

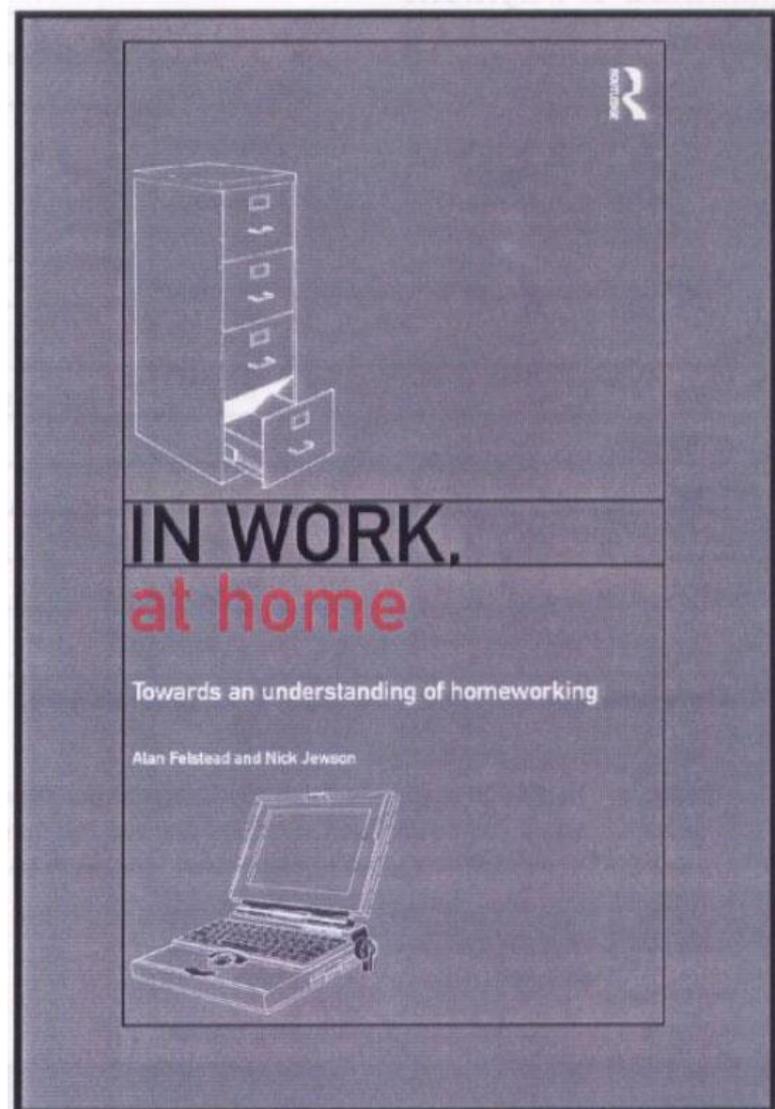
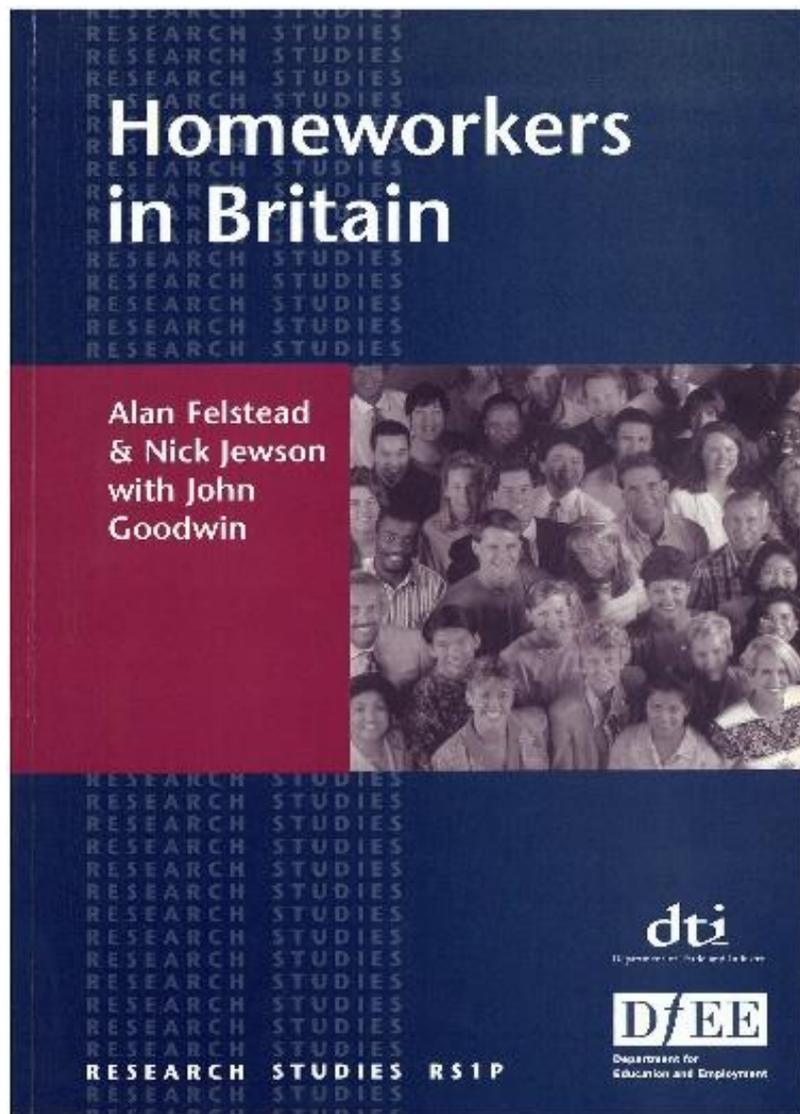
# EXAMINING THE RECENT SURGE IN HOMEWORKING, ITS EFFECT ON PRODUCTIVITY AND ITS LONG-TERM FUTURE

ALAN FELSTEAD  
SCHOOL OF SOCIAL SCIENCES  
CARDIFF UNIVERSITY  
([alanfelstead@cf.ac.uk](mailto:alanfelstead@cf.ac.uk))



Sefydliad Ymchwil Cymdeithasol  
ac Economaidd a Data Cymru  
Wales Institute of Social and  
Economic Research and Data

