Discussion Outline

1. Briefly introduce Trewstar
2. Are you “board ready?”
3. Board opportunities and how to find them
4. Board materials, courses and certifications
5. From interviewing to on-boarding
6. AMA!
# Trewstar by the Numbers

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>250</td>
<td>Placements (as of Jan 2023)</td>
</tr>
<tr>
<td>94%</td>
<td>Women and/or people of color</td>
</tr>
<tr>
<td>33%</td>
<td>Ethnically or racially diverse placed candidates</td>
</tr>
<tr>
<td>98%</td>
<td>Successful completion rate</td>
</tr>
<tr>
<td>43%</td>
<td>Clients engaged us for multiple searches</td>
</tr>
<tr>
<td>100%</td>
<td>Women owned and operated</td>
</tr>
</tbody>
</table>
All directors must have a strong understanding of:

- Business operations
- Financial processes and controls
- Strategy development and execution
- Risk management
- CEO succession and compensation

Fit with the Skills Matrix
Your background is in a functional area the board values and there is an opening

- Finance
- Technology
- Cyber security
- Human capital
- Go-to-market
- Legal

Are you “board ready?”

Desired Expertise
You have something special a particular board seeks

- Digital transformation
- M&A
- Scaling during a period of hyper-growth
- Capital allocation
- Pre-IPO readiness

Personal Attributes
You demonstrate the qualities expected of a board member

- Personal maturity/gravitas
- Judgement
- Collegiality
- High ethical standards
- Pass background check
## How Old Are Directors?

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 or younger</td>
<td>827</td>
</tr>
<tr>
<td>30 – 40</td>
<td>3703</td>
</tr>
<tr>
<td>40 – 50</td>
<td>9936</td>
</tr>
<tr>
<td>50 – 60</td>
<td>13027</td>
</tr>
<tr>
<td>60 – 70</td>
<td>6293</td>
</tr>
<tr>
<td>70 – 80</td>
<td>1098</td>
</tr>
<tr>
<td>80 or older</td>
<td></td>
</tr>
</tbody>
</table>

32,924 current US public company directors
Types of Boards

Fortune 500
Sitting and retired c-suite executives from large cap public companies

Small Cap Companies
Broader set of experiences considered

IPO Track
Focus is often on finding an audit chair

PE/VC
These ecosystems are expanding to include truly independent directors and a diversity focus

Family/Privately Held
Insider relationships usually required

Non Profits
Do it for love!
Board Materials

Detailed Chronological CV
- Up-to-date (especially on LinkedIn)
- As long as needed
- Data rich
- Accurate

Board Bio
- Non-generic
- Non-vague
- No spin
- Best used for speaking engagements/website profiles
- A paragraph or two could work at the top of your detailed resumé
Before you join a board

Do I have permission?
Do I have time?
Do the board dates and locations work?
Do I believe in the business?
Do I like the people? Do I trust them?
Am I a fit? Will I have a voice?
If I join, what opportunities must I forgo?
THANK YOU