Board Practices Quarterly

Director orientation and onboarding

December 2024

Results by respondent demographic

Board Practices Quarterly
Director orientation and onboarding
December 2024

TABLE OF CONTENTS

Results by respondent demographic

Respondents, primarily corporate secretaries, in-house counsel, and other in-house governance professionals, represent public companies.

Public company respondent market capitalization as of December 2024: 52% large-cap (which includes mega- and large-cap) (> $10 billion); 45% mid-cap ($2 billion to $10 billion); and 3% small-cap (which includes small-, micro-, and nano-cap) (< $2 billion). Respondent industry breakdown: 33% financial services; 26% consumer; 24% energy, resources, and industrials; 12% technology, media, and telecommunications; and 6% life sciences and health care.

Demographic results pertaining to small-cap and private companies have been omitted due to limited respondent population.

Response percentages may not add up to 100% due to rounding.

Contacts:

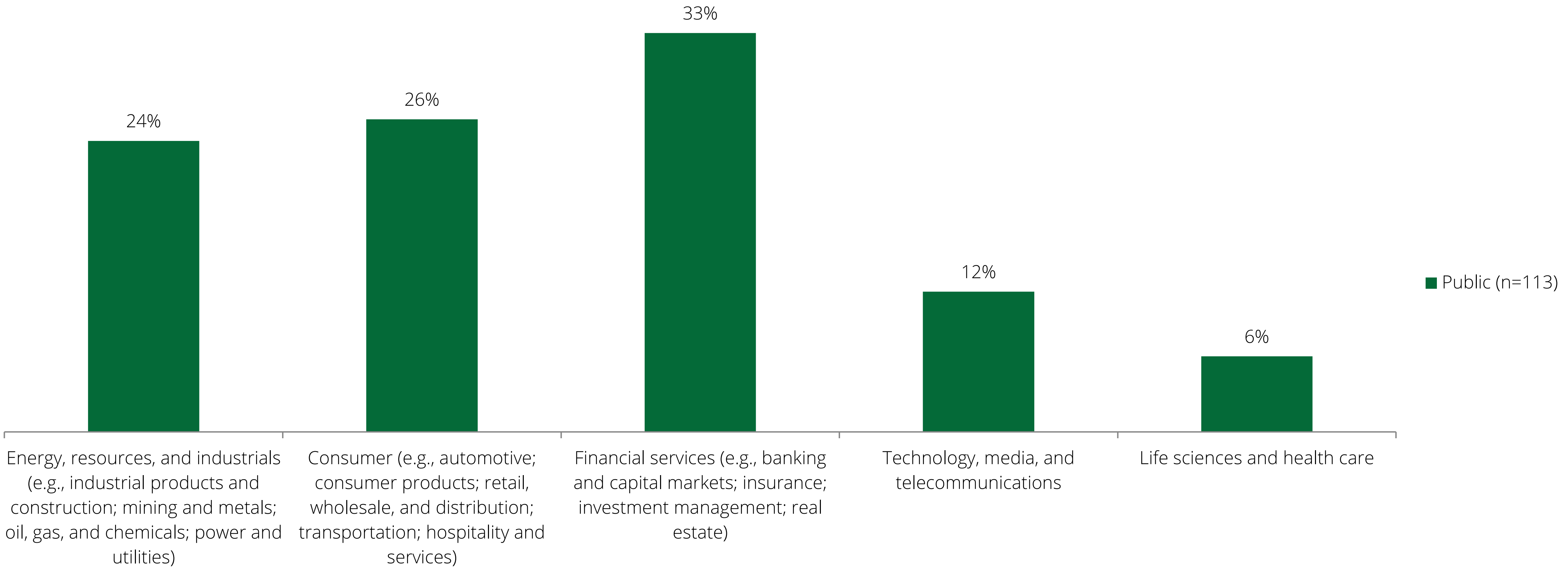
Natalie Cooper
Senior Manager
Deloitte LLP Center for Board Effectiveness
natcooper@deloitte.com

Randi Val Morrison
Senior Vice President and General Counsel
Society for Corporate Governance
rmorrison@societycorpgov.org

Public companies

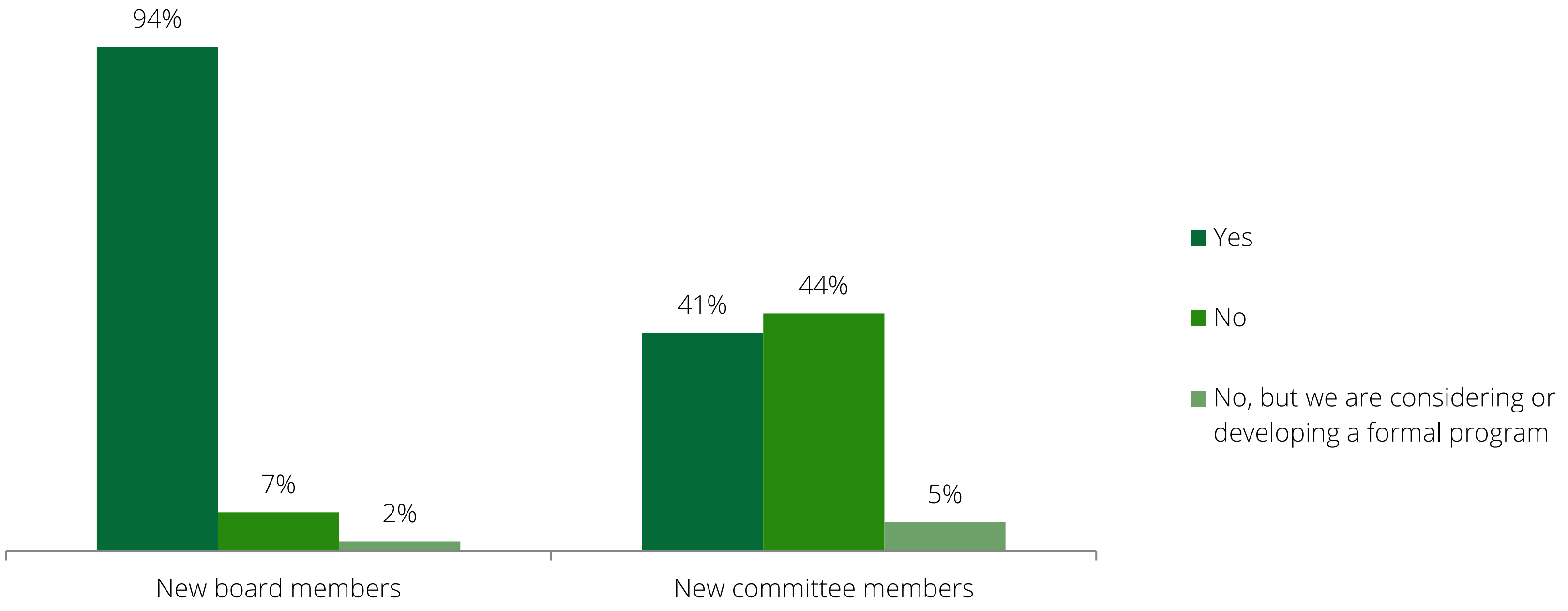
113 public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:



Public (n=111)

Does your board have a formal orientation and onboarding program for new board and committee members?

