

Board effectiveness: A survey of the C-suite

May 2026



Table of contents

- Introduction 3
- Highlights at a glance 4
- 01** Board effectiveness 5
- 02** Board pressure 8
- 03** AI adoption gap 11
- Industry corner 14
- 04** Board assessments 16
- 05** Executive accountability 20
- Committee corner 22
- Conclusion 24
- Resources 25
- Appendix: Complete survey findings 26

Introduction

Boards and executive teams are operating in a business environment where speed, complexity, and scrutiny have increased simultaneously. Geopolitical volatility and shifting regulation are colliding with rapid technological change, while stakeholder expectations continue to expand. Across many organizations, digital modernization, operating model shifts, workforce transformation efforts, and cost initiatives are happening alongside heightened risk and reputational exposure.

In that context, board effectiveness is increasingly judged not only by meeting quality or compliance outcomes, but by whether boards and management teams can surface the right issues early, debate the hardest tradeoffs candidly, and stay aligned through uncertainty without slowing the organization down.

To better understand how boards are performing against these demands, PwC’s Governance Insights Center, in collaboration with The Conference Board, surveys more than 500 C-suite executives annually about their boards’ effectiveness. This year’s findings show rising executive confidence overall, while also highlighting several opportunities for improvement, particularly in how board performance is perceived across the entire leadership team, how quickly boards adapt to emerging risks, and how governance practices translate into action.



Highlights at a glance

41%

of executives rate their boards as excellent or good

99%

think the board should be using AI for oversight

90%

think there is room to improve the board's assessment process

Executives' views of board effectiveness shift with their level of board exposure

Board effectiveness sentiment continues to improve, with 41% of executives now rating their boards as excellent or good. But that confidence is concentrated among executives closest to the board, suggesting they may have a more nuanced perspective on its challenges, tradeoffs, and overall performance.

Director bandwidth and the pace of change are testing board effectiveness

Executives highlight limited capacity and agility as the primary barriers to board effectiveness. In their view, overboarding, slower response to emerging risks and opportunities, and challenges keeping pace with digital transformation are limiting boards' ability to stay ahead.

AI ambitions outpace board adoption

Executives overwhelmingly think boards should use AI in their oversight role (99%), yet only 35% of directors say their boards are doing so. While some boards are using AI to stay informed, executives see greater potential for it to enhance governance processes and oversight.

Executives see opportunities to increase the impact of board assessments

Board assessments are common practice, but nine out of ten executives believe the process could be improved. They see the greatest opportunity to increase impact when assessments are used not only to assess performance, but to inform board evolution and drive meaningful action in areas like succession planning.

Executives believe they can do more to promote board effectiveness

Executives identified practical ways management can strengthen board effectiveness, with nearly one-third saying management could be more transparent about key risks and challenges and provide clearer follow-through on board input. Effectiveness depends as much on how management enables the board as on how the board operates.

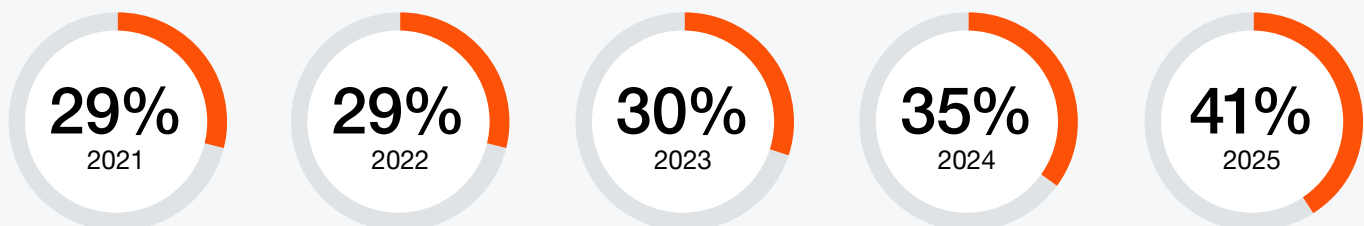
Board effectiveness

Executives' views of board effectiveness vary with their level of board exposure

Executives' views of board effectiveness have steadily improved over the last three years, though the majority still see further room for improvement. Still, the overall trend tells only part of the story. Executives closest to board deliberations rate effectiveness far higher than those with less frequent interaction, suggesting that greater exposure may lead to a more nuanced view of the board's challenges, tradeoffs, and overall performance.

Effectiveness sentiment reaches an all-time high

Percentage of executives who rate their boards' effectiveness as excellent or good



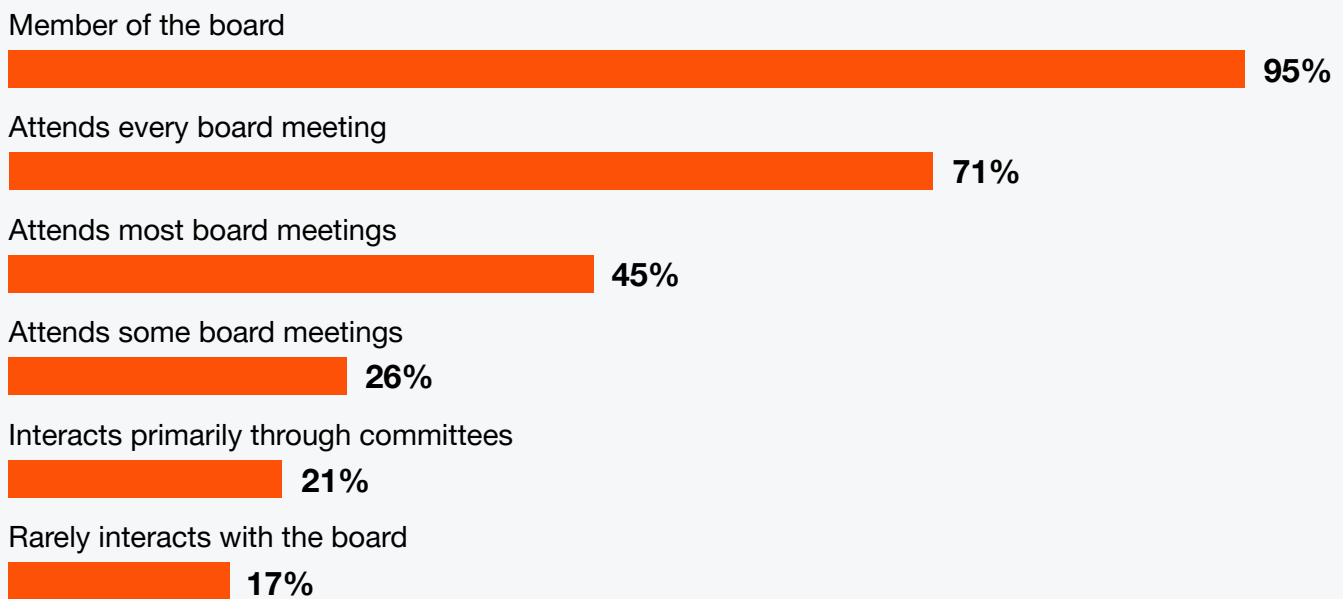
Q: How would you rate the overall effectiveness of your board of directors? Excellent or good

Base: 552 (2021); 601 (2022); 620 (2023); 520 (2024); 523 (2025)

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Effectiveness ratings rise sharply with frequency of interaction

Percentage of executives who rate their boards' effectiveness as excellent or good



Q: How would you rate the overall effectiveness of your board of directors? Excellent or good

Base: 520

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Yet when feedback is drawn primarily from executives with the most exposure to the board, boards may mistake proximity for alignment. Perception gaps are easy to miss in stable periods—but they can surface quickly under pressure, when clarity, trust, and shared understanding matter most.

The implication is not that boards are ‘out of touch,’ but that the perception of effectiveness can be shaped by uneven visibility into board dynamics and decision logic. As oversight topics become more complex and cross-functional, a broader management lens can help boards stress-test assumptions and avoid blind spots.

Improving board effectiveness requires action on both sides

Executive lever

Executives with the most board access should deliberately elevate risks, dissenting perspectives, and emerging issues from across the leadership team, so the board’s view is informed by the enterprise, not a narrow set of voices.

Board lever

Actively test whether confidence in the board extends beyond those closest to it by institutionalizing regular engagement with a broader cross-section of C-suite and senior leaders beyond the CEO and CFO.

