



2015 Global Audit Committee Survey

KPMG's
Audit Committee
Institute

kpmg.com/globalACI



cutting through complexity



Datuk Johan Idris
Managing Partner
KPMG in Malaysia

FOREWORD

In the ever-changing landscape of corporate governance, it is crucial for audit committees to keep abreast on current market insights and trends while executing their responsibilities to ensure accurate and transparent disclosure.

Triggered by the economic crisis in 1997 which affected a majority of East Asian countries including Malaysia, scrutiny and expectations from the stakeholders regarding poor corporate governance and financial irregularities are becoming increasingly heightened, placing even more pressure on the audit committees to deliver an accurate and transparent oversight over financial reporting and audit quality. In view of this, the audit committees are driven to continuously seek better ways to tackle the various challenges faced by organizations nowadays as well as enhance the quality of the disclosure of information.

As the role and responsibilities of audit committees continues to evolve, so do the challenges. The KPMG Audit Committee Institute (ACI) 2015 Global Audit Committee Survey collated feedback from 1,500 members across the world regarding the issues and challenges faced, ranging from risk management and compliance to economic and political uncertainty and volatility, while carrying out their duties.

I hope this survey will provide some much needed insights into the workings of the audit committees and aid them in improving their performance and effectiveness in order to take on the challenges that are to be encountered in the days ahead.

KPMG is proud to support ACI Malaysia's continuous quest to further strengthen the corporate governance scene in Malaysia.



Abdullah Abu Samah
Chairman
Audit Committee Institute
Malaysia

INTRODUCTION

The sluggish economy, geopolitical unrest, and the heightened cybersecurity risks have led to a further emphasis on four key issues carried over from last year, namely economic and political uncertainty and volatility, regulation and impact of public policy initiatives, operational risk and cybersecurity. In this 2015 Global Audit Committee Survey, the survey findings reveal continued confidence in audit committees' oversight of the company's financial reporting and audit quality.

The overall consensus from audit committees is that the fast-paced and complex business and risk are putting strain on many audit committee agendas which often encompass other major areas of risk such as compliance, IT and cyber risk. A total of 1,500 audit committee members participated in this year's survey, with three out of four saying that the time required to execute their responsibilities has increased significantly (24 percent) or moderately (51 percent). Half of the respondents state that their job is getting increasingly difficult given their time and expertise.

On a positive note, more boards are reallocating risk oversight duties among the full board and their committees, resulting in a lighter 'risk agenda'. This leads to two factors that are most important towards improving the audit committee's effectiveness – more time for audit committees to contribute to quality discussions and get a more in-depth comprehension of the business.

CFO succession planning and obtaining more insight from external auditors, to improving risk information quality and even views on EU's audit reforms are given focus in this survey.

While it is not an easy task to compare data from 35 countries with different business environments, regulatory requirements, and corporate governance practices, our 2015 survey findings provide insights to audit committee members which can help the committees keep their focus, benchmark its duties and practices, as well as enhance its oversight in the future.

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Global Snapshot



Uncertainty and volatility, regulation and compliance, and operational risk top the list of challenges facing companies today.

Many audit committees around the world point to economic and political uncertainty and volatility, regulation and compliance, and operational risk, and controls as posing the greatest challenges for their companies. It is little surprise, given the struggling global economy, ongoing geopolitical turmoil, heightened government regulation, and speed of risk and technology change.



Audit committees want to spend more time on risk oversight—particularly cybersecurity and the pace of technology change.

In the months ahead, audit committees want to devote more—or significantly more—agenda time to overseeing the company's risk management processes and operational risk and controls, as well as cybersecurity and the pace of technology change (particularly acute concerns in the United States).



The quality of information about cybersecurity and technology risk, talent, innovation, and business model disruption is falling short.

Audit committee members rate much of the information they receive as good or generally good, yet many continue to express concern about the information they receive (at the committee or full board level) related to cyber risk and technology change, talent management, growth and innovation, and possible disruption to the business model. (The CIO ranks lowest in terms of quality interaction and communication with the audit committee.) Exposure to (and readiness for) critical infrastructure failures—financial systems, telecommunications networks, transportation, energy/power—may also require more attention.



More boards are reallocating risk oversight duties as the audit committee's workload becomes more difficult.

Three quarters of audit committee members surveyed the time required to carry out their duties has increased moderately (51 percent) or significantly (24 percent); and half said that, given the audit committee's agenda time and expertise, their role is becoming "increasingly difficult." More than one-third of boards have recently reallocated risk oversight duties among the full board and its committees (up from 25 percent last year) or may consider doing so in the near future.



CFO succession planning is still a major gap, and many audit committees want to dive deeper into finance issues.

Assessments of CFO performance and interactions with the audit committee are generally viewed as effective; yet more than 40 percent of audit committee members say the committee is “not effective” in CFO succession planning (clearly a pressing issue given the rate of CFO turnover). Many audit committees would like to hear about various aspects of the finance organization’s work—financial risk management, capital allocation, tax, debt—in greater depth.



Views on audit reforms are mixed; and while confidence in audit quality continues to be strong, there’s still room for auditors to offer more insight.

Across the globe, audit committee views on whether the EU’s audit reforms (including mandatory rotation) will improve audit quality vary widely, with the greatest skepticism in the United States (only eight percent view such reforms positively). The greatest areas for external auditors to improve their performance: offering insights and benchmarking on industry-specific issues; helping the audit committee stay up to speed; and sharing views on the quality of the financial management team. On internal audit, audit committees are still looking for greater value.



A deeper understanding of the business, greater diversity of thinking, more open dialogue, and IT expertise would most improve the audit committee’s effectiveness.

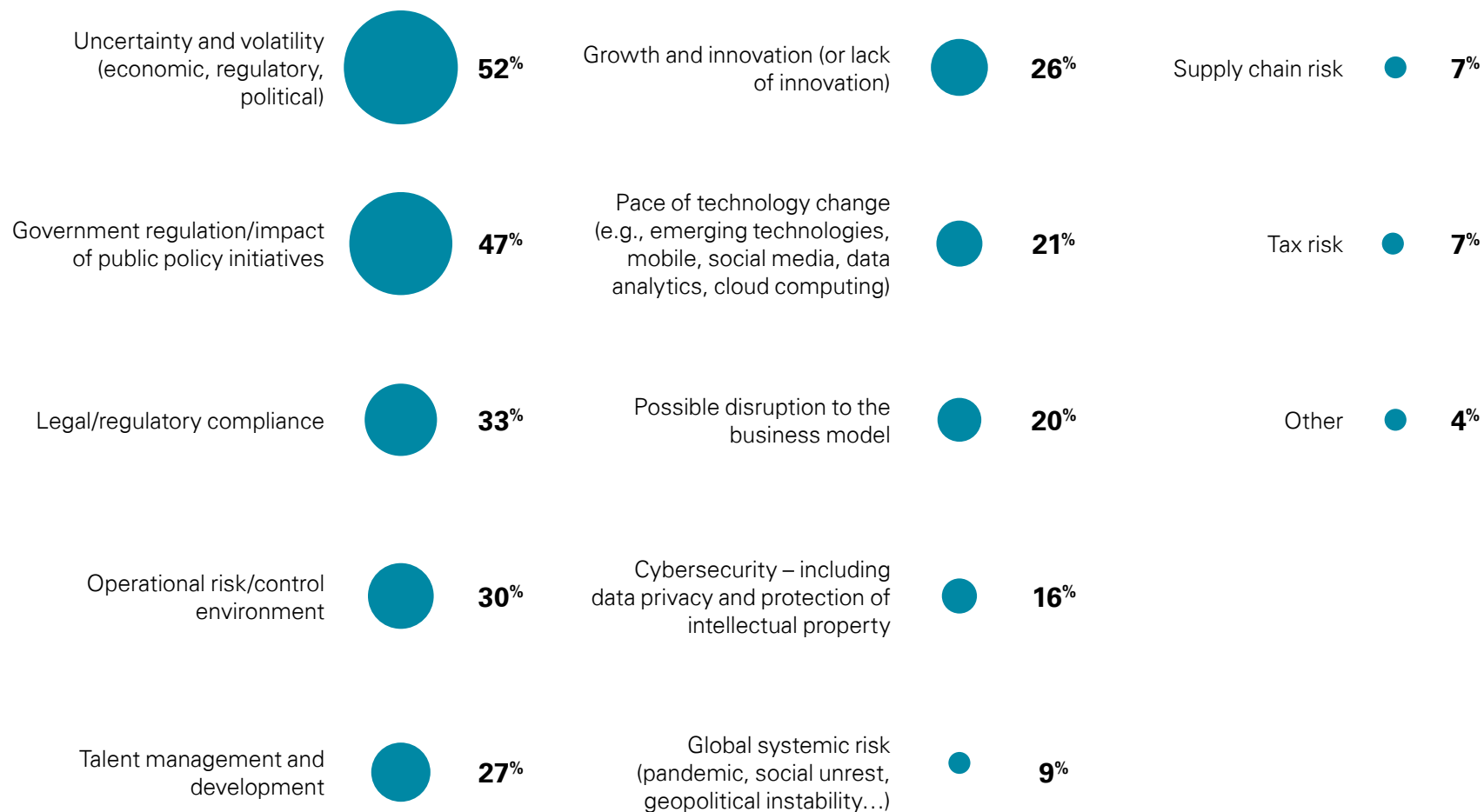
Audit committees say they would be more effective in their role by having a better understanding of the company’s strategy and risks; more “white space” time on the agenda for open dialogue; greater diversity of thinking, perspectives, and experiences; and technology expertise on the committee. In terms of assessing their effectiveness, “facilitated, open committee discussion” is thought to be more effective than survey questionnaires and third-party interviews of committee members.



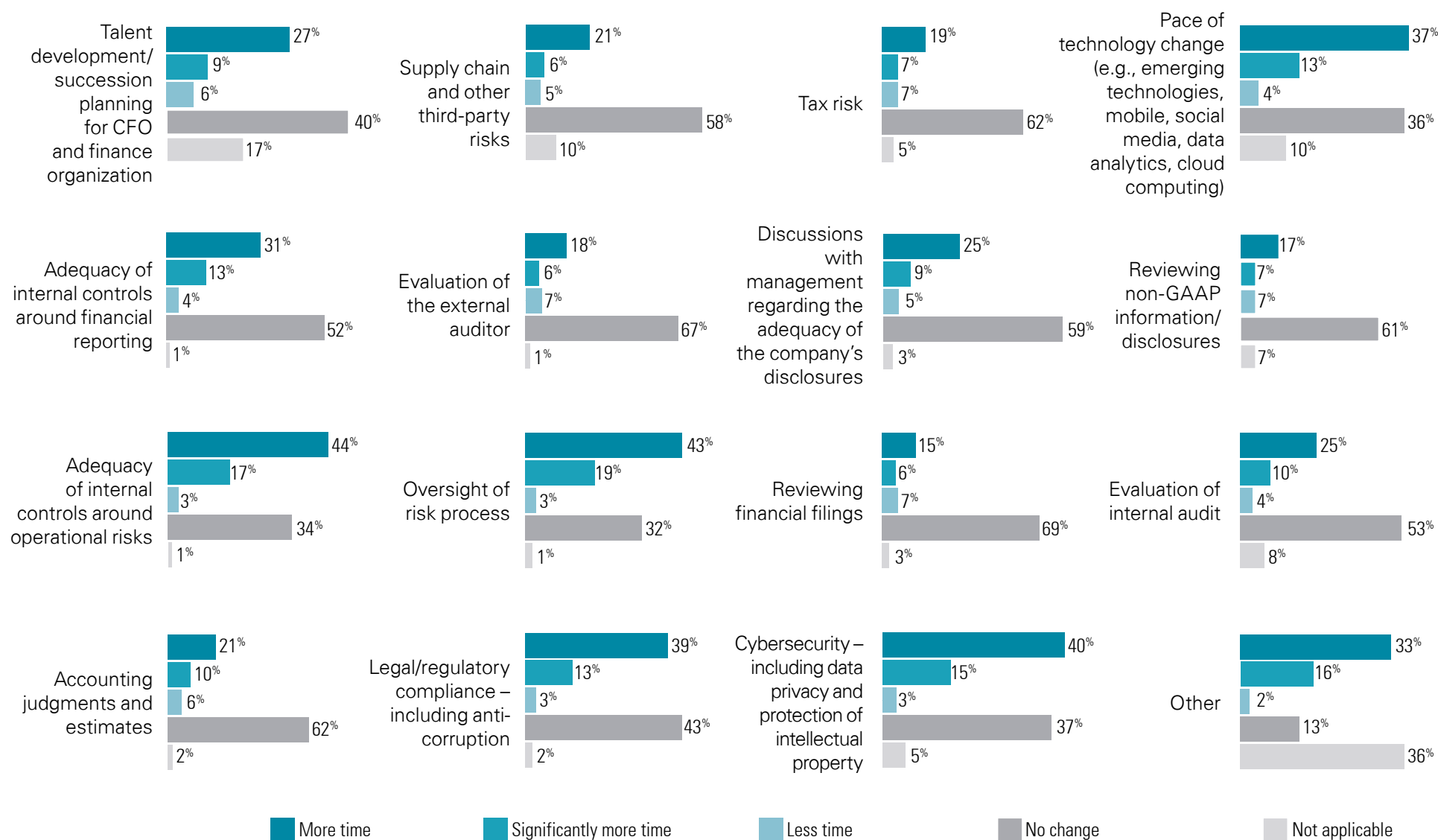
Top Challenges and Concerns

Top Challenges and Concerns

Q1. Which of the following risks (aside from financial reporting risk) pose the greatest challenges for your company? (select three)



Q2. How much agenda time should your audit committee devote to the following matters in 2015, compared to 2014?



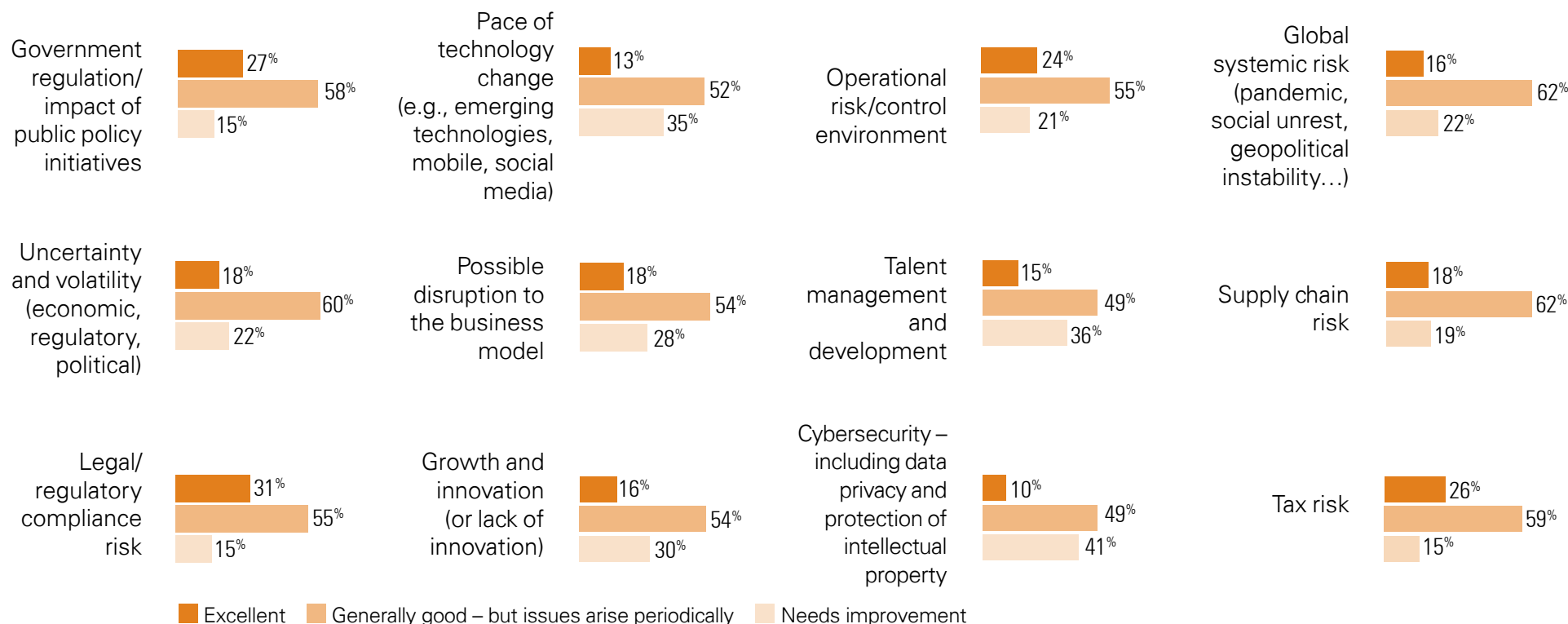
A high-angle, top-down photograph of four skydivers in freefall. They are wearing bright orange jumpsuits with black harnesses and helmets. One skydiver at the bottom is wearing a blue vest over their orange suit. They are arranged in a loose cluster, with limbs outstretched. Below them, a winding river flows through a landscape of green fields, brown patches, and a small town with buildings and roads. The sky is a clear, deep blue.

Risk and Information Quality

Risk and Information Quality

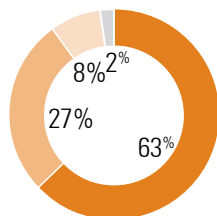
Audit committee members rate much of the information they receive as good or generally good, yet many continue to express concern about the information they receive (at the committee or full board level) related to cyber risk and technology change, talent management, growth and innovation, and possible disruption to the business model. The CIO ranks lowest in terms of quality interaction and communication with the audit committee.

Q3. Please rate the quality of the information you receive – whether as a member of the audit committee, other committee, or full board – about the following risks and their potential impact on the company:

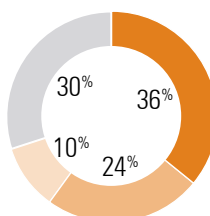


Q4. Please rate the quality of the audit committee's communications and interactions with the following professionals/functions (or equivalent):

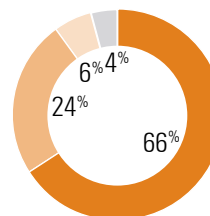
External auditor



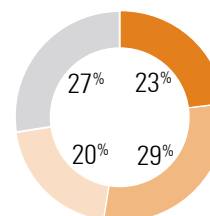
Chief compliance officer



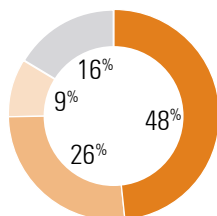
Chief financial officer



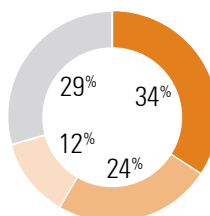
Chief information officer



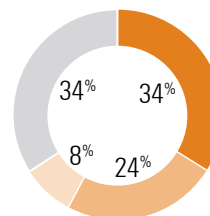
Internal audit executive



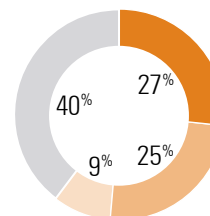
Chief risk officer



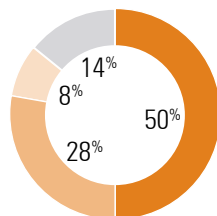
Treasurer



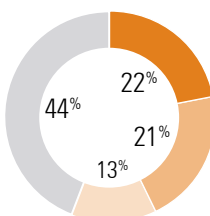
Tax director



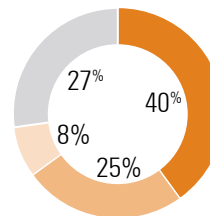
General counsel/
corporate secretary



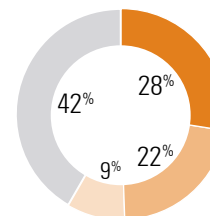
Company's major investors



Controller



Head of investor relations



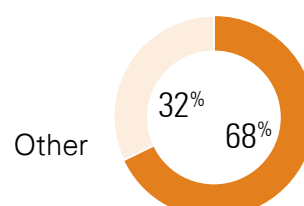
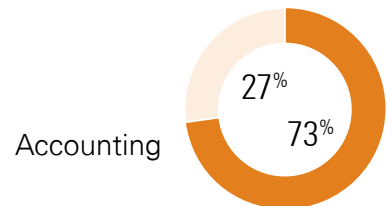
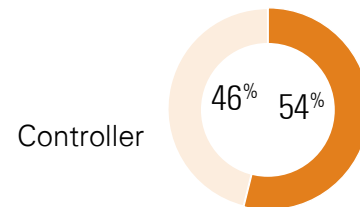
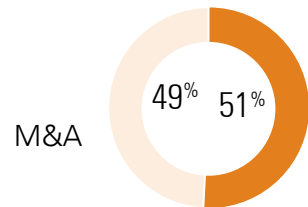
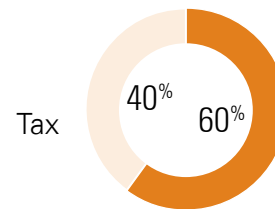
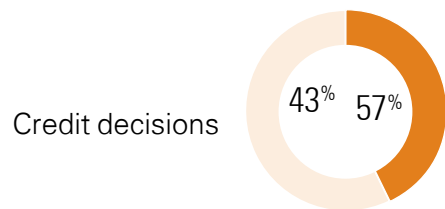
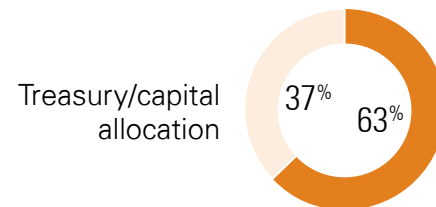
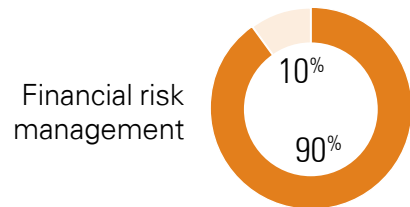
Excellent

Good, but issues arise periodically

Needs improvement

N/A or no significant interaction

Q5. Which of the following aspects of the finance organization's work would you like the audit committee to hear about in greater depth?

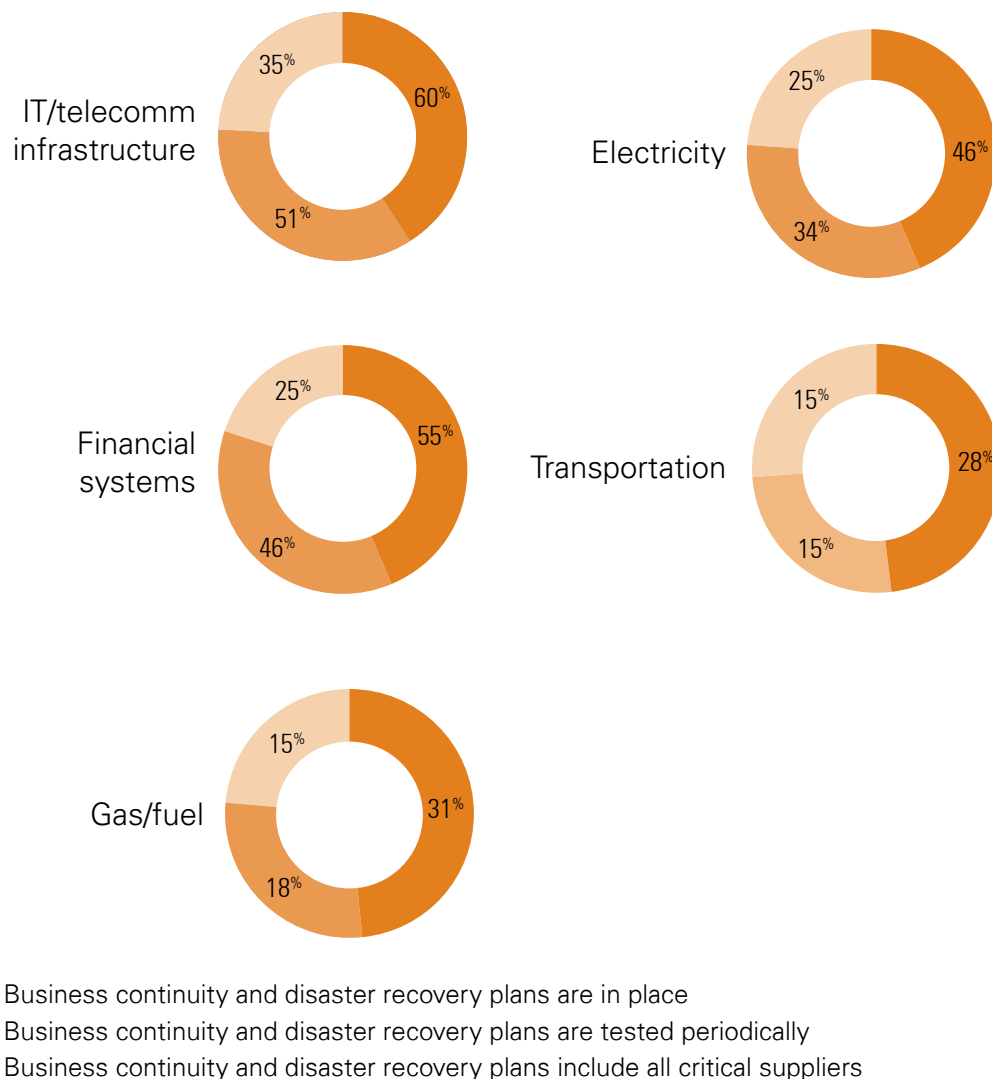


I would like the audit committee to hear about this issue in greater depth

N/A – not a primary audit committee responsibility



Q6. For respondents who said the company has “significant exposure” to the following critical-infrastructure related risks: Please indicate the company’s readiness in terms of business continuity and disaster recovery plans:



Risk and Information Quality – Considerations:

- 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?
- Consider whether the board needs to recalibrate how its committees communicate and coordinate on risk oversight. Are committee chairs communicating regularly to ensure they understand what’s going on in the other committees?
- Is management actively “listening to the conversation” on social media to better understand the risks, opportunities, and changing attitudes and perceptions about the company?



Audit Committee Agenda and Workload

Audit Committee Agenda and Workload

Three quarters of audit committee members say the time required to carry out their duties has increased moderately (51 percent) or significantly (24 percent); and half said that, given the audit committee's agenda time and expertise, their role is becoming "increasingly difficult." More than one-third of boards have recently reallocated risk oversight duties among the full board and its committees (up from 25 percent last year) or may consider doing so in the near future.

Q7. To what extent has the amount of time required to carry out your audit committee responsibilities changed over the past two years?

