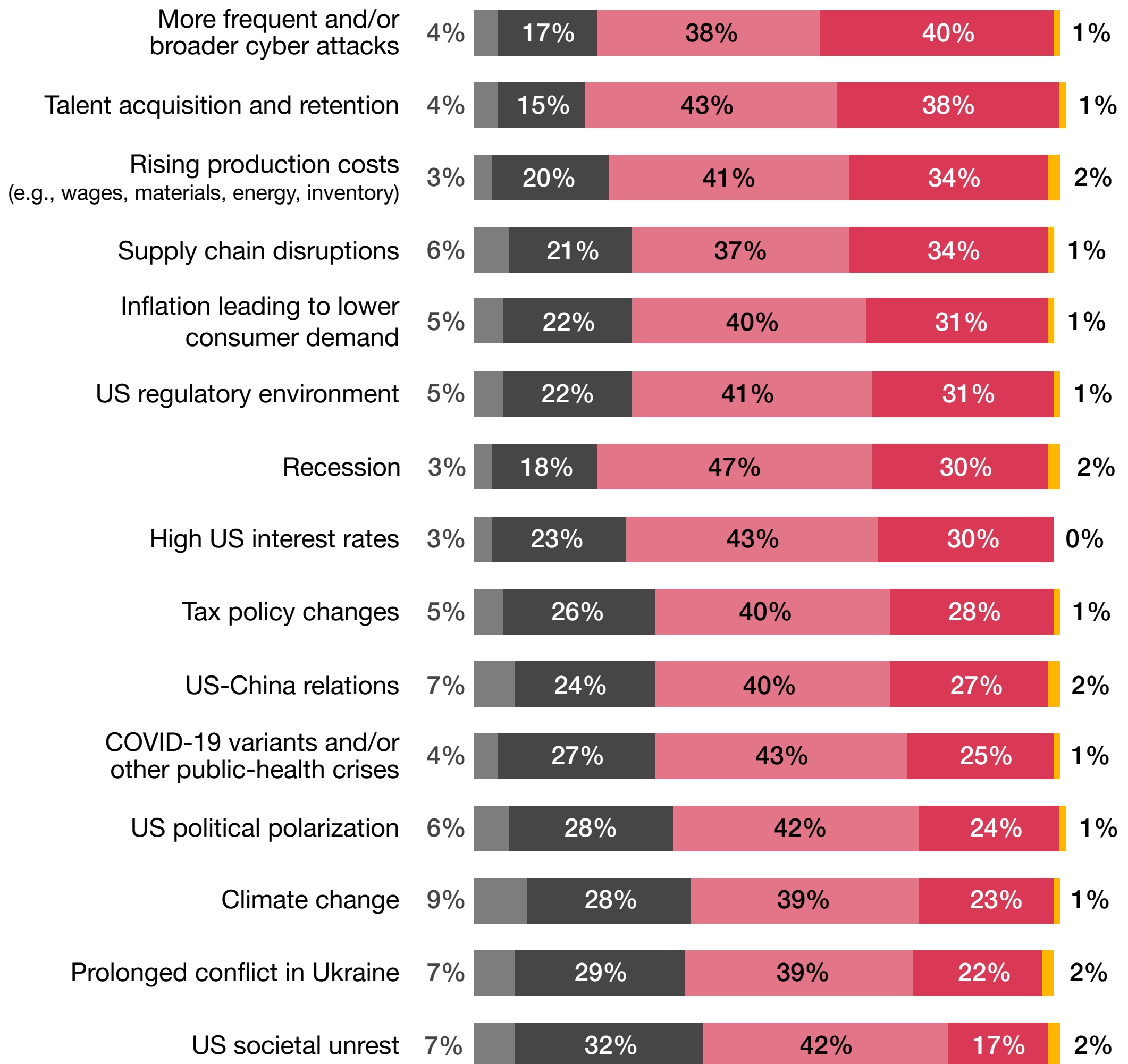


To what extent do each of the following pose a risk to your company?

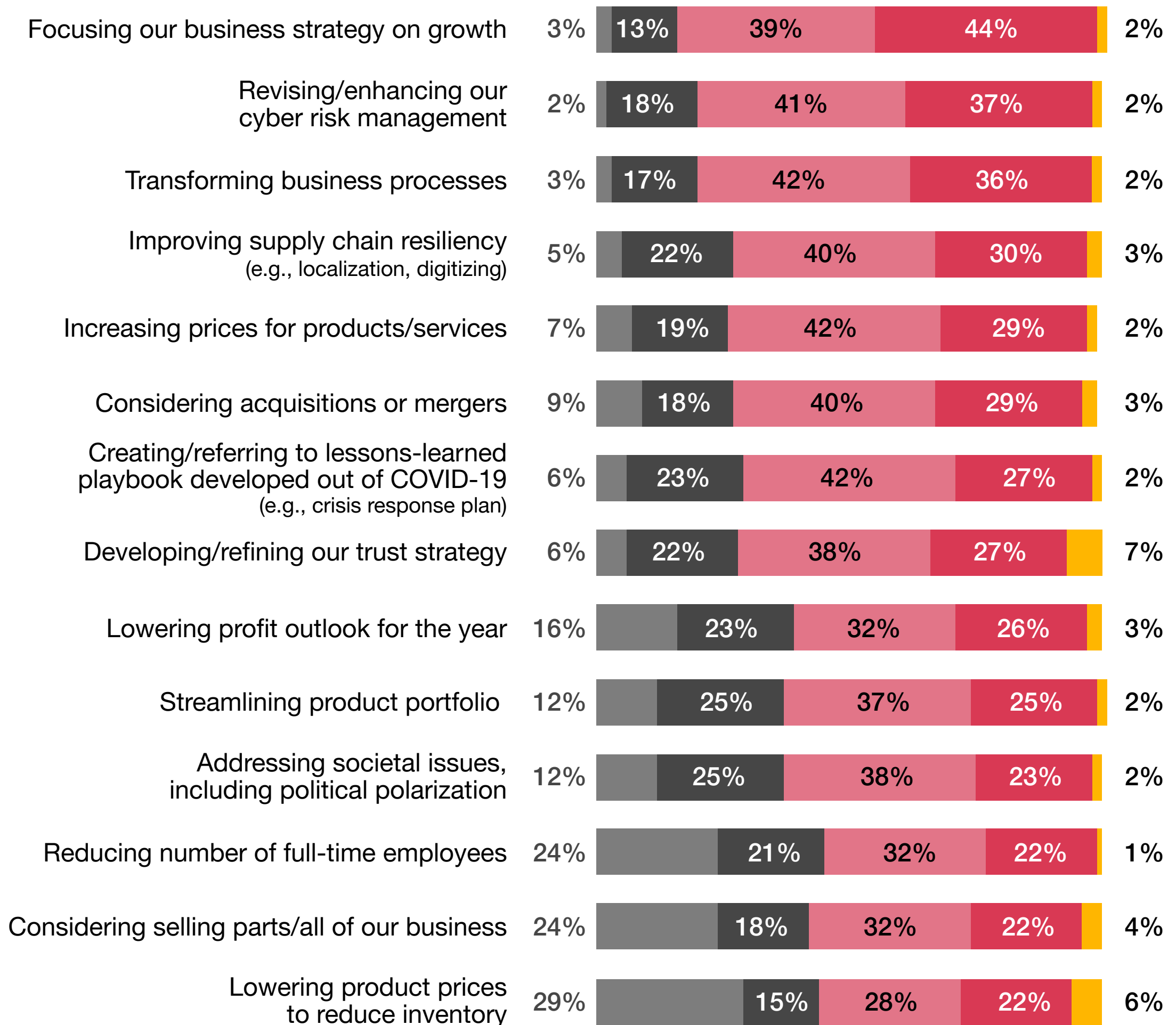
Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722

As a result of the current business environment, to what extent is your company doing any of the following?

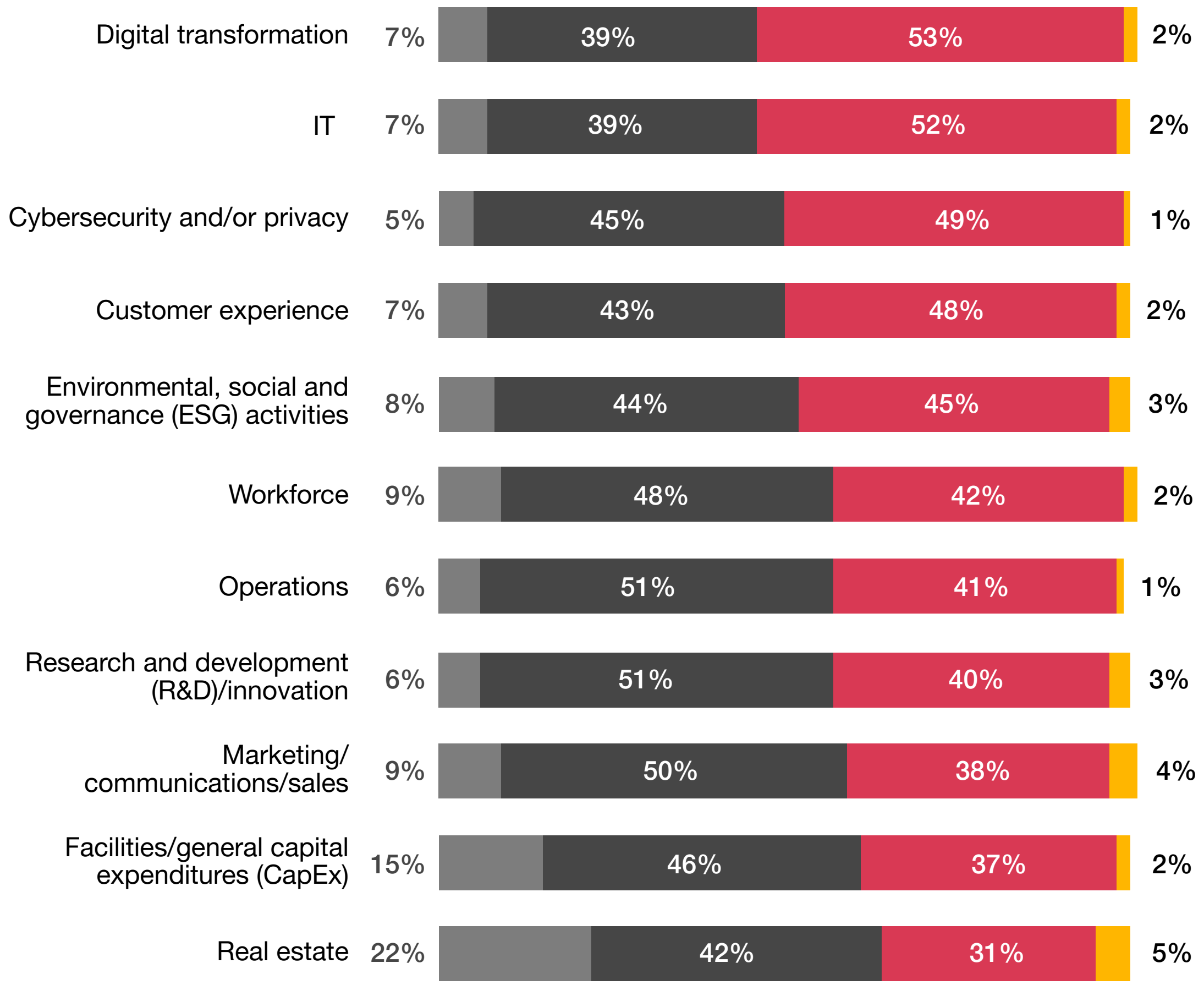
Not at all
 A little
 Somewhat
 To a great extent
 Unsure/NA



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722

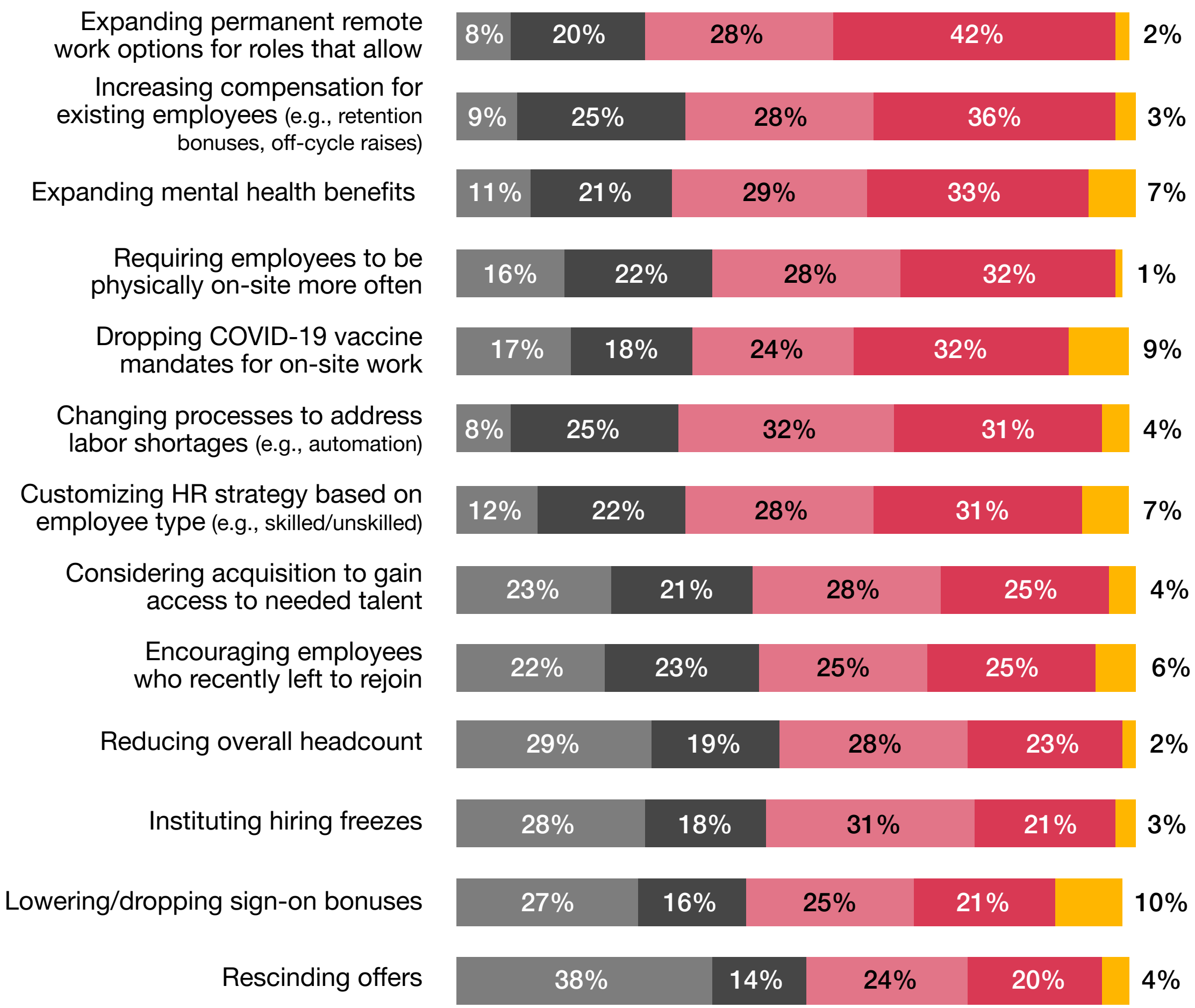
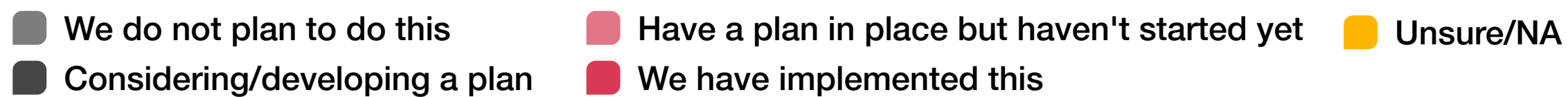
What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment
 Maintain current investment
 Increase investment
 Unsure/NA



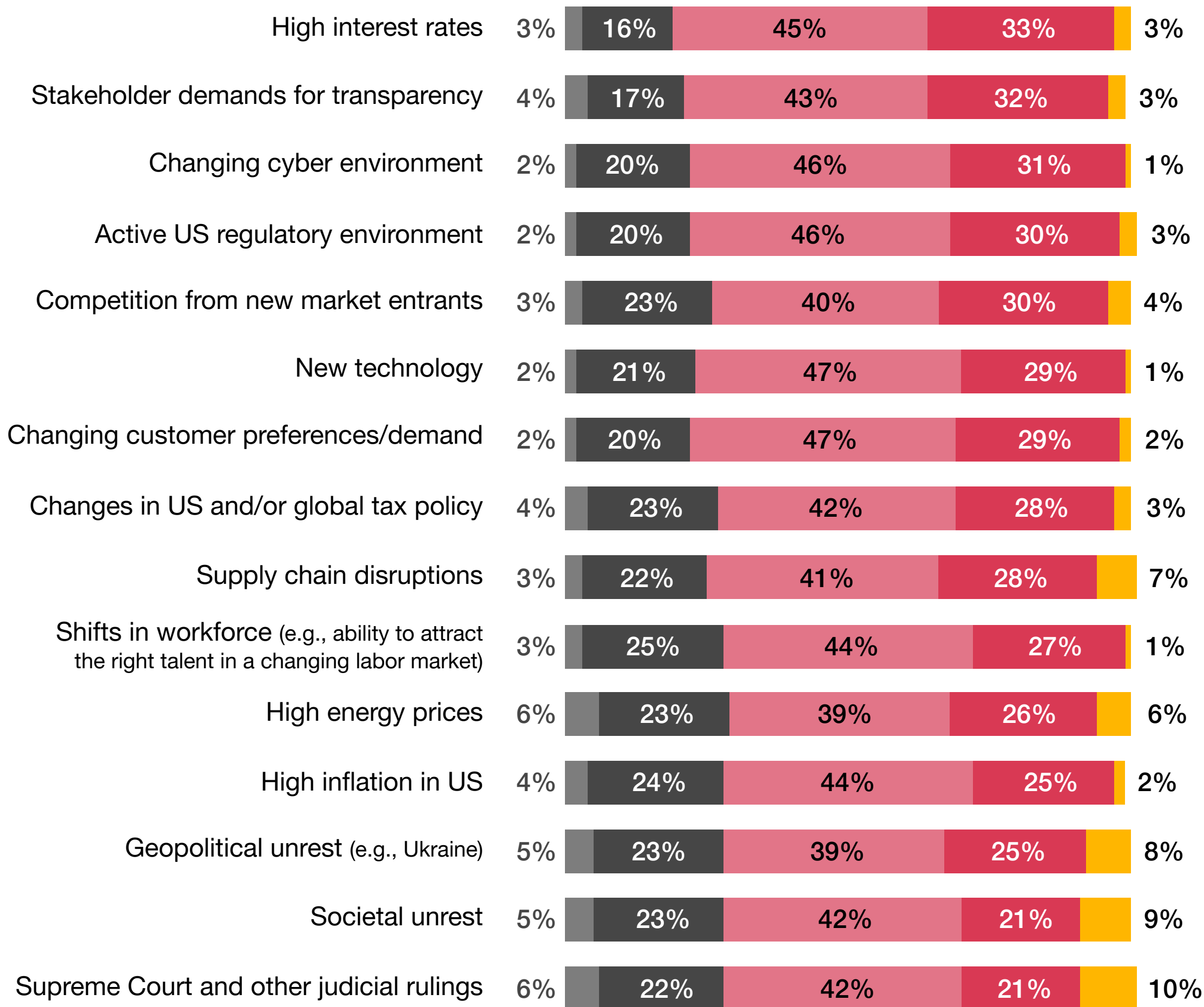
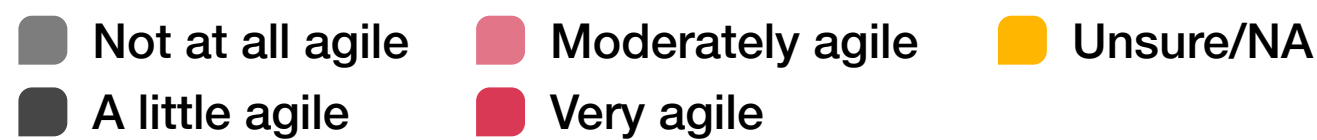
*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722

How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722

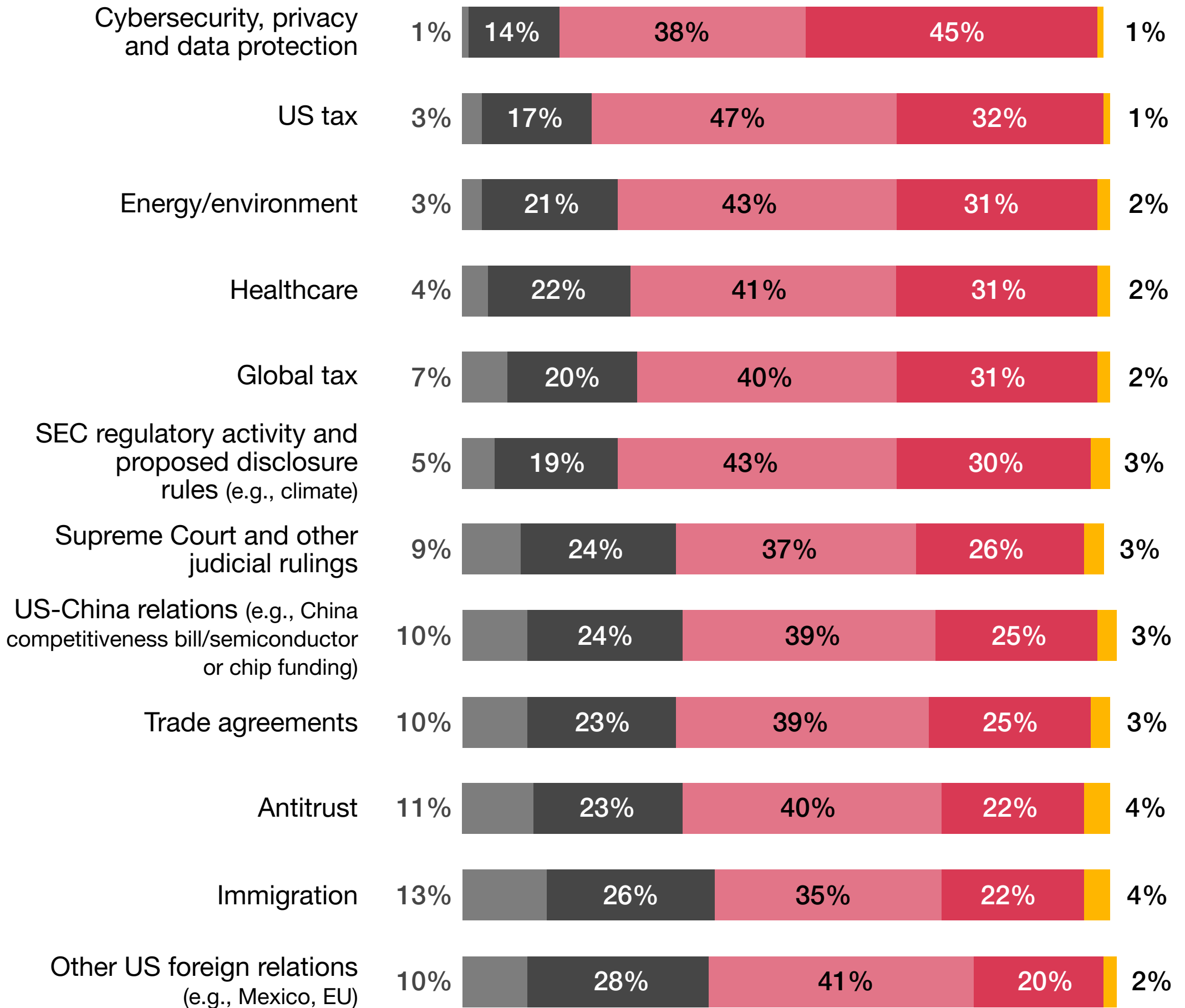
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722

To what extent are each of the following policy areas on your company's radar?

Not at all
 We are monitoring closely
 Unsure/NA
 Somewhat
 We are taking action



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722

In your opinion, what is the likelihood of each of the following in the next 12 months?

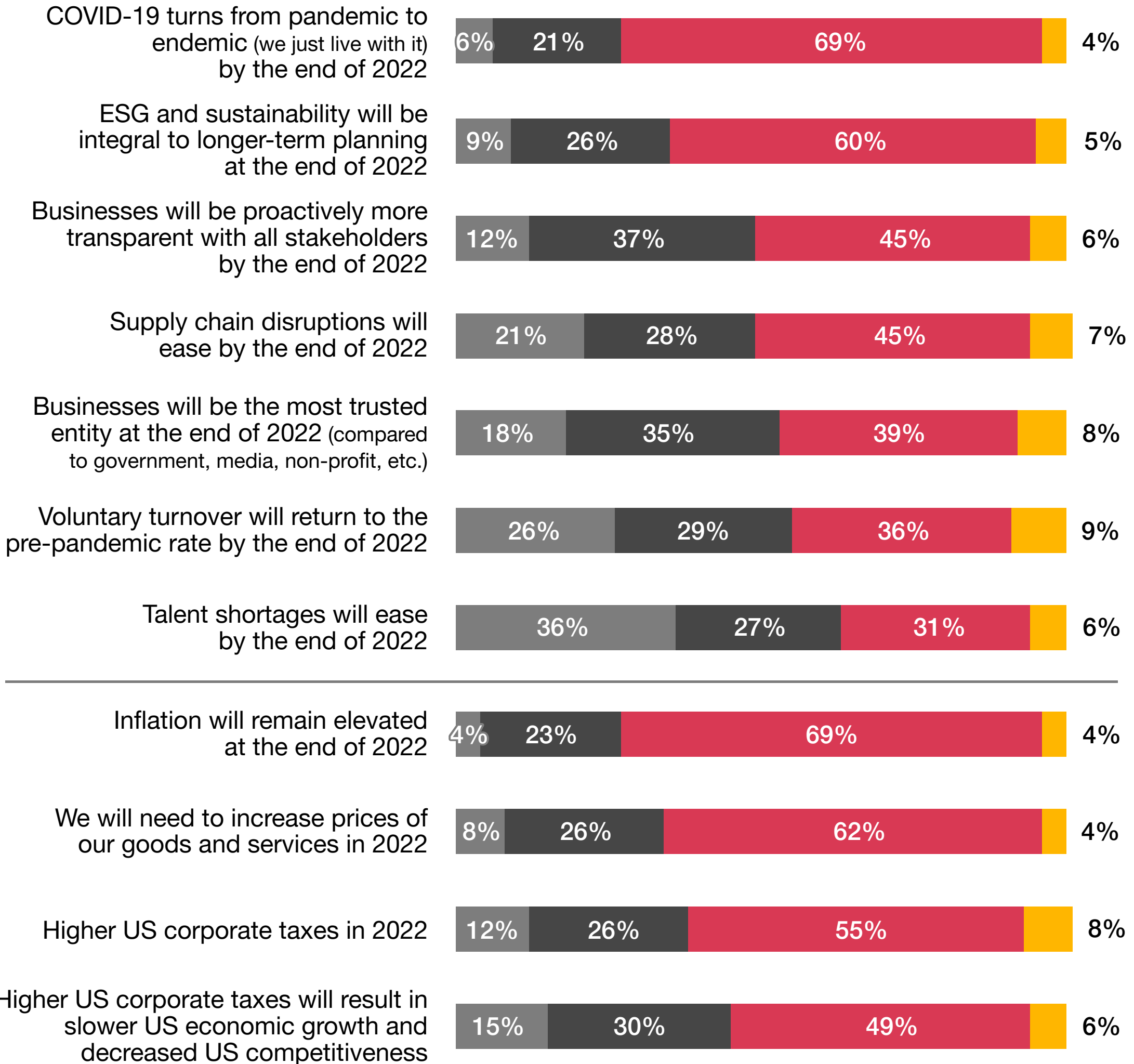
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722

In your opinion, what is the likelihood of each of the following?

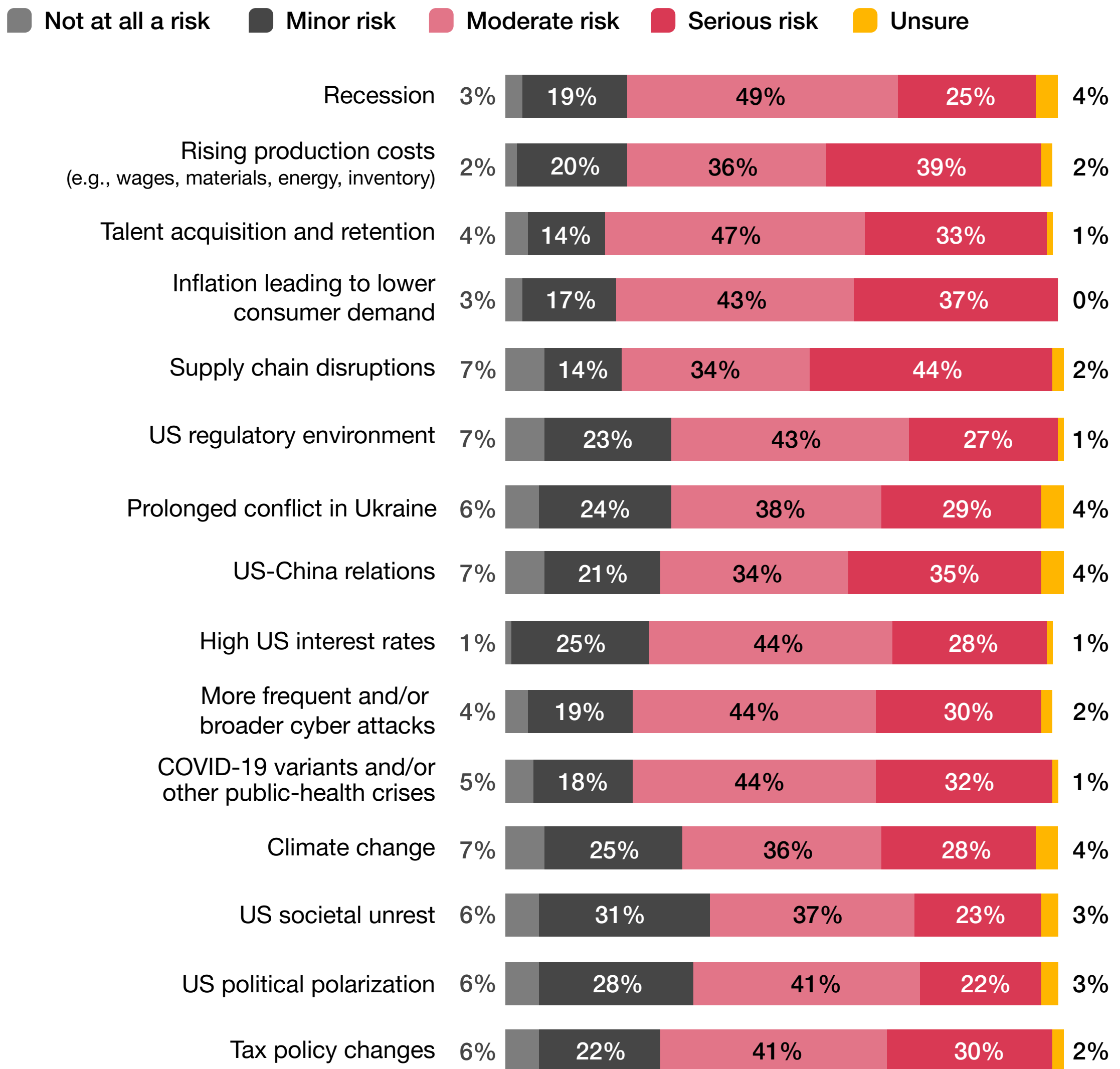
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, January 27, 2022: base of 678

Consumer markets

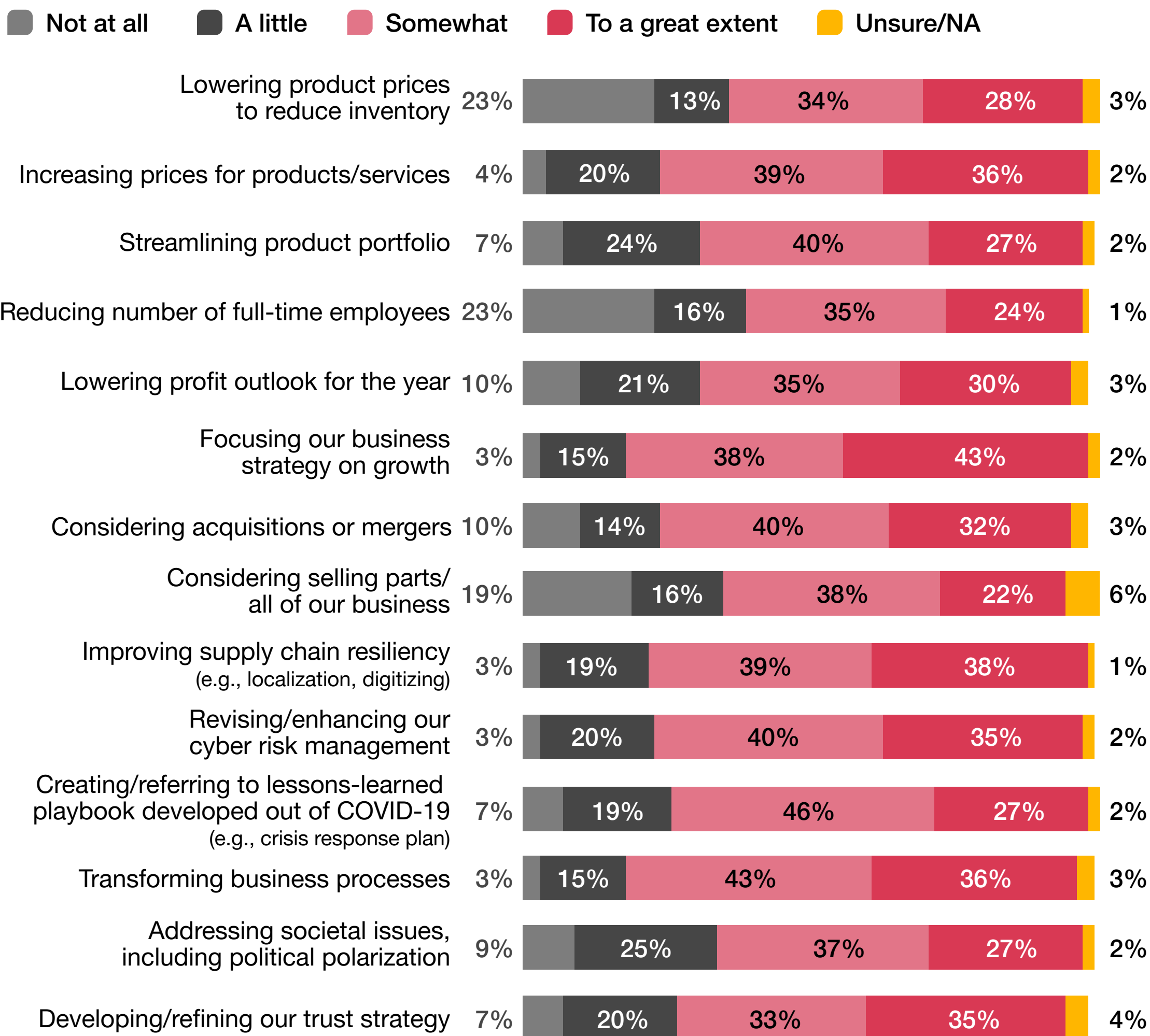
To what extent do each of the following pose a risk to your company?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Consumer markets

As a result of the current business environment, to what extent is your company doing any of the following?

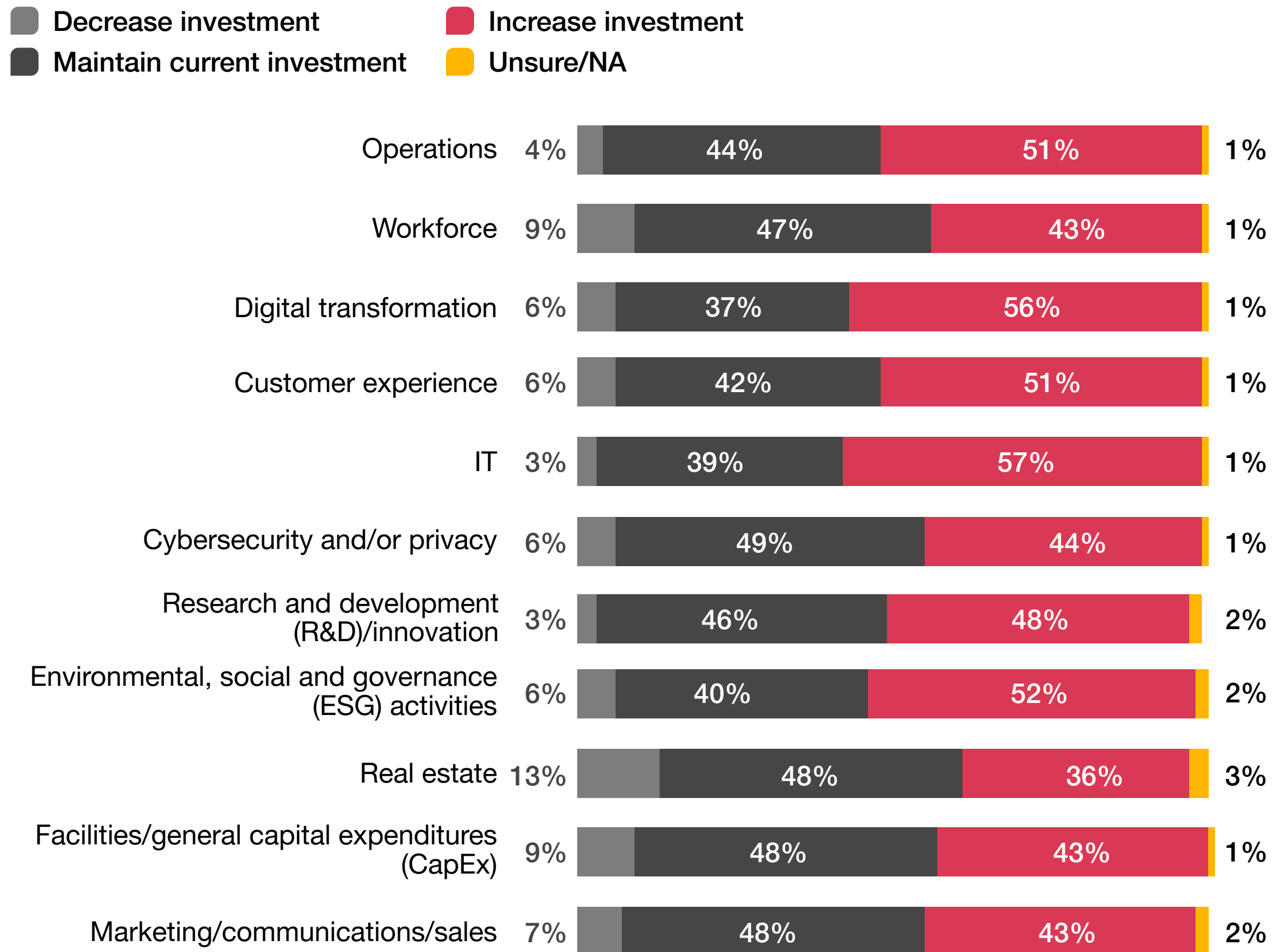


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Consumer markets

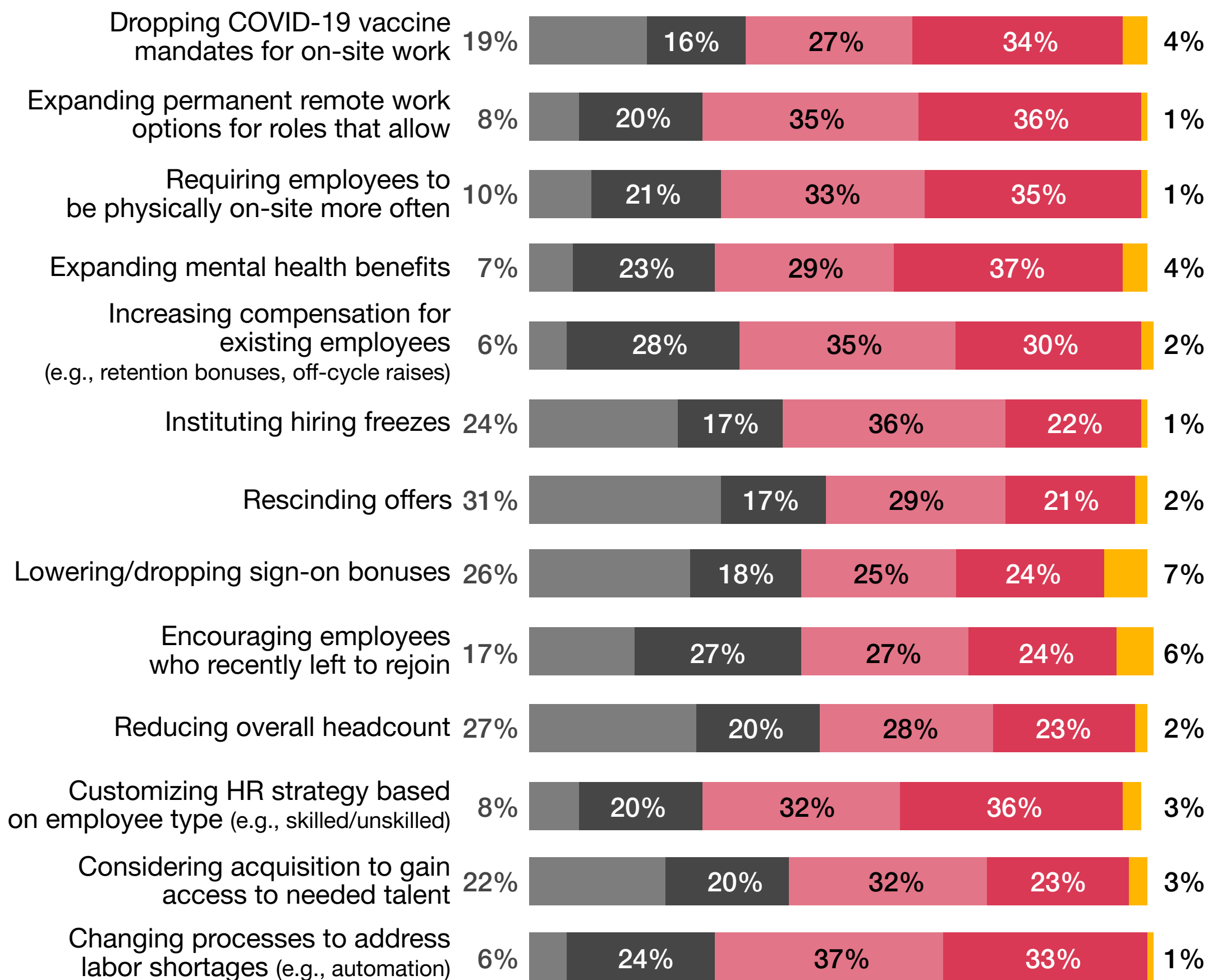
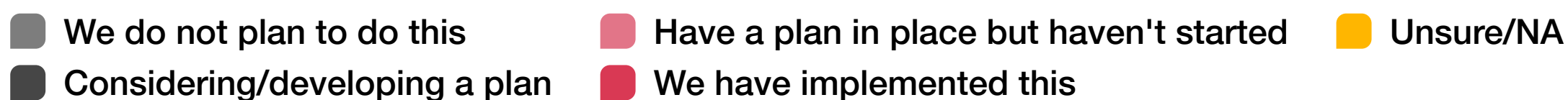
What changes is your company planning to make in the following areas of your business in the next 12 months?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Consumer markets

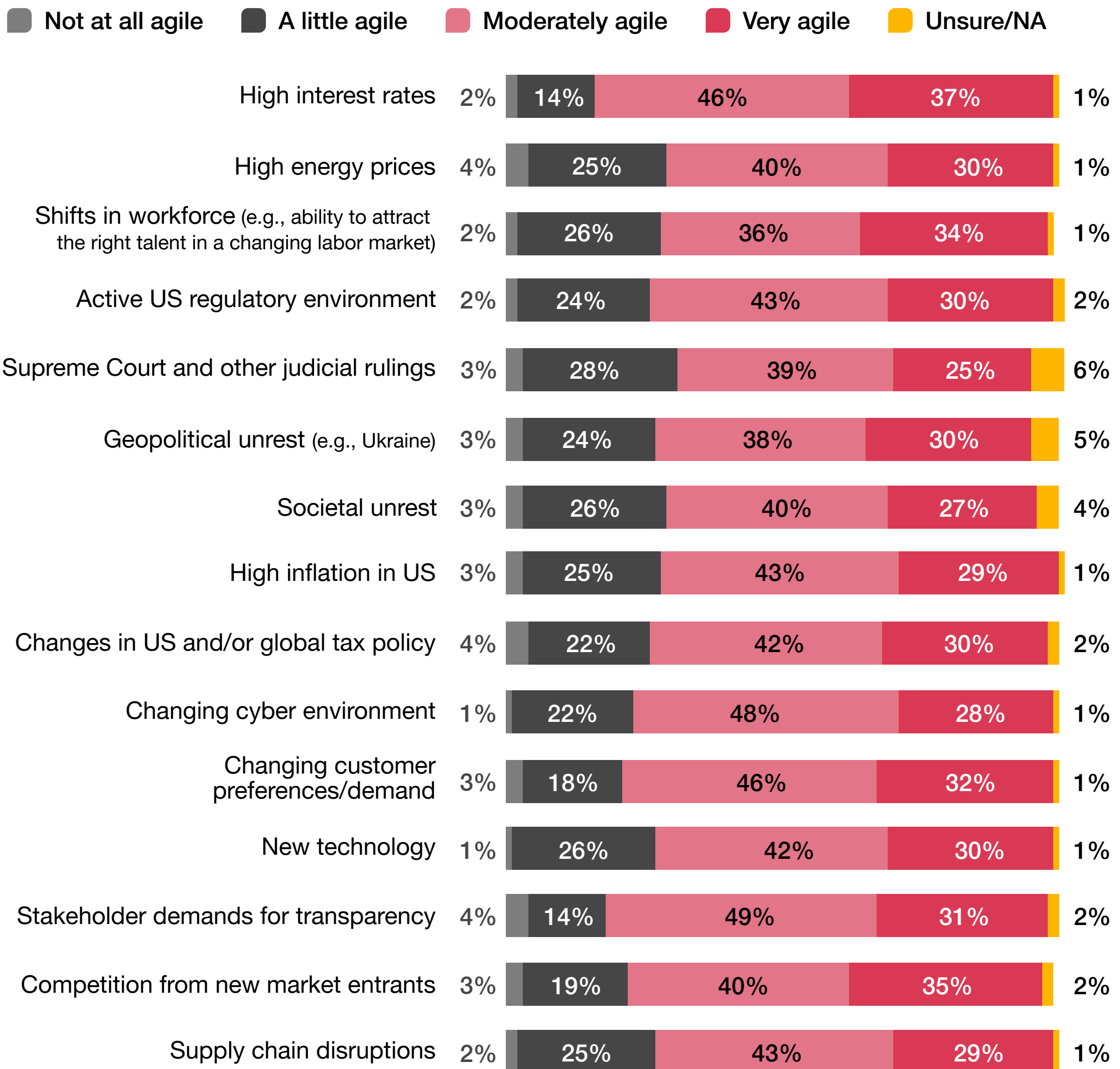
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Consumer markets

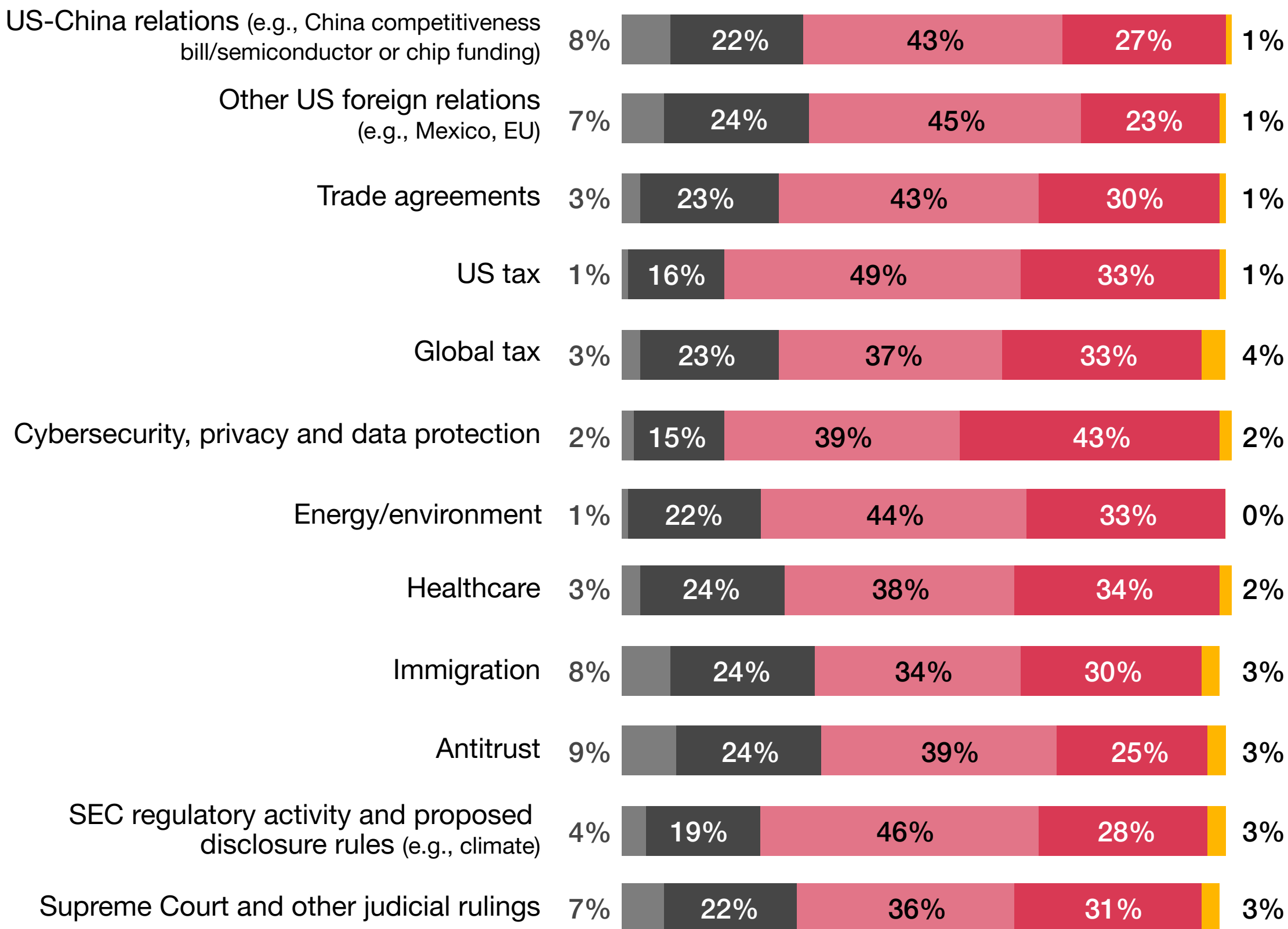
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Consumer markets

To what extent are each of the following policy areas on your company's radar?

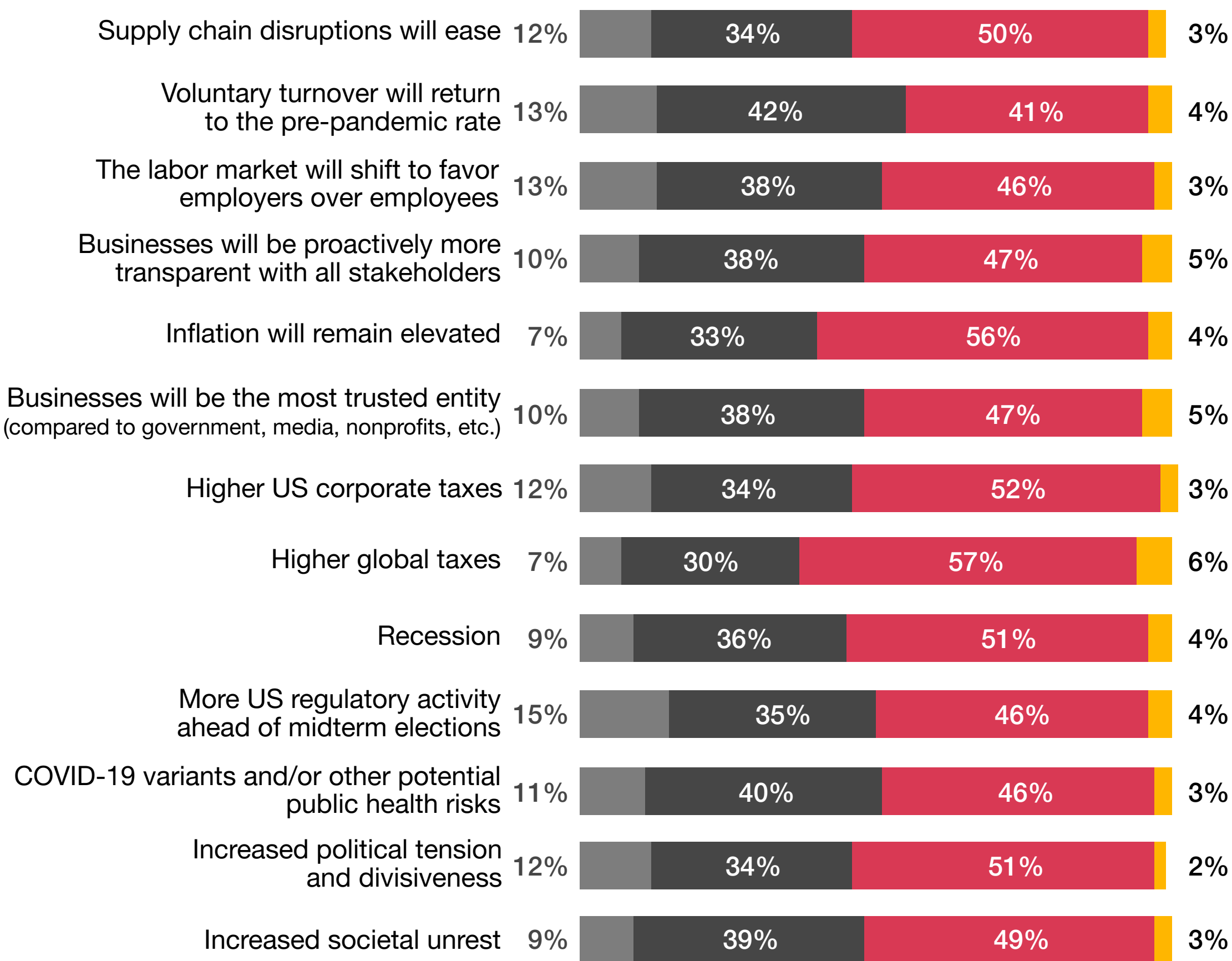


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Consumer markets

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely Neither/nor Likely Unsure



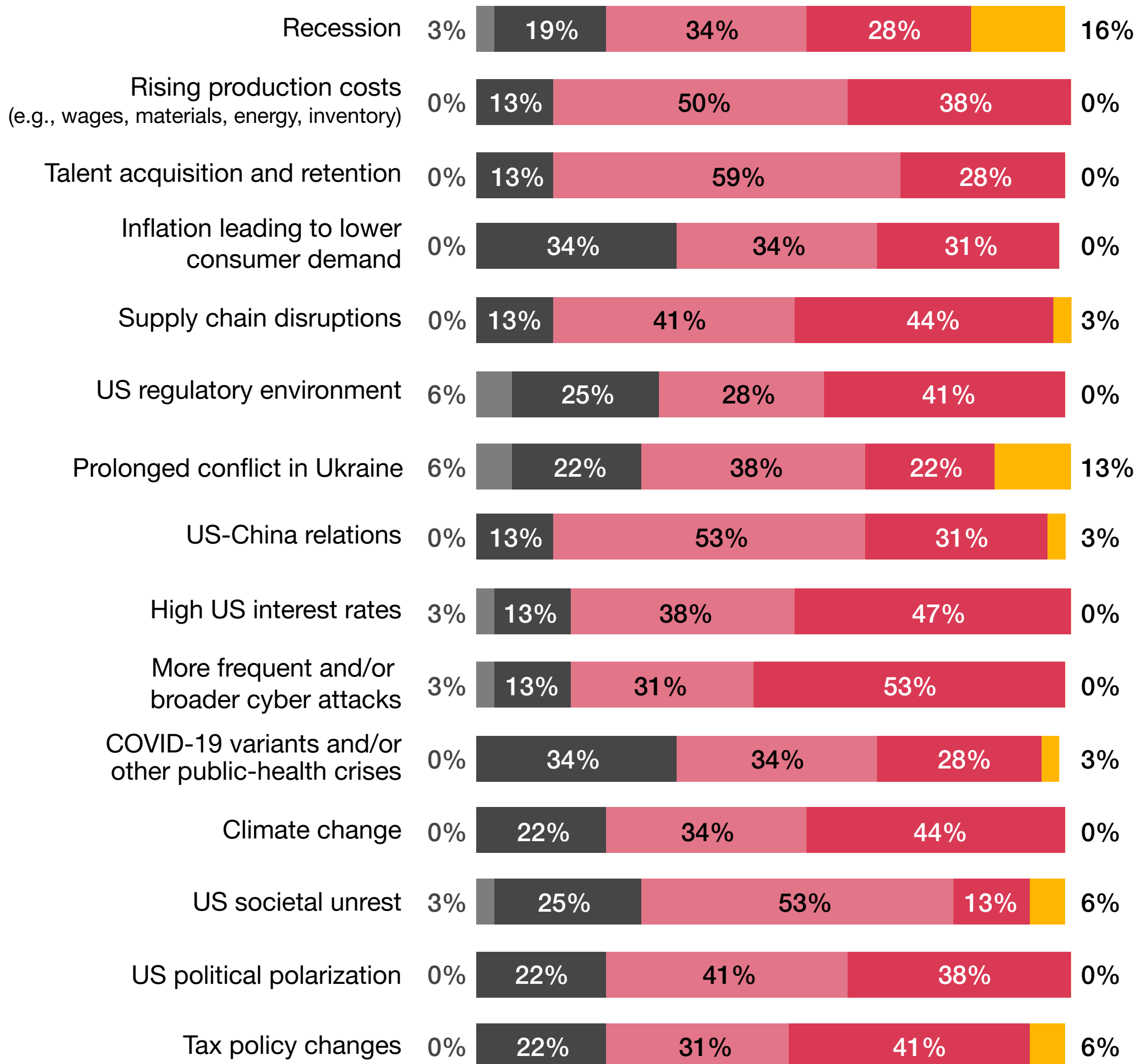
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CM base of 181

Energy, utilities and resources

To what extent do each of the following pose a risk to your company?

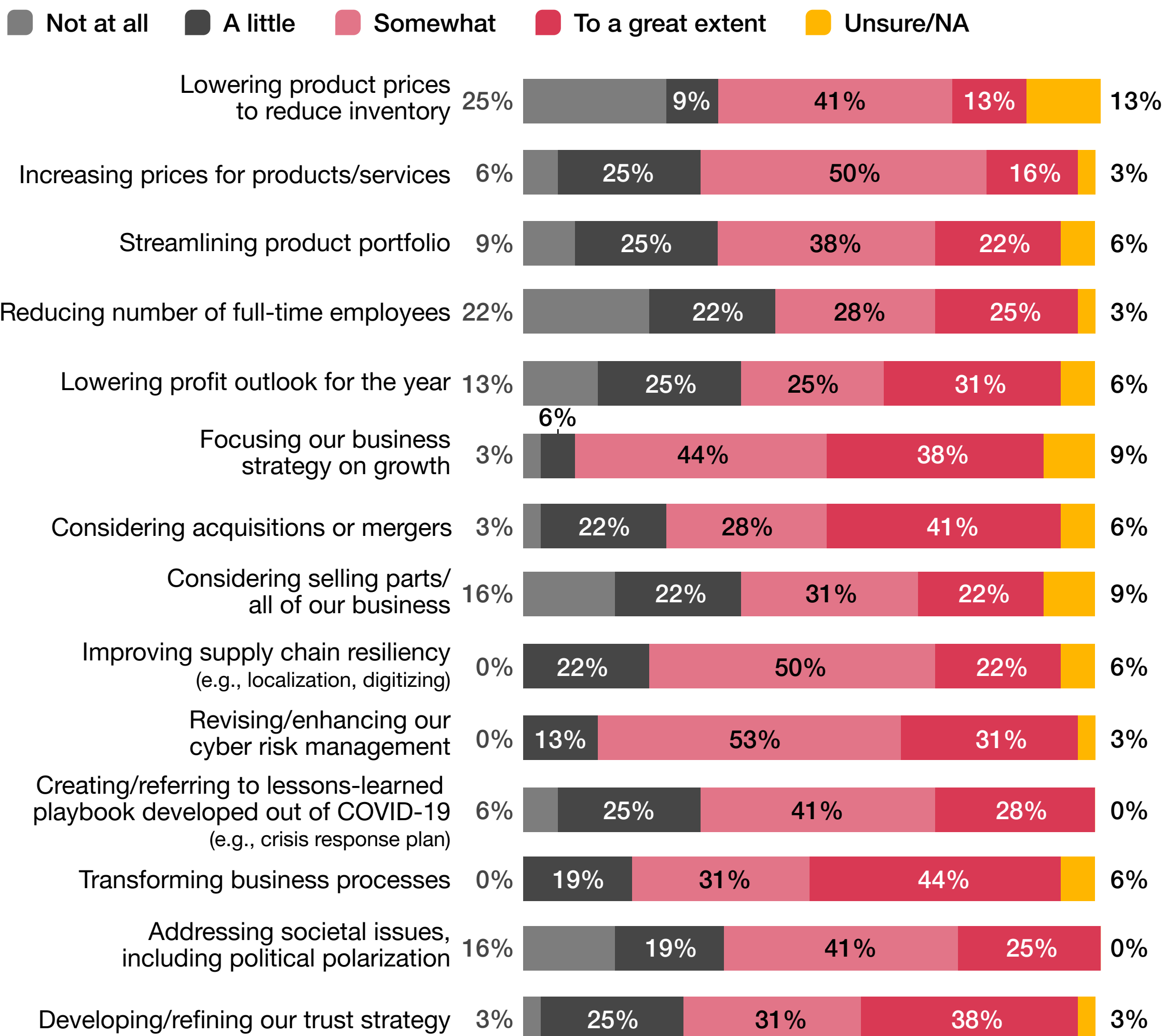
Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Energy, utilities and resources

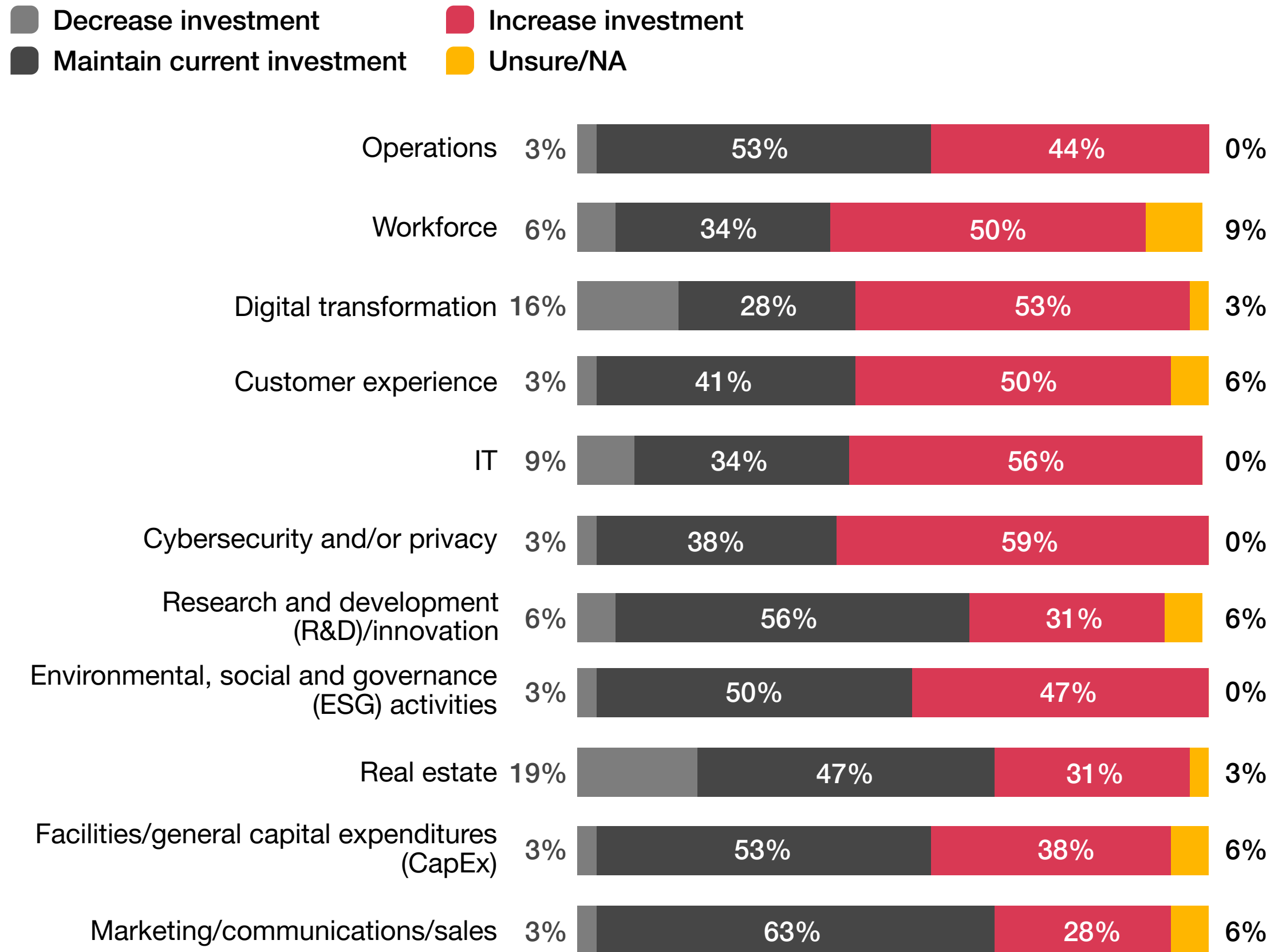
As a result of the current business environment, to what extent is your company doing any of the following?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Energy, utilities and resources

What changes is your company planning to make in the following areas of your business in the next 12 months?



