

# Global Leadership Monitor H1 2024



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# External Threats YoY

## All leaders

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	1092	1590	1690	1467	3531	5442
<b>Uncertain economic growth</b>	61%	45%	64%	69%	68%	64%
<b>Availability of key talent/skills</b>	55%	66%	65%	71%	68%	63%
<b>Technological change</b>	49%	38%	32%	43%	51%	53%
<b>Geopolitical uncertainty</b>	24%	48%	41%	42%	37%	45%
<b>Increased regulation</b>	36%	29%	31%	38%	41%	43%
<b>Changes in consumer behavior</b>	46%	33%	34%	38%	39%	38%
<b>Cyber threats</b>	24%	28%	25%	23%	29%	31%
<b>Policy uncertainty</b>	26%	22%	24%	26%	28%	30%
<b>Commodity price volatility</b>	22%	31%	30%	26%	26%	23%
<b>Climate change and environmental damage</b>	21%	23%	23%	23%	23%	22%
<b>Return to work/hybrid work implementation</b>	#N/A	29%	24%	24%	22%	17%
<b>Trade conflicts</b>	9%	15%	11%	8%	9%	11%
<b>Major health threats (e.g. epidemics and pandemics)</b>	47%	33%	18%	15%	11%	10%
<b>Exchange rate volatility</b>	8%	7%	16%	12%	10%	10%
<b>Investor activism</b>	6%	7%	8%	9%	9%	8%
<b>Taxation</b>	6%	4%	5%	7%	7%	8%
<b>Heightened scrutiny of diversity and inclusion</b>	10%	9%	9%	10%	8%	8%
<b>Protectionism</b>	7%	5%	4%	6%	5%	7%
<b>Populism</b>	5%	4%	4%	4%	4%	6%
<b>Rising wealth inequality</b>	5%	6%	7%	6%	5%	6%

# Leadership Preparedness YoY

## All leaders

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Uncertain economic growth	65%	50%	51%	58%	49%	42%
Availability of key talent/skills	55%	42%	47%	46%	47%	39%
Technological change	64%	61%	63%	57%	55%	54%
Geopolitical uncertainty	47%	30%	36%	37%	33%	31%
Increased regulation	74%	68%	67%	68%	65%	55%
Changes in consumer behavior	62%	54%	51%	53%	47%	48%
Cyber threats	72%	76%	68%	71%	68%	67%
Policy uncertainty	60%	48%	52%	53%	49%	40%
Commodity price volatility	68%	53%	54%	60%	54%	57%
Climate change and environmental damage	64%	65%	61%	64%	60%	55%
Return to work/hybrid work implementation	#N/A	69%	59%	54%	49%	50%
Trade conflicts	62%	47%	48%	51%	45%	37%
Major health threats (e.g. epidemics and pandemics)	77%	78%	80%	72%	71%	61%
Exchange rate volatility	59%	53%	49%	56%	50%	50%
Investor activism	54%	57%	59%	53%	53%	47%
Taxation	65%	50%	41%	51%	51%	48%
Heightened scrutiny of diversity and inclusion	70%	57%	60%	52%	53%	50%
Protectionism	38%	40%	39%	31%	34%	24%
Populism	41%	30%	22%	23%	19%	18%
Rising wealth inequality	38%	40%	41%	46%	40%	30%

\*\* Table Base: Among those that rated [factor] as top 5

## External Threats YoY Role—CEO

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	225	230	294	260	604	1138
<b>Uncertain economic growth</b>	60%	47%	64%	66%	67%	62%
<b>Availability of key talent/skills</b>	59%	62%	64%	75%	71%	63%
<b>Technological change</b>	47%	32%	29%	39%	47%	50%
<b>Geopolitical uncertainty</b>	26%	46%	42%	36%	35%	45%
<b>Increased regulation</b>	36%	26%	28%	37%	34%	40%
<b>Changes in consumer behavior</b>	42%	38%	34%	40%	38%	37%
<b>Cyber threats</b>	26%	23%	17%	22%	25%	28%
<b>Policy uncertainty</b>	28%	23%	26%	28%	28%	33%
<b>Commodity price volatility</b>	20%	32%	27%	29%	27%	21%
<b>Climate change and environmental damage</b>	22%	21%	24%	23%	23%	22%
<b>Return to work/hybrid work implementation</b>	#N/A	34%	25%	24%	26%	17%
<b>Trade conflicts</b>	10%	13%	10%	10%	11%	12%
<b>Major health threats (e.g. epidemics and pandemics)</b>	43%	39%	20%	13%	11%	9%
<b>Exchange rate volatility</b>	6%	8%	15%	10%	11%	10%
<b>Investor activism</b>	6%	3%	6%	9%	10%	9%
<b>Taxation</b>	8%	5%	4%	11%	10%	11%
<b>Heightened scrutiny of diversity and inclusion</b>	7%	14%	9%	5%	10%	8%
<b>Protectionism</b>	10%	3%	5%	7%	4%	7%
<b>Populism</b>	9%	7%	7%	8%	7%	9%
<b>Rising wealth inequality</b>	8%	7%	12%	7%	6%	8%

# External Threats YoY

## Role—C-Level

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	400	511	553	452	1219	1786
<b>Uncertain economic growth</b>	61%	46%	68%	70%	70%	64%
<b>Availability of key talent/skills</b>	55%	68%	68%	70%	70%	67%
<b>Technological change</b>	50%	34%	31%	44%	52%	53%
<b>Geopolitical uncertainty</b>	22%	47%	41%	42%	37%	43%
<b>Increased regulation</b>	37%	27%	29%	39%	42%	42%
<b>Changes in consumer behavior</b>	52%	32%	36%	40%	40%	39%
<b>Cyber threats</b>	25%	29%	27%	25%	30%	34%
<b>Policy uncertainty</b>	24%	21%	21%	22%	26%	29%
<b>Commodity price volatility</b>	24%	33%	32%	24%	26%	22%
<b>Climate change and environmental damage</b>	19%	20%	20%	21%	21%	20%
<b>Return to work/hybrid work implementation</b>	#N/A	30%	25%	27%	21%	17%
<b>Trade conflicts</b>	9%	14%	11%	9%	10%	11%
<b>Major health threats (e.g. epidemics and pandemics)</b>	48%	36%	16%	13%	12%	10%
<b>Exchange rate volatility</b>	7%	9%	17%	14%	9%	10%
<b>Investor activism</b>	5%	7%	8%	9%	8%	7%
<b>Taxation</b>	5%	3%	6%	6%	7%	8%
<b>Heightened scrutiny of diversity and inclusion</b>	11%	8%	7%	9%	6%	6%
<b>Protectionism</b>	6%	6%	6%	6%	5%	7%
<b>Populism</b>	4%	3%	4%	3%	3%	5%
<b>Rising wealth inequality</b>	4%	6%	5%	6%	3%	4%

# External Threats YoY Role—Next Generation

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	360	565	559	563	1139	1799
<b>Uncertain economic growth</b>	62%	42%	62%	69%	70%	67%
<b>Availability of key talent/skills</b>	52%	67%	63%	69%	64%	59%
<b>Technological change</b>	49%	43%	34%	46%	52%	54%
<b>Geopolitical uncertainty</b>	23%	48%	40%	44%	38%	47%
<b>Increased regulation</b>	34%	30%	31%	38%	41%	43%
<b>Changes in consumer behavior</b>	44%	35%	35%	37%	40%	39%
<b>Cyber threats</b>	19%	24%	23%	18%	24%	26%
<b>Policy uncertainty</b>	23%	21%	24%	27%	28%	28%
<b>Commodity price volatility</b>	23%	30%	29%	26%	25%	24%
<b>Climate change and environmental damage</b>	21%	22%	22%	23%	22%	20%
<b>Return to work/hybrid work implementation</b>	#N/A	30%	25%	23%	24%	17%
<b>Trade conflicts</b>	10%	18%	13%	7%	9%	12%
<b>Major health threats (e.g. epidemics and pandemics)</b>	48%	31%	20%	17%	10%	11%
<b>Exchange rate volatility</b>	11%	8%	16%	12%	11%	10%
<b>Investor activism</b>	5%	8%	9%	9%	10%	9%
<b>Taxation</b>	8%	4%	4%	7%	7%	6%
<b>Heightened scrutiny of diversity and inclusion</b>	10%	9%	12%	12%	11%	9%
<b>Protectionism</b>	7%	4%	3%	5%	5%	6%
<b>Populism</b>	4%	3%	3%	4%	4%	5%
<b>Rising wealth inequality</b>	4%	5%	6%	7%	6%	6%

## External Threats YoY Role—Board Director

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	107	284	284	192	569	719
<b>Uncertain economic growth</b>	57%	46%	58%	68%	63%	62%
<b>Availability of key talent/skills</b>	59%	65%	62%	73%	67%	65%
<b>Technological change</b>	47%	40%	33%	40%	51%	50%
<b>Geopolitical uncertainty</b>	27%	49%	43%	45%	34%	44%
<b>Increased regulation</b>	37%	32%	37%	38%	46%	48%
<b>Changes in consumer behavior</b>	37%	23%	29%	33%	34%	35%
<b>Cyber threats</b>	35%	41%	35%	33%	40%	38%
<b>Policy uncertainty</b>	39%	26%	29%	27%	29%	34%
<b>Commodity price volatility</b>	15%	28%	32%	27%	28%	23%
<b>Climate change and environmental damage</b>	24%	32%	31%	30%	31%	27%
<b>Return to work/hybrid work implementation</b>	#N/A	20%	23%	19%	15%	13%
<b>Trade conflicts</b>	8%	14%	12%	9%	8%	10%
<b>Major health threats (e.g. epidemics and pandemics)</b>	46%	27%	15%	11%	9%	9%
<b>Exchange rate volatility</b>	4%	4%	11%	10%	10%	9%
<b>Investor activism</b>	6%	6%	6%	7%	9%	7%
<b>Taxation</b>	4%	7%	9%	6%	8%	6%
<b>Heightened scrutiny of diversity and inclusion</b>	11%	8%	6%	10%	7%	6%
<b>Protectionism</b>	5%	6%	2%	4%	3%	6%
<b>Populism</b>	5%	4%	3%	3%	2%	5%
<b>Rising wealth inequality</b>	7%	5%	7%	6%	6%	5%



# Leadership Preparedness YoY

## Role—CEO

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	65%	39%	45%	53%	43%	42%
<b>Availability of key talent/skills</b>	66%	31%	52%	47%	51%	44%
<b>Technological change</b>	61%	63%	62%	56%	57%	55%
<b>Geopolitical uncertainty</b>	51%	23%	22%	41%	26%	29%
<b>Increased regulation</b>	74%	61%	71%	71%	55%	52%
<b>Changes in consumer behavior</b>	62%	56%	58%	58%	55%	50%
<b>Cyber threats</b>	68%	58%	63%	72%	56%	63%
<b>Policy uncertainty</b>	61%	47%	44%	49%	48%	34%
<b>Commodity price volatility</b>	69%	52%	45%	57%	55%	53%
<b>Climate change and environmental damage</b>	55%	59%	63%	81%	63%	55%
<b>Return to work/hybrid work implementation</b>	#N/A	70%	65%	60%	52%	53%
<b>Trade conflicts</b>	61%	31%	56%	47%	45%	29%
<b>Major health threats (e.g. epidemics and pandemics)</b>	81%	71%	72%	82%	71%	51%
<b>Exchange rate volatility</b>	49%	43%	29%	62%	40%	40%
<b>Investor activism</b>	36%	58%	59%	62%	53%	37%
<b>Taxation</b>	53%	35%	51%	40%	48%	41%
<b>Heightened scrutiny of diversity and inclusion</b>	93%	63%	67%	66%	58%	57%
<b>Protectionism</b>	50%	14%	37%	37%	47%	29%
<b>Populism</b>	34%	38%	31%	14%	24%	18%
<b>Rising wealth inequality</b>	49%	60%	41%	55%	35%	31%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Role—C-Level

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Uncertain economic growth	67%	46%	51%	57%	47%	39%
Availability of key talent/skills	55%	39%	43%	45%	46%	38%
Technological change	63%	57%	58%	51%	54%	51%
Geopolitical uncertainty	45%	26%	35%	31%	30%	27%
Increased regulation	72%	65%	64%	67%	62%	52%
Changes in consumer behavior	61%	50%	52%	51%	41%	43%
Cyber threats	75%	77%	67%	66%	68%	68%
Policy uncertainty	57%	42%	45%	49%	47%	38%
Commodity price volatility	64%	49%	56%	61%	57%	57%
Climate change and environmental damage	69%	59%	58%	66%	59%	54%
Return to work/hybrid work implementation	#N/A	68%	52%	59%	45%	48%
Trade conflicts	68%	41%	47%	53%	41%	35%
Major health threats (e.g. epidemics and pandemics)	76%	78%	80%	77%	69%	62%
Exchange rate volatility	71%	53%	49%	53%	49%	51%
Investor activism	59%	61%	59%	56%	47%	50%
Taxation	68%	49%	38%	57%	51%	52%
Heightened scrutiny of diversity and inclusion	64%	48%	45%	44%	46%	46%
Protectionism	44%	42%	44%	26%	29%	19%
Populism	33%	36%	23%	36%	23%	18%
Rising wealth inequality	38%	38%	31%	41%	27%	32%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Role—Next Generation

