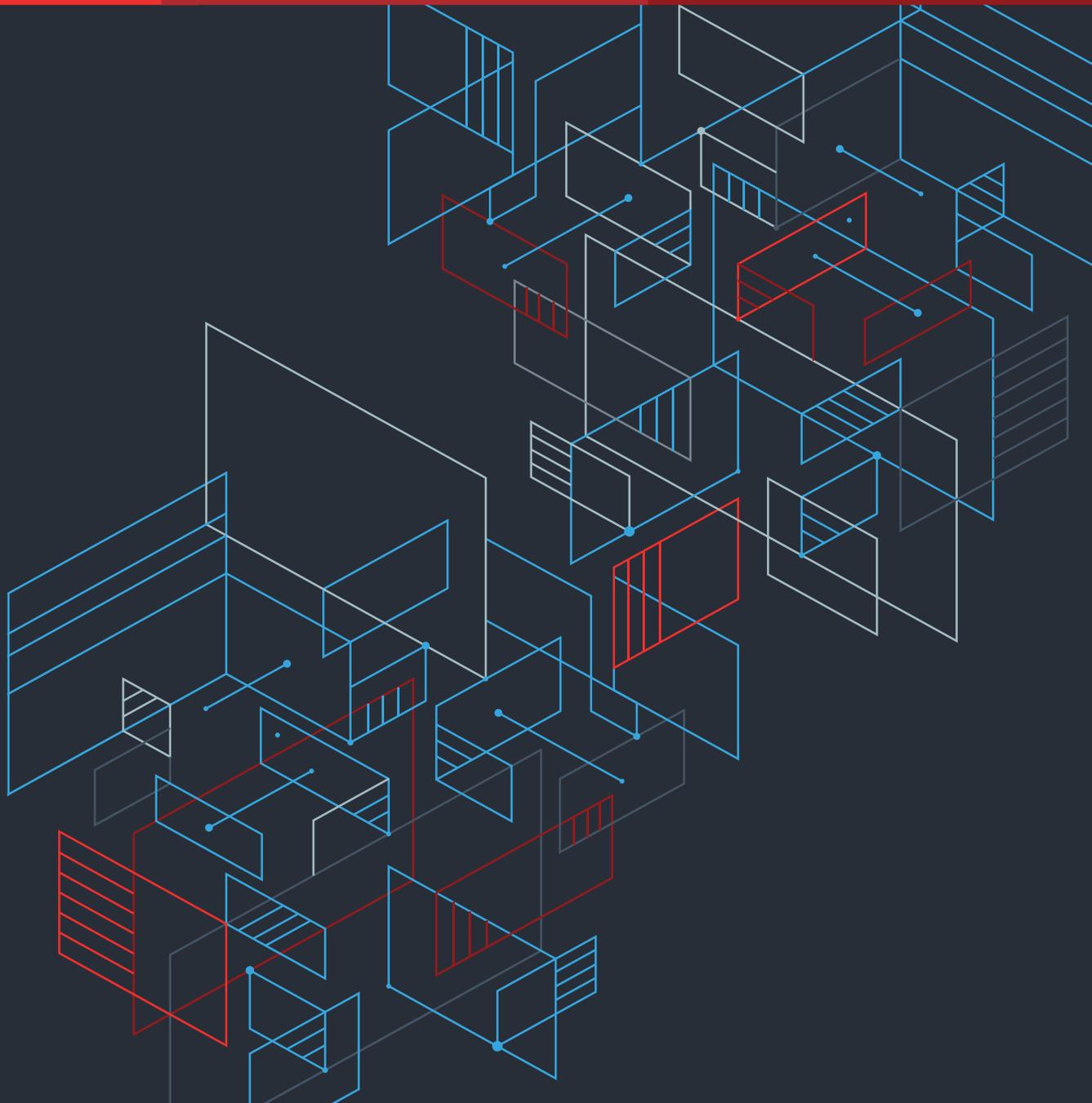


Diligent **Institute**

2022: A YEAR IN REVIEW



Diligent Institute

About Diligent Institute

Diligent Institute informs, educates, and connects leaders to champion modern governance.

We provide:

- Original, cutting-edge research on the most-pressing issues in corporate governance
- Certifications and educational programs that equip leaders with the knowledge and credentials needed to guide their organizations through existential challenges
- Networks that convene directors and corporate executives to share best practices and insights
- Awards and recognition programs that celebrate the accomplishments of those who champion modern governance

Founded in 2018, Diligent Institute acts independently as the global corporate governance research arm and think tank of Diligent Corporation, the global leader in modern governance.

Learn more at diligentinstitute.com.

About Diligent Corporation

Diligent is the global leader in modern governance, providing SaaS solutions across governance, risk, compliance, audit and ESG. Serving more than 1 million users from over 25,000 customers around the world, we empower transformational leaders with software, insights, and confidence to drive greater impact and lead with purpose.

Learn more at diligent.com.



LETTER FROM THE INSTITUTE

REDEFINING OUR FOCUS

Since Diligent Institute's inception in December 2018, our goal has always been to share broadly all that we are learning about governance practices to help corporate leaders guide their organizations successfully, sustainably and ethically.

In our first year, we talked to corporate leaders about the biggest challenges facing their organizations and published reports on the case for [modern governance](#), leading through [political uncertainty](#) and the rise of [stakeholder capitalism](#) — topics that would grow even more important in the years to come. In the years following, nearly everything we knew about corporate governance shifted rapidly. In an era where new issues came to light each day, we followed the research and the voices of corporate leaders where they led us to gain insight on the most pressing topics.

In 2022, we learned to hone, refine, and focus our research to meet the needs of a rapidly changing world — deciding in 2023 to organize our reports under four banners: Boards and Governance; Risk and Strategy; Audit, Ethics and Compliance; and ESG and Diversity, Equity and Inclusion. Our first-ever [Board Diversity Gaps](#) report, a comprehensive look at boardroom diversity and composition involving over 20 research partners from around the world, has become the model for this reorganization.

