



# 2014 Global Audit Committee Survey

KPMG's  
Audit Committee  
Institute

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cutting through complexity



# About the 2014 Survey

To help identify the pressing challenges and concerns that are top of mind for audit committees today, KPMG's 2014 Global Audit Committee Survey captures the views of nearly 1,500 audit committee members around the world on a range of timely issues—from the top challenges facing companies in the year ahead and the audit committee's increasing workload, to corporate performance, the effectiveness of the CFO and finance organization, and the quality of the information directors receive about the company's key risks.

As highlighted in the following pages, our survey identifies broad international trends and provides detailed country data on audit committee challenges and concerns in different geographies. Generally, we continue to find that audit committees in countries where corporate governance and audit committee practices are more deeply rooted tend to be more confident in their oversight; yet, audit committee members in every country we surveyed cite opportunities for improvement.

Audit committees have a unique perspective on the risks facing the business; their vantage point sheds important light for the full board—as well as management and auditors. As directors help guide their companies forward in the challenging months ahead, our survey findings can serve as an important tool for benchmarking current practices, identifying gaps and emerging risks, and sparking robust conversations about how audit committees and boards can strengthen their oversight and keep pace in an increasingly complex and fast-changing world.

*KPMG's Audit Committee Institute*



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# Key Findings



## Regulation, uncertainty and volatility, and operational risk are top challenges today.

Perhaps not surprisingly, most audit committees around the world point to regulation and the impact of public policy initiatives, economic and political uncertainty, and operational risk and controls as the risks posing the greatest challenges for their companies.



## The audit committee's job continues to grow more difficult.

Nearly half of audit committee members indicate that, given the audit committee's expertise and heavy agenda, it is "increasingly difficult" to oversee major risks—e.g., cyber risk and IT, the risk management processes, and global compliance—in addition to the committee's core responsibilities. A significant number of others said their board has recently reallocated or rebalanced risk responsibilities or created a new committee to address specific risks (or may consider doing so in the near future).



## The quality of information about cyber risk, technology and innovation, and global systemic risk is falling short.

While audit committees rate much of the information they receive about key risks facing the company—legal/regulatory compliance, operational risk, public policy developments—as "good" or "generally good," many say information about cyber security, emerging technologies, and the company's growth and innovation plans needs improvement. Audit committees also want to better understand the company's global systemic risks and supply chain dependencies.



## Most companies don't have a CFO succession plan in place.

Only about 40 percent of survey respondents said their company has a formal succession plan in place for the CFO—and clear performance objectives to evaluate the CFO's performance. Audit committees would like to see the CFO contributing more to the company's strategy and risk management efforts, as well as "developing talent and bench strength."



## Leading indicators and non-financial drivers of long-term performance are often elusive.

Measuring and monitoring key *non-financial* drivers of long-term performance—particularly talent, innovation, and brand reputation—continues to pose challenges for many companies, as does identifying "leading indicators" that show where the company is headed and whether its strategy is on track.



## Internal audit should also be looking at risk management, IT, and operational risk—but may lack necessary skills and resources.

More than 80 percent of survey respondents said internal audit's role should extend beyond the adequacy of financial reporting and controls, to include other key risks facing the business; however, only 50 percent said internal audit currently has the skills and resources to be effective in the role they envision.

**Q1. From your perspective as an audit committee member, which of the following risks (aside from financial reporting risk) pose the greatest challenges for your company? (select three)**

**Q2. For the three risks you selected in the previous question, are you satisfied that the audit committee and/or board devotes sufficient agenda time?**

|   | Q1  | Q2<br>YES % NO % |  | Q1  | Q2<br>YES % NO % |
|---|-----|------------------|--|-----|------------------|
| Government regulation/impact of public policy initiatives           | 48% | Y N              | Pace of technology change (e.g., emerging technologies, mobile, social media, data analytics, cloud computing) | 22% | Y N              |
| Uncertainty and volatility (economic, political/social instability) | 47% | Y N              | Possible disruption to the business model  | 20% | Y N              |
| Operational risk/control environment                                | 39% | Y N              | Cyber security – including data privacy and protection of intellectual property                                | 18% | Y N              |
| Legal/regulatory compliance   | 33% | Y N              | Global systemic risk (pandemic, social unrest, political instability)  | 9%  | Y N              |
| Talent management and development                                   | 26% | Y N              | Supply chain risk  | 6%  | Y N              |
| Growth and innovation (or lack of innovation)                       | 24% | Y N              | Tax risk   | 5%  | Y N              |
|   |     |                  | Other  | 3%  | Y N              |

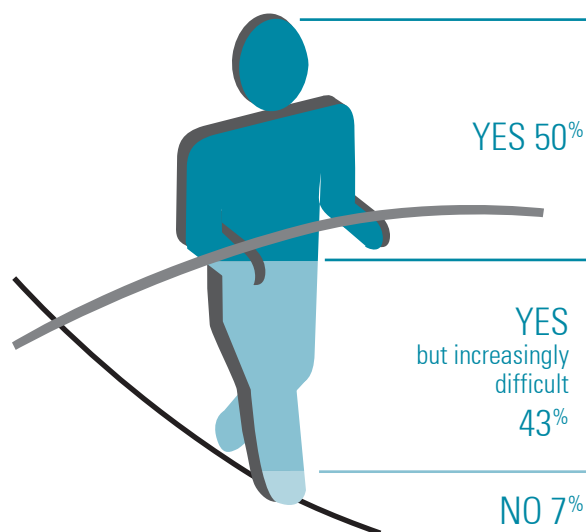
# Audit Committee's Workload and Agenda

Nearly half of audit committee members indicate that, given the audit committee's expertise and heavy agenda, it is "increasingly difficult" to oversee major risks—e.g., cyber risk and IT, the risk management processes, global compliance, and financial risks—in addition to the committee's core responsibilities. A significant number said their board has recently reallocated or rebalanced risk responsibilities or created a new committee to address specific risks—or may consider doing so in the near future.

Many audit committees today report that they have *primary* responsibility for a host of major business risks in addition to financial reporting and internal controls—from legal/regulatory compliance and financial risk, to IT risk, cyber security, and the risk management processes. The extent of audit committee responsibilities for oversight of various risks is notably higher in the U.S. (see Country Data, page 18). Globally, one in four say they have recently reallocated/rebalanced risk oversight responsibilities in light of the changing business and risk environment, and nearly as many have created a new committee to focus on risk (12 percent), or a specific category of risk—such as compliance (5 percent) or technology (4 percent).

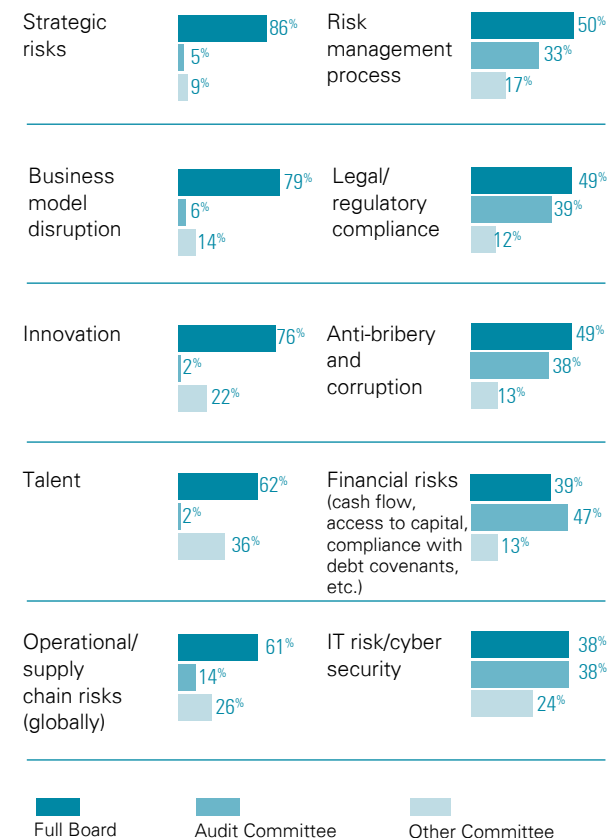
While there is some support for providing investors and others with more insight into how the audit committee carries out its responsibilities—particularly its oversight of the audit and its role in risk governance—many audit committees do not favor providing additional information.

**Q3. Are you satisfied that your audit committee has the time and expertise to oversee the major risks on its agenda in addition to carrying out its core oversight responsibilities?**



“Frankly, we don’t do a good job of communicating what we do. The public doesn’t see all the work we do, quarter after quarter.”  
– Audit committee chair

**Q4. Who has primary responsibility for each of the following categories of risk?**



**Q5. In addition to “financial expertise,” what other in-depth experience or expertise currently resides on your audit committee? (Select all that apply)**



**Q6. What changes, if any, has your board/board committees implemented recently in light of increased complexity in the business, risk, and regulatory environment? (Select all that apply)**



**Q7. In what areas would you favor additional reporting/communication from the audit committee to investors – whether posted on the company's website, included in the proxy, or communicated via other channels – to provide more insight into the work of the audit committee? (Select all that apply)**



### Considerations Going Forward

- Given the substantial time commitment required by the audit committee's core oversight responsibilities, does the committee have the time and expertise to be responsible for major categories of risk “beyond the core”?
- In light of the increased complexity of the business and risk environment, consider whether risk oversight responsibilities need to be rebalanced.

- Is the audit committee's agenda prioritized to focus on the most important oversight issues and critical challenges facing the company? Consider whether sufficient meeting time is devoted to substantive discussion of priority issues (versus listening to presentations).
- As needed, leverage additional resources, expertise, and perspectives—particularly in the areas of risk and

emerging technology—including from internal and external auditors, and third-party experts.

- Take a hard look at the audit committee's effectiveness: Is the committee's self-assessment process meaningful and does it lead to improvements? Consider the committee's composition, independence, and leadership: Is there a need for a “fresh set of eyes,” or a greater diversity of views?



# Risk and Information Quality

While audit committees rate much of the information they receive about key risks facing the company—legal /regulatory compliance, operational risk, public policy developments—as “good” or “generally good,” many say information about cyber security, emerging technologies, and the company’s growth and innovation plans needs improvement. Audit committees also want to better understand the company’s global systemic risks and supply chain dependencies.

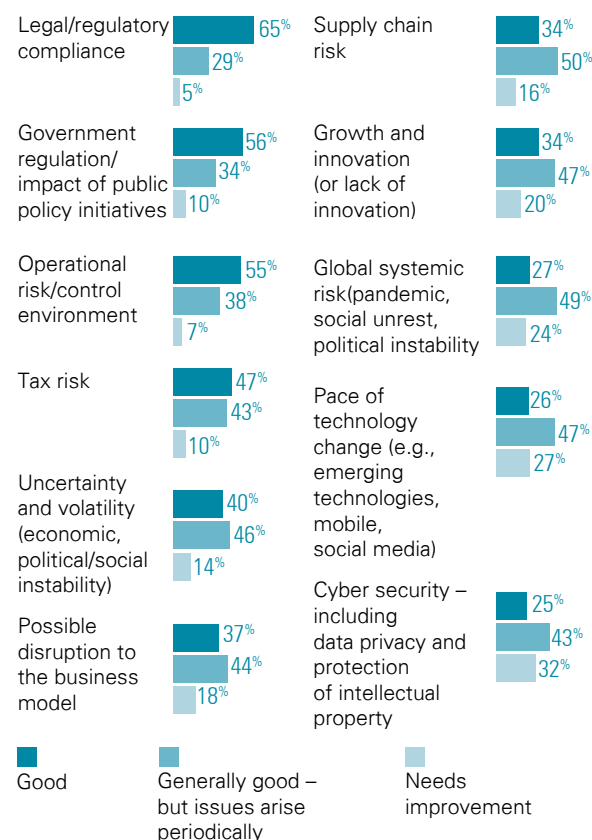
Only 25 percent said the information they receive about cyber security and the impact of emerging technologies is consistently good; and approximately half of respondents expressed at least some concern about the timeliness, credibility, clarity, and volume of information they receive about key risks facing the company.

Rating their knowledge of various aspects of the business, audit committee members are *least* comfortable in their understanding of current and emerging technologies issues, and operations/supply chain dependencies. Nearly 90 percent said their understanding of the company’s risk management process is “good” (54 percent) or “excellent” (34 percent). And while more than half said their audit committee has an “excellent” understanding of the company’s critical accounting judgments and estimates, the balance of respondents said their understanding was “good” (42 percent) or “limited” (5 percent).

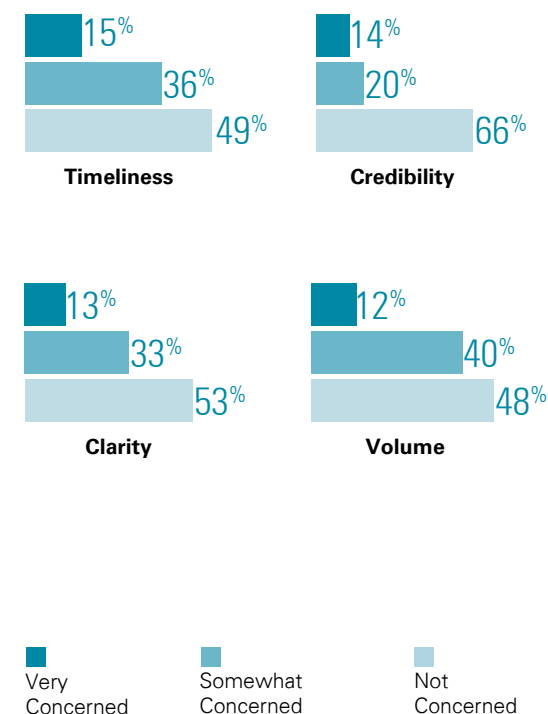
Most audit committees, as a matter of routine, obtain information and perspectives from independent sources—frequently from industry experts or external auditors—about industry dynamics, technology developments, critical risks facing the company, and other issues.

Risks and developments that many audit committees say they “could have been better prepared to respond to” over the past year: significant regulatory or public policy changes, ethics/compliance and internal control issues, new competition or business model disruption, technology developments, and M&A activity.

## Q8. Please rate the quality of the information you receive about the following risks and their potential impact on the company:

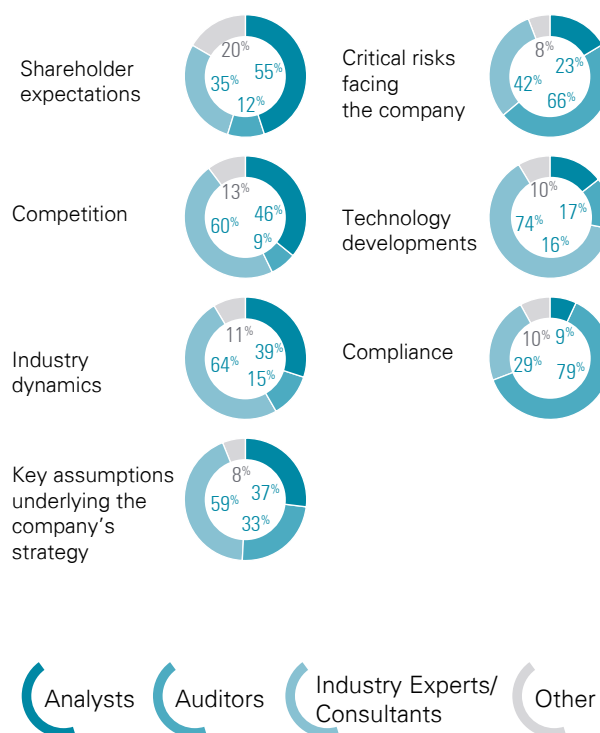


## Q9. How concerned are you that your audit committee’s/board’s ability to provide effective oversight is hampered by the clarity, timeliness, credibility, or volume of the information it receives?

