Deloitte.





Results by respondent demographic

Board Practices Quarterly

Board oversight of culture June 2024

TABLE OF CONTENTS

Results by respondent demographic

Public companies	3
Mega- and large-cap	14
Mid-cap	25

Respondents, primarily corporate secretaries, in-house counsel, and other in-house governance professionals, represent public companies.

Public company respondent market capitalization as of December 2023: 44% large-cap (which includes mega- and large-cap) (> \$10 billion); 51% mid-cap (\$2 billion to \$10 billion); and 5% small-cap (which includes small-, micro-, and nano-cap) (< \$2 billion). Respondent industry breakdown: 31% energy, resources, and industrials; 27% financial services; 19% consumer; 18% technology, media, and telecommunications; and 4% life sciences and health care.

Results pertaining to small-cap and private companies have been omitted due to limited respondent population.

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

Contacts:

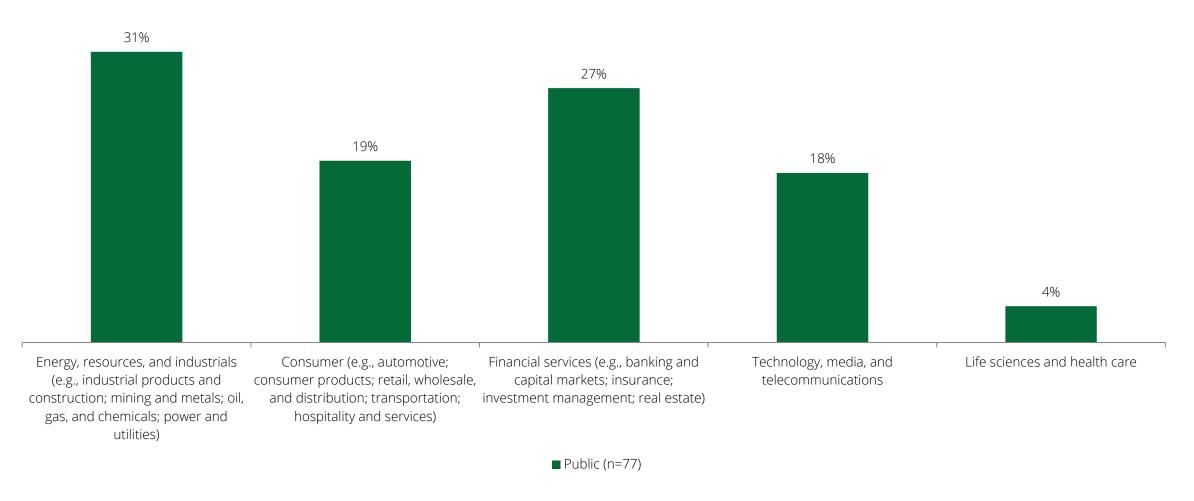
Natalie Cooper Senior Manager, Center for Board Effectiveness Deloitte LLP natcooper@deloitte.com Randi Val Morrison Senior Vice President and General Counsel Society for Corporate Governance rmorrison@societycorpgov.org



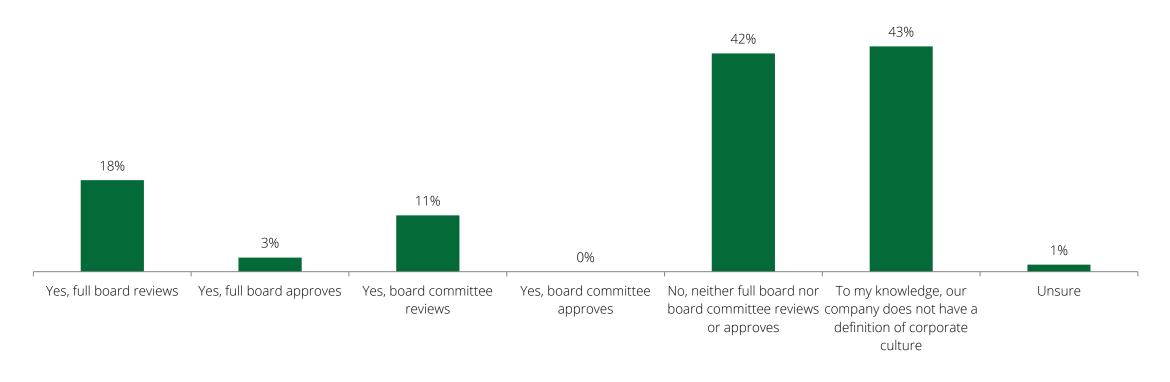
Public companies

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

Indicate which best describes your company's industry:

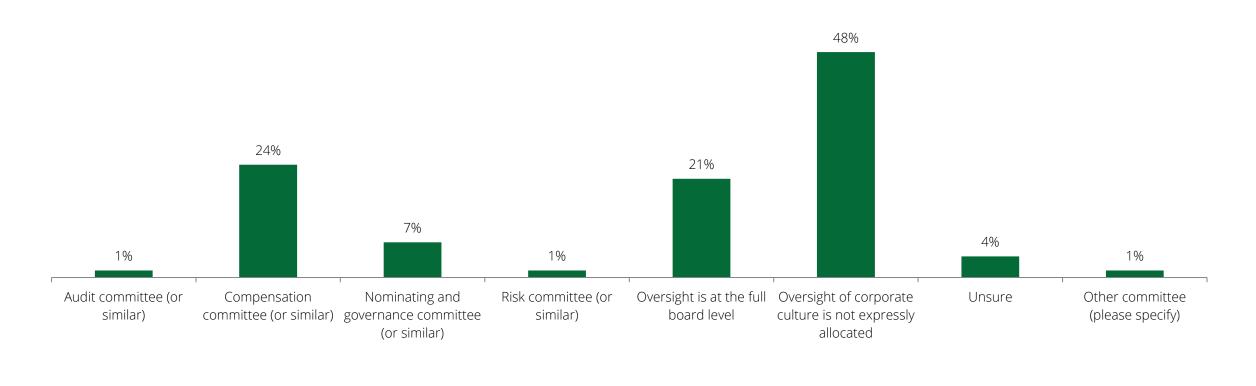


Does your full board or a board committee review or approve your company's definition of corporate culture? [Select all that apply]

