

A large, abstract network graph composed of numerous small, semi-transparent blue dots connected by thin lines, forming a complex web-like structure that serves as the background for the entire slide.

COVID-19 Workplace Leadership Survey

Qualitative Deep-Dive, May 2020 Summary Report

COVID-19 Workplace Leadership Survey Qualitative Deep-Dive



“Everyone in a complex system has a slightly different interpretation. The more interpretations we gather, the easier it becomes to gain a sense of the whole.” Margaret Wheatley

The aim of this paper is to give voice to workplace people leaders so their experiences can provide insight and learning into what COVID-19 upheaval can teach us about leading self, our teams and our businesses into the future.

COVID-19 Global Spread Timeline



Survey Context

This survey provides a glimpse into the COVID-19 leadership experience as it unfolds.

By April 12, 2020 there were more than 2.15 million recorded cases of COVID-19 globally and upwards of 144,000 deaths. What began as a health crisis was fast becoming an economic catastrophe.

The pressure for workplace leaders to reinvent in order to keep businesses financially afloat, coupled with the fear of how many jobs may be lost, while also attempting to maintain some

sense of business-as-usual is no small task. The toll professionally and personally is great and will continue to impact into the unforeseeable future.

These are indeed unprecedented and heightened times. This survey provides a glimpse into the COVID-19 leadership experience as it unfolds, rather than a retrospective of what was. The timing is deliberate. There will be unlimited time in future to reflect on what was.

However, social research tells us that our ability to recall events accurately is poor at best. We embellish, fill in gaps and sense-make in our retelling of our own experiences.

The hope is that this timely pulse-check will serve as valuable insight into what transpired during the greatest global upheaval of our time.

Two-thirds of Australian businesses reported a drop in revenue while one in 10 businesses paused trading altogether.

Source: ABS, 2020

*"Leadership is an art and
not so much a science."*

Survey Content

140 workplace people leaders took part in answering twenty-seven questions regarding their leadership experience and reflections in the midst of COVID-19 restrictions and the resulting shadow of an uncertain future.

Respondent Demographics

Ninety percent of responding leaders were based in Australia with the remaining 10 percent from across the globe: USA, Canada, United Kingdom, Malaysia, Turkey, Singapore, New Zealand, Fiji and India.

The level of leadership included C-Suit, chairs, presidents, senior executives, general managers, senior managers, mid-level managers, team leaders, public servants, business owners and

Principal operators from global organisations with over 45,000 employees to micro businesses with one employee. The average business size was 2,500 employees.

The leaders managed teams ranging from one Direct Report to divisions of 750. Most teams were within a range of 5 to 20 members, with an average team size of 20 overall.



Source: CLCentre COVID-19 Leadership Survey

COVID-19 Brought Rapid Change

The biggest shift in the way we work and lead came from the requirement to socially isolate.

Social isolation compelled businesses to work remotely and leaders to manage teams and workflow from afar.

Workplace leaders noted a 60 percent increase in business conducted virtually; a rise from around 20 percent pre-COVID to nearly 80 percent during COVID.

With the edict: *If you can work from home, you must work from home*, suddenly people were setting up home offices and facing into the challenges of working remotely in lockdown. Video

conferences, online meetings, assured privacy and remote access suddenly became possible in ways that seemed unworkable previously.

Concerns of trust and productivity for leading teams with no direct oversight from management, shifted to concerns of wellbeing, stress, fear and uncertainty. Wellbeing and connection quickly became key focus areas for managers everywhere and at all levels. Where we work, how we work and what it means to lead a team and manage a business took on new meaning and intensity.



Business Conducted Virtually

During COVID-19

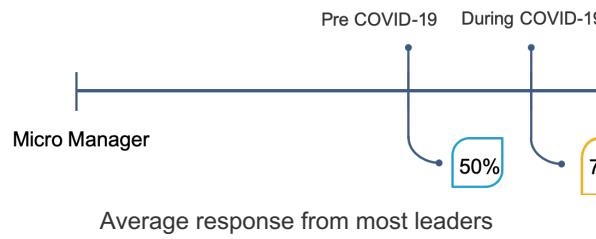
79%

Pre COVID-19 21%

Source: CLCentre COVID-19 Leadership Survey

80%
Working from home

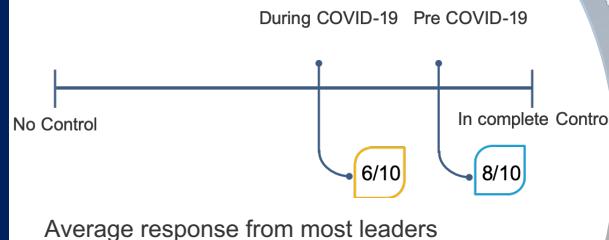
How would you rate your leadership style?



Source: CLCentre COVID-19 Leadership Survey

20%
Decrease in
sense of control

How in control do you feel?



Source: CLCentre COVID-19 Leadership Survey

20%

Increase in 'hands off'
management style

"Have to give more rein,
harder to control"

How well do you deal with uncertainty in general?

Poorly

Thrive

Average response from most leaders

8/10

8/10

Leaders 'thrive'
in uncertainty

"Less control
over staff."

"Old fashioned command and control leadership fails in a complex crisis"

COVID Brought Rapid Change and a Loosening of Control

"Trust them to
deliver the output."

People leaders responded with less micro-management, being more hands off and with little choice but to hand over responsibility.

Leaders had to quickly adjust away from having their teams in close physical proximity. Businesses were forced into trusting their people to do the right thing and organisations had little or no choice, but to let their people run with it at lightening speed.

The majority of leaders rated themselves 8/10 for 'thriving' during uncertainty, reflecting a confidence in dealing with the impact of COVID restrictions on business practice. Two key impacts were restricted oversight and diminished control.

