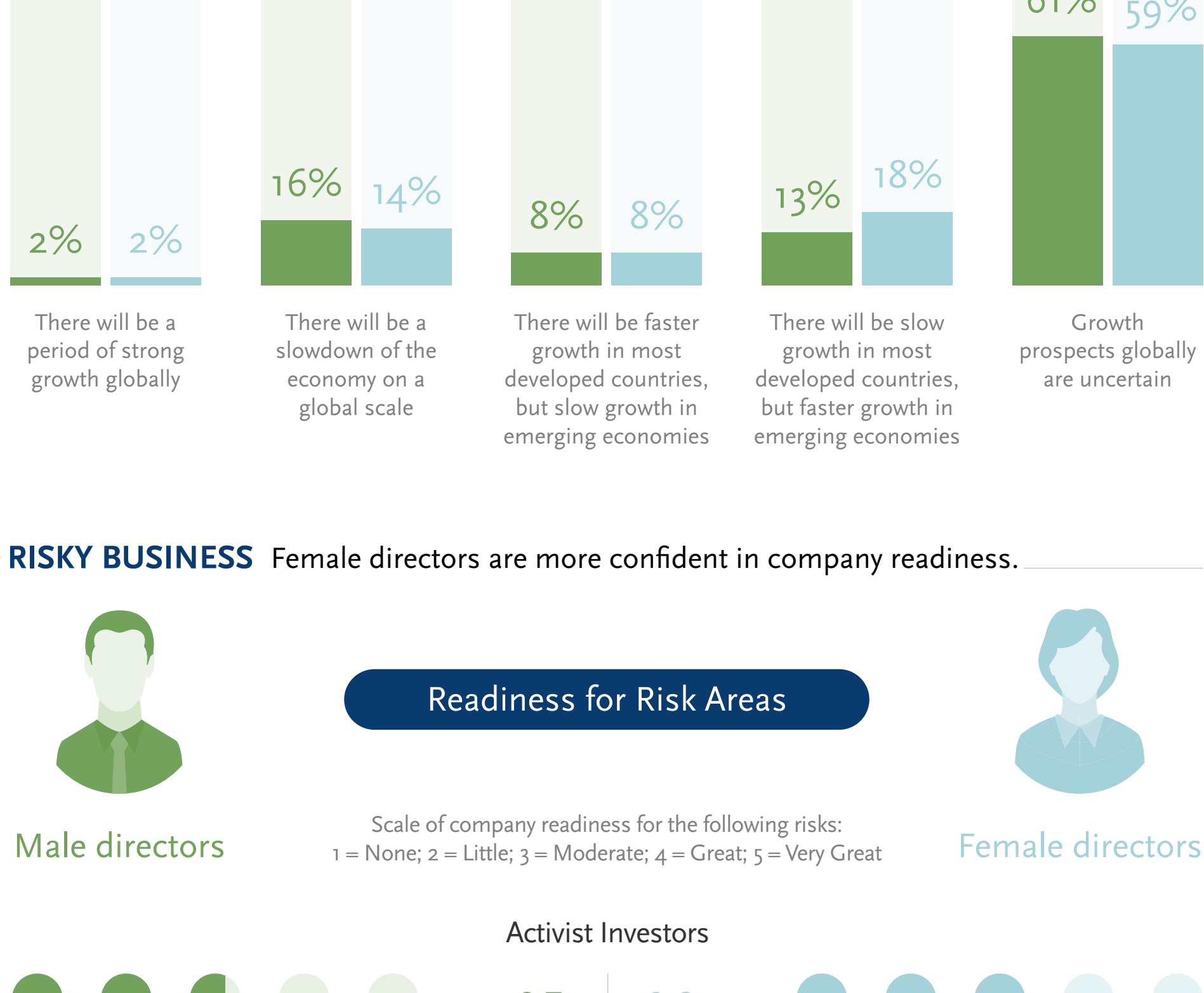


# GLOBAL BOARD OF DIRECTORS SURVEY 2016

In one of the most comprehensive surveys of corporate directors around the world (4,000-plus directors from 60 countries), Spencer Stuart and its global partners explore how directors feel about the economy, board effectiveness and compensation—and uncover where male and female directors differ on these issues. Here's what we found:

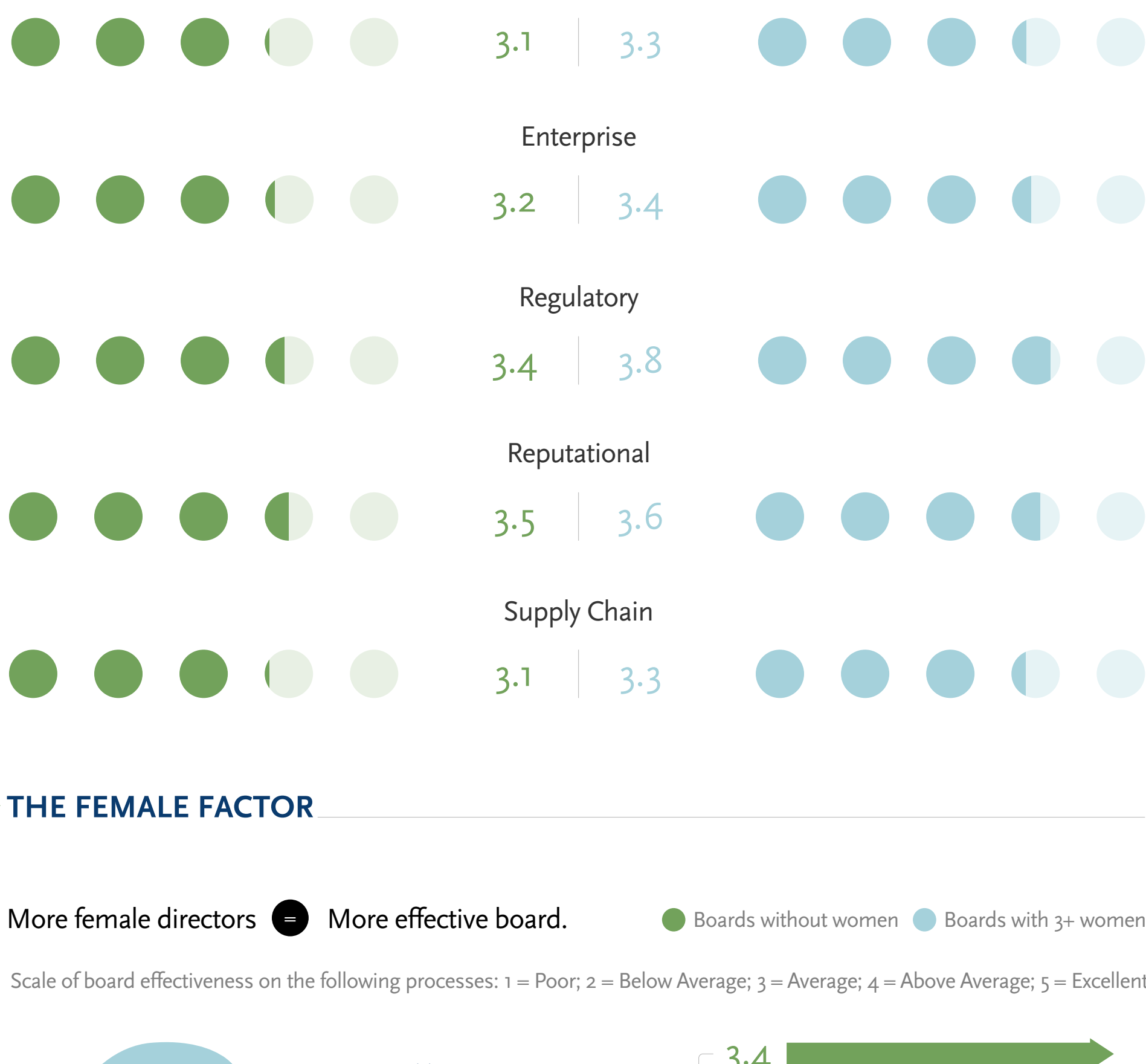
## WAIT AND SEE ON THE ECONOMY

Directors weigh growth prospects for 2016-2018.



