Moderator: The first question that we want to ask about, and there is no specific order of how you guys have to share. If you have something that you feel is pertinent, go ahead and unmute yourself and share. We are wondering, what kind of goals the company has for employee health? And what kind of things you guys have seen the company do to promote employee health?

Unidentified Female: Our wellbeing program where individuals can track their – I'm not one of those individuals – however, there is an app that you can log in and track like your steps. And they do step challenges. We also have our amazing on-site gym. I'm not sure if they're still doing the exercise programs that they used to offer like step, and kickboxing, and all kinds of fun stuff?

[redacted]: I love that we do have on-site clinic and access to that, and healthcare free. It's easy and quick to schedule an appointment. They're daily. It's free. And all of our family members can utilize it, too. It's been really, it's been a huge time saver for me because schedule an appointment, driving, taking time off work, all of that is really made super easy for us. It's, I'm very grateful for that.

Unidentified Female: Yes. Just to add to [redacted]’s. And I like that there's a three, like, we get three hours a year to use for our, to go to the health center. It's paid.

Unidentified Female: I would say along with that, we also bring in Jet Dental so that we have the dental services. We are also encouraged to stay home if we are sick and we're not made to feel guilty or badly about doing that. That's really nice. Then those of us that have the flexibility of working from home and can do that as well, if we feel well enough to work but not well enough to go into the office. We can do that as well. But we're encouraged to take the day off if we truly aren't feeling well.

Unidentified Male: Yes. I think I mean just to reiterate, I think that the on-site clinic [redacted]\_\_ [00:02:27] is just a total game changer. I've made the doctor or the nurse practitioner there my primary care physician. I haven't, like, unless I needed to go see a specialist, that's usually where I'm going. Again, just the convenience of it, the affordability, the variety of different offer or practices, if you will. There's an on-site as well as virtual behavioral therapist that are available.

 And my experience with that has been fantastic. Honestly, I've, I never did therapy before, but I was, like, "You know what? I'll try it." Because it's here. It's affordable and why not? I think that without [company] having that offering I don't know if I would have ever even tried it. I'm very grateful for the health clinic that we have.

[redacted]: We have chiropractors that come. I think, I'm not exactly sure because I've never went. But I know people that have went to the chiropractor and I think, is it once or twice a month that they come into our health center? They can schedule with that. And I know a lot of people that have did that and they're really satisfied with it.

[redacted]: Yes. I've utilized the chiropractor as well, Jen. And it's really fantastic, easy, again, easy, quick. Doctor, gosh, I'm not gonna say his last name because I'm gonna butcher it, but he is really good.

Unidentified Male: Yes. They're here on – they're in the office on Tuesdays and Thursdays. I go, I'd see Dr. Acey once a month. Yeah he's great.

Unidentified Male: I do the same. It's really nice that it's convenient, especially with our HSAs. We can use that. It makes it really affordable, too.

[redacted]: One more thing that nobody's talked about yet, is you've heard, there's a lot of different aspects of health that I think [company] pays attention to that I really appreciate. Because of physical, mental –

Unidentified Male: [redacted]\_\_ [00:04:34].

[redacted]: – And emotional but there is also the financial. And they provide some great tools for us financially, a budgeting app. There are advisors that come in regularly that we can meet with. The 401k plan that they provide is, has been incredible for me over the years.

Unidentified Male: One thing, they also do like seminars, like the behavioral, the therapist, they'll give seminars, and you can sign up for, and listen to. That's an option for those as well.

Unidentified Male: One of the things, I was just kind of looking at, like, this, just, sort of, the list of stuff that we have. And you guys really hit on most of them. One, I think that maybe wasn't mentioned was the massage services. There's, like, we have a therapist who comes. She has just a million different certifications, I think.

 But yeah, like manual therapy and different things like that, that are, I think people have been enjoying for a long time. I don't think she currently is, but she had been, even helping some of our on-site injuries. So that was certainly a benefit that we've been able to have on-site.

Unidentified Female: Speaking of T J., she also did aerobics courses during the pandemic that you could join. That was helpful.

Unidentified Female: And they also offer SmartDollar. So I don't know if anybody –? That is really, really useful to be able to [redacted]\_\_ [00:06:14], like, the budgeting tool that [redacted]was talking about. That it's just really, really helpful to be able to, and you can use it for your family, too. And I think your parents, also. A lot of times I'm just, I think it's not so much the employee. That it's always offered to outside into our family, which is, a lot of companies don't do that. But our company definitely does.

Moderator: It sounds like there are a lot of different resources and things available. How do you guys find out about these? Is there a training that you go through when you first start? Is there a manual? How do people know what's available to them?

[redacted]: I think it's the multiple sources of information. We get e-mail reminders. We get webinar, we are invited to webinars where they present these things. Company meetings, they talk about them, bulletin boards. Yes. I think it just, it, kind of, comes from all. Then obviously, there is the company Intranet that lists these things as well, the opportunities to engage with some of these benefits.

