

Mazars C-suite barometer 2021

Insights from respondents in France

July 2022



01

Survey overview

Methodology and sample

C-suite barometer 2021

Survey and sample details: France

Mazars' second annual survey of **C-suite executives**

Fieldwork

- Total sample: **N=1130**
 - N=1096 respondents sourced via online panel
 - N=34 Mazars Invitees
- Total France sample: **n=50**
- 15-minute questionnaire
- Fieldwork: 24 Sep – 25 Oct, 2021
 - Wave 1: July-August, 2020

Participant criteria

Respondent profile	
Organisation	<ul style="list-style-type: none"> ▪ For-profit business ▪ Business has annual revenue of \$1m+ ▪ Revenue categories (each 30-40% of sample): <ul style="list-style-type: none"> ▪ \$1m-\$100m ▪ \$100m-\$1bn ▪ \$1bn+
Job level	C-suite: <ul style="list-style-type: none"> • CEO, Chairman, Board, Other C-suite executive • President, Senior/Executive VP <i>and</i> leads a region or function in their company

Industry sector

	Sample
Financial Services	6
Technology & Telecoms	18
Retail & Consumer Products	5
Automotive & Manufacturing	5

Seniority

	Sample
CEO, Chairman, Board	33
Other C-suite executive	17

Revenue

	Sample
\$1m-\$100m	13
\$100m-\$1bn	17
More than \$1bn	20

Respondent type

	Sample
Panel	50
Invitee	0

02

Focus on French respondents

What do French leaders think?

Focus on France
What do French Leaders think?

Confidence

Business transformation

Covid

ESG

Confidence

Revenue and resilience

C-suites in France are optimistic about revenue growth

- Nine in ten (92%) predict revenue growth this year, higher than 86% of the global average.

And are confident in their ability to recover from crises

- 86% of French C-suites are confident in their ability to overcome a crisis, similar to 88% globally.

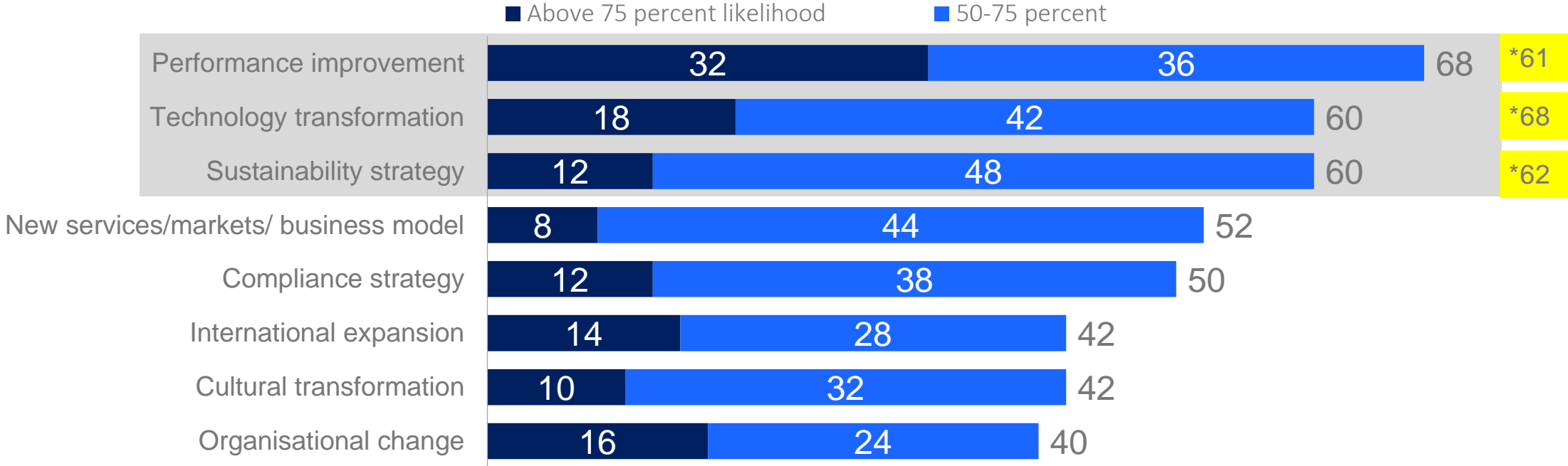


Business transformations

French executives expect transformations in performance improvement, technology and ESG strategy

Likelihood of transformation in next 3-5 years

Percent of respondents, France



How likely is it that your organisation will go through a transformation in each of the following areas during the next 3-5 years?

France, n=50

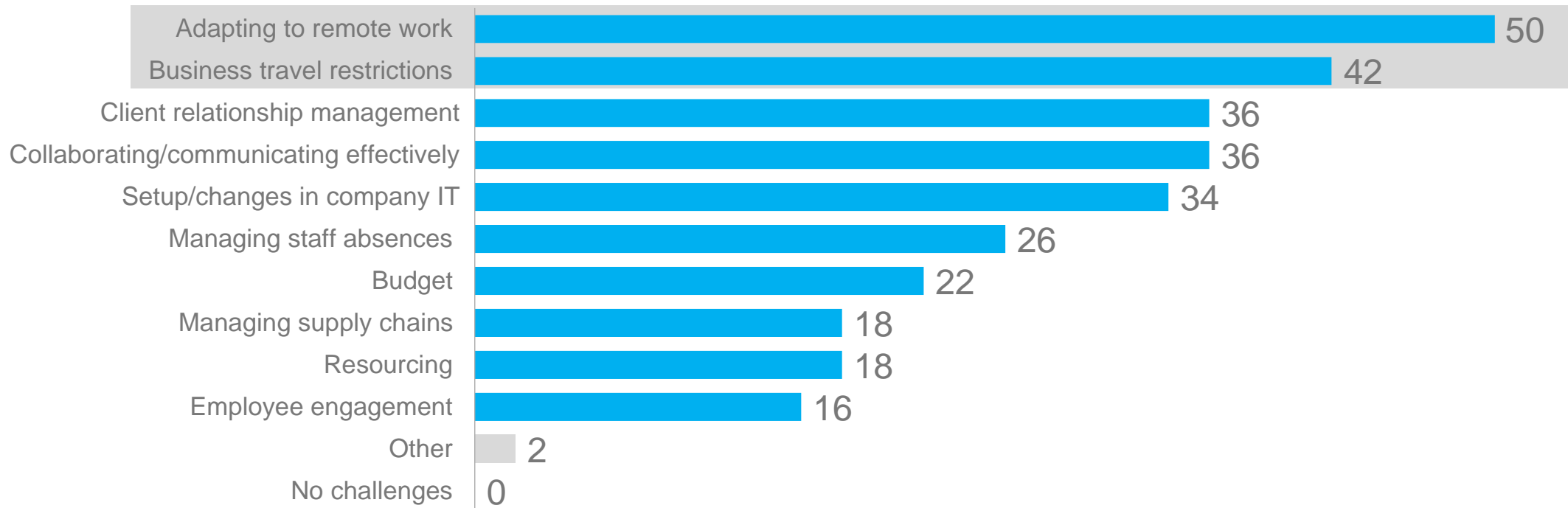
*global response in %

Technology

Adapting to remote work and business travel restrictions were French leaders' biggest COVID challenges

Biggest challenges caused by COVID-19

Percent of respondents, France



Thinking about the Covid-19 pandemic, which THREE of the following challenges caused the MOST disruption to your business over the past 12 months?

