Great Expectations: The evolving role of Companies and CEOs in a post-election world
NATIONAL ECONOMIC IMPACT OF FRANCHISING

Franchise ownership and the jobs they create offer career progression and economic stability. Franchises are the country’s largest job training program, fostering highly-skilled careers in a variety of industries.

733K Establishments
7.6M Jobs
$269.9B Payroll
$674.3B Output
$404.6B GDP

ECONOMIC IMPACT OF FRANCHISING ACROSS THE COUNTRY

Franchise businesses employ nearly 8 million Americans, and in 2018 franchises put over $800 billion into the economy.

Select a state to see economic data and public opinion of franchising.

Choose a State
Franchise Business Economic Outlook for 2020

Franchise industry growth is expected to continue riding the momentum of the U.S. market boom in 2020, despite an uncertain economy.

- 1.5% establishments
  - The number of franchised businesses in the U.S. is expected to grow by 1.5% this year, to a total of 785,000 establishments.

- 232,000 jobs
  - Franchise industry is expected to add 232,000 jobs in 2020, growing total employment by 2.2%.

- 4.6% GDP
  - Overall GDP contribution by the franchise industry is expected to grow by 4.6%, to $494.96 billion.

A Majority of Voters Have a Favorable Opinion of Family-Owned Franchises

- 81% of voters have a favorable view of the family-owned franchise businesses in their neighborhood.
- 70% of voters say franchise businesses are a part of their everyday lives.

Franchising Gives Back to Local Communities

- From supporting little league baseball teams, to donating food for homeless shelters, to organizing marches for cancer research, franchise businesses donate billions of volunteer hours and dollars to give back to their communities. Big or small, the combined local contributions from all sectors within franchising create a significant impact worldwide.

Voters think locally-owned businesses are more likely to assist the local community.

- 90% of money generated by franchise stays local.
- Locally-owned businesses: 72%
- Large corporations: 10%
- Don’t know/No opinion: 18%
GREAT EXPECTATIONS

The evolving role of Companies and CEOs in a post-election world.
BRAND INTELLIGENCE
Morning Consult Brand Intelligence integrates over 10 million survey interviews on over 4,000 brands in the 15 largest economies to provide real-time insight on consumers and brands.

ECONOMIC INTELLIGENCE
Morning Consult Economic Intelligence interviews over 15,000 adults globally per day to track consumer confidence, unemployment, and inflation in the 15 largest economies in the world.

RESEARCH INTELLIGENCE
Morning Consult Research Intelligence conducts global survey interviews on a proprietary basis for clients interested in custom brand tracking, product positioning, and product pricing.

Trusted Partners of

Bloomberg
United States Federal Reserve
The New York Times
European Central Bank
Politico
Bank of Japan
OVER 440 OF THE GLOBAL 2000 COMPANIES
have switched to Morning Consult in less than five years.
GROWING EXPECTATIONS FOR COMPANIES
More Americans feel corporations should use their influence to impact political and cultural issues – up 14 points in 2020

Corporations play an important role in this country, and they should use their influence to impact political and cultural issues.

Corporations should stick to what they do, and generally not get involved in political or cultural matters.

Aug. 2019 | Sept. 2020
---|---
19% | 33%

Aug. 2019 | Sept. 2020
---|---
61% | 53%
## Giving employees time off to vote and advocating for safe and fair elections would all boost employer desirability this election season

