



# How has adversity become the springboard to growth for Irish CEOs?

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# CEO Imperative Study 2021

How has adversity become the springboard to growth for Irish CEOs?



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About the research

*The CEO Imperative Series provides critical answers and actions to help business leaders reframe the future of their organisations. For more insights for CEOs, visit [ey.com/ceo](https://ey.com/ceo).*

# Foreword



Frank O'Keeffe,  
EY Managing Partner

The last 12 months will go down as a year of both exceptional challenge and incredible achievement and ingenuity for Irish businesses. Some of these challenges involved the acceleration of trends that were already on the CEO agenda pushed to fast forward, making the important urgent. We have seen Irish CEOs respond to severe adversity with incredible fortitude, agility and ingenuity. Despite the extraordinary constraints imposed by the pandemic, Irish CEOs moved rapidly to transform their businesses to meet changing customer demands and expectations. That response is reflected in the results of the EY Ireland CEO Imperative Survey 2021.

We believe a new DNA for thriving businesses is emerging. CEOs are embracing the opportunity to transform and grow. Here are some areas that will continue to focus the minds of CEOs everywhere into the future as they drive their businesses forward.

## 1. People at the centre

Today's CEO must be authentically human centred, putting people, customers and communities at the core of all of decision-making - something that became especially clear during this pandemic. Demonstrating compassionate leadership and focusing on talent strategies and organisational culture matters a great deal to thriving CEOs. Our new research shows that Irish CEOs in particular understand the intrinsic value of human connection and emotional intelligence.

## 2. Set up for resilience, agility and transformation

Resilience, agility and transformation will be the hallmarks of successful organisations in the new post-COVID world. Leadership teams and organisations must be set up to act, react and transform on a continuous basis. Business in the future will be characterised by ongoing transformation and permanent evolution. The impacts and after-shocks of the pandemic will continue to be felt for some time to come, as will the disruption generated by geopolitical events. New opportunities will emerge, and the most agile and responsive businesses will be best placed to take advantage of them. This requires fostering a culture of trust and transformation across organisations and with a broader range of stakeholders. This is where real, long term value is generated.



### 3. Beware sustainability blind spots

The most successful businesses in the future will be those that are best at generating long-term, sustainable value. True sustainability requires a fundamental rethink of how we all operate. It takes real commitment, dedicated leadership and significant investment - something we see Irish CEOs really understand.

### 4. Investing in the right people in the right places doing the right things

It all comes back to people in the end. CEOs must continue to ensure that they have the right people in diverse teams dedicated to doing the right things. The world of work has changed fundamentally over the past 12 months. The most successful CEOs are already embedding new flexible workforce models in their companies so that they are best positioned to attract and retain world class talent.

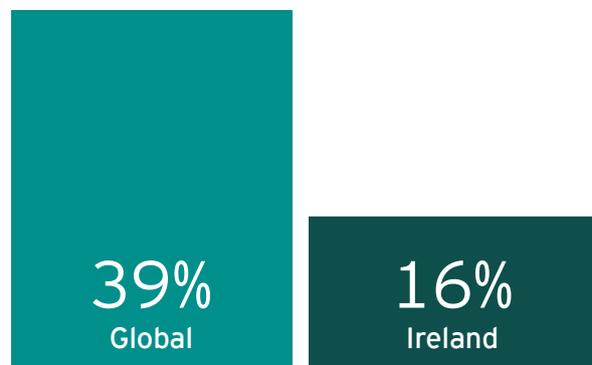
A final theme that ran through this year's EY Ireland CEO Imperative Survey is the fact that Irish CEOs are looking ahead to brighter days. They are focused on investing in growth and transformation and in setting the foundations that will help them to build back better and braver.

Frank O'Keeffe  
Managing Partner

# Executive summary

## The rise of the human-centric organisation

Irish CEOs place a very high value on talent, believing that putting people at the centre of decision making will be an important value driver in the successful future enterprise. However, there seems to be something of a blind spot when it comes to remote working. A very small minority expects the shift to remote and hybrid working to outlast the pandemic and have a significant impact on their organisation. Given how well society has adapted to the new working model, it would appear at least somewhat unrealistic for Irish organisations not to factor it into future plans.



the shift to remote and hybrid working will survive the pandemic.

#1

ranked characteristic of effective CEOs is the ability to drive a transformative mindset across the company



## The transformation agenda

Transformation remains high on the agenda, with the majority of Irish CEOs planning a new and comprehensive transformation initiative this year. This is evidence of a clear trend emerging where companies that embed transformation as a mindset across the organisation are achieving better results, and we see that transformation capability is ranked very highly by Irish CEOs.



81%

their organisation will start a new and comprehensive initiative this year.

## Crowning the customer

The majority of Irish CEOs see changing customer expectations as a significant source of business risk and opportunity. Customer-driven trends associated with responsible business and stakeholder capitalism represent a key area of focus for Irish CEOs; however, there is an interesting dissonance evident in their views on climate change and sustainability.

This points to significant opportunities for Irish CEOs to embrace both value-led sustainability and long term value. These opportunities can best be realised by being responsive to customer sentiment and expectations and effectively communicating long term value strategies to stakeholder groups.

