



European Confederation
of Search and Selection
Associations

STATE OF THE EXECUTIVE RECRUITMENT INDUSTRY DURING THE CORONA CRISIS

May 2020

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All Countries

What changes have you done in the last weeks and which of them do you consider as permanent after the crisis (Criteria: "done and permanent")

	Belgium	France	Italy	Luxembourg	Spain
	%-Share	%-Share	%-Share	%-Share	%-Share
I significantly increased the communication to my clients (e.g. by sending a newsletter with information about Corona)	33,3%	26,2%	51,4%	55,6%	45,0%
I have increased my social media activities in order to remain visible in my target market.	60,0%	54,8%	71,4%	77,8%	45,0%
I have convinced clients to benefit from a lower number of candidates and keep on recruiting.	23,3%	45,2%	25,7%	11,1%	5,0%
I have convinced my clients to recruit without meeting candidates physically	30,0%	28,6%	22,9%	11,1%	35,0%
I have integrated more digital tools for selection and matching	53,3%	54,8%	45,7%	66,7%	55,0%
I have broadened the scope to target new clients who are active in other sectors than my existing clients	53,3%	45,2%	31,4%	33,3%	35,0%

* Additional information : Due to rounding, the figures do not always add up precisely to

* Answers for Germany not available

How do you perceive the current readiness of your clients to hire?

(Criteria: "agreement")

	Belgium	France	Germany	Italy	Luxembourg	Spain
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	30,0%	25,6%	40,1%	40,0%	30,8%	50,0%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	56,7%	53,8%	39,6%	37,1%	53,8%	60,0%
Most of my clients have decided a hiring freeze for an indefinite period.	26,7%	41,0%	48,9%	17,1%	30,8%	20,0%
Most of my clients expect me to resume paused projects now.	40,0%	37,8%	48,1%	37,1%	15,4%	45,0%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	66,7%	50,1%	64,1%	42,9%	15,4%	35,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change? (Criteria: "agreement")

	Belgium	France	Germany	Italy	Luxembourg	Spain
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	6,7%	28,9%	59,5%	11,4%	30,8%	15,0%
It is easier to find interview appointments with candidates.	13,3%	31,6%	69,5%	14,3%	7,7%	10,0%
Candidates are currently ready to change for another company.	40,0%	63,2%	53,8%	54,3%	69,2%	45,0%
My candidates are starting to accept personal interview appointments again.	23,3%	26,3%	41,2%	40,0%	53,8%	20,0%
My candidates show willingness to accept job offers without having met the client physically.	60,0%	60,5%	35,0%	42,9%	61,5%	55,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat? (Criteria: "YES")

	Belgium	France	Germany	Italy	Luxembourg	Spain
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Further digitalization of the selection process.	90,0%	31,3%	49,5%	71,4%	84,6%	60,0%
New fee model.	13,3%	9,6%	8,6%	20,0%	15,4%	5,0%
New business model incl. new offers.	46,7%	20,5%	50,2%	42,9%	46,2%	45,0%
Home-office as a free to choose option for my staff.	53,3%	38,6%	31,8%	74,3%	61,5%	50,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

(Criteria: "agreement")

	Belgium	France	Germany	Italy	Luxembourg	Spain
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	26,7%	26,3%	71,8%	14,3%	30,8%	30,0%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	53,3%	44,7%	74,9%	37,1%	53,8%	35,0%
Clients will be less willing to accept exclusive mandates.	46,7%	55,6%	60,6%	40,0%	38,5%	30,0%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	13,3%	44,7%	80,1%	8,6%	15,4%	10,0%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	36,7%	55,3%	48,1%	25,7%	46,2%	30,0%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	26,7%	34,2%	58,2%	22,9%	38,5%	20,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019? (Selection: "YES")

	Belgium	France	Germany	Italy	Luxembourg	Spain
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
In 4 weeks	0,0%	16,7%	7,8%	2,9%	7,7%	15,0%
In 8 weeks	10,0%	0,0%	10,1%	2,9%	7,7%	0,0%
In the fourth quarter of 2020	46,7%	16,7%	35,9%	45,7%	46,2%	25,0%
In the first half of 2021	40,0%	52,8%	26,3%	37,1%	15,4%	50,0%
In the second half of 2021	3,3%	13,9%	14,3%	11,4%	23,1%	0,0%
At a later date	0,0%	0,0%	5,5%	0,0%	0,0%	10,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100