Increased significantly  **23%**


Increased moderately  **51%**

No change  **25%**

Decreased  **1%**

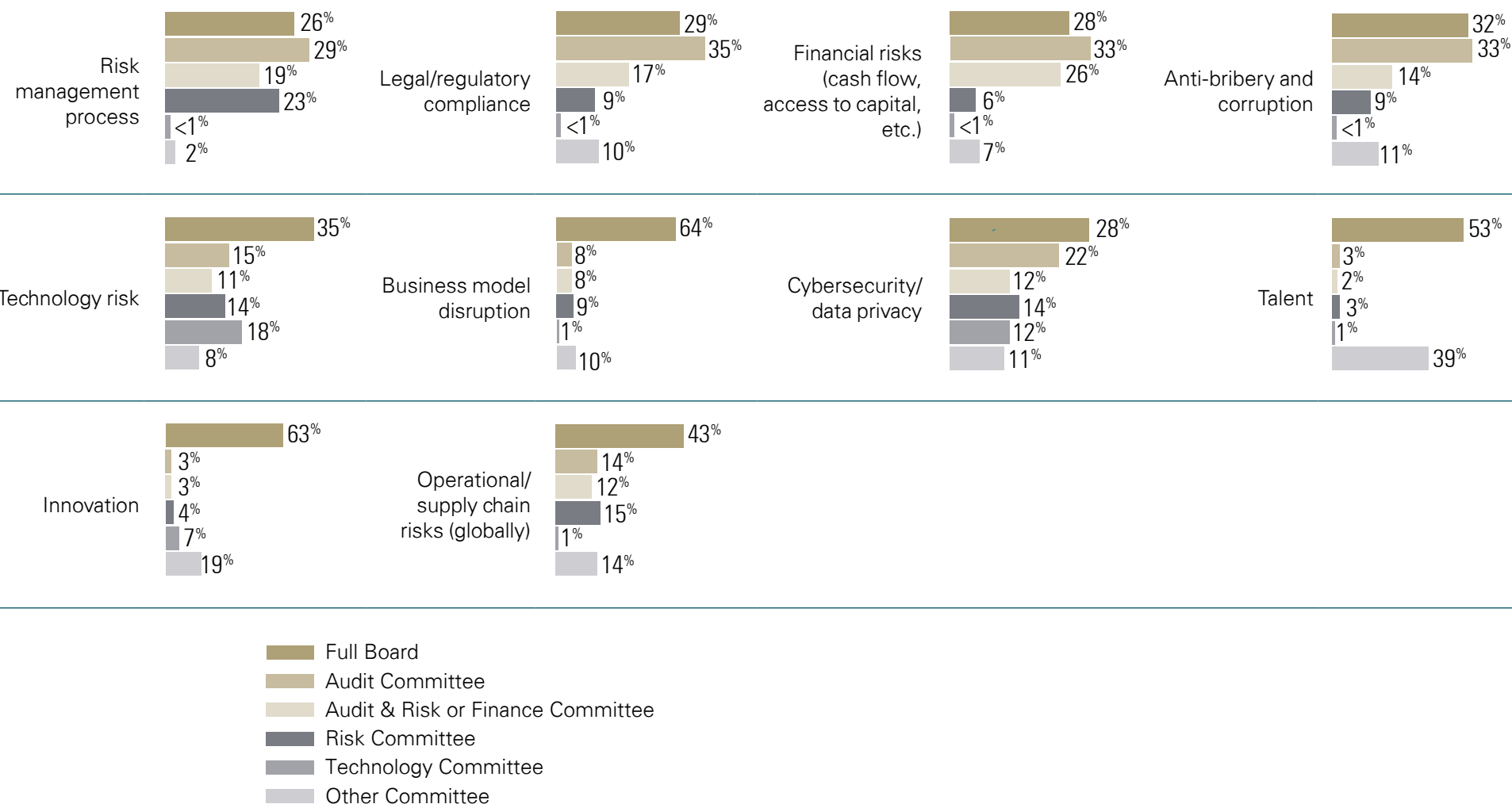
Q8. Are you satisfied that your audit committee has the time and expertise to oversee the major risks on its agenda in addition to carrying out its core oversight responsibilities?

Yes  **52%**

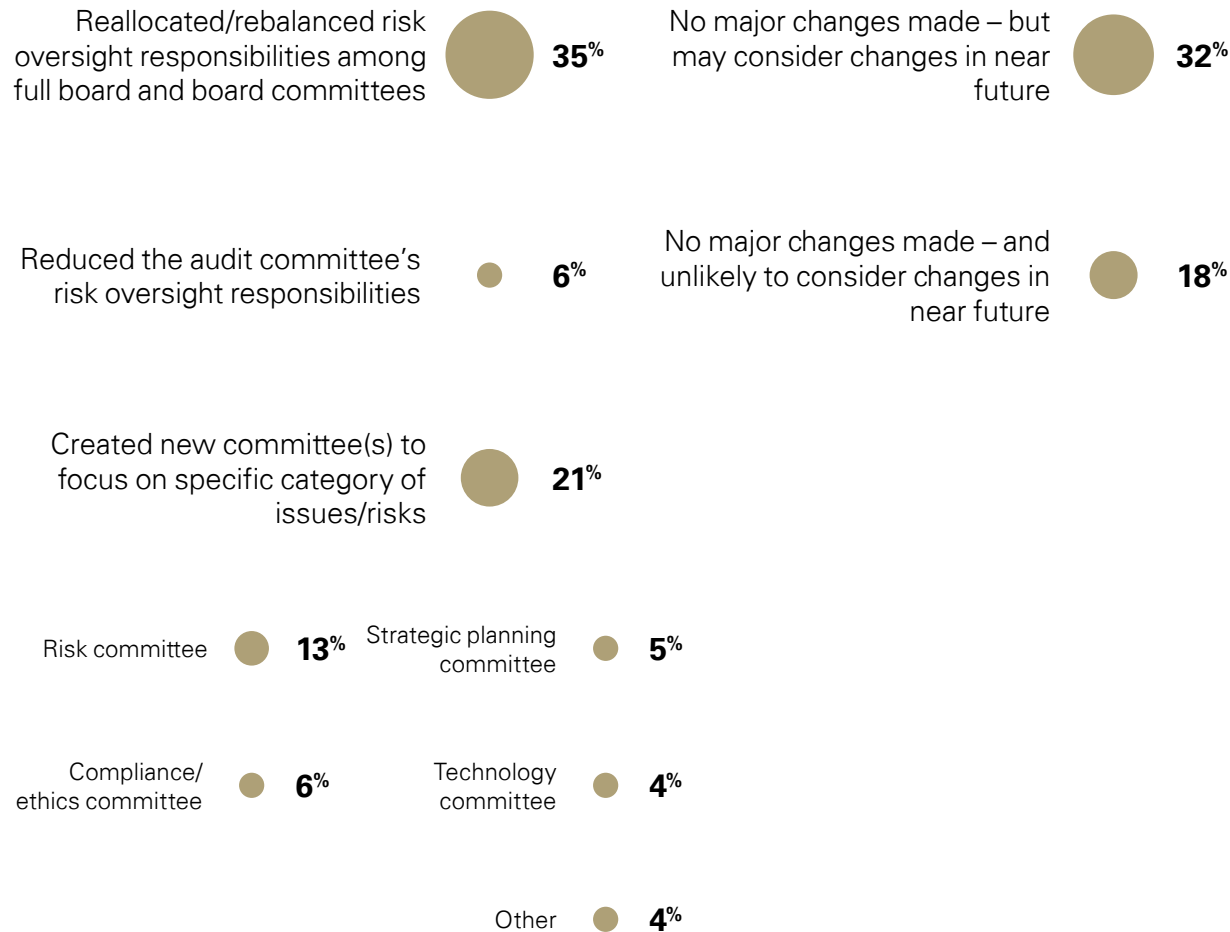
Yes – but increasingly difficult  **40%**

No  **8%**

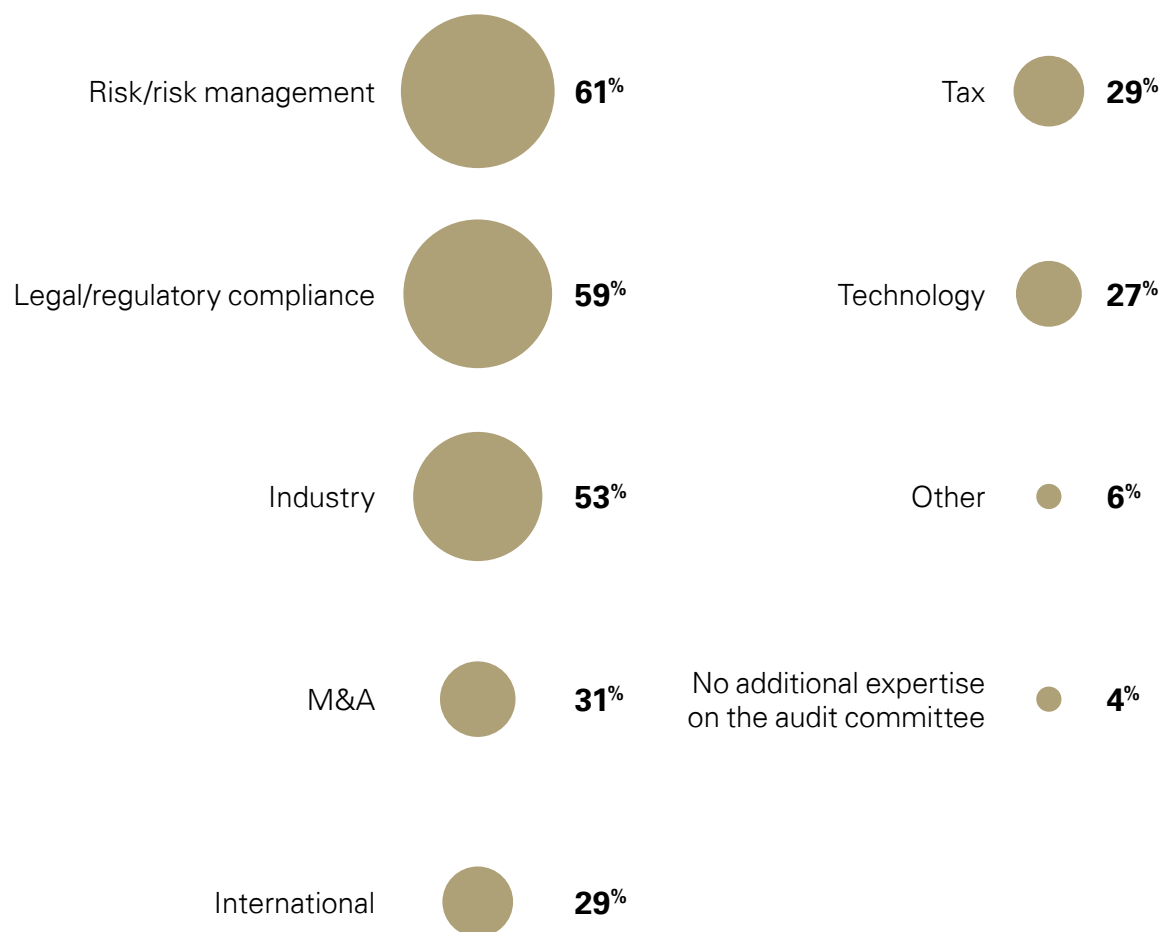
Q9. To which group has the board assigned the majority of tasks directly related to the oversight of the following areas of risk?



Q10. In what way has your audit committee's role in risk oversight changed over the past several years? (Select all that apply)



Q11. In addition to the requisite financial expertise, what other in-depth experience or expertise currently resides on your audit committee? (Select all that apply)



Audit Committee Agenda and Workload – Considerations:

- Reassess whether the committee has the time and expertise to oversee other major risks.
- Be wary of “mission creep,” and consistently question whether new and ongoing issues belong on the audit committee’s agenda. Does cyber risk require more attention at the board level?
- Take a hard look at the board’s risk oversight approach. Does the allocation of risk oversight activities make sense in light of how the risk and regulatory environment has changed recently? Is there a need for another committee, additional expertise, or better communication and coordination on risk oversight among committees?

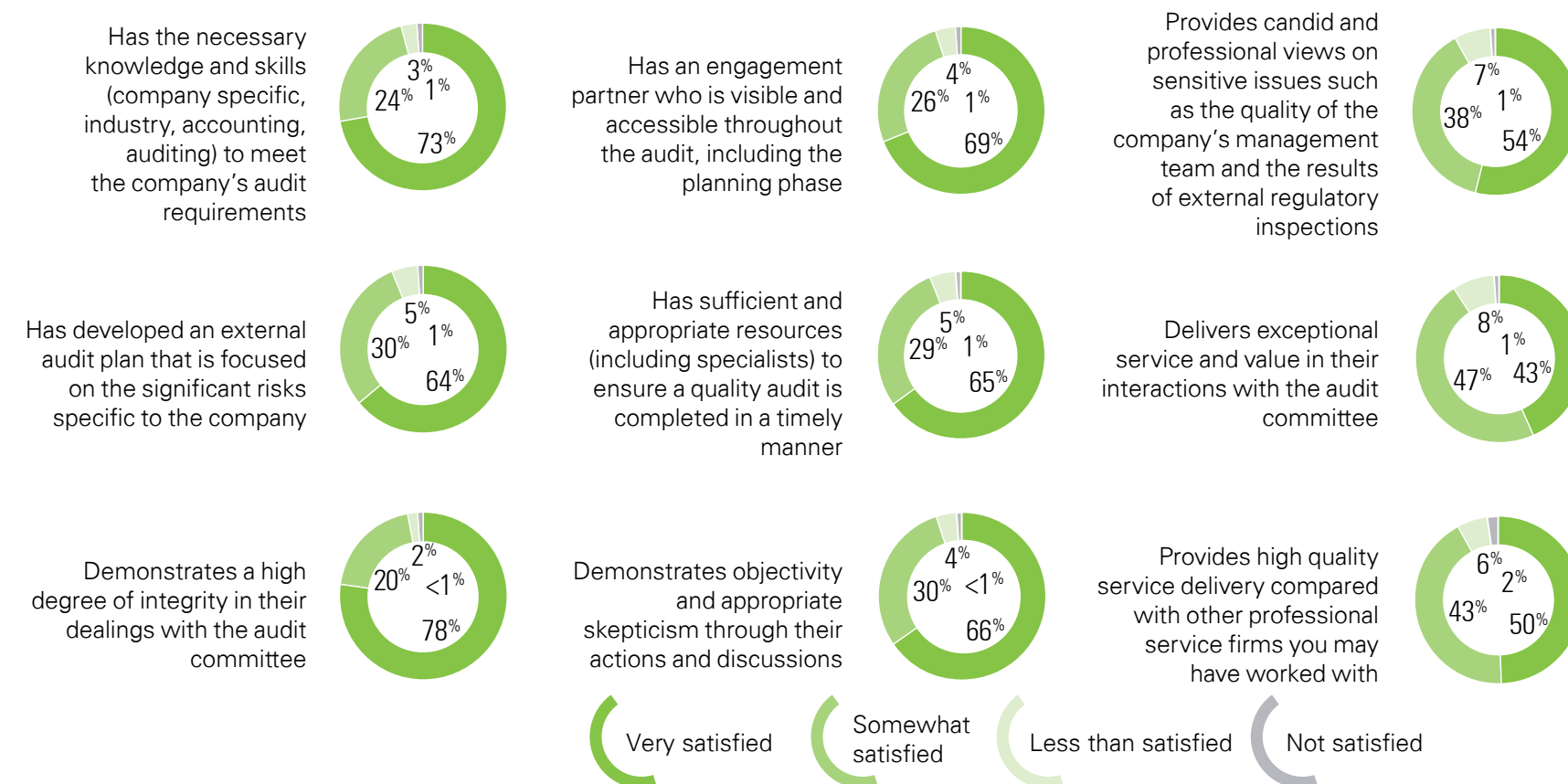
A close-up, high-angle shot of a middle-aged man with short, light brown hair. He is wearing a white dress shirt with a fine black grid pattern and a blue tie with a small, repeating geometric pattern. He is looking down with a focused, serious expression at a document or screen that is out of frame. The background is a bright, out-of-focus office interior with large windows and structural elements.

Oversight of Auditors

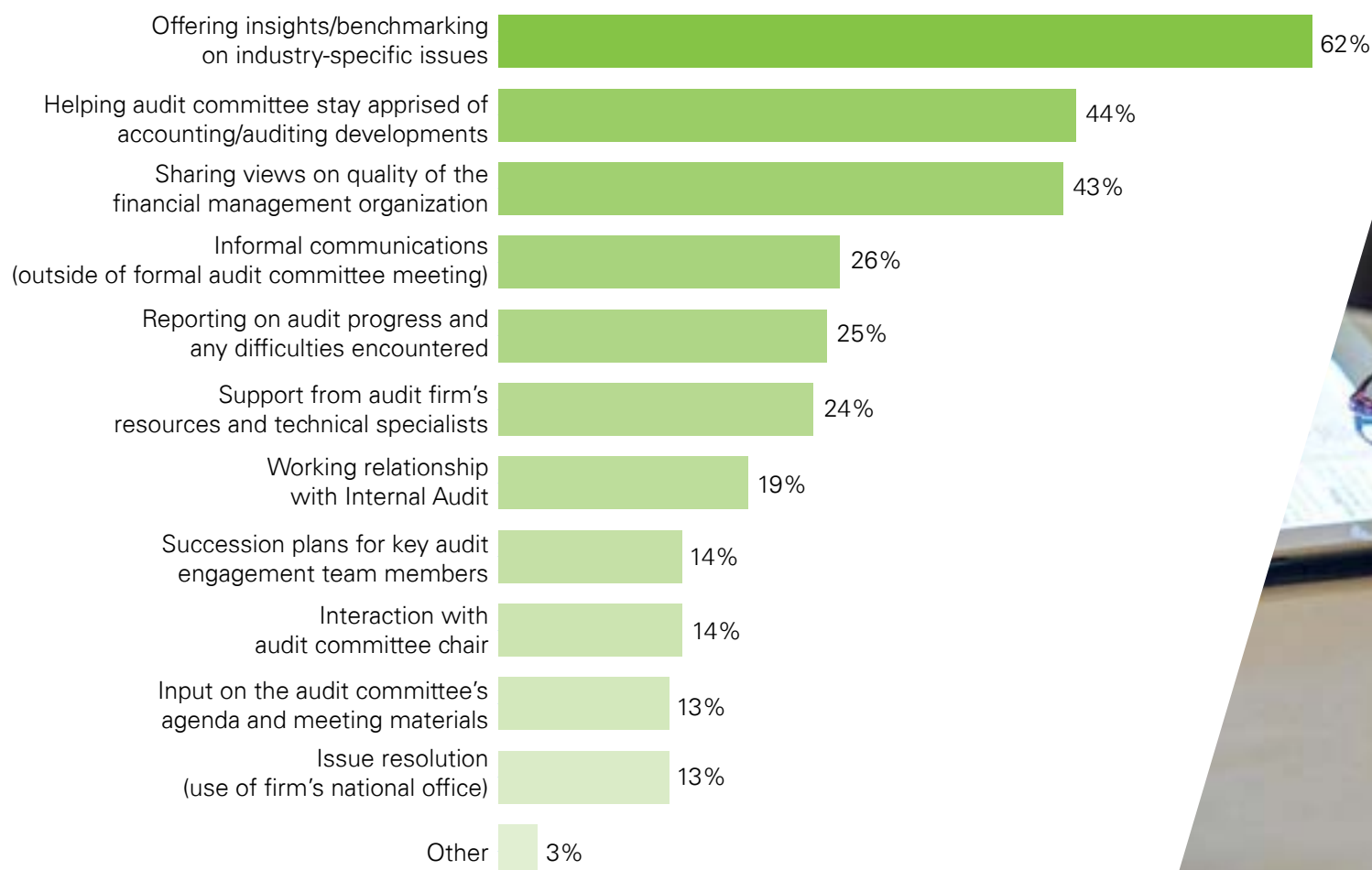
Oversight of Auditors

Across the globe, audit committee views vary widely on whether the EU's audit reforms—including mandatory rotation—will improve (or hamper) audit quality. The greatest areas for external auditors to improve their performance: offering insights and benchmarking on industry-specific issues; helping the audit committee stay up to speed; and sharing views on the quality of the financial management team. On internal audit, audit committees are still looking for greater value.

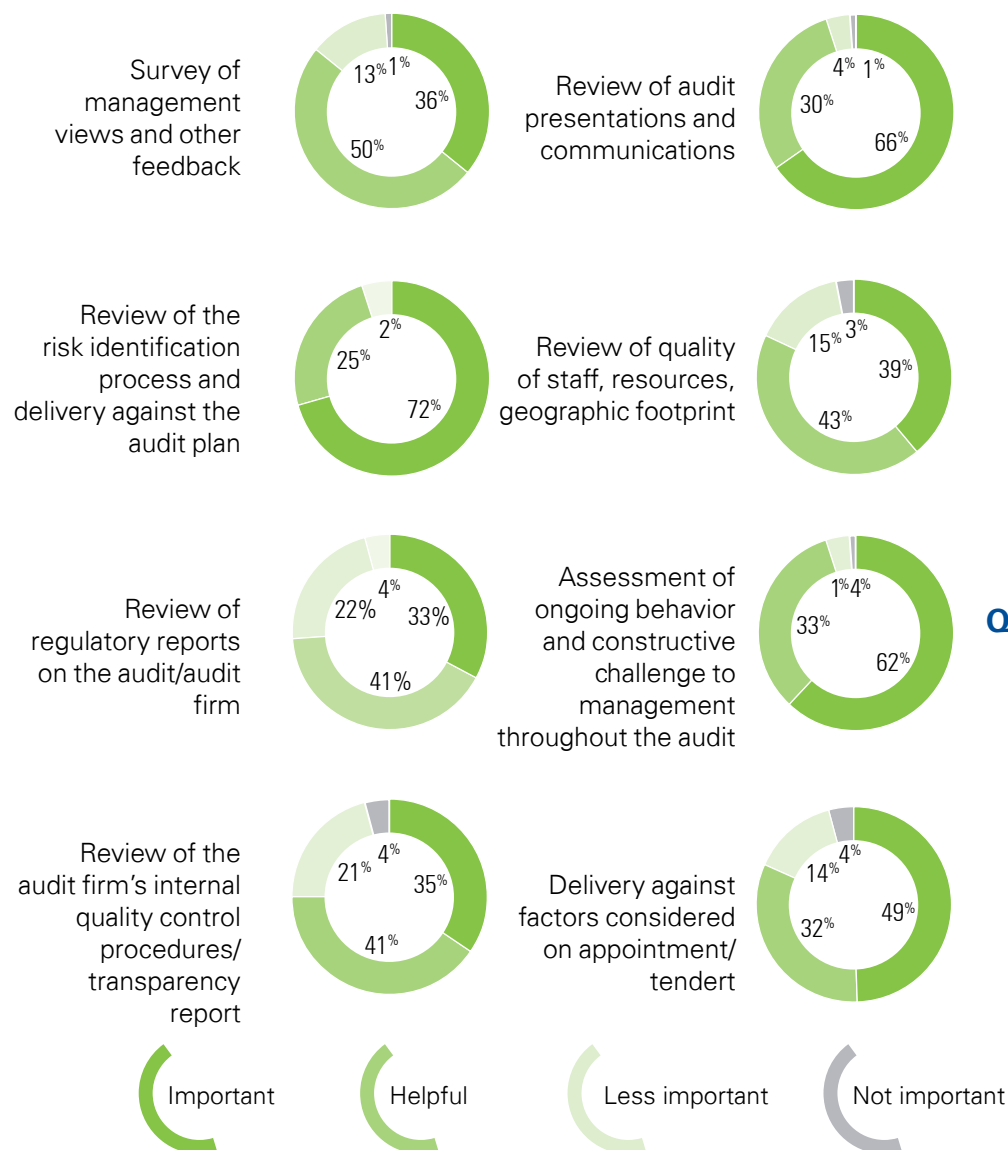
Q12. How satisfied are you that your external auditor...



Q13. In which areas do you see the greatest opportunities for improvement of your external auditor's performance? (select three)



Q14. In your view, how important are the following in assessing the external auditor and audit quality?



Q15. How robust is your audit committee's annual evaluation of the external auditor?

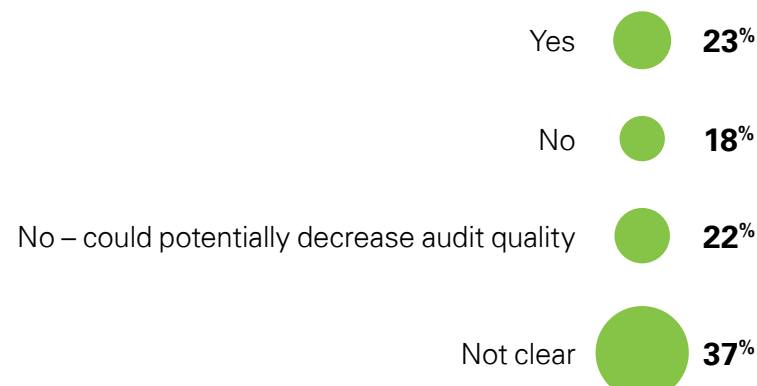
Evaluation is formal but limited in scope 41%

Evaluation is formal and comprehensive 39%

Audit committee does not conduct an annual evaluation of the external auditor 21%

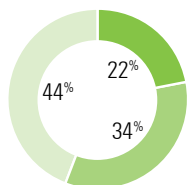


Q16. In your view, will the EU's new audit reforms—mandatory firm rotation, restrictions on certain non-audit services, etc.—improve audit quality?



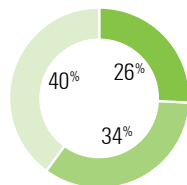
Q17. In light of recent EU audit reforms (mandatory firm rotation, restrictions on certain nonaudit services, etc.), to what extent has your audit committee considered the following?

Maintaining one or two relationships for nonaudit services, and identifying at least two other firms who would be eligible to conduct the audit



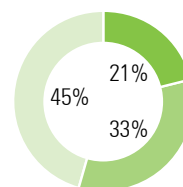
Discussion/planning is underway

Taking an ad hoc approach, where service providers are determined on a case-by-case basis and limitations/conflicts are addressed as they arise



Plan is in place

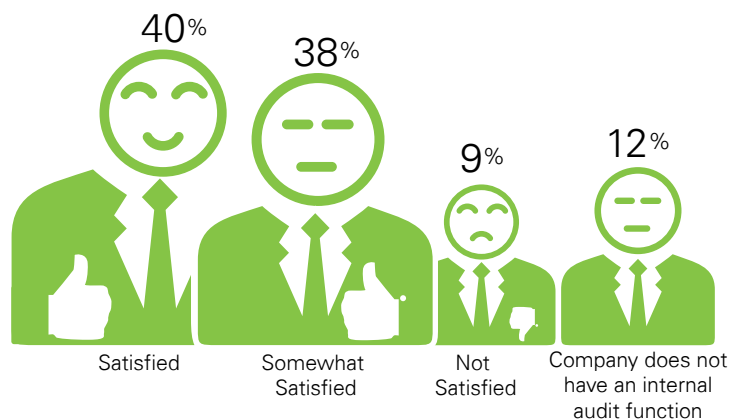
Aligning tender processes for audit and other key nonaudit service contracts



Not yet addressed

Responses from audit committees of companies in EU countries

Q18. How satisfied are you that your company's internal audit function delivers the value to the company that it should?



Oversight of Auditors – Considerations:

- Stay apprised of various audit reform initiatives and take the lead on ensuring audit quality.
- Set the tone and clear expectations for the external auditor, and actively monitor auditor performance through frequent, quality communications (formal and informal) and a robust evaluation of the external auditor's performance.
- Internal audit should be a crucial voice on risk and control matters—from financial reporting and compliance issues to key operational and technology risks facing the business. Does internal audit have the stature—and a direct line to the audit committee—to ensure that its voice is heard and valued?
- Leverage internal audit as a barometer of the company's financial and operational health—helping the audit committee understand the quality of financial and operational controls, processes, and people.

A photograph of four business professionals in a meeting. In the foreground, a man with grey hair in a dark suit and red tie holds a document. To his right, a Black man in a dark suit is in a thoughtful pose with his hand on his chin. In the background, a woman with blonde hair and another man with white hair are also in business attire. The scene is set in a room with wood-paneled walls.

