

## Missing Pieces Report: Industry view

### Introduction

The *Missing Pieces Report: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards* (Missing Pieces Report), a collaboration between the Alliance for Board Diversity and Deloitte, examined progress made from 2016 to 2018 in adding women and minorities to public company boards of directors across America's largest companies. Perhaps the most promising trend in that report was the increase in the number of *Fortune* 500 companies with greater than 40 percent of board members who are women and/or minorities—a figure that has nearly tripled since 2010. Nearly one-third of all *Fortune* 500 boards now have greater than 40 percent diversity, a target set by the Alliance for Board Diversity.<sup>1</sup>

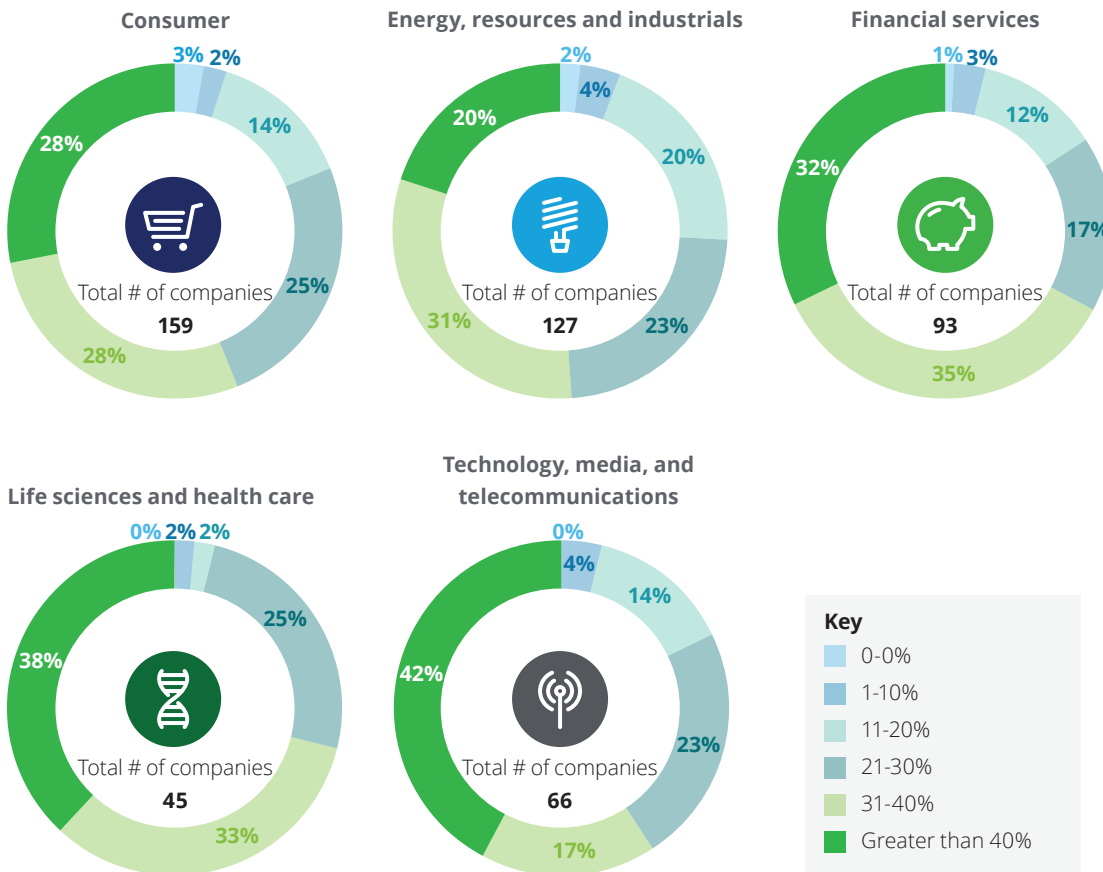
While progress is being made, the raw numbers are still small. Among other benefits, diversity has been linked to greater innovation, better financial outcomes,<sup>2</sup> and increased transparency for companies.<sup>3</sup> Given these facts, the Alliance for Board Diversity and Deloitte examined the data from another angle by taking a look at the *Fortune* 500 in alignment with their respective industries.<sup>4</sup> Viewing the numbers by industry allows for a deeper conversation about where headway has been made and where more opportunities for diversity in the boardroom may lie. ➤

# Key findings

Findings from the Missing Pieces Report revealed that nearly one-third of all *Fortune* 500 boards have greater than 40 percent diversity.

