



3RD ANNUAL SURVEY REPORT

Global Governance Pulse

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Introduction

Nasdaq conducted the 3rd Annual Global Governance Pulse survey in November and December 2025, capturing perspectives on current corporate governance practices and the priorities boards expect to shape the year ahead.

The survey findings highlight where boards focus their time and attention and how practices are evolving across board composition and culture, board evaluations, board-management engagement, CEO oversight, meeting effectiveness, and strategy and risk oversight. The following forward-looking takeaways summarize the most notable themes shaping current board priorities.

Key Takeaways

01

Boards are divided on AI.

There is a growing emphasis on the governance of artificial intelligence (AI), particularly regarding its implications for growth and the evolving risk landscape. However, it is notable that nearly 20% of respondents report that AI is not currently being discussed at the board level. While only 8% indicate that their boards are actively using organization-approved AI tools, a further 46% are in the process of evaluating their adoption.

02

Economic uncertainty and competition guide board behavior and planning.

Nearly 50% report that sustained economic uncertainty and shifting competitive dynamics are the top areas impacting their organizations. 52% report that their board would add more value with a greater understanding of the business, competitive, industry, and regulatory landscapes, which require board education and agendas focused on these topics.

03

Quality of board materials is a consistent concern for directors.

78% of respondents indicate that they see room for improvement in their board materials; a concern made more critical today by the fast-changing operational environment. Boards need concise, forward-looking materials, clearer decision points, the right balance of meeting formats that optimize engagement and efficiency, and stronger documentation of meeting actions.

04

Management succession planning and relations are increasingly critical.

While 62% of respondents strongly agree they have an engaged board-management relationship, important ongoing opportunities exist since 21% of boards still do not have a CEO succession plan. Engagement through formal board activities and social events build trust and provide exposure to a broader range of leaders, which is an important insight into management talent and succession planning.

05

CEO evaluations remain compensation focused.

75% of respondents report that their CEO evaluations focus on the achievement of compensation plan goals. Boards could strengthen CEO assessments and board-CEO alignment by regularly discussing board member views on CEO performance and gathering feedback from the CEO's direct reports.

06

Boards are prioritizing the addition of AI and machine learning knowledge and expertise.

The dominant approach to board refreshment is identifying critical skills for recruitment. Survey data emphasizes a need for board members under 50 (51%) with experience in AI and machine learning (45%) bolstered with industry experience (29%) and strategic development (29%).

07

The demands of board service continue to intensify.

For the third consecutive year, 96% of respondents anticipate that board service will continue to face heightened scrutiny and increasing time demands. This sustained pressure may have implications for board effectiveness, as nearly half of respondents (48%) indicate that there remains scope to enhance board culture, dynamics, and overall performance.

08

A majority of boards are not benefitting from independent and objective feedback on their performance.

56% of respondents solely utilize internal board evaluations, which may limit candid feedback and actionable insights. External facilitation may result in more holistic insights and robust engagement, as well as clearly identified strengths and opportunities for improvement.

Respondents

The survey collected **701 qualified responses** from board members, CEOs, executives, and governance professionals across organizations, industries, and regions. The diverse responses offer a comprehensive, global view of corporate governance practices. This data highlights notable information about the survey respondents and the organizations they represent.

Job/Role

73%

Board Member

11%

Corporate Secretary, General Counsel, or Secretariat (including Board Liaison or equivalent)

8%

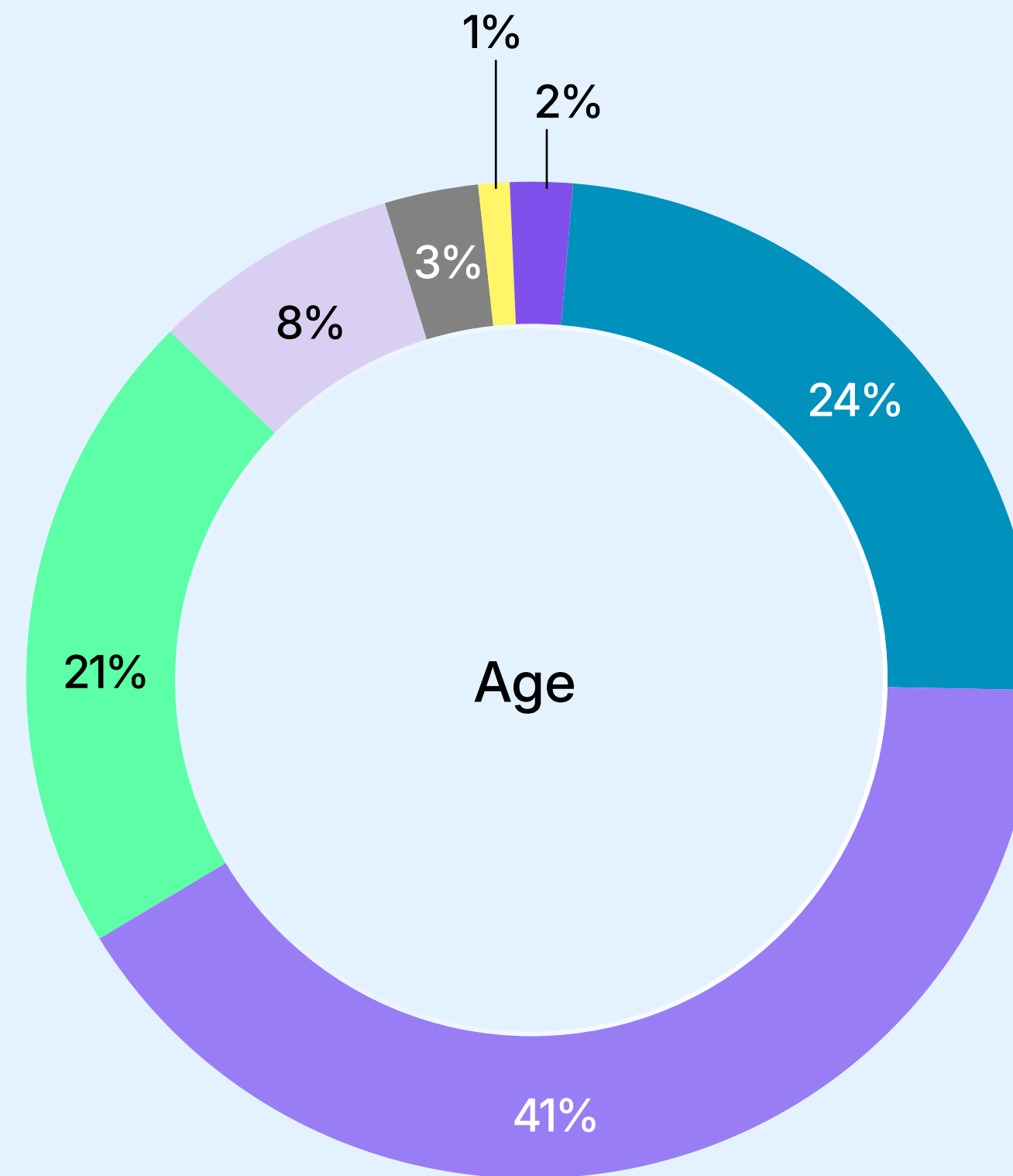
Chief Executive Officer

4%

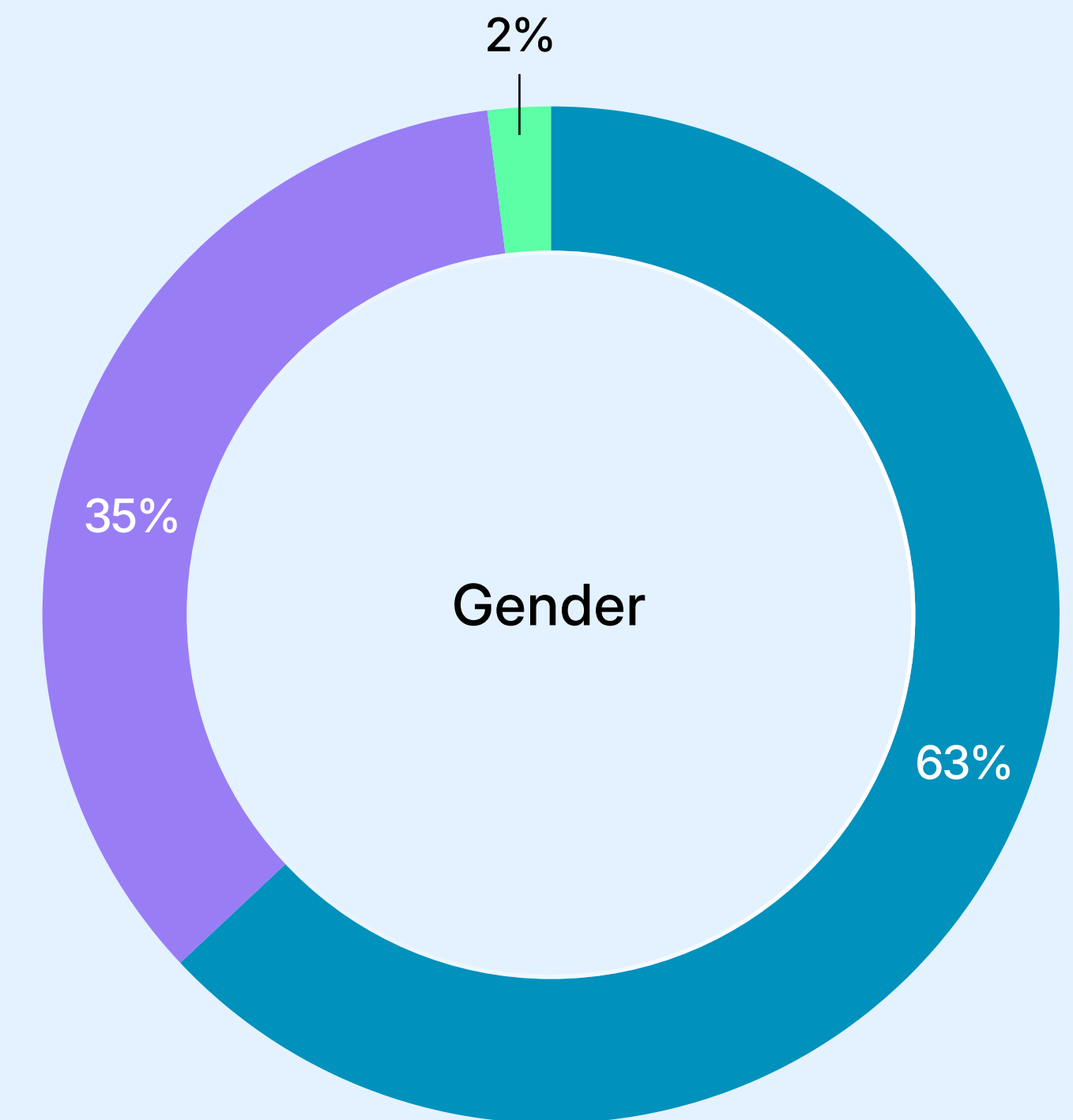
Other Executive Officer (not CEO, Corporate Secretary, or General Counsel)

4%

Other



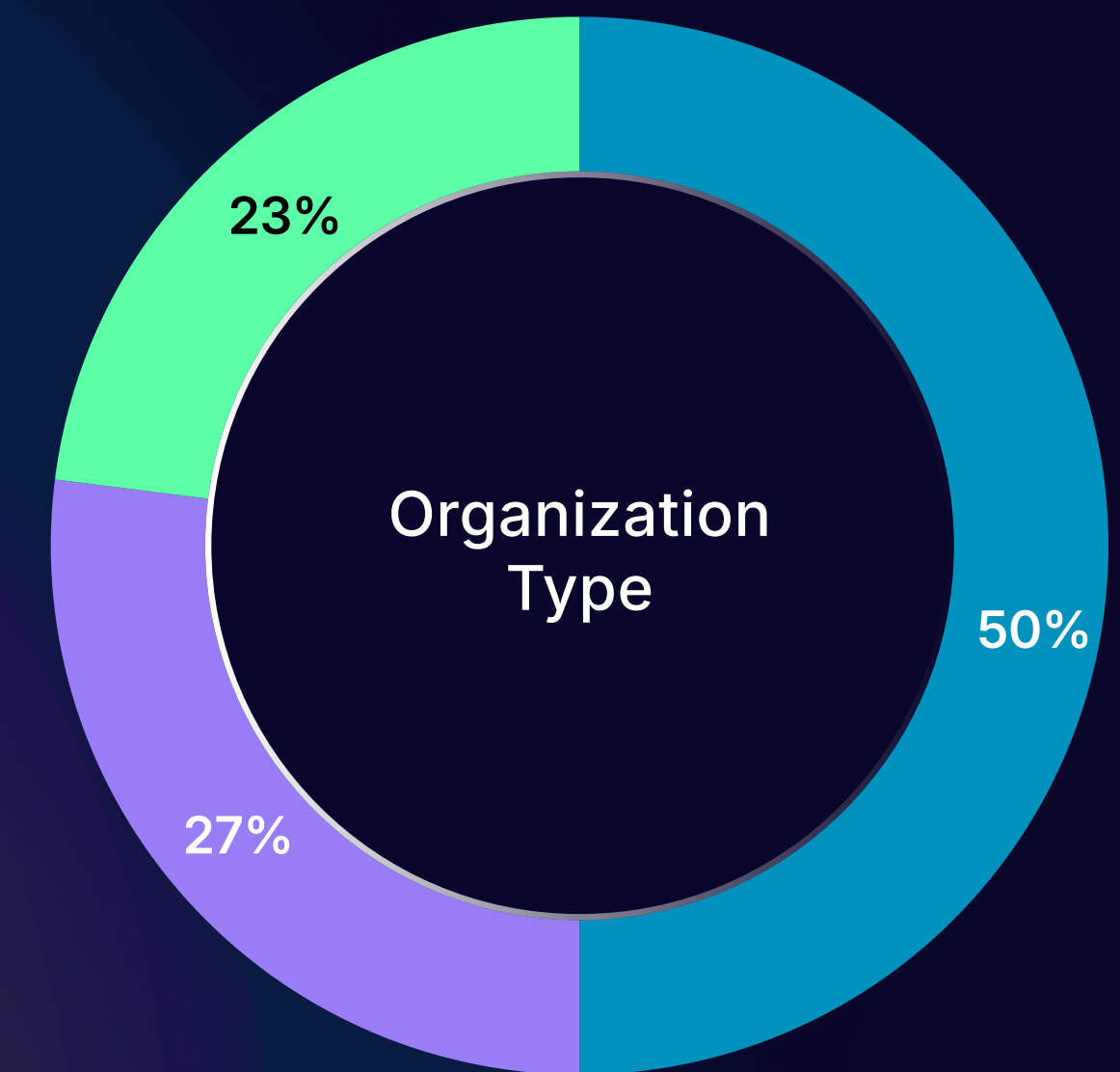
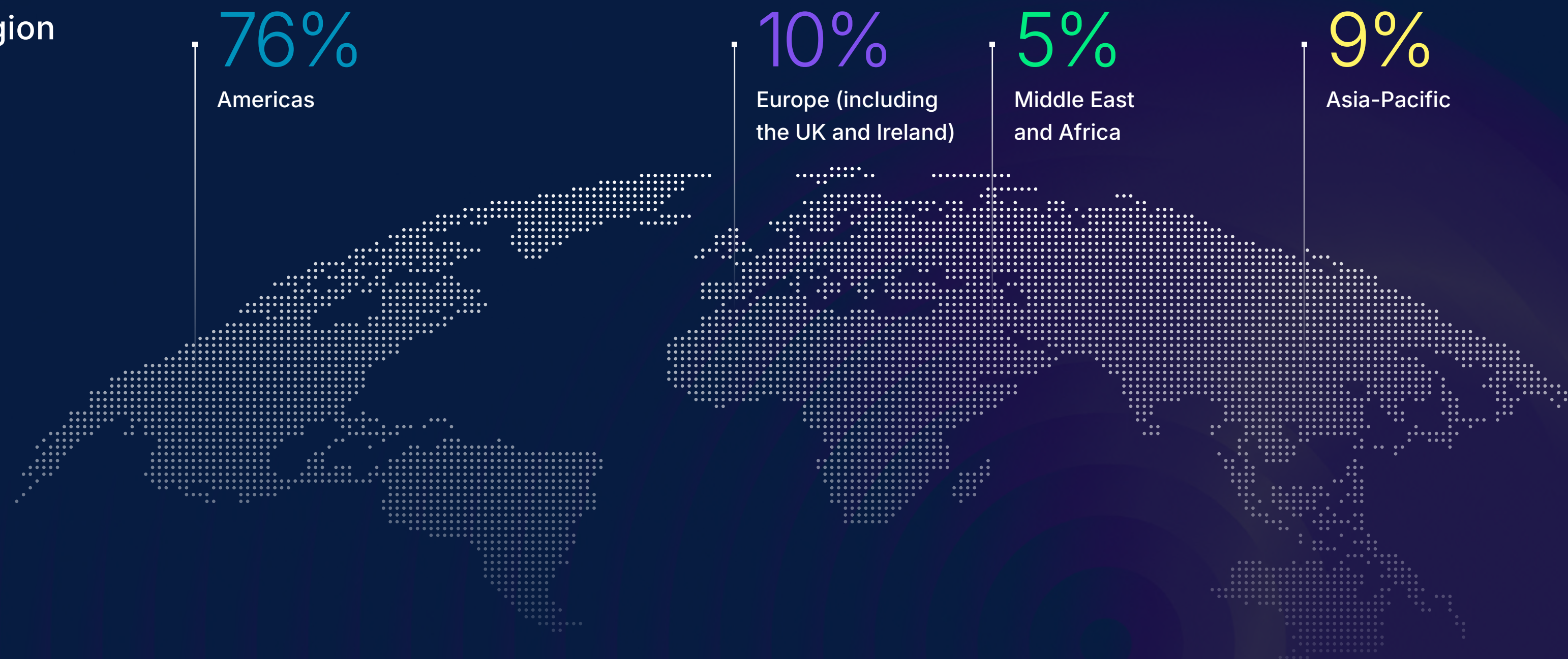
- 70 years old or older
- 60 to 69 years old
- 50 to 59 years old
- 40 to 49 years old
- 30 to 39 years old
- 29 years old or younger
- Prefer not to disclose