Impact on **desirability as an employer** if a *current or prospective employer* took action in favor of the following issues:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Would feel prouder to work for them/ would want to work for that company more</th>
<th>No impact</th>
<th>Less proud/want to work for them less</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lowering health care costs</td>
<td>73%</td>
<td>23%</td>
<td>4%</td>
</tr>
<tr>
<td>Protecting employees during the coronavirus pandemic</td>
<td>72%</td>
<td>24%</td>
<td>4%</td>
</tr>
<tr>
<td>Protecting customers during the coronavirus pandemic</td>
<td>71%</td>
<td>25%</td>
<td>4%</td>
</tr>
<tr>
<td>Bringing jobs, manufacturing, supply chain back to the U.S.</td>
<td>71%</td>
<td>26%</td>
<td>4%</td>
</tr>
<tr>
<td>Increasing access to health care</td>
<td>70%</td>
<td>26%</td>
<td>4%</td>
</tr>
<tr>
<td>Reducing the unemployment rate</td>
<td>70%</td>
<td>26%</td>
<td>4%</td>
</tr>
<tr>
<td>Supporting small businesses’ survival and/or recovery</td>
<td>69%</td>
<td>28%</td>
<td>4%</td>
</tr>
<tr>
<td>Giving employees time off or the day off to vote</td>
<td>62%</td>
<td>34%</td>
<td>4%</td>
</tr>
<tr>
<td>Advocating for safe and fair elections</td>
<td>61%</td>
<td>35%</td>
<td>4%</td>
</tr>
<tr>
<td>Becoming more sustainable and environmentally friendly</td>
<td>60%</td>
<td>35%</td>
<td>5%</td>
</tr>
<tr>
<td>Supporting racial equality</td>
<td>57%</td>
<td>35%</td>
<td>8%</td>
</tr>
<tr>
<td>Encouraging employees to vote</td>
<td>57%</td>
<td>39%</td>
<td>4%</td>
</tr>
<tr>
<td>Improving the United States’ standing on the global stage</td>
<td>56%</td>
<td>40%</td>
<td>4%</td>
</tr>
<tr>
<td>Improving the United States’ international relations</td>
<td>53%</td>
<td>43%</td>
<td>4%</td>
</tr>
<tr>
<td>Assisting organizations that advance voter access</td>
<td>50%</td>
<td>44%</td>
<td>6%</td>
</tr>
<tr>
<td>Reforming police departments</td>
<td>46%</td>
<td>40%</td>
<td>14%</td>
</tr>
</tbody>
</table>

*IMPLICATIONS FOR POST-ELECTION: ENGAGING WITH ELECTION SEASON*

Given employees time off to vote and advocating for safe and fair elections would all boost employer desirability this election season.
Climate change, safe and fair elections, and economic issues are the top areas where most want corporations to use their influence.

### Corporations should act to influence:

<table>
<thead>
<tr>
<th>Area</th>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Don't know/No Opinion</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Altering the impacts of climate change</td>
<td>34%</td>
<td>26%</td>
<td>18%</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>Ensuring safe and fair elections</td>
<td>33%</td>
<td>26%</td>
<td>18%</td>
<td>10%</td>
<td>13%</td>
</tr>
<tr>
<td>Altering the economic realities for average Americans</td>
<td>26%</td>
<td>32%</td>
<td>21%</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Driving change or progress on important social issues</td>
<td>25%</td>
<td>29%</td>
<td>19%</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>Altering American's attitudes about cultural or social issues</td>
<td>19%</td>
<td>26%</td>
<td>21%</td>
<td>14%</td>
<td>20%</td>
</tr>
<tr>
<td>Getting legislation passed</td>
<td>18%</td>
<td>23%</td>
<td>21%</td>
<td>16%</td>
<td>22%</td>
</tr>
<tr>
<td>Influencing public policy</td>
<td>17%</td>
<td>23%</td>
<td>21%</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Getting politicians elected</td>
<td>13%</td>
<td>17%</td>
<td>19%</td>
<td>16%</td>
<td>36%</td>
</tr>
</tbody>
</table>
60% of Americans think companies have become more political in recent years, but many also say they have become more environmentally friendly, more charitable and more responsible.

