

Webinar Q&A

The following questions were submitted by attendees of Aon Webinar: Lessons Learned from COVID-19: Preparing for Future Risks and Reshaping the Workforce of the Future, an installment in the Aon COVID-19 Vaccination Webinar Series. All names and identifiable information have been removed to ensure full confidentiality.

The responses are provided as guidance on the applicability and impact of the COVID-19 vaccination, with an understanding this is a dynamic and fluid subject. While the information provided is current at the time of publication (April 2021), changes are expected, and determinations and decisions are evolving.

Vaccine Mandates

With COVID-19 cases rising, why not make vaccines mandatory? What's the business perspective?

- Neither federal nor state law has mandated the vaccine. The Equal Employment Opportunity Commission (EEOC) issued guidance on December 16, 2020 indicating that requiring vaccination of employees is generally permissible. However, the EEOC also says that employer must consider accommodation of disabilities and sincerely held religious beliefs that are inconsistent with vaccination. If you make any vaccine mandatory, you should ensure that your policies fully inform employee of how to seek an exception as an accommodation. You must also be prepared with a full accommodation procedure.

There are several ways an employer can encourage its workforce to get vaccinated, including the following:

- Hosting an on-site clinic where vaccination is free and provided during work hours;
- Establish HR policies that allow employees to take paid leave to obtain the COVID-19 vaccination;
- Post articles in company communications promoting the importance of COVID-19 vaccination and where to get vaccinated.

Crisis Response Framework

Please provide more detail on the 7 "Cs"?

- The 7 "Cs" are part of Aon's Black Swan Decision Framework which is part of our COVID-19 Crisis Response Framework for Clients:
 - **Candid** – Candor is critical in (re)building trust with employees, customers, regulators, public
 - **Creative** – Think outside the box when developing solution(s) to the problem
 - **Code of Conduct** – Align with firm's values and code of conduct; crises are a test of character
 - **Competence** – Must still keep the daily business going while dealing with all aspects of the crisis
 - **Confidence** – Be confident you will find a way; confidence helps counter shock and mitigates tunnel vision to enable focus; don't give up
 - **Compassion** – Consider perspectives of all stakeholder groups; will help ensure right tone
 - **Coordination** – Coordinate with key resources and stakeholders; "it takes a village"

They are part of our Black Swan Decision Framework for Leaders, which is covered on pages 17-20 of our whitepaper [Decision-Making in Complex and Volatile Times: Keys to Managing COVID-19](#). That whitepaper can also be found in our website at www.aon.com/coronavirus.

These 7 pillars form a "North Star" for a leader who is making decisions in a crisis and not sure what the right answer is and doesn't have the luxury of time or information to fully evaluate the situation the way they normally would like. We suggest our clients consider these 7 pillars in their decision-making during a crisis so they are best positioned to make the right decision (even when right or wrong isn't immediately clear). It can be a powerful tool.

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For more information about Aon's response to COVID-19 and solutions for clients, please see Aon's external site at www.aon.com/coronavirus.

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