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## 2021 ESG in the Boardroom Pulse Survey

Welcome to the 2021 ESG in the Boardroom Pulse Survey. As board members face an increasingly complex web of environmental, social and governance (ESG) issues to address and manage, they have a compelling opportunity to rise to the occasion in these areas by finding meaningful ways to mitigate risk and build organizational resilience. This pulse survey was designed to assess where boards currently stand on topics including board governance; oversight of climate-related issues and policies; the role of the board in overseeing mitigation of cyber risks; and prioritization of human capital strategies, with a focus on diversity, equity and inclusion (DEI).

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### Contact Information

#### Contact Information

Complete the following contact information for the individual primarily responsible for completing the survey input. This person should be able to respond to questions about the information submitted.

Organization Name

Contact Person Name

Position Title

Email Address

Phone

Location of Contact Person  
(Country)

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### Organization Profile Information

#### Organization Profile Information

Complete the following information for the organization that is participating in the survey. For example, if the

participating organization is an independent corporation, the information would pertain to the global operations of the organization. If the participating organization is a unit of a larger organization (e.g., you are reporting data for a subsidiary, group, division, etc.), your answers would pertain to the operations of your particular unit.

**Headquarters Country:** Indicate the country where your leadership primarily conducts operations. May not be the country where you are legally incorporated.

Select the ownership type of your organization:

**Revenue:** From the drop-down, select the total global revenue range (all countries combined) for the last fiscal year. (In USD)

**Please note: The participant profile will not list revenue for private organizations. The revenue category for all publicly held corporations will automatically be listed.**

**Global Headcount:** From the drop-down, select the total global headcount range (all countries combined) for the last fiscal year.

**Industry:** From the drop-down, select the primary industry for the participating organization. If more than one industry can apply, select the one with the largest number of employees. Click [here](#) for industry definitions.

## Board Governance

### Board Governance

Q1. Does your board have a formal board diversity policy?

- Yes  
 No

If yes, how is diversity defined? (select all that apply)

- Race  
 Gender

- LGBTQ
  - Ethnicity
  - Other (please specify)
- 

If no, is your board contemplating adopting such a policy?

- Yes
  - No
- 

Is your board contemplating changing it's existing policy?

- Yes
  - No
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Q2. How many directors from underrepresented communities serve on your board (if directors self-identify)?  
*(Director from an "underrepresented community" means an individual who self-identifies as Black, African American, Hispanic, Latino, Asian, Pacific Islander, Native American, Native Hawaiian, or Alaska Native, or who self-identifies as gay, lesbian, bisexual, or transgender.)*

- 0
  - 1
  - 2
  - 3
  - 4 or more
- 

Q3. How many women serve on your board?

- 0
  - 1
  - 2
  - 3
  - 4 or more
- 

Q4. How many women hold board leadership roles, including such roles as vice chair or committee chair?

- 0
  - 1
  - 2
  - 3
  - 4 or more
-

Q5. Does your company disclose a policy requiring an annual evaluation of the board?

- Yes
  - No
- 

If yes, does your company disclose the use of a third-party evaluator during select annual evaluations?

- Yes
  - No
- 

If yes, which of the following methods does your board use?

- Online platform
  - Manual tabulation form
- 

Q6. Does your company disclose any of the results or actions taken based on the annual evaluation of the board?

- Yes
  - No
- 

Q7. Does your company use a skills matrix when evaluating board composition?

- Yes
  - No
- 

If yes, does the board review the skills matrix annually?

- Yes
  - No
- 

If yes, does this get disclosed?

- Yes
  - No
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**Climate**

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**Climate**

Q1. Do the c-suite and board have formal oversight of climate change as a key risk?

Yes

No

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If yes, is it overseen by a specific board committee? (please specify)

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Q2. Does your company disclose a climate change policy?

Yes

No

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If yes, does it specifically address one or more of the following as it relates to your company?

Climate change risks

Performance

Opportunities

Other, please specify

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If no, is it due to one of the following reasons? (please select all that apply)

It is in progress right now

The company has determined climate is not currently a material risk for your industry/company

The company has not evaluated this topic

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Q3. Does your company report on climate change risks, such as risks related to transitions to a lower-carbon economy and risks related to the physical impacts of climate change?

Yes

No

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Q4. Does the company's climate change disclosure specifically address climate change targets? If so, which does it specifically address?