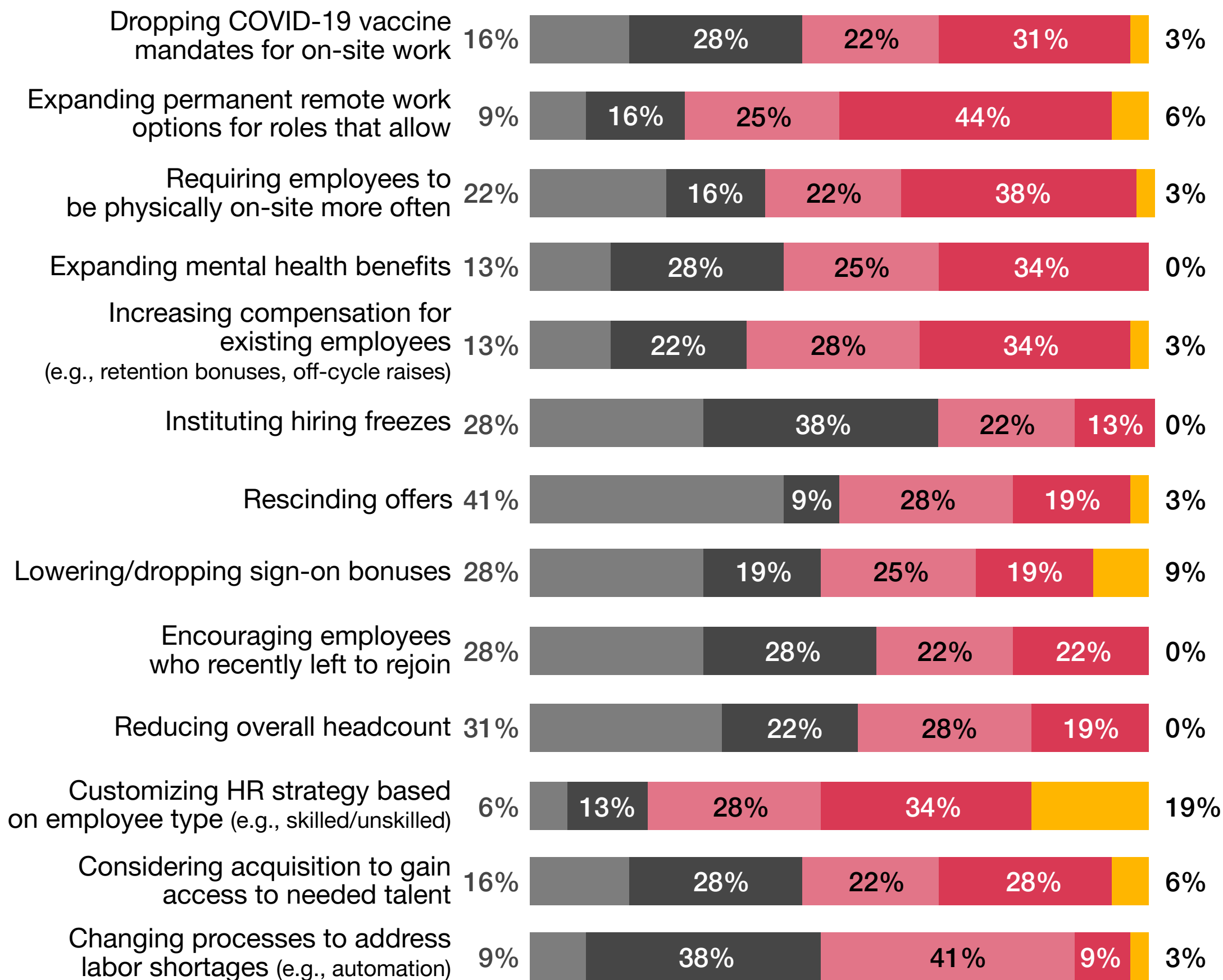
*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Energy, utilities and resources

How is your company addressing each of the following aspects of your workforce policy?

We do not plan to do this
 Have a plan in place but haven't started
 Unsure/NA

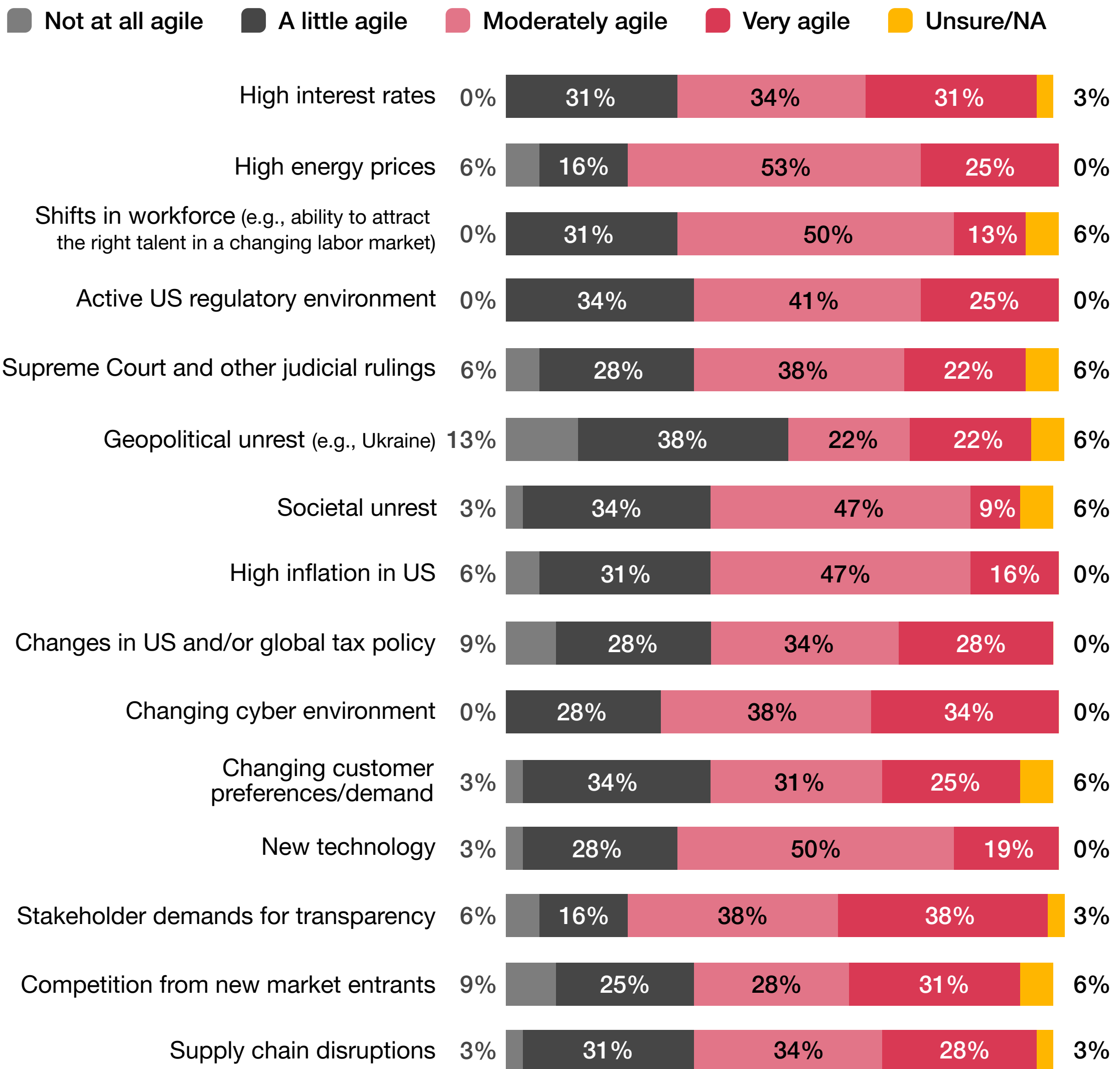
 Considering/developing a plan
 We have implemented this



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Energy, utilities and resources

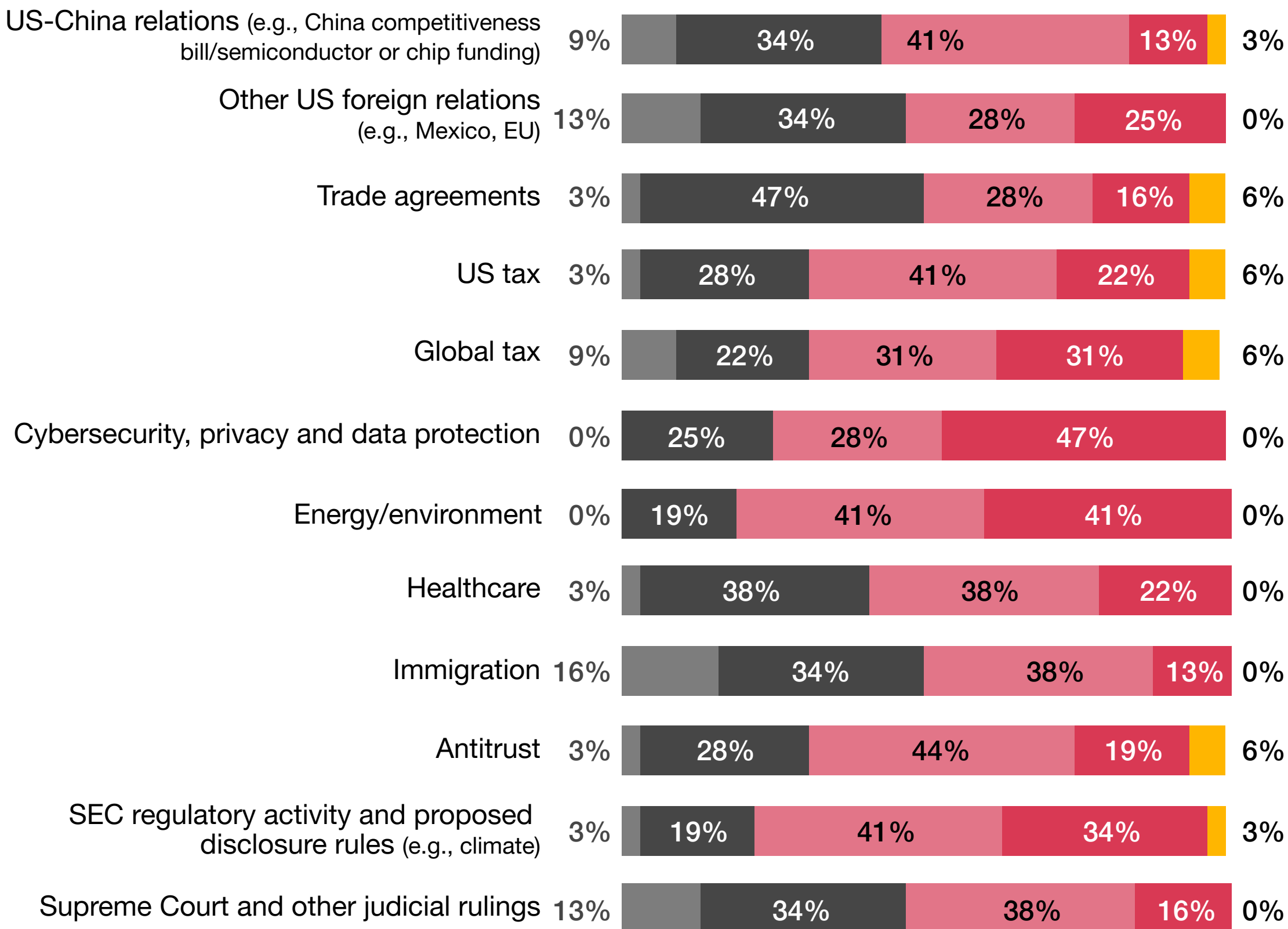
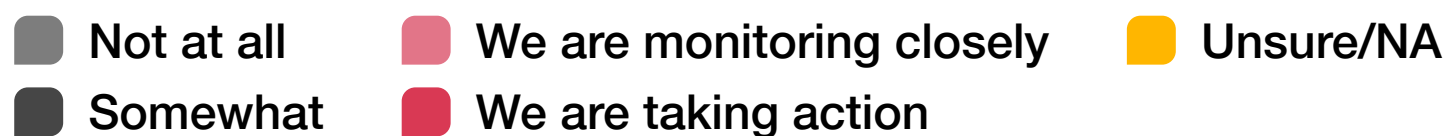
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Energy, utilities and resources

To what extent are each of the following policy areas on your company's radar?

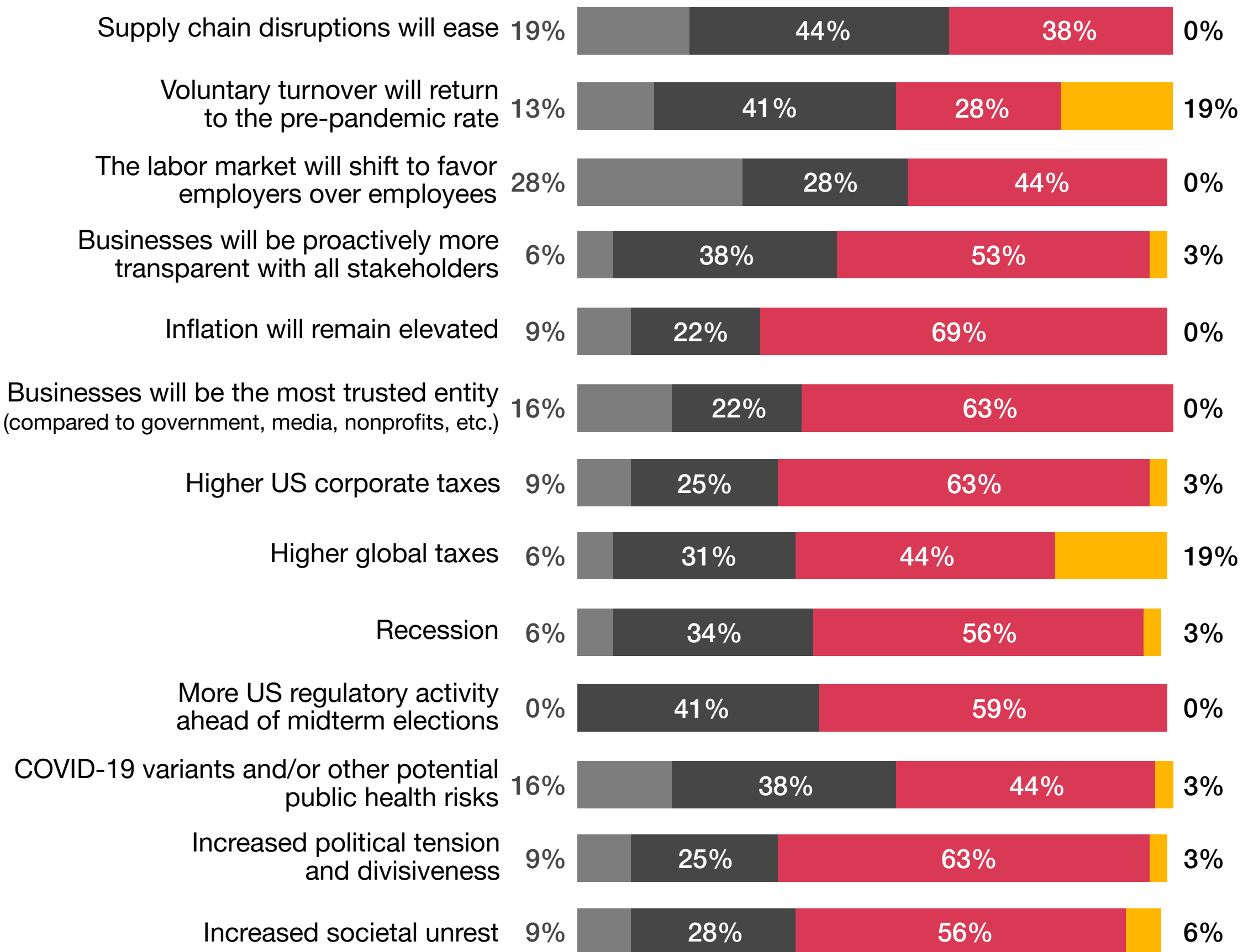


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Energy, utilities and resources

In your opinion, what is the likelihood of each of the following in the next 12 months?

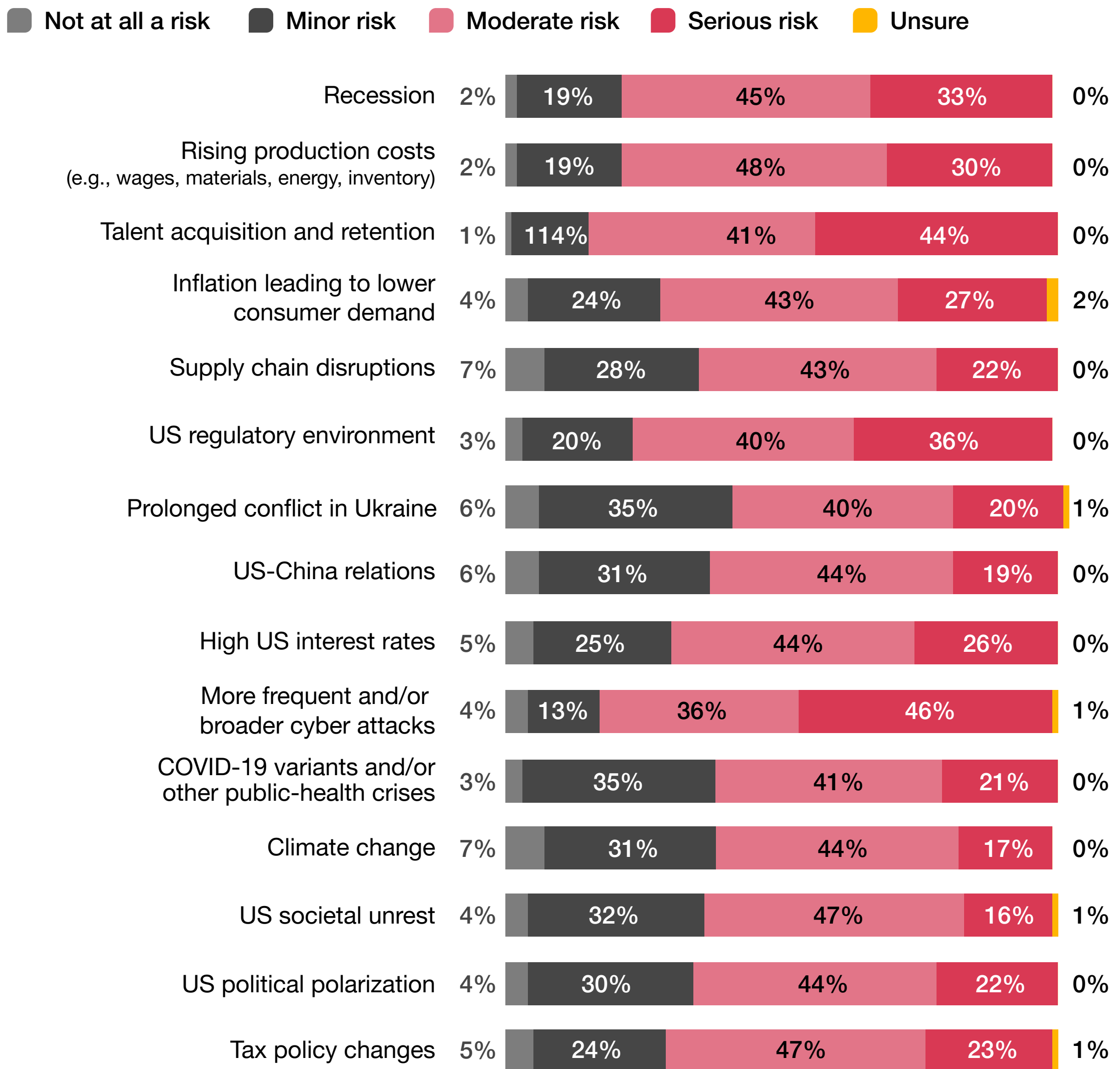
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, EUR base of 32

Financial services

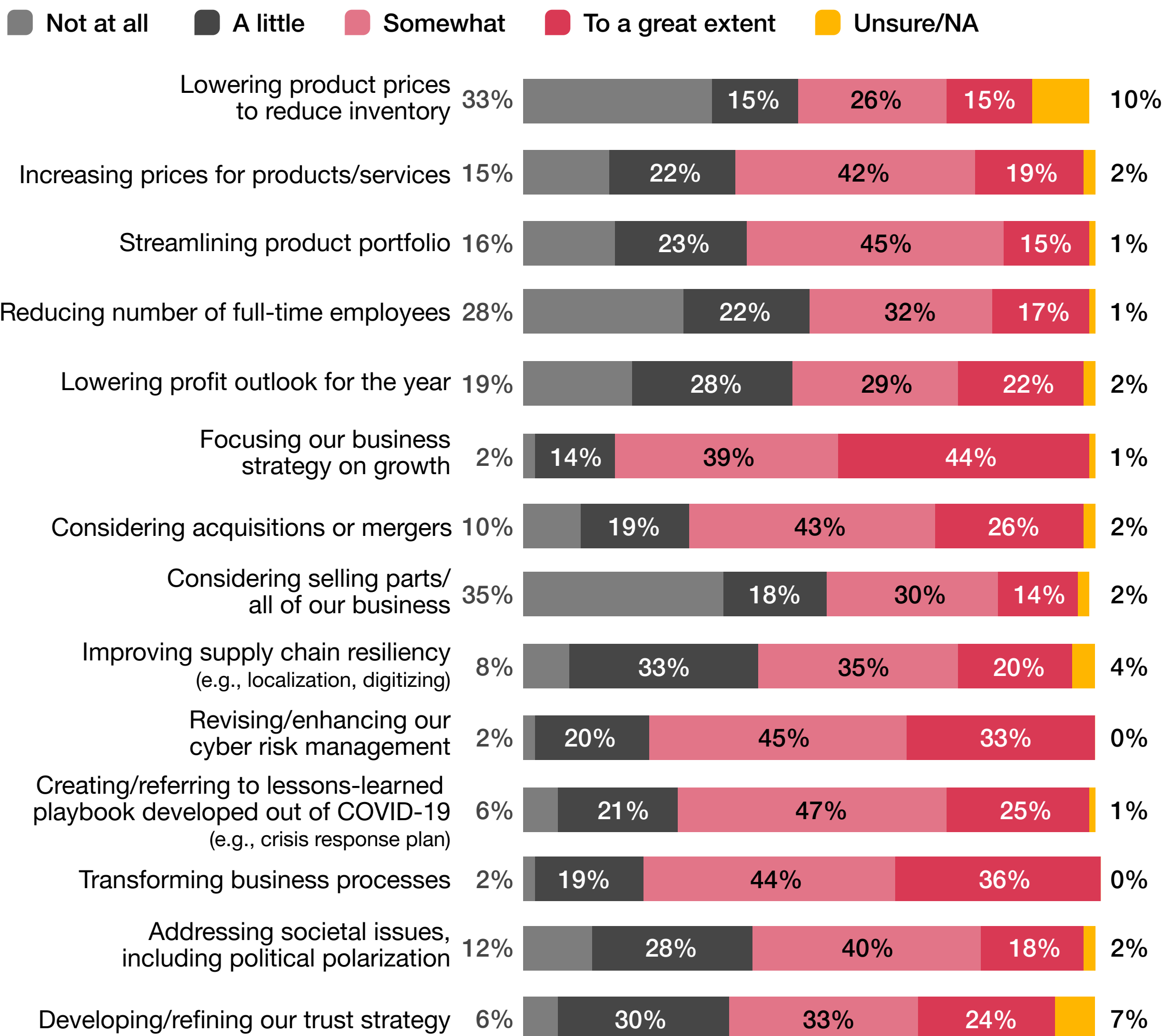
To what extent do each of the following pose a risk to your company?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, FS base of 162

Financial services

As a result of the current business environment, to what extent is your company doing any of the following?

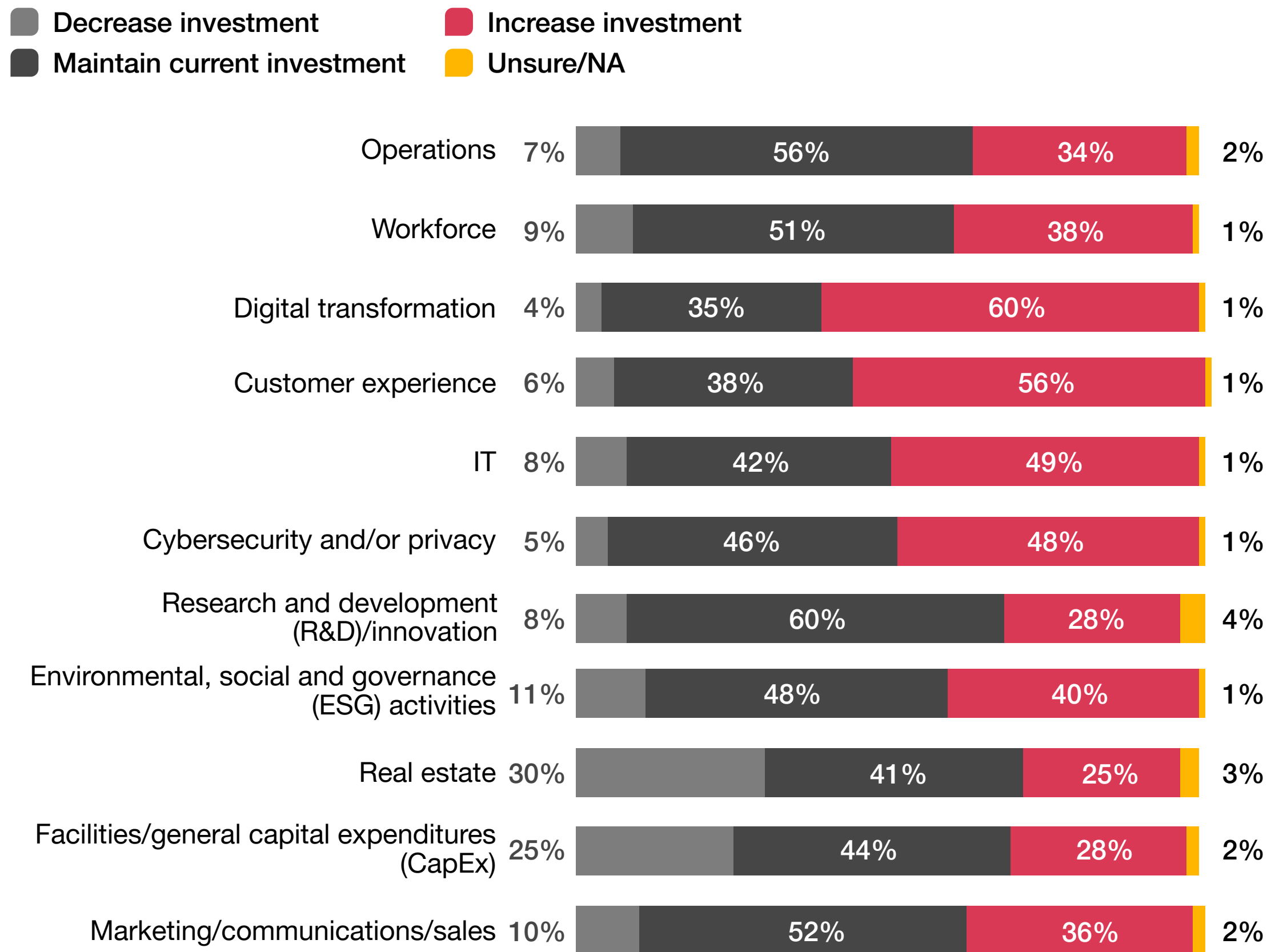


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, FS base of 162

Financial services

What changes is your company planning to make in the following areas of your business in the next 12 months?



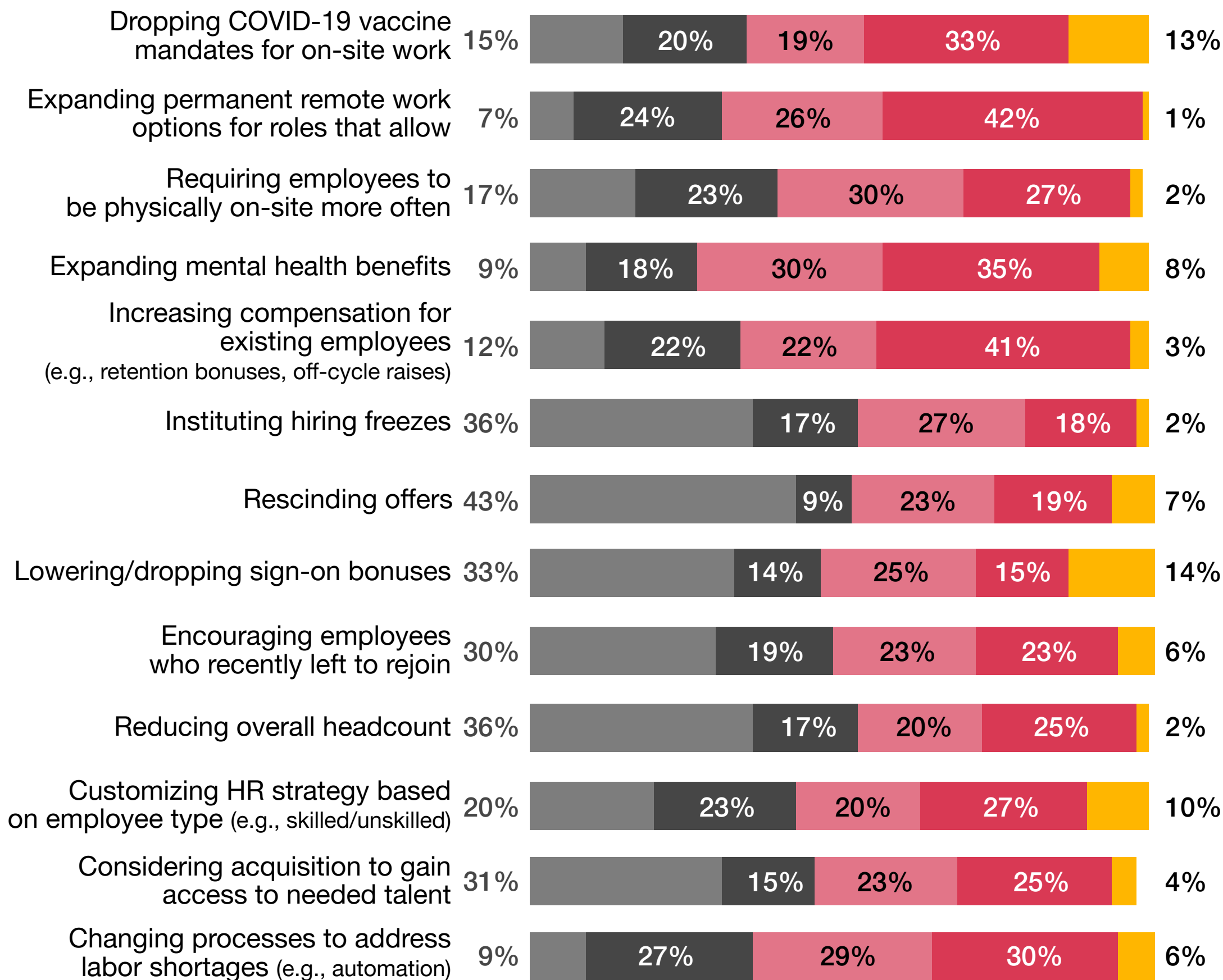
*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, FS base of 162

Financial services

How is your company addressing each of the following aspects of your workforce policy?

We do not plan to do this
 Have a plan in place but haven't started
 Unsure/NA

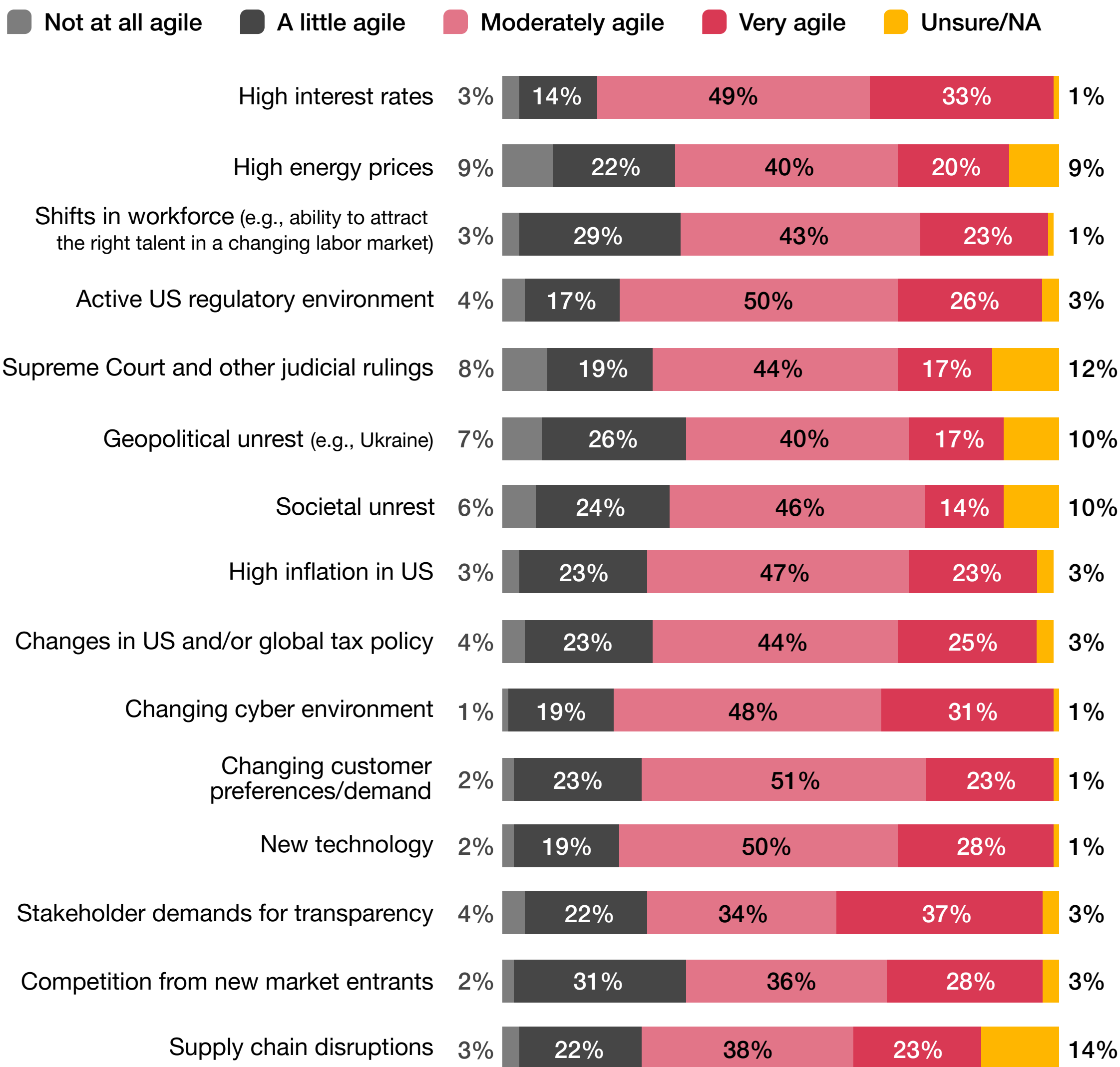
Considering/developing a plan
 We have implemented this



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, FS base of 162

Financial services

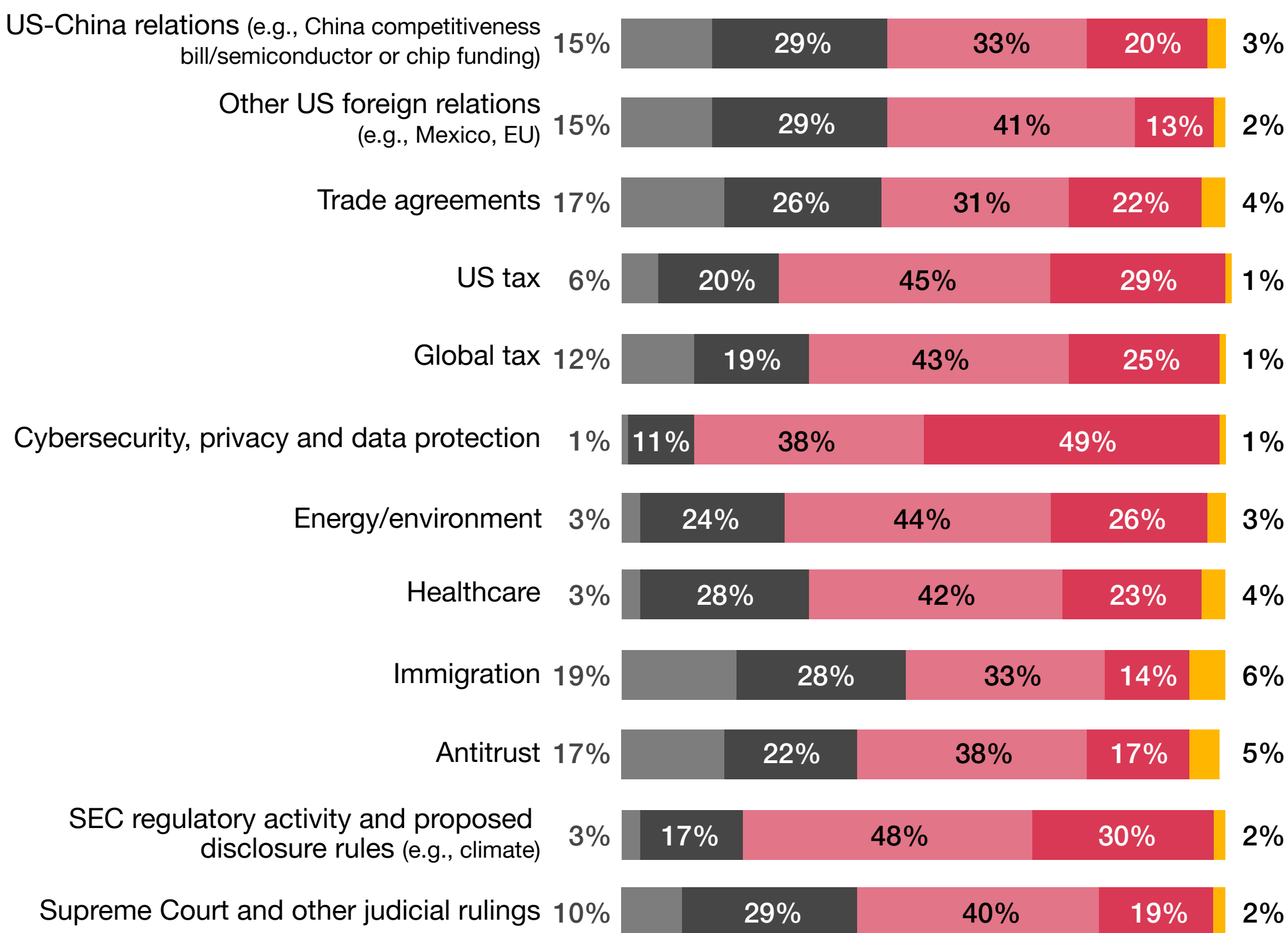
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, FS base of 162

Financial services

To what extent are each of the following policy areas on your company's radar?

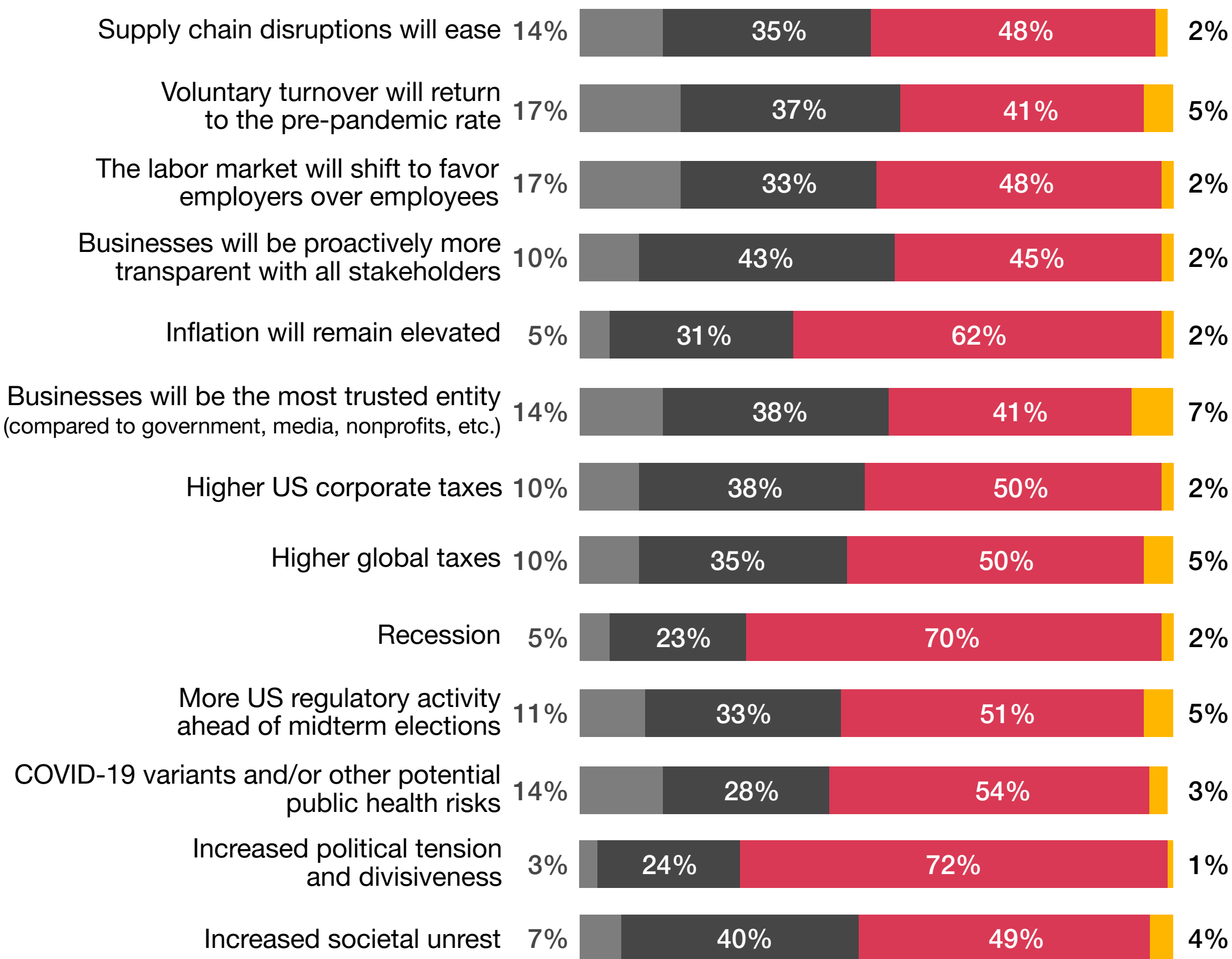


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, FS base of 162

Financial services

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely
 Neither/nor
 Likely
 Unsure



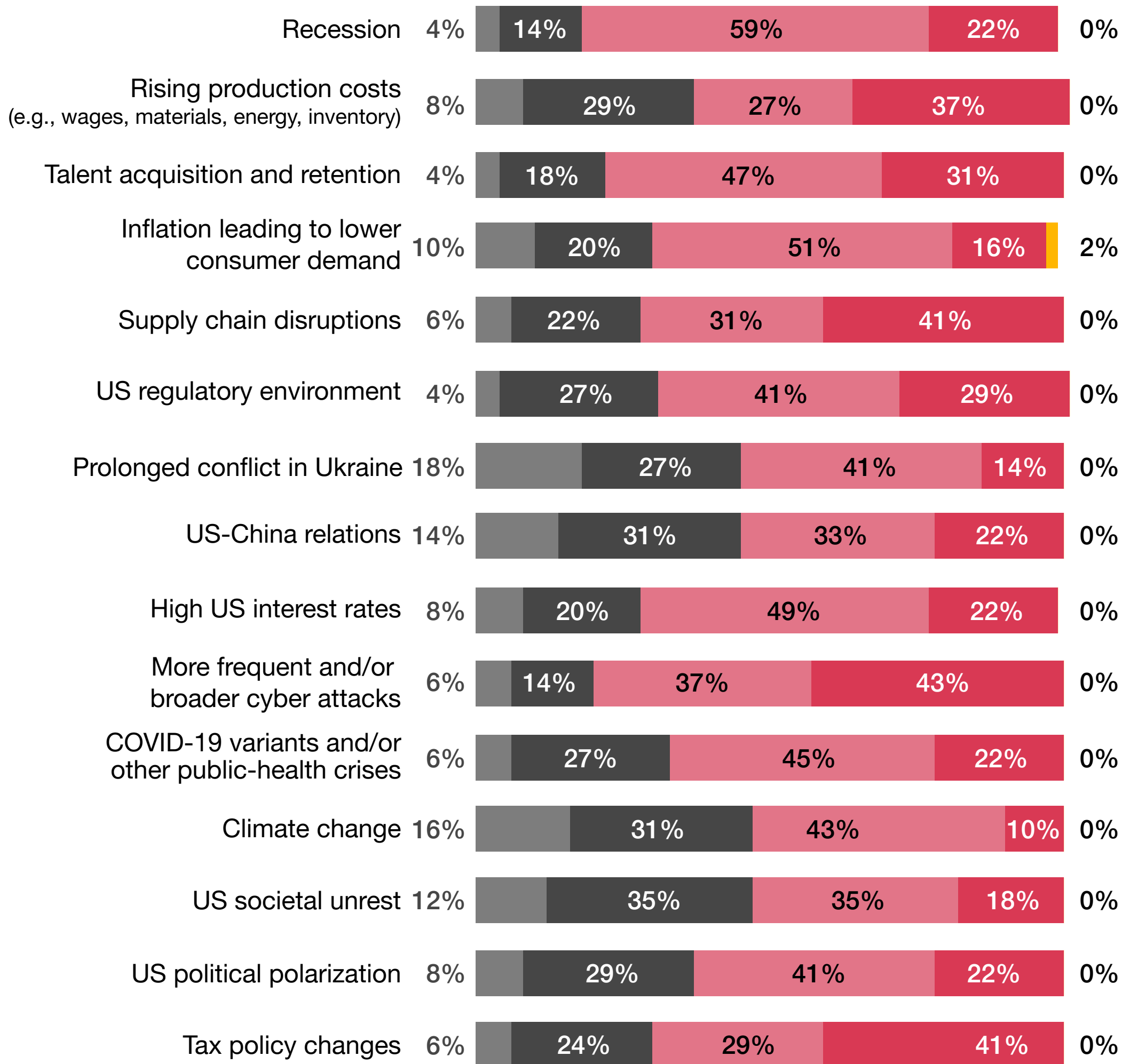
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, FS base of 162

Health industries

To what extent do each of the following pose a risk to your company?

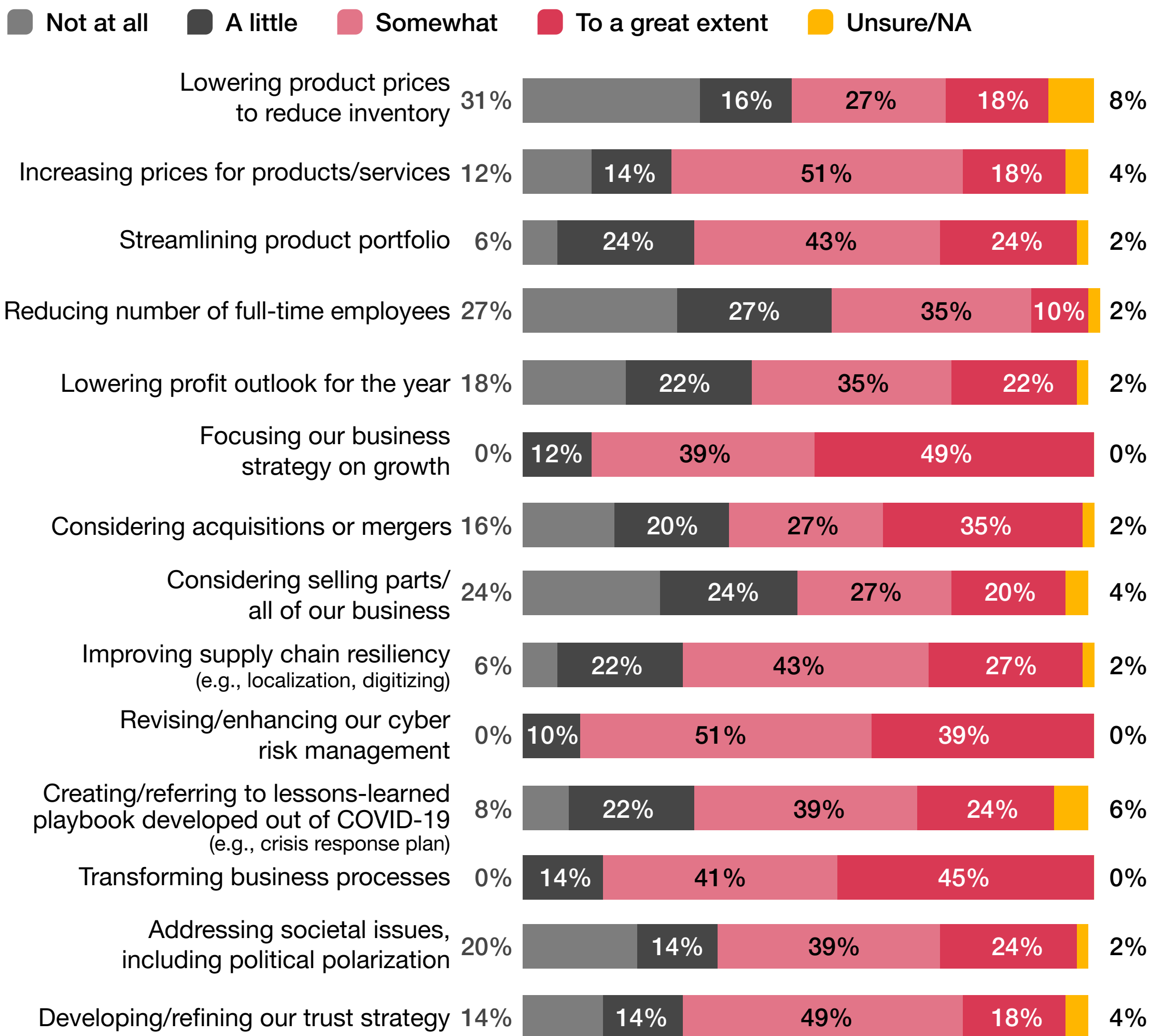
Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, HI base of 49

Health industries

As a result of the current business environment, to what extent is your company doing any of the following?

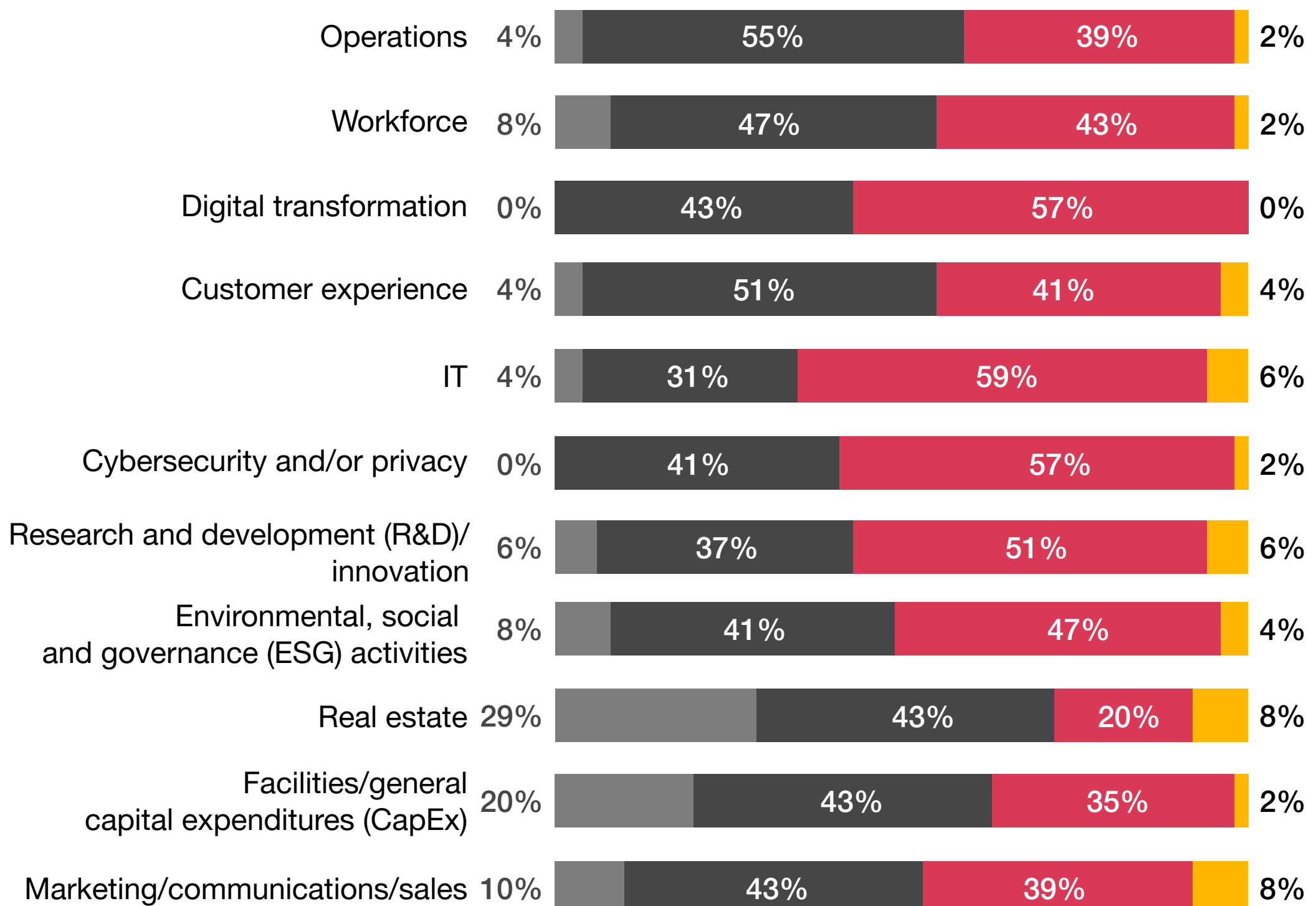


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022; base of 722, HI base of 49

Health industries

What changes is your company planning to make in the following areas of your business in the next 12 months?

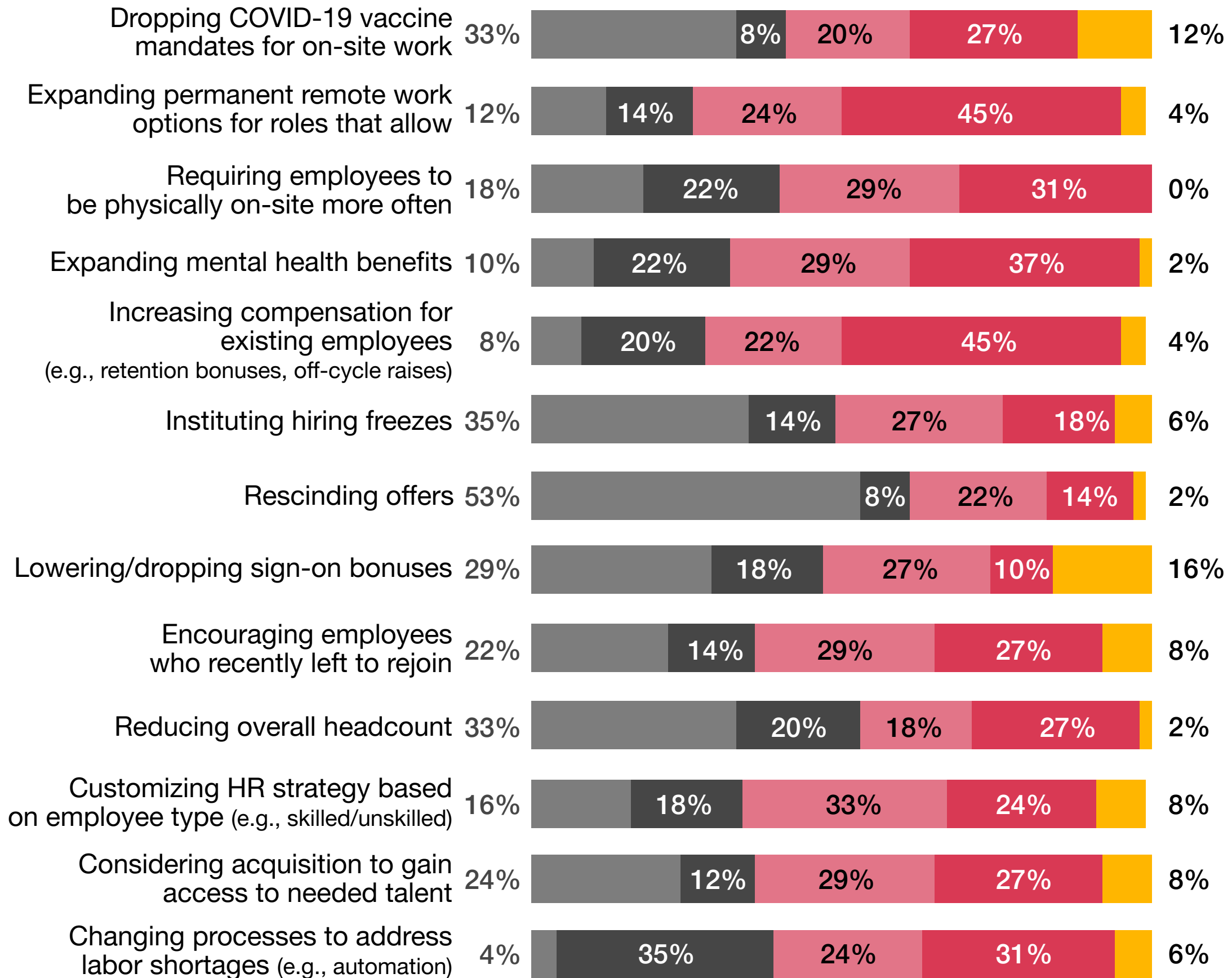
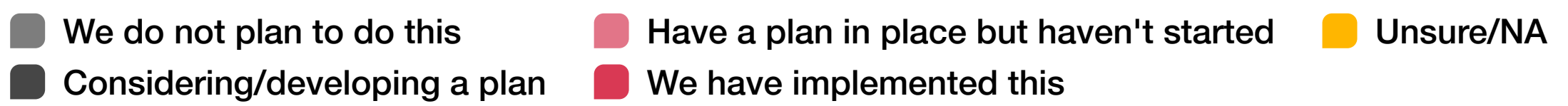
Decrease investment
 Maintain current investment
 Increase investment
 Unsure/NA



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, HI base of 49

Health industries

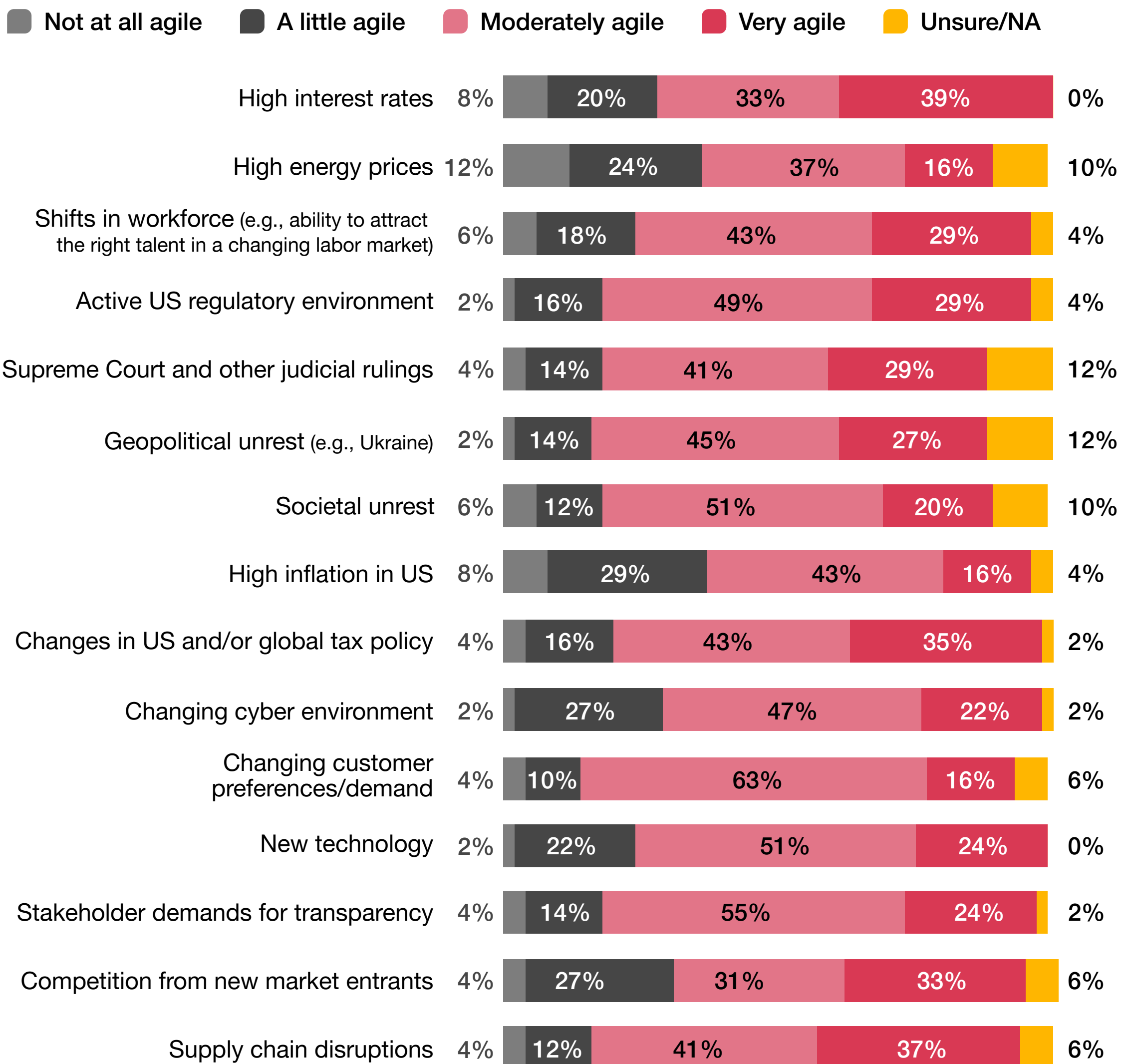
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, HI base of 49

Health industries

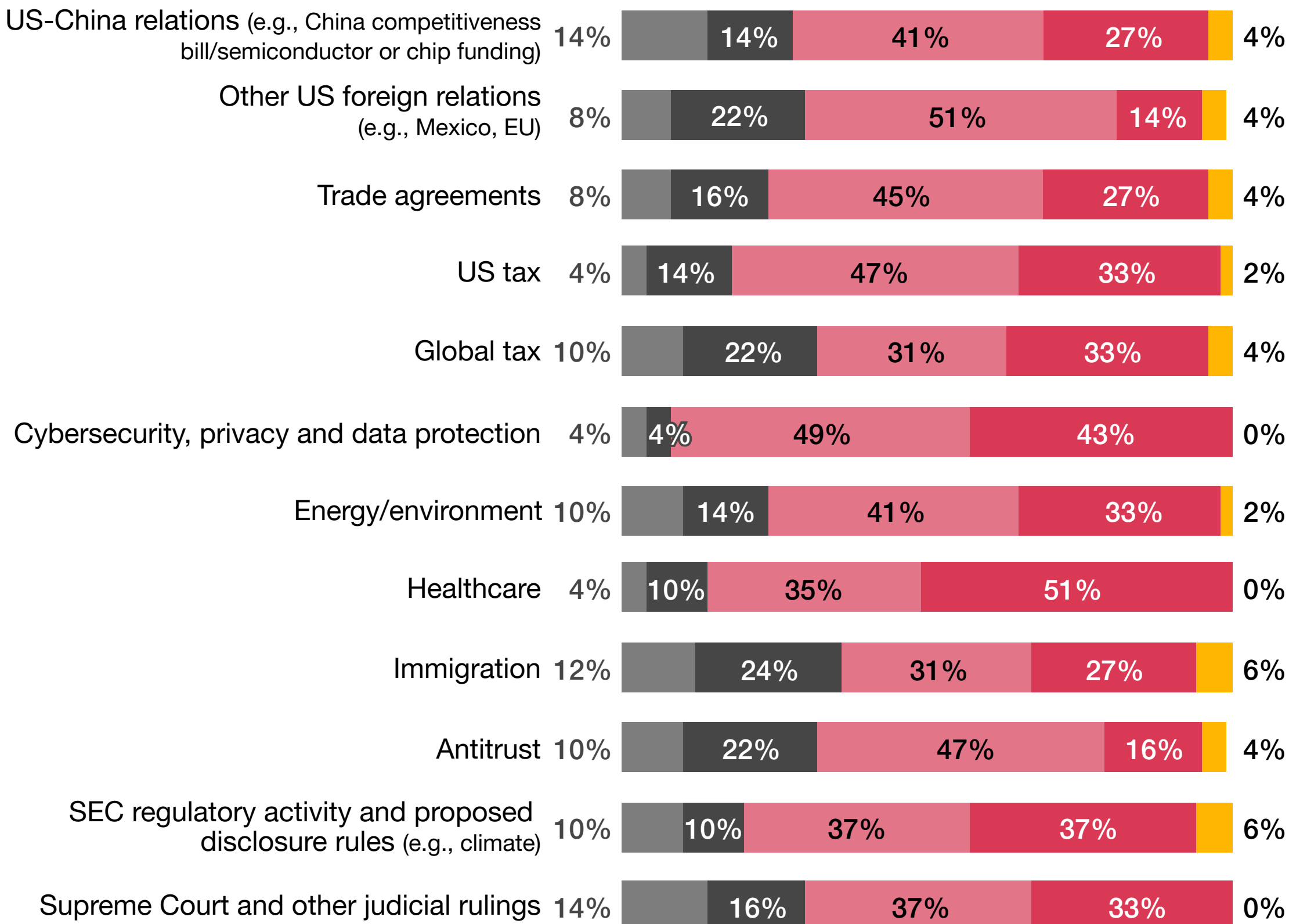
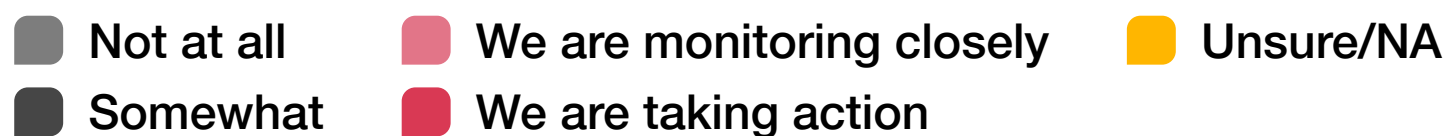
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, HI base of 49

Health industries

To what extent are each of the following policy areas on your company's radar?

