

# The Conference Board C-Suite Outlook 2023



## Questions we will be exploring today

- What is top of mind for CEOs heading into the new year?
- What are the major concerns, globally and regionally?
- Where do they see areas of growth, opportunity, and investment?
- Are CEOs ready for the next big thing?



## Today's panelists



Sam Charlton Managing Director, Asia The Conference Board



Mun Wei Chan
ESG Center Leader, Asia
The Conference Board



John Metselaar Economy, Strategy & Finance Center Leader, Europe The Conference Board



Alfredo Montufar-Helu
Head of the China Center for
Economics and Business
The Conference Board



Anke Schrader (Moderator) Research Director, Asia **The Conference Board** 



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2 Submit questions to our presenters using the Q and A widget.



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### Poll 1

### What is the biggest global challenge your company is currently facing?

- a. Political and government instability
- b. Energy access and energy security
- Continued Russian/Ukraine conflict
- d. A slowing Chinese economy
- e. An accidental military confrontation which spirals quickly
- f. Climate change
- g. Continued COVID-19 related disruptions
- h. Continued supply chain disruptions
- Inflation
- j. Labor shortages
- k. No new significant challenges expected
- l. Other

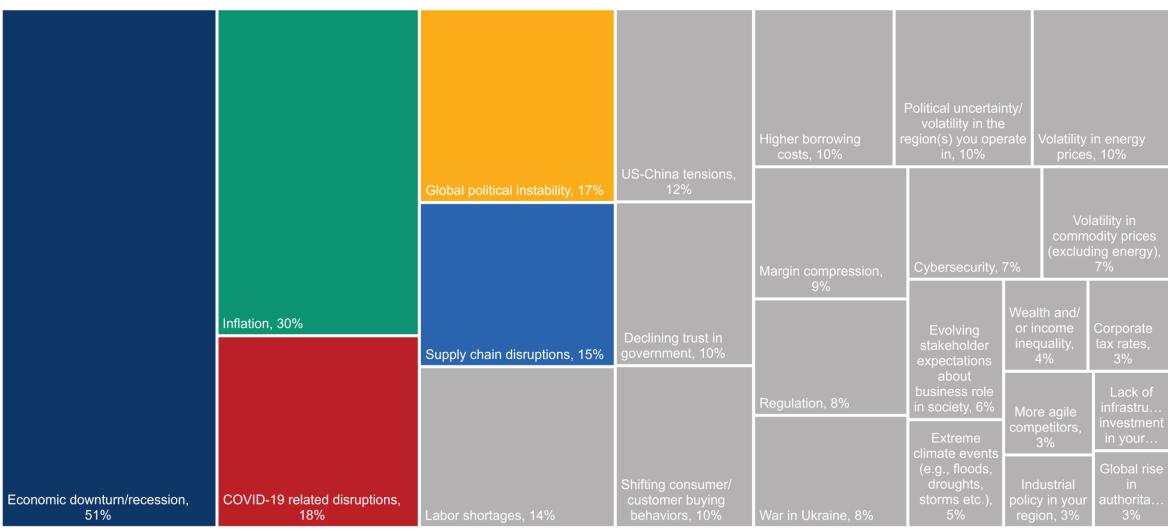


# High-impact issues going into 2023

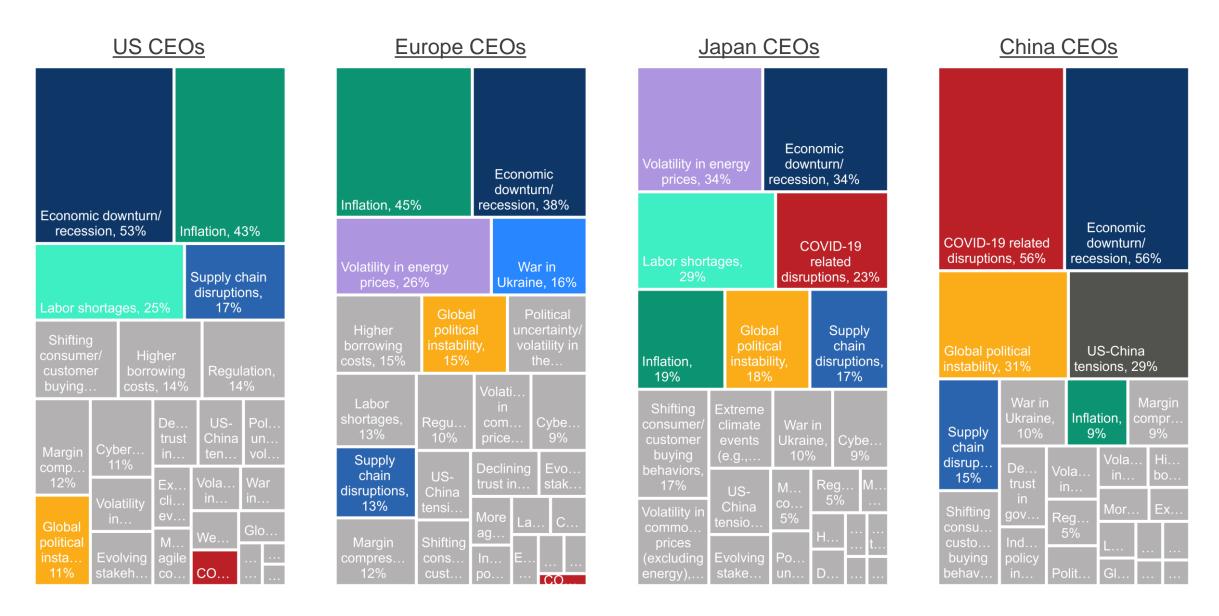
"Select the external factors or issues that you think will have the greatest impact on your business in 2023."

(select no more than 3)







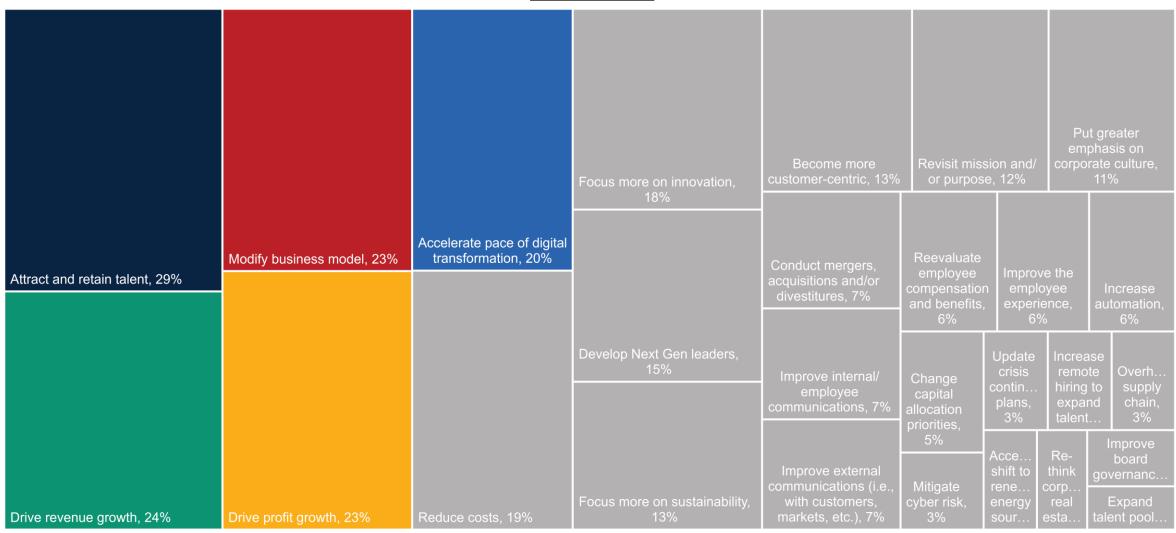




# Management priorities ahead

"Select the internal factors or issues that your company will focus on in 2023."







