



Poised for change?

Boardroom Diversity Survey

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The boardroom of tomorrow

Is your organisation ready?

Changing consumer behaviours and expectations of stakeholders are challenging boards in new ways. Having a diversity of thought around your boardroom table is vital to ensure your organisation can question assumptions, understand megatrends and drive organisational performance and growth at a time of unprecedented risk and demands for talent. Is your board ready to meet these challenges?

To better understand how directors view the opportunities and challenges of enhancing diversity in the boardroom, the KPMG Board Leadership Center surveyed more than 700 directors around the world.

Among the Irish respondents to the survey, it's clear that:

- 66% would make moderate changes to the composition of their board if rebuilding
- 50% of respondents are moderately concerned the lack of diverse views hampers insightful discussion
- 50% of directors identified technology / digital strategy as an area their board is lacking but does not immediately require resolution.
- 61% Race is a significant areas identified by directors as lacking, but that did not need immediate resolution.
- 30% Gender is a significant areas identified by directors as lacking, but that did not need immediate resolution.

While a majority of directors say board leadership is effective at drawing out the views of all members, achieving better boardroom discussions is a work in progress.

These trends are also reflected in other countries around the world, with notable variations. (See global results in Appendices)

We hope these survey results—and questions—help you drive robust discussions about diversity in your own boardroom.

Key takeaways



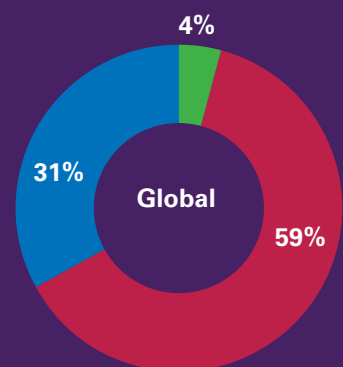
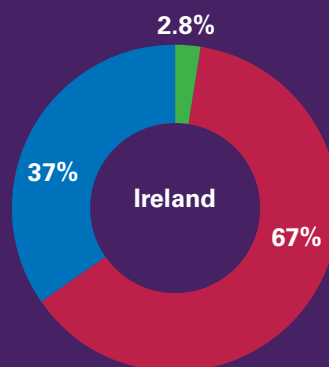
Many Irish boards are poised for change.

A majority of directors (67 percent) say their board would be moderately different if they rebuilt it to meet the needs of today and for the future, while 2.8 percent said their board would be completely different.

While all respondents anticipate turnover in their boardrooms in the next several years, the most commonly cited reason for the recruitment of new directors is the replacement of a retiring director (78 percent). Slightly less than half (44 percent) say recruitment of new directors would be out of strategic necessity or to stay competitive, while a combined 55 percent cite pressure to fill perceived gaps in diversity and skill set by either investors or stakeholders.

Broader C-suite experience is cited as the most important criteria when recruiting new directors, along with industry background and technology or cybersecurity experience. Interestingly, CEO experience and prior corporate board experience, once viewed as crucial for board consideration, are not rated most or second-most important by those responding.

If you were to rebuild your board to best meet your company's needs for today and the future, how different would the board's composition be - including diversity of skills and backgrounds - from its current makeup?



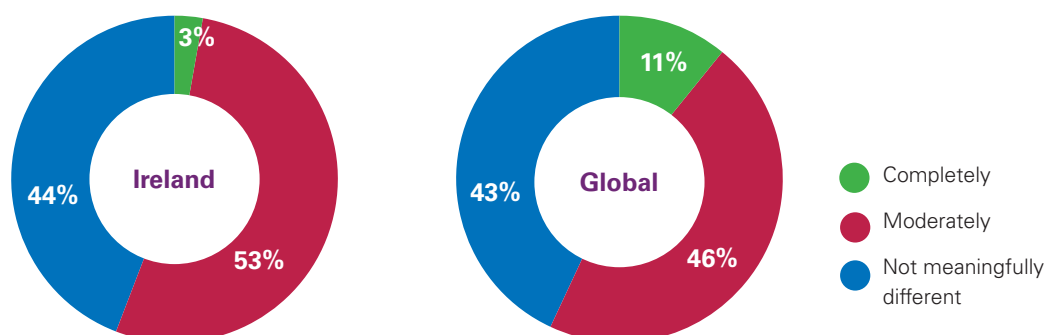
● Completely ● Moderately ● Not meaningfully different

In your view, which of the following reasons are most likely to prompt your board to recruit new directors over the next several years?