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Uncertain economic growth	60%	56%	47%	60%	48%	43%
Availability of key talent/skills	47%	39%	43%	44%	41%	33%
Technological change	64%	63%	62%	61%	51%	53%
Geopolitical uncertainty	47%	34%	38%	41%	38%	34%
Increased regulation	79%	66%	66%	64%	65%	56%
Changes in consumer behavior	64%	53%	48%	52%	44%	46%
Cyber threats	75%	79%	71%	76%	71%	68%
Policy uncertainty	61%	47%	55%	53%	48%	44%
Commodity price volatility	69%	52%	53%	57%	49%	54%
Climate change and environmental damage	64%	72%	59%	56%	57%	54%
Return to work/hybrid work implementation	#N/A	67%	60%	47%	47%	46%
Trade conflicts	57%	49%	50%	58%	46%	43%
Major health threats (e.g. epidemics and pandemics)	76%	80%	80%	65%	71%	67%
Exchange rate volatility	56%	54%	46%	57%	57%	49%
Investor activism	63%	46%	65%	45%	56%	46%
Taxation	66%	58%	28%	52%	55%	48%
Heightened scrutiny of diversity and inclusion	74%	52%	62%	47%	53%	50%
Protectionism	31%	51%	36%	35%	29%	17%
Populism	62%	21%	15%	25%	12%	18%
Rising wealth inequality	31%	28%	48%	40%	45%	32%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Role—Board Director

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	76%	57%	64%	63%	59%	48%
<b>Availability of key talent/skills</b>	57%	61%	61%	57%	56%	48%
<b>Technological change</b>	70%	64%	75%	62%	62%	63%
<b>Geopolitical uncertainty</b>	46%	34%	46%	37%	38%	34%
<b>Increased regulation</b>	65%	82%	71%	80%	77%	63%
<b>Changes in consumer behavior</b>	60%	61%	51%	59%	58%	61%
<b>Cyber threats</b>	64%	79%	69%	74%	73%	68%
<b>Policy uncertainty</b>	60%	61%	64%	65%	52%	48%
<b>Commodity price volatility</b>	77%	64%	60%	74%	56%	73%
<b>Climate change and environmental damage</b>	63%	67%	65%	62%	62%	60%
<b>Return to work/hybrid work implementation</b>	#N/A	76%	61%	55%	59%	63%
<b>Trade conflicts</b>	63%	69%	41%	39%	53%	44%
<b>Major health threats (e.g. epidemics and pandemics)</b>	82%	83%	92%	73%	76%	57%
<b>Exchange rate volatility</b>	45%	64%	84%	48%	51%	64%
<b>Investor activism</b>	53%	77%	44%	60%	62%	58%
<b>Taxation</b>	100%	50%	52%	61%	49%	55%
<b>Heightened scrutiny of diversity and inclusion</b>	45%	74%	77%	78%	56%	42%
<b>Protectionism</b>	0%	30%	17%	13%	51%	43%
<b>Populism</b>	33%	26%	11%	15%	15%	21%
<b>Rising wealth inequality</b>	25%	48%	42%	67%	52%	18%

\*\* Table Base: Among those that rated [factor] as top 5

## External Threats YoY Region—Asia

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	209	162	157	132	142	355
<b>Uncertain economic growth</b>	66%	37%	66%	63%	66%	61%
<b>Availability of key talent/skills</b>	54%	65%	58%	66%	66%	63%
<b>Technological change</b>	56%	40%	35%	47%	47%	52%
<b>Geopolitical uncertainty</b>	31%	55%	47%	50%	46%	51%
<b>Increased regulation</b>	39%	33%	30%	34%	37%	28%
<b>Changes in consumer behavior</b>	44%	38%	34%	42%	41%	41%
<b>Cyber threats</b>	20%	18%	12%	12%	20%	21%
<b>Policy uncertainty</b>	28%	31%	32%	36%	22%	29%
<b>Commodity price volatility</b>	24%	27%	31%	21%	31%	29%
<b>Climate change and environmental damage</b>	15%	18%	19%	15%	29%	23%
<b>Return to work/hybrid work implementation</b>	#N/A	19%	18%	20%	12%	11%
<b>Trade conflicts</b>	13%	20%	19%	14%	9%	18%
<b>Major health threats (e.g. epidemics and pandemics)</b>	43%	48%	22%	22%	12%	9%
<b>Exchange rate volatility</b>	7%	8%	26%	21%	23%	21%
<b>Investor activism</b>	8%	8%	5%	8%	11%	7%
<b>Taxation</b>	7%	2%	1%	2%	8%	7%
<b>Heightened scrutiny of diversity and inclusion</b>	5%	4%	5%	9%	8%	5%
<b>Protectionism</b>	9%	11%	12%	8%	7%	11%
<b>Populism</b>	3%	2%	3%	2%	4%	5%
<b>Rising wealth inequality</b>	3%	5%	3%	7%	2%	6%

## External Threats YoY Region—Americas

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	510	554	641	519	1751	2534
<b>Uncertain economic growth</b>	58%	47%	64%	74%	71%	64%
<b>Availability of key talent/skills</b>	56%	70%	70%	71%	68%	63%
<b>Technological change</b>	41%	37%	33%	43%	53%	53%
<b>Geopolitical uncertainty</b>	20%	37%	30%	32%	29%	35%
<b>Increased regulation</b>	32%	27%	32%	38%	40%	45%
<b>Changes in consumer behavior</b>	46%	33%	35%	41%	40%	39%
<b>Cyber threats</b>	22%	30%	28%	22%	29%	35%
<b>Policy uncertainty</b>	30%	23%	23%	29%	30%	35%
<b>Commodity price volatility</b>	21%	30%	25%	25%	24%	20%
<b>Climate change and environmental damage</b>	16%	15%	17%	17%	17%	15%
<b>Return to work/hybrid work implementation</b>	#N/A	40%	33%	31%	27%	21%
<b>Trade conflicts</b>	9%	10%	8%	7%	8%	10%
<b>Major health threats (e.g. epidemics and pandemics)</b>	50%	34%	21%	15%	14%	13%
<b>Exchange rate volatility</b>	9%	7%	9%	11%	8%	7%
<b>Investor activism</b>	6%	7%	8%	7%	9%	8%
<b>Taxation</b>	7%	5%	6%	8%	8%	9%
<b>Heightened scrutiny of diversity and inclusion</b>	15%	14%	14%	12%	11%	10%
<b>Protectionism</b>	7%	3%	3%	3%	4%	5%
<b>Populism</b>	7%	5%	4%	5%	4%	6%
<b>Rising wealth inequality</b>	8%	6%	9%	8%	7%	7%

## External Threats YoY Region—Europe

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	821	731	770	762	1517	2300
<b>Uncertain economic growth</b>	63%	47%	65%	67%	66%	66%
<b>Availability of key talent/skills</b>	52%	62%	60%	72%	68%	63%
<b>Technological change</b>	51%	38%	31%	41%	49%	53%
<b>Geopolitical uncertainty</b>	23%	56%	49%	47%	46%	55%
<b>Increased regulation</b>	35%	29%	30%	38%	41%	43%
<b>Changes in consumer behavior</b>	47%	30%	34%	35%	38%	37%
<b>Cyber threats</b>	22%	28%	24%	22%	29%	28%
<b>Policy uncertainty</b>	20%	19%	24%	22%	25%	25%
<b>Commodity price volatility</b>	24%	35%	36%	30%	29%	24%
<b>Climate change and environmental damage</b>	26%	28%	27%	28%	28%	28%
<b>Return to work/hybrid work implementation</b>	#N/A	22%	18%	21%	17%	13%
<b>Trade conflicts</b>	10%	18%	13%	9%	11%	13%
<b>Major health threats (e.g. epidemics and pandemics)</b>	45%	28%	15%	13%	7%	7%
<b>Exchange rate volatility</b>	9%	8%	20%	12%	12%	10%
<b>Investor activism</b>	7%	6%	9%	10%	10%	9%
<b>Taxation</b>	4%	5%	5%	7%	7%	6%
<b>Heightened scrutiny of diversity and inclusion</b>	7%	6%	6%	8%	6%	5%
<b>Protectionism</b>	8%	5%	4%	7%	5%	7%
<b>Populism</b>	4%	3%	4%	3%	4%	6%
<b>Rising wealth inequality</b>	3%	5%	6%	5%	3%	4%

## External Threats YoY Region—Oceania

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	158	137	110	85	97	143
<b>Uncertain economic growth</b>	57%	35%	54%	56%	61%	60%
<b>Availability of key talent/skills</b>	60%	74%	78%	70%	70%	59%
<b>Technological change</b>	47%	40%	32%	54%	46%	46%
<b>Geopolitical uncertainty</b>	28%	40%	41%	37%	21%	29%
<b>Increased regulation</b>	37%	30%	30%	40%	50%	40%
<b>Changes in consumer behavior</b>	52%	34%	30%	43%	31%	44%
<b>Cyber threats</b>	33%	35%	35%	40%	38%	40%
<b>Policy uncertainty</b>	28%	22%	19%	26%	43%	35%
<b>Commodity price volatility</b>	15%	22%	23%	17%	23%	24%
<b>Climate change and environmental damage</b>	22%	34%	44%	36%	38%	33%
<b>Return to work/hybrid work implementation</b>	#N/A	34%	33%	21%	17%	20%
<b>Trade conflicts</b>	11%	15%	12%	3%	10%	7%
<b>Major health threats (e.g. epidemics and pandemics)</b>	46%	38%	13%	17%	9%	5%
<b>Exchange rate volatility</b>	10%	6%	10%	11%	15%	16%
<b>Investor activism</b>	7%	7%	6%	10%	5%	5%
<b>Taxation</b>	5%	3%	3%	1%	6%	9%
<b>Heightened scrutiny of diversity and inclusion</b>	7%	9%	9%	6%	7%	6%
<b>Protectionism</b>	6%	3%	3%	1%	1%	9%
<b>Populism</b>	2%	2%	3%	2%	4%	8%
<b>Rising wealth inequality</b>	5%	6%	6%	9%	6%	6%



## Leadership Preparedness YoY Region—Asia

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	65%	45%	40%	54%	45%	34%
<b>Availability of key talent/skills</b>	51%	34%	37%	43%	41%	41%
<b>Technological change</b>	60%	47%	52%	64%	47%	59%
<b>Geopolitical uncertainty</b>	39%	21%	32%	32%	33%	25%
<b>Increased regulation</b>	70%	61%	68%	62%	56%	53%
<b>Changes in consumer behavior</b>	62%	47%	59%	59%	54%	48%
<b>Cyber threats</b>	71%	74%	74%	68%	66%	61%
<b>Policy uncertainty</b>	60%	34%	47%	45%	39%	40%
<b>Commodity price volatility</b>	58%	62%	56%	56%	61%	54%
<b>Climate change and environmental damage</b>	54%	61%	62%	57%	52%	52%
<b>Return to work/hybrid work implementation</b>	#N/A	54%	63%	72%	55%	46%
<b>Trade conflicts</b>	52%	45%	42%	52%	45%	32%
<b>Major health threats (e.g. epidemics and pandemics)</b>	76%	70%	57%	61%	53%	64%
<b>Exchange rate volatility</b>	56%	49%	39%	51%	43%	48%
<b>Investor activism</b>	60%	51%	40%	80%	51%	33%
<b>Taxation</b>	87%	59%	60%	33%	57%	53%
<b>Heightened scrutiny of diversity and inclusion</b>	82%	74%	53%	42%	34%	45%
<b>Protectionism</b>	36%	41%	46%	22%	41%	14%
<b>Populism</b>	54%	0%	49%	34%	0%	23%
<b>Rising wealth inequality</b>	59%	52%	58%	49%	100%	45%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Region—Americas

