CIPD

*Championing better work and working lives*

# REWARD MANAGEMENT SURVEY

## The impact of COVID-19 on finances, pay decisions and forecasts

**Survey report**

February 2021

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

# 1 The impact of COVID-19 on finances, pay decisions and forecasts

### About this report

This report is one in a series of six reports based on findings from the CIPD's seventeenth annual *Reward Management* survey. The survey focused on the impact of the COVID-19 pandemic on reward practices in the UK. Each report explores a different aspect of reward management:

- **The impact of COVID-19 on finances, pay decisions and forecasts**
- Management of base pay, variable rewards and recognition
- Employee financial wellbeing
- Employee benefits
- Reward fairness
- The Living Wage

The survey took place in October 2020 and garnered insights from 420 reward professionals spanning the private (67%), public (15%) and voluntary (16%) sectors. Survey responses were complemented by focus group discussions with expert practitioners, to delve into the stories behind the numbers.

The aim of this research is to provide readers with a benchmarking and information resource on current and emerging practice in reward management.

### Overview

Our survey found that most respondents (80%) reported COVID-19 having a negative effect on their employer's finances, most notably within the retail, hospitality, catering, leisure and cleaning sub-sector (93%) – an industry most impacted by COVID-induced business restrictions. By contrast, just a small proportion (20%) thought the pandemic (and associated economic limitations) had either improved things financially for their employer (9%) or had had no effect (11%).

Perhaps unsurprisingly, the financial impact of the pandemic affected employers' pay decisions in 2020 and their forecasts for 2021. Those employers that had suffered from the impact of COVID-19 were less likely to have:

- increased pay for all their employees in 2020
- thought they could raise wages in 2021.

For instance, while only 19% of employers who reported a 'very negative' financial impact were able to give all of their staff a pay rise, 50% of those who reported a 'very positive' impact were, by contrast, able to give everyone a pay increase.

Comparing pay decisions made in 2020 with predictions for 2021, we found that pay rises and freezes will be more likely to cover some – rather than all – employees this year. This suggests that employers are anticipating a more targeted approach.

When we contrast the impact of COVID-19 and economic restrictions on employers and employees, we find that their experiences often dovetail, with the effect on staff largely mirroring those on the organisation itself.

However, among organisations that have seen 'very positive' financial outcomes, only 19% believe the financial consequences for employees are indeed 'very positive'; instead, they were more likely to say that their employees' financial wellbeing had only slightly improved (38%) or slightly worsened (25%). Such organisations might be storing up trouble if their employees perceive that the good fortune of their employer is not being shared fairly with them.

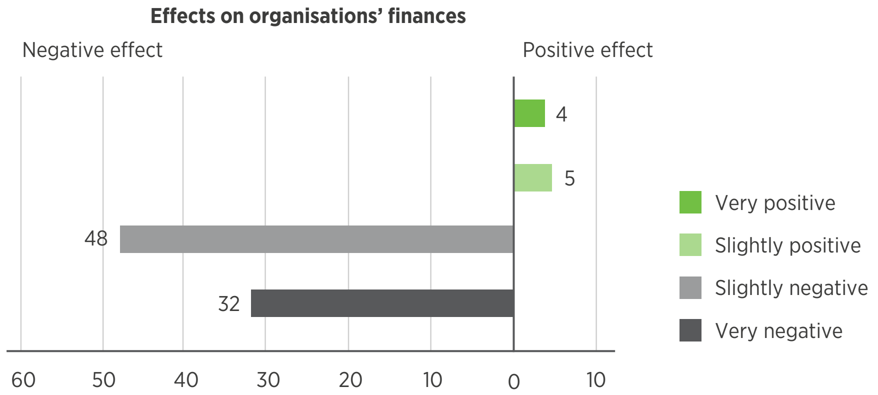
### How COVID-19 has impacted employer and employee finances

Figure 1 shows that 80% of the organisations we surveyed in October 2020 reported suffering financially because of COVID-19 and the ensuing economic turmoil, while 9% saw their finances benefit to some extent. However, 11% of employers noticed no effect.

Although all sectors have suffered ill effects, Table A1 in the Appendix reveals that the retail, hospitality, catering, leisure and cleaning sub-sector suffered the most (93%), followed by the public sector (80%).

Employer size appears to make little difference when it comes to the financial impact of COVID-19 and the economic crisis, although large organisations are more likely than SMEs to report very negative effects (37% and 26%, respectively).