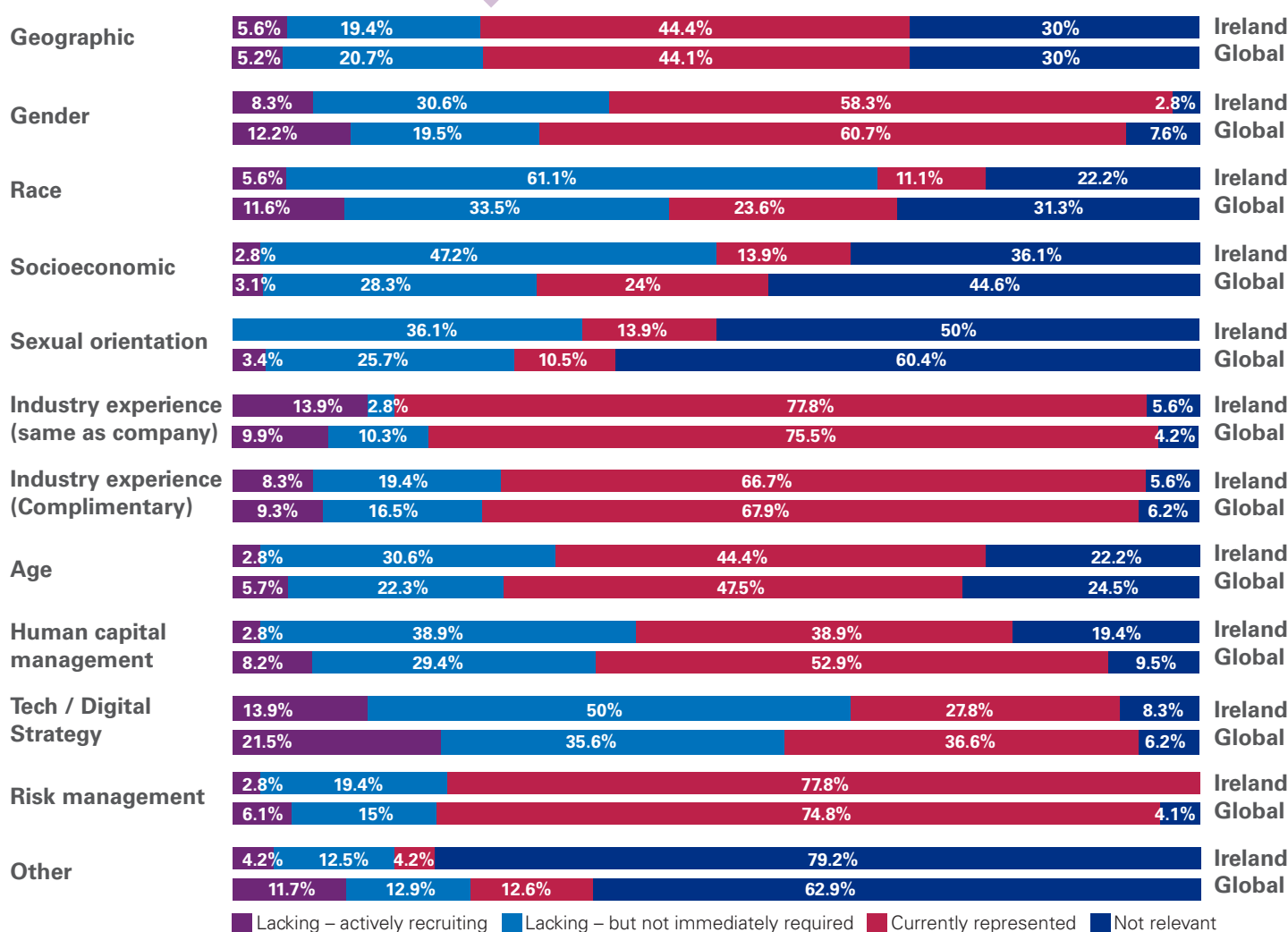


Diversity concerns - Blind spots and missed opportunities

53 percent of Irish directors polled say they are moderately concerned that the lack of diverse views in their boardroom hampers insightful discussions or identification of blind spots or important issues, while 3 percent say they are extremely concerned.



What additional type(s) of diversity would be most beneficial to your board based on the company's long-term strategy?

