

Executive Leadership Series

The Role of the CEO 2023

ALTRATA



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Executive Leadership Series

The Role of the CEO 2023

ALTRATA

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Executive summary

- **A CEO does more than drive a company's strategic direction – their access to influential decision-makers makes them hugely valuable to their organizations and those connected to them.** Today's CEO must be able to navigate a wide array of challenges and the role has come under ever-increasing pressure to adapt and respond. Organizations must consider how best to engage with individuals in this role and how to make the most of their executive talent.
- **Far too few women are CEOs.** The stark reality is that women account for around just 6% of CEO positions at the corporations of the major indices across 20 of the world's leading economies (the Global 20). However, private ownership appears to make a difference: private companies with annual revenues of \$100m+ in the US and UK have a greater proportion of female CEOs than their listed counterparts, both on the major and small cap indices.
- **The vast majority of CEOs were promoted internally.** Some 82% of CEOs at corporations in the major indices of the G7 countries were appointed from within the company ranks. As company size reduces, this bias begins to even out. Among US and UK private companies with annual revenues of \$100m+, external appointments play a substantial role, accounting for above 40%.
- **Almost a fifth of current S&P 500 CEOs have previously worked at either GE or Procter & Gamble.** GE accounts for a 10% share of such CEOs and Procter & Gamble for over 9%. Other high-ranking workplaces are HP, Dow, American Express, Pfizer and Ford. The connections that come with this role make CEOs incredibly valuable members of their alumni network(s).
- **Sector experience is not essential for a CEO role.** Among external hires, 43% of current S&P 500 CEOs were recruited from a different sector (based on their previous role). While sector knowledge may be helpful, the transferable skills required of CEOs appear to outweigh subject-matter expertise. Technology, financial services, and the pharma and biotech sectors provide almost half of all external hires.
- **Golf and philanthropy top the list of US CEOs' interests.** When it comes to leisure activities, CEOs are rarely completely off the clock. Among Fortune 500 CEOs, the favorite network-friendly pastime is golf, followed closely by philanthropy, reflecting their desire to "give back" but also the rising expectation of this group's responsibilities to society. Other favorite interests include running, reading and skiing.

Foreword

The Role of the CEO 2023 is the latest report from Altrata's Executive Leadership Series. The report sets a new milestone for us as the first piece of Altrata thought leadership to combine findings from our three Professional data products: BoardEx, Boardroom Insiders, and RelSci.

Aligning these datasets enabled us to provide deeper insight into the characteristics and backgrounds of chief executives across the globe. In responding to the challenges of a shifting global economy, rising inflation, cyber security risks, demands for sustainability, and the continued focus on workplace wellbeing following a global pandemic, understanding CEO priorities is especially timely.

The Role of the CEO 2023 illustrates how BoardEx, Boardroom Insiders, and RelSci perfectly complement each other to provide comprehensive insight into the profiles, influential networks, and strategic priorities of these global executives.

Among numerous findings in the report, an unsurprising but recurring theme is the need for CEOs to progressively adapt and respond to fast changing market conditions, in an increasingly complex landscape. At Altrata, we help our clients navigate these environments with effective and actionable people intelligence. In challenging times, unleashing the true potential of your network is more crucial than ever.

By providing access to unique intelligence on the people that matter most to your business, Altrata empowers teams to engage clients and prospects with precision, streamline workflows, and create greater impact. As with this report, and all our thought leadership reports, we aim to demonstrate how our data can be leveraged to uncover trends that are both influencing and being influenced by the global economy, and more broadly, society in general.

We hope you find *The Role of the CEO 2023* useful and informative and look forward to providing you with further insights.



James Lavell
CEO, Altrata

Introduction

From changing market conditions to the demands of sustainability, cyber security and workforce wellbeing, the CEO role has come under ever-increasing pressure to adapt and respond. In addition to driving a company's strategic direction and bringing their skills and experience to bear, a CEO's access to influential decision-makers makes them hugely valuable to their organizations and those connected to them.

This report, the first of its kind to be published by Altrata (and powered by all three of our Professional Intelligence brands: **BoardEx**, **Boardroom Insiders** and **RelSci**), examines the characteristics of the CEOs of more than 3,000 leading companies from a global perspective. We focus particularly on the CEOs of listed companies in the G7 countries (Canada, France, Germany, Italy, Japan, the UK and the US) and take a closer look at the CEOs of public and privately owned companies in the US and UK. Examining factors such as age, gender, education, professional development, business experience and activities outside business, we present a comprehensive picture of this most complex and demanding of C-suite roles.

We start by examining the evolving role of today's CEO, identifying their business priorities as they look to satisfy a wide range of stakeholders across society as well as traditional business metrics. We then examine the importance of the CEO as a networker and a valuable source of warm introductions, highlighting New York's most-connected CEOs to show how these powerful individuals have developed the role into one of social and political, as well as business, influence.

We then profile the leading CEOs of both publicly listed and private companies, examining their gender, age and years of professional experience, and take a deep dive into the different factors that govern CEO appointments. We draw out CEOs' M&A and IPO experience across company type and size, and uncover the most common employers and higher education institutions to produce the CEOs of large listed companies. Finally, we look at the most popular pastimes of US CEOs to see what this can tell us about the people at the top (and the expectations of them).

Altrata's *The Role of the CEO 2023* offers unmatched intelligence on the experience and characteristics of leading CEOs, making it an essential read for organizations looking to engage with this impactful group of individuals and make the most of their executive talent.

How do we gain insight into leading CEOs around the world?

We analyzed data from all three of Altrata's Professional Intelligence brands: **BoardEx**, **Boardroom Insiders** and **RelSci**. This report mainly leveraged BoardEx's unique and proprietary global leadership database, which covers board and non-board members, C-suite executives, senior leaders and professional advisers. For our analysis, we studied the current CEOs at the corporations of the major indices across 20 countries, with a focus on the G7. We then took a closer look at the US and UK, examining the CEOs of the S&P SmallCap 600 and FTSE SmallCap indices and private companies with annual revenues of \$100m+. We also leveraged Boardroom Insiders data on Fortune 500 CEOs and RelSci data for the most-connected New York CEOs. Our research encompassed more than 3,000 companies and their respective CEOs.

For further details, please see the Methodology.

Terms used in this report

G7
Some of our analysis is based on the G7 countries (Canada, France, Germany, Italy, Japan, the UK and the US).

Global 20
Some of our analysis is based on 20 major countries selected from across the globe. They are: Australia, Brazil, Canada, France, Germany, Hong Kong, India, Ireland, Italy, Japan, the Netherlands, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, the UAE, UK and US.

Portfolio company
For the purposes of this report, a portfolio company is a company (public or private) that is fully or partially owned by a private equity (PE) firm. Such companies are also referred to as PE-owned firms.