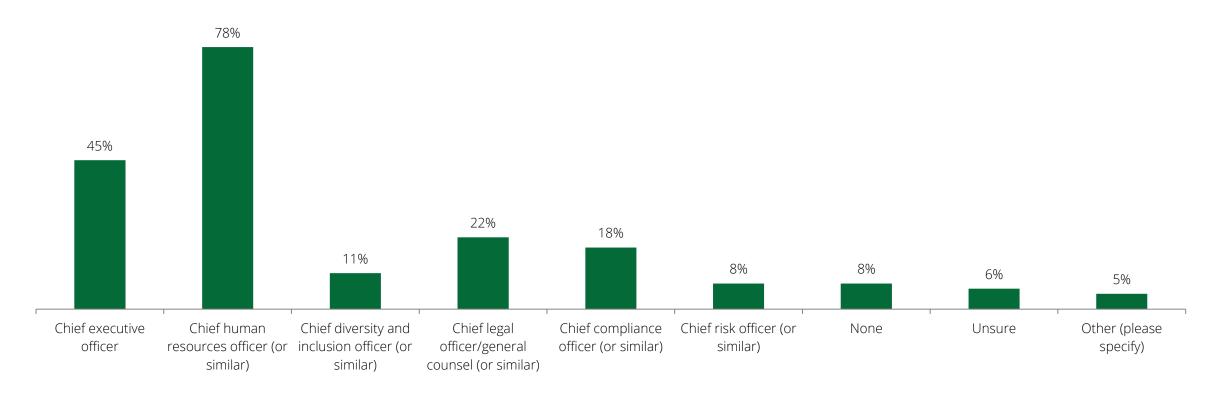


■ Public (n=74)

Where does primary oversight of corporate culture as a stand-alone item lie within your company's board? [Select all that apply]

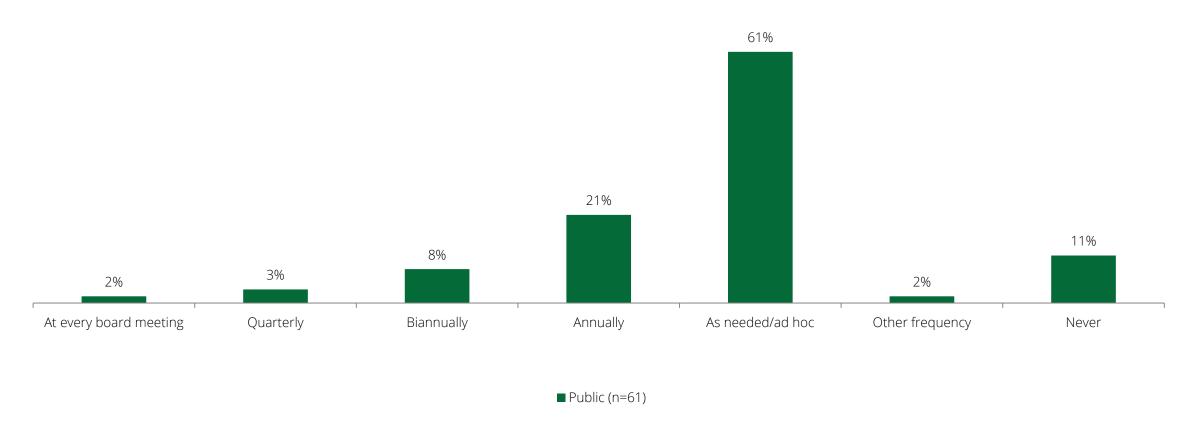


Which member(s) of management is/are responsible for culture risk in your company? [Select all that apply]

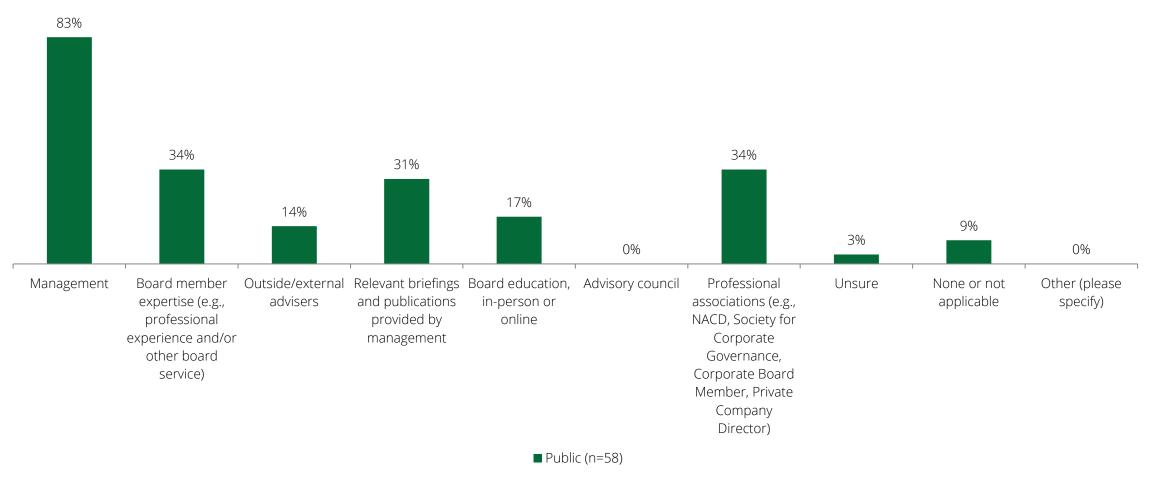


■ Public (n=65)

Describe the frequency of corporate culture topics on full board meeting agendas (vs. at the committee level). [Select all that apply]



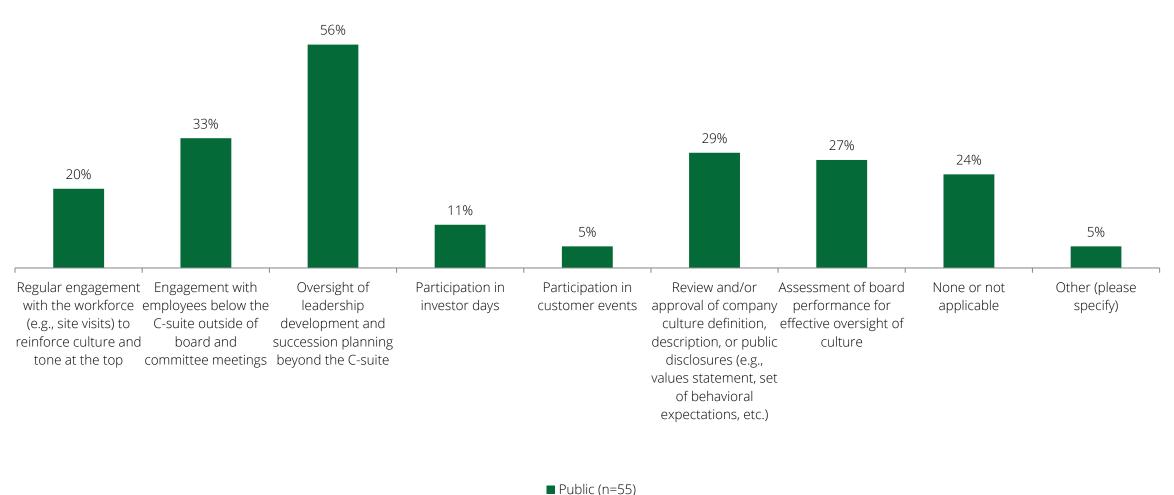
What resource(s) does the board/responsible committee use to stay current on corporate culture topics generally? [Select all that apply] Note: The next question focuses on information reported to the board for purposes of monitoring and evaluating culture



