



The Changing Face of Boardroom Competencies

Transitioning Out: Skills & Traits

Traditional Financial Acumen



Overemphasis on Specific Education and/or Sector Experience



Overreliance on C-Suite and/or Legacy Experience



Narrow Legal Skills

Traditional Administration Skills

Hierarchical Leadership

Lack of Diversity

Ethical Misconduct

Short-term Orientation

Traditional Networking Skills

Transitioning In: Future Competencies

ESG & Sustainability Acumen



Digital & Technological Proficiency



Future-Oriented & Values-Driven Leadership



Inclusive Leadership

Strategic Thinking

Adaptability & Generalist Skills

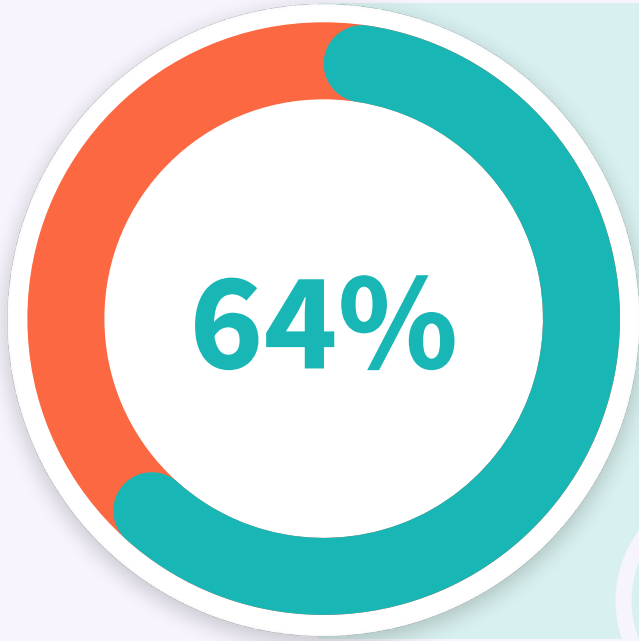
Talent Insight

Risk Assessment

Global Geopolitical Acumen

Regulatory Understanding

The Crucial Balance of Skills



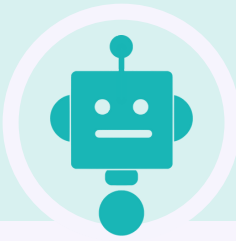
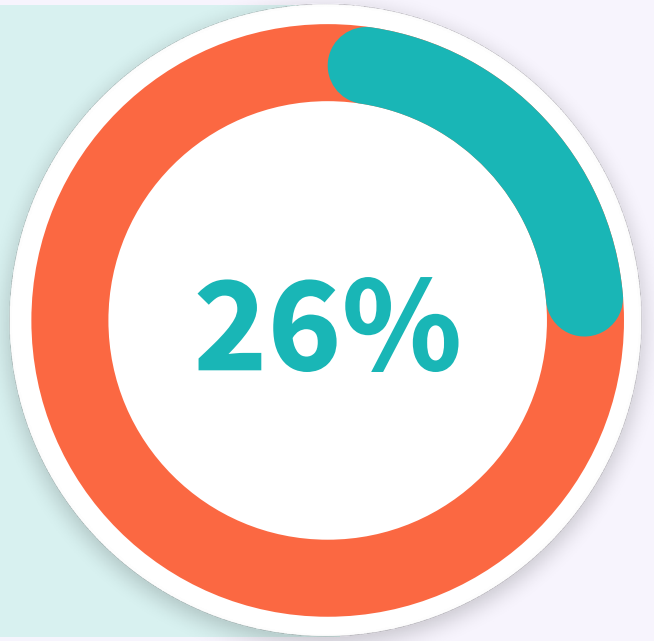
Interpersonal Skills

