



Board Practices Quarterly
Diversity, equity, inclusion: One year later
December 2021

Results by respondent demographic

Board Practices Quarterly, December 2021

Diversity, equity, inclusion: One Year Later



TABLE OF CONTENTS

Results by respondent demographic

Public companies	03
Mega- and large-cap	12
Mid-cap	21
Small-, micro-, and nano-cap	30

Respondents, primarily corporate secretaries, in-house counsel, and other in-house governance professionals, represent public companies. In some cases, additional data is provided to highlight comparisons to public company results of similar questions asked in our 2020 *Board Practices Quarterly* [survey](#) on diversity, equity, and inclusion (DEI).

Public company respondent market capitalization as of December 2020: 42% large-cap (which includes mega- and large-cap) (> \$10 billion); 52% mid-cap (\$2 billion to \$10 billion); and 6% small-cap (includes small-, micro-, and nano-cap) (<\$2 billion). Respondent industry breakdown: 32% energy, resources, and industrials; 27% consumer; 25% financial services; 10% technology, media, and telecommunications; and 5% life sciences and health care.

Response percentages may not add up to 100% due to rounding.

Contacts:

Natalie Cooper
Senior Manager
Center for Board Effectiveness, Deloitte LLP
natcooper@deloitte.com

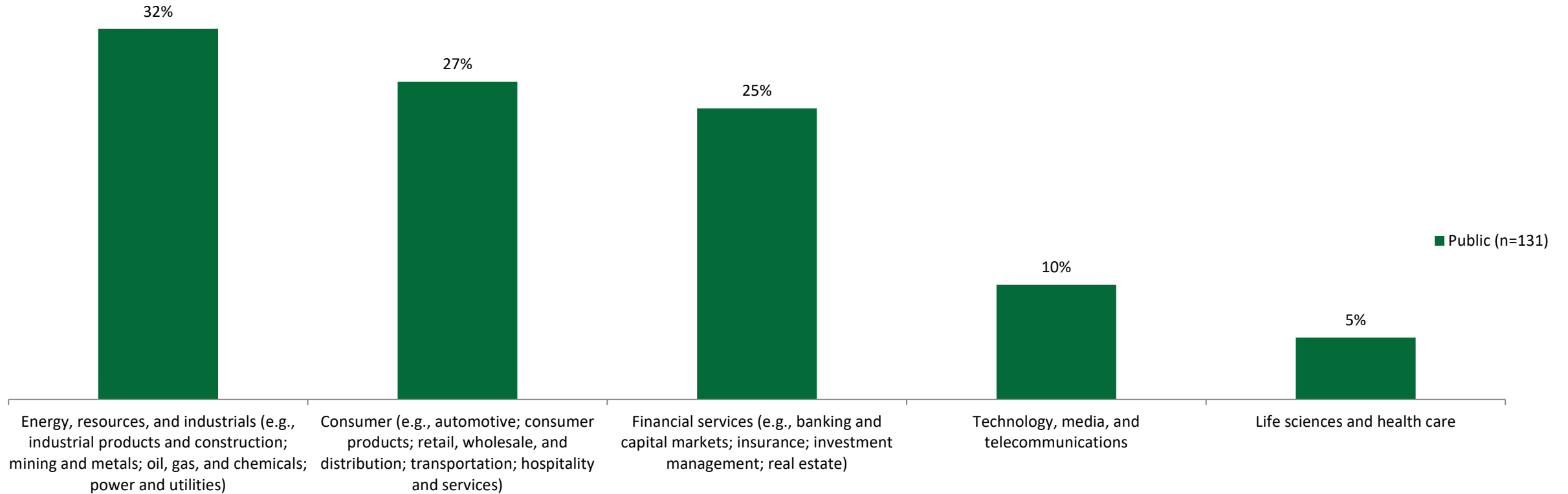
Randi Val Morrison
Senior Vice President, Communications, Member
Engagement and General Counsel
Society for Corporate Governance
rmorrison@societycorp.gov.org



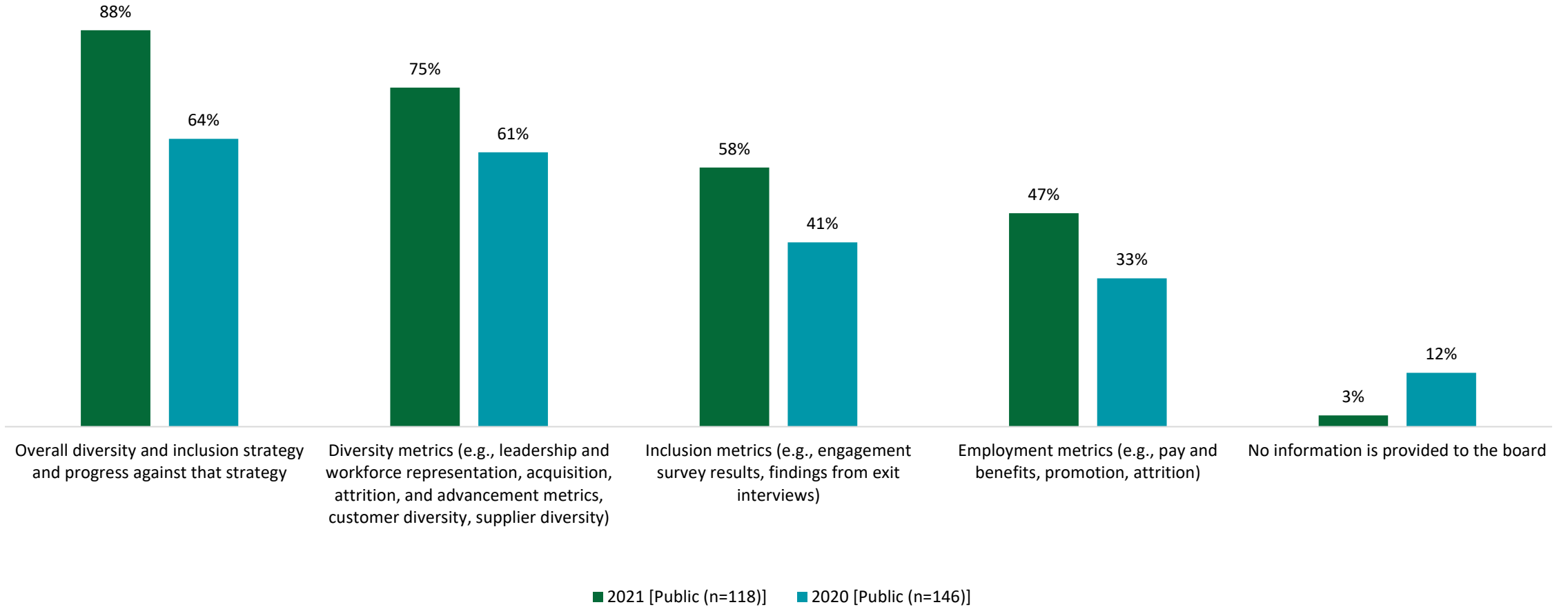
Public companies

131 public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate your company's industry:



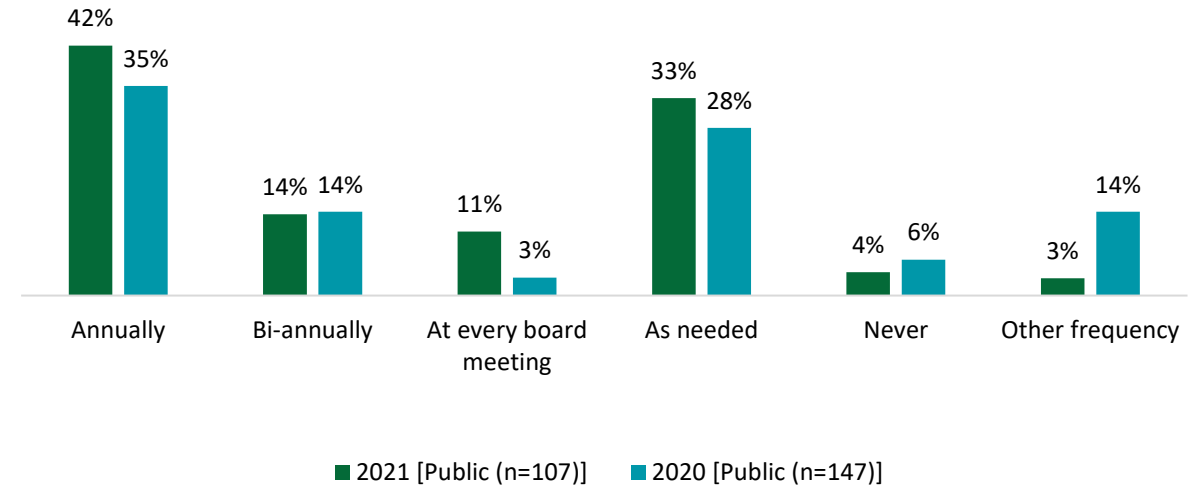
What information does management provide to the board on company practices, strategy, and performance related to diversity, equity, and inclusion? Select all that apply.



	Annually	Bi-annually	At every board meeting	As needed	Never	Other frequency	N/A
Full board	42%	14%	11%	33%	4%	3%	1%
Audit Committee (or similar)	3%	1%	1%	27%	43%	1%	24%
Compensation Committee (or similar)	25%	13%	18%	38%	8%	4%	3%
Nominating/Governance Committee (or similar)	19%	12%	12%	47%	12%	1%	5%
Risk Committee (or similar)	0%	0%	1%	14%	15%	1%	72%
Sustainability Committee (or similar)	3%	0%	3%	8%	10%	3%	74%
Other committee	0%	2%	0%	2%	11%	0%	85%

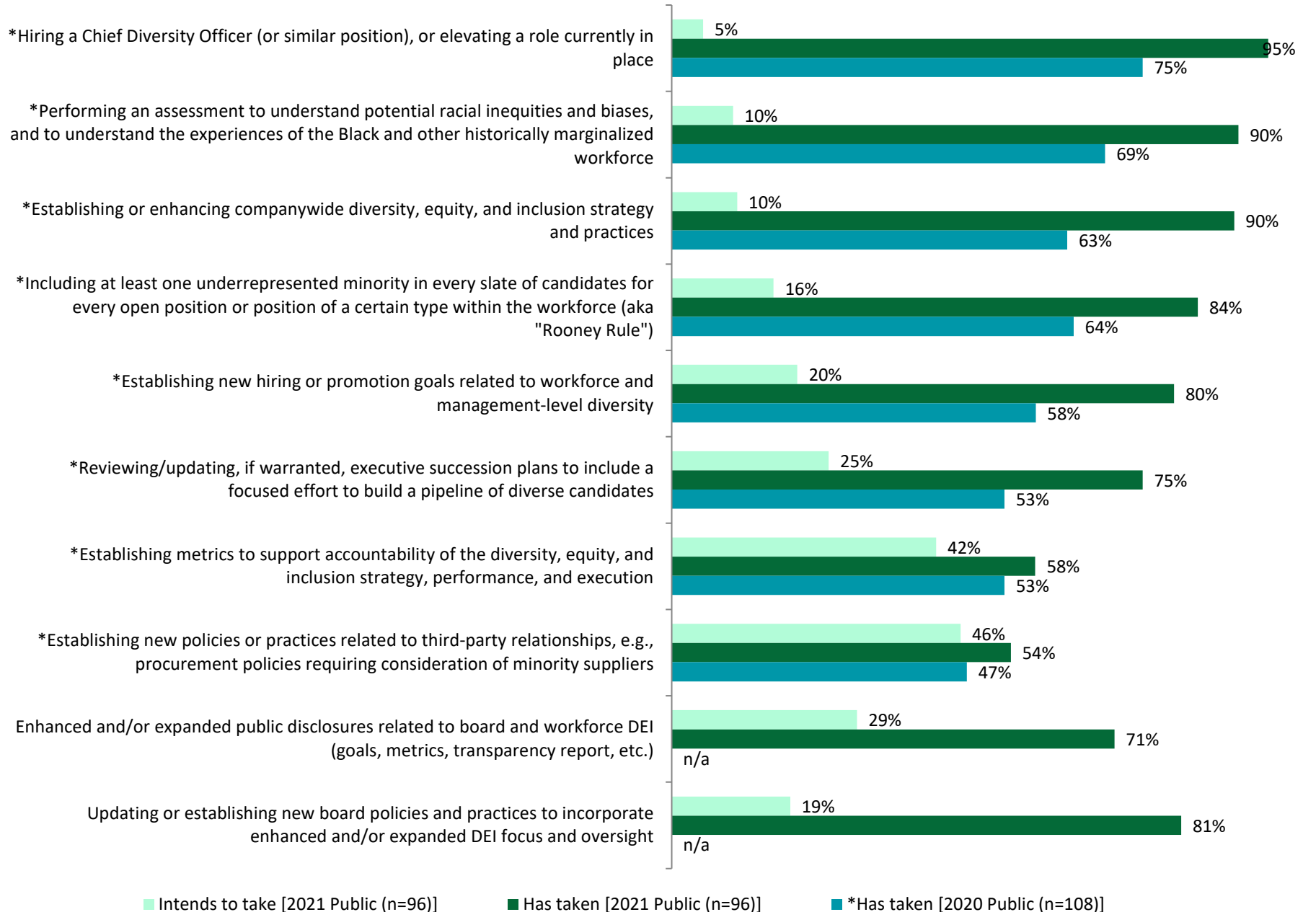
Shading highlights most common responses for each category in column at left.

