PRM Consulting Group, Inc. (PRM) regularly researches and tracks human resource policies and practices as part of our client research. And, in the wake of the COVID-19 pandemic, we received questions from many organizations asking us how other organizations are setting their geographic pay policies for remote workers in this new environment. As a result, in February 2021 we conducted a pulse survey to obtain, analyze, and summarize how not-for-profit employers are changing their pay programs and other policies related to employees who are working at home due to the pandemic.

The pulse survey was conducted online and included ten questions related to geographic pay differentials and other compensation policy/practice changes for the remainder of the current calendar year. Invitees included diverse national-level not-for-profits, many of which participate in PRM’s annual Management Compensation Report of Not-for-Profit Organizations, and a total of 242 organizations responded to the survey by March 1, 2021.

This report summarizes the results of PRM’s remote worker pulse survey. For the tables associated with each survey question, the “Number of Responses” column indicates the total number of survey respondents who selected the answer, while the “Percent of Total” column indicates the number of responses to any question as a percent of all survey respondents.

The Attachment provides an alphabetical listing of the survey respondents.

Survey Results

**Question #1: Does your organization have a geographic pay policy – i.e. do you maintain separate salary ranges for employees working remotely in different locations?**

Overall, approximately 80% of the responding organizations reported they currently do not have a geographic pay policy, although about 20% of them may implement such a policy in the future as a result of COVID-19.
### Question #1

<table>
<thead>
<tr>
<th>Yes</th>
<th>48</th>
<th>19.8%</th>
</tr>
</thead>
<tbody>
<tr>
<td>No – we do not need/have no plans to implement</td>
<td>144</td>
<td>59.5%</td>
</tr>
<tr>
<td>No – but we have considered/may implement in the future</td>
<td>50</td>
<td>20.7%</td>
</tr>
</tbody>
</table>

### Question #2: If yes, has your organization applied its geographic pay policy to remote workers during the pandemic?

However, among those organizations who have a geographic pay policy, 60% of them reported they have not applied the policy for remote workers during the pandemic.

<table>
<thead>
<tr>
<th>Yes</th>
<th>19</th>
<th>39.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>29</td>
<td>60.4%</td>
</tr>
</tbody>
</table>

### Question #3: When the pandemic is behind us, on what basis will your organization require employees to return to the office?

The majority of survey respondents (about 86%) indicated they plan to adopt some form of flexible work schedule, most commonly a policy that permits a flexible work schedule for all employees. Only about 4% of survey respondents indicated they plan to return to a normal pre-COVID-19 work environment (i.e., 5 days/week at the office), whereas approximately 10% of them plan to work entirely or almost entirely on a remote basis for the foreseeable future.

<table>
<thead>
<tr>
<th>5 days/week</th>
<th>10</th>
<th>4.1%</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 days/week</td>
<td>24</td>
<td>9.9%</td>
</tr>
<tr>
<td>We plan to adopt a flexible schedule for all employees</td>
<td>137</td>
<td>56.6%</td>
</tr>
<tr>
<td>We plan to adopt a flexible schedule for certain employees only</td>
<td>48</td>
<td>19.8%</td>
</tr>
<tr>
<td>We plan to work 100% remotely or nearly so for the foreseeable future</td>
<td>23</td>
<td>9.5%</td>
</tr>
</tbody>
</table>
**Question #4: What is your organization’s estimated time frame for returning to normal in-office working hours?**

Almost half of all survey respondents (49%) indicated their plans to return to normal in-office work hours are still unknown. Otherwise about 32% of survey respondents anticipate a longer rather than a shorter time horizon for returning to normal office hours. And, approximately 10% of survey respondents plan to maintain their current remote work practices in some form for the future.

