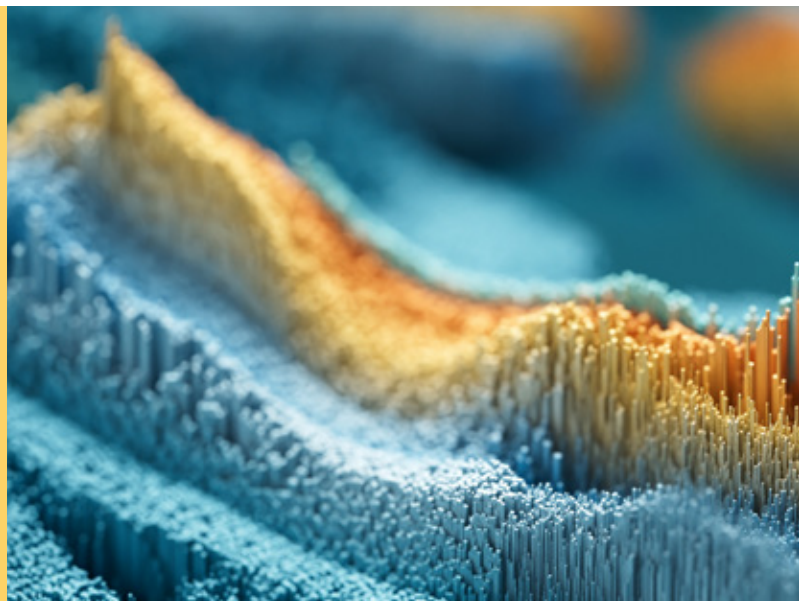


2025 Spencer Stuart Communication Services Sector Snapshot



Boards of 17 communication services companies in the S&P 500 index tend to be younger and less independent than S&P 500 boards on average.

- » The average age of independent directors on communication services boards is 61.5 years, the youngest of all sectors, compared with the 63.6-year average for S&P 500 boards.
- » The youngest average age of a communication services board is 54.2 years, the oldest is 68.1 years.
- » Communication services boards average 10.9 directors, versus the 10.7 average of S&P 500 boards.
- » Independence of communication services boards averages 82% — the lowest of all sectors — compared to the 86% average for S&P 500 boards.
- » The average board tenure of independent directors on communication services boards is 8.1 years, higher than the 7.8 average for S&P 500 boards.
- » The longest-tenured communication services board averages 14 years.

New independent director backgrounds

The 17 communication services sector companies added 16 new independent directors to the boardroom in the past year. Among the communication services boards, 41% added at least one independent director, while 24% added more than one. In contrast, half of S&P 500 boards added at least one independent director, and 16% added more than one.

Demographics of communication services sector new independent directors

- » Communication services sector appointees averaged 51.3 years of age, lower than the 59.1-year average for all independent directors joining S&P 500 boards and the lowest of all sectors.
- » First-time directors represented 31% of independent directors joining communication services boards — matching the 31% average for the entire S&P 500.
- » NextGen appointees (50 years or younger) comprised half (50%) of the sector's incoming class of directors, the highest of all sectors and far outpacing the S&P 500 average of 11%.
- » Nearly two-thirds (63%) of the independent directors joining communication services boards are actively employed, higher than the 41% of independent directors joining all S&P 500 boards this year and the highest of all sectors.

Compared to the entire S&P 500 incoming class of independent directors, communication services boards recruited in 2025 a higher percentage of CEOs (second highest of all sectors, tied with the consumer sector) and financial executives, including the highest percentage of investors of all sectors. This year the sector (along with the utilities sector) appointed no directors with backgrounds as chairs/presidents/COOs.