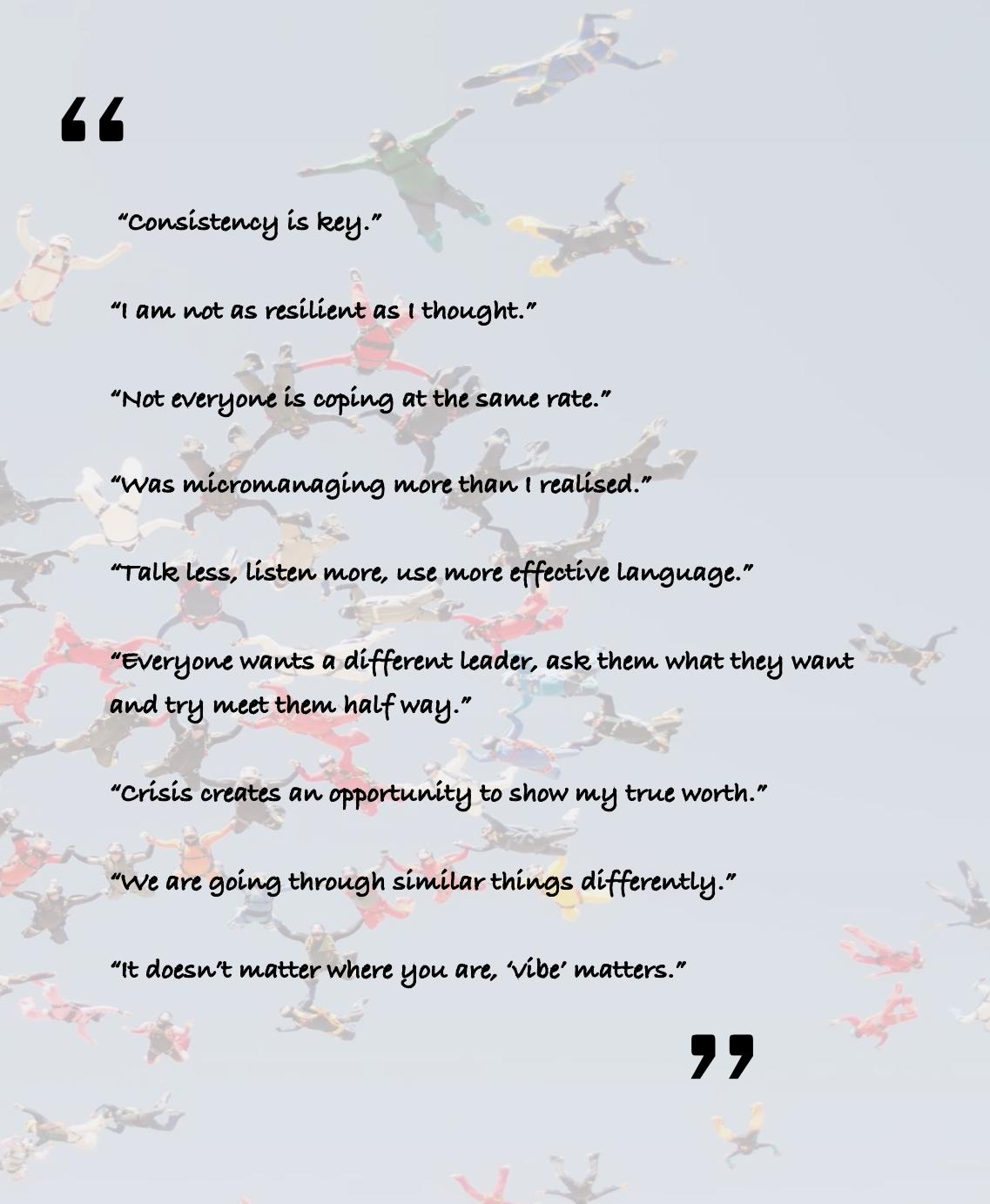
Most leaders rated themselves as 20% more hands on prior to lockdown and feeling 20% less in control since the pandemic hit.

A small number of businesses reported no change due to the frontline nature of

their work or working remotely being the norm prior to lockdown.

However the vast majority of respondents' businesses were significantly impacted. As leaders handed over autonomy out of sheer necessity, it quickly became apparent that as leaders stepped back, their people stepped up and showed they could be trusted to work independently and cooperatively from remote locations.

There was a clear symbiotic effect of leader and team members working together through the chaos, and at speed, despite the uncertainty of how things would play out over time. It was also clear at all levels that leadership was important and people were in need of strong and compassionate leaders more than ever before.



"Consistency is key."

"I am not as resilient as I thought."

"Not everyone is coping at the same rate."

"Was micromanaging more than I realised."

"Talk less, listen more, use more effective language."

"Everyone wants a different leader, ask them what they want and try meet them half way."

"Crisis creates an opportunity to show my true worth."

"We are going through similar things differently."

"It doesn't matter where you are, 'vibe' matters."

What have you learnt about your leadership?

While there was unsurprisingly some diversity in responses regarding respondents' own leadership learning, there were predominantly clear and positive patterns in people's reflections.

Many leaders felt validated in their ability to stay the course as the crisis set in. Many others were surprised at their own level of resilience and the strong followership and respect they commanded. A small minority found themselves to not be as resilient as they had thought. Most experienced increased workload and pressure to perform.

The personal reflection for the vast majority of responses were tantamount to: *I'm a good business manager and*

capable people leader, albeit by no means perfect, and this is reflected in the ability for me and my team to get on with the job despite the uncertainty, increased workload and missteps along the way.

In general, learnings centred around: trust my team; know my team members; lighten up and use humour; there is tangible benefit to being more authentic and vulnerable; and leaders matter due to the authority they possess and the guidance they provide.

Two key themes emerged:

1. Effective leadership is achieved through trust, communication, and listening to the individual needs and concerns of each team member
2. Leaders need to hold strong for their teams, keeping everyone united and focused on what needs to be done while supporting those who are struggling.