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Belgium

What changes have you done in the last weeks and which of them do you consider as permanent after the crisis

	not done	done and permanent	done but not permanent	not done but under consideration
	%-Share	%-Share	%-Share	%-Share
I significantly increased the communication to my clients (e.g. by sending a newsletter with information about Corona)	20,0%	33,3%	33,3%	13,3%
I have increased my social media activities in order to remain visible in my target market.	20,0%	60,0%	13,3%	6,7%
I have convinced clients to benefit from a lower number of candidates and keep on recruiting.	56,7%	23,3%	16,7%	3,3%
I have convinced my clients to recruit without meeting candidates physically	3,3%	30,0%	63,3%	3,3%
I have integrated more digital tools for selection and matching	26,7%	53,3%	13,3%	6,7%
I have broadened the scope to target new clients who are active in other sectors than my existing clients	33,3%	53,3%	6,7%	6,7%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the current readiness of your clients to hire?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	16,7%	26,7%	26,7%	13,3%	13,3%	3,3%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	6,7%	10,0%	26,7%	23,3%	16,7%	16,7%
Most of my clients have decided a hiring freeze for an indefinite period.	13,3%	43,3%	16,7%	23,3%	0,0%	3,3%
Most of my clients expect me to resume paused projects now.	6,7%	23,3%	30,0%	16,7%	16,7%	6,7%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	3,3%	16,7%	13,3%	30,0%	23,3%	13,3%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	46,7%	30,0%	16,7%	0,0%	6,7%	0,0%
It is easier to find interview appointments with candidates.	40,0%	36,7%	10,0%	10,0%	0,0%	3,3%
Candidates are currently ready to change for another company.	3,3%	10,0%	46,7%	16,7%	20,0%	3,3%
My candidates are starting to accept personal interview appointments again.	20,0%	26,7%	30,0%	6,7%	16,7%	0,0%
My candidates show willingness to accept job offers without having met the client physically.	6,7%	16,7%	16,7%	30,0%	10,0%	20,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat?

	%-Share "YES"
Further digitalization of the selection process.	90,0%
New fee model.	13,3%
New business model incl. new offers.	46,7%
Home-office as a free to choose option for my staff.	53,3%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	13,3%	36,7%	23,3%	13,3%	10,0%	3,3%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	3,3%	20,0%	23,3%	23,3%	16,7%	13,3%
Clients will be less willing to accept exclusive mandates.	23,3%	13,3%	16,7%	6,7%	30,0%	10,0%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	10,0%	50,0%	26,7%	6,7%	3,3%	3,3%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	6,7%	23,3%	33,3%	10,0%	16,7%	10,0%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	6,7%	23,3%	43,3%	13,3%	10,0%	3,3%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019?

	%-Share "YES"
In 4 weeks	0,0%
In 8 weeks	10,0%
In the fourth quarter of 2020	46,7%
In the first half of 2021	40,0%
In the second half of 2021	3,3%
At a later date	0,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100



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France

What changes have you done in the last weeks and which of them do you consider as permanent after the crisis

	not done	done and permanent	done but not permanent	not done but under consideration
	%-Share	%-Share	%-Share	%-Share
I significantly increased the communication to my clients (e.g. by sending a newsletter with information about Corona)	33,3%	26,2%	33,3%	7,1%
I have increased my social media activities in order to remain visible in my target market.	23,8%	54,8%	19,0%	2,4%
I have convinced clients to benefit from a lower number of candidates and keep on recruiting.	21,4%	45,2%	31,0%	2,4%
I have convinced my clients to recruit without meeting candidates physically	7,1%	28,6%	54,8%	9,5%
I have integrated more digital tools for selection and matching	23,8%	54,8%	14,3%	7,1%
I have broadened the scope to target new clients who are active in other sectors than my existing clients	28,6%	45,2%	16,7%	9,5%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the current readiness of your clients to hire?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	20,5%	28,2%	25,6%	12,8%	12,8%	0,0%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	5,1%	23,1%	17,9%	17,9%	17,9%	17,9%
Most of my clients have decided a hiring freeze for an indefinite period.	10,3%	20,5%	28,2%	10,3%	23,1%	7,7%
Most of my clients expect me to resume paused projects now.	18,9%	16,2%	27,0%	10,8%	21,6%	5,4%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	21,1%	15,8%	13,2%	13,2%	23,7%	13,2%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	31,6%	13,2%	26,3%	13,2%	10,5%	5,3%
It is easier to find interview appointments with candidates.	28,9%	18,4%	21,1%	21,1%	5,3%	5,3%
Candidates are currently ready to change for another company.	0,0%	10,5%	26,3%	39,5%	21,1%	2,6%
My candidates are starting to accept personal interview appointments again.	23,7%	34,2%	15,8%	10,5%	13,2%	2,6%
My candidates show willingness to accept job offers without having met the client physically.	5,3%	18,4%	15,8%	23,7%	21,1%	15,8%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat?