# Long Personal History Studying Homeworking

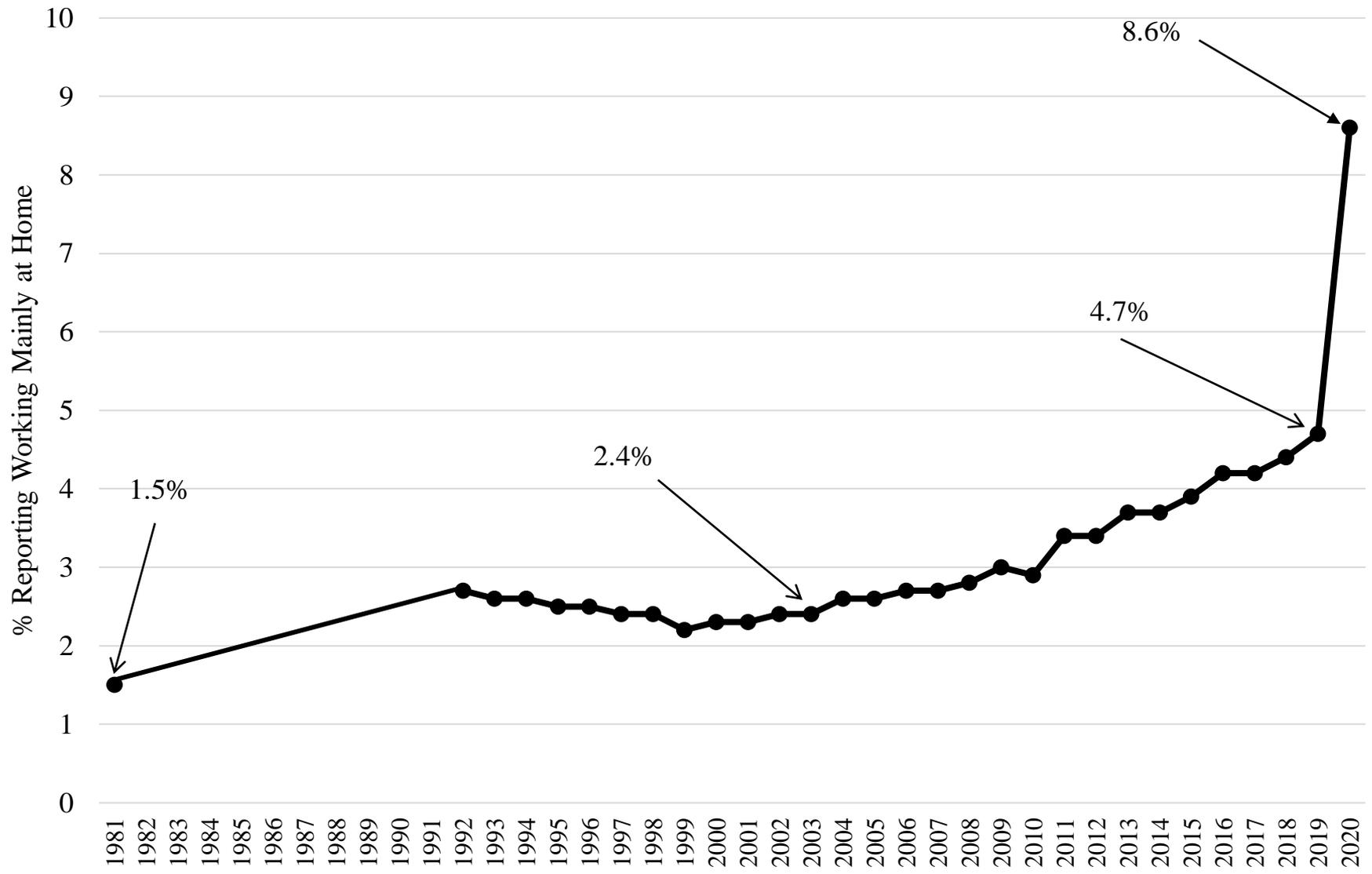


# The Meaning of 'Homeworking' Has Changed



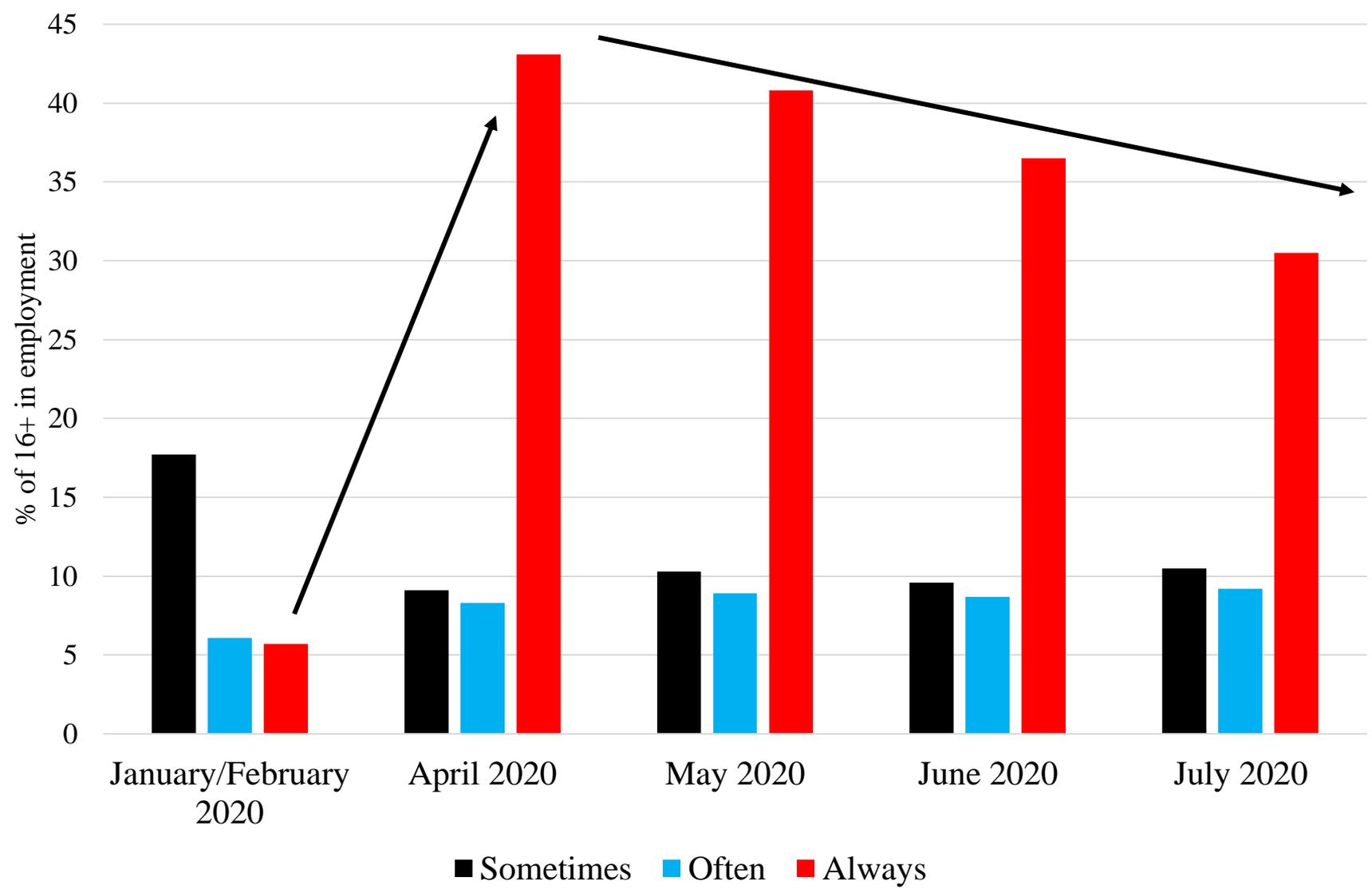
# **Growth of Homeworking Before, During and After Lockdown**

