

HEIDRICK & STRUGGLES

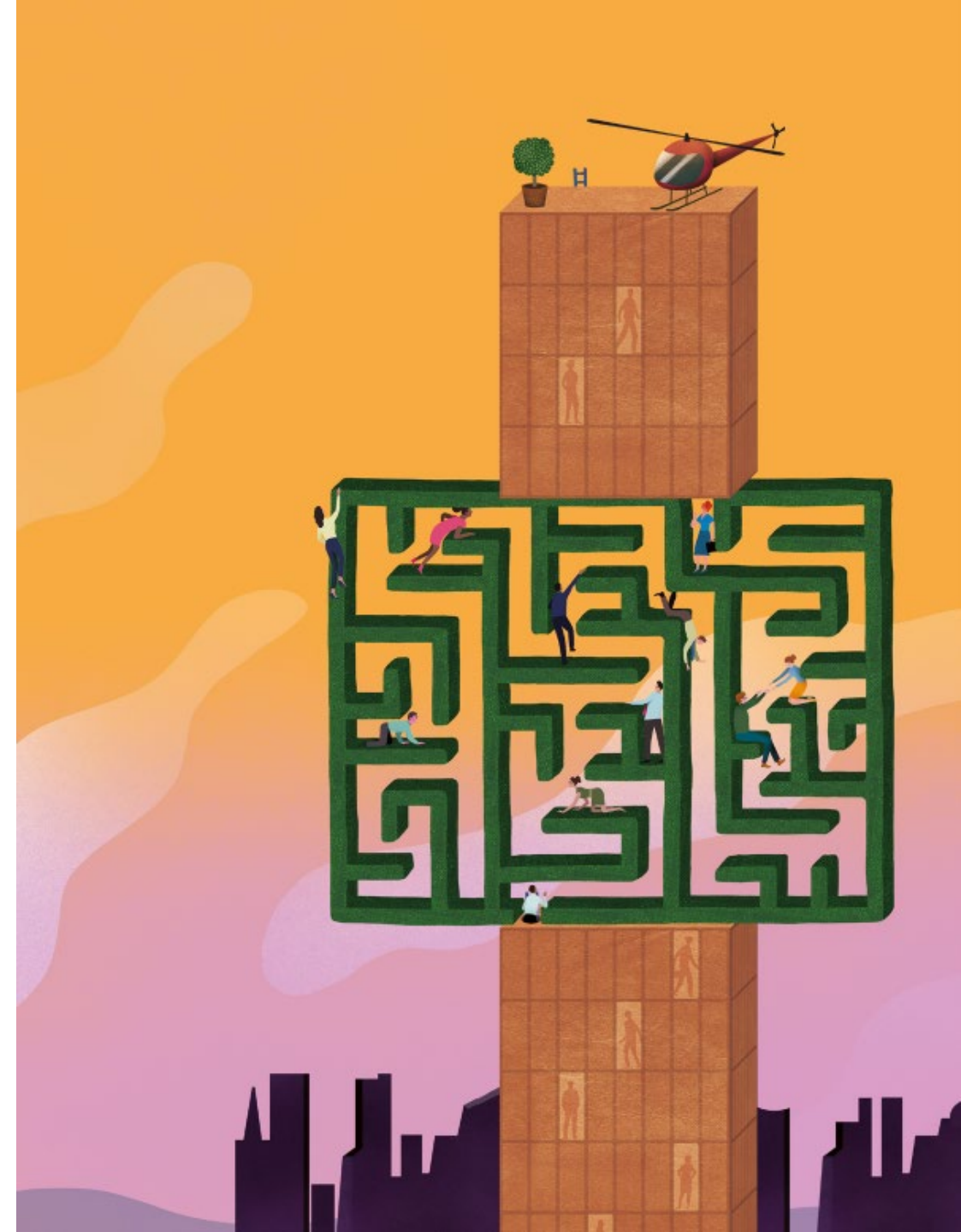
Route to the Top

2020

How 2020 has—and hasn't—
changed what companies are
looking for in CEOs

Snapshot: Belgium

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Key demographics

Average age at appointment

47

50 Global average

49 Regional average

Average age now

57

56 Global average

56 Regional average

Appointed before age 45

48%

22% Global

24% Regional

New CEOs <1 year

5%

15% Global

16% Regional

Average tenure (years)

