

Campbell Tickell's Board Pay Survey 2017- Key findings

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Introduction and methodology

Total number of respondents

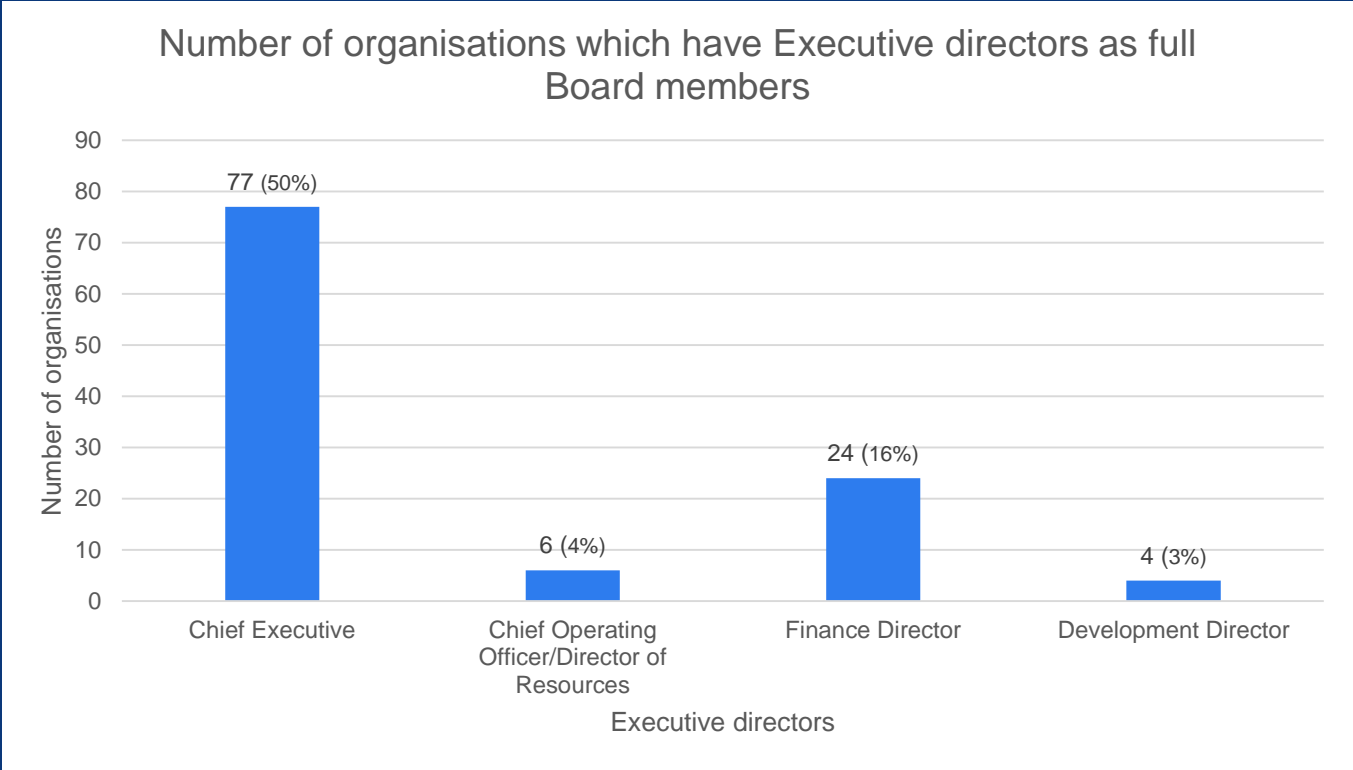
- 153 organisations responded to the survey.

Board size

- On average, Boards across the sector consists of 9 non-executive directors.
- We found no correlation between Board size, turnover and stock size.

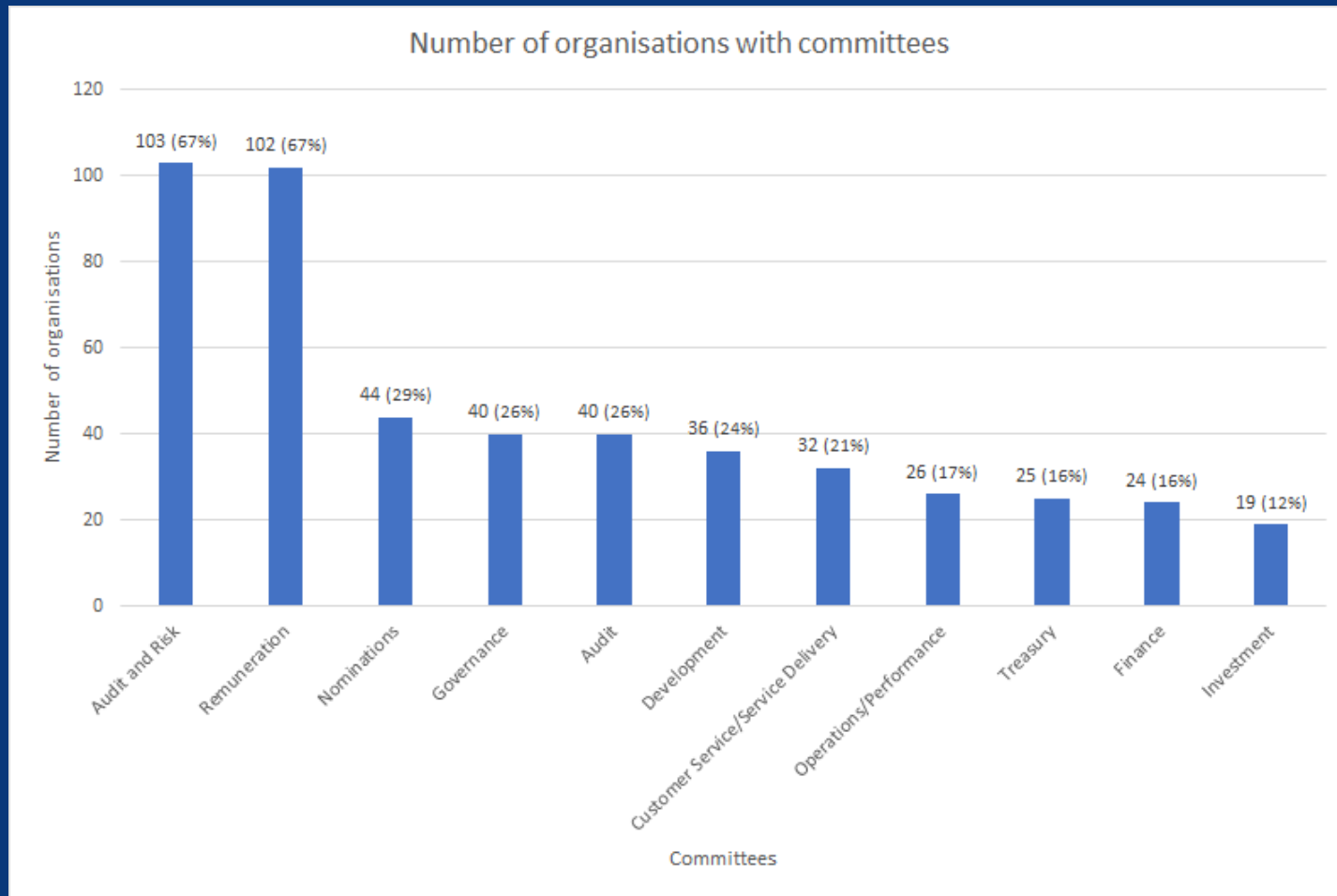
Executive directors who are full members of the Board

- On average, one Executive director sits on the Board.



