Study on the effects of COVID 19 and lockdown in Italy, Spain, and United Kingdom

First wave

Funded and conducted by Open Evidence, Universitat Oberta de Catalunya spin-off, in collaboration with BDI Schlesinger Group with researchers of various universities*

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A study in three waves in three countries

The study aims at assessing the effects of Covid-19 and lockdown in three consecutive waves:

• The first completed between April 24th and May 1st: results presented in this document;
• The second launched May 1st and May 9th: results completed by May 18th;
• The third will be launched May 10th and completed by May 17th: results completed by May 23rd

For three consecutive weeks the same 1000 participants (see Sample characteristics at the Methodological notes p.11) will answer survey questions and take part to three randomised experiments. In all three waves for all three countries we measure (see details at pp. 24-25):

• Socio-demographic and socio-economic variables;
• Health status and behaviour in relation to susceptibility to Covid-19;
• Vulnerability factors for mental health such as for instance: type of dwelling, living conditions, loss of job or closure of own business, loss of revenues, etc.;
• The mental health status using a scale tested in the relevant literature;

It is a unique dataset for it combines information on health, socio-economic status, psychological conditions, exposure to shocks, actual and future behaviours. Ethical approval was obtained on April 22nd 2020 from the Universitat Oberta de Catalunya Ethics Committee.

First wave: rationale and objectives

The public and scientific debates on Covid-19 are characterised, among others, by the following themes:

• Whether currently health currently is more important than the economy;
• Whether governments communication is adequate;
• Also very well-known epidemiologists have warned about the collateral damage that lockdown will have on citizens’ mental health;
• Need to measure population susceptibility to Covid-19.

With the results of the first wave:

• Using a list experiment to control for the Social Desirability Bias (SDB) of answers (see Methodological notes p.12), we assess participants agreement with two contested statements for brevity summarised as follows:
  o Deal also with the economy!
  o Stop with restrictive measures without a clear exit plan!
• We produce a prediction of the % of population whose mental health is at risk because of structural and contingent vulnerability factors;
• We are producing a prediction of the % of population at risk of Covid-19.
Key highlights

- In Spain more than 60% think than even now health is not more important than the economy, the percentages of agreement are similar in UK and higher in Italy. In all three countries more than 65% of the sample think the government should provide citizens with a clear plan of return to normality and not only impose restrictive measures;
- Training an algorithm on the data about vulnerability factors, we can predict that the percentage of population whose mental health is at risk is: 46% in Spain, 41% in Italy, and 42% in the UK;
- We are currently training the algorithm to produce the same prediction as above for the % of the population at risk of Covid-19.
- As a term of comparison, we present descriptive graphs with regard to risk of Covid-19 along three dimensions: susceptibility, vulnerability, and behavioural change.

Dealing with the economy

In all three countries a large majority of participants agree with the statement that “government should not focus only in preventing contagion but also in avoiding a major economic crisis”. Support for this statement is higher in Italy. Social Desirability Bias is sizeable in Italy and the UK and is smaller in Spain, probably reflecting the degree of debate polarisation in the three countries.
Communication to citizens

With regard to the statement that “the government should not only communicate citizens what to do to adhere to the safety measures, but also explain clearly how it is planning the way out”, there is wide support and less Social Desirability Bias. The support is highest in the UK and high in Spain, just a bit less in Italy.

![Graph showing communication support by country and method]

Source: Study on the effects of COVID 19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)

Mental health status

The figure below, reports only 1 of the 8 items of the scale used to measure mental health. It gives a worrying picture as in all countries the majority of the population has been depressed for some time and only around 40% has never felt depressed (Spain 67% vs. 33%; Italy: 59% vs. 41%; UK 57% vs. 43%). The other 7 elements of the scale confirm this situation.

![Table showing mental health status by country and duration]

Source: Study on the effects of COVID 19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)
Mental health at risk for more than 40%

Being unemployed, living with more person, having children of school age at home, experiencing a stressful event (i.e. losing job), and loss of earning are positively correlated with, and increase psychological stress and its impact on mental health. On the contrary, are negatively correlate with, and decrease stress level having a relatively higher household income, owning his/her own house without a mortgage to pay, having a relatively large living area, being able to pay bills for some time.