In recent years, corporations in America have become **more:**

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political</td>
<td></td>
<td>53%</td>
</tr>
<tr>
<td>Environmentally friendly</td>
<td>N/A*</td>
<td>47%</td>
</tr>
<tr>
<td>Diverse and inclusive</td>
<td>N/A*</td>
<td>44%</td>
</tr>
<tr>
<td>Culturally liberal</td>
<td></td>
<td>41%</td>
</tr>
<tr>
<td>Charitable</td>
<td>26%</td>
<td>41%</td>
</tr>
<tr>
<td>Protective of consumer privacy/data</td>
<td>N/A*</td>
<td></td>
</tr>
<tr>
<td>Responsible</td>
<td></td>
<td>39%</td>
</tr>
<tr>
<td>In touch with the American public</td>
<td></td>
<td>38%</td>
</tr>
<tr>
<td>Value-conscious</td>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>Friendly to Republicans in Congress</td>
<td>26%</td>
<td>37%</td>
</tr>
<tr>
<td>Accountable for their actions</td>
<td>22%</td>
<td>35%</td>
</tr>
<tr>
<td>Friendly to Democrats in Congress</td>
<td>23%</td>
<td>35%</td>
</tr>
<tr>
<td>Ethical</td>
<td>23%</td>
<td>33%</td>
</tr>
<tr>
<td>Culturally conservative</td>
<td>23%</td>
<td>32%</td>
</tr>
</tbody>
</table>

*“Diverse and inclusive” and “protective of consumer privacy/data” not asked in 2019.*

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56% of Americans are attentive to ethical and political matters relating to companies they purchase from Democrats and younger generations notably more so than their peers.

Attention Americans pay to ethical and political matters relating to companies they purchase from:

- **A lot**
- **Some**
- **Not too much**
- **None**
- **Don't know/No Opinion**

### Higher incomes and education levels as well as urbanites are twice as likely to pay a lot of attention

- **All adults August 2019**
  - 7% A lot
  - 14% Some
  - 29% Not too much
  - 13% None
  - 36% Don't know/No Opinion

- **All adults Sept. 2020**
  - 6% A lot
  - 11% Some
  - 28% Not too much
  - 19% None
  - 37% Don't know/No Opinion

- **Democrats**
  - 5% A lot
  - 22% Some
  - 33% Not too much
  - 11% None
  - 38% Don't know/No Opinion

- **Independents**
  - 5% A lot
  - 23% Some
  - 32% Not too much
  - 19% None
  - 38% Don't know/No Opinion

- **Republicans**
  - 8% A lot
  - 22% Some
  - 32% Not too much
  - 13% None
  - 36% Don't know/No Opinion

### 2020

- **18-34**
  - 8% A lot
  - 22% Some
  - 32% Not too much
  - 17% None
  - 35% Don't know/No Opinion

- **35-44**
  - 8% A lot
  - 22% Some
  - 24% Not too much
  - 12% None
  - 31% Don't know/No Opinion

- **45-64**
  - 5% A lot
  - 24% Some
  - 31% Not too much
  - 13% None
  - 32% Don't know/No Opinion

- **65+**
  - 13% A lot
  - 32% Some
  - 31% Not too much
  - 17% None
  - 40% Don't know/No Opinion
While 42% say they purchase from companies with different political positions than their own, wouldn’t purchase from companies they have an unfavorable view of.

Have you purchased goods or services from any of the following?

- Hold different political positions than you: 42% Yes, 35% Don’t know/No Opinion, 24% No
- Support causes or important social issues you don't support: 32% Yes, 36% Don’t know/No Opinion, 32% No
- Take a stance on or practices around sustainability, the environment and/or climate change you don't support: 30% Yes, 39% Don’t know/No Opinion, 30% No
- You have an unfavorable view of: 25% Yes, 28% Don’t know/No Opinion, 47% No
- Have labor practices you don’t support: 25% Yes, 37% Don’t know/No Opinion, 39% No

Women, younger adults, higher incomes and adults with higher education levels are all significantly more likely than their respective peers to agree with each of these statements.
A Republican publicly criticizing a brand has slightly greater influence on their base than a Democrat's criticisms with theirs

Stopped purchasing from a specific brand liked in the past two years because:

### A Republican politician
publicly criticized the brand

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>All U.S. adults</td>
<td>14%</td>
</tr>
<tr>
<td>Democrats</td>
<td>11%</td>
</tr>
<tr>
<td>Independents</td>
<td>11%</td>
</tr>
<tr>
<td>Republicans</td>
<td>22%</td>
</tr>
<tr>
<td>18-34</td>
<td>21%</td>
</tr>
<tr>
<td>35-44</td>
<td>16%</td>
</tr>
<tr>
<td>45-64</td>
<td>12%</td>
</tr>
<tr>
<td>65+</td>
<td>7%</td>
</tr>
</tbody>
</table>