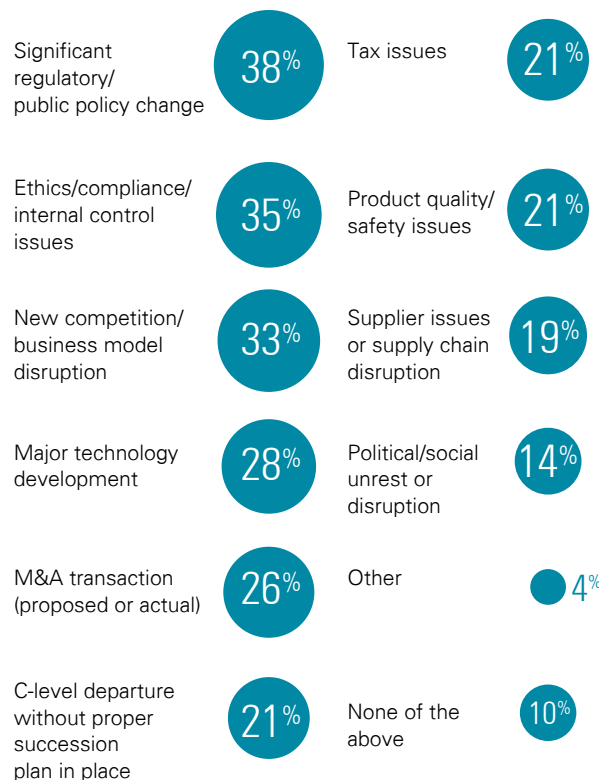




**Q10. Regarding which of the following issues does your board or audit committee, as a matter of routine, obtain information and perspectives from independent sources – and from whom? (Select all that apply)**



**Q11. Over the past several years, for which of the following could your company and board have been better prepared to respond to/address? (Select all that apply)**



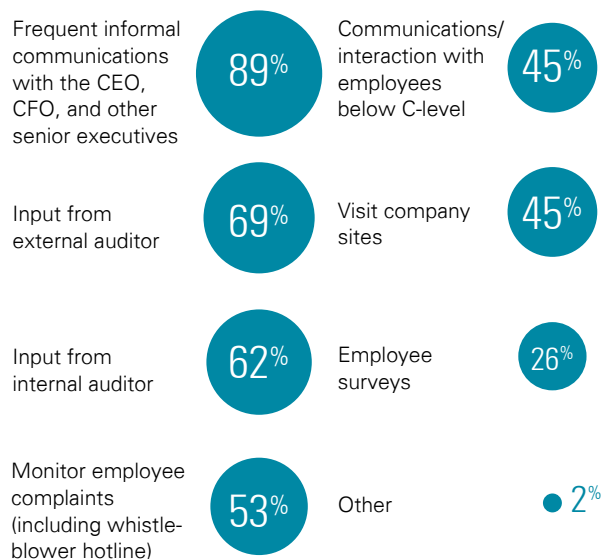
**Q12. Please rate your understanding of the following aspects of the business:**



**Q13. From an audit committee perspective, what are your greatest concerns about pursuing international growth opportunities? (Select three)**



**Q14. How does your audit committee develop its understanding of the tone and ethical culture of the company? (Select all that apply)**



**Considerations Going Forward**

- Work with management to define or refine the audit committee's (and board's) information needs.
- Recognize when asymmetric risk—the over-reliance on senior management's information and perspective—is too high, and seek out independent sources of information and perspective.
- Is the audit committee (and board) hearing views from those below and beyond senior management – e.g., from middle management and business unit leaders, sell-side analysts and critics, and other third parties – about the risks and challenges facing the company? Are there dissenting views?
- Make time to visit company facilities and attend employee functions. Does the audit committee have a good sense of the culture in the company's global operations – far away from headquarters?
- Does the board have insight and foresight about the impact of new technologies on the business, the industry, and the competitive environment? Are discussions within the traditional boardroom structure sufficient? Do the board's oversight processes need to change to enable directors to think differently, provide insight, and help guide the company forward?
- Is management actively "listening to the conversation" on social media to better understand the risks, opportunities, and changing attitudes and perceptions about the company?

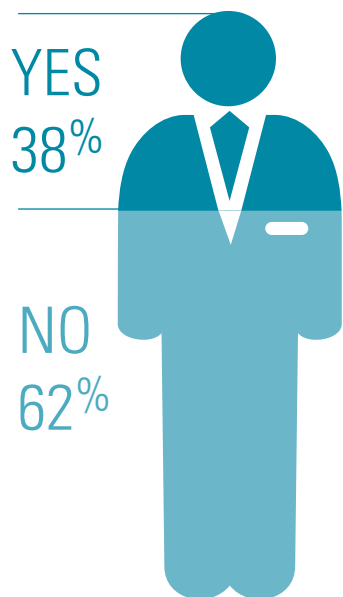
# CFO and Finance Organization

Only about 40 percent of survey respondents said their company has a formal succession plan in place for the CFO—and clear performance objectives to evaluate the CFO's performance. Audit committees would like to see the CFO contributing more to the company's strategy and risk management efforts, as well as "developing talent and bench strength."

Most audit committees give high ratings to the transparency—i.e., communications and information flow—between the audit committee and the CFO, though many said they would like to hear about financial risk, treasury, and tax issues in more depth.

The top three factors that "most detract from the effectiveness of the CFO and finance organization": budget/resources, skills, and pressures to meet budget targets or analyst estimates.

## Q15. Does your company have a formal succession plan for the CFO?



## Q16. How does your audit committee gain visibility into the "next level" of management within the finance organization, below the CFO? (Select all that apply)

Key members of finance team periodically present to the audit committee

73%

Feedback from external auditor

73%

Informal interaction with the financial management team

55%

Periodic discussions with the CFO about bench strength/ talent pipeline

50%

Feedback from internal auditor

45%

Other

4%

## Q17. Which of the following pose the greatest challenges for your CFO/finance organization? (Select three)\*

Contributing to company's strategy and risk management efforts

79%

Developing talent/bench strength

57%

Balancing expectations for quarterly results and long-term performance

44%

Transparency/candor in communications with the audit committee/board

31%

Other

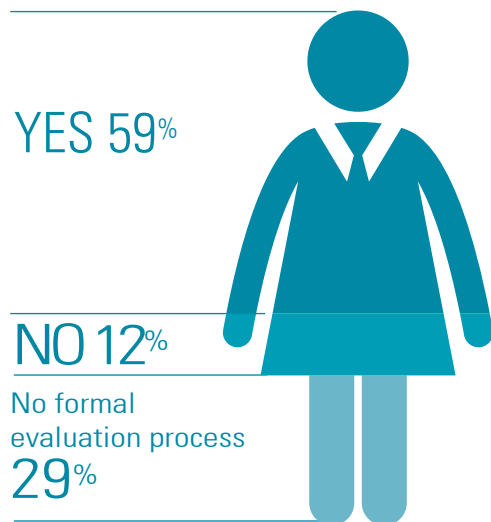
13%

*\*Not surprisingly, three quarters of respondents identified "maintaining the quality of the company's financial reporting and related control processes" as an ongoing challenge.*

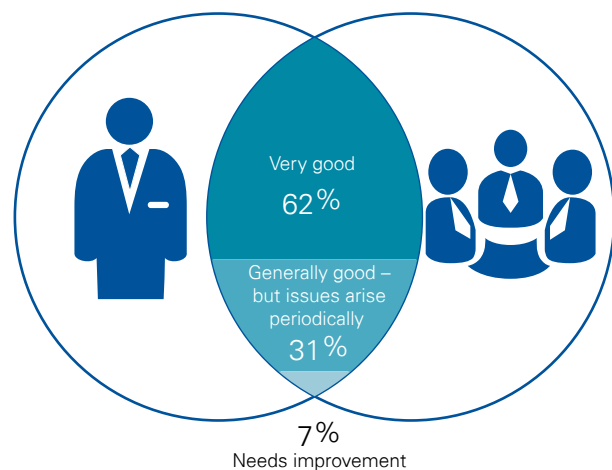
**“The CFO role is as critical today as the CEO. Not having a clear CFO succession plan in place is a major risk for any company.”**  
— Audit committee chair



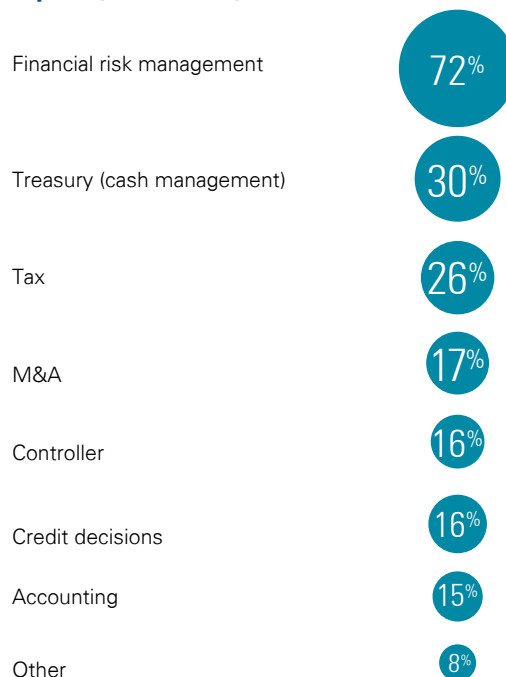
**Q18. Does the evaluation process for the CFO include clear performance objectives against which the CFO's performance is rigorously evaluated?**



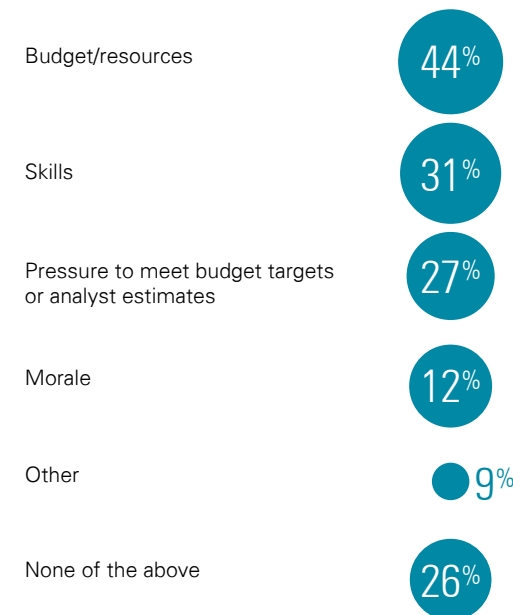
**Q19. How would you describe the level of transparency – i.e., communications and information flow – between the audit committee and CFO/finance team?**



**Q20. Which aspects of the finance organization's work would you like to hear about in *more depth*? (Select two)**



**Q21. Which of the following detract from the effectiveness of your CFO/finance organization, and potentially pose a risk to the quality and integrity of the company's financial reporting? (Select all that apply)**



### Considerations Going Forward

- Recognizing that financial reporting quality starts with the CFO and finance organization, maintain a sharp focus on leadership and talent and make sure they have the resources to succeed.
- Make sure there's a formal CFO succession plan in place; and establish clear performance objectives against which the CFO's performance can be rigorously assessed and continually improved.

- Gain visibility into the level below the CFO—through both formal and informal interaction—to understand and groom the finance organization's bench strength.
- Encourage the CFO/finance organization to maintain their focus on the company's *long-term* performance. What are the "leading indicators" that show whether the company's strategy is on track?

# Corporate Performance

Measuring and monitoring drivers of long-term corporate performance—particularly key non-financial drivers such as talent, innovation, and brand reputation—continues to pose challenges for many companies, as does identifying “leading indicators” that show where the company is headed and whether its strategy is on track.

Most survey respondents express confidence in their company’s monitoring of the two important non-financial drivers of long-term performance—“customer satisfaction” and “operational efficiency.” However, there is markedly less confidence in how companies are measuring and monitoring other key non-financial performance indicators, particularly talent management, brand reputation, innovation, and employee commitment.

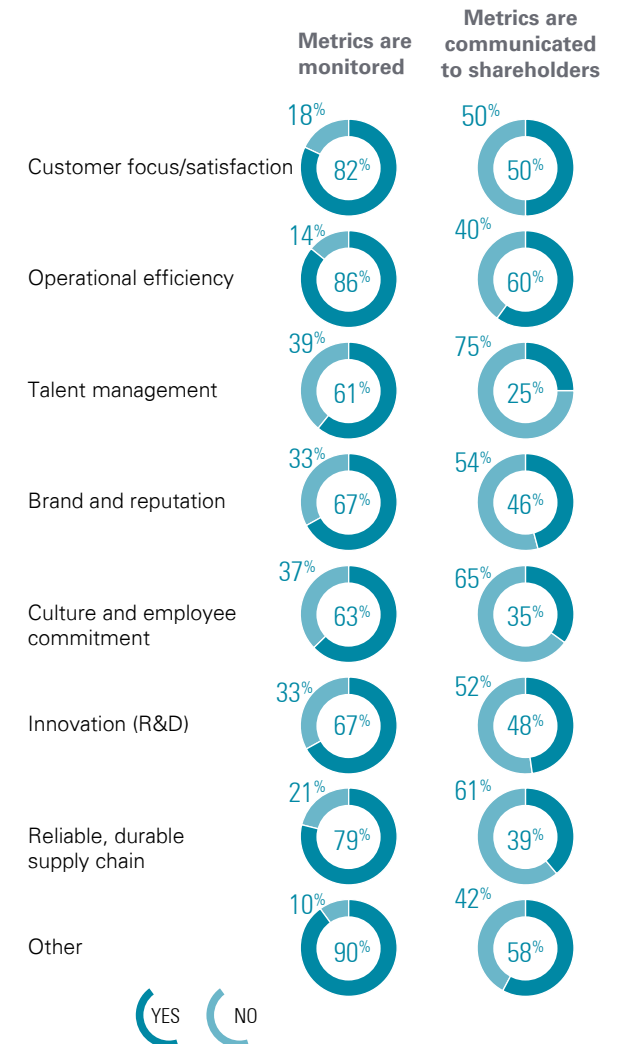
Nearly 40 percent of survey respondents said they are not satisfied that the company has identified appropriate “leading indicators” (versus lagging indicators financial performance and operational efficiency) that show whether the strategy is being implemented as planned.

While more than half said they believe the company’s approach to executive compensation “clearly supports a focus on long-term performance,” nearly a quarter are “not sure.” Most audit committees have at least some involvement overseeing the company’s compensation plans, although more than 20 percent said the audit committee is not involved in overseeing compensation-related risk.

## Q22. What nonfinancial drivers of long-term value are most important to the successful execution of your company’s strategy? (Select three)



## Q22b. For the three most important nonfinancial drivers of long-term value that you selected in the previous question, are the metrics for those value drivers monitored and communicated to shareholders?



**Q23. Are you satisfied that your company has identified appropriate “leading indicators” (as opposed to “lagging indicators” measuring financial and operational performance) to show whether the strategy is being implemented as planned?**



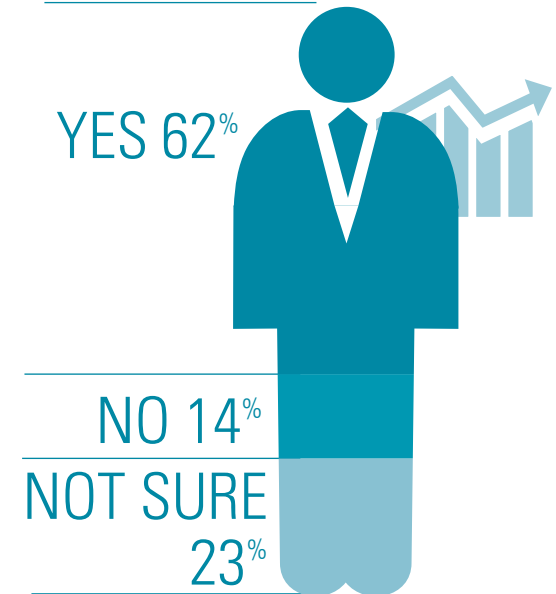
### Considerations Going Forward

- What are the company’s most important performance metrics? What are the key *non-financial* drivers of long-term value for the enterprise?
- What are the important leading indicators—to tell us whether the company’s strategy is being implemented as planned?
- Is the company too focused on lagging indicators – e.g., “rear view mirror” indicators measuring financial and operational performance? What is the right balance between leading and lagging indicators?
- Do the company’s culture and compensation incentives drive a long-term focus?
- Can disclosures be improved to tell the company’s story—perhaps going beyond what’s required to provide a clear picture not only of the company’s recent performance, but where it’s headed and the key risks it faces?

**Q24. In what areas is your audit committee involved in helping to address the risks associated with the company’s compensation plans? (Select all that apply)**



**Q25. Does the company’s current approach to executive compensation/incentives clearly support a focus on the company’s long-term performance?**



“The board’s role is to help alleviate the pressure on management for short-term results – by setting the right tone, focusing on the durability of the business model, and ensuring that the company is communicating its long-term focus to investors.”

– Audit committee chair



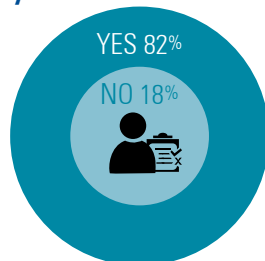
# Internal Audit's Role

More than 80 percent of survey respondents said internal audit's role should extend beyond the adequacy of financial reporting and controls, to include other key risks facing the business; however, only 50 percent said internal audit currently has the skills and resources to be effective in the role they envision.

Those who do support an expanded role for internal audit said that in the year ahead they would like the internal audit function to devote more time to risk management processes, IT risk and data management, and operational risks.

Nearly 20 percent said internal audit's responsibilities should not extend beyond financial reporting and controls.

**Q26. Should internal audit's role/responsibilities extend beyond the adequacy of financial reporting and controls, to include other major risks and challenges facing the company?**



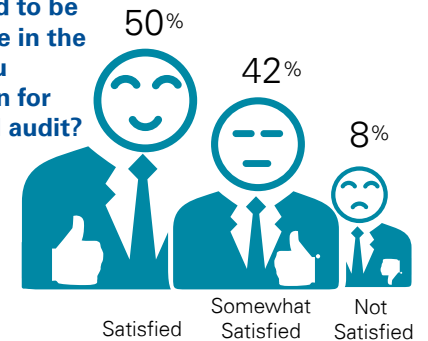
“The pressure on the head of internal audit has changed, and that raises a critical question: Is the staffing appropriate to handling strategic or business risk evaluation?”

