

Fortune/Deloitte CEO Survey

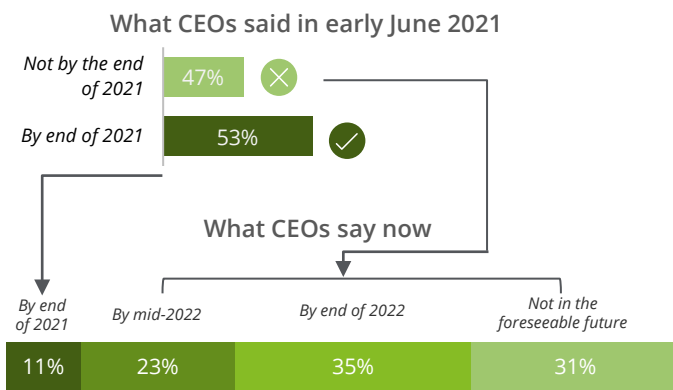
Fall 2021 Highlights

117 leading CEOs representing more than 15 industries share a perspective on market growth, talent, climate, and more.



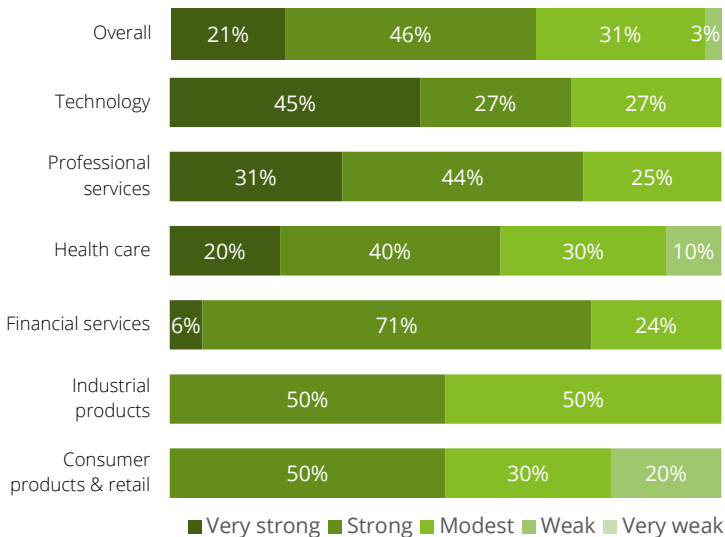
When will business effects of the pandemic be over for their organizations?

CEOs have adjusted their expectations since the Summer 2021 survey.



CEO expectations for growth over next 12 months

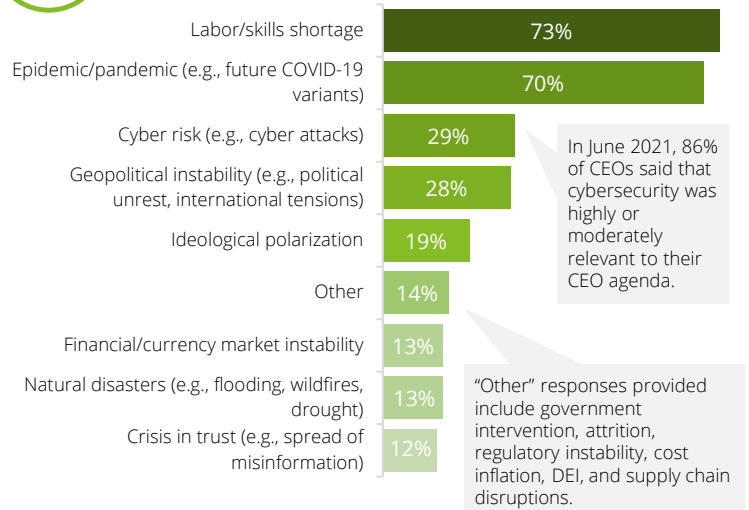
Two-thirds of CEOs expect their organization's growth to be "very strong" or "strong" over the next 12 months, with 3% of CEOs expecting "weak" growth.



