

# Pace Business Poll

## Spring 2022



### Report of Findings



Implemented by Pace Connect  
Center for Student Enterprise  
Lubin School of Business, Pace University  
Co-sponsored by  
Business Council of New York State  
The Business Council of Westchester



The  
Business  
Council



# PACE Pace Business Poll Report



Spring 2022

Created by Pace Connect, Pace University, Lubin School of Business

Poll Director, Kathryn Winsted, PhD

Poll Duration: 9/15/21 – 4/30/22

## Executive Summary

A survey of business leaders from New York City, Westchester, and Long Island showed that most businesses are now more flexible than before the pandemic, with many more employees now allowed to work from home. Most of the leaders surveyed said that they have implemented new procedures, improved technology, added new products and services, and emerged stronger than they were before the pandemic.

A total of 203 business leaders responded to the survey. Nearly half of the respondents were managers in businesses located in Westchester, 36% were from businesses in New York City boroughs (mostly Manhattan) and 5% were from Long Island. 12% were from other area locations. The top two industries represented in this survey were professional services/consulting and not-for-profit. Also well represented were financial services, health, food and beverage, retail, and engineering/ construction. More than half of participating businesses had 50 or less employees while 18% had more than 1000 employees. 40% of the responding businesses had over \$10 million in annual revenue, while about a third had less than \$1 million.

Nearly three-quarters of respondents said that their company is now more flexible than before COVID in allowing employees to work remotely. The most common changes made due to the pandemic were implementation of new procedures and having employees work from home, with two-thirds of respondents implementing these changes – often both of them. More than 50% of responding companies also worked on improving IT systems to support the new procedures and nearly a third added new products or services to meet different needs during the pandemic.

The spike in COVID due to the Omicron variant affected about half of the responding businesses. This caused more employee absenteeism and losses in productivity. More than half the businesses responding said that they would have more than three-quarters of their usual in-person staff back by May 2022. Nearly 20% said they would have back less than 25%.

The percentage allowing paid domestic travel remained about the same as prior to the pandemic, though half of respondents said their companies had cut travel budgets due to virtual meetings, with about half of them cutting travel budgets by more than 50%.

About half of employers still had a mandatory mask policy in spring 2022. Approximately two-thirds had either a full vaccination requirement or a requirement for vaccination or weekly testing. Only 40% also required a booster shot. Around half of respondents said they had updated safety protocols due to the pandemic. 40% of respondents said they were having difficulty getting employees to come back on site. The biggest issues involved staff preferring a work-at-home environment, staff being concerned about commuting or being around others, and staff unwilling to get vaccinated. To deal with these concerns, most respondents were offering hybrid work with some days at home and were also offering more virtual meetings. Most respondents said that their vaccination policy did not have significant impact on their hiring process. Only about a quarter

of respondents said that hiring was easier after the expiration of unemployment benefits, but two-thirds said that it was becoming easier to hire in spring 2022.

About half of employers said that they had noticed a change in employees' mental health. The most common issues were stress and anxiety. Only 30% reported seeing a shift in work ethic. Those who did say they saw this said they noticed more detachment from work and employees being less committed or even not showing up.

Just over half of respondents said that their businesses were stronger than before the pandemic. Many businesses used the pandemic to develop new and improved products or business skills to help them strive for the best after the pandemic. Only 24% believe that their businesses are weaker than before the pandemic. More than half of the businesses expressed that they are optimistic about the future of businesses in New York City and the surrounding areas over the next few years. Only a quarter are pessimistic about it and believe that businesses will struggle to recover.

Comparing New York City and Westchester, we see that most of the respondents in Westchester were professional services and nonprofit, while the majority in New York City were in the financial industry. A larger percentage of the businesses responding in Westchester were smaller with two-thirds of businesses surveyed having less than 50 employees and less than \$5 million in revenue. In New York City, just 40% have less than 50 employees and only a quarter have less than \$5 million in revenue.

A higher percentage of Westchester respondents had more than 75% of their staff back on site, while a higher percentage of New York City companies said they were having difficulty bringing staff back. More Westchester companies were offering hybrid work environments and more virtual meetings to help accommodate staff.

A higher percentage of New York City respondents were allowing travel and a much higher percentage required vaccination with 66% requiring versus just 37% in Westchester, with similar percentages for requiring a booster shot. In most other areas, there was little difference in the responses from New York City businesses and Westchester businesses.

Looking at size differences, we see that companies with under 50 employees are less likely to be flexible about remote work (63% versus 92% for over 1000) and are much more likely to have all or most staff back (61% versus 23% or over 1000). The largest businesses with over 100 employees were more likely to cut the travel budgets (74% versus 46%) and more likely to be offering hybrid work environments (80% versus 67%). Other variables remained similar across size of business.

We compared year-over-year findings for questions that were asked both in spring 2021 and spring 2022. When asked about procedures implemented during COVID that were kept in place, a larger percentage of companies answered that they had kept new procedures, had more employees working from home, and had improved IT processes, while less answers that they had reduced office space. Companies not sure in spring 2021 whether they would require vaccination did opt to do so in 2022. Less businesses felt that their companies were stronger than before the pandemic (51% vs 65%) and more felt they were weaker (24% vs. 13%). A similar percentage were optimistic about the future of New York City and surrounding areas.

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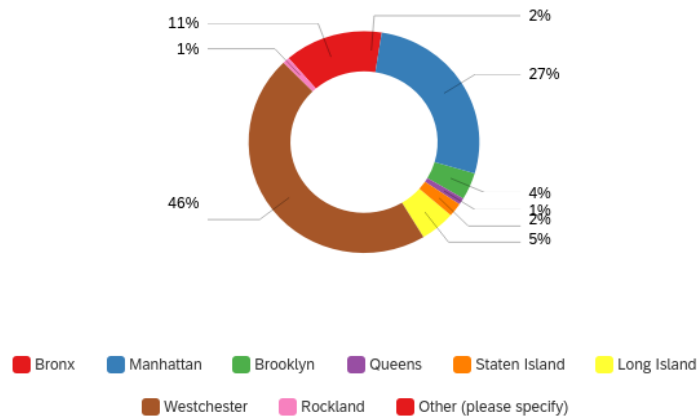
Poll Duration: 9/15/21 – 4/30/22

## Data from Survey Responses

Data is summarized below for each individual question on the survey. Overall number of respondents was 203. Not all respondents answered every question, so number of answers varies for each question. For some questions, multiple responses can be given by each respondent. Answers to open-ended questions have been categorized and grouped for analysis. All answers to open-ended questions, including any text entered for “Other” are listed in the appendices.

### Q1 - Please indicate the primary location of your business

Nearly half of the respondents to the survey were managers in businesses located in Westchester. About 36% were from businesses in New York City boroughs (mostly Manhattan) and 5% were from Long Island. Some of the respondents who selected “other” put multiple locations that included Westchester or NYC and others were from other metropolitan area locations.



Region	%	Count
Westchester	46%	94
Manhattan	27%	55
Long Island	5%	10
Brooklyn	4%	8
Bronx	2%	5
Queens	1%	2
Rockland	1%	2
Staten Island	2%	4
Other	12%	23
Total	100%	203

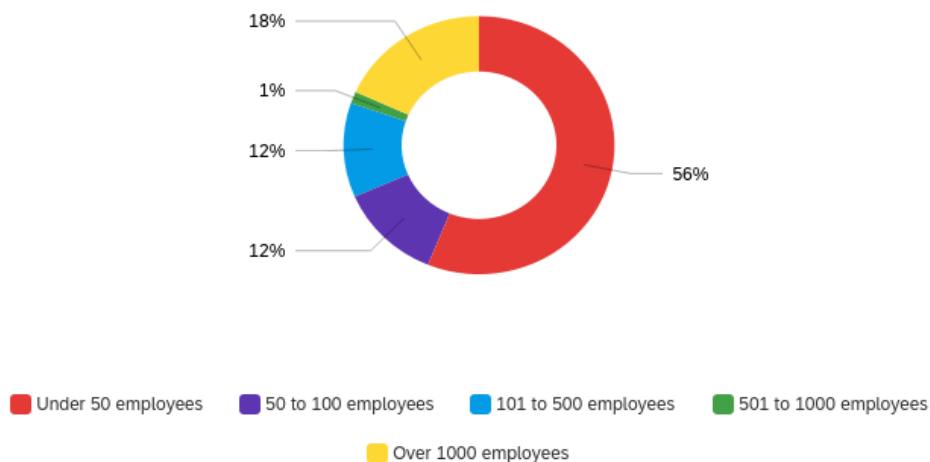
## Q2 - Please indicate which industry your business is currently engaged in

The top industries represented in this survey were professional services, not-for-profit, and financial services. The table below was created using answers selected by respondents plus re-classification of answers provided under “Other”.

