State of Sustainable Business Survey 2014

The sixth annual study explores the views of corporate sustainability practitioners
About BSR
BSR is a global nonprofit organization that works with its network of more than 250 member companies to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. Visit www.bsr.org for more information about BSR’s more than 20 years of leadership in sustainability.

About GlobeScan
GlobeScan helps companies, multilateral organizations and NGOs measure and build valuable relationships with their stakeholders. Uniquely placed at the nexus of reputation, brand, and sustainability, GlobeScan partners with clients to build trust, drive engagement, and inspire innovation within, around, and beyond their organizations. To learn more, please visit www.globescan.com.

For more information, contact:

James Morris
Director
GlobeScan
Tel: +1 415 445 4657
james.morris@globescan.com

Eva Dienel
Associate Director, Communications
BSR
Tel: +1 415 984 3233
edienel@bsr.org
## Contents

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>4</td>
</tr>
<tr>
<td>Executive Summary: 7 Key Findings</td>
<td>5</td>
</tr>
<tr>
<td>Leadership Challenges</td>
<td>13</td>
</tr>
<tr>
<td>Public Trust and Transparency</td>
<td>15</td>
</tr>
<tr>
<td>Chief Sustainability Officer (CSO)</td>
<td>19</td>
</tr>
<tr>
<td>Priorities and Progress</td>
<td>24</td>
</tr>
<tr>
<td>Climate Change</td>
<td>31</td>
</tr>
<tr>
<td>Economic Trends and Impact</td>
<td>35</td>
</tr>
<tr>
<td>Opportunities in Collaboration</td>
<td>38</td>
</tr>
<tr>
<td>Methodology</td>
<td>41</td>
</tr>
</tbody>
</table>
Overview

- The annual BSR/GlobeScan State of Sustainable Business Survey (now in its sixth year) provides insights into the world of sustainable business and tracks the successes and challenges faced by corporate sustainability professionals.

- The research is released each year to coincide with the BSR Conference. This year’s survey includes a number of questions around transparency in business and sustainability, aligning with the BSR Conference 2014 theme, “Transparency and Transformation.”

- This year we benefit from the perspectives of more than 700 experienced professionals. Collectively, this is a highly informed group of corporate professionals on the leading edge of sustainable business. Their views provide deep insight into the current state of sustainable business and future opportunities and challenges in the landscape of business and society.
Executive Summary:
7 Key Findings
1. Integration Remains Central Leadership Challenge

According to sustainability professionals, integrating sustainability into the core of the business remains the most significant leadership challenge facing companies, while greater transparency continues to increase in importance.

- **Integrating sustainability** continues to be rated as the greatest challenge by almost two-thirds (63%) of all respondents, significantly more than any other challenges in the area of sustainability.

- Although not rated as highly as integrating sustainability, **greater transparency** has steadily increased in significance over the past three years of this survey.
2. Transparency a Driver of Public Trust

Transparency is identified as the most effective way to improve low public trust in business.

- When asked to spontaneously mention the best ways in which public trust can be improved, the overwhelming majority of respondents (61%) named increased transparency as the best way.

- However, respondents currently rate business as only moderately transparent, with just over one-quarter (26%) qualifying it as “transparent.” North Americans are less likely to rate business as transparent (18%) than respondents in Europe (26%) and other geographies (39%).

- Since 2010, perceptions of the public’s trust in business have not improved, with less than one-fifth (19%) of respondents in 2014 believing that the public has anything more than a moderate level of trust in business.
3. CSOs Are Having an Impact

The presence of a Chief Sustainability Officer (CSO) can have a significant positive impact on companies’ sustainability performance.

- While the proportion of respondents indicating that their company has a CSO in place has not changed over the past 12 months (46%), an overwhelming majority (78%) of those with a CSO say that the role has had a significant impact on their company’s sustainability performance. European companies are more likely to have a CSO (68%) than counterparts in North America (30%) and other markets (54%).

- There is a sense that a successful CSO must have the skills to marry the business to sustainability and needs a strong business sense and credibility in order to advocate for integrating sustainability across the enterprise. This sentiment is especially strong among respondents in the C-suite, with nearly half of respondents at vice president-levels and above (46%) identifying good business sense and credibility as the top characteristic for a CSO success.
For the sixth year running, practitioners identify human rights, workers’ rights and climate change as the top three sustainability priorities for their companies over the next year.

