

The Coronavirus pandemic continues to test organizations. Adapting quickly will demonstrate the resilience of business and employees alike. Recovery may be difficult and challenging for some, and stable and disciplined for others. Gathering insight regarding economic outlook, employer concerns, and financial recovery efforts will help organizations navigate this altered environment.

## Continuing Research

### Long-term Implications – Level of Concern

Financial viability and business operations remain the highest concern for organizations. Concern also remains around overall business strategy and human resources, however to a lesser degree.

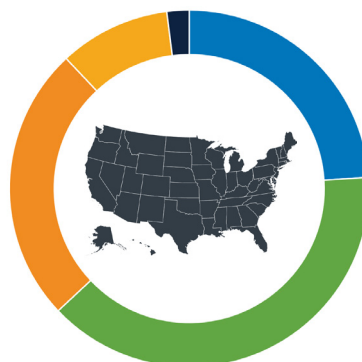
	Financial Viability		Business Operations		Overall Business Strategy		Human Resources	
	May 12–15	May 28–June 1	May 12–15	May 28–June 1	May 12–15	May 28–June 1	May 12–15	May 28–June 1
Extremely	14%	13%	12%	8%	10%	8%	6%	6%
Moderately	33%	34%	34%	34%	30%	29%	27%	25%
Somewhat	21%	22%	22%	24%	26%	27%	30%	29%
Slightly	24%	21%	26%	24%	25%	26%	28%	25%
Not at all	8%	10%	6%	10%	9%	10%	9%	15%

## Economic Impact

Considering data from U.S. and specific business operational perspectives helps organizations make more informed business decisions. Focusing on what is needed to fit your business strategy and what connects best in your culture will provide direction for success. Finding the balance that is right for your organization will help propel your organization forward.

### U.S.

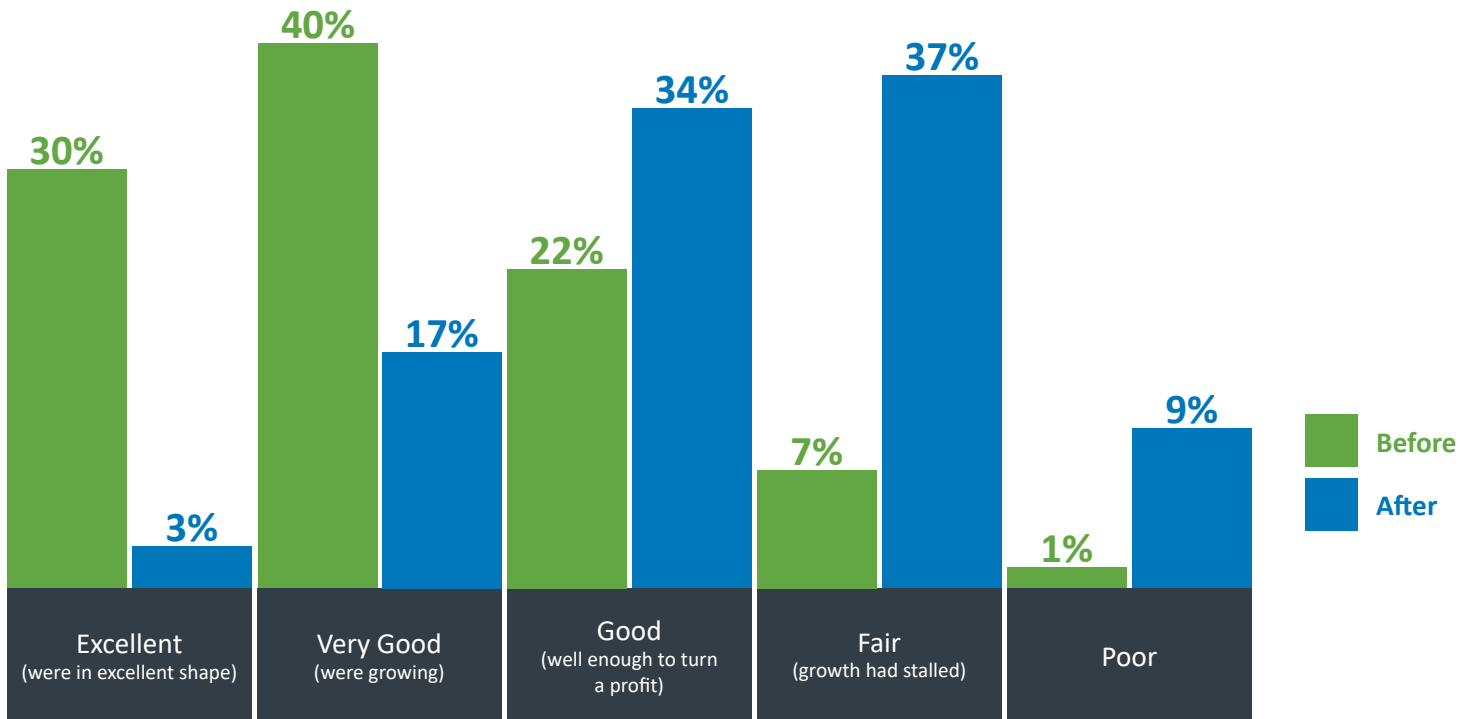
Over 60% of employers surveyed have heightened concern about the impact the current state of the U.S. economy will have on business.