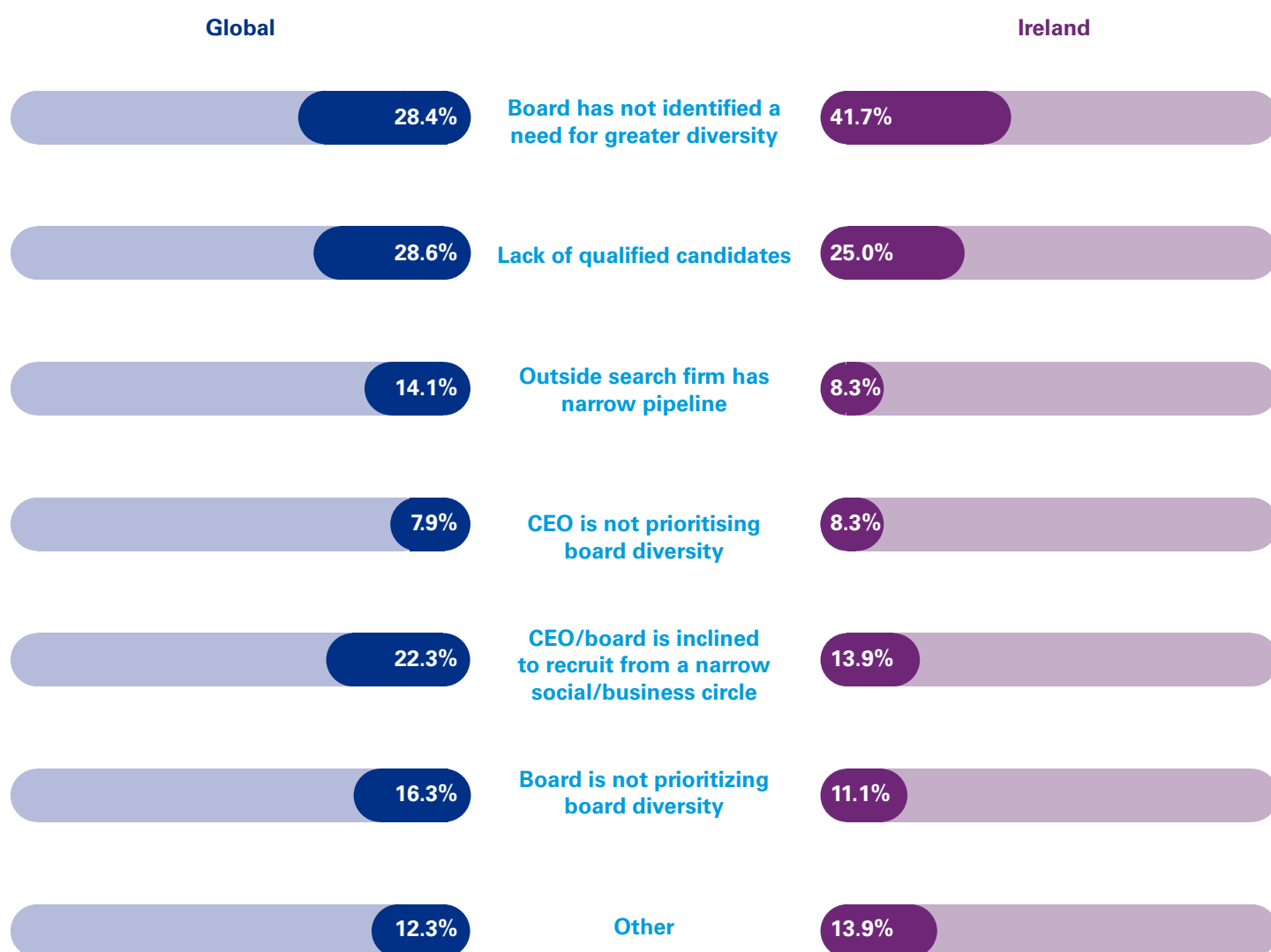


■ Lacking – actively recruiting ■ Lacking – but not immediately required ■ Currently represented ■ Not relevant

Towards board diversity – Perceived impediments

Many Irish boards are poised for change.

Irish directors – 42 percent – reported that their board has not identified a need for greater board diversity as the greatest impediment to recruiting diverse candidates. This places Irish directors a distance from global counterparts at 28 percent. Irish and Global directors are in unison with regards to the quality of candidates being an issue at 25 & 28 percent respectively. Directors also cited recruitment from narrow pipelines (among the CEO and board as well as outside search firms) as impediments to recruiting diverse directors.

