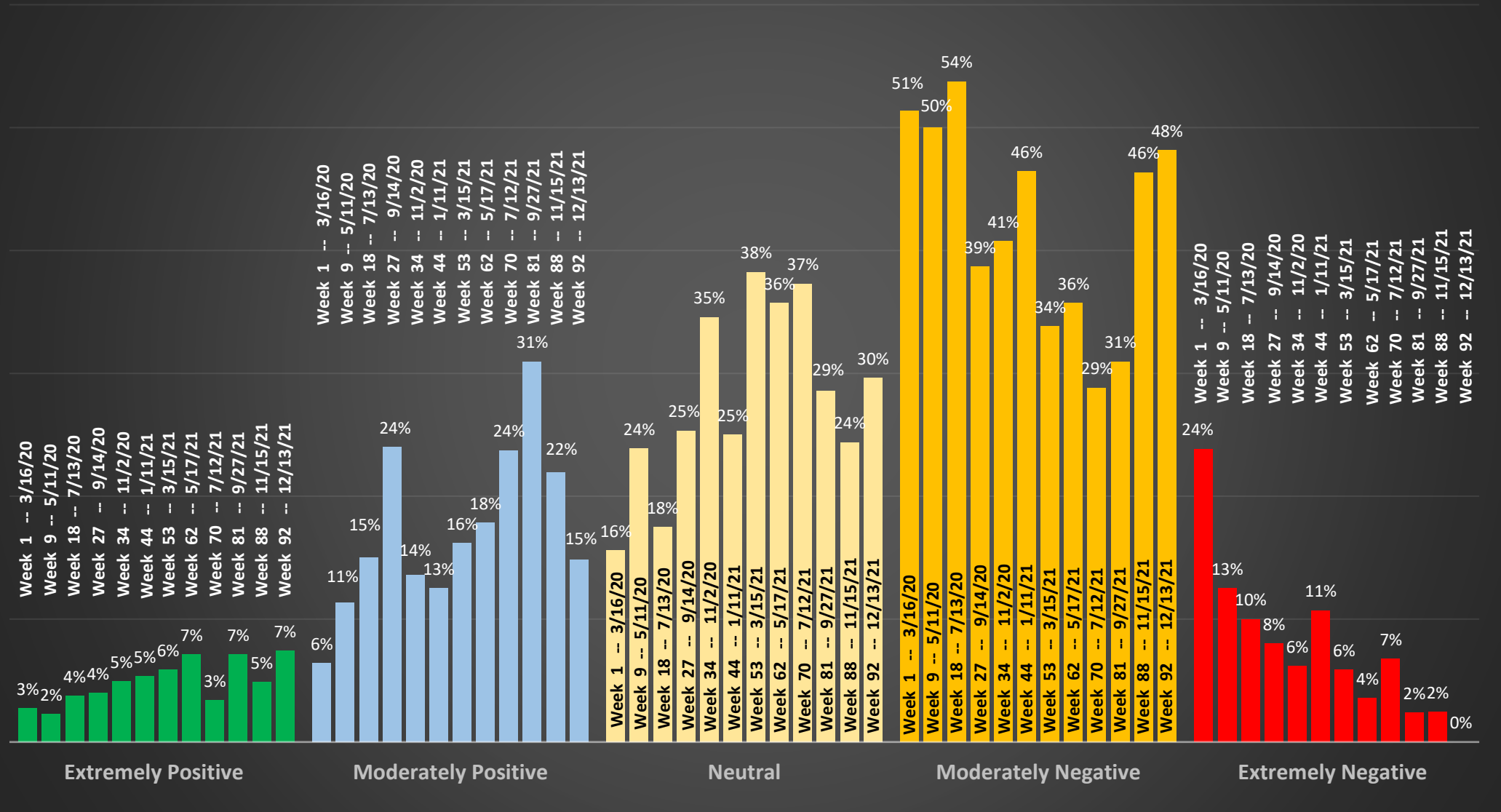


Alliance of CEOs Business Trends Survey During COVID-19 Crisis

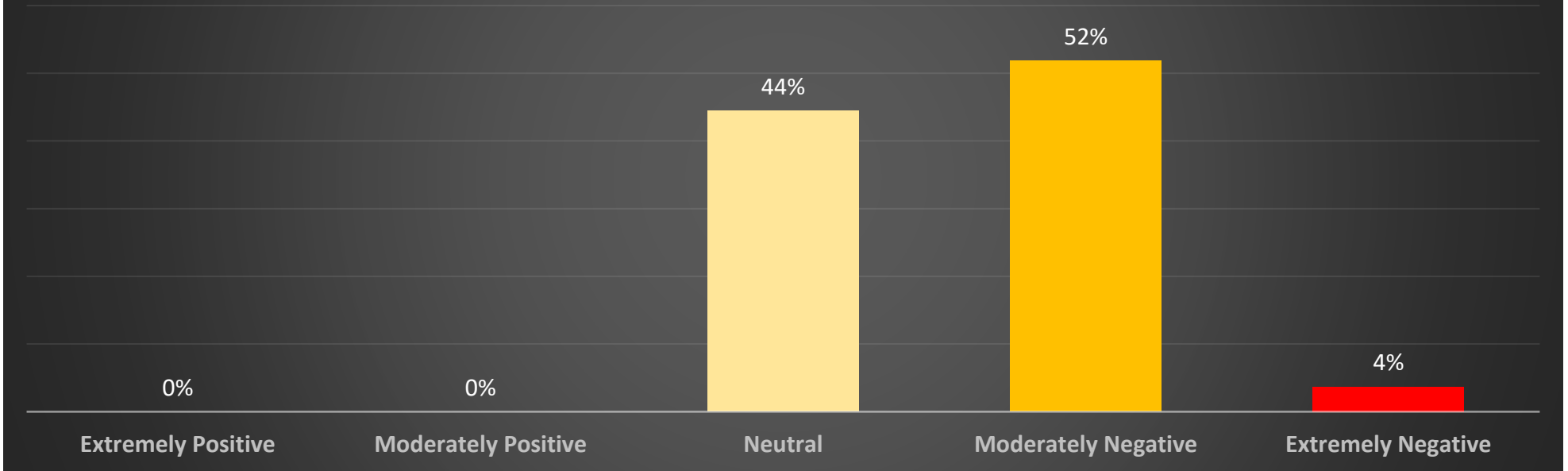
Since March 17, 2020, the [Alliance of Chief Executives](#) has administered a CEO survey to more than 300 Alliance member companies to “take the temperature” of how businesses are experiencing the COVID-19 crisis. The survey is intended to share insights into the extent and range of actions taken by business leaders as they continue to make critical