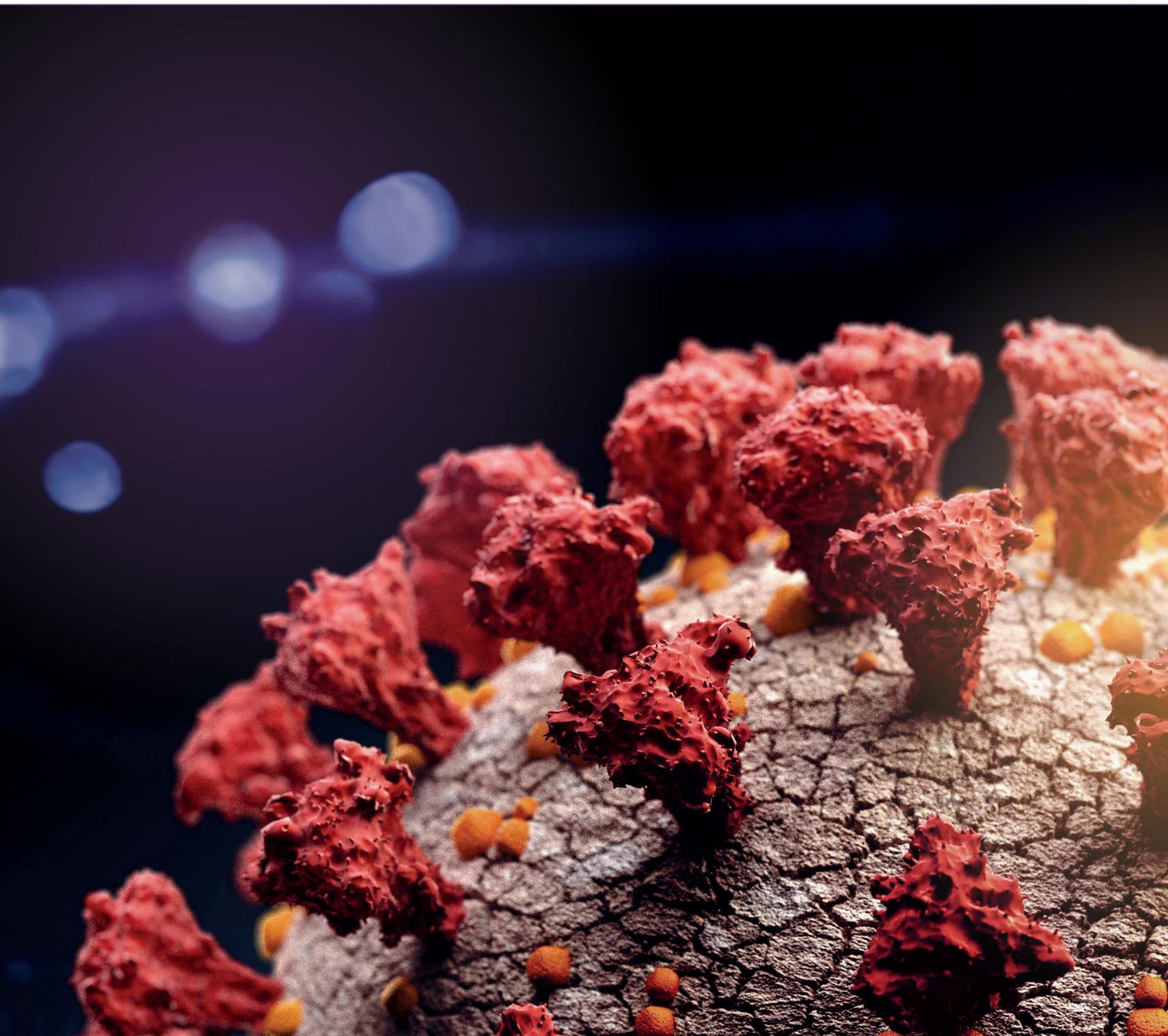


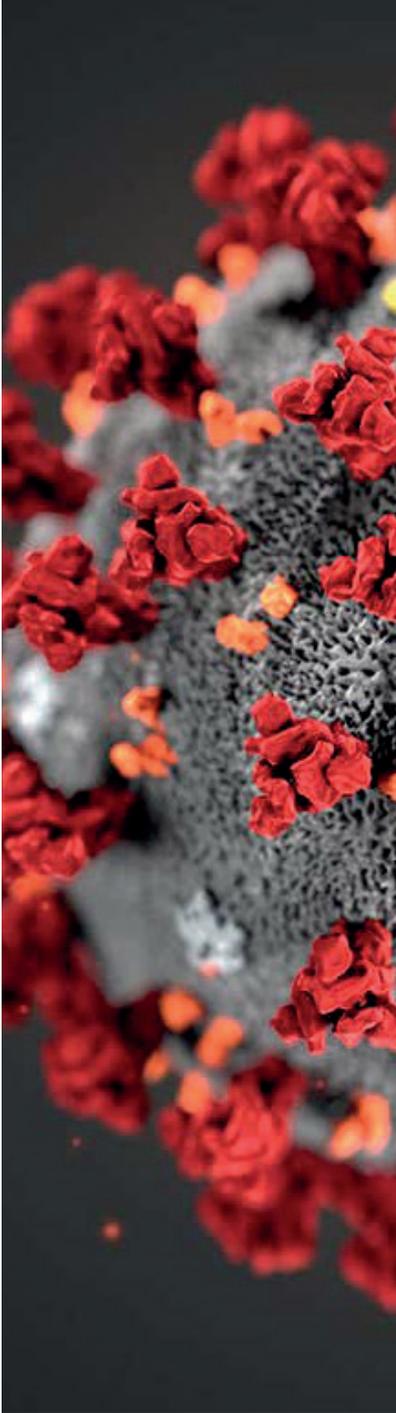
HR DataHub

COVID-19 HR Benchmarking Survey

1st Edition

30th March 2020





Introduction

This report has been created to provide benchmarking data and insights to support businesses at this extremely difficult time.

Data was collected from 100 companies via an online survey which was run between 18 March and 25 March 2020. This was a volatile period of time where the UK and indeed the whole world was starting to feel the impact of the COVID-19 virus.

In just one week we saw fundamental changes to business, society and the introduction of an unprecedented series of measures from the UK government.

The data in this report reflects the responses from companies during this period however a second edition will be published to capture the true impact post these events.

We are working hard to support companies through this crisis but we cannot do this without your help! Please can I ask that you take 5-10 minutes to complete our new anonymous survey:

Covid-19 HR Benchmarking Survey

This survey will be used to create a second edition and if the sample size is strong enough, we will be able to break down the results further by sector, company size etc.

Over the coming weeks we are also working on a Covid-19 document library and forum so you can quickly access data and help when you need it.

I do hope you find this report useful and that it provides some insights that will help you to support your colleagues and business at this difficult time.

David Whitfield
CEO



Further support for the COVID-19 crisis

We are building a dedicated part of the HR DataHub platform to provide greater support to companies through the COVID-19 crisis.

This will include:

Document Library	Collection of best practice, insights, benchmarking and legal advice from various trusted sources
Forum	Connect with other HR professionals, join the discussion and help each other through the crisis
Surveys	All of our Covid-19 surveys will be published on the platform and we intend to run them through-out the crisis to make sure we understand how companies are adapting
HR DataHub Licence	All companies can request free access to the wider HR DataHub benchmarking metrics for three months

How to get access

Access to this dedicated platform is free and to get access simply send an email to:

hello@hrdatahub.com

We will then set you up with a username and password so you can securely access the features as listed above.

Please note that only HR professionals will be provided with access.

About Us

- HR DataHub is an external HR Benchmarking platform
- Designed to be simple to use and fully customisable to get the data you need
- Access almost 200 metrics covering every area of HR
- So far over 400 companies have joined representing 4m+ employees in the UK



D&I Benchmark

- External benchmarking data on 50+ D&I metrics
- Create a meaningful comparison by tailoring your sample by sector, subsector or named companies (min 5)
- View the data by geography, company size, protected characteristic, and by level/role/function
- Export the data to PDF or Excel
- Create intersectionality analysis by selecting more than one characteristic



Collaboration Portal

- Use the best practice library to access case studies, thought leadership and practical guides
- Interact with other members through the forum
- Find someone to collaborate with or ask some advice through the profile section
- Create your own bespoke survey to get the answers you need from other members



D&I Metrics Dashboard

- Save each of your benchmark metrics to a dashboard
- Display meaningful metrics that provide insights into areas that require improvement
- Export the dashboard to share in meetings and board papers
- Use the dashboard in real time to explore insights in your meetings



HR Benchmark

- Access benchmark data for all areas of HR including 150+ metrics
- Covering Reward, Engagement, Learning & Development, Talent, Employee Relations, Recruitment, HR Efficiency and People
- Option to include your own internal data to see instant comparison
- Benchmark your true comparators by selecting named companies
- Benchmark outside of your industry with access to all sectors
- Create your own bespoke graphs and export to Excel and PDF



Pay, Benefit & Allowances

- Access pay, benefit and allowance benchmark data for every role and level in your company including frontline colleagues
- Get the data you need by region, city, town and postcode
- Perfect matching into roles as we provide a bespoke role catalogue for each sector
- Benchmark your true comparators by selecting named companies in your sector (min 5)
- Export the data to Excel or PDF

