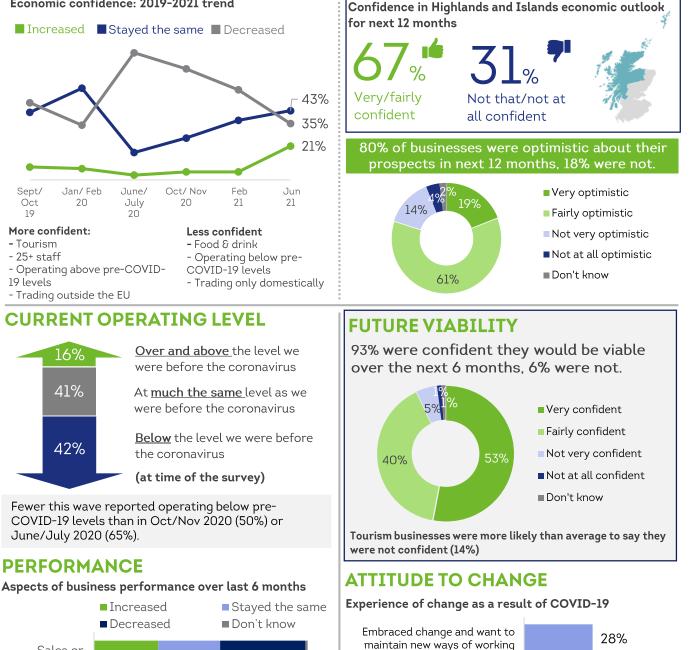


ECONOMIC CONFIDENCE AND OUTLOOK

Confidence in the Scottish economy improved significantly from the low levels seen in recent waves. Net confidence* was -14 (higher than -51 in Feb 2021, -64 in Oct/Nov 2020 and -76 in June/July 2020). Confidence in the Highlands and Islands economy rose to 67% confident (up from 37% in Oct 2020).

Economic confidence: 2019-2021 trend



lpsos

29%

66%

52%

30%

17%

10%

40%

34%

17%

1%

1%

%

Sales or

turnover

Exports

Employment

Adapted to change, but would

Not experienced much change

Not experienced much change

but expect to in the year ahead

like to return to the way we

operated before

and don't expect to

]

43%

23%

4%

TAKING ACTION

87% had taken some action to help them respond to change.

Actions taken in response to change

to clone taken in response to onange					
Doing more online	40%				
Using cash reserves	36%				
Collaborating	36%				
Targeting new or different markets	35%				
Reducing profit margins	32%				
Amending our product offering	31%				
Changing our business model	29%				
Enabling staff to work from home	28%				
Changing operating hours	25%				
Only delivering some aspects of the business	25%				
Scaling back activity or production	24%				

RESPONDING TO FUTURE CHANGE

Confidence in ability to respond to changes to working environment over coming months

Very confident Not that confident Adapt or respond to ongoing restrictions Respond to changes in

2	customer need/ demand
28	Manage cash flow
3	Remain competitive in current markets
12%	Deal with increased costs

we need

Access external finance

29% **5%**2% 64% <mark>4%</mark>2% 29% 66% 8%2% 8% 62% 60% <mark>8%</mark>1% 51% 19% 4% 65% 15% 22% 12% 51% 53% 28% Access new markets 10% 9% Access staff with skills 13% 45% 28% 14%

Fairly confident

■ Not at all confident

PRIORITIES

Deal

Top 3 priorities for businesses over coming months (aside from financial viability)



wellbeing



Growing our customer base



sustaining jobs

WORKFORCE CONCERNS

46% of employers were concerned about some aspect of their workforce.

% saying they were very/fairly concerned about:



STAFFING LEVELS

While most businesses said they had the staff they needed, substantial minorities did not.

% that did not have the level of staff needed for...



Permanent roles

Temporary/seasonal roles

All employers (820)

Tourism businesses were more likely than average to say they did not have the permanent (30%) or temporary/seasonal (42%) staff they needed.

Main <u>barriers</u> to accessing staff needed (top 3):



All employers without staff they needed (261)

Lack of accommodation was a particular barrier for tourism (58%) food and drink (54%) and remote rural (51%) businesses.