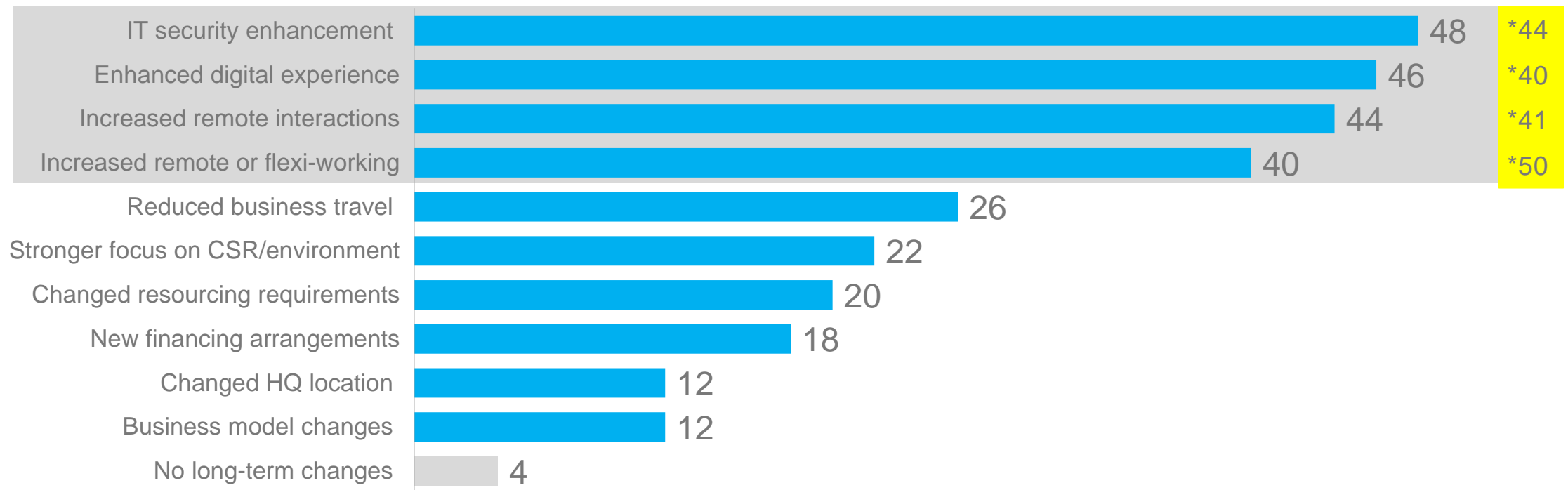
France, n=50

Technology

Long-term changes due to COVID: IT security enhancement, digital experience, remote interactions and flexi-working

Long-term changes made due to the COVID-19 pandemic

Percent of respondents, France



Below is a list of changes that businesses may have made due to the COVID-19 pandemic. Some of these may remain in place long-term, others may be reversed. Please select the **THREE** most important changes that your organisation made, which will remain in place in your business over the long-term.

France, n=50

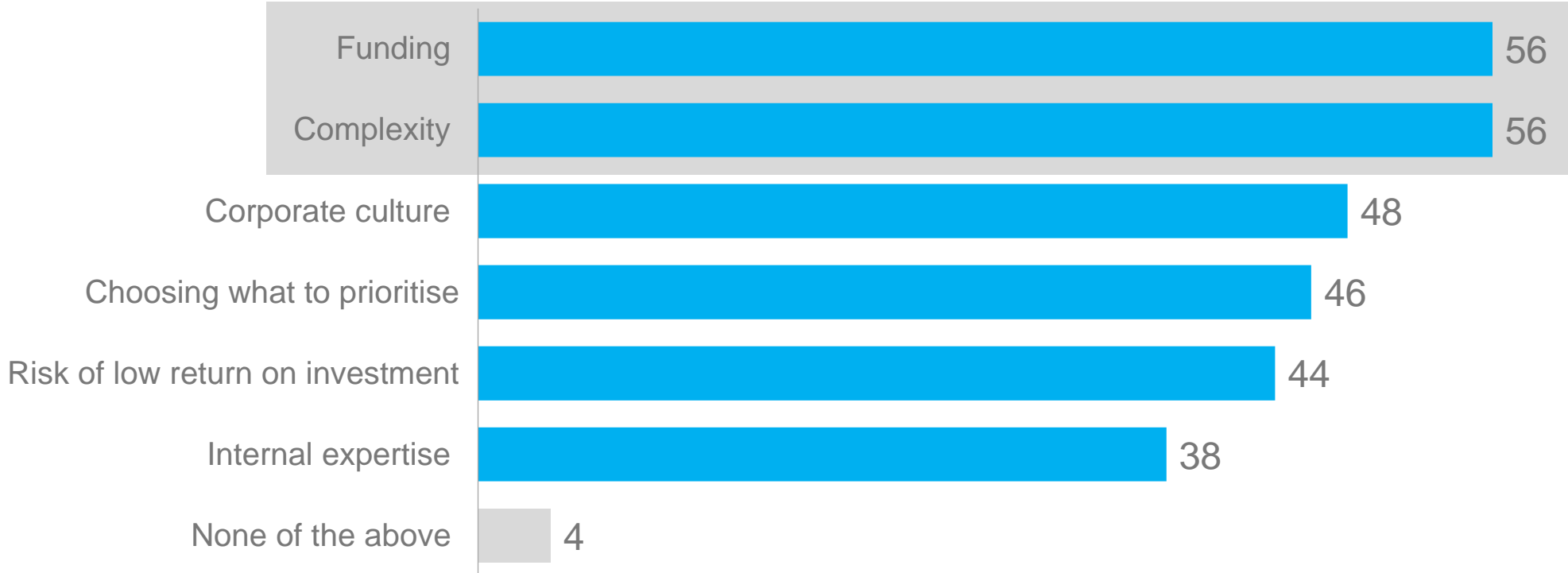
*global response in %

ESG

Funding and complexity are most significant barriers to ESG investment

Most significant barriers to ESG investment

Percent of respondents, France



What are the most significant barriers to your organisation investing in responses to ESG issues?

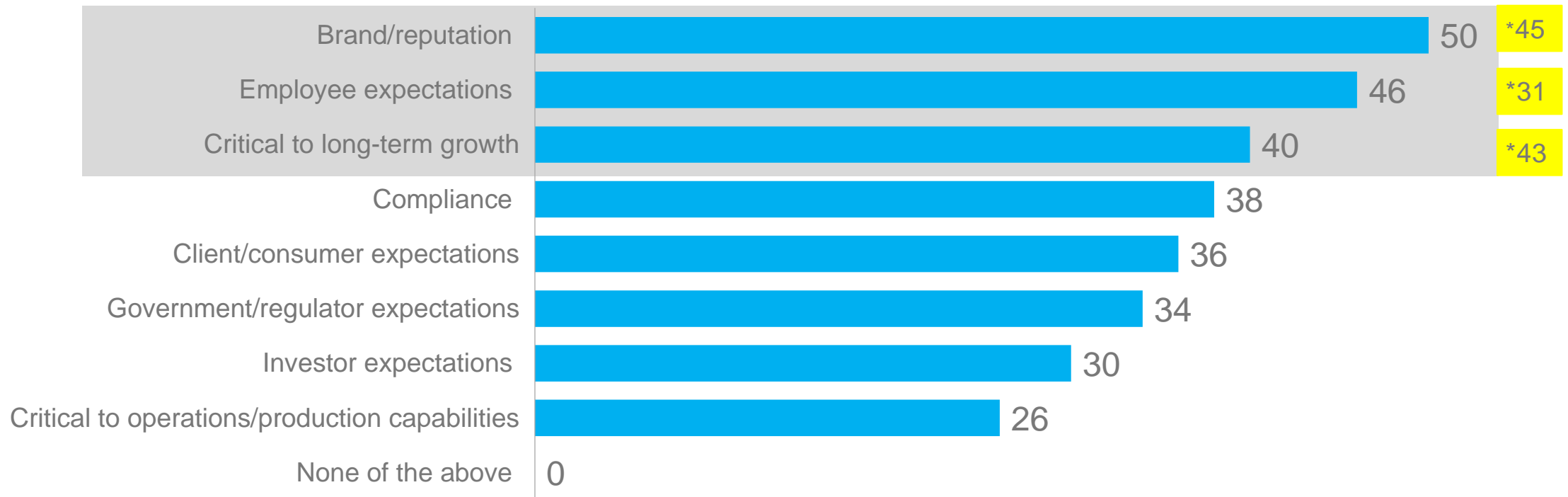
France, n=50

ESG

Investment in ESG driven by brand, employee expectations, and the perception it's critical to long-term growth

