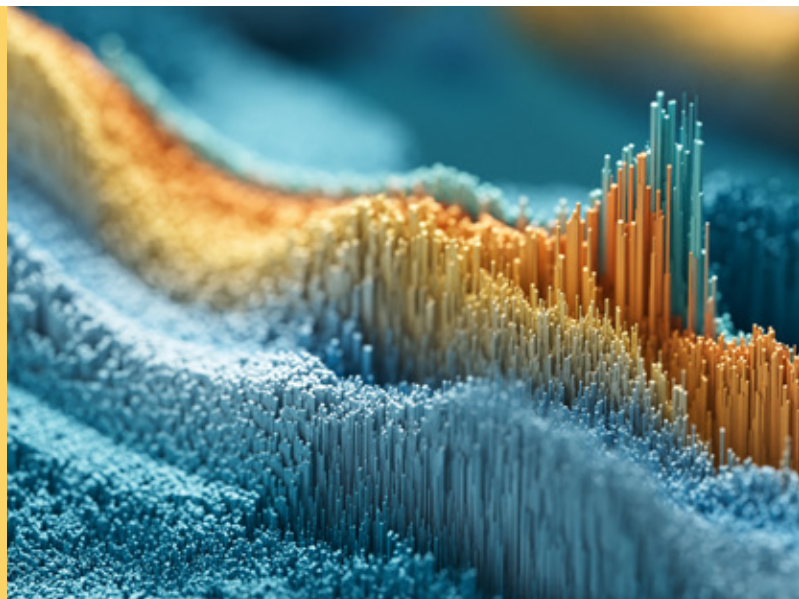


2025 Spencer Stuart Information Technology Sector Snapshot



Boards of 69 information technology companies in the S&P 500 index tend to be smaller, longer-tenured and more diverse than S&P 500 boards.

- » The average age of independent directors on information technology boards is 63.4 years, compared to a 63.6-year average for S&P 500 boards.
- » The youngest average age of information technology boards is 41.0 years, the oldest is 74.7 years.
- » Information technology boards average 9.8 directors, smaller than the 10.7 average of S&P 500 boards and the smallest average of all sectors.
- » Independence of information technology boards averages 85%, versus 86% for S&P 500 boards.
- » The average board tenure of independent directors on information technology boards is 8.4 years, higher than the 7.8 average for S&P 500 boards.
- » The longest-tenured information technology board averages 16.6 years.

New independent director backgrounds

The 69 information technology sector boards appointed 33 new independent directors to the boardroom in the past year. Among the information technology companies, 35% added at least one independent director, the lowest of all sectors, while 12% added more than one (the lowest of all sectors). In contrast, half of S&P 500 boards added at least one independent director, and 16% added more than one.

Demographics of information technology sector new independent directors

- » Appointees averaged 58.5 years of age, younger than the 59.1-year average for all independent directors joining S&P 500 boards.
- » First-time directors represented 41% of independent directors joining information technology boards — higher than the 31% for the S&P 500.
- » NextGen (aged 50 or younger) directors comprised 15% of the sector's incoming class, compared to 11% for the S&P 500.
- » Less than half (48%) of the independent directors joining information technology boards are actively employed, compared to 41% of independent directors joining S&P 500 boards this year.

Compared to other sectors of the S&P 500, information technology boards recruited in 2025 the highest percentage of functional leaders and CFOs. It tied with consumer and industrials sectors for appointing the lowest percentage of investors of all sectors.

NEW INDEPENDENT DIRECTOR BACKGROUNDS

	2025 Information Technology	2025 S&P 500
CEOs	27%	30%
<i>Active</i>	3%	12%
<i>Retired</i>	24%	18%
Chairs/presidents/COOs	3%	4%
<i>Active</i>	0%	2%
<i>Retired</i>	3%	3%
Functional leaders	21%	15%
P&L leaders	9%	10%
Financial backgrounds	33%	29%
<i>Financial executives/CFOs/ treasurers</i>	24%	16%
<i>Investment managers/ investors</i>	3%	8%
<i>Bankers/investment bankers</i>	3%	4%
<i>Public accounting executives</i>	3%	2%
Academics/nonprofit executives	3%	2%
Consultants	0%	1%
Legal	3%	2%
Others	0%	6%
TOTAL		
<i>Active</i>	48%	41%
<i>Retired</i>	52%	59%

Overall board composition

An analysis of all S&P 500 independent directors finds that information technology boards have the highest percentage of CFOs of all sectors.