- Male
- Female
- Non-binary
- Prefer not to disclose

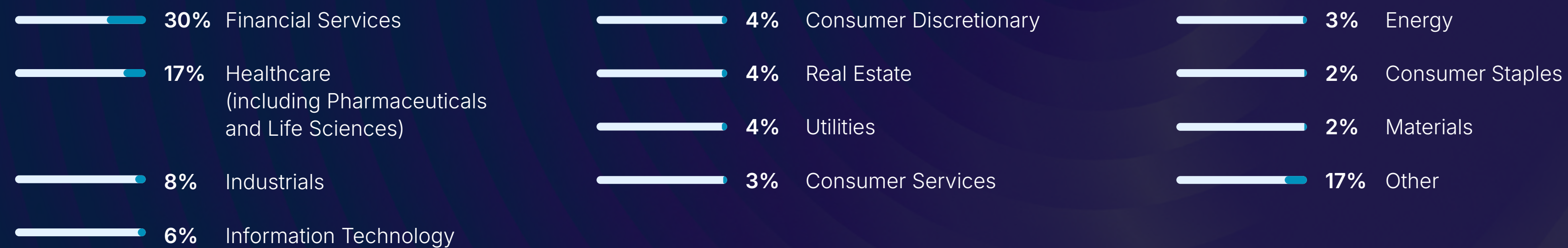
Respondents

Region



- Public company
- Private company
- Association, not-for-profit corporation, or non-governmental organization

Sector



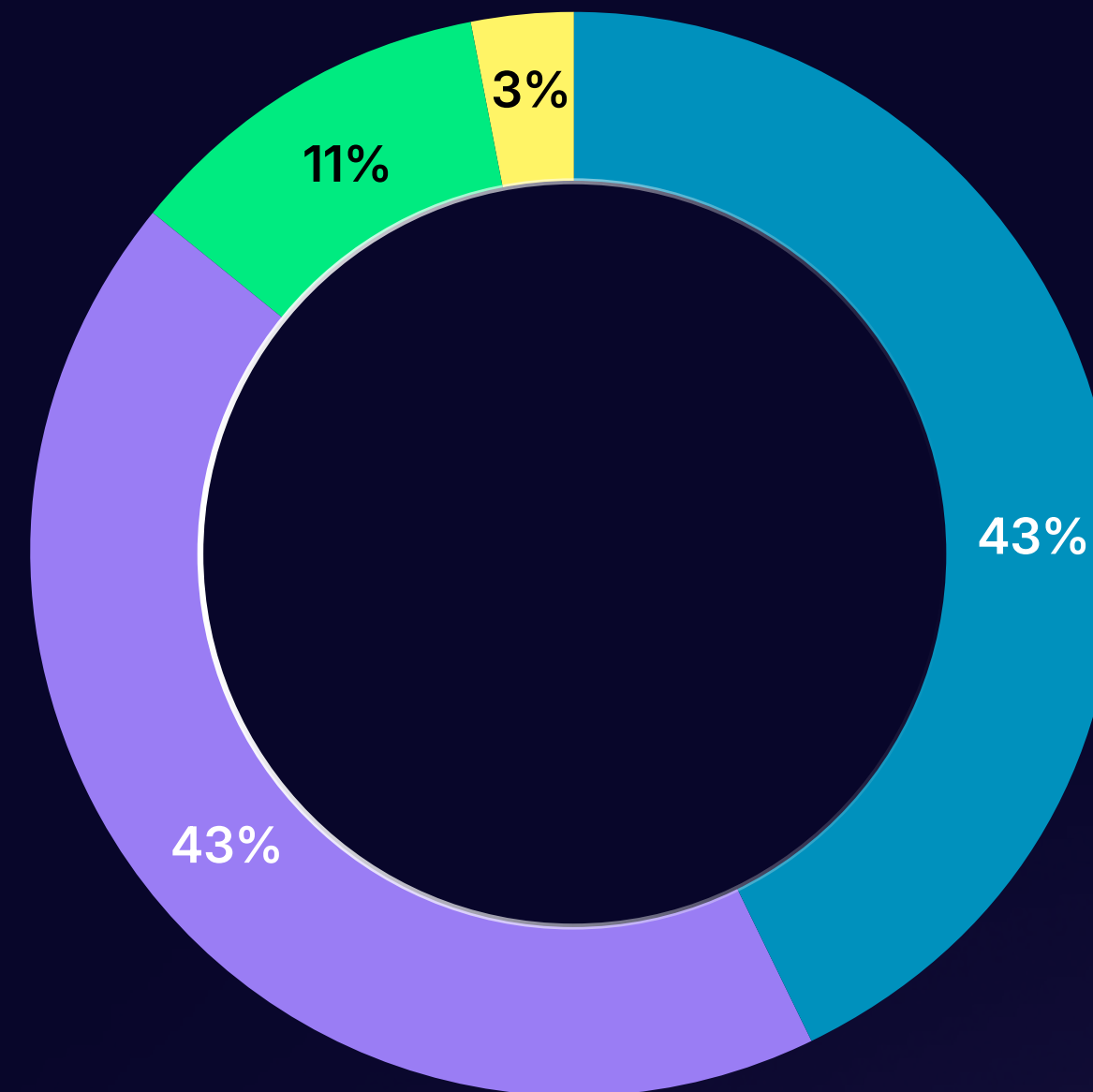
Board Composition, Culture, and Engagement

Succession Planning

Consistent with previous years, most survey respondents (86%) indicate that their board has some form of succession planning process, split equitably between those with a formalized board succession plan (43%) and those with a skills-based analysis when a board seat opens (43%). **Only 11% of respondents report that they do not have a board succession plan, compared to 15% last year.** This reflects recognition among board members, executives, and governance professionals that board succession planning is a fundamental corporate governance practice.

Determining desired skills and competencies and planning for committee staffing continue to be key opportunities to enhance board succession planning practices. Effective board functioning is supported by having the right blend of competencies, and well-functioning committees require individuals with the requisite backgrounds to fulfill the committees' delegated responsibilities.

Does your board have a board succession plan?



- Yes, we have a formalized, detailed board succession plan that is reviewed at least annually by the board (including through the governance committee or its equivalent)
- Somewhat, we have a board composition and/or skills matrix that we discuss periodically or when a board seat opens
- No, we do not have a board succession plan
- Other

Which of the following would strengthen your board succession planning practices?



Skills

AI and machine learning emerge as the most desired expertise and experience to enhance board composition, selected by 45% of respondents, which is a 10% increase from 2024. Technology and innovation follow at 32%. This shift reflects the rapid adoption of AI by organizations and its growing impact on board decision-making and oversight responsibilities. This also aligns with expectations that AI will be one of the top three areas impacting organizations in the next 12 months.

More traditional skill areas like industry experience (29%) and strategy (29%) remain consistent priorities for board member searches year-over-year. In contrast, human capital management and law, regulation, and compliance both dropped to 11% in 2025, versus 17% in 2024. This likely reflects the perception that board members have knowledge of talent matters gained through their leadership experience, alongside guidance from and trust in the internal and external legal teams.

Sustainability, environment, and climate expertise also dropped down the list of desired skills and experience, from 14% in 2024 to 6% in 2025. This reflects the shifting sustainability-related regulatory and political landscapes in the U.S. and correlates with the similar, notable decrease in the percentage of respondents that indicated the impact of sustainability matters on their organizations within the next 12 months.

Which of the following skills and experience would most enhance your board's composition?

45%

AI and machine learning

32%

Technology and innovation

29%

Strategic development and execution

29%

Industry experience

28%

Cybersecurity and data privacy

25%

Executive leadership experience

19%

Accounting and audit

18%

Client relations, customer engagement, and marketing

18%

Enterprise risk management

15%

Government relations and public policy

14%

Mergers and acquisitions and capital markets

12%

Public company board experience

11%

Human capital management

11%

Law, regulation, and compliance

7%

Product development and research

7%

International operations and supply chain

6%

Sustainability, environment, and climate

3%

Other

Respondents could select up to 5 areas.

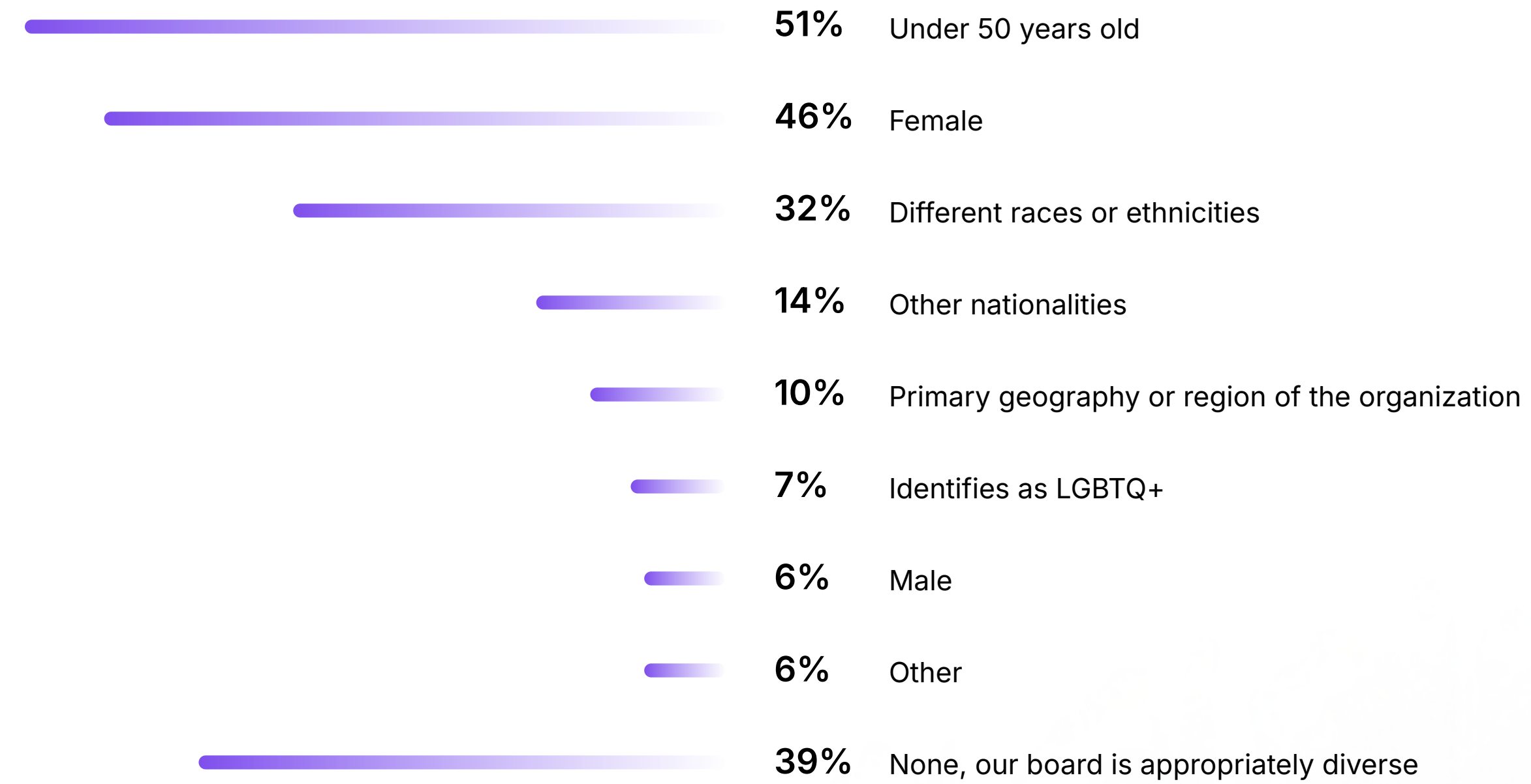


Characteristics

The most notable change in succession planning enhancements relates to establishing board diversity goals selected by only 17% of respondents, which is down 19% from 2024. However, respondents who report that their board is appropriately diverse remains consistent year-over-year at 39%. This reflects an opportunity for organizations to consider different characteristics that help enhance cognitive diversity and perspectives represented on their board.

Increasing representation of board members under 50 years old is the top diversity characteristic identified by respondents (51%), which reflects a 12% increase from last year. This shift aligns with the growing demand for technological expertise and forward-looking industry perspectives from younger generations. In addition, representation of individuals from different racial and ethnic backgrounds and those who identify as LGBTQ+ declined year-over-year, potentially reflecting sensitivity to the current social and geopolitical environments.

Should your board increase the number of members with any of the following diversity characteristics?

