

The use of telework in your company before, during and after the COVID-19 crisis

This questionnaire seeks to understand teleworking patterns at companies **before (part I), during (part II) and after (part III) the crisis caused by the COVID-19 pandemic.**

It is addressed to either (i) the management of the company (or its representative) or (ii) a representative of a business association.¹

Note that throughout the questionnaire, **telework is understood as carrying out work while remaining physically at home** – or at a secondary residence, co-working space, café etc. – and not being present at the company’s or at a client’s premises during normal working hours, irrespective whether it is occasional or regular.

Disclaimer: Individual responses will be treated strictly confidential and only aggregate results will be presented in the analysis. Answering the questions in the survey is preferable but not compulsory.

I. Telework before the COVID-19 crisis

1. To what extent do you consider **daily tasks and activities carried out in your company to qualify for telework** in a range from 1 to 5?
 - 1: Telework is absolutely unfeasible in my company
 - 2
 - 3
 - 4
 - 5: Telework is perfectly feasible for my company

2. Approximately, **what percentage** of employees teleworked?
 - If no one teleworks ever, put 100% to the first column under “Never”.
 - If a breakdown by frequency (once a week, etc.) is available, please indicate this in the middle columns.
 - If a precise breakdown is not available, indicate the fraction of workers who are teleworking at least occasionally (rightmost column).

Frequency of telework	Never	Irregular and rare (less than once a week)	Regular Number of days per week					Precise breakdown not available
			1	2	3	4	5	Teleworking at least occasionally
Fraction of employees teleworking (in %)								

¹ ***In case the respondent is a business association, please fill the questions based on your impressions about your typical member. If you consider that you do not have enough information or your membership has a too diverse experience to meaningfully respond to certain questions, please skip those and leave them unanswered.***

II. Telework during the COVID-19 crisis

3. a) Approximately, **what percentage** of employees was teleworking, and at **what frequency** during the Spring 2020 lockdown period? Please indicate as above.

Frequency of telework	Never	Irregular and rare (less than once a week)	Regular Number of days per week					Precise breakdown not available
			1	2	3	4	5	Teleworking at least occasionally
Fraction of employees teleworking (in %)								

- b) How is the **situation in the current period**, which in most countries can be referred to either as the second wave or the continuation of the first wave?

- Note: In case you believe the situation for your company during this second wave /lockdown is exactly alike to Spring 2020 one, leave this question blank.

Frequency of telework	Never	Irregular and rare (less than once a week)	Regular Number of days per week					Precise breakdown not available
			1	2	3	4	5	Teleworking at least occasionally
Fraction of employees teleworking (in %)								

4. How would you assess your **company's experience** with telework during the COVID-19 crisis from the point of view of the **overall performance of the company**? (*Please select "Don't know" in case you don't have the necessary information to answer the question*)
- Very negative
 - Somewhat negative
 - Neither good nor bad
 - Somewhat positive
 - Very positive
 - Don't know
5. What **measures has your company put in place** to help the company and its employees to adapt to more telework, with a view to maintain high productivity and well-being? (*several options are possible*)
- Regular online meetings
 - Supporting purchases of IT or office equipment
 - Refurbishing offices to allow for larger spaces between workers
 - Provide training to managers and workers for working with teams remotely
 - Other(s): _____

III. Your expectations about telework in the post-COVID-19 period

6. How do you expect **the employees in your company will wish to change** their teleworking habits after the COVID-19 crisis? *(Please select "Don't know" in case you don't have the necessary information to answer the question)*

- Many more employees will wish to telework compared to the pre-COVID period
- Few more employees will wish to telework
- No significant change
- Fewer employees will wish to telework than before
- Don't know

7. What should be the ideal distribution of telework from the perspective of **the overall performance of the company?**

Frequency of telework	Never	Irregular and rare (less than once a week)	Regular				
			Number of days per week				
			1	2	3	4	5
Fraction of employees teleworking (in %)							

8. In your view, which, if any, of the following factors are **preventing wider use of telework** after the crisis at your company? *(1: not important at all; 5: very important – choose the appropriate number)*

