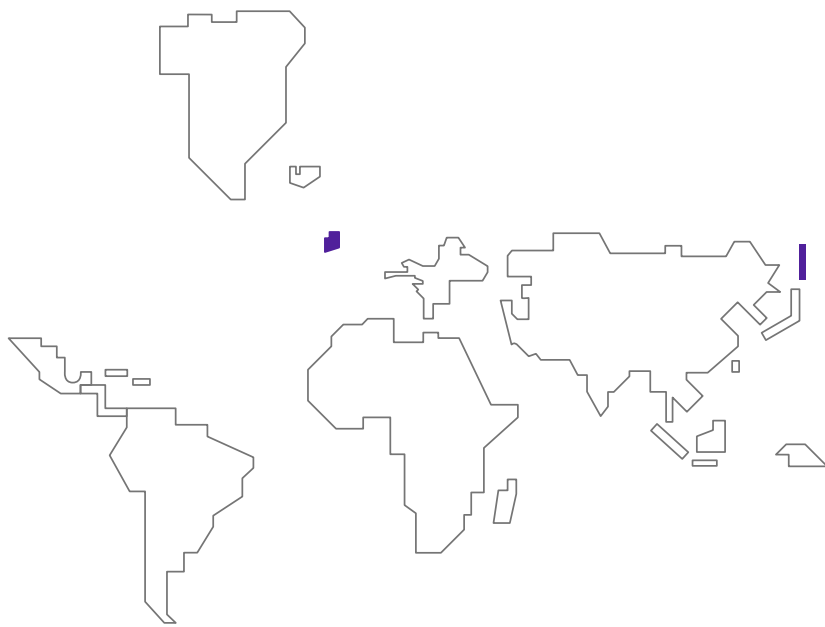




# GNDI SURVEY PARTICIPANTS

<p>Instituto de Gobernanza Empresarial y Pública</p>	<p>Australian Institute of Company Directors</p>	<p>ibgc instituto brasileiro de governança corporativa</p>
<p>ecoda</p>	<p>BDI GCC Board Directors Institute</p>	<p>香港董事學會 The Hong Kong Institute of Directors FOUNDED 1997</p>
<p>IOD INSTITUTE OF DIRECTORS IN IRELAND</p>	<p>MID Mauritius Institute of Directors Promoting Corporate Governance across the island</p>	<p>Institute of DIRECTORS NEW ZEALAND</p>
<p>PICG Pakistan Institute of Corporate Governance</p>	<p>ICD Institute of Corporate Directors</p>	<p>AID</p>
<p>SID SINGAPORE INSTITUTE OF DIRECTORS</p>	<p>IOD INSTITUTE OF DIRECTORS SOUTH AFRICA</p>	<p>SWISS INSTITUTE OF DIRECTORS</p>
<p>IOD</p>	<p>NACD</p>	







# KEY FINDINGS

1

providing a good foundation for an effective response to the COVID-19 crisis. Clear majorities of directors believe that they were able to effectively govern during the crisis and that their

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2

risks. The crisis will likely have the most significant long-term impact on how boards engage their companies on strategy and risk and assess employee health and safety. However, just

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3

A minority of directors view virtual board meetings as just as effective as in-person meetings.

effectively.

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4

Based on their experiences over the last year, strong majorities of directors expect to see as a useful tool to enhance board effectiveness. Although many boards in Asia and Oceania until the first or second quarter of