Answer	%	Count
Professional Services	21%	40
Not-for-profit	18%	34
Financial	17%	33
Health / Human services	10%	20
Food and beverage	6%	11
Retail	5%	9
Engineering and construction	5%	9
Service	4%	8
Manufacturing	4%	7
Real Estate	4%	7
Entertainment / Tourism	3%	6
Marketing	3%	5
Wholesale and distribution	2%	3
Other (please specify)	6%	11
Total	100%	203

## Q3 - Please indicate the current size of your business

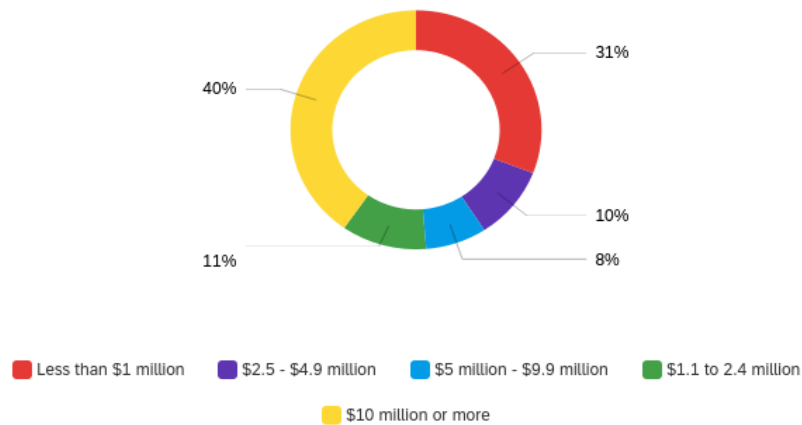
Just over half of participating businesses had 50 or less employees. 18% of businesses had more than 1,000 employees.



Number of employees	%	Count
Under 50 employees	56%	114
50 to 100 employees	12%	25
101 to 500 employees	12%	24
501 to 1000 employees	2%	3
Over 1000 employees	18%	37
Total	100%	203

#### Q4 - Please indicate the total annual revenue range for your business

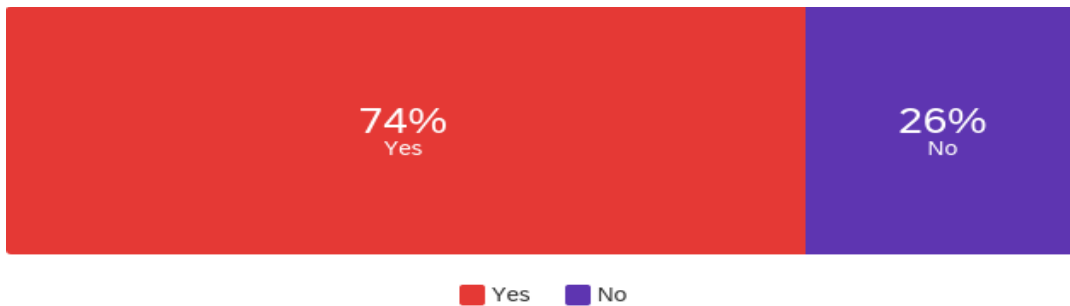
Annual revenue of responding companies varied widely with 40% of the responding businesses having over \$10 million in annual revenue and about 30% of the respondents had less than \$1 million in annual revenue.



Total revenue	%	Count
Less than \$1 million	31%	59
\$1.1 to 2.4 million	11%	21
\$2.5 - \$5 million	10%	19
\$5 - \$9.9 million	8%	15
\$10 million or more	40%	77
Total	100	191

## Q5 - Are you more flexible now than before COVID in allowing your employees to work remotely?

Nearly three-quarters of respondents answered that they are more flexible now regarding remote work.



More Flexible	%	Count
Yes	74%	151
No	26%	52
Total	100%	203

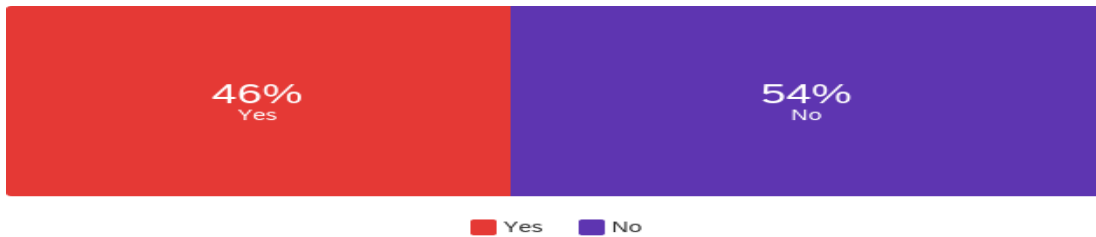
## Q6 - Please indicate any changes you made for COVID that you still have in place (check all that apply)

Two-thirds of responding businesses implemented and kept new procedures as a result of the pandemic and more than 60% also still had more employees working from home even after offices opened up. More than half said they had improved IT systems and support and nearly a third added new products and services. Office or floor space was reduced by nearly one in five businesses and e-commerce or delivery options were added. Less than 10% maintained reduced service or sales capacity.

Changes kept from COVID	% of answers	Count
New procedures that were implemented	66%	123
More employees working from home	62%	116
Improved IT systems and support	51%	94
New products or services that were added	31%	58
Reduced office or floor space	18%	34
E-commerce or delivery options that were added	17%	32
Other (please specify)	10%	18
Reduced service or sales capacity	9%	17
Total respondents		186

## Q7 - Was your business affected by the recent spike in COVID cases due to the omicron variant?

Many respondents did not answer this question. For those who did, the answers were about evenly split between yes and no, but slightly more businesses said that they were not affected by the omicron variant.



Was your business affected by the recent spike in COVID cases due to the omicron variant?	%	Count
Yes	46%	33
No	54%	39
Total	100%	72

## Q8 - In what ways has the Omicron spike affected your business?

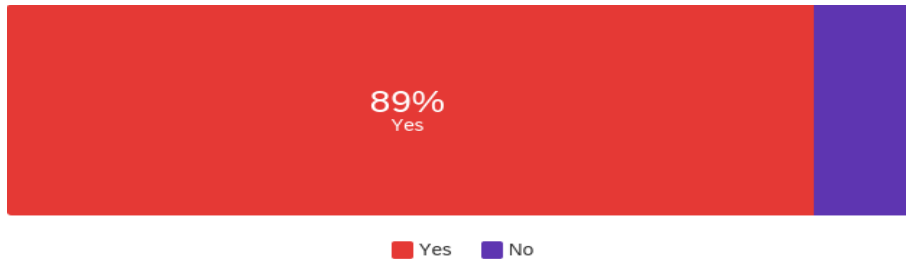
Of those who said they were affected by the Omicron spike, around 24% responded that the Omicron spike caused shut-downs and delays in operations. 21% indicated that it caused more employees to become sick and out of office.

How did the Omicron variant affect your business?	%	Count
More employees out sick	21%	6
Loss in productivity	17%	5
More remote work	17%	5
Delays in work progress	14%	4
Work shut downs	10%	3
Other	21%	6
Total	100%	29



## Q9 - Did you have employees working in person prior to the pandemic?

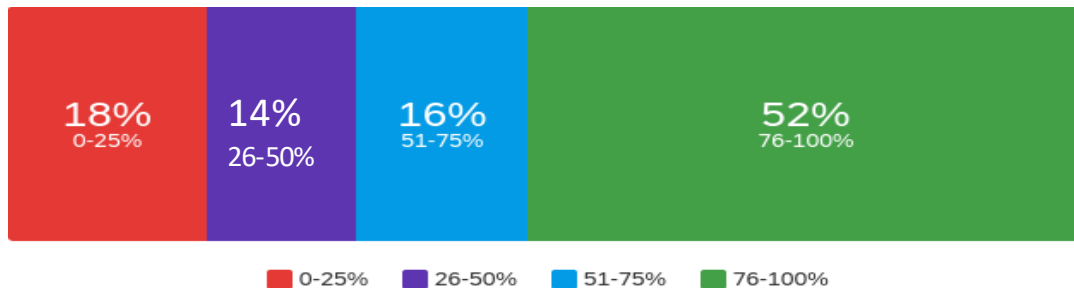
Nearly 90% of responders answered that they had employees working in person prior to the pandemic.



Did you have employees working in person prior to the pandemic?	%	Count
Yes	89%	177
No	11%	23
Total	100%	200

## Q10 - What percentage of your usual in-person workforce is back in person currently?

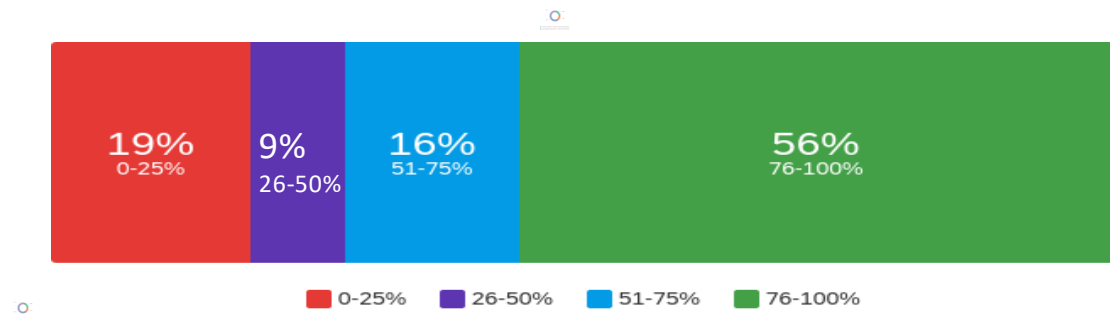
More than half of the respondents said that 76%-100% of employees are back to in person when they were taking the survey in spring 2022. 18% still had less than 25% back in the office.



