

COVID-19 vaccination: Considerations for employers

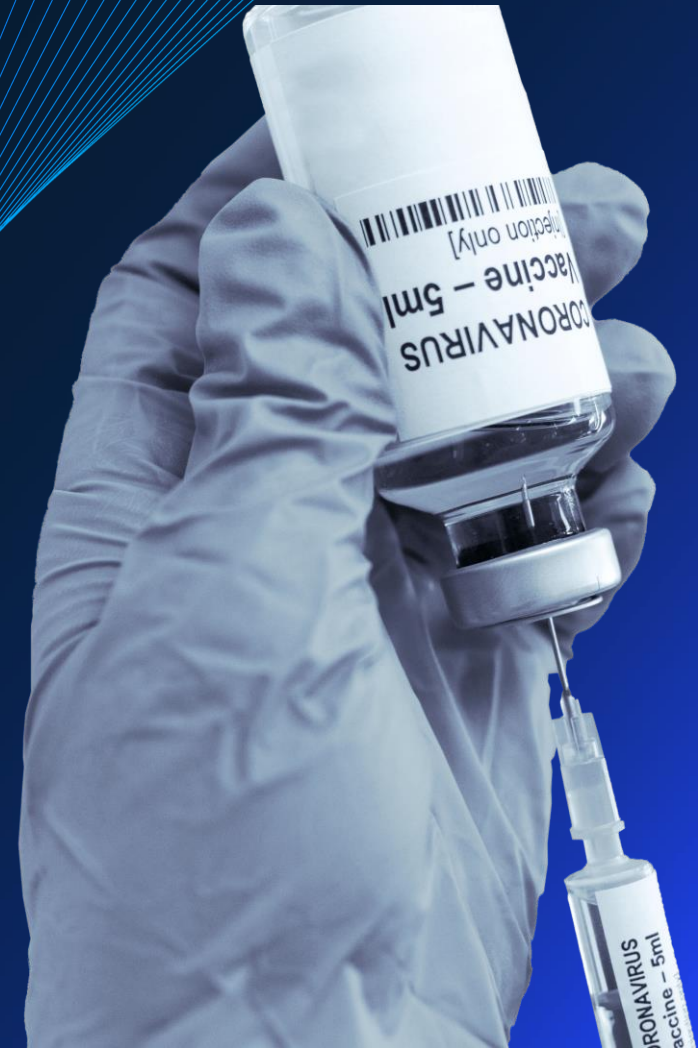
Discussion document

February 9 2021

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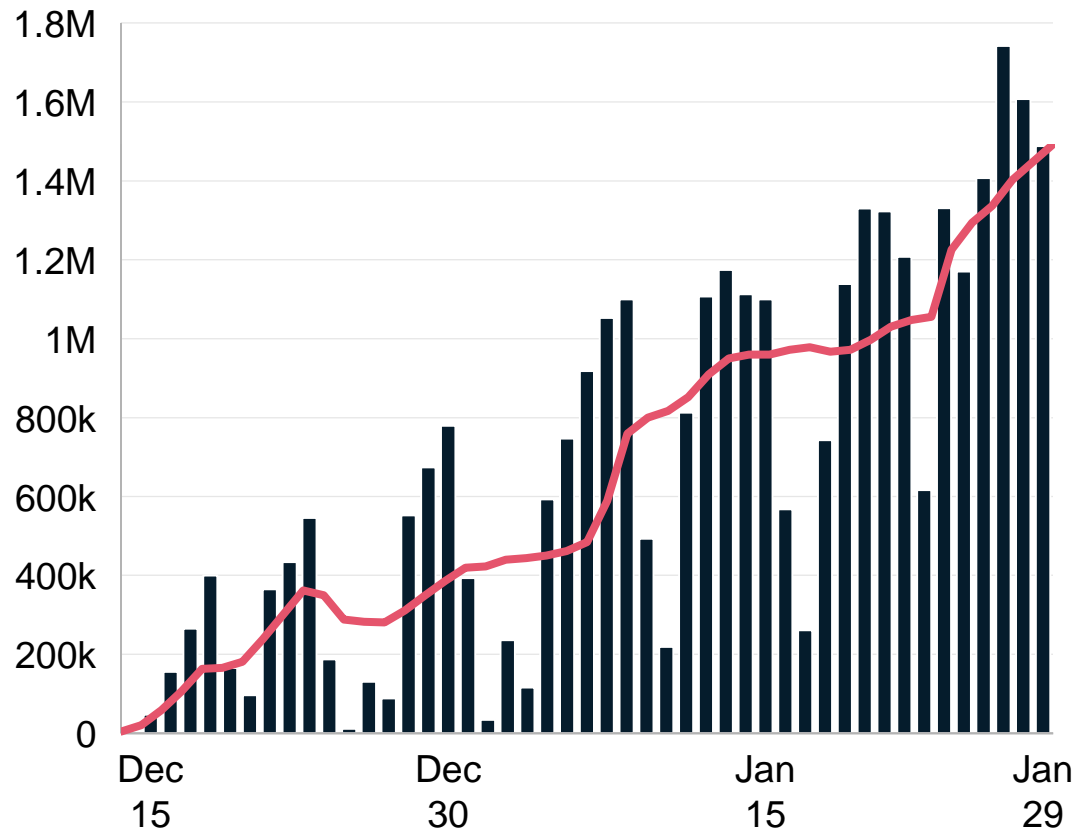
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COVID-19 vaccine roll-out is progressing in the U.S.

