



CEO Outlook 2020 – Qatar

**Realigning purpose,
prosperity and priorities**



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Foreword



Ahmed Abu-Sharkh

Country Senior Partner
KPMG in Qatar

This year, 2020, will forever be defined by a once-in-a-generation crisis that has impacted every individual, business, government, and global institution around the world.

The COVID-19 pandemic has disrupted almost every aspect of our lives today and for CEOs it has redefined leadership. These individuals at the helm of large organizations have had to lead through adversity and manage a level of uncertainty that few would have ever experienced.

In an effort to bring some clarity to the complex world we find ourselves in, KPMG interviewed hundreds of CEOs from many of the world's largest companies, first in January (as part of our annual global CEO Outlook) and then again in July and August, to get their perspectives and to understand how their priorities have changed since COVID-19. This is the first year that CEOs based in Qatar have been surveyed as part of the global report and shared their viewpoints. We asked about their confidence in the future and examined how they are responding to the pandemic.

Not surprisingly, the CEOs we interviewed in this groundbreaking study are less confident about global economic growth than they were at the beginning of the year. However, Qatar-based CEOs expressed much more optimism in the growth prospect for Qatar than their global counterparts.

These viewpoints attest to the decisive leadership of the government of Qatar in responding rapidly to the health crisis and putting in robust measures to help mitigate the human and economic impact.

But growth projections and output measurements are not the whole story. Corporate leaders have had to recalibrate their priorities, and many have focused on what matters most—the health and wellbeing of their people and the societies their businesses serve.

With the real fears of an overturned marketplace, CEOs are acting decisively across their entire organization. Business leaders have told us that they are accelerating their company's digital transformation, reassessing their supply chains, and working to ensure their talent pipelines can adapt to meet new demands. They are renewing or revamping their corporate purpose so their organizations can contribute solutions to the many problems the world faces.

The agenda has shifted for every business leader today and the speed at which they have had to respond and adapt to changing needs has posed additional challenges, as well as uncovered new opportunities.

Needless to say, CEOs have had a lot to contend with and I would like to thank all the business leaders in Qatar who took the time to participate in the surveys and those who contributed perspectives directly. With their help, we have identified some important trends and insights that we hope you will find just as interesting as we do.

Thank you for the trust you have put in KPMG, and please stay safe.



A man in a white thobe and ghutra stands in profile, looking out a window. The background is bright and out of focus, suggesting an indoor setting with large windows. The text is overlaid on the right side of the image.

Key findings

Overall, three key themes emerged from the KPMG CEO Outlook 2020 survey, which we characterize as *Purpose, Prosperity and Priorities*.

Purpose

In the midst of a health and humanitarian crisis, CEOs are focused on creating trusted, purposeful organizations that address critical societal challenges



A renewed sense of purpose

At the beginning of the year, CEOs in Qatar did not regard their organization's primary purpose as being societal driven (only 12%), but today 70% of CEOs say they feel a stronger emotional connection to their organization's purpose since the crisis began.



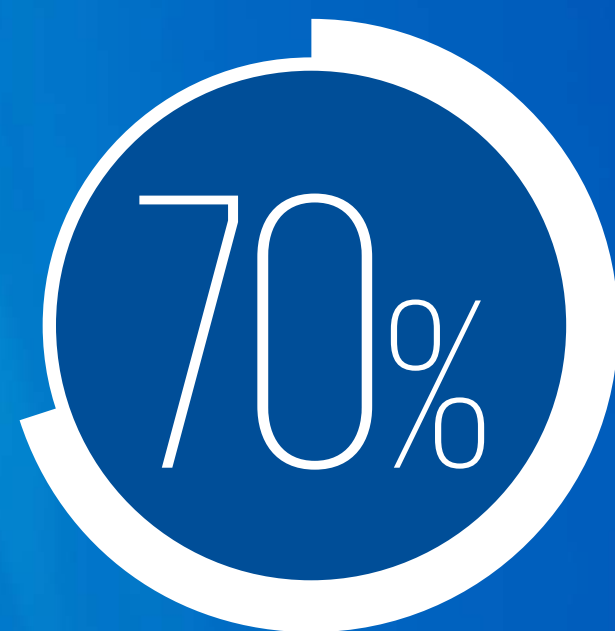
From empathy to action

The personal impact of the pandemic has been felt by CEOs in Qatar, 40% have had their health, or the health of one of their family, affected by COVID-19, and 75 percent changed their strategic response to the pandemic as a result.



