



COVID-19

Business Continuity and Crisis Management

As a Business Executive, or a Director you need a clear focus on where to from here. We highlight below key areas of focus and questions you should be addressing and discussing around the Boardroom table, looking to the future under two scenarios: one assuming recovery by the end of 2020; and the second assuming a longer-term recovery.

Business Impact

Awareness and Communications

- Do you have a communications plan for staff and for customers?
- Have you communicated with priority customers, employees and suppliers?
- How will you deal with the impact on your workforce? How can you ensure the safety of your employees whilst trying to maintain business as usual activities?
- Have you assessed the cyber security and health and safety risks associated with employees working from home?

Technology and System Resilience

- Have your 3rd party IT suppliers been impacted? Will this impact your SLAs and system support?
- Does your workplace/ communications technology allow you to reduce travel and enable remote working?

Commercial Plans

- How will your change plans and programs be impacted?
- Will project deadlines and investment need to be delayed or halted? What impact does this have on your strategy?

Board Governance

- If travel bans are enforced, how will this impact your board governance and the way you run your business?
- For legal coverage, have you identified how to document the additional requirements to meet governance commitments?

Financial and External factors

Cash Flow and Financing

- Have you reviewed and revised cash flow, working capital and inventory forecasts alongside supply and demand predictions?
- Do you have access to adequate funding under banking facilities to manage through potential challenges and/ or need to engage with lenders to refinance facilities or amend financial covenants that may be impacted?

Financial Stability

- How will your financial stability be impacted from further stock market declines and restricted funding?
- Will the completion of your financial statements be delayed? Is this likely to cause a delay to your audit opinions and therefore market communications?

Global Trade and Protectionism

- Are you aware of Government mitigation plans and the consequential impacts on our supply chain?
- Do you have domestic alternative suppliers?

Government & Public Health requirements

- Do you have dedicated resources reviewing public health requirements and other related Government announcements and ensuring that you stay compliant?
- Have you assessed the responsibilities as an employer in relation to public health requirements for employees?

Sector Disruption

- How will you maintain trust with your customers and assure them that your product/ service is still safe?
- How will a drop-in demand impact your cost base and profitability?
- Are you aware of the phasing of impacts within your sector?

Supply Chain and Operations

Suppliers

- Do you know where your key suppliers are located? Do they have contingency plans in place to ensure the continuation of supply?

Physical Logistics

- Do you know your supply routes? Have you spoken with your logistics providers to understand any potential impacts and how they propose to mitigate against them?
- What are your contingency plans if routes are cancelled?

Contracts

- Have you reviewed your contracts with key customers and suppliers to understand liability in the event of supply shortages?
- How will you respond if suppliers invoke Force Majeure clauses?

Inventory

- Have you assessed your inventory cover? Do you need to ring fence inventory for particular customers in the case of shortages?
- Do you have the ability to track shipments in real time and therefore manage customer expectations?

People

Immigration

- Do your employees have the right to stay and work in locations if they are staying in countries for longer than planned?
- If you need to relocate employees, will they have the right to work in their new locations?

Global Mobility

- If your employee is staying in a country longer than planned and working in that country, have you considered employee or employer tax and social security obligations?
- If you need to relocate employees, have you considered employers registration and withholding obligations?

Employment Tax

- If you need employees to work from home, would the support you provide (e.g. expenses reimbursements) be considered taxable?

Employment Law

- If you need employees to work from home, what are your obligations to provide support?

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