Unidentified Male: Then when we do onboarding, there's a section where we go over, like, the benefits and the wellness team. They go over those offerings and services.

[redacted]: I wouldn't know much about the onboarding because that happened a long time ago for me. But yeah, thanks for pointing that out.

Unidentified Female: The same here, [redacted]. We have a member of HR that [team name] that join our Team huddles, and remind us of different offerings that maybe haven't had as much traction or just as a reminder of those things. And I would also say word of mouth. I am a huge fan of TJ. Yeah I will say as much as I can about her to encourage people to use her services. I think others do the same with different things that they've discovered and found are very helpful for them.

Unidentified Female: I think one thing that hasn't gotten mentioned is our safety program. We have a really great safety program that you have, like, safety representatives that meet once a month and, kind of, go over different topics. We do trainings like on fire drills, on fire extinguishers, anything around safety. We're really big on that.

Moderator: What other kind of trainings do you have regarding safety and wellness in the workplace, not in terms of, sort of, your overall health but in terms of making sure that while you are at work your safety is taken care of?

Unidentified Male: We have some trainings that have been developed in a platform called Bridge. It's our learning management system. It's just all of our electronic training goes through there. And there are courses that they go through the things you just asked about, that are required. And actually are, they are tied to our variable compensation bonuses.

 There's a 15 percent piece of those bonuses that you are not eligible for, if you don't have all of those trainings completed. That is one of the avenues that we are receiving training and it's incentivized that way to complete them.

Unidentified Female: One of the nice things about the trainings via Bridge is not all of them are just like physical safety. We also have, like, cyber security trainings that keep us safe, data safe, our data safe, our client's data safe, that also occur via Bridge as well.

Unidentified Male: I'll mention one more thing. Our teams, let's see if I can remember how to describe this? Our team or my team has a, I think it's related to probably any kind of major accident or incident going on, like, but specifically the fire. If we have to evacuate the building we have, like, I'm a backup fire safety leader. I'm not the leader, but I'm the backup leader if the leader is gone.

 And then I've got a list of names for all the people that I need to make sure get out of the building. We have a spot where we're supposed to meet, and then we count off our names. We're all trained, the, at least every team has a leader that's trained on where to go and what to do when we get to that place.

Unidentified Female: Yes. We have active shooter training, too. They're really good. Our safety team puts that on. Then it's really, really helpful. Just nobody wants to experience that but it's really good to have that knowledge and be prepared.

Moderator: If you guys have concerns about safety or health or feel like something is going on that could be improved, how do you guys provide feedback about that? Are your upper level managers generally open to feedback? Sort of, how does that process look for you guys?

Unidentified Female: We have an awesome [safety program] where we, it can be home, it can be work, it can be at your kids' school. If you see a [safety incident], you can submit through an online form. I think it's through our JIRA board. I can't remember. But you can submit it through there and they do points, drawing for points, I think monthly. But that's one way that we can share if there is something in the office.

 Like, for example, I was in a meeting room and saw that one of the ceiling tile pieces was, kind of, coming down a bit. I took a picture of it, attached it to the work order or the case or whatever. And it was fixed right away. That's one way for safety.

[redacted]: But also, to answer your question, or I personally feel that my manager is very open to any feedback and all of the other leaders, and our [team name]. I just feel comfortable walking into anybody's office as a matter of fact and discussing any issues in regards to safety or wellbeing.

 We also have the anonymous. If people are not as comfortable, we have the anonymous boxes for – gosh, [redacted], what are those called, remind me?

[redacted]: Speak-up.

[redacted]: Speak-up. Thank you. We've got the little locations for the Speak-up information to, for people that are not comfortable providing feedback. Just yesterday we had an a situation where an employee who was not too happy with something she saw. But she didn't feel comfortable talking about it. I encouraged her to do a Speak-up form, and she did. Yes. Okay. Plenty of ways to provide feedback.

Moderator: Just shift gears a little bit, COVID has definitely been an experience for everybody. Things have changed a lot with COVID, some things are still the same. Some things are not. But we wanted to hear a little bit from you guys about how COVID impacted your work experience? What kind of things changed for you in your day to day work?

Unidentified Female: Working remote, I think [company] did a phenomenal job at getting all of their employees out of the office safely. It meant that a lot of our team members had to be equipped with laptops because they don't normally use a laptop. And our IT team struggled, I'm sure, but from my perspective it was flawless.

 They got us all out safe. And even now, today, we're allowed two days at home if we choose. Or we're welcome in the office. But for me that was the biggest, is just the work from home experience.

Unidentified Male: Yes. A lot of things got better I think, actually, because of COVID. And it was, there was a lot of, I guess, requirement to focus on things that maybe wouldn't have happened otherwise. And working from home is one of those things. It just made our, for a lot of us our work schedule a lot more flexible.

