

TESTING BUSINESS PERFORMANCE DURING COVID-19

SURVEY III
COVID-19

Background

COVID-19 Statistics

Up to September 2020, Malta has recorded 3035 cases of COVID-19. Figure 1 below shows the cases overview, details provided by the Public Health Response Team within the Ministry for Health¹.

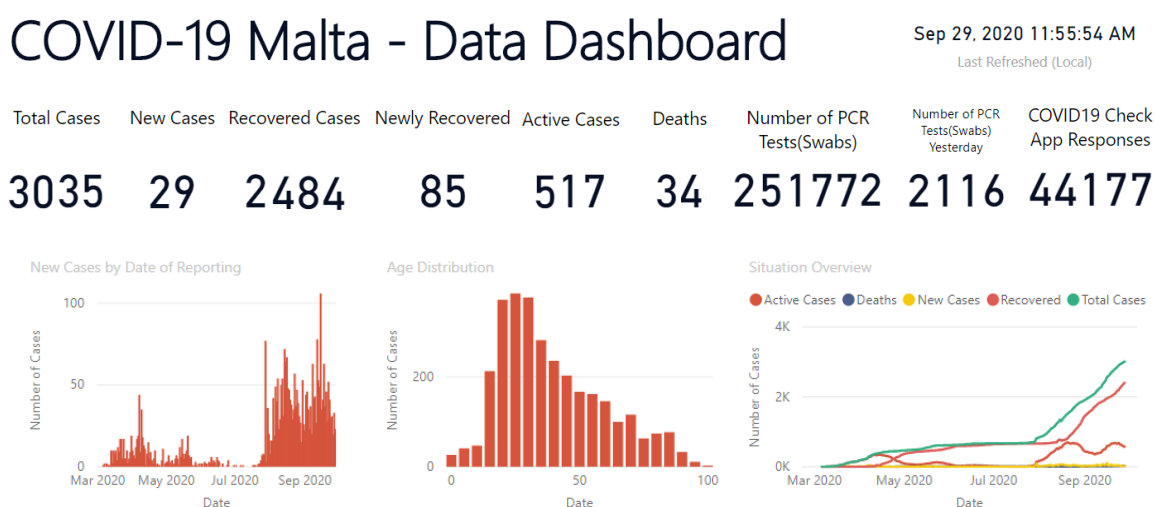


Figure 1: Cases Overview of COVID-19 in Malta between March-September 2020

As one can see from the first graph, the number of cases started to increase drastically by end of July 2020. Figures show that this was a consequence of the lifting of Legal Notices 228, 322, 325, 329, 334 and 338 pertaining to Organised Events published from 5th June onwards and the lifting of Legal Notices 244, 255, 280 and 290 pertaining to Travel Bans.

Financial Packages for Businesses

By end of August 2020, the government has announced a series of financial packages.

Financial Schemes that are have CLOSED by end of August 2020:

- Facilitating for Teleworking Scheme**, to support employers and self-employed individuals to invest in technology that enables teleworking and to partially cover the costs of teleworking solutions.
- Parents' Benefit**, for employees in the private sector who cannot work to take care of their children.

¹ <https://deputyprimeminister.gov.mt/en/health-promotion/covid-19/Pages/covid-19-infographics.aspx>

- (c) **Medical Benefit**, for employees of the private sector, who after 27th March 2020, due to COVID-19 are not going to work because they are ordered by the Superintendent of Public Health not to leave their home, are not able to work from home and are not being paid by their employer during their absence from work.
- (d) **Disability Benefit**, for employees with disability employed in the private sector who after 8th March due to the impact of COVID-19 cannot go to work on medical advice and are not able to work from home.

Financial Schemes that have been EXTENDED till September/October 2020:

- (a) **Covid-Wage Supplement**, provides employee with a basic wage cover to address the disruption caused by the COVID-19 pandemic. Funds will be forwarded to employers who will be obliged to guarantee that the Covid Wage Supplement as established below is forwarded to the employee.
- (b) **Quarantine Leave Scheme**, for employers who have or had a member of their staff (including themselves) on mandatory quarantine leave in accordance with the directives of the Superintendent of Public Health are entitled to a one-off lump sum grant of €350.
- (c) **Deferral of Payment of Taxes**, including the self-employed, to pay Provisional Tax, VAT and National Insurance Contribution on salaries.
- (d) **COVID-19 Guarantee Scheme (CGS) by the Malta Development Bank**, which provides guarantees to commercial banks in order to enhance access to bank financing for a working capital requirements of businesses in Malta facing a sudden acute liquidity shortage as a result of the COVID-19 outbreak. The CGS has been approved by the European Commission on the 2nd April 2020 under the Temporary Framework for State Aid measures and has not yet been available to companies.
- (e) **Moratorium on Credit Facilities**, licensed by the Malta Financial Services Authority have been directed to offer a six-month moratorium on repayments on capital and interest for borrowers who have been negatively affected by COVID-19.

NEW Financial Schemes that has been announced by August 2020:

- (a) **Vouchers**, for the general public to be spent in retail shops (20%), hospitality and restaurants (80%) till end of October 2020.
- (b) **Investment Aid for COVID Products**, to support investments related to COVID-19 related products that are completed within six months from Start of Works.
- (c) **Export Response Scheme**, for companies to invest in digital marketing channels to promote their products and services internationally; train staff in digital marketing tools through eLearning courses; and recover funds lost in eligible expenses related to trade exhibitions cancelled due to the pandemic.

- (d) **Rent & Electricity Refund Schemes**, for companies that are benefitting from the Covid Wage Supplement will be supported with a refund on their rent and electricity payments.
- (e) **Microinvest Cash Grants**, as a direct injection to those who invested in 2019 and who benefited from Malta Enterprise's tax credit scheme, there is a conversion of 30% of these credits into grants. Costs covered include refurbishment and upgrading of offices & factories, investment in machinery and other assets.
- (f) **COVID R&D Fund**, targeting **public**, **academic** and **private** entities to collaborate together in addressing innovative and/or improved approaches related to the current pandemic, and to potential future waves and other antiviral relevant research.

The below have also been announced, but guidelines have not been issued yet:

- (a) **Business Re-engineering Consultancy**, for businesses to cover costs related to re-engineering process to help them develop new plans.
- (b) **Export Credit Guarantee**, in order to encourage investment towards exports to new markets like Africa, the Middle East and Latin America.
- (c) **Modernisation of Equipment**, to upgrade construction machinery and increase sustainability for the construction industry.

Chapter 1: Introduction

With the rise in positive Covid-19 cases, the MEA believes that companies' realities are changing at a fast pace. The MEA wants to keep abreast with how COVID-19 is affecting businesses and employers.

It is due to this fact, that the MEA have creating the third survey with the following aims and objectives:

- To evaluate business performance by sector and company size
- To determine employers' projections for the coming months
- To study the labour market potential in surviving the pandemic

By identifying business performance during this time, the MEA will be in a position to propose a set of recommendations based on companies' needs and to lobby with other social partners and government at large.

The research exercise has consisted of an online survey among employers from all sectors

1.1 The Survey

The survey was designed on the basis of information obtained from queries by MEA members and schemes issued by government up to the 27th August 2020.

The survey was distributed online through Google Forms, to all MEA members and other companies coming from different industry sectors.

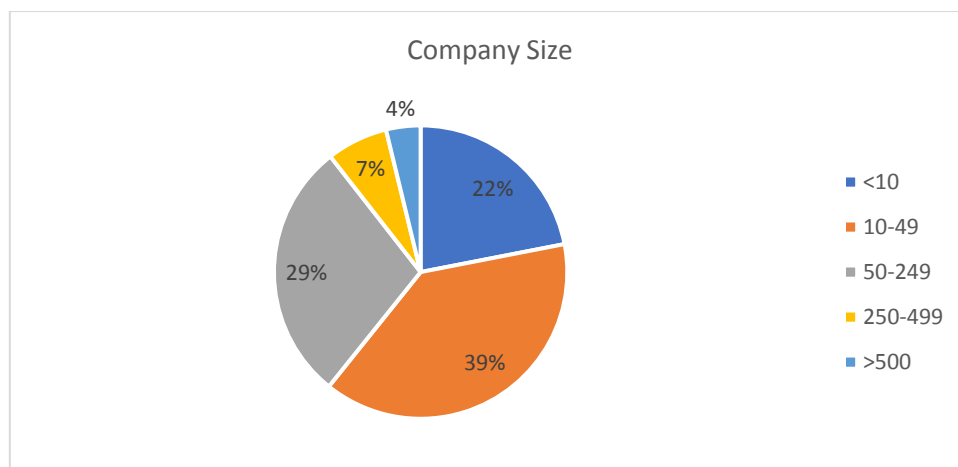
The survey contained nineteen (19) questions, some of which are closed-ended and others are open-ended. Through the open-ended, respondents were given the possibility to explain further their responses, by adding comments to their answers. A copy of the survey can be found in Appendix I.

There were two-hundred and thirty-seven (237) responses to the survey, representing a larger number of companies as a number of respondents represented groups of companies, not individual employers. The survey was restricted to one submission per user and was left open for nine (9) days from the 27th August till the 4th September 2020.

Chapter 2: General Results

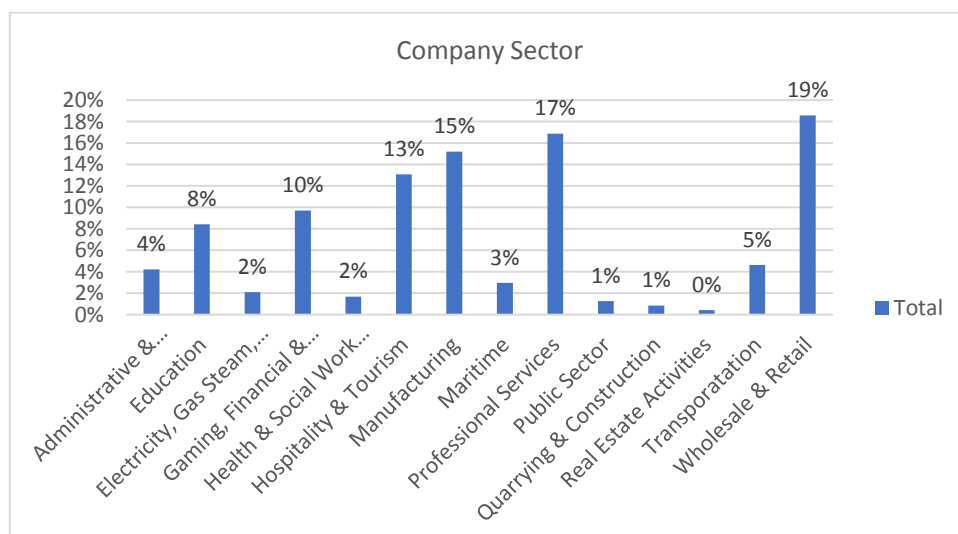
2.1 Company Size

Out of 237 survey respondents, 22% of companies employ less than 10 employees, 39% employ between 10-49 employees, 29% employ between 50-249 employees, 7% employ between 250-499 employees, and 4% employ more than 500 employees.



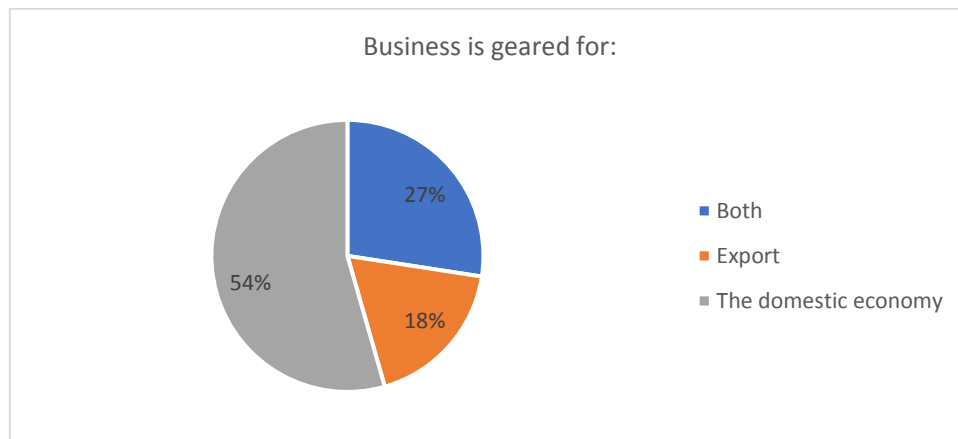
2.2 Company Sector

The data below shows the number of respondents by sector. Out of two hundred and thirty-seven (237) respondents, the highest company representations comes from the Wholesale & Retail and Manufacturing with 19%, followed by Professional Services with 17%, Manufacturing with 15% and Hospitality & Tourism with 13%. The lowest percentages can be seen in Public Sector and Construction industry.



2.3 Business Operations

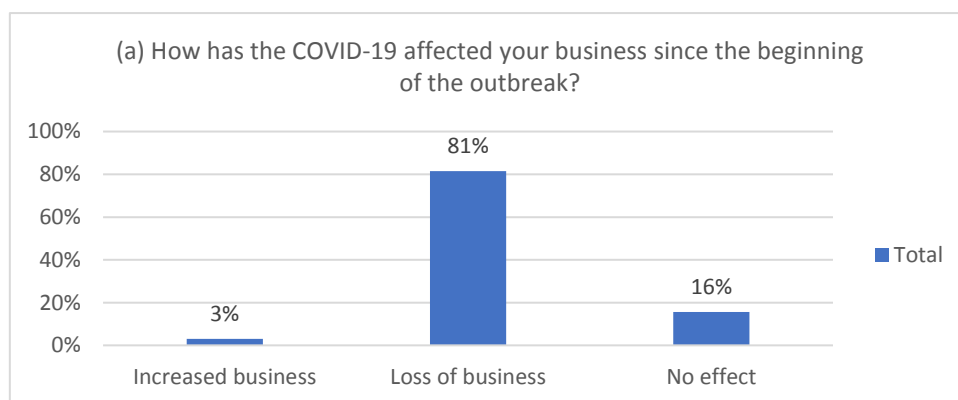
Out of 237 respondents, 54% of the companies are geared for the domestic economy, whilst 18% are geared for export. 27% of respondents claim that their business is geared for both the domestic economy and export.



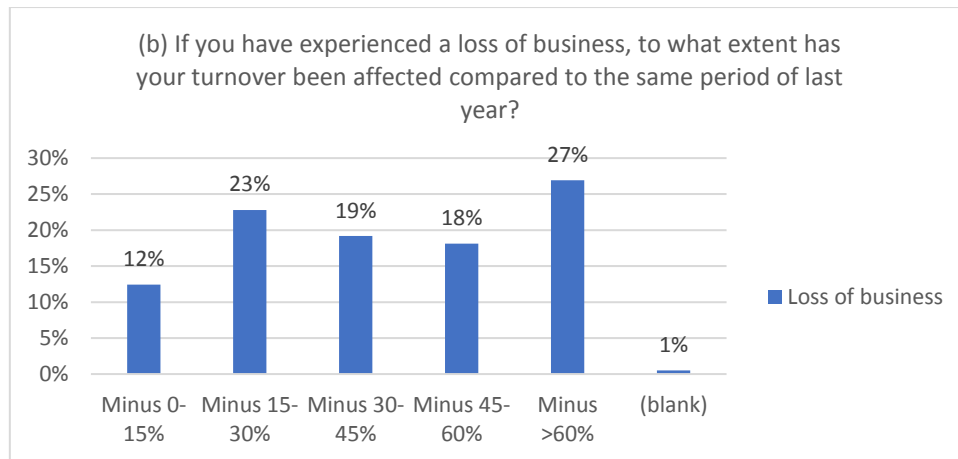
2.4 Effect of COVID-19 on Business Operations

When asked how the COVID-19 pandemic affected business, 3% of respondents claimed that they have increased business, whilst 81% claimed that they have registered a loss of business. 16% of companies claimed that COVID-19 is having no effect on their business operations.

There is a slight decrease in 'loss of business' (-6%) and an increase in 'no effect' (+6%) from previous survey conducted in June 2020.

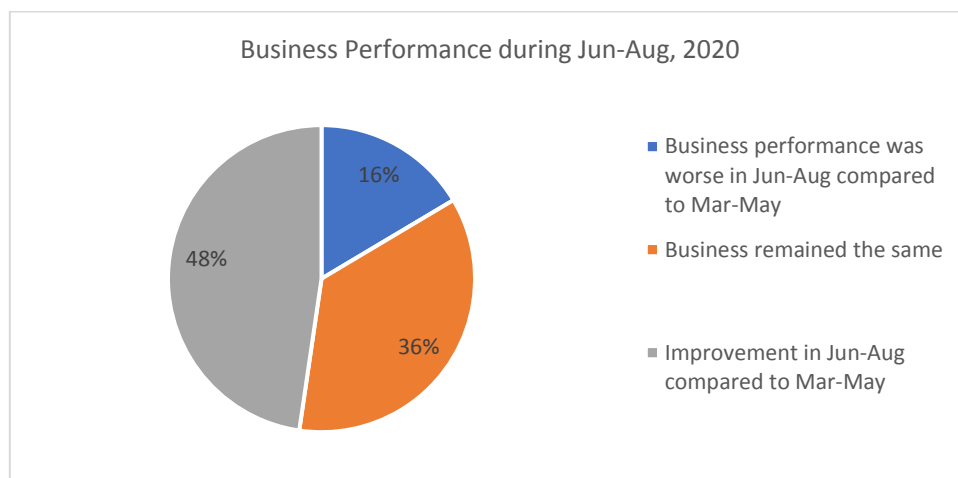


As can be seen in the table below, out of the 193 respondents that have claimed a loss of business, 12% registered a loss between 0-15%, 23% registered a loss between 15-30%, 19% registered a loss between 30-45%, 18% registered a loss between 45-60%, and 27% registered a loss of more than 60%.



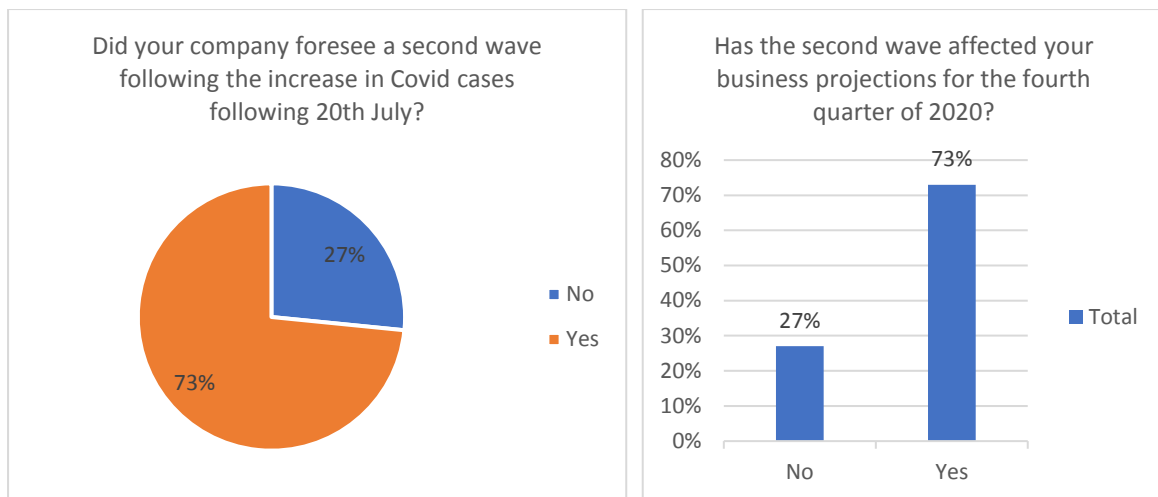
As expected, the hospitality sector is the most sector that have been badly hit by the pandemic, with 12% of respondents claiming that they have experienced a loss of business by more than 60%.

When asked about improvements during the last 3 months (when companies to Mar-May), 48% of respondents stated that they had improvements, 36% stated that business remained the same, and 16% states that business performance has worsened.



2.5 Predictions & Effects of the Second wave

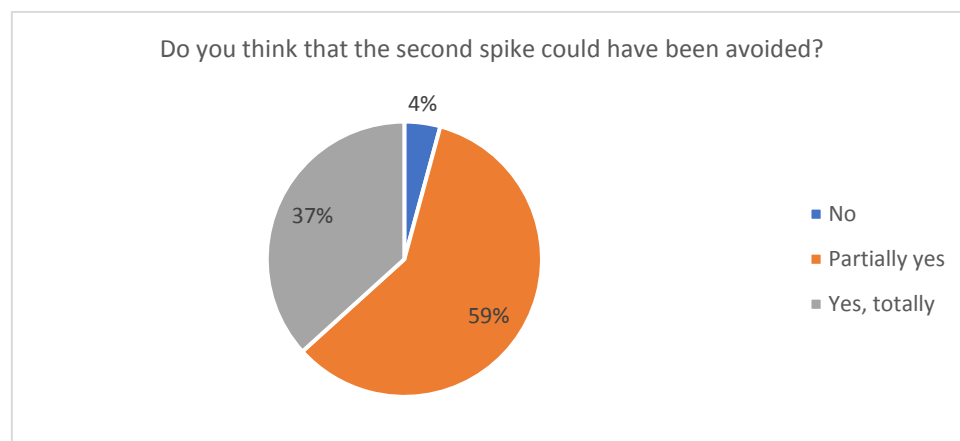
73% of survey respondents claimed that they have foreseen a second wave following the increase in Covid-19 cases on the 20th July. The other 27% claimed that they did not foreseen it coming.



Another 73% of respondents stated that the second wave affected their business projects for the fourth quarter of 2020, and this is due to various reasons:

- Decrease in orders and clients visiting outlets
- No bookings from tourists and cancellation of events
- Customer disposable income
- Complete closure of business
- Employee attendance, loss of labour hours

As being predicted by the health authorities, survey respondents are wary of how other waves will affect their business operations. Employers are concerned that they might need to further reduce working hours and might even have to recall to redundancies.

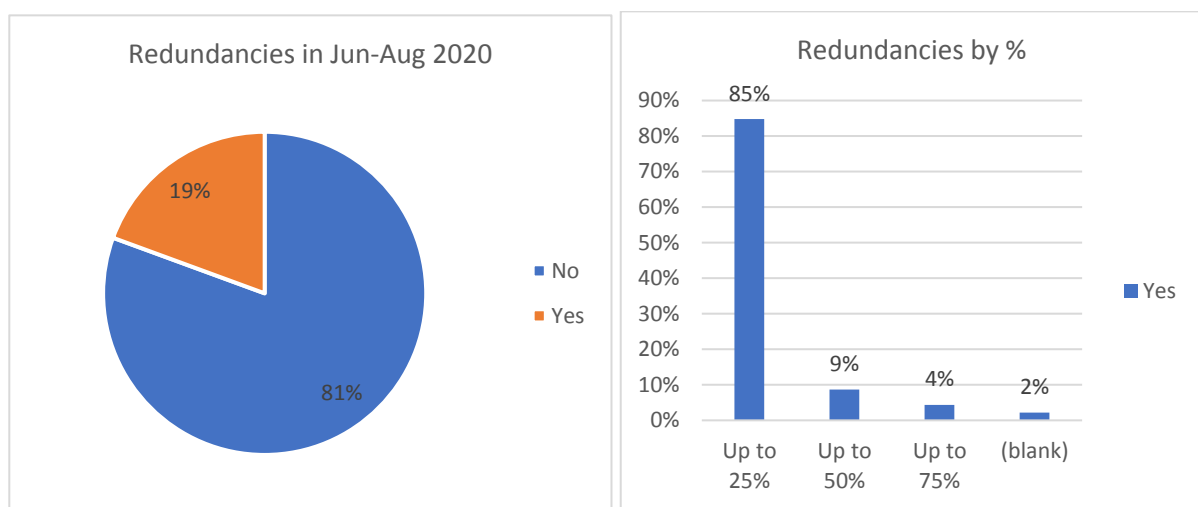


When asked whether the second spike could have been avoided, 37% of survey respondents have answered in the affirmative, and another 59% claimed that it could have been partially avoided. 4% of survey respondents claimed that the second wave could have not been avoided. Most respondents blame the increase of the second wave on the lack of airport control and the opening of mass events. A more prudent and phased approach, with enough

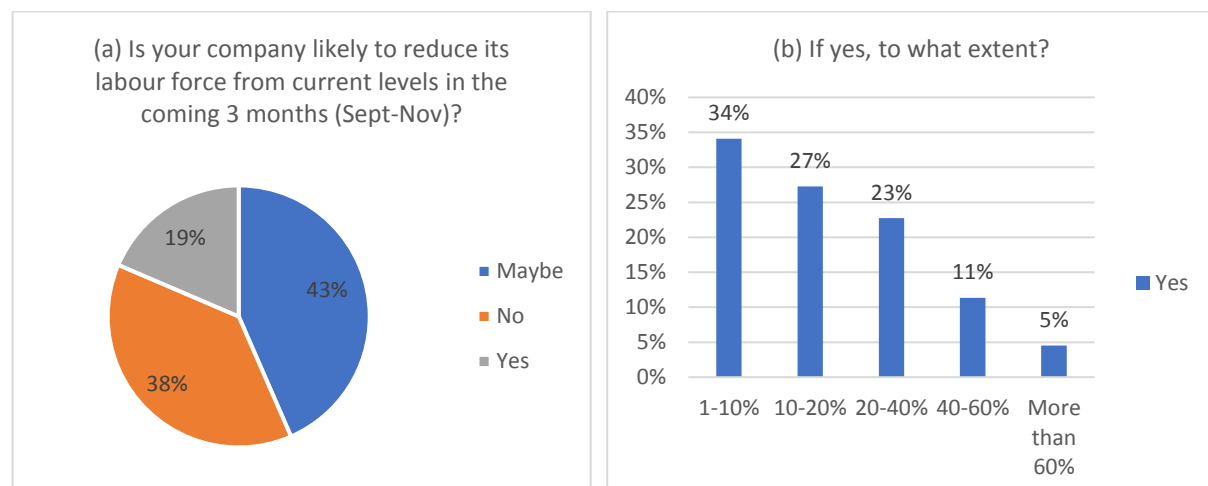
time to adjust or scale back recently introduced measures might have resulted in fewer cases. Some stated that attracting the wrong tourism segment was the main case for this, and testing prior to travelling should have been a must. The retaining of important measures such as social distancing, limiting group activities to small numbers, and keep doing spot checks and controls are being suggested by employers.

2.6 Redundancies

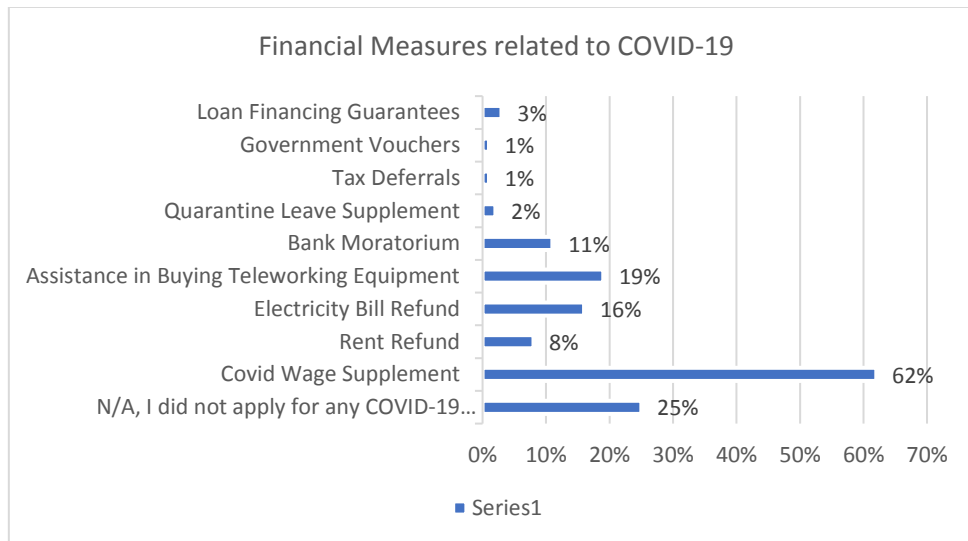
Since the outbreak of COVID-19, 81% of survey respondents stated that they have not made any redundancies in their company. The other 19% amounting to 46 companies have made some redundancies by different percentages, as seen in the second table.