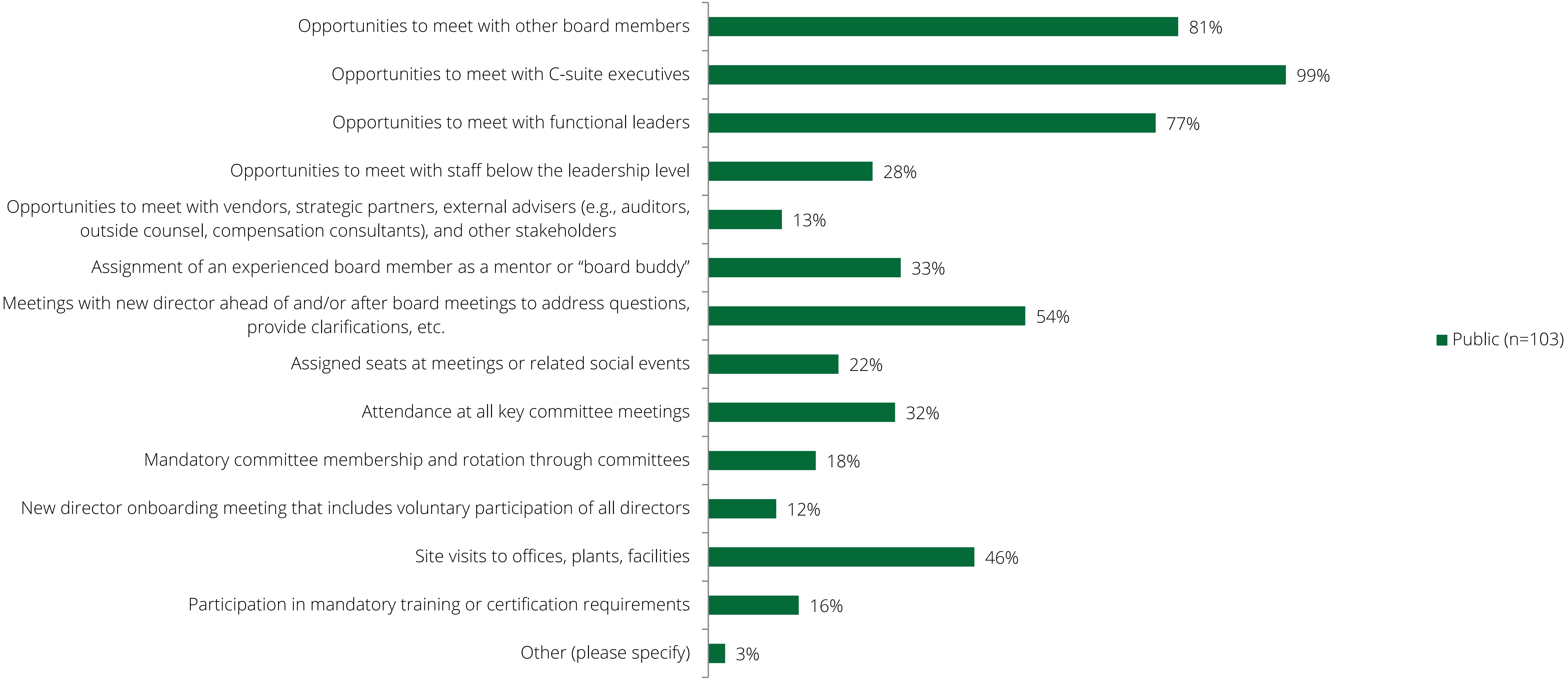


Note: No respondent selected "Don't know."

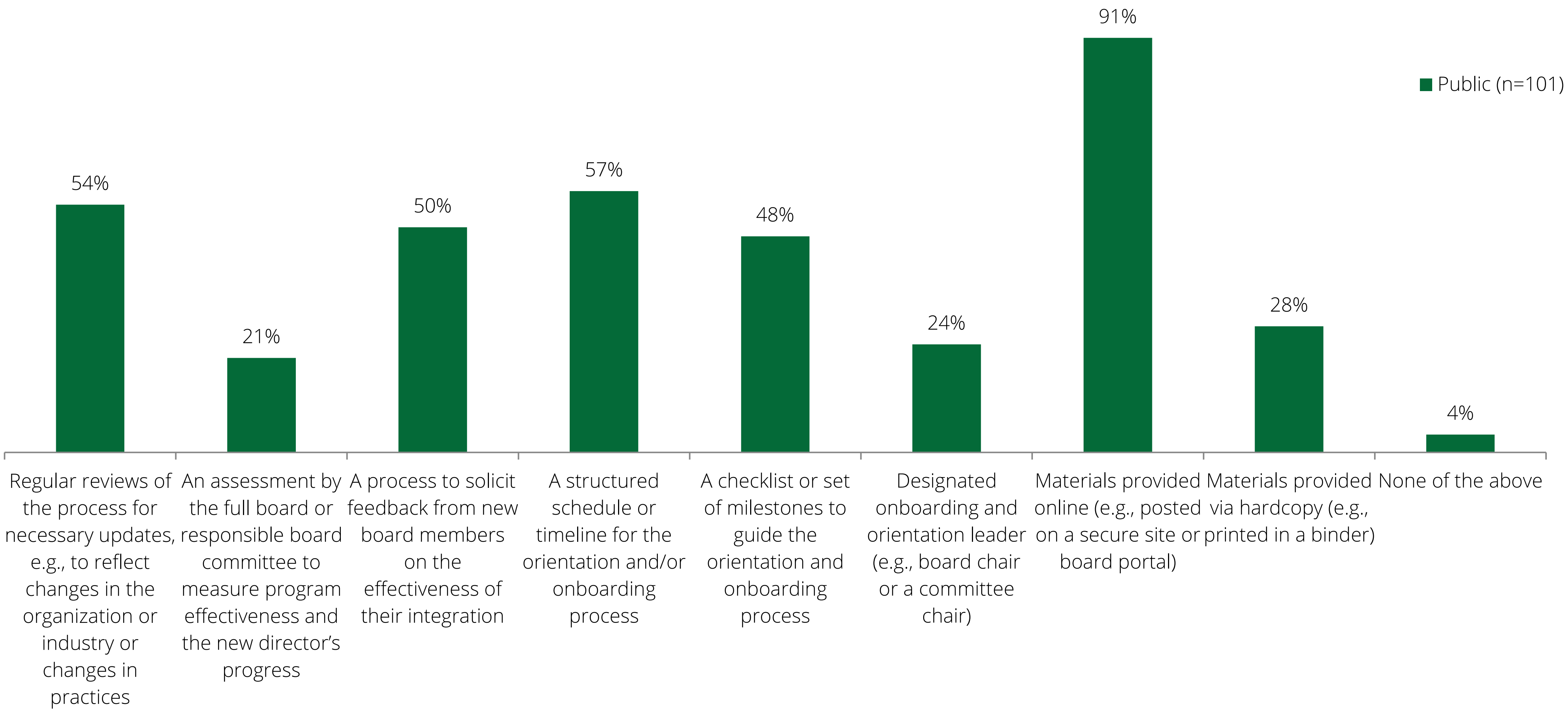
Which of the following materials are provided to new directors as part of their orientation and/or onboarding program (whether formal or informal)? [Select all that apply]

Note: No respondent selected "Unsure."