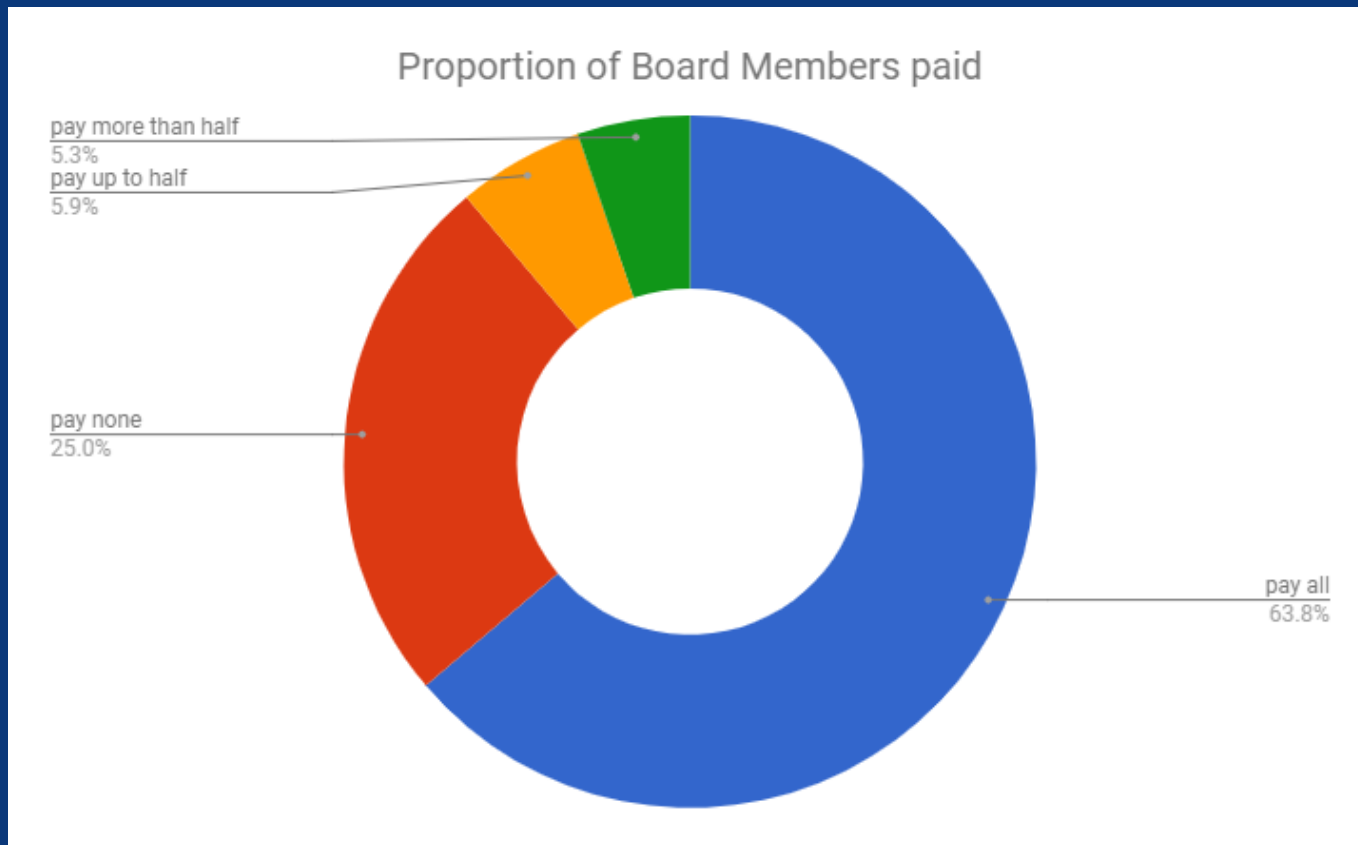
Committees supporting the Board

- On average, three committees support the Board.