decisions to steer their organizations through these difficult times. Below are the results of the questions asked to:

- Measure the [depth of the impact](#)
- View the [latest business trends](#)
- Project when we might “[return to somewhat normal](#)”; and
- Assess [Return-to-Workplace](#) plans and setbacks

How is the Covid-19 situation impacting your business?

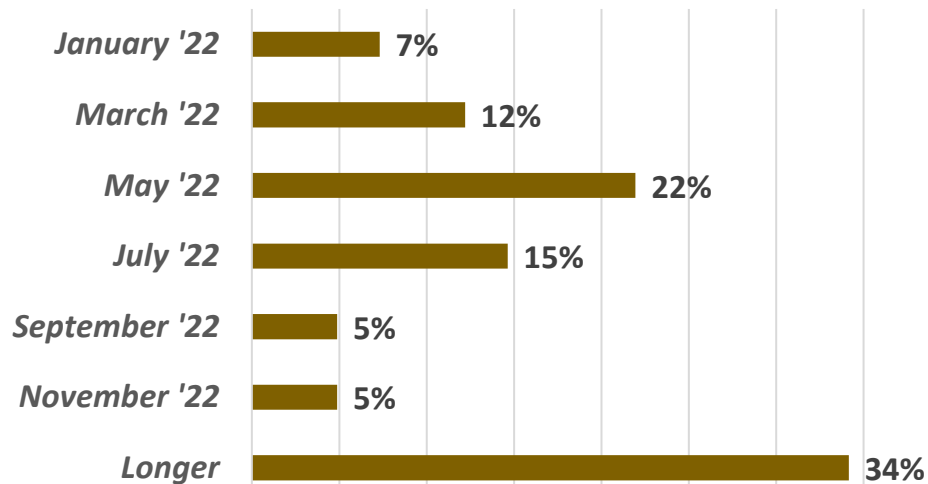


How are supply-chain disruptions impacting your business? (Week 92 - 12/13/21)



