



C-Suite Survey Findings - Executive Summary

December 16, 2013 – This 33rd edition of the C-Suite Quarterly survey, conducted on behalf of KPMG and published and broadcast by the *Globe and Mail's Report on Business* and *BNN*, was conducted by telephone interviews with 160 C-level executives from ROB 1000 companies between November 20th and December 5th, 2013. More detailed information is available at Gandalfgroup.ca. The following are highlights of this quarter's survey.

We asked executives about their company's plans to invest in a "Big Data" strategy, i.e. the storage and analysis of commercial, online and other electronic data to offer predictive analytics and inform corporate strategies:

- Half of executives say their companies are likely to implement a "Big Data" strategy or have already done so.
 - 22% have done so to date and these tend to be in the services sector.
 - Those who have implemented big data strategies are doing so for a range of purposes – from sales and marketing to streamlining operating costs and capital expenditures.
- Cost is an important reason why many companies have not yet adopted big data initiatives, but many say big data analytics is not relevant to their business or sector:
 - 54% believe that many in their sector will embrace the use of big data over time; most in the resources sector disagreed with this.
- 72% believe that North American businesses as a whole will become more profitable by adopting big data and analytics. However, 68% also agreed "Big Data" strategies involve a lot of cost with little certainty of reward for individual companies.
- Many already face information overload: 51% agree that leaders in their organizations already receive a lot of data, but "little or no true information."

We asked executives about the representation of women on corporate boards and in the C-Suite:

- A minority of executives (42%) are concerned with the issue of female representation in senior management and on boards. Most (58%) are not very or not at all concerned.
- 64% say they are satisfied with the number of women in their company's executive ranks.
- Only half of executives are satisfied with the level representation of women on their boards.

- ❑ Notably, 60% say they have no women on their boards currently and just 7% have two or more.
- ❑ On average 9% of the directorships with the companies whose executives were surveyed are held by women.
- ❑ Only a small percentage (13%) of companies has policies in place to address this inequity.
- ❑ Most oppose regulations being considered by the Ontario Securities Commission designed to increase the representation of women on boards and in senior executive positions at publicly listed companies.

We asked executives about the proposed Comprehensive Economic & Trade Agreement agreed to in principle by Canada and the EU:

- ❑ Most (58%) believe that the proposed CETA will have a neutral impact on their business, while 36% predict a positive impact.
- ❑ 82% feel the agreement between Canada and the EU will have a positive impact on the economy.