



COVID-19 RESEARCH

HOW THE PANDEMIC IS CHALLENGING AND CHANGING EMPLOYERS

34%



OF EMPLOYERS **DIDN'T HAVE AN EMERGENCY
PREPAREDNESS PLAN** PRIOR TO COVID-19

ALMOST 2/3 OF EMPLOYERS

DID

HAVE AN EMERGENCY
PREPAREDNESS PLAN PRIOR
TO THE COVID-19 PANDEMIC

HOWEVER

OVER HALF

OF EMPLOYERS WITH POLICIES
HAD ONE THAT **DID NOT COVER**
COMMUNICABLE DISEASE

**NOW, OVER (53%) OF EMPLOYERS ARE REVISING
EMERGENCY PREPAREDNESS PLANS, INCLUDING:**

62%

**OF HEALTH CARE
ORGANIZATIONS**

59%

**OF MANUFACTURING
ORGANIZATIONS**

53%

**OF WHOLESALE TRADE &
TRANSPORT ORGANIZATIONS**

OVER 7 IN 10

**EMPLOYERS ARE
STRUGGLING TO ADAPT TO
REMOTE WORK**

INDUSTRY DIFFERENCES

IDENTIFIED AS A CHALLENGE BY:

83% OF PROFESSIONAL, SCIENTIFIC
& TECHNICAL SERVICES

69% OF HEALTH CARE

65% OF MANUFACTURING

2 IN 3 EMPLOYERS SAY **MAINTAINING EMPLOYEE MORALE**
HAS BEEN A CHALLENGE.

EMPLOYERS WITH OVER 500 EMPLOYEES REPORT THIS AS MORE OF A
CHALLENGE THAN SMALL AND MEDIUM-SIZED EMPLOYERS

INDUSTRY DIFFERENCES

NEARLY 3/4 OF **ACCOMMODATION/FOOD SERVICES** & **HEALTH CARE** ORGANIZATIONS ARE EXPERIENCING
PROBLEMS WITH MORALE (73%)

MORE THAN **1/3** OF EMPLOYERS ARE FACING CHALLENGES WITH:



MAINTAINING COMPANY CULTURE



MANAGING EMPLOYEES WHO ARE UNABLE TO TELEWORK



SHIFTING COMMUNICATIONS TO MEET REMOTE NEEDS



THE TIME REQUIRED TO IMPLEMENT AND STAY COMPLIANT
WITH GOVERNMENT LEAVE REQUIREMENTS



OVER 3 IN 10 ORGANIZATIONS (31%) ARE HAVING TROUBLE
MANAGING THE INCREASED NUMBER OF LEAVE REQUESTS

35%

OF EMPLOYERS **ARE GRAPPLING WITH CHANGES IN
EMPLOYEE PRODUCTIVITY**



WITH COVID-19 STALLING THE ECONOMY,

**42% OF
EMPLOYERS**

**SAY CONSUMER/CLIENT
SPENDING IS DOWN**

**30% OF
EMPLOYERS**

**CITE PAYING THEIR
EMPLOYEES AS A CHALLENGE**

INDUSTRY DIFFERENCES

INDUSTRIES MOST IMPACTED BY SPENDING DECLINES INCLUDE: ACCOMMODATION/FOOD SERVICES (60%), RETAIL TRADE (54%), WHOLESALE TRADE & TRANSPORT (51%), AND PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES (48%)

