

Corporate Endurance

**Views from the Australian business community
on why relatively few companies survive long term.**

Australian Institute of Management Victoria & Tasmania

July 2009

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Executive Summary

It is the most important and enduring challenge facing the management of any company – how to ensure the long term success of your organisation. Yet, despite the obvious importance of this challenge and the attention given to it by management, the reality is that in a highly competitive marketplace, few companies survive long term.

Data from the Australian Bureau of Statistics reveals that between 2003 and 2007, the survival rate of businesses across all industry divisions in Australia was just 58 per cent. The fact that so few companies 'survive and thrive' has shaped the development of this survey. We wanted to get a better understanding of how managers' view the factors that shape a company's ability to achieve long term success or corporate endurance.

Our survey of 1,207 management people reveals that 'short termism' is a major issue of concern within Australian business organisations. Almost half of respondents said their organisation's business direction is swayed by the influence of short term profit goals. In public companies, 51 per cent of respondents said short termism impacts on their organisation's business direction.

Short termism is a key stumbling block to achieving corporate endurance. Clearly, an organisation's prospects for ongoing success in a market that is becoming more complex, more global by the day are disadvantaged if short term profit goals impact on business strategy and investment decisions.

Included in our survey analysis is a list of the top ten factors that respondents believe are critical for a company to achieve corporate endurance. The top two factors rated by managers are the ability to adapt to change and the quality of an organisation's leadership and management. Of course, during a downturn, performance on these two measures is severely tested.

"Short termism is a major issue of concern."

A key finding in the survey is that 15 per cent of company board members and CEOs are not confident their organisations will be in existence in five years time.

Certainly, the obstacles to success in the marketplace today are immense. The emergence of the triple bottom line performance factors – economic, social and environmental is a pointer to the balanced approach needed now to sustain a company's existence.

Our survey reveals that 76 per cent of managers believe their organisation is attempting to achieve business outcomes based on the triple bottom line. A total of 85 per cent of respondents believe the business sector should be expected to invest money in programs that benefit the community. Also 64 per cent of company board directors and CEOs felt that it was not possible to have effective engagement with employees if an organisation's environmental credentials are poor.

The complexity of the challenges facing management today is exacerbated by Australia's ageing population and the long term skills shortage.

The companies that are best placed to meet the challenges will be the ones that attract and retain the best talent, fast track the development of Gen Y managers to cope with the Baby Boomer bubble and focus on sustaining long term competitive advantage.



Susan Heron

CEO

Australian Institute of Management VT

July 2009

Methodology

Corporate Endurance focuses on the key drivers of an organisation's success and long-term survival. Business performance data tells us that in a highly competitive marketplace, an organisation's ability to achieve *Corporate Endurance* is no easy feat. According to a report released by the Australian Bureau of Statistics, during 2005-06, almost 315,000 businesses started operations and 290,000 closed for good by the end of the year.

The Australian Institute of Management has conducted this survey to gain managers' views on *Corporate Endurance*, focusing on innovation and the triple bottom line factors of economic, social and environmental. We want to know managers' opinions about the obstacles to achieving *Corporate Endurance*, and how a company can create a strong and vibrant business.

An initial email was sent out on the 31 March 2009, inviting people to provide feedback. A follow up email was sent on 8 April, requesting participants complete the survey by 16 April.

A range of business sizes have been covered from small businesses employing 1-20 people to large organisations employing 1,001 plus people. Survey participants were sourced from the Australian Institute of Management's database.

In total, the response of 1,207 management people (all levels of management including business owners, CEOs and non executive members of the board of directors) have been used in comparing and analysing survey results. All survey questions were made mandatory. Only completed surveys have been used for our survey analysis.



Survey Results

Question 1: Are you concerned that most companies have relatively short life spans?