How often are diversity, equity, and inclusion-related matters on the agenda of the board and/or agenda(s) of the committee(s) responsible for oversight of DEI matters?

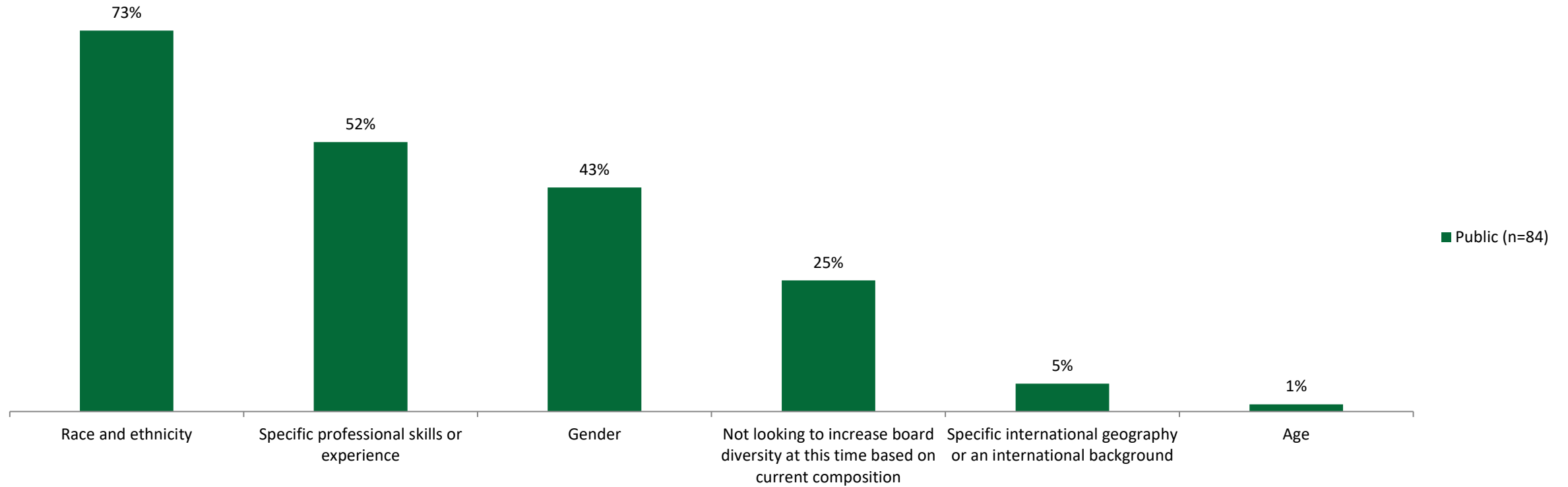


Which of the following actions has your company and/or board taken—or intends to take—in response to the widely publicized events of 2020 and ongoing developments surrounding racial inequality and inequity? Select all that apply.

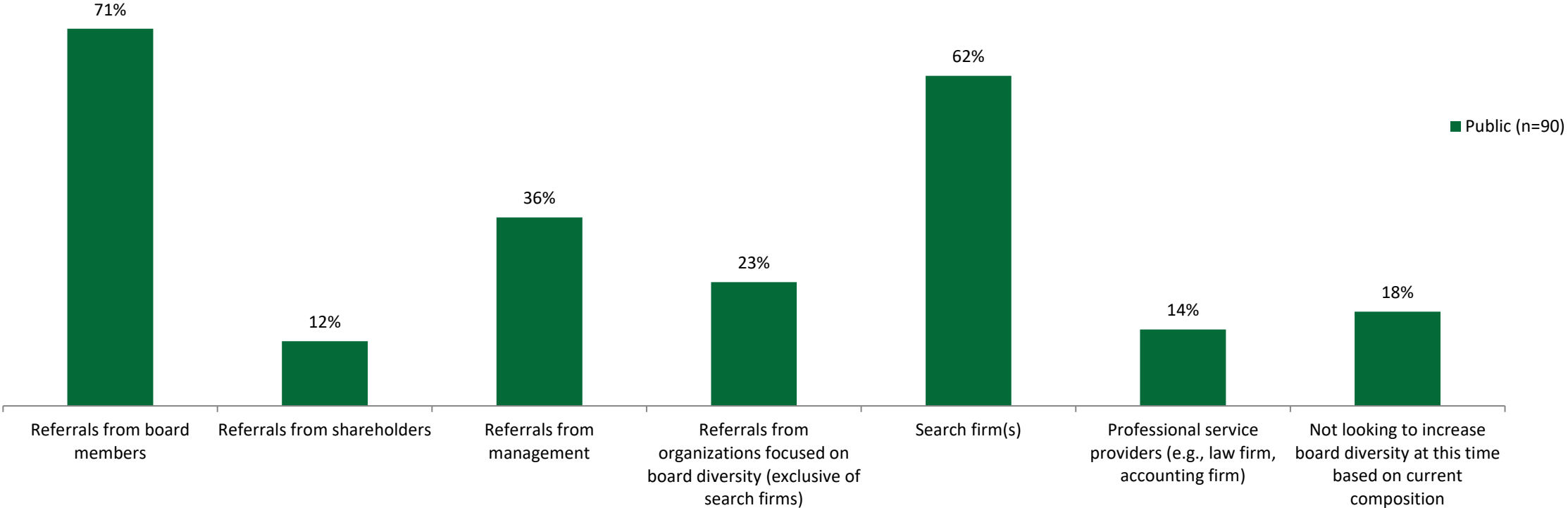
**The “Has taken” results of a similar question asked in 2020 have been included in the chart.*



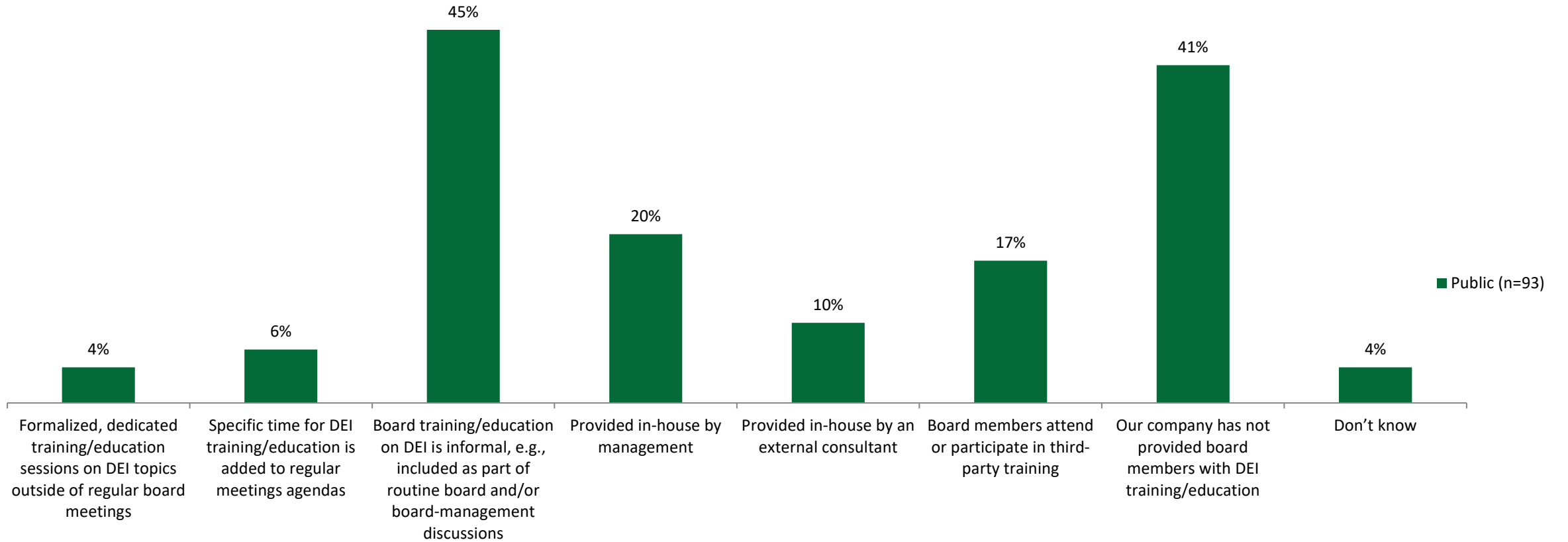
If your board is looking to increase diversity, which 1-2 attributes are the top recruitment priority? Select up to two.



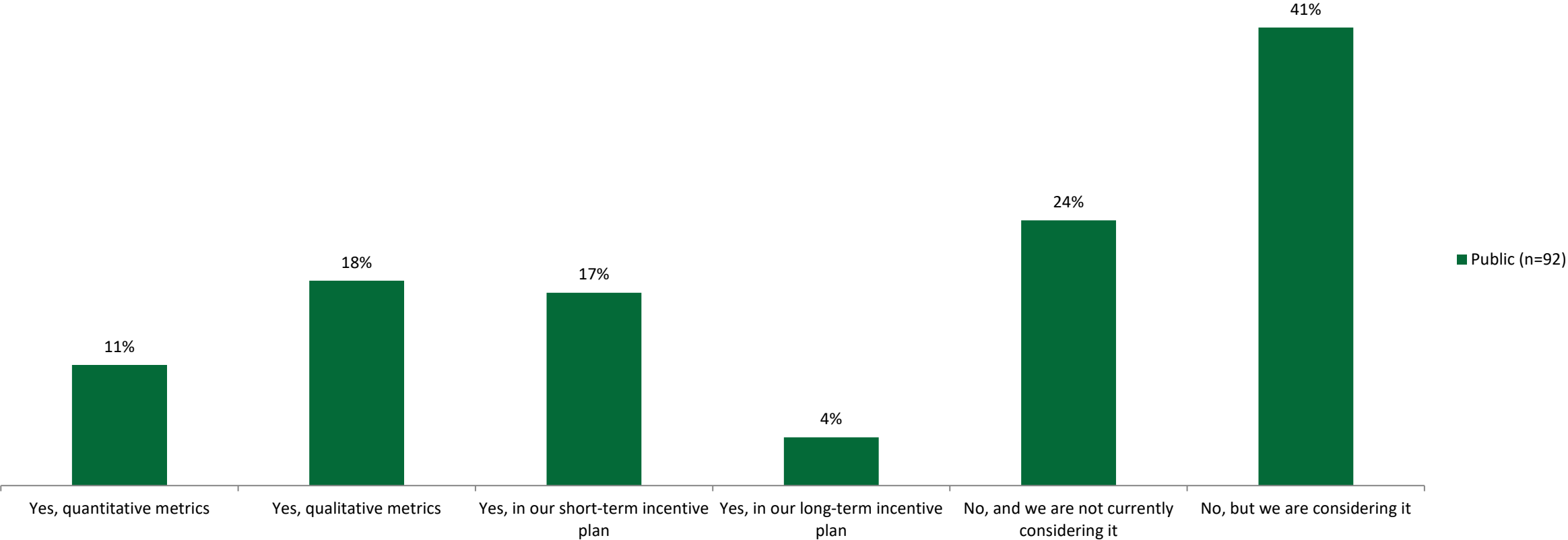
If your board is looking to increase diversity, where does it look for recruitment? Select all that apply.