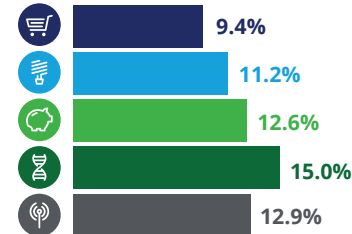
- Industries leading in having boards with greater than 40 percent diversity include technology, media, and telecommunications (42 percent); and life sciences and health care (38 percent).
- The industry with only 20 percent diversity is energy, resources, and industrials.

## Percentage of total companies within each industry by diversity of board



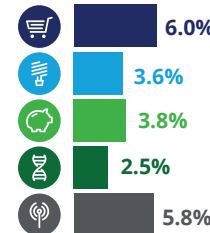
## Percentage of board seats per industry by gender and minority status

### Minority men



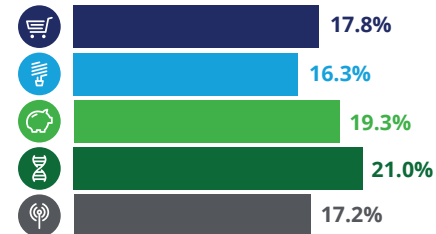
The percentage of board seats held by minority men is strongest in the life sciences and health care industry.

### Minority women



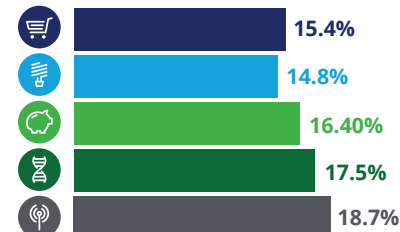
The percentage of board seats held by minority women is strongest in the consumer industry, followed closely by technology, media, and telecommunications.

### Caucasian/White women



Minorities in the technology, media, and telecommunications industry hold more board seats than Caucasian/White women (18.7% vs. 17.2%).