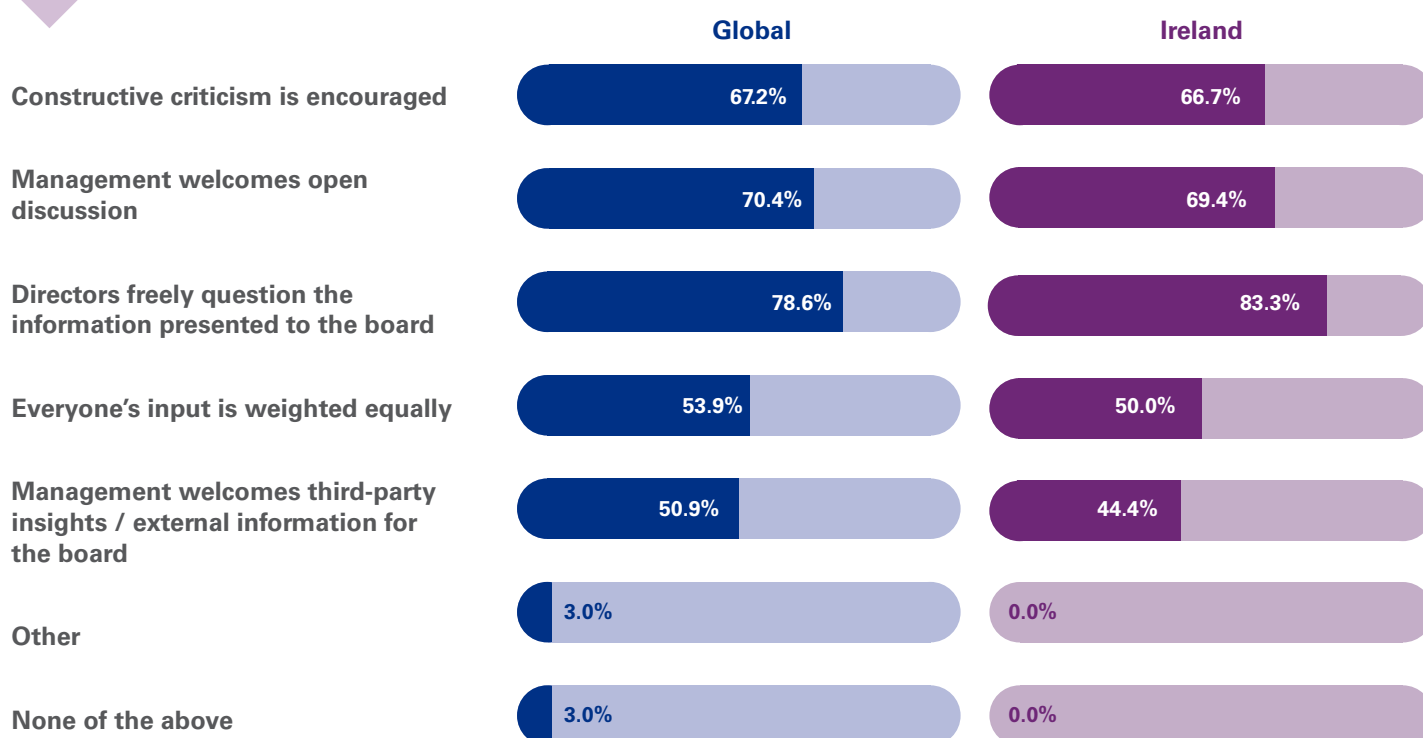


Better discussion leads to better outcomes

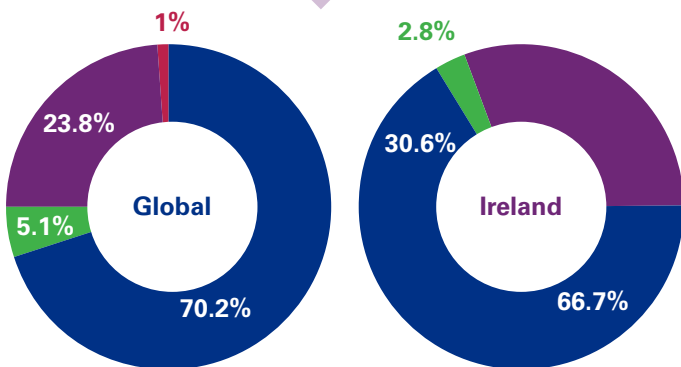
When asked how trust and transparency are demonstrated in their boardroom, the vast majority of respondents say directors freely question the information presented to them (83 percent), management welcomes an open discussion (69 percent), and constructive criticism is encouraged (66 percent).

However, the survey results suggest room for improvement in boardroom discussions of strategic issues. While the majority of directors describe those discussions as probing, insightful, and adding context, 30 percent of Irish Directors describe them as inconsistent – sometimes probing, sometimes perfunctory. With 29 percent of the directors saying board leadership is only somewhat effective in drawing out the views, ideas, and concerns of all directors.

How are trust and transparency demonstrated in your boardroom?



How would you describe the questions and observations offered by the board during discussions of issues that are of strategic importance to the company?



- Probing, insightful, adding context
- Perfunctory
- Inconsistent – sometimes probing, sometimes perfunctory
- Other (please specify):

How effective is your board's leadership at drawing out the views, ideas, and concerns of all board members?



Appendices

Country results

This appendix contains detailed data from 11 countries that received at least 30 responses. Survey data from all 25 participating countries are included in the global column. Some columns do not total 100% due to rounding.

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|---------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

In your view, which of the following reasons are most likely to prompt your board to recruit new directors over the next several years? (Select up to 3)

| | % | % | % | % | % | % | % | % | % | % | % | % |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Pressure from investors to fill perceived gaps in skill sets | 17 | 10 | 27 | 10 | 19 | 19 | 19 | 31 | 27 | 11 | 9 | 7 |
| Pressure from investors to fill perceived gaps in diversity | 17 | 16 | 20 | 20 | 16 | 5 | 17 | 19 | 9 | 8 | 14 | 28 |
| Pressure from other stakeholders to fill perceived gaps in diversity | 19 | 26 | 15 | 23 | 26 | 11 | 19 | 28 | 24 | 8 | 32 | 14 |
| Strategic necessity/staying competitive | 57 | 52 | 62 | 57 | 35 | 70 | 44 | 63 | 78 | 61 | 61 | 51 |
| Replacement of a retiring director | 62 | 39 | 16 | 70 | 81 | 75 | 78 | 44 | 76 | 89 | 77 | 73 |
| Replacement of an underperforming director | 14 | 16 | 19 | 13 | 16 | 14 | 3 | 13 | 27 | 13 | 9 | 14 |
| We don't anticipate any turnover in the next several years | 4 | 6 | 13 | 3 | 3 | 4 | 0 | 6 | 2 | 0 | 1 | 0 |
| Other | 9 | 10 | 1 | 7 | 6 | 14 | 14 | 9 | 4 | 16 | 5 | 11 |

How would you describe the questions and observations offered by the board during discussions of issues that are of strategic importance to the company?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| Probing, insightful, adding context | 70 | 65 | 63 | 80 | 45 | 80 | 67 | 53 | 84 | 89 | 71 | 72 |
| Perfunctory | 5 | 16 | 15 | 0 | 13 | 1 | 3 | 9 | 2 | 0 | 2 | 3 |
| Inconsistent—sometimes probing, sometimes perfunctory | 24 | 19 | 20 | 20 | 42 | 16 | 31 | 38 | 13 | 11 | 26 | 24 |
| Other | 1 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 1 |

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|---------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