Championing diversity & inclusion

In early 2020, Qatar CEOs saw building diverse and inclusive leadership teams as one of their most important reputational factors, ranking it higher than their global counterparts. Today, eight out of ten CEOs in Qatar said their companies were announcing new anti-racism measures.



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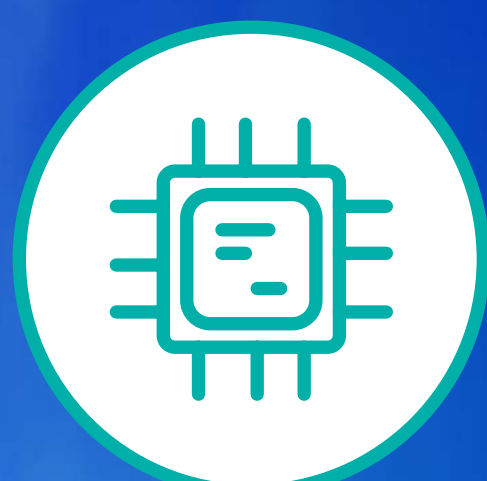
Prosperity

As well as crisis response, CEOs are positioning their businesses for long-term growth and prosperity



Growing in adversity

Today, only one-fifth of CEOs in Qatar (20%) say they are still confident about the prospects for long-term global economic growth. However, CEOs in Qatar are more confident about the growth prospect of their country (60%) than their global counterparts (45%).



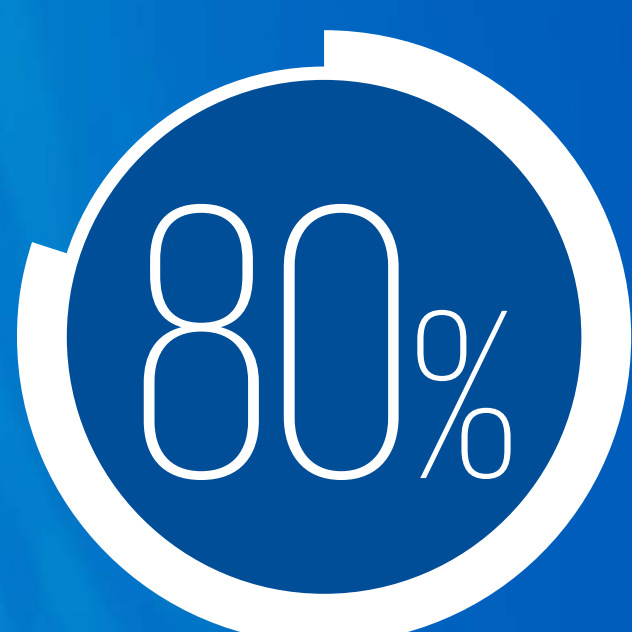
Accelerating digital growth

80% of CEOs in Qatar say the pandemic has accelerated digital transformation, with the biggest advance in digital business models and revenue streams, and the creation of a seamless digital customer experience - 50% say that progress has put them years ahead of where they would have expected to be right now.



Shifting risks

Earlier in the year, Qatar CEOs ranked cyber security risk as their biggest threat to growth, followed by emerging/disruptive technology risk and environmental/climate change risk. While these risks remained high priorities, post-COVID-19 supply chain risk usurped them to become the number one risk for Qatar CEOs and number two globally, behind talent risk.



of CEOs in Qatar say the pandemic has accelerated digital transformation

Priorities

CEOs are doubling down on transformation priorities to build the capabilities needed to win in the post-COVID future



Leaning in to ESG

70% of Qatar CEOs say they want to lock in climate change gains made as a result of the pandemic, while also shifting their focus towards the social component of their environmental, social, and corporate governance (ESG) program.