## A matter of trust

There is evidence of an emerging trust gap in relation to customer data which has the potential to undermine growth. Through the research we see Ireland emerge as a distinct outlier when it comes to CEOs' focus on cybersecurity. In one of the most compelling findings of this study, more than two thirds (69%) of Irish CEOs ranked cybersecurity as the capability most in need of new or increased C-level attention to ensure their company's growth. Just 37% of global CEOs gave it the top ranking.

While the vast majority of Irish CEOs anticipate investment in data and technology in the next 12 months, just 38% of them said that their customers trust them with their data. There is a clear need to regain customer trust and to rethink at least some of their strategic priorities in this area.

94%

agree / strongly agree that business should play a critical role in addressing societal challenges such as climate change and sustainability.

25%

growing climate/sustainability imperative is the trend having the greatest impact on their business.



69%

Ireland

CEOs rate cybersecurity as a priority area for attention.

37%

Global

38%

Ireland

their customers trust them with their data.

## Introduction



Graham Reid  
Head of Markets, EY Ireland

The experience of the last 12 months has hastened the imperative to transform, forcing CEOs to respond and transform at incredible pace. If businesses are to thrive and grow in the post-COVID world, CEOs will need to move quickly to adopt new business models better suited to the new environment.

It is interesting in this context that when asked about the key characteristics of the most effective CEOs, number one on the list with Irish respondents was the ability to drive a transformative mindset across the company. The second was the ability to engage directly with customers to understand their needs.

The good news is that Irish CEOs are ready to embrace the challenge with an incredible 84% anticipating a significant investment in new technology in the next 12 months and 81% expecting to start a new and comprehensive transformation initiative.

Ability to drive a transformative mindset across the company

Understand the customer through direct experience.

Leading with compassion



Next on the list was that most human of characteristics - leading with compassion. That tied in strongly with the finding that 87% of Irish CEOs believe putting humans (employees, customers, other stakeholders) at the centre of decision-making will be a core value driver in future while 75% of them believe empathy and other soft skills will come to the fore as management capabilities. Indeed, "human centred" was ranked as the number one characteristic of successful enterprises.

87%

of Irish CEOs believe putting humans (employees, customers, other stakeholders) at the centre of decision-making will be a core value driver in future while.

75%

believe empathy and other soft skills will come to the fore as management capabilities.

The research shows that Irish CEOs are looking beyond the balance sheet. One of the most striking findings is that 100% of Irish CEOs believe it is very or somewhat likely that intangibles will represent a significantly greater share of enterprise value.

Finally, Irish companies are taking a quite positive and confident view of the future with none of the CEOs surveyed anticipating lower growth in the next three years than in the past three. 53% believe growth will be moderately or significantly higher and the remaining 47% expect it to be about the same.

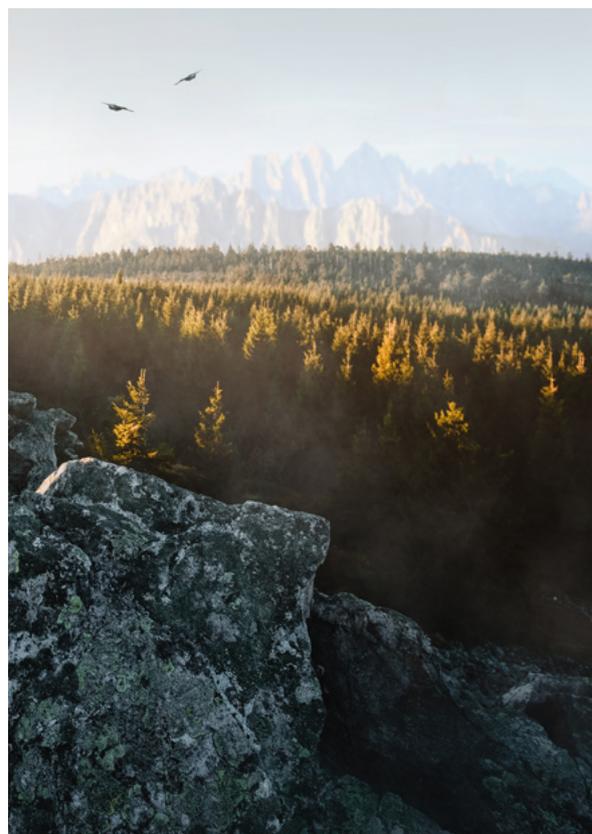
This may be an indication of the heavy impact which the pandemic has had on growth performance with CEOs confident they can equal or improve on that low base. On the other hand, it could be an indication of a high level of confidence in the ability of the global economy to bounce back from the effects of the pandemic with growth opportunities arising for the companies best prepared to avail of them. That more positive view would be in line with the findings that just 6% of Irish CEOs anticipate a significant headcount reduction in their organisation in the next 12 months while only 34% expect to see a significant cost reduction programme during the same period.

53%

Believe growth will be moderately or significantly higher and the remaining

47%

expect it to be about the same.



1

# Humans at the centre, or are they?

Irish CEOs are ahead of their global peers when it comes to putting humans at the centre of their transformation agenda. 87% of Irish CEOs agree that putting humans (employees, customers, other stakeholders) at the centre of decision-making will be a core value driver in future - as compared to a global average of 80% of global organisations who said so.

That bias in favour of the human element was also evident in the finding that 91% of Irish CEOs believe empathy and soft skills will come to the fore as key management capabilities. The corresponding figure for global CEOs was 75%.

