

## Table of Contents

<a href="#">1a. Are you more or less optimistic about your country's economy compared to last quarter?</a>	1
<a href="#">1b. Rate your optimism about your country's economy on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.</a>	2
<a href="#">2a. Are you more or less optimistic about the financial prospects for your own company compared to last quarter?</a>	3
<a href="#">2b. Rate your optimism about the financial prospects for your own company on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.</a>	4
<a href="#">3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Unweighted - Winsorized]</a>	5
<a href="#">3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months for: [Unweighted - Sorted]</a>	6
<a href="#">3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Revenue Weighted - Sorted]</a>	7
<a href="#">3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Employee Weighted - Sorted]</a>	8
<a href="#">3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Public Companies - Winsorized - Revenue Weighted]</a>	9
<a href="#">Q4. During the last three years, has the pace of change / innovation become faster for firms in your industry?</a>	10
<a href="#">Q5. During the last three years, has the pace of change / innovation become faster for firms in your industry? - Not sure excluded</a>	11
<a href="#">Q4b1. Has the faster pace of change/innovation... (Decrease/No Change/Increase)</a>	12
<a href="#">Q4b1. Has the faster pace of change/innovation... Average scores (Excludes Don't Know)</a>	13
<a href="#">Q4b2. Has the faster pace of change/innovation... (Yes/No/Don't Know)</a>	15
<a href="#">Q4b2. Has the faster pace of change/innovation... (Yes/No) (Excludes Don't Know)</a>	16
<a href="#">OTHER: Changed methods used to make investment decisions:</a>	18
<a href="#">Q5. Check if spending on the following items "crowds out" or hinders your firm's ability to spend on long-term corporate investment. (Check all that apply)</a>	19
<a href="#">OTHER: items "crowds out" or hinders your firm's ability to spend on long-term corporate investment.</a>	20
<a href="#">Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance</a>	21
<a href="#">Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance - Average percent of work - Not sure excluded</a>	22
<a href="#">Q6b. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. IDEAL work-life balance</a>	23
<a href="#">Q6. Comparison: Actual vs. Ideal Work-life balance</a>	25
<a href="#">Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance</a>	27
<a href="#">Q6b. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. IDEAL work-life balance</a>	29
<a href="#">Q7. At your firm, for which decisions is the CFO one of the two or three most important decision-makers? (check all that apply)</a>	31
<a href="#">Q7. OTHER: For which decisions is the CFO one of the two or three most important decision-makers</a>	36

<a href="#"><u>Return on assets (ROA=operating earnings/assets) (Winsorized)</u></a>	37
<a href="#"><u>Manufacturing capacity utilized (Winsorized)</u></a>	38
<a href="#"><u>Industry</u></a>	39
<a href="#"><u>Sales Revenue</u></a>	41
<a href="#"><u>Sales Revenue (Millions)</u></a>	42
<a href="#"><u>Number of Employees</u></a>	43
<a href="#"><u>Where are you personally located?</u></a>	45
<a href="#"><u>Ownership</u></a>	47
<a href="#"><u>Foreign Sales</u></a>	48
<a href="#"><u>In what region of the world are most of your foreign sales?</u></a>	49
<a href="#"><u>Your job title (e.g., CFO, Asst. Treasurer, etc):</u></a>	50
<a href="#"><u>What is your age?</u></a>	51
<a href="#"><u>What best describes how your personal compensation changes relative to corporate financial performance?</u></a>	52

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****1a. Are you more or less optimistic about your country's economy compared to last quarter?**

	Number	Percent	95% CI
1=More optimistic	12	36.4 %	± 17.3 %
0=No change	12	36.4 %	± 17.3 %
-1=Less optimistic	9	27.3 %	± 16.1 %
Total	33	100.0 %	

Mean = 0.09  
SD = 0.80

Missing Cases = 0  
Response Percent = 100.0 %

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### 1b. Rate your optimism about your country's economy on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.

Minimum = 30

Maximum = 80

Mean = 64.15

Median = 70

Standard Deviation (Unbiased Estimate) = 13.14

95 Percent Confidence Interval Around The Mean = 59.10 - 69.20

#### 4 Groups

1 = 55

2 = 70

3 = 75

Valid Cases = 26

Missing Cases = 7

Response Percent = 78.8%

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**2a. Are you more or less optimistic about the financial prospects for your own company compared to last quarter?**

	Number	Percent	95% CI
1=More optimistic	18	56.3 %	± 18.0 %
0=No change	9	28.1 %	± 16.1 %
-1=Less optimistic	5	15.6 %	± 12.9 %
Total	32	100.0 %	

