Robert Half
Talent Solutions

Towards the C-Suite 2035

Boardroom Navigator Brazil

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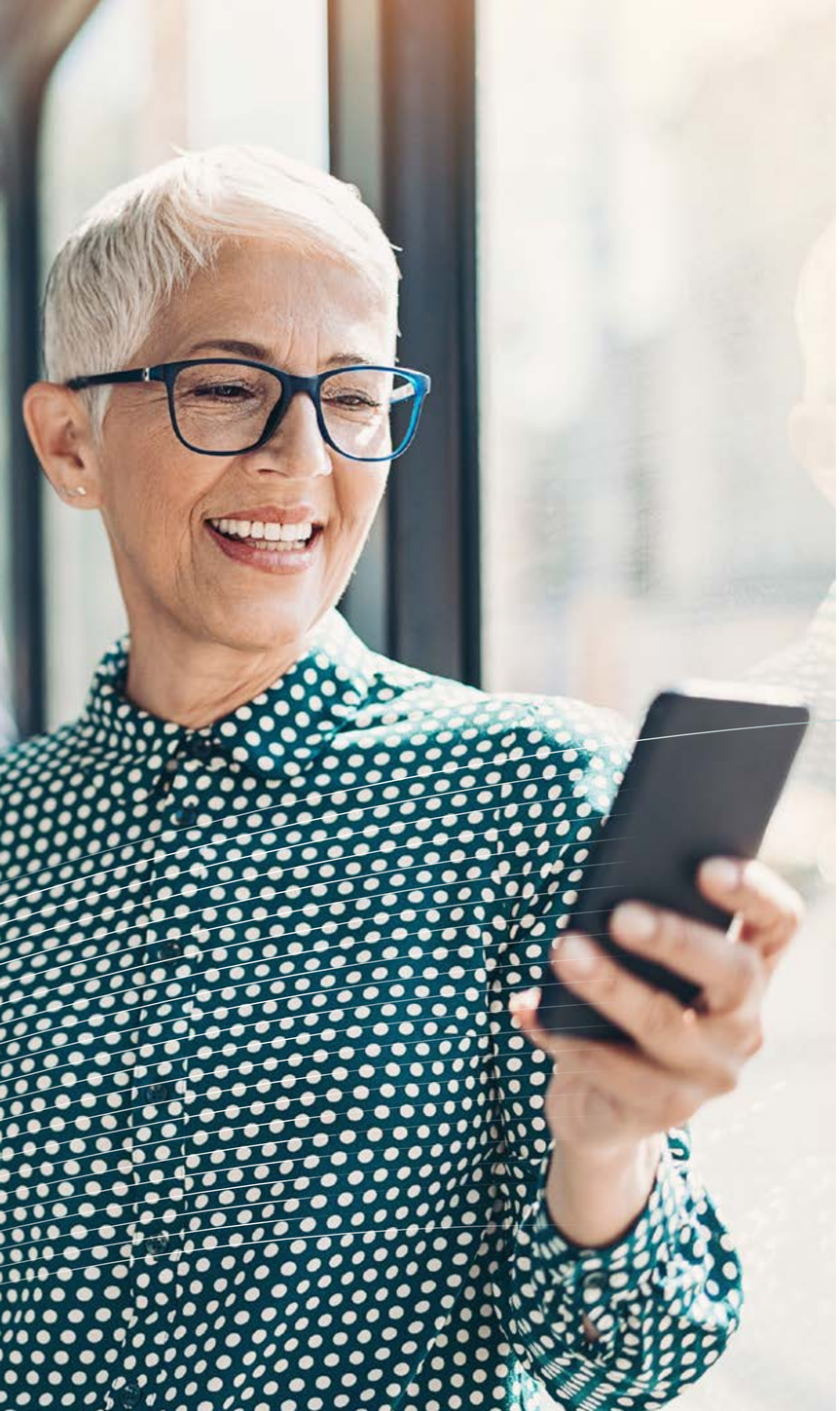


The Decade Ahead: Challenges, Change and the New C-Suite Mandate

Robert Half explores the surveyed 10-year challenges facing C-Suite leaders in Brazil and private equity investors – and how they can prepare.