### A Democratic politician
publicly criticized the brand

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>All U.S. adults</td>
<td>13%</td>
</tr>
<tr>
<td>Democrats</td>
<td>9%</td>
</tr>
<tr>
<td>Independents</td>
<td>12%</td>
</tr>
<tr>
<td>Republicans</td>
<td>17%</td>
</tr>
<tr>
<td>18-34</td>
<td>18%</td>
</tr>
<tr>
<td>35-44</td>
<td>14%</td>
</tr>
<tr>
<td>45-64</td>
<td>10%</td>
</tr>
<tr>
<td>65+</td>
<td>8%</td>
</tr>
</tbody>
</table>

Biden supporter: 11%
Trump supporter: 21%
While a growing share of Americans say they have spent money to support a company or boycotted one because of a political stance, the majority has not.

**Boycotted a company** for political reasons in the past year:
- **August 2019:**
  - Yes: 68%
  - No: 11%
  - Don't know/No opinion: 20%
- **September 2020:**
  - Yes: 71%
  - No: 6%
  - Don't know/No opinion: 24%

**Spent money** to support a company because of a political stance they've taken:
- **August 2019:**
  - Yes: 72%
  - No: 13%
  - Don't know/No opinion: 15%
- **September 2020:**
  - Yes: 74%
  - No: 8%
  - Don't know/No opinion: 18%

Liberals are significantly more likely to have done each of these; moderates are unsurprisingly less likely to have done so.

Those who are paying “a lot” of attention to the 2020 election are much more likely to have done each of these, as are those who say they consider a company’s ethics when purchasing.

Americans who have boycotted a brand are nearly 5x as likely to have “buycotted” one; the reverse is also true.
Gender equity, taking care of employees and contributing to society through jobs or donations lead to the biggest brand boosts

Net change in favorability toward companies taking the following actions, by supporters of each presidential candidate

- Paid men and women equally
- Was known to be a place where employees liked to work
- Paid their employees well
- Produced their goods in America
- Built a new office or manufacturing plant that created U.S. jobs
- Gave away a small share of their profits to a good cause
- Made an effort to be environmentally responsible
- Supported the U.S. military
- Gave away a significant share of their profits to a good cause
- Were transparent about the labor process behind products
- Made an effort to promote women to leadership roles
- Became more sustainable
- Made an effort to hire a diverse staff
Americans are most likely to stop buying from brands they like for price, quality or service reasons, but 38% would do so due to unethical behavior—a 12-point increase from August 2019

Reasons Americans stopped purchasing from a specific brand they liked in the past two years:

- Discovering a better alternative: 55% in 2020 vs. 51% in 2019
- Price of products or services went up: 52% in 2020 vs. 52% in 2019
- Quality of products or services went down: 51% in 2020 vs. 42% in 2019
- Had a negative experience with their customer service: 39% in 2020 vs. 26% in 2019

Unethical actions would lead more Biden supporters to stop buying from a brand versus Trump supporters:

- Disagreed with a position on a political or social issue: 38% in 2020 vs. 26% in 2019
- A friend or family member criticized the brand: 14% in 2020 vs. 6% in 2019
- A Republican politician publicly criticized the brand: 14% in 2019 vs. 14% in 2020
- A Democratic politician publicly criticized the brand: 13% in 2019 vs. 6% in 2020

Disagreed with a position on a political or social issue led to a 12-point increase in people stopping to buy from a brand.
Though with differences along party lines, most would prefer companies act responsibly and ethically but are generally willing to overlook some issues for an item they like at the right price.

Which of the following statements comes closest to your view?