9.9

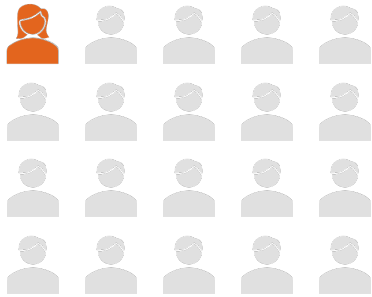
6.2 Global average

6.3 Regional average

Diversity

Gender

5%

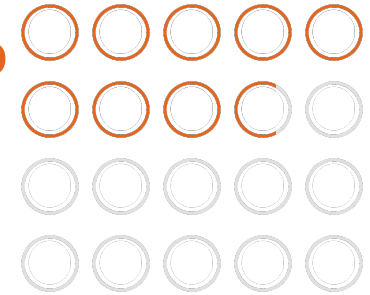


5% Global

6% Regional

Non-nationals

43%



21% Global

6% Regional

Cross-border experience

43%

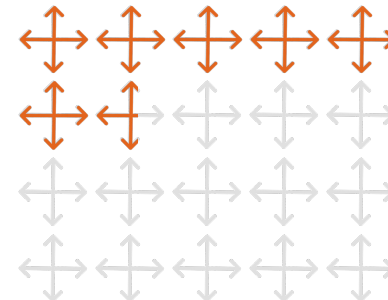


36% Global

45% Regional

Cross-industry experience

33%

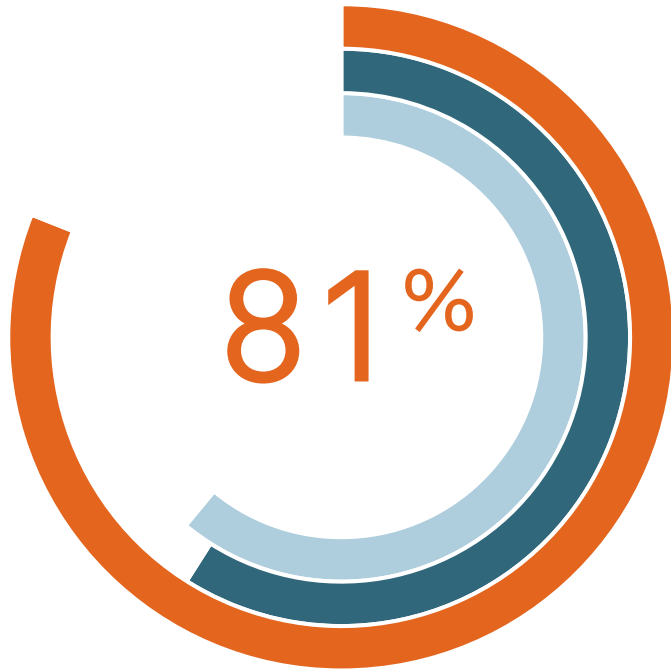


17% Global

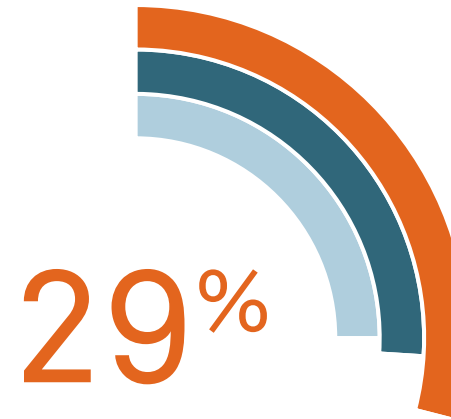
20% Regional

Education

Advanced degrees

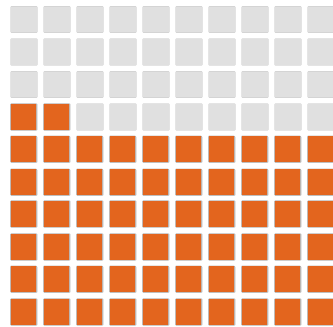


MBA

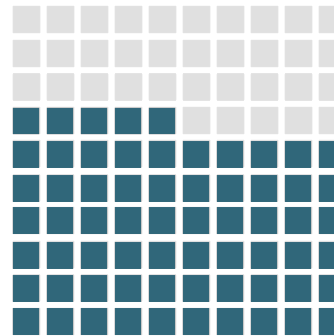


