



HR's Return-to-Work Checklist

Presented by  Lattice

Introduction

Months after a pandemic shuttered the global economy, the notion of returning to work seems almost surreal — but it's actually happening.

As state and local governments begin rolling back restrictions, HR teams are starting to draft up plans around what a post-COVID-19 workplace will look like. As one might expect, determining the who, what, where, and why is a massive undertaking. How will you keep employees safe? Will you really ask everyone to come back? Naturally, there are more questions than answers.

Whether you foresee opening next month or next year, let's take those first steps together. This guide will walk you through what you need to know about reopening, from getting employees' opinions on the decision to implementing safety precautions.

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CHAPTER 1

Surveying Employees

Surveying Employees

While the decision of how to reopen ultimately falls to your leadership team, moving forward without seeking employees' input would be risky, to say the least. Health crises are inherently personal — and at-risk individuals may interpret a unilateral decision to reopen as reckless.

In advance of any decision, run an employee survey. You may find that certain departments or parts of the business are more eager to return than others. Similarly, you may discover that some members of the team have been more productive working from home. These are just some of the insights you can glean from asking employees directly.

1. Address a variety of issues — from commuting to timing.

While survey questions will vary based on your industry, company size, or workplace (for example, if you're in a dedicated office versus a coworking space), there are themes almost everyone will need to address. Many of these issues go beyond just the fear of getting sick. School and daycare closures, interrupted train service, and state and local restrictions have made it harder to report to work even for those who want to.

With that in mind, survey questions should cover issues like commuting, office hygiene, childcare, and preferred work scheduling. You can gain even more insight by giving employees the opportunity to leave additional comments, as employees may have circumstances that go beyond what you considered.

Here are some important questions to ask in your return-to-work survey, including the rationale for each

1. Before the crisis started, how did you commute to work?

For at-risk employees, it's not the workplace they're necessarily worried about — it's getting there. That's especially true in major cities like San Francisco and New York City, where commuters rely primarily on mass transit. Ask about your employees' commutes to assess just how much of a leap it would be to welcome employees back onsite. If most workers rely on subways, buses, or trains, it may be worth delaying your reopening.

2. Prior to a vaccine being available, how comfortable are you with commuting to or being in the office?

With a COVID-19 vaccine likely unavailable until the end of the year (at the earliest), companies may need to weigh whether it's worth reopening their physical workplace before then. If only some report feeling concerned about coming to work, it might be worth looking into a partial or phased reopening plan.

3. After stay-at-home restrictions are lifted, how likely is it that you would look forward to returning?

Some employees have had a hard time adapting to remote work, so it's tempting to assume they're secretly clamoring to come back. Don't jump to conclusions — ask them directly. Those results will inform your timing and the extent to which you need to phase in your reopening plans.

4. What would your ideal working arrangement be until the end of the year?

While some employees might be comfortable returning to work, they might not want to commit to the usual five days per week. Ask employees which of the following arrangements they'd prefer, including:

- Working from home full-time
- Working from home 1-2 days per week
- Working from home 3-4 days per week
- Working onsite all week

Some companies are planning to welcome back employees on a rotational basis, limiting the maximum number of people allowed onsite. If you're considering that kind of approach, this question can help inform your next steps.

5. What safeguards or precautions would you expect to be available before feeling safe to return to the office?

From temperature screenings at the door to closing down common areas, companies are implementing a few different practices to keep employees safe. Give employees a range of options to choose from that your team can actually execute on.

6. What concerns you the most about returning to work?

There are plenty of reasons why employees might be hesitant about returning — and they don't necessarily all relate to getting sick. With limited access to schools, daycares, or summer camps, childcare might be a major concern for working parents.

Others might be worried about productivity. Potential employee challenges or concerns include:

- Being exposed to COVID-19 while commuting
- Being exposed to COVID-19 while at work
- Caring for family members at home
- Childcare arrangements
- I won't be as productive
- Potentially infecting my peers

You can't account for every potential concern, so consider adding an "other" option with an open text field. The results will help you better understand where employees' heads are at and how you might be able to address what's troubling them.

7. What motivates you the most about returning to work?

There's no question that the last few months have forced many to adjust their work habits. Some employees might still be struggling with the change. Ask them what it is, exactly, that they miss about working in the office. Provide them with a few examples, including:

- Interacting with coworkers
- My hardware/equipment
- I'm more productive
- I find it easier to collaborate

Keep in mind that this information is valuable even if reopening isn't in your immediate future. You'll gain a better sense of what's still troubling your team about remote work — and how you can potentially help.