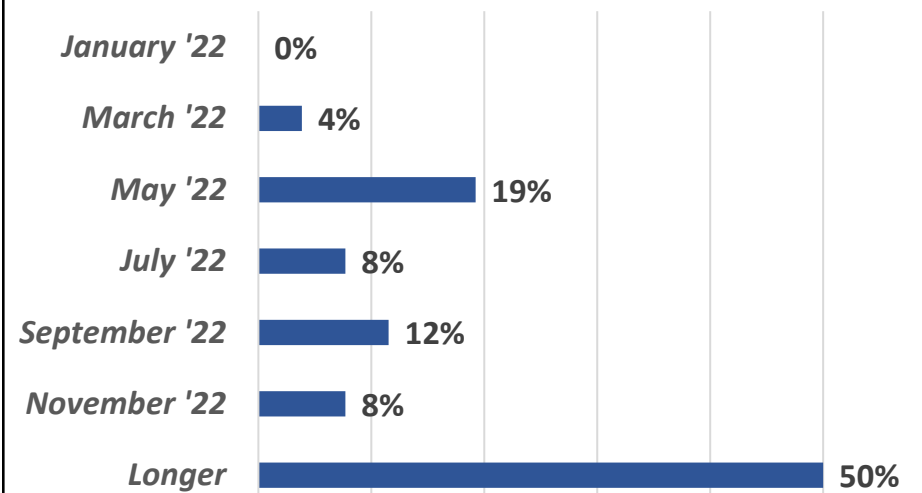
In what month do you project COVID-19 will no longer be a consideration when making decisions that affect your business and employees?