Meanwhile, thriving global partnerships have enabled us to expand further into new regions for the Institute's research, allowing us to publish two reports in multiple languages, including a report connecting [ESG maturity to board effectiveness](#) in Spanish in partnership with Esade and a [report on gender diversity](#) in Japan, published in Japanese in partnership with Human Resource Governance Leaders (HRGL).

With this streamlined research approach; a wealth of valuable partnerships around the world; and the ability to tie together surveys, interviews, news analytics, quantitative data from company filings, insights from subject matter experts and more, Diligent Institute is uniquely positioned to dive deeply into the core challenges for our director audience, delivering new insights to drive modern governance.

EXPANDING OUR OFFERINGS

This year, Diligent Institute also redefined our vision: not only to inform but also to educate, and connect leaders to champion modern governance. In addition to providing research, our new offerings include:

*

Certifications and educational programs that equip leaders with the knowledge and credentials needed to guide their organizations through existential challenges

*

Peer networks that convene directors and corporate executives to share best practices and insights

*

Awards and recognition programs that celebrate the accomplishments of those who champion modern governance

In 2022, we launched our first certificate programs to better meet the needs of our director audience. Each program is designed to be highly practical and able to be implemented quickly, and leverages the insights and knowledge of expert practitioners. Our [first program focuses on climate](#) and was created in collaboration with global law firm Kirkland & Ellis and leading proxy advisory firm Glass Lewis. Our [second program tackles ESG](#) topics more broadly and was created in partnership with Competent Boards.

The response has been overwhelming: Hundreds of directors have enrolled to up their competence and confidence in climate- and ESG-related issues. In 2023, we will launch our third certificate program on cyber risk and strategy to combat another area of top concern for directors and other business leaders.

In 2023 and beyond, we will continue to expand and bring cutting-edge training and certifications to our director and executive audience. Our [Next Gen Board Leaders](#) program, a peer networking opportunity for public company directors under the age of 50, continues to thrive. In 2023, we will expand on this program and launch additional peer networking opportunities for directors and executives of companies leading the way in modern governance.

As we move forward on providing more education and networking opportunities for our audience in the coming year, we also intend to expand our recognition programs to further highlight champions of modern governance.



LOOKING TO 2023 AND BEYOND

Diligent Institute is here to lead on governance issues and help directors and other corporate leaders guide their organizations through the most challenging, turbulent and uncertain times. In the coming year we look forward to partnering with the each of you to inform through our research, educate with best-in-class certificate programs, build connections by fostering networking environments and spotlight the best examples of modern governance!

Lisa Edwards,
Executive Chair

Dottie Schindlinger,
Executive Director

INFORM

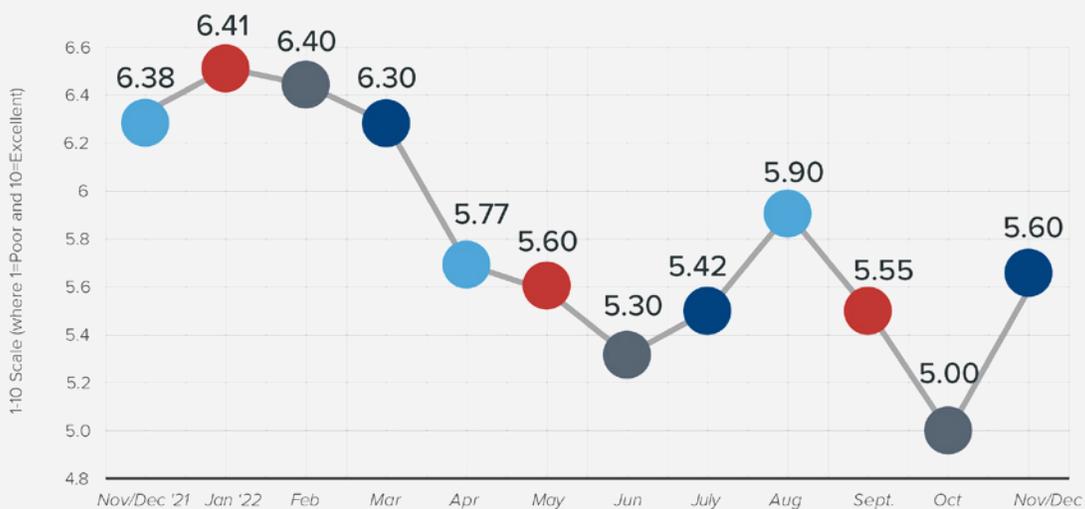
The following section contains Diligent Institute research highlights from 2022. While this report provides a summary, you can learn more about individual research projects and read full reports [here](#).

A YEAR IN DIRECTOR CONFIDENCE AND CORPORATE SENTIMENT

Diligent Institute helps you keep a pulse on the most pressing issues on corporate directors' minds with two tools: the [Director Confidence Index](#) and the [Corporate Sentiment Tracker](#). The first of these, the Director Confidence Index conducted in partnership with [Corporate Board Member](#), is a monthly survey of US public company directors on their confidence in the economy and other topics of interest.

This year, confidence in economic conditions declined overall. From January to December 2022, director confidence dipped from 6.45 to a 5 on our 10-point scale, falling into "weak" territory for the first time since the survey began fielding in September 2020, driven largely by concerns about inflation and eventually recession in the United States.

Directors' Outlook for Business 12 Months from Now



* Source: Director Confidence Index, Corporate Board Member - Diligent Institute, BoardMember.com

These findings were aligned to information out of the Corporate Sentiment Tracker, our artificial intelligence (proprietary AI) — powered news analysis tool launched in 2021, which tracks the terms being used most frequently by corporate leaders when speaking publicly. In the last 365 days, here were the top three terms used by corporate leaders in the news:



After those three, words like “economy,” “recession,” “markets” and “warns” all appeared in the top 20 most common terms of 2022.

