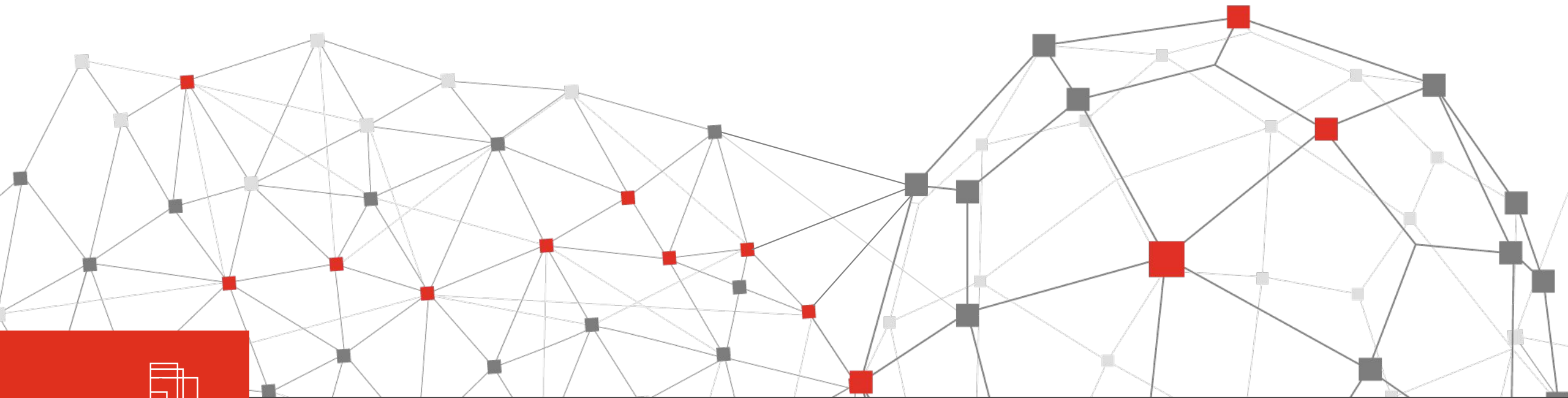


COVID-19

Considering the potential business impacts of the COVID-19 outbreak



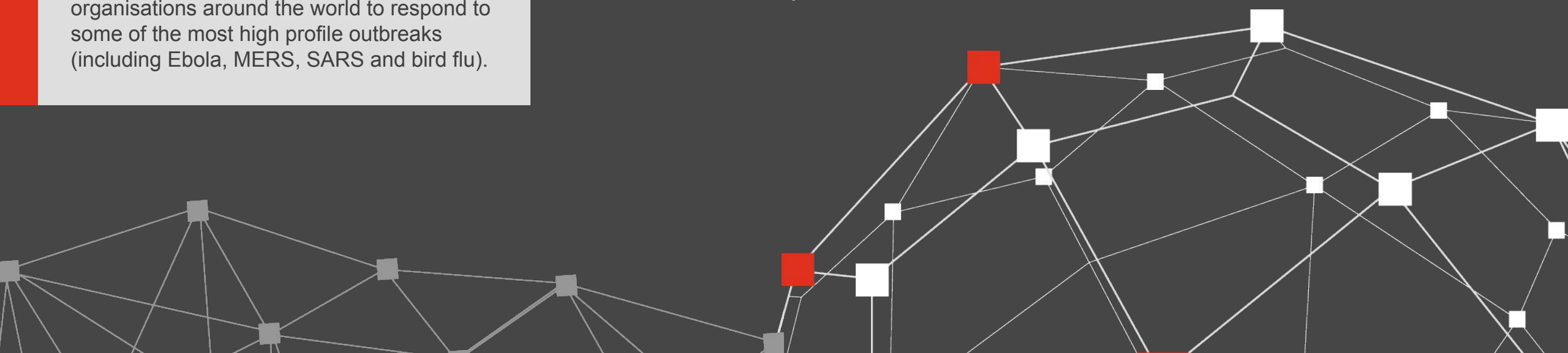
The COVID-19 outbreak has been declared a pandemic by the World Health Organization, causing huge impact on people's lives, families and communities.

As the international response continues to develop, we know that organisations are facing potentially significant challenges to which they need to respond rapidly.

We are working closely with organisations globally to help them to prepare and respond, by sharing our experience in working with companies, governments, regulators, NGOs and international organisations around the world to respond to some of the most high profile outbreaks (including Ebola, MERS, SARS and bird flu).

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Common issues that many organisations are facing

Our teams bring expertise from across our global network to support you with your COVID-19 response and help you get clarity, control and confidence.

Crisis scenario planning and management



We are supporting clients to:

- lead their crisis response
- provide additional strategic and operational capacity to manage the crisis
- stand up and run a crisis PMO / war room
- produce detailed scenarios including 'reasonable worst case scenario' and assessing business impact
- use these insights as part of the replanning and modelling process

Cashflow management and rapid cost reduction



We are supporting clients to:

- produce and review cashflow forecasts
- apply for Government funding
- identify the cost reduction levers available to the business to improve the liquidity position (e.g. cancel non essential orders, rationalise shifts or implement changes to working weeks)
- modelling changing customer needs and behaviours

Workforce



We are supporting clients to:

- plan and reshape requirements, particularly during high levels of illness/absence periods
- develop and support the implementation of approaches and tools to enhance employee engagement and remote working
- provide immigration support and advice
- assess the impacts of collecting and tracking employee data, against local data privacy legislation

Employment and tax



We are supporting clients to:

- make critical decisions and communicate what this means to their employees
- consider their options for employees, including local Government funding (e.g. Coronavirus Job Retention Scheme in the UK)
- access tax reliefs and grants
- consider deferring pension contributions in order to preserve cash

Business, technology resilience and cyber



We are supporting clients to:

- develop their approach to risk and controls (e.g. supervision and management)
- test the resilience and cyber risks of their enhanced IT infrastructure
- secure newly implemented or scaled remote working practices and ensure the continuity of critical security functions
- counter opportunistic threat actors
- assess and implement controls to mitigate against new risks created by the new working environment
- investigate fraud and misconduct

Supply chain management



We are supporting clients to:

- reassess lead time and volatility to manage stock levels
- assess financial viability and other measures for critical suppliers
- manage risks of onboarding new suppliers
- assess surety of supply and substitution options
- support in implementing contingency replenishment process and controlled intake

Execution services and surge capacity



We are supporting clients to:

- deliver operations, including shared service centres, call centres and payments processing
- manage resource capacity issues as they deal with a peak in demand or fill resource gaps (e.g. providing additional call centre support for customers)
- provide additional resource to bridge resourcing gaps (e.g. critical roles)

Regulatory, compliance and claims

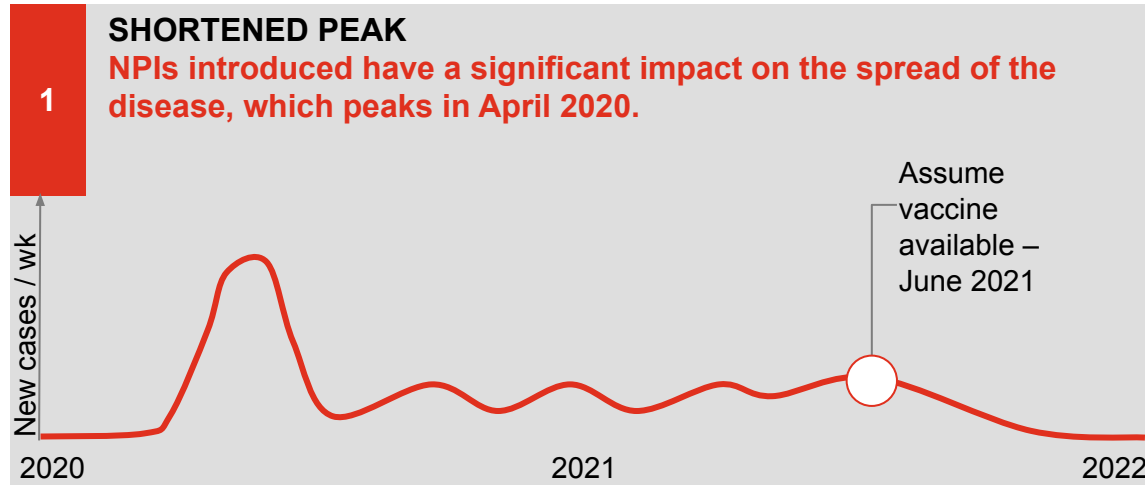


We are supporting clients to:

- tracking new regulatory changes (deadline changes as well as new rules), assessing impact and replanning
- assessing regulatory permissions and policy exceptions
- run contract reviews, including; assessing impacts of Force Majeure or Pandemic clauses and supporting commercial discussions and claims
- track and quantify the financial impact of COVID-19 using business interruption principles (e.g. relating to claims, contracts)

Potential COVID-19 scenarios to inform crisis planning

Following the introduction of **non-pharmaceutical interventions (NPIs)** such as social distancing in March 2020, an ongoing rise in cases is expected for several more weeks as these measures take effect. The subsequent trajectory of the disease is dependent on the success of the implementation of these NPIs, how long they are sustained for and the introduction of other NPIs or pharmaceutical interventions.

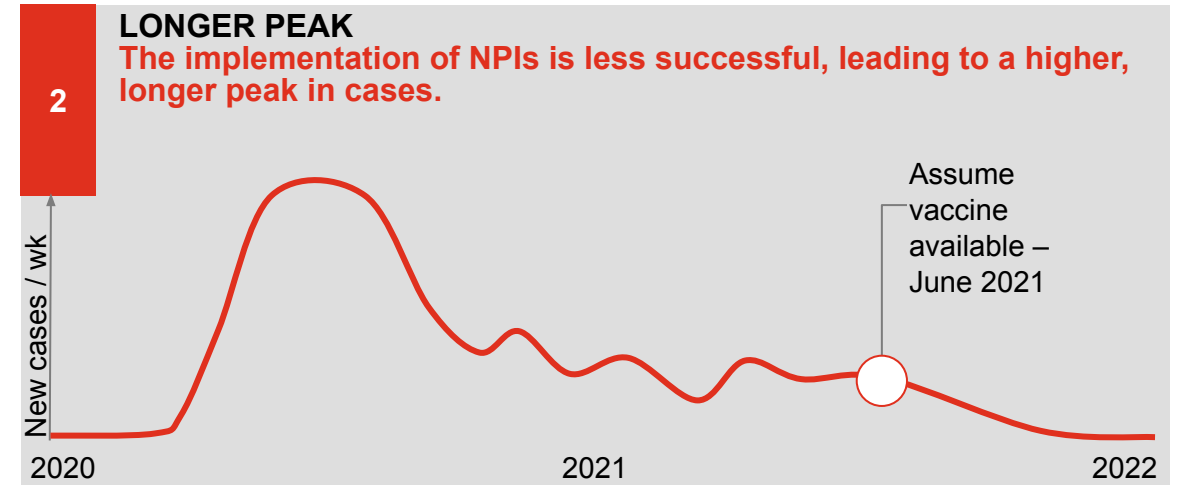


Assumptions:

- Following an initial peak in April 2020, successful implementation of NPIs including testing, contact tracing, quarantine of cases and social distancing prevent an ongoing rapid increase in cases.
- Ongoing implementation of NPIs is required to prevent a significant recurrence of the disease as presymptomatic and mild cases prevent complete containment of the virus until a vaccine becomes available. Some NPIs may be introduced and reversed in a cyclical way to limit the number of cases.
- Antibody testing may enable a proportion of the population with immunity to return to the workforce.