Private company
For the purposes of this report, a private company is one that is privately owned and has annual revenues of more than \$100m.

The multifaceted role of the CEO

The CEO today

Today's CEO must be able to navigate a wide array of challenges. To deal with changing market conditions (such as the war in Ukraine, supply chain disruptions and an uncertain outlook) along with the demands of sustainability, technology, cyber security and workforce wellbeing, among others, CEOs must be able to change and adapt with the evolving environment and yet react with speed and agility in decision-making. It could be argued that more is expected of CEOs than ever before.

The CEO's role and expectations of it are also changing. Rather than focusing on reporting to directors and shareholders, as they might have previously, CEOs must now also satisfy a wide range of stakeholders across society¹. A recent report from organizational consulting firm Korn Ferry² suggests that CEOs must govern in a new "business ecosystem" that includes "customers, community, suppliers, distributors, competitors and more". In short, the modern CEO must be both business-smart and emotionally intelligent.

A volatile business environment prompts a shift in priorities

While navigating the evolving structures and longer-term demands of the role, the CEO must make decisions around the priorities of the business in the short term. These priorities tend to shift over time and in response to market conditions and competition. As 2022 drew to a close, the priorities of the CEOs of Fortune 500 companies centered on growth strategy, namely innovation and acquisitions. Other priorities were on the operational side, to deal with inflation and supply chain disruptions. As 2023 evolves, so will CEOs' business priorities.

Strategy priorities

Top five business priorities among current Fortune 500 CEOs going into 2023



Source: Boardroom Insiders, an Altrata company, December 2022

¹ McKinsey & Company 2021: *What Matters Most? Five Priorities for CEOs in the Next Normal*.

² Korn Ferry: "How to lead your business ecosystem".

Connecting with CEOs

It is crucial for business executives in every industry to connect with, engage and form relationships with CEOs because they are the final decision-makers (apart from their boards) on strategic or large-budget issues. Fortunately, senior executives' own professional networks give them a surprisingly high number of connections to CEOs.

The average US consulting firm partner has a direct connection to nearly 55 US CEOs. The average PE senior executive has more than 50 direct connections while an investment banking senior executive has slightly fewer at 47. And through the direct connections of others they know, these senior executives' second-degree connections to CEOs are even greater in number, reaching the thousands.

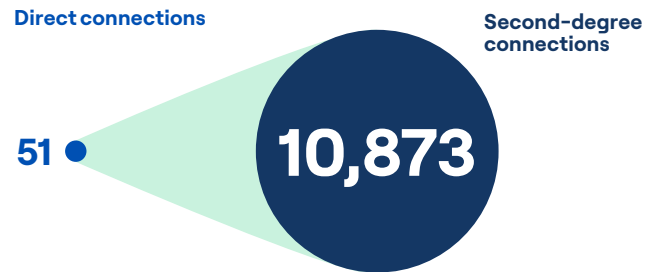
The CEO as connections hub

The considerable time a CEO has spent in industry – as both the strategic leader and public face of their business – means they have, as a matter of course, built up formidable networks of primary and secondary connections. David DeWolf, the CEO and president of software development company 3Pillar Global, says³: “A CEO is uniquely positioned to provide relational capital” and offers access to “resources otherwise out of reach”. As a source of warm connections, this makes the CEO even more valuable.

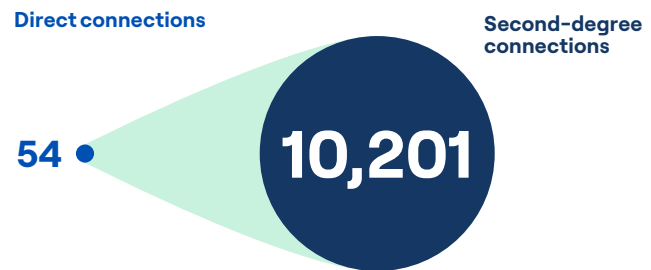
Connections to CEOs

Average number of professional connections to US CEOs

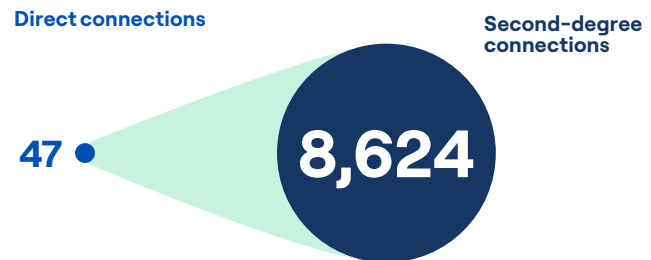
US private equity senior executives



US consulting firm partners



US investment banking senior executives



Note: Direct connections, or first-degree connections, are direct links between individuals. Second-degree or indirect connections are made possible via the contacts belonging to those first-degree connections, and therefore the relationship between the number of direct and second-degree connections is not linear. Connections are revealed through current or historical overlapping careers, merger and acquisition (M&A) deal relationships, contacts and board overlaps. Private equity senior executives include vice presidents (VPs), chairmen, CEOs, managing directors (MDs), partners and venture partners, among other equivalents. Investment banking senior executives include MDs, division and regional heads, VPs and partners, among other equivalents.

Source: BoardEx, an Altrata company, December 2022

A CEO's access to influential decision-makers makes them hugely valuable to their organizations and those connected to them.

³ David DeWolf 2021: “Three principles for prioritizing and building relational capital”, LinkedIn.

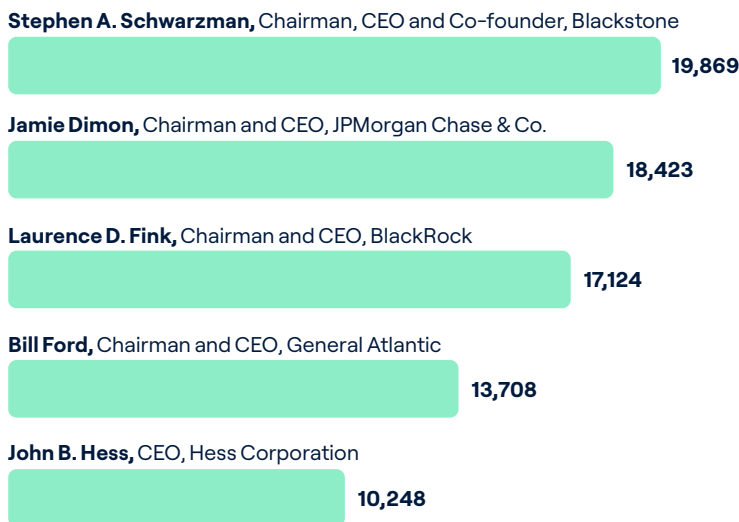
New York’s best-connected CEOs

As one would expect, the top five CEOs in New York have a formidable number of professional connections to influential decision-makers. Stephen Schwarzman, chairman, CEO and co-founder of Blackstone, tops the list with almost 20,000 direct connections – a wealth of relationship capital concentrated in just one network.