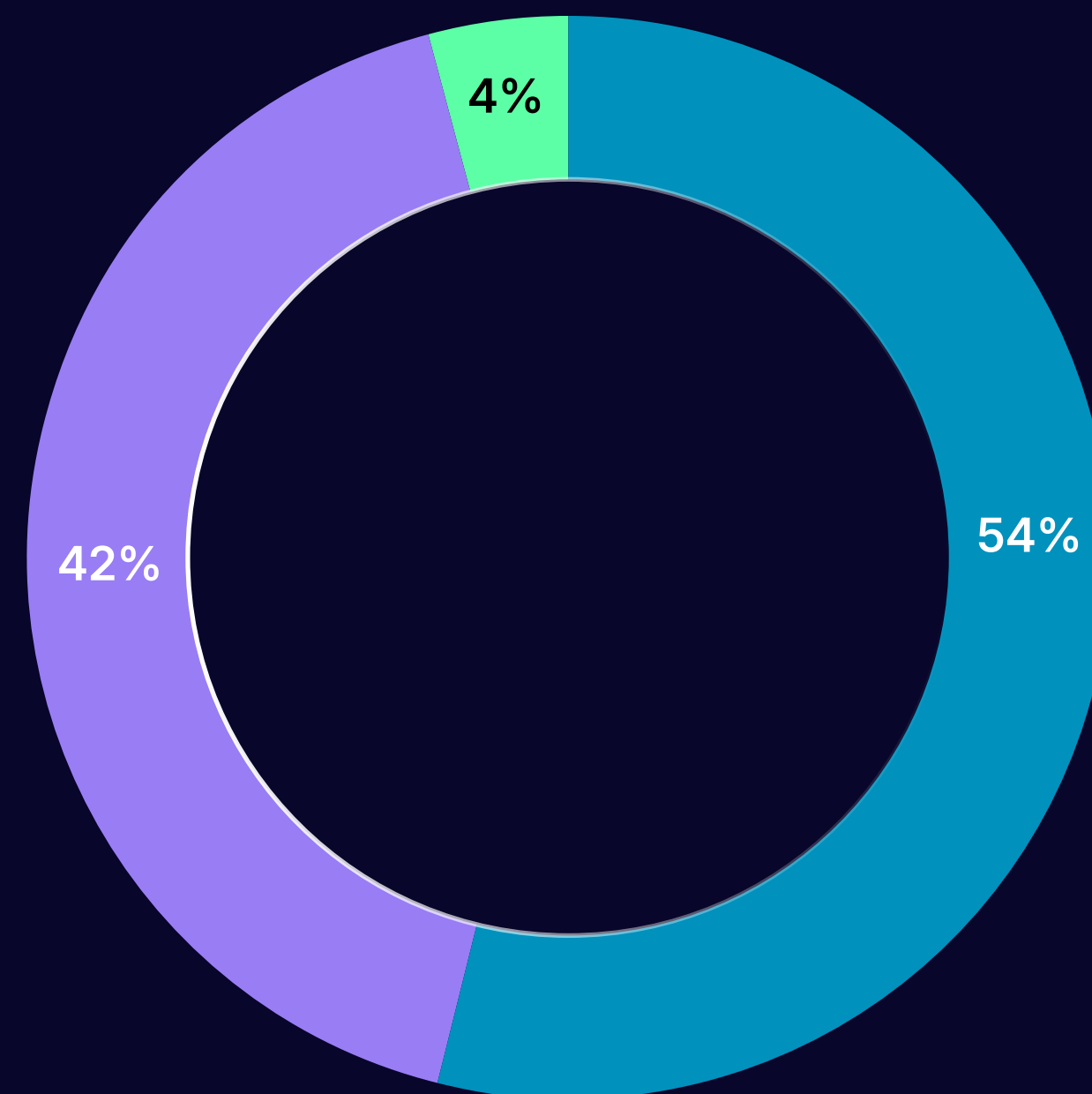


Board Culture

Survey results reiterate the strong link between board culture and board effectiveness. **More than half of the respondents (54%) strongly agree that their board culture is healthy, representing a 10% increase year-over-year.** An additional 42% agree that their board culture is healthy, indicating generally positive sentiment while also signaling room for further improvement, especially when compared to the 24% of respondents that report their board culture and dynamics are healthy with no opportunities for improvement. This suggests that boards see value in continuing to optimize their culture.

Actively and constructively challenging management remains the most frequently cited opportunity to improve board culture and dynamics (34%), which is down 7% from last year. This can be understood when reviewing the data on board and management engagement in meetings and social settings featured later in this report. Other opportunities to improve board culture are largely consistent with 2024 survey results.

Your board's culture is healthy and enables a high level of effectiveness.



- Strongly agree
- Agree
- Disagree
- Strongly disagree

What changes would improve your board's culture and dynamics?

Actively and constructively challenge management	34%
Increase participation in board discussions	26%
Build deeper relationships with other board members	25%
Hold periodic meetings between the board chair (or equivalent) and individual board members	21%
Ask informed and productive questions	19%
Share perspectives more concisely (better share airtime)	19%
Hold social or informal interactions for board members without management	19%
Appropriately prepare for meetings	18%
Productively debate one another	16%
Actively listen and fully consider others' perspectives and ideas	12%
Other	4%
None of the above, our board's culture is healthy and dynamics are appropriate	24%



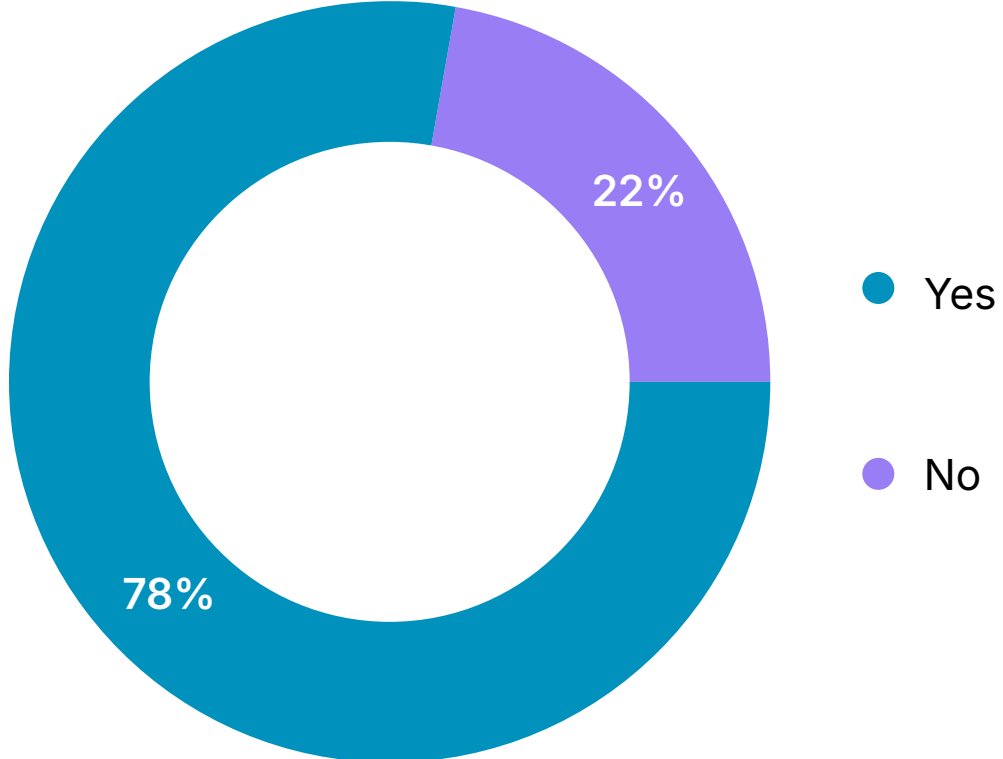
Board Evaluations

Board Evaluation Approaches

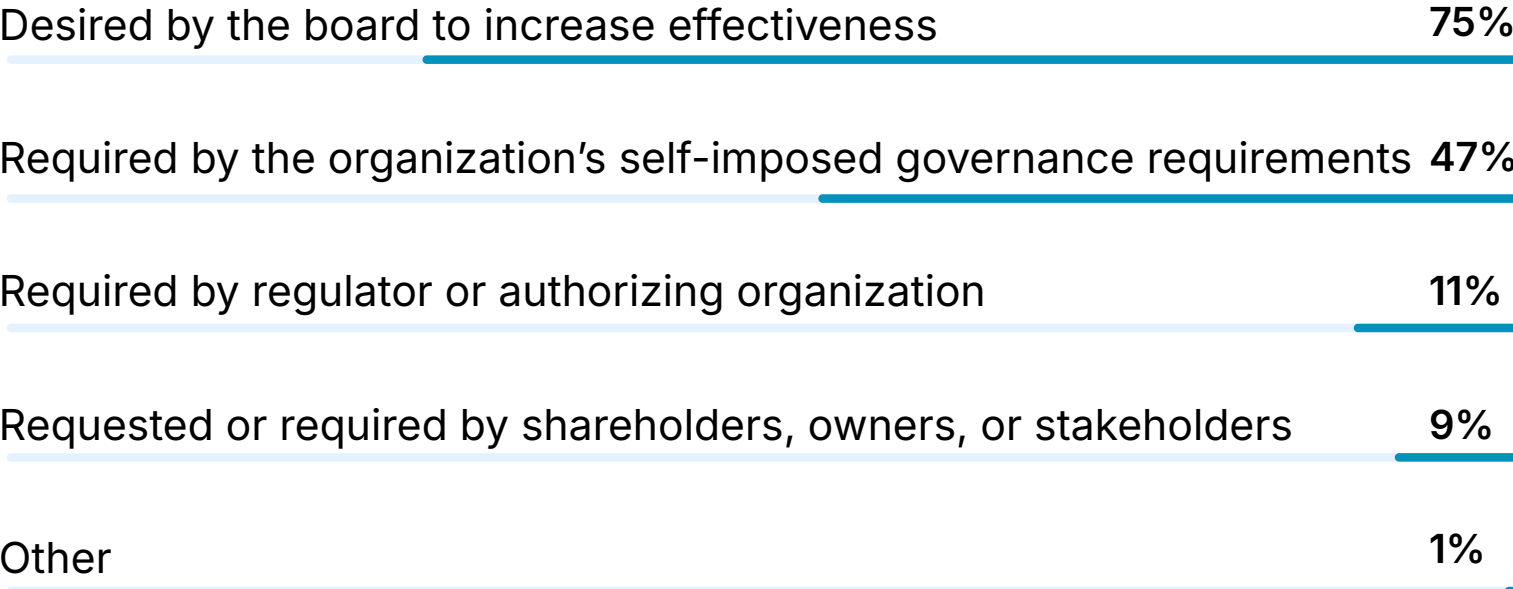
The majority of respondents (78%) report that they conduct a board evaluation or performance review. The remaining 22% of respondents have an opportunity to enhance their board’s effectiveness and identify areas for improvement through retrospective evaluation processes. Among the respondents who report conducting evaluations, 75% cite the primary motivation as improving board effectiveness, which is consistent with the 2024 data.

Internally managed evaluations continue to be the most common approach used by respondents (56%), while only 11% report solely using third-party facilitators. The remaining 33% of respondents report using a combination of internal and external facilitated processes, suggesting a shift toward hybrid or cyclical processes with external facilitators to enhance objectivity and gather more candid feedback.

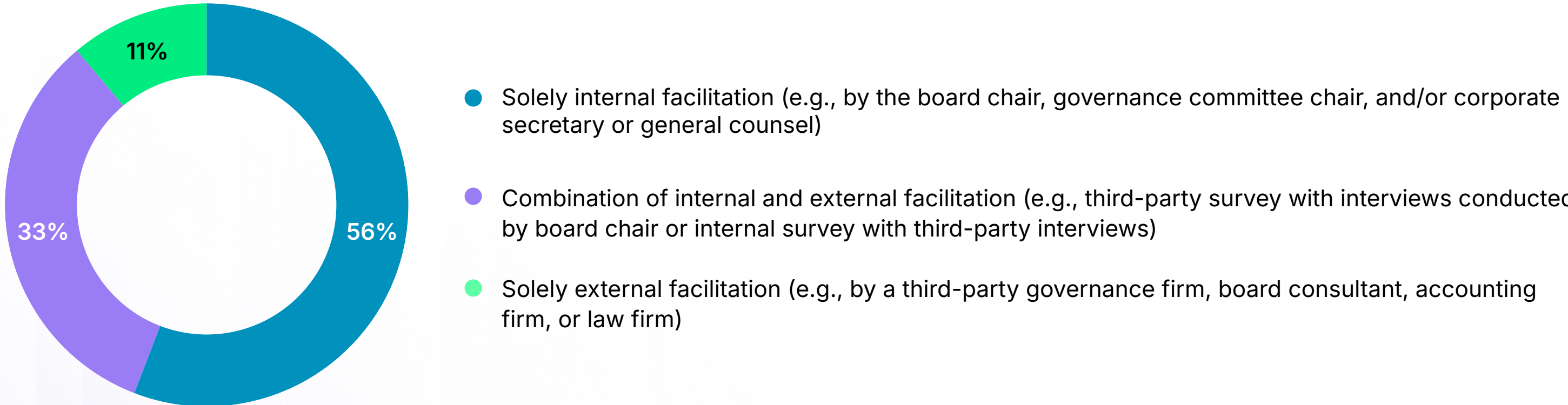
Does your board conduct a board evaluation or performance review (either self-evaluation or a third-party facilitated evaluation)?



Why does your board conduct a board evaluation or performance review?



Does your board facilitate its board evaluation or performance review process internally, externally, or through a combination of both internal processes and external facilitation?

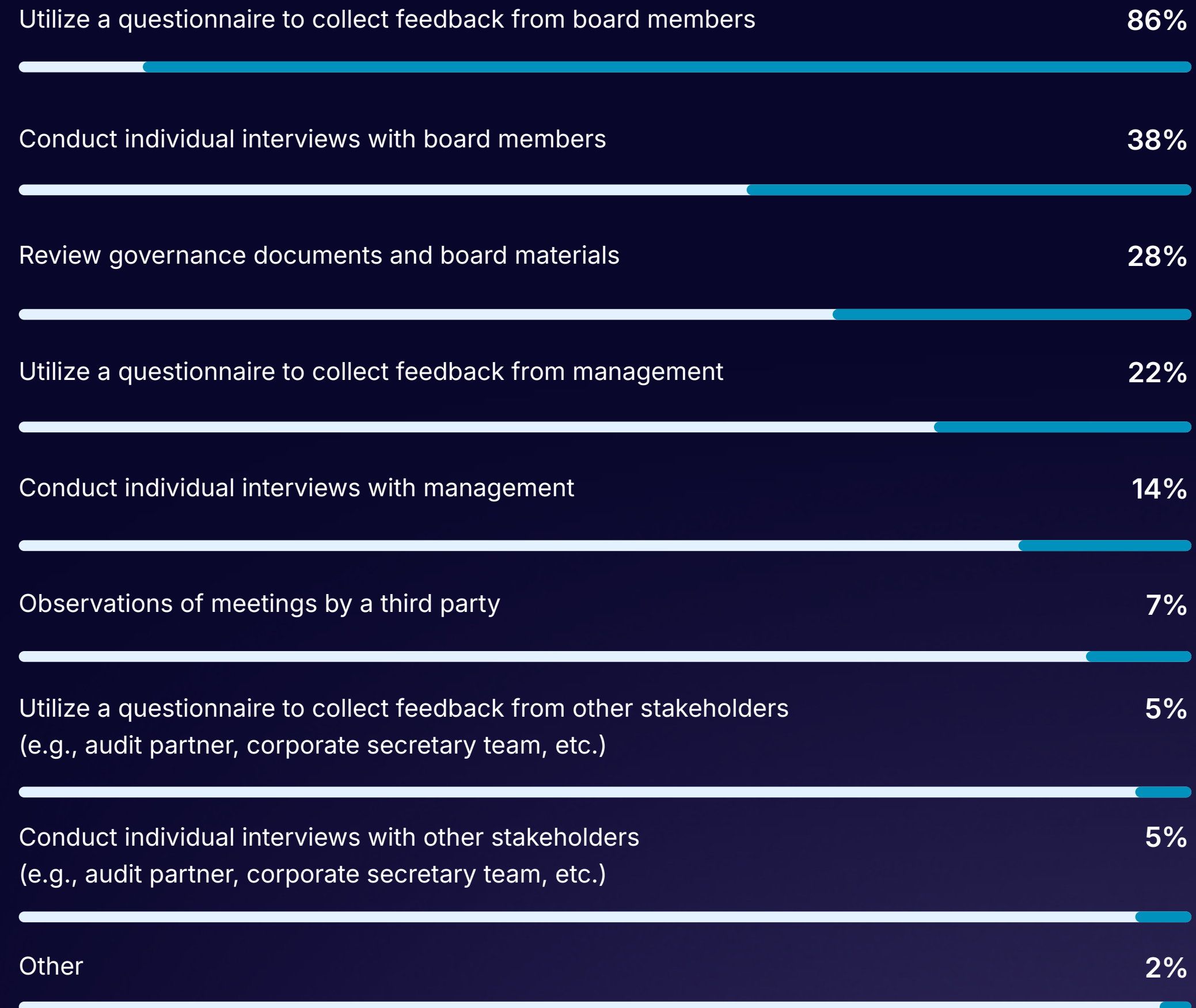


Board Evaluation Methodology

Gathering feedback through a questionnaire is the dominant practice used to facilitate the board evaluation or performance review process among survey respondents (86%), which is a 15% increase from 2024 survey results. A questionnaire-based process offers the benefit of efficiency and may gather quantitative data that enables benchmarking of trends over time. There is also a notable 10% increase in respondents who report conducting individual board member interviews from 2024 to 2025. **An interview-based process is often more dynamic, enables deeper thinking, and helps garner more instructive insights to inform actions.**

Nearly a quarter (22%) of respondents indicate that their evaluation process gathers feedback from the management team through a questionnaire, and 14% report including management in the interview process. These findings highlight the role management plays in enabling effective governance and underscore how the value derived from boards is impacted by the board management relationship and quality of their engagement. Incorporating management feedback reflects a more comprehensive board evaluation approach and a reflective board mindset.