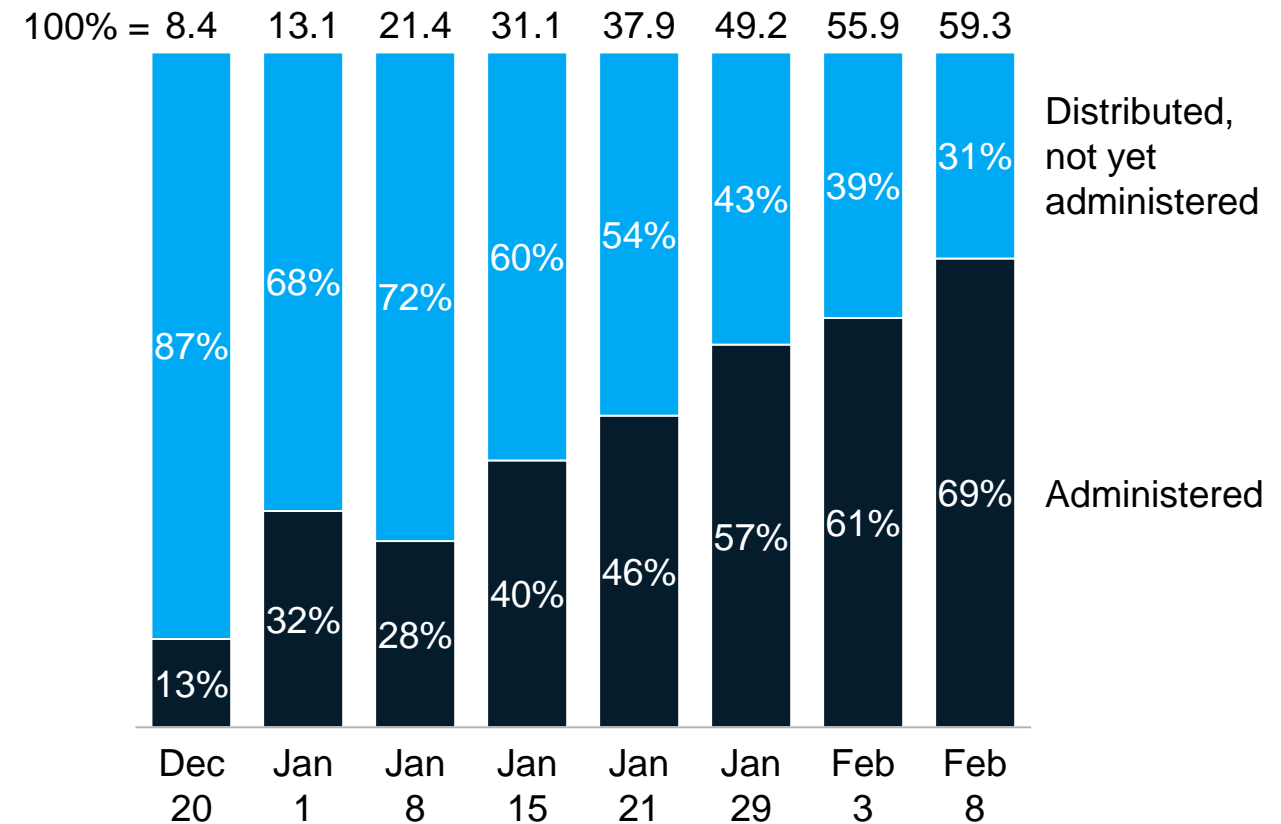
Daily count of total COVID-19 doses administered and reported to the CDC by the date administered, US

Millions of vaccine doses (line = 7 day rolling average)



Status of COVID-19 vaccine doses distributed in U.S.

