

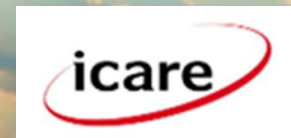
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On the Edge: Driving Growth and Mitigating Risk Amid Extreme Volatility

CHILE EDITION

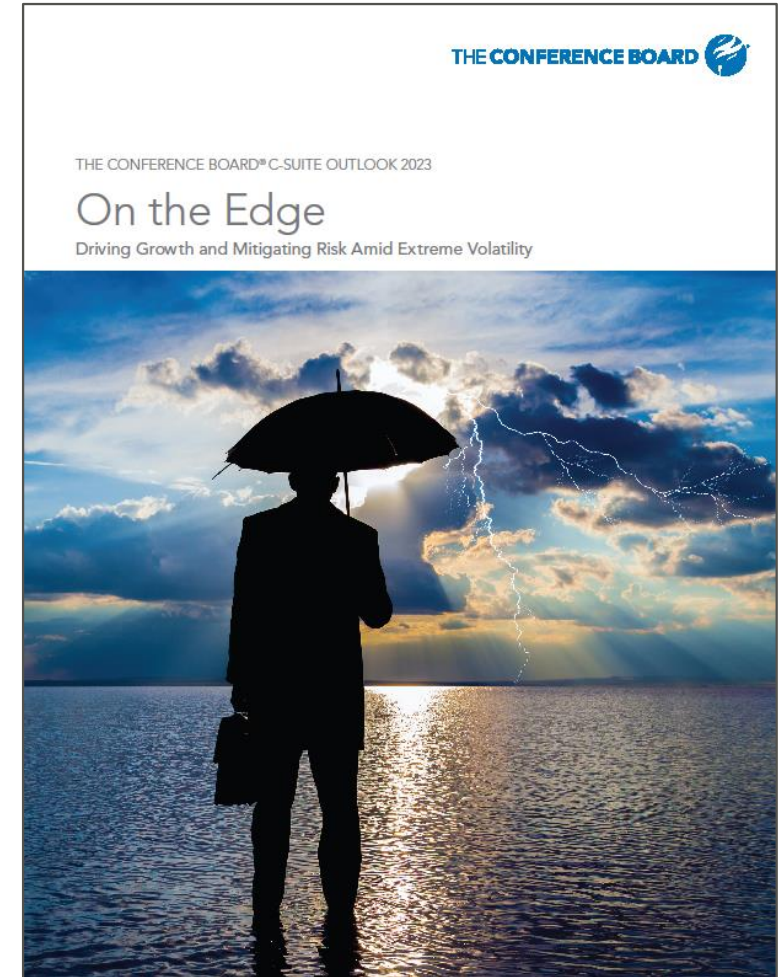


In Association with



About The Conference Board® C-Suite Outlook

- The anonymous survey was carried out between mid-November and mid-December 2022 with 1,131 C-suite executives responding, including 670 CEOs from around the world. This includes 70 CEOs in Chile and 46 C-suite executives.
- This is the 24th annual survey coordinated by The Conference Board.
- Profile of global respondents
 - ✓ Among major regions or economies, 24 percent of CEO and other C-suite respondents are based in companies headquartered in the US; 20 percent in Latin America; 16 percent in Europe; 13 percent in Japan; and 12 percent in China.
 - ✓ By sector, 53 percent of CEO respondents are based in nonfinancial services businesses; 34 percent in manufacturing industries; and 13 percent in financial services.
 - ✓ By size, 51 percent of CEOs are based in businesses with average annual revenue of less than \$100 million; 33 percent averaging up to \$5 billion; and 17 percent averaging \$5 billion and above.



Click [here](#) for the full Global Report

C-Suite Outlook 2023: Insights for What's Ahead

- **Headwinds Ahead:** CEOs in Chile see economic downturn/recession, inflation, declining trust in government, political uncertainty/volatility, and corporate tax rates as the major disruptors to their business operations in 2023. C-suite executives in Chile express more concern about regulation, the war in Ukraine, and meeting stakeholder expectations about the role of business in society compared to CEOs.
- **No Quick Recovery:** CEOs in Chile are more pessimistic than their global peers when it comes to a resumption of solid economic growth. More than two-thirds of CEOs in Chile expect economic weakness in the region to last into mid-2024 and beyond.
- **Dealing with Recession:** When asked specifically about their plans to deal with a recession, CEOs in Chile cite four broad risk-mitigating strategies: accelerating innovation and digital transformation; increasing liquidity, pursuing new opportunities (in products/services, regions, and M&A); and delaying investment while cutting noncore costs (general & administrative, discretionary).
- **Ukraine War Impacts:** When it comes to the impacts of the war in Ukraine, 73 percent of CEOs in Chile believe the global energy crisis will worsen and 71 percent expect cyberattacks outside the war theater to intensify. Just over a quarter believe Western commitment to assisting Ukraine will wane in 2023.



C-Suite Outlook 2023: Insights for What's Ahead

- **Stakeholder Capitalism:** The idea that businesses serve the long-term welfare of all their constituents, not just shareholders, appears to be on a firm footing globally and in Chile, with CEOs and C-suite executives ranking customers and employees ahead of investors in stakeholder prioritization.
- **Climate Change Is Real:** More than half of CEOs both in Chile and globally say climate change is already having a significant impact on their businesses now or will in the next one to five years. C-suite executives in Chile are feeling even more urgency, with almost two-thirds believing it is having a significant impact on their businesses now or will in the next one to five years.
- **Positive Impact from Renewables:** Even though accelerating a shift to renewable energy sources is not a major internal focus for CEOs in Chile in 2023, more than 60 percent of CEOs and 75 percent of C-suite executives say the transition to renewable energy will be significantly positive for their organizations.
- **Economic Downturn May Cause an ESG Rethink:** Just 17 percent of CEOs in Chile say an economic downturn or recession will have no significant impact on their ESG spending in 2023; however, just over 54 percent say an economic slowdown would cause them to refine or refocus their sustainability efforts.



C-Suite Outlook 2023: Insights for What's Ahead

- **Preparing for Future Crises:** CEOs in Chile are generally more pessimistic than the rest of the C-suite team about their organization's level of preparedness to handle a major crisis, such as a pandemic, recession, financial instability, inflation, cybersecurity, or extreme climate events. Generally, business leaders are more prepared for events that they have experienced recently (e.g., recession, pandemic, financial crisis) compared to events they likely have not had to lead through (e.g., extreme violence, nuclear war, major food, or water shortages).
- **Supply Chain, What's Ahead:** More than a third of CEOs in Chile say they have no plans to alter supply chains over the next three to five years. For those CEOs that are making changes, the focus is on digital technology to improve performance and applying the lessons learned from recent disruptions.