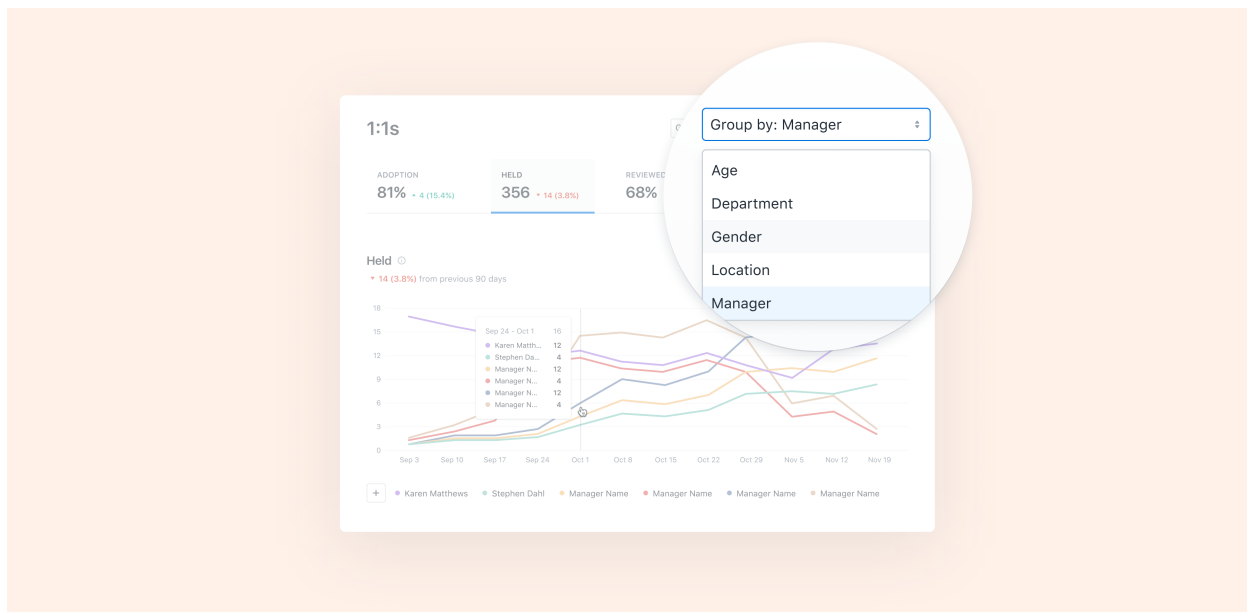
8. When's the soonest you'd be comfortable returning to work?

Finally, the question on every HR professional's mind. Ask employees to share when they'd be comfortable returning to the office — whether it's early August or January 2021. Be sure to include an option that simply states, "not until a vaccine is widely available." While you can't anticipate if (or when) there might be a second wave, these questions can help you decide whether it's worth holding off on reopening until next year.

2. Analyze and present the findings.

After giving employees at least a week to respond, dig into the results. Like you would with a traditional engagement survey, look at cross-sections of the data. Are certain departments more or less eager to return? If you have offices in multiple cities, consider whether those in “hot spots” were less inclined to come back anytime soon.

After spending time with the data, present your findings to leadership. If they want to reopen sooner than employees, position doing so as a risk to morale or engagement. If your results vary widely from segment to segment, make the case for a phased or partial reopening. With the potential for a “second wave” still looming, taking a more conservative approach may make it easier to switch back to remote work if needed.



Next, present your survey findings to the rest of the company via an all-hands meeting or company-wide email. In addition to sharing the results for each question, consider presenting department-level responses if teams are big enough (so as to preserve anonymity). This context is important since a large team’s sentiments could skew your overall findings, leaving others feeling overlooked in the decision-making process.

Employees will expect you to pair the findings with detailed information on timing. While it may be tempting to set a date for your “grand reopening,” doing so puts your HR and office team in a corner. Given the preparation and uncertainty involved, commit to a more general timeline. Saying something like “no sooner than October 1” provides employees with greater clarity while still giving you the flexibility to push reopening by a few days.

Further, consider hedging any return-to-work plans with a statement that at-risk individuals can stay remote longer. Like the virus itself, this year’s events have impacted us all differently — and even if your workplace is generally excited to return, every voice counts.