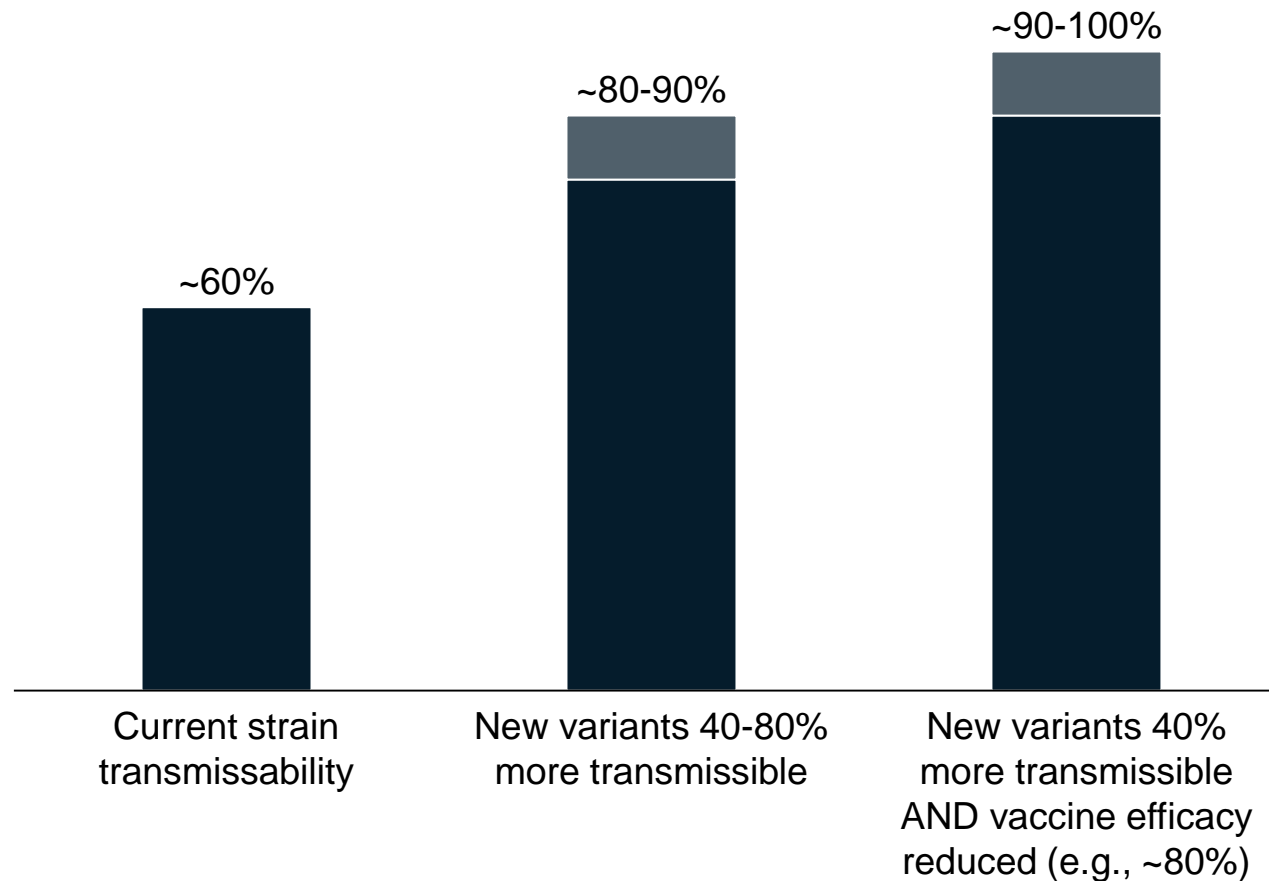
Millions of vaccine doses distributed, sample dates for December 2020-January 2021