When asked about expected reduction in labour force from current levels for the next 3 months (Sep-Nov), 38% of respondents stated 'No', 19% stated 'Yes' and 43% are 'Still Undecided'. Out of those that answered in the affirmative (19%), 34% is forecasting a between 1-10% loss, 27% is forecasting between 10-20% loss, 23% is forecasting between 20-40% loss, 11% is forecasting between 40-60% and 5% is forecasting a loss of more than 60%.



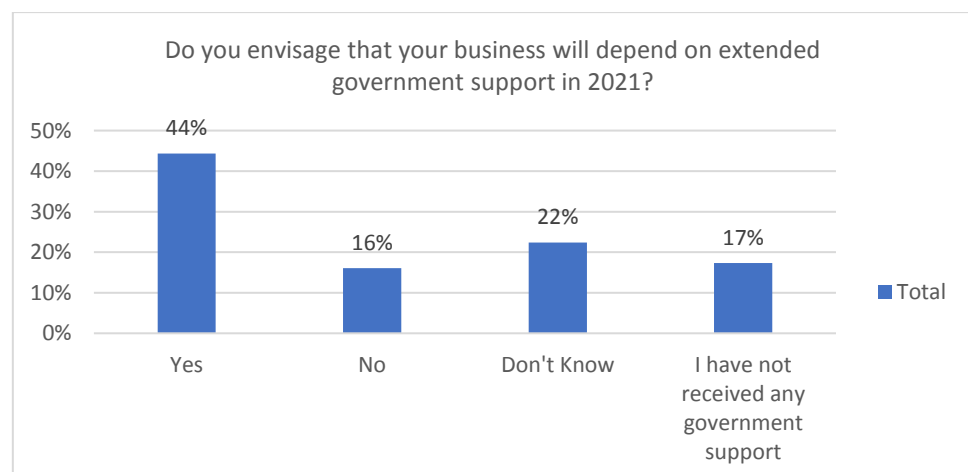
2.7 Financial Assistance by Government



The majority of survey respondents are benefitting from the Covid Wage Supplement (62%), a scheme which was introduced in March and extended till October 2020. Other popular schemes with survey respondents are the Teleworking Equipment Scheme (19%), Electricity Refund Scheme (16%) and Bank Moratoriums (11%).

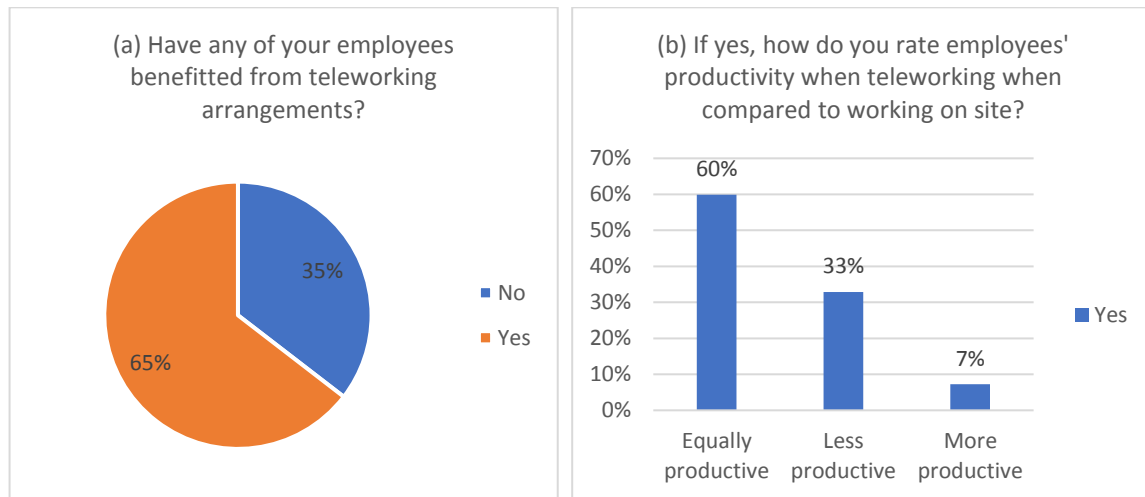
Recommendations for government in providing additional support in Q4 2020, include the below:

- Extension of the COVID wage supplement and inclusion of other sectors that have not benefitted from the scheme
- More bank relief measures and tax breaks
- Increase of quarantine leave benefit for employer
- Grants for new investments and business development support
- Extension of the Electricity and Rental subsidy
- Repetition of the voucher system



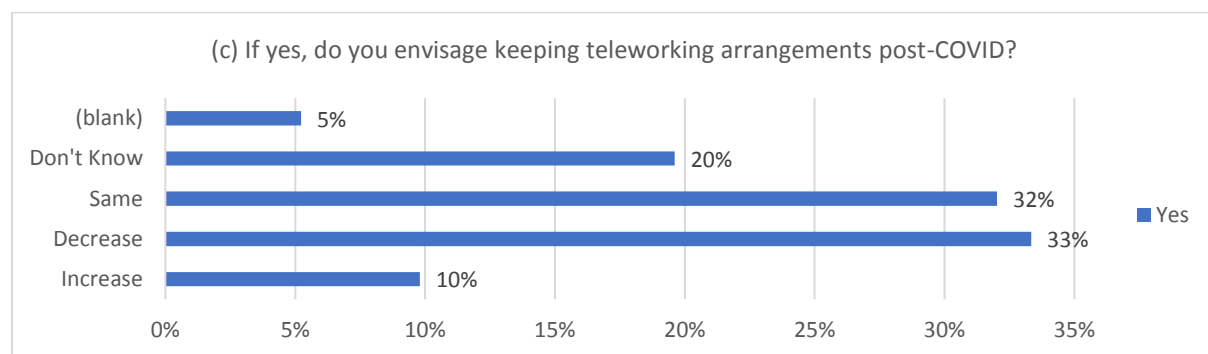
2.8 Teleworking Arrangements

65% of survey respondents have employees that are making use of teleworking arrangements.



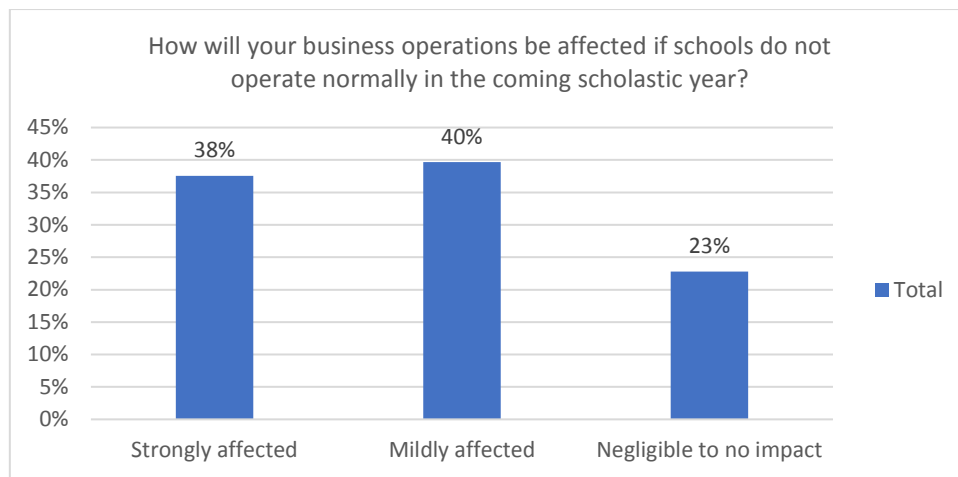
Out of the companies that made use of teleworking arrangements, 60% stated that employees have been equally productive, 33% stated that employees have been less productive and 7% stated that employees have been more productive.

Out of the 65% that answered 'Yes', 42% of company respondents deem to keep the same and/or increase teleworking arrangements following Covid-19. 33% of respondents will decrease the arrangements that have been introduced, and 20% of respondents are still undecided.

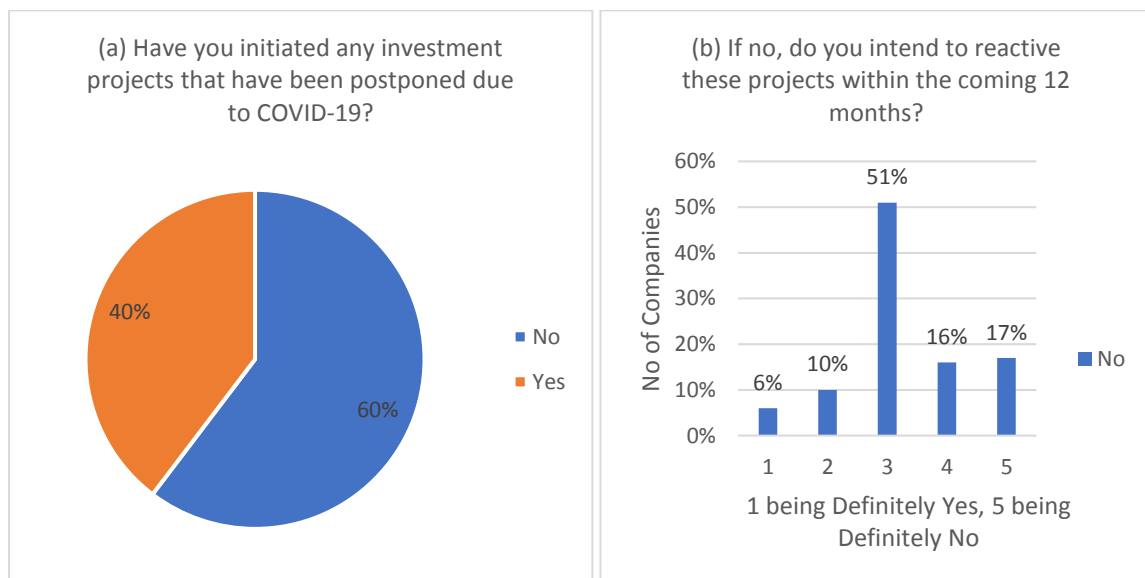


2.9 Reopening of Schools

38% of survey respondents stated that their business operations will be strongly affected with the reopening of schools, while 40% will be mildly affected. 23% of respondents will have no impact.



2.10 Initiation of Investment Projects



60% of survey respondents have not initiated any investment projects that have been postponed due to COVID-19. However, the other 40% have initiated some projects.

Out of this 60%, 16% stated that they will definitely be reactivating their projects within the next 12 months, while 33% stated that they will definitely not be reactivating their projects within the coming 12 months. The other 51% are still unsure.

2.11 Major employment related matters

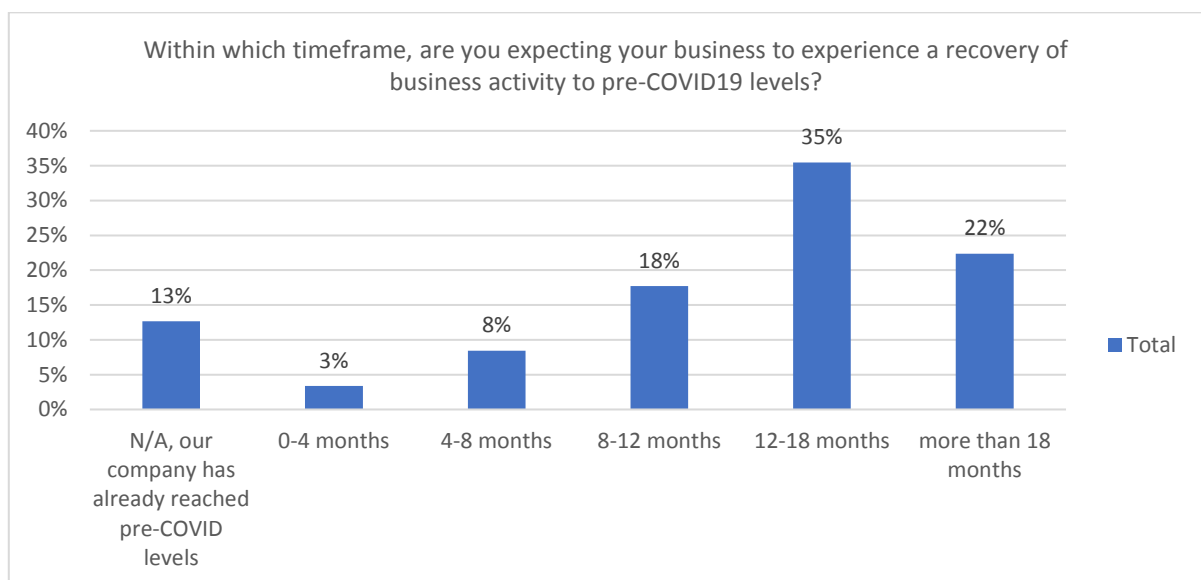
When asked about major employment related matters that are affecting businesses due to the current situation, many companies commented on:

- Sense of instability and uncertainty
- Demotivated employees

- Fear of returning to work
- Less cash in hand (struggling to pay salaries)
- Lack of skilled staff (recruitment issues)
- Permits with foreign nationals
- Increase in sick leave
- Quarantine Leave

2.12 Recovery of Business

Whilst 13% of businesses have already reached pre-COVID levels, most businesses from the that have participated in this survey require more than year (57%) to recover their business activity to pre-Covid levels. 3% are perceiving a recovery between 0-4m, 8% between 4-8m and 18% between 8-12m.

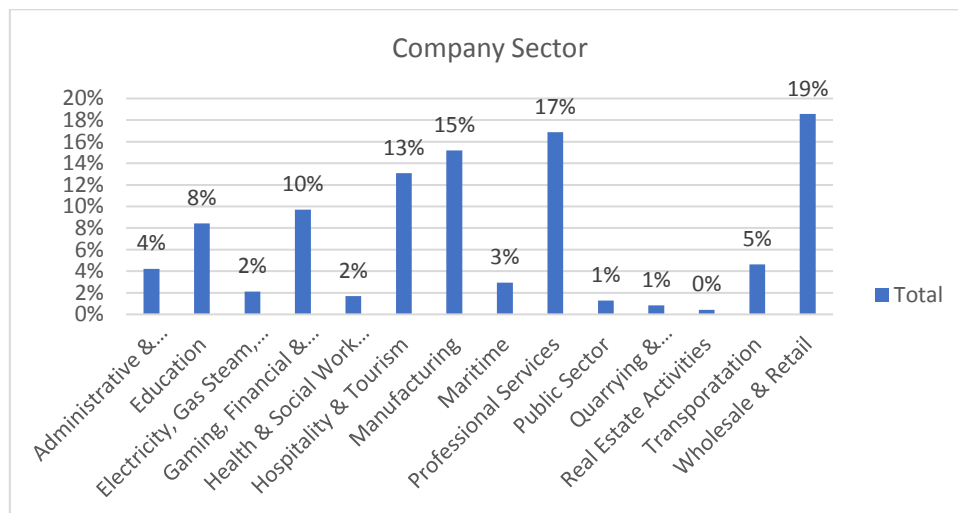


Chapter 3: Sectoral Analysis

3.1 Company Sectors

The data below shows the number of respondents by sector. Out of two hundred and thirty-seven (237) respondents, the highest company representations come from the Wholesale & Retail with 19%, followed by Professional Services with 17%, Manufacturing with 15% and Hospitality & Tourism with 13%. Gaming, Financial & Insurance is represented by 10%, Education by 8% and Transportation by 7%.

For the purpose of this chapter, sector with less than 11% representation will not be considered. Thus, the sectoral analysis will focus on the Wholesale & Retail (19%), Professional Service (17%), Manufacturing (15%) and Hospitality & Tourism (13%).

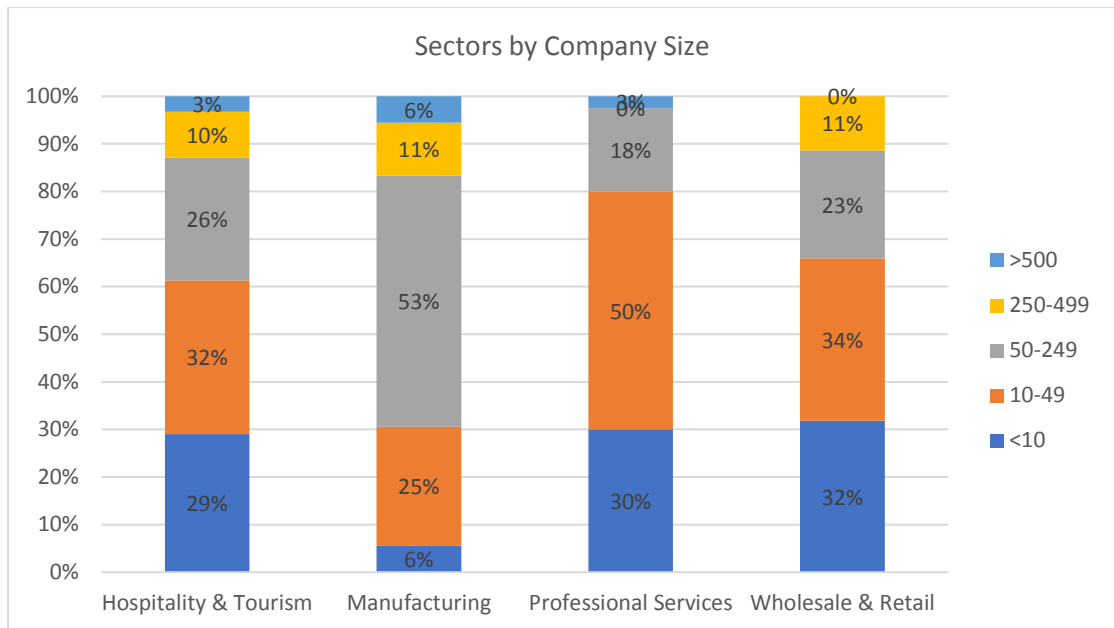


3.2 Sectors by Company Size

Considering that the biggest percentages of companies in Malta are SMEs, most companies that participated in this survey employ between 10-29 and 50-249 employees.

The highest number of micro enterprises employing less than 10 employees can be found in the Wholesale & Retail sector with 32% of companies; followed by Professional Services with 30% and Hospitality & Tourism with 29%.

Companies employing 10-49 employees are seen to have the highest percentage in Professional Services (50%), followed by Wholesale & Retail (34%), Hospitality & Tourism (32%) and Manufacturing (25%).



The highest representative sample for companies employing 50-249 employees lies in Manufacturing with 53%, followed by Hospitality & Tourism and Education with 26%, Wholesale & Retail with 23% and Professional Services with 18%.

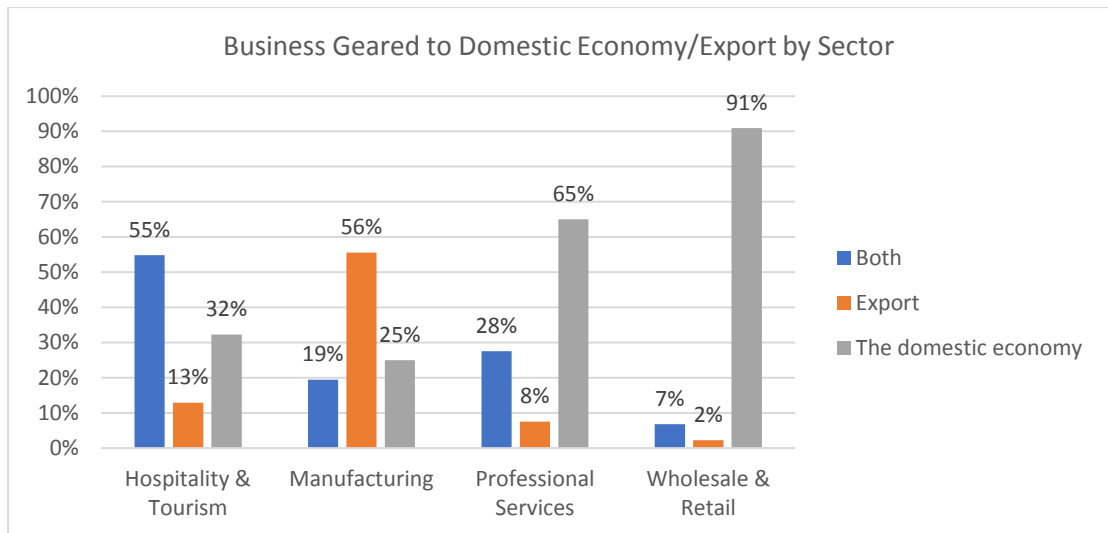
The largest companies employing 250-499 employees are representatives of Wholesale & Retail with 11%, Manufacturing with 11% and Hospitality & Tourism with 10%. Companies employing more than 500+ employees are representatives of the Manufacturing Industry with 6%

3.3 Business Target Operations by Sector

As described in Chapter 2, the greatest number of respondents (54%) have their business geared for the domestic economy, especially those in Wholesale & Retail (91%) and Professional Services (65%).

The greatest number of respondents that have their business geared for export comes from the manufacturing industry (56%).

Other businesses that participated in this survey target both the domestic economy and economy. The greatest percentages can be seen in the Hospitality & Tourism (55%), and Professional Services (28%).



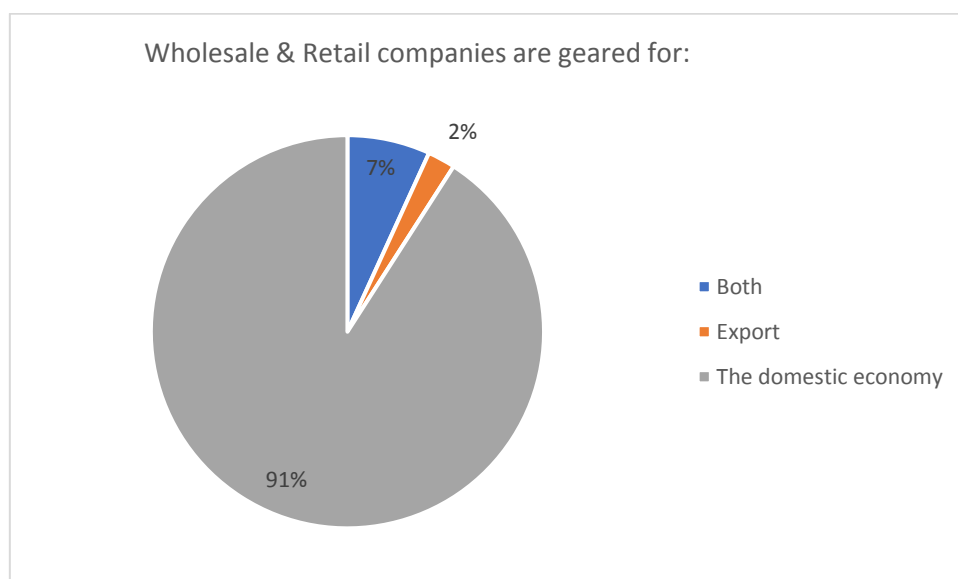
Sector A: WHOLESALE & RETAIL

The wholesale and retail industry represents 19% (44 companies) of survey respondents.

32% of companies within the wholesale and retail industry employ between less than 10 employees, 34% employ between 10-49 employees, 23% employ between 50-249 employees and 11% employ between 250-499 employees.

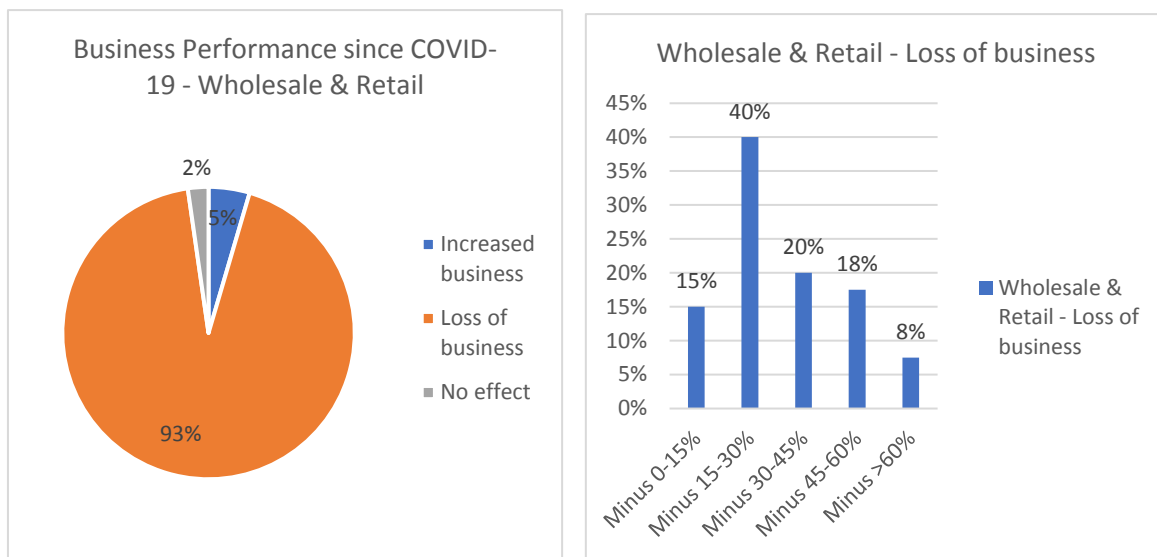


91% of survey respondents in the wholesale & retail industry are geared for the domestic economy and 2% are geared for export. 7% are geared for both the domestic economy and export.

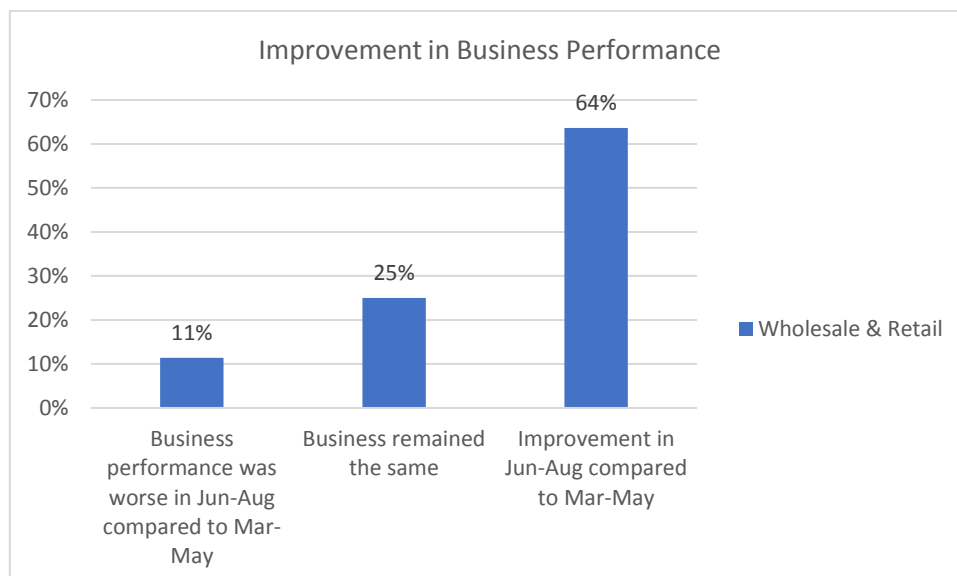


A 3.1.1 Effect of COVID-19 on Business Operations

When asked how the COVID-19 pandemic affected business, 93% of survey respondents in the wholesale & retail industry stated that they had a loss of business. 5% stated that they have increased their business, while 2% stated that the COVID-19 did not have an effect on their business operations. Out of those that reported a loss in business (93%), 15% experienced between 0-15% loss; 40% between 15-30%; 20% between 30-45%; 18% between 45-60% loss and 8% more than 60% loss.

