

Shaping the Future whilst Managing the Crisis

Learning from the World Energy Council global community of practice

We asked our global community to tell us how their organisations have been affected by the COVID-19 crisis and what have been their top concerns and early learnings.

COMMUNITY PULSE SURVEY

**220+ RESPONSES
ACROSS 6 REGIONS
& 53 COUNTRIES**

**75% ORGANISATIONS
are from critical infrastructure sectors**

The COVID-19 pandemic is a global crisis affecting billions of people around the world. It is having an immediate impact on energy demand, prices and use. As governments take measures to control the spread of the virus, businesses are adjusting their ways of working while facing operational and financial challenges in response to changing demands and disruptions along value chains.

To pull our community and members together in these challenging times, the World Energy Council is conducting a global energy community Pulse Survey to identify how COVID-19 is impacting organisations around the world, and to facilitate an exchange of best practices and early learning for managing a crisis.

This brief presents key findings from our community Pulse Survey focussed on perspectives about:

1. LIVING IN THE CRISIS
2. LOOKING AT THE FUTURE
3. LEARNING FROM THE CRISIS

The survey remains open for continuous tracking of shifting perspectives of the global community. The findings in this document are based on responses received from 28 March to 22 April.

1. LIVING IN THE CRISIS

The energy community is facing major challenges in the COVID-19 crisis



KEEPING THE LIGHTS ON

96% of energy businesses have been COVID affected, but they have ensured uninterrupted supply to support the needs of business and society

While a quarter of respondents indicate that they face the challenge of temporary closure of their organisations, the majority of energy organisations are maintaining essential system operations and **keeping the lights on** to provide clean, affordable and reliable energy, especially for the millions of people who lack access.



DEMAND DISRUPTION

45% of respondents are experiencing demand reduction

Respondents list a **decrease in demand**, reduced **productivity** and **cash flow issues** as the top three areas that have been impacted by the COVID-19 pandemic. Security and stability of operations, and the inability of customers to pay bills are mentioned among top concerns.



PUTTING PEOPLE FIRST

Employee welfare cited as top priority with 64%

Most organisations are adopting similar measures to manage the crisis, demonstrating remarkable agility and introducing remote work arrangements, implementing rigorous cleaning programmes, establishing crisis teams and leveraging government support schemes. **Promoting care and safety of employees** is among core priorities.

2. LOOKING TO THE FUTURE

The energy community sees a lasting impact driving a “new normal” for energy systems



RECOVERY FROM A CRISIS

80% of respondents expect a quick recovery for their organisations

While many respondents from our global community expect return to business-as-usual in **less than a month or within 6 months** if restriction measures are lifted today, **10%** expect a post-pandemic ‘new normal’ for their organisations. More respondents expect a ‘new normal’ for energy systems (15%) and society (30%).



GO DIGITAL

More than 68% of respondents expect advancing digital transformation to support new ways of working and operations

While **contraction of business** is seen as one of the negative outcomes for organisations in the longer-term, some positive developments are expected. **Advanced digitalisation** to maintain operations with staff working remotely is likely to be a long-term benefit from the crisis response and will affect corporate operational cultures more deeply, while **enhanced resilience capabilities** should lead to better planning and preparedness.



SPOTLIGHT ON RESILIENCE

Half of respondents expect improved resilience skills and capabilities as a long-term implication for their organisations

The rapid spread of the COVID-19 virus has highlighted global interdependency and the inter-connectivity of supply chains. It demonstrates an imperative for new and effective collaborative solutions and resilience that goes beyond the technical aspects of energy to **whole system resilience**, strengthening new strategic buffers, ensuring diversity of mix and/or flexible storage solutions, resilience of people and energy communities.

3. LEARNING FROM THE CRISIS

The energy community sees the importance of following a true mission and prioritising people

It is not clear how long the outbreak will last. Organisations are going through multiple assessments of the risks associated with COVID-19 to implement both long and short term responses to ensure business continuity.

Organisations consider the protection of their most important assets – people, information, cash flow and reputation – as a priority.

Respondents from our global community shared their early learnings from the crisis and their recommendations on how to better manage organisations and teams in a time of uncertainty and constant change.