NEW INDEPENDENT DIRECTOR BACKGROUNDS

	2025 Communication Services	2025 S&P 500
CEOs	38%	30%
<i>Active</i>	19%	12%
<i>Retired</i>	19%	18%
Chairs/presidents/COOs	0%	4%
<i>Active</i>	0%	2%
<i>Retired</i>	0%	3%
Functional leaders	13%	15%
P&L leaders	6%	10%
Financial backgrounds	38%	29%
<i>Financial executives/CFOs/ treasurers</i>	13%	16%
<i>Investment managers/ investors</i>	25%	8%
<i>Bankers/investment bankers</i>	0%	4%
<i>Public accounting executives</i>	0%	2%
Academics/nonprofit executives	0%	2%
Consultants	0%	1%
Legal	0%	2%
Others	6%	6%
TOTAL		
<i>Active</i>	63%	41%
<i>Retired</i>	38%	59%

Overall board composition

An analysis of all S&P 500 independent directors finds that communication services boards have the highest percentage of actively employed independent directors of all sectors and the highest percentage of active CEOs and independent directors with “other” backgrounds (government and “other”). The sector has the lowest percentage of independent directors with P&L/operational responsibilities. It has the second lowest percentage of retired CEOs and CFO-types and the second highest percentage of independent directors with investor backgrounds.

OVERALL BOARD COMPOSITION

	2025 Communication Services	2025 S&P 500
CEOs	30%	31%
<i>Active</i>	16%	9%
<i>Retired</i>	14%	22%
Chairs/presidents/COOs	1%	3%
<i>Active</i>	1%	1%
<i>Retired</i>	0%	2%
Functional leaders	10%	14%
P&L leaders	5%	9%
Financial backgrounds	31%	28%
<i>Financial executives/CFOs/ treasurers</i>	9%	12%
<i>Investment managers/ investors</i>	18%	10%
<i>Bankers/investment bankers</i>	3%	5%
<i>Public accounting executives</i>	2%	2%
Academics/nonprofit executives	4%	5%
Consultants	3%	3%
Legal	4%	3%
Others	11%	5%
TOTAL		
<i>Active</i>	53%	37%
<i>Retired</i>	47%	63%

Board leadership

The chair and CEO roles are combined at 53% of communication services boards — higher than the 39% of S&P 500 boards and highest of all sectors. Executive chairs are in place at 6% of communication services boards, versus 13% for the S&P 500 and the second lowest of all sectors. Independent chairs lead 35% of communication services boards, compared to 41% of the S&P 500 and the second lowest of all sectors (tied with the financials sector). Independent lead directors are named at 65% of communication services boards, higher than the overall S&P 500 (61%).

Board organization and process

Communication services boards have the lowest percentage of majority voting for directors and stock ownership requirements across all sectors.

DIRECTOR ELECTIONS AND STOCK OWNERSHIP

	2025 Communication Services	2025 S&P 500
Annual elections of directors	94%	89%
Majority voting for directors	65%	88%
Stock ownership requirements for directors	82%	93%

The sector averages fewer committees compared to the S&P 500. The average sizes of audit and nominating/governance committees of communication services boards are the smallest of all S&P 500 sectors.

BOARD AND COMMITTEE SIZE AND MEETINGS

	2025 Communication Services	2025 S&P 500
Board		
Size (avg #)	10.9	10.7
Meetings (avg #)	7.9	7.1
Board committees (avg #)	3.7	4.1
Audit committee		
Size (avg #)	3.6	4.5
Meetings (avg #)	8.5	8.1
Compensation committee		
Size (avg #)	4.0	4.2
Meetings (avg #)	5.7	5.6
Nominating/governance committee		
Size (avg #)	3.6	4.3
Meetings (avg #)	4.6	4.7

The communication services sector is the only sector reporting just three additional board committees.

PREVALENCE OF STANDING COMMITTEES

Committees	2025 Communication Services	2025 S&P 500
Finance	24%	26%
Executive	35%	24%
Science/tech/cyber	0%	18%
Environmental/health/safety	0%	15%
Risk	0%	11%
Social responsibility	0%	6%
Legal	6%	4%
Investment	0%	3%
Strategy	0%	1%

Turnover policies

The communication services sector has the lowest percentage of term limits (tied with the information technology sector) and age caps across sectors.