Your board's orientation and/or onboarding process (whether formal or informal) for new directors includes: [Select all that apply]

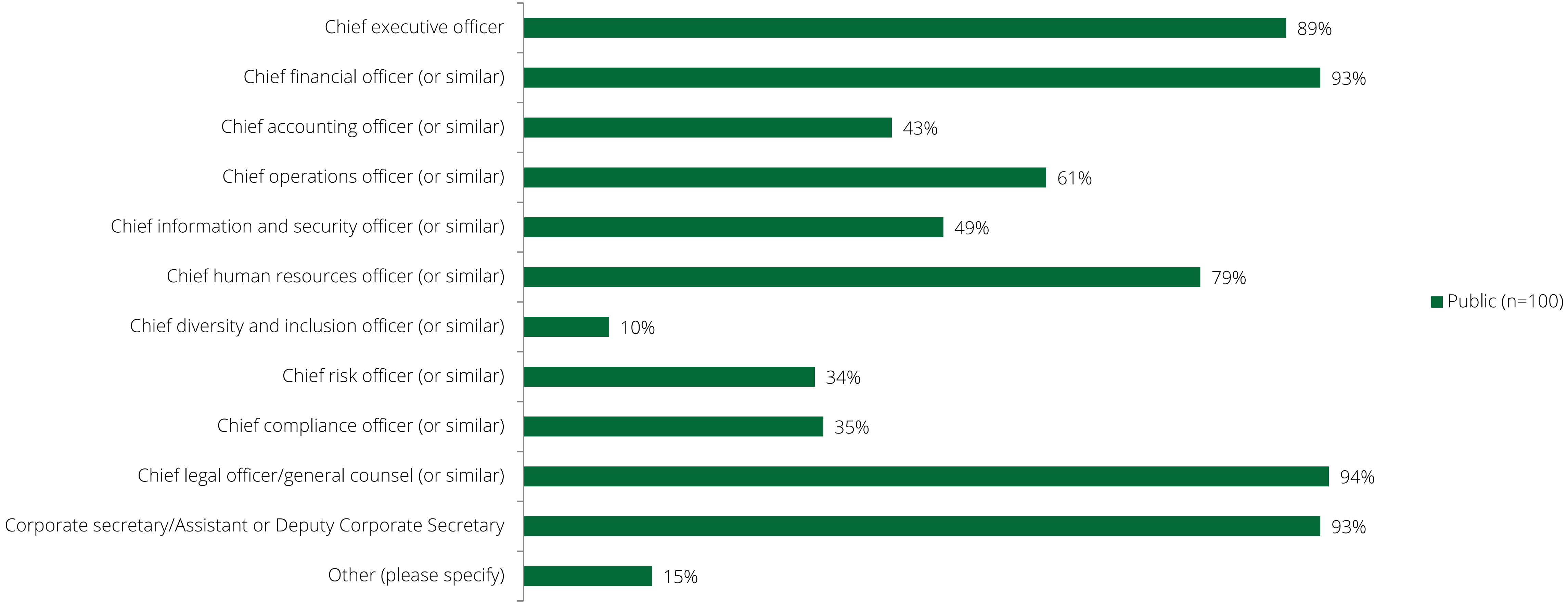


Indicate whether your company's board orientation and onboarding program incorporates any of the following practices. [Select all that apply]



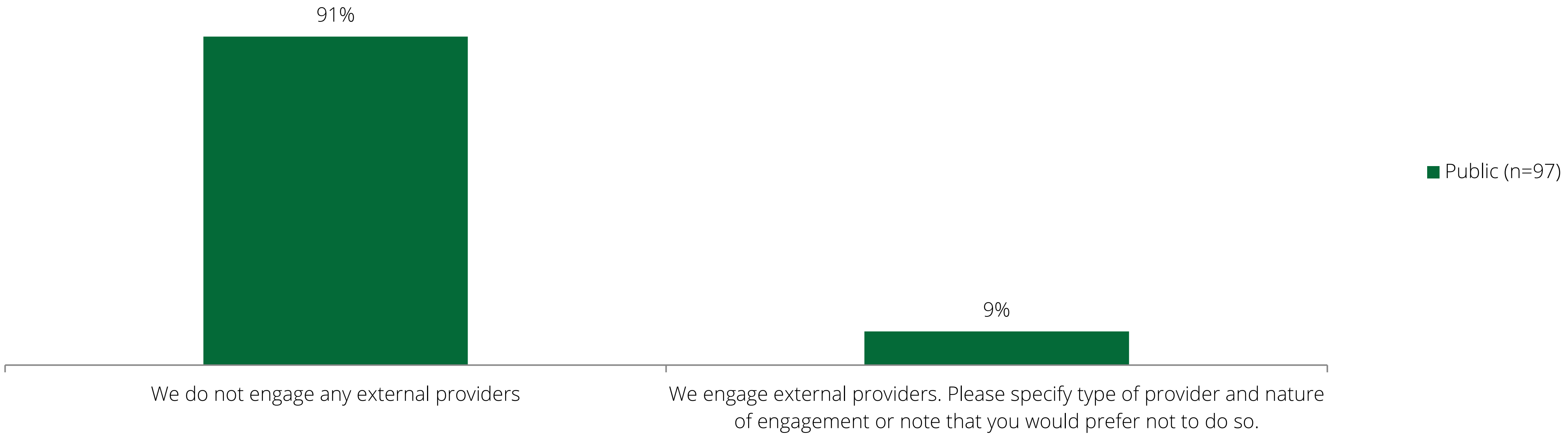
Note: No respondent selected "Unsure."

Indicate which members of management regularly participate in director onboarding and orientation. [Select all that apply]



Note: No respondent selected "Unsure" or "None of the above."

If external providers are engaged in aspects of director onboarding and orientation, specify type of service and nature of involvement.

