

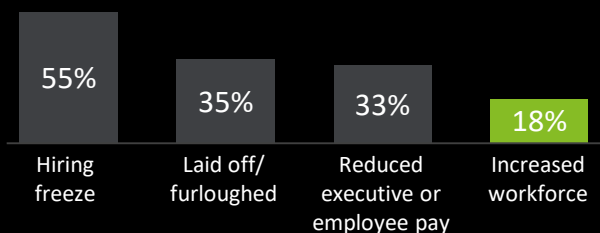
Fortune/Deloitte CEO survey

June 2020 Highlights

More than 140 CEOs participated in a mid-June Fortune/Deloitte CEO Survey with 11 questions, the first in a series of three



55% of CEOs have chosen to freeze hiring in response to the crisis, while also taking other workforce actions



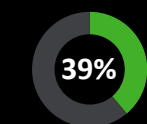
60% of CEOs who agreed that their cash management has been severely affected also laid off or furloughed employees



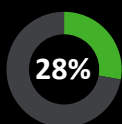
On the bright side

18% of CEOs increased hiring during the pandemic

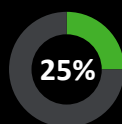
CEOs in Consumer Products & Retail, Healthcare, and Technology industries indicated increased demand for talent



Consumer Products & Retail



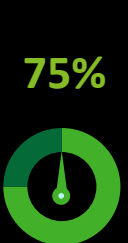
Healthcare



Technology

6% of CEOs self-reported that they have taken other positive workforce-related actions, such as increased pay, early bonuses, and enhanced benefits and healthcare coverage

Despite taking tough workforce decisions, CEOs graded themselves highly with employees



75% of CEOs gave themselves an "A" for their performance with employees over the past 3 months



67%

of them increased investment in employees, workplace safety, and employee healthcare



34%

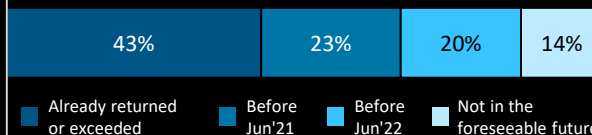
of them reported actions to lay off, furlough, reduce benefits, or cut pay as a response to COVID

Two out of three CEOs believe that their employees and revenues will return to pre-crisis levels by June 2021

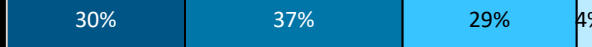
However, 14% think their employee count will not return to pre-crisis levels in the foreseeable future, potentially indicating an expectation of further job cuts or permanent changes to the business model or operating structure



Employees



Revenues



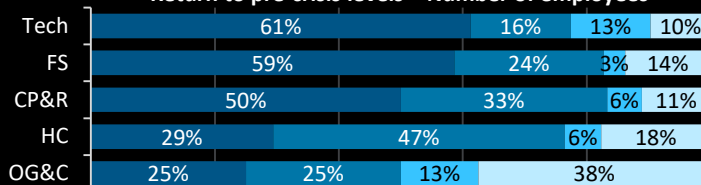
More than 75% of CEOs from Technology, Financial Services, and Consumer Products & Retail industries expect the number of employees to return to pre-crisis levels before June 2021



50%

of CEOs in Oil, Gas & Chemicals expect employment levels to return to pre-crisis levels before June 2021

Return to pre-crisis levels – Number of employees



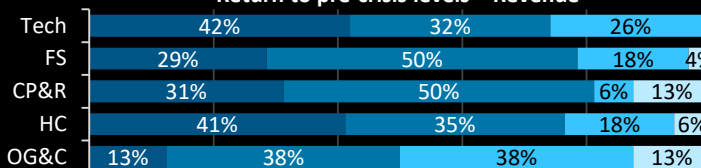
Already returned or exceeded

Before Jun'21

Before Jun'22

Not in the foreseeable future

Return to pre-crisis levels – Revenue



Tech – Technology

FS – Financial Services

HC – Healthcare

CP&R – Consumer Products and Retail

OG&C – Oil, Gas & Chemicals

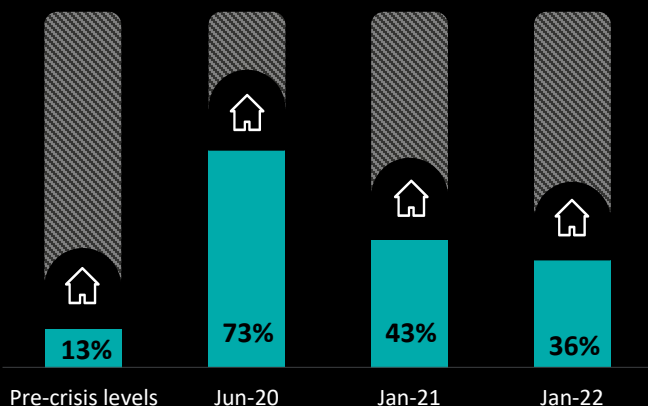
Survey results indicate that CEOs see remote work as here to stay—and are looking to build effective infrastructure to support business continuity



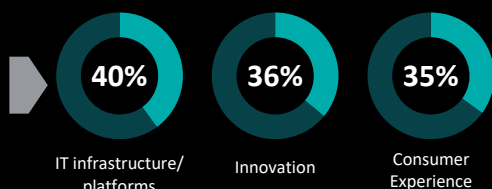
Remote working seen as the new normal

Even after the pandemic eases, CEOs expect more than **one third of employees** to continue working from home

Estimated percentage of employees working remotely



Investment priorities for CEOs post pandemic



The following percentages of CEOs agreed that the pandemic:



Of this 77%:

94% of Consumer industry CEOs agree
88% of Oil, Gas & Chemicals industry CEOs agree
83% of Financial Services industry CEOs agree

62% of CEOs say they plan to make policy changes in the wake of George Floyd's death



The pandemic has introduced unprecedented need for structural and organizational changes, pushing CEOs to reimagine their strategies for the longer term



70% of CEOs prioritize changes in consumer behavior as the most important factor to setting their future direction

Lasting changes in consumer behavior and methods of customer engagement

70%

Technologies or tools that will become part of "business as usual"

61%

Sustained performance of new, emerging business models

45%

CEOs who gave themselves high marks on performance with their customers also **increased investment in consumer experience and customer engagement**

51%

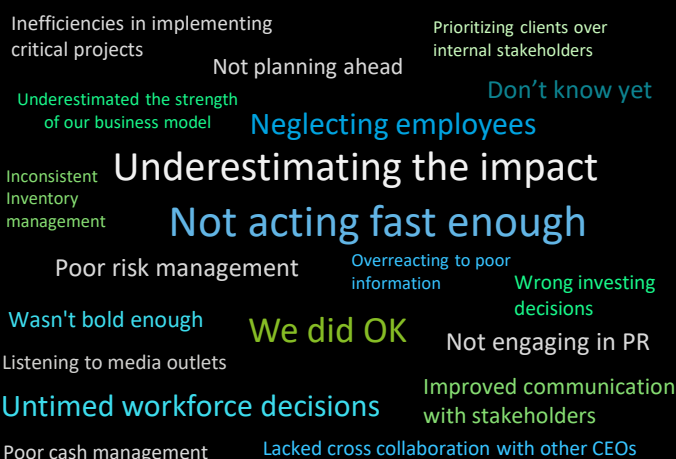
of CEOs rate themselves an "A" when it comes to performance with their customers over the past 3 months

40%

of them increased their investment in customer/end-use engagement

25%

of CEOs who responded to the question on 'what was the biggest mistake you have made during the crisis' cited not acting fast enough



About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.