TURNOVER POLICIES

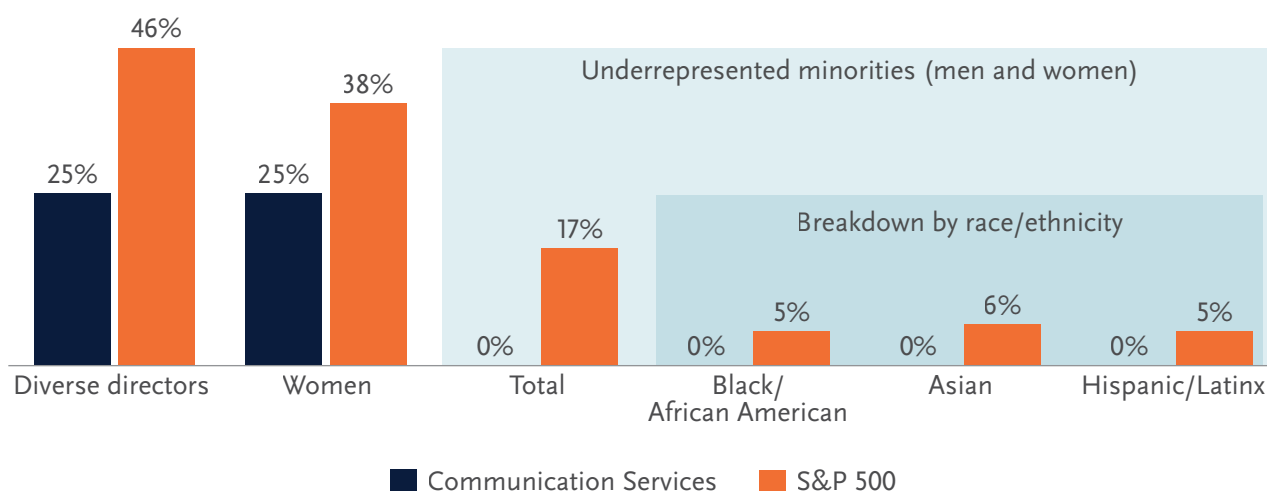
	2025 Communication Services	2025 S&P 500
Mandatory retirement policy		
% companies	41%	66%
Retirement age (avg yrs)	73.3	74.2
Tenure policy		
% companies	6%	10%
Tenure limit (avg yrs)	15.0	14.5
Material change resignation policy		
% companies	82%	88%

Diversity — communication services incoming class

Directors from diverse communities — defined using Nasdaq's former definition of directors who self-identify as female and/or an underrepresented minority (Black or African American, Hispanic or Latinx, Asian, Native American or Alaska Native, Native Hawaiian or Pacific Islander, or two or more races or ethnicities), and/or LGBTQ+ — constituted 25% of the 16 independent directors joining communication services boards over the past year, the lowest of all sectors and compared to 46% of independent directors joining S&P 500 boards.

In contrast to last year, when the sector appointed the highest percentage of underrepresented minorities, in 2025 it was the only sector to appoint no underrepresented minorities. The sector's appointment of women directors (25% of the sector's new independent directors) was the second lowest of all sectors. This year the sector (along with the real estate sector) appointed no Black/African American or Hispanic directors.

DIVERSITY OF INDEPENDENT DIRECTORS JOINING COMMUNICATION SERVICES BOARDS



Diversity — communication services boards

Just under half (49%) of all directors serving on communication services boards are diverse, compared to 50% of the S&P 500. The sector has the lowest percentage of women directors and boards with 3 or more women and the highest percentage of directors identifying as underrepresented minorities and boards with 3 or more underrepresented minorities.

DIVERSITY OF ALL COMMUNICATION SERVICES BOARD DIRECTORS

	Underrepresented minorities (men and women)						Boards with...	
	Diverse directors	Women	Total	Black/African American	Asian	Hispanic/Latinx	3 or more women	3 or more URM
Communication Services	49%	30%	30%	15%	7%	6%	71%	71%
S&P 500	50%	35%	24%	12%	7%	5%	92%	49%

Diversity — board leadership

The communication services sector has the highest percentage of underrepresented minorities serving as independent lead director across sectors. The communication services sector is the only sector with no women or underrepresented minorities serving as independent board chair.