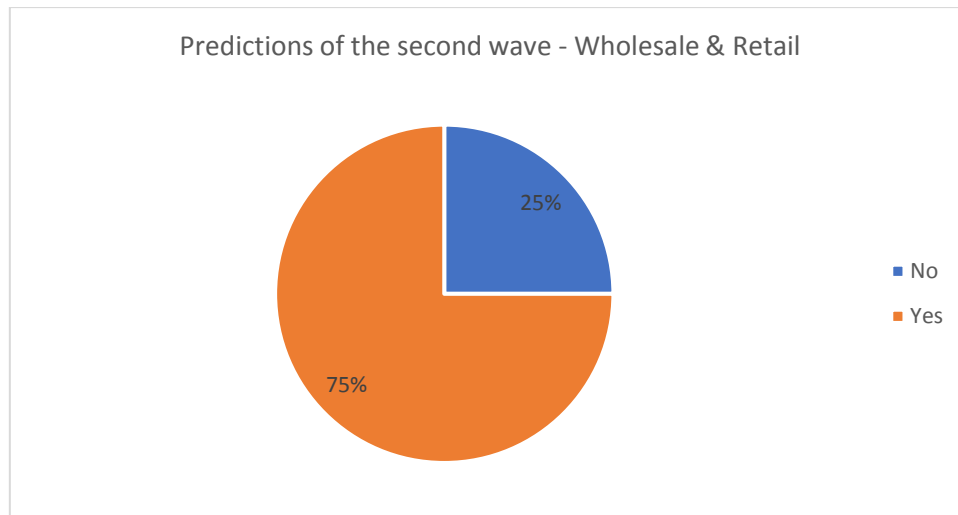


64% of survey companies in the wholesale & retail industry have seen an improvement in their business operations between Jun-Aug when compared to Mar-May. 25% of companies stated that their business remained the same and 11% of companies stated that business performance has worsened in Jun-Aug.

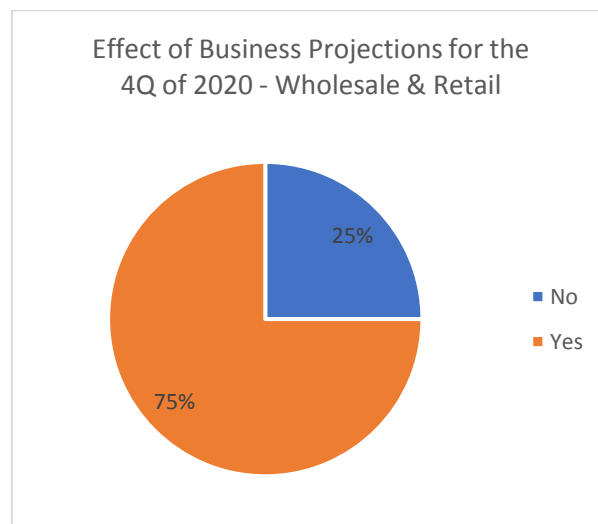


A.3.1.2 Predictions & Effects of the Second Wave

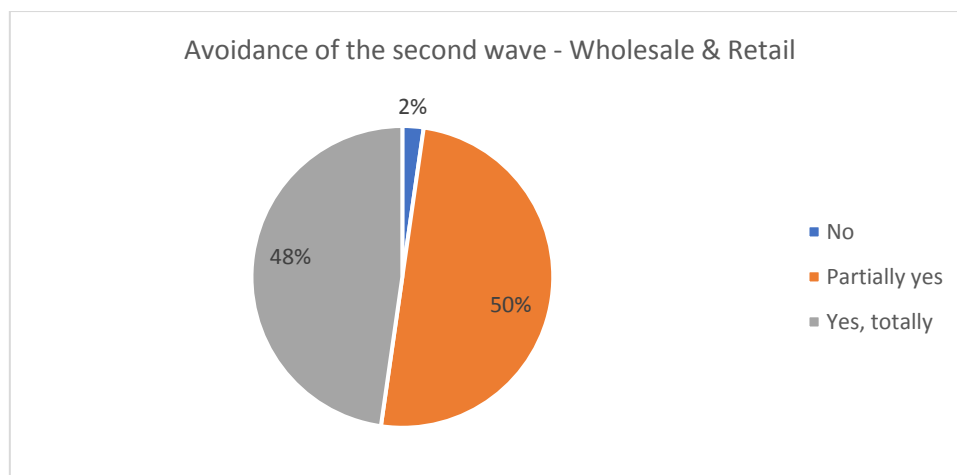
75% of survey respondents in the wholesale & retail industry claimed that they have foreseen a second wave following the increase in Covid-19 cases on the 20th July. The other 25% claimed that they did not foreseen it coming.



75% of survey respondents in the wholesale & retail industry claimed that the second wave affected their business projections for the fourth quarter of 2020. The other 25% claimed that the second wave did not affect their business projections for the fourth quarter.



Comments to this question from the wholesale & retail industry showed that clients decreased from visiting the outlets once number of cases started to increase. This may also be related to customer disposable income which have slumped rapidly down. Furthermore, wholesale & retail industry depends heavily on the hospitality sector. When the number of cases started to increase, local tourism rates have decreased and restrictions on the organisation of weddings were imposed.

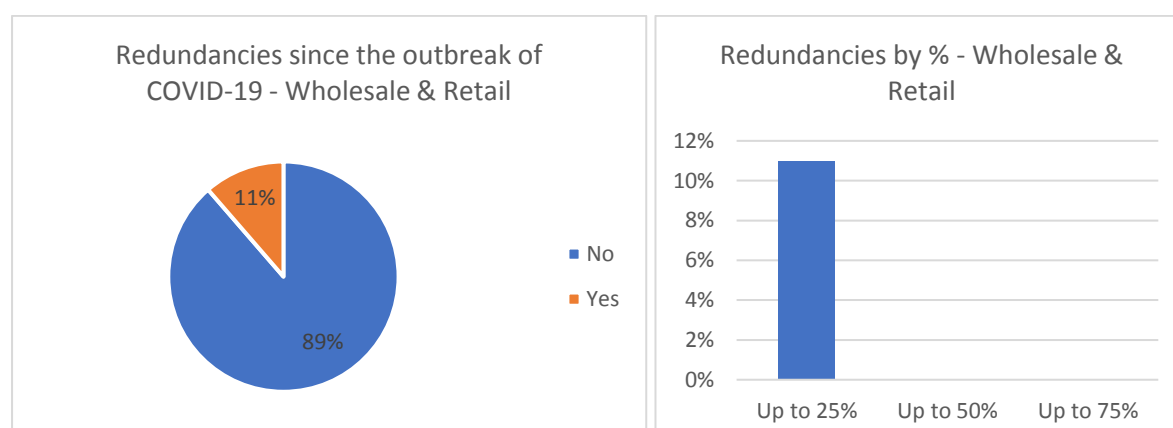


48% of survey respondents from the wholesale & retail industry claimed that the second wave could have been entirely avoided, and 50% claimed that it could have been partially avoided. Only 2% of survey respondents from this sector claimed that the second wave could have not been avoided.

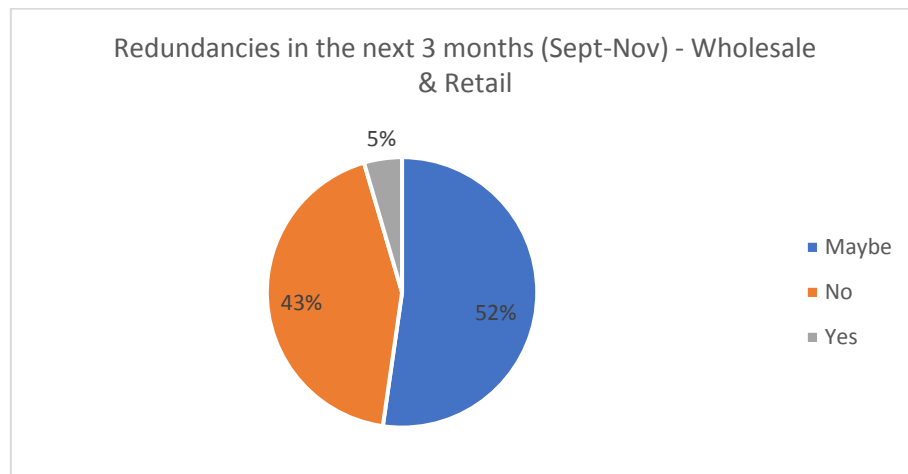
Survey respondents from the wholesale & retail sector blame the increase of the second wave on the lack of airport control and the opening of mass events. Some stated that attracting the wrong tourism segment was the main case for this, as one could have opted to target older tourists which would not attract big crowds. Others have claimed that each and every ban was lifted too early and never put in place again when cases started to increase. Survey respondents claimed that government should have opened Malta more gradually, sensibly and with adequate precautions.

A.3.1.3 Redundancies

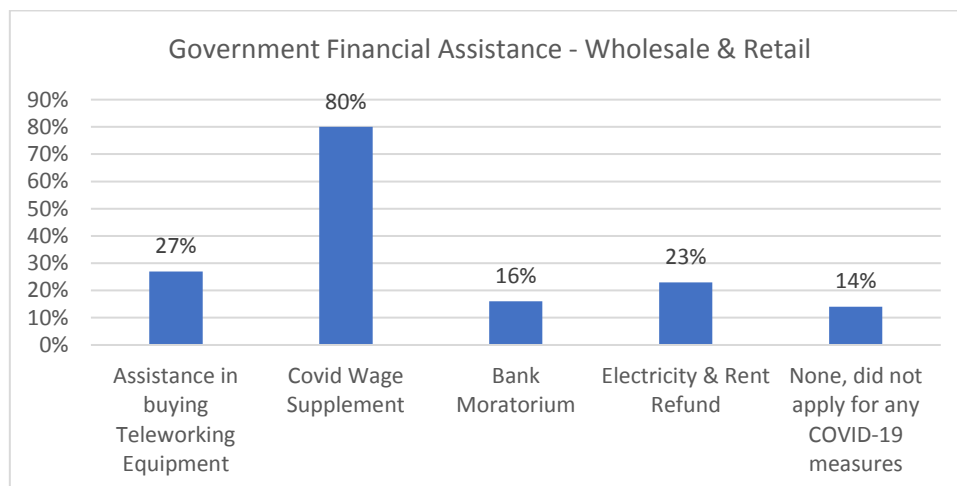
Since the outbreak of COVID-19, 89% of survey respondents in the wholesale & retail industry did not do any redundancies. 11% have made some redundancies, but all 5 companies have made redundancies up to 25% of their workforce.



When asked about expected reduction in labour force from current levels for the next 3 months (Sep-Nov), 43% of respondents from the wholesale & retail industry stated 'No', 5% stated 'Yes' and 52% are 'Still Undecided'. Out of those that answered in the affirmative (5% amounting to 2 companies), one company (employing between 50-249 employees) is forecasting a between 1-10% loss and another one (employing between <10 employees) is forecasting between 40-60% loss.



A.3.1.4 Financial Assistance by Government

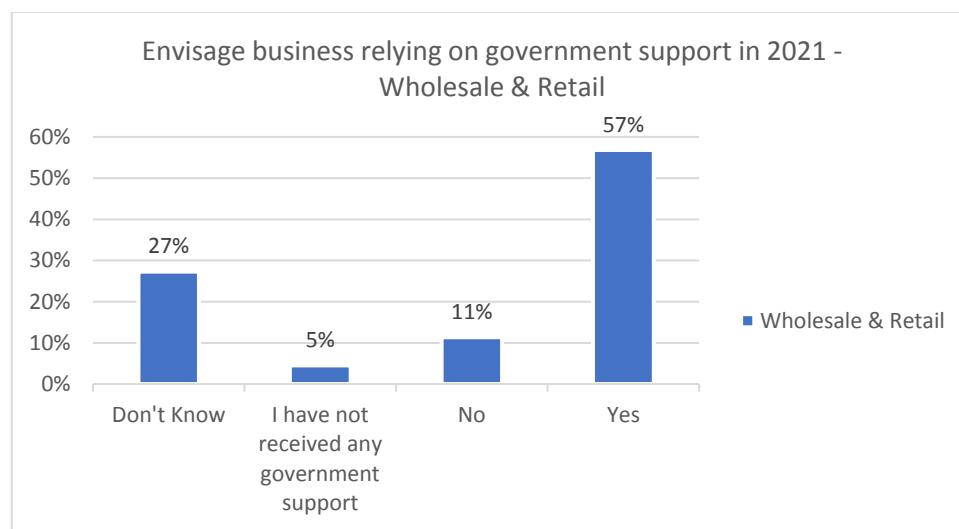


Most survey respondents in the wholesale & retail sector (80%) are benefitting from the Covid Wage Supplement. 27% have applied for assistance to buy teleworking equipment, 23% have applied for an electricity & rent refund, and 16% have applied for bank moratoriums. 14% of survey respondents have not applied for any COVID-19 related measures.

Recommendations for government in providing additional support in Q4 2020, for the wholesale & retail sector include the below:

- Extension of the COVID wage supplement by at least 3 months
- Increase of quarantine leave benefit for employer to at least 75% of wage incurred
- Extension of Bank relief measures like moratoriums
- More Tax breaks
- Initiation of the Electricity and Rental subsidy (this was not yet commenced when the survey was published)
- Repetition of the voucher system

These comments are placed in order of priority as submitted by survey respondents.

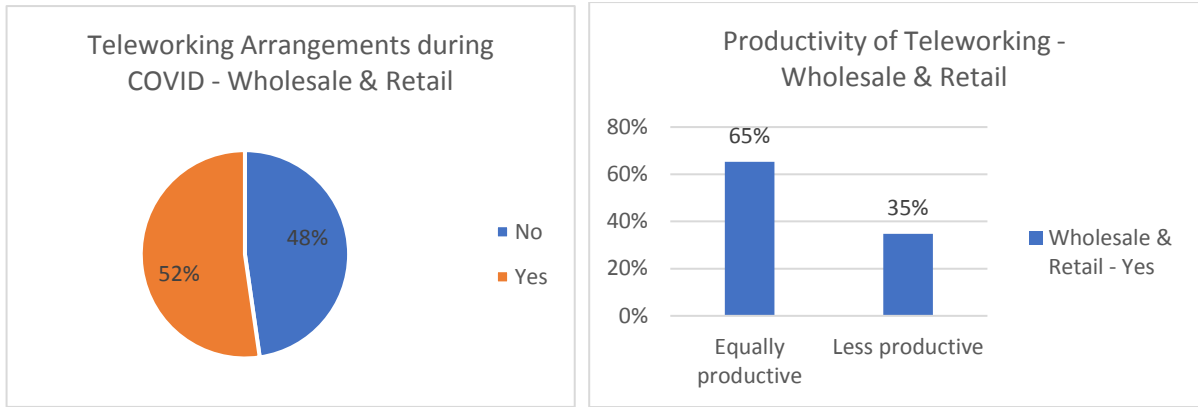


57% of survey respondents in the wholesale & retail sector envisage relying on government support for the year 2021. 11% of respondents claimed that they will not be relying on government supports and 27% are still uncertain. 5% of survey respondents within this sector have not received government support, thus have not commented to this question.

From comments written, there seems to be a lot of uncertainty amongst businesses in general as the situation is very unstable. If the number of cases remain or continue to increase, most businesses would still require government's support. This is being felt more by the wholesale and retail sector as customers' confidence in retail will still be affected badly for at least the second quarter of the year. Furthermore, since wholesale and retail are co-dependent on other sectors like hospitality and tourism, the lack of tourists perceived in the first quarter of next year is another indicator for loss in business. Unless government's support is secured, most companies would have no other option than to make people redundant.

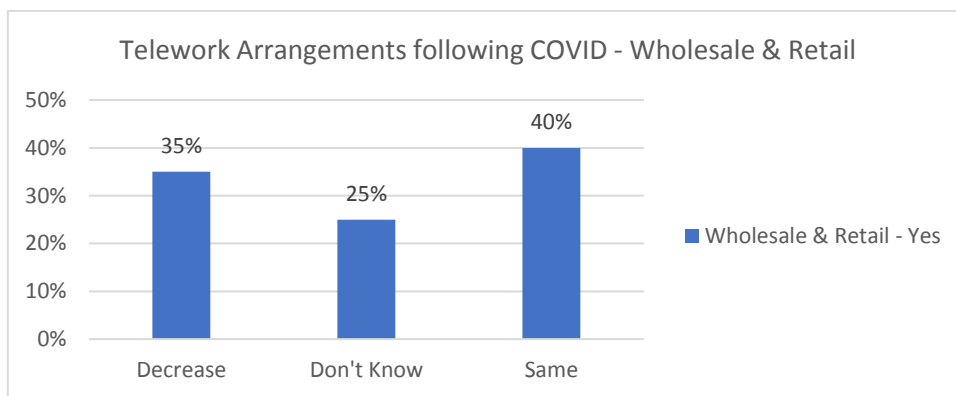
A.3.1.5 Teleworking Arrangements

52% of survey respondents in the wholesale & retail industry claimed that they have made used of teleworking arrangements during COVID. The other 48% have not.



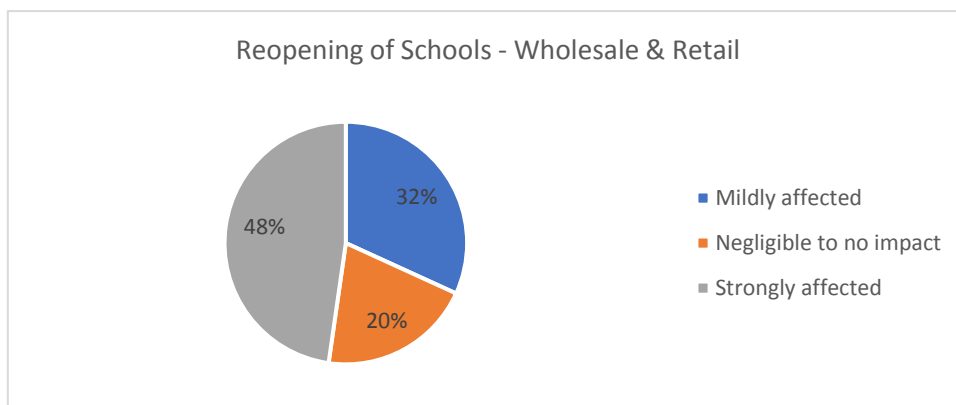
Out of the companies that made use of teleworking arrangements, 65% stated that employees have been equally productive while 35% stated that employees have been less productive.

30% of company respondents stated that teleworking arrangements will decrease following the pandemic. 35% stated that it will remain the same and 22% are still uncertain.

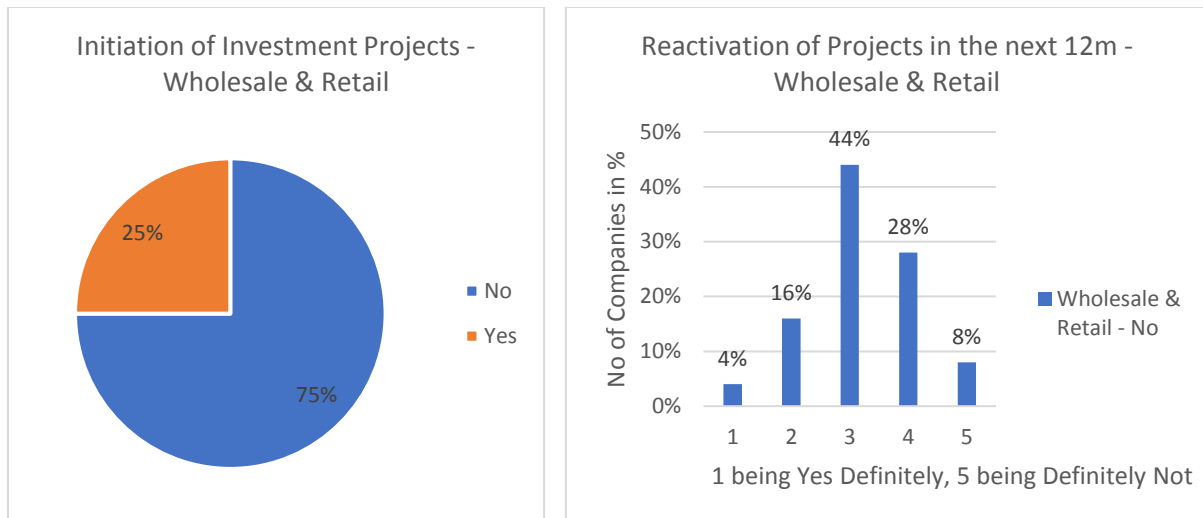


A.3.1.6 Reopening of Schools

48% of survey respondents in the wholesale & retail industry stated that their business operations will be strongly affected with the reopening of schools, while 32% will be mildly affected. 20% of respondents will have no impact.



A.3.1.7 Initiation of Investment Projects



25% of survey respondents in wholesale & retail sector have already initiated investment projects that have been postponed due to COVID-19. However, the other 75% have not initiated any projects as yet.

The majority (44%) of those that have not initiated their projects are not certain whether they will do so in the next 12 months. 20% are likely to initiate and 36% are not likely to initiate by next year.

A.3.1.8 Major employment related matters faced by the Wholesale & Retail Industry

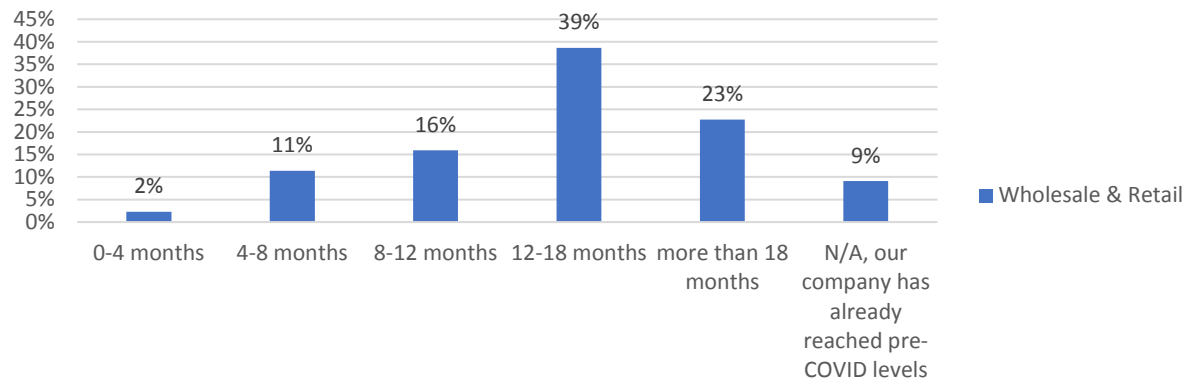
When asked about major employment related matters that are affecting businesses in the wholesale & retail industry due to the current situation, companies mentioned the below comments:

- Lack of business for current size of workforce
- Less spending power from consumers and delayed payments from clients
- Difficulties in recruitment: lack of skilled workers, higher wage requests
- Quarantine Leave and increased sick leave
- Stress amongst employees and management

A.3.1.9 Recovery of Business

Whilst 9% of businesses have already reached pre-COVID levels, most businesses from the wholesale & retail sector that have participated in this survey require more than year (62%) to recover their business activity to pre-Covid levels. 2% are perceiving a recovery between 0-4m, 11% between 4-8m and 16% between 8-12m.

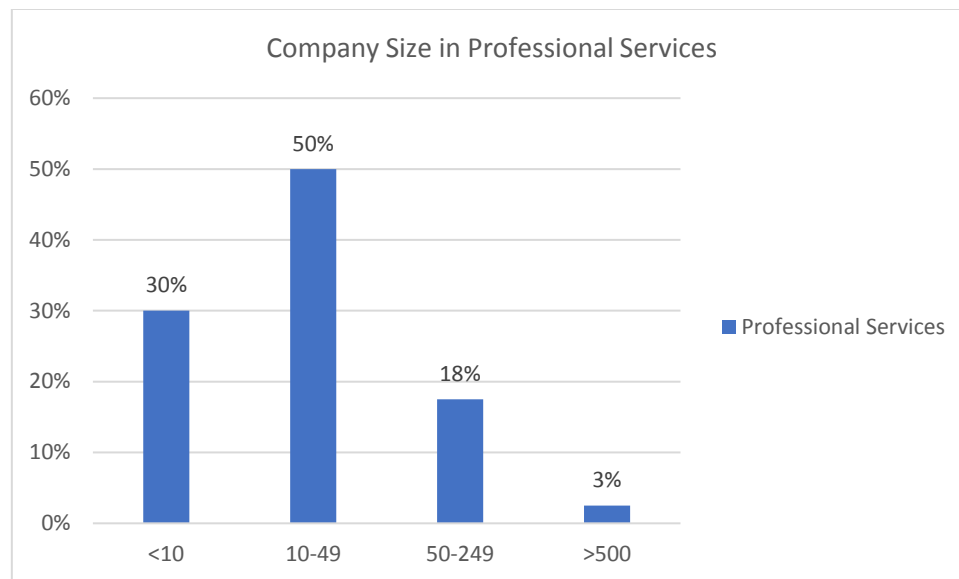
Recovery of Business Activity to pre-COVID levels - Wholesale & Retail



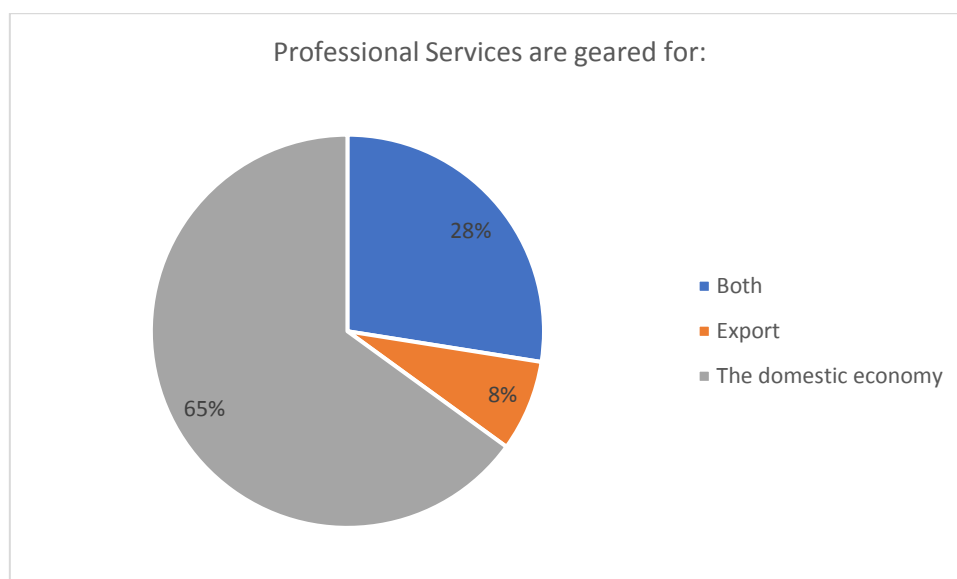
Sector B: PROFESSIONAL SERVICES

The professional service industry represents 17% (40 companies) of survey respondents.

30% of companies within the professional service employ less than 10 employees, 50% employ between 10-49 employees, 18% employ between 50-249 employees and 3% employ more than 500 employees.

