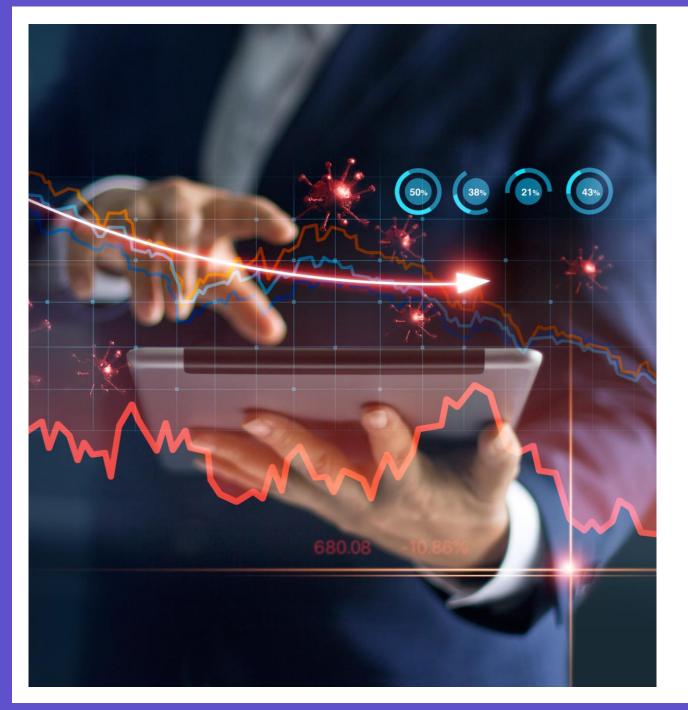




Covid-19 Impact on Business survey results 6 May 2020





Thank you to all who participated in our Covid-19 Impact on Business survey.

We believe the results of this survey will be helpful to all of us in gaining an understanding of what various companies and their leaders are doing in response to the challenges created by the Covid-19 virus. This report contains a summary of the responses we received.

We will be performing an in-depth analysis of the results and sharing our perspectives with you on the nuances we are seeing by region and industry.



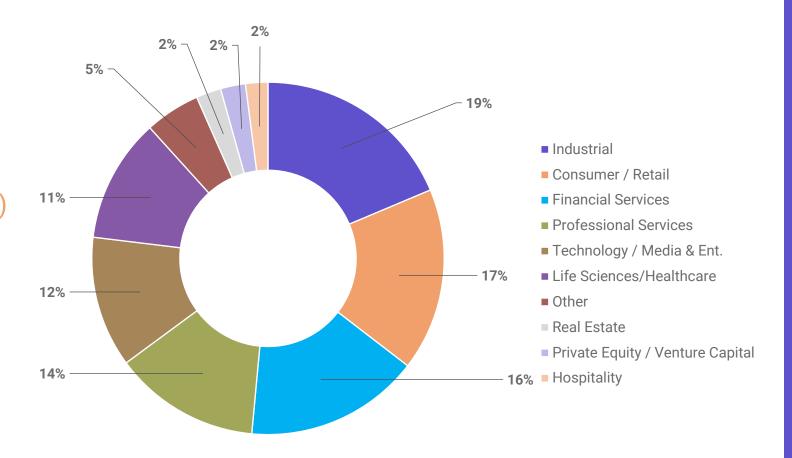
Over 1200 executives participated in the survey from various geographies, industries and company sizes.

Location of company headquarters

- Asia
- Latin America
- North America
- Europe/Middle East

Size of Workforce (Global / Regional)

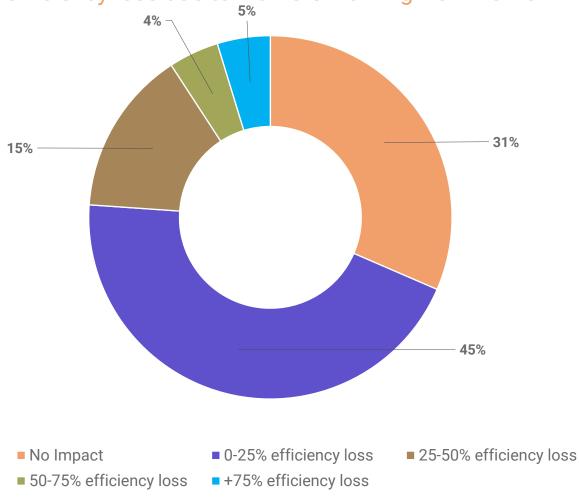
- **0**-300 36.6%
- **300-1000 21.3%**
- **1**000-5000 18.9%
- **5**000-50,000+ 23.2%