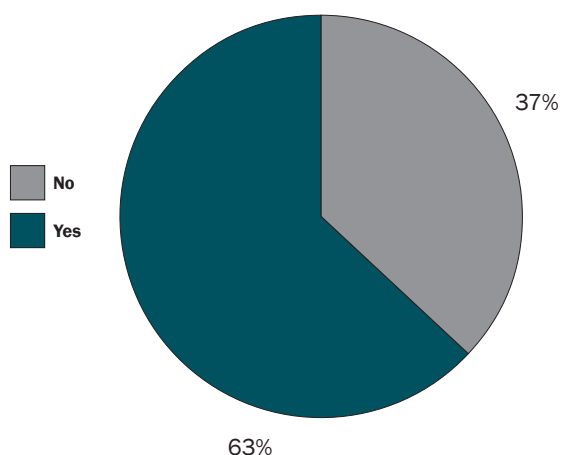


Diagram 1: Concerned with short business life spans

	Age			
	21-35	36 - 45	46 - 55	56+
Yes	54%	63%	68%	68%
No	46%	37%	32%	32%

Table 1: Concerned with short business life spans by age

- Strong, well established companies are best placed to provide stable employment opportunities and are more likely to have the resources - and the confidence - to invest in environmental and social programs to benefit the communities in which they operate. The response data to Question 1 confirms that a clear majority of managers understand this reality. Interestingly, the 'Yes' response to this question was even stronger from managers aged 46 years or older. The data shows that 68% of these managers are concerned that most companies have relatively short life spans compared to 54% of managers aged under 36 years. This statistical variation could be linked to the fact that Baby Boomer managers are the ones more likely to remember the impact of the last recession in the early '90s on corporate performance.
- This survey confirms that many managers are concerned about the link between a company's inability to achieve corporate endurance and a short term view on business development and strategy (also see Q17).

Question 2: Can you name three currently listed Australian companies that have been in business for more than 50 years?

No	51%
Yes	49%

Table 2: Name three listed Australian companies

- Responses to this question reveal a surprisingly low level of awareness about which current Australian listed companies have been in existence for half a century or more. The response data supports the view that so few companies actually stay in business for 50 plus years that the task of quickly naming three such companies is more difficult than might be expected.

(The following question has been filtered to respondents who answered 'Yes' in Question 2.)

Question 3: Please list the companies:

1.	BHP	63%
2.	CBA	24%
3.	NAB	21%
4.	Qantas	18%
5.	ANZ	17%
6.	Westpac	15%
7.	Telstra	11%
8.	Myer*	9%
9.	Woolworths	8%
10.	Coles/Wesfarmers	7%

Table 3: Top 10 Australian companies

*Not currently listed.

- The top named company is resources giant, BHP. Interestingly, not one of the companies on the Top Ten list is a dedicated manufacturing entity. This reflects the success of overseas based manufacturing companies' entry into the domestic market. Banks dominate the list with the big four - CBA, NAB, ANZ and Westpac placed in the top six.

Question 4: What do you think are the most critical success factors to achieve corporate endurance? (Select all that apply)

The top 10 most critical success factors selected by respondents:

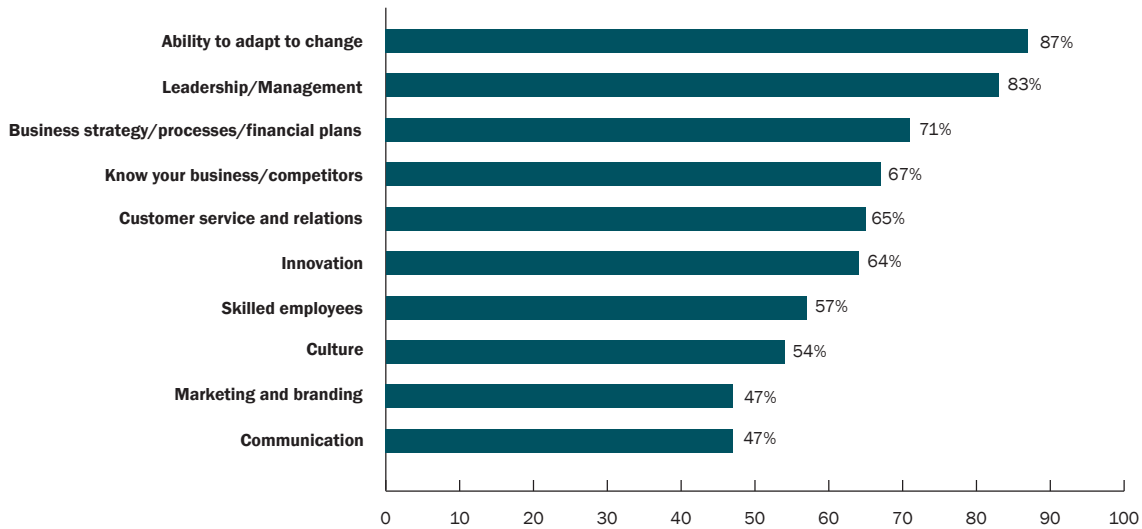


Diagram 2: Top 10 success factors to achieve corporate endurance

Ability to adapt to change	87%
Leadership/ Management	83%
Business strategy/ processes/ financial plans	71%
Know your business/ competitors	67%
Customer service and relations	65%
Innovation	64%
Skilled employees	57%
Culture	54%
Communication	47%
Marketing and branding	47%
Product/ price	42%
Sufficient resources	36%
Employee work/ life balance	31%
Being socially responsible	25%
Environmental awareness and compliance	24%
Sales force	22%
Other	5%

- The realities of the economic downturn have shown how important it is for companies to have the 'Ability to adapt to change'. Managers put this at the top of the list of the most critical success factors needed to achieve corporate endurance. Eighty seven per cent of respondents listed this factor, just ahead of 'Leadership/Management' at 83%. An organisation's ability to adapt to change will have positive or negative implications for internal and external stakeholders. Consequently, this ability to adapt to change has flow on consequences for other factors on the list.
- Despite increased public pressure for companies to be more environmentally and socially aware, only a quarter of respondents believe 'environmental awareness and compliance' and 'being socially responsible' are important factors in achieving corporate endurance.
- Surprisingly, only 22% said that 'sales force' was an important factor.