CHAPTER 2

Reopening Logistics

Reopening Logistics

There's no such thing as a one-size-fits-all reopening plan. Your industry, headcount, and employees' feedback should all influence the direction you go in. In some cases, geography won't just influence your next steps, they'll dictate them depending on what reopening phase your city or state is in.

That said, there are recurring themes in how companies are handling timing, employee scheduling, and office space in general. Here are some of the reopening models worth considering.

1. Decide on timing.

Before deciding how you'll reopen, you need to determine when. That timetable is largely dependent on whether your company can even operate with everyone being remote. For industries like hospitality and onsite retail, pushing out reopening until next year just isn't feasible.

The first option is to mirror city and state guidelines. In a survey of HR professionals, Lattice found that 40% of companies are planning on reopening a few weeks after restrictions are lifted. It's worth noting that just 3% are planning on reopening immediately after being allowed to — meaning companies wanted time to plan office logistics, implement safety measures, and respond to employee questions and concerns.

Of those survey respondents, many pointed to Labor Day or early October as their likely reopening dates. That approach gives companies a chance to see how things turn out as infection rates ebb and flow through the summer. It also gives ample time for cities and states to make their way through the various reopening phases, the last of which may be months ahead.

Another, more conservative option is to hold off on reopening until a vaccine becomes available. This approach was preferred by 20% of Lattice survey respondents, accounting for the second-most popular answer. Experts now predict that a COVID-19 vaccine won't be available until the start of 2021. Companies including Facebook and Google have taken the hint, letting their employees work from home until the start of next year.

2. Consider rotating schedules.

Instead of inviting employees back all at once, most HR leaders are planning to have them return in phases once non-essential businesses are allowed to open up. Companies are experimenting with a few different permutations, including keeping entire teams remote for the year or letting employees “reserve” physical space as needed. Lattice survey data shows 78% are planning to adopt rotating schedules as part of their return-to-work plans. Some of those arrangements include:

- Allowing essential employees onsite for a set number of days per week
- Asking employees to “reserve” space as needed in advance
- Alternating weeks for specific departments
- Splitting employees into two or three groups, alternating onsite access through the week

If your company needs certain departments onsite in the short-term, be considerate of their health and safety by limiting everyone else’s access. Rather than feel slighted for having to come in, essential workers might appreciate the gesture since it limits their exposure to others.

3. Weigh the merits of physical space.

Has working from home been a transformative experience for your team? Based on employees’ survey feedback, you may want to reconsider how your workplace’s physical space gets used in the long term. That may mean downgrading to a smaller office, switching to a coworking space, or even going full-remote for the foreseeable future. Whatever you decide, the decision should be backed by both employee engagement and performance data. If you’ve been running pulse or crisis response surveys, you should be equipped with the feedback you need.

Whatever you decide, consider whether your workspace can accommodate the safety measures discussed later in this guide. Cramped hallways, immovable work stations, and tiny cafeterias probably won’t give you the flexibility to adapt to a post-COVID world. Lattice survey data shows that one major consideration is the downsizing of certain spaces or perks — over half of respondents said they were doing away with office pantries, at least for this year.

CHAPTER 3

Safety Precautions

Safety Precautions

Getting “back to normal” isn’t enough when it comes to office hygiene and safety. HR teams will need to implement aggressive measures to ensure that employees are safe and workspaces are sanitary and compliant with social distancing requirements.

For some companies, that means equipping employees with personal protective equipment (PPE) or separating their desks. For others, it’s implementing temperature checks or closing off certain parts of the office. Here are some of the practices and procedures HR teams can implement to mitigate workplace safety risks.

1. Consider implementing temperature checks.

Not all virus carriers show a fever right away. Still, that hasn’t stopped employers from incorporating temperature checks into their reopening plans en masse. [In a memo](#) released earlier this year, the Centers for Disease Control (CDC) encouraged businesses to run daily health checks on their employees. That guidance resulted in [a surge of thermometer orders](#) from employers across all industries.

While some companies were planning to process temperature checks throughout the day, most were reserving them for the beginning of the day. In addition to being less disruptive for employees, the latter approach also means your designated “temperature checker” won’t be tied up for the whole day running ad-hoc temperature scans. The individual designated with that responsibility should be in HR and (ideally) not share the role with more than one other person. Rotating the responsibility from person-to-person could risk getting multiple individuals sick — not because of the testing itself (which can be done from up to six feet away), but the handling of the thermometer. Limiting access to the readings also mitigates the compliance risk of results being shared with others.