<table>
<thead>
<tr>
<th>Question #4</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>By the end of the first quarter 2021</td>
<td>3</td>
<td>1.2%</td>
</tr>
<tr>
<td>By mid-year 2021</td>
<td>20</td>
<td>8.3%</td>
</tr>
<tr>
<td>After mid-year 2021</td>
<td>77</td>
<td>31.8%</td>
</tr>
<tr>
<td>Unknown/to be determined</td>
<td>117</td>
<td>48.3%</td>
</tr>
<tr>
<td>Not planned; we will maintain remote work practices in some form</td>
<td>25</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

**Question #5: What is your organization's policy regarding the current salaries for remote workers who have moved to a lower cost-of-living area?**

The most common policy is to maintain current salaries and salary ranges for remote workers moving to lower cost-of-living areas, as reported by nearly half of all survey respondents (49%). However, many organizations (about 41%) indicated they have no formal policy for remote worker salaries.

<table>
<thead>
<tr>
<th>Question #5</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain current salaries and salary ranges/no change</td>
<td>121</td>
<td>50.0%</td>
</tr>
<tr>
<td>Salary decisions vary on a case-by-case basis</td>
<td>21</td>
<td>8.7%</td>
</tr>
<tr>
<td>No formal policy</td>
<td>100</td>
<td>41.3%</td>
</tr>
</tbody>
</table>

**Question #6: Will your organization limit future pay opportunities for remote workers who have moved to a lower cost-of-living area?**

Additionally, most survey respondents (approximately 84%) reported they have no plans to limit future pay opportunities for remote workers moving to lower cost-of-living areas; approximately 10% of them indicated the policy will be applied on a case-by-case
basis, and only about 6% reported they will have a uniform policy that applies to all remote workers who have moved to lower cost-of-living areas.

<table>
<thead>
<tr>
<th>Question #6</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes – for all remote employees in lower cost-of-living areas</td>
<td>15</td>
<td>6.1%</td>
</tr>
<tr>
<td>Yes – for some remote employees in lower cost-of-living areas</td>
<td>24</td>
<td>9.8%</td>
</tr>
<tr>
<td>No</td>
<td>207</td>
<td>84.1%</td>
</tr>
</tbody>
</table>

**Question #7: Does your organization provide remote workers with any reimbursement for home office operating expenses during the pandemic?**

Approximately half of all survey respondents (48%) reported they provide reimbursement for remote workers’ home office expenses, and the majority of them provide reimbursement for all employees who are working remotely. But, slightly more than one-third (36%) indicated they do not currently nor do they plan to provide reimbursement for home office expenses.

<table>
<thead>
<tr>
<th>Question #7</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, but only for selected employees</td>
<td>20</td>
<td>8.3%</td>
</tr>
<tr>
<td>Yes, for all employees working remotely</td>
<td>96</td>
<td>39.7%</td>
</tr>
<tr>
<td>No – and we have no plans to adopt such a policy</td>
<td>87</td>
<td>36.0%</td>
</tr>
<tr>
<td>No – but we are considering or may consider such a policy in the future</td>
<td>39</td>
<td>16.1%</td>
</tr>
</tbody>
</table>

**Question #8: If yes, is there a limit/cap on the amount? Please also describe the basic policy.**

Among those respondents providing reimbursement for home office expenses, 74% of them reported there is a limit/cap on the amount.

<table>
<thead>
<tr>
<th>Question #8</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>86</td>
<td>74.1%</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
<td>25.9%</td>
</tr>
</tbody>
</table>
A summary of the monthly allowances and annual stipends for remote worker home office expenses is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Number of Responses</th>
<th>Summary Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>25th %ile</td>
</tr>
<tr>
<td>Monthly Allowance</td>
<td>91</td>
<td>$40</td>
</tr>
<tr>
<td>Annual Stipend</td>
<td>92</td>
<td>$250</td>
</tr>
</tbody>
</table>

The definitions of the reported summary statistics are as follows:

- 25th percentile represents the figure above which 75% of all reported figures fall.
- Mean represents the simple average of all figures reported.
- Median represents the figure above and below which half of all reported figures fall.
- 75th percentile represents the figure above which 25% of all reported figures fall.