What method does your board use to facilitate its board evaluation or performance review process?

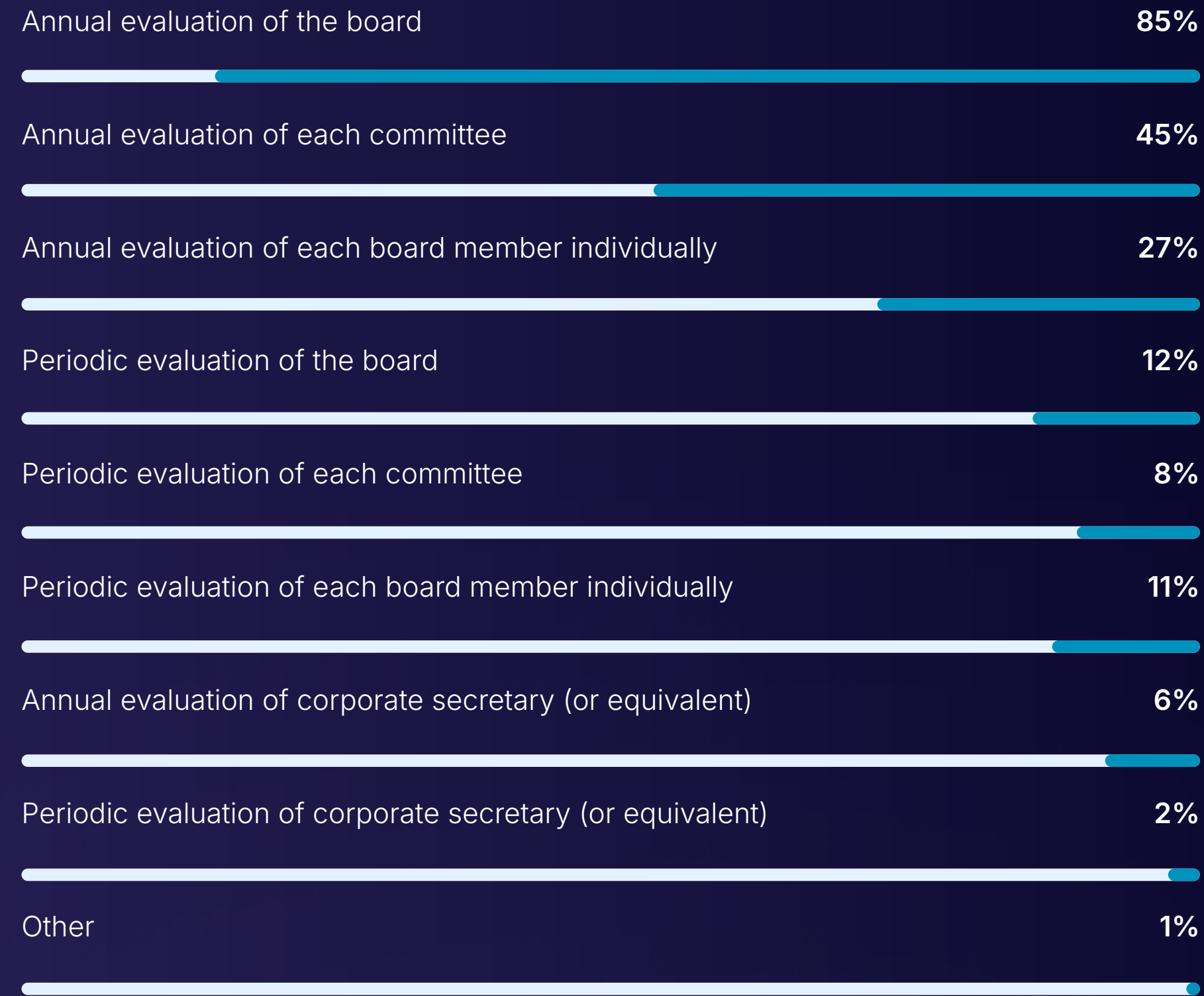


Board Evaluation Scope and Outcomes

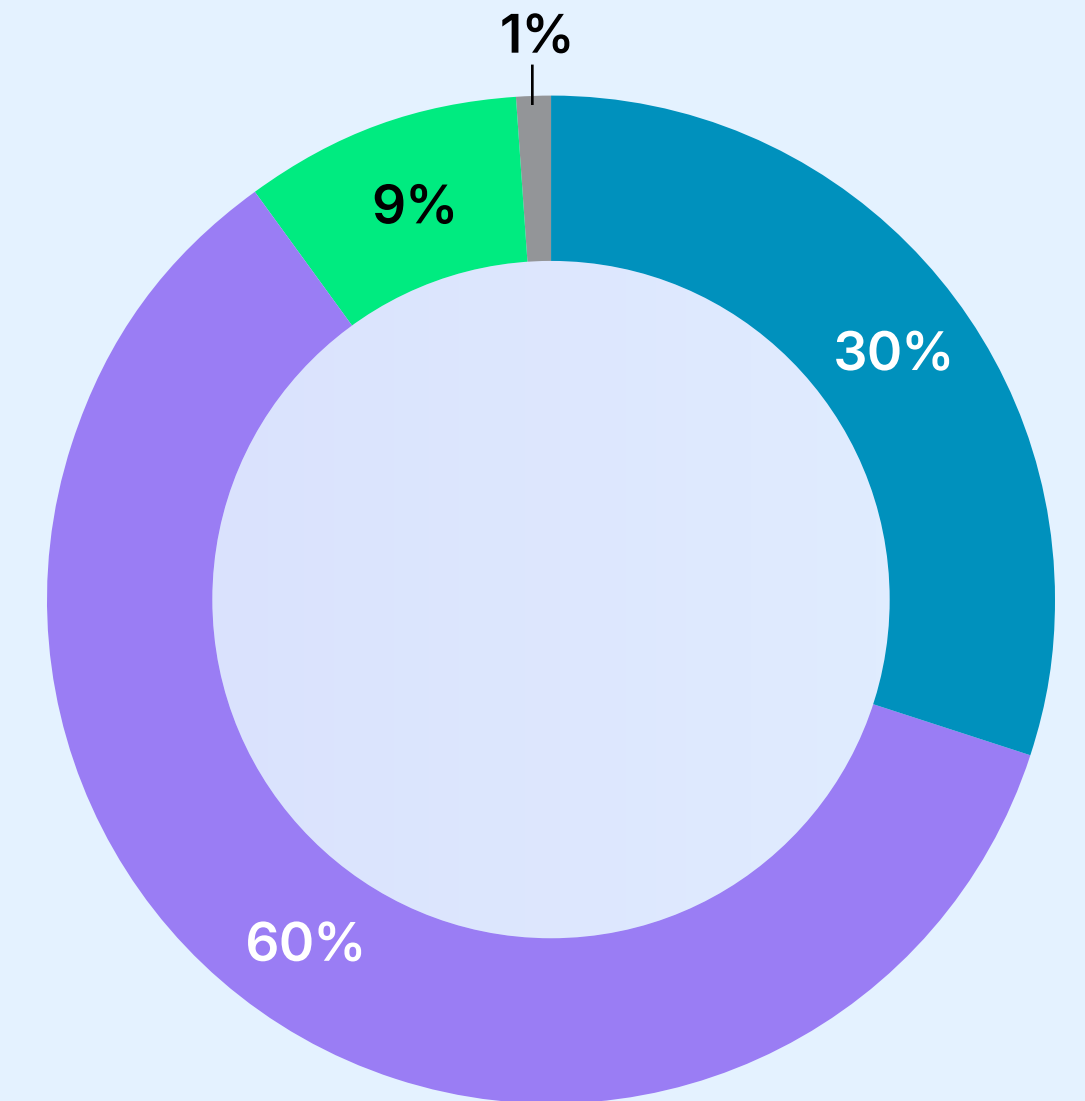
Trends in evaluation scope indicate that an annual evaluation of the full board is the most common practice (85%) and committee and individual board member evaluations were less regular. **Establishing a more deliberate and cyclical approach to reviewing committees and board members may enable a more comprehensive understanding of board performance and better inform strategic governance improvements.**

Respondents also express views on the value of board evaluations in driving positive changes, **with 30% reporting their board develops and executes action plans that result in meaningful and measurable improvements to board effectiveness.** The majority of respondents (60%) indicate opportunity to enhance execution of action plans, and 10% reflect more significant opportunities to develop and execute an action plan from the board evaluation results.

What is the typical scope of your board's evaluation or performance review process?



Our board develops a specific action plan to address key opportunities and risks and increase the board's effectiveness based on the board evaluation results.



- Strongly agree
- Agree
- Disagree
- Strongly disagree



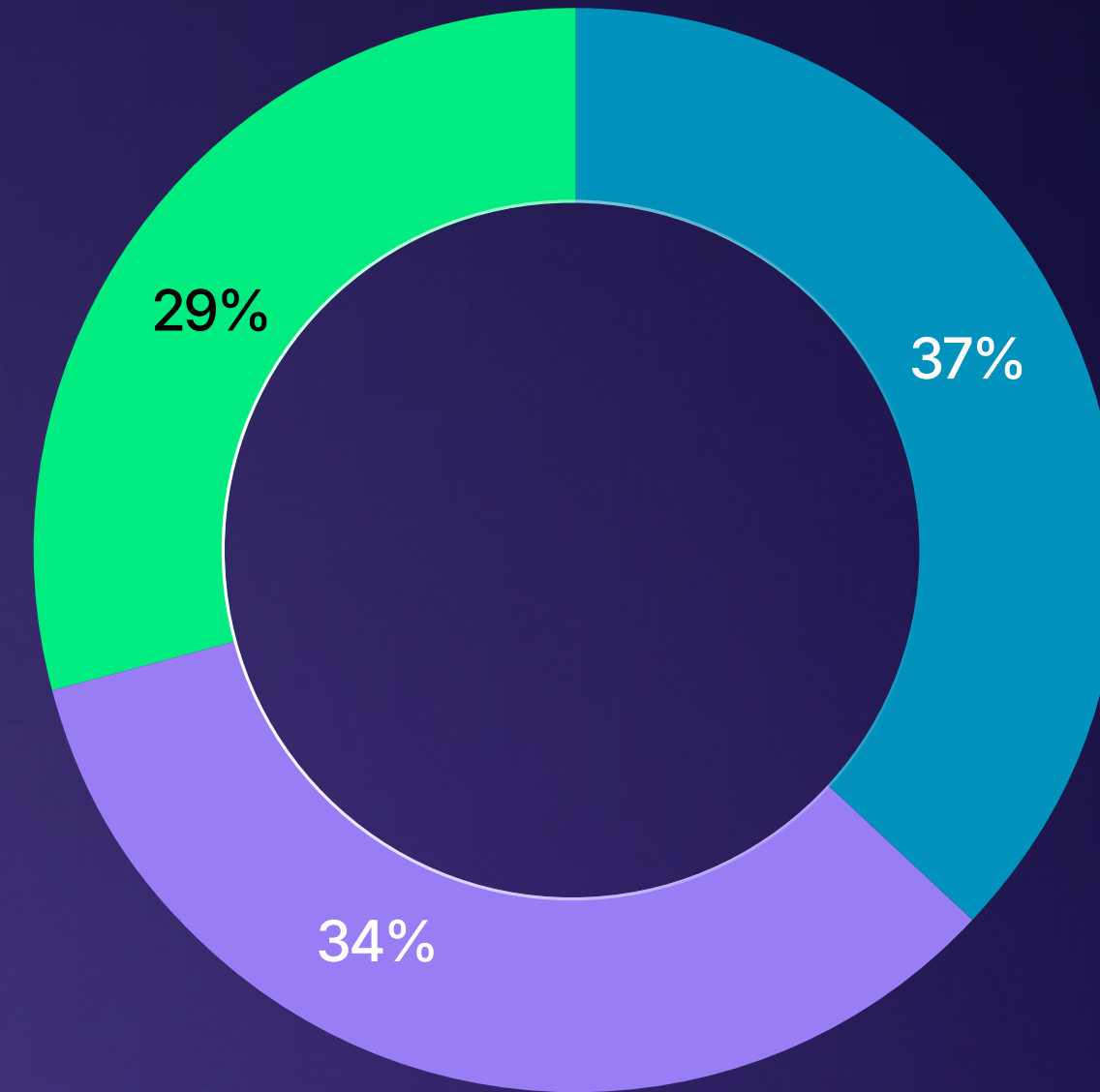
Disclosure of Board Evaluation Practices

Of the respondents who report that they conduct a board evaluation or performance review, 63% indicate that they disclose how the evaluation process is conducted and how outcomes are addressed, while 37% indicate no such disclosure. For respondents that disclose their evaluation practices—typically through the annual report or other governance disclosures—the level of detail varies.

Only 17% report disclosing the facilitator’s name alongside the evaluation process and outcomes, while 22% report disclosing the use of an external facilitator without naming the facilitator. An additional 16% indicate that they do not include details regarding the use of an external facilitator.

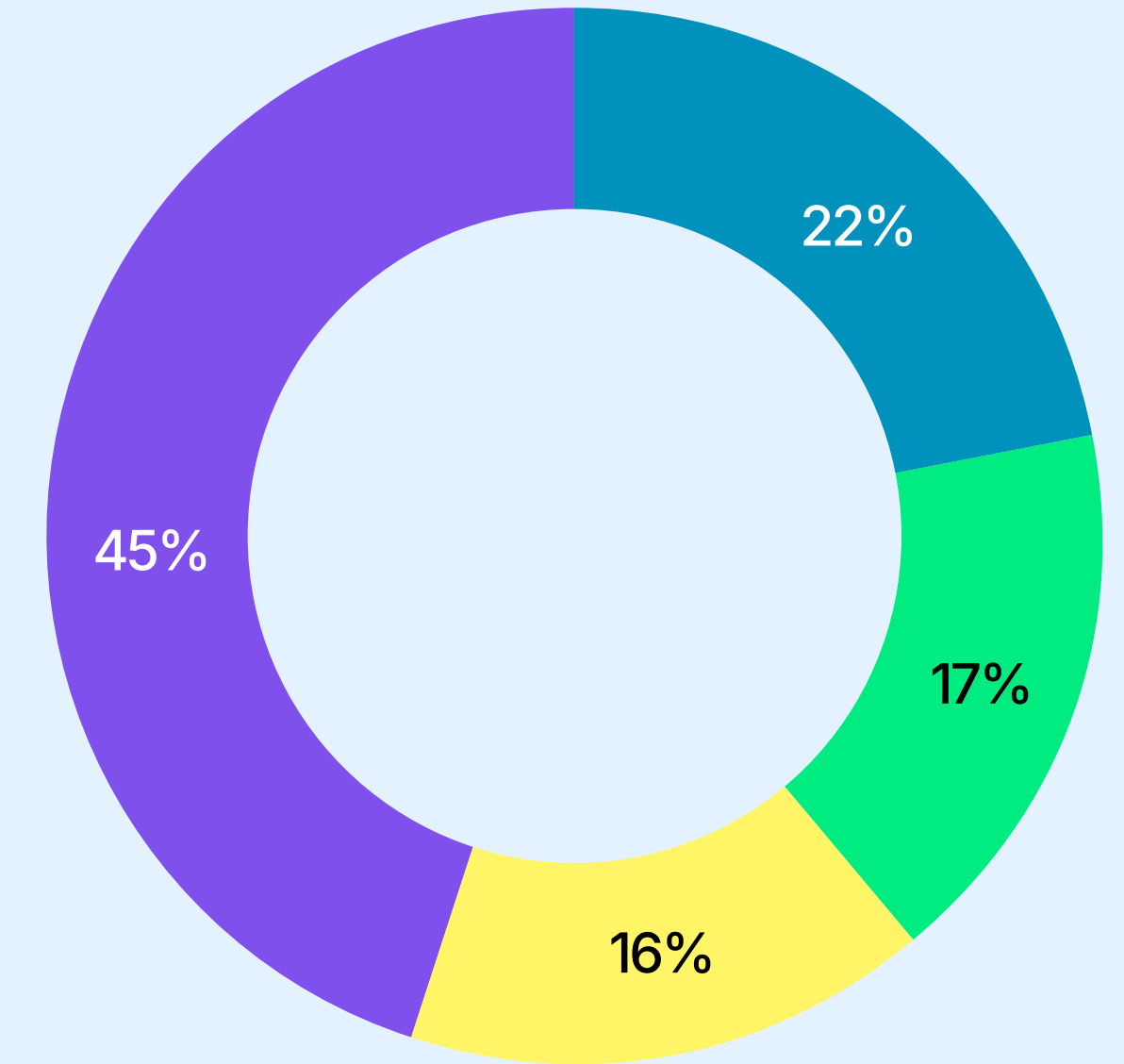
Disclosure of board evaluation practices helps enhance transparency and can strengthen stakeholder confidence in the board’s disciplined approach to governance and commitment to continuous improvement.