Executive leaders today face a complex and rapidly evolving set of challenges; shaped by technological disruption, global instability, workforce dynamics and increasing stakeholder expectations.

The pace of technological change means leaders must drive digital transformation while managing older systems and reskilling their workforce. Unpredictable inflation, supply chain disruption, and global conflicts are also creating volatile economic conditions. Leaders also must make decisions alongside evolving regulations.

Competition for top talent will continue to be top of their agenda. Executive leaders will have to contend with generational shifts in expectations about work-life balance, purpose and inclusion; leading through change and uncertainty means clear communication and alignment across increasingly global and inclusive teams.

Resilient and adaptable leadership will also help to navigate complex social and political issues while maintaining credibility and trust.

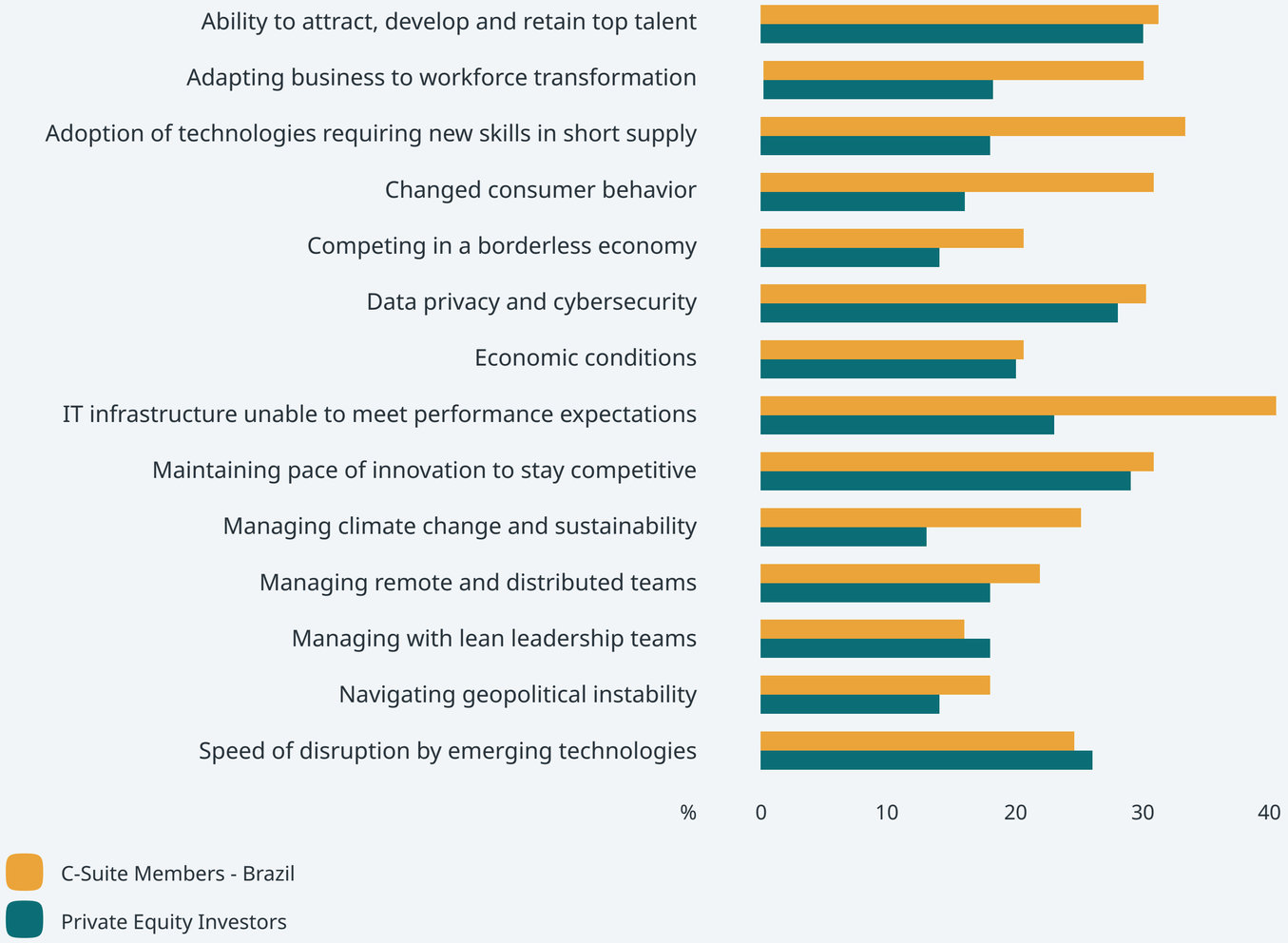
C-SUITE BLIND SPOT: UNDERESTIMATING WORKFORCE TRANSFORMATION AMID DIGITAL CHANGE RISKS FALLING BEHIND.