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	62%	53%	48%	58%	49%	42%
<b>Availability of key talent/skills</b>	53%	43%	45%	48%	48%	41%
<b>Technological change</b>	63%	66%	58%	53%	51%	52%
<b>Geopolitical uncertainty</b>	44%	36%	38%	37%	31%	31%
<b>Increased regulation</b>	75%	63%	62%	67%	65%	53%
<b>Changes in consumer behavior</b>	62%	47%	47%	51%	42%	43%
<b>Cyber threats</b>	75%	78%	65%	62%	68%	68%
<b>Policy uncertainty</b>	59%	47%	50%	53%	46%	42%
<b>Commodity price volatility</b>	64%	54%	52%	65%	49%	58%
<b>Climate change and environmental damage</b>	59%	57%	56%	66%	56%	55%
<b>Return to work/hybrid work implementation</b>	#N/A	66%	58%	50%	49%	47%
<b>Trade conflicts</b>	60%	55%	59%	42%	37%	34%
<b>Major health threats (e.g. epidemics and pandemics)</b>	79%	75%	83%	73%	71%	64%
<b>Exchange rate volatility</b>	62%	52%	48%	53%	59%	47%
<b>Investor activism</b>	58%	60%	49%	52%	51%	49%
<b>Taxation</b>	64%	58%	27%	61%	51%	50%
<b>Heightened scrutiny of diversity and inclusion</b>	72%	55%	62%	51%	51%	47%
<b>Protectionism</b>	41%	29%	24%	24%	29%	27%
<b>Populism</b>	43%	30%	27%	18%	25%	18%
<b>Rising wealth inequality</b>	32%	32%	36%	35%	37%	27%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Region—Europe

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	66%	47%	55%	58%	47%	43%
<b>Availability of key talent/skills</b>	53%	41%	49%	45%	47%	36%
<b>Technological change</b>	67%	60%	69%	60%	59%	55%
<b>Geopolitical uncertainty</b>	47%	30%	35%	39%	36%	31%
<b>Increased regulation</b>	73%	73%	71%	68%	64%	58%
<b>Changes in consumer behavior</b>	65%	59%	52%	52%	52%	52%
<b>Cyber threats</b>	74%	73%	68%	74%	69%	66%
<b>Policy uncertainty</b>	59%	50%	52%	53%	52%	38%
<b>Commodity price volatility</b>	65%	50%	55%	57%	59%	58%
<b>Climate change and environmental damage</b>	69%	70%	63%	66%	64%	56%
<b>Return to work/hybrid work implementation</b>	#N/A	75%	58%	53%	48%	52%
<b>Trade conflicts</b>	58%	44%	46%	53%	51%	42%
<b>Major health threats (e.g. epidemics and pandemics)</b>	76%	81%	83%	70%	72%	55%
<b>Exchange rate volatility</b>	56%	57%	53%	56%	45%	53%
<b>Investor activism</b>	49%	54%	70%	50%	58%	46%
<b>Taxation</b>	59%	47%	49%	43%	53%	42%
<b>Heightened scrutiny of diversity and inclusion</b>	56%	52%	56%	52%	58%	56%
<b>Protectionism</b>	33%	44%	49%	32%	37%	22%
<b>Populism</b>	30%	31%	14%	27%	15%	16%
<b>Rising wealth inequality</b>	46%	46%	45%	47%	48%	36%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Region—Oceanía

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	63%	62%	54%	64%	57%	51%
<b>Availability of key talent/skills</b>	59%	46%	59%	52%	38%	38%
<b>Technological change</b>	70%	68%	71%	52%	65%	60%
<b>Geopolitical uncertainty</b>	61%	21%	42%	42%	18%	38%
<b>Increased regulation</b>	78%	68%	76%	71%	70%	42%
<b>Changes in consumer behavior</b>	56%	64%	59%	63%	40%	50%
<b>Cyber threats</b>	75%	82%	80%	76%	68%	63%
<b>Policy uncertainty</b>	63%	66%	77%	58%	51%	42%
<b>Commodity price volatility</b>	64%	54%	51%	82%	44%	43%
<b>Climate change and environmental damage</b>	49%	64%	62%	57%	54%	53%
<b>Return to work/hybrid work implementation</b>	#N/A	71%	57%	65%	58%	66%
<b>Trade conflicts</b>	39%	50%	38%	61%	54%	28%
<b>Major health threats (e.g. epidemics and pandemics)</b>	78%	87%	91%	92%	89%	65%
<b>Exchange rate volatility</b>	64%	54%	26%	78%	47%	61%
<b>Investor activism</b>	53%	73%	59%	45%	21%	83%
<b>Taxation</b>	72%	0%	75%	100%	32%	47%
<b>Heightened scrutiny of diversity and inclusion</b>	64%	74%	60%	78%	54%	50%
<b>Protectionism</b>	48%	41%	0%	0%	0%	34%
<b>Populism</b>	33%	41%	24%	47%	0%	18%
<b>Rising wealth inequality</b>	43%	31%	37%	88%	17%	8%

\*\* Table Base: Among those that rated [factor] as top 5

# External Threats YoY

## Country—United States

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	417	399	469	358	1563	2214
<b>Uncertain economic growth</b>	57%	44%	67%	75%	72%	64%
<b>Availability of key talent/skills</b>	59%	75%	73%	74%	68%	65%
<b>Technological change</b>	44%	36%	35%	45%	54%	54%
<b>Geopolitical uncertainty</b>	20%	37%	29%	32%	29%	34%
<b>Increased regulation</b>	32%	26%	32%	39%	40%	45%
<b>Changes in consumer behavior</b>	45%	36%	35%	41%	40%	39%
<b>Cyber threats</b>	23%	31%	29%	21%	29%	36%
<b>Policy uncertainty</b>	31%	22%	23%	31%	30%	35%
<b>Commodity price volatility</b>	16%	28%	24%	23%	23%	20%
<b>Climate change and environmental damage</b>	16%	12%	14%	14%	16%	14%
<b>Return to work/hybrid work implementation</b>	#N/A	42%	33%	32%	28%	22%
<b>Trade conflicts</b>	9%	11%	8%	6%	9%	9%
<b>Major health threats (e.g. epidemics and pandemics)</b>	50%	37%	23%	18%	15%	13%
<b>Exchange rate volatility</b>	4%	4%	7%	7%	6%	5%
<b>Investor activism</b>	6%	7%	8%	8%	9%	8%
<b>Taxation</b>	7%	4%	6%	7%	7%	8%
<b>Heightened scrutiny of diversity and inclusion</b>	17%	16%	16%	12%	11%	10%
<b>Protectionism</b>	7%	3%	2%	3%	4%	5%
<b>Populism</b>	5%	2%	2%	4%	4%	5%
<b>Rising wealth inequality</b>	9%	7%	8%	9%	7%	7%

# External Threats YoY

## Country—Canada

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	30	79	87	79	98	146
<b>Uncertain economic growth</b>	47%	46%	59%	72%	71%	61%
<b>Availability of key talent/skills</b>	64%	70%	72%	77%	71%	65%
<b>Technological change</b>	41%	39%	20%	38%	44%	51%
<b>Geopolitical uncertainty</b>	20%	37%	36%	35%	34%	37%
<b>Increased regulation</b>	36%	32%	37%	44%	45%	49%
<b>Changes in consumer behavior</b>	44%	25%	27%	32%	33%	34%
<b>Cyber threats</b>	26%	39%	31%	27%	29%	31%
<b>Policy uncertainty</b>	24%	22%	22%	22%	30%	35%
<b>Commodity price volatility</b>	46%	29%	24%	29%	31%	28%
<b>Climate change and environmental damage</b>	25%	29%	28%	31%	28%	25%
<b>Return to work/hybrid work implementation</b>	#N/A	48%	45%	32%	23%	17%
<b>Trade conflicts</b>	9%	4%	5%	8%	7%	8%
<b>Major health threats (e.g. epidemics and pandemics)</b>	41%	32%	17%	7%	4%	7%
<b>Exchange rate volatility</b>	12%	4%	13%	12%	10%	11%
<b>Investor activism</b>	3%	7%	6%	6%	9%	10%
<b>Taxation</b>	10%	1%	2%	6%	9%	9%
<b>Heightened scrutiny of diversity and inclusion</b>	4%	12%	10%	14%	9%	10%
<b>Protectionism</b>	9%	6%	6%	2%	4%	3%
<b>Populism</b>	0%	1%	5%	2%	5%	6%
<b>Rising wealth inequality</b>	0%	6%	6%	6%	4%	4%

# External Threats YoY

## Country—Brazil

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	34	30	41	47	47	77
<b>Uncertain economic growth</b>	75%	65%	53%	78%	64%	72%
<b>Availability of key talent/skills</b>	26%	35%	45%	49%	48%	46%
<b>Technological change</b>	23%	48%	41%	40%	54%	51%
<b>Geopolitical uncertainty</b>	26%	35%	25%	14%	22%	31%
<b>Increased regulation</b>	19%	15%	19%	31%	29%	40%
<b>Changes in consumer behavior</b>	62%	49%	44%	54%	36%	40%
<b>Cyber threats</b>	14%	23%	34%	33%	33%	18%
<b>Policy uncertainty</b>	15%	31%	24%	31%	24%	33%
<b>Commodity price volatility</b>	56%	49%	43%	18%	46%	27%
<b>Climate change and environmental damage</b>	12%	24%	30%	14%	31%	21%
<b>Return to work/hybrid work implementation</b>	#N/A	23%	17%	25%	28%	13%
<b>Trade conflicts</b>	6%	16%	15%	10%	6%	14%
<b>Major health threats (e.g. epidemics and pandemics)</b>	49%	17%	10%	7%	5%	12%
<b>Exchange rate volatility</b>	37%	19%	29%	34%	18%	20%
<b>Investor activism</b>	7%	0%	7%	11%	9%	4%
<b>Taxation</b>	15%	16%	16%	24%	33%	25%
<b>Heightened scrutiny of diversity and inclusion</b>	0%	7%	10%	5%	4%	7%
<b>Protectionism</b>	4%	3%	3%	8%	0%	5%
<b>Populism</b>	12%	19%	7%	8%	6%	13%
<b>Rising wealth inequality</b>	5%	3%	16%	8%	4%	8%

## External Threats YoY

### Country—Mexico

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	14	40	42	29	23	42
<b>Uncertain economic growth</b>	51%	66%	50%	70%	45%	46%
<b>Availability of key talent/skills</b>	30%	37%	48%	65%	42%	63%
<b>Technological change</b>	27%	39%	31%	44%	40%	47%
<b>Geopolitical uncertainty</b>	28%	34%	34%	30%	30%	49%
<b>Increased regulation</b>	49%	25%	29%	26%	51%	36%
<b>Changes in consumer behavior</b>	48%	18%	50%	46%	39%	42%
<b>Cyber threats</b>	16%	21%	11%	18%	13%	18%
<b>Policy uncertainty</b>	51%	31%	30%	11%	18%	20%
<b>Commodity price volatility</b>	7%	38%	29%	46%	38%	15%
<b>Climate change and environmental damage</b>	6%	11%	9%	16%	30%	10%
<b>Return to work/hybrid work implementation</b>	#N/A	21%	20%	23%	14%	25%
<b>Trade conflicts</b>	0%	15%	8%	3%	17%	24%
<b>Major health threats (e.g. epidemics and pandemics)</b>	50%	22%	11%	11%	0%	17%
<b>Exchange rate volatility</b>	30%	28%	14%	24%	59%	31%
<b>Investor activism</b>	0%	10%	9%	0%	14%	12%
<b>Taxation</b>	0%	4%	3%	9%	9%	4%
<b>Heightened scrutiny of diversity and inclusion</b>	9%	8%	10%	20%	9%	7%
<b>Protectionism</b>	14%	7%	9%	0%	0%	15%
<b>Populism</b>	51%	34%	23%	34%	30%	14%
<b>Rising wealth inequality</b>	6%	0%	12%	4%	4%	4%



## External Threats YoY Country—Singapore

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	41	39	38	22	45	81
<b>Uncertain economic growth</b>	58%	44%	73%	74%	74%	76%
<b>Availability of key talent/skills</b>	42%	69%	65%	65%	58%	64%
<b>Technological change</b>	54%	36%	33%	32%	35%	47%
<b>Geopolitical uncertainty</b>	34%	48%	55%	53%	69%	57%
<b>Increased regulation</b>	39%	32%	35%	31%	35%	28%
<b>Changes in consumer behavior</b>	48%	56%	36%	43%	28%	37%
<b>Cyber threats</b>	28%	25%	12%	19%	21%	25%
<b>Policy uncertainty</b>	25%	27%	13%	21%	9%	22%
<b>Commodity price volatility</b>	23%	23%	22%	24%	31%	21%
<b>Climate change and environmental damage</b>	30%	17%	19%	25%	34%	27%
<b>Return to work/hybrid work implementation</b>	#N/A	21%	19%	14%	4%	9%
<b>Trade conflicts</b>	24%	18%	26%	13%	10%	19%
<b>Major health threats (e.g. epidemics and pandemics)</b>	42%	37%	25%	22%	21%	6%
<b>Exchange rate volatility</b>	7%	0%	19%	18%	22%	20%
<b>Investor activism</b>	5%	12%	7%	10%	19%	6%
<b>Taxation</b>	5%	0%	0%	5%	2%	5%
<b>Heightened scrutiny of diversity and inclusion</b>	10%	5%	6%	15%	12%	5%
<b>Protectionism</b>	13%	6%	13%	13%	14%	19%
<b>Populism</b>	0%	2%	3%	0%	0%	4%
<b>Rising wealth inequality</b>	0%	6%	2%	5%	2%	1%

