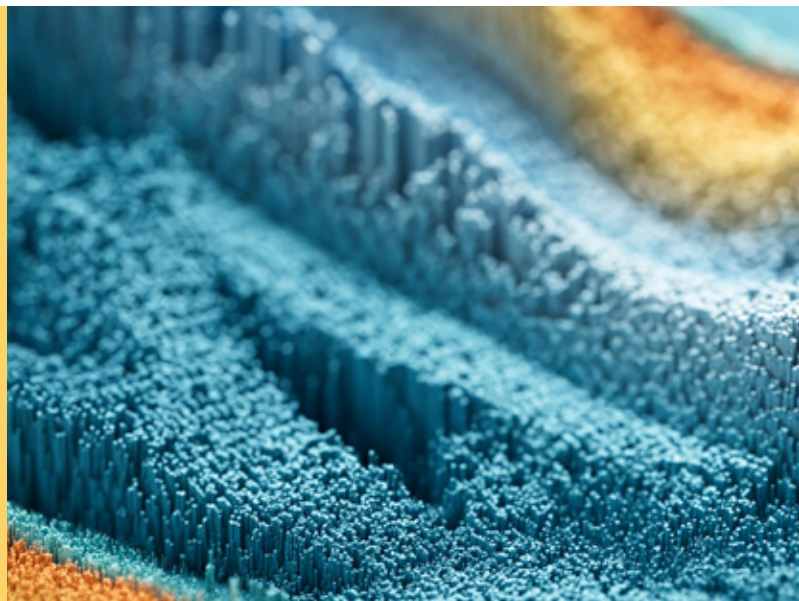


2025 Spencer Stuart Consumer Sector Snapshot



Boards of 86 consumer companies in the S&P 500 index tend to be younger than S&P 500 boards.

- » The average age of independent directors on consumer boards is 62.3 years, lower than the 63.6-year average for S&P 500 boards.
- » The youngest average age of a consumer board is 48 years, the oldest is 70.8 years.
- » Consumer boards average 10.8 directors, versus the 10.7 average of S&P 500 boards.
- » Independence of consumer boards averages 84%, compared to 86% for S&P 500 boards.
- » The average board tenure of independent directors on consumer boards is 7.9 years, slightly higher than the 7.8 average for S&P 500 boards.
- » The longest-tenured consumer board averages 17 years — the highest of all sectors.

New independent director backgrounds

The 86 consumer sector companies added 66 new independent directors to the boardroom in the past year. More than half (51%) added at least one independent director, while 14% 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 consumer sector new independent directors

- » Consumer sector appointees averaged 58.5 years of age, compared to the 59.1-year average for all independent directors joining S&P 500 boards in 2025.
- » First-time directors represented 27% of independent directors joining consumer boards — lower than the 31% average for the S&P 500.
- » NextGen appointees (50 years or younger) comprised 9% of the sector's incoming class of directors, lower than the S&P 500 average of 11%.
- » Forty-one percent (41%) of the independent directors joining consumer boards are actively employed, matching the S&P 500 average of 41%.

Compared to the S&P 500 incoming class of independent directors, consumer boards recruited in 2025 a higher percentage of CEOs (second highest of all sectors, tied with the communication services sector). The sector appointed the highest percentage of P&L leaders (tied with utilities) and lawyers and the lowest percentage of financial professionals of all sectors. The sector tied with the consumer and information technology sectors for appointing the lowest percentage of investors.

NEW INDEPENDENT DIRECTOR BACKGROUNDS

	2025 Consumer	2025 S&P 500
CEOs	38%	30%
<i>Active</i>	17%	12%
<i>Retired</i>	21%	18%
Chairs/presidents/COOs	5%	4%
<i>Active</i>	2%	2%
<i>Retired</i>	3%	3%
Functional leaders	15%	15%
P&L leaders	14%	10%
Financial backgrounds	20%	29%
<i>Financial executives/CFOs/ treasurers</i>	15%	16%
<i>Investment managers/ investors</i>	3%	8%
<i>Bankers/investment bankers</i>	0%	4%
<i>Public accounting executives</i>	2%	2%
Academics/nonprofit executives	2%	2%
Consultants	0%	1%
Legal	5%	2%
Others	3%	6%
TOTAL		
<i>Active</i>	41%	41%
<i>Retired</i>	59%	59%

Overall board composition

An analysis of all S&P 500 independent directors finds that consumer boards have the highest percentage of independent directors with P&L/operational experience of all sectors. The sector has a lower percentage of financial professionals and a higher percentage of functional leaders compared to all independent directors on S&P 500 boards.