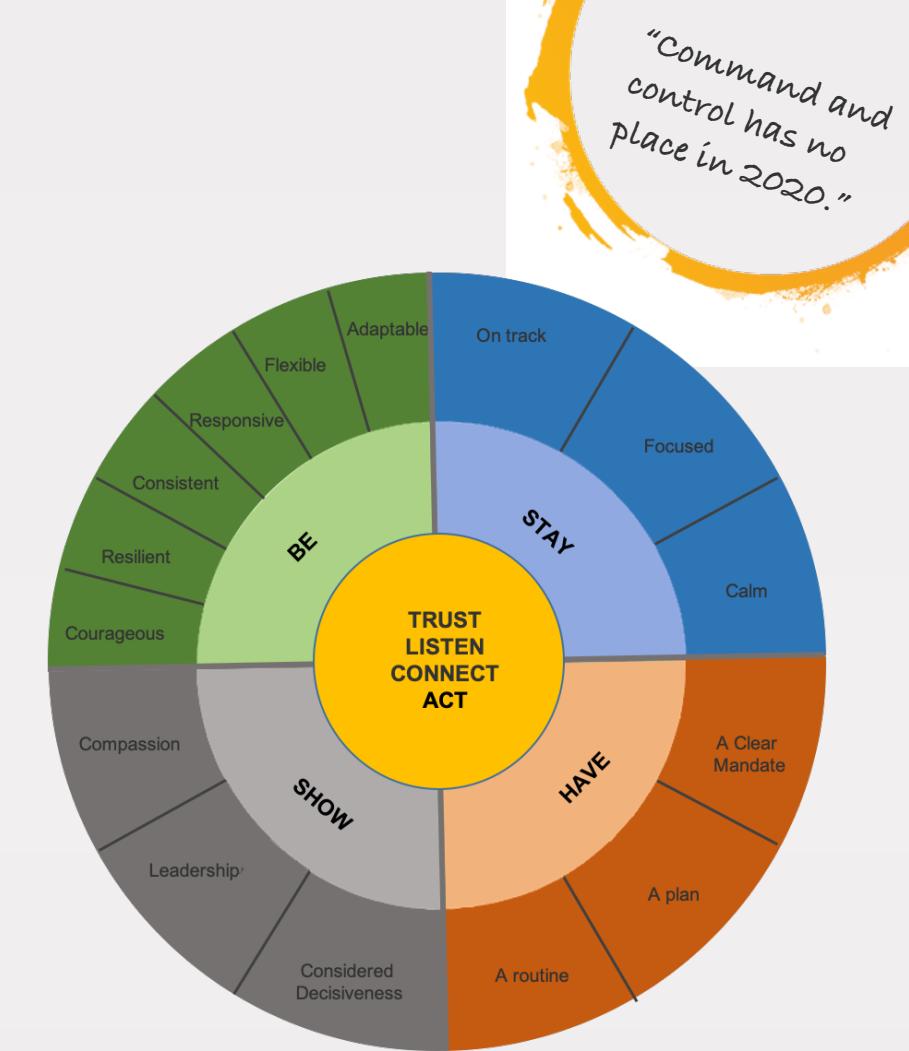
What have you learnt about leadership more generally?

Survey responses suggest leaders see much room for improvement from themselves and their fellow leaders when it comes to emulating leadership values and behaviours consistently.

The general tone of responses was more aspirational than critical, with recognition for the difficulty in being a great leader to everyone all the time: “*Make allowances for the fact that otherwise dependable people/leaders may falter.*”

The key learning patterns are presented in the table; an amalgamation across all responses. The infographic represents the words that continually came up, reflecting the current language trends when considering leadership and its attributes.

Learning 1: The world has changed and some leaders have stepped up during the crisis, while others have stepped back. “ <i>Do not dwell on things. Take action.</i> ”	Learning 2: Some leaders need to reach out more to make their people feel included and visible.. “ <i>It is harder to be proactive. Reactive seems to take the charge.</i> ”	Learning 3: Leaders need to ensure they are modelling self-care. “ <i>It's mentally and emotionally exhausting.</i> ”
Learning 4: Hold steady, manage stress and lead with professionalism, consideration and care. “ <i>React but don't panic (makes everyone else nervous too.)</i> ”	Learning 5: Some leaders are overtly better in a crisis. “ <i>You can see leaders evolve during a crisis – and you can see them shrink.</i> ”	Learning 6: Give time, be generous, supportive, and empowering. “ <i>Leadership needs to shift and be more human centric.</i> ”



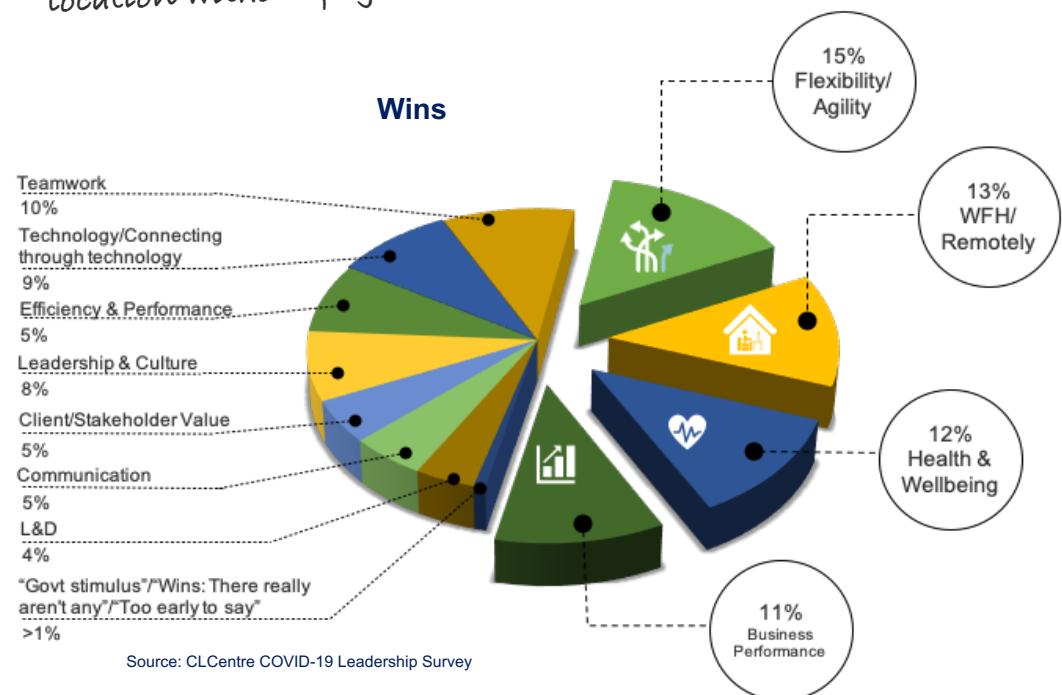
Trust, Listen, Act, Connect
BE courageous, resilient, consistent, flexible, responsive adaptable
STAY calm, focused, on track
HAVE a routine, a plan, a clear mandate
SHOW compassion, leadership, considered decisiveness

Key Wins and Challenges

"Our team!! Absolutely awesome."

