



Smith & Wilkinson 2020 Remote Work Survey

In response to countless conversations with leaders of community financial institutions (FI's) during the COVID-19 lockdown about what returning to the workplace will look like, we decided to put data behind the question of "What are other institutions planning to do?" We were thrilled with the response that the survey received, with CEO's and senior Human Resources executives from 57 FI's taking the time to weigh in on what remote work looked like at their institutions pre-COVID, during the lockdown, and what they anticipate it will look like as organizations prepare to return part, or all, of their workforce to the office. Surveyed FI's were asked to identify by institution type, asset size, and to describe the markets that they serve, as well as to select the likelihood that certain roles would be considered for remote work post-pandemic.

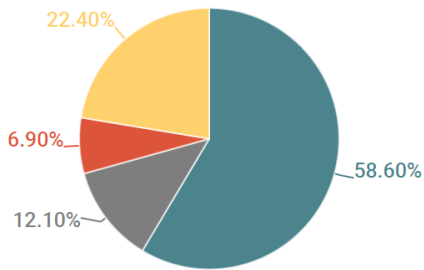
What the data indicates is that:

- 96% of institutions reported having between 0-10% of their staffs remote pre-COVID. Pre-COVID, reporting institutions of all institution types, asset size, and markets served viewed remote work as an exception or an as needed accommodation, for example to support an employee with special medical needs or retain a key staff member who relocated out of the area.
- During the lockdown, in many cases FI's transitioned up to 100% of their office and administrative staff to remote work and were encouraged by how seamless the transition was. Summarizing the commentary, the lesson was "It can be done when necessary."
- Post-COVID, while it doesn't appear that there will be a seismic shift in the operating model for community FI's, there is a broad openness to considering more positions and a greater percentage of the overall workforce for remote work in the future. An industry that was predominately traditional in its approach to remote work will likely experience a meaningful transition. Only 33% of institutions anticipate having 0-10% of their workforces remote post-reopening, down from 96%. Additionally, 18% anticipate having 50% of their workforces remote, and 11% anticipate having 75% of their workforce remote, a significant increase from before this experience.
- That said, what both the data and the commentary indicate is that while there will very likely be some changes to the community FI workplace, those changes will not be as drastic as those reported in other industries. Many respondents feel that the role of the community financial institution is in the community, and that that is only accomplished in-person. One comment pointed out that "Our business model won't change once we are beyond these temporary conditions," and another that "Old habits are hard to break."
- The biggest variance in the data in anticipated work from home post-COVID is in those institutions that describe their market served as Suburban. 93% of Suburban institutions had 0-10% remote pre-COVID; only 22% of the same institutions anticipate returning to the same model. Further, 77% of Suburban institutions anticipate having between 25-75% remote post-COVID.
- Not surprisingly, staff-level roles are anticipated to be much more likely to be optionally remote than C-Suite leadership roles. 66% of respondents felt it was "likely" that some Finance & Accounting staff would be remote in the future, and 60% thought it was "likely" that both Compliance and Lending staff would be remote as well.

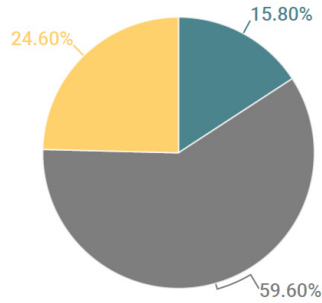
We hope that you find these results as interesting as we do, and that in some small way they help you navigate the "new-normal" of remote work post-COVID.

Institutions Reporting (57)

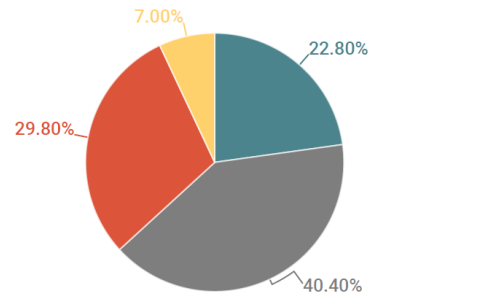
Institution



Market



Asset Size



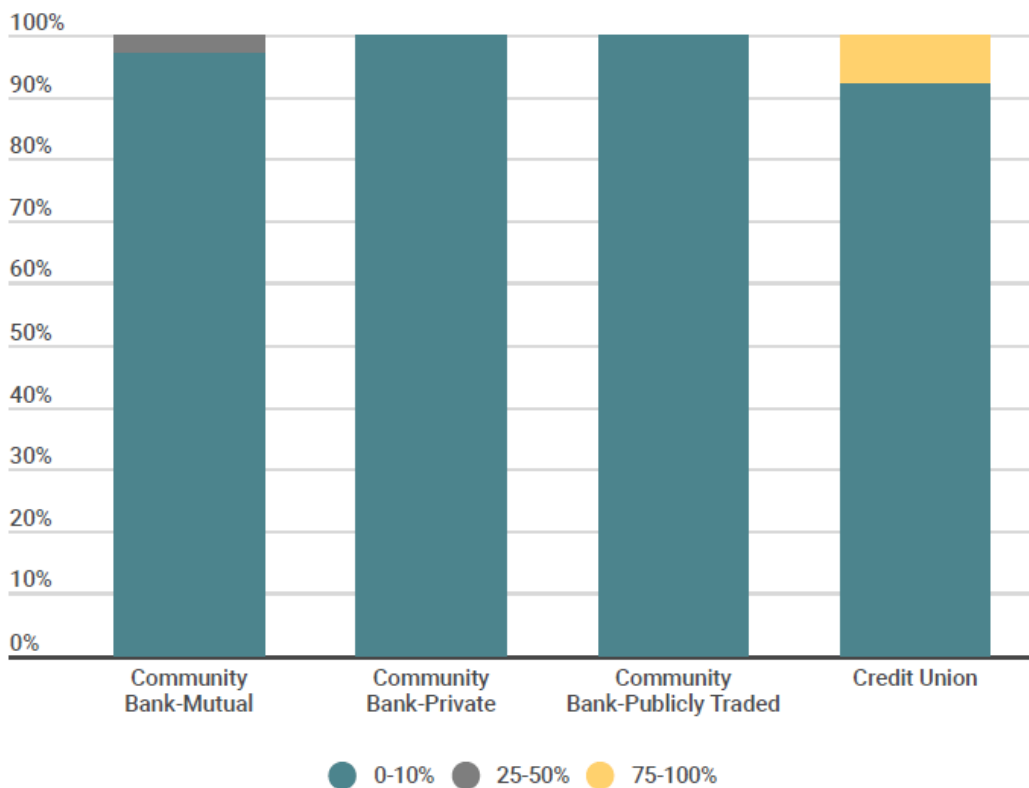
● Community Bank-Mutual
 ● Community Bank-Public
● Community Bank-Privately Held
 ● Credit Union