**Figure 1: What effect has COVID-19 and the subsequent economic crisis had on organisations' finances? (%)**



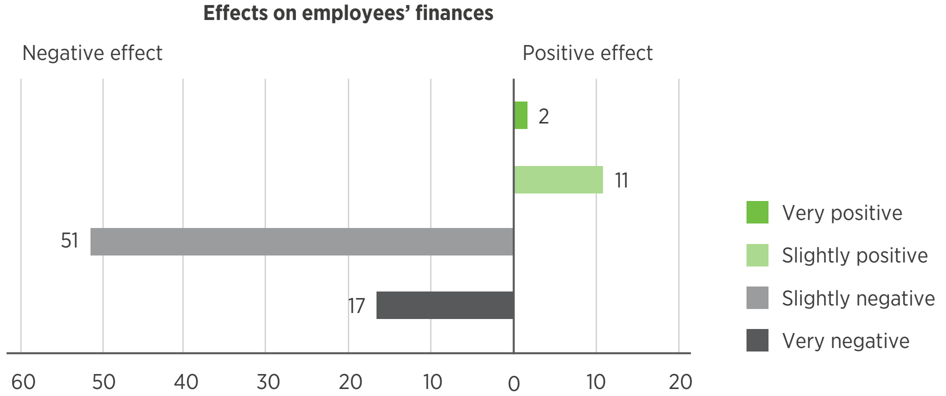

Base: n=363
Note: figure omits organisations that reported no effects.

The manufacturing and production sector is most likely to have reported a beneficial impact (15%). Similarly, large organisations appear most likely to have experienced 'very positive' effects (9%).

We also asked respondents what impact they thought COVID-19 and the economic crisis had on their employees' financial wellbeing. Figure 2 shows that 68% of employers reported that their employees' financial wellbeing had worsened, while 13% said it had improved.

A comparison of Figure 2 with Figure 1 shows that respondents are less likely to report 'very negative' effects on their employees' finances compared with such effects on the organisation itself. Although Table A2 in the Appendix shows that the retail, hospitality, catering, leisure and cleaning sub-sector is most likely to acknowledge very negative effects for its employees (28%), this is far lower than the impact on the business (55% – see Table A1 in the Appendix).

**Figure 2: What effect has COVID-19 and the subsequent economic crisis had on employees' financial wellbeing? (%)**




Base: n=328
Note: figure omits organisations that reported no effects.

Table 1 compares the effects of recent events on the finances of organisations and their employees. As we might expect, these often dovetail, with the effect on staff largely mirroring those on the organisation itself. However, among the worst-hit organisations, only 37% reported their staff have also been very badly hit, with 55% saying their employees suffered only slightly negative effects.

**Table 1: Comparison of financial effects of COVID-19 on organisations and employees (%)**

| | Financial wellbeing of employees | | | | |
|---|---|---|---|---|---|
| **Financial effect on organisations** | **Very negative** | **Slightly negative** | **No effect** | **Slightly positive** | **Very positive** |
| Very negative | 37 | 55 | 5 | 3 | 0 |
| Slightly negative | 8 | 63 | 18 | 10 | 1 |
| No effect | 6 | 21 | 60 | 9 | 4 |
| Slightly positive | 5 | 5 | 35 | 55 | 0 |
| Very positive | 0 | 25 | 19 | 38 | 19 |

Base: n=420

One explanation is that many employers are unaware of the financial situation facing their employees – an issue examined in our chapter on **employee financial wellbeing**.

Another is that the Government's Coronavirus Job Retention Scheme (CJRS), also known as furlough, has helped protect a large proportion of employees' pay. If such a scheme did not exist, the financial picture for workers could have been worse. This is something the Government should consider when reviewing the CJRS before it is due to finish at the end of April 2021.

On top of the 80% of employee pay the CJRS provides to staff on furlough, many employers in our sample could have been topping that amount up to 100%, thus cushioning their employees from the full financial fallout of COVID-19.

Employers might also be 'shielding' their staff from the worst financial effects by delaying the introduction of pay cuts or supporting their staff through their workplace financial wellbeing programmes. In addition, it might take time for the full financial impact to be felt by employees; although this wasn't evident at the time of our survey in October 2020, it might now be more apparent.