Which best describes DEI training/education for your company’s board? Select all that apply.



Has your company included one or more DEI metrics in its executive incentive plans? Select all that apply.



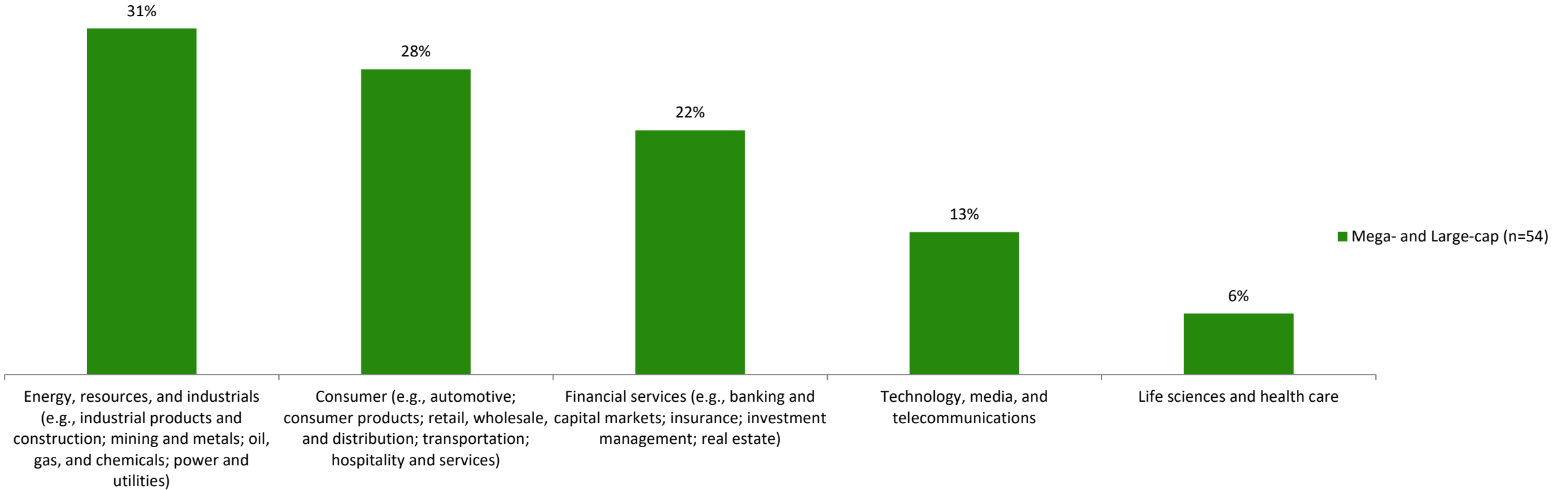


Public companies

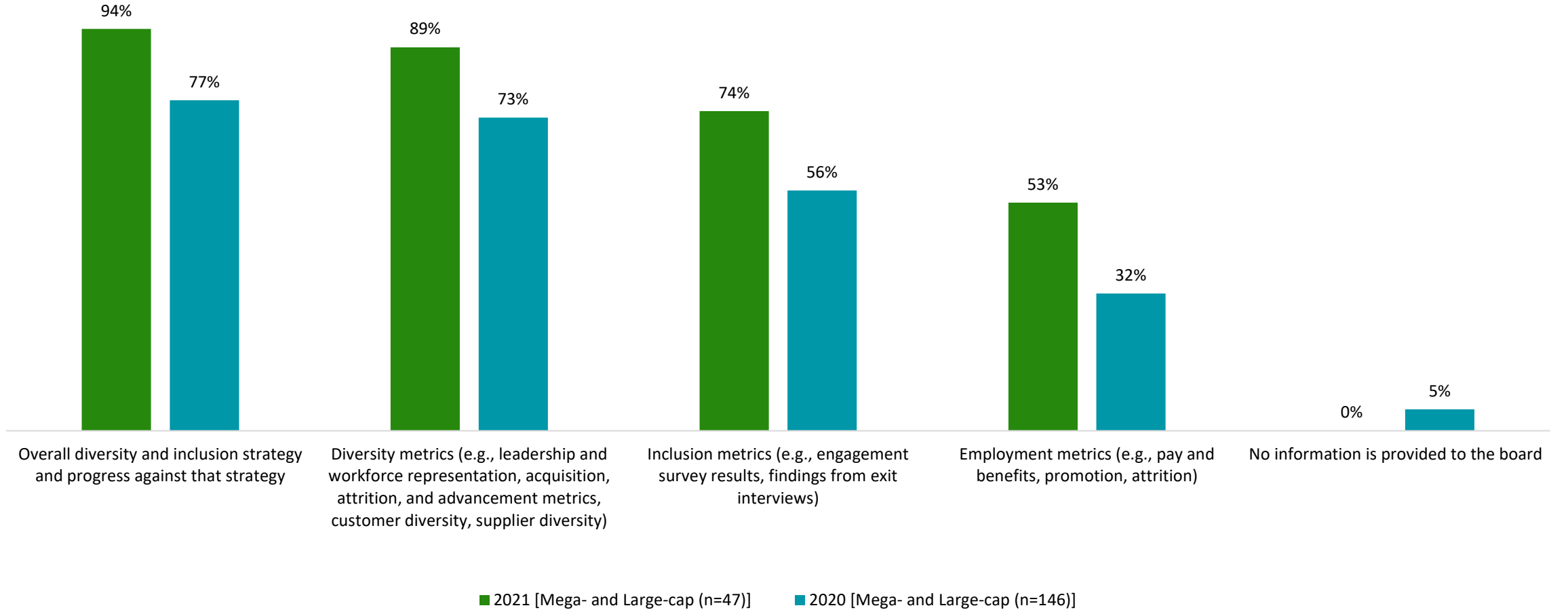
Mega- and large-cap (>\$10 billion)

54 mega- and large-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate your company's industry:



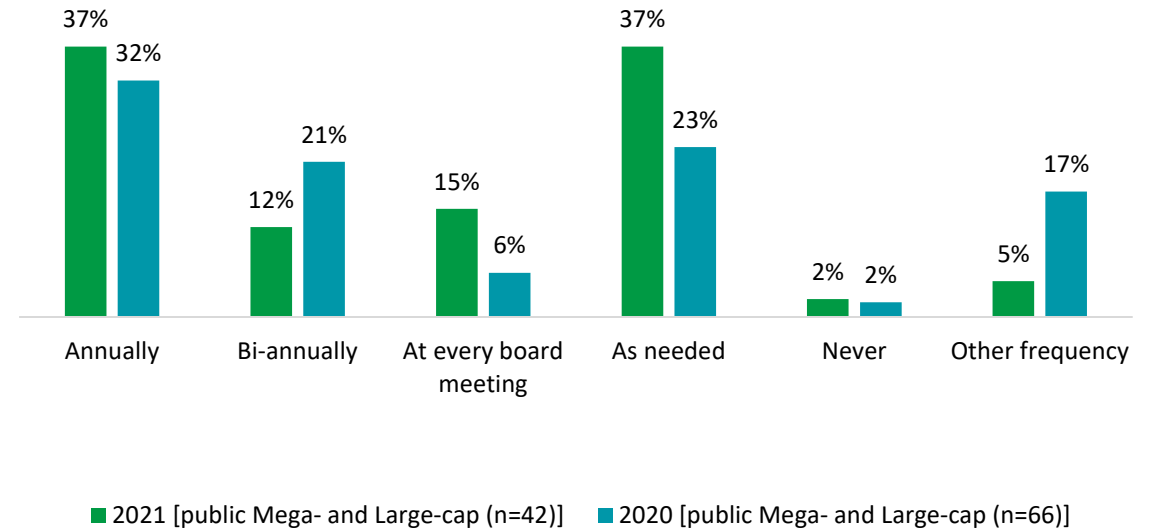
What information does management provide to the board on company practices, strategy, and performance related to diversity, equity, and inclusion? Select all that apply.



	Annually	Bi-annually	At every board meeting	As needed	Never	Other frequency	N/A
Full board	37%	12%	15%	37%	2%	5%	2%
Audit Committee (or similar)	0%	0%	4%	26%	43%	4%	22%
Compensation Committee (or similar)	26%	13%	18%	37%	5%	8%	5%
Nominating/Governance Committee (or similar)	22%	16%	22%	34%	13%	0%	3%
Risk Committee (or similar)	0%	0%	4%	4%	12%	4%	76%
Sustainability Committee (or similar)	8%	0%	0%	8%	8%	4%	73%
Other committee	0%	5%	0%	0%	10%	0%	86%