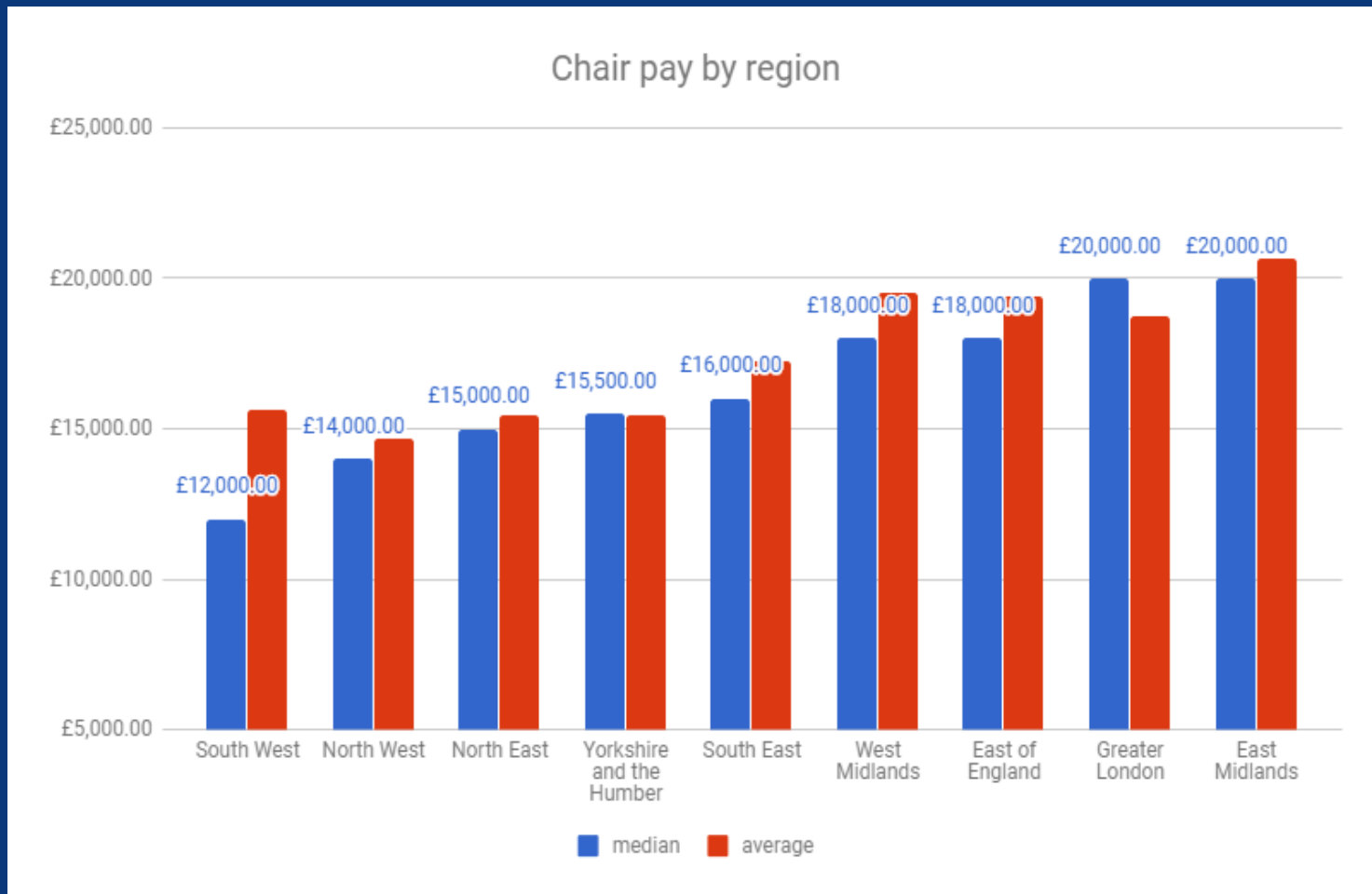


Proportion of Board members paid

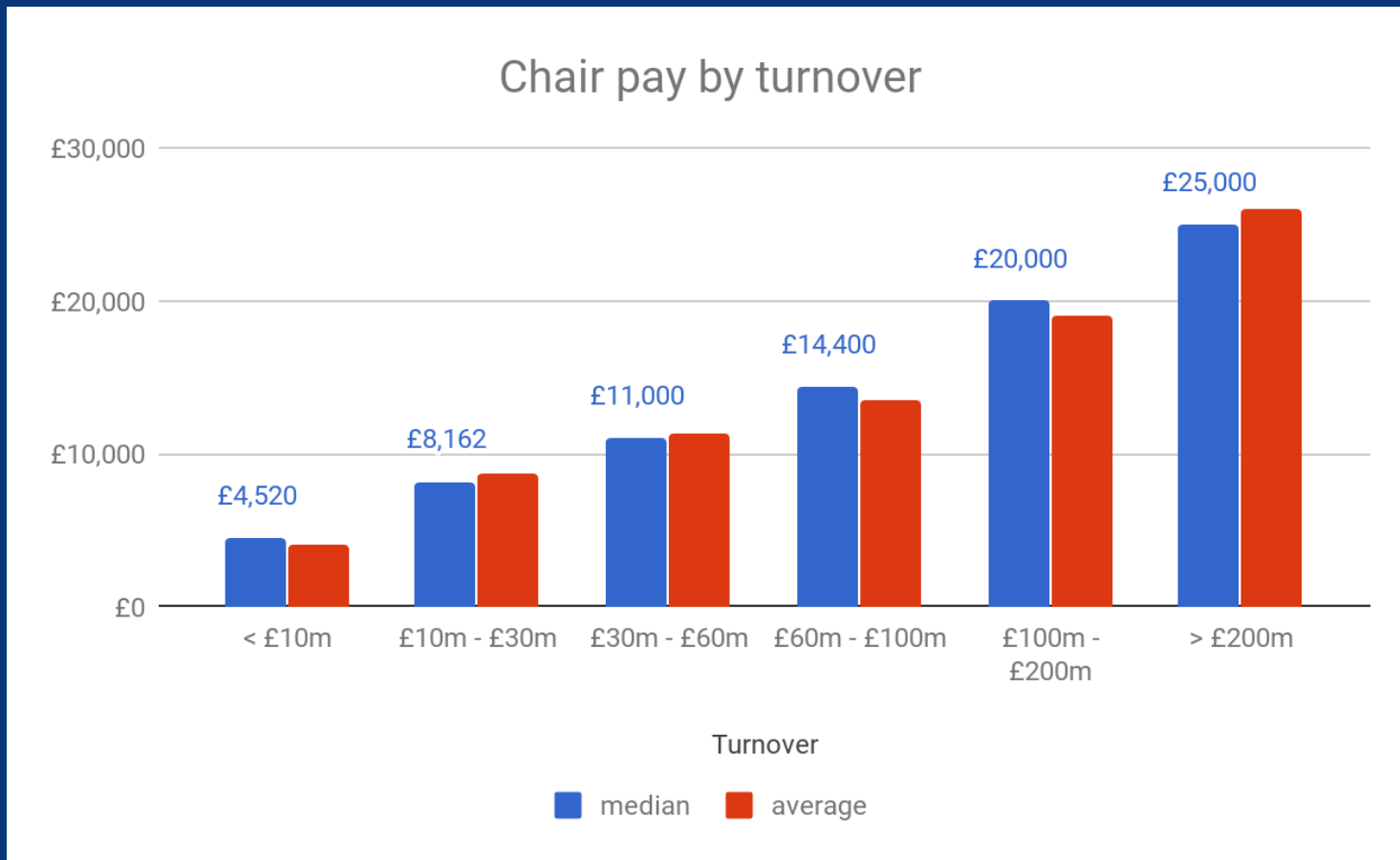
- The majority of respondents remunerate all of their Board members to some extent. The breakdown is as follows.