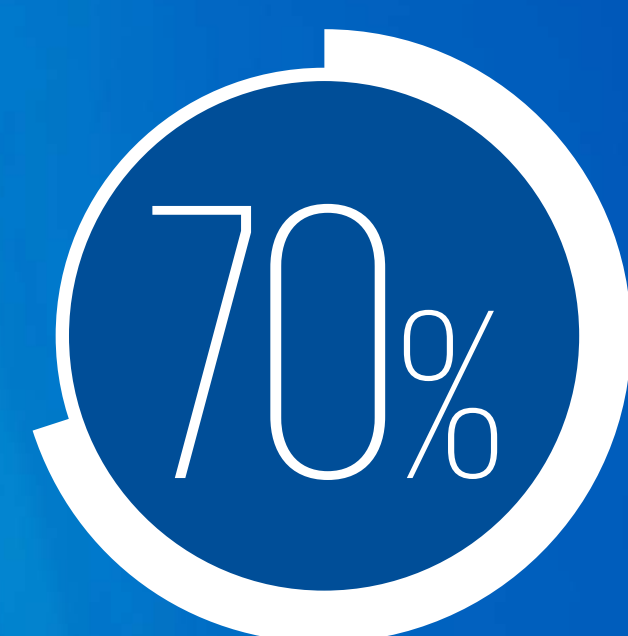
Future of work

90% of CEOs in Qatar say they will continue to build on the digital collaboration and communication tools that are being used as a result of the pandemic, and 70% believe that remote working has widened their available talent pool.



Customer-centric supply chain

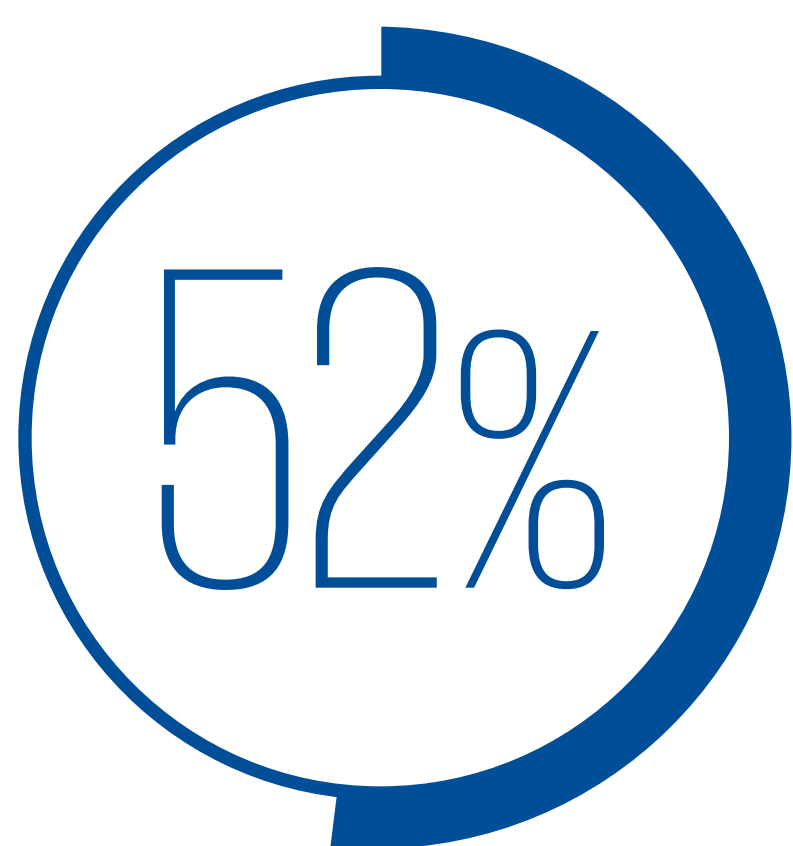
Supply chain risk was the number one concern of CEOs in Qatar, 80% said they have had to rethink their global supply chain approach given the disruptive impact of the pandemic, driven by the desire to become more agile in response to changing customer needs.