– Audit committee chair

**Q26b. In the year ahead, in which of the following areas would you like your internal audit function to devote more of its time and/or sharpen its focus? (Select all that apply)**



**Q27. How satisfied are you that your internal audit function has skills and resources required to be effective in the role you envision for internal audit?**



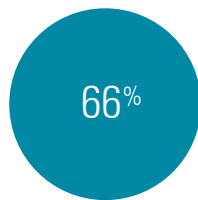
## Considerations Going Forward

- Leverage internal audit as a barometer of the company's financial health—helping the audit committee understand the quality of financial controls, processes, and people.
- Consider the need to refine internal audit's role, potentially sharpening internal audit's focus on key areas of risk and the adequacy of the company's risk management processes generally.
- Recognize that internal audit is most effective when it is focused on the critical risks to the business, including key operational risks and related controls—not just compliance and financial reporting risks. What's changed in the operating environment? What are the risks posed by the extended (global) organization—sourcing, outsourcing, sales and distribution channels?
- Set clear expectations and assess whether internal audit has the resources, skills, and expertise to succeed in the role that management and the board envision for internal audit.

# Survey Methodology and Demographics

This survey report is based on responses from approximately 1,500 audit committee members in 34 countries, between September and November 2013. All survey respondents serve on the audit committee, or equivalent supervisory board, of at least one company. Respondents were asked to answer survey questions based on the largest company, by revenue, they represent.

## Q28. Please select the type of entity for which your responses have been based:



Public company



Private company –  
Private equity



Not-for-profit



Private company –  
Family owned

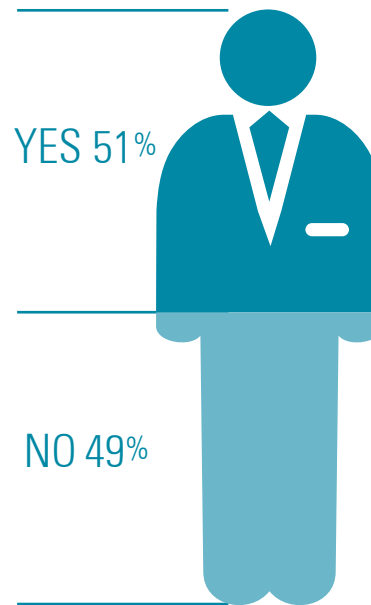


Government entity



Private company –  
Venture capital

## Q29. Are you the audit committee chair?



## Q30. What is the annual revenue of the largest company for which you serve as an audit committee member?

Less than \$250 million

27%

\$250 million to less  
than \$500 million

13%

\$500 million to less  
than \$1 billion

14%

\$1 billion to less  
than \$1.5 billion

8%

\$1.5 billion to less  
than \$5 billion

16%

\$5 billion to less  
than \$10 billion

8%

\$10 billion or more

9%

Not applicable

5%

### Q31. What is the company's primary industry?



### Participating Countries

|                 |                |
|-----------------|----------------|
| Australia       | Mexico         |
| Austria         | Namibia        |
| Bahrain         | Netherlands    |
| Belgium         | New Zealand    |
| Bermuda         | Nigeria        |
| Brazil          | Peru           |
| Canada          | Portugal       |
| Chile           | Qatar/Bahrain  |
| China/Hong Kong | Russia         |
| Denmark         | Singapore      |
| India           | Slovenia       |
| Ireland         | Spain          |
| Israel          | Switzerland    |
| Japan           | Taiwan         |
| Korea           | Thailand       |
| Luxembourg      | United Kingdom |
| Malaysia        | United States  |





# Country Data

The following pages contain data from countries that received at least 20 survey responses. Survey data from all 34 participating countries are included in the “global” column.

## Key Areas Of Focus/Concern

**Q1. From your perspective as an audit committee member, which of the following risks (aside from financial reporting risk) pose the greatest challenges for your company? (Select three)**

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Government regulation/impact of public policy initiatives  | 48%    | 49%           | 53%            | 40%    | 52%    | 29%   | 69%    | 41%     | 53%         | 59%     | 48%       | 56%      | 50%     | 36%       | 32%    | 50%   | 52%     | 55%      |
| Uncertainty and volatility (economic, political/social instability)  | 47%    | 45%           | 46%            | 50%    | 50%    | 37%   | 45%    | 59%     | 33%         | 59%     | 37%       | 74%      | 54%     | 45%       | 59%    | 55%   | 52%     | 70%      |
| Operational risk/control environment   | 39%    | 32%           | 50%            | 46%    | 29%    | 28%   | 43%    | 43%     | 40%         | 26%     | 52%       | 30%      | 46%     | 41%       | 77%    | 36%   | 43%     | 40%      |
| Legal/regulatory compliance  | 33%    | 35%           | 33%            | 28%    | 27%    | 31%   | 33%    | 43%     | 37%         | 44%     | 41%       | 26%      | 31%     | 27%       | 23%    | 36%   | 33%     | 20%      |
| Talent management and development  | 26%    | 28%           | 23%            | 36%    | 24%    | 27%   | 6%     | 30%     | 27%         | 37%     | 22%       | 30%      | 12%     | 23%       | 36%    | 23%   | 10%     | 25%      |
| Growth and innovation (or lack of innovation)  | 24%    | 24%           | 21%            | 19%    | 24%    | 49%   | 25%    | 7%      | 30%         | 19%     | 15%       | 22%      | 19%     | 14%       | 14%    | 23%   | 33%     | 30%      |
| Pace of technology change (e.g., emerging technologies, mobile, social media, data analytics, cloud computing) | 22%    | 26%           | 18%            | 26%    | 11%    | 17%   | 18%    | 27%     | 33%         | 4%      | 30%       | 22%      | 19%     | 41%       | 9%     | 18%   | 19%     | 10%      |
| Possible disruption to the business model  | 20%    | 18%           | 22%            | 19%    | 17%    | 31%   | 14%    | 20%     | 27%         | 30%     | 41%       | 19%      | 35%     | 41%       | 18%    | 14%   | 0%      | 30%      |
| Cyber security – including data privacy and protection of intellectual property                                | 18%    | 27%           | 16%            | 11%    | 22%    | 7%    | 18%    | 11%     | 7%          | 7%      | 7%        | 4%       | 12%     | 18%       | 18%    | 9%    | 10%     | 0%       |
| Global systemic risk (pandemic, social unrest, political instability...)                                       | 9%     | 6%            | 5%             | 8%     | 17%    | 23%   | 14%    | 11%     | 7%          | 4%      | 4%        | 7%       | 4%      | 0%        | 0%     | 14%   | 24%     | 15%      |
| Supply chain risk  | 6%     | 4%            | 8%             | 6%     | 12%    | 11%   | 8%     | 0%      | 7%          | 7%      | 4%        | 4%       | 8%      | 0%        | 0%     | 5%    | 14%     | 0%       |
| Tax risk   | 5%     | 3%            | 3%             | 6%     | 11%    | 1%    | 2%     | 7%      | 0%          | 4%      | 0%        | 4%       | 12%     | 5%        | 9%     | 9%    | 5%      | 0%       |
| Other  | 3%     | 3%            | 4%             | 5%     | 2%     | 9%    | 6%     | 0%      | 0%          | 0%      | 0%        | 4%       | 0%      | 9%        | 5%     | 9%    | 5%      | 5%       |
| n  | 1420   | 490           | 120            | 145    | 82     | 75    | 51     | 44      | 30          | 27      | 27        | 27       | 26      | 22        | 22     | 22    | 21      | 20       |

**Q2. For the three risks you selected in the previous question, are you satisfied that the audit committee and/or board devotes sufficient agenda time?**

|  |     | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|-----|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Government regulation/impact of public policy initiatives  | Yes | 79%    | 78%           | 89%            | 83%    | 60%    | 50%   | 82%    | 89%     | 100%        | 100%    | 77%       | 100%     | 62%     | 88%       | 83%    | 82%   | 64%     | 82%      |
|  | No  | 21%    | 22%           | 11%            | 17%    | 40%    | 50%   | 18%    | 11%     | 0%          | 0%      | 23%       | 0%       | 38%     | 13%       | 17%    | 18%   | 36%     | 18%      |
| Uncertainty and volatility (economic, political/social instability)  | Yes | 67%    | 68%           | 69%            | 81%    | 43%    | 64%   | 55%    | 72%     | 78%         | 88%     | 50%       | 90%      | 71%     | 50%       | 46%    | 64%   | 73%     | 57%      |
|  | No  | 33%    | 32%           | 31%            | 19%    | 58%    | 36%   | 45%    | 28%     | 22%         | 13%     | 50%       | 10%      | 29%     | 50%       | 54%    | 36%   | 27%     | 43%      |
| Operational risk/control environment   | Yes | 80%    | 78%           | 86%            | 78%    | 48%    | 95%   | 68%    | 84%     | 92%         | 100%    | 86%       | 100%     | 92%     | 89%       | 75%    | 63%   | 100%    | 88%      |
|  | No  | 20%    | 22%           | 14%            | 22%    | 52%    | 5%    | 32%    | 16%     | 8%          | 0%      | 14%       | 0%       | 8%      | 11%       | 25%    | 38%   | 0%      | 13%      |
| Legal/regulatory compliance  | Yes | 88%    | 91%           | 92%            | 85%    | 60%    | 91%   | 88%    | 95%     | 100%        | 100%    | 90%       | 100%     | 88%     | 100%      | 100%   | 63%   | 71%     | 75%      |
|  | No  | 12%    | 9%            | 8%             | 15%    | 40%    | 9%    | 12%    | 5%      | 0%          | 0%      | 10%       | 0%       | 13%     | 0%        | 0%     | 38%   | 29%     | 25%      |
| Talent management and development  | Yes | 49%    | 54%           | 32%            | 62%    | 20%    | 55%   | 0%     | 31%     | 29%         | 60%     | 83%       | 63%      | 33%     | 60%       | 50%    | 50%   | 50%     | 0%       |
|  | No  | 51%    | 46%           | 68%            | 38%    | 80%    | 45%   | 100%   | 69%     | 71%         | 40%     | 17%       | 38%      | 67%     | 40%       | 50%    | 50%   | 50%     | 100%     |
| Growth and innovation (or lack of innovation)  | Yes | 57%    | 60%           | 67%            | 67%    | 20%    | 57%   | 25%    | 100%    | 56%         | 60%     | 100%      | 80%      | 40%     | 33%       | 100%   | 67%   | 100%    | 67%      |
|  | No  | 43%    | 40%           | 33%            | 33%    | 80%    | 43%   | 75%    | 0%      | 44%         | 40%     | 0%        | 20%      | 60%     | 67%       | 0%     | 33%   | 0%      | 33%      |
| Pace of technology change (e.g., emerging technologies, mobile, social media, data analytics, cloud computing) | Yes | 56%    | 63%           | 67%            | 39%    | 44%    | 15%   | 78%    | 64%     | 70%         | 0%      | 29%       | 83%      | 40%     | 33%       | 50%    | 50%   | 75%     | 0%       |
|  | No  | 44%    | 37%           | 33%            | 61%    | 56%    | 85%   | 22%    | 36%     | 30%         | 100%    | 71%       | 17%      | 60%     | 67%       | 50%    | 50%   | 25%     | 100%     |
| Possible disruption to the business model  | Yes | 60%    | 56%           | 77%            | 61%    | 43%    | 43%   | 86%    | 89%     | 38%         | 75%     | 70%       | 100%     | 44%     | 78%       | 33%    | 33%   | –       | 50%      |
|  | No  | 40%    | 44%           | 23%            | 39%    | 57%    | 57%   | 14%    | 11%     | 63%         | 25%     | 30%       | 0%       | 56%     | 22%       | 67%    | 67%   | –       | 50%      |
| Cyber security – including data privacy and protection of intellectual property                                | Yes | 55%    | 57%           | 42%            | 31%    | 50%    | 60%   | 44%    | 60%     | 100%        | 100%    | 50%       | 0%       | 67%     | 75%       | 67%    | 100%  | 100%    | –        |
|  | No  | 45%    | 43%           | 58%            | 69%    | 50%    | 40%   | 56%    | 40%     | 0%          | 0%      | 50%       | 100%     | 33%     | 25%       | 33%    | 0%    | 0%      | –        |

|  |     | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|-----|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Global systemic risk (pandemic, social unrest, political instability...) | Yes | 58%    | 50%           | 50%            | 58%    | 57%    | 59%   | 57%    | 75%     | 50%         | 100%    | 100%      | 50%      | 100%    | –         | –      | 67%   | 80%     | 33%      |
|  | No  | 42%    | 50%           | 50%            | 42%    | 43%    | 41%   | 43%    | 25%     | 50%         | 0%      | 0%        | 50%      | 0%      | –         | –      | 33%   | 20%     | 67%      |
| Supply chain risk  | Yes | 67%    | 69%           | 67%            | 63%    | 40%    | 25%   | 75%    | –       | 100%        | 100%    | 100%      | 100%     | 0%      | –         | –      | 100%  | 100%    | –        |
|  | No  | 33%    | 31%           | 33%            | 38%    | 60%    | 75%   | 25%    | –       | 0%          | 0%      | 0%        | 0%       | 100%    | –         | –      | 0%    | 0%      | –        |
| Tax risk   | Yes | 71%    | 77%           | 67%            | 44%    | 78%    | 100%  | 100%   | 100%    | –           | 100%    | –         | 0%       | 100%    | 100%      | 50%    | 100%  | 100%    | –        |
|  | No  | 29%    | 23%           | 33%            | 56%    | 22%    | 0%    | 0%     | 0%      | –           | 0%      | –         | 100%     | 0%      | 0%        | 50%    | 0%    | 0%      | –        |
| Other  | Yes | 52%    | 83%           | 20%            | 86%    | 0%     | 43%   | 33%    | –       | –           | –       | –         | 0%       | –       | 50%       | –      | 0%    | 100%    | 0%       |
|  | No  | 48%    | 17%           | 80%            | 14%    | 100%   | 57%   | 67%    | –       | –           | –       | –         | 100%     | –       | 50%       | –      | 100%  | 0%      | 100%     |

May not equal 100% due to rounding  
 \*Small base size; findings directional only.

### Audit Committee Workload/Effectiveness

**Q3. Are you satisfied that your audit committee has the time and expertise to oversee the major risks on its agenda in addition to carrying out its core oversight responsibilities?**

|                                  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|----------------------------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Yes                              | 50%    | 53%           | 52%            | 58%    | 28%    | 38%   | 45%    | 45%     | 60%         | 67%     | 41%       | 74%      | 31%     | 43%       | 43%    | 48%   | 48%     | 35%      |
| Yes – but increasingly difficult | 43%    | 42%           | 43%            | 38%    | 47%    | 52%   | 45%    | 52%     | 40%         | 30%     | 48%       | 19%      | 65%     | 57%       | 43%    | 43%   | 19%     | 45%      |
| No                               | 7%     | 5%            | 5%             | 5%     | 25%    | 10%   | 10%    | 2%      | 0%          | 4%      | 11%       | 7%       | 4%      | 0%        | 14%    | 10%   | 33%     | 20%      |
| n                                | 1406   | 487           | 120            | 144    | 81     | 73    | 49     | 44      | 30          | 27      | 27        | 27       | 26      | 21        | 21     | 21    | 21      | 20       |