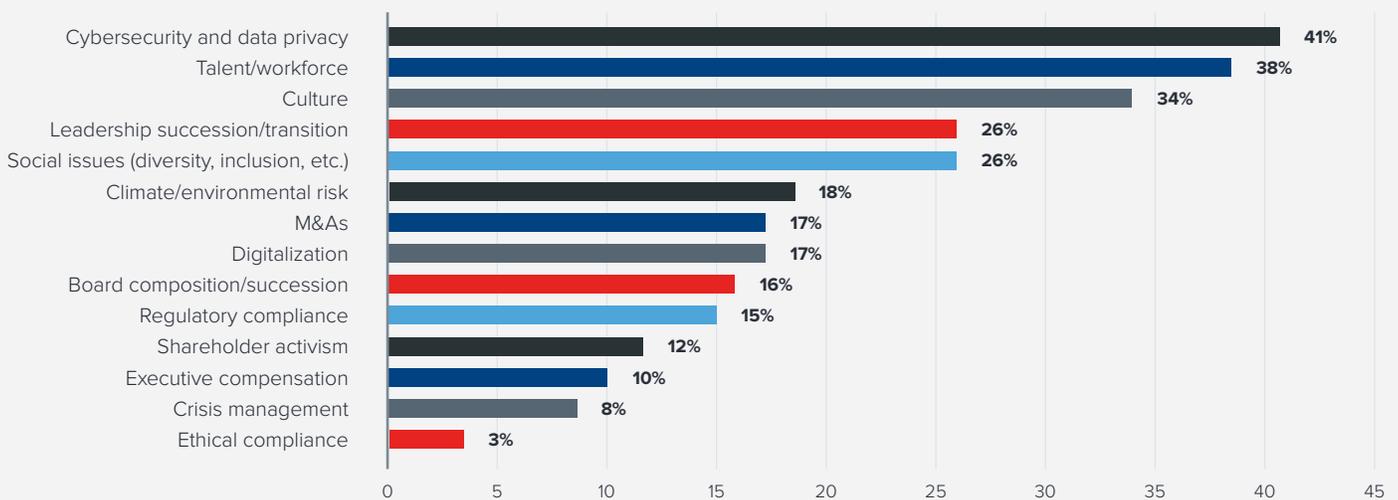
Taken together, directors and other corporate leaders were clear: Fears of a looming economic downturn colored their strategies this year.

EXPANDING RISK AND STRATEGY LANDSCAPES

As corporate leaders kept an eye on economic conditions, other big issues were leaping to the top of board agendas, and many of them were issues that directors indicated they were having a hard time overseeing. The annual [What Directors Think](#) survey and report, conducted in partnership with *Corporate Board Member* and published in January, sheds light on the most pressing issues for the year ahead.

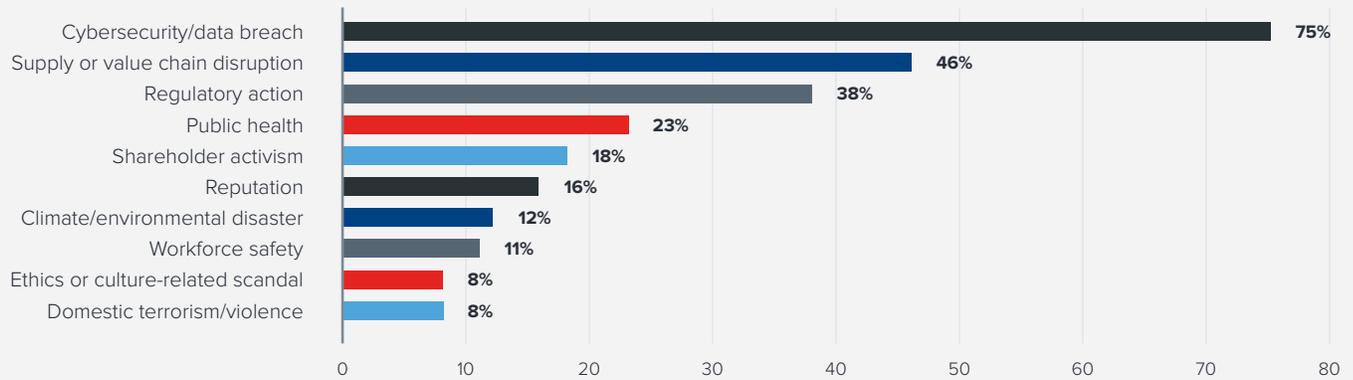
In our 2022 edition, two key risk and strategy areas came up again and again: talent and cybersecurity. Both issues topped the list of most-important priorities for the year as well as the difficult areas to oversee. Cybersecurity also topped the list of areas that directors were most concerned about confronting a crisis in.