What additional type(s) of diversity would be most beneficial to your board based on the company's long-term strategy?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Geographic | | | | | | | | | | | | |
| Lacking—actively recruiting | 5 | 3 | 6 | 10 | 3 | 2 | 6 | 16 | 4 | 3 | 3 | 5 |
| Lacking—but not immediately required | 21 | 26 | 21 | 7 | 13 | 12 | 19 | 19 | 29 | 37 | 17 | 20 |
| Currently represented | 44 | 19 | 36 | 73 | 52 | 57 | 44 | 25 | 42 | 34 | 47 | 47 |
| Not relevant | 30 | 52 | 37 | 10 | 32 | 28 | 31 | 41 | 24 | 26 | 32 | 28 |

| | | | | | | | | | | | | |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Gender | | | | | | | | | | | | |
| Lacking—actively recruiting | 12 | 29 | 10 | 17 | 0 | 10 | 8 | 34 | 11 | 16 | 8 | 11 |
| Lacking—but not immediately required | 20 | 32 | 19 | 27 | 35 | 9 | 31 | 28 | 16 | 24 | 16 | 12 |
| Currently represented | 61 | 19 | 52 | 57 | 45 | 80 | 58 | 38 | 69 | 58 | 71 | 72 |
| Not relevant | 8 | 19 | 19 | 0 | 19 | 1 | 3 | 0 | 4 | 3 | 5 | 5 |

| | | | | | | | | | | | | |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Race/ethnicity | | | | | | | | | | | | |
| Lacking—actively recruiting | 12 | 6 | 13 | 20 | 0 | 1 | 6 | 9 | 7 | 0 | 16 | 31 |
| Lacking—but not immediately required | 34 | 23 | 39 | 30 | 13 | 15 | 61 | 22 | 24 | 29 | 54 | 28 |
| Currently represented | 24 | 6 | 13 | 47 | 48 | 35 | 11 | 16 | 31 | 34 | 21 | 31 |
| Not relevant | 31 | 65 | 34 | 3 | 39 | 49 | 22 | 53 | 38 | 37 | 9 | 11 |

| | | | | | | | | | | | | |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Socioeconomic | | | | | | | | | | | | |
| Lacking—actively recruiting | 3 | 3 | 4 | 0 | 0 | 2 | 3 | 9 | 2 | 0 | 5% | 4% |
| Lacking—but not immediately required | 28 | 13 | 38 | 30 | 19 | 28 | 47 | 31 | 18 | 18 | 39 | 23 |
| Currently represented | 24 | 23 | 21 | 30 | 45 | 19 | 14 | 16 | 36 | 29 | 21 | 16 |
| Not relevant | 45 | 61 | 36 | 40 | 35 | 51 | 36 | 44 | 44 | 53 | 36 | 57 |

| | | | | | | | | | | | | |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Sexual orientation | | | | | | | | | | | | |
| Lacking—actively recruiting | 3 | 10 | 7 | 0 | 0 | 1 | 0 | 13 | 0 | 0 | 2 | 5 |
| Lacking—but not immediately required | 26 | 26 | 33 | 33 | 13 | 22 | 36 | 19 | 7 | 13 | 33 | 33 |
| Currently represented | 10 | 3 | 7 | 17 | 26 | 14 | 14 | 9 | 4 | 8 | 10 | 14 |
| Not relevant | 60 | 61 | 54 | 50 | 61 | 63 | 50 | 59 | 89 | 79 | 54 | 48 |

| | | | | | | | | | | | | |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Industry experience (same as company) | | | | | | | | | | | | |
| Lacking—actively recruiting | 10 | 10 | 10 | 13 | 13 | 10 | 14 | 19 | 9 | 3 | 8 | 7 |
| Lacking—but not immediately required | 10 | 10 | 7 | 13 | 13 | 9 | 3 | 6 | 9 | 21 | 9 | 14 |
| Currently represented | 76 | 81 | 75 | 70 | 71 | 74 | 78 | 72 | 80 | 71 | 79 | 76 |
| Not relevant | 4 | 0 | 8 | 3 | 3 | 7 | 6 | 3 | 2 | 5 | 3 | 4 |

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|---------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

What additional type(s) of diversity would be most beneficial to your board based on the company's long-term strategy? (Continued)

| | % | % | % | % | % | % | % | % | % | % | % | % |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| Industry experience (complementary but different from company) | | | | | | | | | | | | |
| Lacking—actively recruiting | 9 | 16 | 9 | 10 | 3 | 10 | 8 | 19 | 7 | 5 | 5 | 9 |
| Lacking—but not immediately required | 17 | 13 | 26 | 23 | 16 | 14 | 19 | 25 | 13 | 16 | 16 | 13 |
| Currently represented | 68 | 61 | 56 | 60 | 71 | 67 | 67 | 53 | 71 | 76 | 75 | 75 |
| Not relevant | 6 | 10 | 9 | 7 | 10 | 10 | 6 | 3 | 9 | 3 | 5 | 4 |

| | | | | | | | | | | | | |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Age | | | | | | | | | | | | |
| Lacking—actively recruiting | 6 | 13 | 1 | 3 | 6 | 9 | 3 | 13 | 16 | 0 | 1 | 5 |
| Lacking—but not immediately required | 22 | 26 | 10 | 33 | 23 | 19 | 31 | 41 | 22 | 16 | 25 | 23 |
| Currently represented | 48 | 35 | 55 | 57 | 48 | 49 | 44 | 25 | 47 | 53 | 45 | 45 |
| Not relevant | 24 | 26 | 34 | 7 | 23 | 23 | 22 | 22 | 16 | 32 | 29 | 27 |