## RISKY BUSINESS

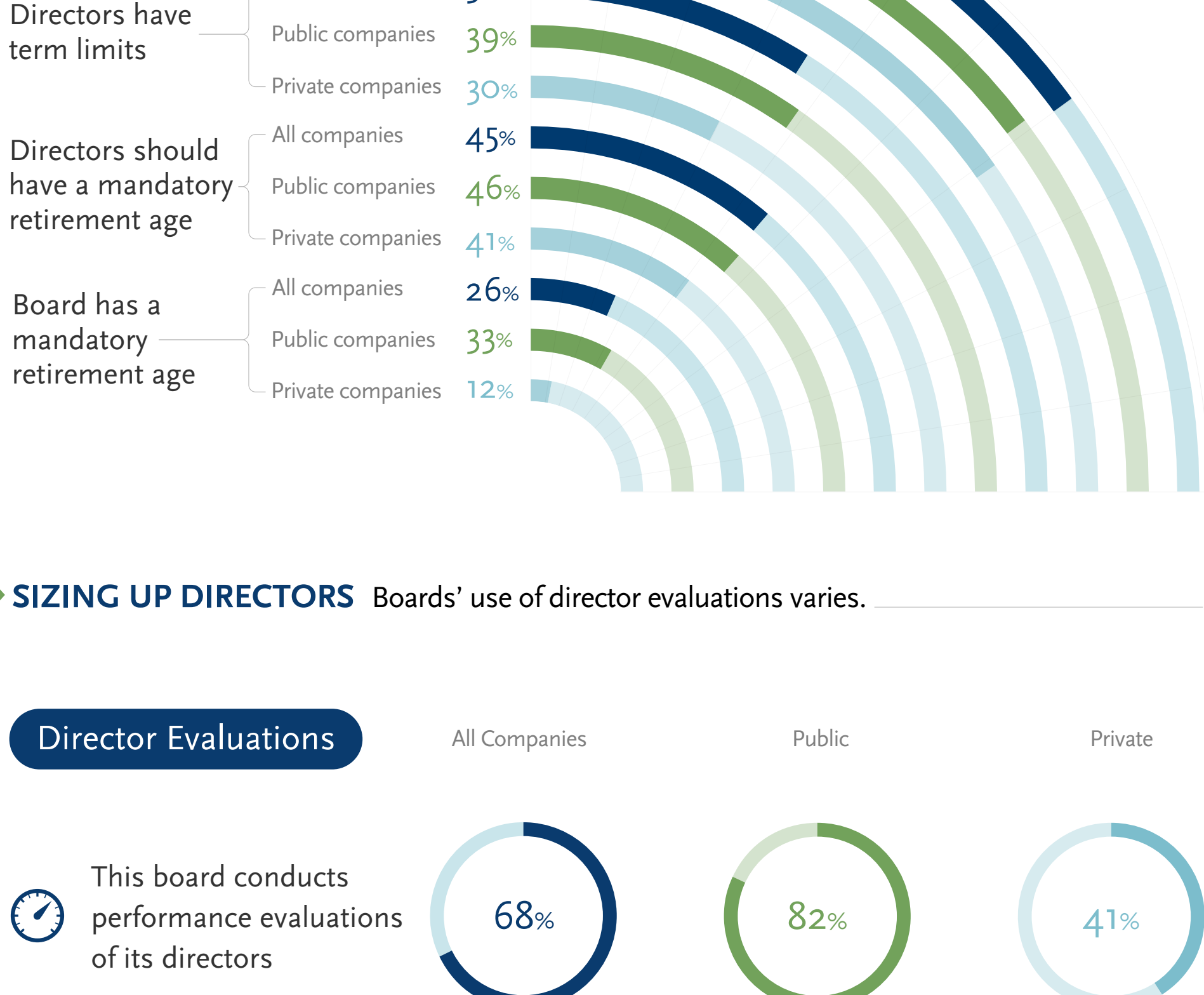
Female directors are more confident in company readiness.