Timeframe:

- **Peak:** April 2020
- **Total duration:** 12 to 18 months (until a vaccine is available).



Assumptions:

- Weaker adoption of NPIs leads to a more prolonged peak in cases over summer 2020.
- Variability in success of implementation of NPIs leads to ongoing but smaller peaks in the disease until the development of a vaccine. Seasonality of the virus is currently unknown, but may contribute to the timing and scale of these subsequent peaks.
- Antibody testing may enable a proportion of the population with immunity to return to the workforce.

Timeframe:

- **Peak:** May-June 2020
- **Total duration:** 12 to 18 months (until a vaccine is available).

Setting up your COVID-19 response: example strategy and operating model checklist

Strategic considerations

- ❑ Establish a cross-functional steering committee, led by a C-suite member. Ensure senior representation from business divisions plus specialist leadership such as HR, Legal, IT, Operations, Risk, Communications, Finance, Health and Safety, Procurement, Sales and Crisis and Business Continuity.
- ❑ Establish and agree a process for decision making and agree critical milestones.
- ❑ Determine reasonable worst case scenarios to inform planning assumptions. Consider likely trigger points for decision-making. Review and refresh Crisis, Continuity and specialist plans (e.g. pandemic/COVID-19). Stress test assumptions and exercise plans.
- ❑ Prepare your core Incident Management Team (IMT) to coordinate response and containment efforts.
- ❑ Map critical stakeholders and agree communication strategies for them. Base the immediate response and communications on established facts from reliable, trusted sources.
- ❑ Appoint functional workstreams and owners, and align activity with response objectives.
- ❑ Ensure alignment with organisation reputation, purpose and values (e.g. supporting the wider community response).
- ❑ Agree communications to staff and stakeholders - and feedback loops. Balance transparency and preparedness with not wanting to appear to be over reacting.

Set up an Incident Management Team to coordinate your response

- ❑ Set clear roles, accountabilities and objectives.
- ❑ Agree meeting cadence and team ways of working.
- ❑ Agree communications and stakeholder engagement strategy.
- ❑ Use approved sources of information to monitor the spread of the virus and emerging clusters of cases.
- ❑ Embed an incident reporting mechanism.
- ❑ Identify critical decision triggers to manage and contain the virus (e.g. travel restrictions; office closing/work from home; meeting restrictions/virtual solutions).
- ❑ Deploy a rapid response process for your own cases and develop personnel recovery plans.
- ❑ Verify that technology infrastructure can support remote operations.
- ❑ Review supplier service availability and resilience.

Scenario planning

- ❑ Evaluate COVID-19 specific scenarios for your organisation. Identify potential risks and assess impacts.
- ❑ Ensure business continuity plans include arrangements and processes for handling an infectious disease outbreak, epidemic and pandemic.
- ❑ Model the financial impact of scenarios and potential triggers for urgent action (e.g. breach of covenants).
- ❑ Identify strategic interventions to stabilise your organisation.

Setting up your COVID-19 response: considerations

COVID-19 response strategy



Workforce

Protect your people and plan your workforce

- Have you identified the critical work which delivers your P&L, the workforce that do this and the capacity of the organisation to move labour to sustain those critical activities?
- Do you have full visibility of your people (geography, nationality, visa, etc.) and the right processes and systems in place to track and move your workforce, where required, as well as the legal / tax implications of doing so?
- Do you have a system in place to monitor changing laws and regulations (e.g. travel restrictions) affecting your workforce?
- Have you completed workforce profiling to understand where work levels are likely to decrease or increase due to impact?
- How can you enable flexible / remote working arrangements in the event of quarantine and do you have the necessary infrastructure in place?
- Is a comprehensive set of people policies in place that address the risks identified by your scenario planning and any local, legal or regulatory requirements?
- Have you reviewed your HR policies to understand where risks are exacerbated / mitigated and the extent to which this supports / undermines the proposed response (e.g. flexible working, immigration, travel, and other relevant policies and regulations)?
- Have you put risk mitigation around employees working whilst ill and causing further spread by considering the ability to enforce policy changes quickly?
- Do you have a strategy to manage any defined benefit pension plans, as stock market and bond yield falls will have led to increased deficits at the same time that trustees and regulators are under increasing pressure for cash funding?



Operations and supply chain

Maintain business continuity and protect your supply chain

- Have requirements of key suppliers, such as Facilities Management and IT service providers, been reviewed in light of any requirements that may change during a pandemic period (e.g. increased cleaning regimes)?
- Have you liaised with key third parties to ensure they will be able to continue to deliver desired service levels during the coming period?
- Are you monitoring exposure trends and restrictions against your supply chain?
- Have you performed an operational risk assessment and considered the impact of disruptions on critical business functions?
- Do you have visibility of critical supply chain parts and data to properly assess the potential damage and create immediate plans?
- Do you have any third party single points of failure?
- Have you performed a risk assessment across all supply chain tiers? Have you considered using machine learning to find patterns that can be indicators of risk - or opportunity?
- Have you evaluated strategies for alternative sourcing, including the impact of tariffs to cost?
- Do you have a communications strategy in place for key supply chain stakeholders?
- Have you activated product redesign/material certification resources?
- Have you conducted scenario planning exercises to understand the operational implications, both financial and non-financial, of various scenarios?



