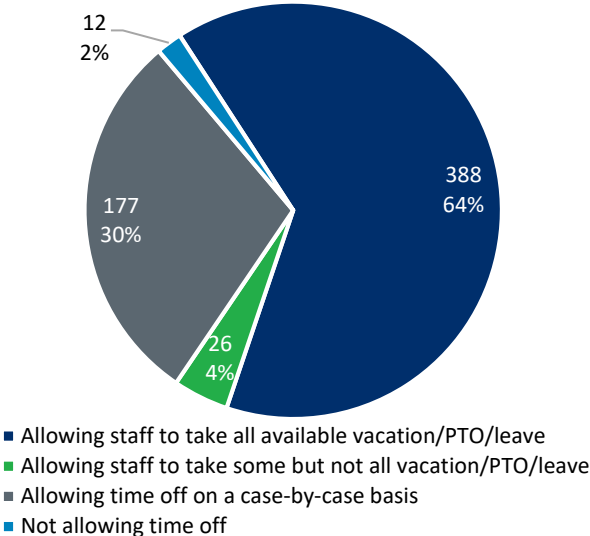
Please select the job levels to receive retention bonuses



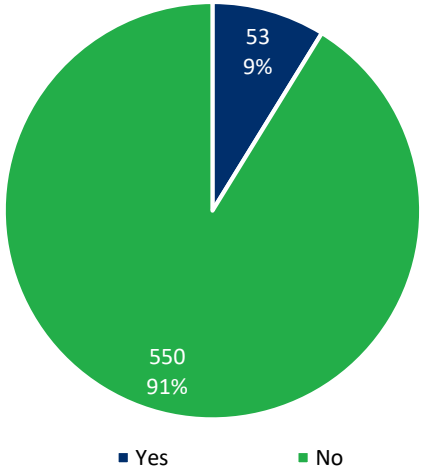
Which compensation programs may be affected by COVID-19?



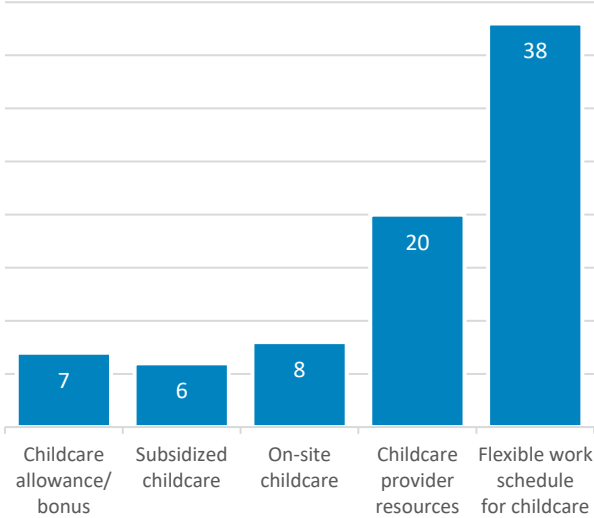
How is PTO handled for active staff expected to work and requesting time off?



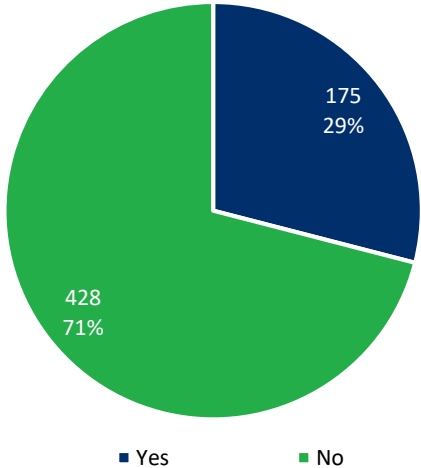
Are you offering childcare assistance in response to COVID-19?



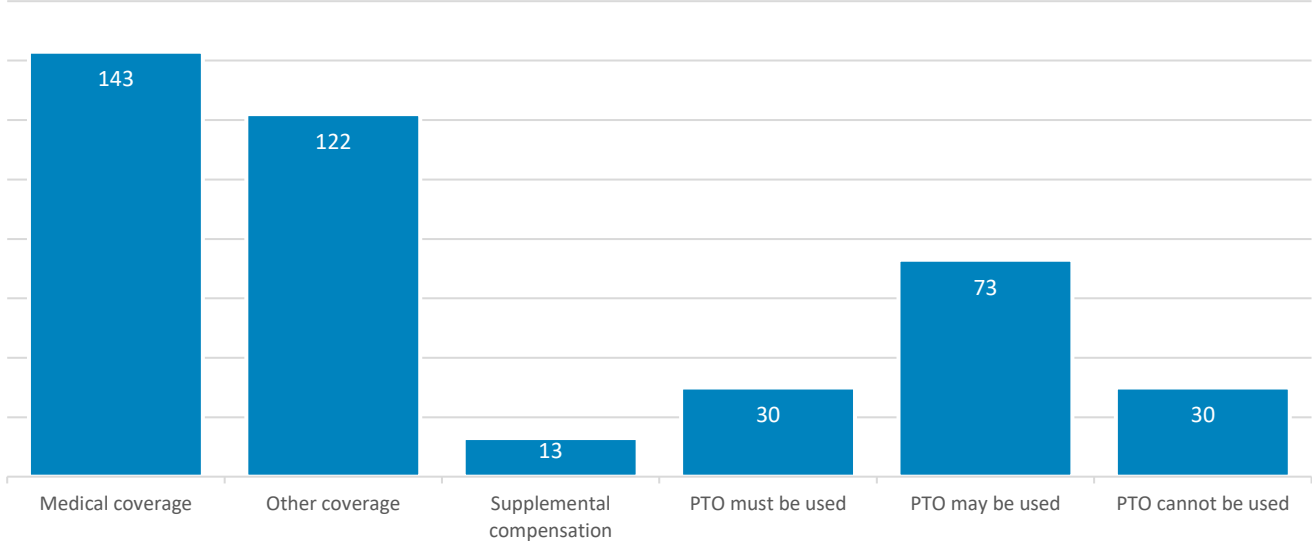
What kind of childcare assistance are you offering?



Are you implementing a furlough?

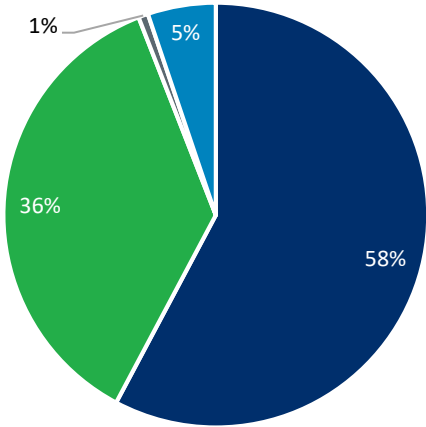


Which of the following apply to your furlough?



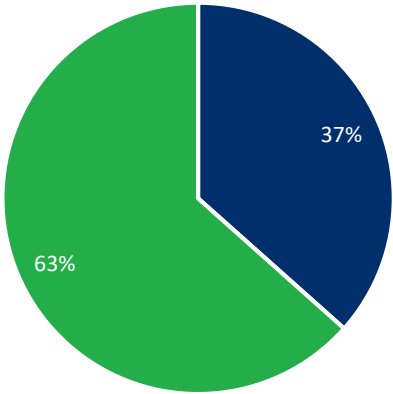
Of those who selected "supplemental compensation in addition to receiving unemployment" respondents reported that they will be paying a discounted rate of compensation ranging anywhere from 25% to 66%.

Which of the following applies to medical coverage during furlough?



- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

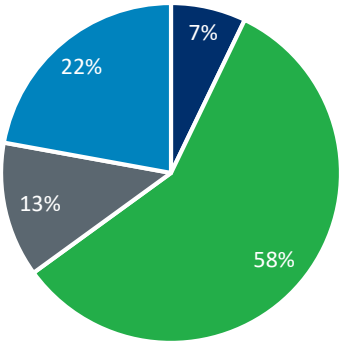
How will premium contributions be collected?



- Direct bill
- Repayment agreement

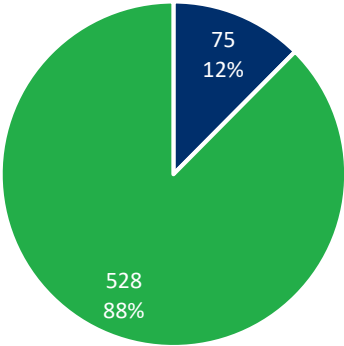
For participants that chose "other," 50% are covering the employee's share of the medical premium throughout the duration of the furlough, but expect the employee to pay back their share upon return to work via payroll deduction, repayment agreements, etc.; 25% are considering some sort of medical coverage for furloughed employees; and 25% are covering coverage for the first month.

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

Are you planning on freezing the employer contribution to your retirement plan?

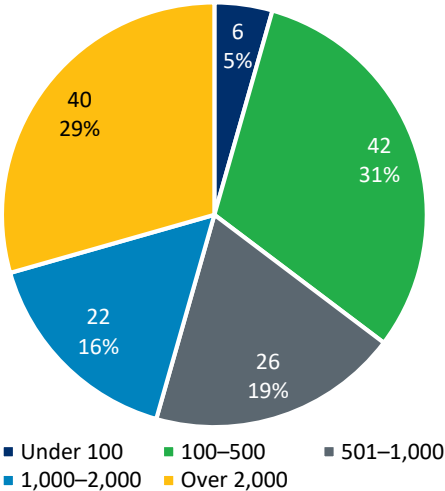


■ Yes ■ No

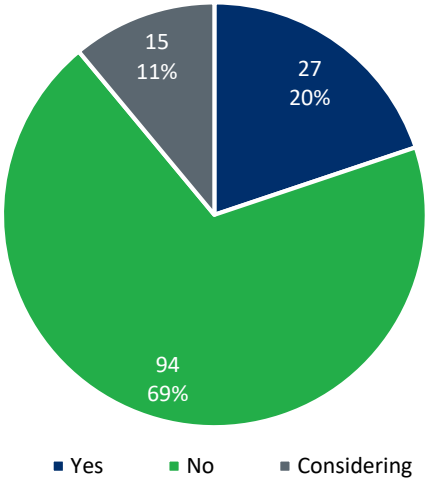
For Participants that chose "other" the most common responses were that: 40% stated that the employer will cover medical benefits throughout the duration furlough; 40% are unsure how long they will continue medical benefits

Manufacturing (136 respondents)

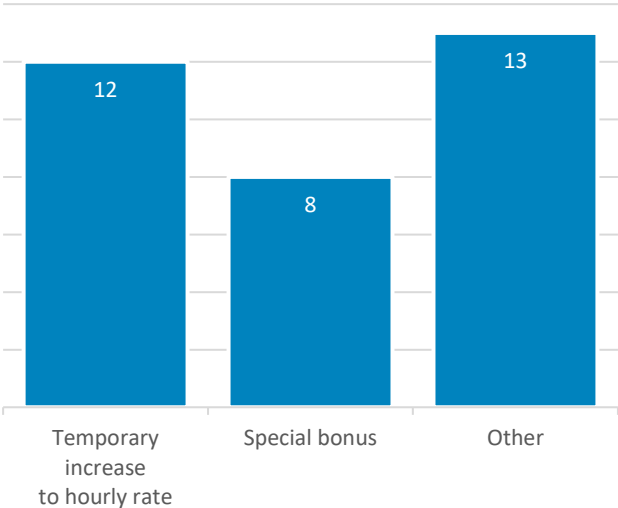
Number of full-time employees in your organization



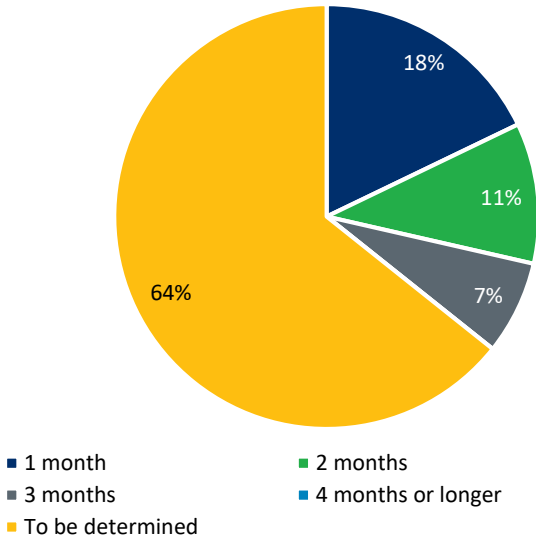
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



How long do you expect to keep these special compensation programs in place?

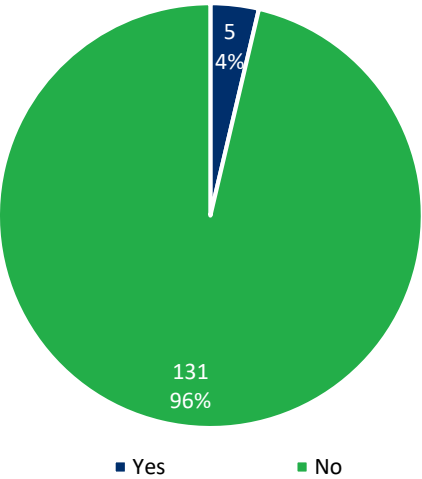


	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$1.00	\$1.50	\$2.00	\$1.55
Average % increase to hourly rate	N/A	N/A	N/A	8.8%
Average \$ amount of special bonus – non-exempt	\$50	\$150	\$683	\$614
Average \$ amount of special bonus – exempt	\$0	\$0	\$75	\$867

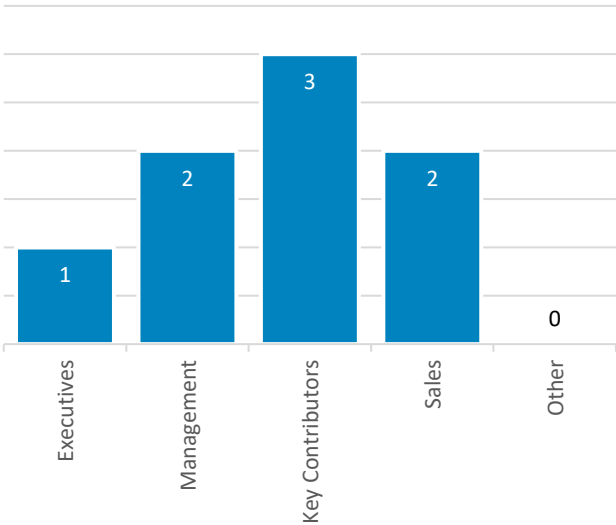
* Permanent increase to base pay is not included due to insufficient data

Special Compensation offerings were most prevalent in larger employers, with 44% of employers with over 2,000 employees reporting they will be providing special compensation.

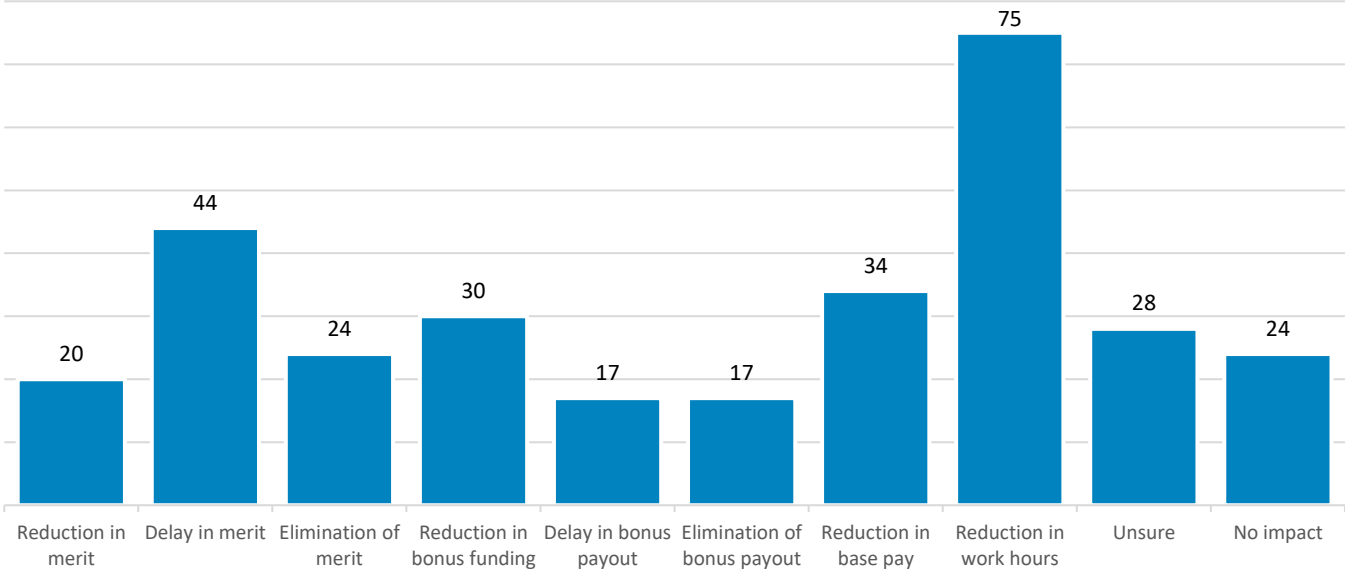
Are you currently or considering offering retention Bonuses to essential roles?



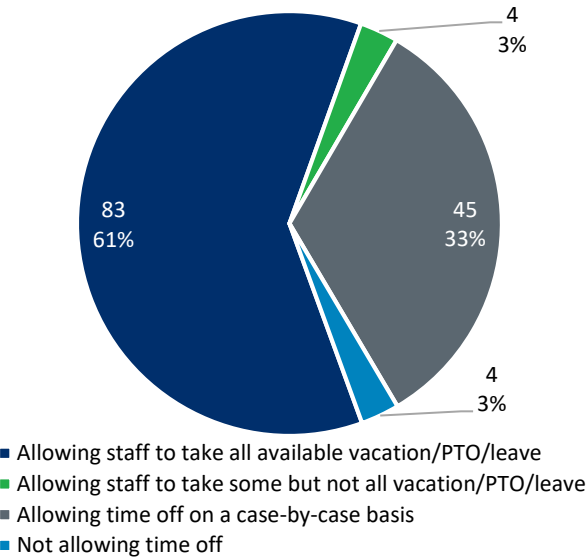
Please select the job levels to receive retention bonuses



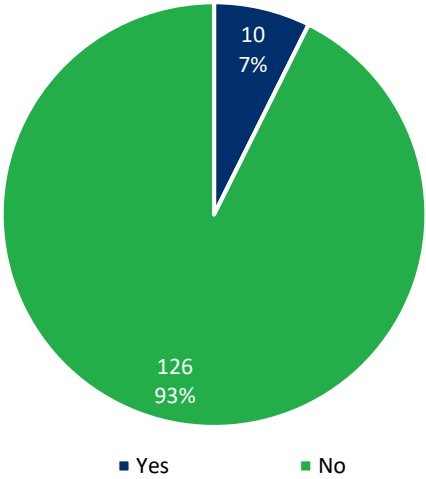
Which compensation programs may be affected by COVID-19?



How is PTO handled for active staff expected to work and requesting time off?

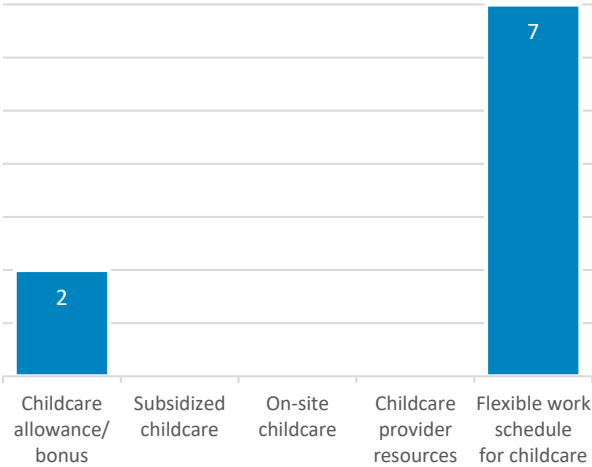


Are you offering childcare assistance in response to COVID-19?

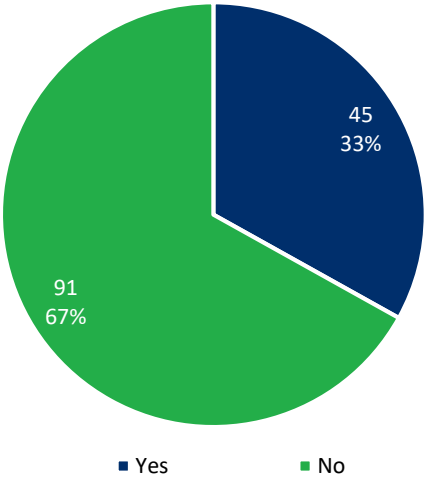


10% of all respondents with more than 1,000 employees reported that they will be providing childcare assistance.

What kind of childcare assistance are you offering?

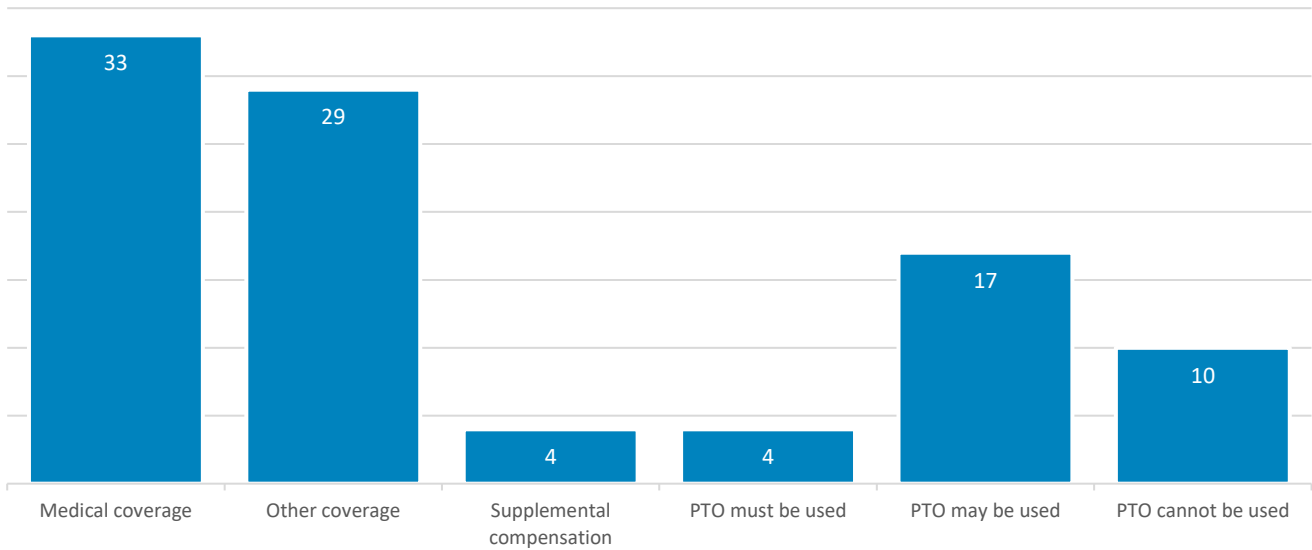


Are you implementing a furlough?

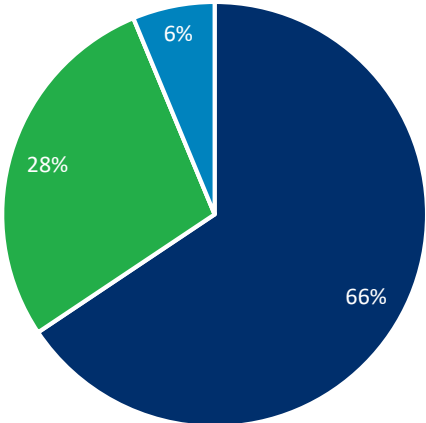


Compared to the 29% of all organizations, 33% of Manufacturing employers are reporting furloughs, specifically: 17% of employers with Under 100 Employees reported a furlough; 24% of employers with 100 – 500 Employees reported a furlough; 38% of employers with 501-1000 Employees reported a furlough; 41% of employers with 1000-2000 Employees reported a furlough; and 38% of employers with 2000+ Employees reported a furlough.

Which of the following apply to your furlough?

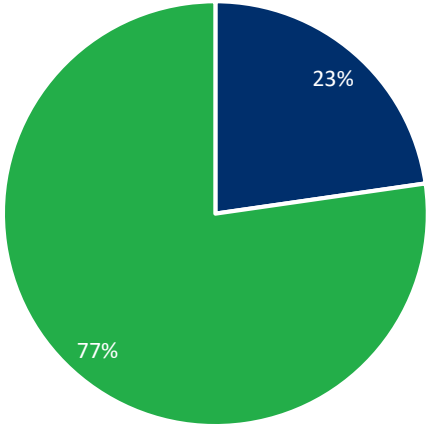


Which of the following applies to medical coverage during furlough?



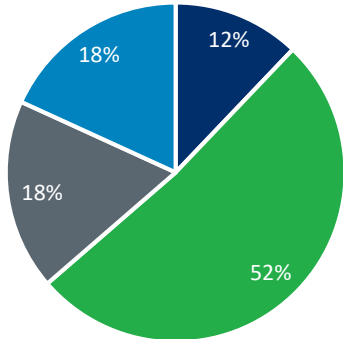
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



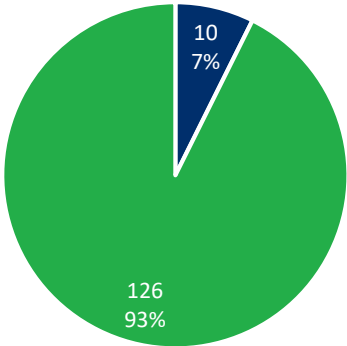
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

Are you planning on freezing the employer contribution to your retirement plan?

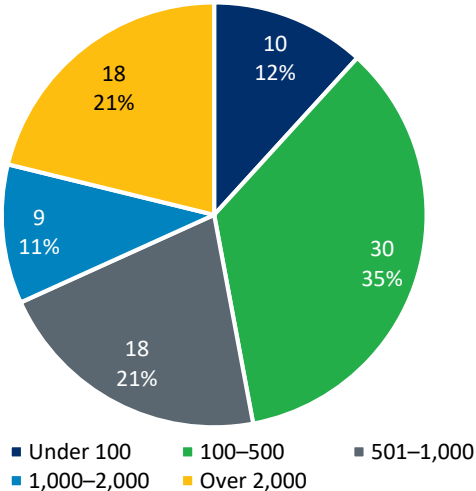


■ Yes ■ No

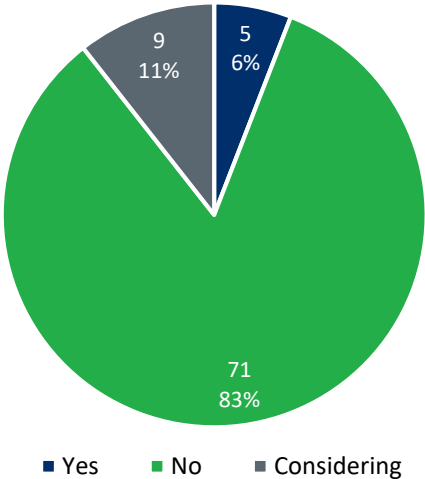
Respondents in the manufacturing industry reported that the duration of medical benefits may vary by applicable union contracts

Professional Services (85 respondents)

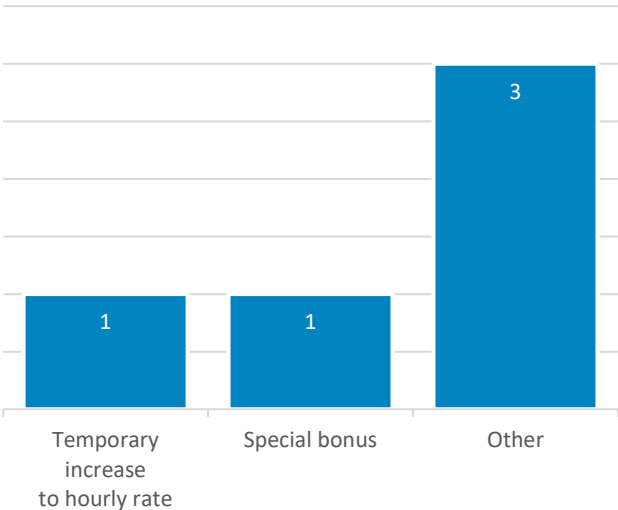
Number of full-time employees in your organization



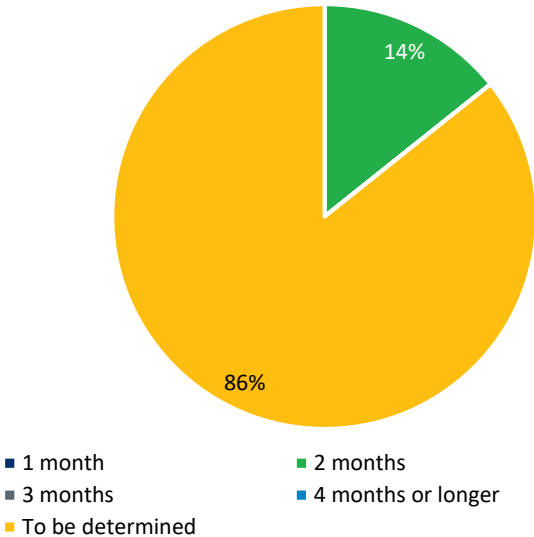
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



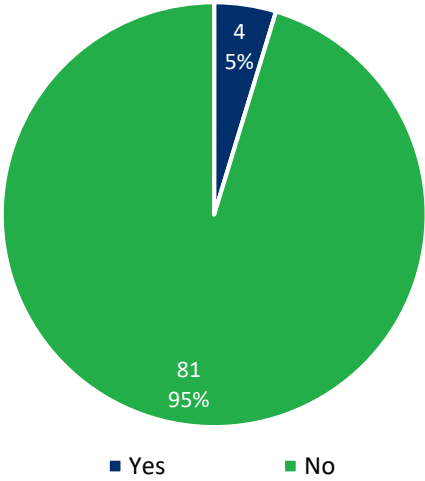
How long do you expect to keep these special compensation programs in place?