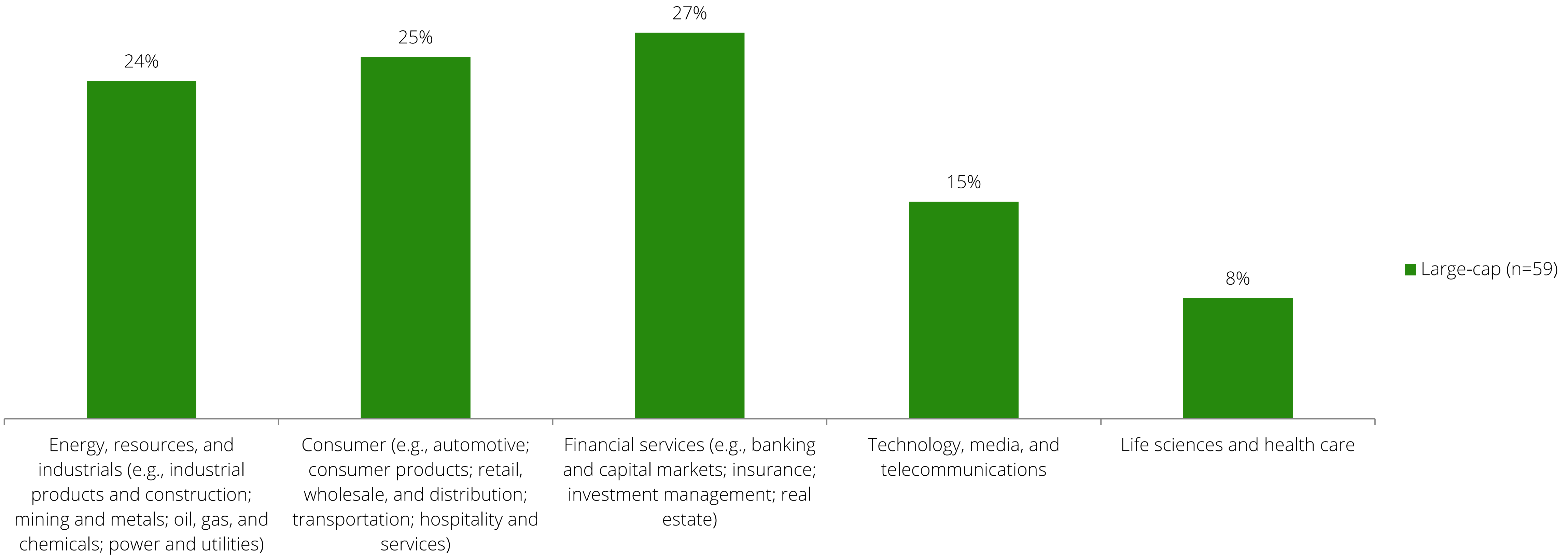


Public companies

Mega- and large-cap (>$10 billion)

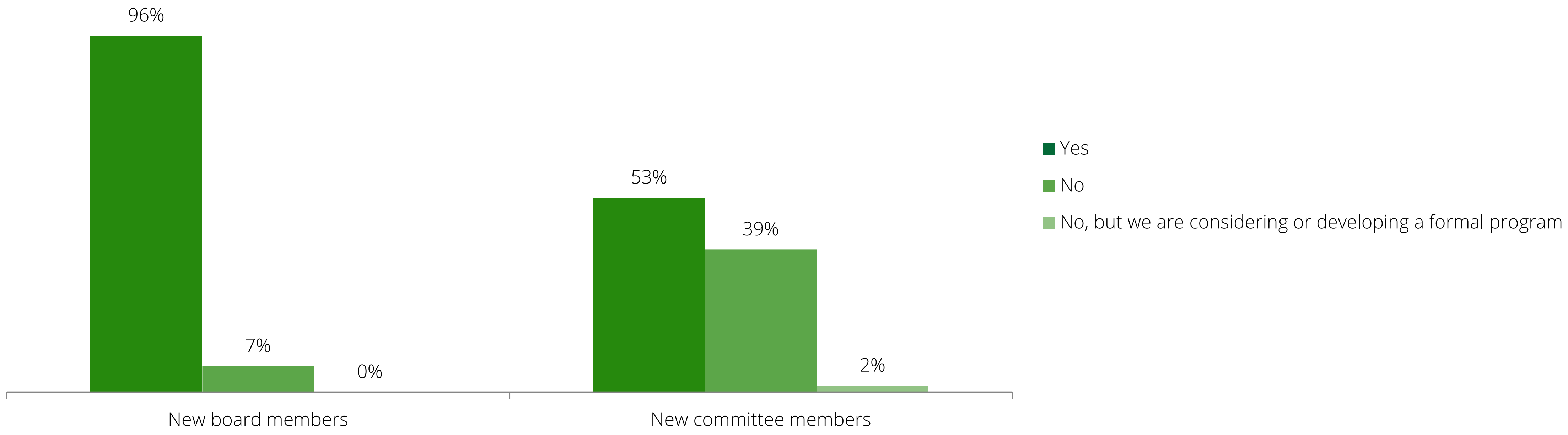
59 mega- and large-cap public companies responded to the survey. An "n" value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:



Large-cap (n=57)

Does your board have a formal orientation and onboarding program for new board and committee members?

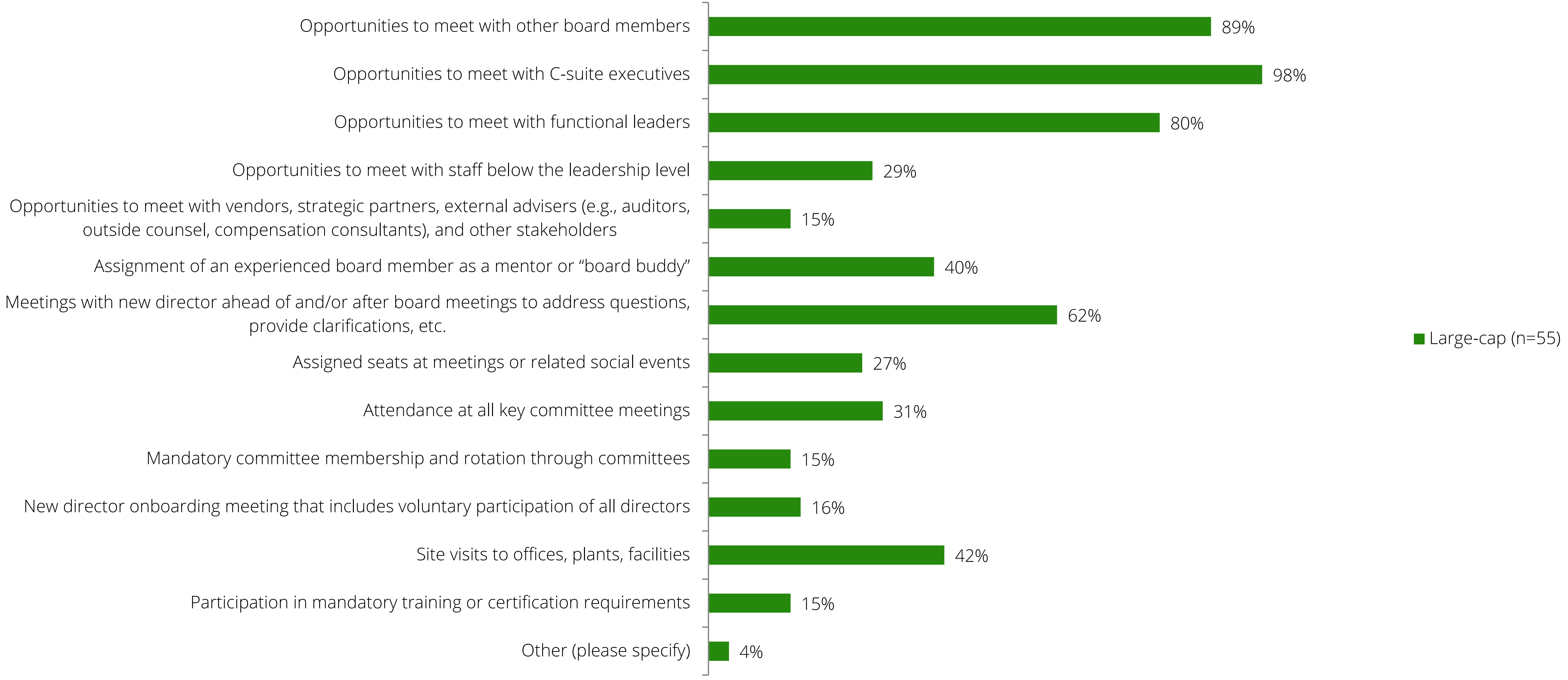


Note: No respondent selected "Don't know."