CEOs in Chile see economic volatility, inflation, and declining trust in government as having a major impact on their business operations in 2023

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

External Issue	Chile	Global	Argentina	US	Europe	China	Japan	Latin	Chile	Argentina	Global
	CEO	CEO	CEO	CEO	CEO	CEO	CEO	America	C-Suite	C-Suite	C-Suite
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	CEO	Rank	Rank	Rank
Economic downturn/recession	1	1	2	1	1	2	1	1	1	3	8
Inflation	2	2	1	2	2	7	8	2	3	1	21
Declining trust in government	3	8	4	11	10	8	18	3	4	12	4
Political uncertainty/volatility in the region(s) you operate in	4	11	3	17	8	15	17	4	2	2	13
Corporate tax rates	5	21	9	24	21	23	22	7	12	9	1
Margin compression	6	13	8	8	9	6	15	15	11	9	14
Higher borrowing costs	7	10	13	4	17	13	21	8	16	16	12
Labor shortages	7	6	9	3	6	18	4	17	18	16	17
Volatility in commodity prices (excluding energy)	7	17	21	20	15	19	9	10	5	5	9
Global political instability	10	4	9	6	5	3	5	5	7	16	2
Lack of infrastructure investment in your region	10	24	7	25	23	24	24	11	12	7	15
Cybersecurity	12	16	9	12	14	21	11	6	18	7	7
Supply chain disruptions	12	5	5	5	7	5	7	12	12	5	19
Regulation	14	14	6	9	11	12	15	13	6	9	18
Shifting consumer/customer buying behaviors	14	9	14	6	13	10	6	9	12	16	24
War in Ukraine	16	15	21	22	4	8	14	21	7	16	20
Wealth and/or income inequality	16	20	14	15	19	24	25	16	18	16	25
Evolving stakeholder expectations about business role in society	18	18	16	10	16	21	12	18	9	16	6
Extreme climate events (e.g., floods, droughts, storms etc.)	18	19	16	14	24	17	13	20	23	12	5
Volatility in energy prices	20	12	16	16	3	14	2	22	9	16	23
COVID-19 related disruptions	21	3	24	18	24	1	3	19	18	16	3
Global rise in authoritarianism	21	25	24	21	22	19	19	25	23	16	16
Industrial policy in your region	21	23	21	23	18	11	23	24	23	12	11
More agile competitors	21	22	16	19	20	16	20	23	18	4	10
US-China tensions	21	7	16	13	12	4	10	14	16	12	22



Most CEOs and C-suite executives in Chile expect a return to robust economic growth only by mid-2024 or beyond

Q: When do you expect economic growth (e.g., GDP) to be positive again in your region?

	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
Mid-2023	7.1%	20.7%	8.2%	22.2%	28.0%	20.0%	20.2%	11.6%	8.7%	9.1%	19.7%
End of 2023	22.9%	27.0%	14.8%	29.3%	21.0%	38.8%	19.0%	17.4%	26.1%	22.7%	24.8%
Mid-2024	45.7%	23.5%	31.1%	30.5%	29.6%	7.1%	20.2%	34.6%	34.8%	40.9%	26.0%
Beyond mid-2024	24.3%	22.1%	39.3%	10.2%	18.6%	32.9%	34.5%	29.3%	30.4%	27.3%	23.7%
Our region does not have economic weakness	0.0%	6.7%	6.6%	7.8%	2.9%	1.2%	6.0%	7.0%	0.0%	0.0%	5.7%



Cost controls, driving digital transformation, finding quality talent, and modifying business models are critical issues of internal focus for CEOs in Chile in 2023

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

Internal Focus	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Reduce costs	1	6	5	6	7	2	16	1	2	2	3
Accelerate pace of digital transformation	2	5	2	5	3	7	9	2	1	2	2
Modify business model	3	3	11	4	6	1	5	4	4	5	6
Attract and retain talent	4	1	1	2	1	4	1	3	5	1	1
Focus more on innovation	5	7	4	7	12	9	8	6	5	11	10
Drive revenue growth	6	2	11	1	2	7	10	8	10	5	9
Focus more on sustainability	7	9	3	17	11	3	10	9	2	18	5
Become more customer-centric	8	10	7	12	5	6	13	10	11	4	11
Drive profit growth	8	4	10	3	4	5	3	5	11	5	4
Put greater emphasis on corporate culture	8	12	6	11	10	13	6	7	5	5	8
Improve board governance	11	26	20	23	24	27	15	23	21	18	23
Improve external communications (i.e., with customers, markets, etc.)	11	15	14	14	19	11	22	18	22	18	16
Revisit mission and/or purpose	11	11	16	9	15	12	4	13	8	13	12
Develop Next Gen leaders	14	8	7	8	9	10	2	11	14	9	7
Increase automation	14	18	17	15	20	14	18	21	14	13	19
Improve internal/employee communications	16	14	20	18	17	15	7	14	14	18	13
Improve the employee experience	17	17	17	13	14	22	16	12	25	10	18
Change capital allocation priorities	18	19	13	16	18	17	18	20	14	18	20
Overhaul supply chain	18	23	14	24	21	16	22	24	25	18	24
Reevaluate employee compensation and benefits	20	16	9	19	8	19	12	15	11	11	15
Conduct mergers, acquisitions and/or divestitures	21	13	20	10	13	18	13	25	8	13	14
Mitigate cyber risk	21	20	25	19	23	26	18	22	22	13	21
Re-think corporate real estate/space needs	21	25	23	21	27	22	18	17	14	18	25
Update crisis contingency plans	21	21	17	27	16	19	26	16	14	18	17
Accelerate shift to renewable energy sources	25	24	23	25	22	25	22	19	14	13	22
Expand talent pools to include underrepresented groups	26	27	25	22	25	24	26	26	25	18	26
Increase remote hiring to expand talent pool	26	22	25	25	26	21	22	26	22	18	27



To mitigate the potential impact of a slowing economy, CEOs and C-suite executives in Chile are looking to increase the pace of digital transformation