Among the 183 survey respondents reporting they reimburse for home office expenses, approximately half currently do not have a formal policy, and they did not report a specific dollar amount. It should be noted the 25th percentile and median annual stipends are the same; half of the responding organizations reported an annual stipend of $250 or less and, among these organizations, the typical stipend is $250.

**Question #9: What changes are being considered or have been made to your organization’s pay and benefits programs as a result of COVID-19?**

Approximately 57% of survey respondents have already made or anticipate making changes to their pay and benefits practices as a result of the pandemic. The most common changes reported are reduced merit increases, delayed merit increases, and/or more flexible benefits, each reported by over 24% of all survey respondents.

<table>
<thead>
<tr>
<th>Question #9</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced merit increases</td>
<td>60</td>
<td>24.4%</td>
</tr>
<tr>
<td>Delayed merit increases</td>
<td>73</td>
<td>29.7%</td>
</tr>
<tr>
<td>Reduced bonuses</td>
<td>25</td>
<td>10.2%</td>
</tr>
<tr>
<td>Suspended bonuses</td>
<td>48</td>
<td>19.5%</td>
</tr>
<tr>
<td>Modified benefits to provide more flexibility</td>
<td>61</td>
<td>24.8%</td>
</tr>
<tr>
<td>Increased employee premiums for certain benefits</td>
<td>15</td>
<td>6.1%</td>
</tr>
<tr>
<td>No changes</td>
<td>105</td>
<td>42.7%</td>
</tr>
</tbody>
</table>
**Question #10: What has been the impact of the pandemic on turnover at your organization?**

Most survey respondents (nearly 70%) indicated there has been little to no change in their turnover, and 19% of them reported a decrease in turnover as a result of the pandemic.

<table>
<thead>
<tr>
<th>Question #10</th>
<th>Number of Responses</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased turnover</td>
<td>26</td>
<td>10.7%</td>
</tr>
<tr>
<td>Decreased turnover</td>
<td>47</td>
<td>19.4%</td>
</tr>
<tr>
<td>No significant change</td>
<td>169</td>
<td>69.8%</td>
</tr>
</tbody>
</table>

In summary, the results of PRM’s remote worker pulse survey indicate:

- Over half of all respondents (60%) do not currently have or have no plans to implement a geographic pay policy for remote workers;
- About 76% of survey respondents plan to adopt a flexible work schedule for some or all employees;
- Half of all survey respondents (50%) will maintain their current salaries and salary ranges for remote workers regardless of remote workers’ locations;
- About one-half (48%) of survey respondents currently reimburse some or all of their remote workers for home office expenses;
- Approximately 57% of survey respondents have already made or anticipate making changes to their pay and/or benefits programs as a result of COVID-19; and
- Most survey respondents (70%) indicated there have been no significant changes in turnover since the beginning of the pandemic.

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We hope this information is of value to your organization as part of your pay and benefits planning for 2021. Please contact me if you have any questions about the survey results or would like additional information about the services PRM provides.

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(202) 445-3136 – Cell
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About PRM Consulting Group, Inc.

PRM is a full service management consulting and outsourcing firm specializing in people resource management. Our mission is to provide tailored solutions for our clients at a fair price. By keeping this commitment, we earn repeat business. More than 90% of the firm’s work results from projects and services from repeat clients. PRM consultants have served many of our clients for decades, with one client relationship having been maintained continuously since 1971.

Our client base includes private sector/commercial companies, along with not-for-profit and public sector organizations who believe that people are the ultimate drivers of organizational success.