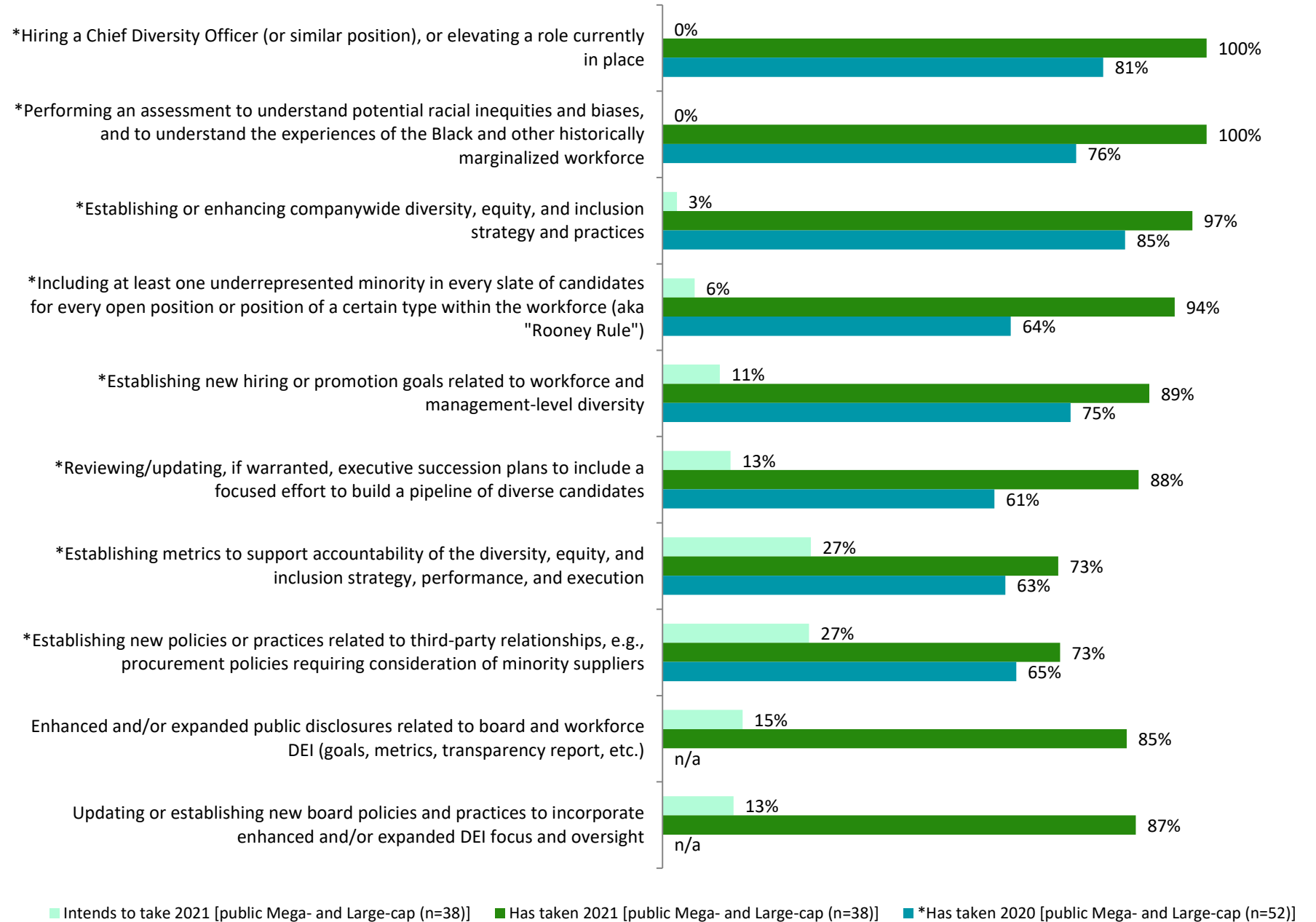
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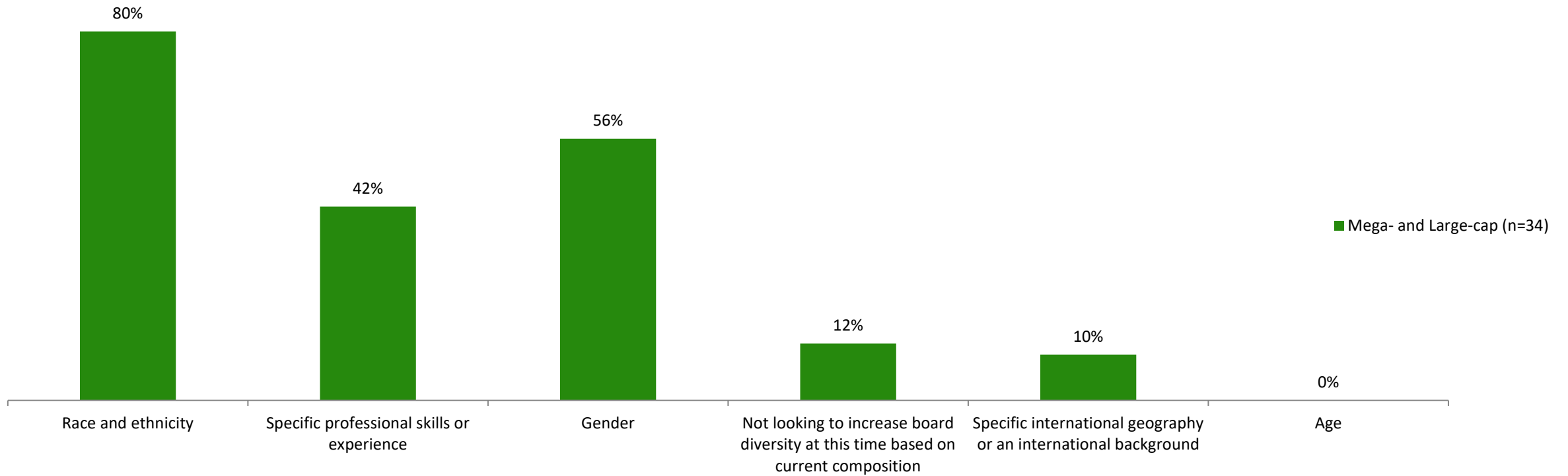


Which of the following actions has your company and/or board taken—or intends to take—in response to the widely publicized events of 2020 and ongoing developments surrounding racial inequality and inequity? Select all that apply.

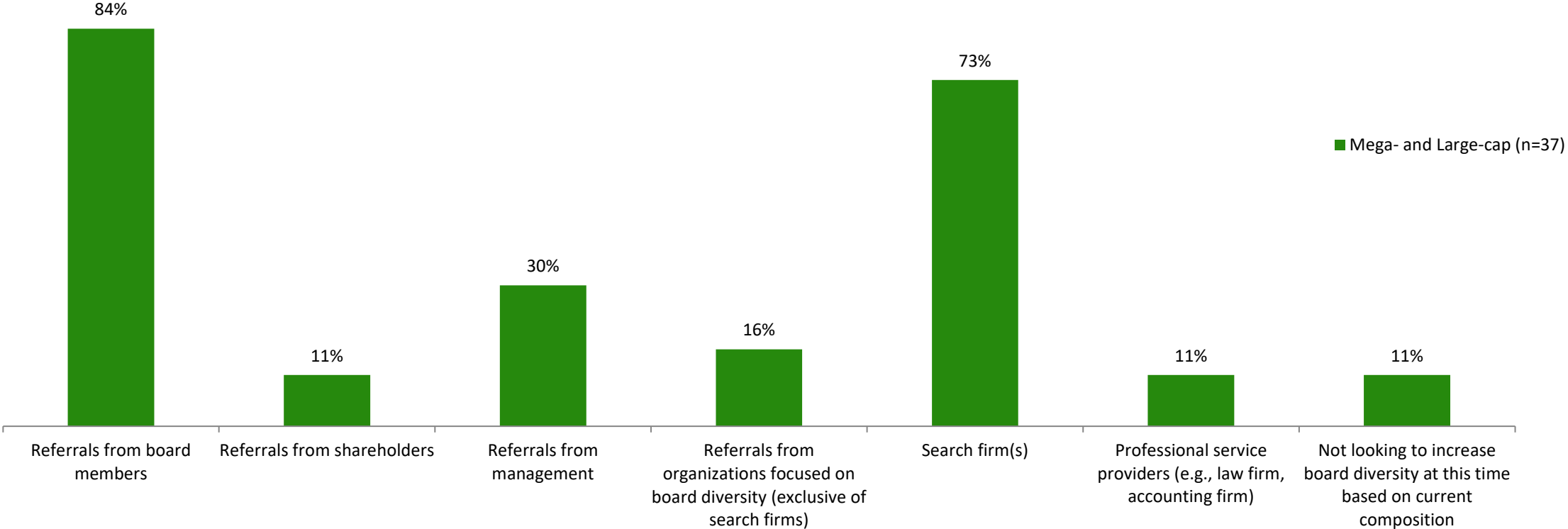
**The "Has taken" results of a similar question asked in 2020 have been included in the chart.*



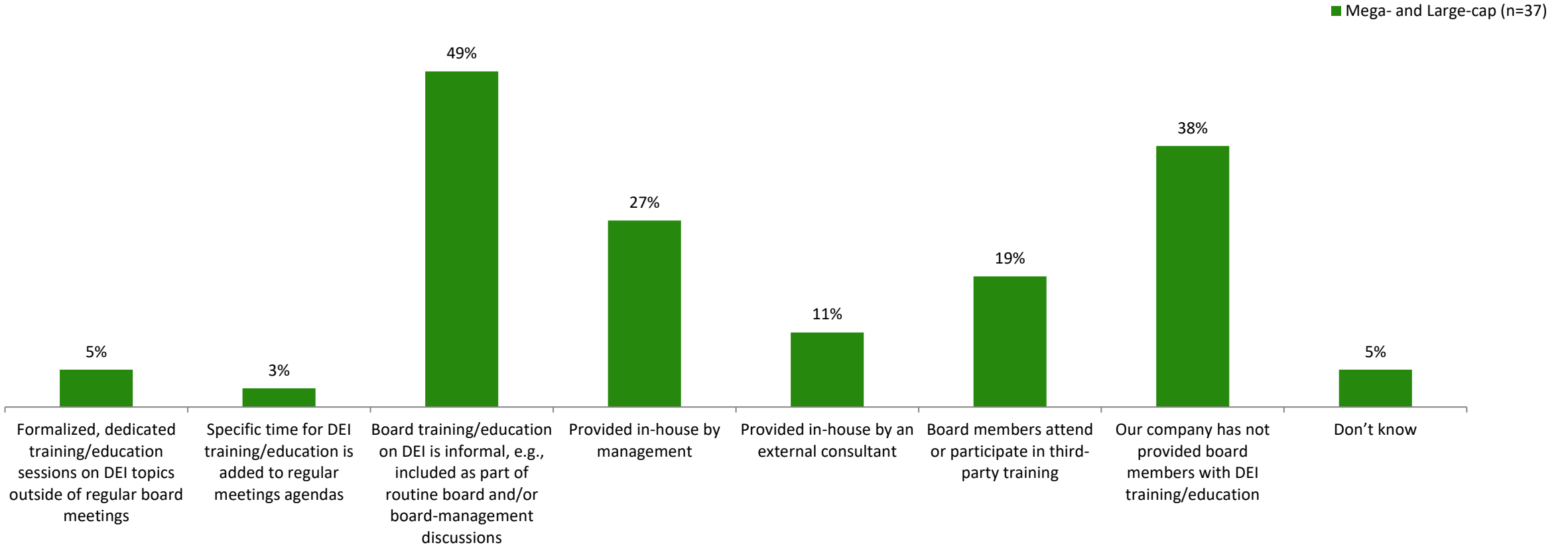
If your board is looking to increase diversity, which 1-2 attributes are the top recruitment priority? Select up to two.



If your board is looking to increase diversity, where does it look for recruitment? Select all that apply.

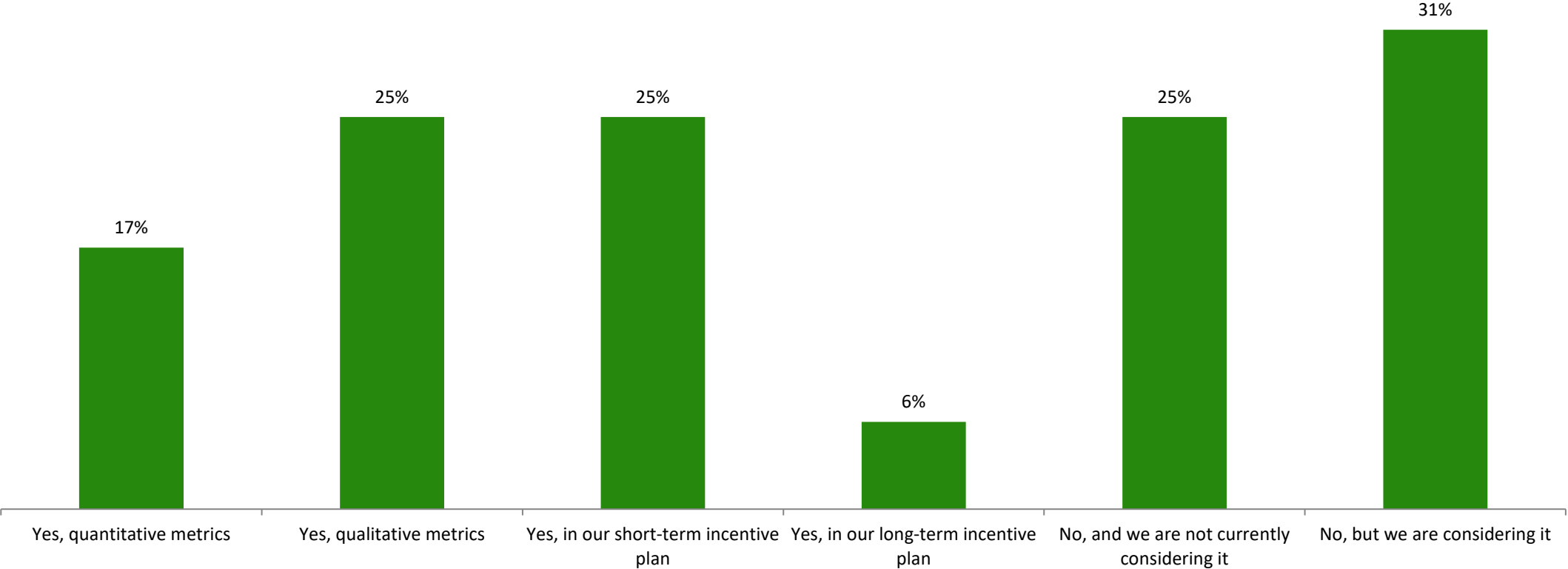


Which best describes DEI training/education for your company's board? Select all that apply.