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

Recession Response	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
Accelerate innovation and digital transformation	47.1%	38.1%	44.3%	32.3%	35.7%	32.9%	45.2%	39.8%	52.2%	50.0%	39.2%
Reduce general and administrative (G&A) expense	41.4%	24.1%	21.3%	29.3%	23.4%	21.2%	17.9%	27.6%	37.0%	31.8%	30.1%
Increase liquidity	34.3%	17.7%	19.7%	15.0%	15.7%	15.3%	11.9%	33.3%	15.2%	4.5%	14.0%
Pursue opportunities in higher-growth product/service markets	28.6%	33.5%	21.3%	29.3%	18.2%	44.7%	61.9%	26.5%	23.9%	36.4%	25.9%
Delay investments in capital equipment and structures	27.1%	12.7%	13.1%	10.8%	25.0%	12.9%	6.0%	14.6%	28.3%	13.6%	13.3%
Reduce discretionary spending	21.4%	23.3%	16.4%	26.9%	24.9%	25.9%	7.1%	22.0%	17.4%	9.1%	28.7%
Revise pricing strategy to protect margins	21.4%	25.0%	44.3%	23.4%	28.5%	15.3%	34.5%	31.3%	30.4%	27.3%	23.7%
Freeze or reduce headcount	17.1%	16.3%	19.7%	18.0%	24.0%	18.8%	8.3%	13.6%	19.6%	22.7%	19.4%
Revise pricing strategy to hold market share	15.7%	13.4%	16.4%	10.2%	5.9%	17.6%	9.5%	17.4%	13.0%	22.7%	9.9%
Pursue opportunities in higher-growth geographic markets	14.3%	25.2%	23.0%	15.6%	19.1%	32.9%	34.5%	28.4%	8.7%	9.1%	19.5%
Cut business travel	12.9%	10.7%	6.6%	13.8%	13.6%	9.4%	2.4%	8.7%	8.7%	4.5%	14.0%
Invest in marketing & advertising	12.9%	15.3%	21.3%	19.8%	14.1%	10.6%	4.8%	16.5%	10.9%	13.6%	7.9%
Enhance/update our risk management program	10.0%	15.7%	8.2%	12.6%	17.0%	22.4%	14.3%	14.6%	13.0%	9.1%	21.1%
Improve resilience of supply chain operations	10.0%	16.0%	11.5%	15.0%	18.1%	11.8%	16.7%	9.7%	17.4%	13.6%	19.4%
Find less expensive suppliers	8.6%	10.5%	11.5%	7.2%	9.5%	16.5%	4.8%	10.4%	8.7%	13.6%	11.1%
Reduce wage increases	8.6%	6.0%	3.3%	5.4%	6.7%	8.2%	3.6%	6.6%	2.2%	0.0%	5.7%
Enhance/update our crisis management plans	7.1%	11.7%	21.3%	6.6%	15.3%	20.0%	8.3%	17.6%	17.4%	9.1%	15.2%
Accelerate progress towards our use of renewable energy	5.7%	7.5%	9.8%	3.6%	13.5%	5.9%	8.3%	8.1%	13.0%	9.1%	8.4%
No major changes to business operations	5.7%	6.7%	4.9%	13.8%	5.2%	3.5%	6.0%	3.1%	13.0%	0.0%	3.6%
Cut bonuses	4.3%	4.1%	3.3%	4.2%	0.0%	7.1%	6.0%	2.2%	0.0%	0.0%	6.2%
Cut marketing & advertising budgets	4.3%	5.6%	1.6%	4.8%	3.6%	12.9%	2.4%	5.0%	0.0%	0.0%	6.6%
Decrease prices to end users/consumers	4.3%	2.3%	0.0%	1.8%	3.6%	3.5%	1.2%	1.1%	4.3%	0.0%	2.6%
Postpone or cancel M&A plans	4.3%	3.4%	4.9%	2.4%	1.7%	7.1%	0.0%	6.1%	0.0%	4.5%	6.1%
Pursue M&A for efficiencies	4.3%	11.2%	8.2%	15.6%	12.5%	8.2%	10.7%	5.8%	10.9%	18.2%	8.5%
Reduce benefits	4.3%	3.4%	3.3%	1.2%	5.6%	7.1%	1.2%	5.6%	0.0%	0.0%	2.4%
Retain headcount, but cut hours, pay or bonuses	4.3%	5.3%	3.3%	5.4%	6.1%	3.5%	10.7%	5.5%	0.0%	4.5%	2.6%
Increase corporate citizenship outreach to negatively impacted communities	0.0%	2.7%	0.0%	4.2%	2.5%	2.4%	2.4%	0.0%	4.3%	0.0%	4.4%



CEOs in Chile are looking to new business lines, technology, more R&D, and upskilled talent to ensure growth for their business over the next 2 to 3 years

Q: Where do you plan to invest to ensure growth for your business over the next 2-3 years?

Growth Strategy	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Develop new lines of business	1	1	2	2	1	1	1	2	1	3	7
Digital transformation	2	2	1	1	2	3	1	1	2	1	15
R&D	3	7	4	9	3	8	11	3	3	4	17
Automation	4	5	4	4	4	4	12	8	6	17	1
Recruit for new skills we currently do not have (i.e., hiring)	4	8	8	11	6	5	5	11	13	2	21
Production capacity	6	13	15	13	13	9	14	15	4	5	22
Public-private partnerships	7	17	23	14	24	18	14	22	13	17	13
Upskill and re-train existing talent	7	4	6	6	11	6	3	7	4	5	24
Internal communications, policies, and practices	9	18	23	16	23	13	9	23	23	25	10
Increase productivity in our hybrid work model	10	12	11	12	22	10	19	13	6	5	16
Strengthen our corporate culture	10	9	3	10	8	11	4	6	13	5	25
Computer hardware	12	24	17	25	17	25	25	21	13	17	3
External advertising and communications	12	19	15	15	15	17	20	14	20	17	11
Plants and equipment	12	22	8	23	19	20	7	12	13	12	12
Renewable energy and/or transition to renewables	12	23	13	21	16	23	14	17	6	5	18
Engage in M&A	16	6	17	3	5	11	7	16	11	12	9
Marketing and promotions	16	3	6	7	7	2	13	10	9	5	19
Add headcount	18	11	17	5	21	18	5	24	23	17	2
Implement initiatives to support employee recruiting and retention	18	10	8	7	9	16	9	18	21	17	14
Supply chain	18	14	11	18	18	14	20	4	13	5	23
Cyber security	21	16	17	16	10	21	20	5	13	12	4
Create new or re-orient supply chains	22	15	17	20	12	7	23	19	21	12	5
Computer software	23	20	13	19	20	21	17	9	23	17	8
Corporate citizenship initiatives	23	26	23	24	25	23	17	25	11	17	6
Risk management systems and processes	23	21	22	22	14	15	23	20	9	12	20



CEOs and C-suite executives in Chile see a worsening of the global energy crisis and high risk of cyberattacks intensifying because of the war in Ukraine

Q: How do you expect the war in Ukraine and its impacts to evolve in 2023?