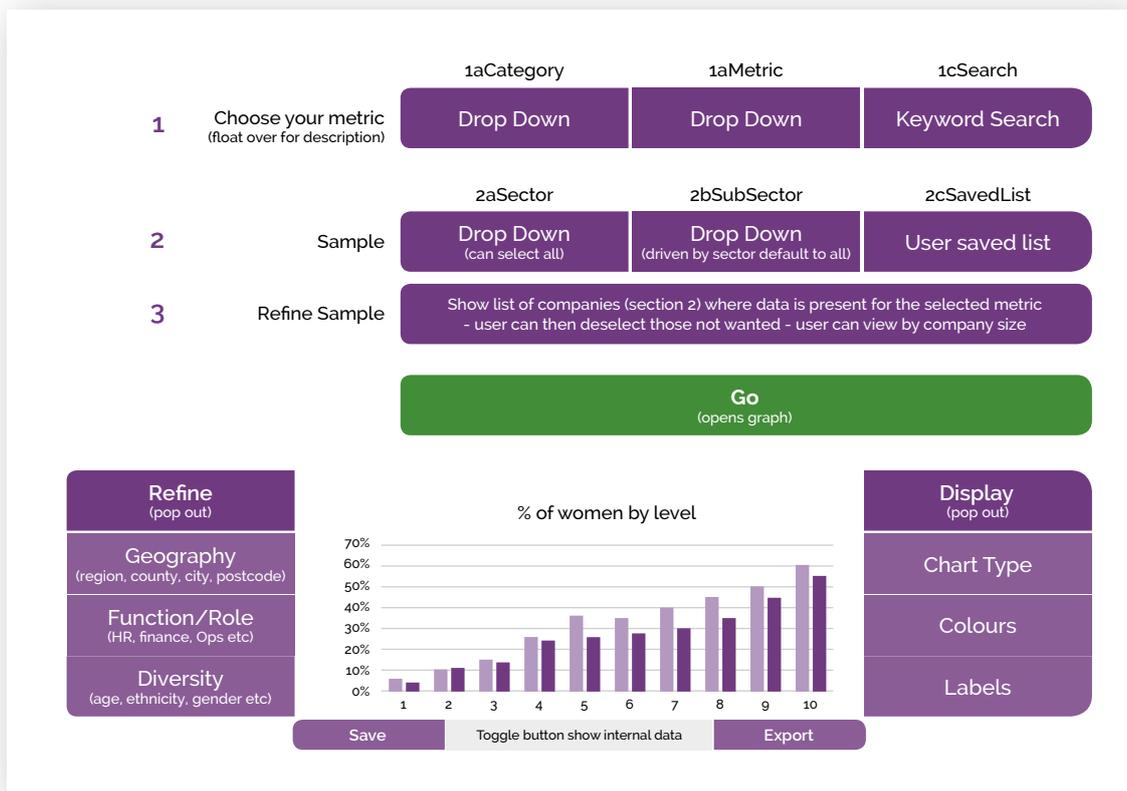


HR Dashboard

- Save each HR metric to a company dashboard
- Option to include your own internal data to see instant comparison
- Display all of your HR benchmark metrics onto one dashboard and identify areas for improvement
- Dashboard can be used in realtime to gather insights across all areas of HR
- Useful for all HR professionals in your business

HR Benchmark

New Interface Design coming in May 2020



Key Features:

- Save metrics to company dashboard to create bespoke reporting
- Refine data to get a tailored view of the results
- Design the graph to your brand colours and language
- Select different types of graph to view the data
- Include your data to see a comparison
- Export the data to PDF, Excel, PowerPoint and Word
- Choose a sample from all industry, sub sector or named company (so long as sample size is 5+)
- Quickly find the metrics you are looking for by clicking the drop-down menus or by searching a key word
- Save your searches to use later

How to join HR DataHub

There are three ways to join HR DataHub:

- 1) Sign-up to a three month free trial with the option to take out an annual subscription at the end (£2,400)
- 2) Be a member of one of our partner trade groups or charters to get unlimited free access to the D&I features, a bespoke collaboration area and free use of the wider platform until the end of 2020.

Currently we cover Hospitality, Hotels, Leisure, Infrastructure, Renewable Energy, Aerospace and Aviation

- 3) If you are a member of a charter or trade group that is not listed above then contact us and we can work together to create a partnership.

Email: hello@hrdatahub.com

Some of our clients:



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Methodology

The survey was designed to collect information from HR professionals on the approach they have taken to support their colleagues and business through the COVID-19 crisis.

Specifically:

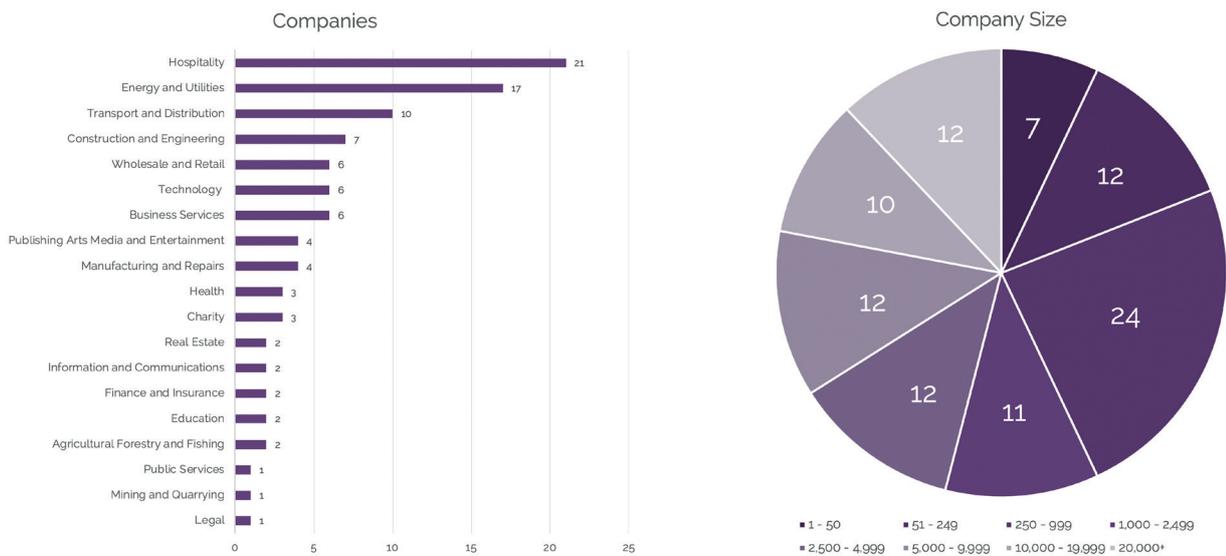
- Pay
- Bonus
- Business Impact
- Wellbeing
- Communication
- Working Patterns

The survey was run from **18 March until 25 March 2020** with invites sent to clients of **HR DataHub**, members of Women in Hospitality, Travel and Leisure, and publicised on LinkedIn.

Key announcements from the UK government were made during this period that may have influenced the responses of those companies who had already completed the survey. To understand the impact of these announcements the analysis breaks down pre and post announcement responses to understand if they make a positive or negative impact on the businesses.

Sample

The survey received 100 responses across almost every sector and from a good mix of company sizes:

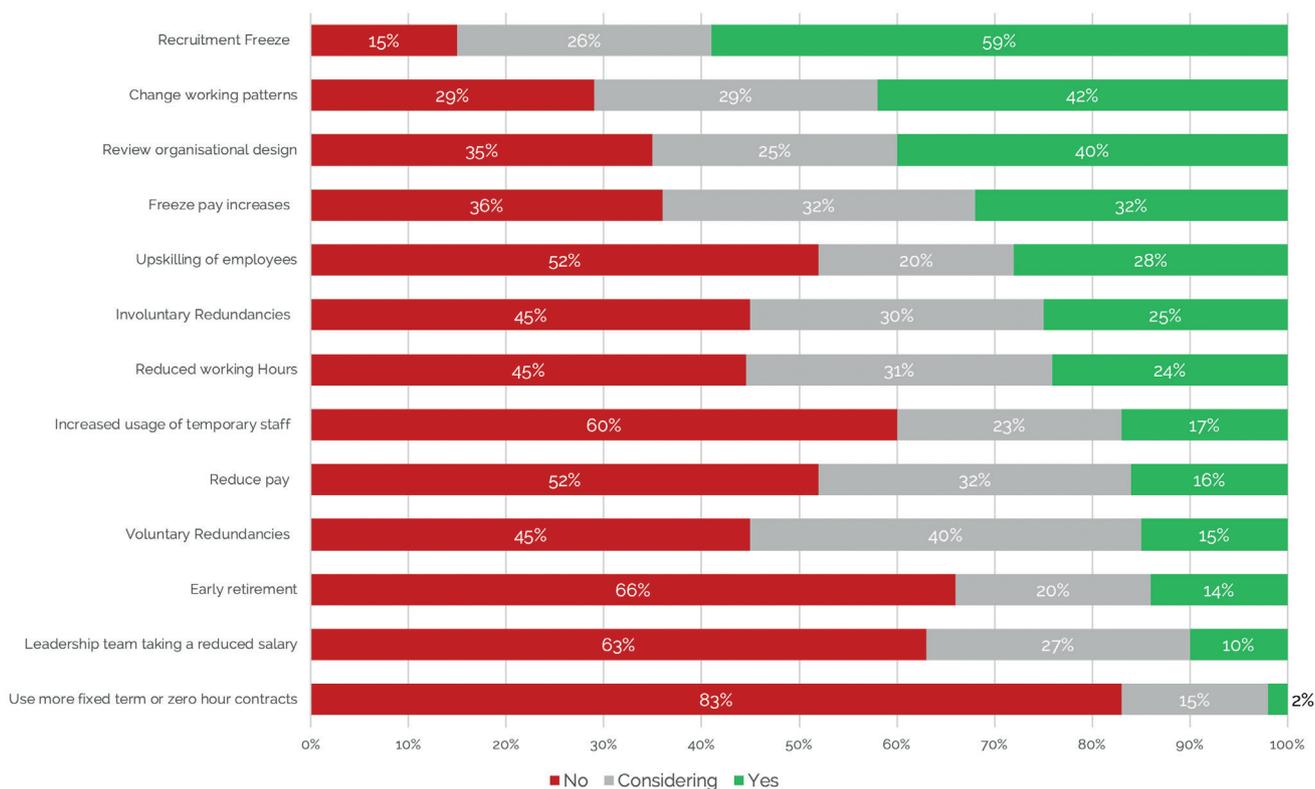


*Total number of employees represented is 1,075,102

Section One: Business Impact

Companies were asked about the likely impact of the COVID-19 crisis on their business over the next 3-6 months – specifically what measures are likely to be implemented:

In the next 3-6 months, do you anticipate any of the following?

