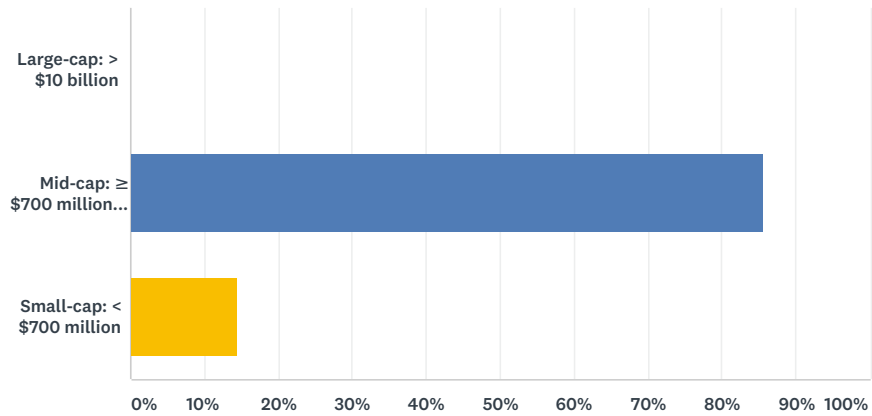


Q4 3. Indicate your company's market capitalization as of November 30, 2018:

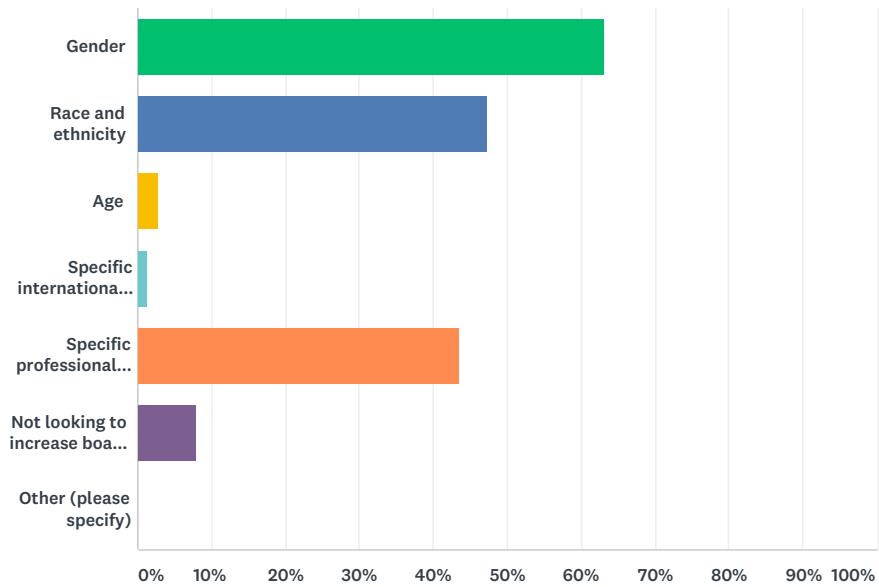
Answered: 97 Skipped: 0



ANSWER CHOICES	RESPONSES	
Large-cap: > \$10 billion	0.00%	0
Mid-cap: ≥ \$700 million to ≤ \$10 billion	85.57%	83
Small-cap: < \$700 million	14.43%	14
TOTAL		97

Q5 4. If your board is looking to increase diversity, which attribute is the top recruitment priority? [Select up to two]

Answered: 76 Skipped: 21

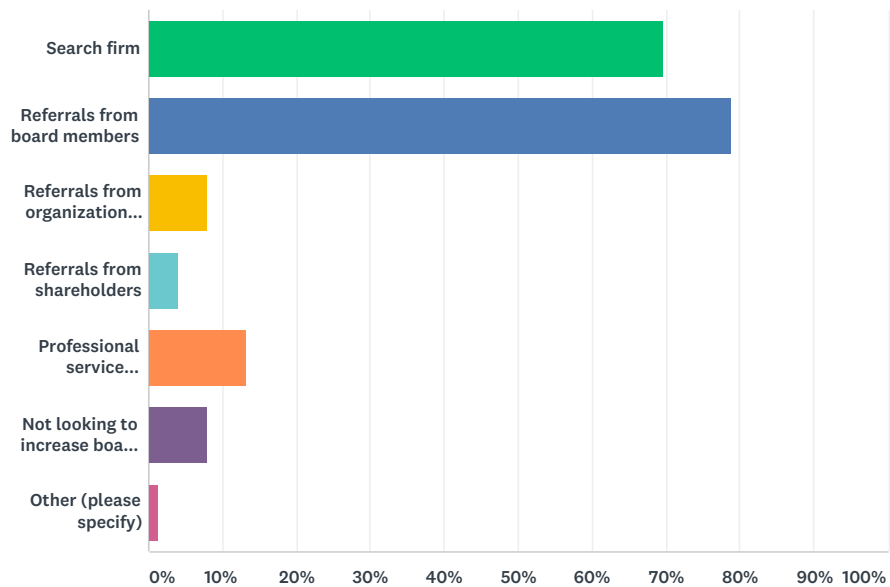


ANSWER CHOICES		RESPONSES	
Gender		63.16%	48
Race and ethnicity		47.37%	36
Age		2.63%	2
Specific international geography or an international background		1.32%	1
Specific professional skills or experience		43.42%	33
Not looking to increase board diversity		7.89%	6
Other (please specify)		0.00%	0
Total Respondents: 76			

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

Q6 5. If your board is looking to increase diversity, where does it look for recruitment? [Select all that apply]

Answered: 76 Skipped: 21



ANSWER CHOICES		RESPONSES	
Search firm		69.74%	53
Referrals from board members		78.95%	60
Referrals from organizations focused on board diversity		7.89%	6
Referrals from shareholders		3.95%	3
Professional service providers (e.g., law firm, accounting firm)		13.16%	10
Not looking to increase board diversity		7.89%	6
Other (please specify)		1.32%	1
Total Respondents: 76			

#	OTHER (PLEASE SPECIFY)	DATE
1	Lead by company secretary - on line search of officers and directors of peer companies, other chemicals companies and similar; canvassing our directors and officers	1/22/2019 4:35 PM

Q7 6. In the next one or two years, which area of professional experience will likely be the top recruitment priorities for your board? [Select up to three]

Answered: 76 Skipped: 21

ANSWER CHOICES	RESPONSES	
Academia and Education	0.00%	0
Accounting	18.42%	14
Business leadership	28.95%	22
Corporate social responsibility, sustainability, and social impact	9.21%	7
Culture and ethics	1.32%	1
Cyber	26.32%	20
Digital or technology strategy (e.g., artificial intelligence, cryptocurrency, social media)	30.26%	23
Finance and banking	10.53%	8
Governance	2.63%	2
Government and public policy	3.95%	3
Human capital and talent	6.58%	5
Industry-specific	43.42%	33
International	5.26%	4
IT (e.g., infrastructure, operations)	13.16%	10
Legal	0.00%	0
Mergers and acquisitions	3.95%	3
Operations	11.84%	9
Public or private board experience	11.84%	9
Public relations and communications	0.00%	0
Risk management	3.95%	3
Sales and marketing	1.32%	1
Strategy	23.68%	18
Other (please specify)	7.89%	6
Total Respondents: 76		

#	OTHER (PLEASE SPECIFY)	DATE
1	Customer Supply Chain Management	1/25/2019 11:14 AM
2	Supply Chain	1/24/2019 3:24 PM
3	Medical	1/22/2019 5:30 PM
4	Industry specific	1/11/2019 12:45 PM
5	Digital services	1/10/2019 3:08 PM
6	CEO or other C-suite experience	1/2/2019 1:44 PM

Q8 7. How would you rate your board's overall effectiveness in the following practices?

Answered: 76 Skipped: 21

	VERY EFFECTIVE	MODERATELY EFFECTIVE	NOT EFFECTIVE	NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Assessing full board performance	53.95% 41	43.42% 33	0.00% 0	2.63% 2	76	1.51
Assessing individual director performance	31.58% 24	43.42% 33	10.53% 8	14.47% 11	76	2.08
Assessing committee performance	46.05% 35	51.32% 39	0.00% 0	2.63% 2	76	1.59
Assessing its composition for alignment to company strategy	46.05% 35	47.37% 36	3.95% 3	2.63% 2	76	1.63
Refreshing its composition regularly	31.58% 24	53.95% 41	7.89% 6	6.58% 5	76	1.89

2018 Board Practices Survey

Q9 8a. Complete the table regarding the size, frequency, and length of regular meetings of the board:

Answered: 64 Skipped: 33

Number of members													
	<5	6	7	8	9	10	11	12	13	14	15	>15	TOTAL
Board	3.13%	1.56%	14.06%	9.38%	23.44%	20.31%	6.25%	12.50%	4.69%	3.13%	1.56%	0.00%	
	2	1	9	6	15	13	4	8	3	2	1	0	64

Number of in-person meetings per year											
	0	1	2	3	4	5	6	7	8	>8	TOTAL
Board	0.00%	0.00%	0.00%	1.56%	42.19%	35.94%	6.25%	3.13%	6.25%	4.69%	
	0	0	0	1	27	23	4	2	4	3	64

Average length of in-person meetings								
	≤ 30 MINUTES	1 HOUR	2 HOURS	3 HOURS	4 HOURS	5 HOURS	> 5 HOURS	TOTAL
Board		0.00%	0.00%	4.69%	10.94%	21.88%	9.38%	53.13%
		0	0	3	7	14	6	34
								64

Number of telephonic meetings per year										
	0	1	2	3	4	5	7	8	> 8	TOTAL
Board	18.75%	26.56%	20.31%	9.38%	18.75%	4.69%	1.56%	0.00%	0.00%	
	12	17	13	6	12	3	1	0	0	64

Average length of telephonic meetings								
	≤ 30 MINUTES	1 HOUR	2 HOURS	3 HOURS	4 HOURS	5 HOURS	> 5 HOURS	TOTAL
Board	25.00%	51.56%	15.63%	6.25%	1.56%	0.00%	0.00%	
	16	33	10	4	1	0	0	64

2018 Board Practices Survey

Q10 8b. Complete the table regarding the size, frequency, and length of regular meetings of the following selected committees:

Answered: 64 Skipped: 33

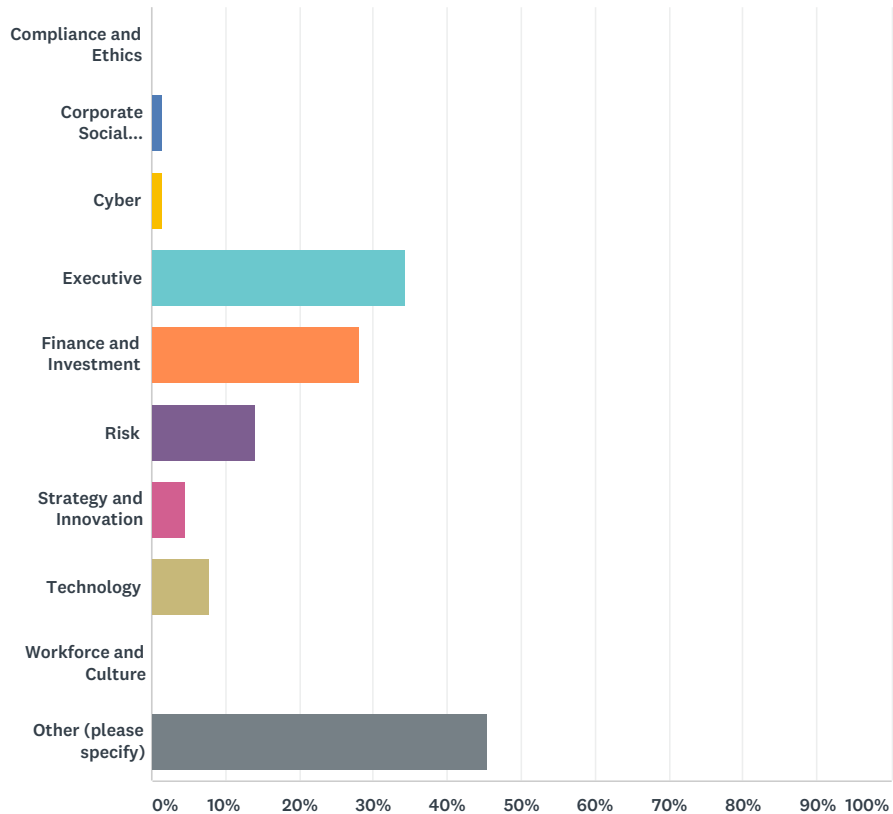
Number of members													
	0	1	2	3	4	5	>5	WE DO NOT	HAVE THIS	COMMITTEE	TOTAL		
Audit Committee (or similar)	0.00% 0	0.00% 0	0.00% 0	31.25% 20	39.06% 25	20.31% 13	9.38% 6	0.00% 0	0.00% 0	0.00% 0	64		
Compensation Committee (or similar)	0.00% 0	0.00% 0	3.13% 2	28.13% 18	31.25% 20	29.69% 19	7.81% 5	0.00% 0	0.00% 0	0.00% 0	64		
Nominating and Governance Committee (or similar)	0.00% 0	0.00% 0	4.69% 3	25.00% 16	42.19% 27	25.00% 16	3.13% 2	0.00% 0	0.00% 0	0.00% 0	64		
Number of in-person meetings per year													
	0	1	2	3	4	5	6	7	8	>8	WE DO	NOT HAVE	THIS COMMITTEE
Audit Committee (or similar)	1.56% 1	3.13% 2	1.56% 1	3.13% 2	57.81% 37	25.00% 16	3.13% 2	1.56% 1	3.13% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Compensation Committee (or similar)	1.56% 1	1.56% 1	4.69% 3	9.38% 6	57.81% 37	21.88% 14	1.56% 1	0.00% 0	1.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Nominating and Governance Committee (or similar)	1.56% 1	3.13% 2	12.50% 8	21.88% 14	48.44% 31	10.94% 7	1.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Average length of in-person meetings													
	≤30 MINUTES	1 HOUR	2 HOURS	3 HOURS	4 HOURS	5 HOURS	>5 HOURS	WE DO	NOT HAVE	THIS COMMITTEE	TOTAL		
Audit Committee (or similar)	0.00% 0	12.50% 8	51.56% 33	26.56% 17	6.25% 4	0.00% 0	1.56% 1	0.00% 0	1.56% 1	0.00% 0	64		
Compensation Committee (or similar)	3.13% 2	20.31% 13	57.81% 37	17.19% 11	0.00% 0	0.00% 0	0.00% 0	1.56% 1	0.00% 0	0.00% 0	64		
Nominating and Governance Committee (or similar)	4.69% 3	57.81% 37	32.81% 21	3.13% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.56% 1	0.00% 0	64		
Number of telephonic meetings per year													
	0	1	2	3	4	5	6	7	8	>8	WE DO NOT HAVE THIS COMMITTEE	TOTAL	
Audit Committee (or similar)	12.50% 8	7.81% 5	7.81% 5	9.38% 6	42.19% 27	9.38% 6	6.25% 4	3.13% 2	1.56% 1	0.00% 0	0.00% 0	64	
Compensation Committee (or similar)	23.44% 15	39.06% 25	21.88% 14	7.81% 5	4.69% 3	0.00% 0	3.13% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	64	
Nominating and Governance Committee (or similar)	60.94% 39	20.31% 13	12.50% 8	4.69% 3	1.56% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	64	

2018 Board Practices Survey

Average length of telephonic meetings											
	≤30 MINUTES	1 HOUR	2 HOURS	3 HOURS	4 HOURS	5 HOURS	>5 HOURS	WE DO	NOT HAVE	THIS COMMITTEE	TOTAL
Audit Committee (or similar)	21.88% 14	57.81% 37	15.63% 10	0.00% 0	0.00% 0	0.00% 0	0.00% 0	1.56% 1	1.56% 1	1.56% 1	64
Compensation Committee (or similar)	20.31% 13	48.44% 31	21.88% 14	4.69% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	4.69% 3	0.00% 0	64
Nominating and Governance Committee (or similar)	59.38% 38	32.81% 21	1.56% 1	1.56% 1	0.00% 0	0.00% 0	0.00% 0	1.56% 1	1.56% 1	1.56% 1	64

Q11 9. Aside from the audit, compensation, and nominating and governance committees, which of the following (or similar) are standing committees of your board? [Select all that apply]

Answered: 64 Skipped: 33



ANSWER CHOICES		RESPONSES	
Compliance and Ethics		0.00%	0
Corporate Social Responsibility		1.56%	1
Cyber		1.56%	1
Executive		34.38%	22
Finance and Investment		28.13%	18
Risk		14.06%	9
Strategy and Innovation		4.69%	3
Technology		7.81%	5
Workforce and Culture		0.00%	0
Other (please specify)		45.31%	29
Total Respondents: 64			

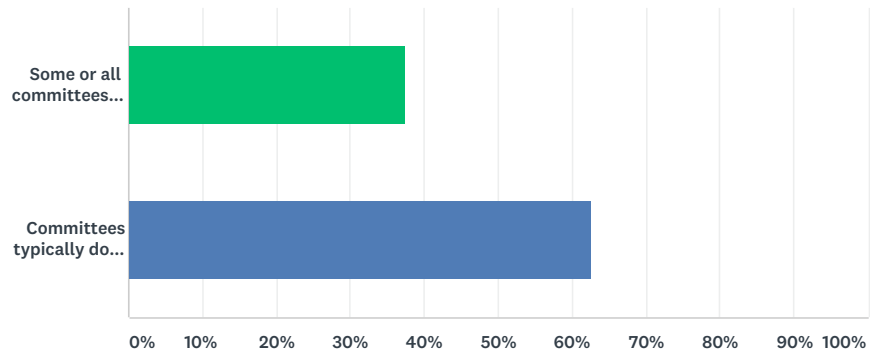
#	OTHER (PLEASE SPECIFY)	DATE
1	Stock Plan Committee	1/28/2019 12:55 PM
2	none	1/26/2019 6:49 PM
3	Safety	1/25/2019 7:52 PM
4	N/A	1/25/2019 11:20 AM

2018 Board Practices Survey

5	We only have three standing committees	1/24/2019 3:27 PM
6	None	1/23/2019 2:54 AM
7	Security & Compliance Cmte.	1/22/2019 5:46 PM
8	None. This question is set up very inexpertly.	1/22/2019 4:43 PM
9	none	1/22/2019 4:37 PM
10	Scientific Advisory	1/22/2019 4:36 PM
11	NONE	1/11/2019 12:51 PM
12	n/a	1/11/2019 12:42 PM
13	Transformation	1/11/2019 2:10 AM
14	Safety, Health, Environmental & Security	1/10/2019 2:53 PM
15	None	1/8/2019 1:41 PM
16	none	1/7/2019 7:32 PM
17	None	1/7/2019 6:13 PM
18	Risk and Finance	1/7/2019 5:34 PM
19	None of the above	1/7/2019 5:25 PM
20	Fiduciary and Investment Management	1/7/2019 3:17 PM
21	EHS	1/3/2019 5:24 PM
22	None	1/2/2019 3:37 PM
23	None	1/2/2019 1:53 PM
24	No other standing committees	1/2/2019 1:42 PM
25	Corporate Business Development	12/19/2018 4:56 PM
26	None	12/18/2018 6:42 PM
27	none	12/18/2018 6:12 PM
28	none	12/18/2018 6:07 PM
29	None	12/18/2018 6:06 PM

Q12 10 .Describe the format of your board's standing committee meetings:

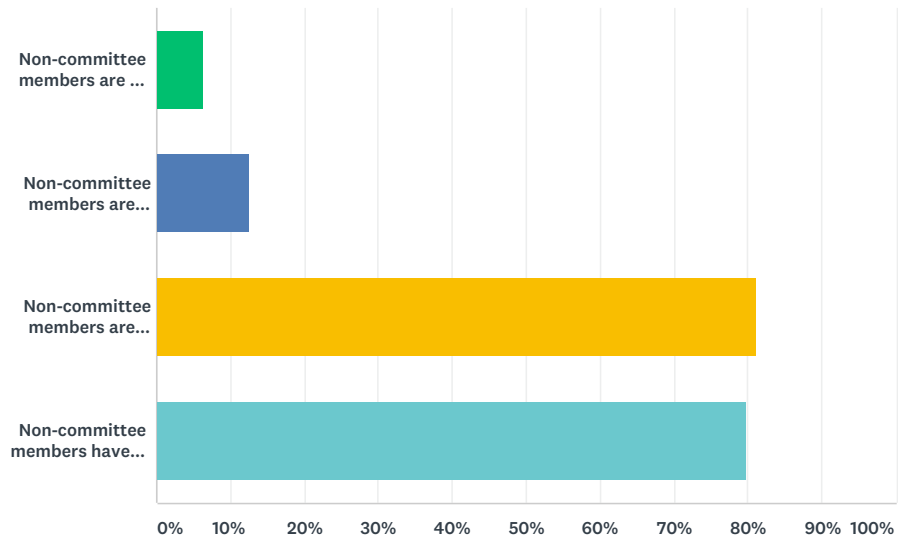
Answered: 64 Skipped: 33



ANSWER CHOICES	RESPONSES	
Some or all committees typically meet concurrently	37.50%	24
Committees typically do not meet concurrently	62.50%	40
TOTAL		64

Q13 11. Describe the attendance policy of your board's standing committee meetings: [Select all that apply]

Answered: 64 Skipped: 33



ANSWER CHOICES	RESPONSES	
Non-committee members are not permitted to attend	6.25%	4
Non-committee members are permitted to attend as silent observers	12.50%	8
Non-committee members are permitted to attend and participate in discussions, but not vote	81.25%	52
Non-committee members have access to the committee materials	79.69%	51
Total Respondents: 64		

2018 Board Practices Survey

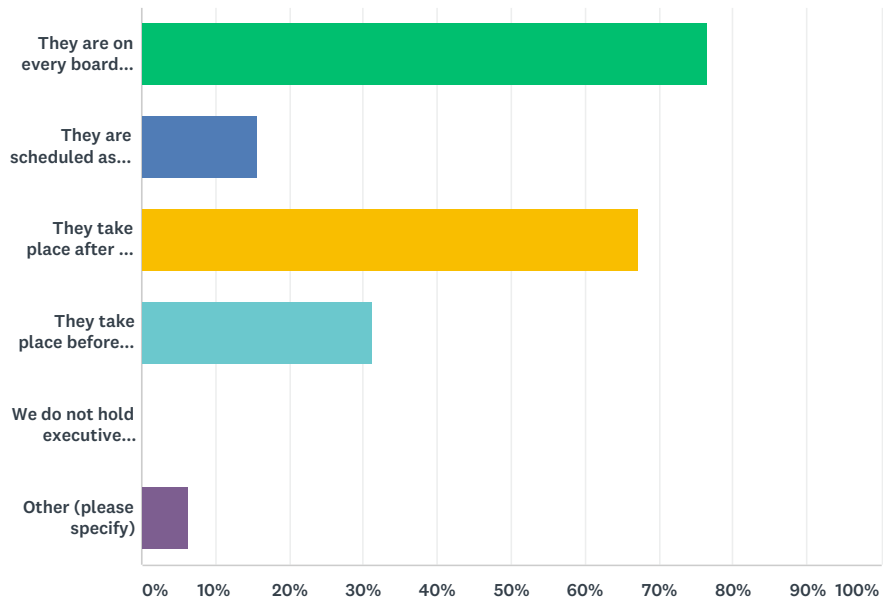
Q14 12. How are the following risks allocated among the board and its committees? [Select all that apply]

Answered: 64 Skipped: 33

	FULL BOARD	AUDIT COMMITTEE (OR SIMILAR)	COMPENSATION COMMITTEE (OR SIMILAR)	NOMINATING AND GOVERNANCE COMMITTEE (OR SIMILAR)	RISK COMMITTEE (OR SIMILAR)	OTHER COMMITTEE	THIS RISK IS NOT SPECIFICALLY ALLOCATED	TOTAL RESPONDENTS
Corporate culture	73.44% 47	3.13% 2	20.31% 13	12.50% 8	3.13% 2	1.56% 1	18.75% 12	
Corporate social responsibility, sustainability, and social impact	48.44% 31	0.00% 0	3.13% 2	46.88% 30	3.13% 2	4.69% 3	21.88% 14	
Cyber	51.56% 33	57.81% 37	0.00% 0	3.13% 2	14.06% 9	6.25% 4	4.69% 3	
Human capital and talent	28.13% 18	0.00% 0	82.81% 53	6.25% 4	3.13% 2	1.56% 1	4.69% 3	
Legal and Regulatory	62.50% 40	59.38% 38	3.13% 2	25.00% 16	10.94% 7	4.69% 3	1.56% 1	
Technology strategy (e.g., IT infrastructure, innovative and disruptive technology, social media)	62.50% 40	37.50% 24	0.00% 0	1.56% 1	10.94% 7	14.06% 9	10.94% 7	

Q15 13. Describe your board's practices for executive sessions: [Select all that apply]

Answered: 64 Skipped: 33



ANSWER CHOICES		RESPONSES	
They are on every board agenda (though the board may or may not hold the session)		76.56%	49
They are scheduled as needed		15.63%	10
They take place after the board meeting		67.19%	43
They take place before the board meeting		31.25%	20
We do not hold executive sessions		0.00%	0
Other (please specify)		6.25%	4
Total Respondents: 64			

#	OTHER (PLEASE SPECIFY)	DATE
1	Exec Sessions also occur after each Committee meeting.	1/23/2019 10:43 AM
2	Each meeting includes a separate meeting of independent directors	1/16/2019 5:30 PM
3	Board Exec Sessions occur at beginning and end of each regularly scheduled meeting. Committees have Exec Sessions at end of each regularly scheduled meeting.	1/7/2019 5:38 PM
4	We start and end each meeting with an exec session	1/2/2019 3:39 PM

2018 Board Practices Survey

Q16 14. Describe the frequency of the following topics on full board meeting agendas (vs. those addressed at the committee level):

Answered: 61 Skipped: 36

	AT EVERY BOARD MEETING	QUARTERLY	BIANNUALLY	ANNUALLY	NEVER	OTHER FREQUENCY	DON'T KNOW OR NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Board composition and diversity	3.28% 2	0.00% 0	4.92% 3	67.21% 41	4.92% 3	14.75% 9	4.92% 3	61	4.34
Board evaluation	0.00% 0	0.00% 0	1.64% 1	96.72% 59	0.00% 0	0.00% 0	1.64% 1	61	4.03
Board succession planning	1.64% 1	0.00% 0	6.56% 4	62.30% 38	8.20% 5	18.03% 11	3.28% 2	61	4.43
Capital allocation	24.59% 15	32.79% 20	6.56% 4	24.59% 15	1.64% 1	6.56% 4	3.28% 2	61	2.79
Corporate culture	4.92% 3	8.20% 5	3.28% 2	29.51% 18	14.75% 9	27.87% 17	11.48% 7	61	4.70
Corporate social responsibility, sustainability, and social impact	0.00% 0	1.64% 1	3.28% 2	31.15% 19	14.75% 9	40.98% 25	8.20% 5	61	5.15
Crisis management	0.00% 0	6.56% 4	8.20% 5	29.51% 18	6.56% 4	39.34% 24	9.84% 6	61	4.93
Cyber issues	4.92% 3	29.51% 18	14.75% 9	31.15% 19	1.64% 1	16.39% 10	1.64% 1	61	3.51
Disruption and innovation (e.g., threats and opportunities)	11.48% 7	14.75% 9	6.56% 4	39.34% 24	3.28% 2	18.03% 11	6.56% 4	61	3.89
Ethics and compliance	8.20% 5	29.51% 18	9.84% 6	29.51% 18	16.39% 10	4.92% 3	1.64% 1	61	3.38
Executive evaluation	0.00% 0	0.00% 0	6.56% 4	81.97% 50	3.28% 2	4.92% 3	3.28% 2	61	4.16
Executive succession planning	0.00% 0	1.64% 1	11.48% 7	67.21% 41	6.56% 4	9.84% 6	3.28% 2	61	4.21
Geopolitical matters	3.28% 2	8.20% 5	0.00% 0	13.11% 8	13.11% 8	40.98% 25	21.31% 13	61	5.33
Mergers and acquisitions	14.75% 9	24.59% 15	1.64% 1	1.64% 1	1.64% 1	52.46% 32	3.28% 2	61	4.21
Physical security and safety	4.92% 3	9.84% 6	0.00% 0	18.03% 11	22.95% 14	29.51% 18	14.75% 9	61	4.92
Regulatory matters	21.31% 13	29.51% 18	4.92% 3	4.92% 3	4.92% 3	32.79% 20	1.64% 1	61	3.48
Shareholders (e.g., sentiment, priorities, engagement, activists)	11.48% 7	19.67% 12	18.03% 11	21.31% 13	0.00% 0	24.59% 15	4.92% 3	61	3.72

2018 Board Practices Survey

Strategy (e.g., progress, alternatives, risks)	32.79% 20	32.79% 20	14.75% 9	18.03% 11	0.00% 0	0.00% 0	1.64% 1	61	2.26
Technology strategy (e.g., IT infrastructure, innovative and disruptive technology, social media)	13.11% 8	11.48% 7	14.75% 9	36.07% 22	0.00% 0	19.67% 12	4.92% 3	61	3.77
Workforce matters (e.g., talent trends, diversity and inclusion)	3.28% 2	14.75% 9	6.56% 4	37.70% 23	9.84% 6	22.95% 14	4.92% 3	61	4.25

2018 Board Practices Survey

Q17 15. Which of the following members of management regularly attend board and committee meetings? [Select all that apply]

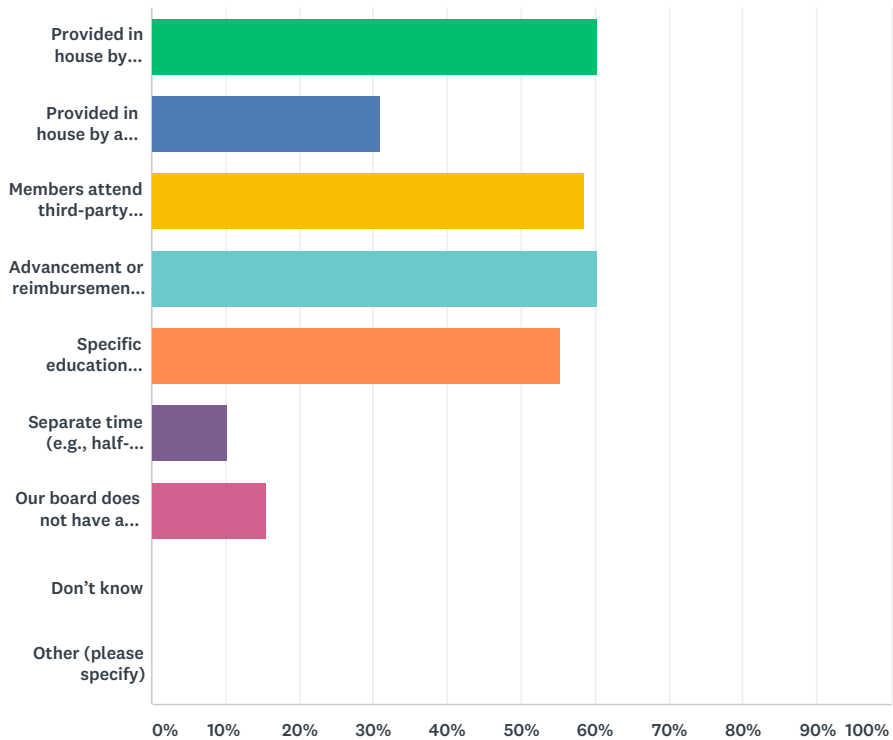
Answered: 60 Skipped: 37

	FULL BOARD	AUDIT COMMITTEE (OR SIMILAR)	COMPENSATION COMMITTEE (OR SIMILAR)	NOMINATING AND GOVERNANCE COMMITTEE (OR SIMILAR)	DON'T KNOW OR NOT APPLICABLE	TOTAL RESPONDENTS
Assistant/deputy secretary or other governance officer	40.00% 24	50.00% 30	40.00% 24	51.67% 31	36.67% 22	60
Associate/assistant/deputy general counsel	28.33% 17	36.67% 22	25.00% 15	26.67% 16	56.67% 34	60
Business unit leadership	83.33% 50	11.67% 7	5.00% 3	3.33% 2	16.67% 10	60
Chief accounting officer/controller	30.00% 18	90.00% 54	3.33% 2	0.00% 0	6.67% 4	60
Chief audit executive	13.33% 8	75.00% 45	0.00% 0	0.00% 0	25.00% 15	60
Chief compliance/ethics officer	33.33% 20	56.67% 34	6.67% 4	20.00% 12	36.67% 22	60
Chief executive officer	100.00% 60	78.33% 47	90.00% 54	85.00% 51	0.00% 0	60
Chief financial officer	96.67% 58	95.00% 57	38.33% 23	23.33% 14	0.00% 0	60
Chief human resources/talent officer, chief diversity officer	61.67% 37	6.67% 4	80.00% 48	8.33% 5	13.33% 8	60
Chief information security officer, chief information officer	36.67% 22	38.33% 23	0.00% 0	0.00% 0	36.67% 22	60
Chief marketing officer	30.00% 18	1.67% 1	0.00% 0	1.67% 1	70.00% 42	60
Chief operating officer	45.00% 27	13.33% 8	6.67% 4	3.33% 2	55.00% 33	60
Chief risk officer	26.67% 16	33.33% 20	5.00% 3	3.33% 2	58.33% 35	60
Chief sustainability officer	6.67% 4	3.33% 2	0.00% 0	1.67% 1	91.67% 55	60
Chief technology officer	20.00% 12	16.67% 10	0.00% 0	0.00% 0	65.00% 39	60
Corporate secretary (if other than the general counsel)	45.00% 27	40.00% 24	38.33% 23	40.00% 24	58.33% 35	60
General counsel	96.67% 58	90.00% 54	71.67% 43	90.00% 54	5.00% 3	60
Investor relations officer	23.33% 14	18.33% 11	0.00% 0	0.00% 0	65.00% 39	60
#	OTHER (PLEASE SPECIFY)					DATE
1	Executive Chairman - attends all meetings					1/16/2019 5:36 PM
2	Chief Strategy Officer					1/7/2019 7:37 PM

2018 Board Practices Survey

Q18 16. Which of the following best describes your board's ongoing director education program? [Select all that apply]

Answered: 58 Skipped: 39



ANSWER CHOICES		RESPONSES	
Provided in house by management		60.34%	35
Provided in house by a third party		31.03%	18
Members attend third-party training		58.62%	34
Advancement or reimbursement policy for attendance at public forums or peer group sessions		60.34%	35
Specific education topics are added to regular meetings agendas		55.17%	32
Separate time (e.g., half-day or full-day session) is devoted to a tailored education program		10.34%	6
Our board does not have a formal director education program		15.52%	9
Don't know		0.00%	0
Other (please specify)		0.00%	0
Total Respondents: 58			

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

Q19 17. Education for board members is provided on these topics: [Select all that apply]

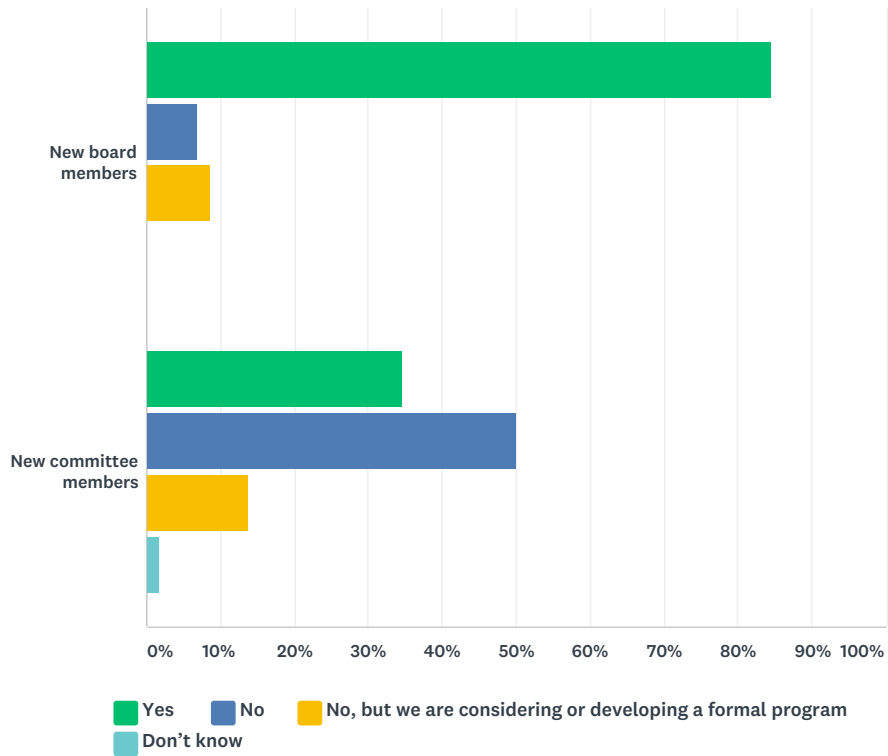
Answered: 58 Skipped: 39

ANSWER CHOICES	RESPONSES	
Anti-corruption policies (e.g., FCPA, UK Anti-Bribery Act)	34.48%	20
Board fiduciary duties and other responsibilities	65.52%	38
Capital allocation strategies	27.59%	16
Company policies	53.45%	31
Corporate culture	13.79%	8
Corporate social responsibility, sustainability, and social impact	22.41%	13
Crisis management	24.14%	14
Cybersecurity and cyber risk	65.52%	38
Ethics and compliance	56.90%	33
Financial and liquidity risk	29.31%	17
General continuing education	32.76%	19
Industry-specific topics	55.17%	32
Insider trading	43.10%	25
Market risk	5.17%	3
New accounting pronouncements and/or auditing requirements	41.38%	24
New regulatory issues	55.17%	32
Political contributions	5.17%	3
Risk oversight	41.38%	24
Shareholder engagement and investor relations	43.10%	25
Specific board or governance issues	56.90%	33
Don't know	5.17%	3
Other (please specify)	6.90%	4
Total Respondents: 58		

#	OTHER (PLEASE SPECIFY)	DATE
1	General industry-wide updates	1/24/2019 3:36 PM
2	As determined by board member	1/22/2019 4:53 PM
3	No formal program	1/11/2019 1:00 PM
4	emerging technologies	1/7/2019 6:27 PM

Q20 18. Does your board have a formal onboarding program for new board and committee members?

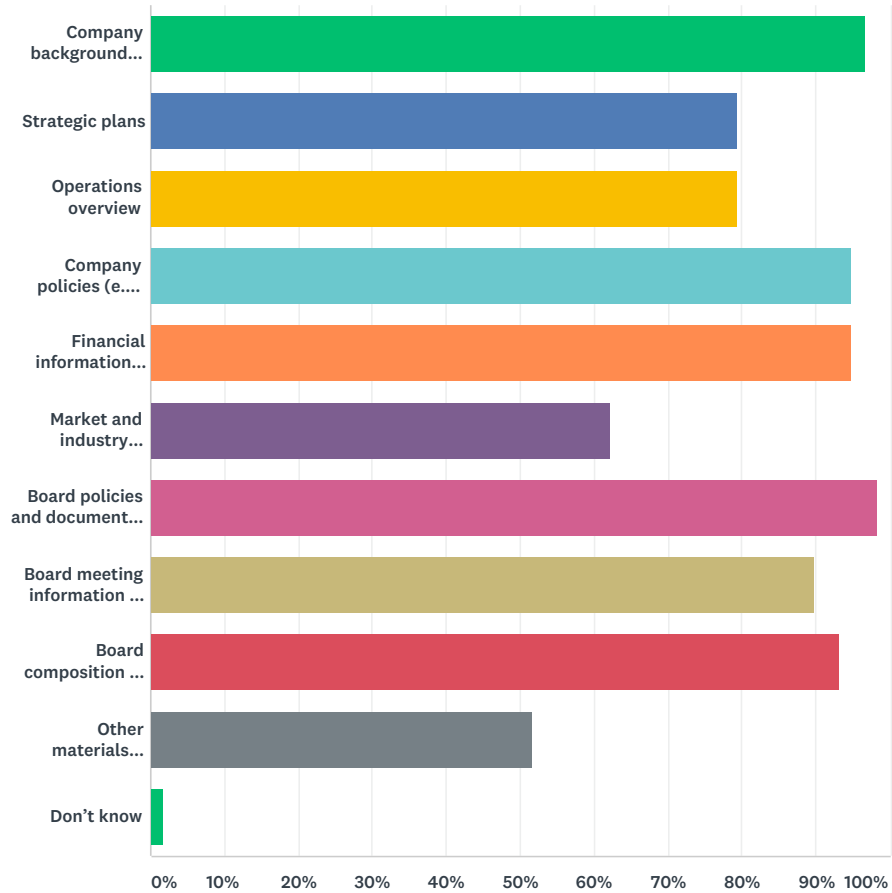
Answered: 58 Skipped: 39



	YES	NO	NO, BUT WE ARE CONSIDERING OR DEVELOPING A FORMAL PROGRAM	DON'T KNOW	TOTAL
New board members	84.48% 49	6.90% 4	8.62% 5	0.00% 0	58
New committee members	34.48% 20	50.00% 29	13.79% 8	1.72% 1	58

Q21 19. Which of the following materials are provided to new directors as part of their onboarding program (whether formal or informal)? [Select all that apply]

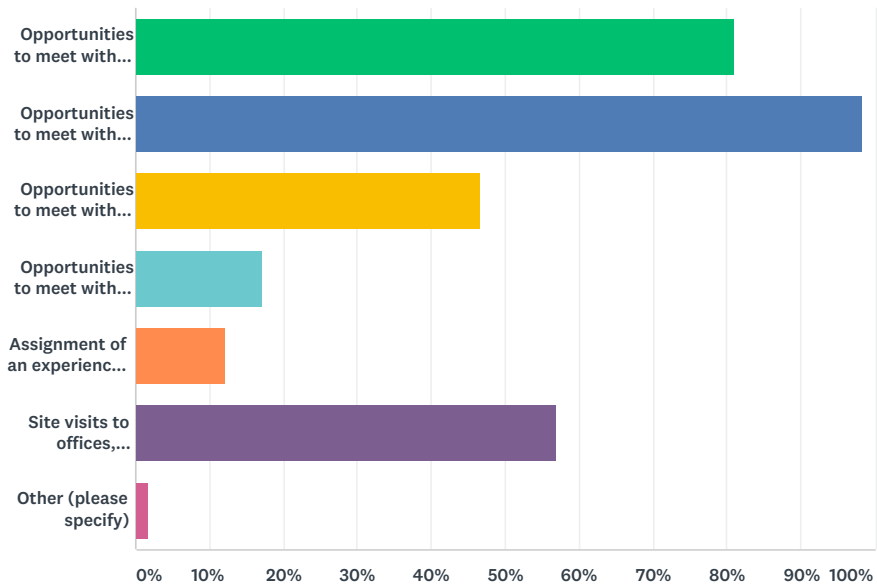
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Company background (e.g., history, organization chart, management roles and background, third-party relationships, shareholder base, public disclosures)	96.55%	56
Strategic plans	79.31%	46
Operations overview	79.31%	46
Company policies (e.g., code of business conduct and ethics)	94.83%	55
Financial information (e.g., audited financial statements, cash flows, required filings, investor presentations, analyst reports)	94.83%	55
Market and industry information (e.g., key performance indicators, peers, competitors, suppliers, customer base)	62.07%	36
Board policies and documents (e.g., director job description, corporate governance guidelines, D&O insurance policy, director compensation, perquisites, travel, expense reimbursement)	98.28%	57
Board meeting information and materials (e.g., minutes, calendar, retreats)	89.66%	52
Board composition and structure (e.g., director biographies, committee structure and assignments, charters)	93.10%	54
Other materials related to board practices and process (e.g., assessment form, education options)	51.72%	30
Don't know	1.72%	1
Total Respondents: 58		

Q22 20. Your board's onboarding process (whether formal or informal) for new directors includes: [Select all that apply]:

Answered: 58 Skipped: 39



ANSWER CHOICES		RESPONSES	
Opportunities to meet with other board members		81.03%	47
Opportunities to meet with C-suite executives		98.28%	57
Opportunities to meet with functional leaders and junior-level staff		46.55%	27
Opportunities to meet with vendors, strategic partners, external advisers (e.g., auditors, outside counsel, compensation consultants), and other stakeholders		17.24%	10
Assignment of an experienced board member as a mentor		12.07%	7
Site visits to offices, plants, facilities		56.90%	33
Other (please specify)		1.72%	1
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	New Board Members may meet with additional persons as appropriate	1/7/2019 7:48 PM

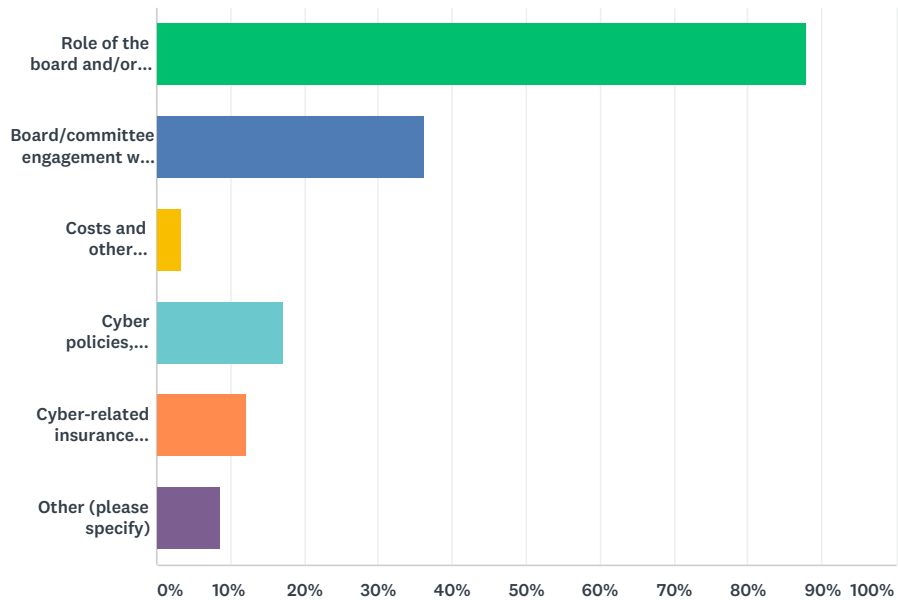
Q23 21. Describe the anticipated level of your company's transparency and disclosure of the following topics in the next 12 to 18 months:

Answered: 58 Skipped: 39

	INCREASING LEVEL OF DISCLOSURE	NO CHANGE TO LEVEL OF DISCLOSURE	NOT DISCLOSED, BUT CONSIDERING WHETHER TO DO SO	NOT DISCLOSED (HISTORICALLY OR ANTICIPATED)	TOTAL
Board skills matrix	25.86% 15	39.66% 23	10.34% 6	24.14% 14	58
CEO pay ratio	13.79% 8	81.03% 47	0.00% 0	5.17% 3	58
Corporate social responsibility, sustainability, and social impact	53.45% 31	18.97% 11	15.52% 9	12.07% 7	58
Individual director information (e.g., photos, age, race, ethnicity)	12.07% 7	79.31% 46	3.45% 2	5.17% 3	58
Workforce development and training	12.07% 7	41.38% 24	10.34% 6	36.21% 21	58
Workforce diversity and inclusion	24.14% 14	34.48% 20	17.24% 10	24.14% 14	58
Workforce gender equity	6.90% 4	43.10% 25	13.79% 8	36.21% 21	58
Workforce pay equity	10.34% 6	39.66% 23	12.07% 7	37.93% 22	58

Q24 22. What information does your company voluntarily disclose about cyber matters? [Select all that apply]

Answered: 58 Skipped: 39

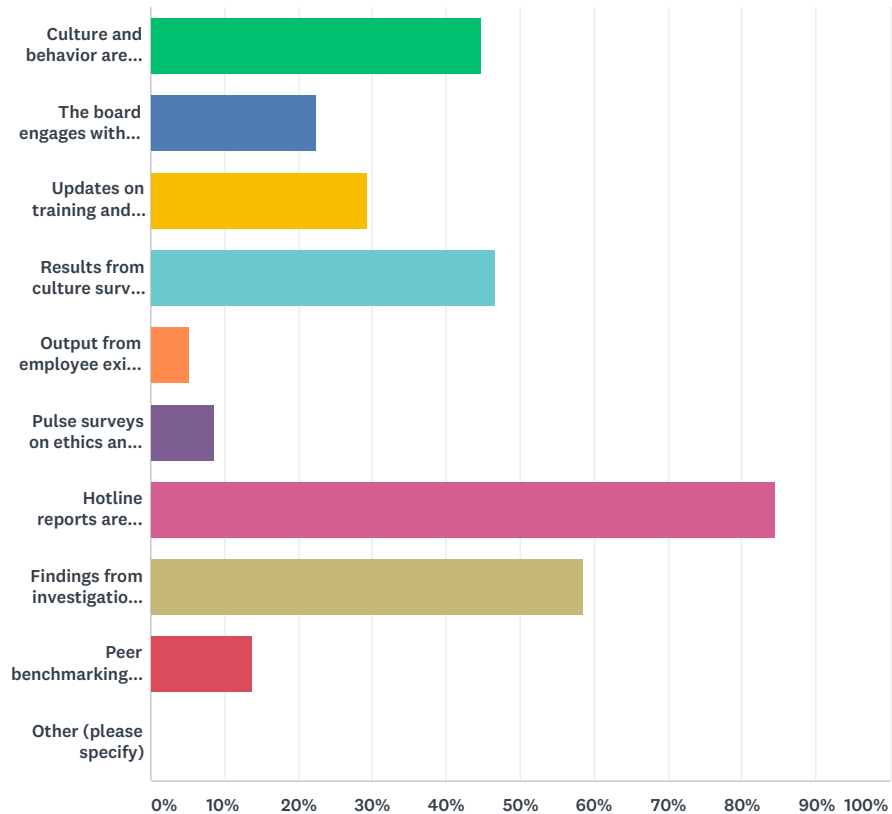


ANSWER CHOICES		RESPONSES	
Role of the board and/or a committee in overseeing cyber risks		87.93%	51
Board/committee engagement with management on cyber matters		36.21%	21
Costs and other consequences of cyber risks and cybersecurity incidents		3.45%	2
Cyber policies, procedures, and risk management program		17.24%	10
Cyber-related insurance coverage		12.07%	7
Other (please specify)		8.62%	5
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	None of the above	1/22/2019 5:21 PM
2	None really	1/11/2019 1:02 PM
3	none	12/20/2018 7:07 PM
4	None, but we will probably disclose more in 2019	12/18/2018 6:35 PM
5	Minimal disclosure	12/18/2018 6:22 PM

Q25 23. How does your board and/or its committees monitor, evaluate, and participate in your company's culture and behavior? [Select all that apply]

Answered: 58 Skipped: 39

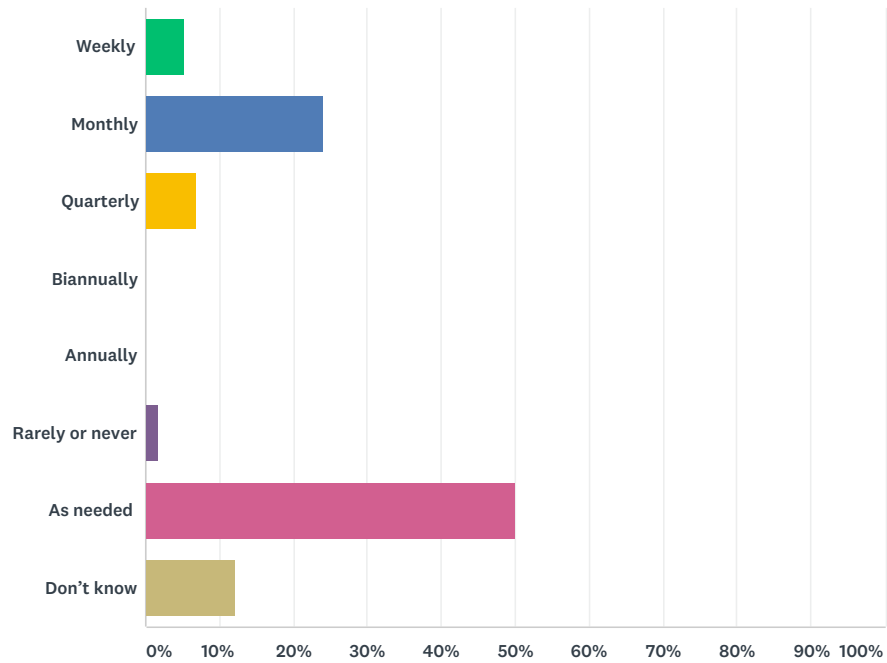


ANSWER CHOICES		RESPONSES	
Culture and behavior are discussed more than annually on board and/or committee agendas		44.83%	26
The board engages with employees regularly to reinforce our culture and tone at the top		22.41%	13
Updates on training and communications are provided to employees		29.31%	17
Results from culture surveys are provided to the board and/or its committees		46.55%	27
Output from employee exit interviews are provided to the board and/or its committees		5.17%	3
Pulse surveys on ethics and compliance programs are provided to the board and/or its committees		8.62%	5
Hotline reports are provided to the board and/or its committees		84.48%	49
Findings from investigations are provided to the board and/or its committees		58.62%	34
Peer benchmarking data on ethics and compliance programs are provided to the board and/or its committees		13.79%	8
Other (please specify)		0.00%	0
Total Respondents: 58			

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

Q26 24. How often does your CEO communicate with the full board apart from board meetings (e.g., via email, phone, portal)?

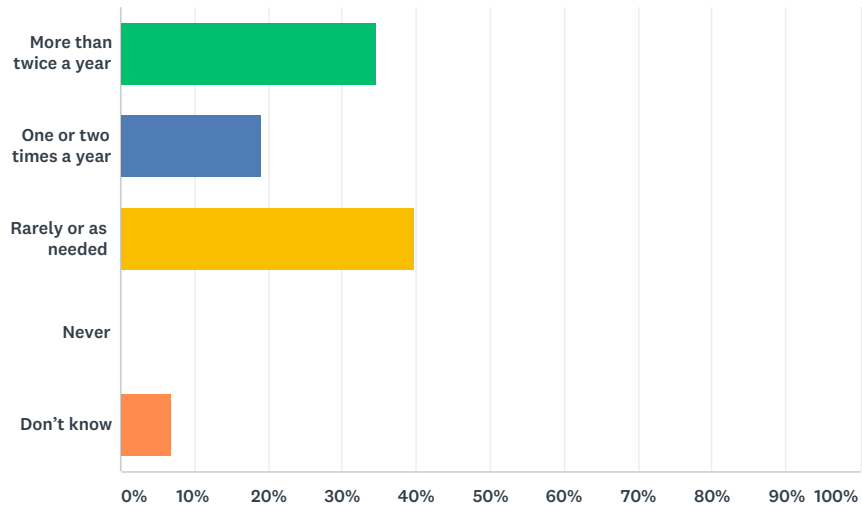
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Weekly	5.17%	3
Monthly	24.14%	14
Quarterly	6.90%	4
Biannually	0.00%	0
Annually	0.00%	0
Rarely or never	1.72%	1
As needed	50.00%	29
Don't know	12.07%	7
TOTAL		58

Q27 25. How often does your board interact (e.g., via phone, in-person meeting, event) with those below the C-suite level of your company outside of board meetings?

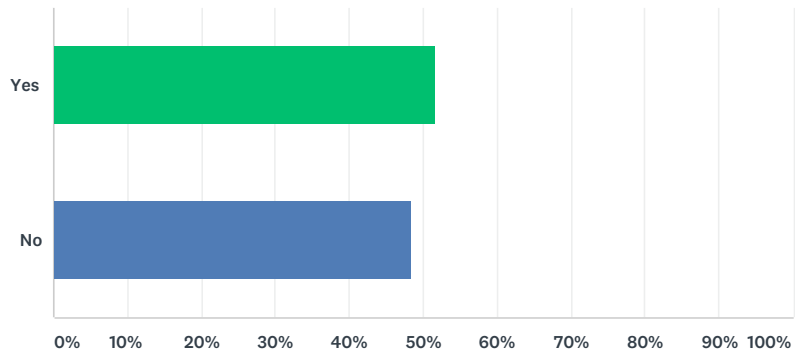
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
More than twice a year	34.48%	20
One or two times a year	18.97%	11
Rarely or as needed	39.66%	23
Never	0.00%	0
Don't know	6.90%	4
TOTAL		58

Q28 26. Has the board expanded its oversight of leadership development beyond the C-suite?

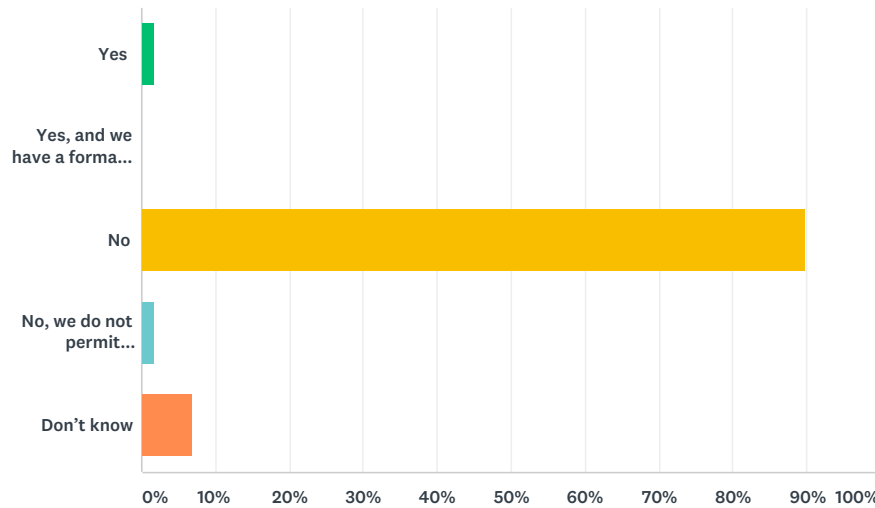
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	51.72%	30
No	48.28%	28
TOTAL		58

Q29 27. Does your company help groom your executives for service on other boards?

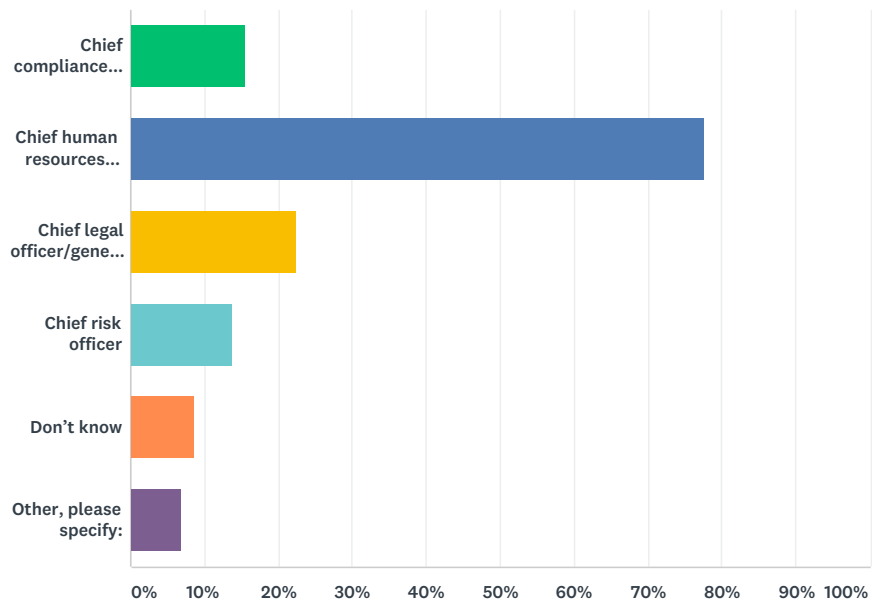
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	1.72%	1
Yes, and we have a formal initiative focused on this	0.00%	0
No	89.66%	52
No, we do not permit executives to serve on outside boards	1.72%	1
Don't know	6.90%	4
TOTAL		58

Q30 28. Which member of management is responsible for culture risk in your company? [Select all that apply]

Answered: 58 Skipped: 39

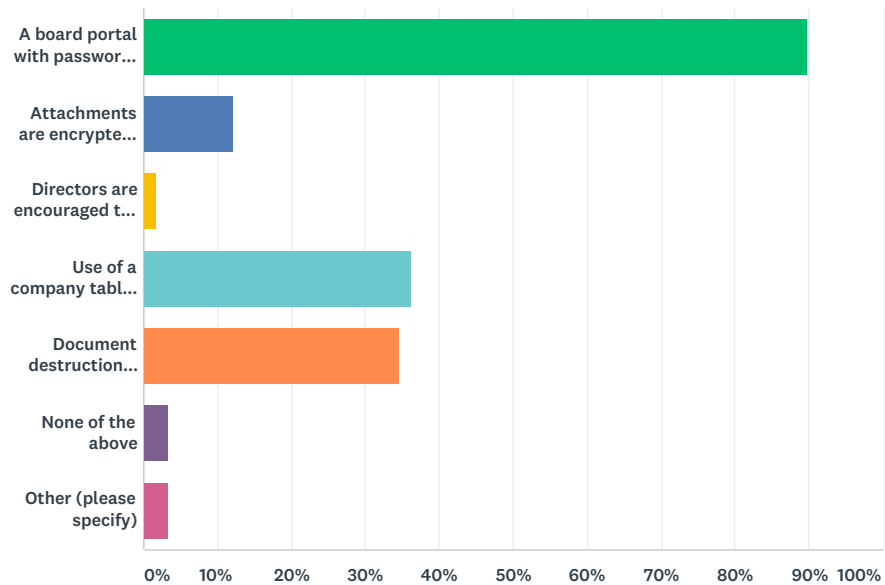


ANSWER CHOICES	RESPONSES	
Chief compliance officer	15.52%	9
Chief human resources officer	77.59%	45
Chief legal officer/general counsel	22.41%	13
Chief risk officer	13.79%	8
Don't know	8.62%	5
Other, please specify:	6.90%	4
Total Respondents: 58		

#	OTHER, PLEASE SPECIFY:	DATE
1	CEO	1/7/2019 6:59 PM
2	Internal Audit Head	1/7/2019 6:56 PM
3	CFO	12/20/2018 7:09 PM
4	President	12/20/2018 11:11 AM

Q31 29. Other than in-person meetings, how does your company protect the privacy of board communications and materials? [Select all that apply]

Answered: 58 Skipped: 39

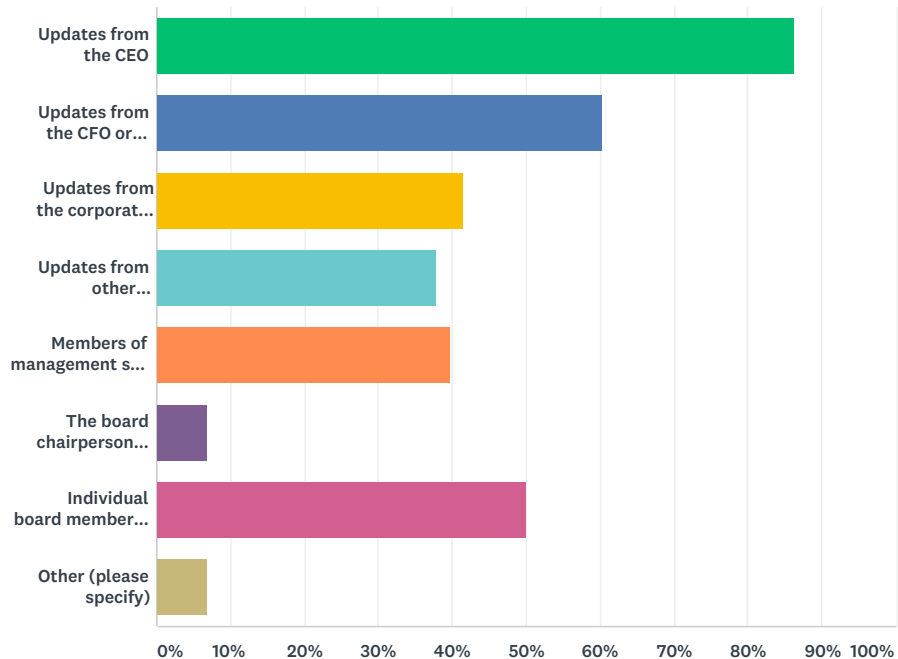


ANSWER CHOICES		RESPONSES	
A board portal with password protection		89.66%	52
Attachments are encrypted or require a password to open		12.07%	7
Directors are encouraged to use a corporate email account		1.72%	1
Use of a company tablet or similar		36.21%	21
Document destruction policy		34.48%	20
None of the above		3.45%	2
Other (please specify)		3.45%	2
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	Diligent Messenger	1/23/2019 12:00 AM
2	Diligent Messenger	12/18/2018 9:02 PM

Q32 30. Apart from board meetings, how does the board stay informed on the company's industry, competitors, and marketplace? [Select all that apply]

Answered: 58 Skipped: 39

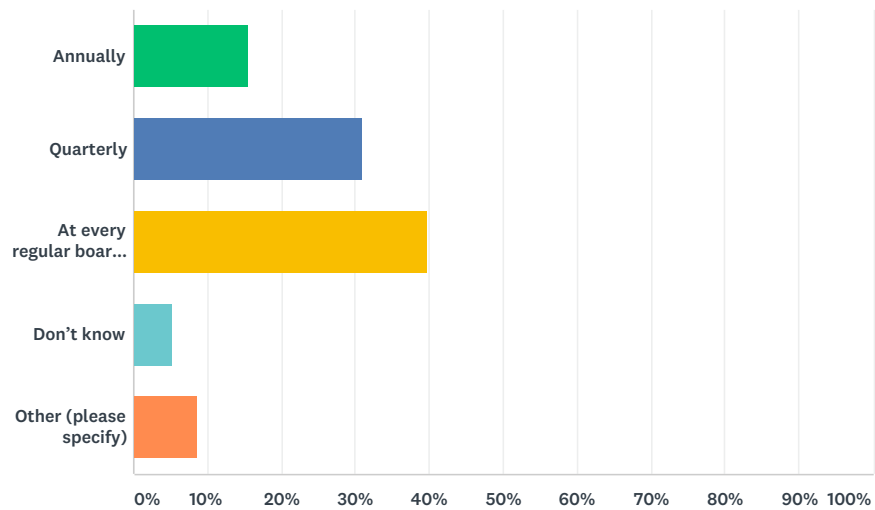


ANSWER CHOICES		RESPONSES	
Updates from the CEO		86.21%	50
Updates from the CFO or other finance leaders		60.34%	35
Updates from the corporate secretary		41.38%	24
Updates from other business-unit leaders		37.93%	22
Members of management send updates or contribute to board materials		39.66%	23
The board chairperson compiles updates and sends them to the full board		6.90%	4
Individual board members stay informed on their own		50.00%	29
Other (please specify)		6.90%	4
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	Industry Newsletters, etc.	1/25/2019 11:37 AM
2	Subscription to daily industry insider news letter	1/24/2019 3:42 PM
3	Monthly Board letter	1/7/2019 5:57 PM
4	Daily sales reports	12/18/2018 6:17 PM

Q33 31. How often does the board monitor progress against the company's strategic plan?

Answered: 58 Skipped: 39

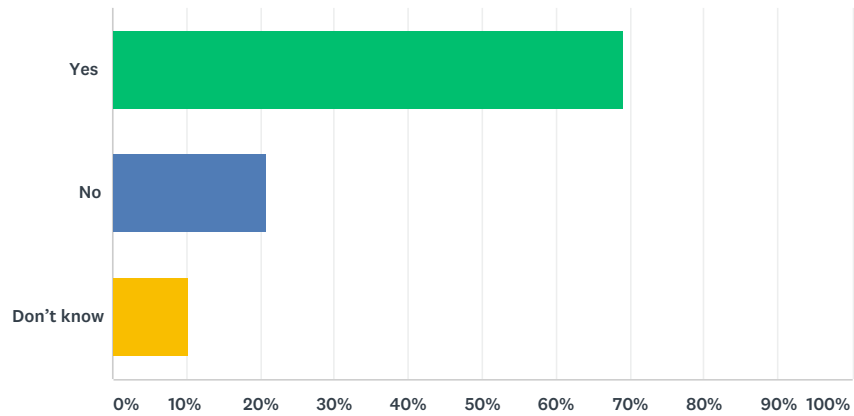


ANSWER CHOICES	RESPONSES	
Annually	15.52%	9
Quarterly	31.03%	18
At every regular board meeting	39.66%	23
Don't know	5.17%	3
Other (please specify)	8.62%	5
TOTAL		58

#	OTHER (PLEASE SPECIFY)	DATE
1	Two or three times per year	1/24/2019 3:42 PM
2	Bi-annually	1/22/2019 5:09 PM
3	biannually	1/7/2019 5:57 PM
4	on a formal basis, twice per year but can be discussed at all 4 physical meetings held per year	1/2/2019 2:17 PM
5	Periodically during the year	12/18/2018 6:17 PM

Q34 32. In the past year, has the board received enhanced information on strategic vulnerabilities and strategic risks?

Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	68.97%	40
No	20.69%	12
Don't know	10.34%	6
TOTAL		58

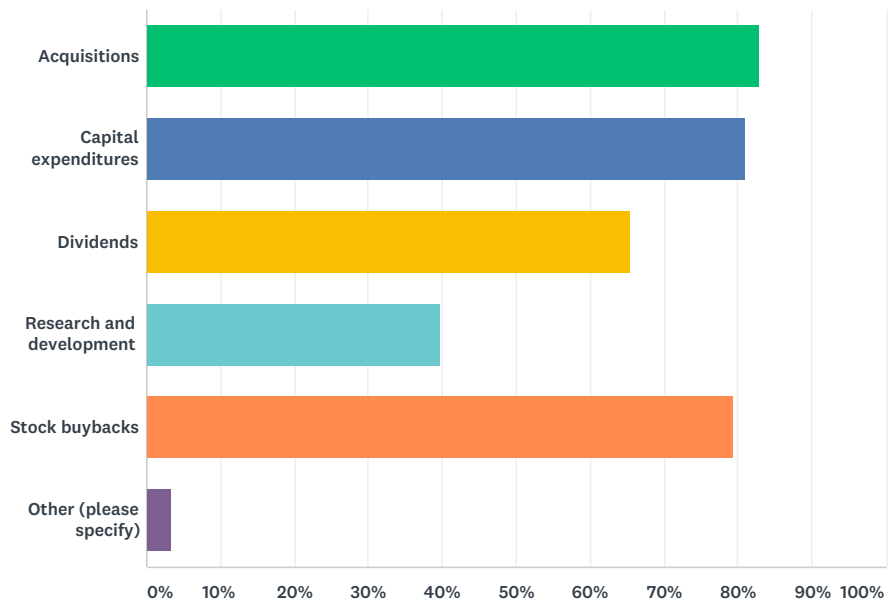
Q35 33. In the past one or two years, how has the board considered the following with regard to your company's strategic priorities?