- Legal barriers (1 2 3 4 5)
- Lack of appropriate health and safety regulations (1 2 3 4 5)
- The jobs at our company require physical presence (1 2 3 4 5)
- Management is not familiar with and does not facilitate telework (1 2 3 4 5)
- Monitoring of workers is more difficult while teleworking (1 2 3 4 5)
- No access to appropriate ICT infrastructure (1 2 3 4 5)
- No appropriate working environment at home (1 2 3 4 5)
- Concerns about firm performance due to lack of face-to-face communication (1 2 3 4 5)
- Other(s): _____

9. What types of **organisational changes and HR management practices** do you plan to introduce to better accommodate teleworking? *(several options are possible)*

- None
- Require that on certain days of the week everyone should be present, to exploit the benefits from face-to-face interactions within and across teams *(synchronisation of schedules)*
- Reorganise *office spaces* to make them more suited to facilitate the exchange of ideas
- Increase the *monitoring* of workers using digital technologies
- Hire from a broader, *geographically more widespread* pool of workers
- *Retrain workers* to be able to use *ICT tools*
- *Retrain workers* to be able to *work more independently*
- *Retrain managers* to acquire certain soft skills to better manage remote workers
- The provision of *adequate ICT equipment* and platforms for remote work

- *Additional investment in ICT infrastructure* at the company site
- The switch from an hours-based contract to a delivery based contract
- Other(s): _____

10. In your view, how important are the following **potential benefits for your company's performance** from telework? (1: not important at all; 5: very important – choose the appropriate number)

- Workers productivity increases, for instance by committing fewer errors and producing more creative work due to better concentration at a more quiet environment (1 2 3 4 5)
- Workers will work more hours because they save on commuting time (1 2 3 4 5)
- Lower turnover of workers (1 2 3 4 5)
- It will be easier to recruit new workers from a broader talent pool (1 2 3 4 5)
- It becomes possible to employ workers living further away (1 2 3 4 5)
- Lower costs for office space (1 2 3 4 5)
- Other(s): _____

11. In your view, what are the most important **potential downsides for your company's performance** from telework? (1: not important at all; 5: very important downside – choose the appropriate number)

- Employees might work fewer hours (1 2 3 4 5)
- Employees learn less on-the-job (1 2 3 4 5)
- It is more difficult to train employees (1 2 3 4 5)
- Employees identify less with the firm, leading to lower motivation (1 2 3 4 5)
- Working as a team is more difficult (1 2 3 4 5)
- Less creative and innovative work environment (1 2 3 4 5)
- The risk of cyber-attacks increases (1 2 3 4 5)
- Other(s): _____

12. Do you have any other relevant points to share regarding your experience with and expectations about teleworking in your company that our questions do not cover?

IV. Background questions

13. Which answer below best describes **your position**?

- I represent a company as I am the
 - Owner
 - Executive Manager
 - Owner and Executive Manager
 - Mid-level or line Manager
 - Other: _____
- I represent a business association

14. Please state the **country** in which your company's (or association's) headquarter is located:

15. Please state the **name** of your company (*preferable but not compulsory*) or association:²

16. How many **employees** does your company have (approximate response is fine)? _____

17. How big were your company's **revenues** in a typical year prior to the COVID crisis (in millions of euros, approximate response is fine)? _____

18. Approximately, what **fraction of revenues have you lost** / do you expect to lose in 2020 compared to a typical business year (in percentage terms)? _____

19. How **old** is your company?

- Less than 3 years
- Between 3 and 10 years
- Older than 10 years

20. Which **sector** best describes your company's main activity?

- Manufacturing
- Construction
- Knowledge intensive services (IT, finance, professional services)
- Other services in the private sector (wholesale, retail, hotel, restaurant, transport, etc.)
- Public sector

² Please note that individual responses will be treated strictly confidential and only aggregate results will be reported in the analysis. Knowing the company name would only serve to help us in our analysis, as it enables us to relate the questionnaire results to company performance using financial accounts from publicly or commercially available sources.