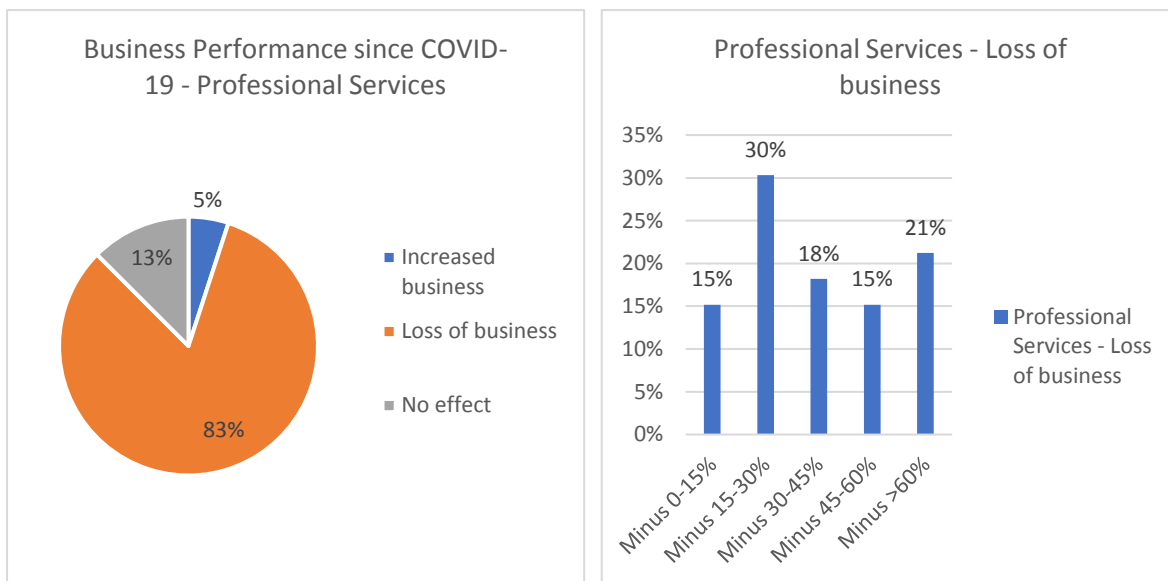


65% of survey respondents in the professional service industry are geared for the domestic economy and 8% are geared for export. 28% are geared for both the domestic economy and export.

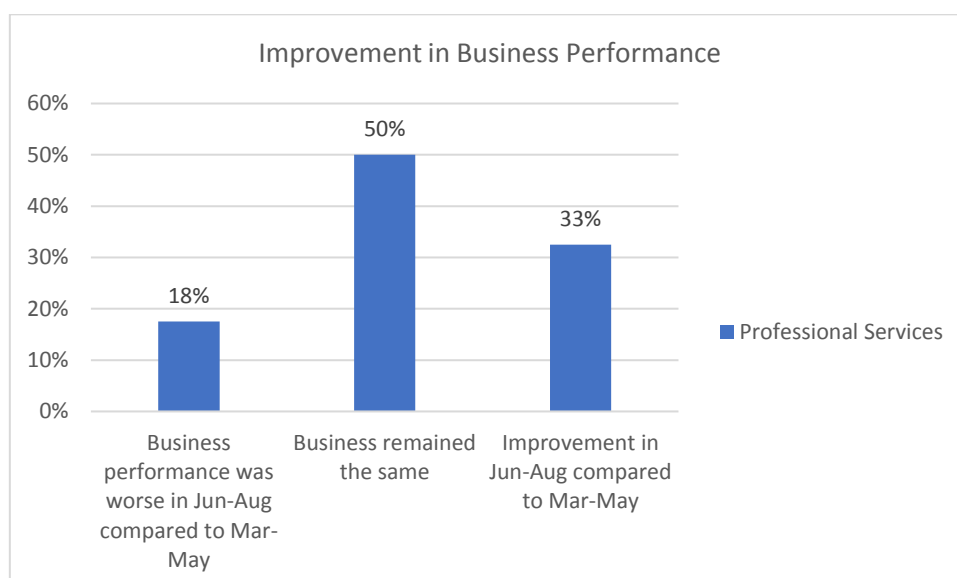


B 3.1.1 Effect of COVID-19 on Business Operations

When asked how the COVID-19 pandemic affected business, 83% of survey respondents in the professional service industry stated that they had a loss of business. 5% stated that they have increased their business activity, while 13% stated that the COVID-19 didn't affect their business performance. Out of those that reported a loss in business (83%), 15% experienced between 0-15% loss; 30% between 15-30%; 18% between 30-45%; 15% between 45-60% loss and 21% more than 60% loss.

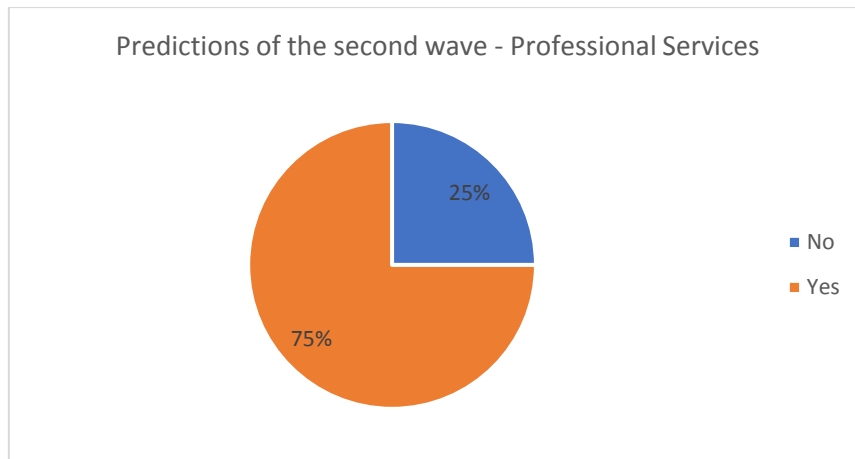


33% of survey respondents in the professional service industry have seen an improvement in their business operations between Jun-Aug when compared to Mar-May. 50% of companies stated that their business remained the same and 18% of companies stated that business performance had worsened in Jun-Aug.

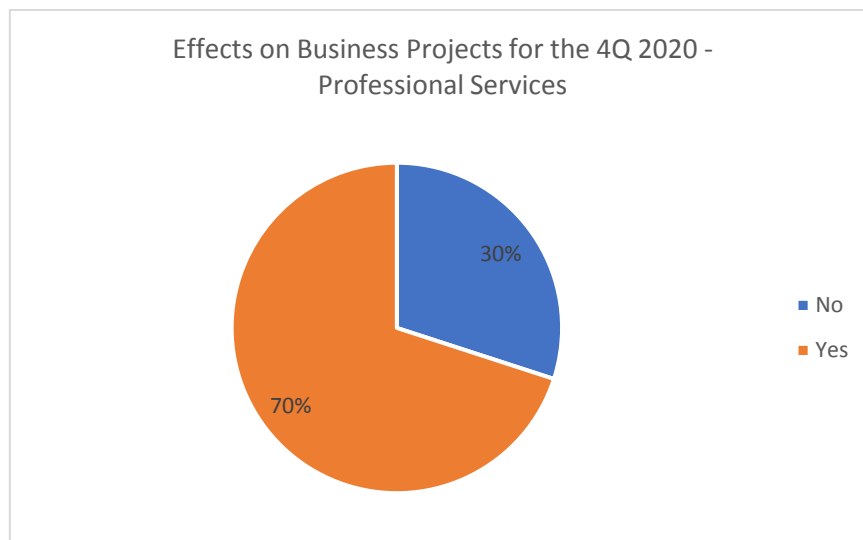


B.3.1.2 Predictions & Effects of the Second Wave

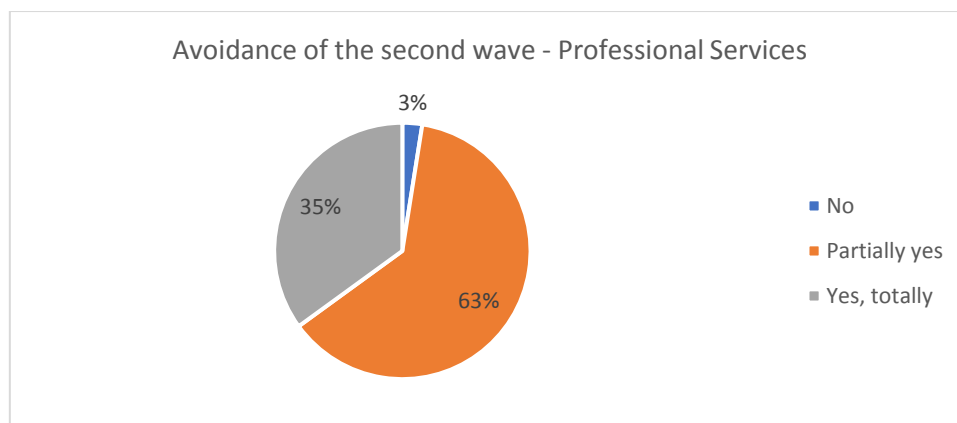
75% of survey respondents in the professional service industry claimed that they have foreseen a second wave following the increase in Covid-19 cases on the 20th July. The other 25% claimed that they did not foresee it coming.



70% of survey respondents claimed that the second wave affected their business projections for the fourth quarter of 2020. The other 30% claimed that the second wave did not affect their business projections for Oct-Dec 2020.



Comments to this question from the professional service industry show that most businesses are at a standstill, and are expecting a further contraction by September. Some professional services are mostly dependent on events which have been shut down, and tourism which is more likely to be on the decrease in Oct-Dec 2020.

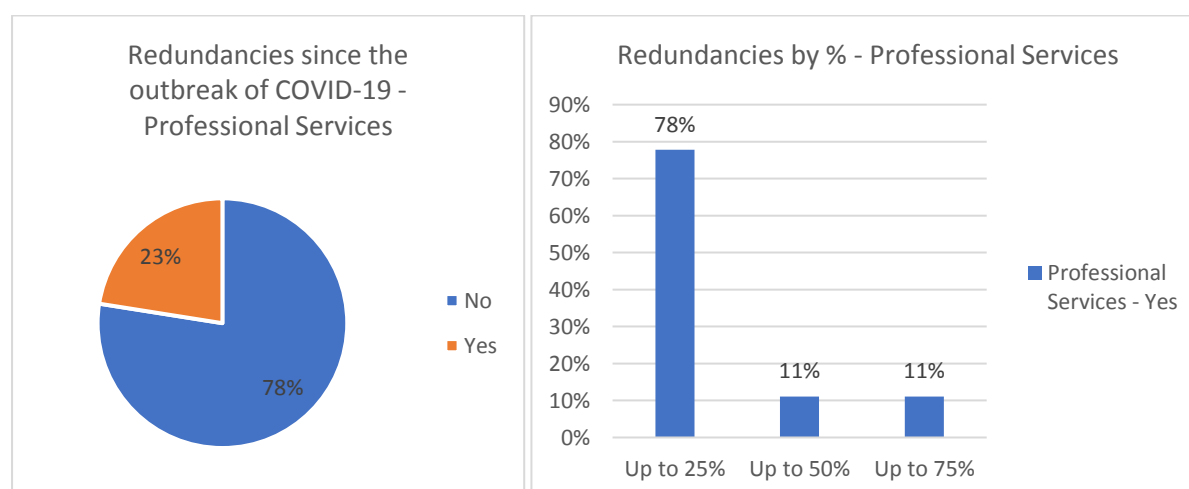


35% of survey respondents from the professional service industry claimed that the second wave could have been entirely avoided, and 63% claimed that it could have been partially avoided. Only 3% of survey respondents from this sector claimed that the second wave could have not been avoided.

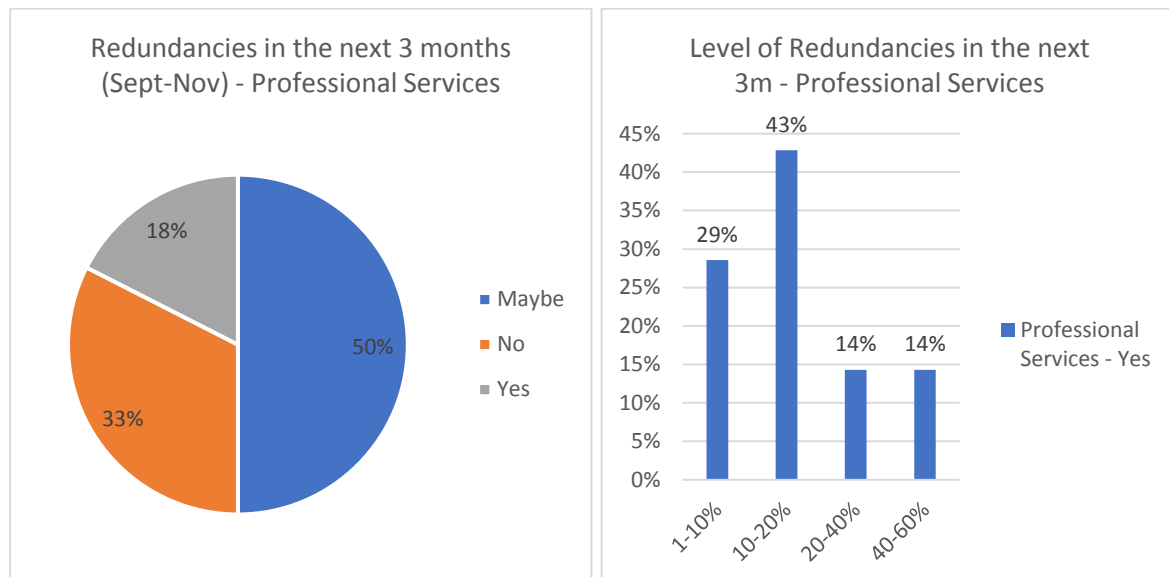
Survey respondents from this sector blame the increase of the second wave on the lack of airport control and opening of mass events. Most companies stated a more prudent and phased approach with enough time to adjust or scale back recently introduced measures would have resulted in fewer case. Travellers to Malta including tourists should have been subjected to a swab test prior to departure, and local tourism should have been given a priority over the organisation of mass events.

B.3.1.3 Redundancies

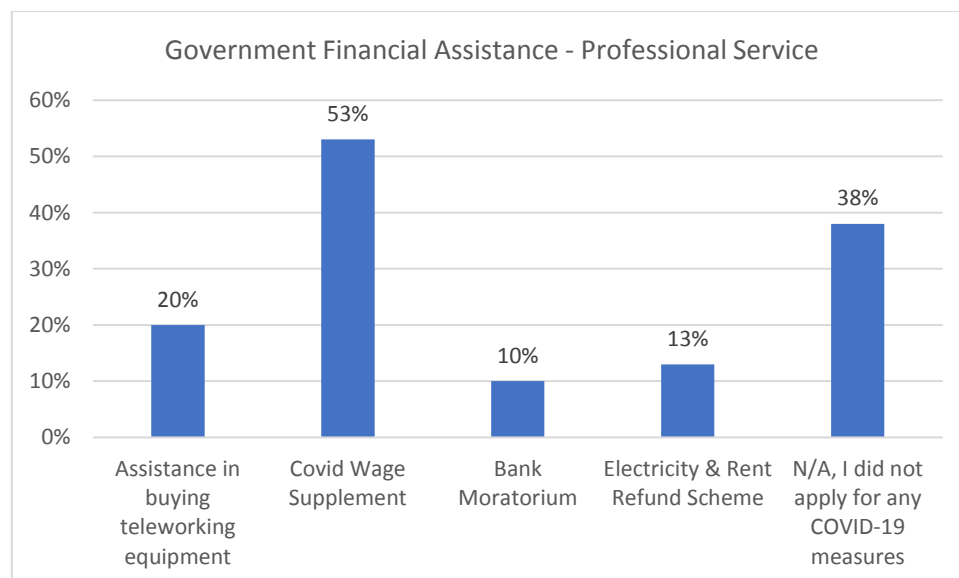
Since the outbreak of COVID-19, 78% of survey respondents in the professional service industry did not do any redundancies. 23% have made some redundancies, out of which 78% made redundancies up to 25%, 11% by up to 50% and another 11% by up to 75%.



When asked about the expected reduction in labour force from current levels in the coming 3 months (Sep-Nov), 33% of respondents from the professional service industry stated 'No', 18% stated 'Yes' and 50% are 'Still Undecided'. Out of those that answered in the affirmative (18% amounting to 7 companies), 29% are forecasting between 1-10% loss; 43% are forecasting between 10-20% loss; 14% are forecasting between 20-40% and another 14% are forecasting between 40-60% loss.



B.3.1.4 Financial Assistance by Government



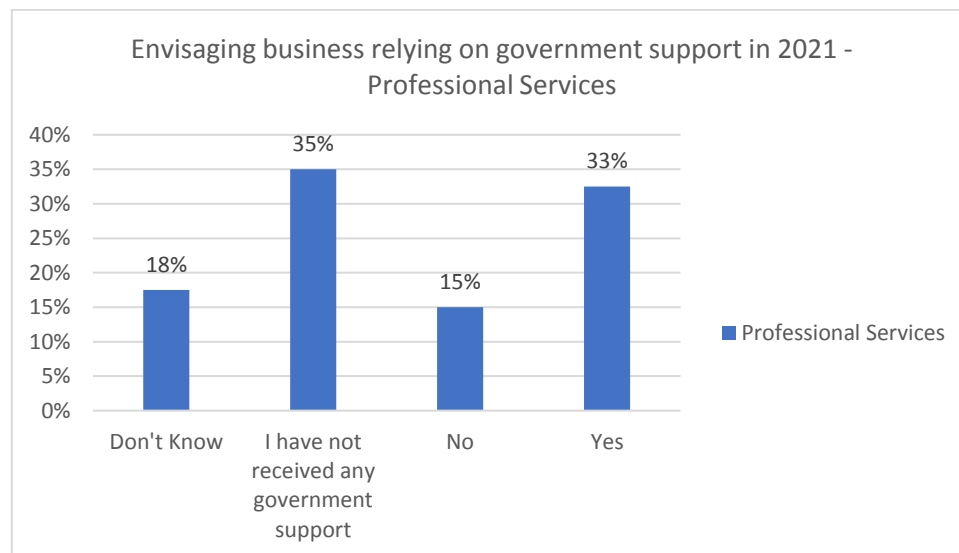
Most survey respondents in the professional services (53%) are benefitting from the Covid Wage Supplement. 20% have applied for assistance to buy teleworking equipment, 13% have

applied for an electricity & rent refund, and 13% have applied for bank moratoriums. 38% of survey respondents have not applied for any COVID-19 related measures.

Recommendations for government in providing additional support in Q4 2020, from the professional service include the below:

- Extension of the COVID wage supplement and introduce more sectors that can benefit
- VAT reduction and refund of PPE extra costs
- Initiation of the Electricity and Rental subsidy (this was not yet commenced when the survey was published)
- Vouchers to be used in all outlets
- Teleworking assistance

These comments are placed in order of priority by survey respondents.

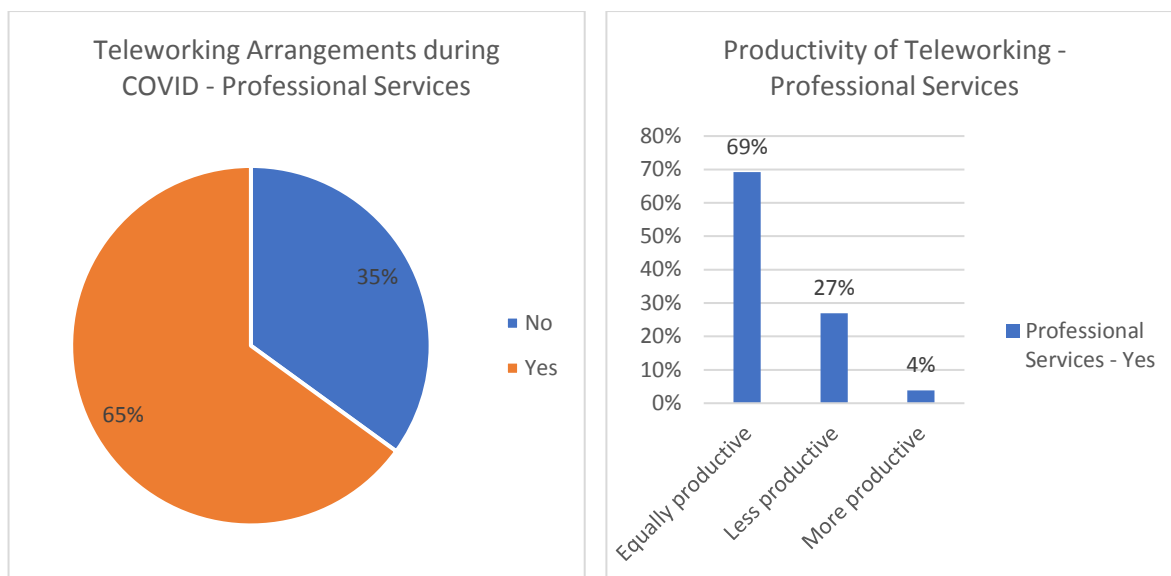


33% of survey respondents in the professional service industry envisage relying on government support in year 2021. 15% of respondents claimed that they will not be relying on government supports and 18% are still uncertain. 35% of survey respondents within this sector have not received government support, thus have not commented to this question.

Some companies within this sector have already reduced their workforce due to lack of business and not being eligible for government's scheme. Thus, this sector is urging government to include other sectors in the Covid Wage supplement scheme and other co-related financial assistance, to be able to retain employees and avoid redundancies.

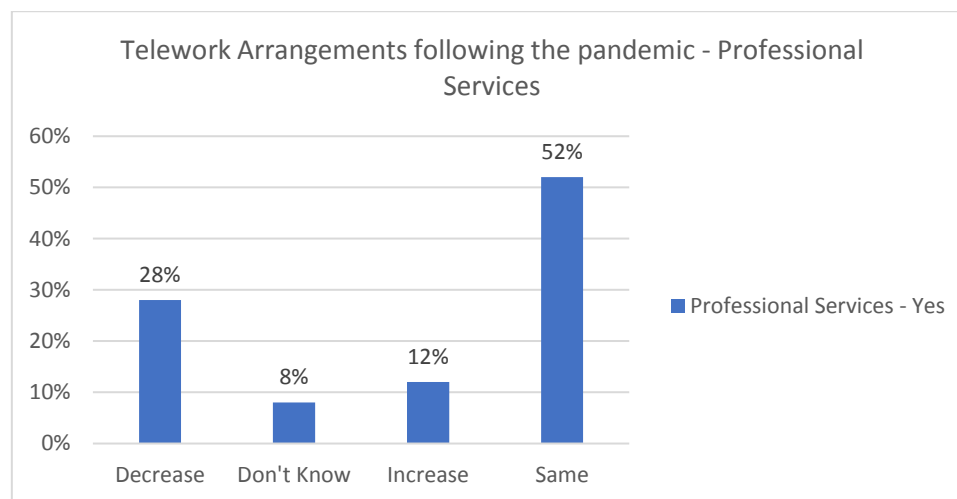
B.3.1.5 Teleworking Arrangements

65% of survey respondents in the professional service industry claimed that they have made used of teleworking arrangements during COVID. The other 35% have not.



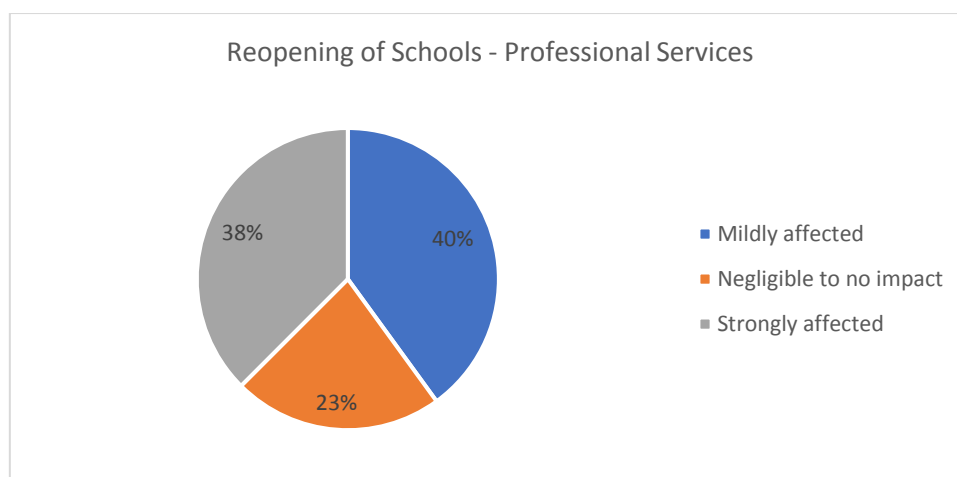
From companies that made use of teleworking arrangements, 69% stated that employees have been equally productive, 27% stated that employees have been less productive and 4% stated that employees have been more productive.

52% of survey respondents stated that it will remain with the same teleworking arrangements as this is possible for their line of work. 28% stated that teleworking arrangements will decrease following the pandemic, as some companies require being at the place of work due to meeting customers. 12% stated that they might actually increase teleworking arrangements and this will further to possible if government offers assistance in setting-up home offices. 8% are still uncertain.

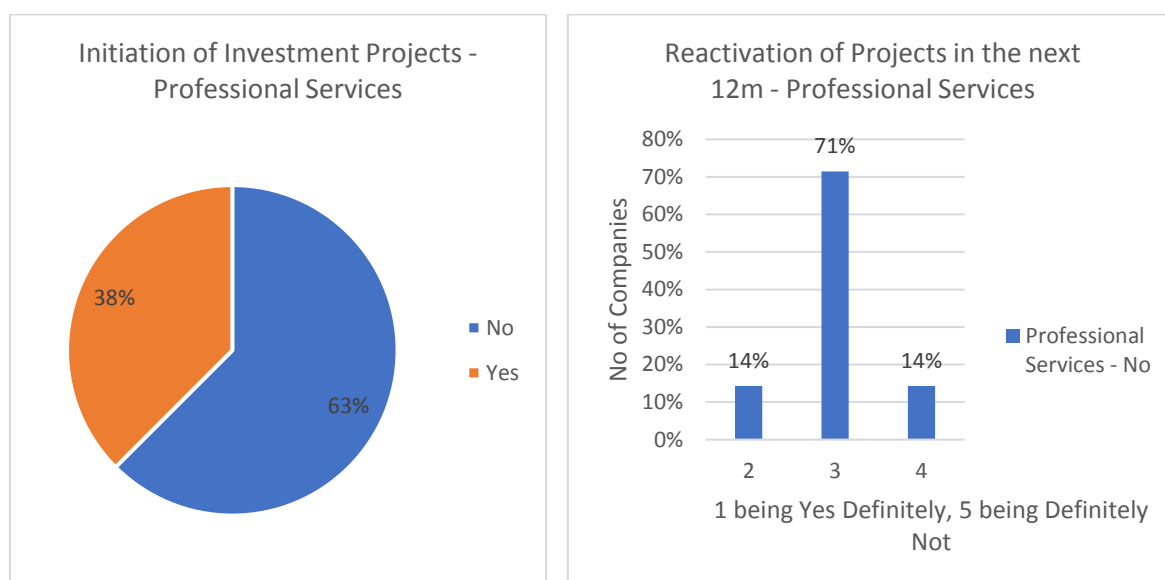


B.3.1.6 Reopening of Schools

38% of survey respondents in the professional service industry stated that their business operations will be strongly affected with the reopening of schools, while 40% will be mildly affected. 23% of respondents will have no impact.



B.3.1.7 Initiation of Investment Projects



38% of survey respondents in the professional service have initiated investment projects that have been postponed due to COVID-19. However, the other 63% have not initiated any projects.

The majority (70%) of those that have not initiated their projects are not certain whether they will do in the next 12 months. 14% are likely to initiate and 14% are not likely to initiate.