"Team morale has remained strong, and possibly improved"

"Working from a regional location without prejudice"



"More family time - the chessboard came out of hibernation"

"More time to reflect."

As leaders reflected on the different perspectives of their COVID workplace experiences, it became clear that the subtlety of what might be a positive in one sense, was a challenge in another. It is also of value to mention that *communication* has been a dominant theme across most survey responses for being executed well and poorly.

Key Wins

The top four wins making up 50% of responses were Flexibility/Agility 15%, Working from Home/Remotely 13%, Health and Wellbeing 12% and Business Performance 11%.

1. Flexibility/Agility

The speed and willingness to adapt was strongly acknowledged. From thinking strategically and resourcefully to the instigation of new processes and systems, it seemed COVID stretched people to be more innovative, accepting of change and willing to experiment with new ideas.

"Consistently delivering outcomes despite disruptions."

situation this would have taken years to achieve."

3. Health and wellbeing

The focus moved from spending and doing to reflection and being. People recorded an increased commitment to caring for self and others, an increase in fitness and healthy living and to feeling safer at home.

"We get to spend more time on ourselves."

2. WFH/Remotely

Working from home created time and removed stress. There was less expense and effort generated by the daily commute. There was more family time, uninterrupted work time, and a slowing down. Working from home suddenly became a reality that for so long was considered an impossibility.

"The ability to demonstrate success with working flexibly - in any normal

4. Business performance

Moving online, innovating, greater reach, partnering with clients, greater business perspective and a chance to regroup were some key areas for businesses to celebrate increased sales and, in some cases, higher profits.

"Client accounts hitting all-time highs during this time"

"Dealing with new people issues."

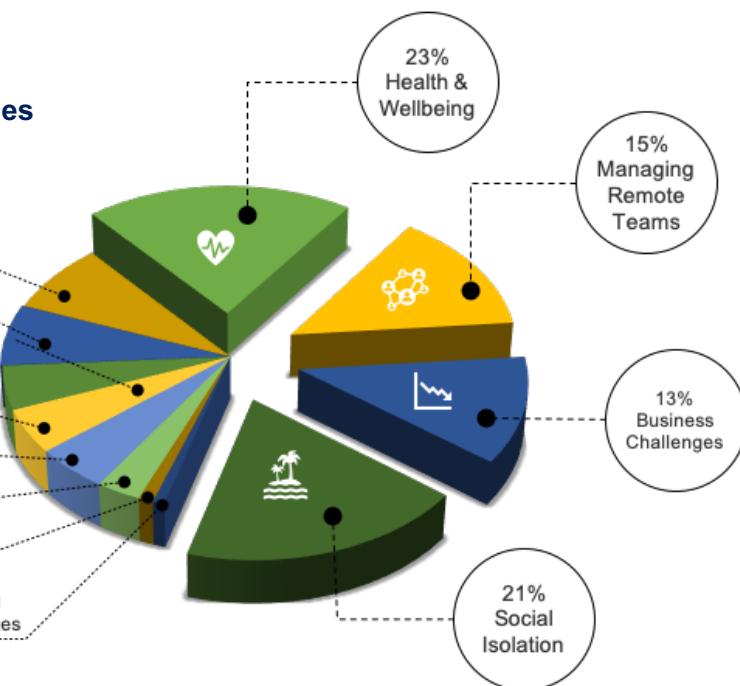
Challenges

Challenge	Percentage
Workload	8%
Communication	7%
Technology	5%
Performance	5%
Engagement	5%
Lack of Senior Leadership	3%
Hygiene	1%
Staff training/Media hype/Internal politics and turf wars/No challenges	<1%

Source: CLCentre COVID-19 Leadership Survey

"Not being able to unplug."

"Working effectively with my team including having very difficult conversations in constructive ways"



"Lack of freedom."

"People are struggling with the isolation of working from home, reduced productivity and pressure to perform across the organisation."

Key Challenges

The top four challenges making up nearly 70% of responses were Health and Wellbeing 21%, Social Isolation 19%, Managing Remote Teams 14% and Business Pressures 12%.

1. Health and Wellbeing

A key focus was ensuring mental and physical support for self and others, particularly in the first few weeks of restrictions when the spectre of mortality was looming large and life in lockdown was unfolding. This then shifted to managing the merging of work and life, which for many included balancing work with home learning for school-aged children.

"Juggling being a single mum, working fulltime and trying to help my son's education."

2. Social Isolation

Many found the social restrictions challenging: being stuck at home, not being able to visit friends and family, not being able to support colleagues and clients in person, not being able to take a break at a local café or go out after work.

"Being inside all the time."

3. Managing Remote Teams

There were many challenges created from teams working remotely: Lack of oversight, effective performance conversations, missing social cues, virtual meeting fatigue, time management challenges, and upgrading and implementing ICT systems to ensure businesses could be managed remotely.

"Keeping staff motivated."

4. Business Pressures

A large number of businesses reported loss of business and drop in revenue, job losses, increased retention and reallocation activity, ensuring effective future planning, challenges with supply chain, particularly when reliant on overseas suppliers and increased workloads.

"Working weekends to keep up with the workload."

Surprises

Leaders were asked what most surprised them during COVID-19 restrictions. The responses were largely positive, while reflecting the mental anguish going into lockdown and countered by the high degree of relief as it became apparent people are capable of adapting to changed circumstances.

Who would have thought...

Reflecting on the unexpected

provides insight into what might drive early anguish as well as highlight our hopes and preferences. There were six predominant response streams across all answers to: 'Name your top 3 surprises during COVID-19 restrictions.'