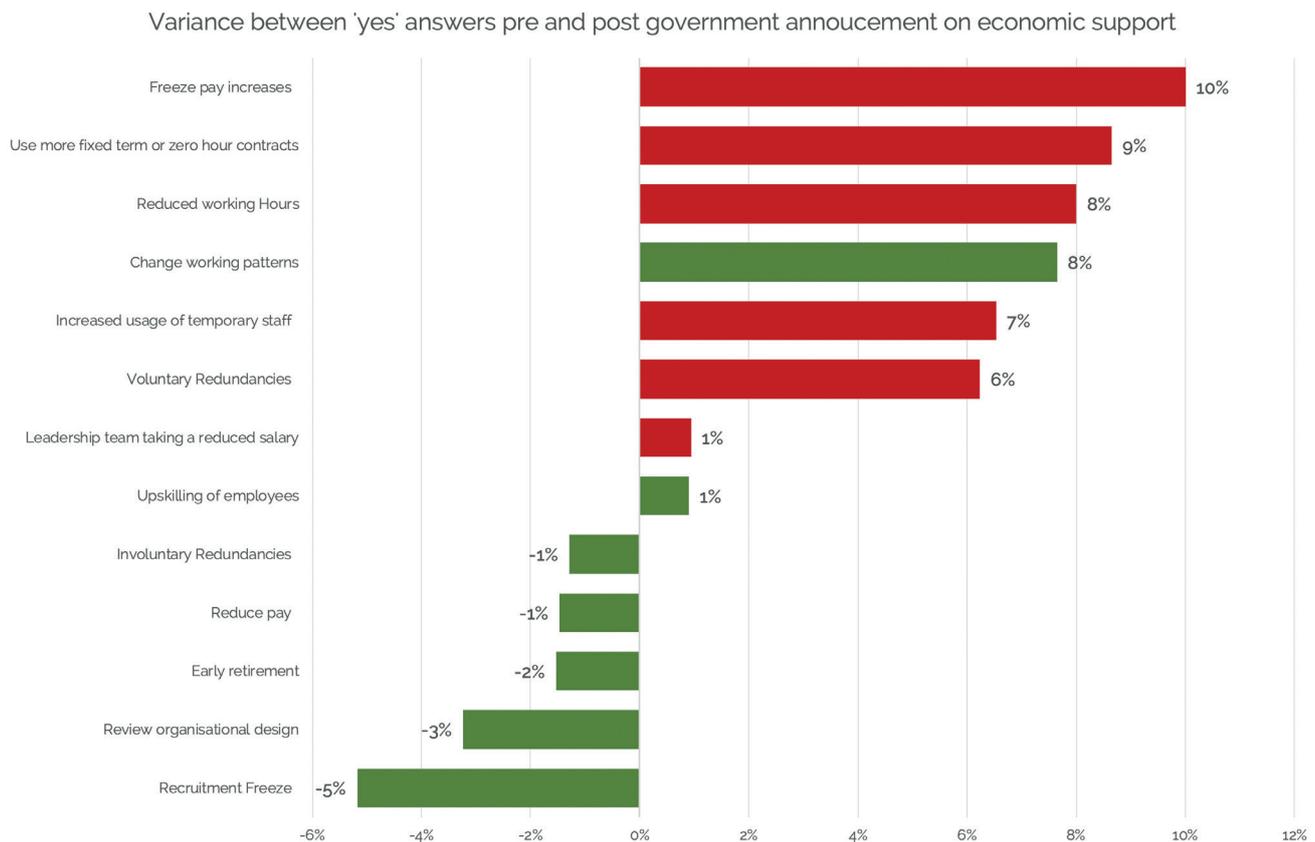


Observations

- Generally the picture looks very bleak with almost all of the companies implementing some drastic measures to make sure their business makes it through the COVID-19 crisis.
- The data is reflective of all company responses with some being made prior to the government support measures being announced – the outlook may look more positive for those completing the survey post announcements (see next page).
- Most companies have or are considering a recruitment freeze which is not a surprise given the economic uncertainty.
- It is positive to see a change in working patterns as the second most used measure with many companies showing flexibility to provide home working.
- A large number of companies are reviewing their organisational design which is likely to lead to redundancies for those companies in hardest hit sectors.
- Another positive trend is the number of companies upskilling their colleagues so they have the opportunity to take on new roles.
- Arguably the most drastic decision a company can make is to implement involuntary redundancies – 25% of companies have already taken the decision to do this with a further 30% considering.
- Some companies (15%) have implemented reduced pay but only 10% of the leadership teams have done the same.

Section One: Business Impact

The government announced a series of measures to support companies through the crisis on 20 March. The chart below shows the variance in responses collected from this date to determine whether these support measures had a positive impact:



Observations

- We did expect that the outlook to be more positive given the range and depth of the government measures put in place.
- However, involuntary redundancy only dropped by 1% and recruitment freeze jumped by 10% which was disappointing.
- Some good news was the reduction in recruitment freeze (-5%) and organisational design (-3%).
- The next survey should provide some really interesting results here as companies have had the time to understand the impact of the economic support measures and how they can be deployed to save jobs.

Section One: Business Impact

To evaluate the impact on each company and on their sector the following model has been developed:

Step 1: Scoring the measures

Each of the measures were assigned a score based on their negative impact on the business, colleagues and wider sector:

Measure	Impact Score
Involuntary Redundancies	10
Recruitment Freeze	8
Reduce pay	6
Reduced working Hours	6
Review organisational design	6
Voluntary Redundancies	6
Early retirement	4
Freeze pay increases	4
Leadership team taking a reduced salary	4
Increase the usage of fixed term or zero hour contracts	2
Increased usage of temporary staff	2
Change working patterns	-2
Increased investment in Re-training or upskilling of employees	-6

Any company answering yes would get 100% of the points, considering would be 50% and no 0%. The final two measures on the table are seen as positive so reduces the overall score.

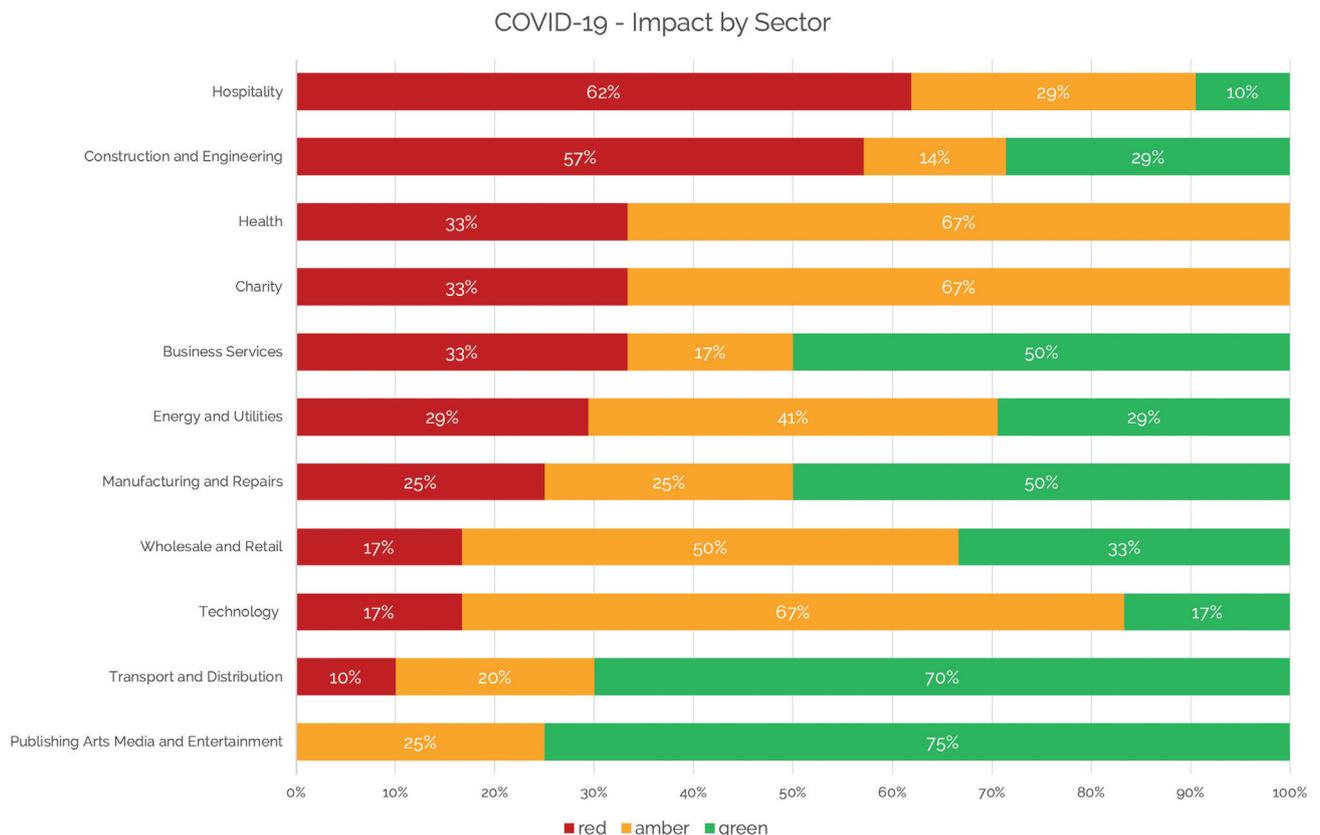
Step 2: RAG Categorising

Each company was then scored based on their responses with their total compared to the other respondents. The top one third of scores were then assigned as 'RED', the middle third as 'amber' and the bottom third as 'green'.

- RED** Companies that are or planning to implement a range of drastic measures as a result of the crisis.
- AMBER** Companies that are or planning to implement some drastic measures as a result of the crisis.
- GREEN** Companies that are not significantly impacted by the crisis in the short term and are not planning on implementing any major changes.

Section One: Business Impact

The following table shows the results of the business impact model but only includes sectors with a sample of 3+ companies:

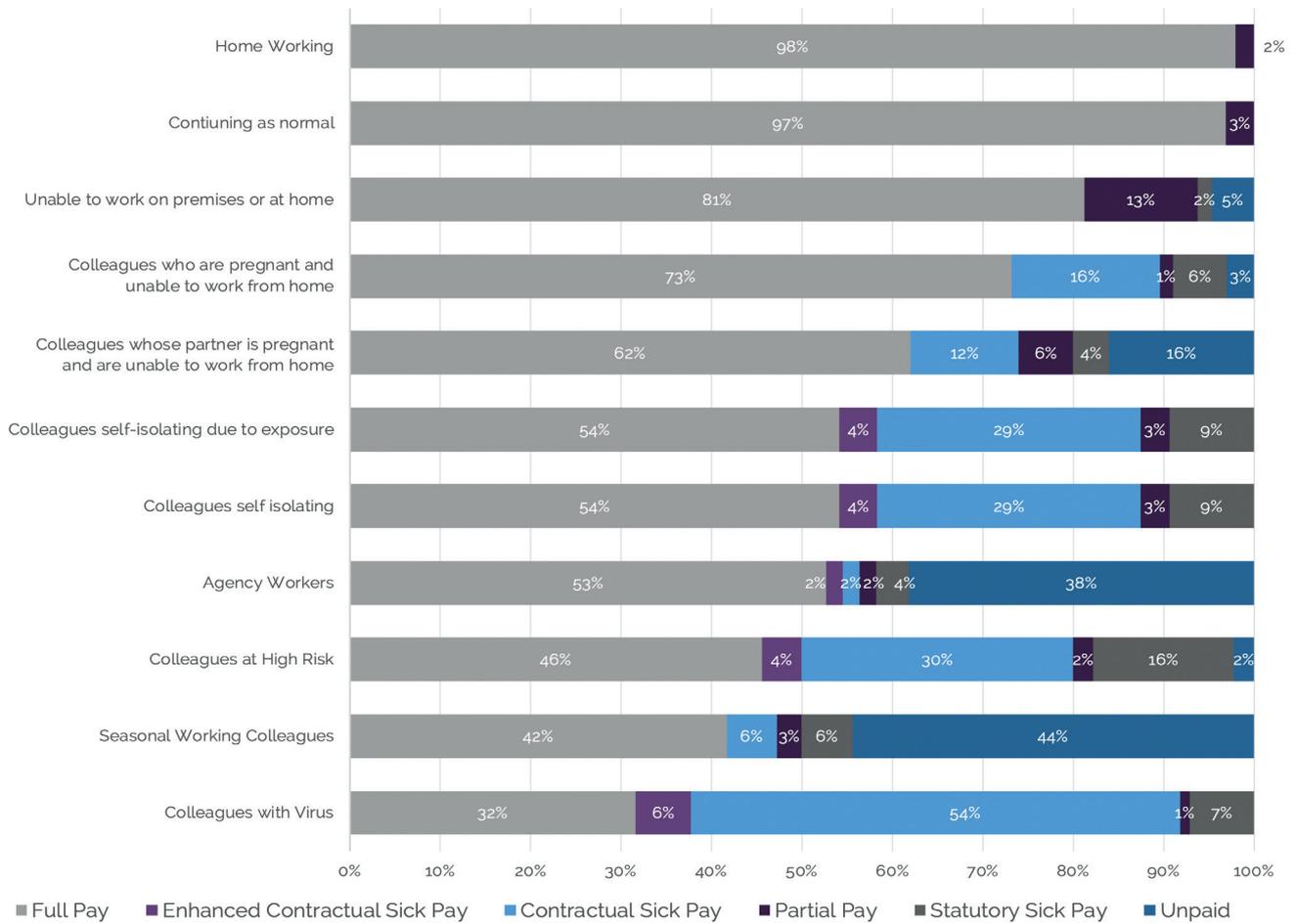


Observations

- As expected, the hospitality industry has been the hardest hit with 62% in the 'Red' zone and 29% in the 'amber' zone.
- Just 10% of the hospitality sector are in the green zone and not looking to put in place drastic measures at this stage.
- Construction/engineering has the second highest percentage of companies in the red zone which was surprising given a large number are still operating. This might be due to uncertainty for future projects given the impact of COVID-19 on the wider economy.
- The sectors with the least impact (Transport, Publishing) are the ones which may see an upturn in revenue due to the crisis.
- Again, it will be interesting to see an updated version of this analysis from our second survey to see if it changes due to government measures.

Section Two: Pay

Companies were asked how they are paying their colleagues as a result of the virus:



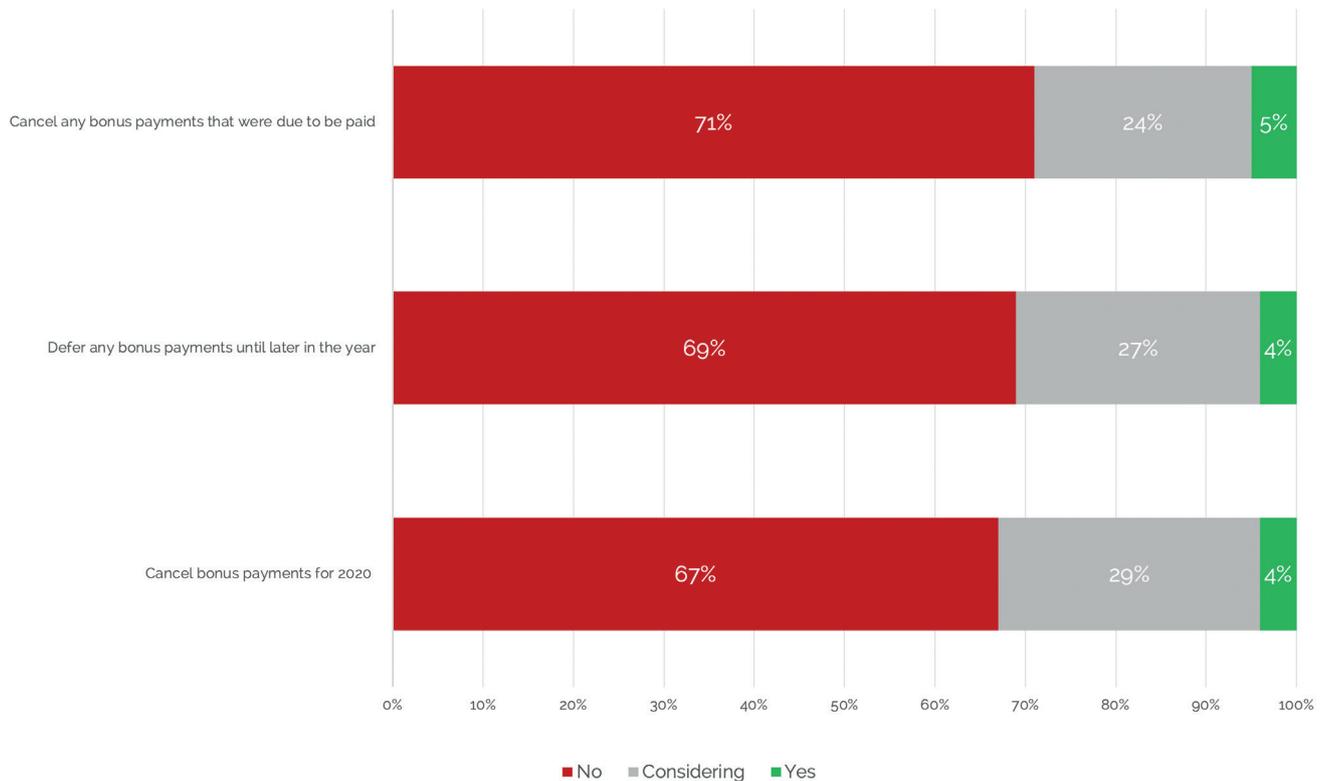
Pay Type	Home Working	Continuing as normal	Unable to work on premises or at home	Colleagues who are pregnant and unable to work from home	Colleagues whose partner is pregnant and are unable to work from home	Colleagues self-isolating due to exposure	Colleagues self isolating	Agency Workers	Colleagues at High Risk	Seasonal Working Colleagues	Colleagues with Virus
Full Pay	98%	97%	81%	73%	62%	54%	54%	53%	46%	42%	32%
Enhanced Contractual Sick Pay	0%	0%	0%	0%	0%	4%	4%	2%	4%	0%	6%
Contractual Sick Pay	0%	0%	0%	16%	12%	29%	29%	2%	30%	6%	54%
Partial Pay	2%	3%	13%	1%	6%	3%	3%	2%	2%	3%	1%
Statutory Sick Pay	0%	0%	2%	6%	4%	9%	9%	4%	16%	6%	7%
Unpaid	0%	0%	5%	3%	16%	0%	0%	38%	2%	44%	0%

Observations

- As expected full pay is being provided by the vast majority where colleagues are working as normal or working from home.
- It is great to see that 81% of companies are still providing full pay even if colleagues are unable to work on premises or at home.
- Companies are also providing full pay to colleagues who are pregnant (73%) and need to be at home
- although this might include those that are home working and receive full pay anyway.
- Very few companies are providing any enhanced contractual pay with the highest being just 6% for those colleagues with the virus.
- In most circumstances colleagues will be receiving some form of pay except for seasonal and agency workers where the contracts are different and varied.

Section Three: Bonus

Companies where asked about the impact of the virus on their bonus plans:



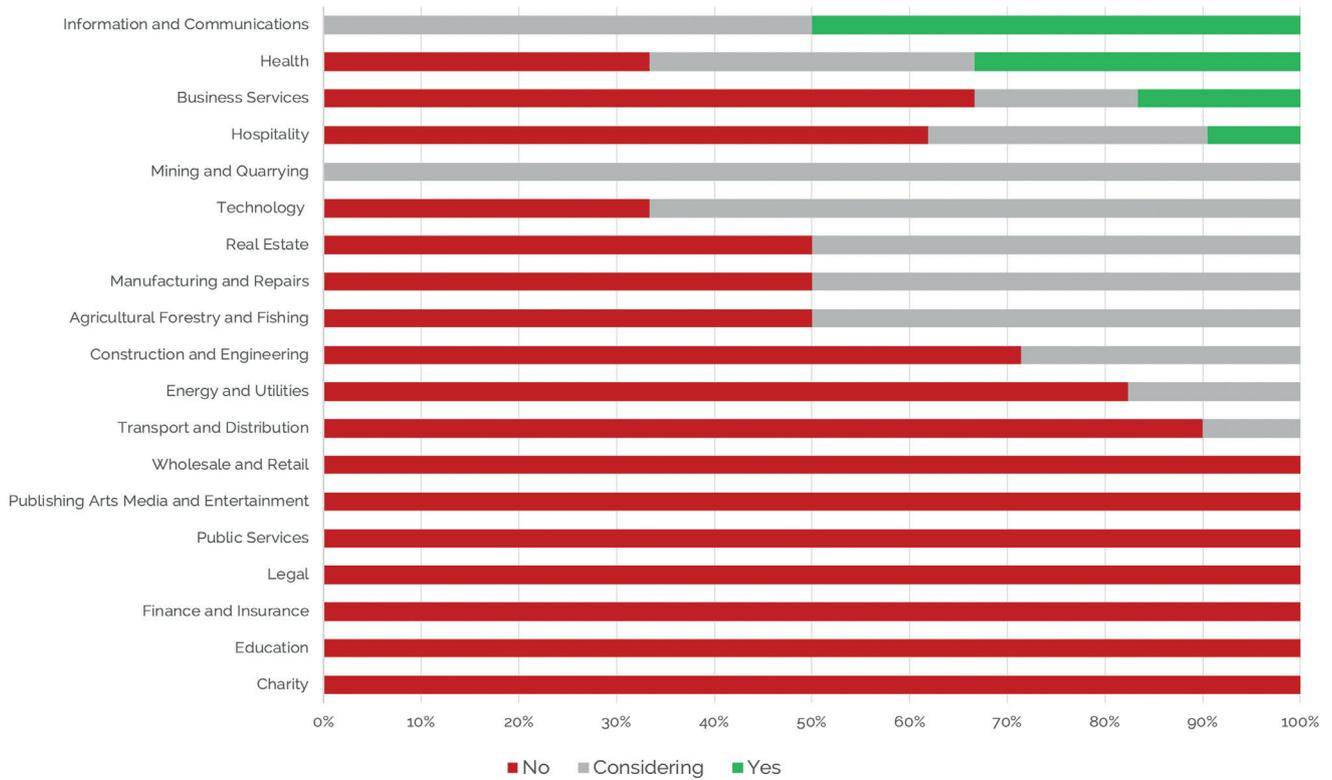
Observations

- Around 70% of companies have stated that there are no plans to cancel or defer bonus payments.
- However, the resulting impact of the virus may affect the achievement levels and lead to lower pay-out levels.
- Just 5% of companies have made a firm decision to cancel or defer bonus.
- 30% of companies are still considering their position.