# Growth of Homeworking: Worker Surveys (1)



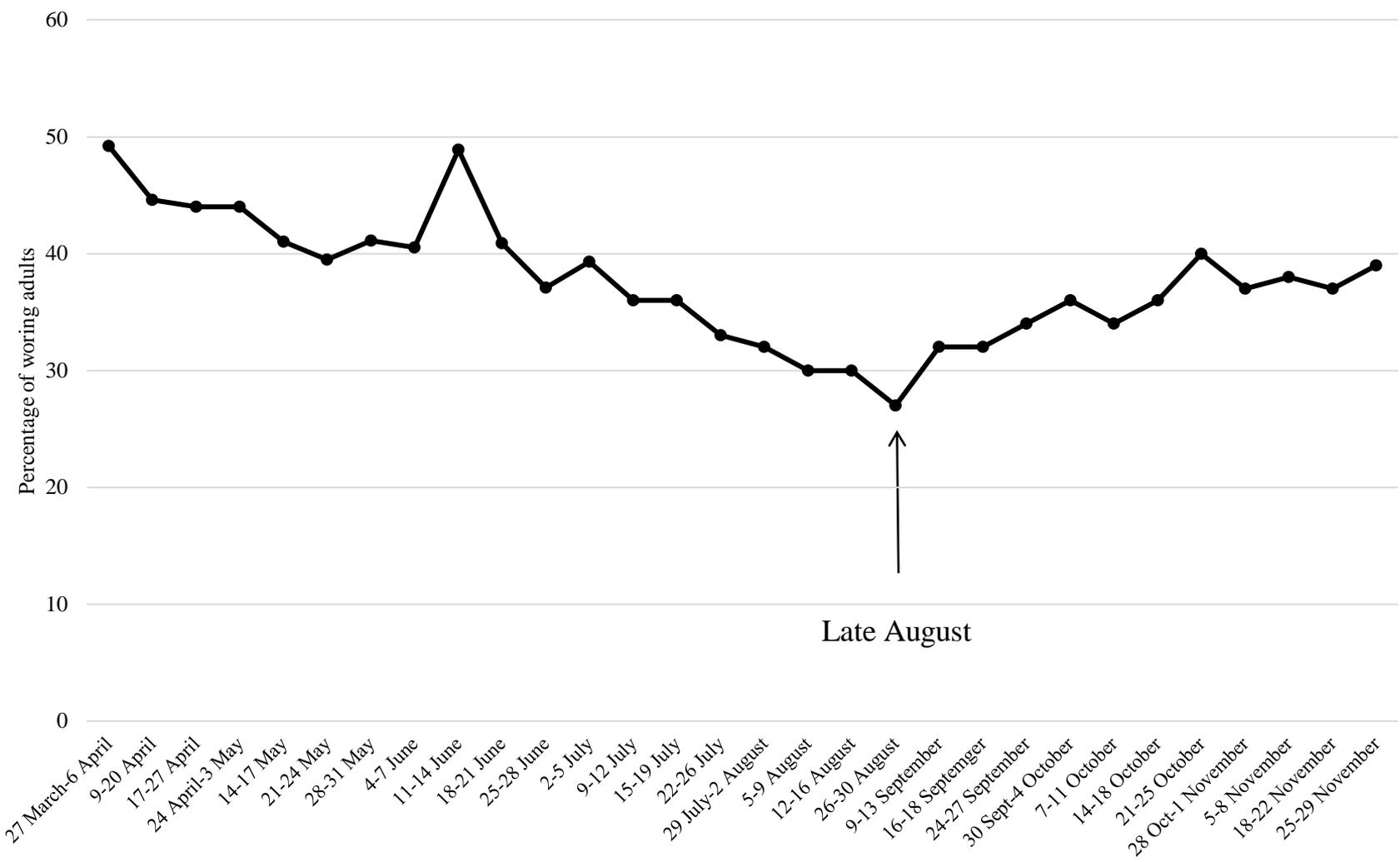
Source: own calculations spring/Q2 Labour Force Surveys, 1981-2020

# Growth of Homeworking: Worker Surveys (2)



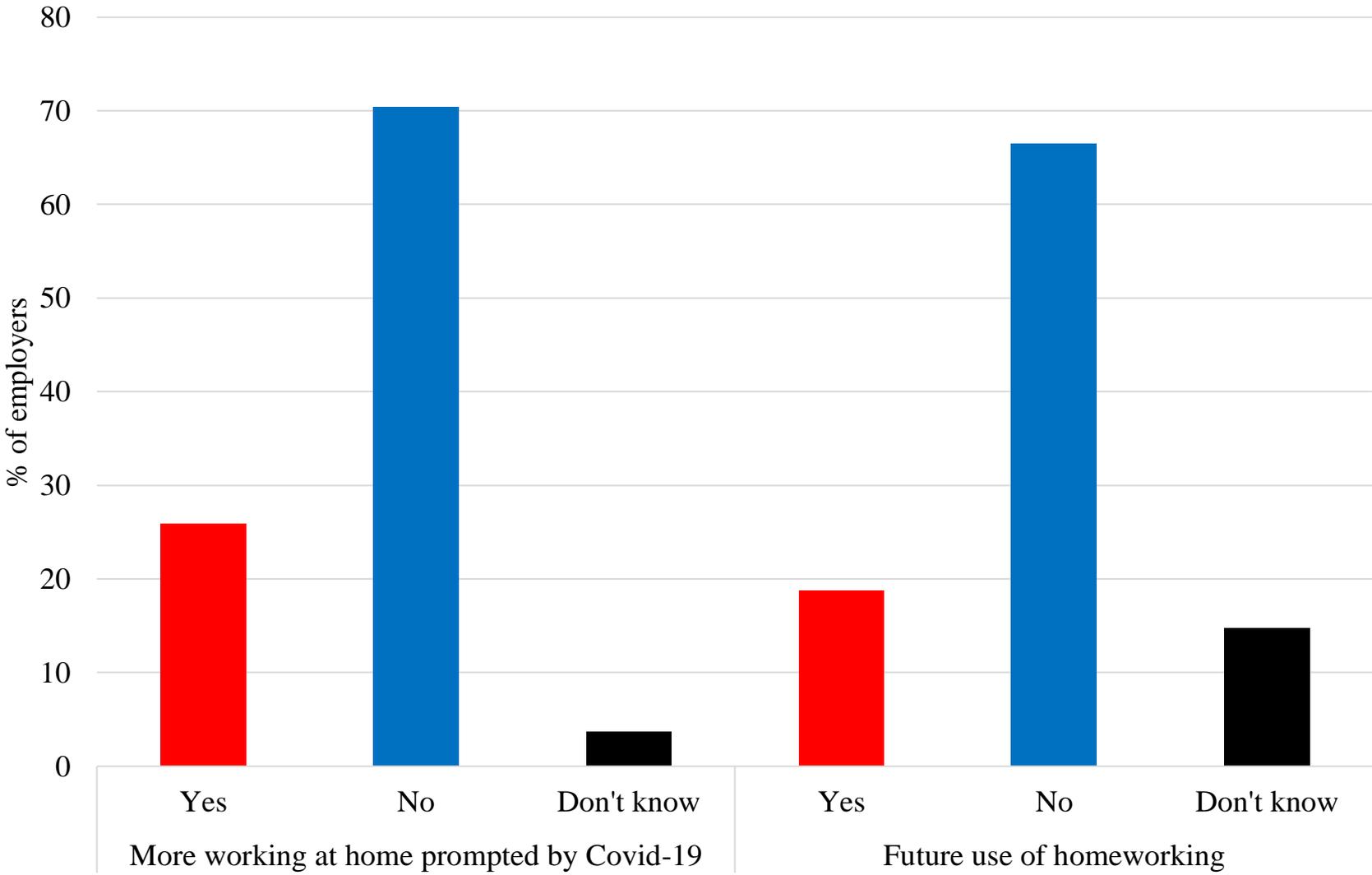
Source: own calculations based on the Understanding Society Covid-19 Study, April, May, June and July 2020.

# Growth of Homeworking: Worker Surveys (3)



Source: based on data taken from the ONS Opinions and Lifestyle Survey, latest released 4 December 2020.

# Growth of Homeworking: Employer Surveys



Source: based on published data taken from the ONS Business Impact of Coronavirus (Covid-19) Survey, 7-20 September 2020.