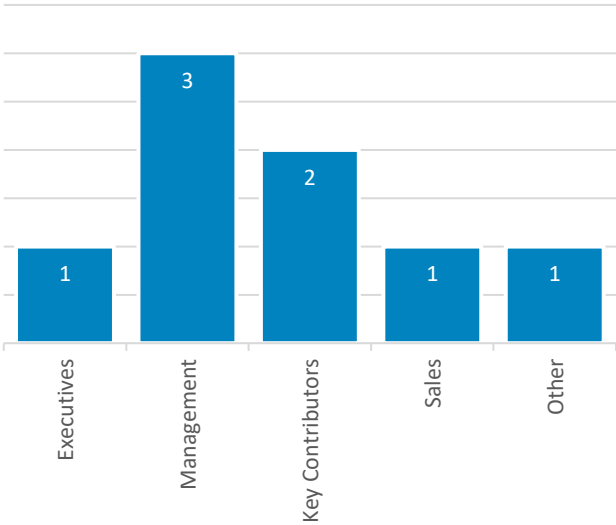
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$0.50	\$1.00	\$1.50	\$2.00
Average \$ amount of special bonus – non-exempt	\$125	\$250	\$375	\$500
Average \$ amount of special bonus – exempt	\$125	\$250	\$375	\$500

* Permanent increase to base pay is not included due to insufficient data

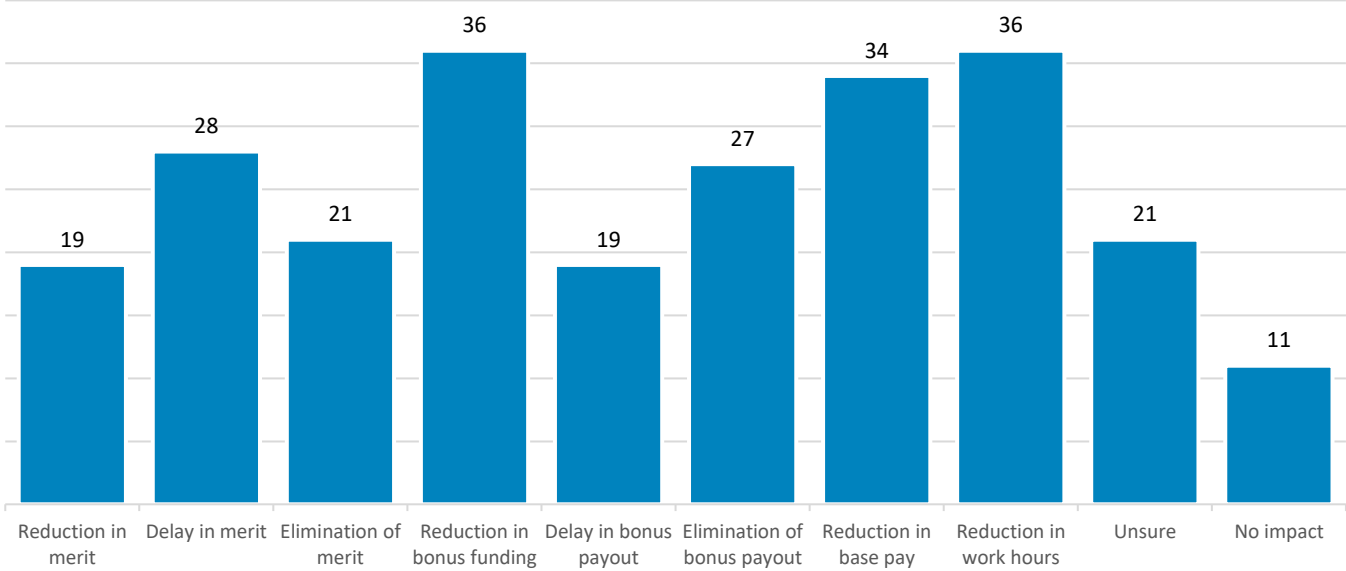
Are you currently or considering offering retention Bonuses to essential roles?



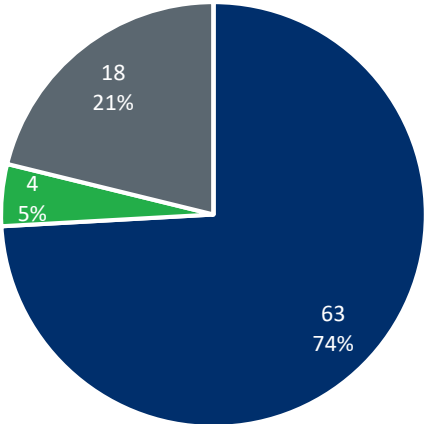
Please select the job levels to receive retention bonuses



Which compensation programs may be affected by COVID-19?

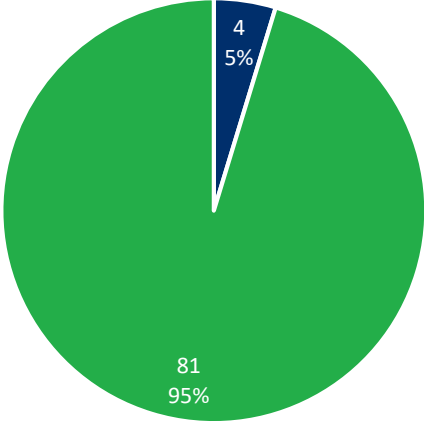


How is PTO handled for active staff expected to work and requesting time off?



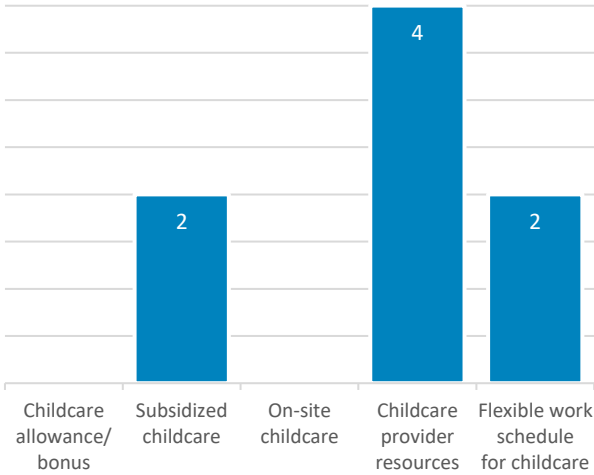
- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?

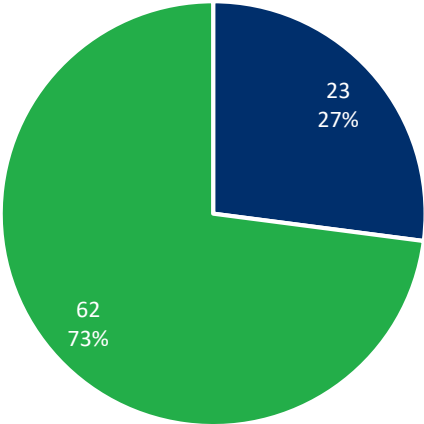


- Yes
- No

What kind of childcare assistance are you offering?

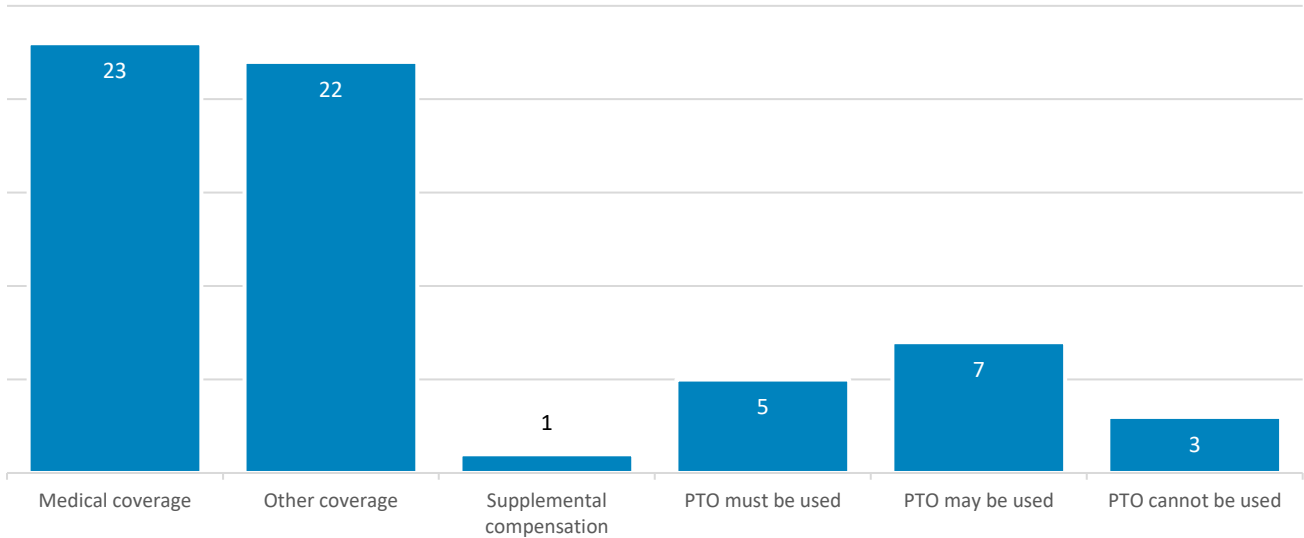


Are you implementing a furlough?

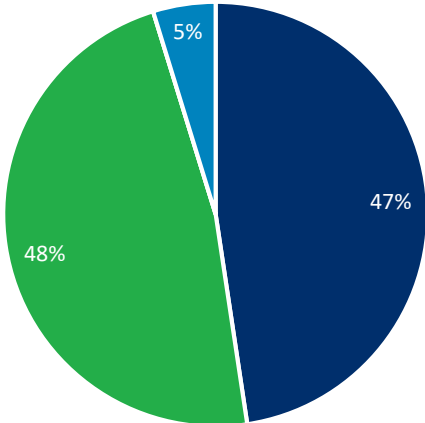


- Yes
- No

Which of the following apply to your furlough?

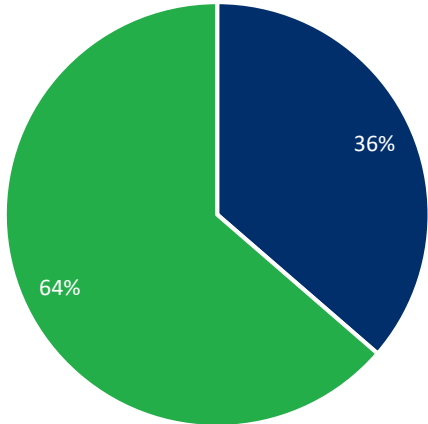


Which of the following applies to medical coverage during furlough?



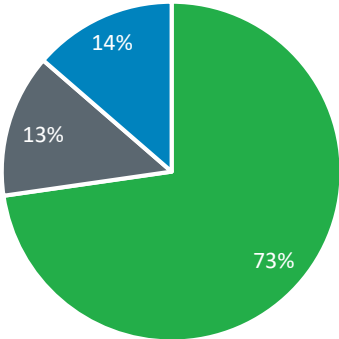
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



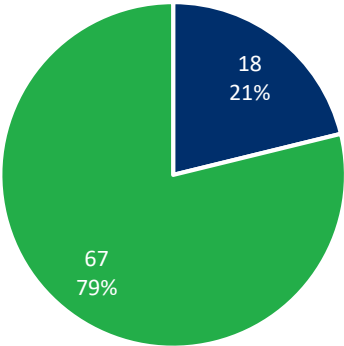
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

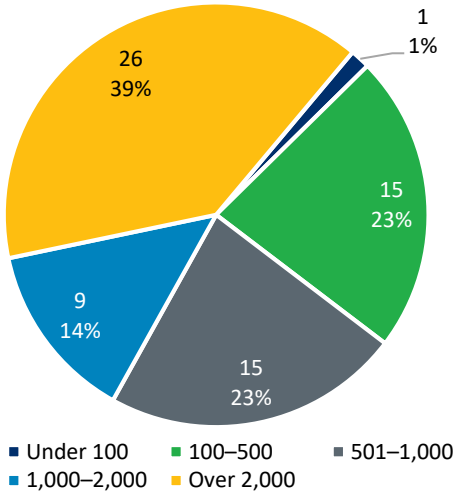
Are you planning on freezing the employer contribution to your retirement plan?



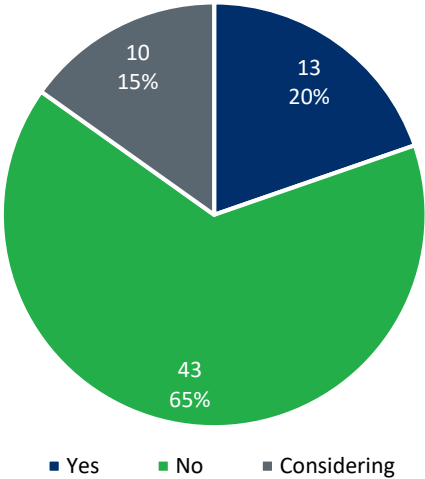
■ Yes ■ No

Healthcare (66 respondents)

Number of full-time employees in your organization

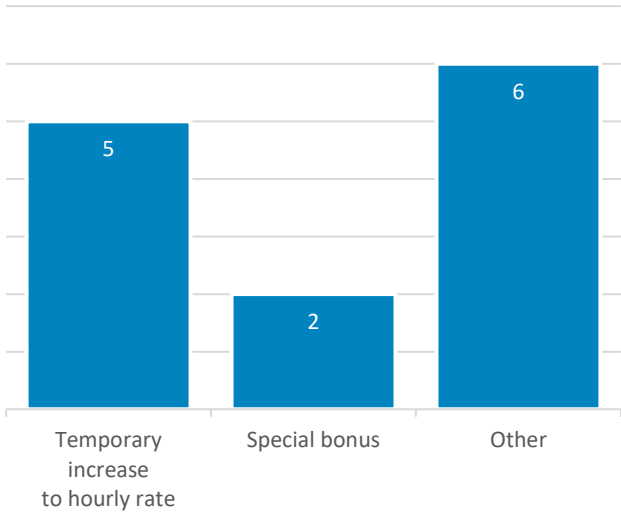


Are you offering any special compensation to your active employees?

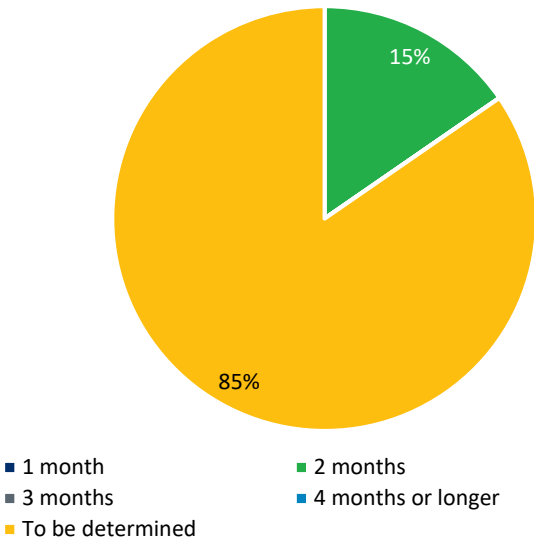


Hazard pay was reported in healthcare participants of all sizes, but was the most prevalent in employers with more than 500 employees

What special compensation are you currently providing?



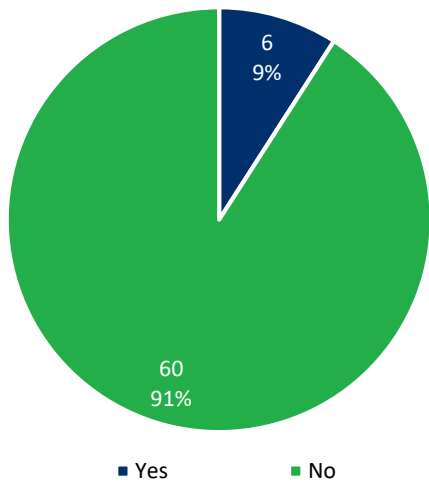
How long do you expect to keep these special compensation programs in place?



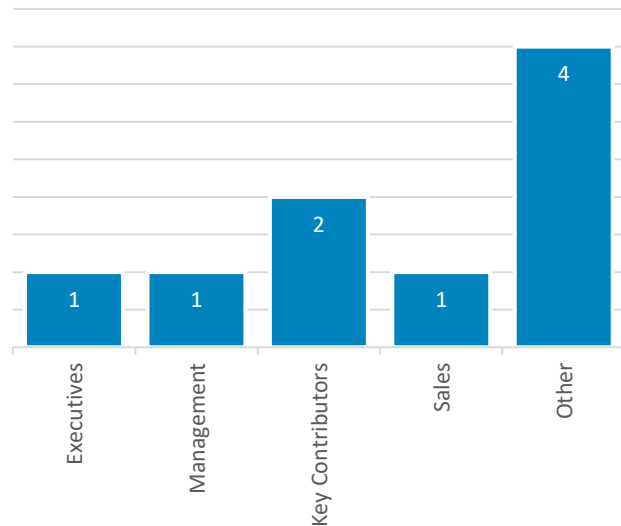
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$1.50	\$2.00	\$2.00	\$2.00
Average \$ amount of special bonus – non-exempt	\$88	\$125	\$163	\$125
Average \$ amount of special bonus – exempt	\$13	\$25	\$38	\$50

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?

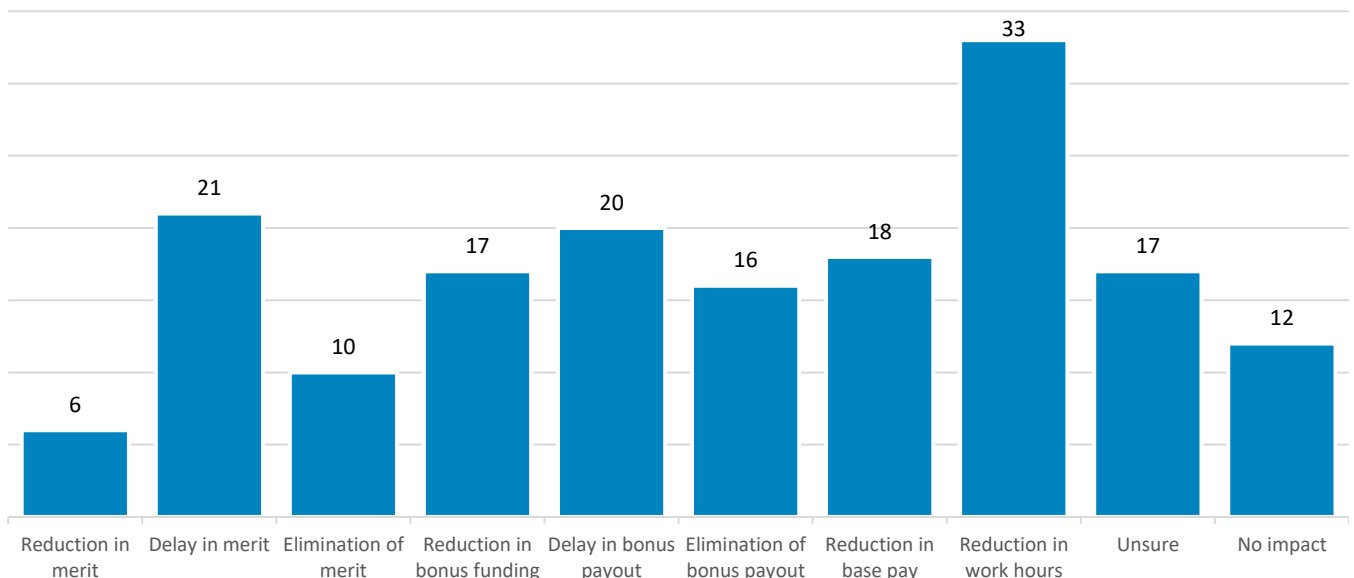


Please select the job levels to receive retention bonuses

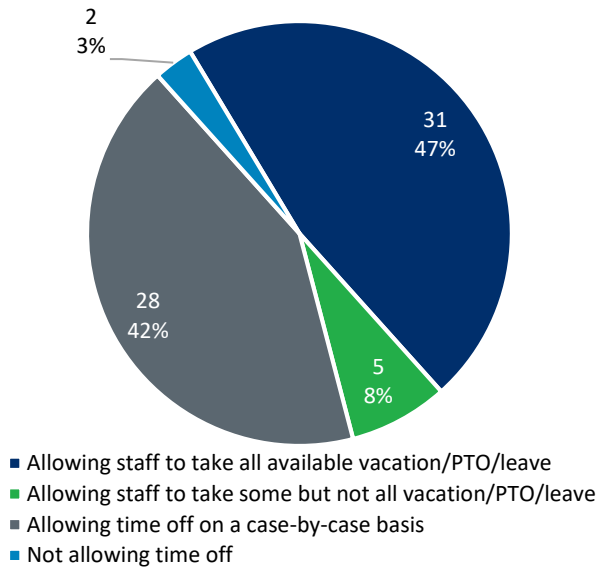


22% of all healthcare respondents with 1,000 employees or more are providing retention bonuses to employees. Key contributors are most likely to receive retention bonuses in addition to "other" job levels including: nurses, nursing assistants and patient facing healthcare employees.

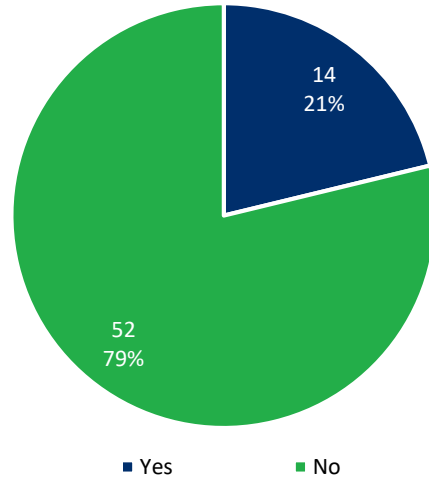
Which compensation programs may be affected by COVID-19?



How is PTO handled for active staff expected to work and requesting time off?



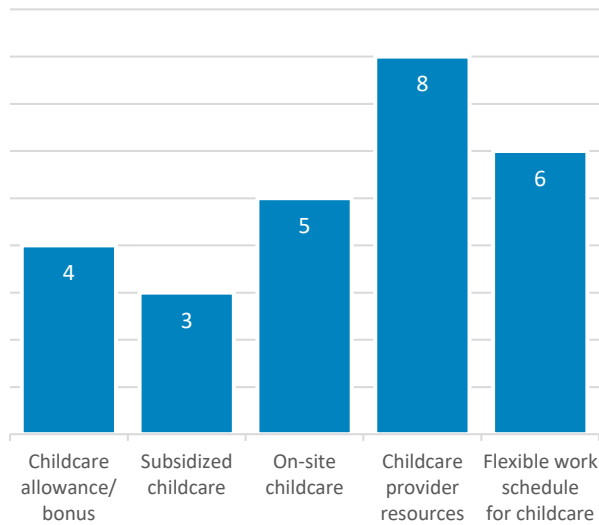
Are you offering childcare assistance in response to COVID-19?



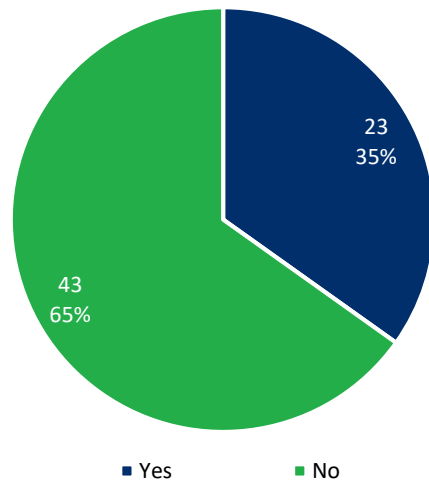
While only 9% of all respondents are providing childcare assistance, 21% of healthcare participants reported offering assistance, which is more than any other industry in the entire survey.

Childcare assistance was most prevalent in large organizations: 7% of employers with 100 – 500 Employees reported some type of assistance; 21% of employers with 501-1000 Employees reported some type of assistance; 14% of employers with 1000-2000 Employees reported some type of assistance; and 57% of employers with 2000+ Employees reported some type of assistance.

What kind of childcare assistance are you offering?

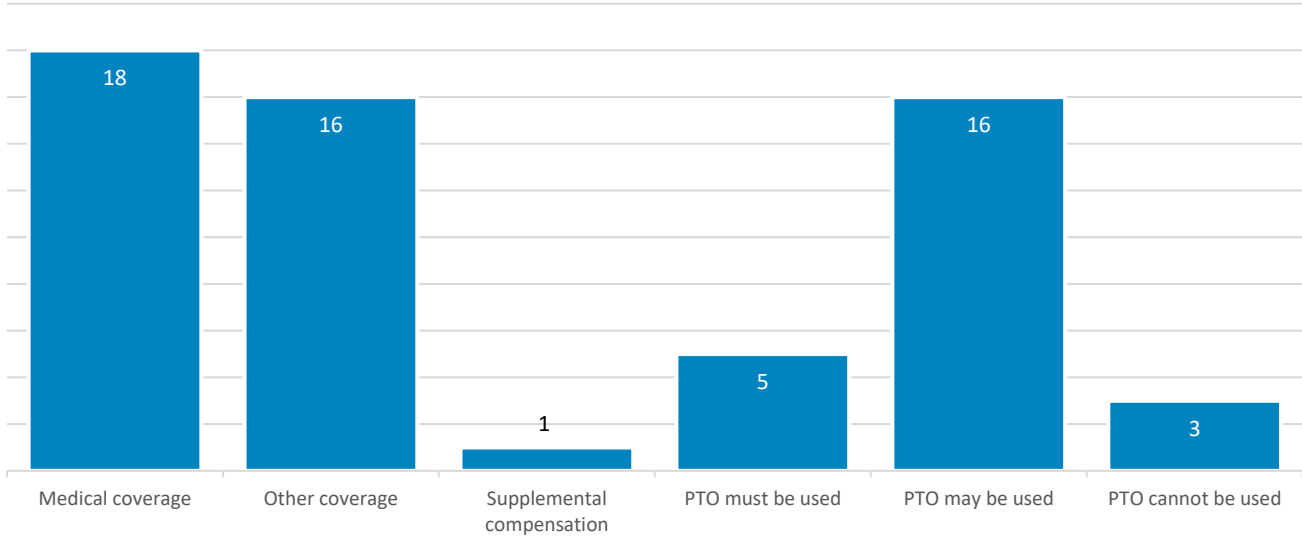


Are you implementing a furlough?

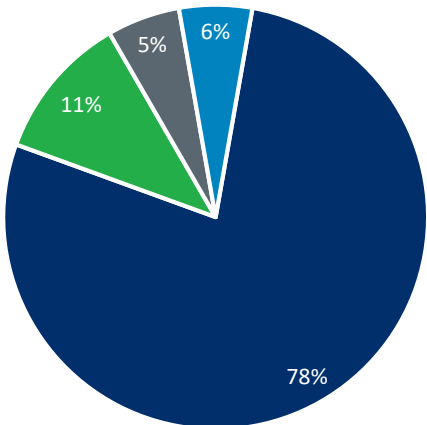


More than one-third of all healthcare participants are implementing a furlough. Furloughs are especially prevalent in large healthcare employers; while only 53% of employers in the healthcare cut have 1,000 or greater employees, 70% of all reported healthcare furloughs are represented by this group.

Which of the following apply to your furlough?

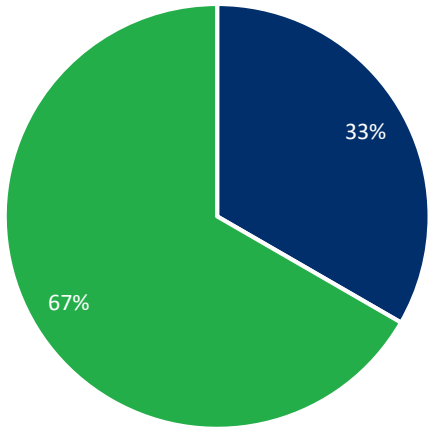


Which of the following applies to medical coverage during furlough?



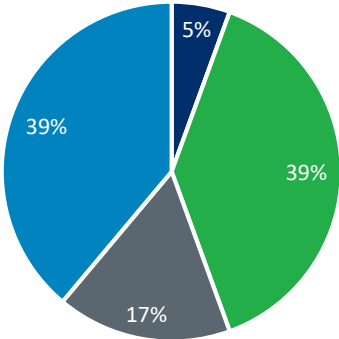
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



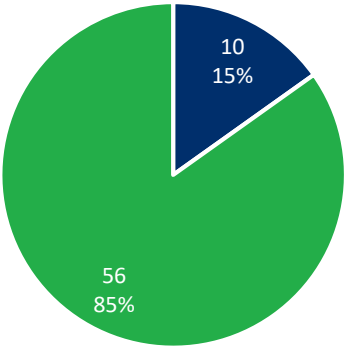
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

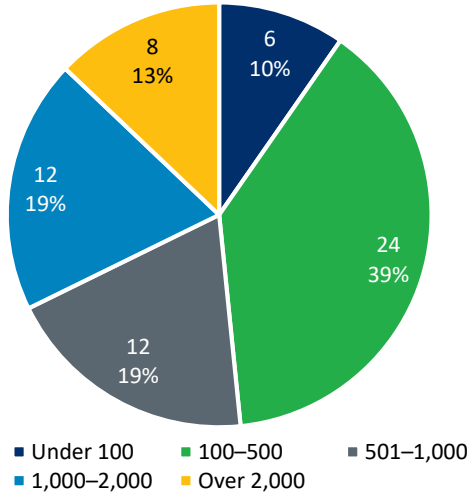
Are you planning on freezing the employer contribution to your retirement plan?



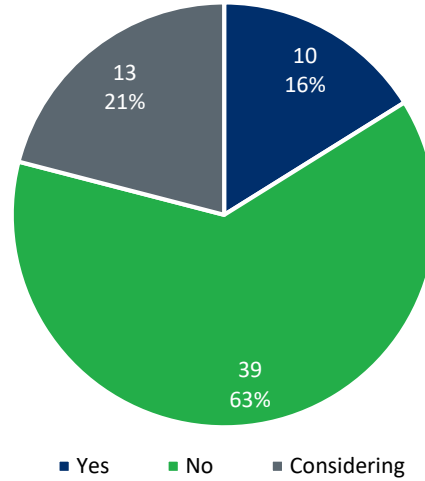
■ Yes ■ No

Financial Services (62 respondents)

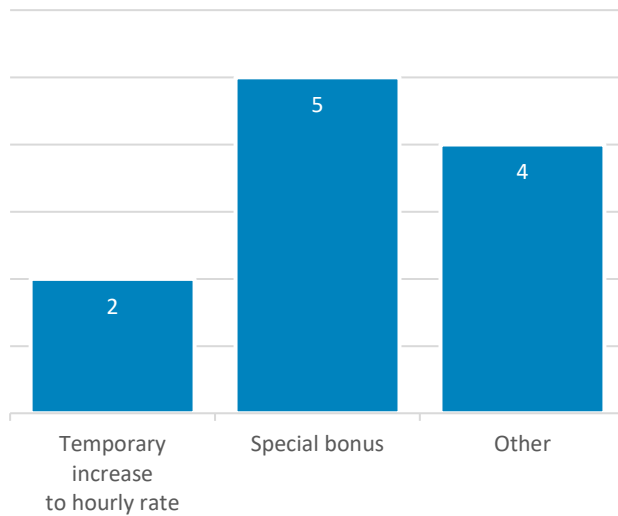
Number of full-time employees in your organization



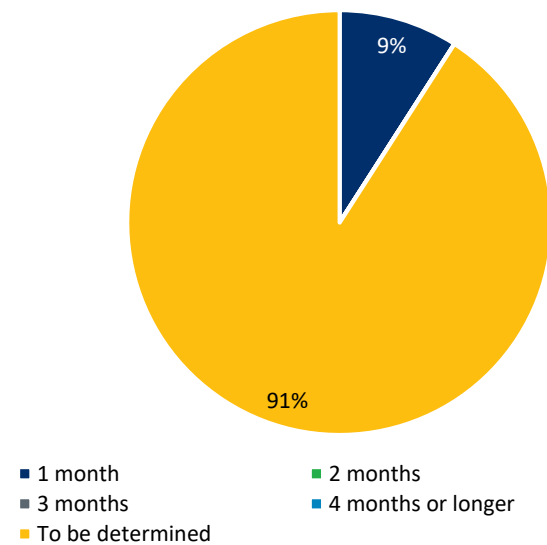
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



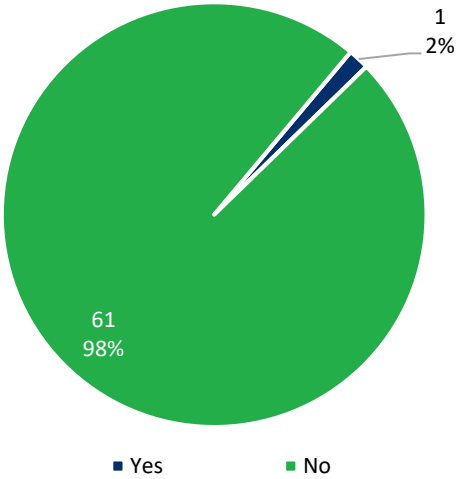
How long do you expect to keep these special compensation programs in place?



