



Board Practices Quarterly

Director orientation and onboarding

December 2024

Results by respondent demographic

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Results by respondent demographic

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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.

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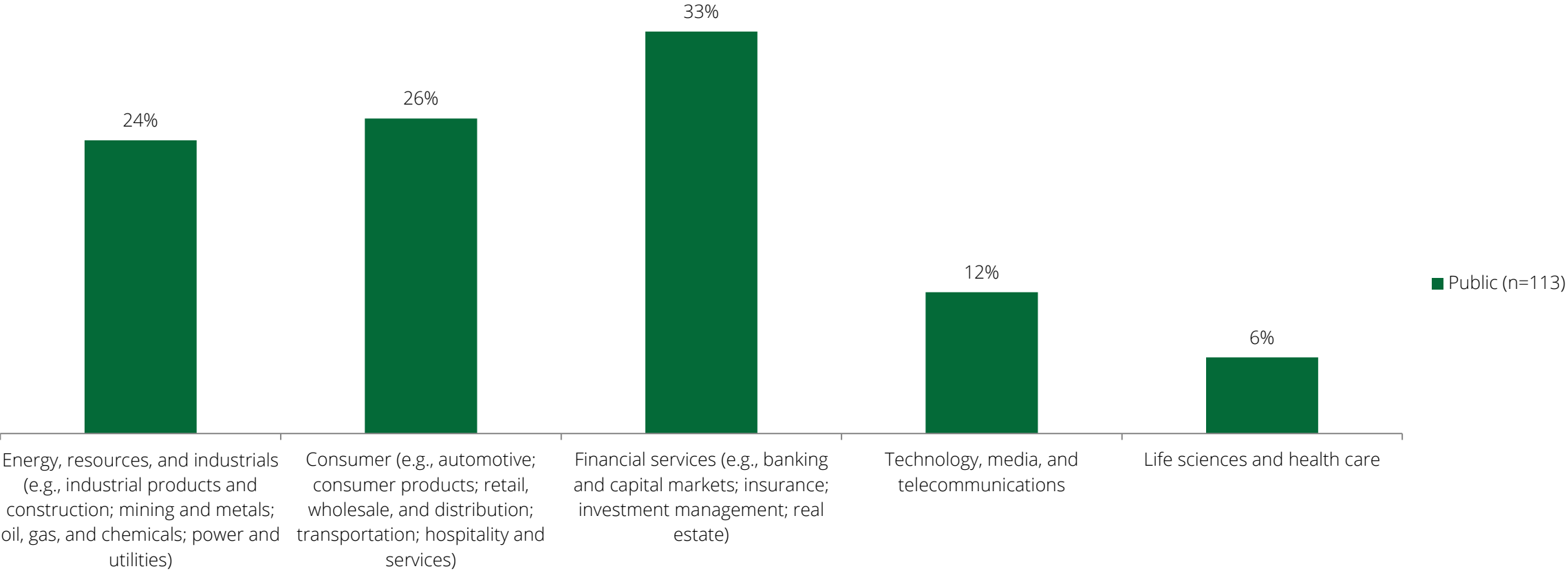
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Public companies

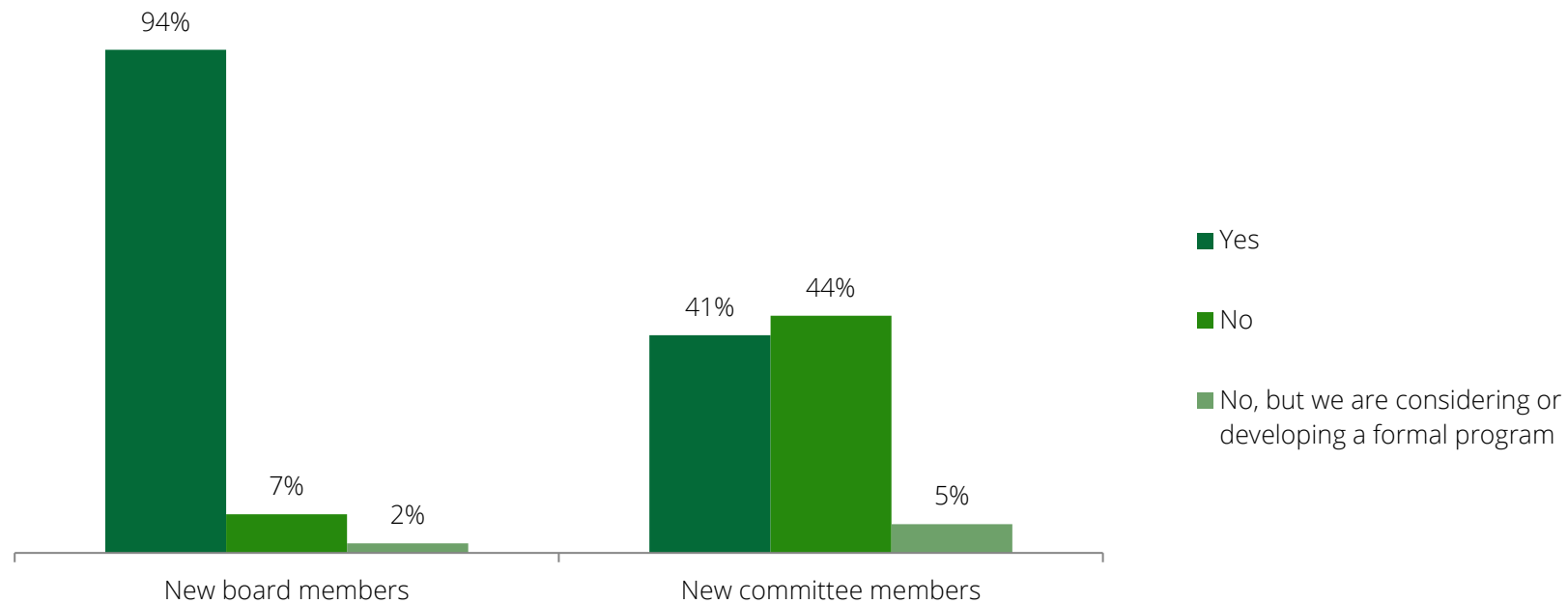
113 public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

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?