## Human capital focus areas

"Select the actions related to human capital management that your company will focus on in 2023."

(Select no more than 3)



		Build a more innovative culture,	Improve corporate brand and reputation to attract	Engage all organizational levels of workers (i.e., independent contributors, first-line supervisors, managers, senior managers, etc.), 9%	Build a more inclusive culture, 9%	Build effective hybrid work arrangements (location and schedule), 9%	Offer flexible work arrangements and schedules, 8%
Strengthen the leadership pipeline, 20%	Build a resilient workforce to prepare for future challenges, 19%	16%	talent, 13%	Expand use of independent/ contingent workers, 8%	Engage all employment categories of workers (i.e., full- time, part-time, remote, on-site, contingent,	Reduce headcount, 7%	Add headcount, 6%
		Build a culture that embraces change, 16%	Optimize hybrid work model performance, 13%	Expand remote work 8%	Create a psychologically safe workplace, 6%	Improve HR data analytics skills, 6%	operations, 4%
Develop workforce capabilities, 19%	Strengthen organizational culture to retain talent, 18%	Build agile teams, 15%	Recruit a more diverse workforce, 11%	Address mental health needs of employees, 8%	Increase wages greater than average, 6%	Bring workers back to the physical workp full time, 4%  Bring Red remote work, 3%	Reduce in devel oppor  Address inequality in pay, 2%

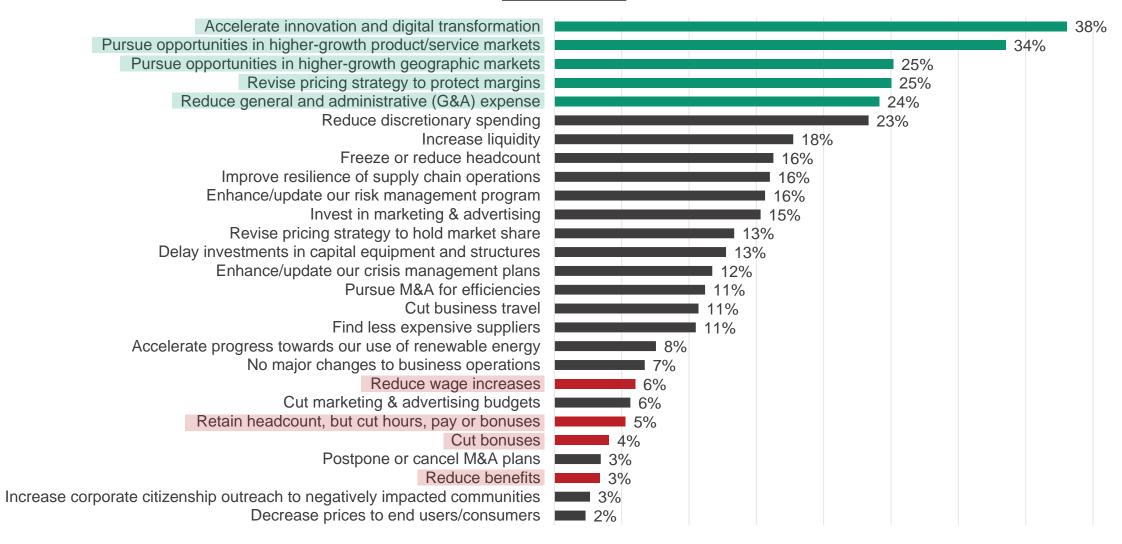


# Responding to economic slowdown

"What steps are you taking in response to potential economic downturns/recessions in the regions you operate in?"