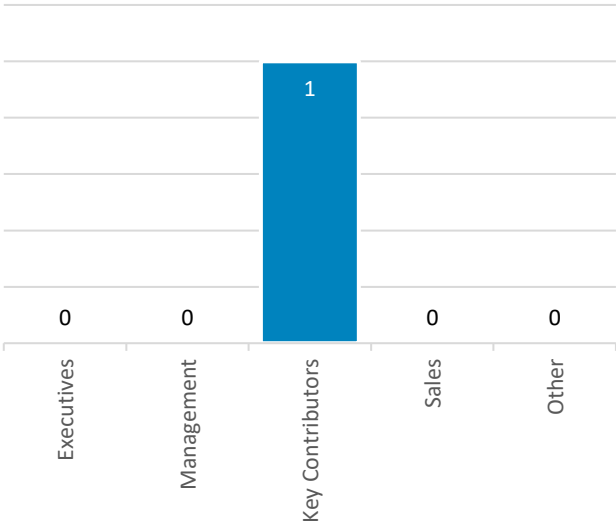
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$1.25	\$2.50	\$3.75	\$5.00
Average \$ amount of special bonus – non-exempt	\$63	\$300	\$500	\$435
Average \$ amount of special bonus – exempt	\$0	\$125	\$500	\$375

* Permanent increase to base pay is not included due to insufficient data

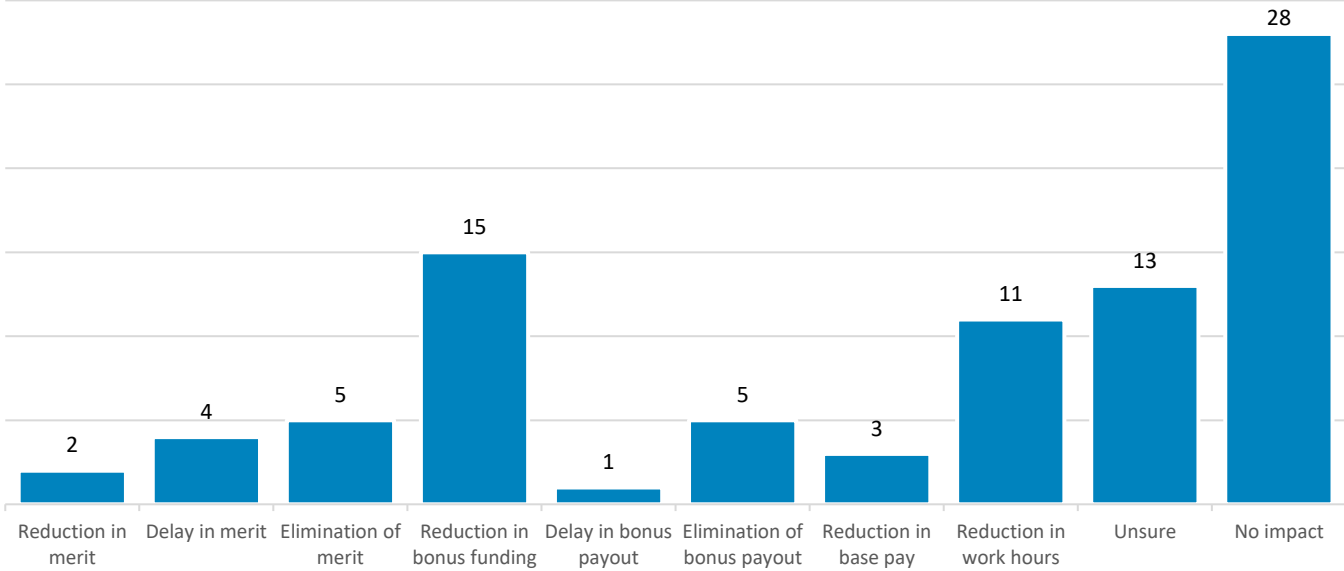
Are you currently or considering offering retention Bonuses to essential roles?



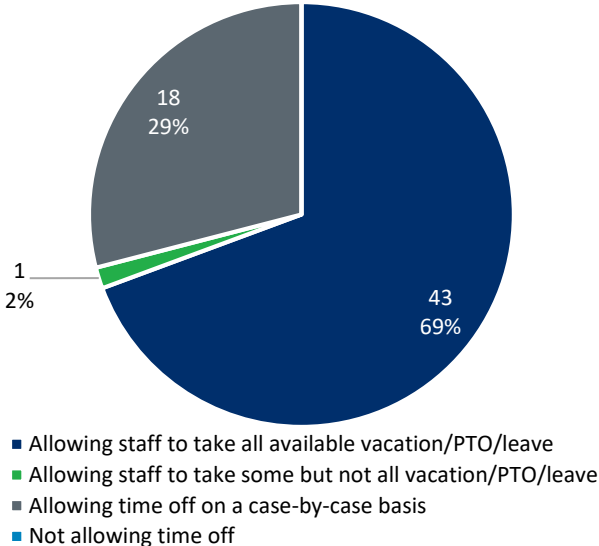
Please select the job levels to receive retention bonuses



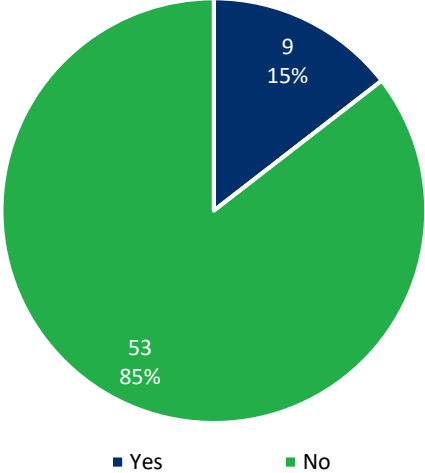
Which compensation programs may be affected by COVID-19?



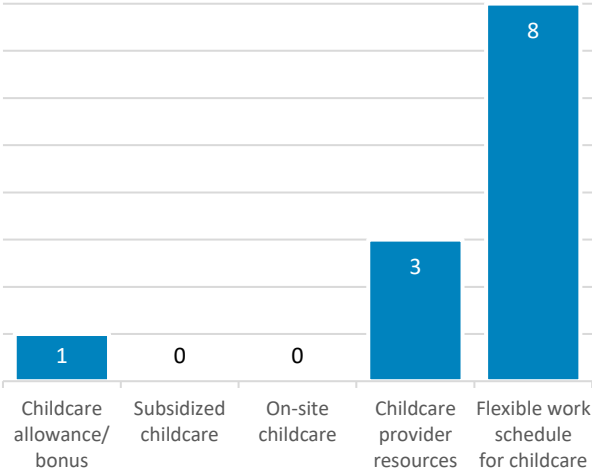
How is PTO handled for active staff expected to work and requesting time off?



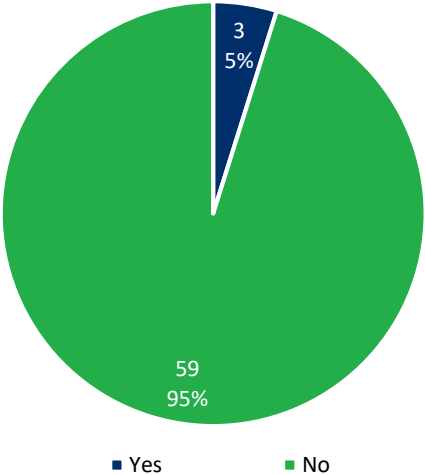
Are you offering childcare assistance in response to COVID-19?



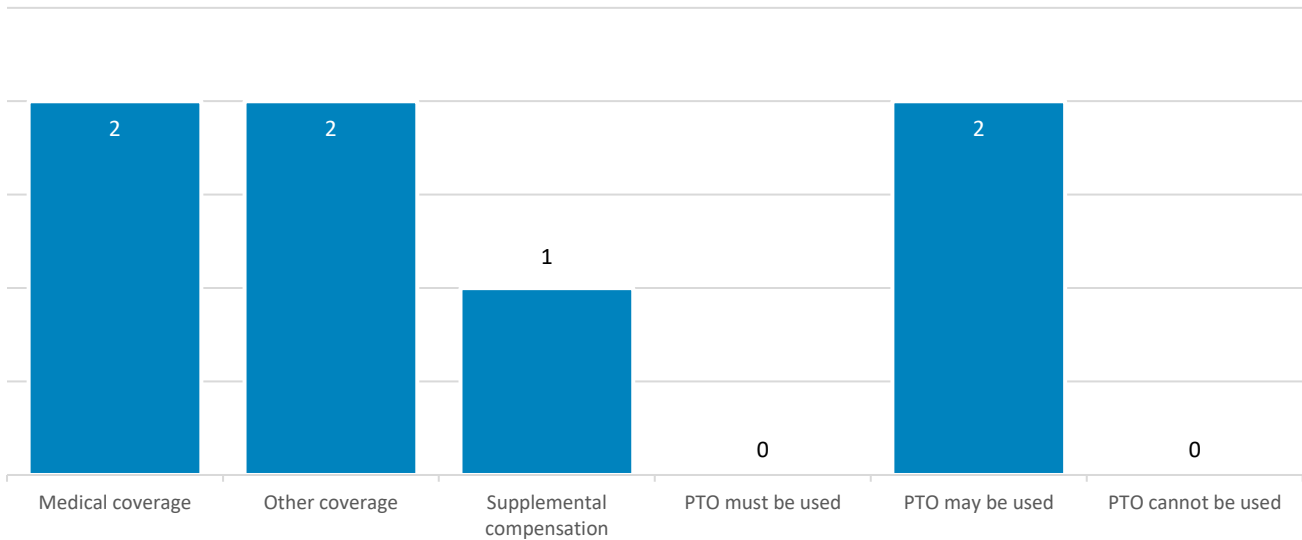
What kind of childcare assistance are you offering?



Are you implementing a furlough?



Which of the following apply to your furlough?



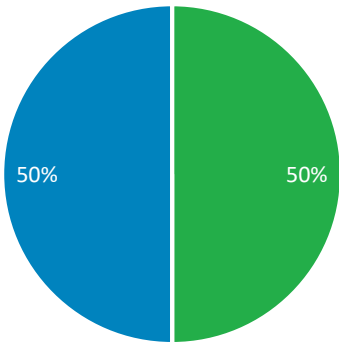
Which of the following applies to medical coverage during furlough?

For this industry breakout, this question did not yield sufficient results and will not be reported.

How will premium contributions be collected?

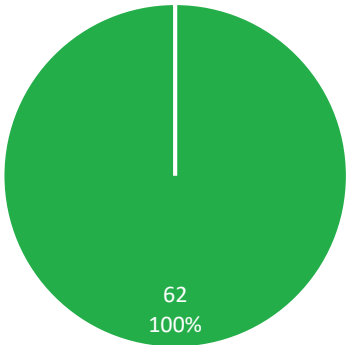
For this industry breakout, this question did not yield sufficient results and will not be reported.

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

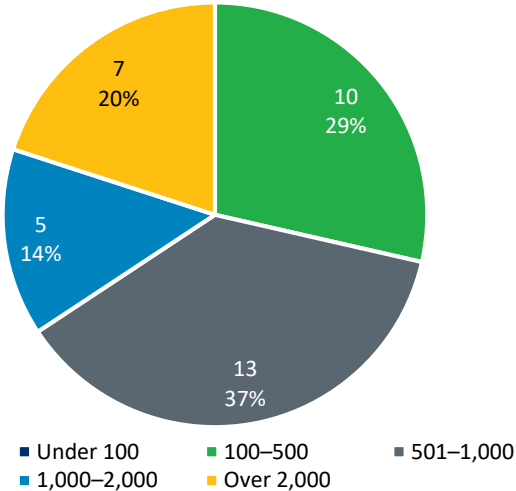
Are you planning on freezing the employer contribution to your retirement plan?



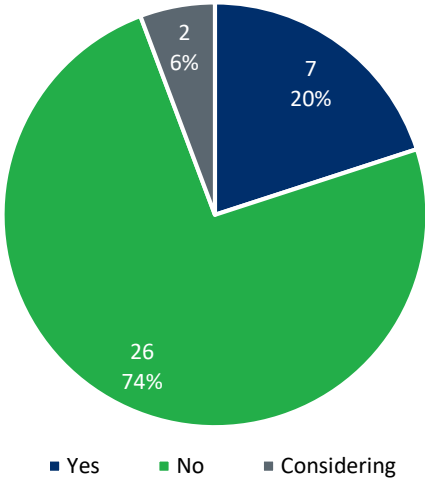
■ Yes ■ No

Education (35 respondents)

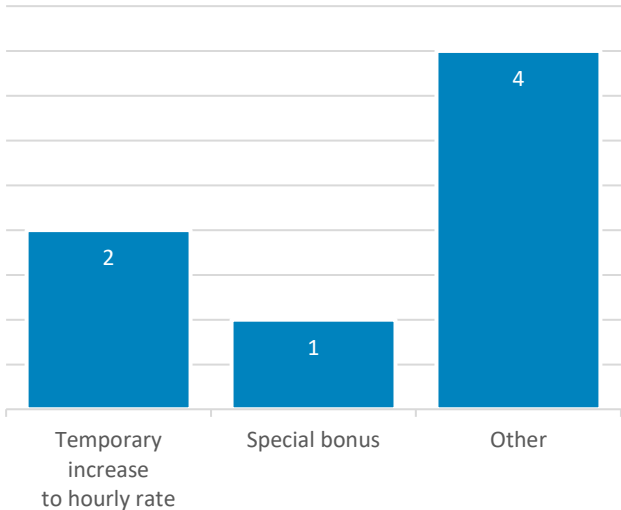
Number of full-time employees in your organization



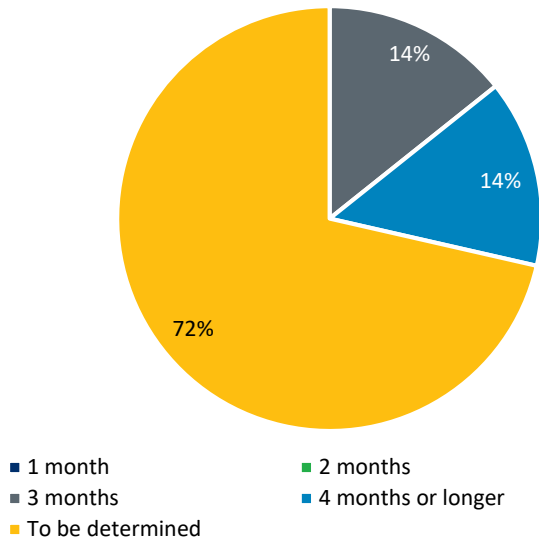
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



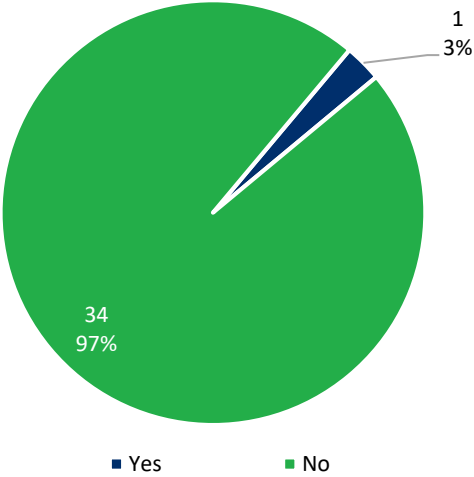
How long do you expect to keep these special compensation programs in place?



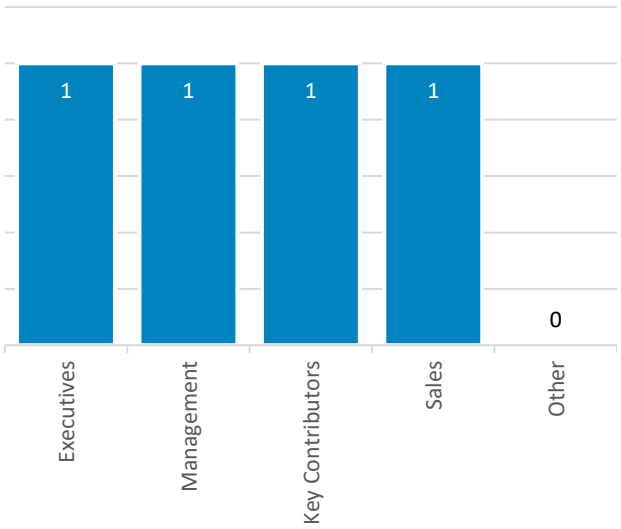
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$6.00	\$12.00	\$18.50	\$18.50
Average \$ amount of special bonus – non-exempt	\$1,000	\$1,000	\$1,000	\$1,000
Average \$ amount of special bonus – exempt	\$1,000	\$1,000	\$1,000	\$1,000

* Permanent increase to base pay is not included due to insufficient data

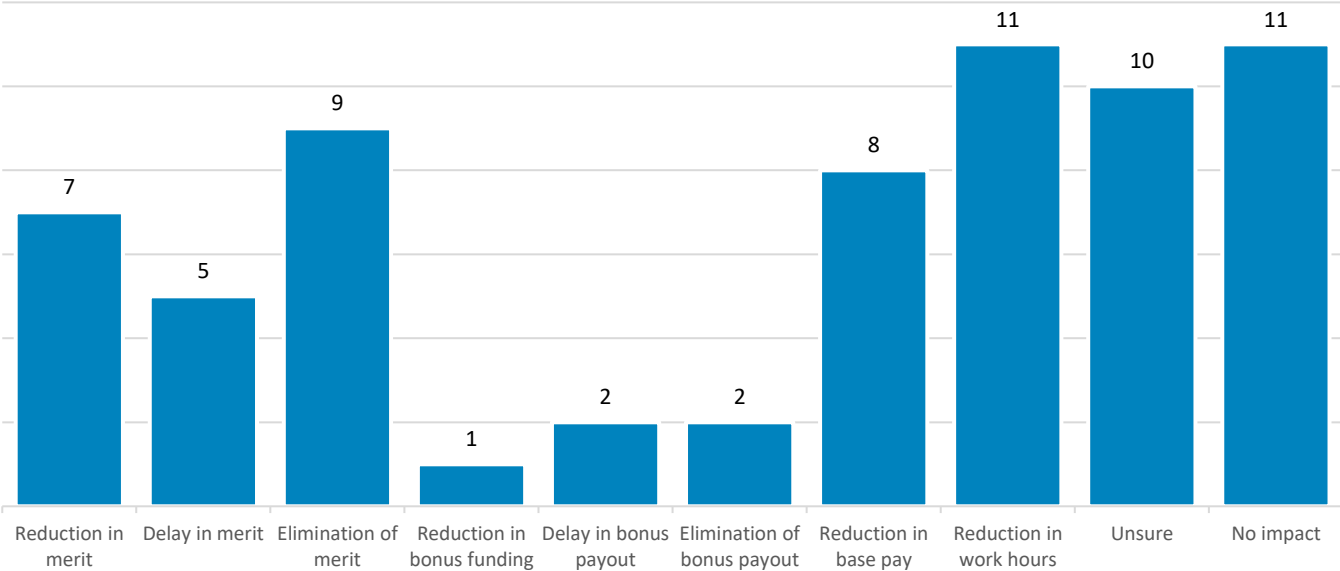
Are you currently or considering offering retention Bonuses to essential roles?



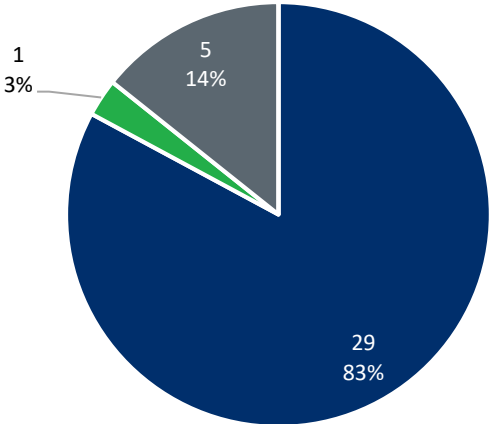
Please select the job levels to receive retention bonuses



Which compensation programs may be affected by COVID-19?

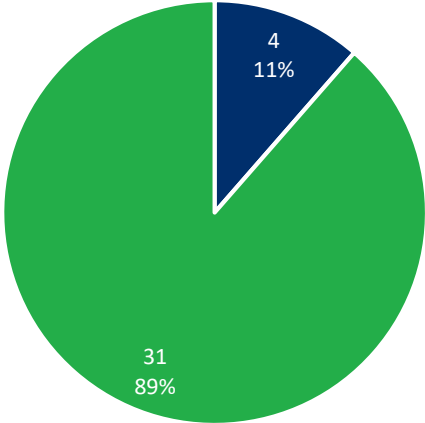


How is PTO handled for active staff expected to work and requesting time off?



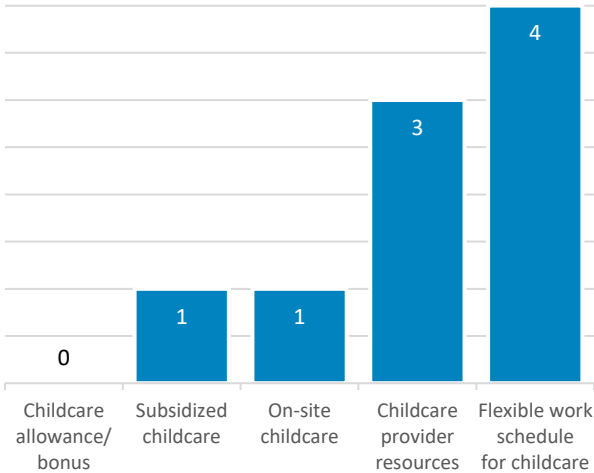
- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?

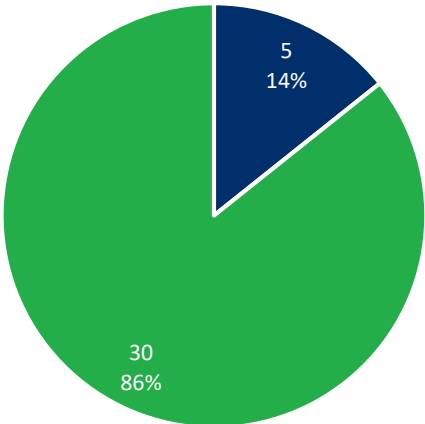


- Yes
- No

What kind of childcare assistance are you offering?

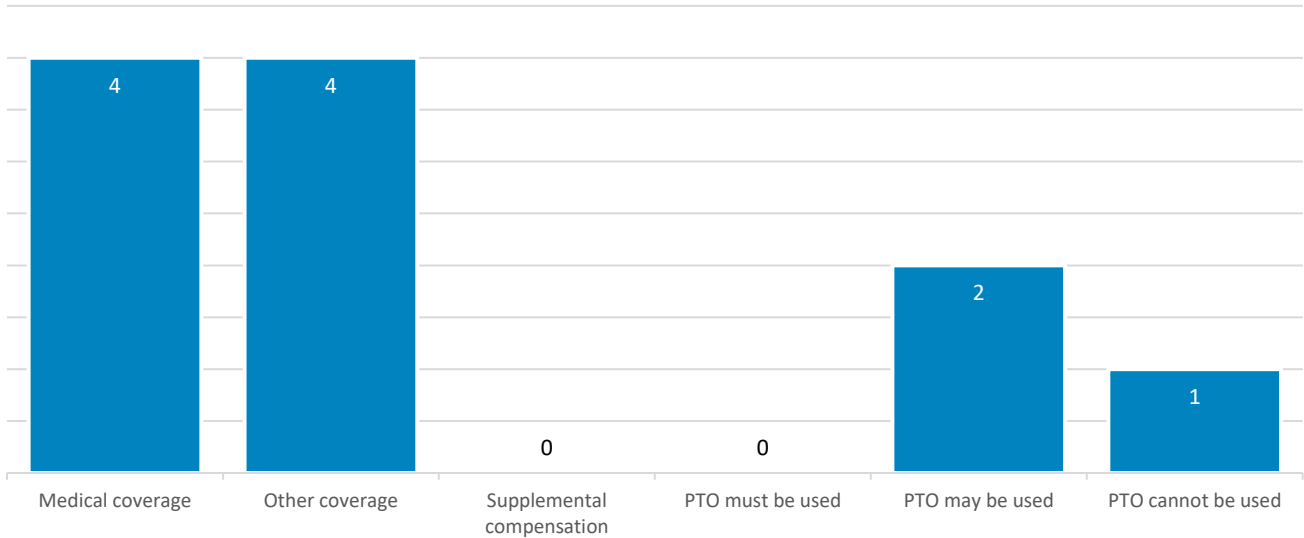


Are you implementing a furlough?

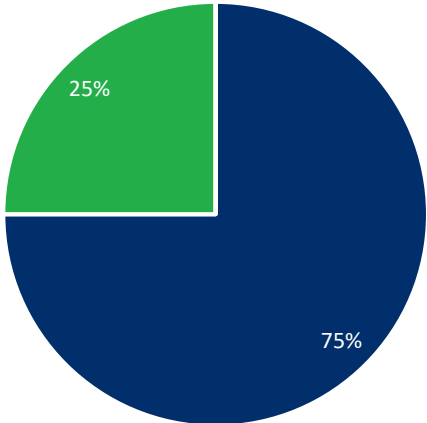


- Yes
- No

Which of the following apply to your furlough?

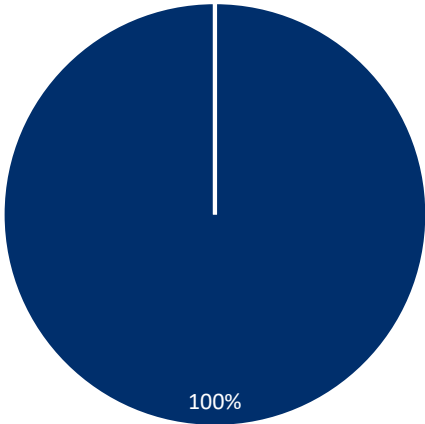


Which of the following applies to medical coverage during furlough?



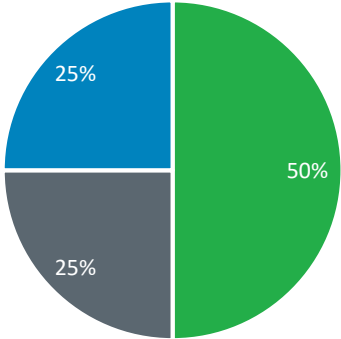
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



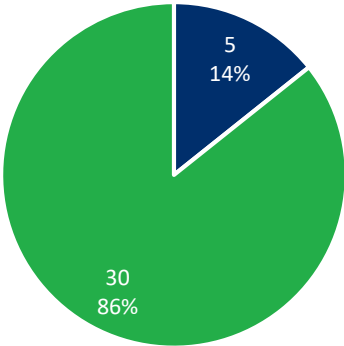
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

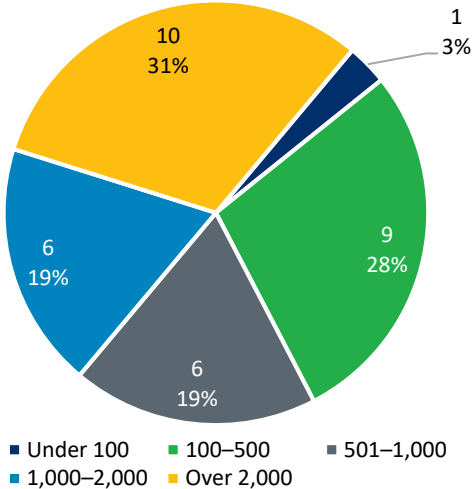
Are you planning on freezing the employer contribution to your retirement plan?



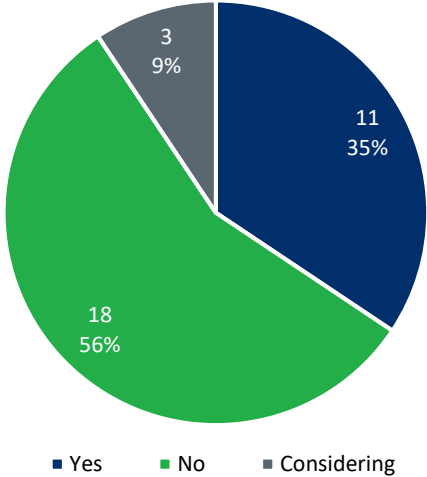
■ Yes ■ No

Retail/Wholesale (32 respondents)

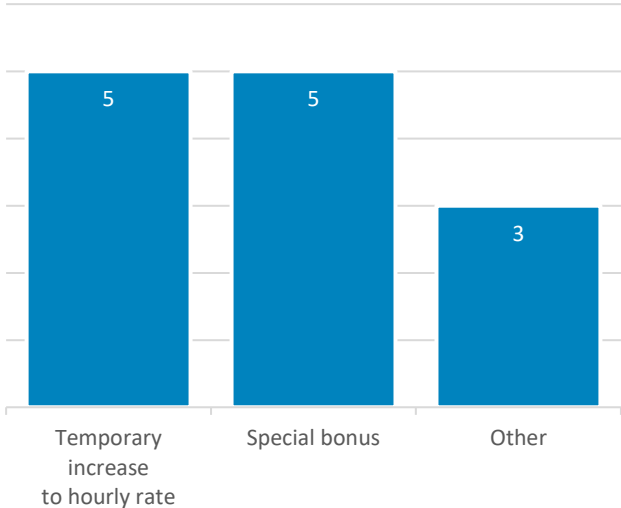
Number of full-time employees in your organization



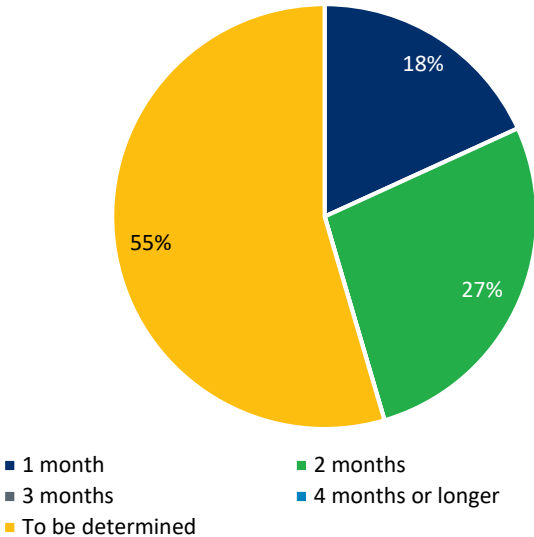
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



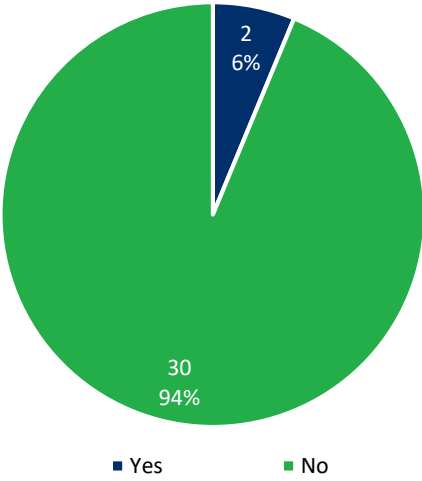
How long do you expect to keep these special compensation programs in place?