What percentage of your usual in-person workforce is back in person currently?	%	Count
0-25%	18%	32
26-50%	14%	24
51-75%	16%	28
76-100%	52%	91
Total	100%	175

## Q11 - What percentage do you plan to bring back by May 2022?

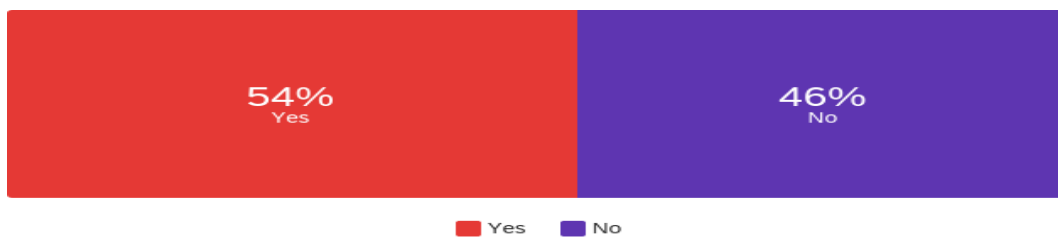
Slightly more (56%) of respondents said that they were planning to bring more than 75% of their employees back to working in person by May 2022. More than 25% of respondents said they planned to bring back less than half of their prior on-site staff to working on site by May.



What percentage do you plan to bring back by May 2022?	%	Count
0-25%	19%	32
26-50%	9%	15
51-75%	16%	28
76-100%	56%	96
Total	100	171

## Q12 - Did you allow paid domestic business travel over 100 miles for your employees prior to the pandemic?

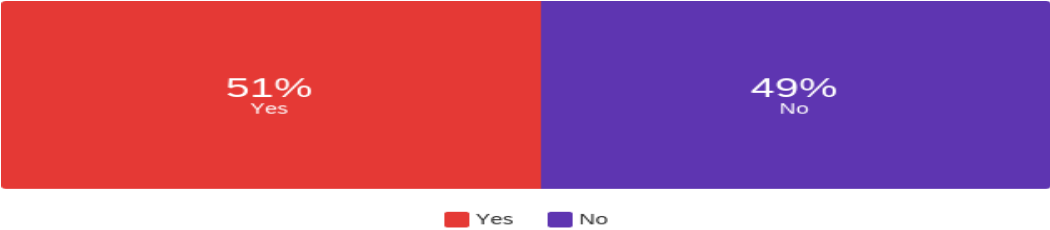
A little over half of respondents allowed paid domestic travel over 100 miles prior to the pandemic.



Did you allow paid domestic business travel over 100 miles for your employees prior to the pandemic?	%	Count
Yes	54%	104
No	46%	90
Total	100%	194

### Q13 - Are you allowing paid domestic business travel of 100 miles or farther for your employees now?

Only slightly less employers were allowing paid travel over 100 miles in spring 2022.



Are you allowing paid domestic business travel of 100 miles or farther for your employees now?	%	Count
Yes	51%	99
No	49%	94
Total	100%	193

### Q14 - Did you allow paid international business travel for your employees prior to the pandemic?

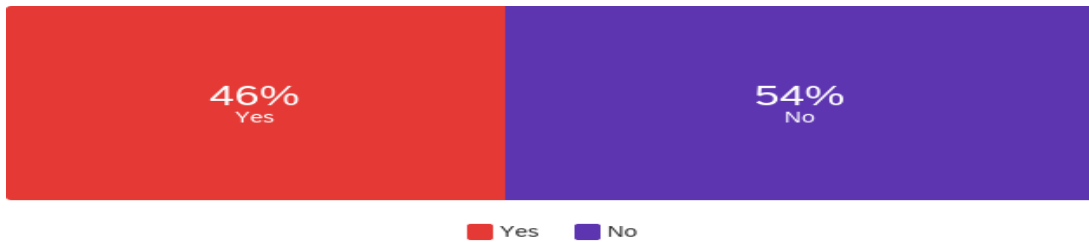
Less than a third of respondents allowed paid international travel prior to the pandemic.



Did you allow paid international business travel for your employees prior to the pandemic?	%	Count
Yes	32%	62
No	68%	131
Total	100%	193

## Q15 - Are you allowing paid international business travel now for your employees?

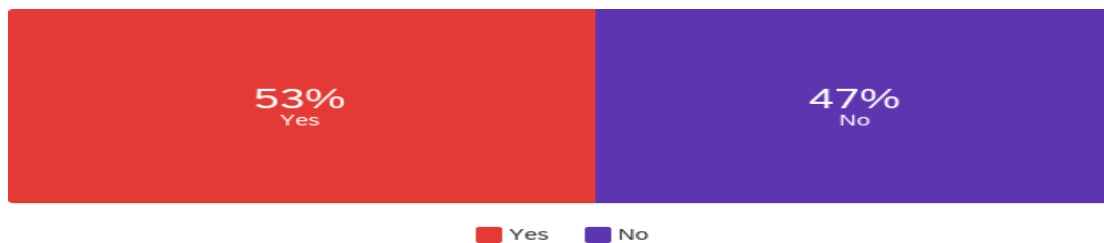
Unexpectedly, more employers are allowing international travel for employees now than before the pandemic. One possible explanation is that many people who did not allow international before the pandemic did not answer this question. 193 answered the previous question while only 103 answered this one.



Are you allowing paid international business travel now for your employees?	%	Count
Yes	46%	47
No	54%	56
Total	100%	103

## Q16 - Have you cut your travel budget due to virtual meetings?

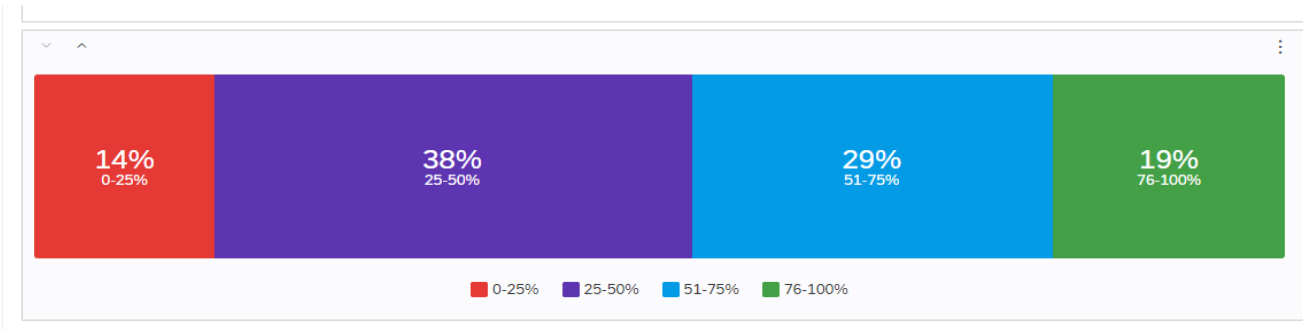
A little over half of respondents have cut their travel budgets due to an increase in virtual meetings.



Have you cut your travel budget due to virtual meetings?	%	Count
Yes	53%	101
No	47%	90
Total	100%	191

## Q17 - If so, how much have you cut down?

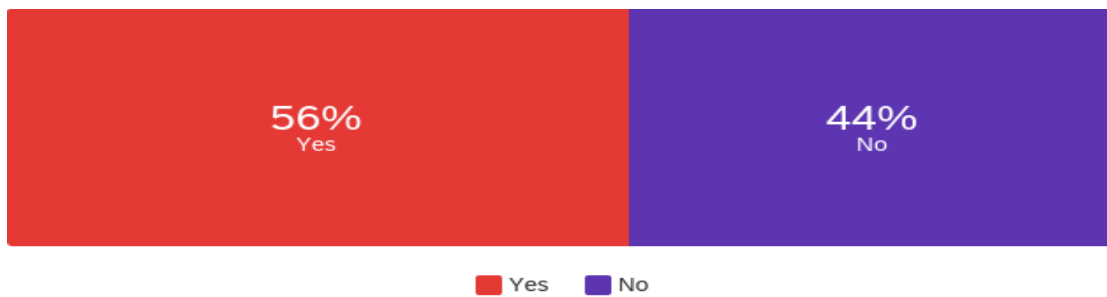
Nearly 50% of respondents who cut their travel budgets said they had cut budgets by greater than 50%



If so, how much have you cut down?	%	Count
0-25%	14%	14
25-50%	38%	37
51-75%	29%	28
76-100%	19%	18
Total	100%	97

## Q18 - Do you have a mandatory mask policy (full or partial)?

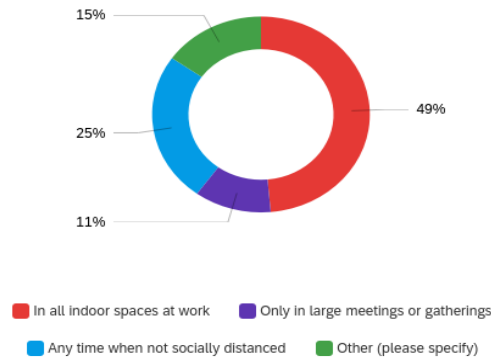
More than half of respondents had a mandatory mask policy still in effect in spring 2022.



