Summer 2022 Fortune/Deloitte CEO Survey
In this survey fielded June 7-15, 2022, 116 leading CEOs representing more than 15 industries have lowered their growth expectations and acknowledged the significance of the mounting array of crises facing the world today.

CEO expectations for their organization’s growth over next 12 months continue downward trend

<table>
<thead>
<tr>
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<th>June 2021</th>
<th>October 2021</th>
<th>January 2022</th>
<th>June 2022</th>
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</thead>
<tbody>
<tr>
<td>Very strong</td>
<td>47%</td>
<td>46%</td>
<td>54%</td>
<td>43%</td>
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<tr>
<td>Strong</td>
<td>30%</td>
<td>21%</td>
<td>11%</td>
<td>6%</td>
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What external issues do CEOs expect to influence or disrupt their business strategy within the next 12 months?

- Inflation: 82%
- Other sources of financial/market instability: 71%
- Financial/market instability/inflation: 59%
- Labor/skills shortage: 46%
- Geopolitical instability (e.g., political unrest, international tensions): 43%
- Supply chain disruption: 56%
- Pandemic (e.g., future COVID-19 variants): 49%
- Ideological polarization: 48%
- Cyber risk (e.g., cyber attacks): 46%
- Crises of trust (e.g., spread of misinformation): 45%
- Natural disasters (e.g., flooding, wildfires, drought): 44%
- Other: 36%

Note: For June 2022 we split out “Inflation” from the January 2022 response option “Financial/market instability/inflation” and created two response options.

In what ways has your organization been adversely affected by the current Russia-Ukraine conflict?

- Adverse mental health implications: 32%
- Sanctions impacted ability to serve customers: 27%
- Sanctions impacted our workforce: 26%
- War/sanctions imposed a substantial cost: 25%
- No effects: 23%
- Other: 19%
- Postponed or cancelled investment decisions: 18%
- Balancing conflicting stakeholder demands: 14%
- Sanctions impacted ability to get work done: 13%
- Sanctions impacted our workplaces: 13%
- Balance purpose/mission vs. shareholder value: 9%

What is your personal outlook toward the following areas over the next 12 months?

- Only 12% were “pessimistic” or “very pessimistic” about the global economy in the January 2022 survey, compared to 67% now in June 2022.

Which of the following tactics do you expect to have the greatest impact on combating the “Great Resignation”?

- Allowing more flexibility in work times and locations: 83%
- Training leaders to better empower and engage employees: 62%
- Strengthening our company’s stated purpose: 37%
- Identifying potential resigners and re-recruit them: 27%
- Increasing pay at a rate faster than inflation: 26%
- Expanding benefits: 23%
- New, non-traditional recruiting channels: 20%
- Eliminating four-year degree requirements where unnecessary: 9%
- Other: 9%
- Bonuses to employees who recommend new hires: 8%
Has your organization addressed any of the following practices related to diversity, equity, and inclusion (DEI)?

- DEI has been built into my strategic priorities/goals as CEO: 92% (June 2022) vs. 61% (June 2021)
- We have disclosed DEI metrics to our employees: 72% (June 2022) vs. 59% (June 2021)
- DEI has been incorporated into our corporate strategy, not just talent strategy: 71% (June 2022) vs. 55% (June 2021)
- My board expects regular updates on DEI progress: 71% (June 2022) vs. 49% (June 2021)
- My executive team has set measurable targets for progress towards our DEI goals: 62% (June 2022) vs. 53% (June 2021)
- We have disclosed DEI metrics to the public: 46% (June 2022) vs. 33% (June 2021)
- Leadership DEI goals are linked to individual leader performance and pay: 36% (June 2022) vs. 30% (June 2021)

Note: CEOs were asked to select all that apply.

What additional actions has your organization taken over the past two years to increase DEI support, understanding, and awareness throughout your workforce?

- DEI leadership training (e.g., inclusive behavior training): 84%
- Programming and activities to create/develop allies: 75%
- New employee resource groups for different identities: 68%
- Other new resources / programs (please describe):
  - 19%
  - Adding Juneteenth as a paid holiday
  - DEI Councils with the CEO
  - Hiring new DEI leaders

What is your view of the current focus and emphasis by the business community on advancing DEI outcomes?