MOST CHALLENGING ISSUES FOR DIRECTORS TO OVERSEE

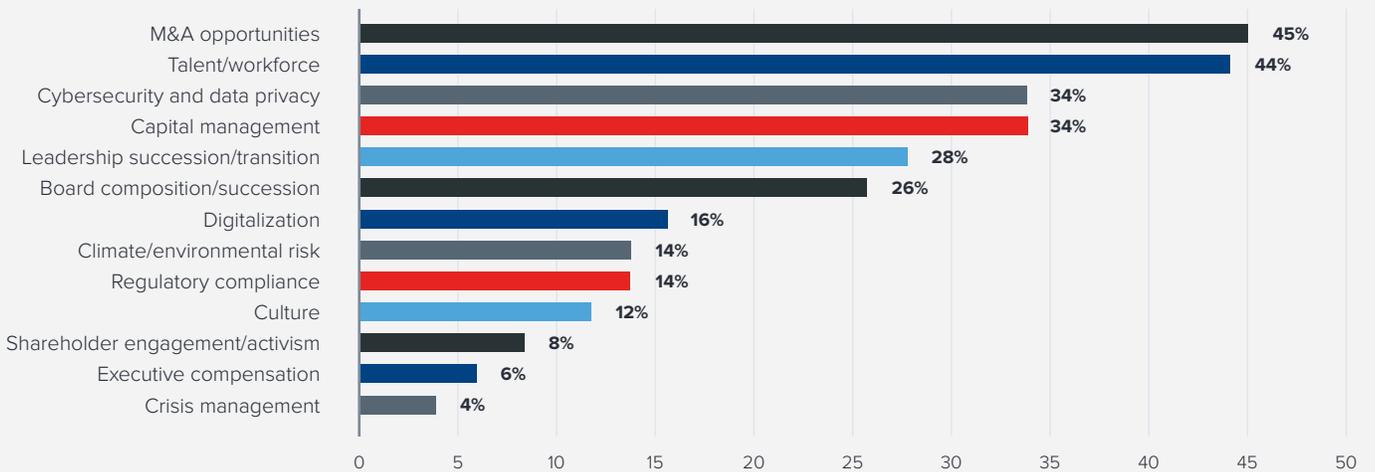


Note: Respondents were asked to select top 3, Source: “What Directors Think 2022”

AREAS DIRECTORS ARE MOST CONCERNED ABOUT CONFRONTING A CRISIS IN



MOST PROMINENT TOPICS ON BOARD AGENDAS IN 2022



Note: Respondents were asked to select top 3, **Source:** “What Directors Think 2022”

When asked to expand upon their outlooks for the year, directors flooded the comment section with fears that the roles and responsibilities of the board were becoming too unwieldy and wide-ranging, and that they were unsure of their ability to meet rising expectations. Much of this tied back to new issues they’re being asked to oversee — things like talent and cybersecurity and issues around environmental, social, and governance (ESG) and diversity, equity, and inclusion (DEI).

DEFINING NEW STRUCTURE AND STRATEGY AROUND ESG

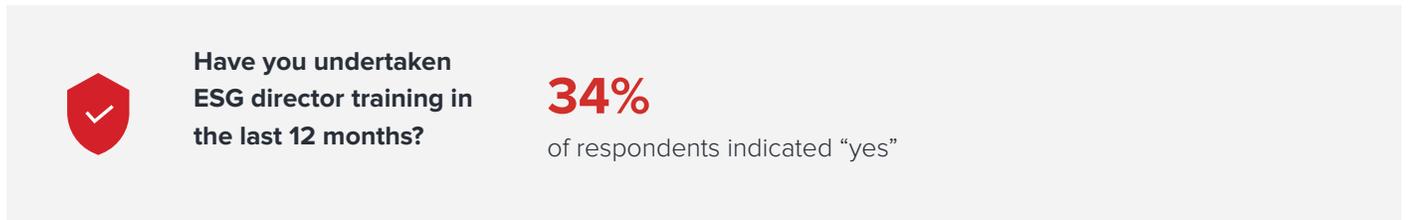
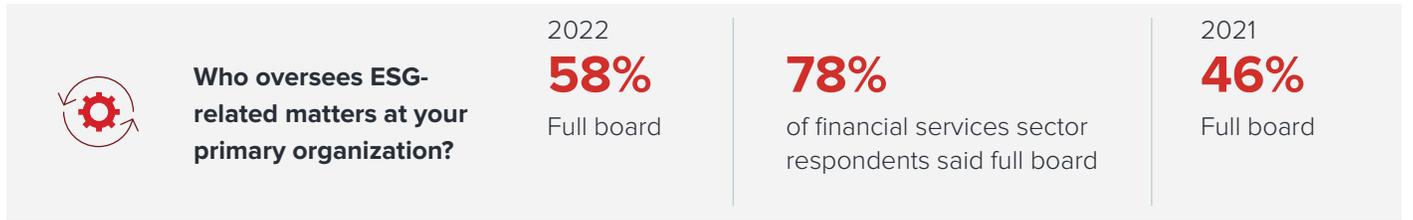
As ESG oversight concerns in particular mounted among directors, we were keen to learn more about how board structures and strategies were changing for this sprawling issue area. We published two survey-based reports on the topic, one in partnership with Spencer Stuart titled [Sustainability in the Spotlight](#) and another with the Institute of Directors in Ireland titled [The State of ESG Strategy in Irish Boardrooms](#).

Both reports revealed that the full board often has primary oversight of ESG issues. Additionally, we found that boards were discussing ESG-related issues far more frequently than before the pandemic. Boards were also including ESG-related goals and metrics into various aspects of their businesses, in places like overall company strategy, integrated risk management, director appointment criteria, and executive compensation.

Directors were (and are) feeling pressure to learn more about ESG. In our survey of Irish directors, the vast majority of directors indicated that the whole board should have baseline knowledge about ESG oversight; and in our global survey, many indicated that they were bringing in outside experts or engaging in director education to build the board’s competency around ESG risk management and oversight.



Source: “Sustainability in the Spotlight”



Source: "The State of ESG Strategy in Irish Boardrooms"