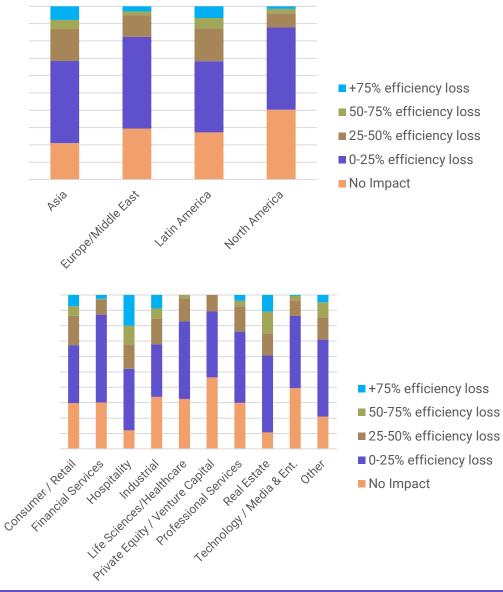




How much of a direct impact are employees working from home having on productivity?

"76% of employers are observing less than a 25% of efficiency loss due to workers working from home"

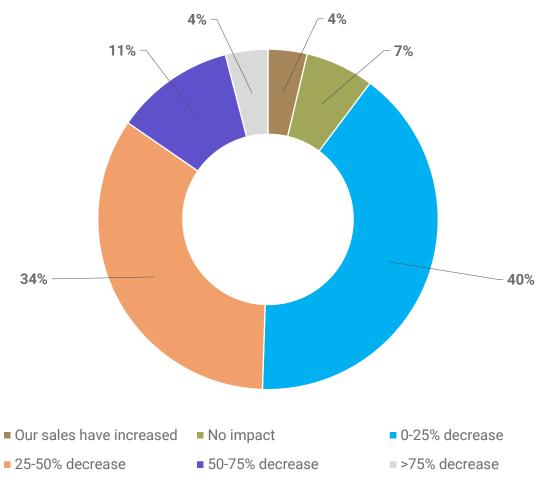


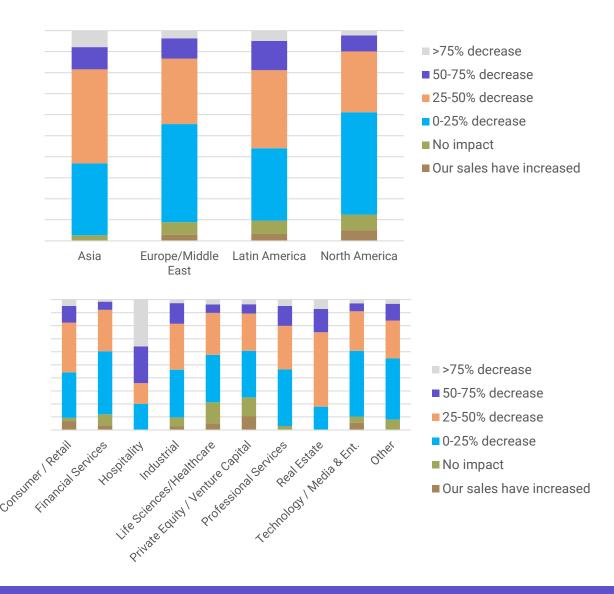






"51% of companies are anticipating less than a 25% decrease in sales by the end of 2020, including 4% anticipating an increase in sales"