Has your company included one or more DEI metrics in its executive incentive plans? Select all that apply.

■ Mega- and Large-cap (n=36)



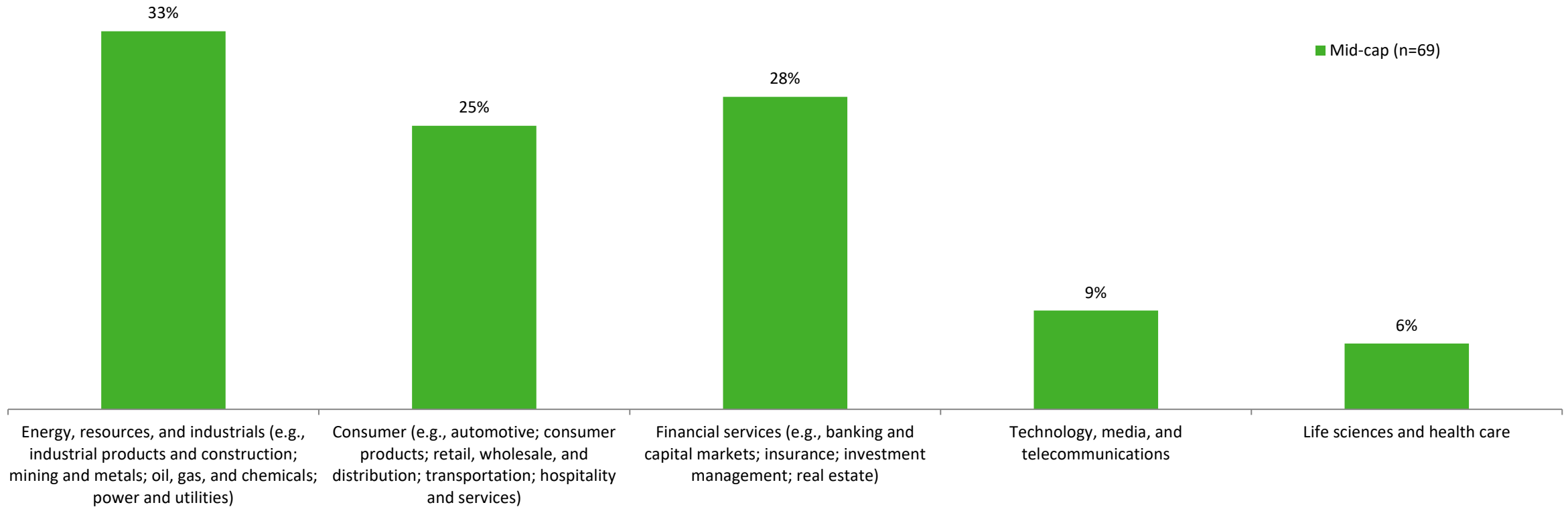


Public companies

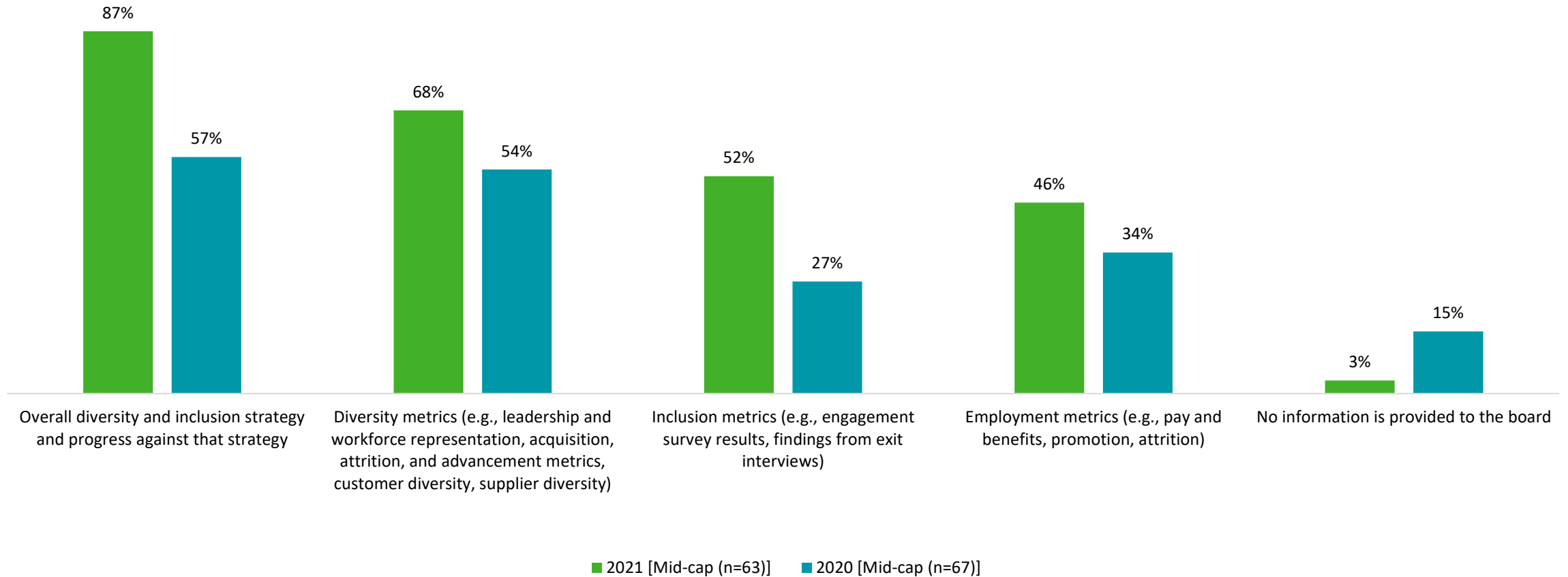
Mid-cap (\$2 billion to \$10 billion)

69 mid-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate your company's industry:



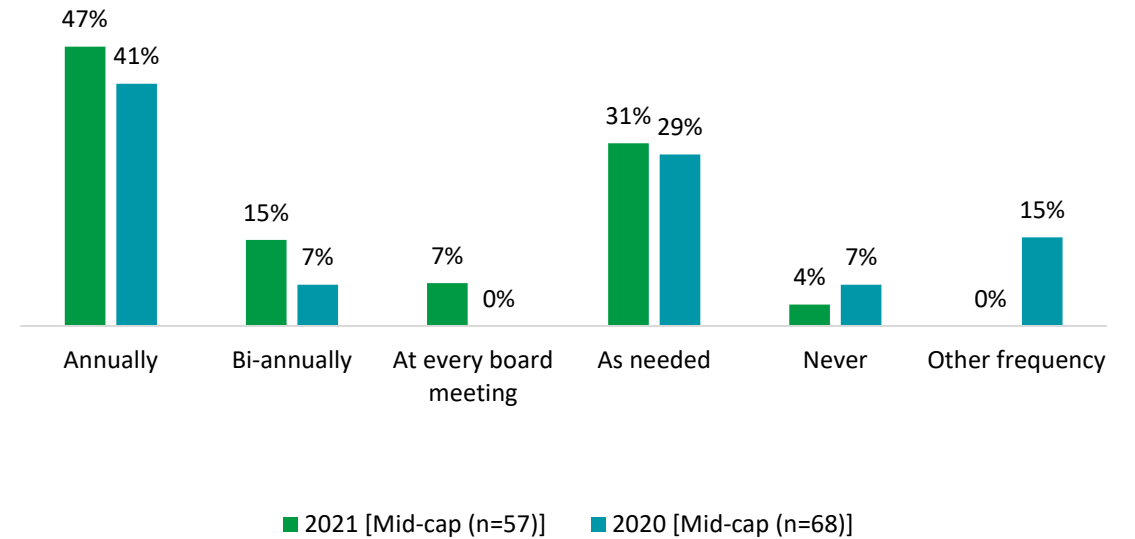
What information does management provide to the board on company practices, strategy, and performance related to diversity, equity, and inclusion? Select all that apply.



	Annually	Bi-annually	At every board meeting	As needed	Never	Other frequency	N/A
Full board	47%	15%	7%	31%	4%	0%	0%
Audit Committee (or similar)	5%	2%	0%	26%	44%	0%	26%
Compensation Committee (or similar)	25%	13%	17%	37%	10%	2%	2%
Nominating/Governance Committee (or similar)	17%	11%	6%	55%	11%	0%	6%
Risk Committee (or similar)	0%	0%	0%	21%	17%	0%	69%
Sustainability Committee (or similar)	0%	0%	5%	10%	10%	2%	74%
Other committee	0%	0%	0%	3%	11%	0%	86%