## THE FEMALE FACTOR

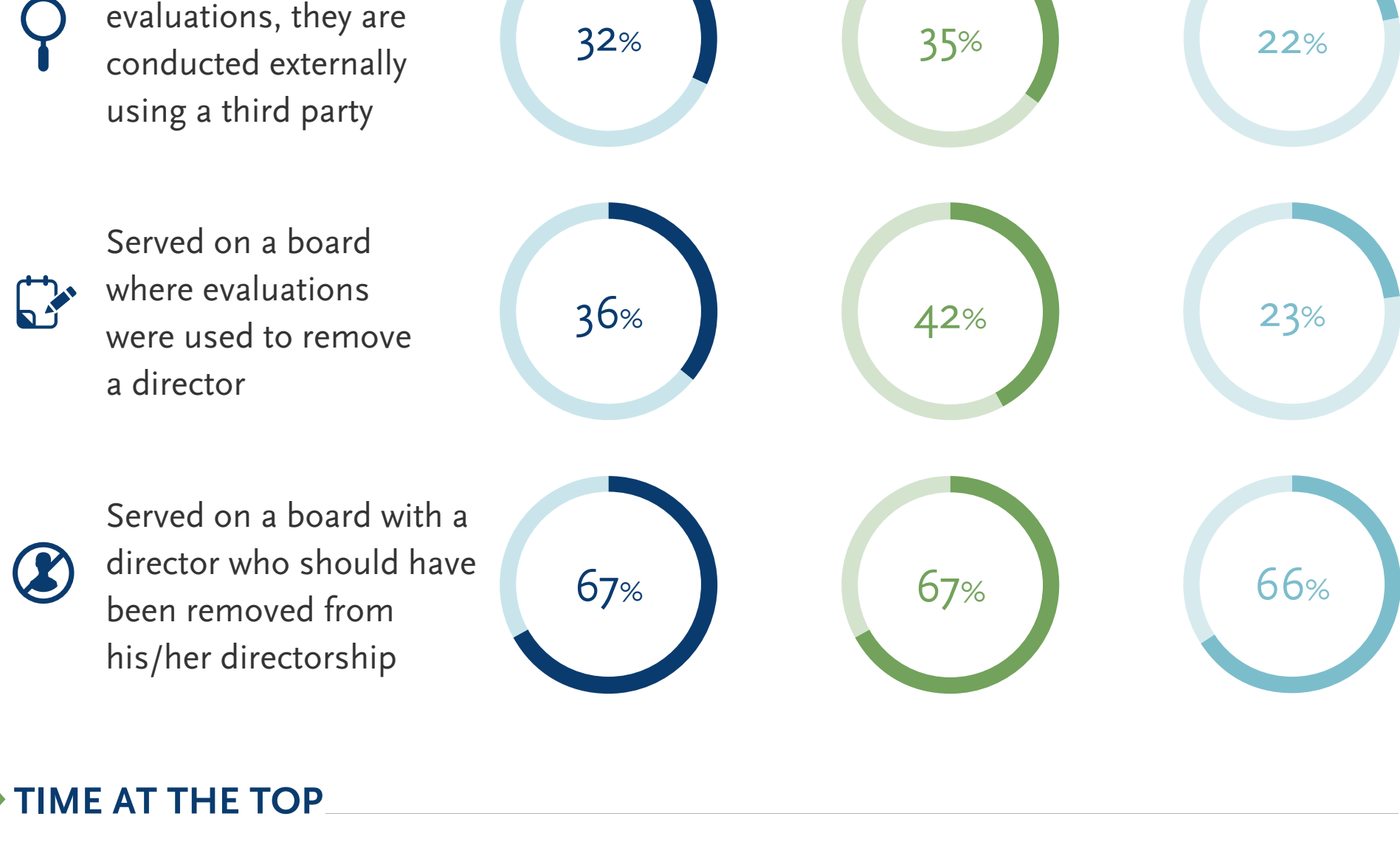


## TURNOVER POLICIES FAVORED