OVERALL BOARD COMPOSITION

	2025 Information Technology	2025 S&P 500
CEOs	32%	31%
<i>Active</i>	8%	9%
<i>Retired</i>	24%	22%
Chairs/presidents/COOs	3%	3%
<i>Active</i>	1%	1%
<i>Retired</i>	2%	2%
Functional leaders	16%	14%
P&L leaders	7%	9%
Financial backgrounds	30%	28%
<i>Financial executives/CFOs/ treasurers</i>	16%	12%
<i>Investment managers/ investors</i>	10%	10%
<i>Bankers/investment bankers</i>	3%	5%
<i>Public accounting executives</i>	1%	2%
Academics/nonprofit executives	4%	5%
Consultants	3%	3%
Legal	2%	3%
Others	3%	5%
TOTAL		
<i>Active</i>	35%	37%
<i>Retired</i>	65%	63%

Board leadership

The chair and CEO roles are combined at 32% of information technology boards, lower than the 39% of S&P 500 boards. Executive chairs are in place at 13% of information technology boards, matching the 13% for the S&P 500. Independent chairs lead nearly half (49%, the highest of all sectors) of information technology boards, compared to 41% of the S&P 500. Independent lead directors are named at 59% of the sector's boards, compared to 61% of the S&P 500.

Board organization and process

The information technology sector ties with the industrials sector for the lowest percentage of declassified boards. It has the second lowest percentage of stock ownership requirements.

DIRECTOR ELECTIONS AND STOCK OWNERSHIP

	2025 Information Technology	2025 S&P 500
Annual elections of directors	84%	89%
Majority voting for directors	90%	88%
Stock ownership requirements for directors	86%	93%

Information technology boards have the lowest average number of board committees. The sector has the lowest average board size, and IT board committees tend to be smaller compared to the S&P 500.

BOARD AND COMMITTEE SIZE AND MEETINGS

	2025 Information Technology	2025 S&P 500
Board		
Size (avg #)	9.8	10.7
Meetings (avg #)	7.0	7.1
Board committees (avg #)	3.6	4.1
Audit committee		
Size (avg #)	4.0	4.5
Meetings (avg #)	8.5	8.1
Compensation committee		
Size (avg #)	3.8	4.2
Meetings (avg #)	6.0	5.6
Nominating/governance committee		
Size (avg #)	3.8	4.3
Meetings (avg #)	4.6	4.7

The sector's most common additional committees are: science/tech/cyber; executive; and finance.

PREVALENCE OF STANDING COMMITTEES

Committees	2025 Information Technology	2025 S&P 500
Finance	12%	26%
Executive	14%	24%
Science/tech/cyber	20%	18%
Environmental/health/safety	1%	15%
Risk	1%	11%
Social responsibility	0%	6%
Legal	0%	4%
Investment	1%	3%
Strategy	0%	1%

Turnover policies

Less than half of information technology boards have a mandatory retirement policy for directors, the second lowest percentage of all sectors. The sector has the lowest percentage of tenure limits (tied with communication services) and the longest tenure cap of all sectors. It has the lowest percentage of director resignation policies.