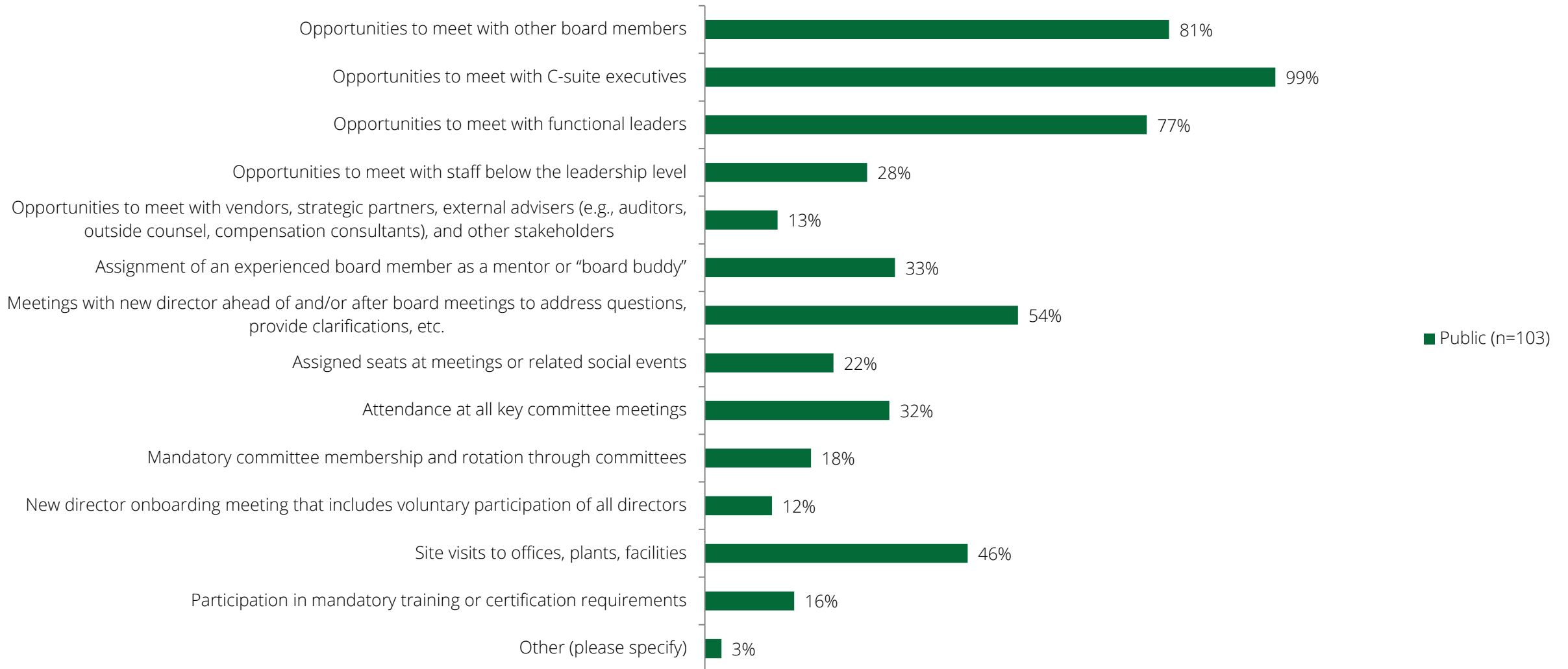
Note: No respondent selected "Don't know."

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]

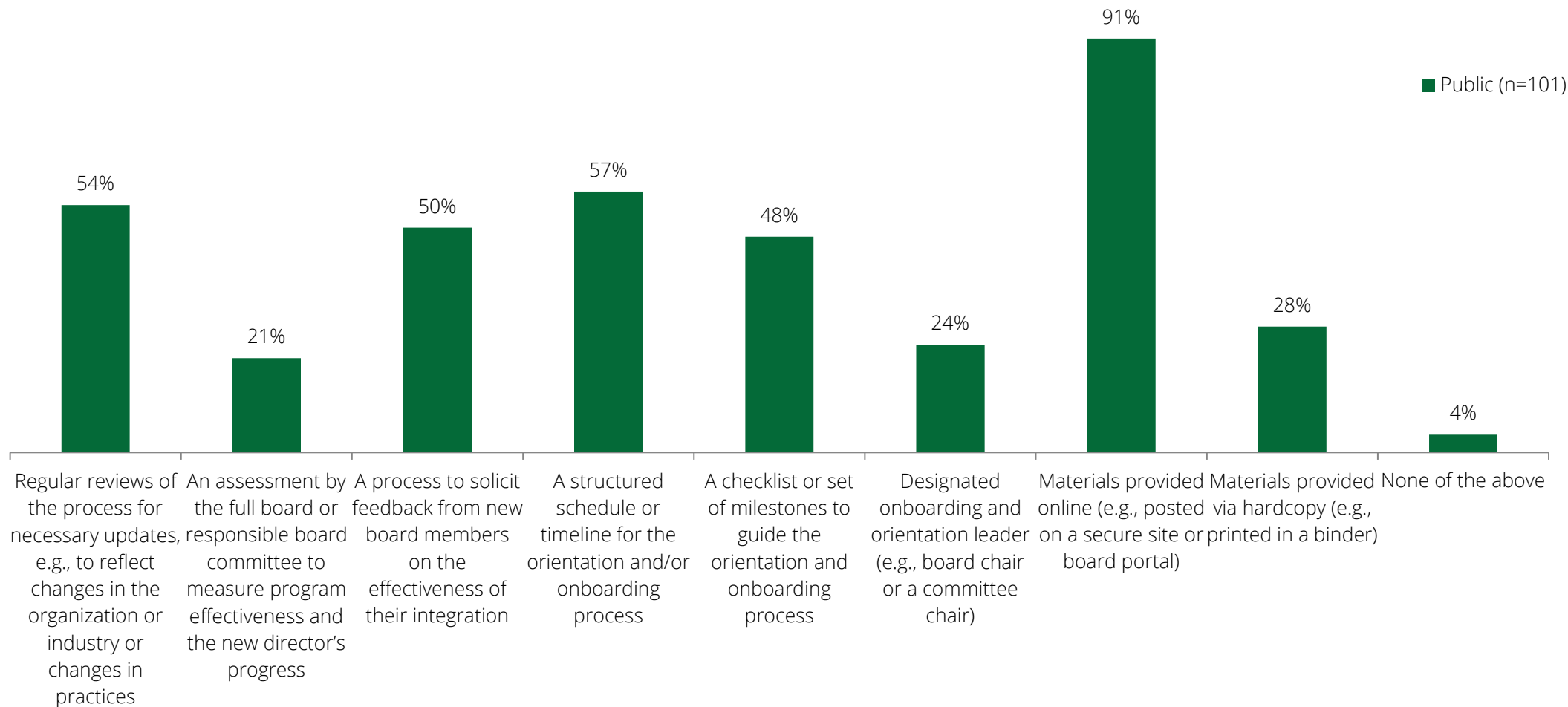


Note: No respondent selected "Unsure."