- 24%** Very concerned
- 39%** Moderately concerned
- 25%** Somewhat concerned
- 10%** Slightly concerned
- 2%** Not at all concerned

## Business Performance

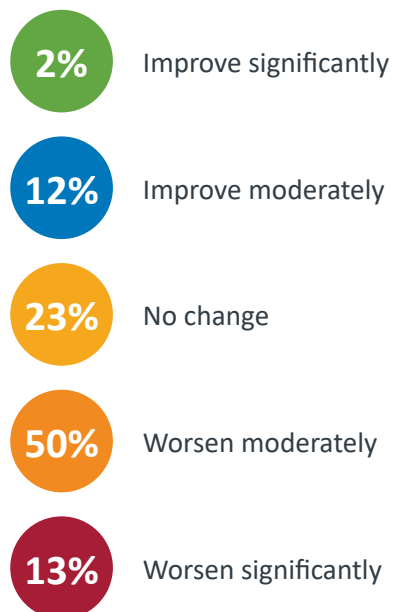
Prior to COVID-19 restrictions/orders, a majority of organizations (70% — 30% Excellent; 40% Very Good) indicate business was booming. The aftermath does not have the same appearance (20% — 3% Excellent; 17% Very Good).



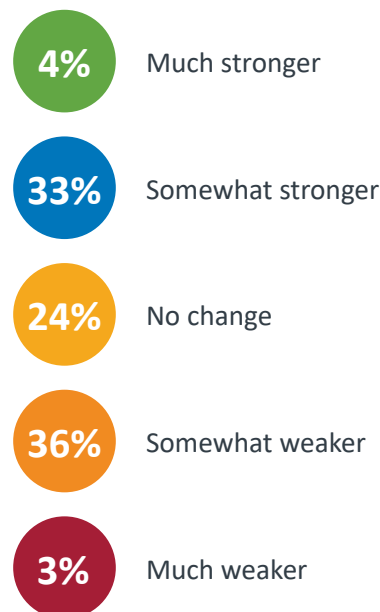
## Business Outlook

Business outlook for the next 6 — 18 months has worsened; yet some have optimism for emerging stronger.