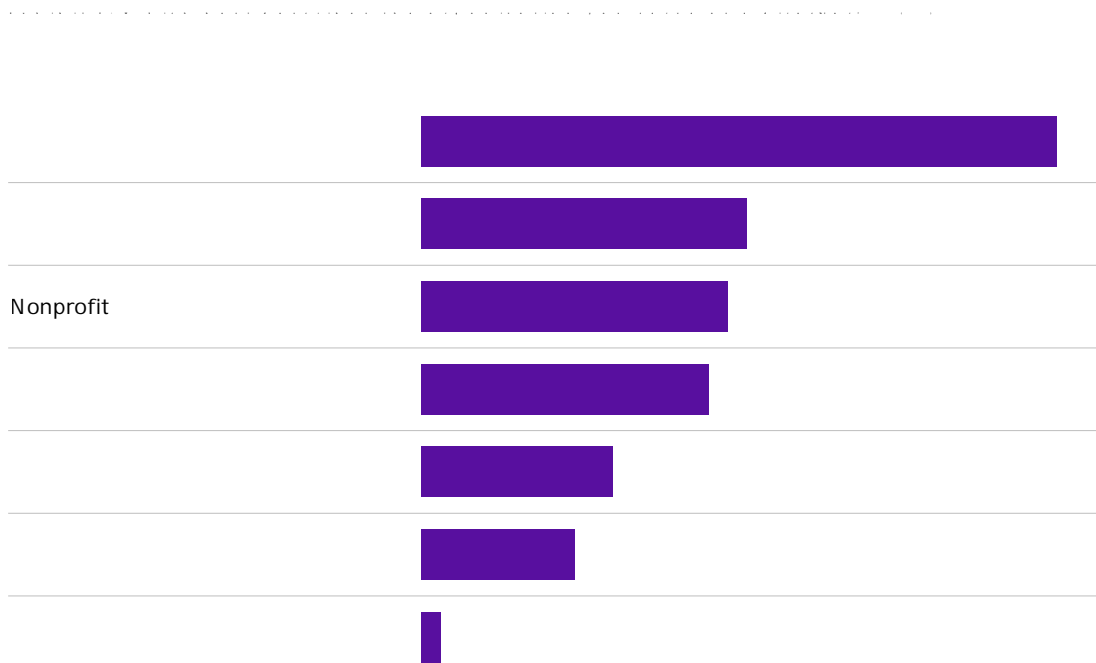
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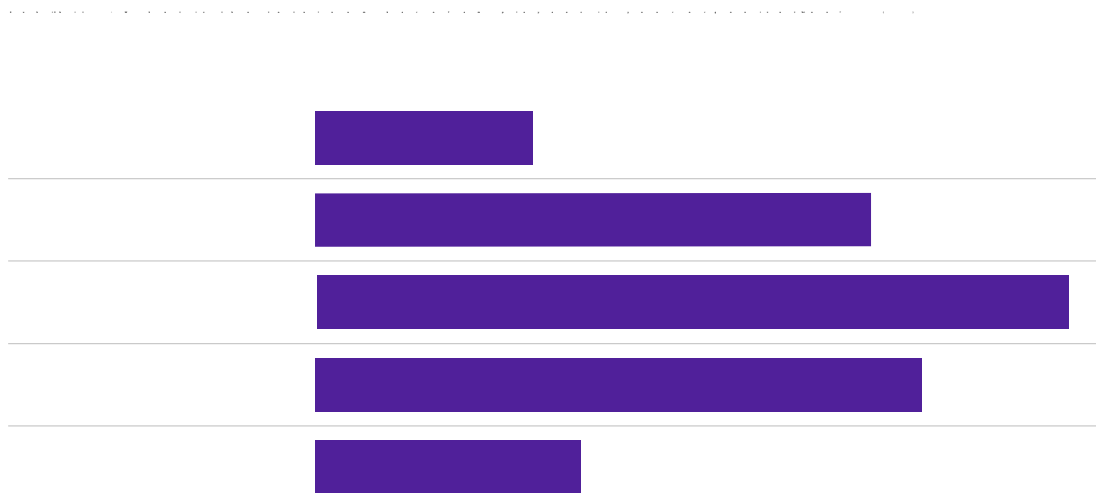
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# ABOUT THIS REPORT

- Asia and Oceania:

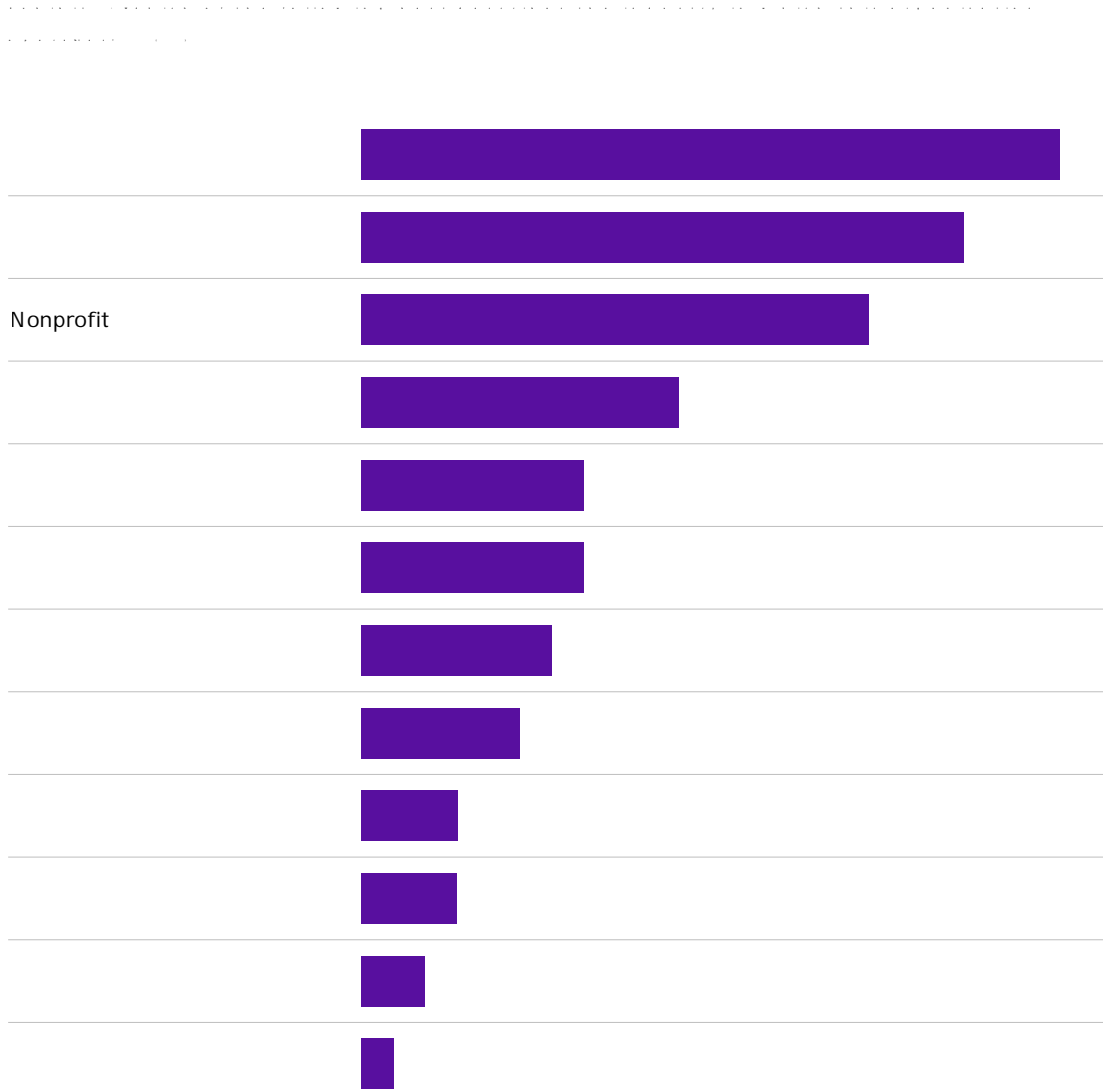


Source: Global Network of Director Institutes 2020–2021 Survey

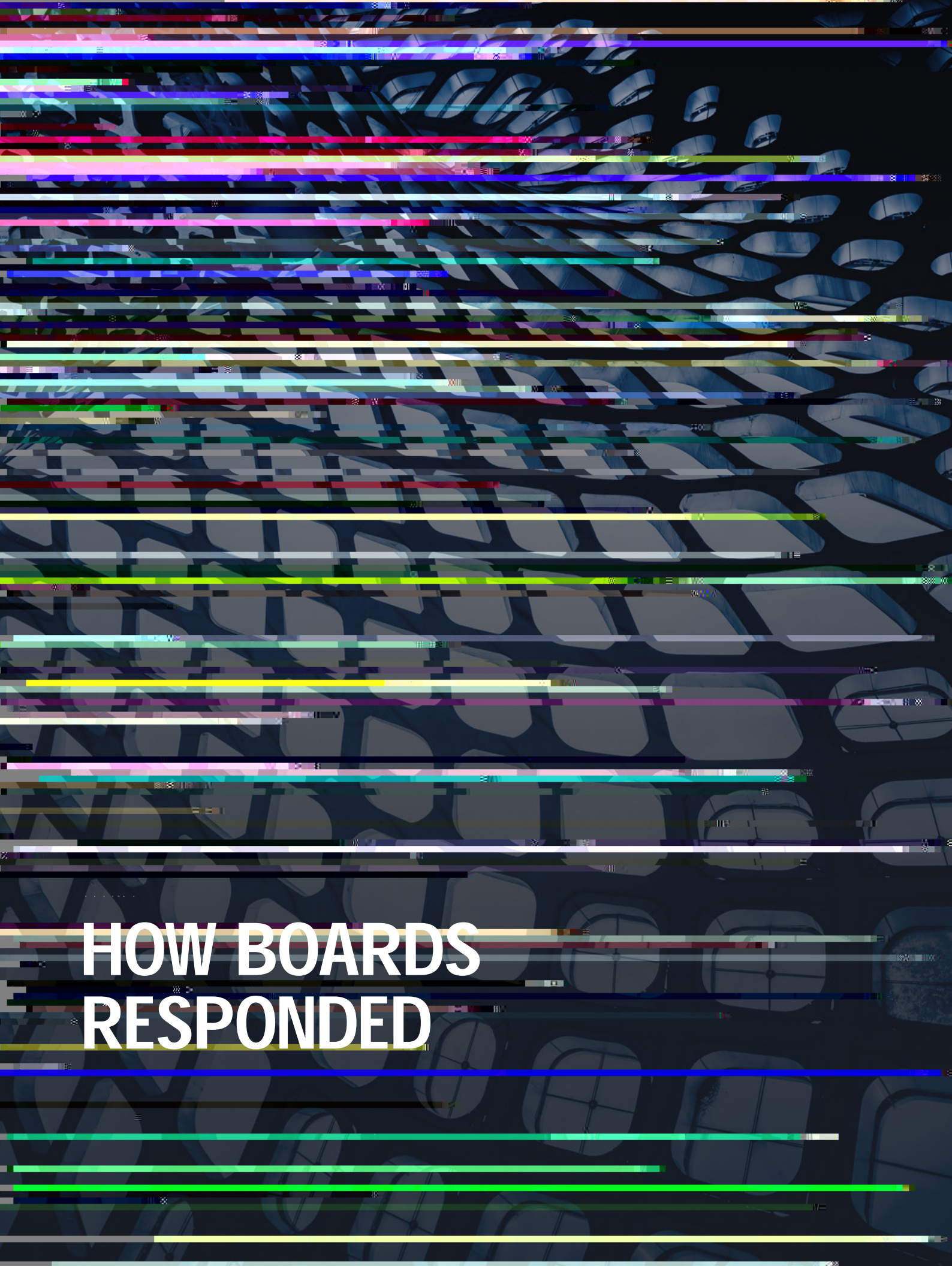


Source: Global Network of Director Institutes 2020–2021 Survey





Source: Global Network of Director Institutes 2020–2021 Survey



# HOW BOARDS RESPONDED

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# **INCREASED DIRECTOR TIME**

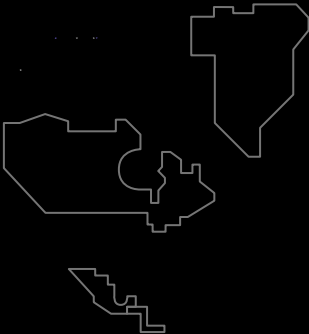
# REGIONAL VARIATION - BOARD MEETING EFFECTIVENESS

effective as in-person meetings proved to be

United States

Asia and Oceania

EMEA





Source: Global Network of Director Institutes 2020–2021 Survey

## A LOOK ACROSS THE GLOBE

Although it is expected that the GDP of Mauritius will grow in 2021 with respect to the low 2020 base, it is increasingly clear that 2021 will be a pandemic-related