# External Threats YoY

## Country—India

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	66	24	35	46	69	129
<b>Uncertain economic growth</b>	72%	24%	53%	63%	58%	54%
<b>Availability of key talent/skills</b>	60%	79%	68%	74%	68%	69%
<b>Technological change</b>	51%	57%	31%	63%	55%	63%
<b>Geopolitical uncertainty</b>	27%	49%	39%	47%	30%	41%
<b>Increased regulation</b>	42%	48%	26%	34%	45%	28%
<b>Changes in consumer behavior</b>	48%	27%	35%	44%	47%	43%
<b>Cyber threats</b>	15%	36%	23%	20%	16%	22%
<b>Policy uncertainty</b>	31%	26%	33%	32%	33%	28%
<b>Commodity price volatility</b>	29%	16%	38%	19%	34%	37%
<b>Climate change and environmental damage</b>	6%	17%	25%	18%	29%	24%
<b>Return to work/hybrid work implementation</b>	#N/A	33%	32%	26%	18%	15%
<b>Trade conflicts</b>	7%	22%	6%	4%	12%	12%
<b>Major health threats (e.g. epidemics and pandemics)</b>	40%	31%	0%	20%	9%	9%
<b>Exchange rate volatility</b>	10%	4%	35%	5%	15%	15%
<b>Investor activism</b>	8%	3%	2%	7%	7%	6%
<b>Taxation</b>	14%	0%	4%	0%	12%	10%
<b>Heightened scrutiny of diversity and inclusion</b>	4%	6%	5%	4%	4%	4%
<b>Protectionism</b>	6%	14%	8%	5%	4%	11%
<b>Populism</b>	5%	0%	3%	3%	3%	5%
<b>Rising wealth inequality</b>	1%	0%	0%	13%	2%	5%

# External Threats YoY

## Country—Australia

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	155	132	101	79	91	136
<b>Uncertain economic growth</b>	57%	33%	53%	57%	64%	61%
<b>Availability of key talent/skills</b>	60%	74%	76%	67%	71%	60%
<b>Technological change</b>	47%	40%	32%	55%	45%	44%
<b>Geopolitical uncertainty</b>	28%	38%	41%	38%	23%	30%
<b>Increased regulation</b>	35%	30%	27%	39%	47%	40%
<b>Changes in consumer behavior</b>	52%	35%	31%	44%	31%	42%
<b>Cyber threats</b>	32%	34%	34%	42%	39%	40%
<b>Policy uncertainty</b>	27%	22%	20%	25%	40%	35%
<b>Commodity price volatility</b>	15%	22%	25%	17%	23%	25%
<b>Climate change and environmental damage</b>	22%	36%	45%	36%	37%	31%
<b>Return to work/hybrid work implementation</b>	#N/A	34%	32%	20%	18%	20%
<b>Trade conflicts</b>	11%	14%	13%	3%	10%	8%
<b>Major health threats (e.g. epidemics and pandemics)</b>	47%	39%	12%	15%	9%	5%
<b>Exchange rate volatility</b>	10%	7%	11%	12%	15%	17%
<b>Investor activism</b>	8%	7%	7%	9%	5%	5%
<b>Taxation</b>	5%	3%	4%	1%	5%	9%
<b>Heightened scrutiny of diversity and inclusion</b>	8%	9%	10%	6%	7%	5%
<b>Protectionism</b>	7%	3%	3%	1%	1%	9%
<b>Populism</b>	2%	2%	4%	3%	4%	8%
<b>Rising wealth inequality</b>	5%	6%	6%	8%	6%	6%

# External Threats YoY

## Country—United Kingdom

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	241	195	224	174	384	498
<b>Uncertain economic growth</b>	64%	45%	63%	69%	71%	66%
<b>Availability of key talent/skills</b>	55%	70%	67%	73%	69%	67%
<b>Technological change</b>	53%	35%	35%	44%	54%	59%
<b>Geopolitical uncertainty</b>	24%	51%	44%	41%	42%	51%
<b>Increased regulation</b>	35%	32%	36%	39%	40%	40%
<b>Changes in consumer behavior</b>	43%	30%	34%	37%	39%	38%
<b>Cyber threats</b>	26%	31%	31%	28%	31%	29%
<b>Policy uncertainty</b>	24%	20%	28%	24%	29%	28%
<b>Commodity price volatility</b>	13%	29%	25%	19%	22%	17%
<b>Climate change and environmental damage</b>	30%	28%	28%	23%	32%	28%
<b>Return to work/hybrid work implementation</b>	#N/A	31%	21%	26%	19%	15%
<b>Trade conflicts</b>	9%	9%	8%	7%	5%	10%
<b>Major health threats (e.g. epidemics and pandemics)</b>	49%	24%	11%	15%	7%	6%
<b>Exchange rate volatility</b>	8%	10%	20%	13%	9%	7%
<b>Investor activism</b>	6%	6%	7%	9%	7%	7%
<b>Taxation</b>	7%	4%	4%	6%	5%	4%
<b>Heightened scrutiny of diversity and inclusion</b>	11%	12%	8%	10%	10%	10%
<b>Protectionism</b>	7%	5%	3%	8%	2%	6%
<b>Populism</b>	2%	1%	1%	3%	2%	4%
<b>Rising wealth inequality</b>	4%	8%	10%	6%	5%	6%

## External Threats YoY Country—France

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	68	51	45	77	150	236
<b>Uncertain economic growth</b>	66%	42%	73%	69%	61%	72%
<b>Availability of key talent/skills</b>	40%	65%	61%	85%	69%	60%
<b>Technological change</b>	49%	44%	21%	28%	47%	46%
<b>Geopolitical uncertainty</b>	19%	64%	49%	51%	47%	56%
<b>Increased regulation</b>	40%	24%	21%	40%	37%	37%
<b>Changes in consumer behavior</b>	63%	21%	28%	40%	45%	39%
<b>Cyber threats</b>	24%	34%	30%	20%	24%	28%
<b>Policy uncertainty</b>	12%	11%	14%	20%	17%	20%
<b>Commodity price volatility</b>	30%	51%	38%	29%	38%	27%
<b>Climate change and environmental damage</b>	23%	33%	43%	36%	41%	40%
<b>Return to work/hybrid work implementation</b>	#N/A	30%	26%	21%	15%	12%
<b>Trade conflicts</b>	12%	25%	10%	7%	11%	8%
<b>Major health threats (e.g. epidemics and pandemics)</b>	48%	22%	9%	17%	7%	11%
<b>Exchange rate volatility</b>	9%	2%	15%	12%	15%	9%
<b>Investor activism</b>	9%	4%	7%	7%	8%	9%
<b>Taxation</b>	4%	2%	3%	8%	8%	7%
<b>Heightened scrutiny of diversity and inclusion</b>	6%	4%	2%	1%	3%	5%
<b>Protectionism</b>	9%	4%	9%	5%	4%	7%
<b>Populism</b>	3%	2%	5%	1%	4%	5%
<b>Rising wealth inequality</b>	3%	0%	7%	2%	1%	2%

## External Threats YoY Country—Switzerland

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	70	69	65	83	207	263
<b>Uncertain economic growth</b>	50%	41%	61%	64%	60%	62%
<b>Availability of key talent/skills</b>	60%	69%	60%	72%	73%	64%
<b>Technological change</b>	54%	46%	38%	47%	46%	52%
<b>Geopolitical uncertainty</b>	31%	50%	44%	59%	52%	58%
<b>Increased regulation</b>	33%	37%	36%	49%	47%	50%
<b>Changes in consumer behavior</b>	47%	27%	35%	29%	32%	34%
<b>Cyber threats</b>	24%	35%	27%	16%	33%	35%
<b>Policy uncertainty</b>	13%	24%	28%	19%	24%	23%
<b>Commodity price volatility</b>	20%	29%	25%	21%	24%	17%
<b>Climate change and environmental damage</b>	31%	16%	27%	29%	24%	21%
<b>Return to work/hybrid work implementation</b>	#N/A	18%	16%	23%	19%	13%
<b>Trade conflicts</b>	7%	20%	11%	3%	9%	13%
<b>Major health threats (e.g. epidemics and pandemics)</b>	50%	36%	13%	23%	10%	9%
<b>Exchange rate volatility</b>	9%	12%	23%	6%	16%	16%
<b>Investor activism</b>	10%	7%	12%	10%	10%	8%
<b>Taxation</b>	6%	1%	3%	4%	5%	2%
<b>Heightened scrutiny of diversity and inclusion</b>	10%	4%	7%	14%	6%	5%
<b>Protectionism</b>	6%	4%	0%	8%	6%	7%
<b>Populism</b>	6%	3%	4%	1%	1%	5%
<b>Rising wealth inequality</b>	2%	3%	13%	4%	4%	7%

## External Threats YoY Country—Netherlands

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	54	39	31	32	78	113
<b>Uncertain economic growth</b>	70%	39%	75%	62%	65%	64%
<b>Availability of key talent/skills</b>	56%	59%	74%	74%	68%	72%
<b>Technological change</b>	51%	38%	35%	50%	54%	55%
<b>Geopolitical uncertainty</b>	16%	61%	41%	49%	46%	59%
<b>Increased regulation</b>	28%	29%	15%	38%	45%	51%
<b>Changes in consumer behavior</b>	47%	33%	37%	39%	35%	38%
<b>Cyber threats</b>	26%	24%	16%	21%	28%	25%
<b>Policy uncertainty</b>	17%	7%	14%	28%	24%	23%
<b>Commodity price volatility</b>	33%	44%	31%	39%	22%	22%
<b>Climate change and environmental damage</b>	30%	34%	28%	36%	29%	31%
<b>Return to work/hybrid work implementation</b>	#N/A	18%	22%	7%	12%	9%
<b>Trade conflicts</b>	11%	10%	12%	6%	12%	10%
<b>Major health threats (e.g. epidemics and pandemics)</b>	43%	36%	22%	9%	6%	6%
<b>Exchange rate volatility</b>	8%	7%	6%	6%	13%	9%
<b>Investor activism</b>	12%	11%	13%	15%	17%	3%
<b>Taxation</b>	2%	3%	8%	0%	8%	5%
<b>Heightened scrutiny of diversity and inclusion</b>	11%	9%	14%	9%	1%	6%
<b>Protectionism</b>	2%	3%	0%	7%	8%	6%
<b>Populism</b>	4%	3%	3%	0%	4%	4%
<b>Rising wealth inequality</b>	3%	9%	10%	6%	1%	2%

# External Threats YoY

## Country—Germany

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	130	75	92	101	250	448
<b>Uncertain economic growth</b>	59%	43%	55%	63%	63%	65%
<b>Availability of key talent/skills</b>	58%	67%	64%	82%	70%	68%
<b>Technological change</b>	48%	37%	25%	42%	47%	51%
<b>Geopolitical uncertainty</b>	25%	50%	52%	46%	41%	54%
<b>Increased regulation</b>	35%	32%	21%	40%	44%	49%
<b>Changes in consumer behavior</b>	42%	22%	39%	34%	37%	37%
<b>Cyber threats</b>	19%	24%	26%	18%	30%	25%
<b>Policy uncertainty</b>	18%	13%	21%	21%	23%	27%
<b>Commodity price volatility</b>	36%	40%	41%	33%	30%	22%
<b>Climate change and environmental damage</b>	24%	38%	22%	24%	20%	19%
<b>Return to work/hybrid work implementation</b>	#N/A	18%	23%	21%	20%	13%
<b>Trade conflicts</b>	9%	30%	19%	11%	18%	16%
<b>Major health threats (e.g. epidemics and pandemics)</b>	36%	22%	20%	11%	7%	5%
<b>Exchange rate volatility</b>	5%	3%	20%	8%	9%	7%
<b>Investor activism</b>	6%	7%	13%	11%	16%	15%
<b>Taxation</b>	2%	5%	3%	4%	4%	7%
<b>Heightened scrutiny of diversity and inclusion</b>	2%	5%	3%	9%	5%	3%
<b>Protectionism</b>	11%	8%	4%	12%	8%	9%
<b>Populism</b>	2%	4%	3%	1%	6%	7%
<b>Rising wealth inequality</b>	2%	8%	2%	9%	3%	3%