May not equal 100% due to rounding



**Q4. Who has primary responsibility for each of the following categories of risk?**

|  |                 | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|-----------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Strategic risks  | Full Board      | 86%    | 90%           | 91%            | 92%    | 70%    | 82%   | 88%    | 91%     | 93%         | 100%    | 81%       | 69%      | 96%     | 86%       | 81%    | 80%   | 61%     | 90%      |
|  | Audit Committee | 5%     | 3%            | 5%             | 2%     | 11%    | 0%    | 2%     | 5%      | 7%          | 0%      | 8%        | 15%      | 0%      | 5%        | 0%     | 15%   | 22%     | 5%       |
|  | Other Committee | 9%     | 7%            | 4%             | 6%     | 19%    | 18%   | 10%    | 5%      | 0%          | 0%      | 12%       | 15%      | 4%      | 10%       | 19%    | 5%    | 17%     | 5%       |
| Business model disruption  | Full Board      | 79%    | 84%           | 74%            | 85%    | 77%    | 75%   | 89%    | 63%     | 66%         | 100%    | 59%       | 81%      | 88%     | 68%       | 75%    | 76%   | 55%     | 90%      |
|  | Audit Committee | 6%     | 5%            | 9%             | 6%     | 4%     | 0%    | 0%     | 12%     | 31%         | 0%      | 4%        | 4%       | 0%      | 16%       | 5%     | 5%    | 15%     | 0%       |
|  | Other Committee | 14%    | 10%           | 17%            | 8%     | 19%    | 25%   | 11%    | 24%     | 3%          | 0%      | 37%       | 15%      | 12%     | 16%       | 20%    | 19%   | 30%     | 10%      |
| Innovation   | Full Board      | 76%    | 83%           | 73%            | 86%    | 50%    | 60%   | 83%    | 78%     | 82%         | 96%     | 63%       | 73%      | 84%     | 70%       | 55%    | 48%   | 70%     | 80%      |
|  | Audit Committee | 2%     | 2%            | 0%             | 1%     | 3%     | 0%    | 2%     | 2%      | 7%          | 0%      | 0%        | 4%       | 0%      | 0%        | 0%     | 5%    | 10%     | 0%       |
|  | Other Committee | 22%    | 15%           | 27%            | 13%    | 48%    | 40%   | 15%    | 20%     | 11%         | 4%      | 37%       | 23%      | 16%     | 30%       | 45%    | 48%   | 20%     | 20%      |
| Talent   | Full Board      | 62%    | 71%           | 65%            | 59%    | 45%    | 64%   | 70%    | 60%     | 38%         | 92%     | 63%       | 50%      | 62%     | 60%       | 35%    | 29%   | 60%     | 75%      |
|  | Audit Committee | 2%     | 1%            | 2%             | 1%     | 4%     | 0%    | 2%     | 5%      | 0%          | 0%      | 0%        | 8%       | 0%      | 0%        | 0%     | 0%    | 10%     | 0%       |
|  | Other Committee | 36%    | 28%           | 34%            | 40%    | 51%    | 36%   | 27%    | 35%     | 62%         | 8%      | 37%       | 42%      | 38%     | 40%       | 65%    | 71%   | 30%     | 25%      |
| Operational/supply chain risks (globally)  | Full Board      | 61%    | 69%           | 57%            | 63%    | 43%    | 60%   | 38%    | 58%     | 64%         | 92%     | 63%       | 58%      | 76%     | 81%       | 38%    | 29%   | 74%     | 75%      |
|  | Audit Committee | 14%    | 12%           | 11%            | 18%    | 21%    | 0%    | 31%    | 13%     | 28%         | 0%      | 7%        | 12%      | 12%     | 0%        | 14%    | 19%   | 11%     | 15%      |
|  | Other Committee | 26%    | 19%           | 32%            | 18%    | 36%    | 40%   | 31%    | 30%     | 8%          | 8%      | 30%       | 31%      | 12%     | 19%       | 48%    | 52%   | 16%     | 10%      |
| Risk management process  | Full Board      | 50%    | 55%           | 45%            | 53%    | 36%    | 60%   | 49%    | 40%     | 50%         | 65%     | 48%       | 37%      | 46%     | 14%       | 48%    | 65%   | 65%     | 65%      |
|  | Audit Committee | 33%    | 34%           | 34%            | 33%    | 44%    | 3%    | 27%    | 26%     | 43%         | 35%     | 33%       | 19%      | 50%     | 62%       | 38%    | 30%   | 15%     | 20%      |
|  | Other Committee | 17%    | 11%           | 20%            | 13%    | 20%    | 38%   | 24%    | 35%     | 7%          | 0%      | 19%       | 44%      | 4%      | 24%       | 14%    | 5%    | 20%     | 15%      |
| Legal/regulatory compliance  | Full Board      | 49%    | 49%           | 54%            | 46%    | 23%    | 54%   | 53%    | 56%     | 57%         | 73%     | 59%       | 48%      | 38%     | 33%       | 48%    | 48%   | 68%     | 70%      |
|  | Audit Committee | 39%    | 42%           | 38%            | 41%    | 52%    | 14%   | 41%    | 30%     | 40%         | 27%     | 30%       | 37%      | 58%     | 48%       | 38%    | 29%   | 26%     | 20%      |
|  | Other Committee | 12%    | 9%            | 8%             | 13%    | 25%    | 32%   | 6%     | 14%     | 3%          | 0%      | 11%       | 15%      | 4%      | 19%       | 14%    | 24%   | 5%      | 10%      |
| Anti-bribery and corruption  | Full Board      | 49%    | 46%           | 47%            | 53%    | 47%    | 53%   | 26%    | 42%     | 59%         | 77%     | 59%       | 59%      | 58%     | 52%       | 55%    | 33%   | 63%     | 65%      |
|  | Audit Committee | 38%    | 45%           | 43%            | 31%    | 31%    | 6%    | 72%    | 33%     | 38%         | 19%     | 30%       | 26%      | 42%     | 38%       | 30%    | 43%   | 16%     | 30%      |
|  | Other Committee | 13%    | 9%            | 10%            | 15%    | 22%    | 42%   | 2%     | 26%     | 3%          | 4%      | 11%       | 15%      | 0%      | 10%       | 15%    | 24%   | 21%     | 5%       |
| Financial risks (cash flow, access to capital, compliance with debt covenants, etc.) | Full Board      | 39%    | 32%           | 39%            | 26%    | 34%    | 61%   | 63%    | 47%     | 40%         | 73%     | 48%       | 50%      | 50%     | 52%       | 38%    | 38%   | 74%     | 40%      |
|  | Audit Committee | 47%    | 58%           | 43%            | 69%    | 36%    | 1%    | 15%    | 44%     | 53%         | 27%     | 37%       | 23%      | 50%     | 33%       | 52%    | 57%   | 16%     | 40%      |
|  | Other Committee | 13%    | 9%            | 18%            | 5%     | 30%    | 38%   | 23%    | 9%      | 7%          | 0%      | 15%       | 27%      | 0%      | 14%       | 10%    | 5%    | 11%     | 20%      |
| IT risk/cyber security   | Full Board      | 38%    | 40%           | 38%            | 36%    | 21%    | 43%   | 52%    | 23%     | 34%         | 62%     | 52%       | 33%      | 52%     | 29%       | 21%    | 25%   | 70%     | 45%      |
|  | Audit Committee | 38%    | 45%           | 38%            | 52%    | 42%    | 1%    | 26%    | 37%     | 52%         | 35%     | 15%       | 19%      | 44%     | 43%       | 32%    | 30%   | 20%     | 30%      |
|  | Other Committee | 24%    | 14%           | 23%            | 13%    | 38%    | 56%   | 22%    | 40%     | 14%         | 4%      | 33%       | 48%      | 4%      | 29%       | 47%    | 45%   | 10%     | 25%      |
| n  |                 | 1377   | 478           | 117            | 143    | 77     | 72    | 46     | 43      | 29          | 26      | 27        | 27       | 25      | 21        | 19*    | 20    | 20      | 20       |

May not equal 100% due to rounding

\* Small base size; findings directional only.

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**Q5. In addition to “financial expertise,” what other in-depth experience or expertise currently resides on your audit committee? (Select all that apply)**

|  | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|--|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Risk/risk management                           | 61%         | 54%           | 69%            | 57%        | 68%       | 73%       | 68%       | 66%       | 67%         | 74%       | 44%       | 67%       | 58%       | 77%       | 86%       | 71%       | 71%       | 45%       |
| Industry                                       | 59%         | 66%           | 73%            | 62%        | 36%       | 37%       | 34%       | 64%       | 80%         | 52%       | 78%       | 48%       | 65%       | 77%       | 71%       | 33%       | 57%       | 45%       |
| Legal/regulatory compliance                    | 58%         | 47%           | 58%            | 57%        | 69%       | 88%       | 70%       | 52%       | 63%         | 59%       | 56%       | 59%       | 62%       | 68%       | 67%       | 62%       | 76%       | 50%       |
| M&A  | 39%         | 50%           | 41%            | 49%        | 27%       | 29%       | 30%       | 18%       | 37%         | 44%       | 22%       | 7%        | 38%       | 32%       | 38%       | 33%       | 14%       | 20%       |
| International                                  | 32%         | 29%           | 44%            | 27%        | 12%       | 51%       | 18%       | 50%       | 40%         | 33%       | 48%       | 30%       | 46%       | 50%       | 29%       | 38%       | 48%       | 25%       |
| Tax  | 27%         | 24%           | 25%            | 29%        | 47%       | 33%       | 26%       | 16%       | 13%         | 22%       | 11%       | 22%       | 19%       | 18%       | 24%       | 14%       | 38%       | 30%       |
| Technology                                     | 26%         | 32%           | 23%            | 24%        | 14%       | 28%       | 30%       | 30%       | 20%         | 22%       | 19%       | 33%       | 23%       | 32%       | 5%        | 10%       | 19%       | 5%        |
| Other  | 6%          | 8%            | 9%             | 3%         | 1%        | 11%       | 8%        | 2%        | 10%         | 4%        | 4%        | 7%        | 0%        | 9%        | 0%        | 5%        | 14%       | 0%        |
| No additional expertise on the audit committee | 4%          | 3%            | 3%             | 3%         | 7%        | 0%        | 4%        | 0%        | 3%          | 7%        | 4%        | 0%        | 8%        | 0%        | 0%        | 10%       | 10%       | 15%       |
| <b>n</b>                                       | <b>1410</b> | <b>487</b>    | <b>120</b>     | <b>143</b> | <b>81</b> | <b>75</b> | <b>50</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>21</b> | <b>21</b> | <b>21</b> | <b>20</b> |

**Q6. What changes, if any, has your board/board committees implemented recently in light of increased complexity in the business, risk, and regulatory environment? (Select all that apply)**

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Reallocated/rebalanced risk oversight responsibilities among full board and board committees | 26%    | 28%           | 28%            | 31%    | 19%    | 11%   | 19%    | 28%     | 37%         | 8%      | 4%        | 30%      | 12%     | 43%       | 33%    | 11%   | 43%     | 37%      |
| Created new committee(s) to focus on specific category of issues/risks                       | 22%    | 17%           | 29%            | 19%    | 22%    | 14%   | 28%    | 30%     | 23%         | 12%     | 37%       | 41%      | 4%      | 29%       | 10%    | 26%   | 48%     | 16%      |
| Risk committee   | 12%    | 8%            | 16%            | 8%     | 10%    | 3%    | 13%    | 23%     | 3%          | 8%      | 30%       | 37%      | 0%      | 19%       | 0%     | 16%   | 48%     | 0%       |
| Reduced the audit committee's risk oversight responsibilities                                | 7%     | 7%            | 10%            | 6%     | 1%     | 3%    | 2%     | 12%     | 7%          | 0%      | 7%        | 0%       | 4%      | 19%       | 5%     | 0%    | 33%     | 11%      |
| Strategic planning committee   | 6%     | 5%            | 6%             | 5%     | 9%     | 0%    | 2%     | 5%      | 3%          | 0%      | 0%        | 15%      | 4%      | 0%        | 10%    | 11%   | 33%     | 5%       |
| Compliance/ethics committee  | 5%     | 3%            | 4%             | 3%     | 4%     | 3%    | 9%     | 5%      | 3%          | 0%      | 7%        | 11%      | 0%      | 5%        | 5%     | 11%   | 38%     | 0%       |
| Technology committee   | 4%     | 3%            | 2%             | 1%     | 5%     | 0%    | 11%    | 0%      | 3%          | 4%      | 4%        | 4%       | 4%      | 10%       | 0%     | 5%    | 33%     | 5%       |

|   | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Other   | 5%     | 3%            | 12%            | 6%     | 8%     | 11%   | 6%     | 5%      | 10%         | 0%      | 0%        | 4%       | 0%      | 10%       | 0%     | 5%    | 10%     | 11%      |
| No major changes made – but may consider changes in near future         | 36%    | 39%           | 32%            | 33%    | 47%    | 16%   | 38%    | 42%     | 37%         | 50%     | 26%       | 30%      | 38%     | 19%       | 29%    | 42%   | 38%     | 47%      |
| No major changes made – and unlikely to consider changes in near future | 25%    | 25%           | 24%            | 26%    | 14%    | 56%   | 23%    | 12%     | 23%         | 31%     | 37%       | 15%      | 50%     | 24%       | 29%    | 26%   | 0%      | 5%       |
| n   | 1381   | 484           | 114            | 144    | 78     | 70    | 47     | 43      | 30          | 26      | 27        | 27       | 26      | 21        | 21     | 19*   | 21      | 19*      |

**Q7. In what areas would you favor additional reporting/communication from the audit committee to investors – whether posted on the company’s website, included in the proxy, or communicated via other channels – to provide more insight into the work of the audit committee? (Select all that apply)**

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Audit committee’s role in risk governance  | 30%    | 21%           | 41%            | 31%    | 43%    | 18%   | 21%    | 40%     | 47%         | 19%     | 37%       | 30%      | 38%     | 30%       | 57%    | 55%   | 48%     | 50%      |
| Oversight/evaluation of external auditor (including independence and objectivity, non-audit services, rationale for reappointment, etc.) | 25%    | 20%           | 34%            | 24%    | 34%    | 14%   | 15%    | 14%     | 13%         | 22%     | 26%       | 37%      | 12%     | 30%       | 24%    | 55%   | 57%     | 35%      |
| Effectiveness of audit process   | 24%    | 15%           | 30%            | 21%    | 43%    | 16%   | 19%    | 30%     | 3%          | 22%     | 26%       | 44%      | 12%     | 25%       | 48%    | 40%   | 71%     | 20%      |
| Audit committee’s effectiveness (qualification of members, performance evaluation, etc.)   | 23%    | 15%           | 31%            | 25%    | 33%    | 23%   | 23%    | 33%     | 23%         | 11%     | 26%       | 33%      | 23%     | 30%       | 24%    | 15%   | 52%     | 50%      |
| Audit committee meetings (number, attendees, etc.)   | 22%    | 17%           | 28%            | 23%    | 32%    | 15%   | 28%    | 14%     | 30%         | 11%     | 33%       | 41%      | 31%     | 20%       | 24%    | 10%   | 52%     | 25%      |
| Significant financial statement/audit issues and how they were addressed   | 22%    | 13%           | 27%            | 17%    | 52%    | 18%   | 26%    | 35%     | 17%         | 11%     | 26%       | 41%      | 12%     | 25%       | 19%    | 35%   | 48%     | 45%      |
| Oversight of the CFO/finance team  | 15%    | 12%           | 10%            | 17%    | 14%    | 11%   | 19%    | 12%     | 7%          | 11%     | 7%        | 22%      | 12%     | 10%       | 38%    | 10%   | 38%     | 35%      |
| Oversight/evaluation of internal auditor   | 14%    | 7%            | 17%            | 6%     | 20%    | 9%    | 17%    | 14%     | 0%          | 4%      | 11%       | 44%      | 15%     | 10%       | 33%    | 15%   | 52%     | 35%      |
| Other  | 1%     | 2%            | 3%             | 1%     | 0%     | 1%    | 2%     | 0%      | 0%          | 0%      | 0%        | 0%       | 4%      | 0%        | 0%     | 0%    | 5%      | 0%       |
| None of the above  | 40%    | 53%           | 38%            | 39%    | 14%    | 49%   | 47%    | 40%     | 43%         | 56%     | 26%       | 15%      | 38%     | 45%       | 10%    | 20%   | 5%      | 10%      |
| n  | 1388   | 482           | 117            | 144    | 79     | 74    | 47     | 43      | 30          | 27      | 27        | 27       | 26      | 20        | 21     | 20    | 21      | 20       |

## Risk And Information Quality

**Q8.** Please rate the quality of the information you receive about the following risks and their potential impact on the company:

|   |  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Legal/regulatory compliance   | Good   | 65%    | 70%           | 66%            | 72%    | 46%    | 56%   | 68%    | 66%     | 63%         | 56%     | 48%       | 81%      | 69%     | 73%       | 57%    | 71%   | 50%     | 68%      |
|   | Generally good – but issues arise periodically | 29%    | 26%           | 29%            | 26%    | 38%    | 40%   | 28%    | 34%     | 27%         | 44%     | 48%       | 19%      | 27%     | 23%       | 19%    | 19%   | 30%     | 26%      |
|   | Needs improvement                              | 5%     | 4%            | 5%             | 2%     | 16%    | 4%    | 4%     | 0%      | 10%         | 0%      | 4%        | 0%       | 4%      | 5%        | 24%    | 10%   | 20%     | 5%       |
| Government regulation/ impact of public policy initiatives          | Good   | 56%    | 60%           | 64%            | 65%    | 40%    | 25%   | 62%    | 61%     | 73%         | 74%     | 30%       | 56%      | 69%     | 62%       | 43%    | 50%   | 43%     | 37%      |
|   | Generally good – but issues arise periodically | 34%    | 32%           | 28%            | 29%    | 41%    | 65%   | 30%    | 32%     | 20%         | 22%     | 52%       | 44%      | 23%     | 38%       | 38%    | 32%   | 33%     | 47%      |
|   | Needs improvement                              | 10%    | 8%            | 8%             | 6%     | 20%    | 10%   | 8%     | 7%      | 7%          | 4%      | 19%       | 0%       | 8%      | 0%        | 19%    | 18%   | 24%     | 16%      |
| Operational risk/control environment                                | Good   | 55%    | 60%           | 61%            | 60%    | 35%    | 49%   | 49%    | 60%     | 70%         | 44%     | 56%       | 70%      | 58%     | 41%       | 24%    | 62%   | 63%     | 50%      |
|   | Generally good – but issues arise periodically | 38%    | 32%           | 34%            | 35%    | 44%    | 51%   | 49%    | 37%     | 30%         | 56%     | 41%       | 26%      | 35%     | 50%       | 48%    | 24%   | 26%     | 33%      |
|   | Needs improvement                              | 7%     | 7%            | 5%             | 4%     | 21%    | 0%    | 2%     | 2%      | 0%          | 0%      | 4%        | 4%       | 8%      | 9%        | 29%    | 14%   | 11%     | 17%      |
| Tax risk  | Good   | 47%    | 48%           | 54%            | 44%    | 42%    | 24%   | 54%    | 57%     | 47%         | 37%     | 27%       | 56%      | 62%     | 48%       | 40%    | 62%   | 50%     | 37%      |
|   | Generally good – but issues arise periodically | 43%    | 43%           | 38%            | 49%    | 48%    | 61%   | 33%    | 34%     | 37%         | 52%     | 58%       | 37%      | 27%     | 43%       | 30%    | 33%   | 25%     | 37%      |
|   | Needs improvement                              | 10%    | 9%            | 8%             | 7%     | 10%    | 15%   | 13%    | 9%      | 17%         | 11%     | 15%       | 7%       | 12%     | 10%       | 30%    | 5%    | 25%     | 26%      |
| Uncertainty and volatility (economic, political/social instability) | Good   | 40%    | 42%           | 43%            | 48%    | 31%    | 24%   | 54%    | 48%     | 37%         | 52%     | 22%       | 54%      | 44%     | 41%       | 38%    | 48%   | 24%     | 53%      |
|   | Generally good – but issues arise periodically | 46%    | 46%           | 45%            | 40%    | 44%    | 67%   | 35%    | 50%     | 63%         | 41%     | 56%       | 42%      | 40%     | 55%       | 33%    | 33%   | 33%     | 32%      |
|   | Needs improvement                              | 14%    | 13%           | 12%            | 12%    | 25%    | 10%   | 10%    | 2%      | 0%          | 7%      | 22%       | 4%       | 16%     | 5%        | 29%    | 19%   | 43%     | 16%      |
| Possible disruption to the business model                           | Good   | 37%    | 39%           | 42%            | 48%    | 35%    | 20%   | 53%    | 45%     | 40%         | 30%     | 26%       | 52%      | 27%     | 27%       | 24%    | 38%   | 50%     | 21%      |
|   | Generally good – but issues arise periodically | 44%    | 43%           | 46%            | 38%    | 39%    | 62%   | 36%    | 43%     | 47%         | 63%     | 56%       | 44%      | 46%     | 55%       | 38%    | 48%   | 28%     | 37%      |
|   | Needs improvement                              | 18%    | 19%           | 13%            | 14%    | 26%    | 18%   | 11%    | 11%     | 13%         | 7%      | 19%       | 4%       | 27%     | 18%       | 38%    | 14%   | 22%     | 42%      |
| Supply chain risk   | Good   | 34%    | 38%           | 34%            | 34%    | 29%    | 14%   | 51%    | 28%     | 45%         | 30%     | 19%       | 44%      | 23%     | 27%       | 30%    | 38%   | 47%     | 26%      |
|   | Generally good – but issues arise periodically | 50%    | 47%           | 51%            | 54%    | 51%    | 66%   | 38%    | 56%     | 31%         | 56%     | 59%       | 52%      | 58%     | 59%       | 40%    | 52%   | 37%     | 42%      |
|   | Needs improvement                              | 16%    | 15%           | 15%            | 12%    | 20%    | 20%   | 11%    | 16%     | 24%         | 15%     | 22%       | 4%       | 19%     | 14%       | 30%    | 10%   | 16%     | 32%      |
| Growth and innovation (or lack of innovation)                       | Good   | 34%    | 40%           | 27%            | 38%    | 22%    | 30%   | 29%    | 30%     | 27%         | 33%     | 26%       | 52%      | 31%     | 23%       | 14%    | 43%   | 50%     | 21%      |
|   | Generally good – but issues arise periodically | 47%    | 46%           | 51%            | 45%    | 38%    | 62%   | 44%    | 49%     | 50%         | 63%     | 56%       | 33%      | 50%     | 45%       | 24%    | 43%   | 30%     | 37%      |
|   | Needs improvement                              | 20%    | 14%           | 22%            | 16%    | 40%    | 8%    | 27%    | 21%     | 23%         | 4%      | 19%       | 15%      | 19%     | 32%       | 62%    | 14%   | 20%     | 42%      |

|   |  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Global systemic risk (pandemic, social unrest, political instability...)        | Good   | 27%    | 28%           | 25%            | 36%    | 21%    | 10%   | 42%    | 37%     | 27%         | 22%     | 7%        | 41%      | 23%     | 27%       | 19%    | 32%   | 27%     | 21%      |
|   | Generally good – but issues arise periodically | 49%    | 49%           | 52%            | 49%    | 51%    | 56%   | 44%    | 40%     | 43%         | 74%     | 48%       | 59%      | 42%     | 55%       | 38%    | 58%   | 40%     | 53%      |
|   | Needs improvement                              | 24%    | 23%           | 23%            | 15%    | 28%    | 35%   | 13%    | 23%     | 30%         | 4%      | 44%       | 0%       | 35%     | 18%       | 43%    | 11%   | 33%     | 26%      |
| Pace of technology change (e.g., emerging technologies, mobile, social media)   | Good   | 26%    | 31%           | 20%            | 26%    | 23%    | 9%    | 36%    | 23%     | 33%         | 19%     | 11%       | 59%      | 31%     | 27%       | 10%    | 19%   | 39%     | 16%      |
|   | Generally good – but issues arise periodically | 47%    | 47%           | 46%            | 60%    | 37%    | 47%   | 43%    | 44%     | 40%         | 63%     | 41%       | 33%      | 38%     | 50%       | 38%    | 48%   | 39%     | 47%      |
|   | Needs improvement                              | 27%    | 22%           | 34%            | 15%    | 40%    | 44%   | 21%    | 33%     | 27%         | 19%     | 48%       | 7%       | 31%     | 23%       | 52%    | 33%   | 22%     | 37%      |
| Cyber security – including data privacy and protection of intellectual property | Good   | 25%    | 28%           | 18%            | 25%    | 30%    | 15%   | 26%    | 30%     | 33%         | 22%     | 22%       | 41%      | 19%     | 23%       | 15%    | 14%   | 47%     | 26%      |
|   | Generally good – but issues arise periodically | 43%    | 42%           | 36%            | 42%    | 42%    | 63%   | 54%    | 37%     | 37%         | 52%     | 37%       | 59%      | 46%     | 27%       | 45%    | 50%   | 26%     | 32%      |
|   | Needs improvement                              | 32%    | 30%           | 47%            | 34%    | 28%    | 22%   | 20%    | 33%     | 30%         | 26%     | 41%       | 0%       | 35%     | 50%       | 40%    | 36%   | 26%     | 42%      |
| n   |  | 1388   | 481           | 118            | 142    | 81     | 72    | 46     | 43      | 30          | 27      | 27        | 27       | 26      | 22        | 20     | 22    | 19*     | 19*      |

May not equal 100% due to rounding

\*Small base size; findings directional only.

**Q9. How concerned are you that your audit committee's/board's ability to provide effective oversight is hampered by the clarity, timeliness, credibility, or volume of the information it receives?**

|             |                    | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|-------------|--------------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Timeliness  | Very Concerned     | 15%    | 6%            | 2%             | 7%     | 35%    | 83%   | 8%     | 0%      | 0%          | 15%     | 15%       | 37%      | 12%     | 5%        | 14%    | 14%   | 50%     | 20%      |
|             | Somewhat Concerned | 36%    | 33%           | 42%            | 31%    | 48%    | 17%   | 47%    | 39%     | 30%         | 27%     | 52%       | 26%      | 50%     | 41%       | 38%    | 48%   | 15%     | 55%      |
|             | Not Concerned      | 49%    | 61%           | 56%            | 62%    | 18%    | 0%    | 45%    | 61%     | 70%         | 58%     | 33%       | 37%      | 38%     | 55%       | 48%    | 38%   | 35%     | 25%      |
| Credibility | Very Concerned     | 14%    | 2%            | 1%             | 3%     | 15%    | 95%   | 10%    | 5%      | 3%          | 8%      | 7%        | 44%      | 12%     | 5%        | 19%    | 38%   | 57%     | 20%      |
|             | Somewhat Concerned | 20%    | 18%           | 19%            | 15%    | 44%    | 5%    | 14%    | 18%     | 17%         | 35%     | 41%       | 15%      | 27%     | 23%       | 43%    | 5%    | 5%      | 40%      |
|             | Not Concerned      | 66%    | 80%           | 80%            | 82%    | 41%    | 0%    | 76%    | 77%     | 80%         | 58%     | 52%       | 41%      | 62%     | 73%       | 38%    | 57%   | 38%     | 40%      |
| Clarity     | Very Concerned     | 13%    | 3%            | 3%             | 5%     | 18%    | 81%   | 6%     | 5%      | 3%          | 12%     | 15%       | 41%      | 0%      | 5%        | 10%    | 40%   | 60%     | 5%       |
|             | Somewhat Concerned | 33%    | 31%           | 37%            | 28%    | 51%    | 19%   | 41%    | 18%     | 23%         | 46%     | 44%       | 30%      | 46%     | 45%       | 48%    | 20%   | 5%      | 75%      |
|             | Not Concerned      | 53%    | 66%           | 60%            | 68%    | 31%    | 0%    | 53%    | 77%     | 73%         | 42%     | 41%       | 30%      | 54%     | 50%       | 43%    | 40%   | 35%     | 20%      |
| Volume      | Very Concerned     | 12%    | 6%            | 9%             | 8%     | 20%    | 34%   | 8%     | 5%      | 3%          | 15%     | 4%        | 26%      | 8%      | 9%        | 19%    | 24%   | 55%     | 45%      |
|             | Somewhat Concerned | 40%    | 34%           | 42%            | 40%    | 51%    | 56%   | 50%    | 47%     | 23%         | 27%     | 52%       | 41%      | 35%     | 41%       | 52%    | 29%   | 20%     | 40%      |
|             | Not Concerned      | 48%    | 60%           | 49%            | 52%    | 29%    | 10%   | 42%    | 49%     | 73%         | 58%     | 44%       | 33%      | 58%     | 50%       | 29%    | 48%   | 25%     | 15%      |
| n           |                    | 1398   | 482           | 119            | 144    | 79     | 73    | 50     | 43      | 30          | 26      | 27        | 27       | 26      | 22        | 21     | 21    | 20      | 20       |

May not equal 100% due to rounding



**Q10. Regarding which of the following issues does your board or audit committee, as a matter of routine, obtain information and perspectives from independent sources – and from whom? (Select all that apply)**

|   |                              | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|------------------------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Shareholder expectations                          | Analysts                     | 55%    | 62%           | 55%            | 55%    | 44%    | 47%   | 41%    | 42%     | 35%         | 69%     | 67%       | 62%      | 69%     | 53%       | 28%    | 71%   | 31%     | 50%      |
|   | Auditors                     | 12%    | 11%           | 12%            | 10%    | 9%     | 6%    | 18%    | 21%     | 0%          | 19%     | 11%       | 23%      | 6%      | 18%       | 17%    | 6%    | 31%     | 14%      |
|   | Industry Experts/Consultants | 35%    | 42%           | 33%            | 35%    | 36%    | 11%   | 41%    | 42%     | 30%         | 38%     | 22%       | 38%      | 19%     | 29%       | 56%    | 18%   | 13%     | 14%      |
|   | Other                        | 20%    | 15%           | 29%            | 17%    | 21%    | 53%   | 18%    | 18%     | 50%         | 6%      | 22%       | 8%       | 19%     | 18%       | 22%    | 18%   | 38%     | 21%      |
| Competition                                       | Analysts                     | 46%    | 53%           | 34%            | 50%    | 42%    | 33%   | 28%    | 29%     | 32%         | 71%     | 17%       | 62%      | 56%     | 29%       | 45%    | 50%   | 18%     | 53%      |
|   | Auditors                     | 9%     | 9%            | 12%            | 6%     | 8%     | 7%    | 16%    | 19%     | 5%          | 0%      | 6%        | 4%       | 0%      | 12%       | 15%    | 11%   | 12%     | 7%       |
|   | Industry Experts/Consultants | 60%    | 66%           | 73%            | 61%    | 53%    | 2%    | 68%    | 68%     | 68%         | 47%     | 67%       | 62%      | 63%     | 71%       | 60%    | 61%   | 76%     | 40%      |
|   | Other                        | 13%    | 9%            | 17%            | 8%     | 11%    | 74%   | 12%    | 13%     | 16%         | 6%      | 17%       | 0%       | 6%      | 6%        | 5%     | 11%   | 12%     | 13%      |
| Industry dynamics                                 | Analysts                     | 39%    | 48%           | 30%            | 41%    | 47%    | 10%   | 30%    | 28%     | 32%         | 53%     | 6%        | 52%      | 35%     | 25%       | 26%    | 28%   | 6%      | 42%      |
|   | Auditors                     | 15%    | 18%           | 24%            | 10%    | 12%    | 3%    | 15%    | 28%     | 5%          | 7%      | 6%        | 4%       | 6%      | 15%       | 26%    | 6%    | 17%     | 17%      |
|   | Industry Experts/Consultants | 64%    | 64%           | 71%            | 65%    | 55%    | 17%   | 65%    | 72%     | 68%         | 53%     | 78%       | 76%      | 82%     | 75%       | 68%    | 83%   | 89%     | 50%      |
|   | Other                        | 11%    | 8%            | 13%            | 7%     | 8%     | 80%   | 15%    | 8%      | 14%         | 7%      | 11%       | 0%       | 0%      | 10%       | 11%    | 0%    | 6%      | 17%      |
| Key assumptions underlying the company's strategy | Analysts                     | 37%    | 43%           | 27%            | 32%    | 34%    | 26%   | 31%    | 26%     | 38%         | 50%     | 11%       | 60%      | 44%     | 32%       | 44%    | 61%   | 38%     | 40%      |
|   | Auditors                     | 33%    | 33%           | 43%            | 21%    | 25%    | 30%   | 47%    | 51%     | 29%         | 35%     | 33%       | 20%      | 44%     | 42%       | 28%    | 39%   | 19%     | 27%      |
|   | Industry Experts/Consultants | 59%    | 66%           | 61%            | 72%    | 48%    | 4%    | 31%    | 69%     | 76%         | 55%     | 56%       | 48%      | 67%     | 58%       | 67%    | 44%   | 50%     | 47%      |
|   | Other                        | 8%     | 3%            | 7%             | 7%     | 10%    | 54%   | 13%    | 3%      | 14%         | 5%      | 11%       | 8%       | 0%      | 5%        | 6%     | 11%   | 6%      | 7%       |
| Critical risks facing the company                 | Analysts                     | 23%    | 31%           | 13%            | 21%    | 12%    | 18%   | 15%    | 16%     | 15%         | 15%     | 10%       | 42%      | 21%     | 11%       | 21%    | 24%   | 17%     | 21%      |
|   | Auditors                     | 66%    | 65%           | 75%            | 51%    | 68%    | 80%   | 74%    | 73%     | 70%         | 65%     | 62%       | 62%      | 71%     | 58%       | 63%    | 76%   | 56%     | 84%      |
|   | Industry Experts/Consultants | 42%    | 50%           | 45%            | 52%    | 34%    | 2%    | 28%    | 43%     | 56%         | 40%     | 48%       | 42%      | 33%     | 68%       | 42%    | 29%   | 39%     | 16%      |
|   | Other                        | 8%     | 7%            | 9%             | 9%     | 7%     | 33%   | 10%    | 0%      | 15%         | 5%      | 5%        | 0%       | 8%      | 11%       | 0%     | 0%    | 6%      | 5%       |
| Technology developments                           | Analysts                     | 17%    | 19%           | 6%             | 13%    | 26%    | 13%   | 13%    | 16%     | 5%          | 13%     | 13%       | 38%      | 24%     | 0%        | 7%     | 23%   | 14%     | 17%      |
|   | Auditors                     | 16%    | 24%           | 24%            | 14%    | 9%     | 3%    | 4%     | 6%      | 14%         | 13%     | 6%        | 8%       | 18%     | 17%       | 7%     | 8%    | 7%      | 8%       |
|   | Industry Experts/Consultants | 74%    | 77%           | 77%            | 82%    | 68%    | 6%    | 71%    | 84%     | 76%         | 73%     | 69%       | 85%      | 76%     | 83%       | 79%    | 69%   | 93%     | 67%      |
|   | Other                        | 10%    | 6%            | 12%            | 4%     | 6%     | 87%   | 25%    | 3%      | 14%         | 7%      | 13%       | 4%       | 0%      | 6%        | 14%    | 0%    | 0%      | 17%      |

|            |                              | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|------------|------------------------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Compliance | Analysts                     | 9%     | 8%            | 6%             | 8%     | 18%    | 3%    | 12%    | 7%      | 11%         | 16%     | 0%        | 22%      | 0%      | 0%        | 25%    | 15%   | 0%      | 6%       |
|            | Auditors                     | 79%    | 79%           | 87%            | 83%    | 74%    | 59%   | 70%    | 74%     | 85%         | 79%     | 88%       | 67%      | 100%    | 86%       | 63%    | 85%   | 72%     | 81%      |
|            | Industry Experts/Consultants | 29%    | 37%           | 31%            | 23%    | 28%    | 5%    | 33%    | 48%     | 37%         | 16%     | 16%       | 30%      | 5%      | 38%       | 50%    | 30%   | 28%     | 19%      |
|            | Other                        | 10%    | 11%           | 9%             | 6%     | 0%     | 62%   | 6%     | 0%      | 15%         | 5%      | 8%        | 4%       | 5%      | 0%        | 0%     | 10%   | 17%     | 6%       |
|            | n                            | 1233   | 427           | 99             | 128    | 74     | 58    | 33     | 42      | 27          | 19*     | 25        | 27       | 22      | 21        | 16*    | 20    | 18*     | 16*      |

\*Small base size; findings directional only.