These individuals are remarkable not only for the reach of their networks but for the strength of their connections. They impart great influence through those connections and receive significant depth of access to different decision-makers and, by extension, the organizations and networks of those decision-makers. These CEOs demonstrate the importance of showing a social presence and influence beyond the boardroom – most of them have, for example, held key advisory roles to the US government.

Most-connected New York CEOs

Top five New York CEOs by the number of direct professional relationships with influential decision-makers



Note: RelSci’s database includes profiles of more than 11 million influential individuals. Connections are based on shared professional, personal and civic experiences, such as current or historical overlapping careers, contacts and board overlaps, among others. For further information, please see Altrata’s article *The Most Connected New Yorkers and What Sets Them Apart*, published in September 2022.

Source: RelSci, an Altrata company, December 2022

Blackstone’s Stephen Schwarzman has almost 20,000 direct connections with decision-makers – a wealth of relationship capital concentrated in just one network.

Today's leading CEOs

Having acknowledged the many pressures modern CEOs face and their need to adapt to meet new challenges, this section highlights the key characteristics of today's leading CEOs in the context of their own peer group.

We first look at the gender breakdown of top CEOs from a global perspective and examine some of the factors that may be governing ongoing trends. Then, narrowing the focus to countries in the G7 (Canada, France, Germany, Italy, Japan, the UK and the US), we examine their age and the time needed to reach their current CEO position, and take a deeper dive into the trends around CEO appointments. Next we compare the US and UK markets, looking at factors such as corporate experience and professional and educational background. Finally, we look at the most popular pastimes of US CEOs to see what this can tell us about those in the top roles (and the expectations of them).



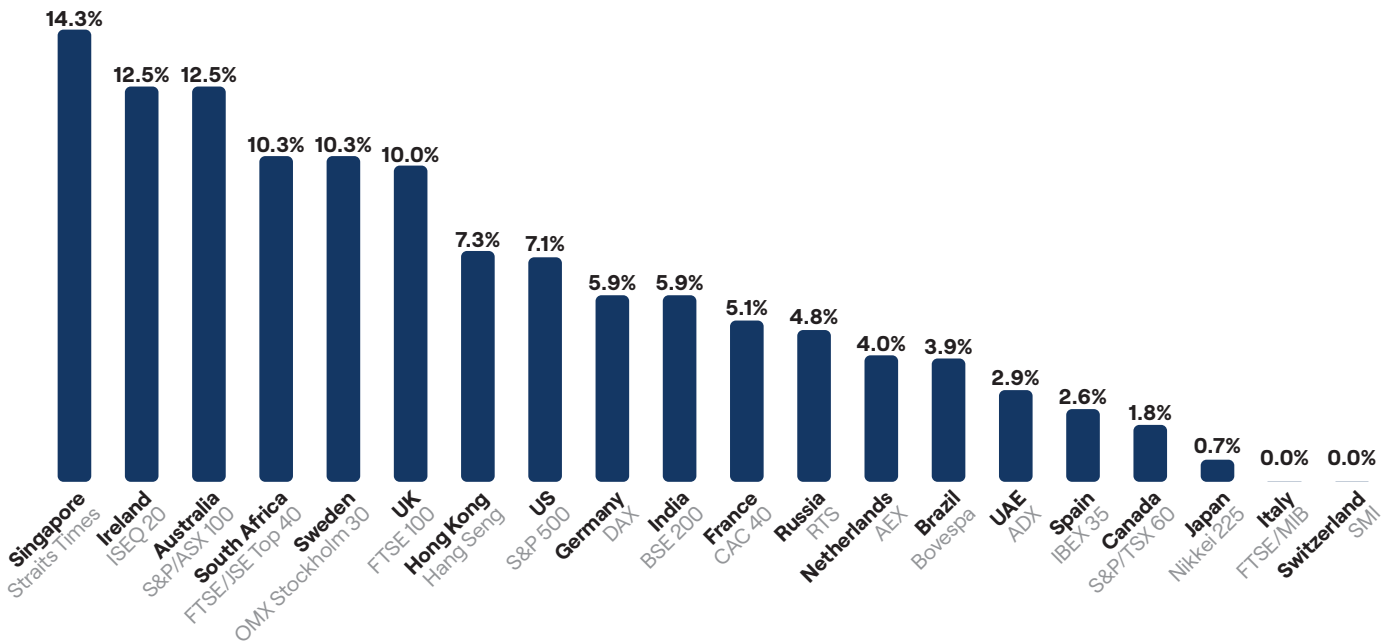
Gender

> **Far too few women**

The stark reality is that only around 6% of CEO positions at the corporations of the major indices in the Global 20 are currently held by women. In only six countries (Singapore, Ireland, Australia, South Africa, Sweden and the UK) does the proportion of women CEOs exceed 10%. At the other end of the list, Japan falls below 1%, while Italy and Switzerland have no female CEOs. However, in relation to the latter point, it is worth noting that the major indices for Italy and Switzerland comprise a relatively small number of companies, at 40 and 20 respectively (and the two countries perform much better when it comes to women on boards and the wider leadership teams).

CEOs by gender across the Global 20

Proportion of female CEOs among the corporations listed on the major indices of the Global 20



Note: Country names are accompanied by their respective major index used for this report's analysis. For further information on gender diversity on corporate boards and leadership teams, see Altrata's *Global Gender Diversity 2022*.
 Source: BoardEx, an Altrata company, December 2022

The low proportion of female CEOs is due, in part, to a lack of women in the C-suite (often referred to as the leadership team). Among the constituent companies of the major indices in the Global 20, women accounted for just 19.2% of such leadership positions at the start of 2022⁴. Consequently, the talent pool of female CEO candidates is markedly shallow. While women now make up around half of the college-educated workforce, there is a “pipeline” issue around suitably qualified female executives further down the promotional ladder. Companies are coming under public and stakeholder pressure to rectify this gender imbalance but, while progress is being made, it is gradual at best.

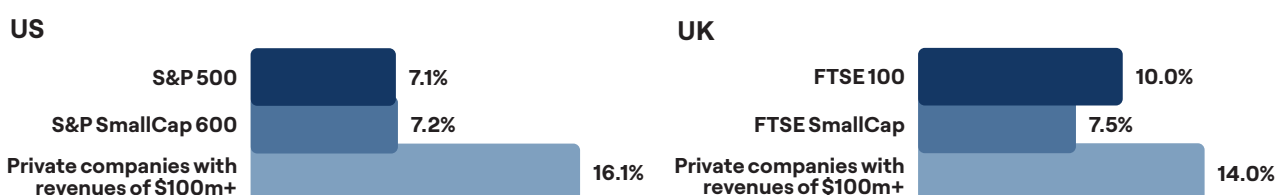
4 See Altrata's *Global Gender Diversity 2022*.

