Managing the COVID-19 Crisis – third survey findings

May 2020
Key findings: Third COVID-19 survey of business leaders

- Expectations regarding the duration of disruption from Covid-19 continue to worsen, with 65% of respondents expecting business to take over 9 months to return to ‘normal’, vs. 56% three weeks ago and 39% in early April

- However, forecasts of the revenue impact appear to be stabilising, with 34% expecting a 2020 revenue fall of over 30% in our third survey vs. 32% in late April and 40% in our first survey (carried out between 8-10 April)

- Over 50% of respondents said that 80%+ of their employees are working remotely, with 22% operating with 100% of employees working from home

- Business leaders report that remote working has positively impacted most measures for their companies, with the notable exception of morale:
  - 46% believe that it has had a positive impact on collaboration vs. 34% a negative impact; 43% believe it has had a positive impact on productivity vs. 29% a negative impact; 29% believe it has had a positive impact on morale vs. 45% a negative impact

- Looking at the personal impact of remote working, assessments of the personal impact vs the impact on one’s company differ, particularly in terms of productivity, motivation and morale

- Individual circumstances appear to have a big influence on the experience of remote working:
  - Women are reporting a more negative impact on morale and a more positive view on work-life balance than men
  - Respondents living with children at home are less likely to have experienced a positive impact on productivity or work-life balance than those living in adult-only households
  - People with commutes <30 minutes have felt a more negative impact on motivation, collaboration and morale than those with longer commutes, who have found remote working beneficial on all fronts

- As the lockdown eases, 65% of employers will continue to encourage remote working, 28% will leave the decision to employees, and only 6% will actively encourage a return to onsite work

- However, businesses are still putting preparatory measures in place for employees who are returning from remote work:
  - 88% are planning to change workplace layouts to enable physical distancing; 66% are introducing staggered shifts; 57% are providing personal protective equipment; 33% are planning temperature checks for employees; 7% are planning to require testing for Covid-19
  - c.60% of respondents are considering permanent reductions to their workforce once government support ends, with private equity backed businesses most likely to be planning redundancies (68% for PE-backed vs 58% for publicly listed companies)
2 Managing the COVID-19 Crisis: Survey 3

**Background information**

- **Source:** Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
- **n = 191**

* Survey sent from our UK and Dutch offices

**Country Distribution**

- **UK:** 63%
- **Netherlands:** 19%
- **North America:** 10%
- **Rest of Europe:** 6%
- **Other:** 2%

**Sector Distribution**

- **Consumer goods / Retail:** 18%
- **Financial services:** 17%
- **TMT:** 12%
- **Industrials / Manufacturing:** 9%
- **B2B / Professional services:** 9%
- **Engineering / Construction:** 7%
- **Travel / Leisure:** 6%
- **Engineering / Construction:** 5%
- **Public sector / NGO:** 4%
- **Transport / logistics:** 4%
- **Pharma / healthcare:** 3%
- **Other:** 8%

**Company ownership**

- **Publicly listed:** 37%
- **Partly owned:** 29%
- **Partly owned, not PE backed:** 23%
- **Privately held, not PE backed:** 23%
- **Private Equity backed:** 12%
- **Other:** 11%

**Size Distribution**

- **< 50:** 8%
- **50-249:** 12%
- **250-999:** 15%
- **500-999:** 15%
- **1,000-4,999:** 27%
- **5,000-9,999:** 14%
- **10,000-49,999:** 14%
- **> 100,000:** 7%

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020

n = 191

* Survey sent from our UK and Dutch offices
Expected change in 2020 revenue due to COVID-19 crisis

Survey 1: 8th – 10th April 2020

- Very little / no impact: 11%
- Increase: 5%
- 10% to -20%: 18%
- -30% to -40%: 15%
- -40% to -50%: 6%
- -50% to -60%: 7%
- -60% to -70%: 6%
- > -70%: 6%

Survey 2: 28th – 29th April 2020

- Increase: 5%
- Very little / no impact: 11%
- 10% to -20%: 31%
- -30% to -40%: 10%
- -40% to -50%: 7%
- -50% to -60%: 5%
- -60% to -70%: 5%
- > -70%: 5%

Survey 3: 19th – 20th May 2020

- Very little / no impact: 11%
- Increase: 5%
- 10% to -20%: 31%
- -30% to -40%: 14%
- -40% to -50%: 7%
- -50% to -60%: 6%
- -60% to -70%: 4%
- > -70%: 3%

Revenue fall >30%:
- 40% to 32%
- 32% to 34%

Sources:
- Eden McCallum COVID-19 Impact Survey 1, 8th-10th April 2020; Survey 2, 28-29th April 2020 and Survey 3, 19th-20th May 2020
- * Value difference due to rounding
- n: Survey 1 = 288, Survey 2 = 237, Survey 3 = 179; excludes "I don’t know"
Planning assumption: when will business return to ‘normal’?

