

# Coronavirus Job Retention Scheme Employer Quantitative Research: Wave 2

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# Contents

<b>Glossary</b> .....	<b>5</b>
<b>Timeline of the CJRS</b> .....	<b>7</b>
<b>Executive summary</b> .....	<b>8</b>
<b>Background</b> .....	<b>8</b>
<b>Awareness and understanding of the CJRS</b> .....	<b>8</b>
<b>Impact of COVID-19 on employers</b> .....	<b>8</b>
<b>Impact of the CJRS on organisations</b> .....	<b>8</b>
<b>1. Introduction</b> .....	<b>10</b>
<b>1.1 Background</b> .....	<b>10</b>
<b>1.2 Research Objectives</b> .....	<b>10</b>
<b>1.3 Methodology</b> .....	<b>11</b>
<b>1.4 Interpretation of findings</b> .....	<b>11</b>
<b>1.5 Limitations</b> .....	<b>11</b>
<b>1.6 Terminology</b> .....	<b>12</b>
<b>2. Awareness of the CJRS</b> .....	<b>13</b>
<b>2.1 Awareness of the CJRS</b> .....	<b>13</b>
<b>2.2 Reasons for not applying sooner</b> .....	<b>14</b>
<b>3. Impact of COVID-19 and take-up of the scheme</b> .....	<b>17</b>
<b>3.1 Impact of COVID-19 on sales, turnover and trading status</b> .....	<b>17</b>
3.1.1 Turnover and sales .....	17
3.1.2 Trading status .....	22
3.1.3 Reasons for stopping trading .....	24
<b>3.2 User take-up of the scheme</b> .....	<b>25</b>
3.2.1 Employees claimed for .....	25
3.2.2 Proportion of employees claimed for .....	26
3.2.3 Staff training.....	26
<b>4. Impact of the CJRS on jobs and business closure</b> .....	<b>29</b>
<b>4.1 Actions taken to protect jobs other than the CJRS</b> .....	<b>29</b>
4.1.1 Actions taken to continue operating .....	33
4.1.2 Employers that did not take other actions than the CJRS.....	34
<b>4.2 The effectiveness of the scheme at reducing the risk of business closure</b> .....	<b>34</b>
4.2.1 Encouraging return to normal operating levels .....	37
<b>4.3 The effectiveness of the scheme at protecting jobs</b> .....	<b>38</b>
4.3.1 Redundancies made .....	38
4.3.2 Impact of CJRS on redundancies.....	40
<b>5. Changes to and closure of the scheme</b> .....	<b>43</b>
<b>5.1 Returning staff to work</b> .....	<b>43</b>

<b>5.2 Changes to the CJRS policy – employer contributions .....</b>	<b>45</b>
<b>5.3 Use of flexible furlough .....</b>	<b>46</b>
<b>6. Impact of the CJRS on saving recruitment costs.....</b>	<b>48</b>
<b>6.1 Impact of the CJRS on recruitment .....</b>	<b>48</b>
<b>6.2 Preventing job losses that would have eventually been made.....</b>	<b>50</b>
<b>7. Conclusions .....</b>	<b>52</b>

# Glossary

Term	Definition
The Coronavirus Job Retention Scheme (CJRS)	The Coronavirus Job Retention Scheme (CJRS) ran from April 2020 to September 2021. The scheme initially offered firms the opportunity to apply for a grant equivalent to up to 80% of employee wages for all employees who were placed on furlough as a result of COVID-19..
Furlough	Furlough is a temporary leave of absence from work. Employers who put employees on furlough as a result of COVID-19 were entitled to claim for a proportion of their wages through the CJRS.
Flexible furlough	From July 2020 the CJRS introduced 'flexible furlough', with employers having the flexibility to bring employees who were on furlough back to work part-time. Employers had the flexibility to bring employees back to work for any amount of time and any shift pattern, while still being able to claim the CJRS grant for hours not worked.
CJRS flexible furlough	Refers to the July to October 2020 period of the CJRS scheme.
User	An employer that had claimed the CJRS at least once up to 30 September 2021.
Non-User	An employer that was eligible for the CJRS (according to when they created and started a PAYE payroll scheme) but did not use it up to 30 September 2021.
Agent	An individual such as an external paid accountant or tax agent who had applied for the CJRS on behalf of a User or provided support during the application process. The report includes analysis of Users that did or did not make use of an agent.
Region	This is the registered address provided for each employer from the Inter-Departmental Business Register (IDBR) administered by the Office for National Statistics (ONS) – the sample frame for the survey.
PAYE scheme	PAYE (Pay As You Earn) is HM Revenue and Customs' (HMRC) system to collect Income Tax and National Insurance from employment.
National Insurance Contributions (NIC)	National Insurance contributions enable people to qualify for certain benefits and the State Pension.
Government grants	Financial, non-repayable government support provided to employers.
Government loans	A repayable financial aid offered to qualifying businesses, typically featuring favourable repayment terms and interest rates compared to private lending options.
Government relief	Assistance provided to support businesses during times of crisis or hardship, often including measures such as tax reliefs, subsidies or debt relief.
Mean	Mean values were derived by taking an average of actual figures given by participants, or the mid-point of two values that were chosen by participants. When the 'average' is referred to in this report, this is the mean value unless otherwise specified. Where employers have reported percentages (for example how much funding or sales had changed), or the values are relatively evenly spread or with no exceptionally high or low values, mean figures are used.
Median	Median values were derived by taking the mid-point of the frequency distribution of the values. Median figures are used where very high or low outlying figures were reported to provide a more accurate and balanced account.

Wave 1	A random probability survey that was conducted with UK employers who successfully applied for the CJRS (Users), UK employers who were eligible for the CJRS but did not use it (Non-Users) and Agents (external accountants and tax specialists). The survey was undertaken between 18 November 2020 and 5 February 2021 among 5,244 Users, 1,161 Agents and 1,816 Non-Users.
Wave 2	A random probability survey that was conducted with UK employers who successfully applied for the CJRS (Users) and UK employers who were eligible for the CJRS but did not use it (Non-Users). The survey was conducted between 11 July and 21 November 2022 among 4,860 Users and 1,807 Non-Users.
Fresh participants	Participants who had not previously taken part in the wave 1 study.
Longitudinal participants	Participants who had previously taken part in the wave 1 study and were recontacted for the wave 2 survey.
Micro employer	An organisation with 1 to 9 employees.
Small employer	An organisation with 10 to 49 employees.
Medium employer	An organisation with 50 to 249 employees.
Large employer	An organisation with 250 or more employees.

# Timeline of the CJRS

## Timeline of the CJRS

CJRS March 2020 to September 2021					
Dates	Government contribution: employer NICs and pension contributions	Government contribution: wages for hours not worked	Employer contribution: employer NICs and pension contributions	Employer contribution: wages for hours not worked (Employers could voluntarily 'top-up' employees' wages.)	For hours not worked employee receives
March to July 2020	Yes	80% up to £2,500	No	No	80% up to £2,500 per month
August 2020	No	80% up to £2,500	Yes	No	80% up to £2,500 per month
September 2020	No	70% up to £2,187.50	Yes	10% up to £312.50	80% up to £2,500 per month
October 2020	No	60% up to £1,875	Yes	20% up to £625	80% up to £2,500 per month
November 2020 to June 2021	No	80% up to £2,500	Yes	No	80% up to £2,500 per month
July 2021	No	70% up to £2,187.50	Yes	10% up to £312.50	80% up to £2,500 per month
August to September 2021	No	60% up to £1,875	Yes	20% up to £625	80% up to £2,500 per month

# Executive summary

## Background

The Coronavirus Job Retention Scheme (CJRS) was available to employers from April 2020 to September 2021 and aimed to support employers affected by the coronavirus (COVID-19) pandemic.

HM Revenue and Customs (HMRC) commissioned Ipsos to undertake quantitative research with employers to examine their experiences of applying for the CJRS and the impacts of the scheme on redundancies and business survival.

A random probability survey was conducted with UK employers who successfully applied for the CJRS (Users) and UK employers who were eligible for the CJRS but did not use it (Non-Users). A first survey (wave 1) was undertaken between 18 November 2020 and 5 February 2021 among 5,244 Users, 1,161 Agents and 1,816 Non-Users. A second survey (wave 2) was conducted between 11 July and 21 November 2022 among 4,860 Users and 1,807 Non-Users. This report focuses on findings from wave 2 of the survey.

## Awareness and understanding of the CJRS

Non-Users were asked how much they knew about the CJRS before the survey interview. Only 2% had not heard of the scheme, and more than 6 in 10 (64%) said they knew a great deal or a fair amount about it. However, 3 in 10 (33%) said they knew a little about the scheme or had only heard of it. Of those Users that applied from May 2020 onwards, 4 in 10 (41%) said they did not apply sooner because they did not need to do so.

## Impact of COVID-19 on employers

More than 9 in 10 (94%) Users were trading at the time of the survey, with 60% having continued to operate throughout the pandemic and 34% having recently reopened after a period of closure. Fewer than 1 in 10 had closed at the time of the survey, either temporarily (3%) or permanently (3%). Only a small proportion of Non-Users had closed at the time of the survey, either temporarily (2%) or permanently (1%). The majority (92%) of Non-Users had continued to operate throughout the pandemic.

More than 7 in 10 Users that were currently trading (72%) said that COVID-19 had a negative impact on their sales or turnover, while 8% said their turnover had increased and 16% said that it had stayed the same. Non-Users were less likely than Users to say their turnover had decreased because of COVID-19 (40%), while 18% said it had increased and 39% that it had stayed the same.

## Impact of the CJRS on organisations

The findings suggest that the CJRS was being used by employers that were most in need of external support. Users were more likely to have been negatively impacted by COVID-19: 72% reported that their sales or turnover had declined compared to 40% of Non-Users, and the scale of this decline was greater in size too. Non-Users were more likely to have continued operating throughout the pandemic (92% compared to 60% of Users).

The majority of Users (83%) had taken other actions to protect the jobs of their employees, including taking out a government backed loan (46%), grant (42%), or claiming government relief (19%). Some also made internal changes to reduce costs or boost revenue. The actions Users took included changes to reduce costs (36%) and changes to employees' contracts and work hours (27%). Over half of Users



(54%) reported that the CJRS helped their organisation the most to continue operating and over 7 in 10 reported that the CJRS helped their organisation the most to protect jobs (72%).

Overall, 2 in 10 (20%) Users said they would have had to close permanently without the CJRS, but in fact were still trading at the time of the survey (or had only closed temporarily). These closures would have affected around 2 million jobs. A further 10% of Users said they would have had to close temporarily without the CJRS, but in fact had traded continuously throughout the pandemic.

The CJRS had a positive impact on reducing job losses caused by COVID-19 among Users. Over half (57%) reported that they would have made more employees redundant due to COVID-19 in the absence of the CJRS. This meant that around 4.4 million jobs (21% of the User workforce) may have been lost without the CJRS, either by permanent closure or redundancy as a result of COVID-19. This figure is the combined total of jobs that would have been lost if employers had permanently closed their business due to COVID-19 (around 2 million jobs) and employees that would have been made redundant without CJRS support (around 2.4 million jobs).

# 1. Introduction

## 1.1 Background

In March 2020, HM Revenue and Customs (HMRC) announced the Coronavirus Job Retention Scheme (CJRS), a scheme designed to help employers whose operations were severely affected by the coronavirus (COVID-19) pandemic to retain their employees and protect the UK economy.

The CJRS went live on 20 April 2020 and closed to new entrants on 30 June 2020. For the first 5 months, all eligible UK employers could apply for a grant to cover the wage costs and National Insurance contributions (NICs) for employees on furlough. The grant covered 80% of employees' usual monthly wage costs, up to £2,500 a month, plus the associated employer NICs and pension contributions.

On 12 May 2020 the government announced that the CJRS would be extended until the end of October 2020. In addition, from 1 July 2020 there was to be no minimum furlough period (between March and June 2020, the minimum period for which an employee could be on furlough was three weeks). The CJRS closed to new entrants on 30 June 2020.

From 1 July employers could bring employees on furlough back to work for any amount of time and any shift pattern (flexible furlough) while still being able to claim the CJRS grant for the hours not worked. The government continued to pay up to 80% of the wages of employees on furlough for the hours they did not work, along with associated employer NICs and pension contributions.

From 1 August 2020, the government made changes to the level of the grant it paid under the scheme, introducing employer contributions for hours not worked. Employers paid NICs and pension contributions for hours not worked, and from 1 September employers were also asked to contribute 10% to wages for hours not worked, followed by 20% in October. Employees continued to receive 80% of wages up to a cap of £2,500 when they were placed on furlough.

On 31 October 2020, the scheme was extended further, government contributions increased, and employers were able to claim 80% of usual wages for hours not worked, up to a maximum of £2,500 per month. Further extensions to the scheme were announced in December 2020 and March 2021. Employers were required to contribute 10% towards claims made in July 2021 and 20% for claims made in August and September 2021. The scheme closed on 30 September 2021, which was announced 6 months prior on 3 March 2021.

## 1.2 Research Objectives

HMRC commissioned Ipsos to undertake a second wave of quantitative research with employers to explore:

- what impact the COVID-19 pandemic had on employers, both Users and Non-Users of the scheme
- what impact the scheme had on preventing and slowing down job losses, supporting businesses to continue operating, and supporting staff on furlough to return to work

### 1.3 Methodology

Telephone surveys were conducted using a random probability sample with the following groups:

- 4,860 employers who had used the CJRS ('Users')
- 1,807 employers who were eligible for the CJRS but did not use it ('Non-Users')

These two groups were based on 4,284 'fresh' participants who took part in the survey for the first time as well as 2,383 'longitudinal' participants who had already taken part in wave 1. The wave 2 findings covered the whole period from the start of the pandemic until the closure of the CJRS in September 2021 and included the 'longitudinal' participants who had already taken part in wave 1.

Public sector employers that had not used the CJRS were asked a screening question at the start of the survey to identify whether they received public funding for their staff costs and to determine their eligibility for the CJRS. Public sector employers that were not eligible for the CJRS were screened out of the survey.

Fieldwork took place between 11 July and 21 November 2022. A live pilot was conducted between 24 and 30 June 2022. Following the pilot stage, a small number of changes were made to the questionnaire, including removing some questions. The average interview length was 17 minutes.

Further information about the survey is provided in a separate Technical Report.

### 1.4 Interpretation of findings

The purpose of the survey was to generate findings that were statistically representative of employers who used the CJRS, as well as employers that were eligible for, but did not use the CJRS. The survey data has been weighted (see Technical Report). This report only comments on sub-group differences that are statistically significant at the 95% level of confidence. Throughout the report, findings with small base sizes of less than 100 interviews are marked and some groups have been combined to achieve a larger base size for analysis purposes. Findings with base sizes of less than 50 were not analysed as they are not considered robust. Where figures in charts do not add to 100%, or to an associated net score, this is due to rounding of percentages, exclusion of 'don't know' or 'refused' responses, or because the questions allowed more than one response. Throughout the report, average figures are reported using mean and median values to demonstrate the full scale of responses. When unspecified, the average reported is the mean average.

### 1.5 Limitations

There are some limitations that apply to the research. It is important, for example, to consider the timescale of the survey. Interviews in wave 2 were conducted between July and November 2022, and therefore capture the trading status of Users at that time. During this period, restrictions on how organisations were able to operate had been removed, but many organisations continued to face challenging circumstances for trading. The findings may have been different if interviews were conducted at a different time.

In the survey, respondents were not asked to account for the wider impacts of not receiving the CJRS (for example on the impact on household finances), which could have had consequences for demand and therefore firm revenue.

Caution must also be applied in interpreting the circumstances of Users in the absence of the CJRS more generally, given the context of the research and the uncertainties of the pandemic which produced difficulties in self-reporting.

## **1.6 Terminology**

Throughout this report, we refer to employees on furlough whose employers made a claim for a proportion of their wages through the CJRS as 'employees on furlough' or 'employees placed on furlough'. Any mention of 'furlough' in this report refers to the CJRS. This is to accurately represent the reality of the scheme and differentiate between employees on furlough whose employers made a claim for a proportion of their wages through the CJRS and employees on furlough in another way, since the practice of furlough existed before the CJRS was introduced. We refer to employees' income whilst on furlough as 'CJRS payments' in this report. In this report, we use the wording 'furloughed' as this was how it was referred to in specific questions of the survey, and these are the only instances where furloughed is used.

## 2. Awareness of the CJRS

This chapter examines levels of awareness and understanding of the CJRS among Non-Users. It also assesses why some Users did not apply for the CJRS when it was first available, including reasons related to awareness and knowledge of eligibility.

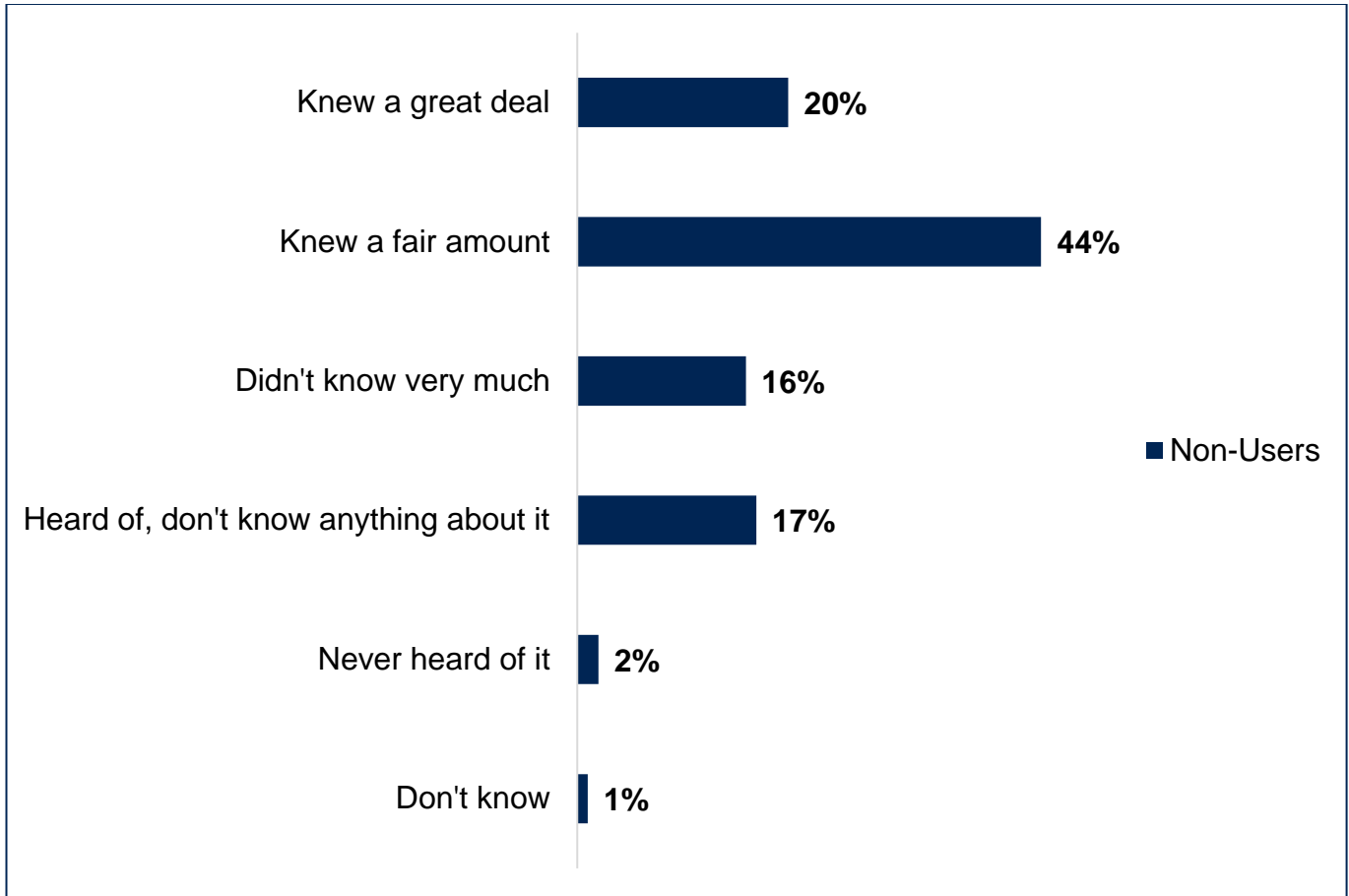
### Key Findings

- the majority of Non-Users said they knew at least a fair amount about the CJRS (64%), although 3 in 10 (33%) said they knew a little about the scheme or had only heard of it, and 2% had never heard of it
- Users who applied to the CJRS on 1 May 2020 or later were asked why they did not apply sooner. The main reasons for not using it sooner were that the organisation did not need to apply at that stage (41%), they were not aware of the CJRS until later on (13%) or they did not think the organisation was eligible (12%)
- most Non-Users did not apply for CJRS funding because they were unaffected by the pandemic (68%). However, 2 in 10 Non-Users (21%) did not use the CJRS because they did not think they were eligible

### 2.1 Awareness of the CJRS

Non-Users were asked how much they knew about the CJRS before the survey interview. As Figure 2.1 shows, all but 2% had heard of the scheme, and over 6 in 10 (64%) said they knew a great deal or a fair amount about it. However, 3 in 10 (33%) said they did not know very much about the scheme or had only heard of it. The wave 2 findings were very similar to those seen at wave 1, when all but 1% had heard of the scheme and more than 6 in 10 (65%) said they knew a great deal or a fair amount about it. This indicates that awareness of the CJRS remained stable over time among Non-Users.