● Urban
 ● Suburban
 ● Rural

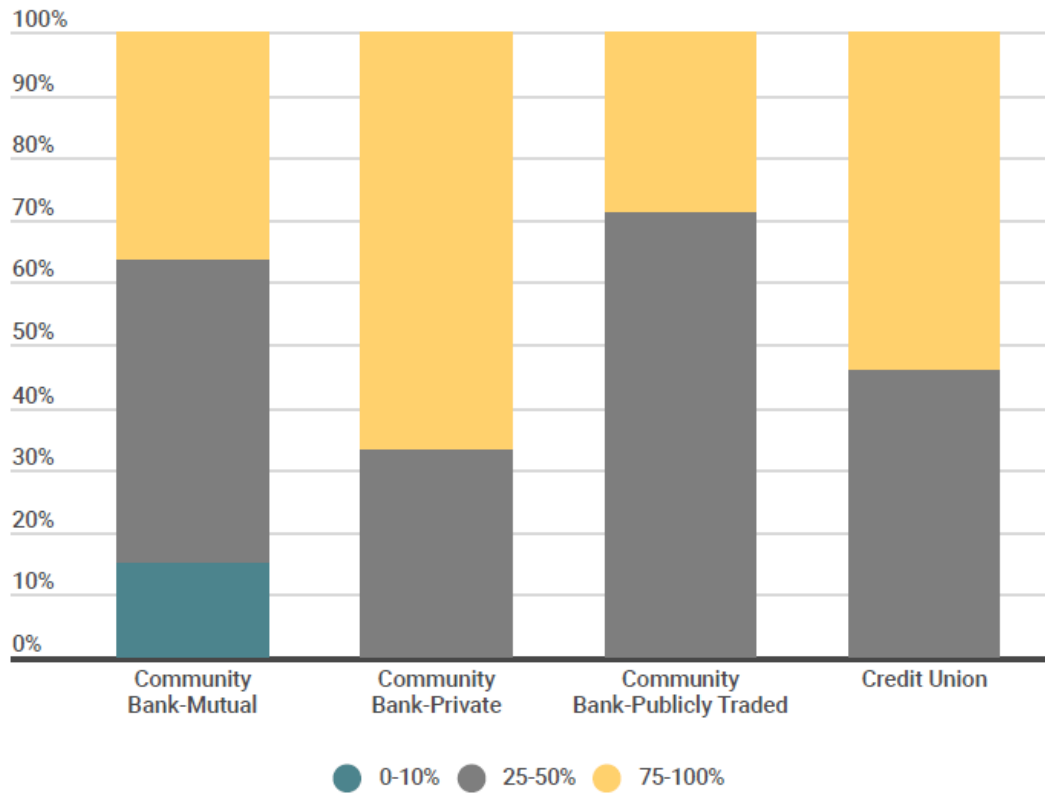
● Under \$500M
 ● \$500MM-\$1B
 ● \$1B-\$5B
 ● Over \$5B

Institution Type

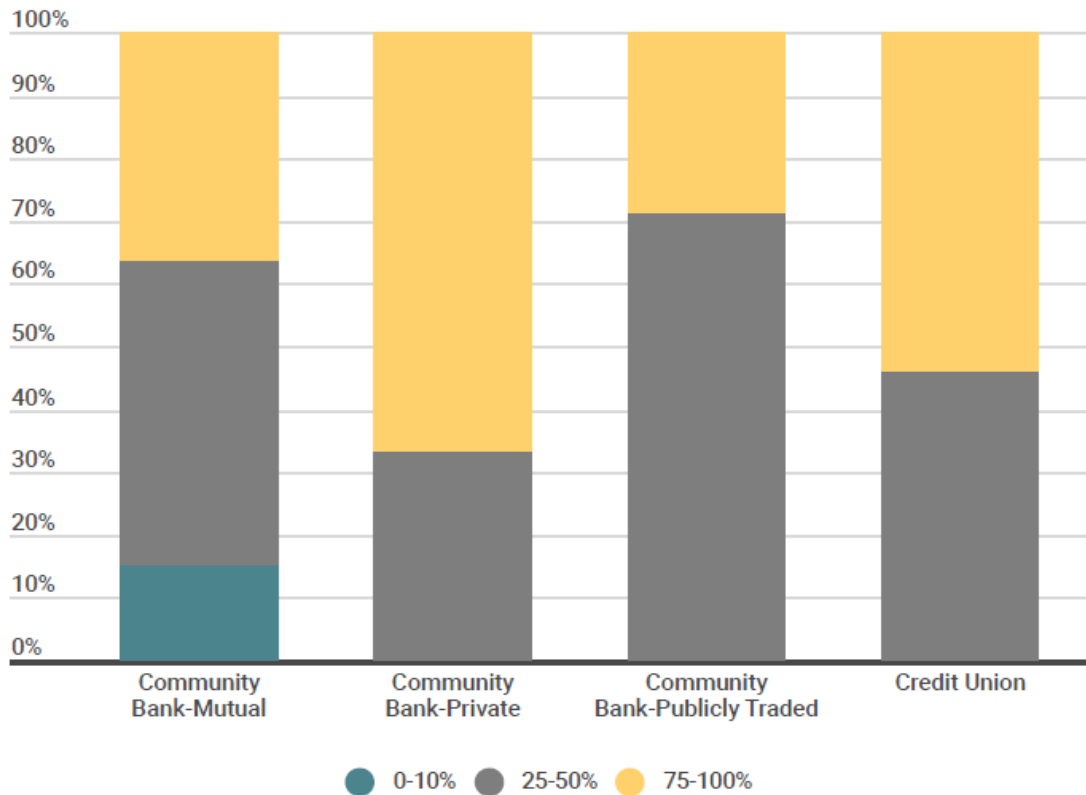
Percentage of Employees Working Remote Pre-Covid-19