Survey 1: 8th – 10th April 2020
- Never: 2% (7%)
- >18 months: 13%
- 12-18 months: 19%
- 9-12 months: 32%
- 6-9 months: 24%
- 3-6 months: 3%
- <3 months: 3%

‘Normal’ in >9 months: 39% to 56%

Survey 2: 28th – 29th April 2020
- Never: 1% (13%)
- >18 months: 13%
- 12-18 months: 21%
- 9-12 months: 22%
- 6-9 months: 21%
- 3-6 months: 19%
- <3 months: 3%

‘Normal’ in >9 months: 56% to 65%

Survey 3: 19th – 20th May 2020
- Never: 2% (16%)
- >18 months: 16%
- 12-18 months: 26%
- 9-12 months: 23%
- 6-9 months: 23%
- 3-6 months: 19%
- <3 months: 10%

‘Normal’ in >9 months: 56% to 65%

Source: Eden McCallum COVID-19 Impact Survey 1, 8th-10th April 2020; Survey 2, 28-29th April 2020 and Survey 3, 19th-20th May 2020

n: Survey 1 = 300, Survey 2 = 236, Survey 3 = 177; excludes “I don’t know”
Perception of government support for sector

HOW WELL HAS GOVERNMENT SUPPORTED YOUR SECTOR?

Survey 1: 8th – 10th April 2020
- Very well: 6%
- Well: 26%
- Adequately: 33%
- Neither adequately or inadequately: 22%
- Inadequately: 7%
- Poorly: 4%
- Very poorly: 2%

Survey 2: 28th – 29th April 2020
- Very well: 7%
- Well: 25%
- Adequately: 35%
- Neither adequately or inadequately: 20%
- Inadequately: 6%
- Poorly: 5%
- Very poorly: 2%

Survey 3: 19th – 20th May 2020
- Very well: 8%
- Well: 26%
- Adequately: 35%
- Neither adequately or inadequately: 21%
- Inadequately: 1%
- Poorly: 6%
- Very poorly: 3%

Source: Eden McCallum COVID-19 Impact Survey 1, 8th-10th April 2020; Survey 2, 28-29th April 2020 and Survey 3, 19th-20th May 2020
n: Survey 1 = 252, Survey 2 = 210, Survey 3 = 166; excludes “N/A or Don’t know” and “I don’t know”
Working remotely due to Covid-19

% OF TOTAL WORKFORCE WORKING REMOTELY

- 100%/All: 22%
- 81-99%: 31%
- 41-80%: 21%
- ≤ 40%: 26%

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
n: = 177; excludes “I don’t know”
## Impact of remote working on one’s company / colleagues

<table>
<thead>
<tr>
<th>Category</th>
<th>Very Negative</th>
<th>Negative</th>
<th>Neither Positive nor Negative</th>
<th>Positive</th>
<th>Very Positive</th>
<th>Net Score*</th>
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<tbody>
<tr>
<td>Work-life balance</td>
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<td>24%</td>
<td>28%</td>
<td>37%</td>
<td>11%</td>
<td>24%</td>
</tr>
<tr>
<td>Collaboration</td>
<td>1%</td>
<td>33%</td>
<td>21%</td>
<td>38%</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>Productivity</td>
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<td>14%</td>
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<tr>
<td>Decision-making</td>
<td>1%</td>
<td>12%</td>
<td>48%</td>
<td>30%</td>
<td>8%</td>
<td>25%</td>
</tr>
<tr>
<td>Morale</td>
<td>2%</td>
<td>43%</td>
<td>26%</td>
<td>25%</td>
<td>4%</td>
<td>-16%</td>
</tr>
<tr>
<td>Motivation</td>
<td>1%</td>
<td>31%</td>
<td>41%</td>
<td>22%</td>
<td>5%</td>
<td>-5%</td>
</tr>
</tbody>
</table>