Section Three: Bonus

The responses for bonus have been broken down by sector:

Cancel bonus due to be paid: by sector

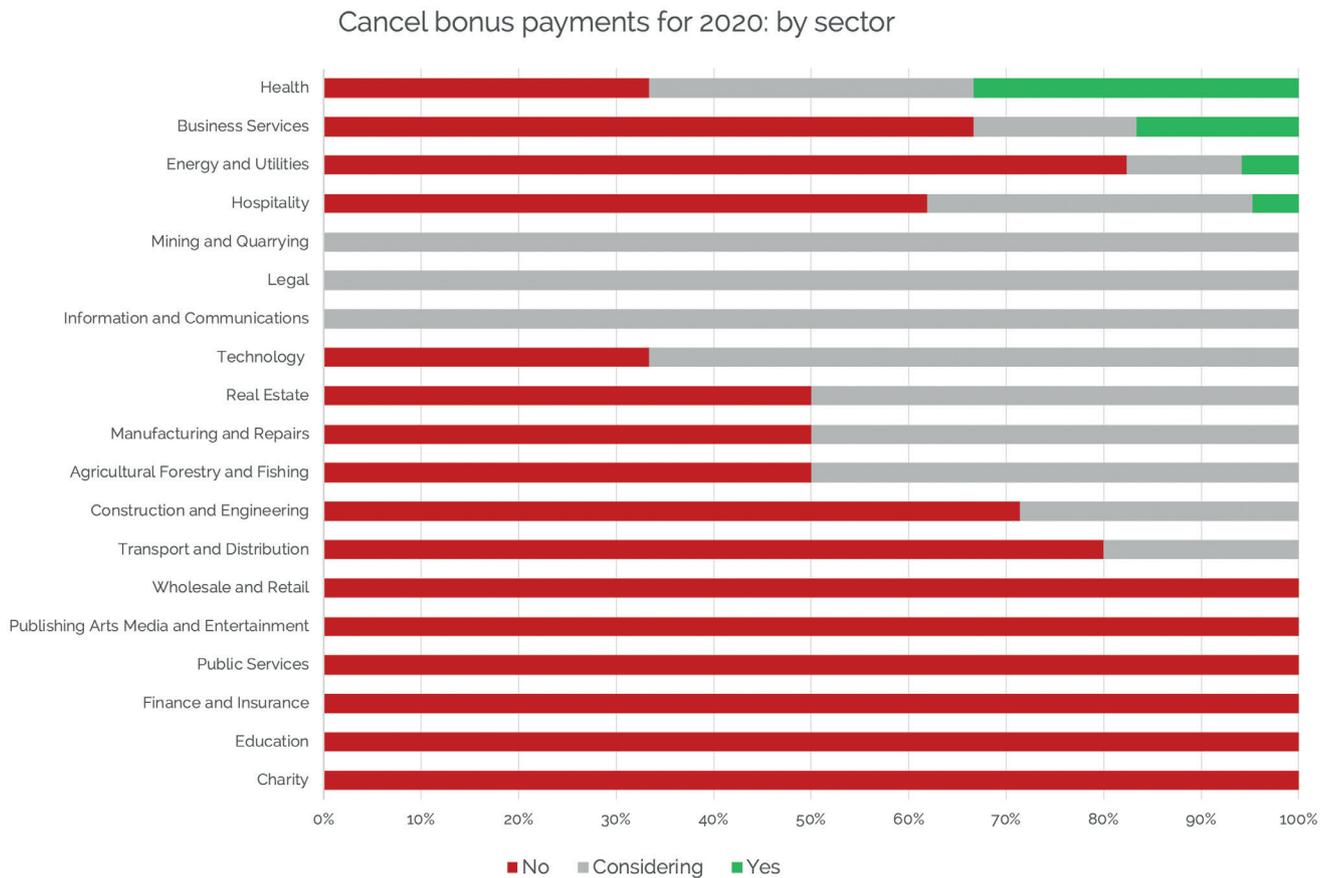


Defer payments due to be paid until later in the year: by sector



Section Three: Bonus

The responses for bonus payments have been broken down by sector:

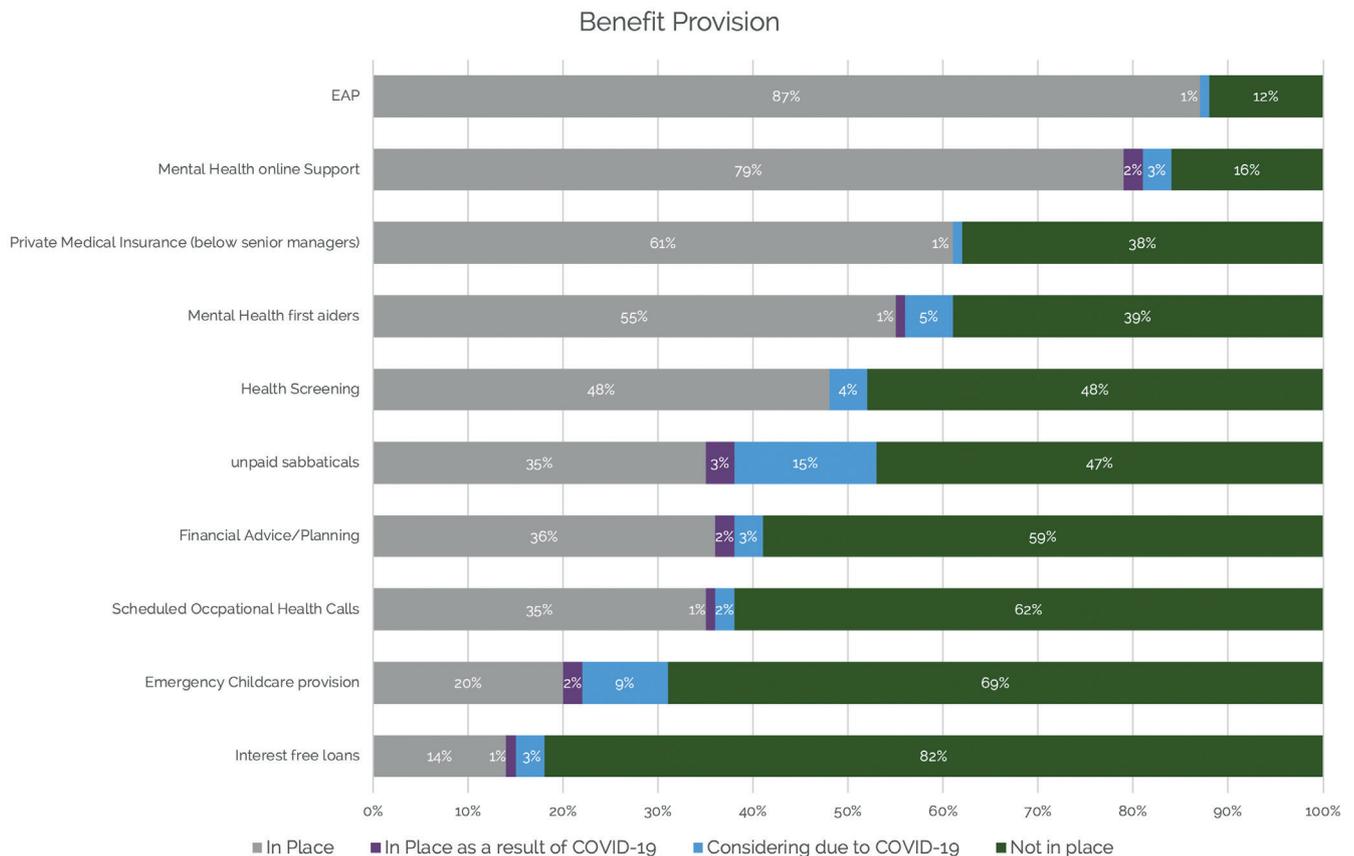


Observations

- It was expected that the Hospitality sector would be making the toughest decisions on bonus considering the impact, but they only ranked 4th in each of the areas.
- The health sector is the most affected.
- Generally there is still a great deal of uncertainty with significant number of companies across all sectors still considering their position.

Section Four: Benefit Provision

Companies were asked what benefits they have in place or considering putting in place to support colleagues:

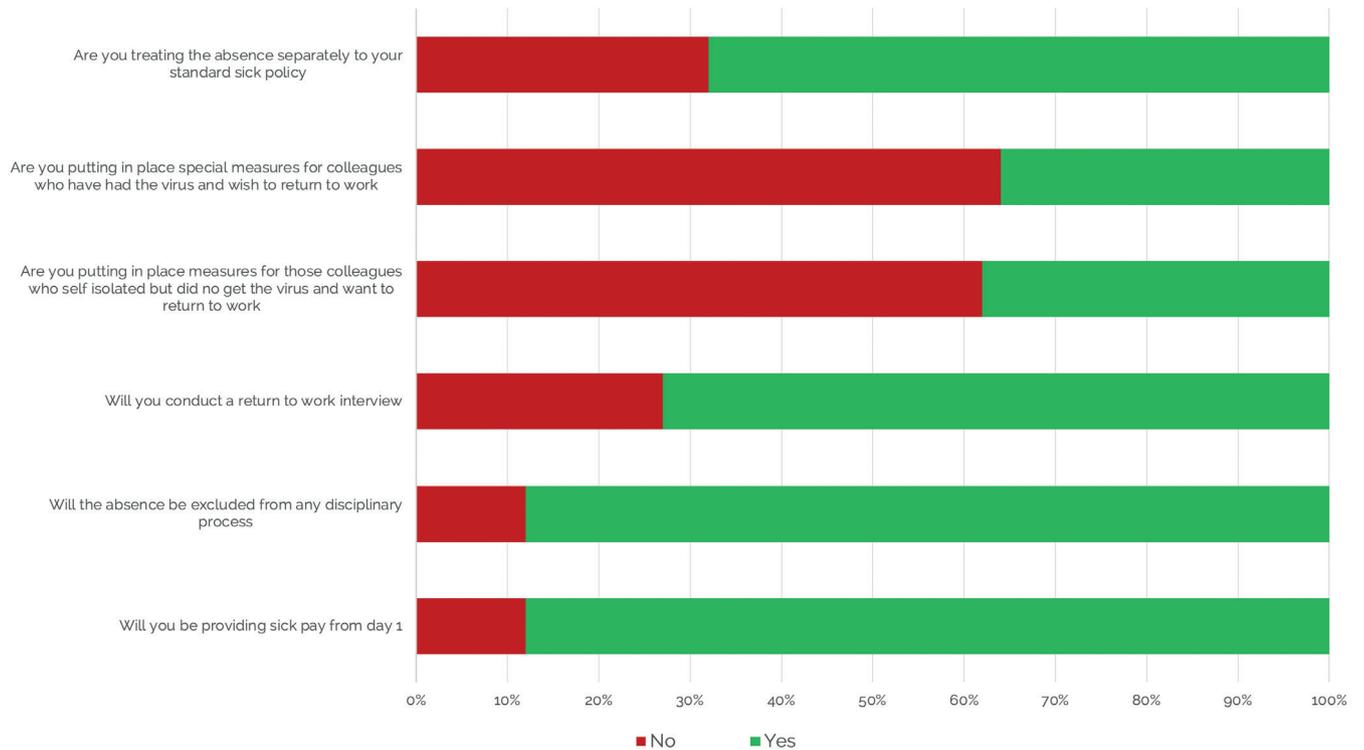


Observations

- Most reasonable sized companies will have an employee assistant programme (EAP) in place and this can be a valuable benefit to colleagues in providing legal, financial and health advice. This benefit is traditionally underused but in a time of crisis could be very beneficial so it is recommended that businesses speak work with their providers to make sure the service is running and providing the right support.
- Unpaid sabbaticals is the benefit that most companies are considering at the moment and is a great way to offer colleagues an extended period of time away from work. Ideally companies will provide assurances to colleagues that their role is safe for when they return.
- Interest free loans and financial planning/advice is also being considered by a few companies to support colleagues whose income will be reduced.
- It is important in a time of crisis and isolation that companies provide support for colleague's mental wellbeing. Companies have been using online resources and working with mental health first aiders.