Just months ago, the notion that the CDC would ask workplaces to run temperature checks seemed farcical. If you’ve decided to implement them, get ahead of employee concerns by explaining the “why.” As you announce your reopening plans, communications should always emphasize that you’re implementing them with employees’ safety and wellbeing in mind and that results are completely confidential.

2. Provide employees with personal protective equipment.

You wouldn’t bat an eye at someone wearing a mask, latex gloves, or even a face shield at the supermarket these days. With non-essential businesses starting to reopen, personal protective equipment (PPE) will likely become a part of standard workwear through the end of the year. In advance of reopening, order all of the PPE you anticipate needing. While the size of your “stockpile” will depend on your overall

return-to-work plans, you should have enough PPE for every onsite employee, every day — plus extra for visitors, should you choose to allow them back. Some companies are even providing employees with custom, branded masks.

This is another area where flexibility comes into play. While onsite employees should wear their PPE throughout the day, doing so may be uncomfortable or even distracting for some. Role permitting, allow these individuals to work from home until it becomes safe to report to the office without protective gear. Having them onsite without PPE will likely make their peers uncomfortable or encourage others to go maskless as well.

In addition to ordering PPE that employees physically wear, stock up on hand sanitizer and disinfectant wipes. These should be placed throughout the office, including at the front door, in hallways, and any shared spaces like your pantry (if you opt to keep them open). Budget permitting, you may want to purchase hands-free dispensers in these areas and provide employees with personal bottles of sanitizer to avoid cross-contamination. As an added measure, some companies are even planning to hire cleaning services to disinfect offices on a daily, weekly, or biweekly basis.

3. Reconfigure your physical space.

Your workplace will probably need a complete redesign — and we're not talking about the interior decorating. The CDC also published detailed recommendations on how companies can organize their workspaces to minimize infection risk. Their key recommendation is to keep employees six feet apart at all times, meaning separated desks and fewer chairs in conference rooms. It also likely means limiting the use of kitchen tables to one per person.

In addition to separating employee workspaces, you can also create physical obstacles between them. Some have suggested that COVID-19 may spur a “return of the cubicle,” and there's evidence to back that up. Plexiglass orders have reached an all-time high, as businesses are adding even more protection in the form of sneeze guards. While some of these precautions may be unnecessary if you have ample space to work with, they could help put employees' minds at ease in tighter quarters.

Your shared spaces like kitchens and restrooms also need to be reconfigured. For the former, some companies either closed them off or asked employees to sign up to use them. To keep restrooms safe, companies either installed automatic doors or propped them open. Companies are also limiting movement in hallways to avoid congestion. Taking a nod from supermarkets and other essential businesses, HR teams put down tape on floors to create one-way “lanes” denoting which way employees should walk.

While it remains unclear if companies will need to follow these precautions after 2020, this is yet another reason why offering flexibility is so important. It's intuitive enough: The fewer people in the office, the easier it is to comply with CDC guidelines and keep employees apart.

CHAPTER 4

Keeping Employees Engaged

Keeping Employees Engaged

Some employees have spent months working remotely. If keeping morale high was difficult when employees were away, it may be even more challenging once you ask them to start coming back. Some may be upset by your decision to reopen — or even accuse your company of playing favorites based on who's asked to come in.

Operating during a pandemic doesn't have to come at the expense of team unity. There are concrete ways that HR teams can motivate and engage employees after a partial or full reopening.

1. Reward onsite essential staff.

In the midst of a pandemic, even the simple act of coming into work is going above and beyond. If you have employees that, by the nature of their work, absolutely need to be onsite, consider offering them additional perks and ample recognition.

Some companies are issuing “hazard pay” to their employees for coming in, either doled out as a large one-time bonus or in smaller increments every paycheck. With respect to employee morale, the gesture is often just as impactful as the payment itself. Non-essential colleagues likely won't cry foul, as they have their own remote-exclusive perks as well, namely flexibility. Because challenges like arranging childcare are shared by essential and non-essential employees alike, the flexibility to work from home is still an important benefit for the latter group.