# Other Evidence: Deodorant Sales are Falling!

**DAILY STAR**  
SATURDAY, APRIL 25, 2020  
PROUD TO SUPPORT OUR NHS  
80P

**THOUGHT FOR THE DAY**  
Two things from Donald Trump's coronavirus press conference:  
1) Study hard at school  
2) Stay off the drugs

**My Weekly**  
FREE My Weekly magazine  
Worth £1.40  
Pick up at Tesco, Sainsbury's, Asda, McColl's and more: See Page 22

**Telly mag INSIDE**  
FREE  
CAUGHT INSIDE THE ACT

**CORONA SHOCKER**  
**THEY THINK IT'S ALL ABOUT ODOUR..**  
Lockdown Brits ditch deodorant & shampoo

**Capt Tom is top of granpops**  
PAGE 4

**MAC'S BACK!**  
McDONALD'S SET TO REOPEN: P4

**by ROBIN COTTLE**  
WE'RE turning into a nation of Jim Royles as lockdown Brits are ditching deodorant and washing less. The world's biggest soap  
Turn to Page 5

## Homeworkers ditch deodorant, wash less and put off shaving, says Unilever

FINANCIAL TIMES FRIDAY 24 APRIL 2020

JUDITH EVANS

It did not take long for standards to slip. Weeks into lockdown and coronavirus is starting to lay waste to basic personal grooming routines, according to consumer goods group Unilever.

As large numbers of people work from home, they are washing their hair less often, putting off shaving and even abandoning deodorant.

Graeme Pitkethly, Unilever's chief financial officer, said about a quarter of personal care — such as hair washing, hairstyling and use of skincare products and deodorants — was used by people preparing to go to work or school. Homeworking was cutting into demand for products in these areas.

In results issued yesterday, the Anglo-Dutch company said lockdowns had affected its haircare portfolio in China

and India, while skincare sales were also down. Deodorant sales rose in the three months to March, but Mr Pitkethly said they were among the products set to suffer. Unilever makes products including Dove soap, Lynx and Sure deodorants and Toni & Guy haircare products.

Mr Pitkethly expected changes in consumer behaviour to persist after the lockdowns ended and said his business was adapting. He said Unilever believed people were likely to spend “more time at home, more time cooking — which is good for us — and maybe less personal care occasions, this nesting idea”.

Unilever reported a boom in sales of household cleaning products such as Cif cleaners and Domestos bleach, both of which reported double-digit underlying sales growth in the first quarter.

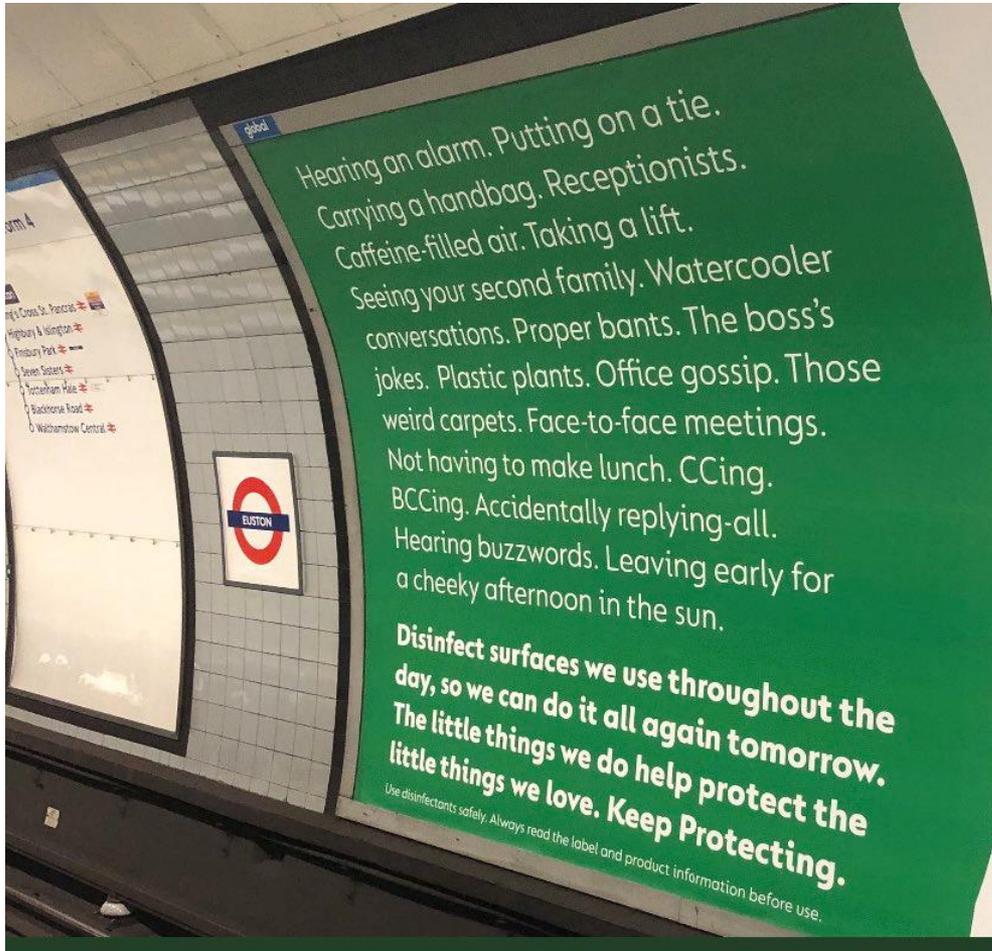
Alan Jope, chief executive, added that while “people are shaving less”, a shift to

online buying would favour digital brands such as Unilever-owned Dollar Shave Club. “We are almost certainly going into a period of low economic growth and we'll adjust to that by prioritising the value-for-money products in our portfolio — we're going to be dealing with that for a couple of years,” he said.

“Secondly there is no doubt people's concern about [household] hygiene has increased . . . and the shift to online digital consumption of media and online shopping is something that will be permanent. We will adjust our approach to reflect that.”

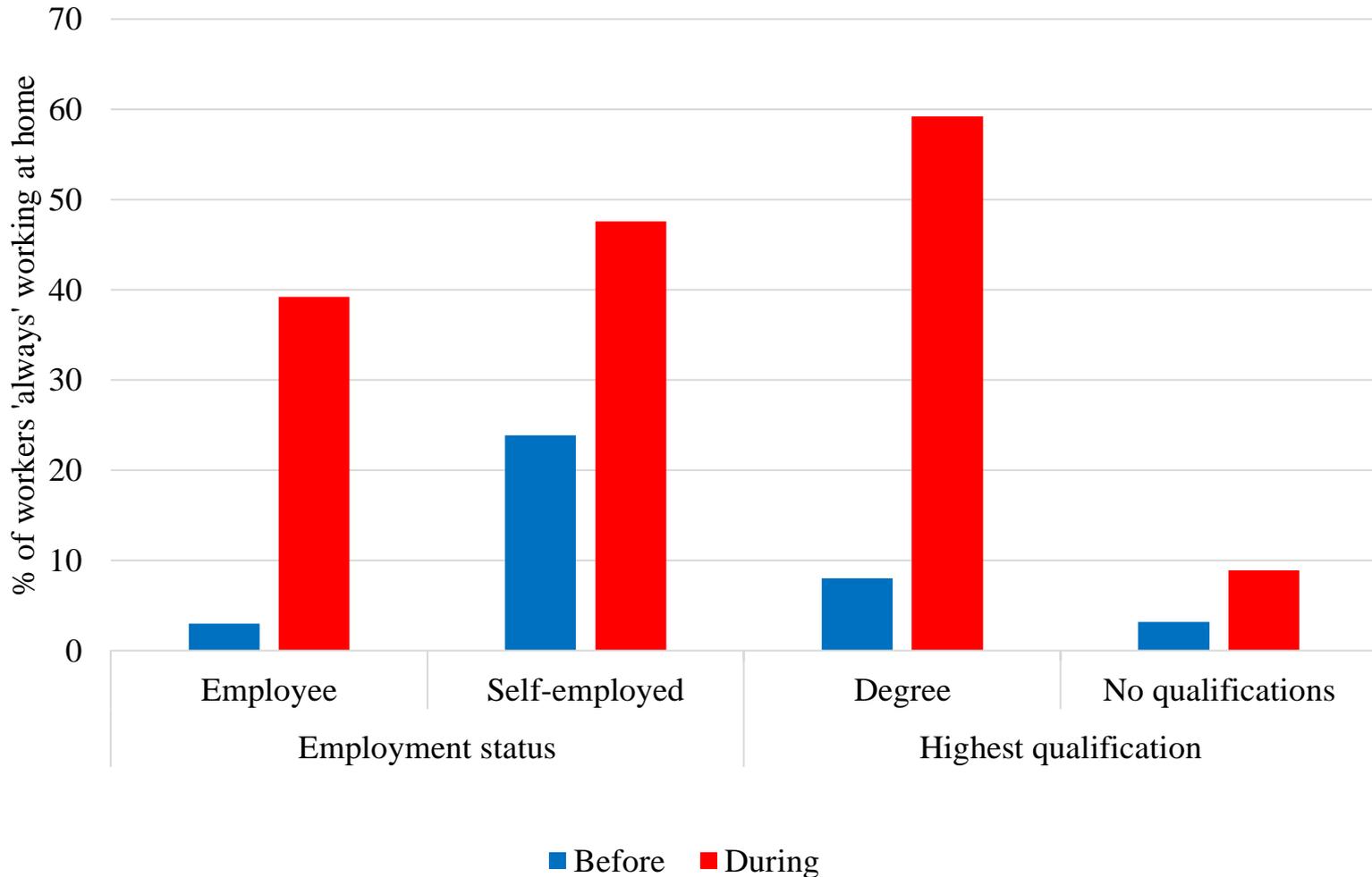
Unilever has been repurposing factories to make hand sanitiser in more than 30 locations around the world, including what had been a “massive” deodorant factory near Leeds; it has also rolled out Lifebuoy soap in 43 new markets. Lex page 26