Percentage of Employees Working Remote During Covid-19

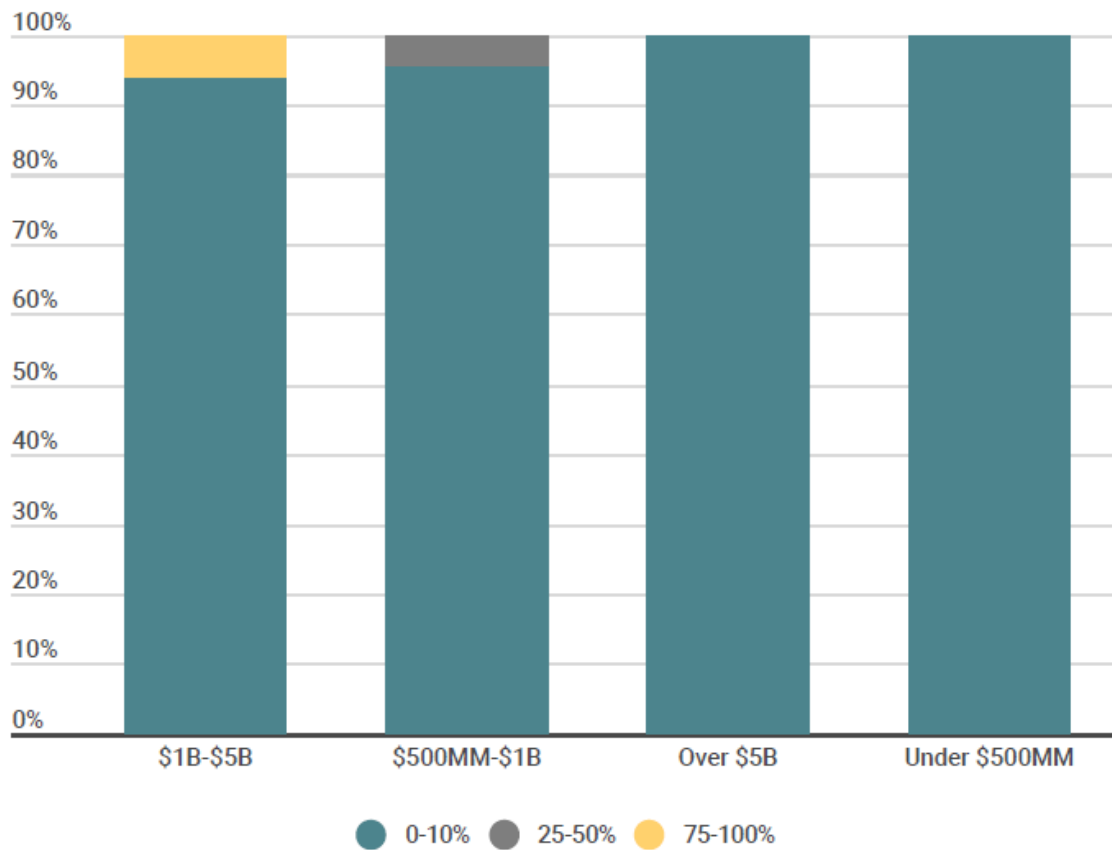


Anticipated Remote Employees post-COVID-19

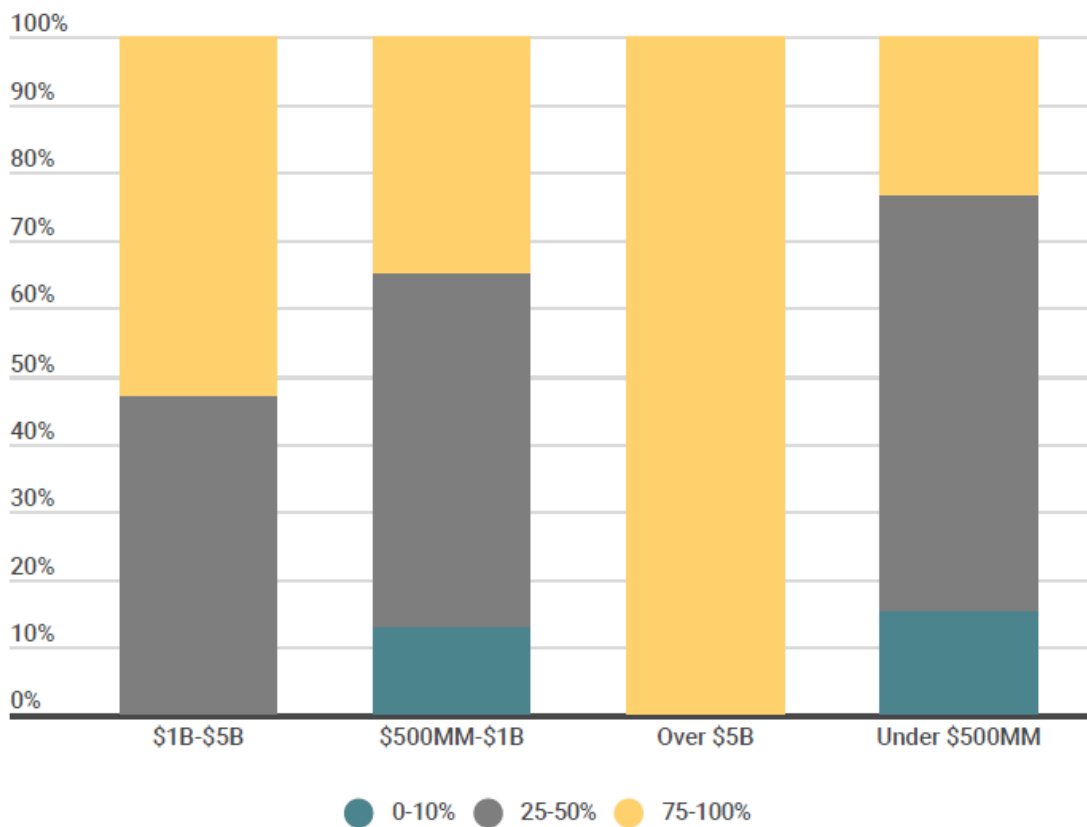