The high value placed on talent was echoed by the fact that 28% of Irish CEOs said that being human centred ranked as the single most important characteristic of the successful future enterprise.

However, there were some surprising findings around future talent and working models. For example, Irish CEOs differ sharply from their global counterparts in their views on remote working. Some 69% of Irish CEOs say the shift to remote working is unlikely to endure while just 16% say it is likely to persist. The picture is very different globally with 39% of CEOs saying it is likely to endure.

Talent models: How likely are the following talent model scenarios in your markets in the next five years?



These results go a long way to explaining why only 13% of Irish CEOs said they anticipate a more remote and distributed workforce having a significant impact on their company versus 33% globally.

Irish CEOs must ensure they have a clear picture of employee needs and preferences as businesses phase back to a new normal. Irish society has adapted to new ways of remote and online working for such a long period that it would be reasonable to assume that it will remain in some shape in the future.

Irish CEOs are certainly conscious of the shift to new forms of employment relationships with 66% agreeing that companies will access the best talent globally as needed, resulting in significantly fewer permanent employees. The figure for global CEOs was 50%.

But how will Irish companies attract and retain this global talent without a strong remote-working strategy?

Organisations leading the charge are already allowing for more flexible work models and supporting policies. More traditional businesses who valued presenteeism are being challenged by this shift.

“

We are living through a real time experience in remote and flexible working. In ESB, we have this mantra now that we are going back but not going backwards. We are going back to something very, very different. We're going to make remote and flexible working a key part of what we do in the future. We are going to have people working from hubs, people working from home. So many organisations depend on face-to-face contact, particularly for collaboration and connectedness so we will still have to be back in the office, but we will have some hybrid mix to have the best of both worlds.

Pat O'Doherty  
CEO, ESB

“

Irish CEOs should be factoring the shift of new and remote ways of working into future people strategies. The base assumption of where and how we work is no longer what it was. CEOs in Ireland need to adapt their people plans to support this or risk being caught without the relevant policies, procedures, infrastructure and leadership in place to support such a work model when the challenge arises. As part of this preparation, employee benefits and the Employee Value Proposition (EVP) should be reconsidered.

Jackie Gilmore  
Partner, People Advisory Services, EY Ireland

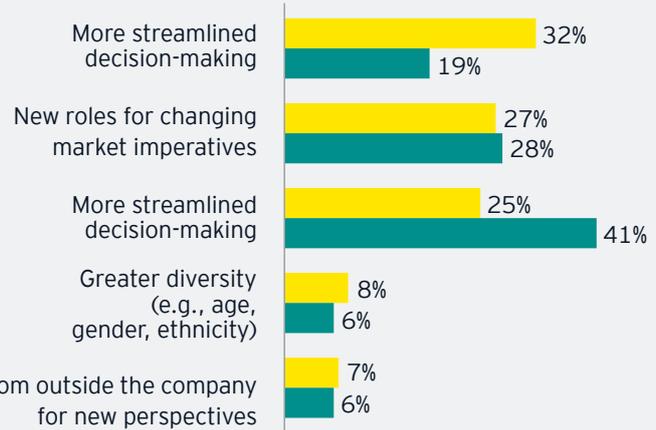
There were some noteworthy findings in relation to Diversity & Inclusion. Just 34% of Irish CEOs and 28% of their global counterparts said their organisations create diverse and inclusive teams at all levels.

Overall, 94% of Irish CEOs say their current C-suites are optimal. Just 6% (8% globally) cite greater diversity as the most important change they could make.

## Most CEOs say their C-suites are optimal / C-suite D&I not highest priority

*To what extent does your C-suite have the optimal structure, experience and capabilities for the likely demands and opportunities over the next five years and beyond?*

*What is the most important change that should be made to your C-suite?*



Total sample; Unweighted; base n = 305

Global Ireland

However, it's likely these findings reflect the priorities that have been forced to the top of the CEO agenda, with businesses having endured one of the most difficult periods in their history. It is quite natural to feel a strong sense of loyalty to the teams that have guided the organisations through this exceptional turbulence, so an unwillingness to make immediate changes is understandable.

However, it's extremely important that CEOs don't lose sight of the importance of Diversity & Inclusion within their organisations in spite of this. The benefits in financial performance, innovation and culture have been continually documented within diverse, inclusive organisations, particularly where diversity exists at leadership level. While it may not be top of the CEO agenda right now, Diversity & Inclusion is likely to remain a top priority for Irish CEOs in the future. In an Irish context, it's likely that this will be accelerated by the re-introduction of Gender Pay Gap legislation, which is likely to return in the not-too-distant future.

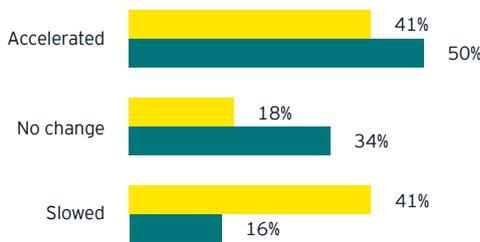
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# A renewed urgency to transform

Transformation programmes continue to be high on the CEO agenda in Ireland, with a clear focus on investment in data and decision-making, technology and innovation, and cost-saving initiatives. 81% of Irish CEOs say their organisation will start a new and comprehensive transformation initiative this year.

