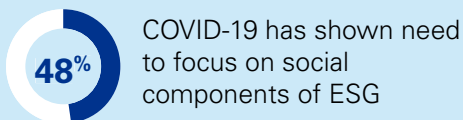
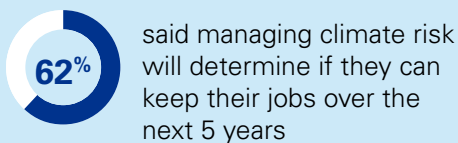
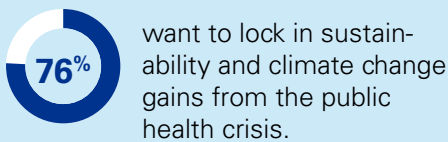


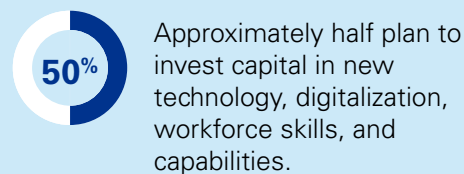
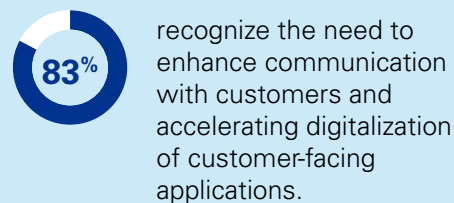
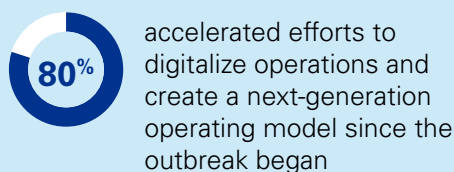
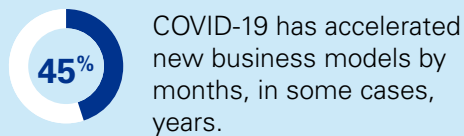
2020 CEO Outlook: Energy

Resiliency in the face of unprecedented challenges

Energy CEOs embrace sustainability



Accelerate the adoption of digital technologies



Modernizing ESG practices is becoming a priority for every industry, from energy to technology to healthcare to retail, to support both financial performance and resilience. As a result, global organizations are looking to integrate environmental and financial risks associated with the cost of carbon into their real estate portfolio approach, using emerging technologies to validate their data and strategy.

— **Mike Hayes, Global Head of Renewables, KPMG International Limited**

Collectively, the energy industry learned a critical lesson from the COVID-19 pandemic and simultaneous geopolitical events that disrupted the oil industry: if we want to survive, we must be agile and re-think all facets of our operating models to remain resilient in this new reality. This includes our part in the energy transition, our approach to people and talent, and our digital readiness. Companies that get this right will do more than survive—they'll thrive.

— **Regina Mayor, Global Head of Energy, KPMG International Limited**



The new energy workforce

- CEOs identify talent risk—recruitment, retention, employee health and wellbeing—as the greatest threat to growth; prior to the pandemic, it was barely on their risk radar.
- Nearly **70** percent expect to downsize their office space



Energy employees embrace remote work

As of July 2020



still working remotely.



believe their organizations will maintain flexible work arrangements after it's safe to return



are split about 50/50 between on site and home

Compared to earlier in the year



are happier at work



report an improved work/life balance

KPMG American Worker Pulse Survey, July 2020