Percent agreeing with the statement	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
Global energy crisis will worsen	73.1%	68.0%	73.3%	73.7%	59.1%	58.2%	72.8%	72.9%	76.1%	90.0%	64.3%
Cyberattacks outside war theater intensify	71.0%	80.9%	65.6%	86.1%	85.1%	77.5%	77.8%	74.4%	73.3%	80.0%	76.9%
Global food crisis will worsen	68.1%	65.1%	62.3%	68.4%	56.6%	56.3%	68.8%	63.2%	61.4%	66.7%	66.5%
Economic sanctions will increase	63.8%	67.8%	57.4%	71.5%	69.5%	70.0%	60.5%	67.8%	76.1%	63.6%	67.5%
China and Russia will be drawn closer together	50.0%	41.2%	42.6%	44.9%	25.4%	45.7%	39.5%	35.4%	58.1%	45.5%	41.3%
Ukraine will regain most of lost territory	50.0%	35.4%	30.5%	44.2%	31.8%	27.2%	35.8%	25.0%	44.4%	25.0%	34.7%
War will end in indefinite stalemate with no material escalation	43.5%	45.2%	44.3%	36.3%	44.5%	54.3%	55.4%	41.3%	51.1%	47.6%	48.1%
Ukraine will cede Crimea to Russia	30.9%	24.3%	27.9%	21.0%	31.7%	26.6%	8.6%	31.9%	36.4%	23.8%	21.0%
Peaceful settlement will end war	29.9%	23.0%	27.9%	9.6%	24.7%	39.5%	14.8%	31.6%	24.4%	36.4%	28.6%
Western commitment assisting Ukraine will wane	26.1%	35.4%	28.8%	30.6%	30.8%	52.5%	28.4%	28.6%	28.9%	10.0%	32.2%
Conflict within Ukraine will intensify	22.1%	36.0%	26.2%	45.2%	23.5%	45.0%	22.2%	24.8%	34.8%	18.2%	36.7%
Ukraine will cede eastern provinces to Russia	11.8%	11.9%	11.5%	9.0%	17.0%	14.8%	6.2%	14.5%	15.6%	14.3%	12.1%
China and Russia will put more distance between themselves	9.1%	15.5%	13.8%	16.7%	26.7%	5.1%	18.5%	10.9%	7.0%	0.0%	17.1%
NATO will engage in war with Russia	4.3%	7.1%	4.9%	5.2%	4.9%	8.7%	3.7%	6.4%	2.2%	4.8%	3.7%
Russia will attack/invoke other countries	4.3%	10.8%	10.0%	15.3%	6.7%	7.4%	6.3%	7.8%	10.9%	9.5%	10.6%
Russia will engage in war with NATO	4.3%	7.2%	5.0%	5.1%	7.7%	3.8%	3.7%	9.9%	2.2%	4.8%	5.1%
Ukraine will surrender	4.3%	5.5%	6.7%	3.8%	1.5%	13.8%	0.0%	7.0%	2.3%	4.8%	6.0%
Nuclear weapons will be used	1.4%	4.3%	3.3%	2.6%	1.1%	3.8%	8.6%	5.8%	4.4%	5.0%	3.6%



CEOs in Chile are focused on developing workforce skills and providing flexible work arrangements

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

Human Capital Strategies	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Strengthen organizational culture to retain talent	21	4	1	2	1	8	12	3	1	1	4
Strengthen the leadership pipeline	3	1	2	4	3	4	1	6	3	1	1
Build a resilient workforce to prepare for future challenges	6	3	3	6	8	1	12	2	13	12	6
Optimize hybrid work model performance	3	9	4	8	18	18	14	1	7	3	7
Improve corporate brand and reputation to attract talent	11	8	4	13	4	5	6	10	10	7	12
Develop workforce capabilities	1	2	6	1	2	3	2	4	4	7	2
Build agile teams	3	7	6	9	11	2	14	5	2	7	5
Build a more inclusive culture	12	12	8	10	14	21	18	14	7	7	9
Build a more innovative culture	6	5	9	5	7	6	4	11	4	5	8
Offer flexible work arrangements and schedules	2	14	10	11	15	25	14	18	7	12	10
Engage all organizational levels of workers (i.e., independent contributors, first-line supervisors, managers, senior managers, etc.)	9	11	11	14	18	16	8	8	4	12	11
Expand use of independent/contingent workers	10	15	11	16	19	15	14	9	22	22	24
Reduce headcount	15	19	11	20	16	27	22	19	13	12	17
Build effective hybrid work arrangements (location and schedule)	15	13	14	7	10	17	21	12	17	12	13
Expand remote work	15	16	14	22	22	14	18	7	13	22	21
Improve HR data analytics skills	18	23	14	19	26	20	27	13	10	12	14
Recruit a more diverse workforce	26	10	14	15	9	9	4	23	22	6	15
Add headcount	26	20	14	12	17	26	8	25	25	11	18
Build a culture that embraces change	6	6	19	3	5	11	3	15	17	3	3
Address mental health needs of employees	13	17	19	18	12	14	18	20	10	12	20
Engage all employment categories of workers (i.e., full-time/part-time, remote, on-site, contingent, contractual, etc.)	18	18	19	14	24	10	8	24	20	22	16
Create a psychologically safe workplace	21	21	19	22	25	22	6	16	13	22	22
Invest in AI for HR technology and operations	13	29	23	26	27	13	22	21	17	12	25
Bring workers back to the physical workplace full time	18	25	23	24	28	28	27	22	20	22	26
Reduce remote work	25	26	23	25	22	27	22	17	22	12	27
Address inequality in pay	21	24	26	28	23	24	22	27	25	22	23
Address inequality in development opportunities	21	28	26	27	23	24	22	26	25	22	28
Increase wages greater than average	28	22	26	17	12	23	8	28	25	12	19
Reduce wages	28	27	29	28	20	19	27	29	25	22	29



Customers and employees rank ahead of investors in stakeholder prioritization for CEOs and C-suite executives globally

Q: Stakeholder Priorities: How do you currently prioritize your stakeholders? (Rank top 3, with 1 being the most important)

Stakeholders	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
Customers	1	1	1	1	1	1	1	1	1	1	1
Employees	2	2	2	2	2	2	2	2	2	2	2
Shareholders/Owners	3	3	3	3	3	3	3	4	3	4	3
Communities	4	7	7	6	8	5	5	6	5	6	5
Regulators	5	6	6	5	6	7	7	7	4	6	7
Suppliers	6	5	5	7	5	6	6	5	7	5	6
Business partners	7	4	4	4	4	4	4	3	6	3	4
Media	8	8	8	9	7	9	9	8	8	9	8
NGOs, social and environmental activists, etc.	9	9	8	8	9	8	8	9	8	6	9



For CEOs in Chile, economic opportunity/equality/security is the number one social priority

Q: Rank your organization's ESG-Social priorities. (Rank top 3, with 1 being the most important priority)