Communications strategy

Provide clarity to employees and stakeholders and enable business continuity

- Have you created an internal and external stakeholder map for key communications (e.g. considering staff, customers, suppliers, regulators, etc.)?
- Do you have a clear communications strategy that can be implemented in a crisis to protect your reputation and maintain the trust of your stakeholders?
- How are you communicating with your employees?
- How are you keeping employees regularly informed about the latest updates and guidance?
- How are you providing reassurance and consistent messaging to all staff and showing a duty of care?
- How are your crisis communications aligned with your organisation's culture and communications requirements?
- How can best practice approaches be tailored to suit your organisation?

Setting up your COVID-19 response: considerations (2)

COVID-19 response strategy



Focus on data

Gain insight and assess your exposure to risk

- Do you understand how an affected country/region might impact the commercial performance of your industry, your business, or that of your suppliers?
- Do you understand the potential impact of a global or country-specific slowdown, combined with Brexit, on your business?
- Are you able to access robust data insights to underpin key decisions that you need to make?
- Do you have the time and skills to digest and analyse existing data sources in new ways to enable decision making?
- Are you able to identify new data sources that may be required?
- Are you able to rapidly automate data capture processes for new data sources?
- Can you efficiently blend datasets to reveal insights?
- Do you have the skills and experience to manage sensitive data responsibly?
- Do you have models that answer your questions or issues, including challenging and validating data and model assumptions?



Customers and revenue

Balance customer care with commercial priorities

- Have you updated your sales and demand planning strategy, including assessing changes in customer behaviour (e.g. buyer habits)?
- Have you formed a coherent customer communications plan?
- Does your plan help to preserve and enhance customer loyalty?
- How does your health and safety plan extend to customers?
- Do your policies reflect the need to protect both your customer and commercial interests (e.g. updating policies to be flexible on cancellations and changes, rationing products with insufficient stock sales to top customers)?
- Have you evaluated your competitive position under the new environment, identifying both risks and opportunities?
- Have you identified and created an action plan against the core marketing and sales priority areas (including inventory planning, pricing strategy and discounting)?
- Can you innovate and invest in available sales channels (e.g. online vs in-store)?



Head office functions

Join-up efforts on a cross functional basis to ensure business continuity and resilience

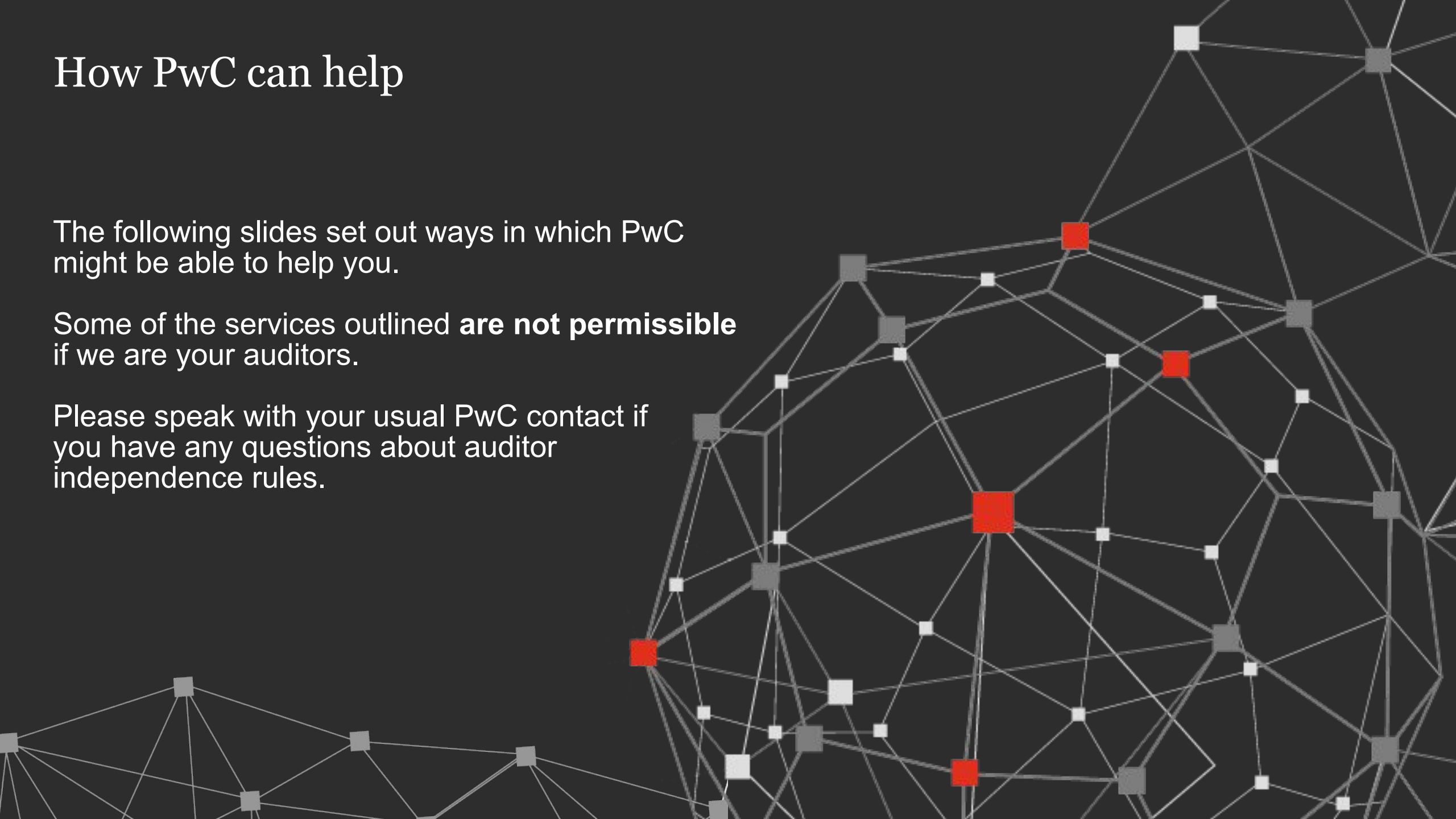
- Do you need to financially or operationally restructure your business to reduce risk and protect value?
- Have you updated your working capital plans and forecasts?
- What contractual options are available to you as the customer, or could be used against you as the supplier?
- What contractual levers do you have available to suspend, terminate or change the terms of supply (e.g. invoking force majeure provisions, termination provisions and step-in rights)?
- What access do you have to emergency funding, increased production funding needs or government supported financing, tax and liquidity (e.g. CCF, CBILS, tax deferrals, rates holidays, etc.)?
- Have you considered the tax and regulatory implications of moving people to alternative locations? What systems and processes do you have in place to monitor movement of your employees?
- What insurance policies and access to emergency insurance do you have in relation to your scenarios (e.g. notifiable disease implications)?
- What technology infrastructure/resilience capabilities do you have?
- Can your IT infrastructure support vast remote access demand?
- How are you securing and maintaining your IT systems and data? Have you assessed whether the changes in the IT environment would increase the risk of a cyber attack?
- What are your triggers for making disclosures to the markets?
- Have you considered the personal and corporate tax and regulatory implications?

