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2026 Spencer Stuart Consumer Sector Snapshot

82

Number of companies in the S&P 500 consumer sector

62.6 years

Average age of directors, a year younger than the S&P 500 average

51%

Share of diverse directors, outpacing the S&P 500

For more than 40 years, Spencer Stuart has tracked trends in board composition, governance practices and director compensation across industries in our ***U.S. Spencer Stuart Board Index***. Here are highlights from our 2026 analysis of the 82 consumer companies in the S&P 500.

What are the profiles of the 62 independent directors appointed to consumer boards in 2026?

» **Younger:** New appointees averaged 58.0 years of age, compared with the S&P 500 average of 60.1 years, and the youngest of all sectors. NextGen appointees (50 years or younger) made up 16% of the sector's incoming class of directors, compared with the 10% average for all sectors.

» **Experienced directors:** First-time directors represented 21% of independent directors joining consumer boards, 3 percentage points below the S&P 500 average.

» **Retired:** 40% of newly appointed independent directors are actively employed, compared with 46% of independent directors joining all S&P 500 boards.

» **Operators — CEO and P&L experienced:** Consumer boards recruited a higher-than-average percentage of CEOs and the highest percentage of P&L leaders.

22%

Boards with an executive chair, the most of any sector

16%

Boards with tenure limits on board service

» **Less diverse:** The consumer sector lagged the full S&P 500 in appointments of diverse independent directors, both women and underrepresented minorities.

How do the backgrounds of all sitting independent directors on consumer sector boards compare with the S&P 500?

Consumer boards have the highest percentage of independent directors with P&L/operational experience and a lower percentage of financial professionals, compared with S&P 500 boards. Consumer tie with the real estate and utilities sectors for having the highest percentage of female directors overall.

For more details, go to **www.spencerstuart.com**.

About Spencer Stuart

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