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

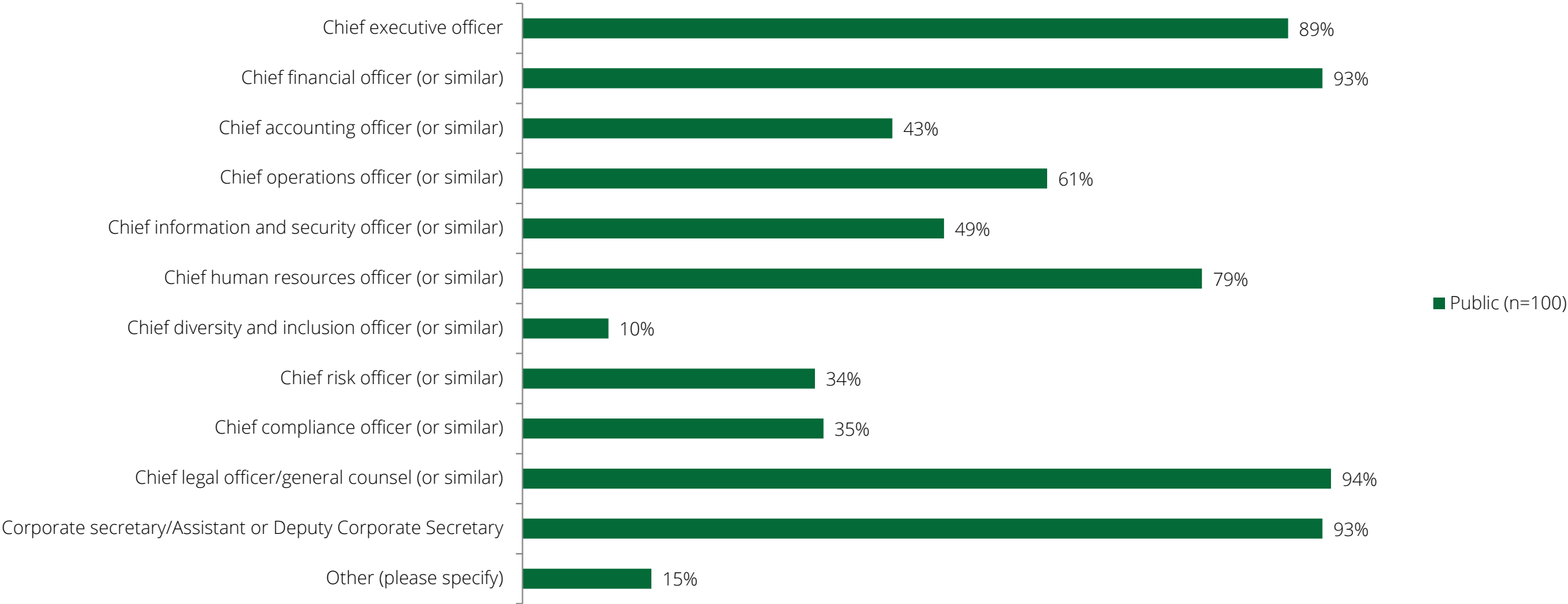


Indicate whether your company's board orientation and onboarding program incorporates any of the following practices. [Select all that apply]



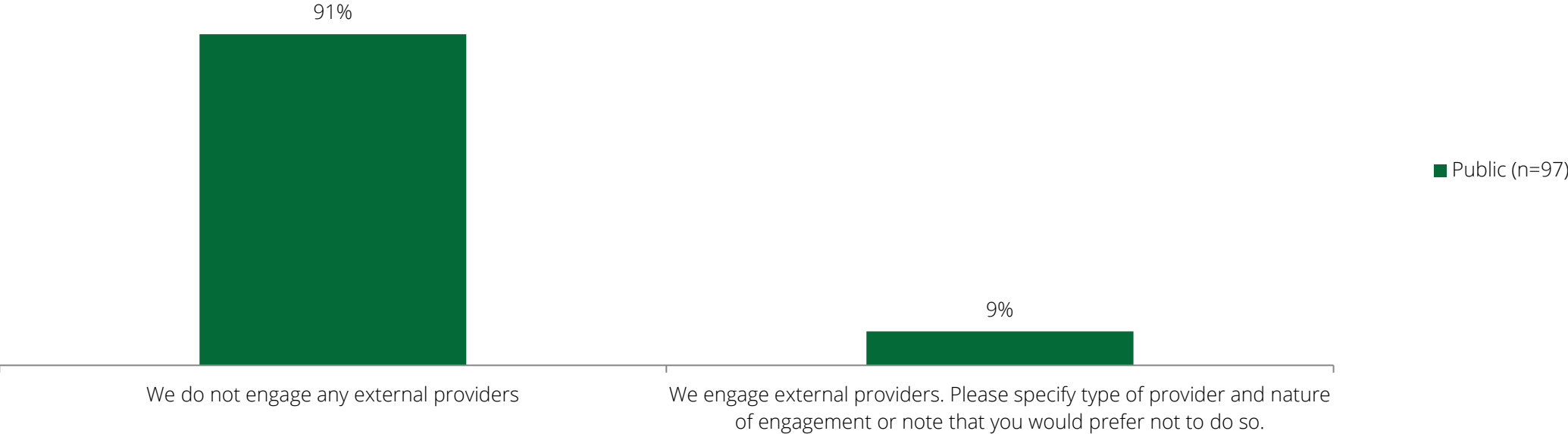
Note: No respondent selected "Unsure."

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.