Chair pay by regional stock concentration



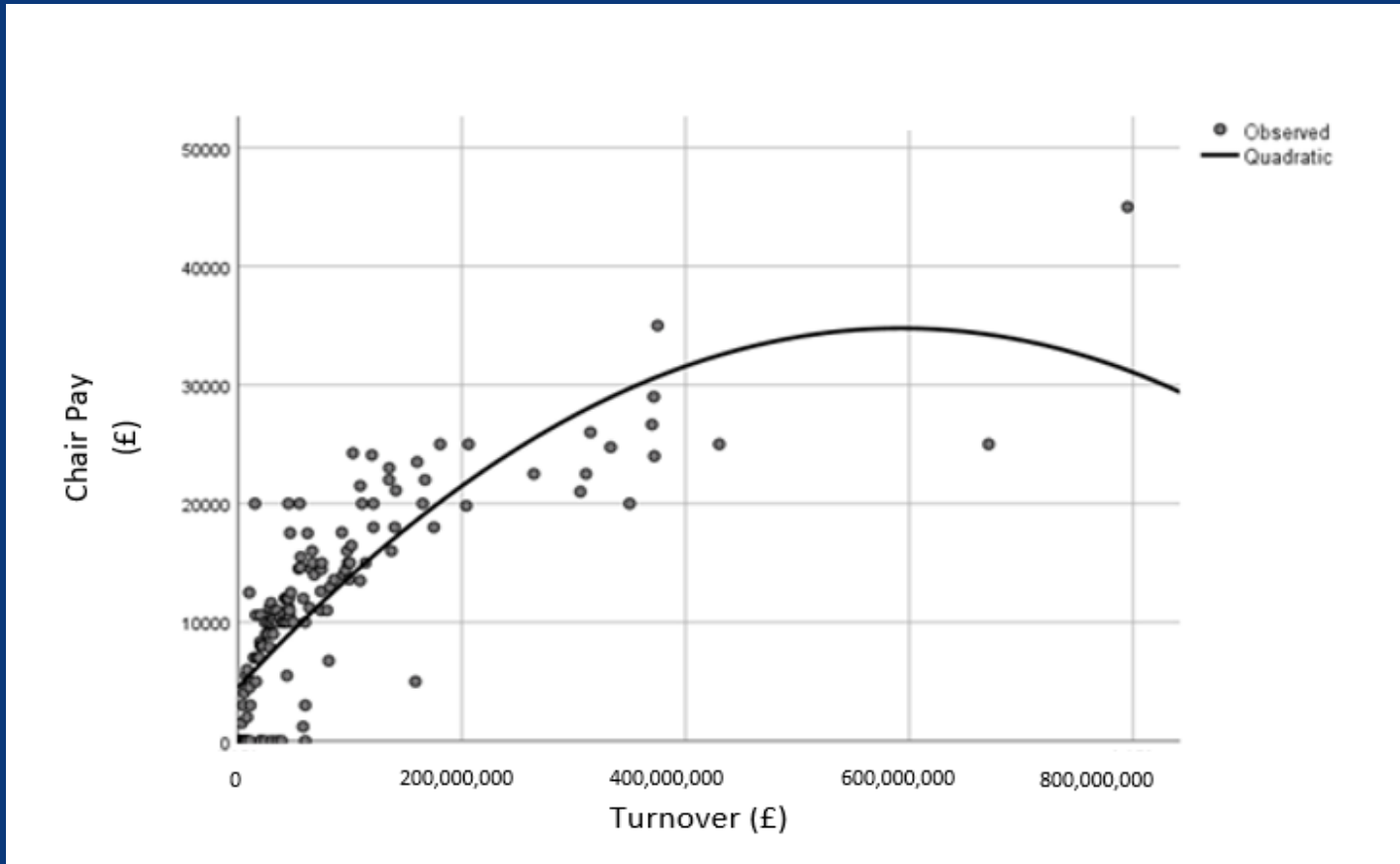
Chair pay by turnover



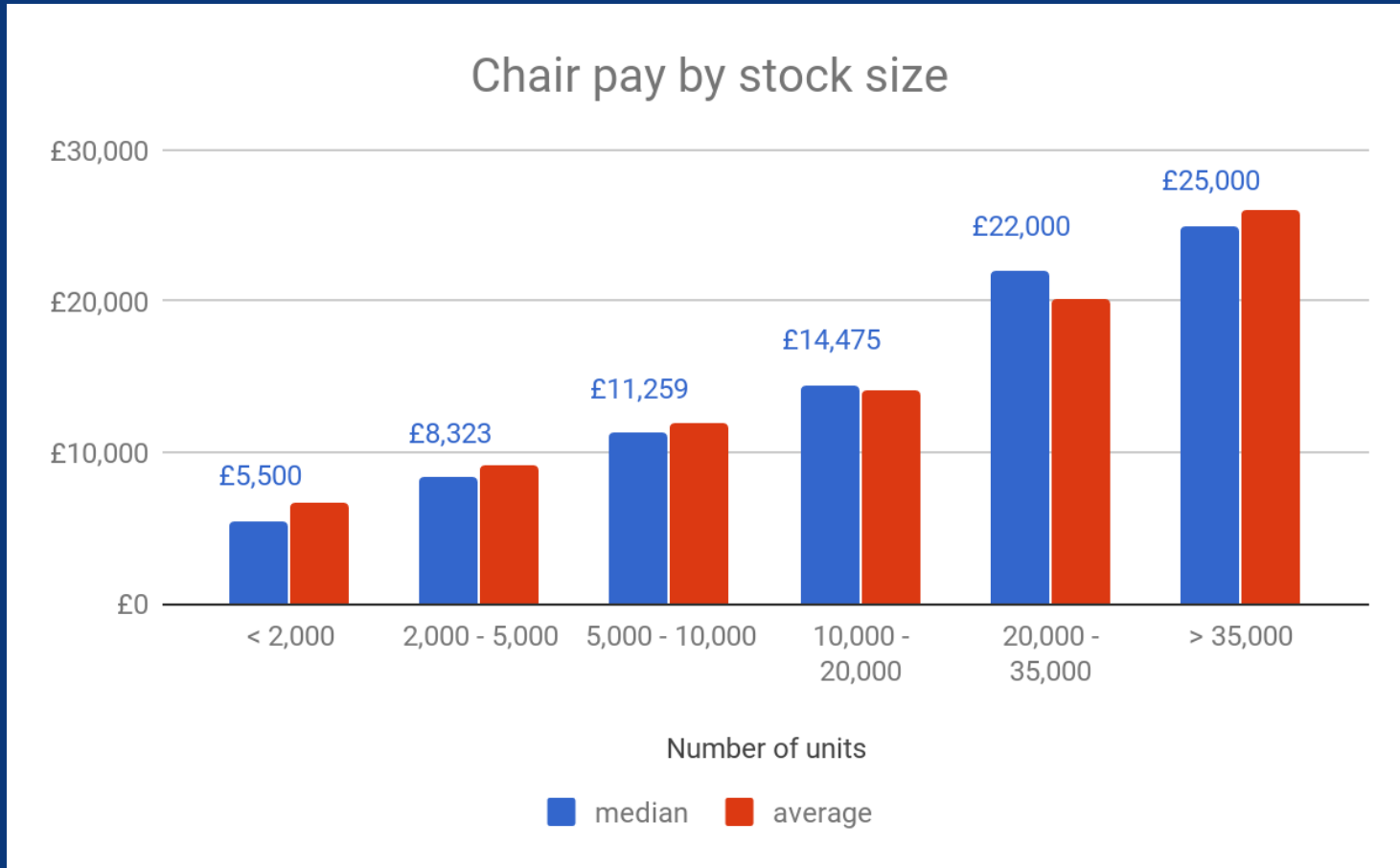
Note that these calculations do not include organisations where the Chair is unpaid.

Chair pay by turnover

- This graph shows that Chair pay increases with turnover.



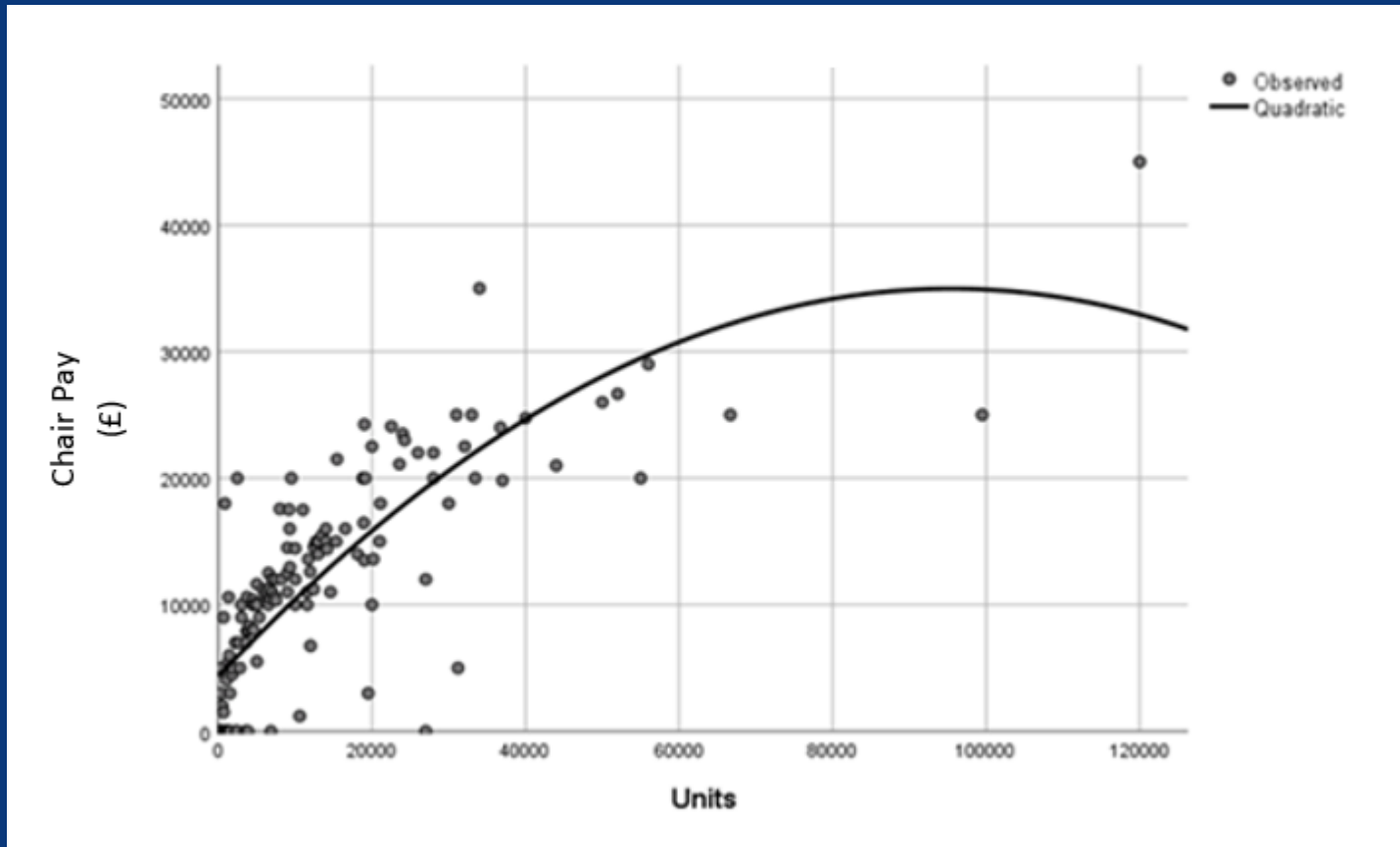
Chair pay by stock size



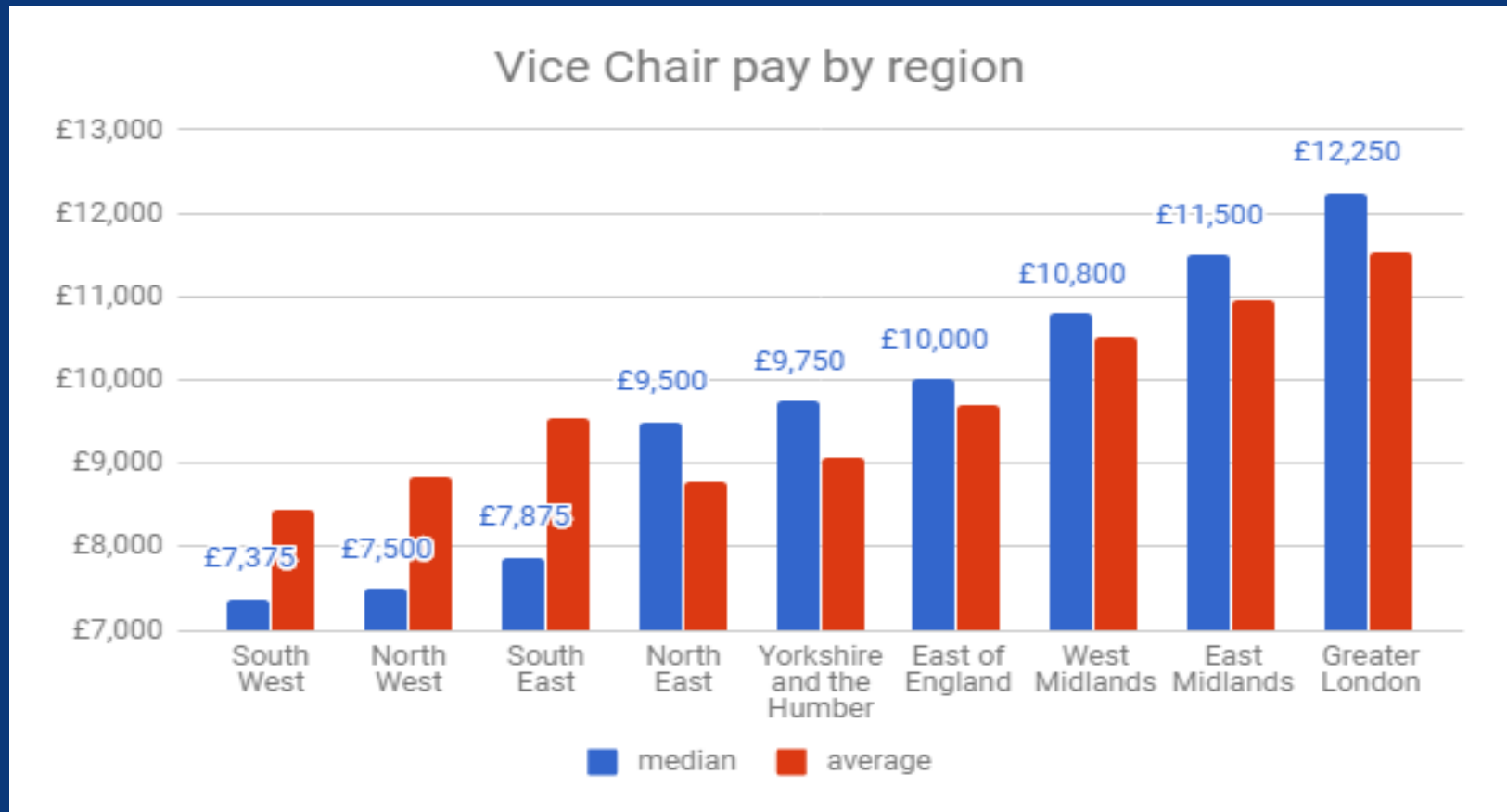
Note that these calculations do not include organisations where the Chair is unpaid.