 I know it wasn't easy, maybe for everybody, but for a lot of us it was a hard transition that turned into something that was even better at the end. It continues now to be a better work environment for a lot of us. I was just thinking of something else to add to working from home and I can't remember what it is now. I don't know. It will come back to me in a second.

Moderator: Okay.

[redacted]: I was actually hired in COVID. I think the weird thing for me was actually going back into the office for the first time. But I think it was a challenge at first just as far as connection goes with your team. And being a new hire, it's not as easy to, I think, just call people or reach out to people as you might while you're in person.

 But that being said, my team also made themselves widely available to me and let me know, "Hey, feel free to reach out whenever, put time on my calendar." I think as far as my team goes, and I'm sure I can speak for everyone. It was really easy to still access people and still have that, sort of, in office feel in terms of communicating with your team while we're all at home.

Unidentified Male: Yes .Thanks, [redacted]. That I have a couple people on my team, too, that were hired during COVID. And I think they would respond via exactly the same. And I remembered the other thing. The other thing that I think got a lot better because of COVID was communication from our leadership.

 Our people leader took it on herself to communicate to the whole company on pretty much daily, I think, I think, daily for, I'm gonna say a year, over a year, maybe it was. I can't remember now how long. It just became a normal thing. And since then, transparency and openness from our executive leadership has just continued as a culture. And that was a fantastic change.

[redacted]: Yes.

Unidentified Female: And I would even – go ahead, [redacted].

[redacted]: No, go ahead, please.

Unidentified Female: I was just gonna, kind of, piggyback off that and to say that I feel like our, my relationship with my coworkers became better. It was just some sense of, we're all in this together. Yes, we're at home. Yes. We're on Zoom meetings. Yes. My kid's in the background screaming. My dog's barking because the Amazon package is coming. But I feel like it brought me closer to my coworkers, and the collaboration efforts just became a lot, a lot better.

[redacted]: I totally agree with that, [redacted]. Because it was just ability to see that the human side of our coworkers, not just that professional side, but that personal side. I think that was priceless for me. And [redacted], I didn't get hired during COVID but I switched teams. I went from people team to marketing. The first day in the marketing department is when they sent us home.

 Even though I've been with the company for a long, long time, I could appreciate the overwhelming feeling in the first few months, like, whoa, what t am I doing? Well, who will I work with? It was a little bit of a challenge. But then, again, I think just the fact that we were all in it at the same time, kind of, trying to navigate those waters. It really worked out absolutely amazingly well. Sorry, [redacted].

[redacted]: No you're fine, [redacted]. I was just gonna, I think the overall takeaway from what everyone just said, is I think communication got, and collaboration got better amongst teams. I think it's still something that we can maybe be better at as an organization. I know my team got some of this back in the most recent survey but, like, interdepartmental communication and collaboration.

 I think, if I recall correctly, at some point in the year before we all got sent home for COVID. I think, we all downloaded Teams, Microsoft Teams. I think there was different departments on different means of communication like Slack teams, maybe. Maybe there was others. And the fact that we implemented that right before COVID, and then once COVID hit, everyone was, kind of, forced to use Teams and communicate with each other that way.

 I think that even leading up to today, it's just so much easier to communicate with, not only your own team, your own team members, but also others within the organization as well. Yeah, I think communication as a whole has been improved since COVID.

Moderator: [redacted], you said something that I wanted to just follow up on. You mentioned the survey. Can you talk a little bit more about that?

[redacted]: Yes. We did a survey recently, an organizational wide survey. And maybe even [redacted]can speak to this better than I can. But one of the main takeaways from my team and my understanding based on meeting with others from other teams is that it's a common pattern, or it was a result that was seen maybe commonly across other teams, but just there's still a desire for stronger communication, collaboration amongst different departments.

 Again, I think that the collaboration and communication has gotten better but it's still something that I think where we want it, we're wanting and striving to be better with.

Moderator: Is the survey something that routinely happens?

[redacted]: Yes.

[redacted]: Yes.

Moderator: Okay. Can you describe that process a little bit more for me?

[redacted]: Sure. We usually get notified, maybe several weeks before the survey via e-mail that there will be a link coming to our inbox. That we, while it's not required, it's highly encouraged to complete. And then, well, we're usually given another heads up as we get closer. Survey, it usually takes anywhere from maybe 10 to 15 minutes. And we usually have a week or two to complete.

 Then afterwards, we, as a leadership group will meet and discuss result, and then afterwards meet with our teams to discuss, not only the results but also action planning, moving forward. For example, the communication and collaboration thing, what kind of things can leadership be doing, can the team be doing, can the organization be doing to help so that next year maybe we'd feel better about that area? Hopefully, that….

Moderator: Is that something you've done for a long time? Or did that happen as part of this change in communication and transparency during COVID?

