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Breaking the cycle of boardroom uniformity

Diversity on today's corporate boards is a business imperative, not just demographically but in skillset, perspective and experience. Explore how 300 board members and C-suite executives in the U.S. regard diversity and related recruiting policies.
www.deloitte.com/us/boarddiversitysurvey

Many boards today perpetuate a cycle of uniformity and fail to achieve diverse perspectives

87% of respondents agree that retired or acting CEOs make the most effective board members.

With a traditional pipeline, many boards lack a more progressive recruiting process—which can be critical for disrupting the status quo

Only **52%** have a process for recruiting candidates who bring disruptive perspectives.

Only **46%** of respondents have a process for recruiting candidates with diverse skillsets.

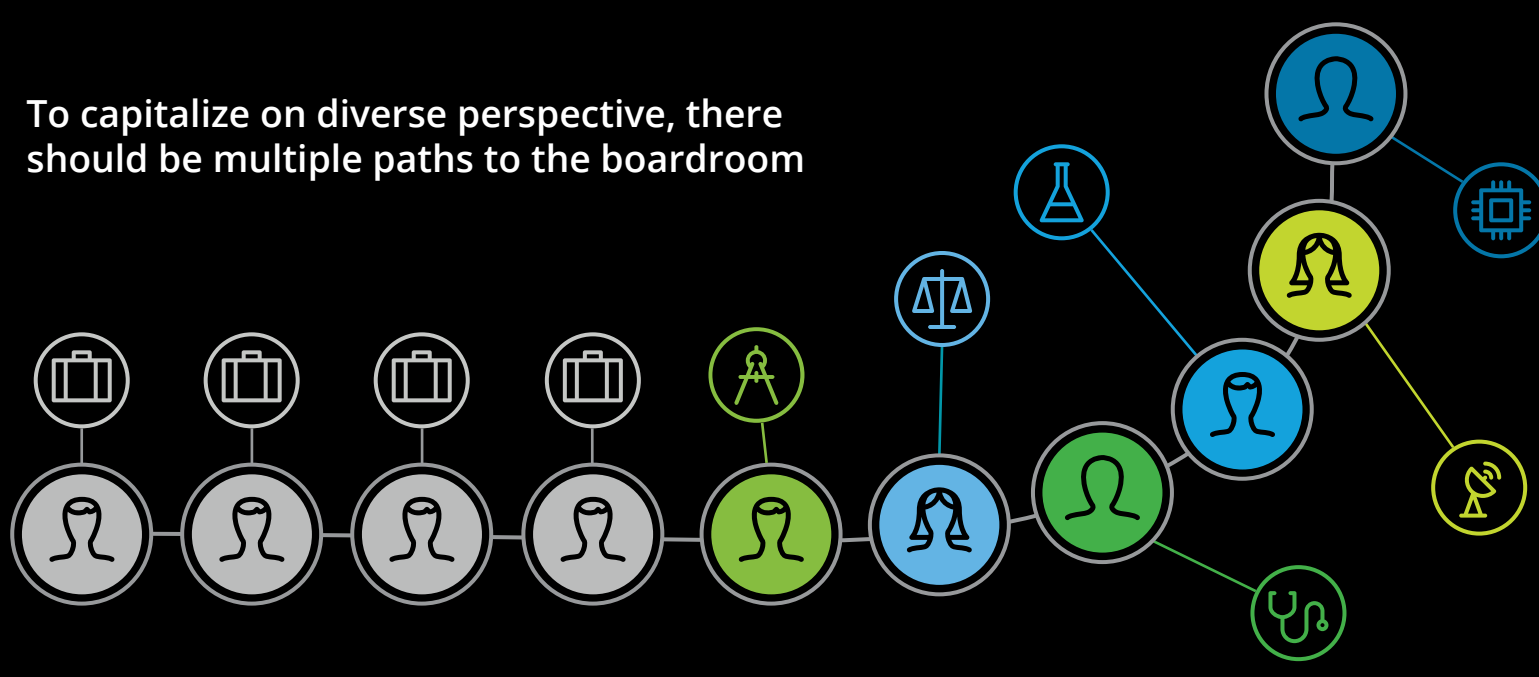
Reconsidering term limits and age requirements can help move boardrooms forward

87% of respondents think corporate boards should have term limits.

85% of respondents think corporate boards should have a required retirement age.

Almost **9/10** respondents agree that term limits and required retirement ages would be useful.

To capitalize on diverse perspective, there should be multiple paths to the boardroom



BOARDS OF TODAY
Sea of sameness

- *75%* of respondents consider candidates based on their resume rather than experiences
- *44%* consider C-suite experience top criteria
- *19%* of the candidates considered are under-represented racial minorities, *16%* of which are women
- *81%* of respondents would expect multiple members to find non-executive candidates unqualified

BREAKING THE CYCLE OF UNIFORMITY
An evolution for boardrooms

- Less emphasis on professional experience and more on life experience
- Diversity of age, thought, and background serve as criteria
- More board members who come from diverse racial backgrounds
- Less bias can bring broader skillsets and perspectives
- More diversity can enhance ability to innovate and disrupt

For more information and to download the study, go to www.deloitte.com/us/boarddiversitysurvey

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