On the role

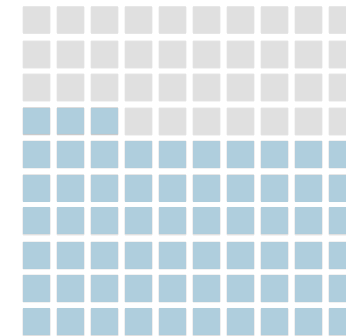
Internal appointments



62%

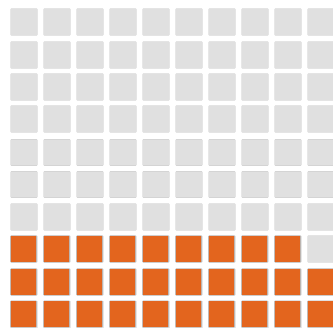


65%
Global

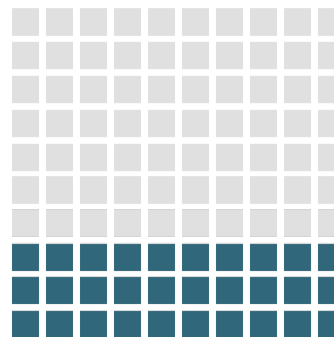


63%
Regional

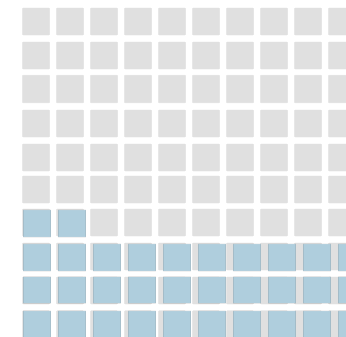
External appointments



29%



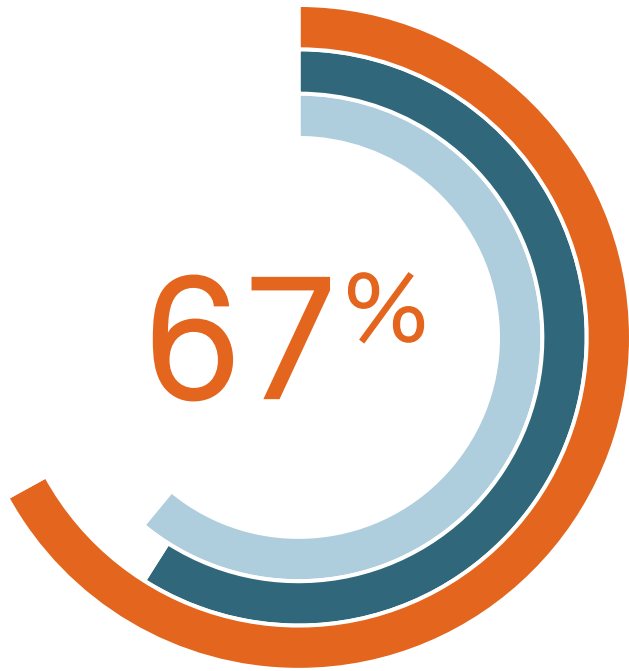
30%
Global



32%
Regional

The routes to the top: C-suite experience

Previous C-suite overall



59% Global

61% Regional

CEO



45% Global

44% Regional

COO



18% Global

17% Regional

CFO



17% Global

19% Regional

Other C-suite



11% Global

12% Regional