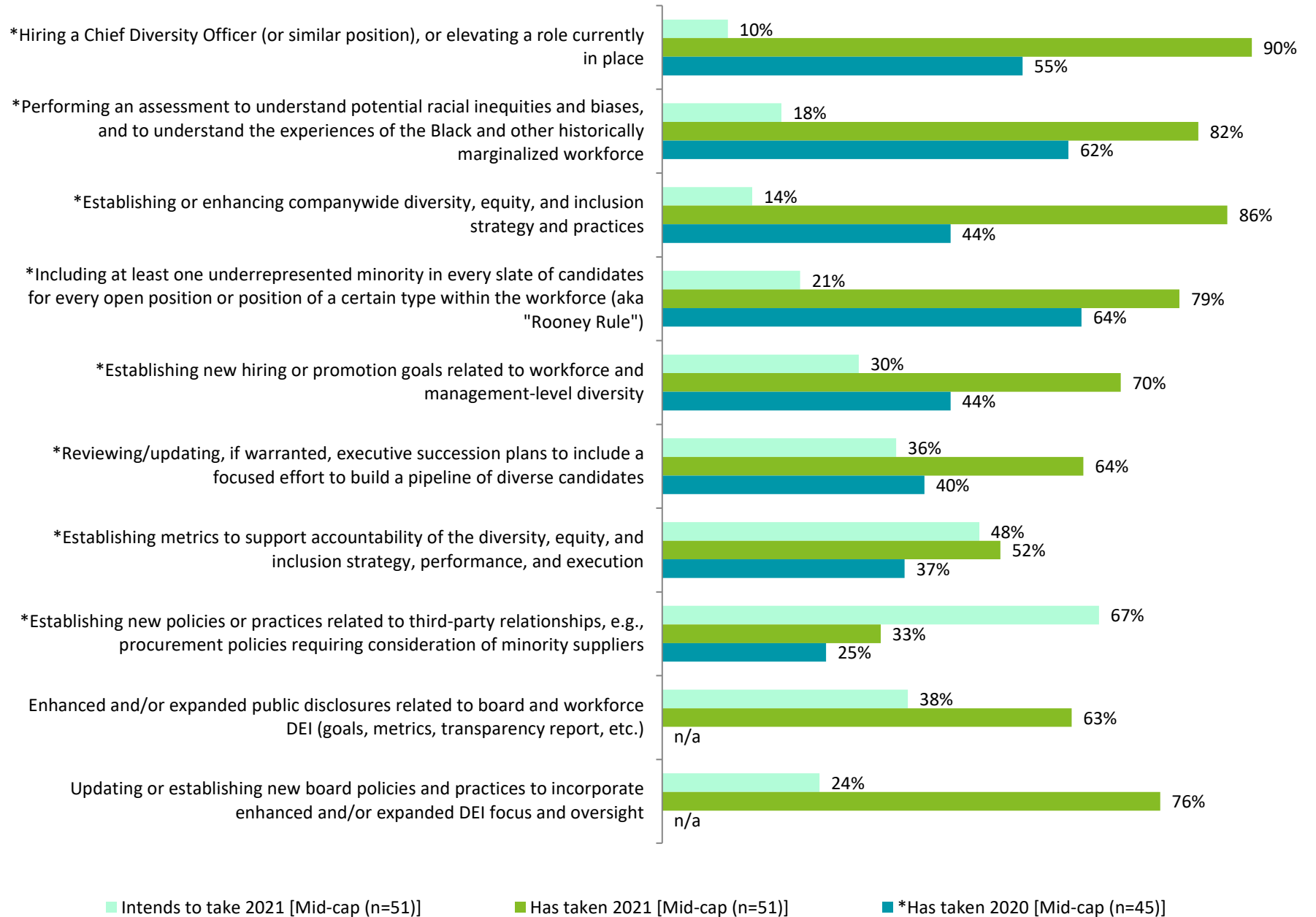
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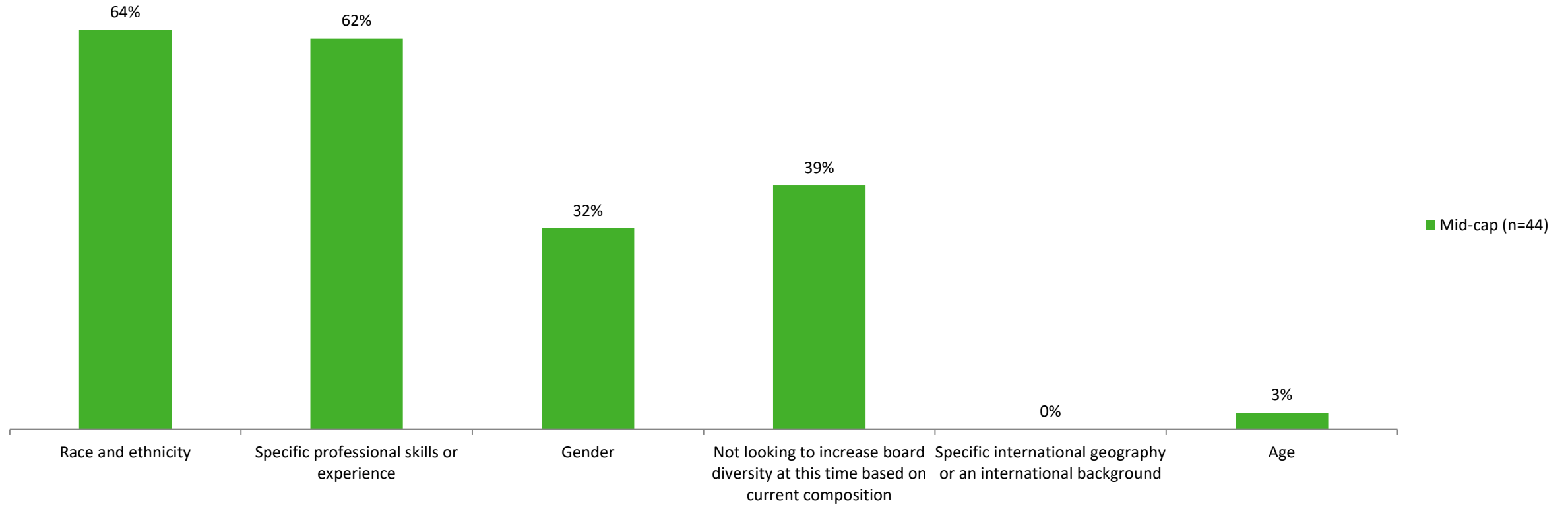


Which of the following actions has your company and/or board taken—or intends to take—in response to the widely publicized events of 2020 and ongoing developments surrounding racial inequality and inequity? Select all that apply.

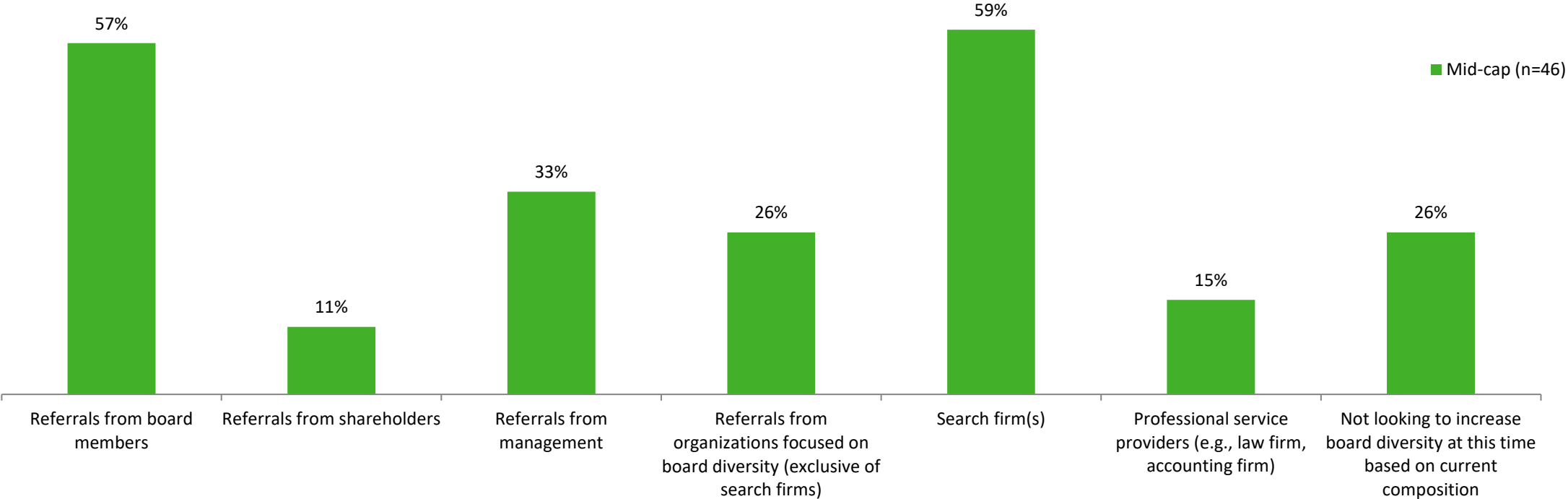
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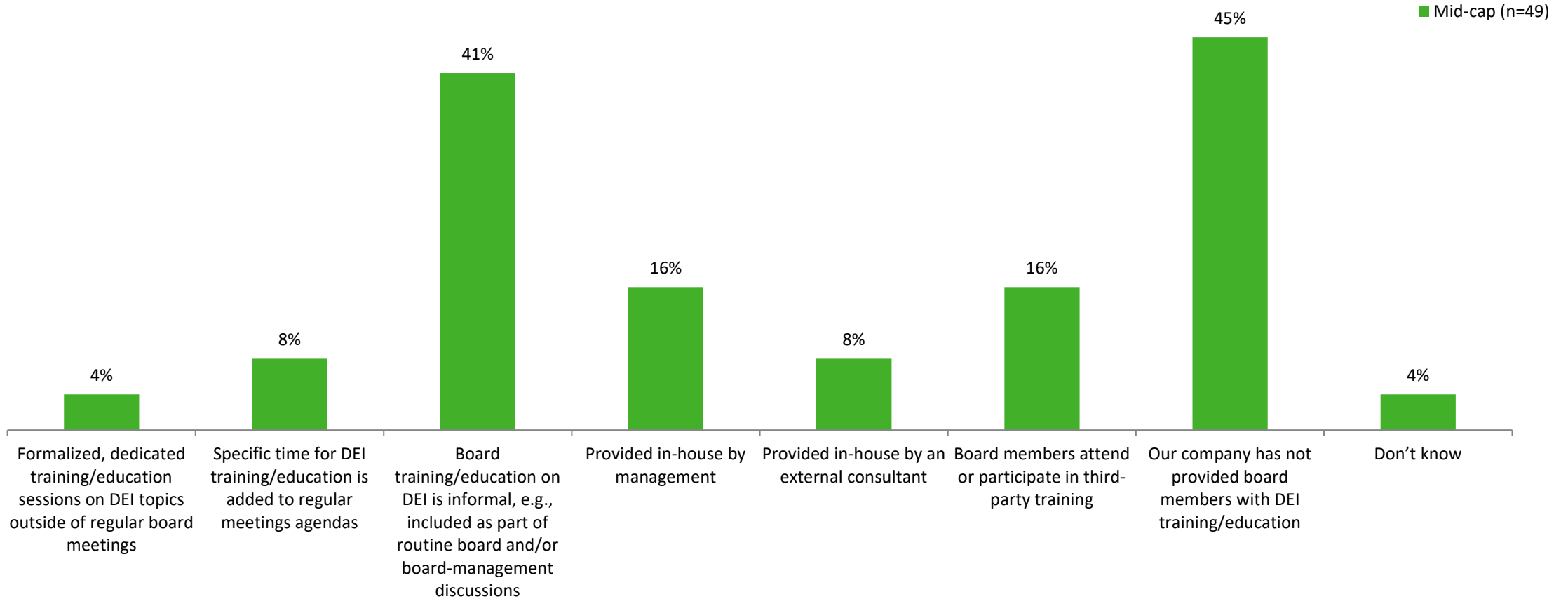
If your board is looking to increase diversity, which 1-2 attributes are the top recruitment priority? Select up to two.



If your board is looking to increase diversity, where does it look for recruitment? Select all that apply.

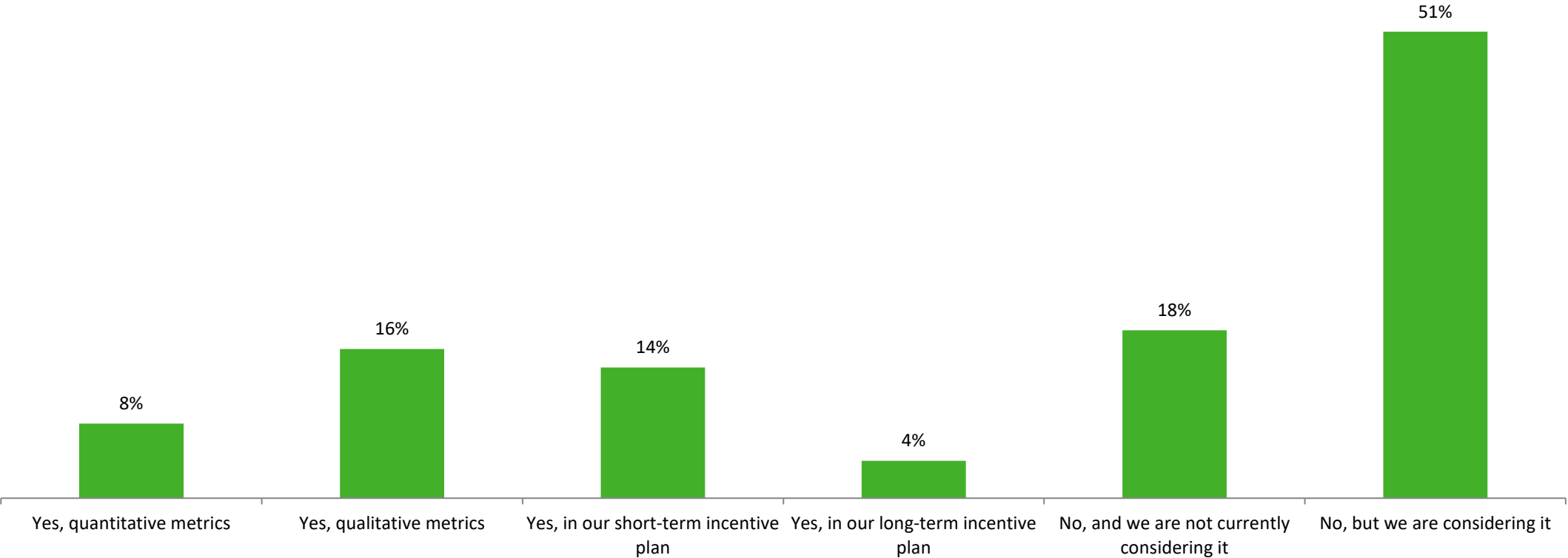


Which best describes DEI training/education for your company's board? Select all that apply.