Interestingly, among respondents whose organisations have seen 'very positive' financial outcomes, only 19% view the financial consequences for employees as being 'very positive'. Instead, they're more likely to say that their employees' financial wellbeing has only slightly improved (38%) or slightly worsened (25%).

### How COVID-19 has impacted pay decisions in 2020–21

We asked respondents what annual pay increase decisions their employer had made in 2020, and were planning to make in 2021, in response to the COVID-19 public health emergency and ensuing economic crisis.

Table 2 shows that, in 2020, 41% of organisations deferred a pay increase decision for all staff, with a further 23% doing so for at least some staff (the latter being linked to factors such as employee salary, job, location, whether the employee was covered by the National Minimum Wage, on furlough, and so forth). Given the current economic context, it's likely that many of these postponements will have by now become pay freezes.

Given the level of uncertainty in October 2020, more organisations felt it was too early to decide about pay in 2021; 73% felt the decision remained uncertain for some (27%) or all (46%) of their staff.

Among those organisations that increased pay in 2020, almost as many had increased it for all employees (28%) as they had for some (29%). By contrast, more employers predicted that a rise in pay would only apply to some employees in 2021 (53%), rather than than to all (15%). This suggests that pay increases will be more targeted this year, such as at low earners or those in shortage occupations.

As Table A3 in the Appendix reveals, respondents who reported the pandemic and economic crisis having a positive impact on their employer's finances were more likely than those who'd reported a negative impact to have given a pay rise to all staff in 2020. Respondents anticipated this situation repeating in 2021.

However, while 50% of employers that enjoyed a 'very beneficial' impact in 2020 had increased everyone's pay, this proportion fell to 21% in 2021 (possibly indicating that more respondents think their employer's economic health might turn this year). Instead, these respondents believed their organisation was more likely to focus its pay rise on some staff (57%) in 2021 (a figure which stands in comparison with the figure of 25% in 2020). By contrast, of those who said the financial impact had been very negative, more hoped their employer would be able to increase pay for all or some of their staff.

**Table 2: What are the annual pay increase decisions and predictions for 2020 and 2021? (% employers)**

| | 2020 | | | 2021 | | |
|---|---|---|---|---|---|---|
| | All staff | Some staff, dependent on various factors | Not applicable* | All staff | Some staff, dependent on various factors | Not applicable** |
| Postpone decision | 41 | 23 | 36 | 28 | 37 | 35 |
| Increase pay levels | 28 | 29 | 42 | 15 | 53 | 32 |
| Freeze pay levels | 33 | 23 | 43 | 17 | 46 | 36 |
| Cut pay levels | 11 | 22 | 67 | 4 | 31 | 65 |
| Too early to tell | 15 | 17 | 68 | 46 | 27 | 27 |

Base: n=420 (percentage of those answering each question element).

* Action may not be applicable because organisation was not impacted by COVID-19, had made a pay decision prior to the outbreak, or because the organisation has not used this particular strategy.

** Action may not be applicable because organisation has not been impacted by COVID-19 or because the organisation will not use this particular approach.

**Pay level increases by sector**
Table A3 in the Appendix shows how 2020 pay increases were implemented by sector:

- 38% of manufacturing and production firms were likely to have implemented a pay increase for *all* their employees, while 41% were likely to have done so for at least *some* staff.
- 47% of organisations in the voluntary sector were likely to have implemented a pay increase for *all* their employees, with 13% likely to have done so for *some* staff.
- 25% of private sector services were likely to have implemented a pay increase for *all* their employees, while 32% were likely to have done so for *some* staff.
- The public sector lags slightly behind, with only 48% of organisations in this sector reporting a pay increase: 37% for *all* employees; 11% for *some* staff.

A very similar pattern emerges for 2021, with each sector showing a slightly larger proportion of respondents anticipating a pay increase either for *all* or *some* employees in the coming year.

Interestingly, 47% of those organisations hardest hit by recent events still implemented a pay increase in 2020 for *all* (19%) or at least *some* (28%) employees. This might, however, reflect that some employees' pay rises were linked to the increase in National Minimum and Living Wages, and so on. In 2021, 65% of this group of employers hope to be able to raise pay levels for *all* (14%) or at least *some* (51%) of their employees.

Of those organisations enjoying the most beneficial financial effects, 75% awarded a pay increase to *all* (50%) or at least *some* (25%) staff. A slightly larger proportion (78%) intend to award an increase in 2021, but this increase is less likely to be for *all* (21%) and more likely to be for *some* employees (57%).