Responses were deeply personal rather than business related per se. Key themes focused on the impact of slowing down, using less and greater caring and appreciation for self, others and family.

In reviewing the responses one can't help but be drawn to the question of *what do we take for granted?* There was also consistent reporting of leaders and employees working more closely together rather than dissolving into disunity.

Surprises: Key Themes

1. Adaptability and resilience

- ✓ Willingness of employee cooperation to rapid change
- ✓ People's acceptance of circumstances
- ✓ How resilient people are
- ✓ Self and others' ability to adapt and work from home so seamlessly
- ✓ Teams can be trusted to work independently

2. The importance of human contact

- ✓ The value of human contact, relationships and family
- ✓ Sense of camaraderie

3. Usability of technology

- ✓ Access to so much technology that works reliably and the ease of uptake for most people

4. The value to people and planet of slowing down

- ✓ Slowing down has such positive benefits for people and the environment.
- ✓ How delicate all life is
- ✓ How pleasant it is to have less noise and bustle
- ✓ Having a life and interests beyond work

5. United success

- ✓ How successful and united Australia has been in containing the virus

6. Increased workload and uncertainty

- ✓ How tiring constant virtual meetings are
- ✓ Extent of unemployment and internal tensions as people jostle for jobs

Source: CLCentre COVID-19 Leadership Survey

"How well people have adapted. How well people have complied with requirements. How resilient our business is to change."

Business Advantages and Disadvantages

People leaders are also business managers. Both are intrinsically interwoven when it comes to considering leadership success.

From a business perspective COVID-19 provided advantage and disadvantage. A review of business

impact explores how best to leverage the changes as businesses went into lockdown and settled into a new

business as usual. The following tables (pp.13, 14) provide an overview of the key business impacts: Table 1.

Business Advantages and Table 2. Business Disadvantages.

Table 1. Business Disadvantages due to COVID-19

<p>Finance Increased costs. Decreased sales and revenue. Decreased budget, cashflow.</p>		<p>Business opportunities Projects put on hold. Clients pulling back. Pipelines stalled and shrinking. No new prospects. Future of economy unclear.</p>
<p>Connections No face to face contact with each other or our clients. Social and physical isolation. Less accessibility to people.</p>		<p>Leadership Oversight Less oversight. More micro-managing. Decreased trust in workers putting in the hours.</p>
<p>Workload More work with less people due to layoffs, reduced hours. Increased workload due to challenges of working from home, trying to drive new business and changed processes.</p>		<p>Uncertainty Fear of the future. Fear of COVID-19. Mental and physical stress. Chaotic business environment</p>
<p>Communication Lack of spontaneous conversation. Less communication. Less effective virtually.</p>		<p>IT Systems & Processes Systems slow, inadequate, unreliable. Business ill-prepared for teams working remotely. Magnified inefficiencies decreased productivity. Administrative disruption.</p>

Table 2. Business Advantages due to COVID-19

Technology Virtual connection, ICT skills, developed platforms and processes		Attitude Gratefulness, autonomy, role ownership, task collaboration, sharing, more open to alternatives, less critical, greater trust people will do what's needed
Decreased Costs No commute, no waiting idly at reception desks, reduced overheads/utilities, less absenteeism, less resources required		Flexibility Autonomy, different ways of working, sharing tasks, viewing things, dealing with uncertainty and challenges, rapid adjustment
Collaboration Increase working together, supporting each other, time to engage and build deeper personal relationships, working across diverse teams, team building,		Productivity Greater focus, less social distractions, less prep-time, less meetings, less debate and discussion. People just getting on with the job
Working from Home (wfh) Time savings: travel to and from work and work-related locations. Own desk, own resources, lunch with family, no rushing around, showing it can be done successfully		Efficiency Timely decision-making, less pushback, more open to new ways of doing things, fixing gaps in systems
Innovation Business refocus: working on the business, product development, new processes, reworking sales approach, business strategy, how we work coming out of COVID		Environment Paperless, fuel and energy usage down, less pollution, quieter, peaceful
Communication More personal, supportive, as needed/informal, more understanding, greater acceptance and patience of others and situation, decisions made faster		Health Social distancing, space to stop and reflect, personal time, family time, less pressure, slower pace, greater understanding and acceptance of different working styles and priorities

"Self-belief is important."

"I can come through. I have the ability to be vulnerable with my team. I have the ability to reimagine things."

What have you learnt about yourself during COVID-19 restrictions?

Leaders were asked: *What have you learnt about yourself during COVID-19 restrictions?*

The results reflected a sample of leaders who, for the most part, handled the challenges better than they thought they would. Family, connections, self-care and discipline also featured strongly across the responses.

It seems working from home was a more positive and successful experience than many had expected.

“I’m far more motivated than I thought I would be at the prospect of working from home.”

The vast majority of responses were focused on the ability to adapt and get on with the job, while also being mindful of the need to deliberately take time away from the home office or risk overwork and a diminished ability to

cope and function.

"I need to care about myself more and set tougher boundaries."

There was a strong sense of self-belief yet surprise at how quickly things can change and still be okay.

“I can respond to any challenge by creating a solid action plan and implementing it each day.”

However, not everything is easy when working from home while dealing with the uncertainty of a global crisis, managing family dynamics and the need to stay connected remotely.

“It’s really hard to focus on both home, family, learning and work.”

Word Cloud 1: About yourself



"I am human and fallible
and that's OK"

At a glance

The words that most stand out regarding self learnings are *adaptable, people, time, work, focus and family*. This represents leaders' acknowledgment of how quickly they and their people adapted to change despite a greater impost on their time as work became a heightened focus

and the technological learning curve rose exponentially. The social isolation and working from home also highlighted the importance of home and family in ways that had been taken somewhat for granted. Leaders began to value and place greater focus on calm, and connection to overcome the challenges brought on by COVID lockdown.

Leadership is as much about self-reflection as it is about outward awareness of others.

"No matter what, family matters most."

"We'd spent so much building the skills of our leaders in the two years before. Covid-19 let them soar."

What have you learnt about your team during COVID-19 restrictions?