These mega trends are visible in **Towards the C-Suite 2035.** Technology change, innovation and digital skills are front of mind for C-Suite leaders and investors, as they consider what their world will look like in 10 years' time.

2035 Challenges: The Confluence of Technology and Skills

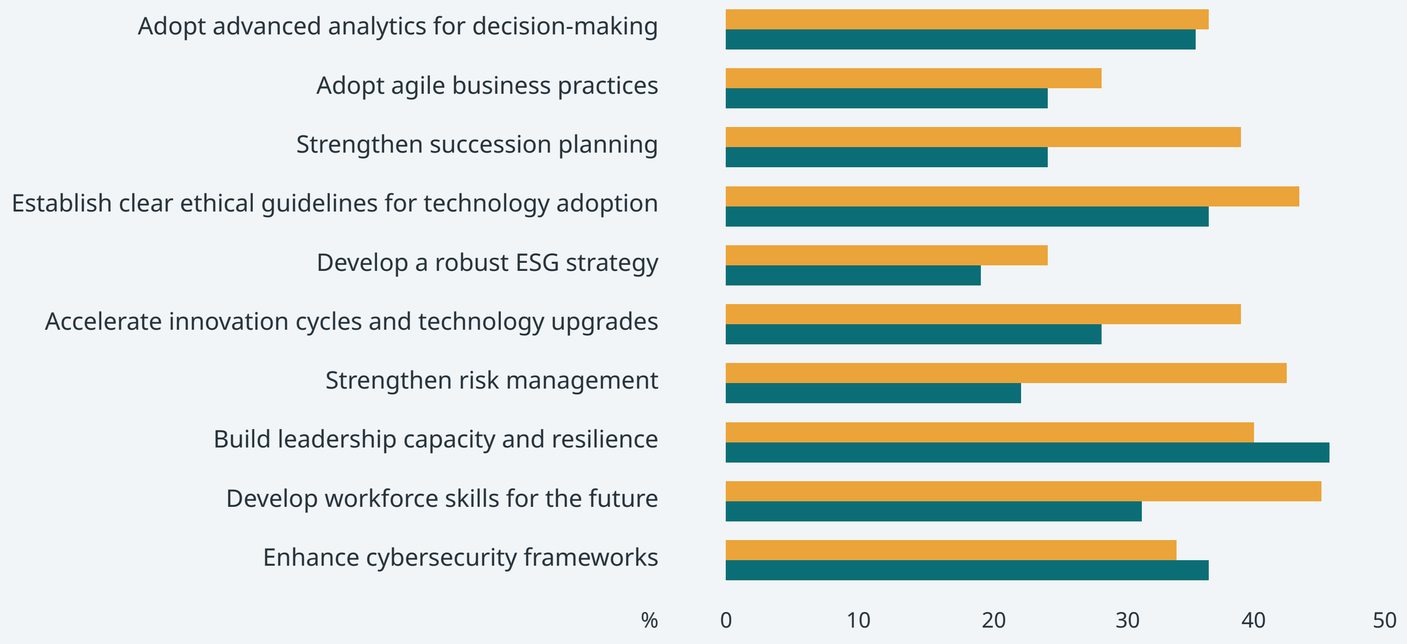
The long-term impact of technology on leadership, skills and operations, is a core conversation for executive leaders and investors. The influence and speed of digital business, combined with the search for leadership skills, illustrates the biggest challenges they expect to face in 10 years' time.

What C-Suite Executives See as Their Biggest Challenges by 2035*



*Results reflect the Top 3 rankings of C-Suite Members in Brazil and Private Equity Investors, based on their prior selection of all applicable options for their organisation(s).