How PwC can help

The following slides set out ways in which PwC might be able to help you.

Some of the services outlined **are not permissible** if we are your auditors.

Please speak with your usual PwC contact if you have any questions about auditor independence rules.

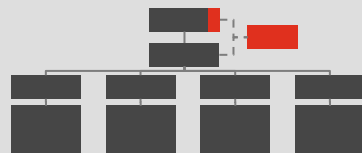


COVID-19 specific support

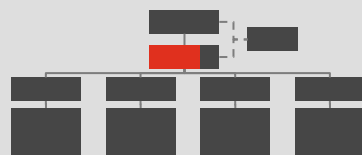
We can tailor and flex our role to satisfy your specific crisis response needs, wherever you need us most. We want to provide the specific support that you need to sustain your business.

How we are helping clients

Crisis strategy guidance and/or quality assurance



Crisis Project Management Office (PMO) and data insights



Workstream lead(s)

(e.g. communications, supply chain, employment policy, data and analytics, tax, legal, restructuring, immigration and wellbeing, etc.)



Surge capacity

Including managed service capabilities for critical services



We can provide local resources, insights and knowledge from the locations that matter to you



We can work alongside you to tackle the challenges you face in responding to COVID-19

Crisis response and management



- Establish a **crisis response structure** with established workstreams, clear responsibilities and accountabilities.
- Develop **likely and reasonable worst case scenarios** and their potential impact, to support crisis and response planning.

Workforce



- **Assess potential impact** and **develop options** to identify and move labour with the key skills to support the P&L of the organisation.
- Proactively manage **where, when and how disruption will impact the availability and effective utilisation of skills** in the business.

Operations and supply chain



- **Perform an operational risk assessment** and consider and plan for the impact of disruption on critical business functions.
- Understand your COVID-19 **supply chain risks and impacts**, including third party suppliers.

Communications strategy



- Develop a **rapid communications plan** and approach to build and maintain trust and reputation during the crisis for key stakeholders.
- Tailor **best practice templates** and **communications materials** such as emails, FAQs and intranet.

Focus on data



- **Identify data needs** and develop protocols for data extraction, preparation and analysis.
- **Model the impact of scenarios** on industry sector or business-level commercial performance, and stress test commercial revenues against downside economic scenarios.

Customers and revenue



- **Revise your sales strategy** to deal with evolving customer behaviours and competitive environment (risks and opportunities).
- Prioritise actions to **protect customer relationships** and commercial interests.
- Model customer **behavioural change**.

