

**Survey Results  
& Analysis**

for

**Environmental Risk Management**



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# Survey Results & Analysis

**Survey:** Environmental Risk Management

**Responses Received:** 89

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## 1) Which of the following best describes your involvement within your organization?

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Responsible for making decisions regarding environmental risk management on behalf of my organization	6	7.0%
Involved in decision-making regarding environmental risk management for my organization (in an official capacity)	35	40.7%
Not directly involved, but I try to influence my organization's decisions regarding environmental risk management	28	32.6%
Not involved in making decisions about environmental risk management	17	19.8%

**2) Within your organization, who has primary oversight for environmental risk management?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
CEO	21	24.1%
CFO/Treasurer	2	2.3%
Chief risk officer/risk manager	27	31.0%
Leadership of individual business units	21	24.1%
Don't know	4	4.6%
Other (please specify)	12	13.8%

Other Responses:

EHS- organization ( Environmental Health Safety)
and CEO
plus the whole Department of Risk Management
Dean of curriculum
Head of HR
Director, Environment
Chief Operating Officer
Corporate Responsibility
Environmental manager
Industrial Function - Corporate HSE
Director Q&E
Environmental Department
Compliance dept., Engineering dept.
Head of the Industrial Function

**3) Within your organization, is at least one person focused full-time on environmental sustainability?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	48	55.2%
No	36	41.4%
Don't know	3	3.4%

**4) What is the title of the person responsible?**

<b>What is the title of the person responsible?</b>
executive director
Manager, energy and environment
Head of Environmental Risk Management
CSR manager
VP Environmental
President and Risk Manager
Main Expert For Corporate Social Responsibility
CEO has main responsibility, assisted by Business Development Mgr and Communications mgr.
Head of Think Big Programme
Director of Corporate Sustainability
Environmental Officer
Environment Director
Risk Manager
Group Environment Manager
Head of Environmental Management
Director/Team Leader, Environmental Health and Safety
Environmental Manager
Head of Environment and Sustainability

Head of CSR
Director, Environment
Facilities Manager
Chief Risk Officer
VP Corporate Responsibility - Environment
Environmental Manager
There are several responsible Head of Industrial Corporate environmental Manager Corporate Manager for Environmental Remediation Corporate sustainability Managers,...
Environmental manager
Senior advisor, sustainability
Environmental consultant
environmental issues manager
Head of Department
Chief Security and Environment Officer
Head of Environment
Head of Environment and Quality
Director, Environment, Health and Safety (EHS)
Head of Engineering
Environmental Officer
Head of real estate
Group Commercial Director Head of Sustainability and Environment Head of Environment Health, Safety & Environment Manager
Head of Environmental Risk Policy
HSE MANAGER
Global Director of HSEQ
Socially Responsible Investment Officer
Industrial Manager
Environmental Sustainability Director
director corporate responsibility
Sustainability Manager
grp risk mgr
Environmental Director

**5) Please rate each of the following. Please use a 10-point scale where 1 means "extremely low," and 10 means "extremely high."**

	<b>1=Extremely low</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10=Extremely high</b>	<b>% 8, 9 or 10</b>
Level of commitment at the C-suite level to management of environmental risk at your organization	1%	1%	2%	5%	14%	17%	24%	18%	12%	7%	37%
The board attention to and involvement with environmental risk management issues	1%	1%	1%	9%	12%	14%	32%	13%	9%	7%	29%
The extent to which your organization's environmental risk management is linked to its overall strategy and objectives	1%	2%	2%	7%	18%	17%	18%	18%	13%	5%	35%

**6) How important do you believe managing environmental risks will be to your organization's success and viability in the future?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
1=Not at all important	1	1.2%
2	1	1.2%
3	3	3.5%
4	2	2.4%
5	7	8.2%
6	6	7.1%
7	14	16.5%
8	25	29.4%
9	14	16.5%
10=Extremely important	12	14.1%

%8, 9 or 10 = 60%

**7) Which of the following best describes how key environmental risks are communicated to top management?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Regularly, according to a specified process	53	61.6%
On an ad hoc basis only	29	33.7%
Not at all	4	4.7%

**8) Can you quantify the impact that your environmental risk management initiatives have on your balance sheet?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	26	30.2%
No	47	54.7%
Don't know	13	15.1%

**9) How would you describe the impact on profitability of your organization's environmental risk management initiatives?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Very negative	0	0.0%
Somewhat negative	5	5.9%
No impact	25	29.4%
Somewhat positive	39	45.9%
Very positive	16	18.8%