| | | | | | | | | | | | | |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| Expertise in technology/digital strategy | | | | | | | | | | | | |
| Lacking—actively recruiting | 21 | 39 | 29 | 10 | 13 | 27 | 14 | 34 | 24 | 11 | 15 | 20 |
| Lacking—but not immediately required | 36 | 26 | 30 | 40 | 42 | 31 | 50 | 34 | 27 | 45 | 38 | 32 |
| Currently represented | 37 | 13 | 36 | 43 | 35 | 38 | 28 | 28 | 42 | 37 | 36 | 46 |
| Not relevant | 6 | 23 | 4 | 7 | 10 | 4 | 8 | 3 | 7 | 8 | 11 | 3 |

| | | | | | | | | | | | | |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Expertise in human capital management | | | | | | | | | | | | |
| Lacking—actively recruiting | 8 | 26 | 12 | 0 | 3 | 11 | 3 | 25 | 16 | 3 | 2 | 4 |
| Lacking—but not immediately required | 29 | 19 | 27 | 27 | 35 | 27 | 39 | 31 | 29 | 29 | 30 | 34 |
| Currently represented | 53 | 42 | 52 | 63 | 45 | 54 | 39 | 41 | 51 | 58 | 55 | 52 |
| Not relevant | 9 | 13 | 9 | 10 | 16 | 7 | 19 | 3 | 4 | 11 | 13 | 10 |

| | | | | | | | | | | | | |
|--------------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Expertise in risk management | | | | | | | | | | | | |
| Lacking—actively recruiting | 6 | 13 | 9 | 3 | 3 | 9 | 3 | 22 | 7 | 5 | 0 | 5 |
| Lacking—but not immediately required | 15 | 6 | 18 | 13 | 13 | 20 | 19 | 19 | 13 | 5 | 9 | 19 |
| Currently represented | 75 | 68 | 71 | 77 | 81 | 67 | 78 | 59 | 78 | 89 | 86 | 70 |
| Not relevant | 4 | 13 | 2 | 7 | 3 | 5 | 0 | 0 | 2 | 0 | 5 | 6 |

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|---------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

How effective is your board's leadership at drawing out the views, ideas, and concerns of all board members?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Effective | 54 | 32 | 46 | 50 | 32 | 69 | 72 | 25 | 78 | 66 | 57 | 58 |
| Somewhat effective | 37 | 48 | 40 | 43 | 52 | 27 | 28 | 53 | 20 | 29 | 39 | 32 |
| Not effective—lacks the leadership skills to draw others out | 5 | 6 | 11 | 3 | 6 | 2 | 0 | 16 | 2 | 3 | 1 | 4 |
| Not effective—controls the discussion too much | 4 | 13 | 1 | 3 | 10 | 1 | 0 | 6 | 0 | 3 | 2 | 6 |
| Other | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |

If you identify as a member of an underrepresented group (gender, race, ethnicity, or sexual orientation), what challenges do you face in having your voice heard during boardroom discussions? (Select all that apply)

| | % | % | % | % | % | % | % | % | % | % | % | % |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| I don't belong to an underrepresented group | 48 | 35 | 63 | 43 | 55 | 40 | 61 | 31 | 47 | 55 | 51 | 40 |
| Other board members tend to dominate the discussion | 6 | 13 | 7 | 7 | 6 | 0 | 6 | 9 | 2 | 0 | 5 | 14 |
| Other board members tend to discount my opinions | 4 | 10 | 0 | 3 | 3 | 2 | 6 | 13 | 2 | 0 | 3 | 7 |
| Other board members tend to take credit for my insights | 5 | 10 | 4 | 3 | 6 | 5 | 6 | 13 | 2 | 5 | 5 | 5 |
| Board's culture does not encourage all voices to be heard equally | 6 | 23 | 9 | 3 | 6 | 4 | 0 | 13 | 0 | 3 | 6 | 6 |
| None—my voice is heard and all views are acknowledged equally | 38 | 29 | 20 | 50 | 32 | 52 | 33 | 41 | 49 | 39 | 37 | 39 |
| Other | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 3 | 0 | 3 | 6 | 2 |

If you were to rebuild your board to best meet your company's needs for today and the future, how different would the board's composition be—including diversity of skills and backgrounds—from its current makeup?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|----------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Completely different | 4 | 6 | 4 | 3 | 3 | 2 | 3 | 16 | 2 | 5 | 3 | 4 |
| Moderately different | 59 | 58 | 64 | 60 | 52 | 63 | 67 | 63 | 69 | 50 | 48 | 52 |
| Not meaningfully different | 37 | 35 | 31 | 37 | 45 | 35 | 31 | 22 | 29 | 45 | 48 | 44 |

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|---------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

What are the greatest impediments to recruiting diverse board candidates? (Select all that apply)

| | % | % | % | % | % | % | % | % | % | % | % | % |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| Lack of qualified candidates | 29 | 19 | 12 | 33 | 32 | 25 | 25 | 13 | 22 | 45 | 55 | 30 |
| Outside search firm has narrow pipeline | 14 | 3 | 3 | 13 | 6 | 16 | 8 | 9 | 16 | 3 | 34 | 20 |
| CEO is not prioritizing board diversity | 8 | 13 | 10 | 17 | 6 | 7 | 8 | 19 | 4 | 8 | 5 | 5 |
| CEO/board is inclined to recruit from a narrow social/business circle | 22 | 26 | 28 | 13 | 19 | 23 | 14 | 34 | 31 | 18 | 14 | 23 |
| Board is not prioritizing board diversity | 16 | 26 | 20 | 10 | 19 | 15 | 11 | 13 | 27 | 8 | 13 | 17 |
| Board has not identified a need for greater diversity | 28 | 29 | 35 | 17 | 35 | 37 | 42 | 38 | 27 | 29 | 14 | 19 |
| Other | 12 | 6 | 8 | 23 | 3 | 11 | 14 | 6 | 4 | 16 | 17 | 18 |