### Next 6 — 18 Months

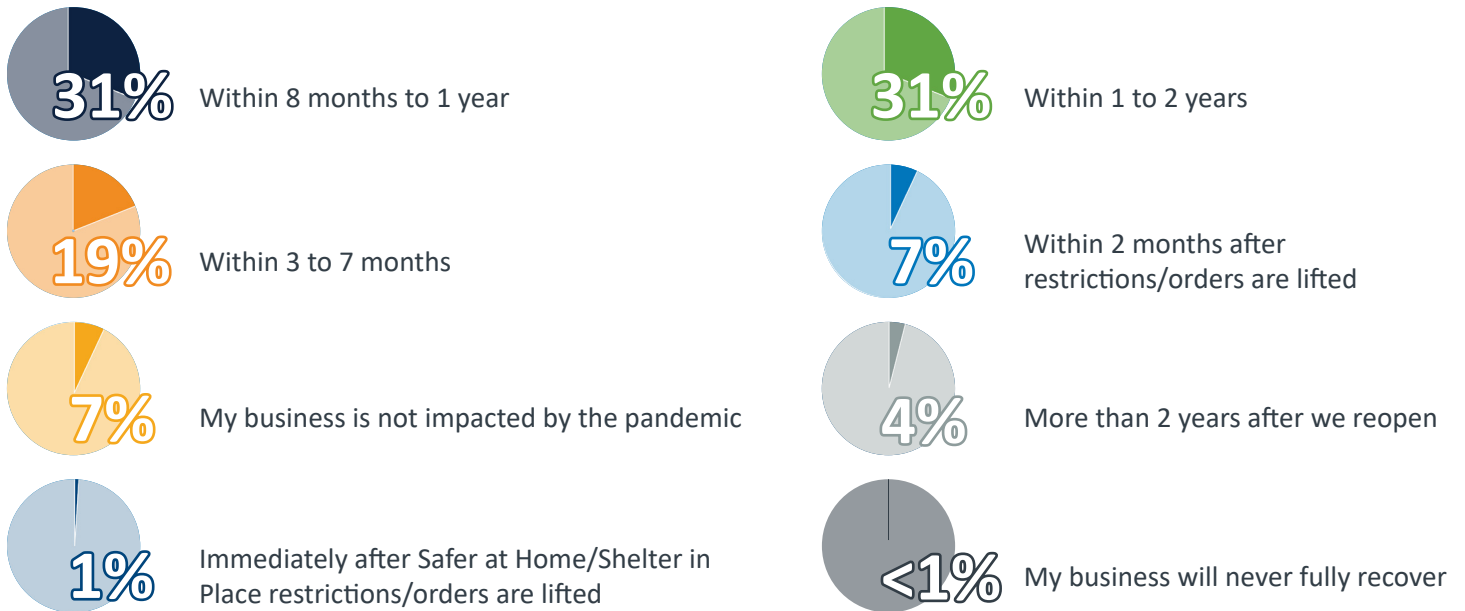


### Emerging Weaker or Stronger



## Recovery

Organizations do not anticipate swift recovery once the pandemic passes. Just under a third of organizations expect full recovery to occur within 8 months to 1 year; the same amount expects full recovery to occur within 1 to 2 years.



## Aligning Business Expenses

Organizations are taking actions to align business expenses with current challenges.