[redacted]: I believe that's been here.

Unidentified Female: We've had lots – we've had that survey for several years. I've been –

Unidentified Female: Yes.

Unidentified Female: – With the company for almost 20, and I feel like we've done it almost the whole time I've been here.

Moderator: Okay. Thank you.

Unidentified Female: Yes.

Moderator: That's really helpful.

Unidentified Female: A couple of different surveys.

Unidentified Female: At least once a year. Yes.

Unidentified Female: Yes. That we end up participating in a couple of different ones.

Unidentified Female: There are some…..

Unidentified Female: And they're anonymous, too. You feel like you can be honest. You don't feel like that you – you can be honest, and you don't feel like you're gonna be penalized if you had certain feelings. Or if you're, it's just really nice to be able to have honest feedback. I think that that's what they really want is to have honest feedback rather than it just, kind of, be, like, "This is what I should be saying."

Unidentified Female: In my experience it's been a couple of different surveys. I've received surveys where it's, kind of, specific to our department to improve processes and relationships within our department. And then it's been slightly bigger and then companywide. I feel like it has been a great opportunity to, for leadership throughout the company to, kind of, touch base with all the different teams.

 Kind of, see where are we at? How are we feeling? Do we feel valued with our contribution in our teams and in the company as a whole? It makes it really nice to be able to say, "Hey, I'm not really feeling valued or I'm not really feeling fulfilled." Because it's an, a platform for you to be able to be honest, and say maybe things are not going okay. Or they're going fantastic, and this is why.

Moderator: One last follow-up, I've heard lots of mention of Teams. Can you just give me a sense of how many people there would be on a Team? It probably varies, but give me some ideas about what that is.

[redacted]: Yes. That's a huge variable. Honestly, it could be to two-persons Team. It could be a 30-persons Team, depending on the department and the roles. It's a huge variable, honestly.

Moderator: Okay, thanks.

Unidentified Male: I just want to make sure we're on the same page. That when we were referencing teams just now, we're referencing the chat platform of Microsoft Teams. I hope that was clear in our communication and response.

Moderator: I know you talk through Teams, but it also sounds like you work in teams. You self-identify with a group of people that have some common purpose. Yes?

Unidentified Male: Yes. That's true.

Moderator: I got it. Okay. We hear, so far we've heard lots of really positive things, which is always great. Are there any things that you feel could be improved? Or that during COVID you as individuals, your team, the company maybe struggled with more than others?

[redacted]: I definitely struggled with balance during the pandemic. Because there were no well-defined, like, cut off, "Okay, I got to leave for work." I get to the office. I have to stop working and travel home. It all kind of melded together. Work was at home and home was at work.

 I found in the first couple of months, like, it was hard to resist that urge to just run downstairs on the computer and just do something really fast. Which is never really fast because two hours later you're still working on something. And then the next thing you know, you're like, “My gosh, I think I've put in a collective 10-hour day."

 Self-regulating was a little bit of a challenge to, kind of, create those compartments in my own life of, like, this is family time. This is work time. And everybody was so kind, too, with the flexibility. I think everybody was very understanding. But I know for myself, like, that was a challenge.

 And then, of course, not seeing people; I'm a total extrovert and so the people element was a big deal to me. My husband who also works for the company, he's a total introvert. He was happier than happy. He's like, "I don't have to go into the office. I can just see people via Zoom." Whereas three months in I'm over here crying. And he's, like, "What's the matter?" I'm, like, "I just want to hug my people." And he's, like, "I'll hug you." I don't want you. I want my other people.

 Those relationships, they're strong and they're great, but there's just something about seeing your people in the flesh. Which is why I kind of love this hybrid setup that we have going on after the fact. Because I feel like it satisfies both my needs of , "I need to see my people," and I kind of love that two days a week I don't have the distractions that I would normally have in the office.

Unidentified Female: I'd like to second with that, [redacted]. But I think that the, our leadership team didn't just make a decision really fast on how to proceed. Like, even though COVID happened really fast, they were really cautious and, like, considerate of what we…. They asked us, like, what were you guys liking? Are you liking stay at home? Are you not?

 And I think that they really considered what would be best for us. And then they ended up doing a hybrid and it really has been super great. Because a lot of people have liked the home, but then they also want to be in the office. And it's just been, I think, the best decision.

 I'm glad that they didn't go just all at home because that probably would have been hard for a lot of people. I mean some people probably would have really loved it. But the majority, I think, like to have that balance.

[redacted]: One thing….

Unidentified Female: And there was….

[redacted]: Go ahead.

Unidentified Female: I'm sorry, [redacted]. There was no rush, either. I didn't ever feel like there was this rush to return to the office. Right? It was very staged, very intentionally on our leadership's part.

[redacted]: I agree, it was very staged and very intentional. I did not appreciate or love the timing, specifically because it was right in August –

Unidentified Female: School.