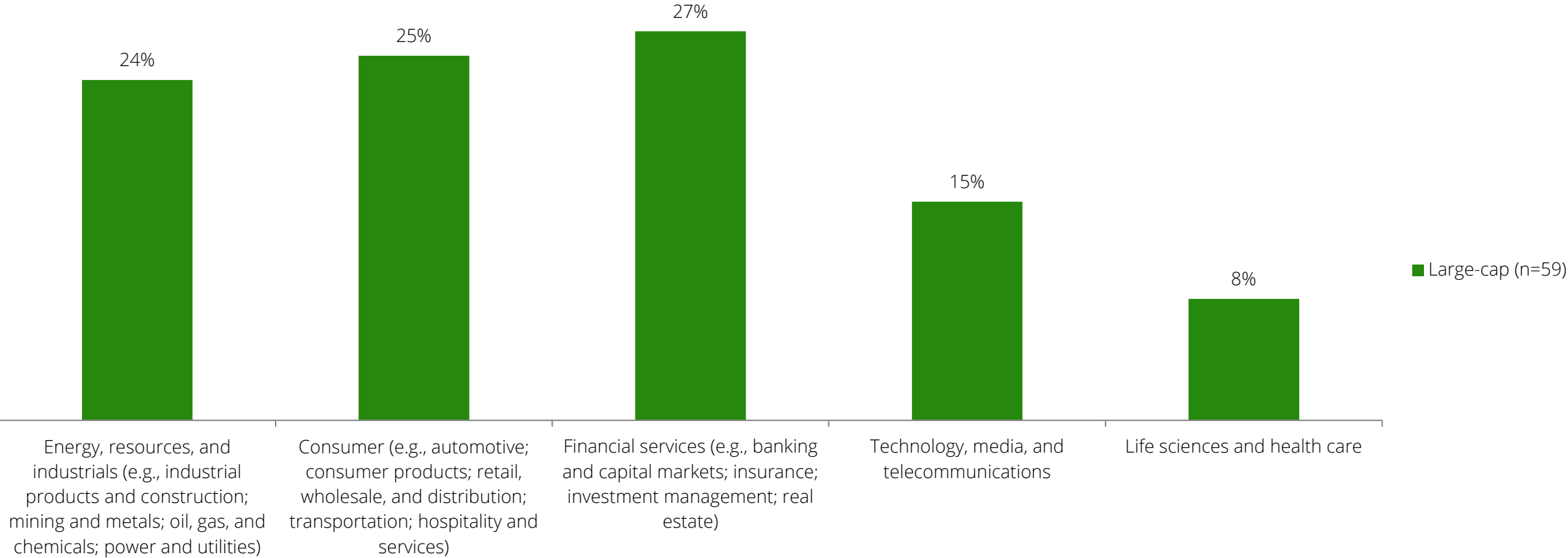


Public companies

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

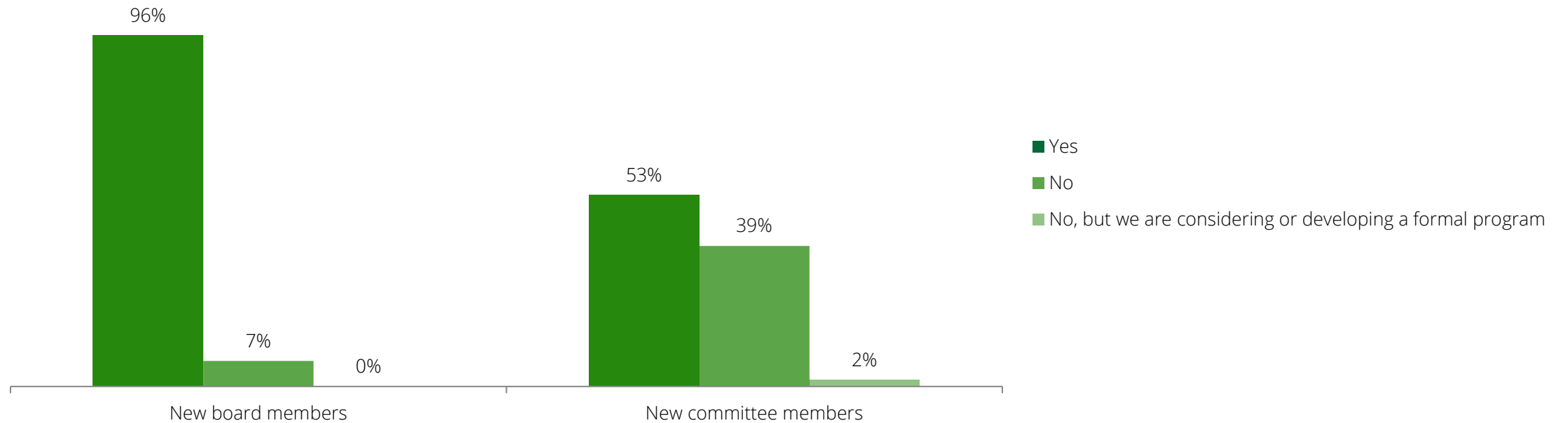
59 mega- and large-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

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?



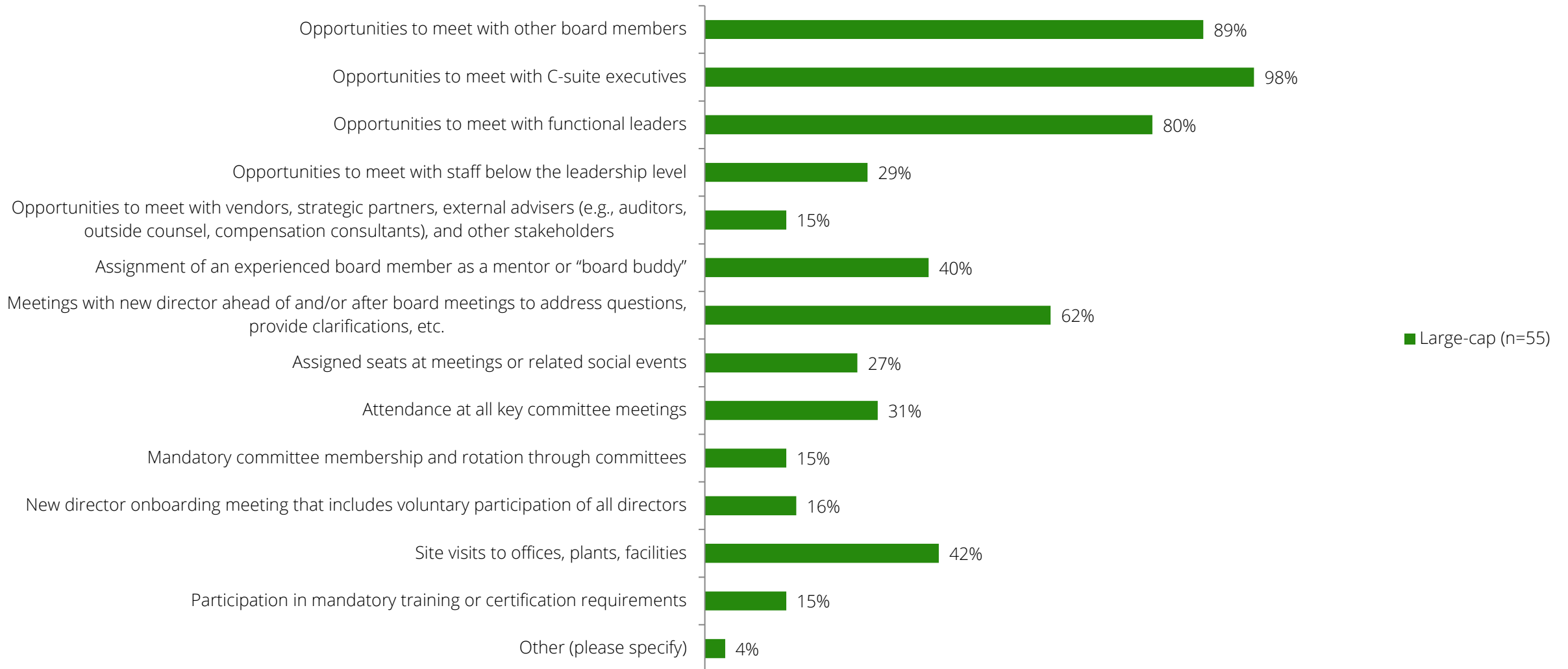
Note: No respondent selected "Don't know."

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]