Our board discloses how the board evaluation was conducted and any outcomes and actions taken.



- No
- Yes, via the annual report
- Yes, via another disclosure

Our board evaluation or performance review disclosure indicates whether the evaluation was conducted by an external facilitator.



- Yes, we disclose whether we utilize an external facilitator but do not disclose the facilitator’s name
- Yes, we disclose whether we utilize an external facilitator and include the facilitator’s name
- No, we do not disclose whether we utilize an external facilitator
- N/A, we do not use an external facilitator

Management Relations and Oversight

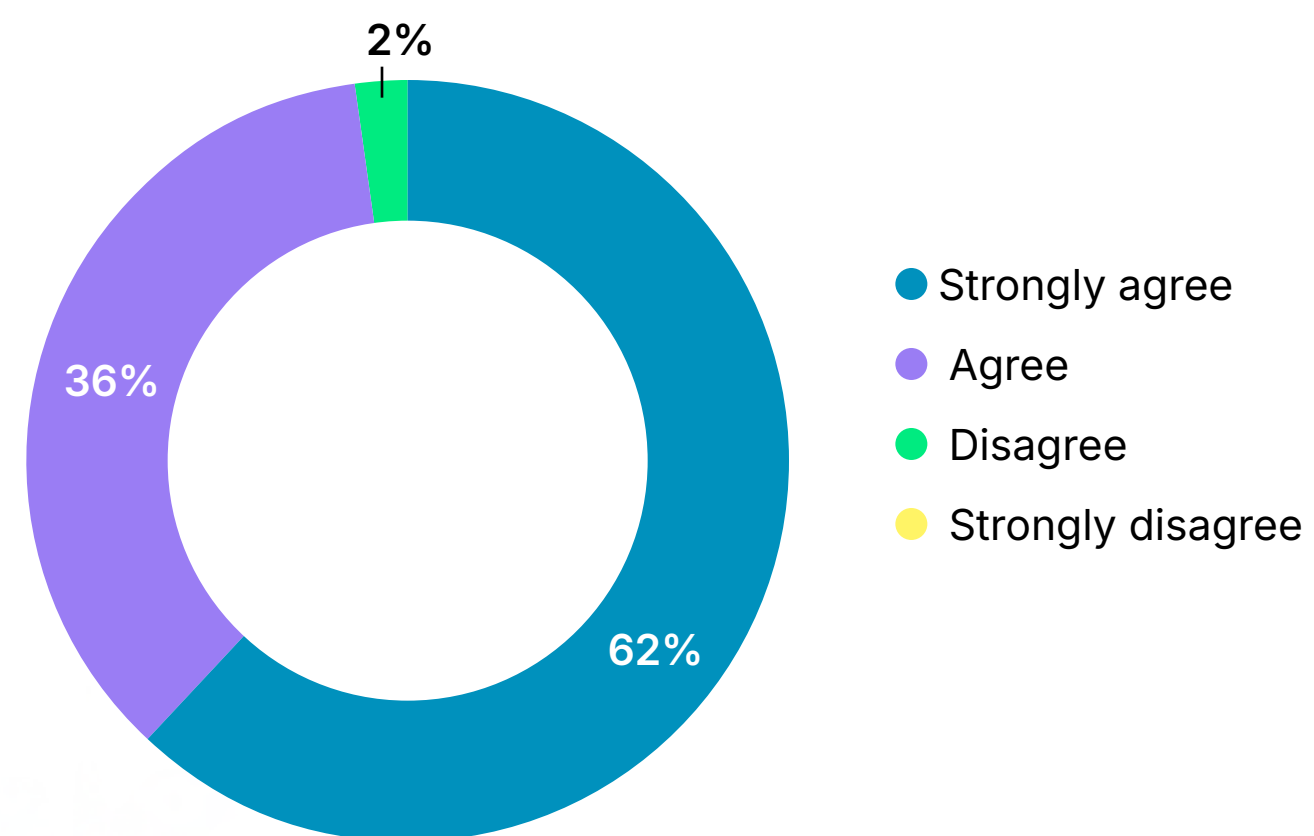
Board-Management Relationship

The quality of board-management relationships is a key focus for respondents who recognize the role this relationship plays in aligning strategic priorities and navigating increasingly complex business environments. **The majority of respondents (62%) report that their board-management relationship is healthy, constructive, engaged, and productive.** However, the remaining respondents indicate opportunities to strengthen these relationships to a more optimal state.

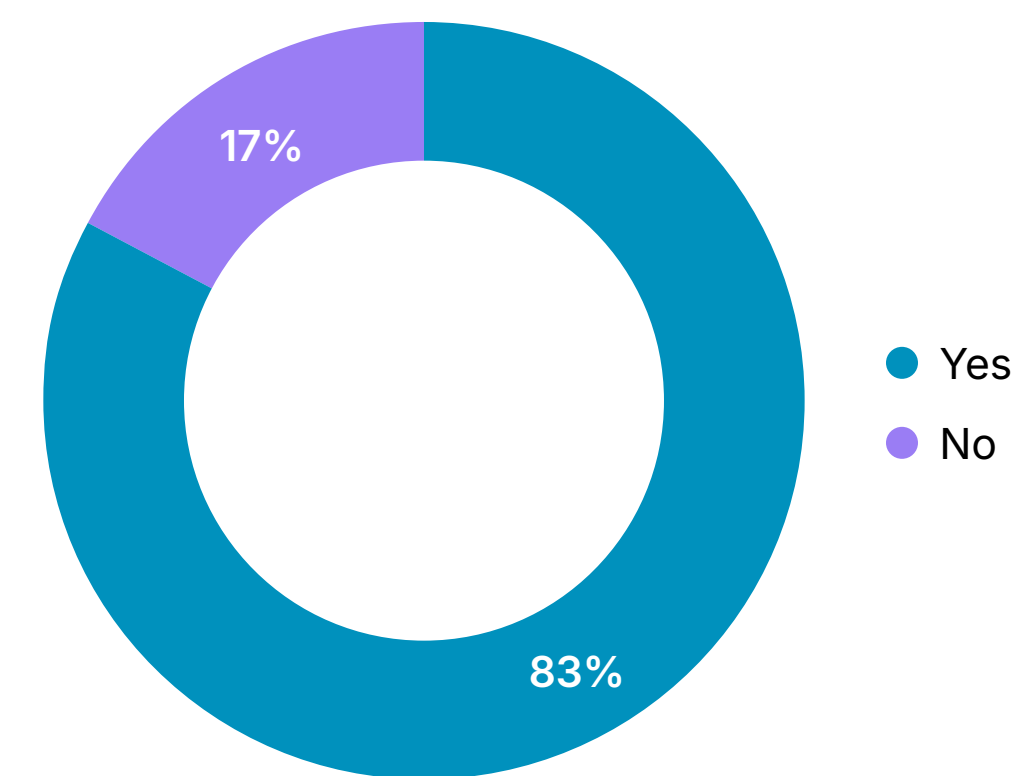
Board-management relationships are developed through a combination of meetings, formal board activities, and informal social interactions. More than 80% of respondents report that their board and management team engage in social events. Boards are broadening engagement beyond the C-suite. While the percentage of respondents who interact exclusively with C-suite leaders declined from 25% in 2024 to 20% in 2025, most respondents (62%) report engagement with both C-suite and next-level management. An additional 9% of respondents indicate that lower-level management also participates in board activities.

Collectively, these findings reflect a growing recognition that diverse engagement opportunities help strengthen board and management relationships and enhance the board's understanding of leadership capabilities and development needs across the organization.

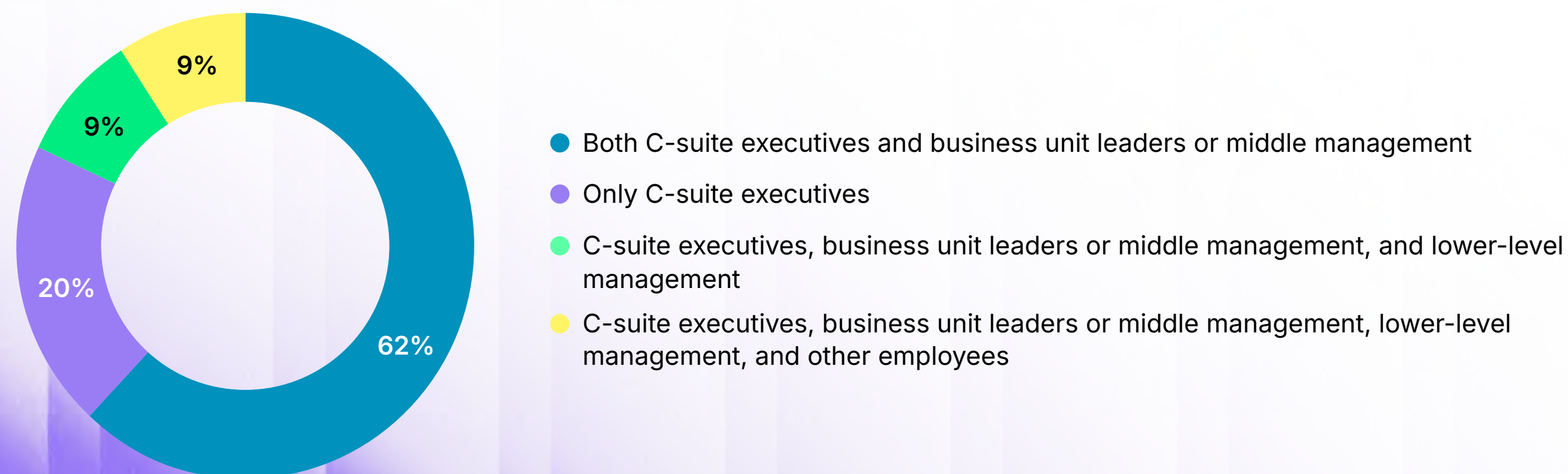
The board and management have a constructive, engaged, and productive relationship.



Does your board hold social or informal interactions for board members and management?



Which levels of employees does your board regularly meet with in board meetings and/or related board activities?



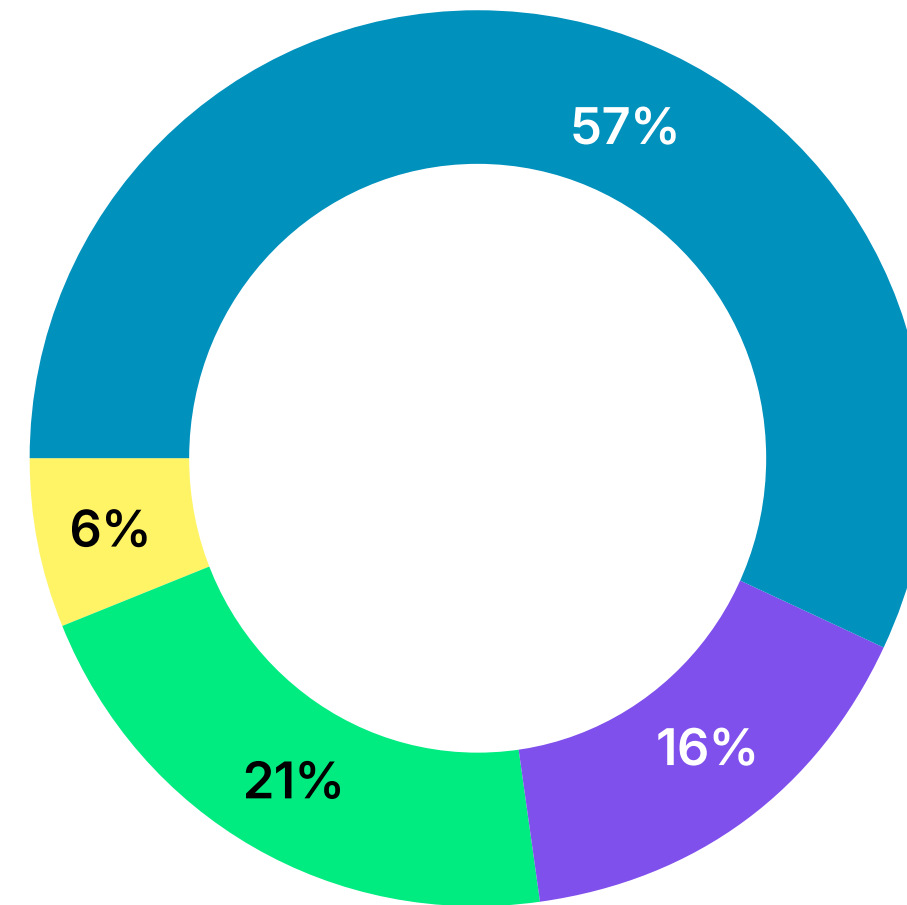
CEO and Management Succession Planning

Survey findings highlight CEO and management succession planning are in focus for boards. Just over 20% of respondents report that their board does not have a CEO succession plan, which is a positive change from 26% last year. There is also a positive change in respondents who report that their CEO succession plan has emergency and long-term provisions, increasing to 57% in 2025 from 46% in 2024.

Long-term CEO succession plans often include an assessment of internal leaders, and improved visibility by boards and their committees of management succession plans correlates with the improvements in CEO succession planning. The share of respondents who report having no visibility into management succession plans declined to 16% in 2025 from 25% in 2024. This shift is complemented by increases in boards overseeing management succession planning either directly (29% in 2025 versus 24% in 2024) or through both board and committee oversight (36% in 2025 versus 32% in 2024).