Section Five: Absence

Companies were asked how they would be treating the absence from work and if it is different from their standard approach:



Observations

- The vast majority of companies are not using their current absence policy to manage the crisis.
- Companies are putting in place measures that best support their business and colleagues regardless of current policy/process.
- Key changes are excluding absence from disciplinary processes, no return to work interviews and paying contractual sick pay from day one (many companies normally only pay on day three).
- Fewer companies are putting in place special measures for when colleagues wish to return to work after they have had the virus or finished self-isolating.
- This may change in time as we move through the crisis and the UK starts to return back to 'normal'.

Section Five: Absence

We have broken down the responses to the absence questions by sector:

Are you treating the absence separately to your standard sick policy: by sector

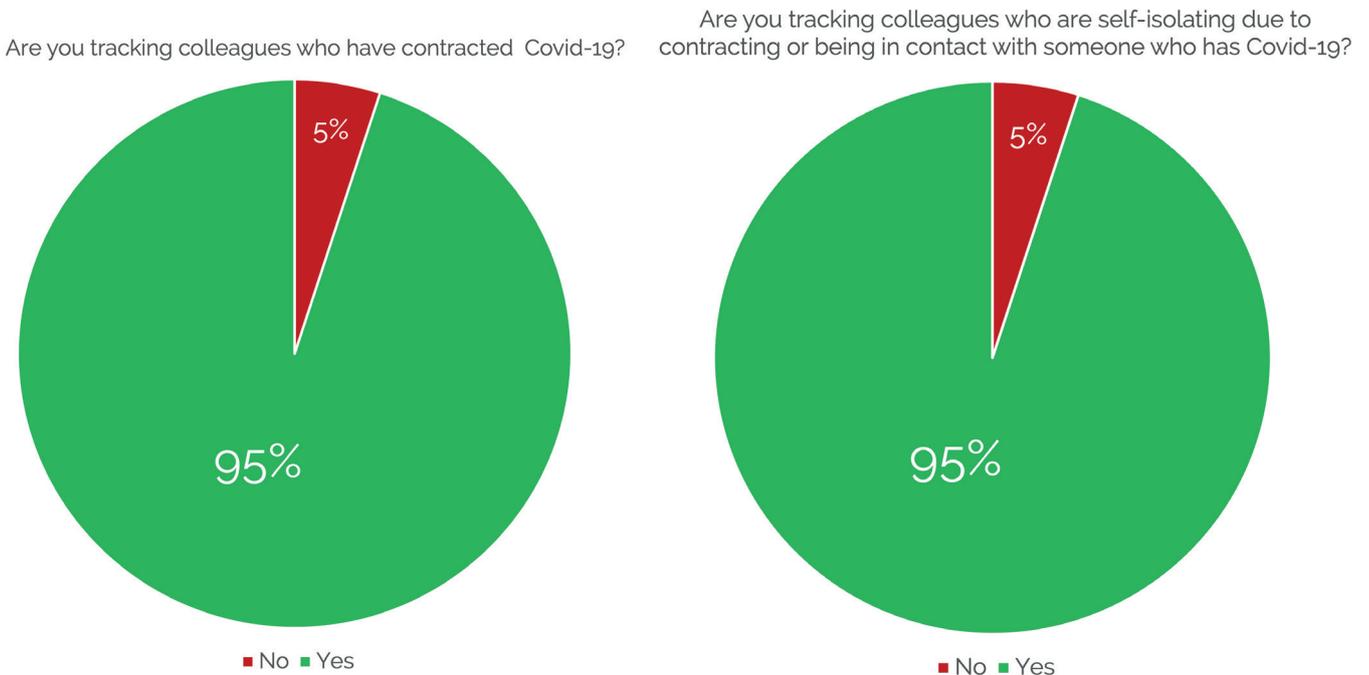


Are you putting in place special measures for colleagues who have had the virus and wish to return to work: by sector



Section Five: Absence

The following charts show the approach taken by companies to track the virus:

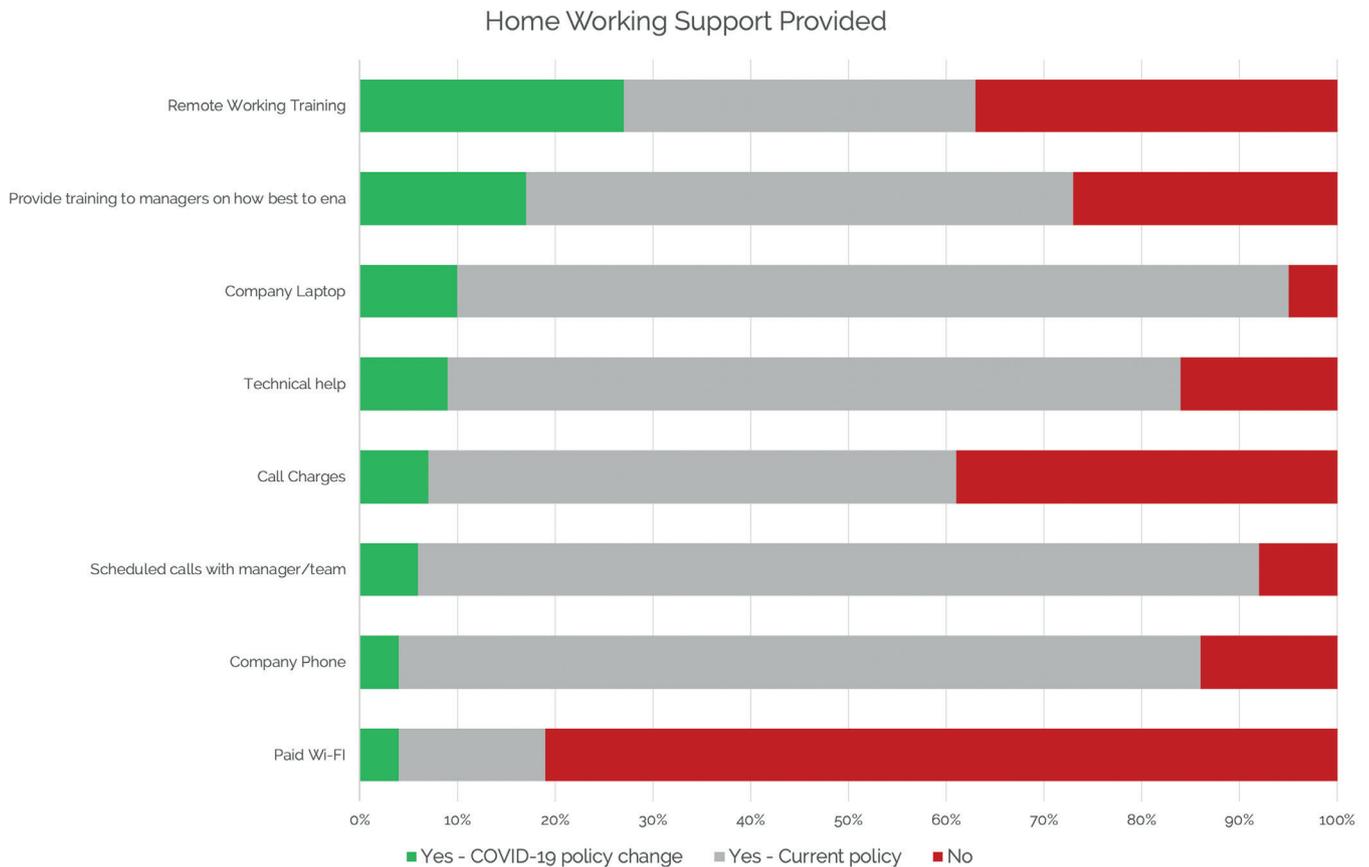


Observations

- Most companies are working hard to make sure they track which colleagues have had the virus.
- Likewise they are tracking colleagues who are who is self-isolating.
- This will be important information as we move through the crisis and colleagues start returning back to work.

Section Six: Supporting Colleagues Working from Home

With large numbers of people now working from home, companies were asked how they are supporting them:



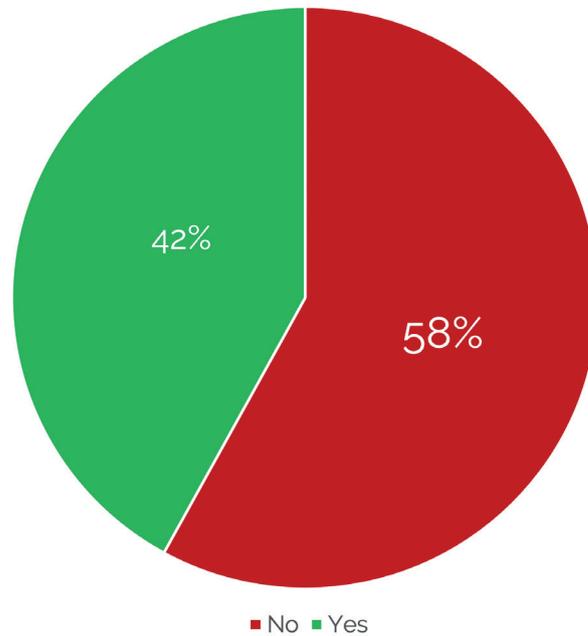
Observations

- Great to see that the majority of companies are providing training for colleagues on how best to work from home and for managers on how to stay engaged with their teams.
- Many companies already had this in place but COVID-19 has meant that many more have now implemented this.
- In terms of financial support most companies do not contribute any payments to colleagues for usage of their Wi-Fi although most people will already have a data plan which may only be marginally affected by working from home.
- Most companies already provide a phone and laptop for remote working but some have had to quickly source them for colleagues new to home working.