In addition to offering hazard pay, employers can further reward onsite staff by limiting workplace access to everyone else. In asking employees to report for work, you're already subjecting them to risks — don't make it worse by unnecessarily cramming the office with people. If an employee voluntarily reaches out asking to come onsite, work with their manager to determine if they truly need to be there.

2. Encourage employees to disconnect.

Lattice [survey data](#) shows that the last few months have left employees feeling burned out and out of balance. That dynamic might only worsen as individuals are asked to come onsite again. Under normal circumstances, a beach getaway or flight abroad might sound like the surest remedy. Unfortunately, with travel being non-starter for the foreseeable future, you'll need to take a more active role in getting employees to take time for themselves and avoid burnout.

Through their managers, encourage employees to continue making use of your PTO policy even during the pandemic. That might mean offering up additional days off or giving employees a “freebie” if they're worried about burning through their accrued days. You may want to take a data-driven approach in your outreach by using PTO

usage to prioritize teams that weren't taking enough time off. Remember to encourage managers to lead by example and disconnect as well.

Companies can also take more aggressive action by adding new company holidays to the mix. Leading up to this summer, businesses were already instituting new mental health holidays or observing important occasions like Juneteenth. Some HR teams were going as far as to add an additional holiday every month until the end of the year. Keep in mind that just because employees might be returning to the office doesn't mean that their mental health is any less important. Anxieties around "wave number two" and ongoing hardships like childcare will continue to weigh on employees' minds long after your doors open.

3. Keep offering perks and teambuilding opportunities.

As challenging as the pandemic has been, it forced HR teams to rise to the occasion and implement new, cutting-edge benefits. Returning to work doesn't mean hitting the pause button on these — just the opposite.

Continue scheduling remote happy hours, meditation sessions, or even cooking classes to keep employees connected with one another. Because there's a good chance your workforce will be split between remote/onsite staff for the foreseeable future, you'll still need to leverage teleconferencing technology. For those onsite, ask employees to observe social distancing rules when participating or have them call in from their workstations to avoid cramming shared spaces. Giving them the option to participate is important as you don't want to foster a cultural divide between essential and non-essential staff.

Some companies offered remote employees a stipend for groceries and for home office costs. In the same spirit, consider implementing a stipend for onsite workers' travel costs. In cities that rely on public transit, offer up trips via ride-hailing services like Uber or Lyft. If employees typically drive to work, compensate them for gas or for parking. While these benefits don't have to be continued indefinitely, they're another great way to acknowledge your onsite employees' dedication.

The past few months have been trying for everyone — especially those caring for children or sick loved ones. Companies should continue accommodating parents and caregivers with flexible scheduling and, whenever possible, the ability to work remotely. In good times and bad, doing so is always the best practice. While flexibility isn't a "benefit" in a traditional sense like health or dental insurance are, employees consider it just as valuable. According to one survey, working parents ranked greater flexibility over higher salaries.