- While there is some volatility in these rankings year over year, respondents have consistently ranked these three issues as top priorities since 2009.

- **Human rights** (70% rating it as a significant business priority) and **workers’ rights** (64%) have increased in priority since 2013, while poverty reduction and sustainable consumption continue to rank as low priorities for businesses over the next year.

- These top priorities also align with respondents’ individual perceptions on significant current and future events in sustainability, where top mentions concern **climate events and supply chain issues**.
5. External Demand Will Drive Action on Climate

For companies to commit to a more ambitious approach to addressing climate change, corporate sustainability practitioners identify two effective levers of change: demand from investors and consumers, and greater governmental certainty and legislation.

- In considering significant events over the next year, respondents are most anticipating upcoming **UN policy decisions on climate and sustainable development**.

- The majority of practitioners say that their company will either **maintain or increase their focus on both climate adaptation and mitigation** over the next 12 months.
Technology, economic changes and transparency are the three mega-trends that will have the most impact on business over the next 24 months.

- Almost seven in ten (69%) state that **technological changes** will have a significant impact on their business in the coming months, followed closely by **economic changes** (68%).

- Nearly two-thirds (65%) say that **transparency and accountability** will have a significant impact. North American respondents are less likely to anticipate a significant impact from transparency (59%) than their counterparts in Europe and other geographies (72% and 70%, respectively).
7. Economic Concerns Driven by Social Factors

In considering impacts of specific economic issues, respondents tend to focus on socio-economic factors such as labor and supply chain, and political instability in key markets.

- Nearly three-quarters of respondents (72%) identified political instability in key markets as having the greatest potential impact on business, followed by the inadequate pipeline of skilled labor (60%).

- It is interesting to note that, while it has been demonstrated that economic inequality is a growing cause of political instability, and four in ten (41%) rate it as having a high potential to impact their business, comparatively it is not perceived as a significant threat to business.
Leadership Challenges
Business continues to contend with the challenge of integrating sustainability, and transparency is becoming a more prominent challenge

Most Important Leadership Challenges, 2011–2014 (% of total mentions)

Q8. In your opinion, which two of the following stand out as the MOST important leadership challenges for businesses today?
Public Trust & Transparency
There has been little movement in perceptions of public trust in business since 2010


Note: Based on a 5-point scale where 1 is “No trust at all” and 5 is “A great deal of trust.”

In 2014, respondents continue to qualify the public’s trust in business as low. The consistency of low perceptions among business professionals highlights an ongoing challenge.

Q2. How much trust do you believe the public has in business today?
More than any other answer, transparency emerges as the overwhelming means for business to increase public trust

Ways to Increase Trust, Top Mentions, 2014

- Being transparent on business / sustainability practices: 61
- Having a CSR / community involvement strategy: 21
- Delivering on promises and commitments: 15
- Collaborating and engaging with stakeholders: 14
- Having ethical governance driven by stakeholder concerns over shareholder returns: 11
- Following CSR commitments with action and engagement: 9
- Investing in environmental sustainability as core to business: 8
- Ensuring corporate accountability / using third-party assessments: 7
- Improving communication from business: 6
- Other: 9
- Don’t know: 12

Continuing perceptions about the public’s low trust in business speak to the need for action that inspires trust.

Respondents named a number of ways that business can do this, but the overwhelming majority calls for business to increase overall transparency to earn the public’s trust.
There is a significant need for improvement of business transparency on sustainability issues, with very few highlighting this as a strength.

Transparency of Business on CSR/Sustainability, 2014

Current perceptions of business’ transparency on sustainability are fairly moderate. Over half of those surveyed (52%) provide a moderate score for business’ performance on transparency, yielding significant opportunities to improve trust through greater transparency on sustainability.

Respondents from outside of North America were significantly more positive about the level of transparency of business, with 33 percent rating it as very transparent (4+5), compared to 18 percent in North America. However, most outside of North America also gave business a moderate rating (47%).

Note: Based on a 5-point scale where 1 is “Not transparent at all” and 5 is “Very transparent.”
Not very transparent (1+2); Somewhat transparent (3); Very transparent (4+5)
Chief Sustainability Officer (CSO)
From 2013 to 2014, there has been little to no change in the prevalence of Chief Sustainability Officers, but there is some variance by region.