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# MOST DIRECTORS BELIEVE THAT THEY WERE ABLE TO DO THEIR WORK WELL

## KEY INSIGHTS

The vast majority of directors (89%) report that their boards have been able to effectively

despite spending significantly more time

79 percent of directors report that they can meet their governance objectives without

This effectiveness suggests some, at least

been effective, and just 32 percent report that

their boards were able to be effective with what

this specific crisis. As with director responses

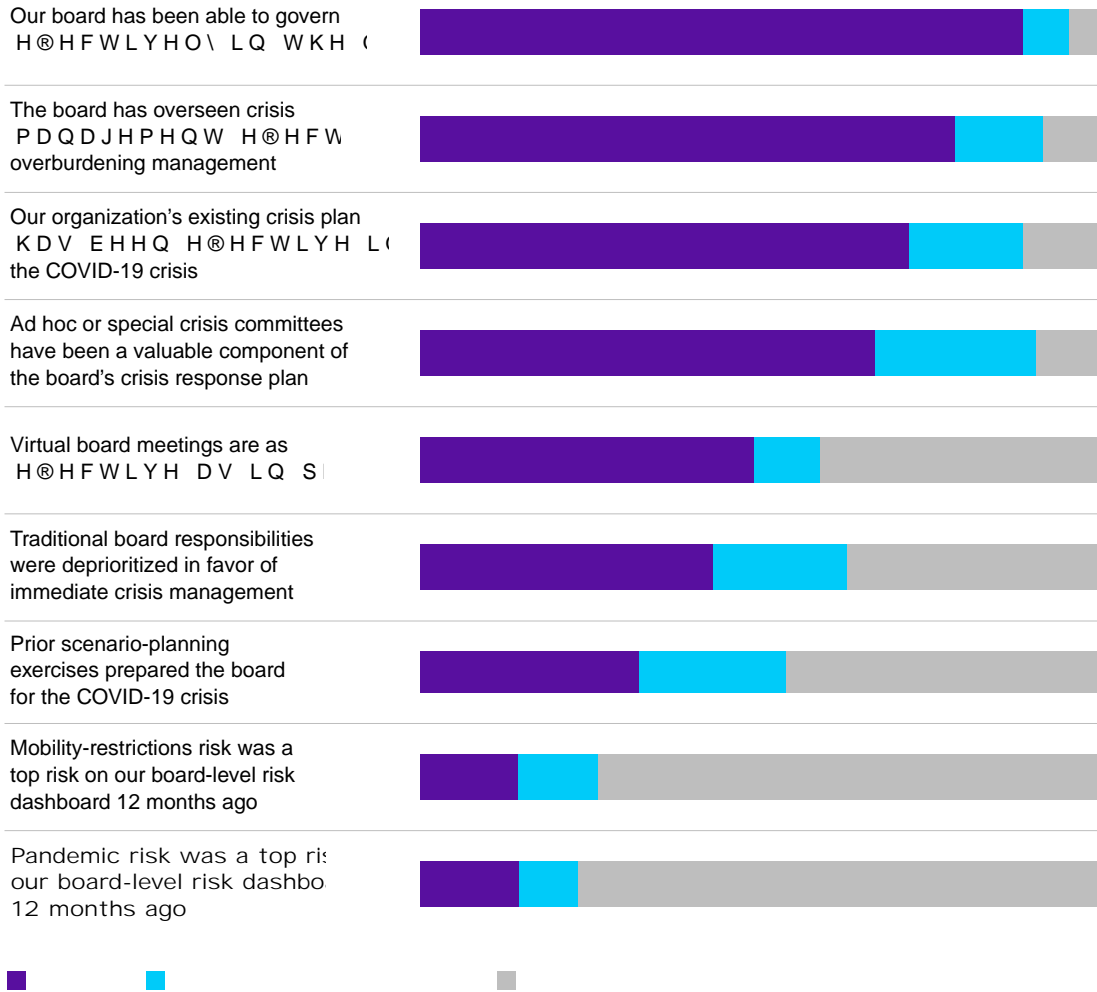
effectiveness given broad government support