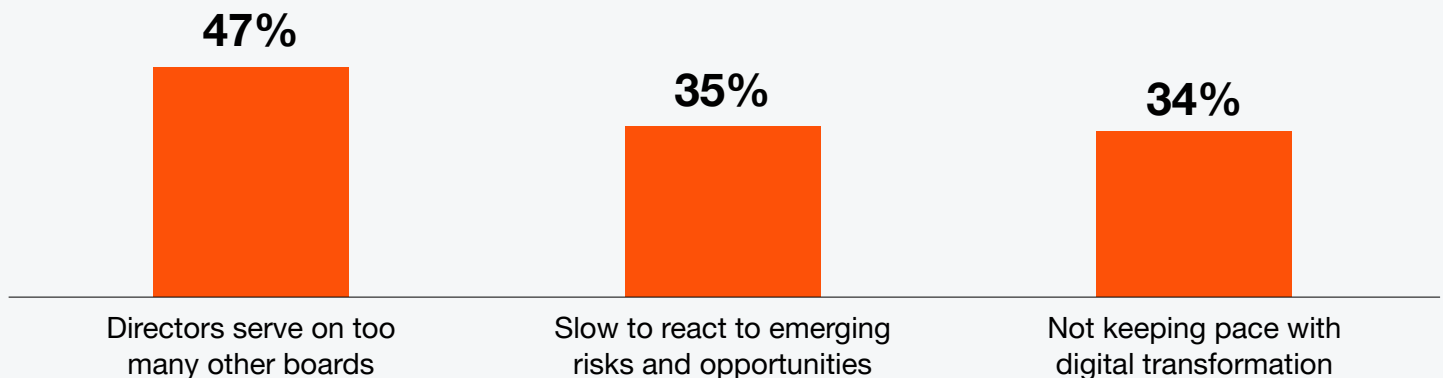


Board pressure

Director bandwidth and the pace of change are testing board effectiveness

Executives' top concerns—overboarded directors, slow reaction to emerging risks and opportunities, and difficulty keeping pace with digital transformation—point to a common underlying issue. Many boards still operate on meeting cadence and an information model built for periodic review. But major risks and strategic issues now develop rapidly and require faster, more iterative oversight.

Top reasons executives say boards are not more effective



Q: Do any of the following factors prevent your board from being more effective? (select all that apply)

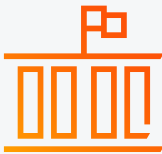
Base: 523

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

That doesn't necessarily mean boards need more meetings or longer meetings. It may instead require adjustments to how oversight happens: reserving more time for forward-looking discussion, engaging earlier as issues emerge, improving the quality and timing of information, and seeing that director composition and external commitments support the level of engagement the company now requires. It may also require boards to reprioritize dynamically as conditions evolve, putting into practice the agility executives see as essential to board effectiveness.

Board agendas face growing pressure from external and evolving issues

Top areas where executives want greater board focus



70%

US political environment



43%

Supply chain management



28%

Regulatory changes

Q: Which of the following topics should your board spend increased time on over the next 12 months? (select all that apply)

Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

The high level of focus executives want on the US political environment reflects the growing unpredictability of policy outcomes that boards must manage as enterprise risk. Abrupt shifts in trade and tariff actions, geopolitical developments affecting sourcing and logistics, and evolving deregulation and rulemaking can all quickly change operating conditions and planning assumptions.

Keeping pace requires action on both sides

Executive lever

Shift engagement earlier in the risk/opportunity cycle. Bring emerging issues to the board with structured early framing (trajectory, key decision points, and where speed matters) before decisions become urgent.

Board lever

Regularly reassess director commitments, agenda design, and information flow to make sure the board has sufficient capacity and earlier visibility into fast-moving risks and opportunities. Thoughtful refreshment that fosters a mix of tenures, professional backgrounds, and career stages can strengthen the board's overall effectiveness and adaptability.

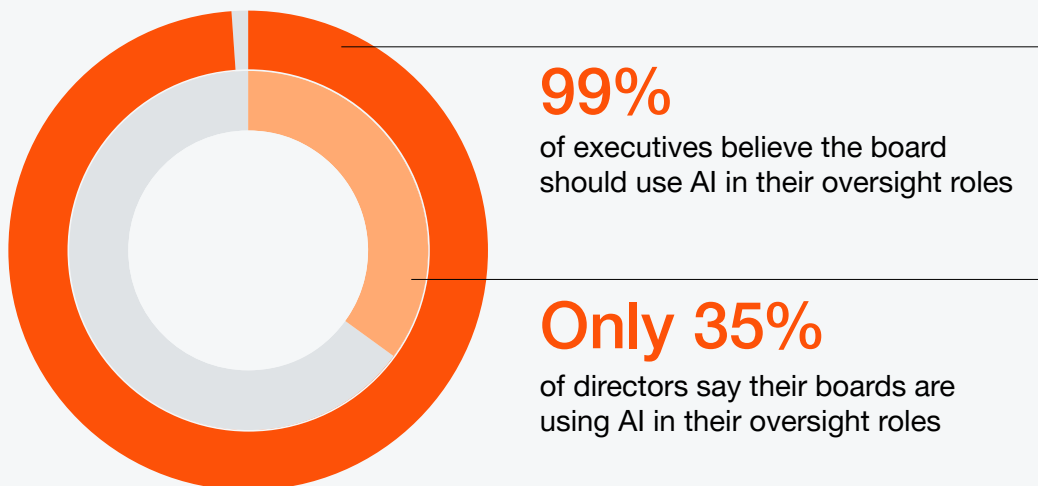


AI adoption gap

AI expectations outpace board adoption

Virtually all executives think boards should use AI as part of their oversight, yet adoption hasn't translated into day-to-day boardroom reality. In many organizations, practical barriers still exist (e.g. AI tools may be disabled in board portals), and boards may be cautious about confidentiality, accuracy, and appropriate use.

Virtually all executives think the board should use AI for oversight in some capacity



Q: In which ways do you think your board could best leverage AI to be more effective in its oversight role? (select all that apply);

Q: How is your board currently using AI and GenAI in its oversight role? (select all that apply)

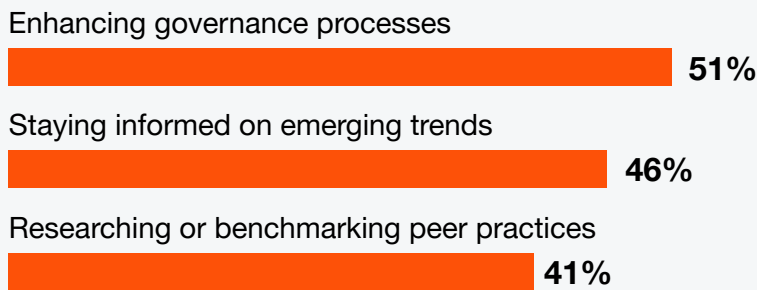
Base: 522 (executives); 556 (directors)

Sources: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026; PwC, *2025 Annual Corporate Directors Survey*, October 2025.

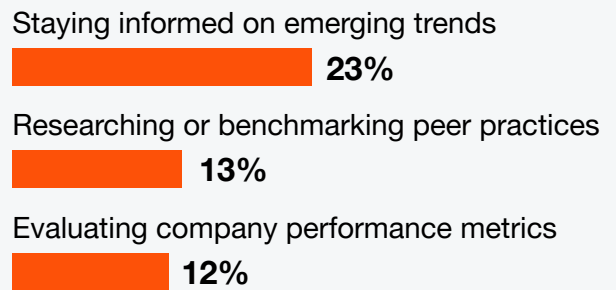
Directors’ limited use of AI may suggest that many boards are still building comfort with it. Executives, however, see AI as a powerful tool that boards can use to enhance their governance processes—improving how boards scan information, prepare, and govern. Closing this gap will likely require boards to move beyond cautious experimentation and establish a more intentional approach to how AI can support preparation, deliberation, and oversight.

AI could be a key to improving board effectiveness

Top three areas where **executives** think the board should use AI



Top three areas where **directors** say their board is using AI



Q: In which ways do you think your board could best leverage AI to be more effective in its oversight role? (select all that apply);

Q: How is your board currently using AI and GenAI in its oversight role? (select all that apply)

Base: 522 (executives); 556 (directors)

Sources: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026; PwC, *2025 Annual Corporate Directors Survey*, October 2025.