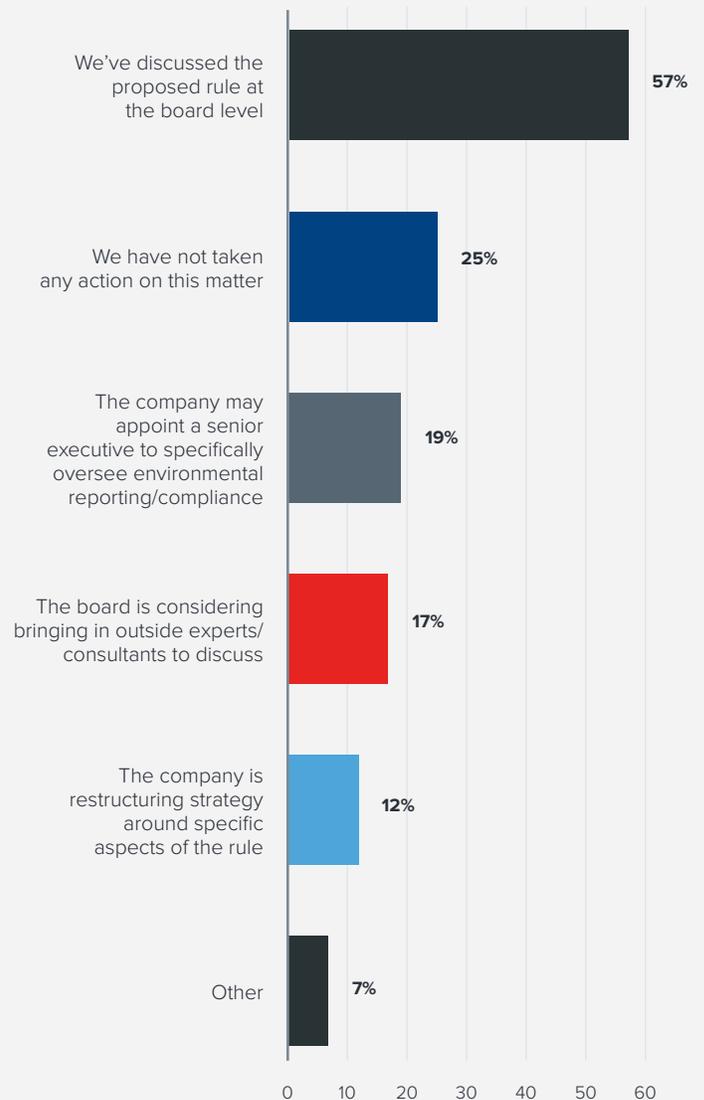
SPOTLIGHTING AUDIT, ETHICS AND COMPLIANCE IN THE BOARDROOM

Our Director Confidence Index also allowed us to learn more about how boards were preparing for potential rule changes from the SEC in 2022. The two biggest proposed rule changes we asked directors about related to [climate disclosures](#) and [cyber incident reporting and oversight](#).

WHICH OF THE FOLLOWING ACTIONS HAS YOUR ORGANIZATION TAKEN OR IS PLANNING ON TAKING IN RESPONSE TO THE SEC’S RECENT PROPOSAL ON CYBERSECURITY DISCLOSURE RULES?



HAS YOUR ORGANIZATION TAKEN ANY OF THE FOLLOWING ACTIONS IN RESPONSE TO THE SEC’S PROPOSED RULE CHANGES AROUND CLIMATE DISCLOSURE AND REPORTING?



Source: Director Confidence Index, *Corporate Board Member* — Diligent Institute, BoardMember.com

In these reports, we learned that over half of the boards surveyed had discussed compliance with proposed SEC rule changes around both cybersecurity and climate disclosures.

As we move forward into 2023 and beyond, we aim to take a closer look at major developing trends in the audit, ethics, and compliance space, and how those issues are being tackled at the board and leadership level.

LAUNCHING THE MODERN BOARD 25

In April, Fortune published the first-ever Modern Board 25 ranking powered by Diligent Institute. The list recognized the most innovative boards of directors among S&P 500 companies using data on board expertise, director independence, tenure of independent directors, diversity and more to rank companies on board effectiveness and ESG issues.

A modern board is able to ensure that their organization's long-term strategy is sound. That means being able to foresee and take advantage of what opportunities may arise, and mitigating risks that could negatively impact the company now and in the future.

Boardroom diversity and true diversity of thought are at the core of the Modern Board 25 ranking. In 2023, we hope to refresh this data in other regions to shine a light on how modern governance can continue to successfully guide companies through turbulent times.



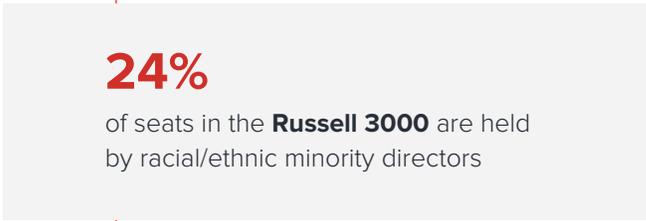
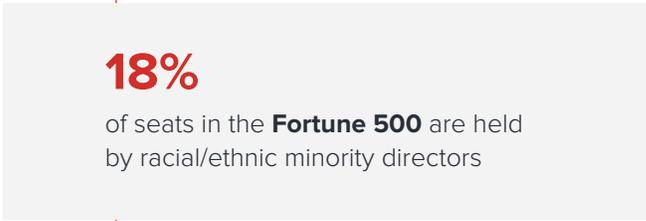
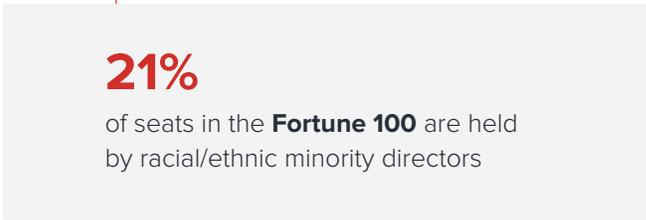
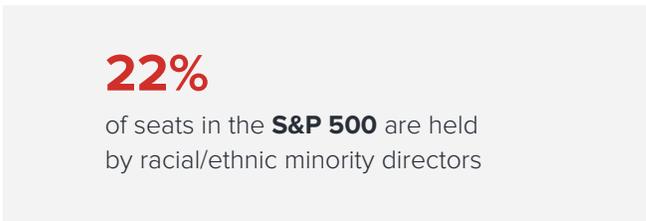
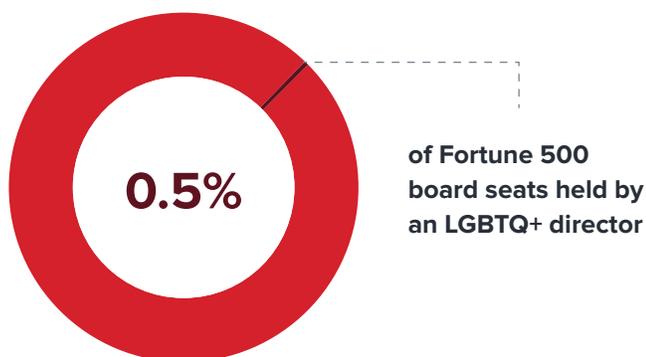
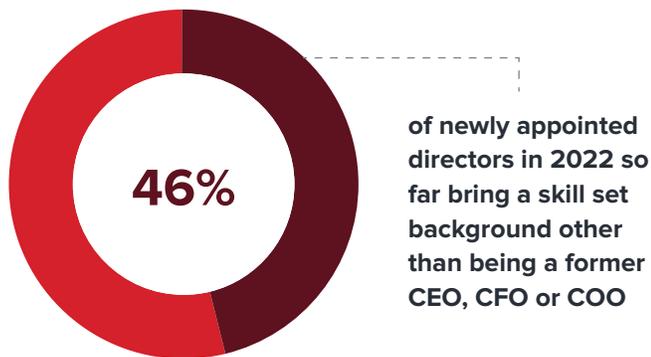
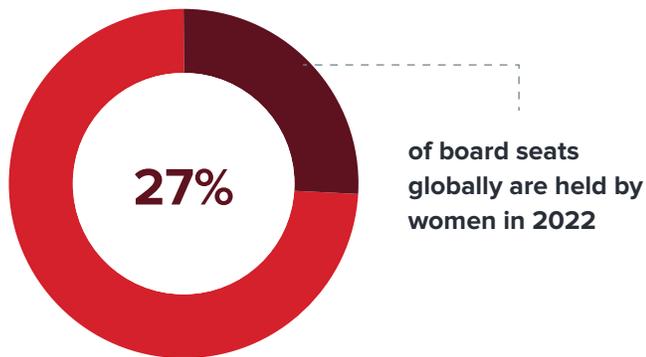
UNCOVERING A COMPREHENSIVE LOOK AT GLOBAL BOARD DIVERSITY