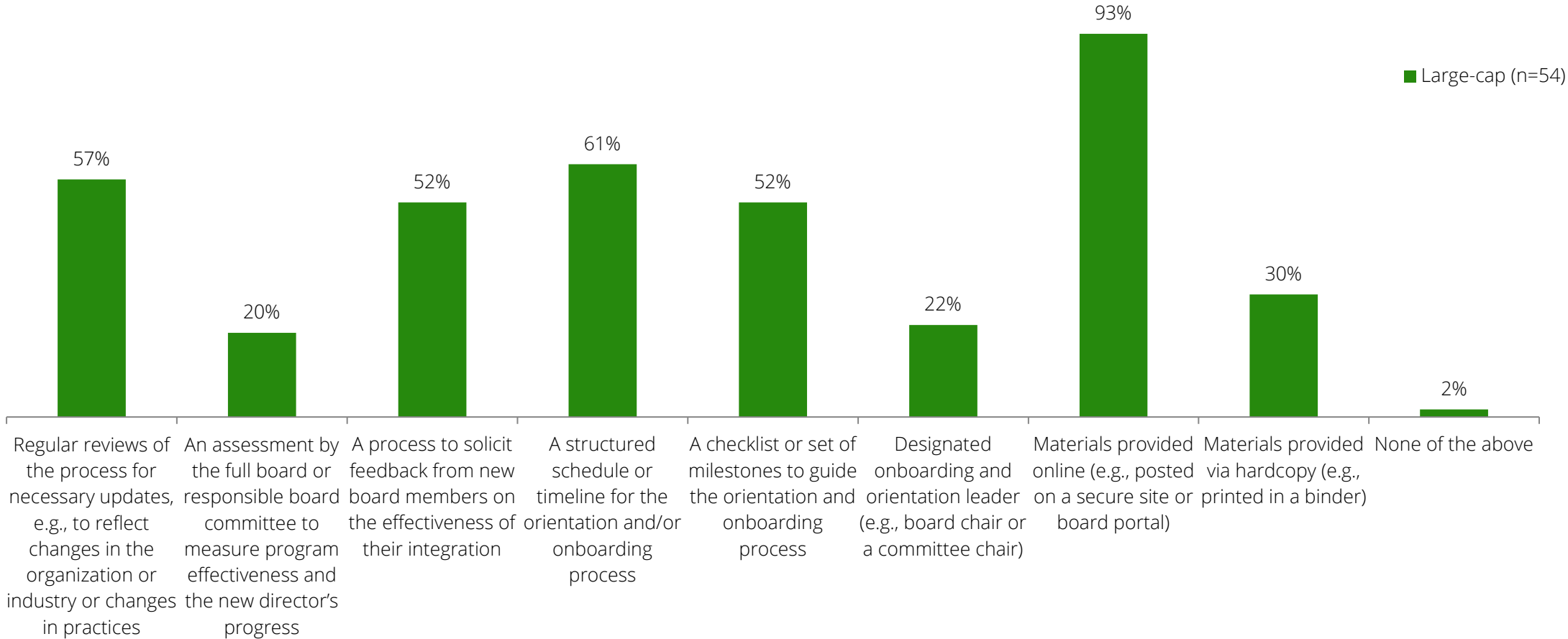


Note: No respondent selected "Unsure."

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

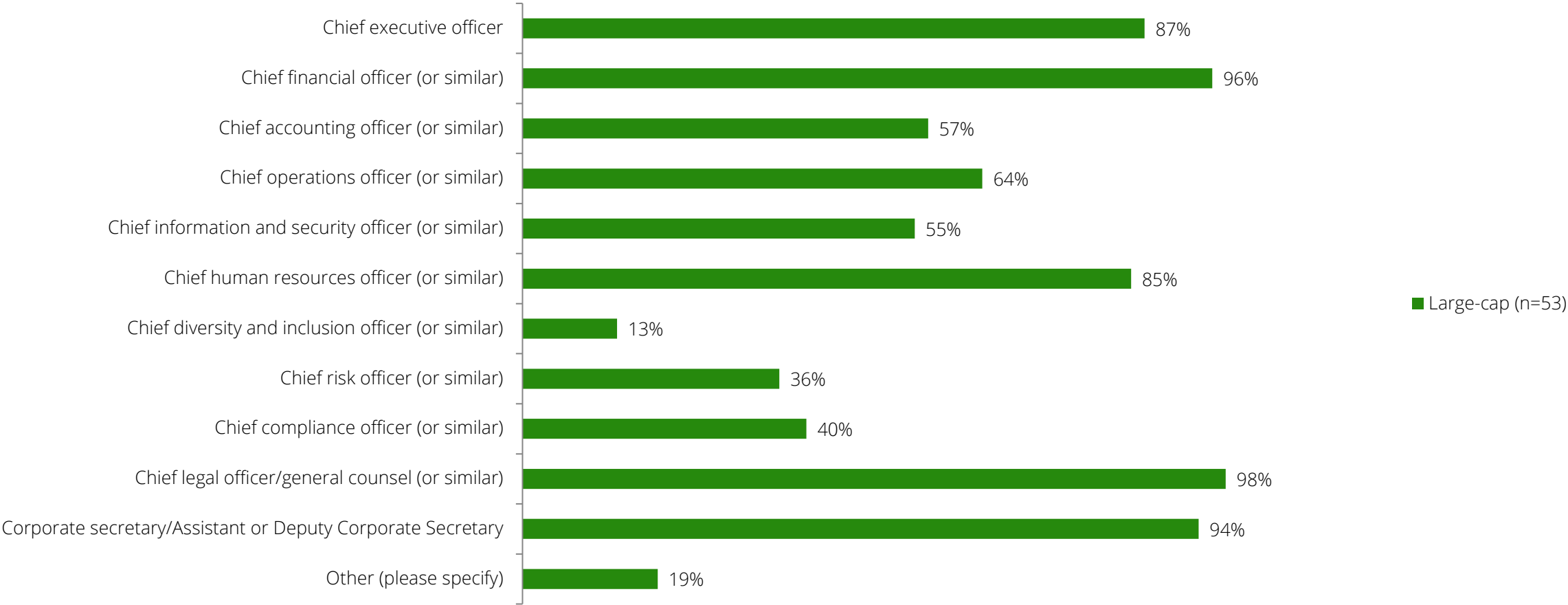


Indicate whether your company’s board orientation and onboarding program incorporates any of the following practices. [Select all that apply]



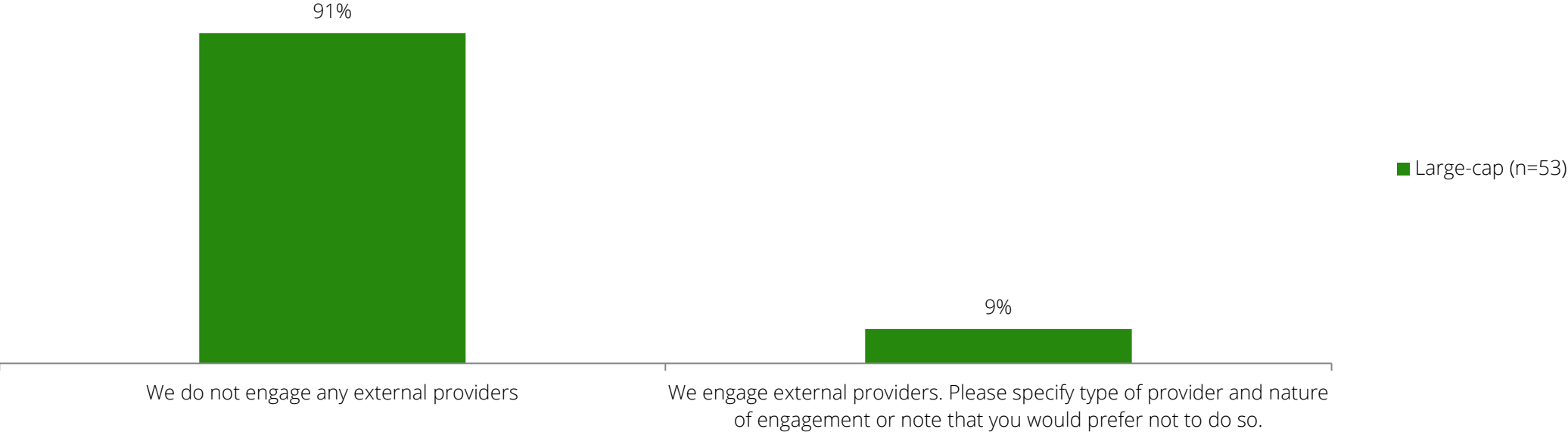
Note: No respondent selected “Unsure.”