- Yes
- No, but likely to have soon
- No, and no current plans to appoint one
- Don’t know

2014:
- Yes: 46
- No, but likely to have soon: 6
- No, and no current plans to appoint one: 43
- Don’t know: 5

2013:
- Yes: 46
- No, but likely to have soon: 6
- No, and no current plans to appoint one: 44
- Don’t know: 4

While there is little to no change to the proportion of respondents indicating their company has a Chief Sustainability Officer (CSO) in place, there is significant variance regionally.

Among North American respondents, just 30 percent indicate their company has a CSO in place, compared to 68 percent in Europe and 54 percent among those from other regions.

Q9. Does your company have a chief sustainability officer?
Respondents whose companies have a CSO have greater conviction that this position positively impacts sustainability

CSO Function and Perceived Impact, Corporate Respondents, 2014

More than three-quarters of corporate respondents whose companies have a CSO (78%) believe that this person has a strong impact (4+5) on positive sustainability performance. Conversely, less than half of respondents without a CSO (49%) qualify a CSO this way.

As an advocate for sustainability, the presence of a CSO in an organization helps foster buy-in across the company, especially as it boosts perceptions of positive performance among internal stakeholders.

Q9. Does your company have a chief sustainability officer?  
Q10. How much impact, if any, can having a Chief Sustainability Officer (CSO) have on a company’s positive sustainability performance?
More than any other quality, business acumen is the most valued and important characteristic of a CSO.

### Qualities of a Successful CSO, Corporate Respondents, Total Mentions, 2014

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Total Mentions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good business sense and credibility</td>
<td>41</td>
</tr>
<tr>
<td>Ability to lead sustainability / integrate aspects across business</td>
<td>27</td>
</tr>
<tr>
<td>Ability to communicate / engage collaboratively</td>
<td>20</td>
</tr>
<tr>
<td>Dynamic, long-term vision</td>
<td>14</td>
</tr>
<tr>
<td>Ability to influence people</td>
<td>11</td>
</tr>
<tr>
<td>Support from the board and C-suite</td>
<td>8</td>
</tr>
<tr>
<td>Courage and determination</td>
<td>6</td>
</tr>
<tr>
<td>Being honest and transparent</td>
<td>5</td>
</tr>
<tr>
<td>Authenticity / passion to drive the approach</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
</tr>
<tr>
<td>Don’t know</td>
<td>20</td>
</tr>
</tbody>
</table>

BSR14_11

Q11. What qualities or characteristics are most important for a successful Chief Sustainability Officer (CSO) in business today?
According to respondents, a successful Chief Sustainability Officer must have…

Qualities of a Successful CSO, Corporate Respondents, 2014

**Good business sense and credibility (41%)**

“*Able to connect long-term CSR objectives with short-term business objectives*”

“*Needs to understand the business and be close to all business units*”

“*Credibility as someone who thinks about the impact of sustainability on key "hard" business metrics like revenue, profit, cash and stock price*”

**Ability to lead sustainability / integrate aspects across business (27%)**

“*Ability to collaborate and integrate with business teams, to prevent sustainability from being a single activity or side requirement*”

“*…One who thinks about the bigger picture and not in isolation. I believe they have to be one who can see the viewpoints of the different sectors within a company to help integrate and align citizenship across the board*”

**Ability to communicate / engage collaboratively (20%)**

“*Inspiring and visionary expert able to communicate to all stakeholders*”

“*Influence with CEO and ability to drive accountability for sustainability-related initiatives across the company*”

“*Someone who has a strong sustainability vision but can equally strongly connect with other leaders in the business*”
Priorities and Progress
Practitioners identify human rights, workers’ rights and climate change as top sustainability priorities for their companies over the next year.

Corporate Sustainability Priorities over the Next 12 Months, 2014 (% of respondents identifying an issue as a “significant priority”*)

- Human rights: 70%
- Workers’ rights: 64%
- Climate change: 56%
- Water availability/quality: 50%
- Public policy frameworks promoting sustainability: 49%
- Sustainable consumption: 44%
- Access to products and services for marginalized communities: 39%
- Poverty reduction: 30%

*Percentage of respondents who selected 4 or 5 on a 5-point scale where 1 is “Not at all a priority” and 5 is “A very significant priority.”