Table 4: Full list of success factors to achieve corporate endurance.

Question 5: How would you describe a successful company?

Eighty seven per cent of respondents completed this open-ended question. The top five factors survey respondents mentioned are:

Employee satisfaction	29%
Customer satisfaction	28%
Changeability/ ability to adapt to change	24%
Profitable	20%
Innovation	11%

Table 5: Successful company factors

- Responses to this question confirm the importance of an engaged and committed workforce. Linked to this finding is the need to maintain the skills and capabilities of employees. The research data makes it clear that managers believe it is simply not possible to have a successful and profitable company – one that is capable of achieving corporate endurance – without a high level of employee satisfaction. And of course, this requirement will become even more apparent when the downturn ends and the war for talent intensifies.

Question 6: How would you rate your organisation's performance in the marketplace?

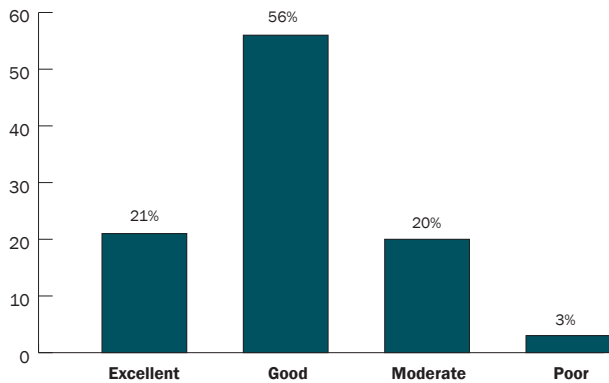


Diagram 3: Organisational performance in marketplace

- This response data is unquestionably good news for the Australian business sector. Despite the downturn and the global financial crisis (GFC), the vast majority of respondents indicate they are very happy with how their organisation is performing. Twenty one per cent of respondents rate their organisation's performance as 'Excellent' and 56% said it is 'Good'.

Question 7: How would you rate your business unit/ department's overall performance?

Excellent	21%
Good	60%
Moderate	17%
Poor	2%

Table 6: Business unit/ department's overall performance

- This question was developed to discover what employees thought about the performance of their own business unit or department in comparison to the organisation as a whole (Question 6). We find that the variation in the response data is marginal – the positive performance rating for the unit/department is just four per cent higher than that for the organisation as a whole. The findings from questions 6 and 7 point to the organisational performance possibilities of an engaged and committed workforce.



Question 8: Please rate your level of agreement with the following statements: (From 1= Strongly agree to 5= Strongly disagree)
My company will still be in existence in 5 years time

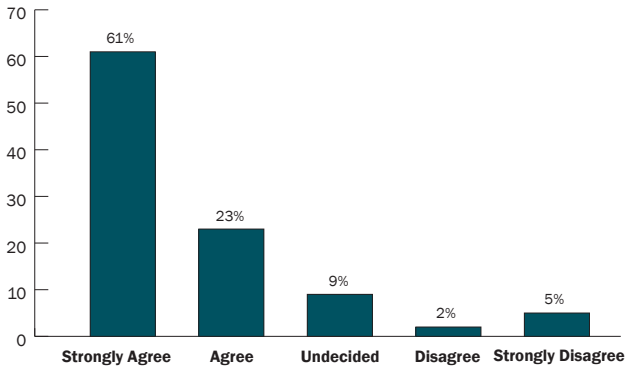


Diagram 4: Company existence in 5 years

- Although 84% of respondents are confident the organisations they work for will be in existence in five years time, there is still a significant 16% of respondents who are unsure or do not believe their organisations will still be operating then.
- Further breakdown of the response data reveals that 15% of board members/CEOs have no confidence their organisations will still be in existence in five years time. This finding is of particular concern because it comes from the top level of decision makers in an organisation - people who are crucial to strategy and investment outcomes.
- In line with the previous finding, 19% of business owners are not confident their organisations will be in existence in five years time.