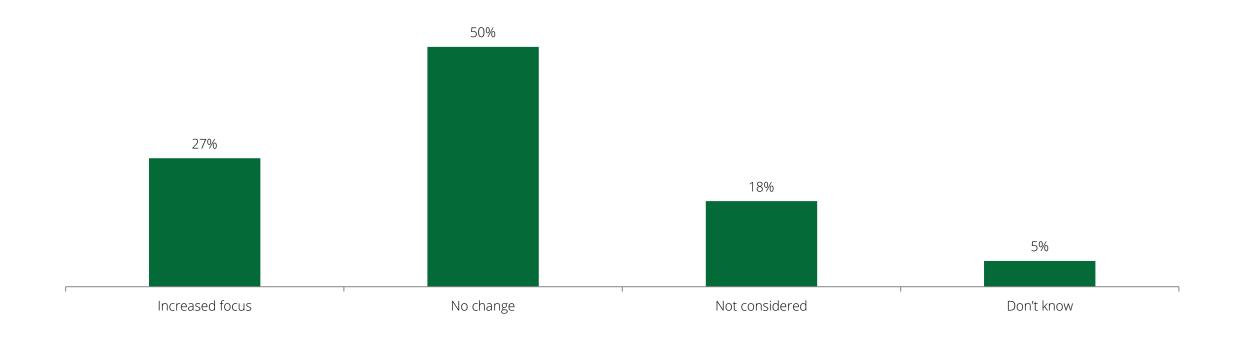
What information does your board/responsible committee receive to monitor and evaluate company culture and behavior? [Select all that apply]



Which of the following ways does your board/responsible committee participate in your company culture and behavior? [Select all that apply]

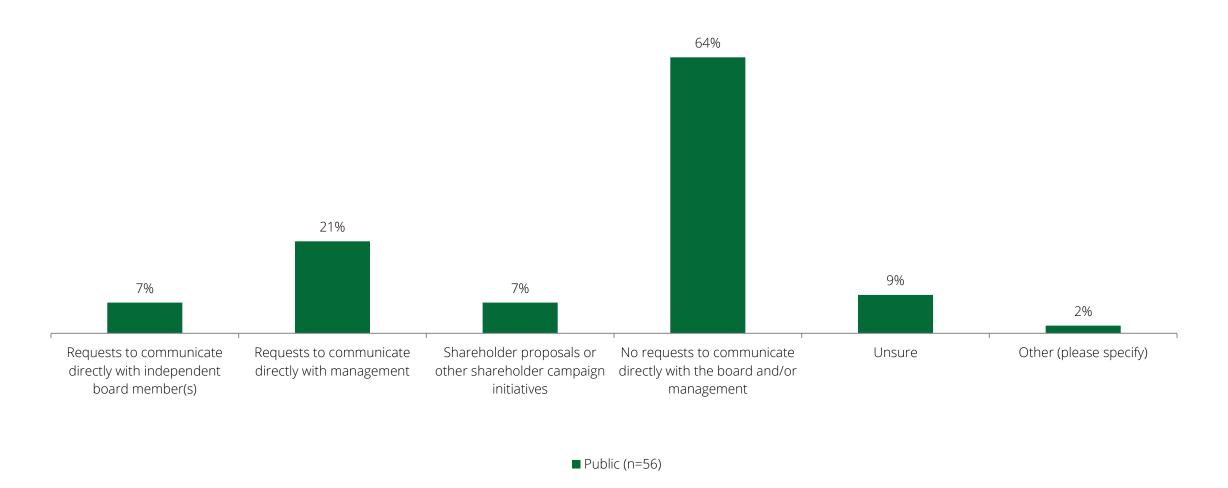


In the past 1-2 years, how has the board considered corporate culture with regard to your company's strategic priorities?



■ Public (n=56)

Have any of your company's shareholders discussed or asked to discuss corporate culture-related matters with management and/or the board during the past year? [Select all that apply]



