

Board Bios and Your High Impact Statement

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Understanding the landscape

2018 general board statistics

428

independent directors added to companies in the S&P 500 in 2018; 33% are serving for the first time; 4% turnover in the US over the last decade

40%



of new directors are women; only 3 S&P 500 companies have no women directors; female representation on boards is 24%

45%

of S&P 500 CEOs serve on one or more outside boards; conversely, there has been a rise in demand for other active corporate executives

34%



of directors in the *Fortune 500* are women and minorities, an increase from 30.8% in 2016; minority men account for 11.5% of board seats, an increase from 10.6% in 2016*

8.1

years is the average director tenure; 63 is the average age; 57% added one or more directors in the last year

71%

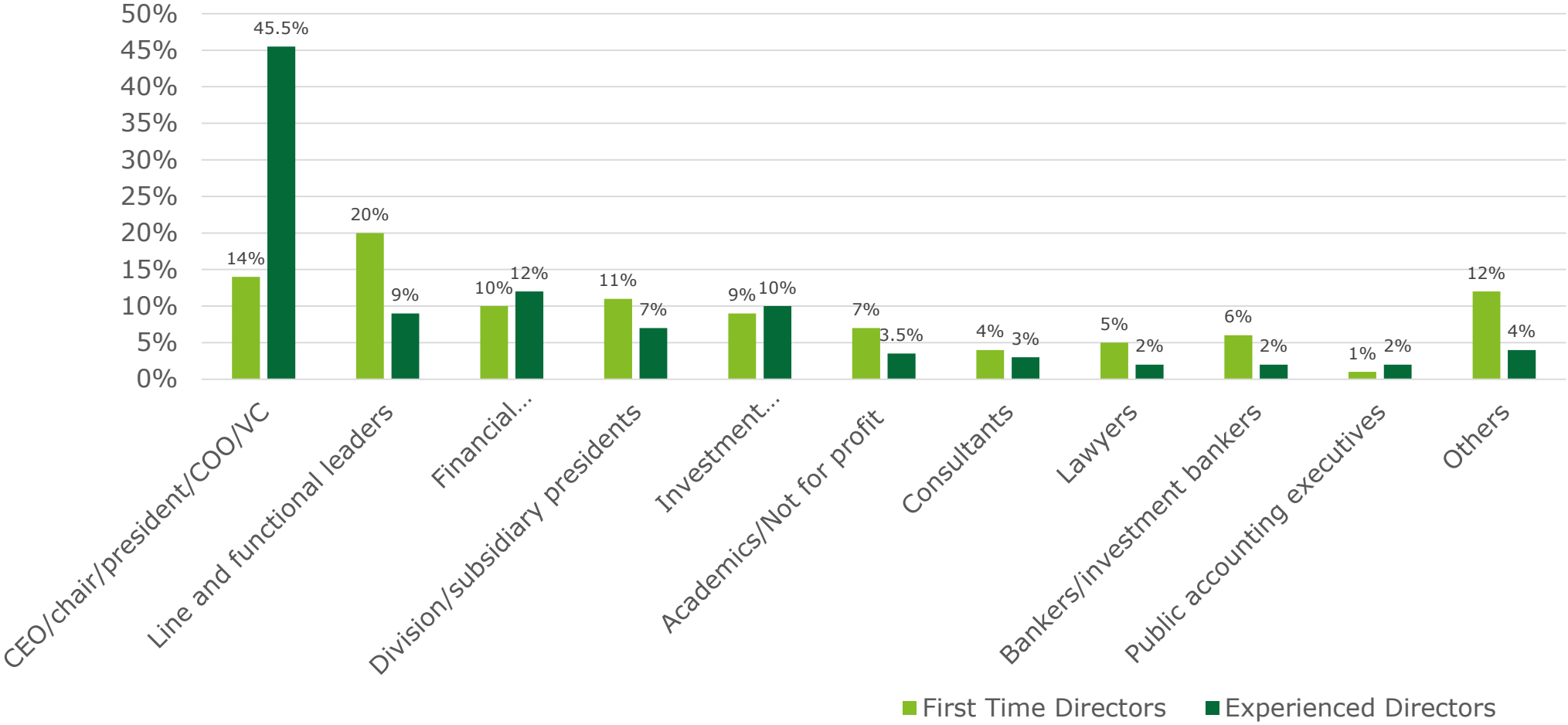


of boards have a mandatory retirement age; 44% of these boards set the retirement age at 75+ years, up from 11% in 2008