Most important reasons for ESG investment

Percent of respondents, France



Which **THREE** of the following are the **MOST** important reasons to invest in responses to ESG issues?

France, n=50

*global response in %

ESG

Investment in ESG driven by brand, employee expectations, and the perception it's critical to long-term growth

Focus on the expectations of the younger generations



Maud Sarda [in](#) • 2nd

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Co-fondatrice et Directrice de Label Emmaüs | LinkedInTopV...
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En tant que diplômée de l'[EDHEC Business School](#), et chef d'entreprise engagée dans la lutte contre les inégalités sociales et la préservation des ressources avec [Label Emmaüs](#), j'espère qu'un jour l'Edhec, et toutes les autres écoles de commerce, annonceront avec autant de fierté être dans le TOP 5 des écoles engagées dans la seule économie qui garantisse la survie des générations futures: celle de la [#sobriété](#). Certains étudiants commencent à prendre la parole avec des discours forts, hier à [HEC School of Management](#), il y a quelques semaines à [AGRO TECH PARIS](#). Pour l'instant, ils sont appelés "déserteurs" ou "dissidents". Mais il y a du monde qui applaudit la salle. Il est urgent de changer de paradigme. Et les écoles ont une responsabilité énorme et historique en formant les cadres dirigeants du [#marketing](#), de la [#finance](#), du [#conseil](#) et de la [#gestion](#).

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As a graduate of the [EDHEC Business School](#), and a business leader committed to the fight against social inequalities and the preservation of resources with [Label Emmaüs](#), I hope that one day Edhec, and all other business schools, will announce with equal pride that they are in the TOP 5 schools engaged in the only economy that guarantees the survival of future generations: that of [#sobriété](#). Some students begin to speak with strong speeches, yesterday in [HEC School of Management](#), a few weeks ago in [AGRO TECH PARIS](#). For now, they are called "deserters" or "dissidents". But there are people who applaud the room. There is an urgent need for a paradigm shift. And schools have a huge and historic responsibility in training the top executives of [#marketing](#), [#finance](#), [#conseil](#) and [#gestion](#).



«Nos métiers sont destructeurs»: le discours choc des étudiants d'Agro...
youtube.com



Sous la pression des "rebelles" de HEC, la Grande Ecole de Commerce prend un virage écologique ambitieux

novethic.fr • 3 min read

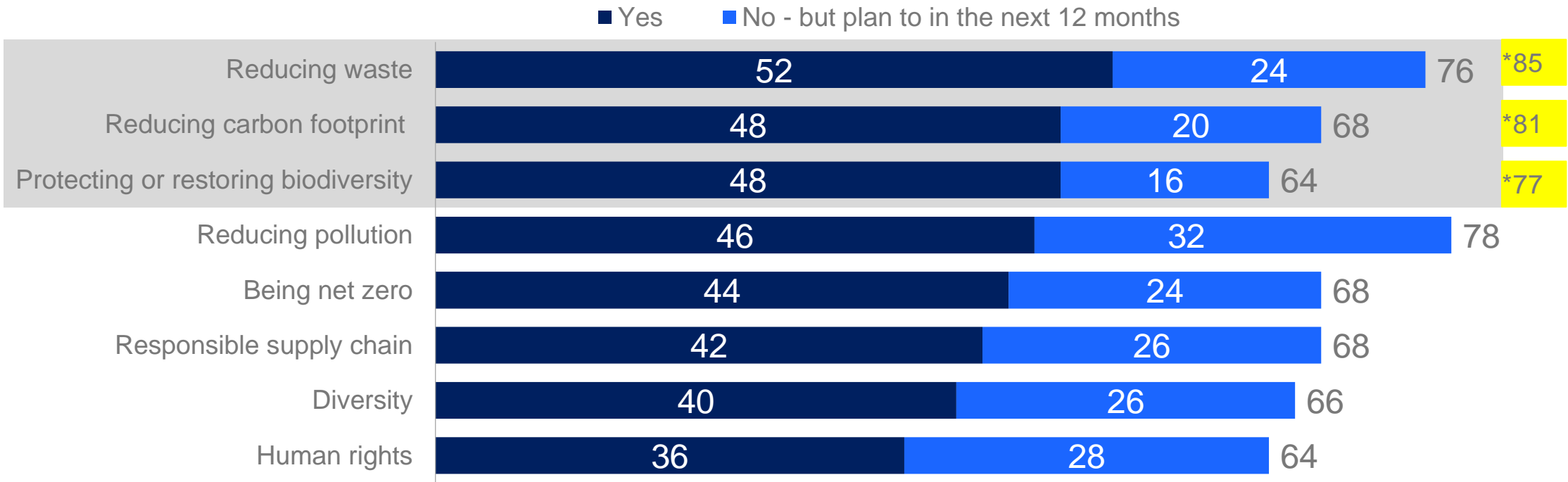
ESG

Over half have publicly committed to reducing waste

Plans to commit to reducing pollution seem to be on the horizon

Public commitment to ESG issues

Percent of respondents, France



Have you made public commitments related to the following ESG topics?

France, n=50

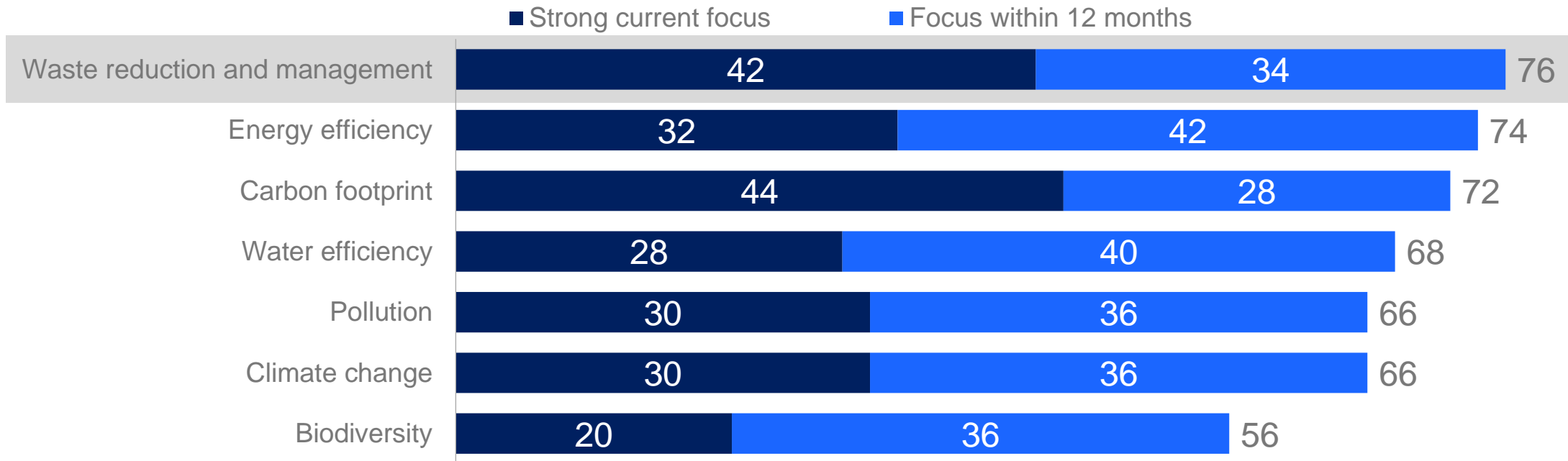
*global response in %

ESG

Environment: Current focus is on waste reduction/management and carbon footprint; plans to focus on energy and water efficiency in coming year