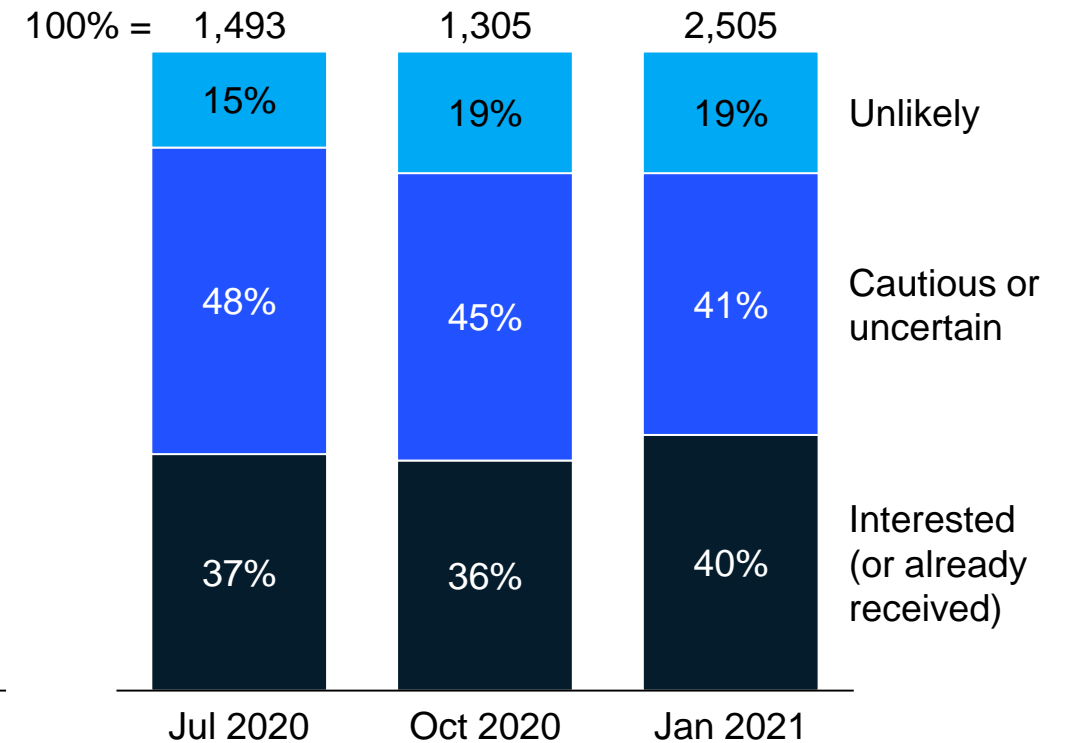
Source: [CDC](#)

However, the level of vaccination required to reach herd immunity surpasses the share of consumers who state that they are interested

Scenarios for level of vaccination required to reach herd immunity, % of population age 12+



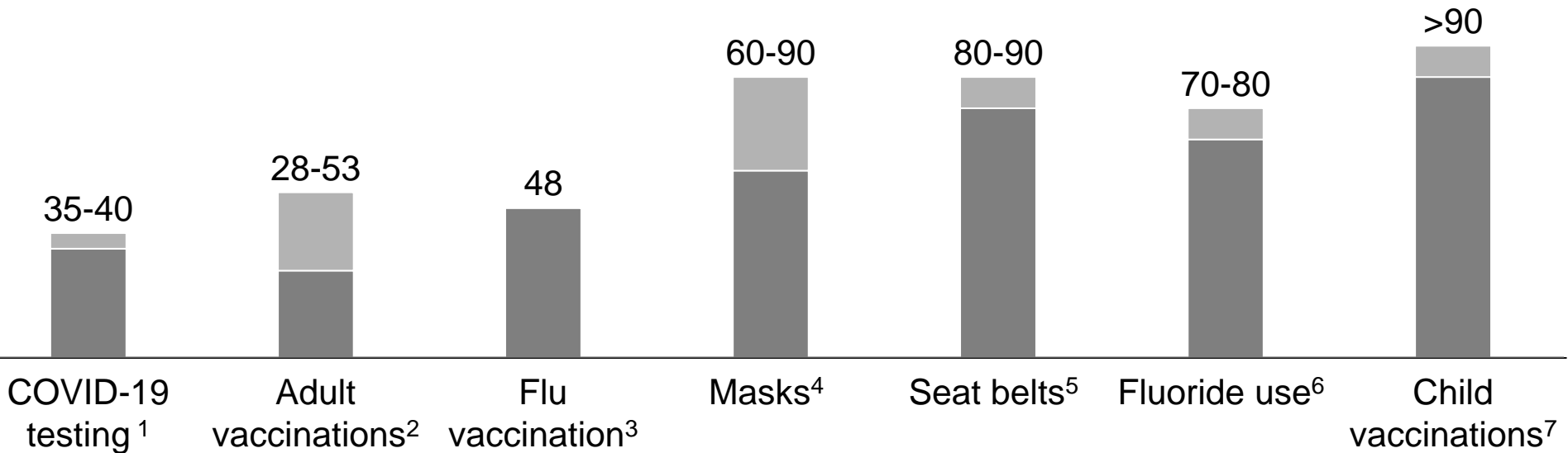
U.S. consumer-reported attitudes on getting a COVID-19 vaccine, % of respondents