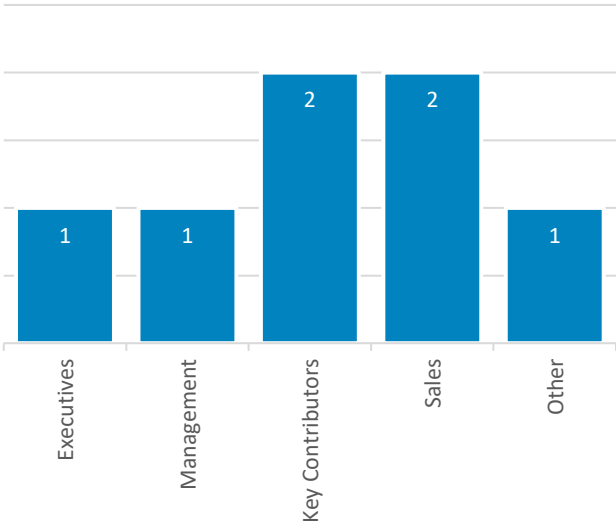
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$2.00	\$2.00	\$3.00	\$2.80
Average \$ amount of special bonus – non-exempt	\$0	\$100	\$300	\$233
Average \$ amount of special bonus – exempt	\$0	\$100	\$500	\$367

* Permanent increase to base pay is not included due to insufficient data

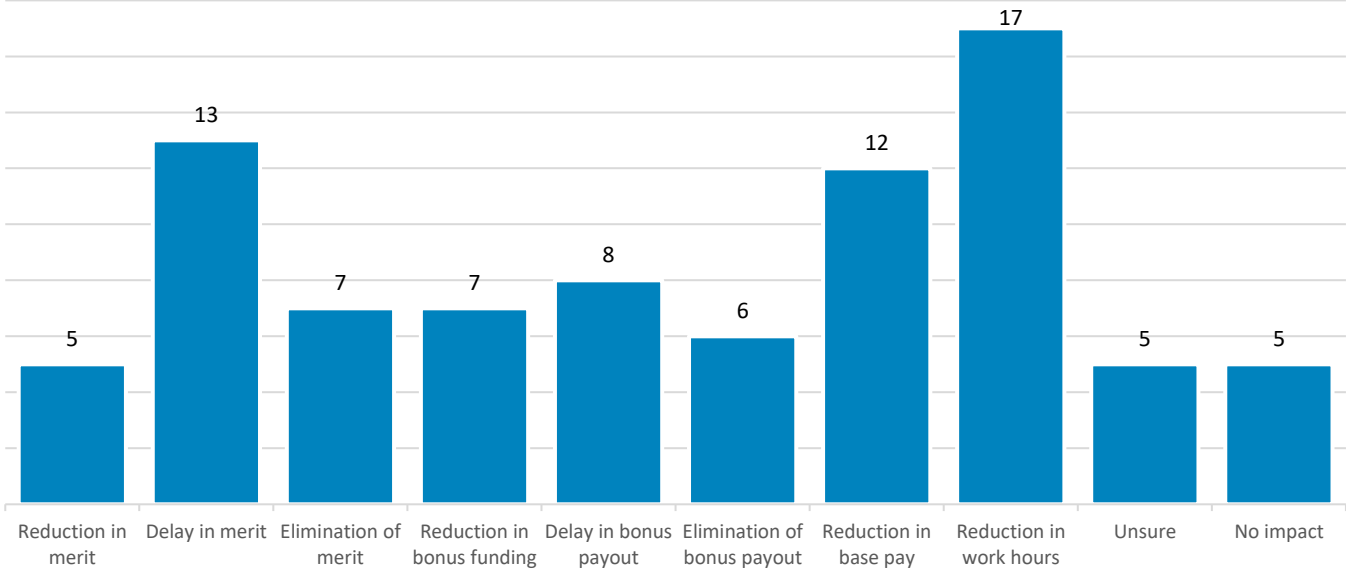
Are you currently or considering offering retention Bonuses to essential roles?



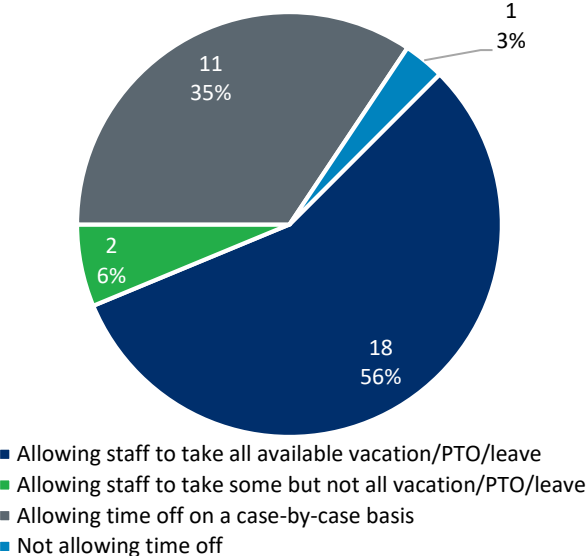
Please select the job levels to receive retention bonuses



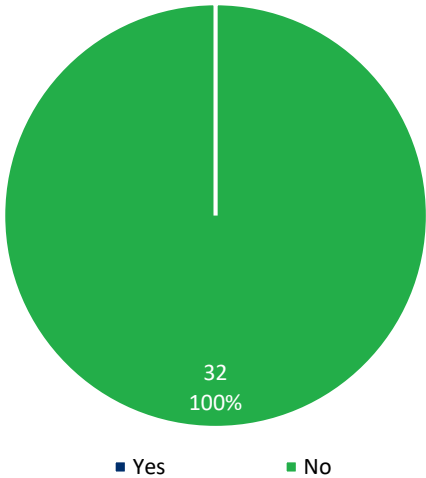
Which compensation programs may be affected by COVID-19?



How is PTO handled for active staff expected to work and requesting time off?



Are you offering childcare assistance in response to COVID-19?

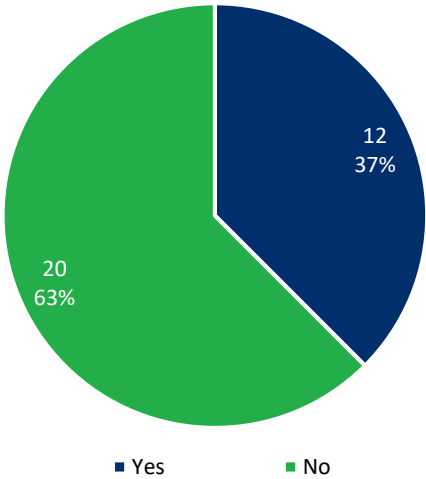


What kind of childcare assistance are you offering?

For this industry breakout, this question did not yield sufficient results and will not be reported.

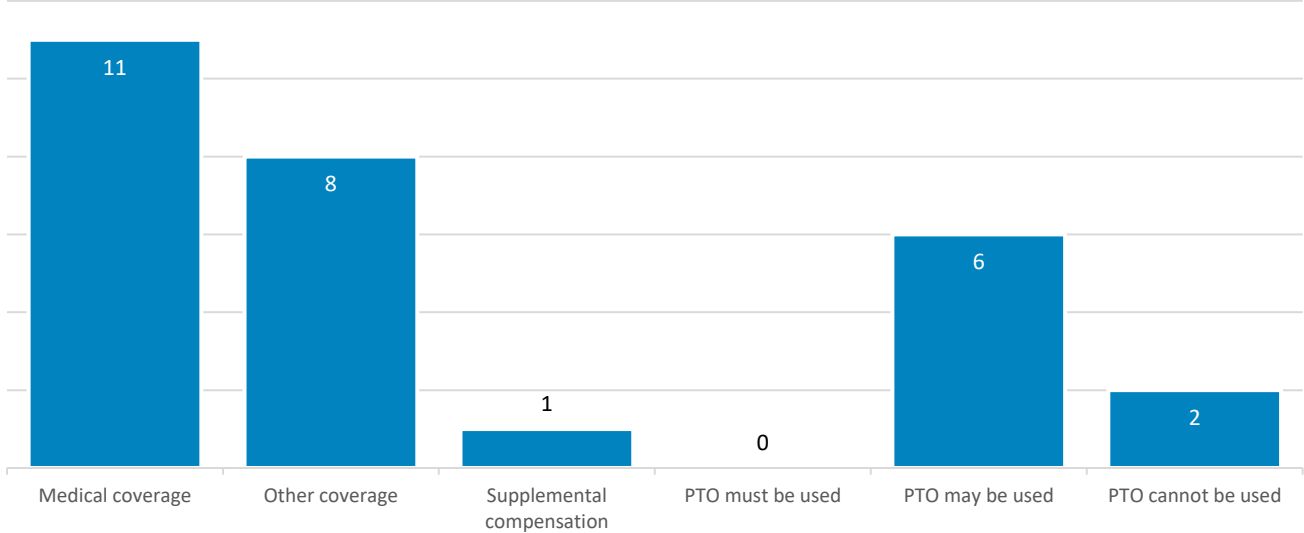
- Childcare allowance/bonus
- Subsidized childcare
- On-site childcare
- Childcare provider resources
- Flexible work schedule for childcare

Are you implementing a furlough?

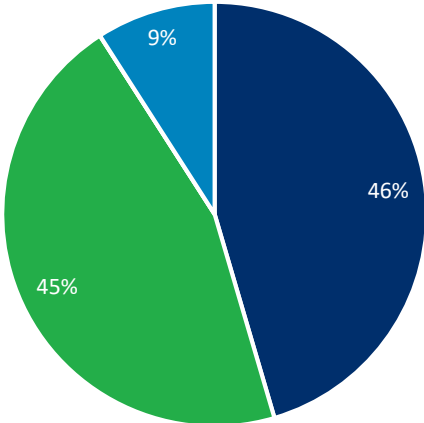


38% of retail participants reported a furlough. Furloughs are especially prevalent in large retail employers; large employers with 1000 or greater employees make up half of all retail participants but reported over two-thirds of retail furloughs.

Which of the following apply to your furlough?

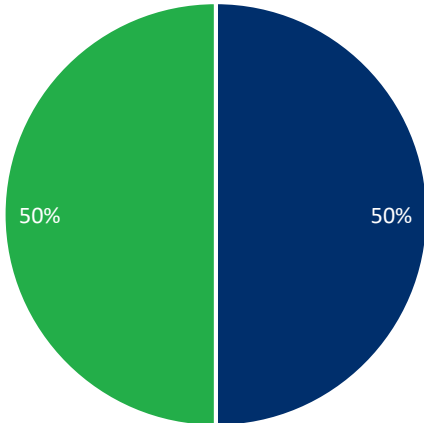


Which of the following applies to medical coverage during furlough?



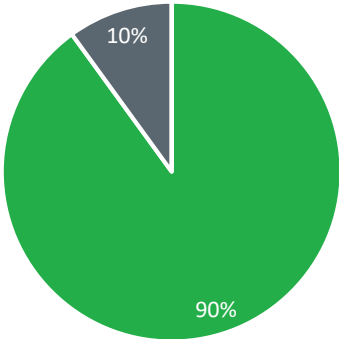
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



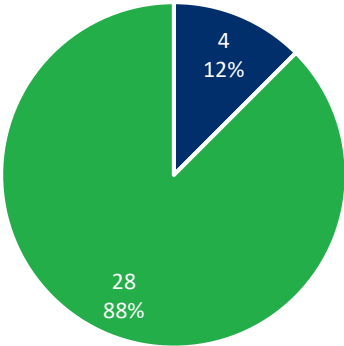
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

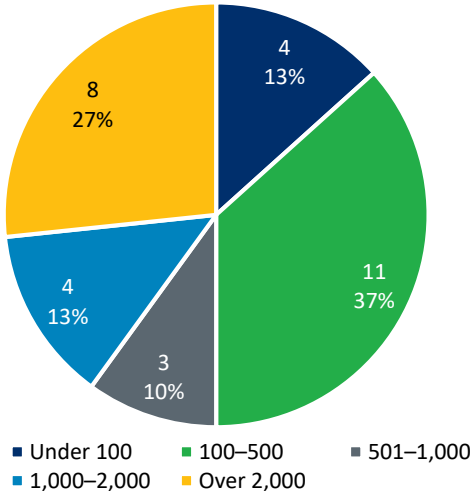
Are you planning on freezing the employer contribution to your retirement plan?



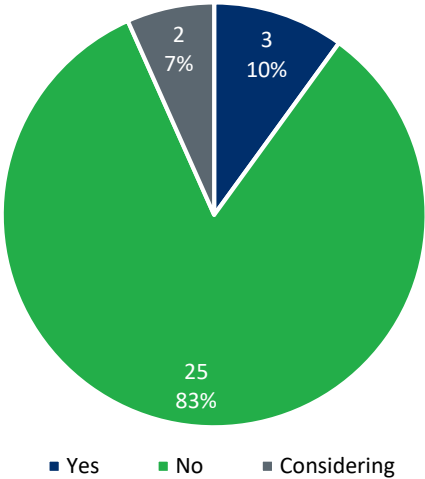
■ Yes ■ No

Hospitality (30 respondents)

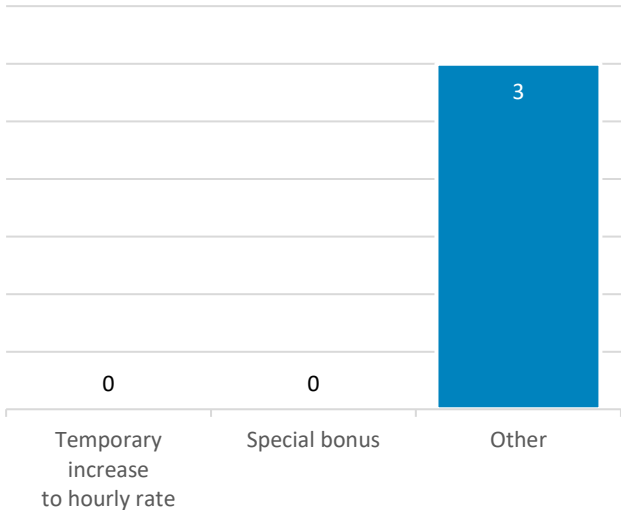
Number of full-time employees in your organization



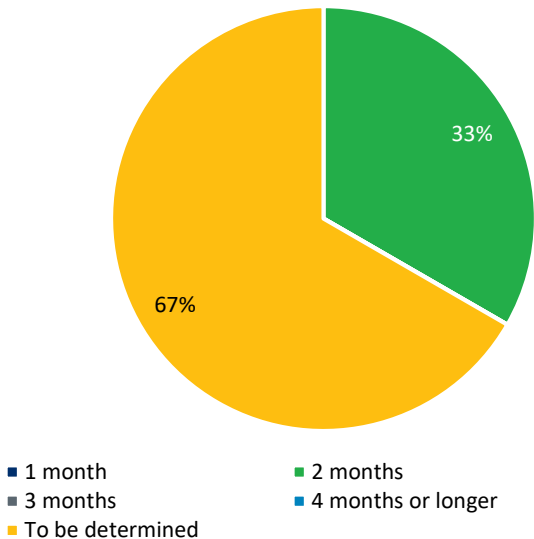
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



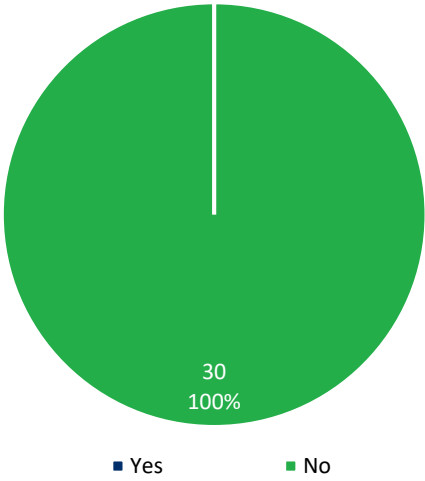
How long do you expect to keep these special compensation programs in place?



	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – non-exempt	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	N/A

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?

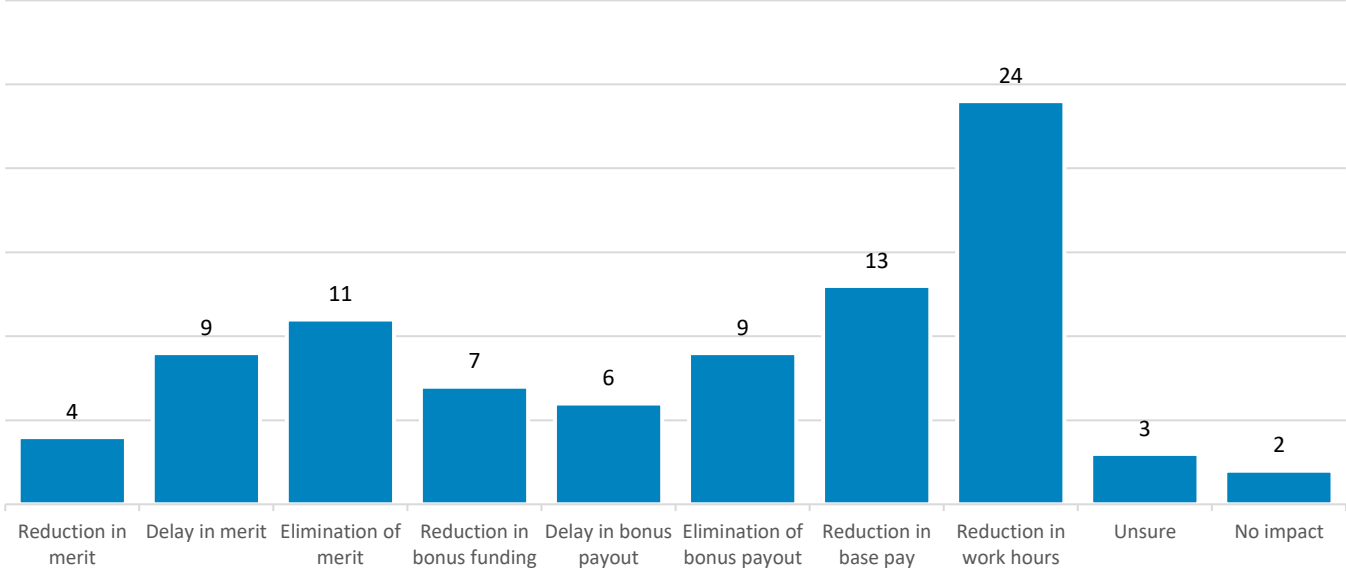


Please select the job levels to receive retention bonuses

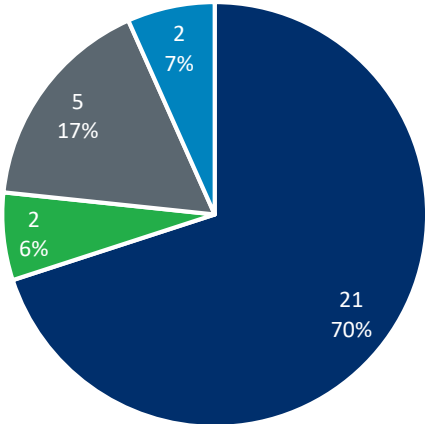
For this industry breakout, this question did not yield sufficient results and will not be reported.



Which compensation programs may be affected by COVID-19?

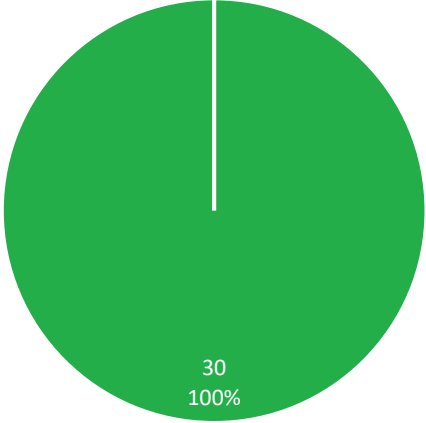


How is PTO handled for active staff expected to work and requesting time off?



- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?



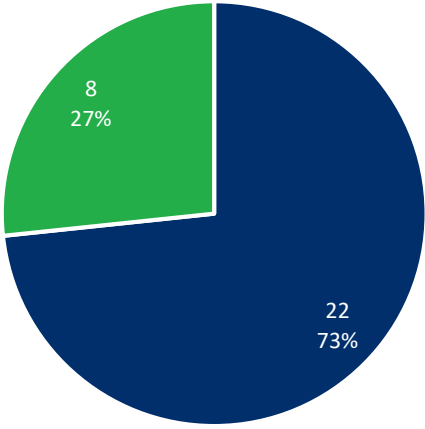
- Yes
- No

What kind of childcare assistance are you offering?

For this industry breakout, this question did not yield sufficient results and will not be reported.

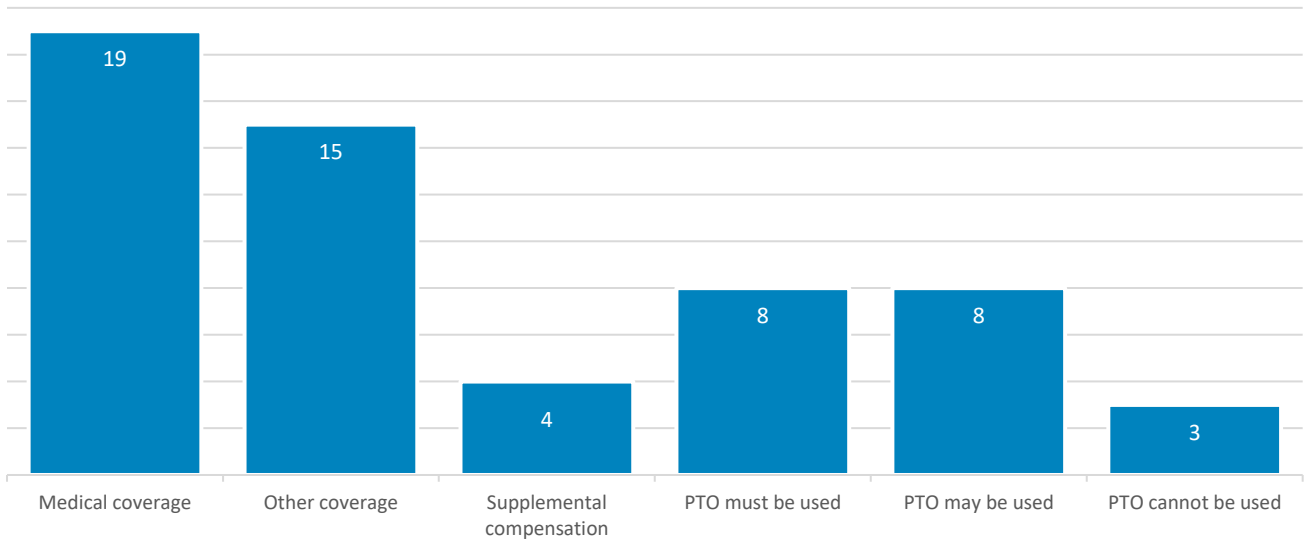
- Childcare allowance/bonus
- Subsidized childcare
- On-site childcare
- Childcare provider resources
- Flexible work schedule for childcare

Are you implementing a furlough?

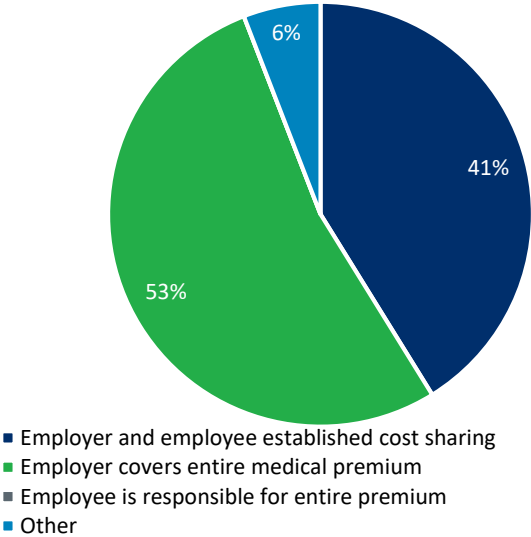


- Yes
- No

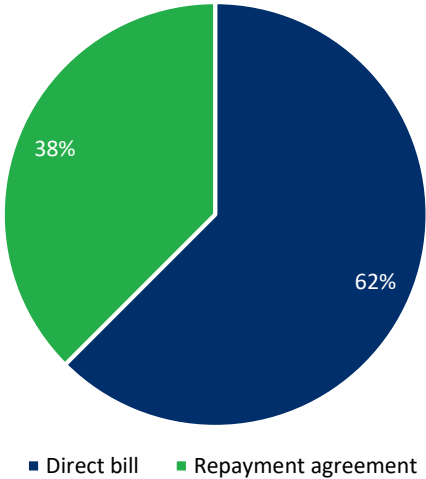
Which of the following apply to your furlough?



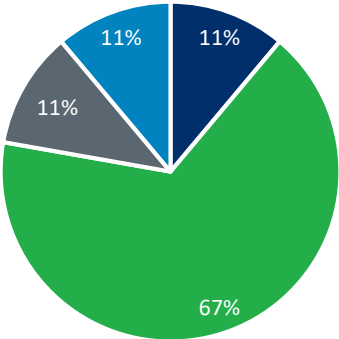
Which of the following applies to medical coverage during furlough?



How will premium contributions be collected?

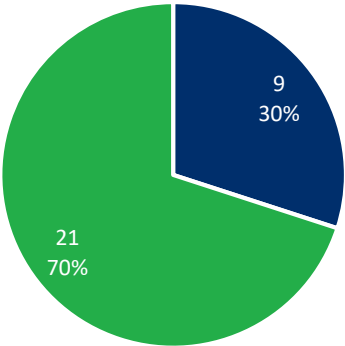


How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

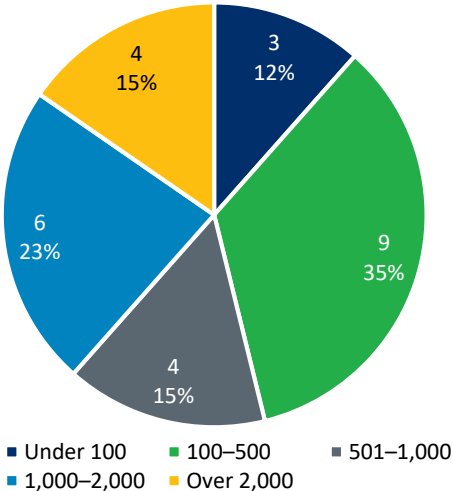
Are you planning on freezing the employer contribution to your retirement plan?



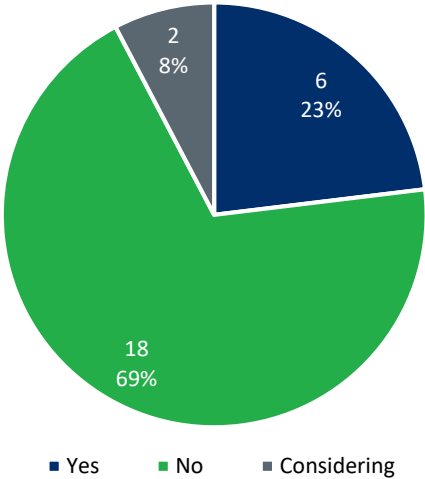
■ Yes ■ No

Non-Profit (26 respondents)

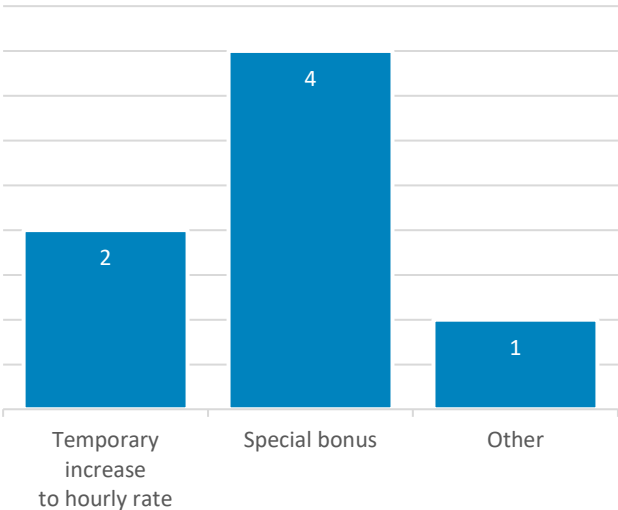
Number of full-time employees in your organization



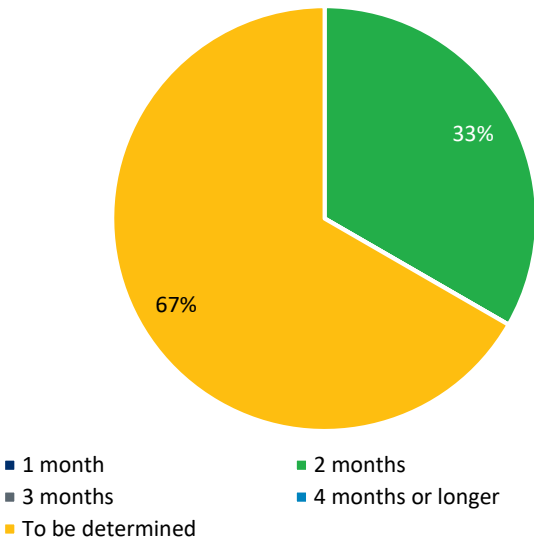
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



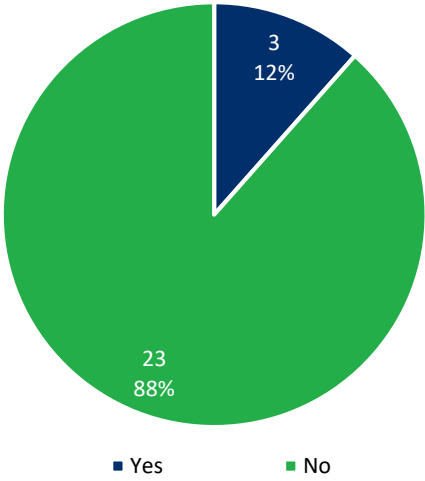
How long do you expect to keep these special compensation programs in place?