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
Strongly Agree	54%	51%	63%	61%	60%	68%
Agree	27%	34%	21%	23%	19%	15%
Undecided	11%	11%	11%	7%	9%	6%
Disagree	3%	1%	3%	3%	3%	2%
Strongly Disagree	5%	3%	2%	6%	9%	9%

Table 7: Company existence in 5 years by position

I trust my organisation will deliver a successful business outcome

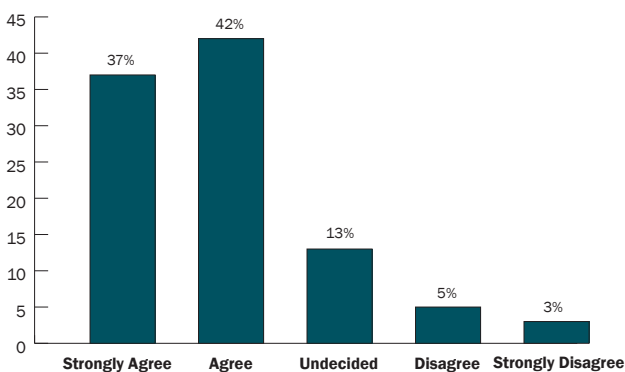


Diagram 5: Trust in delivering a successful business outcome

- Of interest here is that as many as 79% of managers are confident their organisation will deliver a successful business outcome.

Question 9: Innovation is a key factor in achieving corporate endurance. How would you rate your company's overall level of innovation?

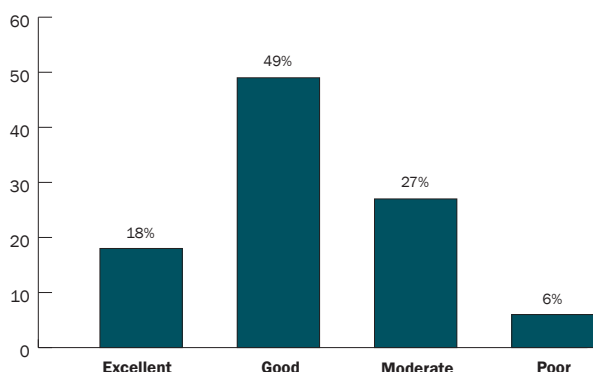


Diagram 6: Level of innovation

	Number of employees						
	1 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	1001 +
Excellent	25%	20%	15%	15%	21%	23%	15%
Good	53%	49%	46%	55%	44%	41%	49%
Moderate	18%	28%	34%	23%	28%	28%	29%
Poor	4%	3%	5%	7%	7%	8%	7%

Table 8: Level of innovation by company size

- This data reveals that a third of organisations surveyed need to improve their innovation levels (based on respondents who ranked innovation levels within their organisations as 'Moderate' (27%) and 'Poor' (6%).
- Our results show lower innovation ratings among larger organisations. Respondents working with larger companies (1,001+ employees) are less likely to rate their organisation's innovation levels as 'Good' or 'Excellent' – 64% combined rating - than those working for small businesses (1-20 employees) – 78% combined rating. This indicates that small organisations tend to be more dynamic and are more likely to engage with their employees on using innovation as a business performance tool.

Question 10: How would you rate your business unit/ department's level of innovation?

Excellent	19%
Good	52%
Moderate	25%
Poor	4%

Table 9: Business unit/ department's innovation level

- In comparing the response data for questions 9 and 10, we see that managers have a slightly higher regard for the innovation levels within their unit or department than for the rest of the organisation. (71% of respondents said innovation levels within their unit/department are 'Good' or 'Excellent' compared to a 67% rating for the organisation as a whole)

Question 11: Are your company's employees encouraged to generate innovative ideas on how to improve organisational performance/ products?

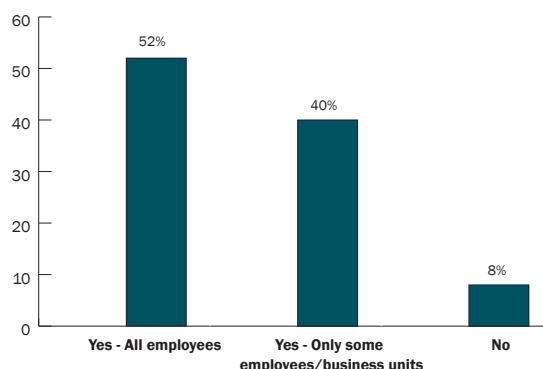


Diagram 7: Employees generating ideas to improve performance/ products

	Number of employees						
	1 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	1001 +
Yes - All employees	74%	46%	54%	47%	56%	52%	45%
Yes - Only some employees / business units	20%	47%	38%	48%	36%	38%	46%
No	6%	7%	8%	5%	8%	10%	9%

Table 10: Employees generating ideas to improve performance/ products by company size

- In a disturbing finding, only 52% of organisations encourage 'All employees' to generate innovative ideas to boost their organisation's performance. This points to a very poor utilisation of the collective brainpower of the workforce when it comes to developing innovative means to boost business outcomes.
- Further analysis of the survey data shows that an innovative culture is strongest in small organisations (1-20 employees). Seventy four per cent of respondents working for small organisations (1-20 employees) compared to just 45% of respondents with large organisations (1,001+ employees) said their firm encourages 'All employees' to develop innovative ideas to improve organisational performance.