What additional type(s) of diversity would be most beneficial to your board based on the company's long-term strategy?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|-----------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| CEO experience | | | | | | | | | | | | |
| 1 (Most important) | 18 | 16 | 19 | 10 | 16 | 28 | 17 | 34 | 16 | 11 | 3 | 13 |
| 2 | 27 | 42 | 25 | 27 | 26 | 26 | 22 | 19 | 29 | 37 | 18 | 30 |
| 3 | 29 | 19 | 29 | 37 | 29 | 31 | 36 | 34 | 20 | 29 | 29 | 32 |
| 4 | 16 | 19 | 18 | 17 | 6 | 12 | 22 | 6 | 22 | 8 | 25 | 14 |
| 5 (Least important) | 11 | 3 | 9 | 10 | 23 | 2 | 3 | 6 | 13 | 16 | 24 | 12 |

| | | | | | | | | | | | | |
|---------------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| C-suite experience | | | | | | | | | | | | |
| 1 (Most important) | 31 | 26 | 35 | 33 | 13 | 33 | 28 | 31 | 40 | 24 | 21 | 42 |
| 2 | 37 | 29 | 31 | 40 | 42 | 40 | 33 | 34 | 38 | 58 | 33 | 32 |
| 3 | 21 | 32 | 19 | 20 | 32 | 16 | 39 | 25 | 13 | 16 | 26 | 17 |
| 4 | 9 | 10 | 13 | 7 | 6 | 7 | 0 | 9 | 7 | 3 | 17 | 6 |
| 5 (Least important) | 2 | 3 | 1 | 0 | 6 | 4 | 0 | 0 | 2 | 0 | 2 | 2 |

| | | | | | | | | | | | | |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| Prior corporate board experience | | | | | | | | | | | | |
| 1 (Most important) | 23 | 23 | 33 | 7 | 26 | 26 | 19 | 34 | 27 | 26 | 22 | 12 |
| 2 | 37 | 26 | 36 | 43 | 45 | 36 | 58 | 31 | 44 | 53 | 26 | 38 |
| 3 | 26 | 35 | 17 | 33 | 19 | 27 | 19 | 22 | 22 | 18 | 36 | 29 |
| 4 | 10 | 13 | 8 | 13 | 3 | 11 | 3 | 13 | 7 | 0 | 10 | 17 |
| 5 (Least important) | 3 | 3 | 7 | 3 | 6 | 0 | 0 | 0 | 0 | 3 | 6 | 5 |

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|---------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

How are trust and transparency demonstrated in your boardroom? (Select all that apply)

| | % | % | % | % | % | % | % | % | % | % | % | % |
|---|----|----|----|----|----|----|----|----|----|----|----|----|
| Constructive criticism is encouraged | 67 | 39 | 62 | 70 | 52 | 67 | 67 | 38 | 78 | 79 | 85 | 72 |
| Management welcomes open discussion | 70 | 58 | 63 | 83 | 71 | 73 | 69 | 53 | 73 | 89 | 70 | 74 |
| Directors freely question the information presented to the board | 79 | 55 | 75 | 77 | 58 | 77 | 83 | 66 | 87 | 97 | 94 | 80 |
| Everyone's input is weighted equally | 54 | 58 | 43 | 57 | 52 | 53 | 50 | 34 | 53 | 76 | 70 | 47 |
| Management welcomes third-party insights/external information for the board | 51 | 29 | 42 | 60 | 58 | 41 | 44 | 38 | 53 | 82 | 60 | 60 |
| None of the above | 3 | 3 | 4 | 7 | 3 | 2 | 0 | 3 | 4 | 0 | 0 | 4 |
| Other | 3 | 6 | 2 | 3 | 0 | 1 | 0 | 3 | 4 | 5 | 3 | 3 |

How concerned are you that a lack of diverse views in your boardroom hampers insightful discussions or identification of blind spots and issues important to the company's future?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|----------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Extremely concerned | 11 | 16 | 19 | 7 | 6 | 15 | 3 | 19 | 24 | 29 | 5 | 4 |
| Moderately concerned | 46 | 42 | 53 | 47 | 42 | 44 | 53 | 47 | 47 | 32 | 51 | 38 |
| Not concerned | 43 | 42 | 28 | 47 | 52 | 41 | 44 | 34 | 29 | 39 | 45 | 59 |

How relevant is the board's diversity—of composition and thinking—to the company's consideration of its role in society going forward?

| | % | % | % | % | % | % | % | % | % | % | % | % |
|-------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Very relevant | 33 | 35 | 24 | 30 | 10 | 43 | 25 | 38 | 60 | 26 | 45 | 28 |
| Relevant | 40 | 32 | 34 | 50 | 39 | 43 | 58 | 34 | 36 | 55 | 24 | 41 |
| Somewhat relevant | 20 | 23 | 33 | 17 | 45 | 10 | 14 | 25 | 2 | 13 | 20 | 22 |
| Not relevant | 7 | 10 | 7 | 3 | 6 | 4 | 3 | 3 | 2 | 5 | 11 | 10 |
| Other | 1 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Global survey respondents