Mean = 0.41

SD = 0.76

Missing Cases = 1

Response Percent = 97.0 %

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**2b. Rate your optimism about the financial prospects for your own company on a scale from 0-100, with 0 being the least optimistic and 100 being the most optimistic.**

Minimum = 35

Maximum = 95

Mean = 72.59

Median = 75

Standard Deviation (Unbiased Estimate) = 15.47

95 Percent Confidence Interval Around The Mean = 66.76 - 78.43

### 4 Groups

1 = 63.75

2 = 75

3 = 80

Valid Cases = 27

Missing Cases = 6

Response Percent = 81.8%

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### **3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Unweighted - Winsorized]**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Earnings	12.96	16.92	6.69 - 19.23	10	-18	48.62	28
Revenue	12.83	15.27	7.37 - 18.29	10	-10	50.47	30
Technology spending	6.30	8.25	3.13 - 9.47	5	-10	25.86	26
Wages/Salaries	5.56	8.16	2.64 - 8.48	3	0	32.12	30
Marketing/advertising spending	5.35	7.58	2.44 - 8.26	5	-12.30	23.29	26
Capital spending	4.45	12.49	-0.09 - 9.00	5	-28.30	38.95	29
Health care costs	4.30	4.87	2.50 - 6.10	2	0	15.18	28
Number of domestic full-time employees	4.26	7.00	1.57 - 6.95	4	-11.70	22.01	26
Research and development spending	2.81	4.34	1.00 - 4.62	0	0	10.85	22
Prices of your products	1.78	4.82	-0.08 - 3.63	2	-7.94	11.81	26

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### 3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months for: [Unweighted - Sorted]

(N=33)

	Mean & SD	Positive 1	Zero 0	Negative -1	Total
Wages/Salaries	0.93 0.25	28 93.33%	2 6.67%	0 0.00%	30 100.00%
Revenue	0.83 0.46	26 86.67%	3 10.00%	1 3.33%	30 100.00%
Number of domestic full-time employees	0.73 0.60	21 80.77%	3 11.54%	2 7.69%	26 100.00%
Health care costs	0.71 0.46	20 71.43%	8 28.57%	0 0.00%	28 100.00%
Technology spending	0.69 0.55	19 73.08%	6 23.08%	1 3.85%	26 100.00%
Earnings	0.68 0.67	22 78.57%	3 10.71%	3 10.71%	28 100.00%
Marketing/advertising spending	0.65 0.56	18 69.23%	7 26.92%	1 3.85%	26 100.00%
Capital spending	0.59 0.68	20 68.97%	6 20.69%	3 10.34%	29 100.00%
Prices of your products	0.46 0.71	15 57.69%	8 30.77%	3 11.54%	26 100.00%
Research and development spending	0.36 0.49	8 36.36%	14 63.64%	0 0.00%	22 100.00%



**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Revenue Weighted - Sorted]**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Revenue	5.26	8.29	2.40 - 8.12	3	-10	50.47	32
Earnings	5.25	10.20	1.27 - 9.23	4.27	-18	48.62	25
Technology spending	5.03	5.18	3.17 - 6.88	4.17	-10	25.86	30
Capital spending	3.82	7.29	1.26 - 6.38	1.99	-28.30	38.95	31
Marketing/advertising spending	2.00	3.62	0.67 - 3.33	0.55	-12.30	23.29	29
Prices of your products	1.29	2.07	0.55 - 2.02	0.98	-7.94	11.81	30
Research and development spending	0.84	1.97	0.11 - 1.57	0	0	10.85	28

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [All Companies - Winsorized - Employee Weighted - Sorted]**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Health care costs	2.91	2.67	1.68 - 4.15	3	0	15.18	18
Number of domestic full-time employees	2.37	3.34	0.99 - 3.75	1	-11.70	22.01	22
Wages/Salaries	2.25	3.24	0.92 - 3.57	2	0	32.12	23

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**3. Relative to the previous 12 months, what will be your company's PERCENTAGE CHANGE during the next 12 months? [Public Companies - Winsorized - Revenue Weighted]**

	Mean	SD	95% CI	Median	Minimum	Maximum
Revenue	4.78	3.55	3.02 - 6.55	5.59	3	50
Earnings	4.59	4.82	1.38 - 7.81	7.32	3	48.62

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Q4. During the last three years, has the pace of change / innovation become faster for firms in your industry?**

	Number	Percent	95% CI
Yes	20	60.6 %	± 17.6 %
No	5	15.2 %	± 12.9 %
Don't know	8	24.2 %	± 15.4 %
Total	33	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Q5. During the last three years, has the pace of change / innovation become faster for firms in your industry? - Not sure excluded**