**Directors serving on multiple boards are nearly unanimous**

**boardroom.**

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The background features a dark blue field with a grid of light blue diagonal lines. Overlaid on this are numerous horizontal bars of various colors (white, yellow, red, blue, green, purple, pink, cyan) that vary in length and are partially obscured by the diagonal lines, creating a complex, layered visual effect.

# COVID-19'S IMPACT ON GLOBAL AND GOVERNANCE TRENDS

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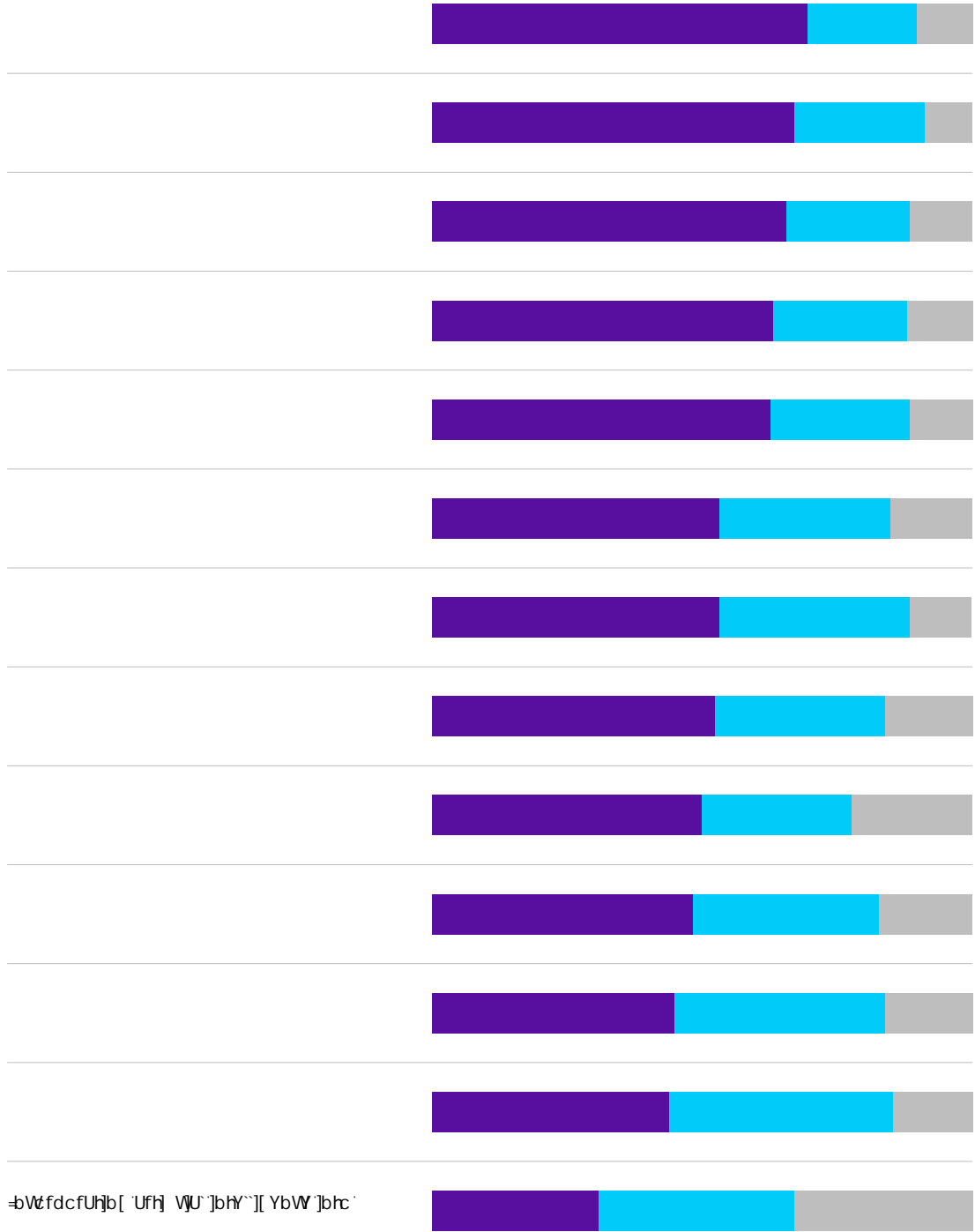
# IMPACT OF COVID-19 ON GLOBAL TRENDS

