



# Managing the COVID-19 crisis – Survey findings

January 2021

eden  
mccallum

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# Key findings: Seventh COVID-19 survey of business leaders

- **The ongoing impact of the Covid-19 crisis reported by business leaders continues to be stark, with the c. 2/3 experiencing revenue declines in 2020, c. half expecting further declines in the first half of 2021- and extended time frames on when they expect things will return to 'normal'**
  - **64% of businesses reported a fall in 2020 revenue by >10% due to COVID, which was broadly unchanged from the 67% expecting this in November, but better than predictions in April and September** where 84% and 75% respectively expected revenue declines. Furthermore, **48% of businesses expect a fall in H1 2021 revenue of >10% due to COVID**
  - **The estimated time frame for recovery remains long.** Nearly one year into the Covid crisis, over a third of business expect it to be >12 months until business returns to 'normal'
- **More positively, actions and expectations around redundancies appear to have stabilized since November: contingent on government support remaining stable, 54% of businesses have already or expect to make staff redundant once the support ends (similar to November at 56%), which maintains the improvement from 70% in September**
- In terms of the **personal impact of remote working**, perceptions continue to **deteriorate across all measures**, with **motivation and morale particularly negatively impacted** between November and January. As in our November survey, **women report feeling less negative than men on all measures**, although **women have reported a particularly large drop in morale compared to men since the November results**
- **Communication has been negatively impacted overall by remote working** (-18 net score); on deeper analysis of aspects of communication, only **'getting enough time in the diary to speak with colleagues'** received a **net positive score (+19)**. The **other six factors tested were believed to be negatively impacted by WFH**, particularly **'hearing a broader set of views from colleagues'** (-53) and **'casual / informal exchanges'** (-89)
- The impact of remote working on **decision-making was broadly neutral overall** (-1 net score); the sentiment on the different aspects of decision-making was also mixed, with **2 out of 6 factors having a net positive score** – **'getting the right people in the room to make decisions'** and **'getting formal sign-off'**. Building **'consensus amongst stakeholders'** (-46 net score) and **'open discussions where all views are heard'** (-48 net score) were **viewed as being particularly negatively impacted**,
- **Women were more positive than men overall for both communication and decision-making and more positive for most of the underlying factors, apart from 'managing the volume of communications' and 'building consensus amongst stakeholders'**
- Interestingly, **some of the largest positive differences in sentiment between genders** were for **factors related to the running of meetings: 'getting points across effectively in meetings'** (-17 net score for women vs. -28 for men), **'ensuring all team members can contribute to meetings'** (-19 net score for women vs. -43 for men), **'chairing of meetings to facilitate decision-making'** (0 net score women vs. -15 for men)
- Both genders are **positive** about the impact of remote working on **work-life balance**, despite many reporting increased workloads: **over 50% of men and women feel they are spending more time on professional work** and **52% of men and 44% of women are spending more time on domestic/family work**. In terms of the distribution of this additional domestic/family work, **52% of women feel that they are doing a larger share, compared to 7% of men**

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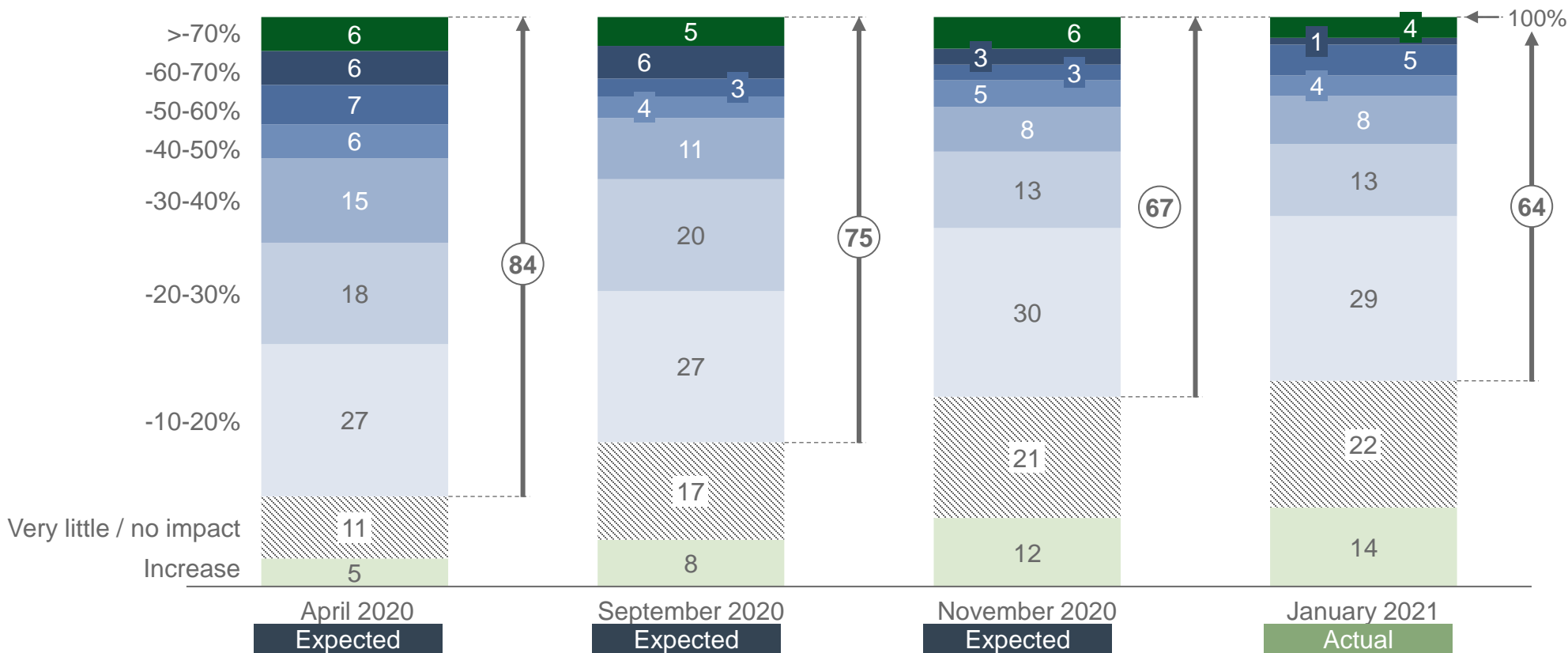
Key findings

**Detailed findings**

Survey sample information

# Two-thirds of businesses surveyed experienced a fall in 2020 revenue of over 10% due to the Covid crisis; better than expected earlier in the year

## EXPECTED AND ACTUAL CHANGE IN 2020 REVENUE DUE TO COVID-19 CRISIS (%)



**2020 revenue fell by >10% due to COVID for 64% of businesses, a similar % to the one expected in November**

**14% of businesses experienced an increase in 2020 revenue due to COVID, again similar to the 12% expected in November**

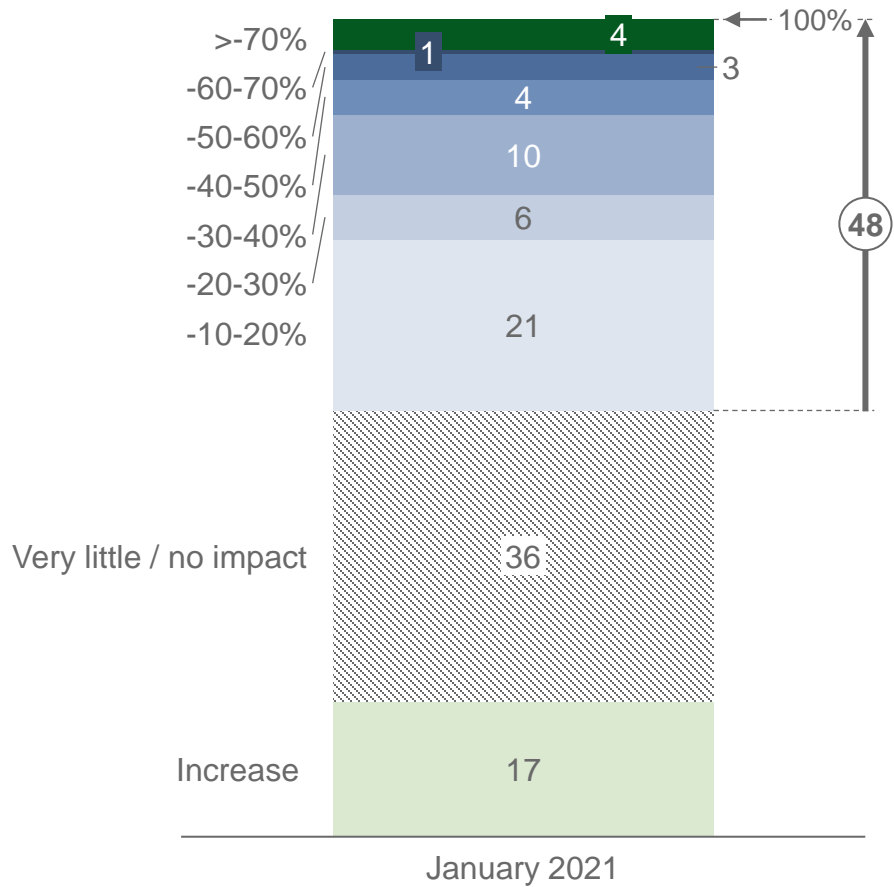
Source: Eden McCallum COVID-19 Impact Surveys: 8th – 10th April 2020, 14th – 15th September 2020, 16th – 17th November 2020, 20th – 21st January 2021 (demonstrating actual impact)

n: Survey 1 (April) = 288, Survey 5 (September) = 171, Survey 6 (November) = 216, Survey 7 (January) = 166; chart excludes “I don’t know / rather not say”