[redacted]: -– Back at the beginning of the school year. The kids were out of school for a long time. It was, it just kind of messed us up a little bit, at least in our family trying to figure out, now the school situation. Because it happened right at the beginning of the school year. I think that, if we could go back, God forbid we ever have to be in this situation again. But that would be the only negative because you were looking for some things that could have been improved, maybe – maybe the timing of it.

Unidentified Male: Yes. We're supposed to be talking about negatives. It's hard to think of them. And I feel like there…. I heard about a couple of different companies that because they just planned to move fully remote, they give their employees money to purchase a desk or whatever they needed to set up the home office space.

 And we didn't go fully remote. We kind of went to this hybrid situation, which was really, really awesome in other ways. But it would have been nice to have had some allotment made for those of us who needed to set up an office.

Unidentified Female: I think that is so great because you're so right. There is a lot of people that were like, "Wait, I don't have screens. I don't have a desk." I don't have…. And my husband's company, they provide, yes, like screens. Everything that he needed for that job, they provided, other than a desk, of course. But other than that I think that would have been kind of nice to have option to be able to have those kind of things so it wasn't coming out of our own pocket.

Unidentified Male: I think one of the personal challenges, I guess, for me was when you go from working from home for three months, and then you go into the office full-time. It can kind of be a little bit of a shock, especially when there is a pandemic going on. I think those first few months were a little bit hard to adjust to just because it was like masks full-time.

 And then we, my team is on the phones quite a bit. To wear a mask when you're on the phone all day long is interesting. But I will say sometimes I would wake up, and I have allergies, and it's, like, sore throat, runny nose. But normally, I wouldn't think anything of it. But then I'm, like, am I supposed to go into the office? Am I supposed to stay at home?

 And I think leadership was really accommodating with, like, "Hey, if you don't feel comfortable coming in, just communicate." And it goes back to communication, right, and let us know. And stay home if you need to, come in if you can. I think that flexibility in those first couple of months of, kind of, going from remote to back in-person for those few days a week, it was harder for me just because of the – I don't know. I guess it was just a change in the transition.

Unidentified Male: One thing that I would comment on. That I think maybe, I don't know, maybe you would classify it as a struggle. When we were all work from home, we were all on the same playing field of being in meetings like this. No one was in person. There wasn't like a small group of people in person and then like one or two people on. Is it, like, they weren't hybrid meetings? Everybody was on the same playing field.

 When we transitioned back to work that became, kind of, like, it's particularly on our Monday, Tuesday, Wednesday. Generally, it's reserved for Thursday and Friday. But it's work from home for those who are eligible for that. And those Monday, Tuesday Wednesday meetings, there are, there was, they're still admittedly one department who has more people who have flexibility to work from home more often.

 The technology, I think, maybe is what the issue, the difficulty would be. And the behavior of, like, do we default to creating hybrid meetings where some people are in-person and some people are remote? Or do, is that just by default, like, should we include like Zoom or Teams links in every invitation? Whereas pre-pandemic, we were probably, we were I think oftentimes just, it was in in-person meetings.

 We probably didn't even oftentimes worry about the electronic Zoom or Teams meeting links. I think just kind of, I don't know that we ever really got clear guidance of what you should or shouldn't do. Everybody, I think, was just sort of left to feel it out. And I think that we also experienced that on a large scale in our company meetings where some people would be remote.

 And then when you bring in all these people together into a space, a large space, and then but a significant portion are actually still remote. What is their experience like? Technology, and socializing, and just normalizing hybrid meetings, I think that was – I don't think anybody else would agree with that. But that was something I think we struggled with a little.

Unidentified Male: Yes. I totally agree.

Unidentified Female: [redacted]\_\_ [00:34:09].

Unidentified Female: Yes. My [redacted]\_\_ [00:34:11].

Unidentified Male: I think….

Unidentified Female: I think we still do. Sometimes I don't know if, like, do I do a meeting? Do I not? I think that we're still trying to figure that out a little bit of making sure. Because you're thinking that you're in the office, but you're not thinking about who could possibly be at home that Monday, Tuesday, Wednesday. If they're sick? if they're not?

 It is very hard to find that balance between, like, I'm healthy and here at work, but in the office. But maybe the person that's on the meeting isn't so sick that they can't work but you don't want to leave that person out. They could really benefit from being to that meeting.

[redacted]: Yes.

Unidentified Female: I find it….

[redacted]: From my team's experience…. I'm sorry, [redacted]. I'm sorry, [redacted]. You get to go next. But my team's experience collaborating when everybody was on Zoom or Teams was super easy because you, kind of, know. You take turns, you unmute, you talk, then you stop talking. But when you're [redacted]\_\_ [00:35:10] in a meeting room together, whoever is not in that room and is on Teams remote is totally left out of most of the conversation.