Answered: 58 Skipped: 39

	INCREASING FOCUS	NO CHANGE	NOT CONSIDERED	DON'T KNOW	TOTAL
Innovation (e.g., develop new products and services)	72.41% 42	24.14% 14	3.45% 2	0.00% 0	58
Digital transformation and technology (e.g., sensors, robotics, wearables, digital, artificial intelligence, analytics, visualization)	60.34% 35	25.86% 15	10.34% 6	3.45% 2	58
Disruption	51.72% 30	39.66% 23	6.90% 4	1.72% 1	58
Diversity and inclusion	63.79% 37	29.31% 17	6.90% 4	0.00% 0	58
Corporate culture	41.38% 24	51.72% 30	6.90% 4	0.00% 0	58
Corporate social responsibility, sustainability, and social impact	55.17% 32	34.48% 20	10.34% 6	0.00% 0	58
Understanding customer needs	39.66% 23	55.17% 32	3.45% 2	1.72% 1	58
Workforce development	44.83% 26	46.55% 27	8.62% 5	0.00% 0	58

Q36 34. With regard to capital allocation, which of the following strategies has the board considered this year? [Select all that apply]

Answered: 58 Skipped: 39

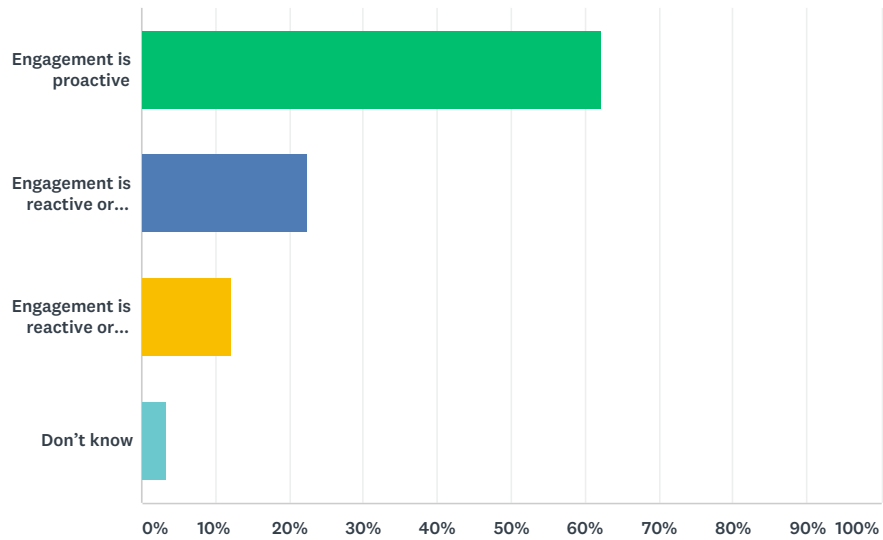


ANSWER CHOICES		RESPONSES	
Acquisitions		82.76%	48
Capital expenditures		81.03%	47
Dividends		65.52%	38
Research and development		39.66%	23
Stock buybacks		79.31%	46
Other (please specify)		3.45%	2
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	Debt repayment	1/23/2019 3:27 AM
2	Confidential	1/22/2019 4:47 PM

Q37 35. Which of the following best describes your company's approach to shareholder engagement?

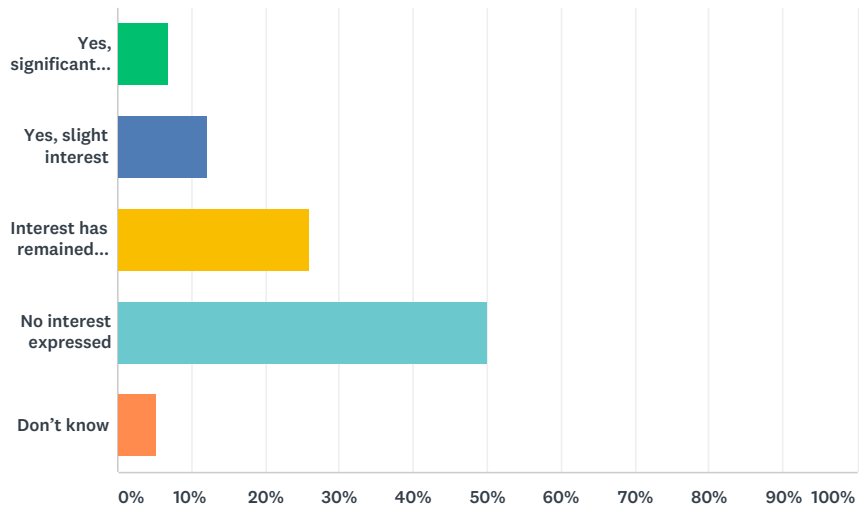
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Engagement is proactive	62.07%	36
Engagement is reactive or passive	22.41%	13
Engagement is reactive or passive, but considering a more proactive approach	12.07%	7
Don't know	3.45%	2
TOTAL		58

Q38 36. Has your board expressed an interest in speaking directly to shareholders in the past two years?

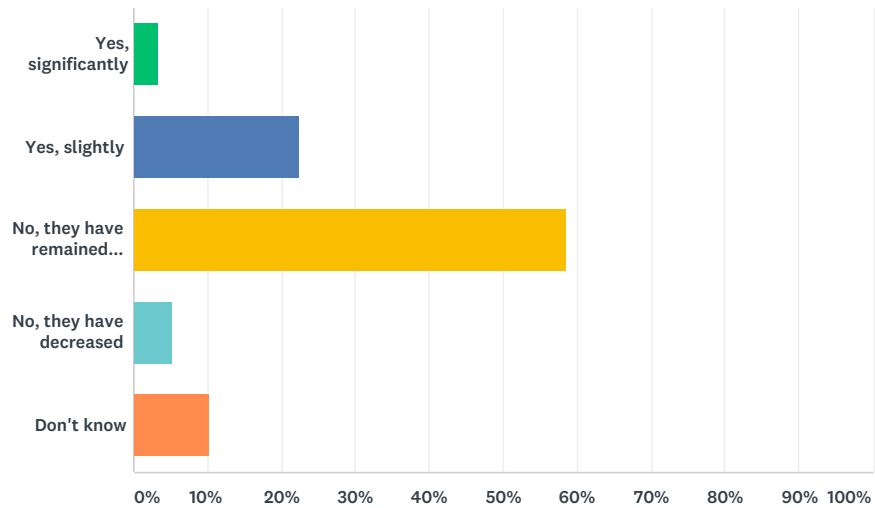
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes, significant interest	6.90%	4
Yes, slight interest	12.07%	7
Interest has remained constant	25.86%	15
No interest expressed	50.00%	29
Don't know	5.17%	3
TOTAL		58

Q39 37. Have requests from shareholders to speak to independent board members increased in the past two years?

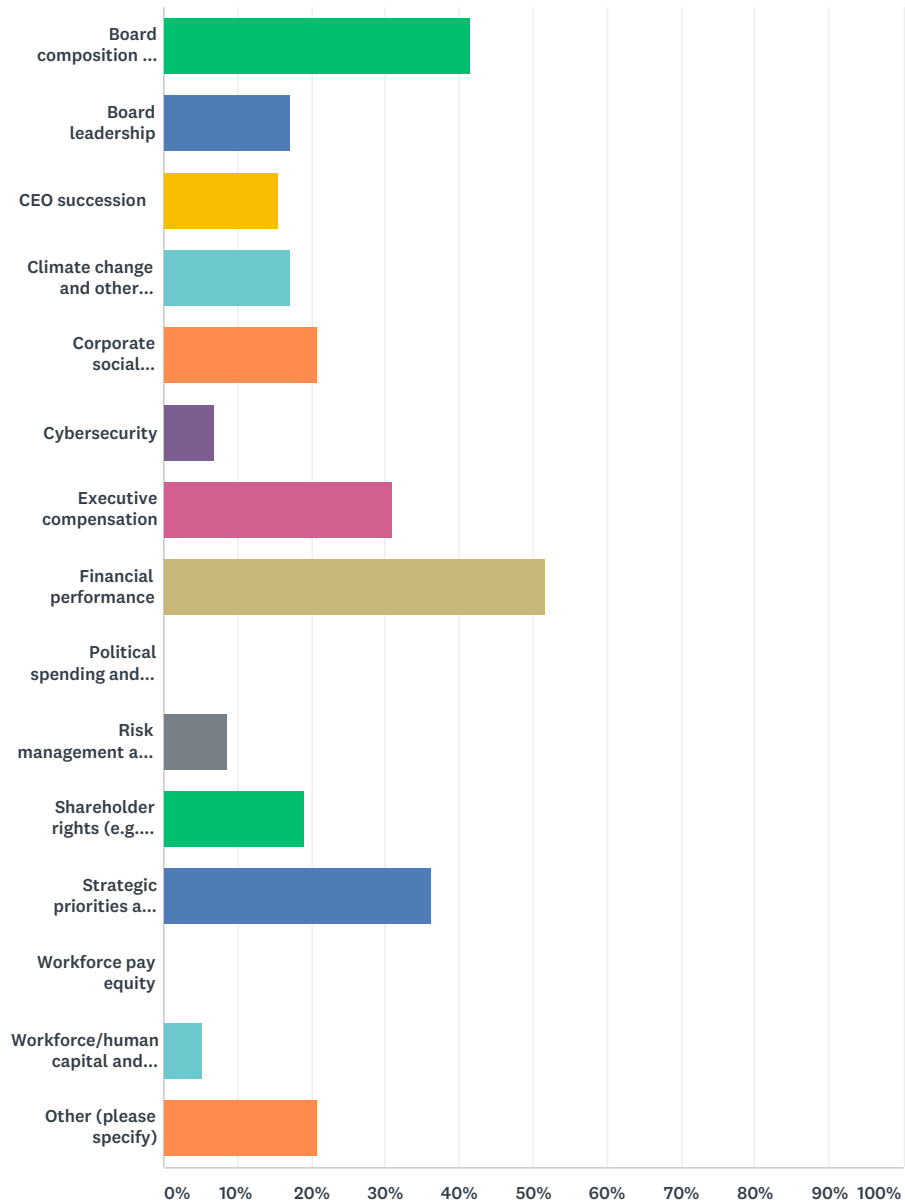
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes, significantly	3.45%	2
Yes, slightly	22.41%	13
No, they have remained constant	58.62%	34
No, they have decreased	5.17%	3
Don't know	10.34%	6
TOTAL		58

Q40 38. What topics have your shareholders discussed or asked to discuss with management and/or the board during the past year? [Select all that apply]

Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Board composition and diversity	41.38%	24
Board leadership	17.24%	10
CEO succession	15.52%	9
Climate change and other environmental matters	17.24%	10
Corporate social responsibility and social impact	20.69%	12
Cybersecurity	6.90%	4
Executive compensation	31.03%	18

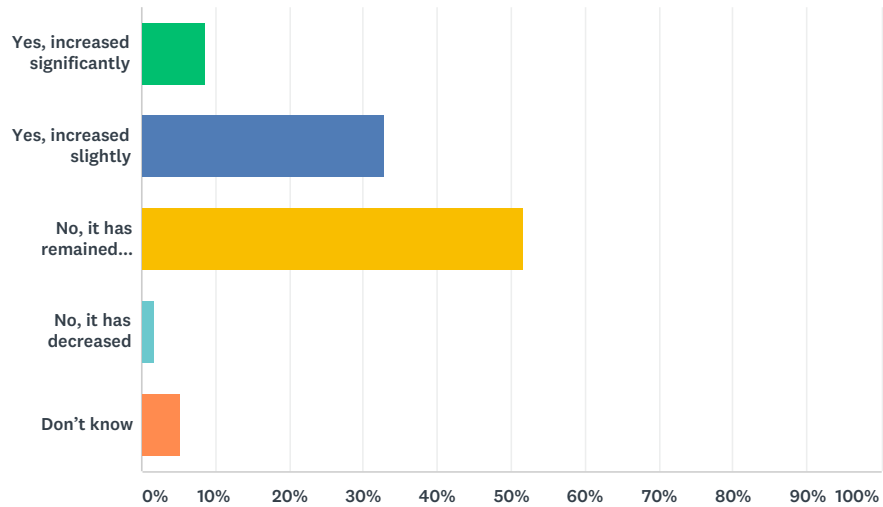
2018 Board Practices Survey

Financial performance	51.72%	30
Political spending and lobbying	0.00%	0
Risk management and oversight	8.62%	5
Shareholder rights (e.g., right to call special meetings, written consent, proxy access)	18.97%	11
Strategic priorities and plans	36.21%	21
Workforce pay equity	0.00%	0
Workforce/human capital and culture	5.17%	3
Other (please specify)	20.69%	12
Total Respondents: 58		

#	OTHER (PLEASE SPECIFY)	DATE
1	human trafficking prevention	1/25/2019 8:03 PM
2	Our shareholders do not contact us or our Board.	1/23/2019 11:30 AM
3	No discussion/request	1/23/2019 3:29 AM
4	Opioid Epidemic	1/22/2019 5:16 PM
5	director skills matrix	1/22/2019 5:01 PM
6	Unknown	1/16/2019 6:58 PM
7	Capital allocation	1/16/2019 5:48 PM
8	none	1/10/2019 1:10 PM
9	Controlled Ownership	1/8/2019 8:31 PM
10	No active requests for discussions	1/2/2019 2:21 PM
11	Director independence	12/19/2018 2:47 PM
12	none	12/18/2018 9:03 PM

Q41 39. Has the level of engagement between your company's corporate secretary/Corporate Secretary Office and shareholders or shareholder groups changed in the past two years?

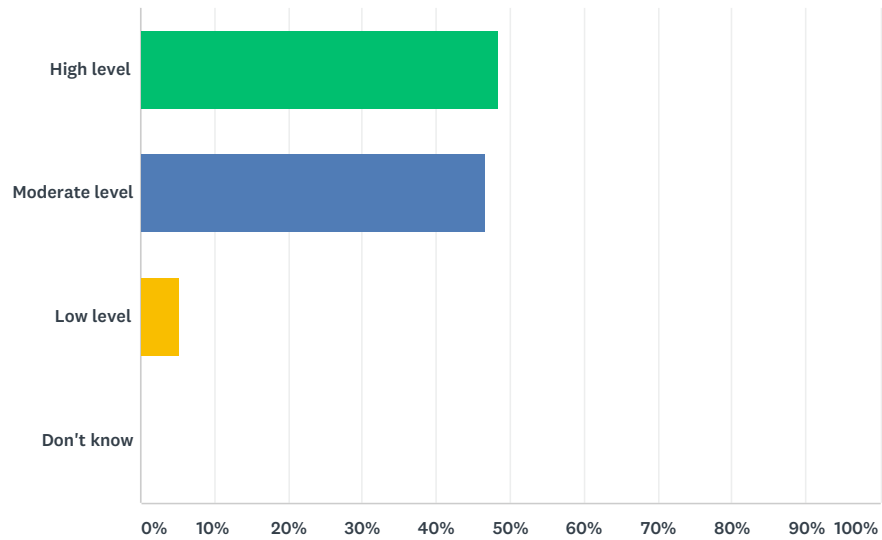
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes, increased significantly	8.62%	5
Yes, increased slightly	32.76%	19
No, it has remained constant	51.72%	30
No, it has decreased	1.72%	1
Don't know	5.17%	3
TOTAL		58

Q42 40. What level of awareness specific to your company do you believe your board has on cybersecurity?

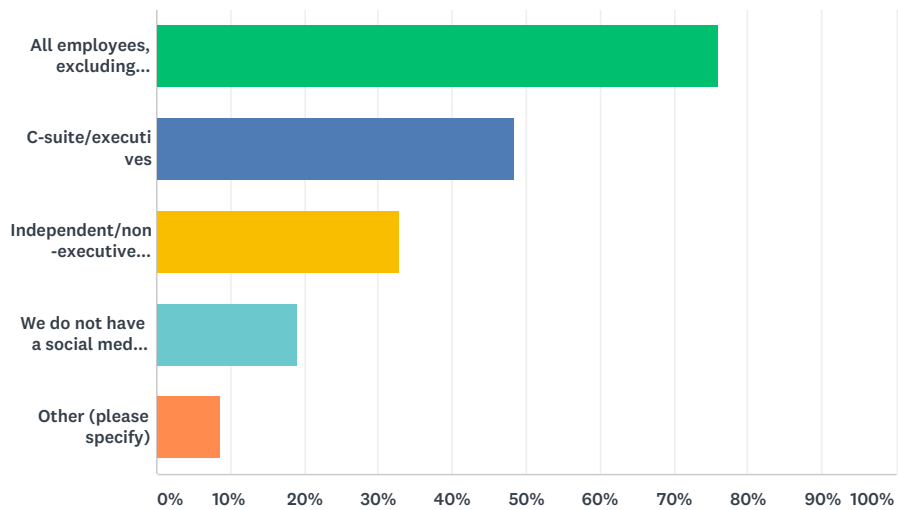
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
High level	48.28%	28
Moderate level	46.55%	27
Low level	5.17%	3
Don't know	0.00%	0
TOTAL		58

Q43 41. Your company's social media policy applies to: [Select all that apply]

Answered: 58 Skipped: 39

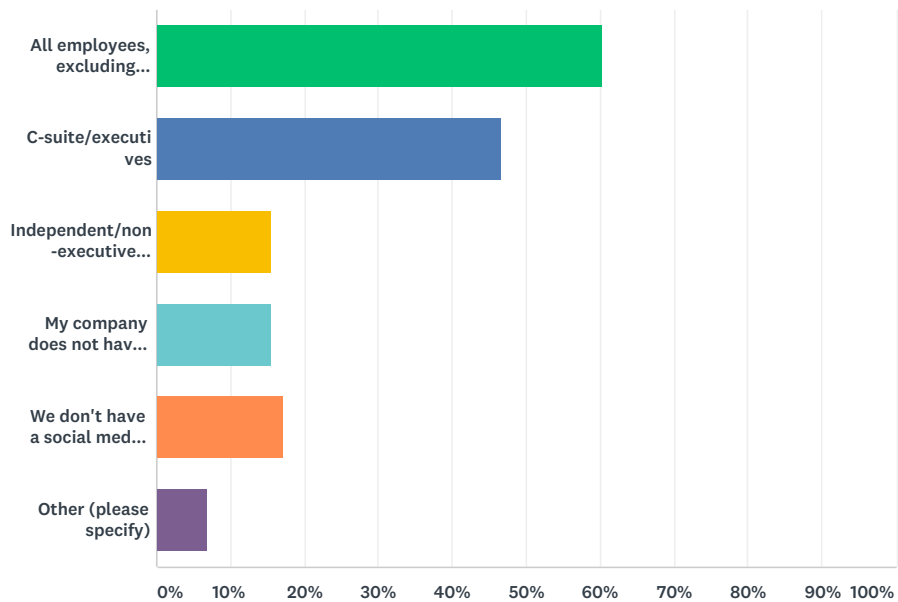


ANSWER CHOICES		RESPONSES	
All employees, excluding C-Suite/executives		75.86%	44
C-suite/executives		48.28%	28
Independent/non-executive board members		32.76%	19
We do not have a social media policy		18.97%	11
Other (please specify)		8.62%	5
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	All Employees	1/25/2019 11:41 AM
2	All employees	1/22/2019 5:02 PM
3	not standalone policy but contained within code of conduct	1/10/2019 1:08 PM
4	Developing policy in next 12-18 months	1/7/2019 4:43 PM
5	Don't know	12/18/2018 6:40 PM

Q44 42. Training on your company's social media policy applies to: [Select all that apply]

Answered: 58 Skipped: 39

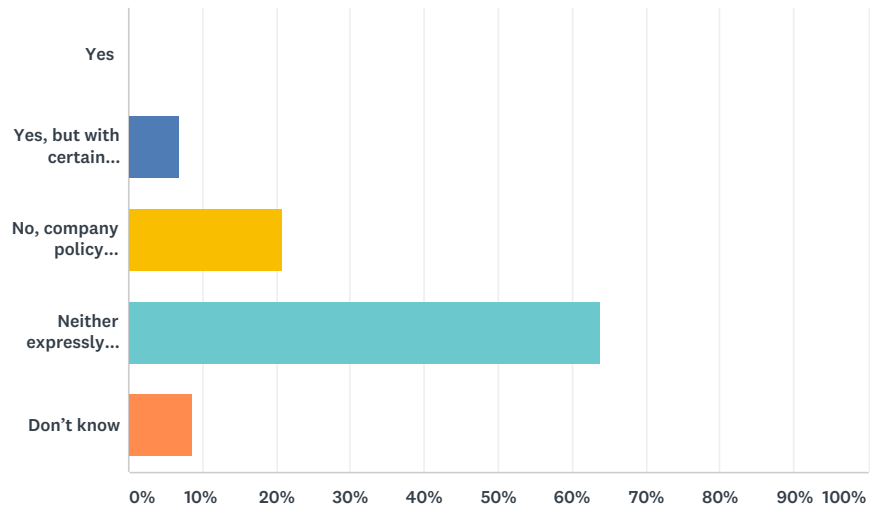


ANSWER CHOICES		RESPONSES	
All employees, excluding C-Suite/executives		60.34%	35
C-suite/executives		46.55%	27
Independent/non-executive board members		15.52%	9
My company does not have training on its social media policy		15.52%	9
We don't have a social media policy		17.24%	10
Other (please specify)		6.90%	4
Total Respondents: 58			

#	OTHER (PLEASE SPECIFY)	DATE
1	All Employees	1/25/2019 11:41 AM
2	All employees	1/22/2019 5:02 PM
3	Developing policy in next 12-18 months	1/7/2019 4:43 PM
4	Don't know	12/18/2018 6:40 PM

Q45 43. Board members are permitted to comment on your company and industry via various social media (e.g., Twitter, Facebook, LinkedIn):

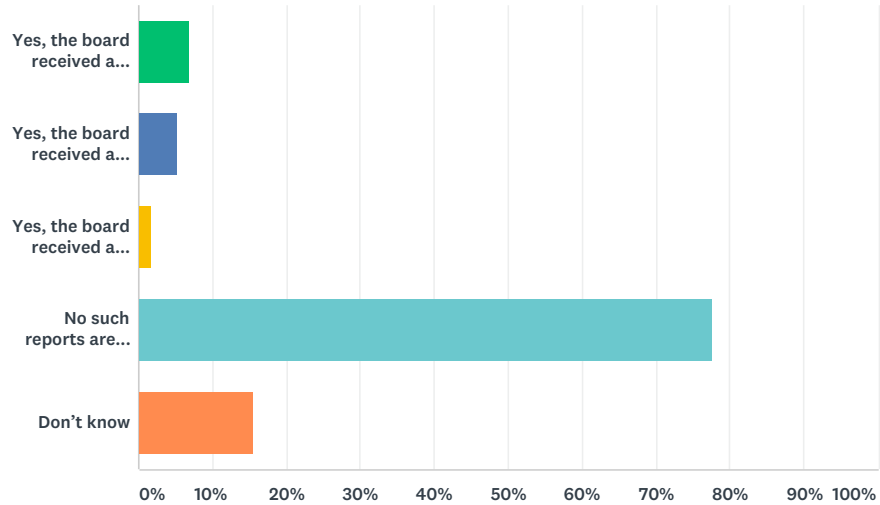
Answered: 58 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
Yes, but with certain provisions	6.90%	4
No, company policy prohibits board members from using social media in relation to our company	20.69%	12
Neither expressly permitted nor prohibited	63.79%	37
Don't know	8.62%	5
TOTAL		58

Q46 44. In the past year, has your board received a report on, or discussed the use of, social media by employees, customers, or board members? [Select all that apply]

Answered: 58 Skipped: 39



ANSWER CHOICES		RESPONSES	
Yes, the board received a report on employee use		6.90%	4
Yes, the board received a report on customer use		5.17%	3
Yes, the board received a report on board member use		1.72%	1
No such reports are provided to the board		77.59%	45
Don't know		15.52%	9
Total Respondents: 58			