	Number	Percent	95% CI
Yes	20	80.0 %	± 17.8 %
No	5	20.0 %	± 13.1 %
Don't know	0	0.0 %	± 0.0 %
Total	25	100.0 %	

Missing Cases = 8

Response Percent = 75.8 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Q4b1. Has the faster pace of change/innovation... (Decrease/No Change/Increase)**

(N=20)

	Decrease	No Change	Increase	Don't Know	Total
changed overall capital spending by your firm?	0 0.0%	8 40.0%	12 60.0%	0 0.0%	20 100.0%
changed research and development spending by your firm?	0 0.0%	8 42.1%	10 52.6%	1 5.3%	19 100.0%
changed your willingness to take on "moon shot" projects?	2 10.5%	12 63.2%	1 5.3%	4 21.1%	19 100.0%
Other	0 0.0%	0 0.0%	1 25.0%	3 75.0%	4 100.0%

If during the last three years the pace of change / innovation became faster for firms in industry

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Q4b1. Has the faster pace of change/innovation... Average scores (Excludes Don't Know)

(N=20)

	Mean	Decrease -1	No Change 0	Increase 1	Don't Know X	Total
changed overall capital spending by your firm?	0.60	0 0.0%	8 40.0%	12 60.0%	0 0.0%	20 100.0%
changed research and development spending by your firm?	0.56	0 0.0%	8 44.4%	10 55.6%	0 0.0%	18 100.0%
changed your willingness to take on "moon shot" projects?	-0.07	2 13.3%	12 80.0%	1 6.7%	0 0.0%	15 100.0%
other	1.00	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%

If during the last three years the pace of change / innovation became faster for firms in industry

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**OTHER: Has the faster pace of change/innovation... (Decrease/No Change/Increase)**

--- No Response ---

If during the last three years the pace of change / innovation became faster for firms in industry



## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Q4b2. Has the faster pace of change/innovation... (Yes/No/Don't Know)

(N=20)

	Yes	No	Don't Know	Total
reduced the number of years in your planning horizon?	9 45.0%	11 55.0%	0 0.0%	20 100.0%
caused your firm to focus more on the early years of your planning horizon?	13 65.0%	6 30.0%	1 5.0%	20 100.0%
reduced the required "payback period" on your investments?	7 35.0%	11 55.0%	2 10.0%	20 100.0%
shortened the horizon of your typical investment project?	9 45.0%	11 55.0%	0 0.0%	20 100.0%
changed the methods you use to make investment decisions?	6 30.0%	13 65.0%	1 5.0%	20 100.0%
Other	0 0.0%	0 0.0%	1 100.0%	1 100.0%

If during the last three years the pace of change / innovation became faster for firms in industry

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Q4b2. Has the faster pace of change/innovation... (Yes/No) (Excludes Don't Know)**

(N=20)

	Yes	No	Don't Know	Total
reduced the number of years in your planning horizon?	9 45.0%	11 55.0%	0 0.0%	20 100.0%
caused your firm to focus more on the early years of your planning horizon?	13 68.4%	6 31.6%	0 0.0%	19 100.0%
reduced the required "payback period" on your investments?	7 38.9%	11 61.1%	0 0.0%	18 100.0%
shortened the horizon of your typical investment project?	9 45.0%	11 55.0%	0 0.0%	20 100.0%
changed the methods you use to make investment decisions?	6 31.6%	13 68.4%	0 0.0%	19 100.0%
Other	0 0.0%	0 0.0%	0 0.0%	0 0.0%

If during the last three years the pace of change / innovation became faster for firms in industry

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**OTHER: Has the faster pace of change/innovation... (Yes/No/Don't Know)**

--- No Response ---

If during the last three years the pace of change / innovation became faster for firms in industry

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****OTHER: Changed methods used to make investment decisions:**

IN	Change to what method:
Communication/Media	balanced scorecard
Manufacturing	na
Other	More conservative
Other	More focus on long term revenue potential as opposed to short term ROI or payback

If during the last three years the pace of change / innovation became faster for firms in industry

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Q5. Check if spending on the following items “crowds out” or hinders your firm's ability to spend on long-term corporate investment. (Check all that apply)**

	Number	Percent	95% CI
Adhering to regulations	15	45.5 %	± 18.0 %
Corporate taxes	8	24.2 %	± 15.5 %
Employee health benefits	6	18.2 %	± 13.9 %
Increased spending on short-term projects	6	18.2 %	± 13.9 %
None of the above	6	18.2 %	± 13.9 %
Share repurchases or dividends	4	12.1 %	± 11.8 %
Other	3	9.1 %	± 10.4 %
Non-health employee benefits	2	6.1 %	± 8.6 %
Total	50		