Actions C-Suite and Top Management Executives Take to Prepare for the 2035 Challenges*



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The Digital Transformation Challenge

In 2035, C-Suite leaders believe their existing operations and legacy IT infrastructure will be unable to meet performance expectations as well as ‘born digital’ competitors. This is their number one concern. It’s also a top five challenge for private equity investors looking at their portfolio companies.

DIGITAL TRANSFORMATION WILL DICTATE COMMERCIAL SUCCESS IN 2035.

Large businesses with operating models that pre-date the digital revolution are becoming clearer about digital transformation. Many have developed modern finance, marketing and production tools, for example. But the process is far easier for new and SME businesses. ‘Born digital’ operations are built from the ground up.

Even when sourcing and selling physical products, they can take advantage of technology tools to manage every aspect of the commercial process. As one business adapts its legacy infrastructure, the other starts from a blank canvas or a smaller footprint.

This matters for two reasons: first, new and emerging technology enables disruptive innovation to occur across markets. This means businesses which can maintain the pace of innovation and stay competitive are more likely to survive. Second, customers can change their behaviour when new and innovative products and services become available. This means that commercial opportunity favours businesses able to offer those products and services. In 2035, businesses which have embraced this journey will be better placed to compete and to survive.

Top Challenges Among C-Suite Leaders

- IT infrastructure to meet performance expectations
- Adoption of technologies that require hard-to-find skills
- Ability to attract, develop, and retain top talent
- Changes in consumer behavior
- Maintaining the pace of innovation in a competitive market

The Leadership and Digital Skills Challenge

Ensuring the IT infrastructure necessary to meet performance expectations is the main challenge for C-Level leaders in Brazil and investors when evaluating the scenario for 2035. Both are concerned about finding solutions for a shortage of digital skills; both are clear about the importance of data privacy and cybersecurity. They are also mindful that digital transformation will require workforce transformation. Technology change is only as good as the people who lead it and deliver it.

SUCCESSION PLANNING WILL HELP RESPOND TO THE PACE OF CHANGE.

Building a vision for the C-Suite in 2035 will acknowledge the close relationship between technology and leadership skills. It will walk a fine line between digital transformation and the human capacity to build a business. Too far one way, and the technology tail will wag the business dog; but, too far the other, and leadership teams will fall short when it comes to innovation and competition.

There is a clear desire among C-Suite leaders and private equity investors to build leadership capacity and resilience and develop workforce skills for the future. In these two statements, they acknowledge the need to enhance executive leadership skills and build on current workforce strengths and capacities. But they also acknowledge the impact of economic shocks, geopolitical instability, and the pace of innovation. Resilience can be an overused word in business. But the ability to bounce back – and have the skills and tools to do it – matters more than ever.

C-Suite leaders and private equity investors are developing capacity, resilience and skills by accelerating innovation cycles and technology upgrades; adopting agile business practices; and strengthening succession planning. They can see the writing on the wall. Competing against 'born digital' companies in 2035 will require speed, agility and experience. By addressing all three now, they are putting the foundations in place to succeed. A leadership team which understands how to innovate, alongside a workforce which can deliver new ideas, will be strengthened by the strategic development of future talent. Seeds planted now will stand tall in 2035.

The Impact of New Technology on the C-Suite

As executive leadership teams look ahead, it's clear they will need to evolve alongside emerging technology. Tools including artificial intelligence, blockchain and advanced analytics are reshaping their operations. Breakthroughs in energy innovation and vehicle batteries, quantum computing, and even crypto currency, are reshaping industries. While artificial intelligence dominates the headlines, myriad technology developments will call on executive leaders to develop a new kind of intelligence – one which combines foresight, adaptability and digital fluency.

DEVELOPING DIGITAL LEADERSHIP SKILLS IS A PRIORITY.

But leadership teams face a technology readiness gap. While there is often enthusiasm about innovation, most businesses lack digital competence in the C-Suite. Bridging this gap requires the development of new skills and strategic plans. Continuous learning, cross-department education, and mentoring can help to build capability in AI ethics, systems thinking, and data governance, for example, alongside cybersecurity resilience in the event of an attack. This will help to build a digital-first leadership team that understands how these systems work, how to protect them, and how to deploy them in a responsible and fair way.