As of Week 88 - November 15, 2021

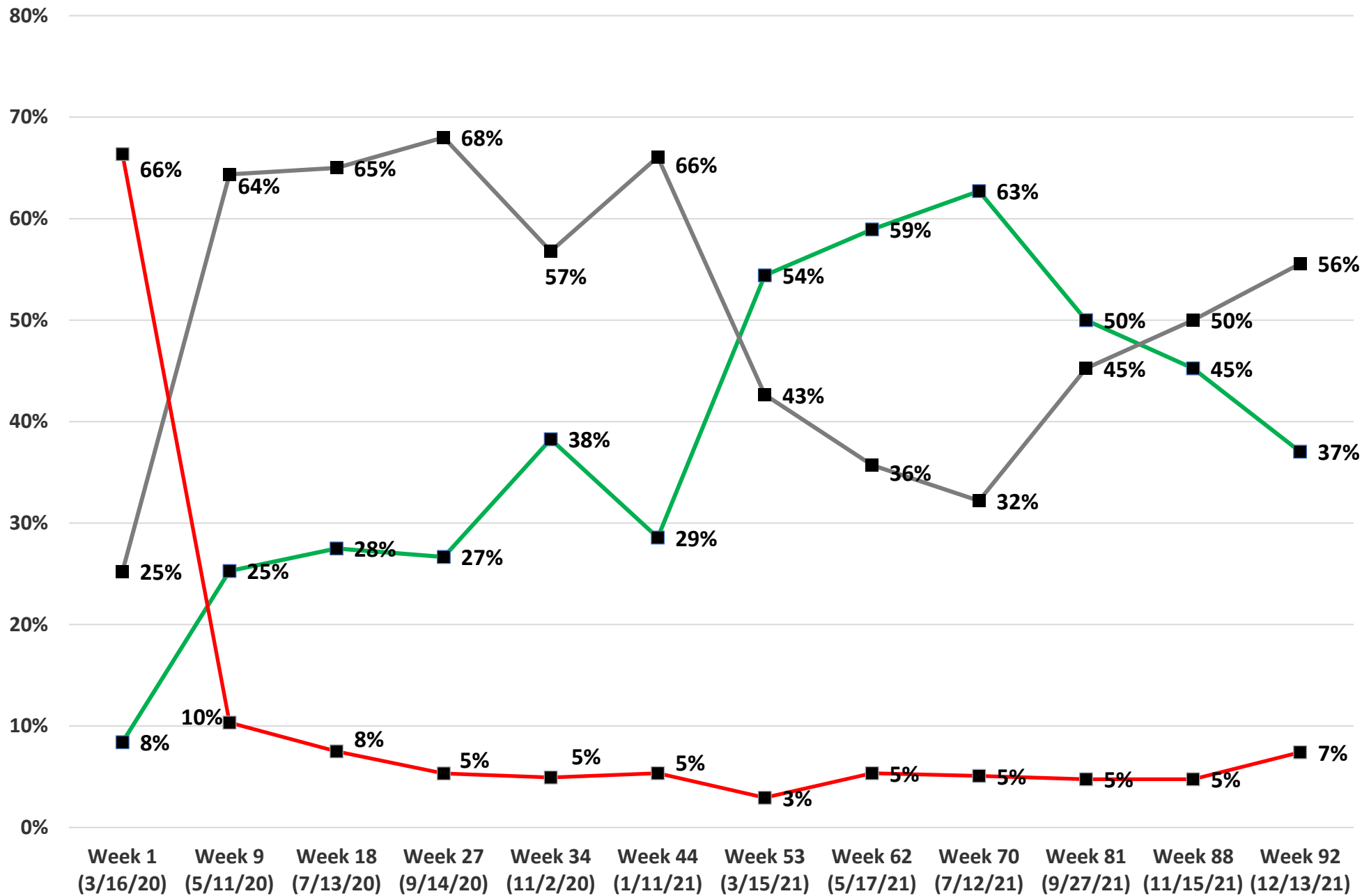


In what month do you project COVID-19 will no longer be a consideration when making decisions that affect your business and employees?

As of Week 92 - December 13, 2021



How has your business changed?



■ Improving
 ■ No Change
 ■ Getting Worse

% of businesses negatively impacted:

- Week #1 (3/16/20) = 75%
- Week #5 (4/13/20) = 73%
- Week #9 (5/11/20) = 63%
- Week #13 (6/8/20) = 62%
- Week #18 (7/13/20) = 64%
- Week #25 (8/31/20) = 51%
- Week #27 (9/14/20) = 47%
- Week #30 (10/5/20) = 58%
- Week #34 (11/2/20) = 47%
- Week #39 (12/7/20) = 55%
- Week #44 (1/11/21) = 57%
- Week #48 (2/8/21) = 46%
- Week #53 (3/15/21) = 40%
- Week #57 (4/12/21) = 47%
- Week #62 (5/17/21) = 40%
- Week #66 (6/14/21) = 27%
- Week #70 (7/12/21) = 36%
- Week #75 (8/16/21) = 39%
- Week #81 (9/27/21) = 33%
- Week #85 (10/25/21) = 37%
- Week #88 (11/15/21) = 48%
- **Week #92 (12/13/21) = 48%**

% of businesses extremely negatively impacted:

- Week #1 (3/16/20) = 24%
- Week #5 (4/13/20) = 24%
- Week #9 (5/11/20) = 13%
- Week #13 (6/8/20) = 13%
- Week #18 (7/13/20) = 10%
- Week #25 (8/31/20) = 7%
- Week #27 (9/14/20) = 8%
- Week #30 (10/5/20) = 9%
- Week #34 (11/2/20) = 6%
- Week #39 (12/7/20) = 3%
- Week #44 (1/11/21) = 11%
- Week #48 (2/8/21) = 2%
- Week #53 (3/15/21) = 6%
- Week #57 (4/12/21) = 5%
- Week #62 (5/17/21) = 4%
- Week #66 (6/14/21) = 2%
- Week #70 (7/12/21) = 7%
- Week #75 (8/16/21) = 2%
- Week #81 (9/27/21) = 2%
- Week #85 (10/25/21) = 2%
- Week #88 (11/15/21) = 2%
- **Week #92 (12/13/21) = 0%**

% of business experiencing positive gains:

- Week #1 (3/16/20) = 9%
- Week #5 (4/13/20) = 10%
- Week #9 (5/11/20) = 13%
- Week #13 (6/8/20) = 18%
- Week #18 (7/13/20) = 19%
- Week #25 (8/31/20) = 26%
- Week #27 (9/14/20) = 28%
- Week #30 (10/5/20) = 20%
- Week #34 (11/2/20) = 19%
- Week #39 (12/7/20) = 23%
- Week #44 (1/11/21) = 18%
- Week #48 (2/8/21) = 26%
- Week #53 (3/15/21) = 22%
- Week #57 (4/12/21) = 31%
- Week #62 (5/17/21) = 25%
- Week #66 (6/14/21) = 37%
- Week #70 (7/12/21) = 27%
- Week #75 (8/16/21) = 34%
- Week #81 (9/27/21) = 38%
- Week #85 (10/25/21) = 29%
- Week #88 (11/15/21) = 27%
- **Week #92 (12/13/21) = 22%**

% of businesses that are getting worse:

- Week #1 (3/16/20) = 66%
- Week #5 (4/13/20) = 18%
- Week #9 (5/11/20) = 10%
- Week #13 (6/8/20) = 9%
- Week #18 (7/13/20) = 8%
- Week #25 (8/31/20) = 9%
- Week #27 (9/14/20) = 5%
- Week #30 (10/5/20) = 15%
- Week #34 (11/2/20) = 5%
- Week #39 (12/7/20) = 12%
- Week #44 (1/11/21) = 5%
- Week #48 (2/8/21) = 6%
- Week #53 (3/15/21) = 3%
- Week #57 (4/12/21) = 5%
- Week #62 (5/17/21) = 5%
- Week #66 (6/14/21) = 4%
- Week #70 (7/12/21) = 5%
- Week #75 (8/16/21) = 18%
- Week #81 (9/27/21) = 5%
- Week #85 (10/25/21) = 15%
- Week #88 (11/15/21) = 5%
- **Week #92 (12/13/21) = 7%**

% of businesses that are getting better:

- Week #1 (3/16/20) = 8%
- Week #5 (4/13/20) = 14%
- Week #9 (5/11/20) = 25%
- Week #13 (6/8/20) = 39%
- Week #18 (7/13/20) = 28%
- Week #25 (8/31/20) = 31%
- Week #27 (9/14/20) = 27%
- Week #30 (10/5/20) = 51%
- Week #34 (11/2/20) = 38%
- Week #39 (12/7/20) = 49%
- Week #44 (1/11/21) = 29%
- Week #48 (2/8/21) = 44%
- Week #53 (3/15/21) = 54%
- Week #57 (4/12/21) = 51%
- Week #62 (5/17/21) = 59%
- Week #66 (6/14/21) = 61%
- Week #70 (7/12/21) = 63%
- Week #75 (8/16/21) = 49%
- Week #81 (9/27/21) = 50%
- Week #85 (10/25/21) = 46%
- Week #88 (11/15/21) = 45%
- **Week #92 (12/13/21) = 37%**

Alliance CEOs projection for when we will "return to somewhat normal":

- Week #1 = August 17th
- Week #3 = September 14th
- Week #5 = October 16th
- Week #7 = November 8th
- Week #9 = November 14th
- Week #11 = November 25th
- Week #13 = December 3rd
- Week #15 = December 5th
- Week #18 = February 21st
- Week #20 = February 17th
- Week #22 = February 27th
- Week #25 = April 1st
- Week #27 = March 18th