Audit Committee Effectiveness

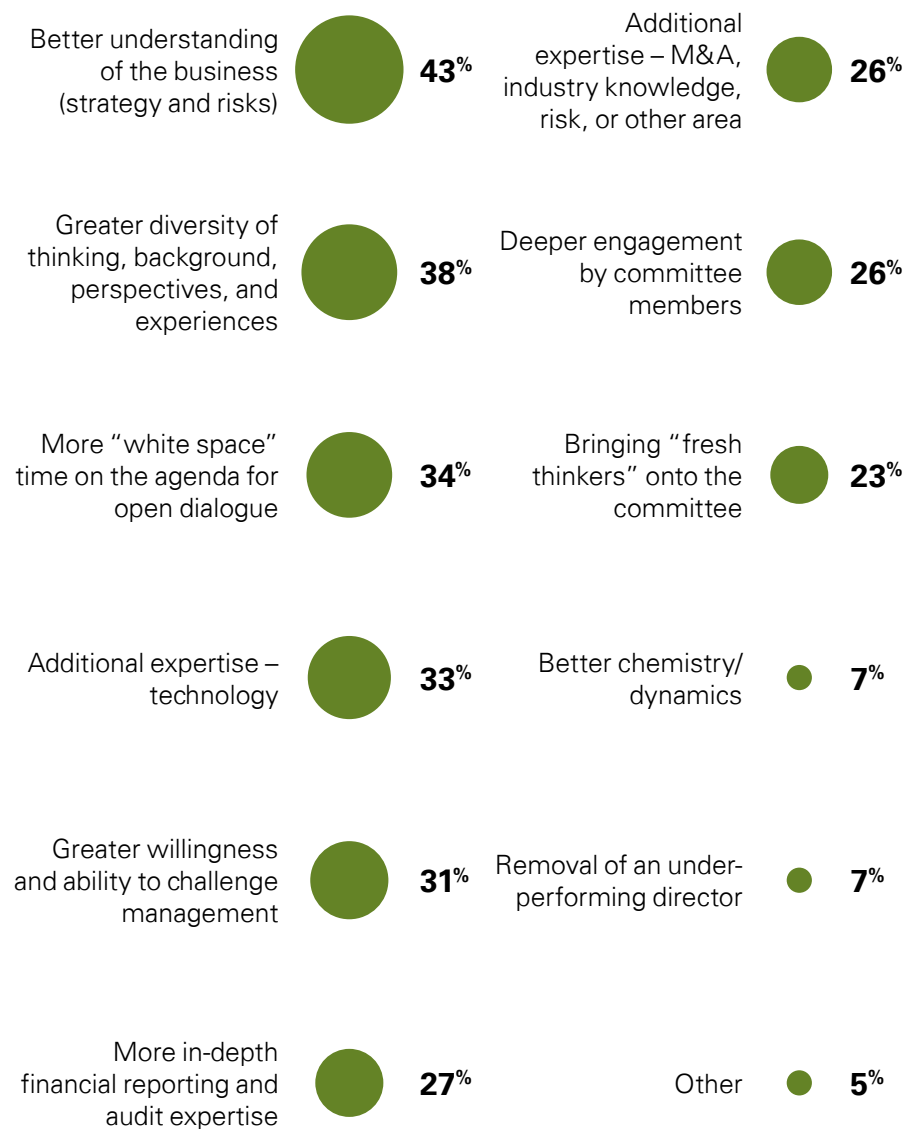
Audit Committee Effectiveness

Audit committees say they would be more effective in their role by having a better understanding of the company's strategy and risks; more "white space" time on the agenda for open dialogue; greater diversity of thinking, perspectives, and experiences; and technology expertise on the committee. In terms of assessing their effectiveness, "facilitated, open committee discussion" is thought to be more effective than survey questionnaires and third-party interviews of committee members.

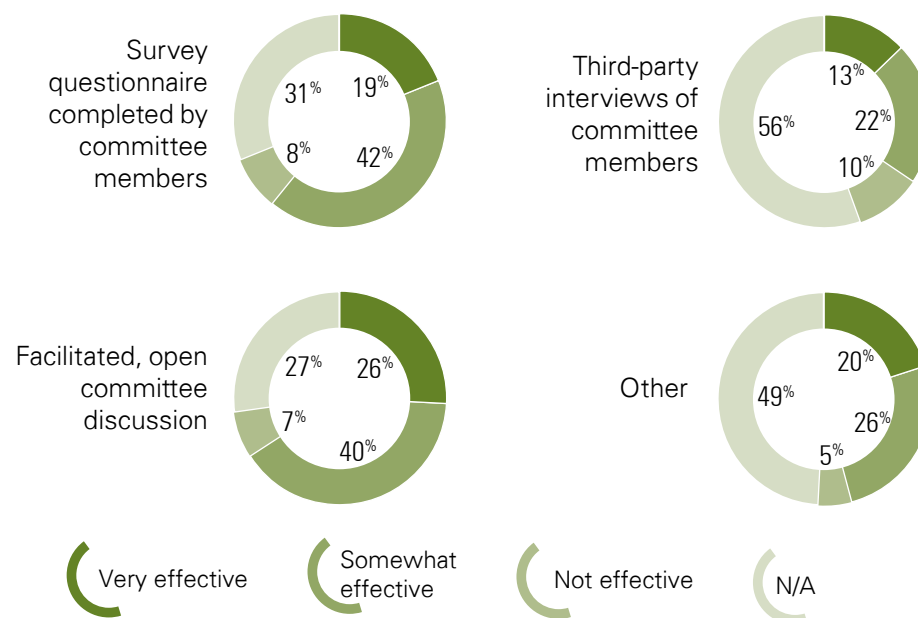
Q19. Please rate your audit committee's oversight effectiveness in the following areas:



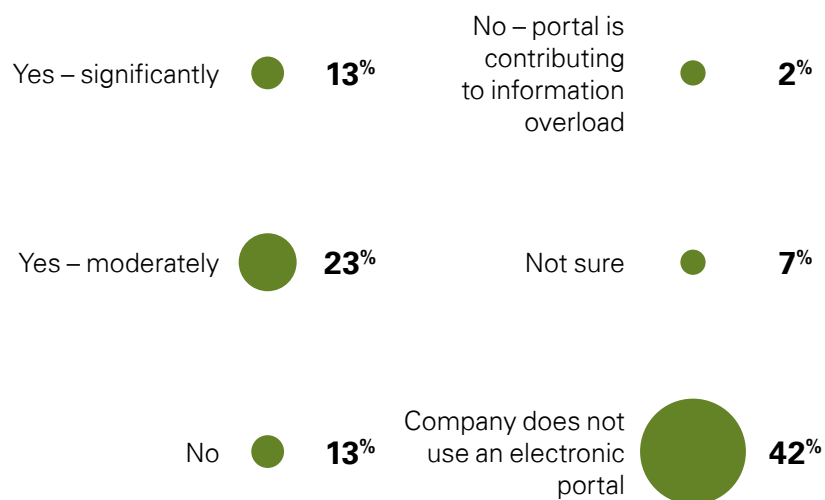
Q20. What would most improve your audit committee's overall effectiveness? (select three)



Q21. Please rate the self-evaluation approach(es) currently used by your audit committee?



Q22. Has the company's use of an electronic board portal improved your audit committee's/board's effectiveness and efficiency?



Audit Committee Effectiveness – Considerations:

- Audit committee meetings should be well thought-out and structured in a way that allows the committee to make the most of its time together. Limit (or exclude) PowerPoint presentations in favor of quality discussion; expect pre-read materials to have been read before the meeting; reach a level of comfort with management and auditors so that financial reporting and compliance activities can be addressed efficiently, freeing up time for more substantive issues facing the business.
- Spend time with management and auditors outside of the boardroom. Informal meetings with the CFO, controller, auditors, and others outside of regularly scheduled meetings can help the audit committee chair (and the committee) stay up to speed and sharpen the committee's formal meeting agendas.
- Tap all resources at the committee's disposal. Internal auditors. External auditors. The C-suite. Outside experts. The audit committee should fully leverage the array of resources and perspectives necessary to support the committee's work.
- Spread the committee's workload. Allocate oversight duties to each audit committee member, rather than relying on the audit committee chair to shoulder most of the work.
- Take a hard, honest look at the committee's composition, independence, and leadership. Is there a need for a fresh set of eyes or greater diversity of experiences and thinking? Is it time for a rotation?

234	113	215	876	234	113	215	876
34	216	745	345	34	216	745	345
657	410	465	890	312	906	321	145



234	113	215	876	234	113	215	876
34	216	745	345	34	216	745	345
657	410	465	890	312	906	321	145
1233	523	215	345	234	113	215	876
987	113	745	890	412	432	709	2315
234	216	465	523	978	113	215	876
34	410	987	234	34	216	745	345
657	432	412	876	34	906	321	1236
1233	523	215	345	234	113	215	876
987	113	745	890	412	432	709	2315
234	216	465	523	978	113	215	876
34	410	987	234	34	216	745	345
657	432	412	876	34	906	321	1236
1233	523	215	345	234	113	215	876
987	113	745	890	412	432	709	2315
234	216	465	523	978	113	215	876
34	410	987	234	34	216	745	345
657	432	412	876	34	906	321	1236
1233	523	215	345	234	113	215	876
987	113	745	890	412	432	709	2315
234	216	465	523	978	113	215	876
34	410	987	234	34	216	745	345
657	432	412	876	34	906	321	1236
1233	523	215	345	234	113	215	876
987	113	745	890	412	432	709	2315

Regional Data Points

Regional Data Points

By and large, audit committee members across various regions cited “uncertainty and volatility (economic, political, and social)” and the “impact of public policy initiatives” as the top two challenges facing their companies in the year ahead. Risk oversight, CFO succession planning, and the audit committee’s ability (time and expertise) to oversee major risks beyond financial reporting are also key concerns around the world. That said, the challenges and concerns of audit committees tend to vary by region and country, which often have markedly different business environments, regulatory requirements, and corporate governance practices.

Following are snapshots of the issues that audit committees in different regions want to devote more agenda time to in 2015, and what would most improve the committee’s effectiveness going forward:

In the **U.S. and Canada**, audit committees pointed to operational risk, the company’s risk processes, and cybersecurity as key areas of oversight that will require more agenda time in the year ahead. The pace of technology change, regulatory compliance, and talent development/CFO succession planning were also cited in both countries as ongoing challenges requiring greater focus. In both countries, respondents said “additional technology expertise” and more “white space time” on the agenda would improve the audit committee’s effectiveness, although in Canada, “greater diversity of thinking” was cited as the greatest opportunity for improvement.

Audit committees in **Latin America** said operational risk and oversight of the company’s risk processes will require more attention in 2015, along with legal/regulatory compliance and internal controls over financial reporting. Oversight of tax risk and evaluation of internal and external auditors were also high on the list of issues that will require greater focus. Across the region, respondents said a “better understanding of the business” and more “in-depth financial reporting and audit expertise” would most improve the committee’s effectiveness.

In **Europe**, cybersecurity—along with operational risk, the company’s risk processes, and the pace of technology change—are likely to get greater attention in 2015. Audit committees in Europe also anticipate a heightened focus on various aspects of the external audit (e.g., audit tendering and nonaudit services, etc.) in light of audit reform initiatives there. The top three factors that would most improve the audit committee’s effectiveness: “Greater diversity of thinking, background, perspectives, and experiences,” “better understanding of the business” and “more white space time on the agenda.”

In **Asia**, audit committees are significantly more concerned than their peers in other regions about the challenges that “talent management/development” and “growth and innovation” will pose to the company in 2015. Operational risk, the company’s risk management processes, and supply chain/third-party risks will require more agenda time this year; and the audit committee’s effectiveness, said most respondents in Asia, would be strengthened by having a “better understanding of the business,” “greater diversity of thinking, background, perspectives, and experiences,” and “greater willingness and ability to challenge management.”

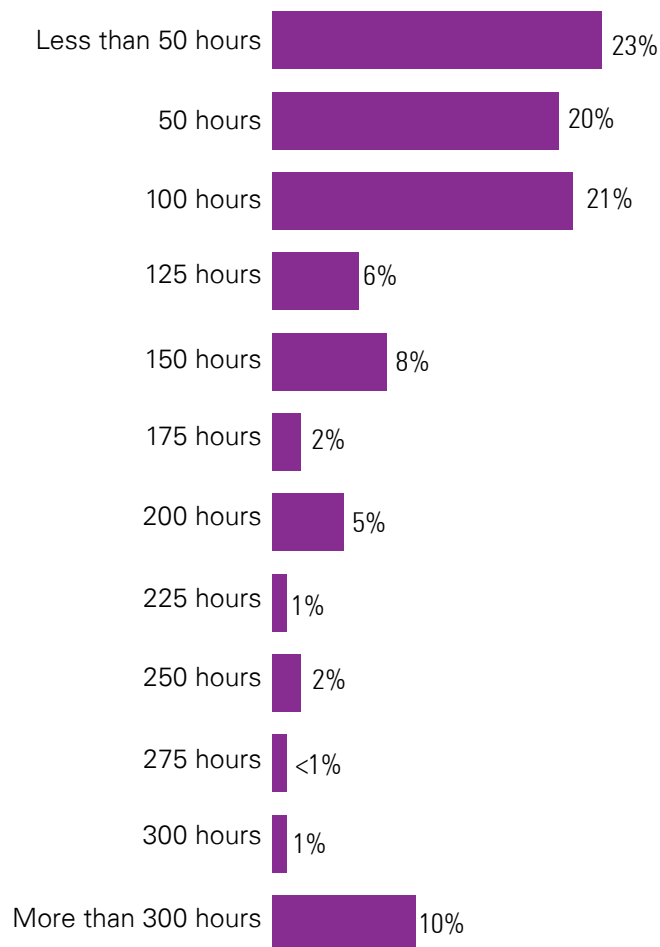
(For country-specific data, see Appendix: Country Results.)



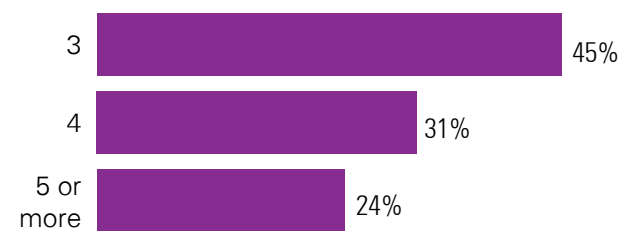
Audit Committee Mechanics

Audit Committee Mechanics

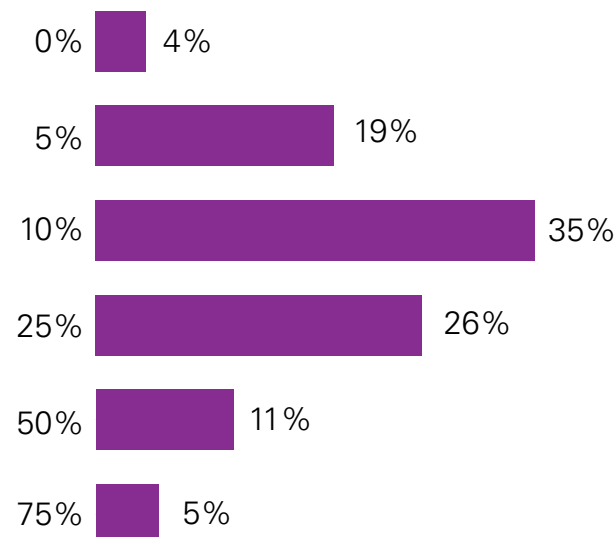
Q23. Approximately how many hours do you devote annually to carrying out your audit committee responsibilities?



Q24. How many members serve on your audit committee?



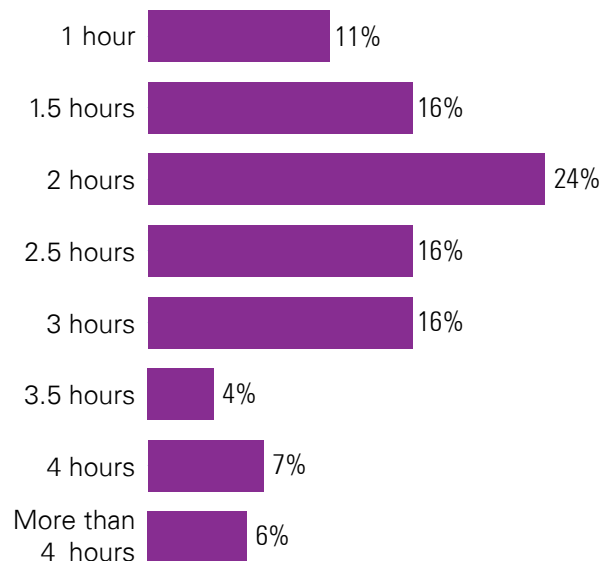
Q25. As a director, approximately what percentage of the time that you devote to your board responsibilities is spent outside of the boardroom and corporate headquarters—e.g., visiting company facilities and engaging with employees?



Q26. How many additional audit committees are your audit committee members permitted to serve on at one time?

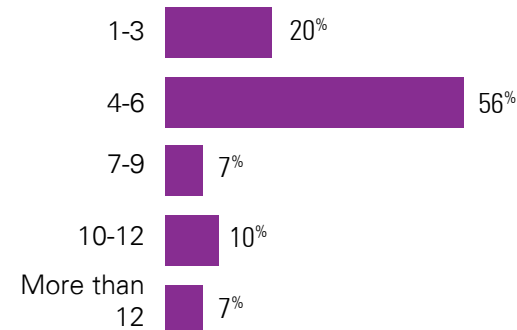


Q28. What is the average length of your regularly-scheduled, in-person audit committee meetings?

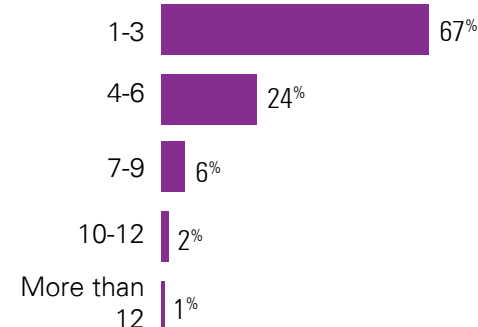


Q27. Typically, how many times does your audit committee meet during the year, in the following forms and circumstances?

In person meetings



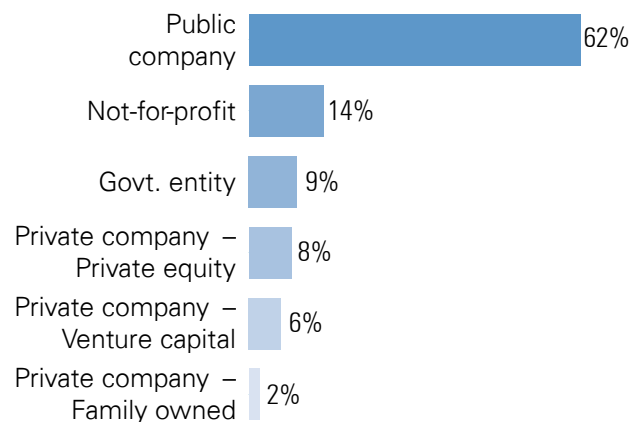
Teleconference calls



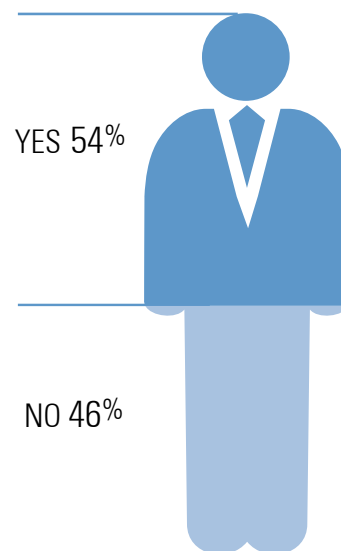
A blurred background image of a business meeting. In the foreground, a person's hand holds a tablet displaying a bar chart. In the background, other people are visible, some holding documents or tablets, suggesting a collaborative work environment. The overall tone is professional and data-driven.

Survey Demographics

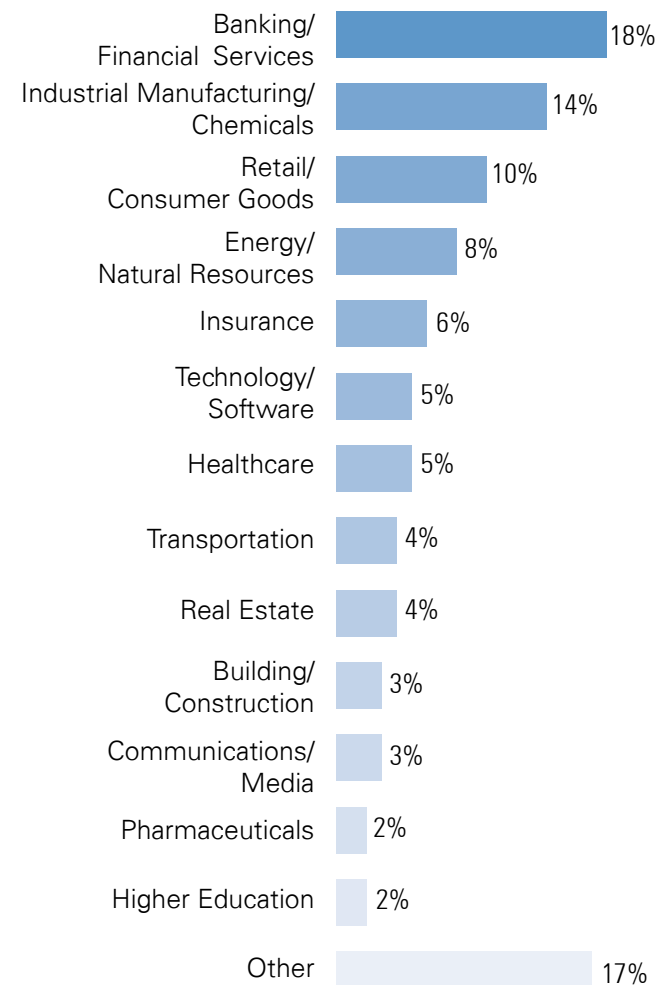
Q29. Please select the type of entity for which your responses have been based:



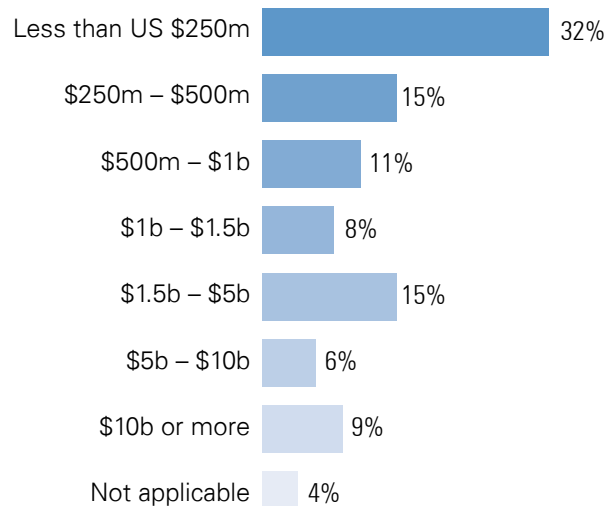
Q30. Are you the audit committee chair?



Q31. What is the company's primary industry?



Q32. What is the annual revenue of the largest company for which you serve as an audit committee member?





Appendix: Country Results

Appendix: Country Results

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. Which of the following risks (aside from financial reporting risk) pose the greatest challenges for your company? (select three)

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Uncertainty and volatility (economic, regulatory, political)	52%	37%	35%	60%	53%	45%	48%	59%	53%	67%	60%	35%	47%	48%	55%	45%	75%	76%	70%	65%	34%	62%	82%	48%	24%	74%	49%	54%
Government regulation/impact of public policy initiatives	47%	50%	55%	61%	44%	75%	38%	48%	55%	43%	60%	54%	11%	60%	35%	54%	67%	57%	35%	45%	28%	49%	41%	43%	19%	39%	59%	44%
Legal/regulatory compliance	33%	22%	40%	41%	20%	70%	38%	30%	15%	43%	27%	48%	24%	36%	30%	31%	21%	48%	35%	50%	44%	41%	18%	29%	24%	17%	35%	34%
Operational risk/control environment	30%	40%	28%	24%	33%	35%	67%	41%	33%	40%	53%	37%	27%	23%	40%	32%	33%	24%	15%	30%	41%	32%	32%	24%	24%	43%	22%	23%
Talent management and development	27%	27%	25%	19%	41%	15%	14%	15%	10%	27%	30%	15%	50%	21%	25%	31%	17%	5%	25%	5%	41%	29%	14%	24%	43%	26%	17%	30%
Growth and innovation (or lack of innovation)	26%	21%	20%	13%	32%	5%	10%	22%	23%	33%	23%	17%	51%	33%	35%	23%	25%	14%	35%	20%	19%	21%	18%	43%	43%	35%	20%	32%
Pace of technology change (e.g., emerging technologies, mobile, social media, data analytics, cloud computing)	21%	32%	23%	14%	19%	10%	10%	30%	25%	13%	10%	17%	28%	19%	25%	29%	13%	14%	5%	25%	41%	9%	18%	14%	43%	26%	27%	19%
Possible disruption to the business model	20%	27%	25%	15%	19%	5%	24%	11%	38%	7%	7%	29%	28%	13%	30%	26%	0%	14%	20%	0%	9%	10%	14%	38%	43%	9%	28%	17%
Cybersecurity – including data privacy and protection of intellectual property	16%	21%	33%	17%	19%	5%	24%	11%	15%	3%	7%	15%	10%	9%	5%	12%	8%	0%	10%	15%	22%	13%	23%	14%	5%	4%	13%	30%
Global systemic risk (pandemic, social unrest, geopolitical instability...)	9%	4%	5%	6%	9%	20%	5%	7%	15%	10%	7%	13%	7%	4%	15%	6%	8%	0%	10%	15%	6%	12%	5%	14%	24%	9%	18%	8%
Supply chain risk	7%	10%	3%	5%	5%	0%	10%	11%	5%	7%	10%	2%	11%	13%	5%	7%	8%	14%	15%	10%	3%	18%	14%	0%	5%	9%	4%	5%
Tax risk	7%	1%	3%	22%	5%	15%	14%	11%	5%	3%	3%	13%	5%	20%	0%	2%	25%	19%	10%	15%	6%	1%	14%	10%	5%	0%	3%	3%
Other	4%	9%	8%	2%	2%	0%	0%	4%	10%	3%	3%	4%	2%	0%	0%	3%	0%	14%	15%	5%	6%	3%	9%	0%	0%	9%	4%	3%
n	1582	78	40	104	81	20	21	27	40	30	30	52	123	75	20	145	24	21	20	20	32	68	22	21	21	23	92	233

