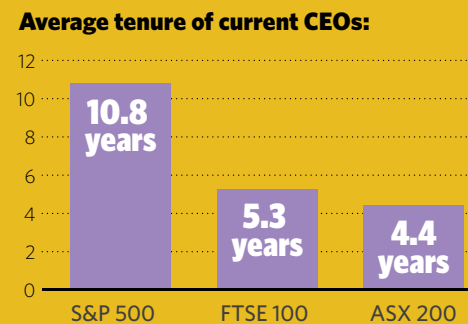
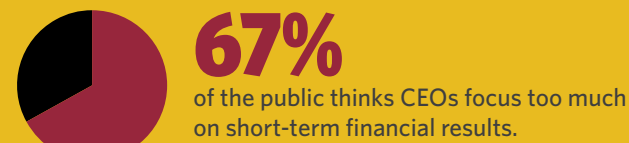


MAKE A MARK

There is more than one way to build a legacy.

NO TIME TO LOSE



Still, **50% of outgoing CEOs maintain influence** by remaining on their company's board.

LEGACY OF INCLUSION

If CEOs want to boost gender or racial diversity, there is plenty of work left to do.

Women only make up ...



And while nurturing a culture of diversity is a worthy cause, not all workplace initiatives have the same level of success.

Percent change in representation of white, black, Hispanic and Asian managers over five years when organizations participated in the following programs¹:

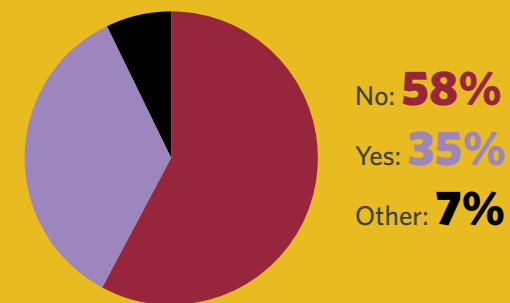
Type of Program	White		Black		Hispanic		Asian	
	Men	Women	Men	Women	Men	Women	Men	Women
Voluntary diversity training			+13.3		+9.1		+9.3	+12.6
Self-managed teams	-2.8	+5.6	+3.4	+3.9				+3.6
Cross-training	-1.4	+3.0	+2.7	+3.0	-3.9		+6.5	+4.1
College recruitment: women	-2.0	+10.2	+7.9	+8.7		+10.0	+18.3	+8.6
College recruitment: minorities			+7.7	+8.9				
Mentoring				+18.0	+9.1	+23.7	+18.0	+24.0
Diversity task forces	-3.3	+11.6	+8.7	+22.7	+12.0	+16.2	+30.2	+24.2
Diversity managers		+7.5	+17.0	+11.1		+18.2	+10.9	+13.6

¹This data is based on a study of 829 midsize and large U.S. firms.

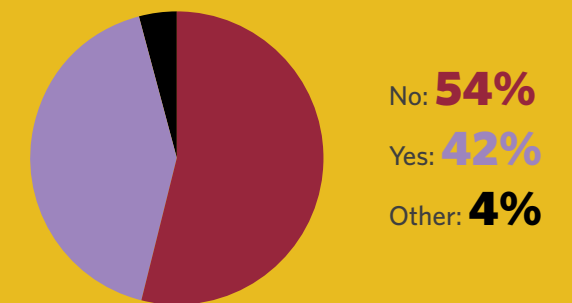
PLANNING FOR CHANGE

Many boards say they do not have a CEO succession plan.

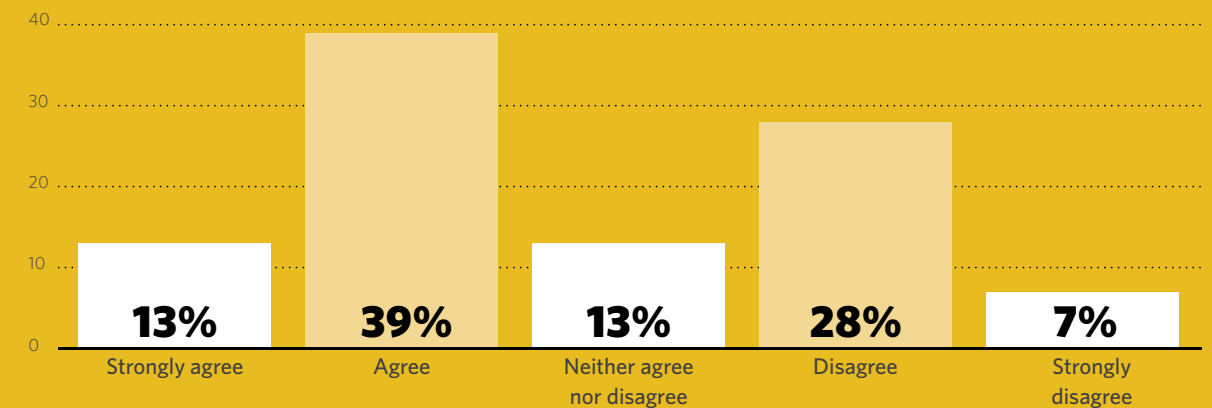
Do you have an **emergency** succession plan?



Do you have a **long-term** succession plan?



And that may explain why the answers to this question vary so much: "If we have to replace the CEO in the next year, we will most likely hire an outsider."