Social Priorities	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Economic opportunity/equality/security	1	1	2	1	1	1	2	1	2	2	1
Labor conditions/rights	2	4	4	9	4	2	2	3	3	6	4
Gender equality	3	2	1	2	2	6	6	2	1	1	2
Sustainable capitalism	4	3	5	4	3	7	1	5	3	3	7
Other social equality (LGBTQ+, Disability, Age, etc.)	5	8	3	7	5	10	9	7	7	4	8
Public health	6	7	9	8	7	4	7	8	5	5	6
Human rights	7	5	6	6	6	3	4	4	6	6	5
Democracy/election/voting rights	8	9	8	5	9	9	5	6	8	9	9
Racial equality	9	6	6	3	10	5	8	9	8	8	3
Corporate political activity	10	10	10	11	8	8	11	10	10	9	10
Immigration/nationalism	11	11	11	10	11	11	10	11	11	11	11



Energy (usage, sourcing, security) and water usage are the top environmental priorities for CEOs and the C-suite in Chile

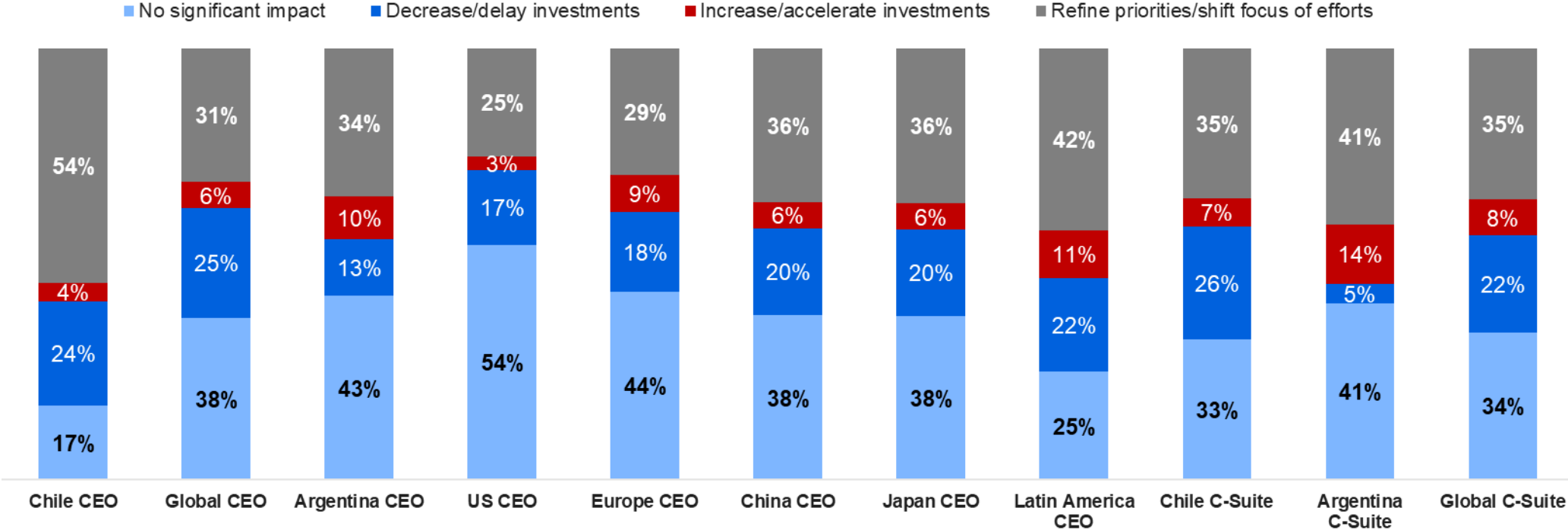
Q: Rank your organization's ESG-Environmental priorities. (Rank top 3, with 1 being the most important priority)

Environmental Priorities	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Energy	1	1	2	1	1	3	1	1	1	1	1
Water usage	2	6	4	4	5	8	9	3	2	3	8
Waste	3	3	3	3	3	5	3	2	5	2	4
Plastics, packaging, materials	4	5	5	6	6	6	5	6	3	4	5
Carbon and Other GHG Emissions	5	4	1	5	2	4	4	5	4	5	2
Climate	6	2	7	2	4	2	2	7	7	7	3
Air pollution	7	7	6	7	9	1	6	8	6	6	7
Sustainable agriculture	8	9	7	8	8	9	7	9	9	8	6
Biodiversity/Conservation	9	8	9	9	7	7	8	4	8	8	9



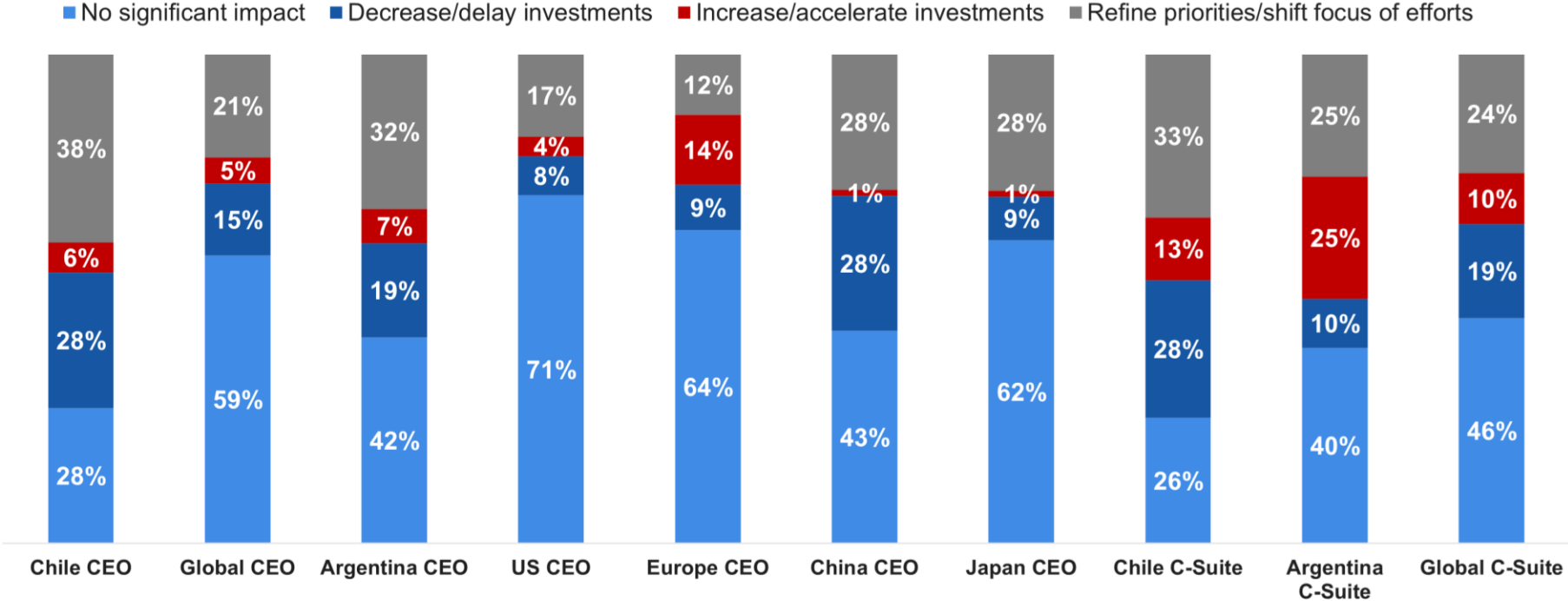
More than half of CEOs in Chile say an economic slowdown or recession would force their organizations to refine or shift priorities related to their ESG spending