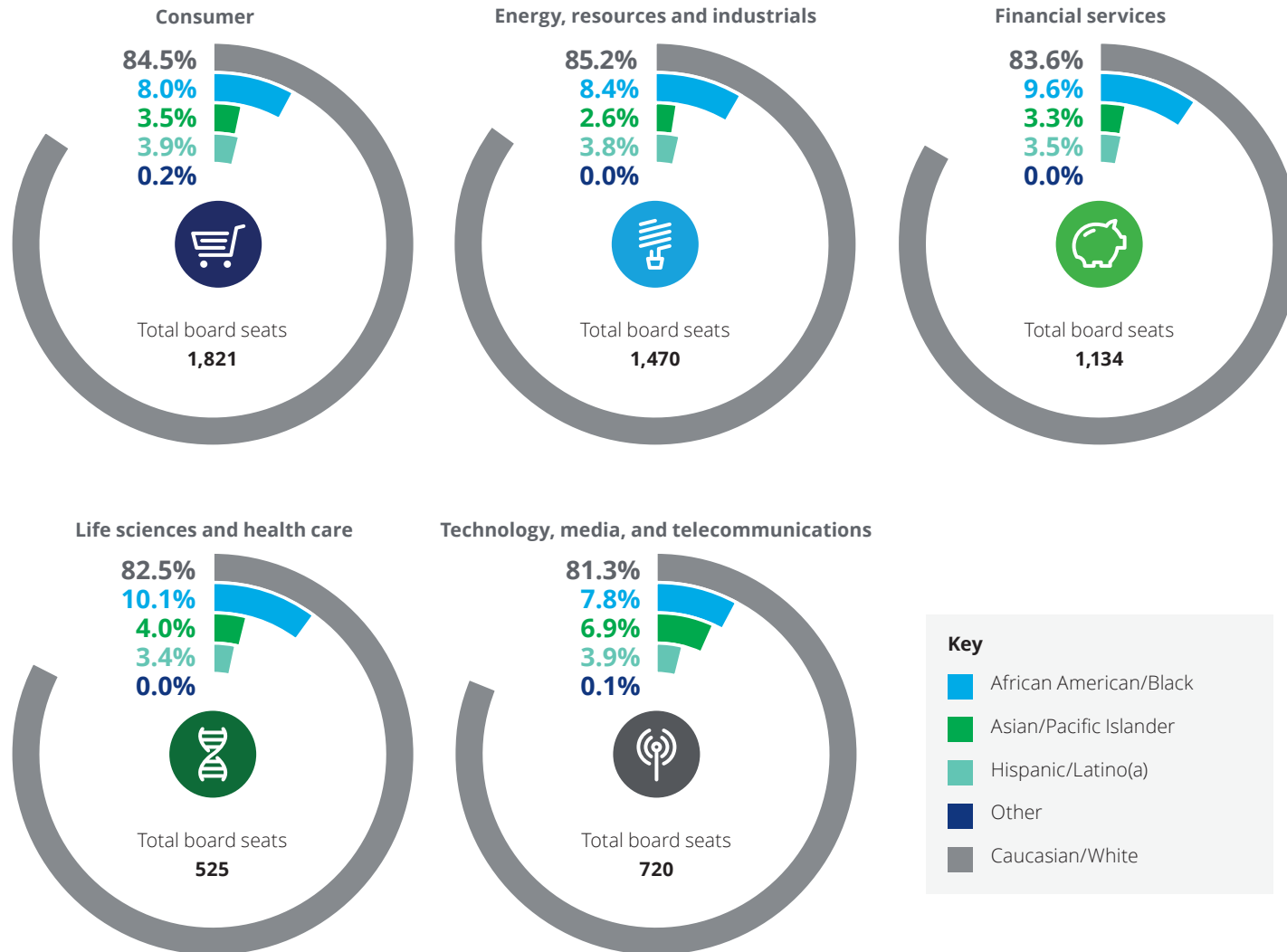
### Minorities



**Key**

- Consumer
- Energy, resources and industrials
- Financial services
- Life sciences and health care
- Technology, media and telecommunications

Percentage of board seats per industry by race/ethnicity



Echoing the findings in the Missing Pieces Report, Caucasian/Whites hold more than 80 percent of the total number of board seats in the *Fortune* 500 in each industry.

Across all industries, African American/Blacks hold the largest percentage of board seats among all minorities, but they have a particularly strong representation in life sciences and health care, followed closely by financial services.

## Conclusion

As noted in the Missing Pieces Report, while the overall increase in the number of boardroom seats held by women and minorities is small, there are encouraging signs of progress. Looking at boardroom diversity through the industry lens may spark additional conversation on where specific progress is happening and where there is more work to be done. There is a valuable opportunity for forward-looking boards to embrace the wide range of skills, experiences, and perspectives diversity brings. As companies face industry disruption, cyber risk, regulatory uncertainty, and more, they will need to leverage the board as a strategic asset in navigating a complex business environment. Taking a broader look at diversity and what those candidates bring to the boardroom could provide organizations with a competitive edge.



