

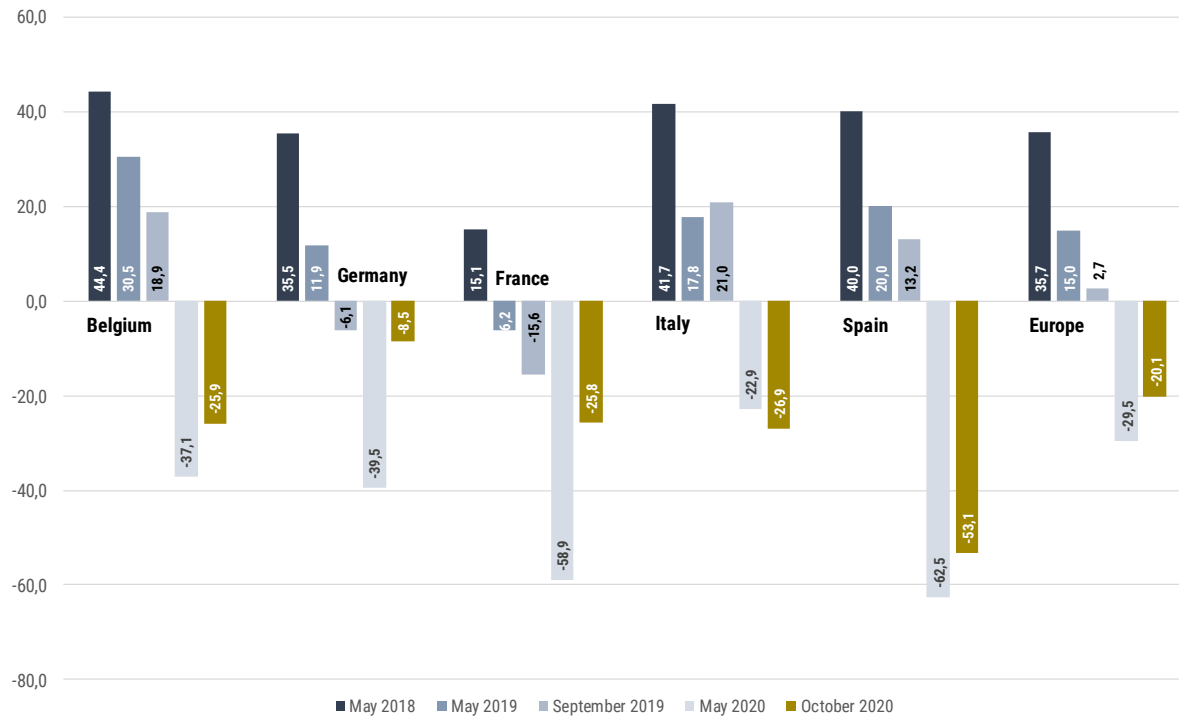


European Confederation
of Search and Selection
Associations

ECSSA Survey "The Impact of the Corona Crisis on the Search & Selection Industry"

November 2020

STATE OF THE INDUSTRY INDEX, MAY 2018 TO OCTOBER 2020 PER COUNTRY



		Belgium	France	Germany	Italy	Spain
How is your present state of business		%-Share	%-Share	%-Share	%-Share	%-Share
	Good (above budget)	7%	15%	12%	8%	0%
	Satisfying (breakeven)	38%	24%	43%	38%	19%
	Dissatisfying (below budget)	55%	61%	45%	54%	81%
		100%	100%	100%	100%	100%
Has your turnover within the last three months...?						
	Increased	10%	21%	36%	23%	19%
	Remained stable	31%	33%	34%	15%	13%
	Decreased	59%	45%	30%	62%	69%
		100%	100%	100%	100%	100%
Is your company's current number of recruitment assignments...?						
	Large (above budget)	0%	6%	8%	0%	0%
	Satisfying (breakeven)	38%	33%	37%	46%	13%
	Dissatisfying (below budget)	62%	61%	55%	54%	88%
		100%	100%	100%	100%	100%
Will your company's performance within the next six months...?						
	Increase	31%	33%	39%	31%	19%
	Remain stable	34%	27%	38%	31%	38%
	Decrease	34%	39%	23%	38%	44%
		100%	100%	100%	100%	100%
State of Business Index March 2019		-25,9	-25,8	-8,5	-26,9	-53,1

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

Changes in revenue in the first three quarters of 2020 compared with the same period of the previous year