We have grouped these reflections in 6 major categories



1. STICK TO YOUR MISSION NOT PLANS



2. ACT NOW BUT DON'T STOP THINKING ABOUT TOMORROW



3. LEVERAGE DIGITAL TRANSFORMATION



4. PRIORITISE THE WELL-BEING OF PEOPLE



5. MAINTAIN REGULAR COMMUNICATION & TRUST



6. DO NOT DO IT ALONE – COLLABORATE

3. LEARNING FROM THE CRISIS

The energy community sees the importance of following a true mission and prioritising people

1. STICK TO YOUR MISSION NOT PLANS

- Clarify your organisation DNA, what is the true mission and what value your organisation brings to employees, clients and society
- Advance common goals by inspiring a shared vision for the organisation
- Rethink your operating model, experiment, test and learn quickly what is working and what is not and why

2. ACT NOW BUT DON'T STOP THINKING ABOUT TOMORROW

- Implement a scenarios planning and integrate a future-thinking approach
- Consider how lessons from the current crisis can be applied to your organisation in the future
- Shift from following a reactive approach to immediate challenges to reinventing your organisation for recovery in a 'new normal' future

3. LEVERAGE DIGITAL TRANSFORMATION

- Invest in digital infrastructure and skills to enable better business continuity and provide efficient ways of working
- Leverage artificial intelligence and big data analytics capabilities to gain insights and track changes in sentiments
- Plan for dealing with increasing cyber threats and data privacy challenges

4. PRIORITISE THE WELL-BEING OF PEOPLE

- Invest in employees welfare (physical, emotional, mental, etc.) and well-being
- Enhance remote working at scale – help maintain productivity, through flexible hours and other modes
- Match human capital to main needs and sustain the value-creating areas of the organisation

5. MAINTAIN REGULAR COMMUNICATION & TRUST

- Establish clear communication channels and feedback mechanism with clients, customers and partners
- Provide clarity to employees and stakeholders on ongoing changes and priorities
- Turn the crisis into an opportunity to re-engage with key stakeholders and clients

6. DO NOT DO IT ALONE – COLLABORATE

- Leverage network effects to learn faster and exchange best practices
- Share knowledge with the wider industry, clients and key decision-makers
- Crowdsource expert insights, case studies, tools and resources, through online events and engagements

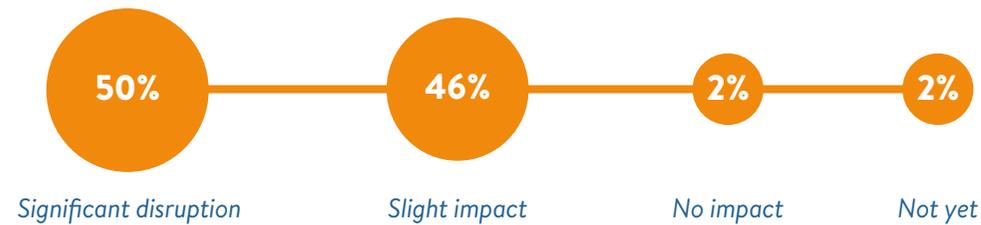
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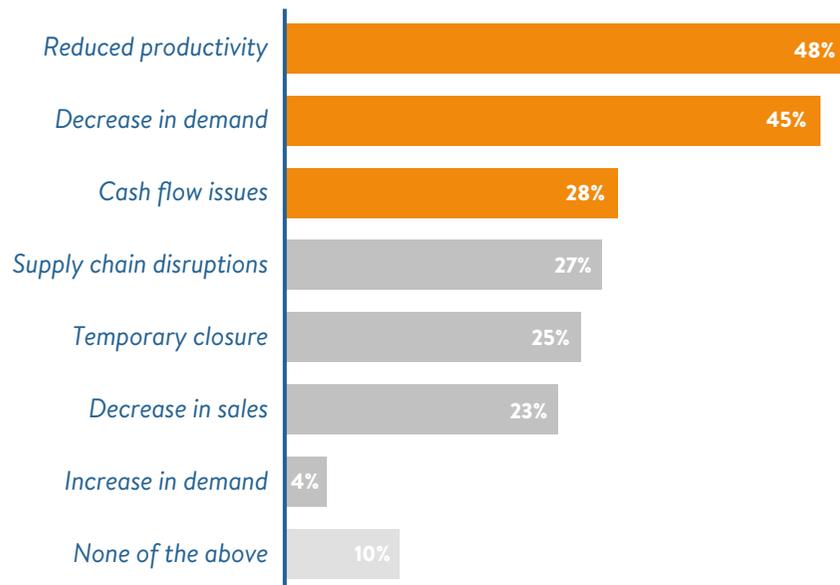
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IMMEDIATE IMPACT ON ORGANISATIONS