A culture of curiosity and experimentation is equally important. Forward-thinking businesses are already encouraging their executives to lead experimental projects, create innovation labs and partnerships, and explore emerging technology applications. A mindset that sees technology as a driver of strategic opportunity, can embed a technology-friendly culture from the top down.

Future-Ready Leadership: Top 5 on How C-Suite Executives Are Responding to Emerging Technologies

1. Develop a strategic plan to modernize the technology infrastructure
2. Invest in cybersecurity and network security
3. Invest in continuous learning and digital literacy
4. Focus on improving team skills
5. Establish clear ethical guidelines for the use of technology

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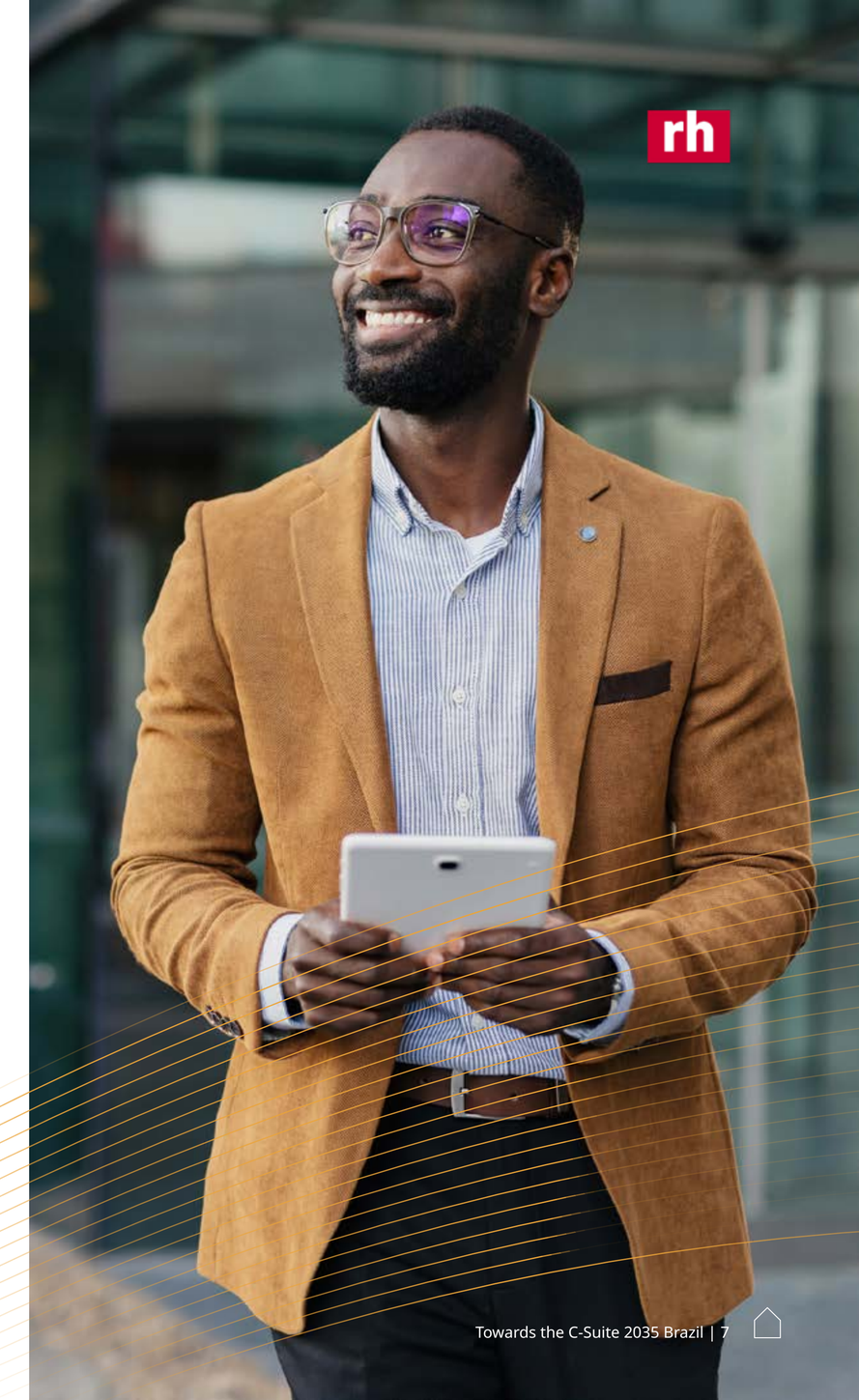
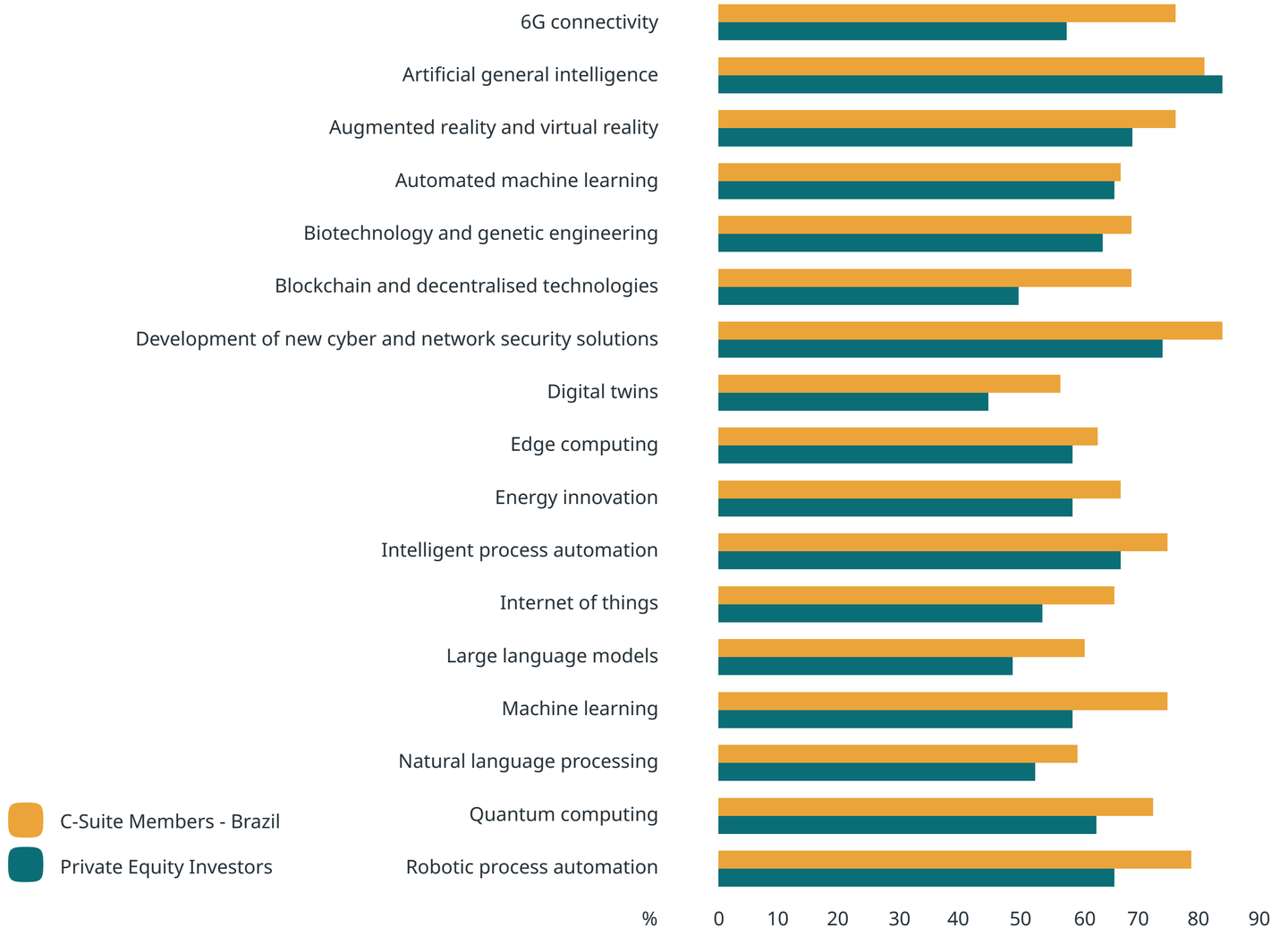


Emerging Tech Is Already Reshaping the C-Suite

The countdown has begun. Over the next decade, technologies like AI and automation won't just support leadership – they will transform it. From redefining executive roles to shifting the skills agenda, C-Suite leaders must act now to stay ahead. These charts reveal where the impact will hit first – and where businesses risk falling behind.