4 IN 10 EMPLOYERS HAVE SHUTDOWN CERTAIN ASPECTS OF THEIR BUSINESS— 19% ARE CONSIDERING DOING SO

NEARLY
HALF

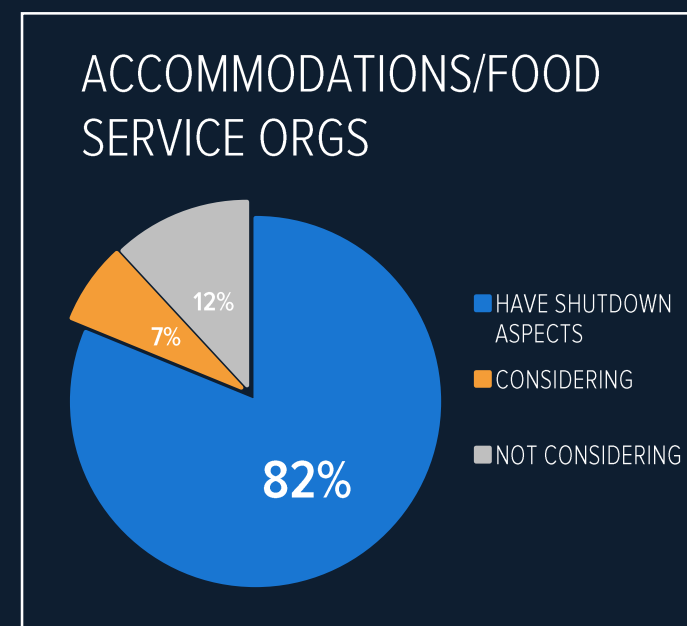
OF EMPLOYERS WITH **OVER 500** EMPLOYEES HAVE SHUTDOWN ASPECTS, WITH 1/3 CONSIDERING DOING SO

BY CONTRAST,

47%

OF EMPLOYERS WITH **LESS THAN 500** EMPLOYEES ARE NOT CONSIDERING SHUTTING DOWN ANYTHING

INDUSTRY DIFFERENCES





**OVER 1 IN 10 EMPLOYERS
ARE FACING TOTAL SHUTDOWN**

83%

OF EMPLOYERS HAVE MADE **BUSINESS PRACTICE ADJUSTMENTS** AS A RESULT OF COVID-19

8%

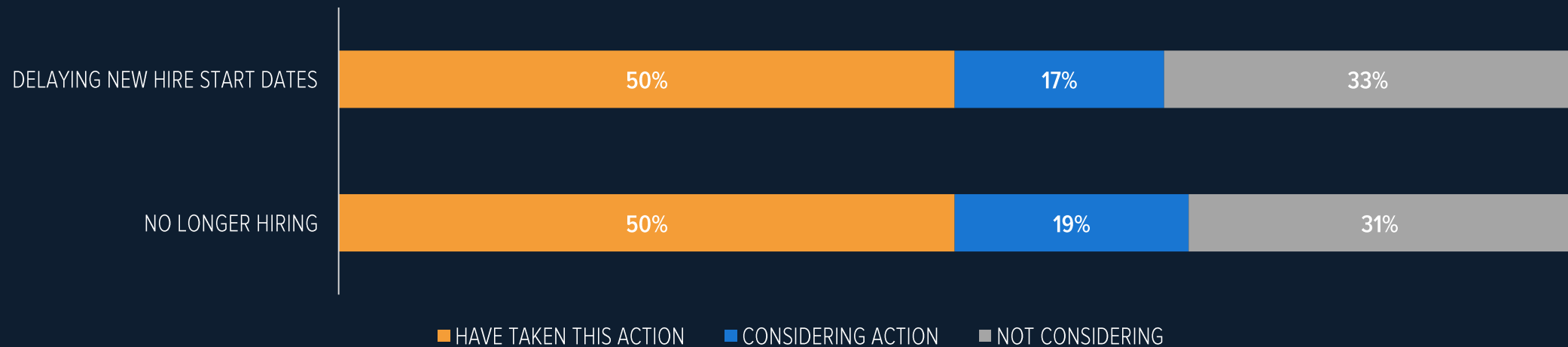
ARE CONSIDERING ADJUSTMENTS RELATED TO COVID-19

INDUSTRY DIFFERENCES

ACCOMMODATION/FOOD SERVICES (98%) AND RETAIL TRADE (96%) WERE MOSTLY LIKELY TO HAVE MADE ADJUSTMENTS, FOLLOWED BY MANUFACTURING (91%), AND HEALTH CARE (90%). PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES WERE LEAST LIKELY TO HAVE MADE ADJUSTMENTS (70%), BUT 15% ARE CONSIDERING DOING SO

OF BUSINESS WHO HAVE MADE ADJUSTMENTS...