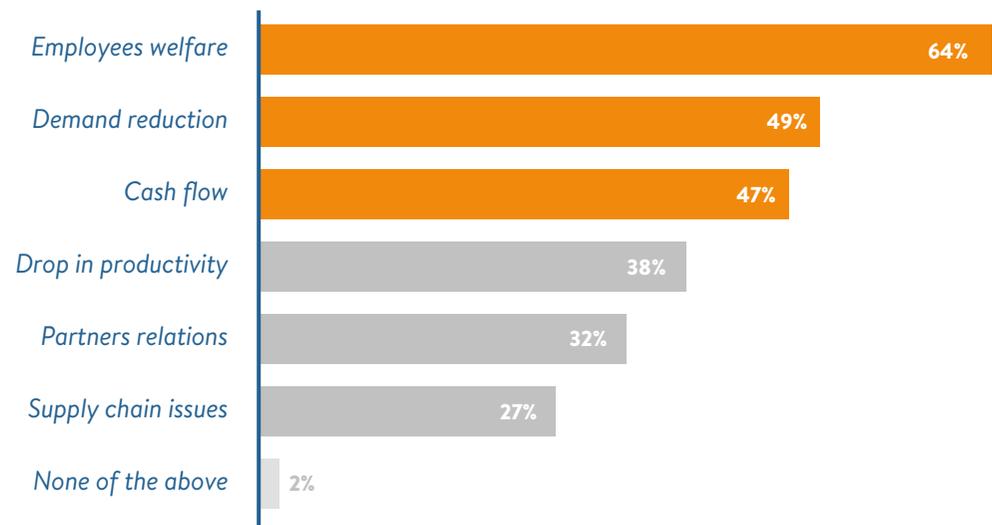
Has your organisation been affected by the COVID-19?



If yes, how has your organisation been affected?



What are your top three concerns caused by the COVID-19 situation?