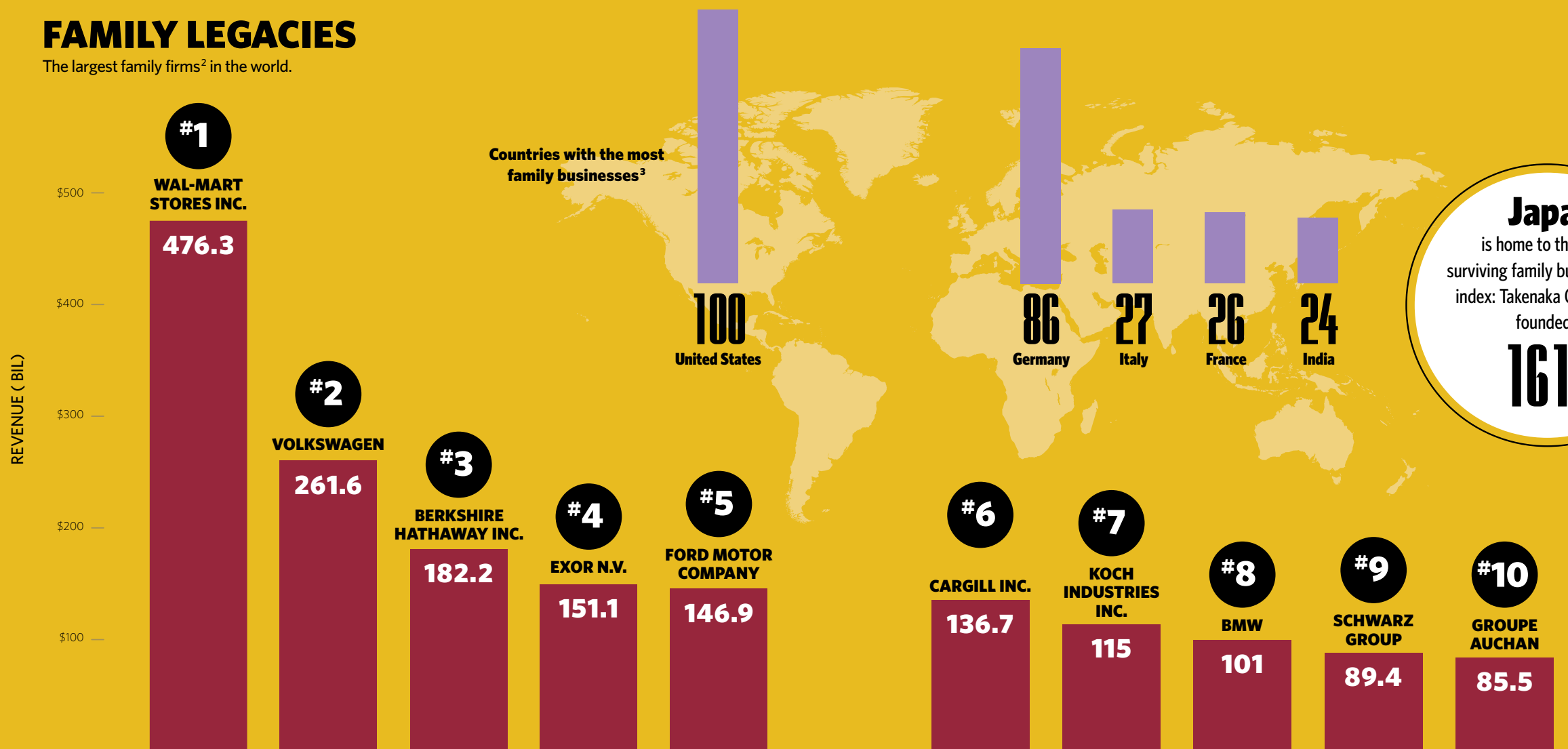
BREAKING DOWN TENURES

The average U.S. C-suite tenure is 5.3 years, according to a recent study. While CEOs tend to stick around the longest, it is the chief marketing officers who often turn over the fastest.



FAMILY LEGACIES

The largest family firms² in the world.



Japan
is home to the oldest surviving family business in the index: Takenaka Corporation, founded in **1610**

	Walton	Porsche	Buffett	Agnelli	Ford	Cargill/MacMillan	Koch	Quandt	Schwarz	Mulliez
Family:	Walton	Porsche	Buffett	Agnelli	Ford	Cargill/MacMillan	Koch	Quandt	Schwarz	Mulliez
Established:	1962	1937	1955	1927	1903	1865	1940	1916	1930	1961
Headquarters:	United States	Germany	United States	Italy	United States	United States	United States	Germany	Germany	France
Public/Private:	Public	Public	Public	Public	Public	Private	Private	Public	Private	Private
Employees:	2.2 million	572,800	330,745	301,441	181,000	143,000	100,000	110,351	335,000	302,500

²A privately held firm is defined as a family business if a family controls more than half of the voting rights. A publicly listed firm is defined as a family business if a family holds at least 32 percent of the voting rights.

³In the Global Family Business Index, which comprises the 500 largest family firms in the world

Sources: 2016 Edelman Trust Barometer; The Conference Board, *CEO Succession Practices: 2016 Edition*; Robert Half FTSE 100 CEO Tracker, 2016; Global Proxy Solicitation, AICD Governance Summit 2016; RHR International, *Successful CEO Transitions*, 2017; Catalyst, *Statistical Overview Of Women In The Workforce*, 2016; *Fortune*, "The Percentage of Female CEOs in the *Fortune* 500 Drops to 4%," 2016; Catalyst, *Women CEOs Of The S&P 500*, 2017; Harvard Business Review, "Why Diversity Programs Fail," 2016; MIT Sloan Management Review, "How Boards Botch CEO Succession," 2016; Korn Ferry Institute, *Age and Tenure in the C-Suite*, 2017; The Center for Family Business at the University of St. Gallen and EY's Global Family Business Center of Excellence, *Global Family Business Index*, 2016.