HALF ARE NO LONGER HIRING OR DELAYING NEW HIRE START DATES



38%



OF EMPLOYERS HAVE **DECREASED HOURS**
FOR EMPLOYEES, AND A FURTHER 28%
ARE CONSIDERING IT*

INDUSTRY DIFFERENCES

79%

OF ACCOMMODATION/FOOD
SERVICE ORGS HAVE ALREADY
DECREASED HOURS— 12% ARE
CONSIDERING IT

OVER HALF (51%) OF RETAIL TRADE
ORGS HAVE DONE THE SAME



19% OF EMPLOYERS
HAVE DECREASED PAY RATES, AND
ANOTHER 21% ARE CONSIDERING IT*

INDUSTRY DIFFERENCES

56% OF ACCOMMODATION/FOOD SERVICES BUSINESSES
HAVE DECREASED PAY, AND 13% ARE CONSIDERING IT

OVER 3 IN 10

**EMPLOYERS HAVE LAID
EMPLOYEES OFF***

**28% ARE
CONSIDERING IT**

**40% ARE NOT
CONSIDERING IT**

15%

**OF EMPLOYERS HAVE
PERMANENTLY CUT HEADCOUNT***

**24% ARE
CONSIDERING IT**

**61% ARE NOT
CONSIDERING IT**

INDUSTRY DIFFERENCES

ACCOMMODATION/FOOD SERVICES WAS MOSTLY LIKELY TO HAVE TAKEN EITHER ACTION— 76% HAVE LAID OFF EMPLOYEES AND 1/3 HAVE PERMANENTLY REDUCED HEADCOUNT. ONE IN TEN HEALTH CARE ORGS HAVE REDUCED HEADCOUNT, AND 19% ARE CONSIDERING IT

SOME ORGANIZATIONS ARE INCREASING HEADCOUNT:

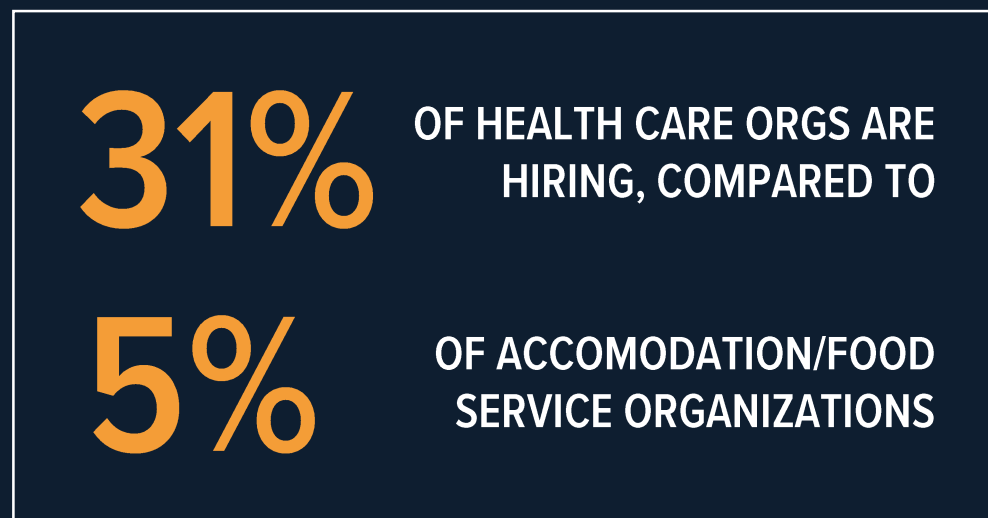
14% OF EMPLOYERS

HAVE **HIRED MORE EMPLOYEES** IN RESPONSE TO COVID-19*

ORG SIZE DIFFERENCES



INDUSTRY DIFFERENCES

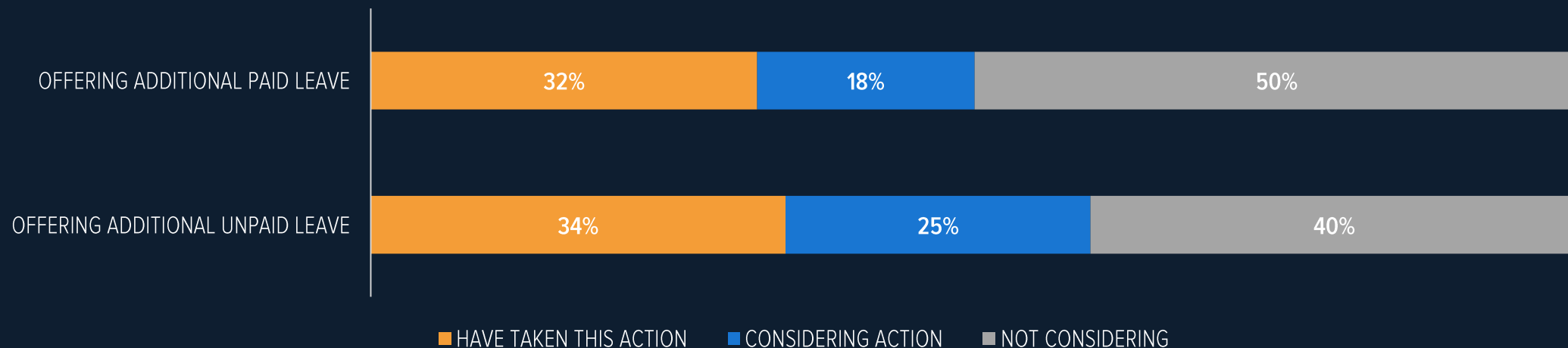


*OF ORGANIZATIONS THAT HAVE MADE ADJUSTMENTS OR ARE CONSIDERING MAKING ADJUSTMENTS DUE TO COVID-19

SOME EMPLOYERS ARE USING LEAVE POLICIES TO RESPOND—

AROUND 1/3 OF EMPLOYERS*

ARE OFFERING ADDITIONAL PAID OR UNPAID LEAVE TO
EMPLOYEES



*OF ORGANIZATIONS THAT HAVE MADE ADJUSTMENTS OR ARE CONSIDERING MAKING ADJUSTMENTS DUE TO COVID-19



RETAIL TRADE

IS THE INDUSTRY CHANGING LEAVE
POLICIES MOST IN RESPONSE TO COVID-19

57%

OF RETAIL ORGS ARE
OFFERING ADDITIONAL
UNPAID LEAVE*

42%

OF RETAIL ORGS ARE
OFFERING ADDITIONAL
PAID LEAVE*

SHRM COVID 19 RESEARCH: LEAVE-RELATED CHANGES
INDUSTRY DIFFERENCES

40%

OF HEALTH CARE AND MANUFACTURING
ORGANIZATIONS ARE OFFERING
ADDITIONAL **UNPAID** LEAVE TO EMPLOYEES*

1 IN 3

HEALTH CARE ORGANIZATIONS ARE
PROVIDING ADDITIONAL **PAID** LEAVE TO
EMPLOYEES*

*OF ORGANIZATIONS THAT HAVE MADE ADJUSTMENTS OR ARE CONSIDERING MAKING ADJUSTMENTS DUE TO COVID-19

**OVER 3/4
OF EMPLOYERS**

**ARE HAVING EMPLOYEES WORK FROM
HOME, AS A REQUIREMENT (38%) OR DUE
TO CV-19 EMPLOYEE CONCERNS (40%)***

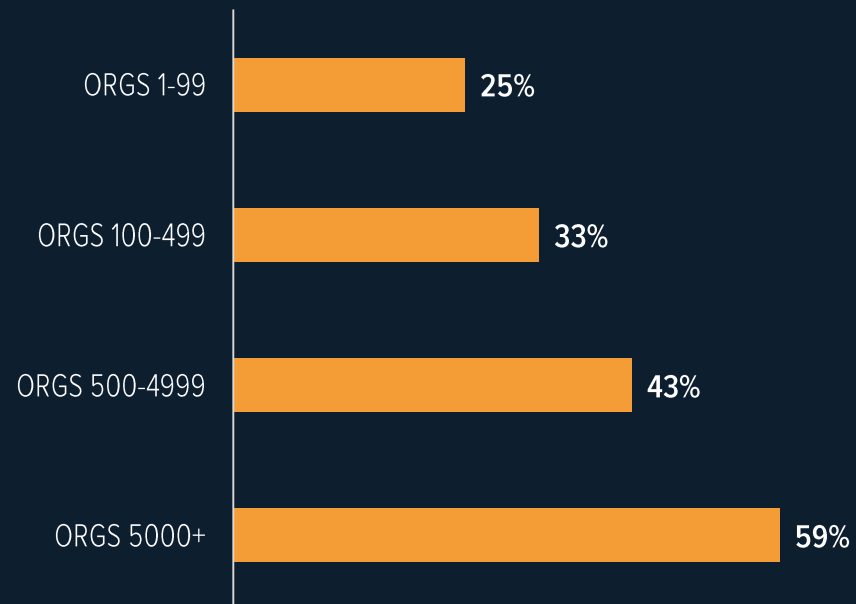
**OVER 1/3 OF EMPLOYERS ARE PROVIDING RESOURCES TO SUPPORT
HEALTHY ADJUSTMENT TO REMOTE WORK, INCLUDING:**