Head office functions

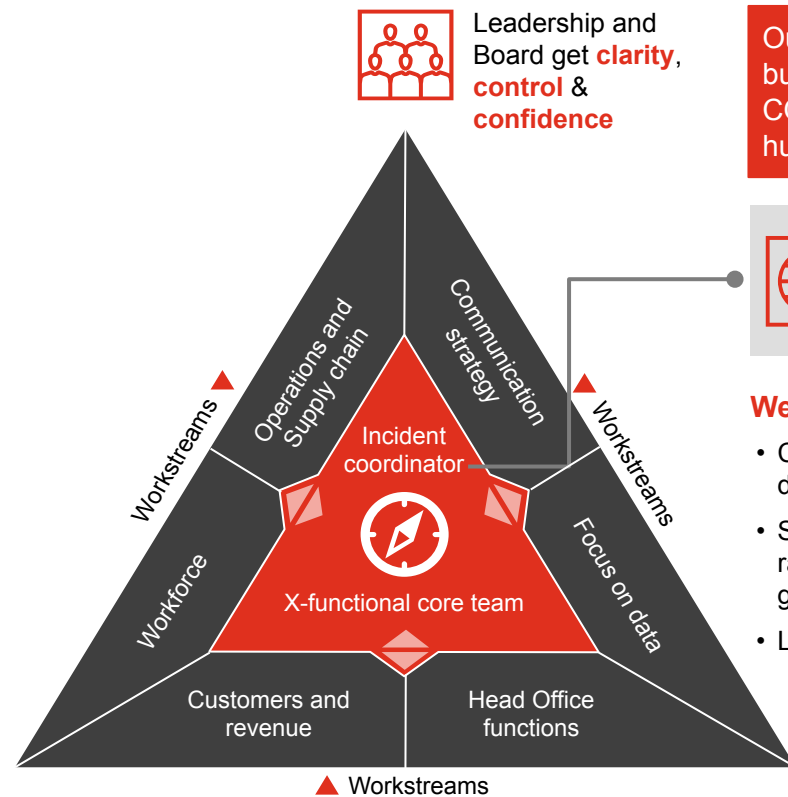


- **Legal, IT, Commercial and Insurance**: review existing insurance coverage, IT infrastructure and resilience, force majeure, contract clauses.
- **Finance, Treasury and Tax**: financing (private or government), restructuring and cash-flow.
- **Investor Relations**: market disclosure.

Intelligent crisis PMO: Bringing clarity, control and confidence

Whether you call it **Crisis Programme Management Office (PMO)**, **'Command & Control'** or **'War Room'**, you need a crisis partner geared up to help you run the business and support you through this pandemic with no loss of impact working remotely. We have experts with a track record of helping clients through crisis. Our own **experience in crisis planning** means that we have a robust IT infrastructure and collaborative platforms so you feel supported wherever we are.

We can help you get **clarity** on the potential impact of the crisis on your organisation and stakeholders, ensure you are in **control** of the various aspects of your response and, ultimately, enable you to tackle the crisis with **confidence**.



Our crisis response teams are currently helping our own business and a range of clients navigate through the COVID-19 crisis, drawing on our experience working with hundreds of companies before, during, and after crisis.

A Crisis PMO enables integrated crisis response leadership, planning, coordination and oversight and serves as the compass for business leaders and the crisis response team, **rooted in the facts**.

We bring:

- Crisis PMO leadership and delivery experience
- Skilled resources across a wide range of disciplines and locations globally
- Latest technology and tools

We deliver:

- Clarity and confidence
- Rapid response
- Space to think and make critical decisions
- Business critical operations and managed services



Workforce

Protect your people and plan your workforce



Operations and supply chain

Maintain business continuity and protect your supply chain



Communication strategy

Provide clarity to employees and stakeholders and enable business continuity



Focus on data

Gain insight and assess your exposure to risk



Customers and revenue

Balance customer care with commercial priorities



Head Office functions

Join-up efforts on a cross functional basis to ensure business continuity and resilience

COVID-19 scenario planning and review workshop

We can help you develop a robust and commercially astute response to minimise the negative impacts of COVID-19, maintain the delivery of your critical business processes and protect your people and assets. The scenarios we help you draw up will be based on fact-driven insights from our economics and epidemiology experts.

Our approach

We facilitate a half/full-day workshop, which could be virtual, to support your assessment of your reasonable worst case scenarios. Our experts will work with a cross-functional team from your organisation, and bring knowledge and experience to provide insight, help identify previously unconsidered risks and also support your response.

01 We will help you identify the reasonable worst-case scenarios for your organisation.

We will use a combination of your own planning, open source material and our experts' views on how the situation may develop to inform this discussion and identify a list of scenarios which merit more focused planning.

02 We will support you to identify and prioritise potential risks and impacts around:

- People
- Workplace
- Legal/Regulatory/Tax
- Supply and distribution chains
- Commercial/Sales/Customers
- Finance/Treasury
- Reputation
- Technology

Prioritise by assessing the impact and likelihood to inform allocation of effort and resource.

03 We will facilitate the consideration of mitigating actions and preparedness plans:

1. Identify actions to mitigate risks.
2. Where risks cannot be mitigated, consider preparedness activities. This may be linked to crisis management, pandemic and BCM plans.
3. Agree clear owners for the risks identified, and key actions that must happen now.

As part of this discussion, we will also consider triggers that will require decisions to be escalated to the senior decision-making team (e.g. Crisis Management Team or the Board).

Objectives

- Agree likely and reasonable worst-case scenarios.
- Identify potential risks and key impacts.
- Assess current levels of preparedness, including other sources of information which could be leveraged.
- Identify mitigating actions against the key potential impacts, identify and prioritise actions which need to happen now and agree clear owners.

Tailoring our approach

We recognise that clients are all in different states of readiness and so, for some clients, the workshop is used to review and challenge both their scenarios and existing plans.

Working capital and cash management

Common challenges and worries

- **Unclear cash position and cash forecasts**, including currency effects.
- **Unclear eligibility for government supported financing, tax and liquidity** e.g. CCFF, CBILS, tax deferrals and rates holidays, employer grants and refunds, etc.
- **Developing robust contingency plans and ‘what if’ scenarios** to model impacts (e.g. cash needs, customer demand changes, supply chain failure, credit insurance withdrawal, restricted x-border payments, regulatory change, etc.)
- **Understanding FX risk**, due to changes in supply chain or customer flows.
- **Weak cash controls**: key cash approvers do not recognise that ‘business as usual’ principles no longer apply (e.g. ensure on-time customer payment or prioritising supplier payments align with business critical activities).
- **Liquidity or FX management tools are withdrawn or become unavailable** - such as bank accounts, facilities and derivatives.
- **Difficult relationships with struggling customers** who have liquidity issues/financial instability.
- **Unclear who critical suppliers are**, to continue your operational delivery.
- **High invoice error rates to customers**, causing delays in customer payments.
- **Fragmented sales, production and cost planning** - unable to assess current sales demand with adjusting production schedules and purchasing.
- **Unable to assess options to defer existing purchases or forward orders**, such as consequences if credit insurance cover is pulled.
- **Responding to requests from other financial stakeholders** where additional liquidity is being sought.