Further digitalization of the selection process.	31,3%
New fee model.	9,6%
New business model incl. new offers.	20,5%
Home-office as a free to choose option for my staff.	38,6%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	28,9%	39,5%	5,3%	5,3%	7,9%	13,2%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	5,3%	13,2%	36,8%	10,5%	28,9%	5,3%
Clients will be less willing to accept exclusive mandates.	11,1%	19,4%	13,9%	19,4%	22,2%	13,9%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	23,7%	10,5%	21,1%	10,5%	28,9%	5,3%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	0,0%	15,8%	28,9%	39,5%	10,5%	5,3%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	18,4%	23,7%	23,7%	23,7%	10,5%	0,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019?

	%-Share "YES"
In 4 weeks	16,7%
In 8 weeks	0,0%
In the fourth quarter of 2020	16,7%
In the first half of 2021	52,8%
In the second half of 2021	14%
At a later date	0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100



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Germany

How do you perceive the current readiness of your clients to hire?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	23,7%	35,1%	1,1%	5,1%	28,9%	6,2%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	23,2%	34,5%	2,6%	6,6%	25,8%	7,2%
Most of my clients have decided a hiring freeze for an indefinite period.	13,4%	33,0%	4,7%	8,7%	32,0%	8,2%
Most of my clients expect me to resume paused projects now.	17,0%	27,3%	7,5%	11,5%	25,8%	10,8%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	20,1%	14,4%	1,4%	5,4%	30,4%	28,4%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	9,3%	26,3%	5,0%	9,0%	37,1%	13,4%
It is easier to find interview appointments with candidates.	5,7%	22,2%	2,6%	6,6%	42,8%	20,1%
Candidates are currently ready to change for another company.	8,2%	32,5%	5,5%	9,5%	37,1%	7,2%
My candidates are starting to accept personal interview appointments again.	18,6%	34,5%	5,7%	9,7%	24,7%	6,7%
My candidates show willingness to accept job offers without having met the client physically.	28,9%	31,4%	4,7%	8,7%	22,7%	3,6%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat?

	%-Share "YES"
Further digitalization of the selection process.	49,5%
New fee model.	8,6%
New business model incl. new offers.	50,2%
Home-office as a free to choose option for my staff.	31,8%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	4,1%	18,0%	6,0%	10,0%	39,2%	22,7%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	5,2%	16,0%	3,9%	7,9%	48,5%	18,6%
Clients will be less willing to accept exclusive mandates.	2,6%	12,9%	23,9%	19,9%	27,3%	13,4%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	2,1%	12,4%	5,5%	9,5%	55,2%	15,5%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	8,2%	33,5%	10,1%	14,1%	29,4%	4,6%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	6,7%	25,8%	9,3%	13,3%	36,6%	8,2%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019?

	%-Share "YES"
In 4 weeks	7,8%
In 8 weeks	10,1%
In the fourth quarter of 2020	35,9%
In the first half of 2021	26,3%
In the second half of 2021	14,3%
At a later date	5,5%

* Additional information : Due to rounding, the figures do not always add up precisely to 100



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Italy

What changes have you done in the last weeks and which of them do you consider as permanent after the crisis

	not done %-Share	done and permanent %-Share	done but not permanent %-Share	not done but under consideration %-Share
I significantly increased the communication to my clients (e.g. by sending a newsletter with information about Corona)	11,4%	51,4%	28,6%	8,6%
I have increased my social media activities in order to remain visible in my target market.	8,6%	71,4%	14,3%	5,7%
I have convinced clients to benefit from a lower number of candidates and keep on recruiting.	54,3%	25,7%	14,3%	5,7%
I have convinced my clients to recruit without meeting candidates physically	28,6%	22,9%	48,6%	0,0%
I have integrated more digital tools for selection and matching	20,0%	45,7%	22,9%	11,4%
I have broadened the scope to target new clients who are active in other sectors than my existing clients	42,9%	31,4%	8,6%	17,1%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the current readiness of your clients to hire?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	8,6%	25,7%	25,7%	8,6%	25,7%	5,7%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	2,9%	25,7%	34,3%	14,3%	11,4%	11,4%
Most of my clients have decided a hiring freeze for an indefinite period.	11,4%	40,0%	31,4%	5,7%	0,0%	11,4%
Most of my clients expect me to resume paused projects now.	8,6%	17,1%	37,1%	14,3%	17,1%	5,7%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	20,0%	28,6%	8,6%	11,4%	17,1%	14,3%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	40,0%	28,6%	20,0%	2,9%	5,7%	2,9%
It is easier to find interview appointments with candidates.	31,4%	42,9%	11,4%	11,4%	0,0%	2,9%
Candidates are currently ready to change for another company.	5,7%	14,3%	25,7%	31,4%	17,1%	5,7%
My candidates are starting to accept personal interview appointments again.	17,1%	20,0%	22,9%	8,6%	20,0%	11,4%
My candidates show willingness to accept job offers without having met the client physically.	2,9%	20,0%	34,3%	8,6%	20,0%	14,3%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat?