Asset Size

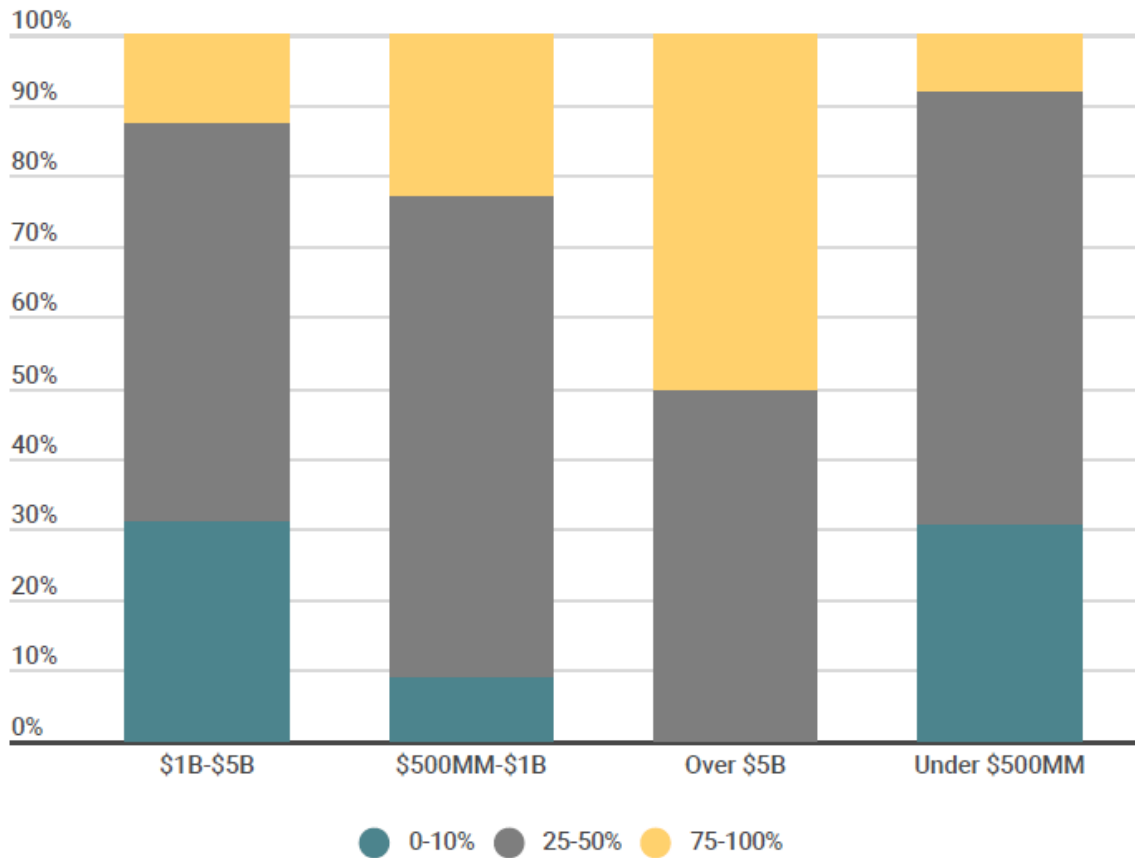
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Percentage of Employees Working Remote During Covid-19