Number of Cases = 33

Number of Responses = 50

Average Number Of Responses Per Case = 1.5

Number Of Cases With At Least One Response = 31

Response Percent = 93.9 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**OTHER: items “crowds out” or hinders your firm's ability to spend on long-term corporate investment.**

IN	OTHER: items “crowds out” or hinders your firm's ability to spend on long-term corporate investment.
Manufacturing	Trump policies
Mining/Construction	lack of investment in IT in previous years
Other	Staffing levels

Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance**

CURRENT work-life balance	Number	Percent	95% CI
90% work - 10% life	0	0.0 %	± 0.0 %
80% work - 20% life	9	27.3 %	± 16.1 %
70% work - 30% life	12	36.4 %	± 17.3 %
60% work - 40% life	5	15.2 %	± 12.9 %
50% work - 50% life	5	15.2 %	± 12.9 %
40% work - 60% life	1	3.0 %	± 6.2 %
30% work - 70% life	1	3.0 %	± 6.2 %
20% work - 80% life	0	0.0 %	± 0.0 %
10% work - 90% life	0	0.0 %	± 0.0 %
Total	33	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance - Average percent of work - Not sure excluded**

	Mean	Median
CURRENT work-life balance	66.06	70



**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Q6b. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. IDEAL work-life balance**

IDEAL work-life balance	Number	Percent	95% CI
90% work - 10% life	0	0.0 %	± 0.0 %
80% work - 20% life	0	0.0 %	± 0.0 %
70% work - 30% life	0	0.0 %	± 0.0 %
60% work - 40% life	11	37.9 %	± 17.1 %
50% work - 50% life	14	48.3 %	± 17.9 %
40% work - 60% life	3	10.3 %	± 10.4 %
30% work - 70% life	0	0.0 %	± 0.0 %
20% work - 80% life	0	0.0 %	± 0.0 %
10% work - 90% life	1	3.4 %	± 6.2 %
Total	29	100.0 %	

Missing Cases = 4

Response Percent = 87.9 %

Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6b. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. IDEAL work-life balance**

---

	Mean	Median
IDEAL work-life balance	52.86	50

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Q6. Comparison: Actual vs. Ideal Work-life balance

N=33 Number Row % Col %	Total	IDEAL work-life balance								
		90% work - 10% life	80% work - 20% life	70% work - 30% life	60% work - 40% life	50% work - 50% life	40% work - 60% life	30% work - 70% life	20% work - 80% life	10% work - 90% life
		A	B	C	D	E	F	G	H	I
Total	29	0	0	0	11	14	3	0	0	1
	100.0%	0.0%	0.0%	0.0%	37.9%	48.3%	10.3%	0.0%	0.0%	3.4%
	100.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	100.0%

#### CURRENT work-life balance

90% work - 10% life	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
80% work - 20% life	9	0	0	0	8	0	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	27.3%	0.0%	0.0%	0.0%	72.7%	0.0%	0.0%	0.0%	0.0%	0.0%
					Ef	D	d			
70% work - 30% life	12	0	0	0	3	6	1	0	0	0
	100.0%	0.0%	0.0%	0.0%	30.0%	60.0%	10.0%	0.0%	0.0%	0.0%
	36.4%	0.0%	0.0%	0.0%	27.3%	42.9%	33.3%	0.0%	0.0%	0.0%
60% work - 40% life	5	0	0	0	0	4	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
	15.2%	0.0%	0.0%	0.0%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%
50% work - 50% life	5	0	0	0	0	3	1	0	0	1
	100.0%	0.0%	0.0%	0.0%	0.0%	60.0%	20.0%	0.0%	0.0%	20.0%
	15.2%	0.0%	0.0%	0.0%	0.0%	21.4%	33.3%	0.0%	0.0%	100.0%
					I					D
40% work - 60% life	1	0	0	0	0	0	1	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%
						f	e			
30% work - 70% life	1	0	0	0	0	1	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
	3.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%
20% work - 80% life	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10% work - 90% life	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance**