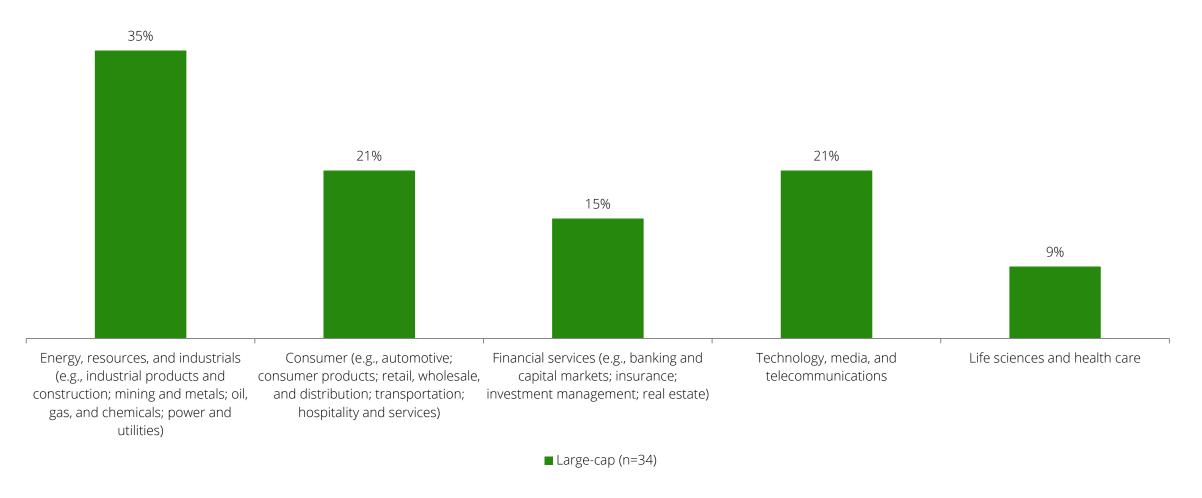


Public companies

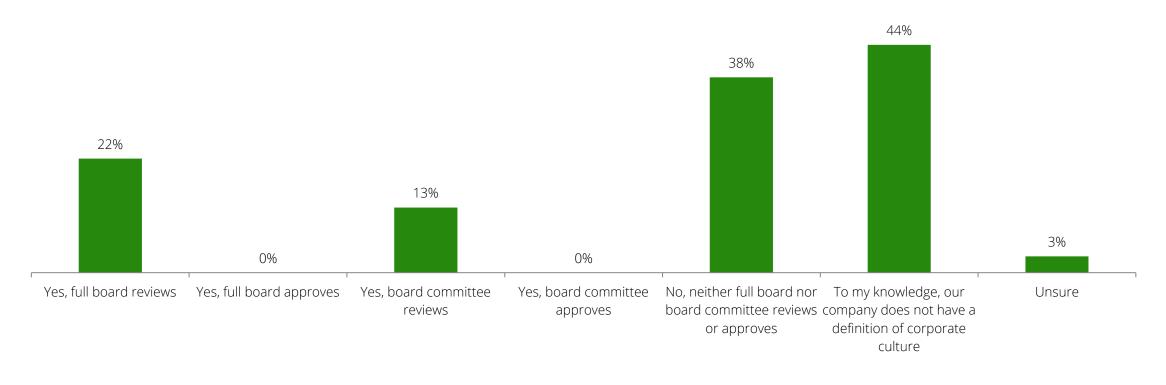
Mega- and large-cap (>\$10 billion)

34 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 which best describes your company's industry:

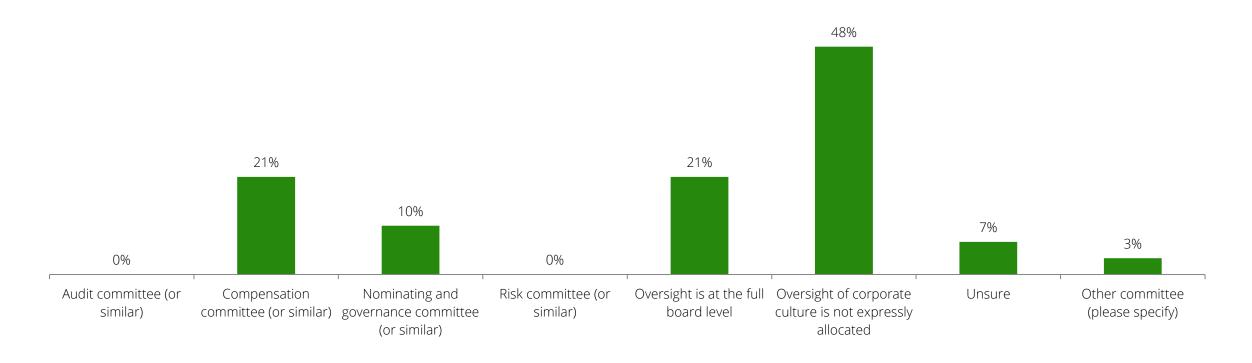


Does your full board or a board committee review or approve your company's definition of corporate culture? [Select all that apply]



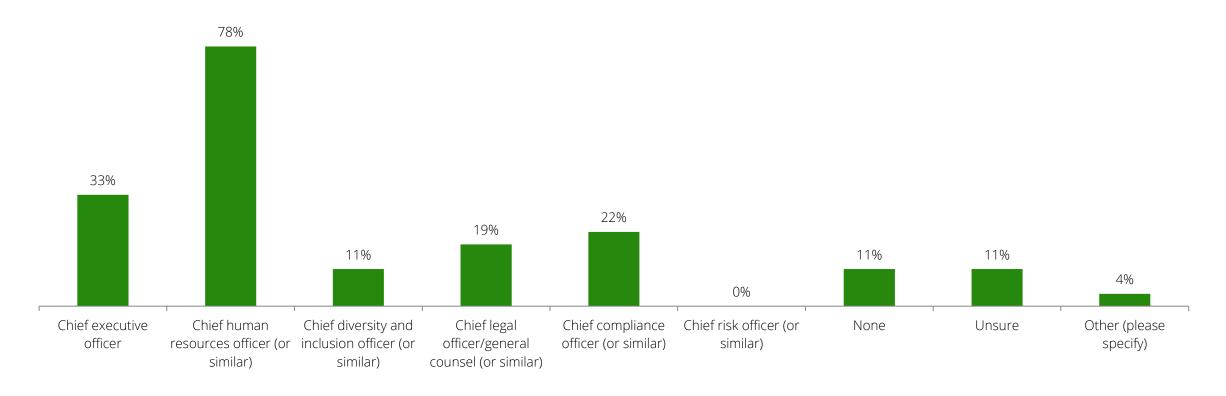
■ Large-cap (n=32)

Where does primary oversight of corporate culture as a stand-alone item lie within your company's board? [Select all that apply]



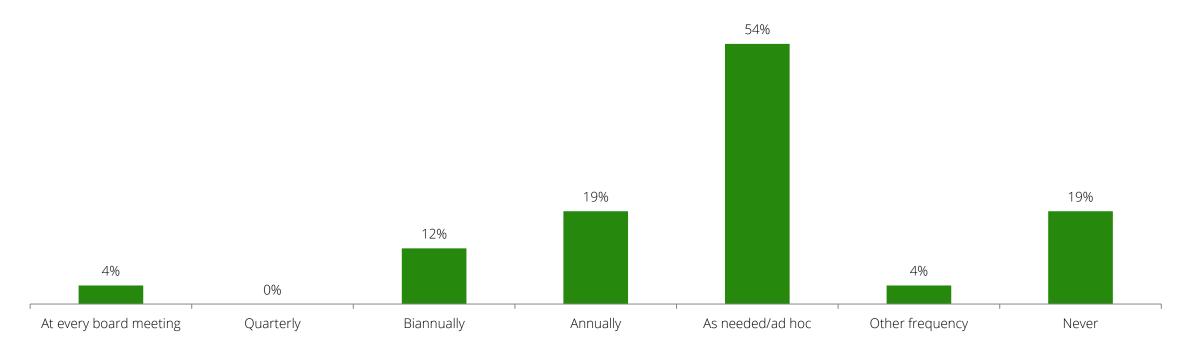
■ Large-cap (n=29)

Which member(s) of management is/are responsible for culture risk in your company? [Select all that apply]