How COVID-19 impacted organisations' prior transformation efforts varies among CEOs. While 59% of global respondents said the pandemic had slowed or had no impact on transformation, in contrast the Irish findings show that half of Irish companies say that the pandemic accelerated the transformation agenda, with just 16% saying it had slowed it.

What was the impact of COVID-19 on your company's prior transformation agenda?



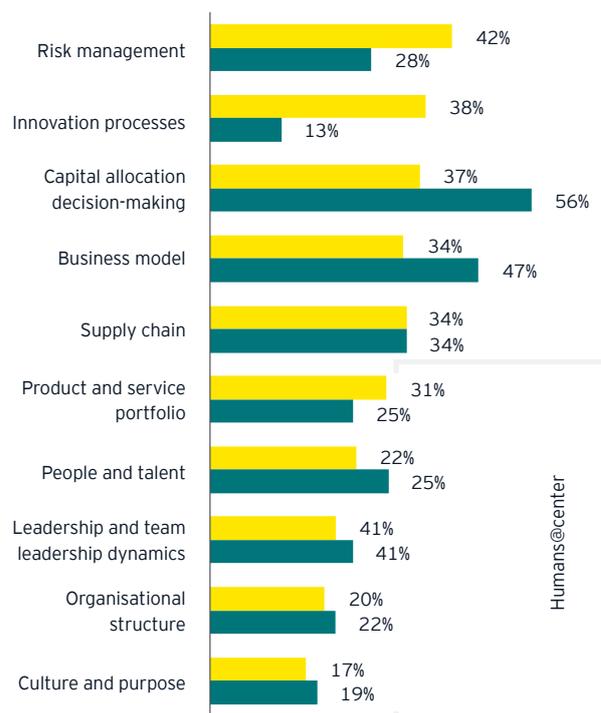
n = 43

Global

Ireland

The study results suggest that future transformation programmes will focus on insight led decision-making as the core outcome - how can organisations make more informed decisions? How can they be more proactive in the market? Implementing transformation programmes that create a shift in these areas, by leveraging existing tools combined with analytics and centralised data to create meaningful insights, will produce the most value for businesses.

In which areas of your enterprise do you expect to implement the most change in response to these trends over the next three years? (Pick three most important)



Humans@center

More broadly, convergence continues to be a major transformation trend, with greater convergence across products and solutions, as technology and themes like IoT and sustainability bring new value streams and opportunities. 88% of Irish CEOs feel products and services will need to adapt the context in which they are used to offer new services and ensure existing services stay relevant.

Leading “transformation” programmes with purpose and empathy is identified as a key success factor with 65% of CEOs identifying this as an important trend that is getting more focus this year. Indeed, empathy and purpose will come to the fore as key management capabilities in future, according to 91% of Irish CEOs.

Interestingly, the number one ranked characteristic of effective CEOs, according to Irish CEOs, is the ability to drive a transformative mindset across the company. This was cited by 47% of Irish CEOs. Furthermore, the ability of the C-suite to manage multiple continuous transformations within the organisation will be a core leadership value driver in future according to 84% of Irish CEOs.

“

Compared to global organisations, we see that Irish companies can really drive greater value by putting Purpose at the heart of their organisation’s approach to transformation, especially in a remote working environment. We are seeing a clear trend where companies that embed transformation as a mindset across the organisation are achieving better results. The expectation is increasing that successful C-suite members need to have experience managing multiple continuous transformations within the organisation.

Barry McCarthy  
EY Ireland Head of Consulting



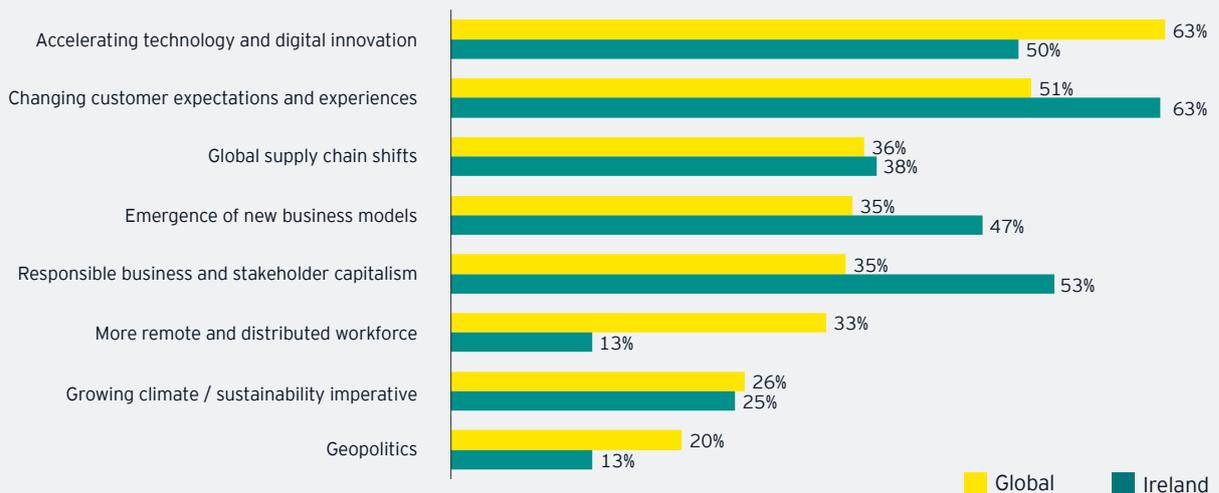
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# The customer is critical for climate

Almost two thirds of Irish CEOs rate changing customer expectations and experiences as a top trend impacting their business in the medium term. Core among these changing expectations, and perhaps reflecting Ireland’s position at the nexus of EU and international business trends, more than half of Irish CEOs see the move towards responsible business and

stakeholder capitalism also having a major impact over the same period. With respect to both trends, Irish CEOs’ expectations buck the international sentiment - perhaps reflecting our well-informed and activist customer base that regularly holds CEOs and businesses to account.