Chair pay by stock size

- This graph shows that Chair pay increases with stock size.

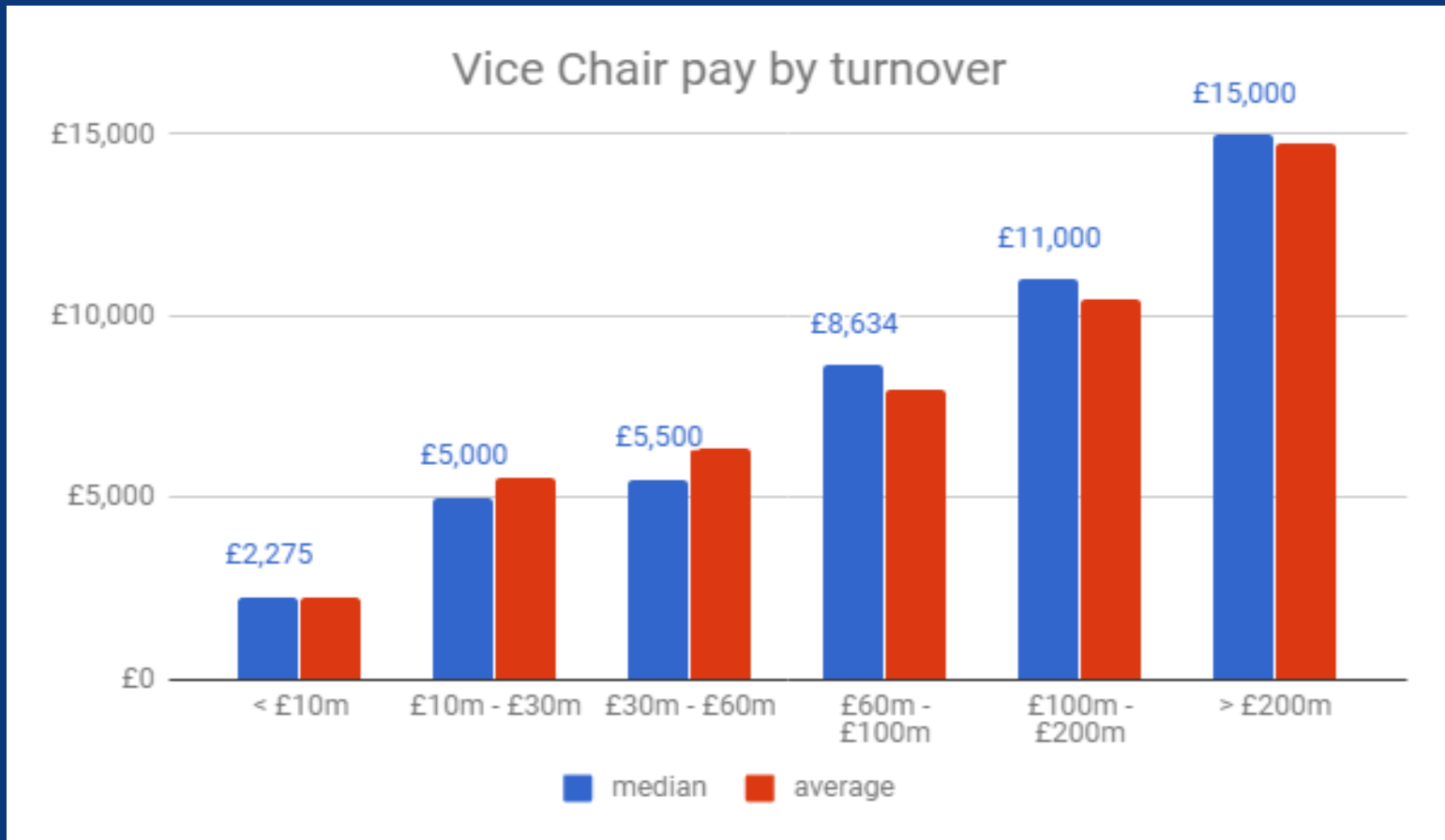


Vice Chair pay by regional stock concentration



Note that these calculations do not include organisations where the Vice Chair is unpaid.

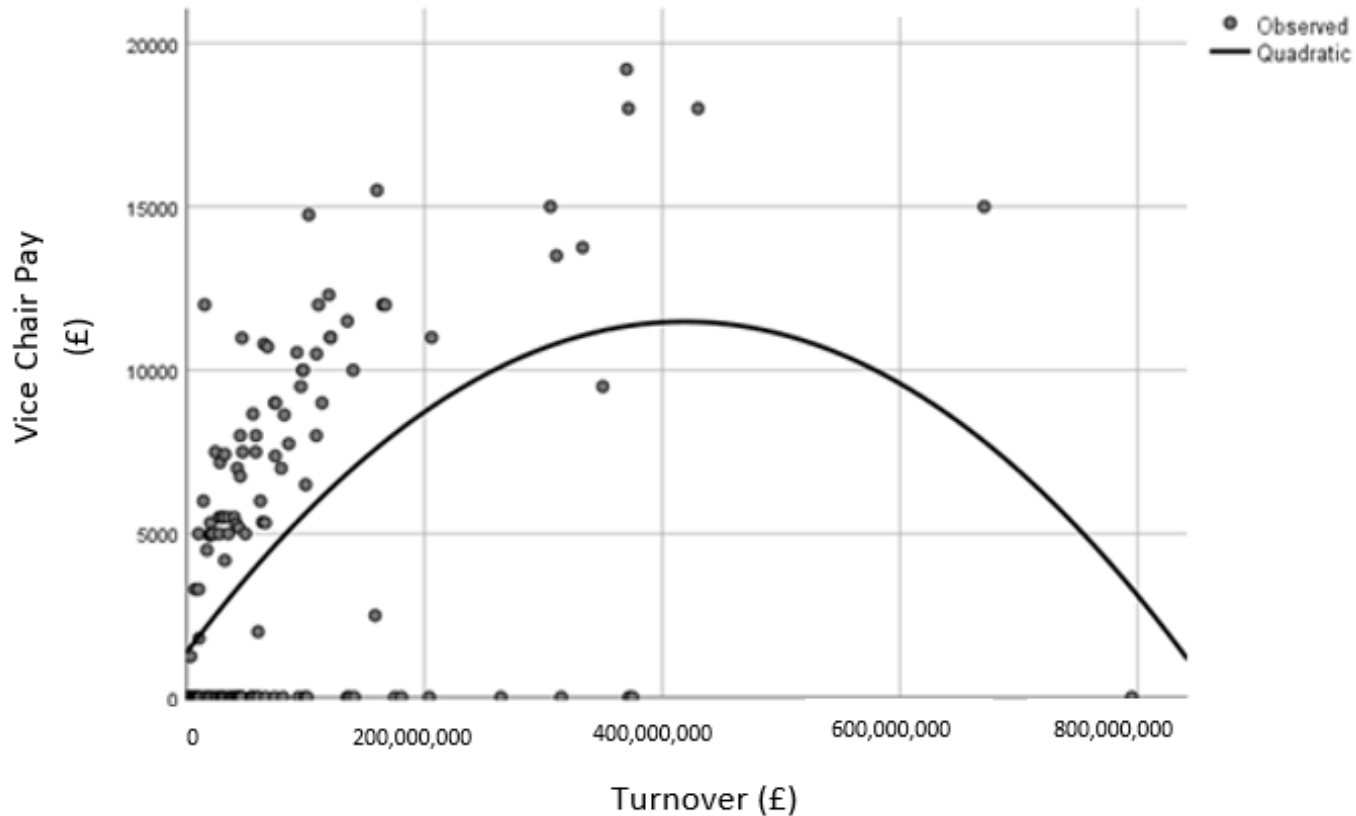
Vice Chair pay by turnover



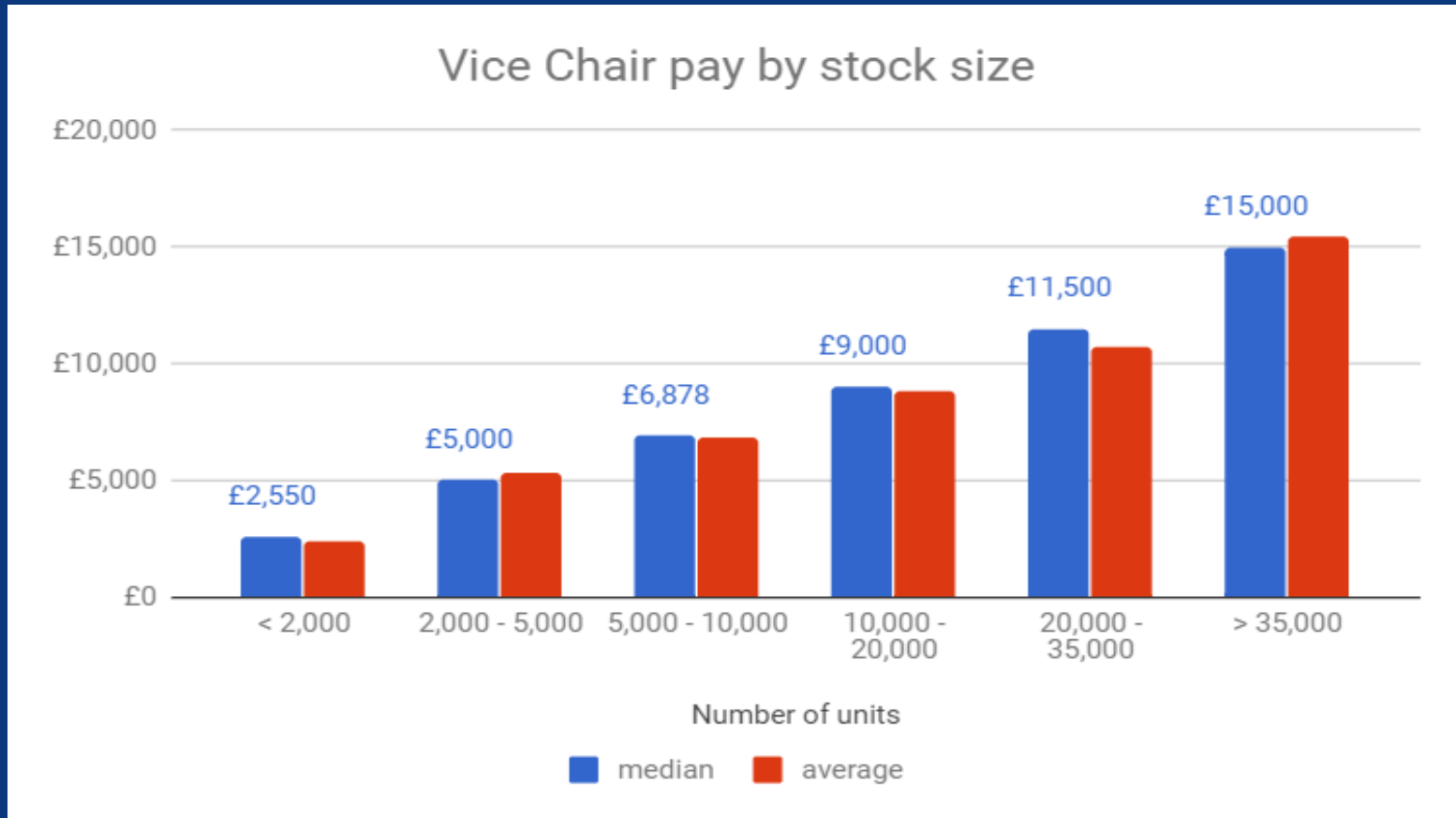
Note that these calculations do not include organisations where the Vice Chair is unpaid.

Vice Chair Pay by turnover

This graphs shows that Vice Chair pay increases with turnover.