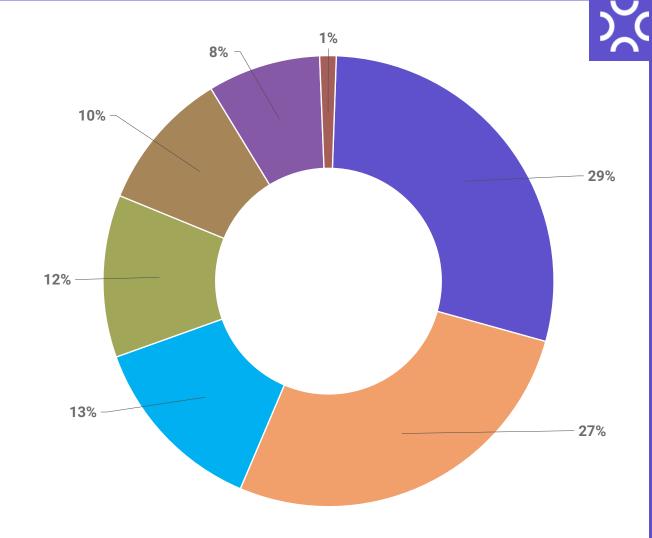




How are you keeping your organization motivated and engaged?

Response	%
Meetings conducted by video	28.76%
Regular communications from leadership	27.08%
Using technology to build a sense of community (happy hours, etc.)	13.14%
Measuring employees' feelings (emotional stability)	11.65%
Providing/upgrading to stronger "health & welfare" benefits	10.09%
Investing in employee development	8.10%
Other	1.18%
Total	100.00%

Most organizations selected several of these options of how they are keeping their organization engaged.



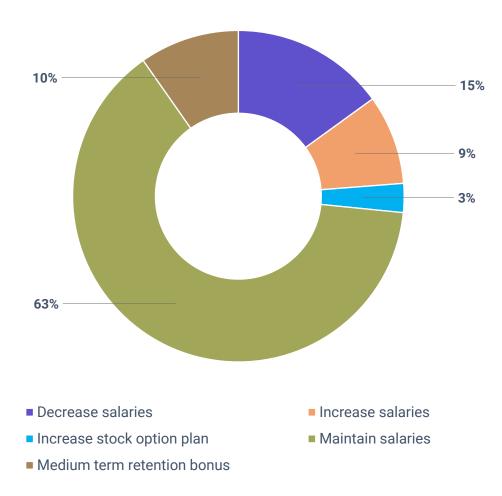
"Nearly 30% of companies are using video to conduct meetings to keep their employees engaged during this time of work from home."



What are your salary plans for key talent during 2020? (select as many as apply)

Salary Plans	%
Maintain salaries	63%
Decrease salaries	15%
Increase salaries	9%
Medium term retention bonus	10%
Increase stock option plan	3%
Total	100%

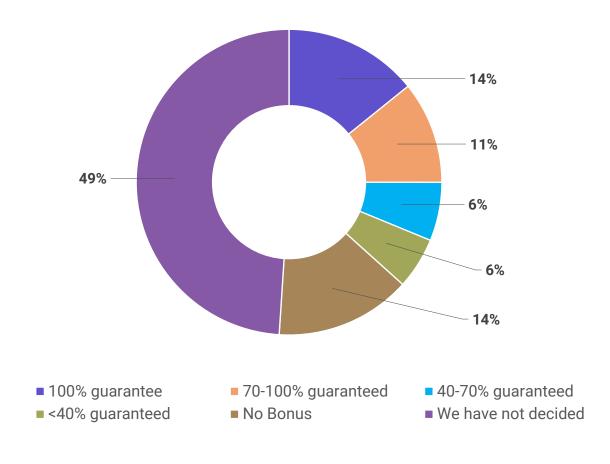
[&]quot;Across all geographies and industries, maintaining salaries during this crisis was the most prominent."

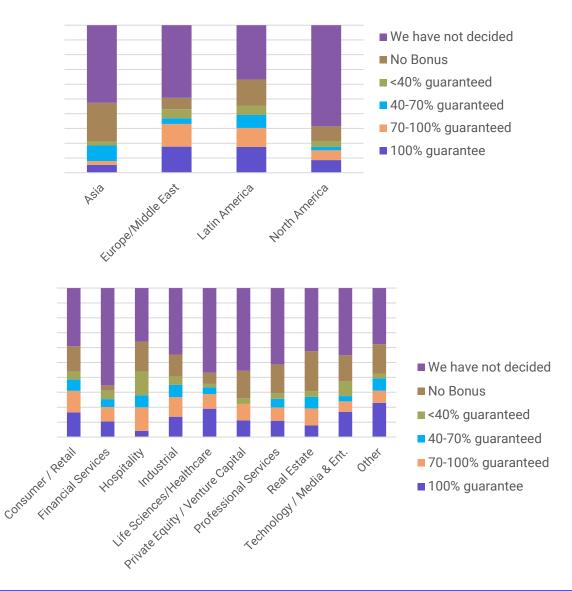




How are you managing bonus payout for 2020?