Training an algorithm (random forest) on the data gathered on vulnerability factors, we can make a prediction on the percentage of the population whose mental health is at risk. This is defined as including those who are above a psychological stress index calculated using the cited vulnerability factors. The values, thus, found are projected to the entire population stratifying ex post by gender, age, and region. As shown in the graph the percentage at risk is 41% in Italy, 46% in Spain, and 41% in the UK.
Mental health vulnerability factors

### Income

<table>
<thead>
<tr>
<th>Country</th>
<th>150.000 Euro or above</th>
<th>50.000 Euro – 149.999 Euro</th>
<th>30.000 Euro – 49.999 Euro</th>
<th>10.000 Euro – 29.999 Euro</th>
<th>9.999 Euro or below</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>31%</td>
<td>25%</td>
<td>44%</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>UK</td>
<td>30%</td>
<td>25%</td>
<td>34%</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Italy</td>
<td>15%</td>
<td>28%</td>
<td>41%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Overall</td>
<td>19%</td>
<td>28%</td>
<td>40%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Source: Study on the effects of COVID 19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)

### Occupational status

<table>
<thead>
<tr>
<th>Country</th>
<th>Student</th>
<th>Other</th>
<th>Retired</th>
<th>In search of job</th>
<th>Employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>66%</td>
<td>15%</td>
<td>31%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>UK</td>
<td>64%</td>
<td>13%</td>
<td>32%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Italy</td>
<td>59%</td>
<td>16%</td>
<td>28%</td>
<td>8%</td>
<td>12%</td>
</tr>
<tr>
<td>Overall</td>
<td>63%</td>
<td>13%</td>
<td>28%</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: Study on the effects of COVID 19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)

### Type of dwelling occupied by the household

<table>
<thead>
<tr>
<th>Country</th>
<th>Other form of tenure</th>
<th>In usufruct</th>
<th>For rent, sublet or leasing</th>
<th>Own, we are paying it</th>
<th>Own, fully paid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>26%</td>
<td>34%</td>
<td>20%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>UK</td>
<td>31%</td>
<td>32%</td>
<td>22%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>Italy</td>
<td>37%</td>
<td>31%</td>
<td>54%</td>
<td>41%</td>
<td>41%</td>
</tr>
<tr>
<td>Overall</td>
<td>28%</td>
<td>30%</td>
<td>28%</td>
<td>28%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Source: Study on the effects of COVID 19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)
Study on the effects of Covid-19 and lockdown in Italy, Spain, and United Kingdom

Source: Study on the effects of COVID-19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)

**Paying bills**

<table>
<thead>
<tr>
<th>Country</th>
<th>Overall</th>
<th>Spain</th>
<th>UK</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months or more</td>
<td>22%</td>
<td>22%</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>4-5 months</td>
<td>28%</td>
<td>31%</td>
<td>31%</td>
<td>33%</td>
</tr>
<tr>
<td>2-3 months</td>
<td>26%</td>
<td>32%</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>1 month or less</td>
<td>17%</td>
<td>12%</td>
<td>16%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: Study on the effects of COVID-19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)

**Stressful events**

<table>
<thead>
<tr>
<th>Event</th>
<th>Overall</th>
<th>Italy</th>
<th>UK</th>
<th>Spain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease in earning or income</td>
<td>51%</td>
<td>42%</td>
<td>55%</td>
<td>56%</td>
</tr>
<tr>
<td>Forced to stay at home (in shelter)</td>
<td>35%</td>
<td>49%</td>
<td>35%</td>
<td>77%</td>
</tr>
<tr>
<td>Had to homeschool child(ren)</td>
<td>30%</td>
<td>34%</td>
<td>28%</td>
<td>43%</td>
</tr>
<tr>
<td>Had to fill application for unemployment subsidy or other government sponsored support</td>
<td>13%</td>
<td>19%</td>
<td>11%</td>
<td>23%</td>
</tr>
<tr>
<td>Unable to access health care when needed</td>
<td>15%</td>
<td>15%</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>Lost your employment (job or livelihood)</td>
<td>11%</td>
<td>17%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Unable to get access to sufficient food</td>
<td>16%</td>
<td>16%</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>Sought help or support from charities or other non-governmental organizations</td>
<td>9%</td>
<td>12%</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Sought to get tested for COVID-19</td>
<td>10%</td>
<td>8%</td>
<td>7%</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: Study on the effects of COVID-19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)
The three dimensions of exposure to COVID-19

### Behavioural responses

- Behaviours after Covid-19 outbreak (tried to be tested, visit a doctor or medical centre, etc.)

### Susceptibility

- Various measures of health status (long-standing illness, long-term medical treatment, etc.)

### Vulnerability

- Potential exposition to virus for impossibility of isolation (work, caring for elderly parents, etc.)