Multiple Responses Allowed

Q2. How much agenda time should your audit committee devote to the following matters in 2015, compared to 2014?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Talent development/ succession planning for CFO and finance organization	More time	27%	33%	21%	25%	37%	20%	29%	8%	14%	34%	10%	37%	23%	30%	40%	32%	38%	10%	5%	5%	35%	31%	14%	19%	16%	22%	28%	32%
	Significantly more time	9%	3%	11%	11%	4%	10%	14%	4%	14%	17%	20%	4%	2%	19%	10%	7%	13%	10%	5%	5%	16%	12%	0%	10%	5%	22%	4%	10%
	Less time	6%	4%	8%	3%	10%	0%	5%	15%	11%	7%	17%	6%	0%	4%	0%	6%	0%	20%	11%	5%	3%	6%	0%	5%	11%	0%	7%	9%
	No change	40%	41%	47%	38%	42%	15%	24%	46%	30%	24%	17%	37%	59%	28%	40%	38%	21%	40%	68%	55%	42%	34%	36%	52%	68%	30%	46%	46%
	N/A	17%	20%	13%	23%	7%	55%	29%	27%	32%	17%	37%	16%	16%	19%	10%	17%	29%	20%	11%	30%	3%	16%	50%	14%	0%	26%	15%	3%
	n	1557	76	38	103	81	20	21	26	37	29	30	51	121	74	20	143	24	20	19*	20	31	67	22	21	19*	23	92	231
Adequacy of internal controls around financial reporting	More time	31%	20%	30%	44%	37%	15%	48%	23%	5%	27%	33%	28%	23%	37%	50%	26%	30%	29%	32%	20%	26%	33%	57%	24%	21%	35%	36%	32%
	Significantly more time	13%	9%	8%	15%	5%	5%	14%	31%	13%	47%	37%	6%	5%	30%	15%	10%	9%	24%	0%	20%	35%	24%	5%	5%	11%	30%	4%	4%
	Less time	4%	3%	0%	1%	1%	0%	0%	8%	8%	3%	7%	0%	3%	11%	0%	6%	4%	5%	0%	0%	0%	1%	5%	5%	5%	4%	3%	3%
	No change	52%	68%	62%	36%	57%	80%	38%	38%	74%	23%	23%	66%	69%	22%	35%	58%	52%	43%	68%	60%	39%	42%	33%	67%	63%	30%	57%	60%
	N/A	1%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<1%
	n	1554	74	37	104	81	20	21	26	38	30	30	50	121	73	20	144	23	21	19*	20	31	67	21	21	19*	23	92	231
Adequacy of internal controls around operational risks	More time	44%	43%	45%	52%	56%	25%	65%	42%	14%	40%	47%	44%	50%	43%	45%	46%	43%	35%	39%	30%	39%	38%	50%	38%	21%	41%	54%	43%
	Significantly more time	17%	15%	13%	18%	10%	5%	25%	31%	30%	43%	30%	17%	9%	33%	15%	16%	13%	25%	22%	15%	32%	29%	27%	14%	26%	32%	5%	10%
	Less time	3%	3%	0%	1%	1%	0%	0%	4%	5%	3%	13%	4%	2%	7%	0%	4%	4%	5%	0%	5%	0%	2%	5%	0%	0%	5%	2%	3%
	No change	34%	40%	42%	26%	32%	70%	10%	23%	51%	13%	10%	33%	39%	17%	40%	32%	35%	35%	39%	50%	29%	29%	18%	48%	53%	18%	38%	43%
	N/A	1%	0%	0%	3%	1%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	2%	4%	0%	0%	0%	0%	2%	0%	0%	0%	5%	0%	1%
	n	1553	75	38	104	81	20	20	26	37	30	30	48	123	75	20	145	23	20	18*	20	31	65	22	21	19*	22	92	231

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Accounting judgments and estimates	More time	21%	23%	24%	32%	20%	20%	29%	19%	5%	47%	33%	12%	18%	23%	25%	21%	22%	19%	11%	30%	32%	15%	36%	19%	24%	17%	27%	15%
	Significantly more time	10%	7%	0%	13%	9%	10%	5%	12%	18%	7%	27%	8%	3%	25%	5%	10%	9%	24%	5%	30%	26%	13%	5%	0%	12%	22%	2%	4%
	Less time	6%	7%	5%	5%	5%	10%	0%	12%	3%	3%	7%	6%	0%	10%	5%	8%	13%	5%	5%	5%	0%	10%	14%	0%	12%	4%	7%	6%
	No change	62%	64%	70%	44%	67%	60%	67%	58%	74%	43%	30%	73%	75%	38%	65%	60%	43%	52%	79%	35%	42%	61%	45%	81%	53%	43%	63%	75%
	N/A	2%	0%	0%	6%	0%	0%	0%	0%	0%	0%	3%	0%	3%	4%	0%	1%	13%	0%	0%	0%	0%	0%	0%	0%	0%	13%	1%	<1%
	n	1553	74	37	104	81	20	21	26	38	30	30	49	121	73	20	145	23	21	19*	20	31	67	22	21	17*	23	92	231
Supply chain and other third-party risks	More time	21%	19%	16%	15%	24%	15%	33%	23%	18%	20%	23%	22%	23%	19%	25%	24%	17%	40%	21%	15%	19%	24%	27%	10%	24%	35%	11%	22%
	Significantly more time	6%	3%	0%	8%	3%	0%	5%	0%	5%	17%	30%	2%	2%	15%	0%	8%	4%	5%	16%	5%	6%	15%	0%	0%	12%	17%	2%	4%
	Less time	5%	7%	11%	7%	5%	5%	0%	4%	13%	10%	7%	0%	3%	7%	5%	3%	4%	5%	0%	5%	13%	3%	0%	5%	6%	9%	4%	5%
	No change	58%	65%	66%	54%	53%	60%	48%	50%	47%	47%	23%	66%	63%	44%	70%	56%	48%	40%	63%	70%	52%	56%	68%	70%	59%	22%	80%	63%
	N/A	10%	7%	8%	16%	15%	20%	14%	23%	16%	7%	17%	10%	9%	14%	0%	8%	26%	10%	0%	5%	10%	3%	5%	15%	0%	17%	2%	6%
	n	1553	75	38	104	79	20	21	26	38	30	30	50	123	72	20	144	23	20	19*	20	31	68	22	20	17*	23	92	230
Evaluation of the external auditor	More time	18%	16%	16%	20%	28%	15%	43%	12%	18%	27%	10%	10%	23%	29%	20%	17%	26%	20%	11%	35%	3%	8%	23%	5%	0%	26%	20%	12%
	Significantly more time	6%	4%	0%	11%	6%	10%	5%	8%	13%	17%	17%	6%	2%	13%	10%	3%	26%	5%	5%	0%	6%	8%	5%	0%	0%	13%	4%	3%
	Less time	7%	4%	14%	5%	4%	5%	0%	15%	16%	10%	13%	6%	2%	14%	10%	6%	0%	5%	5%	5%	19%	6%	0%	5%	6%	17%	12%	6%
	No change	67%	72%	70%	62%	62%	65%	52%	65%	50%	47%	53%	76%	71%	44%	60%	72%	39%	70%	79%	60%	71%	77%	73%	90%	94%	43%	64%	78%
	N/A	2%	4%	0%	3%	0%	5%	0%	0%	3%	0%	7%	2%	2%	0%	0%	2%	9%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	1%
	n	1551	74	37	104	81	20	21	26	38	30	30	50	121	72	20	144	23	20	19*	20	31	66	22	21	18*	23	92	231
Oversight of risk process	More time	43%	50%	46%	45%	51%	55%	52%	38%	14%	46%	40%	40%	44%	37%	32%	44%	54%	45%	42%	65%	35%	41%	45%	38%	35%	48%	40%	45%
	Significantly more time	19%	9%	19%	21%	15%	10%	29%	27%	27%	32%	27%	22%	12%	34%	26%	21%	25%	35%	11%	10%	35%	28%	14%	10%	20%	30%	10%	10%
	Less time	3%	5%	0%	2%	1%	0%	0%	0%	8%	4%	13%	0%	1%	7%	0%	2%	0%	0%	0%	10%	6%	0%	0%	0%	0%	4%	5%	3%
	No change	32%	32%	35%	29%	30%	35%	19%	35%	51%	18%	13%	30%	42%	23%	42%	29%	17%	20%	47%	15%	23%	28%	41%	52%	45%	13%	42%	40%
	N/A	2%	4%	0%	3%	4%	0%	0%	0%	0%	0%	7%	8%	1%	0%	0%	4%	4%	0%	0%	0%	0%	3%	0%	0%	0%	4%	2%	1%
	n	1550	76	37	103	81	20	21	26	37	28	30	50	121	71	19*	143	24	20	19*	20	31	68	22	21	20	23	92	229

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Legal/regulatory compliance—including anti-corruption	More time	39%	34%	27%	56%	38%	55%	55%	23%	8%	39%	33%	38%	52%	34%	25%	42%	43%	40%	26%	50%	32%	47%	29%	38%	22%	30%	36%	33%
	Significantly more time	13%	3%	16%	16%	9%	10%	0%	23%	19%	29%	27%	14%	8%	37%	10%	10%	9%	25%	16%	25%	29%	22%	10%	10%	22%	39%	10%	5%
	Less time	3%	4%	0%	1%	1%	0%	0%	4%	3%	7%	7%	2%	2%	3%	5%	3%	0%	5%	0%	0%	6%	1%	0%	10%	6%	0%	5%	3%
	No change	43%	58%	57%	23%	51%	30%	45%	46%	65%	25%	30%	42%	39%	26%	60%	44%	43%	25%	58%	25%	32%	29%	62%	38%	50%	26%	47%	58%
	N/A	2%	1%	0%	4%	1%	5%	0%	4%	5%	0%	3%	4%	0%	0%	0%	1%	4%	5%	0%	0%	0%	0%	0%	5%	0%	4%	1%	1%
	n	1548	74	37	104	81	20	20	26	37	28	30	50	122	73	20	144	23	20	19*	20	31	68	21	21	18*	23	91	229
Tax risk	More time	19%	10%	11%	28%	20%	30%	33%	8%	29%	7%	17%	12%	21%	33%	20%	8%	33%	40%	26%	30%	16%	24%	36%	14%	6%	9%	11%	18%
	Significantly more time	7%	3%	3%	16%	1%	5%	10%	8%	13%	17%	17%	4%	1%	23%	0%	2%	8%	15%	5%	15%	13%	9%	0%	5%	18%	27%	0%	2%
	Less time	7%	7%	6%	4%	4%	0%	5%	12%	11%	23%	27%	6%	1%	8%	10%	7%	8%	10%	0%	5%	13%	3%	0%	10%	0%	18%	7%	7%
	No change	62%	72%	78%	45%	62%	60%	52%	69%	45%	50%	33%	72%	74%	34%	65%	71%	46%	30%	68%	45%	58%	58%	64%	67%	76%	45%	76%	69%
	N/A	5%	8%	3%	7%	14%	5%	0%	4%	3%	3%	7%	6%	2%	1%	5%	12%	4%	5%	0%	5%	0%	6%	0%	5%	0%	0%	7%	3%
	n	1547	72	36	104	81	20	21	26	38	30	30	50	121	73	20	144	24	20	19*	20	31	67	22	21	17*	22	92	230
Discussions with management regarding the adequacy of the company's disclosures	More time	25%	22%	19%	22%	27%	45%	14%	27%	16%	33%	23%	37%	29%	23%	30%	27%	9%	33%	32%	30%	42%	31%	29%	33%	18%	17%	31%	15%
	Significantly more time	9%	5%	11%	10%	6%	10%	10%	15%	21%	33%	30%	2%	3%	19%	10%	5%	13%	29%	5%	5%	13%	19%	10%	0%	6%	17%	3%	3%
	Less time	5%	3%	3%	4%	1%	5%	10%	8%	8%	3%	20%	4%	0%	12%	0%	5%	9%	5%	0%	0%	3%	4%	5%	5%	12%	22%	2%	3%
	No change	59%	70%	67%	55%	64%	35%	62%	50%	55%	30%	23%	55%	65%	41%	55%	59%	61%	33%	63%	65%	42%	43%	57%	57%	65%	39%	64%	77%
	N/A	3%	0%	0%	10%	1%	5%	5%	0%	0%	0%	3%	2%	3%	4%	5%	4%	9%	0%	0%	0%	0%	1%	0%	5%	0%	4%	0%	1%
	n	1546	74	36	104	81	20	21	26	38	30	30	51	118	73	20	143	23	21	19*	20	31	67	21	21	17*	23	91	229

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Reviewing financial filings	More time	15%	7%	8%	24%	10%	15%	38%	15%	11%	20%	17%	20%	17%	23%	10%	10%	22%	24%	21%	20%	6%	18%	27%	5%	12%	9%	9%	10%
	Significantly more time	6%	3%	3%	14%	5%	0%	19%	12%	8%	17%	30%	4%	1%	23%	0%	3%	9%	19%	0%	5%	13%	6%	0%	0%	6%	22%	1%	1%
	Less time	7%	5%	8%	6%	6%	10%	0%	8%	11%	7%	10%	6%	1%	11%	0%	8%	9%	5%	0%	10%	6%	11%	5%	5%	6%	17%	4%	9%
	No change	69%	80%	78%	52%	77%	70%	43%	62%	69%	57%	33%	68%	82%	41%	85%	77%	52%	52%	74%	65%	71%	64%	68%	81%	71%	35%	80%	78%
	N/A	3%	5%	3%	4%	2%	5%	0%	4%	0%	0%	10%	2%	0%	3%	5%	2%	9%	0%	5%	0%	3%	2%	0%	10%	6%	17%	5%	2%
	n	1546	74	37	103	81	20	21	26	36	30	30	50	121	74	20	143	23	21	19*	20	31	66	22	21	17*	23	92	229
Cybersecurity—including data privacy and protection of intellectual property	More time	40%	42%	42%	35%	46%	35%	38%	23%	27%	30%	23%	34%	40%	27%	37%	40%	27%	20%	17%	30%	39%	44%	41%	60%	11%	30%	47%	53%
	Significantly more time	15%	16%	28%	12%	8%	10%	10%	4%	27%	23%	13%	12%	5%	26%	16%	15%	18%	15%	17%	15%	23%	18%	14%	5%	17%	17%	15%	21%
	Less time	3%	0%	3%	2%	1%	0%	0%	15%	0%	10%	10%	2%	2%	10%	0%	4%	9%	5%	0%	0%	10%	3%	5%	5%	6%	9%	0%	2%
	No change	37%	41%	25%	45%	39%	40%	48%	42%	35%	30%	40%	48%	50%	34%	47%	38%	36%	50%	61%	50%	26%	33%	41%	30%	67%	39%	35%	22%
	N/A	5%	1%	3%	7%	6%	15%	5%	15%	11%	7%	13%	4%	2%	3%	0%	3%	9%	10%	6%	5%	3%	2%	0%	0%	0%	4%	3%	2%
	n	1545	74	36	103	80	20	21	26	37	30	30	50	121	73	19*	143	22	20	18*	20	31	66	22	20	18*	23	92	232
Pace of technology change (e.g., emerging technologies, mobile, social media, data analytics, cloud computing)	More time	37%	47%	42%	41%	38%	10%	38%	31%	19%	40%	13%	34%	31%	26%	37%	35%	18%	30%	32%	30%	39%	43%	33%	29%	35%	22%	46%	52%
	Significantly more time	13%	13%	22%	7%	10%	10%	5%	12%	22%	23%	20%	16%	3%	32%	11%	15%	23%	25%	11%	0%	23%	19%	10%	19%	12%	30%	14%	8%
	Less time	4%	0%	3%	3%	1%	5%	5%	8%	5%	13%	17%	2%	0%	12%	11%	3%	5%	5%	0%	5%	10%	1%	0%	5%	12%	4%	2%	2%
	No change	36%	37%	28%	40%	42%	50%	43%	42%	14%	17%	30%	42%	52%	26%	32%	39%	41%	40%	42%	55%	16%	34%	52%	24%	35%	22%	28%	35%
	N/A	10%	3%	6%	9%	9%	25%	10%	8%	41%	7%	20%	6%	14%	4%	11%	9%	14%	0%	16%	10%	13%	1%	5%	24%	6%	22%	10%	3%
	n	1544	75	36	100	81	20	21	26	37	30	30	50	122	74	19*	144	22	20	19*	20	31	67	21	21	17*	23	92	229

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Reviewing non-GAAP information/disclosures	More time	17%	15%	16%	25%	26%	30%	38%	8%	17%	27%	10%	28%	6%	11%	10%	17%	9%	5%	21%	30%	19%	20%	18%	10%	6%	22%	26%	12%
	Significantly more time	7%	1%	8%	15%	4%	5%	10%	15%	14%	20%	10%	6%	1%	15%	5%	5%	17%	10%	0%	15%	10%	11%	18%	5%	0%	9%	5%	2%
	Less time	7%	4%	5%	5%	6%	5%	0%	4%	8%	10%	27%	2%	1%	18%	5%	10%	13%	25%	5%	10%	13%	11%	5%	0%	12%	17%	3%	5%
	No change	61%	72%	68%	52%	58%	45%	48%	54%	56%	43%	33%	56%	71%	51%	75%	62%	57%	55%	63%	45%	52%	59%	59%	75%	82%	43%	59%	76%
	N/A	7%	8%	3%	4%	6%	15%	5%	19%	6%	0%	20%	8%	21%	4%	5%	6%	4%	5%	11%	0%	6%	0%	0%	10%	0%	9%	7%	5%
	n	1541	74	37	102	81	20	21	26	36	30	30	50	119	71	20	143	23	20	19*	20	31	66	22	20	17*	23	92	230
Evaluation of internal audit	More time	25%	25%	24%	32%	14%	5%	29%	23%	19%	17%	40%	31%	25%	29%	26%	28%	50%	24%	16%	35%	19%	26%	36%	29%	21%	22%	22%	19%
	Significantly more time	10%	4%	0%	19%	1%	5%	19%	12%	11%	30%	27%	4%	6%	24%	5%	5%	9%	14%	5%	5%	19%	18%	9%	0%	11%	35%	9%	2%
	Less time	4%	0%	14%	3%	1%	0%	0%	8%	11%	7%	10%	2%	0%	11%	0%	6%	5%	5%	0%	5%	6%	3%	0%	5%	5%	4%	7%	5%
	No change	53%	63%	57%	41%	49%	30%	48%	50%	54%	47%	23%	53%	64%	35%	58%	48%	32%	57%	79%	50%	55%	47%	55%	67%	63%	39%	56%	65%
	N/A	8%	8%	5%	5%	34%	60%	5%	8%	5%	0%	0%	10%	6%	1%	11%	13%	5%	0%	0%	5%	0%	6%	0%	0%	0%	0%	6%	9%
	n	1535	73	37	103	79	20	21	26	37	30	30	49	121	72	19*	141	22	21	19*	20	31	66	22	21	19*	23	89	226
Other	More time	33%	14%	50%	27%	67%	50%	0%	0%	0%	100%	33%	0%	67%	17%	-	25%	0%	50%	100%	0%	0%	33%	0%	0%	-	0%	60%	26%
	Significantly more time	16%	0%	50%	36%	17%	0%	0%	0%	0%	0%	17%	33%	0%	0%	-	0%	0%	50%	0%	0%	100%	50%	0%	0%	-	0%	20%	21%
	Less time	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	17%	0%	0%	0%	-	0%	0%	0%	0%	0%	0%	0%	0%	0%	-	0%	0%	0%
	No change	13%	43%	0%	18%	0%	0%	100%	0%	0%	0%	33%	0%	0%	17%	-	0%	0%	0%	0%	0%	0%	0%	0%	0%	-	50%	0%	16%
	N/A	36%	43%	0%	18%	17%	50%	0%	0%	100%	0%	0%	67%	33%	67%	-	75%	100%	0%	0%	100%	0%	17%	100%	100%	-	50%	20%	37%
	n	110	7*	2*	11*	6*	2*	1*	-	1*	2*	6*	3*	6*	6*	0	4*	1*	2*	1*	2*	1*	6*	1*	1*	0	2*	5*	19*

May not equal 100% due to rounding

Q3. Please rate the quality of the information you receive – whether as a member of the audit committee, other committee, or full board – about the following risks and their potential impact on the company: Quality of the information is...

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Government regulation/impact of public policy initiatives	Excellent	27%	35%	37%	16%	35%	40%	33%	8%	39%	40%	23%	31%	18%	15%	26%	20%	33%	24%	21%	15%	21%	16%	18%	33%	47%	32%	34%	35%
	Generally good – but issues arise periodically	58%	62%	42%	48%	51%	60%	33%	73%	55%	40%	57%	57%	72%	50%	63%	69%	42%	71%	53%	70%	59%	65%	55%	57%	47%	59%	57%	54%
	Needs improvement	15%	3%	21%	37%	14%	0%	33%	19%	5%	20%	20%	12%	10%	35%	11%	10%	25%	5%	26%	15%	21%	19%	27%	10%	5%	9%	10%	11%
	n	1555	77	38	103	80	20	21	26	38	30	30	51	118	74	19*	143	24	21	19*	20	29	68	22	21	19*	22	92	232
Uncertainty and volatility (economic, regulatory, political)	Excellent	18%	21%	15%	12%	15%	25%	29%	0%	29%	13%	7%	17%	13%	17%	25%	16%	29%	15%	32%	10%	10%	7%	23%	14%	35%	23%	16%	24%
	Generally good – but issues arise periodically	60%	61%	64%	55%	65%	70%	43%	62%	66%	60%	67%	63%	63%	52%	50%	64%	58%	65%	42%	55%	48%	54%	45%	67%	65%	68%	62%	61%
	Needs improvement	22%	17%	21%	33%	20%	5%	29%	38%	5%	27%	27%	19%	23%	31%	25%	20%	13%	20%	26%	35%	41%	39%	32%	19%	0%	9%	22%	14%
	n	1552	75	39	103	80	20	21	26	38	30	30	52	120	75	20	142	24	20	19*	20	29	67	22	21	17*	22	91	231
Legal/regulatory compliance risk	Excellent	31%	34%	24%	18%	34%	45%	43%	8%	29%	50%	17%	42%	14%	25%	21%	35%	33%	19%	32%	20%	17%	19%	23%	38%	50%	50%	31%	47%
	Generally good – but issues arise periodically	55%	58%	58%	57%	56%	45%	48%	73%	55%	40%	70%	52%	61%	52%	63%	55%	50%	76%	47%	45%	70%	57%	64%	57%	50%	45%	59%	43%
	Needs improvement	15%	8%	18%	24%	10%	10%	10%	19%	16%	10%	13%	6%	25%	23%	16%	10%	17%	5%	21%	35%	13%	24%	14%	5%	0%	5%	10%	10%
	n	1551	74	38	103	79	20	21	26	38	30	30	52	121	75	19*	143	24	21	19*	20	30	67	22	21	18*	22	90	230
Pace of technology change (e.g., emerging technologies, mobile, social media)	Excellent	13%	9%	21%	8%	15%	10%	24%	4%	25%	14%	7%	18%	16%	9%	20%	12%	0%	15%	16%	10%	0%	1%	9%	5%	42%	14%	4%	19%
	Generally good – but issues arise periodically	52%	48%	32%	50%	52%	70%	48%	54%	47%	52%	41%	48%	58%	47%	60%	48%	38%	70%	47%	60%	59%	63%	50%	62%	42%	64%	46%	58%
	Needs improvement	35%	43%	47%	42%	33%	20%	29%	42%	28%	34%	52%	34%	27%	43%	20%	40%	63%	15%	37%	30%	41%	35%	41%	33%	16%	23%	49%	23%
	n	1546	77	38	102	79	20	21	26	36	29	29	50	120	74	20	142	24	20	19*	20	29	68	22	21	19*	22	91	230

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Possible disruption to the business model	Excellent	18%	16%	21%	12%	14%	30%	30%	15%	32%	23%	13%	20%	11%	11%	10%	18%	25%	16%	21%	25%	7%	4%	14%	14%	32%	23%	16%	28%
	Generally good – but issues arise periodically	54%	59%	51%	59%	64%	65%	20%	65%	37%	33%	63%	42%	60%	61%	50%	48%	50%	58%	53%	40%	52%	66%	50%	67%	47%	59%	63%	49%
	Needs improvement	28%	25%	28%	29%	23%	5%	50%	19%	32%	43%	23%	38%	29%	28%	40%	35%	25%	26%	26%	35%	41%	29%	36%	19%	21%	18%	21%	23%
	n	1543	73	39	101	80	20	20	26	38	30	30	50	119	72	20	141	24	19*	19*	20	29	68	22	21	19*	22	92	232
Growth and innovation (or lack of innovation)	Excellent	16%	7%	29%	8%	14%	15%	24%	0%	36%	24%	17%	24%	10%	11%	15%	14%	17%	15%	21%	26%	7%	6%	5%	10%	30%	9%	10%	28%
	Generally good – but issues arise periodically	54%	62%	45%	53%	60%	75%	57%	54%	25%	38%	41%	63%	58%	55%	50%	54%	29%	60%	32%	58%	55%	68%	77%	65%	40%	59%	67%	51%
	Needs improvement	30%	32%	26%	39%	26%	10%	19%	46%	39%	38%	41%	14%	32%	34%	35%	32%	54%	25%	47%	16%	38%	26%	18%	25%	30%	32%	23%	21%
	n	1542	73	38	102	80	20	21	26	36	29	29	51	120	74	20	142	24	20	19*	19*	29	68	22	20	20	22	91	229
Operational risk/ control environment	Excellent	24%	26%	34%	9%	24%	21%	32%	12%	46%	40%	17%	29%	14%	15%	32%	26%	33%	14%	16%	15%	7%	19%	14%	29%	50%	38%	29%	34%
	Generally good – but issues arise periodically	55%	47%	42%	59%	56%	63%	32%	69%	43%	37%	60%	55%	60%	57%	58%	53%	50%	76%	42%	65%	62%	57%	48%	57%	39%	48%	62%	53%
	Needs improvement	21%	26%	24%	32%	20%	16%	37%	19%	11%	23%	23%	16%	26%	28%	11%	21%	17%	10%	42%	20%	31%	24%	38%	14%	11%	14%	10%	13%
	n	1536	72	38	101	79	19*	19*	26	35	30	30	51	121	74	19*	142	24	21	19*	20	29	68	21	21	18*	21	91	230
Talent management and development	Excellent	15%	16%	22%	15%	20%	5%	15%	12%	15%	17%	0%	20%	10%	12%	21%	13%	8%	10%	21%	25%	0%	3%	10%	10%	33%	23%	13%	24%
	Generally good – but issues arise periodically	49%	59%	41%	49%	54%	80%	50%	65%	35%	40%	45%	44%	41%	38%	26%	54%	50%	85%	42%	60%	55%	48%	52%	62%	33%	36%	48%	54%
	Needs improvement	36%	24%	38%	37%	25%	15%	35%	23%	50%	43%	55%	36%	49%	49%	53%	33%	42%	5%	37%	15%	45%	49%	38%	29%	33%	41%	39%	22%
	n	1536	74	37	101	79	20	20	26	34	30	29	50	121	73	19*	142	24	20	19*	20	29	67	21	21	18*	22	90	232

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Cybersecurity—including data privacy and protection of intellectual property	Excellent	10%	9%	13%	8%	11%	5%	19%	4%	15%	13%	7%	20%	10%	8%	11%	7%	0%	0%	5%	40%	0%	1%	0%	10%	32%	23%	4%	17%
	Generally good – but issues arise periodically	49%	39%	36%	54%	48%	50%	48%	69%	32%	43%	57%	39%	68%	54%	42%	48%	50%	70%	42%	40%	50%	45%	41%	38%	53%	59%	42%	48%
	Needs improvement	41%	51%	51%	38%	41%	45%	33%	27%	53%	43%	37%	41%	23%	38%	47%	45%	50%	30%	53%	20%	50%	54%	59%	52%	16%	18%	53%	36%
	n	1535	74	39	102	79	20	21	26	34	30	30	49	120	74	19*	141	24	20	19*	20	28	67	22	21	19*	22	92	228
Global systemic risk (pandemic, social unrest, geopolitical instability...)	Excellent	16%	21%	16%	11%	16%	20%	29%	4%	24%	27%	0%	18%	13%	14%	20%	11%	35%	5%	11%	15%	3%	9%	5%	19%	35%	14%	18%	22%
	Generally good – but issues arise periodically	62%	63%	68%	64%	73%	70%	62%	54%	64%	43%	59%	63%	66%	49%	60%	70%	43%	75%	68%	50%	52%	61%	52%	71%	47%	59%	66%	60%
	Needs improvement	22%	16%	16%	25%	10%	10%	10%	42%	12%	30%	41%	18%	21%	37%	20%	18%	22%	20%	21%	35%	45%	30%	43%	10%	18%	27%	16%	17%
	n	1530	75	38	101	79	20	21	26	33	30	29	49	120	71	20	141	23	20	19*	20	29	67	21	21	17*	22	91	230
Supply chain risk	Excellent	18%	18%	34%	9%	13%	21%	20%	4%	26%	27%	3%	20%	18%	14%	35%	18%	25%	10%	21%	30%	3%	7%	15%	14%	33%	18%	15%	27%
	Generally good – but issues arise periodically	62%	68%	60%	70%	73%	74%	70%	68%	53%	40%	59%	63%	55%	59%	50%	67%	50%	70%	42%	50%	72%	66%	60%	67%	67%	59%	67%	58%
	Needs improvement	19%	14%	6%	22%	14%	5%	10%	28%	21%	33%	38%	16%	28%	27%	15%	16%	25%	20%	37%	20%	24%	27%	25%	19%	0%	23%	18%	14%
	n	1520	73	35	102	79	19*	20	25	34	30	29	49	120	70	20	141	24	20	19*	20	29	67	20	21	18*	22	91	226
Tax risk	Excellent	26%	34%	45%	16%	27%	25%	33%	12%	31%	43%	7%	36%	15%	25%	30%	25%	42%	10%	37%	26%	7%	19%	24%	38%	56%	19%	28%	30%
	Generally good – but issues arise periodically	59%	61%	45%	58%	65%	65%	33%	73%	50%	43%	55%	46%	69%	49%	65%	64%	42%	85%	32%	42%	64%	64%	52%	38%	33%	76%	67%	61%
	Needs improvement	15%	6%	11%	26%	8%	10%	33%	15%	19%	13%	38%	18%	17%	25%	5%	11%	17%	5%	32%	32%	29%	17%	24%	24%	11%	5%	5%	9%
	n	1517	71	38	103	75	20	21	26	36	30	29	50	121	71	20	137	24	20	19*	19*	28	64	21	21	18*	21	88	230