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.



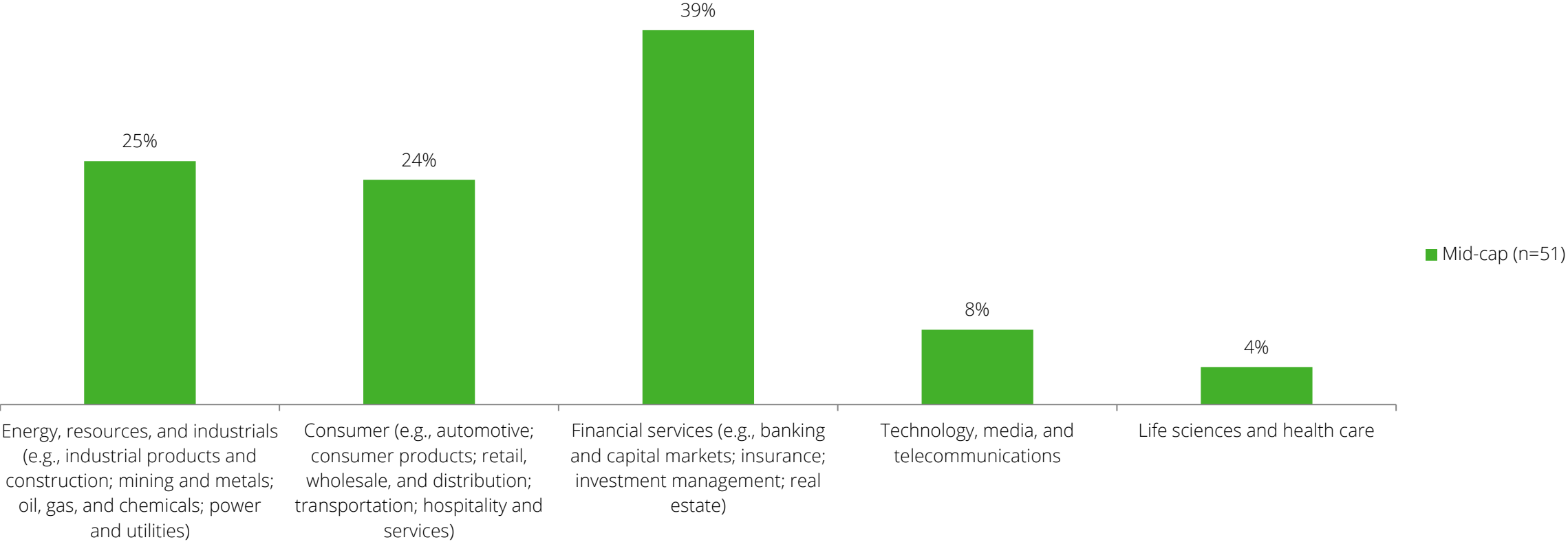


Public companies

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

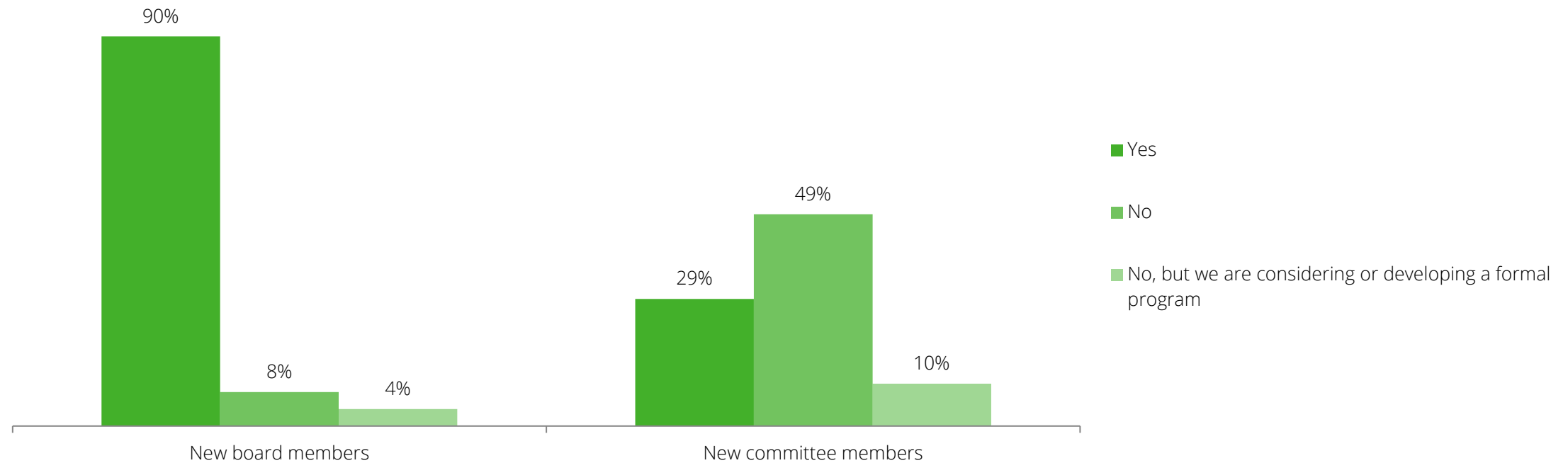
51 mid-cap public companies responded to the survey. An “n” value is provided to show the actual number of responses for each question.

Indicate which best describes your company's industry:



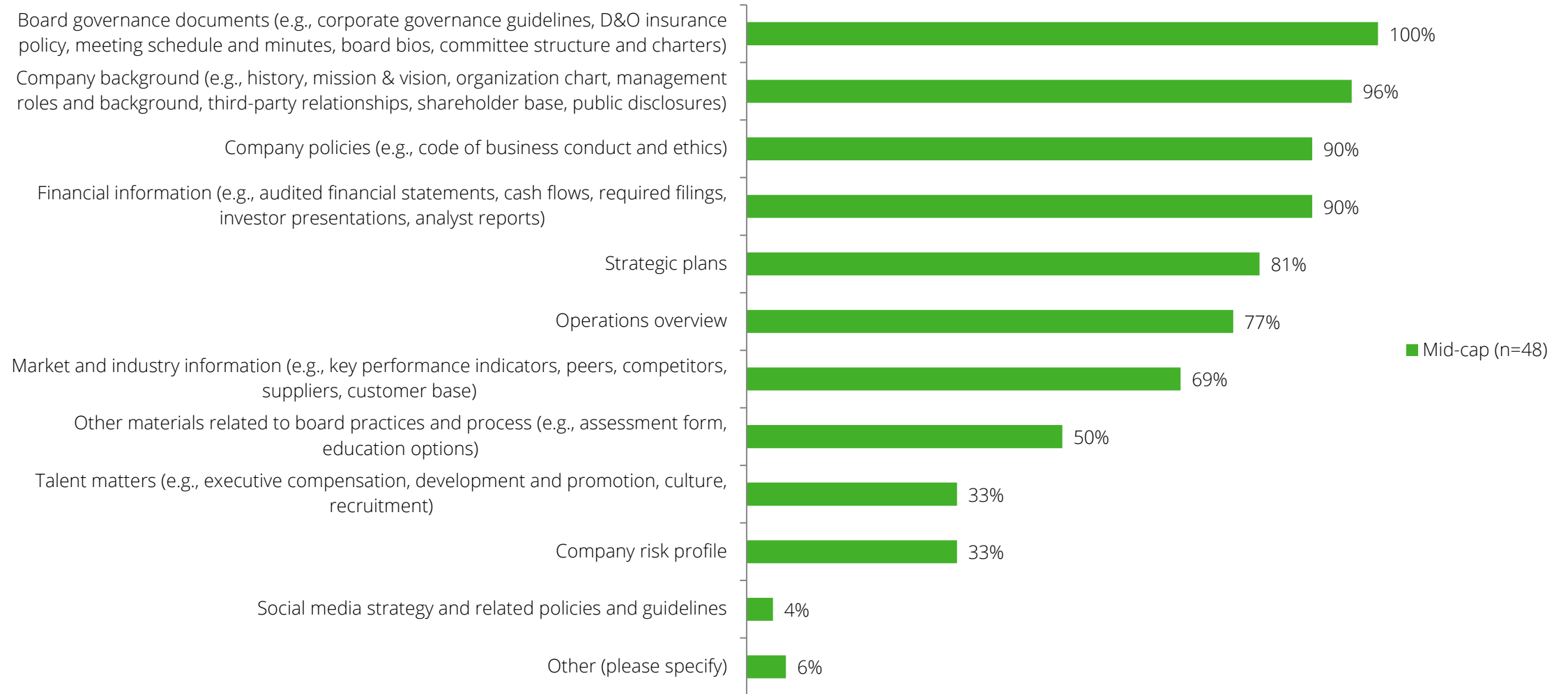
Mid-cap (n=51)

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



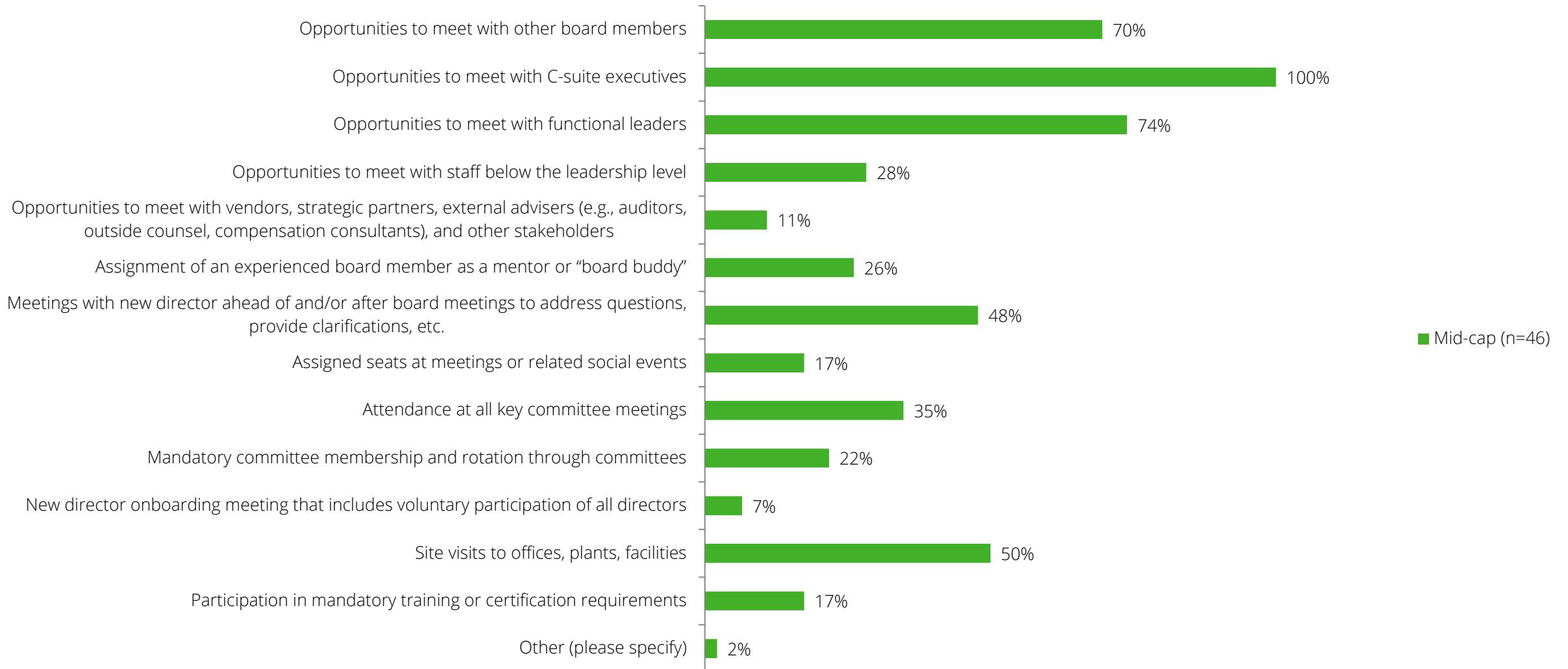
Note: No respondent selected "Don't know."

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]