No, it does not address climate change targets specifically

Yes, it addresses GHG emissions

Yes, it addresses water usage

Yes, it addresses energy usage

Yes, other (please specify)

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## Cyber

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### Cyber

Q1. Does your board have a designated cyber expert on it?

- Yes, the board has an executive director
  - Yes, the board has a non-executive director
  - No, the board does not have a designated cyber expert
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Q2. Does your board utilize a third-party provider to run through crisis management exercises in case a cyber event occurs?

- Yes
  - No
- 

Q3. Does your board receive regular updates from management on personal and organizational cyber risks and recommendations on best cyber practices?

- Yes, annually
  - Yes, quarterly
  - No
- 

Q4. Does a key committee have formal oversight of cyber risk and if so, in what committee?

- No, a key committee does not have oversight
  - Yes, the Audit Committee has formal cyber risk oversight
  - Yes, the Nominating & Governance Committee has formal cyber risk oversight
  - Yes, other (please specify)
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Q5. Does your company publicly disclose its cyber practices in the Form 10-K or proxy?

- No, the company does not publicly disclose
  - Yes, the company discloses a discussion of cyber-related policies and practices
  - Yes, the company discloses whether it maintains cyber insurance
  - Yes, the company discloses a discussion of cyber risk factors
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## Human Capital

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## Human Capital

Q1. Did events in 2020 shift your company's ESG strategy and subsequent priorities towards more of a focus on the Social ("S")/Human Capital factors of ESG?

- Yes  
 No
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Q2. Does your company have a defined human capital strategy?

- Yes  
 No
- 

If yes, does it include a diversity strategy component?

- Yes  
 No
- 

If yes, does it include an inclusion strategy component?

- Yes  
 No
- 

Q3. Does your company have formal diversity and inclusion programs for the following areas? (select that all apply)

- Leadership development  
 Mentorship  
 Retention  
 Promotion  
 Recruitment  
 Hiring
- 

Q4. Does your company have staff dedicated to diversity, equity & inclusion (DEI)?

- Yes  
 No
- 

Q5. Has your company taken recent steps to address DEI in the workforce? If yes, which activities have been taken in the last 12 months? (select all that apply)

- No

- Yes, the company conducted a pay equity analysis
  - Yes, the company implemented an inclusion survey
  - Yes, the company created employee resource groups (ERGs) or awareness programs
  - Yes, the company conducted unconscious bias training for managers
  - Yes, the company conducted firm-wide DEI training
  - Yes, the company conducted a DEI audit and formulated a multi-year strategy
  - Yes, the company implemented a DEI scorecard and set go-forward goals
  - Yes, other (please specify)
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Q6. Does your board have formal oversight of human capital management activities and if so, which committee owns the oversight?

- No, the board does not have formal oversight
  - The Compensation Committee owns the oversight
  - The Nominating & Governance Committee owns the oversight
  - A human capital or people committee owns the oversight
  - Other (please specify)
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Q7. Does the board (or a committee of the board) monitor diversity, equity and inclusion activities at your company?

- No
  - Yes, the Compensation Committee monitors DEI activities at the company
  - Yes, the Nominating & Governance Committee monitors DEI activities at the company
  - Yes, a formal sub-committee of a key committee monitors DEI activities at the company
  - Yes, other (please specify)
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Q8. Does your company include any human capital or DEI-related goals or metrics in incentive programs for the c-suite?

- No
  - Yes, it's included in the annual incentive plan, but there is no formal weighting
  - Yes, it's included in the annual incentive plan, and there is formal weighting
  - Yes, it's included in long-term incentives, but there is no formal weighting
  - Yes, it's included in long-term incentives, and there is formal weighting
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Q9. Does your company disclose the following **quantitative metrics** in the Form 10-K? (select all that apply)

- Gender demographics breakout for broad-based employees
- Gender demographics breakout for executive management team
- Regional employee breakout (by country)



- Ethnicity demographics breakout
  - Employee turnover (voluntary and involuntary) by gender
  - Employee turnover (voluntary and involuntary) by ethnicity
  - Hiring rate by gender
  - Hiring rate by ethnicity
  - No, none of these metrics
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Q10. Does your company disclose the following **qualitative metrics** in the Form 10-K? (select all that apply)

- Employee engagement survey
- DEI initiatives, including hiring practices
- Promotion practices for all employees
- Succession planning for leadership
- Health and wellbeing programs
- Employee training/education/development programs
- No, the company does not disclose any of these metrics in the Form 10-K