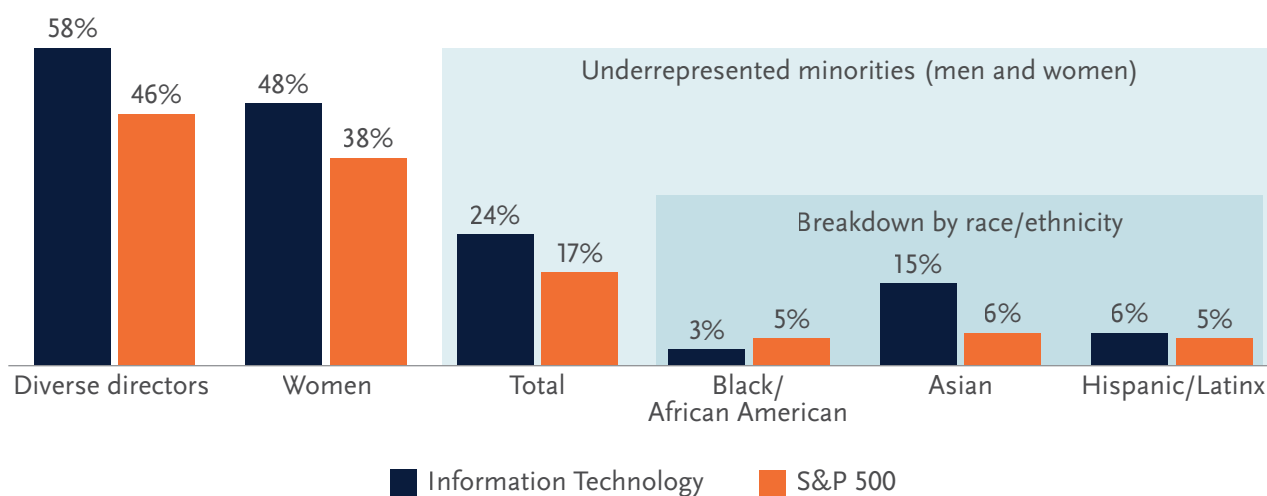
TURNOVER POLICIES

	2025 Information Technology	2025 S&P 500
Mandatory retirement policy		
% companies	43%	66%
Retirement age (avg yrs)	74.3	74.2
Tenure policy		
% companies	6%	10%
Tenure limit (avg yrs)	16.8	14.5
Material change resignation policy		
% companies	81%	88%

Diversity — information technology 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 58% of the 33 independent directors joining information technology boards over the past year, compared to 46% of independent directors joining S&P 500 boards. The sector tied with the energy sector for appointing the highest percentage of directors who self-identify as an underrepresented minority.

DIVERSITY OF INDEPENDENT DIRECTORS JOINING INFORMATION TECHNOLOGY BOARDS



Diversity — information technology boards

More than half (52%) of directors serving on information technology boards are diverse, outpacing the 50% average for the S&P 500 and the highest of all sectors. The sector has the highest percentage of directors who self-identify as Asian and the lowest percentage of directors who self-identify as Black/African American of all sectors. The sector ties with the energy and healthcare sectors for the lowest percentage of directors self-identifying as Hispanic/Latinx.

DIVERSITY OF ALL INFORMATION TECHNOLOGY 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
Information Technology	52%	34%	27%	8%	15%	4%	81%	46%
S&P 500	50%	35%	24%	12%	7%	5%	92%	49%

Diversity — board leadership

The sector's percentage of diverse board leaders outpaces the overall S&P 500 except for independent chairs who self-identify as underrepresented minorities.

DIVERSITY — BOARD LEADERSHIP

	2025 Information Technology	2025 S&P 500
Independent chair		
% women	21%	19%
% underrepresented minority	6%	10%
Independent lead director		
% women	37%	25%
% underrepresented minority	17%	13%

Information Technology companies

- » Accenture
- » Adobe
- » Advanced Micro Devices
- » Akamai Technologies
- » Amphenol Corporation
- » Analog Devices
- » Ansys
- » Apple
- » Applied Materials
- » Arista Networks
- » Autodesk
- » Broadcom
- » Cadence Design Systems
- » CDW Corporation
- » Cisco Systems
- » Cognizant Technology Solutions Corporation
- » Corning
- » CrowdStrike Holdings
- » Dell Technologies
- » Enphase Energy
- » EPAM Systems
- » F5
- » Fair Isaac & Co
- » First Solar
- » Fortinet
- » Gartner
- » Gen Digital
- » GoDaddy
- » Hewlett Packard Enterprise Company
- » HP
- » Intel Corporation
- » International Business Machines Corporation
- » Intuit
- » Jabil
- » Juniper Networks
- » Keysight Technologies
- » KLA Corporation
- » Lam Research Corporation
- » Microchip Technology
- » Micron Technology
- » Microsoft Corporation
- » Monolithic Power Systems
- » Motorola Solutions
- » NetApp
- » NVIDIA Corporation
- » NXP Semiconductors
- » ON Semiconductor Corporation
- » Oracle Corporation
- » Palantir Technologies
- » Palo Alto Networks
- » PTC
- » QUALCOMM
- » Roper Technologies
- » Salesforce
- » Seagate Technology plc
- » ServiceNow
- » Skyworks Solutions
- » Super Micro Computer
- » Synopsys
- » TE Connectivity
- » Teledyne Technologies
- » Teradyne
- » Texas Instruments
- » Trimble
- » Tyler Technologies
- » VeriSign
- » Western Digital Corporation
- » Workday
- » Zebra Technologies Corporation



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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.