 It's hard to hear. Not everybody's talking through the microphone. It's more of a technology issue than a company thing, I think. Probably a lot of companies are dealing with this. But it feels like something we haven't really figured out. How do we, how do we continue to collaborate well in a hybrid environment?

[redacted]: I agree with [redacted]. My go to default now has been really book a meeting room for the people who are there, and then also add a Zoom because you never know. A lot of people have children at home with sick kids. Something breaks, the repairman is coming and so the flexibility is nice. But I agree that the technology feels like it's still not seamless.

 Speaking of the company meeting we just had, I was able to stay for a portion of it in person and then I had to transition. And as we're trying to listen to the company meeting, like, the audio wasn't good. It's hard to try and troubleshoot. Is that an issue on my end? Is that an issue on the company's end. Is everybody experiencing that?

 Yes. I think as, hopefully these applications and companies that are providing the communication tools will continue to invest in advancements in their technologies. Because I don't see the virtual meetings really going away, totally. It does provide a high level of convenience for companies that otherwise, everything was in person, and even processes.

 During the pandemic I got called for jury duty. And typically, you would go to the courthouse and go through the process of jury selection. But it's all done via WebEx. You got to do it from the comfort of your home. There is a lot of positives through the technology, but I don't think it's by any means perfected and we still run into issues.

[redacted]: I'd say a personal issue that I ran across is that I personally was more intentional with my caring and reaching out to people because I knew that others were struggling. I loved working from home. It wasn't a bad thing for me at all. But I knew there were others on my team and those that I knew that were struggling, so I was really intentional about reaching out to them.

 And then when I got in the office, I took for granted that we're all there and we can chat with each other. It's easy to walk to one another's desks. But some people aren't always as good at verbalizing their needs. And they're not going to come to my desk just because they need a little chat or a break or whatnot. It was easier for them to do it virtually.

 That was something that I still struggle with. I need to make sure that I reach out to others and make sure that everyone has what they need, whether they're a new hire or they're struggling with something else. But just making those more intentional efforts to reach out and connect with others is important. And I got good at it during the pandemic and I need to be better about it now.

[redacted]: You're a gem, [redacted].

Moderator: When things were, sort of, starting to be more in person or for people who continued to work in person, who couldn't work remotely during the pandemic, how did things look different in the workplace? Like, what kind of things were put in place to make sure that people were safe to reduce the risk of transmission, those sorts of things?

Unidentified Female: For a long time once we returned, they had put these like plexiglass dividers at some of our lunch tables where you had the distancing, but you could still enjoy lunch with your coworkers. And then there were some that didn't have any, and if you just wanted to be by yourself. They also did a lot more just grab and go food items.

 I think they actually shut our TREBO down for a minute. Our cafeteria, excuse me. They also made our lunch checkout just self-serve so that there's, you just grab your lunch, pay at the little iPad kiosk. Or you can even pay online before you get your lunch. And that's obviously no longer a thing, the petitions and all of that. But that was one way that they really wanted us to still be able to enjoy lunch with our friends, but remembering we've still got to keep the distance between us.

Unidentified Male: Our clinic also had on-site COVID tests. If you were either in the office or working remote, and had, were experiencing symptoms, you could swing by, and just park out front. And the nurse would come out to you and administer your COVID tests. It pretty helpful and a great, I mean, in that time, a really created benefit that the company offered to just know, right, to know if you were good or if you had to go home for a few days?

 And I also think from our [team name], there was a lot of communication back and forth between manager and employee who may have tested positive of, hey, here's, kind of, what CDC is recommending or what we're aligning to. Here's what you can expect for the next two weeks, if you're to stay at home.

 What you can expect to come back to. I think it was very clear guidelines around, if you did test positive, what you were, what was expected of you. How you could return to the office safely, and so that way everyone around you stayed safe.

Unidentified Male: Yes. I think there was. It was really nice to have some clear expectations of how we were going to act and react to things that were going on and changing on a daily basis. Living in Salt Lake where we did, the community definitely was not united on how we should do things. But felt like, within our office, within [company] across the company, it I felt like we knew masking is expected, vaccinations are highly encouraged.

 If you're sick, stay home. Social distancing, make sure you're doing that even if you have to work in Teams. If you're not, you've got to be in a meeting room. You try to have two people in a meeting room and both of them need to be masked. And if you can split up and still use Teams, even though you're in the office, maybe get in different meeting rooms, and use Teams.

 Right, it was just clear communication about how to stay socially distanced and still work together. And I feel like everybody felt like anyways, the majority of people were on board with that. As opposed to when you leave work and you go back into your communities, half the people don't even care about masks, half the people could care less about social distancing, and that sort of thing.

[redacted]: Weren't they also incentivize to get immunized or vaccinated with points for our recognition platform? And then also, I can't remember exactly the details. Gosh, it's been, yes, a couple of years and I already forgot. But there was some incentive for us to get immunized, and then go ahead, and fill out the form to let, to confirm that we have done that. Right?