There is a lot of talk about leaders stepping up in times of crisis. But the true reflection of great leadership can be measured by how well a team steps up to the crisis challenge in support of their leader.

Leaders were asked: *What have you learnt about your team during COVID-19 restrictions?*

The results were largely positive, reflecting a strong sense of pride in the way teams stepped up, showed resilience and got the job done. Loyalty, dedication and going above and beyond were common descriptors used. Ultimately people want to perform and do a good job.

“I’ve learnt that my team is more adaptable and resilient than I might have expected.”

There was also a recognition that not everyone is impacted equally. Coping behaviours varied and some individuals struggled without showing it.

“Everyone handles change and pressure differently which isn’t surprising.”

Leaders appreciated the commitment and dedication in the face of extra challenges and changed circumstances.

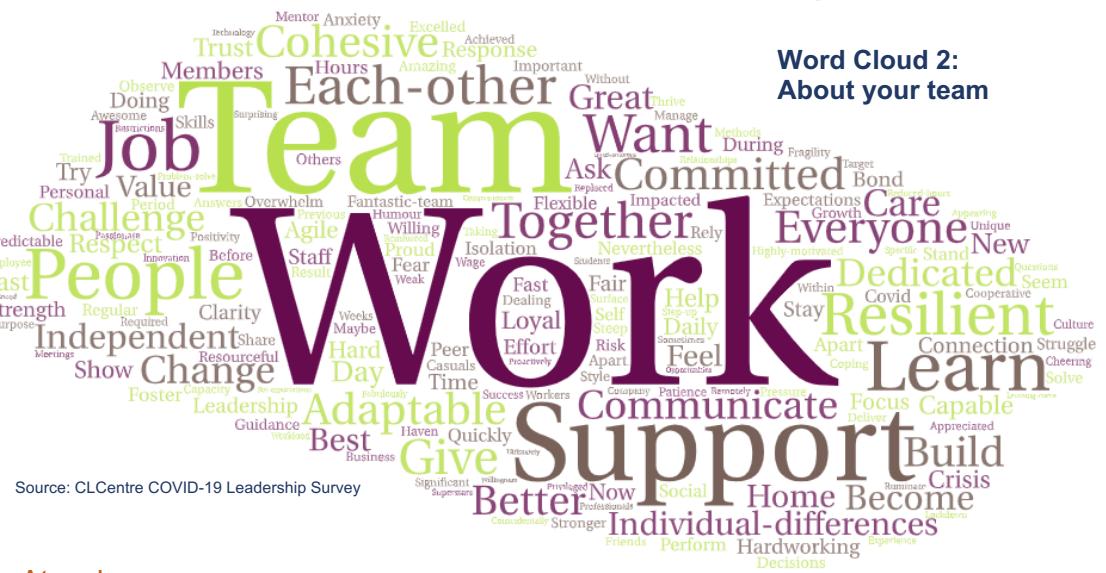
"We work well together, even when we are apart"

Other learnings included the value of meetings, the importance of providing clear and increased communication and allowing the team more autonomy to make their own decisions and get on with the job.

“Trust more and they will deliver”

"They are resilient and I am proud of them."
experience this in their own way."

Word Cloud 2: About your team



Source: CLCentre COVID-19 Leadership Survey

At a glance

While learnings about team centres on the word *work* as the key connector, the key learning was that teams were able to be resilient and get on with the work because of the *support* and *care* in looking out for each other as a *team* and as individual *people*. The certainty of work was also appreciated by teams in

a world that had suddenly become so uncertain. The dedication, and commitment from team members to get on with the job and show independence, and adaptability in learning new skills and working remotely was well noted and gratefully received.

"People are lovely if you're a good leader"

"They have appreciated the culture we have built"

Leadership tips in remote crisis management

Lack of timely, quality communication is often the top complaint employees indicate in organisational culture surveys and pulse checks.

It should come as no surprise that clear, genuine and regular communication was considered key to successfully enabling teams to work remotely during such a time of heightened uncertainty and stress. The leadership tips were unequivocal: Communicate daily in small, focused doses and trust your people to get on with the job.

If the checklist of tips below seem somewhat trite, then take a moment to

rate yourself on each of the behaviours listed and reflect on the impact to your leadership, your team and the ability to get on with business. Consider what more may have been possible if you had put in greater effort or paid greater attention.

These tips represent a road-tested map to leadership success during uncertainty and fast, unfolding change from the very leaders living it during COVID-19.

- ✓ **Communicate clear expectations and have a plan that people can adapt and flex.**
- ✓ **Check in that people are ok.**
- ✓ **Be respectful of, and attentive to, individual differences and circumstances.**
- ✓ **Be accessible.**
- ✓ **Have fun. Have a laugh.**
- ✓ **Keep in touch.**
- ✓ **Be open. Be transparent.**
- ✓ **Share information.**
- ✓ **Be compassionate.**
- ✓ **Don't micromanage.**
- ✓ **Use video technology to connect.**



"When you don't know, say you don't know."

"Communicate little and often."

"Communication, communication, communication."

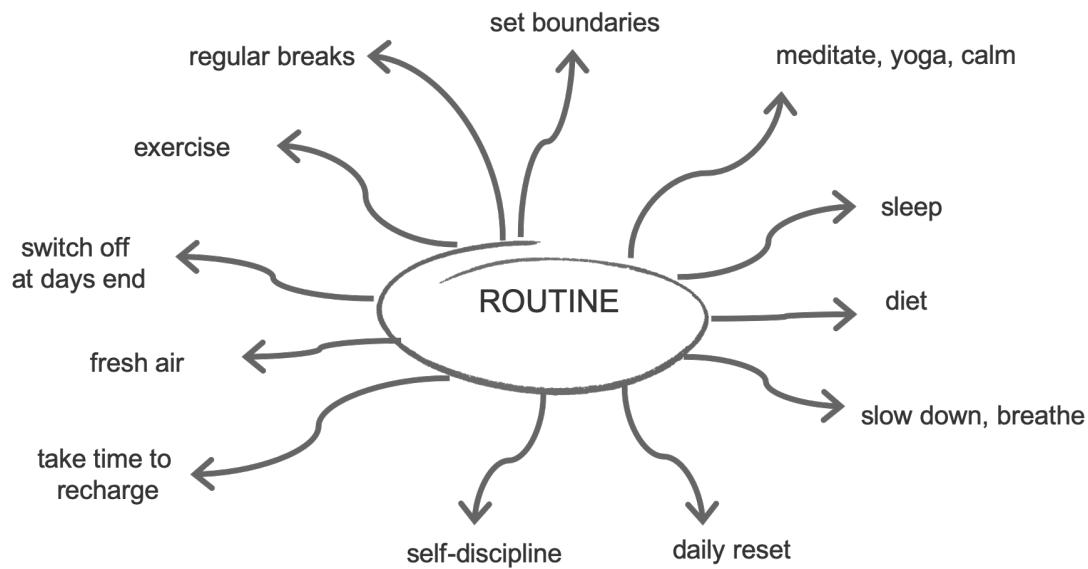
"Trust your team to do their jobs."