# External Threats YoY

## Country—Spain

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	38	90	86	78	78	127
<b>Uncertain economic growth</b>	73%	57%	69%	72%	61%	60%
<b>Availability of key talent/skills</b>	37%	47%	39%	66%	57%	50%
<b>Technological change</b>	49%	35%	29%	41%	54%	50%
<b>Geopolitical uncertainty</b>	21%	57%	58%	43%	41%	49%
<b>Increased regulation</b>	35%	36%	40%	36%	42%	49%
<b>Changes in consumer behavior</b>	70%	40%	33%	32%	41%	38%
<b>Cyber threats</b>	8%	17%	19%	24%	32%	24%
<b>Policy uncertainty</b>	31%	34%	22%	24%	33%	25%
<b>Commodity price volatility</b>	26%	31%	40%	32%	35%	28%
<b>Climate change and environmental damage</b>	29%	22%	22%	22%	23%	29%
<b>Return to work/hybrid work implementation</b>	#N/A	14%	13%	23%	16%	10%
<b>Trade conflicts</b>	8%	13%	19%	9%	11%	13%
<b>Major health threats (e.g. epidemics and pandemics)</b>	32%	34%	12%	7%	6%	7%
<b>Exchange rate volatility</b>	3%	9%	20%	18%	11%	11%
<b>Investor activism</b>	10%	5%	9%	6%	8%	12%
<b>Taxation</b>	5%	15%	13%	17%	11%	16%
<b>Heightened scrutiny of diversity and inclusion</b>	0%	3%	4%	10%	5%	5%
<b>Protectionism</b>	6%	5%	5%	3%	5%	5%
<b>Populism</b>	17%	7%	11%	7%	6%	15%
<b>Rising wealth inequality</b>	5%	4%	0%	8%	1%	3%

# Leadership Preparedness YoY

## Country—United States

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	60%	49%	42%	59%	49%	40%
<b>Availability of key talent/skills</b>	54%	41%	45%	47%	47%	41%
<b>Technological change</b>	64%	70%	57%	49%	51%	52%
<b>Geopolitical uncertainty</b>	46%	34%	35%	36%	31%	30%
<b>Increased regulation</b>	72%	60%	60%	70%	65%	53%
<b>Changes in consumer behavior</b>	62%	46%	39%	49%	42%	42%
<b>Cyber threats</b>	76%	79%	66%	64%	69%	68%
<b>Policy uncertainty</b>	61%	41%	47%	50%	45%	42%
<b>Commodity price volatility</b>	63%	53%	52%	67%	49%	57%
<b>Climate change and environmental damage</b>	56%	55%	52%	65%	56%	54%
<b>Return to work/hybrid work implementation</b>	#N/A	63%	57%	49%	47%	46%
<b>Trade conflicts</b>	57%	50%	56%	52%	37%	33%
<b>Major health threats (e.g. epidemics and pandemics)</b>	79%	76%	79%	76%	71%	64%
<b>Exchange rate volatility</b>	55%	46%	48%	44%	57%	46%
<b>Investor activism</b>	60%	57%	41%	55%	52%	48%
<b>Taxation</b>	61%	56%	25%	69%	48%	53%
<b>Heightened scrutiny of diversity and inclusion</b>	72%	53%	59%	51%	48%	44%
<b>Protectionism</b>	42%	30%	20%	8%	32%	23%
<b>Populism</b>	59%	30%	27%	18%	21%	21%
<b>Rising wealth inequality</b>	32%	30%	33%	35%	35%	26%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Canada

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	70%	64%	68%	69%	54%	48%
<b>Availability of key talent/skills</b>	42%	54%	49%	55%	56%	39%
<b>Technological change</b>	58%	61%	47%	68%	47%	53%
<b>Geopolitical uncertainty</b>	83%	43%	45%	53%	32%	49%
<b>Increased regulation</b>	100%	82%	71%	53%	70%	57%
<b>Changes in consumer behavior</b>	75%	60%	68%	47%	51%	54%
<b>Cyber threats</b>	88%	67%	65%	69%	56%	74%
<b>Policy uncertainty</b>	60%	69%	62%	65%	58%	43%
<b>Commodity price volatility</b>	78%	67%	32%	80%	42%	59%
<b>Climate change and environmental damage</b>	77%	63%	66%	67%	58%	63%
<b>Return to work/hybrid work implementation</b>	#N/A	71%	76%	65%	57%	47%
<b>Trade conflicts</b>	100%	100%	43%	32%	33%	30%
<b>Major health threats (e.g. epidemics and pandemics)</b>	92%	73%	100%	55%	74%	42%
<b>Exchange rate volatility</b>	74%	33%	60%	76%	62%	67%
<b>Investor activism</b>	0%	66%	50%	19%	44%	38%
<b>Taxation</b>	63%	100%	49%	72%	37%	37%
<b>Heightened scrutiny of diversity and inclusion</b>	0%	82%	88%	62%	100%	63%
<b>Protectionism</b>	35%	32%	0%	0%	0%	76%
<b>Populism</b>	0%	100%	22%	0%	0%	0%
<b>Rising wealth inequality</b>	0%	48%	39%	47%	54%	51%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Brazil

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	73%	52%	62%	52%	43%	55%
<b>Availability of key talent/skills</b>	32%	55%	33%	50%	58%	37%
<b>Technological change</b>	15%	44%	72%	60%	64%	55%
<b>Geopolitical uncertainty</b>	11%	43%	54%	15%	18%	32%
<b>Increased regulation</b>	65%	60%	63%	86%	70%	60%
<b>Changes in consumer behavior</b>	55%	28%	66%	59%	53%	54%
<b>Cyber threats</b>	60%	100%	71%	56%	59%	86%
<b>Policy uncertainty</b>	20%	55%	69%	66%	48%	40%
<b>Commodity price volatility</b>	58%	40%	49%	32%	60%	56%
<b>Climate change and environmental damage</b>	73%	73%	67%	66%	61%	50%
<b>Return to work/hybrid work implementation</b>	#N/A	100%	35%	44%	85%	79%
<b>Trade conflicts</b>	50%	100%	85%	0%	34%	44%
<b>Major health threats (e.g. epidemics and pandemics)</b>	81%	100%	100%	68%	100%	50%
<b>Exchange rate volatility</b>	62%	84%	40%	75%	78%	37%
<b>Investor activism</b>	56%	0%	100%	62%	22%	70%
<b>Taxation</b>	63%	62%	31%	55%	61%	35%
<b>Heightened scrutiny of diversity and inclusion</b>	0%	0%	77%	0%	46%	65%
<b>Protectionism</b>	0%	0%	0%	78%	0%	36%
<b>Populism</b>	0%	52%	33%	0%	0%	9%
<b>Rising wealth inequality</b>	0%	0%	39%	0%	100%	12%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Mexico

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	55%	63%	76%	41%	63%	79%
<b>Availability of key talent/skills</b>	48%	40%	60%	22%	63%	45%
<b>Technological change</b>	77%	49%	72%	60%	66%	50%
<b>Geopolitical uncertainty</b>	0%	56%	45%	22%	57%	33%
<b>Increased regulation</b>	74%	72%	76%	28%	65%	73%
<b>Changes in consumer behavior</b>	74%	71%	76%	75%	37%	57%
<b>Cyber threats</b>	50%	79%	20%	44%	69%	57%
<b>Policy uncertainty</b>	72%	57%	47%	50%	78%	13%
<b>Commodity price volatility</b>	100%	68%	92%	45%	30%	100%
<b>Climate change and environmental damage</b>	100%	38%	50%	71%	41%	100%
<b>Return to work/hybrid work implementation</b>	#N/A	90%	37%	41%	100%	66%
<b>Trade conflicts</b>	0%	34%	70%	100%	46%	37%
<b>Major health threats (e.g. epidemics and pandemics)</b>	54%	50%	100%	33%	0%	88%
<b>Exchange rate volatility</b>	74%	64%	40%	0%	64%	31%
<b>Investor activism</b>	0%	72%	100%	0%	63%	56%
<b>Taxation</b>	0%	50%	0%	0%	100%	0%
<b>Heightened scrutiny of diversity and inclusion</b>	100%	62%	71%	47%	100%	100%
<b>Protectionism</b>	55%	31%	75%	0%	0%	19%
<b>Populism</b>	15%	12%	29%	29%	70%	16%
<b>Rising wealth inequality</b>	100%	0%	61%	100%	100%	100%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Singapore

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Uncertain economic growth	77%	42%	39%	47%	33%	42%
Availability of key talent/skills	63%	27%	36%	41%	28%	40%
Technological change	58%	24%	37%	85%	36%	68%
Geopolitical uncertainty	50%	20%	40%	18%	31%	31%
Increased regulation	67%	68%	74%	59%	61%	56%
Changes in consumer behavior	69%	51%	52%	56%	74%	27%
Cyber threats	82%	82%	81%	76%	46%	55%
Policy uncertainty	70%	26%	57%	23%	51%	55%
Commodity price volatility	55%	65%	57%	37%	31%	46%
Climate change and environmental damage	56%	58%	76%	58%	69%	47%
Return to work/hybrid work implementation	#N/A	45%	83%	100%	0%	21%
Trade conflicts	52%	40%	48%	0%	24%	32%
Major health threats (e.g. epidemics and pandemics)	81%	52%	59%	60%	46%	52%
Exchange rate volatility	33%	0%	25%	65%	57%	53%
Investor activism	100%	65%	34%	42%	56%	59%
Taxation	53%	0%	0%	0%	0%	48%
Heightened scrutiny of diversity and inclusion	75%	100%	0%	38%	16%	100%
Protectionism	39%	0%	60%	0%	50%	7%
Populism	0%	0%	0%	0%	0%	31%
Rising wealth inequality	0%	52%	0%	100%	100%	0%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—India

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	62%	87%	43%	56%	58%	32%
<b>Availability of key talent/skills</b>	62%	56%	53%	58%	53%	49%
<b>Technological change</b>	63%	85%	69%	73%	56%	63%
<b>Geopolitical uncertainty</b>	47%	33%	27%	40%	32%	19%
<b>Increased regulation</b>	63%	66%	82%	61%	52%	58%
<b>Changes in consumer behavior</b>	58%	53%	76%	44%	50%	60%
<b>Cyber threats</b>	73%	79%	68%	81%	71%	65%
<b>Policy uncertainty</b>	67%	70%	38%	66%	34%	50%
<b>Commodity price volatility</b>	61%	72%	45%	66%	69%	60%
<b>Climate change and environmental damage</b>	48%	100%	22%	44%	53%	57%
<b>Return to work/hybrid work implementation</b>	#N/A	43%	53%	77%	68%	61%
<b>Trade conflicts</b>	0%	43%	62%	50%	56%	49%
<b>Major health threats (e.g. epidemics and pandemics)</b>	78%	89%	0%	100%	67%	87%
<b>Exchange rate volatility</b>	54%	100%	65%	100%	41%	44%
<b>Investor activism</b>	80%	0%	0%	100%	39%	27%
<b>Taxation</b>	100%	0%	100%	0%	59%	58%
<b>Heightened scrutiny of diversity and inclusion</b>	69%	100%	100%	57%	100%	51%
<b>Protectionism</b>	30%	68%	0%	0%	0%	20%
<b>Populism</b>	71%	0%	100%	0%	0%	18%
<b>Rising wealth inequality</b>	0%	0%	0%	56%	100%	44%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Australia

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	62%	58%	53%	64%	57%	50%
<b>Availability of key talent/skills</b>	59%	43%	55%	54%	37%	37%
<b>Technological change</b>	69%	67%	68%	49%	66%	62%
<b>Geopolitical uncertainty</b>	61%	23%	40%	43%	18%	38%
<b>Increased regulation</b>	77%	66%	70%	72%	72%	40%
<b>Changes in consumer behavior</b>	57%	65%	57%	63%	43%	47%
<b>Cyber threats</b>	75%	81%	80%	75%	67%	63%
<b>Policy uncertainty</b>	61%	64%	81%	58%	44%	43%
<b>Commodity price volatility</b>	64%	52%	53%	80%	38%	41%
<b>Climate change and environmental damage</b>	49%	64%	61%	57%	50%	53%
<b>Return to work/hybrid work implementation</b>	#N/A	69%	52%	61%	58%	67%
<b>Trade conflicts</b>	39%	46%	38%	61%	48%	28%
<b>Major health threats (e.g. epidemics and pandemics)</b>	78%	87%	90%	91%	89%	58%
<b>Exchange rate volatility</b>	64%	54%	26%	78%	43%	61%
<b>Investor activism</b>	53%	73%	59%	51%	27%	83%
<b>Taxation</b>	68%	0%	75%	100%	39%	47%
<b>Heightened scrutiny of diversity and inclusion</b>	64%	74%	60%	78%	46%	57%
<b>Protectionism</b>	48%	41%	0%	0%	0%	34%
<b>Populism</b>	33%	41%	24%	47%	0%	18%
<b>Rising wealth inequality</b>	43%	31%	27%	84%	17%	9%