**Pay level freezes by sector**
In the private services sector (59%), manufacturing and production sector (58%) and voluntary sector (63%), around three-fifths of organisations implemented a wage freeze for staff in 2020. Employers in these sectors were more likely to implement a pay freeze for *all* employees rather than for *some* employees. The public sector is the exception here, with only 33% taking such action (see Table A3 in the Appendix for more information).

The manufacturing and production sector see themselves using wage freezes a bit less often in 2021 (52%). However, more organisations in the private and voluntary sectors anticipate using wage freezes in 2021 (73% and 71%, respectively) than did so in 2020 (59% and 63%, respectively). In contrast to 2020, employers in these sectors are more likely to forecast that the pay freeze will only apply to *some* of their employees rather than *all* of them, again suggesting a more targeted approach.

In October 2020, a similar overall proportion (36%) of public sector employers forecast a pay freeze for 2021 for *all* (7%) or *some* (29%) employees (by contrast, these proportions last year were 23% for *all* and 10% for *some*). Since then, the Government has announced a pay freeze for public sector staff – excluding doctors, nurses and other NHS workers – and those employees earning below £24,000, who expect to see their pay increased by at least £250.

Those organisations that suffered 'very negative' financial effects due to current events were also most likely to use a wage freeze in 2020 (80%) and forecast one for 2021 (79%). However, among organisations reporting *slightly beneficial* financial consequences, 32% used a pay freeze, and among those reporting *very beneficial* results, 10% did. The respective proportions for 2021 are 40% and 30%, although there's a switch with employers more likely to apply pay freezes to some staff than all.

Very similar patterns can be seen when examining employees' financial wellbeing: employers that believe their employees have suffered the most financially from the impact of COVID-19 were more likely to have implemented a pay freeze in 2020, or to have contemplated introducing one for 2021. The same is also true when it comes to pay cuts.

### Pay-level cuts by sector

While 39% of all private sector services firms cut pay levels in 2020, Table A3 in the Appendix shows that 46% of firms in the retail, hospitality, catering, leisure and cleaning sub-sector cut pay levels for either all (23%) or some (23%) of their staff.

The second largest proportion of organisations cutting pay last year was in the legal, financial, technology and other professional services sub-sector (41%), despite this sector reporting noticeably less financial distress than others. Such firms were, however, more likely to cut pay for some (28%) rather than all (13%) staff.

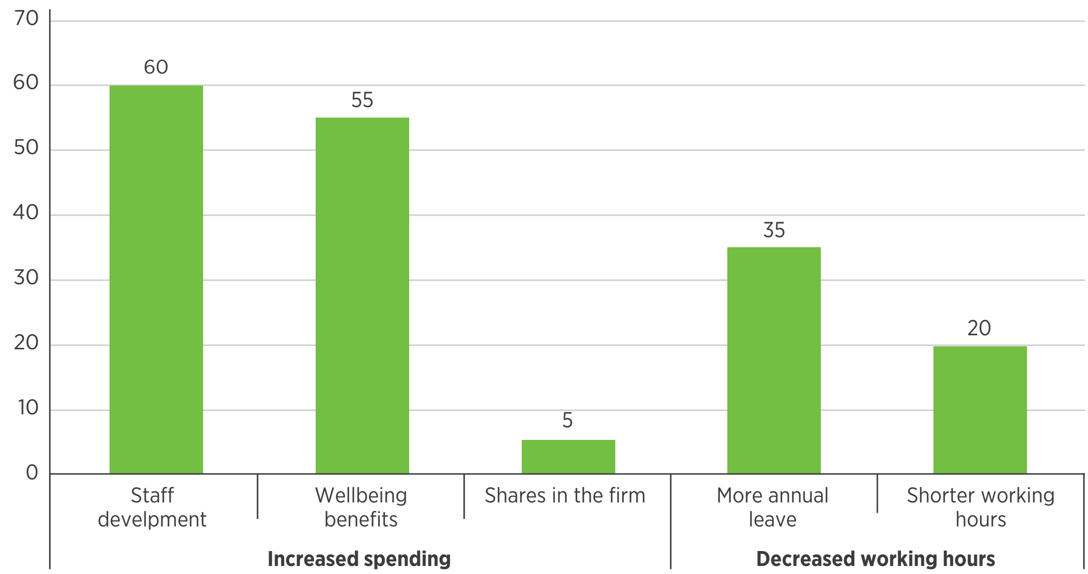
At the time of our survey, few organisations, when asked to look towards 2021, reported a decision to cut the pay of all employees, although a sizeable proportion have already made that decision for some of their staff. Again, Table A3 reveals that the strategy of pay cuts will be most often used in the private services sector (40%), followed by the manufacturing and production sector (29%).