B.3.1.8 Major employment related matters faced by the Professional Service

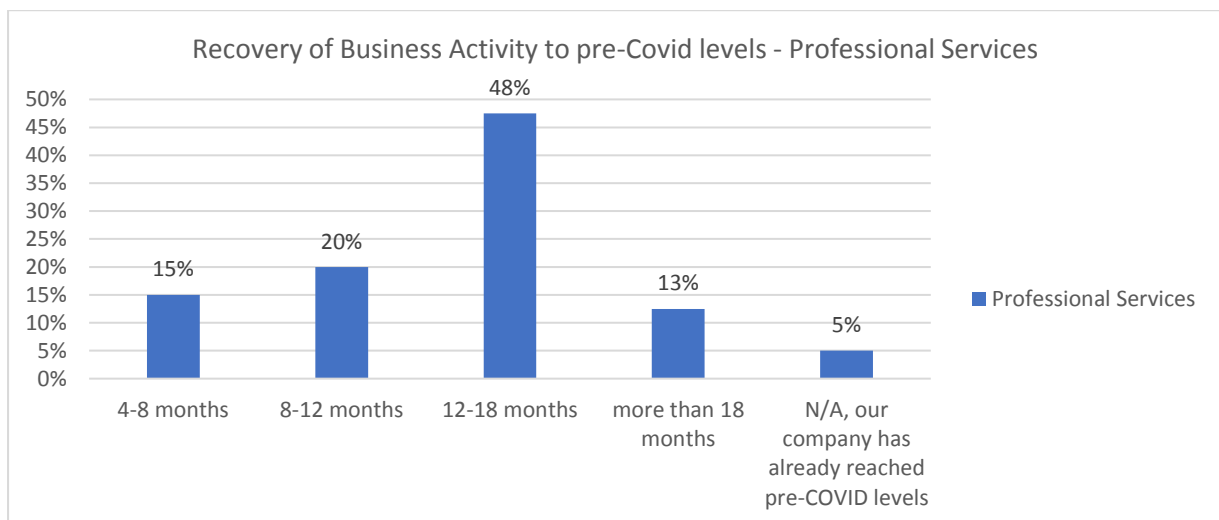
When asked about major employment related matters that are affecting businesses in the professional service due to the current situation, companies mentioned the below comments:

- Decrease in client cash flow and cancellation of events

- Costs of home office setup
- Departments' bureaucracy (e.g. ID Malta)
- Space limitation due to social distancing
- Unmotivated employees working on reduced hrs
- Stress amongst employees: scared to get in contact with guests
- Absenteeism and false sick leave increase
- High employee turnover and difficulties in finding skilled employees
- Increase in quarantine leave due to testing

B.3.1.9 Recovery of Business

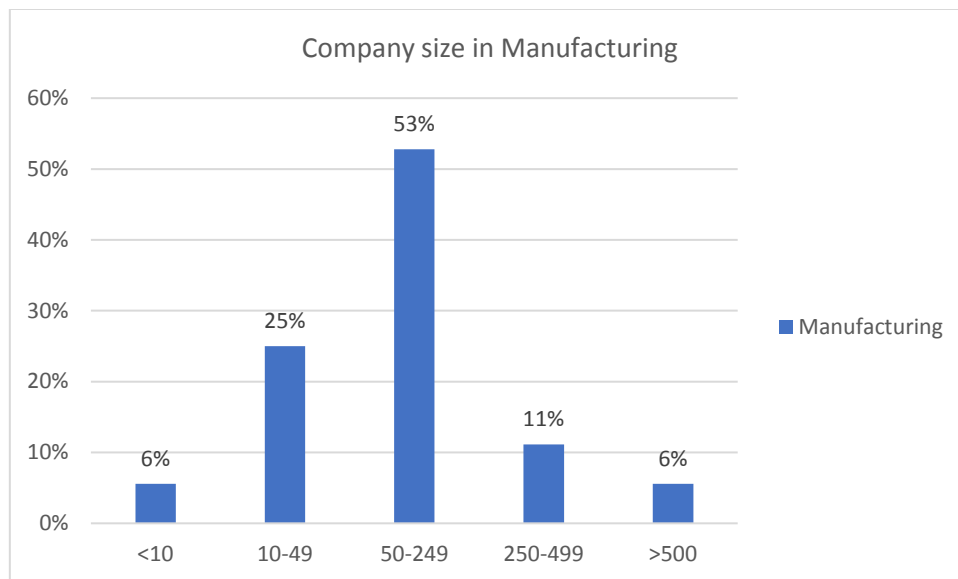
Whilst 5% of businesses have already reached pre-COVID levels, most businesses from the professional services that have participated in this survey require more than year (61%) to recover to pre-Covid levels. 15% are perceiving a recovery between 4-8m and 20% are perceiving a recovery between 8-12m.



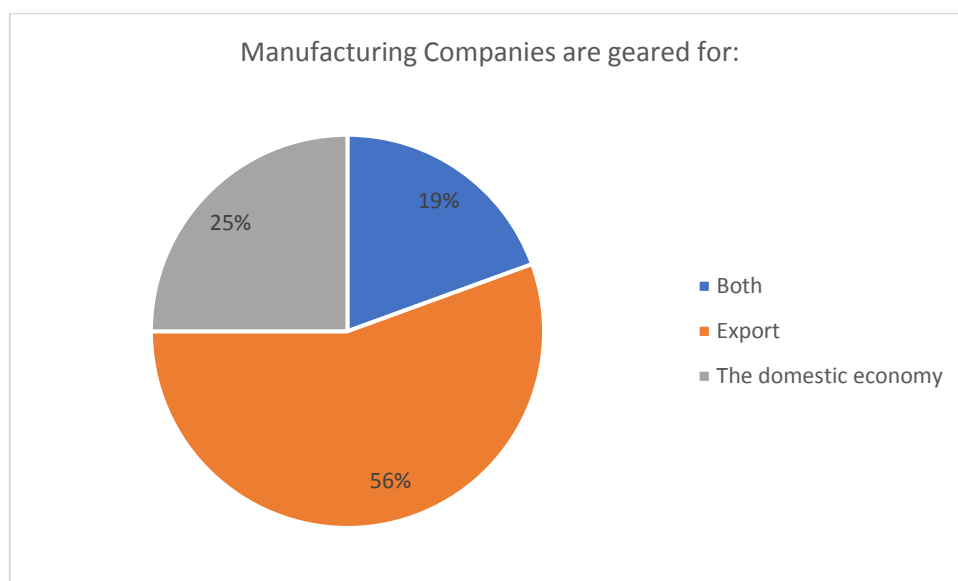
Sector C: MANUFACTURING

The manufacturing represents 15% (36 companies) of survey respondents.

6% of companies within the manufacturing industry employ less than 10 employees, 25% employ between 10-49 employees, 53% employ between 50-249 employees, 11% employ between 250-499 and 6% employ more than 500 employees.

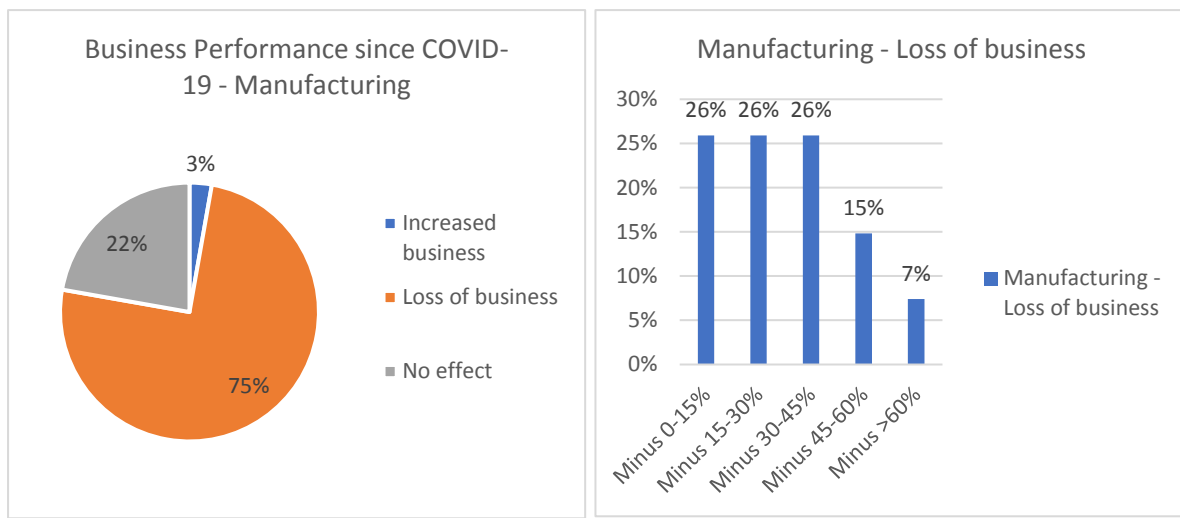


25% of survey respondents in the manufacturing industry are geared for the domestic economy and 56% are geared for export. 19% are geared for both the domestic economy and export.

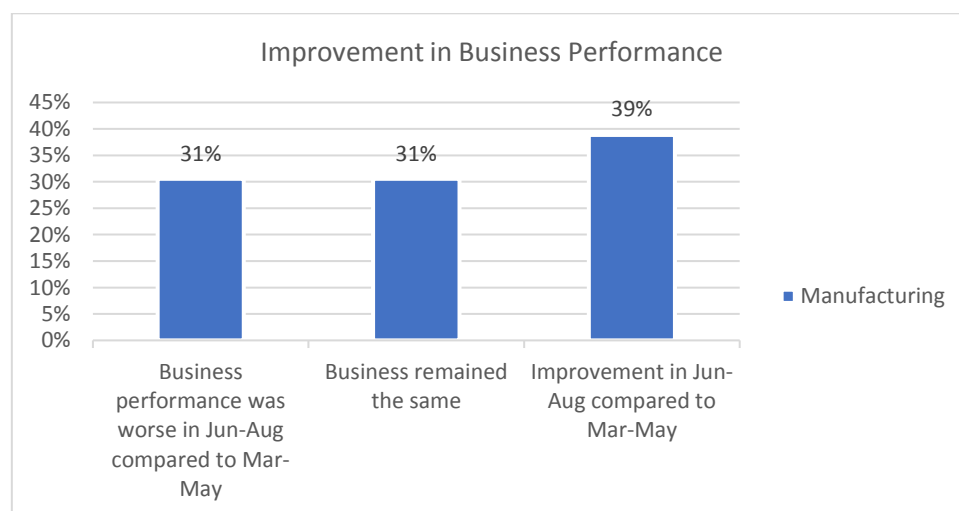


C 3.1.1 Effect of COVID-19 on Business Operations

When asked how the COVID-19 pandemic affected business, 75% of survey respondents in the manufacturing industry stated that they had a loss of business. 3% stated that they have increased their business activity, while 22% stated that the COVID-19 didn't affect their business performance. Out of those that reported a loss in business (75%), 26% experienced between 0-15% loss; 26% between 15-30%; 26% between 30-45%; 15% between 45-60% loss and 7% more than 60% loss.

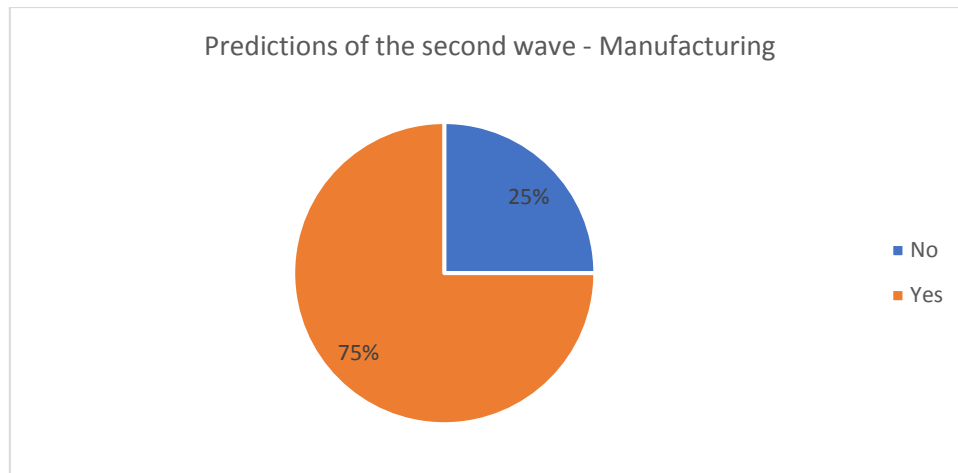


39% of survey respondents in the manufacturing industry have seen an improvement in their business operations between Jun-Aug when compared to Mar-May. 31% of companies stated that their business remained the same and 31% of companies stated that business performance had worsened in Jun-Aug.

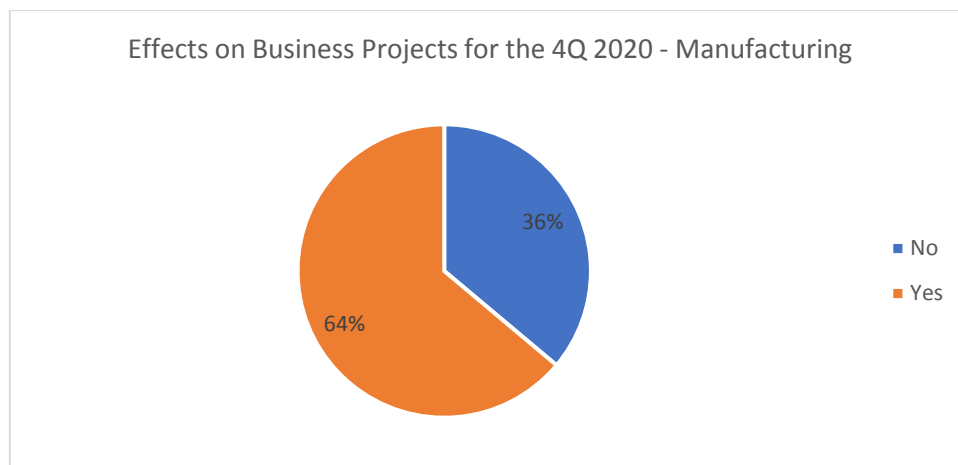


C.3.1.2 Predictions & Effects of the Second Wave

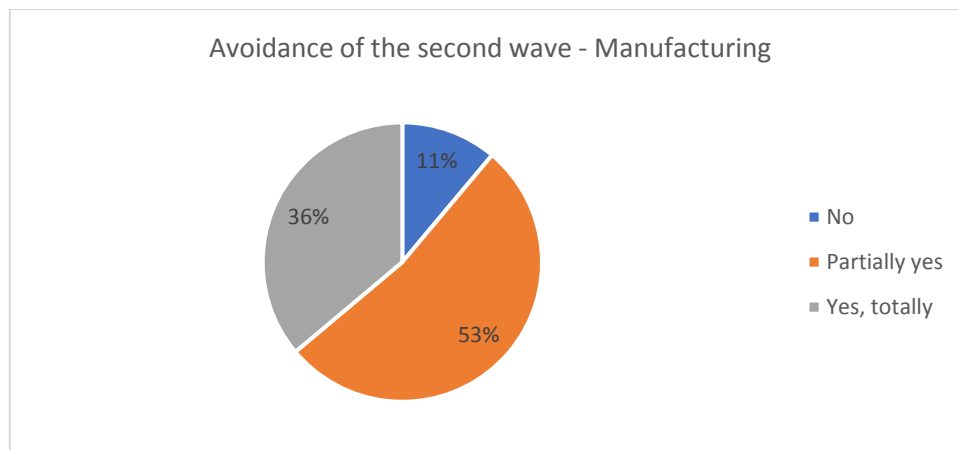
75% of survey respondents in the manufacturing industry claimed that they have foreseen a second wave following the increase in Covid-19 cases on the 20th July. The other 25% claimed that they did not foreseen it coming.



64% of survey respondents claimed that the second wave affected their business projections for the fourth quarter of 2020. The other 36% claimed that the second wave did not affect their business projections for Oct-Dec 2020.



Comments from the manufacturing industry show that the first wave did impact orders entries and affected employee attendance. Some claim that if the situation does not improve, they might have to look at week reductions and redundancies. Since most companies focus on export, the decline is not correlated with the second wave in Malta but more on a global level. Lockdowns affect business negatively, and so many are encouraging government to hold back from mandatory closing of shops.

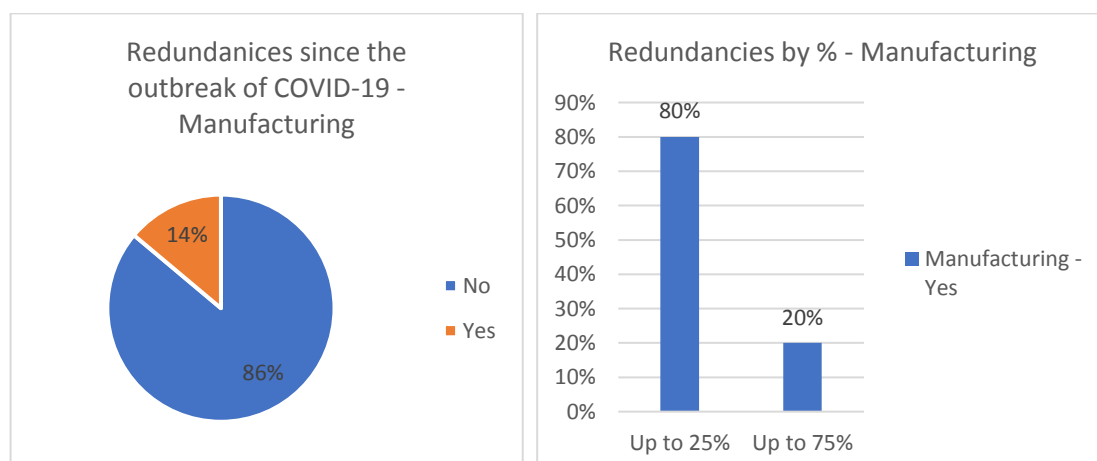


36% of survey respondents from the manufacturing industry claimed that the second wave could have been entirely avoided, and 53% claimed that it could have been partially avoided. Only 11% of survey respondents from this sector claimed that the second wave could have not been avoided.

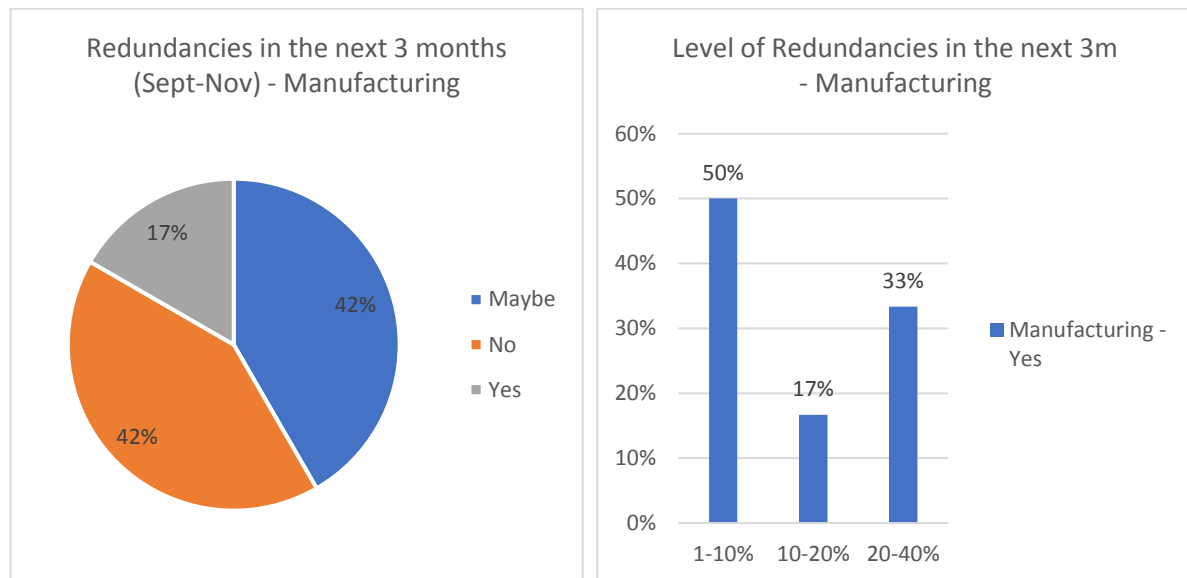
Survey respondents from this sector blame the increase of the second wave on the opening of mass events and lack of airport control. Some stated that the situation could have been better managed by the introduction of bubble travel and screening of tourists. The lack of this resulted in higher numbers of positive cases, causing a good number of employees testing positive and/or being in quarantine. Others within the same sector stated that the second spike was inevitable and that the negative outcomes of the second wave do not exceed the negative outcomes that would have ensued if they had to remain closed. In the time that they had to return to the new normal, some have managed to recuperate some of their business.

C.3.1.3 Redundancies

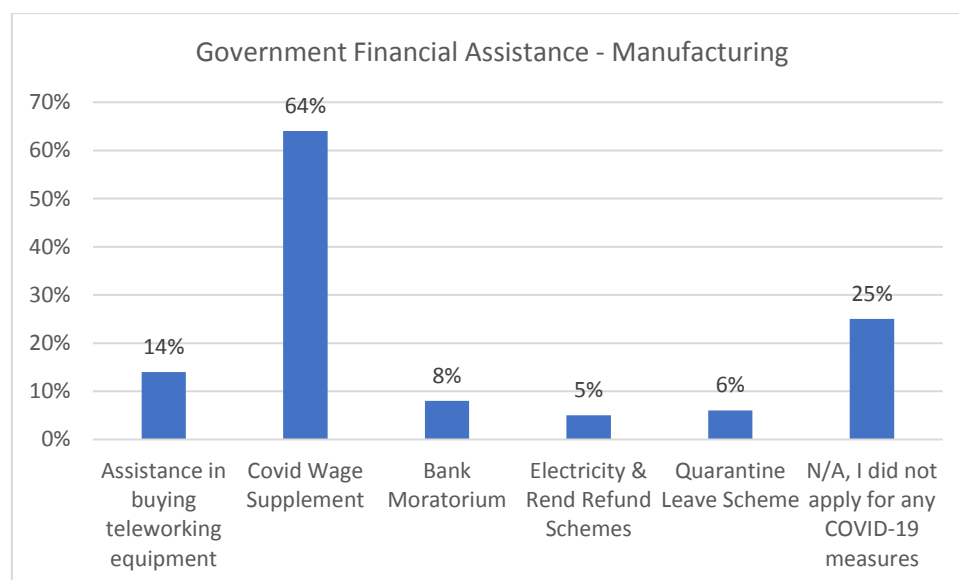
Since the outbreak of COVID-19, 86% of survey respondents in the manufacturing industry did not do any redundancies. 14% have made some redundancies, out of which 80% made redundancies up to 25%, 20% by up to 75%.



When asked about the expected reduction in labour force from current levels in the coming 3 months (Sep-Nov), 42% of respondents from the manufacturing industry stated 'No', 17% stated 'Yes' and 42% are 'Still Undecided'. Out of those that answered in the affirmative (17% amounting to 6 companies), 50% are forecasting between 1-10% loss; 17% are forecasting between 10-20% loss; and 33% are forecasting between 20-40%.



C.3.1.4 Financial Assistance by Government



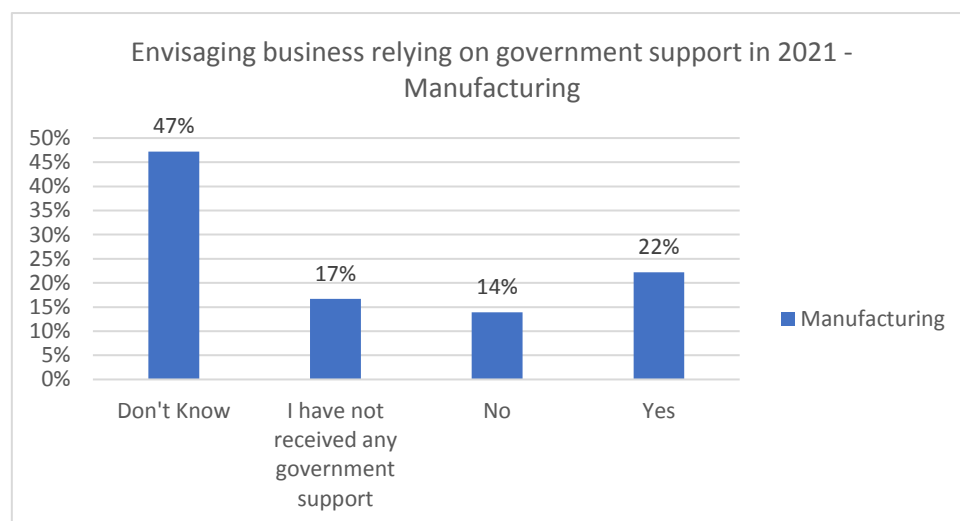
Most survey respondents in the manufacturing industry (64%) are benefitting from the Covid Wage Supplement. 14% have applied for assistance to buy teleworking equipment, 8% have applied for bank moratoriums, 5% have benefitted from the electricity & rent refund, and 6%

have applied for the Quarantine Leave Scheme. 25% of survey respondents have not applied for any COVID-19 related measures.

Recommendations for government in providing additional support in Q4 2020, from the manufacturing industry include the below:

- Extension of the COVID wage supplement
- Separate the Rent and Electricity Refund schemes from the CWS
- Extension of buying new equipment scheme
- Converting tax credits to cash grants
- Commence schemes which are still pending like business re-engineering consultancy scheme and skills development scheme
- Introduce schemes on business development support
- Re-issue the Parents' Benefits
- Re-employment of third country nationals

These comments are placed in order of priority by survey respondents.

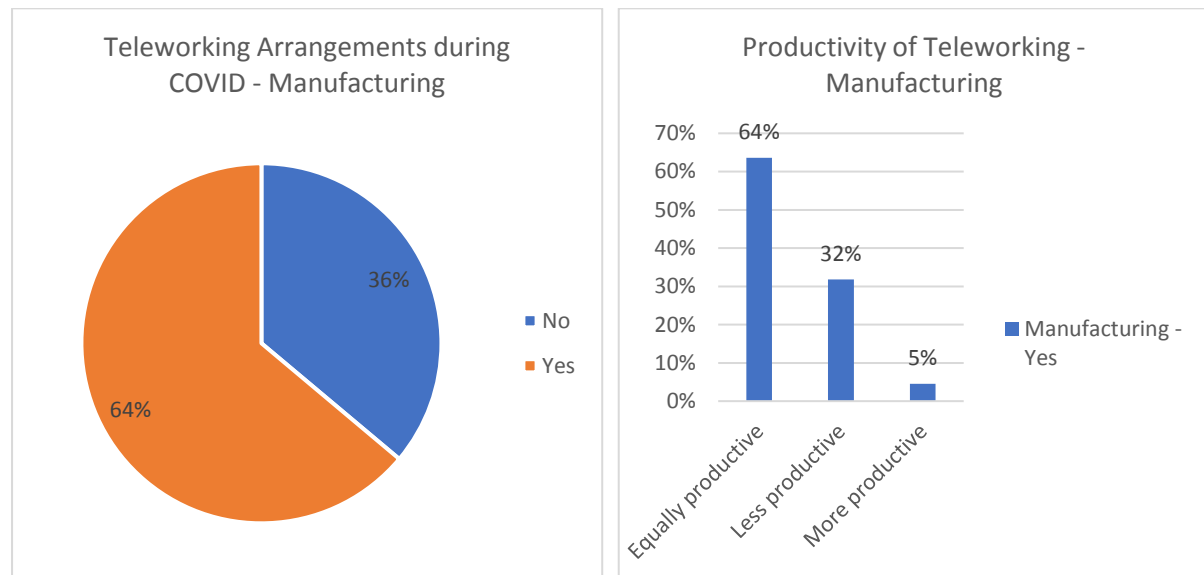


22% of survey respondents in the manufacturing industry envisage relying on government support in year 2021. 14% of respondents claimed that they will not be relying on government supports and 47% are still uncertain. 17% of survey respondents within this sector have not received government support, thus have not commented to this question.

Some companies will be implementing a reduced working week and others will have to turn to redundancy. Others are envisaging that the real impact of the pandemic will be felt in early 2021, however due to the market's volatility, no concrete decisions have been taken as yet. Companies within the manufacturing sector encourage government to keep on supporting businesses with the extension of the Covid Wage Supplement and further tax reduction.