# Appendix



## Appendix 1. Fortune 500 board seats by gender and minority status

	Consumer		Energy, resources and industrials		Financial services		Life sciences and health care		Technology, media and telecommunications	
	#	%	#	%	#	%	#	%	#	%
<b>Total men</b>	1,387	76.2%	1,177	80.1%	872	76.9%	402	76.6%	554	76.9%
<b>Total women</b>	434	23.8%	293	19.9%	262	23.1%	123	23.4%	166	23.1%
<b>Women and minorities</b>	606	33.3%	457	31.1%	405	35.7%	202	38.5%	259	36.0%
<b>Minority men</b>	172	9.4%	164	11.2%	143	12.6%	79	15.0%	93	12.9%
<b>Minority women</b>	110	6.0%	53	3.6%	43	3.8%	13	2.5%	42	5.8%
<b>Minorities</b>	282	15.4%	217	14.8%	186	16.4%	92	17.5%	135	18.7%
<b>Total board seats</b>	<b>1,821</b>	<b>100.0%</b>	<b>1,470</b>	<b>100.0%</b>	<b>1,134</b>	<b>100.0%</b>	<b>525</b>	<b>100.0%</b>	<b>720</b>	<b>100.0%</b>
<b>Caucasian/White women</b>	324	17.8%	240	16.3%	219	19.3%	110	21.0%	124	17.2%
<b>Caucasian/White men</b>	1,215	66.7%	1,013	68.9%	729	64.3%	323	61.5%	461	64.0%
<b>Minority women</b>	110	6.0%	53	3.6%	43	3.8%	13	2.5%	42	5.8%
<b>Minority men</b>	172	9.4%	164	11.2%	143	12.6%	79	15.0%	93	12.9%
<b>Total</b>	<b>1,821</b>	<b>100.0%</b>	<b>1,470</b>	<b>100.0%</b>	<b>1,134</b>	<b>100.0%</b>	<b>525</b>	<b>100.0%</b>	<b>720</b>	<b>100.0%</b>

Percentages may not sum to 100 because of rounding.

# Appendix

## Appendix 2. Fortune 500 board seats by race/ethnicity status

	Consumer		Energy, resources and industrials		Financial services		Life sciences and health care		Technology, media and telecommunications	
	#	%	#	%	#	%	#	%	#	%
<b>African American/Black</b>	145	8.0%	123	8.4%	109	9.6%	53	10.1%	56	7.8%
<b>Asian/Pacific Islander</b>	63	3.5%	38	2.6%	37	3.3%	21	4.0%	50	6.9%
<b>Hispanic/Latino(a)</b>	71	3.9%	56	3.8%	40	3.5%	18	3.4%	28	3.9%
<b>Other</b>	3	0.2%	-	0.0%	-	0.0%	-	0.0%	1	0.1%
<b>Caucasian/White</b>	1,539	84.5%	1,253	85.2%	948	83.6%	433	82.5%	585	81.3%
<b>Total board seats</b>	<b>1,821</b>	<b>100.0%</b>	<b>1,470</b>	<b>100.0%</b>	<b>1,134</b>	<b>100.0%</b>	<b>525</b>	<b>100.0%</b>	<b>720</b>	<b>100.0%</b>

Percentages may not sum to 100 because of rounding.

# Appendix

## Appendix 3. Number of companies with greater than 40 percent diversity

	Consumer	Percentage of total companies within industry by diversity of board	Energy, resources and industrials	Percentage of total companies within industry by diversity of board	Financial services	Percentage of total companies within industry by diversity of board	Life sciences and health care	Percentage of total companies within industry by diversity of board	Technology, media and telecommunications	Percentage of total companies within industry by diversity of board
	#		#		#		#		#	
<b>0-0%</b>	5	3%	2	2%	1	1%	0	0%	0	0%
<b>1-10%</b>	3	2%	5	4%	3	3%	1	2%	3	4%
<b>11-20%</b>	22	14%	25	20%	11	12%	1	2%	9	14%
<b>21-30%</b>	40	25%	29	23%	16	17%	11	25%	15	23%
<b>31-40%</b>	44	28%	40	31%	32	35%	15	33%	11	17%
<b>Greater than 40%</b>	45	28%	26	20%	30	32%	17	38%	28	42%
<b>Total # of companies</b>	<b>159</b>	<b>100%</b>	<b>127</b>	<b>100%</b>	<b>93</b>	<b>100%</b>	<b>45</b>	<b>100%</b>	<b>66</b>	<b>100%</b>

Percentages may not sum to 100 because of rounding.