CHAPTER 5

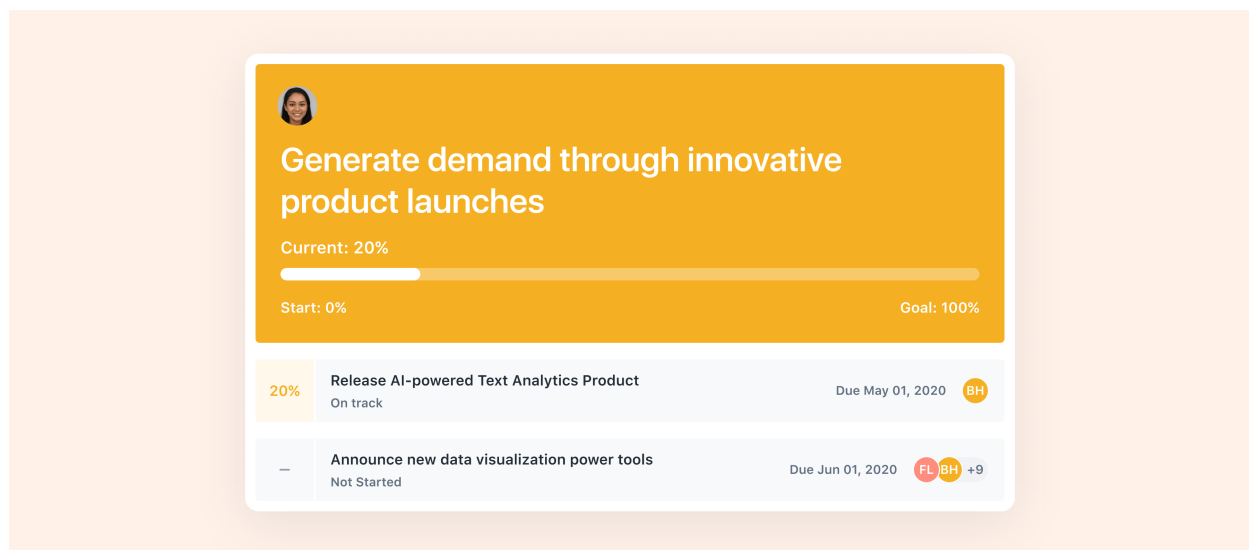
Managing Employee Performance

CHAPTER 4

Managing Employee Performance

We're all working through tough times — HR perhaps more than most. While it's impossible to suppress our anxieties around returning to work, that doesn't necessarily mean our productivity has to grind to a halt. HR teams, with executive and manager buy-in, can help give employees the clarity and focus they need to perform.

From changing up how your company sets goals to how managers conduct one-on-ones, here's how you can prioritize performance, goal setting, and employee development after reopening.



1. Adjust goals to motivate employees.

As businesses start reopening, leaders will look for ways to get employees back into the swing of things. While that's easier said than done in a pandemic, goal-setting can be used to regain some semblance of normalcy.

Management experts recommend that, for now, companies focus on setting short-term goals — even if that means you have to go through the exercise every month. Doing so doesn't just make goals more tangible, it also fast-tracks opportunities for recognition. It's intuitive enough: The quicker your employees have the chance to crush a goal, the sooner you can broadcast those wins on a praise wall or via Slack. After a turbulent few months, small gestures like those go a long way in driving employees forward.

In later months, you'll be able to broaden your scope and set long-term goals again. But when it comes time to do so, you'll at least have a post-COVID baseline to work from. Short-term outcomes will help you understand what your "new normal" is.

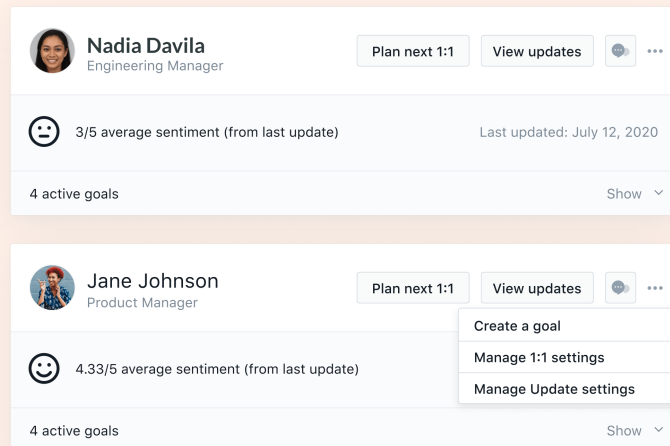
As is always the case, managers should collaborate with their reports to set actionable, clear goals that both parties are comfortable with. In addition to making goal-setting collaborative, consider extending the same spirit to accountability and ownership. Despite HR's best efforts, employees may not feel particularly unified right now. When multiple departments share goals, it can revitalize relationships that suffered during COVID-19 closures or the transition to remote work. Assign goals to individuals across multiple departments to help spur collaboration, drive engagement, and even potentially boost morale. Some of those working relationships could endure long after companies regain (some) semblance of normalcy.

2. Carry on with performance reviews.

After months of working remotely (or not at all, for those coming off a furlough), it's likely that performance reviews aren't your HR team's top priority. It's worth reconsidering, given the message that *not* carrying on would send. In a time when employees are unsure of their job security, signaling that their professional development is any less important would be a mistake.

If your company carries out quarterly, mid-year, and/or annual reviews, keep those plans in place, even if it means an awkward mix of teleconferencing or and in-person meetings. While you may need to give employees more time to write their self, peer, and upward reviews considering all the distractions, it's important that those conversations still take place. One of the values of performance reviews is that it forces employees to hit the pause button on their day-to-day work and reflect. What's more, timeliness is everything when it comes to feedback — wait too long and your employees' performance reviews might lose relevance.