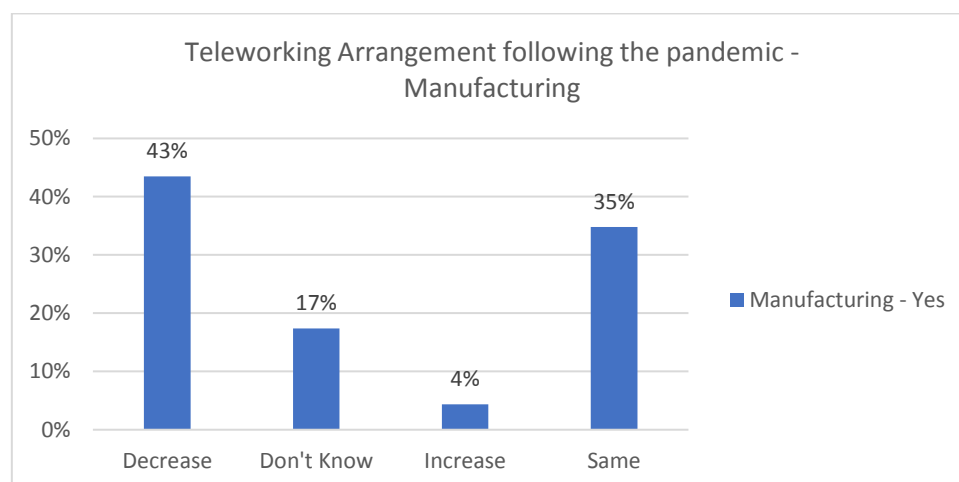
C.3.1.5 Teleworking Arrangements

64% of survey respondents in the manufacturing industry claimed that they have made use of teleworking arrangements during COVID. The other 36% have not.



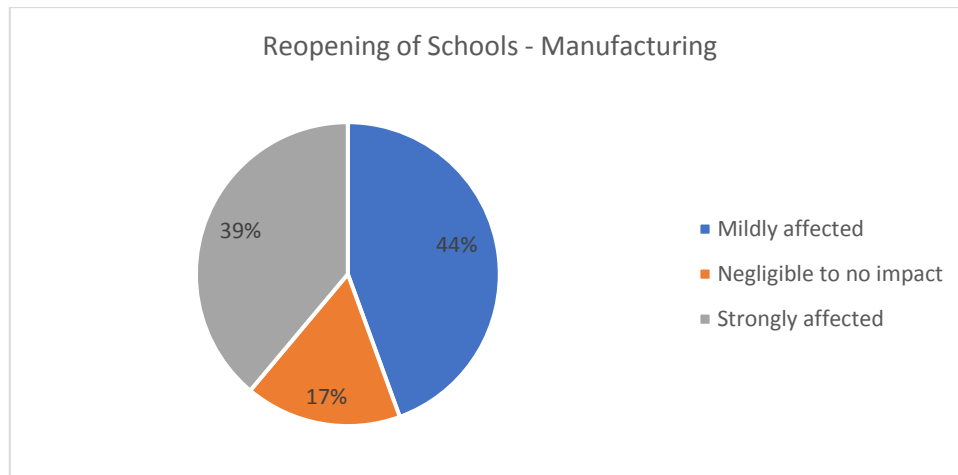
From companies that made use of teleworking arrangements, 64% stated that employees have been equally productive, 32% stated that employees have been less productive and 5% stated that employees have been more productive.

35% of survey respondents stated that it will remain with the same teleworking arrangements as this is possible for their line of work. 43% stated that teleworking arrangements will decrease following the pandemic, considering that most manufacturing companies do not have jobs that can be done remotely. 4% stated that they might actually increase teleworking arrangements where this is possible. 17% are still uncertain.

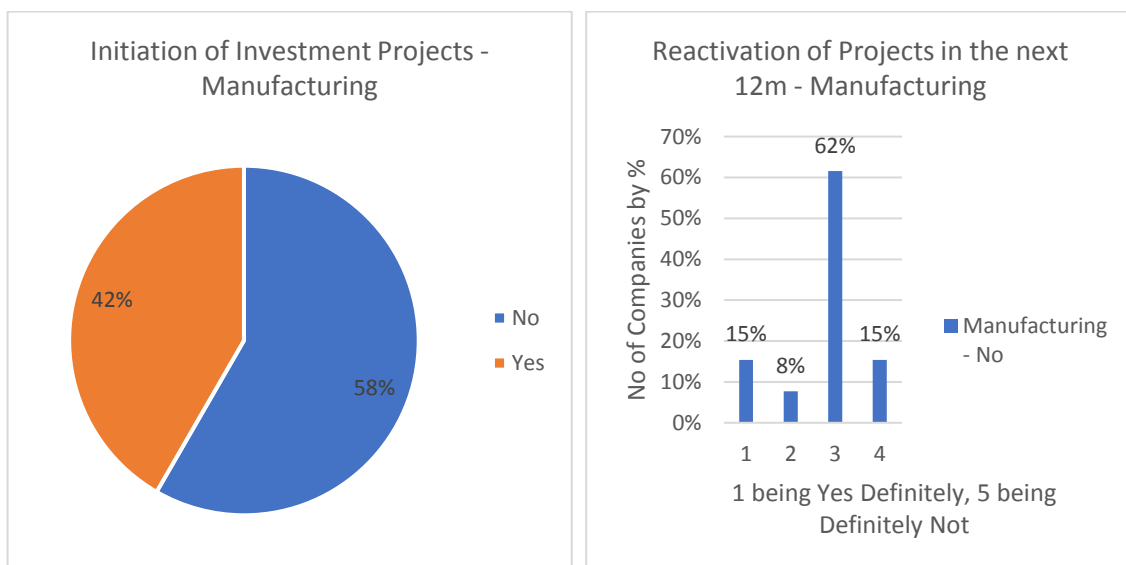


C.3.1.6 Reopening of Schools

39% of survey respondents in the manufacturing sector stated that their business operations will be strongly affected with the reopening of schools, while 44% will be mildly affected. 17% of respondents will have no impact.



C.3.1.7 Initiation of Investment Projects



42% of survey respondents in the manufacturing sector have initiated investment projects that have been postponed due to COVID-19. However, the other 58% have not initiated any projects.

The majority (62%) of those that have not initiated their projects are not certain whether they will do in the next 12 months. 23% are likely to initiate and 15% are not likely to initiate.

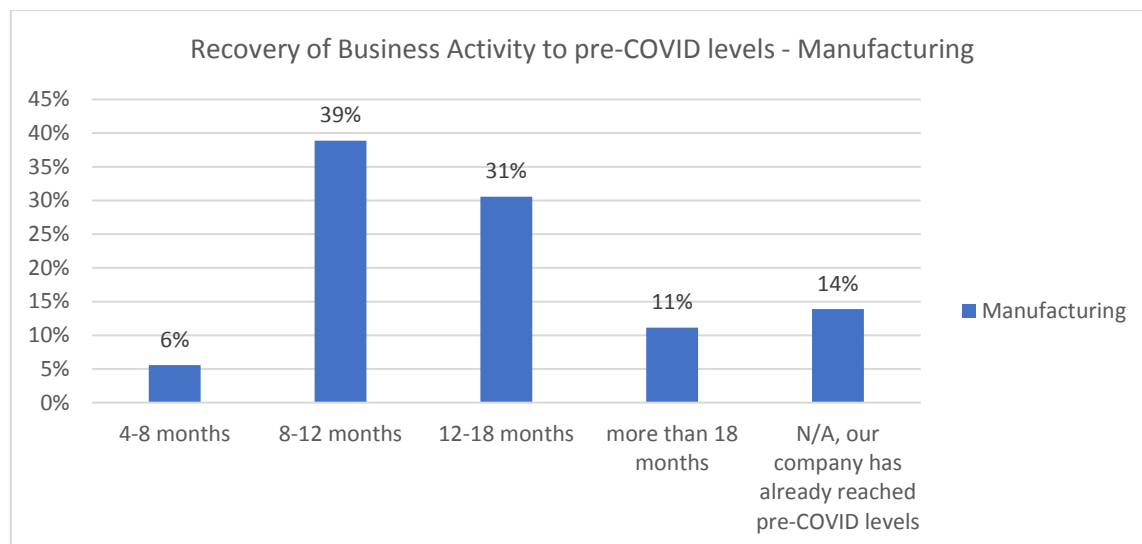
C.3.1.8 Major employment related matters faced by the Manufacturing Sector

When asked about major employment related matters that are affecting businesses in the manufacturing industry due to the current situation, companies mentioned the below comments:

- Reduction in working hours
- Increase in sick leave and quarantine leave due to testing
- Disrupted workforce (quarantine, care of children, etc.)
- Higher costs in safeguarding health & safety
- Increase anxiety in workforce, uncertainty affecting employees' morale
- Restricted flexibility in working overtime
- High employee turnover and difficulties in finding skilled employees
- Decrease in orders and less consumer confidence
- Retention of skilled TCNs

C.3.1.9 Recovery of Business

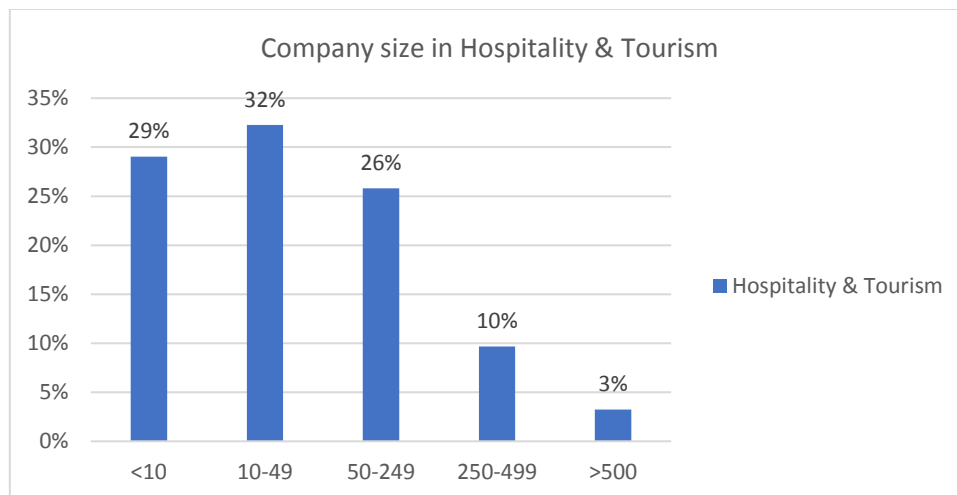
Whilst 14% of businesses have already reached pre-COVID levels, most businesses in the manufacturing sector that have participated in this survey require more than year (42%) to recover to pre-Covid levels. 6% are perceiving a recovery between 4-8m and 39% are perceiving a recovery between 8-12m.



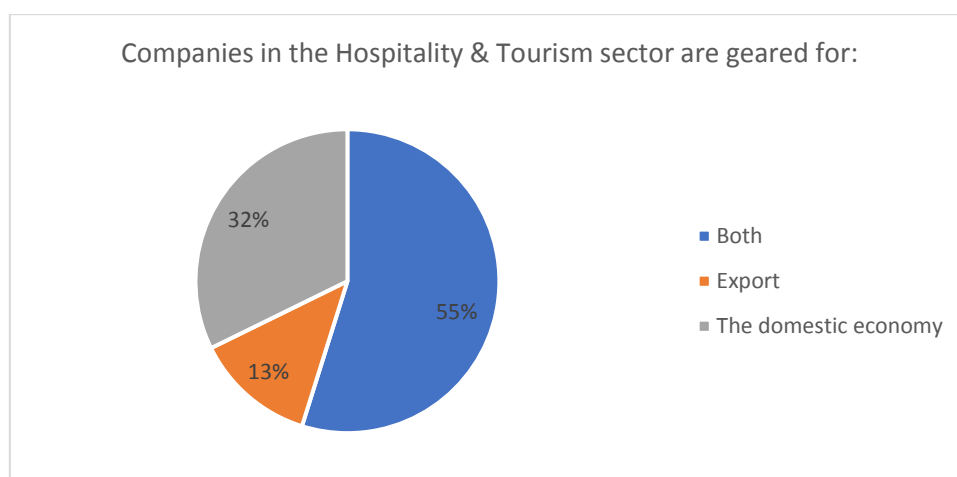
Sector D: HOSPITALITY & TOURISM

The hospitality and tourism sector represents 13% (31 companies) of survey respondents.

29% of companies within the hospitality and tourism sector employ less than 10 employees, 32% employ between 10-49 employees, 26% employ between 50-249 employees, 10% employ between 250-499 and 3% employ more than 500 employees.

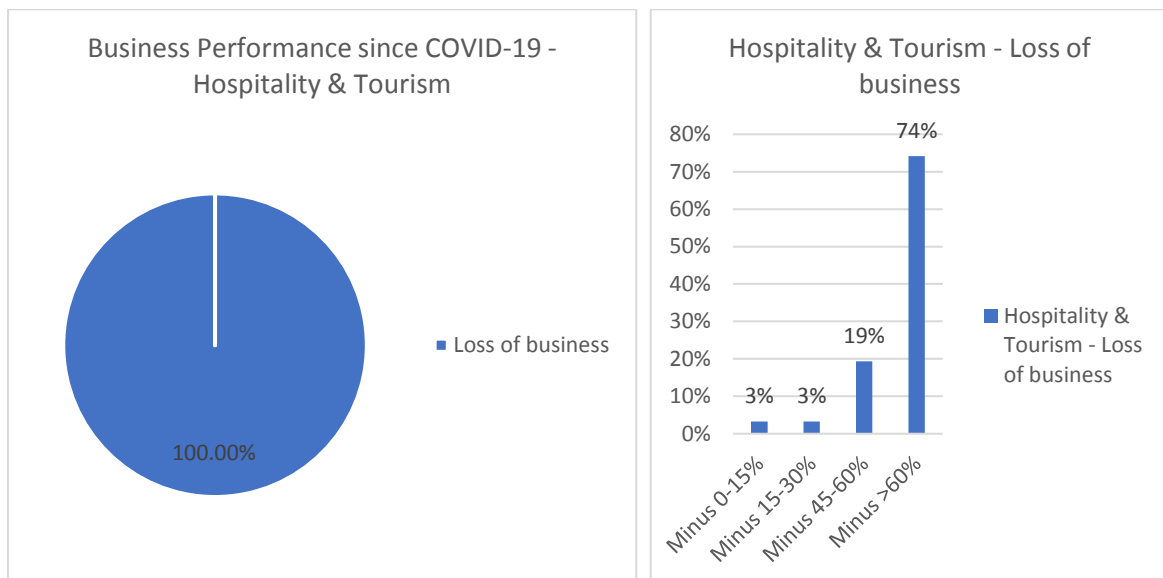


32% of survey respondents in the hospitality and tourism industry are geared for the domestic economy and 13% are geared for export. 55% are geared for both the domestic economy and export.

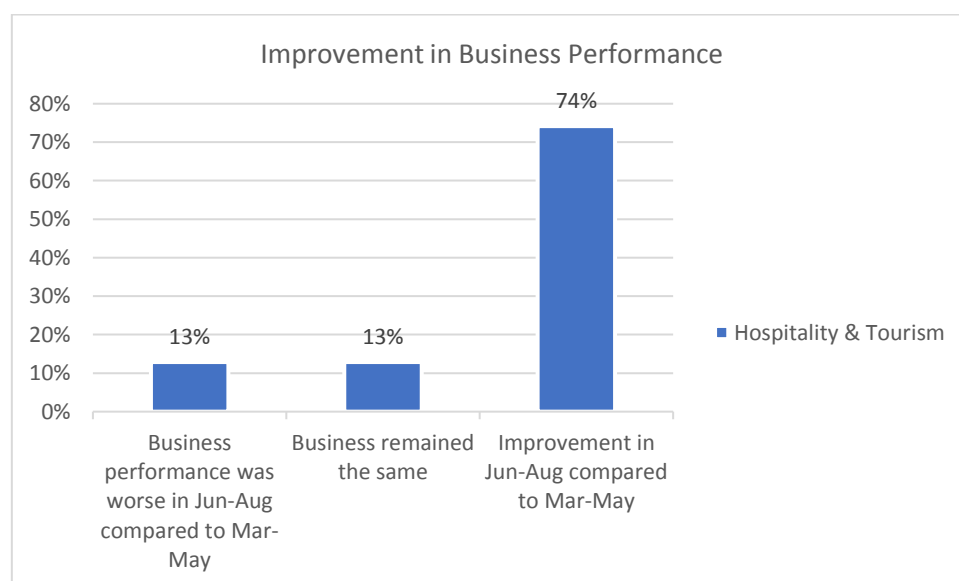


D 3.1.1 Effect of COVID-19 on Business Operations

When asked how the COVID-19 pandemic affected business, 100% of survey respondents in the hospitality and tourism industry stated that they had a loss of business. 3% reported a loss between 0-15%, 3% between 15-30%, 19% between 45-60% and 74% more than 60%.

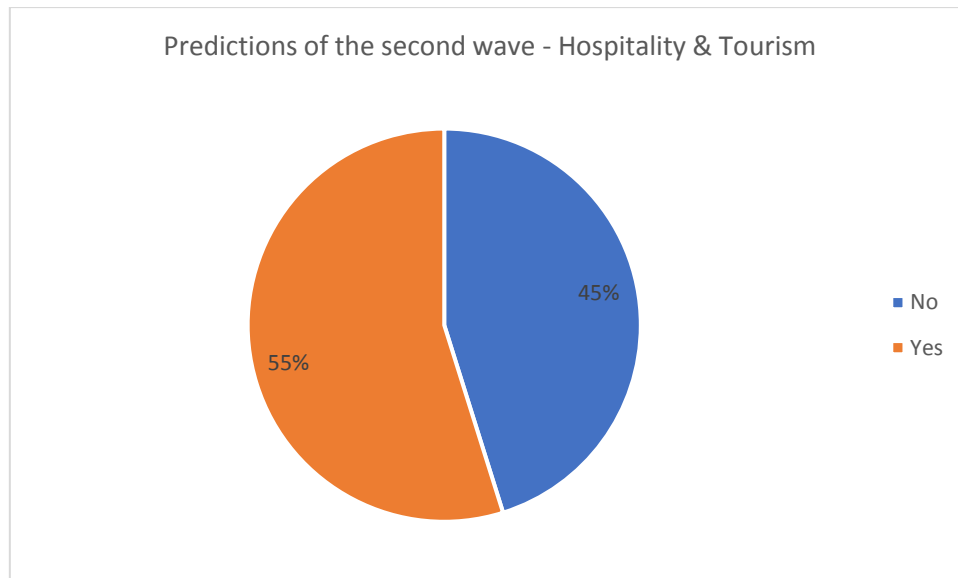


74% of survey respondents in the hospitality and tourism sector have seen an improvement in their business operations between Jun-Aug when compared to Mar-May. 13% of companies stated that their business remained the same and 13% of companies stated that business performance had worsened in Jun-Aug.

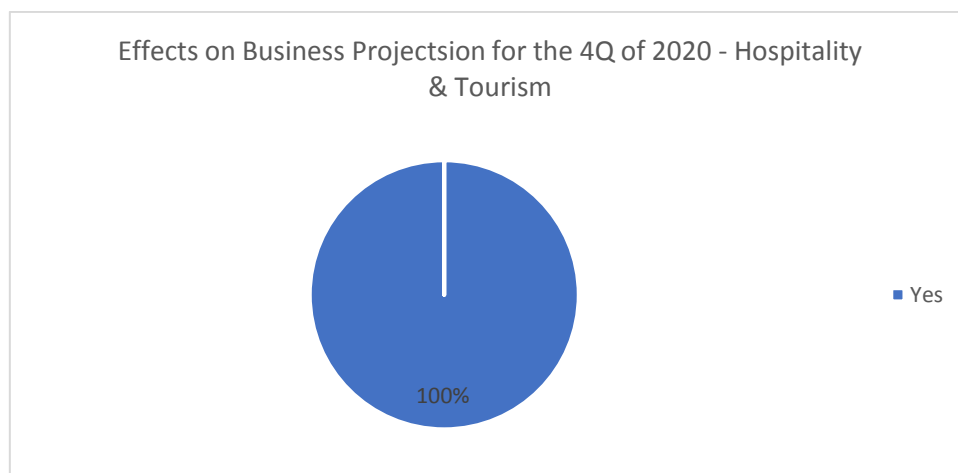


D.3.1.2 Predictions & Effects of the Second Wave

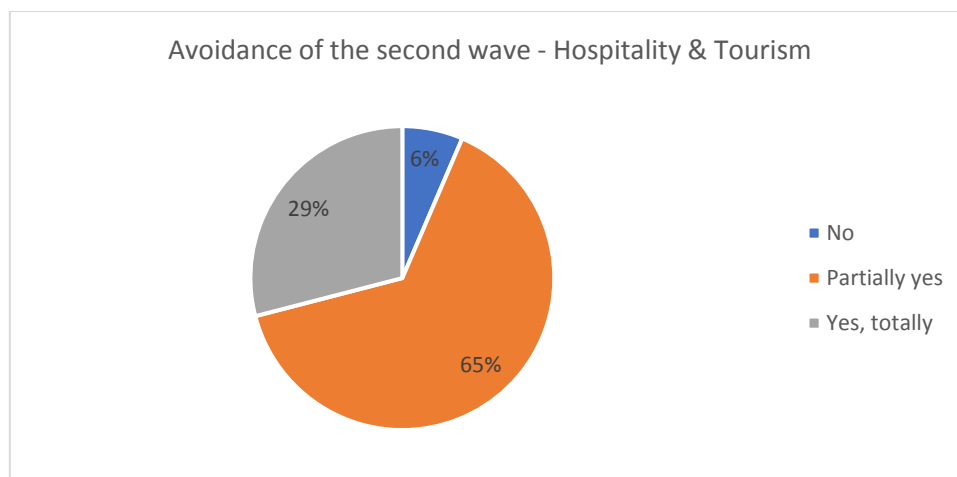
55% of survey respondents in the hospitality and tourism industry claimed that they have foreseen a second wave following the increase in Covid-19 cases on the 20th July. The other 45% claimed that they did not foreseen it coming.



All survey respondents claimed that the second wave affected their business projections for the fourth quarter of 2020.



Comments from the hospitality and tourism sectors show that most companies had a drastic decline as tourists stopped booking. Tourists started to return in July, but new spikes and travel restrictions from foreign countries caused for a decline in incoming tourists. Uncertainty of what may happen is the main concern for a lot of companies in this sector.

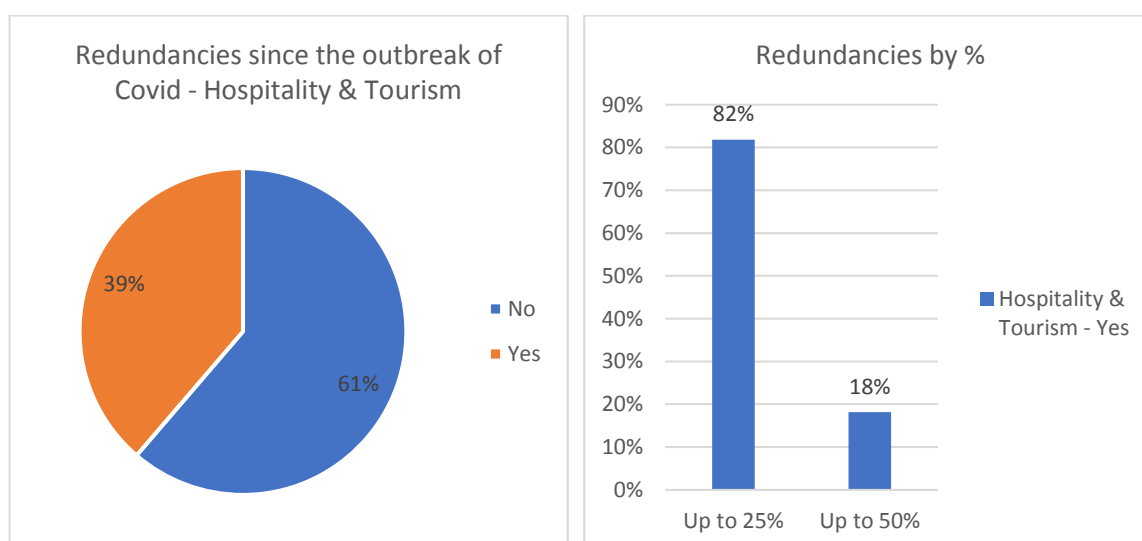


29% of survey respondents from the hospitality and tourism sector claimed that the second wave could have been entirely avoided, and 65% claimed that it could have been partially avoided. Only 6% of survey respondents from this sector claimed that the second wave could have not been avoided.

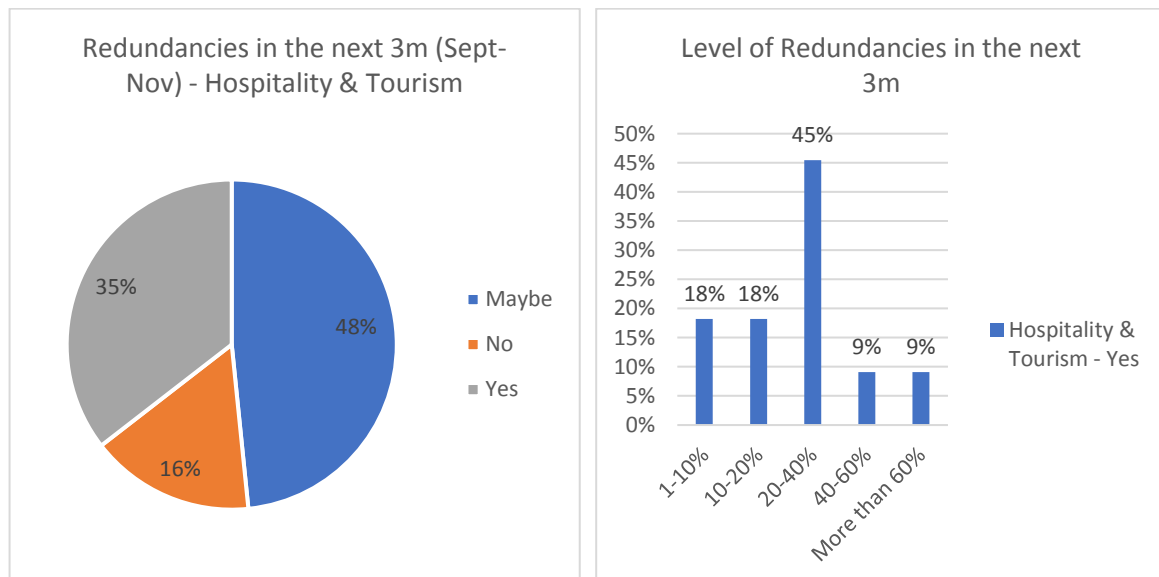
Survey respondents from this sector blame the increase of the second wave on the opening of mass events and lack of airport control. Some stated that the situation could have been better managed by testing tourists prior to coming to Malta. The opening should have been done gradually and every phase should have been tested prior to opening further areas.

D.3.1.3 Redundancies

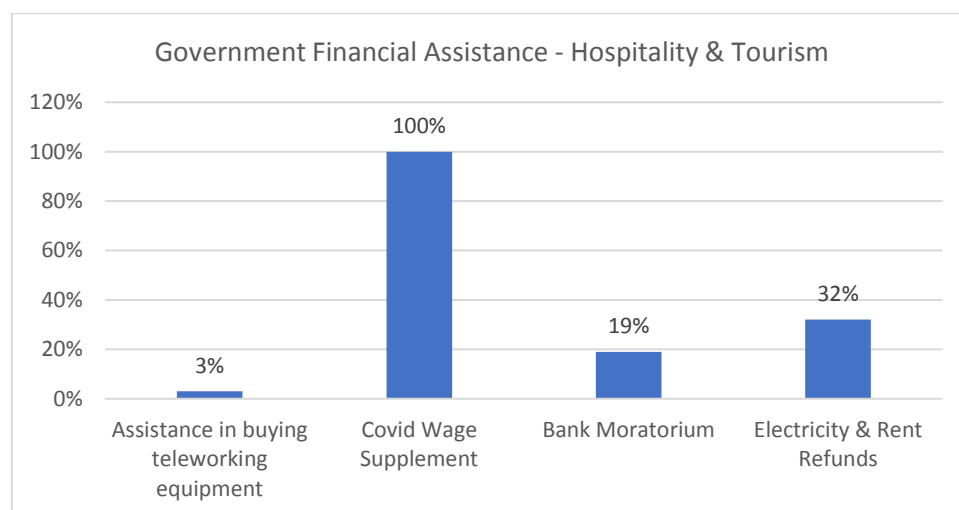
Since the outbreak of COVID-19, 61% of survey respondents in the hospitality and tourism industry did not do any redundancies. 39% have made some redundancies, out of which 82% made redundancies up to 25%, and 18% by up to 50%.