"Approximately 50% of the companies are delaying making any decisions on bonus payments"

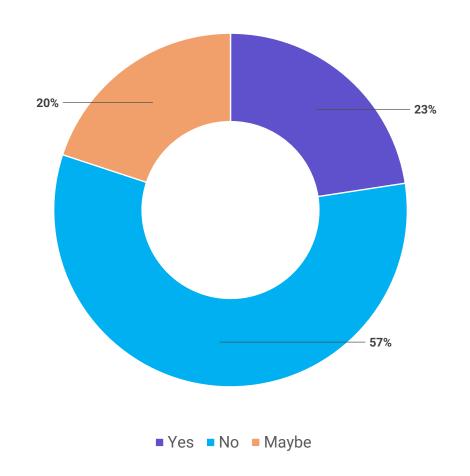


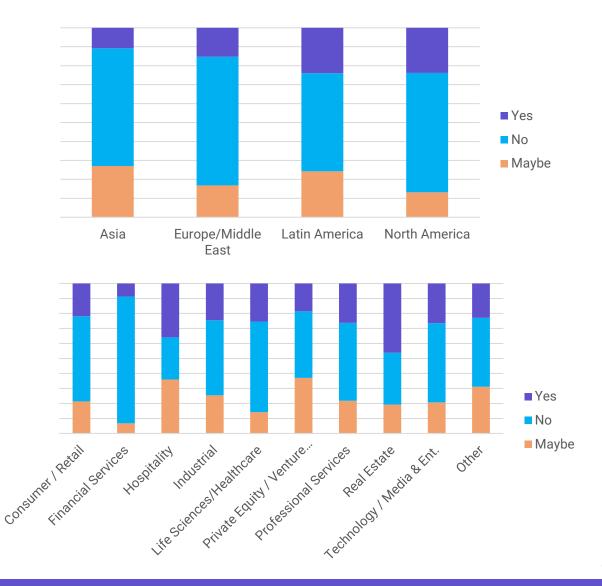




Is your company considering applying for government subsidies/loans or multilateral funds?

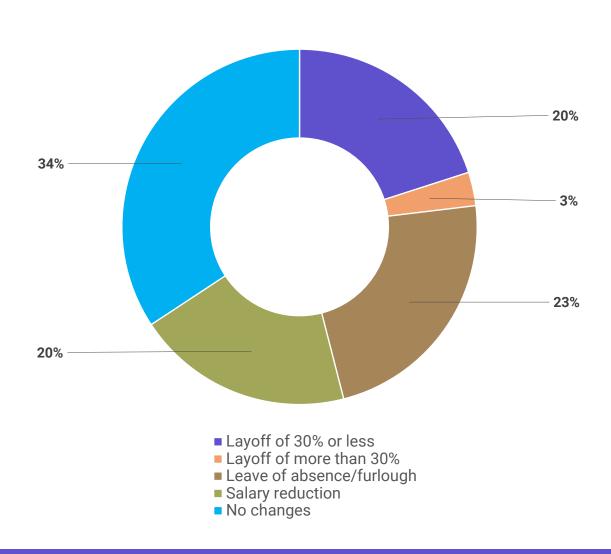
"Only 23% of companies said they plan to seek subsidies or loans from the government"







Does your 2020 contingency plan include the possibility of layoffs/leaves of absence/furlough? (select as many as apply)