Focus areas for environmental issues

Percent of respondents, France



For each of the following environmental issues, please indicate whether this is a strong current area of focus for your organisation, a focus area for the future, or not planned for.

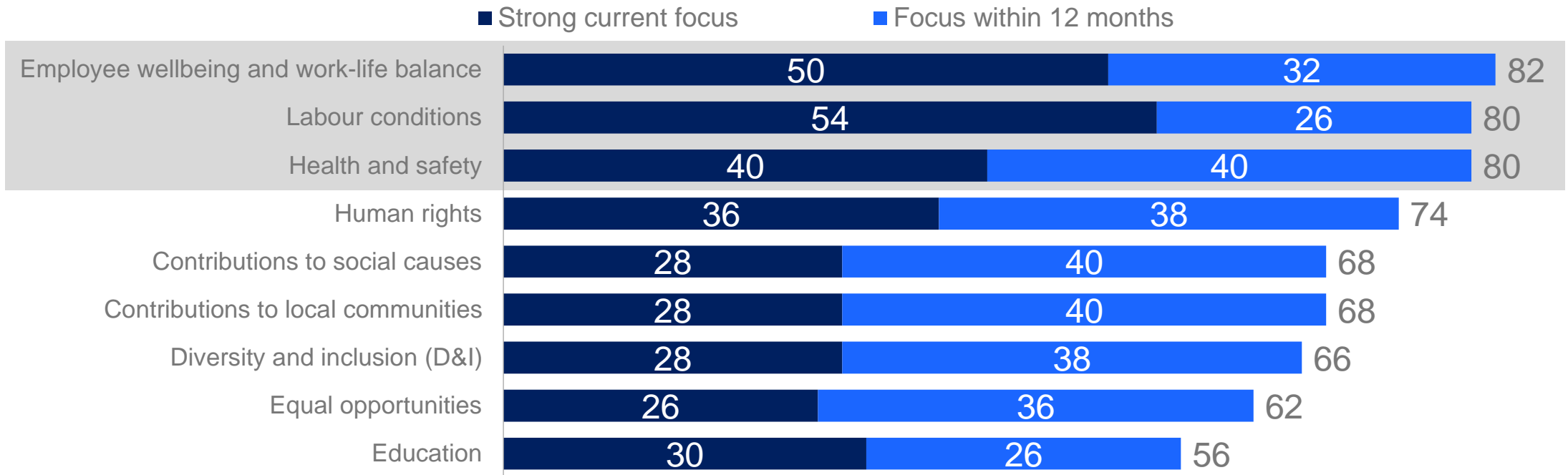
France, n=50

ESG

Society: Four in five report labour conditions, employee wellbeing and health and safety as present or upcoming social focus areas

Focus areas for social issues

Percent of respondents, France



For each of the following social issues, please indicate whether this is a strong current area of focus for your organisation, a focus area for the future, or not planned for.

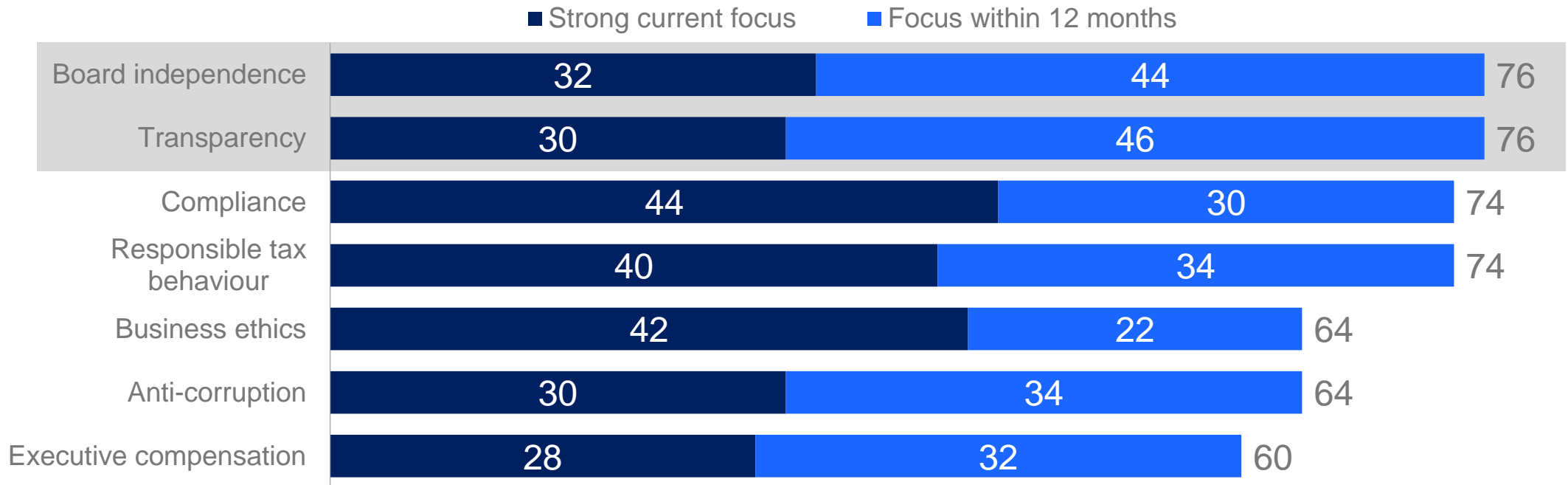
France, n=50

ESG

Governance: Board independence and transparency are top fields of governance for French executives

Focus areas for governance issues

Percent of respondents, France



For each of the following governance issues, please indicate whether this is a strong current area of focus for your organisation, a focus area for the future, or not planned for.