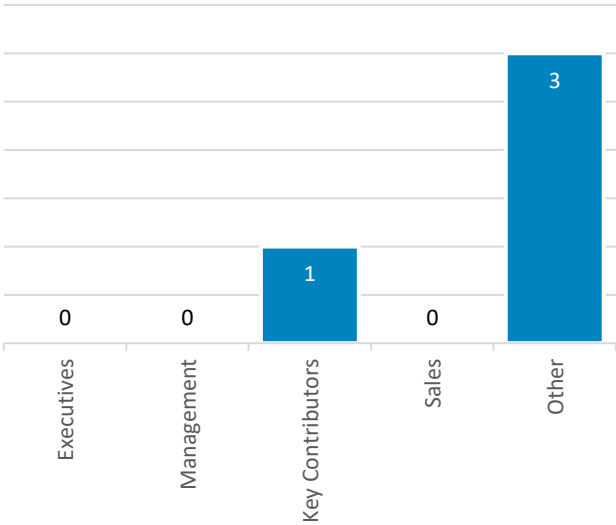
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$4.50	\$4.50	\$4.50	\$4.50
Average \$ amount of special bonus – non-exempt	\$75	\$115	\$223	\$243
Average \$ amount of special bonus – exempt	\$123	\$315	\$500	\$308

* Permanent increase to base pay is not included due to insufficient data

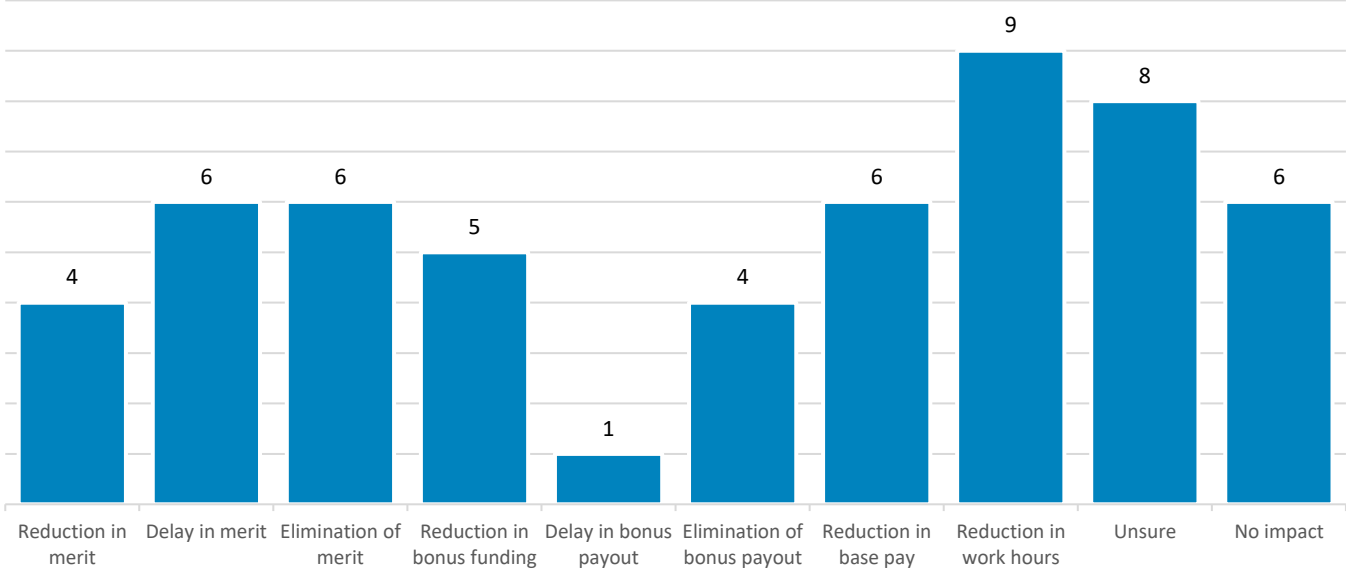
Are you currently or considering offering retention Bonuses to essential roles?



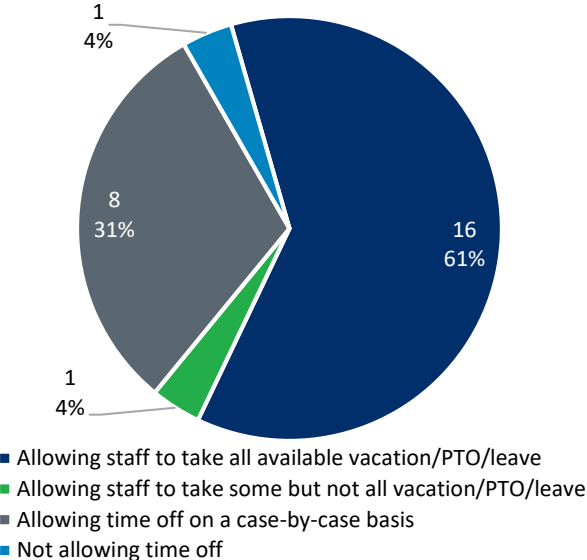
Please select the job levels to receive retention bonuses



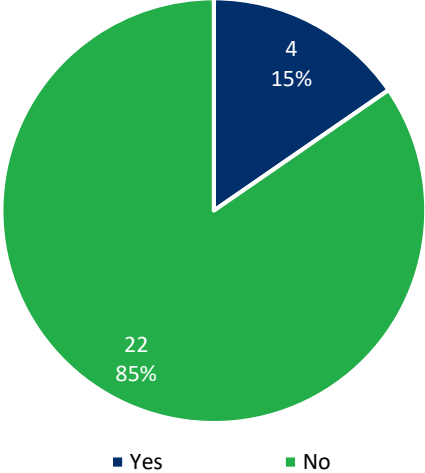
Which compensation programs may be affected by COVID-19?



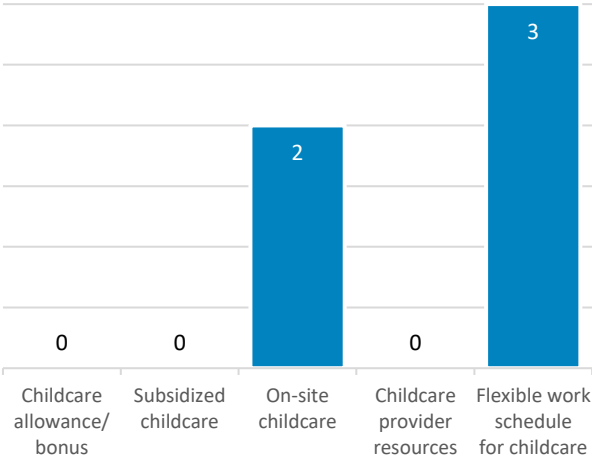
How is PTO handled for active staff expected to work and requesting time off?



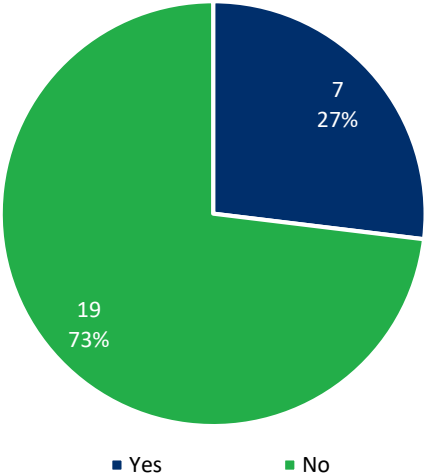
Are you offering childcare assistance in response to COVID-19?



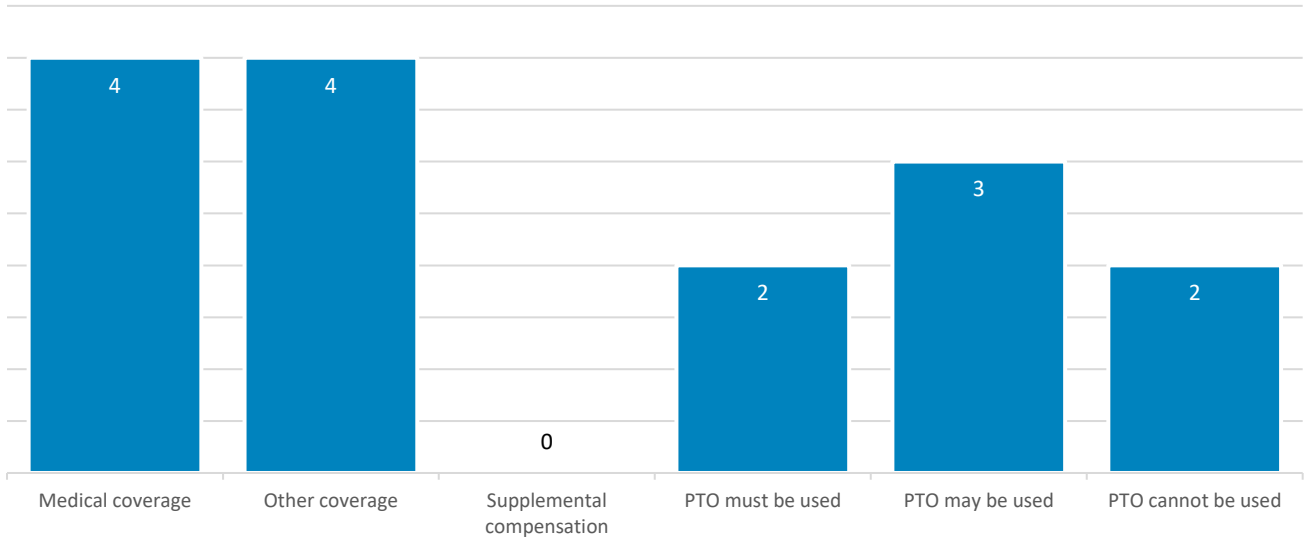
What kind of childcare assistance are you offering?



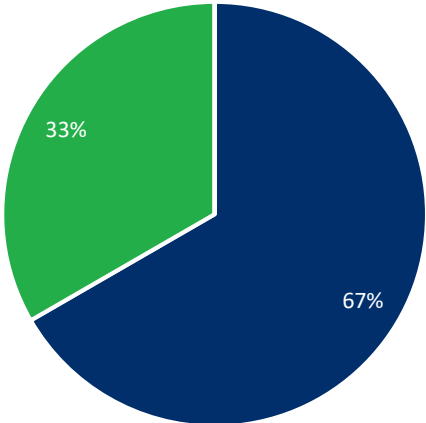
Are you implementing a furlough?



Which of the following apply to your furlough?

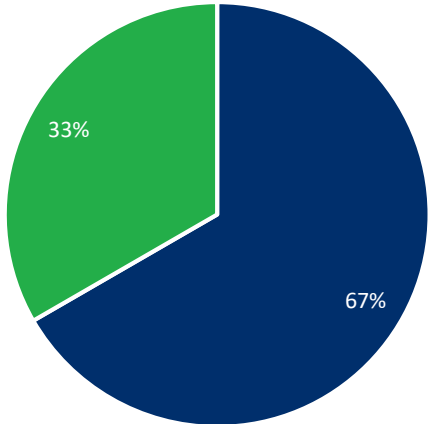


Which of the following applies to medical coverage during furlough?



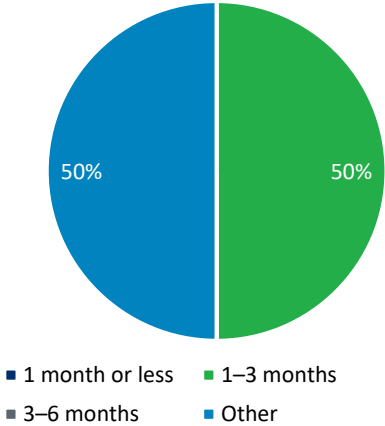
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?

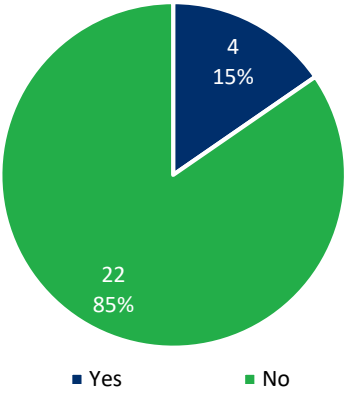


- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?

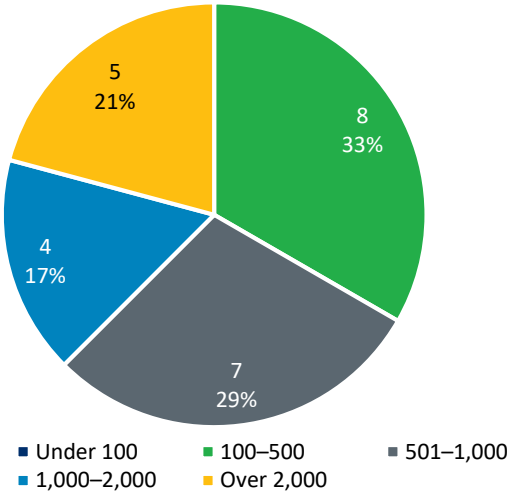


Are you planning on freezing the employer contribution to your retirement plan?

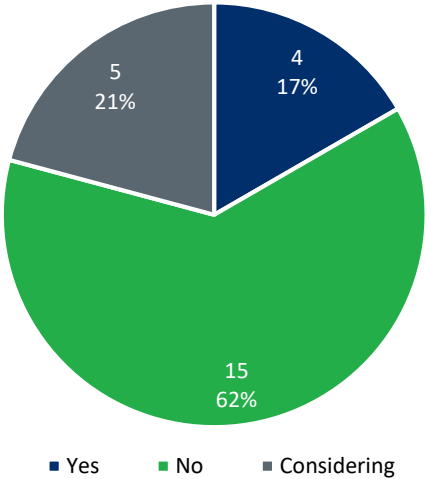


Logistics/Distribution (24 respondents)

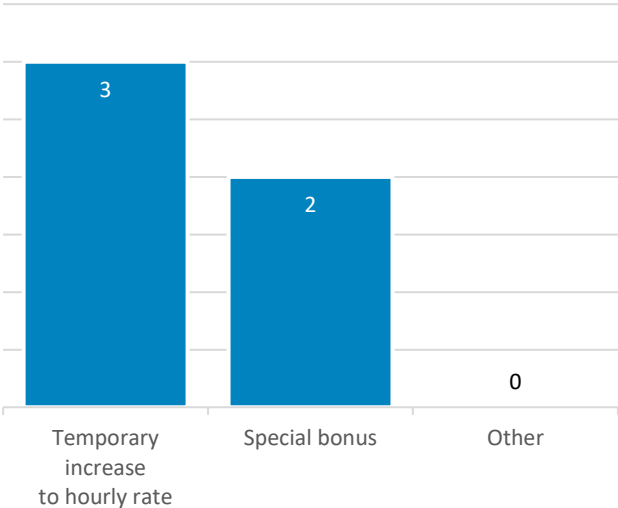
Number of full-time employees in your organization



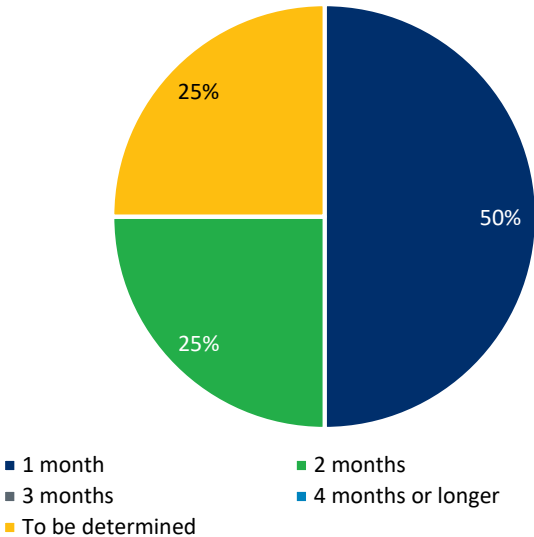
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



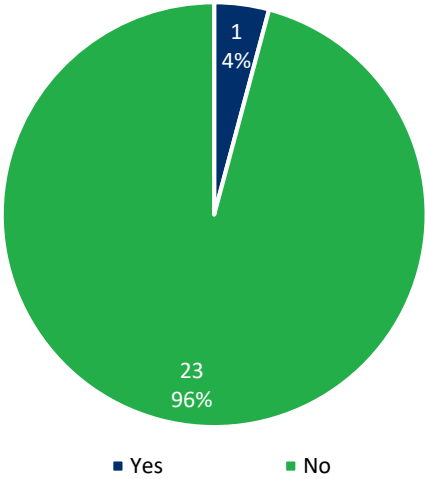
How long do you expect to keep these special compensation programs in place?



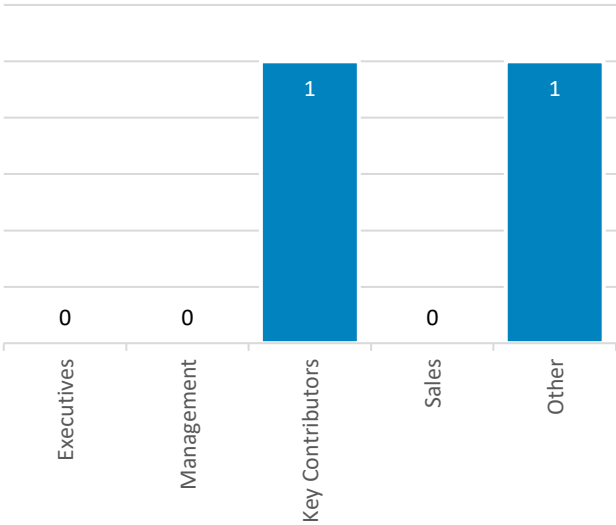
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$1.00	\$1.00	\$1.25	\$1.17
Average \$ amount of special bonus – non-exempt	\$165	\$210	\$255	\$210
Average \$ amount of special bonus – exempt	\$75	\$150	\$225	\$300

* Permanent increase to base pay is not included due to insufficient data

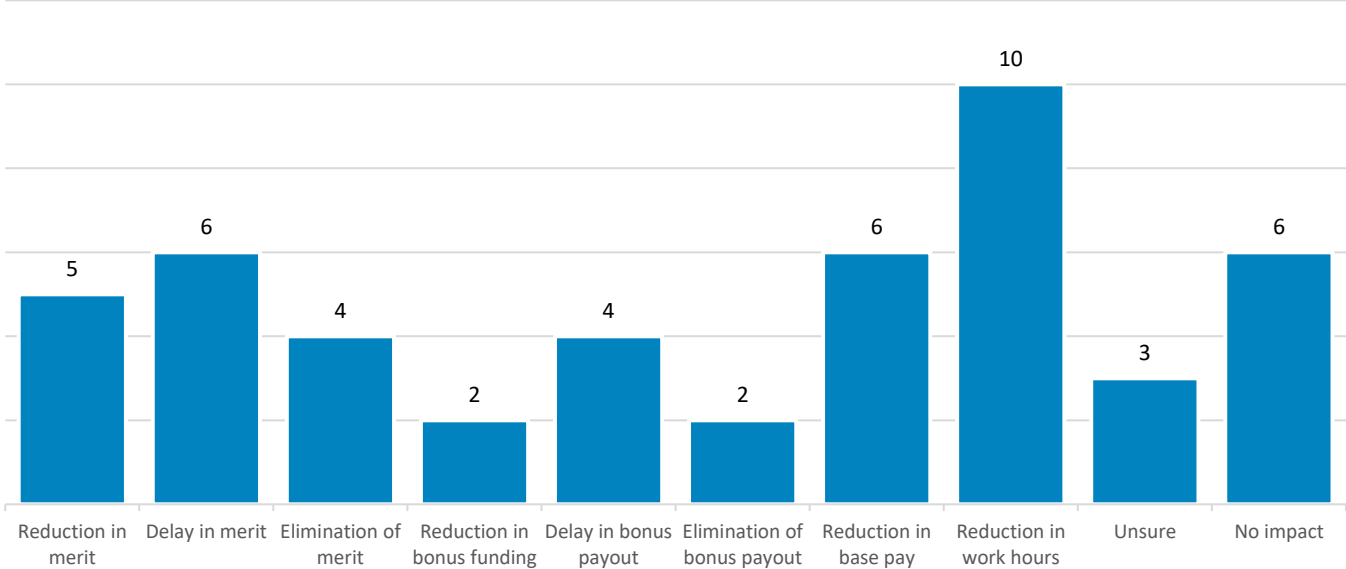
Are you currently or considering offering retention Bonuses to essential roles?



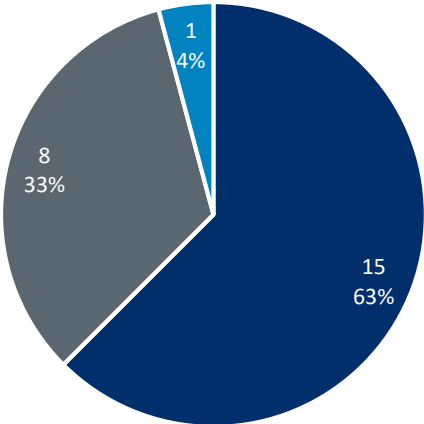
Please select the job levels to receive retention bonuses



Which compensation programs may be affected by COVID-19?

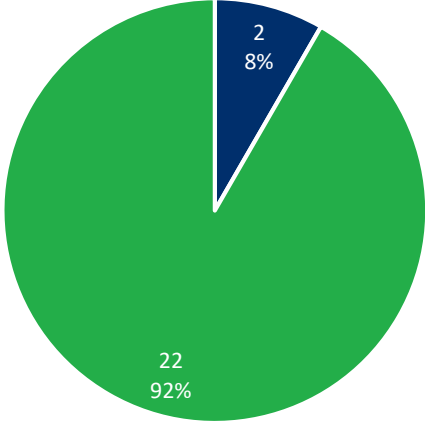


How is PTO handled for active staff expected to work and requesting time off?



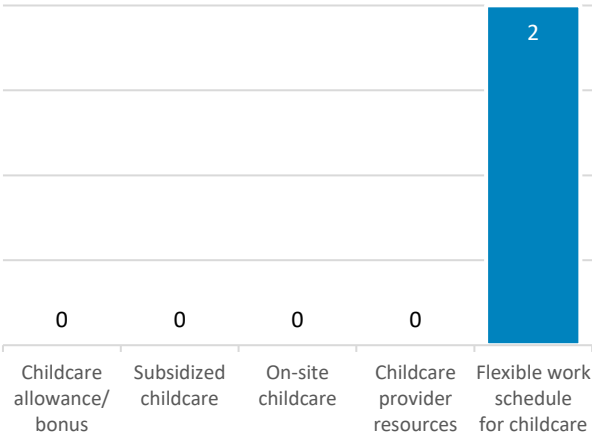
- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?

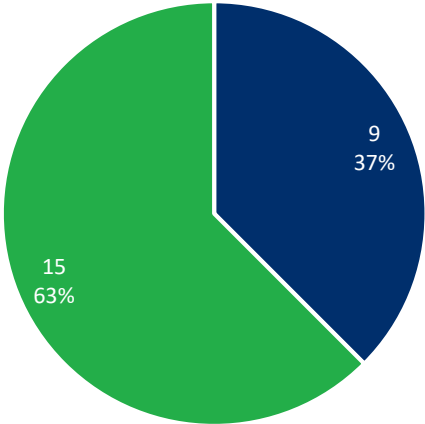


- Yes
- No

What kind of childcare assistance are you offering?

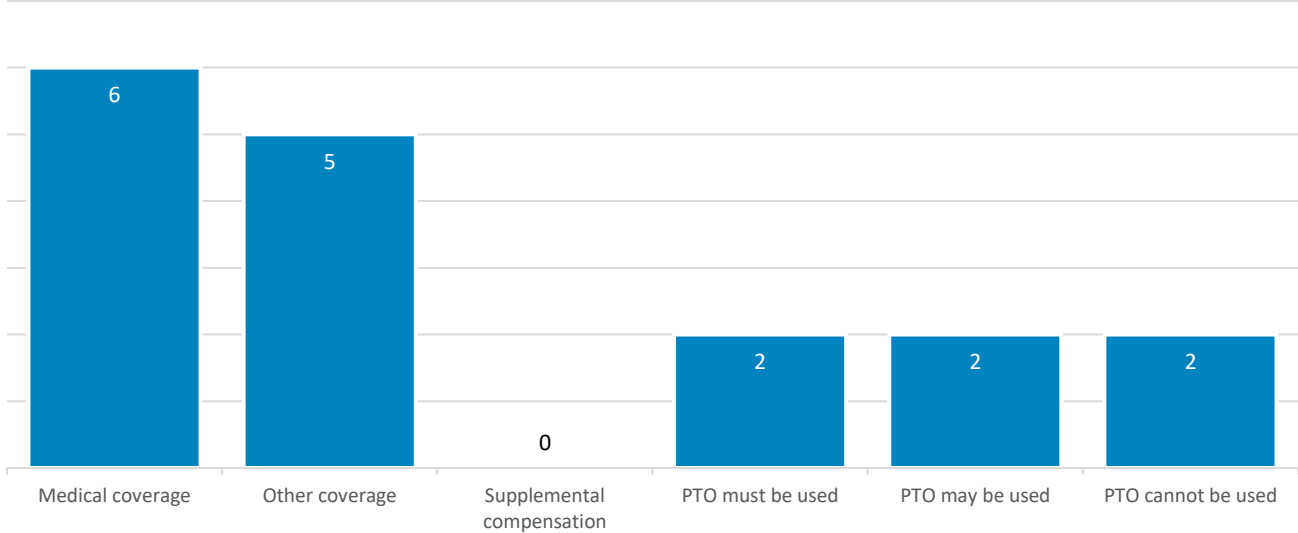


Are you implementing a furlough?

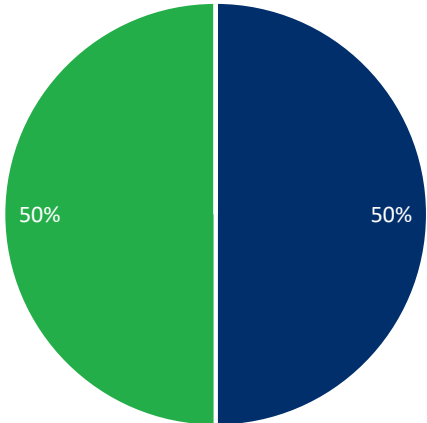


- Yes
- No

Which of the following apply to your furlough?

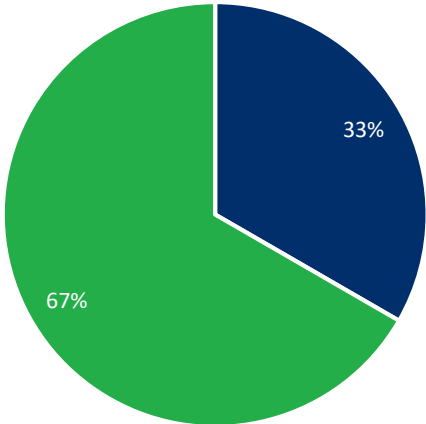


Which of the following applies to medical coverage during furlough?



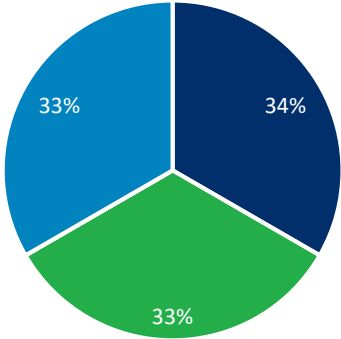
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



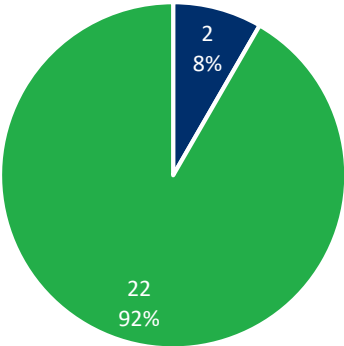
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



- 1 month or less
- 1-3 months
- 3-6 months
- Other

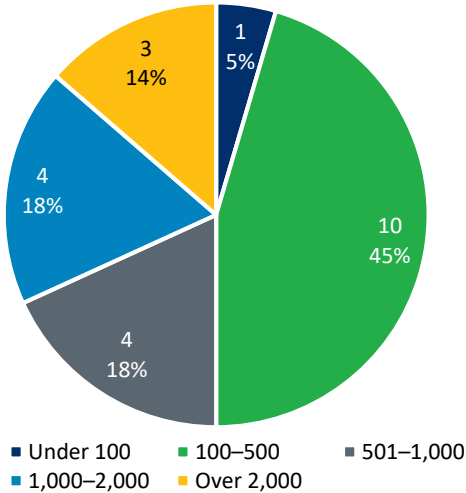
Are you planning on freezing the employer contribution to your retirement plan?



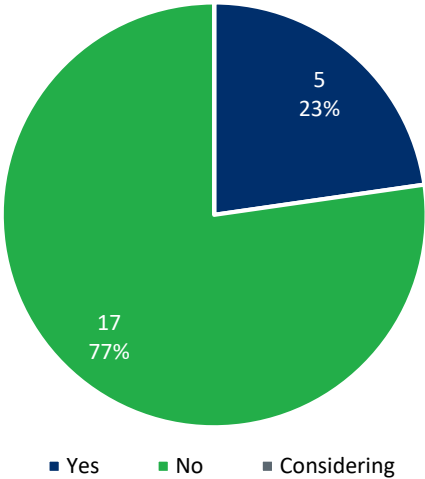
- Yes
- No

Government (22 respondents)

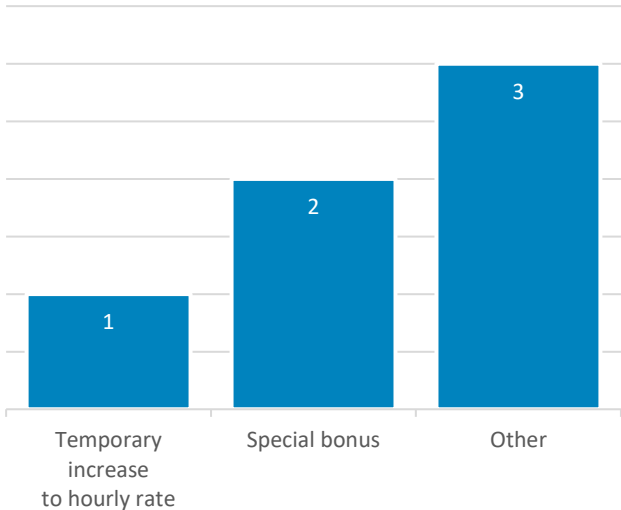
Number of full-time employees in your organization



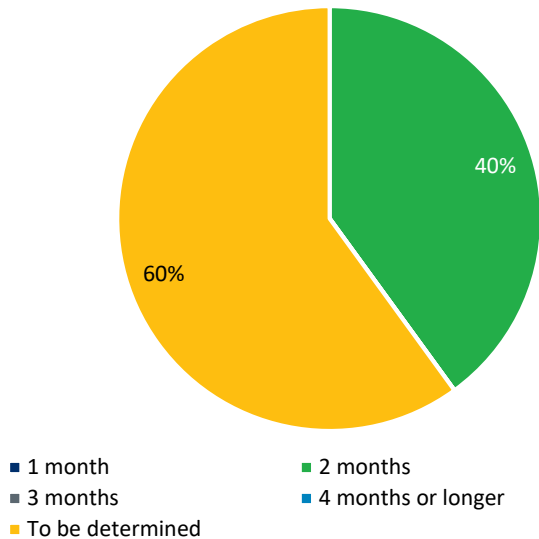
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



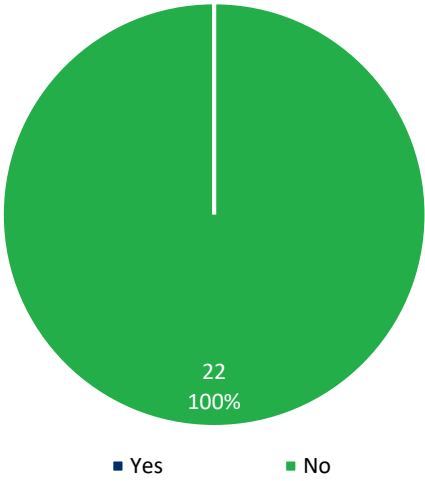
How long do you expect to keep these special compensation programs in place?