## KEY INSIGHTS

The COVID-19 crisis has affected



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# IMPACT OF COVID-19 ON BOARD GOVERNANCE

## KEY INSIGHTS

did generally rate the effectiveness of their

given the significant levels of government

also among the top five. While few boards

sense of security about the effectiveness of



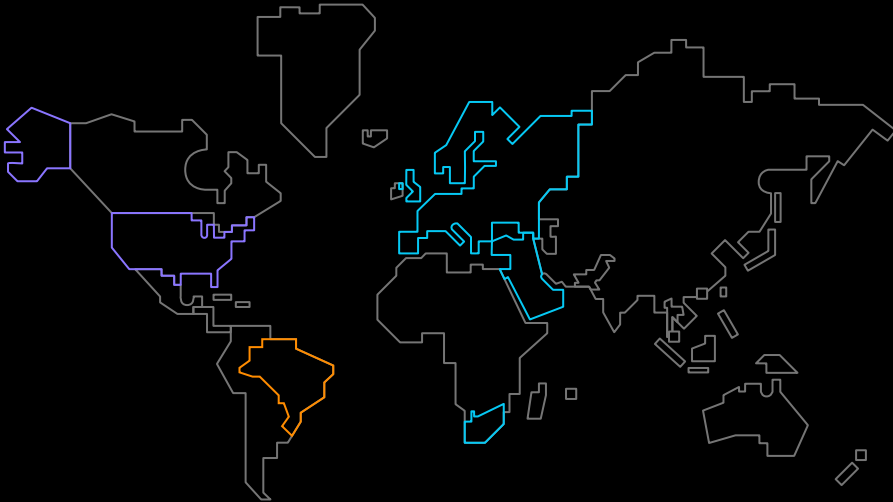
high.