Q: An economic slowdown or recession will have the following impact on your company's sustainability (ESG) related spending in 2023:



Compared to global peers, more CEOs in Chile are willing to delay investment or refine investment priorities because of an emerging ESG backlash from stakeholders

Q: What impact do you expect ESG Backlash from policymakers, investors, or others to have on your company's sustainability-related investments during 2023?



About half of CEOs in Chile say climate change is having a significant impact on their businesses now or will in the next 1 to 5 years; there is even more urgency among the C-suite

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

Time Frame	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Japan C-Suite	Chile C-Suite	Argentina C-Suite	Global C-Suite
It has significant impact now	20.0%	22.4%	21.1%	21.5%	36.4%	14.5%	16.3%	23.2%	22.8%	37.5%	25.0%	32.6%
1-5 years	30.8%	23.7%	22.8%	24.2%	18.9%	21.1%	30.0%	25.7%	24.6%	27.5%	20.0%	23.3%
6-10 years	23.1%	19.1%	35.1%	16.1%	10.0%	26.3%	23.8%	20.9%	38.6%	10.0%	25.0%	22.6%
11-15 years	7.7%	8.1%	8.8%	8.7%	5.7%	3.9%	7.5%	8.3%	7.0%	5.0%	10.0%	6.2%
16-20 years	3.1%	3.9%	0.0%	2.0%	6.0%	3.9%	2.5%	7.8%	0.0%	5.0%	5.0%	2.0%
More than 20 years	3.1%	4.1%	3.5%	4.0%	7.4%	3.9%	2.5%	4.8%	1.8%	2.5%	0.0%	3.1%
No material impact	12.3%	16.6%	8.8%	20.8%	14.2%	23.7%	15.0%	9.4%	5.3%	7.5%	15.0%	10.1%
The climate is not changing	0.0%	2.1%	0.0%	2.7%	1.5%	2.6%	2.5%	0.0%	0.0%	5.0%	0.0%	0.1%



CEOs in Chile identify higher energy costs as the greatest climate change-related threat to business operations in 2023

Q: What are the most significant threats to your business operations posed by climate change/environmental-related issues in 2023? (Select 3)

Rank	Chile CEO	CEO Global	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
1	Higher energy costs	Higher energy costs	Higher energy costs	Higher energy costs	Higher energy costs	Higher costs for inputs	Higher energy costs	More regulation	Higher energy costs	Higher energy costs	Higher energy costs
2	Water shortages	More regulation	More regulation	More regulation	More regulation	Higher energy costs	More regulation	Higher energy costs	Weather/wind/water damage	More regulation	Supply chain disruptions
3	More regulation	Higher costs for inputs	Reputation risk	Costs related to transitioning to renewables	Costs related to transitioning to renewables	Supply chain disruptions	Weather/wind/water damage	Higher costs for inputs	Higher costs for inputs	Supply chain disruptions	More regulation
4	Higher costs for inputs	Supply chain disruptions	Costs related to transitioning to renewables	Supply chain disruptions	Increased scarcity of resources	More regulation	Other higher costs	Reputation risk	Water shortages	Higher costs for inputs	Higher costs for inputs
5	Increased scarcity of resources	Weather/wind/water damage	Weather/wind/water damage	Weather/wind/water damage	Other higher costs	Loss of revenues	Supply chain disruptions	Increased scarcity of resources	More regulation	Increased scarcity of resources	Costs related to transitioning to renewables
6	Loss of revenues	Loss of revenues	Higher costs for inputs	Higher insurance costs	Reputation risk	Increased scarcity of resources	Higher costs for inputs	Weather/wind/water damage	Supply chain disruptions	Other higher costs	Increased scarcity of resources
7	Other higher costs	Increased scarcity of resources	Supply chain disruptions	Water shortages	Higher costs for inputs	Weather/wind/water damage	Costs related to transitioning to renewables	Supply chain disruptions	Higher insurance costs	Reputation risk	Weather/wind/water damage
8	Supply chain disruptions	Other higher costs	Increased scarcity of resources	Increased scarcity of resources	Supply chain disruptions	Shipping delays	None of the above	Shipping delays	Reputation risk	Climate change/environmental issues bring positive changes to our business	Loss of revenues
9	None of the above	Costs related to transitioning to renewables	Loss of revenues	Higher costs for inputs	Carbon tax	Costs related to transitioning to renewables	Increased scarcity of resources	None of the above	Costs related to transitioning to renewables	Costs related to transitioning to renewables	Reputation risk
10	Weather/wind/water damage	None of the above	Other higher costs	Loss of revenues	None of the above	Higher insurance costs	Loss of revenues	Other higher costs	Increased scarcity of resources	Loss of revenues	Other higher costs



More than 60% of CEOs and 75% of C-suite executives in Chile say the transition to renewable energy will be significantly positive for their organizations

Q: In your opinion, the transition to renewable energy on your business will be...

	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
No significant impact	26.2%	23.8%	21.1%	24.8%	35.5%	17.1%	26.3%	18.9%	22.5%	20.0%	16.0%
Significantly positive , and already making major adjustments to business	24.6%	17.5%	22.8%	10.1%	22.3%	14.5%	8.8%	29.5%	22.5%	10.0%	17.9%
Significantly positive , and planning major adjustments to business	16.9%	13.5%	19.3%	14.1%	11.5%	5.3%	8.8%	27.2%	25.0%	15.0%	19.7%
Significantly positive , but not yet making or planning major adjustments to business	20.0%	17.0%	22.8%	14.1%	11.8%	34.2%	2.5%	16.8%	27.5%	40.0%	20.5%
Sub-Total Positive Impact	61.5%	48.0%	64.9%	38.3%	46.0%	54.0%	20.1%	73.5%	75.0%	65.0%	58.1%
Significantly negative , and already making major adjustments to business	1.5%	0.8%	1.8%	0.7%	0.8%	0.0%	2.5%	0.9%	2.5%	0.0%	2.0%
Significantly negative , and planning major adjustments to business	0.0%	3.1%	0.0%	3.4%	4.9%	2.6%	8.8%	0.0%	0.0%	0.0%	2.1%
Significantly negative , but not yet making or planning major adjustments to business	0.0%	2.8%	1.8%	5.4%	1.3%	2.6%	2.5%	0.6%	0.0%	0.0%	1.5%
Sub-Total Negative Impact	1.5%	6.7%	3.5%	9.5%	7.0%	5.2%	13.8%	1.5%	2.5%	0.0%	5.6%
Depends on the rate of change	0.0%	14.7%	7.0%	18.8%	8.5%	19.7%	33.8%	2.3%	0.0%	10.0%	14.3%
Not sure	10.8%	6.7%	3.5%	8.7%	3.3%	3.9%	6.3%	3.7%	0.0%	5.0%	6.1%