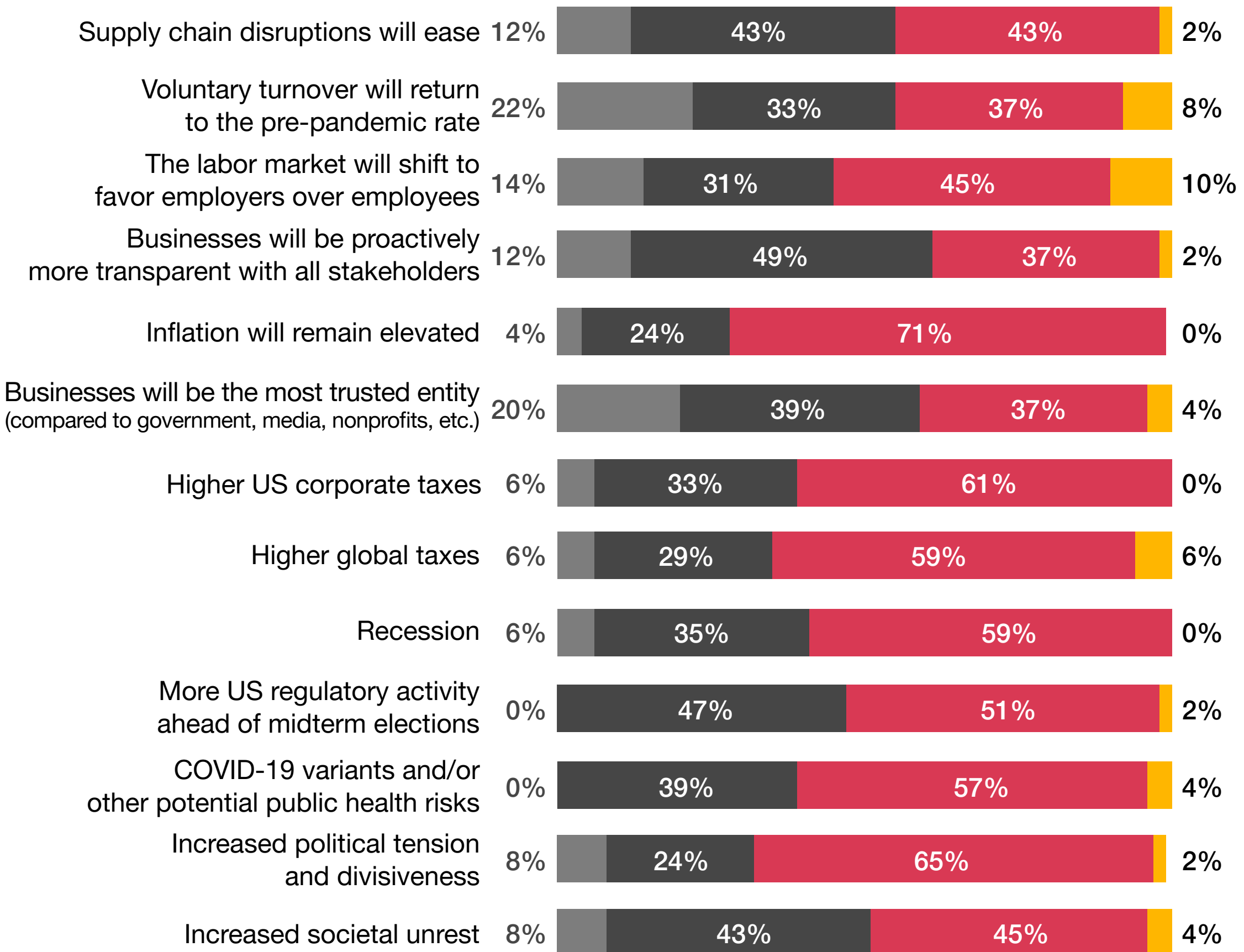


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, HI base of 49

Health industries

In your opinion, what is the likelihood of each of the following in the next 12 months?

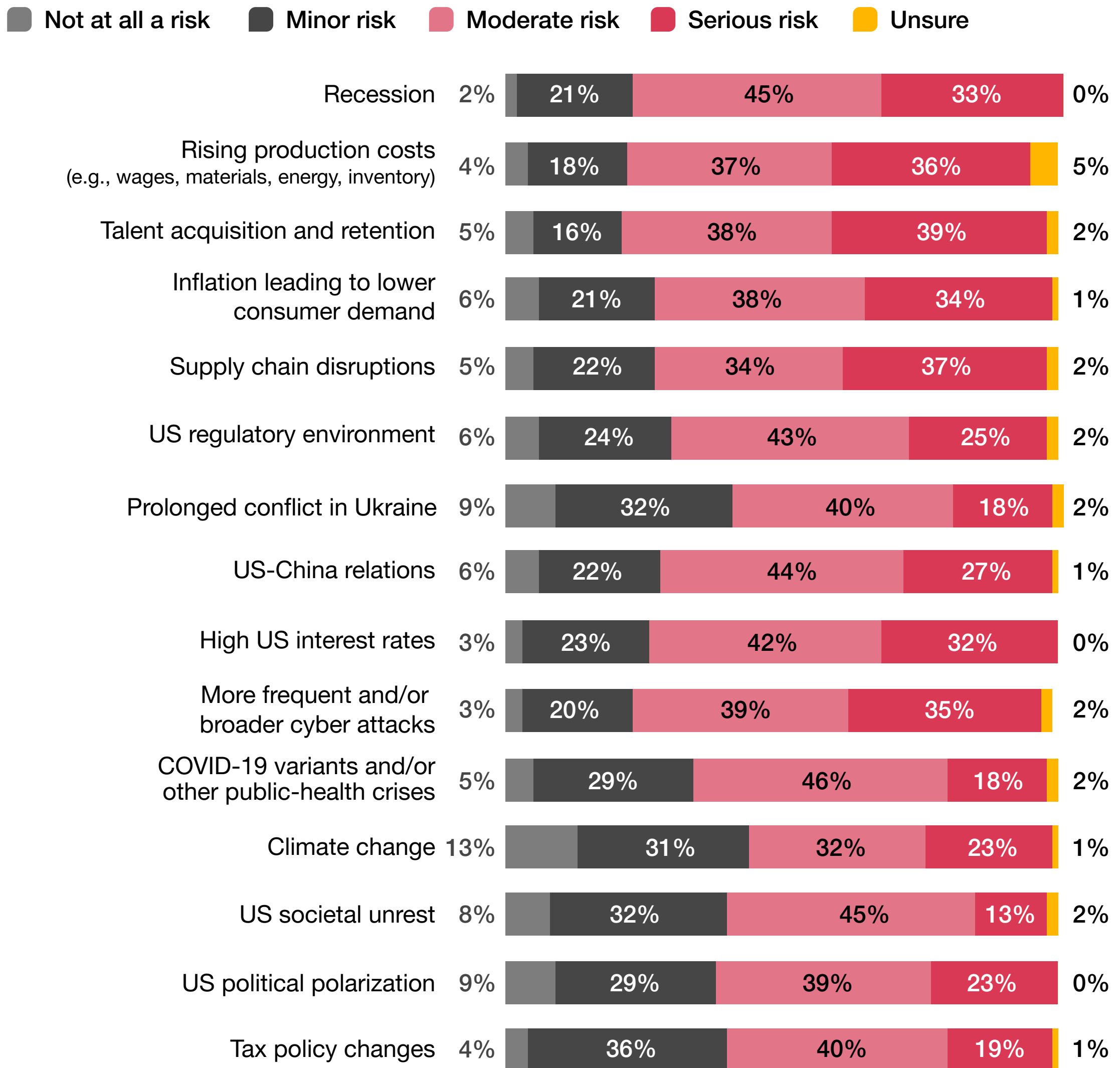
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, HI base of 49

Industrial products

To what extent do each of the following pose a risk to your company?



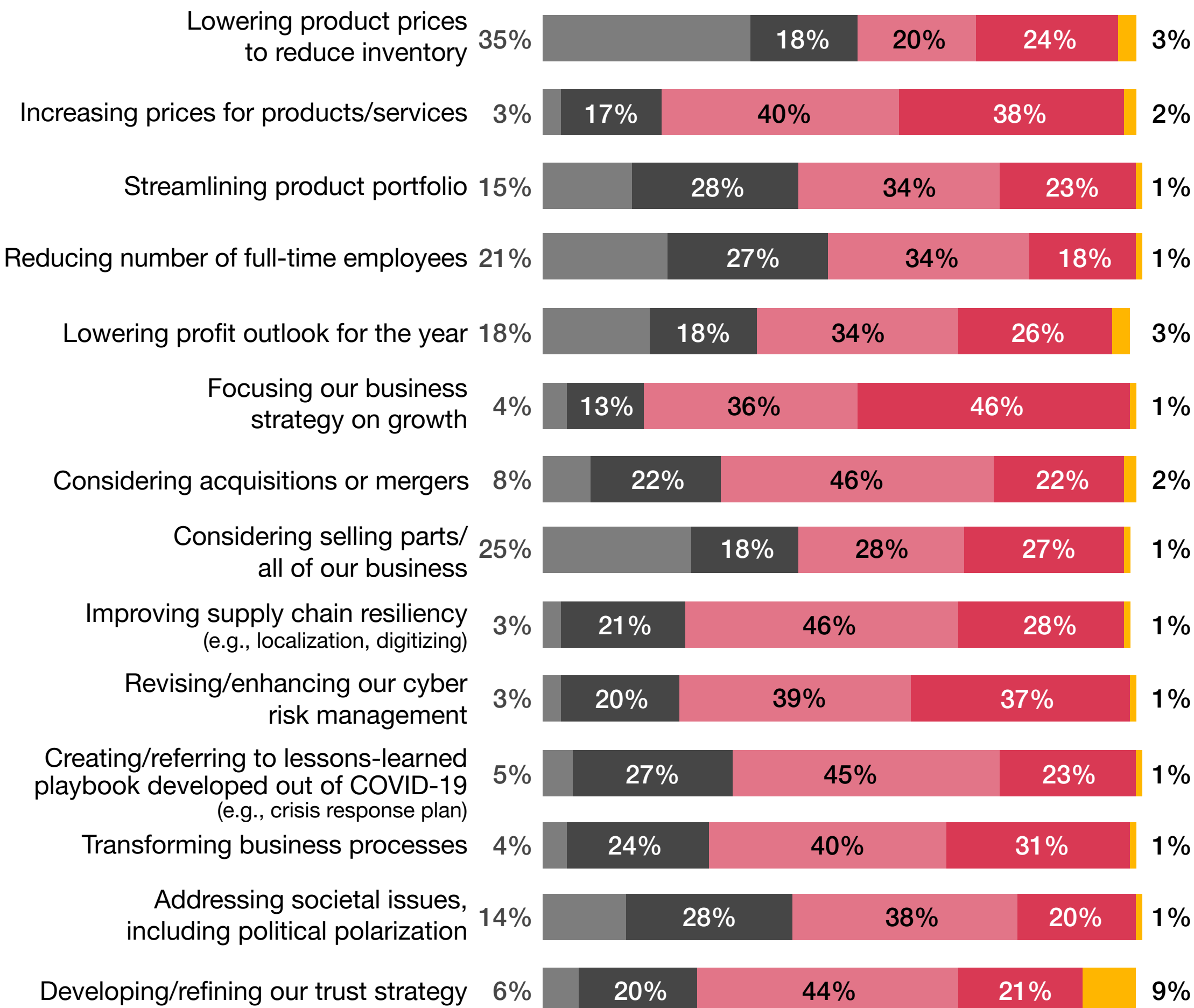
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, IP base of 173

Industrial products

As a result of the current business environment, to what extent is your company doing any of the following?

Not at all
 A little
 Somewhat
 To a great extent
 Unsure/NA

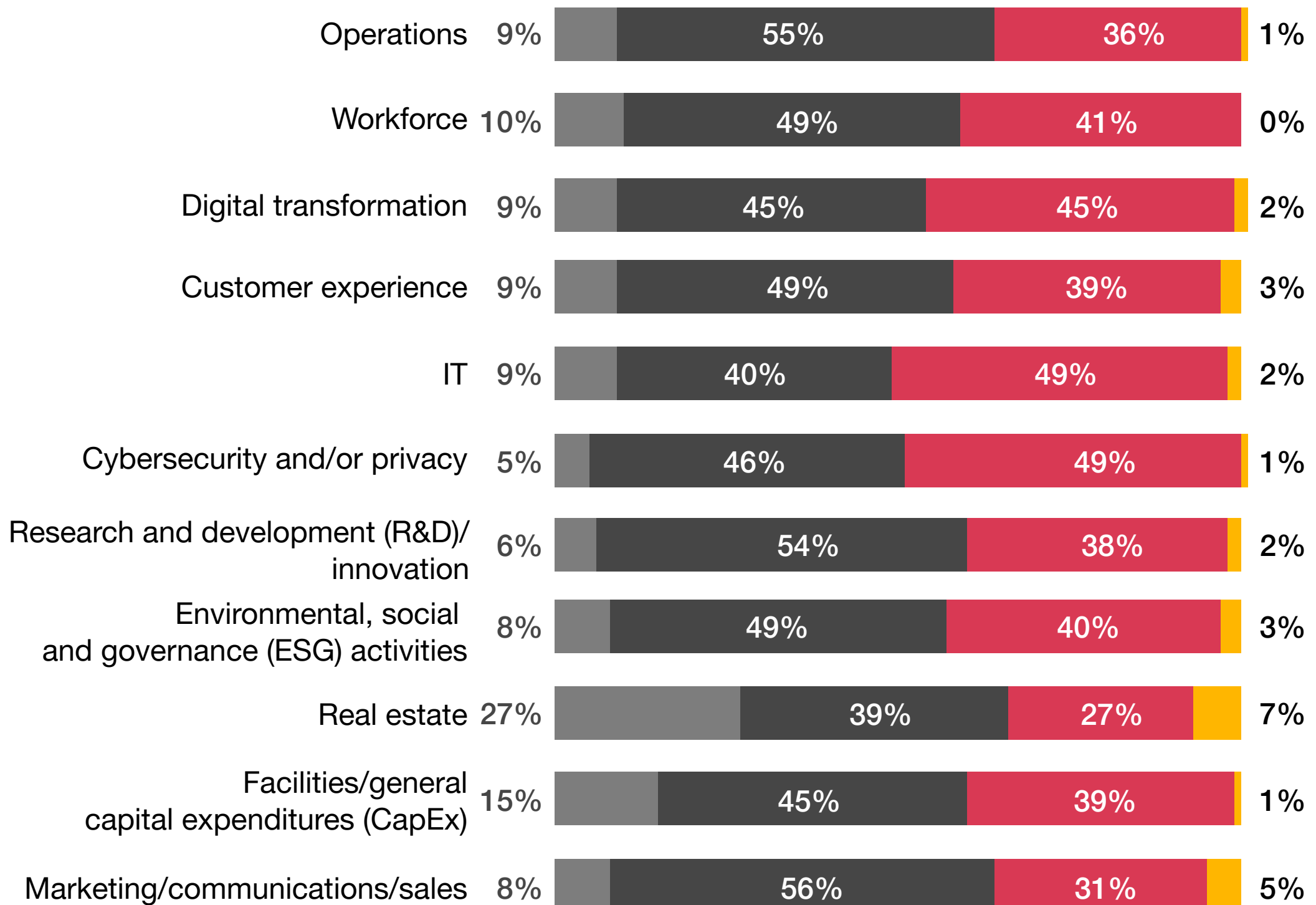


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, IP base of 173

Industrial products

What changes is your company planning to make in the following areas of your business in the next 12 months?

■ Decrease investment ■ Maintain current investment ■ Increase investment ■ Unsure/NA

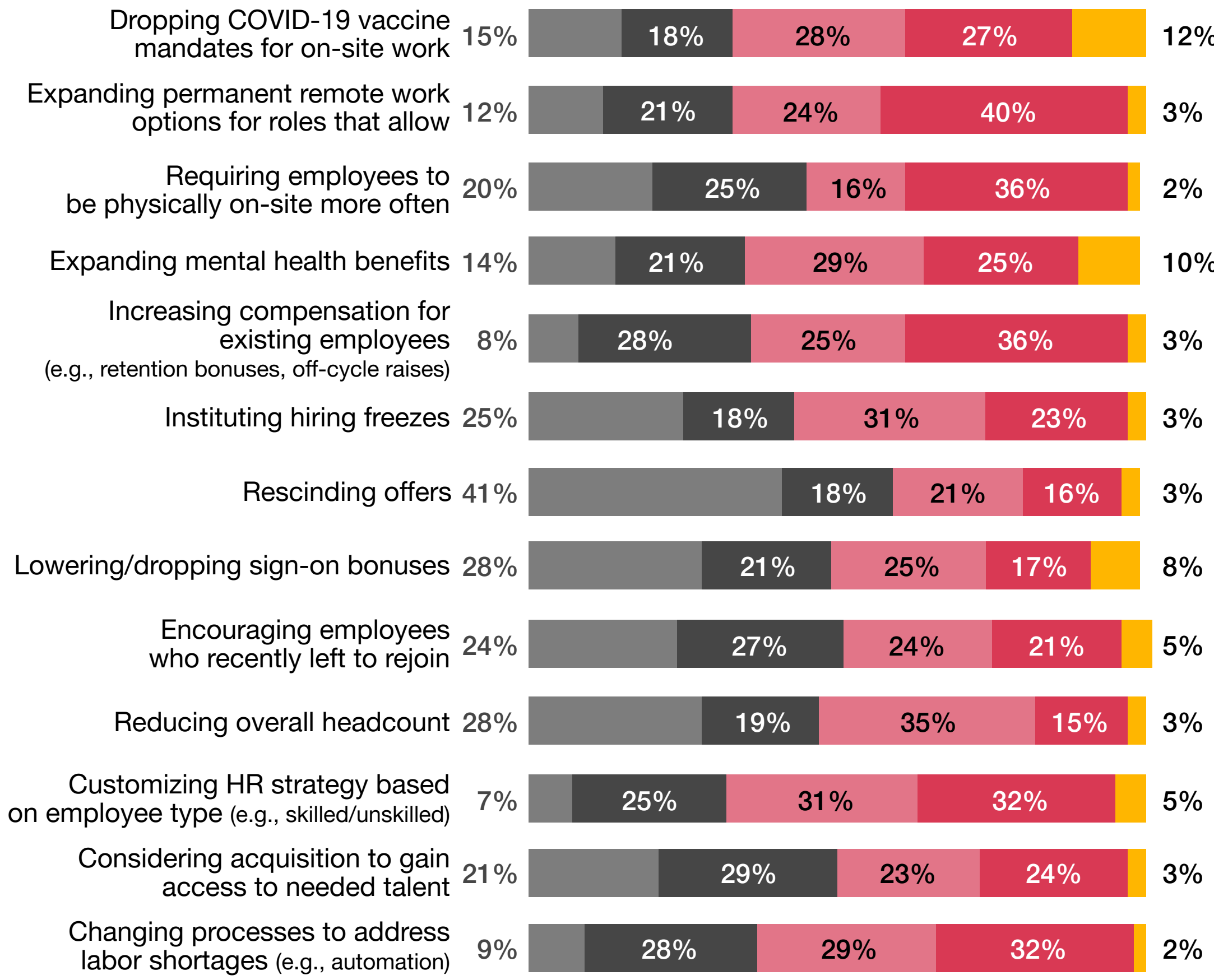
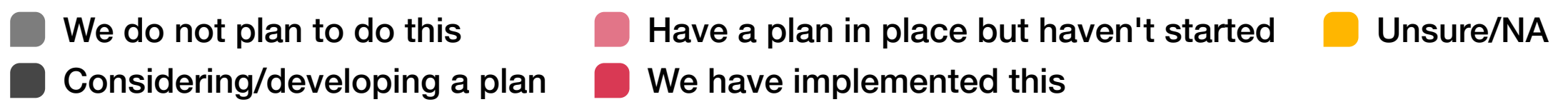


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, IP base of 173

Industrial products

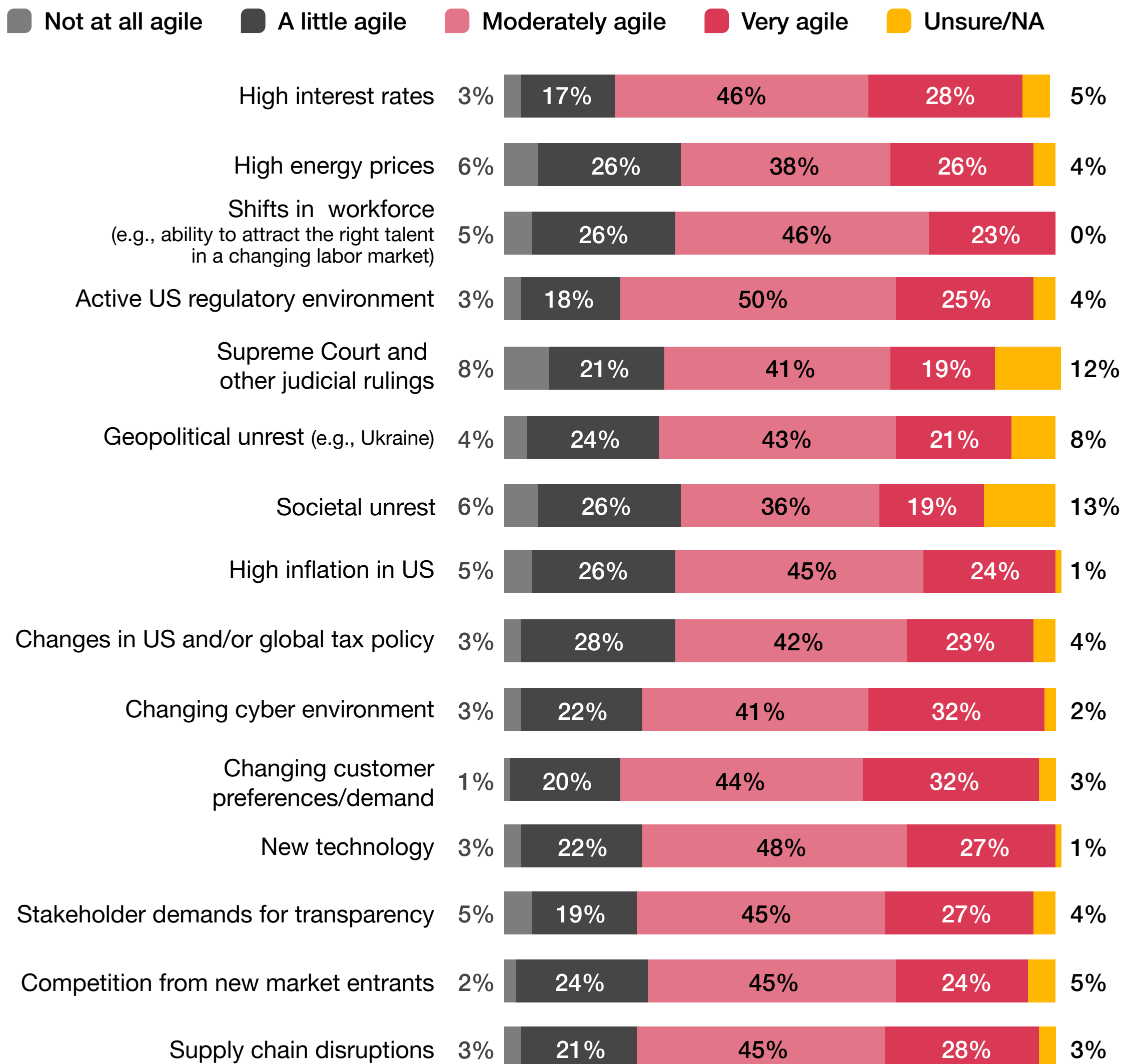
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, IP base of 173

Industrial products

How agile is your company when changing business strategy to address the following?

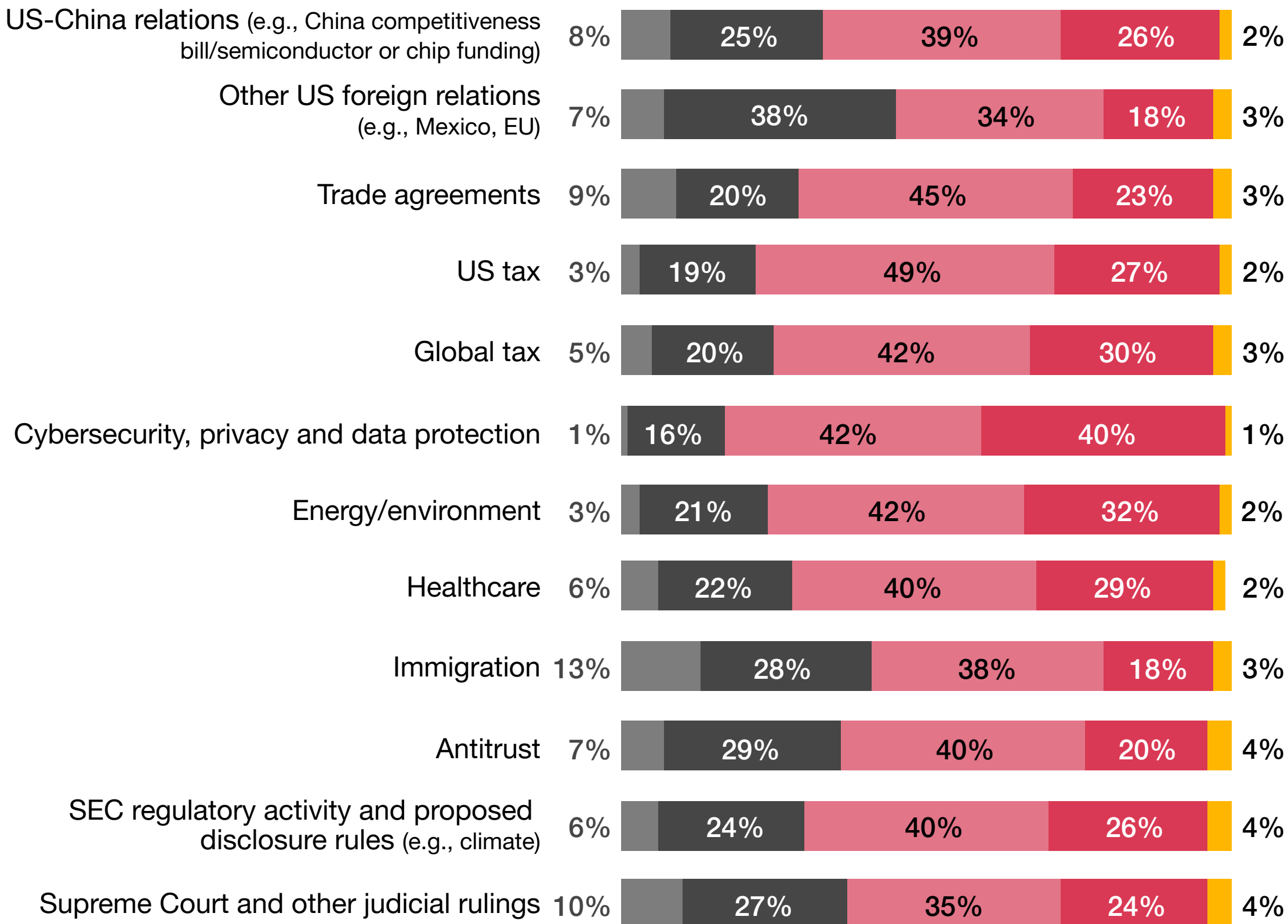


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, IP base of 173

Industrial products

To what extent are each of the following policy areas on your company's radar?

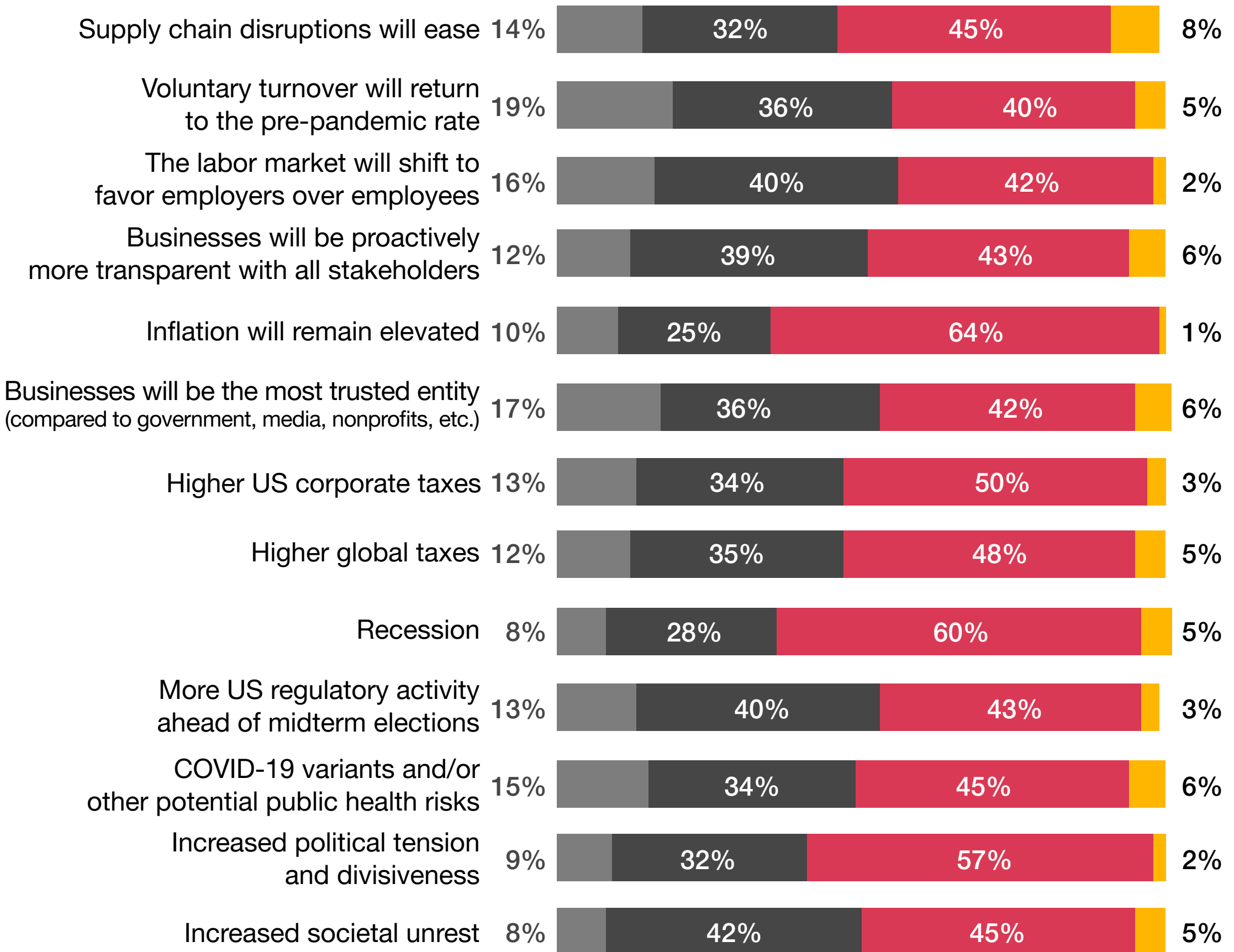


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, IP base of 173

Industrial products

In your opinion, what is the likelihood of each of the following in the next 12 months?

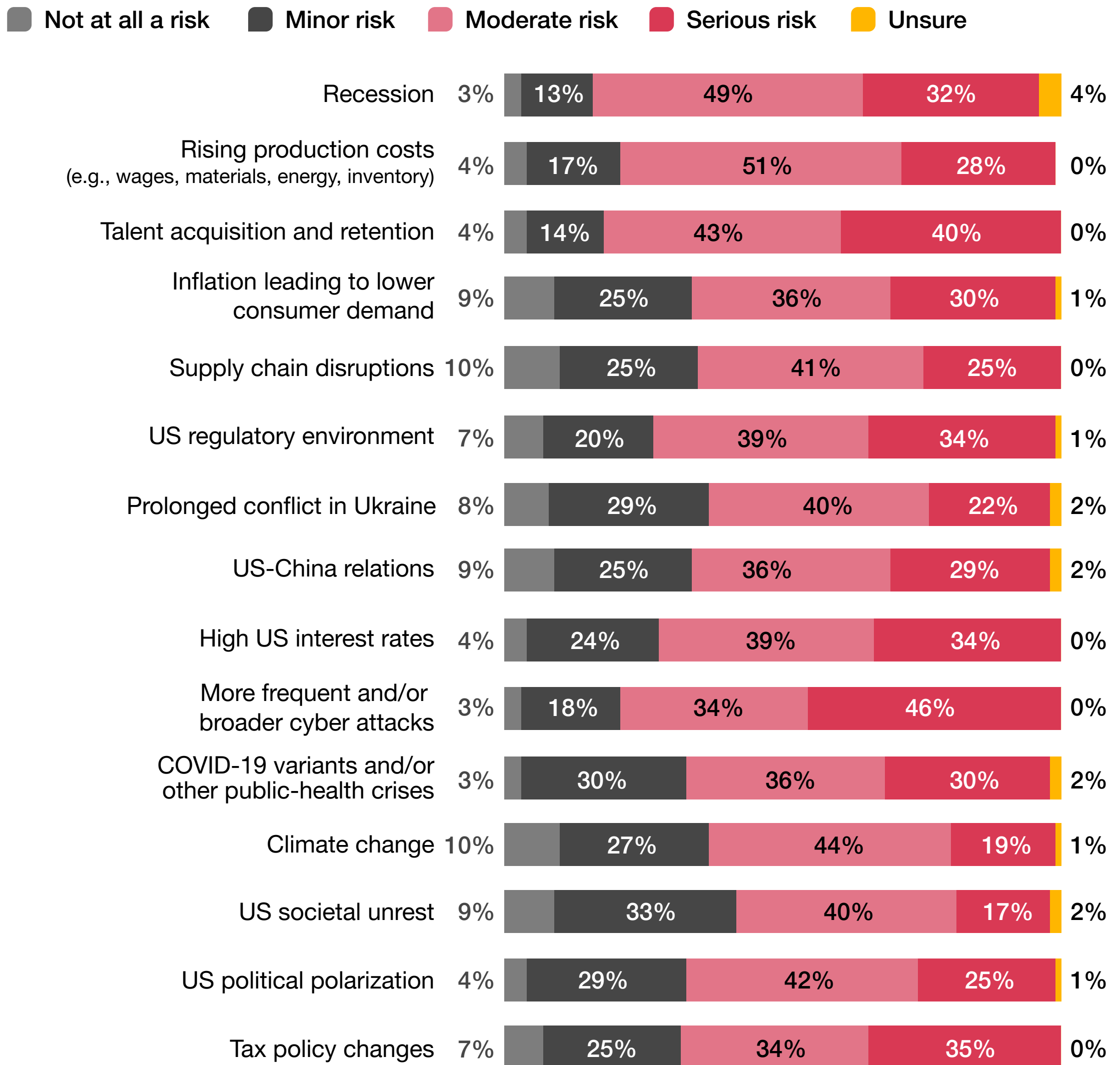
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, IP base of 173

Technology, media and telecommunications

To what extent do each of the following pose a risk to your company?

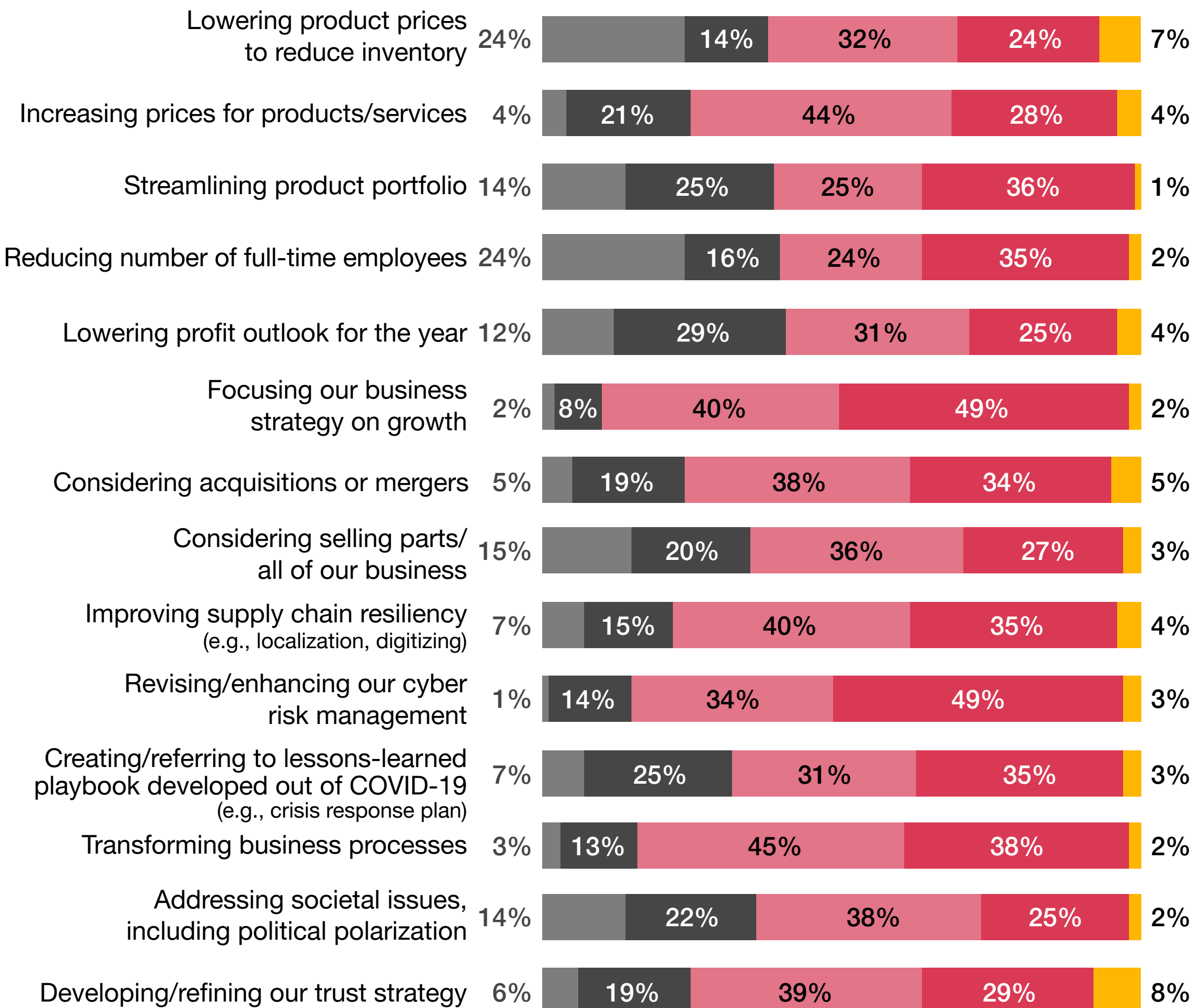


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, TMT base of 101

Technology, media and telecommunications

As a result of the current business environment, to what extent is your company doing any of the following?

Not at all
 A little
 Somewhat
 To a great extent
 Unsure/NA

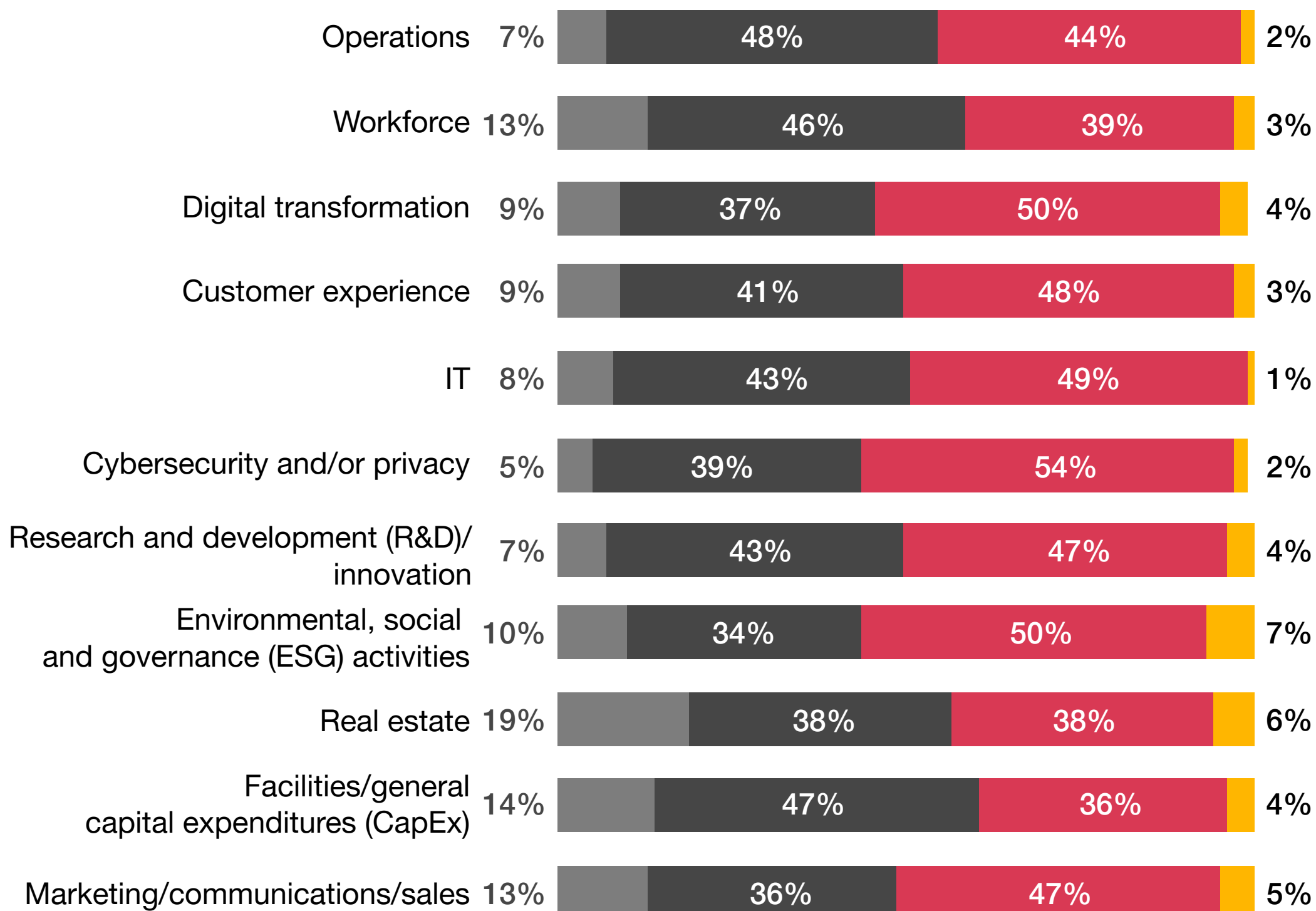


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, HI base of 49

Technology, media and telecommunications

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase Investment Unsure/NA



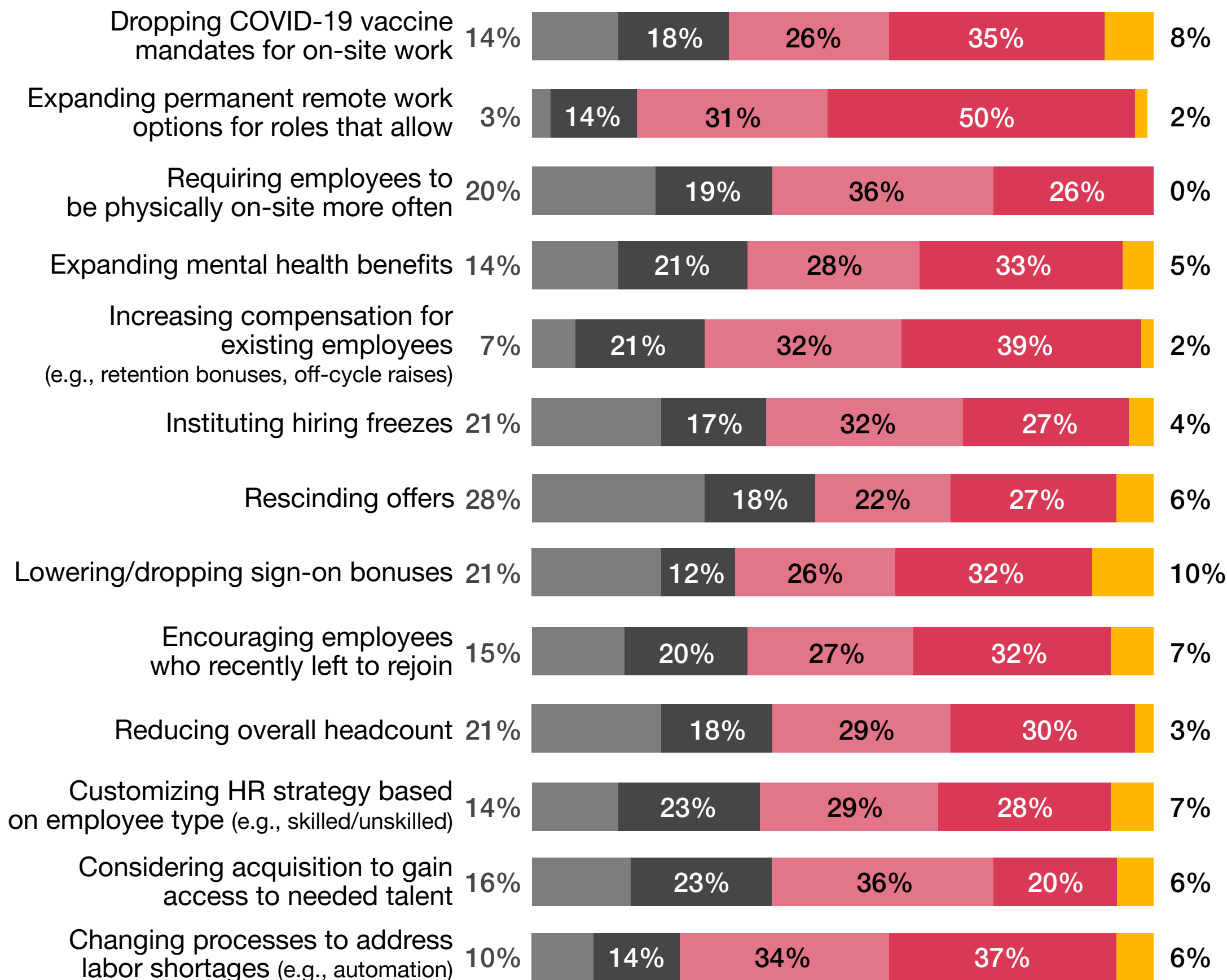
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, TMT base of 101

Technology, media and telecommunications

How is your company addressing each of the following aspects of your workforce policy?

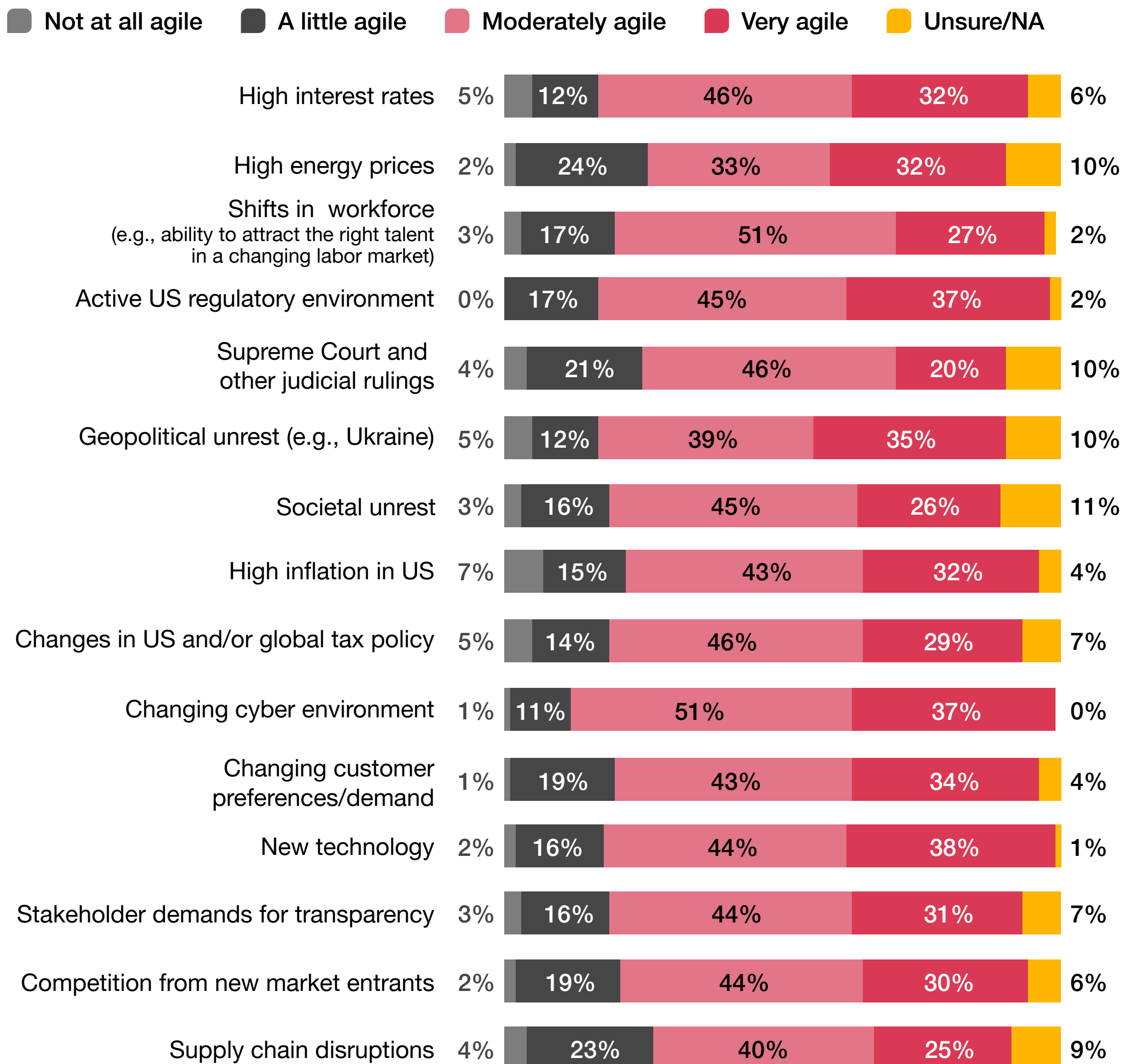
- We do not plan to do this
- Have a plan in place but haven't started
- Unsure/NA
- Considering/developing a plan
- We have implemented this



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, TMT base of 101

Technology, media and telecommunications

How agile is your company when changing business strategy to address the following?

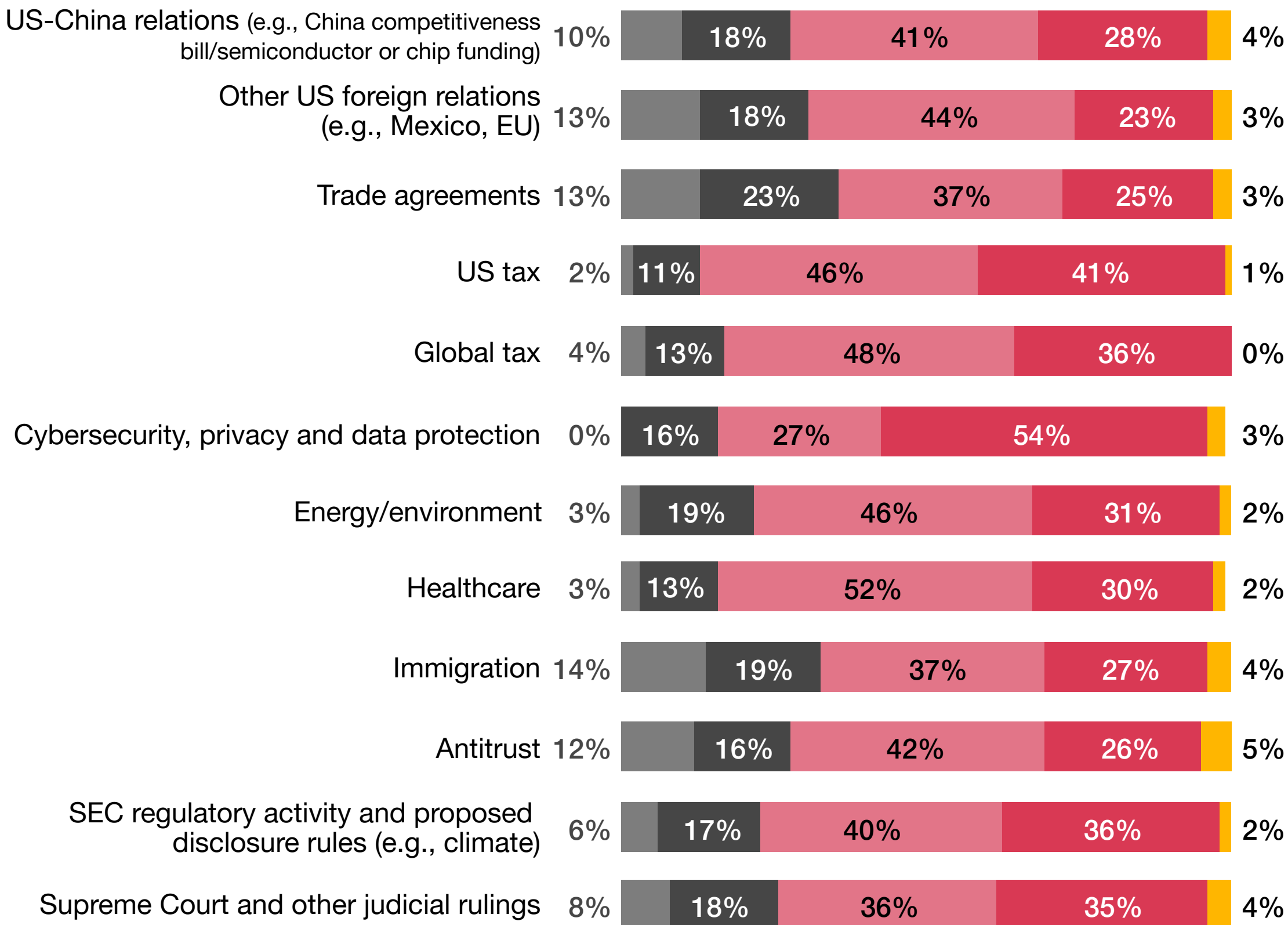


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, TMT base of 101

Technology, media and telecommunications

To what extent are each of the following policy areas on your company's radar?

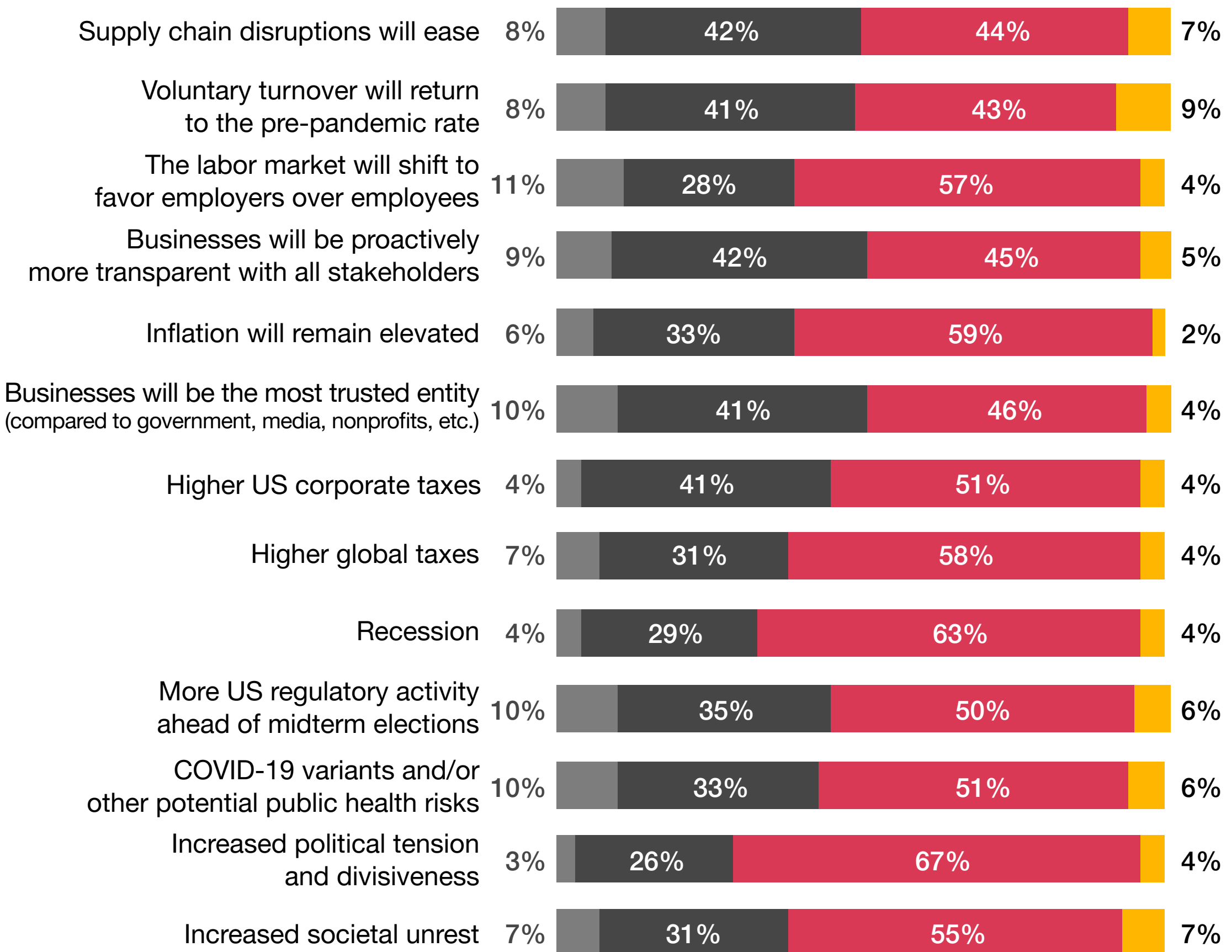


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, TMT base of 101

Technology, media and telecommunications

In your opinion, what is the likelihood of each of the following in the next 12 months?

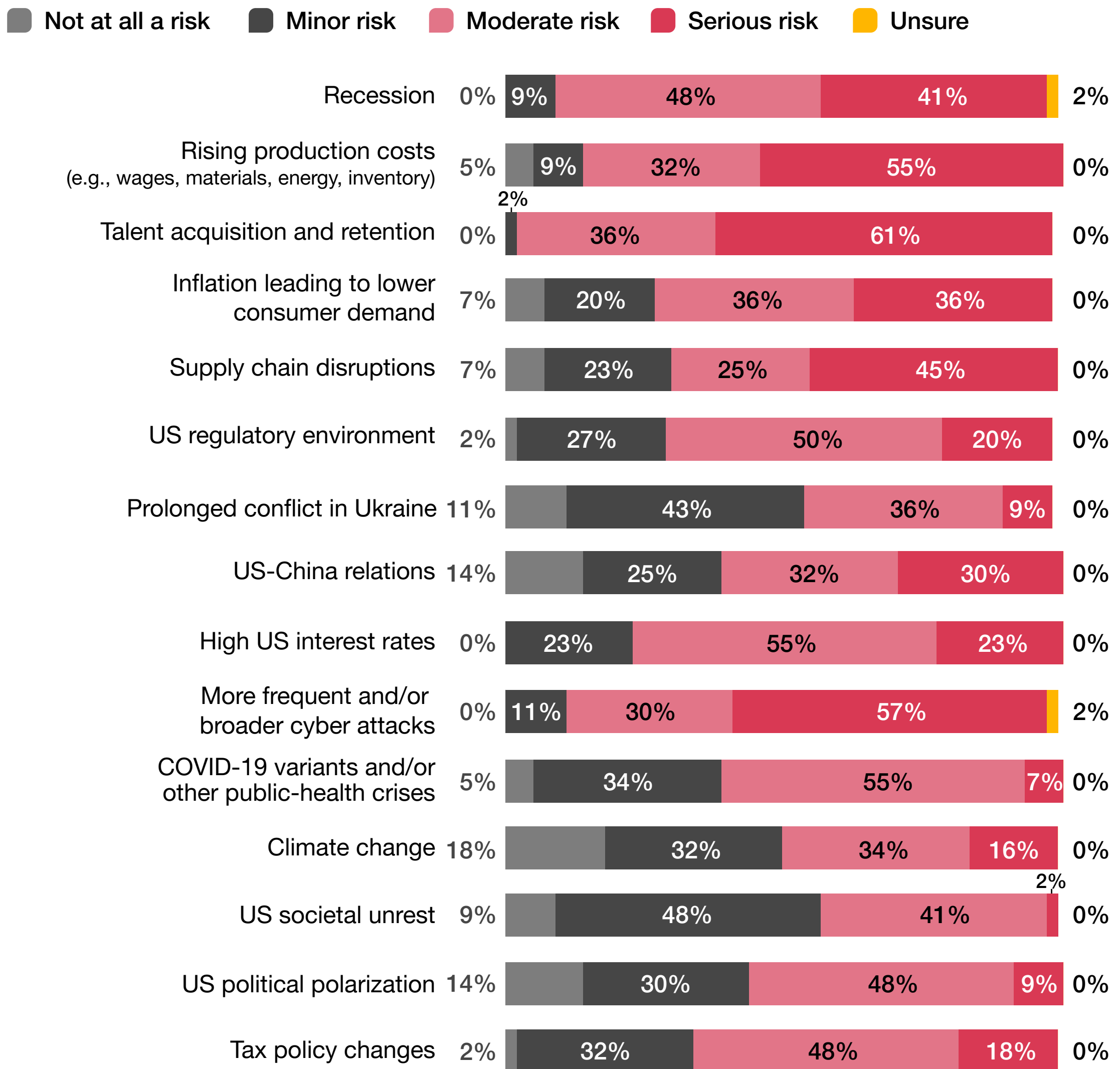
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, TMT base of 101

Private companies

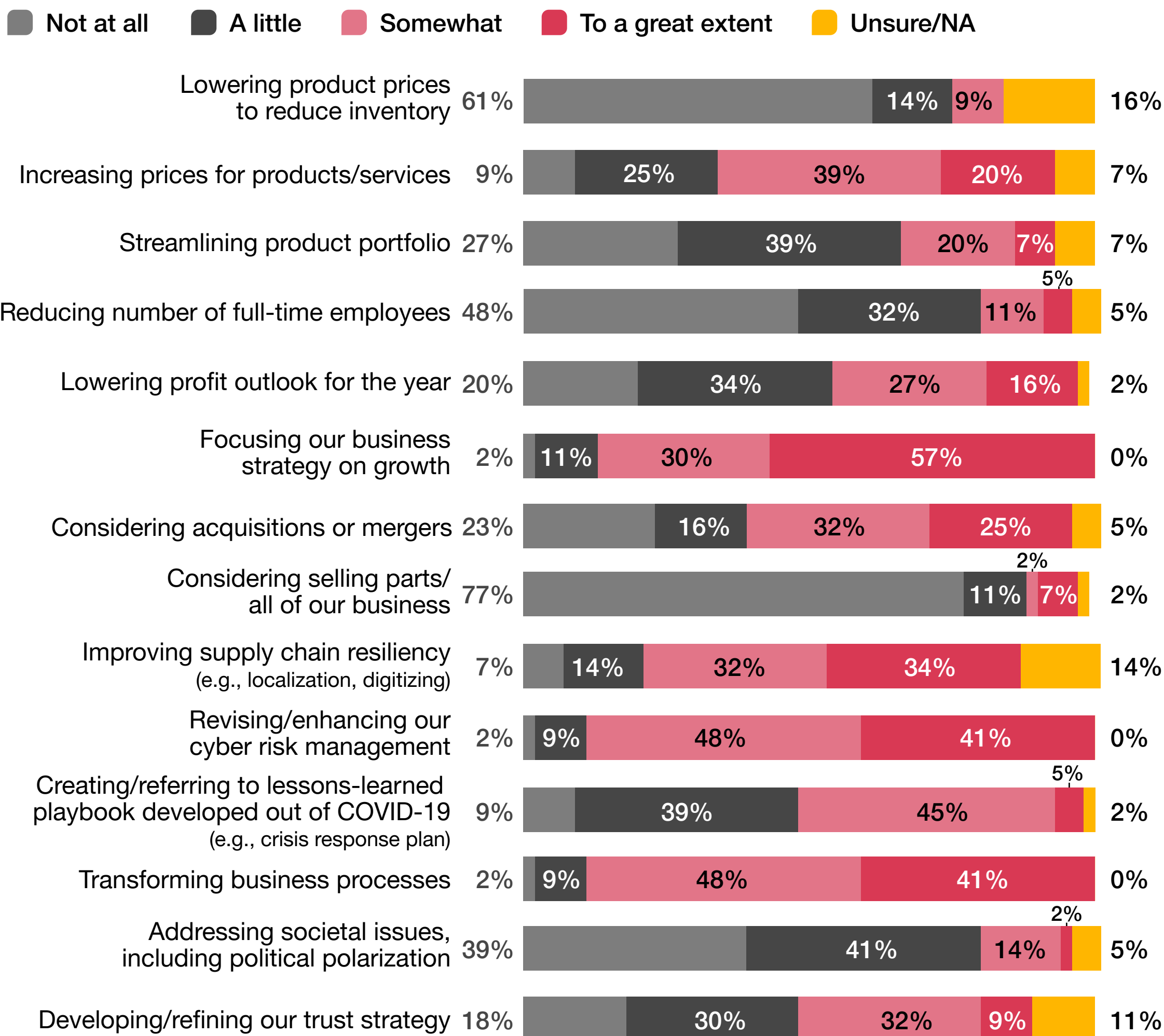
To what extent do each of the following pose a risk to your company?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Private companies

As a result of the current business environment, to what extent is your company doing any of the following?