Organisations that were very badly hit by COVID-19 and the ensuing economic turmoil were more likely to cut pay. However, even among those most badly affected, only 55% implemented pay cuts of some sort in 2020 (21% covering all employees and 34% some of them), with 53% planning cuts in 2021 (9% covering all employees and 44% some of them). Interestingly, 10% of those organisations reporting very beneficial effects from the pandemic still report a pay reduction for some staff.

### Will employers compensate employees for pay freezes or cuts?

We asked respondents in those organisations that cut or froze wages, or had plans to do so, if they would increase other elements of the employee reward package in compensation. Only 13% of organisations in that sample said they would. Figure 3 shows that, of this 13%, the most common offering is to spend more on employees' development, followed by spending more on wellbeing benefits.

**Figure 3: What's provided by those employers offering compensation for a wage freeze or cut? (% of employers)**




Base: n=25

**Conclusion**

The most common approach adopted by organisations when making pay decisions in 2020 was to apply the outcome to all workers. The exceptions were pay *cuts*, which were more likely to be targeted at some workers, and pay *increases*, which were just as likely to cover some, as they were to cover all, employees.

However, in 2021, respondents predicted a change in approach. Rather than the decision applying to all, they predicted that it will, instead, probably be targeted at some employees. For instance, while 28% of employers increased pay for all staff in 2020, the proportion doing likewise will fall to 15% in 2021. By contrast, the percentage of employers applying pay rises to some staff is predicted to jump from 29% to 53% in 2021.

As one of our practitioner workshops highlighted, behind these pay decisions, people and reward professionals will have to balance issues of affordability with issues of fairness. While there are no reasons why pay decisions cannot be both fair and affordable, it can be a struggle to achieve this balance given the various stakeholder perspectives that need to be considered. HR needs to be aware of the significance of these multiple stakeholders and have the skill set to engage with them in order to build a consensus around what's affordable *and* what's fair.

Within a commercial setting, for instance, there will be financial imperatives to keep pay costs low, but within management some will want a certain amount of 'wiggle room' in the pay budget in order to attract, motivate and retain the key talent needed to execute the business strategy. However, others in management will be concerned how this wiggle room will be interpreted, for instance, by those within the organisation who are not regarded as 'key'. One can expect to find similar perspectives around the need to reward 'high performers'. Considerations include whether:

- the extent to which success is an individual or collective endeavour
- the structure of performance incentives can encourage inappropriate behaviours
- these high achievers will leave if they don't get a pay rise.

In those commercial settings where most employees are low-waged, some in senior management might be concerned about the impact a pay freeze or cut could have on the culture of the firm or on levels of employee financial wellbeing. They might push for low-waged staff to be protected from such decisions, and that 'key' and 'senior' staff, who already earn the most, should be more able to cope with a drop in earnings compared with the low-waged. Some high earners themselves might think it's only fair that they shoulder more of the burden.

Externally, the pay decisions made by firms will affect external stakeholder views. For instance, shareholders and customers' decisions to invest or spend their money may be influenced by such considerations as whether companies:

- pay directly and indirectly employed workers a liveable wage
- have a wide gender, ethnicity or CEO pay ratio
- don't offer staff a decent occupational sick pay scheme.

Similarly, in the voluntary sector, donors will have views on the appropriateness of reward decisions being made by the charities to which they give their money.

Pay decisions can be fraught with danger at the best of times. However, the downside of a potential misstep is even more acute when it's the worst of times. HR and reward professionals need to be aware of the potential repercussions of any pay actions, not only in terms of the organisation's business strategy but also in terms of the impact on its culture and its sense of mission, vision and purpose. They also need to be able to highlight these consequences to senior management.

Reward and HR professionals need to explore the various reward choices that exist and the potential implications of those decisions for the organisation and its stakeholders. This will require analytical skills – such as scenario planning and analytical technology – to capture and present the people and financial data in the right way, at the right time.