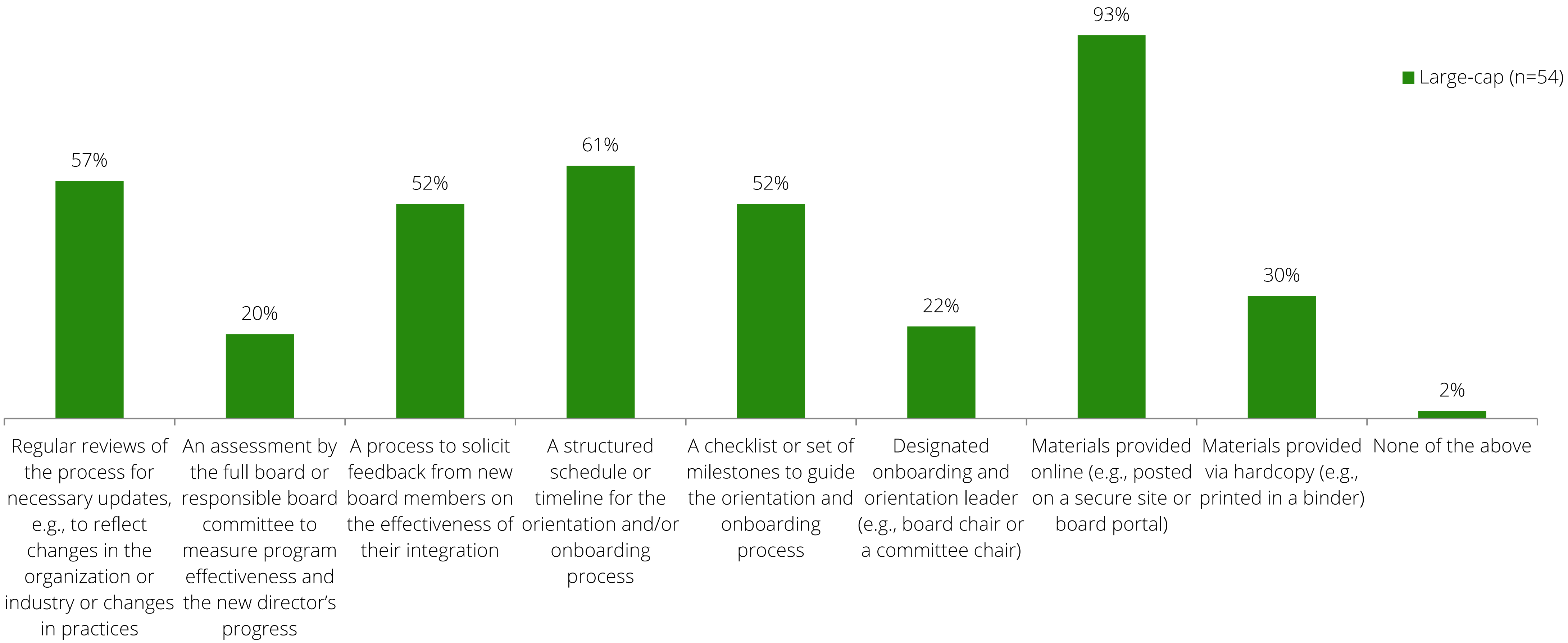
Which of the following materials are provided to new directors as part of their orientation and/or onboarding program (whether formal or informal)? [Select all that apply]

Note: No respondent selected "Unsure."

Your board's orientation and/or onboarding process (whether formal or informal) for new directors includes: [Select all that apply]

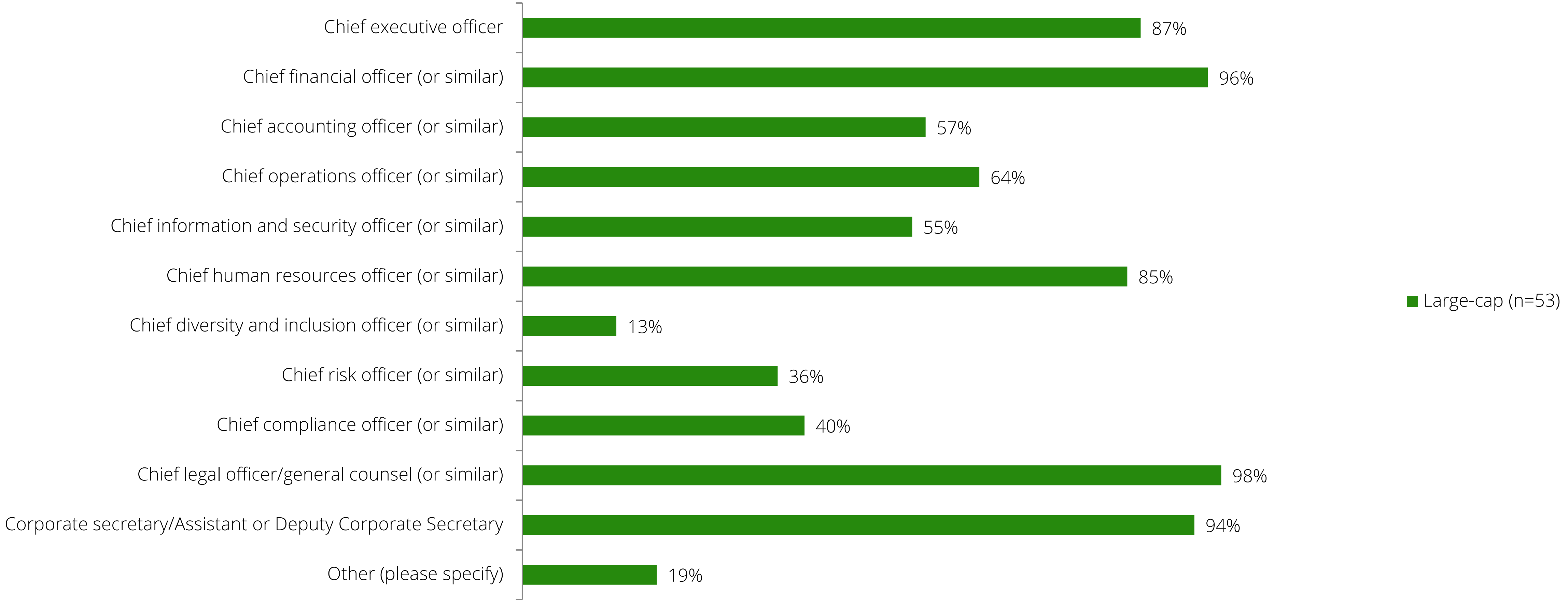


Indicate whether your company's board orientation and onboarding program incorporates any of the following practices. [Select all that apply]