Do you have a mandatory mask policy (full or partial)?	%	Count
Yes	56%	108
No	44%	85
Total	100%	193

## Q19 – If yes, where do you require masks?

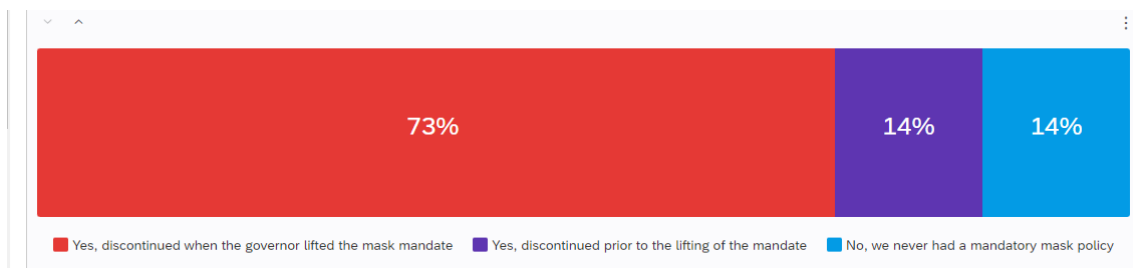
About half of respondents who said they had a mandatory mask policy, about half said that they require masks in all indoor spaces in spring 2022.



Where do you require masks?	%	Count
In all indoor spaces at work	49%	51
Any time when not socially distanced	25%	26
Other	15%	16
Only in large meetings or gatherings	11%	12
Total	100%	105

## Q20 – If no, did you previously have a mandatory mask policy?

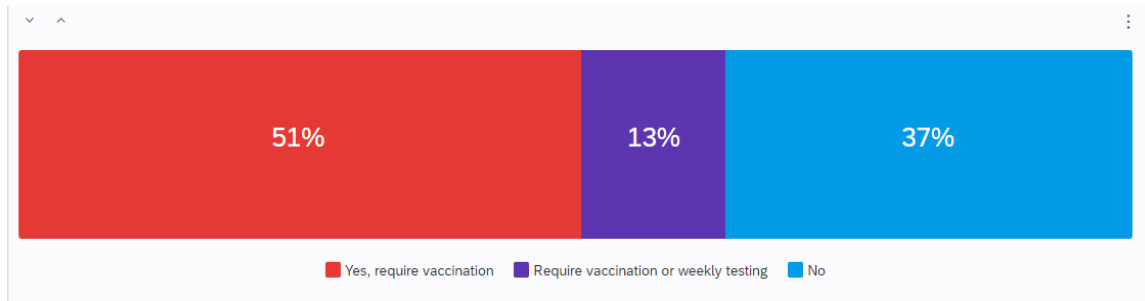
Over 70% of survey respondents who did not have mask policies in spring 2022 said that they did have mandatory mask policies, but they discontinued them when the governor lifted the mask mandate.



Did you previously have a mandatory mask policy?	%	Count
Yes, discontinued when the governor lifted the mask mandate	72%	27
Yes, discontinued prior to the lifting of the mandate	14%	5
No, we never had a mandatory mask policy	14%	5
Total	100%	37

## Q21 - Do you require your in-person employees to be vaccinated?

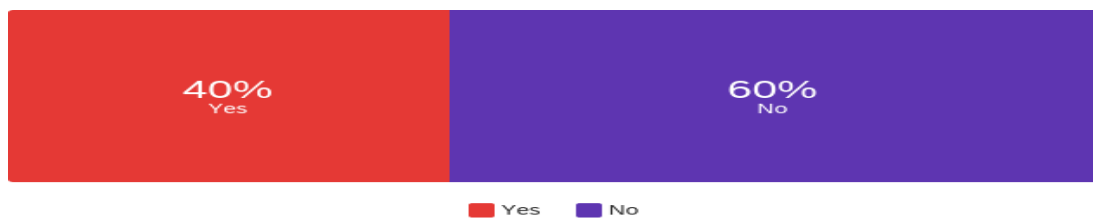
Half of respondents said that they require their in-person employees to be vaccinated with another 13% requiring vaccination or weekly testing.



Do you require your in-person employees to be vaccinated?	%	Count
Yes, require vaccination	50%	94
No	37%	68
Require vaccination or weekly testing	13%	24
Total	100%	186

## Q22 - Do you require your staff to receive a COVID booster shot?

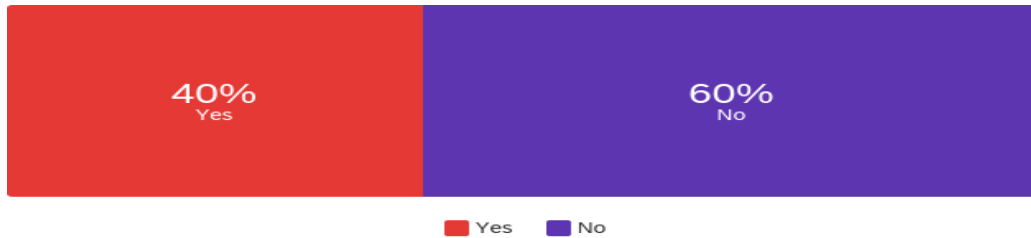
60% of respondents said that they did not require their staff to receive the COVID booster.



Do you require your staff to receive a COVID booster shot?	%	Count
Yes	40%	25
No	60%	37
Total	100%	62

### Q23 - Have you faced any difficulties bringing back your employees to work on site?

40% of respondents said they had trouble bringing employees back to work on site.



Have you faced any difficulties bringing back your employees to work on site?	%	Count
Yes	40%	75
No	60%	112
Total	100%	187

### Q24 - Please indicate any issues you have faced trying to bring employees back to work on site (check all that apply).

Of the 40% of responders having issues bringing employees back to on-site work, the majority of them were dealing with staff preferring a home environment work, staff concerned about being around others, and staff not willing to get vaccinated or boosted. In the comments, many also stated that employees are asking for more money to deal with commuting and stress of coming to work.

Answer	% of answers	Count
Staff preferring work-at-home environment	68%	51
Staff still concerned about being around others	60%	45
Staff not willing to get vaccinated or boosted	52%	39
Staff reluctant to commute on public transportation	45%	34
Other (please specify)	20%	15
Total		75



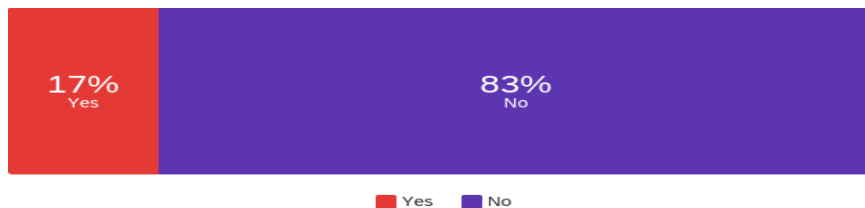
## Q25 - How have you been combatting concerns about coming back to work? (check all that apply)

Most respondents stated that they are holding more virtual meetings to cut down on travel or gatherings or offering hybrid work in order to combat concerns about coming back to work. More than two-thirds or respondents said they were now offering a hybrid work environment.

Answer	% of answers	Count
Offering hybrid work with some days on site, some at home	67%	47
Holding more virtual meetings to cut down on travel or gatherings	59%	41
Other (please specify)	23%	16
Offering pay increases to those who come back	10%	7
Total		70

## Q26 - Has your vaccination policy impacted your hiring process?

Over 80% of respondents said their vaccine policy has not impacted their hiring process.



Has your vaccination policy impacted your hiring process?	%	Count
Yes	17%	32
No	83%	153
Total	100%	185

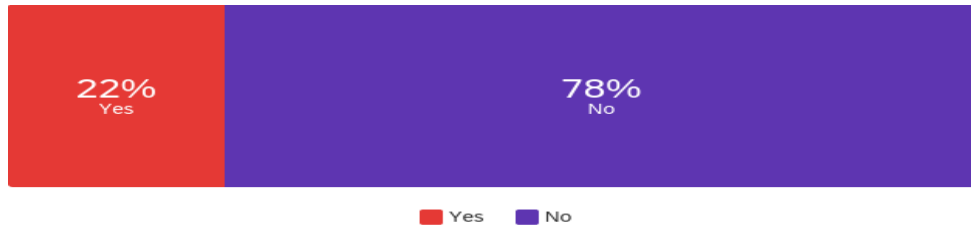
## Q27 - How has your vaccination policy impacted your hiring process? (Open-ended)

Those who said they had a vaccination policy reported candidates rejecting their offers and more difficulty finding people to hire.

How vaccination policy affected hiring	%	Count
Rejected candidates due to no vaccine	56%	18
Candidates declined offer	22%	7
More difficulty finding people	16%	5
Employees quit	6%	2
Total		32

## Q28 - Has hiring talent become easier since bonus federal unemployment benefits have expired?

About 75% of respondents said that the hiring process has not become easier since the federal unemployment benefits have expired.



Has hiring talent become easier since bonus federal unemployment benefits have expired?	%	Count
Yes	22%	40
No	78%	141
Total	100%	181

## Q29 - Have you been more successful in the hiring processes in the past few months?

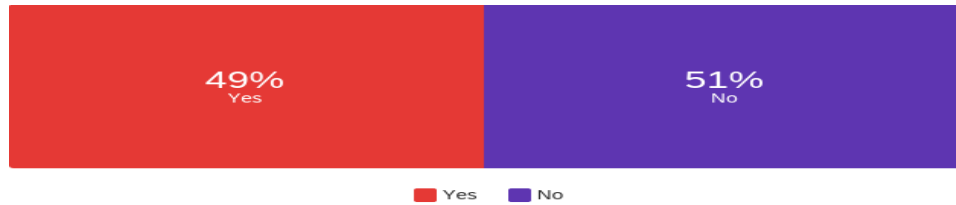
65%, or 26 respondents, said that it has been easier recently to hire people.