# Appendix

**For the purpose of this article, the following definitions were used:**

**Asian/Pacific Islander** is defined as a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. Southeast Asian generally includes Cambodian, Hmong, Indonesian, Laotian, Malaysian, Singaporean, Thai, and Vietnamese. South Asian generally includes Asian Indian, Bangladeshi, Bhutanese, Nepalese, Pakistani, and Sri Lankan. The Native Hawaiian or Pacific Islander category is defined as a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**African American/Black** is defined as a person having origins in any of the Black racial groups of Africa. The Black racial category includes people who marked the “Black or African American” checkbox. It also includes respondents who reported entries such as African American; sub-Saharan African entries, such as Kenyan and Nigerian; and Afro-Caribbean entries, such as Haitian and Jamaican. Sub-Saharan African entries are classified as Black or African American with the exception of Sudanese and Cape Verdean because of their complex, historical heritage. North African entries are classified as White.

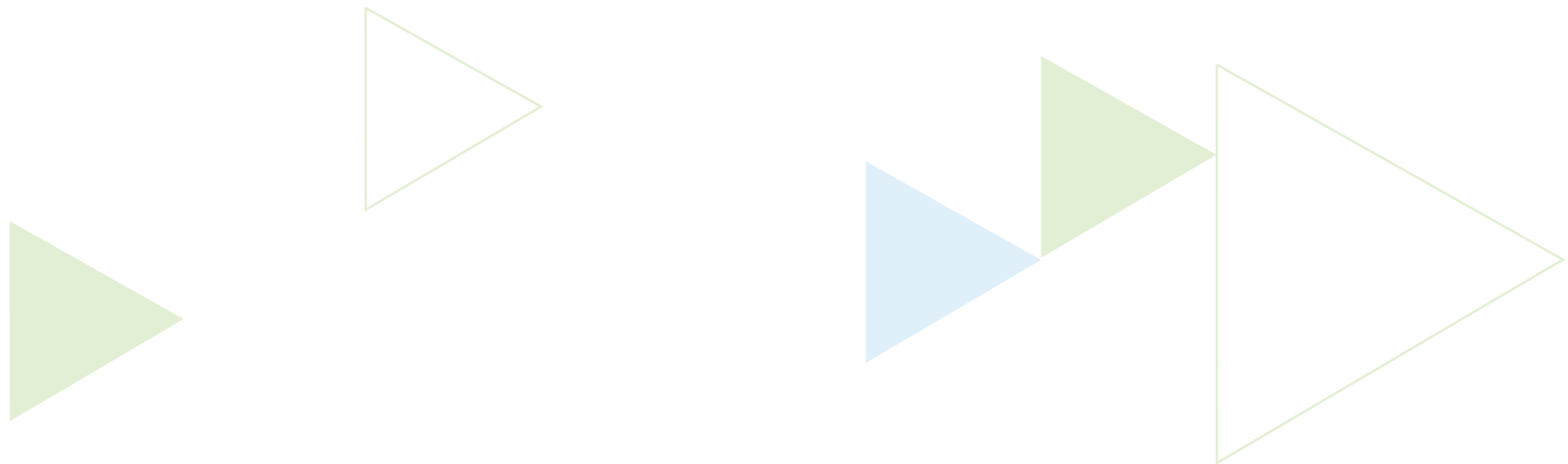
**Hispanic/Latino(a)** is defined as a US citizen, a noncitizen national of the United States, or a lawful permanent resident of the United States who is of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish cultures or origins. It does not include people of Portuguese culture or origin.

**Caucasian/White** is defined as a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

**Other** is defined as a person with two or more ethnicities or undefined, non-Caucasian/White decent.

**Gender** refers to the socially constructed and culturally specific behaviors, roles, and attributes (that is, feminine or masculine) assigned to women and men, respectively, whereas “sex” refers to biological differences. The two terms are not interchangeable.