As managers conduct reviews, they should keep in mind that it's unrealistic to expect employees to give 100% in the middle of a global crisis. While you should still carry through with reviews, do so with the understanding that current events have a tangible impact on employee output. For employees that are traditionally measured almost exclusively on their numbers, like sales, it may mean looking at how they've made the most of a bad situation. If they're in a customer service role and evaluated on business retention, consider how much time they've spent building client relationships. As mentioned earlier, set short-term goals that are realistic and use them to guide your performance conversations.



3. Partner with people managers.

HR teams can only do so much to keep employees engaged and productive. Managers have an outsized impact on your people — so make sure they're prepared to handle the new world of work. While you can't be there for every conversation, you can give them the tools and advice they need to make the most of a difficult situation.

While you might be reopening the office to some, you'll likely stay at least partially remote for the foreseeable future. If managers found it difficult to lead while remote, they may find it even more challenging when juggling a mix of remote and onsite workers. Managers can overcome that with the help of technology and a little adaptability. Encourage them to continue checking in with their reports via weekly one-on-one meetings no matter where their reports are. Questions worth asking in those sessions include:

- Do you feel like you're able to maintain meaningful connections with your work friends?
- Are you facing any new challenges while working onsite?
- Do you feel like you're clear on priorities and goals right now?
- How are you feeling right now? What's your energy level?
- Did you feel like you could take time for yourself during the workday this week?
- Do you feel supported in being able to adjust your schedule to accommodate caregiving needs?
- Are you experiencing any daily communication challenges?
- Are there specific projects or tasks that you feel are blocked or impacted right now?

- Do you feel like you're able to take the time to focus on your professional development?
- Do you need more time before you're comfortable returning to the office?

Employees may express concerns about your return-to-work plans — something that's absolutely fine. If the nature of the work permits it, encourage managers to remain flexible about working from home or other safety accommodations their employees need. From a productivity standpoint, the last few months have shown that remote work isn't the boogeyman some feared it to be. In those one-on-one meetings, managers may even learn that their reports feel *more* productive while working from home and want to give up their office seat permanently.

4. Continue making learning and development a priority.

With so much in flux, it's easy for companies to shelve learning and development (L&D). But in times when employees are worried about job security, restating your investment in their future might be more important than ever. For the same reasons that companies shouldn't pump the brakes on performance reviews or goal-setting, teams should continue focusing on employee growth.

Have managers bring up your company's L&D program during one-on-one meetings and challenge reports to come forward with virtual courses or conferences they'd like to attend. This is especially important in times of crisis when employees may worry about their futures at the company. Managers should lead by example, sharing updates on courses they've enrolled in and skills that they'd like to sharpen.

What's more, you can use goal-setting as a means of promoting employee development. C-suite leaders should ask employees to add at least one development-related goal to their docket, including tangible goals at the like "complete 40 hours of coaching and management training before the end of the year," or "enroll in a copywriting course and improve our email communications." Because setting long-term goals can be difficult when the future remains so uncertain, employees may actually *have to* set goals like these in lieu of traditional quotas or business targets. After the crisis settles, individuals will only be better prepared to tackle their usual goals and maybe even take on new responsibilities.

Conclusion

Months into a global pandemic, the idea of returning to “business as usual” may feel strange to think about and maybe even a little scary. There are a lot of moving pieces at play and, more often than not, it’ll end up being HR’s responsibility to figure it all out.

The good news? Your hard work today won’t be for naught come six months or even a year from now. Many of the habits and procedures you develop could become standard procedure. For example, [Lattice survey data](#) shows that 60% of HR professionals believe that COVID-19 will lead them to make remote work a standard option for employees moving forward.

Bottom line: Whatever tomorrow brings, organizations will be better equipped to handle it thanks to HR’s leadership through this crisis.

About Lattice

Lattice is a people management HR software company that aims to help companies drive and retain engaged, high-performing teams.

Lattice's product offerings include a continuous performance management suite as well as engagement surveys and analytics. With Lattice, it's easy to launch 360 reviews, share ongoing feedback and public praise, facilitate 1:1s, set up goal tracking, and run employee engagement surveys.

By combining performance management and employee engagement in one solution, HR teams get powerful analytics that leads to actionable insights. Lattice is the only company that offers both of these tools in one solution.

Lattice works with companies who aspire to put people first and see people as part of how they'll be successful. Whether redefining the beauty industry or building self-driving cars, all of our customers have one thing in common: they value their employees and want to invest in the development and success of their people.

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