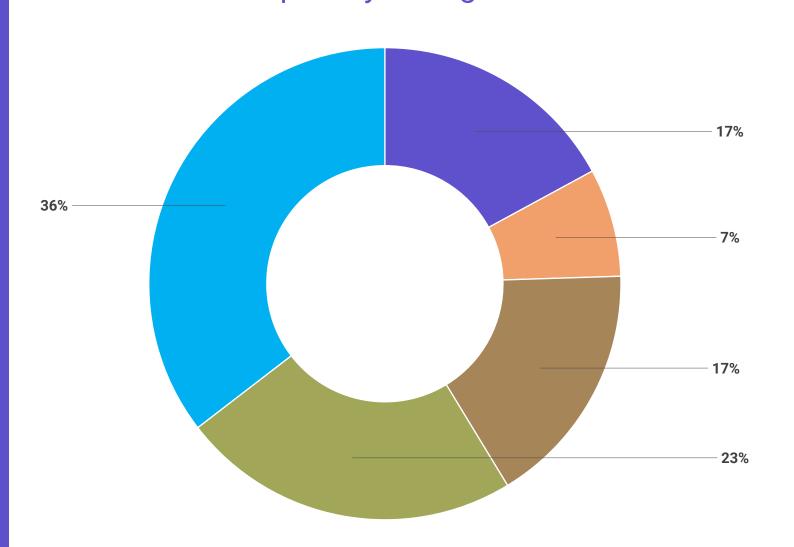


By Region		
North America	40% No Change	19% Layoff less than 30%
Europe	49% No Change	17% Layoff less than 30%
Latin America	31% No Change	26% Leave of Absence
Asia Pacific	29% Leave of Absence	27% Layoff less than 30%

By Industry			
Consumer / Retail	30% No Change	25% Leave of Absence	
Financial Services	65% No Change	19% Layoff less than 30%	
Hospitality	34% Leave of Absence	27% Layoff less than 30%	
Industrial	27% No Change	27% Leave of Absence	
Life Sciences	42% No Change	23% Leave of Absence	
Other	35% No Change	30% Leave of Absence	
Private Equity	41% No Change	25% Layoff less than 30%	
Professional Services	32% No Change	26% Salary Reduction	
Real Estate	39% Leave of Absence	24% Layoff less than 30%	
Technology / Media	35% No Change	24% Salary Reduction	



What functional areas of HR, over the next 4 months, will you continue to invest in as a priority during this crisis?



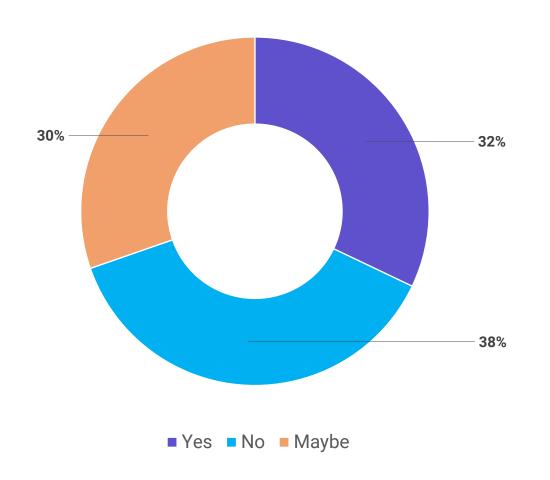
"Nearly 60% of companies are investing in their employees by focusing on Wellness & Retention and ongoing Training and Development"

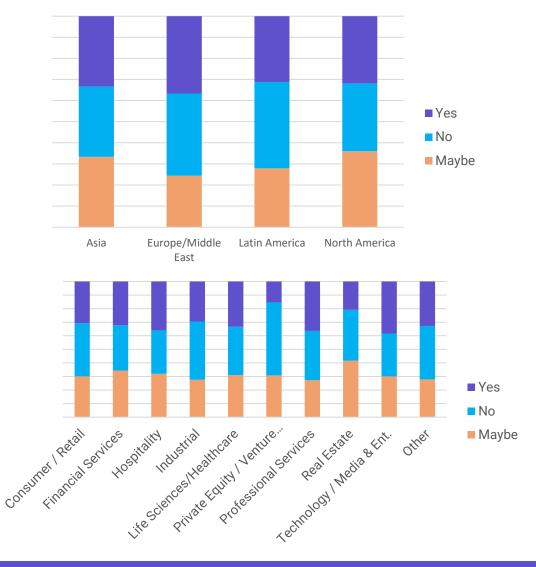
- HR Technology
- Recruitment
- Rewards
- Training and Development
- Wellness/Retention



As everyone is moving to video meetings for interviewing, would you hire a senior level executive without having met them in person?

"62% of respondents said they would consider hiring a senior level executive having only met them via video"





KINGSLEY GATE PARTNERS