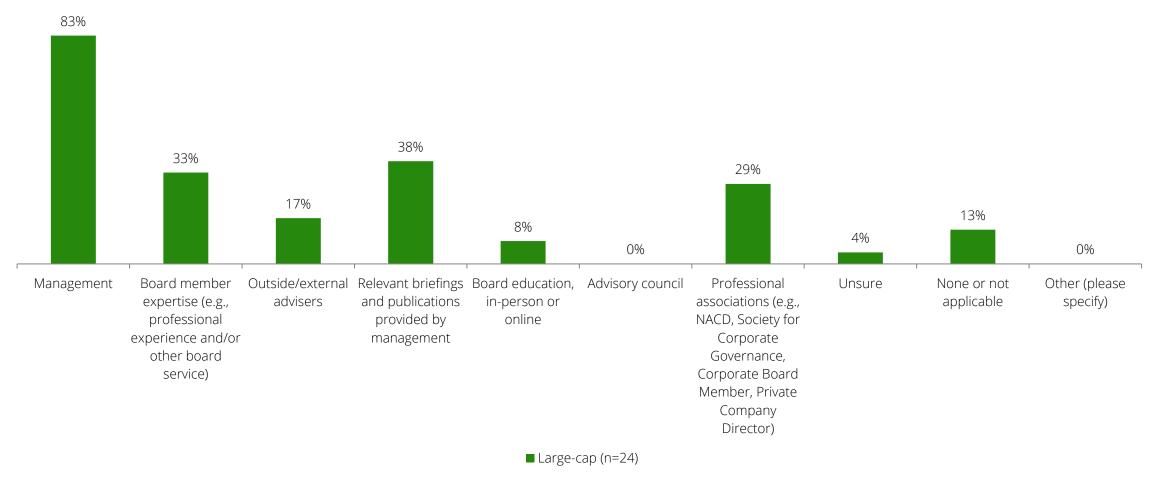
■ Large-cap (n=27)

Describe the frequency of corporate culture topics on full board meeting agendas (vs. at the committee level). [Select all that apply]

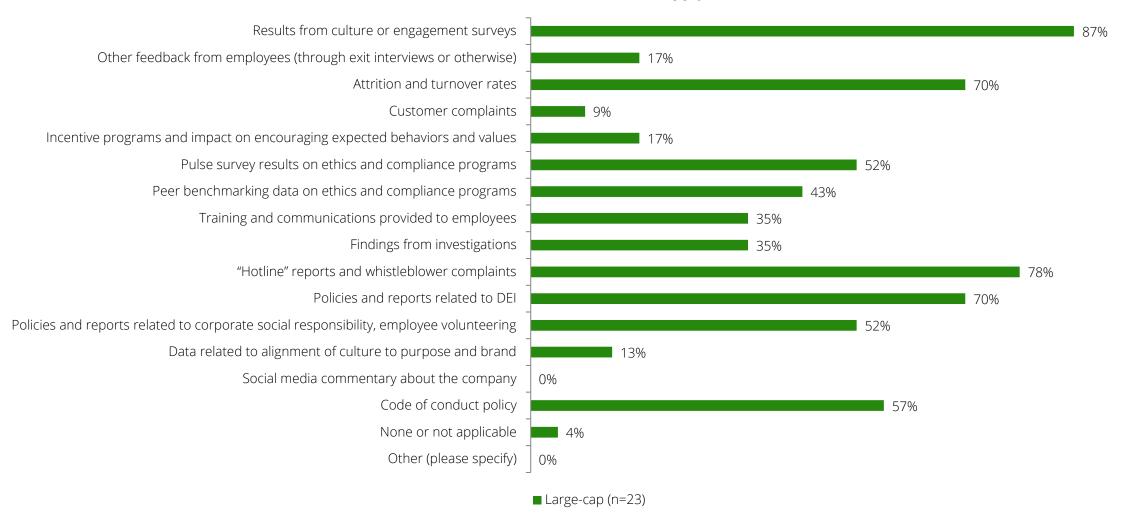


■ Large-cap (n=26)

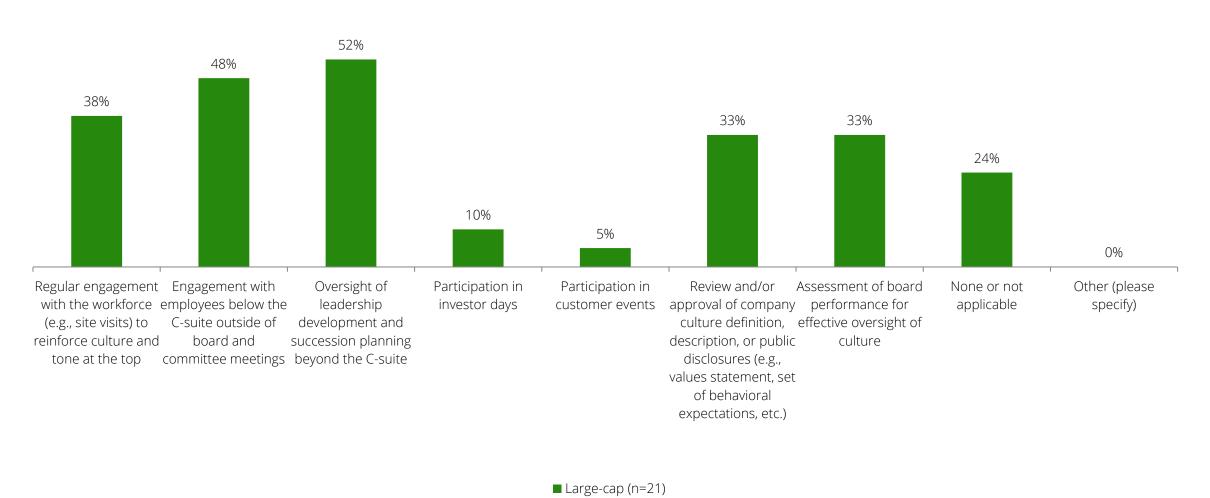
What resource(s) does the board/responsible committee use to stay current on corporate culture topics generally? [Select all that apply] Note: The next question focuses on information reported to the board for purposes of monitoring and evaluating culture



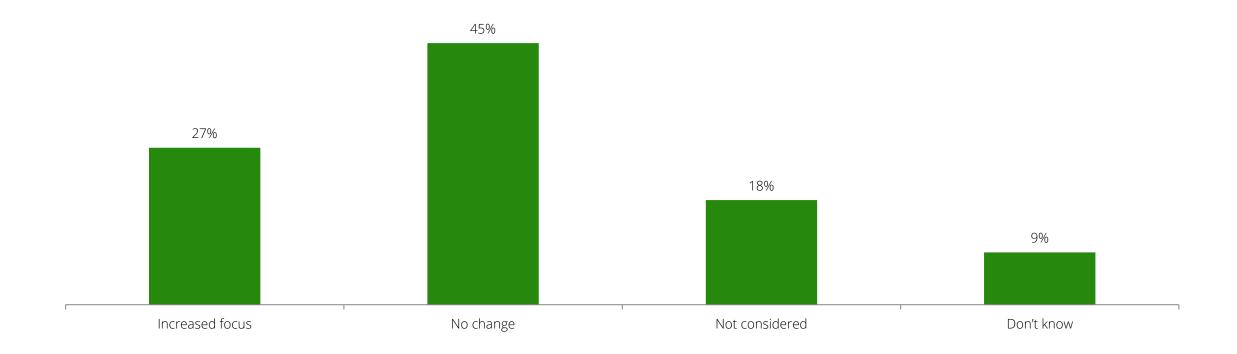
What information does your board/responsible committee receive to monitor and evaluate company culture and behavior? [Select all that apply]