Private ownership appears to make a difference to gender balance

Sizeable privately owned companies have a greater proportion of female CEOs than those that are publicly listed in the US and UK. Among S&P 500 companies, only 7.1% currently have a female CEO, while the UK's FTSE 100 fares only a little better at 10%. Looking at private companies with annual revenues of \$100m+ in these countries, the US sees a more encouraging 16.1% of female CEOs while the UK has 14%.

US and UK CEOs by gender

Proportion of female CEOs by type of company ownership and size



Note: The S&P SmallCap 600 Index seeks to measure the small-cap segment of the US equity market. The 600 companies included must have an unadjusted market capitalization of \$850m to \$3.6bn. The FTSE SmallCap Index consists of companies with a market capitalization below the FTSE 250 but above a fixed limit (the lower limit is reviewed periodically). As of January 2023 there were 233 companies in the index, which represented about 2% of the UK's total market capitalization. The indices do not overlap with the S&P 500 or FTSE 100.

Source: BoardEx, an Altrata company, December 2022

Among privately held businesses, the slightly more even gender balance could be partly a result of internal promotions at family-run firms. There may also be a measure of negative stereotyping discouraging women from applying from senior positions in the established corporate behemoths of Wall Street and elsewhere; it is, after all, the male-dominated boards that pick the CEOs.

A Korn Ferry survey⁵ suggests that women CEOs have had to work harder than their male counterparts to reach their leadership positions (our US and UK data show that, on average, they are around two years older at the time of their CEO appointments). Interestingly, a large majority also said that they had not considered themselves CEO material until a senior colleague had encouraged them to aim for the top (they had been concentrating on hitting personal targets rather than self-advancement).

Other markers of diversity are also remarkably low among the CEOs of large listed companies

According to BoardEx, just under 4% of current S&P 500 CEOs are known members of a diversity network⁶, a reminder of the work towards diversity and inclusion that large public companies must continue to do (this compares with 12% among all board members of S&P 500 companies). This requires efforts at all levels so that, just as for women candidates, the talent pool of diverse candidates for CEO jobs deepens.

⁵ Korn Ferry 2017: "What makes women CEOs different?"

⁶ The BoardEx Diversity Network aims to highlight champions, allies and advocates of specific ethnicities in leadership roles. It comprises multiple networks of associations that represent a specific ethnicity, referred to as ethnicity association networks. The information has been collected from public sources of an individual's affiliation to an organization. This information is not designed to be, nor should it be, interpreted as a statement or identification of an individual's ethnicity, beliefs or any other factors that they may or may not identify with.

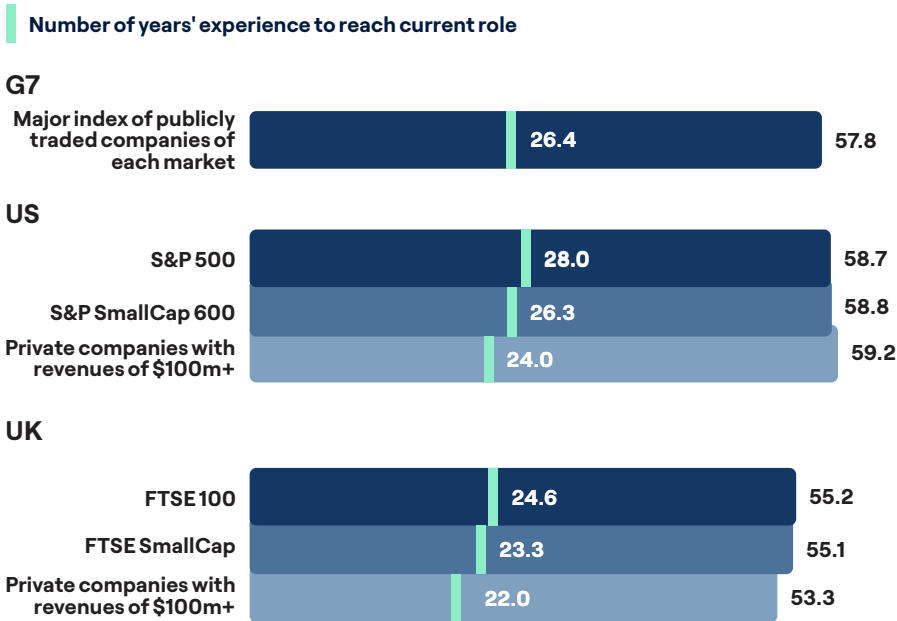
Age and climbing the ladder

> Experience is valued

In terms of age, CEOs of larger companies are generally in their mid to late 50s (the average age of the CEO of a major publicly traded company in a G7 country is 57.8). This reflects the time needed to climb the internal promotional ladder (26.4 years on average among the G7), with the CEO typically being the oldest person in the C-suite (and by quite a few years, too). It may also reflect the fact that boards of both publicly listed and private companies value experience and accumulated relationship capital above the dynamism and enthusiasm of youth when electing their leaders.

Age and years to reach the CEO role

Average age and number of years of professional experience to reach current CEO role



Note: The G7 countries are Canada, France, Germany, Italy, Japan, the UK and the US.
 Source: BoardEx, an Altrata company, December 2022

In addition, CEOs of companies in the G7 have been in their roles for 5.1 years on average, indicating the necessity of a solid tenure to develop a strategy and then deliver it. Tenure is slightly longer at US and UK small cap companies, and slightly shorter at private companies, but not markedly different.

The path to becoming a CEO

Type of appointment

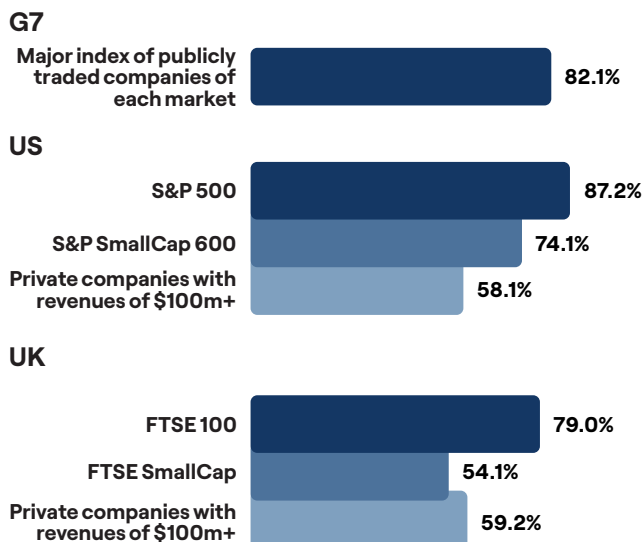
Among the corporations comprising the major indices of the G7 countries, there is a clear bias (82%) towards the internal appointment of CEOs. This bias is even more exaggerated at S&P 500 companies (87%) and those in the FTSE 100 are not far behind (79%). Given the greater stakes from a reputational and governance perspective for large publicly held firms, internal candidates offer a proven track record and a demonstrated ability to cope with the pressures of managing a public company. As company size reduces, this bias begins to even out: 74% of CEOs at S&P SmallCap 600 and 54% at FTSE SmallCap firms are appointed internally. In addition, it is worth pointing out that just 4% of current S&P 500 CEOs are also founders or co-founders of the company they lead; typically the journey it takes to reach this size of company is a long one and many large listed companies have been around for decades.