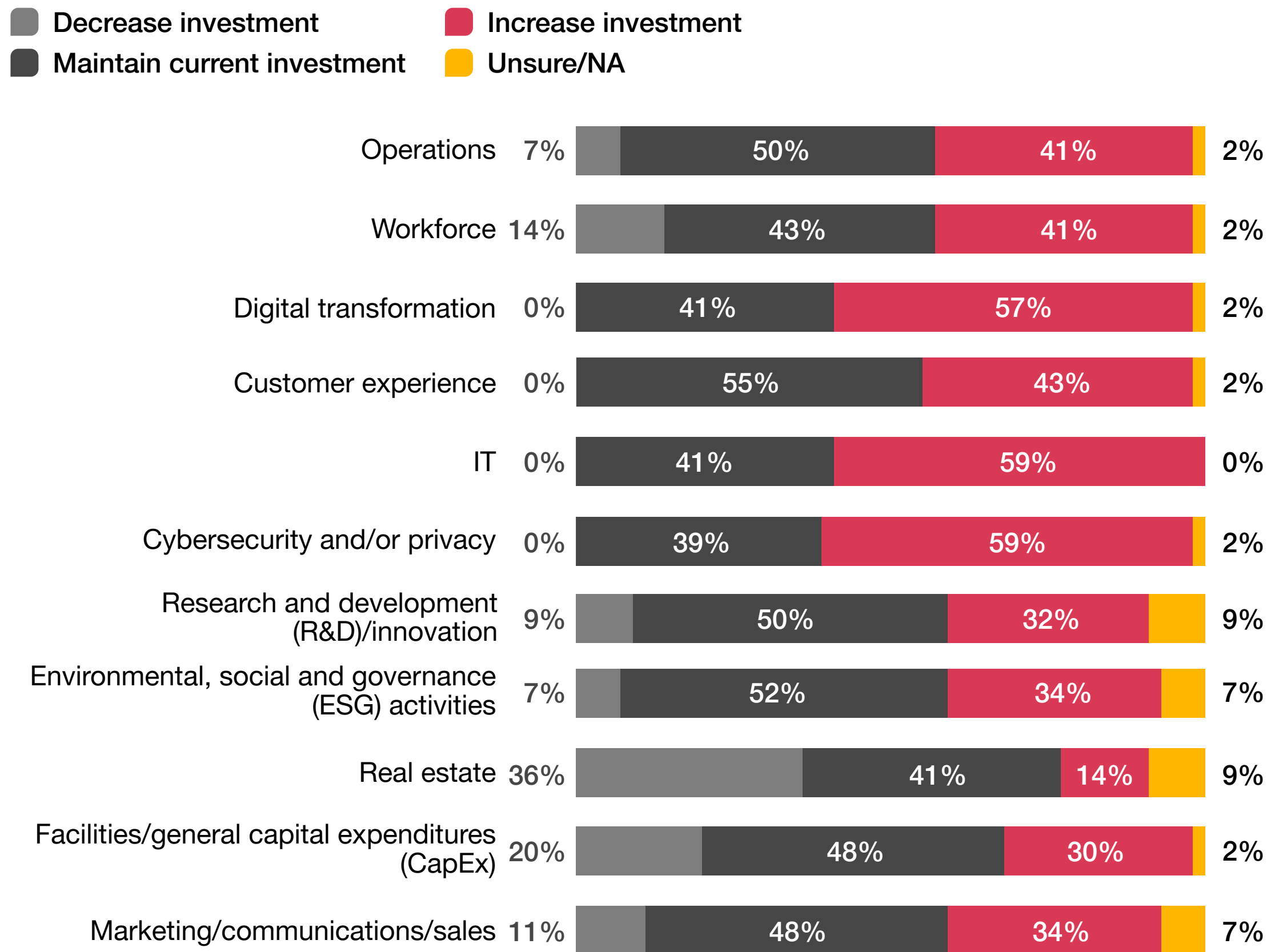


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Private companies

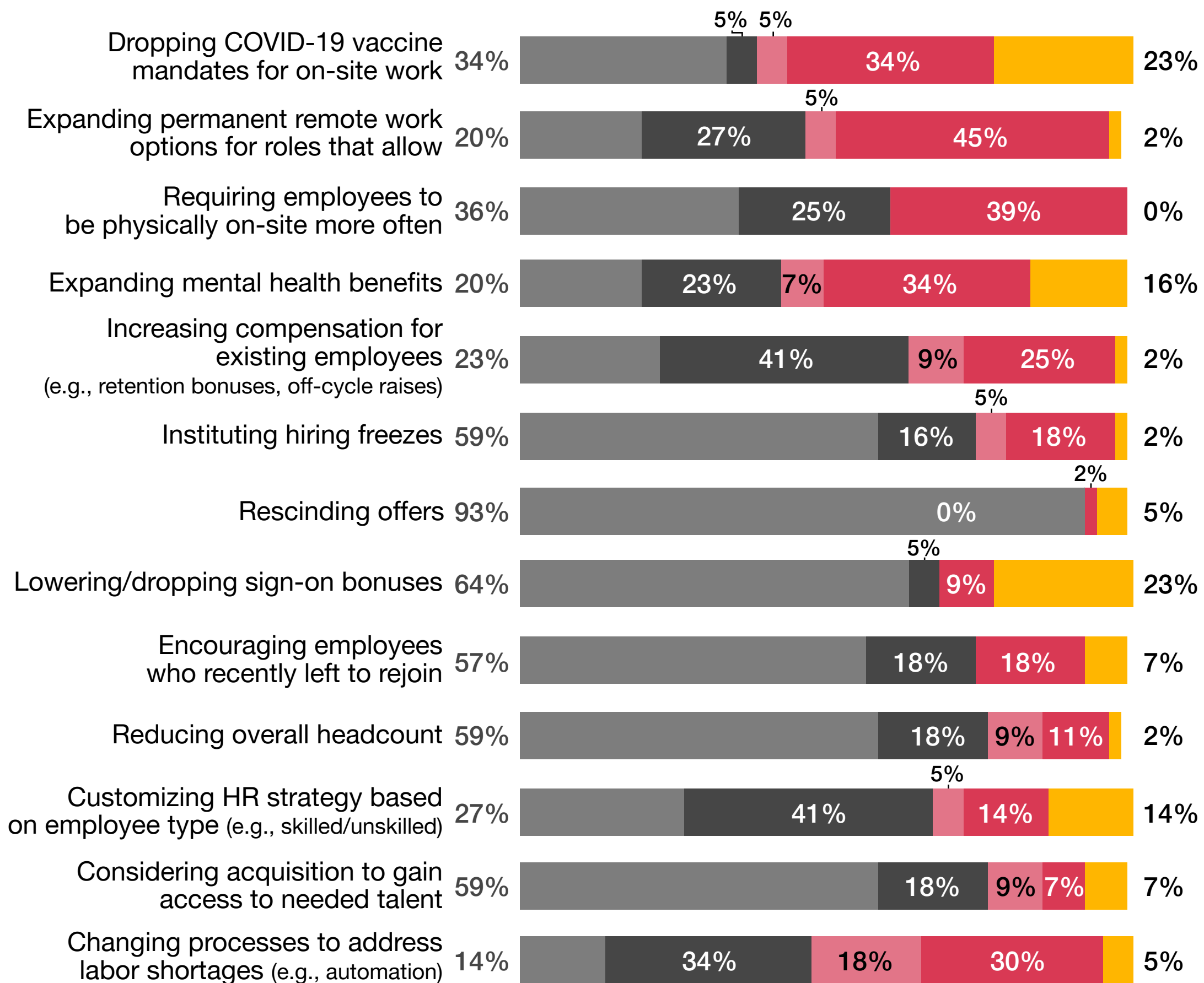
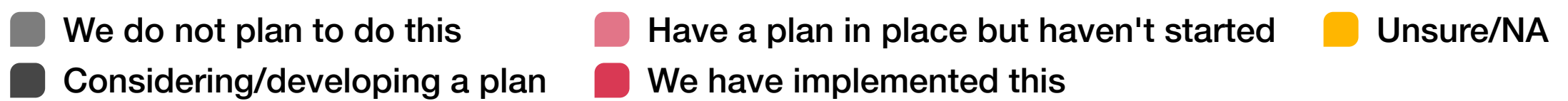
What changes is your company planning to make in the following areas of your business in the next 12 months?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Private companies

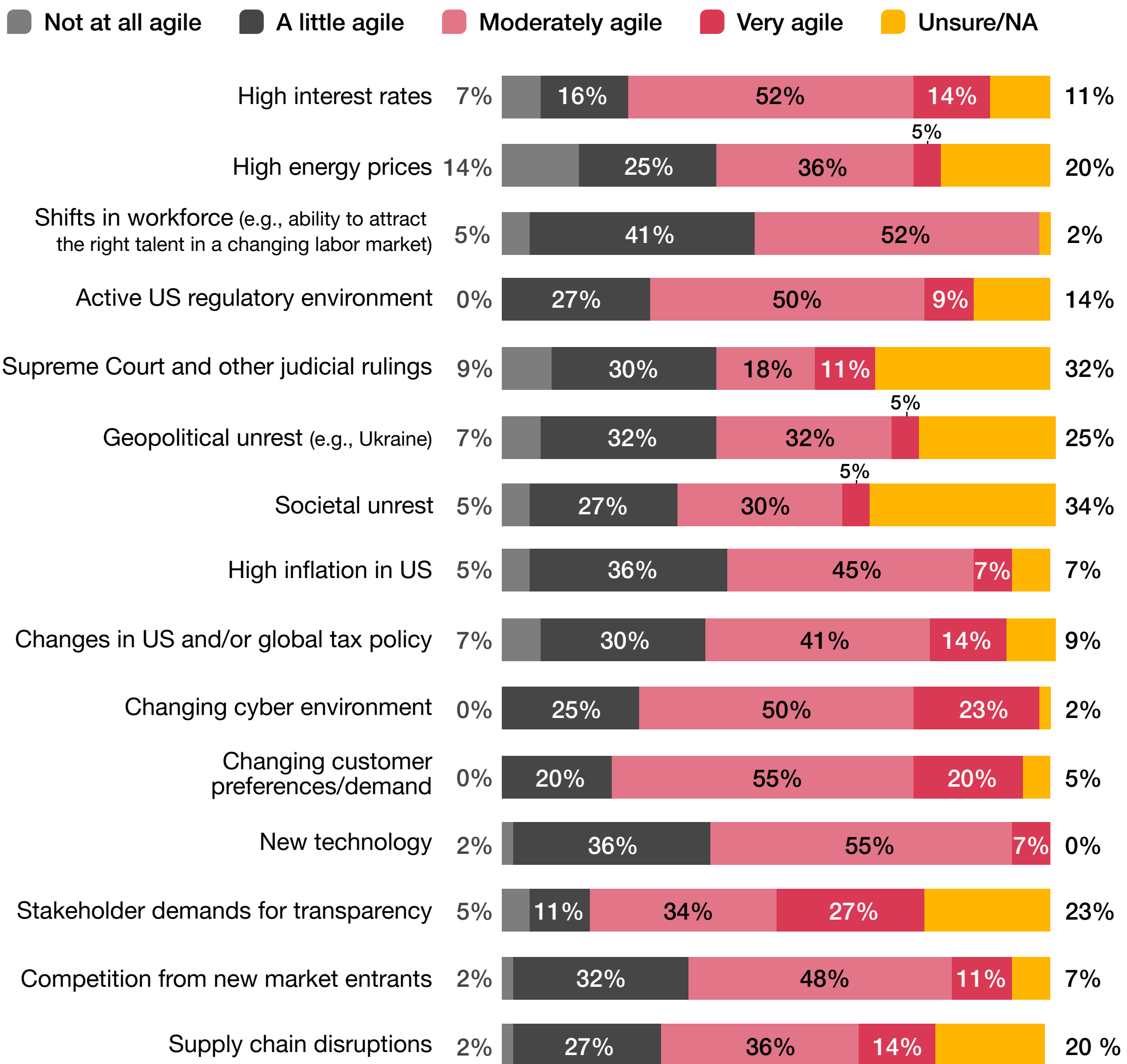
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Private companies

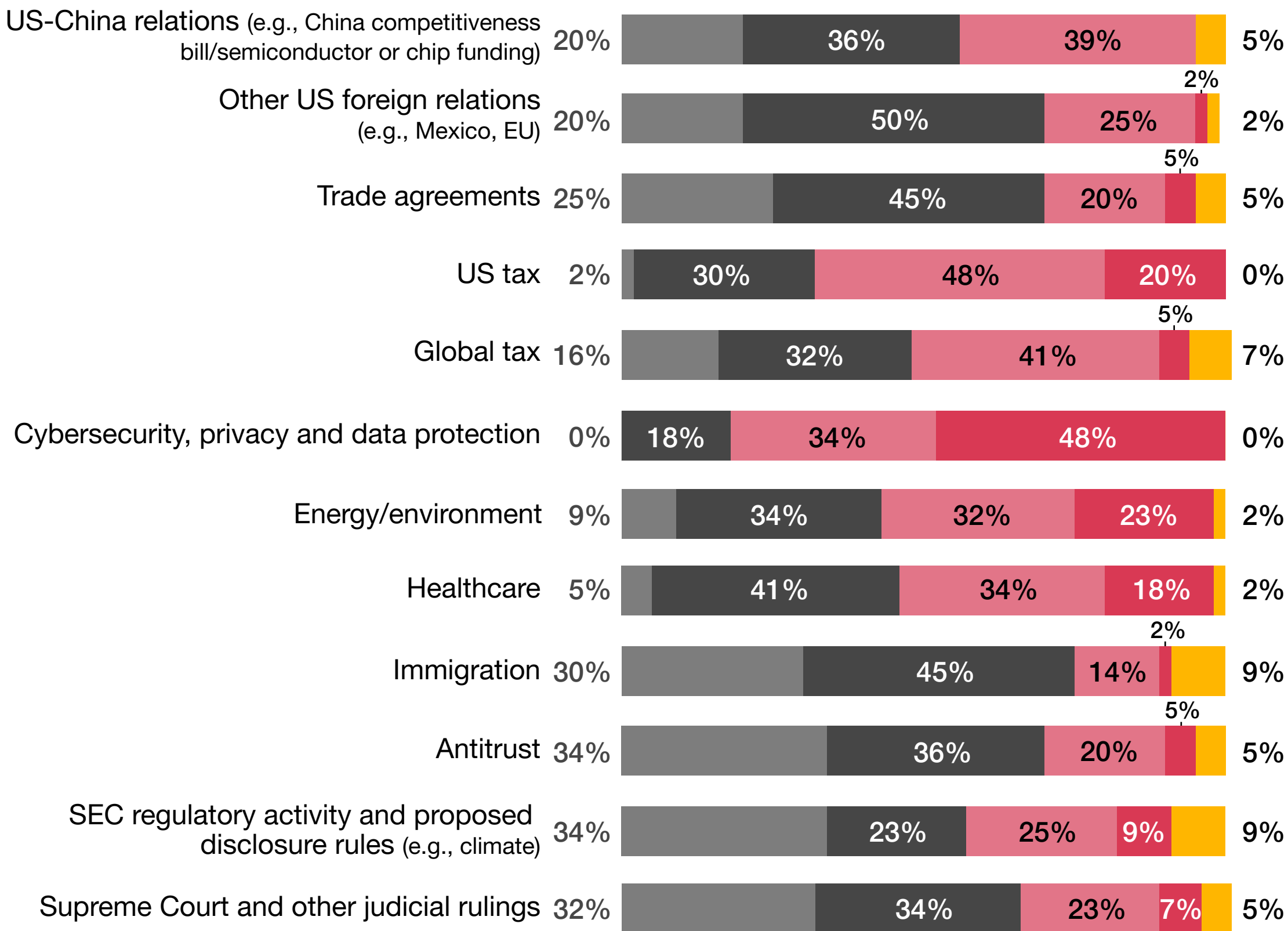
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Private companies

To what extent are each of the following policy areas on your company's radar?



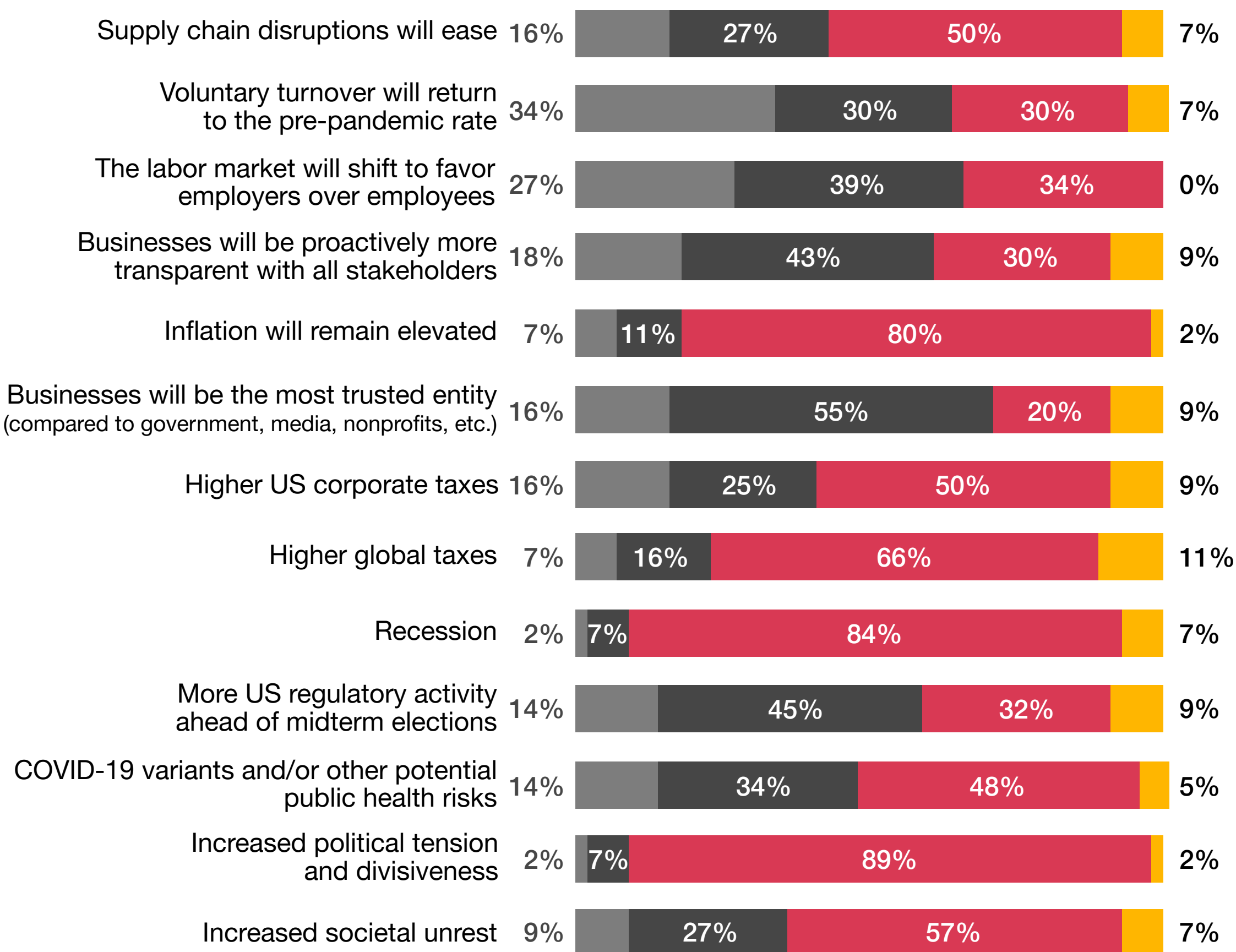
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Private companies

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely Neither/nor Likely Unsure

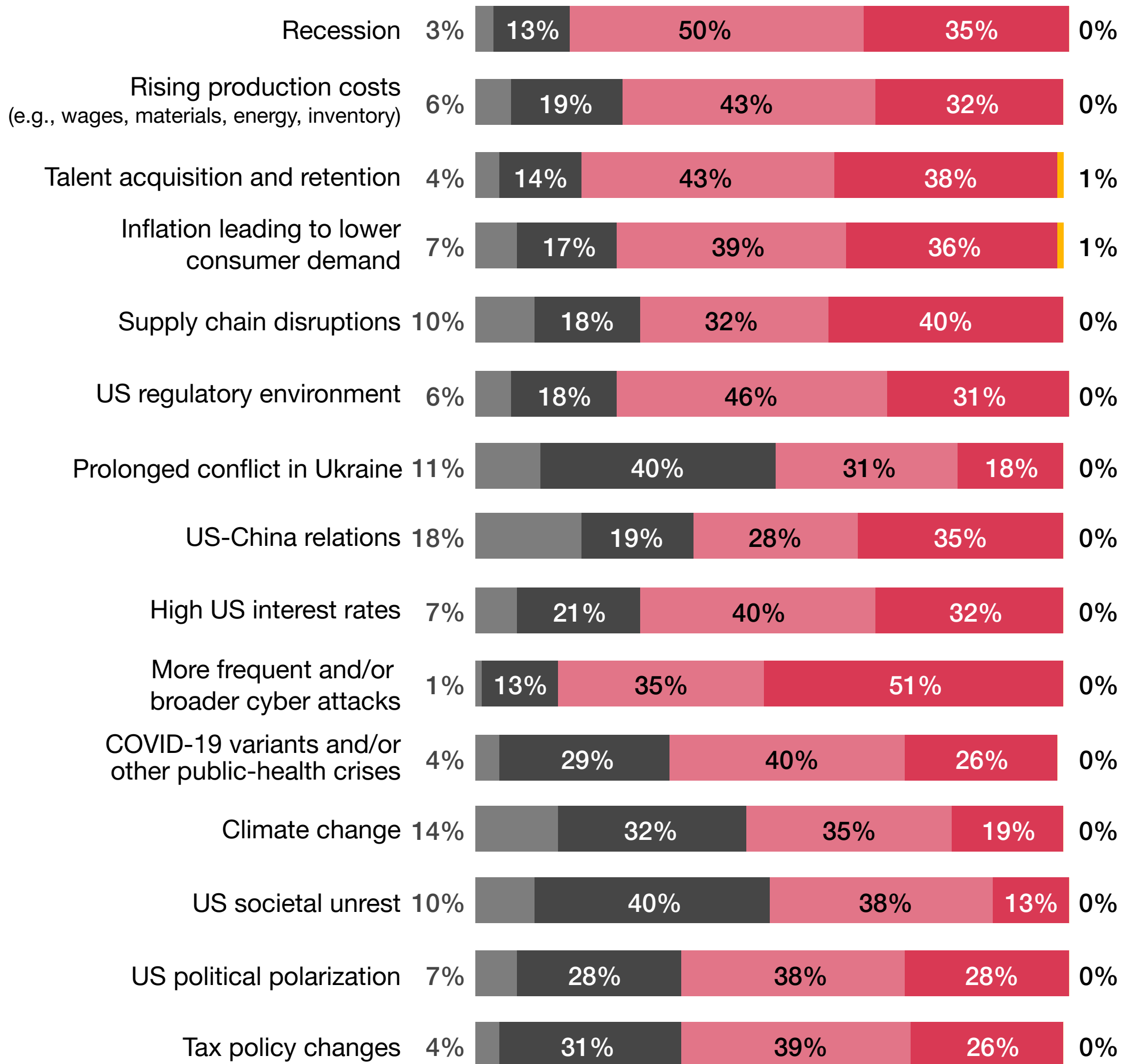


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, private companies base of 44

Corporate board directors

To what extent do each of the following pose a risk to your company?

Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure

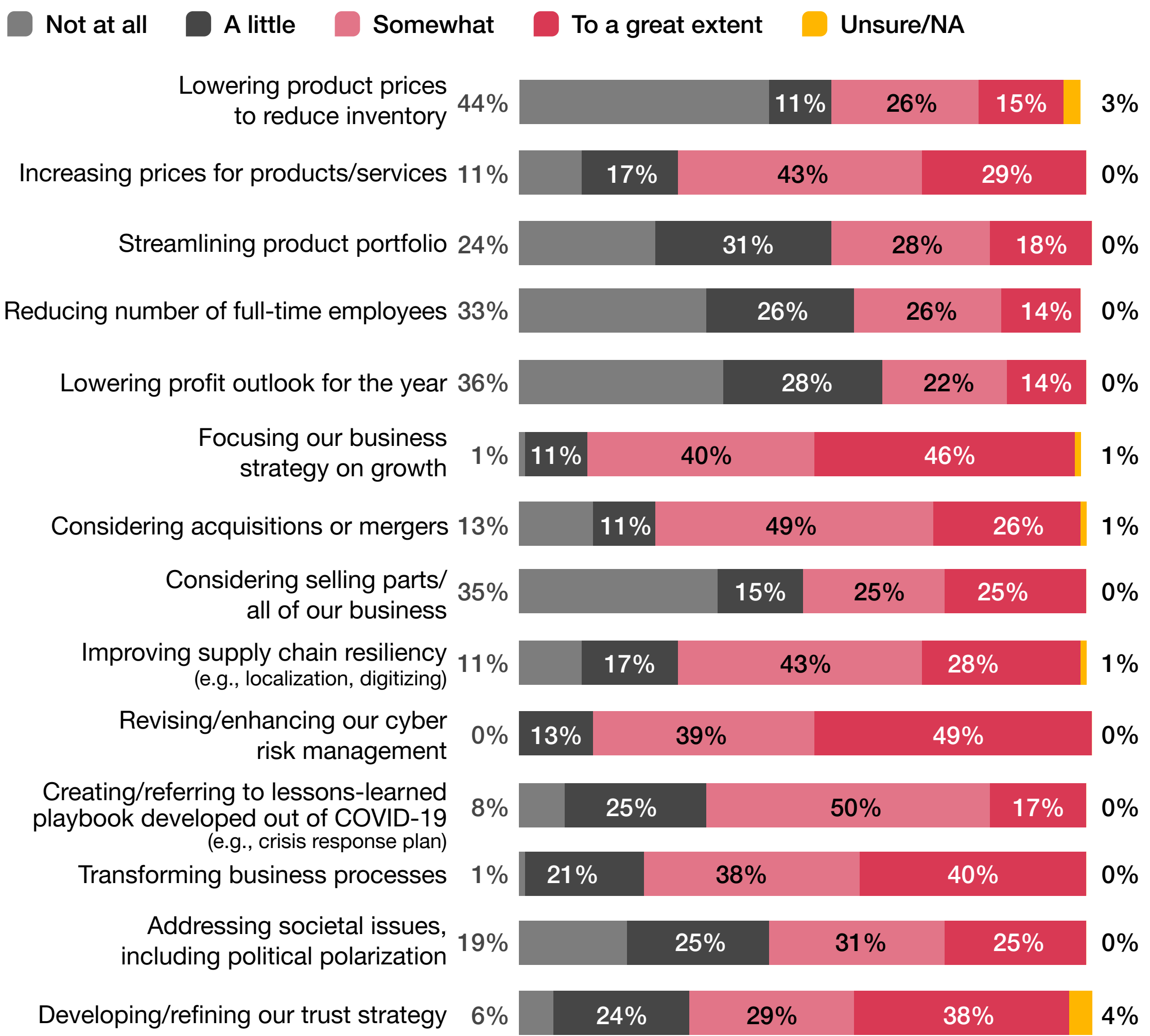


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, Board base of 72

Corporate board directors

As a result of the current business environment, to what extent is your company doing any of the following?

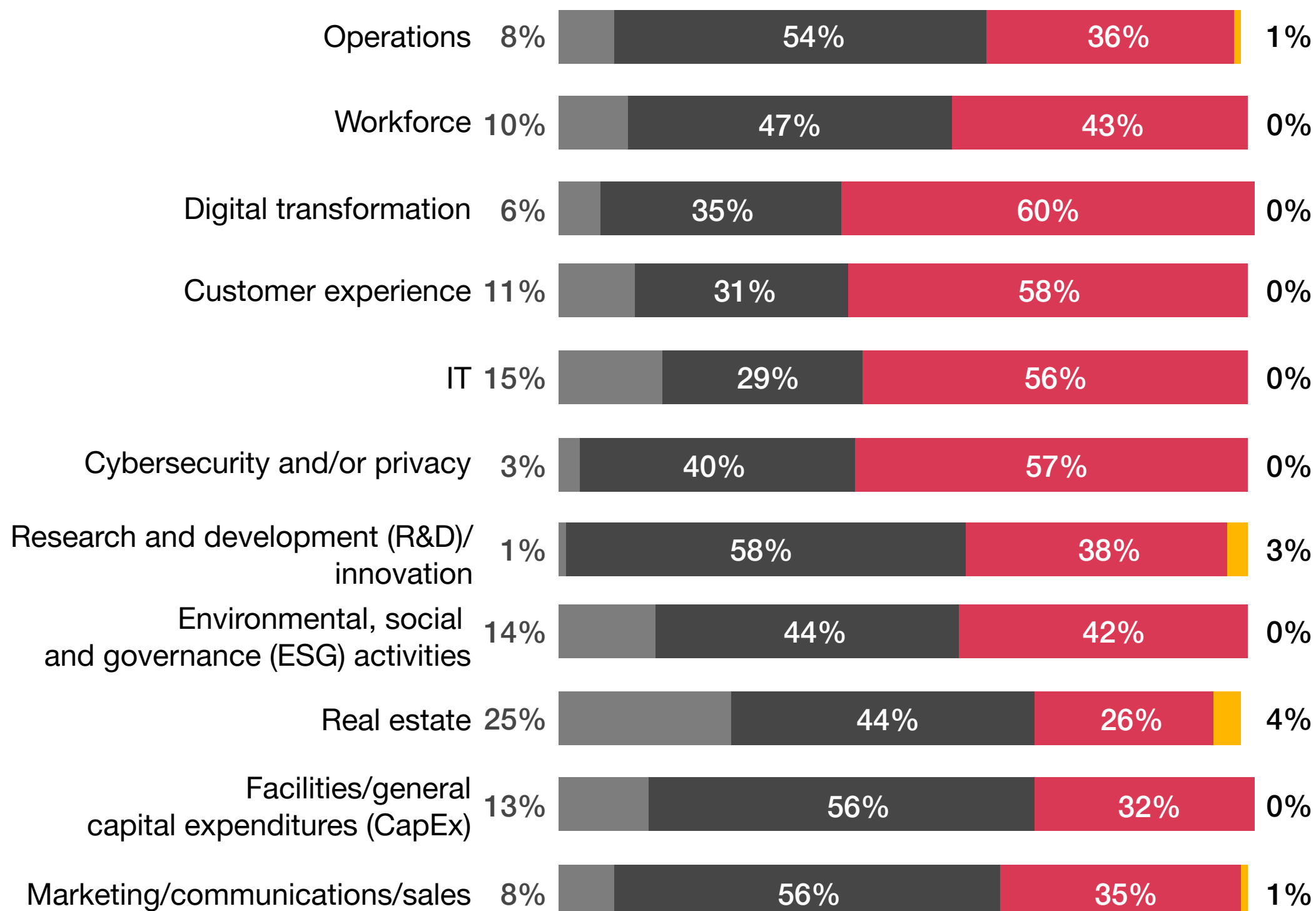


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022; base of 722, Board base of 72

Corporate board directors

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA

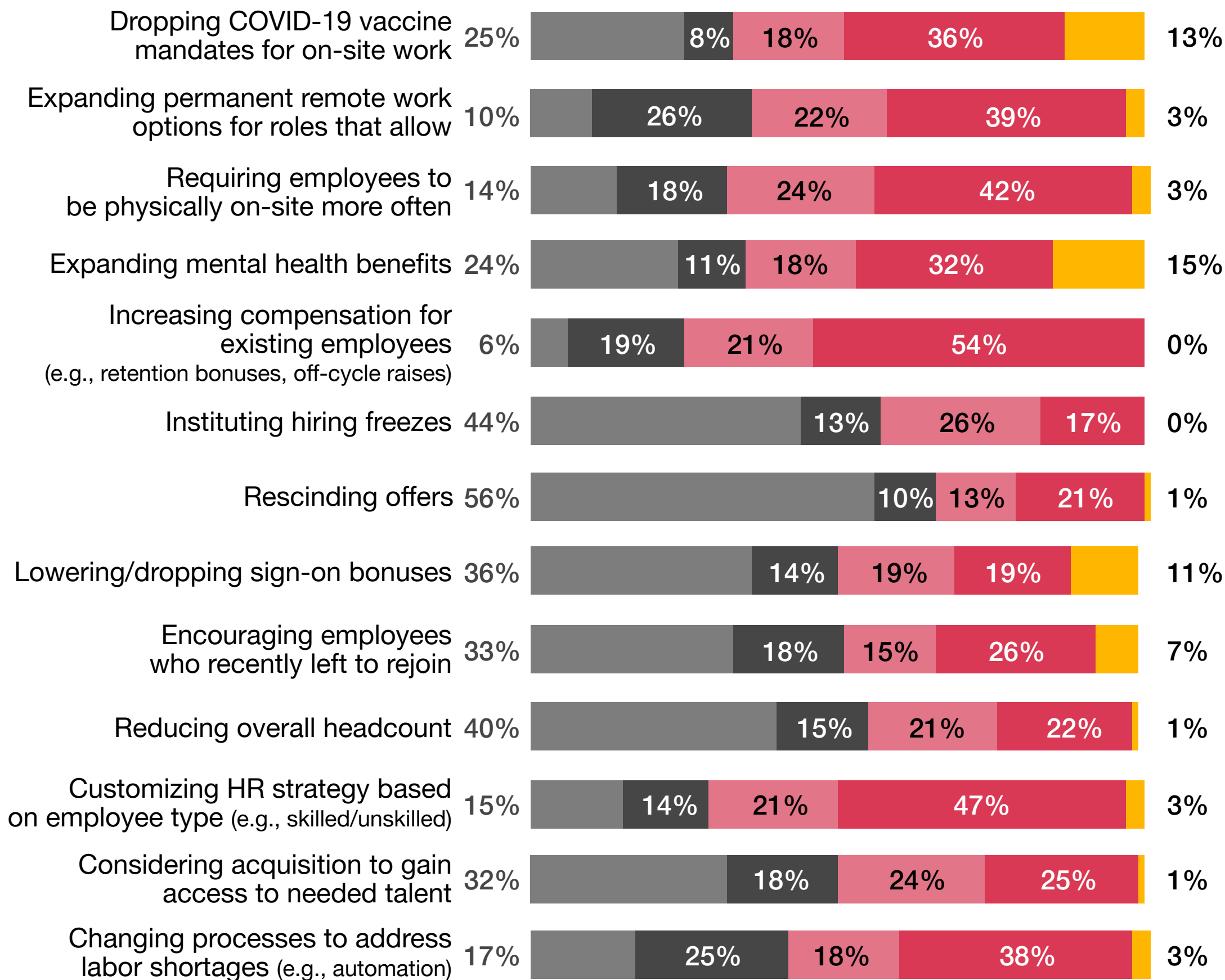
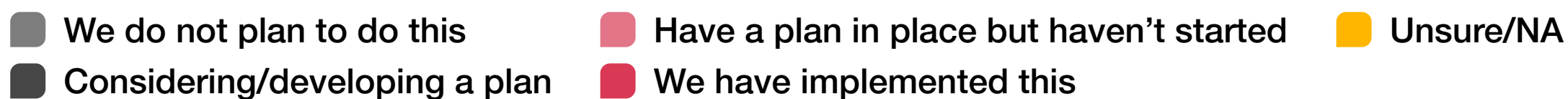


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, Board base of 72

Corporate board directors

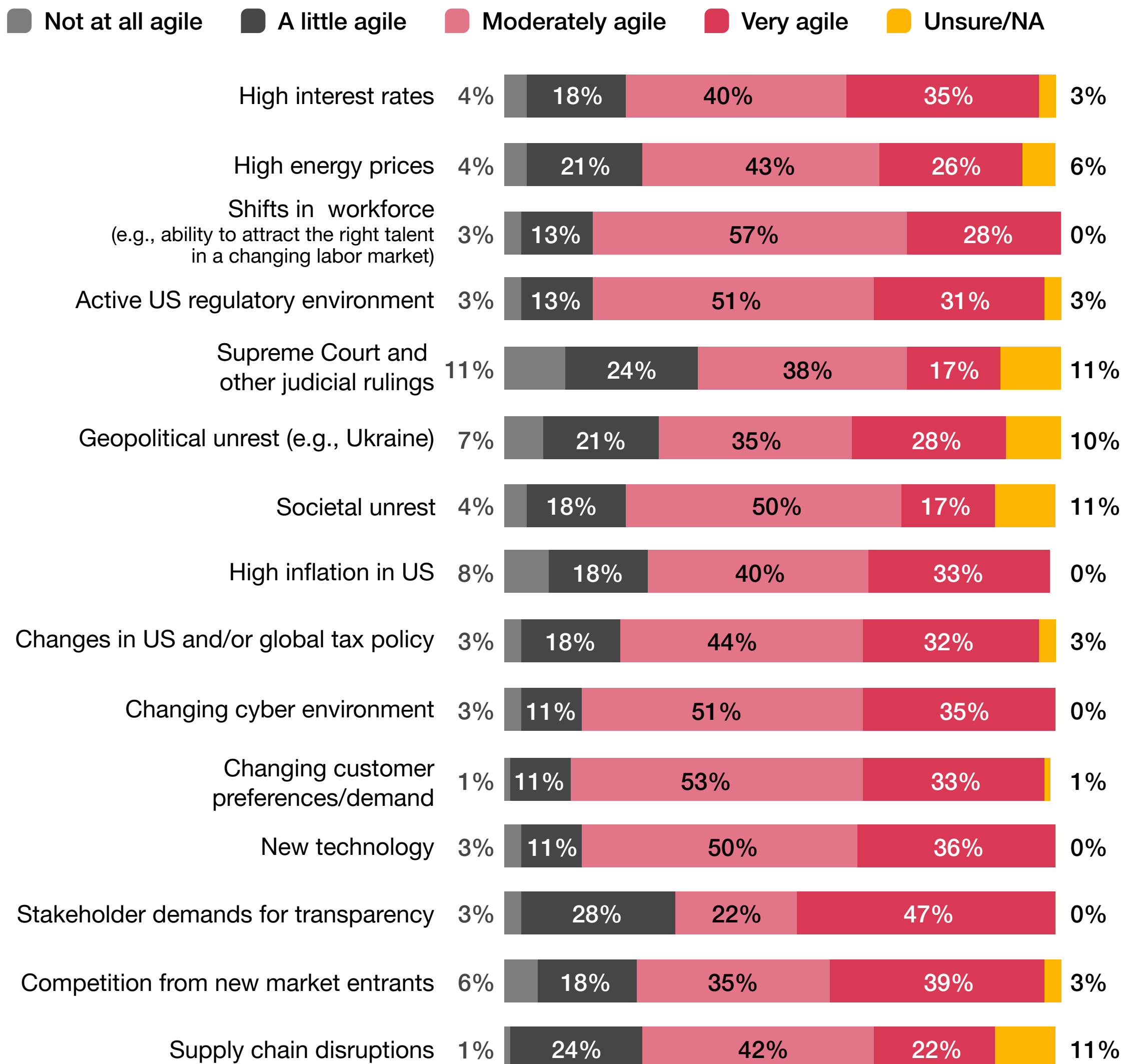
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, Board base of 72

Corporate board directors

How agile is your company when changing business strategy to address the following?

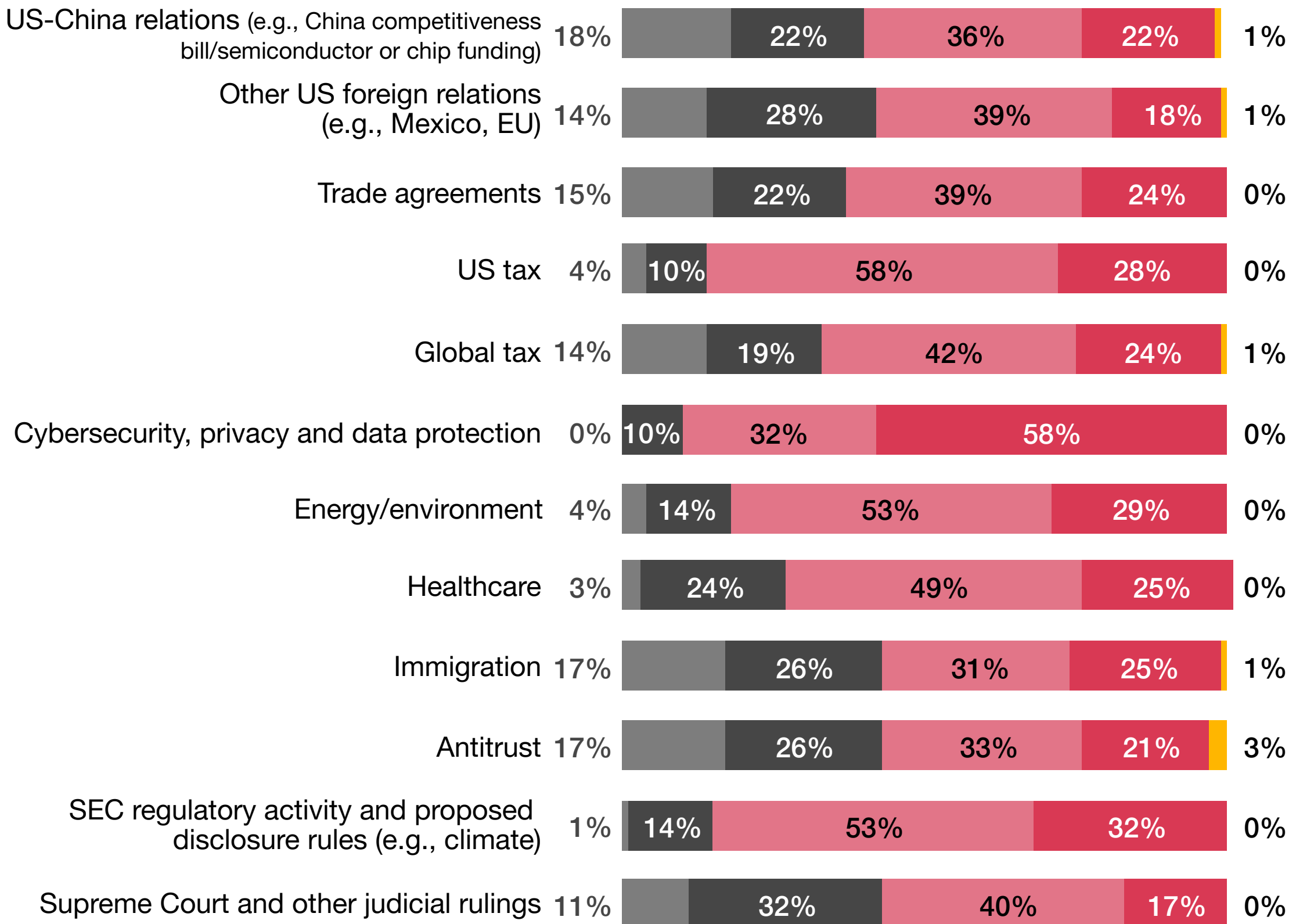
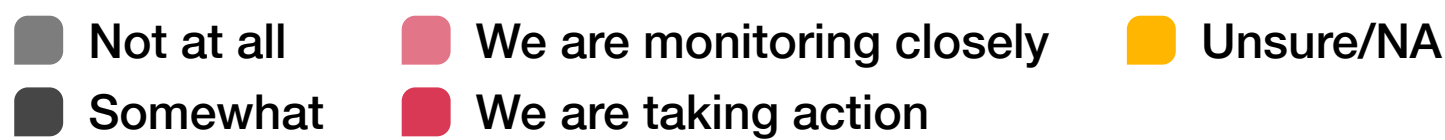


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, Board base of 72

Corporate board directors

To what extent are each of the following policy areas on your company's radar?

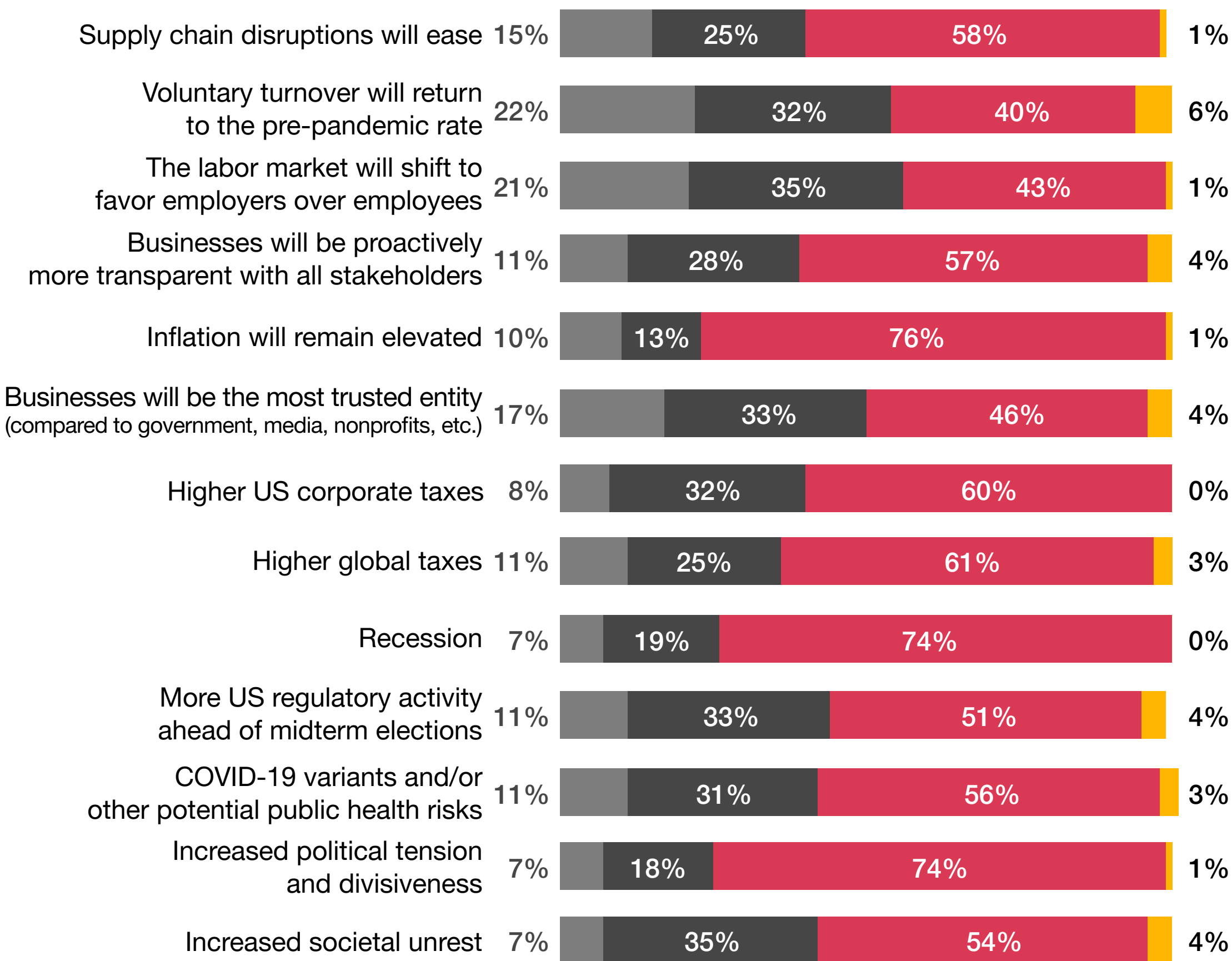


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, Board base of 72

Corporate board directors

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely
 Neither/nor
 Likely
 Unsure

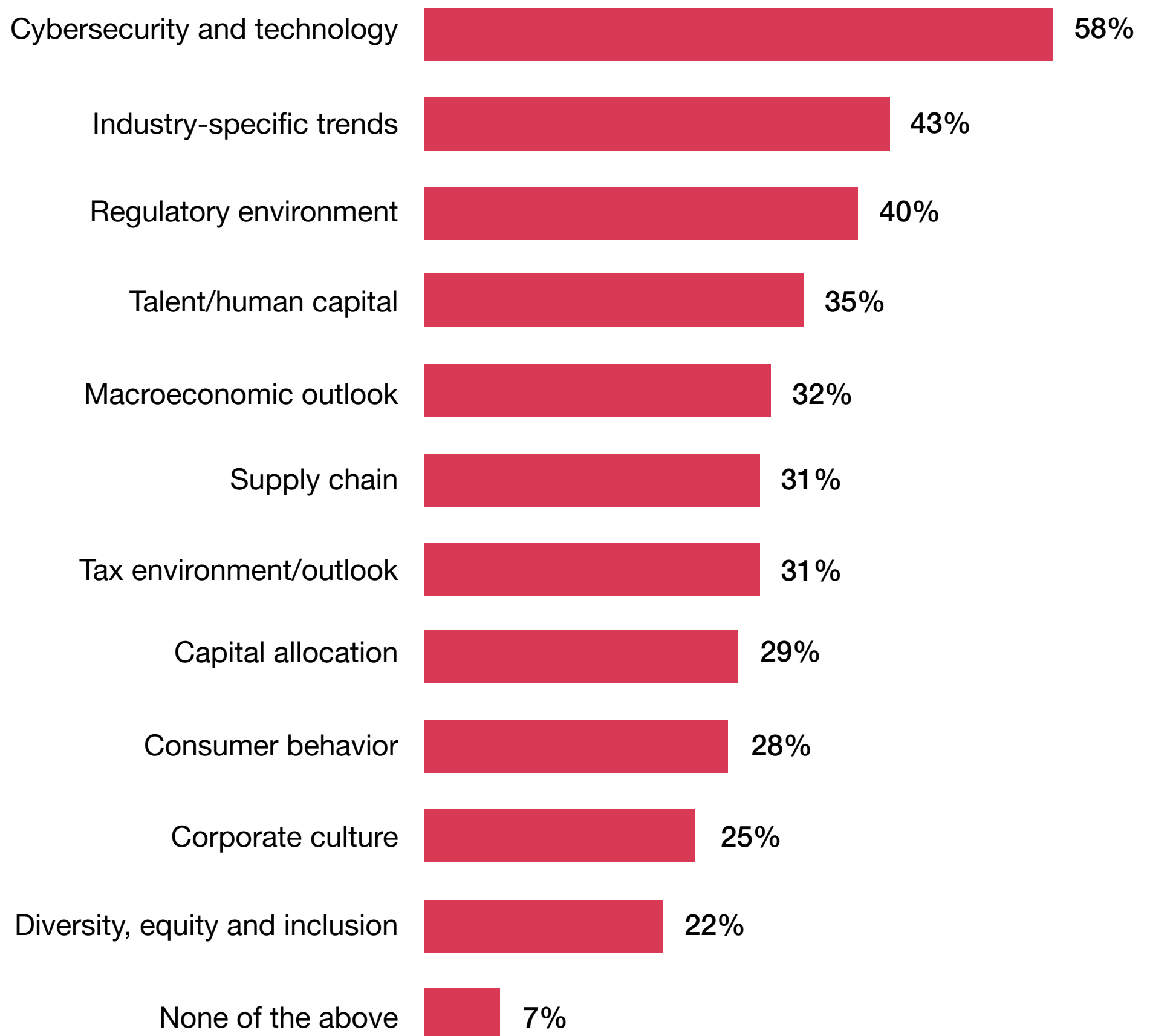


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, Board base of 72

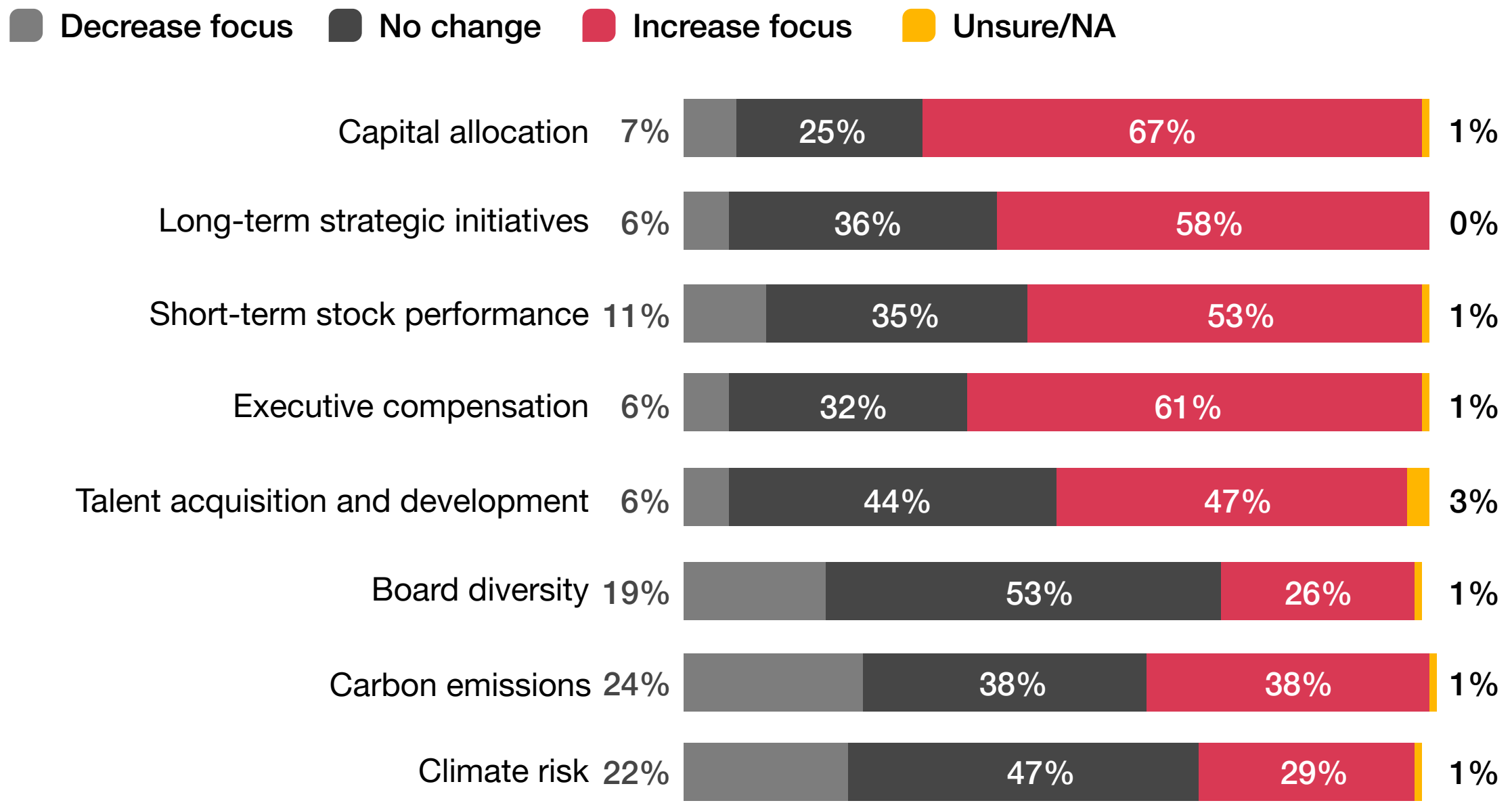
Corporate board directors

In which of the following areas would your board benefit from enhanced reporting? *(Select all that apply)*



Corporate board directors

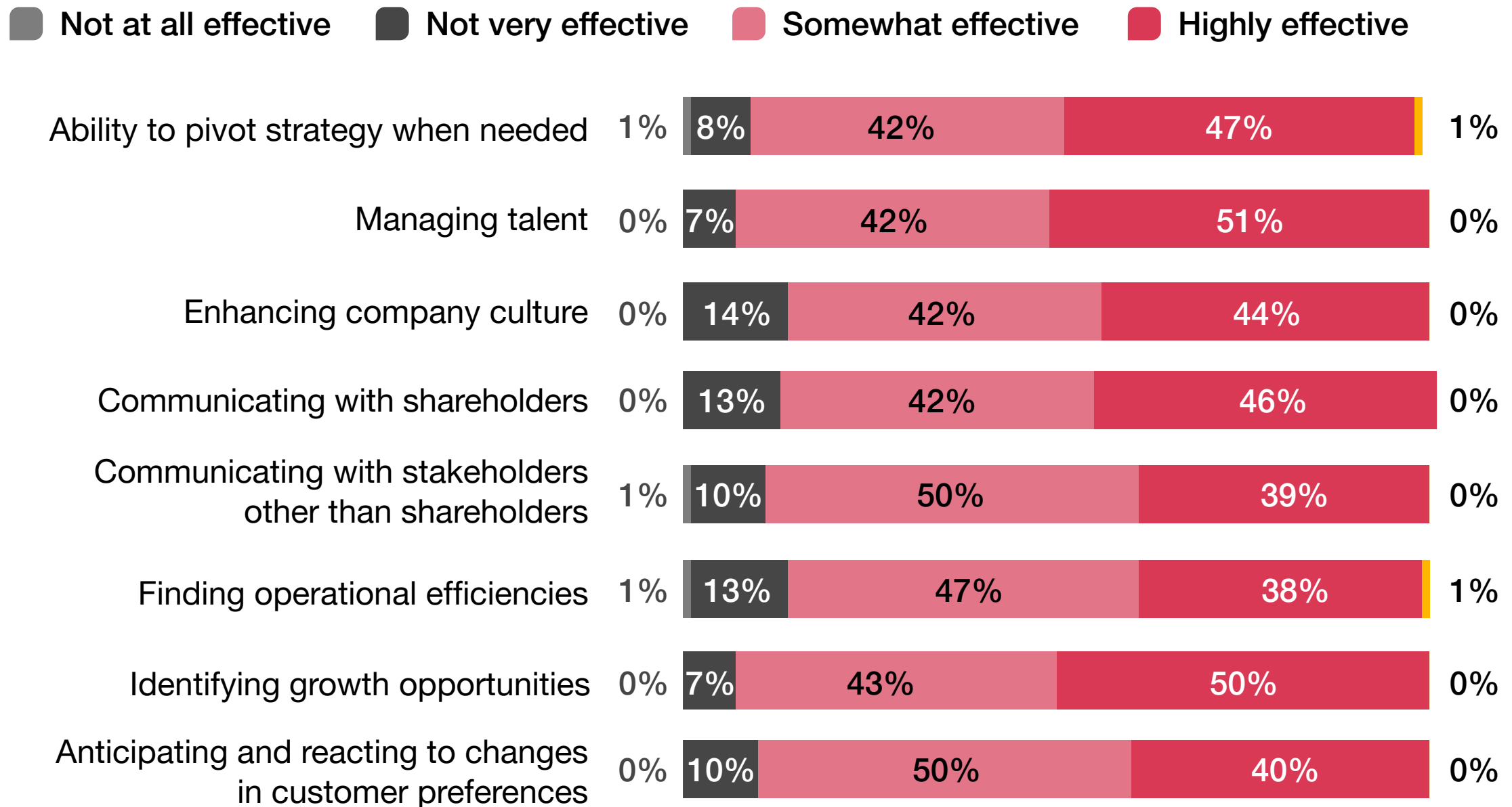
In your opinion, how would a US economic slowdown/recession affect institutional shareholder focus on the following areas?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, Board base of 72

Corporate board directors

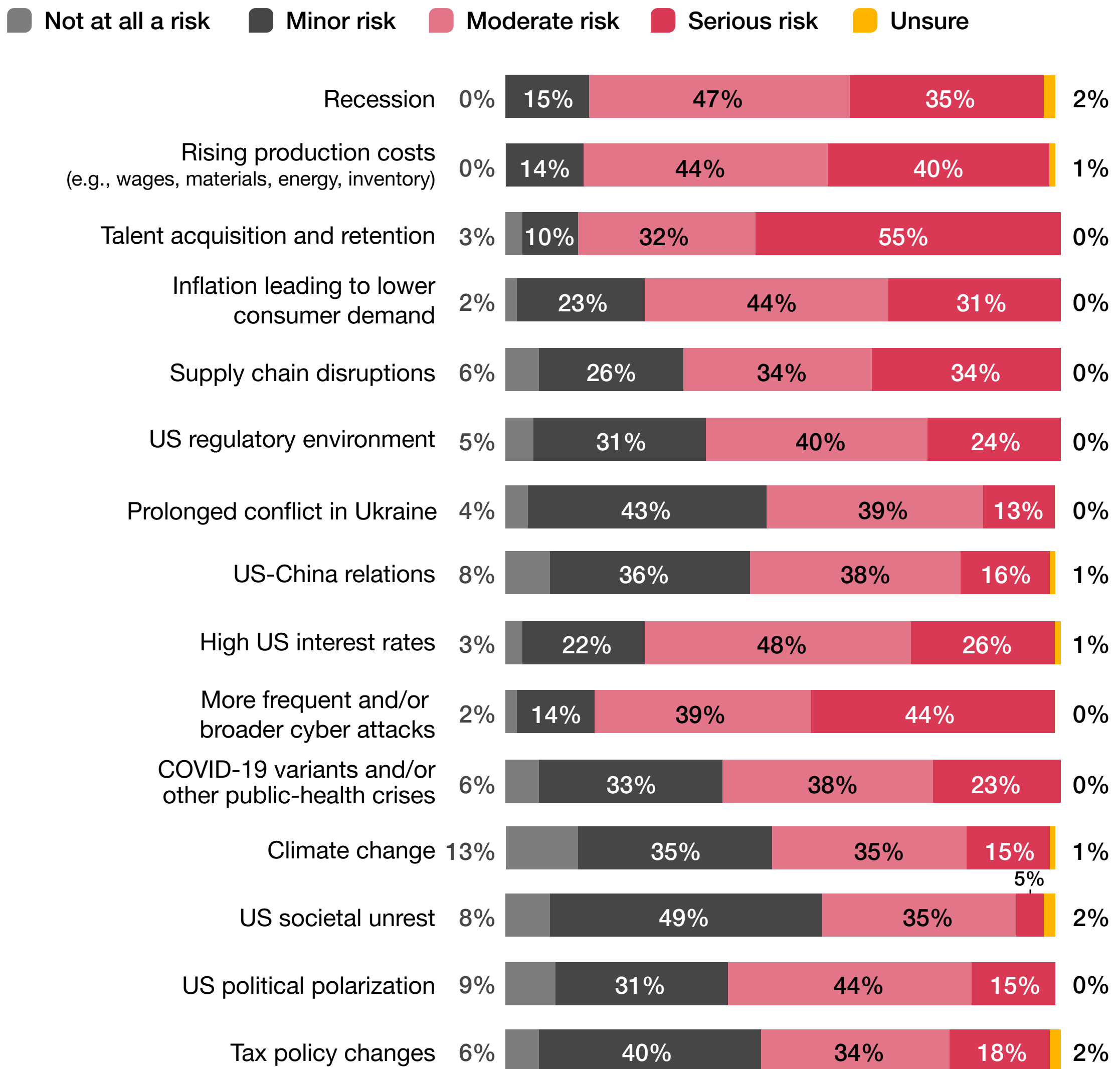
How would you assess management's performance in the following areas?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022; base of 722, Board base of 72

CFO and finance leaders

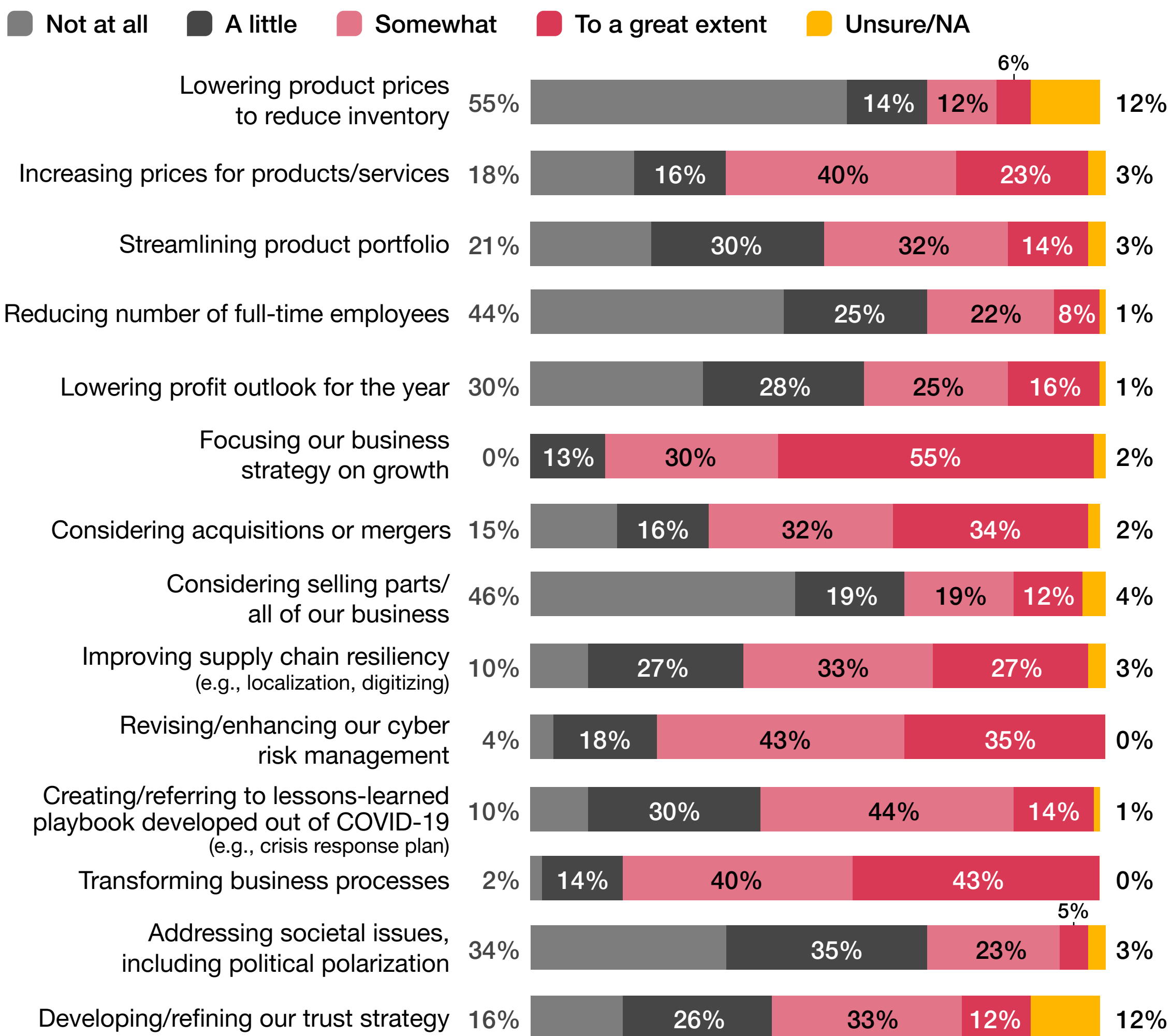
To what extent do each of the following pose a risk to your company?



*Note: Total may not add up to 100% due to rounding.
Source: Pulse Survey, August 18, 2022: CFO base of 97

CFO and finance leaders

As a result of the current business environment, to what extent is your company doing any of the following?