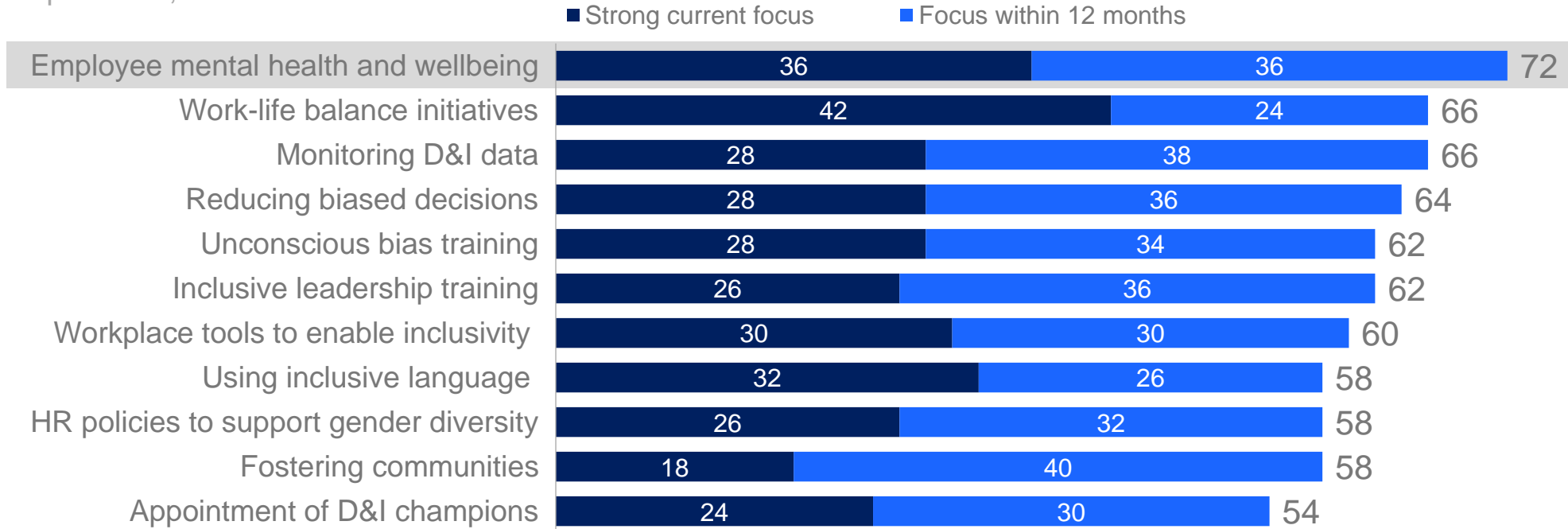
France, n=50

ESG

Top D&I focus area is employee mental health and wellbeing: almost three-quarters say it'll be a focus in the next year at least

Focus areas for D&I issues

Percent of respondents, France



For each of the following areas of diversity and inclusion (D&I), please indicate whether this is a strong current area of focus for your organisation, a focus area for the future, or not planned for.

France, n=50

ESG

Employee mental health

Focus on Psychosocial risks

2 millions

Employees declared in a Burn Out situation.

1 over 3

Woman has already been confronted to a situation of sexual harrasment on the workplace. Only 7 to16% speak up

1,5 X

Higher for managers (Burn out rate)

15,5%

Men declare endured violences during the last year.

1,9 to3 billion €

Economical cost of Psychosocial cases

44%

Workers declare themsleves as psychologically distressed psychologique out of which 46% are working remotely

15%

Workers have declared absences for psychological resin iver the last year. It represents 2,83 days absences as an average

03

What happened over the last 6 months?

New challenges

What has changed over the last 6 months?

The last 6 months have brought major Changes

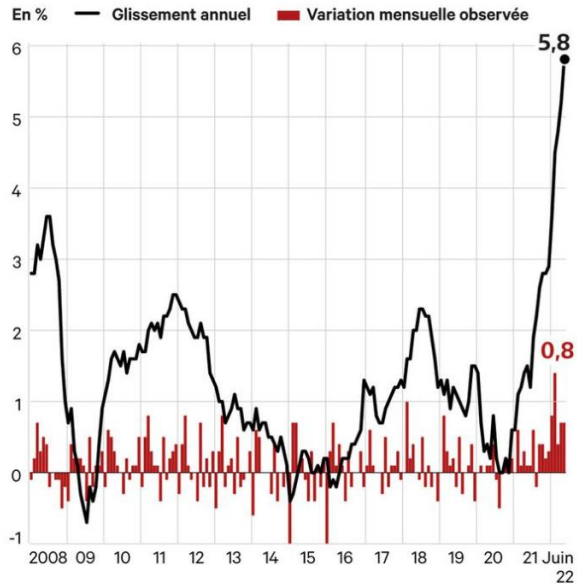
- Inflation
- Fragmentation of world trade
- Political pressure to meet the challenges of Climate
- Disruption of work modalities
- Pressure on the labour market

What has changed over the last 6 months? Inflation

Consumer price inflation reached 5.8% in June 22
(12 month)

Increase of prices

Evolution de l'indice des prix à la consommation



SOURCE : INSEE

Increase of salaries

Des salaires en hausse

Croissance en %, salaire nominal dans le secteur marchand, moyenne annuelle



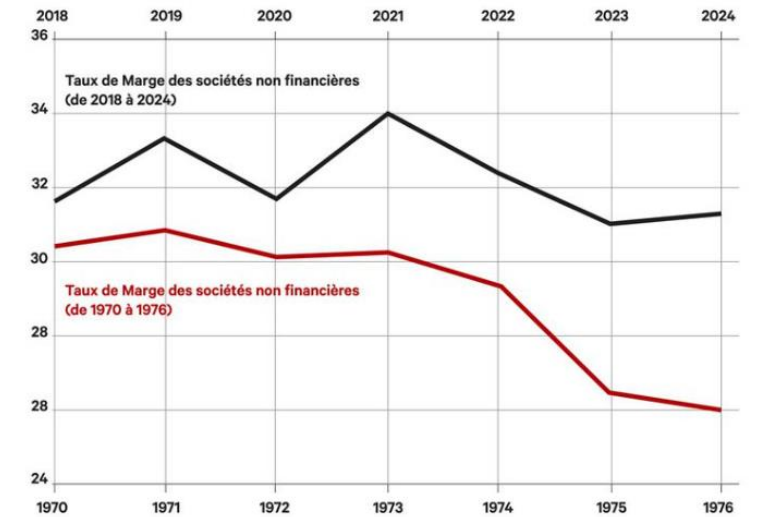
« LES ÉCHOS » / SOURCE : INSEE JUSQU'AU QUATRIÈME TRIMESTRE 2021. CALCULS BANQUE DE FRANCE

Stable margins

LesEchos

Des marges stables

En % de la valeur ajoutée



« LES ÉCHOS » / SOURCE : INSEE JUSQU'AU QUATRIÈME TRIMESTRE 2021. PROJECTIONS BANQUE DE FRANCE À PARTIR DE 2022.

What has changed over the last 6 months? Fragmentation of world trade

Is there a deglobalization trend?