External appointments play a substantial role at large private companies in both the US and UK — and particularly in the US compared with their publicly held counterparts. While some private and especially family-owned businesses take a long-term view (accompanied by fewer short-term pressures such as quarterly earnings announcements), others are acquired with the purpose of scaling growth in a short space of time.

External CEO appointments are, therefore, even more common at portfolio companies, occurring at 69% of those owned by US PE firms in the PEI 300⁷. PE firms often replace — sometimes immediately, sometimes later — the CEOs (and other leaders) of companies they acquire. Because PE firms have invested significant capital in the portfolio company, they will want to hire a CEO who is fully aligned with their approach. Moreover, because portfolio companies tend to be smaller than publicly traded firms, the internal succession pool may be limited⁸.

Internal appointments

Proportion of internal appointments among current CEOs



Source: BoardEx, an Altrata company, December 2022

Just
31%
of US PEI 300 portfolio company CEOs were appointed internally

Note: The PEI 300 is *Private Equity International's* list of the world's 300 biggest PE firms.

Source: BoardEx, an Altrata company, December 2022

⁷ The PEI 300 is *Private Equity International's* list of the world's 300 biggest PE firms. The ranking is based on the amount of PE direct investment capital raised by firms over the past five years. For the purposes of the PEI 300, the definition of PE is capital raised for a dedicated program of investing directly into businesses. This includes equity capital for diversified PE, buyouts, growth equity, venture capital and turnaround or control-oriented distressed investment capital.

⁸ See BoardEx's *Insights on Portfolio Company Talent 2022*.

> **Experience counts**

Of the 13% of US S&P 500 CEOs who are external appointments, a significant majority (78%) were already in a CEO or president role. Understandably, when they decide to look beyond their own ranks for a leader, major companies are keen to find one with experience of handling the pressures and commercial challenges exerted on top executives.

78%

of externally appointed S&P 500 CEOs were previously already in a CEO or President role

Source: BoardEx, an Altrata company, December 2022

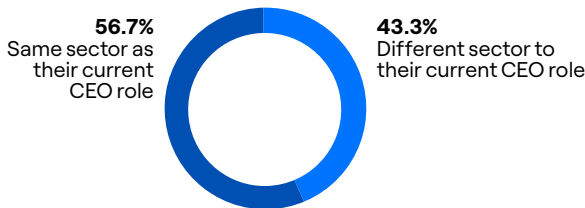
> **Sector experience not essential**

Among external hires, 43% of S&P 500 CEOs were recruited from a different sector. While sector knowledge may be helpful, the transferable skills required of CEOs appear to outweigh the necessity of subject matter expertise.

The financial services, technology and pharma/biotech sectors provide almost half of S&P 500 external CEO appointments. These three represent large and growing sectors of the US economy, with such CEOs accruing highly valuable experience. Financial services is an unsurprising source of CEO candidates, given the sector's role in understanding the financial risks and requirements of major decisions and gaining an overview of businesses from both an operational and an accounting perspective. The influence of the tech sector aligns with companies' focus on digital transition and innovation; while the latter is vital among companies in pharmaceuticals and biotechnology.

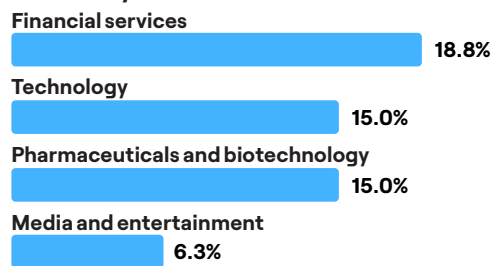
Sector backgrounds of CEOs

Sector backgrounds of externally appointed S&P 500 CEOs based on their previous role



Note: Technology includes software and hardware; financial services includes banks and specialty finance.
Source: BoardEx, an Altrata company, December 2022

Top four sectors from which externally hired CEOs are drawn



Corporate action experience

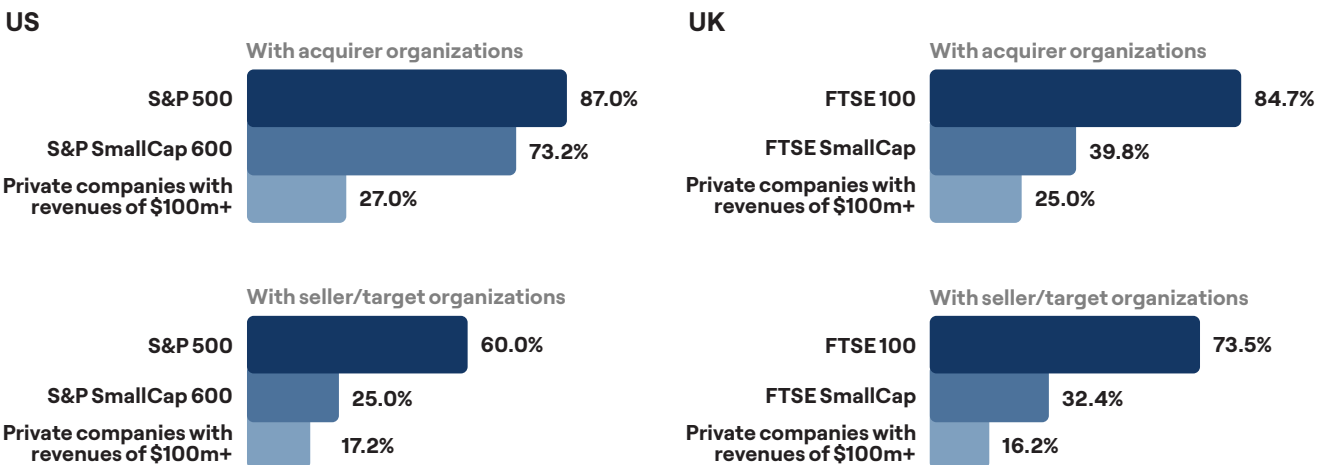
The CEO is often the architect or facilitator of significant company events, accruing a wealth of corporate action experience in the process. Depending on the company, CEOs can be involved in a range of corporate actions, whether mandatory or voluntary, that lead to a material change in those firms' shareholdings. These can include mergers and acquisitions (M&As), an initial public offering (IPO), rights issues, dividend payments, stock splits and spin-offs to form a new business subsidiary.