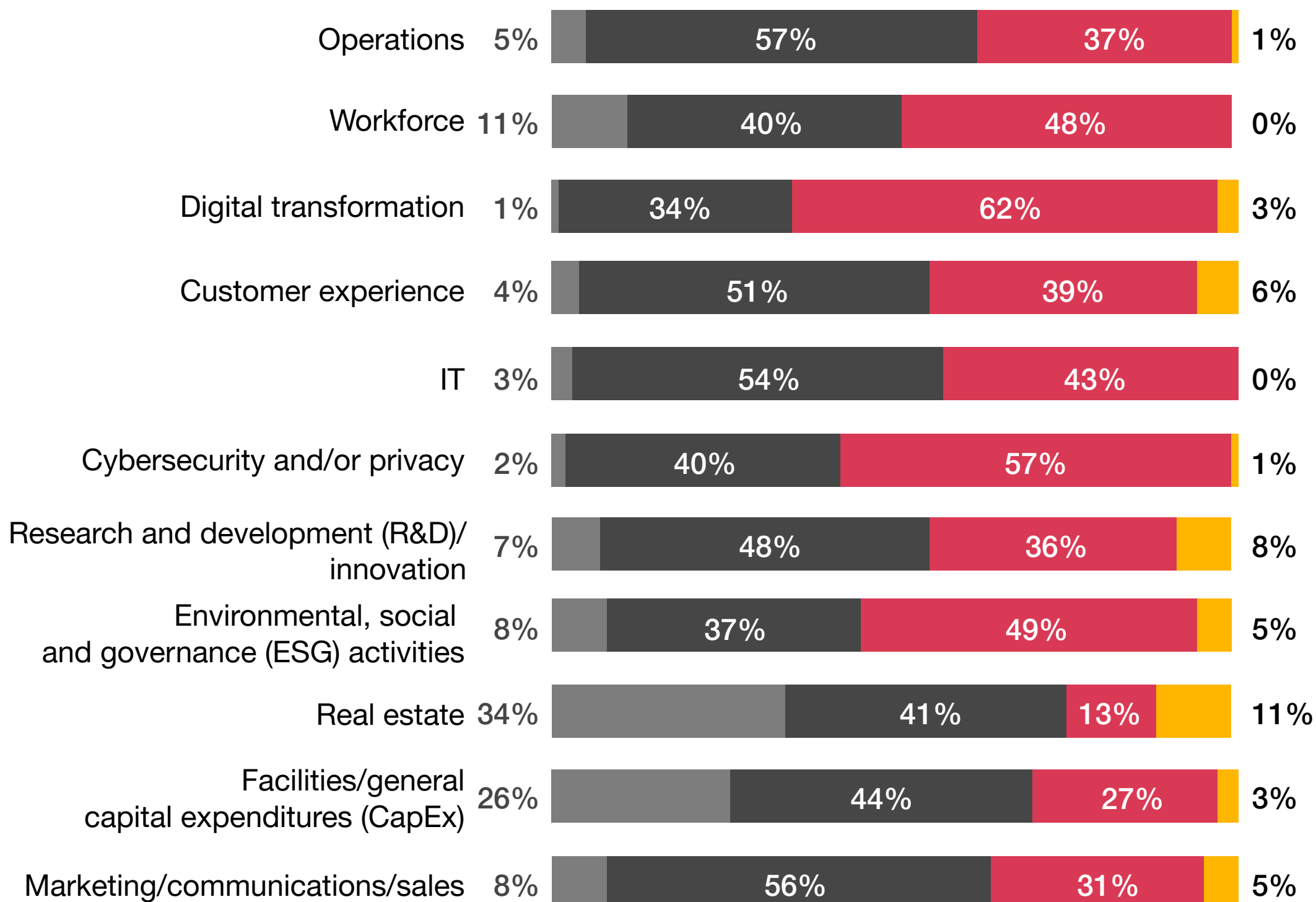


*Note: Total may not add up to 100% due to rounding.
Source: Pulse Survey, August 18, 2022: CFO base of 97

CFO and finance leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

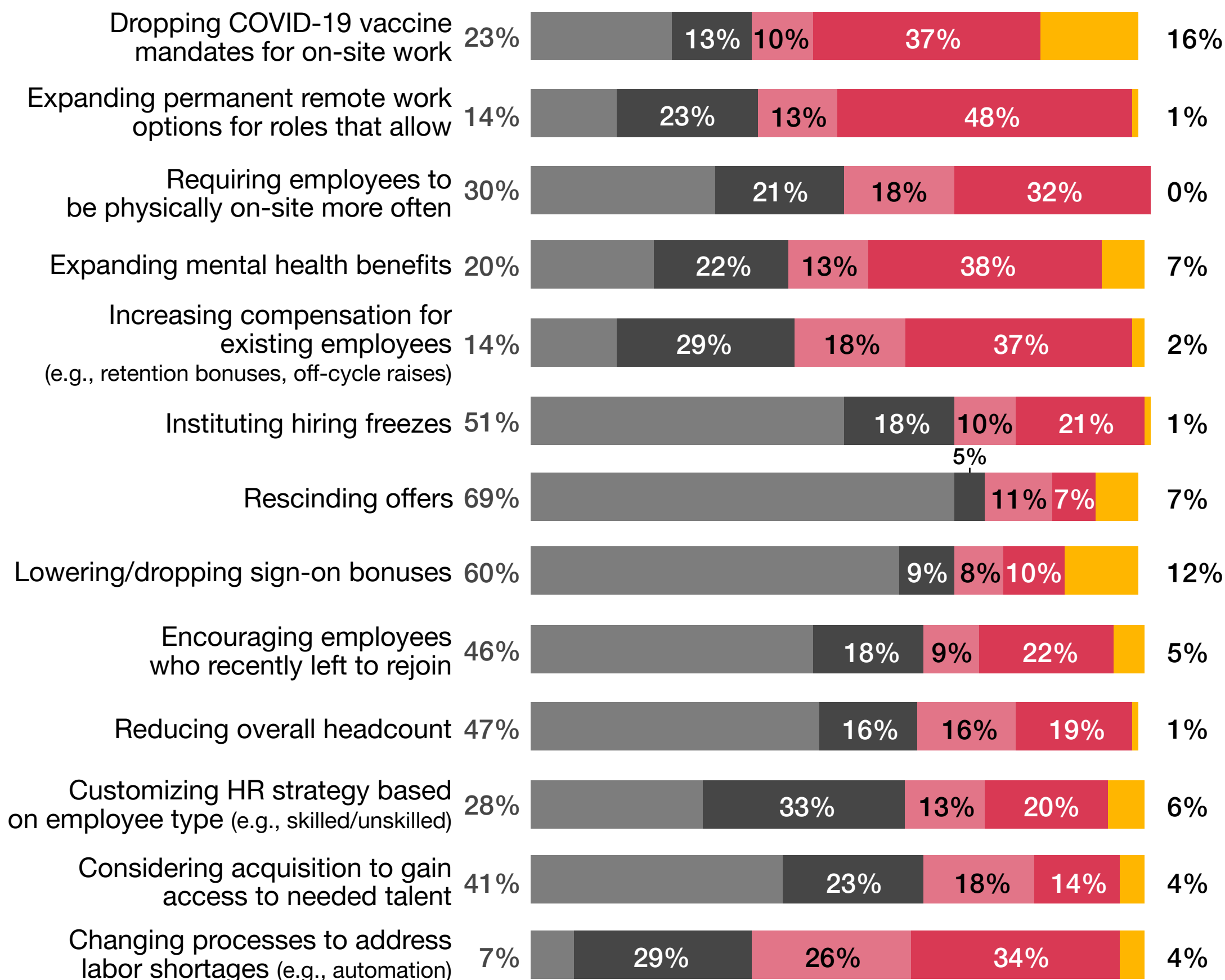
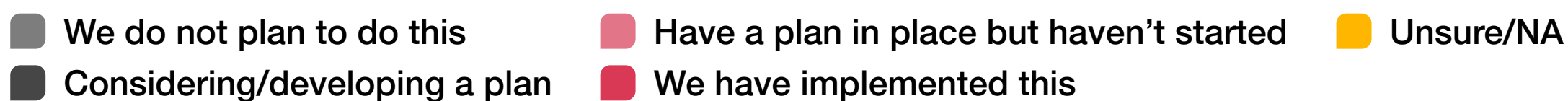
■ Decrease investment ■ Maintain current investment ■ Increase investment ■ Unsure/NA



*Note: Total may not add up to 100% due to rounding.
Source: Pulse Survey, August 18, 2022: CFO base of 97

CFO and finance leaders

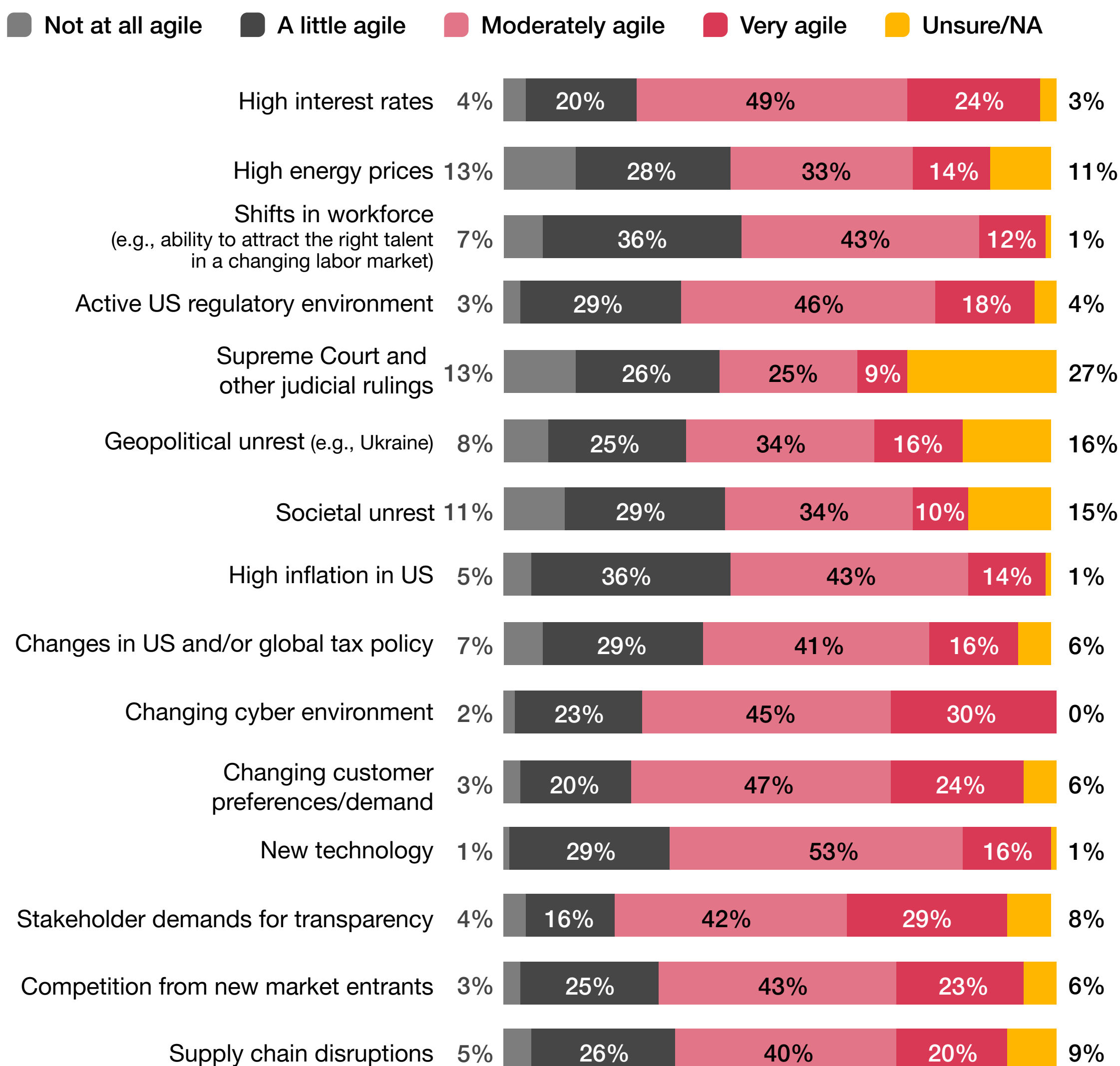
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
Source: Pulse Survey, August 18, 2022: CFO base of 97

CFO and finance leaders

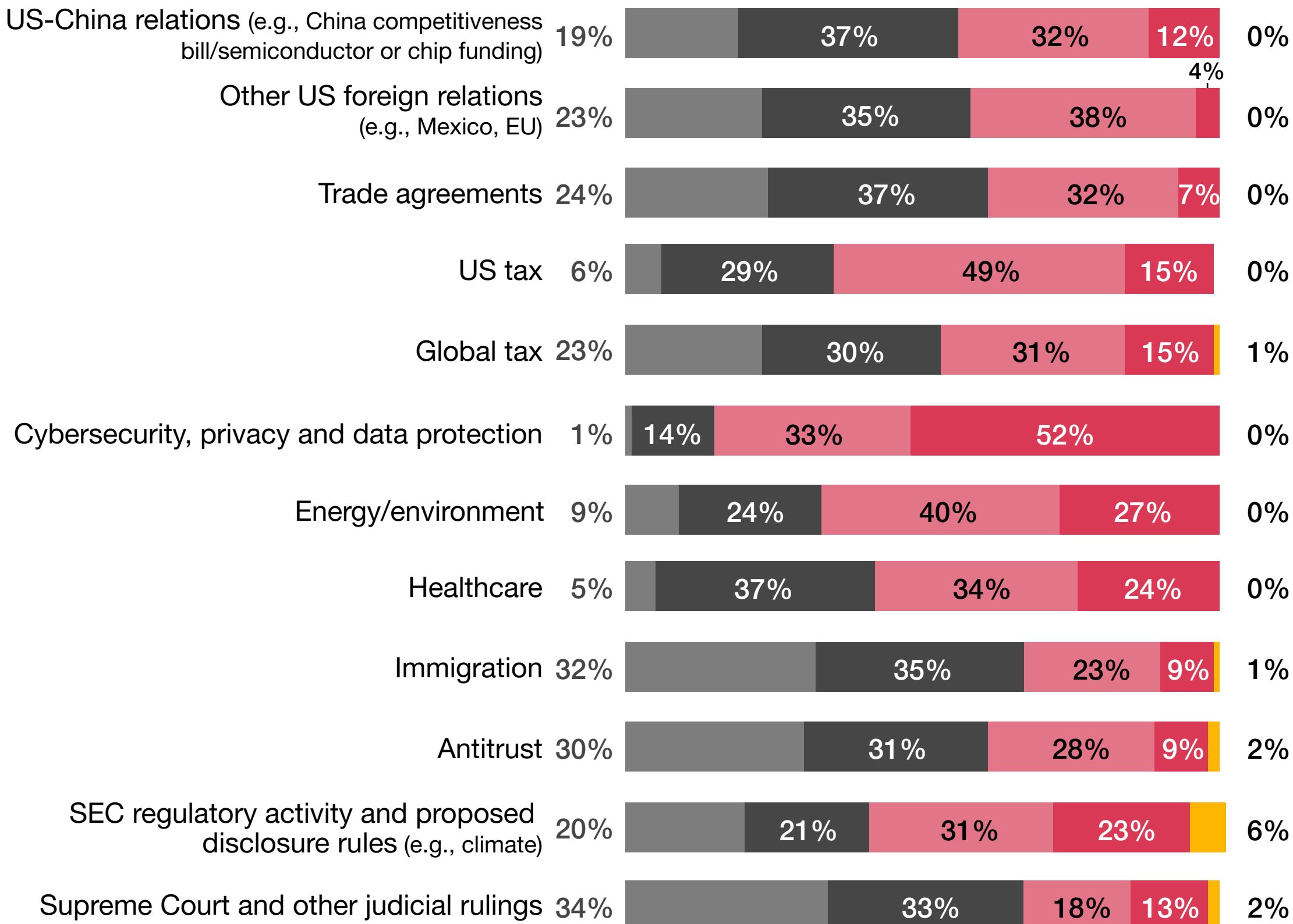
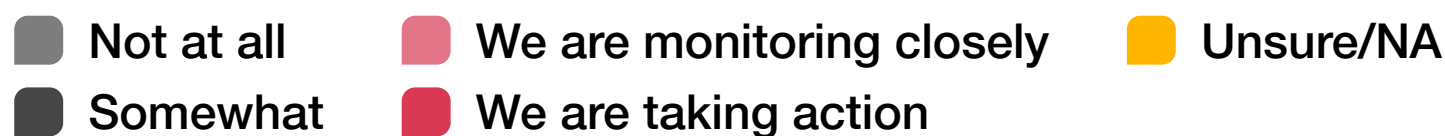
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
Source: Pulse Survey, August 18, 2022: CFO base of 97

CFO and finance leaders

To what extent are each of the following policy areas on your company's radar?

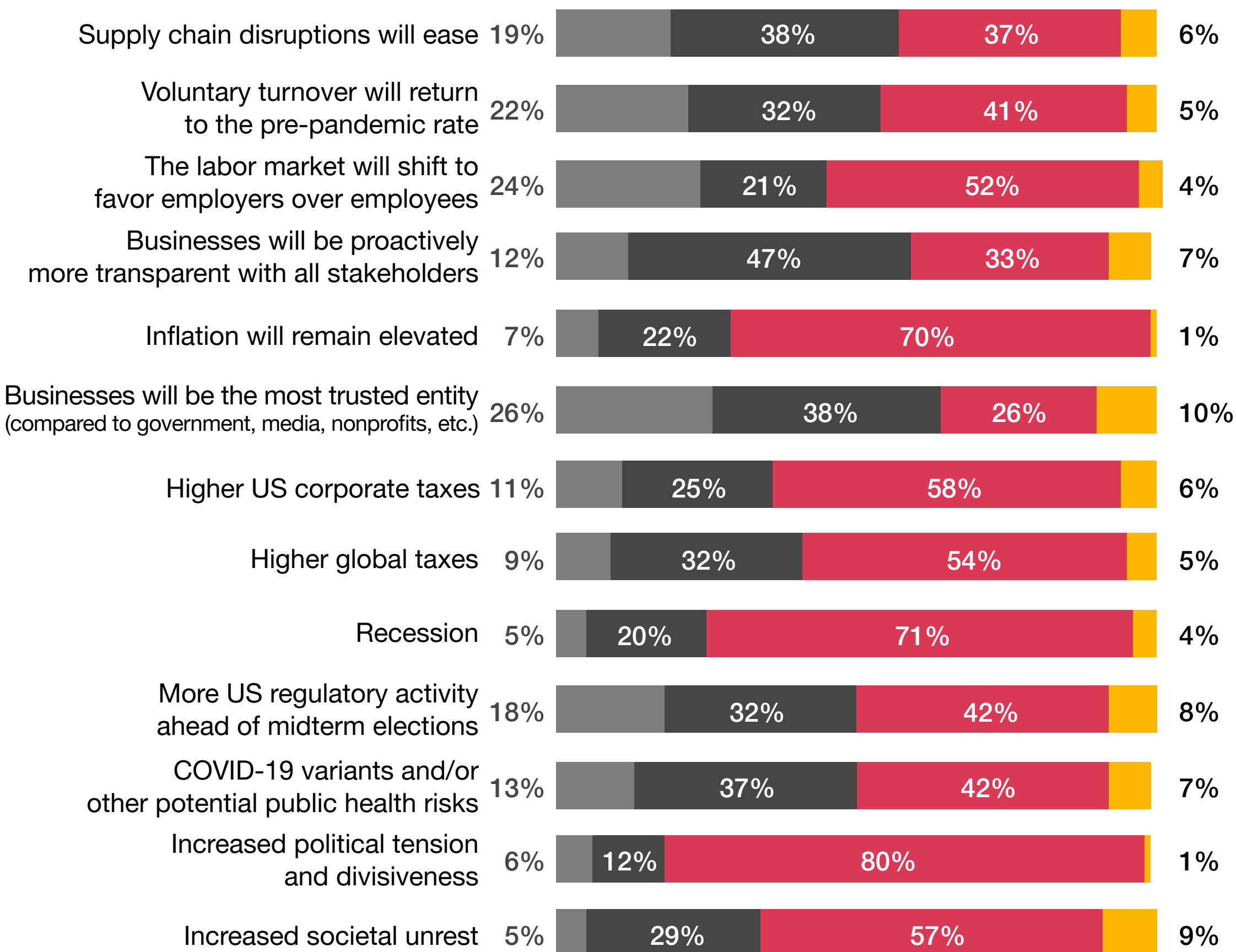


*Note: Total may not add up to 100% due to rounding.
 Source: Pulse Survey, August 18, 2022: CFO base of 97

CFO and finance leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely Neither/nor Likely Unsure

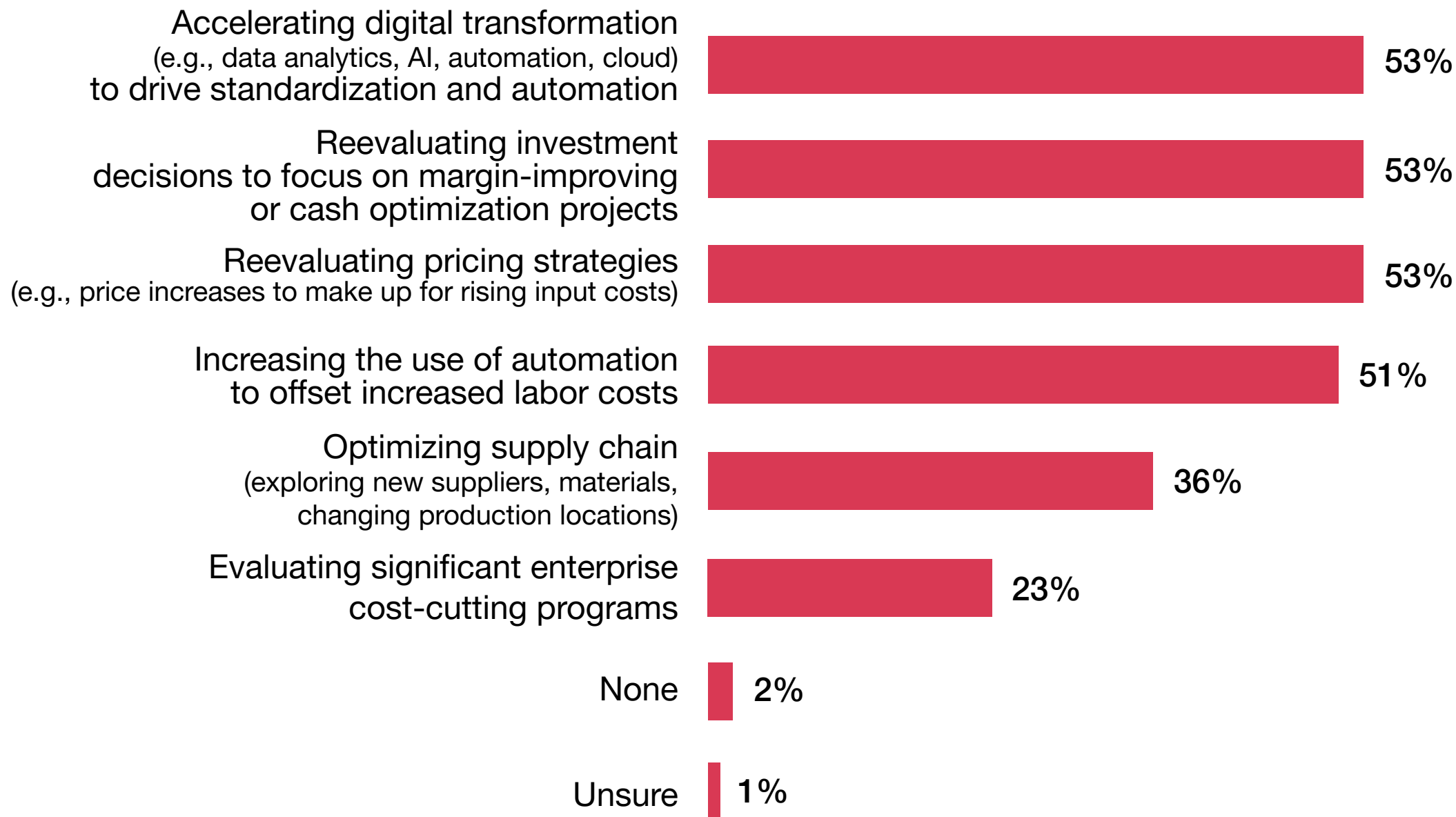


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CHRO base of 98

CFO and finance leaders

Which of the following will you prioritize to maintain or increase margin in the next 12 months? *(Select up to three)*



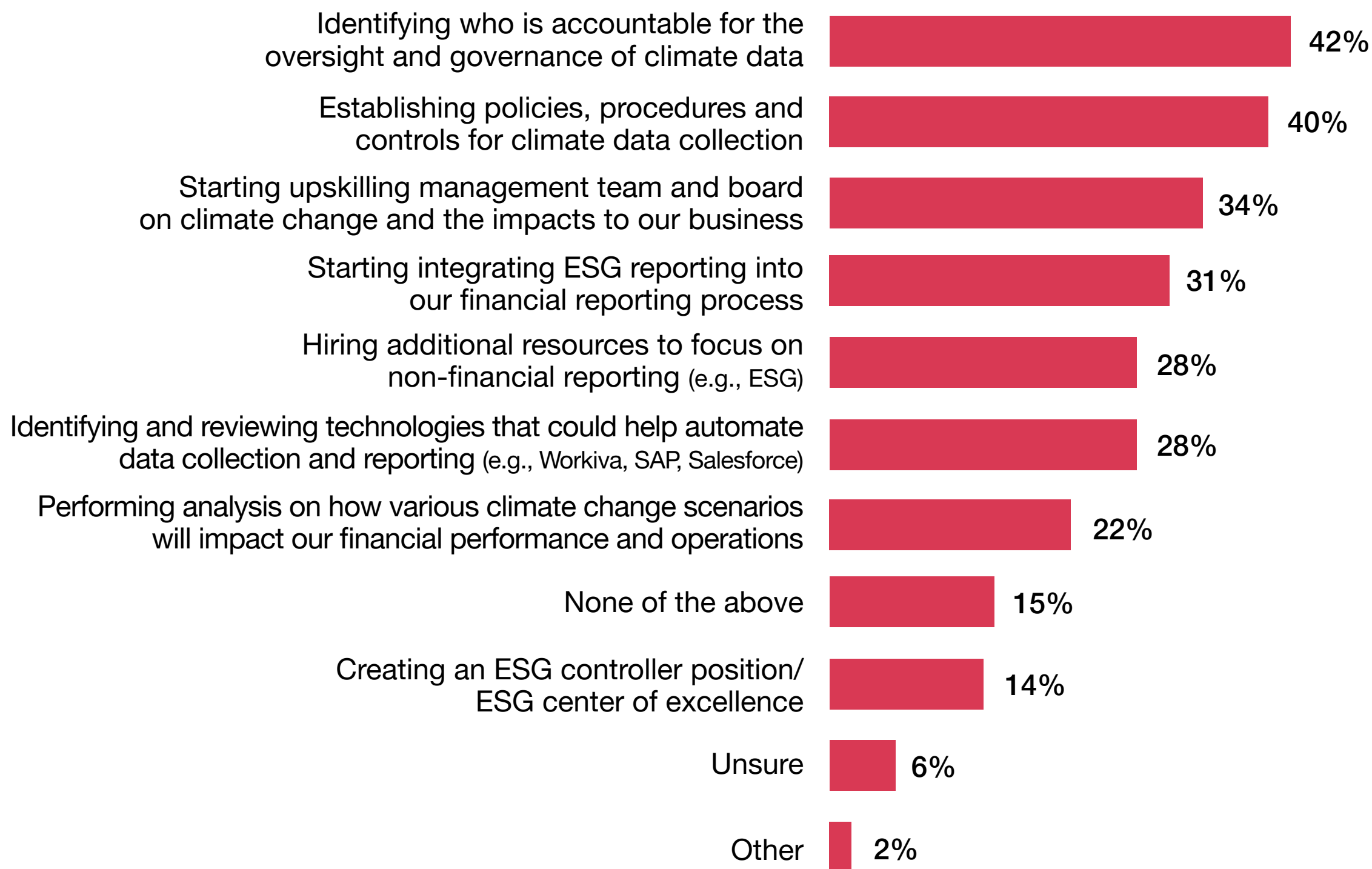
CFO and finance leaders

What are your top priorities for your finance function for the next 12 months? *(Select up to three)*



CFO and finance leaders

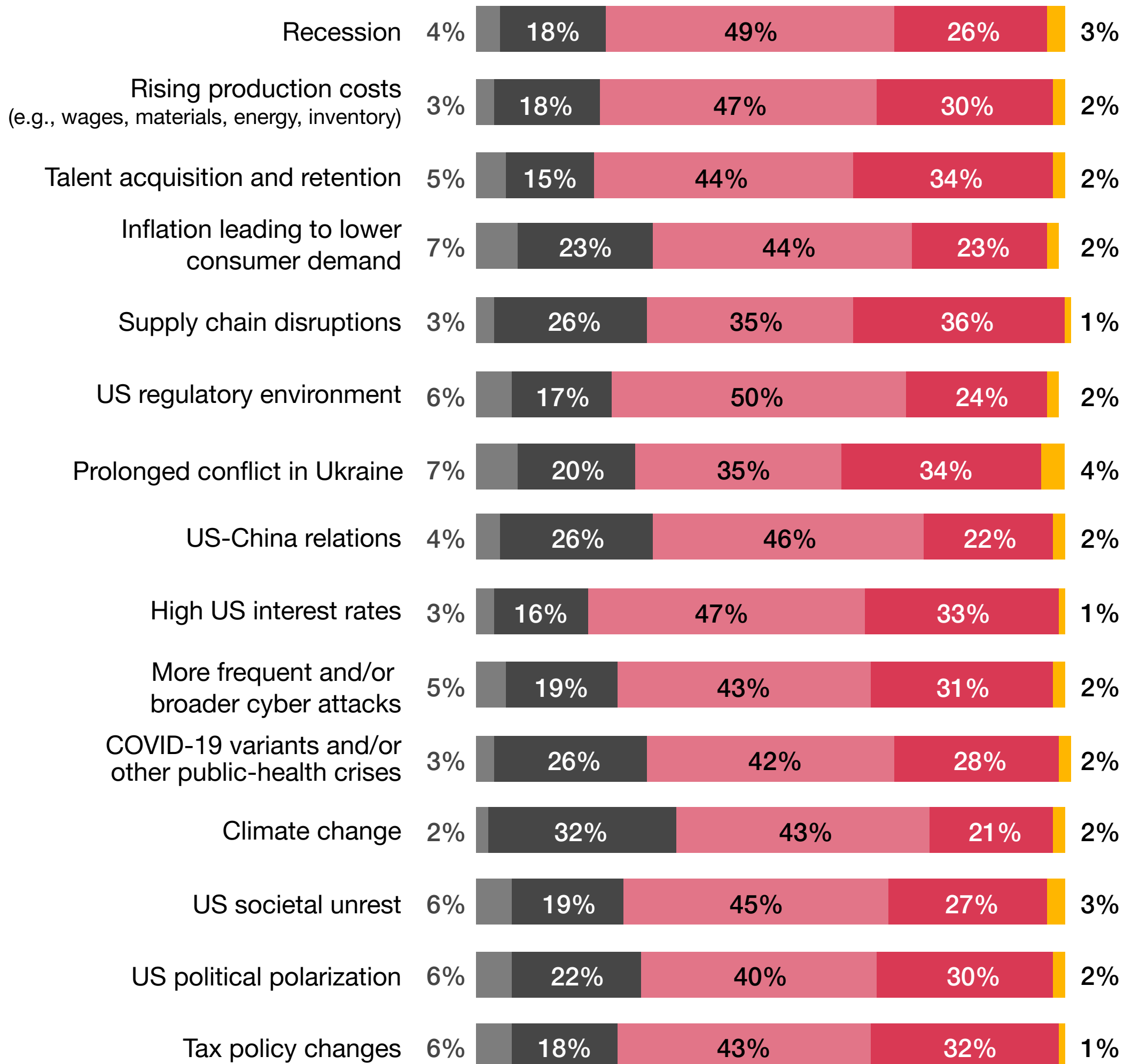
In light of the SEC's proposed climate disclosure rules, how is your company preparing for increased ESG reporting and transparency? *(Select all that apply)*



CHRO and human capital leaders

To what extent do each of the following pose a risk to your company?

Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure

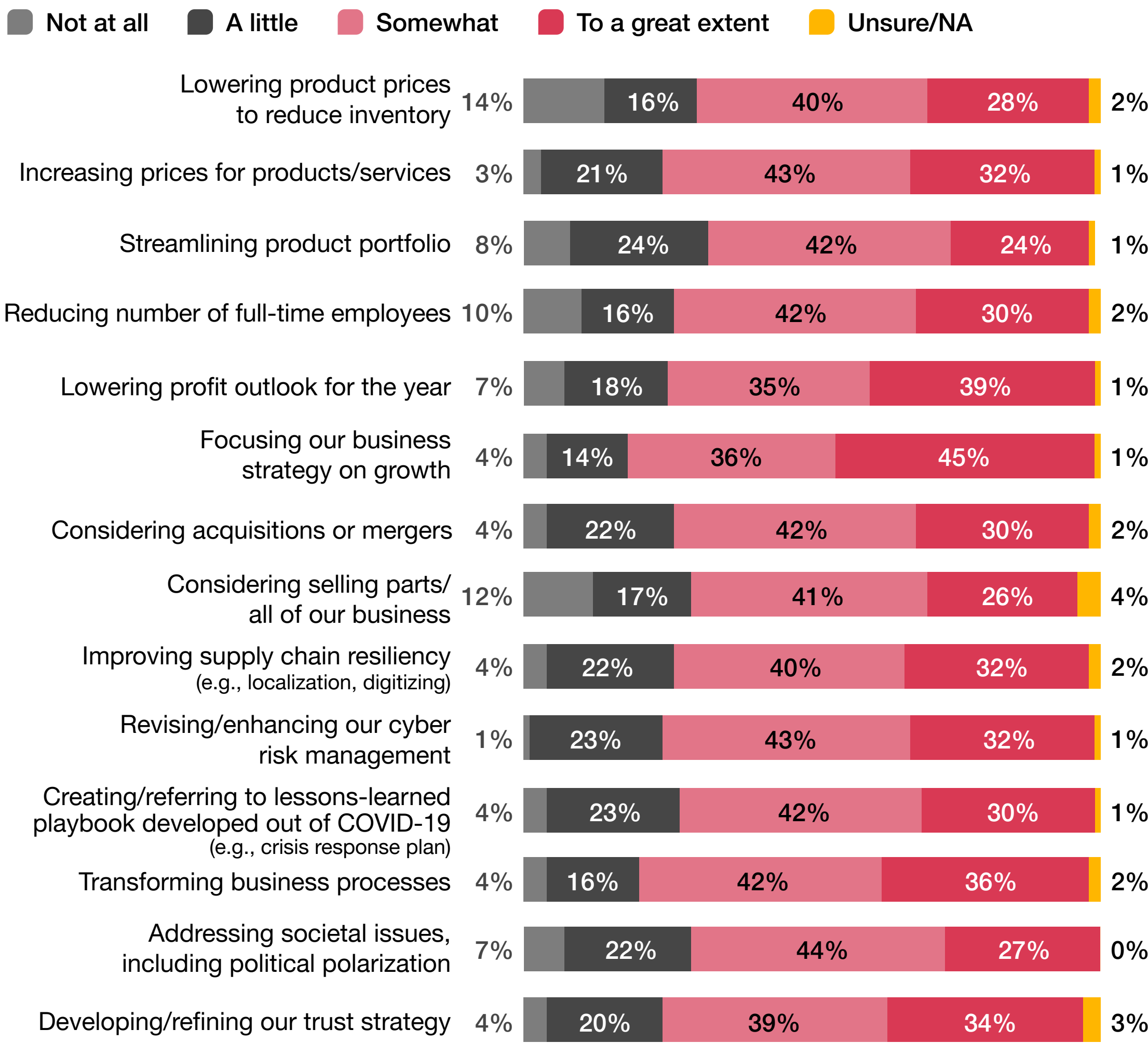


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CHRO base of 98

CHRO and human capital leaders

As a result of the current business environment to what extent is your company doing any of the following?

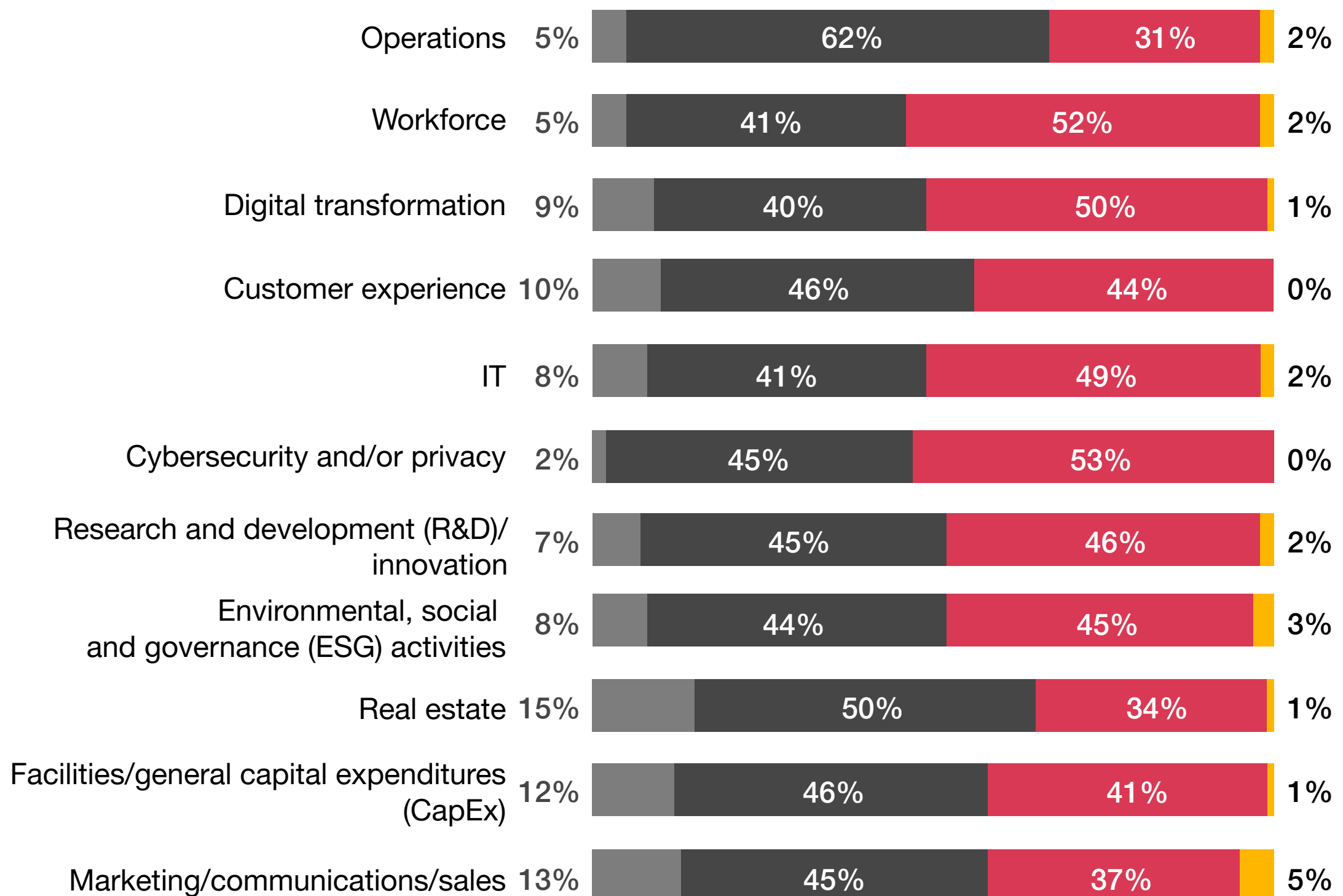


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CHRO base of 98

CHRO and human capital leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA

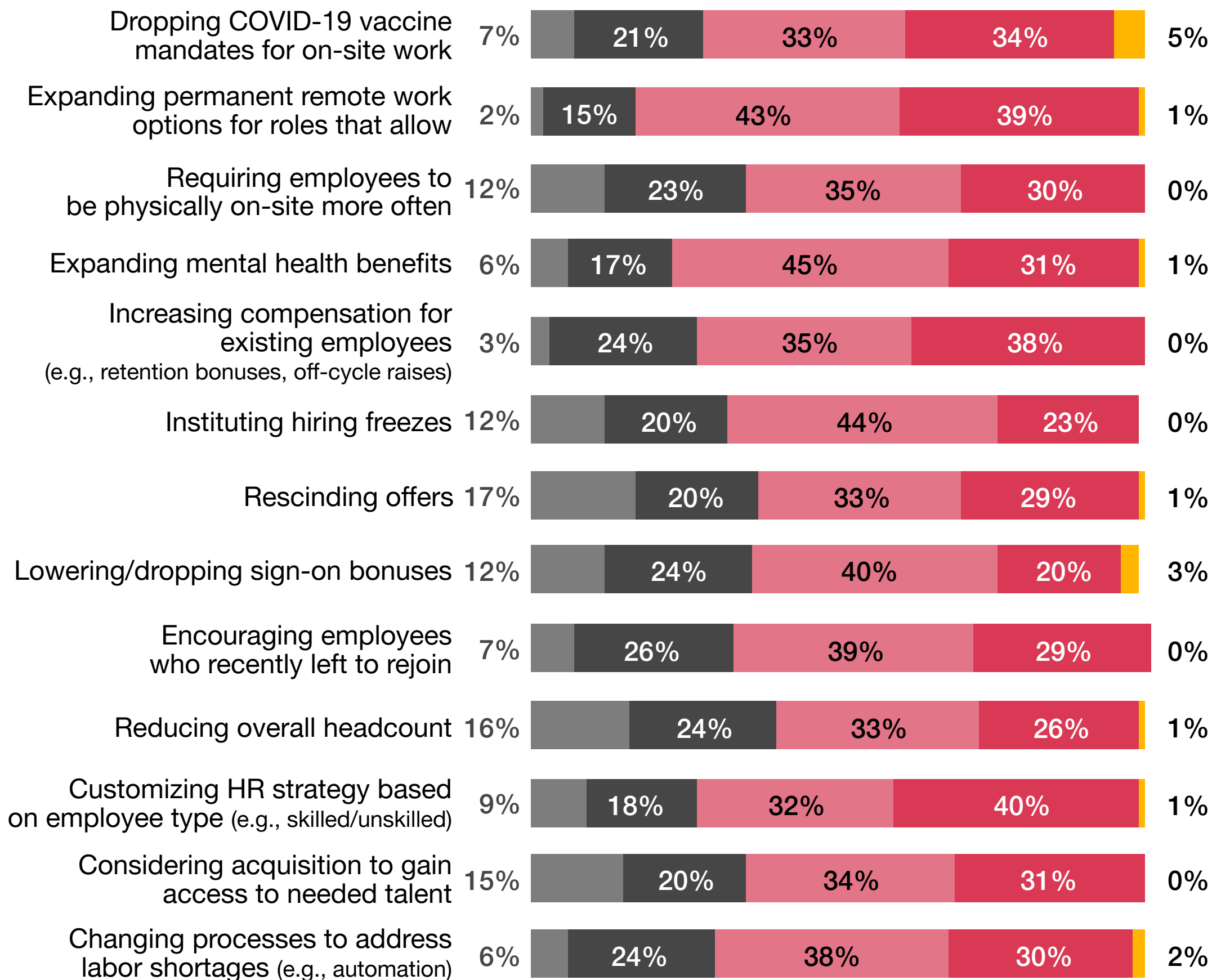
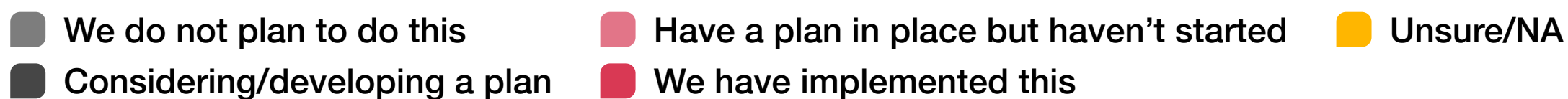


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CHRO base of 98

CHRO and human capital leaders

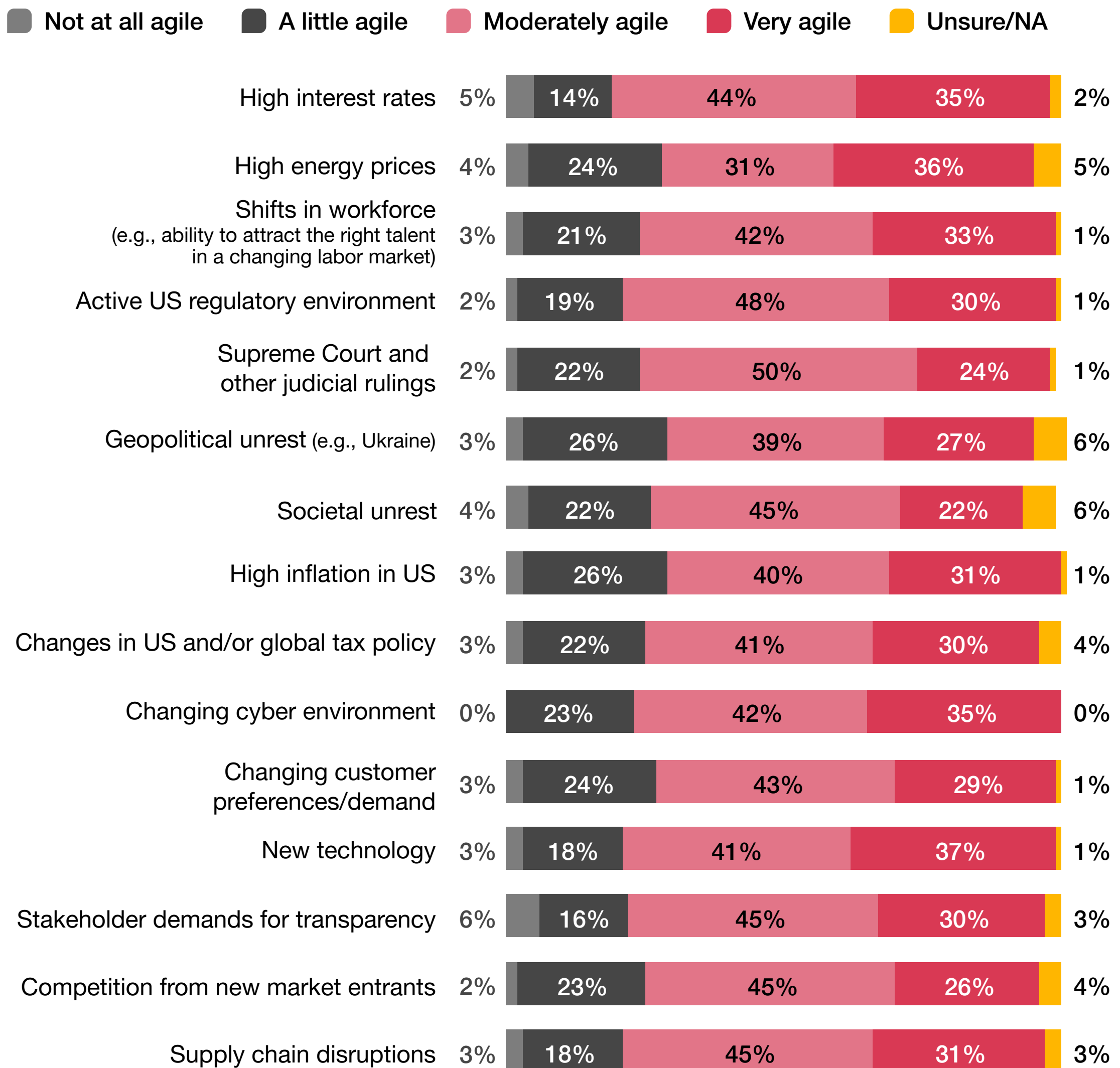
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022; base of 722, CHRO base of 98

CHRO and human capital leaders

How agile is your company when changing business strategy to address the following?

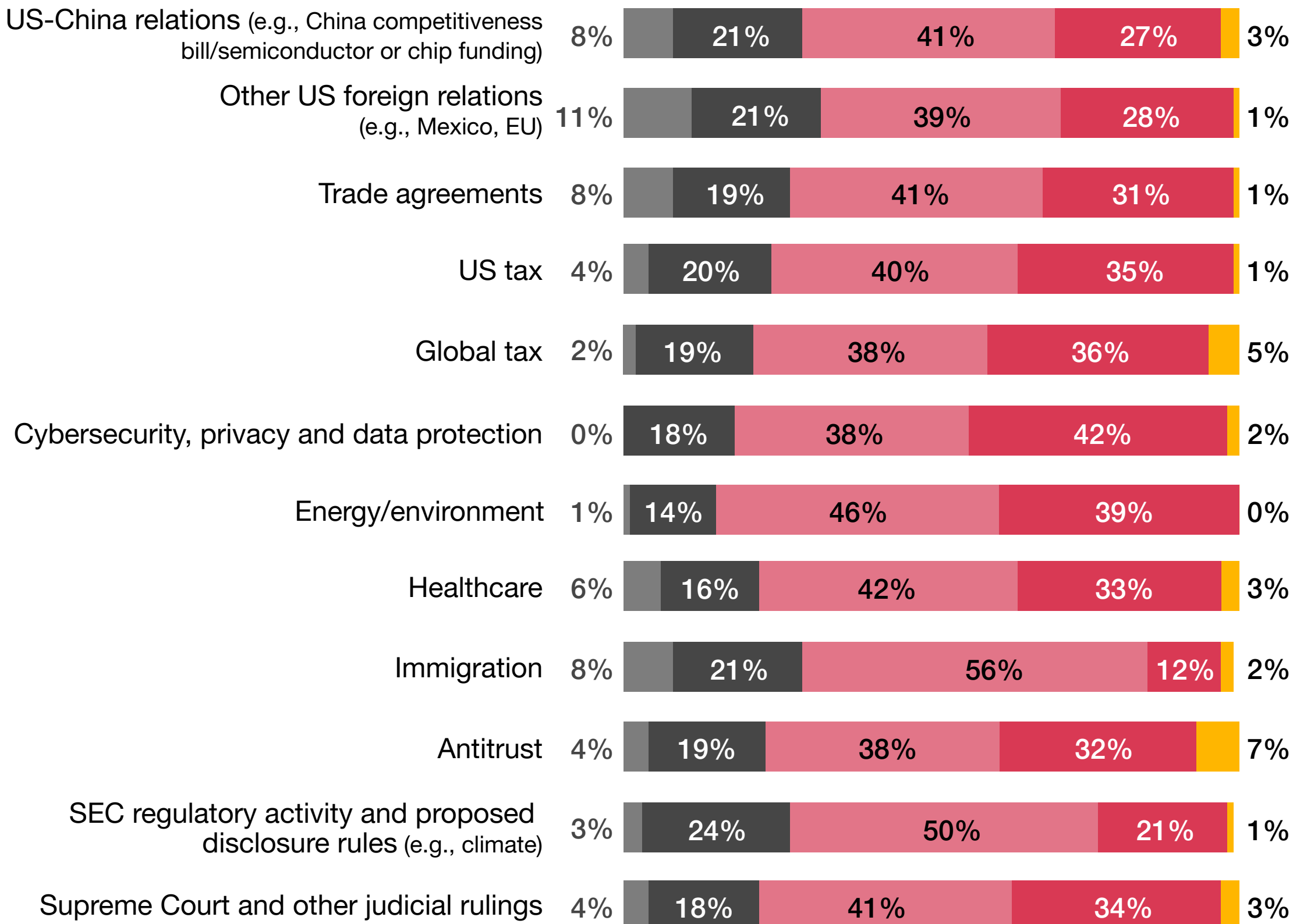
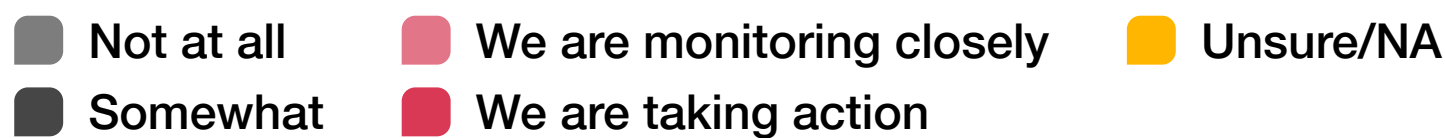


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CHRO base of 98

CHRO and human capital leaders

To what extent are each of the following policy areas on your company's radar?

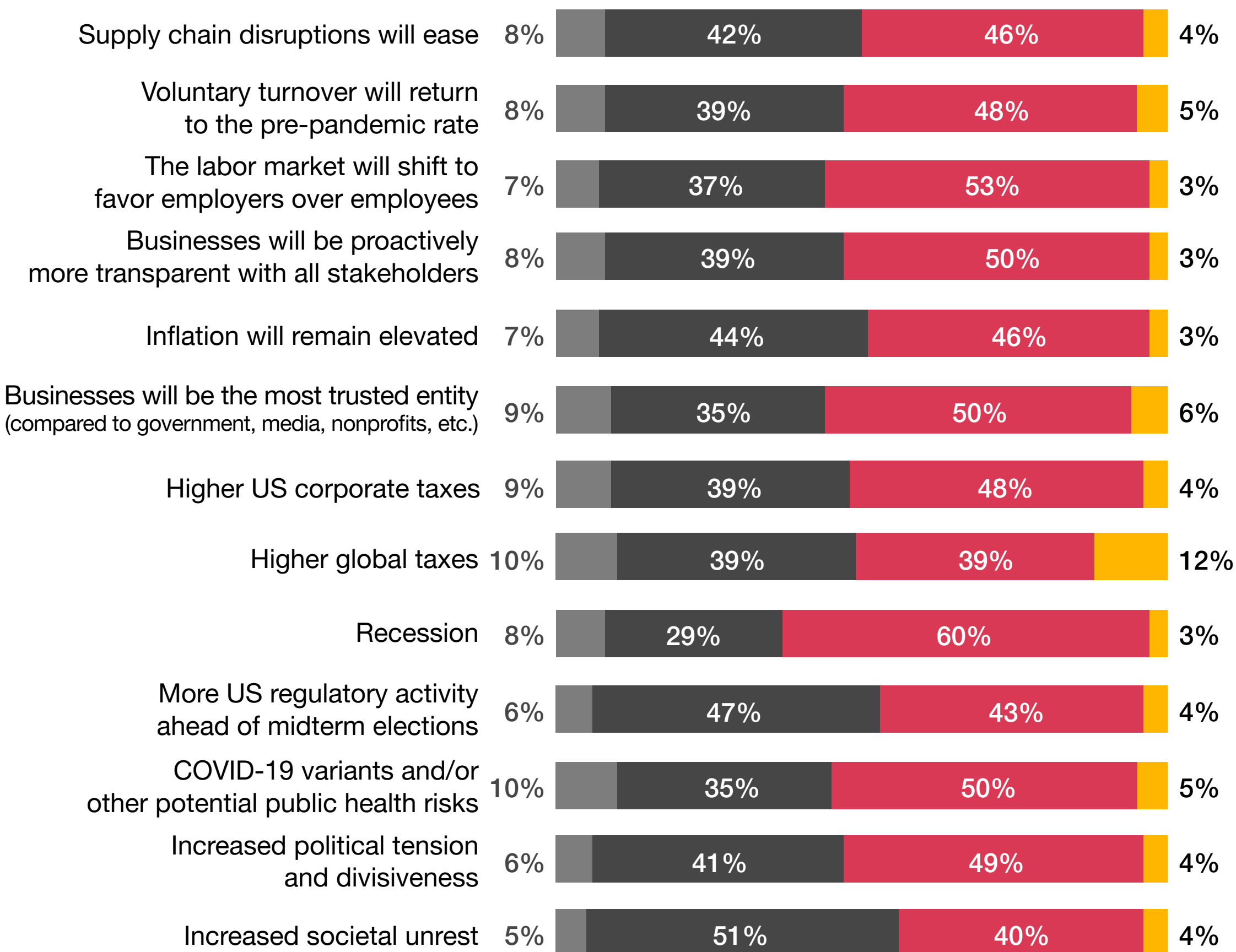


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022; base of 722, CHRO base of 98

CHRO and human capital leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely
 Neither/nor
 Likely
 Unsure

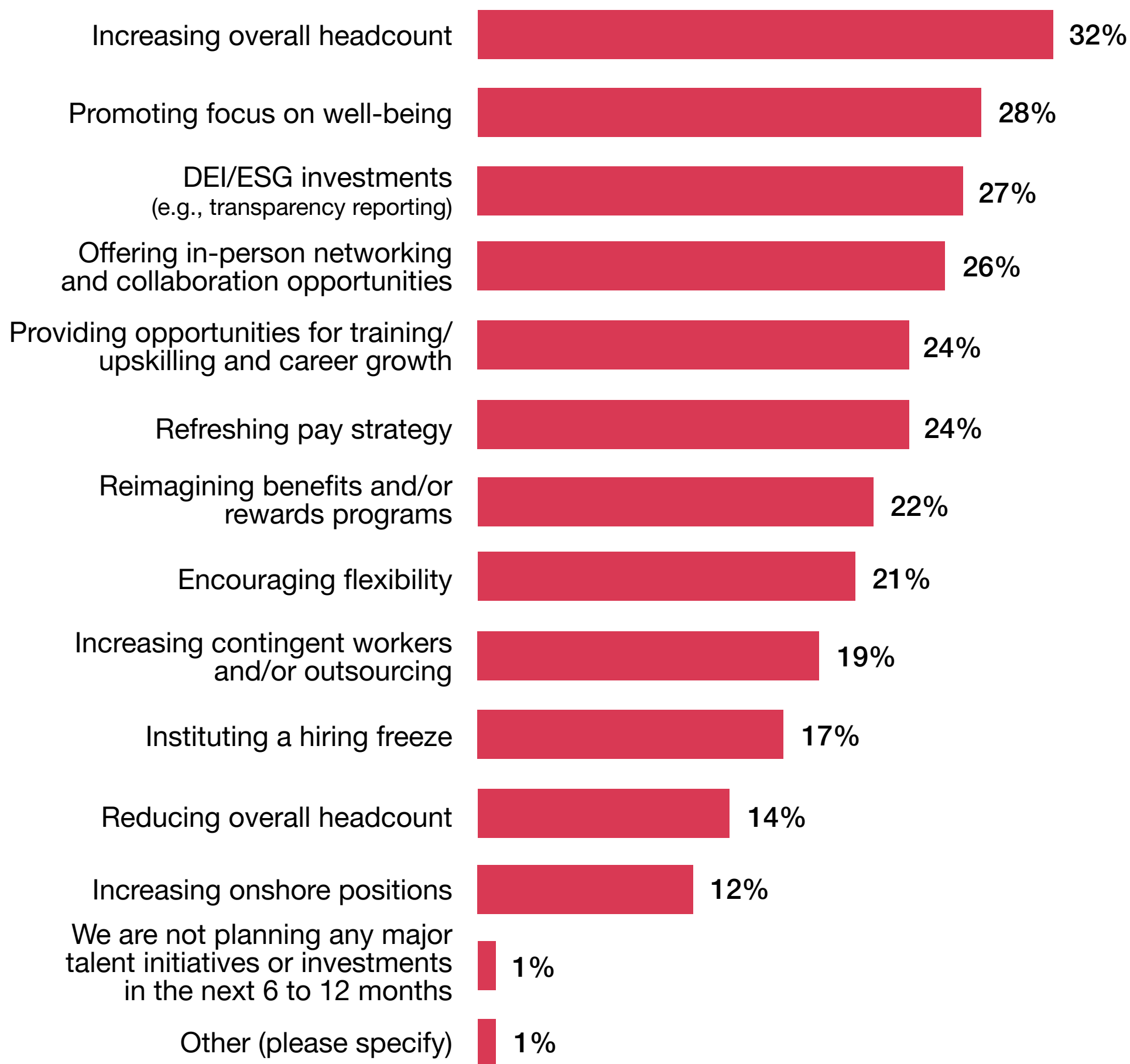


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CHRO base of 98

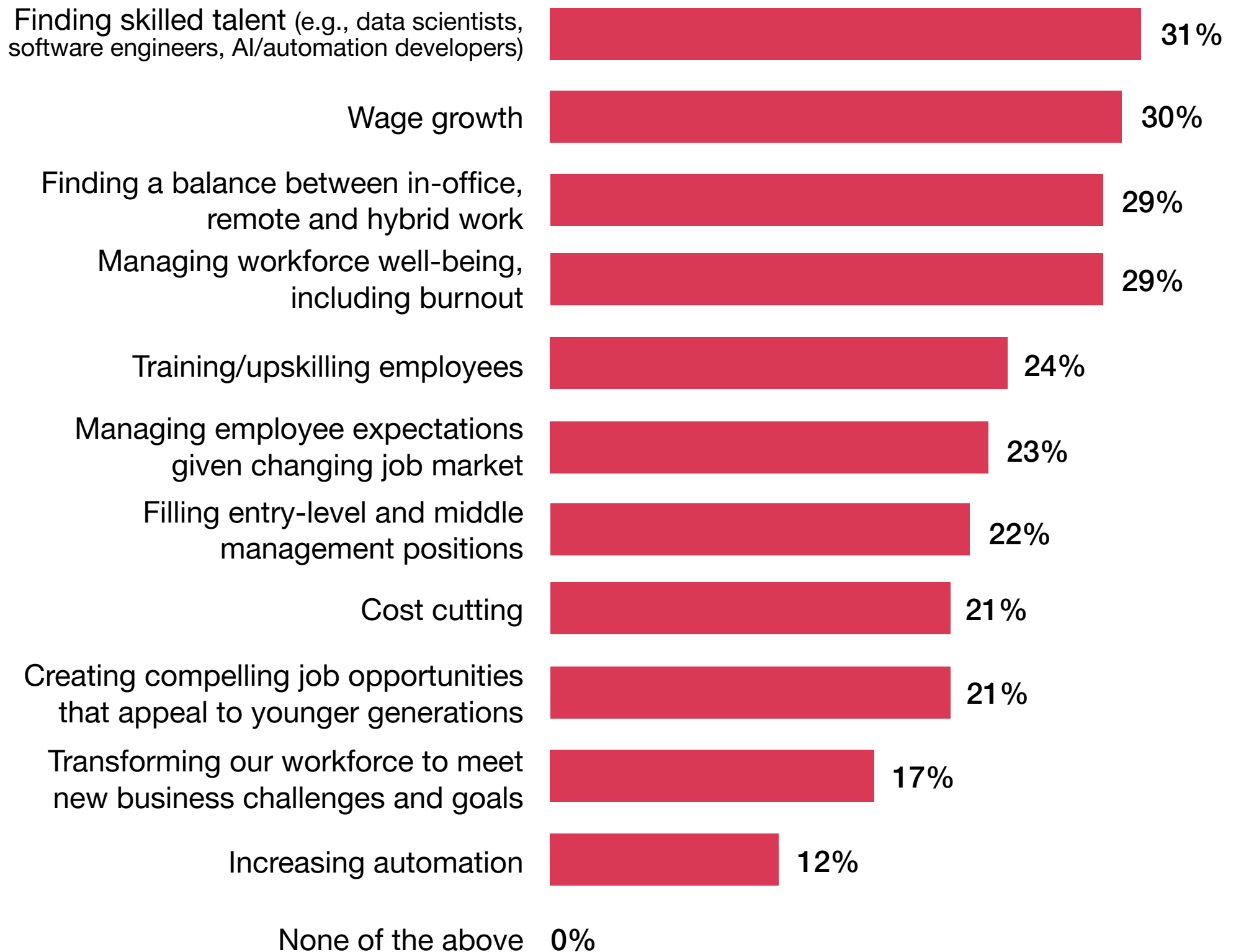
CHRO and human capital leaders

Which of the following talent initiatives is your company prioritizing over the next 6 to 12 months? *(Select up to three)*



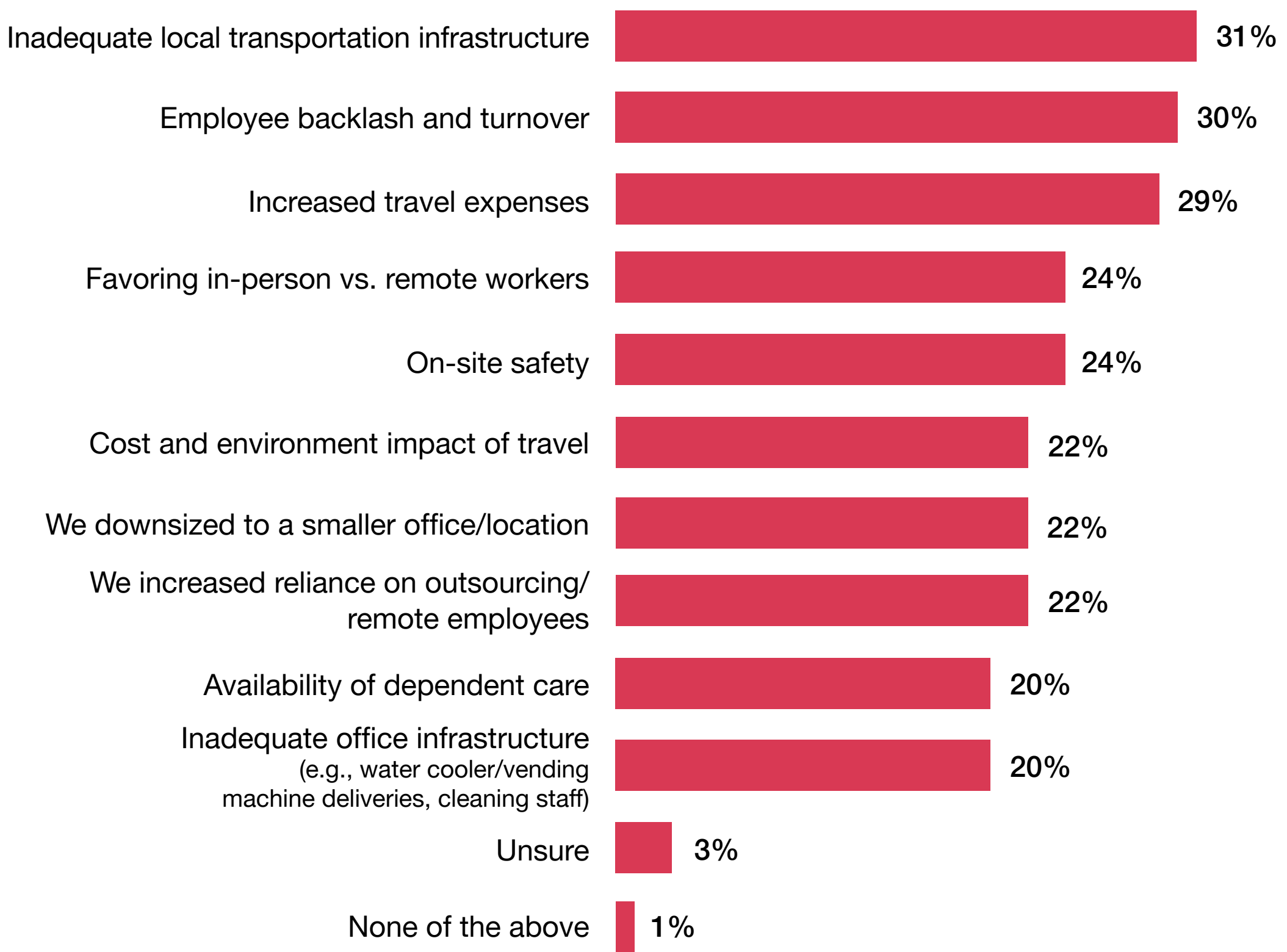
CHRO and human capital leaders

Which of the following will be the biggest workforce-related challenges for your company over the next 12 months? *(Select up to three)*



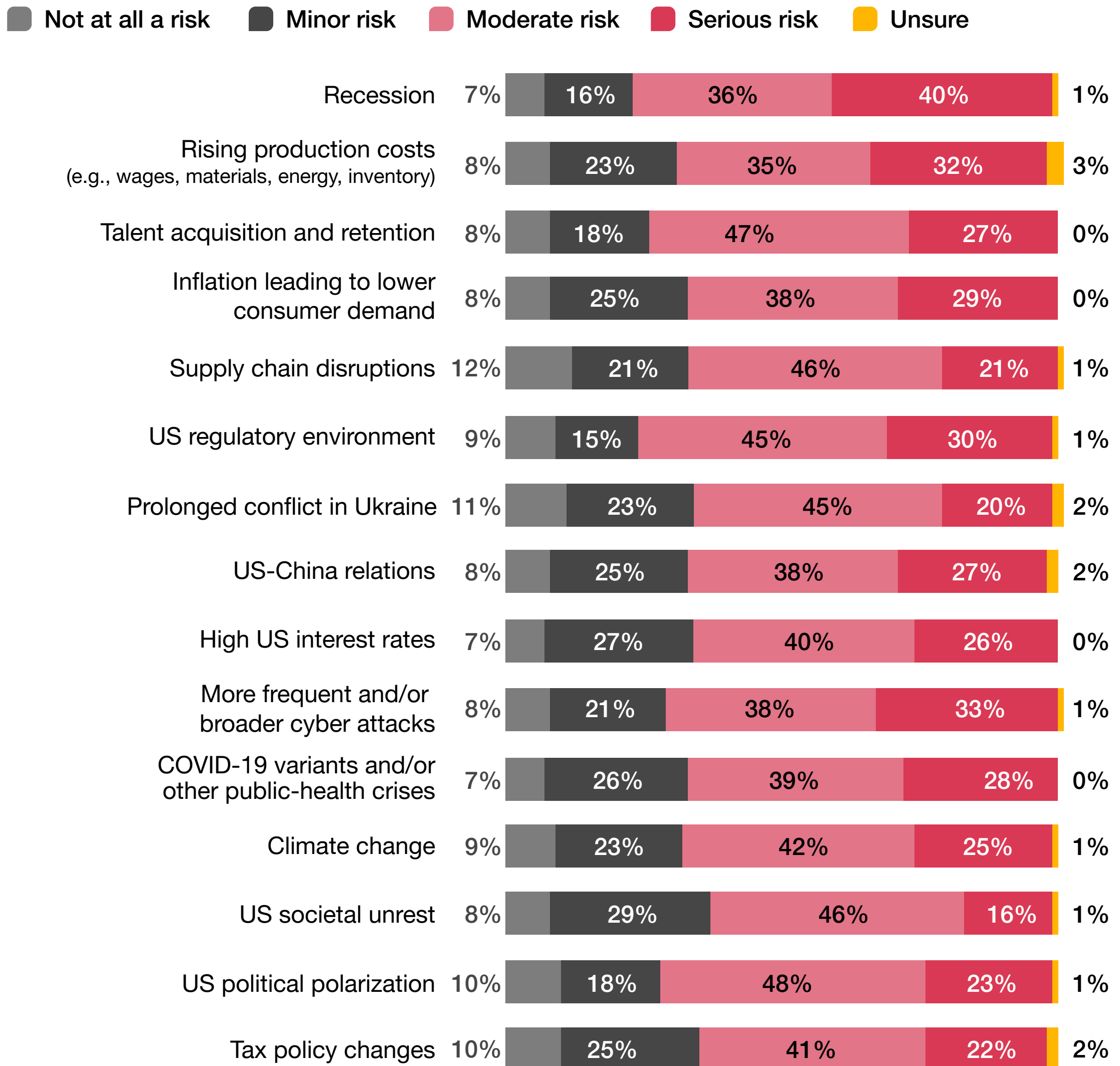
CHRO and human capital leaders

As businesses swing back toward more in-person work, what are your top concerns? *(Select up to three)*



CIOs, CTOs and technology leaders

To what extent do each of the following pose a risk to your company?