\*\* Table Base: Among those that rated [factor] as top 5



# Leadership Preparedness YoY

## Country—United Kingdom

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	71%	59%	64%	62%	56%	49%
<b>Availability of key talent/skills</b>	58%	41%	51%	49%	51%	43%
<b>Technological change</b>	69%	57%	62%	64%	58%	54%
<b>Geopolitical uncertainty</b>	52%	38%	36%	47%	38%	37%
<b>Increased regulation</b>	74%	80%	81%	79%	69%	69%
<b>Changes in consumer behavior</b>	75%	72%	50%	56%	55%	50%
<b>Cyber threats</b>	78%	71%	75%	78%	79%	72%
<b>Policy uncertainty</b>	75%	49%	63%	58%	64%	48%
<b>Commodity price volatility</b>	75%	63%	66%	55%	60%	55%
<b>Climate change and environmental damage</b>	71%	71%	66%	65%	67%	58%
<b>Return to work/hybrid work implementation</b>	#N/A	75%	46%	54%	46%	51%
<b>Trade conflicts</b>	50%	74%	38%	56%	42%	43%
<b>Major health threats (e.g. epidemics and pandemics)</b>	76%	79%	81%	87%	80%	54%
<b>Exchange rate volatility</b>	49%	48%	62%	59%	52%	71%
<b>Investor activism</b>	69%	50%	58%	67%	69%	60%
<b>Taxation</b>	58%	60%	67%	38%	69%	45%
<b>Heightened scrutiny of diversity and inclusion</b>	65%	53%	37%	76%	61%	56%
<b>Protectionism</b>	57%	52%	42%	21%	27%	30%
<b>Populism</b>	37%	34%	0%	43%	13%	21%
<b>Rising wealth inequality</b>	71%	40%	44%	79%	64%	30%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—France

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Uncertain economic growth	62%	7%	49%	63%	47%	43%
Availability of key talent/skills	46%	34%	39%	37%	50%	38%
Technological change	69%	60%	57%	51%	62%	65%
Geopolitical uncertainty	58%	27%	23%	29%	30%	31%
Increased regulation	65%	77%	72%	45%	76%	58%
Changes in consumer behavior	59%	48%	61%	44%	54%	48%
Cyber threats	81%	80%	74%	69%	65%	65%
Policy uncertainty	47%	31%	55%	50%	48%	38%
Commodity price volatility	63%	33%	49%	44%	69%	63%
Climate change and environmental damage	57%	59%	71%	69%	65%	55%
Return to work/hybrid work implementation	#N/A	87%	75%	54%	52%	50%
Trade conflicts	38%	30%	20%	36%	54%	57%
Major health threats (e.g. epidemics and pandemics)	76%	83%	100%	67%	79%	49%
Exchange rate volatility	45%	100%	27%	47%	32%	33%
Investor activism	20%	52%	62%	19%	33%	39%
Taxation	35%	100%	0%	27%	54%	24%
Heightened scrutiny of diversity and inclusion	39%	66%	100%	0%	100%	60%
Protectionism	49%	0%	26%	74%	38%	17%
Populism	41%	0%	0%	0%	0%	8%
Rising wealth inequality	0%	0%	36%	0%	100%	63%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Switzerland

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	77%	39%	49%	53%	39%	38%
<b>Availability of key talent/skills</b>	35%	43%	49%	34%	44%	34%
<b>Technological change</b>	58%	63%	72%	59%	54%	48%
<b>Geopolitical uncertainty</b>	38%	39%	52%	42%	36%	36%
<b>Increased regulation</b>	64%	57%	50%	52%	56%	59%
<b>Changes in consumer behavior</b>	62%	63%	37%	26%	49%	47%
<b>Cyber threats</b>	72%	68%	63%	63%	61%	61%
<b>Policy uncertainty</b>	30%	44%	42%	48%	30%	47%
<b>Commodity price volatility</b>	41%	68%	56%	33%	59%	56%
<b>Climate change and environmental damage</b>	66%	76%	55%	59%	62%	46%
<b>Return to work/hybrid work implementation</b>	#N/A	77%	40%	40%	44%	54%
<b>Trade conflicts</b>	74%	49%	45%	100%	47%	34%
<b>Major health threats (e.g. epidemics and pandemics)</b>	79%	77%	77%	72%	48%	65%
<b>Exchange rate volatility</b>	33%	38%	49%	57%	36%	53%
<b>Investor activism</b>	43%	33%	65%	31%	74%	27%
<b>Taxation</b>	49%	100%	43%	70%	46%	59%
<b>Heightened scrutiny of diversity and inclusion</b>	52%	100%	60%	46%	42%	42%
<b>Protectionism</b>	44%	71%	0%	44%	33%	12%
<b>Populism</b>	42%	100%	54%	0%	54%	24%
<b>Rising wealth inequality</b>	53%	50%	49%	34%	26%	39%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Netherlands

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	74%	37%	58%	55%	44%	42%
<b>Availability of key talent/skills</b>	59%	41%	56%	34%	55%	36%
<b>Technological change</b>	70%	73%	70%	54%	76%	62%
<b>Geopolitical uncertainty</b>	57%	17%	23%	30%	39%	22%
<b>Increased regulation</b>	69%	58%	63%	85%	64%	63%
<b>Changes in consumer behavior</b>	68%	63%	48%	48%	44%	52%
<b>Cyber threats</b>	84%	79%	100%	100%	75%	77%
<b>Policy uncertainty</b>	55%	100%	77%	68%	42%	41%
<b>Commodity price volatility</b>	60%	67%	56%	54%	72%	65%
<b>Climate change and environmental damage</b>	64%	82%	56%	36%	65%	45%
<b>Return to work/hybrid work implementation</b>	#N/A	74%	83%	100%	56%	65%
<b>Trade conflicts</b>	67%	26%	33%	0%	51%	25%
<b>Major health threats (e.g. epidemics and pandemics)</b>	79%	83%	84%	30%	81%	42%
<b>Exchange rate volatility</b>	73%	100%	0%	50%	65%	23%
<b>Investor activism</b>	54%	49%	100%	39%	75%	71%
<b>Taxation</b>	0%	100%	100%	0%	54%	67%
<b>Heightened scrutiny of diversity and inclusion</b>	65%	42%	55%	72%	0%	50%
<b>Protectionism</b>	100%	0%	0%	0%	67%	16%
<b>Populism</b>	44%	100%	0%	0%	0%	22%
<b>Rising wealth inequality</b>	0%	74%	59%	0%	100%	52%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Germany

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	66%	58%	50%	53%	40%	37%
<b>Availability of key talent/skills</b>	55%	35%	36%	42%	43%	31%
<b>Technological change</b>	74%	60%	78%	56%	57%	57%
<b>Geopolitical uncertainty</b>	47%	42%	27%	37%	40%	30%
<b>Increased regulation</b>	64%	64%	57%	65%	60%	44%
<b>Changes in consumer behavior</b>	66%	57%	36%	47%	52%	51%
<b>Cyber threats</b>	71%	71%	59%	77%	69%	62%
<b>Policy uncertainty</b>	48%	42%	52%	45%	53%	26%
<b>Commodity price volatility</b>	70%	49%	51%	57%	60%	50%
<b>Climate change and environmental damage</b>	80%	72%	45%	64%	55%	57%
<b>Return to work/hybrid work implementation</b>	#N/A	52%	63%	51%	55%	55%
<b>Trade conflicts</b>	50%	46%	65%	47%	59%	40%
<b>Major health threats (e.g. epidemics and pandemics)</b>	82%	78%	78%	52%	62%	39%
<b>Exchange rate volatility</b>	42%	100%	47%	88%	49%	50%
<b>Investor activism</b>	26%	66%	50%	57%	52%	45%
<b>Taxation</b>	32%	73%	0%	38%	37%	43%
<b>Heightened scrutiny of diversity and inclusion</b>	71%	42%	62%	36%	57%	55%
<b>Protectionism</b>	16%	35%	25%	17%	31%	25%
<b>Populism</b>	28%	37%	0%	0%	27%	9%
<b>Rising wealth inequality</b>	71%	36%	100%	33%	15%	35%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Country—Spain

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	73%	48%	60%	50%	52%	50%
<b>Availability of key talent/skills</b>	85%	42%	45%	43%	46%	32%
<b>Technological change</b>	60%	63%	67%	47%	65%	45%
<b>Geopolitical uncertainty</b>	48%	19%	34%	35%	25%	30%
<b>Increased regulation</b>	79%	80%	65%	74%	50%	56%
<b>Changes in consumer behavior</b>	46%	51%	57%	47%	40%	61%
<b>Cyber threats</b>	70%	86%	59%	58%	70%	70%
<b>Policy uncertainty</b>	69%	43%	42%	51%	44%	45%
<b>Commodity price volatility</b>	59%	43%	50%	59%	55%	54%
<b>Climate change and environmental damage</b>	55%	69%	68%	77%	38%	57%
<b>Return to work/hybrid work implementation</b>	#N/A	74%	82%	46%	27%	75%
<b>Trade conflicts</b>	100%	60%	63%	64%	51%	60%
<b>Major health threats (e.g. epidemics and pandemics)</b>	68%	83%	83%	66%	78%	63%
<b>Exchange rate volatility</b>	100%	62%	45%	48%	43%	61%
<b>Investor activism</b>	64%	82%	88%	26%	50%	52%
<b>Taxation</b>	100%	43%	47%	62%	44%	34%
<b>Heightened scrutiny of diversity and inclusion</b>	0%	65%	73%	31%	53%	65%
<b>Protectionism</b>	0%	37%	100%	42%	25%	13%
<b>Populism</b>	47%	0%	18%	0%	0%	15%
<b>Rising wealth inequality</b>	0%	69%	0%	32%	100%	57%

\*\* Table Base: Among those that rated [factor] as top 5

# External Threats YoY

## Industry—Consumer

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	333	266	308	248	531	794
<b>Uncertain economic growth</b>	67%	45%	70%	76%	76%	70%
<b>Availability of key talent/skills</b>	45%	59%	58%	66%	66%	56%
<b>Technological change</b>	39%	23%	21%	30%	37%	39%
<b>Geopolitical uncertainty</b>	18%	47%	34%	37%	30%	43%
<b>Increased regulation</b>	24%	14%	21%	24%	24%	28%
<b>Changes in consumer behavior</b>	83%	64%	72%	73%	80%	81%
<b>Cyber threats</b>	12%	22%	17%	19%	21%	22%
<b>Policy uncertainty</b>	13%	11%	14%	12%	14%	14%
<b>Commodity price volatility</b>	37%	55%	53%	42%	45%	38%
<b>Climate change and environmental damage</b>	23%	21%	21%	24%	23%	22%
<b>Return to work/hybrid work implementation</b>	#N/A	24%	16%	20%	18%	12%
<b>Trade conflicts</b>	12%	16%	14%	12%	12%	16%
<b>Major health threats (e.g. epidemics and pandemics)</b>	53%	41%	15%	15%	10%	9%
<b>Exchange rate volatility</b>	11%	13%	22%	15%	12%	13%
<b>Investor activism</b>	6%	5%	6%	7%	7%	9%
<b>Taxation</b>	7%	5%	4%	6%	8%	6%
<b>Heightened scrutiny of diversity and inclusion</b>	9%	5%	4%	10%	6%	5%
<b>Protectionism</b>	5%	2%	4%	2%	4%	4%
<b>Populism</b>	2%	4%	2%	2%	2%	4%
<b>Rising wealth inequality</b>	5%	6%	6%	8%	6%	7%