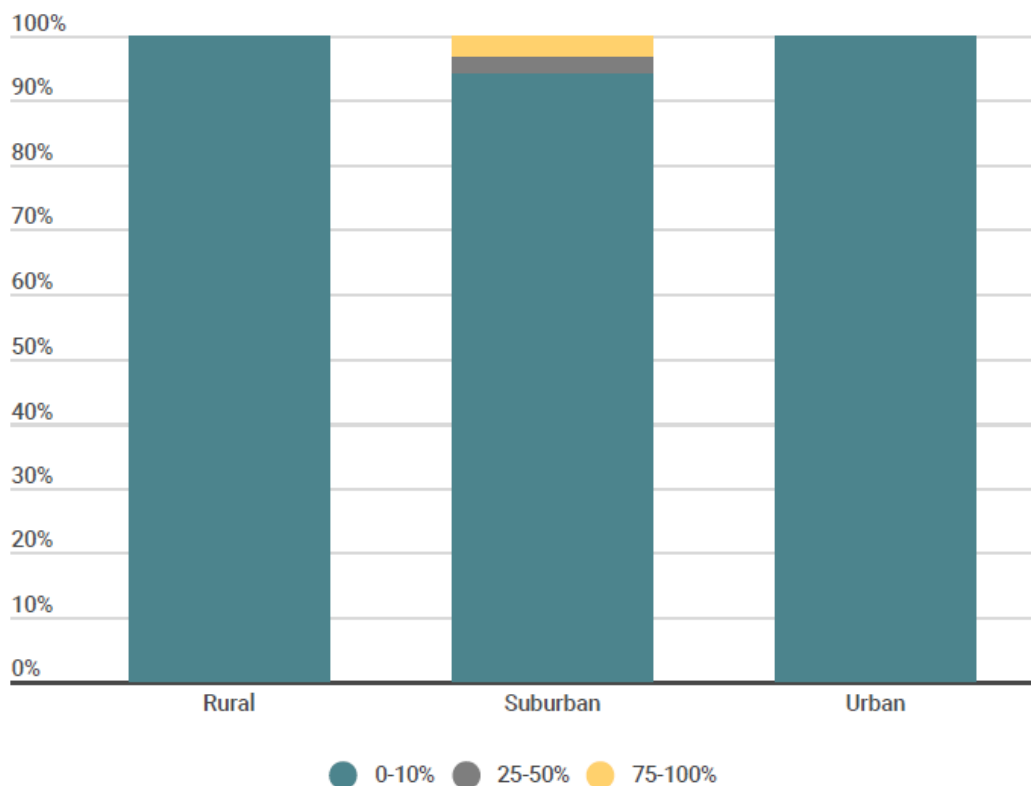


Anticipated Remote Employees post-COVID-19

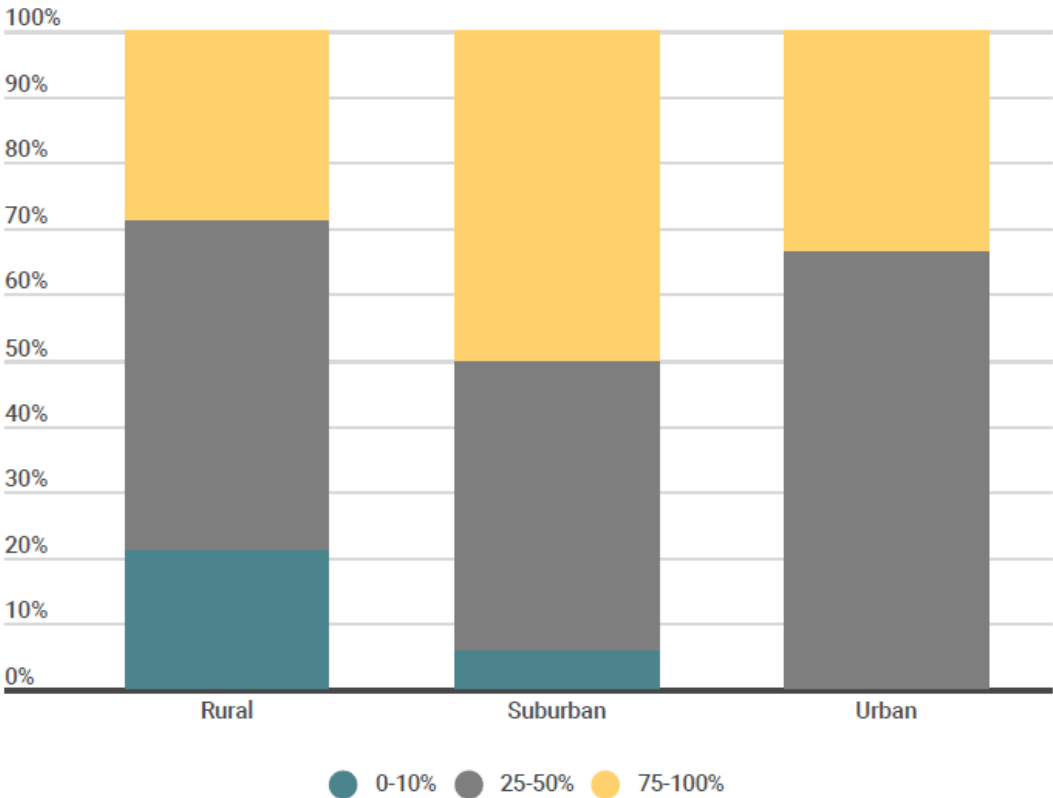


Market Type

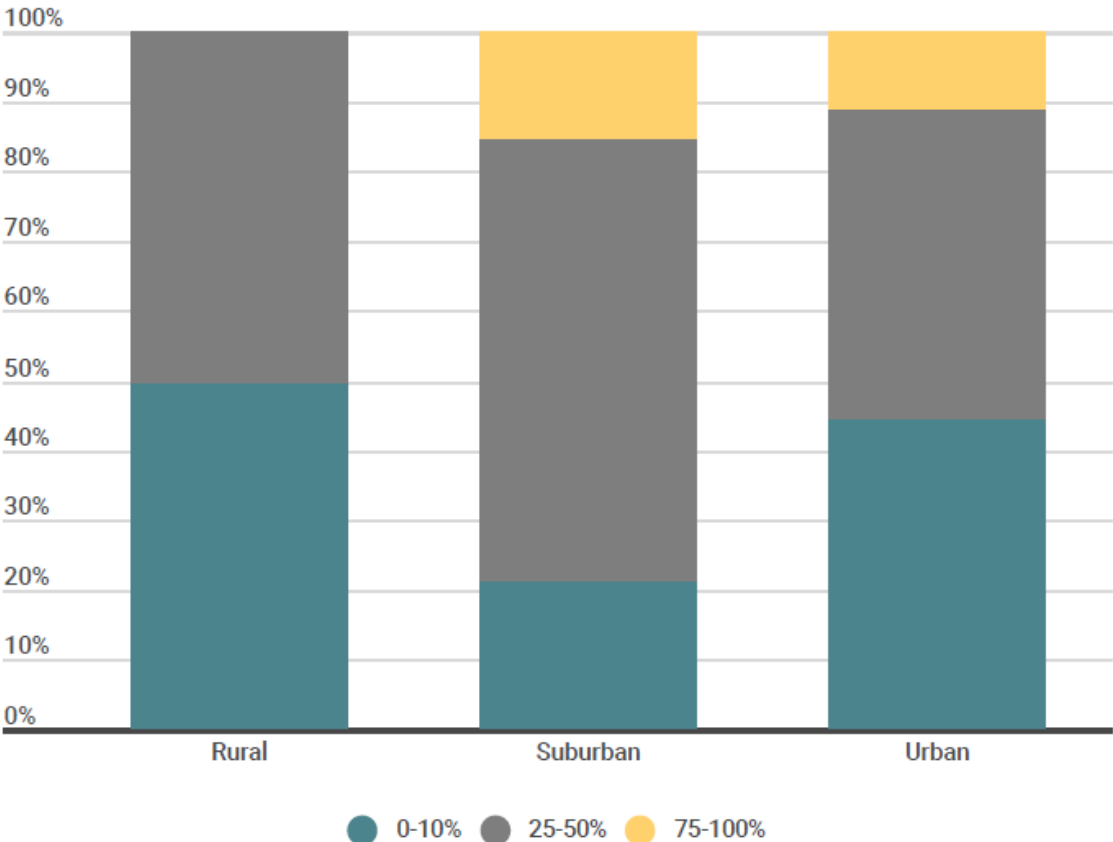
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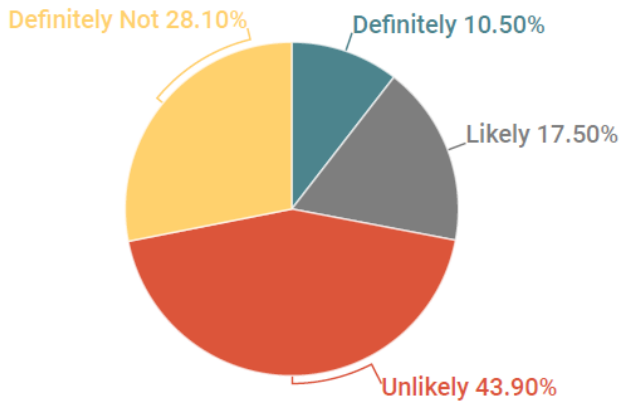


Anticipated Remote Employees post-COVID-19



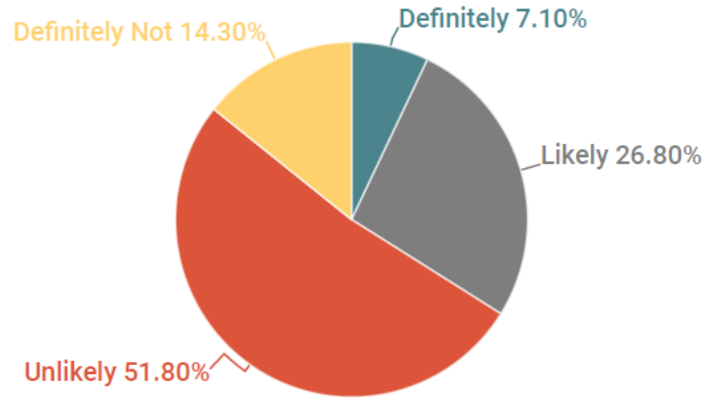