	%-Share "YES"
Further digitalization of the selection process.	71,4%
New fee model.	20,0%
New business model incl. new offers.	42,9%
Home-office as a free to choose option for my staff.	74,3%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	25,7%	45,7%	14,3%	8,6%	5,7%	0,0%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	5,7%	25,7%	31,4%	11,4%	20,0%	5,7%
Clients will be less willing to accept exclusive mandates.	17,1%	22,9%	20,0%	28,6%	8,6%	2,9%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	22,9%	42,9%	25,7%	5,7%	2,9%	0,0%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	2,9%	17,1%	54,3%	5,7%	20,0%	0,0%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	14,3%	22,9%	40,0%	11,4%	11,4%	0,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019?

	%-Share "YES"
In 4 weeks	2,9%
In 8 weeks	2,9%
In the fourth quarter of 2020	45,7%
In the first half of 2021	37,1%
In the second half of 2021	11,4%
At a later date	0,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100



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Luxembourg

What changes have you done in the last weeks and which of them do you consider as permanent after the crisis

	not done	done and permanent	done but not permanent	not done but under consideration
	%-Share	%-Share	%-Share	%-Share
I significantly increased the communication to my clients (e.g. by sending a newsletter with information about Corona)	11,1%	55,6%	33,3%	0,0%
I have increased my social media activities in order to remain visible in my target market.	0,0%	77,8%	11,1%	11,1%
I have convinced clients to benefit from a lower number of candidates and keep on recruiting.	44,4%	11,1%	44,4%	0,0%
I have convinced my clients to recruit without meeting candidates physically	0,0%	11,1%	77,8%	11,1%
I have integrated more digital tools for selection and matching	33,3%	66,7%	0,0%	0,0%
I have broadened the scope to target new clients who are active in other sectors than my existing clients	33,3%	33,3%	22,2%	11,1%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the current readiness of your clients to hire?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	23,1%	15,4%	30,8%	15,4%	0,0%	15,4%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	7,7%	15,4%	23,1%	7,7%	23,1%	23,1%
Most of my clients have decided a hiring freeze for an indefinite period.	15,4%	38,5%	15,4%	15,4%	15,4%	0,0%
Most of my clients expect me to resume paused projects now.	0,0%	23,1%	61,5%	7,7%	7,7%	0,0%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	30,8%	30,8%	23,1%	7,7%	7,7%	0,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	30,8%	30,8%	7,7%	23,1%	7,7%	0,0%
It is easier to find interview appointments with candidates.	30,8%	30,8%	30,8%	7,7%	0,0%	0,0%
Candidates are currently ready to change for another company.	0,0%	23,1%	7,7%	15,4%	46,2%	7,7%
My candidates are starting to accept personal interview appointments again.	15,4%	15,4%	15,4%	38,5%	15,4%	0,0%
My candidates show willingness to accept job offers without having met the client physically.	7,7%	15,4%	15,4%	15,4%	15,4%	30,8%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat?

	%-Share "YES"
Further digitalization of the selection process.	84,6%
New fee model.	15,4%
New business model incl. new offers.	46,2%
Home-office as a free to choose option for my staff.	61,5%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	38,5%	7,7%	23,1%	0,0%	7,7%	23,1%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	7,7%	7,7%	30,8%	7,7%	38,5%	7,7%
Clients will be less willing to accept exclusive mandates.	15,4%	15,4%	30,8%	7,7%	15,4%	15,4%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	15,4%	46,2%	23,1%	0,0%	7,7%	7,7%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	0,0%	15,4%	38,5%	15,4%	15,4%	15,4%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	0,0%	30,8%	30,8%	15,4%	15,4%	7,7%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019?

