

A Shot in the Arm

COVID-19 vaccine highlights human capital considerations for organizations.

The COVID-19 vaccine is a powerful weapon in our battle against the Coronavirus pandemic. This guide outlines critical actions employers can take now, while remaining agile as vaccine availability increases.



1. Accelerate public health

Organizations have an opportunity to lead the way toward vaccination and recovery by focusing on safety, agility and equity.

» Ensure proper access and coverage

- Utilize public vaccination sites which have access to currently available vaccine stock
- Ensure any vaccine-administration fees are covered by medical and pharmacy plans
- Cover all available vaccines, regardless of brand
- Offer two to four hours of paid time off for employees to get vaccinated and allow scheduling flexibility for second shots

» Develop a communication strategy that delivers empathy, support and clarity

- Emphasize that health and safety of employees remains the top priority
- Focus on the data to promote vaccine education and acceptance
- Demonstrate how vaccination can protect physical and mental wellbeing

» Distribute broad and targeted messages to reach all employees

- Clearly communicate the organization's protocol on the vaccine
- Use a multi-channel outreach approach to reach and support a diverse workforce
- Consider tailored messages for different work scenarios and population segments
- Leverage the workplace social network to normalize vaccine acceptance
- Encourage leadership to set an example by getting vaccinated themselves when they are eligible, and committing to vaccination now



To get vaccines into hundreds of millions of arms, we need simplicity.

Dr. Jeff Levin-Scherz
Population Health Leader,
Health Management Practice
Co-Leader, North America



Communicate clearly:

Employees are asking fundamental questions:

- When can I get the vaccine?
- Where can I get the vaccine?
- How much will the vaccine cost?
- Is my employer mandating it?



2. Update human capital strategies

With a proven link between human capital strategies and favorable business results, leaders are focusing on three key areas post-crisis.



“Boundaries between work and home have disappeared, and consequently employers have become deeply entrenched in people’s entire life experience. Organizations that can successfully reimagine work-life balance will see more engaged, productive and healthier workforces.

John Bremen
Global Head of Thought
Leadership & Innovation
Human Capital & Benefits





3. Mitigate risk

The U.S. Equal Employment Opportunity Commission (EEOC) has provided vaccine-related guidance for employers, but organizations must consider the full spectrum of potential legal implications.



Ensure all policies comply with the Americans with Disabilities Act of 1990, Title VII, and other relevant Equal Employment Opportunity laws



Consider potential religious and disability discrimination claims and invasion of privacy risks if personal and/or medical information is collected



Beware of disparate impact claims if policies adversely affect a protected class



Be mindful of state privacy laws when sharing employee data with the public health authorities



When offering incentives, ensure that everyone has an equal opportunity to participate and earn the reward



If employers mandate the vaccine prematurely, that could lead to increased objections and a lower vaccine rate overall.

Talene Carter
Employment Practices Liability
Thought & Product Leader
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