Which of the following trends are having the greatest impact on your company? (Select top three)



Total sample; Unweighted; base n = 305

It may be interesting then to see the growing climate and sustainability imperative only rises to a top trend for 25% of Irish CEOs. In this, Irish CEOs are generally aligned to their global counterparts. It perhaps reflects early recognition by some CEOs that climate and

sustainability are going to impact their businesses, either directly (which is perhaps more difficult to agree in the medium term) or indirectly through customer demands (which Irish CEOs are very sensitive towards). Is this a blind spot for CEOs or a pragmatic view of the medium-term realities for many industries?

What is clear is that the customer is king, and they have the power to escalate the climate/sustainability imperative (or any other trend) on the CEO's agenda. This may be partly why Irish CEOs have identified long term value and reporting as a key competency for growth. Recent experiences have shown that effective long term value reporting and communication with shareholders and stakeholders is necessary to seed success. Without this, even the best sustainability stories can be lost in quarterly results calls and misinformation.

Which of the following competencies require new or increased C-level attention to ensure your company's growth over the next five years and beyond?



Overall, and when considering the key trends that Irish CEOs are monitoring, this may reflect a pragmatic view of Irish CEOs that the customer drives everything and that business growth can only be secured with the full support of the customer.

Separately, Irish CEOs see business as having a critical role in addressing societal challenges such as climate change and sustainability with 94% agreeing or strongly agreeing that this should be the case. They strongly believe that taking a long term value approach will be rewarded in the market with 94% agreeing or strongly agreeing.

Finally, leading on from the observed trends, Irish CEOs (97%) see that incorporating circularity into their business models, critical to value-led sustainability and climate action, will generate significant long term value uplift and competitive advantage.

Behavioural science competency also rises to the top for Irish CEOs, perhaps reflecting a potential risk management approach to their exposure to customer expectations and experiences. Being able to better appreciate where customer sentiment is originating - and where it may be going - would certainly appeal from both a risk management and an opportunities identification perspective.



A clear majority of Irish CEOs see the customer as king, with changing customer expectations being a significant source of business risk and opportunity. Customer-driven trends associated with responsible business and stakeholder capitalism, as well as the climate and sustainability imperative, are top of the Irish CEO's list. Maintaining customer involvement and sustaining their activism will prove to be critical for climate action in the next five years, as it is this pressure that will have the most impact on CEOs both here at home and globally. We are primed to unlock the opportunities presented from value-led sustainability and long term value initiatives, subject only to ensuring the customer is fully driving the agenda.

**Stephen Prendiville**  
Head of Sustainability, EY Ireland

Taken together, we see significant opportunity for Irish CEOs to embrace value-led sustainability and long term value. Staying close to customer sentiment and expectations, and effectively communicating long term value strategies across stakeholder groups, are critical to both manage business risk and gain opportunities. EY's long term value model takes a holistic view of how a business creates value across stakeholders, encompassing people, customer, society and financial value, and then enables this view to be effectively communicated across all stakeholder groups.

Delivering superior outcomes requires driving results across all four long term value dimensions - and the opportunity to do this appears to be forefront in the minds of Irish CEOs.

“

Our purpose, which we've defined and redefined over the past couple of years, is to act for the common good. Acting for the common good is about being in every community. We believe in sustainability; we believe in local communities. We know people; the fact that we can call in on the elderly because we know who they are. Our postmen and women know who they are. The fact is that our post offices are very effective at social welfare. We know who's coming in and not coming in. That kind of unique human contact, that detailed community knowledge, that presence on the ground. That's what we are, that's our DNA

David McRedmond  
CEO, An Post



4

# Mitigating digital risk while building trust and security

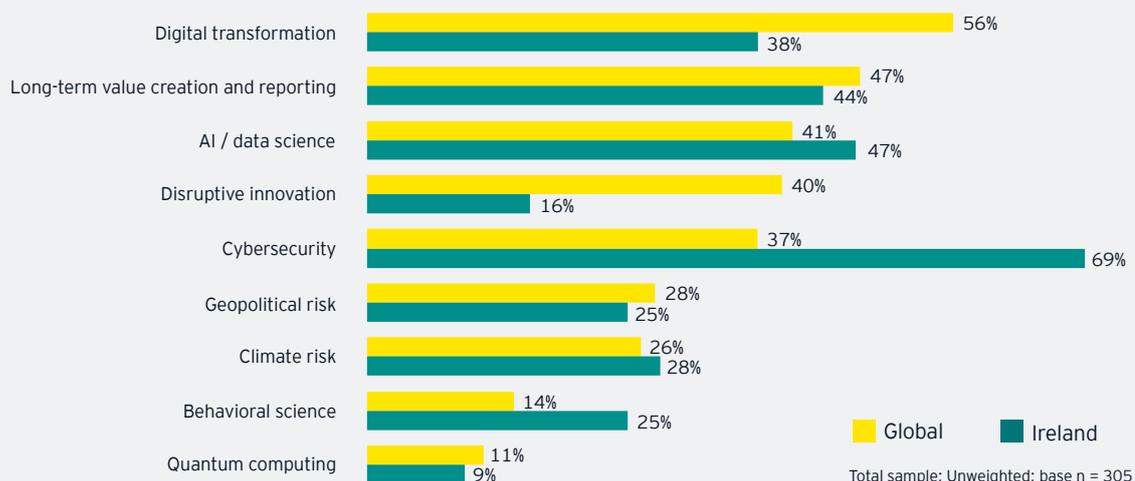
The ever-evolving cyber risk threat landscape includes both targeted and non-discriminatory attacks on companies of all sizes and sectors. The need for boards to understand and execute their cyber risk governance responsibilities has never been more critical than it is now.