# But Sales of Jogging Bottoms & Disinfectant are On the Up!

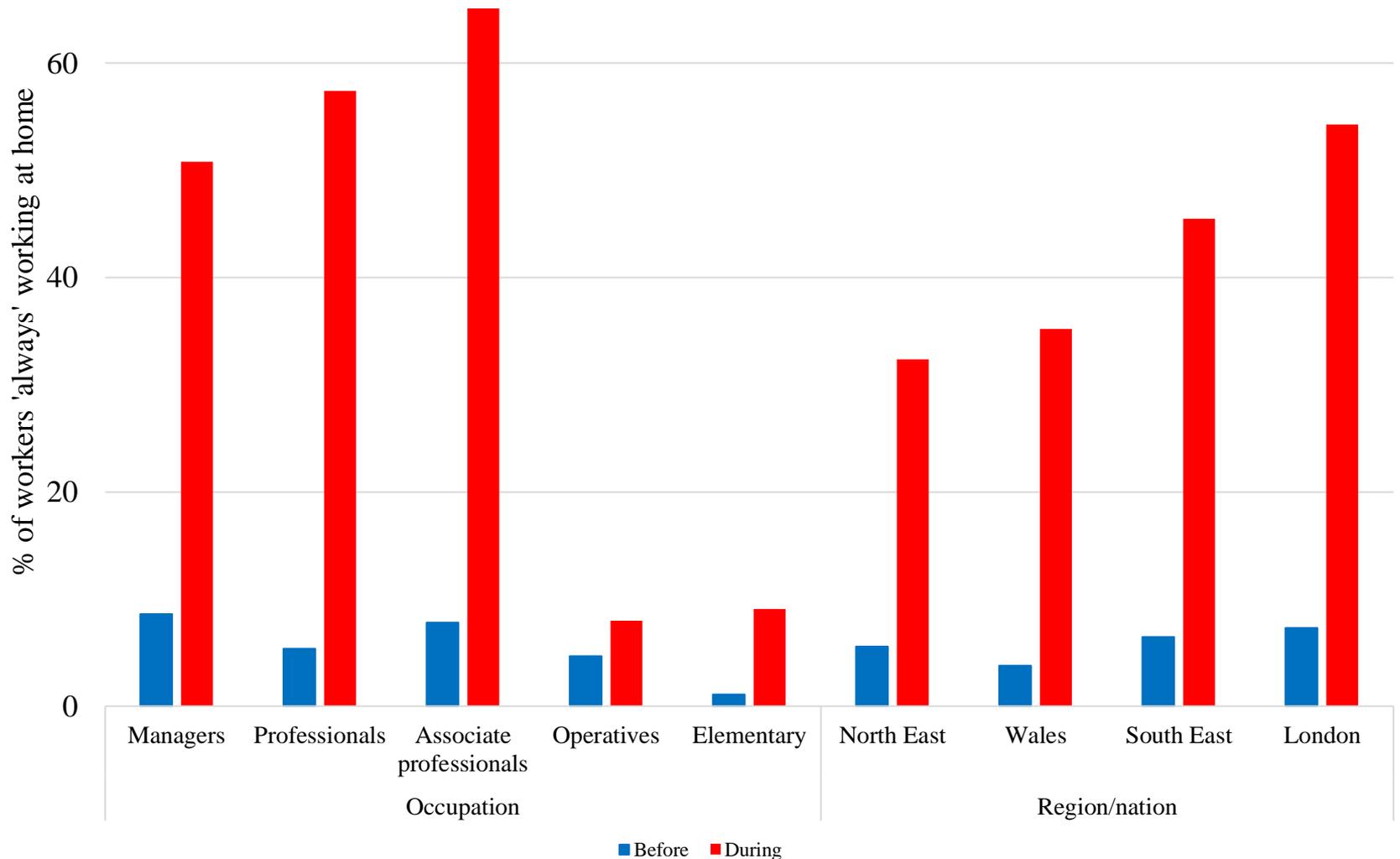


# **Changing Characteristics of Homeworkers**

# Surges Greatest Among Employees and the High Qualified

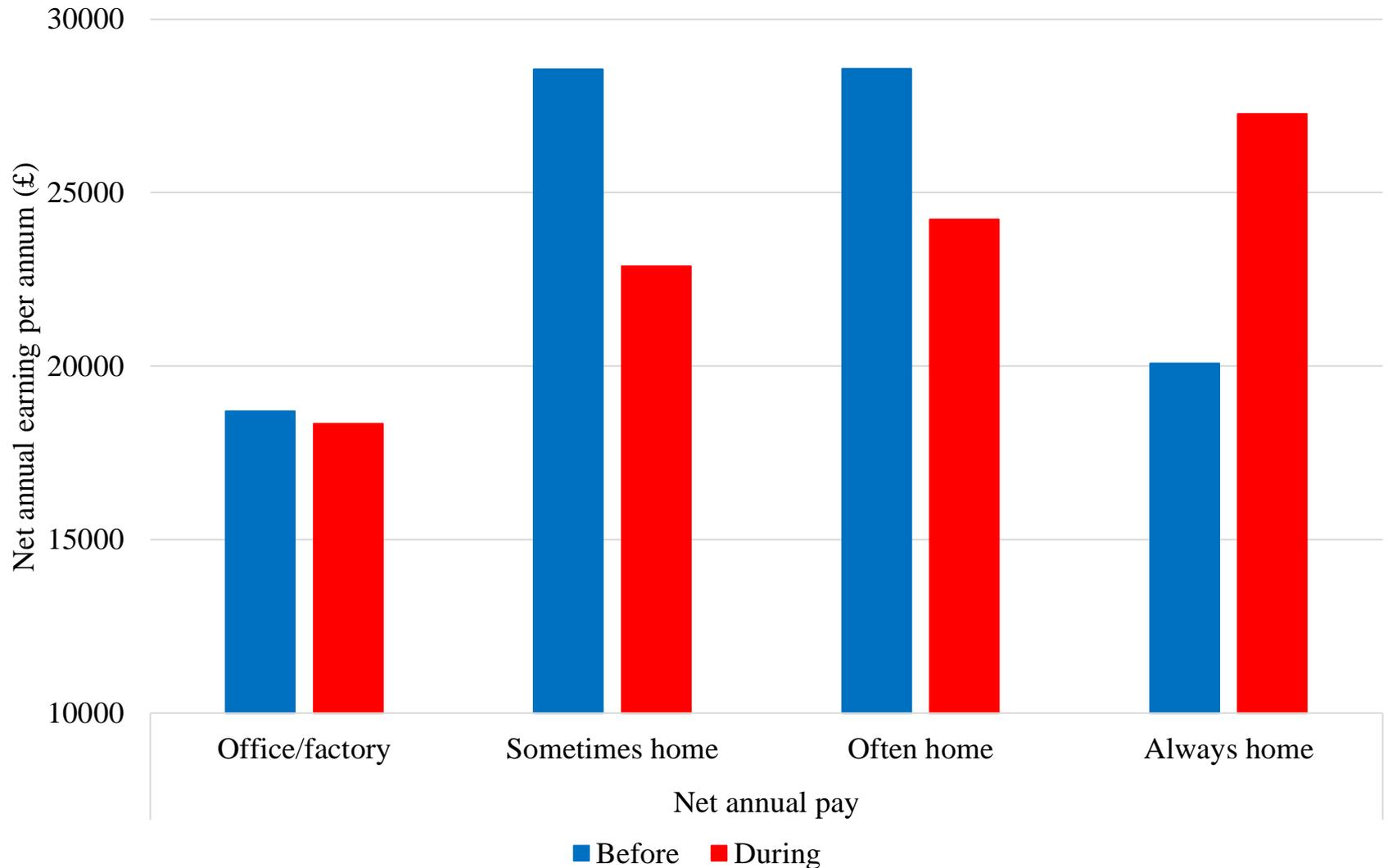


# ... in Higher Skilled Jobs and Living in More Prosperous Locations



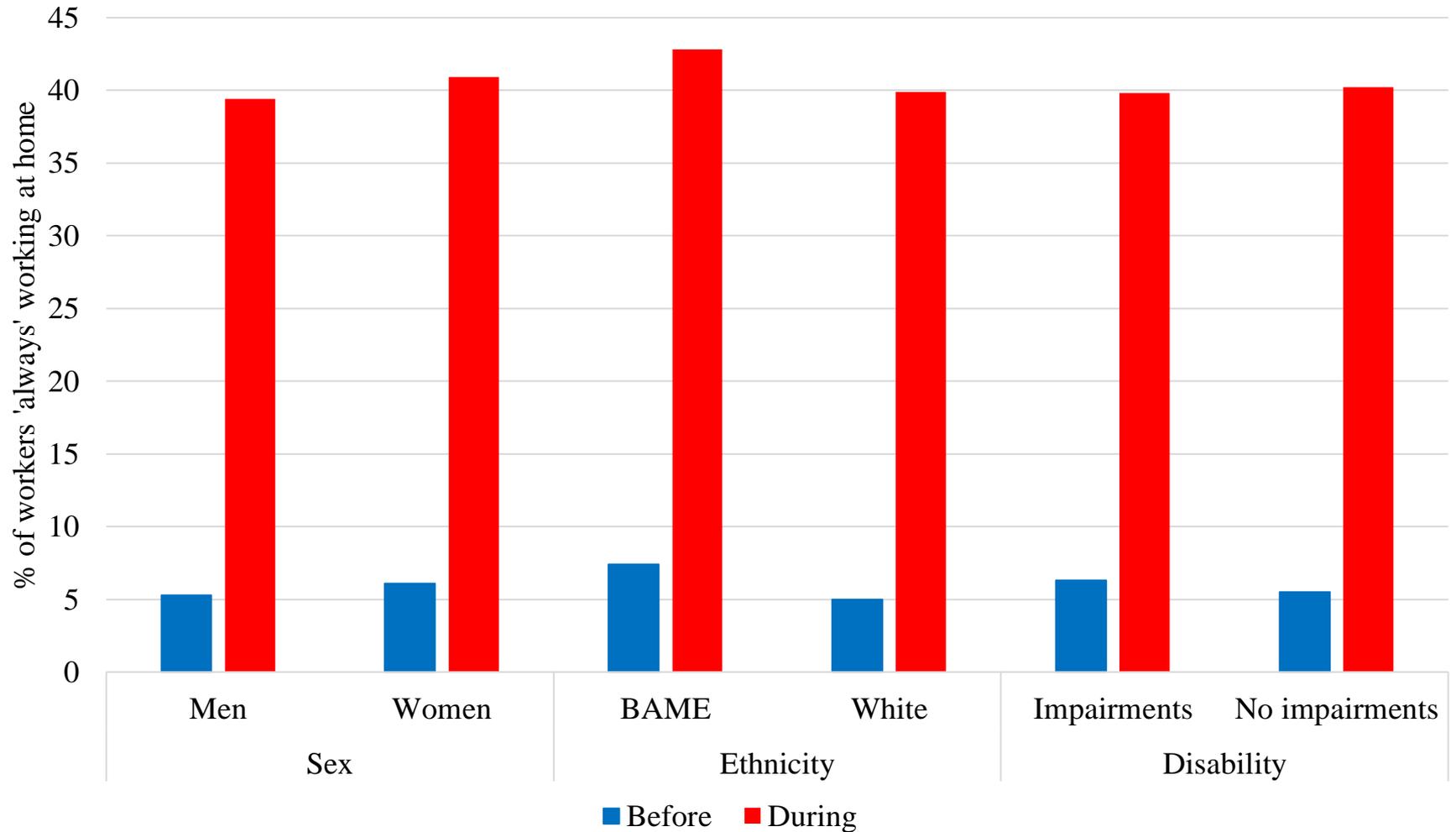
Source: own calculations based on the Understanding Society Covid-19 Study, April, May and June 2020.

# ... and in Higher Paid Jobs



Source: own calculations based on the Understanding Society Covid-19 Study, April, May and June 2020.

# But *Not* According to Personal Demographic Profiles



Source: own calculations based on the Understanding Society Covid-19 Study, April, May and June 2020.

# **Productivity Consequences**

# Getting More or Less Done?

Profiles in Business Mobility #6 | Productivity

## Working-from-Home Walter now gets more done in his pyjamas than in a suit.

NAME: Working-from-Home Walter

QUOTE: "Who says I have to be at work to be hard at work?"

CHALLENGE: His company needs him. His family needs him.

NOKIA'S ANSWER FOR I.T.: Nokia Secure Access System enabling SSL VPN connectivity.



MEETS HIS NEEDS by letting him work on his home PC when he needs to and still having access to business-critical applications like email, sales data and enterprise resource planning software.

MEETS HIS COMPANY'S NEEDS by creating a more flexible yet cost-effective and secure work environment for valuable employees.

