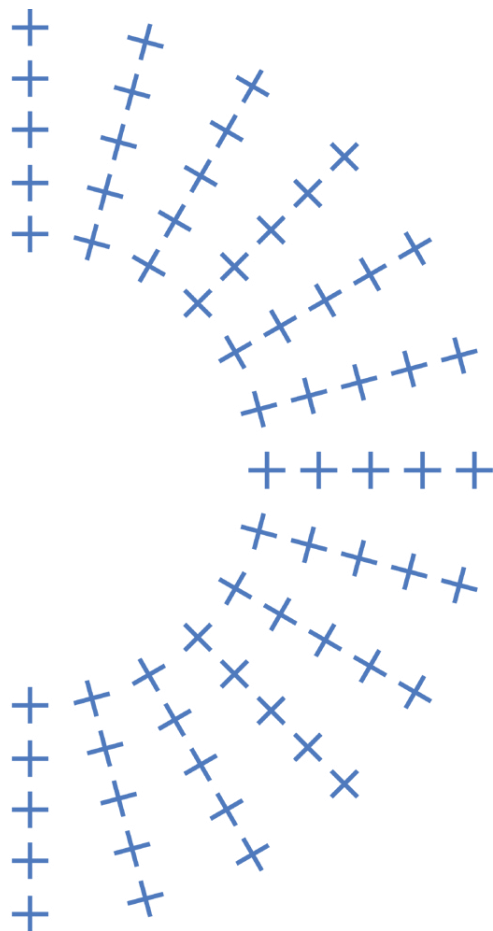
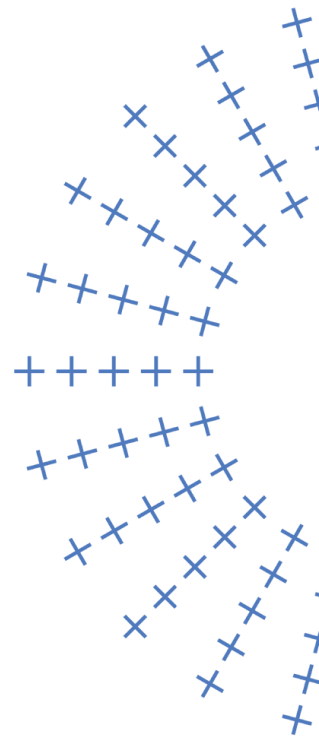


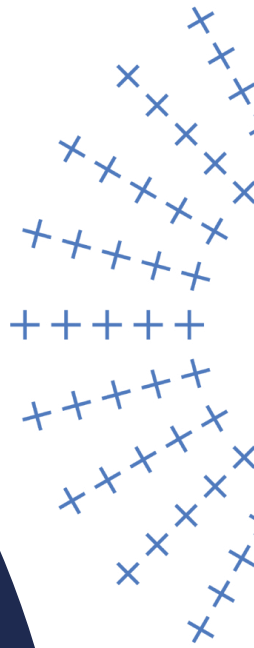
Your Hybrid Work Playbook



ReturnSafe

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Overview

This Playbook is designed for use by anyone responsible for guiding a company's workplace culture. Whether your company has a playbook, or is on the path of implementation, it's important to consider the following: do your 'emerging work' programs reflect the current and anticipated social climate? Hybrid work is not just a response to the global pandemic; for many companies, it has emerged as a viable alternative to traditional site workplaces. DEI (diversity, equity, and inclusion) policies are a must - have. The Great Reassessment is here, and there is a massive business impact to lost talent and, by extension, productivity. Top talent is difficult and expensive to replace (up to twice an annual salary!). Employees may feel that their full potential is not being realized due to a lack of career development plans on the employer's side. These problems can begin to fester and get bigger because they are not recognized and addressed quickly leading to a poor reputation in the marketplace, or worse, on employment review sites like Glassdoor.

Here are ways to reimagine your hybrid program and view the key success drivers that we've found generate positive results:

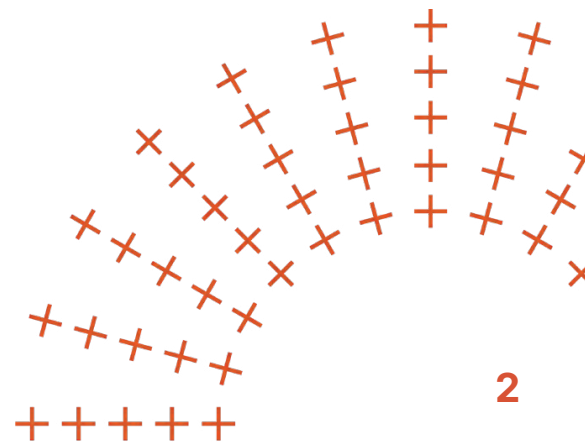
- Connected employees (not just with their colleagues, but with the company mission)
- Motivated staff with a clear career path. Coaching and mentoring programs that allow employees to develop personally and professionally.
- Hybrid flexibility with an improved work-life balance
- Ongoing insight into employee sentiment - are they happy with the policy you're crafting?
- Minority employees are not just included but supported and engaged