Used thoughtfully, AI can support, not replace, director judgment. It can help with lower-risk administrative tasks such as summarizing materials or preparing background briefings, as well as more consequential oversight activities like identifying emerging risks and flagging themes or trends across management reports, while leaving critical evaluation and decision-making squarely with directors.

Closing this gap is a shared responsibility. Boards need the confidence and guardrails to experiment, and management can help make use cases concrete by showing how AI could improve the quality and speed of oversight-relevant work.

Getting comfortable with AI is a shared responsibility

Executive lever

Make AI's governance value visible. Apply AI to oversight-related work and explicitly demonstrate how it informed management's analysis, including controls used to validate outputs.

Board lever

Move from learning about AI to using it in governance. Run a **targeted pilot** tied to real board use (e.g. agenda planning, issue scanning, or benchmarking) so directors build confidence using AI as a governance tool, not just an information source.





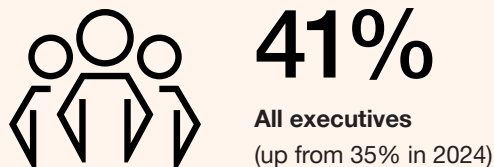
Industry corner

While some boardroom challenges are universal, others are shaped by industry-specific pressures and expectations. **Industry corner** spotlights a notable finding from each one—offering a glimpse into how executives in different industries view board effectiveness.

Consumer markets executives are losing confidence in their boards' effectiveness

Consumer markets (CM) is an outlier, with executive perceptions of board effectiveness declining even as they improved across all other industries.

Effectiveness of the board is excellent or good



Energy, utilities, and resources executives think weak assessments stifle board effectiveness

While most executives identify overboarding as the primary obstacle to board effectiveness, those in energy, utilities, and resources (EUR) are more concerned about the rigor of their boards' assessment processes.

The board does not have a sufficient performance assessment process



Q: How would you rate the overall effectiveness of your board of directors?; Q: Do any of the following factors prevent your board from being more effective? (select all that apply)
Base: 75 CM executives (2024); 94 CM executives (2025); 520 executives (2024); 523 executives (2025); Base: 55 EUR executives; 523 executives
Sources: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, 2025-2026.

For financial services executives, boards need to be moving at the speed of AI

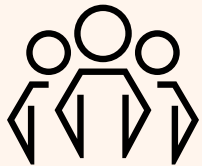
While financial services (FS) directors report being the **most likely to add AI expertise** to the board, executives in the industry are not seeing their boards transform quickly enough to keep pace with digital change.

The board is not keeping pace with digital transformation



50%

FS executives
(the highest among all industries)



34%

All executives

Health industries executives say boards are shying away from uncomfortable discussions

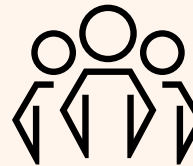
Many factors can hinder effective decision-making, but health industries (HI) executives highlight one in particular: boards tend to avoid uncomfortable discussions.

Avoiding hard or uncomfortable conversations hinders effective decision-making



41%

HI executives
(the highest among all industries)



29%

All executives

Q: Do any of the following factors prevent your board from being more effective? (select all that apply); Q: Which of the following factors hinder effective board decision-making? (select all that apply)

Base: 68 FS executives; 523 executives; Base: 96 HI executives; 522 executives

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Industrial products executives want directors to serve on fewer boards

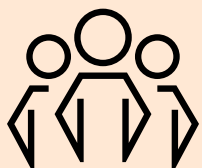
For every industrial products (IP) executive who believes their board has enough time to perform effectively, two disagree—pointing to a clear overboarding concern in the industry.

The board has directors that serve on too many boards



66%

IP executives
(the highest among all industries)



47%

All executives

Nearly half of technology, media, and telecommunications executives say their boards are performing effectively

Perceptions of board effectiveness improved overall this year, but the biggest gains came from technology, media, and telecommunications (TMT) executives.

Effectiveness of the board is excellent or good



47%

TMT executives (up from 33% in 2024)
(the highest among all industries)



41%

All executives
(up from 35% in 2024)

Q: Do any of the following factors prevent your board from being more effective? (select all that apply); Q: How would you rate the overall effectiveness of your board of directors?

Base: 71 IP executives; 523 executives; Base: 121 TMT executives (2024); 100 TMT executives (2025); 520 executives (2024); 523 executives (2025)

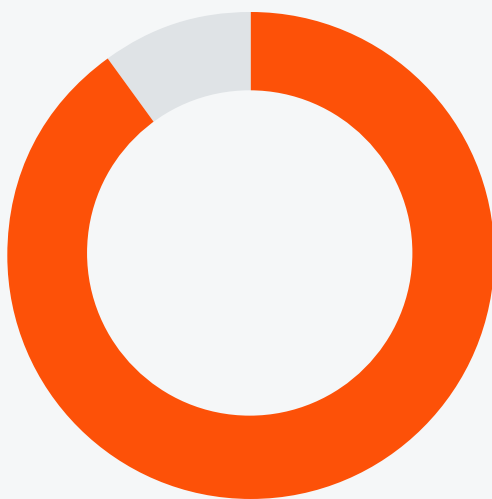
Sources: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, 2025-2026.

To learn how directors’ perspectives compare across industries, explore PwC’s **industry findings** from the Annual Corporate Directors Survey.

Board assessments

Executives see opportunities to increase the impact of board assessments

Board assessments are common practice, but the vast majority of executives see room to strengthen their impact. The critique is not about the mechanics of surveys or interviews, but about whether findings drive meaningful action.



90%

of executives believe there is room to improve the board's assessment process

Q: How could your board improve its performance assessment process to drive greater effectiveness? (select all that apply)

Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Top improvements executives say would increase effectiveness



Q: How could your board improve its performance assessment process to drive greater effectiveness? (select all that apply)

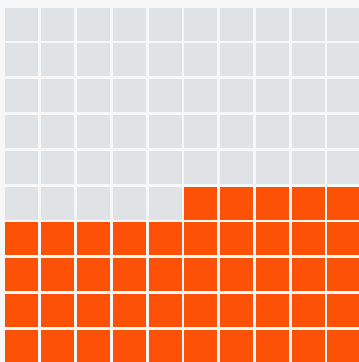
Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Executives' top suggested improvements converge on accountability: connect the assessment to succession decisions, build in visible follow-through, and increase rigor through individual assessment. These priorities reflect an expectation that assessments should inform real decisions about roles, skills, refreshment, and board operating practices.

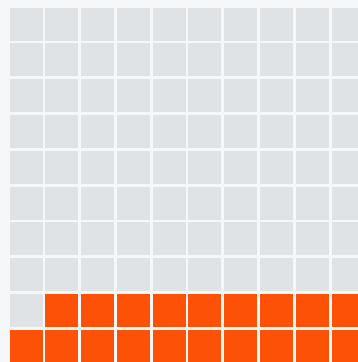
Independent facilitation can also play a practical role by encouraging candor and surfacing issues that may otherwise remain unspoken. Ultimately, the value of an assessment is not only the findings. It is what the board chooses to do next.

Executives at the largest companies see third-party facilitation as a potential key driver of improving board assessments



45%

Executives on companies with >\$10bn revenue



19%

Executives on companies with <\$10bn revenue

Q: How could your board improve its performance assessment process to drive greater effectiveness? (select all that apply)

Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Strengthening accountability requires action on both sides

Executive level

Push for follow-through, not just feedback. Encourage boards to be explicit about how assessment findings will inform succession and skills decisions. Encourage the use of an independent third-party facilitator to increase objectivity, surface difficult issues, and strengthen accountability for action.

Board level

Align upfront on how assessment findings will be used. Before the assessment begins, agree on how results will feed into key decisions—such as skills priorities, refreshment, and board leadership roles—and who will be responsible for follow-through. Establishing a clear process to track progress helps drive insights into action. Incorporating periodic individual director assessments can further reinforce accountability by linking evaluation directly to outcomes.



Executive accountability

Executives believe they can do more to promote board effectiveness

Executives point to clear ways management can strengthen board effectiveness—through greater transparency, consistent follow-through, and more intentional education.