Likelihood of Working Remote In the Future

CEO



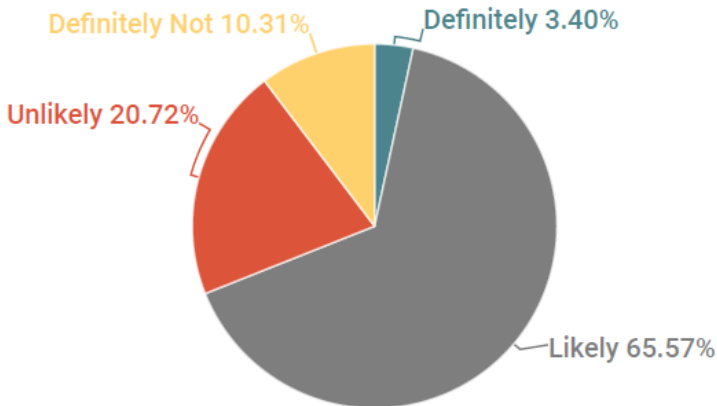
● Definitely ● Likely ● Unlikely ● Definitely Not

CFO



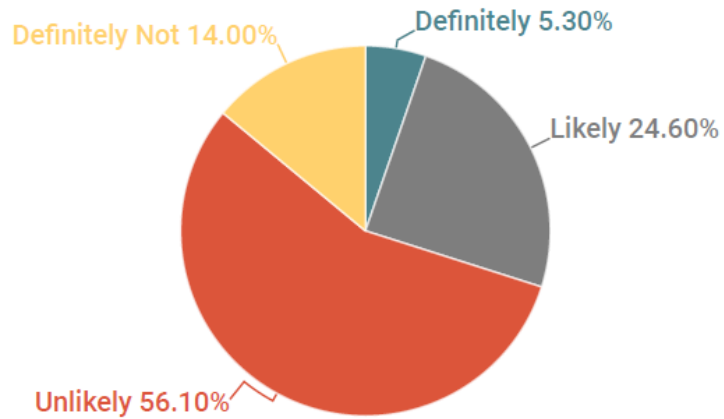
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Finance & Accounting Staff



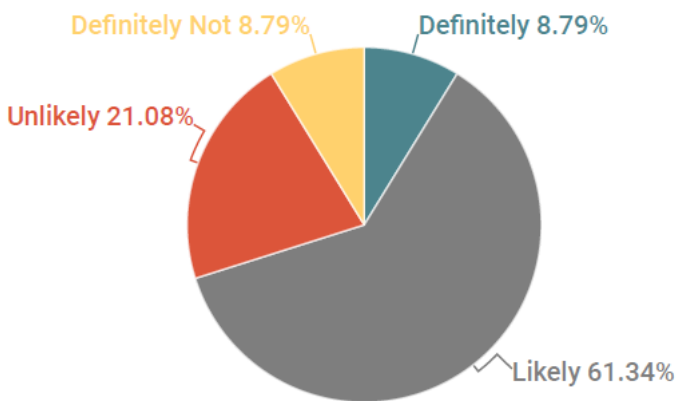
● Definitely ● Likely ● Unlikely ● Definitely Not