Source: 2018 Spencer Stuart Board Index

* Deloitte, Missing Pieces Report: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards

Professional background of board members (% of board)



Source: 2018 Spencer Stuart U.S. Board Index
 Note: 45% of S&P 500 CEOs serve on at least one public corporate board in addition to their own board

Tell your story

Key questions/areas for consideration

Define your brand

- Why do you want to be on a board?
- In what area(s) do you consider yourself an expert?
- Along those lines, what are 2 or 3 key strengths you've acquired that a board would value?
- How have you been recognized within your industry and/or by your peers, either through awards, publication mentions, published articles, etc.?
- What life experiences and/or aspects of your personal life enhance your ability to be an effective board member?



Building your story

What nominating committees are looking for

Top criteria for director recruitment*

- Specific industry experience
- Finance
- Past experience as an executive
- Active executive
- Qualified financial expert
- Strategy
- IT
- International/global experience
- Government/regulatory
- Corporate governance



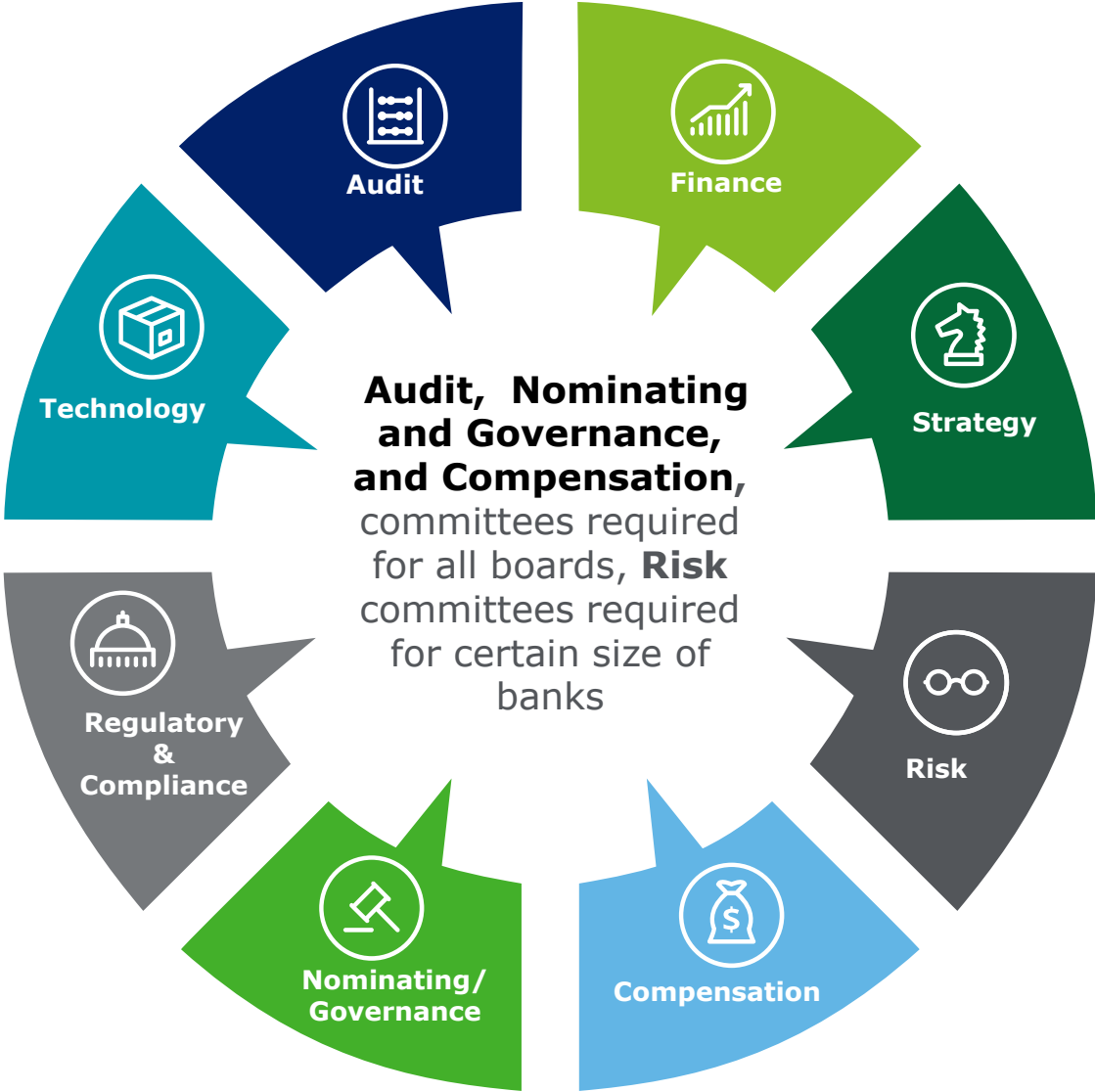
*From 2017-2018 NACD Public Company Governance Survey

Understand your audience

Sample board skills matrix

Qualification	CEO	Director 1	Director 2	Director 3	Director 4	Director 5	Director 6	Director 7	Director 8
Required competencies & expertise									
General management / P&L									
Industry									
Finance									
Marketing									
Sales									
Human resources									
Technical acumen									
Legal / regulatory									
Risk assessment									
M&A									
Manufacturing / operations									
Strategy Development									
Digital / e-Commerce / new Technology									
International experience									
IPO experience									
Activist shareholder / hostile takeover									
Other public company BOD experience									
Personal									
Ethnic diversity									
Gender diversity									
Active / retired									
Board committees									
Audit									
Nominating and governance									
Compensation									

Common standing board committees on corporate boards



Tell your story

Board bio vs. resume

Resume

- Organized chronologically
- Factual and specific details
- Includes education, all companies, all title/years for roles held, as well as responsibilities, objectives, and outcomes
- Ok to be longer than 1 page
- No photograph included

Board Bio

- Organized by relevant experience and expertise
- Articulates personal brand and tells a story
- High level overview; should not include all roles, years, and dates
- More than one version (including one-pager)
- Should include photograph
- Written in third person

General Board Bio Format

- Introductory paragraph outlining current and/or most recent experience
 - This paragraph should clearly position you as an expert in a particular industry or skill area (Analytics, Cyber Risk, Finance Transformation, IT Transformation, M&A Transactions, Strategy & Operations, Valuation)
 - Tailor your personal value proposition to each board opportunity
- Additional 1 to 3 paragraphs providing an overview of relevant career experience/expertise
- Board experience (non-profit boards, private boards, industry associations, etc.)
- Education

It is all about you

Sample board bio*

Jane Smith

City, State • 123.456.7891 • email • LinkedIn

Jane Smith is a senior financial executive with over 25 years of experience assisting public and privately held technology and life sciences companies grow their businesses worldwide. Jane's career reflects a demonstrated track record in leading successful large-scale transformation initiatives, optimizing financial management processes in complex, global business environments, and executing M&A transactions across the deal lifecycle in domestic and global markets. She also brings deep corporate governance experience through her work with corporate boards, including audit and finance committees and is qualified to serve on audit committees as a financial expert.

Currently, Jane is the Senior Vice President and CFO of XXX, a Fortune 500 global technology company with over \$7B in sales and over 50% of its business outside the U.S. She has held domestic and international CFO and Chief Accounting Officer roles with expat assignments in Japan and

Germany. Jane has been significantly involved in executing multiple acquisitions, including a \$4 billion acquisition in 2014, the largest acquisition in the company's history. She has also led several enterprise-wide transformation initiatives focused on enabling the company's business model to adapt to changing market conditions and disruptive market forces.

Jane was the Corporate Controller at Company 2, a \$3B global pharmaceutical company where she was responsible for all aspects of the Controller's function, including budgeting and planning, accounting, and financial reporting. She was a key member of internal management committees including Operating, Enterprise Risk Management, and Information Technology committees.

Jane started her career in public accounting at XXX, where she spent 12 years with increasing responsibility. She provided professional services to public and privately held companies in the technology, pharmaceutical, and medical devices sectors.

She is a member of the XXX Foundation Board, and previously served on the XXX Charity Board where she chaired the Finance Committee. Jane is a member of the National Association of Corporate Directors and is affiliated with numerous professional and industry associations.

Jane received both her bachelors and masters degrees in Accounting from the University of XXX. She is a member of the American Institute of Certified Public Accountants and the Florida Institute of Certified Public Accountants.



*Note: above sample is in horizontal layout for presentation purposes; actual board bio should be in standard portrait layout (e.g. in a Word Doc, PDF, etc. file)

Photo credentials: Color Company Photography

Questions?

Reach out to us



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