May not equal 100% due to rounding

Q4. Please rate the quality of the audit committee’s communications and interactions with the following professionals/functions (or equivalent):

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
External auditor	Excellent	63%	75%	62%	40%	71%	70%	38%	38%	80%	60%	34%	74%	75%	41%	40%	66%	52%	50%	68%	70%	59%	63%	68%	57%	95%	68%	67%	74%
	Good, but issues arise periodically	27%	19%	31%	35%	21%	25%	33%	58%	13%	27%	45%	24%	20%	28%	45%	22%	13%	50%	32%	30%	34%	32%	23%	38%	5%	23%	29%	22%
	Needs improvement	8%	5%	8%	19%	5%	0%	24%	4%	8%	13%	7%	2%	4%	22%	10%	7%	30%	0%	0%	0%	3%	4%	9%	5%	0%	0%	4%	4%
	N/A or no significant interaction	2%	0%	0%	6%	3%	5%	5%	0%	0%	0%	14%	0%	1%	9%	5%	5%	4%	0%	0%	0%	3%	0%	0%	0%	0%	9%	0%	0%
	n	1564	77	39	104	80	20	21	26	40	30	29	50	122	74	20	145	23	20	19*	20	32	68	22	21	20	22	91	232
Chief financial officer	Excellent	66%	75%	69%	58%	79%	37%	43%	50%	90%	69%	52%	80%	54%	50%	60%	67%	57%	75%	68%	45%	44%	63%	55%	62%	85%	52%	70%	81%
	Good, but issues arise periodically	24%	22%	28%	28%	15%	16%	33%	38%	5%	31%	34%	14%	26%	28%	40%	24%	9%	25%	21%	45%	41%	31%	36%	29%	10%	43%	21%	16%
	Needs improvement	6%	3%	3%	9%	3%	11%	19%	4%	5%	0%	10%	4%	8%	15%	0%	6%	22%	0%	11%	10%	13%	6%	5%	10%	0%	0%	5%	3%
	N/A or no significant interaction	4%	0%	0%	6%	4%	37%	5%	8%	0%	0%	3%	2%	13%	7%	0%	3%	13%	0%	0%	0%	3%	0%	5%	0%	5%	5%	3%	<1%
	n	1556	77	39	104	80	19*	21	26	40	29	29	49	120	74	20	144	23	20	19*	20	32	68	22	21	20	21	91	231
Internal audit executive	Excellent	48%	54%	61%	46%	34%	11%	43%	15%	78%	50%	50%	50%	60%	35%	45%	25%	48%	40%	58%	45%	44%	32%	64%	43%	90%	64%	47%	65%
	Good, but issues arise periodically	26%	24%	21%	26%	14%	16%	24%	46%	8%	33%	36%	23%	24%	30%	35%	27%	43%	55%	16%	40%	38%	46%	27%	33%	5%	27%	35%	13%
	Needs improvement	9%	9%	11%	16%	4%	5%	19%	19%	8%	17%	7%	8%	8%	19%	5%	7%	4%	5%	16%	10%	9%	10%	9%	14%	0%	5%	3%	5%
	N/A or no significant interaction	16%	13%	8%	12%	48%	68%	14%	19%	8%	0%	7%	19%	8%	16%	15%	41%	4%	0%	11%	5%	9%	12%	0%	10%	5%	5%	14%	16%
	n	1551	76	38	104	79	19*	21	26	40	30	28	48	122	74	20	143	23	20	19*	20	32	68	22	21	20	22	91	230

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Treasurer	Excellent	34%	38%	34%	35%	30%	16%	5%	27%	53%	14%	24%	30%	61%	28%	20%	22%	48%	42%	16%	25%	7%	20%	14%	33%	84%	23%	31%	45%
	Good, but issues arise periodically	24%	20%	24%	28%	16%	11%	29%	23%	10%	38%	38%	23%	30%	32%	30%	17%	26%	53%	21%	40%	20%	29%	14%	14%	16%	41%	19%	20%
	Needs improvement	8%	0%	13%	19%	0%	0%	19%	4%	8%	21%	10%	4%	8%	19%	10%	5%	17%	0%	16%	15%	7%	5%	9%	14%	0%	0%	7%	4%
	N/A or no significant interaction	34%	42%	29%	19%	53%	74%	48%	46%	30%	28%	28%	43%	1%	20%	40%	57%	9%	5%	47%	20%	67%	47%	64%	38%	0%	36%	43%	31%
	n	1532	74	38	101	79	19*	21	26	40	29	29	47	121	74	20	139	23	19*	19*	20	30	66	22	21	19*	22	88	229
General counsel/ corporate secretary	Excellent	50%	61%	53%	42%	46%	50%	28%	19%	65%	40%	36%	53%	59%	31%	65%	35%	45%	42%	47%	35%	34%	42%	59%	75%	68%	41%	61%	70%
	Good, but issues arise periodically	28%	27%	18%	33%	24%	35%	17%	69%	25%	20%	43%	29%	36%	39%	15%	25%	5%	32%	26%	30%	34%	35%	32%	15%	11%	45%	21%	18%
	Needs improvement	8%	4%	8%	20%	9%	0%	17%	4%	5%	20%	18%	4%	6%	14%	5%	4%	25%	11%	11%	5%	19%	8%	5%	0%	0%	0%	6%	6%
	N/A or no significant interaction	14%	8%	21%	5%	21%	15%	39%	8%	5%	20%	4%	14%	0%	16%	15%	36%	25%	16%	16%	30%	13%	15%	5%	10%	21%	14%	13%	7%
	n	1529	77	38	102	80	20	18*	26	40	30	28	49	121	70	20	143	20	19*	19*	20	32	66	22	20	19*	22	87	228
Controller	Excellent	40%	36%	44%	45%	49%	6%	38%	15%	46%	31%	31%	35%	64%	35%	40%	19%	43%	35%	16%	21%	6%	26%	32%	38%	74%	27%	39%	59%
	Good, but issues arise periodically	25%	25%	21%	34%	25%	0%	19%	42%	10%	24%	38%	20%	30%	34%	30%	15%	29%	65%	32%	37%	23%	30%	18%	43%	11%	36%	26%	18%
	Needs improvement	8%	1%	5%	12%	4%	6%	19%	8%	10%	17%	10%	4%	6%	18%	15%	4%	14%	0%	21%	26%	10%	5%	14%	0%	0%	0%	3%	8%
	N/A or no significant interaction	27%	38%	31%	10%	23%	89%	24%	35%	33%	28%	21%	41%	0%	14%	15%	61%	14%	0%	32%	16%	61%	39%	36%	19%	16%	36%	31%	14%
	n	1524	72	39	101	80	18*	21	26	39	29	29	46	122	74	20	135	21	20	19*	19*	31	66	22	21	19*	22	89	229

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Chief compliance officer	Excellent	36%	44%	49%	31%	24%	45%	26%	19%	35%	40%	21%	44%	47%	21%	30%	19%	41%	35%	28%	40%	16%	32%	32%	43%	68%	32%	42%	51%
	Good, but issues arise periodically	24%	26%	19%	27%	21%	35%	26%	23%	18%	27%	45%	21%	26%	33%	25%	19%	23%	55%	17%	35%	16%	32%	14%	10%	16%	36%	27%	17%
	Needs improvement	10%	7%	11%	21%	6%	10%	21%	8%	6%	20%	14%	13%	10%	13%	5%	6%	18%	0%	17%	15%	16%	12%	9%	14%	0%	9%	4%	6%
	N/A or no significant interaction	30%	23%	22%	21%	49%	10%	26%	50%	41%	13%	21%	23%	18%	33%	40%	57%	18%	10%	39%	10%	53%	24%	45%	33%	16%	23%	27%	26%
	n	1521	73	37	102	78	20	19*	26	34	30	29	48	120	70	20	139	22	20	18*	20	32	68	22	21	19*	22	89	229
Chief information officer	Excellent	23%	29%	24%	24%	21%	24%	35%	8%	55%	18%	11%	21%	35%	22%	0%	18%	27%	18%	5%	15%	6%	15%	5%	24%	53%	32%	19%	30%
	Good, but issues arise periodically	29%	35%	30%	34%	18%	12%	35%	15%	13%	7%	43%	23%	29%	30%	47%	24%	18%	59%	32%	35%	23%	42%	23%	29%	16%	27%	36%	33%
	Needs improvement	20%	18%	22%	33%	21%	0%	25%	23%	11%	32%	7%	15%	20%	25%	26%	21%	36%	6%	32%	35%	19%	23%	36%	24%	0%	5%	17%	14%
	N/A or no significant interaction	27%	18%	24%	10%	40%	65%	5%	54%	21%	43%	39%	40%	16%	23%	26%	36%	18%	18%	32%	15%	52%	20%	36%	24%	32%	36%	28%	23%
	n	1517	77	37	101	80	17*	20	26	38	28	28	47	120	73	19*	140	22	17*	19*	20	31	66	22	21	19*	22	89	224
Chief risk officer	Excellent	34%	53%	50%	29%	26%	28%	33%	4%	61%	27%	24%	44%	37%	22%	35%	28%	41%	24%	26%	25%	13%	34%	23%	33%	56%	55%	37%	37%
	Good, but issues arise periodically	24%	26%	11%	32%	14%	22%	28%	31%	8%	27%	41%	23%	28%	28%	30%	15%	18%	53%	21%	45%	25%	37%	41%	38%	11%	14%	26%	18%
	Needs improvement	12%	9%	21%	27%	9%	6%	28%	4%	8%	33%	21%	10%	18%	20%	10%	7%	9%	6%	16%	20%	9%	15%	14%	10%	0%	9%	10%	4%
	N/A or no significant interaction	29%	12%	18%	13%	51%	44%	11%	62%	22%	13%	14%	23%	18%	30%	25%	50%	32%	18%	37%	10%	53%	15%	23%	19%	33%	23%	27%	41%
	n	1511	76	38	101	78	18*	18*	26	36	30	29	48	120	69	20	137	22	17*	19*	20	32	68	22	21	18*	22	89	224

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Tax director	Excellent	27%	31%	32%	36%	14%	17%	0%	12%	37%	25%	17%	28%	50%	28%	15%	15%	27%	12%	17%	21%	6%	22%	18%	19%	61%	23%	22%	38%
	Good, but issues arise periodically	25%	21%	24%	28%	15%	11%	15%	31%	21%	36%	31%	17%	27%	29%	30%	17%	27%	76%	22%	21%	13%	30%	41%	43%	11%	27%	24%	24%
	Needs improvement	9%	1%	11%	18%	3%	0%	25%	0%	18%	11%	17%	2%	7%	14%	5%	4%	18%	0%	17%	42%	6%	3%	9%	5%	0%	9%	7%	8%
	N/A or no significant interaction	40%	46%	34%	17%	68%	72%	60%	58%	24%	29%	34%	53%	16%	29%	50%	65%	27%	12%	44%	16%	74%	45%	32%	33%	28%	41%	48%	30%
	n	1508	70	38	99	79	18*	20	26	38	28	29	47	119	72	20	136	22	17*	18*	19*	31	67	22	21	18*	22	88	230
Company's major investors	Excellent	22%	20%	19%	30%	11%	30%	33%	8%	26%	23%	11%	35%	15%	36%	25%	24%	32%	47%	26%	10%	16%	19%	23%	14%	78%	32%	14%	18%
	Good, but issues arise periodically	21%	27%	8%	24%	24%	60%	17%	27%	8%	27%	33%	10%	10%	19%	15%	26%	18%	32%	16%	20%	23%	34%	32%	29%	6%	9%	15%	17%
	Needs improvement	13%	14%	11%	20%	16%	0%	11%	23%	18%	17%	15%	10%	15%	26%	10%	6%	0%	0%	26%	15%	26%	9%	9%	10%	0%	5%	18%	9%
	N/A or no significant interaction	44%	39%	61%	26%	50%	10%	39%	42%	47%	33%	41%	45%	60%	20%	50%	44%	50%	21%	32%	55%	35%	37%	36%	48%	17%	55%	53%	56%
	n	1500	74	36	94	76	20	18*	26	38	30	27	49	117	70	20	138	22	19*	19*	20	31	67	22	21	18*	22	88	225
Head of investor relations	Excellent	28%	30%	14%	38%	24%	42%	11%	12%	33%	24%	19%	20%	41%	20%	35%	13%	33%	28%	37%	15%	6%	25%	14%	33%	61%	23%	26%	36%
	Good, but issues arise periodically	22%	25%	19%	27%	19%	26%	17%	50%	21%	31%	37%	12%	31%	26%	25%	7%	14%	39%	16%	30%	23%	28%	45%	33%	11%	23%	13%	17%
	Needs improvement	9%	6%	17%	8%	8%	5%	11%	4%	15%	7%	11%	8%	13%	14%	0%	3%	14%	6%	26%	15%	16%	9%	14%	0%	6%	5%	7%	6%
	N/A or no significant interaction	42%	39%	50%	28%	49%	26%	61%	35%	31%	38%	33%	59%	16%	39%	40%	76%	38%	28%	21%	40%	55%	37%	27%	33%	22%	50%	55%	40%
	n	1494	69	36	98	78	19*	18*	26	39	29	27	49	118	69	20	135	21	18*	19*	20	31	67	22	21	18*	22	86	226

May not equal 100% due to rounding

Q5. Which of the following aspects of the finance organization's work would you like the audit committee to hear about in greater depth?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Financial risk management	I would like the audit committee to hear about this issue in greater depth	90%	87%	97%	90%	88%	87%	80%	100%	82%	93%	100%	95%	88%	83%	93%	87%	78%	100%	100%	100%	91%	97%	86%	94%	94%	95%	94%	87%
	N/A – not a primary audit committee responsibility	10%	13%	3%	10%	12%	13%	20%	0%	18%	7%	0%	5%	12%	17%	7%	13%	22%	0%	0%	0%	9%	3%	14%	6%	6%	5%	6%	13%
	n	1251	60	29	88	67	15*	20	23	11*	30	27	43	113	69	15*	119	18*	20	12*	16*	32	63	14*	16*	16*	21	52	156
Treasury/capital allocation	I would like the audit committee to hear about this issue in greater depth	63%	58%	67%	86%	65%	31%	47%	58%	72%	65%	79%	55%	64%	54%	81%	50%	53%	67%	57%	81%	67%	69%	59%	65%	100%	55%	61%	55%
	N/A – not a primary audit committee responsibility	37%	42%	33%	14%	35%	69%	53%	42%	28%	35%	21%	45%	36%	46%	19%	50%	47%	33%	43%	19%	33%	31%	41%	35%	0%	45%	39%	45%
	n	1224	57	27	79	72	13*	19*	24	18*	26	28	40	111	65	16*	116	15*	15*	14*	16*	30	59	17*	17*	14*	22	64	145
Credit decisions	I would like the audit committee to hear about this issue in greater depth	43%	36%	48%	60%	38%	27%	44%	35%	43%	42%	50%	31%	45%	44%	71%	30%	44%	44%	67%	47%	59%	38%	69%	53%	86%	50%	36%	34%
	N/A – not a primary audit committee responsibility	57%	64%	52%	40%	62%	73%	56%	65%	57%	58%	50%	69%	55%	56%	29%	70%	56%	56%	33%	53%	41%	62%	31%	47%	14%	50%	64%	66%
	n	1152	50	25	72	65	11*	18*	23	14*	26	28	39	110	66	14*	107	16*	18*	12*	15*	29	55	16*	15*	14*	22	59	137

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Tax	I would like the audit committee to hear about this issue in greater depth	60%	47%	46%	73%	57%	62%	55%	64%	86%	69%	81%	51%	55%	69%	88%	39%	67%	83%	69%	83%	59%	65%	71%	71%	75%	57%	43%	60%
	N/A – not a primary audit committee responsibility	40%	53%	54%	27%	43%	38%	45%	36%	14%	31%	19%	49%	45%	31%	13%	61%	33%	17%	31%	17%	41%	35%	29%	29%	25%	43%	57%	40%
	n	1177	45	26	78	60	13*	20	22	22	26	27	35	109	67	16*	109	18*	18*	13*	18*	29	52	17*	17*	12*	21	61	144
M&A	I would like the audit committee to hear about this issue in greater depth	51%	41%	56%	68%	52%	25%	33%	54%	57%	54%	74%	26%	66%	50%	59%	29%	35%	53%	69%	56%	71%	47%	60%	57%	85%	68%	17%	56%
	N/A – not a primary audit committee responsibility	49%	59%	44%	32%	48%	75%	67%	46%	43%	46%	26%	74%	34%	50%	41%	71%	65%	47%	31%	44%	29%	53%	40%	43%	15%	32%	83%	44%
	n	1146	51	25	77	62	12*	18*	24	14	26	27	35	115	64	17*	108	17*	15*	13*	16*	31	57	15*	14*	13*	22	53	131
Controller	I would like the audit committee to hear about this issue in greater depth	54%	36%	60%	81%	54%	0%	64%	38%	67%	65%	85%	30%	66%	71%	67%	27%	46%	79%	73%	71%	46%	30%	67%	46%	92%	55%	21%	55%
	N/A – not a primary audit committee responsibility	46%	64%	40%	19%	46%	100%	36%	63%	33%	35%	15%	70%	34%	29%	33%	73%	54%	21%	27%	29%	54%	70%	33%	54%	8%	45%	79%	45%
	n	1059	42	25	77	57	13*	14*	24	15*	26	27	30	114	62	15*	94	13*	14*	11*	14*	28	50	15*	13*	13*	20	47	110

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Accounting	I would like the audit committee to hear about this issue in greater depth	73%	86%	75%	75%	68%	83%	78%	64%	38%	74%	89%	80%	74%	70%	86%	64%	45%	81%	70%	79%	61%	77%	92%	69%	83%	68%	73%	68%
	N/A – not a primary audit committee responsibility	27%	14%	25%	25%	32%	17%	22%	36%	63%	26%	11%	20%	26%	30%	14%	36%	55%	19%	30%	21%	39%	23%	8%	31%	17%	32%	27%	32%
	n	1042	43	24	68	56	12*	18*	22	8*	27	28	35	110	64	14*	95	11*	16*	10*	14*	28	53	13*	13*	12*	19*	52	103
Other	I would like the audit committee to hear about this issue in greater depth	68%	50%	100%	80%	75%	0%	0%	100%	50%	100%	60%	100%	50%	40%	0%	50%	67%	50%	50%	-	-	100%	-	-	-	67%	100%	75%
	N/A – not a primary audit committee responsibility	32%	50%	0%	20%	25%	0%	100%	0%	50%	0%	40%	0%	50%	60%	100%	50%	33%	50%	50%	-	-	0%	-	-	-	33%	0%	25%
	n	82	2*	5*	5*	4*	-	1*	1*	2*	2*	5*	3*	2*	5*	1*	8*	3*	2*	2*	0	0	6*	0	0	0	3*	3*	8*

May not equal 100% due to rounding

Q6. For the following critical-infrastructure related risks, please indicate the company’s exposure and readiness in terms of business continuity and disaster recovery plans: (Select all that apply)

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
IT/telecomm infrastructure	Company has significant exposure to this risk in the event of crisis/political instability	31%	26%	36%	29%	39%	13%	42%	22%	43%	18%	19%	26%	33%	24%	12%	30%	37%	35%	39%	45%	17%	38%	32%	37%	13%	5%	33%	38%
	Business continuity and disaster recovery plans are in place	57%	65%	56%	41%	69%	60%	42%	48%	50%	50%	52%	70%	54%	34%	65%	61%	42%	59%	67%	65%	48%	53%	58%	58%	44%	43%	65%	68%
	Business continuity and disaster recovery plans are tested periodically	44%	53%	47%	26%	36%	53%	53%	30%	53%	43%	48%	50%	30%	40%	47%	50%	42%	29%	33%	35%	41%	55%	26%	58%	31%	38%	59%	51%
	Business continuity and disaster recovery plans include all critical suppliers	26%	39%	25%	29%	20%	40%	47%	17%	13%	29%	26%	35%	11%	27%	24%	28%	32%	24%	28%	40%	34%	20%	21%	21%	19%	14%	23%	31%
	n	1435	74	36	95	70	15*	19*	23	30	28	27	46	122	67	17*	137	19*	17*	18*	20	29	64	19*	19*	16*	21	83	216
Financial systems	Company has significant exposure to this risk in the event of crisis/political instability	28%	19%	34%	26%	38%	12%	40%	25%	33%	20%	19%	25%	30%	23%	6%	27%	35%	32%	41%	47%	24%	30%	39%	28%	19%	10%	23%	32%
	Business continuity and disaster recovery plans are in place	58%	65%	63%	43%	68%	65%	50%	46%	55%	57%	54%	69%	61%	41%	71%	62%	35%	68%	65%	63%	41%	52%	44%	61%	38%	50%	67%	68%
	Business continuity and disaster recovery plans are tested periodically	40%	45%	37%	30%	35%	53%	45%	38%	48%	27%	42%	52%	29%	37%	35%	41%	35%	16%	35%	37%	48%	41%	17%	50%	38%	30%	52%	48%
	Business continuity and disaster recovery plans include all critical suppliers	21%	42%	26%	23%	15%	35%	20%	13%	6%	20%	15%	31%	5%	17%	24%	25%	29%	21%	35%	21%	24%	25%	17%	11%	19%	10%	21%	27%
	n	1429	69	38	93	74	17*	20	24	33	30	26	48	116	71	17*	135	17*	19*	17*	19*	29	63	18*	18*	16*	20	82	216

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Electricity	Company has significant exposure to this risk in the event of crisis/political instability	31%	18%	30%	31%	38%	0%	35%	25%	36%	30%	20%	30%	41%	28%	7%	33%	39%	39%	53%	38%	27%	45%	21%	19%	36%	5%	19%	30%
	Business continuity and disaster recovery plans are in place	56%	67%	45%	40%	66%	50%	55%	55%	44%	52%	40%	63%	50%	37%	73%	64%	50%	61%	60%	56%	46%	47%	57%	81%	36%	62%	69%	70%
	Business continuity and disaster recovery plans are tested periodically	36%	47%	45%	27%	31%	50%	55%	20%	24%	33%	44%	45%	26%	34%	40%	41%	28%	28%	40%	13%	23%	38%	21%	38%	14%	29%	44%	43%
	Business continuity and disaster recovery plans include all critical suppliers	21%	29%	21%	22%	21%	33%	30%	20%	16%	15%	12%	30%	10%	21%	13%	22%	28%	22%	13%	25%	31%	30%	21%	19%	21%	14%	22%	23%
	n	1337	66	33	91	68	12*	20	20	25	27	25	40	117	68	15*	134	18*	18*	15*	16*	26	66	14*	16*	14*	21	72	196
Transportation	Company has significant exposure to this risk in the event of crisis/political instability	24%	13%	19%	21%	33%	0%	33%	26%	32%	19%	18%	16%	42%	31%	6%	18%	25%	31%	21%	36%	26%	18%	25%	8%	31%	10%	11%	23%
	Business continuity and disaster recovery plans are in place	55%	66%	50%	49%	60%	50%	40%	61%	44%	62%	41%	55%	47%	31%	81%	61%	38%	44%	71%	57%	43%	53%	56%	62%	38%	57%	63%	72%
	Business continuity and disaster recovery plans are tested periodically	24%	28%	23%	16%	26%	13%	27%	17%	24%	27%	36%	35%	19%	20%	25%	26%	44%	31%	21%	0%	13%	31%	6%	38%	15%	29%	39%	23%
	Business continuity and disaster recovery plans include all critical suppliers	18%	25%	15%	26%	12%	50%	33%	17%	16%	23%	5%	26%	12%	24%	6%	17%	25%	19%	29%	14%	30%	22%	19%	38%	23%	5%	18%	12%
	n	1138	53	26	77	57	8*	15*	23	25	26	22	31	114	59	16*	98	16*	16*	14*	14*	23	49	16*	13*	13*	21	56	166

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Gas/fuel	Company has significant exposure to this risk in the event of crisis/political instability	24%	15%	18%	23%	33%	0%	18%	19%	29%	17%	20%	27%	39%	36%	0%	18%	27%	41%	43%	31%	22%	20%	0%	0%	25%	5%	13%	23%
	Business continuity and disaster recovery plans are in place	55%	64%	54%	41%	59%	63%	47%	52%	38%	50%	40%	55%	50%	31%	71%	64%	27%	47%	71%	62%	39%	47%	67%	75%	42%	70%	67%	69%
	Business continuity and disaster recovery plans are tested periodically	27%	32%	39%	21%	21%	13%	29%	19%	33%	33%	30%	45%	20%	22%	36%	31%	33%	29%	21%	15%	13%	27%	8%	17%	8%	15%	44%	29%
	Business continuity and disaster recovery plans include all critical suppliers	19%	26%	21%	26%	15%	38%	35%	19%	14%	17%	10%	24%	12%	22%	7%	18%	27%	18%	7%	15%	26%	22%	25%	33%	25%	20%	19%	17%
	n	1132	53	28	73	61	8*	17*	21	21	24	20	33	111	59	14*	103	15*	17*	14*	13*	23	49	12*	12*	12*	20	64	167

Multiple Responses Allowed

Q7. To what extent has the amount of time required to carry out your audit committee responsibilities changed over the past two years?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Increased significantly	24%	14%	29%	30%	14%	58%	25%	19%	24%	67%	7%	24%	8%	18%	25%	18%	24%	20%	32%	26%	53%	41%	27%	29%	17%	22%	27%	21%
Increased moderately	51%	55%	42%	52%	65%	37%	65%	58%	55%	20%	62%	55%	33%	49%	55%	59%	48%	40%	42%	42%	37%	41%	36%	43%	33%	43%	56%	58%
No change	25%	31%	29%	17%	20%	5%	10%	23%	18%	13%	31%	18%	59%	30%	20%	23%	29%	40%	26%	32%	10%	18%	32%	29%	50%	30%	16%	20%
Decreased	1%	0%	0%	1%	1%	0%	0%	0%	3%	0%	0%	4%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	4%	1%	1%
n	1539	77	38	103	80	19*	20	26	38	30	29	51	117	74	20	142	21	20	19*	19*	30	68	22	21	18*	23	89	230