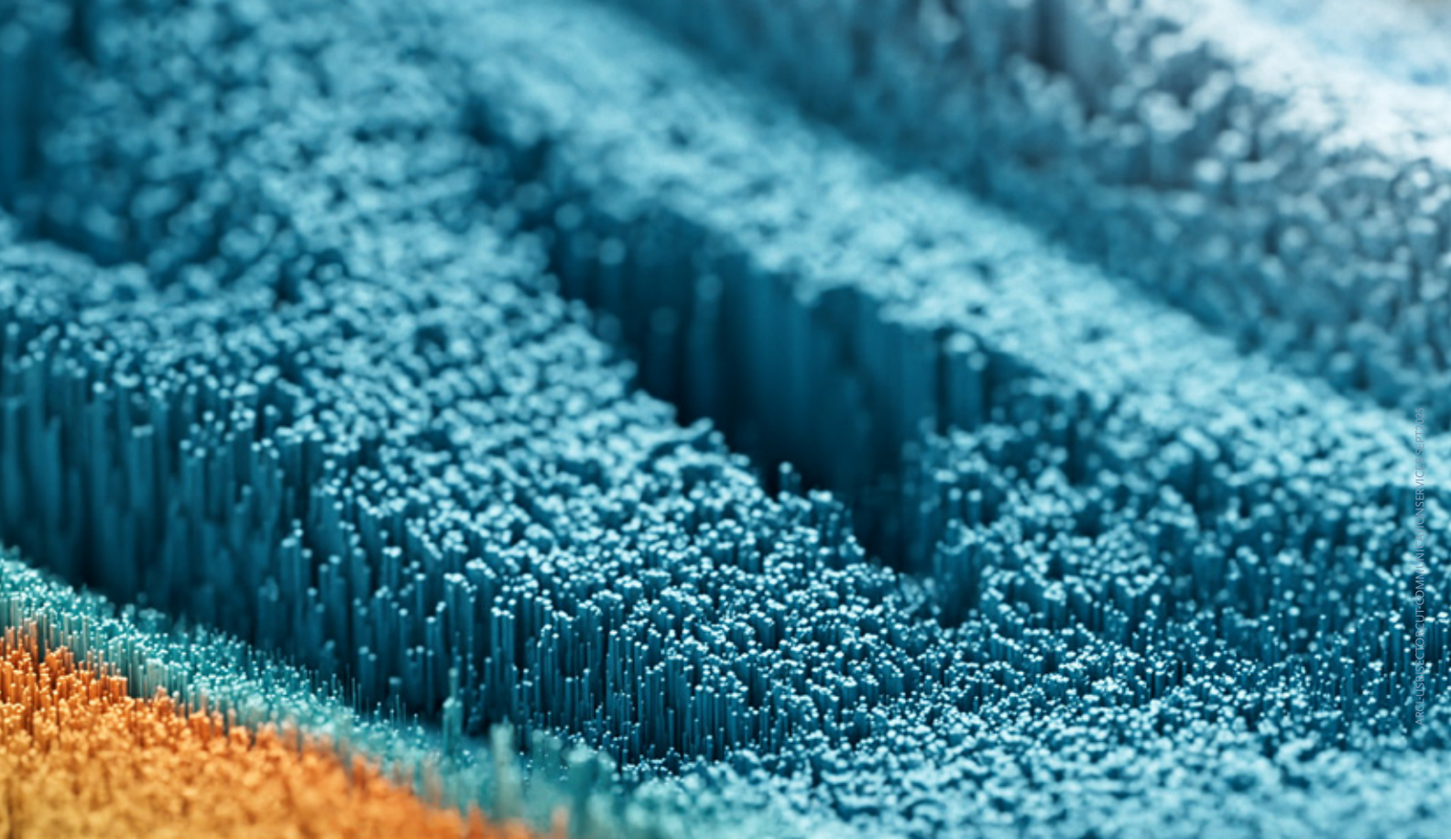
DIVERSITY — BOARD LEADERSHIP

	2025 Communication Services	2025 S&P 500
Independent chair		
% women	0%	19%
% underrepresented minority	0%	10%
Independent lead director		
% women	27%	25%
% underrepresented minority	36%	13%

Communication Services companies

- » Alphabet
- » AT&T
- » Charter Communications
- » Comcast Corporation
- » Electronic Arts
- » Fox Corporation
- » Live Nation Entertainment
- » Match Group
- » Meta Platforms
- » Netflix
- » Omnicom Group
- » Take-Two Interactive Software
- » The Walt Disney Company
- » TKO Group Holdings
- » T-Mobile US
- » Verizon Communications
- » Warner Bros. Discovery





ARE USING CUSTOMER DATA FOR PERSONALIZED SERVICES

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