Top actions executives say they can take to improve board effectiveness



32%

Be more transparent about key risks or internal challenges



31%

Provide clearer follow-up on how board input is incorporated



24%

Offer more external education or training

Q: What actions could management take to improve board effectiveness? (select all that apply)

Base: 513

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Trust is built on candor and follow-through. Boards rely on management not only for information, but for context and judgment. When risks are framed cautiously, challenges softened, or uncertainty filtered out, oversight may lack depth. Similarly, when board input disappears into decision-making without acknowledgment, trust can erode quietly.

Education also plays a critical role. As oversight topics grow more technical, directors benefit from structured opportunities to deepen fluency, strengthening their ability to challenge assumptions, interpret complex data, and engage management meaningfully.

Strengthening performance requires action on both sides

Executive lever

Share emerging risks, internal tensions, and tradeoffs clearly, even when the picture is incomplete. Explicitly state how board input influenced final decisions, or why a different path was chosen.

Board lever

Create space for open discussion of uncertainty and dissent. Acknowledge how management’s transparency informs decisions. Participate in targeted education and coaching tied to real oversight responsibilities.





Committee corner

Committees are where board oversight becomes most operational. **Committee corner** reveals where executives think oversight is most tested and where expectations for performance continue to rise.

Audit committees

Audit committees may be the highest-rated committee, but executives still want more rigorous challenge



Top three ways audit committees can improve their effectiveness

29%

Challenge management assumptions and estimates more rigorously

27%

Challenge the results of risk assessments more rigorously

23%

Strengthen oversight of risks beyond financial reporting

Q: What could the audit committee be doing more effectively? (select all that apply)

Base: 203 executives who interact with the audit committee

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

As audit committee mandates expand beyond financial reporting, executives want deeper challenge and broader risk oversight—not just technical compliance. That includes probing judgment-heavy estimates and assumptions, testing whether risk assessments capture emerging issues, and connecting financial reporting oversight to the broader risk environment. At the same time, the audit committee may not be the right place to absorb every new oversight demand, particularly if doing so risks diluting focus or overextending the committee's capacity.

Nominating governance committees

Through board assessments, nominating/governance committees hold the key to improving overall board effectiveness



Top three ways nominating/governance committees can improve their effectiveness

45%

Conduct more meaningful individual director evaluations

42%

Evaluate board and committee performance more rigorously

38%

Keep governance policies up to date with evolving shareholder expectations

Q: What could the nominating/governance committee be doing more effectively? (select all that apply)

Base: 413 executives who interact with the nominating/governance committee

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

As scrutiny of governance intensifies, executives expect nominating/governance committees to bring greater rigor and discipline to evaluation and succession decisions. The signals are less about adding process and more about strengthening accountability—using assessments to inform refreshment and succession planning and aligning governance policies with stakeholder expectations.

Compensation committees

Compensation committees face pressure to make executive pay more strategic and transparent



Top three ways compensation committees can improve their effectiveness

39%

Incorporate non-financial metrics more meaningfully into pay and incentive plans

36%

Communicate rationale for executive pay decisions more clearly to stakeholders

31%

Ensure compensation design discourages excessive risk-taking

Q: What could the compensation committee be doing more effectively? (select all that apply)

Base: 246 executives who interact with the compensation committee

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Concerns about compensation committee effectiveness reflect deeper tension around transparency, risk, and performance measurement. Executives point to the importance of clear incentive design, with non-financial metrics that reinforce strategy and culture, pay decisions that are transparent to stakeholders, and plan design that supports the organization's risk appetite.

Conclusion

Board effectiveness is improving, but expectations are rising even faster. As the business environment becomes more dynamic and interconnected, effectiveness is no longer defined solely by oversight quality or governance processes, but by how well boards and management anticipate change, respond with speed, and stay aligned under pressure. This year's findings highlight key tensions: confidence in boards is not uniform across the C-suite, capacity constraints are limiting directors' ability to keep pace, and emerging demands are testing traditional governance models. Addressing these challenges will require action on both sides.

Boards may need to sharpen how they allocate time, prioritize issues, and engage between meetings to operate more effectively at pace, while management plays a critical role in enabling oversight through earlier, clearer, and more transparent engagement. New tools, including AI, can support this shift, but only if applied thoughtfully and in ways that enhance, not replace, director judgment. Ultimately, board effectiveness is not static; it depends on how boards and management evolve together to translate insight into action and meet the demands of an increasingly complex environment.



Resources

PwC

- [Annual Corporate Directors Survey](#)
- [Mastering boardroom communication: five essentials for executives](#)
- [Using AI in the boardroom—new opportunities and challenges](#)
- [Technology: helping corporate boards oversee digital transformation](#)
- [Conducting effective board assessments](#)
- [Individual director assessments](#)
- [Audit committee effectiveness: practical tips for the chair](#)
- [Serving on and chairing the nominating/governance committee](#)
- [Serving on—and chairing—the compensation committee](#)
- [COSO’s Corporate Governance Guiding Principles](#)

The Conference Board

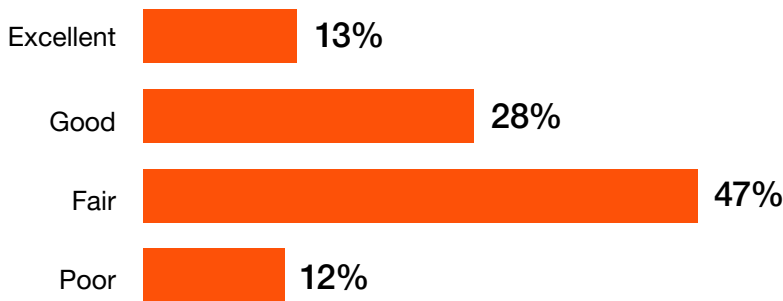
- [Board Practices and Composition in the Russell 3000 and S&P 500: 2025 Edition](#)
- [Governing Through Uncertainty: US Boardroom Priorities for 2026](#)
- [2026 Proxy Season Preview](#)
- [CEO and Executive Compensation Practices in the Russell 3000 and S&P 500: 2025 Edition](#)
- [The Evolving Role of the CHRO in the Boardroom](#)
- [AI Risk Disclosures in the S&P 500: Reputation, Cybersecurity, and Regulation](#)
- [From Principles to Practice: Governing AI in the Corporation](#)
- [The Evolution of Overboarding Policies](#)

Appendix

Complete survey findings

Note: Due to rounding, some charts may not add to 100%.

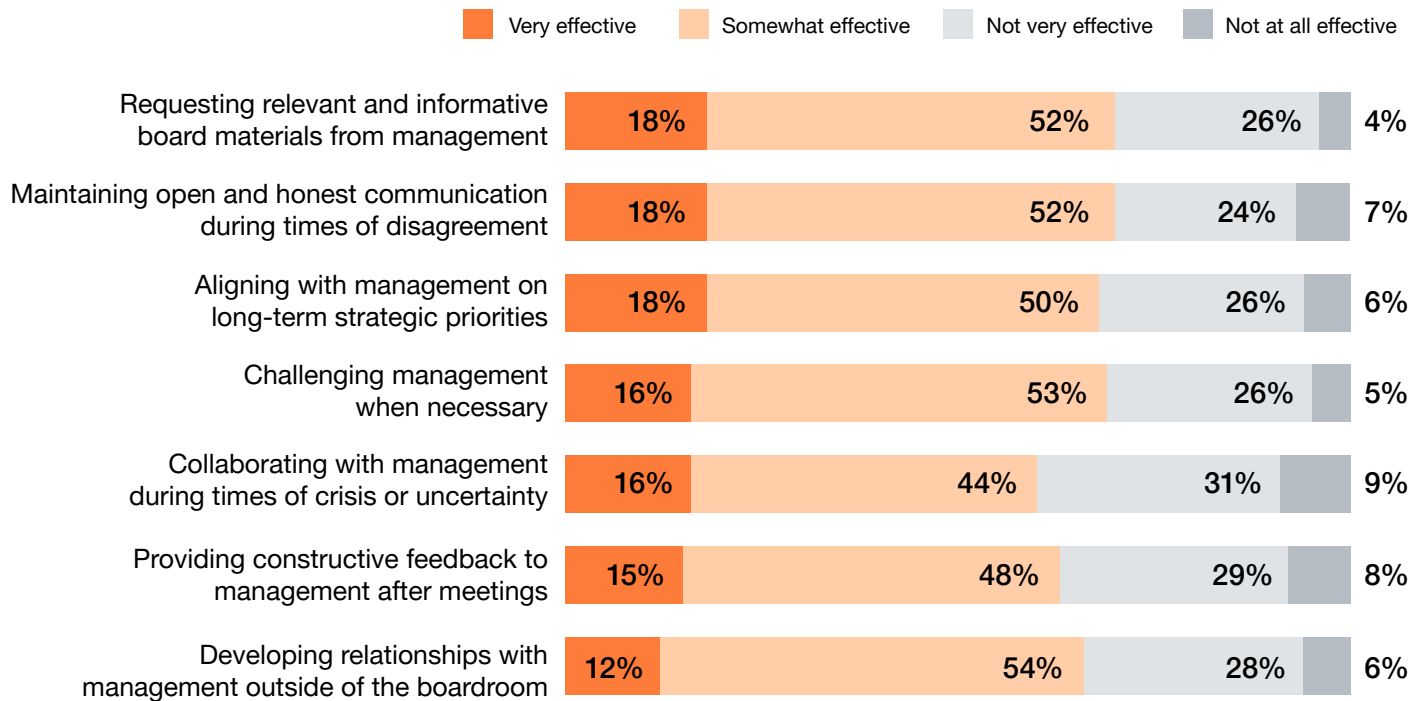
1. How would you rate the overall effectiveness of your board of directors?