May not equal 100% due to rounding

Q8. 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	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Yes	52%	70%	31%	36%	62%	65%	55%	54%	41%	40%	59%	58%	38%	52%	58%	63%	67%	40%	42%	35%	40%	46%	29%	48%	53%	61%	41%	63%
Yes – but increasingly difficult	40%	26%	54%	50%	33%	35%	35%	38%	51%	43%	34%	38%	46%	32%	42%	29%	24%	50%	47%	50%	50%	47%	62%	48%	42%	30%	58%	33%
No	8%	4%	15%	14%	5%	0%	10%	8%	8%	17%	7%	4%	16%	16%	0%	8%	10%	10%	11%	15%	10%	7%	10%	5%	5%	9%	1%	4%
n	1544	76	39	104	81	20	20	26	39	30	29	52	116	73	19*	142	21	20	19*	20	30	68	21	21	19*	23	92	231

May not equal 100% due to rounding

Q9. To which group has the board assigned the majority of tasks directly related to the oversight of the following areas of risk?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Risk management process	Full Board	26%	12%	13%	17%	52%	20%	5%	48%	13%	37%	17%	10%	18%	25%	37%	26%	27%	20%	47%	35%	32%	6%	5%	43%	56%	13%	17%	41%
	Audit Committee	29%	9%	42%	33%	26%	45%	45%	20%	58%	27%	21%	35%	3%	24%	32%	20%	36%	35%	37%	10%	19%	22%	71%	38%	33%	9%	39%	42%
	Audit & Risk or Finance Committee	19%	53%	26%	24%	10%	5%	25%	12%	21%	17%	28%	13%	4%	21%	16%	42%	5%	30%	0%	15%	16%	34%	14%	14%	0%	17%	24%	4%
	Risk Committee	23%	25%	16%	24%	11%	25%	25%	20%	8%	20%	34%	40%	58%	21%	16%	13%	32%	15%	16%	40%	32%	38%	10%	5%	11%	61%	20%	11%
	Technology Committee	<1%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Other Committee	2%	0%	3%	2%	0%	5%	0%	0%	0%	0%	0%	2%	18%	8%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
	n	1542	75	38	102	81	20	20	25	38	30	29	52	120	72	19*	144	22	20	19*	20	31	68	21	21	18*	23	92	232
Legal/regulatory compliance	Full Board	29%	14%	14%	19%	39%	58%	30%	38%	22%	21%	41%	27%	19%	24%	37%	36%	33%	32%	44%	35%	26%	13%	0%	29%	53%	17%	35%	36%
	Audit Committee	35%	24%	58%	33%	40%	32%	35%	27%	42%	62%	24%	40%	6%	41%	47%	20%	33%	21%	50%	20%	45%	35%	71%	52%	42%	43%	36%	47%
	Audit & Risk or Finance Committee	17%	45%	22%	27%	11%	0%	15%	19%	19%	10%	24%	12%	5%	14%	16%	34%	10%	11%	0%	15%	13%	29%	10%	14%	5%	22%	14%	6%
	Risk Committee	9%	12%	3%	6%	3%	11%	5%	8%	3%	3%	7%	15%	21%	9%	0%	8%	10%	11%	0%	10%	16%	19%	10%	0%	0%	9%	11%	6%
	Technology Committee	<1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Other Committee	10%	5%	3%	15%	8%	0%	15%	8%	14%	3%	3%	6%	49%	10%	0%	1%	14%	26%	6%	20%	0%	3%	10%	5%	0%	9%	3%	6%
	n	1527	76	36	98	80	19*	20	26	36	29	29	52	120	70	19*	143	21	19*	18*	20	31	68	21	21	19*	23	91	231

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Financial risks (cash flow, access to capital, etc.)	Full Board	28%	25%	35%	27%	21%	53%	35%	27%	3%	13%	38%	20%	39%	21%	26%	33%	30%	35%	17%	47%	19%	29%	29%	19%	42%	26%	26%	29%
	Audit Committee	33%	23%	32%	11%	55%	47%	15%	46%	67%	57%	24%	41%	3%	22%	47%	18%	22%	25%	67%	11%	56%	34%	48%	67%	37%	17%	35%	46%
	Audit & Risk or Finance Committee	26%	45%	24%	41%	14%	0%	30%	23%	25%	10%	24%	24%	12%	40%	16%	42%	26%	35%	6%	21%	16%	29%	24%	14%	16%	35%	29%	18%
	Risk Committee	6%	5%	3%	13%	4%	0%	5%	0%	3%	13%	14%	10%	8%	7%	11%	4%	22%	0%	6%	21%	6%	6%	0%	0%	0%	13%	1%	3%
	Technology Committee	<1%	0%	0%	0%	0%	0%	0%	0%	0%	3%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	4%	0%	0%
	Other Committee	7%	1%	5%	8%	6%	0%	15%	4%	3%	3%	0%	4%	38%	8%	0%	3%	0%	5%	6%	0%	3%	1%	0%	0%	0%	4%	9%	4%
	n	1526	75	37	98	80	19*	20	26	36	30	29	49	119	72	19*	142	23	20	18*	19*	32	68	21	21	19*	23	91	231
Anti-bribery and corruption	Full Board	32%	37%	26%	38%	37%	80%	17%	42%	23%	45%	32%	26%	24%	21%	28%	41%	41%	28%	21%	24%	40%	23%	5%	40%	67%	41%	26%	31%
	Audit Committee	33%	9%	47%	27%	46%	10%	44%	29%	37%	48%	29%	40%	7%	33%	44%	13%	32%	22%	68%	24%	37%	29%	60%	35%	17%	32%	45%	55%
	Audit & Risk or Finance Committee	14%	36%	18%	11%	12%	0%	17%	8%	17%	0%	21%	11%	6%	13%	11%	32%	9%	6%	0%	35%	10%	24%	10%	15%	6%	14%	16%	5%
	Risk Committee	9%	12%	3%	7%	4%	10%	6%	4%	0%	7%	18%	11%	22%	11%	6%	11%	0%	17%	0%	12%	13%	14%	15%	0%	6%	0%	9%	4%
	Technology Committee	<1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	6%	1%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%
	Other Committee	11%	7%	6%	16%	1%	0%	17%	17%	23%	0%	0%	13%	41%	19%	6%	2%	18%	28%	11%	6%	0%	9%	10%	10%	6%	14%	4%	5%
	n	1481	76	34	96	78	20	18	24	30	29	28	47	119	70	18*	136	22	18*	19*	17*	30	66	20	20	18*	22	92	227

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Technology risk	Full Board	35%	34%	39%	23%	38%	65%	5%	48%	38%	31%	12%	32%	15%	11%	58%	47%	14%	41%	68%	35%	36%	11%	20%	67%	72%	9%	44%	47%
	Audit Committee	15%	7%	19%	11%	27%	12%	21%	13%	18%	7%	8%	15%	1%	6%	5%	6%	5%	0%	16%	5%	7%	23%	30%	14%	6%	13%	10%	34%
	Audit & Risk or Finance Committee	11%	32%	19%	10%	10%	0%	16%	0%	15%	3%	8%	6%	1%	6%	11%	26%	9%	0%	0%	10%	14%	27%	0%	5%	6%	13%	11%	4%
	Risk Committee	14%	16%	3%	17%	12%	24%	5%	4%	6%	24%	23%	30%	12%	10%	11%	11%	18%	12%	0%	10%	29%	23%	5%	0%	6%	35%	17%	8%
	Technology Committee	18%	12%	14%	34%	6%	0%	42%	30%	6%	31%	46%	9%	35%	53%	5%	9%	41%	35%	5%	35%	11%	16%	35%	5%	11%	22%	6%	5%
	Other Committee	8%	0%	6%	5%	6%	0%	11%	4%	18%	3%	4%	9%	36%	15%	11%	1%	14%	12%	11%	5%	4%	0%	10%	10%	0%	9%	12%	2%
	n	1480	76	36	94	78	17*	19*	23	34	29	26	47	113	72	19*	140	22	17*	19*	20	28	64	20	21	18*	23	89	228
Business model disruption	Full Board	64%	57%	70%	65%	68%	76%	79%	70%	60%	48%	46%	63%	54%	45%	74%	66%	73%	61%	74%	47%	60%	59%	55%	81%	79%	57%	66%	77%
	Audit Committee	8%	7%	8%	6%	9%	6%	11%	0%	9%	14%	7%	8%	0%	14%	0%	4%	0%	6%	21%	16%	7%	11%	15%	10%	11%	4%	15%	10%
	Audit & Risk or Finance Committee	8%	23%	8%	2%	9%	0%	11%	4%	3%	3%	21%	10%	1%	13%	5%	16%	0%	17%	0%	16%	3%	9%	10%	10%	0%	9%	8%	2%
	Risk Committee	9%	12%	0%	6%	6%	18%	0%	13%	0%	21%	21%	16%	10%	7%	11%	9%	5%	0%	0%	5%	20%	17%	0%	0%	0%	13%	9%	7%
	Technology Committee	1%	0%	3%	0%	1%	0%	0%	4%	0%	0%	0%	0%	1%	1%	0%	1%	0%	6%	0%	5%	3%	0%	0%	0%	0%	4%	0%	<1%
	Other Committee	10%	1%	11%	21%	6%	0%	0%	9%	29%	14%	4%	2%	34%	20%	11%	4%	23%	11%	5%	11%	7%	5%	20%	0%	11%	13%	2%	4%
	n	1475	75	37	89	77	17*	19*	23	35	29	28	49	111	71	19*	135	22	18*	19*	19*	30	66	20	21	19*	23	88	230

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Cybersecurity/ data privacy	Full Board	28%	30%	31%	20%	31%	65%	0%	43%	16%	24%	8%	22%	14%	11%	42%	38%	14%	24%	56%	42%	31%	8%	10%	45%	61%	13%	36%	40%
	Audit Committee	22%	9%	26%	18%	35%	12%	25%	9%	41%	21%	8%	28%	2%	13%	26%	12%	5%	6%	28%	21%	14%	23%	40%	35%	17%	17%	23%	43%
	Audit & Risk or Finance Committee	12%	32%	20%	11%	13%	0%	25%	0%	25%	3%	12%	9%	2%	7%	5%	28%	18%	12%	0%	5%	10%	26%	0%	15%	6%	22%	10%	3%
	Risk Committee	14%	18%	3%	13%	12%	24%	10%	13%	3%	28%	36%	28%	16%	10%	16%	11%	9%	12%	0%	11%	31%	22%	5%	0%	17%	17%	16%	7%
	Technology Committee	12%	7%	14%	30%	4%	0%	25%	17%	3%	14%	32%	9%	8%	43%	0%	9%	36%	41%	0%	16%	10%	18%	30%	0%	0%	17%	6%	4%
	Other Committee	11%	4%	6%	9%	5%	0%	15%	17%	13%	10%	4%	4%	59%	17%	11%	3%	18%	6%	17%	5%	3%	3%	15%	5%	0%	13%	9%	3%
	n	1473	74	35	94	77	17*	20	23	32	29	25	46	119	72	19*	138	22	17*	18*	19*	29	65	20	20	18*	23	87	230
Talent	Full Board	53%	57%	41%	40%	46%	83%	41%	65%	45%	57%	37%	71%	33%	41%	42%	62%	36%	41%	58%	76%	63%	39%	21%	62%	84%	48%	67%	67%
	Audit Committee	3%	1%	3%	2%	1%	0%	12%	5%	3%	0%	4%	4%	0%	7%	0%	1%	0%	6%	5%	12%	3%	5%	11%	0%	5%	4%	1%	1%
	Audit & Risk or Finance Committee	2%	3%	3%	1%	0%	0%	6%	0%	3%	3%	4%	0%	0%	7%	0%	2%	0%	0%	0%	0%	0%	2%	0%	0%	0%	13%	0%	1%
	Risk Committee	3%	0%	0%	2%	4%	6%	0%	0%	0%	10%	7%	2%	7%	1%	5%	2%	0%	0%	0%	0%	13%	5%	0%	0%	0%	4%	1%	1%
	Technology Committee	<1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	6%	0%	0%	0%	0%	0%	0%	0%	<1%
	Other Committee	39%	39%	53%	54%	49%	11%	41%	30%	48%	30%	48%	22%	59%	43%	53%	33%	64%	53%	37%	6%	20%	50%	68%	38%	11%	30%	31%	28%
	n	1463	74	34	93	79	18*	17*	20	33	30	27	49	116	69	19*	136	22	17*	19*	17*	30	66	19*	21	19*	23	84	227

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Innovation	Full Board	63%	78%	70%	47%	74%	87%	33%	63%	56%	52%	40%	69%	24%	38%	74%	80%	45%	41%	79%	53%	68%	61%	35%	80%	82%	50%	73%	83%
	Audit Committee	3%	1%	3%	5%	1%	0%	6%	0%	3%	3%	4%	2%	0%	6%	5%	2%	0%	0%	5%	0%	0%	5%	15%	0%	6%	5%	1%	2%
	Audit & Risk or Finance Committee	3%	3%	3%	0%	4%	0%	6%	0%	6%	3%	12%	2%	1%	8%	0%	2%	0%	0%	0%	0%	4%	3%	10%	0%	0%	5%	3%	3%
	Risk Committee	4%	3%	0%	3%	5%	13%	6%	4%	0%	14%	16%	10%	4%	1%	0%	2%	0%	0%	0%	6%	11%	9%	0%	0%	0%	18%	7%	4%
	Technology Committee	7%	4%	5%	17%	3%	0%	17%	13%	3%	10%	8%	4%	22%	7%	0%	2%	14%	29%	0%	29%	7%	9%	10%	5%	6%	9%	1%	2%
	Other Committee	19%	11%	19%	28%	13%	0%	33%	21%	32%	17%	20%	13%	50%	39%	21%	12%	41%	29%	16%	12%	11%	13%	30%	15%	6%	14%	14%	6%
	n	1451	73	37	88	77	15*	18*	24	34	29	25	48	113	71	19*	137	22	17*	19*	17*	28	64	20	20	17*	22	86	228
Operational/ supply chain risks (globally)	Full Board	43%	47%	34%	24%	51%	77%	16%	54%	41%	21%	37%	36%	27%	21%	67%	51%	36%	38%	41%	53%	45%	27%	25%	71%	81%	27%	49%	66%
	Audit Committee	14%	7%	26%	20%	18%	8%	32%	8%	21%	21%	19%	11%	2%	19%	6%	7%	23%	0%	41%	6%	10%	19%	40%	10%	0%	9%	16%	16%
	Audit & Risk or Finance Committee	12%	22%	17%	13%	9%	0%	21%	17%	18%	7%	7%	16%	3%	16%	0%	21%	14%	19%	0%	24%	3%	22%	10%	0%	6%	14%	8%	5%
	Risk Committee	15%	15%	6%	20%	12%	15%	11%	13%	6%	32%	37%	27%	15%	19%	17%	12%	14%	19%	0%	12%	34%	27%	10%	5%	6%	23%	14%	8%
	Technology Committee	1%	1%	0%	0%	1%	0%	0%	0%	3%	7%	0%	0%	3%	3%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%
	Other Committee	14%	8%	17%	24%	9%	0%	21%	8%	12%	11%	0%	9%	52%	23%	11%	8%	14%	25%	18%	6%	7%	6%	15%	14%	6%	23%	13%	5%
	n	1437	73	35	92	78	13*	19*	24	34	28	27	44	116	70	18*	132	22	16*	17*	17*	29	64	20	21	16*	22	87	220

May not equal 100% due to rounding

Q10. In what way has your audit committee's role in risk oversight changed over the past several years? (Select all that apply)

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Reallocated/rebalanced risk oversight responsibilities among full board and board committees	35%	34%	26%	39%	32%	44%	50%	27%	28%	34%	38%	38%	9%	26%	42%	47%	35%	30%	42%	47%	50%	42%	23%	29%	11%	26%	41%	41%
No major changes made – but may consider changes in near future	32%	27%	42%	30%	35%	22%	20%	38%	28%	31%	28%	29%	64%	30%	16%	27%	22%	40%	37%	32%	3%	25%	59%	24%	26%	35%	20%	28%
Created new committee(s) to focus on specific category of issues/risks	21%	17%	8%	33%	17%	28%	25%	23%	23%	38%	28%	17%	8%	37%	21%	17%	43%	20%	5%	32%	47%	27%	9%	19%	5%	57%	21%	12%
No major changes made – and unlikely to consider changes in near future	18%	30%	21%	8%	20%	17%	15%	19%	31%	7%	14%	15%	21%	15%	32%	15%	22%	10%	21%	5%	6%	10%	14%	38%	58%	4%	21%	21%
Risk committee	13%	12%	5%	18%	12%	28%	15%	15%	5%	28%	21%	13%	5%	23%	11%	9%	17%	15%	5%	26%	41%	15%	5%	10%	5%	43%	15%	7%
Reduced the audit committee's risk oversight responsibilities	6%	12%	3%	5%	9%	0%	0%	8%	3%	10%	0%	15%	1%	7%	0%	6%	0%	0%	0%	11%	3%	13%	0%	0%	0%	17%	5%	9%
Compliance/ethics committee	6%	0%	3%	16%	1%	6%	10%	8%	10%	17%	7%	4%	7%	15%	5%	1%	13%	5%	0%	16%	0%	15%	5%	5%	0%	17%	1%	3%
Strategic planning committee	5%	3%	5%	18%	4%	0%	10%	4%	5%	10%	3%	0%	1%	18%	5%	2%	13%	15%	0%	16%	0%	4%	5%	5%	0%	17%	3%	1%
Technology committee	4%	4%	3%	13%	2%	0%	10%	4%	0%	7%	7%	2%	1%	12%	11%	4%	13%	5%	0%	16%	6%	3%	5%	5%	0%	17%	1%	1%
Other	4%	5%	0%	5%	4%	0%	5%	4%	8%	7%	3%	2%	2%	7%	5%	5%	17%	0%	0%	0%	3%	6%	5%	10%	0%	0%	7%	2%
n	1549	77	38	102	81	18*	20	26	39	29	29	52	123	73	19*	144	23	20	19*	19*	32	67	22	21	19*	23	91	228

Multiple Responses Allowed

Q11. In addition to the requisite financial expertise, what other in-depth experience or expertise currently resides on your audit committee? (Select all that apply)

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Risk/risk management	61%	73%	76%	71%	58%	58%	75%	62%	53%	53%	66%	48%	45%	62%	68%	61%	65%	80%	74%	68%	48%	78%	55%	67%	56%	57%	75%	50%
Legal/regulatory compliance	59%	64%	58%	71%	49%	68%	75%	62%	32%	77%	59%	62%	73%	68%	58%	56%	83%	75%	63%	68%	55%	54%	73%	57%	72%	57%	60%	46%
Industry	53%	66%	39%	26%	73%	58%	50%	27%	47%	80%	41%	63%	39%	23%	37%	66%	43%	40%	74%	32%	45%	63%	45%	57%	50%	30%	70%	66%
M&A	31%	34%	32%	19%	51%	5%	10%	31%	50%	23%	10%	27%	16%	18%	47%	22%	30%	25%	58%	11%	32%	22%	50%	62%	22%	26%	26%	52%
International	29%	27%	32%	15%	35%	32%	10%	35%	29%	57%	24%	38%	21%	12%	37%	27%	17%	40%	79%	21%	23%	15%	55%	43%	28%	17%	41%	34%
Tax	29%	29%	26%	33%	33%	26%	20%	31%	11%	47%	41%	13%	33%	47%	37%	21%	48%	50%	26%	32%	19%	35%	23%	33%	39%	30%	14%	25%
Technology	27%	27%	24%	27%	28%	0%	25%	35%	16%	30%	38%	25%	22%	34%	37%	32%	22%	25%	16%	11%	13%	25%	18%	14%	28%	22%	27%	33%
Other	6%	9%	5%	5%	11%	0%	0%	4%	3%	0%	0%	4%	7%	0%	0%	5%	0%	10%	0%	0%	6%	15%	0%	5%	0%	9%	13%	9%
No additional expertise on the audit committee	4%	3%	5%	9%	4%	16%	0%	8%	8%	3%	3%	2%	6%	8%	11%	3%	0%	5%	0%	11%	6%	6%	0%	0%	0%	9%	3%	2%
n	1550	77	38	100	81	19*	20	26	38	30	29	52	121	74	19*	145	23	20	19*	19*	31	68	22	21	18*	23	91	231

Multiple Responses Allowed

Q12. How satisfied are you that your external auditor:

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Has the necessary knowledge and skills (company specific, industry, accounting, auditing) to meet the company's audit requirements	Very satisfied	73%	84%	86%	67%	79%	95%	65%	42%	89%	77%	64%	85%	57%	55%	65%	74%	57%	75%	74%	75%	72%	69%	73%	62%	35%	74%	86%	82%
	Somewhat satisfied	24%	16%	10%	30%	19%	5%	30%	58%	11%	23%	36%	15%	39%	34%	35%	23%	35%	25%	26%	25%	28%	24%	27%	38%	55%	22%	11%	13%
	Less than satisfied	3%	0%	3%	2%	2%	0%	5%	0%	0%	0%	0%	0%	4%	11%	0%	3%	4%	0%	0%	0%	0%	6%	0%	0%	10%	0%	3%	3%
	Not satisfied	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	4%	0%	0%	0%	0%	1%	0%	0%	0%	4%	0%	1%
	n	1532	76	29	102	81	19*	20	26	36	30	28	41	121	74	20	142	23	20	19*	20	32	68	22	21	20	23	90	233
Has developed an external audit plan that is focused on the significant risks specific to the company	Very satisfied	64%	83%	61%	53%	72%	100%	65%	38%	78%	63%	36%	79%	41%	39%	50%	70%	48%	65%	63%	65%	75%	66%	45%	57%	30%	55%	79%	79%
	Somewhat satisfied	30%	17%	36%	38%	27%	0%	25%	54%	16%	30%	57%	21%	53%	38%	45%	25%	39%	35%	26%	35%	25%	27%	50%	38%	45%	45%	20%	18%
	Less than satisfied	5%	0%	4%	9%	1%	0%	10%	8%	5%	7%	7%	0%	6%	16%	5%	4%	9%	0%	11%	0%	0%	6%	5%	5%	25%	0%	1%	3%
	Not satisfied	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7%	0%	1%	4%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	1%
	n	1529	75	28	102	81	19*	20	26	37	30	28	42	121	74	20	142	23	20	19*	20	32	67	22	21	20	22	90	233
Demonstrates a high degree of integrity in their dealings with the audit committee	Very satisfied	78%	89%	89%	75%	85%	100%	75%	50%	92%	80%	43%	83%	68%	52%	90%	82%	65%	70%	74%	65%	81%	82%	77%	86%	35%	77%	87%	88%
	Somewhat satisfied	20%	11%	11%	21%	14%	0%	20%	50%	5%	20%	54%	17%	28%	41%	10%	14%	22%	30%	26%	35%	19%	15%	23%	14%	55%	23%	12%	11%
	Less than satisfied	2%	0%	0%	4%	1%	0%	5%	0%	3%	0%	4%	0%	3%	7%	0%	3%	13%	0%	0%	0%	0%	3%	0%	0%	10%	0%	1%	<1%
	Not satisfied	<1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<1%
	n	1523	74	28	101	81	19*	20	26	37	30	28	42	121	73	20	141	23	20	19*	20	32	68	22	21	20	22	89	232

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Has an engagement partner who is visible and accessible throughout the audit, including the planning phase	Very satisfied	69%	87%	75%	66%	70%	89%	55%	46%	86%	70%	48%	78%	50%	42%	65%	76%	52%	70%	56%	70%	69%	69%	82%	81%	35%	55%	73%	82%
	Somewhat satisfied	26%	11%	21%	26%	26%	5%	40%	50%	14%	27%	52%	22%	42%	44%	35%	21%	26%	30%	33%	30%	31%	22%	18%	19%	55%	45%	20%	13%
	Less than satisfied	4%	3%	4%	7%	4%	5%	0%	4%	0%	3%	0%	0%	7%	10%	0%	3%	17%	0%	11%	0%	0%	6%	0%	0%	5%	0%	7%	3%
	Not satisfied	1%	0%	0%	1%	0%	0%	5%	0%	0%	0%	0%	0%	1%	4%	0%	1%	4%	0%	0%	0%	0%	3%	0%	0%	5%	0%	0%	2%
	n	1521	75	28	102	81	19*	20	26	35	30	27	41	121	73	20	140	23	20	18*	20	32	68	22	21	20	22	90	232
Has sufficient and appropriate resources (including specialists) to ensure a quality audit is completed in a timely manner	Very satisfied	65%	76%	67%	62%	73%	84%	74%	35%	75%	69%	41%	73%	38%	46%	80%	72%	48%	50%	53%	65%	72%	62%	64%	67%	35%	59%	74%	78%
	Somewhat satisfied	29%	23%	30%	34%	25%	16%	26%	58%	22%	21%	59%	20%	50%	35%	20%	23%	30%	50%	32%	30%	28%	32%	32%	29%	55%	41%	22%	15%
	Less than satisfied	5%	1%	4%	4%	1%	0%	0%	8%	3%	10%	0%	8%	12%	15%	0%	3%	13%	0%	16%	5%	0%	6%	5%	5%	5%	0%	3%	5%
	Not satisfied	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	0%	1%	9%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	1%
	n	1519	75	27	101	79	19*	19*	26	36	29	27	40	121	74	20	141	23	20	19*	20	32	68	22	21	20	22	90	233
Demonstrates objectivity and appropriate skepticism through their actions and discussions	Very satisfied	66%	76%	64%	61%	75%	95%	68%	42%	76%	67%	48%	73%	38%	46%	75%	70%	57%	80%	76%	60%	81%	60%	55%	48%	45%	59%	74%	80%
	Somewhat satisfied	30%	24%	36%	34%	22%	5%	32%	50%	22%	33%	48%	24%	55%	44%	20%	26%	35%	20%	18%	35%	19%	37%	45%	52%	45%	36%	22%	18%
	Less than satisfied	4%	0%	0%	5%	2%	0%	0%	8%	3%	0%	4%	2%	6%	8%	5%	4%	9%	0%	6%	5%	0%	3%	0%	0%	10%	0%	2%	2%
	Not satisfied	<1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	1%	<1%
	n	1518	74	28	102	81	19*	19*	26	37	30	27	41	120	72	20	140	23	20	17*	20	32	67	22	21	20	22	90	233
Provides candid and professional views on sensitive issues such as the quality of the company's management team and the results of external regulatory inspections	Very satisfied	54%	68%	37%	44%	54%	79%	39%	31%	74%	70%	36%	61%	36%	35%	37%	65%	52%	55%	42%	45%	59%	51%	32%	38%	40%	45%	60%	72%
	Somewhat satisfied	38%	31%	63%	44%	38%	21%	50%	62%	24%	13%	57%	37%	53%	46%	58%	28%	30%	40%	47%	55%	38%	43%	55%	57%	40%	55%	34%	24%
	Less than satisfied	7%	1%	0%	8%	7%	0%	6%	8%	3%	17%	4%	2%	10%	18%	5%	7%	17%	5%	11%	0%	3%	6%	9%	5%	20%	0%	4%	3%
	Not satisfied	1%	0%	0%	3%	0%	0%	6%	0%	0%	0%	4%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	1%	1%
	n	1516	75	27	97	81	19*	18*	26	34	30	28	41	121	72	19*	142	23	20	19*	20	32	68	22	21	20	22	90	233