**Figure 2.1 Awareness of the CJRS amongst Non-Users**



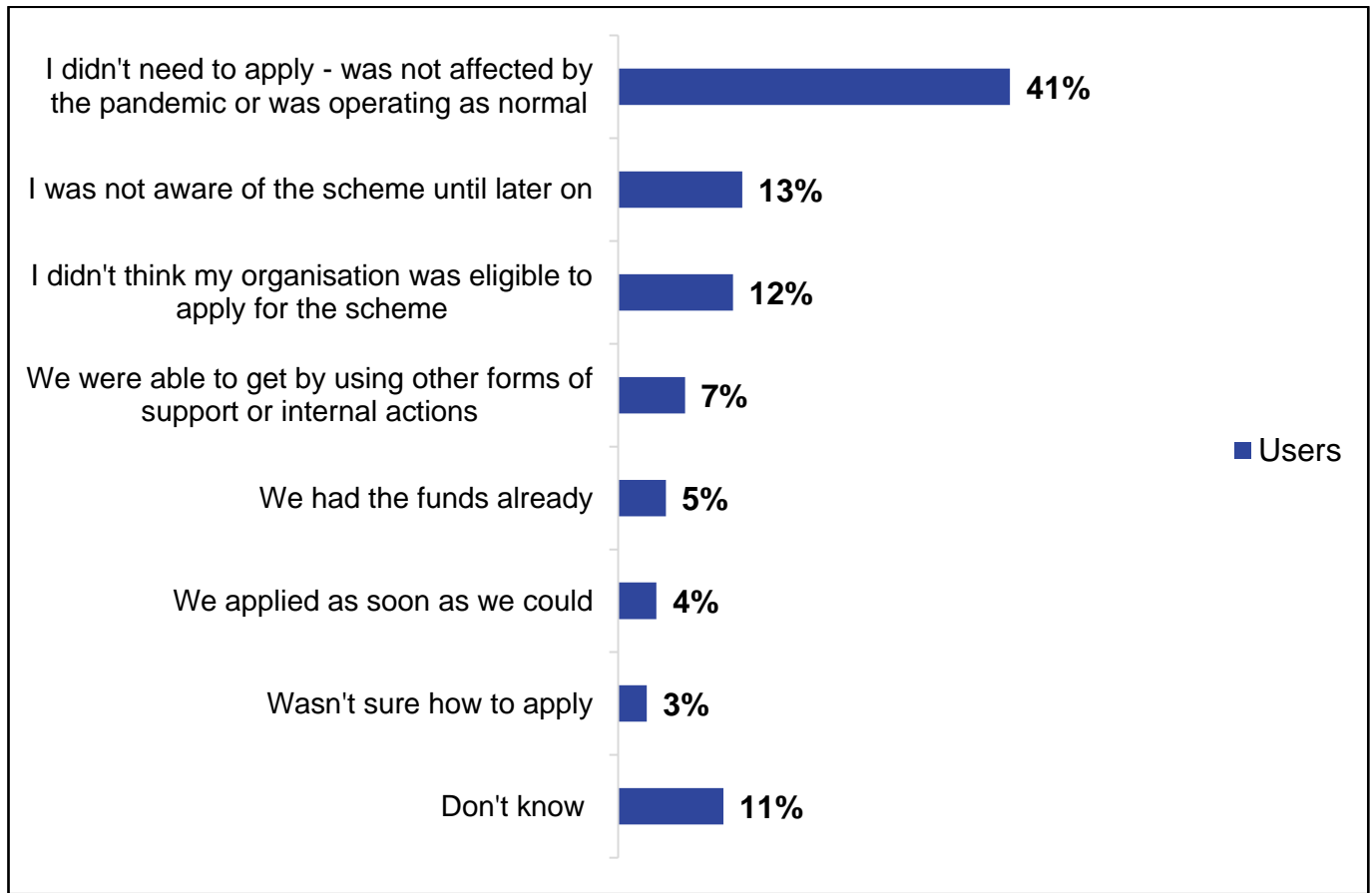
Base: All Non-Users (1,807)  
 Q: Before today, how much did you know about the CJRS?

Awareness of the CJRS was lower among micro Non-Users. Overall, 6 in 10 micro Non-Users (63%) knew at least a fair amount about the CJRS, compared with around 8 in 10 Non-Users that were small (79%), medium (83%) or large (78%). Larger businesses with higher turnovers in 2021/2022 had higher levels of awareness as well. Furthermore, Non-Users in the financial and insurance activities sector were most likely to say they knew at least a fair amount about the CJRS (77% compared with 64% on average).

**2.2 Reasons for not applying sooner**

The 10% of Users that had applied for the CJRS after 1 May 2020 were asked why they did not use the CJRS sooner. As Figure 2.2 shows, the most common reason (mentioned by 41%) was that the organisation did not need to apply, as they were not affected by the pandemic at that stage. Some reasons reflected a lack of awareness or knowledge, including that they were not aware of the CJRS until later on (13%), they did not think the organisation was eligible (12%) and they were not sure how to apply (3%). Users in the South West (18%) and Scotland (21%) were more likely to say that their organisation was not eligible than Users based in London (5%), although they were in line with the UK average. In addition, 7% said they were able to get by using other forms of support or through internal actions, 4% said they applied as soon as they could, and 5% had funds available already.

**Figure 2.2 Reasons why Users did not apply for the CJRS sooner – participants could select more than 1 answer**



Base: Users that applied to the CJRS after 1 May 2020 (488)

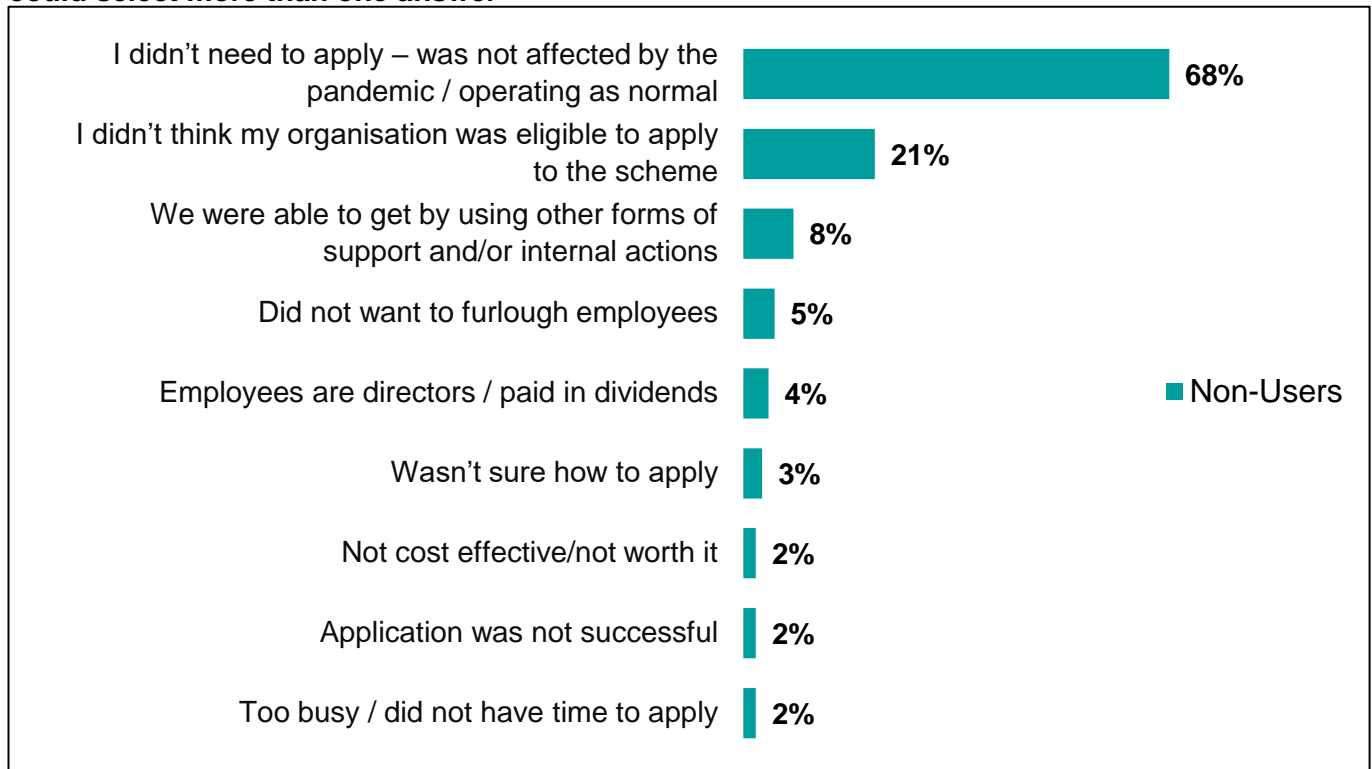
Q: For what reasons did you not use the CJRS sooner?

Chart includes top answers only.

### 2.3 Reasons for not using the CJRS

Chapter 3 of this report explores how Non-Users were less adversely affected by the pandemic and therefore less likely to be in need of support. As shown in Figure 2.3, the main reason for not applying for the CJRS amongst Non-Users who were aware of the scheme was that they did not need to apply as they were unaffected by the pandemic (68%). This was more common among those in the financial and insurance sector (80%) and among Non-Users with a higher turnover in 2021/22. The proportion of Non-Users who said they did not need to apply ranged from 84% with a turnover of £5 million or more, to 55% among those with a turnover of under £85,000. These findings were similar for wave 1, although 68% of those with a turnover of under £85,000 said they did not need to apply.

**Figure 2.3 Reasons for not using the CJRS among Non-Users – participants could select more than one answer**



Base: Non-Users who had heard of the CJRS (1,780). Participants could choose more than one answer  
 Q: For what reasons did your organisation not use the Coronavirus Job Retention Scheme?  
 Chart includes top answers only.

Despite being eligible, 2 in 10 (21%) Non-Users who were aware of the scheme, did not apply for the CJRS because they did not think they were eligible. The prevalence of this reason decreased among older organisations: 32% of Non-Users in organisations less than 5 years old and 28% of Non-Users in organisations between 5 and 10 years old said they did not think they were eligible to apply, compared with 19% in organisations more than 10 years old. Furthermore, stating they did not think they were eligible to apply was also more common among Non-Users with a lower turnover in 2021/22 (28% of those with a turnover of under £85,000 compared with 21% overall). It was also more common among Non-Users who had seen their sales or turnover decline due to COVID-19 (28% compared to 18% that saw an increase and 13% that saw no change).

Other reasons given for not using the CJRS were that employers were able to get by using other forms of support or through internal actions (8%), that they did not want to furlough employees (5%) or that employees were paid in dividends rather than through payroll (4%). The findings for wave 2 are very similar to those seen at wave 1.

In summary, Non-Users either did not apply because they were unaffected by the pandemic or because they incorrectly did not think they were eligible to apply. Users who applied after May 2020 did so because they had not been affected by the pandemic or had not been aware of the CJRS earlier on.



## 3. Impact of COVID-19 and take-up of the scheme

This chapter considers the impact that COVID-19 had on Users and Non-Users, including the impact on their sales or turnover and their trading status. It also examines the take-up of the CJRS by employers.

### Key Findings

- Users that received CJRS funding were more likely than Non-Users to have been negatively impacted by COVID-19, suggesting that those who used the CJRS were more in need of support. Users were less likely to have continued trading throughout the pandemic (60% compared to 92% of Non-Users). A greater proportion of Users (72%) reported that their sales or turnover had declined compared to Non-Users (40%), and the scale of this decline was on average proportionally greater for Users
- certain types of employers were more likely to be negatively impacted by COVID-19. Users in the arts, entertainment and recreation (88%), other service activities (83%) and accommodation and food service activities (83%) sectors were more likely to report a decline in turnover. Users in these sectors also put more of their employees on furlough than other sectors (more than 80% of their employees on average)
- the impact of COVID-19 was the most common reason why both Users (81%) and Non-Users (58%) had stopped trading, either temporarily or permanently. Other key reasons included low demand (13% of Users and 12% of Non-Users) and difficult business or economic conditions (12% of Users and 19% of Non-Users)
- under 2 in 10 Users (16%) had staff undertake training while they were on furlough. Among organisations that had some staff undertake training, on average 72% of staff being placed on furlough received training.

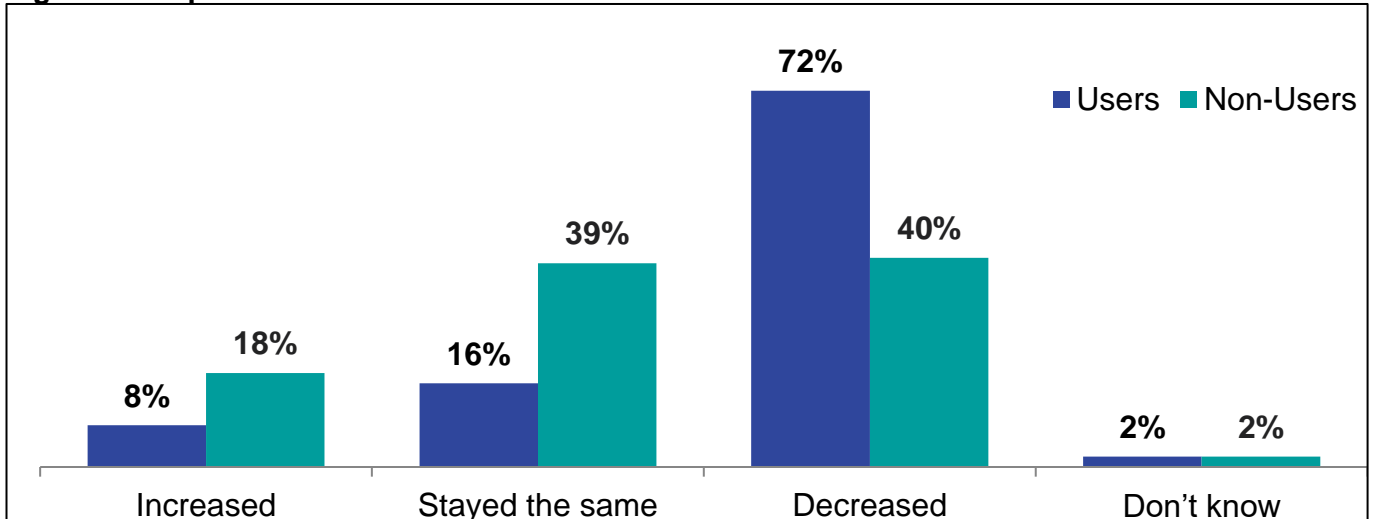
### 3.1 Impact of COVID-19 on sales, turnover and trading status

#### 3.1.1 Turnover and sales

The survey explored the impact of the pandemic on employers' sales or turnover (or on the funding they received, in the case of public sector organisations) up until 30 September 2021, when the CJRS closed. Among those trading at the time of the survey, Users were more likely than Non-Users to report that their sales or turnover had been negatively impacted. This is demonstrated in Figure 3.1 which shows around 7 in 10 Users (72%) reported that their turnover had declined due to COVID-19, compared to 4 in 10 of Non-Users (40%).

Users were also more likely than Non-Users to have temporarily ceased operating during the pandemic, as discussed in the next section. This suggests they were more likely to have been in need of support.

**Figure 3.1 Impact of COVID-19 on sales or turnover**

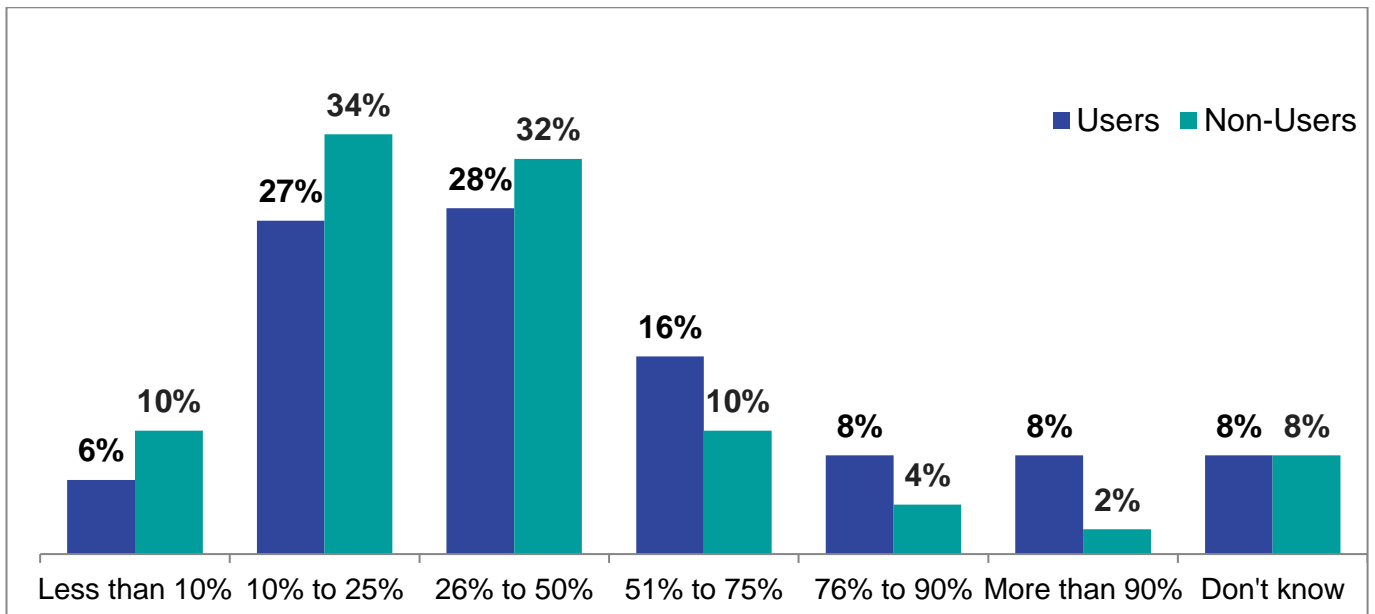


Base: Users (4,615) and Non-Users (1,751) that were trading at the time of the survey

Q: Between the start of the pandemic and when the CJRS closed (i.e. up to 30 September 2021), what impact, if any, had COVID-19 had on the funding your organisation received or your organisation's sales or turnover?

As Figure 3.2 demonstrates, the scale of this decline was also more significant for Users than it was for Non-Users: an average decline of 43% compared with 33% for Non-Users. Similarly, 3 in 10 Users (31%) that saw a decline in their sales or turnover reported a decline of more than 50%, compared to 2 in 10 Non-Users (16%). The proportion reporting a decline was also lower in wave 2 than wave 1, among both Users (72% compared with 83% in wave 1) and Non-Users (40% compared with 48% in wave 1). This suggests that the longer-term impact of the pandemic on sales or turnover was slightly less pronounced than the shorter-term impact.

**Figure 3.2 Scale of negative impact of COVID-19 on sales or turnover**



Base: Users (3,169) and Non-Users (623) that experienced a decrease in sales, turnover, or funding

Q: By approximately how much had your sales or turnover decreased between the start of the pandemic and 30<sup>th</sup> September 2021?

COVID-19 negatively impacted many sectors of the economy, but [some industries fared worse than others](#) as a result of temporary closures, a shift to online shopping and reduced travel. This variable impact was reflected in the survey data, with Users in the arts, entertainment and recreation sector (88%), other service activities (83%) and the accommodation and food service activities sector (83%) more likely to report a negative impact on their sales or turnover. In addition, Users in the arts, entertainment and recreation sector reported a higher percentage decline in sales or turnover (57%) than those in other sectors (43%), as shown in Table 3.1. Users in these sectors were also less likely to have continued trading throughout the pandemic, as seen in the next section. There were no significant differences by sector for Non-Users, due to small base sizes.

**Table 3.1 Impact of COVID-19 on sales and turnover by sector – Users**

Top three sectors where Users reported a decline in sales, turnover or funding due to COVID-19	Average percentage decline in sales or turnover	Base: Users that experienced a decline in sales or turnover or funding
Arts, entertainment and recreation	57%	224
Accommodation and food services activities	51%	325
Administrative and support service activities	51%	221
Users overall	43%	3,169

Q: Between the start of the pandemic and when the CJRS closed (i.e. up to 30 September 2021), what impact, if any, had COVID-19 had on the funding your organisation received or your organisation's sales or turnover?

**Table 3.2 Impact of COVID-19 on trading status by sector, temporarily closed but recently reopened – Users**

Top three sectors where Users were most likely to have temporarily ceased trading due to COVID-19, and have recently reopened	Proportion of Users	Base: All Users
Accommodation and food service activities	58%	421
Arts, entertainment and recreation	54%	278
Other service activities	49%	282
Construction	39%	482
Users overall	34%	4,860

Q: What is the current status of your organisation?

**Table 3.3 Impact of COVID-19 on trading status by sector, permanently closed – Users**

Top two sectors where Users were most likely to have permanently ceased trading due to COVID-19	Proportion of Users	Base: All Users
Accommodation and food services activities	5%	421
Information and communications	5%	251
Users overall	3%	4,860

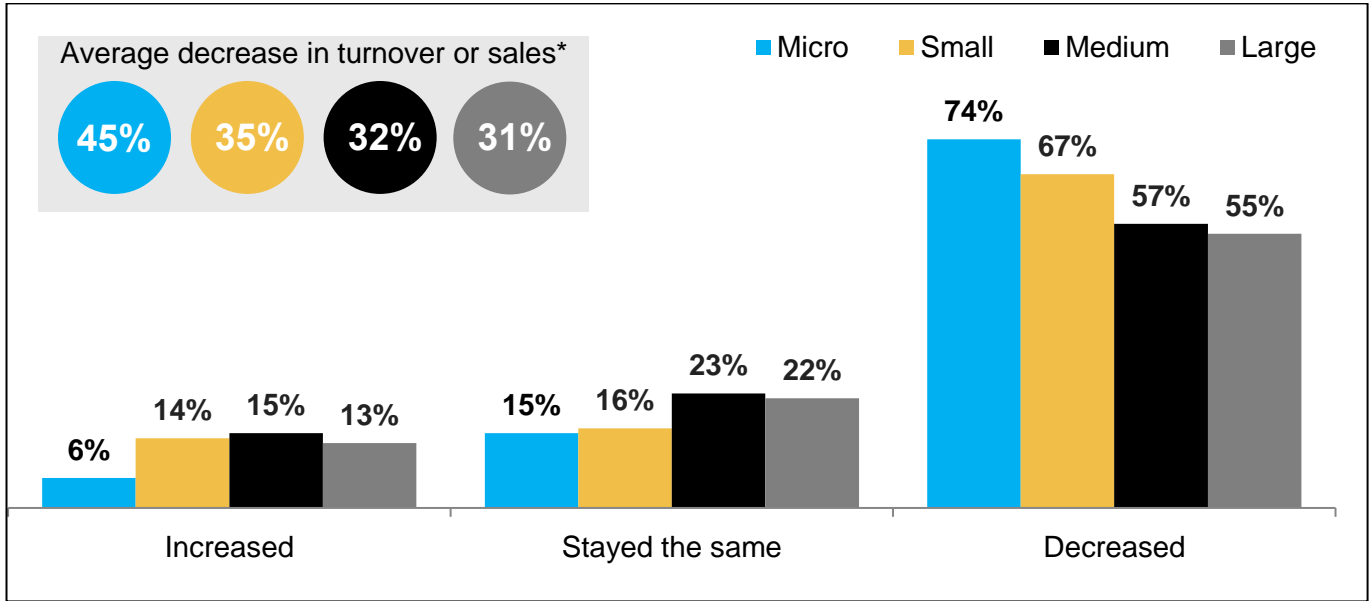
Q: What is the current status of your organisation?

Across the board, smaller-sized employers were more negatively affected by the pandemic. This is partly because [smaller-sized employers were more likely than larger-sized employers to operate in sectors that were most affected by COVID-19 in terms of reduced cash flows](#). In the survey, 74% of micro Users that were trading reported that their sales or turnover had declined, compared with 67% of small Users, 57% of medium Users and 55% of large Users, as shown in Figure 3.3. Figure 3.4 shows similar patterns by size were observed for Non-Users, with 41% of micro and 24% of small Non-Users reporting that their

sales or turnover had declined compared with 15% of medium and large Non-Users. Micro and small Users were therefore more likely to need government support.

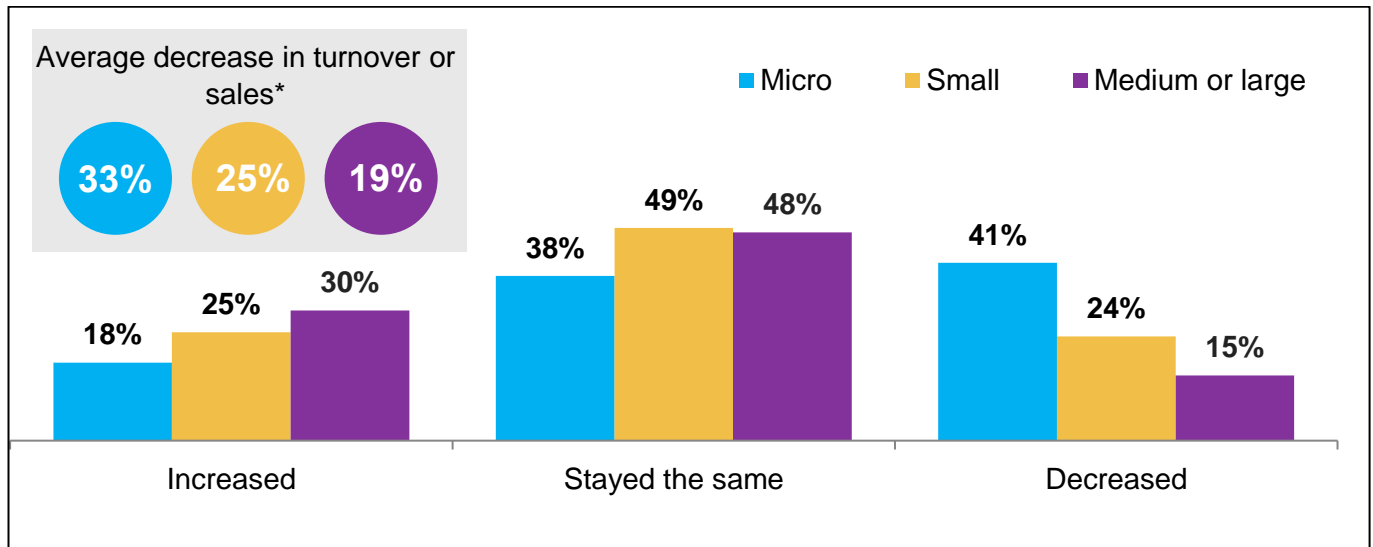
The scale of the decline was also more substantial for micro Users. The average decrease in sales or turnover for micro Users was 45%. This was higher than for small (35%), medium (32%) or large (31%) Users. These findings are consistent with the results from wave 1, where the average decrease in sales or turnover for micro Users was 44% which was higher than for small (38%), medium (32%), and large (34%) Users.

**Figure 3.3 Impact of COVID-19 on sales or turnover, by size - Users**



Base: Micro (2,385), small (924), medium (586), and large (237) Users that were trading at the time of the survey.  
 Base: \*Micro (2,086), small (597), medium (341), and large (122) Users who saw a decrease in sales or turnover  
 Q: Between the start of the pandemic and when the Coronavirus Job Retention Scheme closed (i.e. up to 30th September 2021), what impact, if any, had COVID-19 had on the funding that your organisation has received or your organisation's sales or turnover?

**Figure 3.4 Impact of COVID-19 on sales or turnover, by size – Non-Users**



Base: Micro (1,374), small (202) and medium or large (160) Non-Users that were trading at the time of the survey.  
 Base: \*Micro (549), small (47) and medium or large (24) Non-Users who saw a decrease in sales or turnover  
 Q: Between the start of the pandemic and when the Coronavirus Job Retention Scheme closed (i.e. up to 30th September 2021), what impact, if any, had COVID-19 had on the funding that your organisation has received or your organisation's sales or turnover?

Users with a lower turnover were also more likely to report a decline in sales or turnover. The proportion of Users that were trading that reported a decline ranged from 83% among those with a turnover of less than £85,000 to 59% among those with a turnover of £5 million or more in 2021/22. The average decrease in sales or turnover ranged from 52% among those with a turnover of less than £85,000 to 27% among those with a turnover of £5 million or more. Although less pronounced, these patterns were similar for Non-Users, with a reported decline that ranged from 53% among those with a turnover of less than £85,000, to 21% among those with a turnover of £5 million or more in 2021/22. Similarly, the average decrease in sales or turnover was similar but less pronounced ranging from 39% among Non-Users with a turnover of less than £85,000 in 2021/2022, to 29% among those with a turnover of £1 million to less than £5 million in 2021/2022.

Users whose registered address was in London were more likely than those in other parts of the UK to report a decline in sales or turnover (77% compared with 72% on average). They also reported the largest decline in turnover (49% compared with 43% on average), with Users registered in Scotland reporting the smallest decline (37% on average).

Among Users, those that used flexible furlough were more likely than Users who did not use flexible furlough to report a decline in sales or turnover (78% compared with 68%). Organisations that used flexible furlough were mostly larger organisations. These were also organisations which made a higher number of redundancies and would have made a higher number of employees redundant without the CJRS. Respondents from the accommodation and food service activities, education, human health and social work activities and arts, entertainment and recreation industries were most likely to have used flexible furlough.

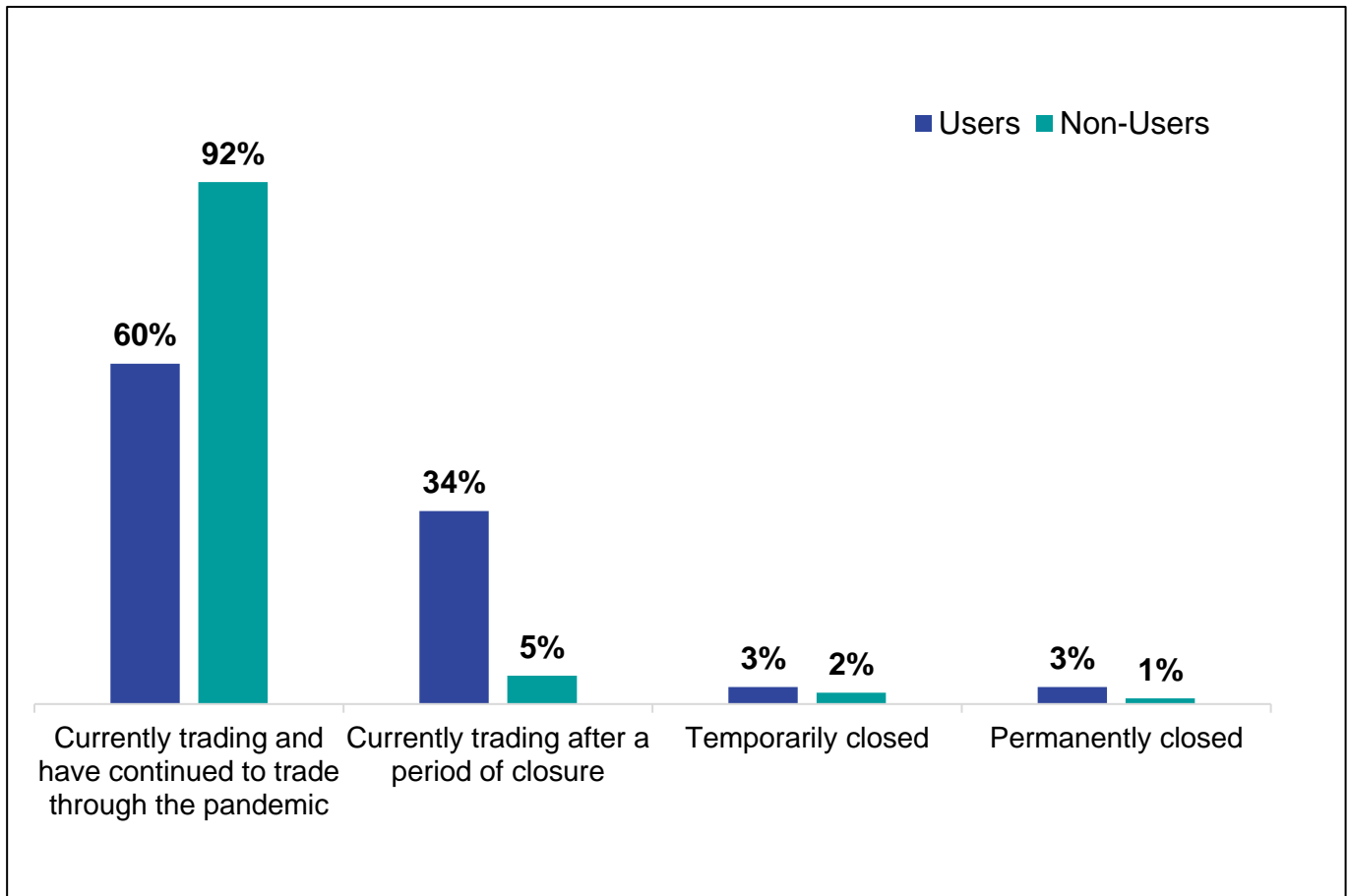
The impact of the pandemic on businesses was immediate but had levelled off for some sectors over time. In wave 1, 83% of Users and 48% of Non-Users reported a decrease in sales or turnover. In wave 2, these numbers decreased to 72% for Users and 40% for Non-Users.

### 3.1.2 Trading status

Figure 3.5 shows that Non-Users (92%) were more likely than Users (60%) to have continued trading throughout the pandemic. By contrast, Users were more likely than Non-Users to have resumed trading after a period of closure (34% compared with 5%). Very few Users or Non-Users were closed at the time of the wave 2 survey: 3% of Users and 2% of Non-Users were temporarily closed, and 3% and 1% respectively had closed permanently.

At the time of the wave 1 survey, 23% of Users were temporarily closed and 1% permanently closed. By the time of the wave 2 survey, just 3% were temporarily closed and 3% were permanently closed. This indicates that many of the Users that had stopped trading temporarily earlier in the pandemic had managed to resume trading.

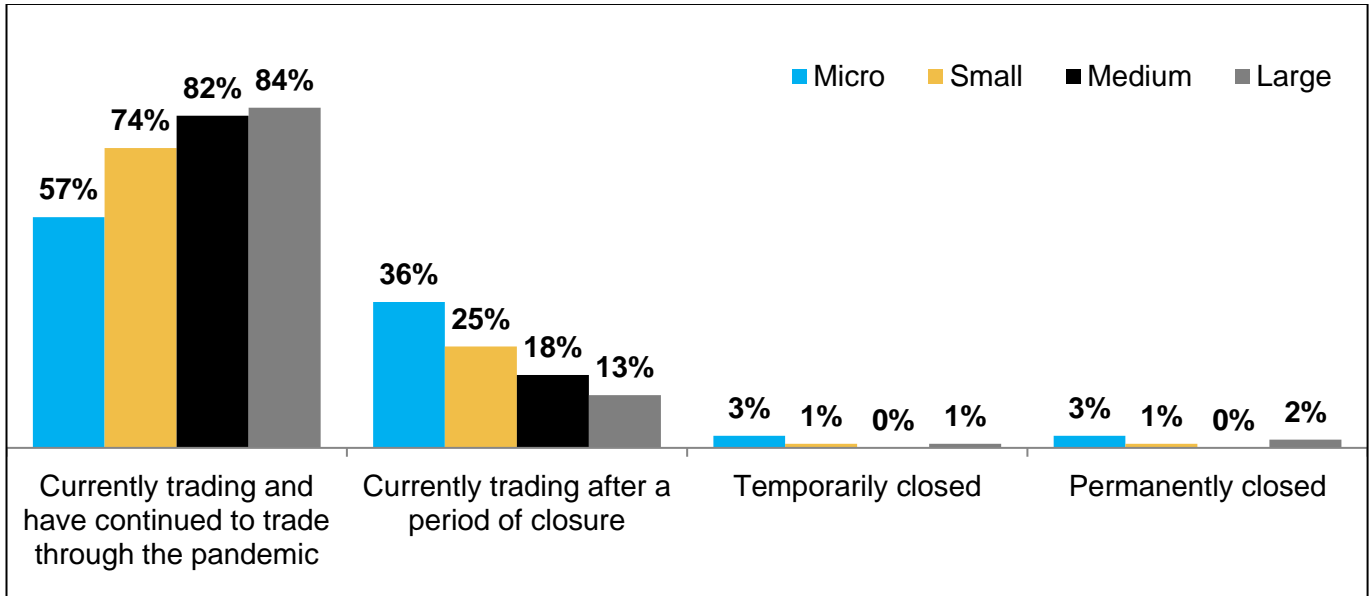
**Figure 3.5 Trading status at the time of the wave 1 and wave 2 interview**



Base: All Users (4,860), and Non-Users (1,807)  
 Q: What is the current status of your organisation?

As Figures 3.6 and 3.7 demonstrate, the main differences in trading status were by size. Smaller Users were more likely to have temporarily stopped trading at some point: 36% of micro Users in wave 2 were trading after a period of closure, compared with 25% of small, 18% of medium and 13% of large Users. Micro Users were also more likely to have remained closed, with 3% temporarily closed at the time of the wave 2 survey compared with 1% of small, or large Users and 0% of medium Users. Micro Users were also more likely to be permanently closed (3%) compared with small Users (1%) and medium Users (0%). A similar pattern was evident among Non-Users, with micro and small Non-Users less likely to have continued trading throughout the pandemic (92% and 95% respectively) than medium or large Non-Users (100%).

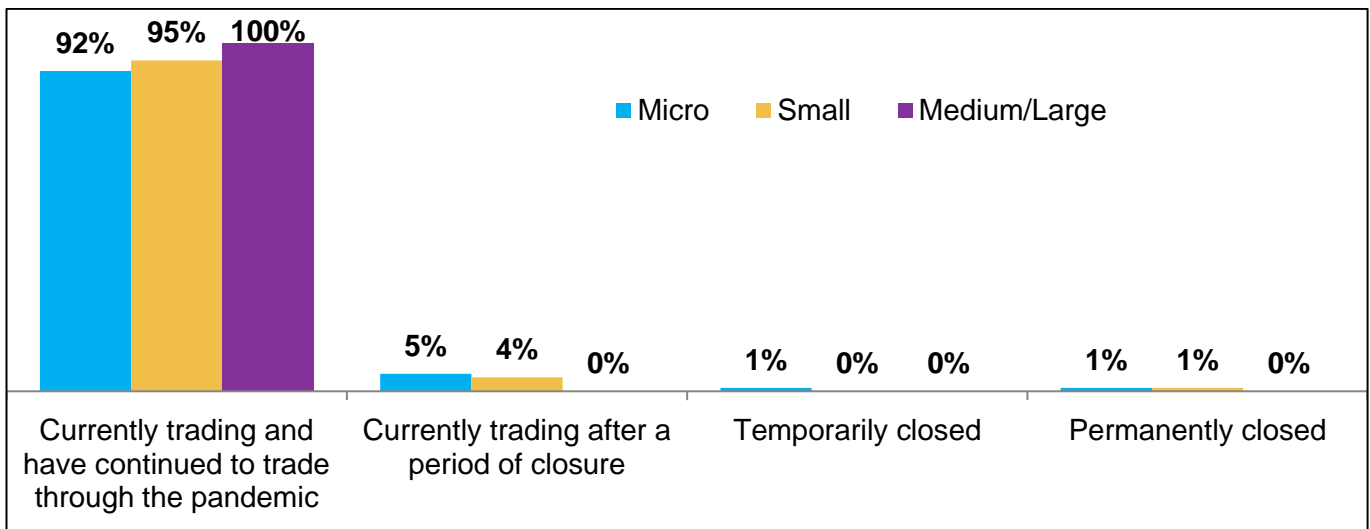
**Figure 3.6 Trading status at the time of the wave 2 interview by size – Users**



Base: All micro (3,036), small (937), medium (592) and large (240) Users

Q: What is the current status of your organisation?

**Figure 3.7 Trading status at the time of the wave 2 interview by size – Non-Users**



Base: All micro (1,421), small (205), medium and large (160) Non-Users

Q: What is the current status of your organisation?

Users with a lower turnover were also more likely to be trading after a period of closure, from 41% of those with a turnover of less than £85,000 in 2021/22, to 13% of those with a turnover of £5 million or more. Users with a turnover of less than £85,000 were also more likely to be closed temporarily at the time of the wave 2 survey (6% compared with 3% overall) or to have closed permanently (5% compared with 3% overall). Among Non-Users, those with a turnover of less than £85,000 were less likely to have continued trading throughout the pandemic (86%) than Non-Users overall (92%).

There were differences by sector. Users in the following sectors were most likely to have continued trading throughout the pandemic: financial and insurance (90%), agriculture, forestry and fishing (84%) and real estate activities (78%). Users in accommodation and food service activities (34%) and the arts,

entertainment and recreation sector (37%) were the least likely to have remained open throughout the pandemic.

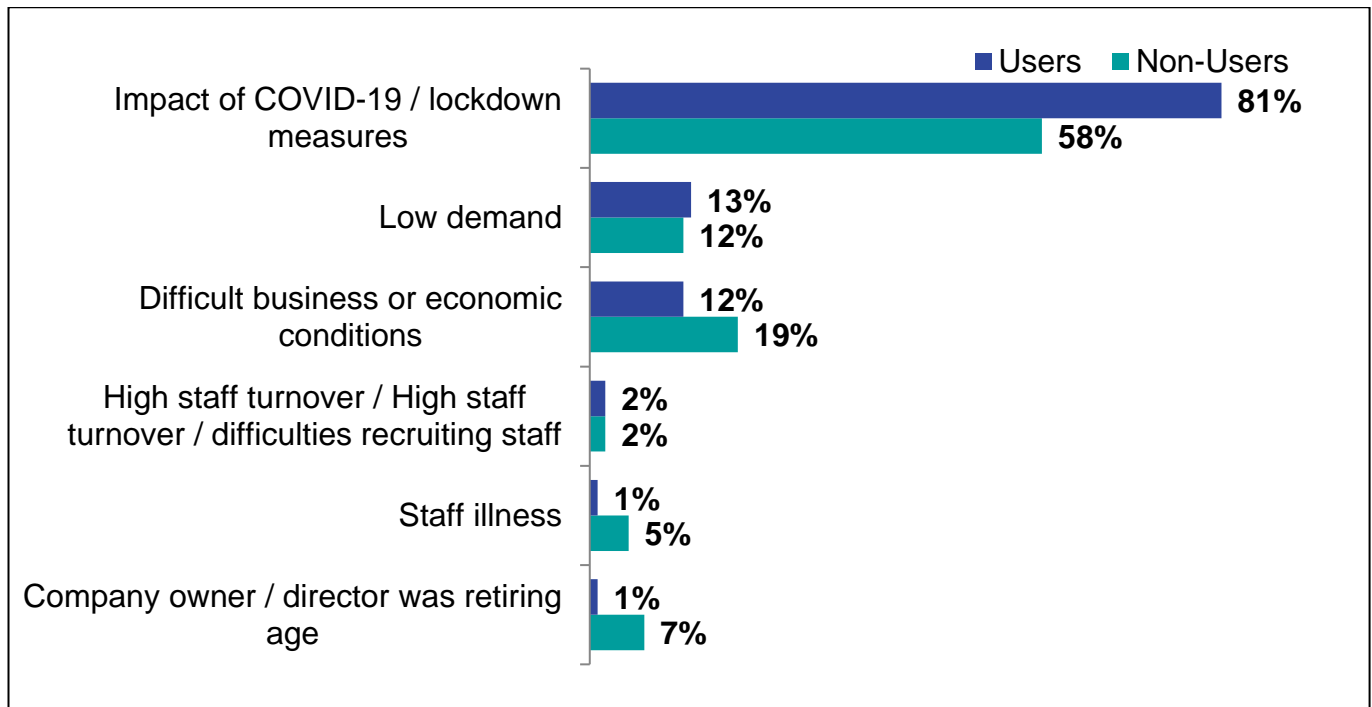
The trading status of organisations varied based on their legal status. Users that were non-profit bodies or mutual associations (53%) or sole proprietors (47%) were less likely than Users overall (60%) to have continued trading throughout the pandemic.

There were differences based on the additional support organisations sought. Users that made use of government support in addition to the CJRS were also more likely to be trading after a period of closure (37%), especially those that had used a government grant (43%).

### 3.1.3 Reasons for stopping trading

As shown in Figure 3.8, the impact of COVID-19 was the most common reason why both Users and Non-Users had stopped trading, either temporarily or permanently. Those that had answered they had closed either temporarily or permanently were asked why they had stopped trading, in a question they could give multiple responses to. Overall, 8 in 10 Users (81%) and around 6 in 10 Non-Users (58%) said that they stopped trading because of the impact of COVID-19 or lockdown measures. The other main reasons mentioned by those that had stopped trading were low demand (13% of Users and 12% of Non-Users) and difficult business or economic conditions (12% of Users and 19% of Non-Users). Of those that closed either temporarily or permanently, 2 in 10 Users (19%) and 4 in 10 Non-Users (42%) did not cite COVID-19 or lockdown measures as a reason for their closure.

**Figure 3.8 Reasons why employers stopped trading – participants could select more than one answer**



Base: Users (1,714) and Non-Users (133) that had stopped trading, either temporarily or permanently

Q: For what reasons would you say your organisation stopped trading?

Chart includes top answers only

Among Users, the impact of COVID-19 was more likely to be the reason for stopping trading if the organisation was a non-profit body or mutual association (92%) or a sole proprietor (90%) rather than a company (79%). In terms of sector, Users in accommodation and food service activities (89%) and other



service activities (88%) were most likely to say they had stopped trading because of the impact of COVID-19 (81%), while Users in the information and communication sector (60%) were least likely to say this.

There was a distinction between employers that had stopped trading (temporarily or permanently) at the time of the survey, and those that were now trading, having recently reopened or started trading again after a period of closure. Of the 34% of Users and 5% of Non-Users that were now trading and had reopened or started trading again after a period of closure, 88% of Users and 81% of Non-Users said that COVID-19 was the main reason for closure. On the other hand, among employers that were not trading at the time of the survey (either temporarily or permanently), the reasons were more varied, with just under 5 in 10 (46%) Users and 2 in 10 (20%) Non-Users saying the closure was due to COVID-19. For Users that were not trading at the time of the survey, the reasons for closure included: difficult business or economic conditions (27%), low demand (20%) and the retirement of the company owner or director (7%).

### 3.2 User take-up of the scheme

The previous section identified that Users were more negatively affected by the pandemic than Non-Users and were therefore more likely in need of CJRS support. This section explores take-up of the scheme among Users.

#### 3.2.1 Employees claimed for

As could be expected, the total numbers claimed for were closely linked with User size (total number of employees). As shown in Table 3.4 the mean number of employees successfully claimed for was 3 among micro Users, 14 among small Users, 54 among medium Users and 410 among large Users. This pattern was similar to that observed at wave 1, where they were 3 among micro Users, 12 among small Users, 53 among medium Users and 192 among large Users. Table 3.4 also shows the median number of employees successfully claimed for.

**Table 3.4 Number claimed for by size of User**

Size	Base	Mean	Median
Overall	4,860	9	2
Micro (1-9 employees)	3,036	3	2
Small (10-49 employees)	937	14	11
Medium (50-249 employees)	592	54	37
Large (250+ employees)	240	410	131

Q: During the entire period when the Coronavirus Job Retention Scheme was available to employers (i.e. between 1st March 2020 and 30th September 2021), how many employees had you successfully claimed for through the Coronavirus Job Retention Scheme in total?

The introduction of flexible furlough was linked to the number of employees claimed for. The number of employees claimed for was higher among Users that had used flexible furlough (15 on average compared with 5 that did not use it).

There was some variation by sector, partly explained by the number of employees within the organisations of the different sectors that claimed for the CJRS. The highest mean number of employees claimed for was 13 in the manufacturing sector. The mean number was lowest among Users in the financial and insurance sector and the information and communications sector with 3 employees each.

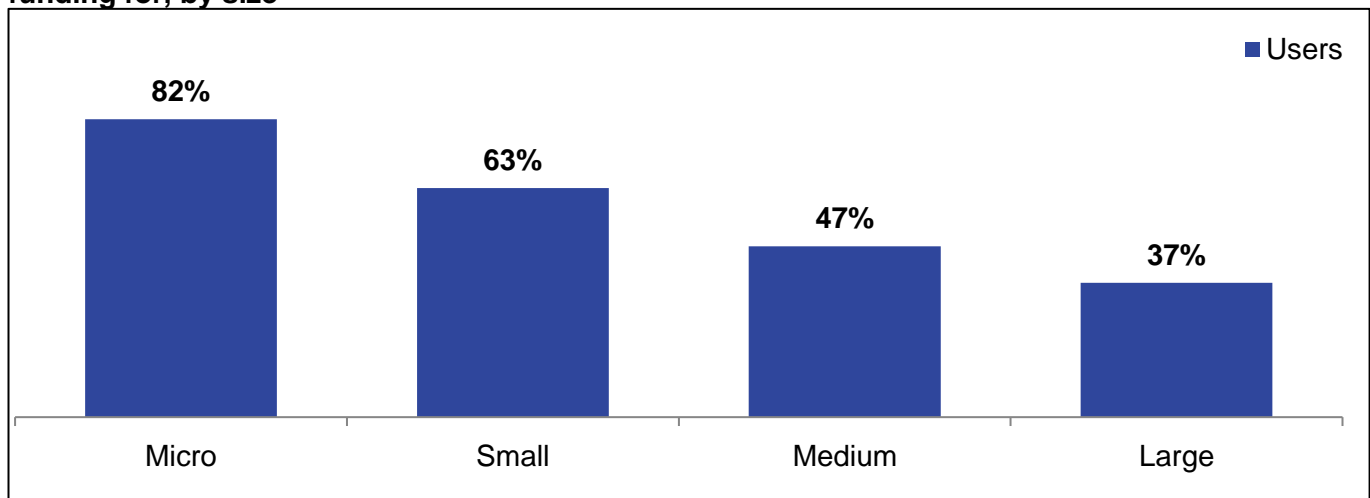
### 3.2.2 Proportion of employees claimed for

The previous section covered the number of employees that Users successfully claimed for. Since the numbers that were claimed for are closely linked to the User size, it is beneficial to analyse the percentage of employees for whom Users made claims.

Figure 3.9 shows that, on average, each User successfully claimed CJRS funding for just under 8 in 10 (78%) of its employees. At the overall level, this meant that 52% of the total User workforce was placed on furlough using the CJRS at some point during the scheme.

There was considerable variation by employer size. Micro Users successfully claimed for a larger proportion of their overall workforce, as shown in Figure 3.9. On average, micro Users claimed for 82% of their workforce, compared to 63% of small, 47% of medium and 37% of large Users.

**Figure 3.9 Average proportion of the Users workforce that Users successfully claimed CJRS funding for, by size**



Base: All micro (3,036), small (937), medium (592) and large (240) Users

Q: During the entire period when the CJRS was available to employers (i.e. between 1 March 2020 and 30 September 2021), how many employees had you successfully claimed for through the CJRS in total? – as a proportion of the workforce

Overall, Users that were most affected by COVID-19 were also those who sought CJRS support for a greater proportion of their staff. For example, Users that had seen a decrease in their sales, turnover or funding because of COVID-19 claimed for 81% of their employees on average, compared with 66% among Users whose turnover or funding had increased or stayed the same.

Similarly, the sectors that were most affected by COVID-19 put a greater proportion of their employees on furlough. The average proportion of employees claimed for was 85% in the accommodation and food service activities sector, 84% in the other service activities sector, 83% in the construction sector and 83% in the arts, entertainment and recreation sector (compared with 78% overall). The average proportion of employees claimed for was lowest in agriculture, mining, utilities and waste management (57%) and in the financial and insurance sector (60%).

### 3.2.3 Staff training

A minority of Users (16%) said that some of their staff undertook training while they were placed on furlough. Specifically, 13% had fewer than 5 employees undertaking training, 2% had between 5 and 9 staff in training and 1% had 10 or more employees undertaking training while they were placed on furlough.

Larger-sized employers were more likely to have staff undertaking training while they were placed on furlough. The proportion was 23% among medium Users and 22% among large Users, compared with 15% among micro Users and 18% among small Users.

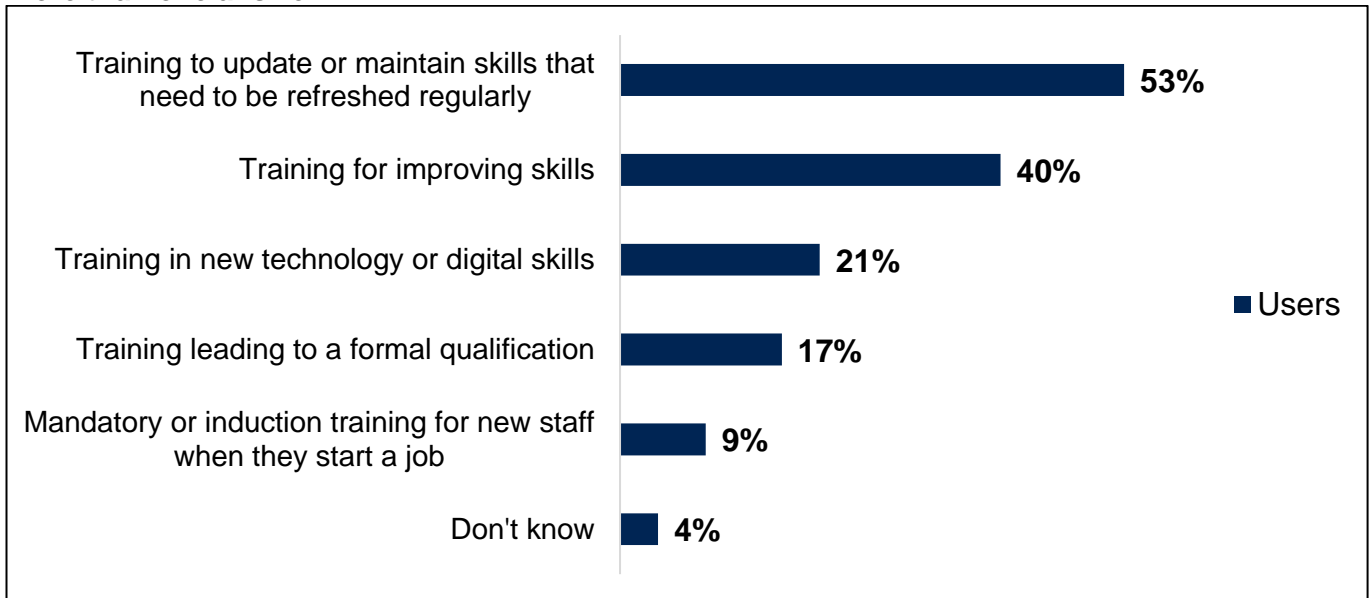
Users whose staff undertook training were more likely to have both used flexible furlough (20% compared with 13% of Users that did not use flexible furlough) and to have made changes to their organisation to protect their employees. Users that made changes to their business model (25%) and made changes to their organisation to increase revenue (23%) were more likely to have had staff undertake training than the User average (16%).

Users in the human health and social work activities (27%), information and communications (26%) and education sectors (25%) were most likely to say they had staff undertaking training while they were placed on furlough, compared to the User average (16%). In general, the proportion of staff undertaking training while being placed on furlough was higher among Users in the public sector (28%) than among other Users (16%).

Among organisations that had some staff undertake training, on average 72% of staff being placed on furlough received training. This was higher among micro-Users (78% on average) than among small Users (56%) and medium (46%) Users. This means smaller organisations providing training did so for a greater proportion of their furloughed staff compared to larger ones.

As Figure 3.10 shows, most of the training that was undertaken by staff placed on furlough was to update or improve skills. Just over 5 in 10 (53%) said staff received training to update or maintain skills that need to be refreshed regularly, while 4 in 10 (40%) put staff on training for improving skills. Other types of training undertaken included training in new technology or digital skills (21%) or training leading to a formal qualification (17%).

**Figure 3.10: Type of training undertaken by staff placed on furlough – participants could select more than one answer**



Base: All Users who had staff receive training whilst on furlough (812). Participants could choose more than one answer

Q: Which of the following, if any, best describes the type of training that these furloughed staff undertook?

Chart includes top answers only

The type of training differed according to the number of staff that were placed on furlough. Users that claimed for 50 or more employees were more likely to have put staff on training to update or maintain skills that need to be refreshed regularly (66% compared with 53% of all Users).

In summary, Users that received CJRS funding were more likely than Non-Users to have been negatively impacted by COVID-19, suggesting that those who used the scheme were more likely to be in need of support. Users were also more likely to report that COVID-19 had negatively impacted their turnover or sales as well as their ability to continue operating compared to Non-Users.

## 4. Impact of the CJRS on jobs and business closure

This chapter presents evidence on the effectiveness of the scheme in terms of three of its original objectives. These were: reducing the risk of permanent business closure, protecting jobs, and slowing down job losses. It also considers whether the scheme supported employers who were most in need of support. This chapter also includes grossed figures which represent the estimated number of employees or employers in the total population of eligible businesses. They were calculated using the latest available population statistics. Further details around the true values and confidence intervals can be found in the Technical report.

### Key Findings

- Users were more likely than Non-Users to have taken other actions to protect the jobs of their employees, including using government support in addition to the CJRS (68% of Users and 38% of Non-Users) and making internal changes to protect jobs (59% of Users and 37% of Non-Users). Among Users who took other actions, over 5 in 10 (54%) reported that the CJRS helped their business the most to continue operating, and 7 in 10 (72%) said the CJRS helped them the most to protect jobs
- results suggest the CJRS helped many employers to continue trading. Without CJRS funding, 20% of Users anticipated closing their business permanently but managed not to do so, which would have affected around 2 million jobs. An additional 23% of Users anticipated that they would have closed temporarily without CJRS funding
- among Users that said they would have closed temporarily, or would have operated on a smaller scale without CJRS funding, 23% said they would have been able to return to operating normally as soon as restrictions stopped affecting their business, while 25% said it would have taken up to 3 months and 28% said it would have taken 4 months or longer
- in total, 15% of Users made redundancies during the time the CJRS was available (March 2020 to September 2021), equating to 4% of the total User workforce
- more than half of users (57%) said they would have made (more) redundancies in this period without CJRS funding
- the findings indicated that the scheme was effective in supporting employers in sectors that were most impacted by COVID-19. For example, 75% of Users in the accommodation and food service activities and 64% in the arts, entertainment and recreation sectors reported that they would have made more redundancies without the CJRS (compared with the average of 57% across all sectors).

### 4.1 Actions taken to protect jobs other than the CJRS

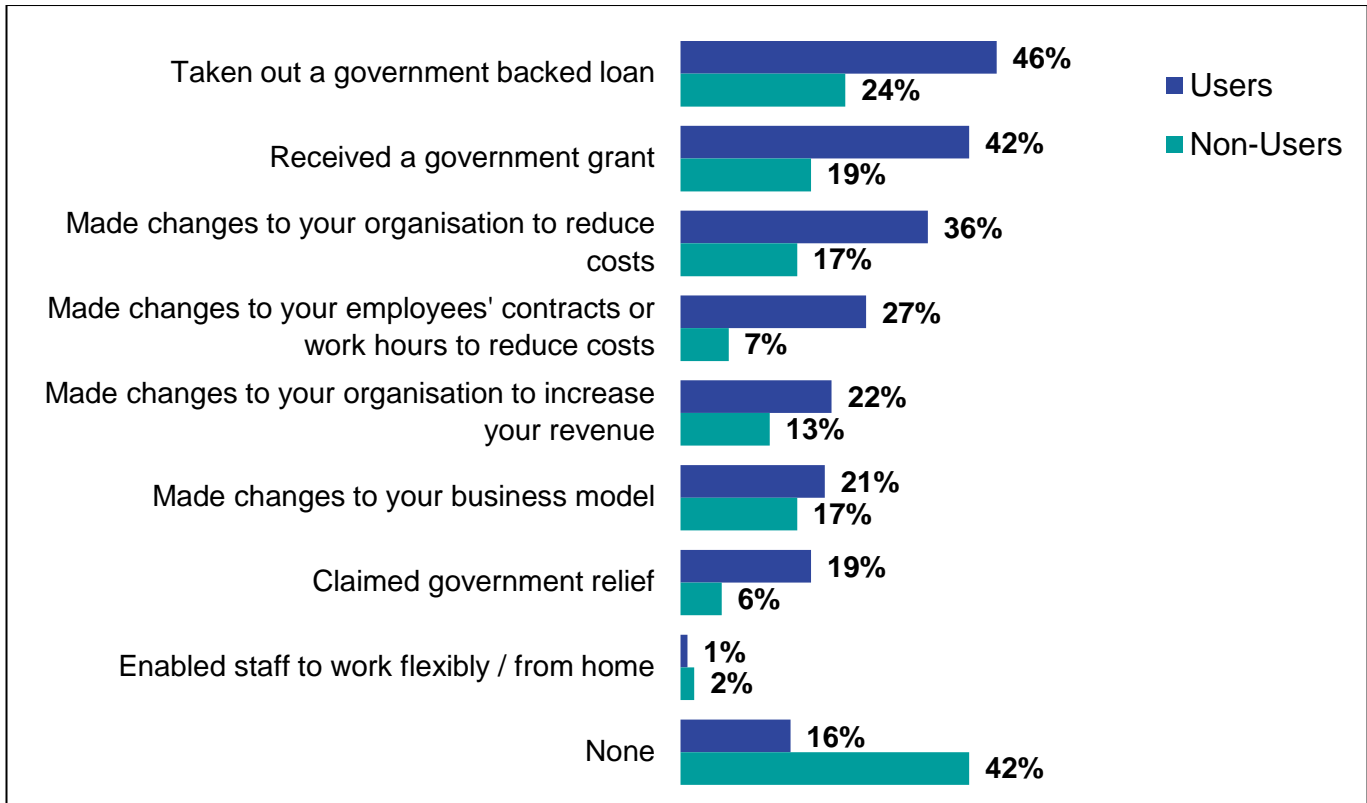
The survey explored whether employers had taken any other actions during the time when the CJRS was available (between March 2020 and September 2021), to protect the jobs of their employees (participants could select more than one answer for this question), other than the CJRS. The large majority of Users had taken actions other than applying for the CJRS. This included 7 in 10 Users (68%) that had used government support in addition to the CJRS, higher than the proportion of Non-Users that

had used government support (38%). Specifically, as Figure 4.1 shows, Users were more likely than Non-Users to have taken out a government backed loan (46% compared with 24%), received a government grant (42% compared with 19%) or claimed government relief (19% compared with 6%).

Employers that used government support (in addition to the CJRS) were typically those that had been negatively affected by the pandemic. This was particularly observed among Users operating in the accommodation and food service activities sector (86%), compared with the User average (68%). In addition, Users were more likely to have used government support other than the CJRS if they were a partnership (78%) or a sole proprietor (74%) or if they were based in the North East (78%), Wales (76%) or Northern Ireland (76%).

Around 6 in 10 Users (59%) had also made internal changes to protect employees' jobs, compared with around 4 in 10 (37%) of Non-Users. As Figure 4.1 shows, the most common internal changes were to employee contracts or hours to reduce costs (27% of Users and 7% of Non-Users), making other changes to reduce costs (36% of Users and 17% of Non-Users), making business changes to increase revenue (22% of Users and 13% of Non-Users) and changes to the business model (21% of Users and 17% of Non-Users).

**Figure 4.1 Actions taken to protect jobs, other than the CJRS – participants could select more than one answer**



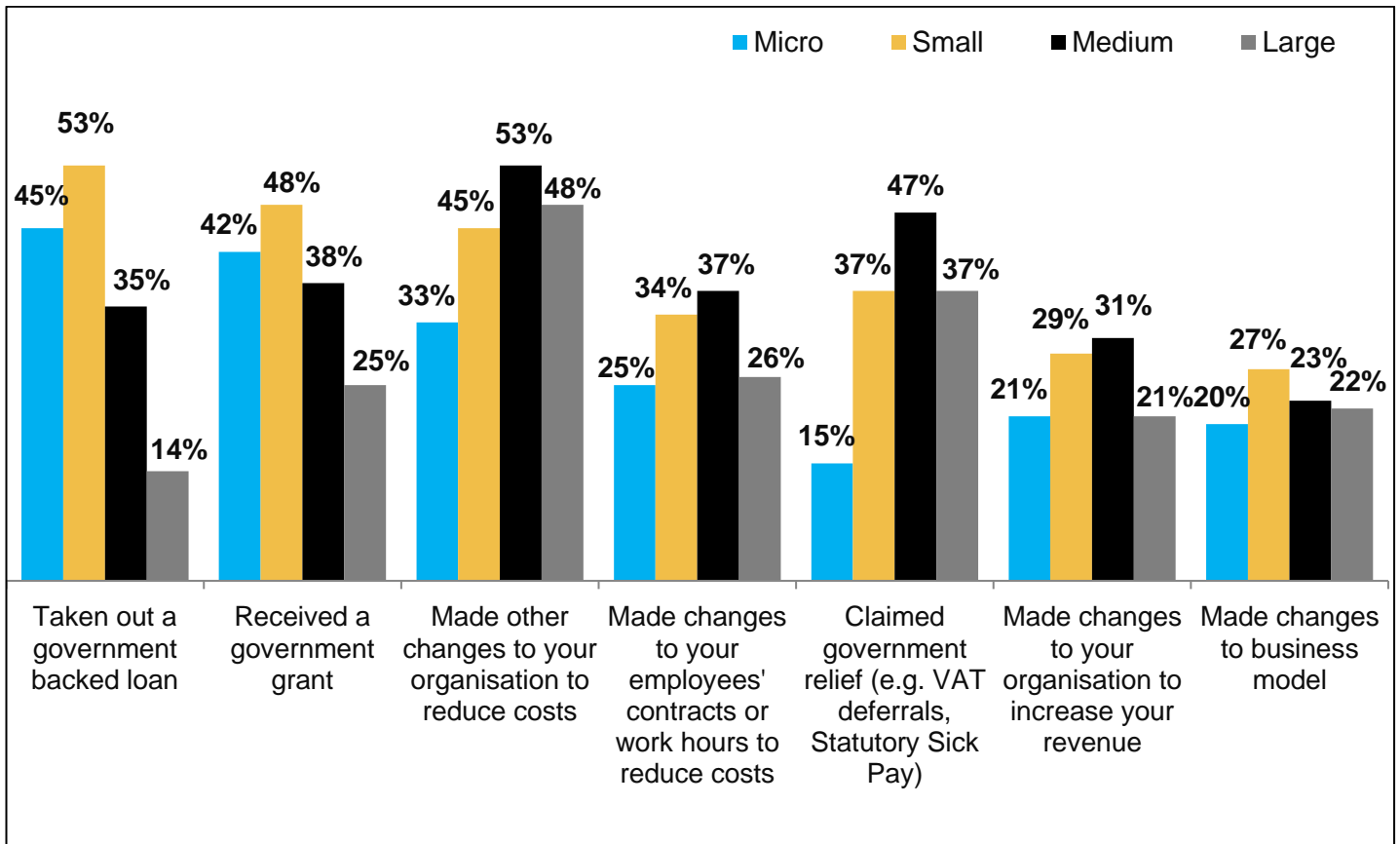
Base: All Users (4,860) and Non-Users (1,807). Participants could choose more than one answer  
 Q: Did your organisation take any of the following actions from the start of the pandemic up to when the CJRS closed (i.e. between 1 March 2020 and 30 September 2021), to protect the jobs of your employees?  
 Chart includes top answers only.

Among Users, employers in the education sector were more likely to have made internal changes to protect employees' jobs (81% compared with an average of 59%), as were non-profit bodies and mutual associations (65%). Users that had used flexible furlough were also more likely to have made internal changes (70% compared with 51% of other Users who did not use flexible furlough).

As Figure 4.2 demonstrates, take-up of actions and support varied by size. Small Users were more likely to have used government support of some kind other than the CJRS (78%), compared with micro Users (66%) or medium Users (67%), and large Users were the least likely to have used government support (50%). This pattern applied specifically to receipt of government backed loans and government grants, although claiming government relief was most common among medium Users (47%) and was least common among micro Users (15%). Internal changes to protect jobs were most common among medium Users (75%) and small Users (70%) and least common among micro Users (56%).

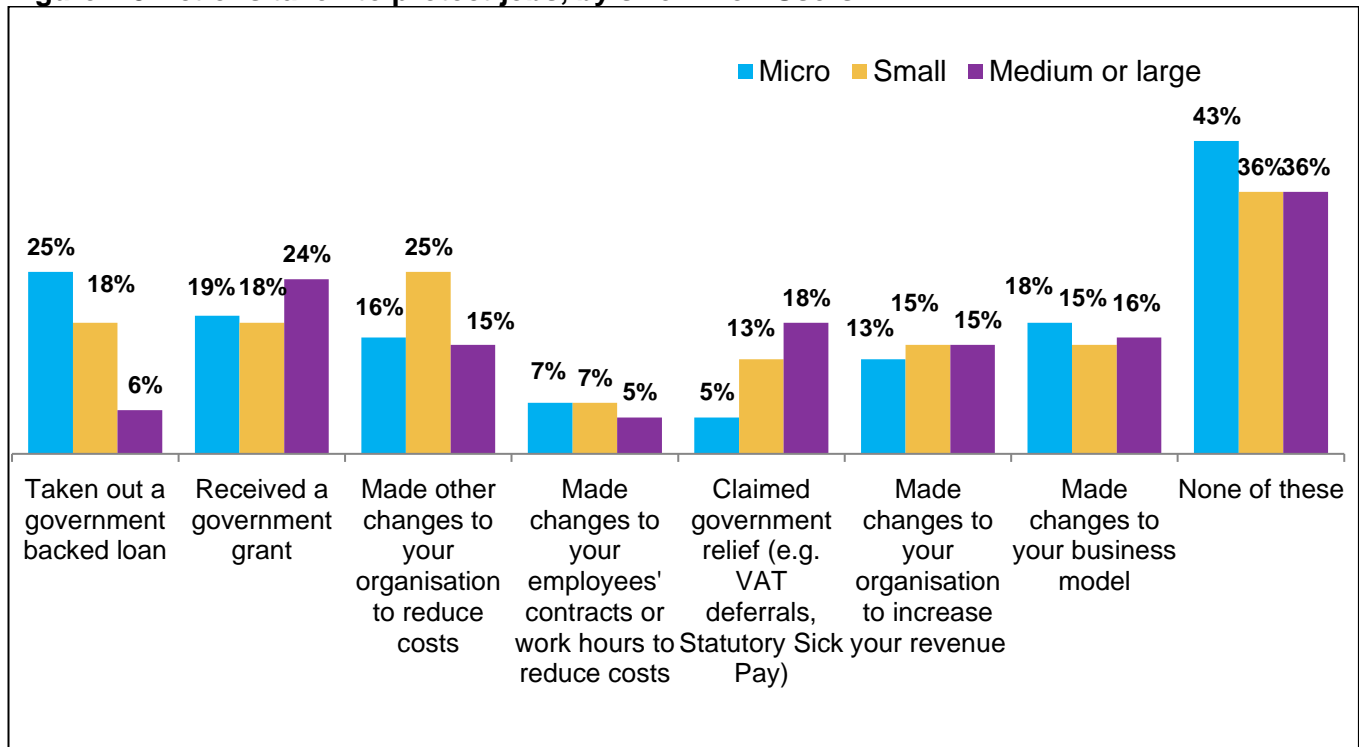
Figure 4.3 shows that there was less variation by size among Non-Users in accessing government support. The main difference was that use of government backed loans was higher among micro (25%) and small Non-Users (18%), compared to medium or large Non-Users (6%).

**Figure 4.2 Actions taken to protect jobs, other than the CJRS by size – Users**



Base: Micro (3,036), small (937), medium (592) and large (240). Participants could choose more than one answer  
 Q: Did your organisation take any of the following actions from the start of the pandemic up to when the CJRS closed (i.e. between 1 March 2020 and 30 September 2021), to protect the jobs of your employees?  
 Chart includes top answers only.

**Figure 4.3 Actions taken to protect jobs, by size – Non-Users**



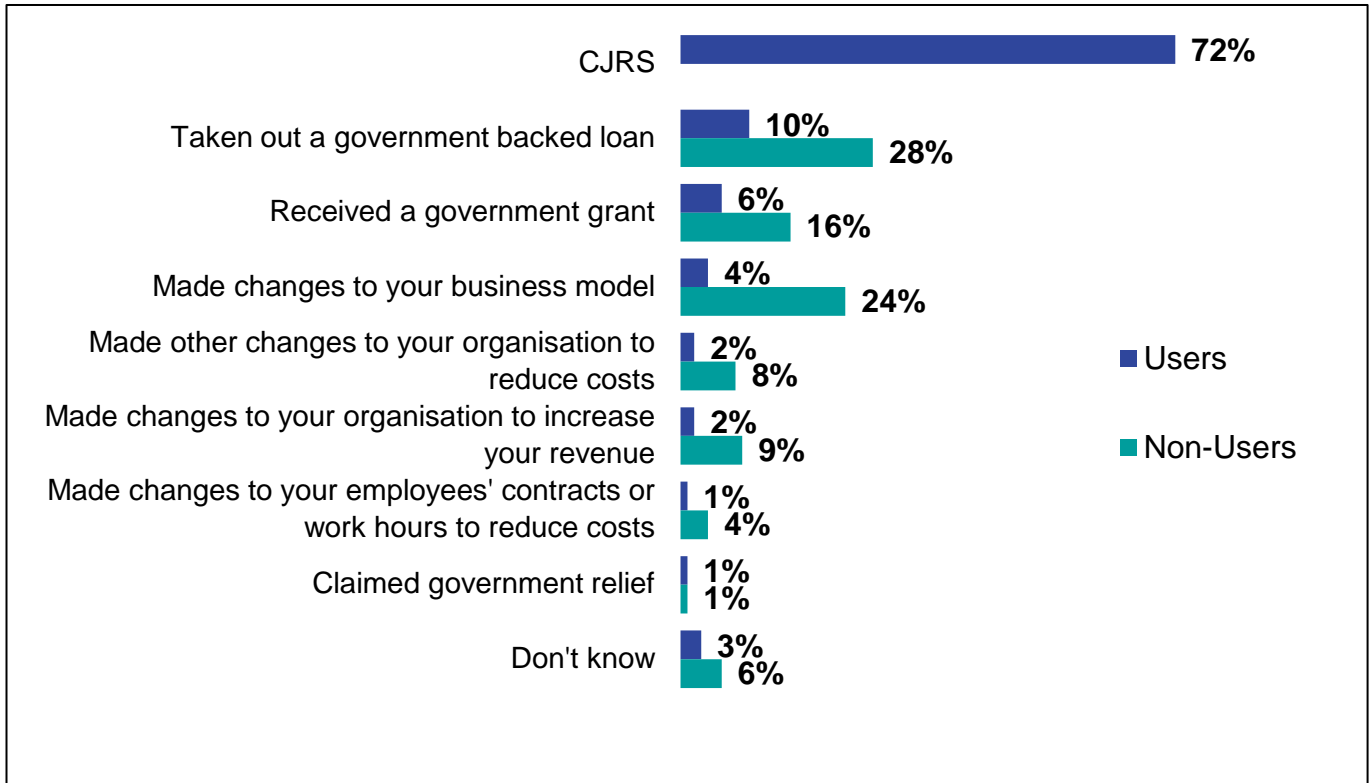
Base: Micro (1,421), small (205) and medium or large (160). Participants could choose more than one answer  
 Q: Did your organisation take any of the following actions from the start of the pandemic up to when the CJRS closed (i.e. between 1 March 2020 and 30 September 2021), to protect the jobs of your employees?  
 Chart includes top answers only

Employers that had taken more than one action (including using the CJRS) were asked which measure had helped their business the most to protect jobs during the period in which the CJRS was available (between March 2020 and September 2021). For Users, 7 in 10 (72%) said that the CJRS had helped them the most, as shown in Figure 4.4. This was a more common response among small (79%) and medium (76%) Users, compared to micro (70%) and large (67%) Users. It was higher among Users in sectors particularly affected by the pandemic such as the arts, entertainment and recreation sector (80%) as well as the manufacturing sector (79%), compared to other sectors (72% on average). It was also higher among non-profit bodies or mutual associations (80%), compared with the average (72%). The CJRS was also perceived as most helpful in certain regions. Users registered in the South West (79%) were more likely than those in other regions to say the CJRS had helped them the most to protect jobs. In addition, Users that used flexible furlough were more likely to say the CJRS had helped them the most to protect jobs (81% compared with 64% of those that did not use flexible furlough).

Beyond using the CJRS, a small proportion of Users said that taking out a government backed loan (10%) or receiving a government grant (6%) had helped their business the most to protect jobs. For Non-Users, 28% said that taking out a government backed loan had helped the most to protect jobs, while 24% said that changes to their business model had helped them the most, as shown in Figure 4.4.



**Figure 4.4 Actions that helped the most to protect jobs**

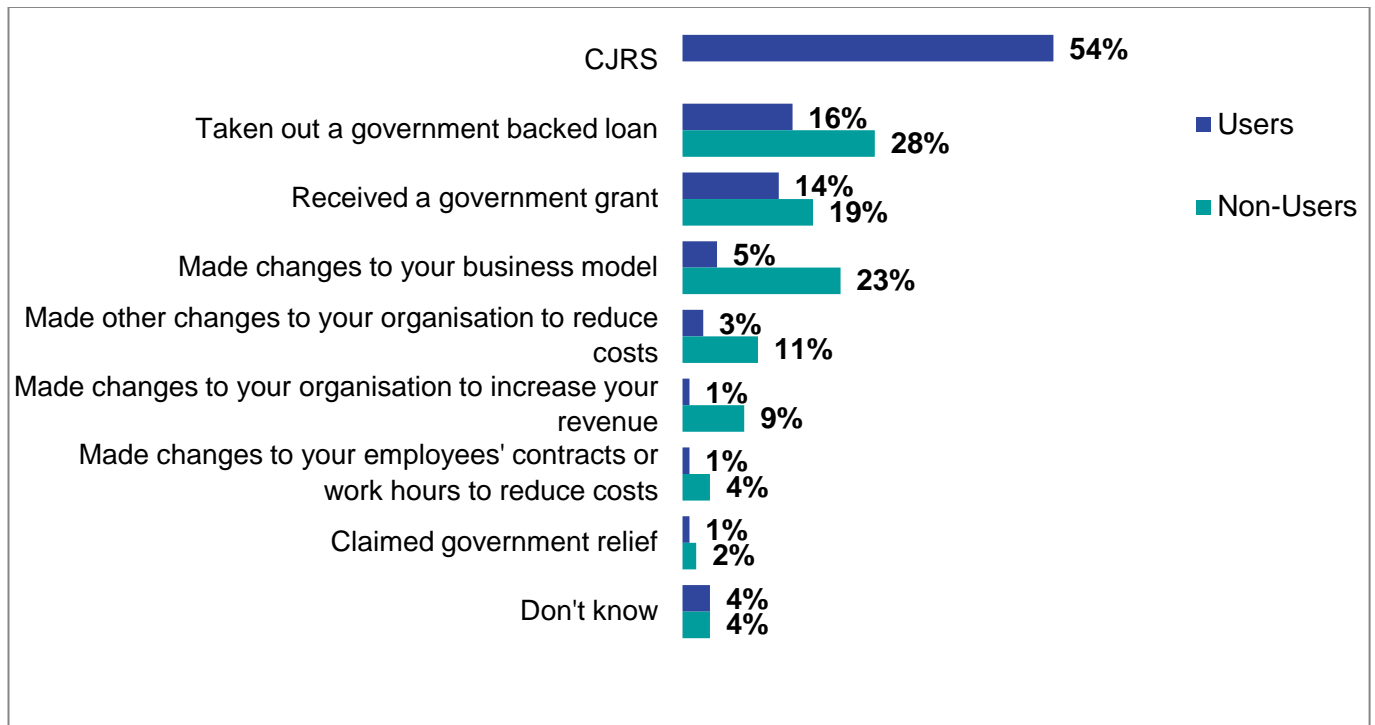


Base: Users that took actions (3,200). Non-Users that took actions (361) Top answers shown only  
 Q: And which one of the following measures has helped your business the most to protect jobs during that same period?  
 Chart includes top answers only.

**4.1.1 Actions taken to continue operating**

Employers who had taken more than a single action (including using the CJRS) were also asked which measure had helped their business the most to continue operating during the period in which the CJRS was available (between March 2020 and September 2021). For Users, more than half (54%) said that the CJRS had helped them the most to do this, as shown in Figure 4.5. This response was more common among small (64%) and medium (67%) Users, compared to micro (51%) and large (57%) Users. The CJRS helped Users most in certain sectors. Users in the manufacturing sector (68%), human health and social work activities (66%), and the information and communications (64%) were more likely to say that the CJRS has helped them most to continue operating during the pandemic than those in other sectors (54% average). Users registered in Northern Ireland (68%) were more likely than those in most other regions to say the CJRS had helped them the most to continue operating.

Beyond using the CJRS, similar proportions of Users said that taking out a government backed loan (16%) or receiving a government grant (14%) had helped their business the most to keep operating. For Non-Users, 28% said that taking out a government backed loan had helped the most, while 24% said that changes to their business model had helped them the most, as shown in Figure 4.5. These findings were similar to those seen at wave 1.

**Figure 4.5 Actions that helped the most to keep businesses operating**

Base: Users that took actions (3,905) and Non-Users that took more than one form of action (461)

Q: Which one of the following measures has helped your business the most to continue operating during that same period?

Chart includes top answers only.

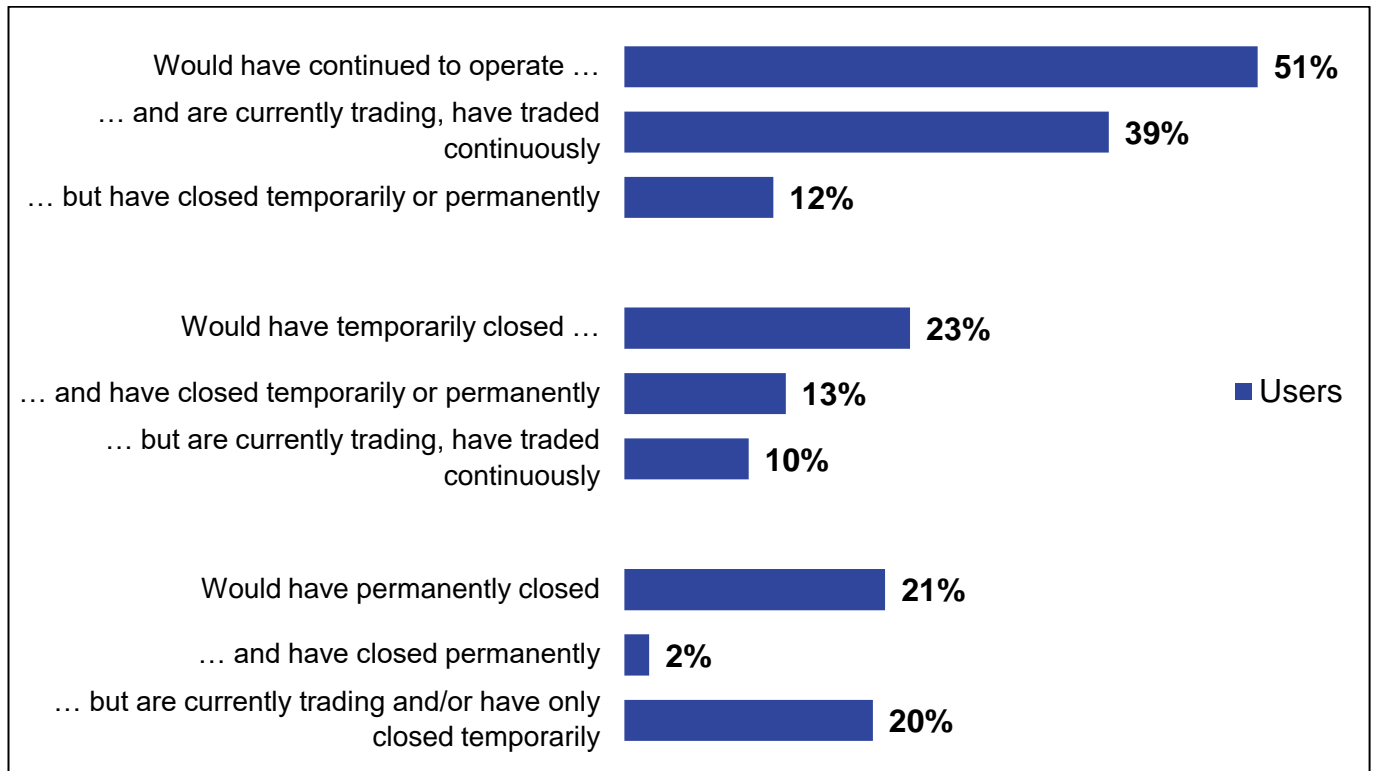
#### 4.1.2 Employers that did not take other actions than the CJRS

Non-Users (42%) were more than twice as likely as Users (16%) to say they had not taken any actions to protect the jobs of their employees (in terms of either government support or internal changes), likely because they were not as affected by COVID-19. For Users, not taking any other actions was more common among large (19%) and micro (17%) Users, compared to small (10%) and medium (11%) Users. It was also more common among Users with a lower turnover (23% with a turnover of less than £85,000, compared with the average 16%). Users in London (21%) were more likely than those in other regions to say they had not taken any other actions. There were no significant differences among the main sub-groups for Non-Users.

#### 4.2 The effectiveness of the scheme at reducing the risk of business closure

This section examines the reported impact of the CJRS on trading status. It covers the expectations of Users on what would have happened to their trading status in the absence of the CJRS and provides a comparison of their actual situation at the time of the survey. Findings from these comparisons are described in detail below, with a summary of findings shown in Figure 4.6.

**Figure 4.6: Anticipated impact of COVID-19 on Users' trading status without the CJRS, compared with trading status at the time of the survey**



Base: All Users (4,860)

Q: Which of the following best describes what would have happened to your organisation if you had not received funding from the CJRS?

Q: What is the current status of your organisation?

Figure 4.6 includes the category 'Would have continued to operate'. This combines 3 individual response options: 'Would have continued to operate at above pre-COVID-19 levels', 'Would have continued to operate at normal pre-COVID-19 levels' and 'Would have continued to operate, but on a smaller scale to pre-COVID-19 levels'.

The survey asked Users what would have happened to their organisation if they had not received funding from the CJRS. A small proportion (10%) reported that they would have continued to operate at, or above, normal pre-COVID-19 levels without the scheme, but most Users anticipated a change to their trading status.

Among Users, 2 in 10 (20%, which corresponds to 250,000 employers), said their business would have permanently closed if they had not received funding from the CJRS (but they actually remained open or only closed temporarily during this period). This corresponds to the employers of around 2 million jobs. It is important to note at this stage that a 'job' is not the same as an employee, as one employee could have more than one job. At the same time, 1 in 10 (10%), which corresponds to the employers of around 1.7 million jobs, said that they would have had to temporarily close (but they actually remained open throughout). Overall, 4 in 10 (40%) Users, the employers of around 11 million jobs, said that they would have continued to operate on a smaller scale to pre-COVID-19 levels (and they did actually continue to operate or only closed temporarily during this period).

A comparison with wave 1 results shows that the impact of the CJRS appears to have increased over time. The proportion that said their business would have permanently closed without funding from the CJRS (but actually remained open or only closed temporarily during this period) increased from 16% at wave 1 to 20% at wave 2. The proportion that said that they would have had to temporarily close (but actually remained open throughout) also increased, from 5% to 10%. The findings suggest that the

CJRS offered continued support to employers that were most negatively affected by the pandemic, and it is likely that more businesses may have had to close without it.

As noted above, 20% of Users said they would have had to close permanently without the CJRS and were still trading at the time of the survey, or had only closed temporarily. Users in the accommodation and food services activities sector were more likely to say this (33% in this sector said they would have had to close without the CJRS, but were still trading), as were those in other service activities sectors (30%). The proportion was higher among micro (21%) and small (15%) Users than among medium (9%) and large (3%) Users. There were no significant differences by region.

Users who said they would have had to close permanently without the CJRS and were still trading at the time of the survey, were also more likely to have taken other actions in addition to claiming the CJRS. Among those that had used government support (in addition to the CJRS) to protect the jobs of their employees, 24% said they would have had to close permanently without the CJRS and were still trading at the time of the survey, as did 23% of Users who made internal changes to protect jobs. This compares with 9% of Users that took no other actions additional to claiming the CJRS.

Overall, 1 in 10 Users (10%) said they would have had to close temporarily without the CJRS, but in fact had traded continuously throughout the pandemic. There were no clear differences among different groups of Users within this group.

There was not always a difference in the actual trading status with the existence of the CJRS compared to the outcomes that were anticipated in its absence. For example, 13% of Users said that they would have had to close temporarily in the absence of the CJRS, and had in fact experienced a phase of temporary closure.

When interpreting these figures, it is important to understand that there are many factors affecting the trading status of employers, and many possible reasons for closure, some of which are not related to COVID-19. It is also possible that Users were able to continue trading because of the CJRS, at least initially, but then were unable to stay open in the longer term. Reasons for closure are examined further in the section below.

Finally, it is important to bear in mind the scope of the survey questions, which provide a broad summary of trading status, without probing precise details. For example, it is possible that the CJRS reduced the length of temporary closure that Users experienced, but the survey was not designed to capture this level of detail.

While recognising these issues, the analysis can identify groups of Users that seem to have had a positive impact from the CJRS. Overall, 2 in 10 Users (20%) said they would have had to close permanently without the CJRS and were still trading at the time of the survey, or had only closed temporarily. Had these employers closed permanently, this would have affected around 2 million jobs.

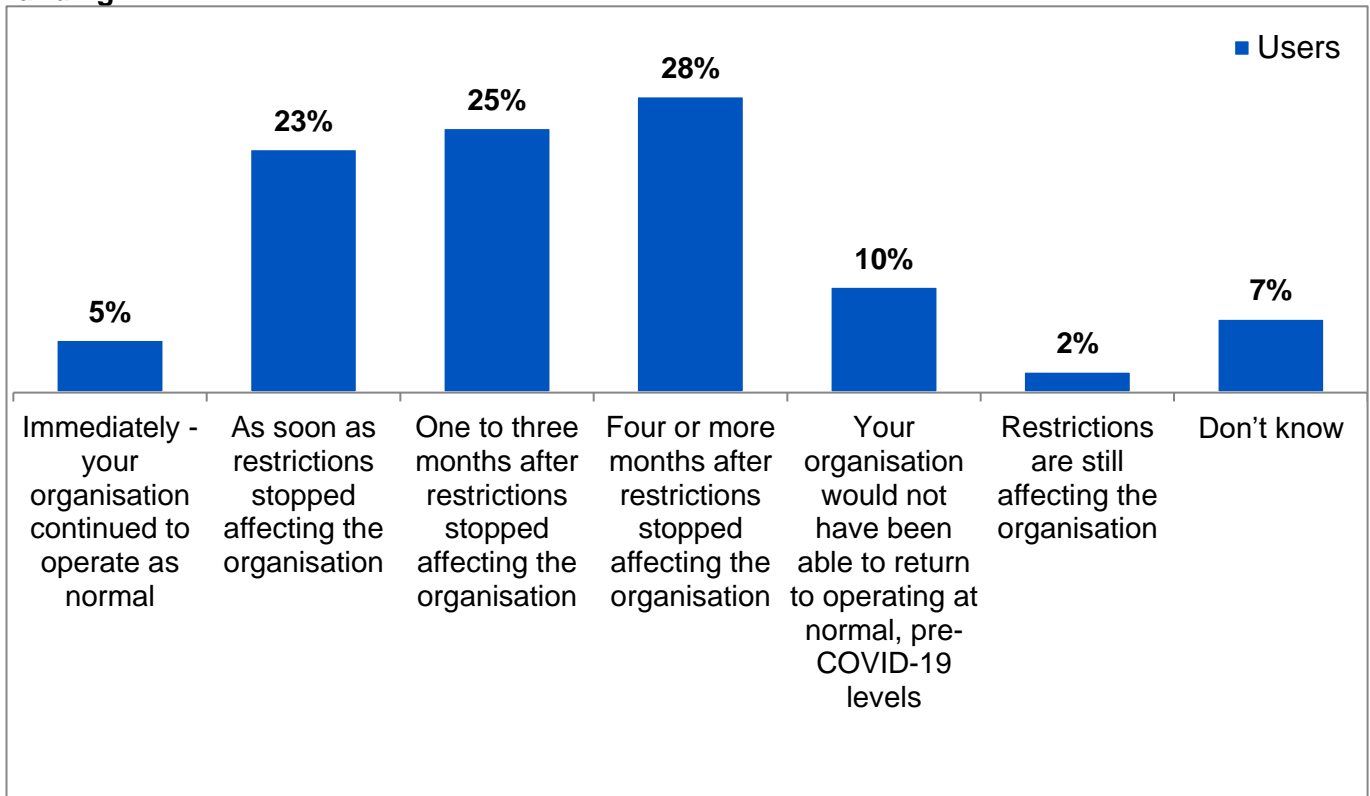
In addition, 10% of Users said they would have had to close temporarily without the CJRS, but in fact had traded continuously throughout the pandemic. These Users were the employers of around 1.7 million jobs in total. The survey did not collect data on whether or not the CJRS helped some Users to reduce the length of time they had to stop trading for, and so this figure may be an underestimation.

4.2.1 Encouraging return to normal operating levels

Users who said they would have closed temporarily, or would have operated on a smaller scale, without the CJRS, were asked the following question: How soon, if at all, would your organisation have been able to return to operating at normal, pre-COVID-19 levels once restrictions stopped affecting your organisation?

As shown in Figure 4.7, around 2 in 10 (23%) said they would have been able to return to operating at normal, pre-COVID-19 levels as soon as restrictions stopped affecting their organisation, and 5% said they would have returned to operating at normal levels immediately (irrespective of restrictions). A quarter (25%) said a return to operating at normal levels would have taken 1 to 3 months after restrictions stopped affecting their organisation, while 3 in 10 (28%) said it would have taken 4 months or longer. In addition, 1 in 10 Users (10%) said they would not have been able at all to return to operating at normal, pre-COVID-19 levels. Restrictions were still affecting 2% of businesses at the time the survey was conducted.

**Figure 4.7 Anticipated time needed to return to pre-Covid-19 operating levels without CJRS funding**



Base: All Users that said they would have closed temporarily or operated on a smaller scale if they had not received funding from the CJRS (3,054)

Q: If you had not received funding from the CJRS, how soon, if at all, would your organisation have been able to return to operating at normal, pre-COVID-19 levels once restrictions stopped affecting your organisation?

Users in the construction sector were more likely to say they would have been able to return to operating at normal, pre-COVID-19 levels as soon as restrictions stopped affecting their organisation (30% compared with 23% on average), and this response was also more common among Users that were non-profit bodies or mutual associations (28%). Users registered in London were more likely than those in other regions to say it would have taken 4 months or longer to return to normal levels of operation (35% compared with 28% on average). In addition, employers that had used flexible furlough were more likely to say it would have taken longer to return to operating at normal levels: 31% said it would have

taken 4 or more months (compared with 25% of Users that did not use flexible furlough) and 17% said this would have happened as soon as restrictions stopped affecting their organisation (compared with 27% of other Users).

The expected timescales for returning to normal levels were very similar when comparing Users that said they would have closed temporarily without the CJRS, with those who said they would have operated on a smaller scale.

### **4.3 The effectiveness of the scheme at protecting jobs**

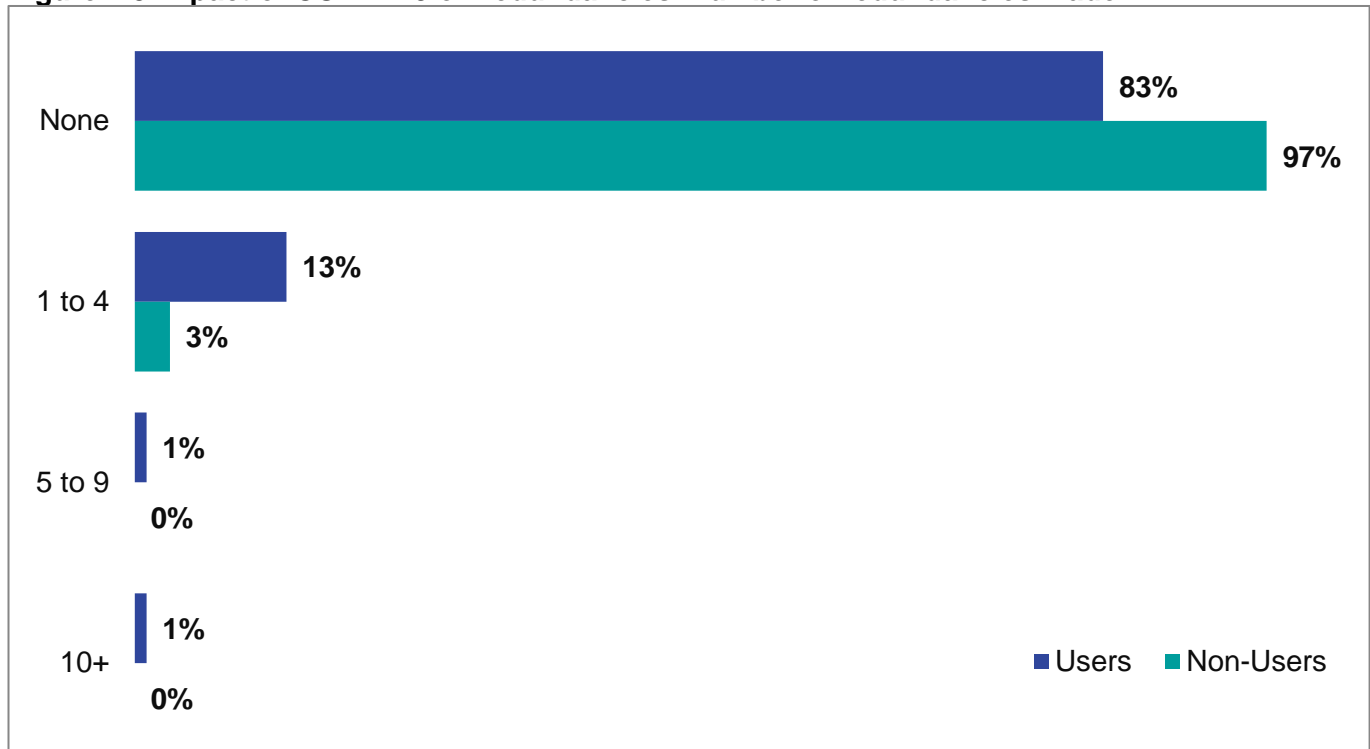
#### **4.3.1 Redundancies made**

As shown in Figure 4.8, around 1 in 7 Users (15%, or around 197,000 employers) made 1 or more staff members redundant due to the impact of COVID-19, during the time the CJRS was available (March 2020 to September 2021). For Users who made redundancies, the average number of redundancies was 4, and the average proportion of their workforce made redundant was 36%. In total, 4% of the total User workforce was made redundant due to COVID-19 (i.e. around 776,000 employees in total). There were no significant differences between sectors amongst Non-Users regarding whether they had made staff redundant.

Comparing these results with those from wave 1, the proportion of Users that made any staff redundant was the same (15%). This suggests that Users that made redundancies started to do so relatively early in the pandemic. Of the Users that made redundancies, the average proportion of their workforce that was made redundant was higher at wave 2 than at wave 1 (43% compared with 34% at wave 1). This suggests that Users who made redundancies continued to do so over time. This is confirmed below, with the finding that 22% of Users that made any redundancies said they made some of them after 1 July 2021.

As Figure 4.8 shows, Non-Users were less likely to have made any redundancies (3%). For those who did, the average number of redundancies was 2. In total, 1% of the total Non-User workforce was made redundant (i.e. around 73,000 employees in total). Again, this suggests that Users were more negatively affected by the pandemic than Non-Users.

Overall, these figures suggest that 3% of the eligible workforce (including both Users and Non-Users) was made redundant due to COVID-19 (equivalent to around 849,000 employees).

**Figure 4.8 Impact of COVID-19 on redundancies: number of redundancies made**

Base: All Users (4,860). Non-Users (1,807)

Q: In total, how many staff, if any, had you made redundant between the start of the pandemic in March 2020 until the scheme closed on 30 September 2021, due to the impact of COVID-19?

Compared with the overall figure of 15%, Users in the education sector were most likely to have made redundancies (27%) and Users in the construction sector were least likely to have made redundancies (8%). Users were also more likely to have made redundancies if they had been trading for fewer than 5 years (22% compared with 15% overall average) or if they were temporarily or permanently closed at the time of the survey (23% compared with 15% of those still trading). By region, Users whose registered address was in Scotland or Northern Ireland (both 20%) were more likely to have made at least one member of staff redundant.

The findings also varied by size. While medium (42%) and large (43%) Users were more likely than micro (12%) and small (27%) Users to have made redundancies, these represented a smaller proportion of their overall workforce, as shown in Table 4.1. Among Users that made any redundancies, the average proportion of the workforce made redundant was 50% among micro Users, compared with 17% among small Users, 11% among medium Users and 7% among large Users.

When interpreting these findings, it is useful to bear in mind the total number of staff working for employers of different sizes. Micro employers for example, have 9 or fewer employees, so making half of their employees redundant represents no more than 4 or 5 redundancies and could represent just one employee. However, for large employers who have 250 or more employees, 7% of employees being made redundant represents a minimum of 18 employees.

**Table 4.1 Proportion of the overall workforce that was made redundant due to COVID-19, by size (among Users that had made any redundancies and who knew the size of their workforce)**

Size	Proportion of overall workforce that was made redundant due to COVID-19	Base
Micro (1-9 employees)	50%	322
Small (10-49 employees)	17%	233
Medium (50-249 employees)	11%	206
Large (250+ employees)	7%	82

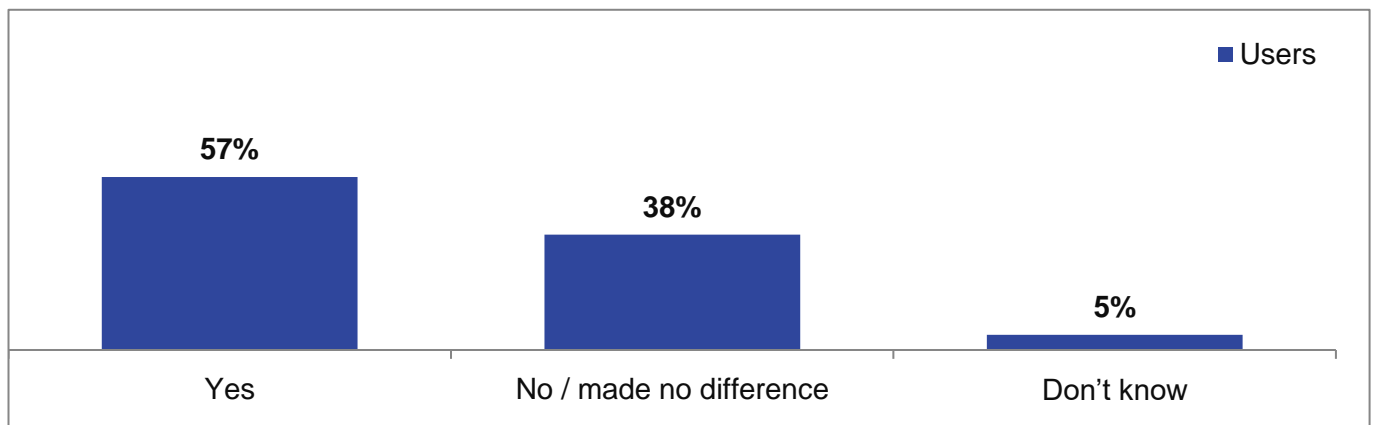
Q: In total, how many staff, if any, had you made redundant between the start of the pandemic in March 2020 until the scheme closed on 30th September 2021, due to the impact of COVID-19?

#### 4.3.2 Impact of CJRS on redundancies

As seen in Figure 4.8, 15% of Users said that they had made redundancies during the time that the CJRS was available due to the impact of COVID-19. Users reported that this would have been higher in the absence of the CJRS: 57% of Users said that they would have made (more) employees redundant if the CJRS was not available (or around 722,000 employees), as shown in Figure 4.9. This includes employers who made no redundancies but said they would have made some if the CJRS was not available. The findings were very similar to wave 1, when 56% of Users said that they would have made more employees redundant before the end of October 2020, if the CJRS had not been available.

Figure 4.10 shows that the scheme had the biggest impact on preventing redundancies for small employers, 74% of whom said they would have made more staff redundant without the CJRS, compared to 65% of medium, 58% of large and 54% of micro Users.

**Figure 4.9 Impact of the CJRS on preventing redundancies, whether Users would have made more redundancies without the CJRS**

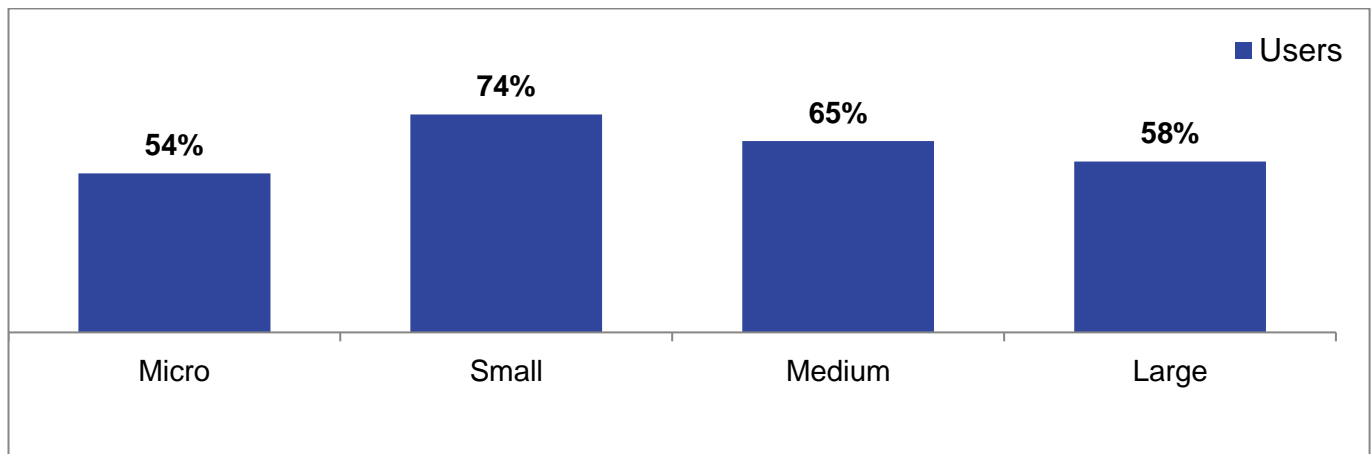


Base: All Users answering (4,545)

Q: The CJRS was available to employers between 1 March 2020 and 30 September 2021. During this time, to the best of your knowledge, would your organisation have made more employees redundant if the CJRS was not available, or would it have made no difference?



**Figure 4.10 Percentage of Users who would have made more redundancies without the CJRS by size**



Base: Micro (2,873), small (871), medium (535) and large (218) Users

Q: The CJRS was available to employers between 1 March 2020 and 30 September 2021. During this time, to the best of your knowledge, would your organisation have made more employees redundant if the CJRS was not available, or would it have made no difference?

The findings indicated that the scheme was effective in supporting employers in sectors that were most impacted by COVID-19. For example, as shown in Table 4.2, 75% of Users in the accommodation and food service activities and 64% in the arts, entertainment and recreation sectors reported that they would have made more redundancies without the CJRS (compared with the average of 57% across all sectors).

**Table 4.2 Top sectors with higher levels of anticipated redundancies without the CJRS**

Sectors with the highest proportion of Users who said they would have made more employees redundant if the CJRS was not available	Proportion of Users that would have made more redundancies	Base: All Users answering
Accommodation and food service activities	75%	404
Arts, entertainment and recreation	64%	255
<b>Users overall</b>	57%	4,545

Q: The Coronavirus Job Retention Scheme was available to employers between 1<sup>st</sup> March 2020 and 30<sup>th</sup> September 2021. During this time, to the best of your knowledge, would your organisation have made more employees redundant if the Coronavirus Job Retention Scheme was not available, or would it have made no difference?

Users were also more likely to say they would have made more redundancies without the CJRS if they used flexible furlough (71% compared with 45% of those that did not use flexible furlough). By region, Users whose registered address was in Northern Ireland (71%), Scotland (65%) or the North East (67%) were most likely to report that they would have made more redundancies in the absence of the CJRS (compared with 57% on average).

As seen above, micro Users were less likely than other Users to say that they would have had to make additional redundancies without the CJRS. However, among those anticipating redundancies, micro Users anticipated making a higher proportion of their workforce redundant without the CJRS (70% on average compared to 43% among small, 32% among medium and 23% among large Users). This pattern was the same in wave 1.

Users that anticipated making the highest proportion of their workforce redundant without the CJRS were in the accommodation and food service activities sector (74%), other service activities sector (72%) and the arts, entertainment and recreation sector (71%), compared with 64% on average for Users overall. Users who had used flexible furlough anticipated a lower proportion of redundancies (61% on average) than other Users (67%).

On average, each User that would have made additional redundancies without the CJRS, reported they would have made 64% more of their workforce redundant on average without the CJRS. Therefore, the CJRS prevented job losses for around 21% of the overall User workforce, equivalent to around 4.4 million jobs that would have been lost, either by permanent closure or redundancy as a result of COVID-19. This figure is the combined total of jobs that would have been lost if employers had permanently closed their business due to COVID-19 (around 2 million jobs) and employees that would have been made redundant without CJRS support (around 2.4 million jobs). These are rounded figures. Further detail around these estimations can be found in the Technical report.

While the CJRS helped many employers by protecting them from closures or protecting the jobs of their employees, this was not the case for all employers. For some, while the CJRS was not able to protect them from closures or making redundancies, it may still have protected their business through a challenging period of time. Despite this, there was evidence that a small proportion of employers may not have required CJRS funding. The results indicate that Users claimed for around 555,000 jobs, 4.7% of the workforce, that likely did not require CJRS funding. These are jobs claimed for by Users who would not have made redundancies or closed permanently without the CJRS, and simultaneously either did not see their turnover decrease, or were not trading at the time of the survey for reasons unrelated to the pandemic.

In summary, a majority of both Users and Non-Users took actions to protect jobs during the COVID-19 pandemic, though for Users the CJRS remained the most useful support for both continuation of operation and the protection of jobs. Whilst Users were more likely to make redundancies during the pandemic than Non-Users, the CJRS helped to ensure fewer redundancies were made.

## 5. Changes to and closure of the scheme

This chapter examines employers' experiences of changes to the CJRS policy, including employer contributions and the closure of the scheme. It then looks at employers' use of flexible furlough.

### Key Findings

- of Users who applied to the CJRS before July 2021, almost 9 in 10 (89%) said they were aware of the changes that HMRC introduced where employers were asked to contribute towards the cost of their furloughed employees' wages. Of the Users who were aware of the changes, 4 in 10 (40%) said they made changes of some kind as a result, including bringing furloughed staff back to work (24%) or re-opening their organisation after a period of closure (11%)
- flexible furlough was used by 4 in 10 Users (40%). Use of flexible furlough tended to be higher among Users that were negatively affected by the pandemic, such as those that saw a decline in their sales or funding (44%) and those that made redundancies during the period that the CJRS was operating (53%)

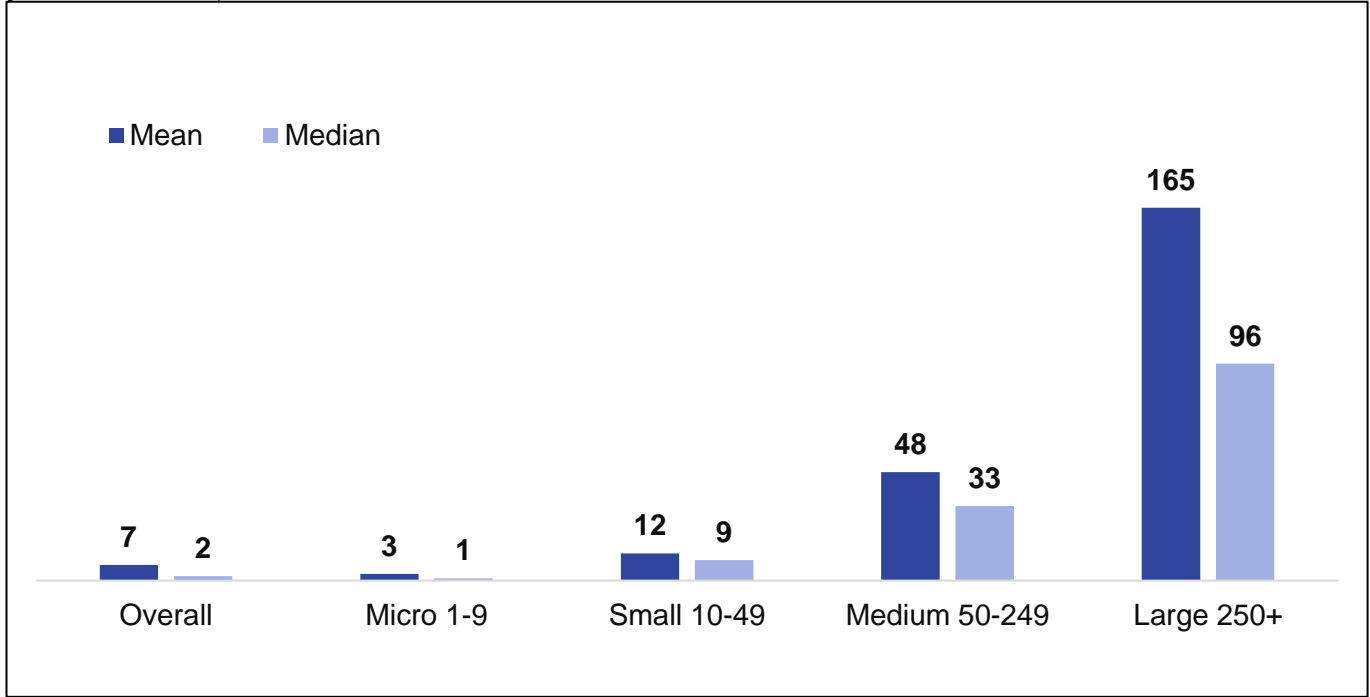
### 5.1 Returning staff to work

A number of changes to the CJRS were introduced by HMRC during the period in which it was available. A key objective of these changes was to encourage employers to bring staff back to work where it was safe and feasible to do so. Further changes took place from 1 July 2021. Prior to this date, Users were not obliged to pay towards the wages of furloughed staff with employers paying for part of their furloughed employees' unworked hours (initially 10%). This section explores the extent to which Users returned staff on furlough to work.

The survey explored how many employees on furlough had returned to work, either on a full-time or part-time basis, before the CJRS closed on 30 September 2021. Overall, most Users (82%) said that at least one employee had returned to work before the CJRS closed. Users in the manufacturing (89%) and human health and social work activities (88%) sectors were more likely to have at least one member of staff returned to work. Users were also more likely to say that at least one employee had returned to work if they had used government support in addition to the CJRS (85%), especially if they received government relief (89%).

Returning staff to work varied by size. Small (89%), medium (92%) and large (89%) Users were more likely to have returned staff to work, compared to micro Users (81%). Micro Users were most likely to have returned either no staff (18%) or more than three-quarters of their staff (41%) who had been placed on furlough to work, a reflection of the small number of employees overall. Figure 5.1 shows the mean and median number of staff that returned to work, by size band, among those that had any of their furloughed staff returning.

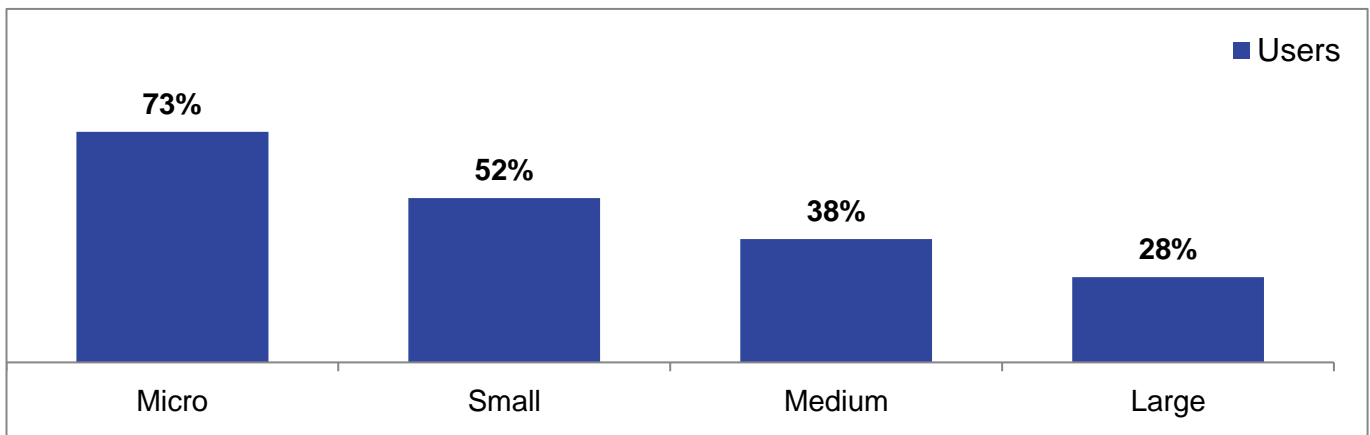
**Figure 5.1 Number of furloughed employees that had returned to work, either on a full-time or part-time basis, before the CJRS closed**



Base: All Users (4,860). Micro (3,036), small (937), medium (592) and large (240) Users  
 Q: In total, how many of your furloughed employees, if any, had returned to work, either on a full-time or part-time basis, before the scheme closed on 30 September 2021?

On average, Users said that 68% of their entire workforce had returned to work. This varied by size, as shown in Figure 5.2.

**Figure 5.2 Average proportion of each User’s workforce on furlough that had returned to work, either on a full-time or part-time basis, before the CJRS closed**



Base: All Users that gave an answer for the number of employees on furlough and number of employees that returned to work (4,110). Micro (2,656), small (781), medium (487) and large (186) Users  
 Q: In total, how many of your furloughed employees, if any, had returned to work, either on a full-time or part-time basis, before the scheme closed on 30 September 2021?

Overall, 1 in 7 Users (14%) had not returned any of their furloughed employees to work before the CJRS closed. This was more common among micro Users (16% compared to 6% of small, 3% of medium, and 2% of large Users). It was also more common in the information and communications (23%), arts,

entertainment and recreation (20%) and professional, scientific and technical activities sectors (19%). The findings suggest that some Users, including those in sectors that were less directly impacted by social distancing measures, continued to be adversely affected by the pandemic and remained in need of CJRS support.

Around 2 in 10 Users that made any redundancies during the time that the CJRS was operating (22%) said that they made some of these redundancies after 1 July 2021. The conditions of the CJRS changed on 1 July 2021, with employers paying for part of their furloughed employees' unworked hours, initially 10%, suggesting that the changes contributed to decisions to make employees redundant. Micro Users were more likely to say they had made redundancies after 1 July 2021 (25%), compared to small (18%), medium (11%) and large (13%) Users.

## 5.2 Changes to the CJRS policy – employer contributions

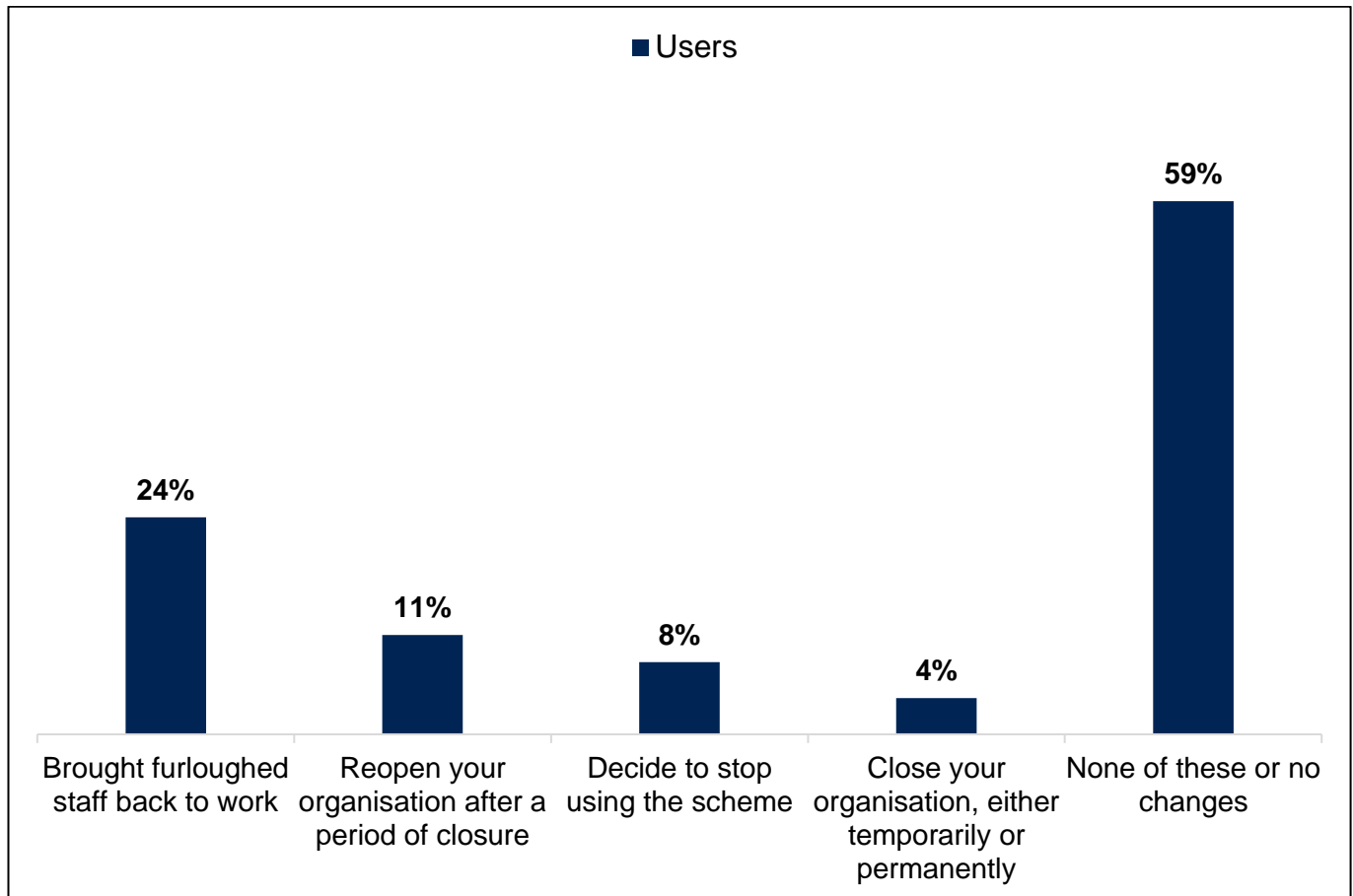
Of those Users who last applied for the CJRS before 1 July 2021, 9 in 10 (89%) said they were aware of the changes that were made on that date; specifically, that employers were asked to contribute towards the cost of their furloughed employees' wages, with the government contribution to the wages for hours not worked being 70% up to a cap of £2,187 per month.

Awareness was higher than average among Users in the arts, entertainment and recreation sector (95%), as well as for those in the information and communications (95%), and human health and social work activities (94%). Awareness was higher among Users that used flexible furlough (95% compared with 85% of other Users).

Users that were aware of the changes introduced to the CJRS in July 2021 were asked if they took any actions as a result. Of these Users, 4 in 10 (40%) said they made changes of some kind, most commonly bringing furloughed staff back to work (24%), re-opening their organisation after a period of closure (11%) or deciding to stop using the CJRS (8%). A small proportion (4%) said they closed their organisation, either temporarily or permanently, as shown in Figure 5.3.

There were differences by sector, with Users in the accommodation and food service activities (32%) most likely to say they brought furloughed staff back to work fully (compared with 24% on average). Users in these sectors were also more likely to say that they re-opened after a period of closure (25%), along with Users in the other services sector (17%). Micro Users were more likely to say they re-opened after a period of closure (12%), compared with small (7%) medium (5%) or large (5%) Users, though were in line with the average.

**Figure 5.3 Actions taken in response to changes to the CJRS introduced on 1 July 2021 – participants could select more than one answer**



Base: All Users aware of changes to the CJRS in July 2021 (3,463)

Q: And as a result of these changes, did your organisation do any of the following?

Chart includes top answers only.

### 5.3 Use of flexible furlough

Overall, 4 in 10 (40%) Users used flexible furlough. The use of flexible furlough tended to be higher among Users that were negatively affected by the pandemic. Specifically, its use was higher among Users that saw a decline in their sales or funding due to COVID-19 (44%), compared with those that saw an increase (29%) or experienced no change (31%). Users that made redundancies whilst the CJRS was available were also more likely to use flexible furlough (53% compared with 38% that made no redundancies). In addition, the use of flexible furlough was higher among Users that used government support other than the CJRS (44%), especially government relief (55%), and it was higher among Users that made internal changes to protect jobs (48%), especially changes to employees' contracts or work hours (59%).

Use of flexible furlough was more common among employers that claimed the CJRS for a larger number of employees. Micro Users were less likely to have used flexible furlough (37%), compared with large (60%) Users. Among employers who claimed the CJRS for fewer than 10 employees, only 36% used flexible furlough. By comparison, employers who claimed the CJRS for 250 or more employees, 81% used flexible furlough.

Users registered in Northern Ireland (52%) were more likely to have used flexible furlough. By sector, the use of flexible furlough was highest among Users in the education (55%), arts, entertainment and recreation (53%), human health and social work activities (49%) and accommodation and food services activities (47%). It was lowest among Users in construction (28%), the financial and insurance activities sector (30%), and real estate activities (30%).

In summary, most of the Users had brought back staff before flexible furlough was introduced in July 2021. Most of the remaining Users did not change the way they used the CJRS as a consequence of introducing flexible furlough.

## 6. Impact of the CJRS on saving recruitment costs

This section examines the impact of the CJRS on recruitment costs, by assessing whether the CJRS helped employers to avoid making redundancies, or helped to avoid future recruitment. The section also looks at the extent to which employees were continuously furloughed throughout the duration of the CJRS.

### Key Findings

- among Users that said they would have made staff redundant without the CJRS, more than 8 in 10 (84%) agreed that they would have had to make (more) employees redundant during the pandemic, and rehired the same or different employees later on
- of those that agreed they would have had to rehire, around 7 in 10 (68%) agreed that the CJRS had helped them to save money on recruitment costs
- almost 4 in 10 Users (35%) said that they had employees that were continuously furloughed for 12 months or longer, for most or all of the time that the CJRS was available

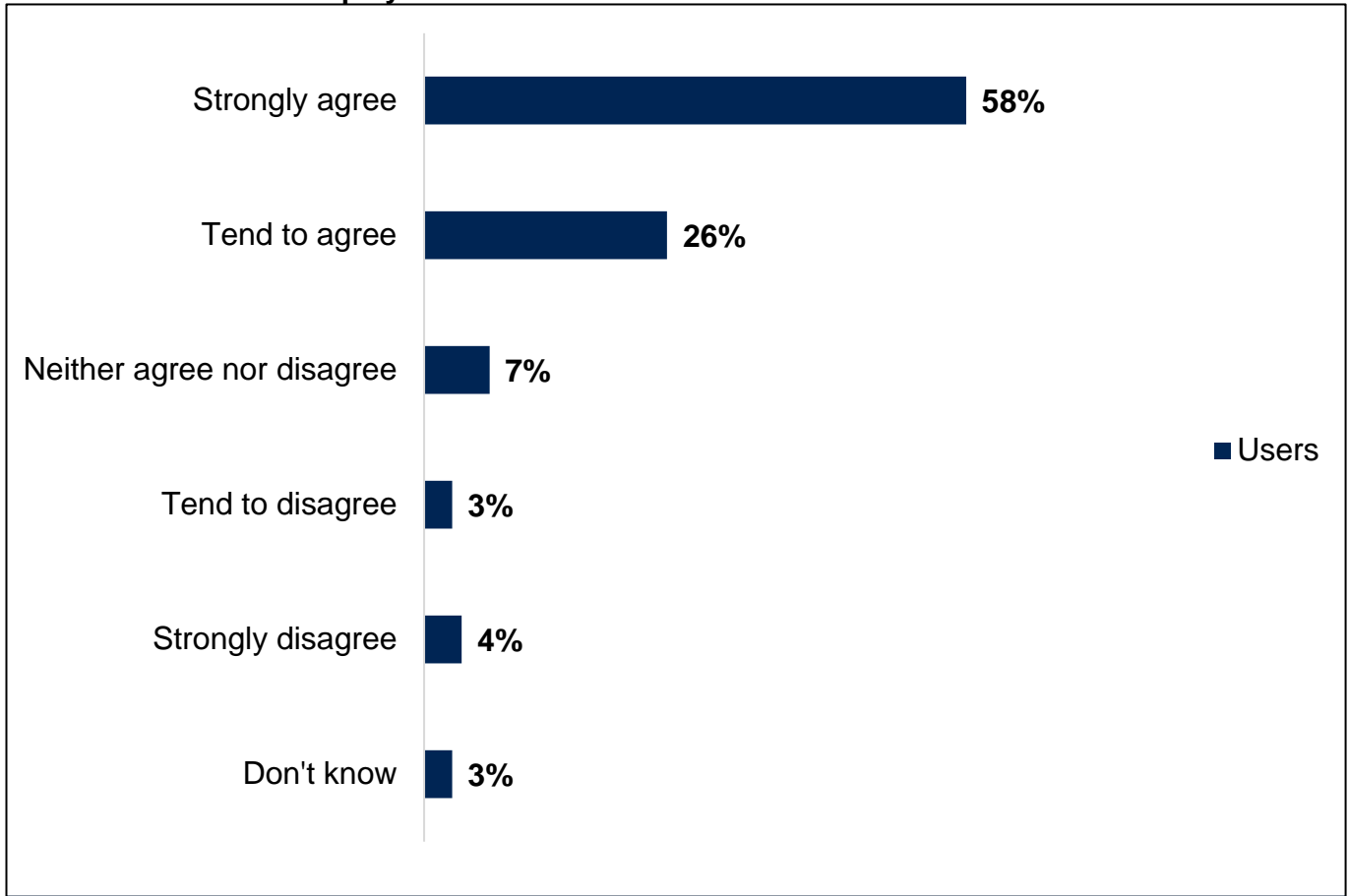
### 6.1 Impact of the CJRS on recruitment

Users were asked about the impact of the CJRS on saving future recruitment fees. Firstly, if Users said they would have made staff redundant without the CJRS, they were asked whether they would have had to make (more) employees redundant during the pandemic, and rehired the same or different employees later on. As Figure 6.1 shows, more than 8 in 10 Users (84%) agreed that they would have had to rehire, including 6 in 10 (58%) who strongly agreed, while 7% disagreed.

There was widespread agreement about the need to rehire in the future after making redundancies, with some minor variations. Small employers (87%) were more likely to agree that they would have had to make employees redundant during the pandemic, and rehired the same or different employees later on without the CJRS. By region, agreement was highest among Users registered in Northern Ireland (92%) and the East of England (89%).



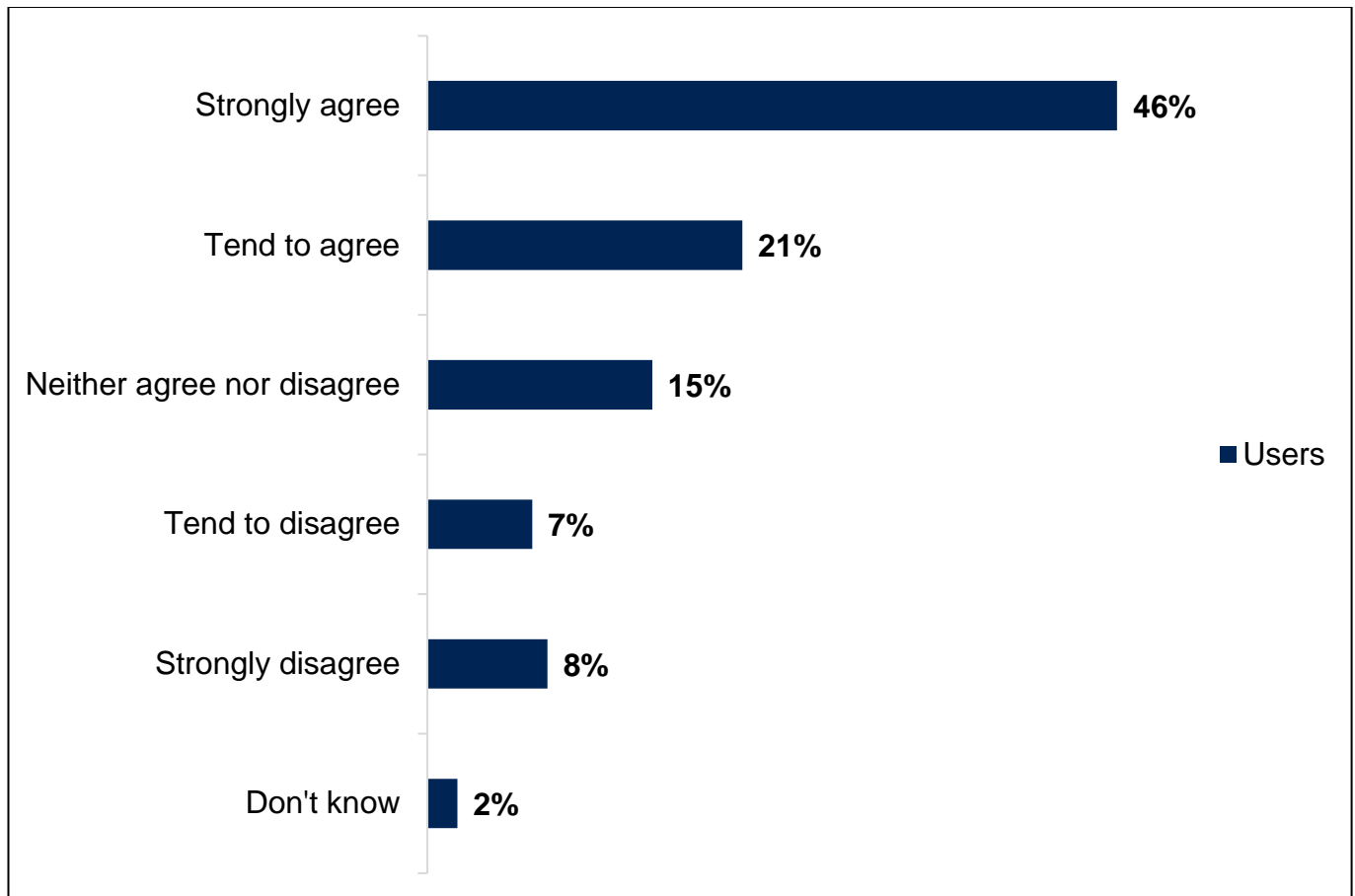
**Figure 6.1 Users agreement with the statement “Without the CJRS, your organisation would have had to make (more) employees redundant during the pandemic, and rehired the same or different employees later on”**



Base: All Users that said they would have made (more) staff redundant without the CJRS (2,642)  
 Q: To what extent, if at all, do you agree or disagree with the following statement: Without the CJRS, your organisation would have had to make (more) employees redundant during the pandemic, and rehired the same or different employees later on?

Users that agreed they would have had to rehire in the future were then asked whether the CJRS helped their organisation to save money on recruitment costs. As Figure 6.2 shows, around 7 in 10 (68%) agreed that the CJRS had helped them to save money on recruitment costs, including almost 5 in 10 (46%) who agreed strongly, while 15% disagreed. Micro Users (66%) were less likely to agree than small or medium (both 73%), though only small Users were significantly higher than average. Organisations with a turnover of less than £85,000 in 2021/22 were less likely to agree than those with a turnover of £1 million to £5 million (60% compared with 74%).

**Figure 6.2 Whether the CJRS helped Users to save money on recruitment costs**



Base: All Users that agreed they would have made (more) redundancies and then rehired staff at a later date (2,244)

Q: To what extent, if at all, do you agree or disagree that using the CJRS helped your organisation to save money on recruitment costs?

## 6.2 Preventing job losses that would have eventually been made

Almost 4 in 10 Users (35%) said that they had employees that were continuously furloughed for 12 months or longer, for most or all of the time that the CJRS was available (March 2020 to September 2021). Around 6 in 10 Users (59%) said they did not have any employees continuously furloughed, while 7% did not know.

Users were more likely to have employees continuously furloughed for 12 months or more if they had been trading for fewer than 5 years (44%) and if they had a low turnover in 2021/22 (42% with a turnover of less than £85,000). Users were also more likely to have employees continuously furloughed if they had used flexible furlough (45% compared with 27% of Users that did not use flexible furlough). There was a similar pattern for Users that had employees on furlough when the CJRS ended. This was higher among Users with a low turnover in 2021/22 (35% with a turnover of less than £85,000 compared with the User average of 28%) and among those that had used flexible furlough (37% compared with 21% of Users who did not use flexible furlough).

Users registered in London were most likely to say that they had employees that were continuously furloughed for 12 months or longer (42% compared with 35% on average). By sector, the proportion with employees continuously furloughed for 12 months or longer was highest among Users in the arts, entertainment and recreation sector (46%) and in administrative and support service activities (45%).

Users that had made redundancies during the pandemic were more likely to have employees continuously furloughed (42% compared with 33% that did not make any redundancies) and Users whose sales or funding had decreased during the pandemic were more likely to have employees continuously furloughed (39% compared with 23% of those who saw an increase or no change).

In summary, the CJRS support meant most Users did not have to make more employees redundant and then rehire them which, in turn, saved them money on their recruitment costs.

## 7. Conclusions

This report explored the extent to which the CJRS was effective in reducing the risk of permanent business closure, protecting jobs, and supporting employers that were affected by COVID-19.

Findings indicated that the impact of the pandemic was short term and flattened out over time. At the time of the wave 1 survey, around 2 in 10 Users were temporarily closed (23%), but this had fallen to 3% by the time of the wave 2 survey, with a further 3% permanently closed. Many Users that closed temporarily while receiving the CJRS had been able to re-open and continue trading. The impact of COVID-19 was the most common reason why both Users and Non-Users had stopped trading, either temporarily or permanently. The other main reasons were low demand and difficult business or economic conditions.

These findings suggest that the CJRS was being used by employers that were more in need of external support and that employers who used the CJRS were more likely to have been negatively impacted by COVID-19 than those who did not use the CJRS. Users were more likely to have temporarily or permanently closed at some point, while Non-Users were more likely to have continued operating throughout the pandemic. More Users than Non-Users also reported that their sales or turnover had declined. Certain types of employers like those in the arts, entertainment and recreation sector were more likely to be negatively impacted by COVID-19. They were also more likely to report a negative impact on their turnover and trading status and to put more of their employees on furlough. In terms of size, small Users were more likely to report a negative impact of COVID-19 and were more likely than large Users to report positive impacts from the CJRS. They were also more likely to say they would have closed permanently without the CJRS but were still trading at the time of the survey.

Most Non-Users did not apply for CJRS funding because they were unaffected by the pandemic. However, 2 in 10 Non-Users (21%) did not use the CJRS because they incorrectly did not think they were eligible to apply. These employers were more likely to report a decrease in sales or funding as well as a turnover in 2021/2022 of less than £85,000. Users were more likely than Non-Users to have taken other actions to protect the jobs of their employees, including using government support in addition to the CJRS, and making internal changes to protect jobs. Among Users who took other actions, the CJRS was seen as the most helpful measure for the business to continue operating and to protect jobs.

The CJRS had a positive impact on enabling employers to continue trading. Without the CJRS funding, many Users anticipated closing their business permanently (but were still trading at the time of the survey), which may have affected the jobs of around 2 million employees. This number increased between wave 1 and wave 2, indicating that the CJRS offered continued support to employers that were most negatively affected by the pandemic. However, a minority of Users reported that they would have continued to operate at normal pre-COVID-19 levels without the CJRS funding.

Most Users had not made any staff redundant due to the impact of COVID-19. The CJRS had an impact on reducing the number of additional redundancies that Users would have made in the absence of this support. The impact was strongest for Users who were most affected by the pandemic, including Users in the accommodation and food services sector and arts, entertainment and recreation sector.

Among Users that said they would have made staff redundant without the CJRS, the majority agreed that the CJRS had helped them to save money on recruitment costs, by preventing the need to rehire staff to replace staff who were made redundant.

In total, the CJRS prevented job losses for around 21% of the overall User workforce, equivalent to around 4.4 million jobs. This is the combined number of employees who either would have been made redundant or whose employer would have closed permanently without the CJRS.

# Our standards and accreditations

Ipsos' standards and accreditations provide our clients with the peace of mind that they can always depend on us to deliver reliable, sustainable findings. Our focus on quality and continuous improvement means we have embedded a "right first time" approach throughout our organisation.

## ISO 20252

This is the international market research specific standard that supersedes BS 7911/MRQSA and incorporates IQCS (Interviewer Quality Control Scheme). It covers the five stages of a Market Research project. Ipsos was the first company in the world to gain this accreditation.

## Market Research Society (MRS) Company Partnership

By being an MRS Company Partner, Ipsos endorses and supports the core MRS brand values of professionalism, research excellence and business effectiveness, and commits to comply with the MRS Code of Conduct throughout the organisation. We were the first company to sign up to the requirements and self-regulation of the MRS Code. More than 350 companies have followed our lead.

## ISO 9001

This is the international general company standard with a focus on continual improvement through quality management systems. In 1994, we became one of the early adopters of the ISO 9001 business standard.

## ISO 27001

This is the international standard for information security, designed to ensure the selection of adequate and proportionate security controls. Ipsos was the first research company in the UK to be awarded this in August 2008.

## The UK General Data Protection Regulation (GDPR) and the UK Data Protection Act (DPA) 2018

Ipsos is required to comply with the UK GDPR and the UK DPA. It covers the processing of personal data and the protection of privacy.

## HMG Cyber Essentials

This is a government-backed scheme and a key deliverable of the UK's National Cyber Security Programme. Ipsos was assessment-validated for Cyber Essentials certification in 2016. Cyber Essentials defines a set of controls which, when properly implemented, provide organisations with basic protection from the most prevalent forms of threat coming from the internet.

## Fair Data

Ipsos is signed up as a "Fair Data" company, agreeing to adhere to 10 core principles. The principles support and complement other standards such as ISOs, and the requirements of Data Protection legislation.