# External Threats YoY

## Industry—Financial Services

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	308	340	348	281	684	1041
<b>Uncertain economic growth</b>	63%	51%	68%	77%	70%	65%
<b>Availability of key talent/skills</b>	48%	59%	62%	67%	60%	54%
<b>Technological change</b>	51%	45%	35%	41%	54%	57%
<b>Geopolitical uncertainty</b>	24%	55%	49%	46%	40%	50%
<b>Increased regulation</b>	56%	46%	47%	54%	63%	61%
<b>Changes in consumer behavior</b>	43%	30%	29%	34%	35%	32%
<b>Cyber threats</b>	34%	37%	33%	30%	37%	39%
<b>Policy uncertainty</b>	23%	27%	22%	27%	27%	28%
<b>Commodity price volatility</b>	6%	12%	12%	9%	8%	7%
<b>Climate change and environmental damage</b>	27%	26%	29%	30%	25%	27%
<b>Return to work/hybrid work implementation</b>	#N/A	27%	28%	23%	23%	16%
<b>Trade conflicts</b>	7%	10%	7%	5%	5%	6%
<b>Major health threats (e.g. epidemics and pandemics)</b>	31%	21%	11%	9%	4%	5%
<b>Exchange rate volatility</b>	9%	8%	12%	15%	11%	9%
<b>Investor activism</b>	6%	7%	7%	6%	9%	7%
<b>Taxation</b>	9%	4%	5%	9%	9%	11%
<b>Heightened scrutiny of diversity and inclusion</b>	6%	8%	7%	6%	8%	6%
<b>Protectionism</b>	6%	4%	3%	2%	3%	5%
<b>Populism</b>	5%	4%	5%	4%	5%	7%
<b>Rising wealth inequality</b>	6%	5%	7%	6%	5%	6%



## External Threats YoY Industry—Healthcare

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	234	237	235	239	564	783
<b>Uncertain economic growth</b>	45%	36%	53%	62%	61%	54%
<b>Availability of key talent/skills</b>	67%	74%	77%	77%	73%	71%
<b>Technological change</b>	49%	35%	34%	46%	54%	53%
<b>Geopolitical uncertainty</b>	21%	38%	29%	33%	32%	33%
<b>Increased regulation</b>	50%	44%	46%	55%	55%	61%
<b>Changes in consumer behavior</b>	34%	26%	23%	29%	24%	23%
<b>Cyber threats</b>	21%	19%	23%	17%	24%	31%
<b>Policy uncertainty</b>	38%	34%	34%	33%	43%	45%
<b>Commodity price volatility</b>	9%	23%	22%	19%	16%	14%
<b>Climate change and environmental damage</b>	4%	6%	6%	5%	6%	7%
<b>Return to work/hybrid work implementation</b>	#N/A	30%	29%	31%	24%	20%
<b>Trade conflicts</b>	7%	11%	7%	6%	5%	7%
<b>Major health threats (e.g. epidemics and pandemics)</b>	67%	55%	35%	31%	30%	28%
<b>Exchange rate volatility</b>	7%	5%	13%	10%	9%	10%
<b>Investor activism</b>	7%	9%	13%	11%	13%	11%
<b>Taxation</b>	5%	5%	5%	9%	7%	7%
<b>Heightened scrutiny of diversity and inclusion</b>	10%	8%	12%	13%	9%	7%
<b>Protectionism</b>	11%	6%	3%	6%	5%	6%
<b>Populism</b>	5%	2%	3%	3%	4%	5%
<b>Rising wealth inequality</b>	5%	7%	9%	6%	6%	6%

# External Threats YoY

## Industry—Industrial/Natural Resources

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	305	310	339	331	683	1027
<b>Uncertain economic growth</b>	67%	47%	57%	55%	62%	60%
<b>Availability of key talent/skills</b>	46%	58%	59%	69%	63%	59%
<b>Technological change</b>	38%	30%	25%	33%	33%	40%
<b>Geopolitical uncertainty</b>	26%	57%	51%	55%	45%	52%
<b>Increased regulation</b>	29%	29%	30%	36%	41%	43%
<b>Changes in consumer behavior</b>	37%	16%	23%	23%	24%	23%
<b>Cyber threats</b>	19%	27%	18%	18%	24%	23%
<b>Policy uncertainty</b>	26%	23%	32%	35%	33%	37%
<b>Commodity price volatility</b>	56%	61%	60%	54%	58%	49%
<b>Climate change and environmental damage</b>	39%	40%	40%	39%	42%	38%
<b>Return to work/hybrid work implementation</b>	#N/A	14%	9%	12%	9%	7%
<b>Trade conflicts</b>	14%	25%	17%	16%	16%	20%
<b>Major health threats (e.g. epidemics and pandemics)</b>	37%	27%	12%	7%	4%	2%
<b>Exchange rate volatility</b>	11%	8%	15%	12%	12%	11%
<b>Investor activism</b>	10%	7%	7%	8%	8%	7%
<b>Taxation</b>	5%	3%	6%	7%	8%	8%
<b>Heightened scrutiny of diversity and inclusion</b>	5%	5%	5%	5%	4%	4%
<b>Protectionism</b>	8%	7%	6%	8%	7%	9%
<b>Populism</b>	4%	4%	6%	5%	3%	5%
<b>Rising wealth inequality</b>	1%	2%	2%	4%	2%	2%

## External Threats YoY Industry—Nonprofit

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	109	80	81	64	205	386
<b>Uncertain economic growth</b>	54%	48%	57%	52%	55%	56%
<b>Availability of key talent/skills</b>	47%	64%	59%	70%	63%	60%
<b>Technological change</b>	28%	19%	17%	44%	40%	39%
<b>Geopolitical uncertainty</b>	28%	30%	36%	33%	28%	34%
<b>Increased regulation</b>	15%	11%	6%	20%	24%	24%
<b>Changes in consumer behavior</b>	33%	34%	28%	25%	37%	38%
<b>Cyber threats</b>	16%	23%	15%	16%	24%	28%
<b>Policy uncertainty</b>	39%	35%	32%	36%	40%	47%
<b>Commodity price volatility</b>	2%	5%	7%	9%	7%	6%
<b>Climate change and environmental damage</b>	28%	24%	38%	30%	31%	27%
<b>Return to work/hybrid work implementation</b>	#N/A	49%	37%	44%	32%	26%
<b>Trade conflicts</b>	4%	4%	2%	2%	2%	5%
<b>Major health threats (e.g. epidemics and pandemics)</b>	56%	50%	35%	36%	21%	17%
<b>Exchange rate volatility</b>	2%	3%	6%	2%	4%	4%
<b>Investor activism</b>	4%	3%	1%	5%	5%	6%
<b>Taxation</b>	2%	3%	2%	3%	3%	5%
<b>Heightened scrutiny of diversity and inclusion</b>	37%	40%	35%	25%	37%	33%
<b>Protectionism</b>	5%	1%	4%	5%	2%	5%
<b>Populism</b>	17%	11%	10%	13%	15%	17%
<b>Rising wealth inequality</b>	32%	26%	37%	33%	28%	22%

## External Threats YoY

### Industry—Professional and business services

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	157	102	120	108	278	487
<b>Uncertain economic growth</b>	69%	53%	73%	76%	78%	76%
<b>Availability of key talent/skills</b>	61%	74%	63%	74%	76%	74%
<b>Technological change</b>	55%	43%	40%	43%	62%	62%
<b>Geopolitical uncertainty</b>	29%	49%	40%	44%	38%	51%
<b>Increased regulation</b>	25%	18%	23%	34%	29%	31%
<b>Changes in consumer behavior</b>	44%	30%	26%	38%	32%	34%
<b>Cyber threats</b>	25%	23%	23%	25%	29%	28%
<b>Policy uncertainty</b>	22%	14%	25%	22%	23%	28%
<b>Commodity price volatility</b>	8%	15%	15%	17%	14%	10%
<b>Climate change and environmental damage</b>	20%	29%	23%	21%	27%	19%
<b>Return to work/hybrid work implementation</b>	#N/A	44%	33%	30%	32%	21%
<b>Trade conflicts</b>	6%	18%	11%	4%	8%	7%
<b>Major health threats (e.g. epidemics and pandemics)</b>	48%	31%	18%	12%	6%	8%
<b>Exchange rate volatility</b>	6%	4%	17%	16%	6%	7%
<b>Investor activism</b>	6%	4%	8%	9%	11%	7%
<b>Taxation</b>	6%	8%	8%	6%	10%	8%
<b>Heightened scrutiny of diversity and inclusion</b>	10%	14%	13%	8%	12%	11%
<b>Protectionism</b>	6%	9%	3%	9%	2%	5%
<b>Populism</b>	3%	3%	3%	6%	3%	8%
<b>Rising wealth inequality</b>	1%	6%	6%	5%	3%	4%

## External Threats YoY Industry—Technology

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
Total (Unweighted)	263	255	259	251	586	891
<b>Uncertain economic growth</b>	61%	39%	67%	74%	71%	68%
<b>Availability of key talent/skills</b>	63%	78%	71%	75%	74%	69%
<b>Technological change</b>	65%	60%	45%	67%	73%	74%
<b>Geopolitical uncertainty</b>	26%	45%	44%	39%	38%	44%
<b>Increased regulation</b>	27%	24%	23%	27%	33%	34%
<b>Changes in consumer behavior</b>	42%	27%	31%	38%	36%	34%
<b>Cyber threats</b>	31%	42%	38%	30%	40%	41%
<b>Policy uncertainty</b>	21%	17%	16%	20%	20%	23%
<b>Commodity price volatility</b>	16%	20%	20%	18%	16%	14%
<b>Climate change and environmental damage</b>	11%	15%	13%	16%	14%	12%
<b>Return to work/hybrid work implementation</b>	#N/A	36%	32%	27%	27%	23%
<b>Trade conflicts</b>	14%	16%	15%	8%	12%	13%
<b>Major health threats (e.g. epidemics and pandemics)</b>	40%	16%	11%	7%	4%	5%
<b>Exchange rate volatility</b>	8%	7%	19%	12%	11%	7%
<b>Investor activism</b>	7%	7%	7%	12%	10%	9%
<b>Taxation</b>	5%	3%	4%	5%	5%	6%
<b>Heightened scrutiny of diversity and inclusion</b>	6%	8%	8%	10%	5%	7%
<b>Protectionism</b>	9%	5%	6%	8%	6%	9%
<b>Populism</b>	5%	2%	2%	2%	3%	4%
<b>Rising wealth inequality</b>	2%	2%	3%	3%	2%	4%

# Leadership Preparedness YoY

## Industry—Consumer

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	67%	48%	52%	61%	47%	38%
<b>Availability of key talent/skills</b>	52%	33%	42%	40%	45%	34%
<b>Technological change</b>	53%	42%	55%	55%	39%	45%
<b>Geopolitical uncertainty</b>	41%	28%	35%	39%	29%	23%
<b>Increased regulation</b>	58%	69%	66%	72%	55%	47%
<b>Changes in consumer behavior</b>	68%	55%	54%	61%	52%	51%
<b>Cyber threats</b>	60%	75%	63%	62%	61%	56%
<b>Policy uncertainty</b>	58%	29%	46%	64%	54%	30%
<b>Commodity price volatility</b>	63%	61%	53%	63%	60%	59%
<b>Climate change and environmental damage</b>	64%	59%	42%	50%	46%	43%
<b>Return to work/hybrid work implementation</b>	#N/A	56%	59%	51%	49%	45%
<b>Trade conflicts</b>	56%	40%	53%	50%	52%	35%
<b>Major health threats (e.g. epidemics and pandemics)</b>	76%	77%	80%	68%	67%	49%
<b>Exchange rate volatility</b>	61%	65%	44%	62%	61%	44%
<b>Investor activism</b>	50%	62%	53%	50%	45%	51%
<b>Taxation</b>	68%	58%	58%	50%	62%	60%
<b>Heightened scrutiny of diversity and inclusion</b>	63%	50%	33%	50%	45%	44%
<b>Protectionism</b>	22%	40%	50%	25%	36%	28%
<b>Populism</b>	50%	20%	29%	17%	31%	15%
<b>Rising wealth inequality</b>	33%	31%	25%	50%	55%	33%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Industry—Financial Services

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	75%	66%	69%	68%	61%	57%
<b>Availability of key talent/skills</b>	59%	46%	51%	55%	46%	38%
<b>Technological change</b>	68%	53%	52%	50%	52%	52%
<b>Geopolitical uncertainty</b>	55%	39%	44%	45%	43%	42%
<b>Increased regulation</b>	78%	75%	75%	74%	72%	68%
<b>Changes in consumer behavior</b>	63%	50%	60%	59%	48%	52%
<b>Cyber threats</b>	74%	72%	68%	67%	75%	73%
<b>Policy uncertainty</b>	53%	60%	60%	60%	55%	53%
<b>Commodity price volatility</b>	88%	73%	56%	58%	50%	47%
<b>Climate change and environmental damage</b>	69%	65%	64%	61%	59%	60%
<b>Return to work/hybrid work implementation</b>	#N/A	73%	61%	55%	53%	56%
<b>Trade conflicts</b>	57%	62%	48%	50%	34%	48%
<b>Major health threats (e.g. epidemics and pandemics)</b>	82%	89%	74%	76%	62%	52%
<b>Exchange rate volatility</b>	74%	54%	67%	58%	63%	58%
<b>Investor activism</b>	80%	68%	48%	63%	58%	49%
<b>Taxation</b>	74%	50%	47%	54%	53%	49%
<b>Heightened scrutiny of diversity and inclusion</b>	72%	59%	74%	69%	68%	53%
<b>Protectionism</b>	50%	36%	33%	67%	17%	28%
<b>Populism</b>	38%	21%	32%	33%	18%	22%
<b>Rising wealth inequality</b>	50%	50%	39%	38%	48%	34%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Industry—Healthcare