Typical areas we can support you on:

- Short-term cash flow review
- Effective cash management and FX risk strategies
- Rapid cost reduction
- Working capital management and optimisation
- Operational restructuring

Suggested next steps

Although each situation, organisation and set of stakeholders is different, we have found the following steps are key to success:

- **Develop a dynamic, rolling 13-week short-term cash flow forecast** (“STCF”) and ongoing process.
- **Flex the STCF to model** various scenarios and mitigating actions including the impact of FX on cash position and covenants. Develop a list of mitigating actions that could be taken.
- **Identify any net funding shortfalls and government financing, tax and liquidity options**, engage shareholders and funding providers.
- **Review current cash and FX reporting processes and controls** (e.g. authorisation limits, payment approval processes, hedging strategies).
- **Prepare a list of key suppliers and critical payments** that must be made to ensure operational continuity.
- **Establish cash conservation levers**, including existing purchase order review and purchasing needs to assess the ability to cancel or defer.
- **Develop a clear communications plan for external stakeholders** to accompany any potential ask.
- **Establish inventory flow visibility** and optimise stock management in the face of potential lead time changes and demand volatility.
- **Identify pockets of excess working capital** and establish initiatives to quickly convert this into cash.
- **Identify surplus assets** that could provide short-term liquidity.

- Financial restructuring
- Supply chain review
- Business planning
- Financial risk analysis and response
- Scenario modelling

How we’ve helped others

- **Cash flow and purchasing control.** We developed and implemented cash flow reporting and purchasing controls for a company that had been acquired out of an insolvency process.
- **Cash collection support.** (1) Rapidly deploying collections teams to collect over \$500m in cash, plus robust analytics for management to manage performance; accelerated and increased cash collections by 30% in just five weeks.
- **Accessing government funding.** For Brexit, we rapidly processed c.3,000 applications from businesses for ‘customs intermediary’ government grants to support EU Exit preparations
- **Cash forecast modelling.** Short term cash forecasting models to inform measures to liquidate excess inventory and reassess production.
- **Manage FX uncertainty.** Identified opportunities and mitigated cash impacts and arranged new facilities with lenders caused by FX volatility on cash-flows, key metrics and derivatives.
- **Payment control and monitoring support.** We rapidly deployed a framework to control the flow of outgoing payments, based on an assessment of supply chain risk and supplier criticality.

- Independent business reviews
- Treasury, FX and cash management advisory
- Debt and capital advisory
- Accelerated M&A/managed exits
- Modelling of cash tax forecasts

Workforce

Common challenges and worries

- **Limited insight into who truly drives your P&L** and who in the workforce could move to sustain those activities.
- **Limited visibility of your workforce's key skills and capability** of processes and systems to move your labour to sustain the value-creating areas of your business.
- **Limited insight into changing laws and regulations around COVID-19**, hindering your ability to move people appropriately to sustain the value-creating areas of your business.
- **Inability to predict where the likely current and future disruption** will have the greatest/least impact across your business and what this means for organisational skills gaps and therefore your ability to maintain operations.
- **Lack of remote working infrastructure** to support the critical areas of your organisation.
- **Lack of specific COVID-19 policies/communications** to effectively support the desired response, exacerbating the issue (e.g. no employee visibility of the remote working response/policy to COVID-19).
- **Lack of policy change agility**, required to implement and embed policy changes to effectively combat disruption.
- **Balancing business needs with your pastoral duty of care** to employee wellbeing.
- **Defined benefit pension deficits**. With stock market and bond yield falls, defined benefit pension deficits will have grown dramatically, at the same time as regulatory pressure on cash funding is increasing.

Typical areas we can support you on:

- Rapid strategy decode and operating model
- Workforce discovery
- Employment law and immigration

Suggested next steps

Stand-up a dedicated team to manage and implement the response. Pull together an overarching and flexible plan and team to action the following:

- **Define critical clusters of activity/work** to deliver on the P&L, establish which employees do this work and which employees across the organisation also have the required skills to support it.
- **Define the current and required skills** in your workforce and the processes/systems which are needed to deliver the response effectively (including changes required to those systems/processes).
- **Accelerate upskilling** to cover skills gaps in the value-creating areas of the business.
- **Move employees** within the organisation to sustain the value-creating areas of the business.
- **Identify and respond to legal/regulatory updates**, including effective governance to monitor and influence your organisation's response.
- **Proactively anticipate where disruption is most likely** to impact the organisation and refine responses accordingly.
- **Communicate early with employees** on policy and process changes, engaging with Trade Unions where appropriate.

How we've helped others

- **We're supporting a global technology company to understand its legal obligations - in relation to the COVID-19 outbreak - to its employees across over 80 countries**, plus its extended workforce of contractors and agency workers. This specifically includes pay, reporting obligations, duty of care and health and safety obligations internationally.
- **We helped a global lighting company identify, rapidly re-skill and relocate large segments of its workforce**, in response to the rapid disruption resulting from an influx of new competitors to its core business offering.

Operations and supply chain

Common challenges and worries

- **Labour availability** along the supply chain.
- **Volatile demand** caused by panic buying.
- **Critical service providers** - understanding their availability and the ability of platforms to remain at an acceptable level of operation.
- **Scarcity of critical parts or ingredients** to support continued manufacturing.
- **Understanding availability and constraints** of supplies.
- **Defining supply priorities** of critical products.
- **Routing products globally**, whilst avoiding closed markets and considering increased security and screening.
- **Inventory issues** disrupting supply model due to a slowdown in global supply chains.
- **Loss resolution** - understanding and getting a fair and equitable result.