Note: (1) September, November and January surveys have been sent from our UK office only, (2) Totals may not add to 100% due to rounding

# Half of businesses surveyed expect a fall in H1 2021 revenue of over 10% due to Covid, while c. one-third expect no/little further impact

## EXPECTED CHANGE IN FIRST HALF 2021 REVENUE DUE TO COVID-19 CRISIS (%)



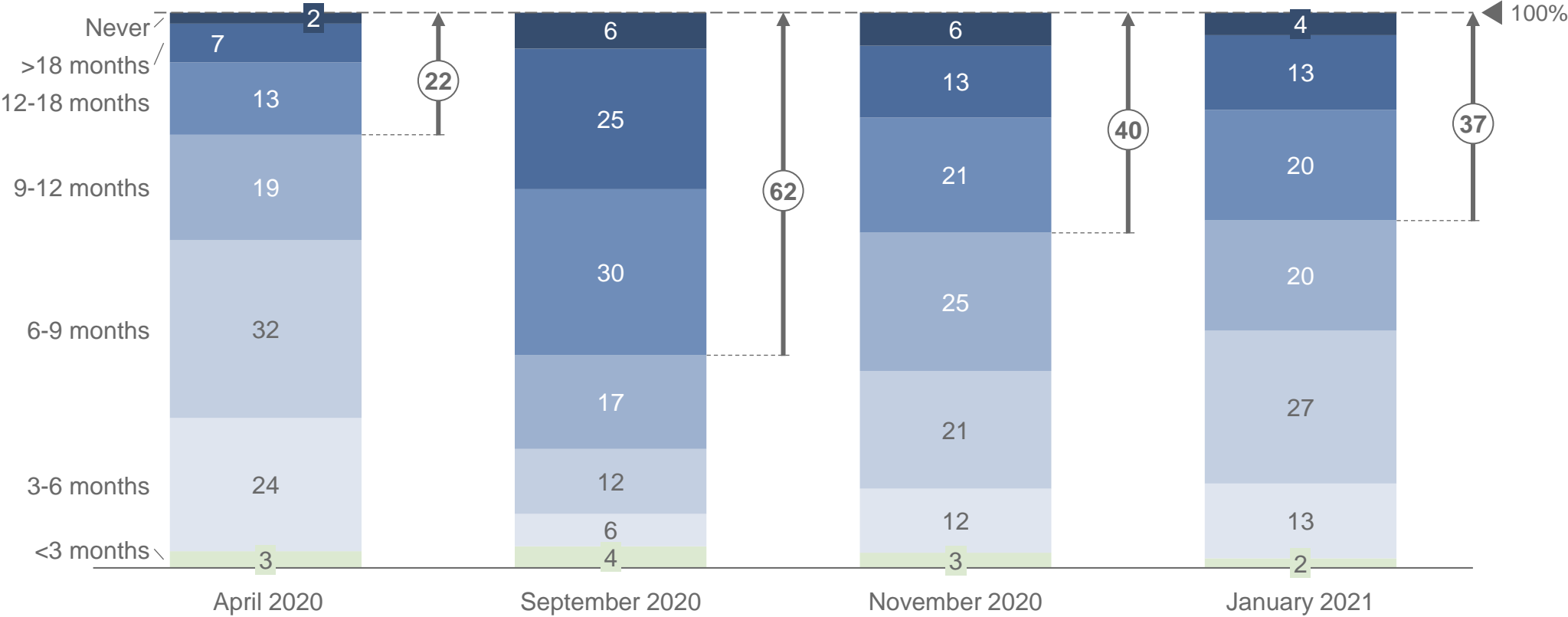
Source: Eden McCallum COVID-19 Impact Survey: 20th – 21st January 2021

n: Survey 7 (January) = 163; chart excludes "I don't know / rather not say"

Note: (1) January survey has been sent from our UK office only, (2) Totals may not add to 100% due to rounding

A year on from the crisis, more than 1/3 of businesses are expecting it to take at least a further 12 months for business to return to 'normal'

WHEN WILL BUSINESS RETURN TO 'NORMAL'? (%)

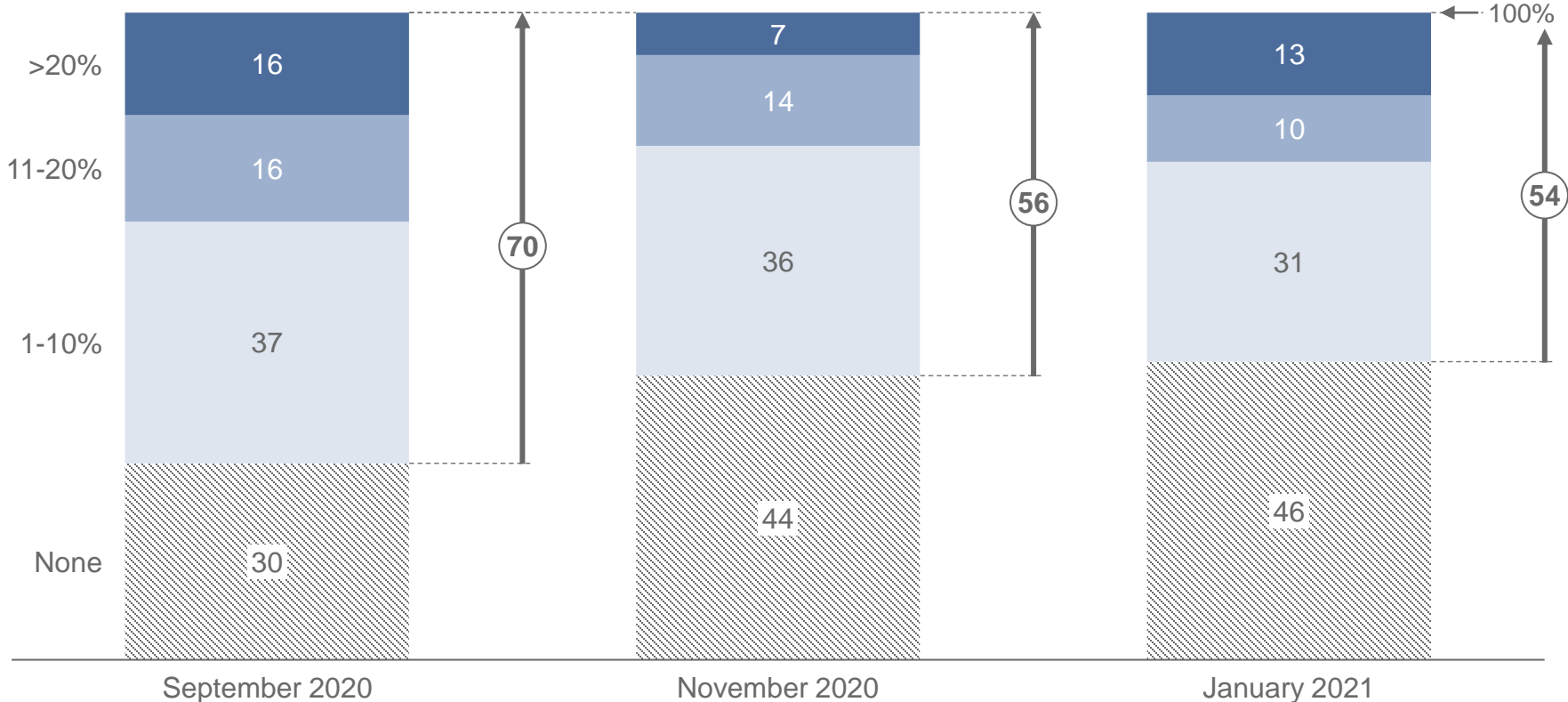


% of businesses expecting >12 months for business to return to 'normal' has remained largely unchanged since our last survey 2 months ago in November