Note: Due to rounding, percentages may not always appear to add up to 100%. Analysis includes industries with 6% or more representation in the sample.



What external issues do CEOs expect to influence or disrupt their business strategy within the next 12 months?



Note: CEOs were asked to select their top three.

How would CEOs describe their role in 1-3 short statements?

Top themes and the percentage of responses that touched on them



"I am here to create a vision and a plan to **convert that vision into reality**. I enable others and create success."

"**Chief clarity officer**. Owner of the people agenda. Visionary and strategist."

"**Building collective intelligence**. Making our organization at ease with complexity."

"Evangelist for our **mission around DEI** both externally with clients but also in terms of recruiting to our team."

"Run the complaint department and **create the aspiration mojo**."

"**Leading others** to do the best they can each day to create value for each other, our customers and investors."

"One part coach, **one part philosopher**, one part execution leader."

"Lead strategy. **Make tough decisions**. Set priorities. Foster culture."

"Select the right team, **inspire them with our purpose**, and lead them through change."

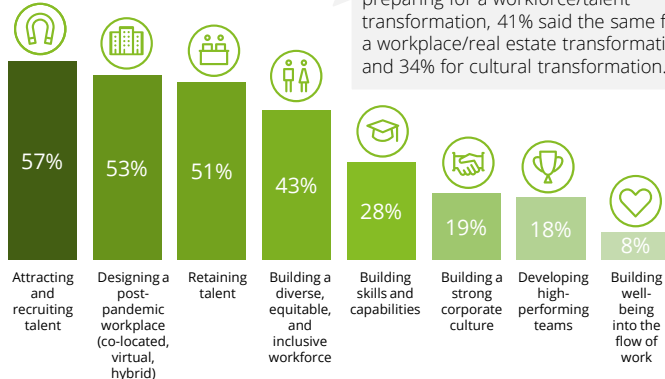
"A **privilege**."



Biggest talent challenges

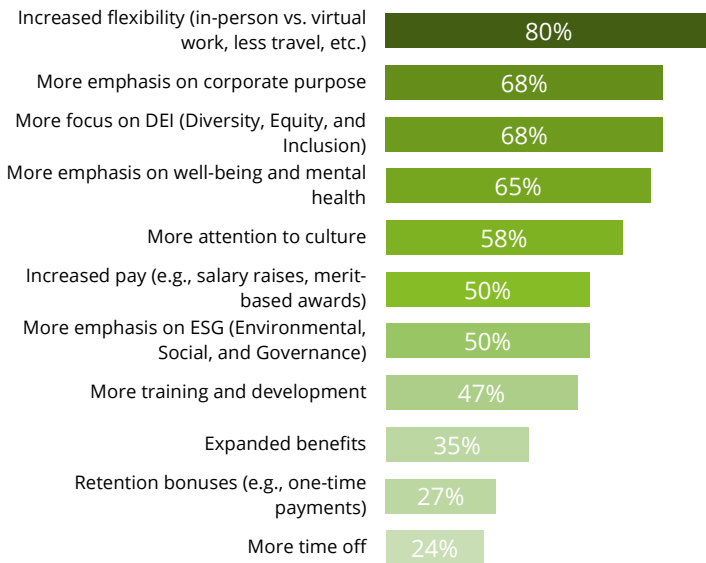
CEOs were asked to pick the top three challenges to their organization's talent/workforce goals.

In June 2021, 71% of CEOs said their organization was undergoing or preparing for a workforce/talent transformation, 41% said the same for a workplace/real estate transformation, and 34% for cultural transformation.



Actions taken to strengthen ability to attract and retain talent

CEOs seem to be placing greater emphasis on intangibles over 'traditional' levers such as increased pay and more time off.



