

# Board Monitor Europe 2022: Belgium spotlight

## New seats filled



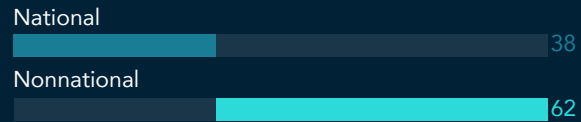
13

## Average age



57.5

## Nationality (%)



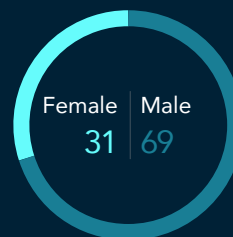
## Current or former CEO experience



## Current or former CFO experience



## Gender balance (%)



## Work status (%)



## Experience (%)



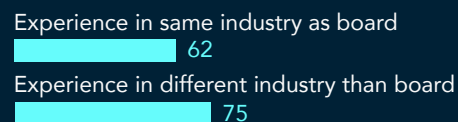
First-time public board experience: 46

Previous public board experience: 54

## C-level previous experience (%)



## Same vs. cross industry (%)

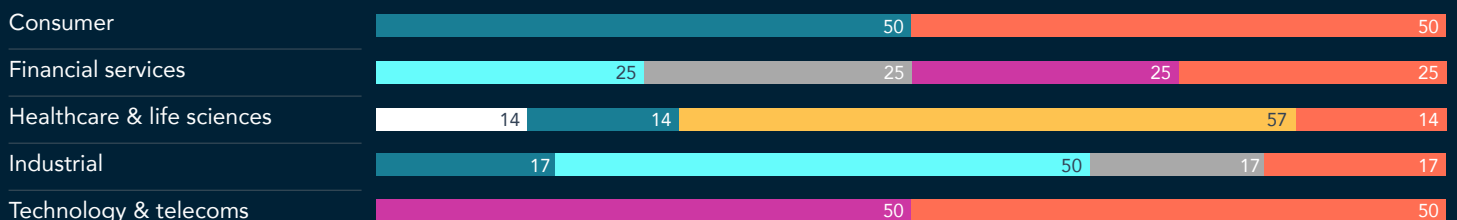


## Other career experiences (%)



## Distribution of industry experience, by board industry (%)

■ Business services ■ Consumer ■ Financial services ■ Healthcare & life sciences ■ Industrial ■ Technology & telecoms ■ Other



Note: Numbers may not sum to 100%, because of rounding.