- I prefer companies act responsibly and ethically, but if a company offers a product I like at the right price I am likely to overlook some issues
- I rarely, if ever, overlook a company acting irresponsibly or unethically, and will stop buying from them if I learn they have done so

<table>
<thead>
<tr>
<th>All adults</th>
<th>All adults</th>
<th>Democrats</th>
<th>Independents</th>
<th>Republicans</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2019</td>
<td>September 2020</td>
<td>2020</td>
<td>2020</td>
<td>2020</td>
</tr>
<tr>
<td>I prefer companies act responsibly and ethically, but if a company offers a product I like at the right price I am likely to overlook some issues</td>
<td>I rarely, if ever, overlook a company acting irresponsibly or unethically, and will stop buying from them if I learn they have done so</td>
<td>35%</td>
<td>46%</td>
<td>51%</td>
</tr>
</tbody>
</table>
GREAT EXPECTATIONS:
THE EVOLVING ROLE OF COMPANIES IN A POST-ELECTION WORLD

THE EVOLVING ROLE OF THE CEO
The vast majority of Americans hold CEOs responsible for not only their company’s successes – and failures – of their companies. Additionally, 87% of U.S. adults agree that CEOs are ultimately responsible for creating a positive employee experience at their company. 87% also believe that CEOs should ensure their company has a positive impact on society. Furthermore, 84% believe that CEOs should promote diversity and inclusion at their company. Lastly, 76% believe that CEOs should be leaders not just in their companies, but also in American society.
WHAT DRIVES CEO REPUTATION TODAY

The Top Drivers of CEO Reputation

Of the 48 attributes tested, these 10 had the strongest relationship with CEO reputation and performance

1. Is contributing positively to society
2. Is trusted by the general public
3. Has led / is leading their company to make a positive impact on the world
4. Is an exceptional role model - sets an example of strong and effective leadership for others to follow
5. Leads with fairness and integrity
6. Demonstrates a sense of responsibility to act in the best interest of customers and society
7. Leverages their position of power to help others, give back and/or make a difference in society
8. Is authentic and real
9. Is credible - delivers on promises
10. Is well-respected in their industry
DRIVERS OF CEO REPUTATION

The Attributes We Tested Resulted in Four Categories of Drivers

Comparing *claimed drivers* of CEO perception with *proven drivers* of CEO performance across KPIs reveals important insights on what matters – and what doesn’t.
DRIVERS OF CEO REPUTATION

**KNOWN DRIVERS**
Respondents say these are important, and they are
- Leads with fairness and integrity
- Is credible – delivers on promises
- Is trusted by company employees
- Balances the needs of customers, employees, and shareholders appropriately
- Demonstrates a sense of responsibility to act in the best interest of customers and society

**LATENT DRIVERS**
Respondents say these are not important, but they appear to be
- Has values that align with mine
- Is well-respected in their industry
- Leverages their position of power to help others, give back, and/or make a difference in society
- Has led/is leading their company to positively impact the world
- Is trusted by the general public
- Is contributing positively to society

**POTENTIAL DRIVERS**
Respondents say these are important, and may become more so soon
- Demonstrates foresight
- Has successfully managed company through challenging times
- Is willing to place what's best for customers, employees and/or other stakeholders above shareholders or personal gain
- Respects/protects customers' privacy and security
- Treats employees well

**NON-DRIVERS**
Respondents say these are not important, and they aren't
- Has a strong presence in their industry
- Is the face of their company/brand
- Is a critical part of their company's brand/image
- Has played a critical role in getting company to where it is today
- Is committed to improving the environment
## Drivers of CEO Reputation

The Average CEO Scores Lower on Top Drivers of Performance, Especially Relative to Top CEOs