Have you become more successful in the hiring process in recent months?	%	Count
Yes	65%	26
No	35%	14
Total	100%	40

### Q30 - Have you noticed a general change in your employees' mental health?

About half of respondents have noticed a change in employees' mental health and half have not.



Have you noticed a general change in your employees' mental health?	%	Count
Yes	49%	90
No	51%	92
Total	100%	182

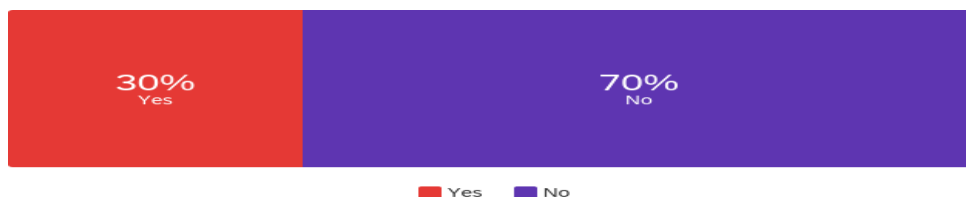
### Q31 - If so, what are some of the changes that you have seen? (Open-ended)

Of those who noticed a change in employees' mental health, 40% noted higher stress/anxiety in their employees since the pandemic. Some also saw a decrease in motivation and burnout/shorter temper.

Changes in mental health	%	Count
Higher stress	26%	23
More anxiety	18%	16
Fatigue/ burnout	12%	10
Fear of getting sick	10%	9
More focus on well-being	8%	7
Depression/ sadness	8%	7
Loss of motivation	6%	5
General improvement	6%	5
Other	6%	5
Total	100%	87

### Q32 - Do you see a shift in your employees' work ethic?

Only 30% of respondents said they see a shift in their employee's work ethic.



Do you see a shift in your employees' work ethic?	%	Count
Yes	30%	56
No	70%	129
Total	100%	185

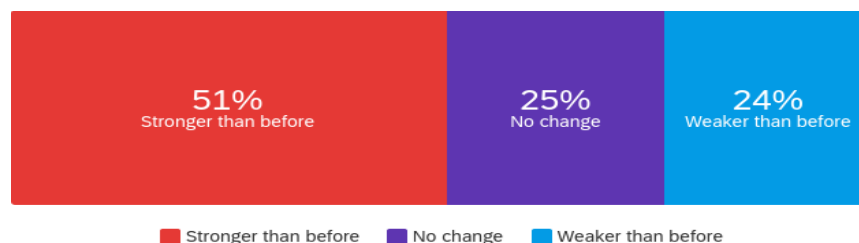
### Q33 - If so, what are some of the changes that you have seen in your employees' work ethic? (Open-ended)

Three quarters of employers who reported noticing a change in work ethic have seen a negative change in their employees' work ethic, while about a quarter saw positive changes in work ethic.

Change in employees' work ethic	%	Count
Detached from work	22%	11
Less committed/ laziness	18%	9
Challenge rules/culture	12%	6
Not showing up	12%	6
Other negative	12%	6
More motivated	10%	5
More hard working	10%	5
Other positive	4%	2
Total	100%	50

### Q34 - Do you feel your business is stronger or weaker now than before the pandemic?

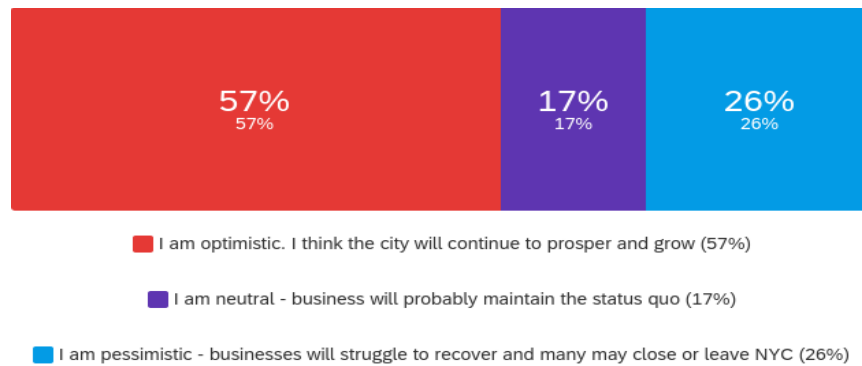
Half of the participants indicated that they feel like their business is stronger than it was before the pandemic. The other half thinks it is weaker or didn't change.



Do you feel your business is stronger or weaker now than before the pandemic?	%	Count
Stronger than before	51%	92
No change	25%	46
Weaker than before	24%	44
Total	100%	182

### Q35 - Are you optimistic about the future of business in New York City and the surrounding area over the next few years?

The majority of responders are optimistic about the future of businesses in the greater NYC area. Only around a quarter were pessimistic about it and the rest of the participants are neutral.



Are you optimistic about the future of business in New York City and the surrounding area over the next few years?	%	Count
I am optimistic.	57%	105
I am neutral	17%	31
I am pessimistic	26%	49
Total	100%	185

### Q36 - How has the minimum wage increase affected your business?

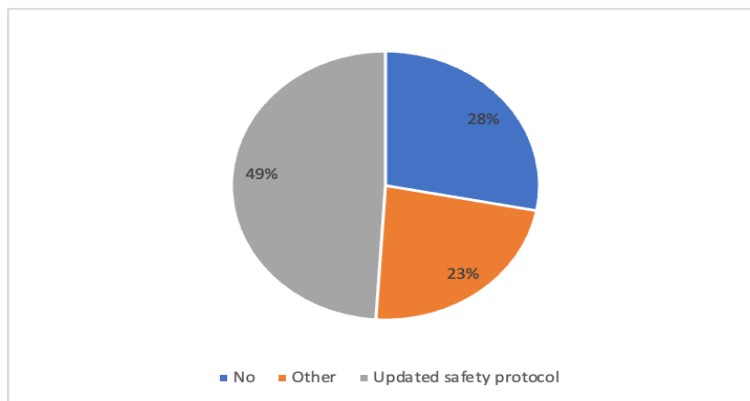
About 75% of responders said that the minimum wage increase did not affect their business.



How has the minimum wage increase affected your business?	%	Count
No impact	75%	137
Slight financial hardship	20%	36
Extreme financial hardship	5%	10
Total	100%	183

**Q37 - Is there anything else you have implemented to comply with New York's Hero Act or in response to the COVID variant? (Open-ended)**

Around half of respondents have indicated that they have updated their safety protocol. See appendix for response details.



**Q38 - Do you have any other comments that you would like to share with us? (Open-ended)**

Many respondents wrote detailed comments here. A common theme was the desire, especially by young people, to work from home. This is affecting ability to hire younger employees if you want an in-person workforce and is affecting vacancy rates in NYC office space. Some also discussed increased need for technological skills and infrastructure in the new, partially virtual environment. (See Appendix 1 for detailed responses)



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Spring 2022

Created by Pace Connect, Pace University, Lubin School of Business  
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## Appendix 1

### Full responses to the open-ended questions

Below are individual answers to each of the open-ended questions on the survey.

#### Q27 - How has your vaccination policy impacted your hiring process?

Think so

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Refusal caused us not to hire a few really talented people.

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A lot of people do not want to get vaccinated/have opinions against it

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We have had to reject candidates for not being vaccinated

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If they are not vaccinated, we cannot hire them.

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Declined offers

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Have passed up some sting candidates who weren't vaccinated.

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Some pushback from candidates

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Require proof of vaccination

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Some applicants not vaccinated will be denied access to buildings we work in, therefore they cannot become employees

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Difficult to find willing people

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Vaccine verification

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Can't hire talented people

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Some candidates drop out when they are told of the policy: one staff member resigned because of it

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We have had several ideal candidates whom we cannot hire because they will not vaccinate.

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Mandatory vaccines for all new hires

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Cut down on available pool of workers

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Yes

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Wouldn't hire unvaccinated going forward

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Didn't consider candidates that weren't or wouldn't get vaccinated

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We have added COVID vaccination to our hiring requirements.

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A few consultants left because they refused to be vaccinated. we don't hire unvaccinated people now

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We now require vaccination of all new employees

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Limited new hires

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Yes

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We state on our job ads that employees must be vaccinated

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I cannot legally discriminate, but I have asked vaccination status on application

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No unvaccinated hires

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Fewer people interested in returning full time

### **Q31 - What are some of the changes that you have seen in your employees' mental health?**

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People have had it with mask mandates and fear being instilled by the government

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Stress, financial worries, low morale

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More anxiety and depression issues

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Higher stress level, challenges managing kids

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Anxiety, depression, fatigue

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Burn out, exhaustion, fatigue over all the things we need to do to respond to the pandemic and to our "regular" jobs

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Less motivation to work

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Worse when they were out of work and need to provide for their families. Better when we can get them to work

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Concern about meeting clients and visitors in person.

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Burnout

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Short tempered

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Stress

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People are more stressed.

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Stress, burnout, urgency

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Higher levels of stress

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More stress

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Anxiety

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More assistance needed for those working alone

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More stress related absences

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More stressed

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Generally, more upbeat and less stressed. More willing to put in additional hours working from home.

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Some are more stressed and others are less stressed, having taken advantage of programs for mental health and mindfulness

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More sensitive. In need of more time.