The following question has been filtered to respondents who answered 'Yes - All employees' or 'Only some employees/ business units' in Question 11.

Question 12: Does your organisation implement the ideas that employees have developed?

Always	2%
Frequently	50%
Occasionally	43%
Rarely	5%

Table 11: Organisations implementing employee ideas

	Number of employees						
	1 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	1001 +
Always	5%	3%	2%	1%	3%	1%	1%
Frequently	72%	51%	44%	49%	50%	55%	42%
Occasionally	22%	42%	49%	47%	40%	42%	50%
Rarely	1%	4%	5%	3%	7%	2%	7%

Table 12: Organisations implementing employee ideas by company size

- The response data to this question further confirms the comparative strength of the innovation culture within small organisations (1-20 employees). Seventy two per cent of respondents working with such organisations said their company 'Frequently' implements the ideas developed by employees to improve business outcomes. The equivalent finding for respondents working with large organisations (1,001+ employees) is just 42%.

Question 13: Do you think your company attempts to achieve balanced performance across the triple bottom line factors of economic, social and environmental?

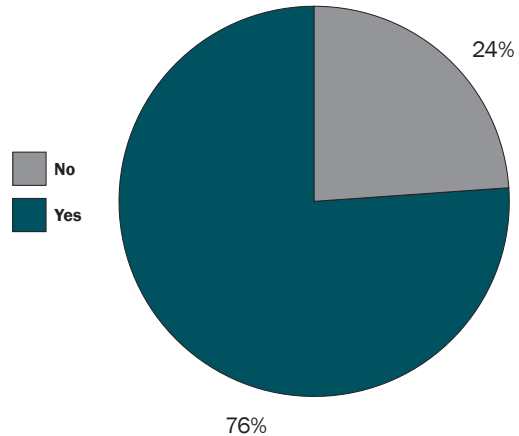


Diagram 8: Organisations that attempt to achieve triple bottom line performance

	Number of employees						
	1 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	1001 +
Yes	72%	71%	66%	75%	76%	80%	81%
No	28%	29%	34%	25%	24%	20%	19%

Table 13: Organisations that attempt to achieve triple bottom line by company size

- Overall, 76% of respondents believe their organisations are attempting to achieve business outcomes based on the triple bottom line.
- Some 72% of small organisations (1-20 employees) compared to 81% of large organisations (1,001+ employees) are trying to achieve triple bottom line outcomes. Presumably, some smaller organisations lack the resources and revenue to pursue such outcomes.

(The following question has been filtered to respondents who answered 'Yes' in Question 13)

Question 14: Why do you think your organisation is trying to achieve this? (Select all that apply)

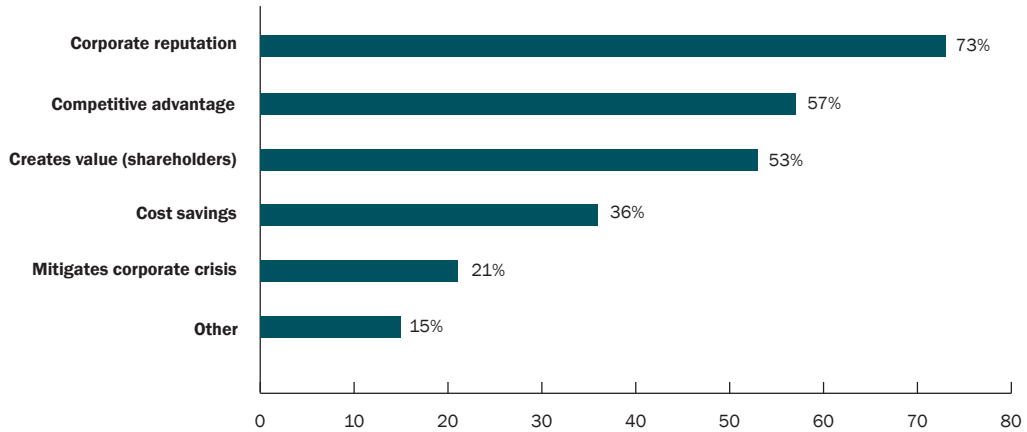


Diagram 9: Reasons for attempting to achieve the triple bottom line

- The response data to this question indicates that management believes the shift to triple bottom performance is linked to the goal of an enhanced 'Corporate reputation'. As you can see in Diagram 9 above, 'Corporate reputation' scored a 73% rating. Many survey participants appear to believe the shift to triple bottom line will meet with favourable acceptance in the marketplace. Fifty seven per cent said their organisation's motivation in pursuing triple bottom line outcomes is linked to gaining a 'competitive advantage'.
- The main comments specified in 'Other' include:
 - Government pressures
 - Attract and retain employees
 - And simply – "it's the right thing to do"

Question 15: Looking at the triple bottom line, which factor(s) is your organisation's main focus?