When asked about the expected reduction in labour force from current levels in the coming 3 months (Sep-Nov), 16% of respondents from the hospitality and tourism industry stated 'No', 35% stated 'Yes' and 48% are 'Still Undecided'. Out of those that answered in the affirmative, 18% are forecasting between 1-10% loss; 18% are forecasting between 10-20% loss; 45% are forecasting between 20-40% loss; 9% are forecasting between 40-60% and another 9% are forecasting a loss of more than 60%.



D.3.1.4 Financial Assistance by Government

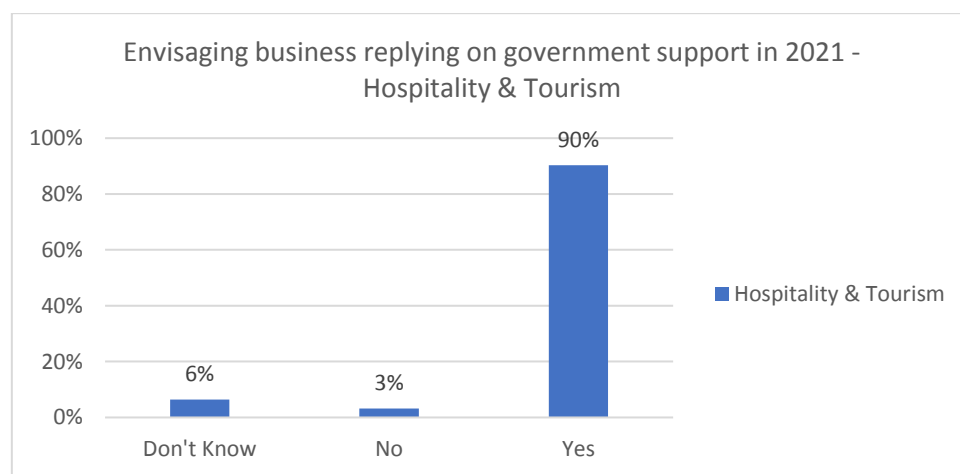


All survey respondents in the hospitality and tourism industry are benefitting from the Covid Wage Supplement. 3% have applied for assistance to buy teleworking equipment, 19% have applied for bank moratoriums, and 32% have benefitted from the electricity & rent refund scheme.

Recommendations for government in providing additional support in Q4 2020, from the hospitality and tourism sector include the below:

- Extension of the COVID wage supplement
- Re-issue a number of vouchers to locals
- Providing grants for new investments
- Extension of the Rent and Electricity Refund schemes
- Bank moratorium to at least March 2021 and extension on deferral payment of taxes
- Reduction on VAT rates
- Ensuring there is a short-term and long-term tourism policy so businesses can plan accordingly

These comments are placed in order of priority by survey respondents.

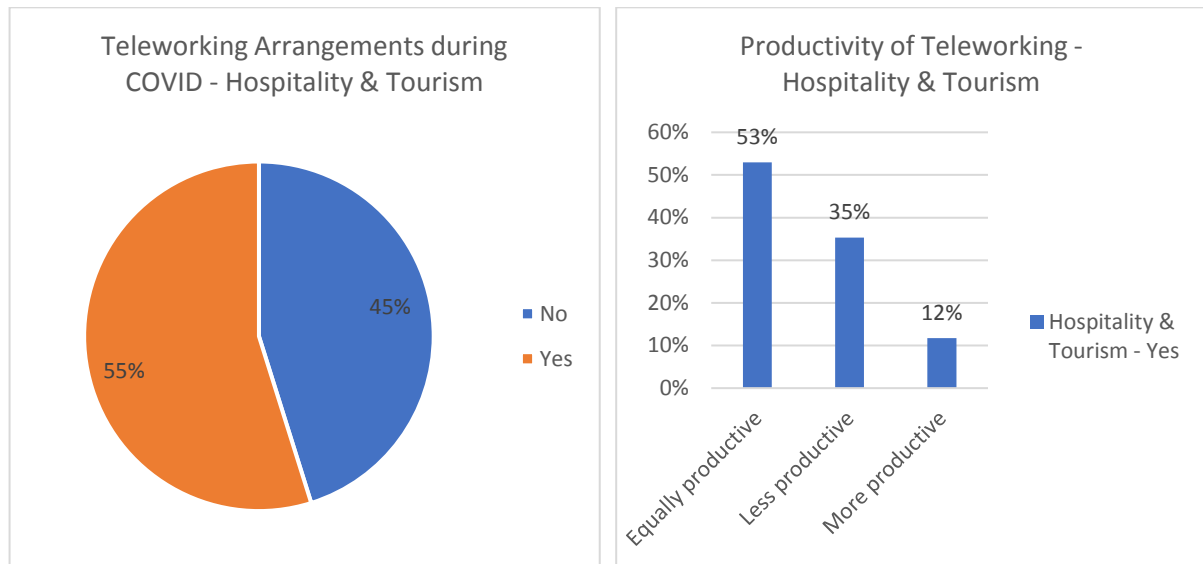


90% of survey respondents in the hospitality and tourism sector envisage relying on government support in year 2021. 3% of respondents claimed that they will not be relying on government supports and 6% are still uncertain.

Some stated that directly or indirectly this will make or break businesses. Companies within this sector are working on losses and if government's assistance will be provided further, many will be opting for collective redundancies. Until confidence to travel is restored and a vaccine is made available, it will be unlikely that the tourism and hospitality industry will show any recovery. On a global scale, tourism is estimated to take several seasons to return to pre-COVID levels.

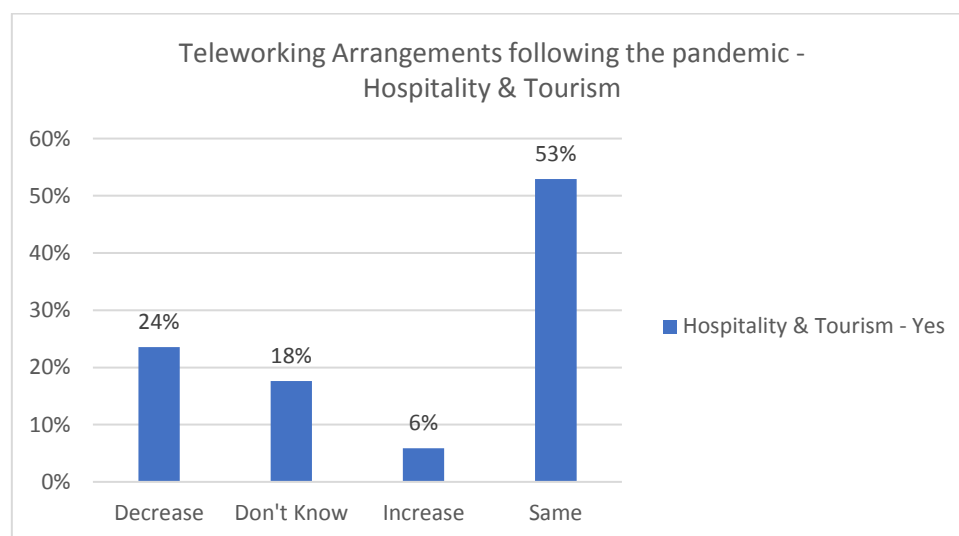
D.3.1.5 Teleworking Arrangements

55% of survey respondents in the hospitality and tourism sector claimed that they have made use of teleworking arrangements during COVID. The other 45% have not.



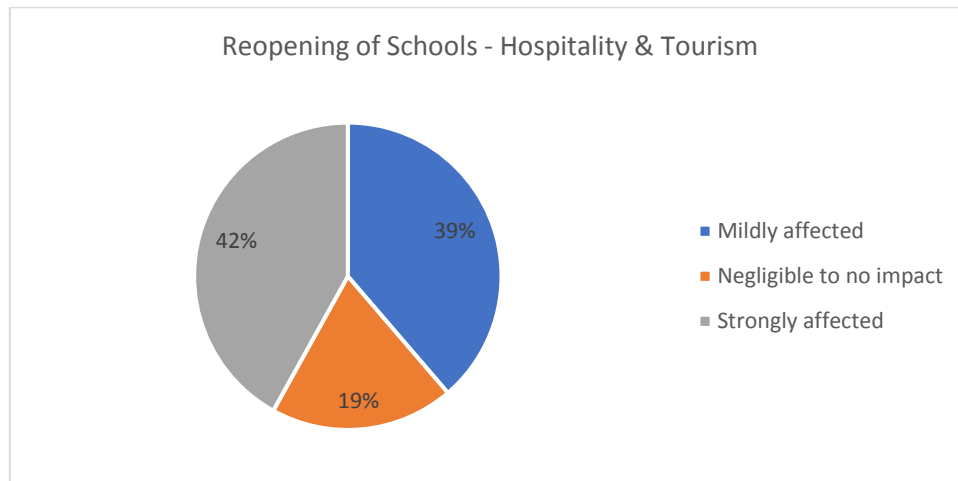
From companies that made use of teleworking arrangements, 53% stated that employees have been equally productive, 35% stated that employees have been less productive and 12% stated that employees have been more productive.

53% of survey respondents stated that it will remain with the same teleworking arrangements as this is possible for their line of work. 24% stated that teleworking arrangements will decrease following the pandemic. Some companies prefer having the team working in one office, while others stated that teleworking is very limited to their industry as they meet face-to-face clients. 6% stated that they might actually increase teleworking arrangements where this is possible. 18% are still uncertain. Some companies might also adopt a hybrid system where they split between office and home working arrangements.

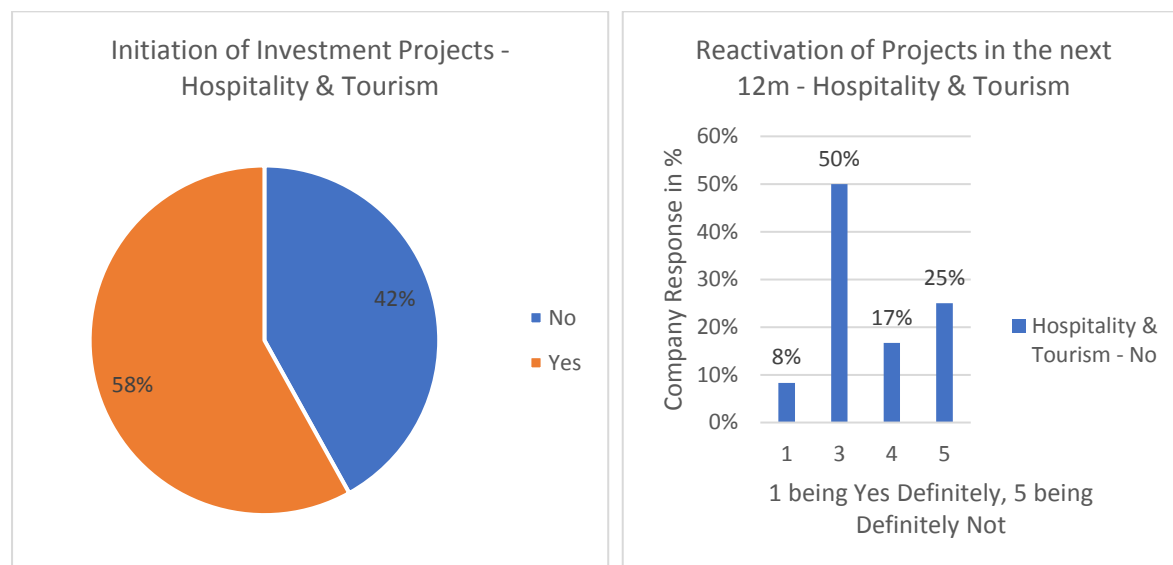


D.3.1.6 Reopening of Schools

42% of survey respondents in the hospitality and tourism sector stated that their business operations will be strongly affected with the reopening of schools, while 39% will be mildly affected. 19% of respondents will have no impact.



D.3.1.7 Initiation of Investment Projects



58% of survey respondents in the hospitality and tourism sector have initiated investment projects that have been postponed due to COVID-19. However, the other 42% have not initiated any projects.

Half *50%) of those that have not initiated their projects are not certain whether they will do in the next 12 months. 8% are likely to initiate and 42% are not likely to initiate.

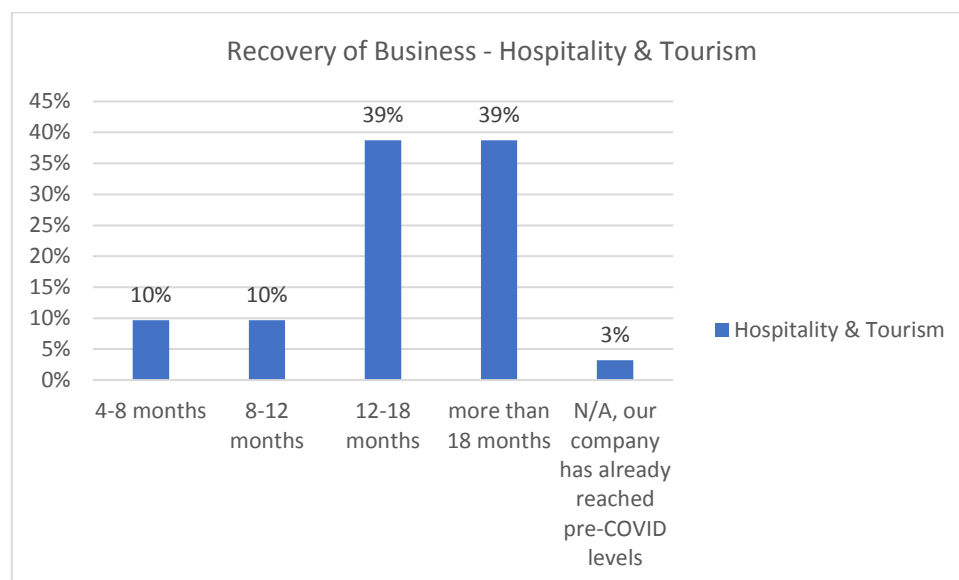
D.3.1.8 Major employment related matters faced by the Hospitality & Tourism Sector

When asked about major employment related matters that are affecting businesses in the hospitality and tourism sector due to the current situation, companies mentioned the below comments:

- General sense of instability, job security, motivation of employees
- Reduction in working hours, wages, reduction of working weeks and redundancies
- Lack of skilled workforce
- Fluctuating hours of work
- Lack of income, no sales, no revenue
- Lack of patrons, guests and foreigners
- Parents' at work if re-opening of school is not the same

D.3.1.9 Recovery of Business

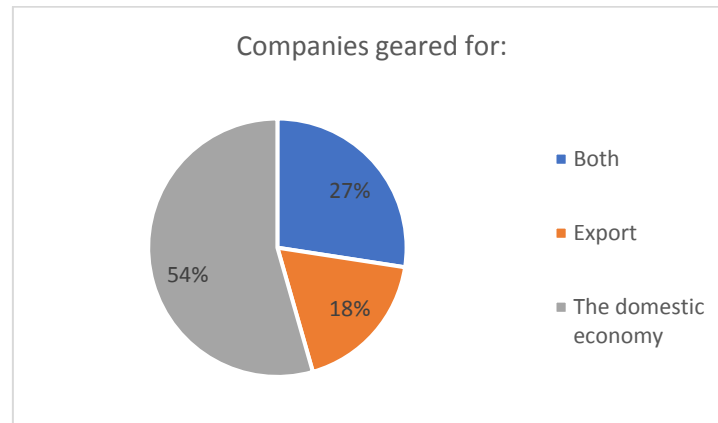
Whilst 3% of businesses have already reached pre-COVID levels, most businesses in the hospitality and tourism sector that have participated in this survey require more than year (78%) to recover to pre-Covid levels. 10% are perceiving a recovery between 4-8m and 10% are perceiving a recovery between 8-12m.



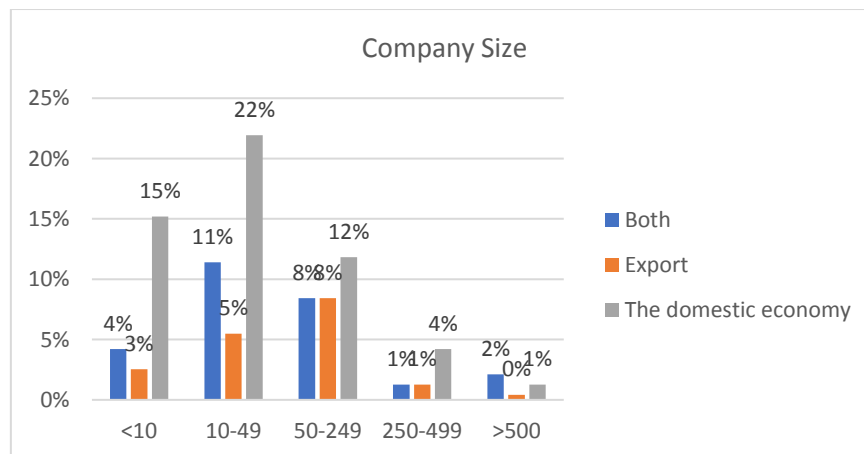
Chapter 4: Analysis by Business Activity

4.1 Businesses Operations

As described in Chapter 2, out of 237 respondents, 54% are geared for the domestic economy, whilst 18% are geared for export. 18% claim that their business is geared for both the domestic economy and export.



4.2 Businesses Operations by Size

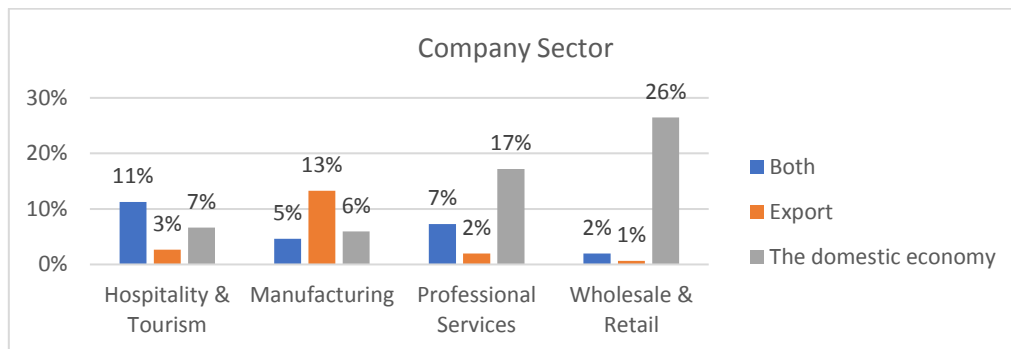


Out of the companies geared for the domestic economy, 15% employ less than 10 employees, 22% employ between 10-49, 12% employ between 50-249 and 5% employ more than 250 employees.

Out of the companies geared for export, 3% employ less than 10 employees, 5% employ between 10-49, 8% employ between 50-249 and 1% employ more than 250 employees.

Out of the companies geared for both the domestic economy and export, 4% employ less than 10 employees, 11% employ between 10-49, 8% employ between 50-249 and 3% employ more than 250 employees.

4.3 Business Target Operations by Sector

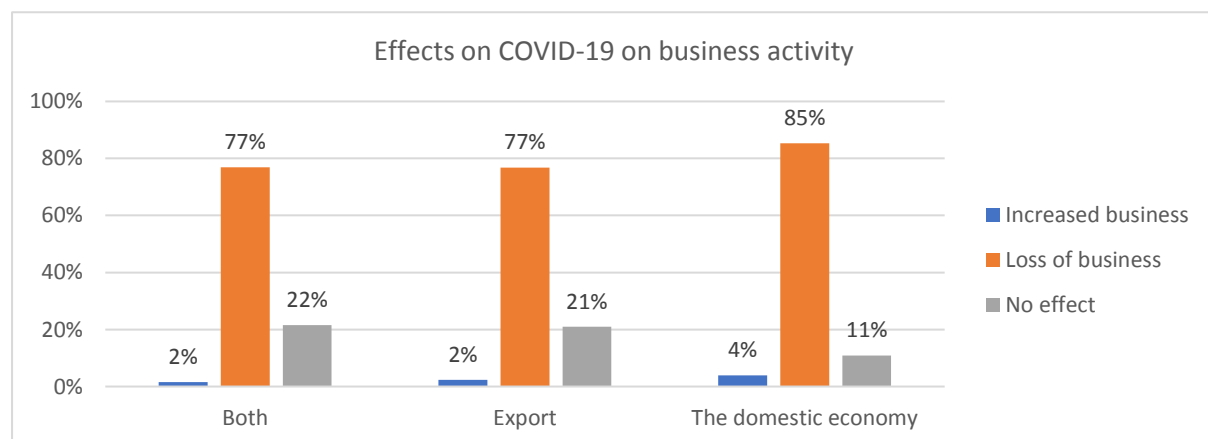


The above-mentioned sectors are the ones which are the most represented in the survey. Out of the survey respondents, companies geared for the domestic economy are represented by 7% in Hospitality & Tourism, 6% in Manufacturing, 17% in Professional Services and 26% in Wholesale & Retail.

Companies whose business is geared for export are represented by 3% in the Hospitality and Tourism, 13% in Manufacturing, 2% in Professional Services and 1% in Wholesale & Retail.

Companies whose business is geared for both the domestic economy and export are representatives by 11% in Hospitality & Tourism, 5% in Manufacturing, 7% in Professional Services and 2% in Wholesale & Retail.

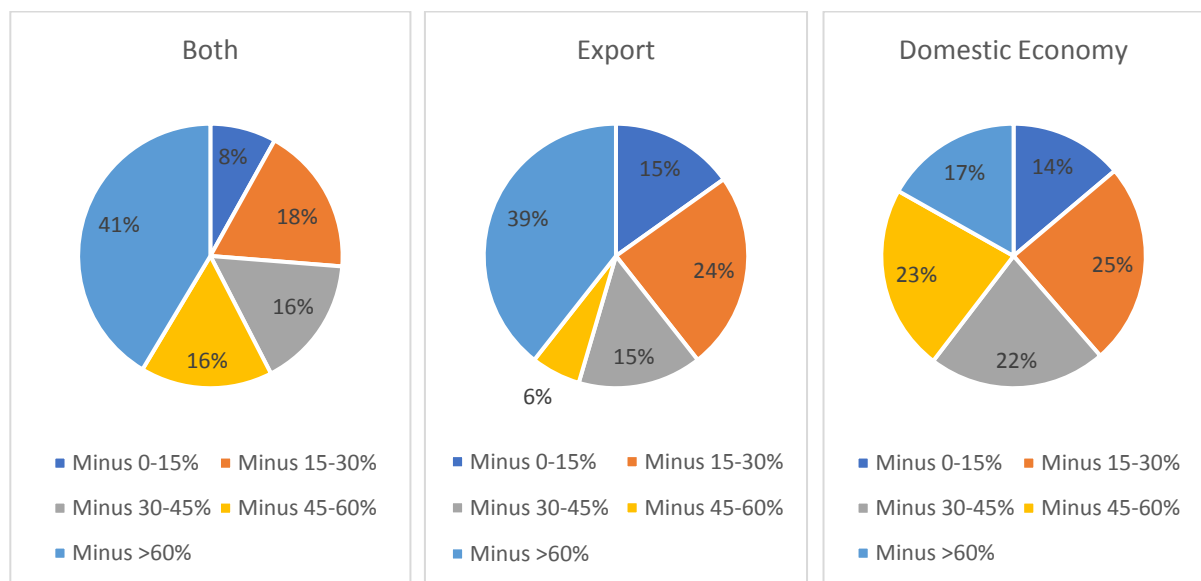
4.4 Effects of COVID-19 on Business Operations



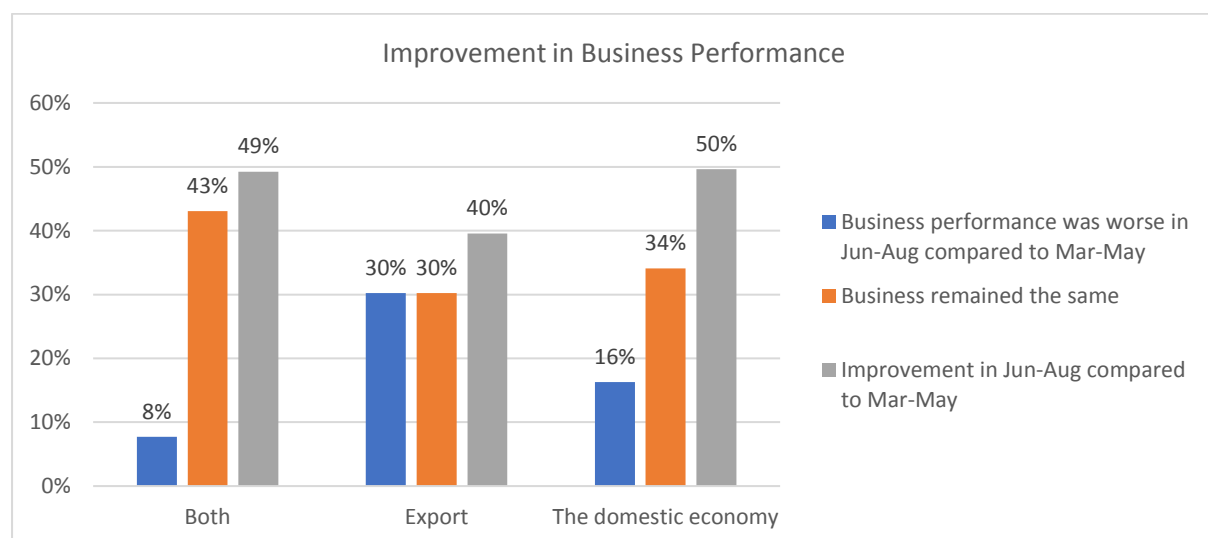
When asked how the COVID-19 pandemic affected businesses, the majority of companies declared a loss of business – 85% are geared for the domestic economy, 77% for export and 77% for both.

4% of companies that declared an increase in business are geared for the domestic economy, as opposed the 2% of companies that are geared for export and for both.

Companies that were not affected by COVID-19, 6% are mostly geared for export (21%) or for both export and the domestic economy (22%).



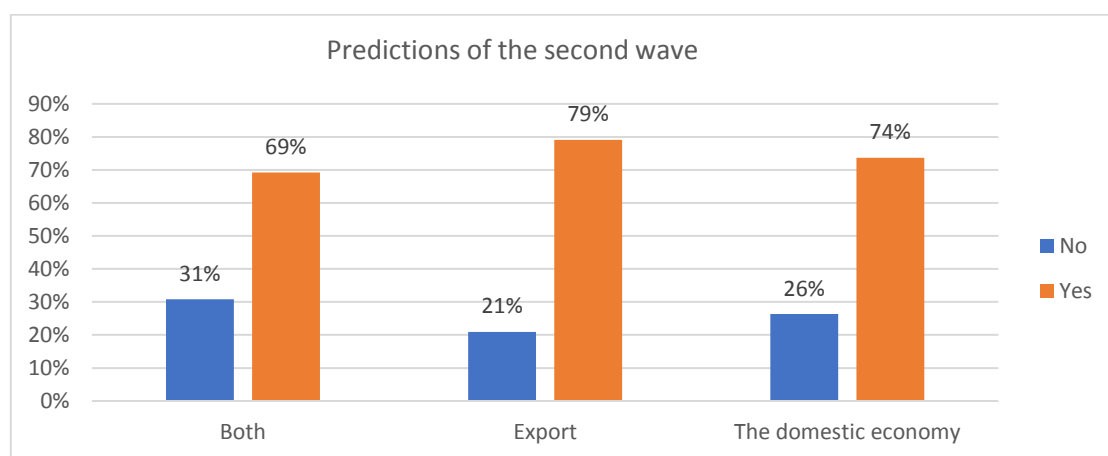
Out of the survey respondents that have claimed a loss in business, the majority that have declared more than 60% loss are companies geared for export (39%) and for both export and the domestic economy (41%).