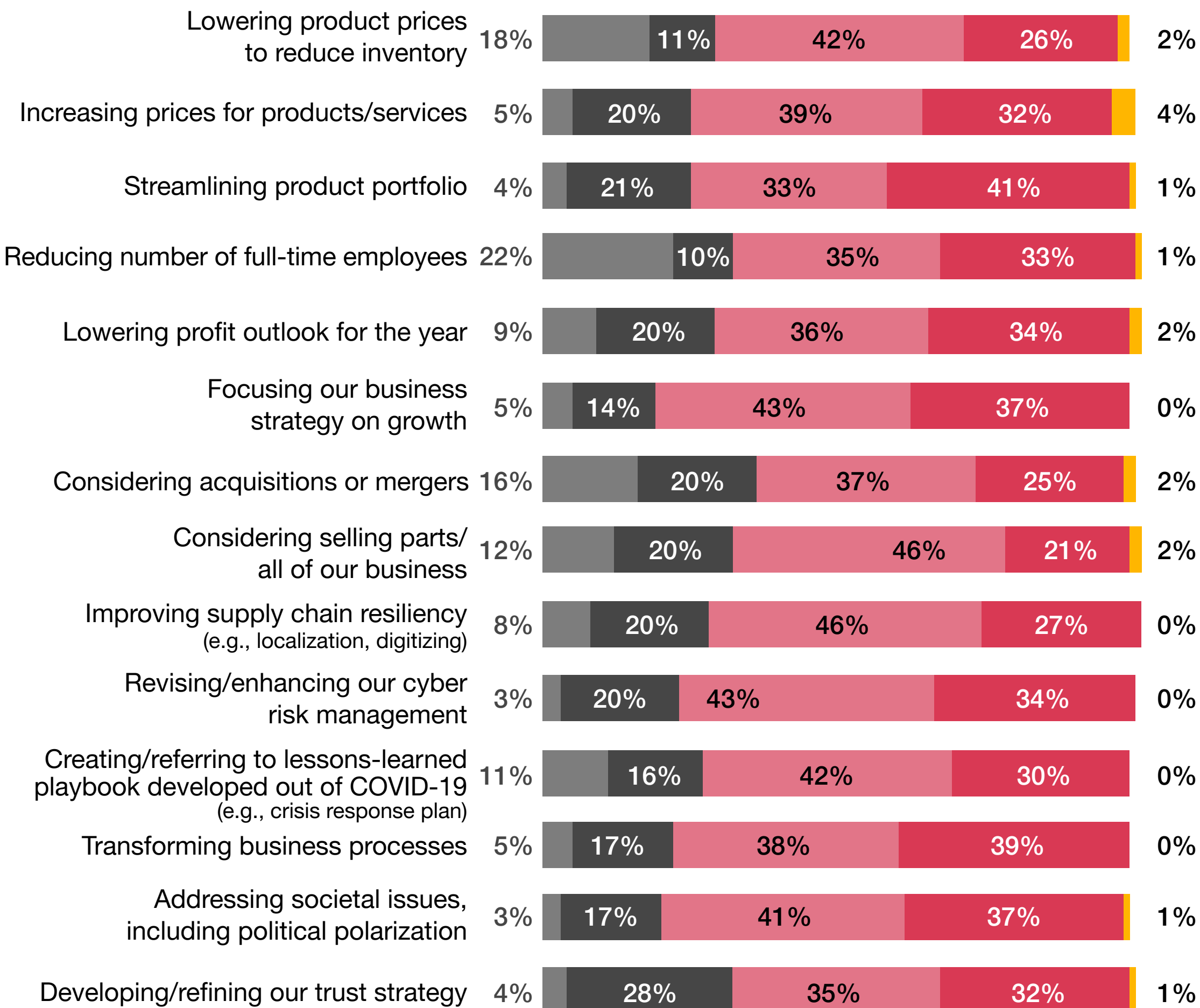


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CIO base of 92

CIOs, CTOs and technology leaders

As a result of the current business environment to what extent is your company doing any of the following?

■ Not at all ■ A little ■ Somewhat ■ To a great extent ■ Unsure/NA



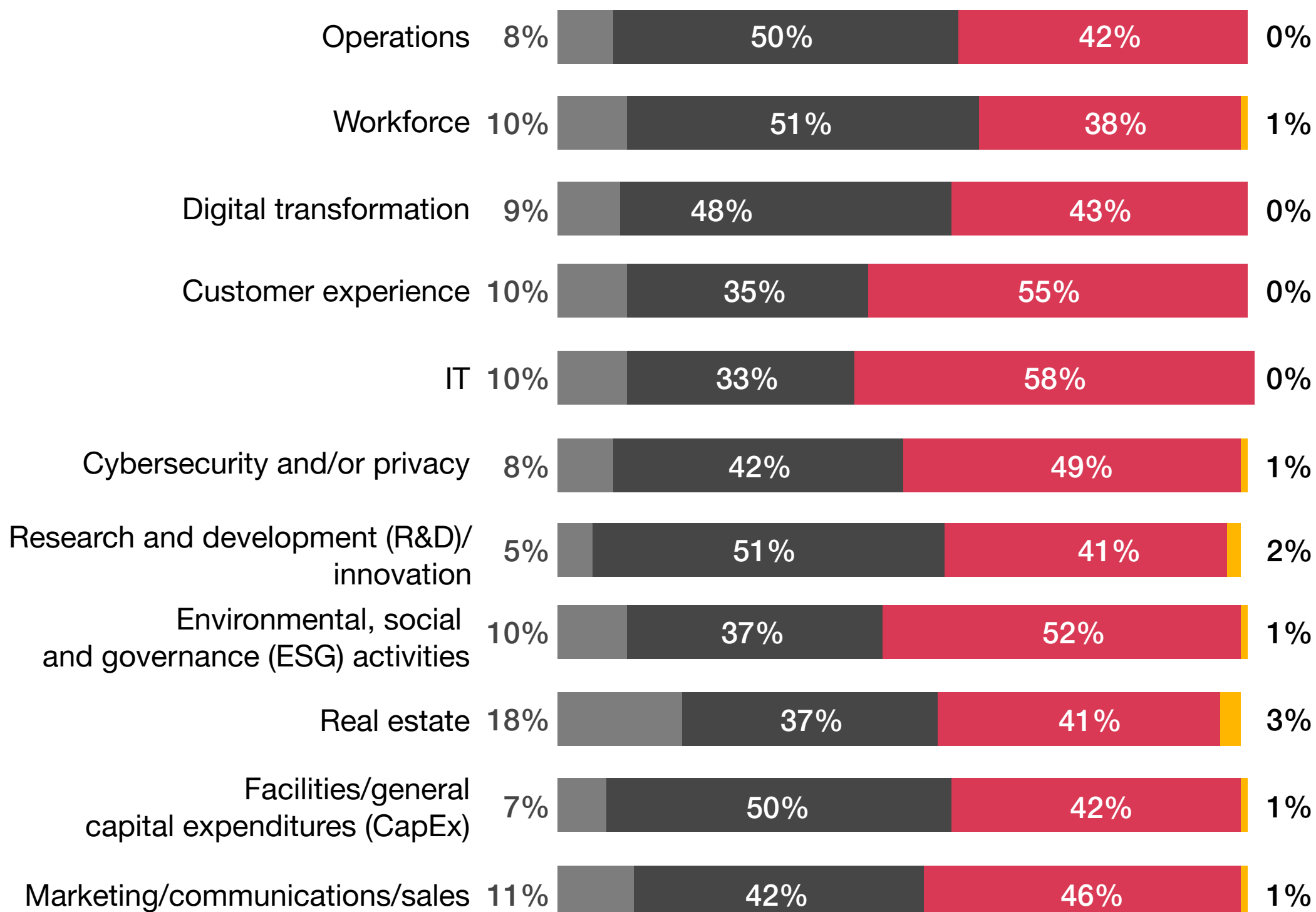
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, CIO base of 92

CIOs, CTOs and technology leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA

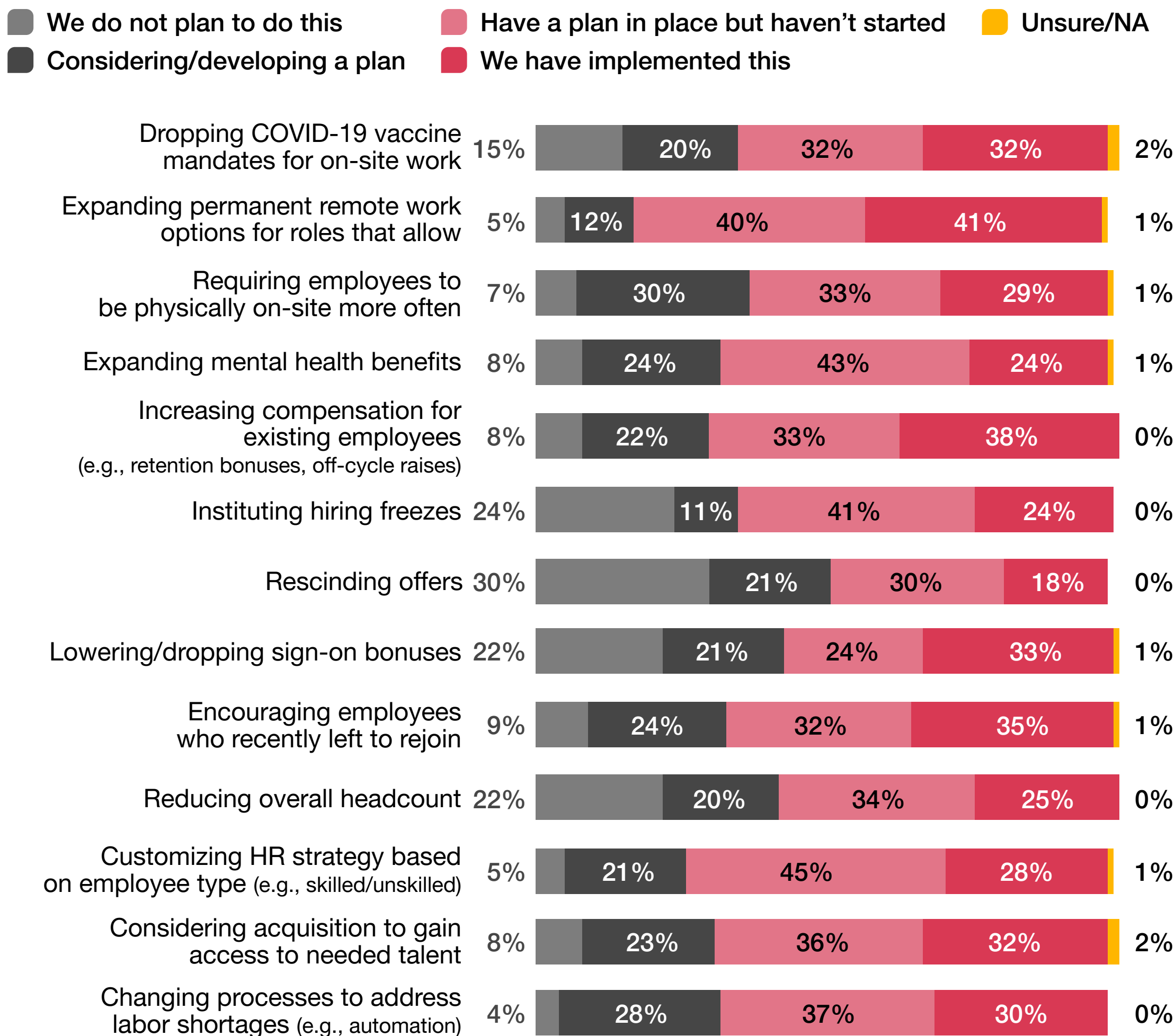


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CIO base of 92

CIOs, CTOs and technology leaders

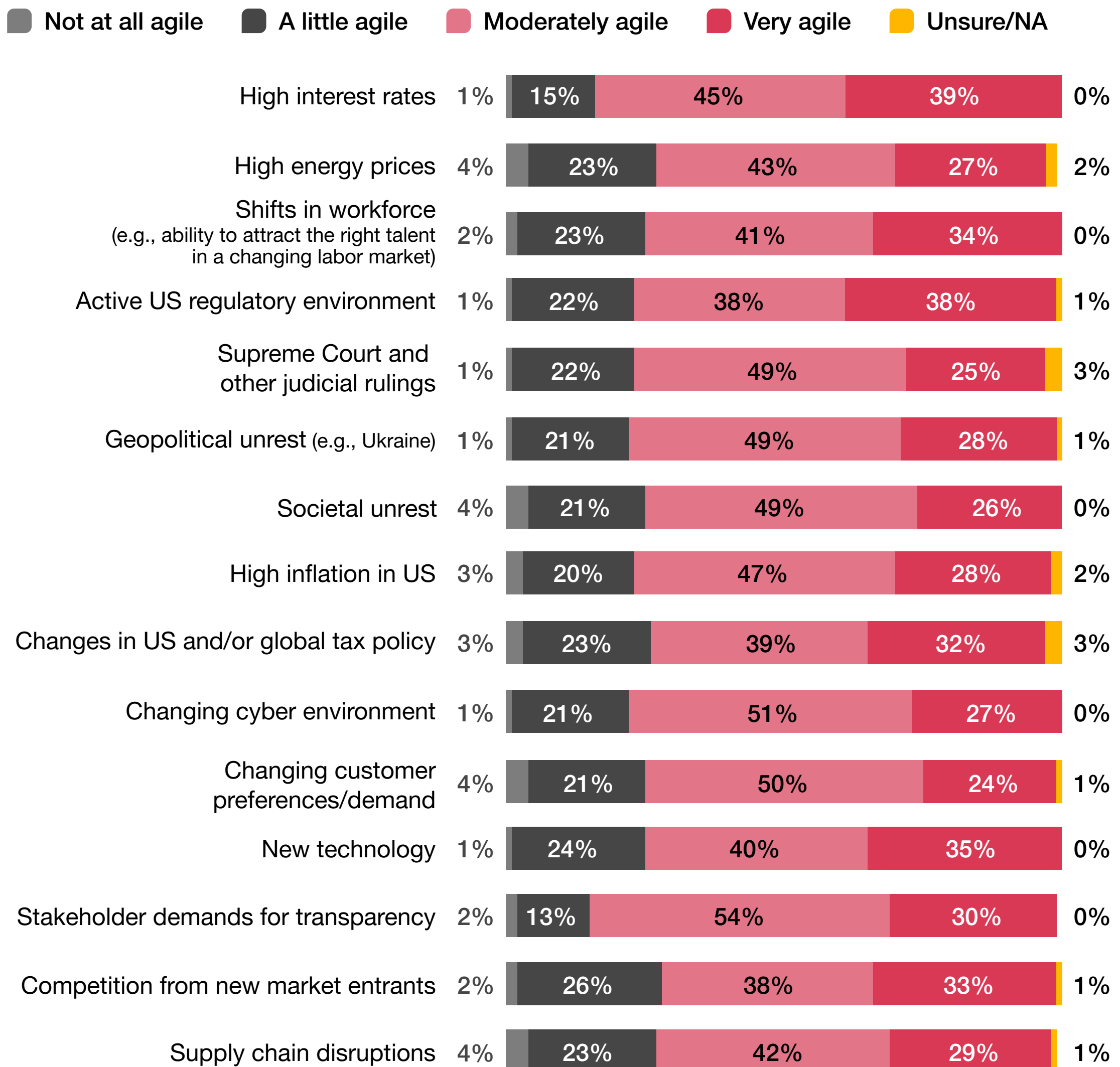
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CIO base of 92

CIOs, CTOs and technology leaders

How agile is your company when changing business strategy to address the following?

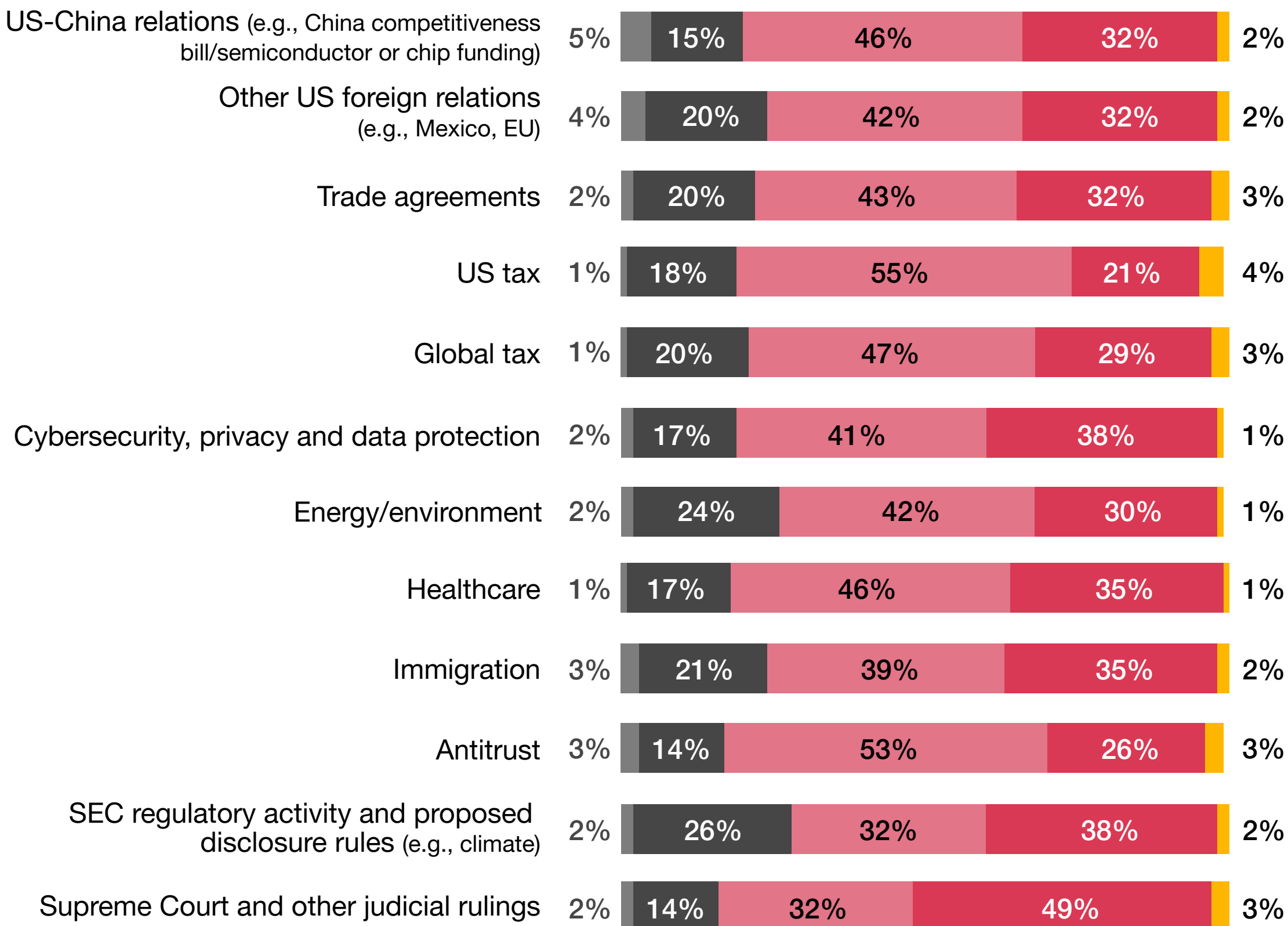


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CIO base of 92

CIOs, CTOs and technology leaders

To what extent are each of the following policy areas on your company's radar?

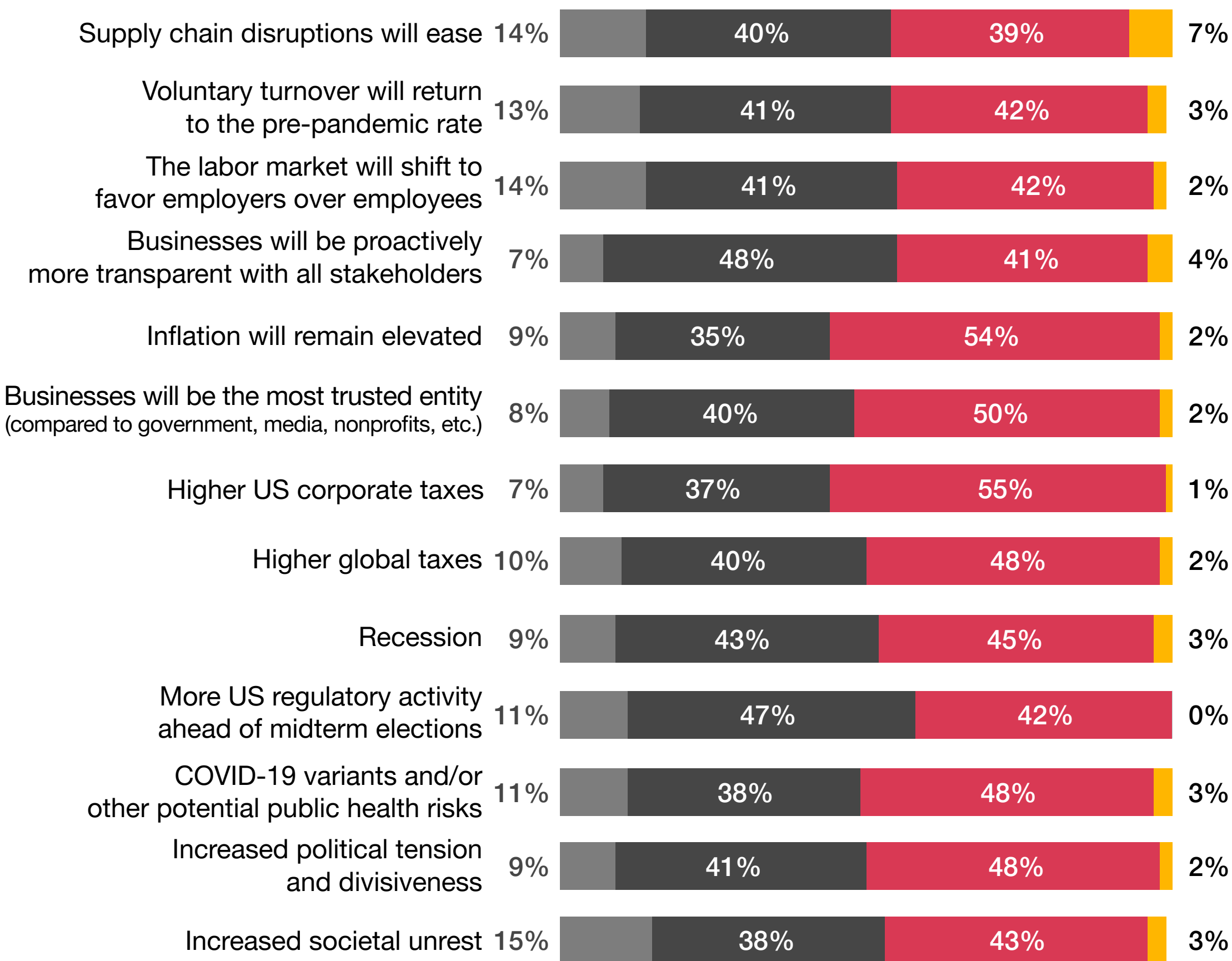


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CIO base of 92

CIOs, CTOs and technology leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely Neither/nor Likely Unsure



*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CIO base of 92

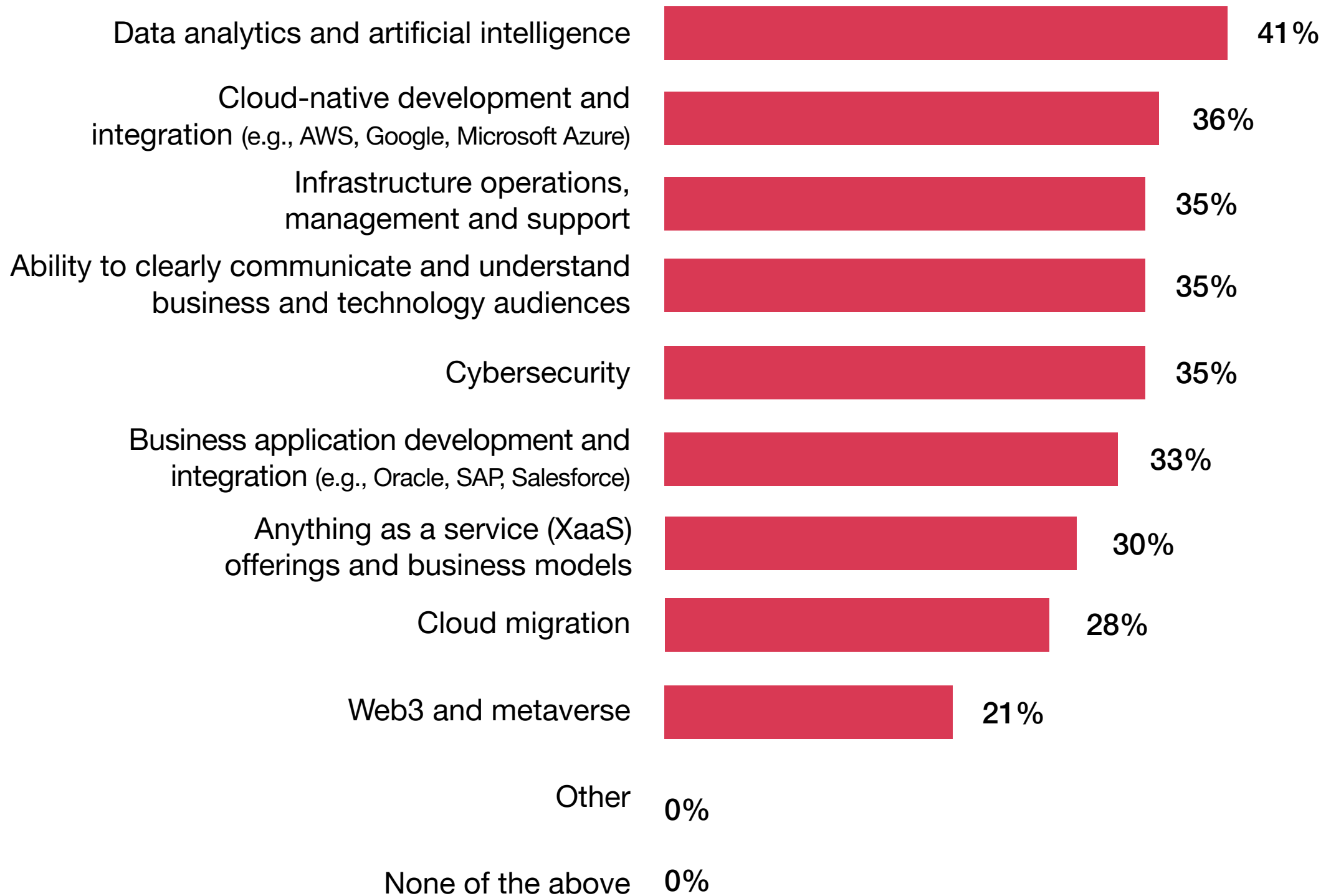
CIOs, CTOs and technology leaders

What percentage of your organization's technology initiatives are primarily focused on the following?



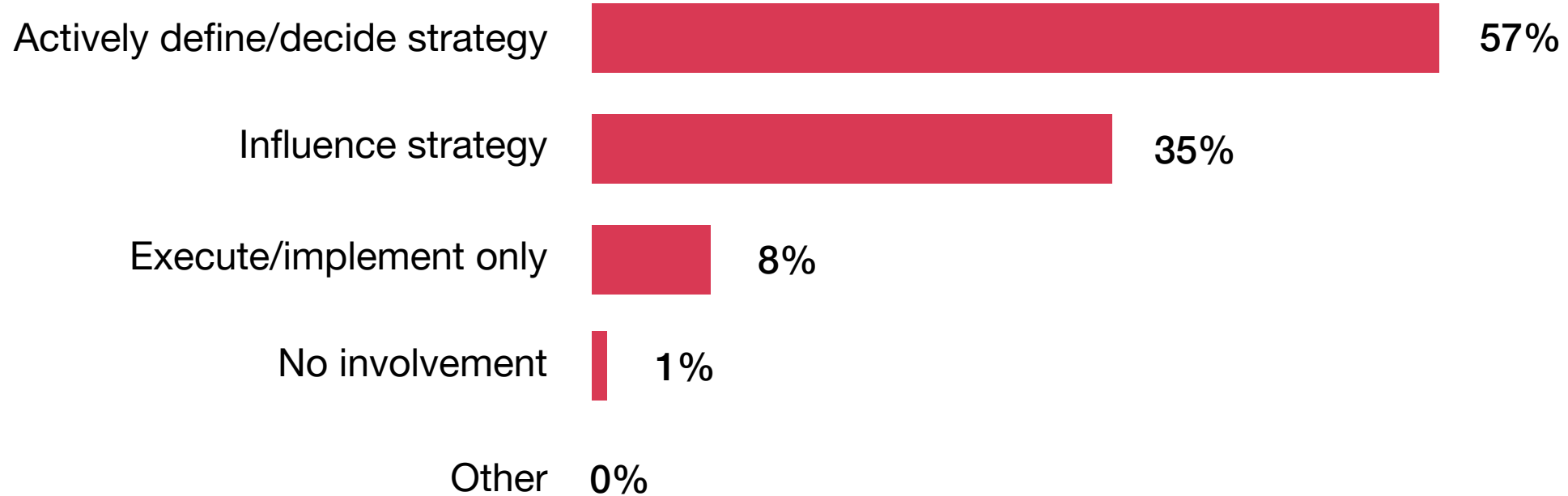
CIOs, CTOs and technology leaders

Which technology skills are most important for your team to build over the next 12 months? *(Select up to three)*



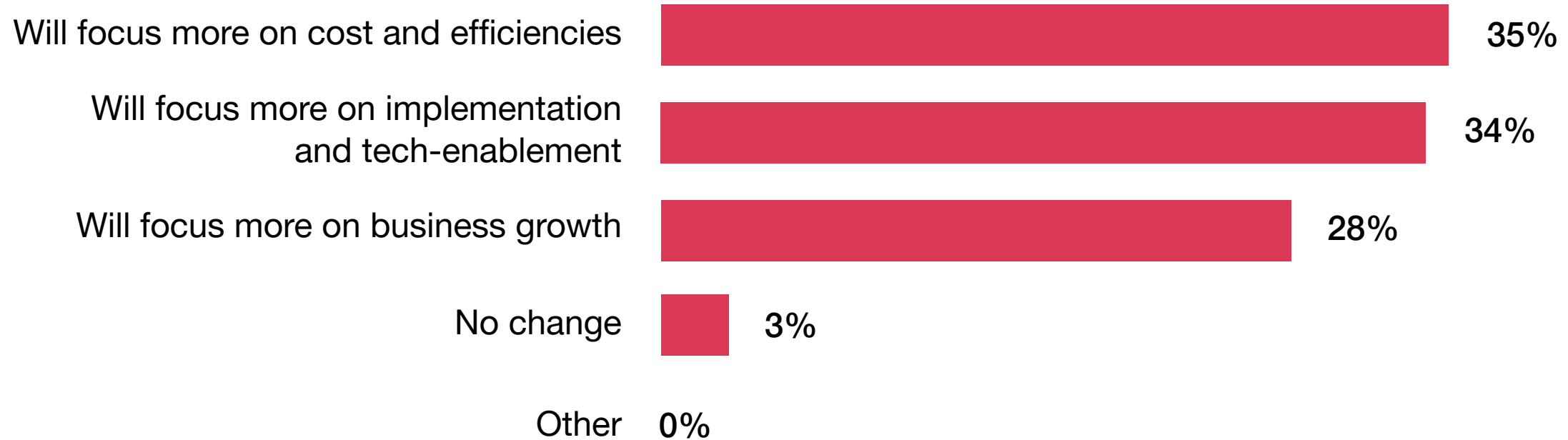
CIOs, CTOs and technology leaders

How would you characterize your role in business strategy? *(Select one)*



CIOs, CTOs and technology leaders

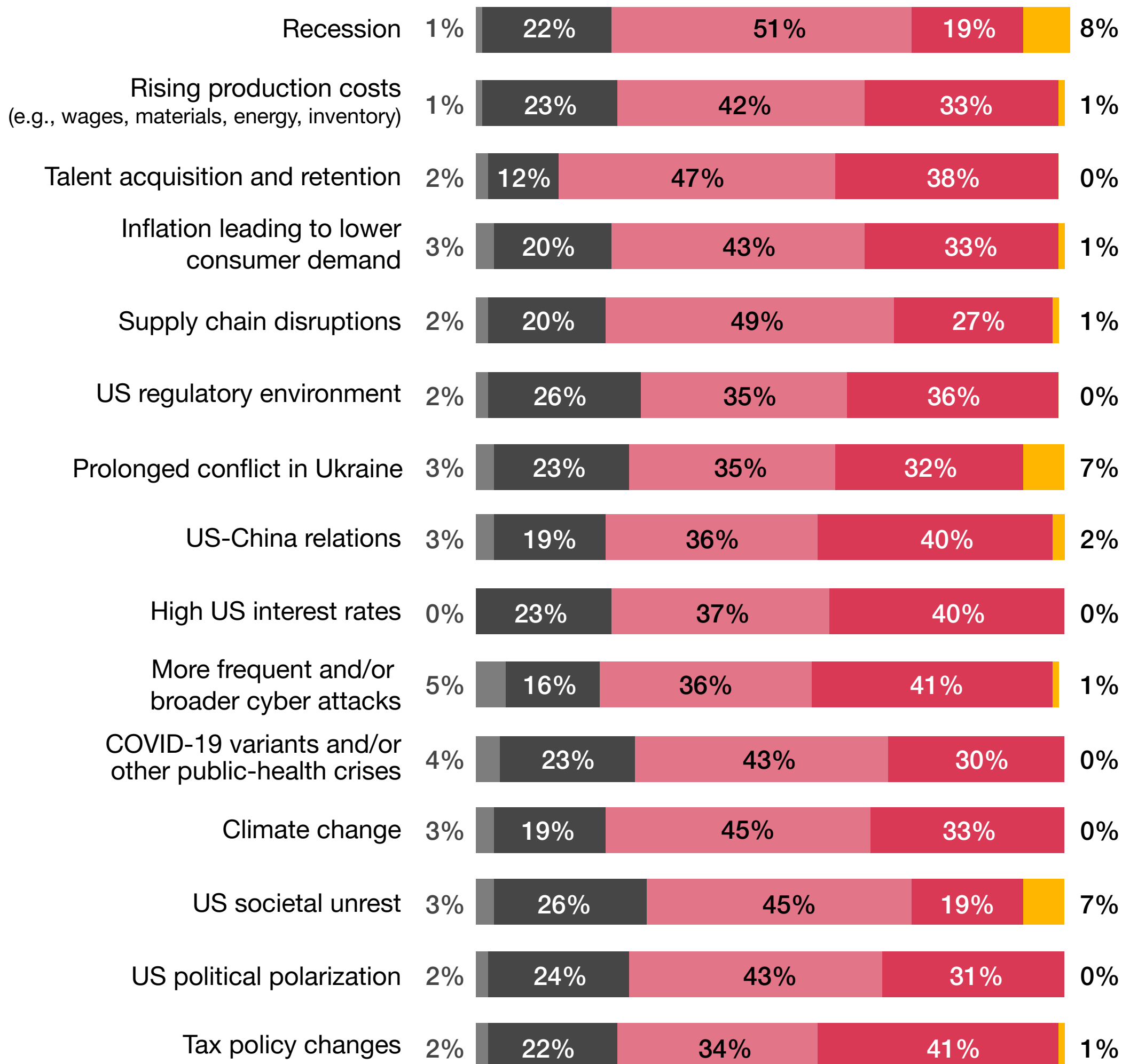
How do you see your role changing over the next 12 months? *(Select one)*



CMO and marketing leaders

To what extent do each of the following pose a risk to your company?

Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure

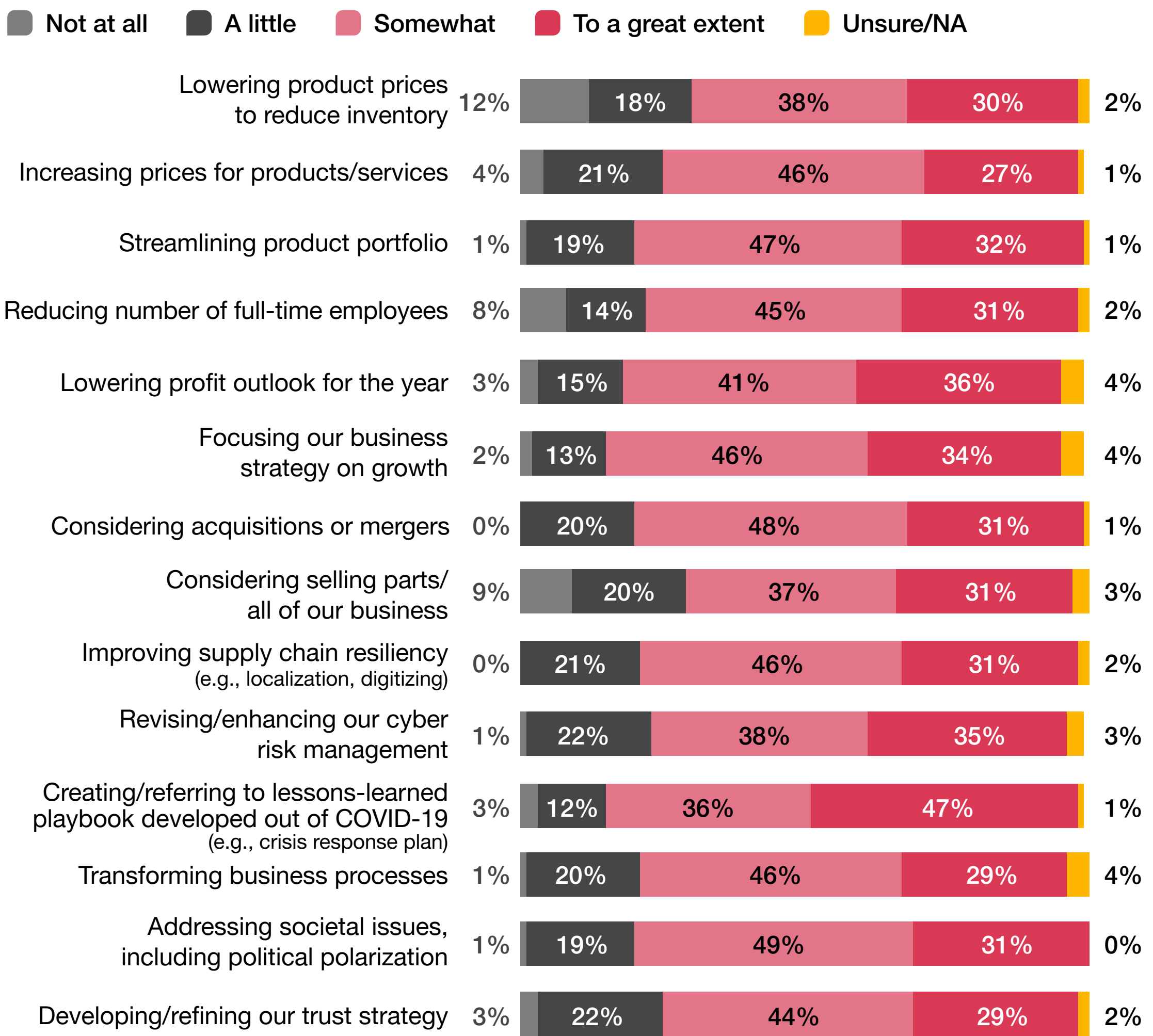


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

CMO and marketing leaders

As a result of the current business environment, to what extent is your company doing any of the following?

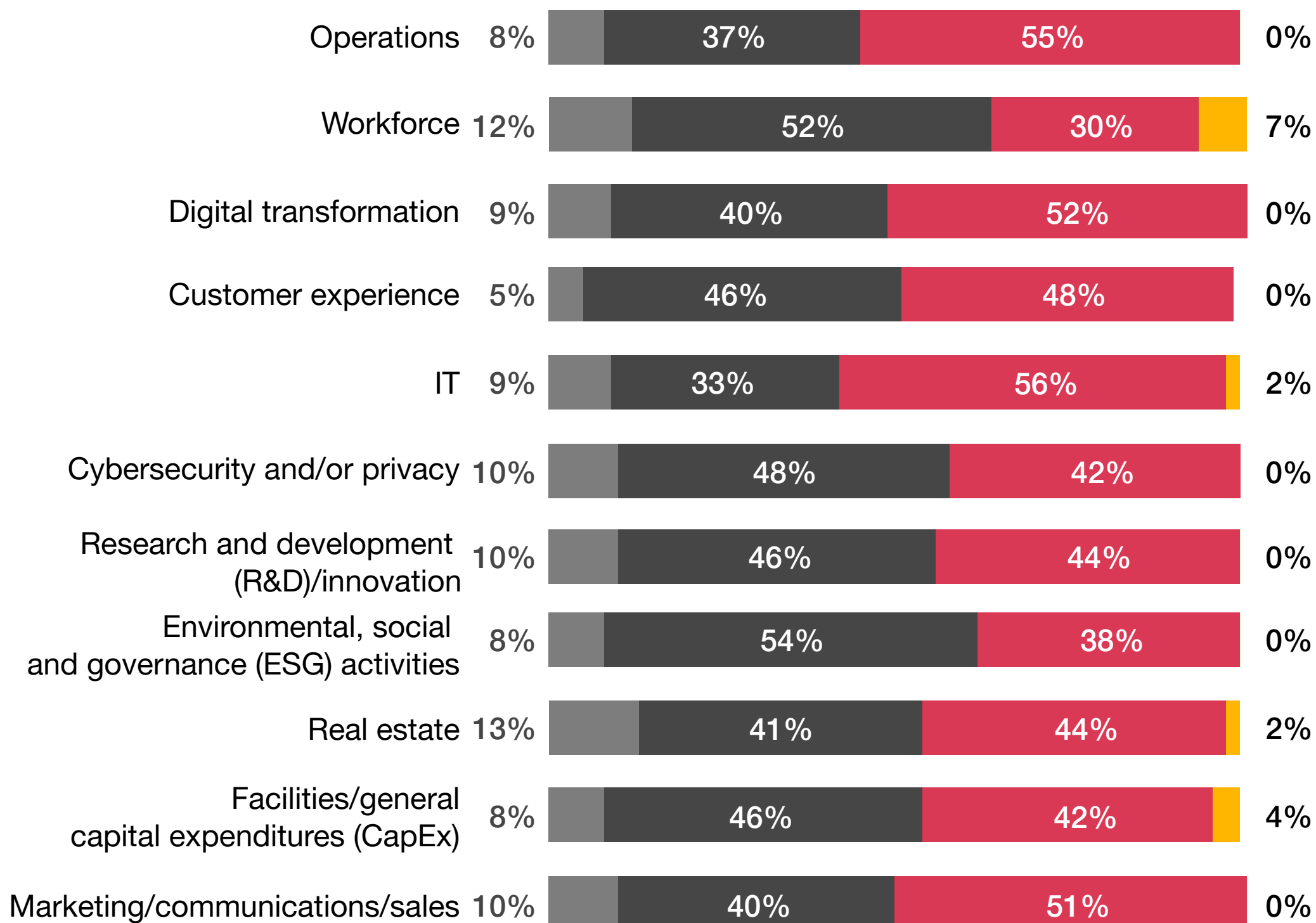


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

CMO and marketing leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA



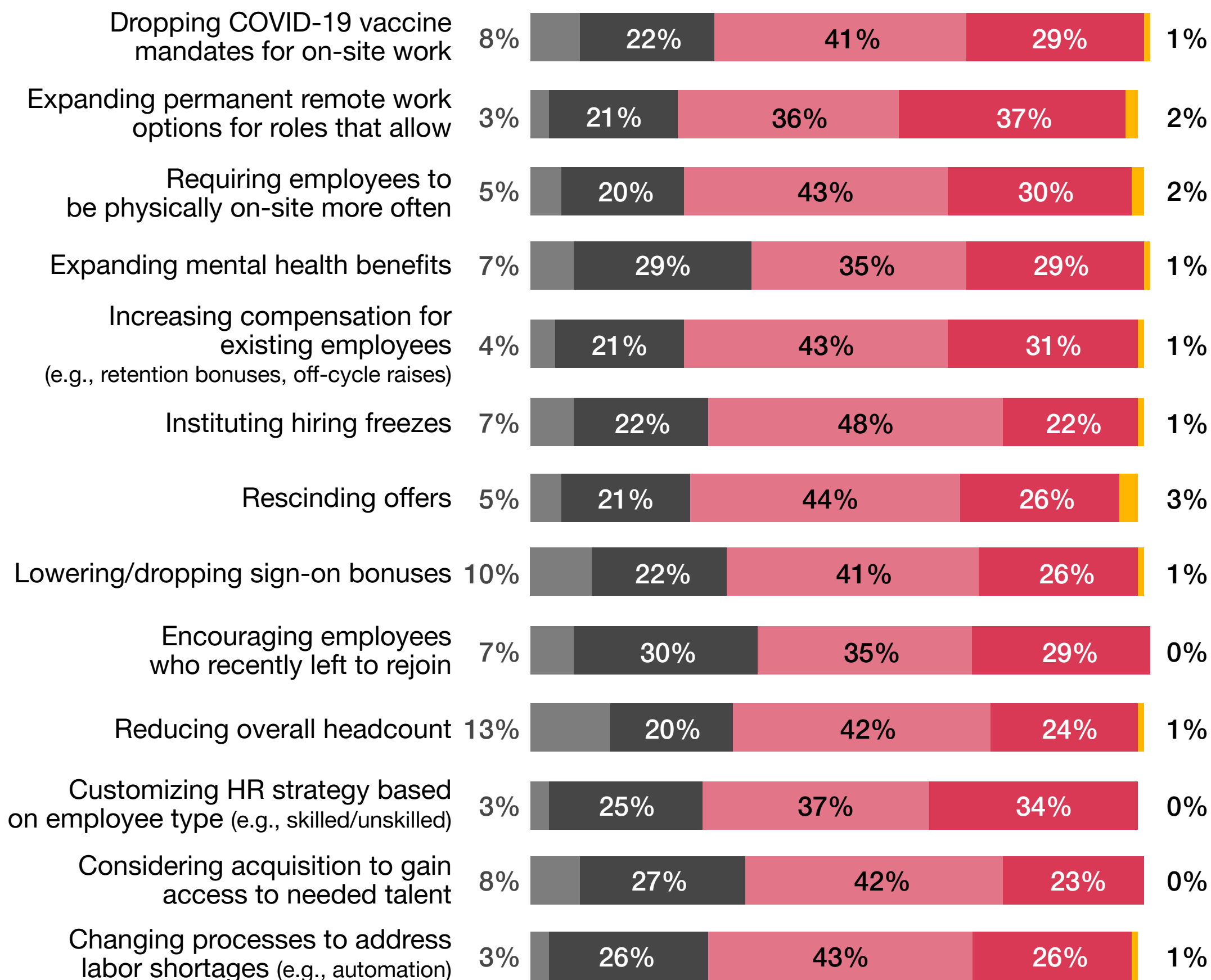
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

CMO and marketing leaders

How is your company addressing each of the following aspects of your workforce policy?

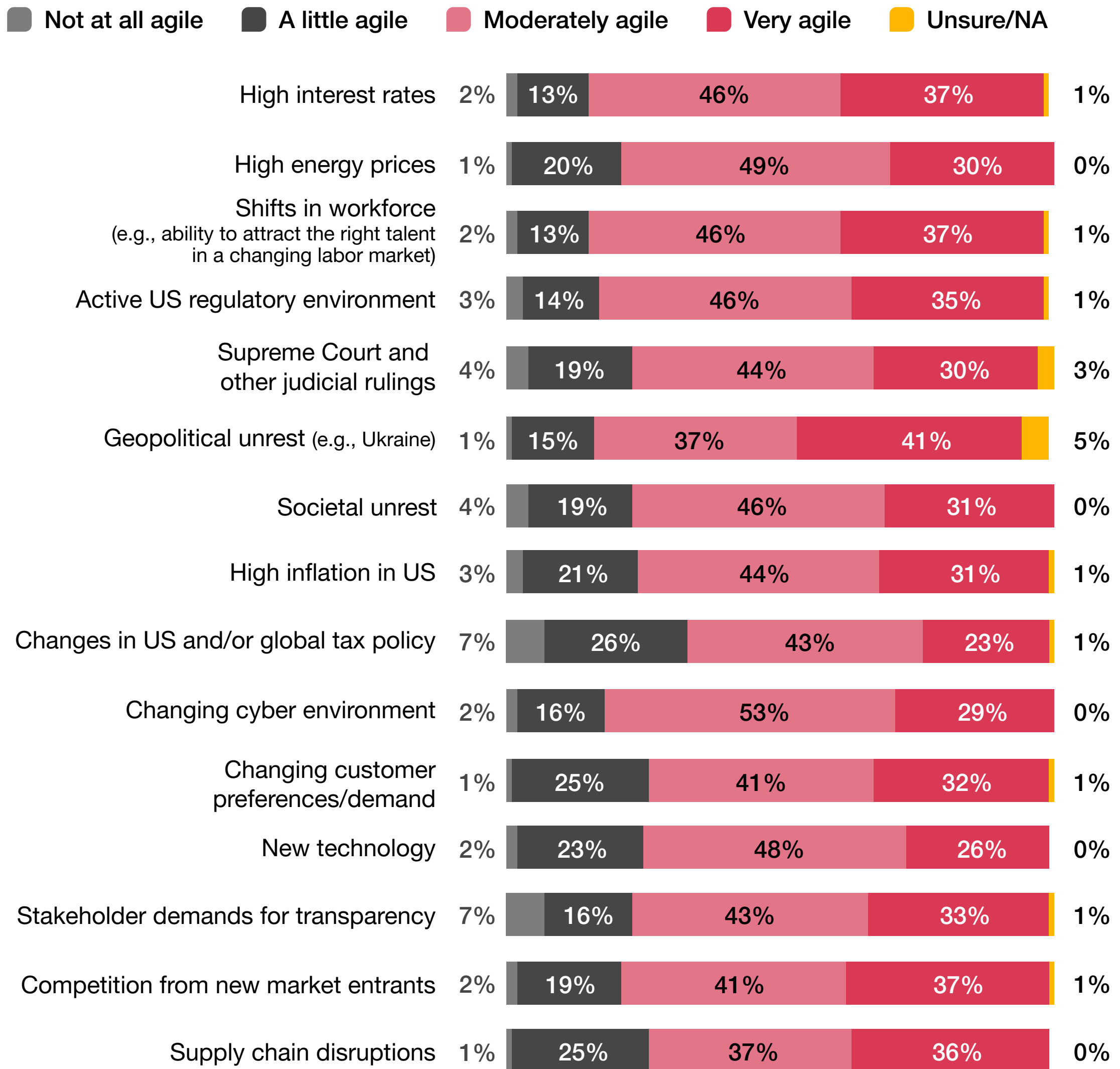
- We do not plan to do this
- Have a plan in place but haven't started
- Unsure/NA
- Considering/developing a plan
- We have implemented this



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

CMO and marketing leaders

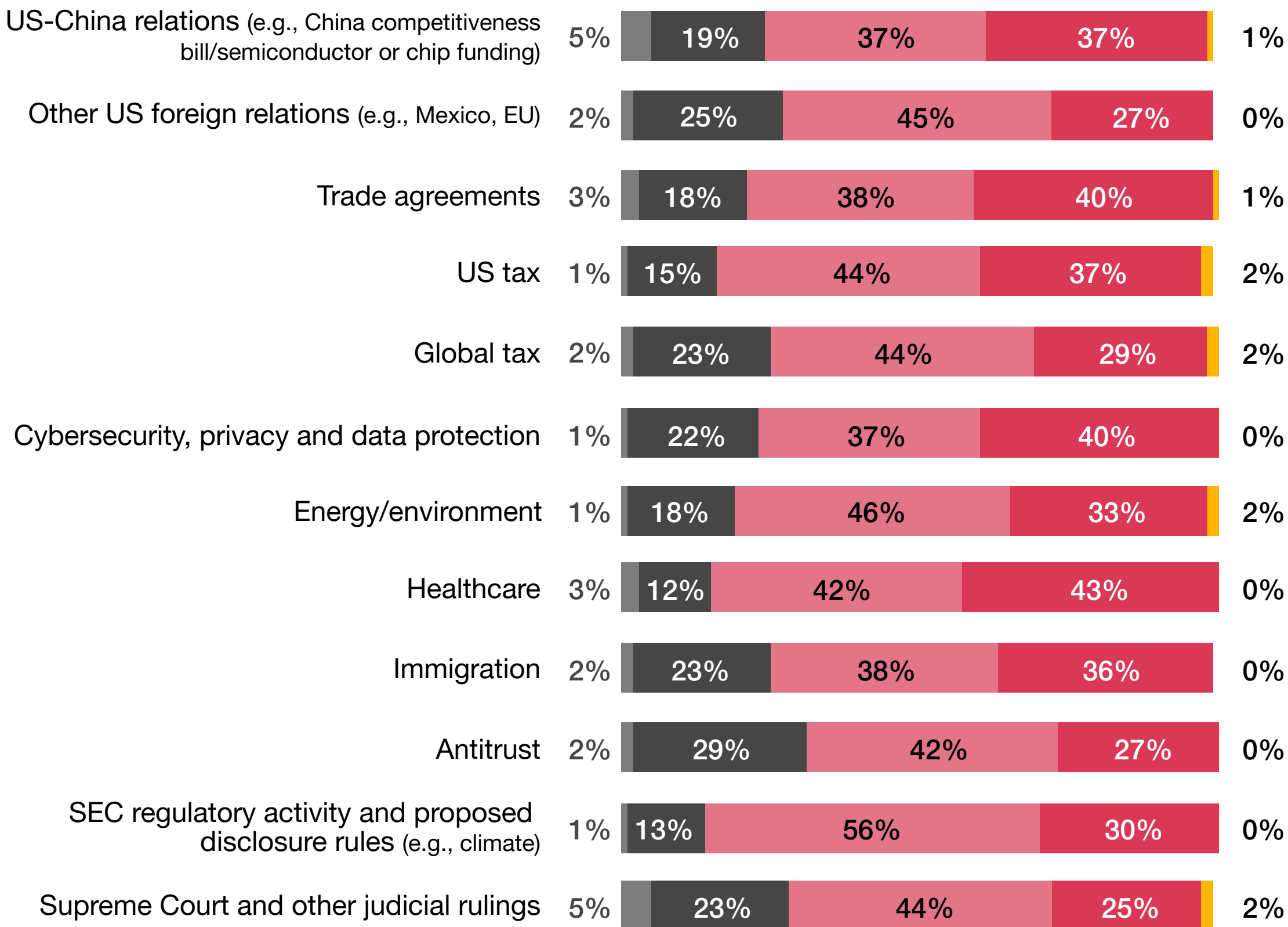
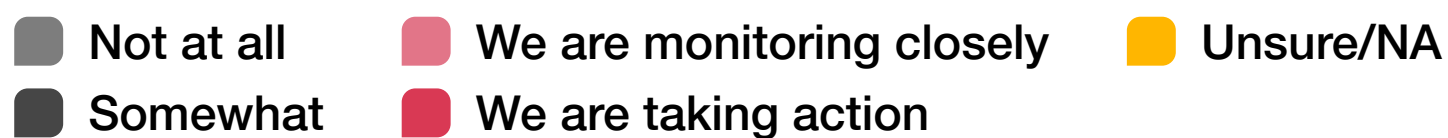
How agile is your company when changing business strategy to address the following?



*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

CMO and marketing leaders

To what extent are each of the following policy areas on your company's radar?