To accomplish these goals, your tools need scheduling options (and the ability to share and coordinate), employee needs and sentiment insights, hybrid work program management, a dashboard with attendance and engagement trends, and tools to connect, foster, and track relationships between mentors and mentees. Companies with high employee engagement are proven to be 21% more profitable, and these highly-engaged employees are 87% less likely to leave their place of work. Using this playbook ensures that you can:

- Attract, develop, and retain the best talent
- Create and maintain the highest levels of employee performance, productivity, and engagement within your organization
- Maintain a healthy and safe workplace for all

Setting Shared Goals

Why do you want a hybrid program? Do you want to improve productivity? How about increasing performance? Reduce attrition? Loyal employees would appreciate improving promotion rates knowing that career advancement is a possibility. The constant uncertainty of emerging variants causes the needs for employees to be hypervigilant when it comes to their overall health and wellbeing (physical, mental, emotional, and financial). Employees today want communications that add value from their employers. They're looking for transparency, open communication, and connection with the company mission. Set and measure the goals that make your organization a sought after place to work.



Sentiment Capture

When was the last time your company asked employees how they felt about their style of work. Is remote versus onsite an option for your company? Some offices cannot offer a hybrid option, but knowing that companies are committed to restarting a community of culture by having people return is extremely important. Some companies do this quarterly, but most only check in annually, if that. Have you asked your employees how they're feeling today? Not just about work, but actually checking in. Work and life have their challenges. Striking a work-life balance that meets the needs of the business while honoring employees' personal needs is key to setting conditions for high engagement and performance. This is why it is important to ask your employees how they're doing.

Create a survey to capture the sentiment of your staff. Creating a survey that gauges when and how your employees want to work will help you understand what matters the most to your employees. You can ask how well their current arrangement is working for them. If it's lackluster, what does the ideal working arrangement look like? Find out answers to these questions using a basic template, such as [this example](#), or create your own to capture the sentiment of colleagues to openly communicate, allow feedback, and generate trust with your employees.

Sentiment Capture Checklist

- ☐ Create a survey:
 - ☐ How do your employees want to work?
 - ☐ What does an ideal arrangement look like?
- ☐ Create a response scale - strongly disagree, disagree, neutral, agree, strongly agree
 - ☐ My current working arrangement allows me to perform at a high level
 - ☐ My current working arrangement allows me to balance my personal and professional life
 - ☐ I frequently go into the office on days when it is optional
 - ☐ I would prefer to come into the office more frequently
- ☐ Find out what your employees' primary factors are that impact their decision(s) (health, commute, socialization, home responsibilities, other)
 - ☐ Find out the best days for your employees to come to the office
 - ☐ See what will motivate your employees to be the most productive

Follow the sentiment capture checklist to improve overall employee satisfaction and monitor daily active user counts for increased employee engagement.

Metrics to Monitor

- Average sentiment
- Glassdoor rating
- Retention rate

Hybrid Work Operating Principles

Now that you know what your employees want, you need to define your hybrid work operating principles. Are you going to have a company-wide policy, team-wide policy, or individual operating principles? There are multiple factors at play when it comes to determining the best route for each team or individual. Synchronizing leads to higher productivity and engagement while hybrid flexibility leads to increased productivity and efficiency for the employees.

Hybrid Work Operating Principle Checklist:

- ☐ Is this policy company-wide, team-wide, or per individual employee?
- ☐ Tailor policies to meet business and employee needs
- ☐ Nature of Work drives flexible work policies
 - ☐ Location of work: office, plant, field
 - ☐ Employee function: sales, front line, office, customer service, etc.
 - ☐ Level: individual contributor, line leader, manager, executive
- ☐ Business Criticality
 - ☐ Critical to business continuity (e.g., plant operations)
 - ☐ Degree of workplace location flexibility
 - ☐ Need for in-person collaboration
- ☐ Employee Factors
 - ☐ Risk stratification based upon on personal factors
 - ☐ Employee personal, family and health status
 - ☐ Low employee engagement
 - ☐ Employee pandemic fatigue
 - ☐ Home Situation

- ☐ What are the required days in the office versus the optional/remote days?
 - ☐ Identify your customer needs (do you need someone greeting at the front desk Monday through Friday?)
 - ☐ Set expectations for workplace attendance
 - ☐ Set expectations for remote hours (preferred business hours)
- ☐ Set seating arrangements (assigned, hotel-style, etc.)
- ☐ Create a building access policy (e.g., vaccine, testing, or masking)
- ☐ Set a timeline for rollout of the hybrid operating principles
- ☐ Set your goals for the program with a mechanism for measuring goal attainment on a regular basis

Ensure that your employees are happy with their policy by checking these boxes and continuing to iterate using productivity and attendance analytics.

