



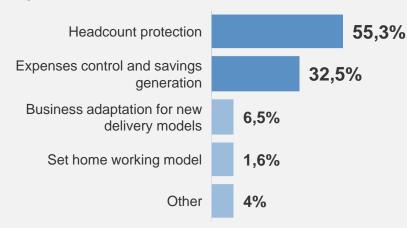
COVID-19 Business Impact Survey

South-Eastern Europe Region

Most companies inquired considers to implement actions to protect the headcount (55,3%) and control expenses (32,5%), as they mostly anticipate revenue losses and reduction of financial liquidity.

Also, the companies with less than 10 employees or 50 to 249 employees and Global or Regional presence demonstrate the trend to be impacted with these direct consequences. Considering the COVID-19 implications, companies are focused in limiting their headcount, either through postponing or cancelling new hirings (50%).

Q1. What actions did your company implement, or considers to implement, to face the COVID-19 epidemic?



Q2. What level of impact will the COVID-19 epidemic have on your company?

2nd Financial liquidity

Revenue losses

3rd Supply chain instability

4th **Business agility**

1 st

Technological, digital transformation and other investments 5th delays

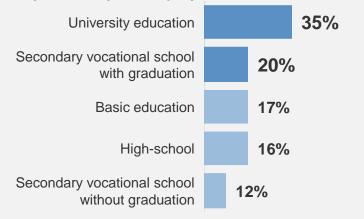
Q2. What level of impact will the COVID-19 epidemic have on your company? (Most impacted by category)

Revenue losses Restaurants & Hotels / Finance, Insurance, By activity sector Real Estate & Business Services By dimension 50 to 249 employees By presence Global

Q3. What is the immediate impact that COVID-19 epidemic will have on your total company's headcount?

Postpone all new hirings	29%
Headcount reduction	24%
Cancel all new hirings	21%
Continue with all ongoing hirings	20%
Headcount increase	4%
Postpone non immediate positions	2%

Q4. What is the headcount specialization, by education level, that is more impacted by the COVID-19 epidemic on your company?





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To stay competitive, the trend will be to reduce costs and review and adapt the business models, mainly taking short-term measures in order to bridge the most critical period. Companies with less than 10 employees and Global presence consider most critical the cost reduction actions, the business model review and adaptation actions are mostly considered by companies with both 10 to 49 employees and/or 250 or more employees and a Regional presence.

Q5. What actions is your company focusing on to stay competitive? (Most impacted by category)

	1 st Cost reduction	2 nd Business model review and adaptation		
By activity sector	Agriculture, Hunting, Forestry & Fishing / Electricity, Gas & Water / Restaurants & Hotels	Agriculture, Hunting, Forestry & Fishing / Restaurants & Hotels / Finance, Insurance, Real Estate & Business Services	3 rd	Cost adjustment with Government policies
By dimension	Less than 10 employees	10 to 49 employees / 250 or more employees	4 th	Refocus in new segments
			5 th	Reskill and upskill talent
By presence	Global	Regional		

Q6. What impacts do you consider that the COVID-19 epidemic will have on your business? (Most impacted by category)

1st Keep home office for a significant number of headcount	2nd Increase automation and develop digital sales and delivery channels
Electricity, Gas & Water / Finance, Insurance, Real Estate & Business Services / Restaurants & Hotels	Agriculture, Hunting, Forestry & Fishing / Restaurants & Hotels
Less than 10 employees	10 to 49 employees
Local / Country	Local / Country
	number of headcount Electricity, Gas & Water / Finance, Insurance, Real Estate & Business Services / Restaurants & Hotels Less than 10 employees

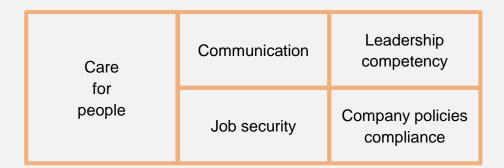
3 rd	Keep home office only for a few specific number of headcount
4 th	Insource services
F a.	0.1

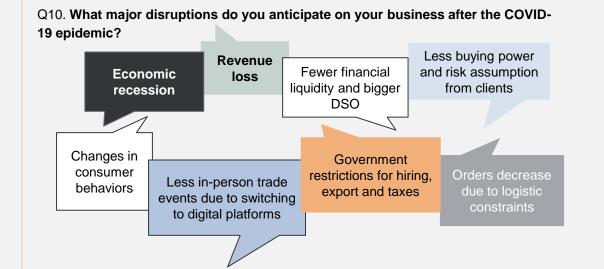
33% of the respondents consider the timeframe of 6 to 12 months for businesses to return and resume normality after the epidemic and when asked about the leadership traits.

65,9% of the respondents consider leadership needs to be mainly strategic to drive companies and succeed after the epidemic

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Q7. What concerns is your company prioritizing during the COVID-19 epidemic?





Q8. How long do you think your company will need to return to business normality after the COVID-19 epidemic?



Q9. Which attributes do you consider leaders must show to face the period after the COVID-19 epidemic?

65,9% Strategist

13,8% Digital mindset

4,9% Innovative

4,9% Caring and demonstrating true values

10,5% Other

Q11. Would you like to share with us any actions that your company will take to face the period after the COVID-19 epidemic?