Base: 523

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

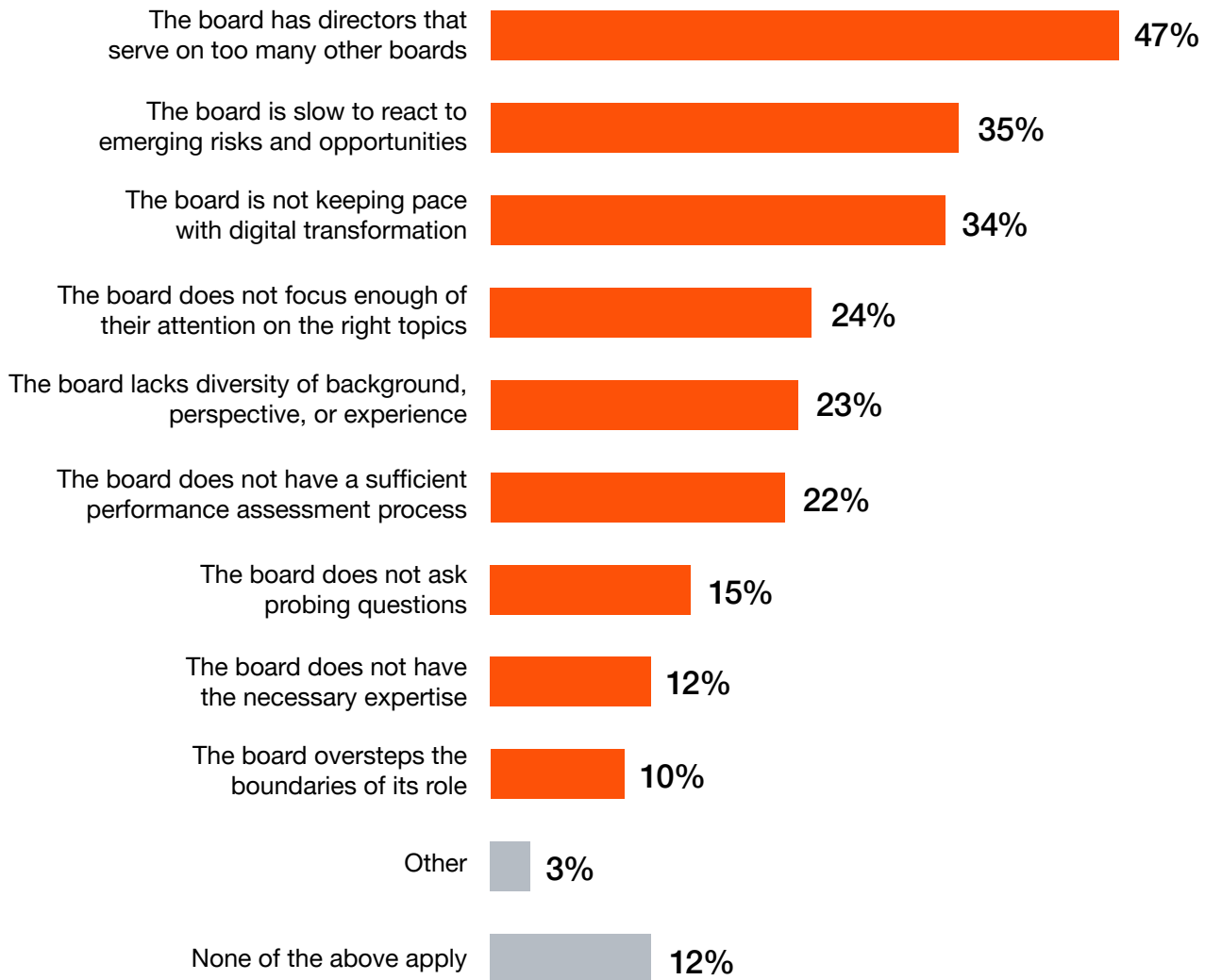
2. How effective do you think your board is at:



Base: 489-501

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

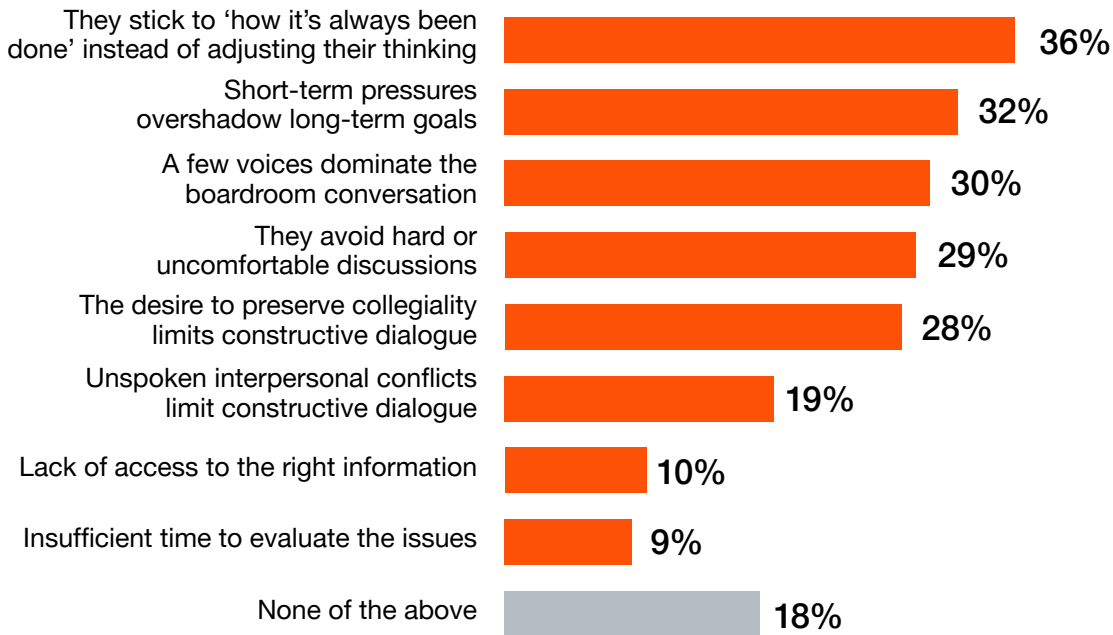
3. Do any of the following factors prevent your board from being more effective? (select all that apply)



