

Stage	Backdrop	Key Challenges	Focus for FIS
HIBERNATION React	Sites closing Inconsistency across UK Unclear if work should continue Many companies closed or operating on skeleton	Accessing support Payment Uncertainty Information Contractual impact of delays	Clear information Lobby for clarity R&D Tax Credits H&S Working Group Legal clarification (e.g. insurance liabilities)
HIATUS Re-start	Freedom within a framework Isolation requirements reduce Social distancing remains Inconsistency across the UK New methods of work Programmes delayed Travel difficult	Opaque H&S Guidance Availability of key products Cashflow to scale up Contractual impact of slower working Late payment and monies withheld Heightened risk profile Increased transport costs Lower productivity Concern within workforce	H&S Four Step Protocol & Task Assessment Tool Clear Guidance on PPE Strengthen Contractual Toolkit Help unlocking loans and understanding impact Focus on Productivity Benchmarking new ways of working Liaison with suppliers
NEW NORMAL Re-build	Economic recovery Some social distancing remains Societal shifts	Understanding pipeline Accurately estimating Residual contract issues Brexit	Rebuilding construction Focus on pipeline Focus on innovation Finding opportunity (new office requirements, public sector building etc)