**Q11. Over the past several years, for which of the following could your company and board have been better prepared to respond to/address? (Select all that apply)**

|   | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Significant regulatory/public policy change               | 38%    | 30%           | 41%            | 28%    | 46%    | 76%   | 56%    | 31%     | 30%         | 26%     | 44%       | 59%      | 42%     | 27%       | 19%    | 67%   | 67%     | 50%      |
| Ethics/compliance/internal control issues                 | 35%    | 24%           | 27%            | 18%    | 41%    | 92%   | 42%    | 24%     | 20%         | 33%     | 30%       | 44%      | 25%     | 32%       | 57%    | 62%   | 57%     | 80%      |
| New competition/business model disruption                 | 33%    | 33%           | 28%            | 25%    | 31%    | 36%   | 42%    | 33%     | 30%         | 30%     | 30%       | 52%      | 42%     | 41%       | 24%    | 29%   | 43%     | 50%      |
| Major technology development                              | 28%    | 26%           | 19%            | 26%    | 28%    | 41%   | 22%    | 38%     | 43%         | 26%     | 19%       | 44%      | 21%     | 36%       | 19%    | 33%   | 52%     | 15%      |
| M&A transaction (proposed or actual)                      | 26%    | 27%           | 20%            | 19%    | 27%    | 55%   | 26%    | 12%     | 20%         | 15%     | 26%       | 15%      | 38%     | 36%       | 14%    | 29%   | 33%     | 10%      |
| C-level departure without proper succession plan in place | 21%    | 24%           | 22%            | 22%    | 40%    | 9%    | 24%    | 14%     | 10%         | 15%     | 7%        | 11%      | 25%     | 9%        | 38%    | 10%   | 29%     | 10%      |
| Tax issues  | 21%    | 15%           | 7%             | 18%    | 40%    | 61%   | 20%    | 17%     | 10%         | 19%     | 19%       | 37%      | 25%     | 5%        | 19%    | 52%   | 52%     | 15%      |
| Product quality/safety issues                             | 21%    | 12%           | 25%            | 10%    | 27%    | 75%   | 10%    | 12%     | 13%         | 26%     | 19%       | 37%      | 13%     | 23%       | 14%    | 24%   | 52%     | 35%      |
| Supplier issues or supply chain disruption                | 19%    | 13%           | 24%            | 16%    | 20%    | 47%   | 12%    | 14%     | 13%         | 7%      | 26%       | 37%      | 21%     | 27%       | 24%    | 24%   | 38%     | 20%      |
| Political/social unrest or disruption                     | 14%    | 8%            | 4%             | 14%    | 21%    | 35%   | 22%    | 21%     | 7%          | 11%     | 11%       | 67%      | 17%     | 9%        | 5%     | 10%   | 33%     | 15%      |
| Other   | 4%     | 5%            | 5%             | 8%     | 1%     | 4%    | 0%     | 0%      | 7%          | 0%      | 0%        | 0%       | 0%      | 0%        | 5%     | 0%    | 10%     | 0%       |
| None of the above   | 10%    | 11%           | 8%             | 15%    | 5%     | 0%    | 8%     | 12%     | 20%         | 19%     | 15%       | 7%       | 4%      | 5%        | 10%    | 5%    | 0%      | 5%       |
| n   | 1406   | 487           | 119            | 144    | 81     | 75    | 50     | 42      | 30          | 27      | 27        | 27       | 24      | 22        | 21     | 21    | 21      | 20       |

**Q12. Please rate your understanding of the following aspects of the business:**

|   |           | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|-----------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Overall financial status of the company   | Excellent | 68%    | 79%           | 68%            | 81%    | 61%    | 64%   | 47%    | 67%     | 77%         | 59%     | 42%       | 56%      | 56%     | 59%       | 33%    | 76%   | 50%     | 40%      |
|   | Good      | 30%    | 20%           | 31%            | 18%    | 38%    | 36%   | 51%    | 33%     | 23%         | 41%     | 58%       | 44%      | 44%     | 41%       | 38%    | 24%   | 45%     | 55%      |
|   | Limited   | 2%     | 1%            | 2%             | 1%     | 1%     | 0%    | 2%     | 0%      | 0%          | 0%      | 0%        | 0%       | 0%      | 0%        | 29%    | 0%    | 5%      | 5%       |
| Key financial reporting and control risks   | Excellent | 58%    | 68%           | 52%            | 68%    | 38%    | 55%   | 45%    | 60%     | 63%         | 67%     | 48%       | 48%      | 67%     | 41%       | 30%    | 57%   | 57%     | 50%      |
|   | Good      | 41%    | 31%           | 47%            | 30%    | 58%    | 45%   | 53%    | 40%     | 37%         | 33%     | 48%       | 48%      | 33%     | 59%       | 70%    | 43%   | 43%     | 45%      |
|   | Limited   | 1%     | 1%            | 2%             | 1%     | 4%     | 0%    | 2%     | 0%      | 0%          | 0%      | 4%        | 4%       | 0%      | 0%        | 0%     | 0%    | 0%      | 5%       |
| Critical accounting judgments and estimates   | Excellent | 53%    | 64%           | 49%            | 65%    | 33%    | 47%   | 34%    | 49%     | 77%         | 52%     | 48%       | 37%      | 40%     | 41%       | 24%    | 43%   | 40%     | 55%      |
|   | Good      | 42%    | 34%           | 48%            | 32%    | 58%    | 47%   | 66%    | 49%     | 17%         | 48%     | 44%       | 52%      | 56%     | 50%       | 67%    | 52%   | 45%     | 30%      |
|   | Limited   | 5%     | 2%            | 3%             | 3%     | 9%     | 5%    | 0%     | 2%      | 7%          | 0%      | 7%        | 11%      | 4%      | 9%        | 10%    | 5%    | 15%     | 15%      |
| Company's strategy and related risks  | Excellent | 46%    | 56%           | 45%            | 51%    | 34%    | 31%   | 44%    | 44%     | 63%         | 48%     | 33%       | 41%      | 36%     | 41%       | 5%     | 43%   | 35%     | 30%      |
|   | Good      | 47%    | 39%           | 51%            | 45%    | 49%    | 63%   | 48%    | 53%     | 37%         | 48%     | 56%       | 44%      | 60%     | 55%       | 67%    | 43%   | 60%     | 60%      |
|   | Limited   | 7%     | 5%            | 3%             | 4%     | 18%    | 7%    | 8%     | 2%      | 0%          | 4%      | 11%       | 15%      | 4%      | 5%        | 29%    | 14%   | 5%      | 10%      |
| The business model – i.e., the company's products and services, customers and competitors | Excellent | 42%    | 50%           | 41%            | 43%    | 38%    | 32%   | 30%    | 47%     | 43%         | 41%     | 19%       | 37%      | 36%     | 36%       | 14%    | 48%   | 45%     | 20%      |
|   | Good      | 53%    | 46%           | 55%            | 53%    | 52%    | 63%   | 62%    | 49%     | 47%         | 59%     | 78%       | 59%      | 44%     | 59%       | 62%    | 38%   | 55%     | 60%      |
|   | Limited   | 6%     | 4%            | 4%             | 3%     | 10%    | 5%    | 8%     | 5%      | 10%         | 0%      | 4%        | 4%       | 20%     | 5%        | 24%    | 14%   | 0%      | 20%      |
| Ethics/compliance programs and culture  | Excellent | 40%    | 55%           | 27%            | 36%    | 31%    | 65%   | 33%    | 35%     | 30%         | 19%     | 19%       | 44%      | 16%     | 23%       | 14%    | 48%   | 21%     | 5%       |
|   | Good      | 48%    | 38%           | 54%            | 52%    | 56%    | 33%   | 48%    | 53%     | 60%         | 56%     | 63%       | 37%      | 72%     | 64%       | 52%    | 52%   | 68%     | 55%      |
|   | Limited   | 12%    | 8%            | 19%            | 12%    | 14%    | 1%    | 19%    | 12%     | 10%         | 26%     | 19%       | 19%      | 12%     | 14%       | 33%    | 0%    | 11%     | 40%      |
| Tone/incentives driving senior management's performance                                   | Excellent | 39%    | 52%           | 30%            | 41%    | 29%    | 37%   | 40%    | 29%     | 40%         | 30%     | 19%       | 33%      | 28%     | 32%       | 19%    | 15%   | 28%     | 40%      |
|   | Good      | 48%    | 37%           | 50%            | 48%    | 56%    | 53%   | 54%    | 64%     | 43%         | 59%     | 63%       | 56%      | 60%     | 55%       | 67%    | 70%   | 50%     | 25%      |
|   | Limited   | 13%    | 10%           | 19%            | 10%    | 15%    | 9%    | 6%     | 7%      | 17%         | 11%     | 19%       | 11%      | 12%     | 14%       | 14%    | 15%   | 22%     | 35%      |
| Risk management program   | Excellent | 34%    | 38%           | 39%            | 37%    | 17%    | 33%   | 33%    | 40%     | 53%         | 30%     | 11%       | 30%      | 33%     | 36%       | 19%    | 52%   | 45%     | 30%      |
|   | Good      | 54%    | 51%           | 52%            | 52%    | 54%    | 63%   | 56%    | 53%     | 47%         | 56%     | 74%       | 56%      | 54%     | 50%       | 33%    | 38%   | 45%     | 55%      |
|   | Limited   | 13%    | 11%           | 9%             | 12%    | 28%    | 4%    | 10%    | 7%      | 0%          | 15%     | 15%       | 15%      | 13%     | 14%       | 48%    | 10%   | 10%     | 15%      |
| Compliance hotspots   | Excellent | 31%    | 36%           | 22%            | 26%    | 15%    | 59%   | 31%    | 35%     | 30%         | 26%     | 22%       | 30%      | 36%     | 18%       | 10%    | 35%   | 35%     | 15%      |
|   | Good      | 56%    | 51%           | 64%            | 60%    | 61%    | 40%   | 56%    | 44%     | 63%         | 67%     | 78%       | 63%      | 52%     | 64%       | 48%    | 50%   | 55%     | 65%      |
|   | Limited   | 13%    | 13%           | 14%            | 13%    | 24%    | 1%    | 13%    | 21%     | 7%          | 7%      | 0%        | 7%       | 12%     | 18%       | 43%    | 15%   | 10%     | 20%      |
| Tax risk profile/tax governance   | Excellent | 26%    | 31%           | 23%            | 27%    | 20%    | 31%   | 21%    | 36%     | 34%         | 26%     | 15%       | 19%      | 20%     | 23%       | 19%    | 10%   | 20%     | 10%      |
|   | Good      | 56%    | 54%           | 56%            | 57%    | 63%    | 49%   | 51%    | 55%     | 52%         | 44%     | 59%       | 59%      | 68%     | 59%       | 67%    | 81%   | 60%     | 45%      |
|   | Limited   | 18%    | 16%           | 22%            | 16%    | 17%    | 20%   | 28%    | 10%     | 14%         | 30%     | 26%       | 22%      | 12%     | 18%       | 14%    | 10%   | 20%     | 45%      |

|  |           | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|-----------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Industry dynamics  | Excellent | 25%    | 30%           | 20%            | 22%    | 30%    | 24%   | 20%    | 14%     | 27%         | 27%     | 4%        | 19%      | 8%      | 41%       | 25%    | 24%   | 25%     | 10%      |
|  | Good      | 64%    | 62%           | 72%            | 70%    | 55%    | 64%   | 66%    | 72%     | 70%         | 58%     | 78%       | 78%      | 72%     | 45%       | 60%    | 57%   | 50%     | 60%      |
|  | Limited   | 11%    | 8%            | 8%             | 8%     | 15%    | 12%   | 14%    | 14%     | 3%          | 15%     | 19%       | 4%       | 20%     | 14%       | 15%    | 19%   | 25%     | 30%      |
| Operations/supply chain dependencies                             | Excellent | 14%    | 16%           | 9%             | 12%    | 13%    | 17%   | 13%    | 7%      | 17%         | 0%      | 8%        | 15%      | 0%      | 9%        | 0%     | 10%   | 22%     | 10%      |
|  | Good      | 54%    | 52%           | 47%            | 54%    | 59%    | 71%   | 59%    | 62%     | 55%         | 74%     | 54%       | 67%      | 60%     | 59%       | 70%    | 57%   | 56%     | 30%      |
|  | Limited   | 32%    | 32%           | 44%            | 34%    | 28%    | 12%   | 28%    | 31%     | 28%         | 26%     | 38%       | 19%      | 40%     | 32%       | 30%    | 33%   | 22%     | 60%      |
| Current and emerging technology issues (opportunities and risks) | Excellent | 11%    | 14%           | 5%             | 11%    | 8%     | 18%   | 8%     | 12%     | 10%         | 0%      | 7%        | 22%      | 4%      | 5%        | 5%     | 24%   | 21%     | 0%       |
|  | Good      | 53%    | 58%           | 42%            | 57%    | 50%    | 37%   | 60%    | 42%     | 57%         | 67%     | 44%       | 59%      | 40%     | 64%       | 52%    | 48%   | 58%     | 35%      |
|  | Limited   | 36%    | 28%           | 53%            | 32%    | 43%    | 45%   | 31%    | 47%     | 33%         | 33%     | 48%       | 19%      | 56%     | 32%       | 43%    | 29%   | 21%     | 65%      |
| n  |           | 1398   | 488           | 118            | 144    | 80     | 73    | 48     | 43      | 30          | 27      | 27        | 27       | 25      | 22        | 21     | 21    | 19*     | 20       |

May not equal 100% due to rounding

\*Small base size; findings directional only.

**Q13. From an audit committee perspective, what are your greatest concerns about pursuing international growth opportunities? (Select three)**

|   | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Maintaining the control environment in an expanded organization | 54%    | 56%           | 63%            | 56%    | 48%    | 36%   | 39%    | 68%     | 37%         | 56%     | 44%       | 44%      | 81%     | 64%       | 59%    | 55%   | 48%     | 40%      |
| Business-culture differences                                    | 44%    | 45%           | 36%            | 47%    | 55%    | 29%   | 53%    | 50%     | 67%         | 44%     | 56%       | 41%      | 50%     | 45%       | 45%    | 41%   | 43%     | 45%      |
| Regulatory compliance issues – including anti-bribery risk      | 43%    | 47%           | 44%            | 48%    | 44%    | 40%   | 29%    | 50%     | 20%         | 33%     | 44%       | 33%      | 23%     | 27%       | 36%    | 50%   | 43%     | 45%      |
| Finding and retaining the right local talent                    | 35%    | 34%           | 43%            | 36%    | 24%    | 40%   | 25%    | 36%     | 50%         | 48%     | 44%       | 22%      | 31%     | 41%       | 32%    | 27%   | 33%     | 25%      |
| Political/economic instability                                  | 32%    | 29%           | 23%            | 39%    | 35%    | 41%   | 29%    | 25%     | 13%         | 30%     | 33%       | 52%      | 15%     | 18%       | 27%    | 59%   | 38%     | 40%      |
| Lack of “international” experience/expertise on the board       | 29%    | 31%           | 28%            | 26%    | 29%    | 33%   | 25%    | 25%     | 33%         | 26%     | 30%       | 19%      | 31%     | 27%       | 27%    | 9%    | 24%     | 45%      |

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| “Built-in competitive advantages” of local companies | 23%    | 13%           | 18%            | 18%    | 27%    | 43%   | 45%    | 18%     | 23%         | 19%     | 30%       | 52%      | 23%     | 18%       | 23%    | 41%   | 33%     | 30%      |
| Tax risk   | 11%    | 10%           | 4%             | 9%     | 22%    | 13%   | 10%    | 9%      | 10%         | 11%     | 11%       | 11%      | 12%     | 14%       | 18%    | 14%   | 5%      | 10%      |
| Business interruption                                | 9%     | 7%            | 6%             | 3%     | 10%    | 4%    | 24%    | 11%     | 13%         | 7%      | 7%        | 19%      | 12%     | 14%       | 9%     | 5%    | 14%     | 10%      |
| Potential loss of intellectual property              | 8%     | 11%           | 8%             | 6%     | 4%     | 11%   | 4%     | 5%      | 10%         | 19%     | 0%        | 7%       | 8%      | 5%        | 5%     | 0%    | 10%     | 5%       |
| Other  | 13%    | 17%           | 27%            | 13%    | 2%     | 9%    | 16%    | 2%      | 23%         | 7%      | 0%        | 0%       | 15%     | 27%       | 18%    | 0%    | 10%     | 5%       |
| n  | 1420   | 490           | 120            | 145    | 82     | 75    | 51     | 44      | 30          | 27      | 27        | 27       | 26      | 22        | 22     | 22    | 21      | 20       |