Source: Eden McCallum COVID-19 Impact Surveys: 8th – 10th April 2020, 14th – 15th September 2020, 16th – 17th November 2020, 20th – 21st January 2021  
 n: Survey 1 (April) = 288, Survey 5 (September) = 171, Survey 6 (November) = 217; Survey 7 (January) = 171; chart excludes "I don't know / rather not say"  
 Note: (1) September, November and January surveys have been sent from our UK office only, (2) Totals may not add to 100% due to rounding

# More than half of businesses surveyed expect to make/have made some of their workforce redundant; an improvement from 70% in September

## % OF WORKFORCE EXPECTED TO BE MADE REDUNDANT (%)



Source: Eden McCallum COVID-19 Impact Surveys: 14th – 15th September 2020, 16th – 17th November 2020, 20th – 21st January 2021

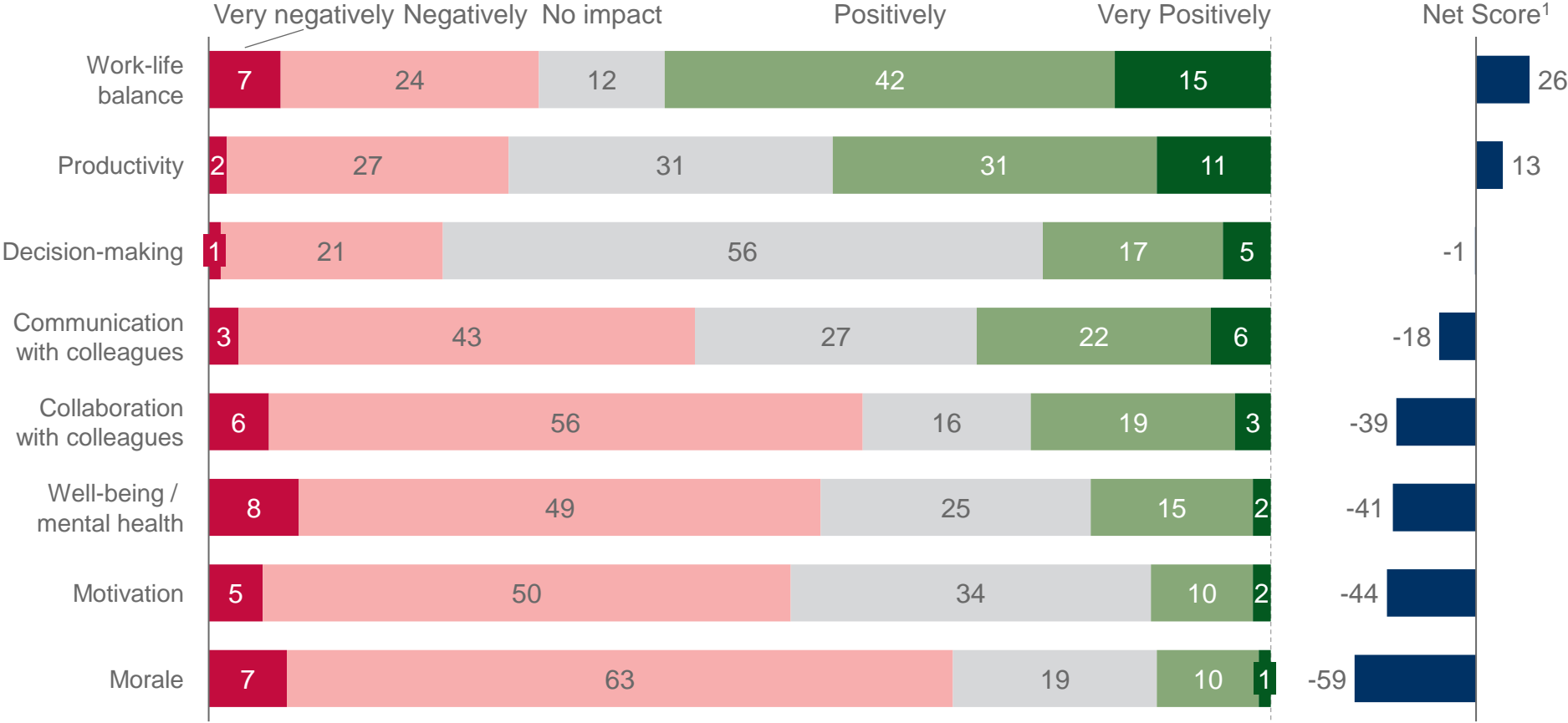
n: Survey 5 (September) = 158, Survey 6 (November) = 214; Survey 7 (January) = 165; chart excludes "I don't know / rather not say"

Note: (1) September, November and January surveys have been sent from our UK office only, (2) Totals may not add to 100% due to rounding, (3) The wording for this question has been altered for January 2021, adding increased focus on government support remaining stable



# Remote working continues to be viewed as negatively impacting many aspects of corporate life

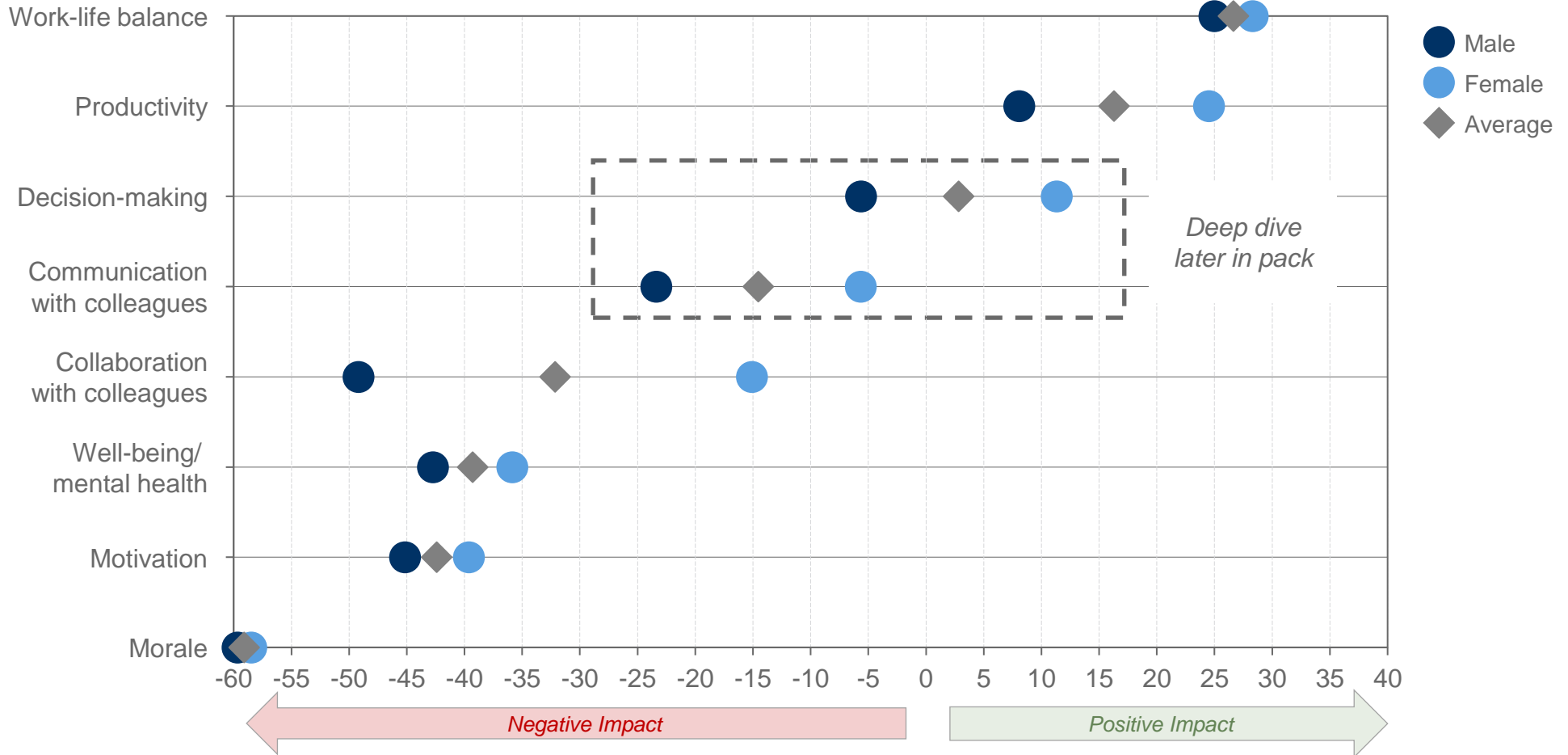
## PERSONAL IMPACT OF REMOTE WORKING (%)



Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021  
 n: Survey 7 (January) = 177; chart excludes "I don't know / rather not say"  
 Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses, (2) Totals may not add to 100% due to rounding

# Women report a less negative impact of remote working than men across all measures

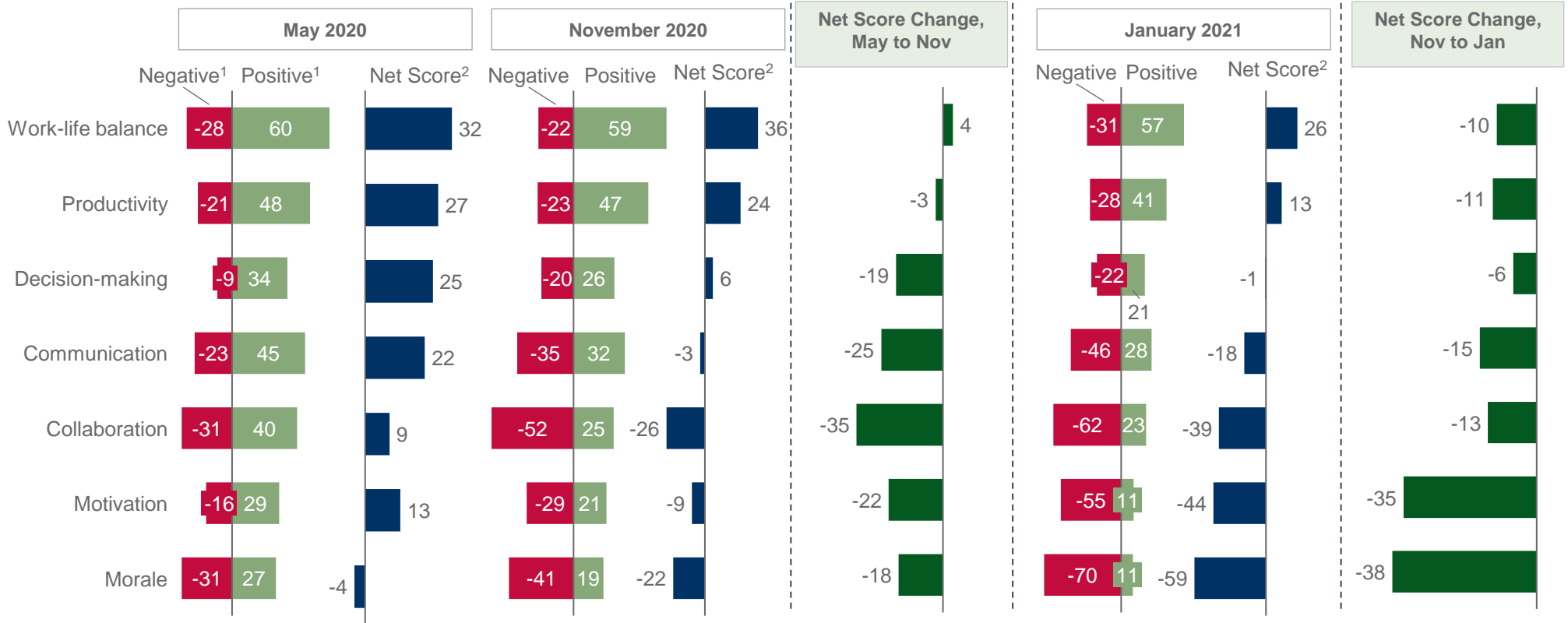
## PERSONAL IMPACT OF REMOTE WORKING – BY GENDER (NET SCORE, %)



Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021  
n: Survey 7 (January) = 124 (Male), 53 (Female); chart excludes "I don't know / rather not say"  
Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses

# Overall, perceptions about the impact of remote working worsened from May to November, and again from November to January

## PERSONAL IMPACT OF REMOTE WORKING OVER TIME (%)

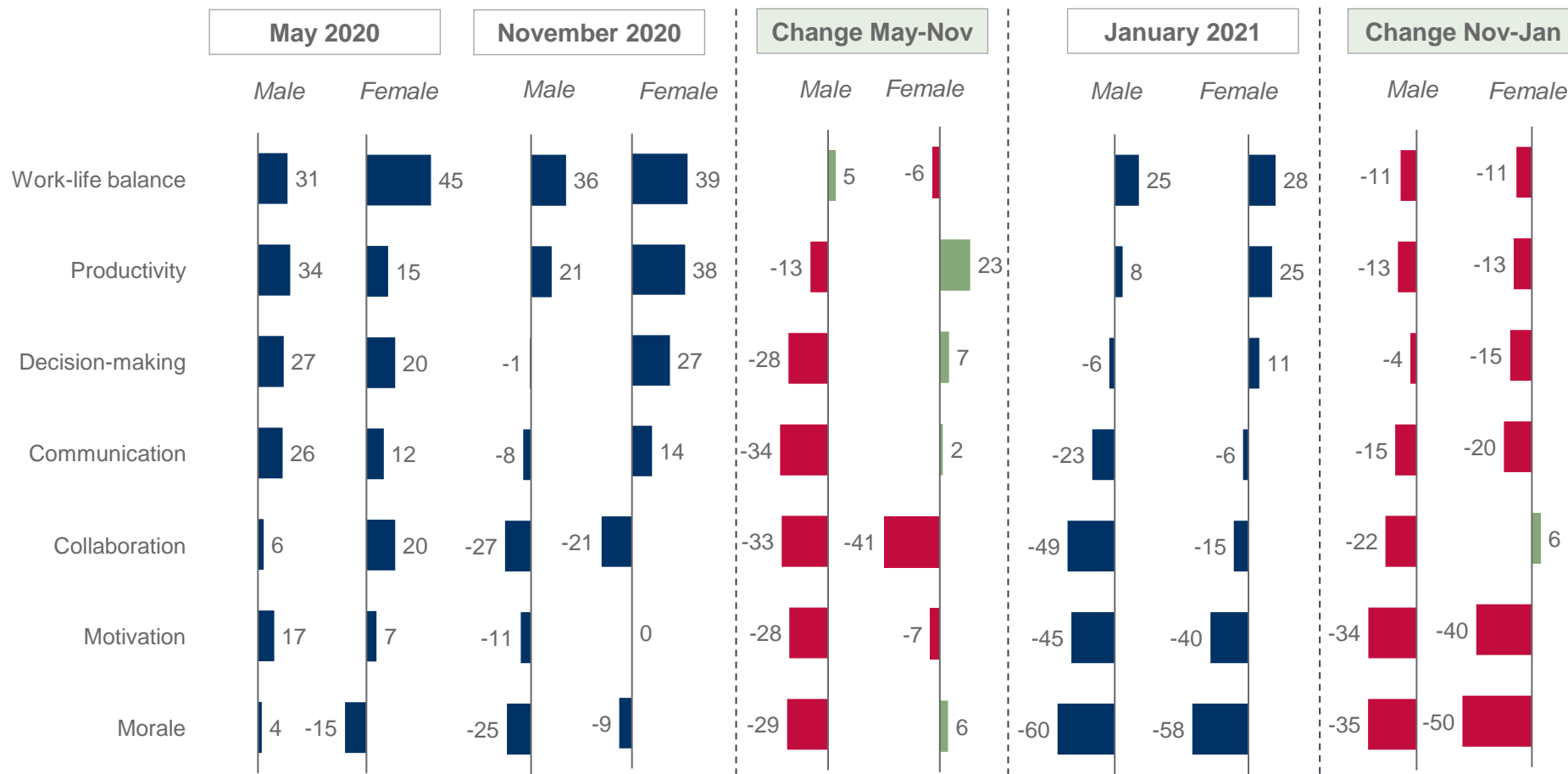


The impact of remote working on decision-making has turned from net positive to net negative over time; impact on communication, collaboration and motivation has also become significantly more negative