	Belgium	France	Germany	Italy	Spain
Decrease of more than 50%	13%	10%	28%	23%	8%
Decrease between 40% and 50%	29%	10%	15%	15%	23%
Decrease between 30% and 40%	17%	26%	9%	46%	31%
Decrease between 20% and 30%	21%	16%	18%	8%	15%
Decrease between 10% and 20%	13%	6%	6%	8%	23%
Decrease between 0% and 10%	4%	3%	2%	0%	0%
No change in turnover	4%	10%	9%	0%	0%
Growth between 0% and 5%.	0%	10%	4%	0%	0%
Growth of between 5% and 10%.	0%	3%	3%	0%	0%
Growth of over 10%	0%	6%	5%	0%	0%
Country Average	-34%	-23%	-31%	-40%	-33%

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

Expected changes in revenue in the fourth quarter 2020 compared to the original plans for the period at the beginning of the year

	Belgium	France	Germany	Italy	Spain
More than 50% below budget	13%	13%	21%	8%	0%
Between 20% and 50% below budget	29%	45%	32%	62%	69%
Between 0% and 20% below budget	17%	16%	20%	0%	23%
No significant changes	21%	13%	12%	15%	0%
Between 0% and 10% above budget	13%	13%	10%	8%	8%
Between 10% and 30% above budget	4%	0%	4%	8%	0%
More than 30% above budget	4%	0%	0%	0%	0%
Country Average	-32%	-25%	-25%	-24%	-26%

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

Share of Employee changes at the respective level between February and October 2020

	Belgium	France	Germany	Italy	Spain
Consultant	-16%	0%	-7%	-10%	-14%
Researcher	-4%	-7%	-9%	-29%	-25%
Back-Office	-18%	-6%	-10%	-20%	-25%

Current demand from client industries

(Share: "very good" + "good")

	Belgium	France	Germany	Italy	Spain
Healthcare	50%	59%	46%	75%	70%
Chemistry / Pharmaceutical	31%	53%	29%	75%	18%
Telecommunication and IT	17%	33%	17%	60%	50%
Public Sector	36%	40%	32%	0%	40%
Insurance	10%	27%	35%	60%	9%
Consumer Goods	18%	29%	14%	20%	27%
Mechanical Engineering	21%	27%	6%	27%	0%
Professional Services	12%	13%	24%	29%	0%
Utilities / Energy and Water Suppliers	13%	20%	35%	0%	10%
Wholesale and Retail	13%	0%	17%	17%	11%
Transport and Hospitality	8%	14%	0%	25%	9%
Banking	0%	18%	12%	0%	0%
Automotive	7%	7%	0%	0%	0%

Trends / changes in the Search & Selection industry due to the experiences from the Corona crisis (Share: "I fully agree" + "I rather agree")

	Belgium	France	Germany	Italy	Spain
Home office employees do their work effectively.	75%	84%	89%	69%	85%
Employees without a fixed working time regulation (full trust working time model) work at least as efficiently as within fixed working hours.	67%	71%	86%	54%	69%
The management of employees also works well remotely, i.e. by means of digital methods.	71%	74%	87%	46%	69%
The findings about home office work have fundamentally changed the general understanding of workplace / working time models and have led to a lasting change in these issues.	88%	84%	77%	62%	62%
Proven customer relationships in Search and Selection Consulting lead to orders or good capacity utilisation even in times of crisis.	75%	65%	73%	62%	62%
A high degree of specialisation in Search and Selection Consulting (e.g. certain industries / functions) is associated with disproportionate risks.	50%	71%	53%	46%	69%

Trends / changes in the Search & Selection industry due to the experiences from the Corona crisis (Share: "I fully agree" + "I rather agree")

	Belgium	France	Germany	Italy	Spain
It is also possible to establish and maintain resilient client and candidate relationships via video calls (zoom, teams, etc.).	75%	84%	73%	69%	85%
Essential parts of the value chain (e.g. candidate interviews) can also be transferred to digital methods.	67%	71%	80%	54%	69%
Digital competence can reduce negative business impacts, as digitally well-equipped Search & Selection companies can generally adapt to changes more agilely.	71%	74%	85%	46%	69%
Clients now accept to hire candidates without having met them personally.	88%	84%	42%	62%	62%
The role of the Search & Selection consultant has changed. Away from the recruiting expert to the trusted advisor in other HR issues.	75%	65%	45%	62%	62%