Learn how to mobilise your team and increase business productivity. Download 'The Anytime, Anyplace World' white paper at [www.nokiaforbusiness.com](http://www.nokiaforbusiness.com)  
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**NOKIA**  
CONNECTING PEOPLE

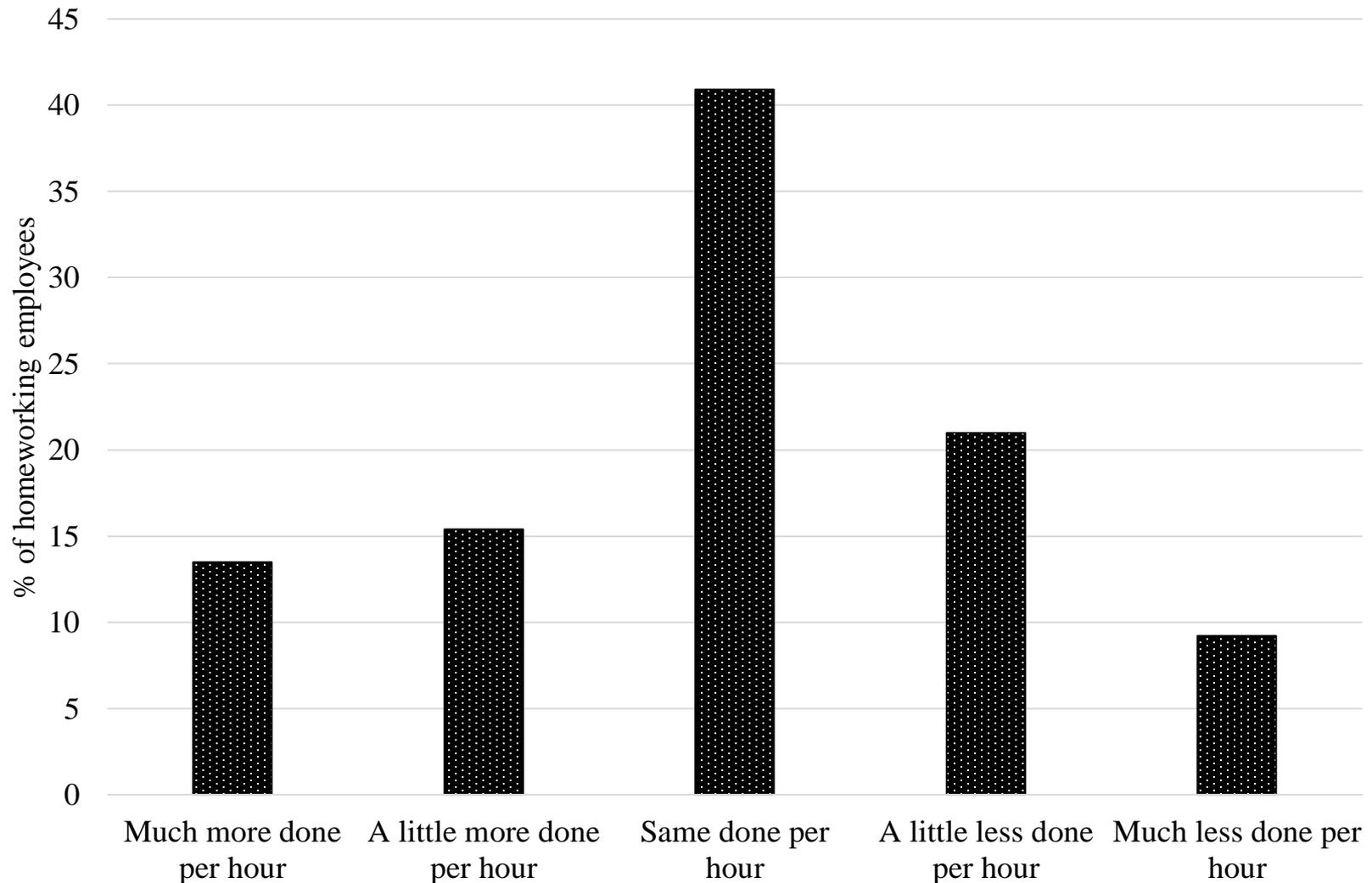


"Look, you've just caught me on my tee break - can I call you back?"

# Theoretical Predictions

Theory	Processes Involved	Predicted Effect of Homeworking
Situated learning (Sfard, 1998; Jewson, 2008)	Employees improve their productivity by watching, listening and following colleagues	↓ Lack of co-location reduces opportunities to learn and productivity is reduced
Teamworking (Jarvenpaa and Leidner, 1999; Nandhakumar and Baskerville, 2006)	Trust relations are built on face-to-face interactions and promises	↓ Trust will dissipate in the absence of face-to-face encounters and teams will become less effective
Social exchange theory (Gouldner, 1960; Cropanzano and Mitchell, 2005)	Parties are expected to abide by unwritten rules and norms of exchange which generate reciprocity	↑ Through 'give and take' workers will put more effort into their work in exchange for working at home
Border theory (Clark, 2000)	Role conflict may be increased or reduced – depending on the permeability of the home/work boundary	? may ↑ or ↓ Home spill-overs will reduce productivity, whereas getting away from work disturbances may increase it

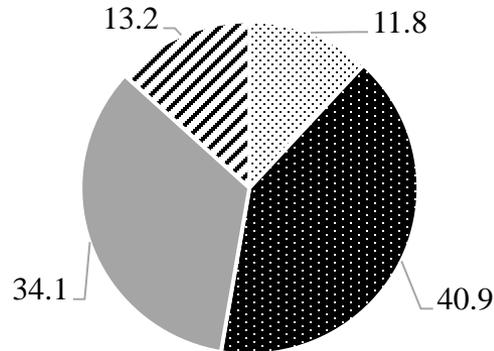
# Consequences for Productivity: Worker Evidence (1)



Source: own calculations based on the Understanding Society Covid-19 Study, June 2020.

# Consequences for Productivity: Worker Evidence (2)

Homeworkers' Future Preferences

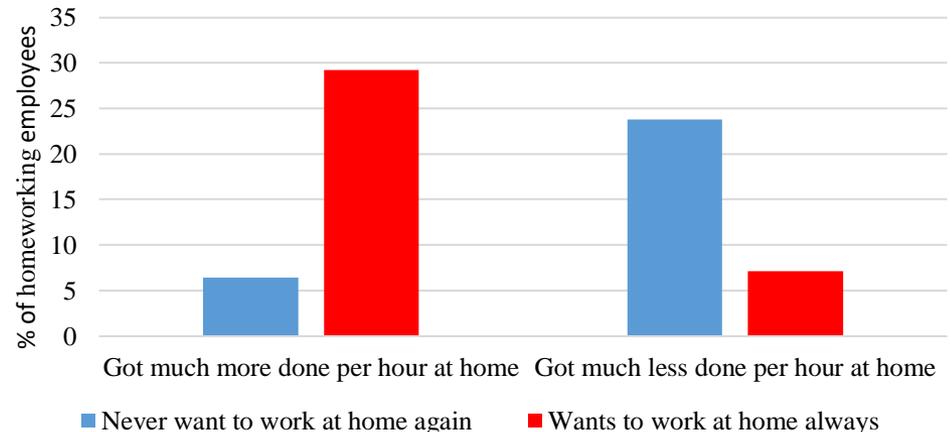


- ◊ Never working at home
- Sometimes working at home
- Often working at home
- ▨ Always working at home