Emphasizing Emotional Intelligence, Adaptability, Strategic Thinking, etc



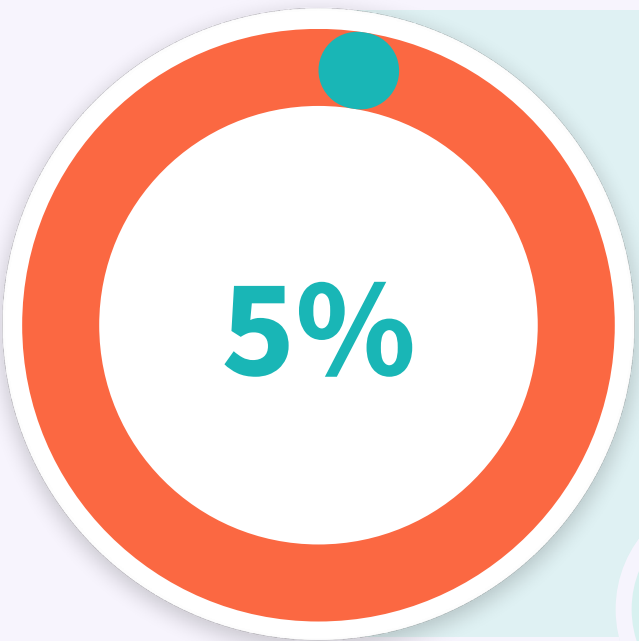
Technological Proficiency

Highlighting AI, Machine Learning, Blockchain, Cybersecurity, etc.



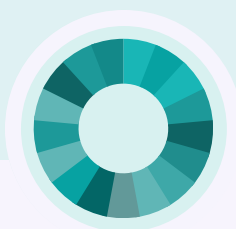
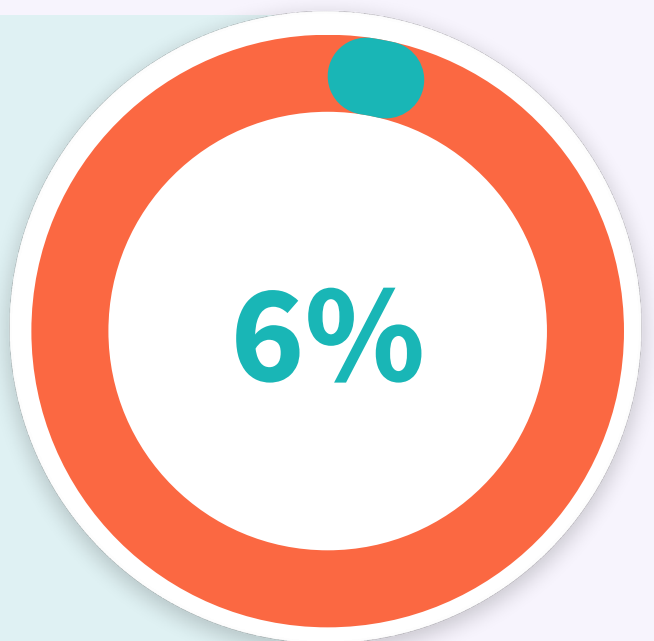
Traditional Competencies

Focusing on Financial Acumen, Legal Knowledge, Industry-Specific Skills, etc.



Other

Additional Categories such as ESG Proficiency, SDGs, Climate Action





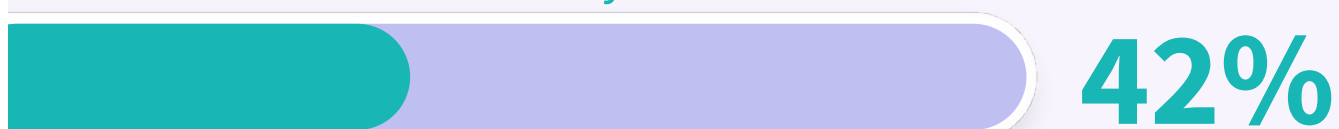
ESG Integration and Continuous Education

Challenges in Integrating ESG Factors

Knowledge Gap



Lack of Prioritization by CEO & Shareholders' Buy-in



Other Challenges*



**Strategic Prioritization • Knowledge and Data • Stakeholder and Governance Leadership and Cultural • Individual and Organization-Specific*