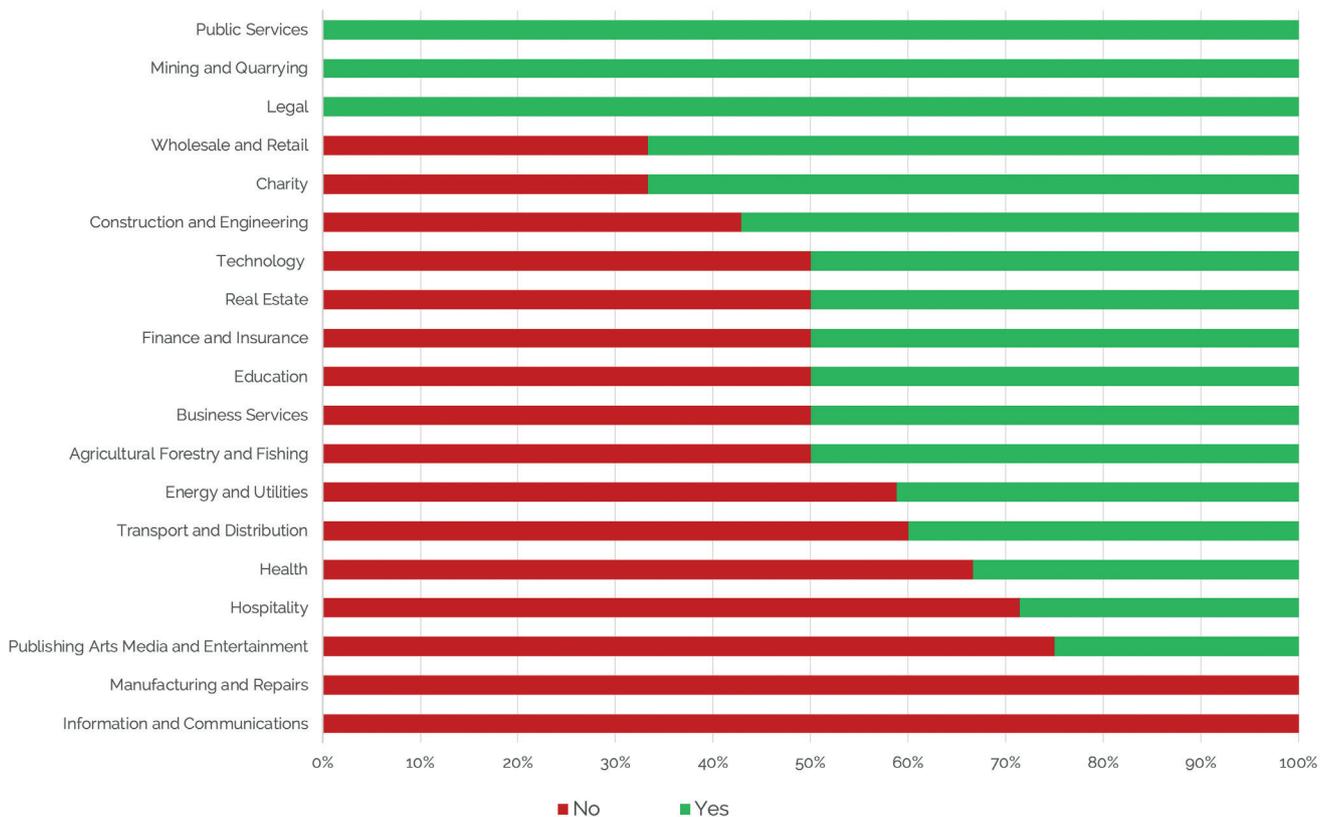
Section Seven: Business Planning

Given the impact of the crisis we asked if companies had in place a 'pandemic business continuity plan':

Did the company have a 'pandemic business continuity plan' in place?

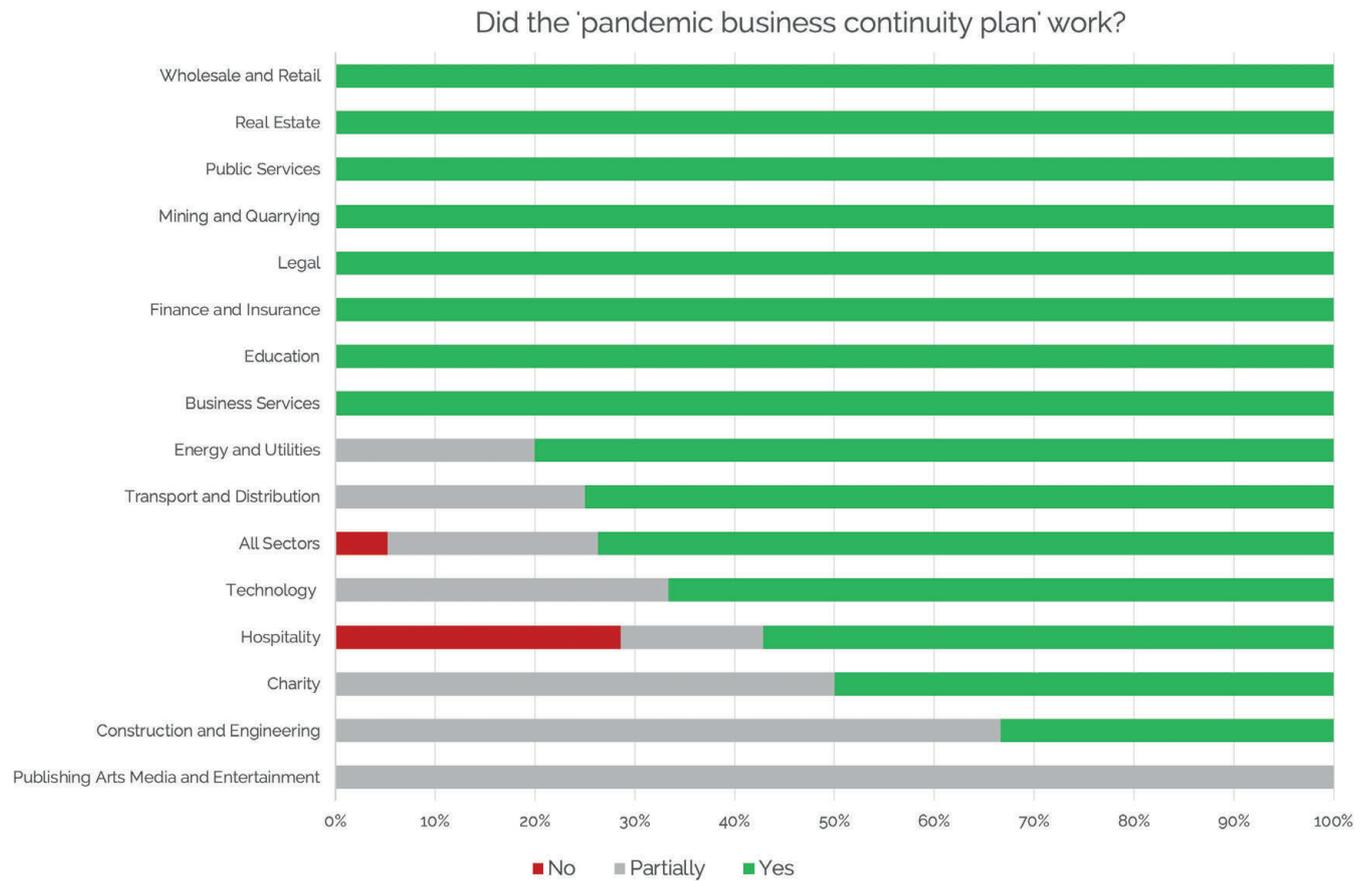


Did the company have a 'pandemic business continuity plan' in place: by sector



Section Seven: Business Planning

With large numbers of people now working from home companies were asked how they are supporting them:



Observations

- The majority of companies had no business continuity plan in place should a pandemic occur.
- All companies surveyed in Public services, mining and legal had a plan (but this was a low percentage of the sample).
- Just 30% of hospitality companies had a plan in place.
- Most of the companies with a plan stated that it had a positive impact on their business as they were able to mobilise quickly.
- The only sector where some of the plans (30%) did not have a positive effect was in Hospitality – this might be due to sheer speed and impact of the crisis on the this sector.

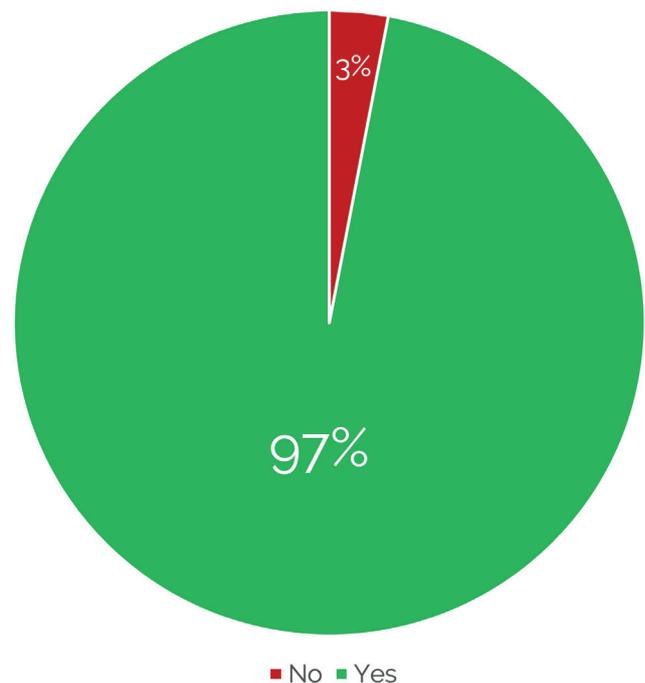
Section Seven: Business Planning

Companies with crisis teams were asked how they have been set-up:

Example of Crisis Team Set-up

- 3 streams (HR, Ops and Customer) meeting daily via VC
- Collection of senior leaders, no PMO
- Crisis management team
- Crisis management team with PMO
- Board
- Board and senior management team
- central project management team
- Central team and satellite teams by region and territory
- Coronavirus task force with cross team representation
- Covid TaskForce working remotely
- Dedicated regional response teams at sites - still on day job at same time
- Exec team plus facilities
- Executive nerve integration centre, cross functional covid group, separate workstreams e.g. commercial, communications, operations
- Expanded business continuity planning team (this already existed as an element of a few key employees' roles - eg. Facilities, IT, HR).
- Gold team (Exec Committee plus key players) making strategic decisions with Silver operational teams managing the detail
- Incident command team in place for whole organisation and in specific front line and relevant teams.
- Multi-disciplinary team. A crisis team was already established prior to the virus.

Is HR part of the crisis leadership team?