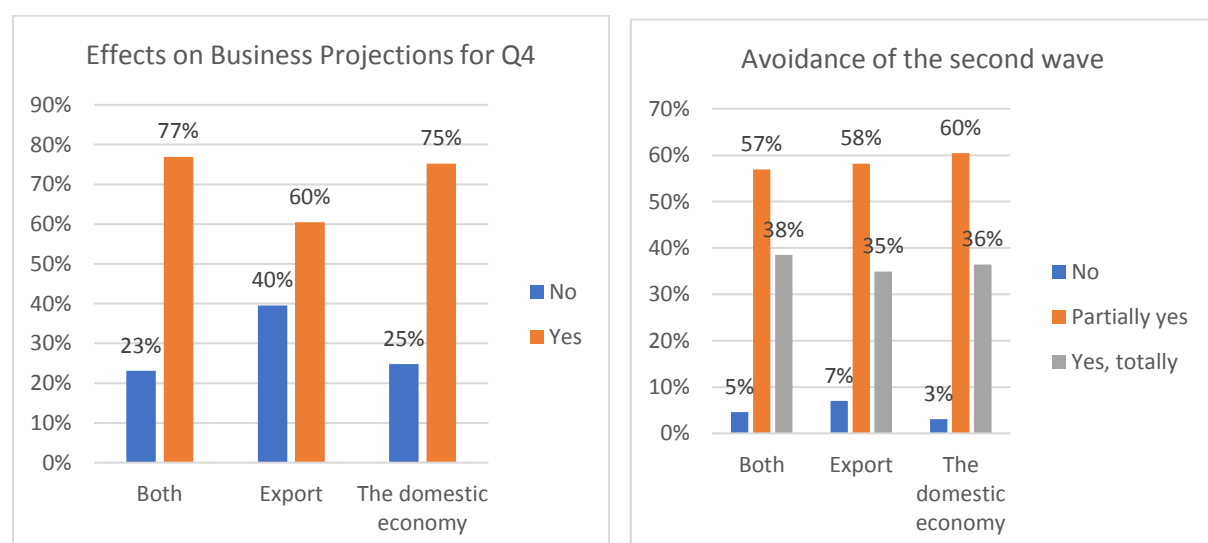
Irrespective of where the business is geared for, nearly half the companies that participated in this survey saw an improvement in Jun-Aug when compared to Mar-May 2020. 30-40% of companies remained the same, while others have declared that their business performance has worsened. The highest percentage of companies (30%) that have stated decrease in performance during Jun-Aug, comes from companies whose business is geared for export.

4.5 Predictions & Effects of the Second Wave

The majority of respondents claimed that their company have foreseen the second wave following the increase in COVID cases on the 20th July 2020, irrespective of where their business is geared for.

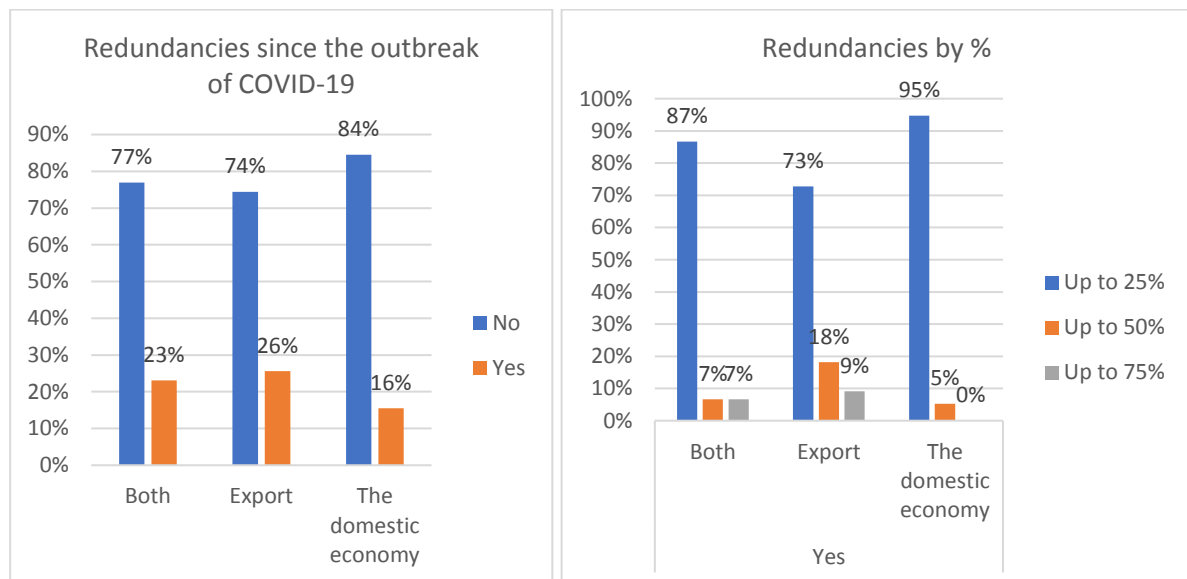


Most companies claimed that the second wave has affected their business projections for the fourth quarter of 2020, and this could be seen mostly in those companies that are geared for export. The same group of companies also declared that the second wave could have been totally or partially avoided, if the country took the necessary measures to avoid mass gatherings and organisation of big events.

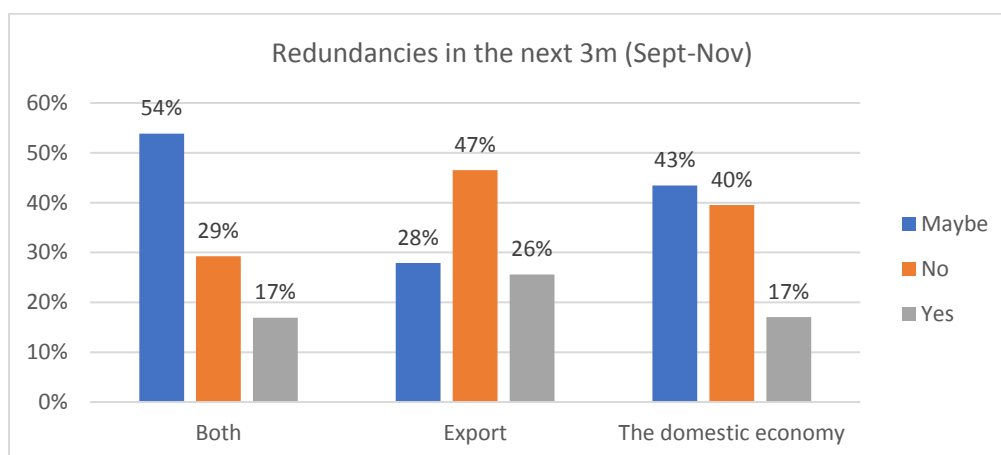


4.6 Redundancies

Since the outbreak of COVID-19, the highest number of redundancies were done in the businesses geared for export (26%), followed by companies whose businesses are geared for both the domestic economy and export (23%). Out of those that answered 'Yes', the majority of them have made up to 25% redundancies, irrespective of where their business is geared for. Companies geared for export and both have made more redundancies by up to 50% and up to 75%, when compared to companies geared for the domestic economy.

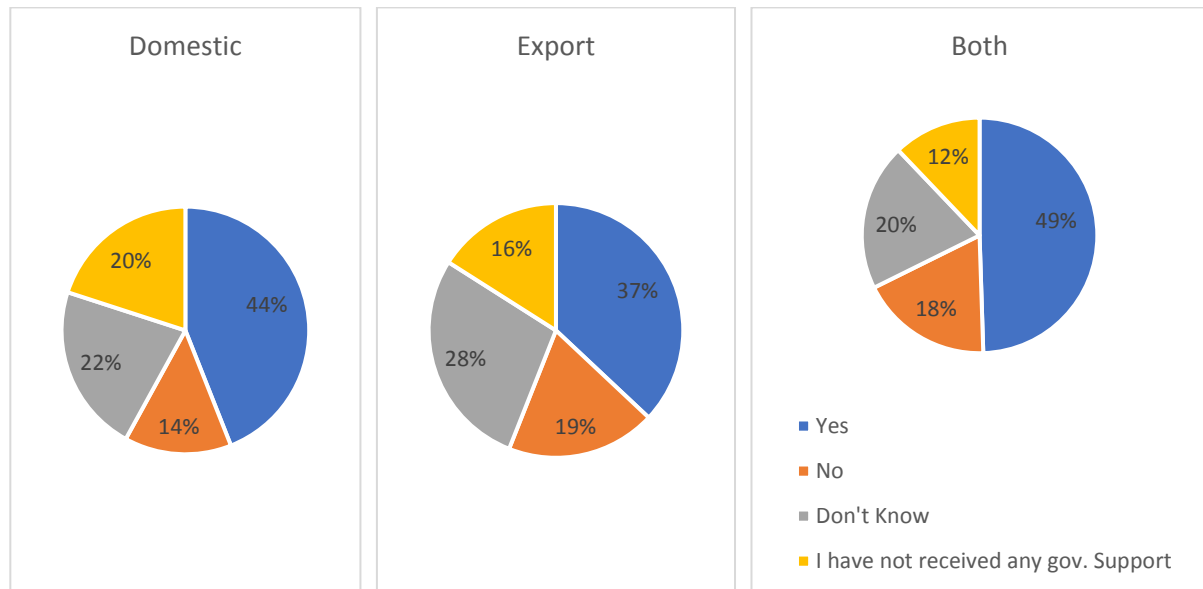


When asked about the expected reduction in labour force from current levels in the coming 3 months (Sep-Nov), most businesses are still undecided. However, nearly half of the companies geared for export (47%) and those geared for the domestic economy (40%) seem to be more certain that they will not be doing any redundancies.



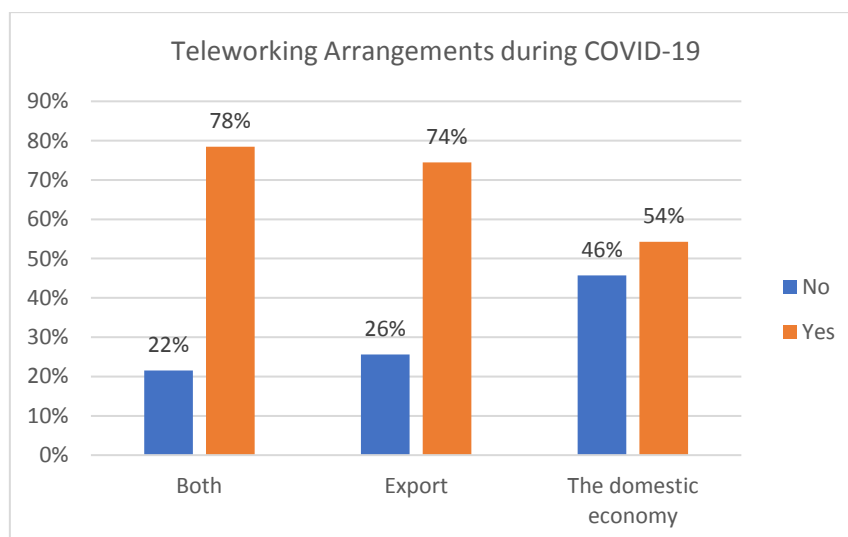
4.7 Financial Assistance by Government

As identified in Chapter 2, most companies have received assistance from government. When asked about dependence on government financial assistance for 2021, nearly half of the companies stated 'Yes', irrespective of where the business is geared for export, domestic economy or both. The least percentages that declared 'No' can be seen in companies geared for export.

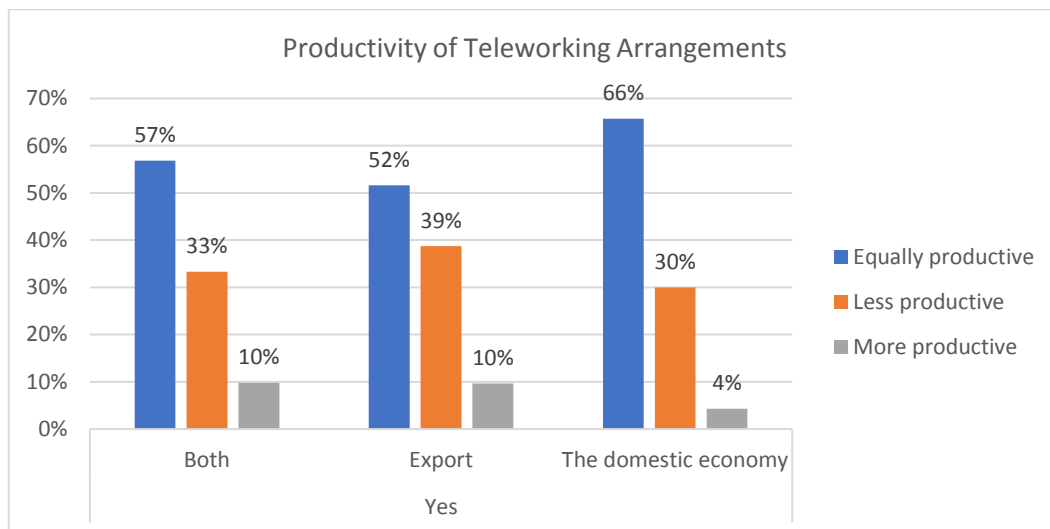


4.8 Teleworking Arrangements

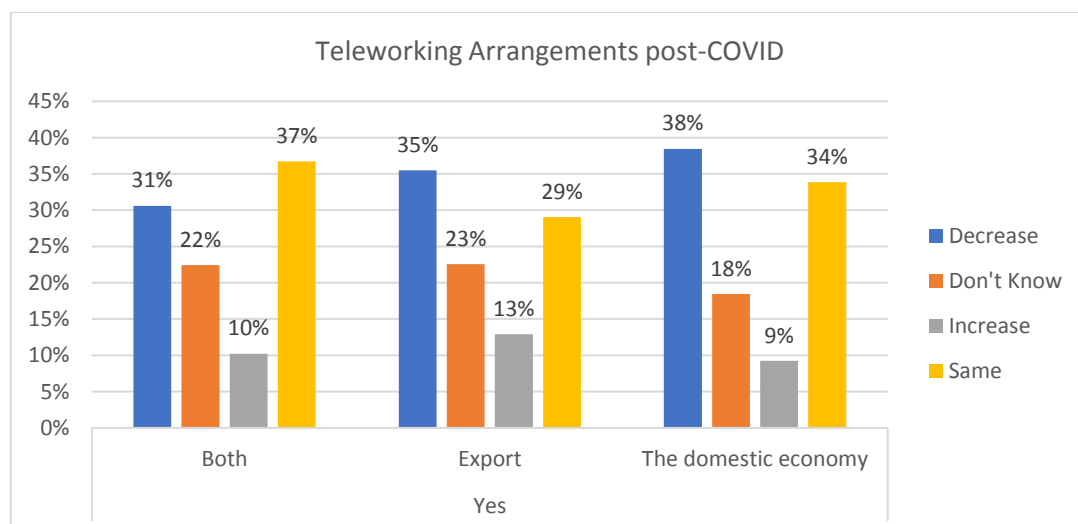
More than half of survey respondents claimed that they have made use of teleworking arrangements during COVID – and the percentage is higher in companies whose business is geared for export and both (export and domestic).



From companies that made use of teleworking arrangements, the majority of them claimed that their employees have been equally productive.

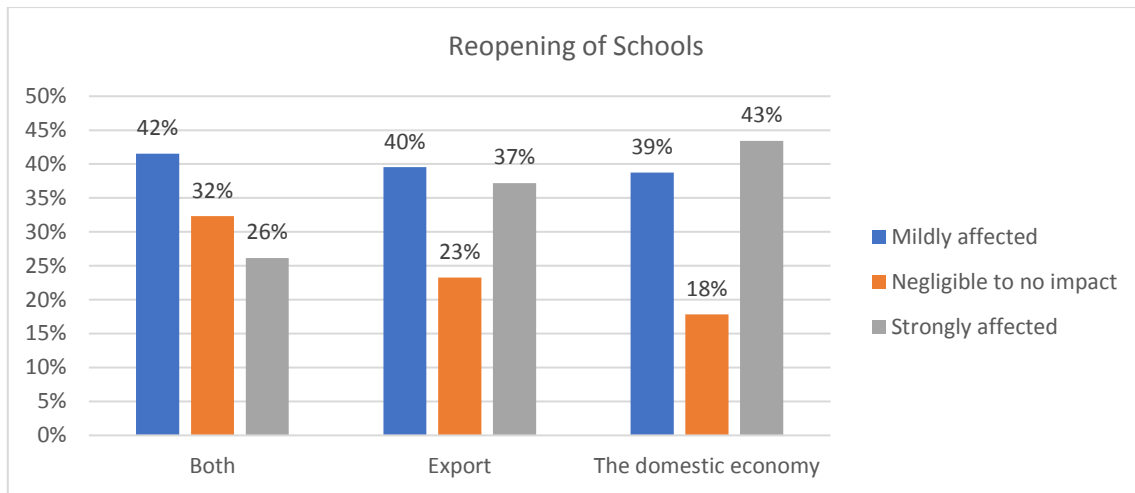


As per above table, 10% of employees within companies geared for export and both, declared that their employees were more productive. So much so that they will be increasing teleworking arrangements post-COVID (as per below table). Around 29-37% of businesses consider keeping the same teleworking arrangements, while around 20% are still undecided. Around 30-38% of companies geared for all economies will decrease teleworking agreements following COVID-19.

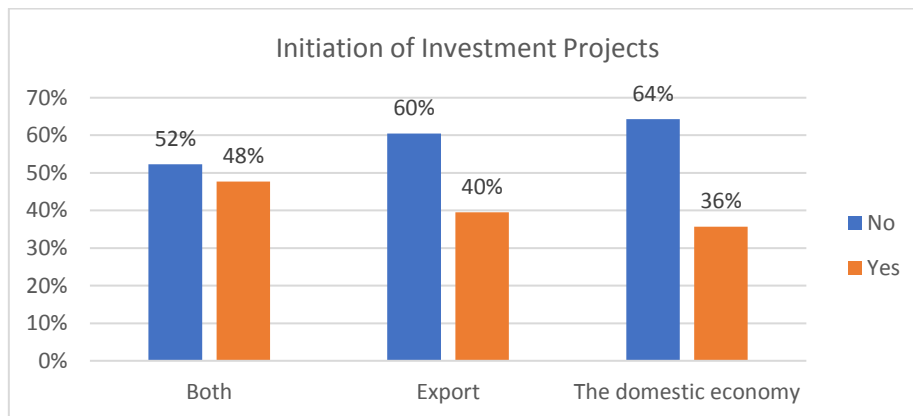


4.9 Reopening of Schools

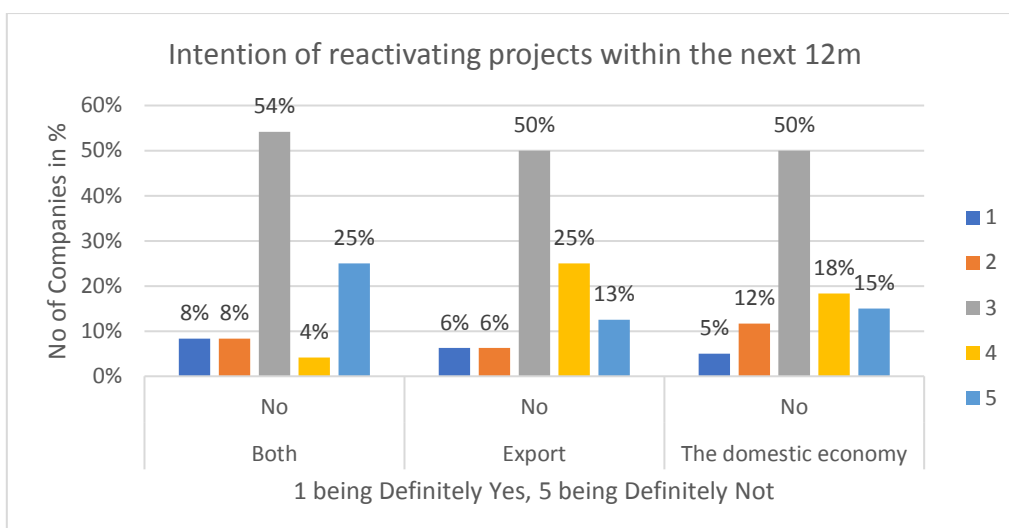
43% of companies geared for the domestic economy will strongly be affected if schools remain closed or change their normal routine. The percentage is less for companies geared for export.



4.10 Initiation of Investment Projects



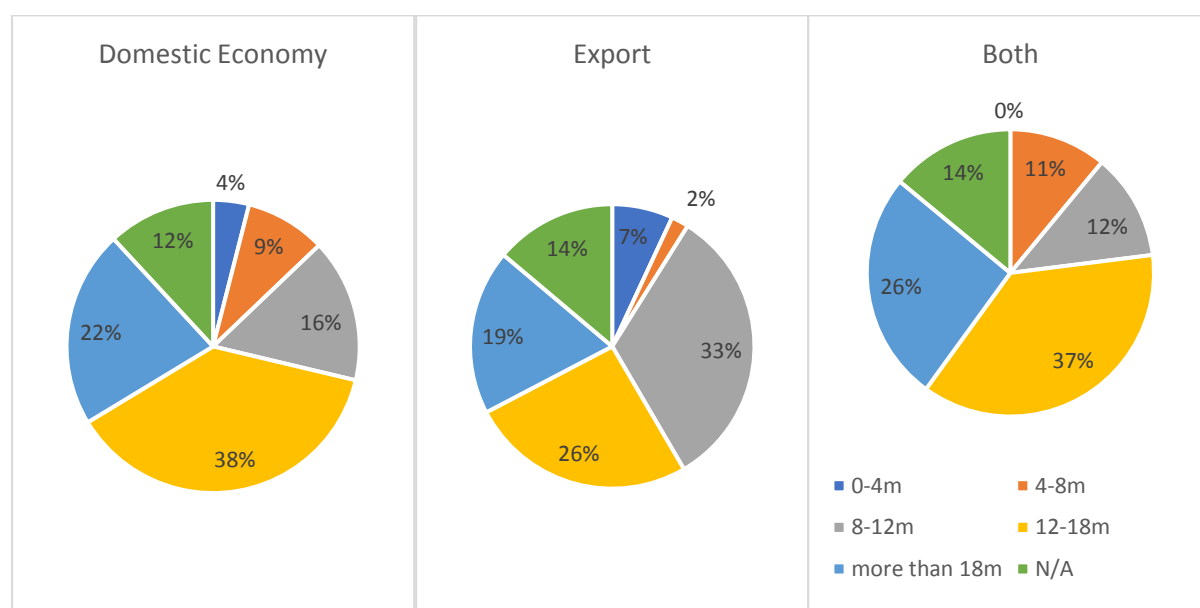
Nearly 50-65% of survey respondents have not yet initiated investment projects that have been postponed due to COVID-19. However, companies geared for export and for both the domestic economy and export, are doing slightly better than other that their primary focus is the domestic economy.



Out of those that have answered that they have not initiated their projects yet, the majority are still uncertain whether they will be commencing projects in the next 12 months, irrespective of where their business is geared for the domestic or export economy. Data presented in the above table shows that percentages are higher for all businesses in not reactivating projects in the next year.

4.10 Recovery of Business

Whilst a number of businesses have already reached pre-COVID levels (percentages represented in green), most businesses still need up or more than a year to reach pre-Covid levels, especially those geared for the domestic economy.



Appendix I: Survey Questions

1. Number of Employees

- ☐ <10
- ☐ 10 - 49
- ☐ 50 – 249
- ☐ 250 – 499
- ☐ >500

2. Company Sector

- ☐ Agriculture & Fishing
- ☐ Hospitality & Tourism
- ☐ Quarrying & Construction
- ☐ Professional Services
- ☐ Manufacturing
- ☐ Public Sector
- ☐ Wholesale & Retail
- ☐ Electricity, Gas Steam, Air Conditioning & Water Supply
- ☐ Transportation
- ☐ Education
- ☐ Gaming, Financial & Insurance Activities
- ☐ Real Estate Activities
- ☐ Administrative & Support Services, Info & Communication
- ☐ Health & Social Work Activities
- ☐ Maritime
- ☐ Other, please specify: _____

If you know, please list your NACE Code: _____

3. Is your business geared for:

- ☐ The domestic economy
- ☐ Export
- ☐ Both

4. (a) How has the COVID-19 affected your business since the beginning of the outbreak?

- ☐ Increased business
- ☐ No effect
- ☐ Loss of business

(b) If your answer to Q4 is loss of business, to what extent has your turnover been affected compared to the same period last year?

- ☐ Minus 0-15%
- ☐ Minus 15-30%
- ☐ Minus 30-45%
- ☐ Minus 45-60%

☐ Minus >60%

5. Have you seen any improvement in your business during the period June – August, compared to the previous three months?

- ☐ Improvement in June – August compared to March -May
- ☐ Business remained the same
- ☐ Business performance was worse in June- August compared to March - May

6. Did your company foresee a second wave following the increase in Covid Cases following the 20th July?

- ☐ Yes
- ☐ No

7. Has the second wave affected your business projections for the fourth quarter of 2020?

- ☐ Yes
- ☐ No

Comment: _____

8. Do you think that the second spike could have been avoided?

- ☐ Yes, totally
- ☐ Partially, yes
- ☐ No

Comment _____

9. (a) Has the company made any redundancies during the past three months?

- ☐ Yes
- ☐ No

(b) If yes, by how much?

- ☐ Up to 25%
- ☐ Up to 50%
- ☐ Up to 75%
- ☐ More than 75%

10. (a) Is your company likely to reduce its labour force from current levels in the coming 3 months (Sept-Nov)?

- ☐ Yes
- ☐ No
- ☐ Maybe

(b) If yes, to what extent?

- ☐ 1-10%
- ☐ 10 – 20%
- ☐ 20 – 40%
- ☐ 40 – 60%
- ☐ More than 60%

11. Which financial measures have been the most effective for your business?

- ☐ N/A, I did not apply for any Covid-19 related measures
- ☐ Covid Wage Supplement
- ☐ Rent Refund
- ☐ Electricity Bill Refund
- ☐ Business Consultancy Measures
- ☐ Assistance in Buying Teleworking Equipment
- ☐ Export Credits
- ☐ Bank Moratorium
- ☐ New Equipment Scheme (Construction Industry)
- ☐ Others

12. Recommendations for government in providing additional support in Q4 2020

13. Do you envisage that your business will depend on extended government support in 2021?

- ☐ Yes
- ☐ No
- ☐ Don't Know
- ☐ I have not received any government support

Comment _____

14. (a) Have any of your employees benefitted from teleworking arrangements?

- ☐ Yes
- ☐ No

(b) If yes, how do you rate employees' productivity when teleworking when compared to working on site?

- ☐ Equally Productive
- ☐ More Productive
- ☐ Less Productive

(c) If yes, how do you envisage keeping teleworking arrangements post-COVID?

- ☐ Increase
- ☐ Decrease
- ☐ Remain the same

☐ Don't Know

Comment _____

15. How will your business operations be affected if schools do not operate normally in the coming scholastic year?

- ☐ Strongly affected
- ☐ Mildly affected
- ☐ Negligible to no impact

16. (a) Have you initiated any investment projects that have been postponed due to COVID-19?

- ☐ Yes
- ☐ No

(b) If no, do you intend to reactivate these projects within the coming 12 months?

- ☐ 1 - Definitely
- ☐ 2 - Likely
- ☐ 3 - Don't know
- ☐ 4 - Not likely
- ☐ 5 - Definitely not

17. Please list up to 3 major employment related matters that are affecting your business in the current situation:

18. Within which timeframe, are you expecting your business to experience a recovery of business activity to pre-COVID-19 levels?

- ☐ N/A, our company has already reached pre-COVID levels
- ☐ 0-4 months
- ☐ 4-8 months
- ☐ 8-12 months
- ☐ 12-18 months
- ☐ More than 18 months

19. Please comment/list any employment related matters that your organisation is facing: