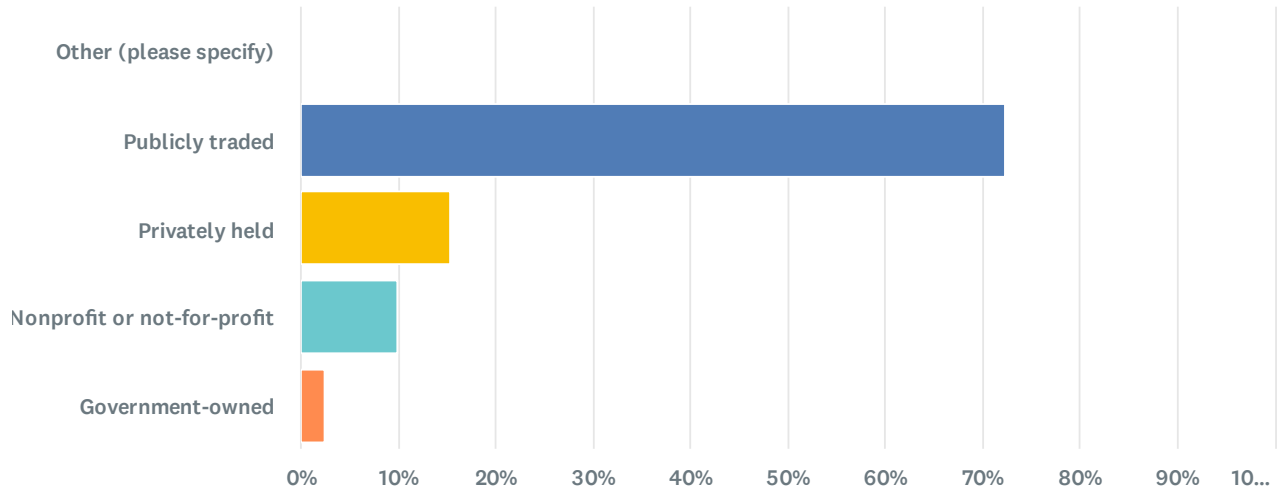


Q1 What is your company/organization type?

Answered: 170 Skipped: 0



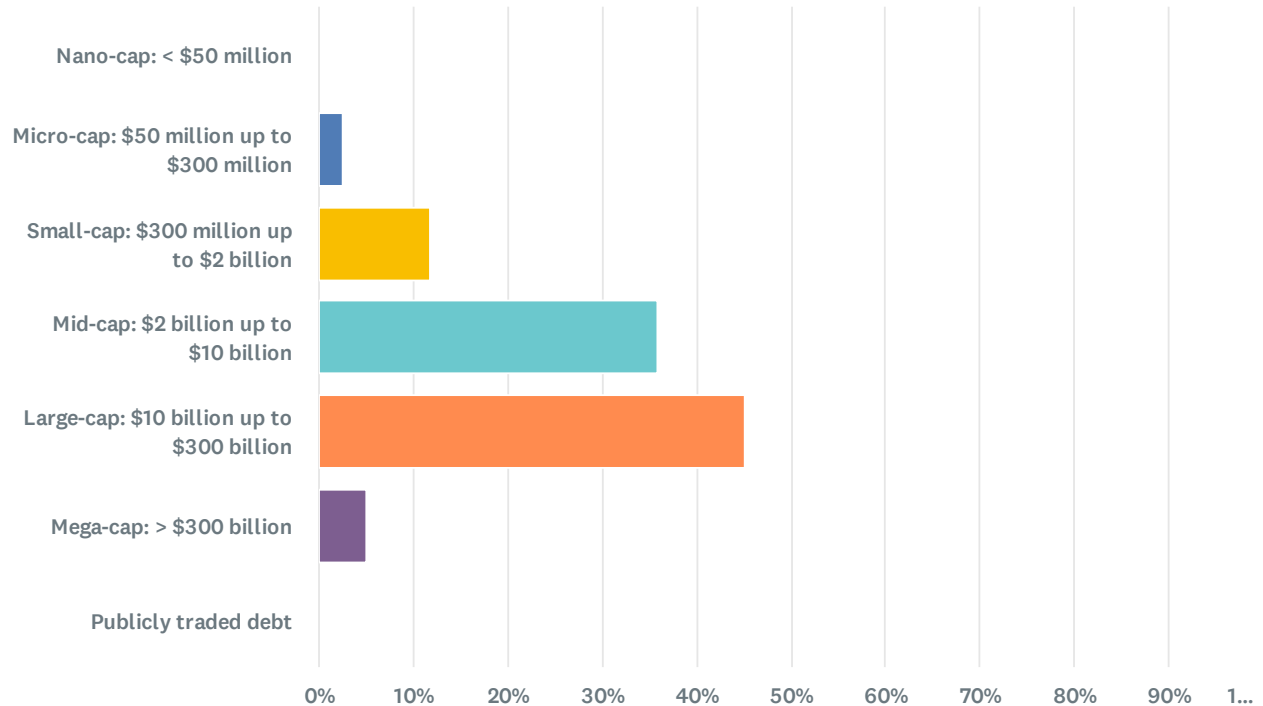
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	0%	0
● Publicly traded	72.35%	123
● Privately held	15.29%	26
● Nonprofit or not-for-profit	10.00%	17
● Government-owned	2.35%	4
Total		170

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q2 What is your company's approximate market capitalization?

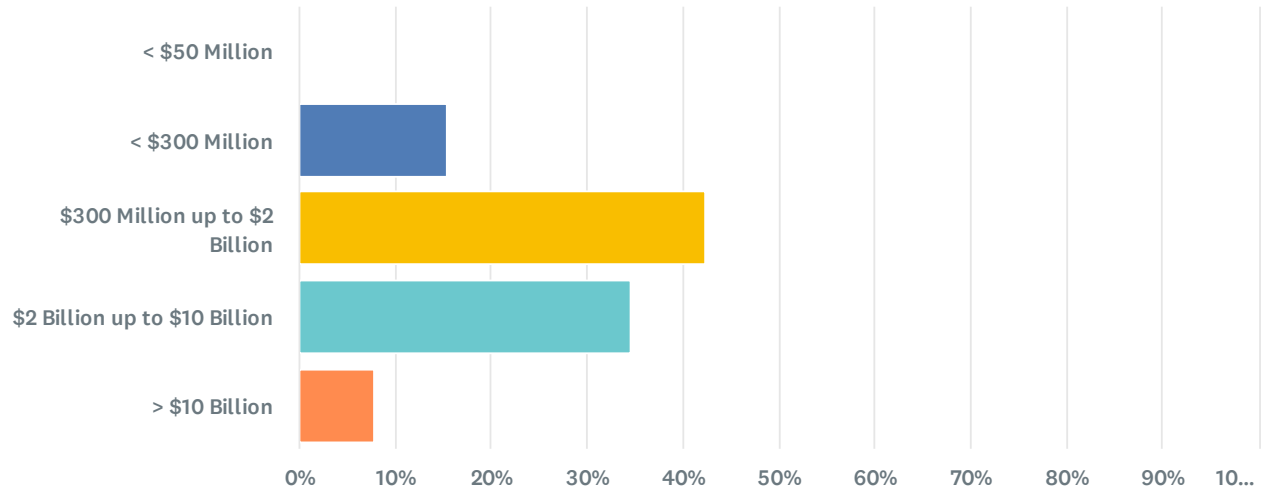
Answered: 120 Skipped: 50



Answer Choices	Percentage	Responses
● Nano-cap: < \$50 million	0%	0
● Micro-cap: \$50 million up to \$300 million	2.50%	3
● Small-cap: \$300 million up to \$2 billion	11.67%	14
● Mid-cap: \$2 billion up to \$10 billion	35.83%	43
● Large-cap: \$10 billion up to \$300 billion	45.00%	54
● Mega-cap: > \$300 billion	5.00%	6
● Publicly traded debt	0%	0
Total		120

Q3 What is your company's approximate annual revenue?

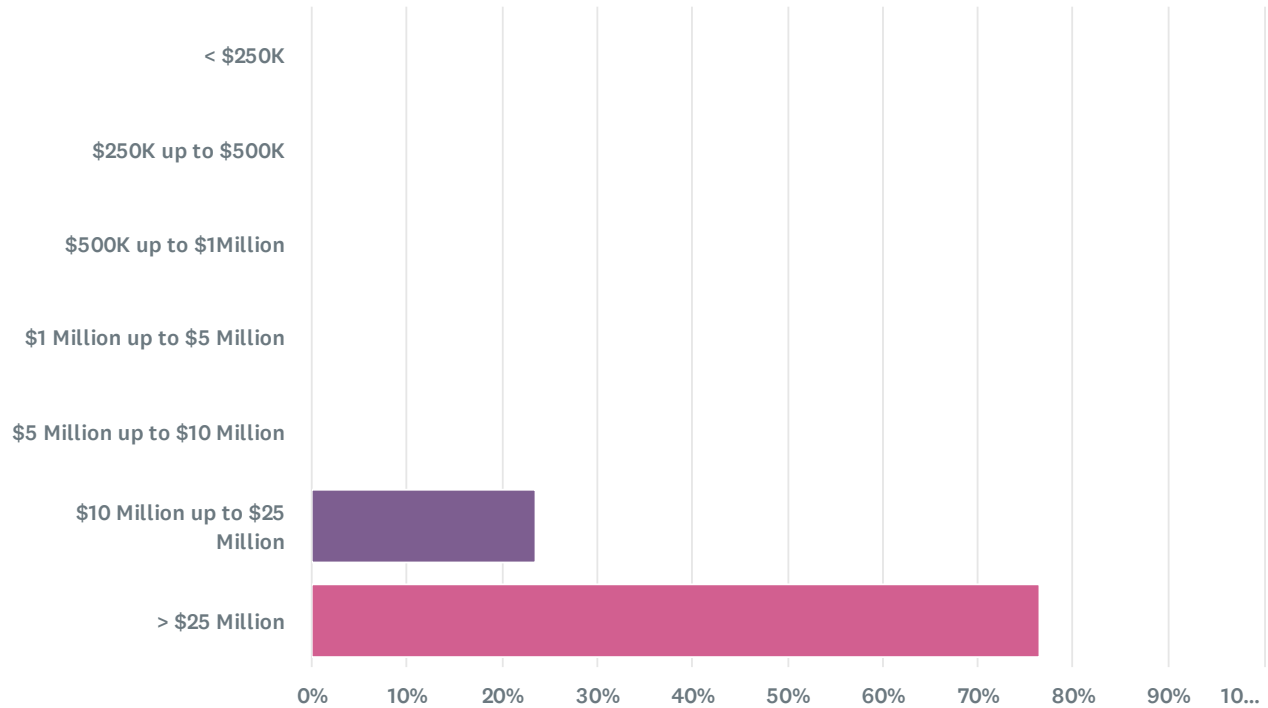
Answered: 26 Skipped: 144



Answer Choices	Percentage	Responses
● < \$50 Million	0%	0
● < \$300 Million	15.38%	4
● \$300 Million up to \$2 Billion	42.31%	11
● \$2 Billion up to \$10 Billion	34.62%	9
● > \$10 Billion	7.69%	2
Total		26

Q4 What is your organization's approximate annual revenue?

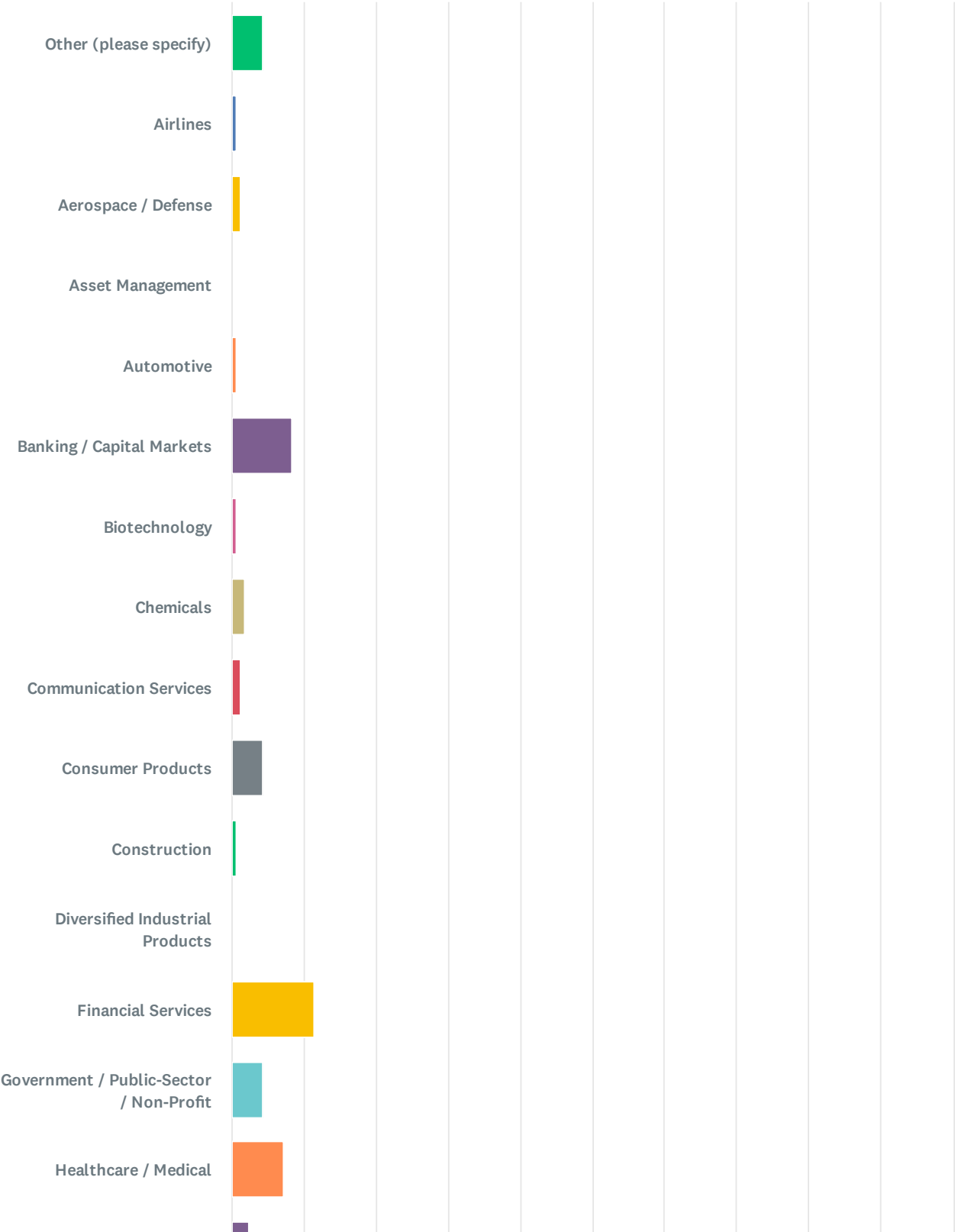
Answered: 17 Skipped: 153



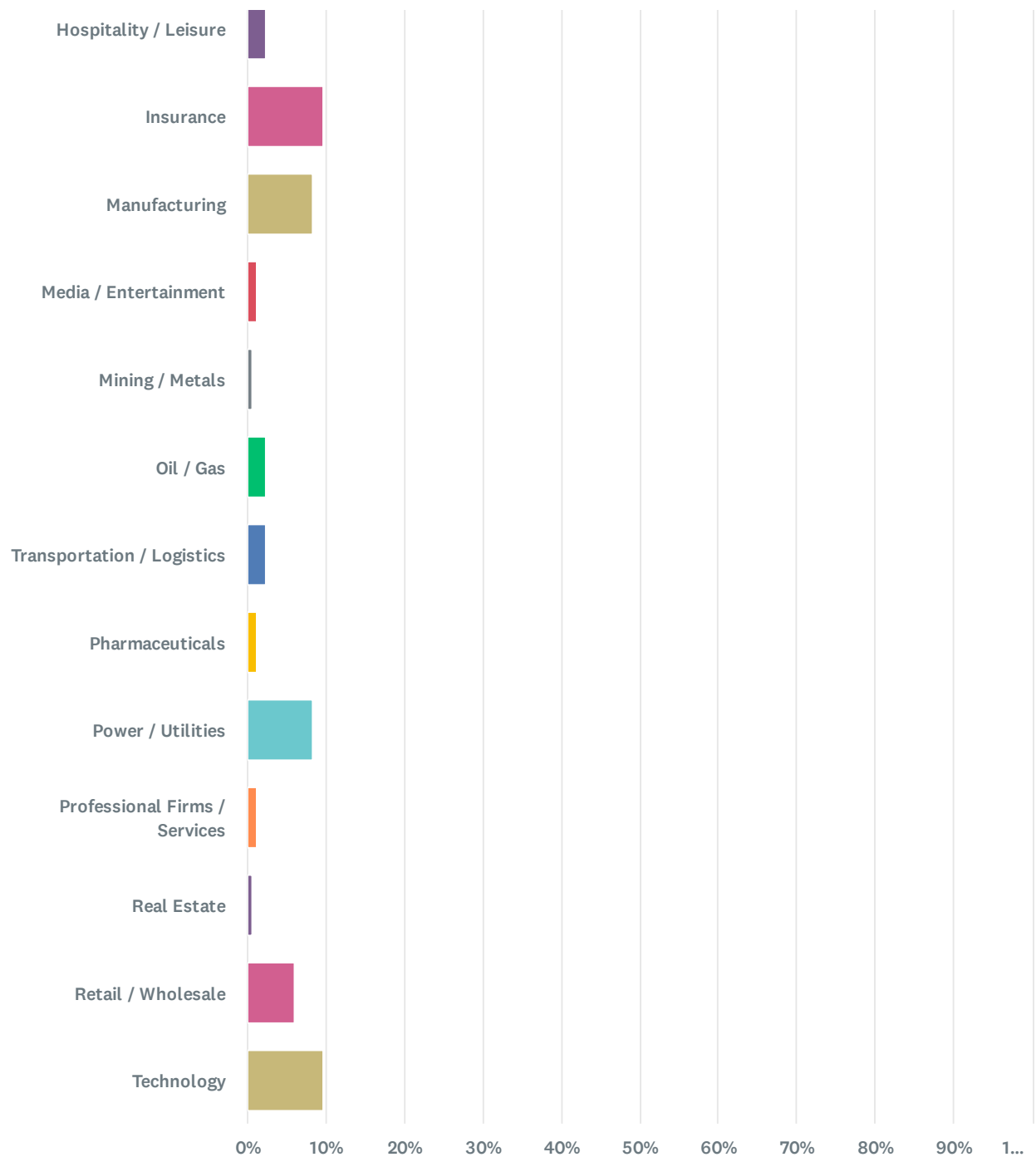
Answer Choices	Percentage	Responses
● < \$250K	0%	0
● \$250K up to \$500K	0%	0
● \$500K up to \$1Million	0%	0
● \$1 Million up to \$5 Million	0%	0
● \$5 Million up to \$10 Million	0%	0
● \$10 Million up to \$25 Million	23.53%	4
● > \$25 Million	76.47%	13
Total		17

Q5 What is your company's/organization's primary industry or focus area?

Answered: 167 Skipped: 3



Board Committee Report-Out Practices Survey



Answer Choices	Percentage	Responses
Other (please specify) Show responses	4.19%	7
Airlines	0.60%	1
Aerospace / Defense	1.20%	2
Asset Management	0%	0
Total		167

Board Committee Report-Out Practices Survey

Answer Choices	Percentage	Responses
 Automotive	0.60%	1
 Banking / Capital Markets	8.38%	14
 Biotechnology	0.60%	1
 Chemicals	1.80%	3
 Communication Services	1.20%	2
 Consumer Products	4.19%	7
 Construction	0.60%	1
 Diversified Industrial Products	0%	0
 Financial Services	11.38%	19
 Government / Public-Sector / Non-Profit	4.19%	7
 Healthcare / Medical	7.19%	12
 Hospitality / Leisure	2.40%	4
 Insurance	9.58%	16
 Manufacturing	8.38%	14
 Media / Entertainment	1.20%	2
 Mining / Metals	0.60%	1
 Oil / Gas	2.40%	4
 Transportation / Logistics	2.40%	4
 Pharmaceuticals	1.20%	2
 Power / Utilities	8.38%	14
 Professional Firms / Services	1.20%	2
 Real Estate	0.60%	1
Total		167

Board Committee Report-Out Practices Survey

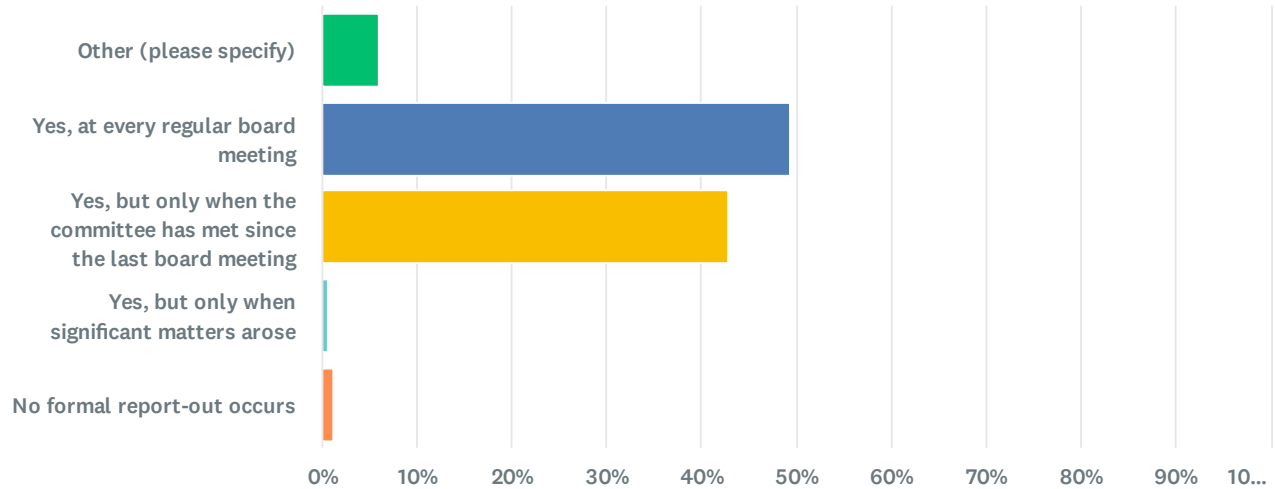
Answer Choices	Percentage	Responses
 Retail / Wholesale	5.99%	10
 Technology	9.58%	16
Total		167

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Agriculture and Land Management	3/18/2026 3:13 PM
2	Ag	3/13/2026 11:06 AM
3	HR	3/10/2026 4:58 PM
4	Energy	3/10/2026 1:44 PM
5	science/education	3/10/2026 11:09 AM
6	Conglomerate: Engineering, Building Products, Food Processing, Insurance and Commercial Real Estate Development	3/10/2026 10:58 AM
7	Data Analytics	3/10/2026 10:34 AM

Q6 Does each standing board committee provide a report or read-out at meetings of the full board?

Answered: 166 Skipped: 4



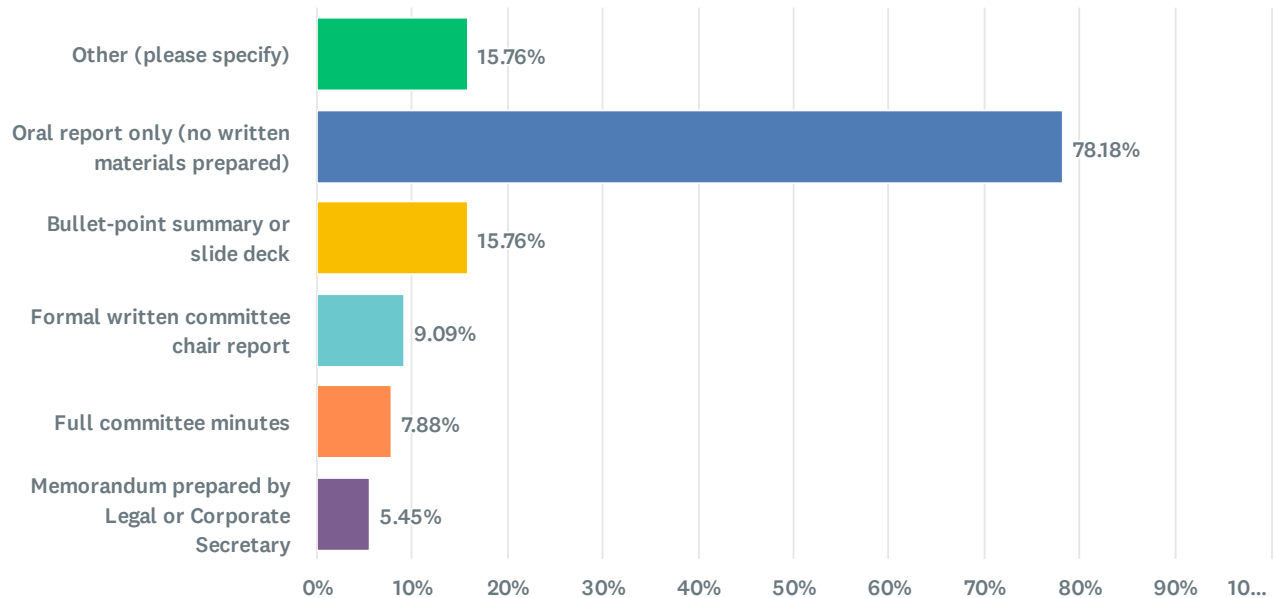
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	6.02%	10
● Yes, at every regular board meeting	49.40%	82
● Yes, but only when the committee has met since the last board meeting	42.77%	71
● Yes, but only when significant matters arose	0.60%	1
● No formal report-out occurs	1.20%	2
Total		166

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Yes unless the rest of the board was at the committee meeting	3/21/2026 4:50 PM
2	committee minutes included in consent agenda for board once approved	3/20/2026 11:16 AM
3	No read out - we all non-committee board members to attend committee meetings as observers	3/18/2026 5:11 PM
4	Yes for the Audit Committee at every meeting. Compensation and Nomination once a year w/ charter and policy review or when something material is covered. something material	3/18/2026 3:38 PM
5	We have a practice of the full board attending committee meetings, so no update is typically needed	3/10/2026 4:46 PM
6	All board members attend all regular committee meetings. If there is a meeting in between, there is a report out at the next regular committee meeting.	3/10/2026 11:58 AM
7	All of our Directors are invited to attend the meetings of the Committees that they do not belong to. When that happens, the report is dispensed with. When it does not happen a full report is given. An agenda item is created for a full report even when we know there isn't going to be a need for the full report. However that is also where the Board approves any resolutions the Committee may recommend that the Board approves.	3/10/2026 11:41 AM
8	Generally, all board members are invited and attend committee meetings.	3/10/2026 10:37 AM
9	Finance and Clinical Quality Committee provide report out. Other committees provide written, high level summaries. Minutes are presented for approval at the next Board meeting.	3/10/2026 10:34 AM
10	Only if approval from the BOD is required	3/10/2026 10:34 AM

Q7 How is the committee report to the full board typically delivered? (Select all that apply)

Answered: 165 Skipped: 5



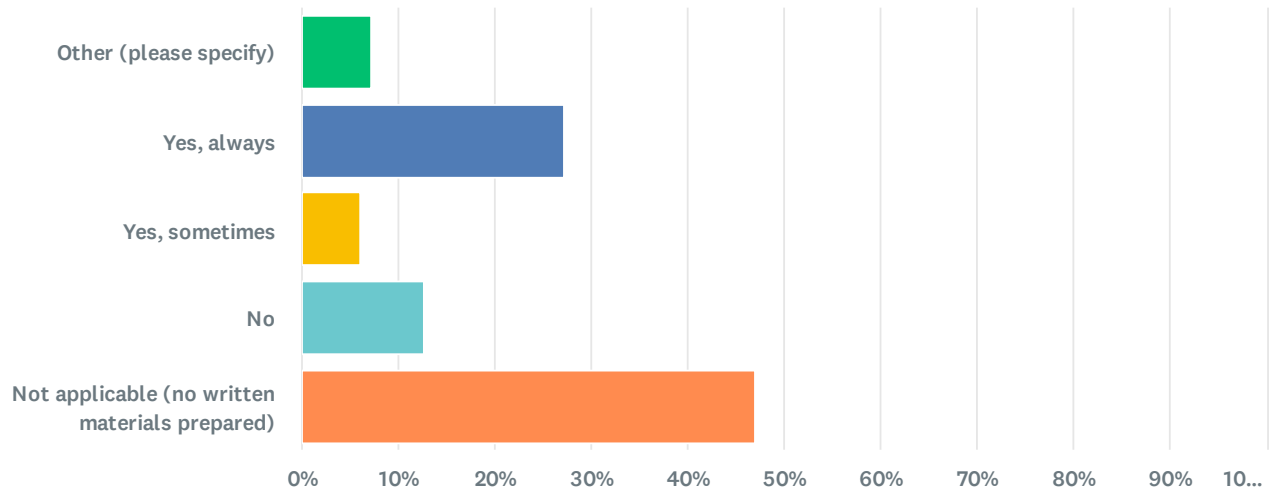
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	15.76%	26
● Oral report only (no written materials prepared)	78.18%	129
● Bullet-point summary or slide deck	15.76%	26
● Formal written committee chair report	9.09%	15
● Full committee minutes	7.88%	13
● Memorandum prepared by Legal or Corporate Secretary	5.45%	9
Total		218

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	either written committee chair report or minutes	3/20/2026 11:17 AM
2	Chair reports are written and then read out at the meeting by the committee chairs. The written report is not submitted formally to the board.	3/19/2026 8:02 PM
3	Bullet-Point summary provided to Chair	3/18/2026 8:49 PM
4	Oral report is given based on written summaries prepared by Committee Chair with help from corporate secretary	3/18/2026 3:56 PM
5	Board members have access to committee materials via board portal	3/18/2026 3:14 PM
6	Agenda	3/13/2026 11:50 AM
7	When minutes are finalized, committee minutes are attached. Board notes indicate the chair reported out on "the topics set forth on the attached minutes". Any specific Board motions from committee recommendations are in the report out.	3/13/2026 11:07 AM
8	Written report provided by Legal to Committee Chair who then provides an oral report based on the Chair notes.	3/13/2026 10:59 AM
9	A copy of the Committee meeting agenda is included in the board materials for reference.	3/11/2026 8:51 AM
10	Board agenda includes items requiring Board approval	3/10/2026 5:51 PM
11	N/A	3/10/2026 4:46 PM
12	All directors have access to minutes of all meetings (as well as all meeting materials), not just materials for the committees on which they serve.	3/10/2026 2:29 PM
13	Secretary prepares talking points for the Committee Chair, but no materials are provided to the Board	3/10/2026 2:16 PM
14	All Board members attend all Committee meetings, even those Committees they are not members of, so there is no need for a report out.	3/10/2026 2:07 PM
15	Bullet summary is read by reporting committee member	3/10/2026 1:54 PM
16	The report is oral only but each committee chair receives a summary of the committee's meeting for convenience when they give their oral report.	3/10/2026 1:46 PM
17	oral report by chair to the board, but the corporate secretary prepares a bullet point summary for the committee chair to assist him/her with the report out	3/10/2026 1:36 PM
18	Orally with supporting materials	3/10/2026 11:48 AM
19	oral with resolutions written when needed.	3/10/2026 11:42 AM
20	Written bullet points in materials, committee chair highlights some key items and asks for questions.	3/10/2026 11:37 AM
21	Some provide an oral report and some provide a formal written committee chair report	3/10/2026 11:24 AM
22	Oral Report to the Board however the Committee Chair is provided an outline during the Committee meeting in order to take their own notes and present what actually took place during the meeting to the Board	3/10/2026 11:07 AM
23	Committee meeting materials are available and referenced frequently in oral report	3/10/2026 10:41 AM
24	Only resolutions for committee recommendations to the Board are included in materials	3/10/2026 10:39 AM
25	Oral report, noting full minutes of the committee meeting will be posted and available for directors to review	3/10/2026 10:36 AM
26	Formal written report as well as oral report out by Committee Chair	3/10/2026 10:34 AM

Q8 If written materials are prepared to support the report-out, are they included in the board meeting materials distributed in advance?

Answered: 166 Skipped: 4



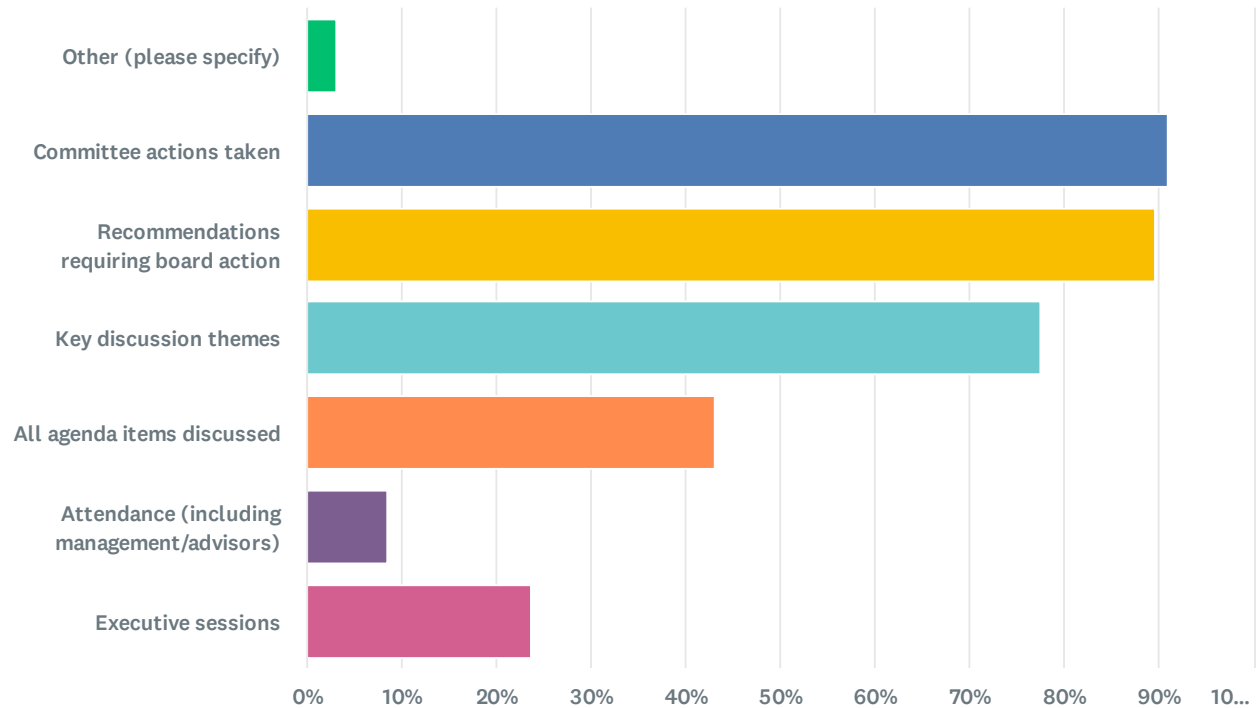
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	7.23%	12
● Yes, always	27.11%	45
● Yes, sometimes	6.02%	10
● No	12.65%	21
● Not applicable (no written materials prepared)	46.99%	78
Total		166

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Located in Committee materials, which are available to the Board	3/20/2026 10:36 AM
2	Distributed via Board Portal shortly prior to Board meeting.	3/18/2026 3:53 PM
3	Upon minute finalization/approval	3/13/2026 11:08 AM
4	Members of the Law Department prepare Discussion POints for the committee chairs that include on 1-2 pages a bulleted recap of the business of the committee meeting (including actions taken and/or recommended to full Board for approval)	3/10/2026 2:30 PM
5	Committee's recommended resolutions for board approval	3/10/2026 12:44 PM
6	We include the Committee agenda as part of the board materials but the report out is oral, no other written materials	3/10/2026 11:20 AM
7	Talking points are prepared for the Chair to use during their verbal report out	3/10/2026 10:52 AM
8	We prepare a summary of the meeting for non-committee members (with more background and explanation than the minutes) but it isn't ready for the instant cycle of meetings (which is when the oral report happens).	3/10/2026 10:46 AM
9	Oral report given to Board; all committee meeting books are available for review by all directors	3/10/2026 10:40 AM
10	Only resolutions for committee recommendations to the Board are included in materials in advance	3/10/2026 10:39 AM
11	Presented at the meeting.	3/10/2026 10:35 AM
12	Committee chairs are sent packets in advance of meetings that include talking points / scripts for chairing their committee, plus narrative talking points for their committee report out at the full board. Since these Taps are prepared in advance, it's common that we provide amended talking points if the committee did not go exactly as planned, but some committee chairs prefer to make those changes personally instead of secretary team.	3/10/2026 10:35 AM

Q9 Which of the following are typically included in the committee report to the full board? (Select all that apply)

Answered: 165 Skipped: 5



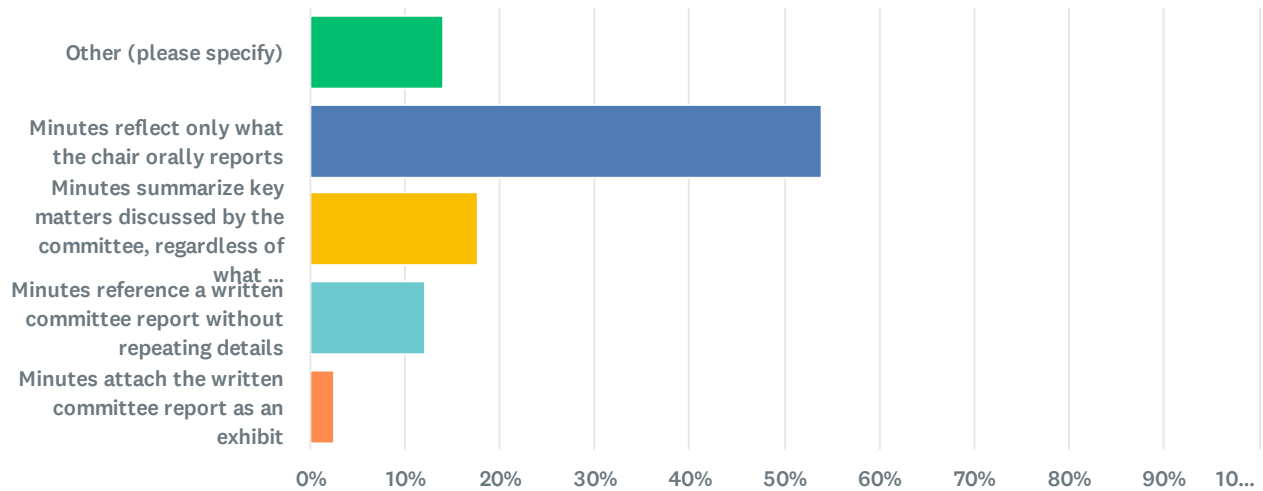
Answer Choices	Percentage	Responses
 Other (please specify) Show responses	3.03%	5
 Committee actions taken	90.91%	150
 Recommendations requiring board action	89.70%	148
 Key discussion themes	77.58%	128
 All agenda items discussed	43.03%	71
 Attendance (including management/advisors)	8.48%	14
 Executive sessions	23.64%	39
Total		555

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Indication of executive session being held.	3/13/2026 11:51 AM
2	N/A	3/10/2026 4:46 PM
3	Committee actions taken, particularly when recommending to the Board for approval.	3/10/2026 11:11 AM
4	Only resolutions for committee recommendations to the Board are included in materials	3/10/2026 10:39 AM
5	Topics that require BOD approval	3/10/2026 10:36 AM

Q10 How are committee report-outs reflected in the minutes of the full board meeting? (Select the one that best describes your practice)

Answered: 165 Skipped: 5



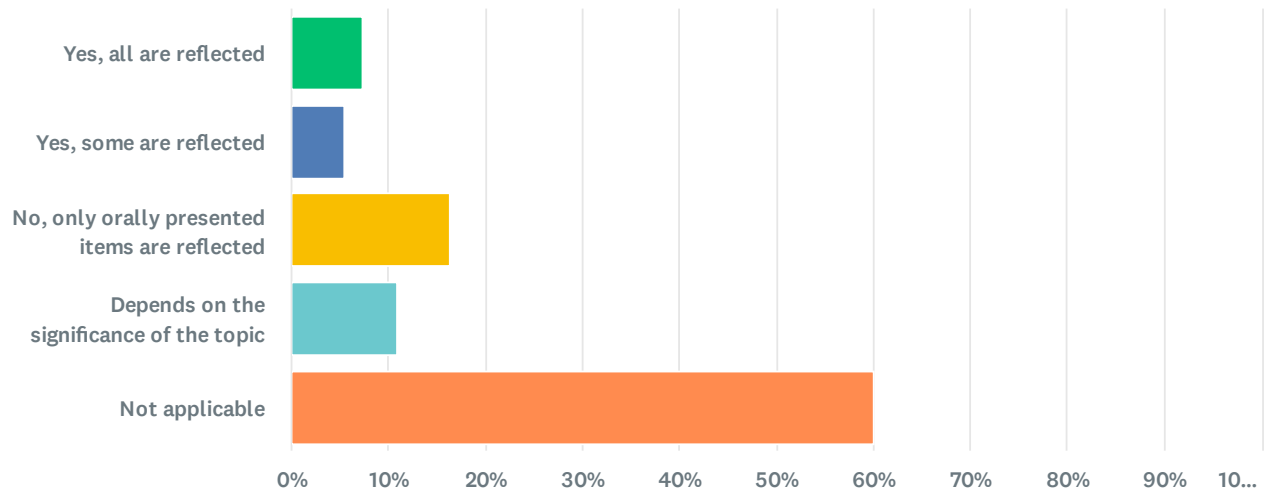
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	13.94%	23
● Minutes reflect only what the chair orally reports	53.94%	89
● Minutes summarize key matters discussed by the committee, regardless of what is orally presented	17.58%	29
● Minutes reference a written committee report without repeating details	12.12%	20
● Minutes attach the written committee report as an exhibit	2.42%	4
Total		165

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Minutes reflect that committee reports occurred in executive session with no details.	3/18/2026 3:10 PM
2	Minutes reflect that Committee Chairs reported on meetings/matters but do not go into detail.	3/13/2026 11:00 AM
3	minutes reflect that the chair reported on Committee deliberations.	3/11/2026 3:12 PM
4	Minute reference Committee minutes prepared but also include a summary of key matters discussed by the Committee.	3/11/2026 2:21 PM
5	Minutes reference an oral report without reporting details.	3/10/2026 8:38 PM
6	Minutes reflect what is orally reported. In some cases, supplemental information included in a written report is added in the minutes for context or completeness to what is reported orally	3/10/2026 5:09 PM
7	Minutes state that committee report was presented but no details are provided as it is done during executive session.	3/10/2026 4:54 PM
8	N/A	3/10/2026 4:47 PM
9	Minutes reference the agenda was reviewed and if there are Committee recommendations to the Board to approve	3/10/2026 4:11 PM
10	Minutes are based on the talking points used by the Committee Chair	3/10/2026 2:16 PM
11	Minutes reflect that the Committee member gave a report without the details	3/10/2026 1:55 PM
12	Summary of chair's report plus any resolutions approved by Board	3/10/2026 12:45 PM
13	Minutes reflect either the report was dispensed with or that the chair gave a report and the resolutions that were passed.	3/10/2026 11:43 AM
14	Minutes reflect oral report, but may also include material subject matter presented as an Exhibit	3/10/2026 11:25 AM
15	We reference that the chair reported out on the meeting; only detail if there is a recommendation for board approval	3/10/2026 11:21 AM
16	We prepare a one-page written committee report for each committee chair with copies circulated to the rest of the board members during the executive session. The report, which the chair uses a guide from which to give an oral report, is then included in the board minutes under a "Committee Reports" heading. It is rare, but the written reports will be edited for inclusion in the minutes when needed.	3/10/2026 11:14 AM
17	That the minutes were approved	3/10/2026 11:13 AM
18	Nothing is reported in the minutes	3/10/2026 11:00 AM
19	All committee materials are available to the full board - we just state that they update was provided without any details.	3/10/2026 10:45 AM
20	Minutes reflect an oral committee report without repeating details	3/10/2026 10:43 AM
21	Approved resolutions for committee recommendations to the Board are included	3/10/2026 10:41 AM
22	Minutes are high-level; they indicate that the chair provided a report on the matters addressed by the committee	3/10/2026 10:39 AM
23	Minutes reflect that the chair reported on the committee meeting matters and that the committee minutes once approved will be available to all directors	3/10/2026 10:38 AM

Q11 If a written committee report includes topics that are not orally presented by the chair, are those topics typically reflected in the board minutes?

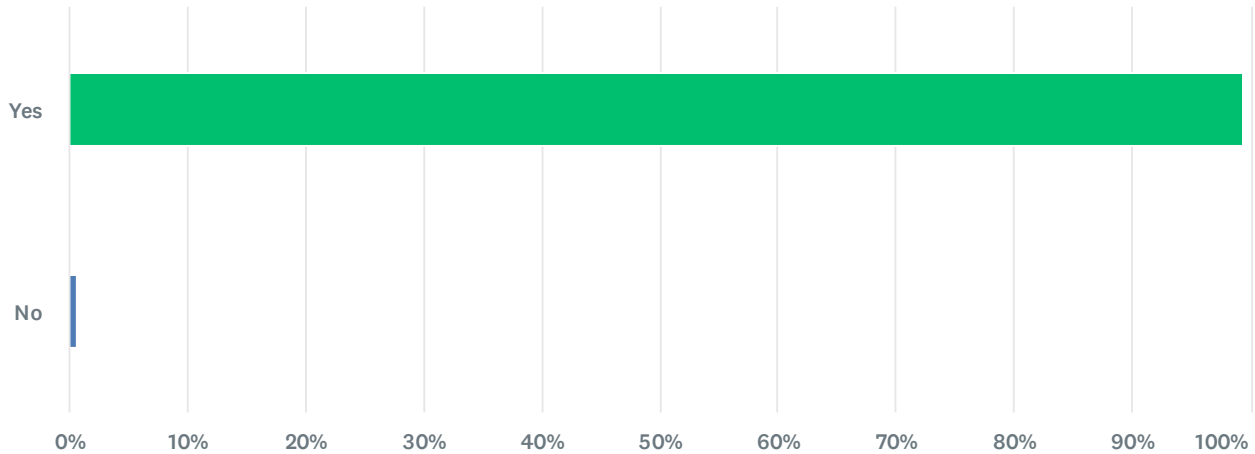
Answered: 165 Skipped: 5



Answer Choices	Percentage	Responses
● Yes, all are reflected	7.27%	12
● Yes, some are reflected	5.45%	9
● No, only orally presented items are reflected	16.36%	27
● Depends on the significance of the topic	10.91%	18
● Not applicable	60.00%	99
Total		165

Q12 Are separate minutes prepared for each committee meeting?

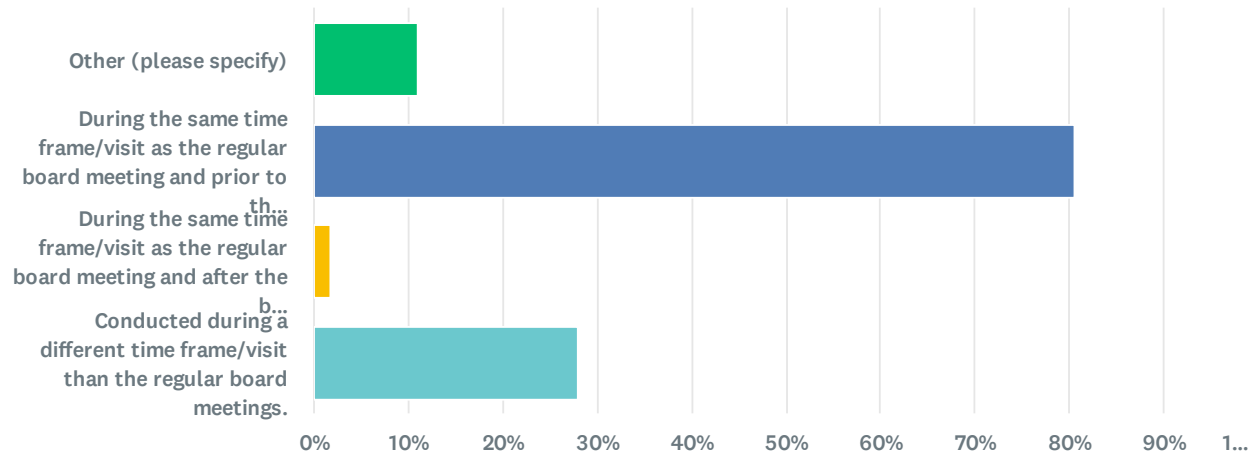
Answered: 165 Skipped: 5



Answer Choices	Percentage	Responses
Yes	99.39%	164
No	0.61%	1
Total		165

Q13 When do board committees typically conduct their meetings? (Select all that apply)

Answered: 165 Skipped: 5



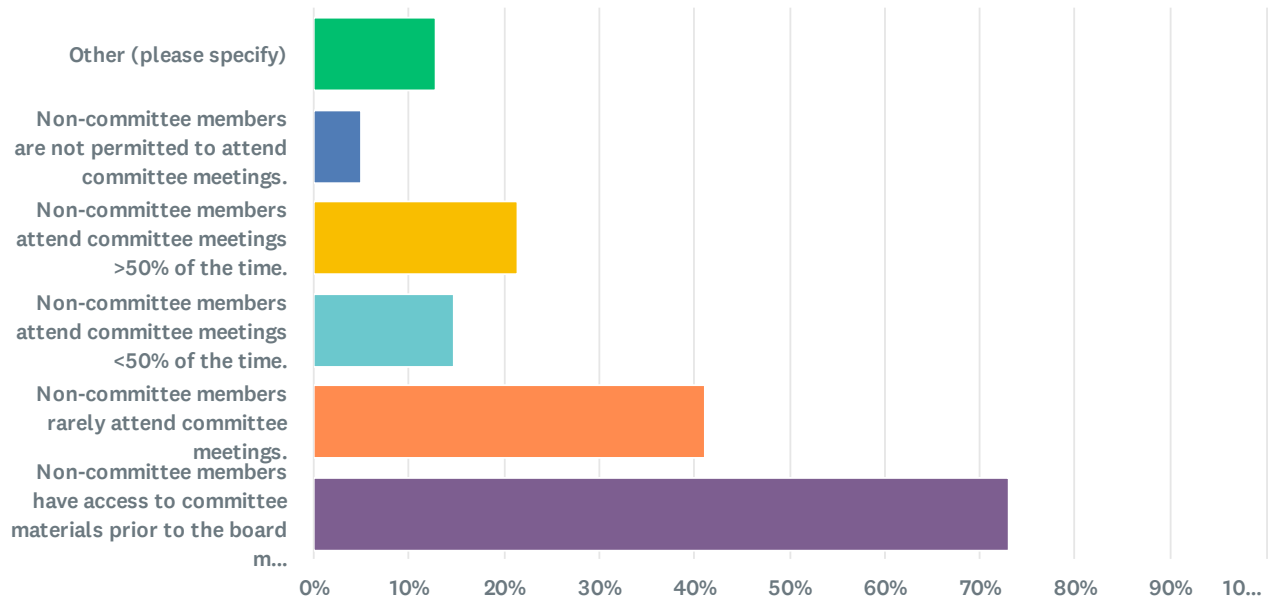
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	10.91%	18
● During the same time frame/visit as the regular board meeting and prior to the board meeting (i.e., in the same multi-day or one-day timeframe, while all board members are in the same place).	80.61%	133
● During the same time frame/visit as the regular board meeting and after the board meeting (i.e., in the same multi-day or one-day timeframe, while all board members are in the same place).	1.82%	3
● Conducted during a different time frame/visit than the regular board meetings.	27.88%	46
Total		200

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	Executive Committee meets on Zoom between the regular quarterly board meetings	3/30/2026 5:12 PM
2	During the same time frame/visit as the regular board meeting - after the board has had 1 executive session. After the committee meetings are complete, then the board re-convenes for additional executive sessions.	3/20/2026 2:09 PM
3	some are done virtually days before the board meeting, some are done immediately before the meeting	3/19/2026 8:07 PM
4	Committee meetings are held virtually the week before all regularly scheduled board meetings.	3/18/2026 5:24 PM
5	During the same time frame/visit as the regular board meeting and during the board meeting (i.e. the board meeting recesses to allow committee meetings to occur and then reconvenes starting with committee report outs)	3/18/2026 5:19 PM
6	Virtual, approx 7-10 days before the Board meeting	3/18/2026 3:29 PM
7	Typically conducted via zoom a few days to one week before board meetings	3/18/2026 3:17 PM
8	Audit Committee is timed to align with SEC filing deadlines which may or may not occur during the same time as regular board meetings.	3/13/2026 10:45 AM
9	Three of our committees meet well in advance of the board meeting. Two committees meet during the same timeframe as the regular board meeting and prior to that meeting.	3/12/2026 4:57 PM
10	Audit Committee meetings align with quarterly earnings process/review as well as during same time frame as regular board meetings	3/11/2026 11:40 AM
11	Also, as needed for Committees like Audit that need to meet more frequently	3/10/2026 4:56 PM
12	Board and committee meetings run consecutively	3/10/2026 4:47 PM
13	All of the above - depends on director availability.	3/10/2026 12:12 PM
14	Certain Committees hold virtual meetings in between and those reports are given at the next full meeting.	3/10/2026 11:44 AM
15	typically within 2 weeks before a regular Board meeting	3/10/2026 11:12 AM
16	Most committee meetings are scheduled at least one week in advance of the board meeting to allow sufficient time to draft the written committee reports, which are reviewed by the committee chair prior to placing in the board meeting package. On occasion there are committee meetings that occur closer to the meeting date and/or on the meeting date prior to the meeting. In these cases, an oral report may need to be provided.	3/10/2026 10:47 AM
17	occasionally committees will meet by Zoom before the trip to the in-person board meeting site	3/10/2026 10:43 AM
18	Most committee meetings are during the same time frame as regular board meetings, but they are sometimes standalone and not connected to a board meeting.	3/10/2026 10:39 AM

Q14 Do non-committee members have access to committee materials prior to the board meeting (Select all that apply)

Answered: 163 Skipped: 7



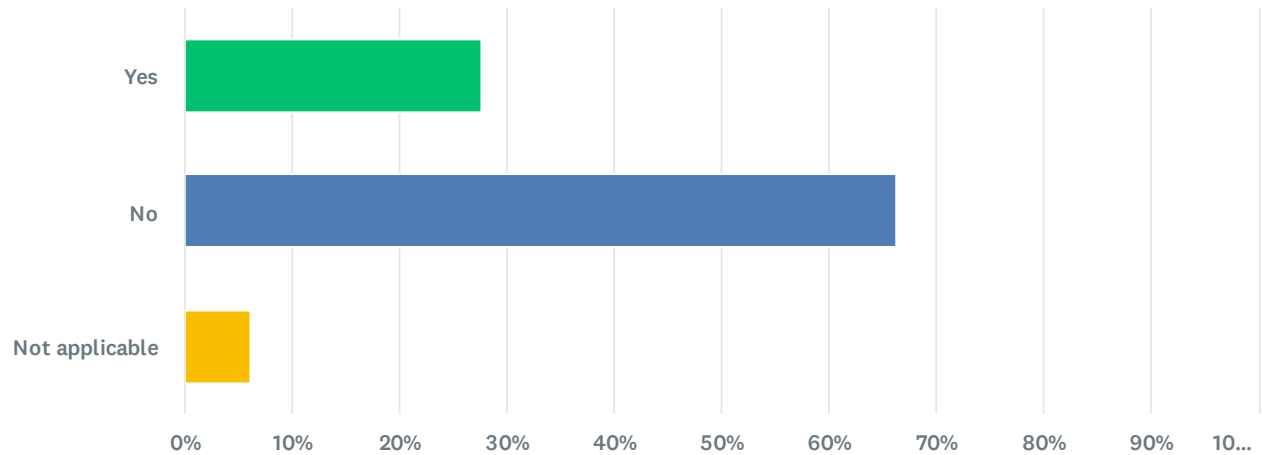
Answer Choices	Percentage	Responses
● Other (please specify) Show responses	12.88%	21
● Non-committee members are not permitted to attend committee meetings.	4.91%	8
● Non-committee members attend committee meetings >50% of the time.	21.47%	35
● Non-committee members attend committee meetings <50% of the time.	14.72%	24
● Non-committee members rarely attend committee meetings.	41.10%	67
● Non-committee members have access to committee materials prior to the board meeting	73.01%	119
Total		274

Board Committee Report-Out Practices Survey

#	OTHER (PLEASE SPECIFY)	DATE
1	non-committee members only have access to their presentation.	3/27/2026 1:50 PM
2	Finance committee sometimes invite entire board to meetings to, e.g., discuss budget or other significant projects or issues	3/20/2026 11:19 AM
3	Limited access to compensation committee materials	3/18/2026 6:58 PM
4	We encourage all new directors to attend all committee meetings as part of their orientation process.	3/18/2026 5:24 PM
5	Non-committee members have access to all other committee materials except for compensation. However, non-committee members do not typically attend meeting of committees on which they do not serve. This is also due to practical reasons that committees often meet at the same time and do not have overlapping members.	3/16/2026 5:08 PM
6	Non-committee BOARD MEMBERS have access to all committee materials regardless of whether they are on the committee. Non-committee EXECUTIVES have access to materials only for committees which they attend, and then not to selected materials depending on content.	3/13/2026 11:02 AM
7	All board members have access to materials and are invited to attend any committee meeting	3/11/2026 11:41 AM
8	Non-committee members may request approval from the committee chair to attend a meeting.	3/11/2026 10:30 AM
9	Non-committee members rarely attend committee meetings and usually do not have advance access to the meeting materials to review them.	3/10/2026 1:50 PM
10	Non-committee members have access to specific committee materials, not all.	3/10/2026 1:13 PM
11	Non-committee members attend for their respective presentation to the Committee	3/10/2026 12:47 PM
12	For certain meetings, non-committee members are not permitted to attend.	3/10/2026 11:50 AM
13	Board chair typically attends committee meetings.	3/10/2026 11:39 AM
14	non-committee members who are new to the board attend during first year of service as part of onboarding	3/10/2026 11:27 AM
15	Depends upon the Committee and the direction of the Chair	3/10/2026 11:27 AM
16	All committee materials are available to non-committee members with the exception of the Nominating and Governance Committee materials.	3/10/2026 11:14 AM
17	Typically board members are invited to attend any committee meeting, and while it's not rare that they attend, it's less than 50% of the time. Management attends all committee meetings and steps out for executive sessions of just committee members.	3/10/2026 11:11 AM
18	Non Committee members are welcome to attend but rarely do	3/10/2026 11:10 AM
19	non-committee members never have access to meeting materials whether or not they attend a meeting, which is rare.	3/10/2026 10:48 AM
20	Non-committee members have access to committee materials prior to the board meeting upon request	3/10/2026 10:40 AM
21	All board members are entitled to attend any committee meeting, though it is strongly discouraged via oral tradition. All board members do have access to all committee materials and are expected to have reviewed them all.	3/10/2026 10:38 AM

Q15 Has regulatory oversight, litigation risk, or auditor guidance influenced your approach to documenting committee report-outs in board minutes?

Answered: 163 Skipped: 7



Answer Choices	Percentage	Responses
● Yes	27.61%	45
● No	66.26%	108
● Not applicable	6.13%	10
Show comments		
Total		163

Board Committee Report-Out Practices Survey

#	OPTIONAL COMMENT BOX	DATE
1	reviewed by our regulator	3/20/2026 11:20 AM
2	not sure	3/16/2026 5:09 PM
3	regulatory/litigation risk is always a concern, but wouldn't say it's top of mind when documenting the committee reports - more focused on solid minutes for the committee meetings themselves	3/11/2026 2:44 PM
4	It may have in years past. Our company reorganized its committee structure within the last several years.	3/10/2026 11:28 AM
5	regulatory oversight has very much influenced the detail that goes into documenting committee reports in board minutes	3/10/2026 10:49 AM
6	Committees exist to assist the Board to meet their fiduciary responsibilities and the full Board should be made aware of committee actions.	3/10/2026 10:44 AM
7	Since the committee minutes are available to all board members, we include very little detail about the committee report-outs in the board minutes themselves	3/10/2026 10:41 AM

Q16 In one sentence, how would you describe your organization's overall philosophy regarding documenting committee report-outs in board minutes?

Answered: 120 Skipped: 50

#	RESPONSES	DATE
1	documenting committee report-outs is sound governance	3/31/2026 10:42 AM
2	Committee reports items of significance that the full board must know or act upon	3/30/2026 5:14 PM
3	minimalistic	3/27/2026 2:54 PM
4	Document as the Chair orally reports.	3/27/2026 1:52 PM
5	The minutes are prepared to report enough information showing the Board is performing its duties.	3/27/2026 10:57 AM
6	High level, focusing on the agenda topics and any formal actions and recommendations	3/24/2026 5:54 PM
7	Inform the Board each quarter of all Committee action items, items that require Board approval, and important informational items.	3/23/2026 11:09 AM
8	Summarize what was verbally shared out at a high level, but especially any actions taken or recommended	3/21/2026 4:52 PM
9	We only reference that the committee chairs did their readouts.	3/20/2026 12:18 PM
10	document just the words spoken during the read-out	3/20/2026 12:04 PM
11	The minutes reflect what is discussed during the actual board meeting orally. They only reference written materials if they are reference by the Committee Chair during their report.	3/20/2026 12:00 PM
12	Noting that the report out occurred (no further detail, as such detail is in the Committee minutes).	3/20/2026 11:31 AM
13	not discussed unless significant issue involved	3/20/2026 11:20 AM
14	The philosophy is to cover the essential committee content without getting into the weeds.	3/19/2026 8:11 PM
15	board minutes reflect what happens and is said in the meeting: if it's not said, it's not recorded in the minutes	3/19/2026 8:48 AM
16	Straightforward oral report	3/18/2026 6:59 PM
17	Summarize the highlights and let Committee Minutes speak for themselves.	3/18/2026 6:39 PM
18	Summarizing the oral report.	3/18/2026 6:17 PM
19	Highlight important committee matters reported out to document that other directors were kept in the loop.	3/18/2026 5:21 PM
20	Evolving	3/18/2026 3:59 PM
21	Reliance on written summaries so that verbal reports may be brief.	3/18/2026 3:55 PM
22	Oral report by committee chair, with general topics and any actions taken by Board included in the minutes of the Board meeting.	3/18/2026 3:51 PM
23	We provide updates on material issues and actions addressed by the committees.	3/18/2026 3:42 PM
24	We prepare committee reports using a standard template for each committee chair, and the written report is only provided to all directors after the meeting/ report out. We don't rehash the report content in the minutes.	3/18/2026 3:37 PM
25	Every committee includes already about half of the independent directors, so committee chairs	3/18/2026 3:33 PM

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typically provide a high-level overview for the full board. However, some committee agenda items are discussed in detail by the full board, depending on the nature of the issue.

26	The readouts are done in Executive Session #1 so only readout highlights are memorialized in the Board minutes.	3/18/2026 3:30 PM
27	Unless something is reported orally that isn't in the written report, the Board meeting minutes just reference the exhibit.	3/18/2026 3:29 PM
28	Cover key topics discussed, actions taken, and items for which board approval is recommended by the committee	3/18/2026 3:18 PM
29	Committee reports given orally are included in board minutes.	3/18/2026 3:17 PM
30	It's about a 10 minute summary by committee of their recent meetings so that other directors are aware and have an opportunity to ask questions.	3/18/2026 3:14 PM
31	We do not document the report outs in the minutes.	3/18/2026 3:11 PM
32	High-level, but transparent	3/16/2026 5:50 PM
33	It is a good practice to reflect what the committee have discussed to support the Board's overall oversight for matters that otherwise may not go before the full Board.	3/16/2026 5:08 PM
34	We aim to accurately reflect the assessments given during the actual board meeting.	3/13/2026 7:06 PM
35	Using best practices.	3/13/2026 12:21 PM
36	No previous guidance or overall philosophy given.	3/13/2026 11:17 AM
37	Transparent	3/13/2026 11:09 AM
38	Keep it high-level.	3/13/2026 11:03 AM
39	High level summary	3/13/2026 10:36 AM
40	Since most fiduciary duties are performed within committees, the board report-outs serve to formally record and ensure oversight.	3/12/2026 5:01 PM
41	The minutes reflect the fact that the chairs of the various committees reported to the board regarding key items. Discussed and actions recommended for full board approval.	3/12/2026 4:44 PM
42	We capture the highlights in bullet point format.	3/12/2026 1:12 PM
43	The Corporate Secretary function provides a summary of reportable activities to each Committee chair, which each chair then uses to guide their report out to the Board, which is reflected in the minutes of the Board meeting.	3/12/2026 9:55 AM
44	High-level summary	3/11/2026 3:32 PM
45	We note that an oral report was given but rely on the individual Committee minutes to document the Committee's deliberations and actions.	3/11/2026 3:14 PM
46	committee chairs provide oral reports to the full board at meetings, and those reports are documented in the agenda and minutes of the board meeting, additional written materials only provided if board action required	3/11/2026 2:45 PM
47	We are more focused on covering discussed topics in the Committee meeting rather than at the Board meeting.	3/11/2026 2:24 PM
48	We capture top agenda items and discussion topics	3/11/2026 11:41 AM
49	Provide the essentials	3/11/2026 10:30 AM
50	Be consistent. Be thorough.	3/11/2026 10:03 AM
51	The objective is to ensure the board is aware of committee activities and key decision-making for purposes of its oversight and fiduciary duties.	3/11/2026 8:55 AM
52	In my organization, committee report-outs in board minutes are captured as reported by committee chairs in their report outs	3/10/2026 8:52 PM
53	Board minutes document the oral reports from committee chairs.	3/10/2026 6:35 PM

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54	The readouts are included in the full Board meeting minutes along with references to any exhibits.	3/10/2026 6:14 PM
55	The information conveyed in committee chair report-outs is included in board meeting minutes just as with other business presented and discussed/voted on during each meeting.	3/10/2026 5:14 PM
56	Committee reports are done during Executive Sessions and therefore, the Board minutes reflect that the reports occurred.	3/10/2026 4:59 PM
57	Because the Board has an informal practice of attending all committee meetings, this does not apply.	3/10/2026 4:48 PM
58	summarize oral report out given by the chair	3/10/2026 4:29 PM
59	We acknowledge that they occurred but do not reflect detail of discussion unless topic warrants it	3/10/2026 3:59 PM
60	We document committee report-outs succinctly as they occur.	3/10/2026 3:38 PM
61	Discuss and address key points or themes, specifically those affecting strategy or the Board.	3/10/2026 3:07 PM
62	We aim to document in the full Board minutes the material items addressed in each committee so that there is a record that all directors have been informed of the work of those committees.	3/10/2026 2:34 PM
63	Board minutes incorporate oral report by Committee Chairs	3/10/2026 2:17 PM
64	The minutes reflect that committee reports occurred.	3/10/2026 2:10 PM
65	In need of better standardization.	3/10/2026 1:57 PM
66	Minutes record that the report-out took place and was discussed among the board; it only specifically notes committee items that require board approval, or if something is important to record for regulatory purposes.	3/10/2026 1:53 PM
67	provide a summary of the high level items discussed by the Committee that are relevant to the Board's exercise of its fiduciary duties	3/10/2026 1:39 PM
68	Verbal, informal and focused on relevant information only.	3/10/2026 1:38 PM
69	Summarize what the chair reports	3/10/2026 1:13 PM
70	Committee reports are an integral part of the Board's oversight responsibilities	3/10/2026 12:58 PM
71	We use board minutes to document what the committee chair orally presents, and then allow the committee minutes to reflect, in a more comprehensive manner, what took place in the committee meeting.	3/10/2026 12:41 PM
72	Board requested that we provide written committee report-outs to save time on the Board agenda.	3/10/2026 12:36 PM
73	Minutes reflect the substance of committee work, recommendations, and highlight any items that are requirements of charters and/or regulatory requirements.	3/10/2026 12:28 PM
74	Our overall philosophy is aligned with and meets our corporate governance standards.	3/10/2026 12:03 PM
75	We are currently not doing these as all board members attend all committee meetings.	3/10/2026 12:01 PM
76	Keep the descriptions limited and rely on the separate committee minutes.	3/10/2026 12:00 PM
77	Everything that is discussed in the meeting is documented in our minutes.	3/10/2026 11:51 AM
78	brief overview is provided and questions are answered	3/10/2026 11:49 AM
79	As all Board members are invited to join all committee meetings except for our compensation and corporate governance committee meetings, read-outs are typically brief as most Board members had just attended that committee's meeting.	3/10/2026 11:48 AM
80	All Board members should have a similar amount of information	3/10/2026 11:48 AM
81	We keep it simple. Either the report was dispensed with or the chair gave a report and these are the resolutions the Board approved. If someone needs to know what happened at a Committee meeting they also have full access to the Committee's minutes.	3/10/2026 11:46 AM

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82	We acknowledge the importance of showing robust reports of committee activities to the full board.	3/10/2026 11:39 AM
83	Provide a clear but concise report of the activities of each committee.	3/10/2026 11:35 AM
84	All Committee Chair oral reports are documented and include material exhibits in the minutes if necessary.	3/10/2026 11:29 AM
85	Committee report outs are read by Committee chair at Board meeting and approved by the full board; full verbal report out reflected in the minutes	3/10/2026 11:28 AM
86	Summarizing key actions and activities	3/10/2026 11:23 AM
87	We prefer the minutes of the committee meeting to be more detailed rather than the report out to the Board	3/10/2026 11:23 AM
88	Document the committee's primary discussion items as reported to the Board	3/10/2026 11:21 AM
89	Brief summary; detailed meeting events are reflected in committee minutes.	3/10/2026 11:18 AM
90	Committee chairs give oral reports at each regular board meeting. The minutes reflect all of the major agenda items as well as if there are significant items discussed at the meeting that may not be on the agenda.	3/10/2026 11:17 AM
91	Fairly detailed	3/10/2026 11:15 AM
92	provide the summary of discussion and all actions	3/10/2026 11:13 AM
93	brief	3/10/2026 11:12 AM
94	covering the points discussed but brief no elaboration unless the business at hand warrants more detail. Also depends on the conversation and the topic.	3/10/2026 11:12 AM
95	As Committee meetings are generally attended by everyone and detailed minutes are maintained of those meetings, committee report-outs tend to be fairly brief unless formal Board approval is required and, as such, minutes documenting such report-outs are also brief.	3/10/2026 11:05 AM
96	Our practice is to have subject matter experts attend meetings and prepare written report outs for each committee chair to orally report out to the Board.	3/10/2026 11:03 AM
97	We do not include them at all.	3/10/2026 11:02 AM
98	Our organization's philosophy is to document committee reports in our board minutes by focusing objectively on key discussions, actions taken, and recommendations, ensuring the minutes are concise yet sufficiently detailed to demonstrate diligent oversight without becoming a verbatim transcript	3/10/2026 10:54 AM
99	Risk and litigation management approach by balancing materials items for discussion in the minutes with over inclusivity.	3/10/2026 10:49 AM
100	The report outs are comprehensive	3/10/2026 10:48 AM
101	Too involved/overly complex	3/10/2026 10:48 AM
102	The oral reports are perfunctory. We prepare the minutes and a separate "plain English" summary for the benefit of non-committee members	3/10/2026 10:48 AM
103	Only document that it was done - minutes for each comm shows the details of what occurred and can be reviewed by all directors	3/10/2026 10:47 AM
104	A report out is no different than any other discussion topic at the Board meeting.	3/10/2026 10:45 AM
105	Provided to keep the full Board informed of Committee actions and discussions, which needs to be documented in the meeting minutes.	3/10/2026 10:45 AM
106	Very high level	3/10/2026 10:43 AM
107	All board members attend all committee meetings eliminating need for a report out at the board meeting.	3/10/2026 10:43 AM
108	Documenting committee report-outs is important for transparency and due to the significant amount of authority delegated to committees via their charters.	3/10/2026 10:42 AM

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109	Board minutes document the fact that the report-out happened; additional detail about the committee's actions is found in the committee minutes.	3/10/2026 10:41 AM
110	Since the committee minutes are available to all board members, we include very little detail about the committee report-outs in the board minutes themselves	3/10/2026 10:41 AM
111	To be complete but succinct	3/10/2026 10:41 AM
112	We provide a brief sentence noting the report outs occurred but provide no specific detail as those would be in the Committee Meeting minutes.	3/10/2026 10:40 AM
113	All our directors typically attend all committee meetings, so report outs are brief.	3/10/2026 10:39 AM
114	Documenting is limited to what is being delivered by the Committee Chair. Reports are not extensive or informative enough	3/10/2026 10:39 AM
115	All minutes, including those capturing committee reports at the full board, should provide anyone unable to attend the meeting a reasonable understanding of what occurred. Reasonable being the key word.	3/10/2026 10:39 AM
116	Each committee chair is asked to provide an efficient, time-limited report out that highlights salient discussion points and recommendations/actions.	3/10/2026 10:38 AM
117	They are brief in the board minutes (all of our minutes are brief).	3/10/2026 10:38 AM
118	Written reports are captured in the consent agenda and oral reports are captured in the board minutes.	3/10/2026 10:37 AM
119	Clear and concise. Minutes to be approved at subsequent meeting reflect full discussion.	3/10/2026 10:36 AM
120	we try to provide a high level summary	3/10/2026 10:35 AM