"Empower, encourage and keep warm, supportive, friendly contact."

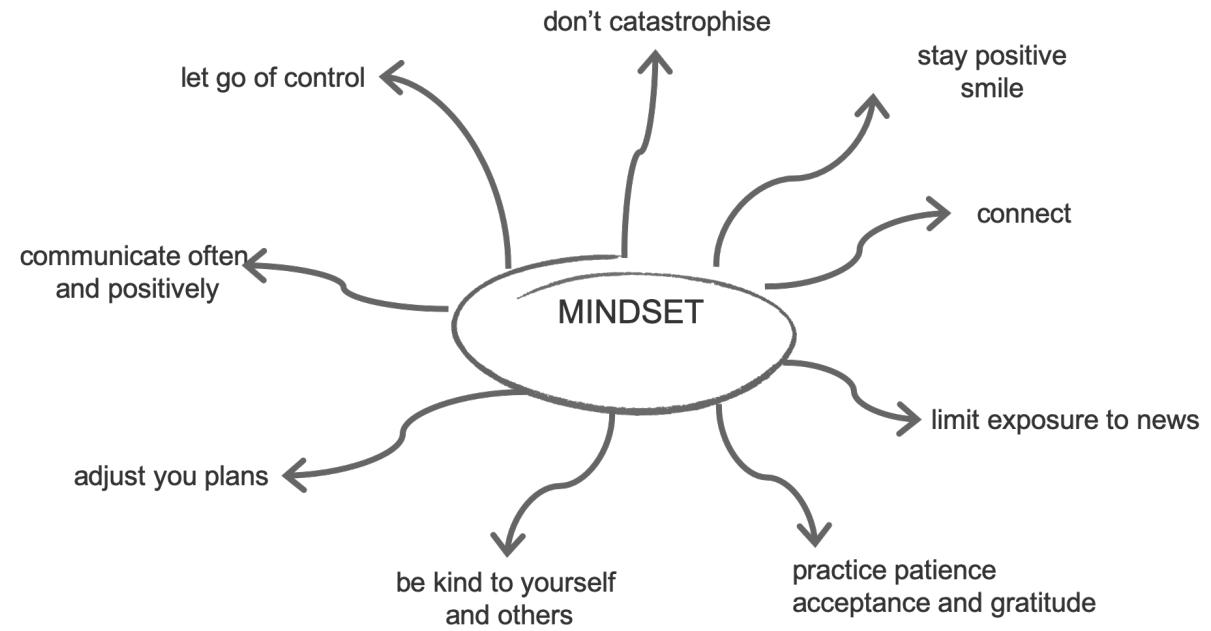
Tips: Self-management during crisis and lockdown

Resoundingly, leaders cited *mindset* and *routine* as key pillars in remaining resilient and productive during COVID-19.

There was a clear balance between external physical control and internal mental, emotional control. The output was a highly practical and logical checklist of activities we could all do with paying attention to.



"Get up and exercise early...double check and confirm expectations regularly, they shift quickly...resist the urge to drink gin at 3pm even if you started work at 7am."



"Remind yourself and others that the work you're doing is good enough under the circumstances."

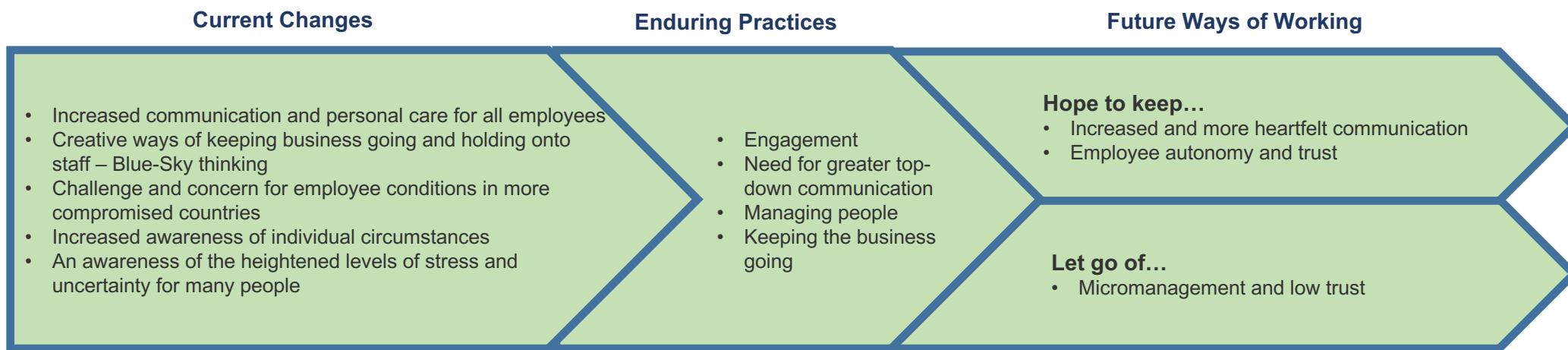
"Our mindset and attitude limit or release our potential."

"I really hope that COVID-19 is instrumental in changing the feasibility and appetite for remote working."