More than a third of CEOs in Chile say they have no plans to alter supply chains in the next 3 to 5 years; those making changes are focusing on digital tech/AI to improve performance

Q: In response to recent supply chain disruptions, how are you altering your supply chains in the next 3 to 5 years?

	Global CEO	Chile CEO	Argentina CEO	US CEO	Europe CEO	Japan CEO	China CEO	Latin America CEO	Global C-Suite	Chile C-Suite	Argentina C-Suite
We are not altering our supply chains	34.0%	35.7%	42.6%	44.3%	36.3%	34.5%	11.8%	39.8%	20.7%	32.6%	50.0%
Further localizing supply chains	16.7%	10.0%	13.1%	12.0%	21.9%	9.5%	27.1%	14.6%	19.4%	19.6%	9.1%
Better apply lessons learned from previous incidents in our disruption management	16.6%	20.0%	13.1%	12.6%	7.2%	22.6%	29.4%	12.8%	22.9%	23.9%	18.2%
Increase use of digital technology/AI to improve performance tracking	15.9%	22.9%	26.2%	13.8%	9.8%	16.7%	16.5%	24.0%	24.8%	23.9%	27.3%
Greater transparency dealing with vendors	13.7%	7.1%	3.3%	9.0%	11.7%	11.9%	27.1%	13.0%	16.1%	8.7%	9.1%
Raise prices to offset material and transportation costs	12.5%	12.9%	13.1%	12.0%	13.2%	19.0%	9.4%	7.6%	16.8%	8.7%	13.6%
Adopt a global supply chain sustainability code/strategy	11.2%	10.0%	4.9%	6.6%	13.9%	8.3%	20.0%	7.5%	13.7%	17.4%	9.1%
Re-shoring and/or near-shoring production	10.2%	2.9%	9.8%	9.0%	14.5%	7.1%	15.3%	8.3%	14.6%	6.5%	4.5%
Re-orient towards friendly countries (countries that share your values)	8.8%	4.3%	3.3%	8.4%	15.4%	1.2%	9.4%	9.9%	6.1%	2.2%	4.5%
Reduce product assortment	8.1%	10.0%	6.6%	2.4%	8.3%	8.3%	10.6%	8.0%	11.5%	2.2%	0.0%
Link incentives to supply chain performance	7.3%	8.6%	9.8%	4.8%	3.0%	2.4%	15.3%	5.4%	7.7%	6.5%	0.0%
Carry more inventory	7.1%	10.0%	8.2%	6.6%	2.2%	8.3%	5.9%	12.0%	8.5%	10.9%	4.5%
Withdraw from some countries	7.0%	4.3%	1.6%	9.6%	14.8%	1.2%	5.9%	1.6%	5.7%	0.0%	0.0%
Discontinue some product lines	6.5%	10.0%	3.3%	4.8%	2.5%	1.2%	10.6%	3.6%	4.6%	2.2%	4.5%
Reduce number of vendors	5.6%	5.7%	3.3%	9.0%	2.5%	1.2%	7.1%	5.9%	6.9%	4.3%	0.0%
Increase transportation capacity utilization	5.0%	5.7%	3.3%	1.8%	0.6%	7.1%	9.4%	6.9%	8.7%	6.5%	18.2%
Use more sea freight	2.4%	2.9%	4.9%	0.6%	4.9%	0.0%	1.2%	5.8%	4.4%	2.2%	9.1%
Use more air freight	0.7%	2.9%	0.0%	0.0%	0.4%	0.0%	2.4%	0.7%	2.1%	8.7%	4.5%



CEOs in Chile plan to increase their spending on new customers, new product development, and improving the customer experience

Percent saying they will **increase spending** on these issues in 2023

Q: How will your company adjust investments in marketing and communications over the next 24 months?

Marketing & Communications Spending	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
New customer acquisition	64.4%	65.0%	60.4%	55.5%	67.4%	67.6%	68.1%	69.6%	36.1%	44.4%	56.2%
New product development	61.7%	57.7%	50.9%	51.5%	57.7%	60.6%	54.9%	61.0%	36.1%	50.0%	49.8%
Customer service and experience	56.7%	65.3%	68.5%	66.9%	68.6%	60.3%	60.0%	66.7%	54.3%	83.3%	56.3%
Sustainability of products/services	50.8%	45.8%	47.2%	30.8%	37.4%	66.7%	43.1%	54.5%	41.7%	22.2%	46.7%
Loyalty marketing	50.8%	37.8%	58.8%	28.1%	32.2%	44.9%	34.3%	57.1%	41.7%	44.4%	34.4%
eCommerce	47.5%	38.3%	45.3%	30.4%	25.7%	47.1%	23.9%	56.7%	30.6%	33.3%	42.6%
Data-driven marketing	40.0%	42.5%	47.2%	51.1%	34.8%	29.9%	42.3%	51.5%	19.4%	33.3%	42.6%
Internal communications	33.3%	46.0%	37.0%	43.9%	63.6%	37.7%	38.0%	48.7%	32.4%	61.1%	43.8%
External PR/Media presence	28.3%	42.4%	35.8%	51.4%	33.9%	34.8%	48.6%	40.5%	24.3%	44.4%	36.6%
Government Relations	28.3%	23.2%	31.5%	22.6%	22.2%	22.1%	19.7%	23.3%	27.8%	38.9%	30.7%
Advertising	23.7%	26.8%	25.0%	29.7%	17.5%	28.8%	22.2%	30.0%	11.4%	22.2%	23.1%
Crisis Management	23.7%	32.1%	25.9%	22.5%	32.0%	34.8%	41.7%	32.1%	38.9%	33.3%	40.2%
Event marketing	23.3%	34.0%	44.4%	37.2%	27.1%	38.6%	25.4%	44.4%	13.9%	33.3%	18.8%
Sponsorships/Partnerships	21.7%	31.0%	13.2%	40.9%	25.3%	16.2%	23.9%	30.0%	16.7%	22.2%	24.5%
Pricing promotions	21.3%	19.1%	19.2%	17.0%	10.2%	14.9%	14.3%	28.1%	13.9%	44.4%	21.6%
Headcount in marketing	15.3%	20.2%	20.8%	19.9%	11.9%	27.9%	21.1%	19.6%	8.3%	22.2%	13.9%
Headcount in communications	15.0%	15.4%	22.2%	16.8%	12.0%	11.9%	12.7%	22.1%	13.9%	11.1%	13.3%
Investor Relations	15.0%	24.9%	16.7%	22.8%	29.8%	17.9%	14.1%	28.1%	13.9%	16.7%	31.7%



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Percent saying they will **increase spending** on these issues in 2023

Q: How will your company adjust investments in marketing and communications over the next 24 months?