Has your company included one or more DEI metrics in its executive incentive plans? Select all that apply.

Mid-cap (n=49)



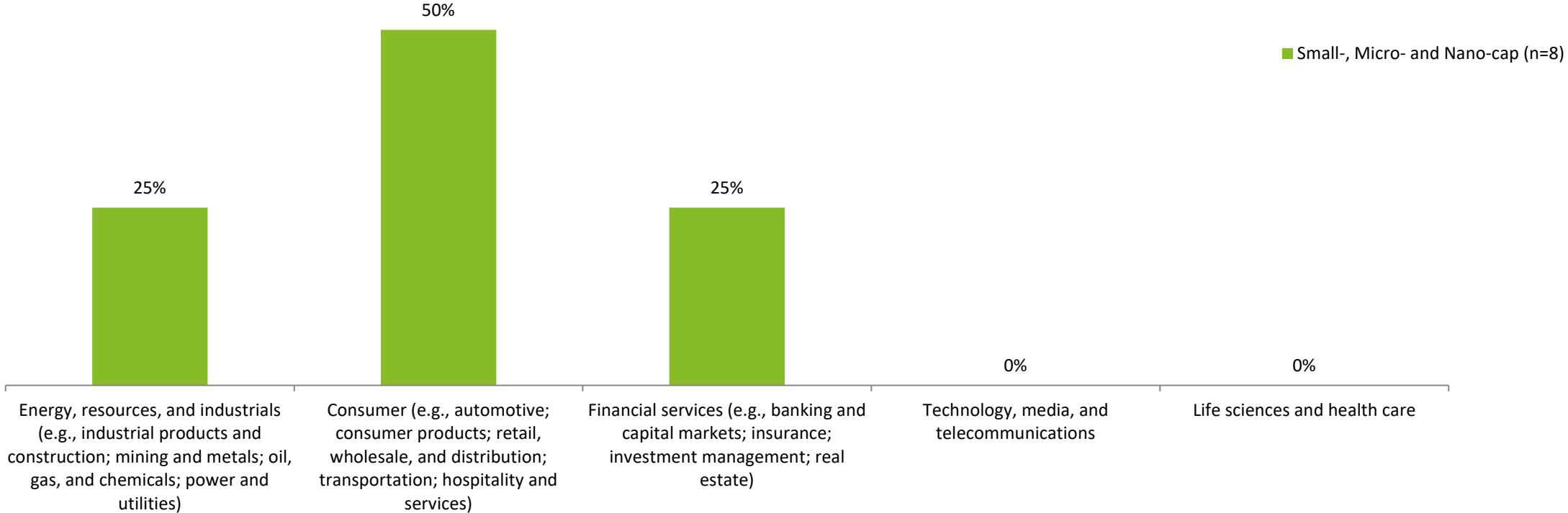


Public companies

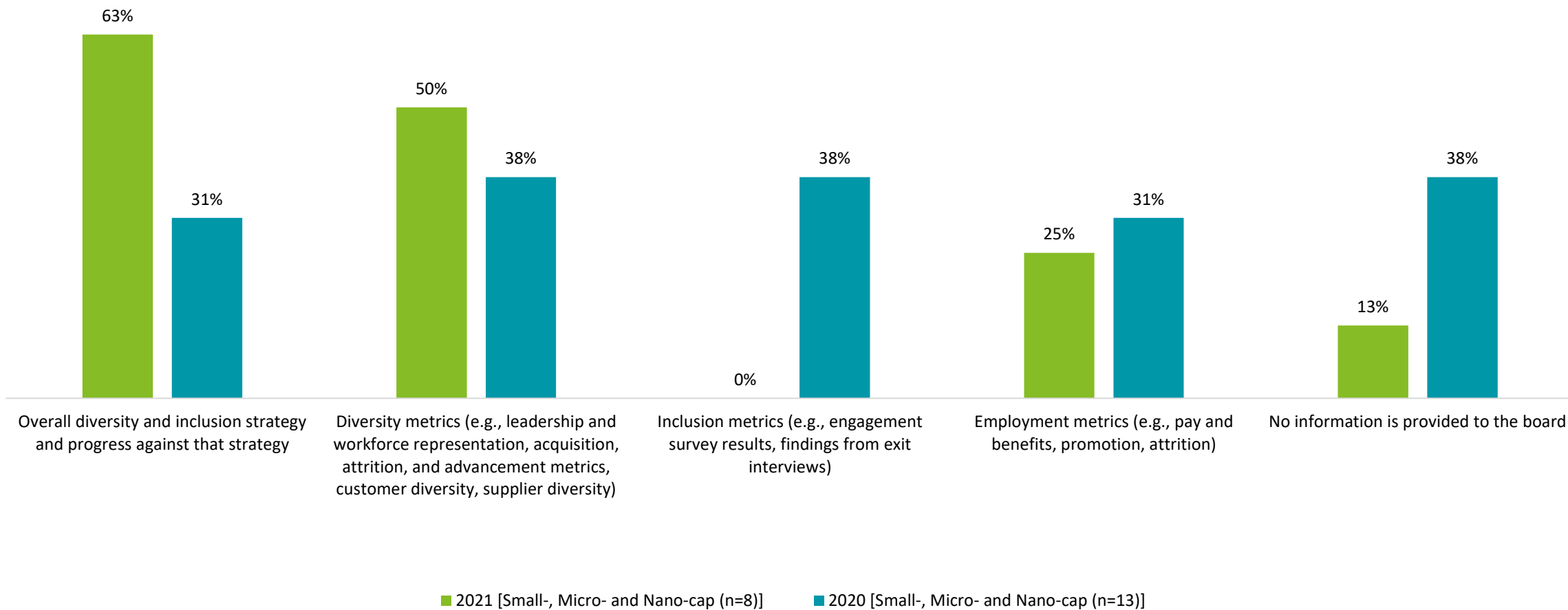
Small-, micro-, and nano-cap (<\$2 billion)

8 small-, micro-, and nano-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate your company's industry:



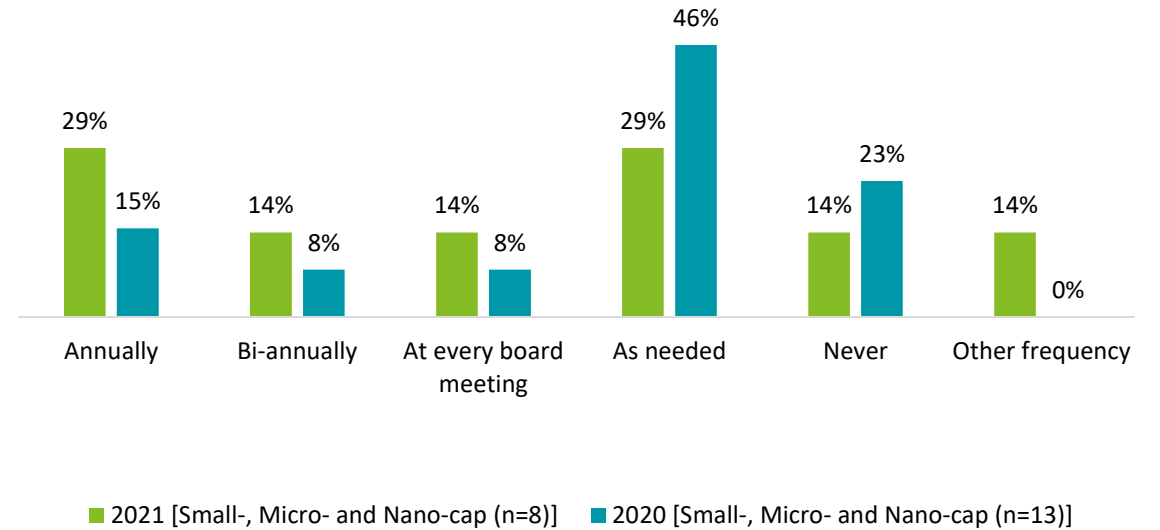
What information does management provide to the board on company practices, strategy, and performance related to diversity, equity, and inclusion? Select all that apply.



	Annually	Bi-annually	At every board meeting	As needed	Never	Other frequency	N/A
Full board	29%	14%	14%	29%	14%	14%	0%
Audit Committee (or similar)	0%	0%	0%	50%	25%	0%	25%
Compensation Committee (or similar)	17%	0%	17%	50%	17%	0%	0%
Nominating/Governance Committee (or similar)	25%	0%	0%	50%	25%	25%	0%
Risk Committee (or similar)	0%	0%	0%	0%	25%	0%	75%
Sustainability Committee (or similar)	0%	0%	0%	0%	25%	0%	75%
Other committee	0%	0%	0%	0%	25%	0%	75%

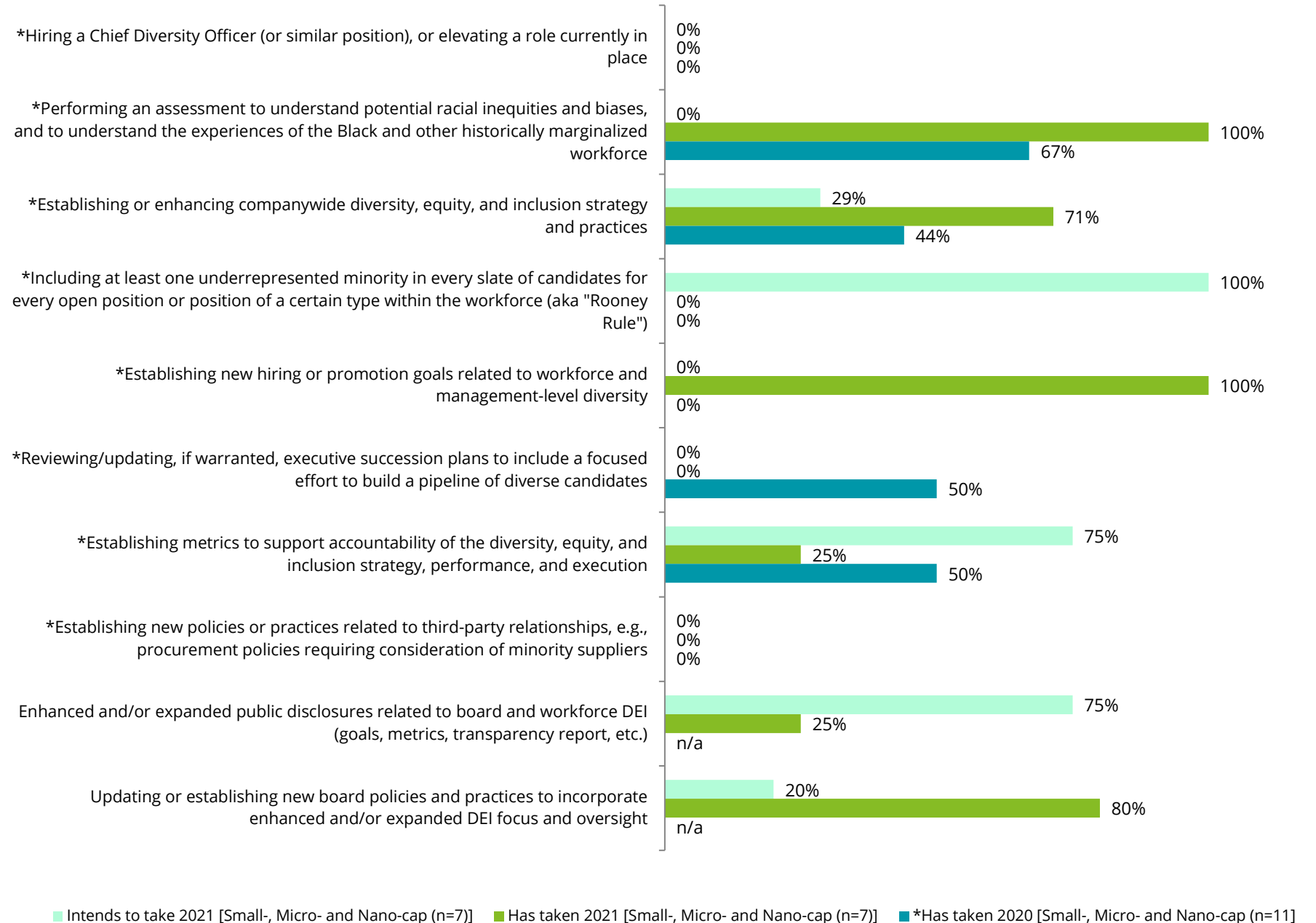
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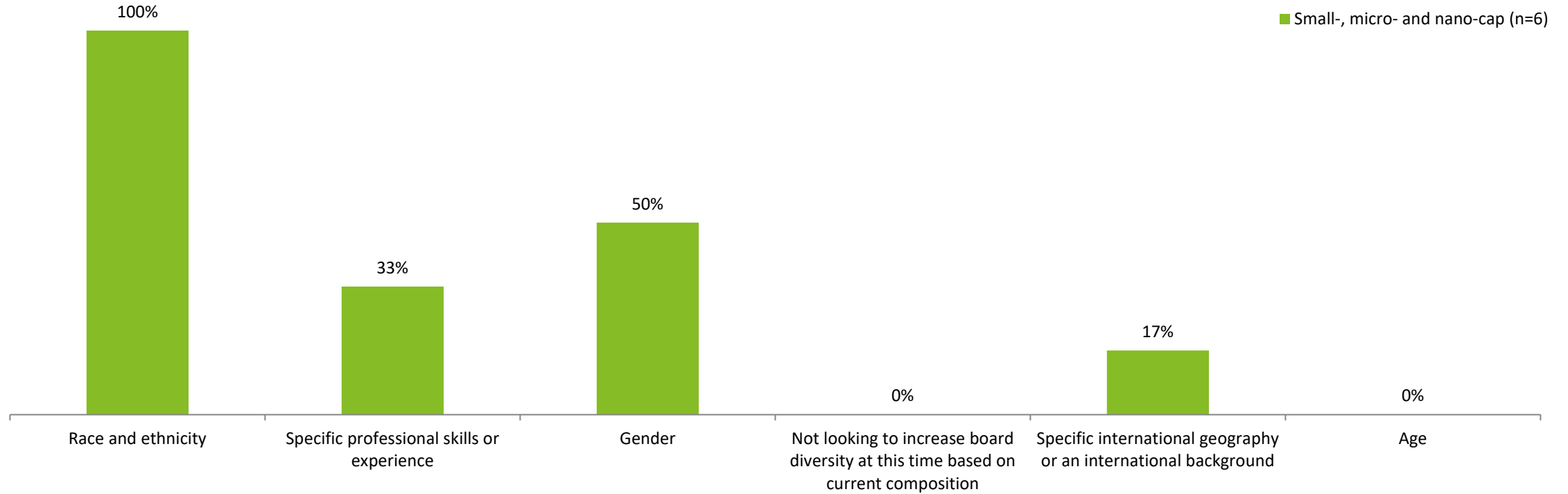