OVERALL BOARD COMPOSITION

	2025 Consumer	2025 S&P 500
CEOs	32%	31%
<i>Active</i>	12%	9%
<i>Retired</i>	21%	22%
Chairs/presidents/COOs	4%	3%
<i>Active</i>	1%	1%
<i>Retired</i>	3%	2%
Functional leaders	16%	14%
P&L leaders	12%	9%
Financial backgrounds	25%	28%
<i>Financial executives/CFOs/ treasurers</i>	11%	12%
<i>Investment managers/ investors</i>	9%	10%
<i>Bankers/investment bankers</i>	4%	5%
<i>Public accounting executives</i>	2%	2%
Academics/nonprofit executives	3%	5%
Consultants	3%	3%
Legal	3%	3%
Others	4%	5%
TOTAL		
<i>Active</i>	39%	37%
<i>Retired</i>	61%	63%

Board leadership

The chair and CEO roles are combined at 33% of consumer boards — lower than the 39% of S&P 500 boards. Executive chairs are in place at 21% of consumer boards, the highest of all sectors, versus 13% for the S&P 500. A third (34%) of consumer boards are chaired by independent directors, the lowest of all sectors and compared to 41% of the S&P 500, and nearly two-thirds (64%) have independent lead directors compared to 61% of the S&P 500.

Board organization and process

Compared to the S&P 500, a higher percentage of consumer boards are elected annually, and a lower percentage (the second lowest of all sectors) are elected by majority vote.

DIRECTOR ELECTIONS AND STOCK OWNERSHIP

	2025 Consumer	2025 S&P 500
Annual elections of directors	92%	89%
Majority voting for directors	79%	88%
Stock ownership requirements for directors	92%	93%

The average size and meeting frequency of consumer sector boards and committees align with S&P 500 averages.

BOARD AND COMMITTEE SIZE AND MEETINGS

	2025 Consumer	2025 S&P 500
Board		
Size (avg #)	10.8	10.7
Meetings (avg #)	6.6	7.1
Board committees (avg #)	3.9	4.1
Audit committee		
Size (avg #)	4.4	4.5
Meetings (avg #)	7.7	8.1
Compensation committee		
Size (avg #)	4.0	4.2
Meetings (avg #)	5.4	5.6
Nominating/governance committee		
Size (avg #)	4.1	4.3
Meetings (avg #)	4.5	4.7

Similar to the S&P 500, the most common additional committees for the consumer sector are: finance; executive; science/tech/cyber; and environmental/health/safety.

PREVALENCE OF STANDING COMMITTEES

Committees	2025 Consumer	2025 S&P 500
Finance	26%	26%
Executive	23%	24%
Science/tech/cyber	15%	18%
Environmental/health/safety	12%	15%
Risk	3%	11%
Social responsibility	8%	6%
Legal	2%	4%
Investment	0%	3%
Strategy	2%	1%

Turnover policies

A lower percentage of consumer sector boards have age limits compared to the S&P 500. A higher percentage have policies requiring the submission of a resignation in the event of a material change in circumstances.

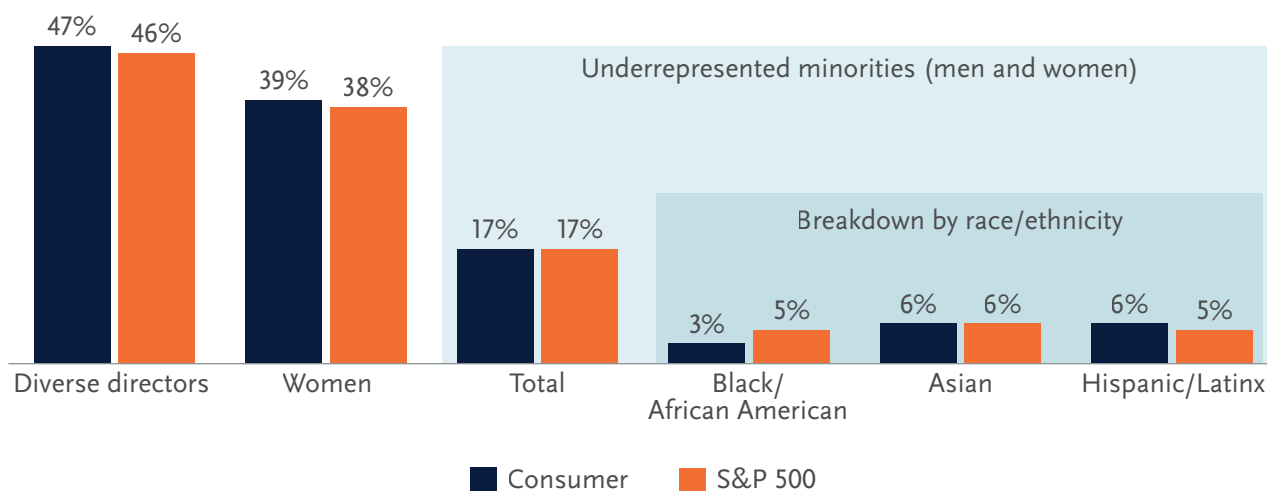
TURNOVER POLICIES

	2025 Consumer	2025 S&P 500
Mandatory retirement policy		
% companies	62%	66%
Retirement age (avg yrs)	73.7	74.2
Tenure policy		
% companies	10%	10%
Tenure limit (avg yrs)	14.7	14.5
Material change resignation policy		
% companies	91%	88%

Diversity — consumer incoming class

Directors from diverse communities — defined using the 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 47% of the 66 independent directors joining consumer boards over the past year, compared to 46% of independent directors joining S&P 500 boards.