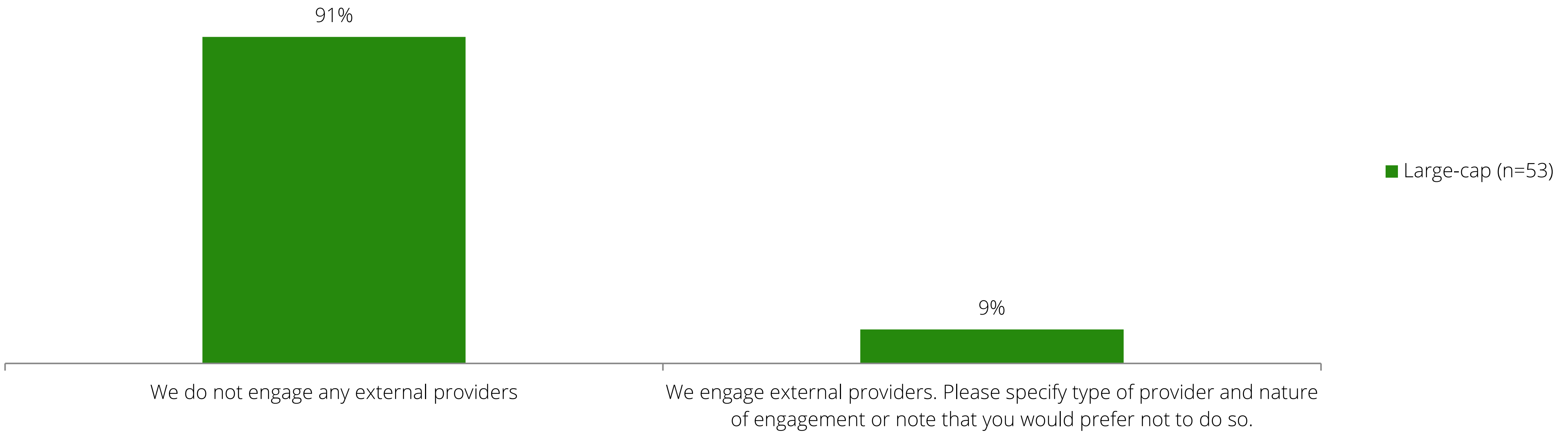
Note: No respondent selected "Unsure."

Indicate which members of management regularly participate in director onboarding and orientation. [Select all that apply]



Note: No respondent selected "Unsure" or "None of the above."

If external providers are engaged in aspects of director onboarding and orientation, specify type of service and nature of involvement.

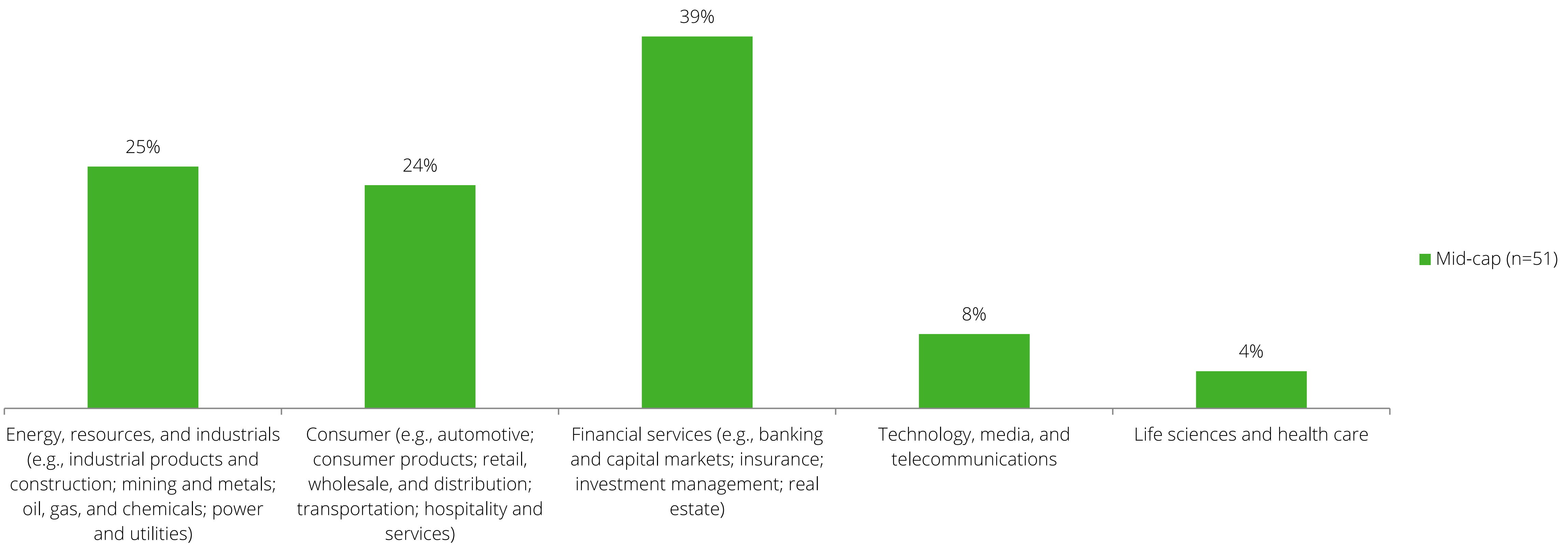


Public companies

Mid-cap ($2 billion to $10 billion)

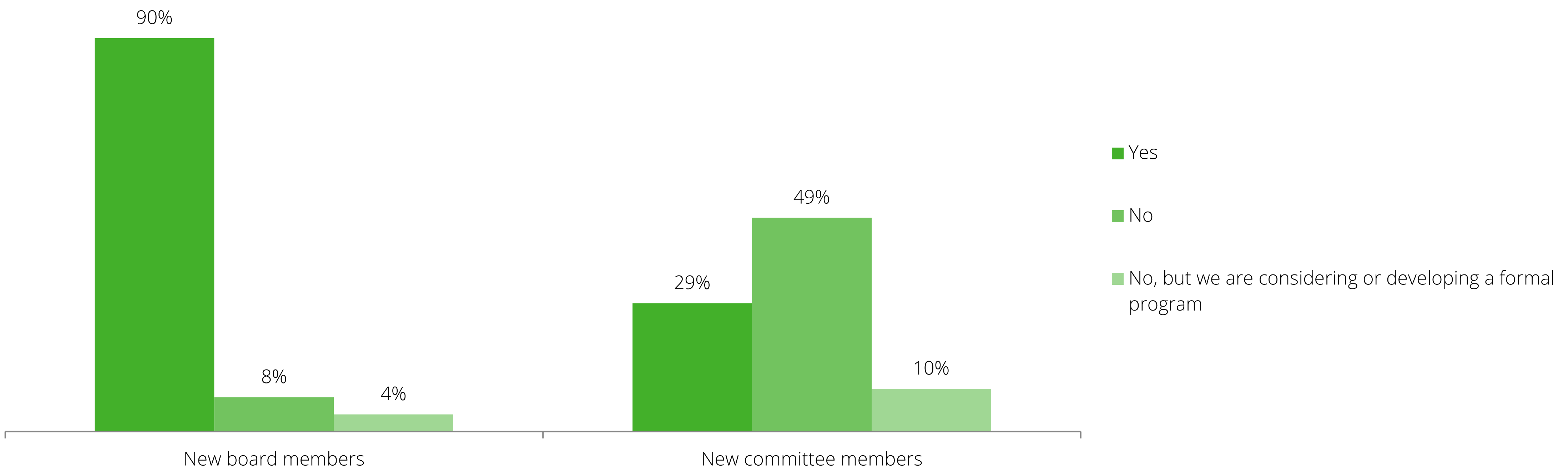
51 mid-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:



Mid-cap (n=51)

Does your board have a formal orientation and onboarding program for new board and committee members?