Hopes Post-COVID

As with any experience, attention ultimately moves to the future. The leaders involved in this survey expressed a desire to leverage the COVID experience to enhance workplace practice with the hope that *business as usual* transforms to a *new normal*.

Table 3: Leadership Behaviours



Source: CLCentre COVID-19 Leadership Survey

Table 4: Workforce Shift



Source: CLCentre COVID-19 Leadership Survey

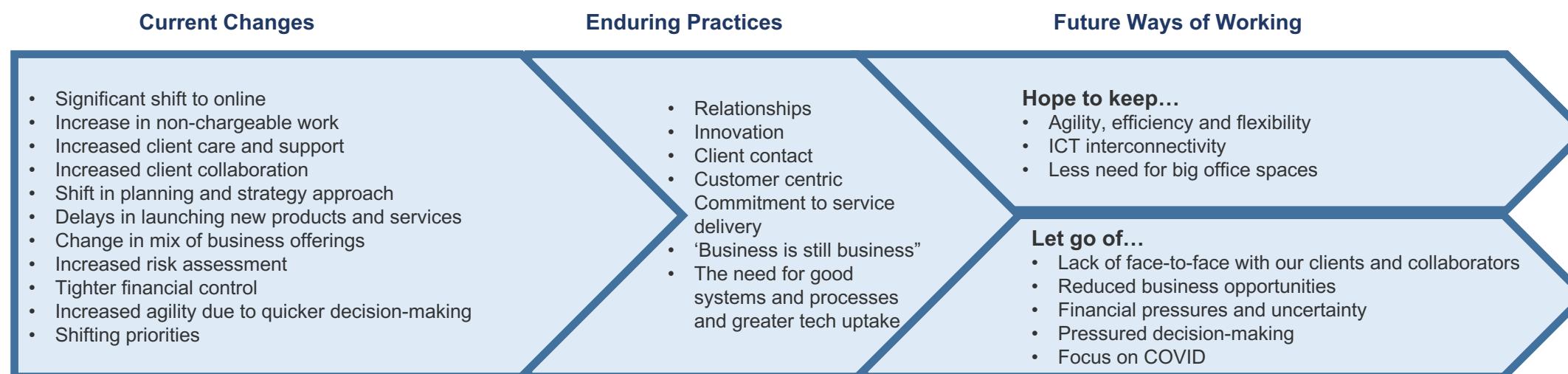
Table 6: The Way We Work

"We cannot let this opportunity be wasted."



Source: CLCentre COVID-19 Leadership Survey

Table 6: The Way We Do Business



Source: CLCentre COVID-19 Leadership Survey

What next?

While the survey did not ask ‘what next?’ It did ask: ‘Is there anything else you would like to contribute?’

Aside from appreciation for the survey itself, many turned their attention to ‘what next’. There was a strong sense of respondents hoping that many of the changes enforced during COVID can endure post COVID.

As the prior four tables show (pp.24, 25), there was a clear collective desire to hold onto slowing down, leaving a lighter footprint, being more connected and showing greater care for each other. People also expressed the hope that working remotely could remain as a hybrid between being in the office and being at home or elsewhere.

However, hope alone is not enough to create habitual change. It takes concerted effort and commitment. It

takes leadership; courageous and deliberate leadership.

If businesses are to leverage the aspiration for change there needs to be a formal plan in place that considers the diversity of individual circumstances, while also setting our clear and consistent parameters for everyone to adhere to.

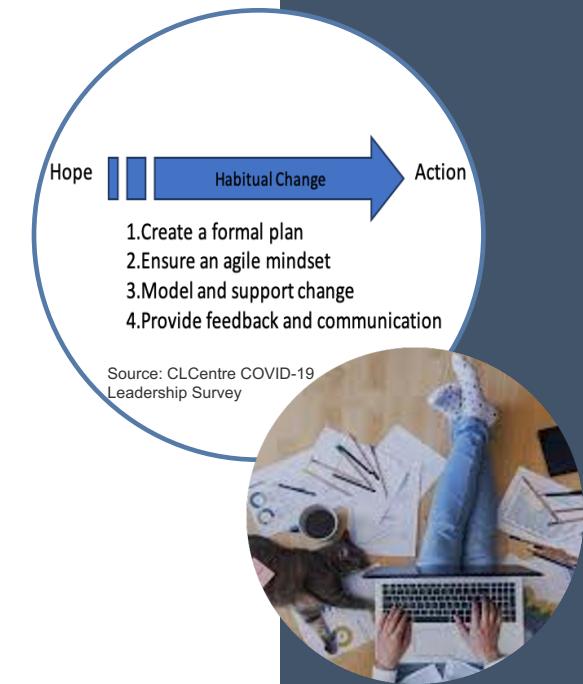
Leaders need to both model and support the changes. It is not sustainable to allow others to work flexibly or virtually if leaders themselves are not willing to do so.

Include your people in formulating the expectations. Maintain the spirit of collaboration, trust and overcoming obstacles by working together across

“I really hope that COVID-19 is instrumental in changing the feasibility and appetite for remote working.”

“There’s a time for big picture thinking and there’s a time for doing.”

“We cannot let the opportunity be wasted.”





LET EACH
INDIVIDUAL
EXPERIENCE THIS IN
THEIR OWN WAY

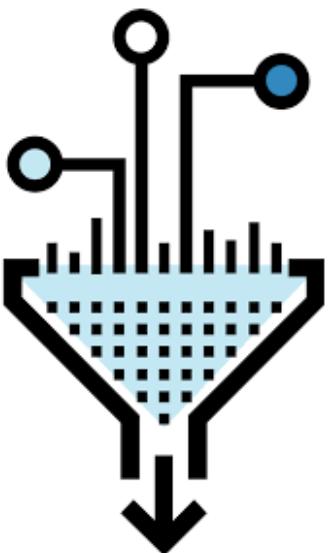
Quote protocol

Great care and respect has been given to the voices in this survey to ensure the stories coming through best represent the reality of our workplace leaders in May 2020. The quotes provided throughout this report were carefully chosen for representing the majority of views expressed across responses. Where minority voice was provided, this is clearly indicated in the body of the report.

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