Q1. When you think about the focus of your company’s or organization’s CSR and sustainability efforts in the next 12 months, how much of a priority are each of the following issues?
In 2014, respondents outside of North America and Europe are more focused on workers’ rights, water issues, and sustainable consumption over the next 12 months. For respondents in North America and Europe, the top three priorities are consistent: human rights, workers’ rights, and climate change.

Corporate Sustainability Priorities over the Next 12 Months, 2014 (% of respondents identifying an issue as a “significant priority”*)

<table>
<thead>
<tr>
<th>Issue</th>
<th>North America</th>
<th>Europe</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human rights</td>
<td>67</td>
<td>72</td>
<td>71</td>
</tr>
<tr>
<td>Workers’ rights</td>
<td>56</td>
<td>60</td>
<td>79</td>
</tr>
<tr>
<td>Climate change</td>
<td>49</td>
<td>63</td>
<td>61</td>
</tr>
<tr>
<td>Water availability/quality</td>
<td>48</td>
<td>36</td>
<td>66</td>
</tr>
<tr>
<td>Public policy frameworks promoting sustainability</td>
<td>41</td>
<td>49</td>
<td>61</td>
</tr>
<tr>
<td>Access to products and services for marginalized communities</td>
<td>36</td>
<td>36</td>
<td>48</td>
</tr>
<tr>
<td>Sustainable consumption</td>
<td>35</td>
<td>49</td>
<td>54</td>
</tr>
<tr>
<td>Poverty reduction</td>
<td>24</td>
<td>25</td>
<td>46</td>
</tr>
</tbody>
</table>

*Percentage of respondents who selected 4 or 5 on a 5-point scale where 1 is “Not at all a priority” and 5 is “A very significant priority.”
Amid some volatility, business’ top three sustainability priorities remain consistent since 2009: human rights, workers’ rights, and climate change

Corporate Sustainability Priorities over the Next 12 Months, 2009–2014
(% of respondents identifying an issue as a “significant priority”**)

Q1. When you think about the focus of your company’s or organization’s CSR and sustainability efforts in the next 12 months, how much of a priority are each of the following issues?

*This was a new question in 2014, and so there is no tracking data available.

**Percentage of respondents who selected 4 or 5 on a 5-point scale where 1 is “Not at all a priority” and 5 is “A very significant priority.”
Climate and supply chain stewardship dominate individual perceptions of recent significant events in sustainability

Most Significant Sustainability Developments in the Past 12 Months
All Respondents, Top Mentions, 2014

<table>
<thead>
<tr>
<th>TOP MENTION</th>
<th>Extreme weather events and climate change</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECOND MENTION</td>
<td>Rana Plaza and the Bangladesh Accord</td>
</tr>
<tr>
<td>THIRD MENTION</td>
<td>EPA carbon reduction regulations</td>
</tr>
<tr>
<td>FOURTH MENTION</td>
<td>Supply chain infrastructure, standards, and conditions</td>
</tr>
<tr>
<td>FIFTH MENTION</td>
<td>Increased environmental awareness and commitment in global markets</td>
</tr>
</tbody>
</table>

Although more than a year has passed since Rana Plaza, its continuing ramifications for supply chain strongly influenced respondents in 2014.

Respondents also focused on extreme weather as a means to bring more attention to climate change.
## Individuals most anticipate developments in sustainability that concern international guidelines and policy

**Most Significant Sustainability Developments in the Next 12 Months**

*All Respondents, Top Mentions, 2014*

<table>
<thead>
<tr>
<th>TOP MENTION</th>
<th>Sustainable Development Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECOND MENTION</td>
<td>Climate policy and the UN COP in Paris 2015</td>
</tr>
<tr>
<td>THIRD MENTION</td>
<td>Water issues</td>
</tr>
<tr>
<td>FOURTH MENTION</td>
<td>Increased focus and planning on sustainability from business</td>
</tr>
<tr>
<td>FIFTH MENTION</td>
<td>Extreme weather events from climate change</td>
</tr>
</tbody>
</table>

Looking ahead through the next 12 months, respondents are most anticipating upcoming policy from the UN on both sustainable development and climate.