Which of the following ways does your board/responsible committee participate in your company culture and behavior? [Select all that apply]

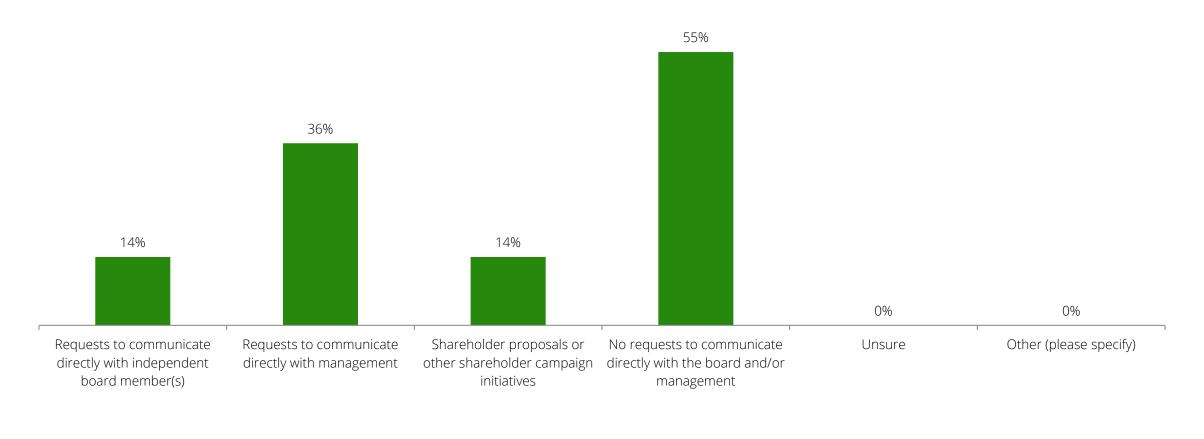


In the past 1-2 years, how has the board considered corporate culture with regard to your company's strategic priorities?



■ Large-cap (n=22)

Have any of your company's shareholders discussed or asked to discuss corporate culture-related matters with management and/or the board during the past year? [Select all that apply]



■ Large-cap (n=22)

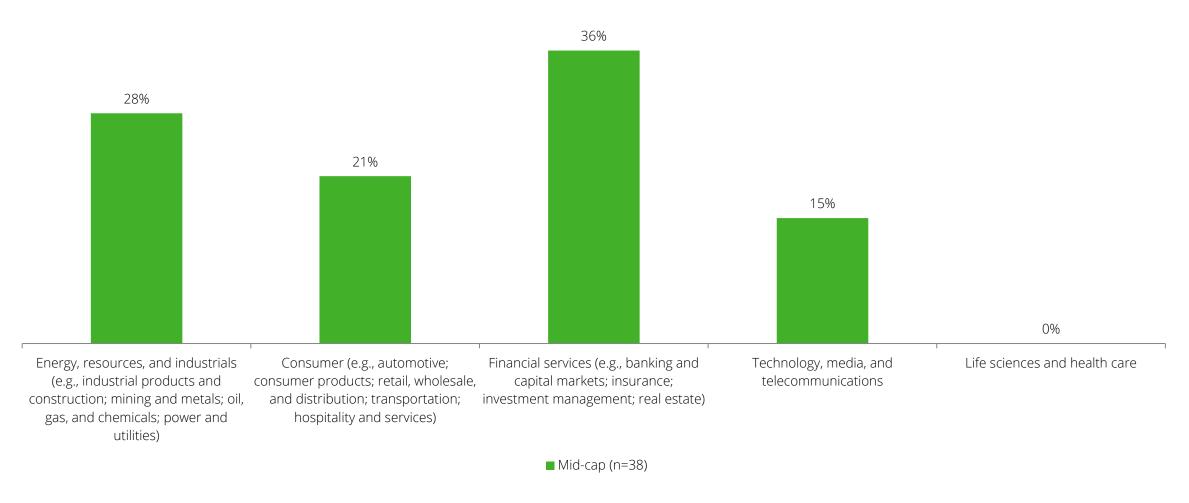


Public companies

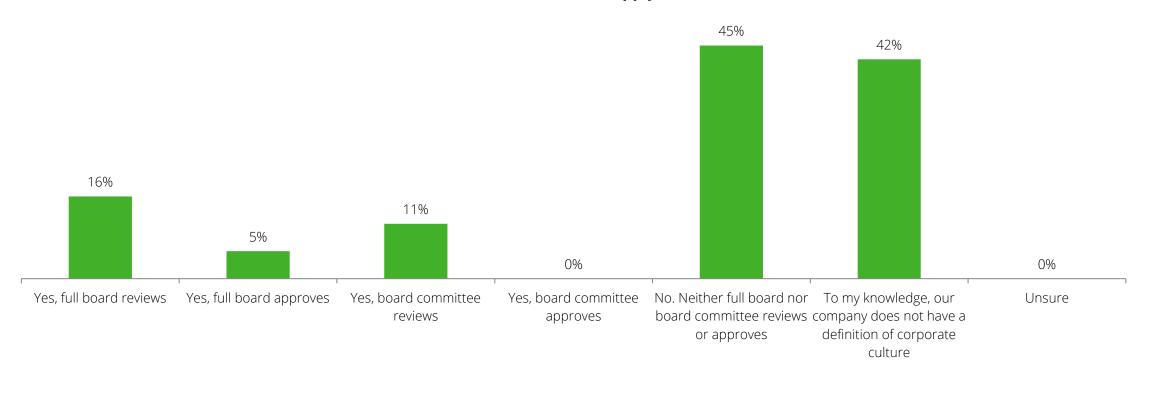
Mid-cap (\$2 billion to \$10 billion)

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

Indicate which best describes your company's industry:

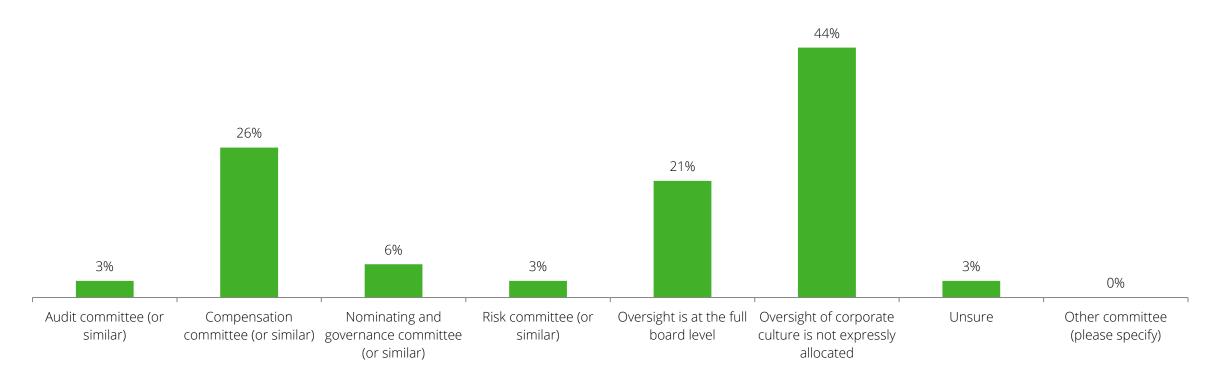


Does your full board or a board committee review or approve your company's definition of corporate culture? [Select all that apply]



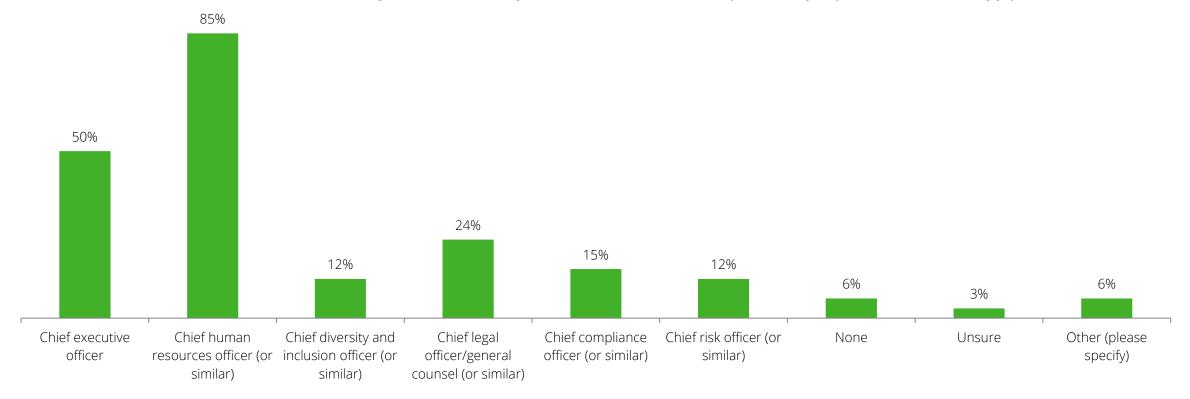
■ Mid-cap (n=38)

Where does primary oversight of corporate culture as a stand-alone item lie within your company's board? [Select all that apply]



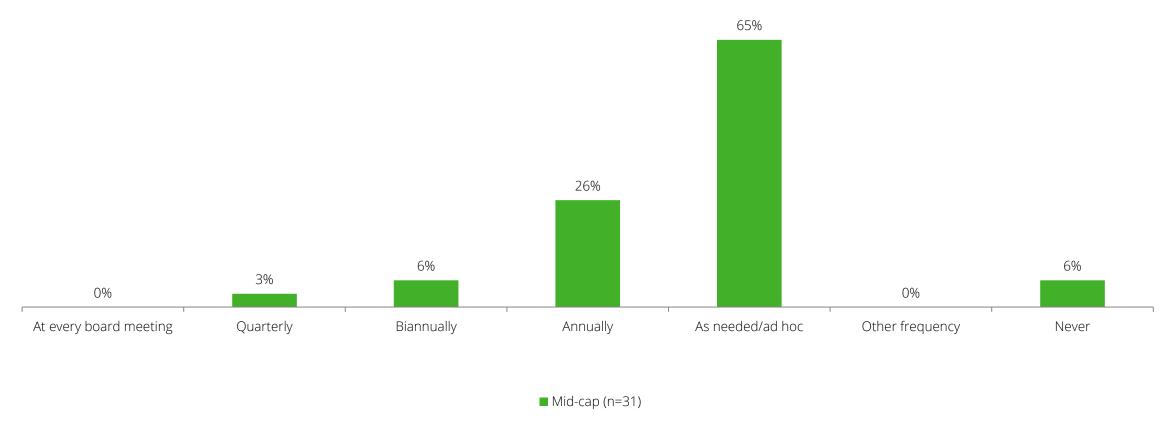
■ Mid-cap (n=34)

Which member(s) of management is/are responsible for culture risk in your company? [Select all that apply]

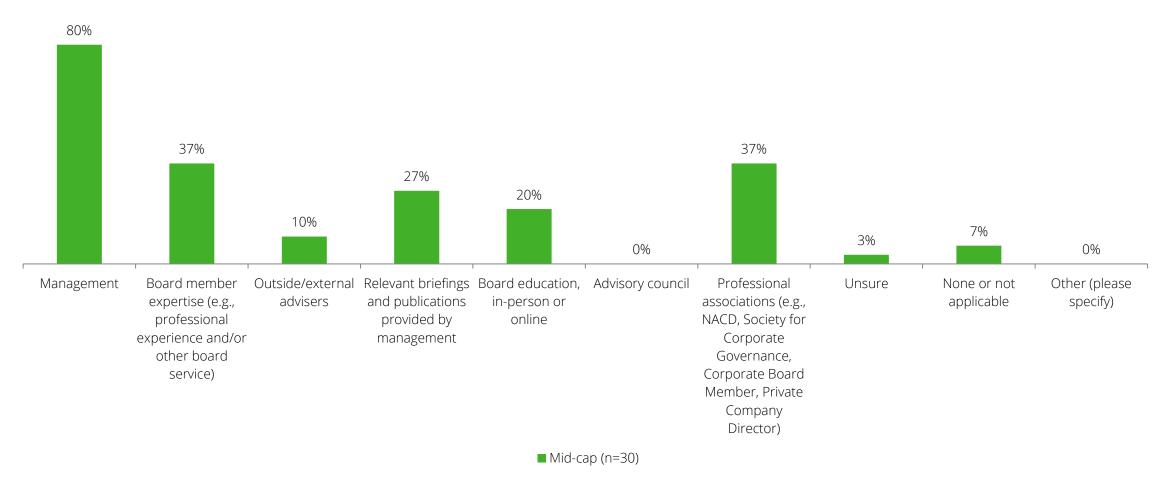


■ Mid-cap (n=34)