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The findings of both the report are based on the responses of the CEOs based in the Qatar. In both the January/February survey and the follow up pulse survey in July/August

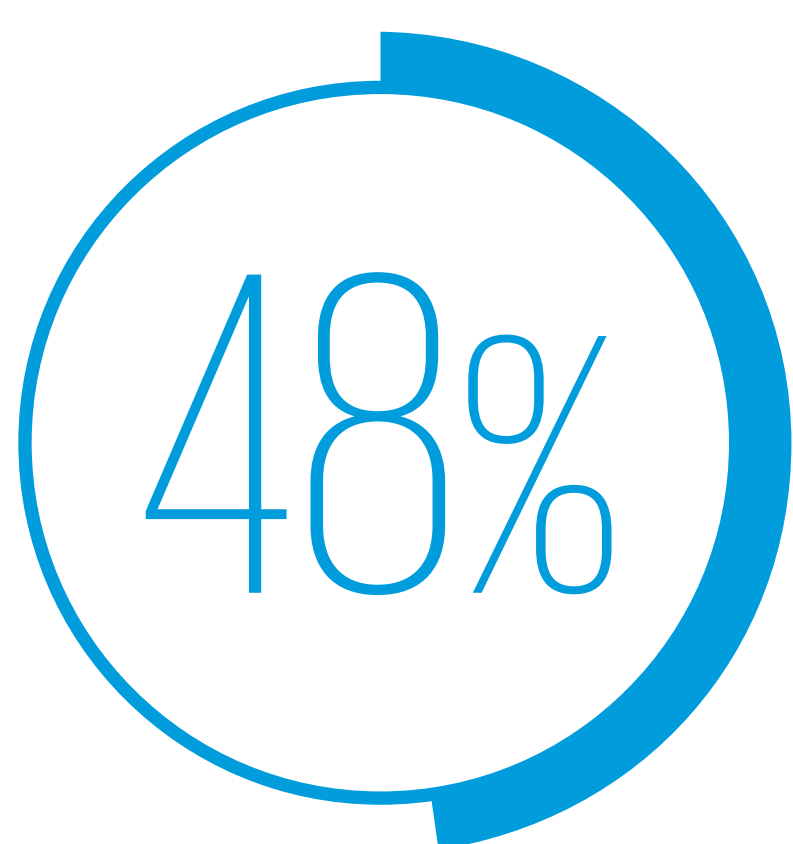
For the follow up pulse survey



just over half (52%) of Qatar CEOs came from publicly traded firms



80% of Qatar CEOs were from publicly traded companies



48% from privately held companies



20% were from privately held firms.

KPMG would like to thank the following for their contributions:

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Mr. Abdulaziz bin Nasser Al-Khalifa

Chief Executive Officer, Qatar Development Bank

Mr. Abdul Salam Abu-Issa

Chief Executive Officer, Salam International Investment Limited

Contact us



Ahmed Abu-Sharkh

Country Senior Partner

T: +974 77994299

E: aabusharkh@kpmg.com



Gopal Balasubramaniam

Partner, Head of Audit

T: +974 55841765

E: gopalbala@kpmg.com



Omar Mahmood

Partner, Audit Head of Financial Services MESA

T: +974 55778766

E: omarmahmood@kpmg.com



Nizar Hneini

Partner, Advisory

T: +974 3356 9965

E: nhneini@kpmg.com



Venkat Krishnaswamy

Partner, Head of Advisory

T: +974 5554 1024

E: kvenkatesh@kpmg.com



Yacoub Hobeika

Partner, Audit

T: +974 55170928

E: yhobeika@kpmg.com



Ali Al-Shabibi

Partner, Advisory

T: +974 4457 6476

E: aalshabibi@kpmg.com



Barbara Henzen

Partner, Head of Tax & Corporate Services

T: +974 74070309

E: bhenzen@kpmg.com



Diana Gerrard

Partner, Audit

T: +974 50198969

E: dgerrard@kpmg.com





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