(Select all that apply)



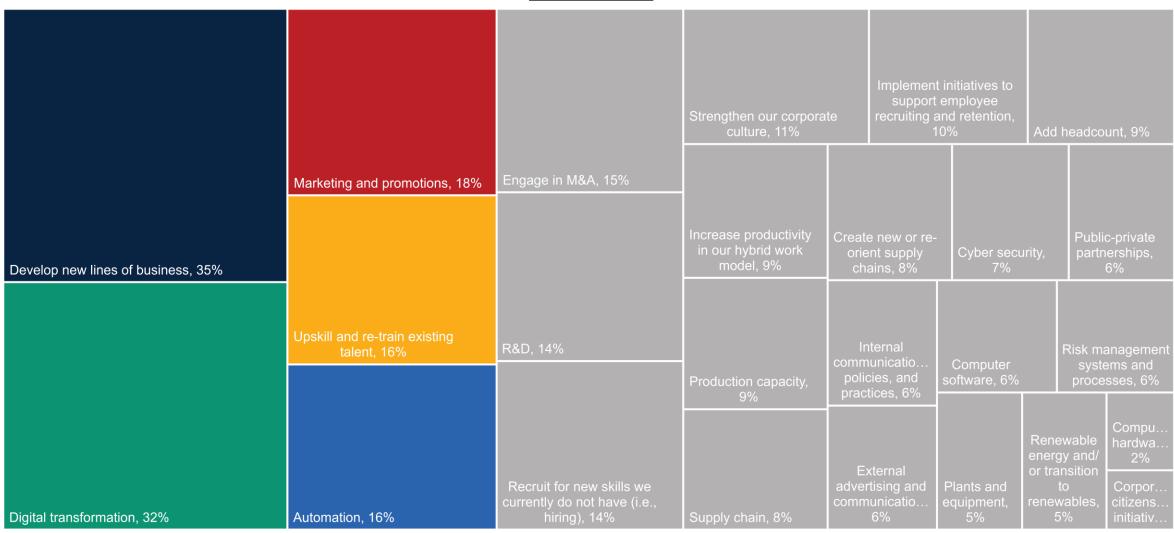




# Growth strategies

"Where do you plan to invest to ensure growth for your business over the next 2-3 years?" (Select your top 3)







# Gray swans and crisis preparedness

"How prepared is your organization to deal with a major crisis related to the following?"

(Please rate from 1 to 5, with 1 being not prepared and 5 being very well prepared)

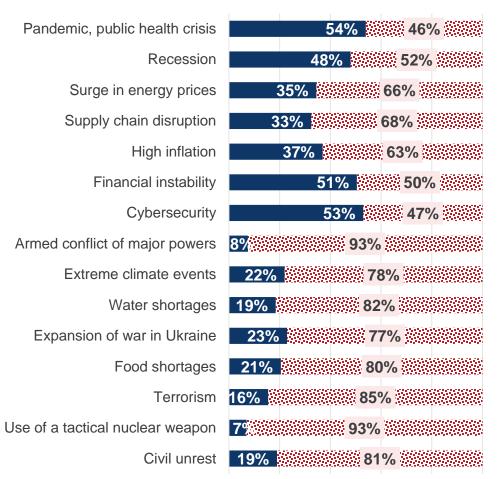


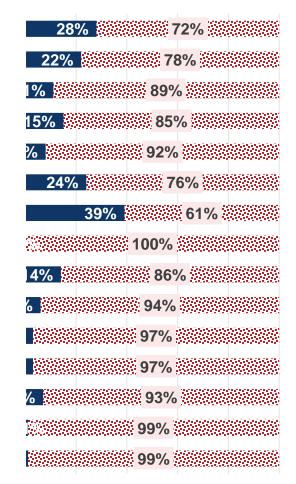
### US & Europe CEOs

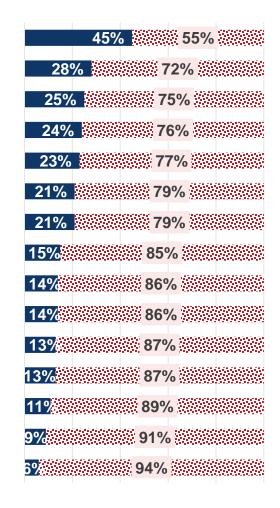
### Japan CEOs

#### China CEOs











# The climate challenge – impacts on business

"In your opinion, what is the time horizon in which climate change will have a significant impact on your business?"