> Company size often reflects CEO experience

CEOs of large listed companies tend to have very strong experience of M&As. Around 85% of S&P 500 and FTSE 100 CEOs have, during their careers, overseen the acquisition of a target business, with well over a majority having experience on the seller side. Such experience is also very common among US small cap CEOs but is less so among UK CEOs. This might partly reflect the UK's smaller market, with fewer acquisitions taking place among this cohort. Among CEOs of sizeable private businesses, M&A experience is significantly rarer, though a quarter of such US and UK CEOs have experience on the acquisition side.

M&A experience

Proportion of CEOs by type of M&A experience



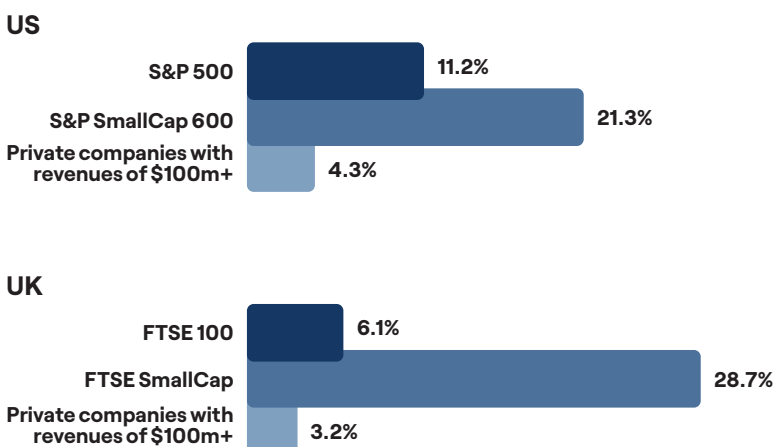
Note: Experience only counted if the role was in a senior capacity: for acquisition experiences, it had to be as an executive board member or in a leadership role at an organization that acquired another organization at the time they were in that senior role; for seller/target experiences, it had to be as an executive board member or in a leadership role at an organization that was sold to another organization, or that sold a subsidiary to another organization at the time they were in that senior role. Multiple experiences were possible (and likely) per type and across types. M&A events are those with a deal value above \$25m and a stake above 30%.

Source: BoardEx, an Altrata company, December 2022

In the context of IPOs, small cap CEOs lead. More S&P SmallCap 600 (21%) and FTSE SmallCap (29%) CEOs have this kind of experience than do their counterparts at larger listed firms (11% and 6% respectively). This is owing to the fact that IPOs generally occur only once in a business's lifecycle and the CEOs of small cap businesses have often themselves grown the business or been hired specifically to expand and prepare the company for flotation. Given the relative rarity of an IPO, such experience is not typically relevant or mandated for a CEO of a private business.

IPO experience

Proportion of CEOs with IPO experience



Note: Experience was only counted if the role was in a senior capacity at the time of the IPO.
Source: BoardEx, an Altrata company, December 2022

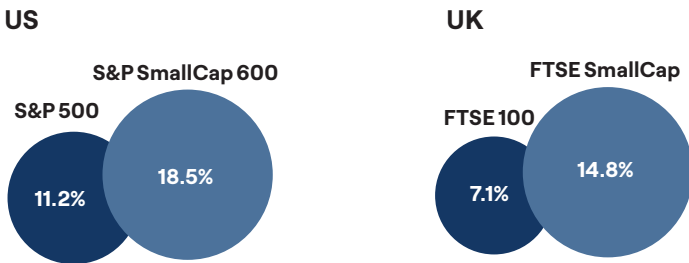
Well over a fifth of US and UK small cap CEOs have been involved in taking a company public.

Portfolio company experience

Senior experience of working in a PE-owned portfolio company is relatively rare, though it is more common among small cap CEOs than those in large listed companies. This is understandable, given that the skills required of a portfolio company senior executive and those of a listed company are different, with a PE firm looking for the management of its companies to achieve high performance and, ultimately, shape them for exit. Shareholders of listed companies have different priorities, along with the higher demands for public visibility placed on such executives. Nonetheless, a considerable number of small cap companies would have been PE-owned before listing, which is likely to contribute to these CEOs having more portfolio company experience.

Portfolio company experience

Proportion of CEOs with portfolio company experience



Note: Experience was only counted if the role was as an executive board member or in a leadership role at the time.
Source: BoardEx, an Altrata company, December 2022

Portfolio company experience is relatively rare among listed company CEOs.

Corporate alumni rankings

> The CEO "finishing schools"

Apart from offering bragging rights, smart organizations have long recognized the value of maintaining strong relationships with former employees, particularly to facilitate future business development. The connections that come with the CEO role makes these individuals incredibly valuable members of their alumni network(s) and, in turn, to these organizations' business and networking opportunities.

Almost a fifth of the S&P 500's current CEOs have spent part of their early careers in either of two of the country's pre-eminent multinationals. GE (with a 10% share of current CEOs) and Procter & Gamble (over 9%) are far-reaching organizations that offer a range of business experiences to young executives and can be regarded as finishing schools on the resumés of those seeking to hold a top position.

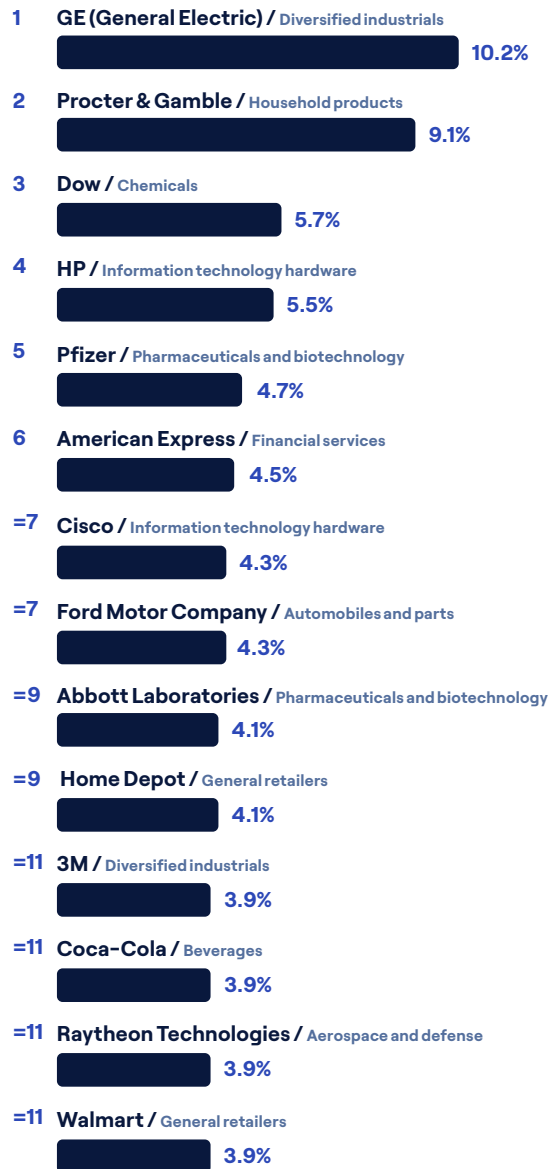
Other high-ranking entries are HP, Dow, American Express, Pfizer and Ford. The range of sectors underlines the diversity of the talent pool of CEO candidates, although a firm grounding with a major sectoral player remains important among this class of company.