Describe the frequency of corporate culture topics on full board meeting agendas (vs. at the committee level). [Select all that apply]



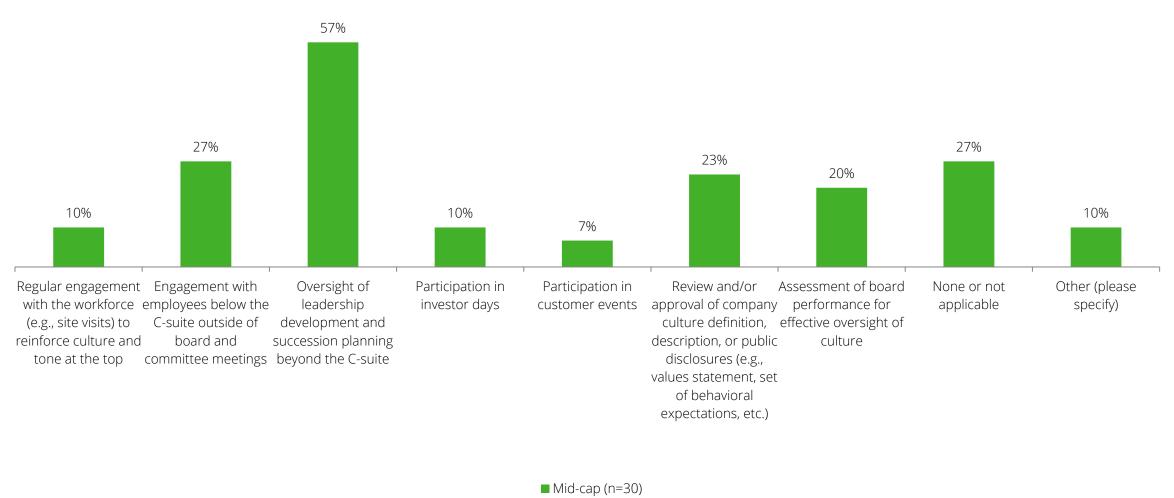
What resource(s) does the board/responsible committee use to stay current on corporate culture topics generally? [Select all that apply] Note: The next question focuses on information reported to the board for purposes of monitoring and evaluating culture



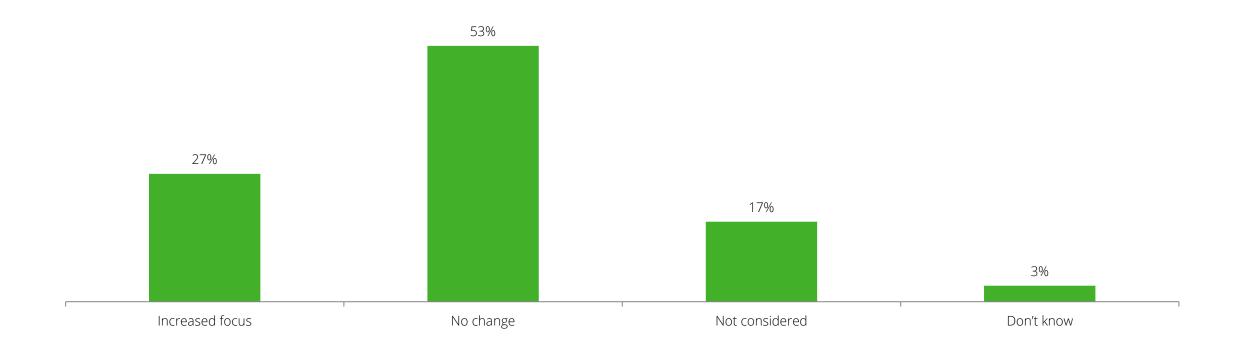
What information does your board/responsible committee receive to monitor and evaluate company culture and behavior? [Select all that apply]



Which of the following ways does your board/responsible committee participate in your company culture and behavior? [Select all that apply]

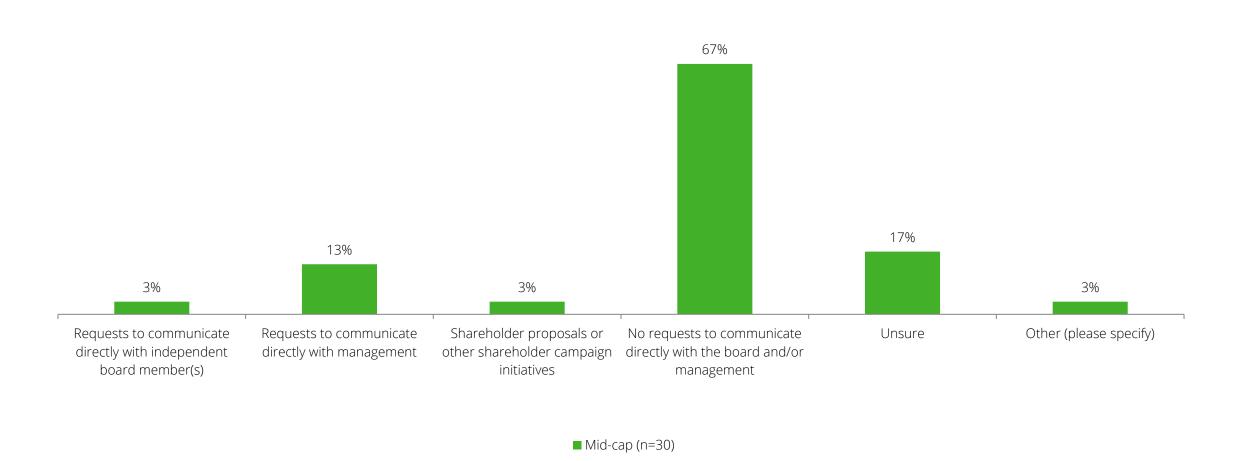


In the past 1-2 years, how has the board considered corporate culture with regard to your company's strategic priorities?



■ Mid-cap (n=30)

Have any of your company's shareholders discussed or asked to discuss corporate culture-related matters with management and/or the board during the past year? [Select all that apply]



About this publication

This publication contains general information only, and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional adviser. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

About the Society for Corporate Governance

Founded in 1946, the Society is a professional membership association of more than 3,700 corporate secretaries, in-house counsel, outside counsel, and other governance professionals who serve approximately 1,000 public companies of almost every size and industry.

About the Center for Board Effectiveness

Deloitte's 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 has extensive board experience, 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.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States, and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.