N=33 Number Row % Col %	Total	What best describes how your personal compensation changes relative to corporate financial performance?				
		Flat A	Concave B	Linear C	Convex D	Don't Know E
Total	33 100.0% 100.0%	13 39.4% 100.0%	9 27.3% 100.0%	9 27.3% 100.0%	2 6.1% 100.0%	0 0.0% 0.0%
<u>CURRENT work-life balance</u>						
90% work - 10% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
80% work - 20% life	9 100.0% 27.3%	2 22.2% 15.4%	3 33.3% 33.3%	2 22.2% 22.2%	2 22.2% 100.0%	0 0.0% 0.0%
		d			a	
70% work - 30% life	12 100.0% 36.4%	5 41.7% 38.5%	2 16.7% 22.2%	5 41.7% 55.6%	0 0.0% 0.0%	0 0.0% 0.0%
60% work - 40% life	5 100.0% 15.2%	2 40.0% 15.4%	1 20.0% 11.1%	2 40.0% 22.2%	0 0.0% 0.0%	0 0.0% 0.0%
50% work - 50% life	5 100.0% 15.2%	2 40.0% 15.4%	3 60.0% 33.3%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
40% work - 60% life	1 100.0% 3.0%	1 100.0% 7.7%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
30% work - 70% life	1 100.0% 3.0%	1 100.0% 7.7%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
20% work - 80% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
10% work - 90% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6a. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. CURRENT work-life balance**

N=33 Number Row % Col %	What is your age?				
	<40	40-49	50-59	>=60	Prefer not to answer
	A	B	C	D	E
Total	5 15.2% 100.0%	8 24.2% 100.0%	10 30.3% 100.0%	9 27.3% 100.0%	1 3.0% 100.0%

### CURRENT work-life balance

90% work - 10% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
80% work - 20% life	2 22.2% 40.0%	2 22.2% 25.0%	3 33.3% 30.0%	2 22.2% 22.2%	0 0.0% 0.0%
70% work - 30% life	3 25.0% 60.0%	4 33.3% 50.0%	1 8.3% 10.0%	4 33.3% 44.4%	0 0.0% 0.0%
60% work - 40% life	0 0.0% 0.0%	1 20.0% 12.5%	3 60.0% 30.0%	1 20.0% 11.1%	0 0.0% 0.0%
50% work - 50% life	0 0.0% 0.0%	1 20.0% 12.5%	2 40.0% 20.0%	1 20.0% 11.1%	1 20.0% 100.0%
40% work - 60% life	0 0.0% 0.0%	0 0.0% 0.0%	1 100.0% 10.0%	0 0.0% 0.0%	0 0.0% 0.0%
30% work - 70% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	1 100.0% 11.1%	0 0.0% 0.0%
20% work - 80% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
10% work - 90% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6b. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. IDEAL work-life balance**

N=33 Number Row % Col %	What best describes how your personal compensation changes relative to corporate financial performance?					
	Total	Flat A	Concave B	Linear C	Convex D	Don't Know E
Total	33 100.0% 100.0%	13 39.4% 100.0%	9 27.3% 100.0%	9 27.3% 100.0%	2 6.1% 100.0%	0 0.0% 0.0%
<u>IDEAL work-life balance</u>						
90% work - 10% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
80% work - 20% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
70% work - 30% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
60% work - 40% life	11 100.0% 37.9%	3 27.3% 27.3%	3 27.3% 37.5%	3 27.3% 37.5%	2 18.2% 100.0%	0 0.0% 0.0%
50% work - 50% life	14 100.0% 48.3%	7 50.0% 63.6%	3 21.4% 37.5%	4 28.6% 50.0%	0 0.0% 0.0%	0 0.0% 0.0%
40% work - 60% life	3 100.0% 10.3%	1 33.3% 9.1%	1 33.3% 12.5%	1 33.3% 12.5%	0 0.0% 0.0%	0 0.0% 0.0%
30% work - 70% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
20% work - 80% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
10% work - 90% life	1 100.0% 3.4%	0 0.0% 0.0%	1 100.0% 12.5%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

**Q6b. Please indicate your work-life balance. That is, during the time you are awake, the percentage of time, energy, and attention focused on work versus the percentage of time, energy, and attention focused on life outside of work. IDEAL work-life balance**

N=33 Number Row % Col %	What is your age?				
	<40	40-49	50-59	>=60	Prefer not to answer
	A	B	C	D	E
Total	5 15.2% 100.0%	8 24.2% 100.0%	10 30.3% 100.0%	9 27.3% 100.0%	1 3.0% 100.0%

### IDEAL work-life balance

90% work - 10% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
80% work - 20% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
70% work - 30% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
60% work - 40% life	3 27.3% 60.0%	3 27.3% 42.9%	3 27.3% 37.5%	2 18.2% 25.0%	0 0.0% 0.0%
50% work - 50% life	2 14.3% 40.0%	3 21.4% 42.9%	3 21.4% 37.5%	5 35.7% 62.5%	1 7.1% 100.0%
40% work - 60% life	0 0.0% 0.0%	0 0.0% 0.0%	2 66.7% 25.0%	1 33.3% 12.5%	0 0.0% 0.0%
30% work - 70% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
20% work - 80% life	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
10% work - 90% life	0 0.0% 0.0%	1 100.0% 14.3%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Q7. At your firm, for which decisions is the CFO one of the two or three most important decision-makers? (check all that apply)