Almost a fifth of current S&P 500 CEOs have previously worked at either GE or Procter & Gamble.

Corporate alumni rankings

Top 14 organizations by proportion of alumni among current S&P 500 CEOs

Rank and proportion / Sector



Note: Previous roles include any position. Multiple positions could be held by one individual so some double counting is possible.

Source: BoardEx, an Altrata company, December 2022

In the UK there is a similar industrial diversity.

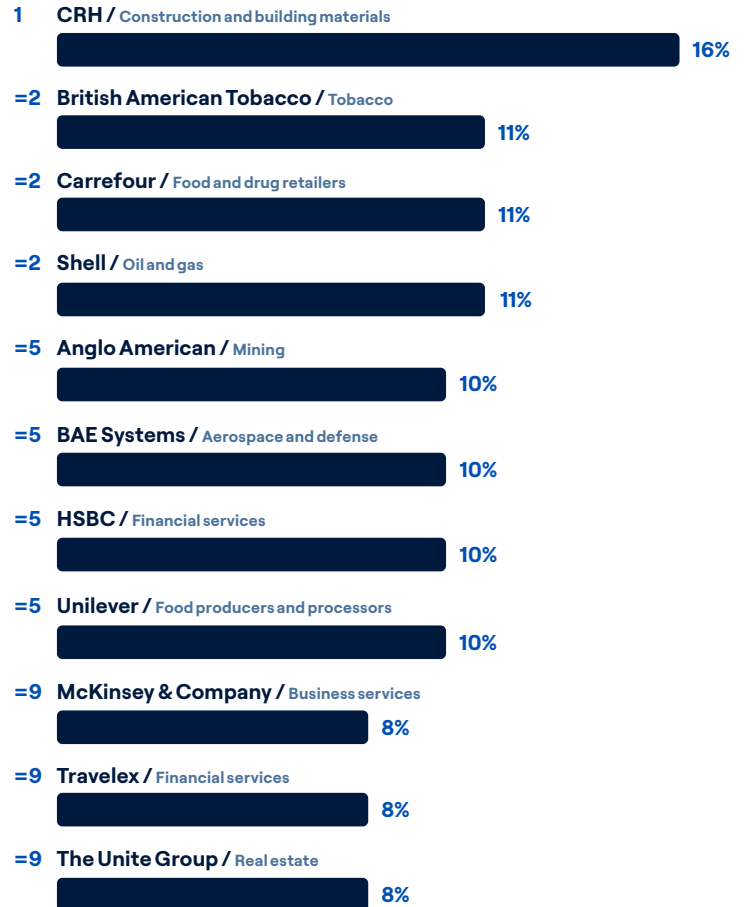
At the top, construction multinational CRH appears on the resumes of 16% of current FTSE 100 CEOs. Other names high on the list, such as British American Tobacco, French retailer Carrefour, HSBC and Shell, underline the rising importance of the CEO as a public-facing role requiring experience in dealing with a range of stakeholders.

The corporate backgrounds of FTSE 100 CEOs show significant sectoral diversity.

Corporate alumni rankings

Top 11 organizations by proportion of alumni among current FTSE 100 CEOs

Rank and proportion / Sector



Note: Previous roles include any position. Multiple positions could be held by one individual so some double counting is possible.

Source: BoardEx, an Altrata company, December 2022

Education alumni rankings

> A time-honored route to the top

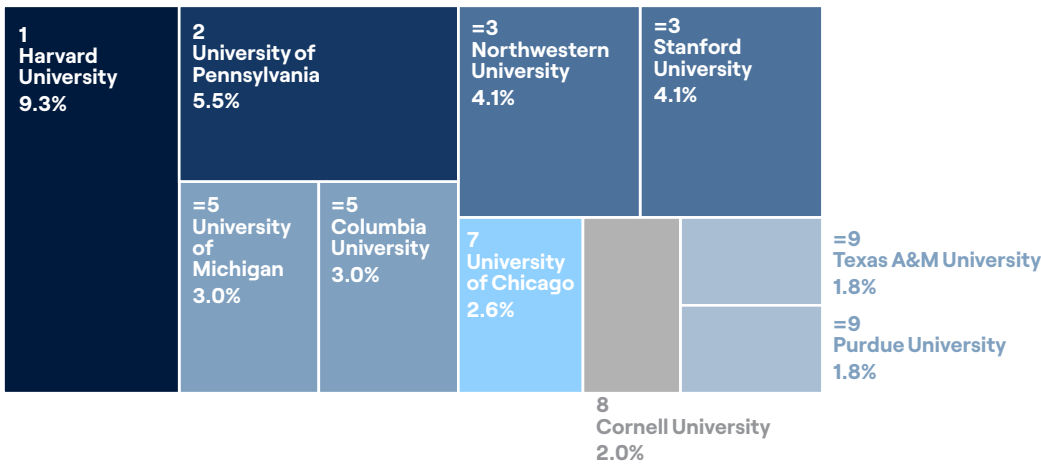
Which universities produce the most CEOs of top-ranking US businesses? Here we examine the alma maters of current Fortune 500 CEOs.

In terms of the universities that have supplied today's CEOs of Fortune 500 corporations, there is a clear lineage, with Harvard at the top. Harvard dominates the list, providing 9% of these CEOs. Also prominent are the University of Pennsylvania, Stanford and Northwestern universities, with other familiar institutions taking high-ranked spots.

The top four universities account for almost a quarter of all such CEOs. Given the very large number of universities in the US, this concentration is a reflection of the stature and networking opportunities a degree from such a school provides. It also highlights the fact that there is still a time-honored path to senior business positions, even if other factors influence whether candidates reach the highest echelon.

Top universities among US CEOs

Top 10 universities by the proportion of current Fortune 500 CEO alumni



Note: Does not include executive education. For further information on the alma maters of senior executives and the wealthy, see Altrata's *University Alumni Report 2022: Rankings of the Wealthy and Influential*.

Source: Boardroom Insiders, an Altrata company, December 2022

Harvard and University of Pennsylvania alumni account for almost 15% of all current Fortune 500 CEOs.