Showcasing ESG Knowledge

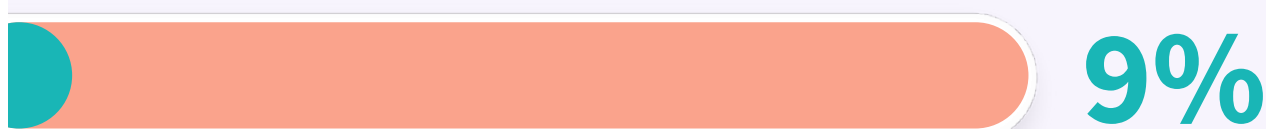
Evidencing Formal Education/Experience



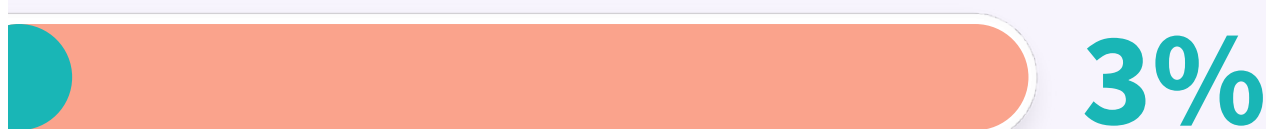
Through Self-Declaration



Unsure



Other*



**Achievement of Business Goals • Regulated Disclosures • Stakeholder Interactions Humility • Alignment of Values*

Importance of Ongoing Education and Training

88%

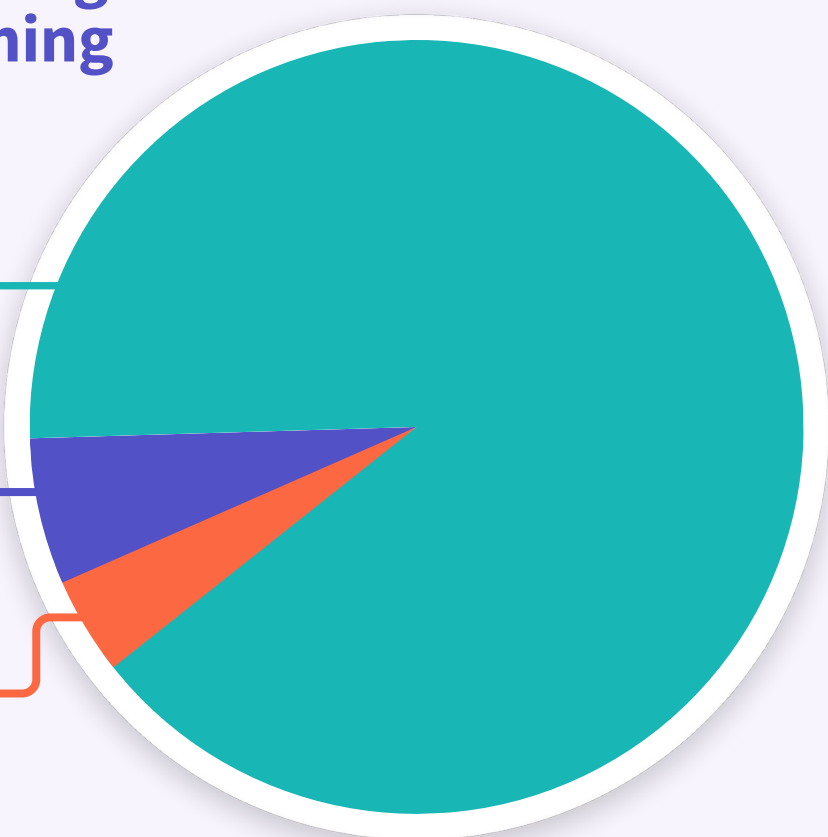
Very Important

6%

Somewhat Important

4%

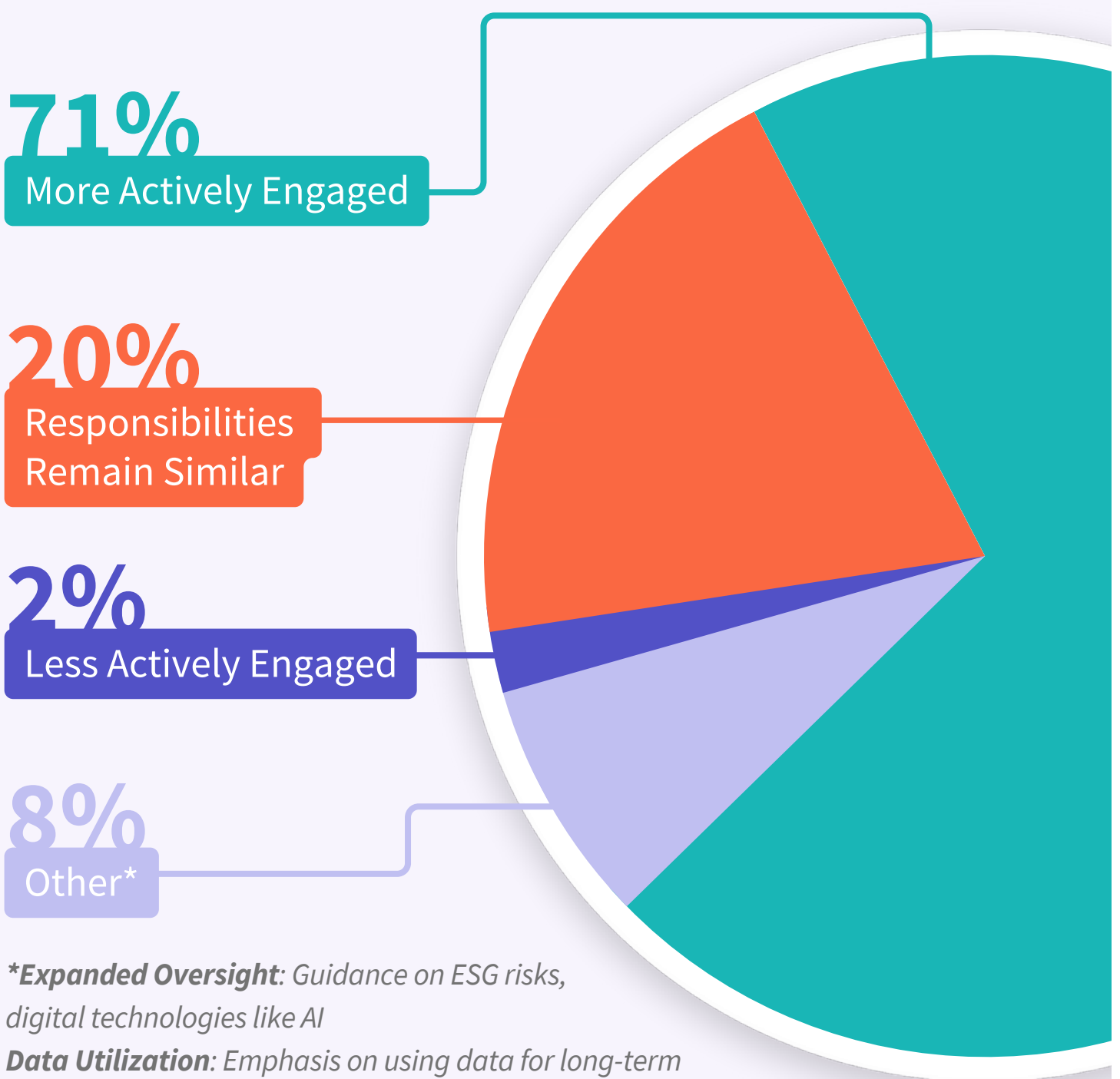
Unimportant/Unsure/
No Response





Future of Board Governance

How do you envision the role of board directors evolving in the future?



***Expanded Oversight:** Guidance on ESG risks, digital technologies like AI

Data Utilization: Emphasis on using data for long-term decision-making

Governance Focus: Greater involvement in governance, less on performance and operations

Technological Transformation: Utilizing AI for traditional oversight roles, focusing on foresight and insights

Shift in Engagement: Active engagement during shifts like ESG, transitioning to less oversight with tech advancement

Source: The Future Boardroom Survey 2023

Survey Demographics

The research reflects insights from a diverse and experienced cohort

Sample size: 66 respondents

Professional Background: Majority hold leadership or advisory roles, many specializing in ESG/sustainability

Board Membership: 2 in 3 respondents are current company board members

Geographical Distribution: Global representation with the largest respondent groups from North America

Industry Representation: The most represented sector is Banking, Finance, and Insurance

Age Demographics: The majority of respondents fall within the 55-64 age range

Gender Distribution: A balanced male/female gender distribution, with a few identifying as non-binary

Educational Background: Most respondents hold a Master's degree or a Doctorate/professional degree