	Number	Percent	95% CI
Cash and liquidity policy	22	66.7 %	± 17.0 %
Risk management	22	66.7 %	± 17.0 %
Capital spending / R&D budget	20	60.6 %	± 17.6 %
Capital structure	19	57.6 %	± 17.8 %
Capital project selection	14	42.4 %	± 17.8 %
Overall firm strategy	14	42.4 %	± 17.8 %
Acquisition selection	14	42.4 %	± 17.8 %
Corporate governance structure	13	39.4 %	± 17.6 %
Wage/salary increases	13	39.4 %	± 17.6 %
Hiring / firing / layoff planning	13	39.4 %	± 17.6 %
Technology spend	12	36.4 %	± 17.3 %
Health care spend	10	30.3 %	± 16.6 %
Payout policy	10	30.3 %	± 16.6 %
Divestiture selection	7	21.2 %	± 14.7 %
Marketing/advertising spend	5	15.2 %	± 12.9 %
Other	1	3.0 %	± 6.2 %
Total	209		

Number of Cases = 33

Number of Responses = 209

Average Number Of Responses Per Case = 6.3

Number Of Cases With At Least One Response = 33

Response Percent = 100.0 %



## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Q7. At your firm, for which decisions is the CFO one of the two or three most important decision-makers? (check all that apply)

N=33

	Total	What best describes how your personal compensation changes relative to corporate financial performance?				
		Flat A	Concave B	Linear C	Convex D	Don't Know E
Total	33 100.0%	13 39.4%	9 27.3%	9 27.3%	2 6.1%	0 0.0%
Cash and liquidity policy	22 66.7%	6 46.2%	6 66.7%	8 88.9%	2 100.0%	0 0.0%
Risk management	22 66.7%	8 61.5%	5 55.6%	7 77.8%	2 100.0%	0 0.0%
Capital spending / R&D budget	20 60.6%	6 46.2%	6 66.7%	6 66.7%	2 100.0%	0 0.0%
Capital structure	19 57.6%	4 30.8%	7 77.8%	6 66.7%	2 100.0%	0 0.0%
Acquisition selection	14 42.4%	2 15.4%	4 44.4%	6 66.7%	2 100.0%	0 0.0%
Overall firm strategy	14 42.4%	3 23.1%	4 44.4%	5 55.6%	2 100.0%	0 0.0%
Capital project selection	14 42.4%	3 23.1%	2 22.2%	7 77.8%	2 100.0%	0 0.0%
Hiring / firing / layoff planning	13 39.4%	4 30.8%	2 22.2%	6 66.7%	1 50.0%	0 0.0%
Corporate governance structure	13 39.4%	3 23.1%	4 44.4%	5 55.6%	1 50.0%	0 0.0%
Wage/salary increases	13 39.4%	6 46.2%	2 22.2%	4 44.4%	1 50.0%	0 0.0%
Technology spend	12 36.4%	3 23.1%	4 44.4%	4 44.4%	1 50.0%	0 0.0%

Significance Tests Between Columns: Lower case: p&lt;.05 Upper case: p&lt;.01

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Q7. At your firm, for which decisions is the CFO one of the two or three most important decision-makers? (check all that apply)

N=33	What is your age?				
	<40 A	40-49 B	50-59 C	>=60 D	Prefer not to answer E
Total	5 15.2%	8 24.2%	10 30.3%	9 27.3%	1 3.0%
Cash and liquidity policy	3 60.0%	7 87.5%	5 50.0%	7 77.8%	0 0.0%
Risk management	3 60.0%	6 75.0%	8 80.0%	5 55.6%	0 0.0%
Capital spending / R&D budget	3 60.0%	5 62.5%	7 70.0%	4 44.4%	1 100.0%
Capital structure	3 60.0%	6 75.0%	5 50.0%	4 44.4%	1 100.0%
Acquisition selection	2 40.0%	4 50.0%	3 30.0%	5 55.6%	0 0.0%
Overall firm strategy	3 60.0%	6 75.0%	3 30.0%	2 22.2%	0 0.0%
Capital project selection	2 40.0%	5 62.5%	3 30.0%	3 33.3%	1 100.0%
Hiring / firing / layoff planning	3 60.0%	5 62.5%	2 20.0%	3 33.3%	0 0.0%
Corporate governance structure	2 40.0%	4 50.0%	4 40.0%	3 33.3%	0 0.0%
Wage/salary increases	3 60.0%	3 37.5%	3 30.0%	4 44.4%	0 0.0%
Technology spend	4 80.0%	2 25.0%	2 20.0%	4 44.4%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Q7. At your firm, for which decisions is the CFO one of the two or three most important decision-makers? (check all that apply)**