- The appropriate amount – stay the course: 56%
- Too little/insufficient – need to accelerate efforts: 26%
- Too much/excessive – need to better balance with other priorities: 10%
- Unsure/don’t know: 5%
- Other (please specify): 4%

What factors do you use to decide whether or not to take a vocal stand on social or societal issues?

- June 2022 vs. June 2021:
  - Alignment with my organization's strategy, purpose, and values: 90% vs. 85%
  - Employee sentiment: 44% vs. 46%
  - Alignment with my personal values and conscience: 29% vs. 31%
  - Guidance from my communications, PR, and/or legal teams: 28% vs. 22%
  - Whether I can meaningfully influence the issue or topic: 28% vs. 32%
  - Customer sentiment: 18% vs. 16%
  - Whether I can meaningfully influence the issue or topic: 17% vs. 17%
  - Input or approval of my board: 16% vs. 10%
  - What peer CEOs or peer organizations are doing: 14% vs. 11%
  - Personal outreach or guidance from trusted individuals: 11% vs. 11%
  - Risk of backlash or blowback: 8% vs. 5%
  - Broader public sentiment: 8% vs. 10%
  - Other (please specify): 4% vs. 1%

Please indicate your level of agreement regarding each of the following statements pertaining to the CEO succession plan readiness and successor criteria:

Good process in place, but questionable bench

- We have a strong bench of viable/qualified CEO candidates: 27% vs. 27%
- The board has a well-defined process for searching and selecting our next CEO (my successor): 17% vs. 18%
- Vision for the company...
  - Strongly agree: 71% vs. 42%
  - Somewhat agree: 24% vs. 21%
  - Neutral: 3% vs. 15%
  - Somewhat disagree: 3% vs. 10%
  - Strongly disagree: 1% vs. 1%
- Demonstrated capabilities and experience...
  - Strongly agree: 70% vs. 69%
  - Somewhat agree: 25% vs. 23%
  - Neutral: 3% vs. 3%
- A strong commitment to the organization's purpose and values...
  - Strongly agree: 56% vs. 51%
  - Somewhat agree: 31% vs. 36%
  - Neutral: 8% vs. 9%
- Leadership style and personality...
  - Strongly agree: 71% vs. 69%
  - Somewhat agree: 21% vs. 31%
  - Neutral: 11% vs. 13%
- Effectiveness in dealing with diverse external stakeholders...
  - Strongly agree: 55% vs. 49%
  - Somewhat agree: 36% vs. 28%
  - Neutral: 9% vs. 6%
- DEI considerations will be a purposeful/thoughtful component of the selection process.
  - Strongly agree: 28% vs. 25%
  - Somewhat agree: 40% vs. 6%
  - Neutral: 25% vs. 6%
  - Strongly disagree: 2% vs. 2%

The biggest challenge I face as a CEO today is:

- Talent, but I expect it to go back to normal as soon as the economy goes down the drain.
- This is a heavy time in the world; keeping people positive is hard.
- Navigating the volatile external environment including inflation, the war in Ukraine, commodity prices, supply chain disruption, the pandemic and the ‘Great Resignation’ – all at once.
- Dealing with anxiety and uncertainty of the marketplace at large.
- Market volatility and balancing multiple stakeholders in a period of labor shortages and inflation.
- Workforce that is exhausted by factors outside their control.

What is your outlook toward your personal well-being over the next 12 months?

A silver lining: CEOs are holding near steady with their own well-being

- June 2022:
  - Very optimistic: 14% vs. 18%
  - Optimistic: 58% vs. 56%
  - Neutral: 23% vs. 23%
  - Pessimistic: 4% vs. 3%
  - Very pessimistic: 1% vs. 0%
- January 2022:
  - Very optimistic: 18% vs. 14%
  - Optimistic: 56% vs. 58%
  - Neutral: 23% vs. 23%
  - Pessimistic: 3% vs. 4%
  - Very pessimistic: 1% vs. 0%

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