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Higher anxiety, less effective communication

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People are more open minded and broad minded. When we have a client product launch, the employees are willing to chip in and go the extra mile.

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More worry, more focus on self-care

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Fear, less focused

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Everyone seems to be more stressed and on edge

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Remote employees in better mental health, teachers in worse mental health

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They don't want to work. Work ethic has dropped and they want more money

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People are adjusting to our new world

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Employees have much shorter tempers and more family stress situations

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More stressed

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Lack of motivation; not engaging

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People seem more stressed and tired than usual. Mental health impact.

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High anxiety

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More focus on wellness and work life balance

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Some employees seem more anxious since the pandemic

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More anxiety

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More upbeat.

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Anxiety, stress, overall overwhelmed

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Employees more comfortable in the office after being vaccinated

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Increased anxiety

---

More depression and anxiety

---

Financial stresses coupled with a change in family dynamics

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More stress, more anxiety, fear of public transit

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Hesitancy to work in office, more independent work

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Panic attacks, negativity, possible drug use

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Our organization is based on providing mental health programs and resources to community members and businesses, so our employees have witnessed the increased need and stepped up to find additional resources as well as new ways of providing care and programs.

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More political

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Need more mental health days. Calling out more

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Increased mental health issues, anxiety, unhappiness

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More anxiety and stress, lots of unknowns. The work is the work.

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More conflicts and MUCH MORE DEPRESSION

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Lower morale. Employees feeling stressed.

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Laziness and excuses

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Stressed, irritable, cranky, fearful

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Conversations around not being able to do what you really want - movies, concerts, parties - family events

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More worried about public safety issues

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Lack of willingness to be flexible and work

---

Paranoid around groups of more than 3 people

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Worse during the lockdown pause and beginning of coming back to the office

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Anxiety and uncertainty about the future

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More stress, less camaraderie

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Has gotten better

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Better

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More worried about still getting sick

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The employees are more stressed than they used to be

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More quiet and timid

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People are mentally unstable

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Emotional stress

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Increase in stress

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Happy to be back in person work

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More aware and cautious

---

General improvement

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### **Q33 - What are some of the changes that you have seen in your employees' work ethic?**

A lot of no call no show, quit without notice, etc.

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More time off, more challenges managing additional demands. Overall fatigue

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Some are less committed or making life changes

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Laziness and diminished dedication to the success of our business.

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Not as concerned

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More flexible working times; more distractions from working remotely

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Extreme dedication

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Lack of collaboration

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Working harder

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Better work ethic

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Tougher, more resilient

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People are more demanding of what they get from their employer

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More motivated and willing to work more hours since there's no concern about commuting to and from the office.

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More willing to work at their own pace

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Flexibility and openly accepting changes.

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Less focused, irritable

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They don't seem to care as much, more of a "if you don't like what I'm doing, fire me" attitude

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It seems like people forgot how to work while staying at home for 12 months. People expect more pay for less work.

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Remote employees better, in person worse

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Slower pace, disgruntled, different from years past

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More willing to challenge instructions about what to do and seemingly less interested in completing tasks

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Working constantly. Leads to burnout.

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Decreased

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People leaving the workforce

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Occasionally less motivation and independent initiative

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Not as aggressive in securing the sale. No in-person canvassing for leads

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Insisting on telecommuting though not appropriate for our necessary work environment

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Less engaged

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They have recognized the challenges and struggles and are more dedicated than ever to helping people get what they need.

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The "work from home" folks are either eager to prove they really are working; or conversely they seem more unmotivated

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Not working the same hours and hard to understand the amount of work being done

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Not as dedicated.

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Calling out more. Don't want to work hard

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Reluctance to return to pre pandemic levels of productivity, in person services.

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People take the whole day to get vaccinated or a booster

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Willing to work longer hours & off times

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Poor work ethic created by government intervention

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Motivated to find new services to make up for shrinking revenues in some areas.

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Reduced work ethic

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Poor attitudes and lack of flexibility and loyalty

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Their belief that they have a choice on how things should be

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Working harder due to fewer interruptions at home, but more stressed

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Lazier

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Negative, not caring as much about the quality of work

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Harder work

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More enthusiastic

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### **Q37 - Is there anything else you have implemented to comply with New York's Hero Act or in response to the COVID variant?**

We are an essential industry requiring most people to be in person, We educated our employees about distancing and the hazards of touching their face, had an optional mask policy and had NO COVID cases in 2020 while service up to 300 customers a day.

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We COVID test all office employees weekly, we require that employees respond to a daily health questionnaire, we have upgraded our filtration systems, we installed temperature scanners at all entrances

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Visitors must have vaccine

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Added advanced air filtration systems

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Safety measures

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Visitors are required to wear a mask upon entry.

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Contact tracing protocols must be implemented if someone gets exposed.

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Use of Envoy app for contact tracing. Employees are visiting offices one day a week based on when their department visits the office. For example, the finance team is in Office Thursdays and works remote the other days of the week.

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Daily health questionnaire

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I am the only one in my office now

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Use of gloves and hand sanitizer

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No employees in office

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Safety protocols and procedures for the office

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Smaller group sizes, different procedures for drop off and pick up by parents

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Relocated employees

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Vaccination Bonuses

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Contact tracing

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We meet face-to-face only periodically. Board meetings will resume in person in 2022.

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Now all volunteers who work in the field must be vaccinated as well!

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Daily screening questions before in person work

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Mask, testing when sick, work from home when sick or family member sick or exposure

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6 foot spacing

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Mask mandatory if unvaccinated

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Already in place due to health care mandates

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Vaccinated staff and all customers must wear masks

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A little. It's a stupid requirement.

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A full policy based on HEROES sent to staff.

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Health fairs and training and EAP because mental health of employees is suffering

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Back to work. NY is a backward state. Florida has lowest rate in the country. Too much govt

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Hand washing & disinfecting surfaces

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Temperature checks, upgraded HVAC, hand sanitizer system, reduce reliance on meetings, mask checks

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Temperature checks

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Screening questionnaire every day there will be work in person

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Require masks in public areas of office, can remove at desk or in private offices

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Uploading vaccine documentation to workday

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We have not

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Virtual Volunteer outreach

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Hero Act provisions posted at front of all locations

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More flexible with employees' safety

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Comply with all covid 19 protocols

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Employees have to get COVID tested

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Limit food service at gatherings

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Just socially distance

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### **Q38 - Do you have any other comments that you would like to share with us?**

New York needs to move on. Covid, in some form, will be with us forever. Stop the handouts and get back to work. Unfortunately, I think many of the leaders that have left are not coming back and there are people that would prefer to leave but do not have the means leaving NY with poorer less educated people while the affluent leaders are elsewhere. There is a lot of empty office space in NYC. And while younger people miss the office and want to be in an office environment, no one misses the one-hour commute, so the younger people are fleeing to states and cities where there is an office environment without the commute.

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Hourly wage workers are easier to recruit and maintain than managerial positions. The kids coming out of college these days all want to work 100% remote.

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In any leadership position there should always be consideration for the folks on the front line. No company can function with one employee. Treat people right and give an opportunity to grow and the results are unmatched.

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We are volunteers

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Safety as a result in increase of mental illness and homelessness is a paramount concern

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Crime in New York City is a concern

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The pandemic proved that a virtual work environment is viable for most businesses and most employees have embraced this philosophy. Employers need to carefully consider the impact of mandating office attendance as there are plenty of jobs that will accommodate strong talent to work from home.

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Since I am the owner and only employee of my consulting company, some of the questions were not applicable to me.

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We hire a lot of weekend work for college and high school students so increasing minimum wage makes it more challenging to find people willing to do simple gig work for affordable rates.

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New York State is tough to work in...

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COVID 19 was a trying time for business. It showed the resilience of the workforce.

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Very difficult to find qualified staff - shortage of talent impacting business

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We are struggling with finding staff

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The Westchester and NY Economy is on the brink of collapse. Without a significant change of course for the economy, NY Businesses will be facing significant hardship over the next few years. We are doing everything we can not to lay off employees. However, if our finances do not improve in the future, then we will have no other choice but to make layoffs or reduction in services. If one of the large investment banks decides to leave the State of NY, then the ripple effect will be felt for years to come. The fate of the NY economy lies in the hands of Wall Street.

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This study needs to ask and address the question: were your employees skilled enough to move to digital platforms. You have missed a critical theme in this survey: how the lack of technologically connected and skilled employees has affected businesses during Covid! I would really love to talk to BCW and other organizations about this critical issue of workforce development.

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As a small nonprofit who operated almost exclusively on a virtual basis, the pandemic didn't affect us that much. Our in-person presentations became webinars and we started a virtual group coaching program.

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My employees have worked through the pandemic in the office with little or no major problems. It's time to put the pandemic behind us and all mandates so businesses can grow.

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We provide technical consultants and their rates are much higher than usual.

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I'm glad you asked about mental health! This is incredibly important as a result of Covid. NAMI Westchester can provide a mental health program that educates people on mental health, what to look for in themselves and others (including over a virtual platform). We hope BCW members will take us up on the offer to provide this for employees and share information about what is available in our county. We host an awareness walk in May (Mental Health Awareness Month) and would like to engage businesses in this effort, as this will demonstrate the owners' recognition that mental health matters.

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it's all about the mental health of the workers at this point

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It's been a tough time but I think we'll all come out stronger and more creative to finding solutions.