Metrics to Monitor

- Productivity measurements
- Engagement with employees
- Employee satisfaction
- Number of employees participating in program
- Reported commute time
- Planned versus actual days in the office

Coordinate, Schedule, Collaborate

You've reached out to your employees, and the results are in. They are enjoying their hybrid work lifestyle, and they want to continue down this path. However, now they're ready to coordinate schedules and let the in-person collaboration recommence. Employees should be able to easily communicate their working schedules and where they plan to work with their colleagues as well as their managers.

Coordination, Scheduling, and Collaboration Checklist

- ☐ Share the new hybrid work policy and principles with your employees
- ☐ Allow employees to set their own schedules
- ☐ Share employee schedules with colleagues and among teams.
- ☐ Give managers the tools and insight to orchestrate schedules for his/her team to maximize team productivity

Connections and communication are encouraged via check-in prompts throughout the organization. ReturnSafe's tools and other resources are in place to effectively manage and communicate policies and customizable programs that were developed and tailored to your staff using regular sentiment capture.

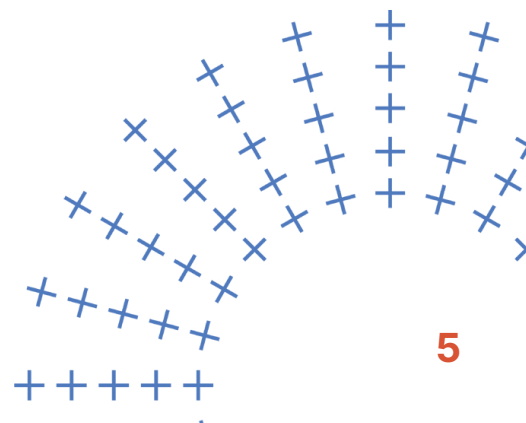
Metrics to Monitor

- Additional employee engagement
- Number of employees coordinating schedules
- Improved communication via notifications and notification hub
- "Togetherness" (how often are teams working together on site?)

Proactive Health Safety Program

While global and local health conditions improve, the cultural pressure to come to the office remains low while the economic advantages continue to emerge. The ambiguity of what constitutes "sick" and the need for personal responsibility regarding coming to the office is also becoming much clearer. Health safety is not just a perk anymore, it is required to maintain and manage a fully-functioning office. Having a program in place for a shared, high-density space is imperative so employees understand that they have a healthy workplace to visit.

Sick employees show up to work and transmit their illness which increases absenteeism. Outbreaks create a loss in revenue and productivity. How do you keep the office healthy? Screen employees to ensure only healthy employees are coming to the office. Let employees know it is okay to stay home if they are not feeling well. Be transparent about vaccination rates and positive case rates at work and in the community. Track cases securely, notify exposed employees, and manage isolation and quarantine. Give employees the information they need to keep themselves and others safe by creating return-to-work criteria.



Proactive Health Safety Program Checklist

- ☐ Create a policy for workplace wellness
 - ☐ Provide psychological safety (is everyone around me healthy? Is this a safe environment to travel to daily?)
 - ☐ Create wellness rooms for breaks, cooldown, stress relief
 - ☐ Provide healthy snacks and options for exercise throughout the office
 - ☐ Allow family time flexibility
 - ☐ Promote DEI program - increase the size of the talent pool outside of whomever lives nearby
- ☐ Track which of your employees are vaccinated, boosted, have tested recently
- ☐ Develop a crisis management plan
 - ☐ Determine options for two-way communication.
 - ☐ Create safety and security checkpoints within the office (access points, badges, etc.).
- ☐ Share anonymous data on vaccination rates and positive cases to inspire trust in the safety of your employees
- ☐ Situational awareness of your COVID risk in the workplace and community by your different locations: leverage the [COVID predictor](#)
- ☐ Integrate with your existing enterprise solutions
- ☐ Ensure safety and security with HIPAA compliance, SOC-2 Type 2, and data encryption

Follow these simple steps to reduce absenteeism, increase productivity and retention, and reap the benefits of a well-designed wellness program such as healthcare cost reduction and higher employee productivity.