**10) Would you describe the resources your organization currently commits to environmental sustainability and risk management as:**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Ample	10	11.8%
Adequate	64	75.3%
Inadequate	11	12.9%

**11) Over the next five years do you anticipate the level of commitment your organization makes to environmental sustainability and risk management to:**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Decrease significantly	0	0.0%
Decrease somewhat	0	0.0%
Remain the same	28	32.9%
Increase somewhat	48	56.5%
Increase significantly	9	10.6%



**12) How, if at all, has the economic downturn impacted the level of investment and/or resources your firm commits to corporate social responsibility including environmental sustainability and risk management? Would you say the level of investment and/or resources has:**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Decreased significantly	1	1.2%
Decreased somewhat	8	9.4%
Remained the same	57	67.1%
Increased somewhat	16	18.8%
Increased significantly	3	3.5%

**13) Has your organization implemented an environmental risk assessment?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	53	60.2%
No	29	33.0%
Don't know	6	6.8%

**14) How often is your environmental risk assessment carried out?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Annually	24	46.2%
Biannually	4	7.7%
Every 3-5 years	12	23.1%
Irregularly	6	11.5%
Don't know	6	11.5%

**15) Which of the following initiatives your organization implemented?  
(Check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Organization-wide environmental risk management program	41	46.1%
Environmental baseline study to document conditions at your site with respect to the environmental liability directive.	39	43.8%
Crisis management/crisis response plan to respond in the event of an environmental emergency.	54	60.7%
Risk-reduction plan that identifies and prioritizes environmental risks	41	46.1%
Initiatives to replace dependency on scarce and "dirty" resources with clean and sustainable resources (if so, please specify)	21	23.6%
Media initiatives to highlight the organization's green initiatives	39	43.8%
Recruitment initiatives to attract young talent who desire to work for an environmentally-friendly organization	18	20.2%
Shareholder initiatives designed to attract investors that favor companies that follow environmentally friendly policies	15	16.9%
Strategies for energy and resource conservation in its offices and other facilities	60	67.4%
Financial incentives for C-suite and/or management-level personnel	7	7.9%
Prioritizing modification of existing product and service offers along environmentally friendly lines	40	44.9%
Prioritizing development of new, green products and services	40	44.9%
None of the above	5	5.6%

**16) What were the primary drivers prompting your organization to carry out and/or implement this/these initiatives? (check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Concern about organization's environmental impact	51	57.3%
Concern about availability of resources	20	22.5%
Customers' prioritization of environmental concerns	44	49.4%
Stricter environmental requirements from business partners	29	32.6%
Competitors' environmental initiatives	21	23.6%
Legislative and regulatory action or likelihood of action	46	51.7%
Competition for young talent	8	9.0%
Expected positive impact on business model	44	49.4%
Expected positive impact on products and services	41	46.1%
Expected positive impact on innovation	21	23.6%
Reaction to bad experience or previous incidents	13	14.6%
Cost reduction	22	24.7%
Overall risk reduction	39	43.8%
Other (please specify)	3	3.4%

Other Responses:

Many of our offerings are innovative Environmental solutions
its a core service we offer
compliance

**17) What do you consider to be the greatest obstacles to implementing an organization-wide environmental risk strategy?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Internal opposition	12	13.5%
Lack of incentives for key individuals within organization	25	28.1%
Difficulty measuring impact on profitability and value creation	61	68.5%
Other, competing priorities	34	38.2%
Pushback from customers	7	7.9%
Pushback from suppliers	5	5.6%
Other (please specify)	2	2.2%

Other Responses:

Lack of understanding of environmental
difficult to quantify impact in a service industry

**18) Does your organization make specific requirements of its suppliers and other business partners related to managing environmental risk?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	43	48.9%
No	32	36.4%
Don't know	13	14.8%

**19) What categories of environmental risks are you most concerned about in your business? (check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Property damage	40	44.9%
Bodily injury	34	38.2%
Cleanup liability	36	40.4%
Legal defense costs	24	27.0%
Regulatory enforcement	50	56.2%
Changes in law	44	49.4%
Risk in your supply chain and contractor negligence	29	32.6%
Supply chain disruption due to lack of availability of critical natural resources	18	20.2%
Construction and/or manufacturing delays or shutdowns	19	21.3%
Delays due to lack of regulatory environmental permits	20	22.5%
Weather-related impacts to facilities and/or operations	37	41.6%

**20) What follow-on impacts are you most concerned about in your business? (check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Long-term antagonistic relationships with governments and regulators	25	28.1%
Deterioration of relationships with key stakeholders – e.g., customers, employers, contractors, business partners	46	51.7%
Difficulties in obtaining cost-efficient funding as a result of incurring legal, regulatory, or environmental cleanup costs	18	20.2%
Damage to business reputation	65	73.0%

**21) Which of the following has your organization incurred within the past five years? (check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Cost of risk identification, assessment and compliance with environmental laws	35	39.3%
Cost of losses and claims associated with third-party liability	20	22.5%
Cost to defend third-party claims	15	16.9%
Cost of cleanup of onsite and offsite releases of pollutants	25	28.1%
Disruption of business due to the presence of contaminants or requirements for their cleanup	11	12.4%
Cost of fines and penalties imposed by regulators	11	12.4%
Unexpected costs to clean up acquired properties or businesses	12	13.5%
Losses occurring during construction or from completed operations	13	14.6%
Losses occurring during remediation due to negligent actions of contractors	4	4.5%
Losses due to improper maintenance of structures or systems	13	14.6%
Cost to meet regulatory requirements in areas of expanded	19	21.3%

footprint of operations		
Cost of managing and mitigating risks, including insurance premiums for environmental insurance policies	22	24.7%
Cost to comply with financial responsibility requirements	12	13.5%
Losses due to intentional releases of contaminants	3	3.4%
Damage to business reputation	17	19.1%

**22) Which of the following actions has your organization had to carry out during the past five years? (Check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Emergency response to a sudden and accidental pollution release	9	11.0%
Investigation and assessment of pollution conditions and their impact on human health and the environmental	7	8.5%
Cleanup, remediation, and/or restoration	12	14.6%
Response to regulatory enforcement	11	13.4%
Assessment of environmental damage	11	13.4%
None of the above	32	39.0%

**23) How have these actions been funded? (Check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Slush fund	4	7.0%
Insurance policy – (e.g., general liability, environmental impairment liability, etc.)	11	21.6%
Self-insurance	32	56.1%
Don't know	14	24.6%

**24) Have environmental laws and regulations become more onerous and/or costly to your company over the past five years?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	47	56.0%
No	25	29.8%
Don't know	12	14.3%

**25) Do you anticipate that compliance with environmental laws and regulations will become more onerous and/or costly in the future?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	63	74.1%
No	15	17.6%
Don't know	7	8.2%



**26) Please rate each of the following regions in terms of how stringent your organization has found them to be when dealing with their environmental laws and regulations.**

	<b>1=Not at all stringent</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10=Extremely stringent</b>	<b>% 8, 9 or 10</b>
North America	5%	0%	5%	7%	14%	19%	16%	16%	12%	7%	35%
Latin America	6%	3%	17%	8%	33%	17%	8%	8%	0%	0%	8%
Europe	0%	1%	4%	0%	14%	7%	23%	31%	16%	4%	51%
Middle East/Africa	8%	8%	13%	21%	28%	15%	3%	5%	0%	0%	5%
East Asia	5%	10%	15%	13%	25%	25%	3%	3%	0%	3%	5%

Comment Responses:

Only operate in Europe
We only operate in the UK
we only operate in the UK
only operations in europe
Viz Maritime industry -China is getting much stricter
We are a UK business
active only in one country
We don't operate outside of UK
no exposure to other territories
I don't have that knowledge
Operate only in UK

**27) Please rate these same regions in terms of your level of concern regarding regulations and the emerging risks associated with environmental regulations in each region.**

	<b>1=Not at all concerned</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10=Extremely concerned</b>	<b>% 8, 9 or 10</b>
North America	10%	0%	5%	2%	24%	20%	5%	20%	10%	5%	34%
Latin America	11%	6%	0%	14%	31%	11%	6%	17%	3%	0%	20%
Europe	3%	4%	0%	6%	13%	9%	16%	30%	13%	9%	51%
Middle East/Africa	8%	5%	10%	13%	30%	5%	13%	8%	8%	3%	18%
East Asia	10%	5%	10%	2%	31%	10%	14%	14%	5%	0%	19%

Comment Responses:

We only operate in the UK
we only operate in the UK
only operations in europe
East Asia - refers to China
We are a UK business
We only operate in Europe
As above - only UK based.
Ditto 26)
Operate only in UK
The grouping of countries and omission of others is interesting

**28) For companies looking to expand abroad, which region do you think is most impacted by the new regulations?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
North America	7	11.3%
Latin America	2	3.2%
Europe	34	54.8%
Middle East/Africa	5	8.1%
East Asia	12	19.4%
Other (please specify)	2	3.2%

Other Responses:

We only operate in the UK
We are a UK business
no comment
N/A
Not looking to expand

