



Hospitality Co-Chair Shares Return-to-Work Guidance with The Wall Street Journal

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In a recent interview with *The Wall Street Journal*, **Andria Ryan** provides insight into how employers should carefully consider bringing their employees back to the office. In the wake of many employers reducing their staffs quickly when the COVID-19 pandemic hit, she urges employers to design a systematic approach for rehiring the best workers without triggering discrimination claims by those who aren't brought back. "A starting point for employers is to recall what they told their employees when they let them go," Andria advises.

To read the full article, visit [*The Wall Street Journal*](#).

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