<table>
<thead>
<tr>
<th>Driver</th>
<th>Agree</th>
<th>Disagree</th>
<th>Don't Know</th>
<th>Top 20 CEOs “Agree”</th>
<th>Gap All CEOs vs. Top 20 CEOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is contributing positively to society</td>
<td>44%</td>
<td>18%</td>
<td>38%</td>
<td>56%</td>
<td>-12%</td>
</tr>
<tr>
<td>Is trusted by the general public</td>
<td>43%</td>
<td>22%</td>
<td>35%</td>
<td>56%</td>
<td>-13%</td>
</tr>
<tr>
<td>Has led / is leading their company to make a positive impact on the world</td>
<td>44%</td>
<td>18%</td>
<td>38%</td>
<td>56%</td>
<td>-12%</td>
</tr>
<tr>
<td>Is an exceptional role model - sets an example of strong and effective leadership for others to follow</td>
<td>39%</td>
<td>18%</td>
<td>44%</td>
<td>50%</td>
<td>-12%</td>
</tr>
<tr>
<td>Leads with fairness and integrity</td>
<td>41%</td>
<td>16%</td>
<td>43%</td>
<td>51%</td>
<td>-10%</td>
</tr>
<tr>
<td>Demonstrates a sense of responsibility to act in the best interest of customers and society</td>
<td>44%</td>
<td>19%</td>
<td>37%</td>
<td>54%</td>
<td>-10%</td>
</tr>
<tr>
<td>Leverages their position of power to help others, give back and/or make a difference in society</td>
<td>40%</td>
<td>16%</td>
<td>44%</td>
<td>52%</td>
<td>-12%</td>
</tr>
<tr>
<td>Is authentic and real</td>
<td>40%</td>
<td>15%</td>
<td>45%</td>
<td>52%</td>
<td>-13%</td>
</tr>
<tr>
<td>Is credible - delivers on promises</td>
<td>44%</td>
<td>16%</td>
<td>41%</td>
<td>55%</td>
<td>-11%</td>
</tr>
<tr>
<td>Is well-respected in their industry</td>
<td>46%</td>
<td>13%</td>
<td>40%</td>
<td>57%</td>
<td>-11%</td>
</tr>
</tbody>
</table>
But when it comes to political actions, it seems most actions wouldn't change most American opinions, though certain donations or statements would lead to a net decline in favorability.

Change in favorability toward a company if its CEO or founder:

- Released a public statement supporting a political issue:
  - More favorable toward their company: 17%
  - No change: 63%
  - Less favorable toward their company: 20%

- Released a statement criticizing a politician:
  - More favorable toward their company: 13%
  - No change: 64%
  - Less favorable toward their company: 23%

- Donated to a political campaign:
  - More favorable toward their company: 12%
  - No change: 65%
  - Less favorable toward their company: 23%
How CEOs & Companies React Today Could Have Long-Term Effects on Consumers’ Buying Decisions

Given protests and demonstrations across America in response to the death of George Floyd, to what extent do you agree or disagree with the following? Among those who said “somewhat” or “strongly agree”

<table>
<thead>
<tr>
<th>How company CEOs react and express themselves on topics such as Black Lives Matter will permanently affect my decision to buy from their company</th>
<th>How businesses react and express themselves on topics such as this will permanently affect my decision to buy from them</th>
<th>It is now more important to me that companies I buy from have a diverse management team</th>
</tr>
</thead>
<tbody>
<tr>
<td>All adults</td>
<td>69%</td>
<td>67%</td>
</tr>
<tr>
<td>Gen Z</td>
<td>75%</td>
<td>69%</td>
</tr>
<tr>
<td>Millennials</td>
<td>75%</td>
<td>74%</td>
</tr>
<tr>
<td>Gen X</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>Boomers</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>Democrats</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td>Independents</td>
<td>65%</td>
<td>62%</td>
</tr>
<tr>
<td>Republicans</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>Urban</td>
<td>76%</td>
<td>73%</td>
</tr>
<tr>
<td>Suburban</td>
<td>66%</td>
<td>67%</td>
</tr>
<tr>
<td>Rural</td>
<td>62%</td>
<td>59%</td>
</tr>
</tbody>
</table>
Americans Hold Executives Responsible For Setting an Example Around Diversity and Inclusivity Within Their Organization and America More Broadly

How responsible do you think CEOs and company executives are for each of the following?

- Setting an example for their employees and leading change within their companies on important social issues such as Black Lives Matter
  - Very responsible: 40%
  - Somewhat responsible: 33%
  - Not too responsible: 13%
  - Not responsible at all: 14%

- Promoting and nurturing a culture of inclusion and diversity in America
  - Very responsible: 36%
  - Somewhat responsible: 37%
  - Not too responsible: 15%
  - Not responsible at all: 12%

- Fighting racism and discrimination in America
  - Very responsible: 35%
  - Somewhat responsible: 35%
  - Not too responsible: 17%
  - Not responsible at all: 13%
A CEO’S ROLE IN COMBATING RACIAL & SOCIAL INEQUALITY

However, Americans Feel Companies and Their Leaders are Failing to Effectively Combat Racial Inequality Within Their Organizations and More Broadly

How effective do you think companies and their leaders are at each of the following?