*Net score: positive and very positive minus negative and very negative responses

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020

n: 166; excludes “I don’t know”

Note: Totals may not equal 100% due to rounding
## Impact of remote working on oneself

<table>
<thead>
<tr>
<th></th>
<th>Very negative</th>
<th>Negative</th>
<th>Neither positive nor negative</th>
<th>Positive</th>
<th>Very positive</th>
<th>Net Score*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-life balance</td>
<td>5%</td>
<td>23%</td>
<td>13%</td>
<td>42%</td>
<td>18%</td>
<td>32%</td>
</tr>
<tr>
<td>Productivity</td>
<td>1%</td>
<td>20%</td>
<td>32%</td>
<td>35%</td>
<td>13%</td>
<td>27%</td>
</tr>
<tr>
<td>Communication</td>
<td>0%</td>
<td>23%</td>
<td>33%</td>
<td>36%</td>
<td>9%</td>
<td>22%</td>
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<tr>
<td>Collaboration</td>
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<td>29%</td>
<td>29%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Decision-making</td>
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<td>9%</td>
<td>25%</td>
</tr>
<tr>
<td>Motivation</td>
<td>0%</td>
<td>16%</td>
<td>54%</td>
<td>23%</td>
<td>6%</td>
<td>13%</td>
</tr>
<tr>
<td>Morale</td>
<td>0%</td>
<td>31%</td>
<td>42%</td>
<td>21%</td>
<td>6%</td>
<td>-4%</td>
</tr>
</tbody>
</table>

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
n: 161; excludes “I don’t know”

*Net score positive and very positive minus negative and very negative responses
Note: Totals may not equal 100% due to rounding
## Comparison of impact of remote working: company vs self

<table>
<thead>
<tr>
<th></th>
<th>Impact on company</th>
<th>Impact on self</th>
<th>Net Score*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work-life balance</strong></td>
<td>27% 62%</td>
<td>28% 60%</td>
<td>32%</td>
</tr>
<tr>
<td><strong>Decision-making</strong></td>
<td>13% 38%</td>
<td>9% 34%</td>
<td>25%</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>24% 48%</td>
<td>23% 45%</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Productivity</strong></td>
<td>29% 43%</td>
<td>21% 48%</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>34% 46%</td>
<td>31% 40%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Motivation</strong></td>
<td>32% 27%</td>
<td>16% 29%</td>
<td>13%</td>
</tr>
<tr>
<td><strong>Morale</strong></td>
<td>45% 29%</td>
<td>31% 27%</td>
<td>-4%</td>
</tr>
</tbody>
</table>

**Net Score**: positive and very positive minus negative and very negative responses

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020

n: Impact on company = 166, Impact on self = 161; excludes "I don't know"
### Comparison of remote working impact on oneself: Women vs Men

#### PERCEIVED IMPACT OF REMOTE WORK BASED ON GENDER

<table>
<thead>
<tr>
<th></th>
<th>Female respondents</th>
<th>Male respondents</th>
<th>Net Score*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative</td>
<td>Positive</td>
<td>Net Score*</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>25%</td>
<td>70%</td>
<td>45%</td>
</tr>
<tr>
<td>Collaboration</td>
<td>25%</td>
<td>45%</td>
<td>20%</td>
</tr>
<tr>
<td>Decision-making</td>
<td>15%</td>
<td>35%</td>
<td>20%</td>
</tr>
<tr>
<td>Productivity</td>
<td>25%</td>
<td>40%</td>
<td>15%</td>
</tr>
<tr>
<td>Communication</td>
<td>28%</td>
<td>40%</td>
<td>12%</td>
</tr>
<tr>
<td>Motivation</td>
<td>23%</td>
<td>30%</td>
<td>7%</td>
</tr>
<tr>
<td>Morale</td>
<td>40%</td>
<td>25%</td>
<td>-15%</td>
</tr>
</tbody>
</table>

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020

*Net score: positive and very positive minus negative and very negative responses

n’s: Female = 40, Male = 118; excludes "I don’t know"
Comparison of remote working impact on oneself: Children at home