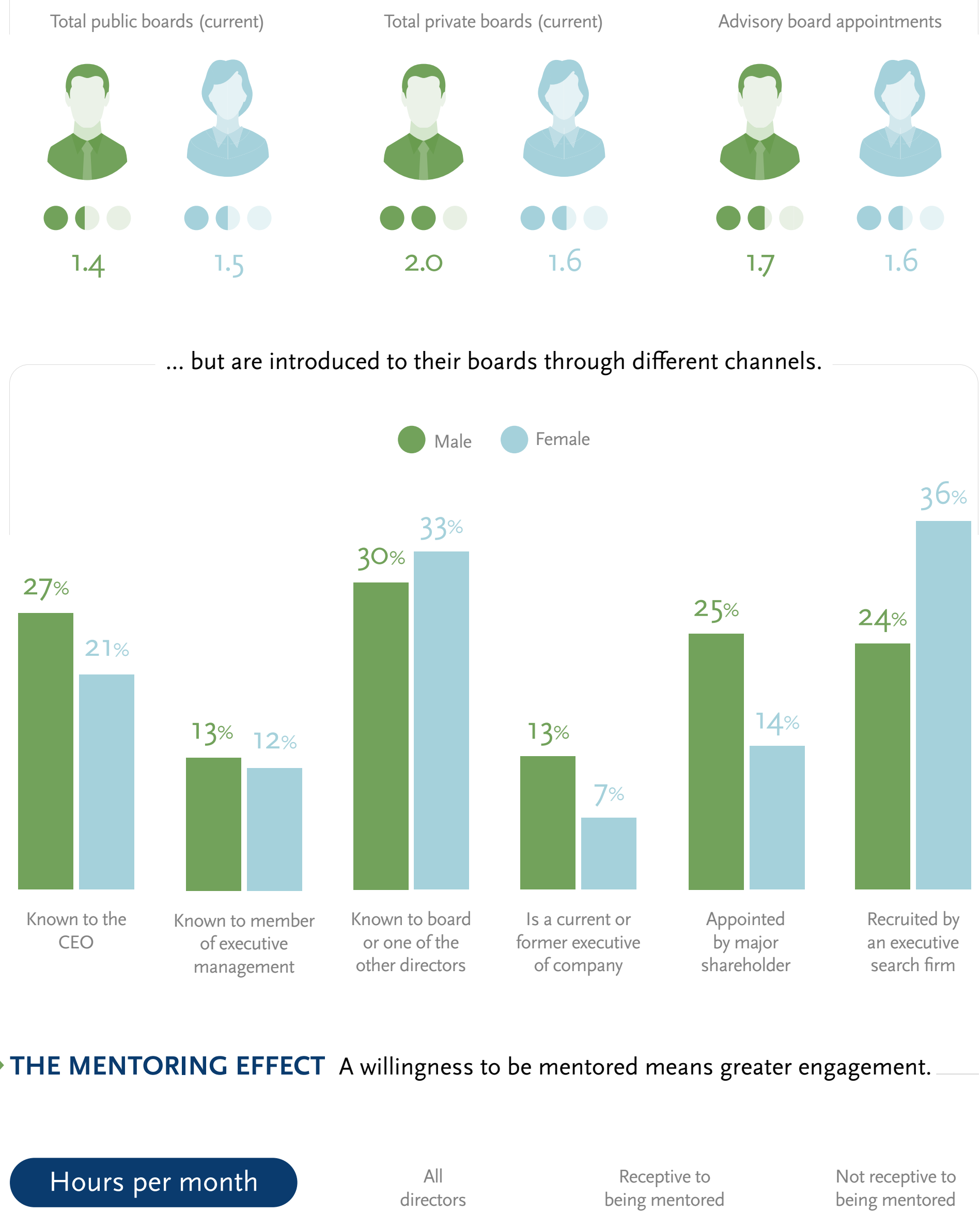


## SIZING UP DIRECTORS

Boards' use of director evaluations varies.