N=33

	Total	What best describes how your personal compensation changes relative to corporate financial performance?				
		Flat A	Concave B	Linear C	Convex D	Don't Know E
Payout policy	10 30.3%	4 30.8%	2 22.2%	3 33.3%	1 50.0%	0 0.0%
Health care spend	10 30.3%	3 23.1%	2 22.2%	4 44.4%	1 50.0%	0 0.0%
Divestiture selection	7 21.2%	1 7.7%	1 11.1%	4 44.4%	1 50.0%	0 0.0%
Marketing/ advertising spend	5 15.2%	0 0.0%	2 22.2%	2 22.2%	1 50.0%	0 0.0%
Other	1 3.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Q7. At your firm, for which decisions is the CFO one of the two or three most important decision-makers? (check all that apply)**

N=33

	What is your age?				
	<40 A	40-49 B	50-59 C	>=60 D	Prefer not to answer E
Payout policy	2 40.0%	2 25.0%	1 10.0%	4 44.4%	1 100.0%
Health care spend	2 40.0%	1 12.5%	3 30.0%	4 44.4%	0 0.0%
Divestiture selection	2 40.0%	2 25.0%	1 10.0%	2 22.2%	0 0.0%
Marketing/ advertising spend	1 20.0%	1 12.5%	2 20.0%	1 11.1%	0 0.0%
Other	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case:  $p < .05$  Upper case:  $p < .01$

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Q7. OTHER: For which decisions is the CFO one of the two or three most important decision-makers**

Bank/Fin/Insur/Real Est

CFO is not a partner

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Return on assets (ROA=operating earnings/assets) (Winsorized)**

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% Approximate ROA in 2017	13.88	11.04	9.27 - 18.50	15	-11	39.40	22
% Expected ROA in 2018	16.76	10.96	12.07 - 21.44	15	1	41.40	21

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Manufacturing capacity utilized (Winsorized)

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
% of capacity utilized in first half of 2017	80.00	8.16	72.00 - 88.00	80	70	90	4
% of capacity utilization planned for the second half of 2017	72.00	17.20	55.14 - 88.86	80	50	90	4

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Industry

	Number	Percent	95% CI
Banking/Finance/Insurance/Real Estate	7	21.2 %	± 14.7 %
Technology [Software/Hardware/Biotech]	5	15.2 %	± 12.9 %
Communication/Media	4	12.1 %	± 11.8 %
Manufacturing	4	12.1 %	± 11.8 %
Mining/Construction	3	9.1 %	± 10.4 %
Services, Consulting	2	6.1 %	± 8.6 %
Retail/Wholesale	1	3.0 %	± 6.2 %
Public Administration	1	3.0 %	± 6.2 %
Healthcare/Pharmaceutical	1	3.0 %	± 6.2 %
Agriculture, Forestry, & Fishing	0	0.0 %	± 0.0 %
Transportation & Public Utilities	0	0.0 %	± 0.0 %
Energy	0	0.0 %	± 0.0 %
Other Industry	5	15.2 %	± 12.9 %
<b>Total</b>	<b>33</b>	<b>100.0 %</b>	

Missing Cases = 0

Response Percent = 100.0 %



**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Industry (Other specified)**

--- No Response ---

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Sales Revenue

	Number	Percent	95% CI
Less than \$25 million	11	33.3 %	± 17.0 %
\$25-99 million	7	21.2 %	± 14.7 %
\$100-499 million	4	12.1 %	± 11.8 %
\$500-999 million	4	12.1 %	± 11.8 %
\$1-4.9 billion	3	9.1 %	± 10.4 %
\$5-9.9 billion	1	3.0 %	± 6.2 %
More than \$10 billion	3	9.1 %	± 10.4 %
Total	33	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Sales Revenue (Millions)**

Minimum = 25

Maximum = 11000

Mean = 1648.76

Median = 62

Variance (Unbiased Estimate) = 11224579.13

Standard Deviation (Unbiased Estimate) = 3350.31

Standard Error Of The Mean = 583.21

95 Percent Confidence Interval Around The Mean = 505.66 - 2791.86

99 Percent Confidence Interval Around The Mean = 146.98 - 3150.53

Skewness = 2.17

Kolmogorov-Smirnov Statistic For Normality = 2.32

**Quartiles**

1 = 25

2 = 62

3 = 750

Valid Cases = 33

Missing Cases = 0

Response Percent = 100.0%

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Number of Employees

	Number	Percent	95% CI
Fewer than 100	11	39.3 %	± 17.1 %
100-499	5	17.9 %	± 13.0 %
500-999	4	14.3 %	± 11.9 %
1,000-2,499	2	7.1 %	± 8.7 %
2,500-4,999	0	0.0 %	± 0.0 %
5,000-9,999	1	3.6 %	± 6.2 %
Over 10,000	5	17.9 %	± 13.0 %
Total	28	100.0 %	