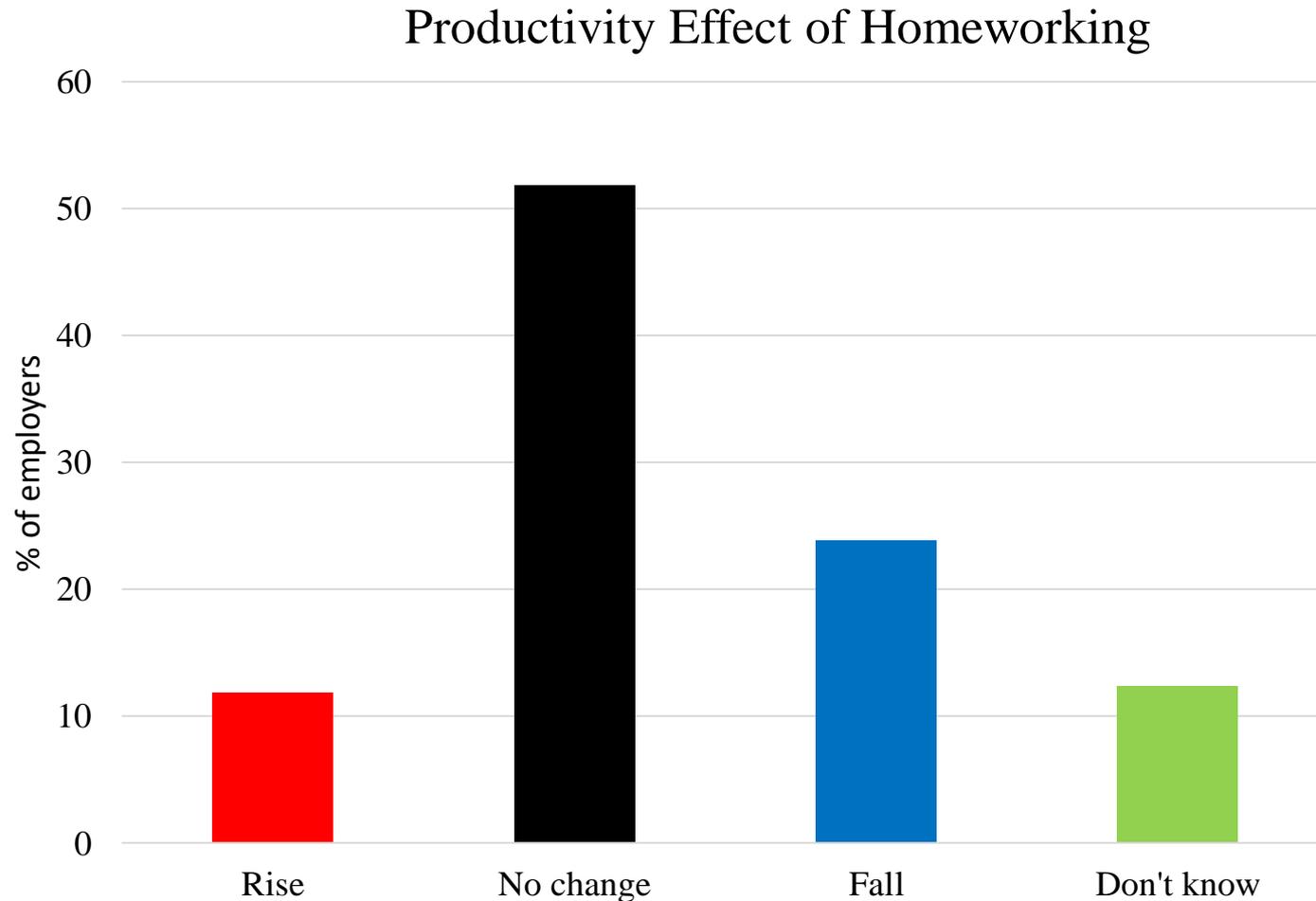
- The most productive are the keenest to continue working at home
- 'Selection effect' benefits future productivity

- Nine out of ten employees who worked at home in June 2020 would like to continue doing so
- Nearly half would like to work at home often or always

Future Homeworking Preferences and Productivity Change



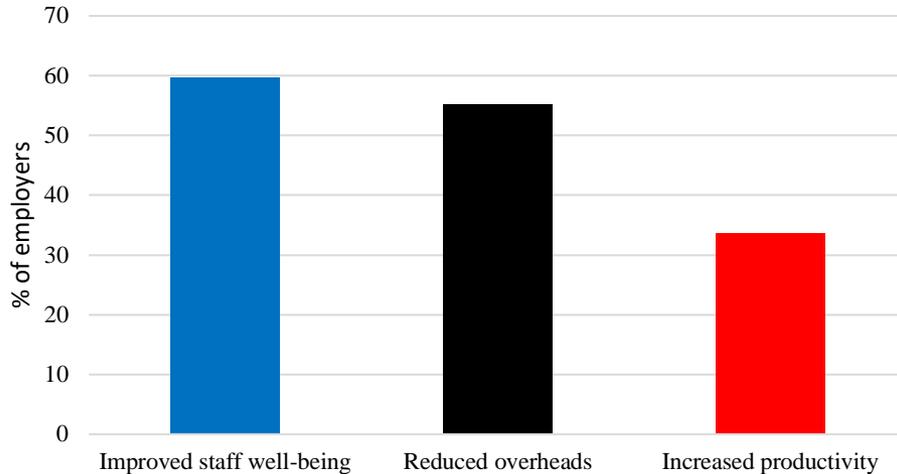
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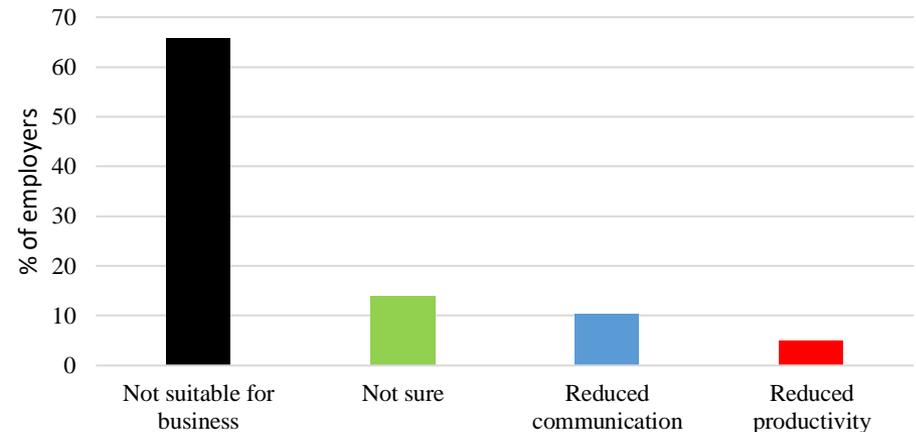
Reasons for Future *Use* of Homeworking



- Nearly one third of employers say that increased productivity is one of the *benefits* of making working at home a permanent feature

- Only one in twenty employers give reduced productivity as a reason for *not* using homeworking in the future

Reasons for *Not* Using Homeworking in the Future



# Increased Levels of Homeworking Are Here to Stay

Coronavirus catalyses  
workplace revolution

City employers plan for lasting switch to  
remote working after lockdown changes

**Say goodbye to the office**

The office is dead! Long live the office!

# Are the Business Benefits Sustainable?



## Home working reduces creative thought, says Bank economist

4 hours ago



Working from home risks stifling creativity and cuts people off from new experiences, the Bank of England's chief economist has said.

- Issue needs to be tracked
- Hopeful that the Covid-19 Study will provide the vehicle to do so
- Theories may kick-in at different points

# Why? Because there are Limits to Technologically-mediated Communication



Ever shaken phones on a deal?



It's better to be there **BRITISH AIRWAYS**



# Summary

1. The dramatic growth in homeworking followed a period of slow but gradual change
2. Those with better jobs have experienced the most dramatic change
3. Productivity has not been adversely affected
4. Homeworking – may be in hybrid form – is here to stay

# Some Further Reading

<https://wiserd.ac.uk/publications/homeworking-uk-and-during-2020-lockdown>

Diolch yn fawr iawn am wrando arnaf i/  
Thank you for listening to me