Source: "When will the COVID-19 pandemic end?" McKinsey.com; McKinsey 2021 Consumer Health Insights Survey

Widespread adoption of public-health initiatives correlates with high levels of conviction, convenience, and costlessness

Public health measure uptake in population, % of eligible population, most recent year available



- Most successful
- Successful
- Less successful

Conviction – firmly held beliefs and opinions



Convenience – easy and frictionless experience



Costlessness (or better)



Sources: 1. [JHU \(testing rates\)](#); 2. [CDC \(Adult vaccinations\)](#); 3. [CDC \(Flu vaccinations\)](#); 4. [CDC \(Masks\)](#); 5. [NHTSA \(Seat belts\)](#); 6. [CDC \(Fluoride use\)](#); 7. [CDC \(Child vaccinations\)](#)

Employers can consider a range of actions to support vaccine adoption

	Difficulty of implementation of potential actions		
The “3Cs”	← Easier/less resource-intensive		→ Harder/more resource-intensive
Conviction	Educate on the facts: Share authoritative and accessible information on the safety, efficacy and side effects of the vaccines available	Normalize vaccination: Have company executives share their vaccination experiences; Create a network of those vaccinated to serve as a resource to colleagues	Engage relevant influencers: Host physician and public health leader panel discussions to share scientific information and answer workforce questions
Convenience	Share practical information: Share timing and criteria for vaccination eligibility, how to set up appointments, local providers and sites, etc.	Simplify the experience: Offer easy scheduling and "protected" appointment slots at nearest vaccination sites to minimize wait and travel times	Increase proximity: Offer on-site vaccination at worksite for eligible employees (esp. on-site workers)
Costlessness (or better)	Offer incentives: Offer rewards for vaccination e.g. cash bonuses, retirement contributions, other gifts, wellness program reward points	Cover direct costs: Pay for out-of-pocket costs such as transportation or offer free rides	Create structural support: Provide incremental sick days or paid time off (PTO) for vaccination and any needed recovery time

Sources: Company press statements and news reports, [US Chamber of Commerce Foundation](#), McKinsey & Company

How employers could progress planning and action

Now

Continue to monitor **workforce eligibility** including phases and timing – *plan and prepare ahead*

Assess options for actions based on relevance and feasibility in your business context - *develop a cohesive portfolio of actions*

Consider a **cross-functional team with an empowered leader** to drive planning and action - *take an integrative, decisive, enterprise-wide approach*

Collaborate with public health leaders - *ensure actions are complementary and consistent*

Solicit feedback from the workforce and **measure effectiveness** - *expect to learn and adjust*



Looking ahead

Develop a plan to operationally manage **variability in vaccination status** across the workforce over time

Consider and plan for how your business can **support continued vaccination** as relevant e.g. boosters

Look for **public-private collaboration opportunities** as the response evolves – join forces to maximize impact

Integrate **vaccination planning and action with broader efforts** to protect the workforce and return to work safely

Additional resources

McKinsey COVID-19 Response Center:

<https://www.mckinsey.com/about-us/covid-response-center/home>

McKinsey Coronavirus vaccines progress webpage:

<https://www.mckinsey.com/featured-insights/Coronavirus-vaccines-progress>