	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$2.75	\$2.75	\$2.75	\$2.75
Average \$ amount of special bonus – non-exempt	\$219	\$313	\$406	\$313
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	\$1,500

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?

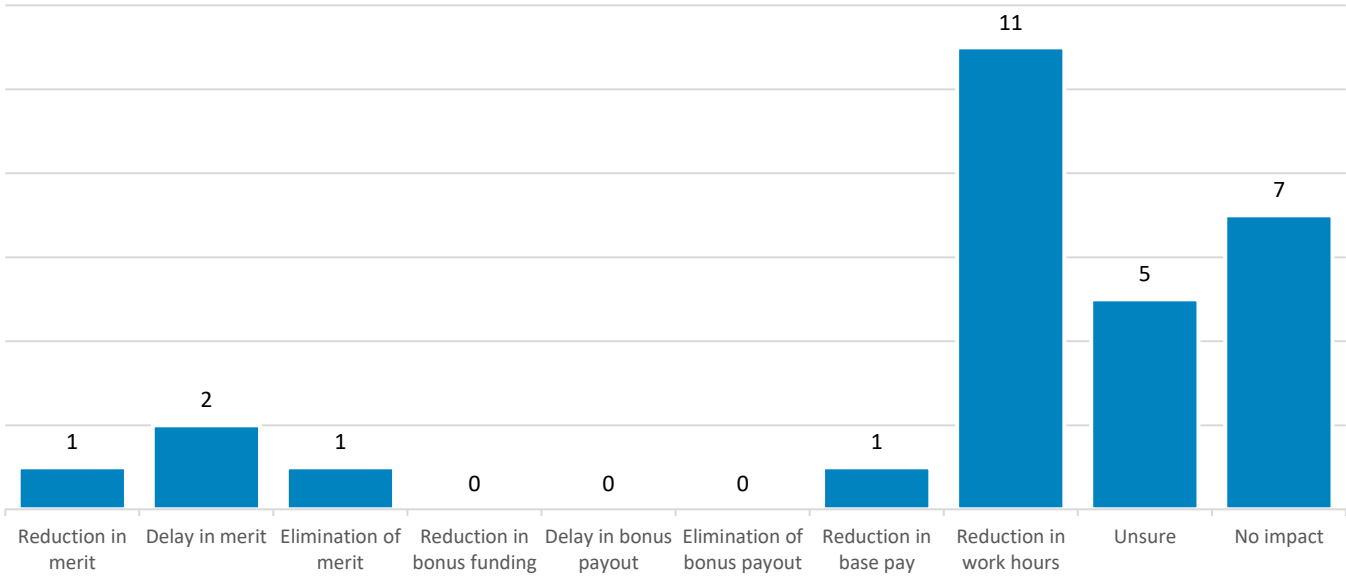


Please select the job levels to receive retention bonuses

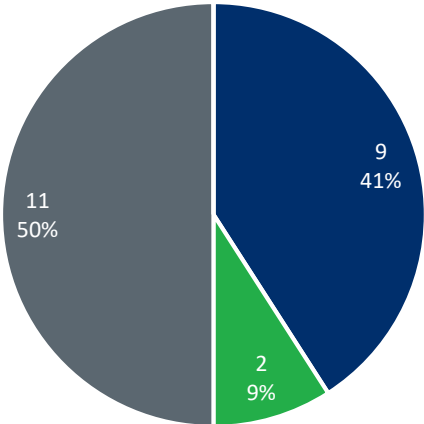
For this industry breakout, this question did not yield sufficient results and will not be reported.



Which compensation programs may be affected by COVID-19?

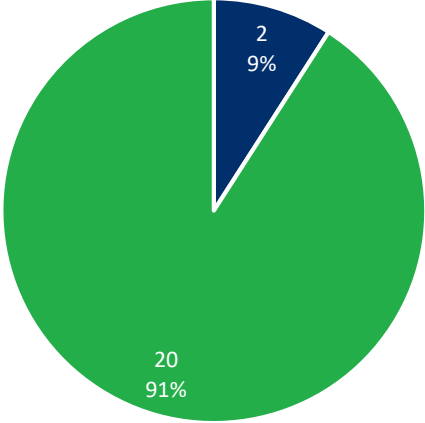


How is PTO handled for active staff expected to work and requesting time off?



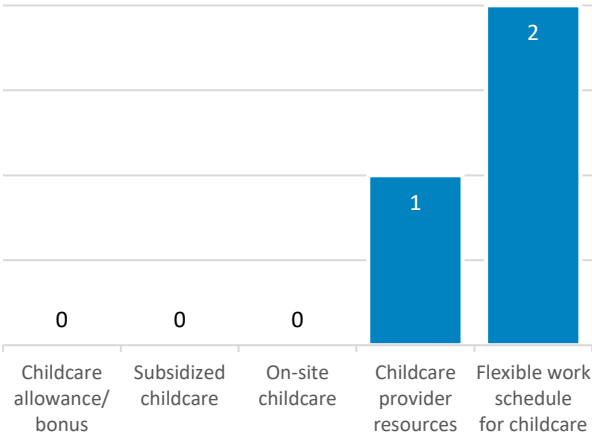
- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?

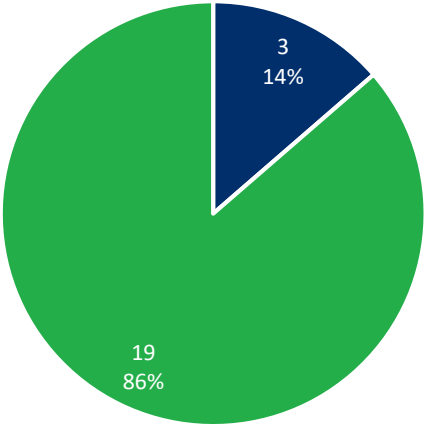


- Yes
- No

What kind of childcare assistance are you offering?

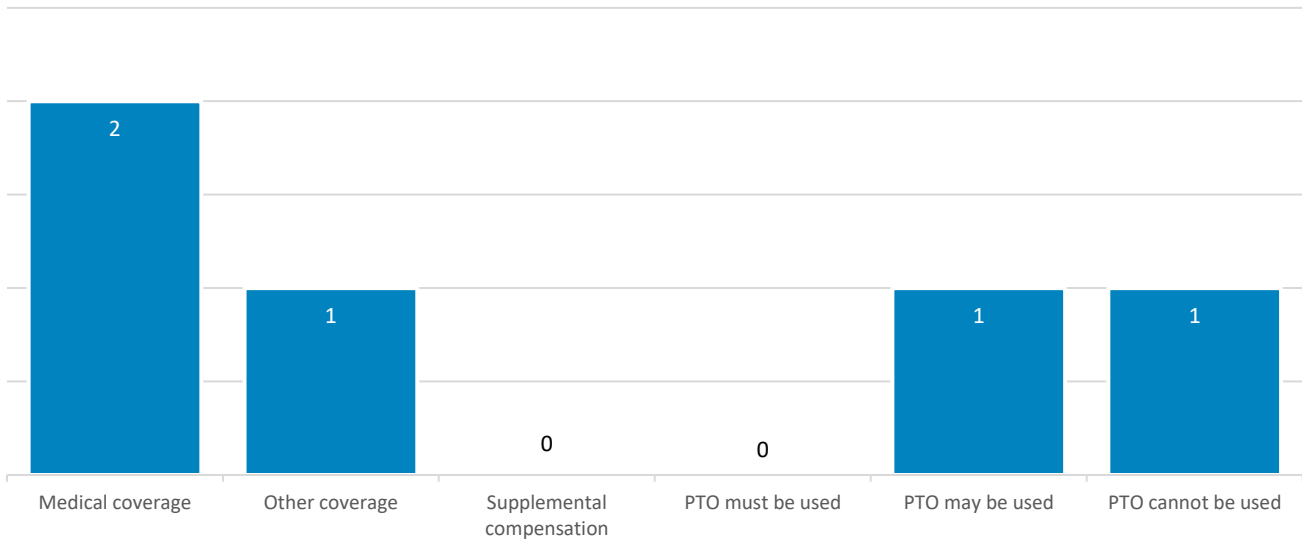


Are you implementing a furlough?

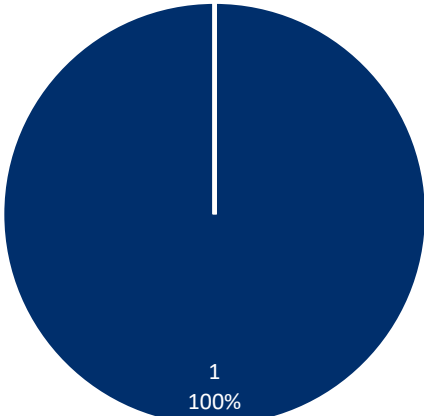


- Yes
- No

Which of the following apply to your furlough?

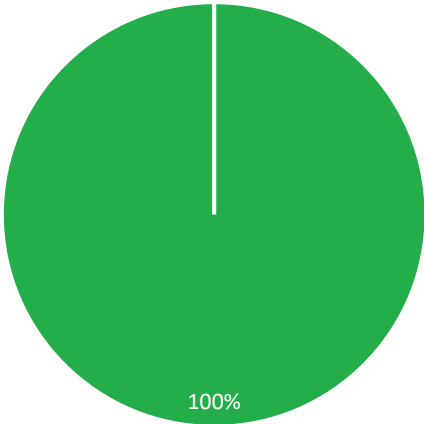


Which of the following applies to medical coverage during furlough?



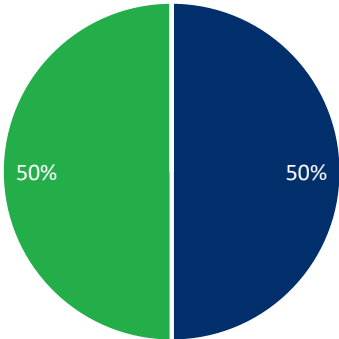
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



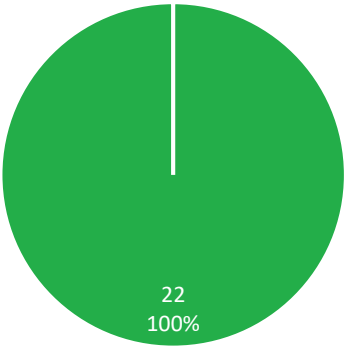
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

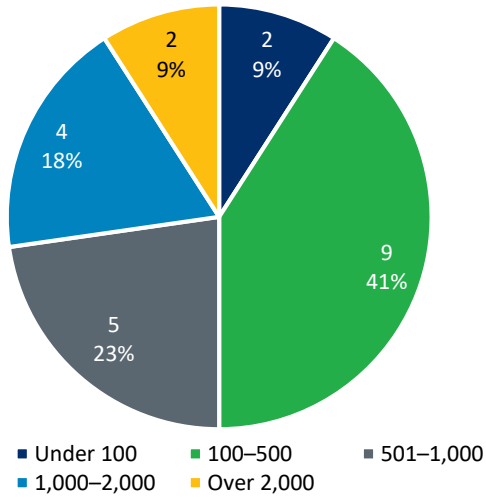
Are you planning on freezing the employer contribution to your retirement plan?



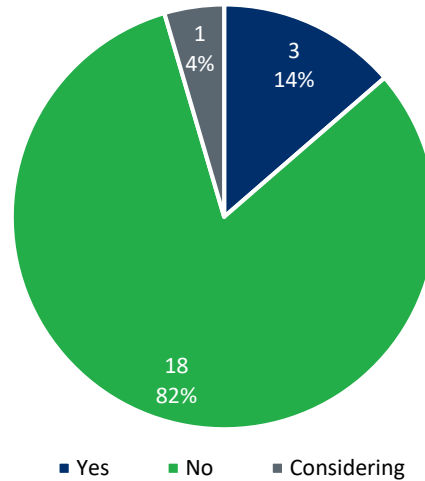
■ Yes ■ No

Information Technology & Services (22 respondents)

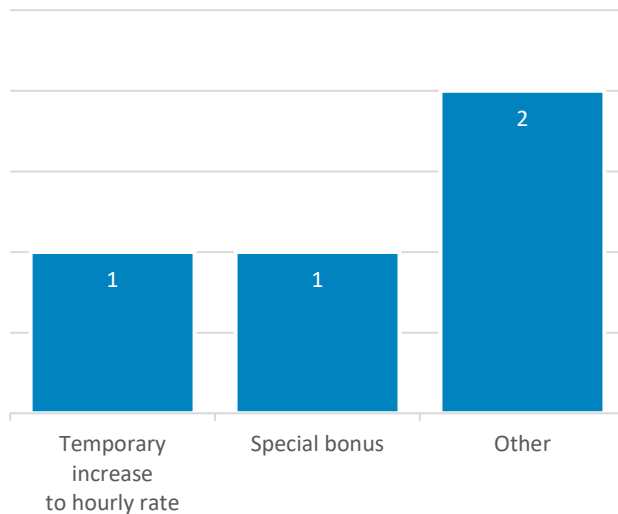
Number of full-time employees in your organization



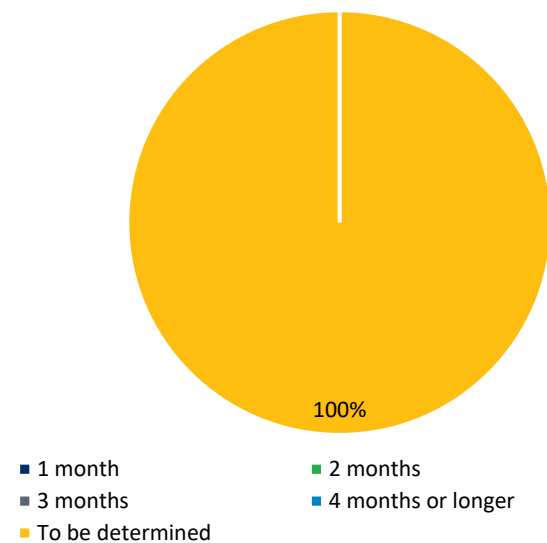
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



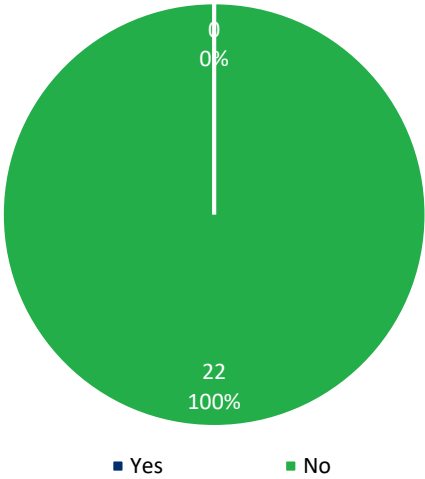
How long do you expect to keep these special compensation programs in place?



	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$7.00	\$7.00	\$7.00	\$7.00
Average \$ amount of special bonus – non-exempt	\$1,000	\$1,000	\$1,000	\$1,000
Average \$ amount of special bonus – exempt	\$5,000	\$5,000	\$5,000	\$5,000

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?

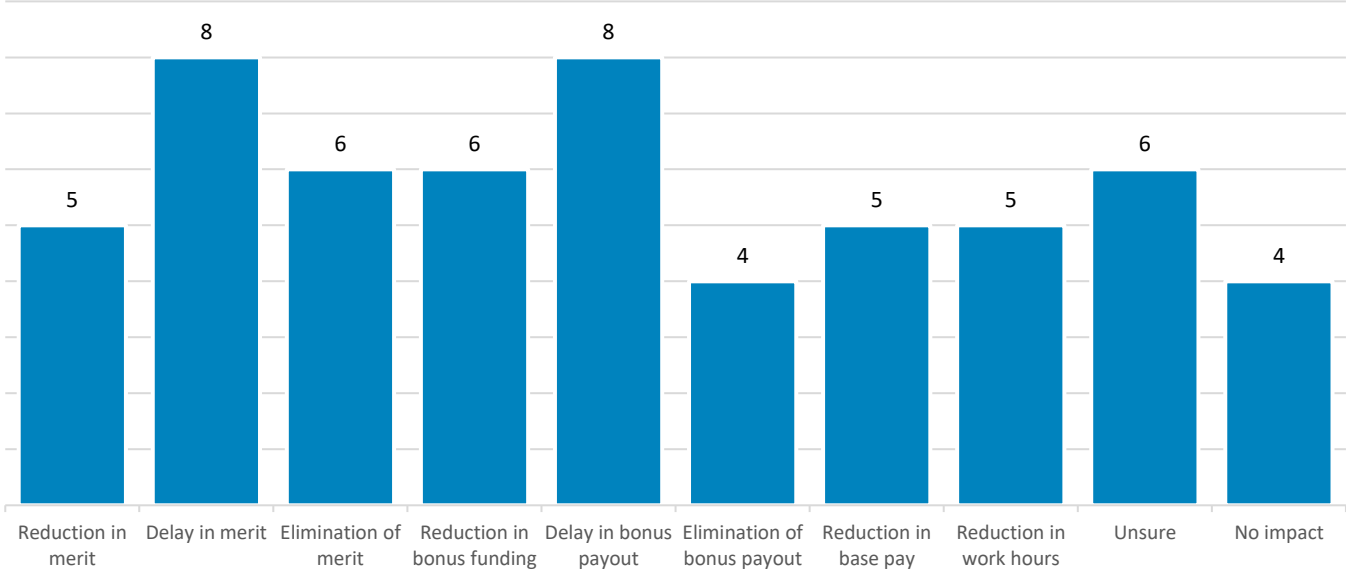


Please select the job levels to receive retention bonuses

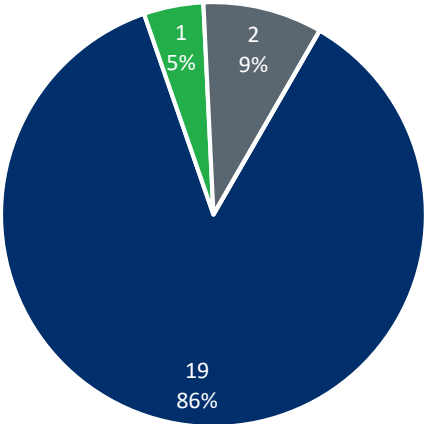
For this industry breakout, this question did not yield sufficient results and will not be reported.



Which compensation programs may be affected by COVID-19?

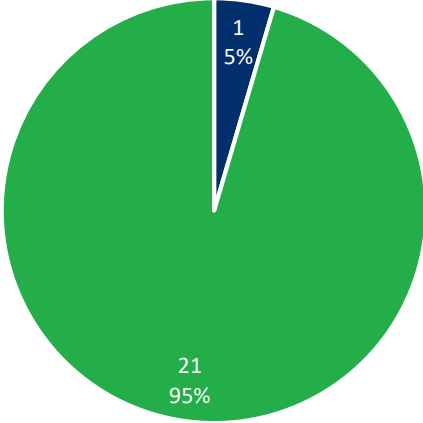


How is PTO handled for active staff expected to work and requesting time off?



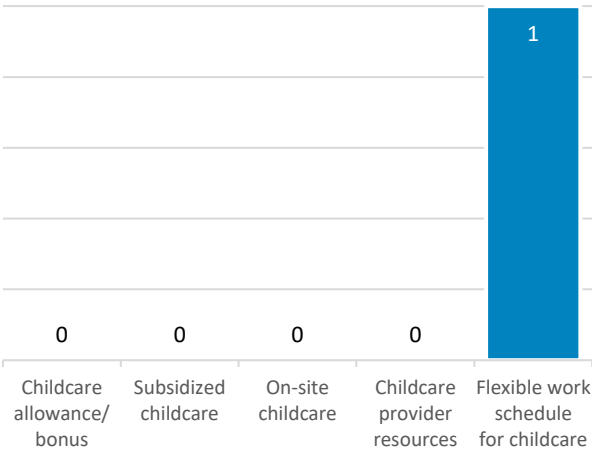
- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?

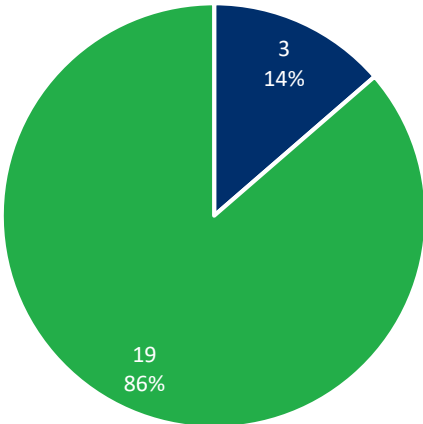


- Yes
- No

What kind of childcare assistance are you offering?

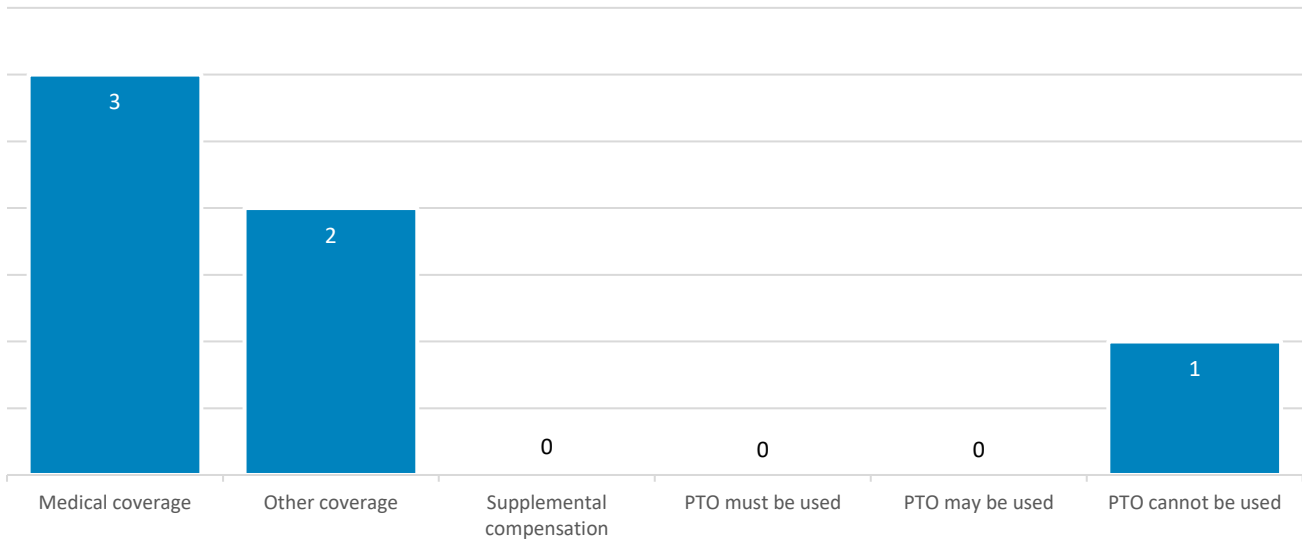


Are you implementing a furlough?

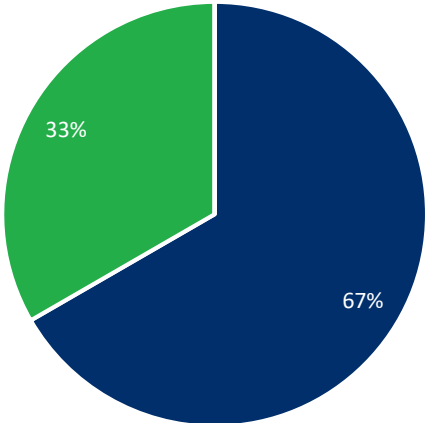


- Yes
- No

Which of the following apply to your furlough?

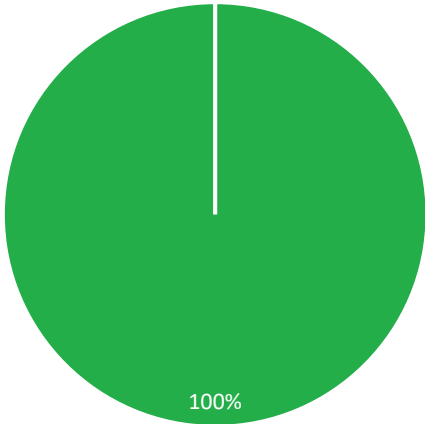


Which of the following applies to medical coverage during furlough?



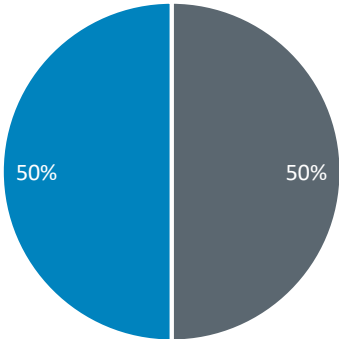
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



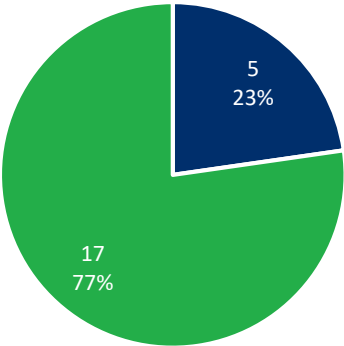
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

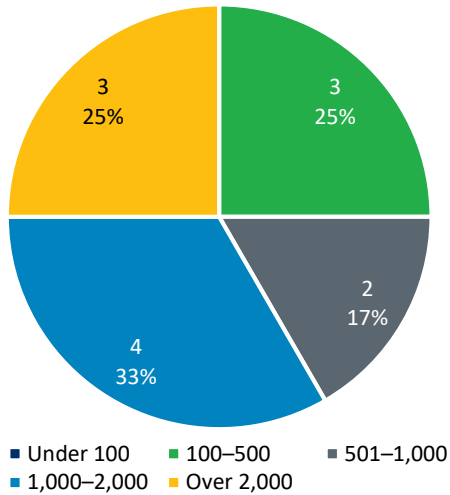
Are you planning on freezing the employer contribution to your retirement plan?



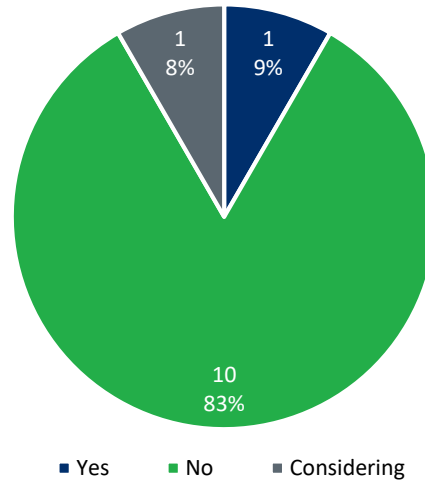
■ Yes ■ No

Energy/Utility (12 respondents)

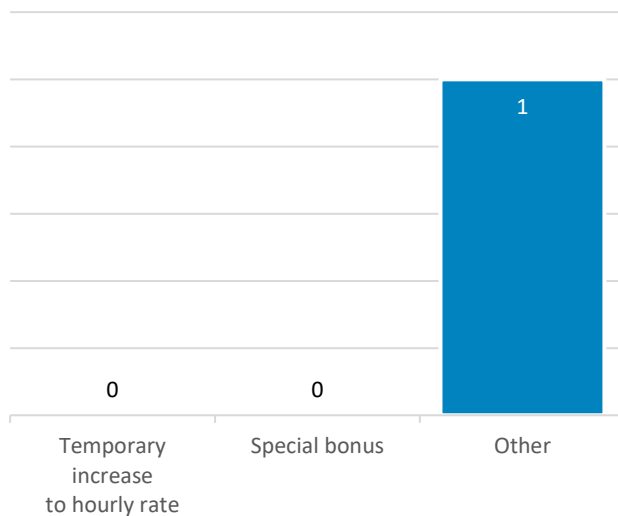
Number of full-time employees in your organization



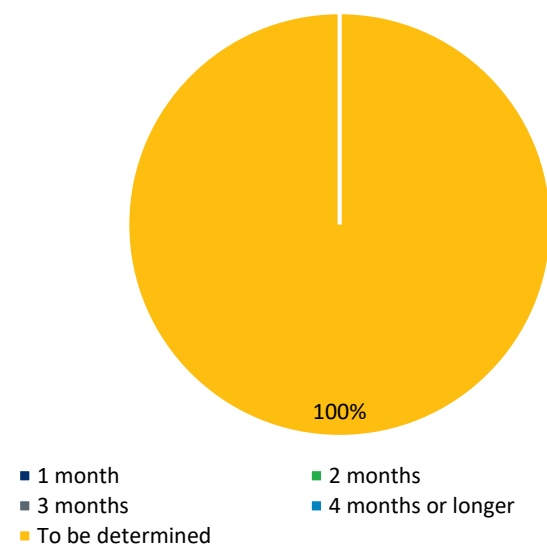
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



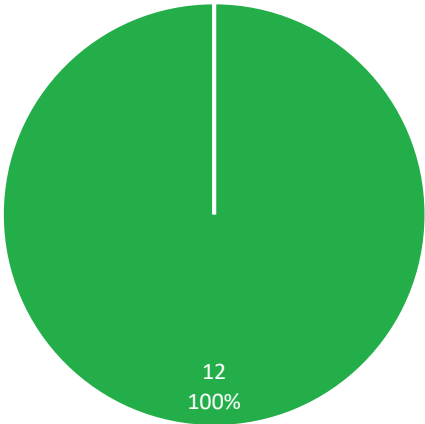
How long do you expect to keep these special compensation programs in place?



	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – non-exempt	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	N/A

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?

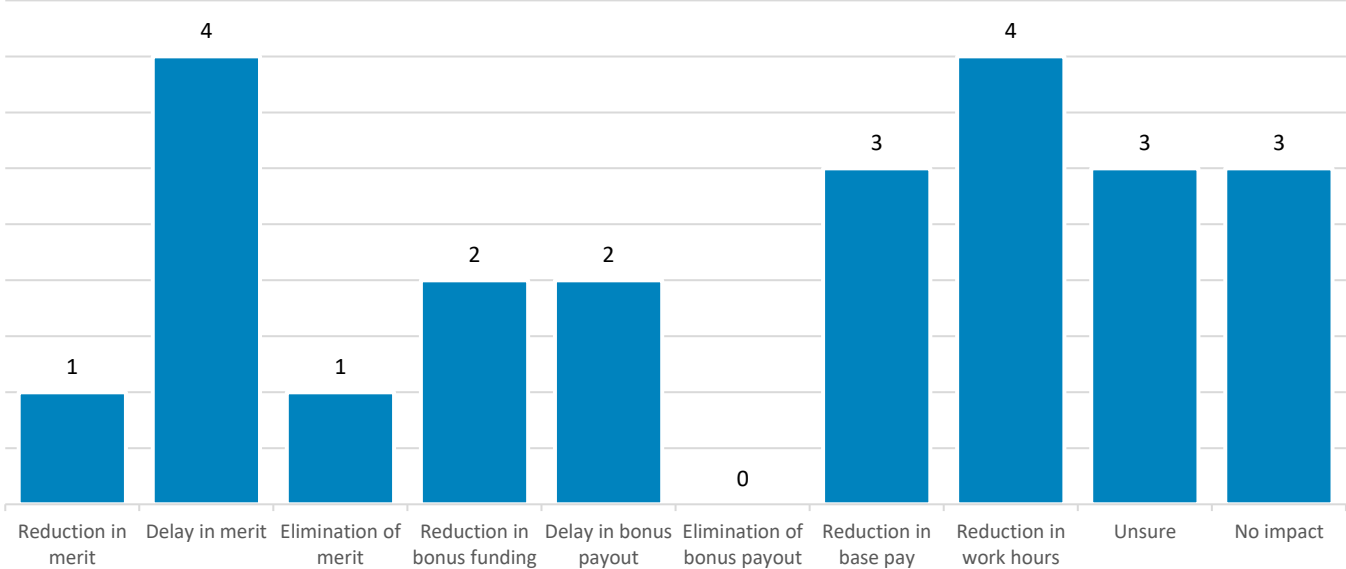


Please select the job levels to receive retention bonuses

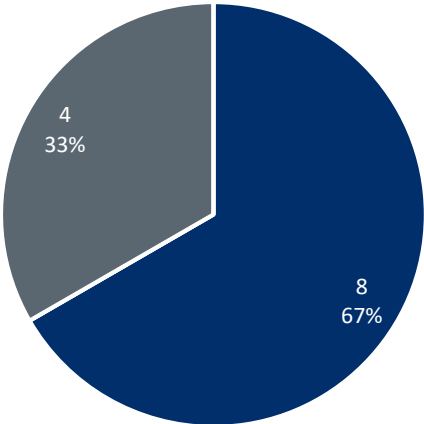
For this industry breakout, this question did not yield sufficient results and will not be reported.