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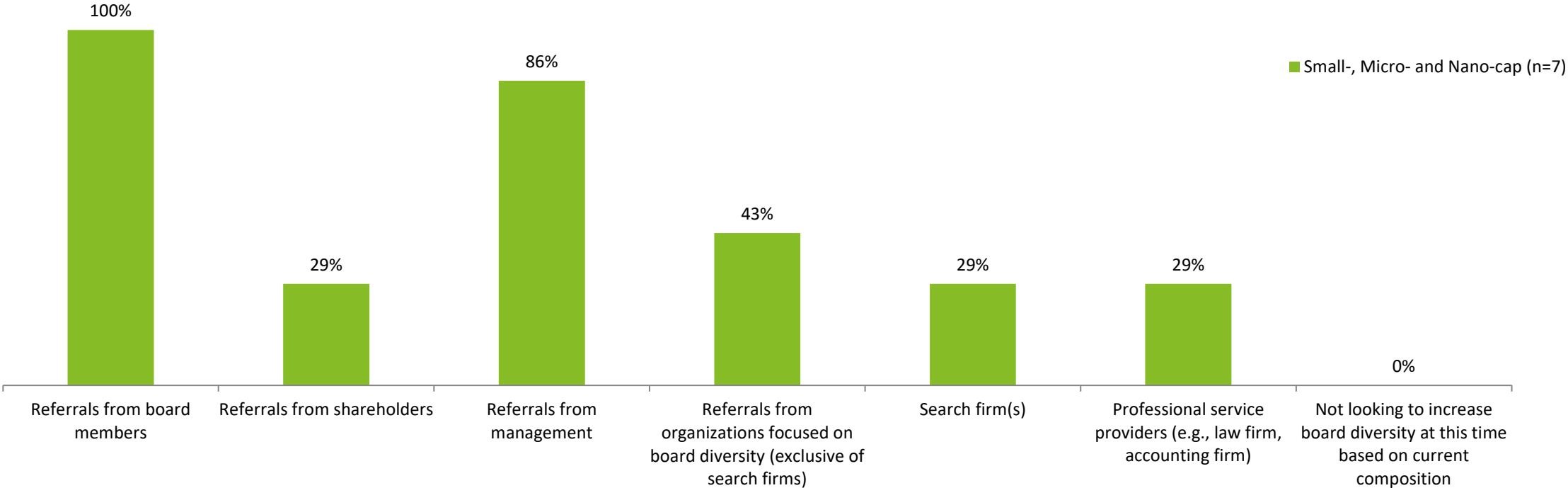
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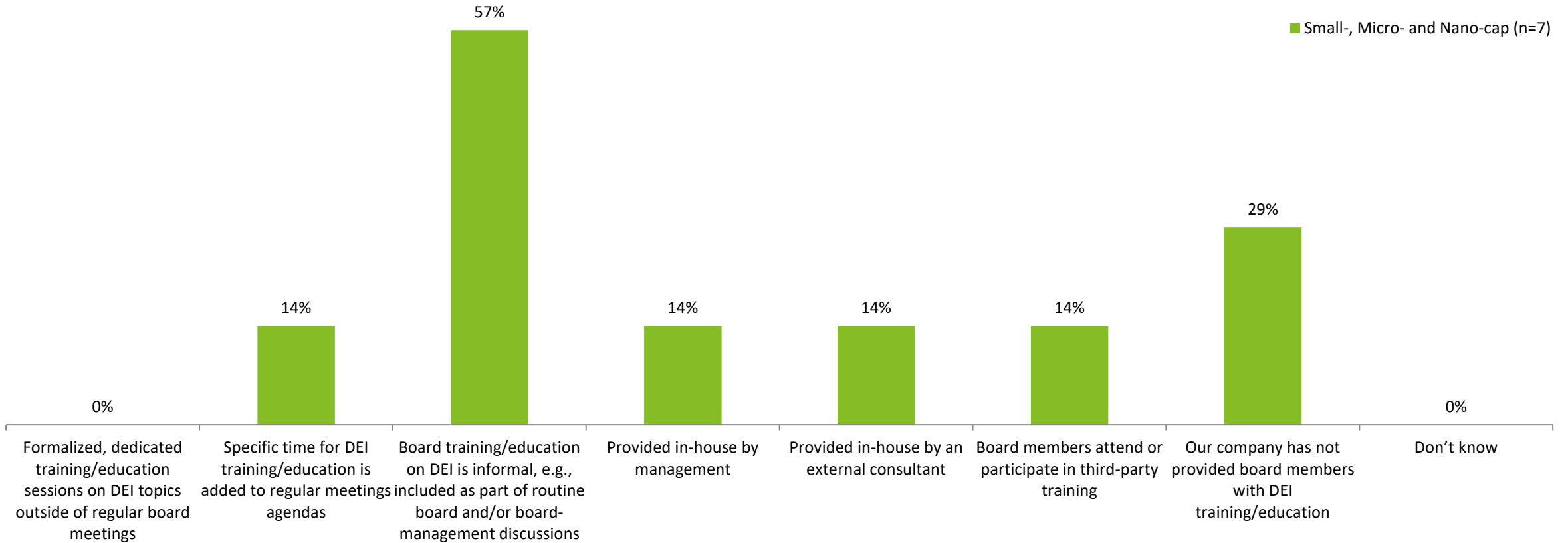
If your board is looking to increase diversity, which 1-2 attributes are the top recruitment priority? Select up to two.



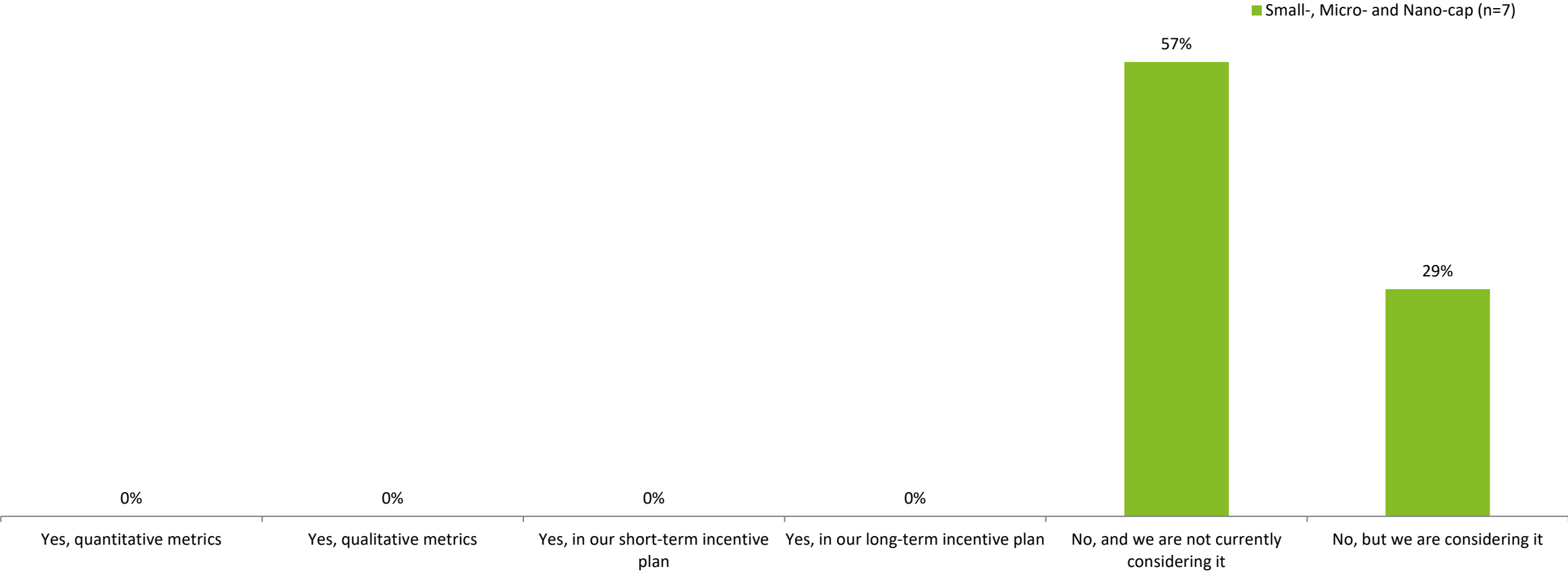
If your board is looking to increase diversity, where does it look for recruitment? Select all that apply.



Which best describes DEI training/education for your company's board? Select all that apply.



Has your company included one or more DEI metrics in its executive incentive plans? Select all that apply.



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The Center for Board Effectiveness helps directors deliver value to the organizations they serve through a portfolio of high-quality, innovative experiences throughout their tenure as board members. Whether an individual is aspiring to board participation or a veteran of many board experiences, the Center's programs enable them to contribute effectively and provide focus in the areas of governance and audit, strategy, risk, innovation, compensation, and succession.

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