Chief Lending Officer



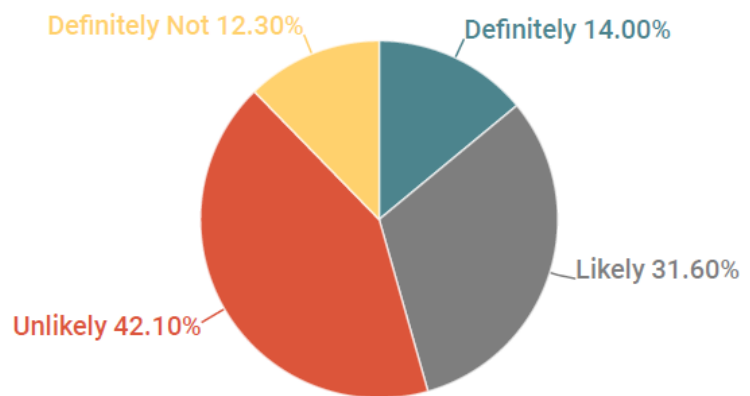
● Definitely ● Likely ● Unlikely ● Definitely Not

Lending Staff



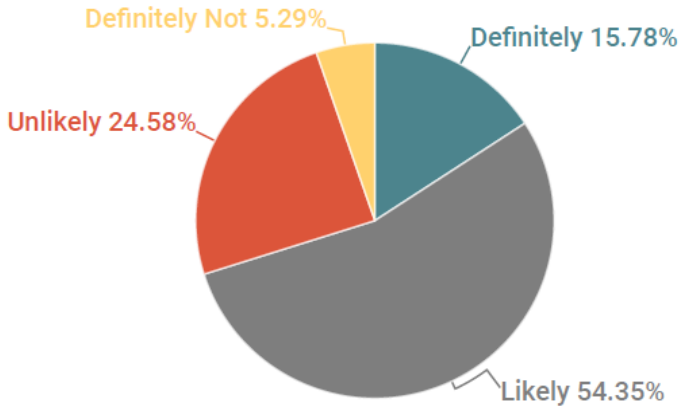
● Definitely ● Likely ● Unlikely ● Definitely Not

Lead Technology Executive



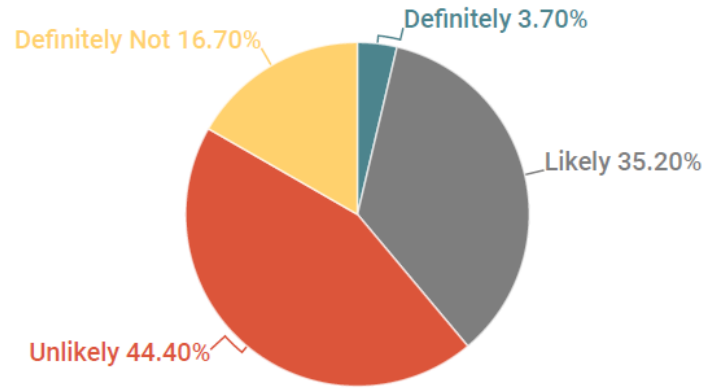
● Definitely ● Likely ● Unlikely ● Definitely Not

Technology Staff



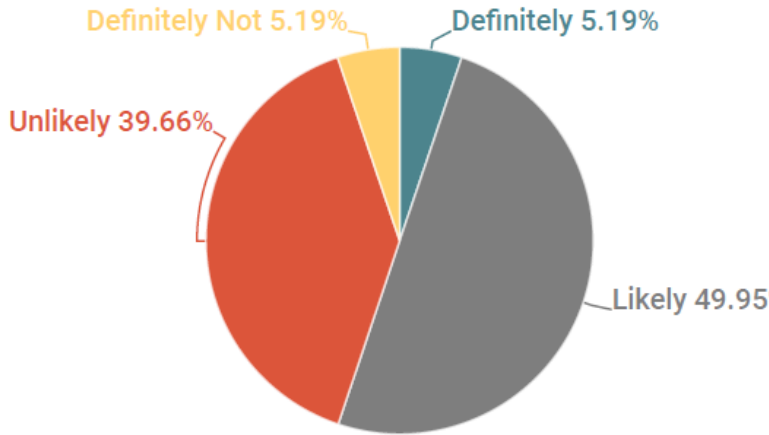
Definitely Likely Unlikely Definitely Not

Lead Operations Executive



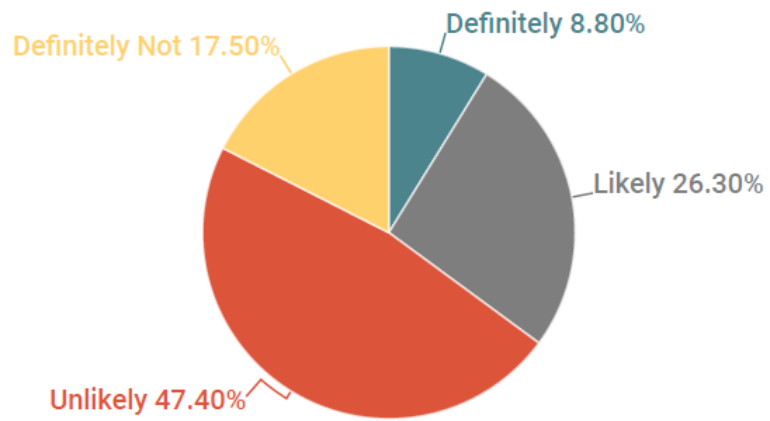
Definitely Likely Unlikely Definitely Not