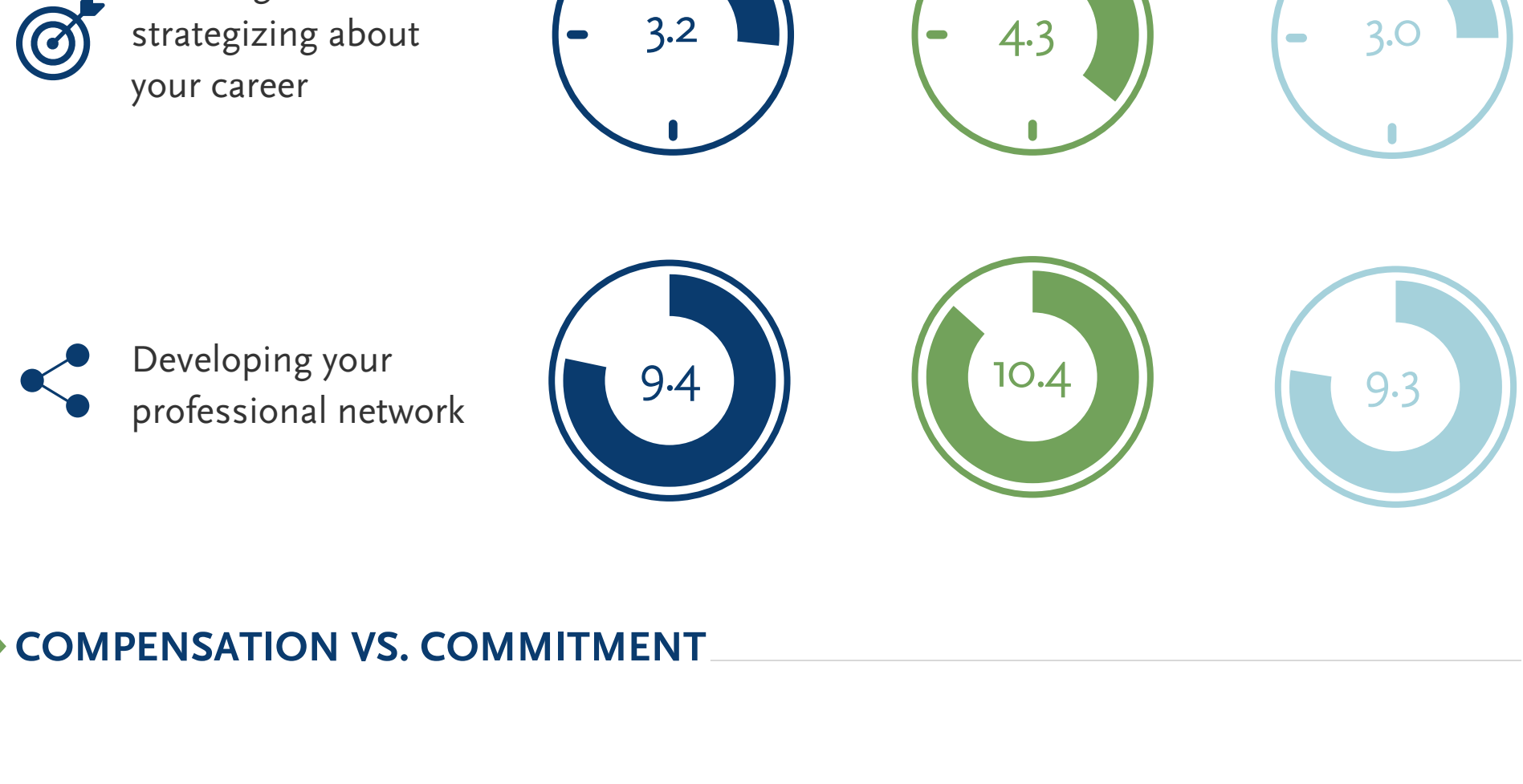


## TIME AT THE TOP



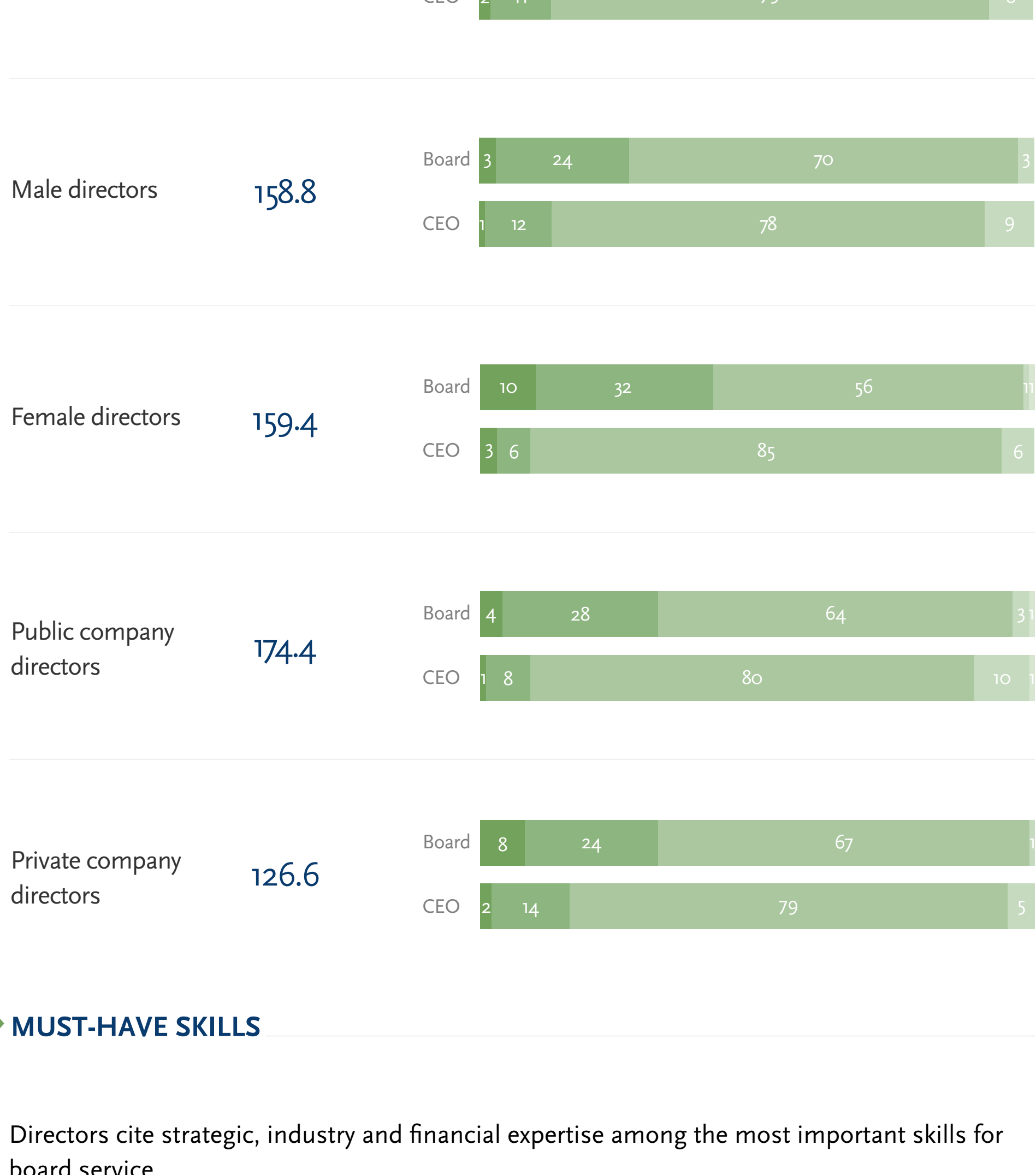
## THE MENTORING EFFECT

A willingness to be mentored means greater engagement.



## COMPENSATION VS. COMMITMENT

Directors report dedicating an average of 159 hours per year to the board, and the majority say the board's compensation levels are about right.



## MUST-HAVE SKILLS

Directors cite strategic, industry and financial expertise among the most important skills for board service.