Regarding the importance of true diversity at the board level, Diligent Institute set out to accomplish our most ambitious report yet this year. In September, at our annual Modern Governance Summit, we released our report to provide a more global and comprehensive view of corporate boardroom composition. Our goal is to repeat this work every other year with new contributions to expand the scope even further and track change globally.

Diligent has been on a journey to better understand and advocate for boardroom diversity, publishing annual reports on the subject at Diligent Institute and launching the Modern Leadership initiative, which welcomes dozens of partners, to help organizations embrace diversity and enact change. Many of our partners regularly published reports on the status of boardroom diversity within their focus areas, but the market lacked a comprehensive global picture of board diversity. This report was designed to fill that gap through the contributions of 22 partner organizations in tandem with our own datasets and insight.

In putting this report together, we were struck by a litany of nuance. The pace of change in boardrooms is not uniform between public and private companies and varies greatly from region to region in terms of what diversity aspects are valued, monitored and discussed. Even within a single country, the state of boardroom diversity is mixed. Beyond gender, there is no consistent requirement for disclosing any other diversity characteristics for public companies. Relatively few private companies are required to disclose any information about boardroom composition, making such data challenging to collect and analyze.

VIEW SOME OF OUR KEY FINDINGS BELOW:



Sources: ABD, Deloitte, Diligent and Spencer Stuart

This report represents a key moment for Diligent Institute and our research goals moving forward. In tackling such an expansive and important issue like boardroom composition on this scale, we were able to utilize survey data, quantitative reports, director interviews, commentary from experts in the field, and much more, to tell a fuller story — highlighting real trends and takeaways for corporate leaders. The report comprised 22 partner organizations and over 6,000 companies. In 2023 and beyond, we hope that each report we create can be as intentional, as valuable, and as comprehensive.

EDUCATE

This year, we launched Diligent's first-ever certification programs. The following section summarizes the goals of these programs, celebrates our graduates, and gives a sneak peek at forthcoming offerings. You can learn more about our Climate Leadership certification [here](#) and our ESG Leadership certificate program [here](#).

LAUNCHING DILIGENT'S CERTIFICATE PROGRAMS FOR CORPORATE LEADERS FEATURING CLIMATE AND ESG

This year, one of our goals was to provide mission-critical educational programs to board members to address key skills gaps in organizations today around climate and ESG. Corporate leaders around the world are facing unprecedented pressures across a range of stakeholders to set and enforce climate and ESG goals, with the risk and opportunity landscape constantly evolving. With this backdrop, we brought two new certifications to market.

At the beginning of the year, we launched the Climate Leadership Certificate, an eLearning program designed to help corporate directors and C-level executives be better equipped to oversee climate risk and strategy for their companies.

In June, we announced our ESG Leadership Certificate program in partnership with Competent Boards, the premier creator of ESG training programs. Another e-learning program, this certification is designed to help modern leaders better understand how to identify opportunities and overcome challenges related to setting, executing against, and measuring ESG goals.

In 2023, we will continue to enhance and grow our climate and ESG certifications, providing new materials to keep pace with the ever-changing environment and business landscape in which we operate. Our vision is to enhance existing programs and develop new ones to

add value and equip directors and other leaders with the information they need to successfully guide their organizations on mission-critical board agenda items.

To that end, we are delighted to announce the [Diligent Institute Cyber Risk & Security Certification](#) will be available in 2023. Early bird registration is open, with courses beginning in the next few months. This is another important step towards our mission of informing, educating and connecting leaders to champion modern governance. Keep your eyes out to learn more about this and other forthcoming programs from Diligent Institute!

Diligent Institute

Certification

Cyber Risk
& Strategy

CLIMATE LEADERSHIP CERTIFICATION

Created in collaboration with industry experts, the program is available as a self-paced e-learning experience, originally including eight courses, with video panel sessions that feature subject matter and industry experts, curated readings, interactive exercises, and online networking among participants. Since the initial launch, these courses have continuously been updated to include the latest climate-related information. A brand-new course, Green Building, ESG & Sustainable Finance, has also been developed in collaboration with the U.S. Green Building Council.

