

## The Evolving Skill Set and Mindset of the Manufacturing CFO

52% of CFOs say being a **strategic advisor** to the CEO is

their primary responsibility, a role that reaches beyond traditional financial leadership

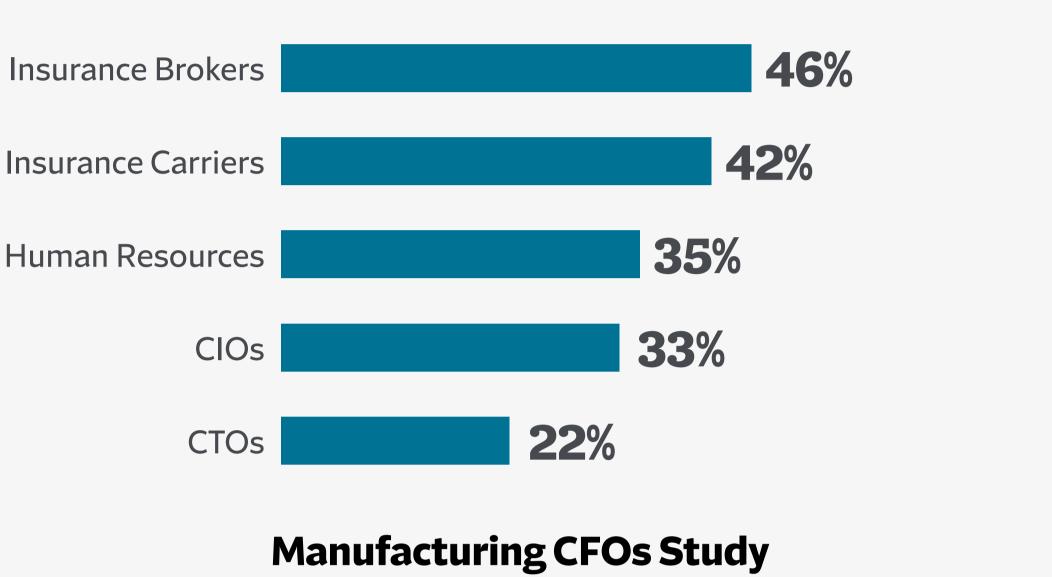
# Which Skills Do Manufacturing **CFOs Consider Important?**

46% say a high level of charismatic leadership and communication skills matter most

35% report emotional intelligence as an essential skill

#### with to Manage Risk? **63**% Risk Managers

Who Do They Partner



#### environment. They are also optimistic about the present and future.

the Macroeconomic Environment

CFOs, just like most business leaders, are concerned

about what's happening in today's economic



#### 29% 33% 24% **Talent** Inflation Competition **Uncertainty**

About Today's Economy?



84%

54%



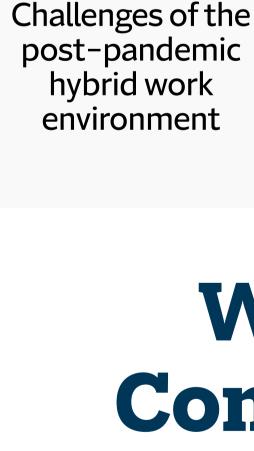
of companies have a formal process



# of companies rely on their carrier partners' risk/insurance guidance What Are Their Biggest

Workforce Pressures?

These Challenges?



**87**%

**54%** 

**42**%

**27**%

**24**%

A strong customer base

26%

in employee development What Makes Them **Confident and Hopeful About the Future?** 

34%

Investing

24%

Being

thoughtful

about their

workload

Their overall

well-being

## Increasing digital and emerging technology investments Their company's financial strength Technology, like AI, that makes their businesses more efficient

Their company has taken/is taking strategic actions to ensure its future success

Is ESG Awareness Stronger in Manufacturing

vs. Other Industries?

MANUFACTURING Manufacturing companies are more likely

MANUFACTURING

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OTHER INDUSTRIES

Manufacturing CFOs have more expertise in responding to ESG issues