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	63%	38%	32%	54%	35%	35%
<b>Availability of key talent/skills</b>	50%	35%	40%	41%	43%	42%
<b>Technological change</b>	57%	63%	48%	42%	51%	46%
<b>Geopolitical uncertainty</b>	34%	22%	20%	30%	27%	23%
<b>Increased regulation</b>	71%	54%	57%	58%	61%	53%
<b>Changes in consumer behavior</b>	56%	53%	33%	35%	40%	35%
<b>Cyber threats</b>	71%	74%	62%	53%	59%	63%
<b>Policy uncertainty</b>	57%	32%	43%	37%	39%	39%
<b>Commodity price volatility</b>	50%	41%	35%	47%	28%	46%
<b>Climate change and environmental damage</b>	44%	21%	50%	50%	44%	43%
<b>Return to work/hybrid work implementation</b>	#N/A	66%	48%	49%	48%	44%
<b>Trade conflicts</b>	31%	36%	47%	43%	15%	31%
<b>Major health threats (e.g. epidemics and pandemics)</b>	78%	78%	78%	60%	68%	66%
<b>Exchange rate volatility</b>	59%	50%	41%	44%	23%	53%
<b>Investor activism</b>	47%	36%	45%	52%	51%	39%
<b>Taxation</b>	64%	33%	27%	59%	44%	46%
<b>Heightened scrutiny of diversity and inclusion</b>	59%	56%	55%	33%	46%	37%
<b>Protectionism</b>	28%	50%	38%	29%	16%	11%
<b>Populism</b>	25%	40%	14%	0%	14%	5%
<b>Rising wealth inequality</b>	18%	38%	41%	31%	30%	32%

\*\* Table Base: Among those that rated [factor] as top 5



# Leadership Preparedness YoY

## Industry—Industrial/Natural Resources

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	62%	54%	62%	60%	54%	46%
<b>Availability of key talent/skills</b>	45%	42%	52%	40%	46%	34%
<b>Technological change</b>	65%	60%	62%	63%	50%	57%
<b>Geopolitical uncertainty</b>	46%	35%	37%	41%	33%	31%
<b>Increased regulation</b>	73%	78%	63%	73%	64%	54%
<b>Changes in consumer behavior</b>	55%	58%	53%	47%	44%	49%
<b>Cyber threats</b>	73%	68%	69%	69%	65%	67%
<b>Policy uncertainty</b>	60%	62%	56%	54%	50%	37%
<b>Commodity price volatility</b>	68%	54%	62%	66%	63%	63%
<b>Climate change and environmental damage</b>	67%	72%	74%	71%	67%	62%
<b>Return to work/hybrid work implementation</b>	#N/A	67%	48%	46%	39%	48%
<b>Trade conflicts</b>	67%	52%	39%	53%	42%	43%
<b>Major health threats (e.g. epidemics and pandemics)</b>	76%	77%	83%	100%	84%	57%
<b>Exchange rate volatility</b>	44%	57%	62%	54%	55%	58%
<b>Investor activism</b>	34%	73%	74%	48%	62%	45%
<b>Taxation</b>	63%	80%	48%	50%	53%	51%
<b>Heightened scrutiny of diversity and inclusion</b>	60%	57%	50%	56%	50%	49%
<b>Protectionism</b>	36%	48%	39%	26%	51%	27%
<b>Populism</b>	9%	33%	5%	25%	21%	11%
<b>Rising wealth inequality</b>	100%	40%	33%	46%	55%	22%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Industry—Nonprofit

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	54%	44%	28%	45%	43%	32%
<b>Availability of key talent/skills</b>	61%	33%	24%	38%	43%	35%
<b>Technological change</b>	48%	60%	71%	39%	39%	31%
<b>Geopolitical uncertainty</b>	58%	50%	36%	29%	36%	36%
<b>Increased regulation</b>	75%	75%	20%	54%	65%	59%
<b>Changes in consumer behavior</b>	36%	58%	39%	25%	42%	35%
<b>Cyber threats</b>	65%	83%	67%	70%	65%	58%
<b>Policy uncertainty</b>	69%	63%	36%	52%	50%	46%
<b>Commodity price volatility</b>	0%	50%	33%	50%	25%	26%
<b>Climate change and environmental damage</b>	70%	58%	33%	74%	57%	54%
<b>Return to work/hybrid work implementation</b>	#N/A	65%	62%	43%	49%	50%
<b>Trade conflicts</b>	50%	33%	100%	0%	40%	33%
<b>Major health threats (e.g. epidemics and pandemics)</b>	77%	74%	81%	91%	83%	60%
<b>Exchange rate volatility</b>	100%	50%	0%	0%	50%	50%
<b>Investor activism</b>	100%	100%	100%	100%	40%	23%
<b>Taxation</b>	0%	0%	50%	50%	43%	53%
<b>Heightened scrutiny of diversity and inclusion</b>	85%	55%	64%	63%	57%	56%
<b>Protectionism</b>	60%	0%	33%	0%	20%	42%
<b>Populism</b>	44%	78%	50%	13%	17%	32%
<b>Rising wealth inequality</b>	37%	40%	52%	48%	31%	32%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Industry—Professional and business services

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	63%	47%	47%	56%	48%	41%
<b>Availability of key talent/skills</b>	62%	47%	57%	55%	51%	46%
<b>Technological change</b>	62%	55%	70%	57%	60%	54%
<b>Geopolitical uncertainty</b>	41%	15%	32%	38%	36%	29%
<b>Increased regulation</b>	82%	65%	84%	67%	72%	55%
<b>Changes in consumer behavior</b>	67%	45%	54%	63%	45%	52%
<b>Cyber threats</b>	77%	78%	60%	74%	68%	63%
<b>Policy uncertainty</b>	66%	50%	63%	58%	55%	41%
<b>Commodity price volatility</b>	42%	40%	47%	44%	40%	55%
<b>Climate change and environmental damage</b>	44%	76%	52%	70%	63%	50%
<b>Return to work/hybrid work implementation</b>	#N/A	70%	69%	71%	53%	54%
<b>Trade conflicts</b>	60%	44%	54%	75%	57%	38%
<b>Major health threats (e.g. epidemics and pandemics)</b>	79%	66%	81%	62%	81%	63%
<b>Exchange rate volatility</b>	33%	25%	37%	59%	39%	24%
<b>Investor activism</b>	40%	50%	100%	50%	59%	56%
<b>Taxation</b>	56%	38%	43%	29%	57%	41%
<b>Heightened scrutiny of diversity and inclusion</b>	56%	62%	75%	67%	53%	50%
<b>Protectionism</b>	44%	44%	100%	20%	33%	42%
<b>Populism</b>	40%	0%	33%	43%	13%	26%
<b>Rising wealth inequality</b>	100%	50%	60%	50%	44%	19%

\*\* Table Base: Among those that rated [factor] as top 5

# Leadership Preparedness YoY

## Industry—Technology

	H1 2021	H1 2022	H2 2022	H1 2023	H2 2023	H1 2024
<b>Uncertain economic growth</b>	61%	44%	43%	51%	45%	38%
<b>Availability of key talent/skills</b>	54%	49%	53%	52%	53%	42%
<b>Technological change</b>	80%	78%	82%	75%	70%	68%
<b>Geopolitical uncertainty</b>	53%	27%	37%	34%	31%	32%
<b>Increased regulation</b>	77%	66%	75%	66%	60%	45%
<b>Changes in consumer behavior</b>	70%	56%	51%	52%	43%	46%
<b>Cyber threats</b>	83%	83%	76%	85%	73%	74%
<b>Policy uncertainty</b>	62%	47%	54%	55%	49%	35%
<b>Commodity price volatility</b>	63%	35%	56%	59%	41%	51%
<b>Climate change and environmental damage</b>	63%	68%	79%	71%	68%	59%
<b>Return to work/hybrid work implementation</b>	#N/A	79%	61%	61%	46%	51%
<b>Trade conflicts</b>	57%	48%	51%	45%	56%	31%
<b>Major health threats (e.g. epidemics and pandemics)</b>	72%	86%	90%	67%	68%	67%
<b>Exchange rate volatility</b>	67%	39%	47%	52%	45%	47%
<b>Investor activism</b>	71%	50%	63%	52%	48%	51%
<b>Taxation</b>	69%	57%	18%	42%	38%	33%
<b>Heightened scrutiny of diversity and inclusion</b>	60%	57%	60%	52%	41%	55%
<b>Protectionism</b>	42%	17%	20%	40%	36%	15%
<b>Populism</b>	57%	0%	0%	20%	21%	15%
<b>Rising wealth inequality</b>	50%	40%	14%	63%	36%	21%

\*\* Table Base: Among those that rated [factor] as top 5

# Methodology

## H1 - 2024 Global Leadership Monitor

The Global Leadership Monitor (first launched in 2021) is an online survey of executives and non-executives that gathers the perspective of leaders on the impact of external trends on organizational health and their leadership preparedness to face these threats.

Russell Reynolds Associates surveyed its global network of executives using an online/mobile survey from 4 March 2024 to April 1 2024. Data from previous Global Leadership Monitor surveys were deployed in February/March 2021, March 2022, October 2022, March 2023, and September 2023.

## Survey demographics

The 2,700+ business leaders we surveyed in March 2024 represent: 40+ countries in Africa, Asia, the Americas, Europe, the Middle East and Oceania. All data has been weighted by sector/industry to create a more representative view of the overall market.

### A variety of business sizes and types:

**22%**

with annual revenues of \$10 billion USD or higher

**44%**

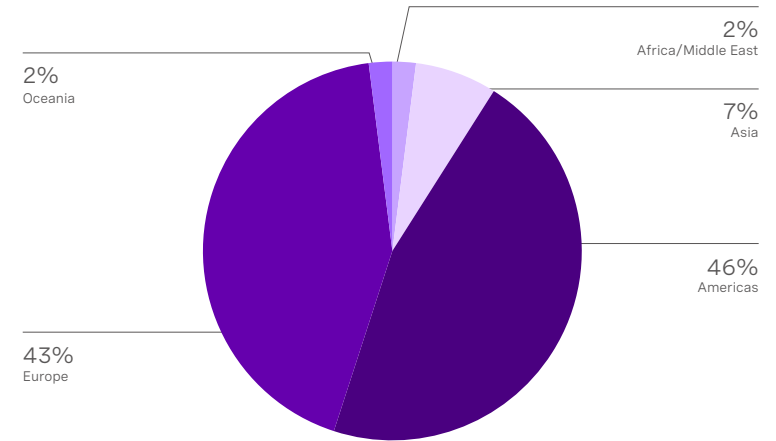
with 5,000 global employees or more

**41%**

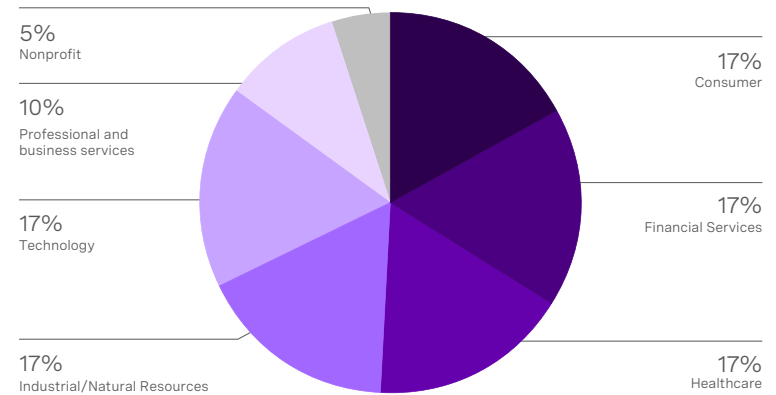
publicly traded, 21% private equity or venture-backed, and 27% private ownership

Not all percentages in the charts add up to 100% as a result of rounding percentages and the decision in certain cases to exclude the display of certain sectors and "neither/nor," "other," "none of the above," and "don't know" responses.

### Regions



### Sectors



### Roles