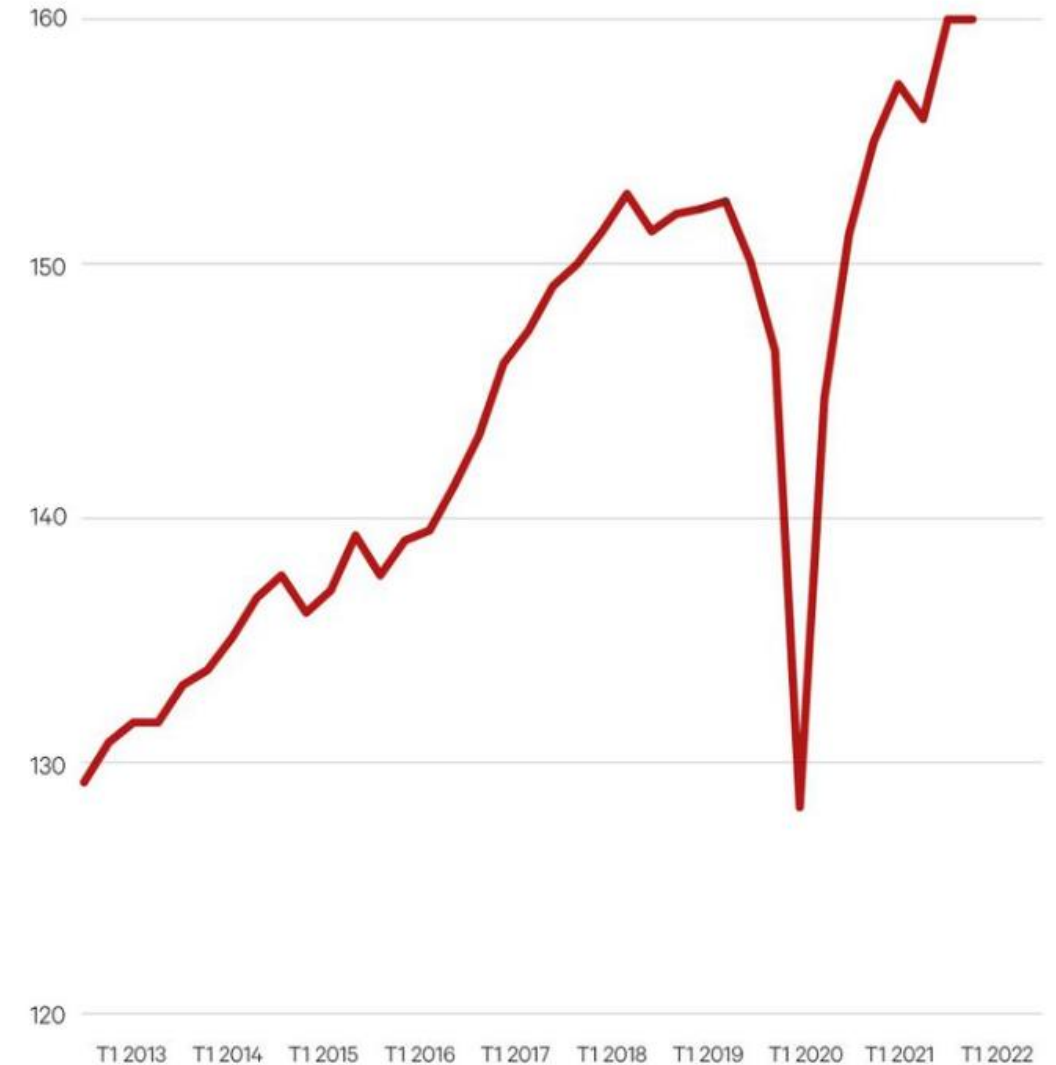
FRAGMENTED MARKETS

- Statistical data are not yet sufficiently robust to confirm a trend
- CEOs confirm more prudence toward Chinese producers – concept of « China + 1 » to avoid strong dependencies
- WTO does not confirm a noticeable trend yet – However switch between off-shoring to nearshoring is hardly detectable

Le commerce mondial

Base 100 en 2005, corrigé des variations saisonnières

Les Echos



What has changed over the last 6 months

Climate change

A new political pressure

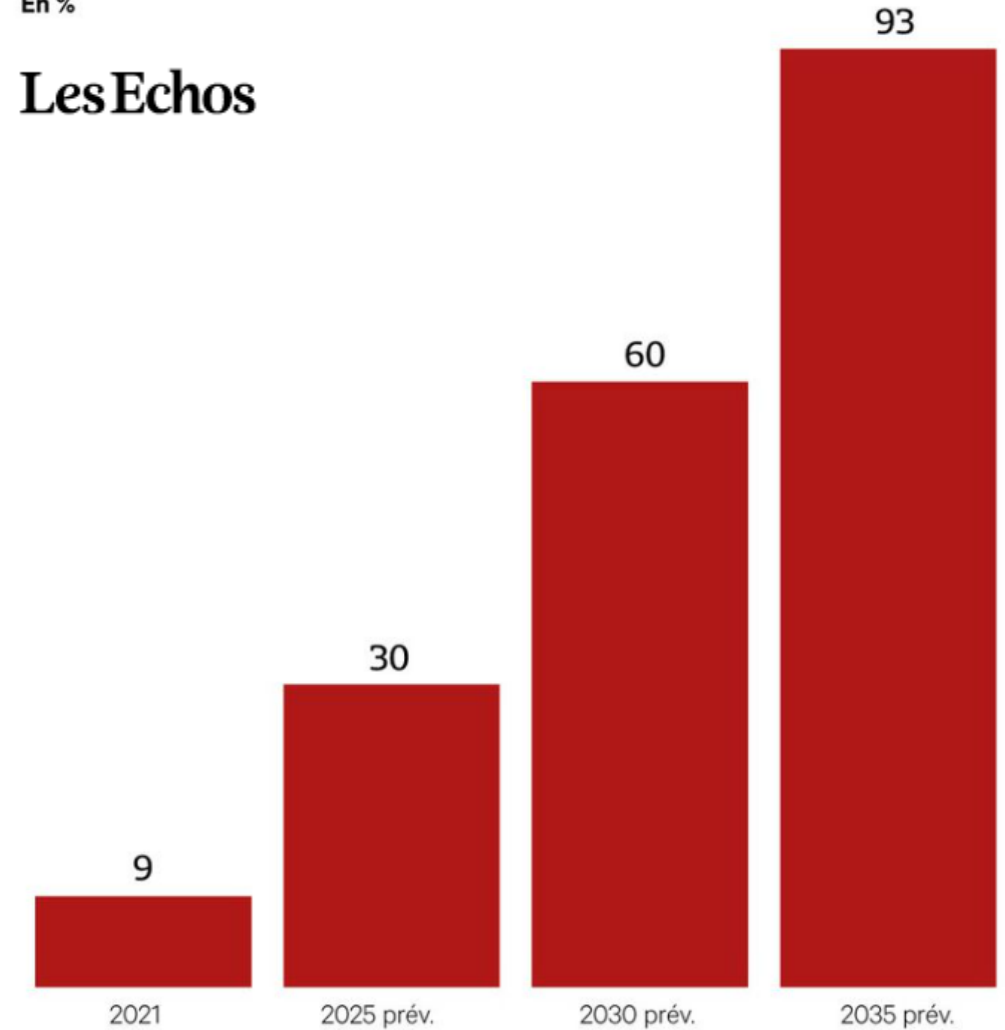
A GREATER INFLUENCE of POLITICS on BUSINESS

- **Adoption by European instances of the « Fit for 55 » is an historical step**
 - A first hit on the automotive sector
 - Other sectors should be touched in the coming years
- **CSRD (Corporate Sustainability Reporting Directive) voted the 22nd June**
 - strongly increases the current obligations driven by the previous NFRD (Non-Financial Reporting Directive)
 - Concerns so far, PIEs, Mid-Caps, listed small caps
 - Progressive Implementation calendar starting on the FY 2024 (reports published in 2025)

La part de marché des véhicules électriques en Europe

En %

LesEchos



SOURCE : BCG

What has changed over the last 6 months?