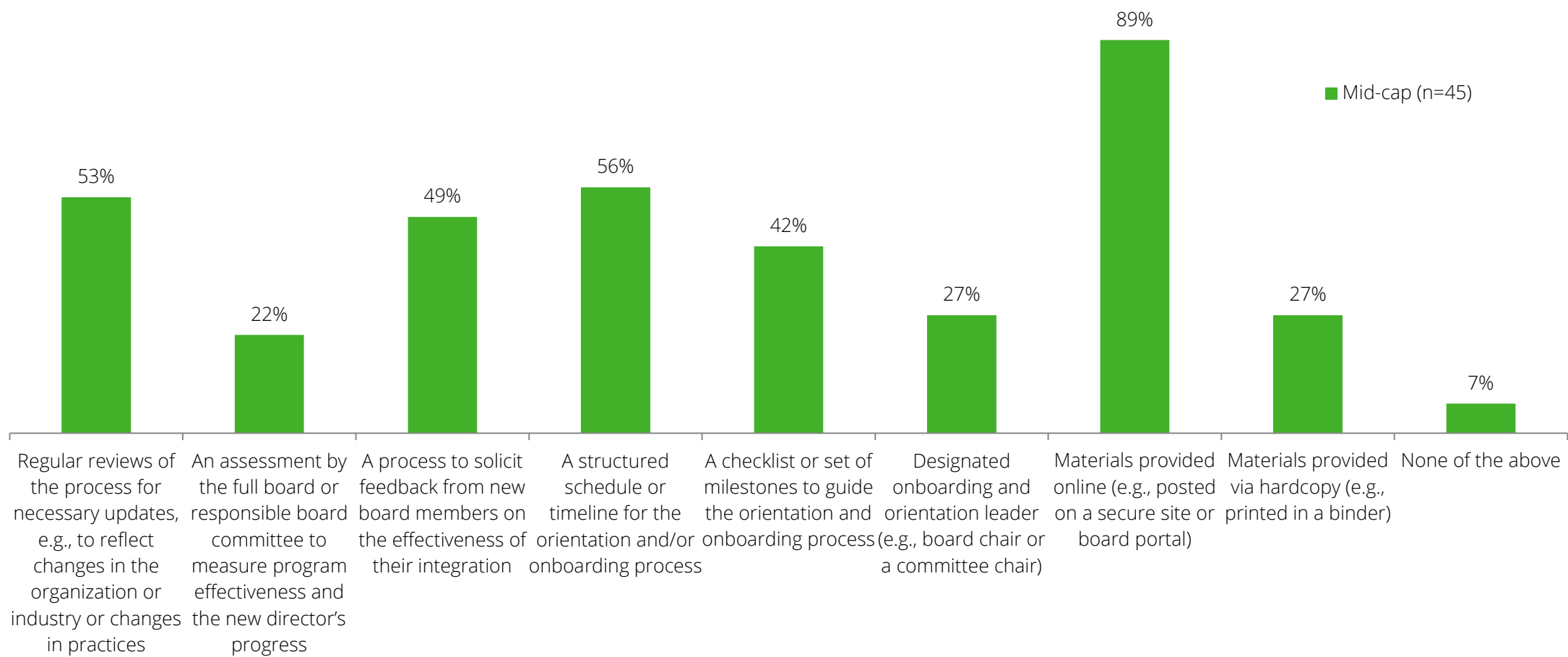


Note: No respondent selected "Unsure."

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

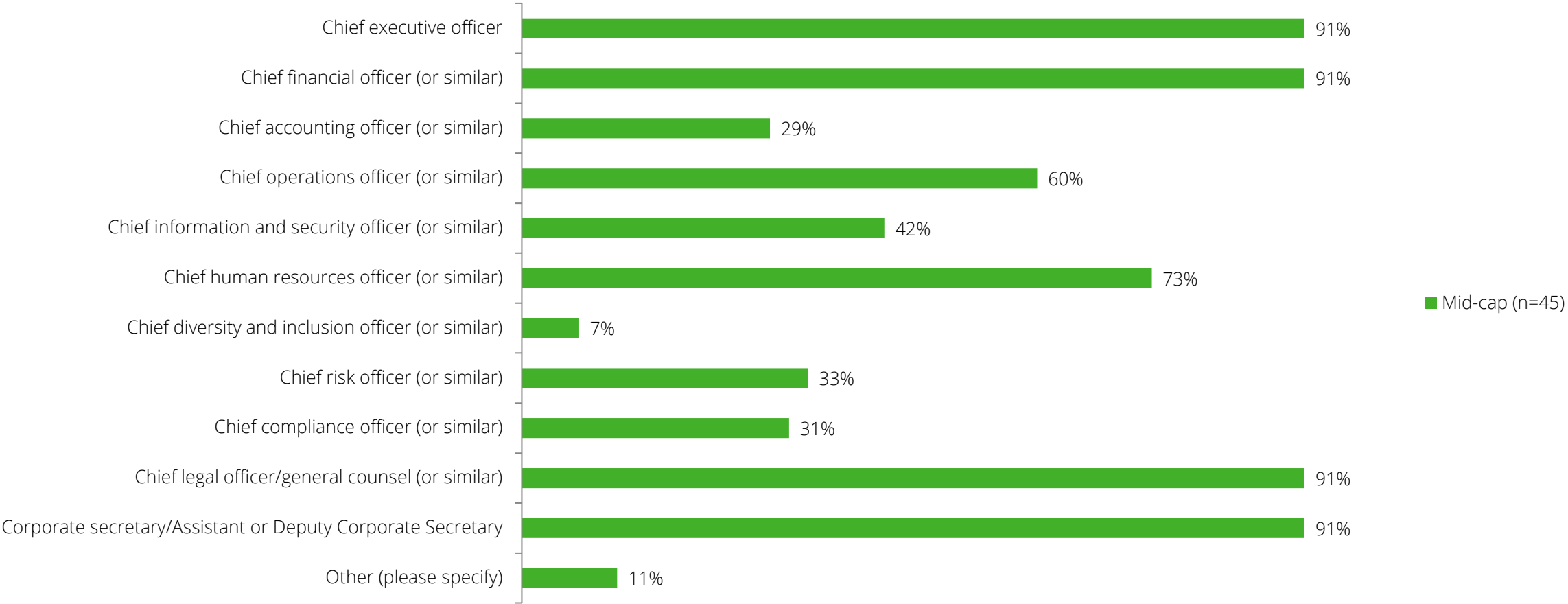


Indicate whether your company’s board orientation and onboarding program incorporates any of the following practices. [Select all that apply]



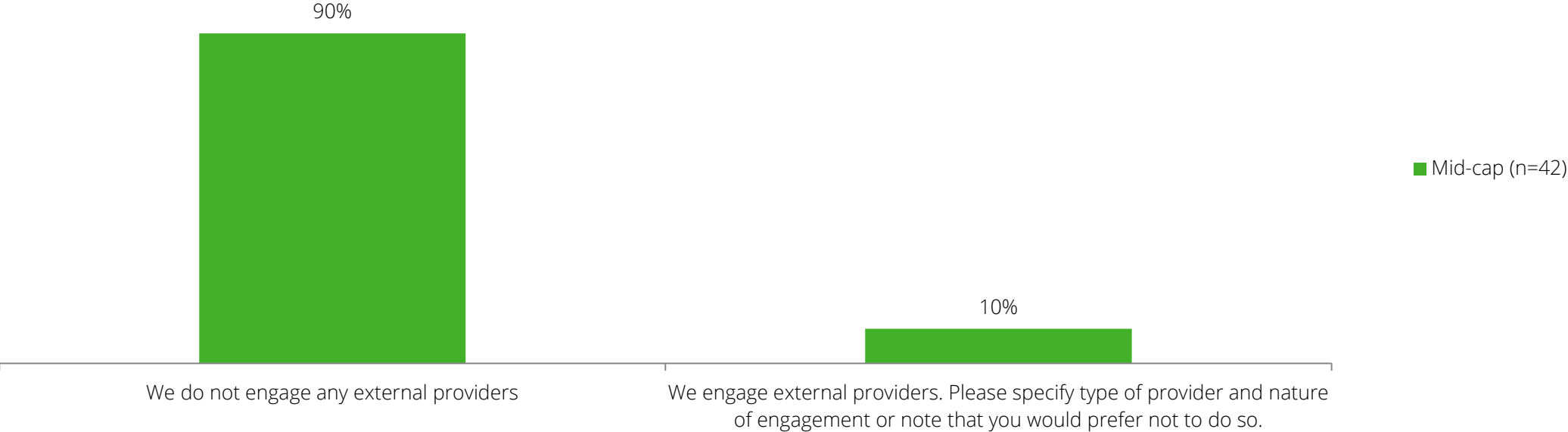
Note: No respondent selected “Unsure.”

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.



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