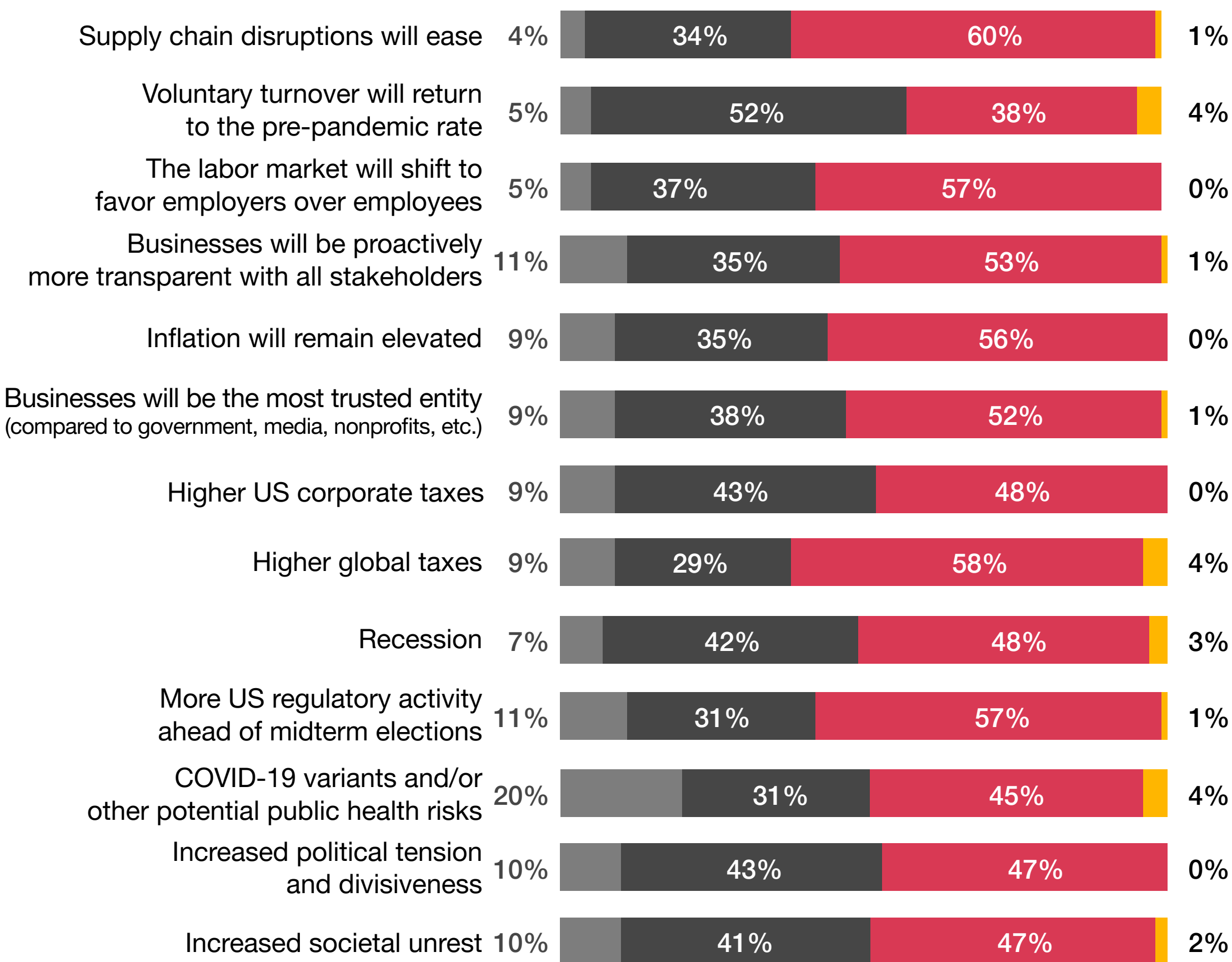


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

CMO and marketing leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely
 Neither/nor
 Likely
 Unsure

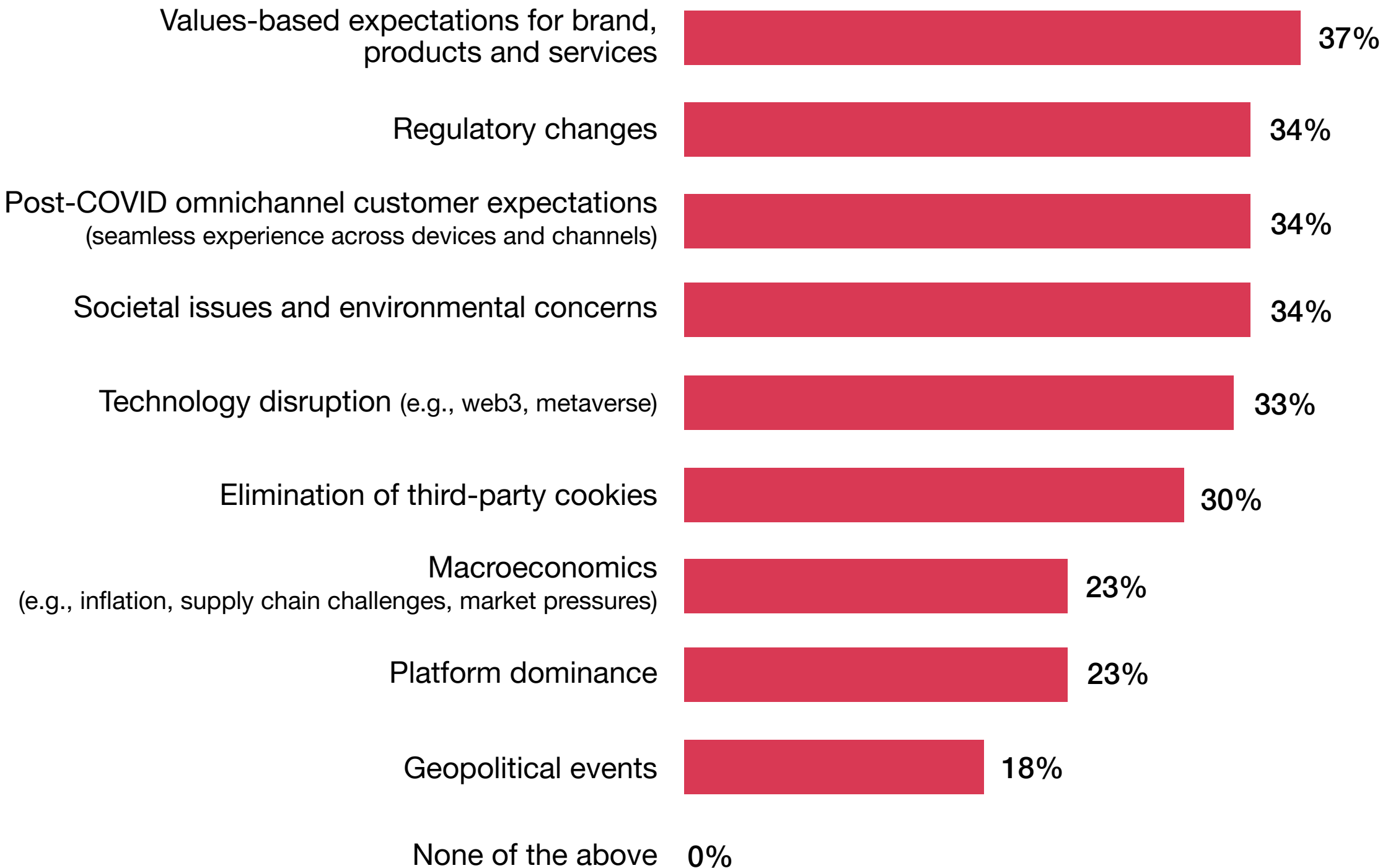


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CMO base of 91

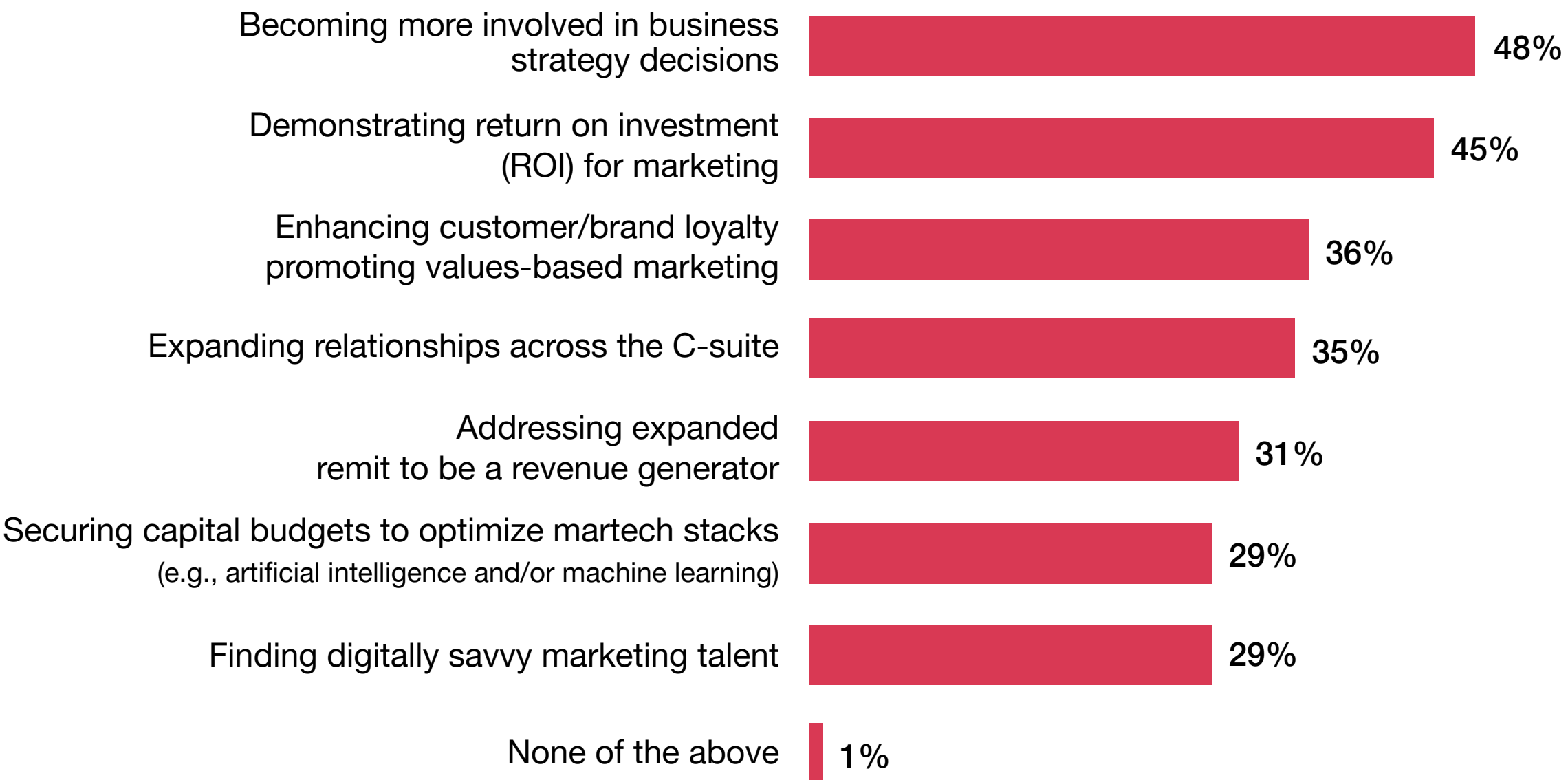
CMO and marketing leaders

As marketing leader, which of the following affect you the most? *(Select up to three)*



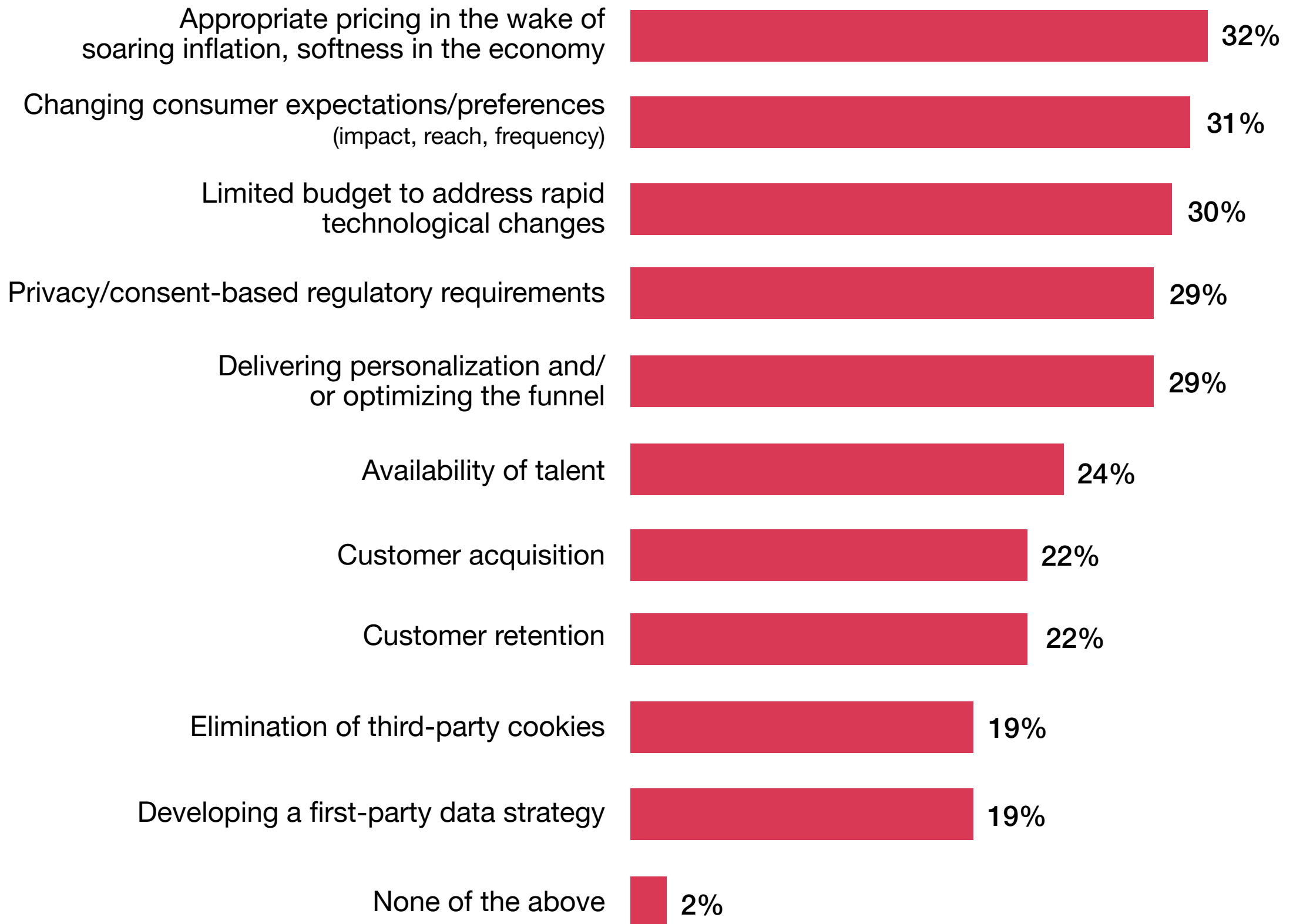
CMO and marketing leaders

What are your top priorities as marketing leader? *(Select up to three)*



CMO and marketing leaders

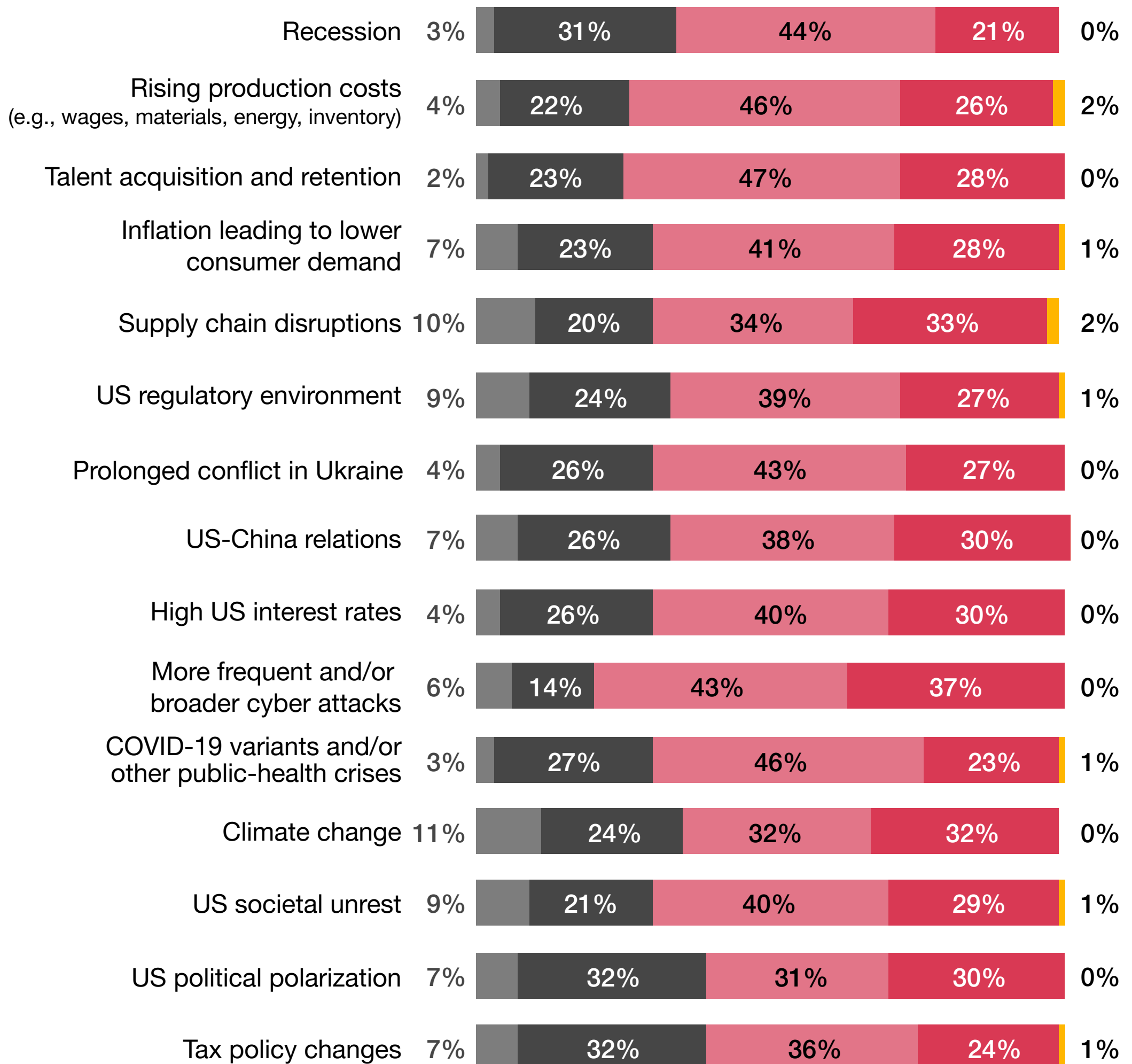
What are your top challenges/concerns as marketing leader? *(Select up to three)*



COO and operations leaders

To what extent do each of the following pose a risk to your company?

Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure

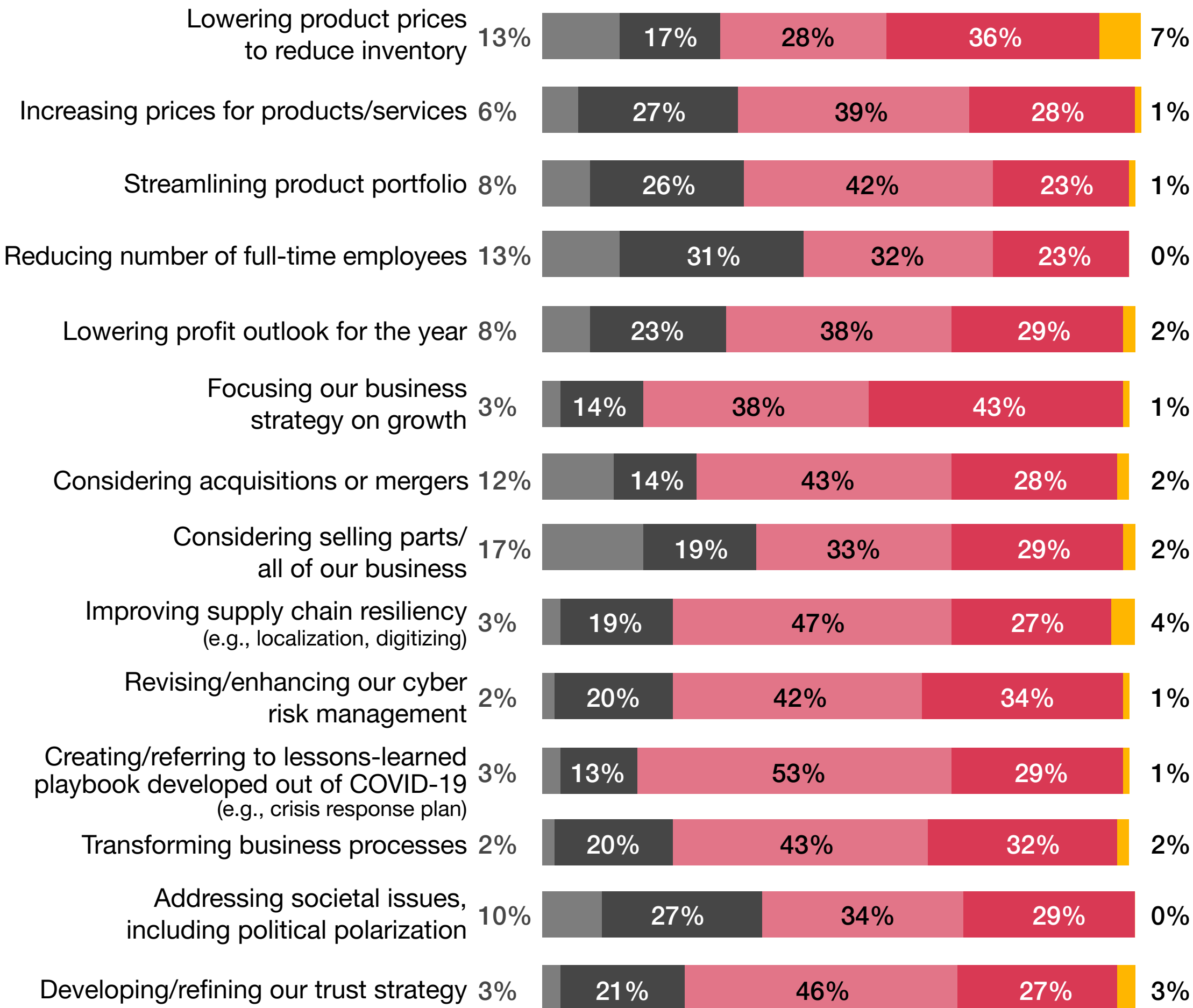


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, COO base of 90

COO and operations leaders

As a result of the current business environment, to what extent is your company doing any of the following?

Not at all
 A little
 Somewhat
 To a great extent
 Unsure/NA

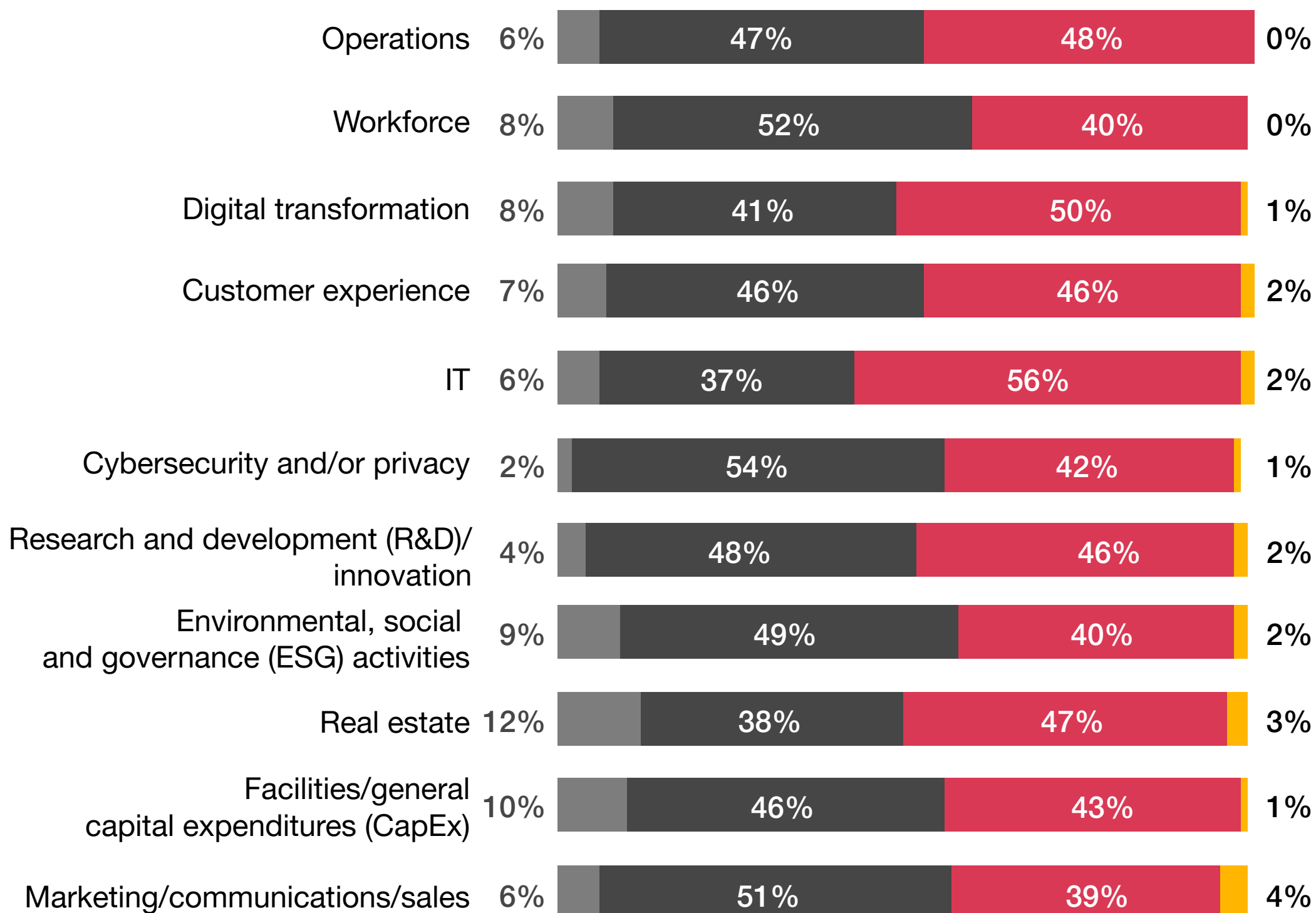


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, COO base of 90

COO and operations leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA

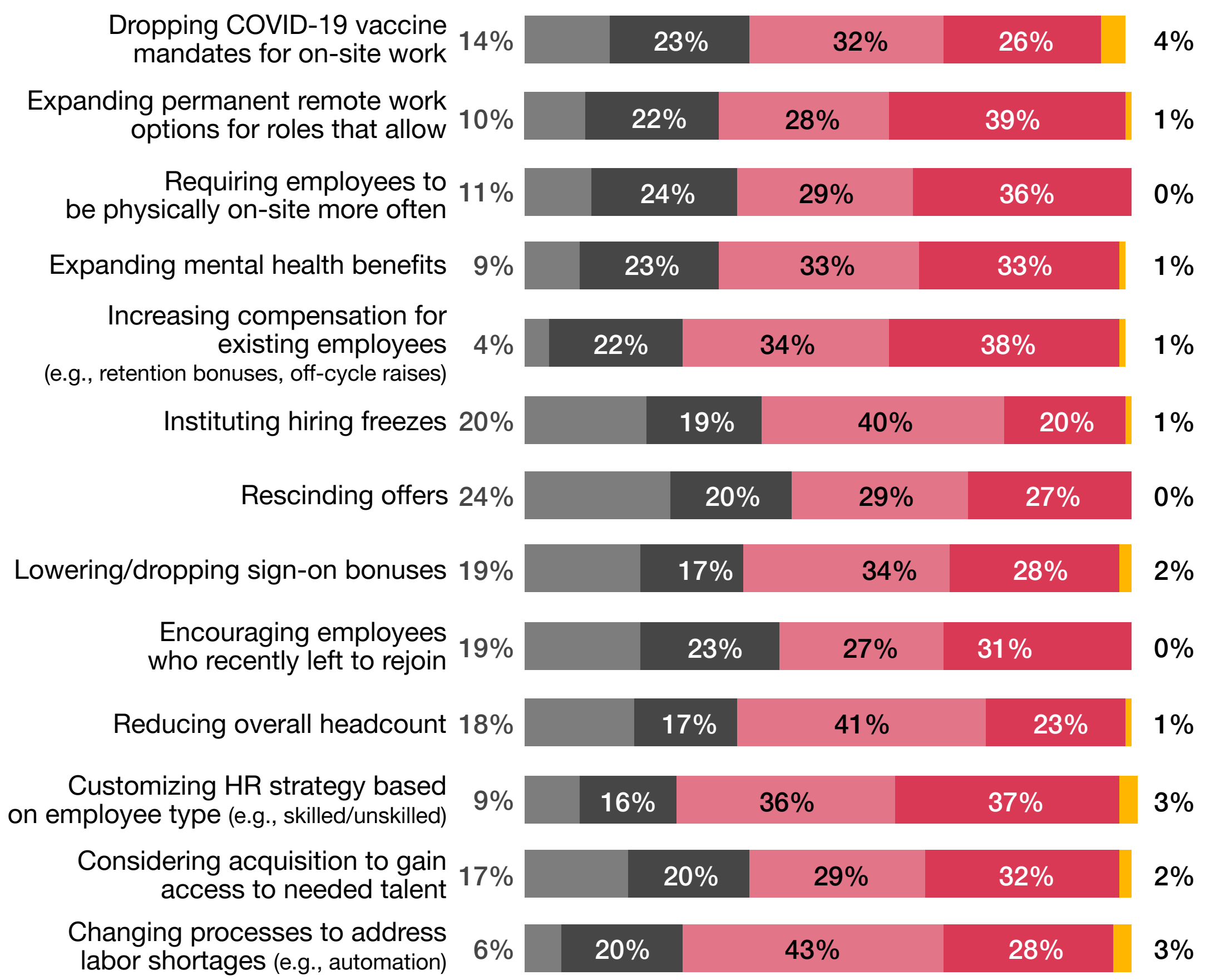
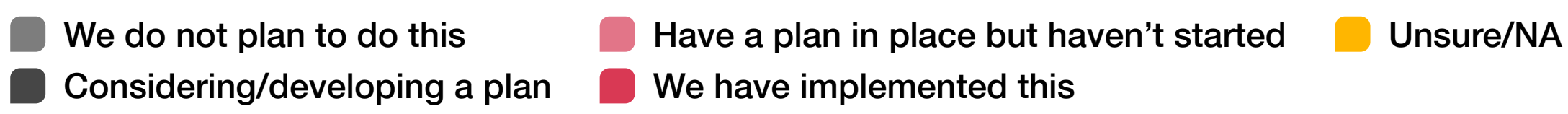


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, COO base of 90

COO and operations leaders

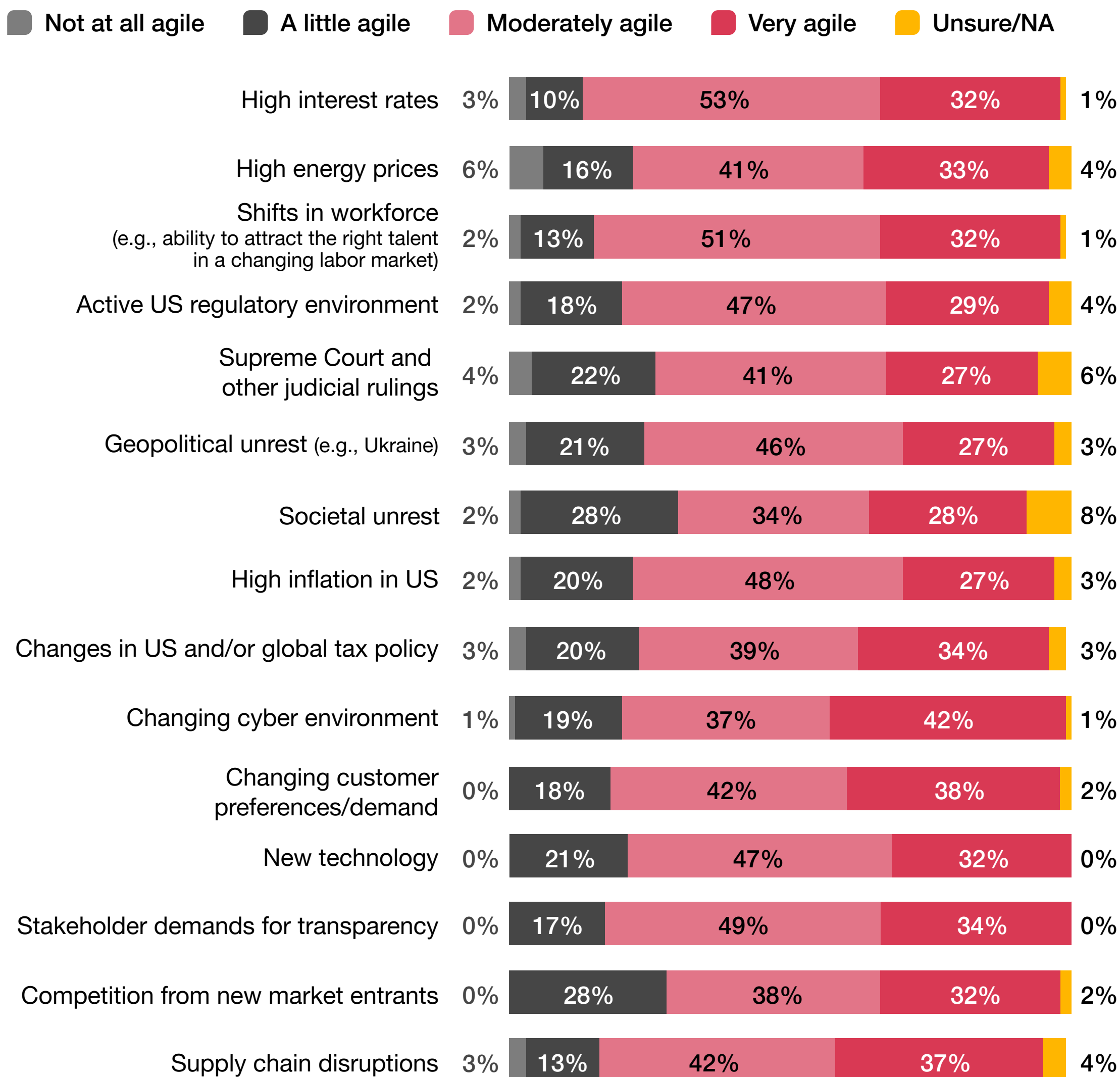
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, COO base of 90

COO and operations leaders

How agile is your company when changing business strategy to address the following?

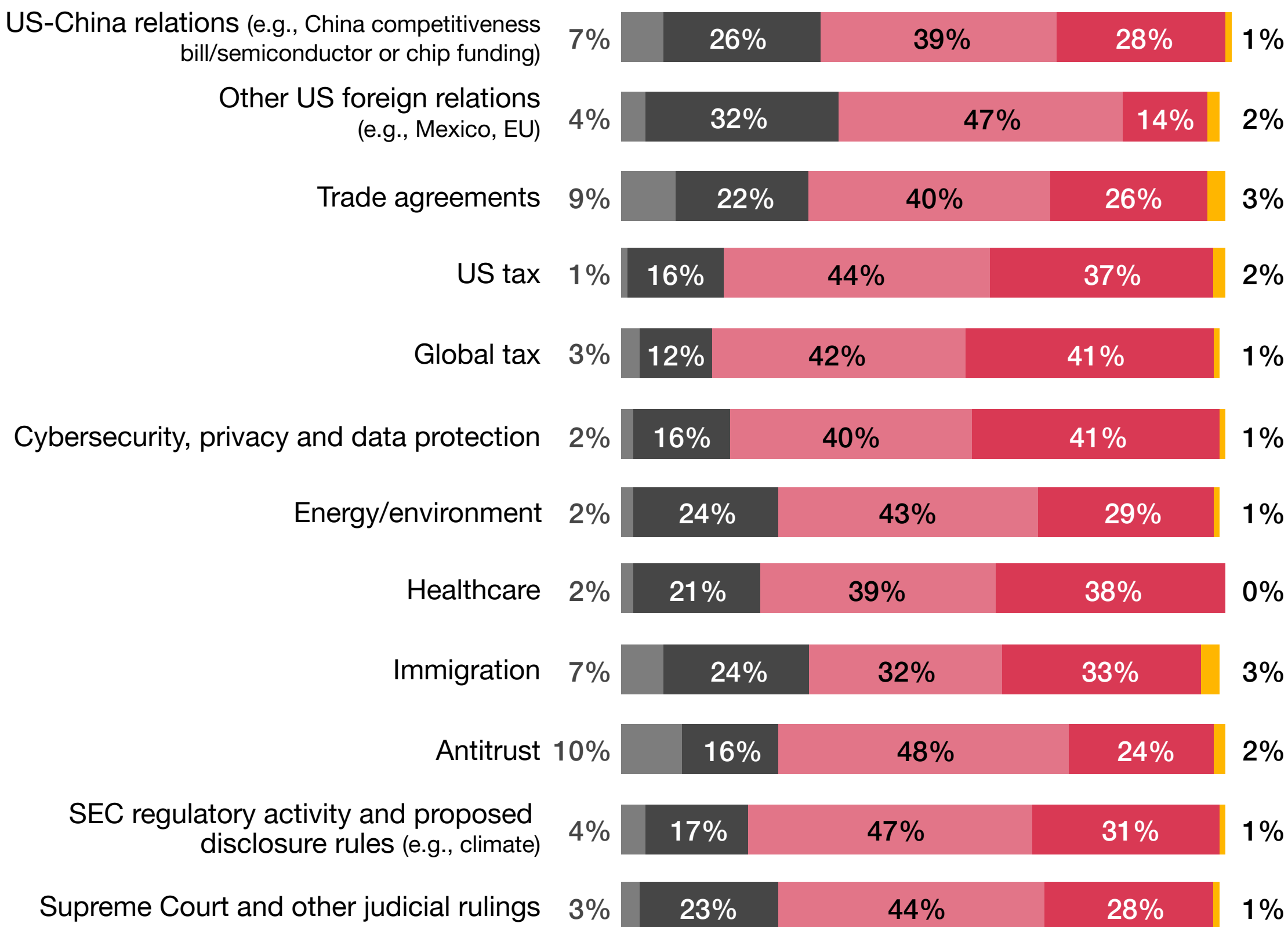
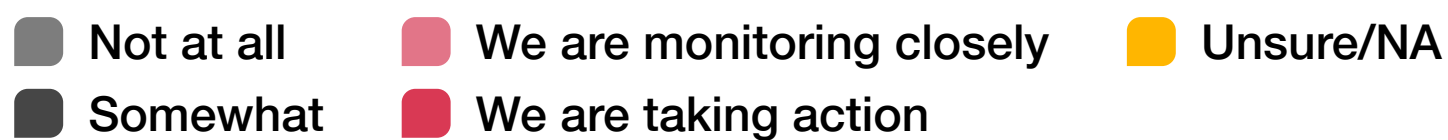


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, COO base of 90

COO and operations leaders

To what extent are each of the following policy areas on your company's radar?

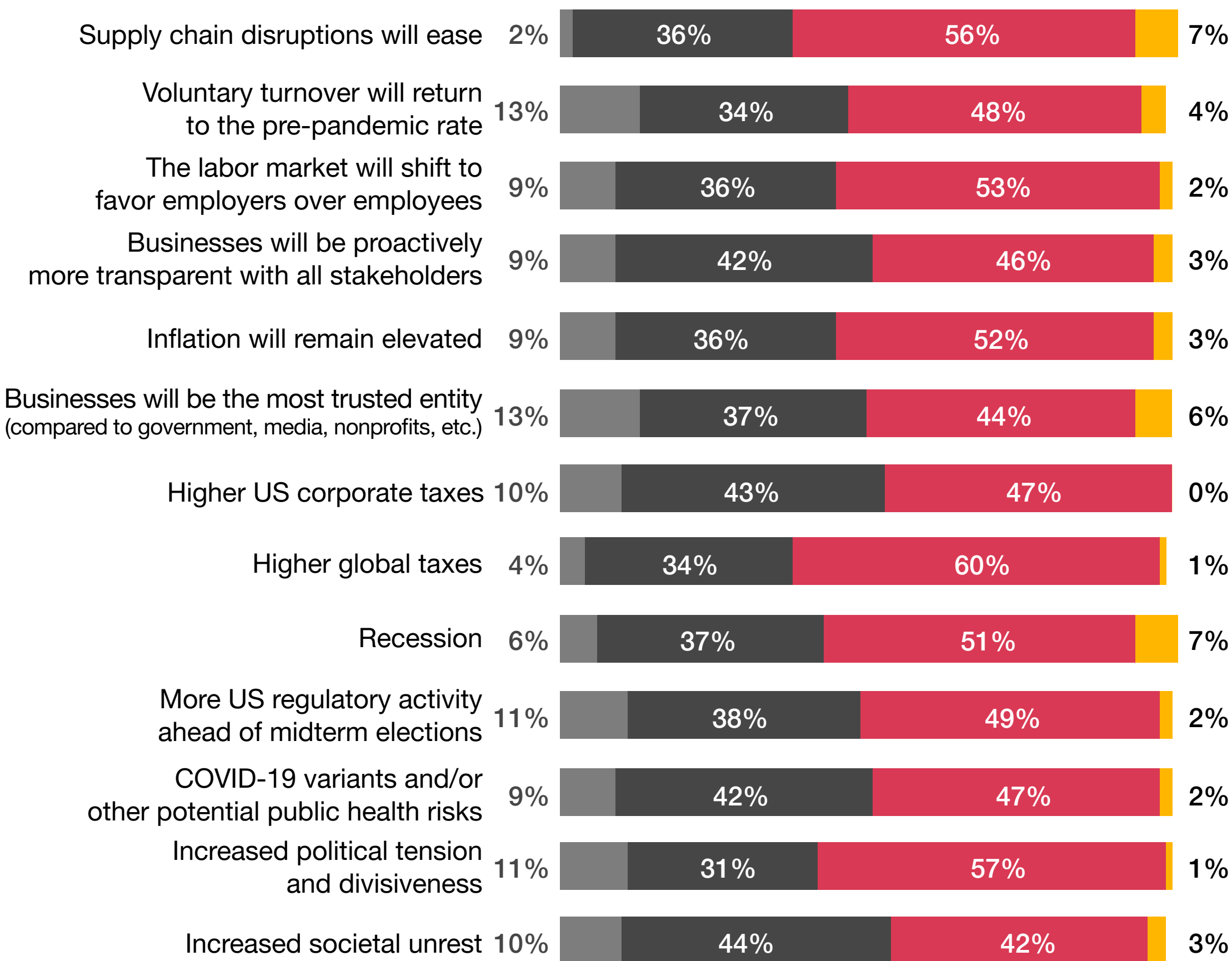


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, COO base of 90

COO and operations leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely
 Neither/nor
 Likely
 Unsure

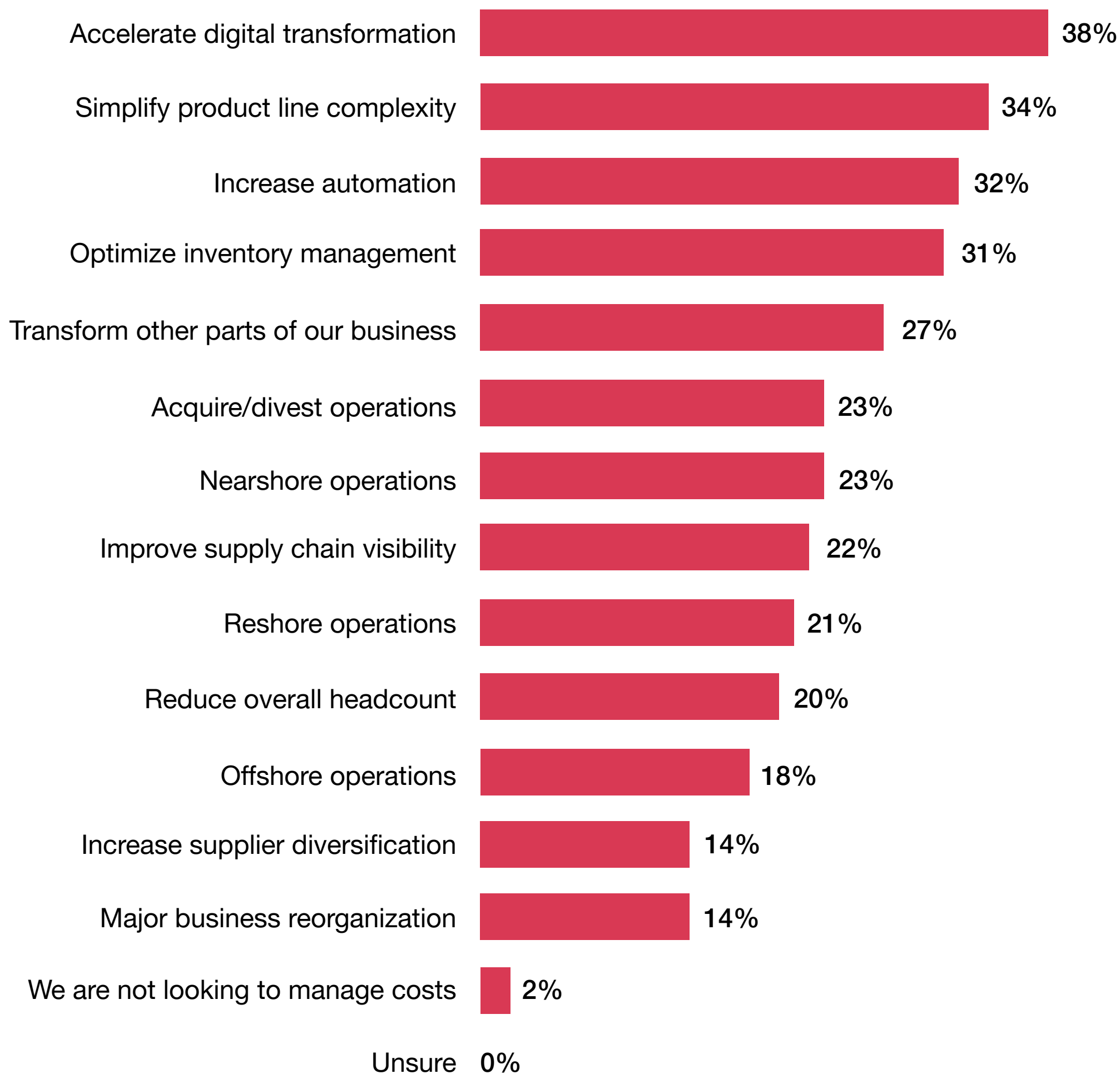


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, COO base of 90

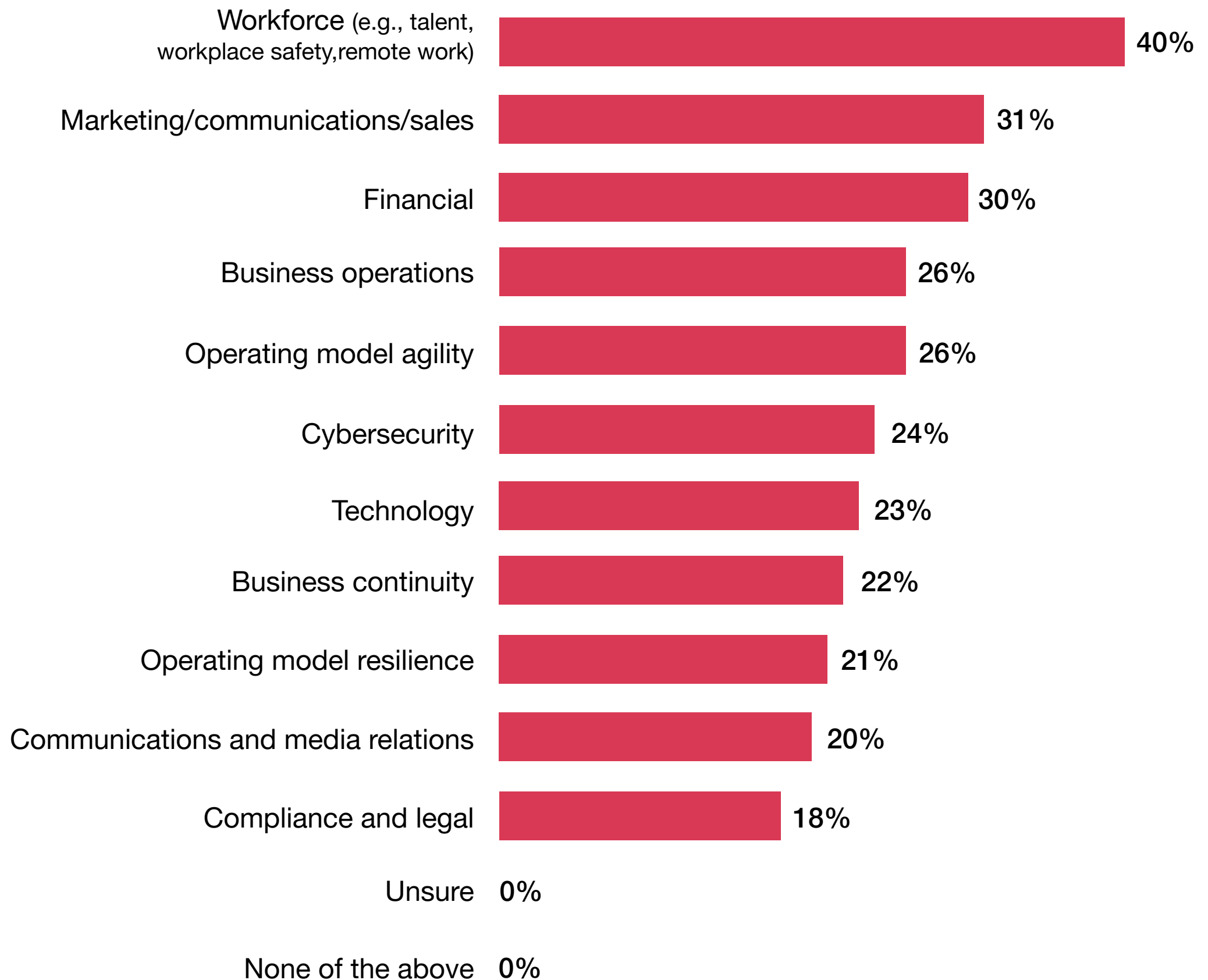
COO and operations leaders

What changes does your company plan to make over the next 6–12 months to manage costs? *(Select all that apply)*



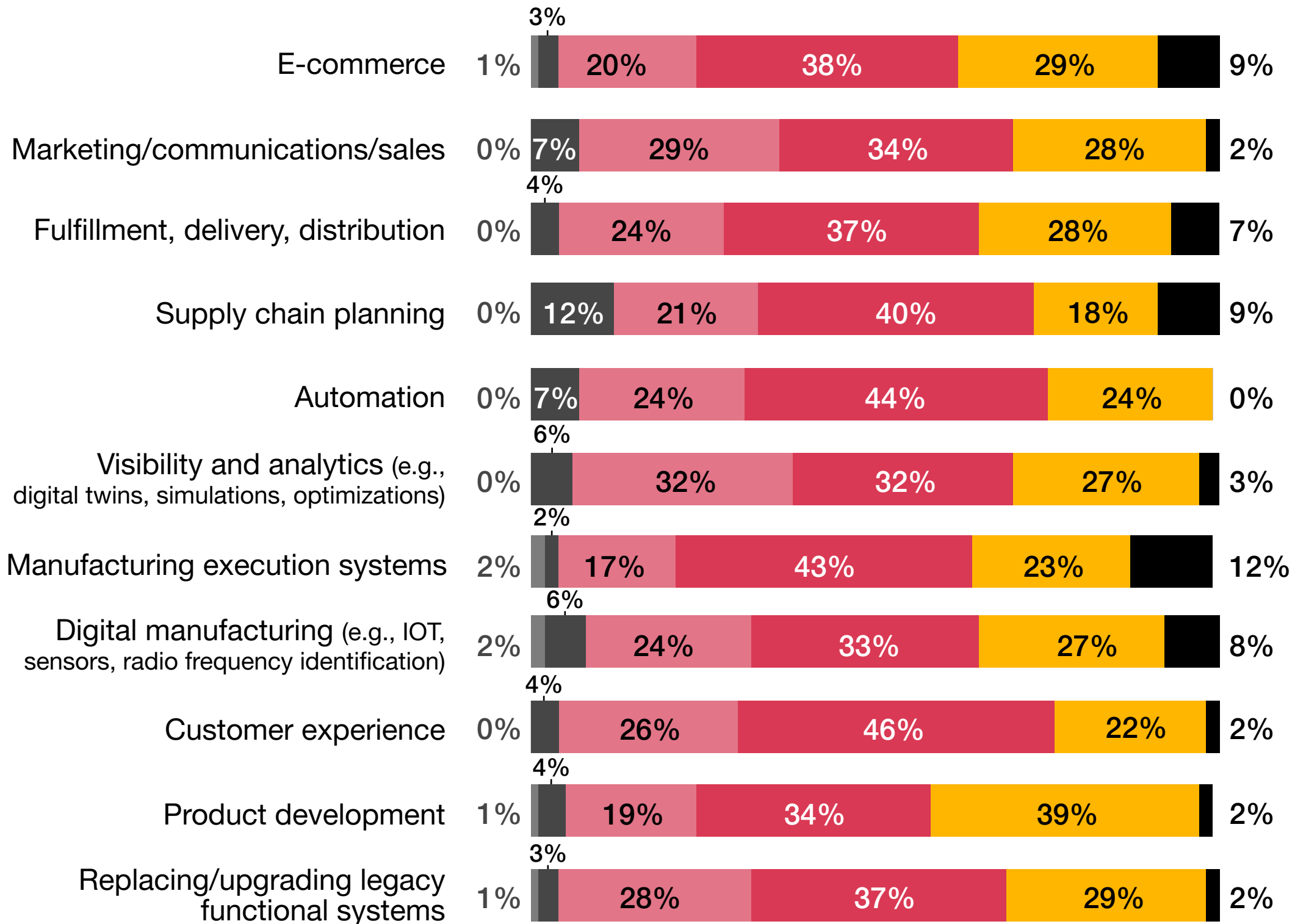
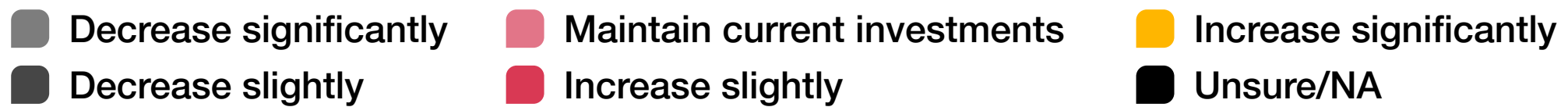
COO and operations leaders

Which of the following will your organization focus on most in the next 6–12 months to improve resiliency? *(Select up to three)*



COO and operations leaders

How are your organization's digital investments in the following likely to change over the next 6-12 months?

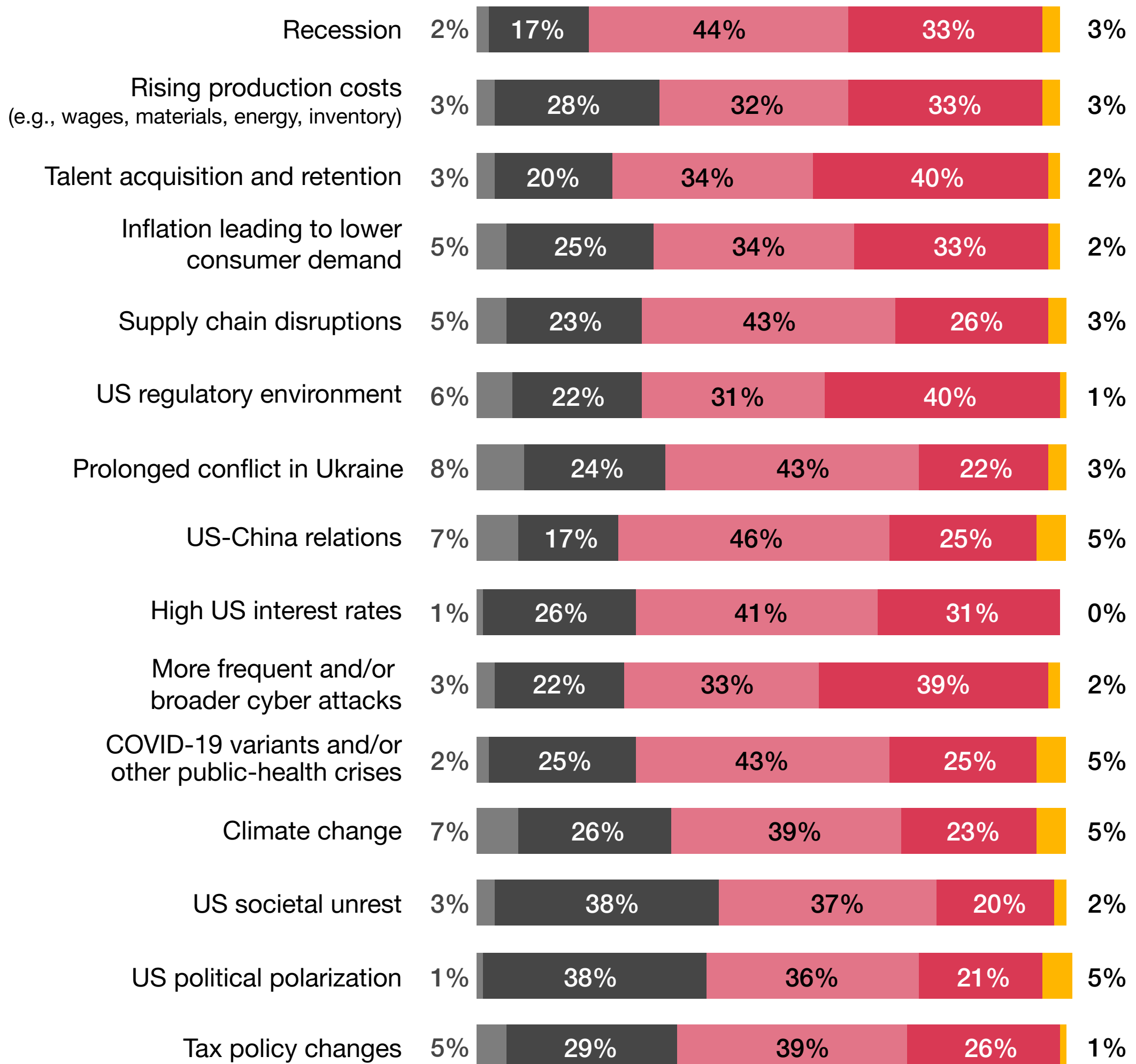


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, COO base of 90

CRO and risk management leaders

To what extent do each of the following pose a risk to your company?

Not at all a risk
 Minor risk
 Moderate risk
 Serious risk
 Unsure

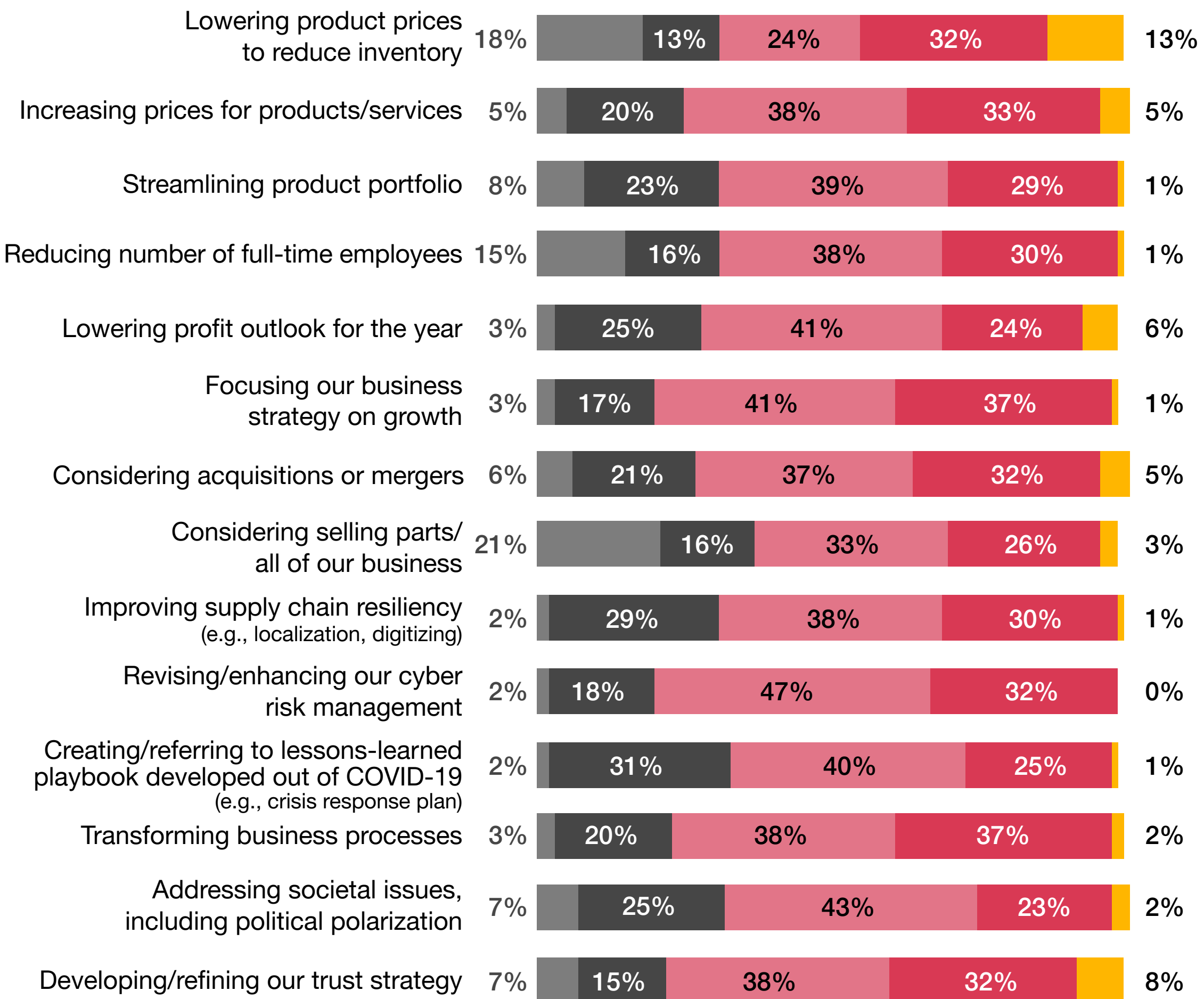


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

CRO and risk management leaders

As a result of the current business environment, to what extent is your company doing any of the following?

■ Not at all
■ A little
■ Somewhat
■ To a great extent
■ Unsure/NA

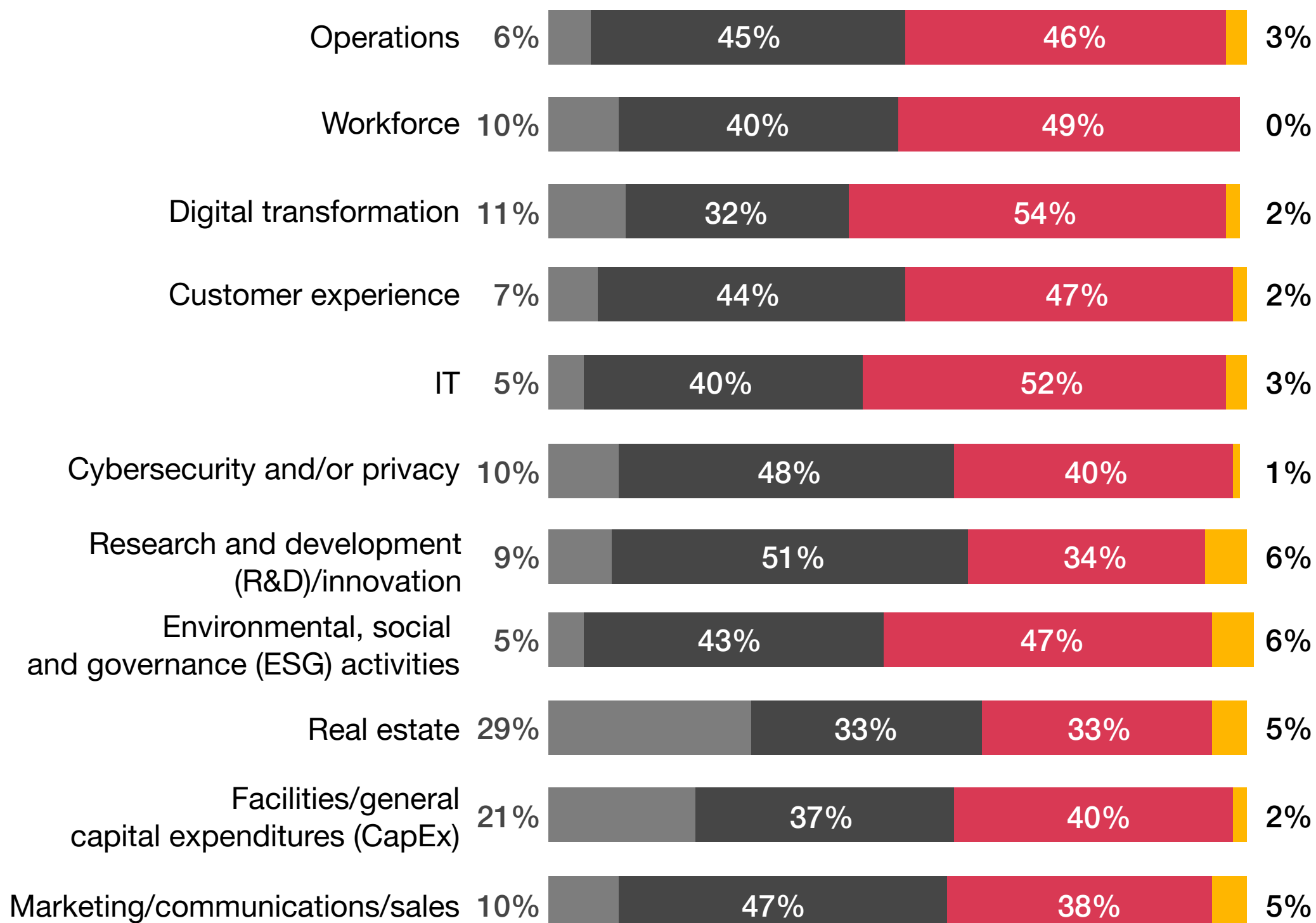


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, CRO base of 87

CRO and risk management leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA



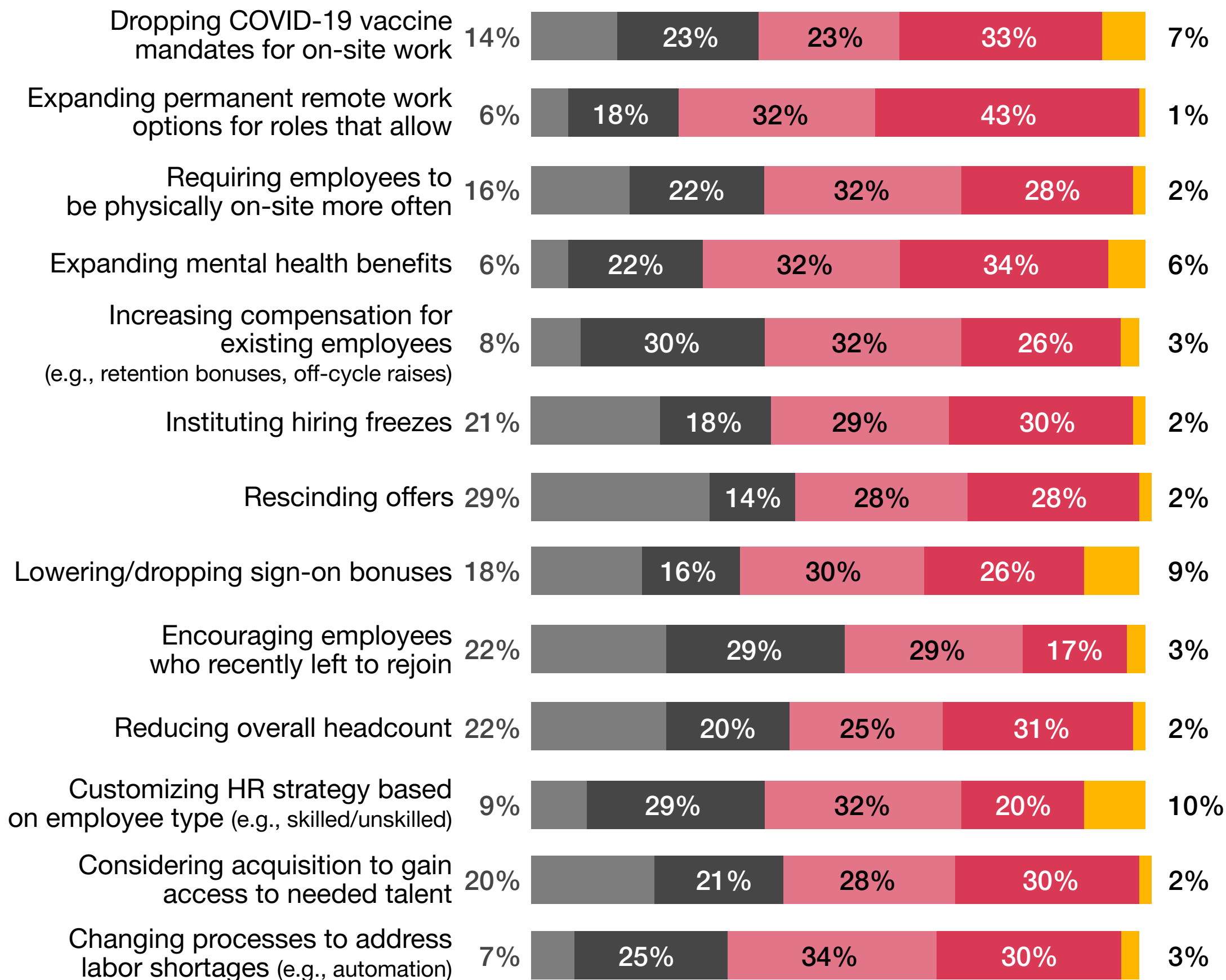
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

CRO and risk management leaders

How is your company addressing each of the following aspects of your workforce policy?

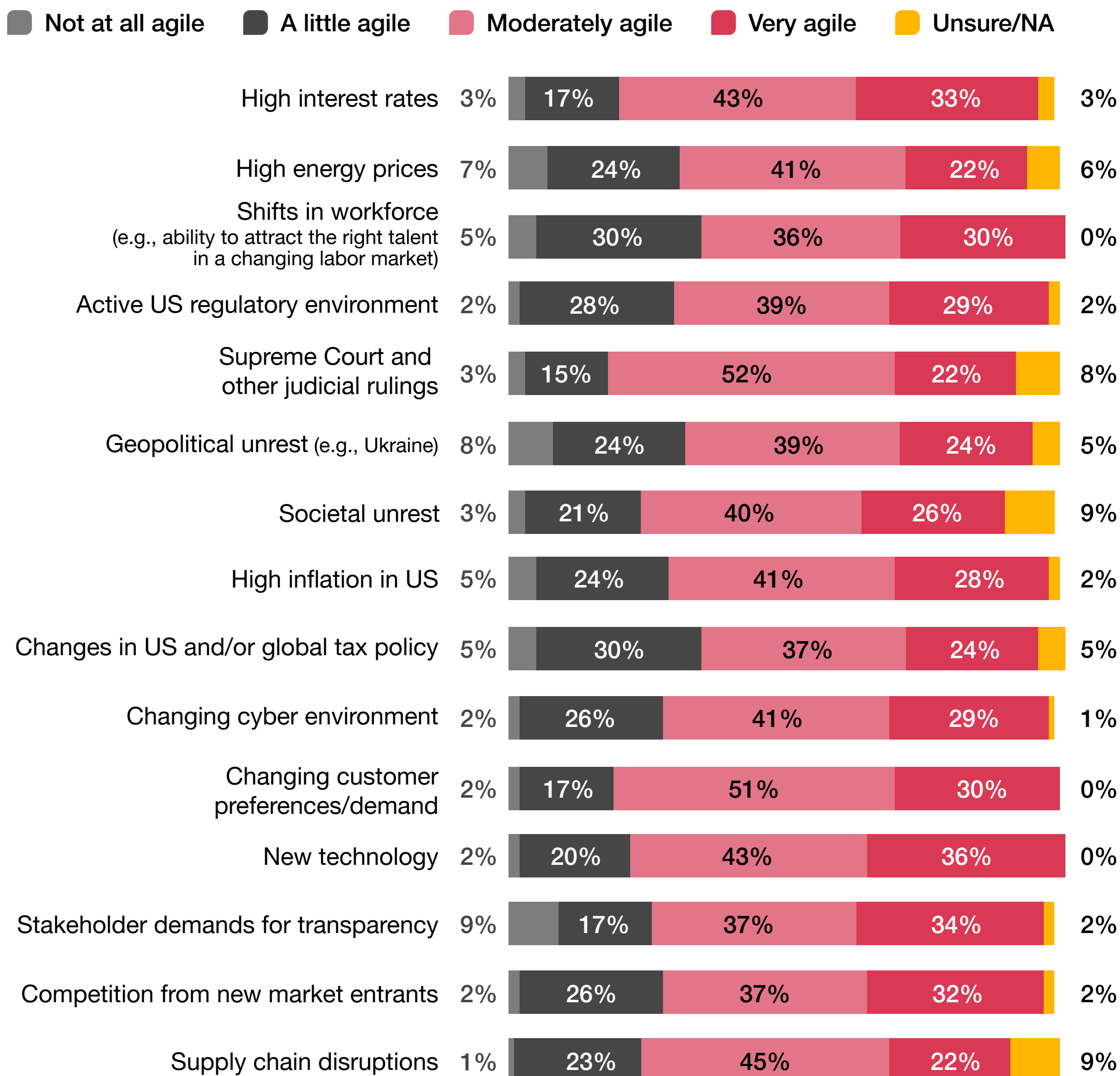
- We do not plan to do this
- Have a plan in place but haven't started
- Unsure/NA
- Considering/developing a plan
- We have implemented this



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, CRO base of 87

CRO and risk management leaders

How agile is your company when changing business strategy to address the following?