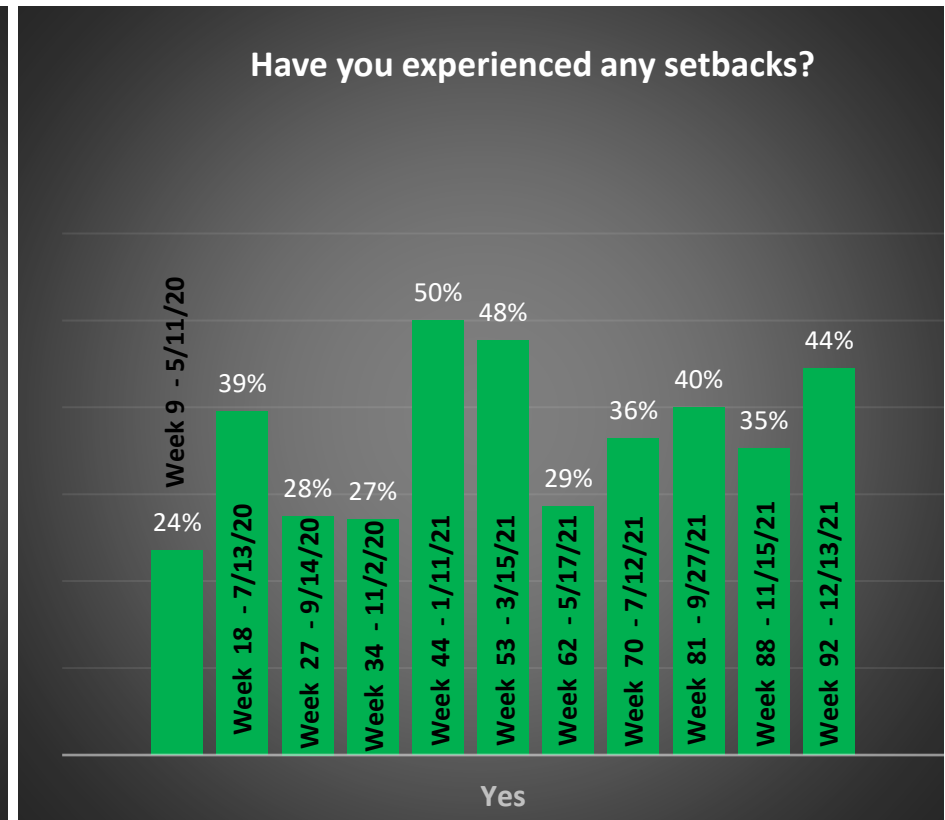
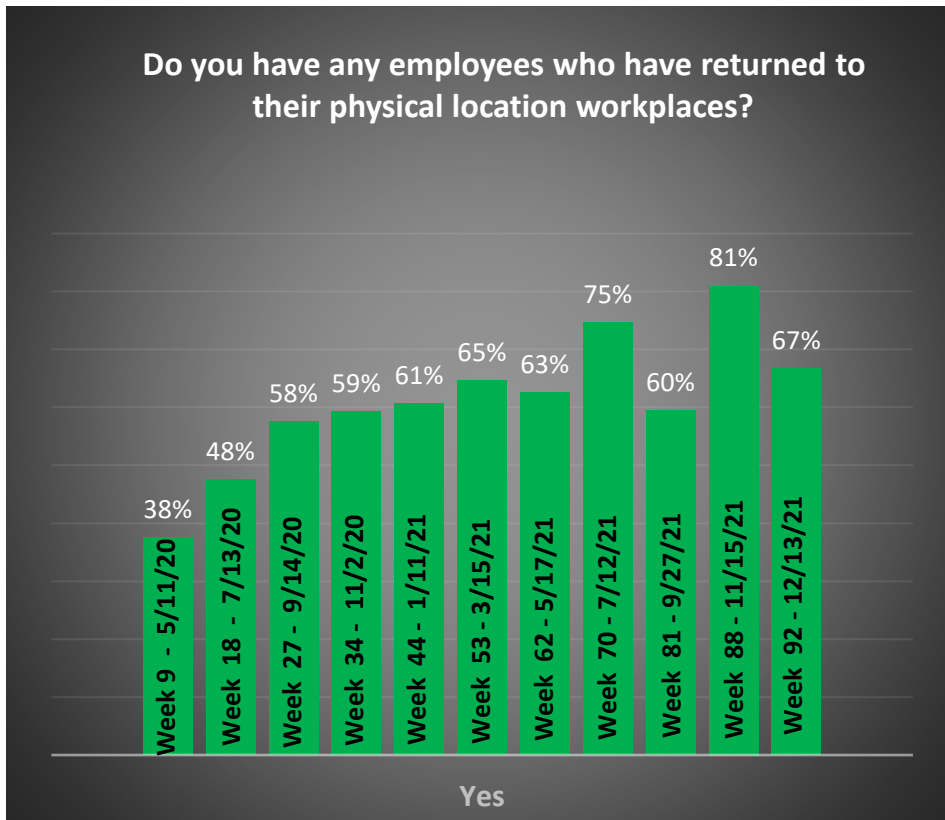
What are your plans for your workplaces *after* the Pandemic?

	<u>9/14/20</u>	<u>5/17/21</u>	<u>6/14/21</u>	<u>7/12/21</u>	<u>8/16/21</u>	<u>9/27/21</u>	<u>10/25/21</u>	<u>11/15/21</u>	<u>12/13/21</u>
Return to “normal” with most everyone returning to their former workplaces on a weekly basis	27%	32%	18%	24%	24%	18%	15%	17%	26%
A “hybrid” model combining In-Office with Remote / WFH work (1 to 4 days per week)	31%	43%	46%	50%	51%	59%	60%	64%	48%
Allow unlimited WFH but NOT allowing employees to move to remote locations	12%	5%	7%	3%	4%	0%	2%	2%	0%
Allow unlimited WFH from anywhere, anytime	31%	20%	30%	22%	20%	23%	23%	17%	26%

Returning Employees to their Workplaces

As of Monday, **December 13, 2021** (Week #92):

- **67%** of Alliance companies have **returned some employees** to their workplaces. Of those,
 - **23%** of those companies have **returned fewer than 25%** of their employees
 - **50%** have **returned 75% or greater of their employees** to their workplaces; and
- **44%** of those who have returned employees to their workplaces have experienced some **setbacks**



What percentage of employees have returned to their workplaces?