Base: 523

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

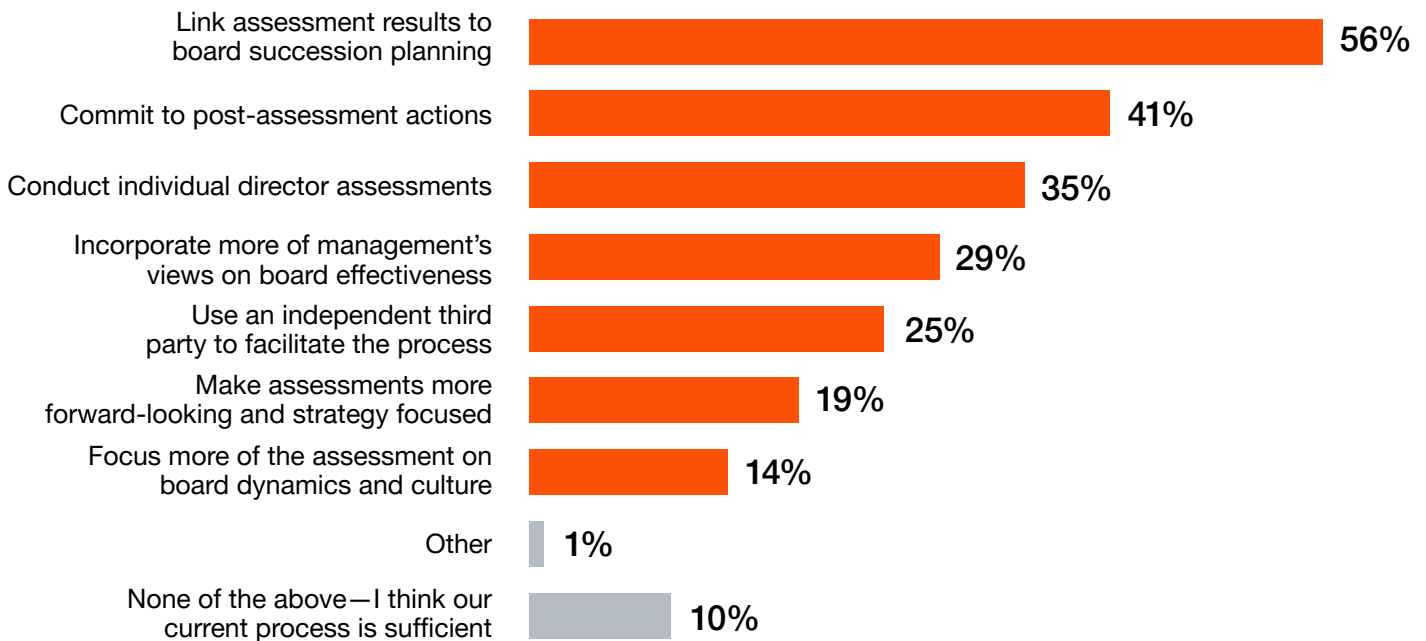
4. Which of the following factors hinder effective board decision-making? (select all that apply)



Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

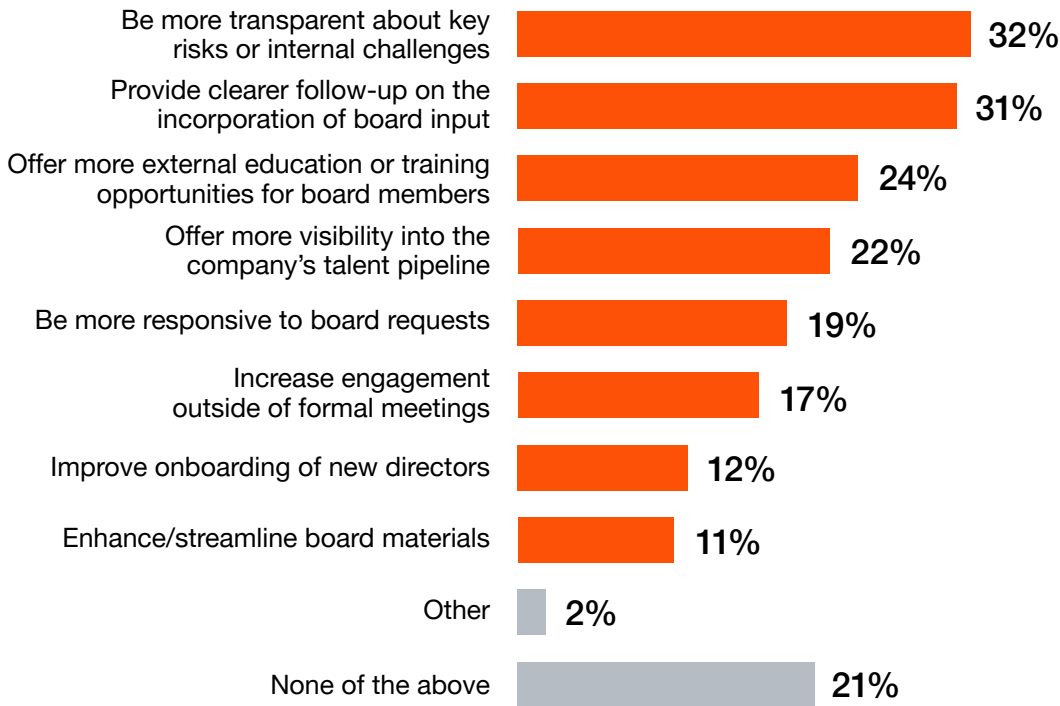
5. How could your board improve its performance assessment process to drive greater effectiveness? (select all that apply)



Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

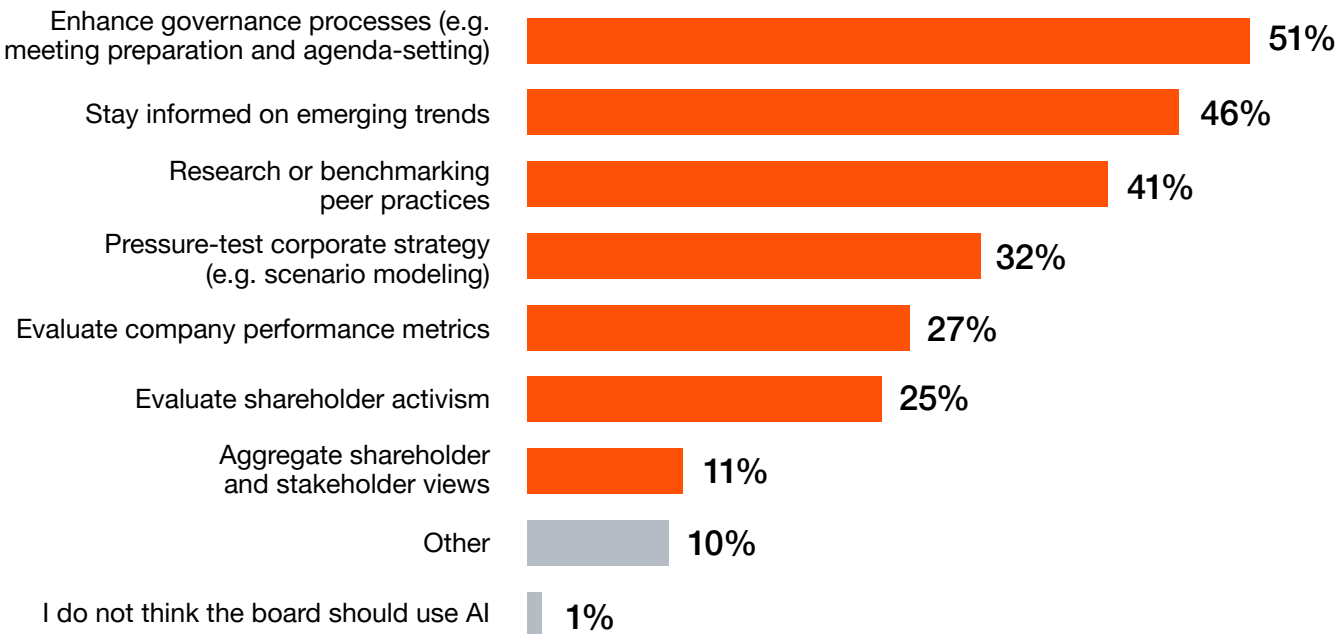
6. What actions could management take to improve board effectiveness? (select all that apply)



Base: 513

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

7. In which ways do you think your board could best leverage AI to be more effective in its oversight role? (select all that apply)