PRM was formed in 2000 through combining the operations of PRM Consulting, Kennedy & Rand Consulting, Inc. and Jimmy Jones & Associates. The company is headquartered in Washington, DC, and has offices in Rockville (MD), Morristown (NJ), Chicago (IL), Atlanta (GA) and Richmond (VA).
Alphabetical Listing of Survey Respondents

ACT
Afterschool Alliance
AIChE (American Institute of Chemical Engineers)
Albert and Elaine Borchard Foundation
Alliance for Justice
Alzheimer’s Association
American Academy of Ophthalmology
American Academy of Pediatrics
American Alliance of Museums
American Anthropological Association
American Association for Cancer Research
American Association for Clinical Chemistry
American Association of Anatomists
American Association of Colleges of Nursing
American Association of Community Colleges
American Association of Oral & Maxillofacial Surgeons
American Association of Petroleum Geologists
American Association of Physicians in Medicine
American Association of Physics Teachers
American Astronomical Society
American Behçet’s Disease Association
American Board of Family Medicine
American Chemistry Council
American College of Cardiology
American College of Chest Physicians
American College of Clinical Pharmacology
American College of Emergency Physicians
American College of Financial Services
American College of Physicians
American College of Surgeons
American College of Trial Lawyers
American Concrete Institute
American Council for an Energy-Efficient Economy
American Councils for International Education
American Epilepsy Society
American Farm Bureau Federation
American Foundation for Suicide Prevention
American Helicopter Society International
American Immigration Lawyers Association
American Institutes for Research
American Lung Association
American Mathematical Society
American Meteorological Society
American Oil Chemists’ Society
American Physiological Society
American Phytotechnology Society
American Rental Association
American Society for Clinical Oncology
American Society for Clinical Pharmacology & Therapeutics
American Society of Clinical Oncology
American Society of Cytopathology
American Society of Hematology
American Society of Transplantation
American Speech-Language-Hearing Association
American Statistical Association
American Veterinary Medical Association
ANA Enterprise
AOAC International
Apartment & Office Building Assn. of Metro. Washington
APIC – Assn. for Prof’s in Infection Control & Epidemiology
Arundel Community Development Services
ASAE: The Center for Association Leadership
ASHRAE
ASIS International
Association for Iron and Steel Technology
Association for Supervision & Curriculum Development
Association of Home Appliance Manufacturers
ASTRO – American Society for Radiation Oncology
Barth Syndrome Foundation
Benevolent and Protective Order of Elks of the USA
Biophysical Society
Blumont
Botanical Society of America
Cable and Telecommunications Association for Marketing
California Dental Association
CARE International
CASSS-International Separation Science Society
Casualty Actuarial Society
Catalyst
Catholic Relief Services
Center for Disaster Philanthropy
Center for International Private Enterprise Inc
Center for Law and Social Policy
Childfund International
Chlorine Institute
Clinton Foundation
Colorectal Cancer Alliance
Competitive Enterprise Institute
Computing Technology Industry Association
Concern Worldwide
Congress of Neurological Surgeons
Consumer Reports
CoreNet Global
Corus International (IMA/LWF)
Council for Agricultural Science and Technology
Council for Christian Colleges and Universities
Credit Union Executives Society
Directed Energy Professional Society
Emerging Markets Traders Association
Environmental And Energy Study Institute
EveryLife Foundation
Family, Career And Community Leaders of America
Farm Sanctuary
Federation of American Societies for Experimental Biology
Attachment
Society for Mining, Metallurgy & Exploration
Society for Sedimentary Geology
Society of Petroleum Engineers
Specialty Graphic Imaging Association
Sustainable Forestry Initiative
Synergos
Technical Education Research Centers (TERC)
TechnoServe
Tent Foundation
The ALS Association, National Office
The Center for Victims of Torture
The Electrochemical Society
The Hunger Project
The LAM Foundation
The Marfan Foundation
The Slomo and Cindy Silvian Foundation
Tides
Tides Advocacy
Tourette’s Association of America
United Spinal Association
University Corporation for Atmospheric Research
Urban Land Institute
US Pharmacopeial Convention
Water for People
Women Employed
World Vision International
Young Women’s Leadership Network
Zero to Three

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