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|----------------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

| | % | % | % | % | % | % | % | % | % | % | % | % |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Role | | | | | | | | | | | | |
| Executive chair | 6 | 19 | 8 | 3 | 0 | 5 | 0 | 3 | 9 | 3 | 1 | 5 |
| Nonexecutive/independent chair or lead director | 44 | 13 | 49 | 20 | 58 | 67 | 69 | 47 | 47 | 45 | 53 | 33 |
| Nominating and governance committee chair/member | 14 | 10 | 7 | 30 | 10 | 12 | 6 | 6 | 13 | 32 | 23 | 17 |
| Other board member | 36 | 58 | 36 | 47 | 32 | 16 | 25 | 44 | 31 | 21 | 23 | 44 |

| | | | | | | | | | | | | |
|---------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Company type | | | | | | | | | | | | |
| Public | 53 | 13 | 49 | 53 | 74 | 78 | 36 | 34 | 33 | 92 | 45 | 66 |
| Private | 38 | 84 | 35 | 17 | 19 | 22 | 58 | 66 | 62 | 8 | 45 | 26 |
| Other | 8 | 3 | 16 | 30 | 6 | 0 | 6 | 0 | 4 | 0 | 10 | 8 |

| | | | | | | | | | | | | |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Annual revenue (USD) | | | | | | | | | | | | |
| Less than \$500 million | 42 | 42 | 35 | 47 | 23 | 37 | 44 | 38 | 60 | 45 | 61 | 30 |
| \$500 million to less than \$1.5 billion | 23 | 10 | 19 | 20 | 29 | 36 | 25 | 25 | 22 | 26 | 20 | 23 |
| \$1.5 billion to less than \$5 billion | 14 | 16 | 19 | 13 | 19 | 14 | 14 | 9 | 9 | 16 | 10 | 19 |
| \$5 billion to less than \$10 billion | 9 | 6 | 15 | 10 | 13 | 6 | 8 | 6 | 0 | 8 | 7 | 14 |
| \$10 billion or more | 10 | 19 | 9 | 10 | 13 | 6 | 3 | 16 | 7 | 5 | 2 | 14 |
| N/A | 2 | 6 | 3 | 0 | 3 | 1 | 6 | 6 | 2 | 0 | 0 | 0 |
| Other | 12 | 6 | 8 | 23 | 3 | 11 | 14 | 6 | 4 | 16 | 17 | 18 |

| | Global | Argentina | Brazil | Canada | China/ Hong Kong | India | Ireland | Mexico | Nigeria | Singapore | United Kingdom | United States |
|----------------------------|--------|-----------|--------|--------|---------------------|-------|---------|--------|---------|-----------|-------------------|------------------|
| Number of responses | 707 | 31 | 89 | 30 | 31 | 81 | 36 | 32 | 45 | 38 | 87 | 111 |

| | % | % | % | % | % | % | % | % | % | % | % | % |
|--|----|----|----|----|----|----|----|----|----|----|----|----|
| Industry/sector: | | | | | | | | | | | | |
| Communication services (Telecommunication, media, & entertainment) | 4 | 6 | 3 | 0 | 6 | 4 | 3 | 9 | 7 | 3 | 2 | 3 |
| Consumer discretionary (auto, retail, apparel, consumer services) | 5 | 0 | 11 | 3 | 0 | 11 | 3 | 0 | 2 | 3 | 3 | 5 |
| Consumer staples (food retail, food & beverage, household/personal products) | 6 | 6 | 6 | 7 | 3 | 11 | 3 | 6 | 20 | 5 | 2 | 3 |
| Energy (oil & gas, equipment & services) | 5 | 6 | 4 | 10 | 6 | 4 | 0 | 3 | 0 | 5 | 1 | 7 |
| Financial (banks, insurance, diversified financials) | 31 | 26 | 20 | 17 | 32 | 27 | 53 | 41 | 42 | 18 | 45 | 23 |
| Healthcare (equipment & services, pharmaceuticals, biotechnology, life sciences) | 8 | 13 | 8 | 3 | 0 | 7 | 6 | 6 | 2 | 11 | 7 | 13 |
| Industrials (capital goods, commercial/professional services, transportation) | 8 | 6 | 7 | 10 | 0 | 11 | 6 | 9 | 0 | 3 | 6 | 9 |
| Information technology (software & services, hardware, semiconductors) | 5 | 6 | 2 | 3 | 6 | 6 | 3 | 0 | 0 | 3 | 6 | 10 |
| Materials (chemicals, construction, packaging, metals/mining, forest products/paper) | 5 | 3 | 8 | 10 | 3 | 6 | 0 | 3 | 4 | 3 | 1 | 7 |
| Real estate (REITs, management & development) | 6 | 0 | 3 | 3 | 16 | 0 | 0 | 9 | 2 | 32 | 10 | 6 |
| Utilities | 3 | 3 | 11 | 7 | 3 | 1 | 6 | 0 | 0 | 3 | 1 | 2 |
| Other | 15 | 23 | 16 | 27 | 23 | 11 | 19 | 13 | 20 | 13 | 15 | 12 |

Let us know what you think

We are always grateful for feedback regarding topics for breakfast seminars, roundtables and Quarterly.

Let us know what you would like covered by phoning us at +353 (1) 410 1160 or e-mailing us at aci@kpmg.ie.

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