Metrics to Monitor

- Reduced absenteeism
- Increased retention rates
- Less business disruption due to COVID cases
- Number of positive cases versus community rate
- Mental health pulse survey
- Burnout rate pulse survey

Feedback Loops for Employee Engagement

You've surveyed your teams. You've crafted a hybrid program for them. You've opened up the lanes of communication. Now it's time to maintain that level of transparency. Create a feedback loop to monitor sentiment ongoing. Is the policy you've crafted working for everyone? Send out targeted, intelligent communications to each individual employee to get real-time sentiment capture. Once you have the data, contextualize the analytics through a dashboard using your overall product and individual client goals.

Feedback Loop for Employee Engagement Checklist

- ☐ Create a regular pulse check (how are you doing today?)
- ☐ Perform weekly check-ups (what were your highs and lows of the week?)
- ☐ Promote a semi-regular survey for socialization opportunities (interested in a happy hour this month?)
- ☐ Follow up quarterly with more in-depth polling on office culture
- ☐ Be transparent, and share results with everyone

Reduce churn by percentage points and improve retention. Increase average sentiment and elevate your Glassdoor ratings. Understand the employee mindset and be proactive, not reactive, to comments, concerns, and criticism.

Metrics to Monitor

- Self-reported productivity (pulse surveys)
- Improved employee sentiment scores
- Increased tenure

Design and Enhance Coaching Programs

When your regular interactions are limited to your own team, the same manager, or a long-term project with the same minds in the room, you may be limiting your employees' creativity and potential. Keeping the same people in the room can lead to tunnel vision, and employees who feel underutilized will begin to feel undervalued. They will look for opportunities elsewhere. What if you could find those on your staff who want to inspire and lead? They can volunteer to share that knowledge with like-minded individuals that want to expand their career within the company. You need a coaching program. Using your surveying, sentiment capture, and open communication pathways, reach out to potential leaders and learners.

Coaching Program Checklist

- ☐ Survey employees for coaching opportunities
- ☐ Gauge which employees are open to coaching others
- ☐ See which employees are receptive to being coached
- ☐ Align desires and schedules

Metrics to Monitor

- Increased retention/average tenure
- Reduction in churn
- Increased amount of promotions
- Amount of employees coached
- Amount of employees in a coaching role

Follow the Data and Iterate

You've captured how your employees feel about their work. You know they've been collaborating and are more productive than ever. They're happy. But you're missing a block of employees. Something isn't working for a chunk of your staff, and you can tell by a light (but consistent) dip in your sentiment tracking. Employees are not as engaged as they once were, or they are reporting less overall happiness when regularly polled. Have your goals changed over time? Maybe the goals and company mission have shifted since your original playbook was written. It's time to check the data and iterate because objects that are not flexible eventually break.

Iteration Checklist

- ☐ Create a measurement system:
 - ☐ Decide what metrics track a successful hybrid program, positive sentiment, engaged coaching, etc.
 - ☐ Follow analytics for KPIs to ensure positive trends in each program
 - ☐ Allow employees to report their own levels of perceived productivity and performance
 - ☐ Regular surveys give insights into trending mindsets
 - ☐ Measure retention or intent to stay via surveys
 - ☐ Create metrics specific to your company that determine specific success
- ☐ Check the analytics and tracking
- ☐ Share results with employees to get their ideas on how to improve in different areas
- ☐ Review the plan, and be transparent
- ☐ Implement change where necessary
- ☐ Continue to iterate on program

Are your policies still relevant? Are the policies supported by current technologies and automation for ease of use and scalability? Can they adapt to future changes? Are your policies fair and inclusive of all potential and existing employees? The answers lie in the data.

About ReturnSafe

We are on a mission to help businesses build vibrant and healthy workplaces for all employees, no matter where they want to work. The comprehensive software solution reimagines the future of work by prioritizing employee health, improved employee engagement, and a flexible workplace.

When using ReturnSafe, customers achieve a higher brand equity and can attract, develop, and retain the best talent. Your organization can create and maintain the highest levels of employee performance, productivity engagement within your organization, and maintain a healthy and safe workplace for all (employees, contractors, visitors) using our hybrid playbook.

The background of the image is a dark blue gradient. A large, white, curved shape, resembling a stylized 'C' or a partial circle, is positioned in the upper right quadrant. Scattered across the blue background are numerous small plus signs (+). On the left side, there are several groups of light blue plus signs arranged in a pattern that suggests movement or a field. On the right side, there are several groups of orange plus signs arranged in a similar pattern. The text 'ReturnSafe' is located in the bottom left corner, rendered in a white, sans-serif font. The 'R' is stylized with a small arrowhead pointing to the left.

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