Source: Eden McCallum COVID-19 Impact Surveys: 19th – 20th May 2020, 16th – 17th November 2020, 20th – 21st January 2021  
 n: Survey 3 (May) = 166, Survey 6 (November) = 217, Survey 7 (January) = 177; chart excludes “I don’t know / rather not say”  
 Note: (1) Positive = addition of ‘very positive’ and ‘positive’; Negative = addition of ‘very negative’ and ‘negative’ (2) Net score: ‘positive’ and ‘very positive’ minus ‘negative’ and ‘very negative’ responses  
 (3) Well-being / mental health was not an option to this question in Survey 3 (May), (4) Totals may not add to 100% due to rounding

Women's perceptions of remote working became notably more positive than men's in November; the differences have decreased over the past two months as both genders have become much more negative about the impact of WFH

## PERSONAL IMPACT OF REMOTE WORKING – BY GENDER (NET SCORE,% ) – OVER TIME



Source: Eden McCallum COVID-19 Impact Surveys: 19th – 20th May 2020, 16th – 17th November 2020, 20th – 21st January

n: Survey 3 (May) = 118 (Male), 40 (Female); Survey 6 (November) = 159 (Male), 56 (Female); Survey 7 (January) = 124 (Male), 53 (Female); chart excludes "I don't know / rather not say"

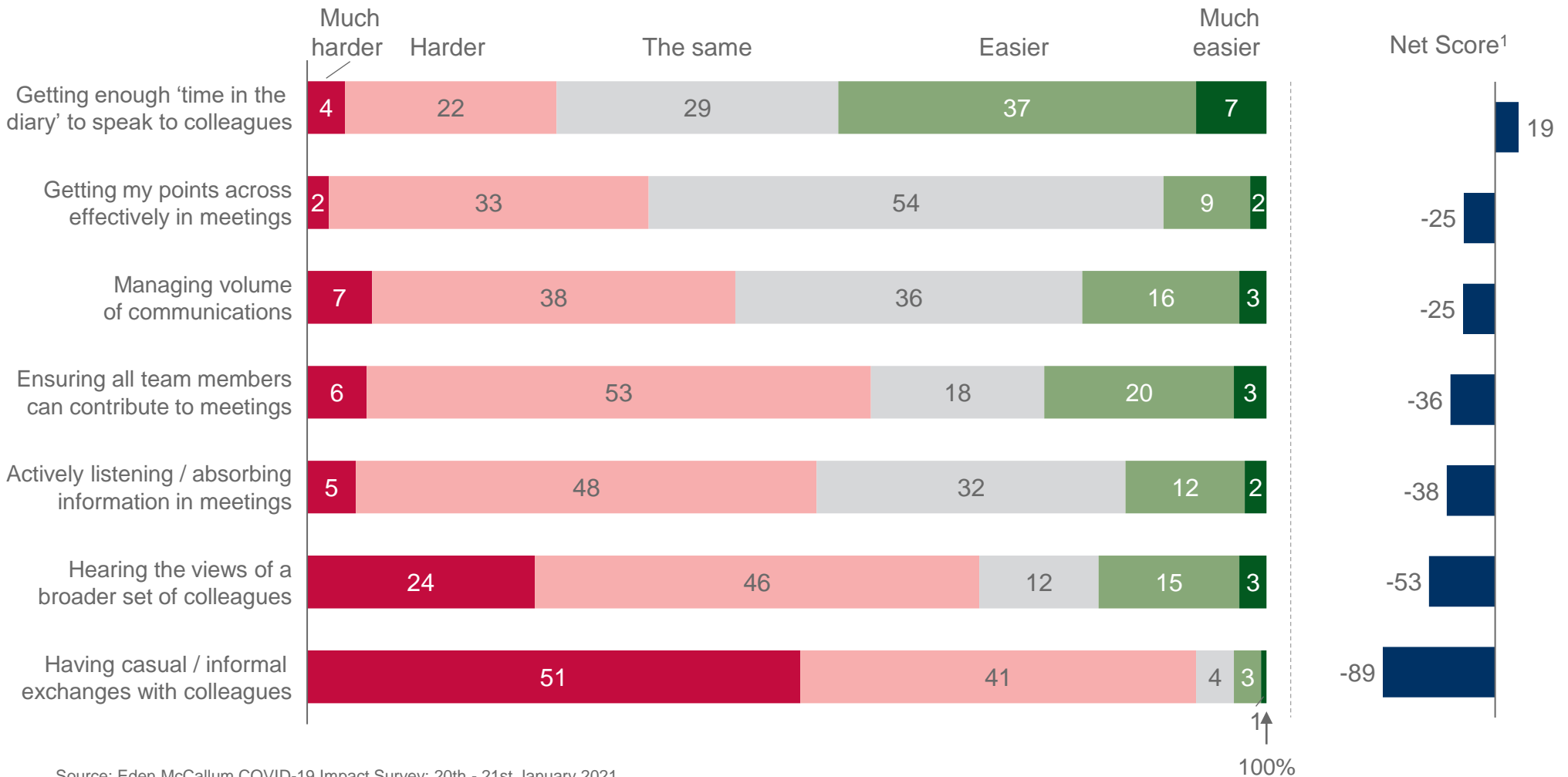
Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses (2) Well-being / mental health was not an option to this question in Survey 3 (May),

(3) Totals may not add to 100% due to rounding

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# Remote working is having a negative impact on most aspects of professional communications, other than finding 'time in the diary'

## IMPACT OF REMOTE WORKING ON COMMUNICATIONS (%)



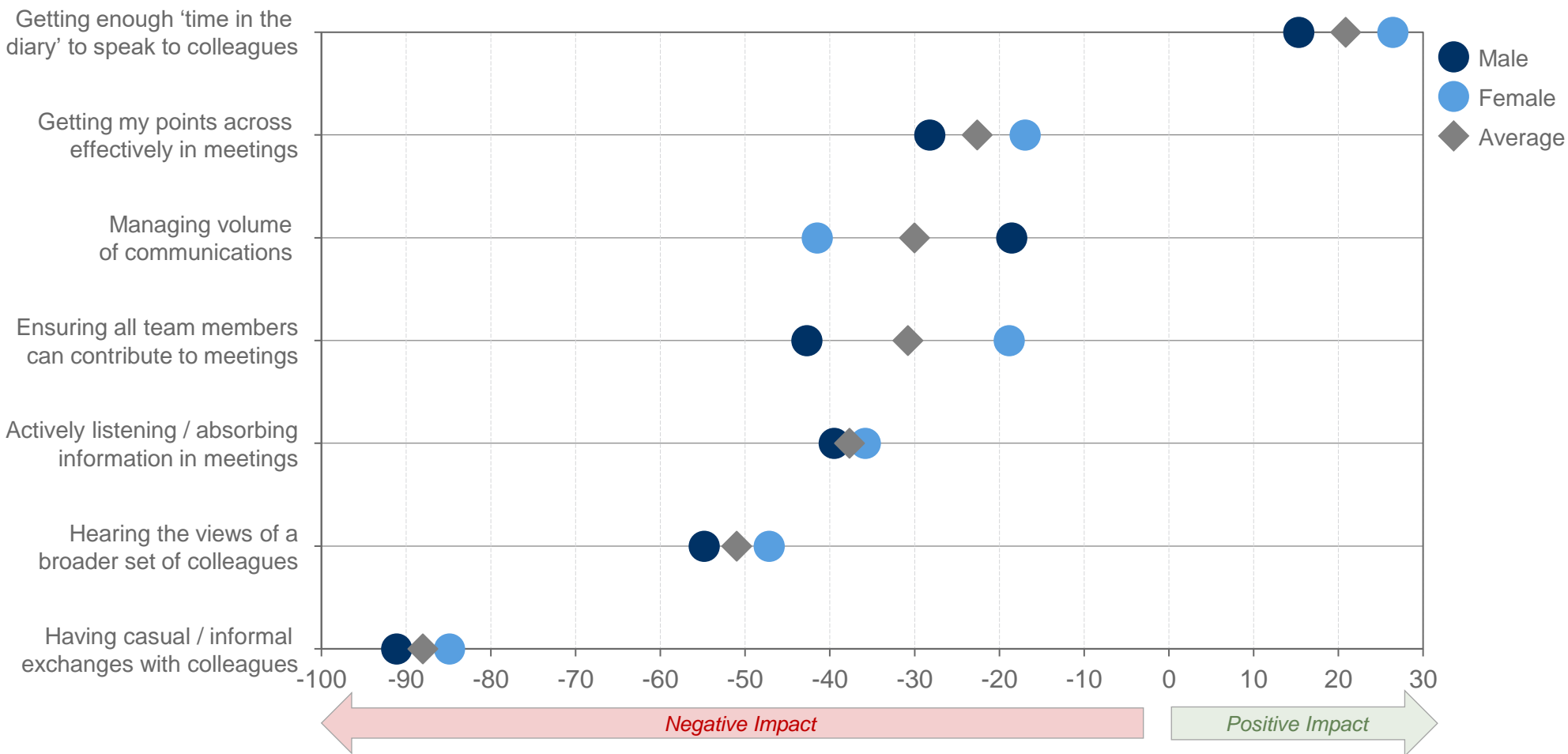
Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021

n: Survey 7 (January) = 177; chart excludes "I don't know / rather not say"

Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses, (2) Totals may not add to 100% due to rounding

# Women are more positive about remote working communications than men, but are finding it harder to manage the volume of communications

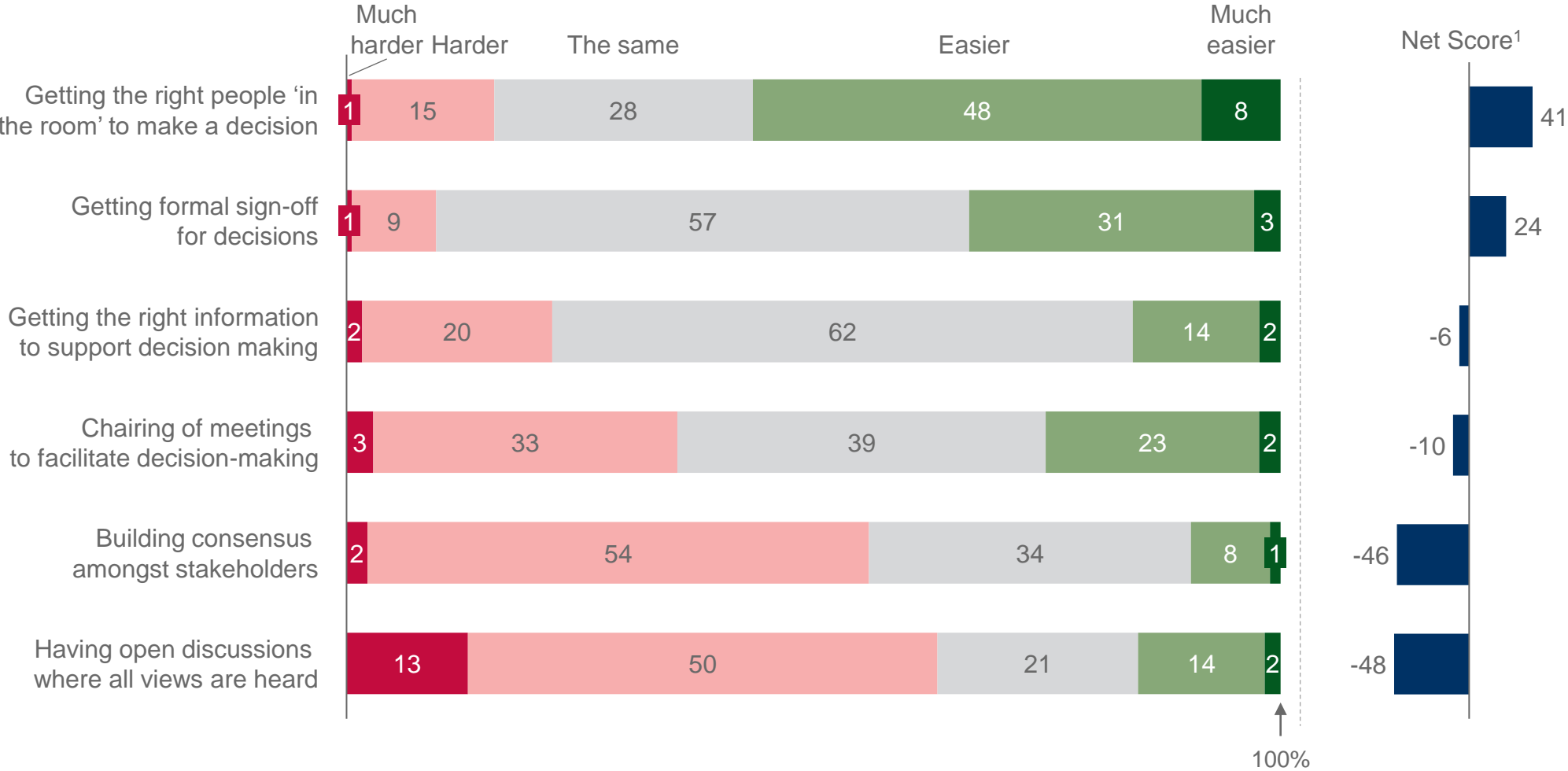
## IMPACT OF REMOTE WORKING ON COMMUNICATIONS – BY GENDER (NET SCORE, %)



Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021  
n: Survey 7 (January) = 124 (Male), 53 (Female); chart excludes "I don't know / rather not say"  
Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses

# Views on the impact on aspects of decision making are more mixed, consistent with the overall net score which is close to zero (see p 10)

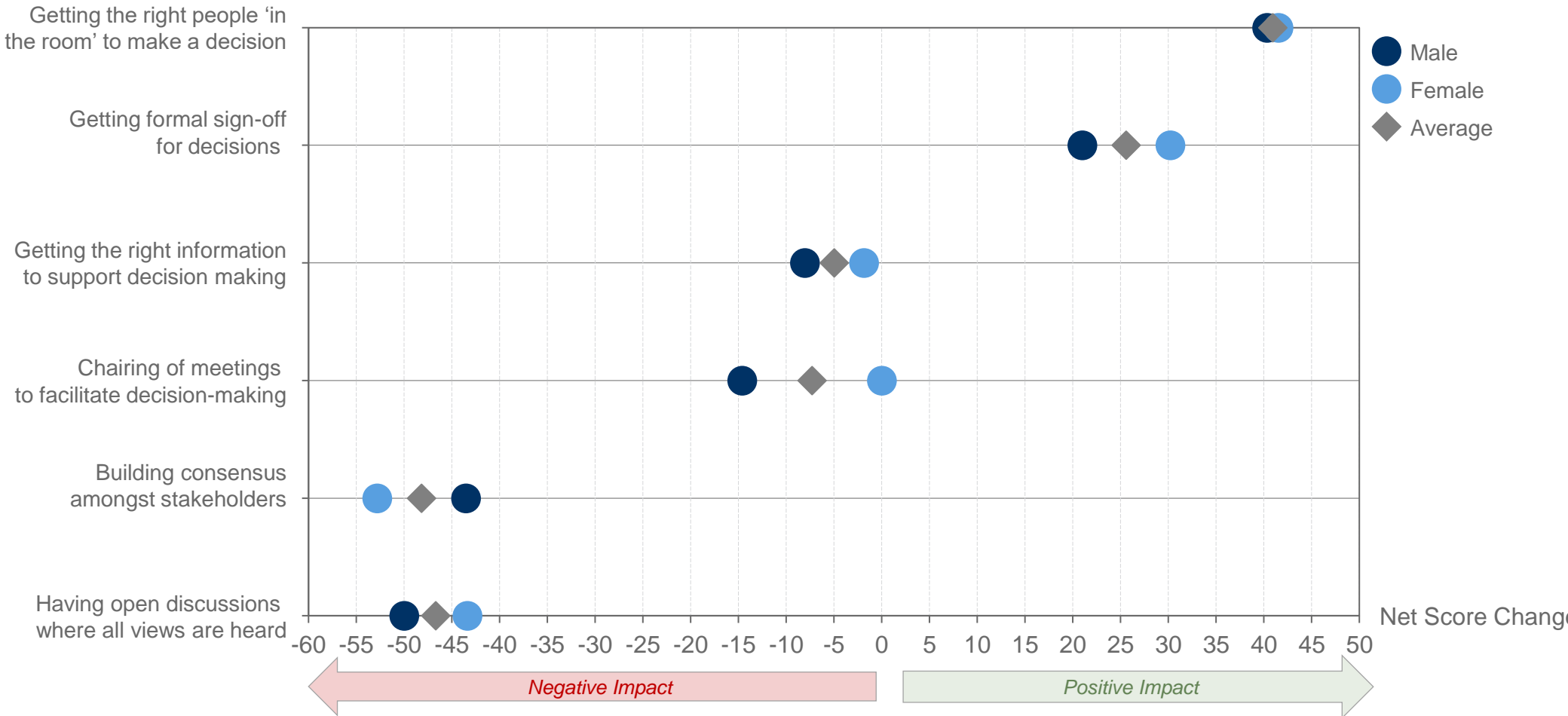
## IMPACT OF REMOTE WORKING ON DECISION-MAKING (%)



Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021  
 n: Survey 7 (January) = 175-177; chart excludes "I don't know / rather not say"  
 Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses, (2) Totals may not add to 100% due to rounding

# Women are equally or more positive than men about most aspects of WFH decision-making, except for building consensus

## IMPACT OF REMOTE WORKING ON DECISION-MAKING – BY GENDER (NET SCORE, %)

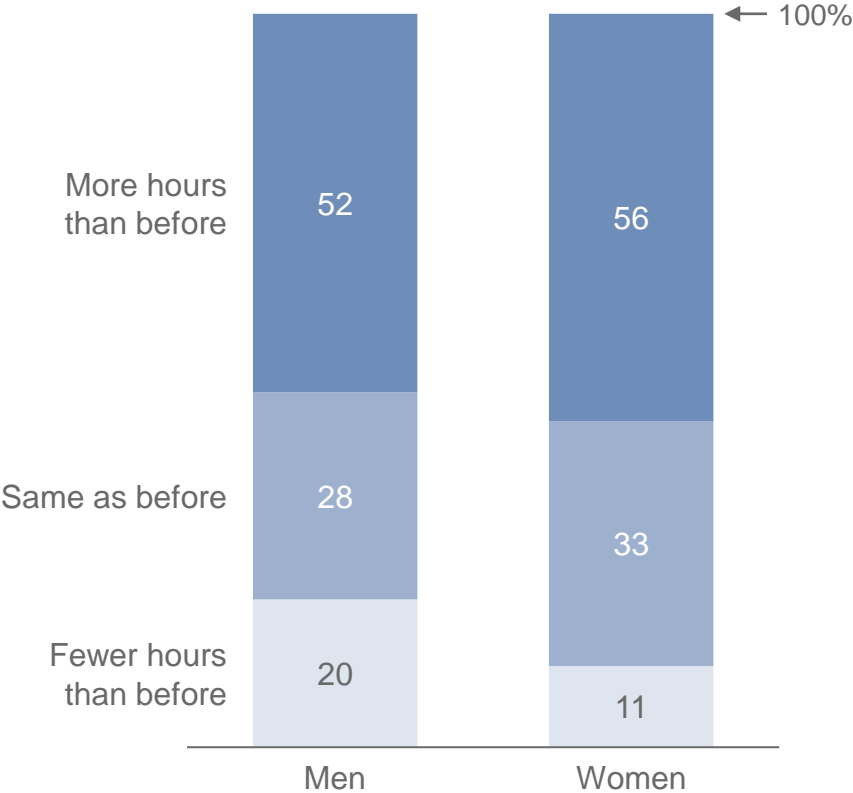


Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021  
n: Survey 7 (January) = 124 (Male), 53 (Female) ; chart excludes "I don't know / rather not say"  
Note: (1) Net score: 'positive' and 'very positive' minus 'negative' and 'very negative' responses



# About half of the business leaders surveyed – both men and women – are spending more hours on professional work than previously

## HOURS SPENT ON PROFESSIONAL WORK – BY GENDER (%)

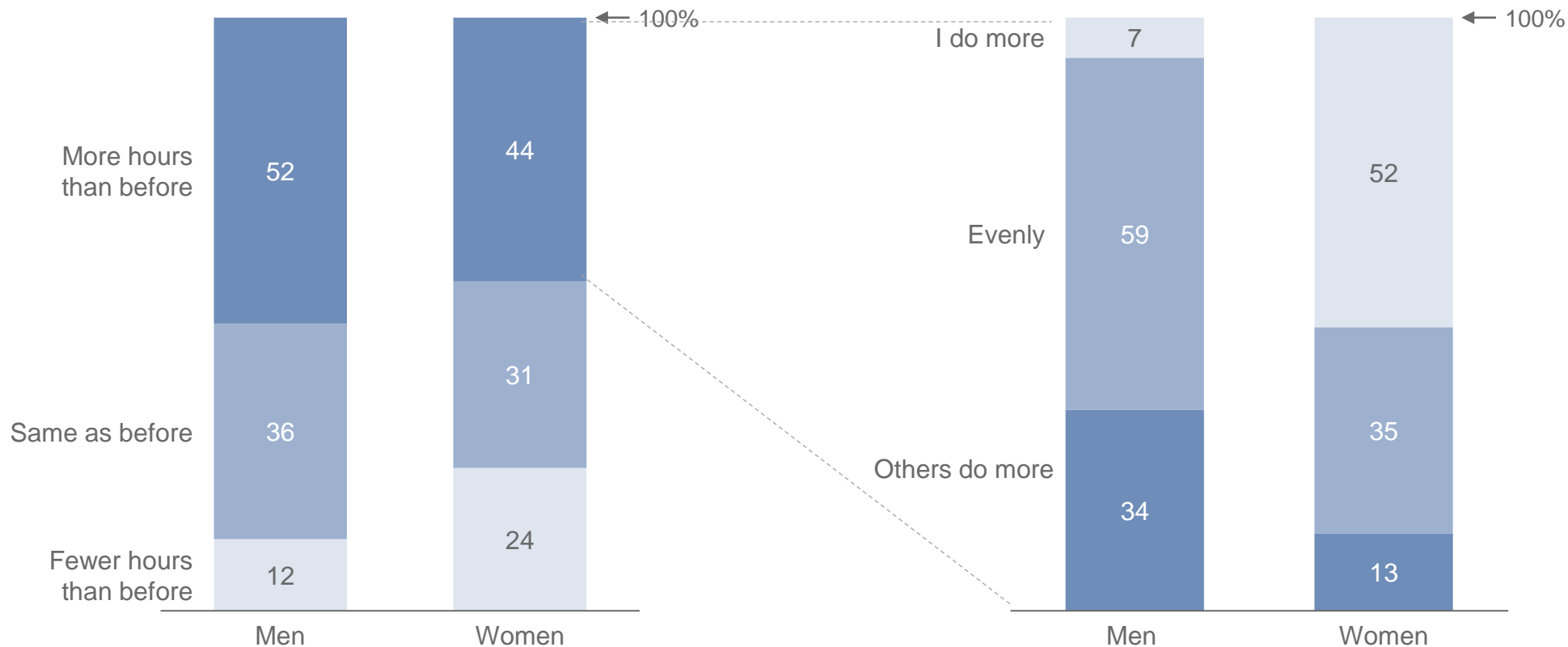


Source: Eden McCallum COVID-19 Impact Surveys: 20th –21st January 2021  
n: Survey 7 (January) = 124 (Male), 54 (Female)  
Note: (1) Totals may not add to 100% due to rounding

52% of men and 44% of women also feel they are spending more time on domestic work; of these, 52% of women feel they are carrying out a larger share of the additional workload, in comparison to 7% of men