- Nurturing a culture of diversity, inclusion, and acceptance within their organizations
  - Very effective: 11%
  - Somewhat effective: 30%
  - Don’t Know / No Opinion: 21%
  - Not too effective: 26%
  - Not effective at all: 12%

- Reducing and helping to combat racial inequality
  - Very effective: 9%
  - Somewhat effective: 24%
  - Don’t Know / No Opinion: 22%
  - Not too effective: 29%
  - Not effective at all: 16%

- Reducing and helping to combat police violence
  - Very effective: 7%
  - Somewhat effective: 14%
  - Don’t Know / No Opinion: 23%
  - Not too effective: 30%
  - Not effective at all: 26%
### ACTIONS SPEAK LOUDER THAN WORDS

**What Consumers Want to Hear and See from CEOs in This Moment**

Given protests and demonstrations across America in response to the death of George Floyd, to what extent do you agree or disagree with the following?

**CEOs Should:**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>81%</strong></td>
<td>Express or reaffirm their commitment to ensuring their organization’s <strong>hiring process is equitable</strong>, inclusive, and accessible to diverse populations and provide specifics on how they will ensure this happens</td>
</tr>
<tr>
<td><strong>79%</strong></td>
<td>Express or reaffirm their organization’s commitment to <strong>fighting racism and discrimination</strong>, and provide specifics on how they will ensure this happens</td>
</tr>
<tr>
<td><strong>79%</strong></td>
<td>Clearly outline how their organization is taking steps to <strong>improve social, racial and economic equality in their organization</strong> and how they will remain committed moving forward</td>
</tr>
<tr>
<td><strong>79%</strong></td>
<td>Express or reaffirm their organization’s commitment to <strong>promoting diversity, inclusion, equality, and advocacy</strong>, and provide specifics on how they will ensure this happens</td>
</tr>
</tbody>
</table>
### ACTIONS SPEAK LOUDER THAN WORDS

**What Consumers Want to Hear and See from CEOs in This Moment**

Given protests and demonstrations across America in response to the death of George Floyd, to what extent do you agree or disagree with the following?

**CEOs Should:**

<table>
<thead>
<tr>
<th>%</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>78%</strong></td>
<td>Express or reaffirm their commitment to <strong>demanding diversity, inclusion, and equality throughout their organization’s supply chain</strong>, including partners, providers, and clients</td>
</tr>
<tr>
<td><strong>77%</strong></td>
<td>Express or reaffirm their commitment to <strong>more diverse and equitable representation at all levels of their organization</strong>, such as diversity pledges, and provide specifics on how they will ensure this happens</td>
</tr>
<tr>
<td><strong>71%</strong></td>
<td>Use their <strong>power and influence to demand action from government entities who have the power to enact systemic change</strong></td>
</tr>
<tr>
<td><strong>70%</strong></td>
<td>Make a statement, whether official or personal, about their commitment to be an ally</td>
</tr>
</tbody>
</table>

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*Morning Consult*
Recap: A CEO’s Role In Combating Racial & Social Inequality

CEO Actions Today Could Impact Their Brand’s Bottom Line in the Future

Consumers across generations and regions as well as high-income and high-influence audiences say corporate responses to recent Black Lives Matter protests will influence how they view executives, and ultimately, who they purchase from in the future.

CEOs Have A Lot More Work To Do

The majority of consumers wants CEOs to address racial inequality, with 70% saying that CEOs are responsible for fighting racism and discrimination in America. Only 33% say companies and their leaders have been effective at reducing and helping to combat racial inequality.

The Expectation to Say, And More Importantly, Do Something

Eighty-three percent of Americans say that while they appreciate CEOs making a public statement about important social issues like Black Lives Matter, their actions speak louder than their words.