	%-Share "YES"
In 4 weeks	7,7%
In 8 weeks	7,7%
In the fourth quarter of 2020	46,2%
In the first half of 2021	15,4%
In the second half of 2021	23,1%
At a later date	0,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100



European Confederation
of Search and Selection
Associations

Spain

What changes have you done in the last weeks and which of them do you consider as permanent after the crisis

	not done	done and permanent	done but not permanent	not done but under consideration
	%-Share	%-Share	%-Share	%-Share
I significantly increased the communication to my clients (e.g. by sending a newsletter with information about Corona)	30,0%	45,0%	25,0%	0,0%
I have increased my social media activities in order to remain visible in my target market.	30,0%	45,0%	10,0%	15,0%
I have convinced clients to benefit from a lower number of candidates and keep on recruiting.	65,0%	5,0%	15,0%	15,0%
I have convinced my clients to recruit without meeting candidates physically	25,0%	35,0%	40,0%	0,0%
I have integrated more digital tools for selection and matching	40,0%	55,0%	5,0%	0,0%
I have broadened the scope to target new clients who are active in other sectors than my existing clients	35,0%	35,0%	20,0%	10,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the current readiness of your clients to hire?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Most of my clients are starting to take up personal face to face interviews again.	5,0%	30,0%	15,0%	25,0%	10,0%	15,0%
Most of my clients have become accustomed to digital communication and show willingness to hire candidates they have met exclusively via video conferencing.	5,0%	5,0%	30,0%	15,0%	35,0%	10,0%
Most of my clients have decided a hiring freeze for an indefinite period.	10,0%	30,0%	40,0%	10,0%	5,0%	5,0%
Most of my clients expect me to resume paused projects now.	15,0%	15,0%	25,0%	30,0%	10,0%	5,0%
I have concrete projects with realistic short-term (2-4 weeks) sales potential in my portfolio.	15,0%	25,0%	25,0%	10,0%	15,0%	10,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

How do you perceive the candidates' willingness to change?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
Contacting candidates was made much easier by their home office work.	20,0%	40,0%	25,0%	10,0%	5,0%	0,0%
It is easier to find interview appointments with candidates.	40,0%	45,0%	5,0%	0,0%	10,0%	0,0%
Candidates are currently ready to change for another company.	15,0%	15,0%	25,0%	25,0%	15,0%	5,0%
My candidates are starting to accept personal interview appointments again.	20,0%	35,0%	25,0%	15,0%	0,0%	5,0%
My candidates show willingness to accept job offers without having met the client physically.	0,0%	15,0%	30,0%	10,0%	35,0%	10,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

Which of the following new practices will you implement and keep for the long term, even when Corona is no longer a threat?

	%-Share "YES"
Further digitalization of the selection process.	60,0%
New fee model.	5,0%
New business model incl. new offers.	45,0%
Home-office as a free to choose option for my staff.	50,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

What changes/market requirements do you expect for the time after the lockdown?

	1	2	3	4	5	6
	%-Share	%-Share	%-Share	%-Share	%-Share	%-Share
There will be stronger competition and a noticeable price war.	10,0%	30,0%	30,0%	5,0%	20,0%	5,0%
Ongoing processes will be considerably lengthened due to continuing difficult conditions for personal meetings.	15,0%	25,0%	25,0%	15,0%	20,0%	0,0%
Clients will be less willing to accept exclusive mandates.	20,0%	25,0%	25,0%	10,0%	10,0%	10,0%
Clients will be noticeably more willing to accept digital project components (e.g. diagnostics, video interviews, etc.).	20,0%	65,0%	5,0%	10,0%	0,0%	0,0%
Many good candidates will be available and willing to change, which will result in an improved candidate market situation within the scope of our mandates.	10,0%	35,0%	25,0%	20,0%	0,0%	10,0%
Due to increased application activities caused by the recession, the response rate of potential candidates to job postings in newspapers or social media will increase noticeably.	10,0%	40,0%	30,0%	0,0%	15,0%	5,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100

When do you think the turnover of your company will reach 80% or more of turnover of the corresponding month in 2019?

	%-Share "YES"
In 4 weeks	15,0%
In 8 weeks	0,0%
In the fourth quarter of 2020	25,0%
In the first half of 2021	50,0%
In the second half of 2021	0,0%
At a later date	10,0%

* Additional information : Due to rounding, the figures do not always add up precisely to 100