Emerging Technologies C-Suite Leaders Expect to Shape Executive Leadership by 2035*



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Redefining Leadership Roles:
Top 5 Where AI Will Support – or Take the Lead by 2035*

SMEs	Large Businesses
AI Will Completely Take Over	
Performance measurement and reporting	Innovation and product development
Strategic decision-making	Risk management, regulation and compliance
Financial management, forecasting and reporting	Scenario planning and simulations
Customer insights and personalisation	Leading and managing workforce utilisation and productivity
Leading and managing workforce utilisation and productivity	Supply chain and operation optimisation
AI Will Support the Task	
Workforce development, reskilling and upskilling	Talent acquisition and workforce planning
Talent acquisition and workforce planning	Performance measurement and reporting
Supply chain and operation optimisation	Employee engagement and retention strategies
Employee engagement and retention strategies	Leading and managing workforce utilisation and productivity
Risk management, regulation and compliance	Financial management, forecasting and reporting

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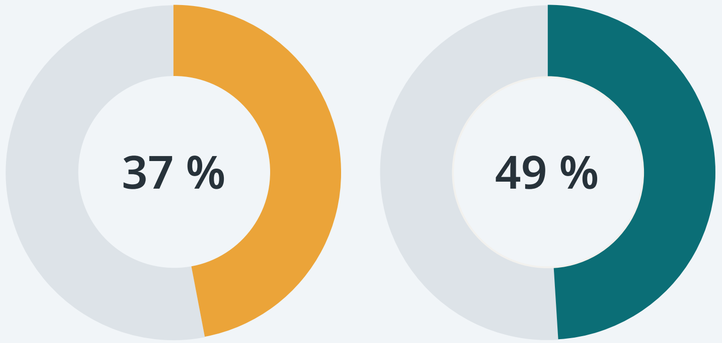
The Future of C-Suite Decision-Making: Where Human Intuition Meets Data-Driven Precision

MORE THAN 1/3 OF EXECUTIVES ENVISION A BALANCED APPROACH WHERE TECHNOLOGY AND HUMAN JUDGMENT WORK SIDE BY SIDE



C-Suite Members - Brazil

Private Equity Investors

The Impact of Technology on Decision-Making

The balance between human-led and machine-led decision-making is already punctuating executive leadership. Data-driven insights are common, and many tools can shed new light on employee wellbeing, financial performance and customer behaviour, among other areas. But with the rapid development of artificial intelligence, executive leaders are considering the balance of their decisions.

THE FUTURE OF LEADERSHIP LIES IN MASTERING THE BALANCE: HUMAN JUDGEMENT SUPPORTED BY AI, NOT REPLACED BY IT.

In 2035, most C-Suite leaders and private equity investors believe that decision-making will include a combination of human intuition and data-driven insight. They generally expect technology tools to support their decision-making, but not take complete control.

When making strategic decisions about their business, they believe AI and automation will support these tasks. Across small, medium, and large companies, 40% believe AI will completely take control of executive decision-making.

What the Executive Leadership Team Will Look Like in 2035

This chapter has highlighted the challenges which C-Suite leaders and private equity investors expect to face in 2035, and how they plan to respond to those challenges. It has shown the importance of digital transformation and competing with 'born digital' peers. It shows the creeping influence of technology on executive skills and decision-making. It has prepared the ground for the C-Suite in 2035.

In 10 years' time, executive leadership will be data-centric and AI-powered, using the technology tools to influence, but not dominate, decision-making. It will be smarter and more efficient, as executive leaders must further deepen digital fluency and extend data-driven decision-making. It will be collaborative and cross-disciplinary, as knowledge from one department closely influences others. It will be full of digital first, emotionally-intelligent leaders; those who strike a balance between a human-led, and a technology-led, business.