Cybersecurity is cited as one of the top risks in every Annual Report and therefore, is on the agenda of every Board and Audit Committee. We are seeing more organisations investing in their cybersecurity resilience, most recently with a focus on risk mitigation related to the accelerated pace of digital transformation. In addition, we are seeing an acute shortage of cybersecurity skills and aggressive competition for talent for these capabilities. In this

light, the emphasis placed on cybersecurity by Irish CEOs should come as no surprise. In one of the most compelling findings of this study, more than two thirds (69%) of Irish CEOs ranked cybersecurity as the capability most in need of new or increased C-level attention to ensure their company's growth. Just 37% of global CEOs gave it the top ranking.

Irish CEOs rank cybersecurity ahead of AI / data science, and long-term value creation / reporting, while global CEOs place digital transformation at the top of their list.

Which of the following competencies require new or increased C-level attention to ensure your company's growth over the next five years and beyond? (Pick top three) three

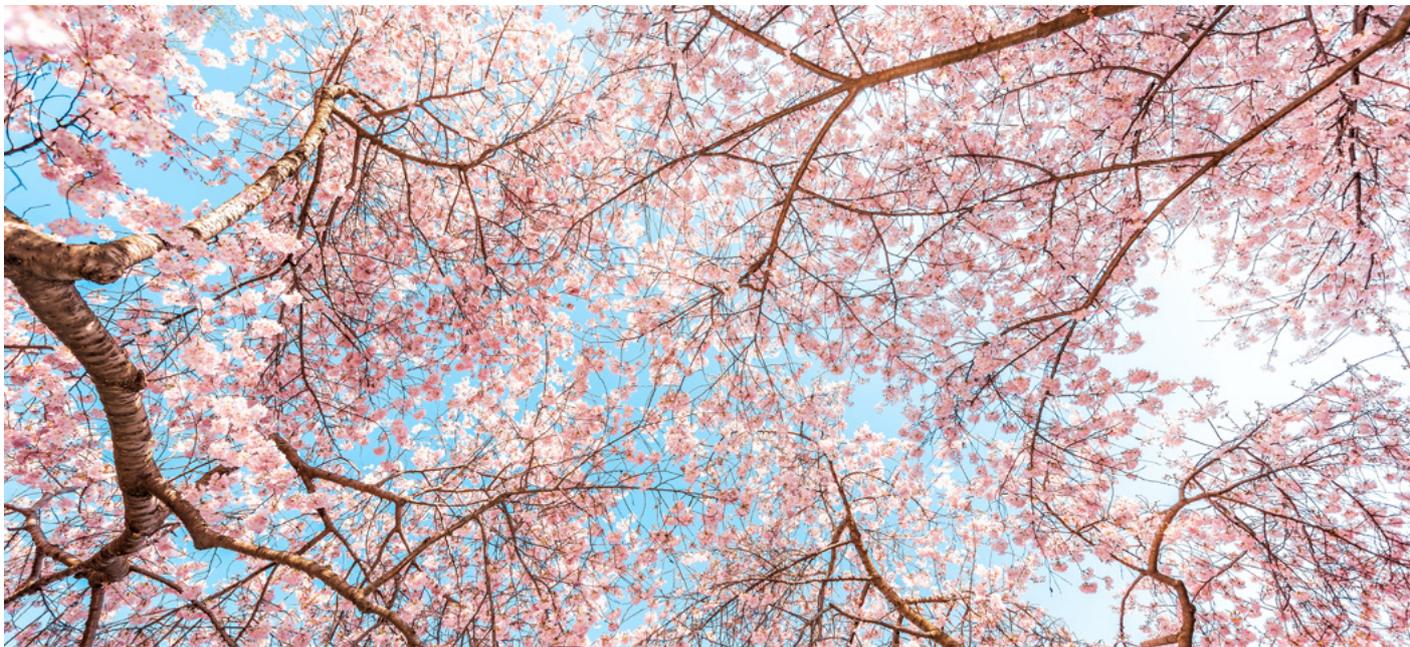


This high ranking for cybersecurity aligns with the finding that 84% of Irish CEOs anticipate significant investment in data and technology in the next 12 months.

One of the reasons that Irish CEOs are bucking the global trend around cybersecurity could be due to the high concentration of global social media giants and other leading technology firms in Ireland. Well-publicised data breaches among a number of these organisations in recent years have created heightened awareness of cybersecurity among the Irish business community.