DIVERSITY OF INDEPENDENT DIRECTORS JOINING CONSUMER BOARDS



Diversity — consumer boards

Just over half (51%) of directors serving on consumer boards are diverse, compared to 50% for the S&P 500. Consumer sector boards tie with the real estate sector for having the highest percentage of female directors and ties with the utilities sector for having the highest percentage of Hispanic/Latinx directors.

DIVERSITY OF ALL CONSUMER BOARD DIRECTORS

	Diverse directors	Women	Underrepresented minorities (men and women)				Boards with...	
			Total	Black/African American	Asian	Hispanic/Latinx	3 or more women	3 or more URM
Consumer	51%	36%	26%	11%	6%	7%	93%	58%
S&P 500	50%	35%	24%	12%	7%	5%	92%	49%

Diversity — board leadership

While a higher percentage of consumer sector independent chairs are women compared to the S&P 500, the sector lags the S&P 500 when it comes to female lead directors. The sector matches the S&P 500 on chair positions held by underrepresented minorities and outpaces the S&P 500 when it comes to lead directors who self-identify as underrepresented minorities.

DIVERSITY — BOARD LEADERSHIP

	2025 Consumer	2025 S&P 500
Independent chair		
% women	24%	19%
% underrepresented minority	10%	10%
Independent lead director		
% women	22%	25%
% underrepresented minority	16%	13%

Consumer companies

» Airbnb	» Garmin	» Philip Morris International
» Altria Group	» General Mills	» Pool Corporation
» Amazon.com	» General Motors Company	» PulteGroup
» Aptiv PLC	» Genuine Parts Company	» Ralph Lauren Corporation
» Archer-Daniels-Midland Company	» Hasbro	» Ross Stores
» AutoZone	» Hilton Worldwide Holdings	» Royal Caribbean Cruises Ltd.
» Booking Holdings	» Hormel Foods Corporation	» Starbucks Corporation
» Brown-Forman Corporation	» Kenvue	» Sysco Corporation
» Bunge Global	» Keurig Dr Pepper	» Tapestry
» Caesars Entertainment	» Kimberly-Clark Corporation	» Target Corporation
» CarMax	» Lamb Weston Holdings	» The Campbell's Company
» Carnival Corporation	» Las Vegas Sands Corporation	» The Clorox Company
» Chipotle Mexican Grill	» Lennar Corporation	» The Coca-Cola Company
» Church & Dwight Co.	» LKQ Corporation	» The Estée Lauder Companies
» Colgate-Palmolive Company	» Lowe's Companies	» The Hershey Company
» Conagra Brands	» lululemon athletica	» The Home Depot
» Constellation Brands	» Marriott International	» The J.M. Smucker Company
» Costco Wholesale Corporation	» McCormick & Company	» The Kraft Heinz Company
» D.R. Horton	» McDonald's Corporation	» The Kroger Company
» Darden Restaurants	» MGM Resorts International	» The Procter & Gamble Company
» Deckers Outdoor Corporation	» Mohawk Industries	» The TJX Companies
» Dollar General Corporation	» Molson Coors Brewing Company	» Tractor Supply Company
» Dollar Tree	» Mondelēz International	» Tyson Foods
» Domino's Pizza	» Monster Beverage Corporation	» Ulta Beauty
» DoorDash	» NIKE	» Walgreens Boots Alliance
» eBay	» Norwegian Cruise Line Holdings	» Walmart
» Expedia Group	» NVR	» Williams-Sonoma
» Ford Motor Company	» O'Reilly Automotive	» Wynn Resorts Limited
	» PepsiCo	» Yum! Brands



ART: LUSINE CHOCUTCHYAN/ISTOCK/ALAMY

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Privately held since 1956, we focus on delivering knowledge, insight and results through the collaborative efforts of a team of experts — now spanning more than 60 offices, over 30 countries and more than 50 practice specialties. Boards and leaders consistently turn to Spencer Stuart to help address their evolving leadership needs in areas such as senior-level executive search, board recruitment, board effectiveness, succession planning, in-depth senior management assessment, and many facets of culture and organizational effectiveness, particularly in the context of the changing stakeholder expectations of business today. For more information on Spencer Stuart, please visit www.spencerstuart.com.