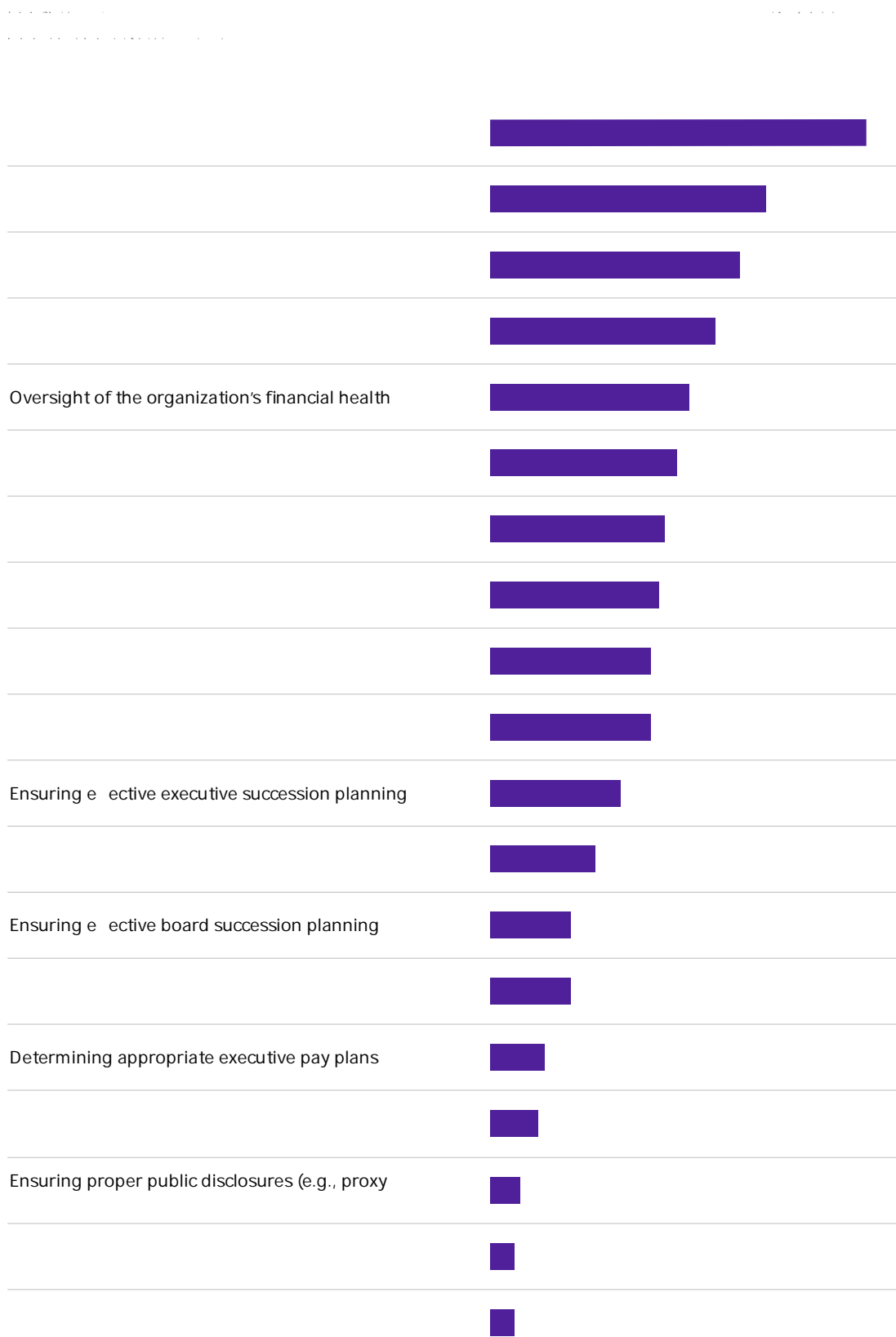
REGIONAL VARIATION - RISK MANAGEMENT

EMEA

United States

South America





Source: Global Network of Director Institutes 2020–2021 Survey



# HOW BOARD OPERATIONS WILL CHANGE



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# DIRECTORS ANTICIPATE MORE VIRTUAL MEETINGS AND GREATER EMPHASIS ON ESG IN THE FUTURE

## KEY INSIGHTS

Although directors are largely satisfied with the effectiveness of their governance during

the global pandemic, virtual meetings as effective

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# REGIONAL VARIATION - FUTURE TRENDS

Asia and Oceania

South America

United States

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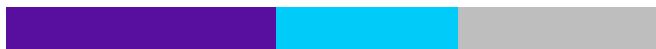


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Our board has codified lessons learned from this crisis to create an effective



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Source: Global Network of Director Institutes 2020–2021 Survey

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# CHALLENGES IN ADAPTING TO VIRTUAL BOARD WORK

## KEY INSIGHTS

As noted above (p. 16), the vast majority

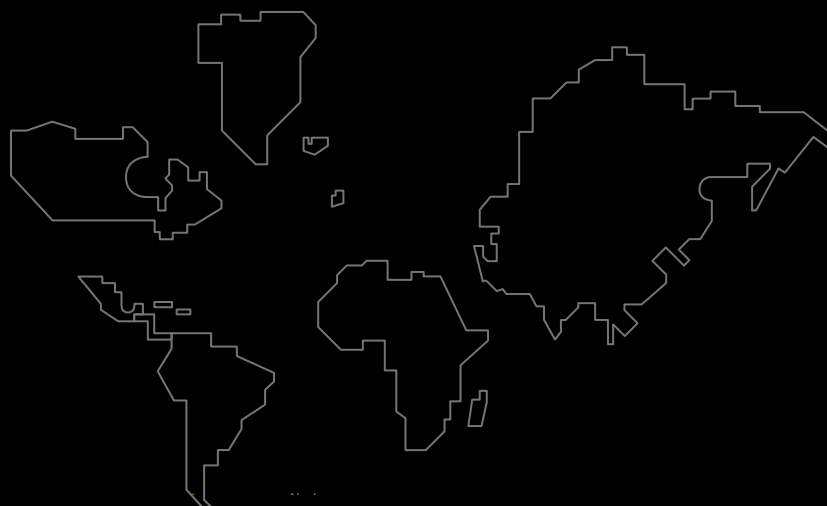
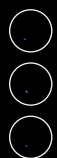
been effective during the crisis, despite

as confidence, discomfort, frustration, or

## REGIONAL VARIATION - VIRTUAL COMMUNICATIONS

United States

South American



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## A LOOK ACROSS THE GLOBE

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has created challenges for many of our members in their interaction with many of their

