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CCO Views into 2025

January 14, 2025



The CCO View of the Year Ahead

As organizations confront increasing stakeholder expectations, pursue sustainability agendas, experiment with AI, navigate complex geopolitical developments and contend with rising employee activism, the strategic leadership of the chief communications officer (CCO) has never been more vital.

Page, the premiere global membership association for CCOs and other senior communications and public relations leaders, set out to understand the latest stakeholder risks and opportunities.

Page fielded a survey of its member CCOs between December 18, 2024 and January 15, 2025, garnering 40 responses across North America, Europe, Asia and the Middle East.



Top 2025 Business Risks According to CCOs



What is one critical risk you see from your unique perspective as a chief communications officer that should be on most business' radar in 2025?

- #1 Anti-Woke/Resistance to ESG/DEI**
Activist pressure campaigns, reputational risk
- #2 Polarization**
Navigating increasingly divided society
- #3 Geopolitical Challenges**
New governments, instability, international conflict
- #4 Trump and Rising Populism**
Policy changes, unpredictability, autocracy
- #5 Low Trust**
Faith in institutions (media, government, etc.)

Percentage of respondents whose open-ended answer referenced one of the themes listed. n=35

Top 2025 Opportunities According to CCOs



What would you say are the one or two biggest areas of opportunity for business from the CCO perspective? Please be specific.

#1

CCO Leadership/Managing Risk

Navigating a complex stakeholder environment

#2

AI /Technology

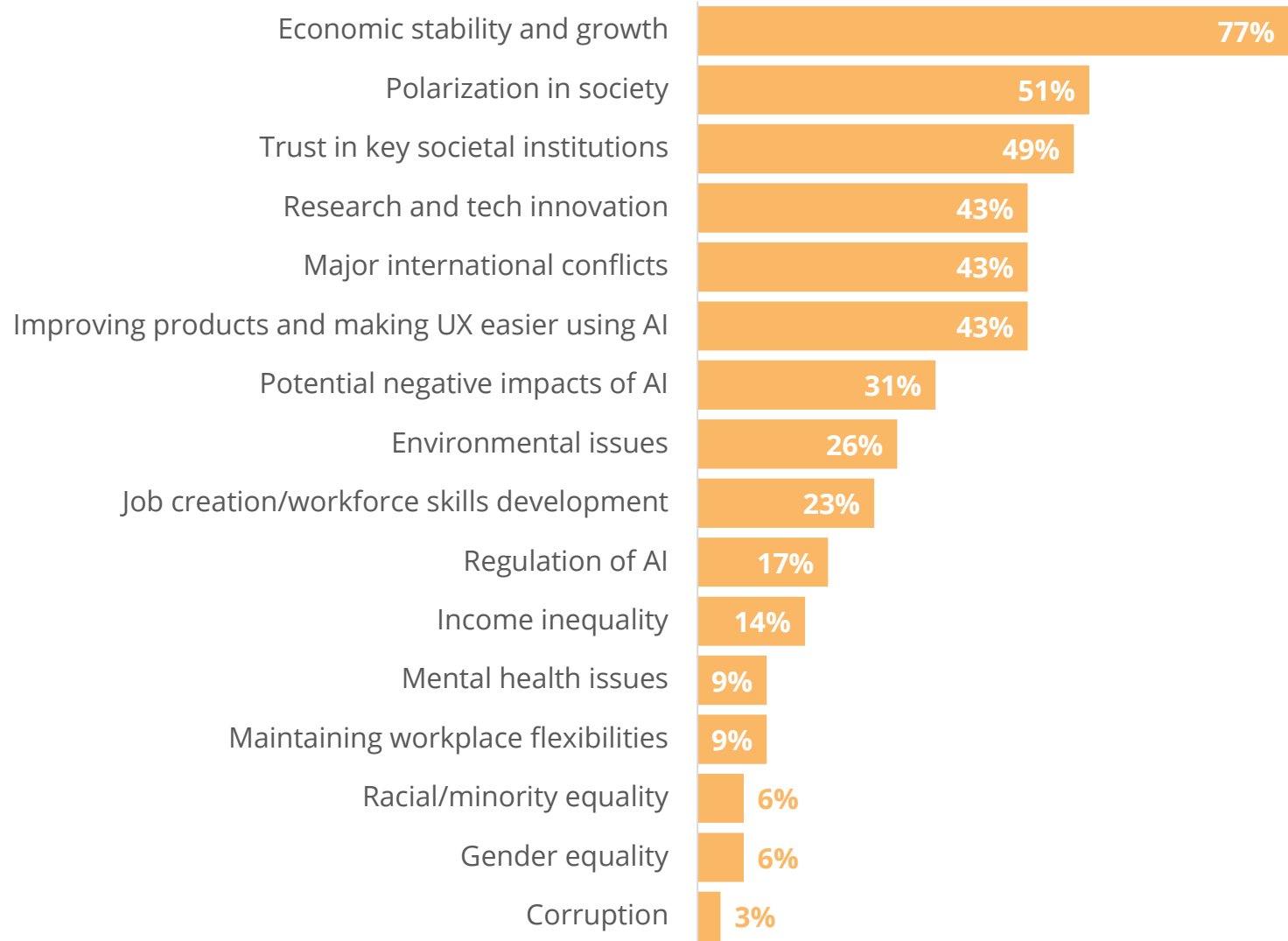
Responsible adoption of AI, new capabilities (i.e., personalized stakeholder engagement, real-time insights)

Percentage of respondents whose open-ended answer referenced one of the themes listed. n=35

Most Relevant Issues for Organizations



Of the following list of issues, which are the most relevant/critical to your organization for the year ahead? Select up to five.



Source: Page-Harris Poll Confidence in Business Index (n=11,612 across 10 Global Markets)

CCOs Words of Advice for CEOs in 2025



What would you say is one crucial piece of advice that CEOs need to hear from CCOs right now?

- Don't overreact to external events. Trump, populism and backlash against DEI, ESG, etc., are real and require us to rethink some things **but not everything**.
- Give as little oxygen as possible to the ever more ridiculous and unproductive statements from political world leaders and their entourage (read: Elon Musk). We don't want to add to polarization...**be there for ALL employees and reassure the world** that we can overcome the worrying movement to global tension.
- There is strength in numbers. The desire to step back from controversy further erodes the CEO's right to **have a voice in major societal conversations**.
- Don't lose the trust and credibility of your own workforce...**You are one of the only "institutions" your employees still trust**.
- "Clarity in the first few words" is really, really important. Our audiences are **making up their minds in SECONDS**.
- Change your messaging, **not your meaning**. We need to adapt how we communicate to the change in social and political environment.
- The United Healthcare issue showed us that we need to **better understand and listen to the experiences of our customers**.
- Do NOT engage in activities that can be perceived as **political or partisan**.



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