The program has been given a seal of approval from Glass Lewis, and features over 40 subject matter and industry experts, including:

- ✔ Robert Eccles, Visiting Professor of Management Practice, Saïd Business School, University of Oxford
- ✔ Michael Gerrard, Professor and Faculty Director, Sabin Center for Climate Change Law, Columbia University
- ✔ Veena Ramani, Research Director, FCLTGlobal
- ✔ Joana Setzer, Assistant Professor, Grantham Research Institute on Climate Change and the Environment, London School of Economics and Political Science
- ✔ Leo Strine, Jr., Of Counsel, Corporate Department, Wachtell, Lipton, Rosen & Katz, former Chief Justice of the Delaware State Supreme Court



“Seeking to improve my knowledge and understanding on the basis for and requirements of Climate Related Financial Disclosures and its implications to corporate governance and the balance sheet, this program hit the mark. With a good choice of electives, I was exposed to expert practitioners and can readily access information helpful for current and future oversight efforts.”

— Will Clarke,
Corporate Board Director, Clarke Growth and Sustainment Strategies, LLC



Key Learning Outcomes Include:

- * Link climate risk to the balance sheet and identify solutions to potential challenges
- * Prepare for increased climate scrutiny by shareholders and other stakeholders
- * Articulate the goals, key outputs and challenges of climate-related scenario analysis
- * Describe approaches to identification, oversight, and management of climate risk, including metric selection and risk-based due-diligence strategies
- * Identify the key pending, current and proposed climate disclosure regulations
- * List the key voluntary reporting initiatives; how they relate to each other; and emerging regulatory requirements, including exploring the Task Force on Climate-Related Financial Disclosures (TCFD) framework

Hundreds of directors have enrolled in our Climate Leadership Certification so far. We are proud of the fact that board members are finding value in the materials we have put together. The feedback we have received from registrants and graduates is incredible and shows the value we are providing.

“This was outstanding. My understanding of this topic has increased exponentially. Not only will I be a better director as a result, I will make changes in my overall life to ensure I am part of the solution. I will be more proactive in articulating the issues with a sense of urgency.”

— Sandra K. Johnson,
Independent Director, Regional Management Corporation



ESG LEADERSHIP CERTIFICATE

Building on the success of the Climate Leadership Certificate Program, the ESG Leadership Certificate Program is available as a self-paced e-learning experience and includes 12 modules featuring videos and in-depth fireside chats with renowned global ESG experts, curated readings, access to monthly virtual roundtable discussions, and a comprehensive exam. With the curriculum created by Competent Boards, participants join a community of like-minded leaders through regular networking opportunities, both in person and virtual, to support continued education.

With courses spanning all areas of ESG, participants follow a carefully curated curriculum, including:

- 1. Understanding New Geopolitical Risks and Expectations for Companies**
- 2. Dealing with Dilemmas: Turning Business Risks into Opportunities**
- 3. How to Use the UN Sustainable Development Goals Strategically**
- 4. Learning the Impact of Climate Change and a Board's Accountability**
- 5. How to Build ESG Oversight and Foresight**
- 6. Understanding Human Rights and Environmental Issues in Supply Chains**
- 7. Creating Diversity, Equity, Inclusion and Wellness in the Boardroom and Beyond**
- 8. Gaining Trust: Anti-corruption, Integrity, and Transparency Best Practices**
- 9. Understanding Responsible Use of Data, Cybersecurity and Digitalization**
- 10. Addressing Tax, Investment & Pay in an ESG-Focused World**
- 11. Maximizing Shareholder and Stakeholder Engagement Around Disclosure**
- 12. Becoming a Steward of the Future: Best Practices in Corporate Governance**

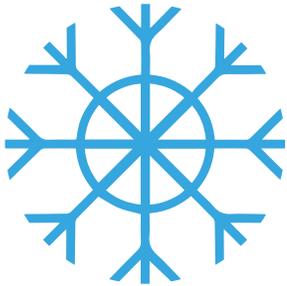


“ESG is an increasingly important topic in the boardroom across industry sectors. With greater pressure from a diverse set of stakeholders, including shareholders, and with growing awareness of the economic impacts of climate change and expected regulatory expectations, ESG is a key risk companies need to account for. The course provides a comprehensive overview of the ESG landscape, key organizations leading the charge globally, including reporting frameworks, and targets that are driving the body of work forward.”

— Maria C. Alonso,
Independent Director, USCB Financial Holdings LLC

“I learned a lot from the program, and I know that every director will benefit from taking it.”

— Nelson C. Chan,
Director, Deckers Outdoor Corporation



At Diligent Institute,
we wish you peace,
prosperity and
great governance
throughout 2023!

DILIGENT INSTITUTE ADVISORY BOARD



RAHUL K. BHARDWAJ

President and CEO of Institute of Corporate Directors (Canada)

“ In 2022, Diligent Institute broadened its ambitions by expanding beyond research to explore education. Next year will build on last year’s progress by focusing on larger and more comprehensive flagship reports on key topic areas, providing insights on critical issues for corporate boards.”



ANDDRIA CLACK-ROGERS VARNADO

Divisional President & GM of Kohler Company, Board Member at Umpqua Bank and Red Robin Gourmet Burgers

“ I’m delighted to see Diligent Institute taking on a more expansive role in 2023. In particular, networking opportunities like the Next Gen Board Leaders program will be an immense benefit for corporate leaders looking to join together and share insights.”



SUSAN FORRESTER

Non-Executive Director, Jumbo Interactive, Healthengine Ltd, and Plenti Ltd

“ Being a member of the Diligent Institute Advisory Board has brought great pride, especially in 2022 as the team’s published research became more and more insightful for its customers and highly useful in all my governance roles. I have also thoroughly enjoyed contributing to the Diligent Executive Roundtable Events and Webinars on ESG and Executive Compensation in Australia and New Zealand. I hope to see more reports and analysis in my home region, and other regions around the globe, in 2023 and beyond.”