**Q14. How does your audit committee develop its understanding of the tone and ethical culture of the company?**  
(Select all that apply)

|   | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Frequent informal communications with the CEO, CFO, and other senior executives | 89%    | 94%           | 92%            | 93%    | 77%    | 83%   | 87%    | 95%     | 97%         | 93%     | 85%       | 85%      | 92%     | 91%       | 81%    | 76%   | 81%     | 55%      |
| Input from external auditor   | 69%    | 77%           | 73%            | 72%    | 43%    | 64%   | 73%    | 73%     | 83%         | 56%     | 56%       | 67%      | 58%     | 91%       | 43%    | 62%   | 71%     | 50%      |
| Input from internal auditor   | 62%    | 61%           | 66%            | 37%    | 58%    | 77%   | 89%    | 55%     | 69%         | 26%     | 59%       | 70%      | 62%     | 77%       | 67%    | 81%   | 81%     | 75%      |
| Monitor employee complaints (including whistleblower hotline)                   | 53%    | 68%           | 56%            | 56%    | 48%    | 52%   | 18%    | 23%     | 34%         | 30%     | 33%       | 41%      | 23%     | 50%       | 24%    | 67%   | 57%     | 35%      |
| Communications/interaction with employees below C-level                         | 45%    | 55%           | 51%            | 40%    | 38%    | 76%   | 20%    | 36%     | 45%         | 37%     | 22%       | 22%      | 31%     | 45%       | 38%    | 24%   | 48%     | 10%      |
| Visit company sites   | 45%    | 42%           | 69%            | 48%    | 32%    | 81%   | 36%    | 34%     | 62%         | 44%     | 44%       | 44%      | 27%     | 59%       | 38%    | 29%   | 43%     | 20%      |
| Employee surveys  | 26%    | 25%           | 53%            | 30%    | 14%    | 15%   | 18%    | 18%     | 59%         | 26%     | 4%        | 15%      | 12%     | 55%       | 10%    | 10%   | 19%     | 25%      |
| Other   | 2%     | 3%            | 3%             | 1%     | 0%     | 1%    | 0%     | 0%      | 3%          | 0%      | 0%        | 0%       | 0%      | 0%        | 0%     | 0%    | 10%     | 0%       |
| n   | 1404   | 487           | 119            | 145    | 81     | 75    | 45     | 44      | 29          | 27      | 27        | 27       | 26      | 22        | 21     | 21    | 21      | 20       |



## CFO/Finance Function

### Q15. Does your company have a formal succession plan for the CFO?

|     | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|-----|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Yes | 38%    | 41%           | 38%            | 42%    | 40%    | 16%   | 29%    | 40%     | 37%         | 26%     | 33%       | 52%      | 19%     | 32%       | 43%    | 27%   | 71%     | 15%      |
| No  | 62%    | 59%           | 62%            | 58%    | 60%    | 84%   | 71%    | 60%     | 63%         | 74%     | 67%       | 48%      | 81%     | 68%       | 57%    | 73%   | 29%     | 85%      |
| n   | 1402   | 487           | 120            | 144    | 81     | 69    | 48     | 42      | 30          | 27      | 27        | 27       | 26      | 22        | 21     | 22    | 21      | 20       |

### Q16. How does your audit committee gain visibility into the “next level” of management within the finance organization, below the CFO? (Select all that apply)

|   | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Key members of finance team periodically present to the audit committee | 73%    | 80%           | 78%            | 81%    | 64%    | 35%   | 78%    | 73%     | 73%         | 81%     | 63%       | 74%      | 48%     | 86%       | 67%    | 86%   | 57%     | 80%      |
| Feedback from external auditor  | 73%    | 78%           | 78%            | 81%    | 49%    | 83%   | 59%    | 84%     | 97%         | 59%     | 70%       | 48%      | 84%     | 91%       | 52%    | 50%   | 48%     | 75%      |
| Informal interaction with the financial management team                 | 55%    | 62%           | 64%            | 47%    | 54%    | 93%   | 18%    | 59%     | 57%         | 19%     | 63%       | 41%      | 32%     | 64%       | 57%    | 32%   | 33%     | 25%      |
| Periodic discussions with the CFO about bench strength/talent pipeline  | 50%    | 66%           | 56%            | 60%    | 15%    | 32%   | 22%    | 50%     | 57%         | 44%     | 30%       | 48%      | 40%     | 55%       | 19%    | 18%   | 43%     | 15%      |
| Feedback from the internal auditor                                      | 45%    | 41%           | 52%            | 25%    | 37%    | 56%   | 49%    | 48%     | 63%         | 30%     | 48%       | 48%      | 56%     | 64%       | 33%    | 55%   | 86%     | 85%      |
| Other   | 4%     | 3%            | 4%             | 2%     | 6%     | 12%   | 12%    | 2%      | 3%          | 7%      | 0%        | 4%       | 8%      | 0%        | 5%     | 0%    | 19%     | 0%       |
| n   | 1412   | 486           | 120            | 144    | 81     | 75    | 51     | 44      | 30          | 27      | 27        | 27       | 25      | 22        | 21     | 22    | 21      | 20       |

**Q17. Which of the following pose the greatest challenges for your CFO/finance organization? (Select three)**

|  | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|--|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Contributing to company's strategy and risk management efforts                             | 79%         | 80%           | 75%            | 81%        | 74%       | 55%       | 80%       | 86%       | 90%         | 89%       | 85%       | 74%       | 88%       | 82%       | 91%       | 86%       | 67%       | 85%       |
| Maintaining the quality of the company's financial reporting and related control processes | 75%         | 72%           | 78%            | 74%        | 74%       | 91%       | 92%       | 64%       | 80%         | 74%       | 70%       | 70%       | 81%       | 73%       | 45%       | 82%       | 76%       | 70%       |
| Developing talent/bench strength   | 57%         | 72%           | 53%            | 68%        | 48%       | 65%       | 22%       | 55%       | 53%         | 41%       | 44%       | 56%       | 42%       | 59%       | 55%       | 23%       | 29%       | 25%       |
| Balancing expectations for quarterly results and long-term performance                     | 44%         | 36%           | 39%            | 41%        | 55%       | 41%       | 37%       | 57%       | 40%         | 48%       | 48%       | 67%       | 38%       | 45%       | 68%       | 59%       | 67%       | 60%       |
| Transparency/candor in communications with the audit committee/board                       | 31%         | 23%           | 30%            | 25%        | 45%       | 39%       | 61%       | 27%       | 17%         | 33%       | 52%       | 33%       | 31%       | 23%       | 32%       | 41%       | 38%       | 40%       |
| Other  | 13%         | 16%           | 25%            | 11%        | 4%        | 9%        | 8%        | 11%       | 20%         | 15%       | 0%        | 0%        | 19%       | 18%       | 9%        | 9%        | 24%       | 20%       |
| <b>n</b>   | <b>1420</b> | <b>490</b>    | <b>120</b>     | <b>145</b> | <b>82</b> | <b>75</b> | <b>51</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>22</b> | <b>22</b> | <b>21</b> | <b>20</b> |

**Q18. Does the evaluation process for the CFO include clear performance objectives against which the CFO's performance is rigorously evaluated?**

|                              | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|------------------------------|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Yes                          | 59%         | 67%           | 72%            | 59%        | 52%       | 36%       | 32%       | 68%       | 73%         | 30%       | 41%       | 63%       | 54%       | 73%       | 62%       | 36%       | 62%       | 15%       |
| No                           | 12%         | 13%           | 8%             | 15%        | 10%       | 4%        | 26%       | 5%        | 0%          | 22%       | 22%       | 0%        | 23%       | 5%        | 10%       | 18%       | 10%       | 15%       |
| No formal evaluation process | 29%         | 20%           | 19%            | 26%        | 38%       | 59%       | 42%       | 27%       | 27%         | 48%       | 37%       | 37%       | 23%       | 23%       | 29%       | 45%       | 29%       | 70%       |
| <b>n</b>                     | <b>1407</b> | <b>488</b>    | <b>119</b>     | <b>145</b> | <b>81</b> | <b>69</b> | <b>50</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>21</b> | <b>22</b> | <b>21</b> | <b>20</b> |

May not equal 100% due to rounding

**Q19. How would you describe the level of transparency – i.e., communications and information flow – between the audit committee and CFO/finance team?**

|  | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|--|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Very good                                      | 62%         | 71%           | 57%            | 74%        | 37%       | 71%       | 74%       | 64%       | 67%         | 67%       | 37%       | 63%       | 46%       | 73%       | 24%       | 64%       | 52%       | 25%       |
| Generally good – but issues arise periodically | 31%         | 24%           | 38%            | 21%        | 42%       | 25%       | 22%       | 34%       | 30%         | 33%       | 59%       | 33%       | 50%       | 23%       | 48%       | 23%       | 33%       | 60%       |
| Needs improvement                              | 7%          | 5%            | 6%             | 5%         | 21%       | 4%        | 4%        | 2%        | 3%          | 0%        | 4%        | 4%        | 4%        | 5%        | 29%       | 14%       | 14%       | 15%       |
| <b>n</b>                                       | <b>1413</b> | <b>486</b>    | <b>120</b>     | <b>145</b> | <b>81</b> | <b>75</b> | <b>50</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>21</b> | <b>22</b> | <b>21</b> | <b>20</b> |

May not equal 100% due to rounding

**Q20. Which aspects of the finance organization's work would you like to hear about in more depth? (Select two)**

|                            | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|----------------------------|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Financial risk management  | 72%         | 75%           | 68%            | 73%        | 72%       | 61%       | 73%       | 84%       | 77%         | 81%       | 89%       | 52%       | 77%       | 55%       | 73%       | 82%       | 43%       | 75%       |
| Treasury (cash management) | 30%         | 23%           | 38%            | 39%        | 32%       | 39%       | 18%       | 34%       | 40%         | 22%       | 37%       | 30%       | 31%       | 50%       | 18%       | 32%       | 43%       | 25%       |
| Tax                        | 26%         | 25%           | 24%            | 28%        | 28%       | 27%       | 33%       | 32%       | 20%         | 15%       | 11%       | 15%       | 23%       | 41%       | 14%       | 18%       | 38%       | 10%       |
| M&A                        | 17%         | 23%           | 12%            | 20%        | 16%       | 21%       | 12%       | 9%        | 7%          | 7%        | 19%       | 4%        | 23%       | 14%       | 9%        | 9%        | 10%       | 15%       |
| Controller                 | 16%         | 16%           | 14%            | 10%        | 29%       | 20%       | 8%        | 7%        | 7%          | 30%       | 7%        | 22%       | 19%       | 0%        | 50%       | 27%       | 0%        | 10%       |
| Credit decisions           | 16%         | 11%           | 12%            | 13%        | 15%       | 8%        | 22%       | 18%       | 13%         | 33%       | 22%       | 59%       | 8%        | 27%       | 27%       | 18%       | 48%       | 50%       |
| Accounting                 | 15%         | 19%           | 15%            | 12%        | 6%        | 11%       | 29%       | 14%       | 17%         | 0%        | 15%       | 19%       | 8%        | 5%        | 5%        | 14%       | 14%       | 5%        |
| Other                      | 8%          | 8%            | 17%            | 5%         | 2%        | 13%       | 6%        | 2%        | 20%         | 11%       | 0%        | 0%        | 12%       | 9%        | 5%        | 0%        | 5%        | 10%       |
| <b>n</b>                   | <b>1420</b> | <b>490</b>    | <b>120</b>     | <b>145</b> | <b>82</b> | <b>75</b> | <b>51</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>22</b> | <b>22</b> | <b>21</b> | <b>20</b> |

**Q21. Which of the following detract from the effectiveness of your CFO/finance organization, and potentially pose a risk to the quality and integrity of the company's financial reporting? (Select all that apply)**

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Budget/resources                                     | 44%    | 42%           | 44%            | 44%    | 52%    | 57%   | 41%    | 52%     | 37%         | 44%     | 48%       | 41%      | 27%     | 41%       | 19%    | 55%   | 29%     | 35%      |
| Skills   | 31%    | 26%           | 35%            | 28%    | 54%    | 36%   | 18%    | 27%     | 30%         | 33%     | 37%       | 41%      | 23%     | 27%       | 38%    | 5%    | 29%     | 50%      |
| Pressure to meet budget targets or analyst estimates | 27%    | 16%           | 22%            | 23%    | 56%    | 28%   | 18%    | 36%     | 20%         | 19%     | 26%       | 22%      | 35%     | 27%       | 48%    | 45%   | 62%     | 40%      |
| Morale   | 12%    | 11%           | 11%            | 10%    | 10%    | 20%   | 6%     | 18%     | 17%         | 4%      | 11%       | 15%      | 15%     | 5%        | 19%    | 10%   | 0%      | 30%      |
| Other  | 9%     | 13%           | 11%            | 6%     | 2%     | 11%   | 8%     | 5%      | 10%         | 11%     | 0%        | 4%       | 4%      | 18%       | 0%     | 0%    | 5%      | 5%       |
| None of the above                                    | 26%    | 30%           | 25%            | 29%    | 5%     | 13%   | 47%    | 23%     | 37%         | 26%     | 30%       | 37%      | 35%     | 23%       | 29%    | 25%   | 19%     | 20%      |
| n  | 1410   | 488           | 119            | 144    | 81     | 75    | 49     | 44      | 30          | 27      | 27        | 27       | 26      | 22        | 21     | 20    | 21      | 20       |

**Corporate Performance**

**Q22. What nonfinancial drivers of long-term value are most important to the successful execution of your company's strategy? (Select three)**

|                                 | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|---------------------------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Customer focus/satisfaction     | 66%    | 66%           | 82%            | 55%    | 62%    | 77%   | 67%    | 68%     | 80%         | 74%     | 44%       | 74%      | 65%     | 73%       | 55%    | 45%   | 90%     | 70%      |
| Operational efficiency          | 56%    | 53%           | 57%            | 62%    | 63%    | 24%   | 67%    | 66%     | 37%         | 63%     | 52%       | 70%      | 58%     | 45%       | 82%    | 73%   | 67%     | 60%      |
| Talent management               | 42%    | 45%           | 30%            | 54%    | 29%    | 72%   | 29%    | 25%     | 17%         | 41%     | 52%       | 41%      | 27%     | 27%       | 14%    | 50%   | 38%     | 20%      |
| Brand and reputation            | 42%    | 44%           | 47%            | 33%    | 38%    | 32%   | 37%    | 59%     | 57%         | 48%     | 63%       | 30%      | 38%     | 68%       | 23%    | 36%   | 38%     | 55%      |
| Culture and employee commitment | 41%    | 40%           | 51%            | 52%    | 41%    | 31%   | 33%    | 36%     | 50%         | 37%     | 37%       | 11%      | 50%     | 45%       | 64%    | 32%   | 19%     | 35%      |
| Innovation (R&D)                | 37%    | 38%           | 20%            | 26%    | 44%    | 53%   | 49%    | 34%     | 30%         | 26%     | 41%       | 48%      | 50%     | 23%       | 27%    | 45%   | 43%     | 40%      |
| Reliable, durable supply chain  | 12%    | 9%            | 12%            | 14%    | 20%    | 8%    | 16%    | 7%      | 17%         | 11%     | 11%       | 26%      | 12%     | 14%       | 18%    | 9%    | 5%      | 20%      |
| Other                           | 4%     | 5%            | 3%             | 3%     | 2%     | 3%    | 2%     | 5%      | 13%         | 0%      | 0%        | 0%       | 0%      | 5%        | 18%    | 9%    | 0%      | 0%       |
| n                               | 1420   | 490           | 120            | 145    | 82     | 75    | 51     | 44      | 30          | 27      | 27        | 27       | 26      | 22        | 22     | 22    | 21      | 20       |