These definitions are based on the HR-reporting guidelines created by the Office of Personnel Management, the US Census, and the Human Rights Campaign.





## About the Alliance for Board Diversity

Founded in 2004, the Alliance for Board Diversity (ABD) is a collaboration of four leadership organizations: Catalyst, The Executive Leadership Council (ELC), the Hispanic Association on Corporate Responsibility (HACR), and LEAP (Leadership Education for Asian Pacifics). Diversified Search, an executive search firm, is a founding partner of the alliance and serves as an advisor and facilitator. The ABD's mission is to increase the representation of women and minorities on corporate boards. More information about the ABD is available at [www.theabd.org](http://www.theabd.org).

## About Deloitte

In the US, Deloitte LLP and Deloitte USA LLP are member firms of DTTL. The subsidiaries of Deloitte LLP provide industry-leading audit & assurance, consulting, tax, and risk and financial advisory services to many of the world's most admired brands, including more than 85 percent of the *Fortune* 500 and more than 6,000 private and middle market companies. Our people work across more than 20 industry sectors with one purpose: to deliver measurable, lasting results. We help reinforce public trust in our capital markets, inspire clients to make their most challenging business decisions with confidence, and help lead the way toward a stronger economy and a healthy society. As part of the DTTL network of member firms, we are proud to be associated with the largest global professional services network, serving our clients in the markets that are most important to them. Clients count on Deloitte to help them transform uncertainty into possibility and rapid change into lasting progress. Our people know how to anticipate, collaborate, and innovate, and create opportunity from even the unforeseen obstacle. Our dedication to leadership extends beyond our clients and the commercial marketplace to our own people and the communities in which we work and live. Our success depends on cultivating and celebrating diverse skill sets, backgrounds, and values, and we enable leadership throughout our communities through pro-bono and volunteer work that leverages our skills and experience to help others achieve their goals.

# Appendix

## About the Alliance for Board Diversity

### Catalyst

Catalyst is a global nonprofit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.

### Diversified Search

Diversified Search is the largest female-founded firm in the executive search industry, providing management advisory services focused on talent optimization and leadership. Additionally, of the top 50 executive search firms in the U.S., it is the only major firm with an African-American president & CEO. The firm has offices in 11 U.S. cities and worldwide cross-sector capabilities as the exclusive U.S. partner of AltoPartners, an international alliance of independent search firms with 57 offices in 34 countries across the Americas, Europe, the Middle East, Africa, and Asia Pacific. In 2019, Diversified Search was ranked seventh in Forbes magazine's annual ranking of the best 200 executive search firms in the U.S. For more information, please visit <https://diversifiedsearch.com>.

### The Executive Leadership Council (ELC)

The Executive Leadership Council (ELC) is the preeminent membership organization committed to increasing the number of global black executives in C-suites, on corporate

boards, and in global enterprises. Its mission is to increase the number of successful black executives, domestically and internationally, by adding value to their development, leadership, and philanthropic endeavors, thereby strengthening their companies, organizations, and communities across the life cycle of their careers.

### The Hispanic Association on Corporate Responsibility (HACR)

Founded in 1986, the Hispanic Association on Corporate Responsibility (HACR) is one of the most influential advocacy organizations in the nation representing 14 national Hispanic organizations in the United States and Puerto Rico. Its mission is to advance the inclusion of Hispanics in corporate America at a level commensurate with our economic contributions. To that end, HACR focuses on four areas of corporate social responsibility and market reciprocity: employment, procurement, philanthropy, and governance.

### LEAP (Leadership Education for Asian Pacifics)

Founded in 1982, LEAP's mission is to achieve full participation and equality for Asian and Pacific Islanders through leadership, empowerment, and policy. LEAP works to meet its mission by: developing people, informing society, and empowering communities.