Economic	85%
Social	23%
Environmental	14%

Table 14: Main focus for organisations

- Only five per cent of respondents listed all three triple bottom line factors – economic, social and environment – as being of equal importance to the 'focus' of their organisation.
- Sixty nine per cent of respondents listed 'economic' as the sole main focus of their organisation.
- The response data for this question reveals the great divide between executives working in the private and public sectors on how they rate the main performance drivers for their organisations. Survey participants working in the public sector ranked 'Economic' and 'Social' factors as being of similar importance (43% to 34%). However, for respondents working for a public or private limited company the gap between 'Economic' and 'Social' was much larger (76% to 3%).

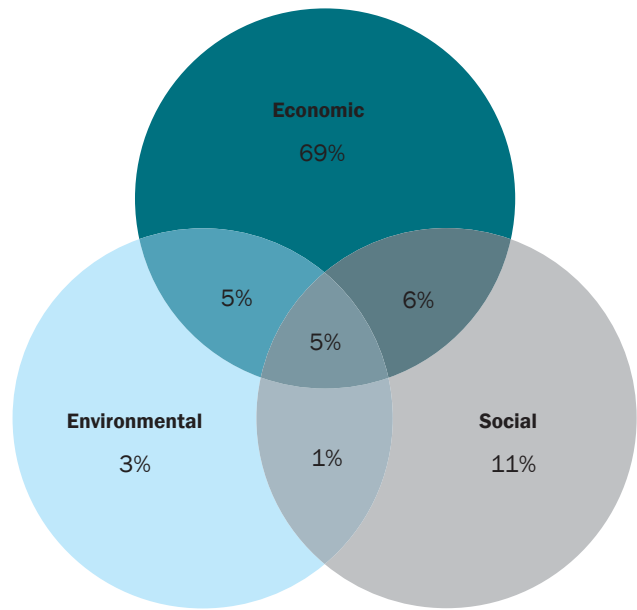


Diagram 10: Main focus for organisations

	Not for profit	Owner managers/ Sole Trader	Partnership	Private/ Public Limited Company	Public Sector
Economic Only	44%	61%	76%	76%	43%
Environmental Only	2%	0%	14%	2%	6%
Social Only	41%	22%	0%	3%	34%
Economic and Environmental	2%	4%	5%	6%	0%
Economic and Social	5%	9%	5%	6%	8%
Environmental and Social	3%	0%	0%	1%	3%
All	3%	4%	0%	6%	6%

Table 15: Main focus by organisational status

Question 16: How is your company reacting to social and environmental management factors during the downturn?

(Select all that apply)