<table>
<thead>
<tr>
<th></th>
<th>Adults only</th>
<th>Children &gt;11 years</th>
<th>Children &lt;11 years</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Negative</td>
<td>Positive</td>
<td>Net Score*</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>19%</td>
<td>74%</td>
<td>55%</td>
</tr>
<tr>
<td>Productivity</td>
<td>9%</td>
<td>62%</td>
<td>53%</td>
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<td>Decision making</td>
<td>4%</td>
<td>36%</td>
<td>32%</td>
</tr>
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<td>Motivation</td>
<td>13%</td>
<td>34%</td>
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<td>Communication</td>
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<td>40%</td>
<td>10%</td>
</tr>
<tr>
<td>Morale</td>
<td>23%</td>
<td>28%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020

*Net score: positive and very positive minus negative and very negative responses

n's: Adults only = 47, Children >11 years = 55, Children <11 years = 48, excludes 'I don't know'

Managing the COVID-19 Crisis: Survey 3
## Comparison of remote working impact on oneself: Commute

### PERCEIVED IMPACT OF REMOTE WORKING BY LENGTH OF COMMUTE

<table>
<thead>
<tr>
<th></th>
<th>&lt;30 minutes</th>
<th>30-60 minutes</th>
<th>&gt;60 minutes</th>
<th>Net Score*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Negative</td>
<td>Positive</td>
<td>Net Score*</td>
<td>Net Score*</td>
</tr>
<tr>
<td>Work-life balance</td>
<td>32%</td>
<td>55%</td>
<td>23%</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>59%</td>
<td>30%</td>
<td>29%</td>
<td>23%</td>
</tr>
<tr>
<td></td>
<td>69%</td>
<td>26%</td>
<td>26%</td>
<td>69%</td>
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<td>41%</td>
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<td></td>
<td>54%</td>
<td>29%</td>
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<td></td>
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<td>Productivity</td>
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<td>22%</td>
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<td>41%</td>
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<td>Motivation</td>
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<td>11%</td>
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<td>32%</td>
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<td>10%</td>
<td>33%</td>
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<tr>
<td></td>
<td>-19%</td>
<td>-19%</td>
<td>3%</td>
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</tr>
</tbody>
</table>

*Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020*

*Net score : positive and very positive minus negative and very negative responses*

n’s: <30 minutes = 38, 30-60 minutes = 63, >60 minutes = 47 excludes ‘I don’t know’
Policy on return to onsite working

**% OF RESPONDENTS**

- Encouraging continued work from home: 65%
- Allowing employees to decide: 28%
- Encouraging return to onsite: 6%
- Mandating return to onsite: 1%

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
n: = 166; excludes “I don’t know”
Measures being taken to ensure safety in onsite working

% ENACTING OR PLANNING EACH MEASURE

- Changing workspace layouts: 88%
- Providing more hand washing facilities: 87%
- Implementing more frequent cleaning: 78%
- Introducing staggered shifts: 66%
- Providing PPE: 57%
- Closing / restricting communal spaces: 53%
- Prohibiting hot-desking: 42%
- Requiring temperature checks: 33%
- Erecting barriers between people: 31%
- Requiring testing for COVID-19: 7%

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
n: = 175; excluding “Not applicable / I don’t know”
Workforce expected to be made redundant

% OF TOTAL WORKFORCE

- None/0%: 38%
- 1-10%: 35%
- 11-20%: 16%
- >20%: 11%

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
n: = 166; excludes “I don’t know”
Workforce expected to be made redundant by firm type

% OF TOTAL WORKFORCE BY FIRM TYPE

<table>
<thead>
<tr>
<th>Firm Type</th>
<th>None/0%</th>
<th>1-10%</th>
<th>10-20%</th>
<th>&gt;20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publicly listed</td>
<td>42%</td>
<td>38%</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Private equity backed</td>
<td>32%</td>
<td>35%</td>
<td>22%</td>
<td>11%</td>
</tr>
<tr>
<td>Privately held, not PE backed</td>
<td>35%</td>
<td>33%</td>
<td>19%</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: Eden McCallum COVID-19 Impact Survey 3, 19th-20th May 2020
n’s: Publicly listed = 58, Privately held, PE backed = 38, Privately held, not PE backed = 50; excludes “Not applicable / I don’t know”
Note %’s may not sum to 100% due to rounding