Key Recommendations

Appoint an Innovation and Change Manager or a Digital Transformation Leader

This individual would work with the executive team to understand what it takes to accelerate innovation cycles and upgrade legacy platforms. They can report to the Head of Transformation, or to the Chief Technology Officer and the Chief Executive Officer. They would identify opportunities for innovation and transformation across the business, and lead on these projects. But crucially, they would start by building relationships and capability with department leaders. They would also act as a mentor for C-Suite leaders looking to develop their digital fluency.

Appoint a Succession Planning Lead

This individual would work with the Head of Talent or Chief HR Officer to develop a pipeline of future leaders. They would help to develop a succession plan which supports the wider business strategy, identifying critical roles and the potential of existing colleagues to fill them. Those with high potential would be supported through leadership development. More broadly, a Succession Planning Lead can help to promote a culture that supports internal progression and transparency.

Encourage C-Suite Leaders to Develop Their Digital Fluency

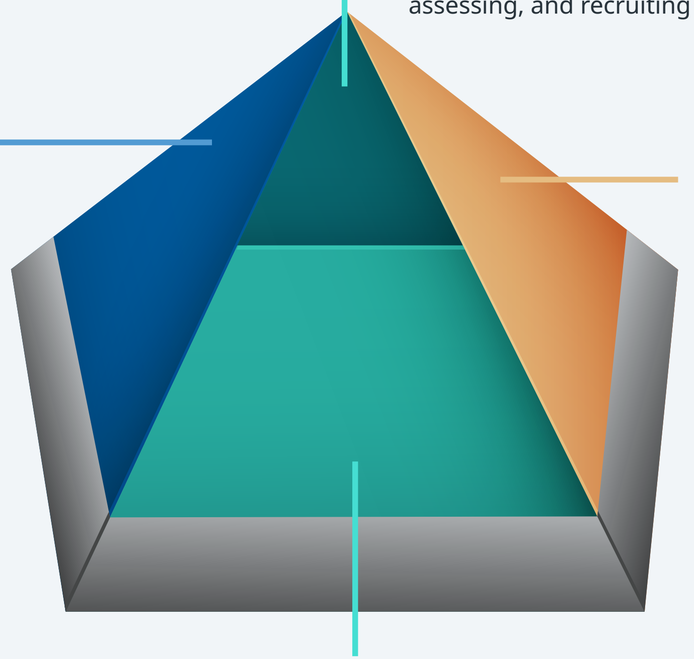
Executive education programmes focused on digital transformation, AI, and data analytics would enable leaders to understand the foundations of new technology without a technical background. Executive sponsorship of innovation projects would expose leaders to new projects. Industry events focused on digital technology would enable leaders to meet others and learn best practice.

Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries.

Executive Search

For organizations that recognize that a robust process can significantly impact their direction, we offer a tailor-made approach for sourcing, assessing, and recruiting key professionals.



Consulting

We offer deep consulting expertise, objective insights, and collaboration to help companies tackle challenges and seize opportunities.

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Management Resources: We allocate specialized professionals to areas of corporate strategic leadership.

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Robert Half Solutions

Robert Half offers talent solutions through various services for companies across different industries. Rely on the experience of market-specialized consultants and the unique advantages of Robert Half:

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Choices: Each consultant’s network allows access to a wide range of professionals across the country, enabling clients to choose from the best candidates presented.

Match: We work without exclusivity, presenting the most suitable professionals for our clients' needs.

Speed: Candidate selection decisions are made through a collective decision-making process among several consultants, allowing us to present candidates quickly, as a large team is working for each position or project.

About Robert Half

It is the first and largest specialized recruitment company in the world. Founded in 1948, the company operates in Brazil by recruiting permanent professionals and those for specialized projects in the areas of finance, accounting, financial markets, insurance, engineering, technology, legal, human resources, marketing and sales, and executive leadership roles.

With a global presence and operations in North America, Europe, Asia, South America, and Oceania, Robert Half appears on lists of the world's most admired companies and is also recognized for its commitment to promoting equality and fostering an inclusive culture.

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