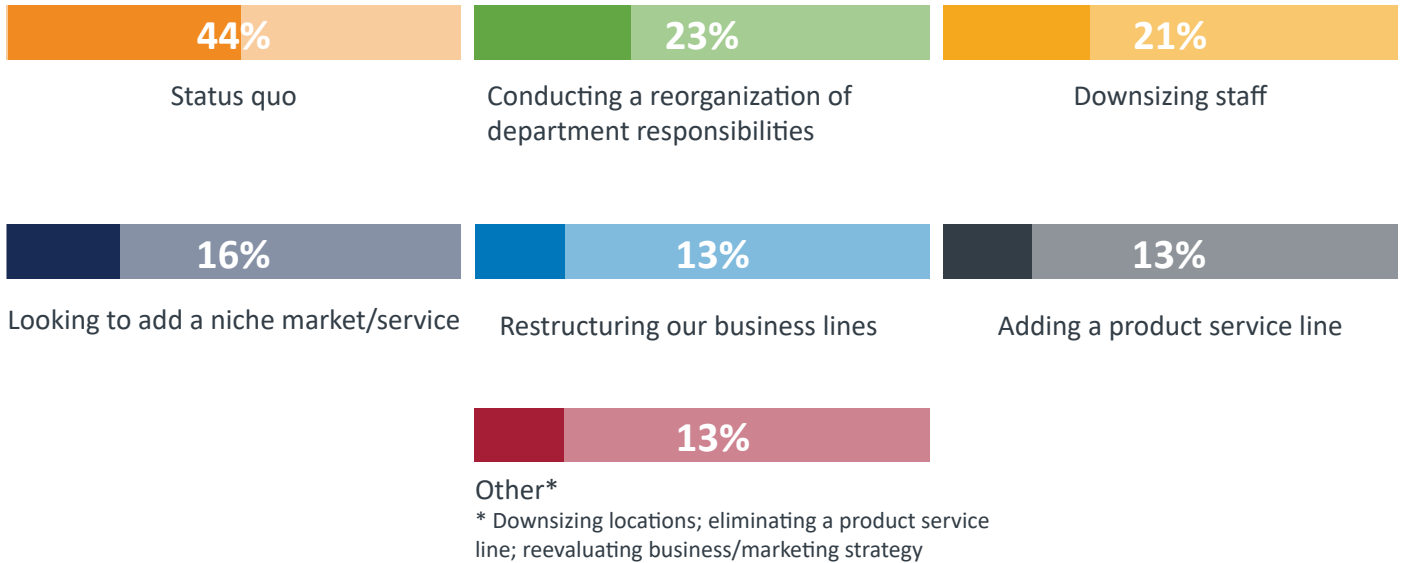


**Other\***  
\* Additional actions include delayed/reduced merit increases or contributions to retirement funds; limited or eliminated business travel; cost containment/ revised budget strategies; or no action taken at this time.

Note: Multiple answers can total more than 100%

## Shifts in Long-term Business Strategy

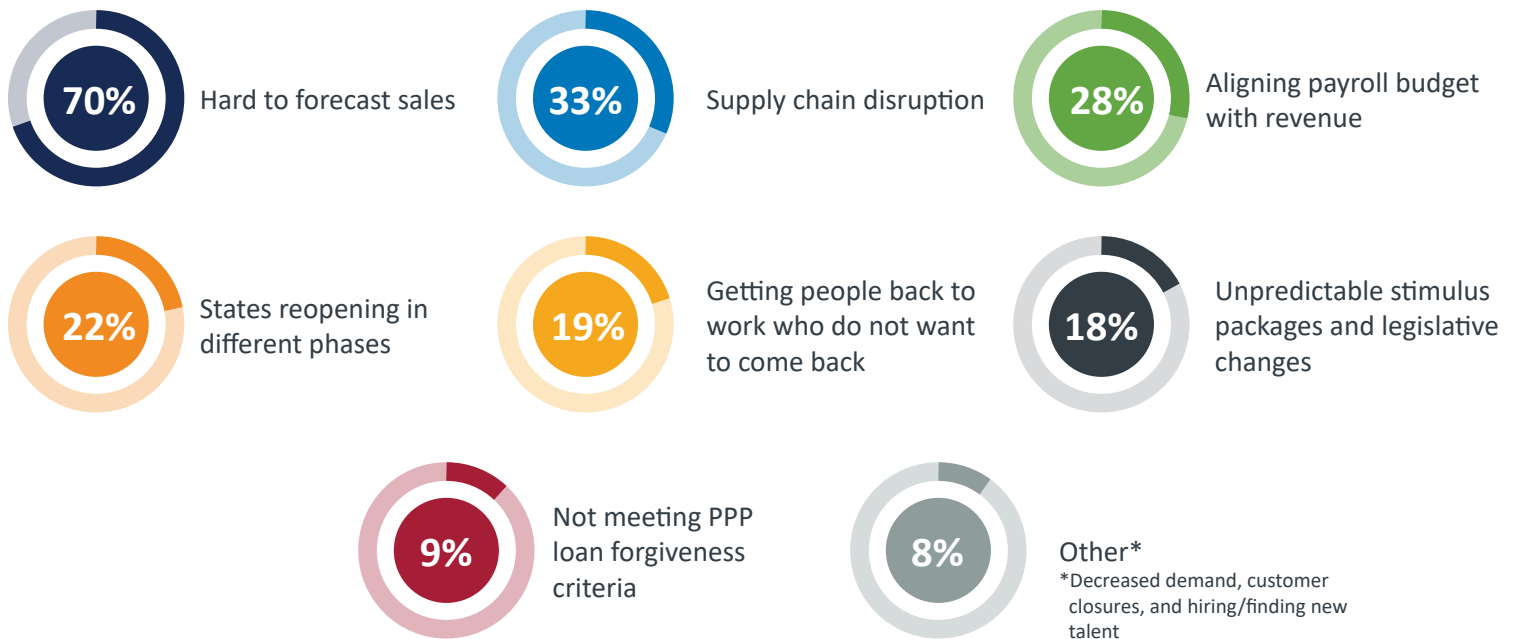
Forty-four percent of organizations have kept their long-term business strategy as it existed pre-pandemic. Others have made adjustments to soften the economic impact of the COVID-19 pandemic.