Which compensation programs may be affected by COVID-19?

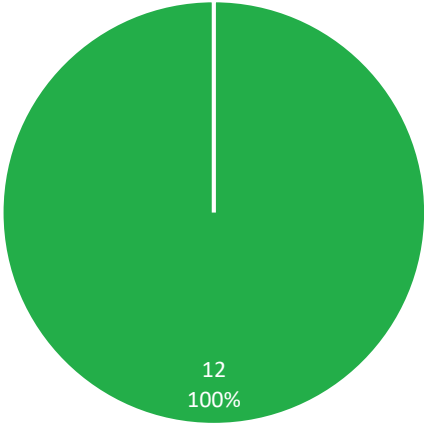


How is PTO handled for active staff expected to work and requesting time off?



- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?



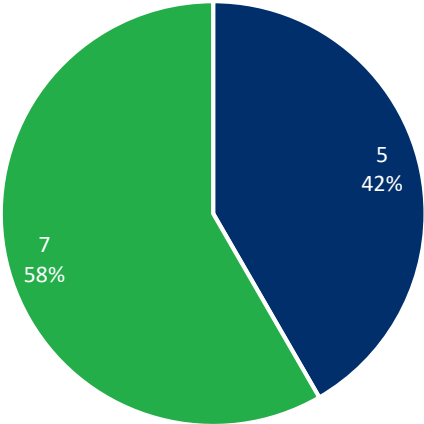
- Yes
- No

What kind of childcare assistance are you offering?

For this industry breakout, this question did not yield sufficient results and will not be reported.

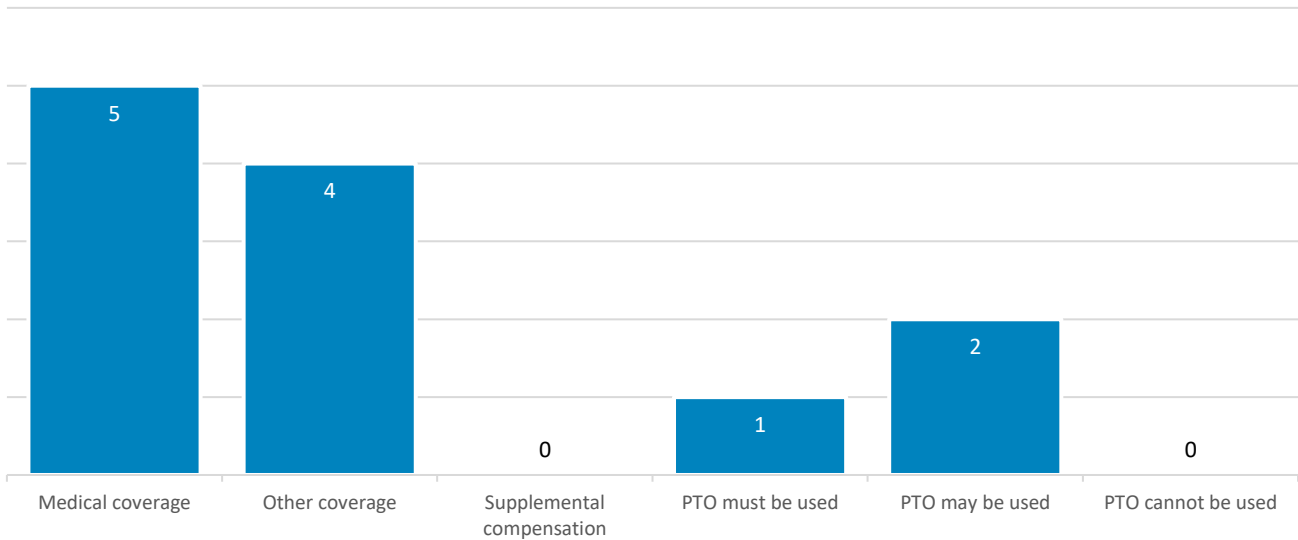
- Childcare allowance/bonus
- Subsidized childcare
- On-site childcare
- Childcare provider resources
- Flexible work schedule for childcare

Are you implementing a furlough?

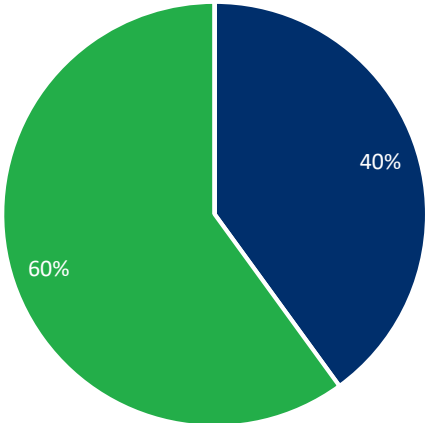


- Yes
- No

Which of the following apply to your furlough?

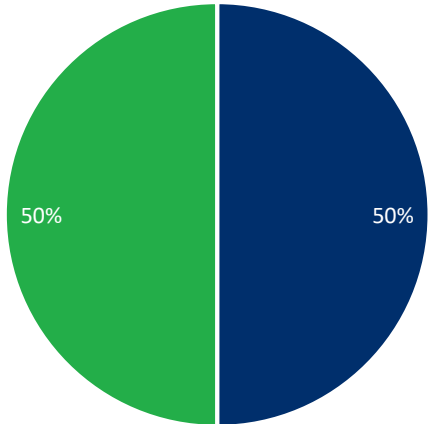


Which of the following applies to medical coverage during furlough?



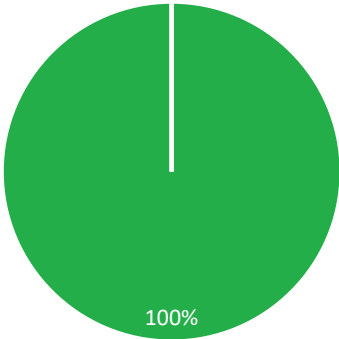
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



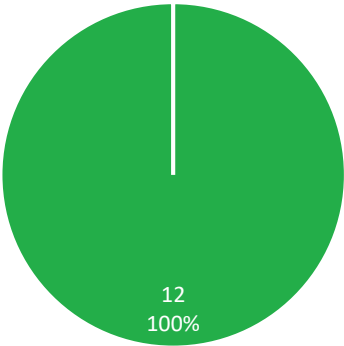
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

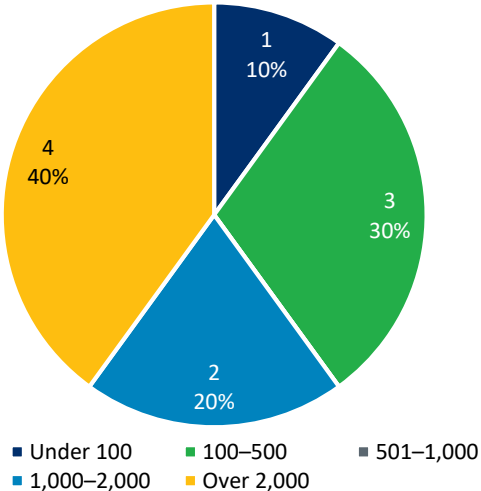
Are you planning on freezing the employer contribution to your retirement plan?



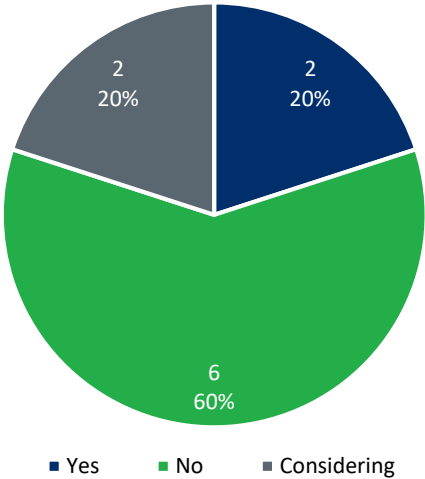
■ Yes ■ No

Construction (10 respondents)

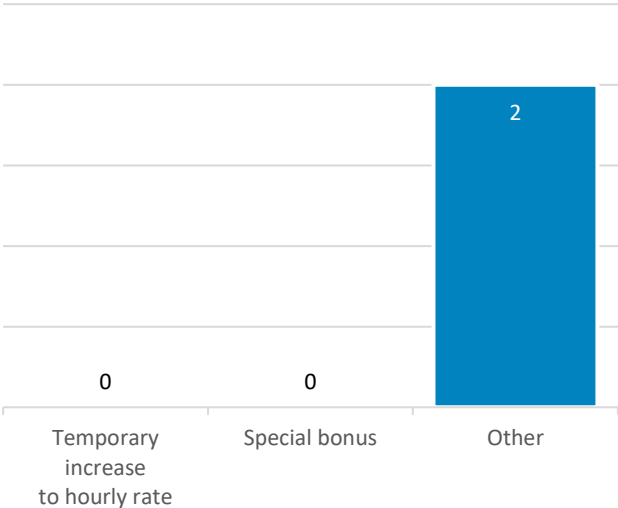
Number of full-time employees in your organization



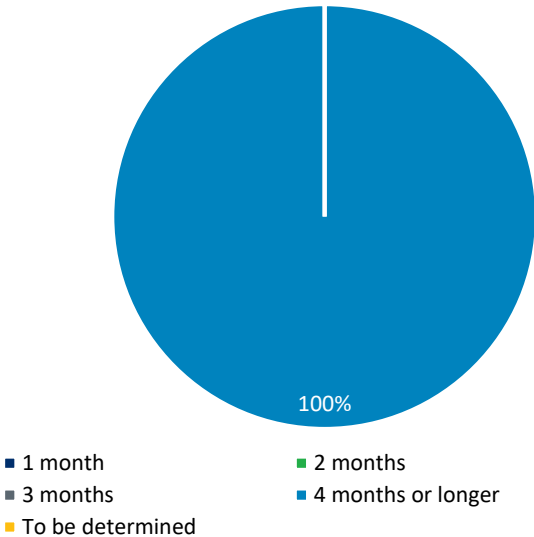
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



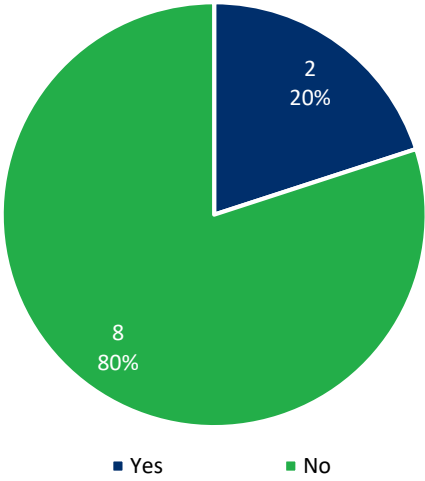
How long do you expect to keep these special compensation programs in place?



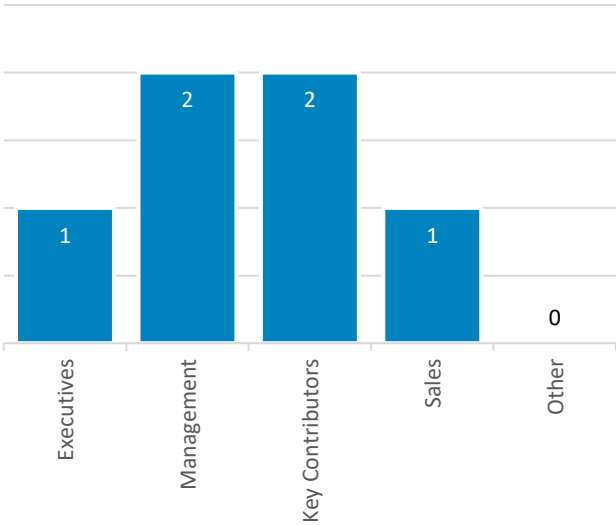
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – non-exempt	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	N/A

* Permanent increase to base pay is not included due to insufficient data

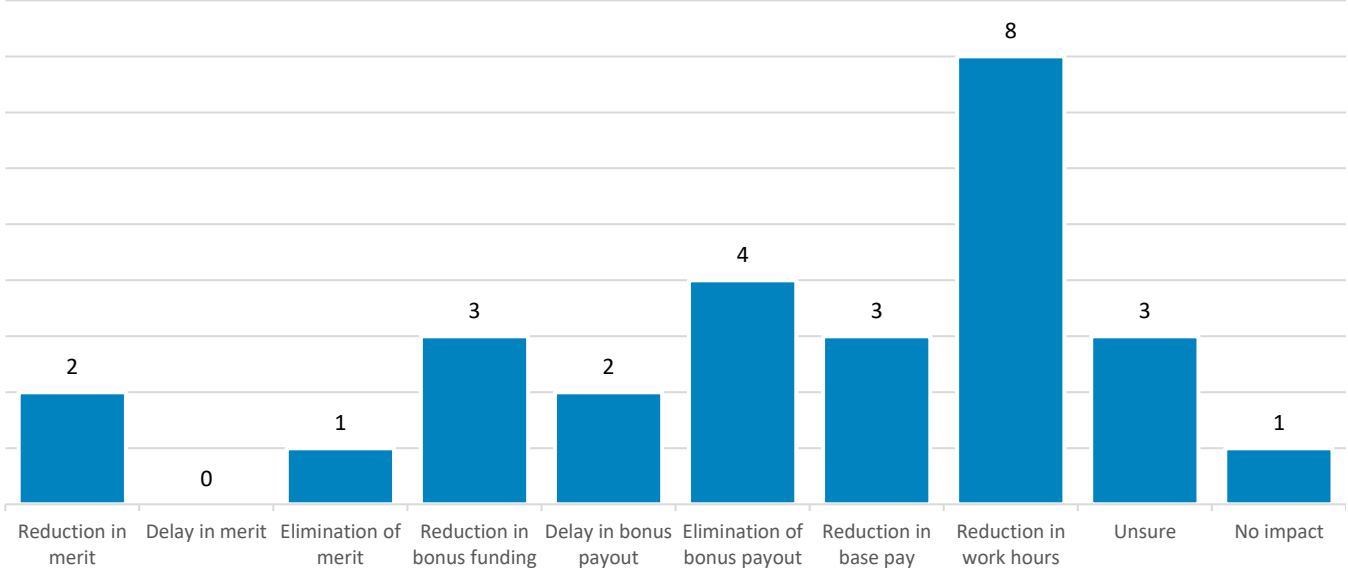
Are you currently or considering offering retention Bonuses to essential roles?



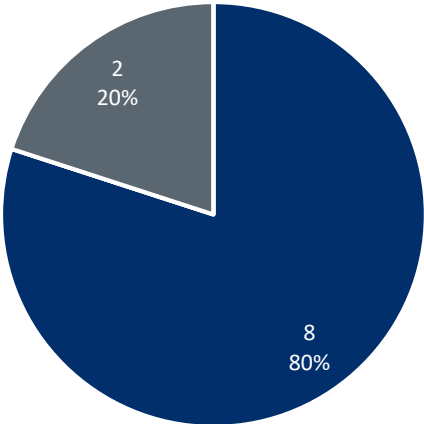
Please select the job levels to receive retention bonuses



Which compensation programs may be affected by COVID-19?

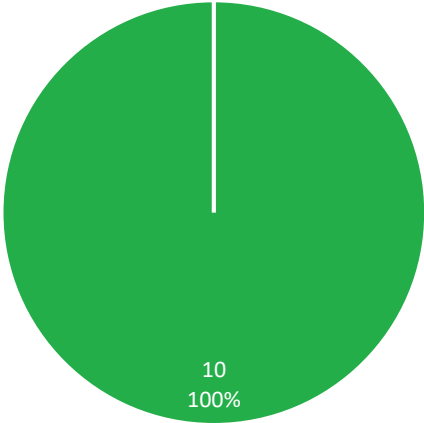


How is PTO handled for active staff expected to work and requesting time off?



- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?



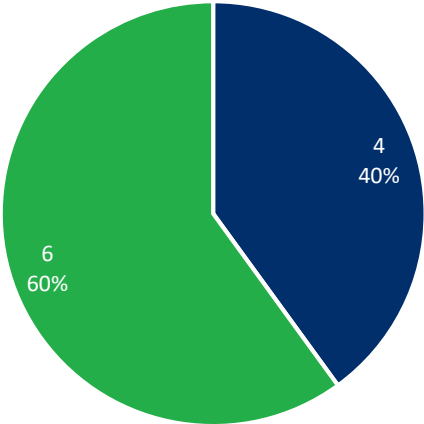
- Yes
- No

What kind of childcare assistance are you offering?

For this industry breakout, this question did not yield sufficient results and will not be reported.

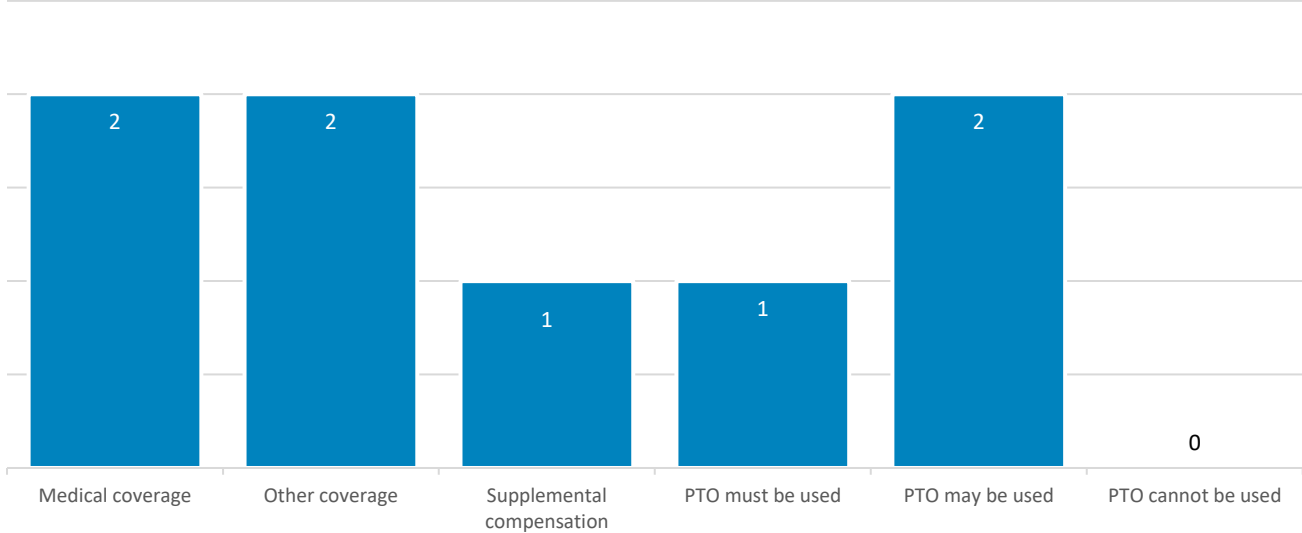
- Childcare allowance/
bonus
- Subsidized
childcare
- On-site
childcare
- Childcare
provider
resources
- Flexible work
schedule
for childcare

Are you implementing a furlough?

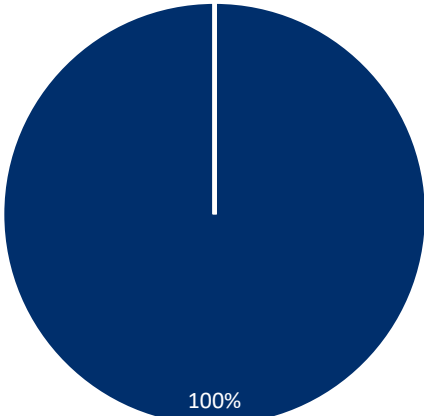


- Yes
- No

Which of the following apply to your furlough?

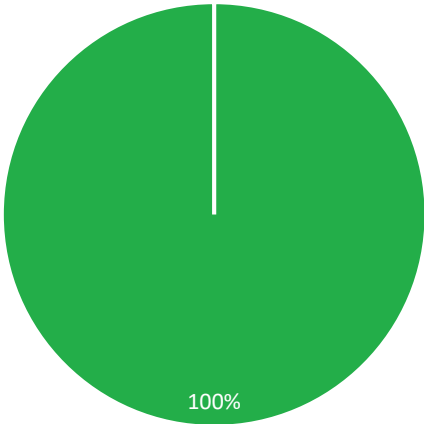


Which of the following applies to medical coverage during furlough?



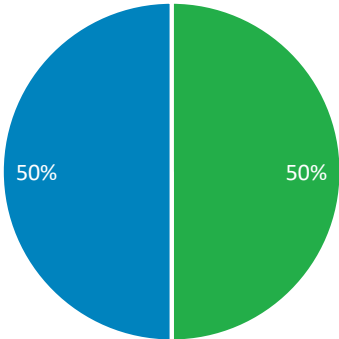
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



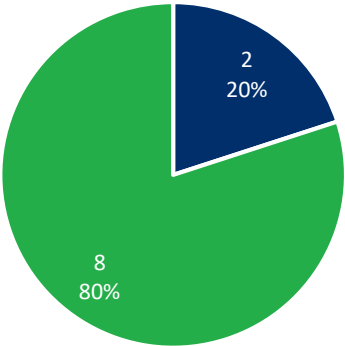
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

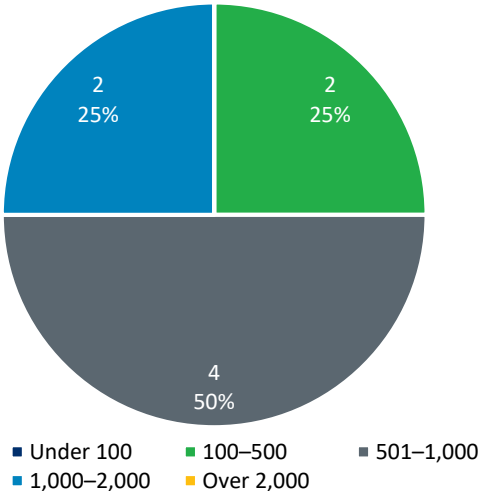
Are you planning on freezing the employer contribution to your retirement plan?



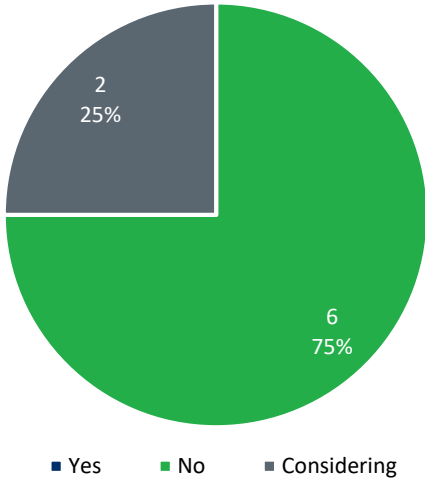
■ Yes ■ No

Real Estate (8 respondents)

Number of full-time employees in your organization



Are you offering any special compensation to your active employees?



What special compensation are you currently providing?

For this industry breakout, this question did not yield sufficient results and will not be reported.

How long do you expect to keep these special compensation programs in place?

For this industry breakout, this question did not yield sufficient results and will not be reported.

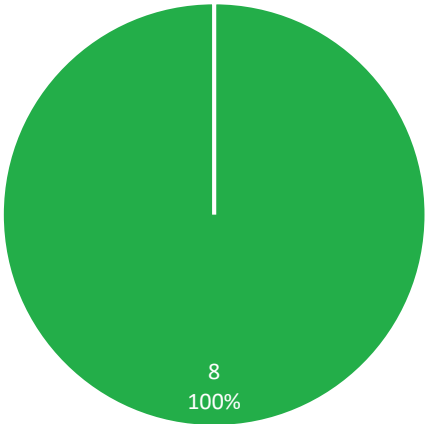
Temporary increase to hourly rate Special bonus Other

■ 1 month ■ 2 months
 ■ 3 months ■ 4 months or longer
 ■ To be determined

	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – non-exempt	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	N/A

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?



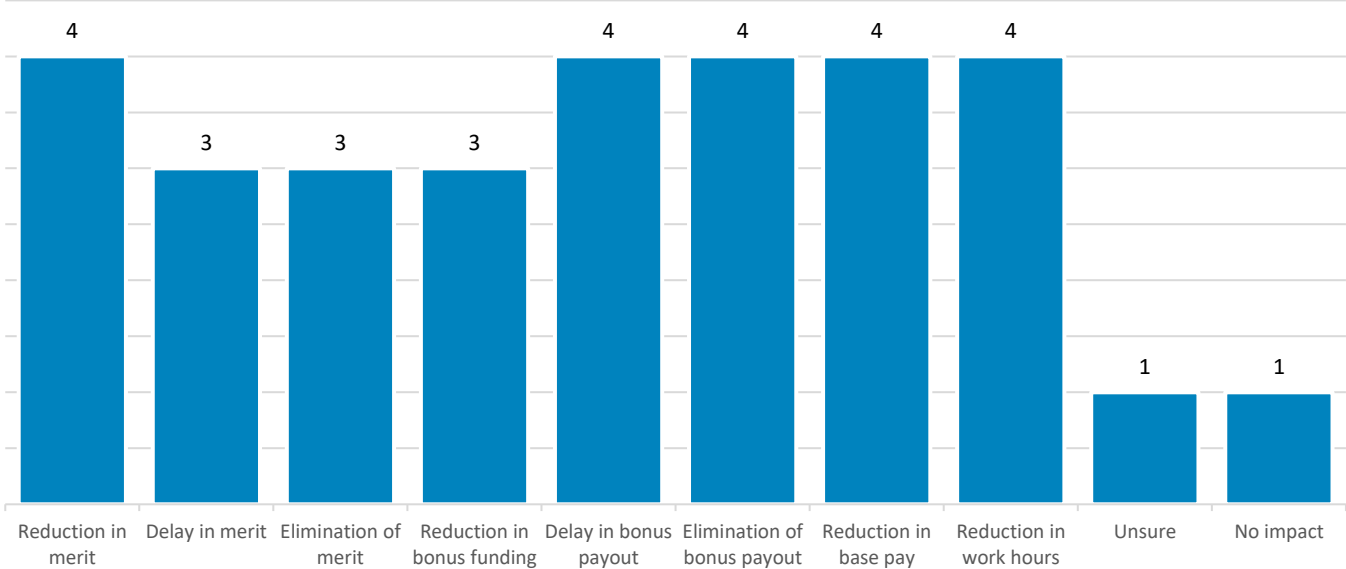
■ Yes ■ No

Please select the job levels to receive retention bonuses

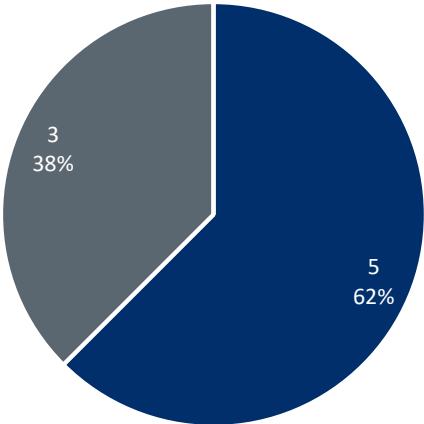
For this industry breakout, this question did not yield sufficient results and will not be reported.



Which compensation programs may be affected by COVID-19?

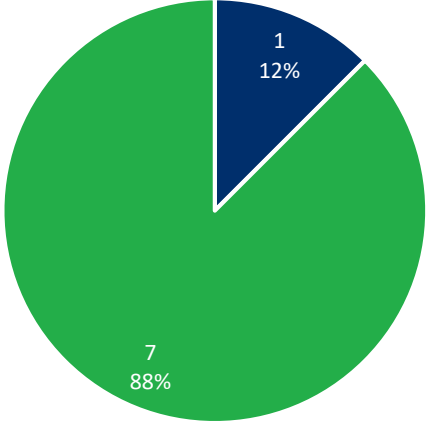


How is PTO handled for active staff expected to work and requesting time off?



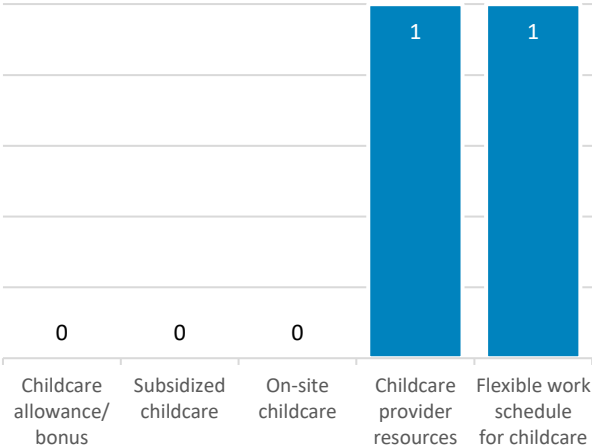
- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?

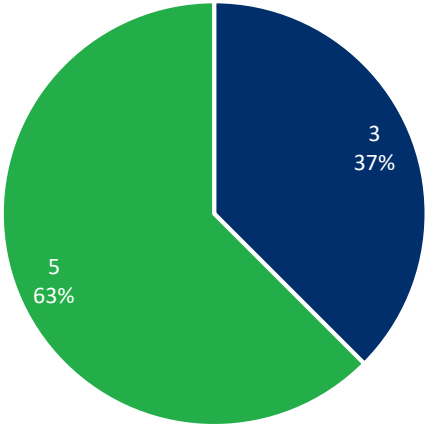


- Yes
- No

What kind of childcare assistance are you offering?