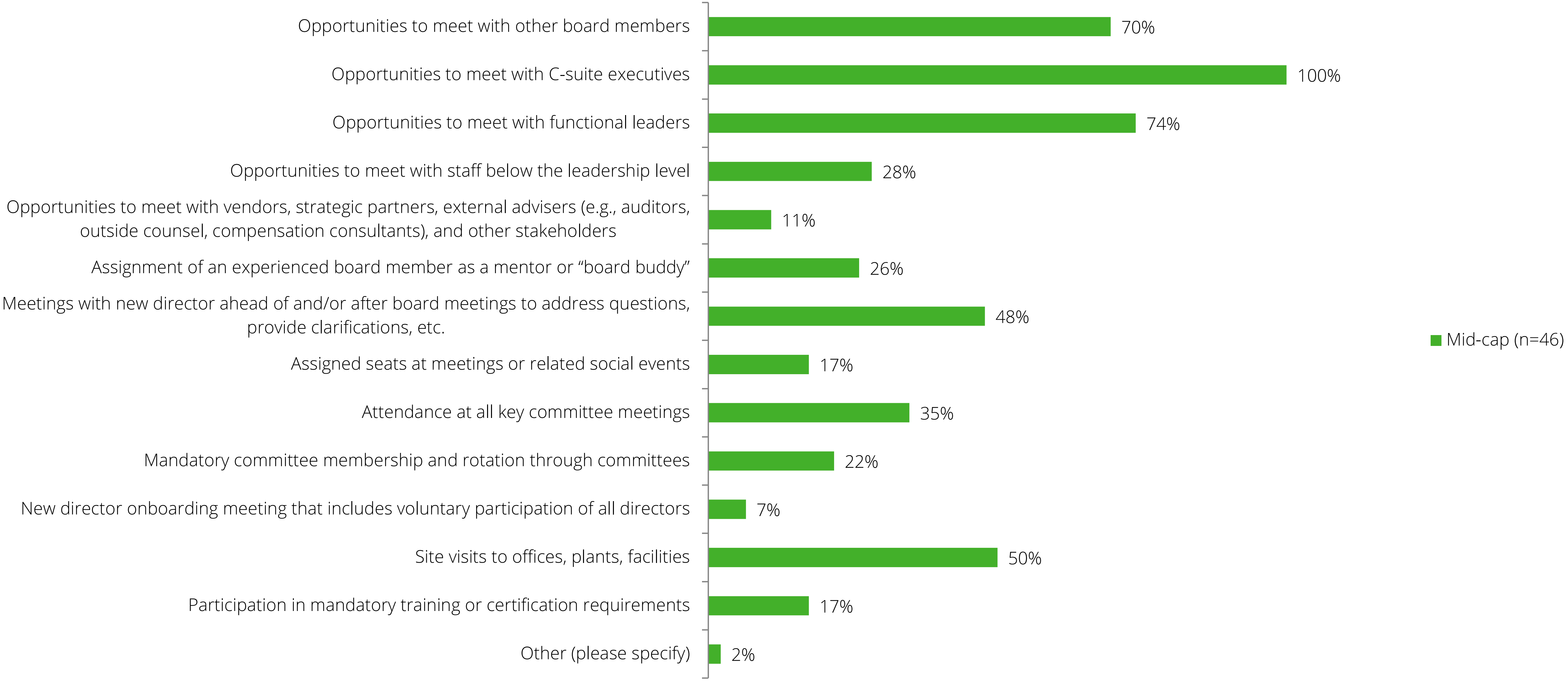


Note: No respondent selected "Don't know."

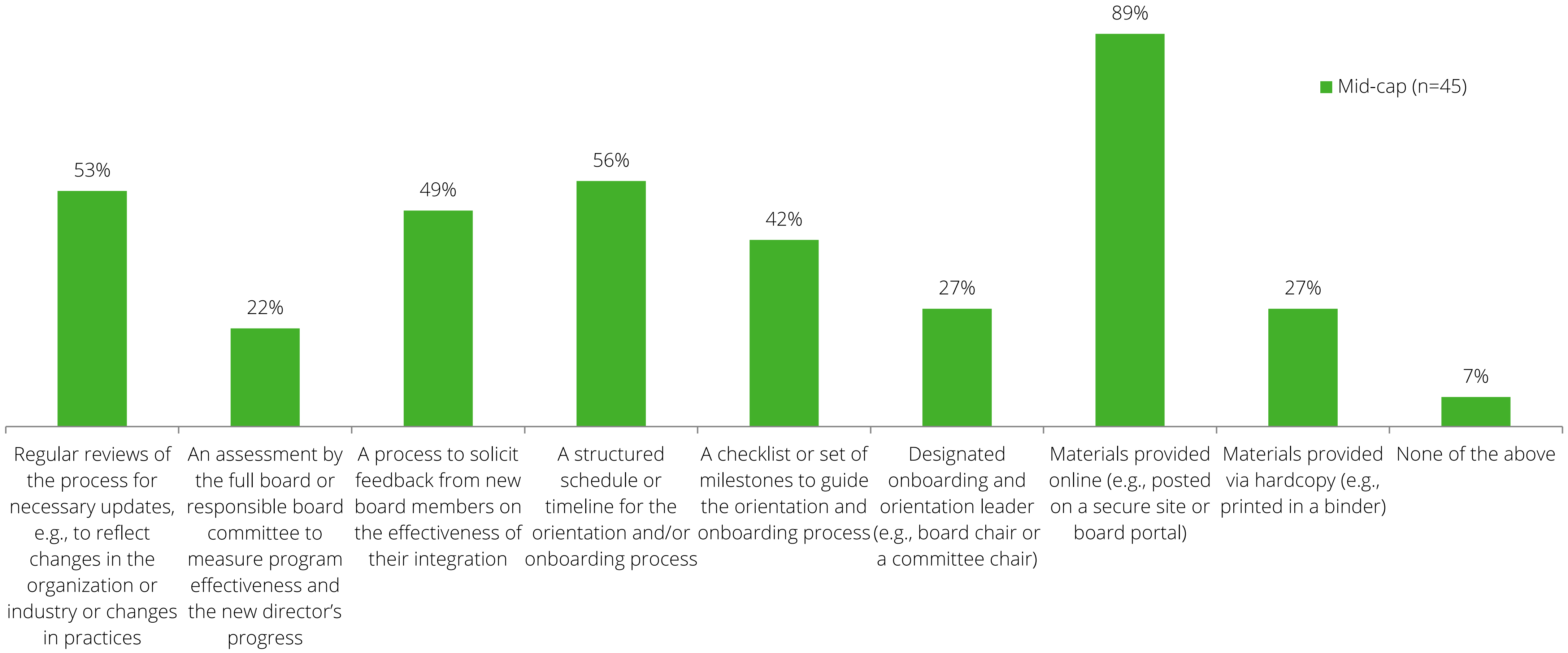
Which of the following materials are provided to new directors as part of their orientation and/or onboarding program (whether formal or informal)? [Select all that apply]

Note: No respondent selected "Unsure."