Unidentified Female: Yes. We did the attestation.

Unidentified Female: Attestation, thank you. That's the word.

Unidentified Male: It was 500 points, wasn't it?

[redacted]: Yes. There was a consent.

Unidentified Male: That's pretty cool.

[redacted]: And then obviously, the vaccination clinics were provided on multiple occasions to make it easier.

Unidentified Female: On-site, too, which was really nice. We didn't have to go get in line, like, with everybody else. They actually had it we would go to [company] and be able to have our family vaccinated right there, which I thought was so phenomenal.

Unidentified Female: But they also didn't force the issue, either. Like there were clear procedures of if you elected to be vaccinated, here's, here's what we are offering in way of support. If you choose that that is not right for you, that's fine. Here's what we offer in way of support and what we [redacted]\_\_ [00:43:40] so that everybody feels safe.

Unidentified Female: They still offered flu shot, too, like, if you needed to go.

Unidentified Female: Yes.

Unidentified Female: Yes. If you wanted a flu shot, they still, they always offer that. But we got to go in, on [company]. But we got to go, not inside, but we got to, and get our vaccination there, which was really great. But that was on /[redacted]\_\_ [00:44:03].

Unidentified Female: Yes. Last fall it was great because they had both the flu vaccinations there and COVID boosters. If you happen to be in need of a COVID booster, they, it was like a two birds, one stone right there. It was so convenient and that has always been, I've considered a huge benefit of working for [company], is they really do care.

Unidentified Female: There is one thing I wanted to put, too. We do have people that are on-site all the time. What they did for them was provide lunches. And with our hybrid schedule where we're working Thursdays and Fridays home, to be able to be fair, what they did is they have it.

 Is it Thursdays and Fridays they do lunch for them? It, kind of, gives that balance. I think it's really fair, they don't just always think about people that are able to work at home. They always think about also, are people that have to be in the office all the time.

Unidentified Female: Yes. The Thursday, Friday is free lunch for anyone that's in the office. If you would like to be in the office, [company] provides your lunch for free.

Unidentified Male: It's the chicken fried sandwich today and tomorrow. [redacted]\_\_ [00:45:22] it's chicken fried steak.

Unidentified Female: Well, dang, why am I not in the office?

Unidentified Female: We are getting closer to 11:00. But I wanted to see if someone could elaborate a little bit more about the point system that you guys have talked about, and just some more background about that, and how it works.

Unidentified Female: Watch, everybody's being unmute because that's our culture. That's what we live, and breathe, and love. We have our recognition points where we can recognize each other for doing great work. It's, it can be as small as 25 points to say, "Hey, you helped me pull that report at the last minute. I really needed it. You pulled it for me. Thank you."

 Or we have nominations, bronze, gold, silver or platinum. President's award which I'm working towards. And each of those nominations you get a set amount of points. I'm not sure what they are like 250, 500, 1,000. And those points essentially turn into money where we can go into our, I'm not going to use the right wording here, but our honoring.

Unidentified Female: Catalog.

Unidentified Female: Catalog, thank you. And choose a gift so you can have a gift card. If you want a golf set, if you got the President's award. If you want to have a car rental, you can get a gift card for that. Our points turn into awards that we can get ourselves to or buy Christmas. I know a lot of people save their points and get gift cards for their family at Christmas time.

Unidentified Female: You guys can get points for doing things like taking care of your health and those sorts of things.

Unidentified Female: Yeah. We have a Virgin Pulse program. You can get points to be able to redeem the with that. It tracks, like, you can have like a tracker and it tracks how many steps. And it has challenges, too, so you can do like group challenges. You can invite people to be able to do the challenge with you. Our department does that sometimes.

 Then we'll try to see who competes. And sometimes [redacted] will send out where she'll do like around the world. And you try to in your group get to the most steps out of everybody. That we kind of your company wide.

Unidentified Male: On that platform we can get up to 1,000 appreciate great, like, from our platform. These are like an integration kind of thing. You've got Virgin Pulse, which is this app, of course. And then you can get up to 1,000 of our appreciate great points through this platform so yeah to use on the catalog, like I said.

Unidentified Female: Awesome, great. Yeah that's super fascinating. And I feel like it's nice to have some incentive behind those things. That doesn't hurt, for sure. Does anyone have anything else that they'd want to share with us, things you haven't talked about? Things that feel important, things we haven't asked about?

Unidentified Male: I don't know, you've asked anything too much directly about our leaders? But I have to say our leadership in general, but especially our people leadership, were phenomenal. I think they just led, they led out the way that they should have, the way that a lot of companies didn't have. And it could have been a lot better for a lot of companies if they've had the leadership that we had to lead out in, all over the place, before COVID, setting up with COVID.