Operations Staff



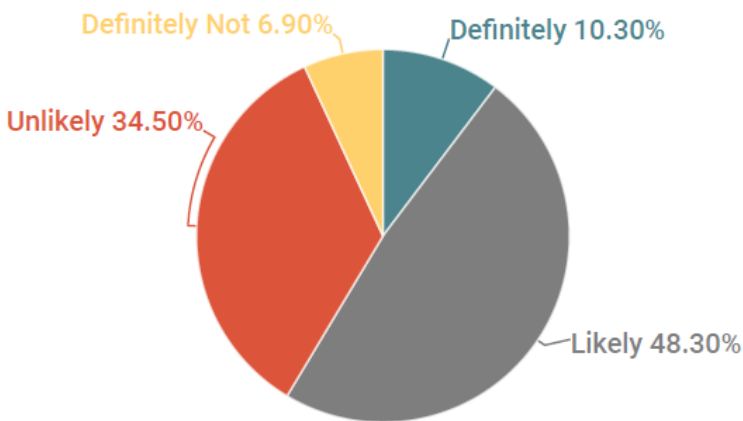
Definitely Likely Unlikely Definitely Not

Chief Human Resource Officer



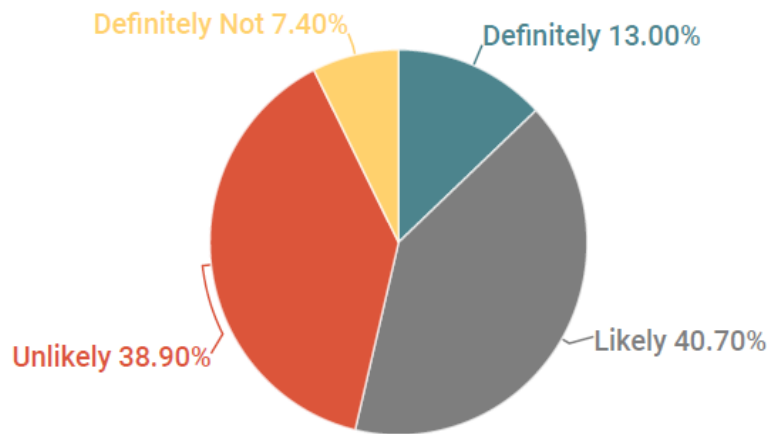
Definitely Likely Unlikely Definitely Not

Human Resources Staff



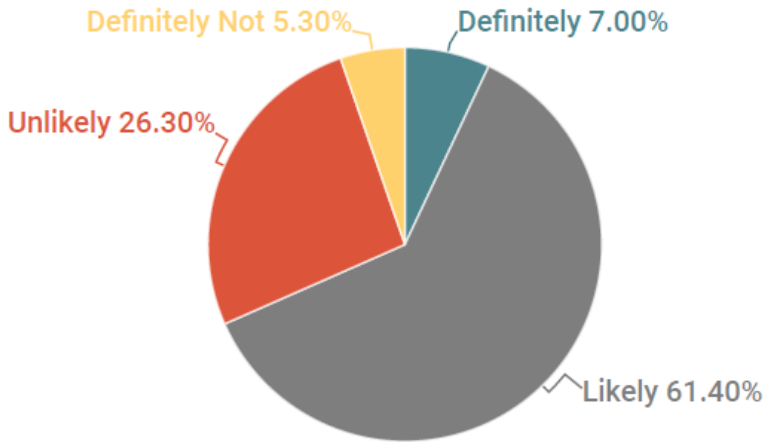
Definitely Likely Unlikely Definitely Not

Lead Compliance Executive



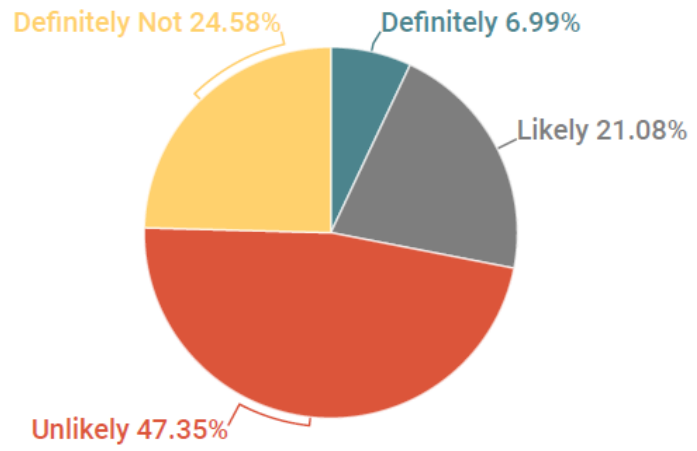
Definitely Likely Unlikely Definitely Not

Compliance & Risk Management Staff



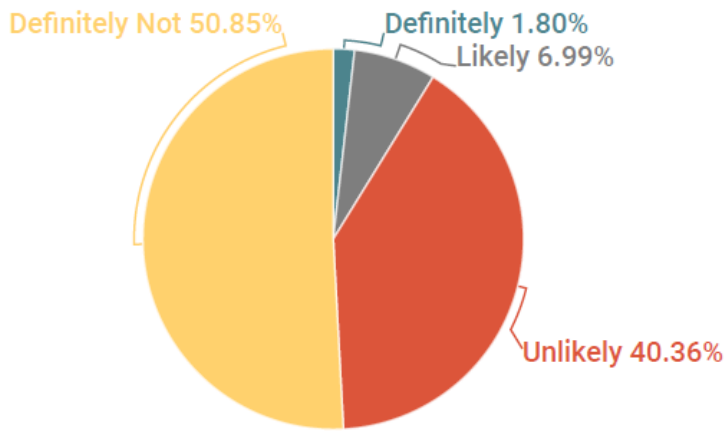
● Definitely ● Likely ● Unlikely ● Definitely Not

Lead Retail Banking Executives



● Definitely ● Likely ● Unlikely ● Definitely Not

Retail Banking Staff



● Definitely ● Likely ● Unlikely ● Definitely Not