They also need to talk to stakeholders to get their views and be willing to report back uncomfortable perspectives, but in a way that doesn't trigger the organisation's immune system – in other words, its defences in response to negative news, messages and feedback. This will involve communication skills – such as listening and presentation – and consensus-building skills – such as politics and diplomacy. Empathy and compassion will also be crucial. *How* the pay decision is made (and communicated) will be as important, or potentially even more so in the current climate, than the actual decision itself.

# 2 Appendix

**Table A1: What effect has COVID-19 and the subsequent economic crisis had on organisations' finances? (%)**

| | Very negative | Slightly negative | No effect | Slightly positive | Very positive |
|---|---|---|---|---|---|
| All | 32 | 48 | 11 | 5 | 4 |
| **By sector** | | | | | |
| Manufacturing and production | 34 | 45 | 6 | 4 | 11 |
| Private sector services, of which: | 29 | 47 | 12 | 7 | 5 |
| Retail, hospitality, catering, leisure and cleaning | 55 | 38 | 0 | 3 | 3 |
| Legal, financial, technology and other professional services | 22 | 47 | 15 | 8 | 7 |
| Other private sector | 24 | 52 | 15 | 7 | 2 |
| Public sector | 38 | 42 | 18 | 2 | 0 |
| Voluntary, community and not-for-profit | 24 | 55 | 16 | 4 | 0 |
| **By size** | | | | | |
| SME (<250) | 26 | 49 | 14 | 7 | 5 |
| Large (250–9,999) | 37 | 45 | 11 | 5 | 3 |
| Very large (10,000+) | 32 | 45 | 14 | 0 | 9 |
| **By geographical ownership** | | | | | |
| UK-owned | 28 | 47 | 11 | 8 | 5 |
| Division of UK-owned organisation | 36 | 36 | 14 | 0 | 14 |
| Division of international organisation | 32 | 47 | 8 | 5 | 7 |

Base: n=420

**Table A2: Effect of COVID-19 and the subsequent economic crisis on employees' financial wellbeing (%)**

| | Very negative | Slightly negative | No effect | Slightly positive | Very positive |
|---|---|---|---|---|---|
| All | 17 | 51 | 19 | 11 | 2 |
| **By sector** | | | | | |
| Manufacturing and production | 9 | 57 | 21 | 11 | 2 |
| Private sector services, of which: | 17 | 56 | 16 | 11 | 1 |
| Retail, hospitality, catering, leisure and cleaning | 28 | 62 | 3 | 3 | 3 |
| Legal, financial, technology and other professional services | 13 | 51 | 18 | 18 | 0 |
| Other private sector | 17 | 59 | 19 | 6 | 0 |
| Public sector | 11 | 52 | 23 | 11 | 2 |
| Voluntary, community and not-for-profit | 12 | 41 | 33 | 14 | 0 |
| **By size** | | | | | |
| SME (<250) | 13 | 52 | 20 | 14 | 1 |
| Large (250–9,999) | 14 | 55 | 21 | 9 | 0 |
| Very large (10,000+) | 23 | 50 | 14 | 9 | 5 |
| **By geographical ownership** | | | | | |
| UK-owned | 13 | 59 | 18 | 8 | 2 |
| Division of UK-owned organisation | 36 | 50 | 0 | 14 | 0 |
| Division of international organisation | 12 | 51 | 20 | 17 | 0 |

Base: n=420

**Table A3: In response to the COVID-19 public health emergency and the economic crisis, what annual pay increase decision did employers make in 2020 and what decision is predicted for 2021? (%)**

**Increasing pay levels**

| | 2020 | | 2021 | |
|---|---|---|---|---|
| | **All staff** | **Some staff** | **All staff** | **Some staff** |
| Manufacturing and production | 38 | 41 | 13 | 67 |
| Private sector services, of which: | 25 | 32 | 16 | 59 |
| Retail, hospitality, catering, leisure and cleaning | 22 | 39 | 14 | 73 |
| Legal, financial, technology and other professional services | 23 | 36 | 15 | 55 |
| Other private sector | 31 | 20 | 20 | 53 |
| Public sector | 37 | 11 | 25 | 32 |
| Voluntary, community and not-for-profit | 47 | 13 | 23 | 42 |
| **By size** | | | | |
| SME (<250) | 28 | 31 | 13 | 59 |
| Large (250–9,999) | 34 | 24 | 23 | 47 |
| Very large (10,000+) | 53 | 18 | 21 | 43 |
| **Effect of COVID-19 on organisation** | | | | |
| Very negative | 19 | 28 | 14 | 51 |
| Slightly negative | 28 | 34 | 11 | 58 |
| No effect | 35 | 23 | 15 | 48 |
| Slightly beneficial | 47 | 7 | 55 | 9 |
| Very beneficial | 50 | 25 | 21 | 57 |
| **Effect of COVID-19 on employees** | | | | |
| Very negative | 9 | 38 | 11 | 51 |
| Slightly negative | 21 | 35 | 10 | 58 |
| No effect | 54 | 10 | 24 | 44 |
| Slightly beneficial | 37 | 26 | 26 | 50 |
| Very beneficial | 43 | 29 | 0 | 60 |

