

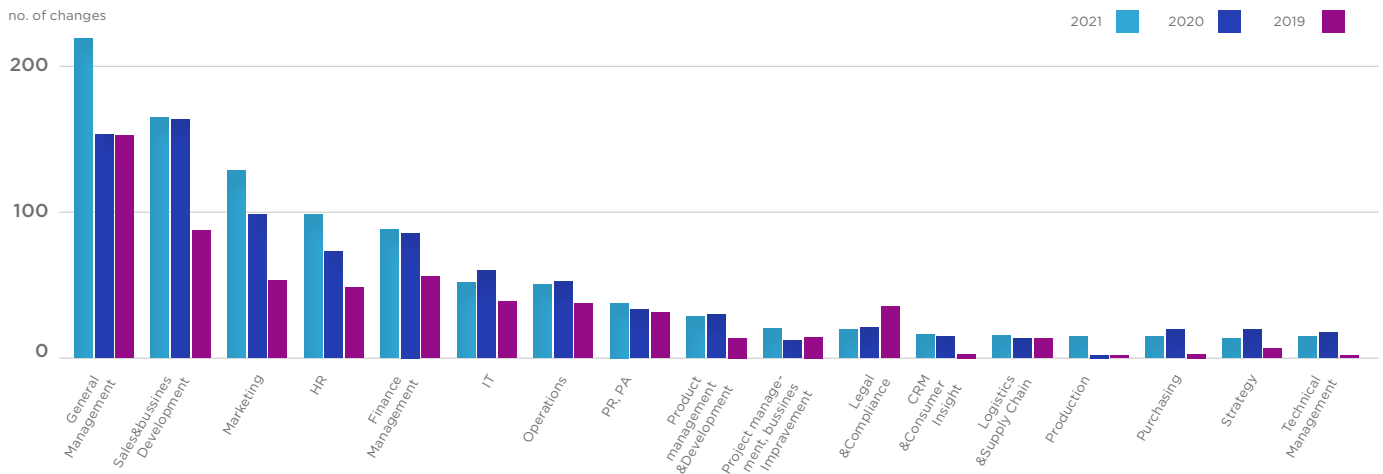


THE ROLES DURING PANDEMIC

→ The TOP 5 most filled roles have not changed since 2019.

→ The pandemic has disrupted the seasonality in which the roles were recruited.

RECRUITMENT OF ROLES IN TIME /2021 - 2019/



TOP 5 THE MOST HIRED ROLES

→ GENERAL MANAGEMENT

→ It is the role with the most **significant growth in 2021 - increased by 37 %** compared to 2020.

→ The **tenure of CEO roles has shortened** to 3.7y compared to 4.2y in 2020.

→ A well-established rule is that CEOs are hired mainly at the beginning of the year is disrupted. **Hiring is extended throughout the year.**

→ There was an **increase of expatriates** (from 10% to 17 %), as well as, **females** (from 7 % to 13 %) in **CEO roles** compared to 2020.

→ Most often, CEOs were **promoted internally** and remained **conservative for cross industry hiring.**

→ Industries that changed the CEOs the most are E-Commerce, FMCG, and Communication&Advertising.

→ SALES&BUSINESS DEVELOPMENT

→ Number of hires in 2021 **doubled** compared to 2019.

→ In, 2021, Sales & Business Development is the most common resource for **CEO promotions, followed by Operations and Marketing roles.**

→ Recruitment remained **external, often from other roles** such as Marketing and Purchasing.

→ Most sales hires happened in **IT, FMCG, and Communication & Advertising.**

→ The pandemic affected the **decline of recruitment between July 2020 and January 2021.** Since then it followed the overall recruitment increased.