However, security and privacy considerations are still being addressed as an afterthought, exposing organisations to financial and reputational risks. Recent research published by EY and The International Association of Privacy Professionals (IAPP) indicates 60% of organisations either abbreviated or totally dispensed with security checks in and around new capabilities introduced to support their business over the last year.

Compared to global organisations, we see that only 28% of Irish companies intend to implement changes in relation to Risk Management over the next three years (28% Ireland vs 42% globally) - this is concerning given the experience of the past year. There is a need to mature traditional risk management frameworks in response to the evolving risk landscape to mitigate risks around operational resilience, crisis management, cyber threats and regulation, among others. These frameworks need to evolve to be more holistic and integrated, supported by improved technology enablement and automation, and better and more timely reporting and management information.



Not at all surprisingly, given the strong focus on data and technology among Irish CEOs, 60% of them said their organisations deliver timely data-driven insights enabling better internal and customer outcomes.

“Organisations continue to leverage data as an asset. Over the last year especially we have seen the power of analytics to drive decision making and enable transformation, particularly in the context of the response to COVID-19. We are seeing the biggest transformation impacts happening in programmes focused on changing customer expectations and transforming the customer and employee experience, as well as using technology to accelerate digital adoption within the organisation,” said Carol Murphy, Partner, Technology Risk Leader and Consulting Innovation Lead at EY.

On the other hand, just 38% said their customers trust them with their data. This is a worryingly low number with the corollary being that more than 60% of organisations can't say their customers trust them with their data. There is a growing trust chasm which has the potential to negatively impact growth prospects. However, this is not uniquely an Irish problem, as the global results are equally concerning in relation to this “data trust gap.”

### Data: Which of the following statements apply to your company



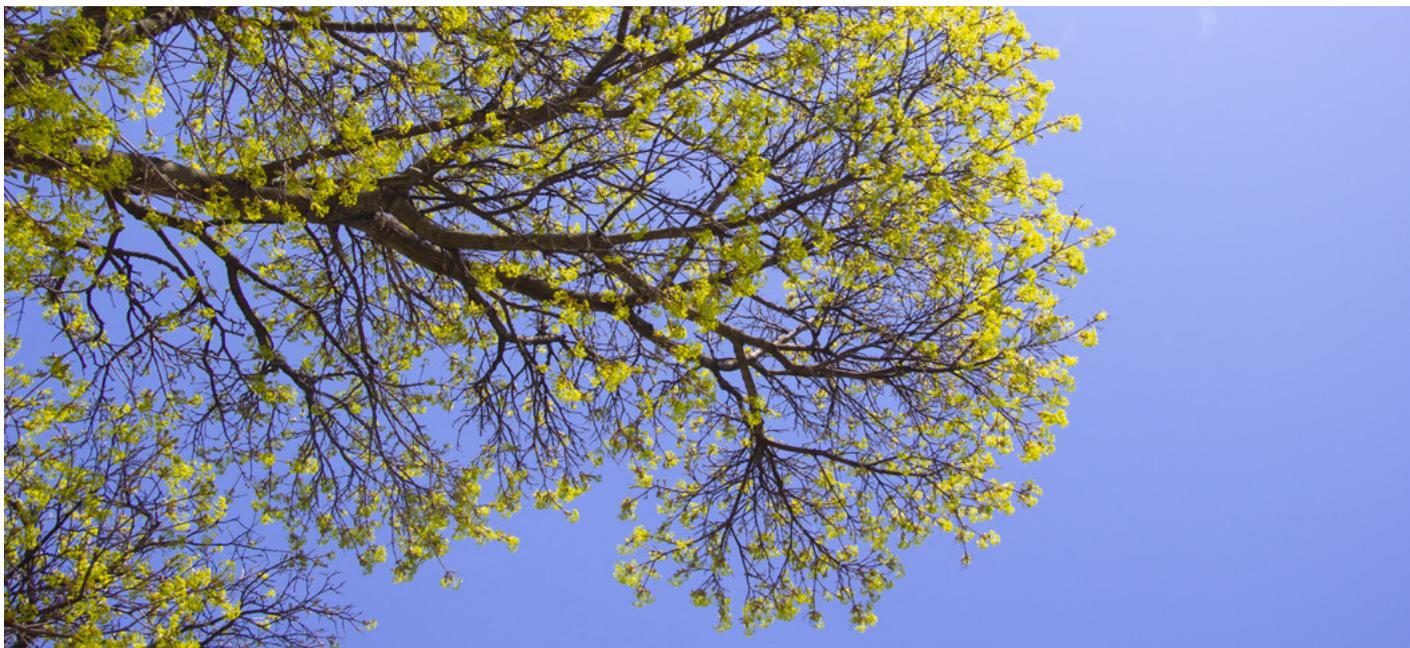
The question facing organisations in Ireland and across the world is how they can regain and sustain the trust of their stakeholders, including customers, employees, regulators, investors and others. There is clear evidence from our findings that Irish CEOs understand the need to do just that with 88% saying the use of data science to anticipate and fulfil individual customer needs will be a key differentiator in future and 84% saying the most competitive companies will be defined by delivering data-driven experiences. None of that will be possible in the absence of trust.

That said, Irish CEOs ranked the ability to foster trust and confidence lowest among the characteristics of the most effective CEOs while just 9% of them believe being data and technology driven is the most important characteristic of the successful future enterprise.