Though not shown on this chart, increased transparency in reporting was the sixth highest mention among respondents.

---

Q5. Over the *next* 12 months, what do you think will be the most significant development in CSR and sustainability?
Respondents believe that business has progressed in sustainability in the last 5 years, and they are even more optimistic about the future.

Progress on sustainability in past 5 years, 2014

Confidence in progress on CSR in next 5 Years, 2014

While respondents recognize that the past five years have yielded progress on sustainability, they are not overwhelmingly positive: more than one-third rate this progress as moderate. Looking ahead, there is generally more optimism about making progress over the next five years, with over 70 percent of respondents expressing strong confidence.

Q6. Over the past 5 years, how much progress, if any, has business made on CSR/sustainability?
Q7. How much confidence, if any, do you have that business will make significant progress on CSR/sustainability over the next 5 years?
Climate Change
More than one-third of respondents believe their companies have significantly increased understanding of climate risk in the last year.

Increase In Understanding Of Climate Risk in Past Year, Corporate Respondents, 2014

Thirty-seven percent of respondents indicate there has been increased understanding within their companies over the past 12 months.

North American respondents reported the least improvement in understanding climate risk (32%), with slightly more in Europe (37%). Respondents from regions other than these report the most significant increase in understanding these issues (48%).

Note: Based on a 5-point scale where 1 is “None at all” and 5 is “A great deal.” Little to no increase (1+2); Some increase (3); Significant increase (4+5)
Respondents report that their companies will either maintain or increase their focus on climate strategy in the coming year

**Focus on Climate Mitigation and Adaptation in the Next Year, Corporate Respondents, 2014**

<table>
<thead>
<tr>
<th></th>
<th>More focus</th>
<th>The same focus</th>
<th>Less focus</th>
<th>Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mitigation</strong></td>
<td>49</td>
<td>42</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td><strong>Adaptation</strong></td>
<td>43</td>
<td>45</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

While mitigation is slightly more prominent than adaptation, both will continue to be a key part of corporate sustainability over the next year. For the large majority of respondents, their organizations will either maintain or increase their focus on these strategies in the next year.

For companies with a CSO in place, this climate focus will be even stronger: 55 percent of respondents whose organizations have a CSO indicate a stronger focus (4+5) on mitigation vs 40 percent of those without; and 53 percent of those with a CSO indicate a stronger focus (4+5) on adaptation, vs 35 percent of those without. This suggests that having a CSO is a critical aspect of corporate leadership in sustainability, as this person communicates that sustainability must be a priority to both internal and external stakeholders.

Q14. Compared to the last 12 months, will your company have more, less or the same amount of focus on mitigation and adaptation efforts over the next 12 months?
External demand from investors and consumers can drive corporate behavior change on climate action, but government is also a critical driver.

Q16. Looking to the next 12 months, how much impact, if any, would the following actions have on your company’s ability to be more active and ambitious on addressing climate change?
Economic Trends and Impact
Corporate respondents predict that their business will be most affected by technological and economic changes over the next two years.

Technological and economic changes are closely related, as innovations in technology can also influence economic change. These respondents anticipate less impact from environmental and social issues, as these require strategy longer than 2 years.

Because these respondents were surveyed prior to the Ebola outbreaks, global health was ranked fairly low; but respondents would likely view this differently if asked today.

Q21. How much impact, if any, do you expect the following trends to have on your business over the next 24 months?

<table>
<thead>
<tr>
<th>Anticipated Impact of Mega-Trends On Business In Next Two Years, Corporate Respondents, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technological changes</strong></td>
</tr>
<tr>
<td><strong>Economic changes</strong></td>
</tr>
<tr>
<td><strong>Transparency / accountability</strong></td>
</tr>
<tr>
<td><strong>Environmental changes</strong></td>
</tr>
<tr>
<td><strong>Demographic changes</strong></td>
</tr>
<tr>
<td><strong>Global health changes</strong></td>
</tr>
<tr>
<td><strong>Changes in mobility</strong></td>
</tr>
</tbody>
</table>
Q18. How much impact, if any, do you think the following economic issues could have on your business?

