Q. WHEN WILL ECONOMIC ACTIVITY RETURN TO THE LEVEL IT WAS BEFORE THE PANDEMIC?

Q1 2021: 14.3%
Other: 8.3%
Q1 2023: 25.0%
Q1 2022: 52.4%

Q. WHEN WILL AT LEAST 90% OF YOUR WORKFORCE HAVE RETURNED TO THEIR USUAL WORKPLACE?

- June 2020: 9.5%
- September 2020: 17.9%
- January 2021: 20.2%
- June 2021: 17.9%
- January 2022: 8.3%
- Never: 26.2%

Q. IN JANUARY 2021, HOW DO YOU EXPECT YOUR COMPANY'S TOTAL EMPLOYMENT TO COMPARE TO WHAT IT WAS IN JANUARY 2020?

- Slightly less: 53.6%
- Significantly less: 19.0%
- Roughly the same: 13.1%
- Slightly more: 10.7%
- Much more: 3.6%

Q. AT MY COMPANY, THIS CRISIS WILL HAVE WHAT EFFECT ON THE PACE OF TECHNOLOGICAL TRANSFORMATION?

- ACCELERATE: 75.0%
- NO SIGNIFICANT EFFECT: 19.0%
- SLOW: 6.0%

Q. HAVE YOU LAID OFF OR FURLOUGHED WORKERS IN RESPONSE TO THE CRISIS?

- Laid off less than 5%: 13.1%
- Laid off 5%-10%: 8.3%
- Laid off more than 10%: 22.6%
- No layoffs: 48.9%
- Have been hiring: 71%

Q. WHEN DO YOU EXPECT CAPITAL SPENDING AT YOUR COMPANY TO EXCEED 2019 LEVELS?

- 2020: 19.0%
- 2021: 35.7%
- 2022: 27.4%
- 2023: 13.1%
- Never: 4.8%
- Other: 4.8%

Q. LAST AUGUST, THE BUSINESS ROUNDTABLE ISSUED A STATEMENT EMPHASIZING COMPANIES' RESPONSIBILITIES TO VARIOUS STAKEHOLDERS...WHICH STATEMENT BELOW COMES CLOSEST TO REFLECTING YOUR VIEW?

- I agree with the statement, and believe most good companies always have operated that way. Nothing changed: 63.9%
- I agree with the statement, and believe it represents a significant change in corporate thinking from a decade or two ago: 25.3%
- I don't agree with the statement: 3.6%
- Other: 7.2%

FORTUNE SURVEYED THE CEOS OF THE 2020 FORTUNE 500 LIST... AND HERE ARE THE RESULTS.
Q. AFTER THE PANDEMIC PASSES, HOW WILL THE WORLD HAVE CHANGED?

- Business travel will become less frequent, replaced by video conferencing: 60%
- Nationalism will rise, and global supply chains will become less common: 30%
- China will be strengthened as a power in the world, relative to the U.S.: 20%
- Government surveillance techniques will become more common worldwide: 10%
- Trust in governments will rise, as a result of their response to the crisis: 5%
- Trust in capitalism will rise, as a result of the business response to the crisis: 2%
- Concern about the environment will fall, as a result of more immediate focus on economic problems: 1%
**Q. Politically, I consider myself**

- **Republican:** 32%
- **Democrat:** 4%
- **Independent:** 59%

**Q. The best book I have read during the pandemic lockdown is (Top 2)**

- **Fiction:** *The History of Bees*
- **Nonfiction:** *Sapiens*

**Q. The Fortune 500 CEO, other than myself, whom I most admire is (Top 3)**

- **Jamie Dimon:** 23%
- **Doug McMillon:** 16%
- **Satya Nadella:** 7%

**Q. What are your top concerns with respect to business risk management in today’s current environment?**

<table>
<thead>
<tr>
<th>Concern</th>
<th>My number one concern</th>
<th>One of my top three concerns</th>
<th>A concern, but not among my top three</th>
<th>Not a major concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping my employees safe and productively employed.</td>
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<tr>
<td>Providing a safety net for my employees through additional benefits, services, or flexible work arrangements.</td>
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<td>Short term liquidity.</td>
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<td>Dependencies on federal, state, and local governments.</td>
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<td>Supply-chain continuity.</td>
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<td>Impact on my customers and uncertainty with their business continuity or vulnerability.</td>
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<tr>
<td>Economic forecasts and uncertainty with demand for my products and services.</td>
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</tbody>
</table>

*Risk question provided by survey sponsor, Zurich North America Insurance**

**Q. If I was going to invest in the stock of one company other than my own on the Fortune 500 today, it would be (Top 3)**

- **Fortune surveyed the CEOs of the 2020 Fortune 500 list... and here are the results.**

- **Amazon**
- **Microsoft**
- **Apple**
- **Tesla**
- **Carnival**
- **Boeing**