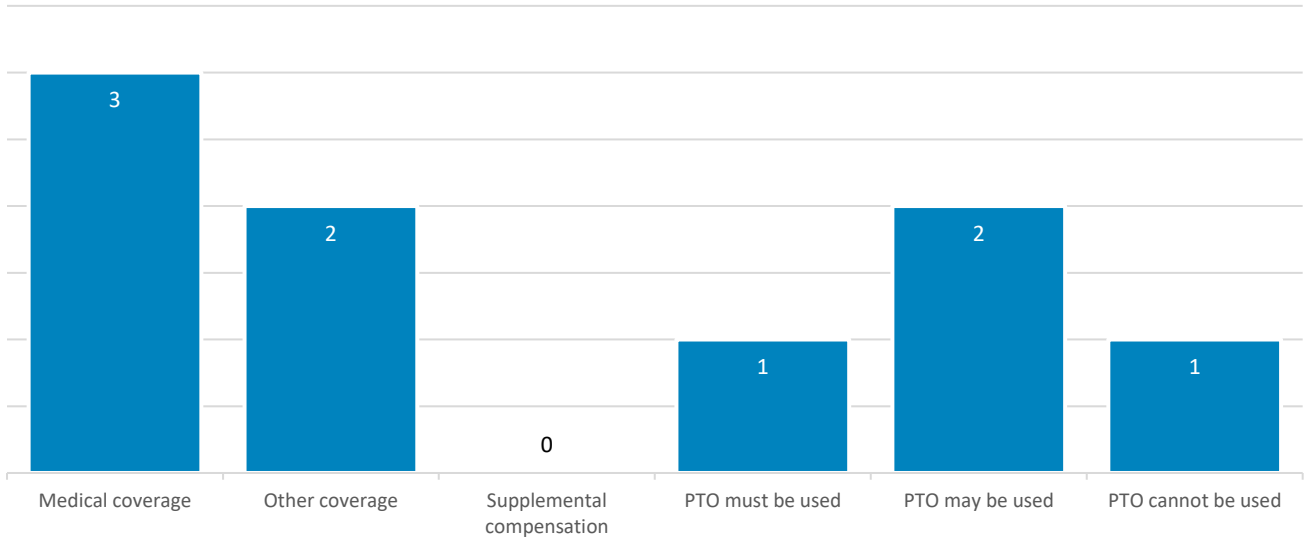


Are you implementing a furlough?

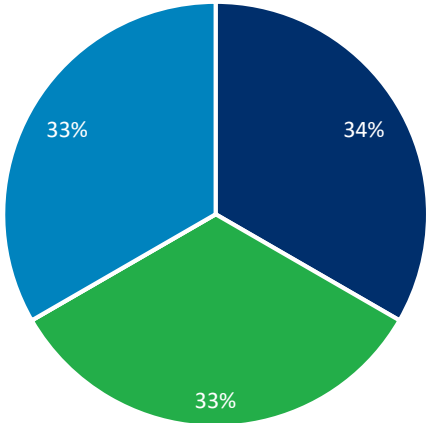


- Yes
- No

Which of the following apply to your furlough?

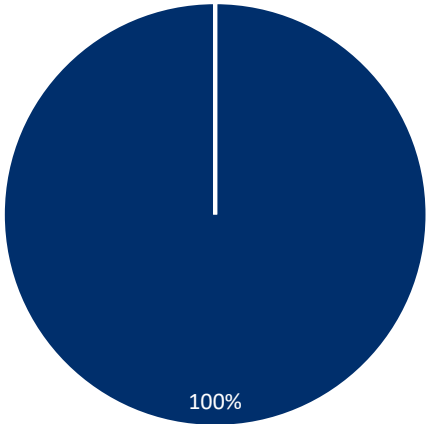


Which of the following applies to medical coverage during furlough?



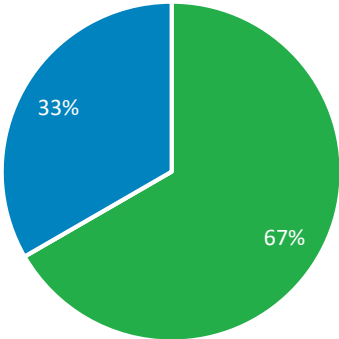
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



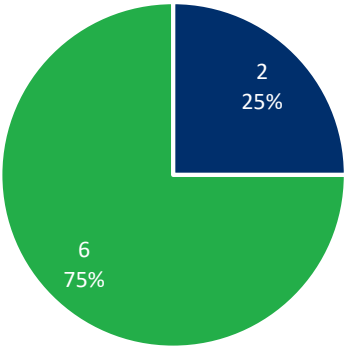
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

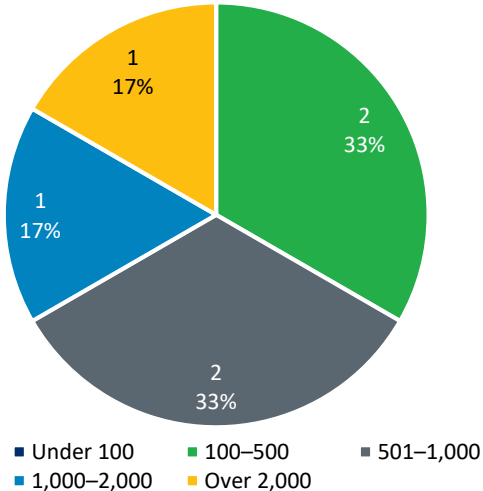
Are you planning on freezing the employer contribution to your retirement plan?



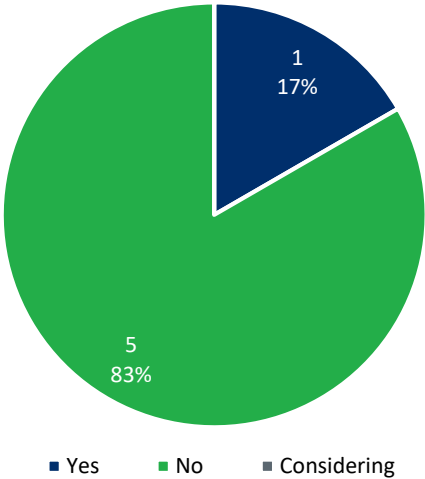
■ Yes ■ No

Telecommunications (6 respondents)

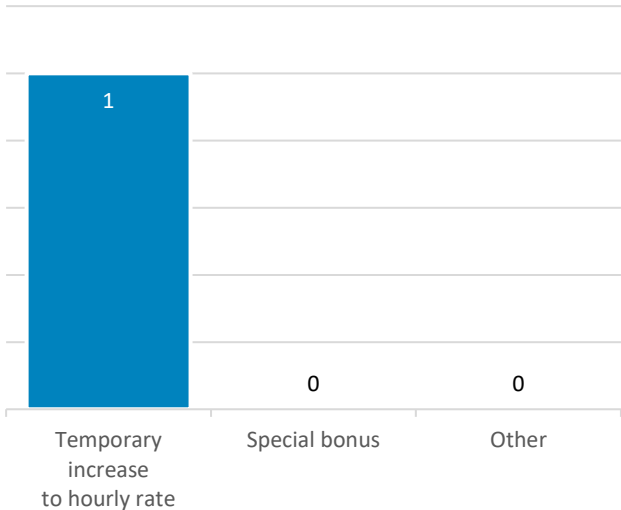
Number of full-time employees in your organization



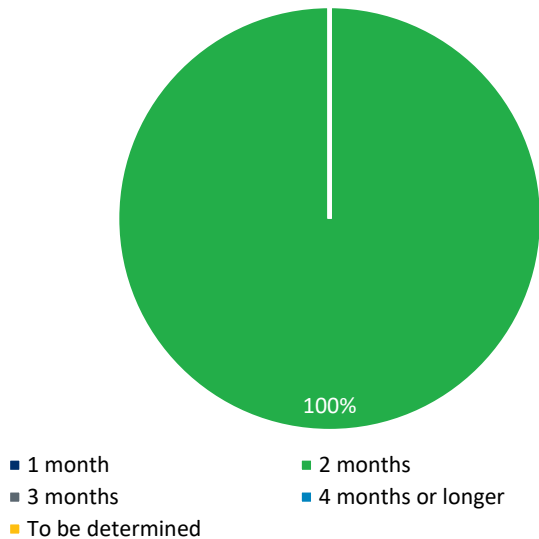
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



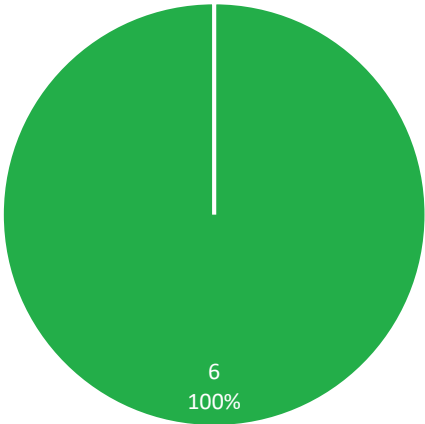
How long do you expect to keep these special compensation programs in place?



	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	\$5.00	\$5.00	\$5.00	\$5.00
Average \$ amount of special bonus – non-exempt	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	N/A

* Permanent increase to base pay is not included due to insufficient data

Are you currently or considering offering retention Bonuses to essential roles?



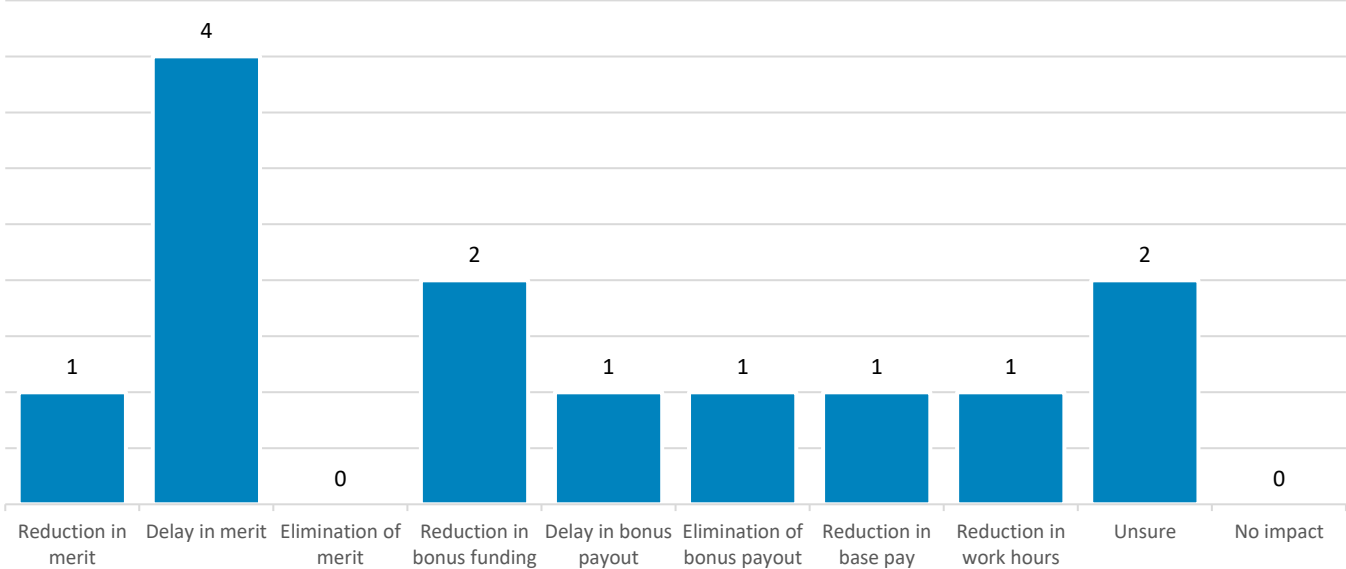
■ Yes ■ No

Please select the job levels to receive retention bonuses

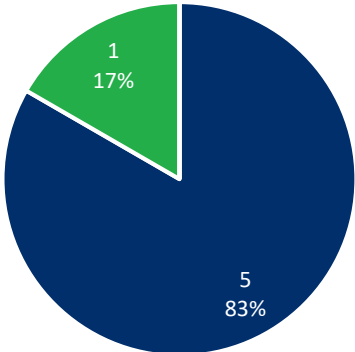
For this industry breakout, this question did not yield sufficient results and will not be reported.



Which compensation programs may be affected by COVID-19?

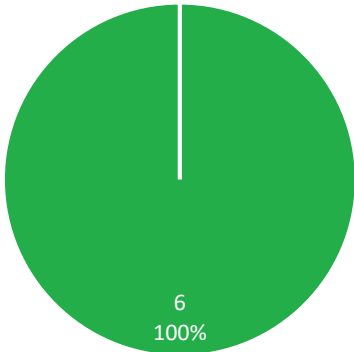


How is PTO handled for active staff expected to work and requesting time off?



- Allowing staff to take all available vacation/PTO/leave
- Allowing staff to take some but not all vacation/PTO/leave
- Allowing time off on a case-by-case basis
- Not allowing time off

Are you offering childcare assistance in response to COVID-19?



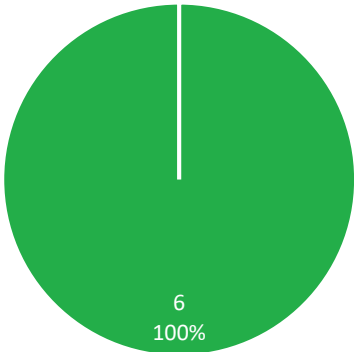
- Yes
- No

What kind of childcare assistance are you offering?

For this industry breakout, this question did not yield sufficient results and will not be reported.

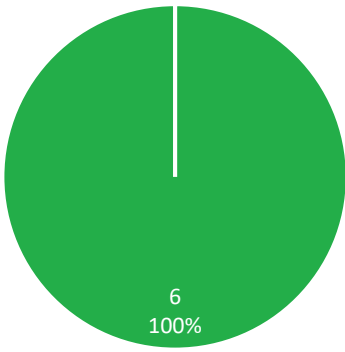
- Childcare allowance/bonus
- Subsidized childcare
- On-site childcare
- Childcare provider resources
- Flexible work schedule for childcare

Are you implementing a furlough?



- Yes
- No

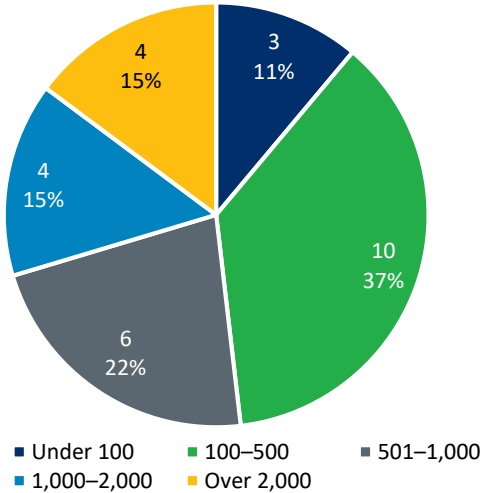
Are you planning on freezing the employer contribution to your retirement plan?



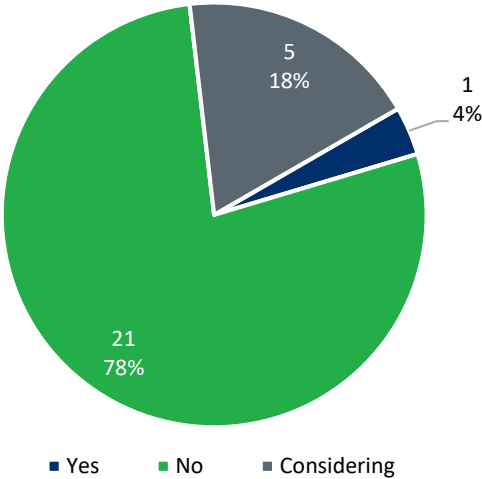
- Yes
- No

Other (27 respondents)

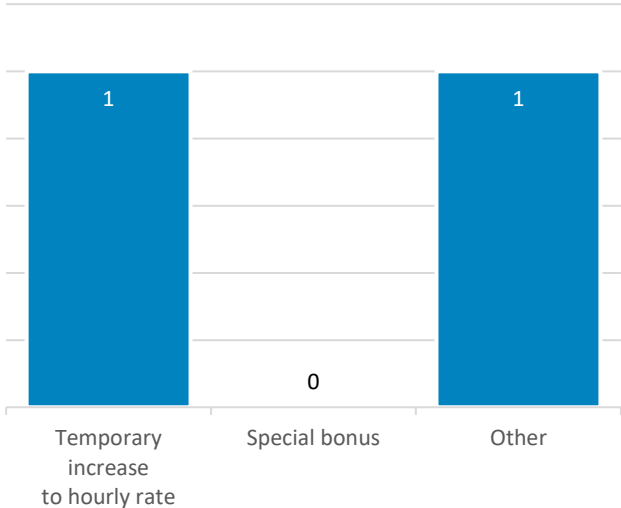
Number of full-time employees in your organization



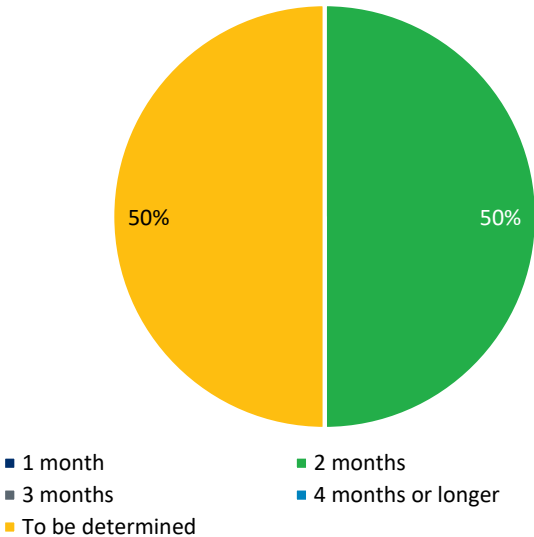
Are you offering any special compensation to your active employees?



What special compensation are you currently providing?



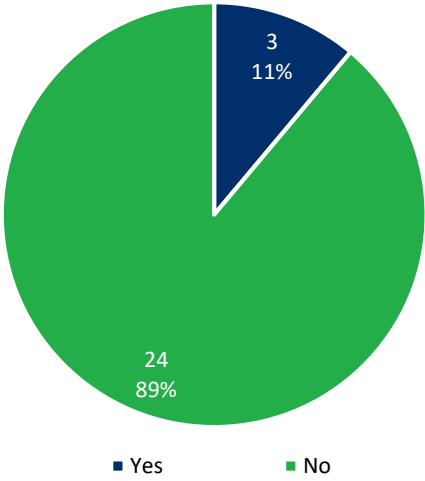
How long do you expect to keep these special compensation programs in place?



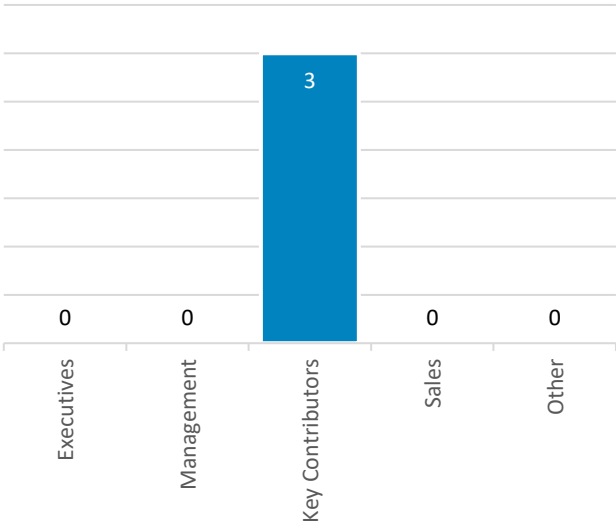
	25th Percentile	50th Percentile	75th Percentile	Average
Average \$ increase to hourly rate	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – non-exempt	N/A	N/A	N/A	N/A
Average \$ amount of special bonus – exempt	N/A	N/A	N/A	N/A

* Permanent increase to base pay is not included due to insufficient data

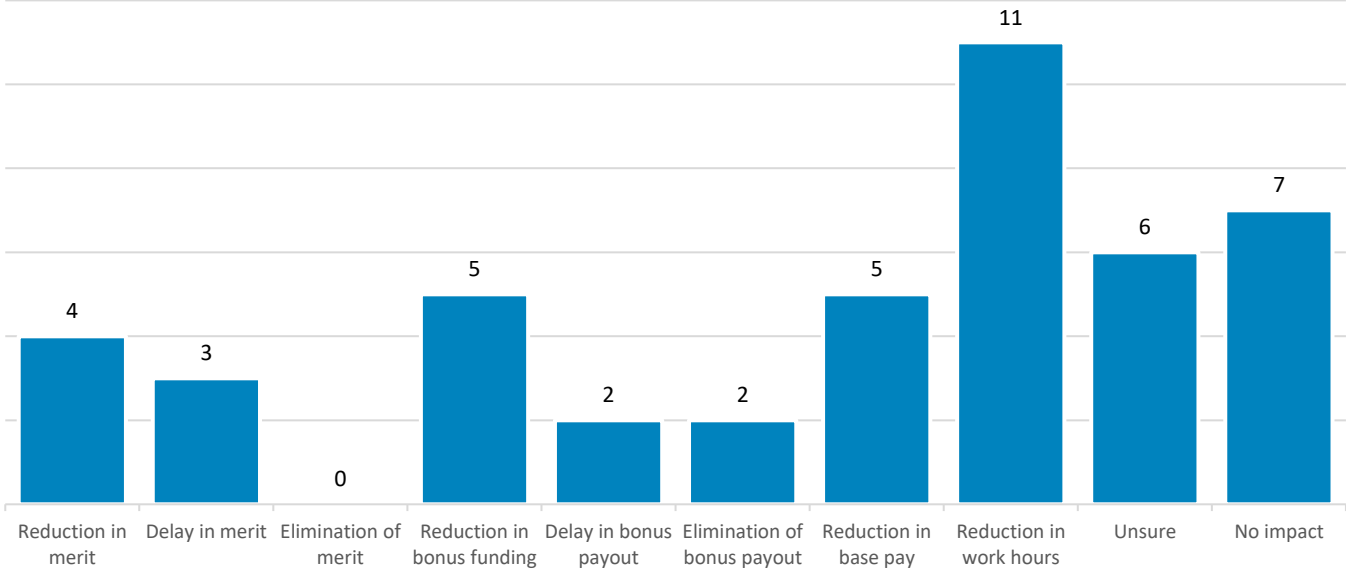
Are you currently or considering offering retention Bonuses to essential roles?



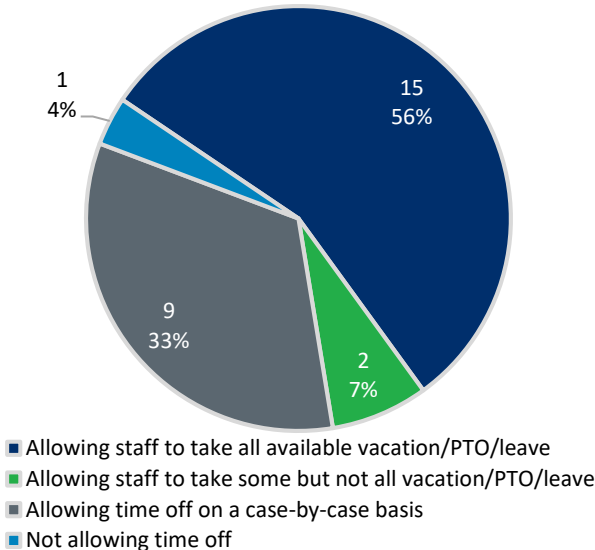
Please select the job levels to receive retention bonuses



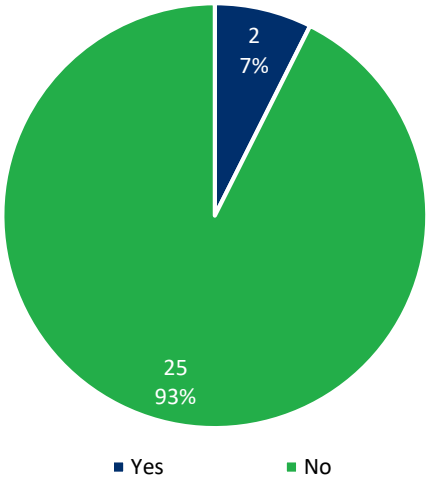
Which compensation programs may be affected by COVID-19?



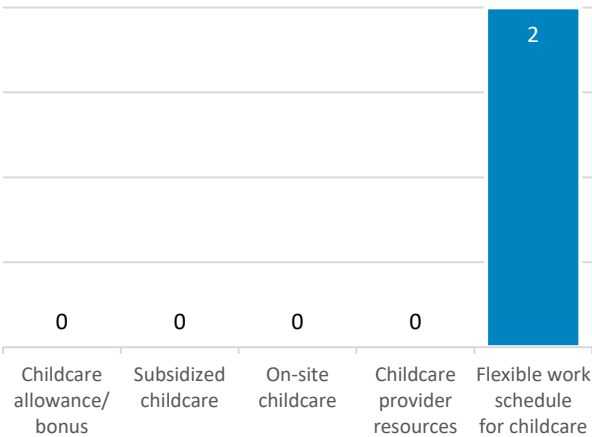
How is PTO handled for active staff expected to work and requesting time off?



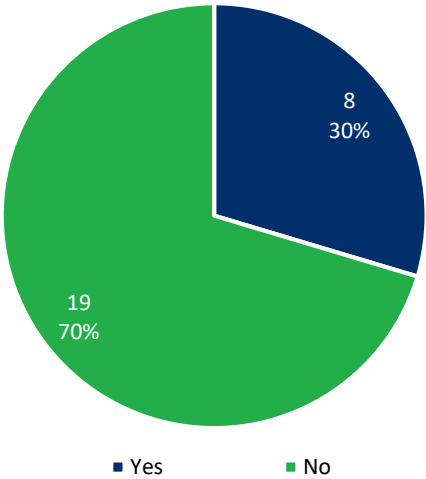
Are you offering childcare assistance in response to COVID-19?



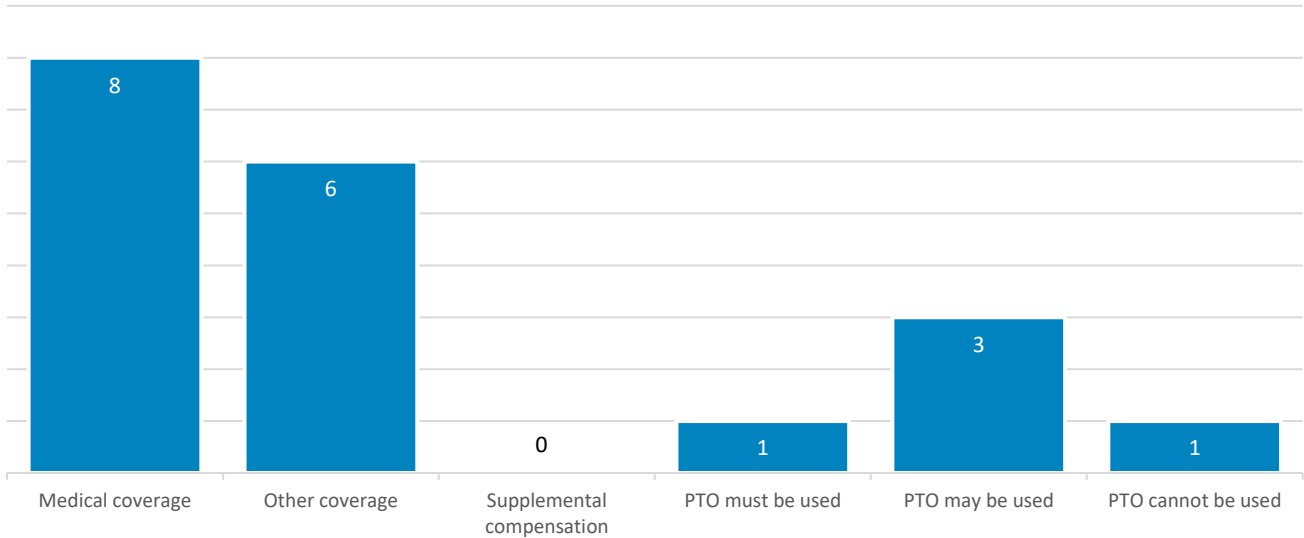
What kind of childcare assistance are you offering?



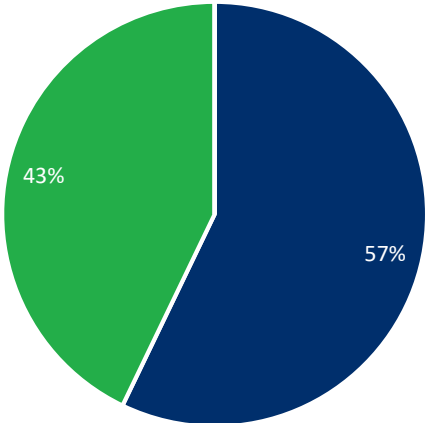
Are you implementing a furlough?



Which of the following apply to your furlough?

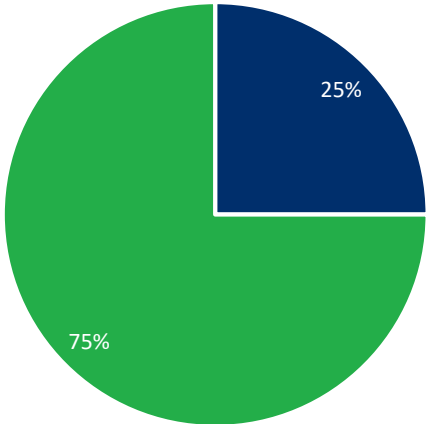


Which of the following applies to medical coverage during furlough?



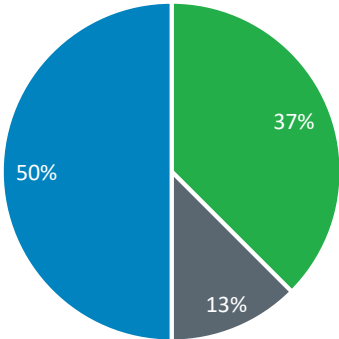
- Employer and employee established cost sharing
- Employer covers entire medical premium
- Employee is responsible for entire premium
- Other

How will premium contributions be collected?



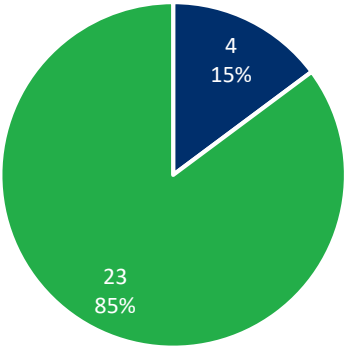
- Direct bill
- Repayment agreement

How long will the employer continue medical benefits?



■ 1 month or less ■ 1-3 months ■ 3-6 months ■ Other

Are you planning on freezing the employer contribution to your retirement plan?



■ Yes ■ No

Conclusion

The primary goal of this survey was to offer data to our clients during a time of critical decision making. We are encouraged by the number of respondents who took time to participate, sharing their organization's information in exchange for a glimpse at a bigger picture. During a time of crisis there are always opportunities to come together. We are appreciative of your participation in this survey and grateful for the position we are in, bringing our clients together when it's needed. If you have additional questions about the data published in this survey, please contact your local Lockton advisor or the Lockton Compensation Practice.

Mary Mosqueda

Senior Vice President

Compensation and Total Rewards Practice

Lockton Midwest

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Lockton Solutions

We know COVID-19 has changed everything. Some changes are creating growth opportunities and talent demands. Other changes are around tough decisions and unique challenges. We're prepared for your individual needs. Our practice specializes in helping clients establish a direct connection between an organization's business goals and an employee's priorities and behaviors. Due to our independence in the marketplace, we have vast and impartial data available to support our consultants and clients. We offer a complete range of compensation and total rewards consulting services.



- Executive Compensation
- Salary Management
- Incentive Compensation
- Total Rewards Consulting
- Strategic Workforce Planning
- Survey and Engagement Solutions
- Performance Management
- International Compensation
- Director Compensation
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