**HOURS SPENT ON DOMESTIC/FAMILY WORK – BY GENDER (%)**

**HOURS SPENT ON DOMESTIC / FAMILY WORK – BY GENDER (%)**

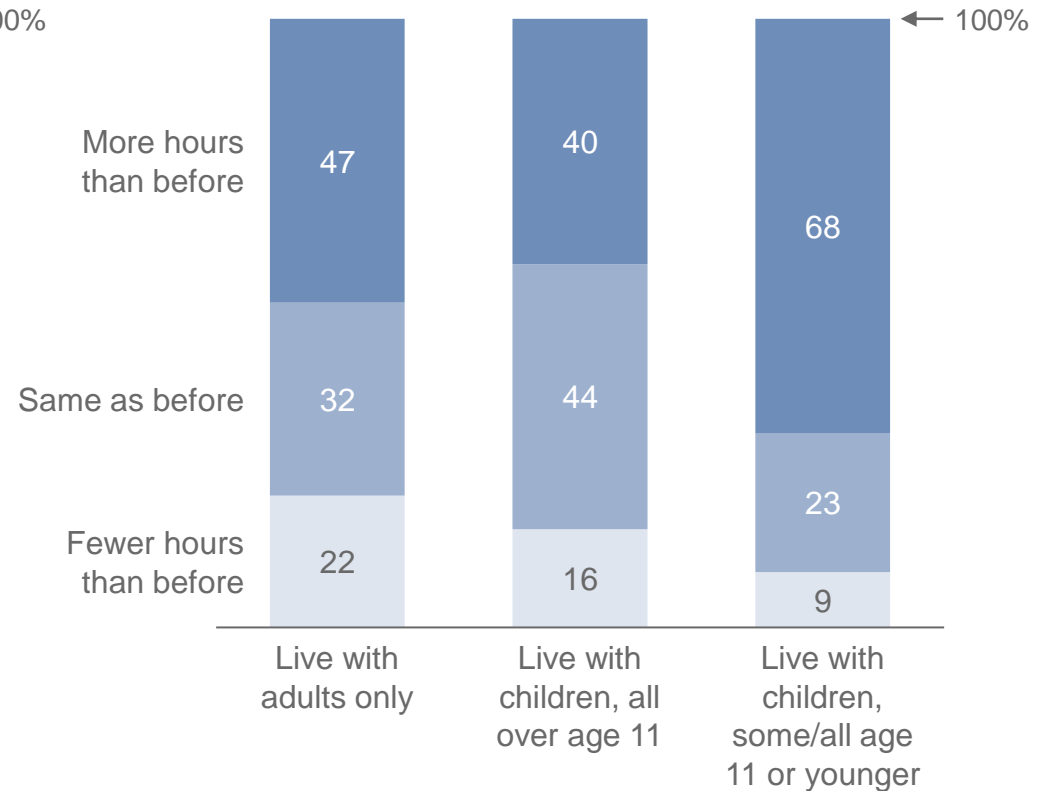
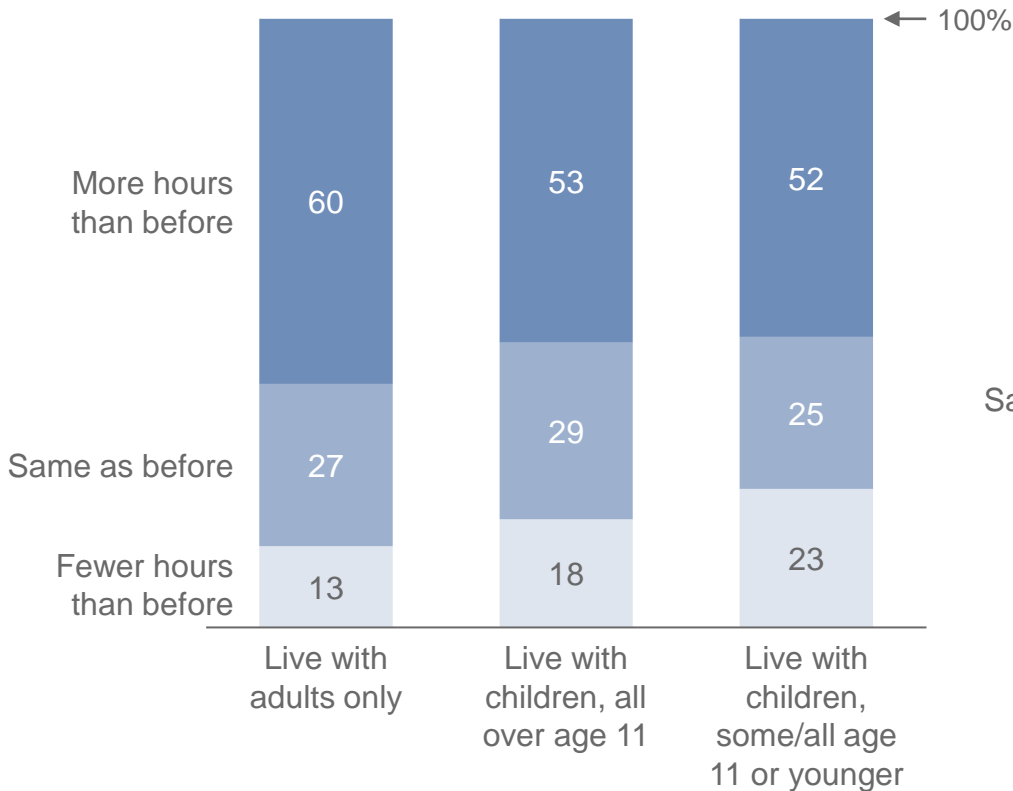


Source: Eden McCallum COVID-19 Impact Surveys: 20th - 21st January 2021  
 n: Survey 7 (January) = 59 (Male), 23 (Female); chart excludes "Hard to say / I don't know"

Not surprisingly, the burden of extra domestic hours is falling mostly on those with children under 11 years; although nearly half of adult-only households are also doing more domestic work

### HOURS SPENT ON PROFESSIONAL WORK– BY HOUSEHOLD COMPOSITION (%)

### HOURS SPENT ON DOMESTIC/FAMILY WORK– BY HOUSEHOLD COMPOSITION (%)



Source: Eden McCallum COVID-19 Impact Surveys: 20th – 21st January 2021  
 n: Survey 7 (January) = 60 (Adults only), 62 (Children all >11 years), 44 (Children <11 years); chart excludes “Other “ and “Live alone” answers  
 Note: (1) Totals may not add to 100% due to rounding

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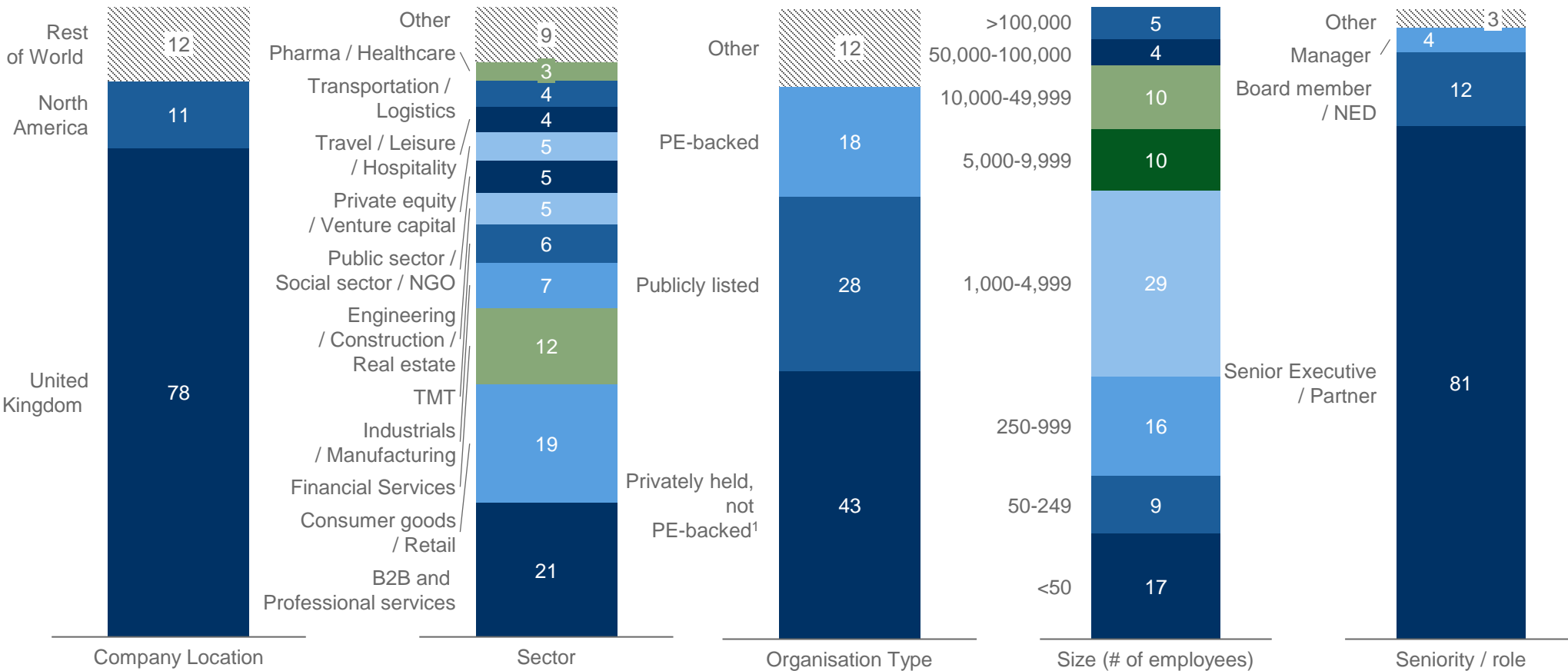
Key findings

Detailed findings

**Survey sample information**

# Background information of respondents

## SURVEY SAMPLE REPRESENTATION (%)



Source: Eden McCallum COVID-19 Impact Survey: 20th - 21st January 2021

n: Survey 7 (January) = 178-197; 'Role within Organisation' chart excludes 'Other'

Note: (1) Includes Partnerships, (2) Survey has been sent from our UK office only, (3) Totals may not equal 100% due to rounding