**29) Has your organization instituted rapid-response policies and procedures following events that require reporting to government and compliance with laws and regulations?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	38	45.8%
No	28	33.7%
Don't know	17	20.5%

**30) Were your rapid-response policies and procedures instituted as a result of: (check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Crisis management	25	65.8%
Media	9	23.7%
Public	4	10.5%
Regulatory authority	20	52.6%
Customers	10	26.3%
None of the above	5	13.2%
Other (please specify)	2	5.3%

Other Responses:

Own Risk management and disaster contingency
internal improvement plan

**31) Is your organization planning to institute such policies in the future?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	4	9.1%
No	15	34.1%
Don't know	25	56.8%

**32) How knowledgeable do you feel about the ELD?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
1=Not at all knowledgeable	15	17.6%
2	7	8.2%
3	11	12.9%
4	7	8.2%
5	11	12.9%
6	7	8.2%
7	8	9.4%
8	14	16.5%
9	2	2.4%
10=Extremely knowledgeable	3	3.5%

**33) From which of the following sources did you access information about the ELD? (check all that apply)**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Press/media	37	41.6%
Law firms/consulting firms	27	30.3%
Internal departments (e.g., in-house lawyers)	28	31.5%
Other (please specify)	14	15.7%

Other Responses:

Insurance brokers
Research
IEMa and other environmental organisations publication
EC, national authorities
none
Internet EU pages
Professional association FERMA
insurers
FERMA, internet
Insurance brokers/ Liability Insurers
Brokers
Insurance companies/Brokers
Trade Associations

**34) To what extent has enactment and enforcement of the Environmental Liability Directive (ELD) impacted your organization's costs during the past five years?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
No impact	17	22.1%
Some impact	41	53.2%
Significant impact	2	2.6%
Don't know	17	22.1%

**35) Has the ELD been instrumental in prompting your organization to step up efforts to mitigate against environmental risks?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	25	30.5%
No	37	45.1%
Don't know	20	24.4%

**36) Has the ELD been instrumental in prompting your organization to obtain financial security against environmental liability – e.g., bonds, escrow accounts, insurance policies?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	14	51.9%
No	11	40.7%
Don't know	2	7.4%

**37) How does your organization plan to respond/cover costs to prevent/remediate environmental damage?**

<b>How does your organization plan to respond/cover costs to prevent/remediate environmental damage?</b>
Self funding
by minimizing risks and optimizing possible responses
Keep the same path as earlier.
Assess the risk and build a financial reserve to mitigate the risk and cover the results if the risk occur.
Mainly integrated in overall strategy- and business plans/budgets.
apply legal law
Combination of direct costs, self-insurance arrangements and insurance cover
Proactive measures to reduce likelihood of spillages Response to environmental accident training
Element factored into our property development costs
We are unlikely to suffer directly environmental damages
From business as usual operations and then from teh relevant party if the damage can be attributed
I am not certain but it is my view that our exposure is small and the internal practices integral to our processes and developments already cover this. Thus it is a built in cost that is not itemised in this way.
N/A
not a pivotal issue on our industry
We have HSE plans, we rehearse and test those plans as well as having them audited
Don't anticipate major impact as a service based company
Internal risk management measures
we do not have hazardous or pollutants. we focus on more environmental friendly energy sources.
insurance
as a result of risk assessment



I answer from a bank perspective...pure office related services.
Insurances by tenants (incident insurance under liability)
through internal reports to senior management
Through our annual budgeting process.
prevention is an operating cost remediation normally part of capital projects
Attention to all developments
Insurance coverage to some extend, credit lines.
Don't know about responding. Cover costs could be via our insurance or self payment.
Insurance
self-insurance, insurance, provisions
The nature of our business means that the risks we face are relatively minor.
Not
baseline assessment, QHSE assurance,

**38) Does the ELD's expansion of "environmental damage" to include protected "species and habitats" (biodiversity) create a real or potential threat to your organization?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Yes	16	20.0%
No	42	52.5%
Don't know	22	27.5%