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NY State and City is being led poorly and will continue to be because of apathy in the election process

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Many stable businesses have been motivated to find new ways of doing things. I think that will spark innovation in the small business marketplace well into the future.

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We have gotten no federal funding. It has been difficult

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Many of the folks in our sector are facing large issues around public service. New Yorkers don't feel safe on the streets, which makes businesses feel unwilling to invest in expansion.

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We raised all hourly wages to \$21 per hour in July 2021 to meet the "living wage" estimates

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Our company has over 12,000 employees across the US, but I have answered just for this office

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New York City is a mess.

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The financial industry is different than a lot of other different industries.

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Moving toward a hybrid plan in 2022 to reestablish culture.

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Very optimistic about Lower Hudson area in particular

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The federal unemployment benefits are a huge mistake

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New York City is headed downhill

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Provide snacks to employees to motivate employees, to make them more creative.

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Supply chain issues for all business sizes, price increase for product, money into purchasing but not get people to purchase, international to domestic ordering

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Clients are finding it difficult to factor insurance into budget because of financial hardship of the pandemic. Everything you do, you need insurance. It will cause people to not live and work in New York going further.

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Inflation and supply chain issue that caused a shortage in chips will be removed by sometime next year, as a result of the delta variant.

## Appendix 2

### Responses to text entry option when “Other” was selected

Below are responses to questions that allowed respondents to provide explanations for “Other” or for certain answers selected.

#### Q6 - Please indicate any changes you made for COVID that you still have in place (Other)

Virtual office through Microsoft Suite was utilized prior to the pandemic.

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Reduced hours and reduced staffing

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Increased service area, working with international talent

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Employee mask policy

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This is not a change but a result of remoteness - less efficiency and collaboration

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Construction cannot work from home

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Vaccine mandates

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Many, many more Zoom sessions

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More cleaning, more food distributions

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Outdoor dining

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More virtual services

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Added more outsourcing

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Hired one person and looking to scale

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Contingencies more robust

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#### Q24 - Please indicate any issues you have faced trying to bring employees back to work on site (Other)

Not enough work

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Staff is productive at home and reluctant to disrupt current work life balance. Siting time constraints and costs associated with commuting, as well as higher stress.

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The pay requested is significantly more than what they were being paid before.

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Staff wants more money

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Some employees do not want to get vaccinated

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Mental health

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Pre-pandemic staff did not come back so we have an almost entirely new staff

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Staff resigning

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More personality conflicts due to COVID stress

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Public safety: crime has increases tremendously and is a bigger factor than the pandemic

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Concern about being a carrier

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Lack of business

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Readjusting to work in-person

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Unemployment

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Q25 - How have you been combating concerns about coming back to work?  
(Other)

Programs to support employees with the transition back into the office

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We are 100% remote

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Work from home

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Educate employees

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Most of my employees didn't want to come back even with an increase so we have a new staff

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4-9-4 WFH Fridays

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Health fairs, team building, inducements to vaccinations

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Reconfigure office to allow for social distancing

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One on one conversations about vaccinations & boosters

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Looking for different office space where the building provides additional security

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Offering Uber or Lyft to go from meeting to meeting

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They can quit

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Motivating employees

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Increased sanitation

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## Appendix 3

### Crosstabs by Location

All city boroughs were combined into a New York City variable to analyze differences between New York City and Westchester. Long Island and other locations are not included so totals will be somewhat different from the totals earlier in the report.

Industry	Total	New York City	Westchester
Q2: Please indicate which industry your business is currently engaged in - Selected Choice	Total Count (Answering)	168.0	94.0
	Engineering and construction	3.6%	2.1%
	Food and beverage	5.4%	4.3%
	Financial	16.1%	10.6%
	Manufacturing	3.6%	3.2%
	Retail	4.2%	2.1%
	Service	1.8%	2.1%
	Wholesale and distribution	1.8%	1.1%
	Entertainment / Tourism	1.2%	0.0%
	Health / Human services	8.3%	10.6%
	Professional Services	17.9%	24.5%
	Not-for-profit	17.3%	22.3%
	Other (please specify)	19.0%	17.0%

Size	Total	New York City	Westchester
Q3: Please indicate the current size of your business	Total Count (Answering)	168.0	94.0
	Under 50 employees	56.5%	69.1%
	50 to 100 employees	11.9%	14.9%
	101 to 500 employees	11.3%	6.4%
	501 to 1000 employees	1.8%	2.1%
	Over 1000 employees	18.5%	7.4%

Revenue	Total	New York City	Westchester
Q4: Please indicate the total annual revenue range for your business	Total Count (Answering)	156.0	90.0
	Less than \$1 million	28.2%	32.2%
	\$1.1 to 2.4 million	12.8%	20.0%
	\$2.5 - \$4.9 million	8.3%	11.1%
	\$5 million - \$9.9 million	8.3%	10.0%
	\$10 million or more	42.3%	26.7%

Flexible remote work	Total	New York City	Westchester
Q5: Are you more flexible now than before COVID in allowing your employees to work remotely?	Total Count (Answering)	168.0	94.0
	Yes	75.6%	73.4%
	No	24.4%	26.6%

Changes from COVID	Total	New York City	Westchester
Q6: Please indicate any changes you made for COVID that you still have in place (check all that apply) - Selected Choice	Total Count (Answering)	157.0	87.0
	More employees working from home	63.7%	59.8%
	E-commerce or delivery options that were added	18.5%	19.5%
	Reduced office or floor space	18.5%	13.8%
	New products or services that were added	31.8%	42.5%
	New procedures that were implemented	66.2%	66.7%
	Improved IT systems and support	49.0%	48.3%
	Reduced service or sales capacity	8.9%	10.3%
	Other (please specify)	7.6%	11.5%

Omicron	Total	New York City	Westchester
Q7: Was your business affected by the recent spike in COVID cases due to the omicron variant?	Total Count (Answering)	53.0	19.0
	Yes	45.3%	36.8%
	No	54.7%	63.2%

In person before COVID	Total	New York City	Westchester
Q9: Did you have employees working in person prior to the pandemic?	Total Count (Answering)	165.0	93.0
	Yes	89.1%	88.2%
	No	10.9%	11.8%

Percent in person		Total	New York City	Westchester
Q10: What percentage of your usual in-person workforce is back in person currently?	Total Count (Answering)	146.0	65.0	81.0
	0-25%	18.5%	15.4%	21.0%
	26-50%	14.4%	21.5%	8.6%
	51-75%	13.7%	15.4%	12.3%
	76-100%	53.4%	47.7%	58.0%

Domestic travel		Total	New York City	Westchester
Q13: Are you allowing paid domestic business travel of 100 miles or farther for your employees now?	Total Count (All)	168.0	74.0	94.0
	Yes	48.8%	56.8%	42.6%
	No	47.0%	39.2%	53.2%

Paid international travel		Total	New York City	Westchester
Q15: Are you allowing paid international business travel now for your employees?	Total Count (Answering)	85.0	45.0	40.0
	Yes	44.7%	62.2%	25.0%
	No	55.3%	37.8%	75.0%

Cut travel budget		Total	New York City	Westchester
Q16: Have you cut your travel budget due to virtual meetings?	Total Count (Answering)	160.0	71.0	89.0
	Yes	51.9%	54.9%	49.4%
	No	48.1%	45.1%	50.6%

Require vaccination		Total	New York City	Westchester
Q21: Do you require your in-person employees to be vaccinated?	Total Count (Answering)	155.0	68.0	87.0
	Yes, require vaccination	49.7%	66.2%	36.8%
	Require vaccination or weekly testing	14.8%	13.2%	16.1%
	No	35.5%	20.6%	47.1%

Required booster	Total	New York City	Westchester	
Q22: Do you require your staff to receive a COVID booster shot?	Total Count (Answering)	46.0	30.0	16.0
	Yes	45.7%	53.3%	31.3%
	No	54.3%	46.7%	68.8%

Problems bringing staff back	Total	New York City	Westchester	
Q23: Have you faced any difficulties bringing back your employees to work on site?	Total Count (Answering)	156.0	68.0	88.0
	Yes	41.0%	48.5%	35.2%
	No	59.0%	51.5%	64.8%

Incentives	Total	New York City	Westchester	
Q25: How have you been combating concerns about coming back to work? (check all that apply) - Selected Choice	Total Count (Answering)	60.0	31.0	29.0
	Offering pay increases to those who come back	11.7%	9.7%	13.8%
	Offering hybrid work with some days on site, some at home	65.0%	58.1%	72.4%
	Holding more virtual meetings to cut down on travel or gatherings	56.7%	45.2%	69.0%
	Other (please specify)	23.3%	32.3%	13.8%

End of unemployment	Total	New York City	Westchester	
Q28: Has hiring talent become easier since bonus federal unemployment benefits have expired?	Total Count (Answering)	151.0	67.0	84.0
	Yes	21.2%	20.9%	21.4%
	No	78.8%	79.1%	78.6%

Change in mental health	Total	New York City	Westchester	
Q30: Have you noticed a general change in your employees' mental health?	Total Count (Answering)	151.0	65.0	86.0
	Yes	47.7%	43.1%	51.2%
	No	52.3%	56.9%	48.8%

Change in work ethic		Total	New York City	Westchester
Q32: Do you see a shift in your employees' work ethic?	Total Count (Answering)	154.0	68.0	86.0
	Yes	30.5%	29.4%	31.4%
	No	69.5%	70.6%	68.6%

Stronger or weaker		Total	New York City	Westchester
Q34: Do you feel your business is stronger or weaker now than before the pandemic?	Total Count (Answering)	151.0	67.0	84.0
	Stronger than before	51.0%	50.7%	51.2%
	No change	23.8%	26.9%	21.4%
	Weaker than before	25.2%	22.4%	27.4%

Future of New York City		Total	New York City	Westchester
Q35: Are you optimistic about the future of business in New York City and the surrounding area over the next few years?	Total Count (Answering)	153.0	67.0	86.0
	I am optimistic. I think the city will continue to prosper	54.2%	59.7%	50.0%
	I am neutral - business will probably maintain status quo	19.0%	13.4%	23.3%
	I am pessimistic - businesses will struggle to recover and many may close or leave NYC	26.8%	26.9%	26.7%

Minimum wage		Total	New York City	Westchester
Q36: How has the minimum wage increase affected your business?	Total Count (Answering)	152.0	67.0	85.0
	No impact	73.0%	80.6%	67.1%
	Slight financial hardship	21.1%	13.4%	27.1%
	Extreme financial hardship	5.9%	6.0%	5.9%



## Appendix 4

### Crosstabs by Size of Business (Number of Employees)

This sections looks at some of the questions in the survey to see if there are differences in responses for different sized companies, based on number of employees. Only questions where differences might be meaningful are examined.