Change of work

Change of work brings new efficiencies and disparities

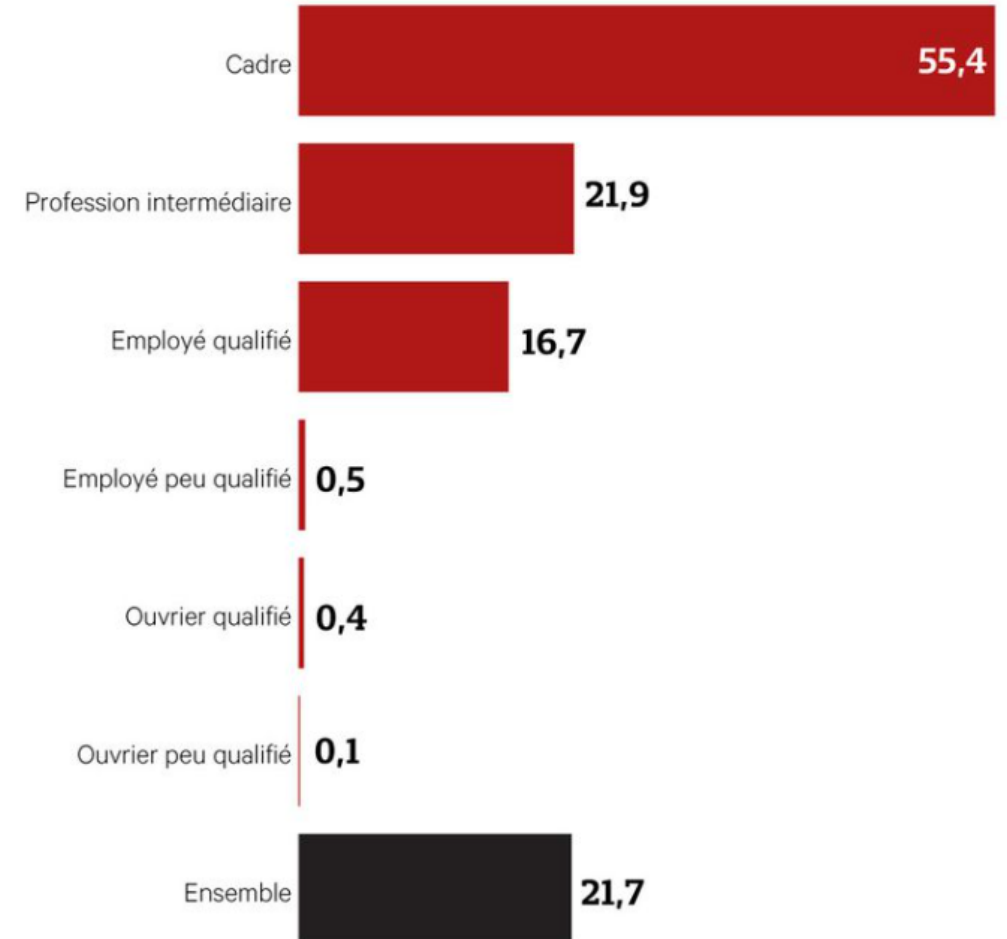
HOME OFFICE

- New opportunities driven by pandemic crisis and numeric tools
- A potential source of new productivity gains, whereas there has been slow improvement over the last decades
- New disparities amongst socio-professional categories

Le télétravail selon la catégorie socioprofessionnelle

Les Echos

En moyenne chaque semaine, en 2021, en France hors Mayotte



SOURCE : INSEE, ENQUÊTE EMPLOI 2021.

What has changed over the last 6 months?

French economy

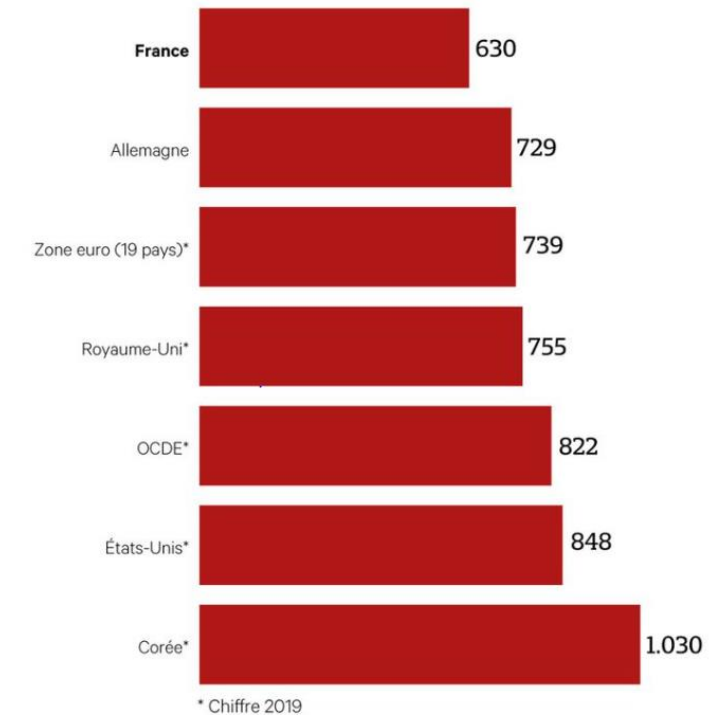
French economy is resisting so far

EMPLOYMENT

- A good resilience so far – but uncertain forecasts
- A very dynamic labour market
 - +965 thousands job offers in 2021
 - -175 thousands job offers in 2020
- However the employment rate remains lower than OECD)

Les heures travaillées par habitant

En 2021



SOURCE : OCDE

What has changed over the last 6 months?

Labour Market

Shortages of Human Resources in specific sectors

LABOUR MARKET

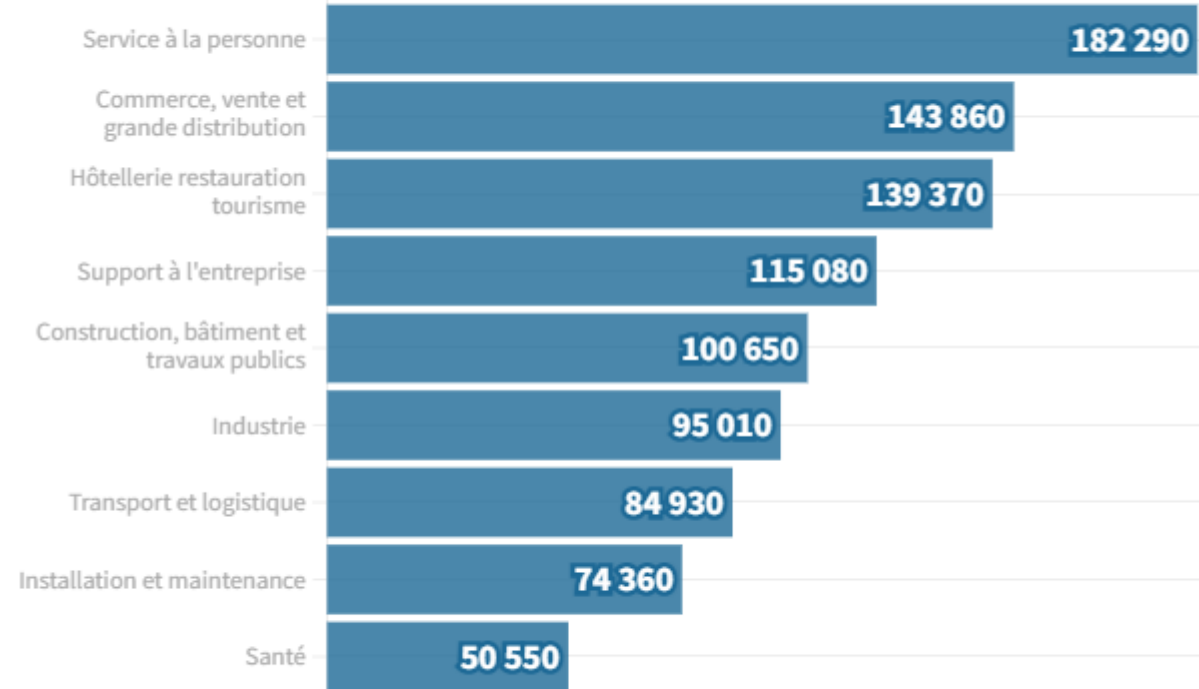
Low skilled jobs become more difficult to fill

- Precariousness and difficult work conditions are the main obstacles to recruitment
- Pandemic crisis increased this trend – workers have become more selective

Employer branding becomes increasingly important to fill skilled jobs

- Proper governance
- Work conditions
- Loyalty
- Local development & communities
- Human rights
- Protection of the Environment
- Client care

Secteurs ayant le plus de postes à pourvoir au premier trimestre 2022



Source: Pôle emploi • L'Express

L'EXPRESS

What happened during the last 6 months?