Note: Multiple answers can total more than 100%

## Top Challenges Impacting Business Financials

The financial health and current state of mind of consumers, suppliers, and employees is unpredictable and will be of utmost concern as businesses move forward.



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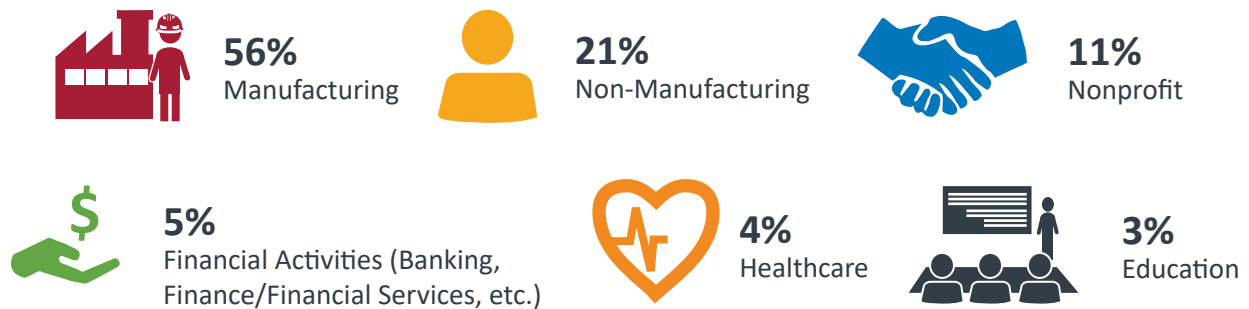
## Conclusion

With stay-at-home orders across the country being lifted, employers continue to face a number of difficult issues. There is no one-size-fits-all approach. Organizations are working diligently to balance a situation that continues to evolve daily with varying guidance. MRA is here to partner with you and provide the resources necessary to navigate ahead.