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# A VIEW INTO THE 2021 BOARDROOM

## KEY INSIGHTS

than one in five of their full-board meetings

take advantage of the unique benefits that virtual meetings may offer. This may mean

five committee meetings will be

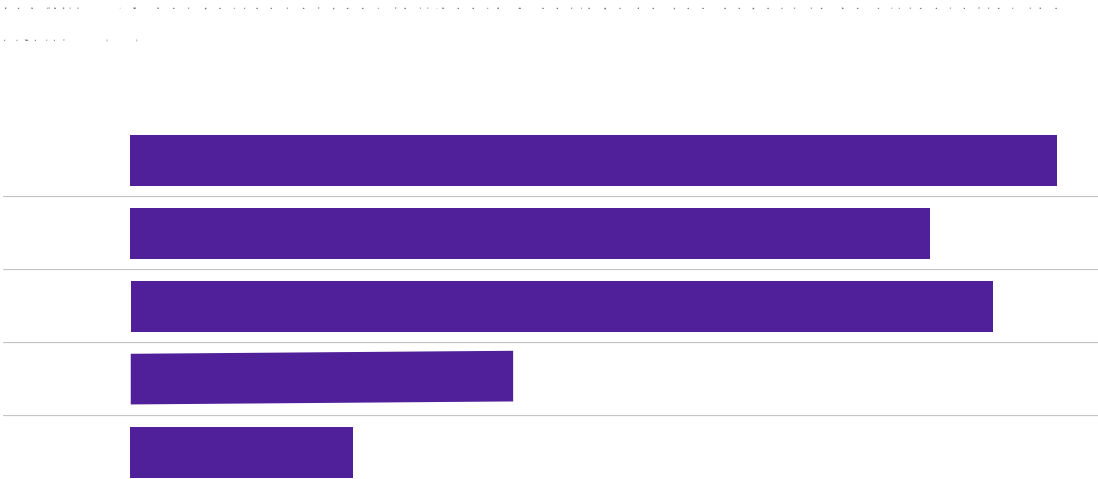
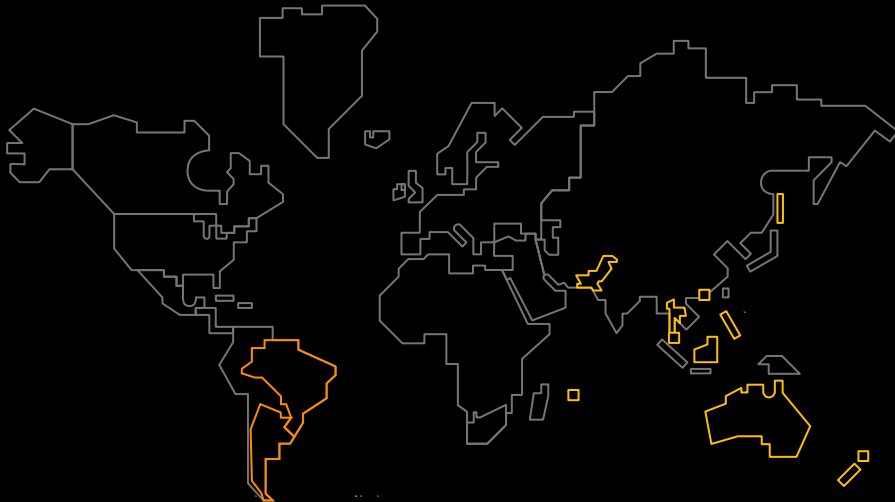
specific board activities, such as s,

# REGIONAL VARIATION - FUTURE BOARD MEETINGS

Asia and Oceania  
met in person

South America

saying that as many as two in five board



Source: Global Network of Director Institutes 2020–2021 Survey





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# FULL SURVEY RESULTS

## SECTION 1 — DEMOGRAPHIC QUESTIONS

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Ensuring that virtual board meetings were as effective as in-

Ensuring effective governance in decisions affecting

Managing information flows to the

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Organizing effective subgroup discussion meetings

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**SECTION 3**

What areas of governance will have the most significant long-term impact due to the crisis?  
Please list five.

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Our board has codified lessons learned  
from this crisis to create an effective

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Please rate the likelihood that COVID-19 will change the long-term trajectory of these

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Incorporating artificial intelligence into

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Increase director education on factors identified as

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Reflect a broader set of skills on the board through

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Our board will not do anything differently following

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**SECTION 4**

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