ATTRACTING STAFF

Actions taken to attract staff (top 5)

Competitive levels of pay

Informal learning and development Flexible work patterns reflecting employee needs

Career progression opportunities

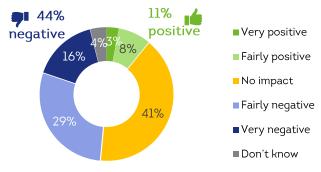
Formal or accredited training

49% 49%

All employers (820)

IMPACT OF UK LEAVING THE EU

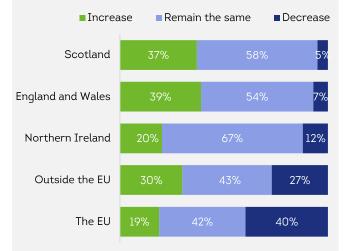
Perceived impact of the UK's exit from the EU on businesses so far



SALES AND EXPORTS

Thinking about the next 12 months, businesses were most optimistic about sales within Great Britain, and least optimistic about sales to the EU.

Sales expectation for next 12 months



All to whom each applied

Of those exporting outside of Great Britain, 40% were experiencing issues doing so.

Issues faced exporting outside Great Britain

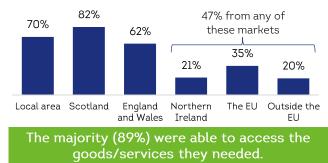


All those exporting outside GB (515)

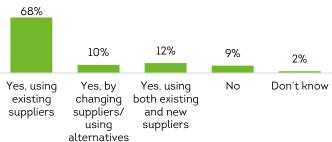
SUPPLY CHAINS AND IMPORTING

Just under half (47%) were importing goods or services from outside Great Britain

Markets from which goods were sourced

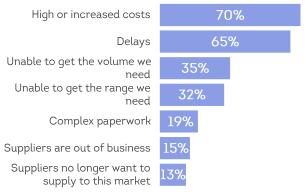


Ability to access materials, goods or services needed

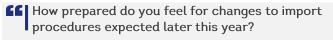


Despite most being able to access the goods/services they needed, a majority (84%) faced issues when doing so.

Issues when accessing goods/services



Delays when accessing goods/services were more common among food & drink businesses (73%) and those importing from the EU (81%) and outside the EU (79%).





Those importing from the EU were slightly less prepared than average (38% prepared, 45% not)

APPROACHES TO INNOVATION

Most businesses (84%) were innovating in some way

Types of innovative approaches taken

Making our processes more efficient

Adapting our product or service

Adapting our business model or structure

Developing new products or services

Analysing market and customer data Use of sensory or other digital technologies

Investing in low carbon technology Investing in research and

development

Investing in automation 19%

INNOVATION SUPPORT

Are you aware of and have you used any of the following for innovation support?

- Have used
- Not aware of
- Aware of but not usedDon't know

52%

12% 2%

60%

49%

42%

38%

35%

28%

26%

23%

٦

Enterprise agencies or Business Gateway

> Knowledge sharing networks

Innovation centres and academic institutions

Scottish Manufacturing Advisory Service (SMAS)

Interface

National Manufacturing Institute Scotland



BARRIERS TO INNOVATION



DEPENDENCE ON TRANSPORT 95% relied on some form of transport for their day-to-day operations

Forms of transport relied on by businesses

	Ê		X	
To any extent	Road 93%	Ferry 58%	Air 37%	Rail 19%
To a large extent	73%	31%	9%	3%

Findings highlight the crucial role that ferry and air transport play for island communities. A majority (71%) of island businesses relied on ferries and around one in five (17%) relied on air to a large extent.

USE OF TRANSPORT

Delivery of supplies was the main reason businesses were dependent on transport

Reasons for depending on transport



All those dependent on transport (949)

IMPORTANT FACTORS FOR USE OF TRANSPORT

Reliability and resilience of the service	66%	
Price	48%	
Timing and frequency of service	38%	
Connections between different types of transport	14%	

All those dependent on transport (949)

For those reliant on ferries, resilience and reliability of services was particularly important (75%). Connections between different types of transport was more important for those reliant on air (25%).

NOTES: Survey fieldwork was conducted between 2nd June and 2nd July 2021, using telephone interviewing. In total 1,002 businesses and social enterprises participated. For more detail visit **www.hie.co.uk/businesspanel.** Findings are weighted to ensure a representative sample of the regional business base. Where percentages do not sum to 100%, this may be due to rounding, the exclusion of 'don't know' categories, or multiple answers