Base: 522

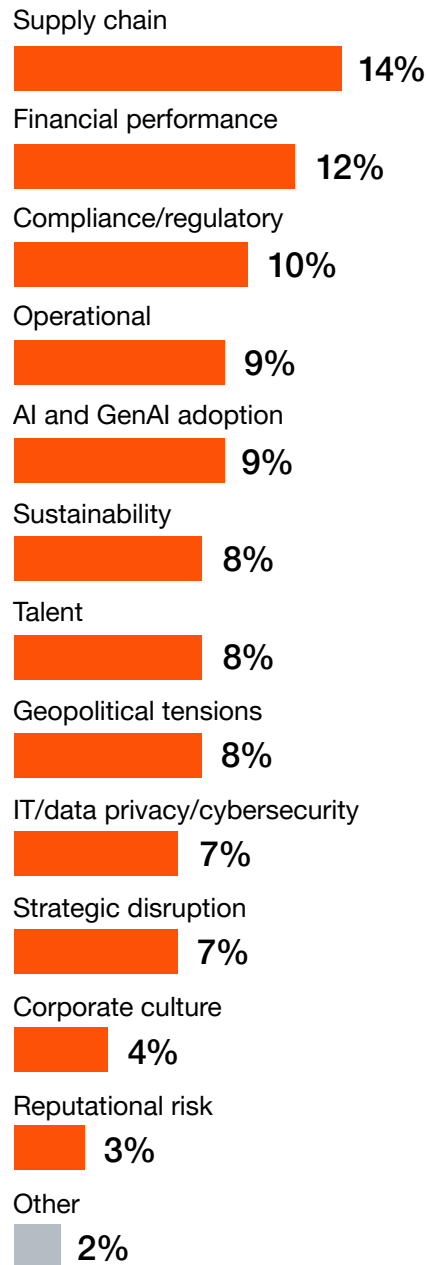
Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

8. What top three areas of expertise do you feel should be added to your board within the next 12 months? (select up to three)



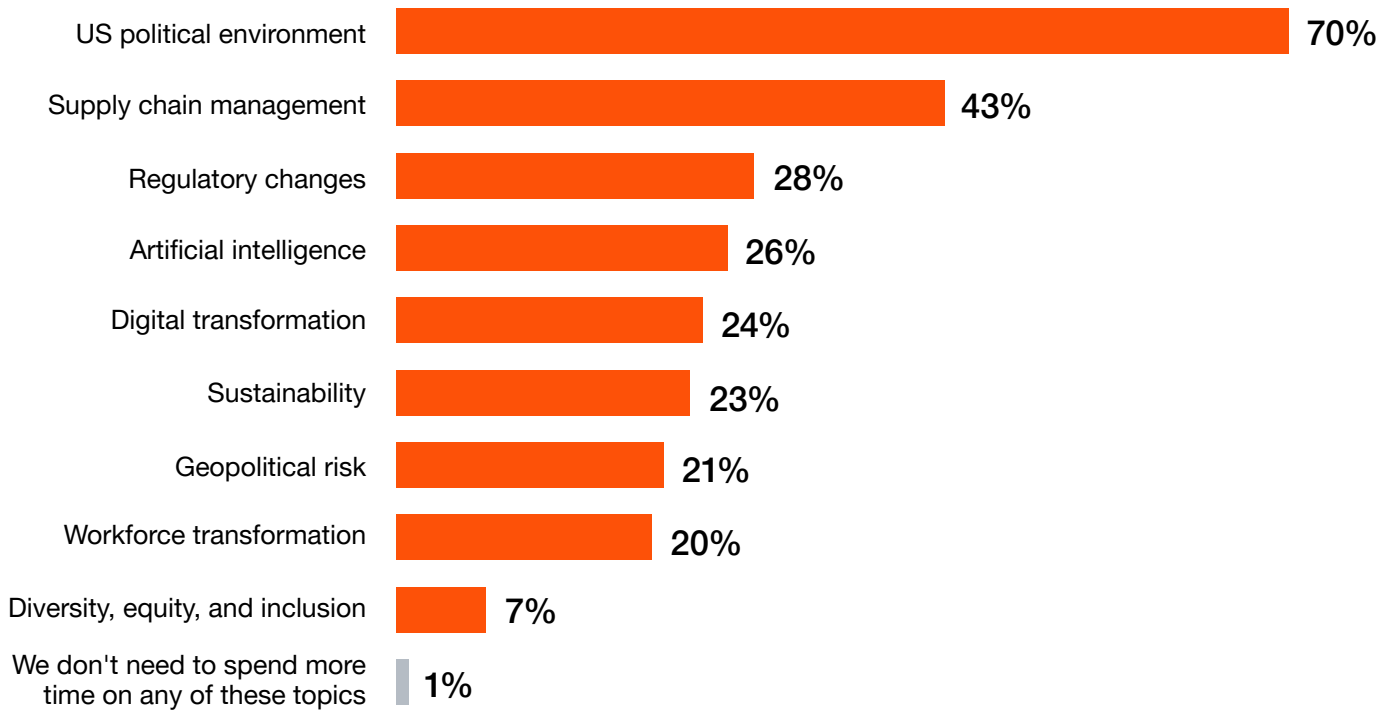
Base: 519
 Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

9. What is the single greatest risk that keeps you up at night as an executive?



Base: 524
 Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

10. Which of the following topics should your board spend increased time on over the next 12 months? (select all that apply)



Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

11. In your role, which board committee(s) do you interact with? (select all that apply)



Base: 522

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

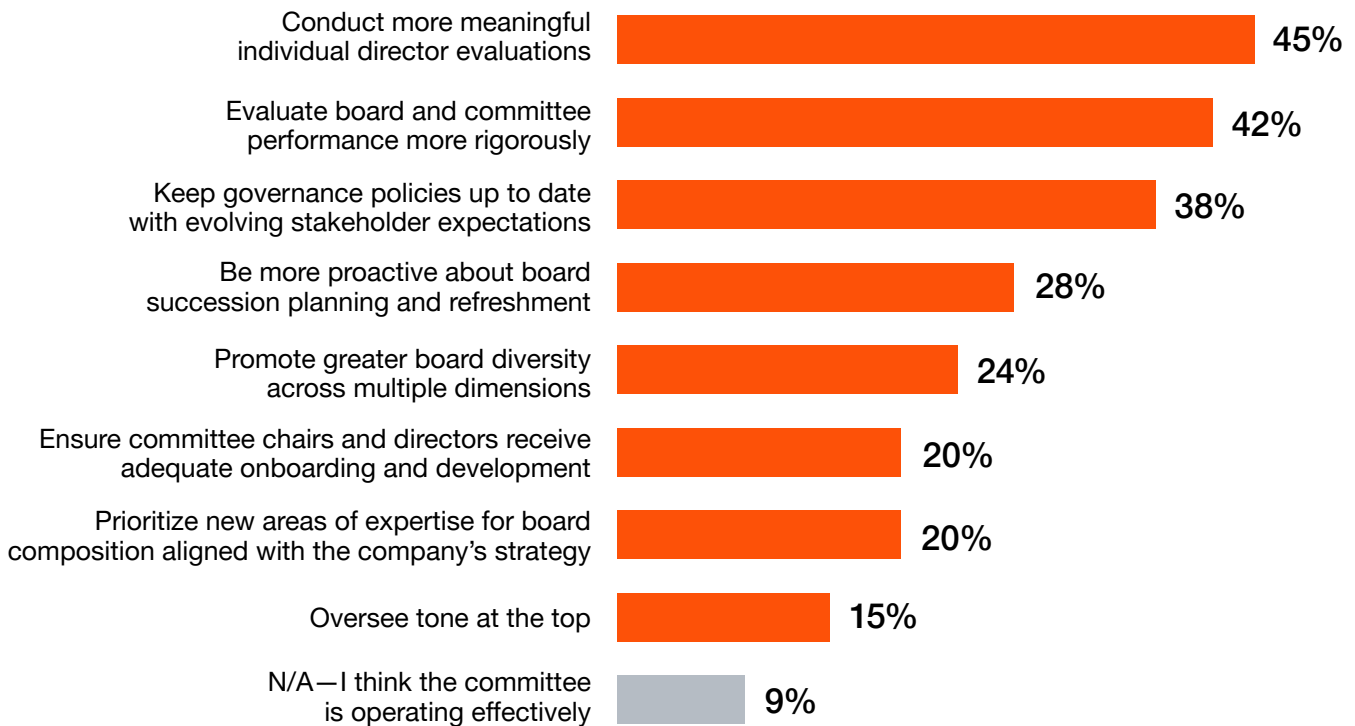
12a. What could the audit committee be doing more effectively? (select all that apply)