June 2022 : the confidence of entrepreneurs has been impacted, but is recovering

L'indicateur de l'optimisme

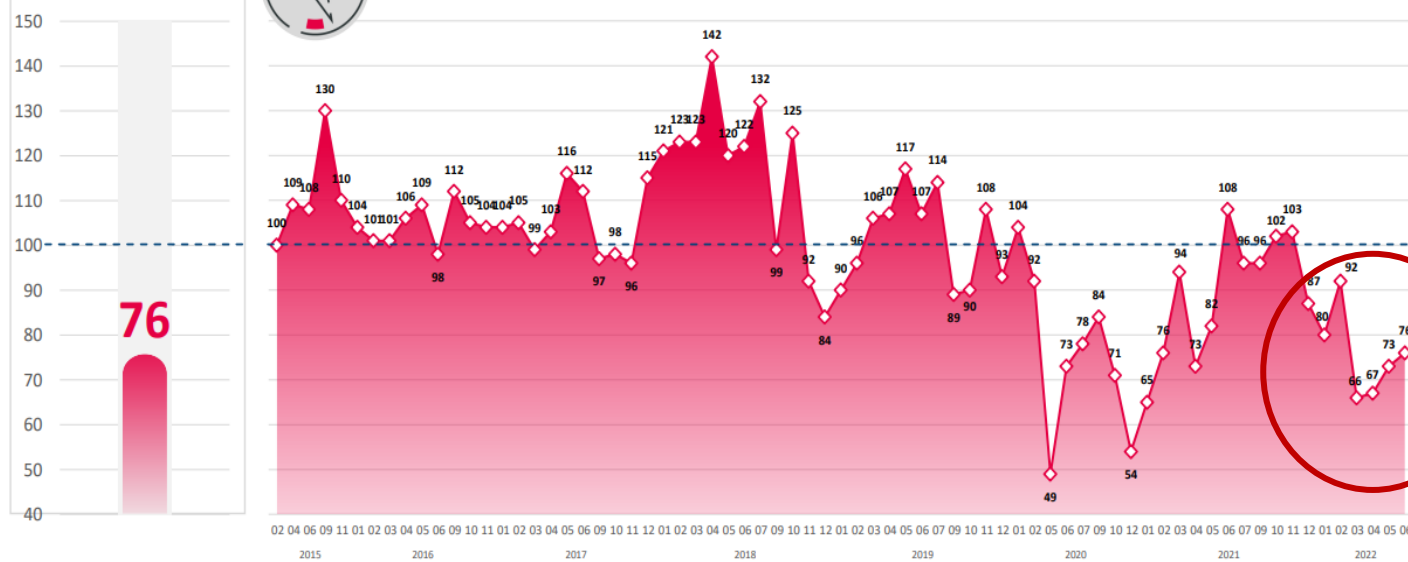
L'indicateur prend en compte les questions de confiance à l'égard de l'évolution de l'économie et d'appréciation de la situation actuelle.
La référence est la vague 1 de février 2015 (base 100) pour chaque groupe d'entreprises



Jun 2022



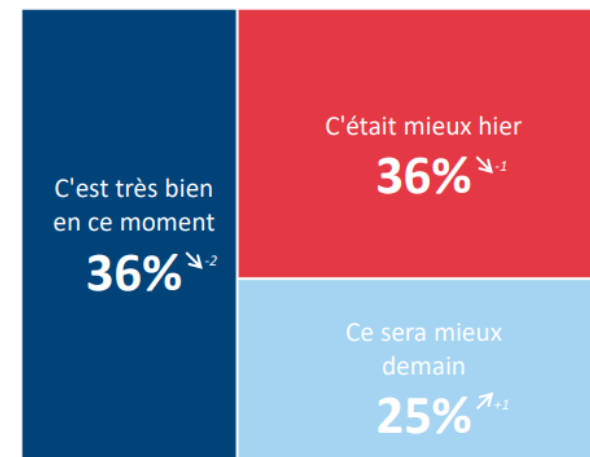
L'évolution de l'indicateur depuis février 2015



L'appréciation de la situation actuelle

Q. Dans le contexte actuel vous êtes plutôt porté à dire... ?

BASE : Ensemble



NSP : 3%

↗ ↘ Evolution depuis mai 2022

04

Five takeaways

From strategy to action

From strategy to action

Five key takeaways

Our C-suite barometer showed leaders were confident at the end of 2021. And that's a good thing. Confidence means expansion, development, investment. But it also brings with it some key challenges and opportunities that businesses need to consider in achieving their objectives over the next few years, particularly in light of the ongoing impact of the pandemic and the dramatic events in Europe.

1. Invest in leadership and skills

Making the most of new opportunities and successfully executing your growth plans is dependent on having the right people with the right skills to lead these changes. Businesses need to invest in the next generation of leaders and ensure they have the necessary competencies to deliver in a continually evolving environment. Not just technical management skills, but also the softer skills that mark out truly effective leaders. This is especially true in privately-owned businesses, where resources are scarcer and the existing talent pool is perhaps not as deep as in larger and listed businesses.

2. Embed ESG in the boardroom

ESG needs to be front and centre in the boardroom. It's not only about making the current business ESG-compliant, but thinking long-term about how the entire business might need to adapt to ESG factors, particularly in privately-owned businesses that have historically not had to consider ESG factors to the same extent as larger PLCs.

3. Define your ESG data collection and reporting priorities

For both regulated and non-regulated businesses, there is an emerging global ESG framework against which you'll be assessed. It's therefore essential to ensure all your professional advisors – accountants, actuaries, auditors and so on – are on the same page in terms of developing the data collection and reporting streams to enable that, because that's how the world will assess your business in future.

4. Focus on cyber security

Cyber security is getting ever more complex and the risks ever greater. For most businesses, it's not a question of if you will suffer a cyberattack but when. It can cause huge damage, not just reputationally, but also commercially and financially. Businesses need to ensure they are as robust and resilient as possible to withstand cyber threats. Again, without the resources or depth of expertise as listed businesses, privately-owned businesses need to pay particular attention to protecting themselves from cyber security risks.

5. Don't be caught out by regulatory changes

The role of businesses in society and people's expectations of how businesses should behave has changed enormously in the past few years. ESG is part of that, but also other issues such as corporate failures, taxation, privacy and more. The regulatory environment is continually developing to reflect these changes. Companies that do best in the long run will be those that can negotiate and manage this fast-changing regulatory landscape.

Ultimately, the message of the 2021 C-suite barometer is one of positivity. After two years of uncertainty, C-suite leaders have shown the confidence and resilience to survive and to thrive: qualities that are likely to be tested once again in 2022. Those that win out in the marketplace, will be those who are best able to maintain that positivity and take action over the next 12 months.

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Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of 40,400 professionals – 24,400 in Mazars' integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

*where permitted under applicable country laws.

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