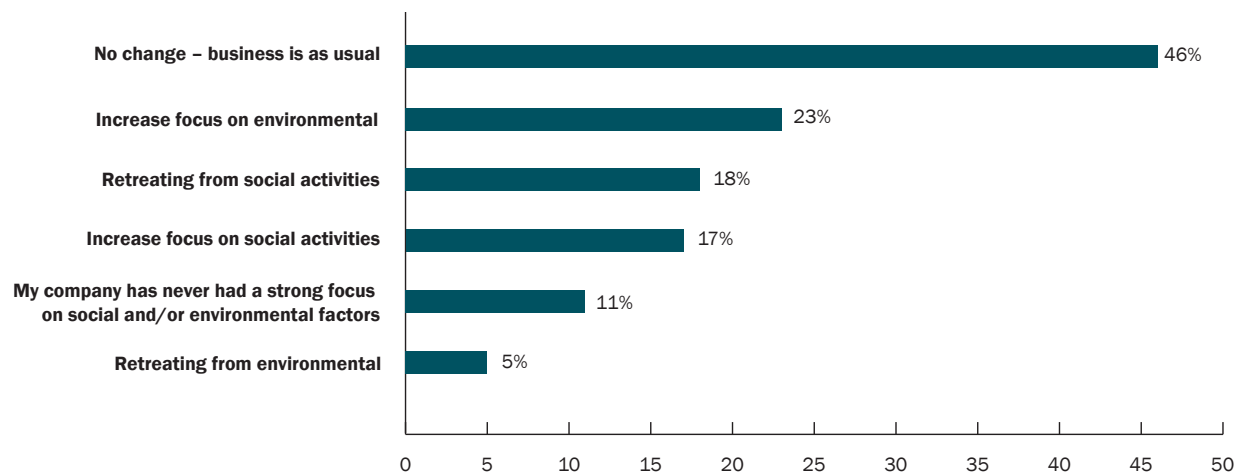


Diagram 11: Reaction to social and environmental factors in the downturn

	Number of employees						
	1 - 20	21 - 50	51 - 100	101 - 200	201 - 500	501 - 1000	1001 +
No change - business is as usual	49%	45%	47%	45%	49%	41%	44%
Increase focus on environmental	16%	18%	13%	22%	22%	27%	29%
Retreating from environmental	4%	5%	7%	7%	4%	4%	4%
Retreating from social activities	13%	19%	17%	21%	19%	19%	18%
Increase focus on social activities	16%	18%	13%	16%	10%	22%	21%
My company has never had a strong focus on social and/ or environmental factors	16%	13%	18%	13%	12%	11%	6%

Table 16: Reaction to social and environmental factors in the downturn by company size

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
No change - business is as usual	52%	51%	45%	43%	45%	49%
Increase focus on environmental	16%	19%	22%	25%	23%	24%
Retreating from environmental	3%	4%	6%	4%	3%	4%
Retreating from social activities	7%	7%	18%	22%	19%	18%
Increase focus on social activities	19%	19%	18%	16%	17%	15%
My company has never had a strong focus on social and/ or environmental factors	17%	11%	13%	9%	10%	8%

Table 17: Reaction to social and environmental factors in the downturn by position

- Despite the downturn, organisations are focusing more on environmental factors. Twenty three per cent of respondents said their organisations have shown an ‘Increase focus on environmental’ during the difficult economic times. According to the survey data, the lift in environmental focus is greatest in large organisations (1,001+ employees) where the figure is 29% compared to 16% of small businesses (1-20 employees).
- Of concern, is the high number of respondents (18%) who said their organisations are retreating from a focus on social activities. This finding points to the fund raising challenges facing charitable organisations during the downturn.

**Question 17: Please rate your level of agreement with the following statement:
'My organisation's business direction is influenced by short term profit goals'.**

Strongly Agree	13%
Agree	31%
Undecided	13%
Disagree	33%
Strongly Disagree	10%

- A most disturbing finding is that 44% of respondents said their organisation's business direction is influenced by short term profit goals.
- The influence of 'short termism' is even worse in listed companies. The survey data reveals that 51% of respondents with public companies believe their organisation's business direction is influenced by short term profit goals. This finding is relevant to the onset of the Global Financial Crisis. There can be no doubt that for an organisation to achieve corporate endurance it must be able to act in the long term interests of its business.

Table 18: Organisation influenced by short term profit goals

	Not for profit	Owner managers/ Sole Trader	Partnership	Private Limited Company	Public Limited Company	Public Sector
Strongly Agree	6%	9%	10%	14%	16%	7%
Agree	15%	48%	33%	32%	35%	25%
Undecided	13%	8%	14%	12%	15%	11%
Disagree	45%	26%	43%	34%	30%	33%
Strongly Disagree	21%	9%	0%	8%	4%	24%

Table 19: Organisation influenced by short term profit goals by organisational status

Question 18: How vital is it for a company to have a positive relationship with the community in which it operates?

Very important	69%
Somewhat important	27%
Not important	3%
Don't know / not sure	1%

- This survey data supports the view that the overwhelming majority of organisations recognise the broad responsibilities of being in business today. It is understood that there is a clear linkage between corporate performance and being accepted as an integral member of the community in which the company is based. Sixty nine per cent of respondents rated the need for an organisation to have a 'positive relationship' with the community in which it operates as 'Very important'.

Table 20: Importance of positive relationship with community

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
Very important	54%	67%	71%	71%	72%	72%
Somewhat important	38%	25%	26%	27%	27%	26%
Not important	7%	7%	3%	2%	1%	2%
Don't know / not sure	1%	1%	0%	0%	0%	0%

Table 21: Importance of positive relationship with community by position

Question 19: Should we expect the business sector to invest money in programs that benefit the community?

Yes	85%
No	15%

Table 22: Business sector to invest in community programs

- This response will give comfort to those community and charitable organisations that rely on corporate support to fund their range of programs and which may have been the 'victims' of cutbacks during the downturn. Eighty five per cent of respondents said the business sector should invest in programs that benefit the community.