- **MENTAL HEALTH**
- **PODCASTS**
- **CDC TOOLKITS**
- **BOOKS**
- **NEWSLETTERS**
- **EAP RESOURCES**

ORGANIZATION SIZE HAS A BIG IMPACT ON AVAILABILITY OF ONLINE WORK RESOURCES

ORG SIZE DIFFERENCES

HAVE PROVIDED RESOURCES



INDUSTRY DIFFERENCES

INDUSTRIES LEADING IN OFFERING ONLINE WORK RESOURCES:



ACCOMMODATION/FOOD
SERVICE ORGANIZATIONS



HEALTH CARE
ORGANIZATIONS



PROFESSIONAL, SCIENTIFIC,
AND TECHNICAL SERVICES

54%

OF EMPLOYERS ARE OFFERING ADDITIONAL
PANDEMIC-RELATED EDUCATION OR TRAINING FOR
EMPLOYEES, AND 24% ARE CONSIDERING IT



1/3

OF EMPLOYERS HAVE EXPERIENCED A
NOTICEABLE INCREASE IN REQUESTS
FOR INFORMATION ABOUT EMPLOYEE
ASSISTANCE PROGRAMS

ORG SIZE DIFFERENCES

47% OF ORGS WITH 500-
4999 EMPLOYEES

70% OF ORGS WITH OVER
5000 EMPLOYEES

INDUSTRY DIFFERENCES

ALMOST HALF (46%) OF HEALTH
CARE ORGS HAVE EXPERIENCED
INCREASES

OVER 1/3 OF ACCOMMODATION/
FOOD SERVICE AND RETAIL TRADE

SHRM Research uses a 13-industry standard demographic list, where all responses from organizations not covered under one of the following industries are categorized as “Other”.

- Accommodation or food service *(such as hotels or other travel accommodations, restaurants and other food services, or drinking places)*
- Administrative support services *(such as business support, travel arrangements, security services, landscaping, or waste management)*
- Construction
- Education *(such as K-12 teachers or administrators, colleges or universities, or business or trade schools)*
- Finance, insurance or real estate *(such as banking, financial investing, insurance companies, real estate agents, or other goods and equipment rental)*
- Government, public administration or military *(such as state, local or national government, justice and safety activities, national security, or military)*
- Health care *(such as doctors' offices, dentists, optometrists, home health care services, hospitals, social services, or nursing care facilities)*
- Manufacturing
- Other services *(such as auto repair, electronics repair, barber shops and beauty salons, dry cleaning, funeral homes, or working in private homes)*
- Professional, scientific, or technical services *(such as legal, accounting, computer systems, advertising, or scientific research services)*
- Retail trade *(such as auto dealers, household or electronics stores, grocery stores, clothing stores, etc.)*
- Transportation and warehousing *(such as airline, trucking, bus or metro, taxis, couriers or messengers, or warehousing and storage)*
- Wholesale trade *(such as the wholesale trade or sale of vehicle parts and supplies, furniture and construction materials, plumbing and heating equipment, clothing or food and beverage supplies)*

HR PROFESSIONALS: A sample of 2278 HR professionals from SHRM's membership were surveyed between April 1 and April 7, 2020. Respondents were invited by email, with a response rate of approximately 5.4%. Due to stratified sampling methodology, overall margin of error for the study is unavailable.