Industry	<b>Total</b>	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000	
Q2: Please indicate which industry your business is currently engaged in - Selected Choice	<b>Total Count (Answering)</b>	203.0	114.0	25.0	24.0	3.0	37.0
	Engineering and construction	4.4%	5.3%	4.0%	8.3%	0.0%	0.0%
	Food and beverage	5.4%	6.1%	12.0%	4.2%	0.0%	0.0%
	Financial	15.3%	11.4%	8.0%	12.5%	0.0%	35.1%
	Manufacturing	3.4%	3.5%	8.0%	0.0%	0.0%	2.7%
	Retail	4.4%	6.1%	4.0%	0.0%	0.0%	2.7%
	Service	2.0%	3.5%	0.0%	0.0%	0.0%	0.0%
	Wholesale and distribution	1.5%	1.8%	0.0%	4.2%	0.0%	0.0%
	Entertainment / Tourism	2.5%	2.6%	0.0%	4.2%	0.0%	2.7%
	Health / Human services	8.4%	3.5%	12.0%	4.2%	66.7%	18.9%
	Professional Services	17.7%	22.8%	20.0%	8.3%	0.0%	8.1%
	Not-for-profit	16.3%	15.8%	16.0%	29.2%	0.0%	10.8%
	Other (please specify)	18.7%	17.5%	16.0%	25.0%	33.3%	18.9%

Revenue	<b>Total</b>	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000	
Q4: Please indicate the total annual revenue range for your business	<b>Total Count (Answering)</b>	191.0	108.0	24.0	21.0	3.0	35.0
	Less than \$1 million	30.9%	53.7%	0.0%	4.8%	0.0%	0.0%
	\$1.1 to 2.4 million	11.0%	18.5%	4.2%	0.0%	0.0%	0.0%
	\$2.5 - \$4.9 million	9.9%	12.0%	25.0%	0.0%	0.0%	0.0%
	\$5 million - \$9.9 million	7.9%	6.5%	20.8%	9.5%	0.0%	2.9%
	\$10 million or more	40.3%	9.3%	50.0%	85.7%	100.0%	97.1%

More remote work	<b>Total</b>	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000	
Q5: Are you more flexible now than before COVID in allowing your employees to work remotely?	<b>Total Count (Answering)</b>	203.0	114.0	25.0	24.0	3.0	37.0
	Yes	74.4%	63.2%	84.0%	91.7%	66.7%	91.9%
	No	25.6%	36.8%	16.0%	8.3%	33.3%	8.1%

Omicron		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q7: Was your business affected by the recent spike in COVID cases due to the omicron variant?	Total Count (Answering)	72.0	30.0	7.0	12.0	1.0	22.0
	Yes	45.8%	40.0%	28.6%	66.7%	100.0%	45.5%
	No	54.2%	60.0%	71.4%	33.3%	0.0%	54.5%

Percent back		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q10: What percentage of your usual in-person workforce is back in person currently?	Total Count (Answering)	174.0	92.0	24.0	22.0	2.0	34.0
	0-25%	18.4%	18.5%	16.7%	18.2%	0.0%	20.6%
	26-50%	13.8%	5.4%	12.5%	4.5%	50.0%	41.2%
	51-75%	16.1%	15.2%	8.3%	31.8%	0.0%	14.7%
	76-100%	51.7%	60.9%	62.5%	45.5%	50.0%	23.5%

Cut travel budget		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q16: Have you cut your travel budget due to virtual meetings?	Total Count (Answering)	190.0	105.0	24.0	24.0	3.0	34.0
	Yes	52.6%	45.7%	54.2%	58.3%	0.0%	73.5%
	No	47.4%	54.3%	45.8%	41.7%	100.0%	26.5%

Require vaccination		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q21: Do you require your in-person employees to be vaccinated?	Total Count (Answering)	185.0	103.0	24.0	23.0	3.0	32.0
	Yes, require vaccination	50.8%	52.4%	33.3%	56.5%	66.7%	53.1%
	Require vaccination or weekly testing	13.0%	4.9%	20.8%	13.0%	33.3%	31.3%
	No	36.2%	42.7%	45.8%	30.4%	0.0%	15.6%

Require booster		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q22: Do you require your staff to receive a COVID booster shot?	Total Count (Answering)	61.0	25.0	6.0	11.0	1.0	18.0
	Yes	41.0%	52.0%	0.0%	36.4%	0.0%	44.4%
	No	59.0%	48.0%	100.0%	63.6%	100.0%	55.6%

Difficulties bringing back		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q23: Have you faced any difficulties bringing back your employees to work on site?	Total Count (Answering)	186.0	104.0	24.0	23.0	3.0	32.0
	Yes	39.8%	28.8%	54.2%	56.5%	66.7%	50.0%
	No	60.2%	71.2%	45.8%	43.5%	33.3%	50.0%

Combatting hiring issues		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q25: How have you been combating concerns about coming back to work? (check all that apply)	Total Count (Answering)	69.0	27.0	13.0	12.0	2.0	15.0
	Offering pay increases to those who come back	10.1%	11.1%	15.4%	8.3%	0.0%	6.7%
	Offering hybrid work with some days on site, some at home	66.7%	55.6%	69.2%	75.0%	50.0%	80.0%
	Holding more virtual meetings to cut down on travel or gatherings	59.4%	51.9%	69.2%	66.7%	100.0%	53.3%
	Other (please specify)	23.2%	29.6%	15.4%	33.3%	0.0%	13.3%

Stronger or weaker		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q34: Do you feel your business is stronger or weaker now than before the pandemic?	Total Count (Answering)	181.0	101.0	24.0	23.0	3.0	30.0
	Stronger than before	50.8%	49.5%	50.0%	47.8%	33.3%	60.0%
	No change	25.4%	26.7%	29.2%	26.1%	0.0%	20.0%
	Weaker than before	23.8%	23.8%	20.8%	26.1%	66.7%	20.0%

Future of NYC		Total	Under 50	50 to 100	101 to 500	501 to 1000	Over 1000
Q35: Are you optimistic about the future of business in New York City and the surrounding area over the next few years?	Total Count (Answering)	183.0	102.0	24.0	23.0	3.0	31.0
	I am optimistic. I think the city will continue to prosper and grow	57.4%	55.9%	50.0%	56.5%	66.7%	67.7%
	I am neutral - business will probably maintain the status quo	16.9%	15.7%	20.8%	26.1%	0.0%	12.9%
	I am pessimistic - businesses will struggle to recover and many may close or leave NYC	25.7%	28.4%	29.2%	17.4%	33.3%	19.4%

## Appendix 4

### Comparisons with last year's poll

These charts compare answers in 2022 to the answers respondents gave in our first poll in 2021. Only questions that were asked in both polls are shown here. In some cases, we asked about what companies thought would be the case after the pandemic, while in 2022, we asked about the current situation. This is noted by adding “will” to show how the question was asked in 2021.

<b>Changes kept from COVID (% of answers)</b>	<b>2022</b>	<b>2021</b>
New procedures that were implemented	66%	59%
More employees working from home	62%	51%
Improved IT systems and support	51%	41%
New products or services that were added	31%	32%
Reduced office or floor space	18%	22%
E-commerce or delivery options that were added	17%	16%
Reduced service or sales capacity	9%	4%
Other (please specify)	10%	7%

<b>Do (will) you require your in-person employees to be vaccinated?</b>	<b>2022</b>	<b>2021</b>
Yes, require vaccination	50%	24%
No	37%	37%
Require vaccination or weekly testing	13%	
Not sure		39%
Total	100%	100%

<b>Do you feel your business is (will be) stronger or weaker now than before the pandemic?</b>	<b>2022</b>	<b>2021</b>
Stronger than before	51%	65%
No change	25%	22%
Weaker than before	24%	13%
Total	100%	100%

<b>Are you optimistic about the future of business in New York City and the surrounding area over the next few years?</b>	<b>2022</b>	<b>2021</b>
I am optimistic.	57%	53%
I am neutral	17%	22%
I am pessimistic	26%	25%
Total	100%	100%