- Further data breakdown reveals that 91% of respondents with large organisations (1,001+ employees) compared to 77% of respondents with small organisations (1-20 employees) believe the business sector has this social investment responsibility. This finding supports the view that the community benefits from a greater level of corporate endurance. That is, companies that have grown from small organisations into large entities are better resourced - and more inclined - to put money back into the community.

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
Yes	73%	75%	84%	88%	90%	90%
No	27%	25%	16%	12%	10%	10%

Table 23: Business sector to invest in community programs by position

Question 20: Do you believe it is possible for an organisation to have effective relations with its employees, if its environmental credentials are poor?

Yes	45%
No	55%

Table 24: Effective employee relations, if environmental credentials are poor

- The response data for this question underlines just how important an organisation's environmental credentials are when it comes to effective employee engagement. A total of 55% of respondents said it is not possible for an organisation to have 'effective relations' with employees if its 'environmental credentials are poor'.
- A further breakdown of the response data reveals that 64% of CEOs and Board members surveyed support this view.

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
Yes	44%	36%	45%	48%	44%	47%
No	56%	64%	55%	52%	56%	53%

Table 25: Effective employee relations, if environmental credentials are poor by position

**Question 21: Please rate your level of agreement with the following statement:
An outstanding environmental management reputation delivers a competitive advantage in the marketplace.**

Strongly Agree	14%
Agree	48%
Undecided	27%
Disagree	10%
Strongly Disagree	1%

- The data shows that 62% of respondents believe an outstanding environmental management reputation will deliver your organisation a business advantage. The strength and relevance of this finding is that support is consistent across all levels of respondents from CEOs/Board members to team leaders.

Table 26: Outstanding environmental management delivers competitive advantage

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
Strongly Agree	14%	8%	13%	15%	16%	17%
Agree	40%	51%	48%	50%	43%	47%
Undecided	28%	29%	28%	26%	26%	29%
Disagree	15%	11%	10%	8%	15%	5%
Strongly Disagree	3%	1%	1%	1%	0%	2%

Table 27: Outstanding environmental management delivers competitive advantage by position

Question 22: How would you rate your company's environmental management performance?

Excellent	12%
Good	45%
Fair	35%
Non-existent	2%
Poor	6%

- It is positive to see that the majority of respondents (57%) believe that their organisation has 'Excellent' or 'Good' environmental management performance.
- The flow on impact of initiatives such as the Australian Government's carbon pollution reduction scheme will test the environmental management credentials of Australian companies. The challenge for Australian businesses is whether the high level approval rating given by respondents about their organisation's environmental management performance can be maintained when carbon measurement and reduction practices become widespread.

Table 28: Company's environmental management performance

	Business Owner	CEO/ Board of Director	Senior Manager	Middle Management	Professional/ Specialist/ Technical	Team Leader/ Supervisor
Excellent	12%	13%	9%	13%	8%	15%
Good	44%	44%	45%	46%	44%	47%
Fair	39%	39%	36%	31%	35%	34%
Poor	2%	3%	6%	8%	10%	4%
Non-existent	3%	1%	4%	2%	3%	0%

Table 29: Company's environmental management performance by position

Demographics

Gender

Female	33%
Male	67%

Age

21 - 28	4%
29 - 35	17%
36 - 45	35%
46 - 55	28%
56 - 65	14%
66 +	2%

Education

Less than Year 12	4%
Completed Year 12	5%
Certificate Level	8%
Diploma Level	19%
Undergraduate Degree	24%
Post Graduate Qualification	38%
PhD	2%

State

Victoria	87%
Other	13%

Organisation size

1 - 20 employees	15%
21 - 50 employees	10%
51 - 100 employees	10%
101 - 200 employees	11%
201 - 500 employees	13%
501 - 1000 employees	8%
1001 + employees	33%

Position

Business Owner	9%
CEO and Board of Directors	9%
Senior Manager	29%
Middle Management	35%
Professional/ Specialist/ Technical	9%
Team Leader/ Supervisor	9%

Organisational status

Not for profit	10%
Owner managers/ Sole Trader	2%
Partnership	2%
Private Limited Company	41%
Public Limited Company	33%
Public Sector	12%

Organisation by sector

Agriculture/ Forestry/ Fishing	2%
Construction	3%
Consulting/ Professional Services	7%
Cultural/ Recreational Services	1%
Education/ Training	4%
Engineering	3%
Finance/ Insurance	11%
Government Administration	3%
Health/ Community Services	8%
IT/ Communication Services	10%
Manufacturing	13%
Mining	1%
Other	10%
Property/ Business Services	4%
Retail Trade	5%
Tourism/ Hospitality/ Leisure	3%
Transport/ Storage	4%
Uniformed/ Emergency Services	1%
Utilities	3%
Wholesale Trade	4%