Base: 203

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

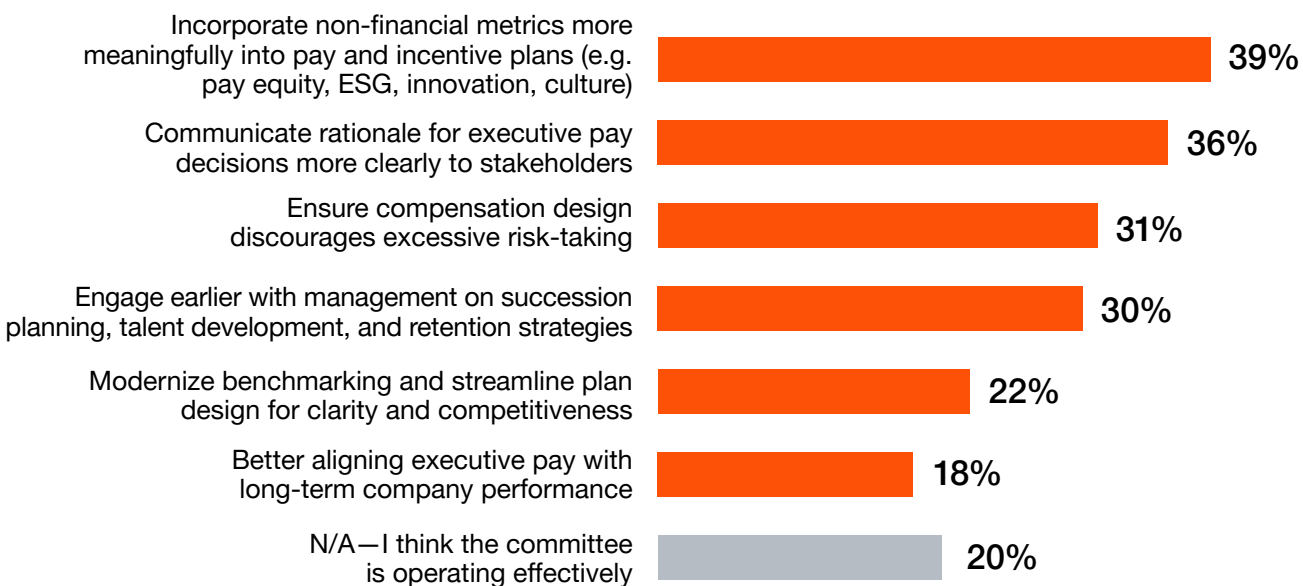
12b. What could the nominating/governance committee be doing more effectively? (select all that apply)



Base: 413

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

12c. What could the compensation committee be doing more effectively? (select all that apply)

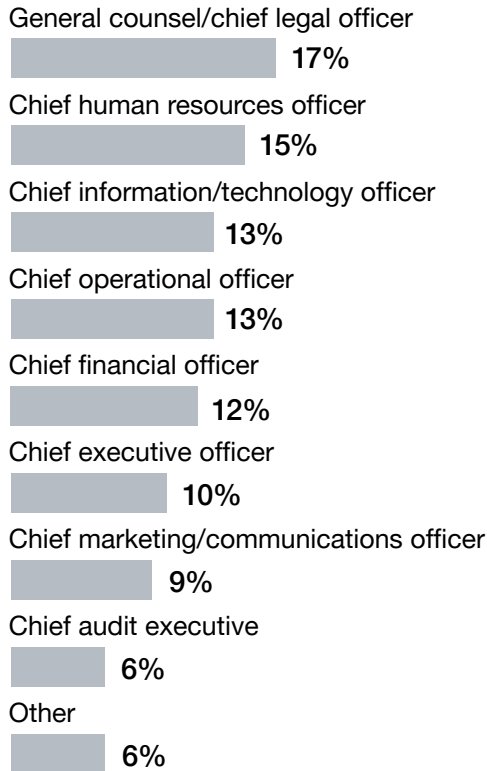


Base: 246

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

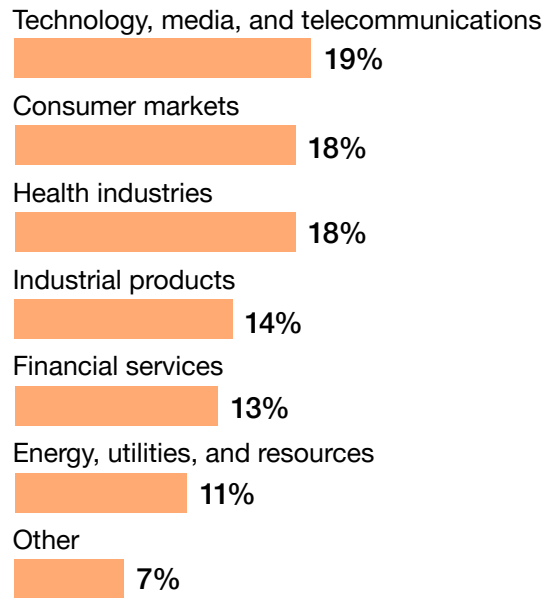
Demographics

Your role is (or is within the office of):



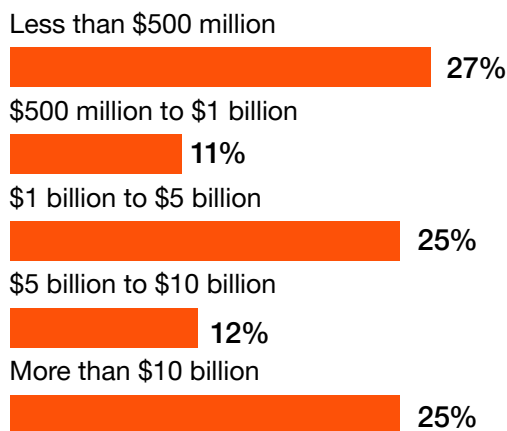
Base: 524
Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Which of the following best describes your company's industry? (select only one)



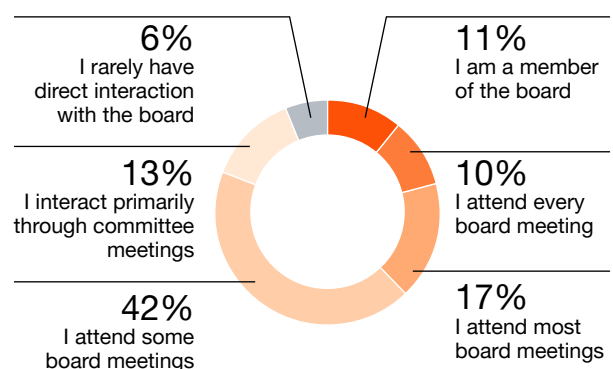
Base: 522
Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

What are the annual revenues of your company?



Base: 524
Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

What is your level of interaction with the board?



Base: 521
Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

About the survey

PwC and The Conference Board's study, **Board effectiveness: A survey of the C-suite**, gauges the perception that C-suite executives at public companies across the US have related to the performance of their boards of directors. Fielded between September 2025 and November 2025, the survey gathered responses from 524 executives. The respondents represent a cross-section of senior executives from several industries, the majority of whom help to lead companies with revenues of more than \$1 billion.

Contacts

PwC's Governance Insights Center

Ray Garcia

Partner, Governance Insights Center Leader
ray.r.garcia@pwc.com

Paul DeNicola

Principal, Governance Insights Center
paul.denicola@pwc.com

Carin Robinson

Director, Governance Insights Center
carin.l.robinson@pwc.com

Arielle Berlin

Director, Governance Insights Center
arielle.berlin@pwc.com

Nick Bochna

Manager, Governance Insights Center
nicholas.bochna@pwc.com

The Conference Board

Matteo Tonello

Managing Director, Head of TCB
Benchmarking and Analytics
mtonello@tcb.org

Andrew Jones

Principal Researcher, Governance
& Sustainability Center
ajones@tcb.org

Ariane Marchis-Mouren

Senior Researcher, Governance
& Sustainability Center
amarchis-mouren@tcb.org

THE CONFERENCE BOARD 



Board effectiveness: A survey of the C-suite

pwc.com/us/csuitesurvey