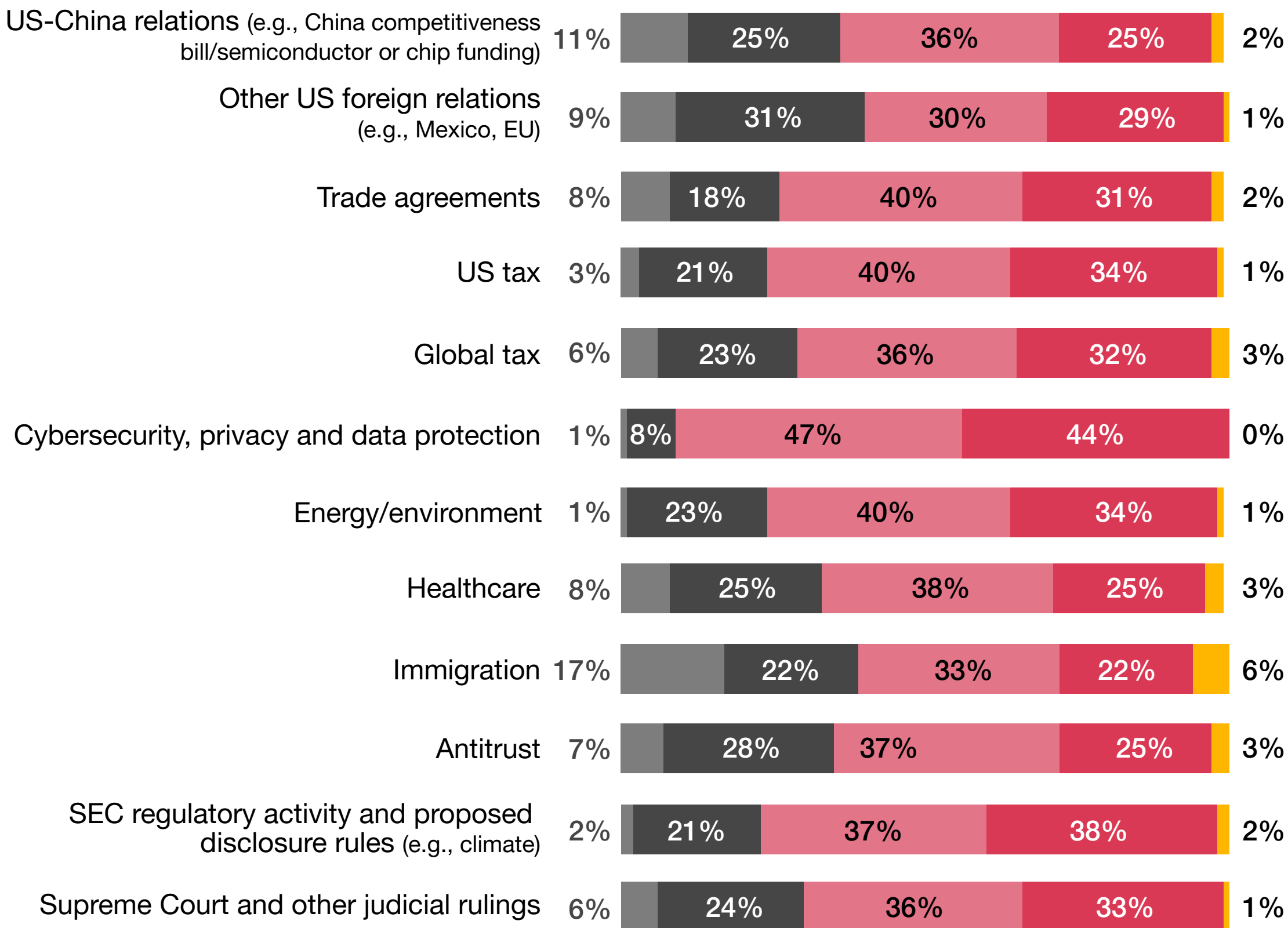


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, CRO base of 87

CRO and risk management leaders

To what extent are each of the following policy areas on your company's radar?

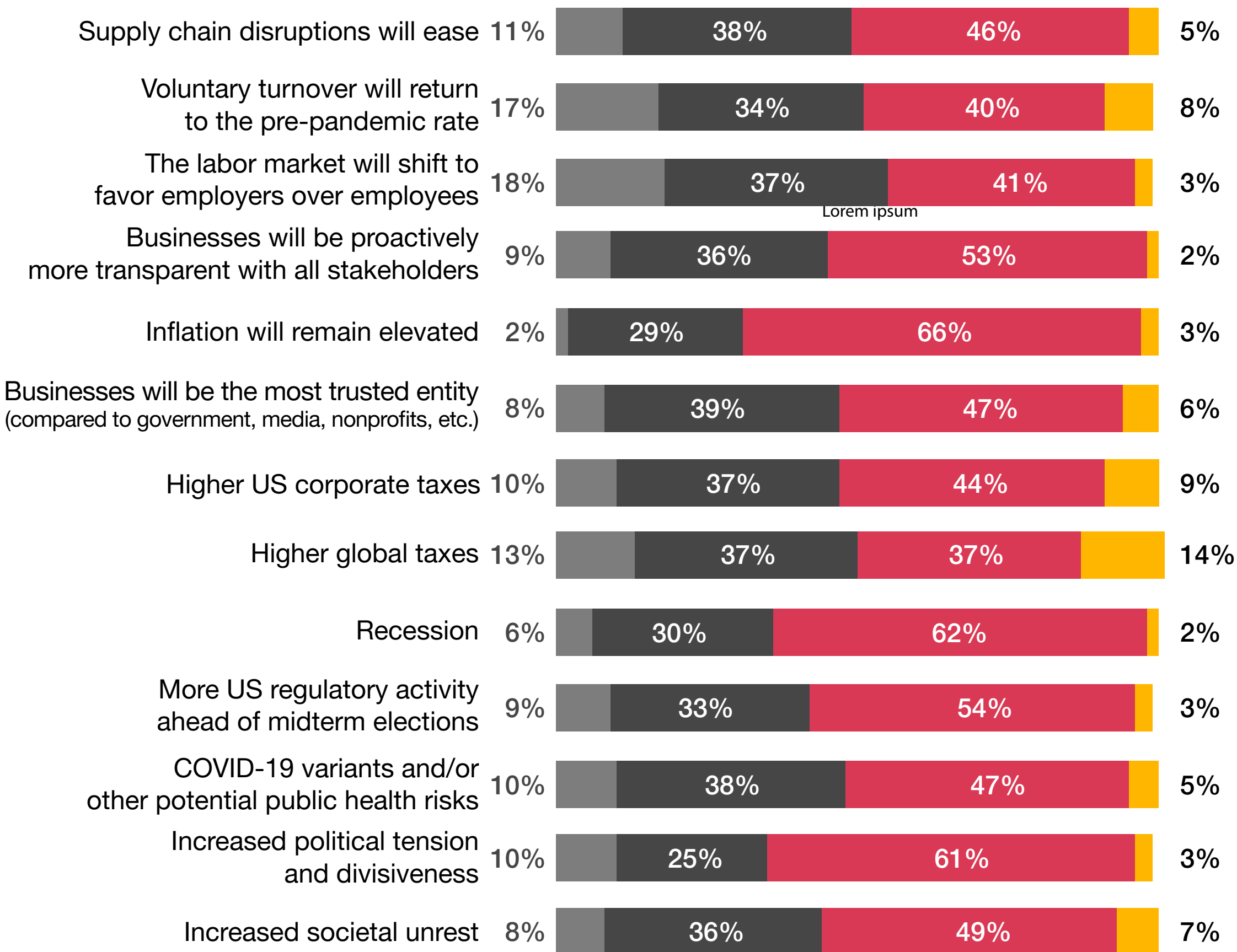


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

CRO and risk management leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

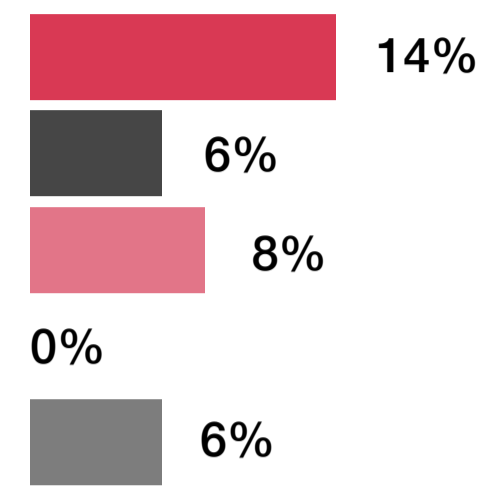
CRO and risk management leaders

Which of the following scenarios is your organization most focused on from an organizational resilience perspective over the next 12-24 months?

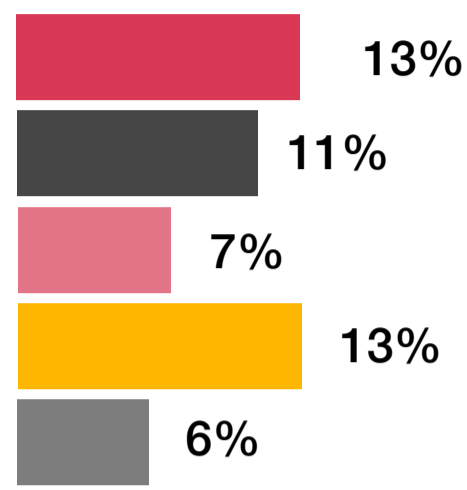
(Select up to 5 options and rank them, where 1 is the top scenario)

1 - Top scenario 2 3 4 5

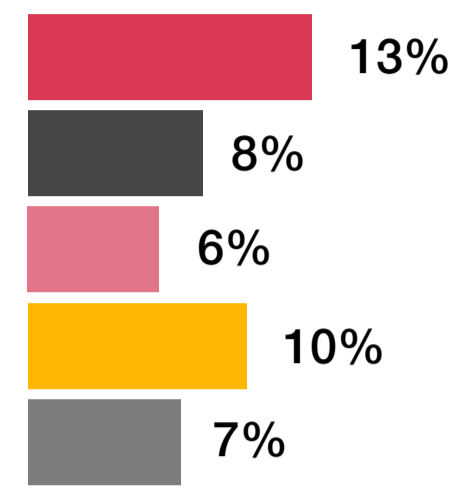
Supply chain bottlenecks



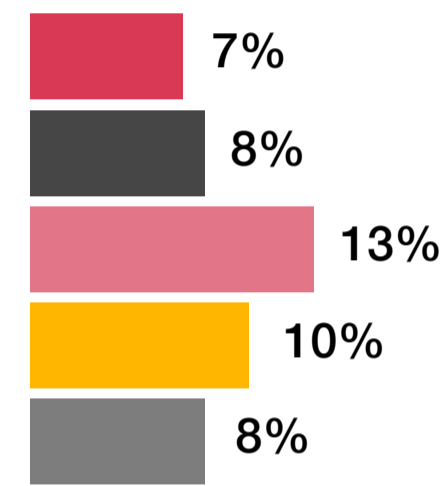
Global recession



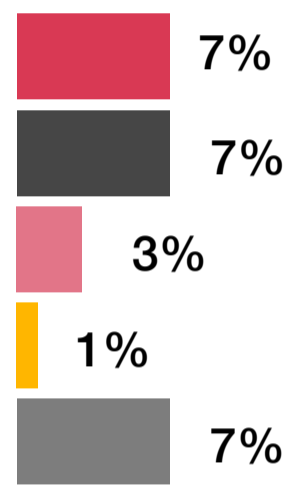
High inflation



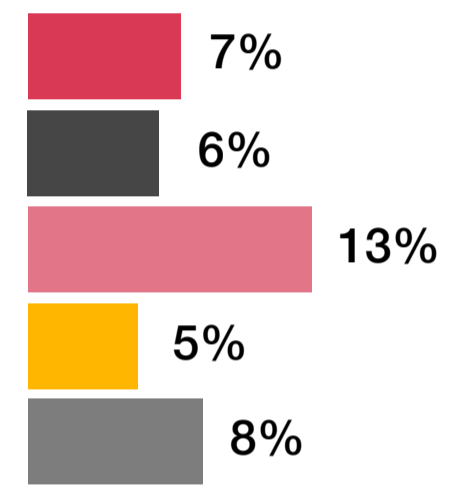
Significant employee turnover



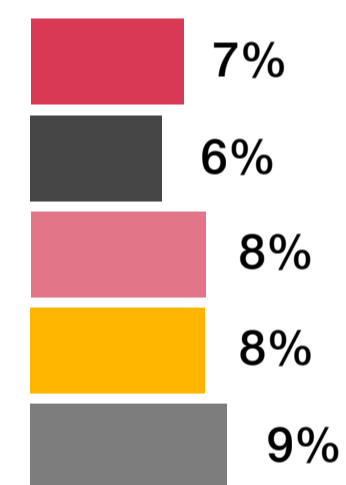
Social instability



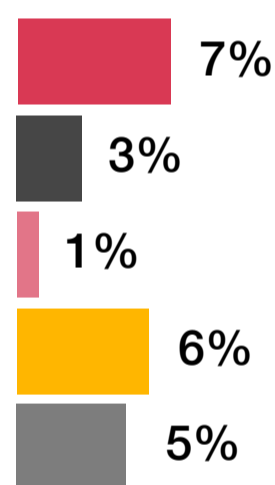
Credit crunch or significantly reduced access to capital



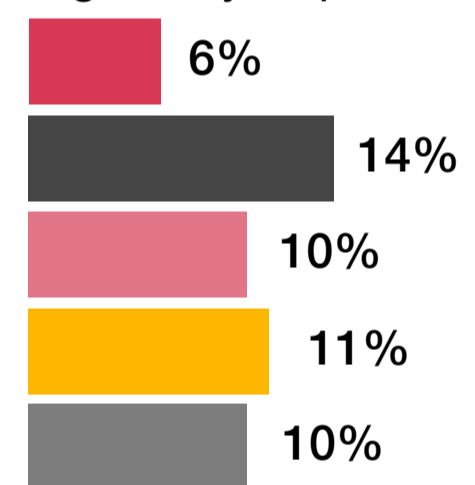
Commodity market volatility



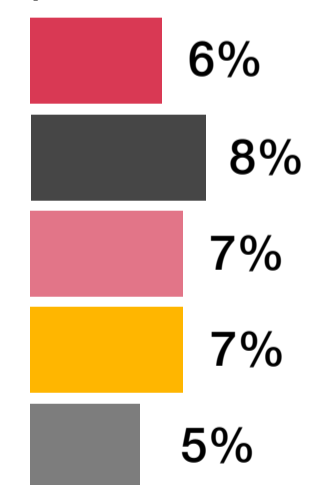
A food crisis



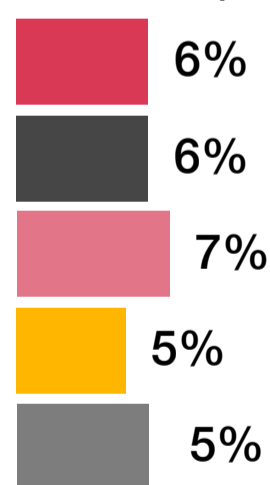
Increase in new regulatory requirements



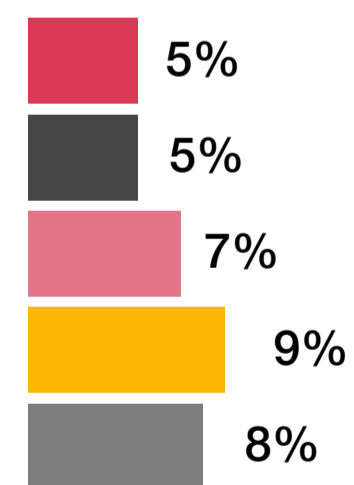
An attack by a nation-state actor on a critical supplier or business partner in our ecosystem



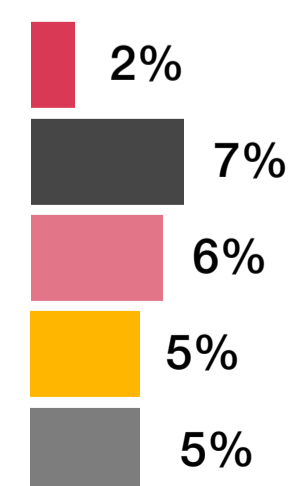
A resurgence of COVID-19 or a new public health crisis



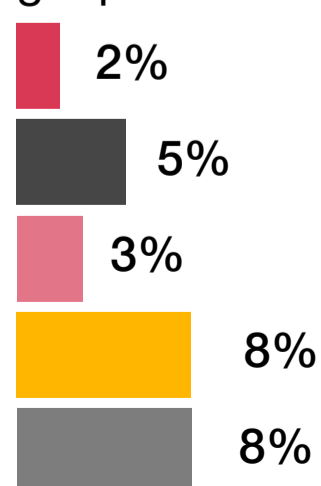
A natural disaster or extreme weather event



Heightened sanctions enforcement



Heightened or new geopolitical conflict

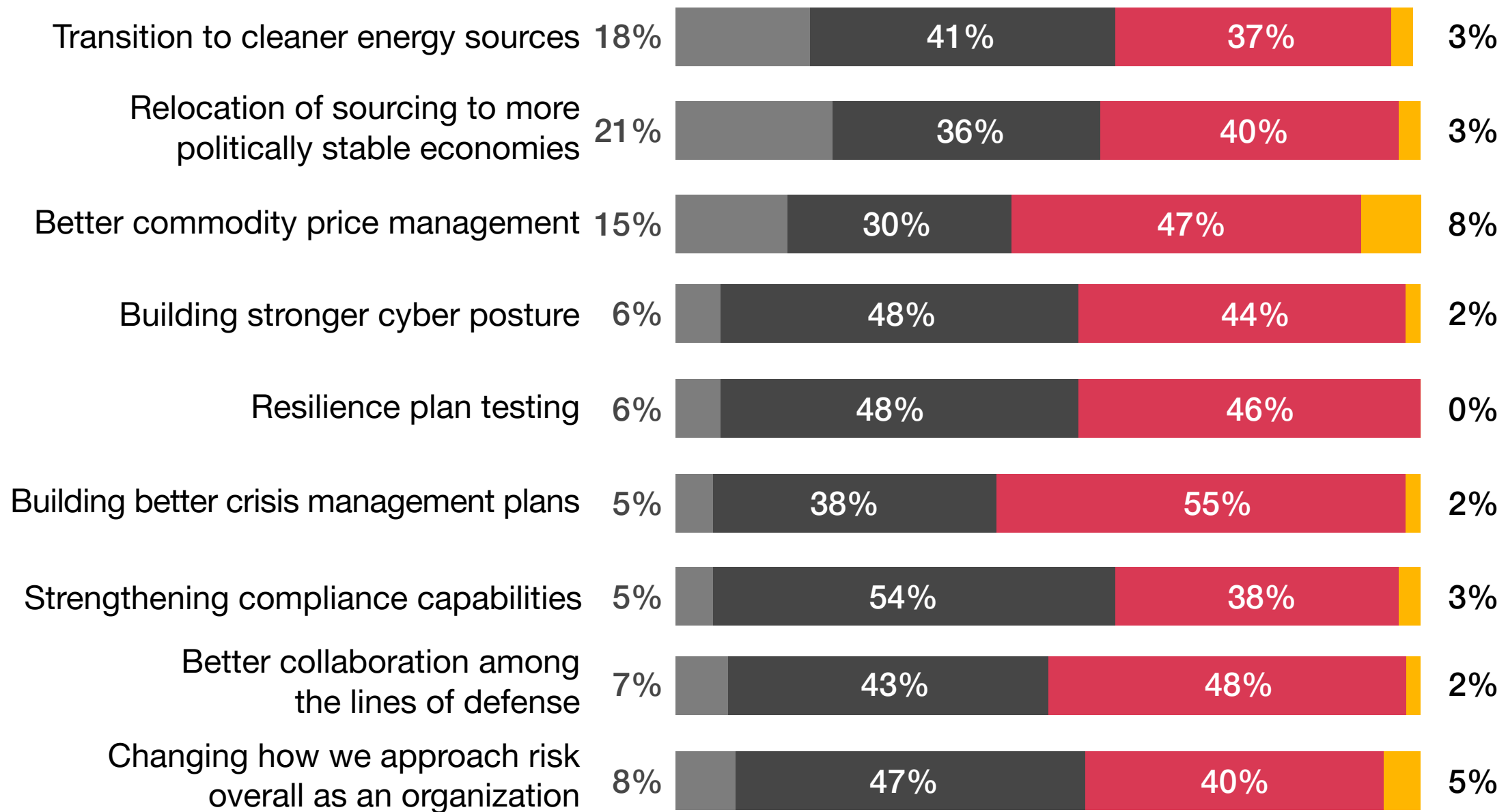


*Note: Total may not add up to 100% due to rounding.
Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

CRO and risk management leaders

To what extent is your organization investing in the following to enable innovative responses to the crises the world faces today?

■ Not at all ■ Somewhat ■ Significantly ■ Unsure



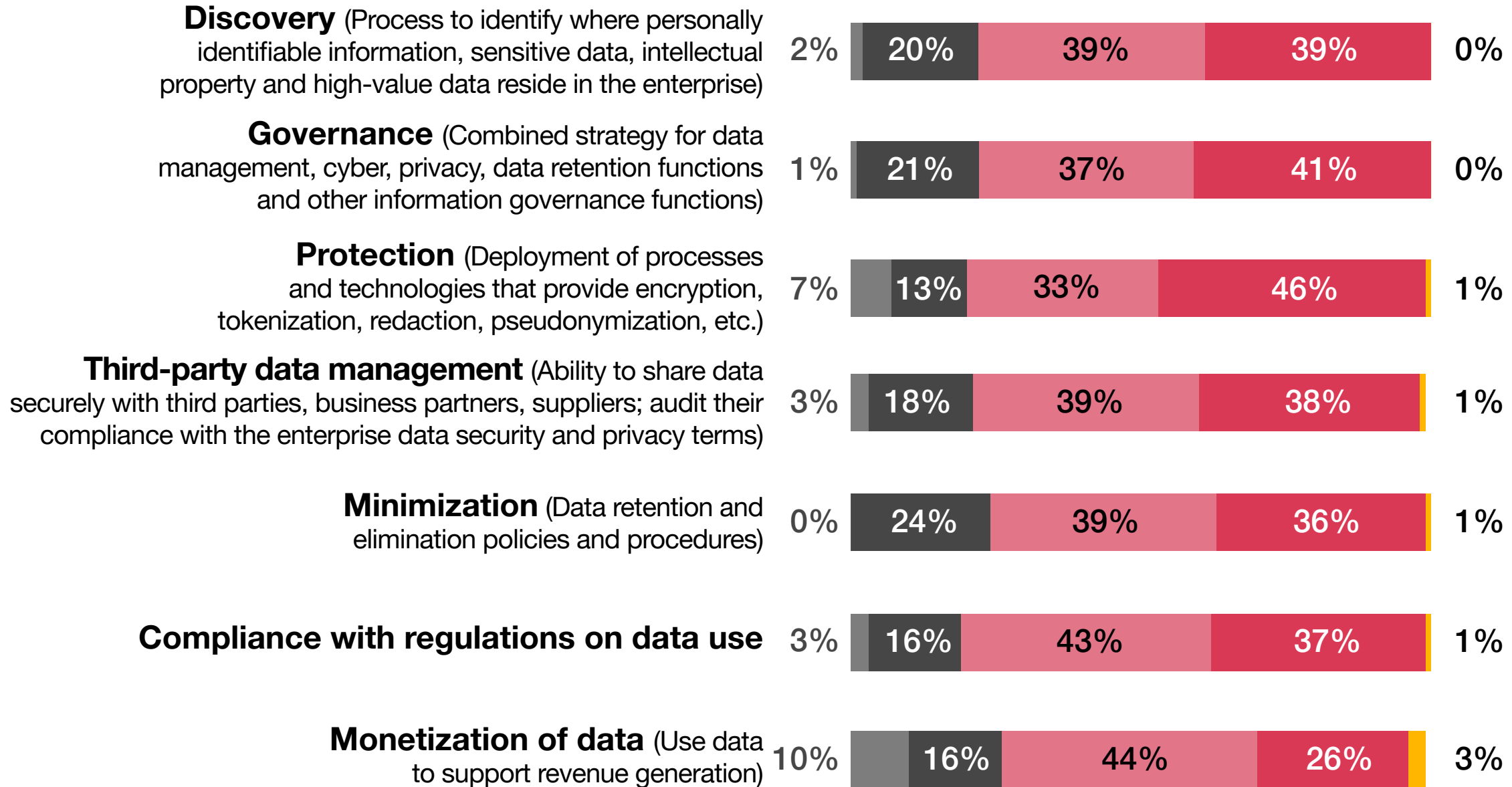
*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

CRO and risk management leaders

Which of the following best describes the level of maturity in your organization for each of the following activities?

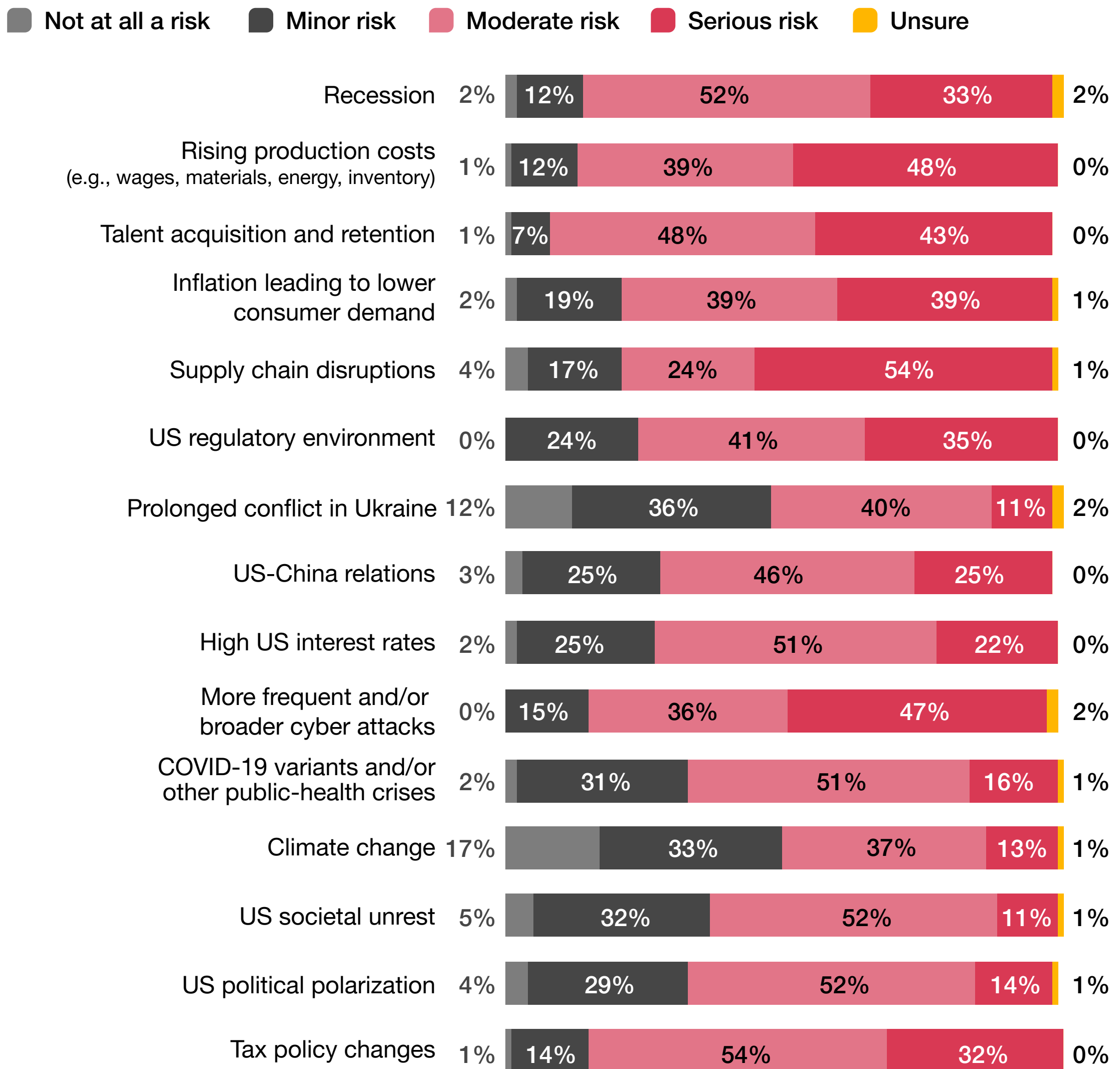
- None or very little
- Processes in selected business units
- Unsure
- Ad hoc efforts
- Enterprise-wide processes



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, CRO base of 87

Tax leaders

To what extent do each of the following pose a risk to your company?

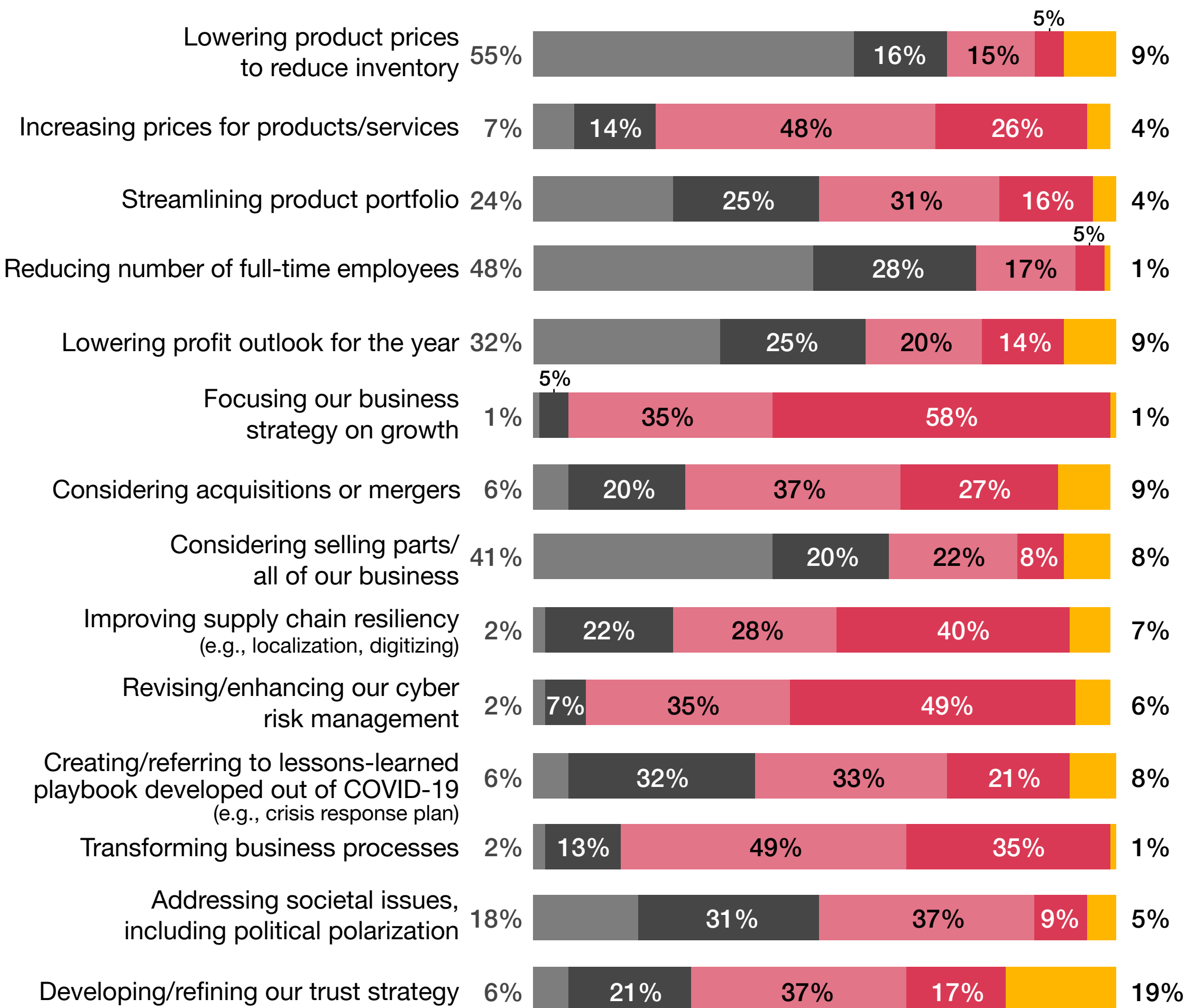


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, Tax base of 95

Tax leaders

As a result of the current business environment, to what extent is your company doing any of the following?

Not at all
 A little
 Somewhat
 To a great extent
 Unsure/NA

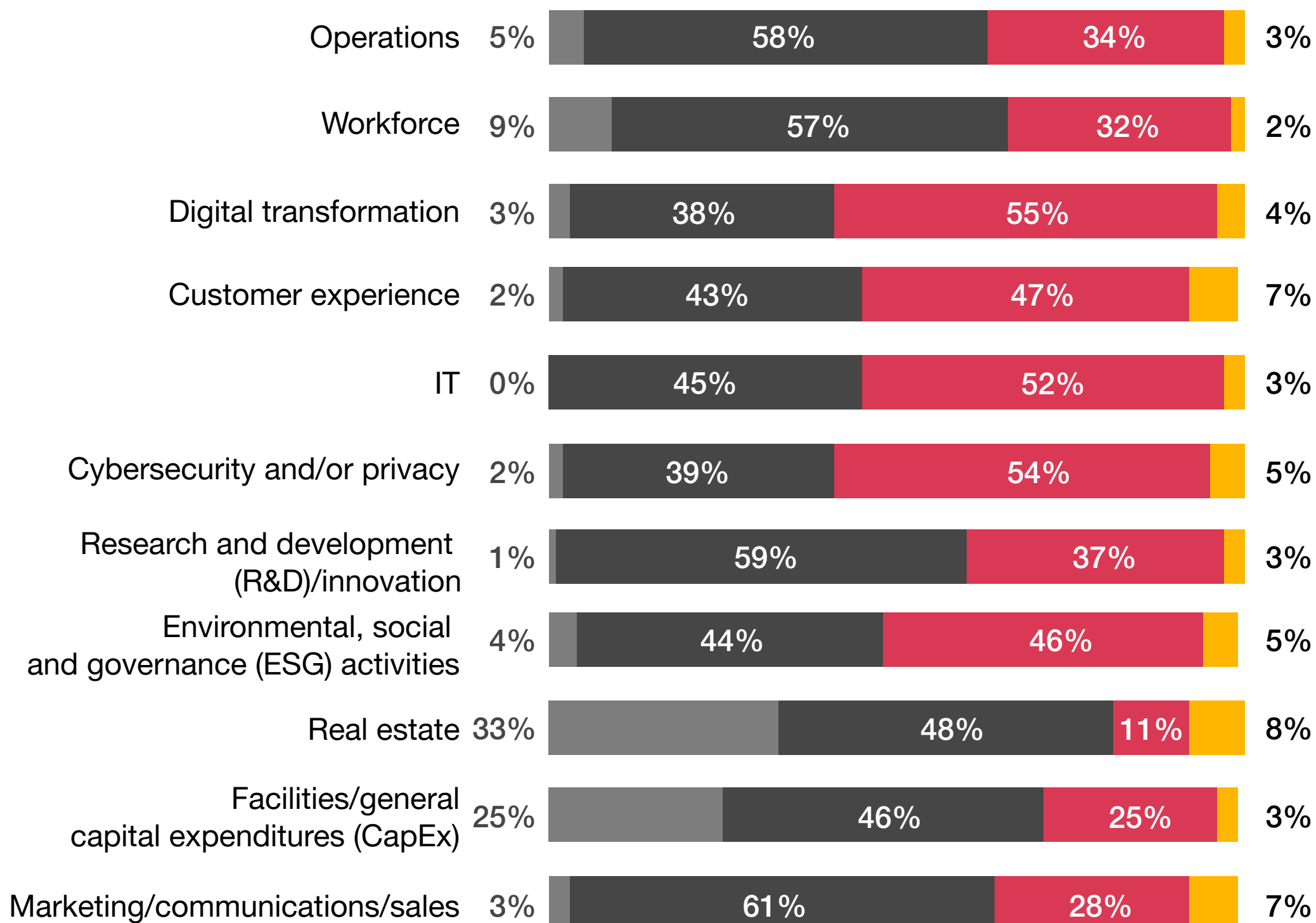


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, Tax base of 95

Tax leaders

What changes is your company planning to make in the following areas of your business in the next 12 months?

Decrease investment Maintain current investment Increase investment Unsure/NA

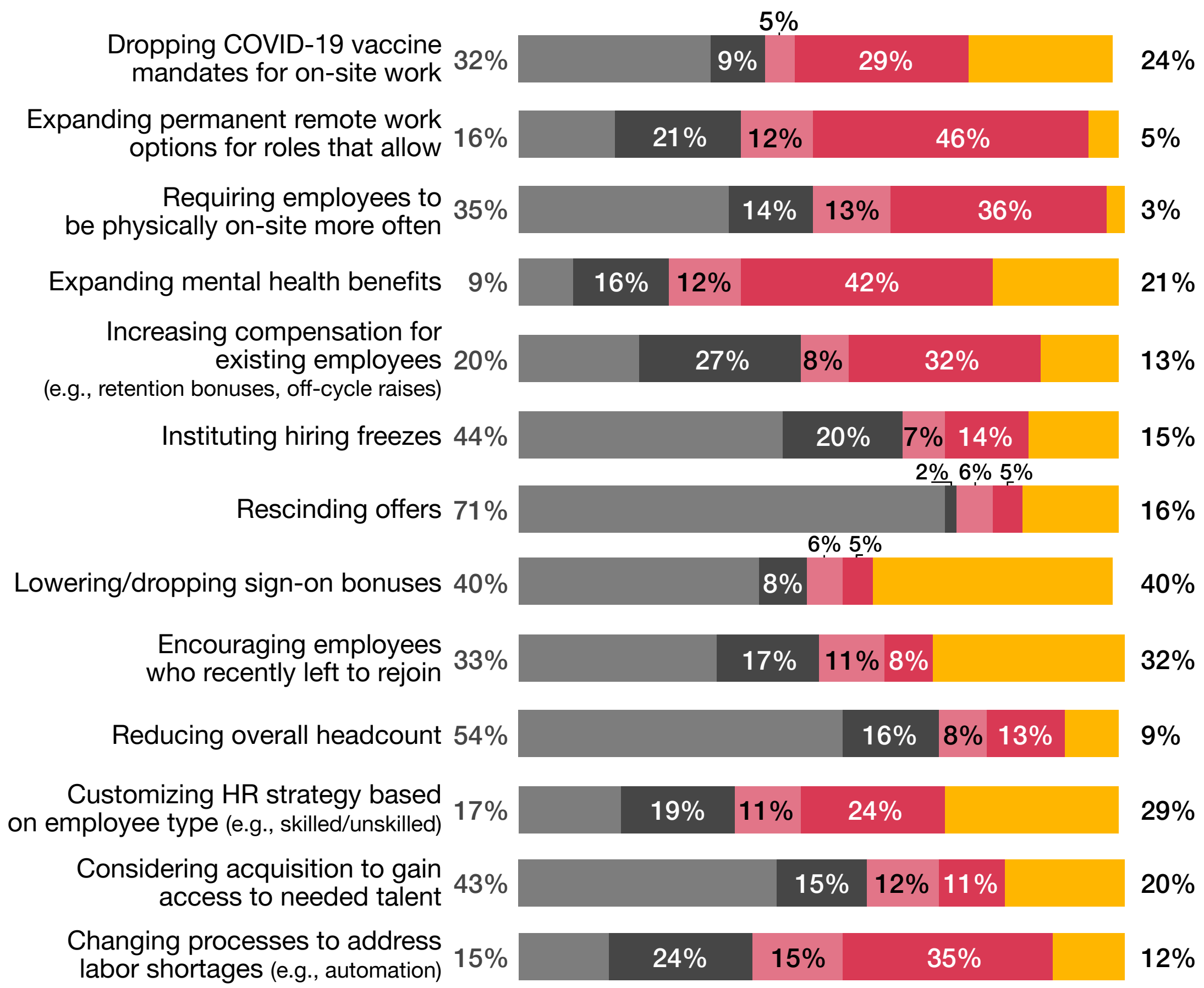
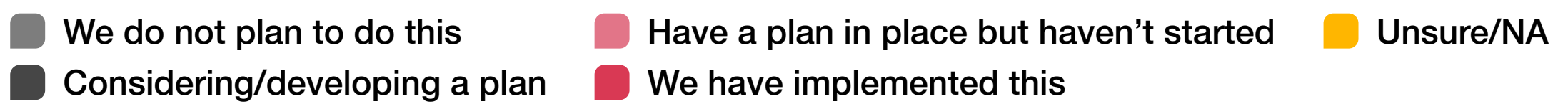


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022; base of 722, Tax base of 95

Tax leaders

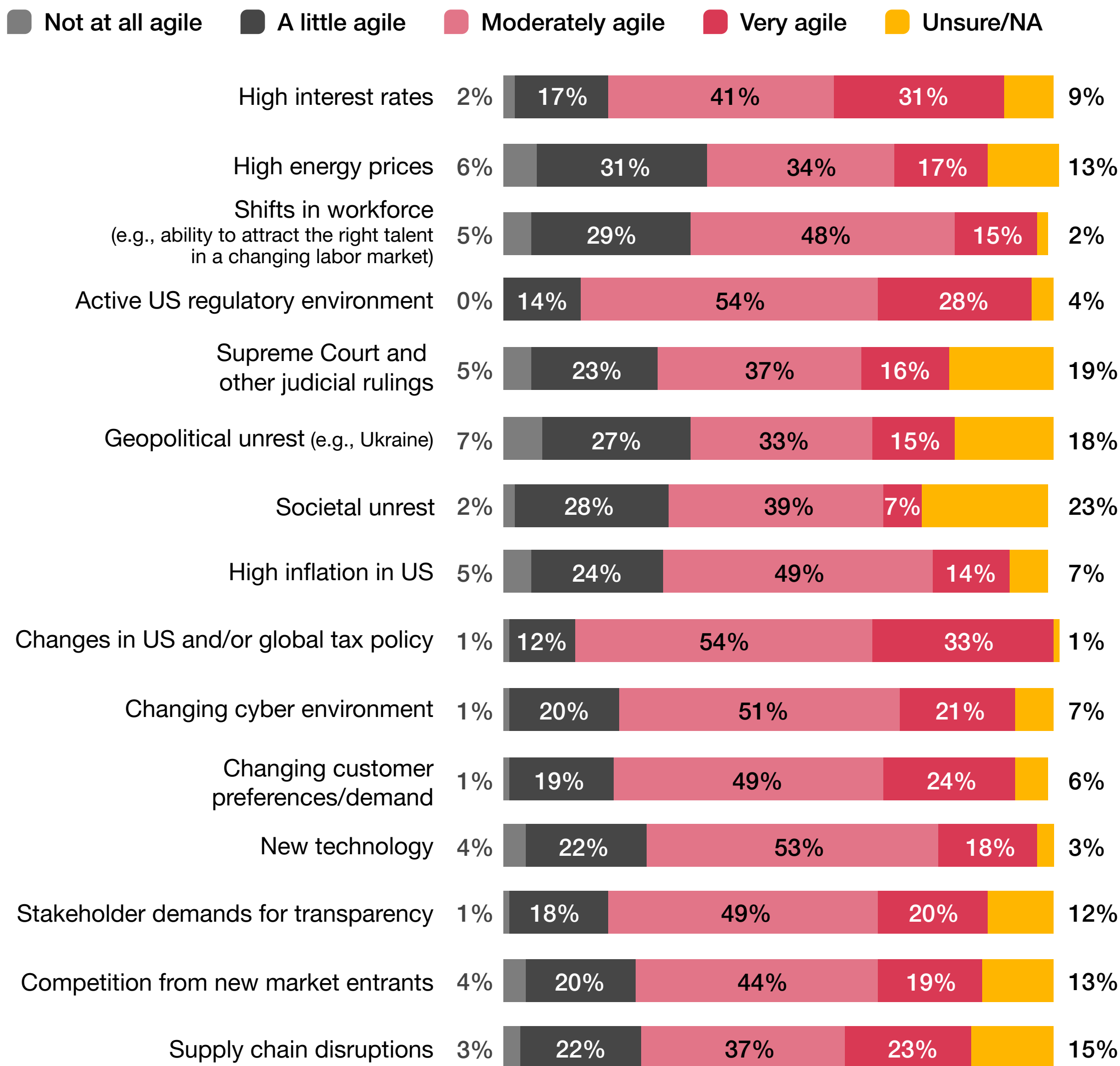
How is your company addressing each of the following aspects of your workforce policy?



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022; base of 722, Tax base of 95

Tax leaders

How agile is your company when changing business strategy to address the following?

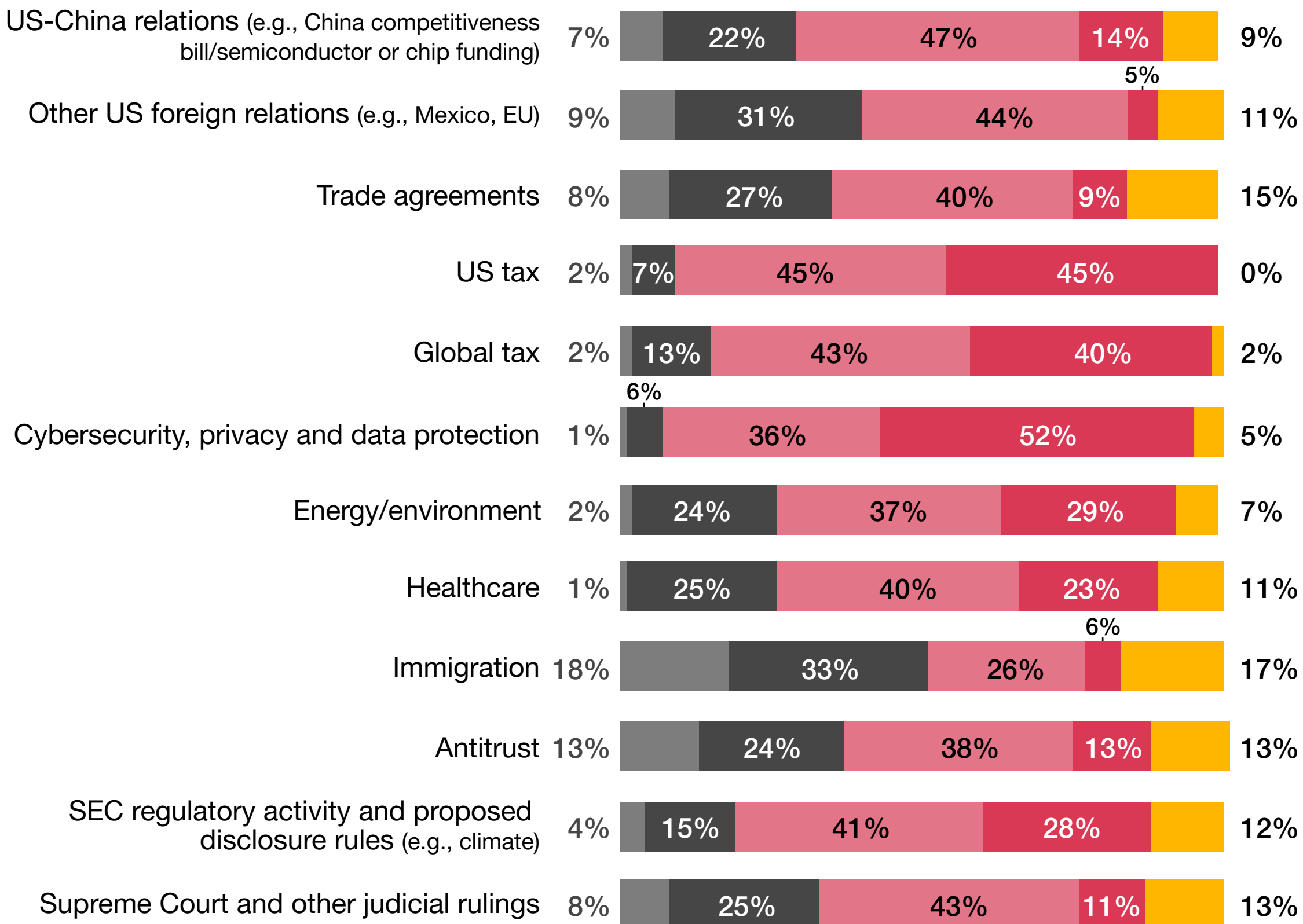
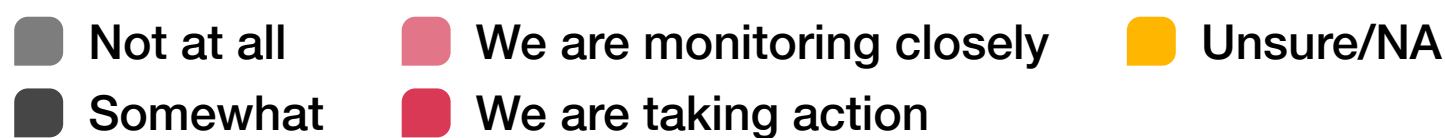


*Note: Total may not add up to 100% due to rounding.

Source: PwC Pulse Survey, August 18, 2022: base of 722, Tax base of 95

Tax leaders

To what extent are each of the following policy areas on your company's radar?

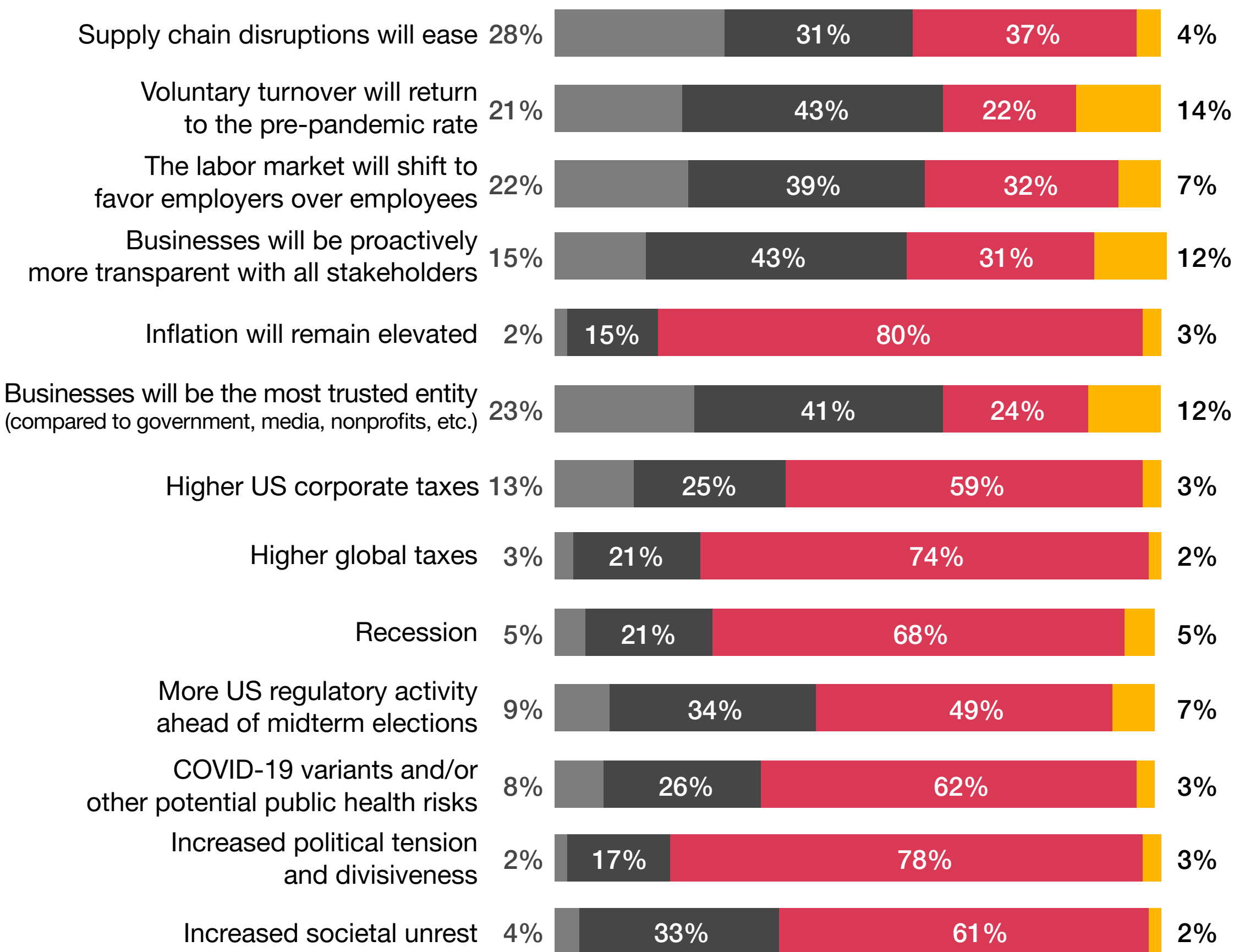


*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, Tax base of 95

Tax leaders

In your opinion, what is the likelihood of each of the following in the next 12 months?

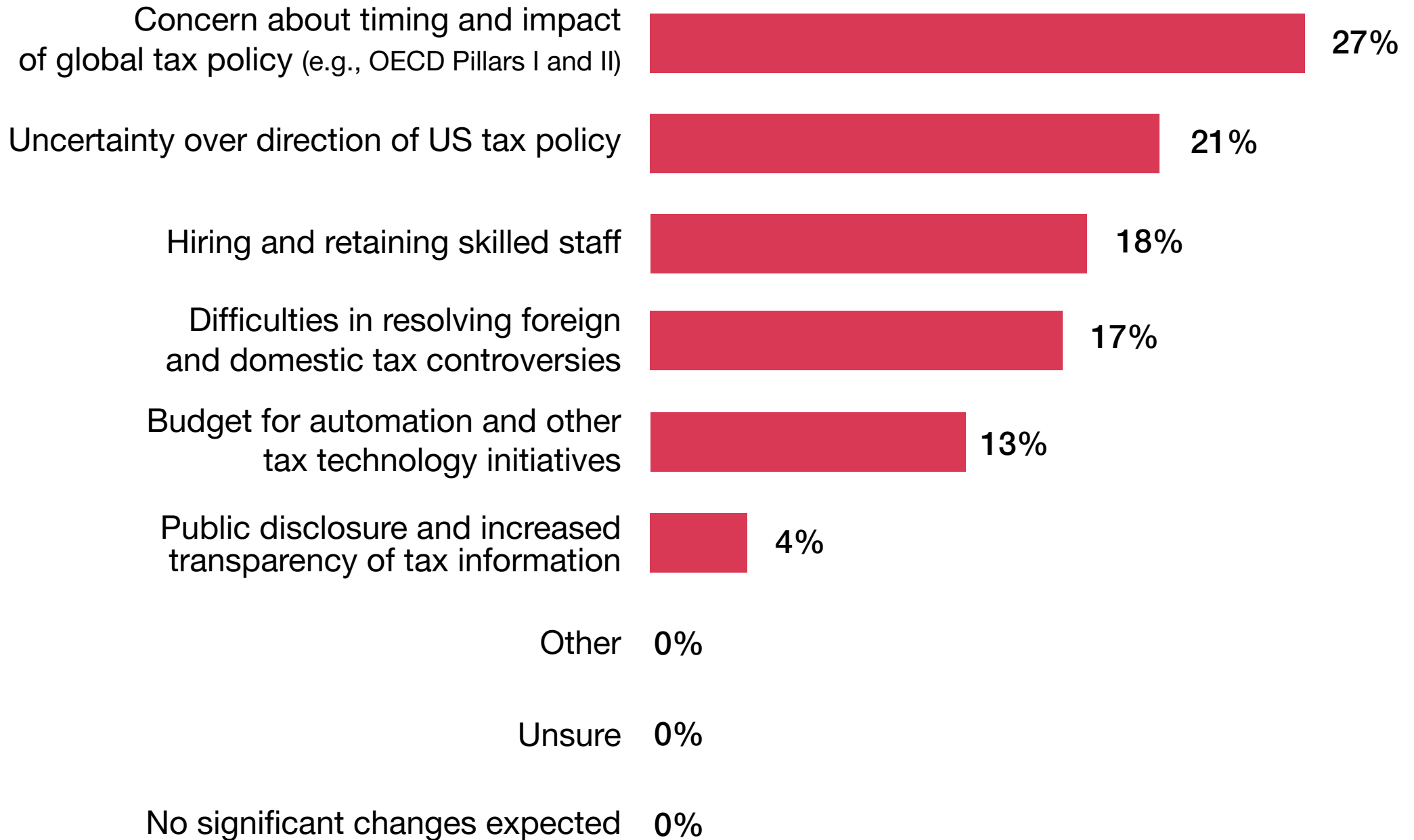
Unlikely
 Neither/nor
 Likely
 Unsure



*Note: Total may not add up to 100% due to rounding.
 Source: PwC Pulse Survey, August 18, 2022: base of 722, Tax base of 95

Tax leaders

What is your biggest concern from a tax perspective currently? *(Select one)*



*Note: Total may not add up to 100% due to rounding.

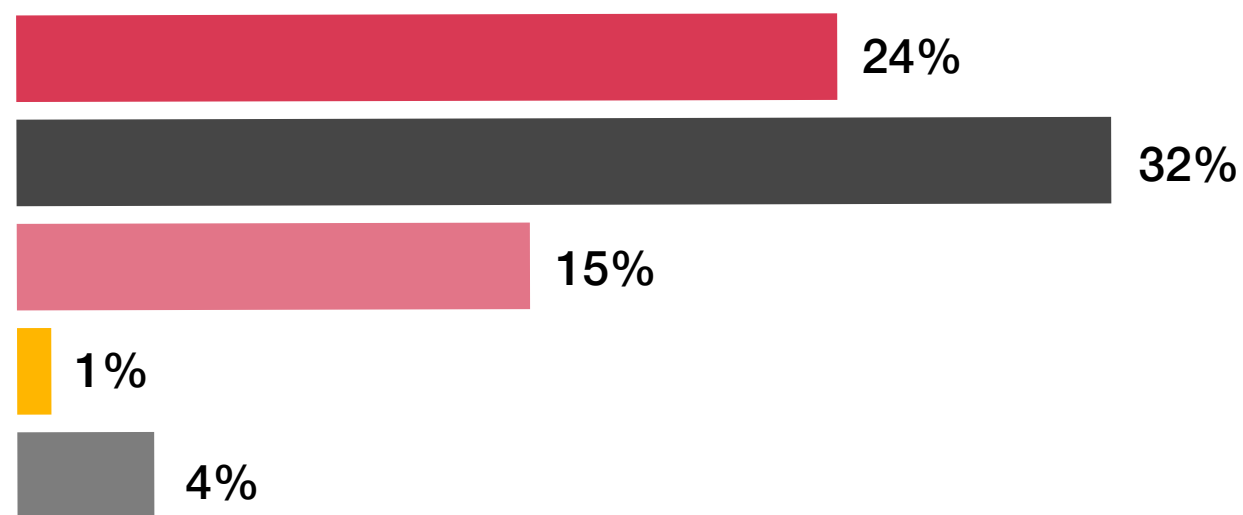
Source: PwC Pulse Survey, August 18, 2022: base of 722, Tax base of 95

Tax leaders

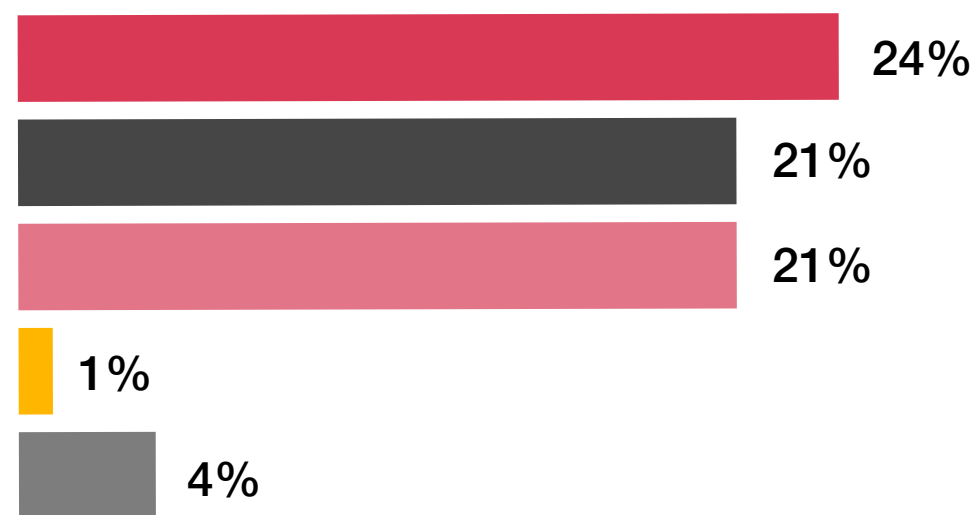
In which of the following areas is your tax function most aligned with organization-wide priorities? *(Select the top three and rank, with 1 being the most aligned)*

1 - Most aligned 2 3 Unsure None of the above

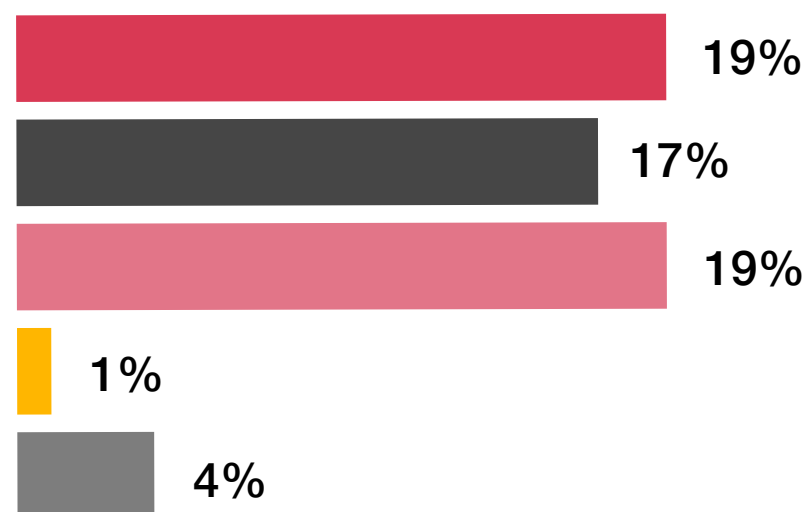
Treasury management
(e.g., capital structure and funding)



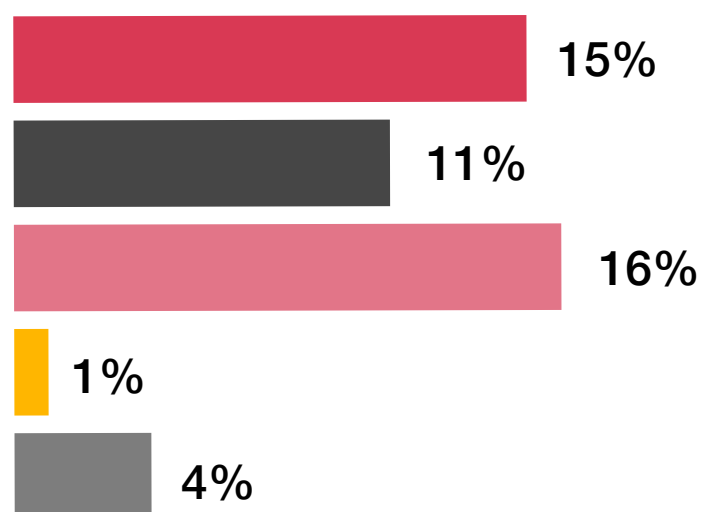
Mergers and acquisitions/divestitures



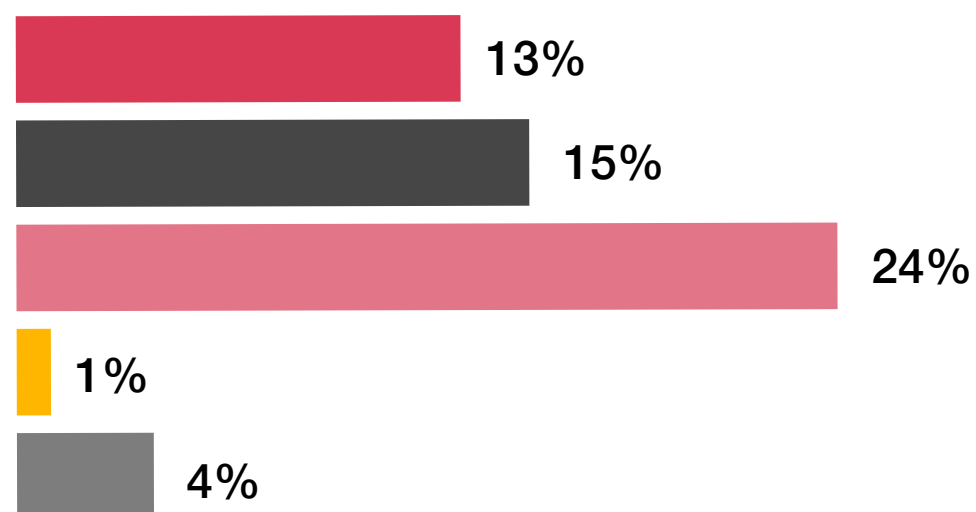
Operating model transformations
(e.g., supply chain improvements, investment locations)



Strategic cloud and digital initiatives
(e.g., automation, ERP implementation)



Workforce transformation, including location and personnel management



Tax leaders

Over the next 12 months, which of the following elements of your tax operating model do you plan to invest in? *(Select all that apply)*