Note: For the sake of clarity, the figures for 'not applicable' have been omitted. Numbers represent percentage of all respondents who gave a response to each question.

**Freezing pay levels**

| By sector | 2020 | | 2021 | |
|---|---|---|---|---|
| | All staff | Some staff | All staff | Some staff |
| Manufacturing and production | 35 | 23 | 17 | 35 |
| Private sector services, of which: | 38 | 21 | 17 | 56 |
| Retail, hospitality, catering, leisure and cleaning | 44 | 26 | 14 | 68 |
| Legal, financial, technology and other professional services | 37 | 24 | 12 | 49 |
| Other private sector | 36 | 14 | 26 | 58 |
| Public sector | 23 | 10 | 7 | 29 |
| Voluntary, community and not-for-profit | 40 | 23 | 29 | 42 |
| **By size** | | | | |
| SME (<250) | 40 | 17 | 19 | 47 |
| Large (250–9,999) | 33 | 22 | 15 | 50 |
| Very large (10,000+) | 27 | 20 | 21 | 29 |
| **Effect of COVID-19 on organisation** | | | | |
| Very negative | 53 | 27 | 31 | 48 |
| Slightly negative | 26 | 27 | 10 | 51 |
| No effect | 15 | 6 | 10 | 39 |
| Slightly beneficial | 25 | 8 | 30 | 10 |
| Very beneficial | 10 | 0 | 0 | 30 |
| **Effect of COVID-19 on employees** | | | | |
| Very negative | 44 | 35 | 28 | 49 |
| Slightly negative | 39 | 24 | 19 | 50 |
| No effect | 19 | 13 | 15 | 35 |
| Slightly beneficial | 16 | 16 | 3 | 38 |
| Very beneficial | 0 | 0 | 0 | 60 |

Note: For the sake of clarity, the figures for 'not applicable' have been omitted. Numbers represent percentage of all respondents who gave a response to each question.

**Cutting pay levels**

| By sector | 2020 | | 2021 | |
|---|---|---|---|---|
| | All staff | Some staff | All staff | Some staff |
| Manufacturing and production | 0 | 23 | 0 | 29 |
| Private sector services, of which: | 17 | 22 | 3 | 37 |
| Retail, hospitality, catering, leisure and cleaning | 23 | 23 | 0 | 37 |
| Legal, financial, technology and other professional services | 13 | 28 | 2 | 31 |
| Other private sector | 19 | 13 | 8 | 46 |
| Public sector | 0 | 7 | 0 | 12 |
| Voluntary, community and not-for-profit | 7 | 11 | 8 | 16 |
| **By size** | | | | |
| SME (<250) | 14 | 17 | 4 | 31 |
| Large (250–9,999) | 8 | 19 | 3 | 27 |
| Very large (10,000+) | 8 | 15 | 0 | 25 |
| **Effect of COVID-19 on organisation** | | | | |
| Very negative | 21 | 34 | 9 | 44 |
| Slightly negative | 8 | 21 | 4 | 30 |
| No effect | 0 | 0 | 0 | 14 |
| Slightly beneficial | 9 | 0 | 0 | 11 |
| Very beneficial | 0 | 10 | 0 | 10 |
| **Effect of COVID-19 on employees** | | | | |
| Very negative | 20 | 38 | 19 | 39 |
| Slightly negative | 12 | 25 | 1 | 35 |
| No effect | 5 | 5 | 3 | 22 |
| Slightly beneficial | 0 | 7 | 0 | 17 |
| Very beneficial | 20 | 0 | 20 | 20 |

Note: For the sake of clarity, the figures for 'not applicable' have been omitted. Numbers represent percentage of all respondents who gave a response to each question.

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