**Q22b. For the three most important nonfinancial drivers of long-term value that you selected in the previous question, are the metrics for those value drivers monitored and communicated to shareholders?**

|  |     | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|-----|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Metrics are monitored                    |     |        |               |                |        |        |       |        |         |             |         |           |          |         |           |        |       |         |          |
| Customer focus/satisfaction              | Yes | 82%    | 80%           | 88%            | 85%    | 84%    | 89%   | 77%    | 80%     | 92%         | 84%     | 83%       | 90%      | 82%     | 81%       | 64%    | 60%   | 100%    | 71%      |
|  | No  | 18%    | 20%           | 12%            | 15%    | 16%    | 11%   | 23%    | 20%     | 8%          | 16%     | 17%       | 10%      | 18%     | 19%       | 36%    | 40%   | 0%      | 29%      |
| Operational efficiency                   | Yes | 86%    | 83%           | 91%            | 93%    | 76%    | 88%   | 88%    | 86%     | 100%        | 94%     | 79%       | 100%     | 93%     | 90%       | 88%    | 93%   | 100%    | 67%      |
|  | No  | 14%    | 17%           | 9%             | 7%     | 24%    | 12%   | 13%    | 14%     | 0%          | 6%      | 21%       | 0%       | 7%      | 10%       | 12%    | 7%    | 0%      | 33%      |
| Talent management                        | Yes | 61%    | 59%           | 61%            | 67%    | 46%    | 83%   | 73%    | 73%     | 40%         | 73%     | 36%       | 82%      | 14%     | 100%      | 33%    | 55%   | 100%    | 25%      |
|  | No  | 39%    | 41%           | 39%            | 33%    | 54%    | 17%   | 27%    | 27%     | 60%         | 27%     | 64%       | 18%      | 86%     | 0%        | 67%    | 45%   | 0%      | 75%      |
| Brand and reputation                     | Yes | 67%    | 67%           | 69%            | 58%    | 50%    | 73%   | 78%    | 73%     | 59%         | 92%     | 88%       | 100%     | 40%     | 53%       | 60%    | 38%   | 83%     | 73%      |
|  | No  | 33%    | 33%           | 31%            | 42%    | 50%    | 27%   | 22%    | 27%     | 41%         | 8%      | 12%       | 0%       | 60%     | 47%       | 40%    | 63%   | 17%     | 27%      |
| Culture and employee commitment          | Yes | 63%    | 58%           | 68%            | 68%    | 68%    | 83%   | 56%    | 63%     | 80%         | 60%     | 60%       | 100%     | 38%     | 80%       | 46%    | 57%   | 75%     | 43%      |
|  | No  | 37%    | 42%           | 32%            | 32%    | 32%    | 17%   | 44%    | 38%     | 20%         | 40%     | 40%       | 0%       | 62%     | 20%       | 54%    | 43%   | 25%     | 57%      |
| Innovation (R&D)                         | Yes | 67%    | 63%           | 70%            | 61%    | 49%    | 95%   | 75%    | 60%     | 63%         | 86%     | 64%       | 77%      | 54%     | 60%       | 67%    | 90%   | 89%     | 75%      |
|  | No  | 33%    | 37%           | 30%            | 39%    | 51%    | 5%    | 25%    | 40%     | 38%         | 14%     | 36%       | 23%      | 46%     | 40%       | 33%    | 10%   | 11%     | 25%      |
| Reliable, durable supply chain           | Yes | 79%    | 75%           | 93%            | 81%    | 44%    | 83%   | 88%    | 100%    | 100%        | 100%    | 67%       | 100%     | 33%     | 100%      | 75%    | 100%  | 100%    | 75%      |
|  | No  | 21%    | 25%           | 7%             | 19%    | 56%    | 17%   | 13%    | 0%      | 0%          | 0%      | 33%       | 0%       | 67%     | 0%        | 25%    | 0%    | 0%      | 25%      |
| Other                                    | Yes | 90%    | 88%           | 67%            | 100%   | 100%   | 100%  | 100%   | 100%    | 100%        | –       | –         | –        | –       | 0%        | 100%   | 100%  | –       | –        |
|  | No  | 10%    | 13%           | 33%            | 0%     | 0%     | 0%    | 0%     | 0%      | 0%          | –       | –         | –        | –       | 100%      | 0%     | 0%    | –       | –        |
| Metrics are communicated to shareholders |     |        |               |                |        |        |       |        |         |             |         |           |          |         |           |        |       |         |          |
| Customer focus/satisfaction              | Yes | 50%    | 38%           | 72%            | 49%    | 60%    | 66%   | 63%    | 45%     | 58%         | 63%     | 42%       | 72%      | 47%     | 47%       | 45%    | 33%   | 77%     | 36%      |
|  | No  | 50%    | 62%           | 28%            | 51%    | 40%    | 34%   | 38%    | 55%     | 42%         | 37%     | 58%       | 28%      | 53%     | 53%       | 55%    | 67%   | 23%     | 64%      |
| Operational efficiency                   | Yes | 60%    | 54%           | 62%            | 62%    | 74%    | 44%   | 67%    | 59%     | 70%         | 53%     | 38%       | 83%      | 43%     | 70%       | 100%   | 63%   | 75%     | 50%      |
|  | No  | 40%    | 46%           | 38%            | 38%    | 26%    | 56%   | 33%    | 41%     | 30%         | 47%     | 62%       | 17%      | 57%     | 30%       | 0%     | 38%   | 25%     | 50%      |



|                                 | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |      |
|---------------------------------|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|------|
| Talent management               | Yes    | 25%           | 18%            | 26%    | 31%    | 27%   | 37%    | 36%     | 27%         | 0%      | 20%       | 7%       | 60%     | 0%        | 33%    | 33%   | 18%     | 40%      | 0%   |
|                                 | No     | 75%           | 82%            | 74%    | 69%    | 73%   | 63%    | 64%     | 73%         | 100%    | 80%       | 93%      | 40%     | 100%      | 67%    | 67%   | 82%     | 60%      | 100% |
| Brand and reputation            | Yes    | 46%           | 37%            | 48%    | 49%    | 46%   | 50%    | 93%     | 40%         | 50%     | 42%       | 56%      | 75%     | 22%       | 54%    | 50%   | 13%     | 100%     | 55%  |
|                                 | No     | 54%           | 63%            | 52%    | 51%    | 54%   | 50%    | 7%      | 60%         | 50%     | 58%       | 44%      | 25%     | 78%       | 46%    | 50%   | 88%     | 0%       | 45%  |
| Culture and employee commitment | Yes    | 35%           | 24%            | 46%    | 36%    | 55%   | 36%    | 56%     | 38%         | 43%     | 33%       | 33%      | 0%      | 18%       | 50%    | 46%   | 33%     | 33%      | 0%   |
|                                 | No     | 65%           | 76%            | 54%    | 64%    | 45%   | 64%    | 44%     | 63%         | 57%     | 67%       | 67%      | 100%    | 82%       | 50%    | 54%   | 67%     | 67%      | 100% |
| Innovation (R&D)                | Yes    | 48%           | 38%            | 39%    | 47%    | 47%   | 73%    | 70%     | 50%         | 44%     | 71%       | 36%      | 55%     | 17%       | 25%    | 67%   | 80%     | 71%      | 38%  |
|                                 | No     | 52%           | 62%            | 61%    | 53%    | 53%   | 28%    | 30%     | 50%         | 56%     | 29%       | 64%      | 45%     | 83%       | 75%    | 33%   | 20%     | 29%      | 63%  |
| Reliable, durable supply chain  | Yes    | 39%           | 30%            | 43%    | 25%    | 40%   | 50%    | 86%     | 0%          | 60%     | 33%       | 33%      | 67%     | 0%        | 67%    | 75%   | 100%    | –        | 50%  |
|                                 | No     | 61%           | 70%            | 57%    | 75%    | 60%   | 50%    | 14%     | 100%        | 40%     | 67%       | 67%      | 33%     | 100%      | 33%    | 25%   | 0%      | –        | 50%  |
| Other                           | Yes    | 58%           | 50%            | 33%    | 100%   | 100%  | 50%    | 100%    | 50%         | 50%     | –         | –        | –       | –         | –      | 67%   | 50%     | –        | –    |
|                                 | No     | 42%           | 50%            | 67%    | 0%     | 0%    | 50%    | 0%      | 50%         | 50%     | –         | –        | –       | –         | –      | 33%   | 50%     | –        | –    |

May not equal 100% due to rounding  
 \*Small base size; findings directional only.

**Q23. Are you satisfied that your company has identified appropriate “leading indicators” (as opposed to “lagging indicators” measuring financial and operational performance) to show whether the strategy is being implemented as planned?**

|     | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|-----|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Yes | 62%    | 56%           | 55%            | 65%    | 51%    | 81%   | 76%    | 61%     | 57%         | 81%     | 52%       | 93%      | 58%     | 59%       | 48%    | 71%   | 95%     | 45%      |
| No  | 38%    | 44%           | 45%            | 35%    | 49%    | 19%   | 24%    | 39%     | 43%         | 19%     | 48%       | 7%       | 42%     | 41%       | 52%    | 29%   | 5%      | 55%      |
| n   | 1399   | 484           | 119            | 145    | 81     | 74    | 46     | 44      | 30          | 26      | 27        | 27       | 26      | 22        | 21     | 21    | 20      | 20       |

**Q24. In what areas is your audit committee involved in helping to address the risks associated with the company's compensation plans? (Select all that apply)**

|   | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|---|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Reviewing compensation disclosures, including the narrative/CD&A                          | 39%         | 44%           | 42%            | 45%        | 24%       | 40%       | 38%       | 25%       | 37%         | 37%       | 48%       | 37%       | 35%       | 50%       | 33%       | 33%       | 38%       | 25%       |
| Oversight of the integrity of data used to assess performance                             | 38%         | 43%           | 49%            | 40%        | 29%       | 16%       | 36%       | 14%       | 33%         | 22%       | 22%       | 44%       | 38%       | 36%       | 48%       | 33%       | 52%       | 35%       |
| Ensuring compensation arrangement does not encourage "excessive" risk                     | 35%         | 41%           | 23%            | 36%        | 15%       | 21%       | 62%       | 55%       | 27%         | 30%       | 30%       | 30%       | 23%       | 27%       | 43%       | 24%       | 52%       | 30%       |
| Ensuring compensation arrangement drives appropriate focus on long-term performance       | 35%         | 39%           | 33%            | 38%        | 18%       | 16%       | 64%       | 48%       | 23%         | 37%       | 26%       | 33%       | 27%       | 32%       | 19%       | 24%       | 48%       | 20%       |
| Defining appropriate and accurate metrics to measure performance                          | 34%         | 35%           | 31%            | 31%        | 23%       | 23%       | 68%       | 25%       | 30%         | 22%       | 15%       | 56%       | 23%       | 32%       | 57%       | 24%       | 52%       | 25%       |
| Assessing the impact of compensation arrangements on the integrity of financial reporting | 29%         | 36%           | 24%            | 33%        | 34%       | 5%        | 34%       | 16%       | 27%         | 7%        | 22%       | 30%       | 15%       | 23%       | 14%       | 10%       | 67%       | 15%       |
| Other   | 3%          | 3%            | 3%             | 2%         | 5%        | 3%        | 0%        | 5%        | 0%          | 0%        | 4%        | 0%        | 8%        | 9%        | 5%        | 0%        | 10%       | 0%        |
| None of the above   | 22%         | 17%           | 23%            | 18%        | 30%       | 41%       | 10%       | 34%       | 23%         | 33%       | 30%       | 19%       | 23%       | 14%       | 19%       | 29%       | 14%       | 40%       |
| <b>n</b>  | <b>1410</b> | <b>488</b>    | <b>120</b>     | <b>145</b> | <b>80</b> | <b>73</b> | <b>50</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>21</b> | <b>21</b> | <b>21</b> | <b>20</b> |

**Q25. Does the company's current approach to executive compensation/incentives clearly support a focus on the company's long-term performance?**

|          | Global      | United States | United Kingdom | Canada     | Brazil    | Japan     | Israel    | Ireland   | New Zealand | Denmark   | Hong Kong | Thailand  | Belgium   | Australia | Russia    | Spain     | Nigeria   | Slovenia  |
|----------|-------------|---------------|----------------|------------|-----------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Yes      | 62%         | 75%           | 63%            | 68%        | 38%       | 31%       | 65%       | 61%       | 60%         | 63%       | 67%       | 78%       | 42%       | 73%       | 43%       | 41%       | 67%       | 20%       |
| No       | 14%         | 9%            | 19%            | 15%        | 33%       | 12%       | 8%        | 18%       | 17%         | 7%        | 15%       | 0%        | 19%       | 14%       | 24%       | 23%       | 5%        | 25%       |
| Not sure | 23%         | 16%           | 18%            | 17%        | 30%       | 57%       | 27%       | 20%       | 23%         | 30%       | 19%       | 22%       | 38%       | 14%       | 33%       | 36%       | 29%       | 55%       |
| <b>n</b> | <b>1410</b> | <b>487</b>    | <b>120</b>     | <b>145</b> | <b>80</b> | <b>74</b> | <b>49</b> | <b>44</b> | <b>30</b>   | <b>27</b> | <b>27</b> | <b>27</b> | <b>26</b> | <b>22</b> | <b>21</b> | <b>22</b> | <b>21</b> | <b>20</b> |

## Internal Audit's Role

**Q26.** Should internal audit's role/responsibilities extend beyond the adequacy of financial reporting and controls, to include other major risks and challenges facing the company?

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Yes  | 70%    | 66%           | 81%            | 50%    | 72%    | 77%   | 86%    | 70%     | 80%         | 33%     | 70%       | 85%      | 73%     | 68%       | 77%    | 86%   | 90%     | 90%      |
| No   | 15%    | 16%           | 8%             | 12%    | 18%    | 23%   | 12%    | 11%     | 13%         | 41%     | 26%       | 15%      | 15%     | 18%       | 5%     | 14%   | 10%     | 10%      |
| Company does not have an internal audit function | 14%    | 18%           | 12%            | 39%    | 10%    | 0%    | 2%     | 18%     | 7%          | 26%     | 4%        | 0%       | 12%     | 14%       | 18%    | 0%    | 0%      | 0%       |
| n  | 1420   | 490           | 120            | 145    | 82     | 75    | 51     | 44      | 30          | 27      | 27        | 27       | 26      | 22        | 22     | 22    | 21      | 20       |

May not equal 100% due to rounding

**Among those who say internal audit's role/responsibilities should extend beyond the adequacy of financial reporting and controls**

**Q26b.** In the year ahead, in which of the following areas would you like your internal audit function to devote more of its time and/or sharpen its focus? (Select all that apply)

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Risk management processes                  | 65%    | 60%           | 73%            | 61%    | 66%    | 53%   | 53%    | 73%     | 46%         | 44%     | 83%       | 61%      | 79%     | 67%       | 88%    | 67%   | 79%     | 67%      |
| Information technology and data management | 58%    | 69%           | 63%            | 61%    | 59%    | 28%   | 49%    | 57%     | 71%         | 56%     | 44%       | 61%      | 47%     | 80%       | 38%    | 61%   | 58%     | 44%      |
| Operational risks                          | 52%    | 49%           | 56%            | 57%    | 48%    | 62%   | 51%    | 60%     | 54%         | 67%     | 67%       | 57%      | 47%     | 60%       | 38%    | 50%   | 53%     | 28%      |
| Compliance and regulation                  | 45%    | 43%           | 53%            | 32%    | 43%    | 60%   | 35%    | 50%     | 46%         | 67%     | 50%       | 30%      | 47%     | 33%       | 44%    | 50%   | 79%     | 28%      |
| Corruption/fraud                           | 36%    | 29%           | 37%            | 35%    | 50%    | 26%   | 30%    | 27%     | 33%         | 33%     | 33%       | 43%      | 26%     | 60%       | 31%    | 28%   | 79%     | 56%      |

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Ethics and culture                               | 28%    | 28%           | 34%            | 22%    | 28%    | 17%   | 35%    | 20%     | 21%         | 22%     | 11%       | 9%       | 32%     | 47%       | 38%    | 22%   | 37%     | 50%      |
| Corporate governance                             | 27%    | 12%           | 33%            | 13%    | 31%    | 41%   | 49%    | 40%     | 21%         | 33%     | 44%       | 26%      | 26%     | 13%       | 44%    | 33%   | 79%     | 44%      |
| Cost reduction/containment                       | 25%    | 25%           | 21%            | 28%    | 24%    | 9%    | 28%    | 20%     | 33%         | 11%     | 22%       | 43%      | 32%     | 47%       | 19%    | 22%   | 58%     | 33%      |
| Change management                                | 21%    | 18%           | 27%            | 26%    | 14%    | 3%    | 28%    | 33%     | 25%         | 11%     | 22%       | 13%      | 16%     | 27%       | 25%    | 17%   | 32%     | 22%      |
| Crisis management                                | 18%    | 18%           | 17%            | 15%    | 10%    | 29%   | 19%    | 20%     | 33%         | 22%     | 28%       | 22%      | 5%      | 20%       | 6%     | 6%    | 21%     | 28%      |
| Tax compliance                                   | 14%    | 11%           | 8%             | 21%    | 22%    | 12%   | 5%     | 10%     | 13%         | 22%     | 0%        | 17%      | 5%      | 20%       | 13%    | 17%   | 47%     | 11%      |
| Other  | 3%     | 2%            | 5%             | 6%     | 2%     | 0%    | 2%     | 7%      | 0%          | 0%      | 0%        | 4%       | 0%      | 0%        | 6%     | 0%    | 0%      | 0%       |
| Company does not have an internal audit function | 1%     | 1%            | 1%             | 3%     | 0%     | 0%    | 0%     | 0%      | 0%          | 0%      | 0%        | 0%       | 0%      | 0%        | 0%     | 0%    | 0%      | 0%       |
| n  | 980    | 314           | 95             | 72     | 58     | 58    | 43     | 30      | 24          | 9*      | 18*       | 23       | 19*     | 15*       | 16*    | 18*   | 19*     | 18*      |

\*Small base size. Findings directional only.

**Q27. How satisfied are you that your internal audit function has skills and resources required to be effective in the role you envision for internal audit?**

|  | Global | United States | United Kingdom | Canada | Brazil | Japan | Israel | Ireland | New Zealand | Denmark | Hong Kong | Thailand | Belgium | Australia | Russia | Spain | Nigeria | Slovenia |
|--|--------|---------------|----------------|--------|--------|-------|--------|---------|-------------|---------|-----------|----------|---------|-----------|--------|-------|---------|----------|
| Satisfied  | 42%    | 44%           | 44%            | 28%    | 23%    | 38%   | 57%    | 36%     | 37%         | 44%     | 33%       | 78%      | 54%     | 41%       | 14%    | 59%   | 57%     | 45%      |
| Somewhat satisfied                               | 36%    | 29%           | 33%            | 26%    | 51%    | 59%   | 35%    | 41%     | 53%         | 26%     | 48%       | 22%      | 31%     | 45%       | 57%    | 27%   | 38%     | 40%      |
| Not satisfied                                    | 7%     | 7%            | 10%            | 3%     | 15%    | 3%    | 8%     | 5%      | 0%          | 4%      | 11%       | 0%       | 4%      | 5%        | 10%    | 14%   | 5%      | 15%      |
| Company does not have an internal audit function | 15%    | 19%           | 13%            | 43%    | 11%    | 0%    | 0%     | 18%     | 10%         | 26%     | 7%        | 0%       | 12%     | 9%        | 19%    | 0%    | 0%      | 0%       |
| n  | 1410   | 486           | 120            | 145    | 80     | 74    | 49     | 44      | 30          | 27      | 27        | 27       | 26      | 22        | 21     | 22    | 21      | 20       |

May not equal 100% due to rounding

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