Marketing & Communications Spending	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
New customer acquisition	64.4%	65.0%	60.4%	55.5%	67.4%	67.6%	68.1%	69.6%	36.1%	44.4%	56.2%
New product development	61.7%	57.7%	50.9%	51.5%	57.7%	60.6%	54.9%	61.0%	36.1%	50.0%	49.8%
Customer service and experience	56.7%	65.3%	68.5%	66.9%	68.6%	60.3%	60.0%	66.7%	54.3%	83.3%	56.3%
Sustainability of products/services	50.8%	45.8%	47.2%	30.8%	37.4%	66.7%	43.1%	54.5%	41.7%	22.2%	46.7%
Loyalty marketing	50.8%	37.8%	58.8%	28.1%	32.2%	44.9%	34.3%	57.1%	41.7%	44.4%	34.4%
eCommerce	47.5%	38.3%	45.3%	30.4%	25.7%	47.1%	23.9%	56.7%	30.6%	33.3%	42.6%
Data-driven marketing	40.0%	42.5%	47.2%	51.1%	34.8%	29.9%	42.3%	51.5%	19.4%	33.3%	42.6%
Internal communications	33.3%	46.0%	37.0%	43.9%	63.6%	37.7%	38.0%	48.7%	32.4%	61.1%	43.8%
External PR/Media presence	28.3%	42.4%	35.8%	51.4%	33.9%	34.8%	48.6%	40.5%	24.3%	44.4%	36.6%
Government Relations	28.3%	23.2%	31.5%	22.6%	22.2%	22.1%	19.7%	23.3%	27.8%	38.9%	30.7%
Advertising	23.7%	26.8%	25.0%	29.7%	17.5%	28.8%	22.2%	30.0%	11.4%	22.2%	23.1%
Crisis Management	23.7%	32.1%	25.9%	22.5%	32.0%	34.8%	41.7%	32.1%	38.9%	33.3%	40.2%
Event marketing	23.3%	34.0%	44.4%	37.2%	27.1%	38.6%	25.4%	44.4%	13.9%	33.3%	18.8%
Sponsorships/Partnerships	21.7%	31.0%	13.2%	40.9%	25.3%	16.2%	23.9%	30.0%	16.7%	22.2%	24.5%
Pricing promotions	21.3%	19.1%	19.2%	17.0%	10.2%	14.9%	14.3%	28.1%	13.9%	44.4%	21.6%
Headcount in marketing	15.3%	20.2%	20.8%	19.9%	11.9%	27.9%	21.1%	19.6%	8.3%	22.2%	13.9%
Headcount in communications	15.0%	15.4%	22.2%	16.8%	12.0%	11.9%	12.7%	22.1%	13.9%	11.1%	13.3%
Investor Relations	15.0%	24.9%	16.7%	22.8%	29.8%	17.9%	14.1%	28.1%	13.9%	16.7%	31.7%



C-suite executives in Chile are generally more likely than CEOs to believe their organizations are prepared to deal with major crises

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

Percent of respondents answering "well prepared" or "very well prepared"	Chile CEO	Global CEO	Argentina CEO	US CEO	Europe CEO	China CEO	Japan CEO	Latin America CEO	Chile C-Suite	Argentina C-Suite	Global C-Suite
Pandemic or global public health crisis	55.0%	48.5%	59.3%	49.6%	58.4%	45.1%	28.4%	52.3%	69.4%	72.2%	50.1%
Financial instability	44.3%	38.5%	46.3%	47.9%	52.6%	21.4%	24.4%	46.8%	63.9%	38.9%	45.3%
High inflation	37.7%	31.3%	57.4%	43.2%	31.3%	22.9%	8.2%	45.2%	52.8%	55.6%	39.7%
Recession	33.3%	36.3%	38.9%	49.3%	46.9%	28.2%	21.7%	30.1%	44.4%	33.3%	41.3%
Cybersecurity	32.8%	41.1%	50.0%	51.4%	55.1%	20.6%	39.2%	45.5%	52.8%	47.1%	53.0%
Surge in energy prices	26.7%	30.6%	40.7%	36.4%	33.4%	25.3%	10.9%	31.8%	22.2%	27.8%	33.9%
Supply chain disruption	16.4%	27.9%	27.8%	35.3%	30.4%	24.3%	14.9%	21.2%	28.6%	27.8%	35.5%
Civil unrest	16.4%	12.6%	25.9%	17.6%	19.7%	5.6%	1.4%	21.7%	8.1%	16.7%	12.9%
Water shortages	10.0%	15.4%	16.7%	16.8%	20.2%	14.1%	5.5%	17.1%	19.4%	29.4%	14.6%
Extreme climate events	8.2%	16.4%	14.8%	22.3%	22.0%	14.1%	13.6%	13.8%	22.2%	27.8%	17.9%
Terrorism	8.2%	12.1%	13.2%	15.6%	14.7%	11.4%	6.8%	13.6%	8.3%	16.7%	12.8%
Expansion of war in Ukraine	6.6%	17.4%	16.7%	24.3%	22.3%	13.0%	2.7%	22.4%	8.3%	22.2%	19.9%
Food shortages	6.6%	14.3%	16.7%	19.9%	21.2%	12.8%	2.7%	14.0%	16.7%	22.2%	13.6%
Armed conflict between major powers	1.6%	8.0%	5.6%	8.1%	7.0%	15.3%	0.0%	9.2%	0.0%	16.7%	6.0%
Use of a tactical nuclear weapon in the war in Ukraine	1.6%	6.5%	9.3%	8.0%	5.8%	8.6%	1.4%	10.4%	0.0%	16.7%	6.0%



About the Author



Charles Mitchell,

Senior Director, Content Quality is responsible for ensuring the objectivity, independence, accuracy, and business relevance of the organization's research. Since joining The Conference Board in 1997, he has authored dozens of reports on business and economic issues and has worked intensively with The Conference Board Councils in the US, Asia, and Europe.

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