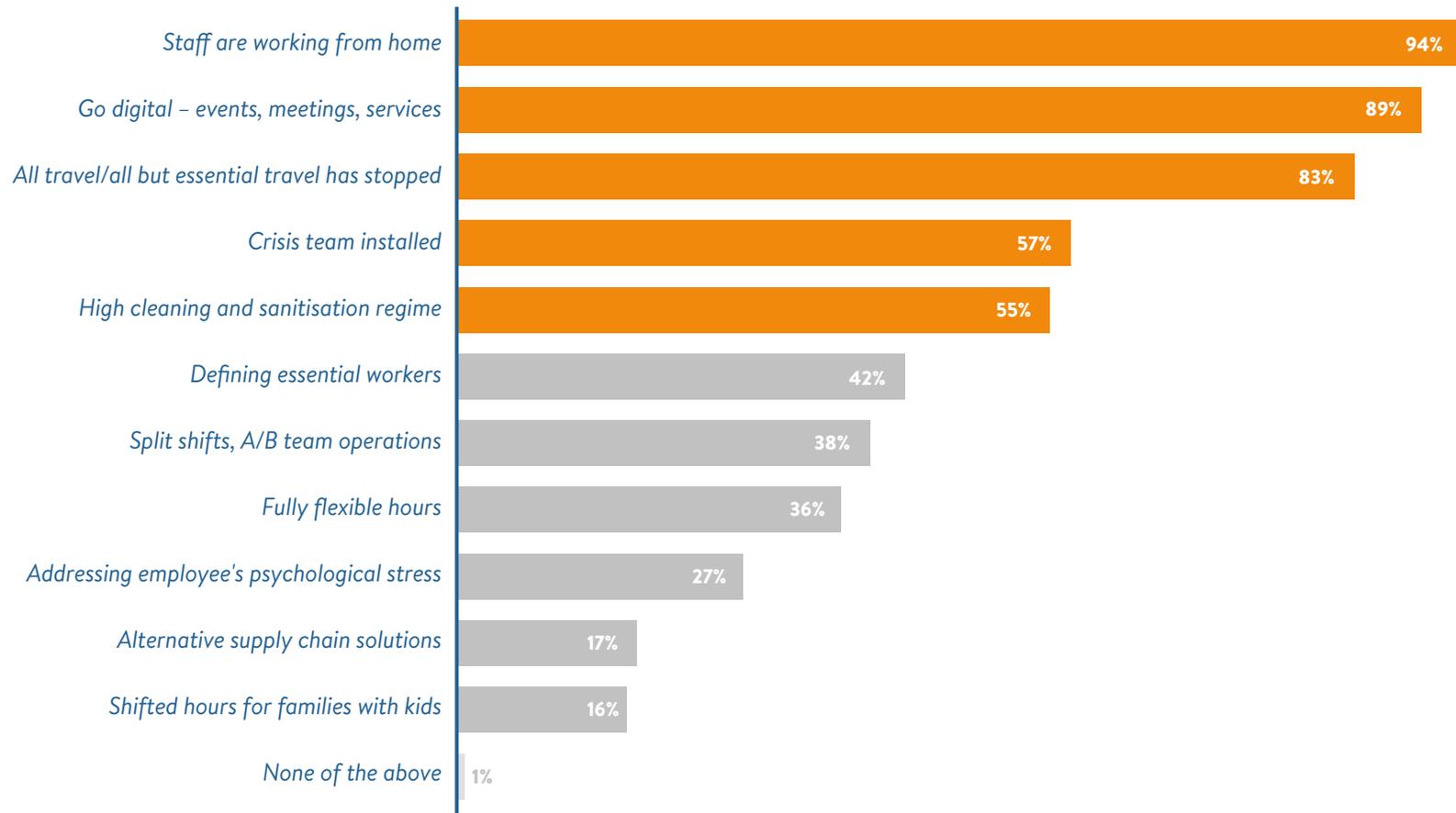


■ Most responses

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MEASURES

Has your organisation been affected by the COVID-19?



■ Most responses

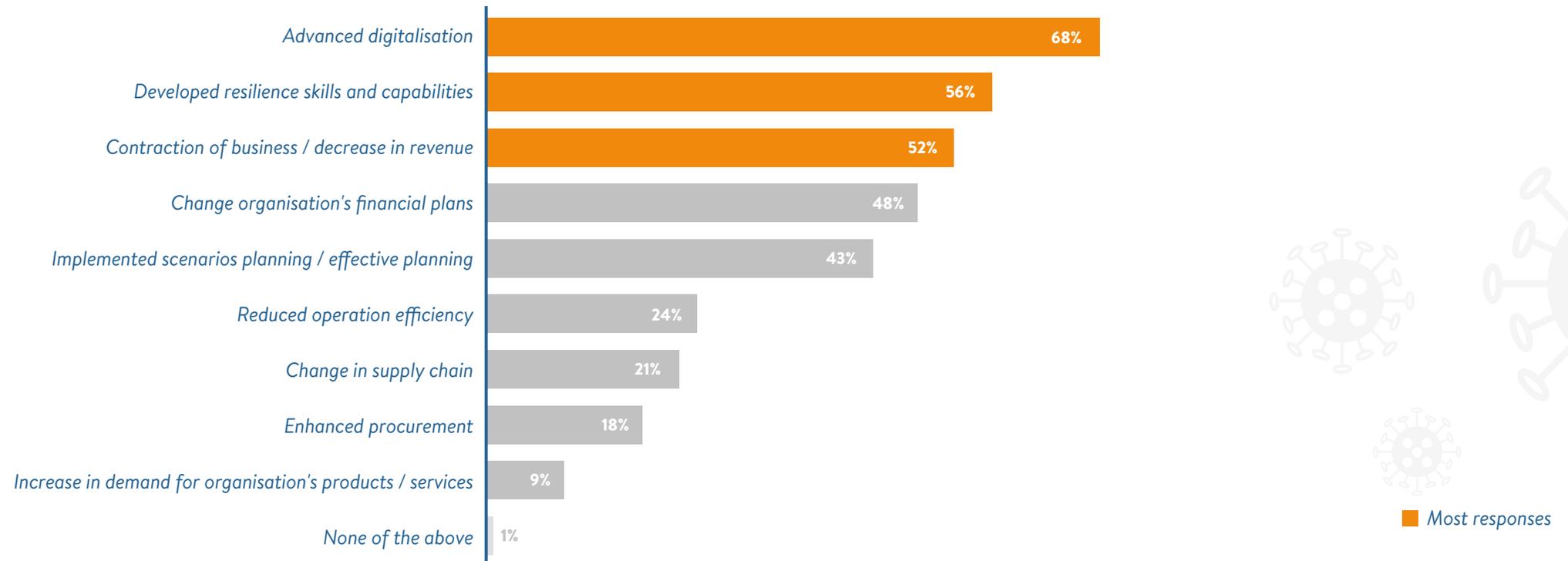
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LONG-TERM IMPACT

How long would it take for your organisation to get back to business-as-usual if the measures were lifted immediately?



How do you think COVID-19 will affect your organisation in the long-term (> 12 months)?



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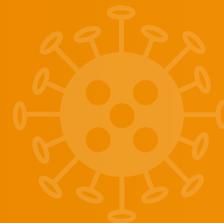
Registered in England and Wales
No. 4184478

VAT Reg. No. GB 123 3802 48

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COVID-19

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