Interests

> *Mixing business and leisure*

When it comes to leisure activities, US CEOs are rarely completely off the clock. The favorite networking-friendly pastime is golf, showing that, even when they are away from the office, senior executives like to remain in an environment that is conducive to business discussions. This is followed closely by philanthropy, reflecting CEOs' desire to "give back" to society but also of a rising expectation of this group's wider responsibilities.

CEO hobbies

Top five hobbies among current Fortune 500 CEOs

- 1 Golf
- 2 Philanthropy
- 3 Running
- 4 Reading
- 5 Skiing

Source: Boardroom Insiders, an Altrata company, December 2022

Fitness and wellbeing are a key part of the modern executive mindset. This is reflected in the fact that running takes third place as a favored leisure activity, with reading fourth. The addition of skiing, another traditional pretext for more relaxed business conversations, completes the top five. Other popular pastimes include fraternity/sorority membership; other sports; and coaching and mentoring.

Networking, giving back, health and wellbeing are the key themes when it comes to CEO interests.

Methodology

This report was based on analysis from all three of Altrata's Professional Intelligence brands: **BoardEx**, **Boardroom Insiders** and **RelSci**. Most of the analysis centered on the current CEOs of the corporations of the major indices across 20 of the world's leading economies (the Global 20), with a focus on the G7 (Canada, France, Germany, Italy, Japan, the UK and the US). We then took a close look at the US and UK, focusing on the CEOs of companies listed on the S&P SmallCap 600 and FTSE SmallCap indices and of privately owned companies with annual revenues of at least \$100m. Many of the private companies are very large, and the group as a whole is similar in turnover size to its small cap counterpart (the US group's median turnover was over \$1bn and the UK's a smaller \$400m). We also examined the CEOs of Fortune 500 companies (many of which are included in the S&P 500).

Our research encompassed more than 3,000 companies and their respective CEOs, including more than 600 private companies. Separately, our spotlight on US portfolio company CEOs encompassed more than 4,350 companies. We took an agnostic view of role names, as these vary by organization and country. For an individual to qualify as a CEO for this report's study, their role name had to include the term CEO (or Chief Executive Officer).

This report mainly leveraged **BoardEx's** unique and proprietary Global Leadership Database, covering board and non-board members, C-suite executives, senior leaders and professional advisers. The database contains more than 2 million profiles of public, private and not-for-profit organizations and the 1.6 million people who work for them.

All BoardEx data is collected from credible, published sources and cannot be edited by users. Our data is powered by a team of skilled analysts, who research, verify and maintain these profiles. Data details include current and historical roles (with start and end dates) for board positions, employment and education.

For our analysis of portfolio company CEOs, we identified and studied more than 4,350 US portfolio companies that are fully or partially owned by US-based PE firms in the PEI 300 – *Private Equity International's* list of the world's 300 biggest PE firms.

Indices included in this report

Country	Index	Number of companies in the index
Australia	S&P/ASX 100	100
Brazil	Bovespa	~89
Canada	S&P/TSX 60	60
France	CAC 40	40
Germany	DAX	40
Hong Kong	Hang Seng	~76
India	BSE 200	200
Ireland	ISEQ 20	20
Italy	FTSE/MIB	40
Japan	Nikkei 225	225
Netherlands	AEX	25
Russia	RTS	40
Singapore	Straits Times	30
South Africa	FTSE/JSE Top 40	40
Spain	IBEX 35	35
Sweden	OMX Stockholm 30	30
Switzerland	SMI	20
UAE	FTSE ADX General	~70
UK	FTSE 100	100
	FTSE SmallCap	~233
US	S&P 500	500
	S&P SmallCap 600	600

Note: Some indices do not have a fixed number of constituent companies. As a result, the total number of constituents changes slightly on occasion, such as Brazil's Bovespa and the UK's FTSE SmallCap.

Methodology

For our analysis of the education backgrounds, business priorities and interests of Fortune 500 CEOs, we leveraged **Boardroom Insiders**. For its educational alumni rankings, we considered alumni as belonging to the university(ies) from which they graduated. Both undergraduate and graduate degrees were counted but executive education, diplomas, certificates, honorary degrees and incomplete degrees were not included. Alumni of multiple institutions may be counted more than once. Affiliated institutions and colleges were combined under a single entity.

Boardroom Insiders' detailed executive profiles include professional backgrounds, business priorities and strategic vision of more than 40,000 VP and C-level executives of the Global 2000, the world's 2,000 largest companies. Our research team reviews news articles, earnings transcripts, interviews and more.

For our analysis of the most-connected New York CEOs, we leveraged recent research from **RelSci**. We used RelSci's relationship science database of 11 million influential individuals and 1.8 million organizations to rank the 100 most-connected New Yorkers. Individuals were assessed based on four factors: reach (the number of connections), reliability (the strength of those connections), influence (the strength of links to other connected individuals) and access (alignment with connected organizations). RelSci uses both qualitative and quantitative factors to map connections between people through shared professional, personal, and civic experiences. The final ranking was based on a weighted combination of rankings in each of the metrics. For the top five CEOs, we then extracted the number of direct connections with influential decision-makers. For further details and the full list of the 100 most-connected New Yorkers, please see Altrata's article "The Most Connected New Yorkers and What Sets Them Apart", published in September 2022.



About Altrata

Altrata is a data powerhouse, built to deliver more value to our clients. We are the global leader in data-driven people intelligence on the wealthy and influential. We work at scale with businesses and nonprofits across the world from a variety of industries. We help our clients connect with confidence to the people who have the greatest impact on their business.

Our products give our clients all the information they need on everyone they need to know. Our data is actionable, accurate, and comprehensive. And our global team of more than 400 researchers is committed to maintaining millions of profiles and changing data points, so our clients can effectively engage their target audience and make meaningful, lasting connections.

Altrata™ is a registered trademark of Delinian Limited and its affiliated companies, which comprises five dynamic offerings: BoardEx, Boardroom Insiders, RelSci, WealthEngine and Wealth-X.

About BoardEx

BoardEx is the leading provider of executive intelligence and relationship mapping solutions, working with premier organizations across the academic, corporate, executive search, private equity, legal, and financial and professional services industries. Founded in 1999, organizations trust BoardEx to identify, qualify and map connection paths to 2 million organizations and the 1.6 million people who lead them, to enhance business development strategy, talent management and alumni relations efforts, as well as conduct data-driven research and analysis.

About Boardroom Insiders

Boardroom Insiders is a leader in executive intelligence with more than 40,000 detailed profiles of senior decision-makers in the US. The executive profiles include insight on business priorities, interests and professional experience, allowing clients to identify common threads and discover powerful relationships across important accounts. The platform enables enterprise sales and marketing teams to close bigger deals, faster.

About RelSci

RelSci helps organizations reach the people who matter most to their success. RelSci's data-driven platform is leveraged by corporations, financial institutions and nonprofit organizations to gain a deeper understanding of their relationships with influential decision-makers — what we call their “relationship capital.”

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