TK KERSTETTER

**Founder and CEO of Boardroom Resources,
Co-Founder of Corporate Board Member**

“ As the business world continues to grow more complex, ensuring that the material coming from Diligent Institute is practical and relevant will be vital. In 2023, I hope that Diligent Institute can use their position as a provider of research, education, networking and examples of what great leadership looks like to drive modern governance both in the boardroom and as part of corporate culture.”



SUSAN KILSBY

**Board Member at Diageo; Fortune Brands
Home & Security; Unilever**

“ I was proud to see Diligent Institute provide educational opportunities for directors around ESG and climate leadership this year. Being able to properly oversee such far-ranging, existential issues is a big piece of what it means to be a modern leader. In 2023, I can't wait to see what big issues the Institute takes on next.”



DAVID LARCKER

Director: Corporate Governance Research Initiative at the Stanford Graduate School of Business; The James Irvin Miller Professor of Accounting at the Stanford University Graduate School of Business

Next year David will step down from the Diligent Institute Advisory Board to pursue other projects. We thank him for his advice and support over the years and wish him all the best!

“ I wish Diligent Institute the best of luck as they pursue an ambitious research calendar along with their new projects and expanded mandate. Next year, I hope to see them continue to produce insightful and thought-provoking research while delivering on wonderful programs and opportunities for the director audience.”



COLIN LOW

Global Independent Board Director & former Chairman of the Board

“ I thoroughly enjoyed my first year on the Advisory Board. Diligent Institute took on some of the biggest challenges in corporate governance: things like climate and ESG leadership, board composition and diversity and much more, and delivered research and education of great value to directors and the C-suite. Next year, I look forward to seeing their reports and programs grow and continue on a comprehensive and global scale.”



ANIEL MAHABIER

Founder of INOP

“ Today’s workforce is demanding their employers to be purpose-driven and to strive for equitable impact. The Institute’s research and programs supports the board to understand and unpack these challenges for a sustainable and sound human capital strategy and workplace, underpinning Diligent Corporation’s ESG commitment.”



LOTHAR SCHRÖDER

Board Member: Deutsche Telekom (Supervisory Board), Telekom Foundation (Board of Trustees) Affiliations: Chairman of the Data Protection Advisory Board of Deutsche Telekom AG, and Member of the German Parliament’s Study Commission on Artificial Intelligence



BRIAN STAFFORD

CEO of Diligent

“ As demands on directors grow, around cybersecurity, ESG and more, I’m extremely proud of the Diligent Institute for continuing to deliver cutting-edge research and insights, and for developing and launching certificate programs to help corporate leaders navigate the most challenging issues of our time.”

DILIGENT INSTITUTE STAFF



LISA EDWARDS

Executive Chair

“ I’m incredibly excited to be joining the Institute team, and want to take this opportunity to thank our customers, certification participants and consumers of our research. Your participation, engagement and devotion to the art of good governance makes us what we are. Here at the Institute, we are planning big things for 2023 and aligning around our mission to inform, educate and connect leaders to champion modern governance. What that means for you is a relentless pursuit of governance excellence.”



DOTTIE SCHINDLINGER

Executive Director

“ It’s been a very eventful year again at Diligent Institute! Over the last four years, we have produced cutting-edge research on the most pressing issues in corporate governance. In the coming year, we plan to expand our focus areas to include key governance trends in audit, compliance, ethics, risk and strategy. In 2022, we began offering director education by launching new certification programs in Climate Leadership, ESG Leadership and Cyber Risk and Strategy. In the coming year, we intend to expand these offerings to include education for directors and executives in other areas. This year we also assumed management of Diligent’s Next Gen Board Leaders program, a peer networking program for public company directors under the age of 50. In 2023, we have plans to expand on this program, and launch new networking opportunities for corporate leaders. Finally, 2022 was also the first year Diligent Institute participated in the creation of the Modern Board 25 with FORTUNE. Given how far we’ve come, I cannot wait to see how far we can travel in 2023!”



ERIC SHOR

SVP, Global Head of Diligent Forum

“ This is an exciting moment in time for the Diligent Institute. I cannot wait to work with the team to build on the Institute’s proven track record of helping leaders understand many of the biggest opportunities and challenges in modern governance. As we look to 2023, I am most excited about the opportunity to connect with leaders — and connect them with each other — as we all strive for success in a dynamic business environment.”



EMILY WILLIAMS

Director of Programs

“ Joining the Diligent Institute in 2022 has been fantastic. I’ve been honored to join a team of inspirational leaders at a time of exciting growth for the Diligent Institute. 2022 saw a number of firsts, including launching our Climate and ESG Leadership Certificate programs, our inaugural Board Diversity Gaps: 2022 Modern Leadership Report and forming new partnerships with outstanding organizations around the world. Our mission is bold going into 2023 and I am looking forward to continuing our efforts to inform, educate, and connect leaders to champion modern governance.”



EDNA FRIMPONG

Director of International Research

“ It is amazing to see our small team grow so much over the past 12 months. Looking back, I feel proud of the work that we have been able to accomplish over the past year. Through a great team effort, the Institute was able to pull off our first inaugural Modern Leadership report, which is our most ambitious project to date and arguably one of the most successful reports we have ever launched. I feel proud and look forward to the ensuing year as we aim to streamline our research efforts to better inform our audience.”



KIRA CICCARELLI

Lead Research Specialist

“ I’m thrilled to say yet again that our team has nearly doubled in the past year to reflect our expanded mandate. As we enter the fifth year of Diligent Institute, our ability to deliver value to corporate leaders has taken on new and exciting forms. In 2023, I can’t wait to see what we can accomplish through focused and cutting-edge research, breakthrough education programs, top-of-the-line networking opportunities and the chance to spotlight leaders at the forefront of modern governance.”