LEAP is the only Asian and Pacific Islander organization dedicated to cultivating a robust pipeline of leaders by encouraging individuals to assume leadership positions at work and in the community, and, ultimately, to become role models for future leaders.

# Endnotes

1. Deloitte and the Alliance for Board Diversity, *Missing Pieces Report: The 2018 Board Diversity Census of Women and Minorities on Fortune 500 Boards*, published on January 16, 2019.
2. Credit Suisse Research Institute, *Gender Diversity and the Impact on Corporate Performance 2005–2011*, Zurich: Credit Suisse, 2012.
3. Aida Sijamic Wahid, "The effects and the mechanisms of board gender diversity: Evidence from financial manipulation," *Journal of Business Ethics*, 2018.

4. **Industry definitions:**

For the purposes of analysis, the *Fortune* 500 industry classification for each company included in the *Missing pieces report: The 2018 board diversity census of women and minorities on Fortune 500 boards* were mapped to five Deloitte industry designations: Consumer; Energy, Resources & Industrials; Financial Services; Life Sciences & Healthcare; or Technology, Media & Telecommunications. In some cases, companies in a *Fortune* 500 industry may be assigned to different Deloitte industries. Below is a summary of the industries analyzed in this piece and *Fortune* 500 industry designations for companies aligned with that industry.

**Consumer:** includes companies in the following *Fortune* 500 industries

Airlines; Apparel; Automotive Retailing Services; Beverages; Construction and Farm Machinery; Diversified Outsourcing Services; Food and Drug Stores; Food Consumer Products; Food Production; Food Services; Health Care: Pharmacy and Other Services; Home Equipment, Furnishings; Hotels, Casinos, Resorts; Household and Personal Products; Industrial Machinery; Information Technology Services; Internet Services and Retailing; Mail, Package, and Freight Delivery; Motor Vehicles and Parts; Miscellaneous; Railroads; Specialty Retailers: Apparel; Specialty Retailers: Other; Temporary Help; Tobacco; Transportation and Logistics; Trucking, Truck Leasing; Wholesalers: Diversified; Wholesalers: Electronics and Office Equipment; Wholesalers: Food and Grocery;

**Energy, Resources & Industrials:** includes companies in the below *Fortune* 500 industries

Aerospace and Defense; Building Materials, Glass; Chemicals; Construction and Farm Machinery; Electronics, Electrical Equip.; Energy; Engineering, Construction; Forest and Paper Products; Home Equipment, Furnishings; Industrial Machinery; Information Technology Services; Medical Products and Equipment; Metals; Mining, Crude-Oil Production; Miscellaneous; Oil and Gas Equipment, Services; Packaging, Containers; Petroleum Refining; Pipelines; Specialty Retailers: Other; Utilities: Gas and Electric; Waste Management; Wholesalers: Diversified

**Financial Services:** includes companies in the below *Fortune* 500 industries

Commercial Banks; Diversified Financials; Financial Data Services; Homebuilders; Insurance: Life, Health (Mutual); Insurance: Life, Health (stock); Insurance: Property and Casualty (Mutual); Insurance: Property and Casualty (Stock); Miscellaneous; Real Estate; Securities

**Life Sciences & Health Care:** includes companies in the below *Fortune* 500 industries

Health Care: Insurance and Managed Care; Health Care: Medical Facilities; Health Care: Pharmacy and Other Services; Medical Products and Equipment; Pharmaceuticals; Scientific, Photographic and Control Equipment; Wholesalers: Health Care

**Technology, Media & Telecommunications:** includes companies in the below *Fortune* 500 industries

Advertising, marketing; Computer Software; Computers, Office Equipment; Diversified Outsourcing Services; Electronics, Electrical Equip.; Engineering, Construction; Entertainment; Financial Data Services; Industrial Machinery; Information Technology Services; Internet Services and Retailing; Network and Other Communications Equipment; Publishing, Printing; Semiconductors and Other Electronic Components; Telecommunications; Wholesalers: Electronics and Office Equipment



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