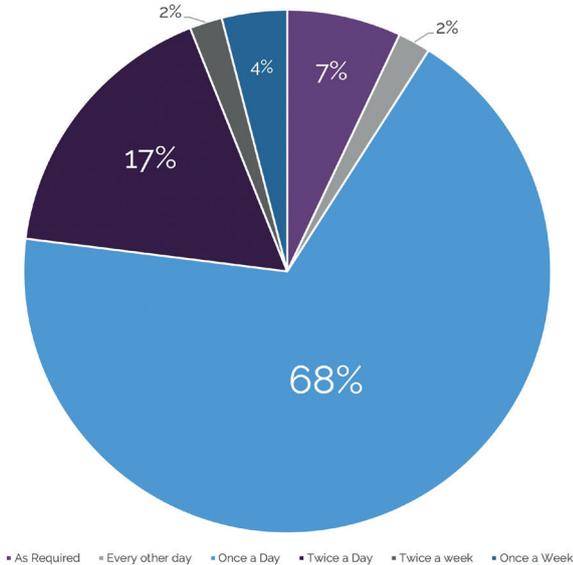
Observations

- There was a wide range of structures used for crisis teams.
- Typically, the most senior people in the business were involved with specialist support.
- Some companies created a new dedicated team with a PMO to manage the crisis over the next 6 months.
- Great to see that 97% of the leadership included a colleague from HR.

Section Eight: Communications

Companies have been asked how often they are communicating with all of their colleagues and what tools they are using:

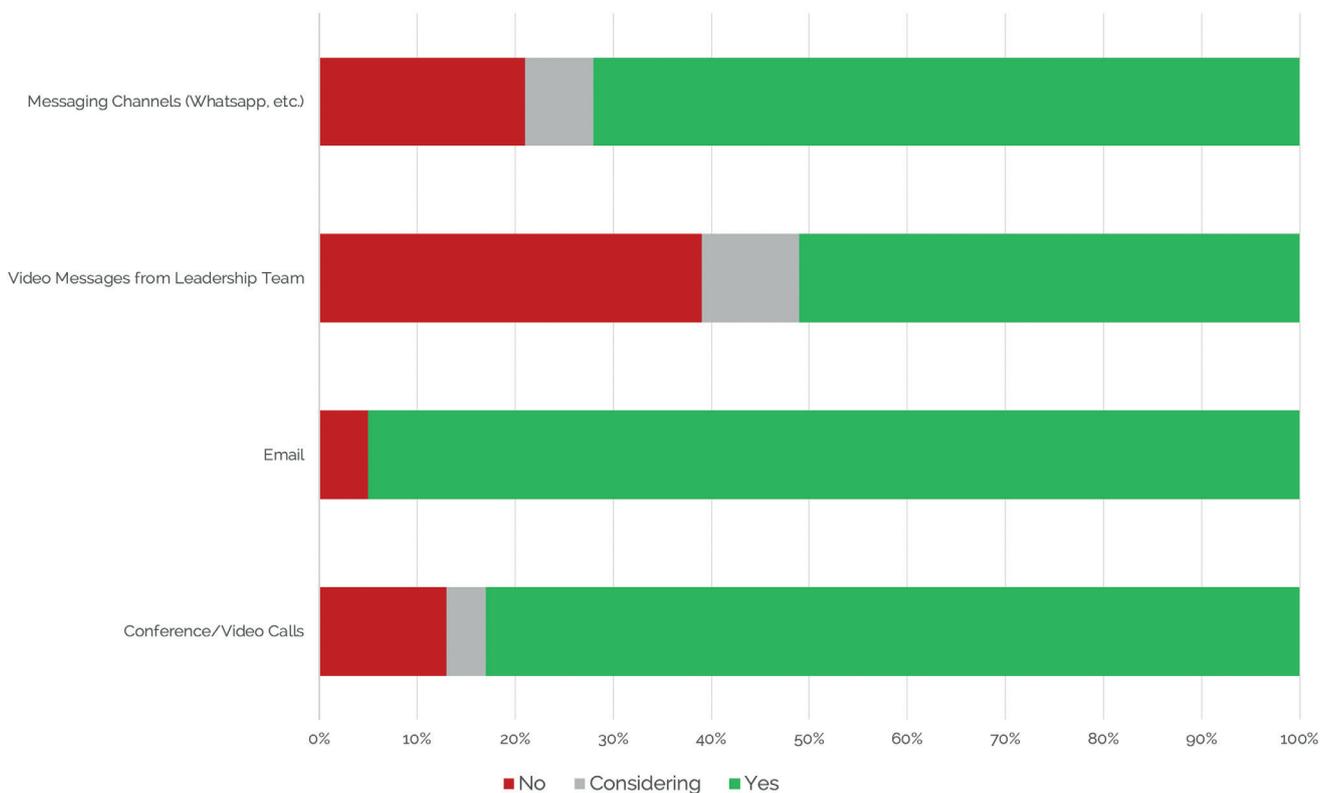
How often do you send company wide communications on Covid-19?



Observations

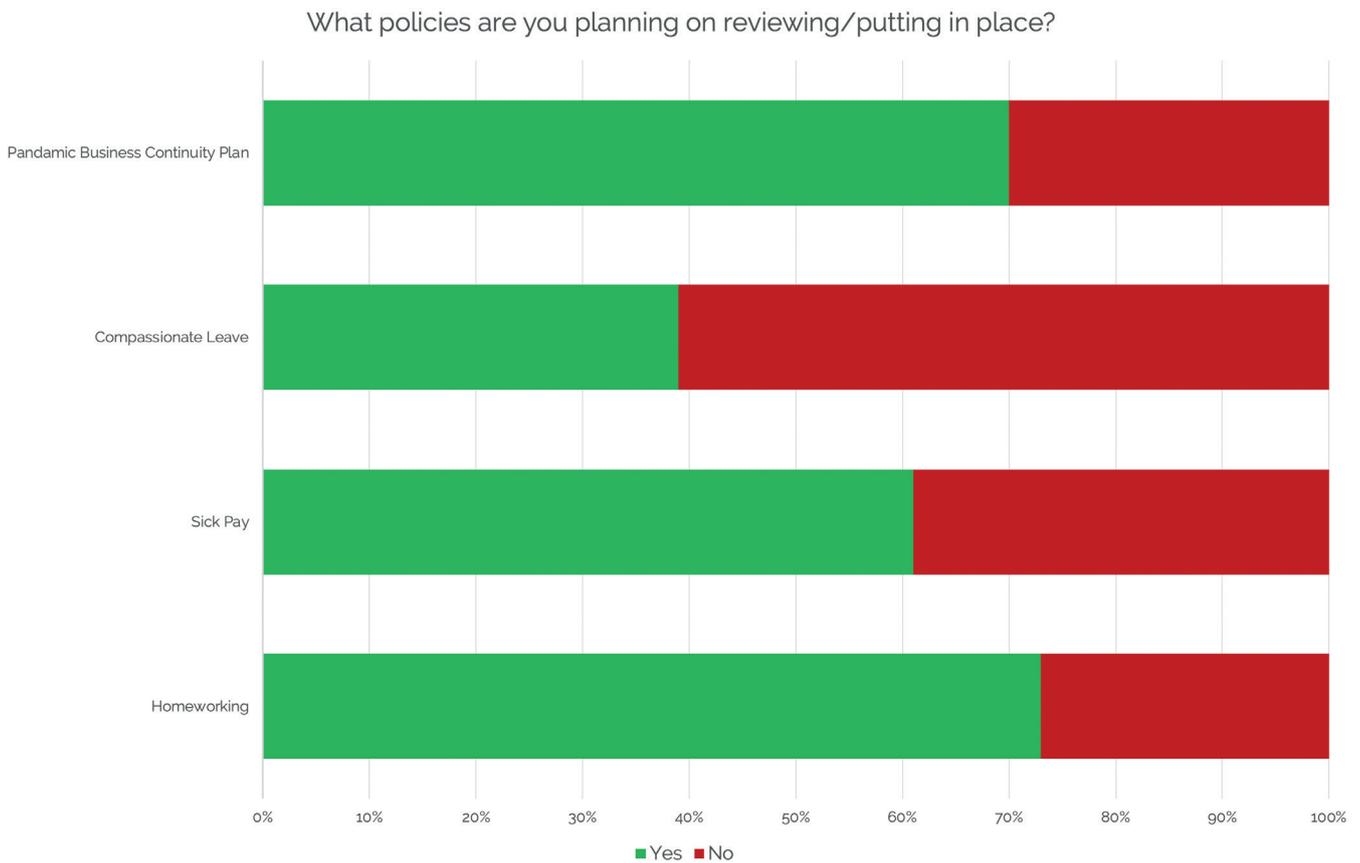
- The majority of companies are communicating on a daily basis but this may become less frequent as the business and crisis becomes less volatile.
- The most popular method to communicate is through email.
- A more engaging method might be through video messages from the leadership team but this is only being used by 50% of the respondents.
- We are seeing more companies making use of messaging technology to provide real time communication – particularly used for crisis teams.

What communication Tools are you using?



Section Nine: Policy Review

Companies were asked what policies that they are looking to review or put in place due to the crisis:



Observations

- Just over 70% of companies are looking to review or put in place a pandemic business continuity plan using the lessons learnt from COVID-19.
- Unsurprisingly home working is also high on the list to review/put in place and may see more companies allowing colleagues to work this way in the future.
- Sick pay is also being reviewed by most companies but fewer are looking at compassionate leave.

Section Ten: Key Observations

- Generally the picture looks very bleak with almost all of the companies implementing some drastic measures to make sure their business makes it through the COVID-19 crisis.
- The data is reflective of all company responses with some being made prior to the government support measures being announced – the outlook may look more positive for those completing the survey post announcements (see next page).
- Another positive trend is the number of companies upskilling their colleagues so they have the opportunity to take on new roles.
- We did expect that the outlook would be more positive given the range and depth of the government measures put in place.
- However, involuntary redundancy only dropped by 1% and recruitment freeze jumped by 10%.
- As expected, the hospitality industry has been the hardest hit with 62% in the 'Red' zone and 29% in the 'amber' zone.
- It is great to see that 81% of companies are still providing full pay even if colleagues are unable to work on premises or at home.
- Around 70% of companies have stated that there are no plans to cancel or defer bonus payments.
- The vast majority of companies are not using their current absence policy to manage the crisis.
- Companies are putting in place measures that best support their business and colleagues regardless of current policy/process.
- Great to see that the majority of companies are providing training for colleagues on how best to work from home and for managers on how to stay engaged with their teams.
- The majority of companies had no business continuity plan in place should a pandemic occur.
- Most of the companies with a plan stated that it had a positive impact on their business as there were able to mobilise quickly.
- The majority of companies are communicating on a daily basis but this may become less frequent as the business and crisis becomes less volatile.
- Just over 70% of companies are looking to review or put in place a pandemic business continuity plan using the lessons learnt from COVID-19.



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