- **Political instability in key markets**: Impact rate of 72%
- **Inadequate pipeline of skilled labor**: Impact rate of 60%
- **Changing labor / employer dynamics in key sourcing markets**: Impact rate of 52%
- **Labor unrest**: Impact rate of 45%
- **Growing economic inequality**: Impact rate of 41%
- **Wage issues (e.g., living wage, minimum wage)**: Impact rate of 40%
- **Youth unemployment / unrest**: Impact rate of 30%
- **Gender inequality, including pay and discrimination**: Impact rate of 27%
- **Lack of participation of women in the labor force in some markets**: Impact rate of 27%
- **Executive compensation**: Impact rate of 22%

**Political instability has the greatest potential to impact business, but labor issues also feature prominently.**

Interestingly, growing economic inequality falls as a relatively moderate concern, despite more recent focus on this topic. As current and recent events have shown, economic inequality can be one of the most significant factors contributing to politically unstable markets.
Opportunities in Collaboration
Government has increased in importance as a collaborator for business

Important Organizations for Collaboration, 2014 (% of Total Mentions)

Q17. Which one of the following do you think is generally the most important for business to collaborate with in order to make substantial progress on a CSR and sustainability issue?

In 2014, there is a slight uptick in importance for both government and intra-business collaborations.

While these preferences vary slightly geographically, the only significant difference is in regions other than Europe and North America, where respondents are more desirous of government collaboration. Thirty-seven percent of these respondents selected government as the most important collaborator, versus 18% and 23% for North America and Europe, respectively.
Corporate respondents believe that employment and education present the biggest opportunities for poverty-alleviating partnerships.

Areas with Most Potential for Impactful Collaboration with Government & Civil Society, Corporate Respondents, Total Mentions, 2014

- Employment: 36
- Education: 30
- Energy: 29
- Sustainable consumption and production: 24
- Water and sanitation: 22
- Gender equality and women's empowerment: 19
- Health and population dynamics: 18
- Trade policy / Economic growth: 15
- Climate change and disaster preparedness broadly: 15
- Food security and nutrition: 13
- Infrastructure: 12
- Sustainable cities: 11
- Ecosystem and biodiversity: 10
- Institution building: 10
- Promoting equality of marginalized groups: 7
- Marine resources, oceans and seas: 3
- Don't know: 4

There is potential across the board for issue-driven partnerships that align with the UN Sustainable Development Goals.

The most impactful areas, according to respondents, relate to individual economic empowerment through employment and education.

Q20. In 2015, the global development community will assess progress against the Millennium Development Goals, and will launch the Sustainable Development Goals. Which of the following areas has the most potential for partnership between your company and government and civil society to address poverty alleviation and sustainable development?
Methodology
The BSR/GlobeScan State of Sustainable Business Poll 2014 was conducted between July 30 and September 11, 2014.
A total of 709 professionals from BSR member organizations completed the survey. This sample includes representation from 79 percent of BSR’s member organizations.
Unless otherwise noted, figures in charts and graphs refer to percentage of respondents.
The sample population was primarily comprised of representatives from business, with some respondents from NGOs, government, and academia, representing Africa, Asia/Pacific, Europe, Latin America, and North America.

### Industry / Sector

<table>
<thead>
<tr>
<th>Industry / Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer products / retail</td>
<td>30%</td>
</tr>
<tr>
<td>Information and communications technology</td>
<td>14%</td>
</tr>
<tr>
<td>Energy and extractives</td>
<td>19%</td>
</tr>
<tr>
<td>Health care</td>
<td>10%</td>
</tr>
<tr>
<td>Food, agriculture, and beverage</td>
<td>9%</td>
</tr>
<tr>
<td>Transportation and logistics</td>
<td>4%</td>
</tr>
<tr>
<td>Media and entertainment</td>
<td>2%</td>
</tr>
<tr>
<td>Financial services</td>
<td>6%</td>
</tr>
<tr>
<td>Heavy manufacturing</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Job Level

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President or above</td>
<td>16%</td>
</tr>
<tr>
<td>Director</td>
<td>31%</td>
</tr>
<tr>
<td>Manager or below</td>
<td>48%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>46%</td>
</tr>
<tr>
<td>Europe</td>
<td>26%</td>
</tr>
<tr>
<td>Other regions</td>
<td>29%</td>
</tr>
</tbody>
</table>

### Organization Type

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business / Corporation</td>
<td>92%</td>
</tr>
<tr>
<td>NGOs</td>
<td>2%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>