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Delivers exceptional service and value in their interactions with the audit committee	Very satisfied	43%	57%	33%	35%	52%	68%	21%	27%	73%	60%	27%	38%	26%	32%	20%	41%	39%	60%	53%	50%	44%	43%	41%	43%	45%	41%	40%	56%
	Somewhat satisfied	47%	41%	67%	54%	39%	32%	68%	58%	24%	33%	62%	55%	56%	47%	75%	52%	48%	35%	32%	50%	56%	46%	50%	48%	35%	55%	53%	35%
	Less than satisfied	8%	3%	0%	7%	9%	0%	11%	15%	3%	7%	12%	8%	17%	17%	5%	5%	9%	5%	16%	0%	0%	7%	9%	10%	20%	5%	7%	7%
	Not satisfied	1%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	2%	4%	0%	2%	4%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	2%
	n	1513	74	27	101	79	19*	19*	26	37	30	26	40	121	72	20	140	23	20	19*	20	32	67	22	21	20	22	90	231
Provides high-quality service delivery compared with other professional service firms you may have worked with	Very satisfied	50%	61%	50%	48%	54%	74%	45%	27%	73%	57%	38%	54%	28%	43%	37%	52%	50%	60%	42%	55%	47%	56%	36%	45%	35%	50%	49%	62%
	Somewhat satisfied	43%	37%	46%	45%	41%	26%	55%	65%	24%	36%	54%	44%	59%	39%	58%	43%	45%	40%	42%	40%	50%	32%	64%	45%	55%	45%	43%	30%
	Less than satisfied	6%	1%	4%	3%	5%	0%	0%	8%	3%	7%	8%	2%	13%	13%	5%	4%	0%	0%	11%	5%	3%	10%	0%	10%	10%	5%	7%	5%
	Not satisfied	2%	0%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	6%	0%	1%	5%	0%	5%	0%	0%	1%	0%	0%	0%	0%	1%	3%
	n	1503	75	28	100	79	19*	20	26	33	28	26	41	116	72	19*	141	22	20	19*	20	32	68	22	20	20	22	90	231

May not equal 100% due to rounding

Q13.
 In which areas do you see the greatest opportunities for improvement of your external auditor’s performance? (Select three)

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Offering insights/benchmarking on industry-specific issues	62%	72%	65%	54%	63%	70%	67%	56%	60%	60%	50%	65%	52%	49%	70%	65%	33%	81%	75%	60%	50%	49%	55%	76%	52%	78%	68%	71%
Helping audit committee stay apprised of accounting/auditing developments	44%	46%	58%	63%	49%	50%	43%	26%	28%	47%	30%	37%	45%	39%	45%	52%	42%	33%	40%	60%	50%	54%	45%	24%	52%	30%	39%	36%
Sharing views on quality of the financial management organization	43%	51%	38%	38%	40%	20%	38%	48%	50%	43%	57%	46%	22%	43%	55%	45%	50%	43%	55%	25%	56%	44%	73%	67%	48%	43%	46%	44%
Informal communications (outside of formal audit committee meeting)	26%	22%	25%	15%	31%	35%	10%	33%	35%	10%	10%	33%	36%	17%	35%	21%	8%	14%	20%	20%	31%	29%	36%	38%	24%	13%	28%	27%
Reporting on audit progress and any difficulties encountered	25%	21%	30%	24%	23%	15%	43%	41%	20%	17%	47%	23%	47%	25%	25%	22%	33%	38%	20%	20%	34%	18%	23%	10%	29%	22%	14%	18%
Support from audit firm’s resources and technical specialists	24%	31%	20%	31%	15%	45%	38%	37%	18%	27%	23%	17%	20%	33%	20%	23%	17%	33%	35%	25%	19%	32%	9%	14%	24%	39%	25%	17%
Working relationship with Internal Audit	19%	13%	23%	24%	5%	5%	19%	11%	8%	40%	33%	12%	28%	35%	20%	18%	29%	10%	20%	20%	28%	22%	32%	10%	5%	26%	10%	13%
Succession plans for key audit engagement team members	14%	13%	13%	11%	26%	20%	5%	0%	25%	13%	3%	27%	12%	13%	10%	14%	13%	5%	0%	10%	3%	15%	0%	14%	10%	17%	11%	25%
Interaction with audit committee chair	14%	10%	20%	15%	16%	10%	24%	22%	15%	23%	23%	17%	9%	15%	5%	17%	8%	19%	20%	10%	9%	13%	5%	14%	10%	13%	18%	9%
Input on the audit committee’s agenda and meeting materials	13%	12%	5%	4%	17%	30%	10%	11%	10%	13%	13%	17%	7%	12%	15%	10%	21%	5%	15%	10%	16%	12%	14%	29%	10%	9%	24%	18%
Issue resolution (use of firm’s national office)	13%	9%	5%	21%	11%	0%	5%	15%	15%	7%	7%	6%	21%	17%	0%	9%	46%	19%	0%	35%	0%	9%	9%	0%	38%	9%	11%	16%
Other	3%	1%	0%	1%	4%	0%	0%	0%	18%	0%	3%	0%	1%	1%	0%	4%	0%	0%	0%	5%	3%	3%	0%	5%	0%	0%	5%	5%
n	1582	78	40	104	81	20	21	27	40	30	30	52	123	75	20	145	24	21	20	20	32	68	22	21	21	23	92	233

Q14. In your view, how important are the following in assessing the external auditor and audit quality?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Survey of management views and other feedback	Important	36%	40%	31%	29%	44%	30%	38%	23%	10%	37%	29%	38%	40%	36%	35%	28%	43%	35%	21%	25%	34%	43%	43%	52%	55%	35%	36%	43%
	Helpful	50%	49%	51%	54%	44%	60%	43%	58%	68%	47%	64%	50%	52%	60%	40%	55%	48%	60%	47%	50%	56%	43%	52%	29%	40%	39%	46%	42%
	Less important	13%	11%	18%	13%	12%	10%	14%	19%	23%	13%	4%	12%	8%	4%	20%	13%	10%	5%	26%	25%	9%	15%	5%	19%	5%	22%	18%	12%
	Not important	1%	0%	0%	4%	0%	0%	5%	0%	0%	3%	4%	0%	0%	0%	5%	4%	0%	0%	5%	0%	0%	0%	0%	0%	0%	4%	0%	3%
	n	1551	73	39	104	77	20	21	26	40	30	28	50	121	75	20	142	21	20	19*	20	32	68	21	21	20	23	91	233
Review of audit presentations and communications	Important	66%	72%	67%	56%	70%	85%	45%	62%	84%	67%	50%	58%	84%	53%	65%	54%	59%	80%	68%	70%	63%	69%	43%	67%	65%	61%	64%	72%
	Helpful	30%	27%	23%	37%	29%	10%	50%	31%	16%	27%	50%	38%	16%	40%	35%	41%	27%	20%	26%	30%	31%	25%	48%	33%	30%	35%	30%	24%
	Less important	4%	1%	8%	4%	1%	5%	5%	8%	0%	7%	0%	4%	0%	7%	0%	4%	14%	0%	5%	0%	6%	6%	10%	0%	5%	4%	5%	3%
	Not important	1%	0%	3%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
	n	1551	73	39	104	77	20	21	26	40	30	28	50	121	75	20	142	21	20	19*	20	32	68	21	21	20	23	91	233
Review of the risk identification process and delivery against the audit plan	Important	72%	79%	72%	74%	71%	100%	81%	62%	53%	76%	82%	73%	54%	70%	80%	74%	73%	90%	84%	60%	94%	82%	71%	71%	75%	65%	68%	74%
	Helpful	25%	17%	23%	23%	26%	0%	19%	35%	48%	21%	18%	25%	43%	27%	20%	21%	27%	10%	16%	40%	6%	18%	24%	29%	25%	30%	26%	24%
	Less important	2%	4%	5%	3%	3%	0%	0%	4%	0%	3%	0%	2%	2%	3%	0%	4%	0%	0%	0%	0%	0%	0%	5%	0%	0%	4%	4%	1%
	Not important	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
	n	1549	75	39	100	80	20	21	26	40	29	28	51	120	73	20	141	22	20	19*	20	32	68	21	21	20	23	92	231

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Review of quality of staff, resources, geographic footprint	Important	39%	54%	31%	43%	50%	42%	38%	35%	43%	40%	29%	41%	17%	27%	50%	32%	10%	33%	47%	50%	53%	46%	5%	40%	65%	39%	48%	47%
	Helpful	43%	39%	44%	45%	38%	37%	29%	31%	43%	50%	50%	41%	51%	36%	35%	48%	67%	56%	47%	45%	41%	38%	57%	45%	35%	43%	41%	41%
	Less important	15%	7%	23%	9%	11%	16%	24%	27%	15%	10%	18%	12%	31%	31%	10%	11%	19%	6%	5%	5%	6%	16%	38%	15%	0%	17%	10%	11%
	Not important	3%	0%	3%	4%	1%	5%	10%	8%	0%	0%	4%	6%	0%	5%	5%	9%	5%	6%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
	n	1548	74	39	103	80	19*	21	26	40	30	28	49	121	74	20	142	21	18*	19*	20	32	68	21	20	20	23	91	233
Review of regulatory reports on the audit/audit firm	Important	33%	32%	21%	43%	22%	20%	38%	32%	10%	43%	39%	33%	22%	51%	30%	30%	43%	65%	32%	50%	31%	36%	33%	19%	50%	39%	23%	31%
	Helpful	41%	36%	49%	42%	41%	55%	48%	52%	48%	47%	46%	35%	51%	34%	50%	23%	48%	25%	42%	30%	56%	33%	48%	62%	45%	52%	45%	41%
	Less important	22%	29%	28%	10%	27%	25%	10%	12%	30%	10%	14%	22%	25%	12%	20%	36%	10%	10%	21%	15%	13%	25%	19%	14%	5%	9%	29%	26%
	Not important	4%	4%	3%	5%	10%	0%	5%	4%	13%	0%	0%	10%	2%	3%	0%	10%	0%	0%	5%	5%	0%	6%	0%	5%	0%	0%	3%	1%
	n	1547	73	39	104	78	20	21	25	40	30	28	49	121	74	20	141	21	20	19*	20	32	67	21	21	20	23	92	232
Assessment of ongoing behavior and constructive challenge to management throughout the audit	Important	62%	80%	56%	50%	68%	75%	48%	35%	58%	73%	50%	74%	57%	50%	60%	66%	67%	55%	56%	47%	63%	70%	57%	81%	75%	48%	72%	63%
	Helpful	33%	19%	38%	37%	28%	25%	48%	58%	35%	17%	43%	24%	36%	43%	35%	31%	24%	40%	33%	47%	38%	27%	43%	19%	25%	48%	26%	33%
	Less important	4%	1%	5%	10%	4%	0%	0%	8%	8%	10%	7%	2%	7%	6%	5%	2%	10%	0%	11%	5%	0%	3%	0%	0%	0%	4%	2%	3%
	Not important	1%	0%	0%	3%	0%	0%	5%	0%	0%	0%	0%	0%	0%	1%	0%	1%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
	n	1541	75	39	101	78	20	21	26	40	30	28	50	121	72	20	140	21	20	18*	19*	32	66	21	21	20	23	92	231

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Review of the audit firm's internal quality control procedures/ transparency report	Important	35%	35%	22%	42%	33%	25%	48%	38%	25%	57%	39%	21%	34%	49%	15%	31%	45%	55%	26%	55%	53%	42%	45%	14%	42%	48%	25%	29%
	Helpful	41%	36%	49%	43%	39%	55%	38%	31%	50%	33%	57%	33%	45%	33%	70%	36%	45%	30%	42%	25%	41%	35%	36%	33%	42%	35%	35%	44%
	Less important	21%	25%	27%	11%	23%	10%	10%	27%	18%	10%	4%	35%	20%	15%	15%	25%	9%	10%	21%	20%	6%	18%	18%	43%	16%	13%	33%	27%
	Not important	4%	4%	3%	4%	5%	10%	5%	4%	8%	0%	0%	10%	2%	3%	0%	9%	0%	5%	11%	0%	0%	5%	0%	10%	0%	4%	7%	<1%
	n	1541	75	37	104	79	20	21	26	40	30	28	48	121	72	20	138	22	20	19*	20	32	66	22	21	19*	23	91	232
Delivery against factors considered on appointment/ tender	Important	49%	68%	39%	65%	53%	60%	29%	42%	19%	52%	29%	60%	12%	35%	45%	54%	33%	53%	68%	55%	47%	68%	33%	48%	53%	30%	60%	57%
	Helpful	32%	24%	37%	26%	34%	25%	29%	35%	47%	31%	64%	30%	28%	39%	35%	32%	52%	37%	32%	40%	47%	23%	33%	43%	37%	43%	28%	27%
	Less important	14%	5%	21%	9%	6%	10%	29%	23%	25%	17%	4%	6%	44%	24%	15%	8%	14%	11%	0%	5%	6%	8%	33%	10%	11%	26%	9%	12%
	Not important	4%	3%	3%	0%	6%	5%	14%	0%	8%	0%	4%	4%	17%	3%	5%	6%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	3%	4%
	n	1526	74	38	104	79	20	21	26	36	29	28	50	119	72	20	141	21	19*	19*	20	32	65	21	21	19*	23	89	226

Q15. How robust is your audit committee's annual evaluation of the external auditor?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Evaluation is formal and comprehensive	39%	42%	30%	26%	34%	56%	42%	36%	32%	32%	33%	34%	39%	44%	35%	24%	41%	47%	42%	47%	47%	42%	41%	26%	60%	47%	48%	47%
Evaluation is formal but limited in scope	41%	41%	38%	38%	52%	39%	42%	32%	22%	44%	67%	55%	33%	29%	53%	46%	27%	29%	47%	26%	43%	43%	36%	53%	20%	37%	40%	42%
Audit committee does not conduct an annual evaluation of the external auditor	21%	16%	32%	37%	14%	6%	16%	32%	46%	24%	0%	11%	28%	27%	12%	30%	32%	24%	11%	26%	10%	15%	23%	21%	20%	16%	11%	12%
n	1444	73	37	93	77	18*	19*	25	37	25	27	47	103	66	17*	140	22	17*	19*	19*	30	60	22	19*	15*	19*	89	219

May not equal 100% due to rounding

Q16 In your view, will the EU's new audit reforms—mandatory firm rotation, restrictions on certain nonaudit services, etc.—improve audit quality?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Yes	23%	13%	30%	57%	4%	11%	50%	27%	18%	48%	38%	19%	8%	47%	20%	8%	38%	11%	47%	45%	28%	26%	59%	10%	35%	36%	17%	8%
No	18%	20%	33%	10%	23%	26%	6%	12%	33%	7%	3%	23%	2%	10%	25%	11%	14%	11%	16%	0%	24%	24%	9%	25%	5%	9%	29%	29%
No – could potentially decrease audit quality	22%	32%	23%	7%	37%	26%	6%	8%	33%	14%	0%	31%	18%	7%	40%	8%	5%	17%	5%	20%	14%	23%	0%	40%	5%	5%	35%	42%
Not clear	37%	35%	15%	26%	36%	37%	38%	54%	15%	31%	59%	27%	73%	35%	15%	74%	43%	61%	32%	35%	34%	27%	32%	25%	55%	50%	18%	21%
n	326	1*	37	2*	1*	1*	-	-	35	2*	1*	44	0	2*	17*	0	0	0	16*	17*	7*	0	22	3*	0	0	77	7*

May not equal 100% due to rounding

Q.17 In light of recent EU audit reforms (mandatory firm rotation, restrictions on certain nonaudit services, etc.), to what extent has your audit committee considered the following?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Maintaining one or two relationships for nonaudit services, and identifying at least two other firms that would be eligible to conduct the audit	Discussion/planning is underway	22%	0%	27%	0%	0%	0%	0%	0%	16%	50%	0%	13%	-	0%	24%	-	-	-	44%	20%	17%	-	5%	33%	-	-	24%	25%
	Plan is in place	34%	0%	43%	50%	100%	0%	0%	0%	16%	0%	0%	33%	-	0%	41%	-	-	-	33%	30%	33%	-	36%	0%	-	-	43%	25%
	Not yet addressed	44%	100%	30%	50%	0%	100%	0%	0%	68%	50%	100%	53%	-	100%	35%	-	-	-	22%	50%	50%	-	59%	67%	-	-	34%	50%
	n	336	1*	37	2*	1*	1*	-	-	38	2*	1*	45	0	2*	17*	0	0	0	18*	20	6*	0	22	3*	0	0	80	8*
Taking an ad hoc approach, where service providers are determined on a case-by-case basis and limitations/ conflicts are addressed as they arise	Discussion/planning is underway	26%	0%	30%	50%	100%	0%	0%	0%	20%	50%	0%	14%	-	50%	41%	-	-	-	38%	24%	29%	-	9%	33%	-	-	25%	43%
	Plan is in place	34%	0%	27%	0%	0%	0%	0%	0%	11%	50%	0%	34%	-	0%	29%	-	-	-	38%	24%	14%	-	64%	0%	-	-	51%	29%
	Not yet addressed	40%	100%	43%	50%	0%	100%	0%	0%	69%	0%	100%	52%	-	50%	29%	-	-	-	25%	53%	57%	-	27%	67%	-	-	25%	29%
	n	326	1*	37	2*	1*	1*	-	-	35	2*	1*	44	0	2*	17*	0	0	0	16*	17*	7*	0	22	3*	0	0	77	7*
Aligning tender processes for audit and other key nonaudit service contracts	Discussion/planning is underway	21%	0%	28%	0%	0%	0%	0%	0%	19%	0%	0%	14%	-	0%	18%	-	-	-	26%	24%	33%	-	19%	33%	-	-	18%	38%
	Plan is in place	33%	0%	36%	50%	100%	0%	0%	0%	24%	50%	0%	29%	-	50%	41%	-	-	-	42%	24%	17%	-	48%	33%	-	-	38%	25%
	Not yet addressed	45%	100%	36%	50%	0%	100%	0%	0%	57%	50%	100%	57%	-	50%	41%	-	-	-	32%	53%	50%	-	33%	33%	-	-	43%	38%
	n	326	1*	36	2*	1*	1*	-	-	37	2*	1*	42	0	2*	17*	0	0	0	19*	17*	6*	0	21	3*	0	0	76	8*

Q18. How satisfied are you that your company's internal audit function delivers the value to the company that it should?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Satisfied	40%	49%	56%	39%	35%	11%	48%	19%	56%	52%	31%	37%	25%	39%	45%	32%	43%	40%	53%	50%	38%	30%	55%	38%	35%	74%	36%	50%
Somewhat satisfied	38%	36%	31%	43%	16%	11%	38%	50%	33%	41%	59%	35%	44%	43%	45%	36%	52%	45%	42%	45%	50%	41%	36%	48%	55%	26%	49%	31%
Not satisfied	9%	4%	5%	8%	0%	0%	10%	8%	3%	7%	10%	10%	30%	12%	5%	9%	0%	15%	0%	0%	9%	18%	9%	5%	5%	0%	4%	6%
Company does not have an internal audit function	12%	10%	8%	11%	48%	79%	5%	23%	8%	0%	0%	18%	2%	5%	5%	23%	4%	0%	5%	5%	3%	11%	0%	10%	5%	0%	11%	13%
n	1550	77	39	103	79	19*	21	26	39	29	29	51	122	74	20	145	23	20	19*	20	32	66	22	21	20	23	90	225

May not equal 100% due to rounding

Q19. Please rate your audit committee's oversight effectiveness in the following areas:

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Oversight of financial reporting and disclosures	Highly effective	54%	75%	44%	40%	68%	68%	50%	38%	46%	57%	41%	55%	20%	42%	74%	56%	30%	47%	63%	10%	43%	59%	41%	57%	55%	45%	62%	75%
	Generally effective	44%	25%	54%	57%	32%	32%	45%	62%	49%	43%	59%	45%	78%	50%	26%	41%	65%	47%	37%	85%	57%	41%	59%	38%	45%	55%	37%	24%
	Not effective	2%	0%	3%	3%	0%	0%	5%	0%	5%	0%	0%	0%	2%	8%	0%	3%	4%	5%	0%	5%	0%	0%	0%	5%	0%	0%	1%	1%
	n	1551	76	39	102	81	19*	20	26	39	30	29	51	122	72	19*	145	23	19*	19*	20	30	68	22	21	20	22	91	232

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Challenging management and applying skepticism	Highly effective	38%	57%	23%	17%	51%	53%	20%	31%	41%	43%	25%	51%	22%	17%	42%	39%	26%	21%	53%	10%	20%	34%	18%	33%	50%	32%	49%	56%
	Generally effective	55%	41%	67%	64%	47%	47%	65%	62%	56%	53%	68%	43%	76%	71%	58%	55%	57%	68%	42%	75%	73%	54%	68%	67%	50%	64%	49%	40%
	Not effective	7%	1%	10%	18%	2%	0%	15%	8%	3%	3%	7%	6%	2%	11%	0%	6%	17%	11%	5%	15%	7%	12%	14%	0%	0%	5%	2%	4%
	n	1539	75	39	98	81	17*	20	26	39	30	28	51	122	70	19*	144	23	19	19	20	30	68	22	21	20	22	90	232
Assessing external auditor's performance	Highly effective	34%	51%	16%	24%	36%	56%	35%	31%	21%	30%	28%	42%	12%	25%	26%	31%	13%	35%	42%	20%	27%	32%	32%	24%	58%	36%	36%	55%
	Generally effective	58%	45%	76%	63%	58%	44%	60%	62%	61%	57%	62%	52%	83%	58%	74%	58%	61%	60%	58%	65%	63%	60%	50%	76%	42%	55%	58%	42%
	Not effective	8%	4%	8%	13%	6%	0%	5%	8%	18%	13%	10%	6%	5%	17%	0%	11%	26%	5%	0%	15%	10%	7%	18%	0%	0%	9%	5%	2%
	n	1536	75	38	97	80	18*	20	26	38	30	29	48	121	72	19*	145	23	20	19*	20	30	68	22	21	19*	22	91	231
Prioritizing the agenda to focus on most important issues (versus "checklist" approach)	Highly effective	36%	46%	33%	31%	42%	47%	37%	23%	34%	47%	36%	34%	8%	16%	32%	37%	39%	42%	50%	25%	7%	35%	27%	67%	35%	27%	43%	55%
	Generally effective	56%	54%	54%	58%	53%	53%	63%	73%	61%	43%	57%	60%	78%	66%	68%	58%	39%	42%	39%	65%	90%	62%	59%	33%	59%	64%	52%	40%
	Not effective	8%	0%	13%	11%	5%	0%	0%	4%	5%	10%	7%	6%	14%	19%	0%	6%	22%	16%	11%	10%	3%	3%	14%	0%	6%	9%	5%	6%
	n	1530	76	39	98	81	19*	19*	26	38	30	28	50	120	70	19*	144	23	19*	18*	20	30	68	22	21	17*	22	91	232
Assessing CFO's performance	Highly effective	25%	32%	19%	16%	36%	29%	28%	15%	17%	20%	18%	25%	8%	12%	47%	21%	23%	15%	63%	5%	16%	25%	5%	10%	47%	9%	22%	44%
	Generally effective	58%	52%	62%	46%	52%	57%	56%	62%	64%	63%	61%	61%	72%	73%	53%	60%	45%	65%	32%	45%	71%	66%	55%	81%	53%	64%	69%	47%
	Not effective	17%	16%	19%	38%	12%	14%	17%	23%	19%	17%	21%	14%	21%	15%	0%	20%	32%	20%	5%	50%	13%	9%	41%	10%	0%	27%	9%	9%
	n	1515	75	37	98	81	14*	18*	26	36	30	28	51	116	73	19*	141	22	20	19*	20	31	67	22	21	17*	22	87	230

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Staying up-to-date on changes impacting the company (accounting/auditing regulatory, technology, globalization)	Highly effective	23%	29%	14%	13%	16%	21%	16%	24%	19%	33%	41%	18%	10%	16%	29%	19%	22%	20%	17%	5%	7%	22%	10%	25%	41%	29%	24%	40%
	Generally effective	67%	64%	65%	69%	81%	79%	79%	64%	62%	63%	52%	76%	77%	70%	71%	68%	57%	65%	67%	75%	76%	74%	76%	65%	59%	67%	65%	55%
	Not effective	10%	7%	22%	17%	3%	0%	5%	12%	19%	3%	7%	6%	13%	14%	0%	13%	22%	15%	17%	20%	17%	4%	14%	10%	0%	5%	11%	5%
	n	1505	75	37	98	80	19*	19*	25	37	30	29	50	117	70	17*	138	23	20	18*	20	29	68	21	20	17*	21	88	226
CFO succession planning	Highly effective	10%	15%	3%	9%	14%	0%	6%	12%	6%	17%	11%	8%	3%	7%	16%	7%	4%	11%	11%	5%	0%	10%	0%	5%	35%	5%	10%	19%
	Generally effective	48%	59%	24%	32%	49%	69%	41%	42%	39%	40%	43%	56%	47%	46%	68%	54%	22%	47%	53%	32%	53%	45%	23%	48%	53%	45%	42%	59%
	Not effective	42%	26%	73%	58%	38%	31%	53%	46%	56%	43%	46%	35%	49%	47%	16%	40%	74%	42%	37%	63%	47%	45%	77%	48%	12%	50%	48%	22%
	n	1492	73	37	96	80	13*	17*	26	36	30	28	48	116	70	19*	138	23	19*	19*	19*	30	67	22	21	17*	22	86	228
Assessing internal auditor's performance	Highly effective	30%	35%	22%	27%	19%	11%	50%	25%	22%	41%	34%	31%	18%	23%	16%	19%	13%	26%	37%	10%	24%	25%	32%	32%	63%	45%	34%	47%
	Generally effective	58%	59%	59%	56%	57%	67%	30%	58%	62%	55%	55%	58%	76%	56%	74%	60%	78%	74%	47%	70%	66%	63%	50%	58%	37%	50%	59%	44%
	Not effective	12%	6%	19%	17%	24%	22%	20%	17%	16%	3%	10%	11%	7%	21%	11%	21%	9%	0%	16%	20%	10%	13%	18%	11%	0%	5%	7%	8%
	n	1439	71	37	94	63	9*	20	24	37	29	29	45	119	70	19*	124	23	19*	19*	20	29	64	22	19*	19*	22	86	218

Q20. What would most improve your audit committee’s overall effectiveness? (select three)

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Better understanding of the business (strategy and risks)	43%	32%	30%	50%	40%	20%	48%	52%	25%	43%	67%	44%	60%	56%	50%	34%	33%	48%	45%	50%	53%	50%	64%	43%	81%	43%	33%	31%
Greater diversity of thinking, background, perspectives, and experiences	38%	35%	35%	31%	47%	40%	43%	30%	28%	37%	40%	48%	47%	29%	30%	43%	33%	48%	25%	25%	28%	50%	23%	29%	33%	35%	58%	29%
More “white space” time on the agenda for open dialogue	34%	45%	45%	30%	42%	45%	33%	19%	60%	33%	10%	38%	9%	24%	45%	34%	25%	14%	35%	25%	9%	31%	36%	38%	5%	17%	41%	48%
Additional expertise – technology	33%	47%	20%	30%	40%	20%	19%	11%	50%	33%	20%	27%	15%	47%	35%	29%	38%	33%	25%	25%	25%	34%	18%	33%	29%	30%	34%	52%
Greater willingness and ability to challenge management	31%	31%	48%	31%	25%	5%	38%	33%	33%	27%	30%	29%	56%	28%	15%	32%	46%	38%	45%	35%	41%	31%	32%	24%	29%	30%	24%	25%
More in-depth financial reporting and audit expertise	27%	19%	15%	38%	22%	40%	57%	37%	8%	23%	30%	29%	29%	37%	25%	31%	46%	33%	35%	70%	19%	22%	36%	33%	29%	39%	21%	19%
Additional expertise – M&A, industry knowledge, risk, or other area	26%	26%	33%	22%	27%	50%	10%	44%	25%	30%	40%	27%	39%	20%	20%	16%	25%	19%	20%	15%	44%	15%	14%	29%	62%	61%	14%	26%
Deeper engagement by committee members	26%	21%	13%	32%	26%	30%	24%	22%	18%	33%	27%	19%	11%	24%	15%	37%	21%	24%	35%	30%	31%	25%	23%	10%	5%	17%	29%	28%
Bringing “fresh thinkers” onto the committee	23%	27%	43%	21%	17%	35%	14%	37%	18%	30%	17%	25%	7%	19%	50%	28%	25%	29%	20%	10%	9%	31%	45%	19%	14%	22%	27%	24%
Better chemistry/dynamics	7%	6%	8%	8%	1%	5%	5%	7%	15%	3%	7%	6%	20%	5%	5%	5%	0%	5%	15%	10%	3%	7%	0%	14%	10%	4%	4%	3%
Removal of an under-performing director	7%	6%	10%	7%	6%	0%	10%	7%	0%	3%	13%	6%	7%	8%	5%	7%	4%	5%	0%	5%	16%	3%	5%	14%	5%	0%	8%	6%
Other	5%	5%	3%	1%	7%	10%	0%	0%	23%	3%	0%	2%	0%	3%	5%	5%	4%	5%	0%	0%	22%	1%	5%	14%	0%	0%	8%	7%
n	1582	78	40	104	81	20	21	27	40	30	30	52	123	75	20	145	24	21	20	20	32	68	22	21	21	23	92	233

Multiple Responses Allowed

Q21. Please rate the self-evaluation approach(es) currently used by your audit committee?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Survey questionnaire completed by committee members	Very effective	19%	25%	22%	28%	26%	28%	11%	8%	25%	11%	14%	17%	1%	14%	21%	12%	14%	26%	0%	16%	11%	19%	10%	25%	11%	22%	29%	31%
	Somewhat effective	42%	49%	57%	18%	44%	67%	42%	32%	66%	37%	59%	49%	12%	43%	71%	34%	18%	53%	21%	26%	82%	56%	30%	35%	50%	52%	58%	44%
	Not effective	8%	1%	8%	35%	5%	0%	0%	8%	6%	7%	7%	4%	3%	8%	0%	8%	14%	0%	5%	42%	4%	4%	10%	0%	6%	4%	5%	5%
	N/A	31%	25%	14%	20%	26%	6%	47%	52%	3%	44%	21%	30%	85%	35%	7%	46%	55%	21%	74%	16%	4%	21%	50%	40%	33%	22%	8%	20%
	n	1474	72	37	101	78	18*	19*	25	32	27	29	47	113	72	14*	137	22	19*	19*	19*	28	68	20	20	18*	23	86	220
Facilitated, open committee discussion	Very effective	26%	34%	28%	20%	17%	35%	42%	4%	29%	32%	22%	21%	29%	31%	53%	22%	29%	32%	11%	16%	15%	21%	16%	25%	17%	45%	29%	33%
	Somewhat effective	40%	37%	36%	26%	39%	41%	26%	54%	46%	36%	59%	38%	43%	47%	41%	43%	24%	32%	28%	37%	60%	36%	58%	55%	72%	23%	43%	35%
	Not effective	7%	6%	17%	34%	5%	0%	0%	4%	17%	14%	7%	2%	2%	6%	6%	3%	10%	16%	0%	37%	5%	3%	0%	0%	0%	0%	6%	5%
	N/A	27%	22%	19%	19%	39%	24%	32%	38%	8%	18%	11%	38%	26%	17%	0%	32%	38%	21%	61%	11%	20%	39%	26%	20%	11%	32%	22%	27%
	n	1423	67	36	99	77	17*	19*	24	24	28	27	47	118	72	17*	136	21	19*	18*	19*	20	61	19*	20	18*	22	77	213
Third-party interviews of committee members	Very effective	13%	21%	19%	7%	9%	33%	11%	4%	29%	8%	14%	19%	4%	17%	43%	10%	14%	11%	5%	5%	20%	17%	5%	0%	12%	14%	20%	12%
	Somewhat effective	22%	19%	19%	12%	13%	11%	37%	32%	48%	4%	43%	21%	13%	45%	0%	23%	33%	33%	16%	32%	40%	20%	24%	11%	53%	29%	39%	12%
	Not effective	10%	2%	14%	53%	5%	11%	5%	8%	19%	23%	14%	2%	3%	13%	21%	6%	19%	11%	0%	42%	10%	2%	0%	11%	0%	5%	3%	3%
	N/A	56%	58%	47%	28%	72%	44%	47%	56%	5%	65%	29%	58%	81%	25%	36%	61%	33%	44%	79%	21%	30%	61%	71%	79%	35%	52%	38%	73%
	n	1394	62	36	97	75	18*	19*	25	21	26	28	43	114	71	14*	131	21	18*	19*	19*	20	64	21	19*	17*	21	76	210

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Other	Very effective	20%	0%	-	67%	25%	0%	0%	0%	0%	50%	50%	17%	0%	20%	100%	0%	0%	0%	50%	-	-	33%	-	-	-	0%	0%	20%
	Somewhat effective	26%	33%	-	0%	50%	33%	50%	0%	0%	50%	0%	17%	0%	20%	0%	27%	0%	100%	25%	-	-	0%	-	-	-	33%	50%	33%
	Not effective	5%	0%	-	0%	0%	0%	0%	0%	0%	0%	0%	17%	0%	0%	0%	9%	0%	0%	0%	-	-	0%	-	-	-	0%	0%	13%
	N/A	49%	67%	-	33%	25%	67%	50%	0%	100%	0%	50%	50%	100%	60%	0%	64%	100%	0%	25%	-	-	67%	-	-	-	67%	50%	33%
	n	85	3*	0	3*	4*	3*	2*	-	1*	4*	2*	6	1*	5*	1*	11*	1*	2*	4*	0	0	3*	0	0	0	3*	2*	15*

May not equal 100% due to rounding

Q22. Has the company's use of an electronic board portal improved your audit committee's/board's effectiveness and efficiency?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Yes – significantly	13%	17%	3%	15%	25%	5%	10%	4%	13%	10%	7%	17%	2%	11%	5%	9%	5%	5%	5%	11%	3%	7%	0%	19%	15%	4%	13%	32%
Yes – moderately	23%	32%	28%	28%	31%	16%	14%	27%	21%	23%	20%	21%	13%	22%	32%	26%	14%	10%	16%	26%	16%	19%	36%	29%	5%	26%	18%	29%
No	13%	17%	15%	5%	4%	21%	0%	27%	8%	17%	27%	8%	6%	21%	26%	12%	18%	5%	11%	21%	10%	9%	32%	19%	25%	17%	18%	9%
No – portal is contributing to information overload	2%	1%	3%	1%	0%	5%	0%	0%	0%	0%	3%	0%	0%	4%	0%	1%	0%	0%	0%	0%	0%	4%	5%	0%	0%	4%	5%	1%
Not sure	7%	5%	10%	7%	6%	5%	10%	4%	8%	7%	3%	12%	14%	7%	0%	5%	5%	15%	0%	16%	13%	3%	18%	0%	15%	9%	5%	3%
Company does not use an electronic portal	42%	28%	41%	44%	35%	47%	67%	38%	50%	43%	40%	42%	65%	36%	37%	48%	59%	65%	68%	26%	58%	57%	9%	33%	40%	39%	39%	27%
n	1555	76	39	102	81	19*	21	26	38	30	30	52	121	73	19*	145	22	20	19*	19*	31	68	22	21	20	23	92	232

Multiple Responses Allowed

Q23.
Approximately how many hours do you devote annually to carrying out your audit committee responsibilities?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Less than 50 hours	23%	18%	15%	7%	35%	37%	29%	46%	21%	37%	21%	48%	2%	45%	5%	42%	57%	40%	37%	5%	23%	18%	27%	14%	37%	39%	18%	11%
50 hours	20%	32%	26%	10%	20%	42%	10%	31%	23%	20%	34%	21%	0%	18%	35%	24%	30%	15%	5%	15%	39%	22%	18%	14%	37%	22%	26%	16%
100 hours	21%	30%	15%	22%	22%	11%	29%	15%	21%	17%	17%	21%	1%	11%	30%	21%	9%	20%	26%	20%	23%	25%	23%	24%	16%	9%	28%	27%
125 hours	6%	5%	13%	7%	6%	0%	14%	8%	13%	3%	0%	2%	0%	5%	0%	3%	0%	5%	0%	10%	6%	9%	9%	0%	0%	9%	8%	10%
150 hours	8%	8%	5%	11%	10%	11%	5%	0%	13%	10%	10%	6%	1%	11%	20%	4%	4%	20%	16%	15%	6%	10%	5%	29%	5%	9%	13%	10%
175 hours	2%	1%	5%	5%	0%	0%	5%	0%	3%	3%	7%	2%	0%	3%	0%	1%	0%	0%	0%	10%	0%	1%	0%	0%	5%	0%	1%	5%
200 hours	5%	1%	13%	6%	5%	0%	5%	0%	0%	0%	7%	0%	5%	7%	10%	3%	0%	0%	5%	5%	0%	3%	5%	5%	0%	4%	2%	10%
225 hours	1%	3%	3%	4%	0%	0%	0%	0%	3%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	1%	0%	10%	0%	0%	0%	2%
250 hours	2%	1%	0%	6%	1%	0%	5%	0%	5%	0%	0%	0%	2%	0%	0%	1%	0%	0%	5%	5%	0%	1%	5%	5%	0%	9%	1%	2%
275 hours	<1%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	1%	0%	0%	0%	0%	1%	0%
300 hours	1%	0%	3%	7%	1%	0%	0%	0%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	1%
More than 300 hours	10%	0%	3%	15%	0%	0%	0%	0%	0%	10%	3%	0%	87%	0%	0%	0%	0%	0%	5%	10%	3%	6%	9%	0%	0%	0%	1%	5%
n	1558	77	39	102	81	19*	21	26	39	30	29	52	121	73	20	143	23	20	19*	20	31	68	22	21	19*	23	92	232

Q24. How many members serve on your audit committee?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Three	45%	40%	31%	45%	36%	53%	67%	73%	29%	27%	76%	47%	35%	59%	85%	34%	70%	45%	63%	63%	63%	49%	50%	55%	60%	57%	34%	38%
Four	31%	39%	41%	18%	36%	21%	14%	12%	32%	53%	10%	35%	47%	17%	10%	38%	22%	35%	16%	16%	31%	16%	23%	35%	10%	22%	34%	38%
Five or more	24%	21%	28%	38%	28%	26%	19%	15%	39%	20%	14%	18%	19%	24%	5%	28%	9%	20%	21%	21%	6%	34%	27%	10%	30%	22%	31%	24%
n	1548	77	39	101	81	19*	21	26	38	30	29	49	118	75	20	144	23	20	19*	19*	32	67	22	20	20	23	90	229

May not equal 100% due to rounding

Q25. As a director, approximately what percentage of the time that you devote to your board responsibilities is spent outside of the boardroom and corporate headquarters—e.g., visiting company facilities and engaging with employees?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
0%	4%	1%	3%	4%	4%	0%	14%	8%	8%	3%	10%	4%	0%	4%	0%	3%	0%	5%	11%	11%	10%	2%	10%	10%	0%	9%	5%	6%
5%	19%	14%	21%	16%	24%	42%	14%	35%	47%	24%	29%	18%	11%	14%	11%	12%	13%	30%	21%	37%	23%	17%	25%	19%	37%	30%	8%	21%
10%	35%	42%	18%	36%	35%	37%	43%	38%	24%	45%	33%	39%	42%	30%	33%	33%	39%	30%	26%	21%	39%	33%	30%	43%	42%	39%	30%	33%
25%	26%	25%	37%	26%	30%	11%	19%	19%	11%	21%	29%	29%	34%	37%	44%	29%	13%	20%	26%	26%	16%	26%	25%	19%	11%	17%	30%	19%
50%	11%	18%	13%	13%	5%	5%	10%	0%	11%	0%	0%	6%	10%	8%	11%	15%	22%	10%	0%	5%	13%	15%	10%	10%	11%	4%	22%	11%
75%	5%	0%	8%	6%	1%	5%	0%	0%	0%	7%	0%	4%	2%	7%	0%	8%	13%	5%	16%	0%	0%	8%	0%	0%	0%	0%	5%	10%
n	1525	77	38	103	79	19*	21	26	38	29	21	49	122	73	18*	139	23	20	19*	19*	31	66	20	21	19*	23	91	231

May not equal 100% due to rounding

Q26. How many additional audit committees are your audit committee members permitted to serve on at one time?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
One	7%	6%	3%	12%	7%	0%	10%	4%	0%	3%	7%	6%	2%	8%	10%	4%	8%	10%	16%	10%	9%	7%	9%	0%	10%	4%	6%	9%
Two	11%	10%	10%	19%	4%	0%	19%	4%	5%	7%	24%	6%	0%	20%	10%	3%	21%	5%	5%	20%	3%	10%	0%	10%	5%	17%	4%	28%
Three	6%	0%	10%	19%	7%	5%	0%	8%	5%	13%	7%	12%	0%	8%	5%	1%	4%	0%	0%	10%	3%	6%	0%	5%	40%	9%	3%	7%
Four or more	3%	4%	0%	4%	0%	0%	0%	0%	5%	27%	0%	2%	0%	1%	10%	3%	0%	0%	0%	10%	19%	0%	0%	14%	0%	9%	1%	1%
No Policy	73%	79%	77%	46%	81%	95%	71%	85%	85%	50%	62%	75%	98%	63%	65%	88%	67%	85%	79%	50%	66%	76%	91%	71%	45%	61%	86%	56%
n	1558	77	39	103	81	19*	21	26	39	30	29	51	121	75	20	144	24	20	19*	20	32	67	22	21	20	23	90	228

May not equal 100% due to rounding

Q27. Typically, how many times does your audit committee meet during the year, in the following forms and circumstances?

		Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
In-person	1-3	20%	14%	21%	4%	29%	58%	29%	48%	11%	0%	14%	27%	1%	39%	30%	34%	23%	30%	26%	5%	9%	25%	18%	10%	5%	0%	23%	17%
	4-6	56%	78%	77%	23%	65%	42%	19%	48%	74%	86%	28%	67%	8%	46%	70%	56%	45%	55%	47%	25%	84%	64%	41%	86%	84%	48%	74%	73%
	7-9	7%	3%	3%	9%	3%	0%	5%	0%	13%	7%	7%	4%	11%	7%	0%	6%	5%	5%	16%	15%	6%	9%	23%	5%	5%	22%	3%	6%
	10-12	10%	5%	0%	40%	3%	0%	33%	4%	3%	7%	24%	2%	25%	7%	0%	3%	27%	10%	11%	30%	0%	1%	18%	0%	0%	30%	0%	3%
	More than 12	7%	0%	0%	25%	0%	0%	14%	0%	0%	0%	28%	0%	55%	1%	0%	1%	0%	0%	0%	25%	0%	0%	0%	0%	5%	0%	0%	<1%
	n	1542	77	39	101	78	19*	21	25	38	29	29	51	118	74	20	141	22	20	19*	20	32	67	22	21	19*	23	92	230
Teleconference	1-3	67%	88%	77%	59%	88%	75%	100%	71%	63%	78%	78%	79%	88%	46%	87%	77%	86%	86%	55%	100%	88%	69%	92%	81%	100%	100%	91%	43%
	4-6	24%	13%	15%	23%	10%	13%	0%	21%	38%	11%	11%	21%	0%	28%	13%	17%	14%	14%	18%	0%	13%	19%	8%	19%	0%	0%	9%	46%
	7-9	6%	0%	8%	5%	0%	0%	0%	7%	0%	11%	11%	0%	0%	21%	0%	3%	0%	0%	0%	0%	0%	8%	0%	0%	0%	0%	0%	9%
	10-12	2%	0%	0%	7%	2%	13%	0%	0%	0%	0%	0%	0%	12%	3%	0%	3%	0%	0%	9%	0%	0%	4%	0%	0%	0%	0%	0%	2%
	More than 12	1%	0%	0%	7%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	0%	0%	0%	0%	18%	0%	0%	0%	0%	0%	0%	0%	0%	1%
	n	1542	77	39	101	78	19*	21	25	38	29	29	51	118	74	20	141	22	20	19*	20	32	67	22	21	19*	23	92	230

May not equal 100% due to rounding

Q28. What is the average length of your regularly-scheduled, in-person audit committee meetings?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
1 hour	11%	3%	5%	1%	7%	5%	24%	27%	0%	0%	0%	10%	65%	21%	0%	9%	23%	25%	32%	0%	0%	1%	5%	0%	16%	0%	2%	7%
1.5 hours	16%	18%	5%	6%	15%	58%	24%	42%	8%	10%	17%	17%	19%	15%	10%	22%	18%	25%	11%	5%	13%	3%	14%	0%	21%	13%	10%	19%
2 hours	24%	13%	18%	9%	28%	21%	14%	15%	13%	27%	48%	37%	7%	32%	10%	34%	5%	35%	26%	25%	19%	22%	27%	19%	37%	39%	33%	25%
2.5 hours	16%	22%	16%	7%	15%	11%	14%	8%	23%	23%	21%	17%	4%	14%	25%	16%	18%	5%	5%	15%	28%	13%	14%	14%	5%	9%	25%	18%
3 hours	16%	25%	16%	12%	17%	5%	19%	8%	26%	13%	7%	12%	5%	14%	30%	12%	23%	5%	11%	10%	31%	26%	14%	24%	21%	26%	16%	20%
3.5 hours	4%	5%	8%	3%	5%	0%	0%	0%	13%	13%	0%	2%	0%	1%	5%	3%	5%	0%	11%	10%	3%	4%	9%	10%	0%	4%	4%	8%
4 hours	7%	10%	16%	23%	9%	0%	5%	0%	13%	7%	3%	6%	0%	4%	15%	4%	9%	5%	0%	5%	3%	19%	9%	24%	0%	4%	9%	2%
More than 4 hours	6%	4%	16%	40%	4%	0%	0%	0%	5%	7%	3%	0%	0%	0%	5%	0%	0%	0%	5%	30%	3%	10%	9%	10%	0%	4%	1%	1%
n	1558	77	38	103	81	19*	21	26	39	30	29	52	119	73	20	143	22	20	19*	20	32	68	22	21	19*	23	92	233

May not equal 100% due to rounding

Demographics

Q29. Please select the type of entity for which your responses have been based:

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Public company	62%	60%	58%	57%	51%	80%	19%	77%	97%	86%	59%	50%	92%	25%	61%	33%	35%	60%	84%	65%	97%	52%	45%	62%	90%	82%	61%	75%
Private company – Family-owned	8%	1%	13%	29%	5%	0%	5%	0%	0%	3%	0%	10%	1%	22%	22%	6%	22%	0%	0%	25%	0%	4%	9%	14%	5%	5%	4%	4%
Private company – Private equity	14%	5%	16%	5%	10%	10%	71%	8%	0%	3%	17%	19%	4%	46%	11%	18%	39%	30%	16%	5%	3%	21%	36%	10%	0%	5%	1%	9%
Private company – Venture capital	2%	0%	3%	1%	0%	0%	5%	0%	0%	0%	7%	2%	3%	3%	0%	0%	0%	0%	0%	0%	0%	0%	9%	5%	0%	5%	0%	3%
Not-for-profit	9%	13%	8%	5%	23%	10%	0%	8%	0%	0%	0%	12%	0%	4%	6%	24%	4%	10%	0%	0%	0%	10%	0%	0%	5%	5%	24%	8%
Government entity	6%	21%	3%	3%	11%	0%	0%	8%	3%	7%	17%	8%	0%	0%	0%	19%	0%	0%	0%	5%	0%	12%	0%	10%	0%	0%	10%	1%
n	1551	77	38	98	81	20	21	26	39	29	29	52	120	72	18*	145	23	20	19*	20	31	67	22	21	20	22	92	232

May not equal 100% due to rounding

Q30. Are you the audit committee chair?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Yes	54%	57%	44%	35%	49%	70%	76%	35%	53%	53%	34%	42%	63%	59%	47%	39%	55%	30%	56%	30%	68%	46%	77%	86%	55%	59%	66%	67%
No	46%	43%	56%	65%	51%	30%	24%	65%	48%	47%	66%	58%	37%	41%	53%	61%	45%	70%	44%	70%	32%	54%	23%	14%	45%	41%	34%	33%
n	1551	75	39	98	81	20	21	26	40	30	29	52	120	73	19*	145	22	20	18*	20	31	67	22	21	20	22	91	232

May not equal 100% due to rounding

Q31. What is the company’s primary industry?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Banking/Financial Services	18%	17%	38%	26%	16%	45%	33%	8%	3%	20%	31%	21%	8%	16%	26%	13%	18%	25%	32%	40%	10%	15%	0%	10%	5%	13%	16%	20%
Industrial Manufacturing/Chemicals	14%	4%	13%	16%	4%	0%	10%	8%	23%	37%	10%	6%	50%	9%	21%	2%	5%	5%	21%	20%	13%	7%	14%	19%	45%	22%	7%	11%
Retail/Consumer Goods	10%	14%	13%	14%	2%	0%	10%	19%	15%	3%	7%	4%	10%	12%	5%	9%	14%	10%	5%	5%	13%	6%	27%	10%	5%	9%	10%	10%
Energy/Natural Resources	8%	10%	3%	10%	20%	0%	0%	8%	8%	3%	10%	4%	2%	4%	0%	7%	23%	5%	0%	10%	13%	9%	9%	5%	0%	9%	9%	10%
Insurance	6%	8%	5%	5%	6%	0%	5%	0%	5%	0%	14%	25%	1%	9%	11%	5%	5%	10%	5%	0%	0%	9%	0%	5%	0%	4%	8%	6%
Technology/Software	5%	4%	3%	3%	2%	0%	0%	15%	3%	7%	0%	4%	4%	5%	16%	5%	0%	0%	0%	0%	6%	3%	5%	14%	5%	9%	7%	10%
Healthcare	5%	8%	0%	2%	9%	5%	5%	0%	0%	0%	0%	8%	2%	1%	5%	9%	5%	0%	0%	5%	3%	4%	0%	5%	5%	0%	7%	10%
Transportation	4%	8%	0%	4%	4%	0%	0%	4%	5%	0%	3%	0%	3%	5%	0%	6%	0%	0%	16%	0%	3%	4%	9%	14%	5%	4%	1%	3%
Real Estate	4%	1%	0%	0%	6%	20%	5%	4%	5%	0%	7%	4%	2%	3%	0%	1%	5%	15%	0%	0%	26%	7%	0%	0%	0%	0%	7%	3%
Building/Construction	3%	1%	3%	1%	0%	0%	10%	0%	10%	3%	0%	2%	2%	7%	0%	5%	5%	0%	11%	0%	3%	4%	14%	5%	5%	4%	2%	2%
Communications/Media	3%	4%	5%	3%	6%	0%	5%	12%	8%	0%	3%	2%	1%	0%	0%	1%	5%	0%	0%	5%	3%	0%	5%	5%	10%	4%	3%	1%
Pharmaceuticals	2%	3%	0%	0%	0%	0%	0%	0%	0%	13%	10%	8%	2%	4%	0%	0%	0%	0%	0%	5%	0%	0%	5%	0%	15%	0%	1%	2%
Higher education	2%	1%	0%	3%	4%	5%	0%	4%	0%	0%	0%	4%	0%	1%	0%	3%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%	7%	1%
Other	17%	17%	18%	14%	21%	25%	19%	19%	18%	13%	3%	10%	12%	22%	16%	34%	18%	25%	11%	10%	6%	31%	14%	10%	0%	22%	17%	13%
n	1561	77	39	101	81	20	21	26	40	30	29	52	123	74	19*	143	22	20	19*	20	31	68	22	21	20	23	92	230

May not equal 100% due to rounding

Q32. What is the annual revenue of the largest company for which you serve as an audit committee member?

	Global	Australia	Belgium	Brazil	Canada	Channel Islands	Chile	China/ Hong Kong	France	India	Indonesia	Ireland	Japan	Mexico	Netherlands	New Zealand	Peru	Philippines	Poland	Portugal	Singapore	South Africa	Spain	Switzerland	Taiwan	Thailand	United Kingdom	United States
Less than \$250 million	32%	21%	21%	12%	50%	55%	38%	31%	13%	13%	31%	52%	20%	42%	26%	63%	41%	40%	37%	20%	39%	51%	18%	5%	40%	50%	21%	17%
\$250 million to less than \$500 million	15%	17%	15%	27%	14%	15%	10%	19%	8%	10%	14%	2%	13%	12%	21%	16%	14%	25%	5%	20%	13%	10%	14%	24%	10%	9%	22%	13%
\$500 million to less than \$1 billion	11%	17%	13%	9%	8%	0%	14%	15%	8%	10%	17%	8%	18%	8%	0%	6%	14%	5%	21%	5%	29%	6%	18%	10%	30%	9%	7%	13%
\$1 billion to less than \$1.5 billion	8%	8%	8%	8%	6%	0%	5%	4%	3%	10%	10%	6%	7%	3%	5%	3%	14%	10%	21%	10%	3%	7%	5%	14%	5%	0%	19%	12%
\$1.5 billion to less than \$5 billion	15%	18%	13%	15%	10%	0%	19%	19%	13%	30%	10%	21%	25%	7%	32%	10%	9%	10%	11%	10%	3%	12%	14%	10%	10%	14%	14%	22%
\$5 billion to less than \$10 billion	6%	3%	13%	7%	1%	0%	0%	0%	13%	3%	3%	6%	7%	5%	16%	1%	0%	0%	5%	10%	13%	4%	9%	19%	0%	9%	6%	10%
Greater than \$10 billion	9%	13%	15%	17%	9%	0%	0%	8%	44%	17%	7%	2%	10%	5%	0%	0%	0%	5%	0%	15%	0%	6%	18%	14%	0%	9%	10%	10%
Not applicable	4%	4%	3%	4%	3%	30%	14%	4%	0%	7%	7%	4%	0%	16%	0%	1%	9%	5%	0%	10%	0%	3%	5%	5%	5%	0%	1%	3%
n	1553	77	39	99	80	20	21	26	39	30	29	52	122	73	19*	145	22	20	19*	20	31	67	22	21	20	22	90	232

May not equal 100% due to rounding

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About ACI Malaysia

In recognising the importance of audit committees, the Audit Committee Institute Malaysia (ACI) is created to assist audit committee members adapt to their changing role.

Sponsored by KPMG in Malaysia, the Institute's primary mission is to communicate with audit committee members to enhance their awareness of, commitment to, and ability to implement effective audit committee processes.

ACI Malaysia engages in a variety of initiatives to assist audit committee members by providing a range of resources through its web site, publications and roundtables all designed to facilitate the exchange of views and insights on audit committee recommended practices and processes, and other topics of interest.

The Institute has developed a range of tools to assist audit committee members in meeting their oversight role. These tools include:

- Audit Committee Guide – a comprehensive reference for audit committee members. It captures KPMG's insights into what makes a best practice audit committee and provides practical tools to help improve audit committee processes;
- regular updates – ACI Malaysia will publish regular newsletters to provide audit committee members with timely updates on significant reporting and regulatory changes, and emerging issues;
- website (www.kpmg.com.my/aci) – Designed to provide audit committee members, board members, senior executives and other interested parties with timely access to a wide range of useful resources. ACI Malaysia's website provides you access to updates on current and emerging issues related to governance, risk management, internal and external auditing, accounting, financial reporting and a library of reference material; and
- ACI Roundtables – ACI Malaysia facilitates interactive roundtable forums which provide a platform for the exchange of views and insights on topics of interest to board members, audit committee members and senior executives.

About KPMG's Audit Committee Institutes

Sponsored in more than 30 countries around the world, KPMG's Audit Committee Institutes provide audit committee and board members with practical insights, resources, and peer-exchange opportunities focused on strengthening oversight of financial reporting and audit quality, and the array of challenges facing boards and businesses today – from risk management and emerging technologies to strategy and global compliance.

Learn more about ACI roundtables, webcasts, annual audit committee conferences, and other educational resources for directors.

Log into www.kpmg.com.my/aci or contact us by email aci@kpmg.com.my

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