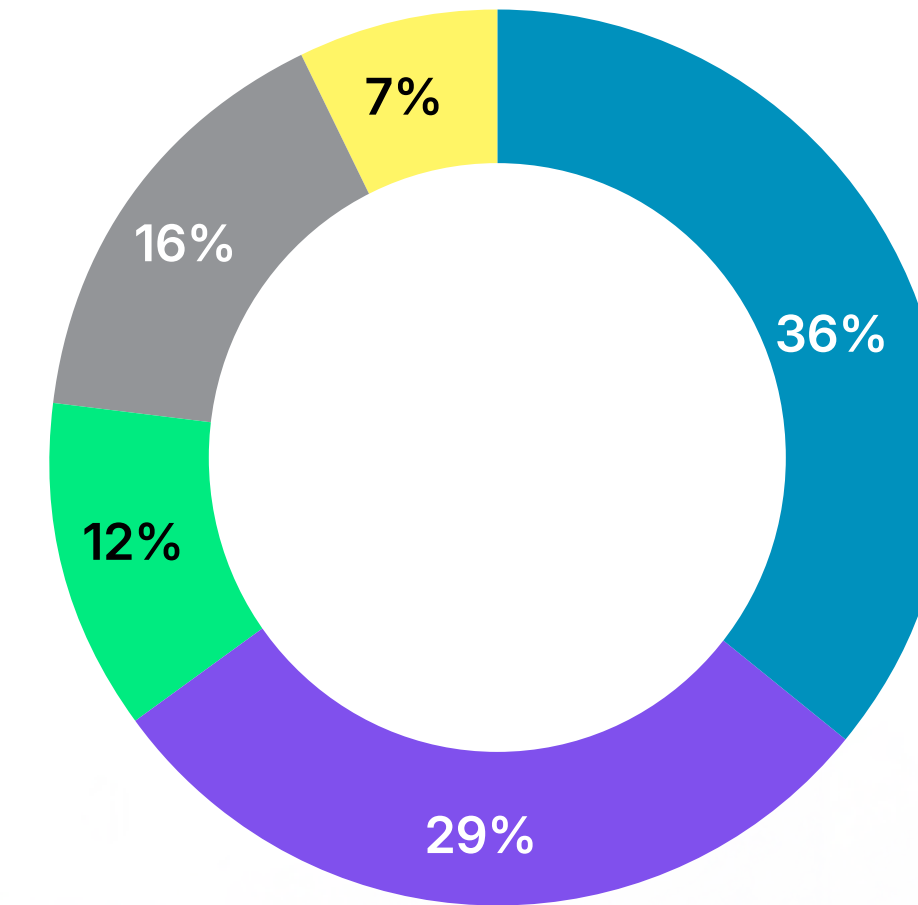
Collectively, these trends suggest a continued move toward more strategic and forward-looking succession planning practices that support leadership continuity and long-term organizational growth and stability.

Does your board have a CEO succession plan?



- Yes, the board has a CEO succession plan that includes both an emergency provision and long-term plan
- Yes, the board has only an emergency CEO succession plan
- No, the board does not have a CEO succession plan
- Unknown or other

Does your board oversee management succession plans?



- Yes, by the board and a board committee
- Yes, by the board
- Yes, by only a board committee
- No, by neither the board nor a board committee
- Unknown or other



CEO Performance Evaluations

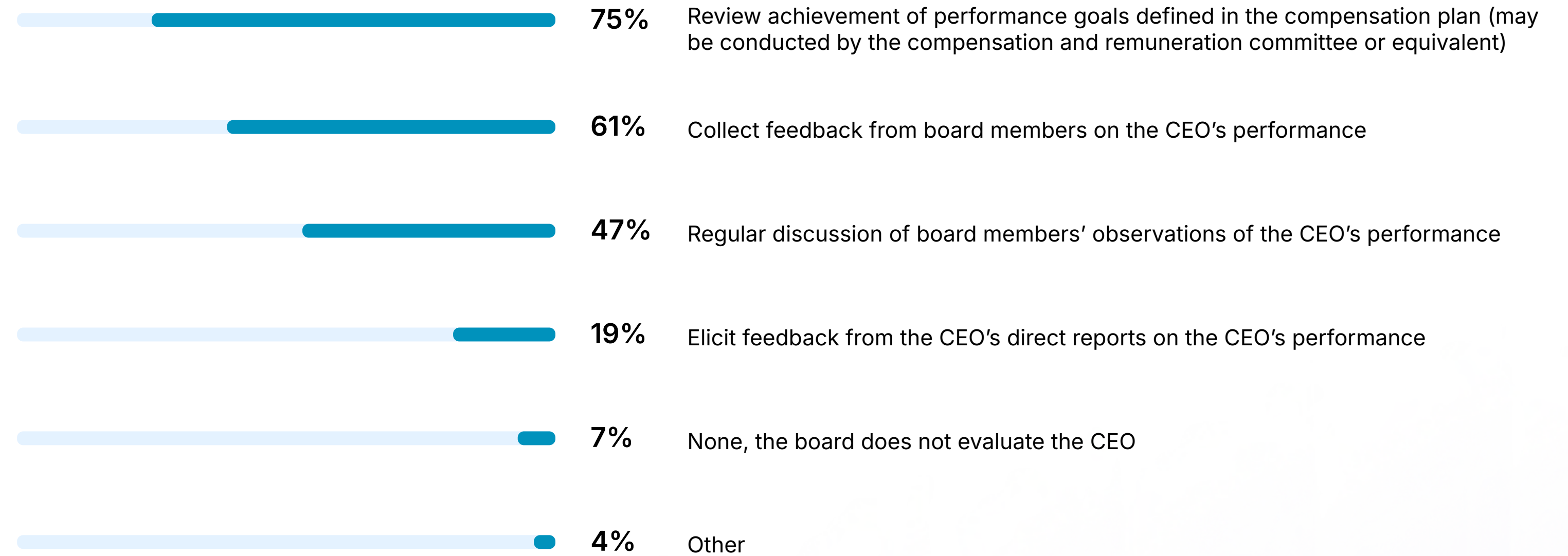
CEO performance evaluations are a core board responsibility and an important input to effective CEO succession planning. Respondents report their boards rely primarily on the review of performance goals defined in compensation plans to assess CEO performance, which is important but raises a question of how comprehensive and informative the process is for the board.

However, two evaluation practices declined year-over-year and represent opportunities to strengthen CEO evaluation rigor. **Fewer than half of the respondents (47%) report that their evaluation process includes regular discussion of board member observations on the CEO's performance**—a practice that can help align expectations and enhance transparency between the board and management.

In addition, **inclusion of the CEO's direct reports in the evaluation process declined to 19% in 2025 from 24% in 2024**, highlighting a potential gap in the breadth of insights available to boards to holistically assess CEO performance.

Finding connectivity between processes that support key board responsibilities can help boards maintain thoughtful and productive practices.

How does your board evaluate the CEO's performance?



Governance Practices and Tools

Board Meeting Practices

Board meeting and administration practices continue to evolve as the demands on boards remain high. Respondents report using both in-person and virtual meetings, enabling them to strike a balance in efficiency and impact. The majority of respondents (51%) also indicate that they require board members and presenters to attend in the same manner regardless of whether the meeting is virtual or in person.

Survey findings highlighted key opportunities to implement more proactive board administration practices, including:

Advance preparation:

Only **22%** of respondents report holding preparation sessions prior to meetings to align on priorities and ensure board members arrive with necessary information to maximize meeting engagement.

Broader committee exposure:

Only **28%** of boards report that they allow non-members to attend committee meetings, which limits opportunities to build familiarity with committee work and issues that may later come before the full board.

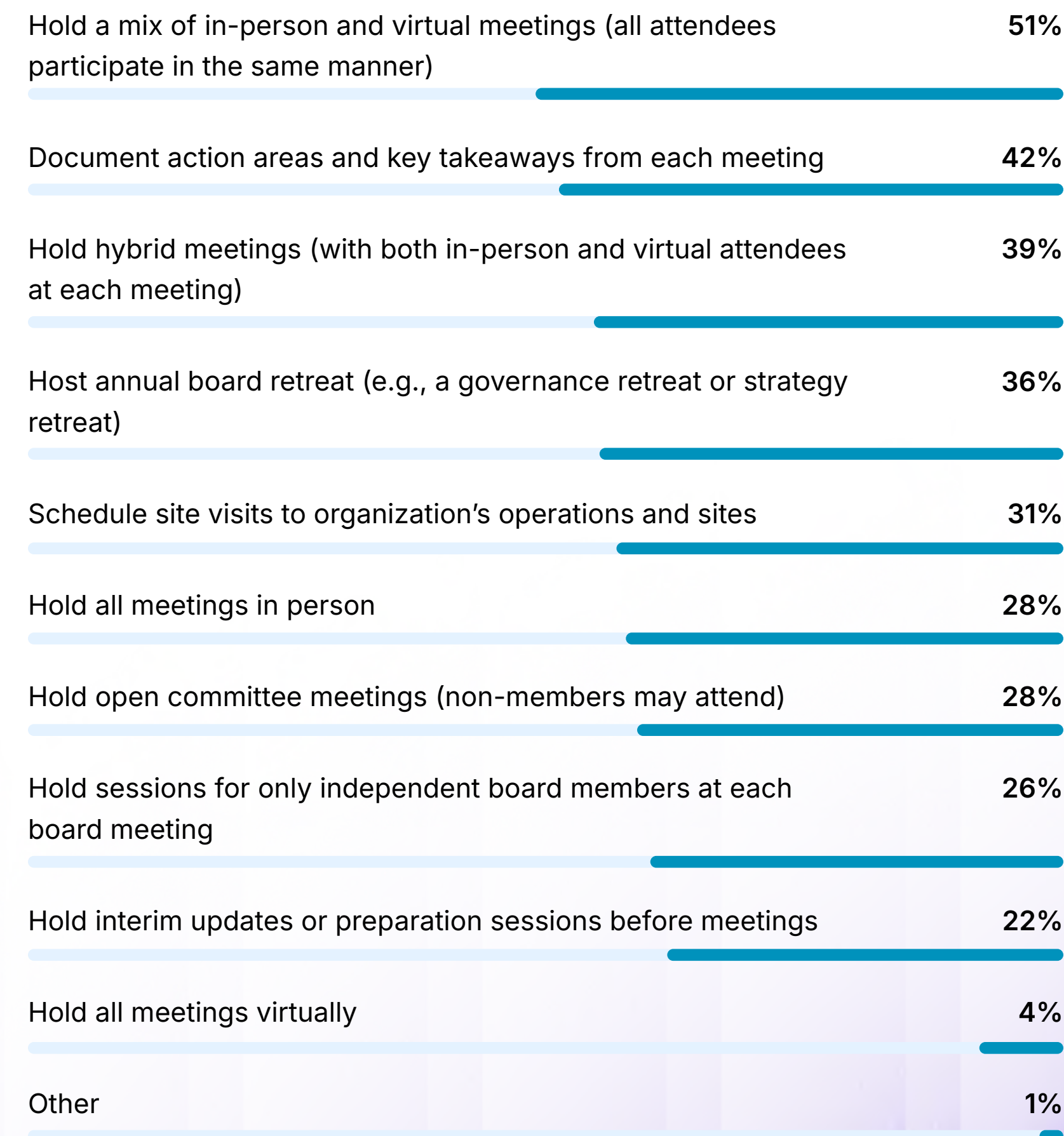
Action tracking and follow-through:

While documenting and monitoring action items helps ensure important matters receive appropriate attention, only **42%** of respondents indicate that their board has a formal process in place.

Dedicated time for deeper engagement:

Annual board retreats—designed to support more in-depth discussion of governance, strategy, and risk—are underutilized, with only **36%** of respondents reporting this as an existing practice.

Which of the following reflects your board's current meeting and engagement practices?



Board Materials

Only 22% of respondents indicate that their board materials do not need any improvements. The vast majority identify opportunities to enhance the quality of board materials, such as:

- **Including executive summaries** in each section to highlight key issues and decisions
- **Making materials more concise and forward-looking** to focus discussion on strategic priorities
- **Incorporating a memorandum of prioritized discussion topics** to guide board dialogue
- **Distributing materials further in advance of meetings** to support adequate preparation

Collectively, these enhancements help board members more easily identify and understand the most critical information, improving preparation, discussion quality, and overall meeting effectiveness.

What changes would improve board meeting materials?

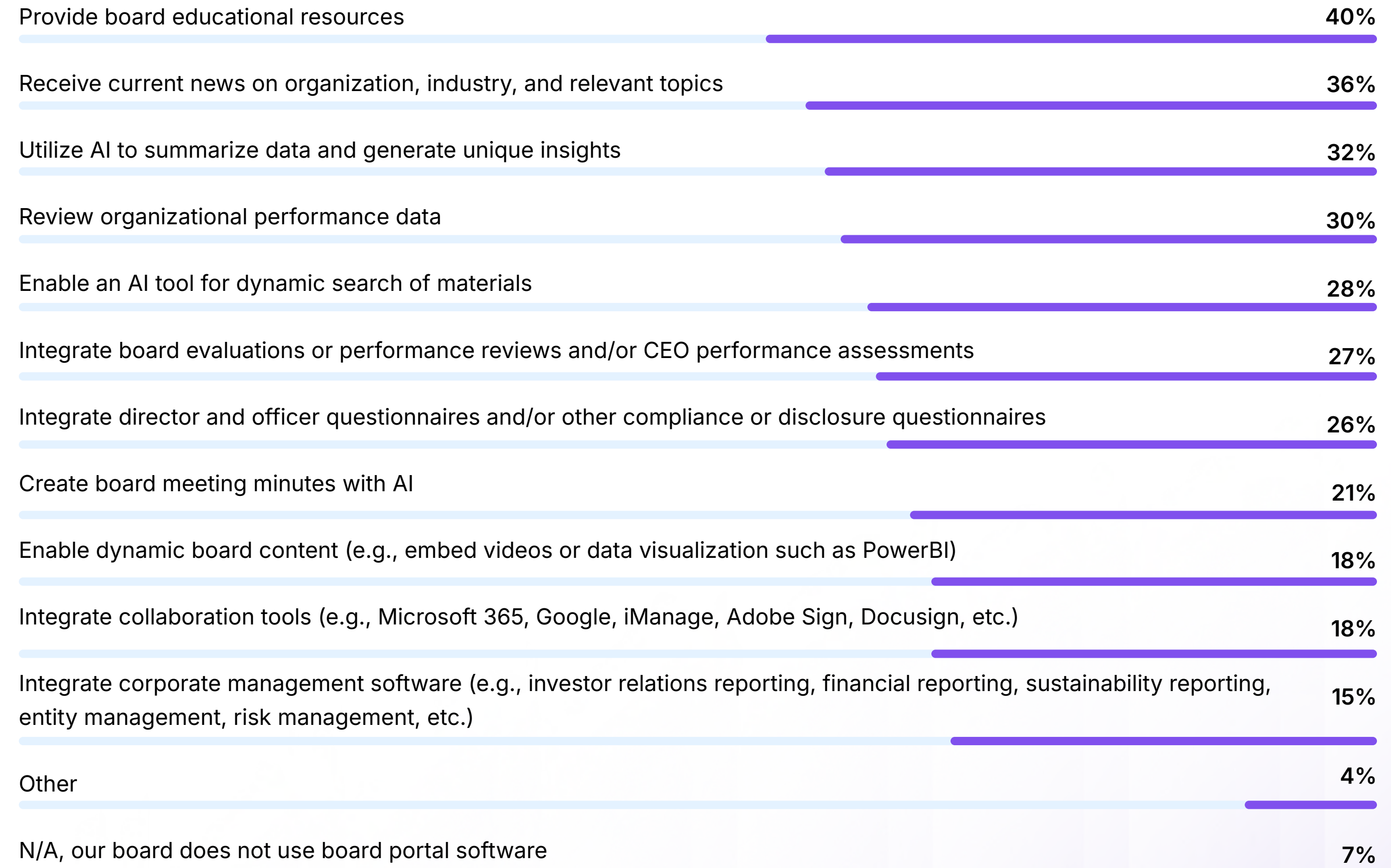


Board Portal Software and AI Capabilities

Utilization of board portal software continues to increase. **Only 7% of respondents indicate that their board does not use the software, which is down from 9% in 2024.** When asked how board portal software can be more valuable, respondents identify the depth and breadth of available resources as the top priorities. Specifically, 40% cite the need for expanded board educational resources, while 36% indicate an opportunity to receive more timely news on the organization and its industry.

AI-enabled capabilities within board portal software present clear opportunities to enhance board information. Nearly one-third of respondents (32%) identify the use of AI to summarize information and generate insights as valuable, while 30% indicate that AI-powered search would be beneficial. However, adoption remains limited. Respondents cite the opportunity for board portal software that includes AI functionality, along with clear policies governing prudent, ethical, and responsible use of AI, as critical prerequisites.

Which of the following features would enhance board portal software?

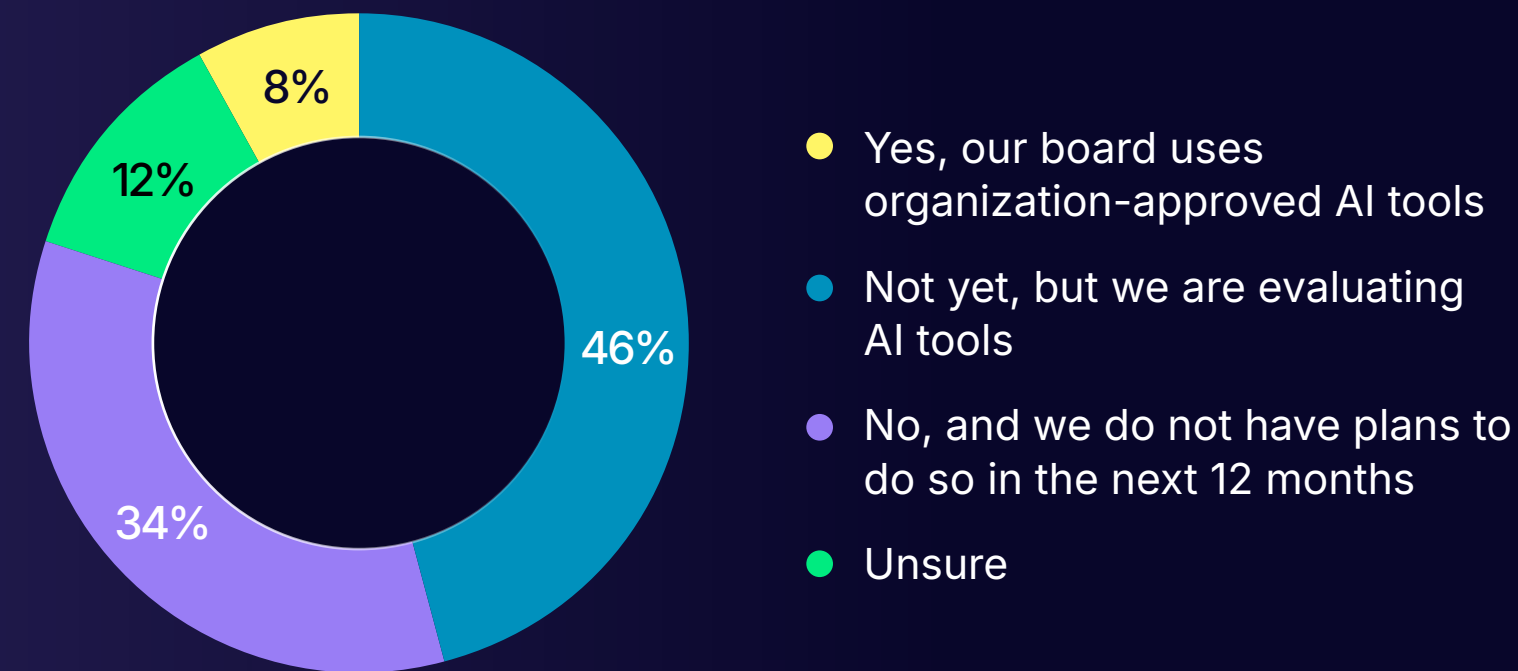


Board AI Adoption and Oversight

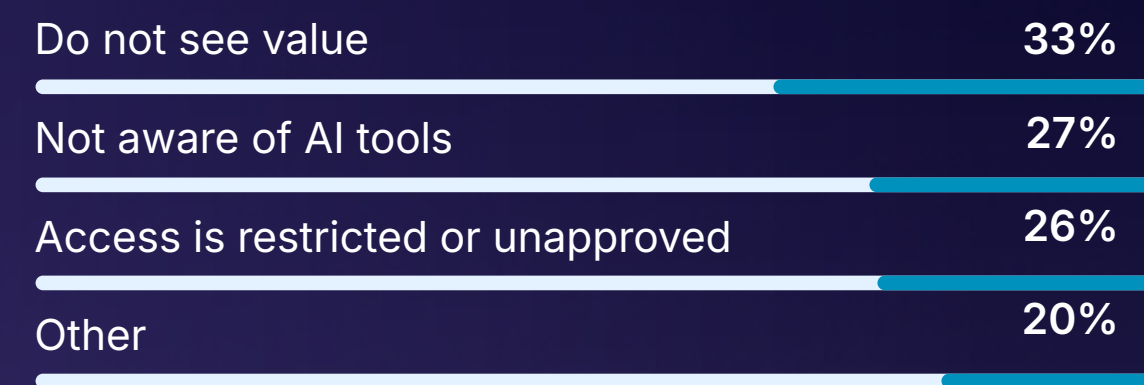
Only 8% of respondents report that their board uses an approved AI tool, though 46% indicate that they are actively evaluating AI tools. Among the respondents already using AI, information summarization is the most common application (71%), signaling that boards view AI as a means to improve the quality and accessibility of information.

Among the 34% of respondents who report that their board does not have plans to adopt AI tools in the next 12 months, reluctance is driven by a relatively even mix of factors. One-third (33%) cite a lack of perceived value, while others point to limited awareness of available tools (27%) or restricted access (25%). These findings suggest opportunities to better educate boards, along with corporate secretary and legal teams, on purpose-built AI tools for board use, their governance benefits, and how appropriate policies can mitigate risks associated with improper use.

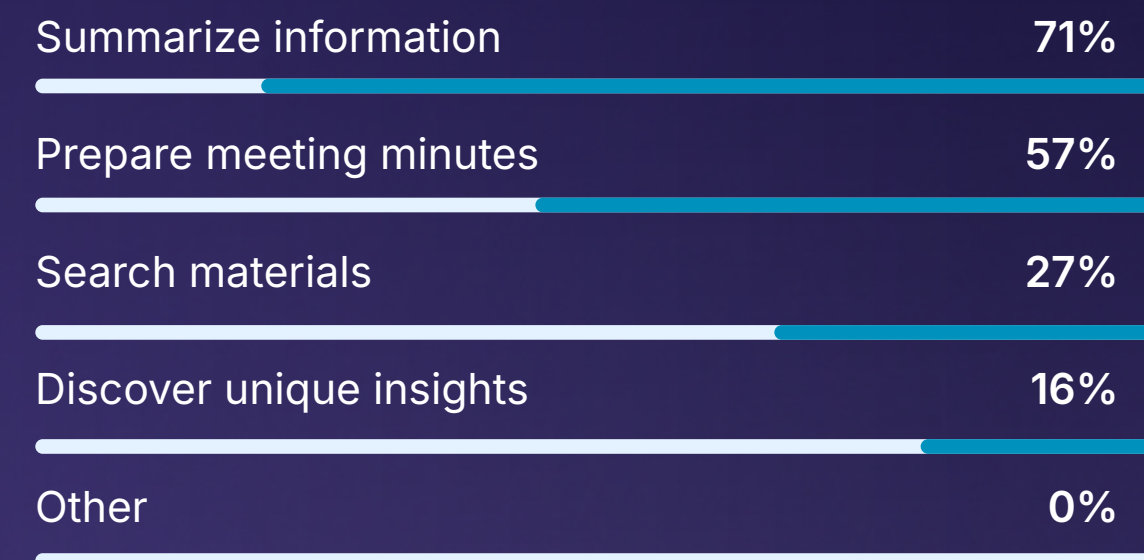
Does your board use AI tools for its board work?



If you selected "no" or "not yet" to the question above, why doesn't your board use AI tools?



What AI features is your board using?



This question was only answered by the 8% of respondents who indicate their board is already using approved AI tools.

What AI topics is your board currently discussing?



While adoption of AI board tools is at an early stage, board discussion of AI is widespread. Most respondents (81%) report discussing AI with primary focus on its impact on the business (77% of those engaged in AI discussions). In addition, nearly one-third (32%) report that they are evaluating whether AI oversight should be delegated to a board committee or task force.

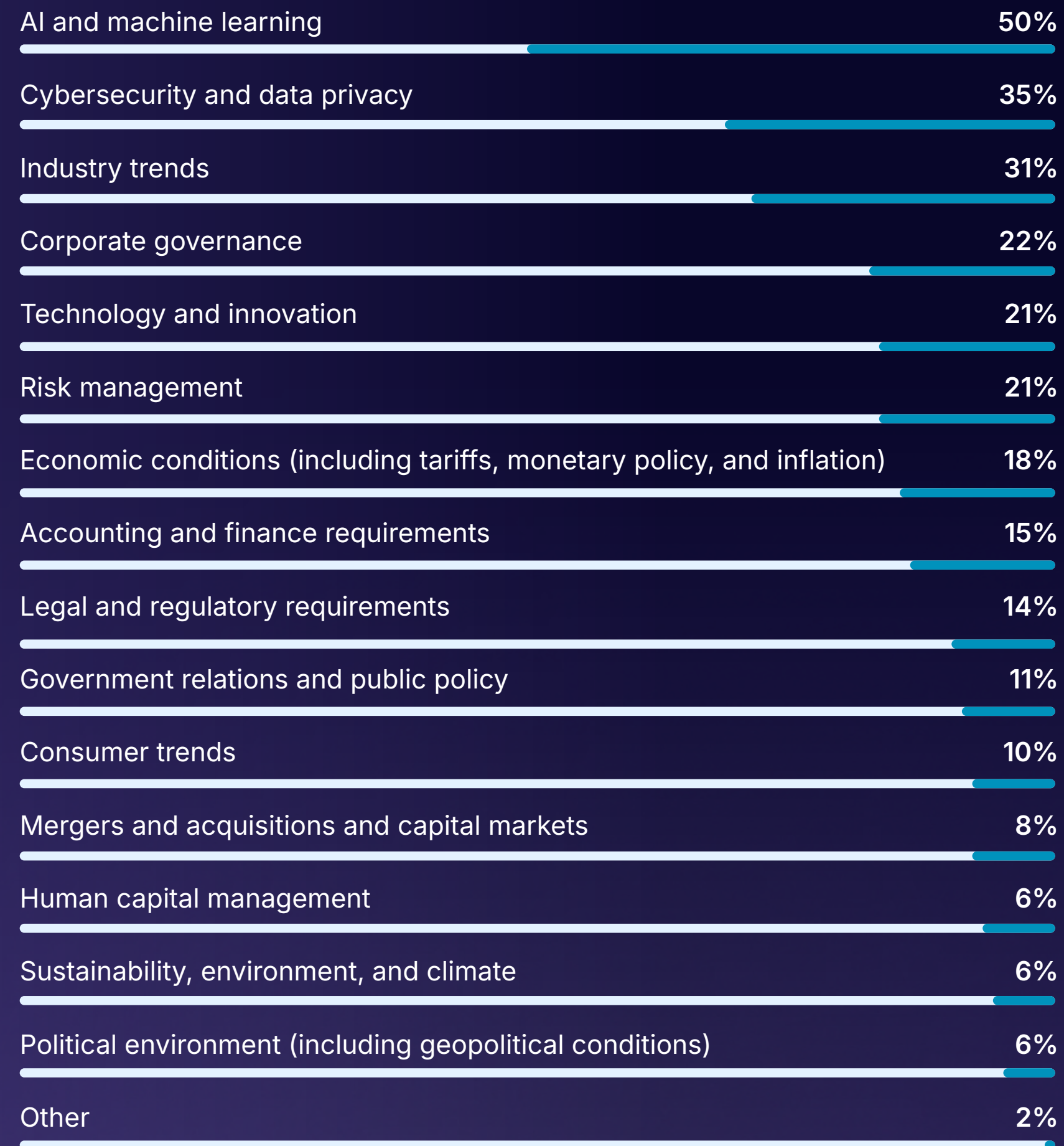


Board Education Priorities

Among the prioritized topics for board education, **AI and machine learning emerge as clear priorities, selected by 50% of respondents, which is a 23% increase from 2024.** This rise aligns with the expanding use of AI across organizations and the growing need for boards to better understand the risks and opportunities associated with this technology. Other core knowledge areas, including cybersecurity and data privacy and industry trends, are also near the top of the list.

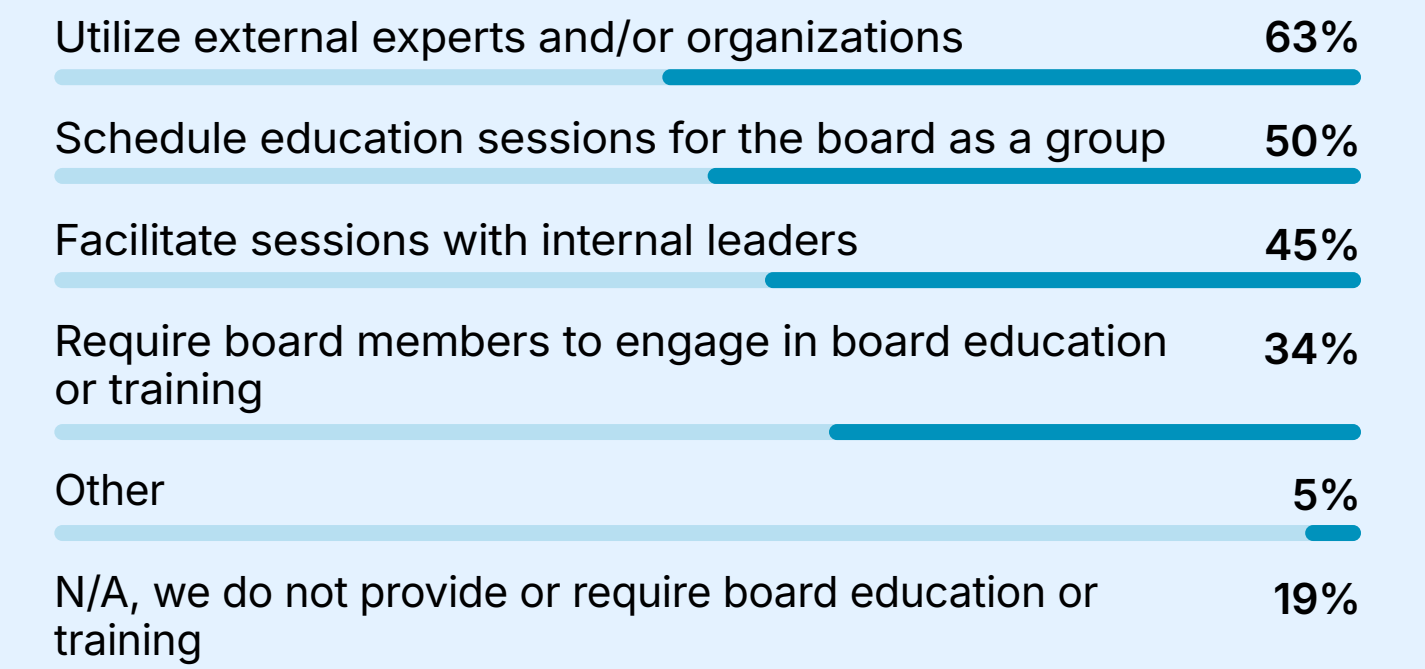
Among the 81% of respondents who report providing board education, it is most commonly delivered by external experts or organizations (63%) or by internal leaders (45%), supporting the board’s ability to validate management perspectives, constructively challenge assumptions, and maintain independence in fulfilling their oversight responsibilities.

Which topics are most important for continuing education for your board?



Respondents could select up to three areas.

How does your board manage continuing education or board training?



Strategy and Risk Topics on the Horizon

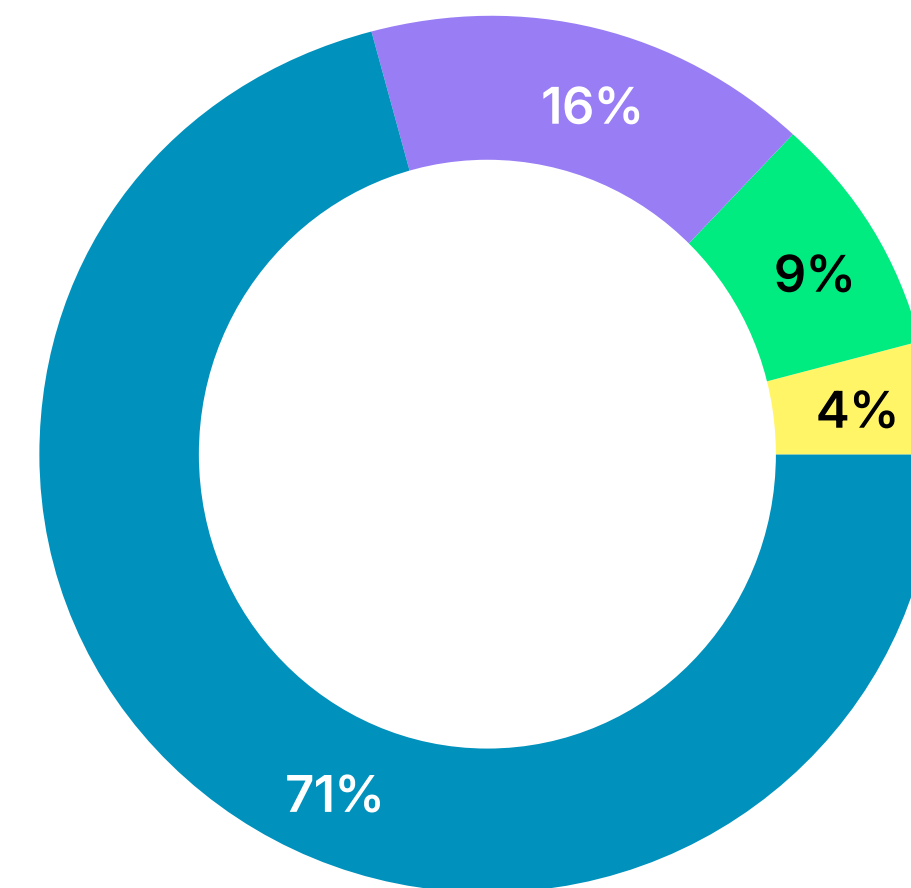
Strategic Planning and Execution Oversight

Well-informed boards are better positioned to meaningfully engage in strategic planning and monitor execution. In 2025, a greater share of respondents report that their board holds an annual strategic planning meeting, increasing by 12% from 2024 (71% versus 59%, respectively). This rise reflects a shift toward greater emphasis on long-term strategy and a more regular review of progress against strategic plans.

In addition, fewer respondents indicate that their organization does not have a defined strategic plan or their board is not involved in strategic planning, suggesting that boards are becoming more integrated in strategic planning amid evolving business and macroeconomic landscapes.

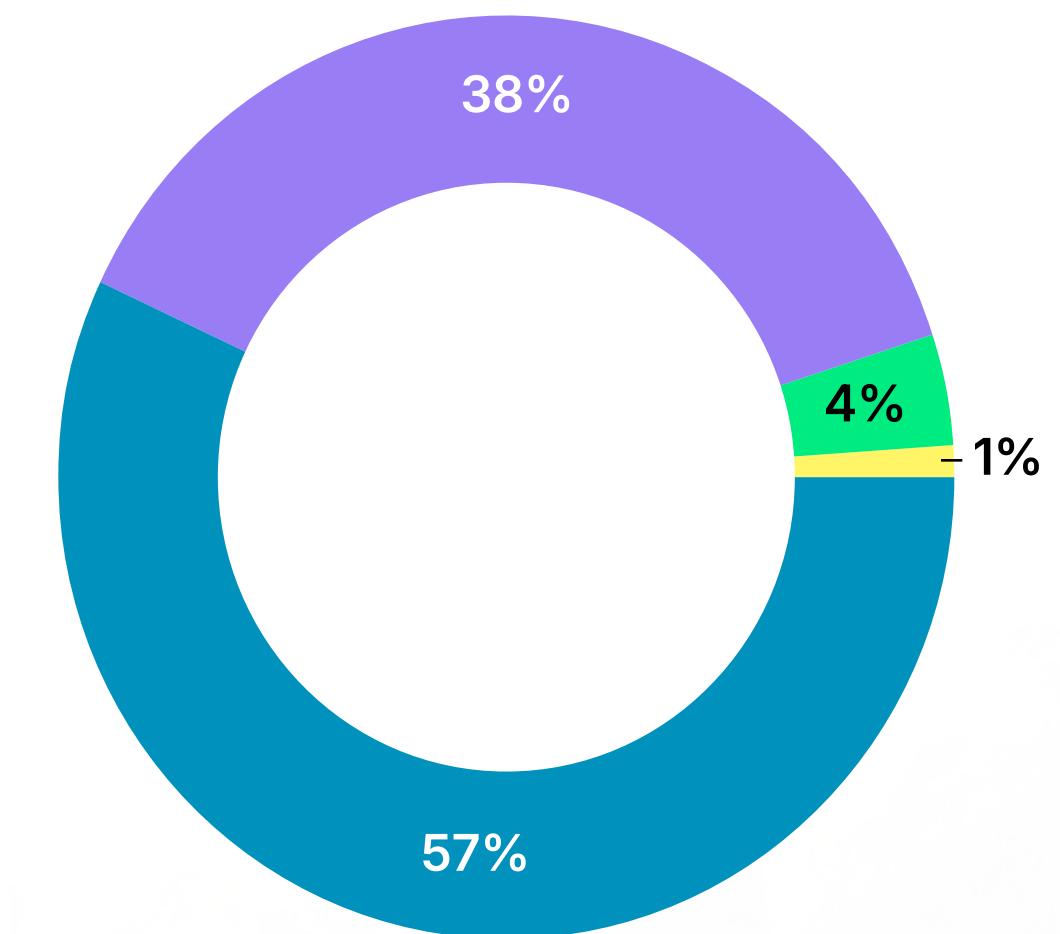
Oversight of strategic execution also remains strong. Nearly all respondents (95%) indicate that their board monitors strategic execution, and there is an increase in respondents who report that their board receives and reviews a defined strategy framework (57% in 2025 versus 51% in 2024). This is accompanied by a reported decline in reliance on informal or periodic reports from management on strategic execution (38% in 2025 versus 43% in 2024). These shifts reflect a growing recognition of the board's role in offering insights, constructive challenges, and guidance to management during the planning process and execution discussions.

Does your board participate in strategic planning for the organization?



- The board holds an annual strategic planning meeting
- The board holds a strategic planning meeting bi-annually or less frequently
- The board is not involved in strategic planning
- There is no defined strategic plan

How does your board oversee strategic execution?



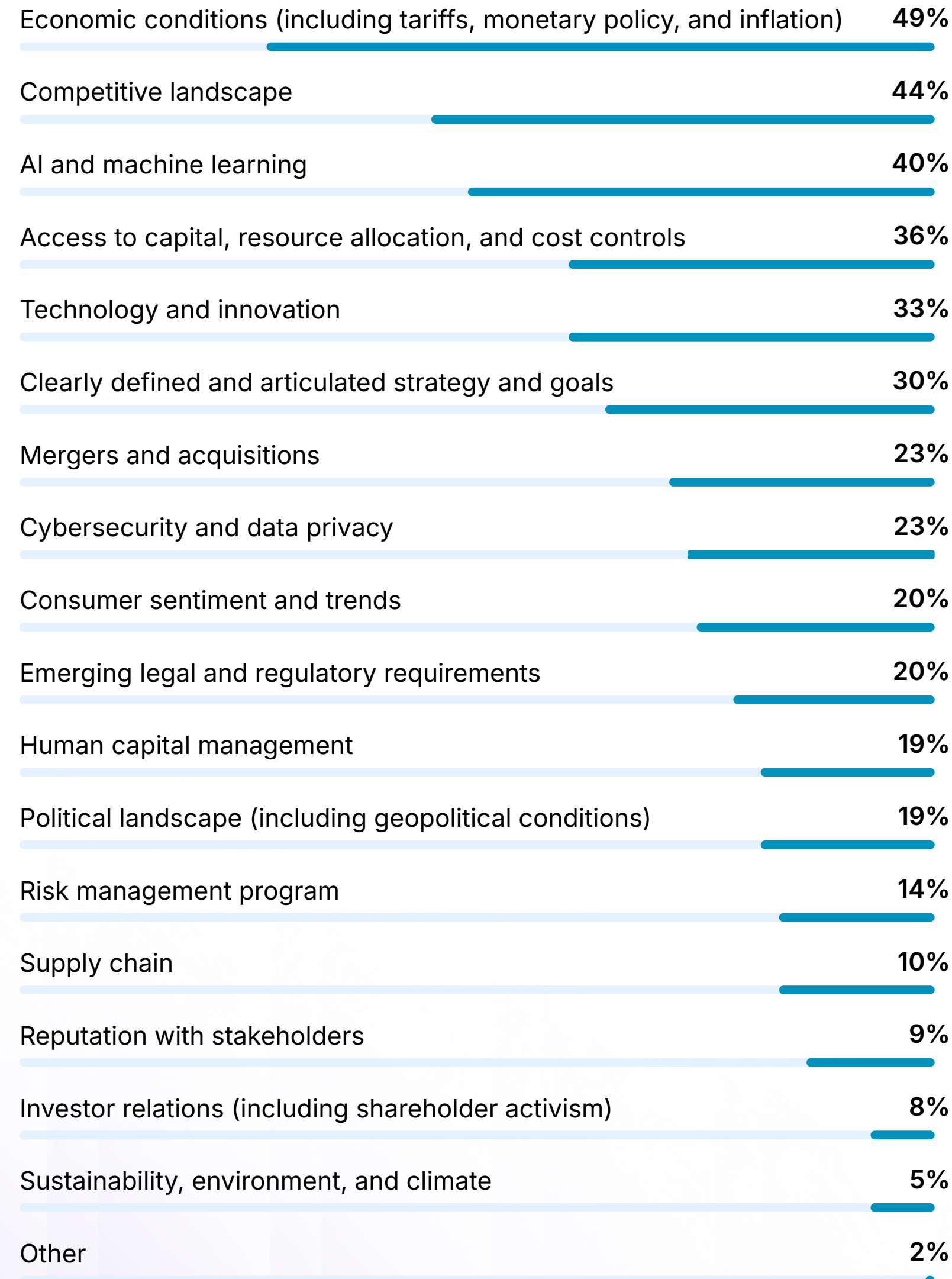
- Review execution of the strategic plan through a defined strategy framework with key performance indicators
- Receive informal or periodic reports from management on strategic execution
- Does not monitor execution of the strategic plan
- Other

Top Issues Impacting Organizations

Board members and leaders continue to navigate a complex environment. The areas expected to have the greatest impact on organizations over the next 12 months follow both consistent patterns and notable shifts from 2024 survey findings:

- **Economic conditions** (49%) and access to capital, resource allocation, and cost controls (36%) are two of the top four areas expected to impact organizations in 2026, reflecting the board's fiduciary duty to ensure an organization's financial health and assess the impacts of the economic environment on such.
- **The competitive landscape is the second most impactful area** (44%), underscoring respondents' focus on external dynamics and internal operating performance.
- **AI and machine learning show the largest year-over-year increase** (40% in 2025 versus 19% in 2024), alongside a rise in technology and innovation (33% in 2025 versus 24% in 2024), reflecting accelerated AI adoption across products and operations.
- **Human capital management** (19% in 2025 versus 28% in 2024) and **sustainability, environment, climate** (5% in 2025 versus 10% in 2024) both declined year-over-year, aligning with shifts in political, regulatory, and social positioning across these areas.

What are the top areas that will impact your organization in the next 12 months?



Changing Capital Markets

Additionally, anticipated shifts in capital markets signal uncertainty. One-third (33%) of respondents indicate that they are unsure which proposed changes would have a positive impact. Among the remaining respondents, reduced regulatory reporting requirements are favored by more than half (51%), followed by expanded opportunities for private market investments (42%).

Which of the following do you think will have a positive impact on capital markets within the next two years?

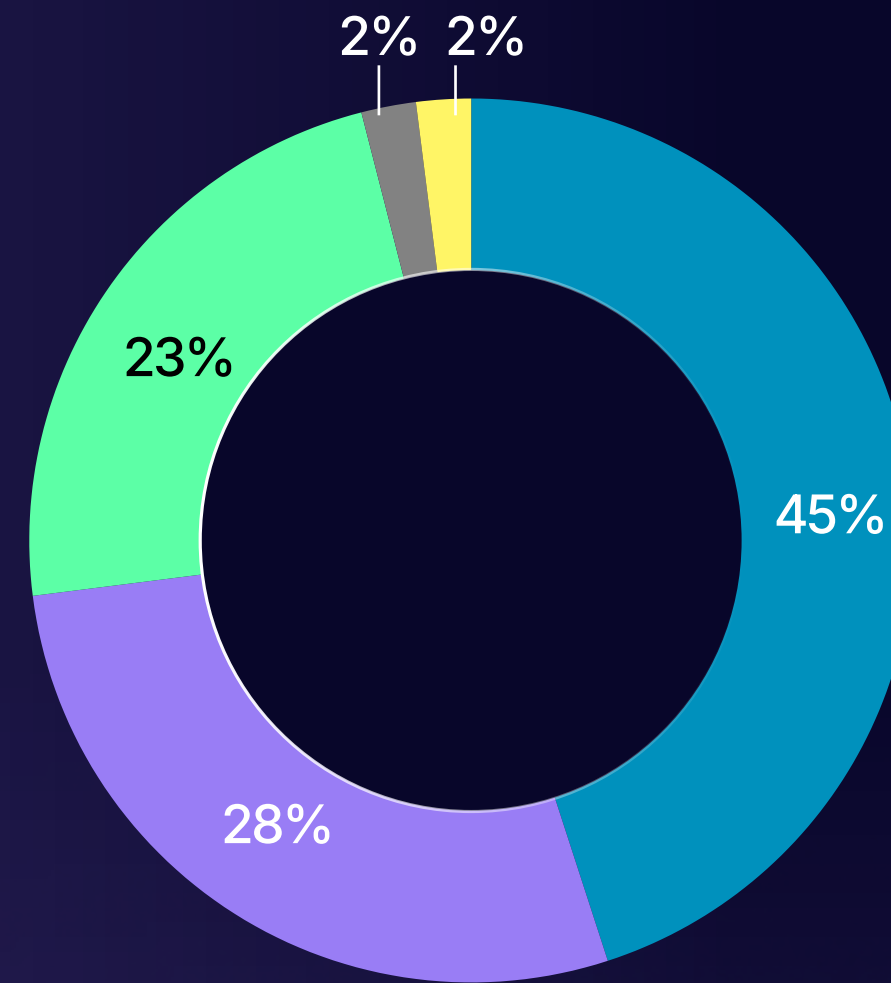


Increasing Demands and Expectations on Boards

Highly engaged boards work with management to evaluate how changing business conditions and stakeholder expectations impact their organization. More than half of the respondents (52% versus 51% in 2024) indicate that a deeper understanding of the business, industry, competitive, and legal or regulatory environments would help drive greater value from their board. As expectations for diligence rise, so do the time commitments and scrutiny associated with board service. **Almost all respondents (96% in 2025 versus 97% in 2024) expect sustained or increasing demands over the next 12 months, underscoring continued governance pressures on organizations and their boards.**

Utilizing insights from these survey findings can help support board members, executives, and governance professionals stay current on areas relevant to their roles and continue to meet rising expectations for board effectiveness.

How do you expect demands on boards will change in the next 12 months?



- Sustained scrutiny and time requirements for board service
- Increasing scrutiny and time requirements for board service
- Sustained scrutiny but increasing time requirements for board service
- Declining scrutiny but sustained time requirements for board service
- Declining scrutiny and time requirements for board service

What changes would drive greater value from your board?





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