“

**Organisations need to understand the importance of protecting their brand through building and sustaining trust with all of their stakeholders. Their brand needs to have the trust of consumers, employees, regulators and their entire supply chain. We are seeing a clear trend in companies that embed ‘security and trust by design’ as a mindset across the organisation are achieving better outcomes in becoming digitally confident and trusted.**

**Carol Murphy**  
Partner, Technology Risk Leader and  
Consulting Innovation Lead at EY



## Summary

The COVID-19 pandemic has quite dramatically accelerated many of the trends already on the CEO agenda - from digital transformation to changes in consumer behaviour to a growing focus on long term value. The stakes could not be higher, and CEOs must seize this opportunity to transform and leap ahead or risk being left behind.

The Global EY CEO Imperative Survey 2021 identifies two very distinct types of firms, categorised as 'Thrivers' and 'Survivors'. Thrivers choose to move forward and embrace change, while Survivors are much more reluctant to advance and take risks in such an uncertain environment. The evidence reports much greater returns amongst the brave, as Thrivers are expected to record average annual revenue growth of 17% over the next three years, significantly higher than the corresponding figure of 2% among Survivors.

The evidence from the EY Ireland CEO Imperative Survey 2021 shows that Irish CEOs are firmly in the former camp. They recognise that if they want their businesses to survive and grow in the post-COVID world, they will need to move quickly to adopt new business models better suited to the new environment.

Throughout the pandemic we have seen Irish CEOs move with speed and agility to transform their businesses in response to changing customer demands and expectations. They are generating long term value by creating human-centred organisations and putting their people, customers and communities at the centre of everything they do.

Business is now characterised by continuous transformation and evolution and that means recognising that the world of work has changed forever and that we're never going back to the way things were before the pandemic. Irish

CEOs will need to factor that into their future people strategies or risk being caught without the necessary structures in place to support new workforce models.

The study also reveals an opportunity for Irish companies to differentiate themselves from their global competitors by putting Purpose at the heart of their organisations' approach to transformation.

Irish CEOs are also very strongly customer focused, according to the survey. This places Irish companies in a prime position to unlock the opportunities presented by value-led sustainability and long term value initiatives with customers driving the agenda.

The study also pointed to a need for Irish CEOs to evolve their risk management frameworks in response to the evolving risk landscape in order to mitigate risks relating to operational resilience, crisis management, cyber threats and regulation, among others.

Trust emerged as an issue in relation to customer data. Organisations need to understand the importance of protecting their brand through building and sustaining trust with all of their stakeholders. Companies that embed 'security and trust by design' within the organisation achieve better outcomes when it comes to digital trust and confidence.

The message is clear, successful organisations in the post-COVID world will be those that put humans at the centre, adopt technology at speed and drive innovation at scale. Embracing these while building agility into organisational culture will deliver companies that outperform, are able to pivot and respond quickly to emerging opportunities. And it is equally clear that the majority of Irish CEOs understand this message and are already well on the road to transforming their organisations.

# Methodology

## About the survey

This report is based on a global survey of 305 CEOs of Forbes Global 2000 companies, including 32 Ireland-based respondents, to understand their perspectives on the DNA of the future enterprise.

Global population: 305 CEOs of Forbes Global 2000 companies

## Annual revenues

Revenue band	Study population	F2000 Actual
\$1b – 9.9b	41%	49%
\$10b – 19.9b	34%	25%
\$20b – 49.9b	22%	17%
\$50b or more	3%	9%

## Headcount

Employees	Pct	Count
1,000-4,999	7%	21
5,000-9,999	10%	32
10,000-24,999	29%	89
25,000-49,999	29%	87
50,000 or more	25%	76
	<b>100%</b>	<b>305</b>

## Top countries

Country	Pct	Count
USA	27%	82
China	14%	43
Japan	10%	30
United Kingdom	6%	19
Canada	5%	14
France	3%	10
India	3%	9
Denmark	3%	8
Brazil	2%	7
South Africa	2%	7
Germany	2%	6
Sweden	2%	6

## EY industry

% n	%	N
Advanced Manufacturing and Mobility	18%	54
Consumer	18%	54
Energy & Resources	15%	47
Financial Services	20%	61
Tech, Media & Entertainment, and Telecoms	19%	58
All other	10%	31
NET	100%	305

Global population: 305 CEOs of Forbes Global 2000 companies

## EY area

% n	%	n
Americas	35%	108
Asia-Pacific	30%	92
EMEIA	34%	105

Ireland population

## Annual revenues

Revenue band	%	Count
\$1b - 4.9b	34%	11
\$5b - 9.9b	28%	9
\$10b - 19.9b	22%	7
\$20b - 49.9b	16%	5
	<b>100%</b>	<b>32</b>

## Headcount

Employees	%	Count
5,000 - 9,999	16%	5
10,000 - 24,999	41%	13
25,000 - 49,999	16%	5
50,000 or more	28%	9
	<b>100%</b>	<b>32</b>

## Sector

Sector	%	Count
Consumer	22%	7
Manufacturing, Chemicals and Industrial Products	13%	4
Professional Firms and Services	13%	4
Technology, Media and Entertainment, and Telecommunications	13%	4
Financial Services	9%	3
Health Sciences and Wellness	9%	3
Real Estate, Hospitality, and Construction	9%	3
Automotive and Transportation	6%	2
Energy and Natural Resources	6%	2
Total	100%	32

## Contacts

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