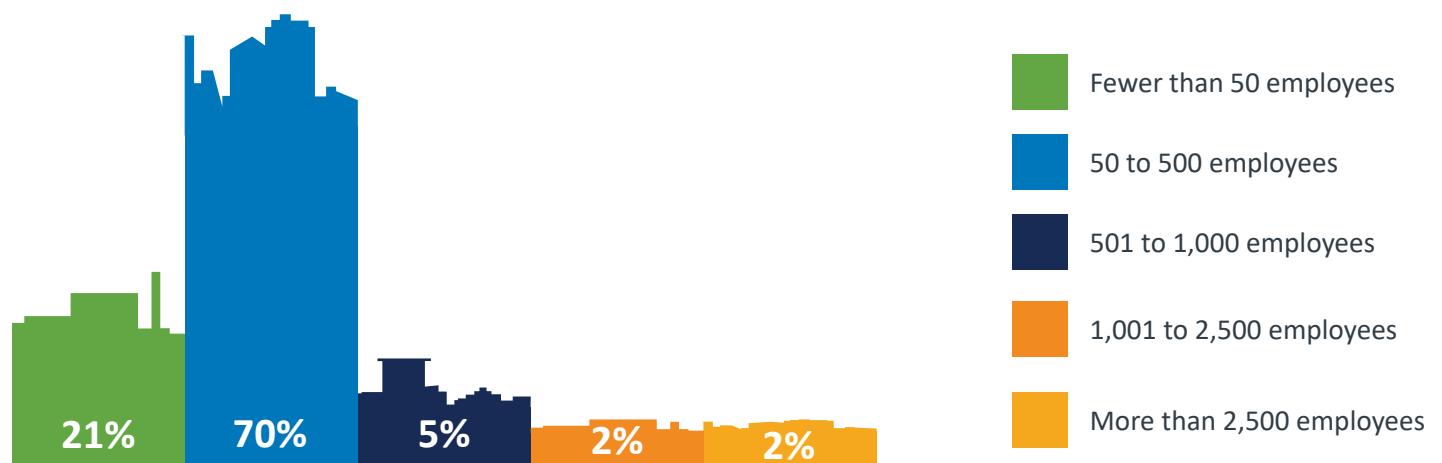
MRA's Hot Topic Surveys based on employer reported data, combined with deep online resources, virtual training, best practices, and experienced professionals provide business tools for your success. Together we can move forward and make a difference.

## Demographics

### Industry Type



### Size of Organization



## Methodology

433  
MRA Participating Organizations

**Brief**  
13 Question Survey

**May 28 – June 1, 2020**  
Data Collected

Questions regarding this survey? Contact the Survey Department at [surveys@mranet.org](mailto:surveys@mranet.org) or 800.488.4845 ext. 3508.

# MRA's Total Rewards Team Focuses on Solutions

## Our Currently Published Surveys

### Compensation Surveys

- Benchmark Compensation\*
- Industrial & Production Trades\*
- National Executive Compensation
- National IT & Engineering Compensation\*
- National Sales Compensation
- National Wage & Salary

### Policy & Benefit Surveys

- Health & Insurance Benefits
- Holiday Practices
- National Policies & Benefits

### Business Trend Surveys

- Compensation Trends
- National Business Trends
- Turnover

### Industry Surveys

- Healthcare Compensation Survey\*
- Logistics & Construction Compensation
- Nonprofit Compensation & Benefits\*

### Hot Topic Surveys

- Advancement of Women in the Workplace Survey
- Business Continuity Coronavirus Workplace Realities—Series
- Compensation Besides Base Pay Survey
- Compensation and Talent Insights for 2020 and Beyond
- Diversity and Inclusion—Best Steps Forward
- Don't Underrate the Power of Soft Skills
- Employee Turnover Survey
- Hiring Interns Survey
- Variable Pay: Your Advantage in a Competitive Labor Market
- Opioid Epidemic Survey
- Sexual Harassment in the Workplace Executive Summary
- Wellness and Wearable Technology Survey
- Your Competitive Edge in Attracting, Retaining, and Rewarding Top Talent

\* MRAPay and On-Demand Salary Tool available for these surveys

## Rely on MRA Surveys

From strategy to tactics, how do you apply these insights to your organization's total rewards story?

Known for local, regional and national, employer-matched, employer-reported data—with MRA surveys, you can be confident your organization is making vital business decisions based on solid, high quality market data.

## Participate in MRA Surveys

- Free survey results for member participants
- Data analytics at your fingertips via MRA's online survey tools—MRAPay and On-Demand Salary Tool
- HRCI credit for recertification or SHRM Professional Development Credit (PDC) for qualifying surveys

## Turn to MRA to build your powerful data analytics!

## Questions?

Contact the Survey Department at:

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 [surveys@mranet.org](mailto:surveys@mranet.org)

 [www.mranet.org/surveys](http://www.mranet.org/surveys)