**39) Please describe the specific steps has your company taken since the ELD was issued:**

<b>Please describe the specific steps has your company taken since the ELD was issued:</b>
NA
nil
-
apply legal law
Review of impact on variety of sites owned and/or rented.
Additional EIL Insurance
Good Citizen and adoption of best practice.
Firewater containment considerations Crisis Management Plans Environmental Incident Checklist Annual checking of underground tank near habitats
We ensure all activities are controlled and monitored, particularly on static sites.
Environmental Impact assessments at all locations and included in Due Diligence for all new locations / Projects. Global EIL Insurance
Roadshows andworkshops
Review of our environmental policy. Support sought from contractors. Review incorporaed into all development projects
A brief review of our activity but as we mostly educate it had to be included in

our program...
We have actively protected habitats around our sites during developments.
We have written specific insurance terms for corporate clients to cover the ELD risk.
n/a
Invested in environmental friendly energy supply for our sites.
none
Visualize Natura 2000 spots on a map in conjunction to our locations
...
none
EIL insurance, strengthened governance through an EMS
Nothing specific related to ELD.
taken out insurance for sudden pollution
New Insurance and a responsible person appointed to observe effects
Requesting different insurance coverage, staff education, external risk assesment on site
Environmental Liability Insurance policy was established.
Taken out insurance.
Global insurance program. Separate departments for environmental loss prevention and for historical pollution.
We had robust environmental management programmes prior to the ELD.
Assessment of know and potential liabilities. Investigation into financial instruments to cover both.
None
no specific actions
think, inventorise, think again on most probable senario, Value, plan/ priotirize, convince board and act

**40) Which of the following, if any, best describes the industry in which you work?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Accounting/consulting/other professional services	8	9.5%
Banking/Securities/Financial Services/Insurance/Real Estate	16	19.0%
Business services	0	0.0%
IT	2	2.4%
Telecoms	2	2.4%
Energy/ petrochemicals/ mining/ utilities	12	14.3%
Engineering/ construction/ architectural	4	4.8%
Education/government/other non-profit	9	10.7%
Healthcare/medical services (excluding insurance)	1	1.2%
Hospitality	1	1.2%
Consumer manufacturing (including automotive)	0	0.0%
Pharmaceutical and medical devices	1	1.2%
Industrial manufacturing	12	14.3%
Media/Entertainment/Publishing	1	1.2%
Wholesale/retail/transportation	7	8.3%
Other (please specify)	8	9.5%

Other Responses:

Heavy Engineering Services & Rail Manufacture
Waste Recycling and Resource Recovery
Transport - airport operator
NGO Charity
Ocean transportation
Real estate

Consultation
Value added Logistics and industrial subcontracting
Construction
Chemical

**41) Which of the following best describes your title?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Board member	1	1.2%
Owner/Partner	2	2.4%
CEO/President/Managing Director	2	2.4%
CFO/Treasurer/Comptroller	0	0.0%
CIO/CTO/Head of technology	0	0.0%
CRO	8	9.6%
Other C-level Executive	2	2.4%
Risk Manager	42	50.6%
SVP/VP/General Manager	0	0.0%
Other Director	3	3.6%
Head of Business Unit	1	1.2%
Head of Department	2	2.4%
Consultant	4	4.8%
Manager	11	13.3%
Other (please specify)	5	6.0%

Other Responses:

Health Safety and Compliance Manager
Director of Risk Management - International
Internal Auditor
Facilities Manager

Insurance Risk Manager
HSE manger and Insurance manager
Insurance Manager
Insurance Manager

**42) Which department or function do you work in?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Academic	3	3.6%
Administrative	1	1.2%
Customer service	2	2.4%
Finance	14	16.7%
General management	5	6.0%
Human resources	0	0.0%
IT	0	0.0%
Legal	2	2.4%
Marketing and sales	3	3.6%
Operations and production	3	3.6%
Procurement	0	0.0%
R&D	1	1.2%
Risk management	39	46.4%
Strategy and planning	4	4.8%
Supply chain management	0	0.0%
Other (please specify)	7	8.3%

Other Responses:

Quality
Insurance
Safety

Safety
Insurance
Insurance
Kind of holding
HSE department and Legal department

**43) How many individuals does your company employ?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
No one other than myself	1	1.2%
1-4	4	4.7%
5-99	5	5.9%
100-499	9	10.6%
500-999	5	5.9%
1,000-4,999	26	30.6%
5,000-10,000	14	16.5%
10,000 or more	21	24.7%

**44) What were the approximate gross annual sales or revenues for your entire company in 2011?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Less than USD 50 million	11	13.3%
USD 50 million - 149 million	4	4.8%
USD 150 million - 499 million	13	15.7%
USD 500 million - 999 million	8	9.6%
USD 1 billion - 4.99 billion	27	32.5%
USD 5 billion or more	16	19.3%
Does not apply (Education/government/other non-profit)	4	4.8%

**45) What is the extent of your organization's geographic operations (i.e., you have a physical presence or presence via a partner in that country)?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Domestic country only	30	35.3%
2-5 countries	11	12.9%
6-10 countries	8	9.4%
11-25 countries	13	15.3%
26-50 countries	9	10.6%
More than 50 countries	14	16.5%

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