Suggested next steps

- **Use modelling to aid decision making** and identify opportunities for labour, logistics, cost, service and flexibility improvements as well as understand direct and indirect tax implications.
- **Identify supply constraint remediation levers** and validate them (e.g. enable alternate suppliers, secure overtime or expedited freight) and cost alternative supply chains.
- **Stand-up a 'situation room'** where mitigations can be coordinated.
- **Communicate regularly with supply chain stakeholders** and establish closed-loop communication protocols for sensitive issues.
- **Build a tiered factual base of supply**, establishing what's available and constrained, and set the mechanism to regularly update the data.
- **Understand the impact that delays could have** on supply/production lead-times, and consider your inventory position.
- **Review how border requirements** differ for alternative shipment routes.
- **Insurance claims** - review and implement actions.
- **Use technology aided re-tendering** to appoint new suppliers.

How we've helped others

- **Dynamic dashboards.** We have rapidly built dynamic dashboards to track and monitor supply and network risks.
- **Warehousing optimisation** - projects to allow sites to operate in excess stock/lower labour scenarios.
- **Analysis of lead time and critical inventories** to maximise customer service levels on critical products.
- **Resilience assessments of critical third party service providers** and suppliers, implementing mitigation/recovery plans.
- **Provision of augmented resources** to deal with immediate critical tasks.

Typical areas we can support you on:

- Dynamic risk assessment and business continuity planning to prepare you for the coming months
- Credit assessments of critical parties to identify potential risks of supplier insolvencies
- Proprietary rapid supply chain analytics platform (SCOOP) to provide an understanding of supply chain to inform decision-making
- Margin impact/revenue displacement to understand the impact on profitability/cash flow/tax profile
- Tariff assessments and mitigation for changing supply chains, including support with border requirements for alternative shipment routes
- Supply chain resilience and network agility testing; to 'stress test' how well it would operate under additional pressure
- Deploy AI and RPA technology to relieve stretched workforce of transactional tasks
- Supply chain intelligence to support dynamic routing of product and introducing new suppliers

Case studies

We are supporting many clients across a range of industries in their COVID-19 response and planning. Below we set out some of our broader crisis and resilience experience.



Supporting a global tech company to understand its employment law obligations in respect of COVID-19

We are supporting a major global technology company with a number of questions it has relating to the employment law implications of COVID-19, in a range of countries it operates in.

In respect of both its direct employees and wider contractors, we have been advising on:

- our client's obligations relating to employee pay
- how to balance its duty of care in respect of H&S, with having people come into the office
- what it should do in respect of employees with underlying health conditions, including advising on options for putting in place additional flexible working arrangements for them
- the requirement to report to local authorities in respective locations if employees contract the virus
- the extent to which our client can insist that its people must work from home.



Supporting a FTSE 100 client to develop and implement continuity planning in the face of COVID-19

We are supporting our client to develop, monitor and operationalise its continuity plans across all business functions, against a range of viable COVID-19 scenarios.

Our teams are supporting with:

- **operational planning** – developing operational plans and response playbooks for each scenario to ensure a coordinated response
- **monitoring and reporting** – assessing how best to capture information and create a daily situation report, reporting up to a Steering Group that we are running at the start and end of each day. A new digital dashboard provides an up-to-date view of the locations and status of our client's dispersed workforce of direct employees and contractors, a view of the impacts on their business around the country, and a daily update on the pressures on their IT systems
- **business continuity planning** – consolidating plans and establishing nuances for different localities
- **IT** – ensuring everyone can work from home, in an organisation which doesn't currently have a cloud-based system
- **finance** – supporting scenario planning to assist with identifying risk
- **strategic** – understanding how our client's long-term strategy might change as a result of COVID-19.

Case studies (cont.)

We are supporting many clients across a range of industries in their COVID-19 response and planning. Below we set out some of our broader crisis and resilience experience.



Supporting our client facing cash flow challenges and potential solvency issues as a result of a large event cancellation

Our Business Restructuring Services specialists are supporting a global client which has been forced to cancel a major international event due to the COVID-19 crisis.

Our client was unable to access insurance as a result of the local and national government in the home country being unwilling (at that time) to declare COVID-19 a national health crisis. As such, participants pulled out and the event had to be cancelled as it became uneconomical to run and could have put the health of participants at risk.

Our team is supporting with:

- **cash flow modelling** – reviewing cash flow forecasts to understand their robustness and what the potential size of any liquidity shortfall might be
- **stakeholder discussions** – supporting the management team to hold discussions with key stakeholders about what has happened and what the potential solutions could be
- **Directors' advice** – with legal advisors, advising on the potential implications for the Directors of the UK business in respect of the current challenges.



Our COVID-19 SWAT team supporting a global private equity house

We are providing a private equity house with a 'SWAT team' of named PwC specialists from around the world, ready at the end of the phone to answer questions from executives at the private equity house or from the management of their portfolio companies. The private equity house was inundated with information and wanted to simplify its response.

With PwC's global coverage, we've been able to provide our client with the requested key contacts to give a clear picture of the economic and fiscal incentive regimes that have been made available by the governments of territories around the world.

As needed, our local PwC colleagues can then help with applying for those benefits, which include:

- business incentives, loans and grants,
- employment benefits to help businesses maintain their workforce
- deferred tax payments and corporate tax incentives.

Key contacts

COVID-19 crisis response team

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To find out how PwC UK is responding to
COVID-19, please visit:
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