#### Susceptibility factors

- **Long-term medical treatment**: Overall 29%, Italy 25%, UK 22%, Spain 25%
- **Long-standing illness**: Overall 32%, Italy 31%, UK 27%, Spain 22%
- **Bad health condition**: Overall 26%, Italy 21%, UK 22%, Spain 18%

Source: Study on the effects of COVID-19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)
Vulnerability

Source: Study on the effects of COVID-19 and lockdown in Italy, Spain, and United Kingdom (First wave), Open Evidence (2020)
Methodological notes

Sample characteristics

To reach 1,000 participants per wave, the first wave gathered more than 3,000 individuals per country using a random sample extracted from international online panel. The target population in each country population aged 18-75. Ex ante quota (adjusted ex post) for gender, level of education, residential type and geographic area were included. The following table summarises the information for the first wave.

<table>
<thead>
<tr>
<th>Country</th>
<th>Sample</th>
<th>Margin error (95%)</th>
<th>Starting day</th>
<th>End day</th>
<th>Duration (min)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPAIN</td>
<td>3524</td>
<td>1.65</td>
<td>24/04/2020</td>
<td>01/05/2020</td>
<td>11.1</td>
</tr>
<tr>
<td>UK</td>
<td>3541</td>
<td>1.65</td>
<td>24/04/2020</td>
<td>29/04/2020</td>
<td>10.7</td>
</tr>
<tr>
<td>ITALY</td>
<td>3545</td>
<td>1.65</td>
<td>24/04/2020</td>
<td>01/05/2020</td>
<td>10.0</td>
</tr>
</tbody>
</table>

Social Desirability Bias (SDB)

It is well-known that in survey, despite anonymity, on issues where there are social norms or that are at the centre of a public debate, participants do not choose the answers they actually prefer but that those they think are socially acceptable. This the Social Desirability Bias (SDB).

In the context of Covid-19 the debate on the relative importance of health versus the economy and on how governments are communicating, a SDB could distort the picture if questions are posed directly only.

To neutralise and quantify the SDB we have used a list experiment and proceeded as follows. We selected at random three subsamples of participants and we asked them to write how many statements they agree with:

- One group (control) is asked four statements, without the controversial ones;
- The second group is asked the same set as control with the first controversial statement;
- The third group is asked the same set as control plus the second controversial statement;

We add a further group, which is asked direct questions, i.e. which statement do they agree with. In this way comparing the control with either group we detect the share of people who agree with the statement in each country, and by comparing this share with the direct response, we can estimate the SDB.
**Questionnaire**

1) How old are you?
   __ years old

2) What is your sex?
   a) Female  
   b) Male  
   c) Other

3) What is the highest level of education you have completed?
   a) Primary school or less
   b) High school
   c) Some years of university (not completed)
   d) University degree completed
   e) Post-graduate (master, PhD, other)

4) What is your marital status?
   a) Single (never married)
   b) Married
   c) In a domestic relationship
   d) Divorced
   e) Widowed

5) What is your household (yearly) income?
   a) Below 10.000 Euro
   b) 10.000 Euro - 29.999 Euro
   c) 30.000 Euro - 49.999 Euro
   d) 50.000 Euro - 149.999 Euro
   e) 150.000 Euro or above

6) Which of the following best describe the area of your primary residency?
   a) Urban
   b) Suburban
   c) Rural

7) Which of the following situations best describes your current labor market status?
   a) Employed
   b) In search of job
c) Student  

d) Retired  

e) Other (no work/no search/no study, housekeeper, disabled non-working person)

8) Which of the following occupations best describes you current prevalent activity?

a) DIRECTORS: Directors, Executives, Directors of a company  

b) BUSINESSMEN, HOLDERS OF ACTIVITIES: Entrepreneurs, small companies or holders of activities  

c) INTELLECTUAL PROFESSIONALS, SCIENTISTS: Physicians, Chemists, Statisticians, Computer Scientists, Engineers, Architects, Biologists, Veterinarians, Pharmacists, Doctors, Dentists, Specialists in management, commercial and banking sciences, Lawyers, Solicitors, Notaries, Magistrates, University Professors (ordinary and associate), Specialists in economic, sociological, psychological, artistic, political, philosophical and literary sciences, Journalists  

d) TEACHERS: Upper and lower secondary school teachers  


f) EMPLOYEES: Administrative employees, secretarial staff, accountants, employees in direct contact with the public, cashiers, counter employees  

g) TRADERS OR SERVICES: Wholesalers and managers of wholesale and retail sales, Office workers and similar, Hotel service providers and similar, Waiters, Gunsmiths, Sports, recreational and cultural service providers, Hairdressers, Beauticians, Traffic Police, State Police, Firemen, Private security guards  

h) ARTISTS: Artisans, Plumbers, Electricians, Tilers, Installers, Mechanics, Appliance Repairers, Goldsmiths, Decorators, Tailors, Bakers, Carpenters, Butchers, Fruit and Vegetable Makers  

i) SPECIALIZED WORKERS: Specialized workers  

j) FARMERS: Farmers and agricultural workers, Breeders, Fishermen  

k) MACHINE WORKERS AND DRIVERS: Industrial plant operators, founders, assembly line workers, general workers, drivers, carpenters  

l) UNSKILLED PROFESSIONS: Bailiffs, Doormen, Warehouse Keepers, Delivery Workers, Street Vendors, Litter Bins, Street Sweepers, Launderers, Garages, Farmers, Craftsmen and similar workers  

m) ARMED FORCES: Military of all orders and ranks  

9) What is the type of dwelling occupied by your household?

a) Own, fully paid  

b) Own, we are paying it
c) For rent, sublet or leasing

d) In usufruct

e) Other form of tenure (untitled possession, de facto occupant, collective property, etc.)

10) What is the useful living area of your home? (It is understood by useful living area, that included within the exteriors of the house, including the common spaces).

______________ squared meters (m²).

11) How many people usually live in your household?

a) Adult men (age 18 and above) [   ] persons

b) Adult women (age 18 and above) [   ] persons

c) Boy children (age 3 - 17) [   ] persons

d) Girl children (age 3 - 17) [   ] persons

e) Babies (boy) (age under 3) [   ] persons

f) Babies (girl) (age under 3) [   ] persons

12) Are there other persons not living in your household because they are currently working away from home?

a) Yes [   ] persons

b) No

13) How many children are of school age in your household?

a) [   ] children 3-11 y.o.

b) [   ] children 12-18 y.o.

14) What behavior(s) have you adopted in response to COVID-19 outbreak? In case it applies, please select more than one item.

a) Hand washing

b) Limiting exiting home.

c) Cover coughs/sneezes

d) Cleaning surfaces daily

e) Staying home when sick

f) Working from home

g) Nothing

h) Wearing face mask

i) Changing / cancelling travel plans

j) Making family / communication plans

k) Stocking up home supplies and medicine

15) How much would the following factors prevent you from fully isolating yourself?
a. Need to earn an income
   a) Very Unlikely
   b) Somewhat Unlikely
   c) Somewhat Likely
   d) Very Likely
b. Need to care for others outside your home, such as elderly parents
   a) Very Unlikely
   b) Somewhat Unlikely
   c) Somewhat Likely
   d) Very Likely
c. Don’t want to miss certain social events / gatherings
   a) Very Unlikely
   b) Somewhat Unlikely
   c) Somewhat Likely
   d) Very Likely
d. Urge to practice sports
   a) Very Unlikely
   b) Somewhat Unlikely
   c) Somewhat Likely
   d) Very Likely
e. Need to leave the house for some time (for family tensions, psychological stress, boredom)
   a) Very Unlikely
   b) Somewhat Unlikely
   c) Somewhat Likely
   d) Very Likely

15) If you lose your job, for how long do you believe you could pay your bills?
   a) 1 month or less
   b) 2-3 months
   c) 4-5 months
   d) 6 months or more

16) Over the past week, have any of the following events happened to you?
   a. Forced to stay at home (in shelter)
      a) Yes
b) No

b. Lost your employment (job or livelihood)
   a) Yes
   b) No

c. Decrease in earning or income
   a) Yes
   b) No

d. Had to homeschool child(ren)
   a) Yes
   b) No

e. Unable to access health care when needed
   a) Yes
   b) No

f. Unable to get access to sufficient food
   a) Yes
   b) No

g. Sought to get tested for COVID-19
   a) Yes
   b) No

h. Had to fill application for unemployment subsidy or other government sponsored support
   a) Yes
   b) No

i. Sought help or support from charities or other non-governmental organizations
   a) Yes
   b) No

17) How is your health in general?
   a) Very good
   b) Good
   c) Neither good nor bad
   d) Bad
   e) Very bad

18) Do you have any long-standing illness or health problem?
   a) Yes
b) No
19) Are you undergoing a long-term medical treatment?
   a) Yes
   b) No

20) Do you have or have you ever had any of the following health problems?
   a) Diabetes
   b) An allergy
   c) Asthma
   d) Hypertension (high blood pressure)
   e) Long-standing troubles with your muscles, bones and joints (rheumatism, arthritis)
   f) Cancer
   g) Cataract
   h) Migraine or frequent headaches
   i) Chronic bronchitis, emphysema
   j) Osteoporosis
   k) Stroke, cerebral hemorrhage
   l) Peptic ulcer (gastric or duodenal ulcer)
   m) Chronic anxiety or depression

21) Is someone close to you, currently experiencing long-term illness or disability?
   a) Yes
   b) No

22) Are you taking care of such a person?
   a) Yes
   b) No

23) As result of COVID-19 outbreak?
   a. Have you visited a doctor?
      a) Yes
      b) No
   b. Have you called a doctor and/or your health care center?
      a) Yes
      b) No
   c. Have you contacted any phone number to reach the health authorities?
      a) Yes
      b) No
24) How many times did you visit a doctor during the last 12 months, before the COVID-19 outbreak?
   a) A few times
   b) Once
   c) Never

25) How often have you been bothered by the following over the past seven days?
   a) Felt down, depressed, or hopeless about the future
      i) Most or all the time (5-7 days)
      ii) Occasionally or a moderate amount of time (3-4 days)
      iii) Some or a little of the time (1-2 days)
      iv) Rarely or none of the time (less than 1 day)
   b) Felt little interest or pleasure in doing things
      i) Most or all the time (5-7 days)
      ii) Occasionally or a moderate amount of time (3-4 days)
      iii) Some or a little of the time (1-2 days)
      iv) Rarely or none of the time (less than 1 day)
   c) Felt nervous, anxious or on the edge
      i) Most or all the time (5-7 days)
      ii) Occasionally or a moderate amount of time (3-4 days)
      iii) Some or a little of the time (1-2 days)
      iv) Rarely or none of the time (less than 1 day)
   d) Had trouble falling or staying asleep, or sleeping too much
      i) Most or all the time (5-7 days)
      ii) Occasionally or a moderate amount of time (3-4 days)
      iii) Some or a little of the time (1-2 days)
      iv) Rarely or none of the time (less than 1 day)
   e) Felt bad about yourself – or that you are a failure or have let yourself or your family down
      i) Most or all the time (5-7 days)
      ii) Occasionally or a moderate amount of time (3-4 days)
      iii) Some or a little of the time (1-2 days)
      iv) Rarely or none of the time (less than 1 day)
   f) Had troubles concentrating on things
      i) Most or all the time (5-7 days)
ii) Occasionally or a moderate amount of time (3-4 days)
iii) Some or a little of the time (1-2 days)
iv) Rarely or none of the time (less than 1 day)
g) Had a physical reaction when thinking about the outbreak
   i) Most or all the time (5-7 days)
   ii) Occasionally or a moderate amount of time (3-4 days)
   iii) Some or a little of the time (1-2 days)
   iv) Rarely or none of the time (less than 1 day)
h) Feeling tired or having little energy
   i) Most or all the time (5-7 days)
   ii) Occasionally or a moderate amount of time (3-4 days)
   iii) Some or a little of the time (1-2 days)
   iv) Rarely or none of the time (less than 1 day)

26) How has your wage/earnings been affected after the COVID-19 outbreak?
   a) No change, full pay
   b) Reduced pay
   c) My contract was terminated
   d) My business has closed temporarily or definitely
   e) Not paid by the company, government is subsidizing pay
   f) Not paid by company, employee takes unpaid leave
   g) Not paid, spending my savings/helped by acquaintances.

[condition on answer to 7 being a-d]

27) Has your employer taken any actions at the plants/offices as a result of the COVID-19 outbreak?
   a) Yes, closed plants/offices
   b) No, but monitoring closely
   c) No, they do not intend to close any facilities

28) Which of the following arrangements has your employer taken, or is taking, in response to the COVID-19 outbreak? In case it applies, please select more than one item.
   a) Disseminated protective gear (i.e., hand sanitizer, masks, gloves) for employees to use at their discretion
   b) Arranged for temperatures to be checked at the workplace
   c) Arranged special flexible working hours (i.e., reduced operating hours)
d) Requested self-quarantine for employees who have traveled within the last 14 days  

e) Required self-quarantine for employees who have traveled within the last 14 days  

f) Cancelled all international travel  

g) Cancelled all domestic travel  

h) Cancelled only non-essential travel to countries where there are confirmed cases of the coronavirus  

i) Implemented a shift schedule to rotate staff and minimize the number of people at the worksite  

j) Addressed employee’s psychological stress  

k) Conducted internal survey, interview or focus groups to understand what employees are thinking and feeling  

l) Captured informal information to better understand employee’s state of mind  

m) Enhanced cleaning and sanitizing efforts across facilities  

n) Allowing employees to use their paid time off in whatever manner is most convenient to them  

o) Providing employees with a “work from home” playbook of best practices we know to be effective  

p) Distributed a series of checklists and FAQ’s regarding our company’s approach to health and wealth  

q) Established a private hotline for employees to alert the company to their potential infection in order to encourage self-disclosure