Your board's orientation and/or onboarding process (whether formal or informal) for new directors includes: [Select all that apply]

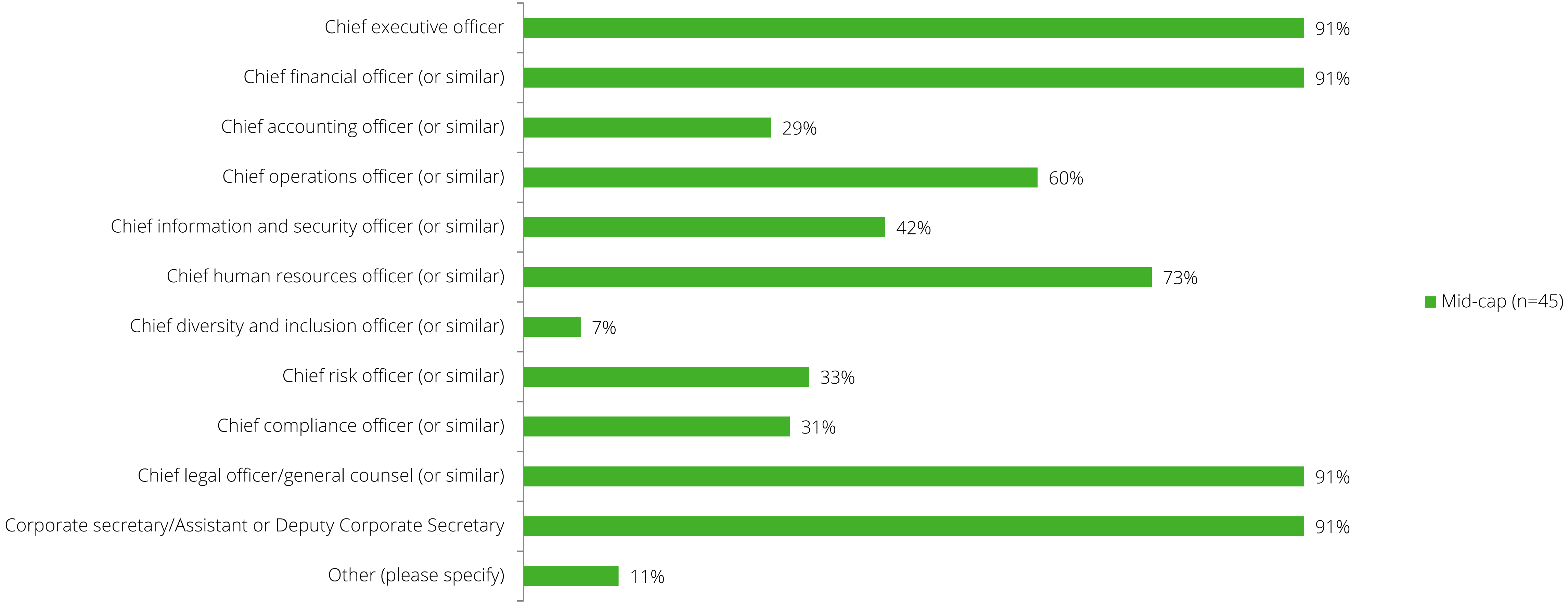


Indicate whether your company's board orientation and onboarding program incorporates any of the following practices. [Select all that apply]



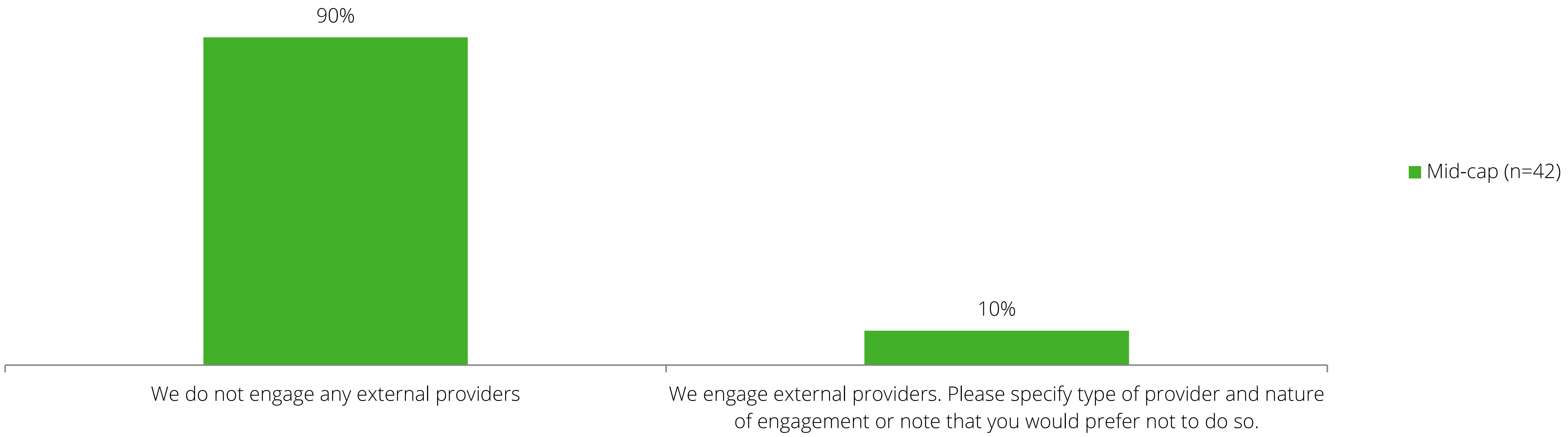
Note: No respondent selected "Unsure."

Indicate which members of management regularly participate in director onboarding and orientation. [Select all that apply]



Note: No respondent selected "Unsure" or "None of the above."

If external providers are engaged in aspects of director onboarding and orientation, specify type of service and nature of involvement.



About the Society for Corporate Governance
Founded in 1946, the Society is a professional membership association of more than 3,700 corporate secretaries, in-house counsel, outside counsel, and other governance professionals who serve approximately 1,000 public companies of almost every size and industry.

About the Center for Board Effectiveness
Deloitte's Center for Board Effectiveness helps directors deliver value to the organizations they serve through a portfolio of high-quality, innovative experiences throughout their tenure as board members. Whether an individual is aspiring to board participation or has extensive board experience, the Center's programs enable them to contribute effectively and provide focus in the areas of governance and audit, strategy, risk, innovation, compensation, and succession.

About Deloitte
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States, and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.