 Dealing with COVID when it happened, figuring out how to get us at home when we needed to do that, figuring out how to get us back to the office when we needed to do that. There was just so much hard work and intentional effort to figure out what's best for our people? What do they want? How do we do it right? How do we not force people to do those things?

 They were just, they were careful about everything, and thoughtful about everything. So many people that I talk with, my brothers, my family members, they just were, like, “My family, my company is making us do this. This is terrible. Why don't they have any clue that we don't want to do this particular way?"

 And I don't feel like that ever happened for us. And that was totally the leadership .They had made those decisions. Because they could have said, "Everybody's home now and everybody's back to the office now. And we don't care what you think, and if you want to quit that's up to you." And there was, that approach was never put on us.

[redacted]: One thing that I was thinking that we haven't mentioned was when that pandemic hit. We have a product development team that helps design the awards and stuff. They went brainstorming and they created these facials for the nurses and doctors. And they donated a whole bunch of those, which was super amazing. I think that we did have them for sell for a while, too. But just the collaboration to be able to do that and donate that, donate that effort was just huge to me – I got.

Unidentified Female: I'm glad you mentioned that. [redacted]. They also sent those face shields to the employees. I can't remember, I think we each got, like, four or five or something like that. But that was huge. We donated to hospitals locally and in other states. I mean hundreds of these amazing masks that our team created, so pretty incredible.

Unidentified Female: Yes. And the face masks, too, they did send us face masks. And we've always been able to, if we needed face masks –

Unidentified Female: Get more.

Unidentified Female: – yeah get more.

Unidentified Female: We'd also got little, like, coloring sheets and notes so that we can draw, color, write notes to first-line people also.

Unidentified Female: Responders, yes.

Unidentified Female: Yes. Thank you. Our family, and we were encouraged to do these, and to drop them off. And then they were sent off across the world. That was kind of fun to be able to take part in that as well.

Unidentified Female: I feel like [company] at its core has always just been a very loving and giving company. Like, that was one of the first impressions that I got, just even for orientation was, wow, this company really, like, they don't just sell recognition, and appreciation, and the idea of it. Like, they drink the Kool-Aid, right. It's very ingrained in how we operate and how we communicate. It isn't always perfect but I feel like [company] is very philanthropic in their efforts.

 They give back to the community. There's so many opportunities for us to volunteer. We do all sorts of, like, stuff, the backpacks, and just different things. At Thanksgiving Time we put together Thanksgiving boxes to take to, like, the Road Home [PH] and just these different opportunities. I feel like as a company they give us so many pathways to be better people.

Unidentified Female: I love that. That's true, for us to be better people.

Moderator: Awesome. This has been really, really informative. We really appreciate that you guys were able to come talk with us, share all this information. It's very helpful. We had some technical difficulties with getting the consent form and then contact sheet sent out.

Unidentified Female: We're good now, [moderator]. I apologize, the original links I posted needed permission to open but I reposted them as PDFs. Should we get a few of you who have already sent the contact forms to my e-mail, thank you so much. Is everybody able to get into those links now?

Unidentified Male: No. I'm on a mobile device and I can't get to those PDFs right now.

Unidentified Female: If you were….

Unidentified Male: [redacted]\_\_ [00:53:42] got your e-mail address saved.

Unidentified Female: Okay.

Unidentified Male: I'll, when I get back next week, I'll send you an e-mail. And maybe you can send them to me directly?

Unidentified Female: They're not showing as links on my side. They're still showing in as C drive. It just says file C. There's no link –

Unidentified Female: Very weird.

Unidentified Female: – At the very…. Unless you put it at the very, very top, that first one, but the consent form and contact form aren't appearing as links.

Unidentified Female: If you…..

Unidentified Female: Okay. I apologize about that. If you can put in the chat your name and e-mail address, then I will send it to you directly, and we'll figure that out.

Unidentified Female: [redacted] also.

Unidentified Female: I'm good. Yes. [redacted] sent it in her e-mail so if –

Unidentified Female: Okay.

Unidentified Female: – Anybody's having trouble getting it, just go to [redacted]’s. I just threw it into Adobe and filled it out that way.

Unidentified Female: Perfect. I apologize for that. Thank you.

Moderator: Most especially thank you for spending some time with us today and telling us about your company. It sounds like they did some really terrific things. And I think you've also identified places to move forward where there can be improvement, so that's terrific. We will eventually share a report of this with your company.

Unidentified Female: Thank you.

Unidentified Female: Thank you.

Unidentified Female: Thank you.

Unidentified Female: Okay.

Unidentified Male: Thank you.

Moderator: Okay. Do we think we got everything we needed?

Unidentified Female: I think so.

Unidentified Female: We can stop –

Unidentified Female: Yes.

Unidentified Female: – Your recording.

Interviewer: Yes.

[END OF TAPE]