Missing Cases = 5

Response Percent = 84.8 %

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Number of Employees

Minimum = 100

Maximum = 12000

Mean = 2735.71

Median = 300

Variance (Unbiased Estimate) = 21319603.17

Standard Deviation (Unbiased Estimate) = 4617.32

Standard Error Of The Mean = 872.59

95 Percent Confidence Interval Around The Mean = 1025.44 - 4445.99

99 Percent Confidence Interval Around The Mean = 488.79 - 4982.64

Skewness = 1.45

Kolmogorov-Smirnov Statistic For Normality = 2.09

### Quartiles

1 = 100

2 = 300

3 = 1750

Valid Cases = 28

Missing Cases = 5

Response Percent = 84.8%

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### Where are you personally located?

	Number	Percent	95% CI
Canada	33	100.0 %	± 0.0 %
Mountain U.S.	0	0.0 %	± 0.0 %
Midwest U.S.	0	0.0 %	± 0.0 %
South Central U.S.	0	0.0 %	± 0.0 %
South Atlantic U.S.	0	0.0 %	± 0.0 %
Pacific US	0	0.0 %	± 0.0 %
Northeast U.S.	0	0.0 %	± 0.0 %
Latin America	0	0.0 %	± 0.0 %
Europe	0	0.0 %	± 0.0 %
Asia	0	0.0 %	± 0.0 %
Africa	0	0.0 %	± 0.0 %
Other	0	0.0 %	± 0.0 %
Total	33	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017**

**Headquarters Canada (Other Specified)**

--- No Response ---

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Ownership**

	Number	Percent	95% CI
Private	21	75.0 %	± 17.5 %
Public	4	14.3 %	± 11.9 %
Govern-ment	2	7.1 %	± 8.7 %
Nonprofit	1	3.6 %	± 6.2 %
Total	28	100.0 %	

Missing Cases = 5

Response Percent = 84.8 %



**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Foreign Sales**

	Number	Percent	95% CI
0%	13	40.6 %	± 17.6 %
1-24%	8	25.0 %	± 15.5 %
25-50%	3	9.4 %	± 10.4 %
More than 50%	8	25.0 %	± 15.5 %
Total	32	100.0 %	

Missing Cases = 1

Response Percent = 97.0 %

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### In what region of the world are most of your foreign sales?

	Number	Percent	95% CI
US/Canada	15	93.8 %	± 20.5 %
Asia/Pacific Basin	1	6.3 %	± 11.2 %
Africa	0	0.0 %	± 0.0 %
Latin America	0	0.0 %	± 0.0 %
Europe	0	0.0 %	± 0.0 %
Total	16	100.0 %	

Missing Cases = 3

Response Percent = 84.2 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****Your job title (e.g., CFO, Asst. Treasurer, etc):**

	Number	Percent
CFO	12	36.4 %
VP of Finance	9	27.3 %
Other	9	27.3 %
Controller	2	6.1 %
CEO	1	3.0 %
Treasurer	0	0.0 %
Total	33	100.0 %

Missing Cases = 0

Response Percent = 100.0 %

**Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017****What is your age?**

	Number	Percent	95% CI
<40	5	15.2 %	± 12.9 %
40-49	8	24.2 %	± 15.4 %
50-59	10	30.3 %	± 16.6 %
>=60	9	27.3 %	± 16.1 %
Prefer not to answer	1	3.0 %	± 6.2 %
Total	33	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

## Duke, Global Business Outlook survey - Canada - Fourth Quarter, 2017

### What best describes how your personal compensation changes relative to corporate financial performance?

	Number	Percent	95% CI
Flat (For the most part my pay is not tied to corporate financial performance)	13	39.4 %	± 17.6 %
Concave (my pay increases with corporate financial performance but less than proportionally)	9	27.3 %	± 16.1 %
Linear (my pay increases in direct proportion to corporate financial performance)	9	27.3 %	± 16.1 %
Convex (my pay increases more than proportionally to corporate financial performance)	2	6.1 %	± 8.6 %
Don't Know	0	0.0 %	± 0.0 %
Total	33	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %