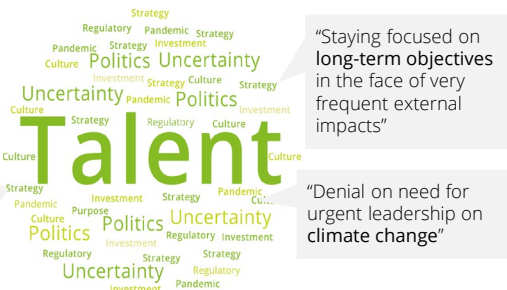
Note: CEOs were asked to select all that apply.



The biggest challenge I face as a CEO today is:

Note: Topics in the word cloud are edited for clarity.

"Maintaining forward momentum with an exhausted global workforce and continued labor and supply chain challenges daily"



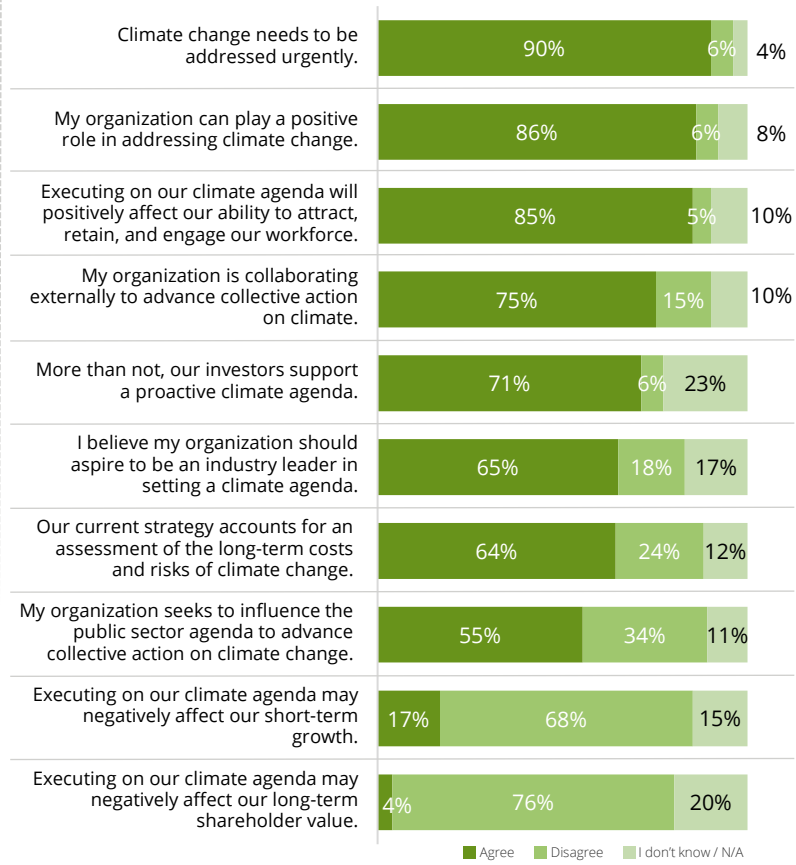
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CEO stance on statements related to climate

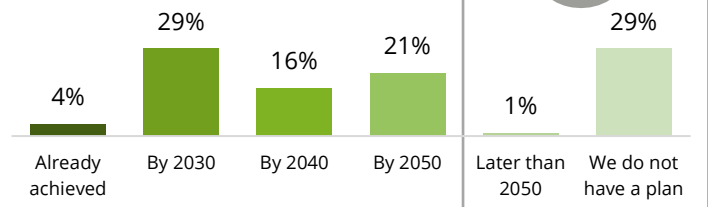
CEOs overwhelmingly agree that climate change needs to be addressed urgently, and that their organizations can play a positive role—without affecting short-term growth or longer-term shareholder value.



When will your organization reach net-zero carbon emissions?

70% of CEOs say they are on track to meet (or have already met) the UN Climate goal of net-zero carbon emissions by 2050.

30% of CEOs either do not have a plan or don't plan to meet the 2050 UN Climate goal.



In January 2021, 40% of CEOs said they do not have a plan to reach net-zero carbon emissions.



Where do CEOs anticipate incurring the most significant costs related to their climate goals?