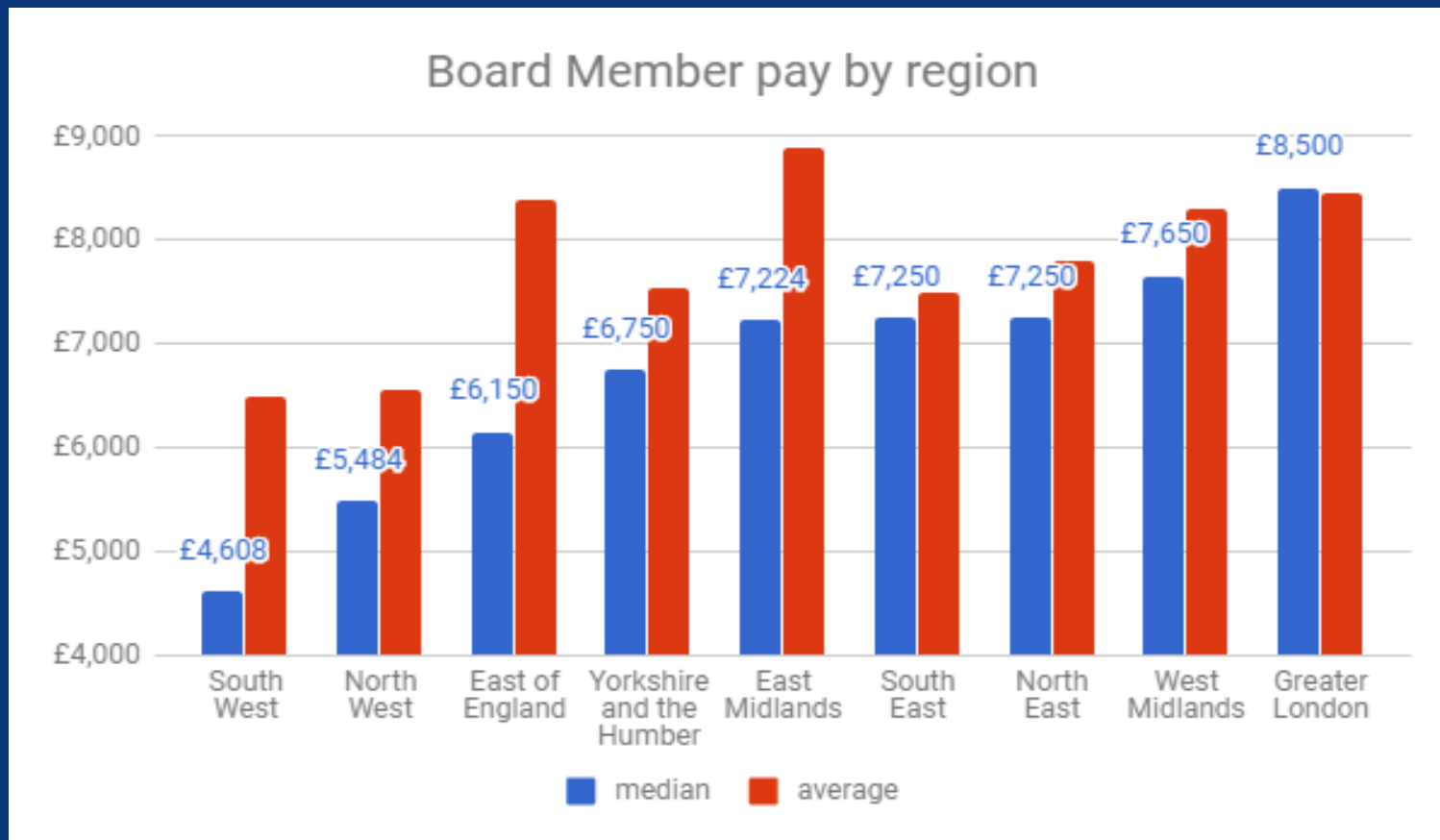


Vice Chair pay by stock size



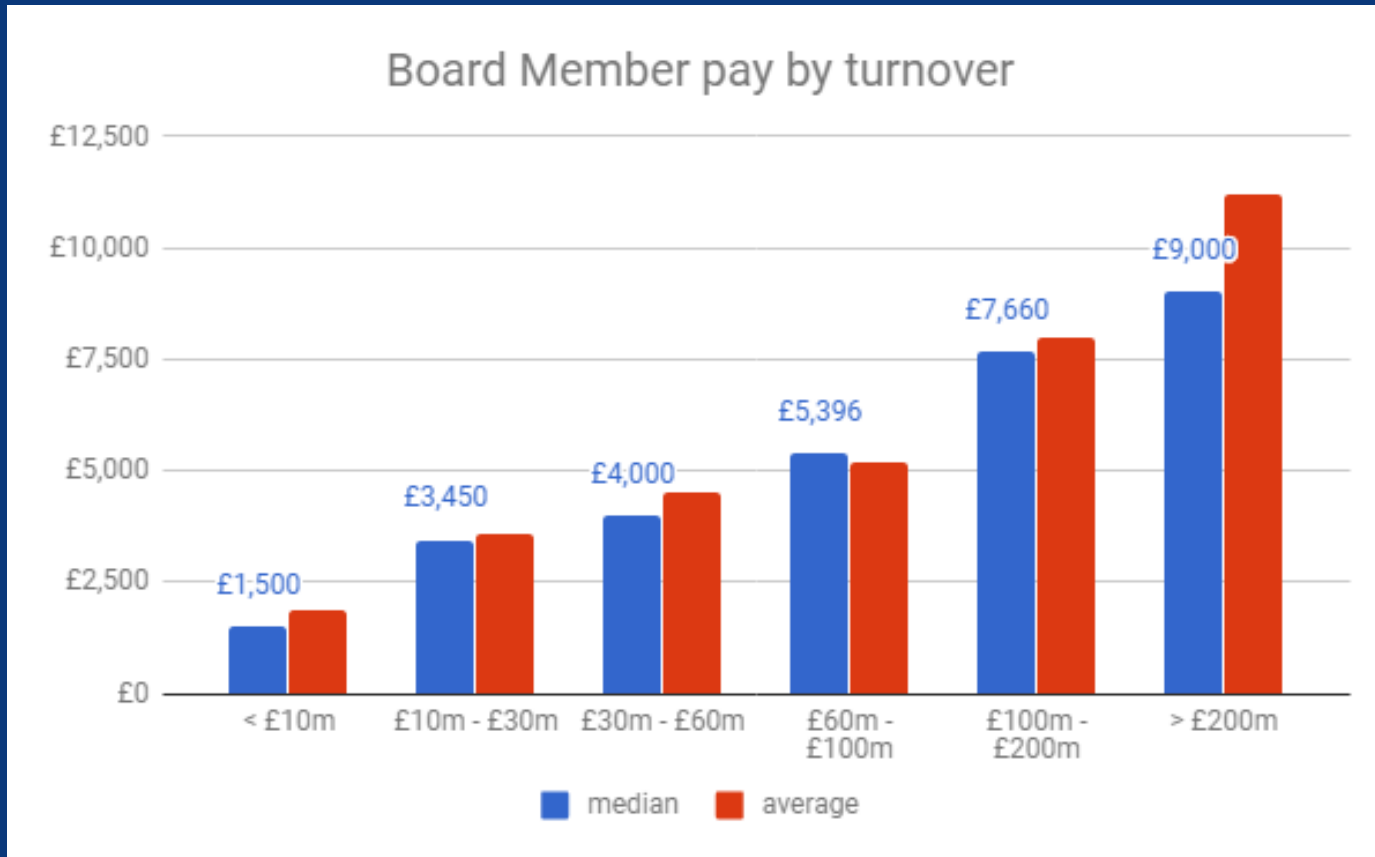
Note that these calculations do not include organisations where the Vice Chair is unpaid.

Board member pay by regional stock concentration



Note that these calculations do not include organisations where the Board members are unpaid.

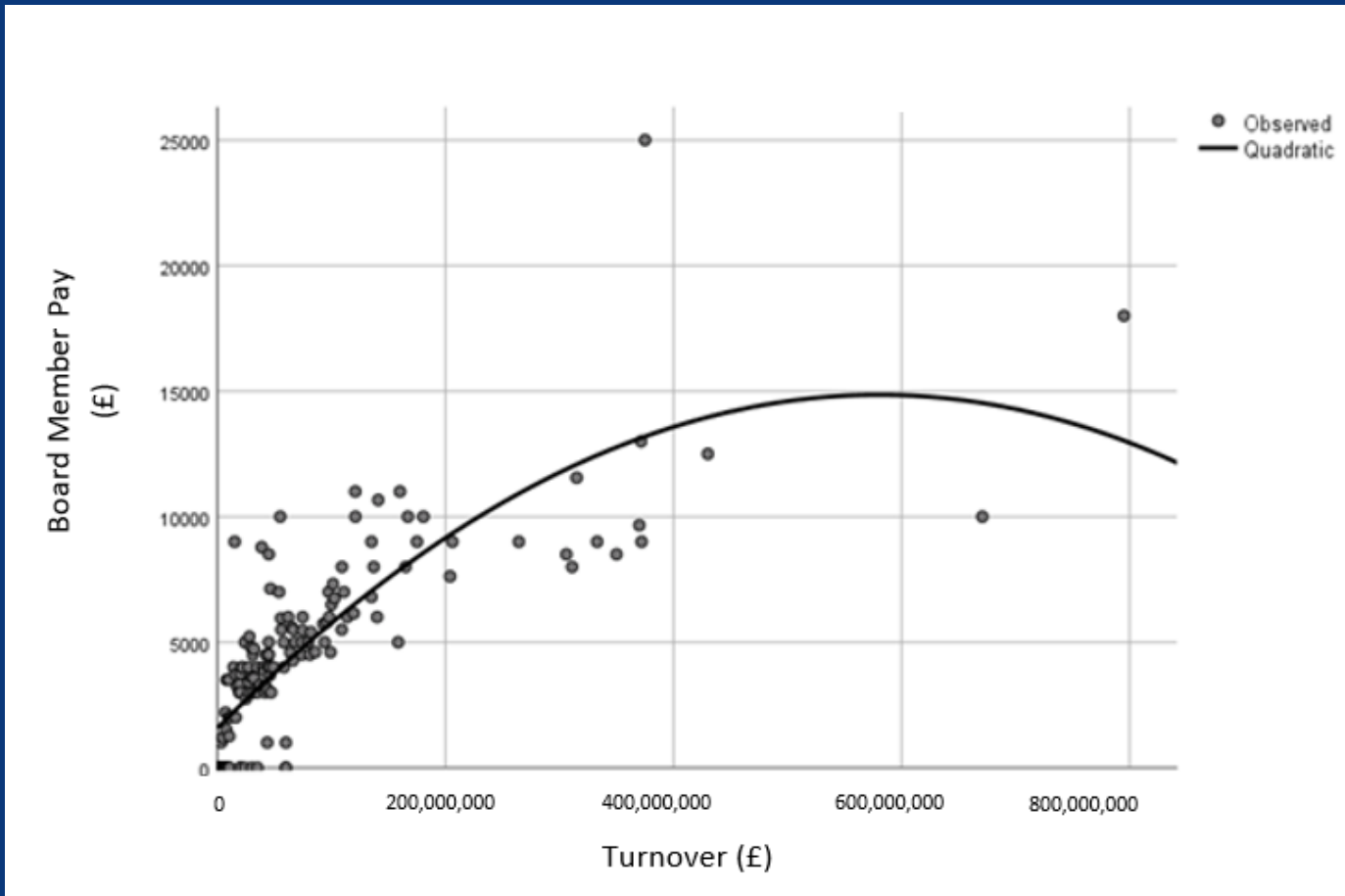
Board member pay by turnover



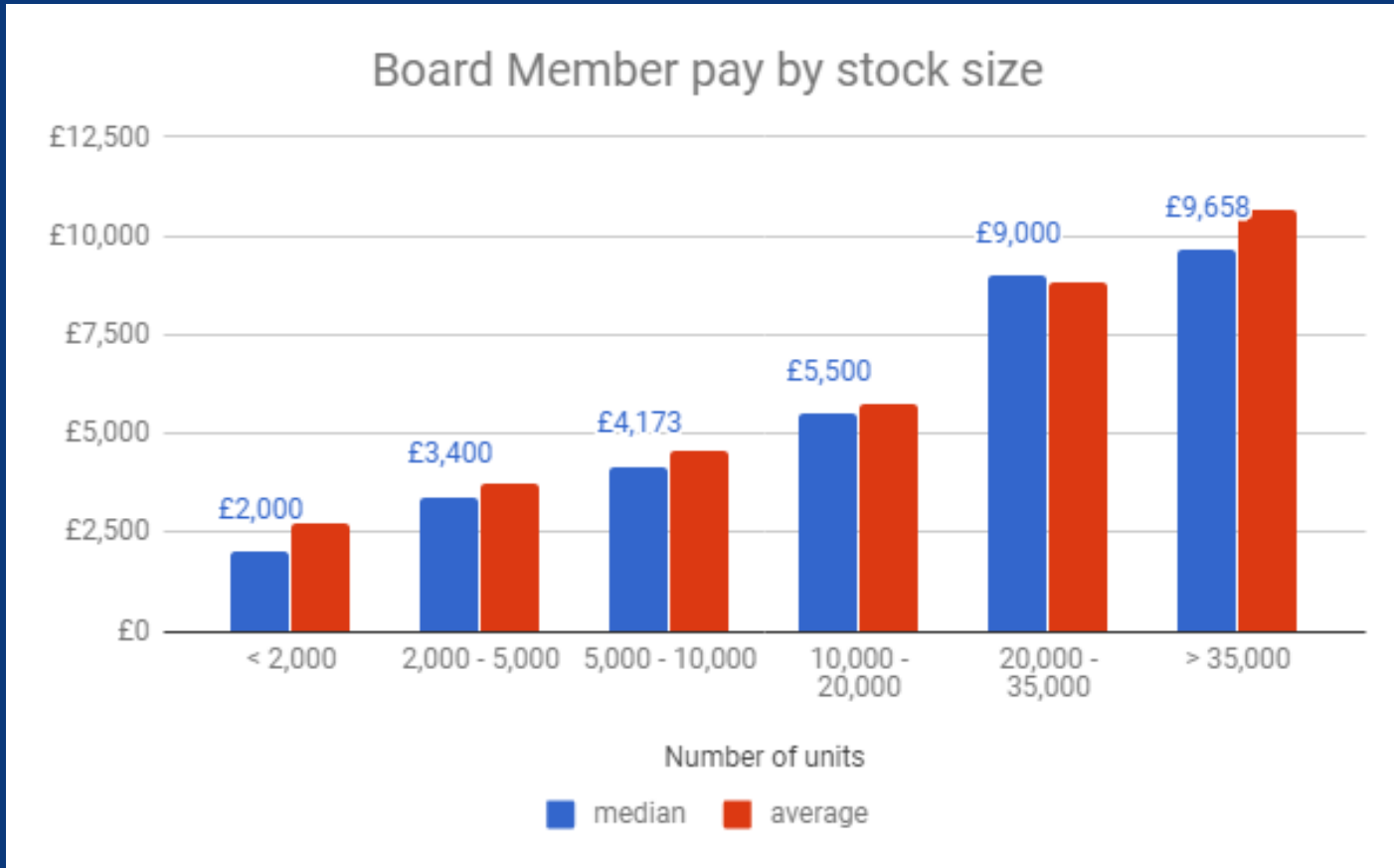
Note that these calculations do not include organisations where the Board members are unpaid.

Board member pay by turnover

This graph shows that Board member pay increases with turnover



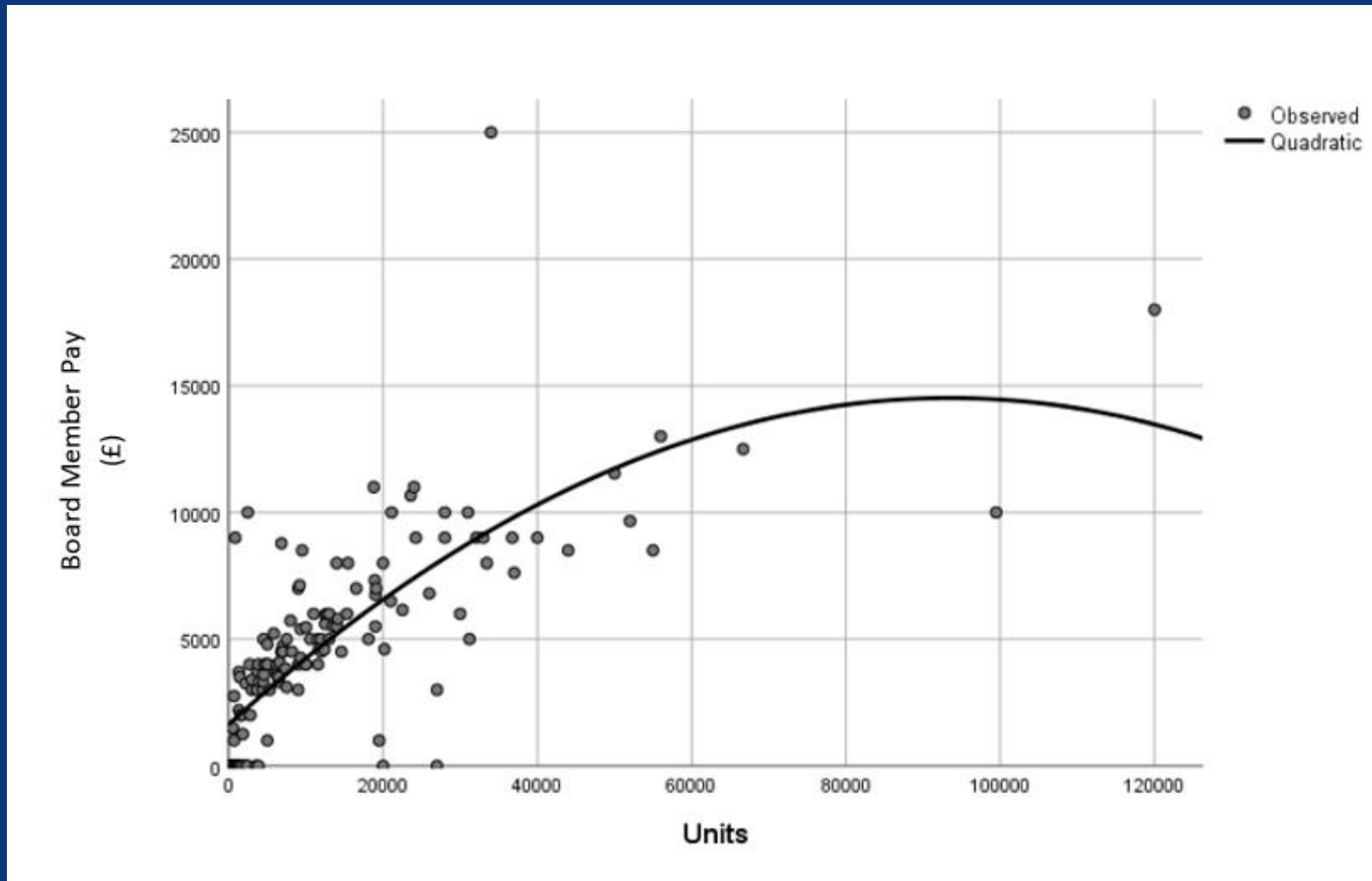
Board member pay by stock size



Note that these calculations do not include organisations where the Board Members are unpaid.

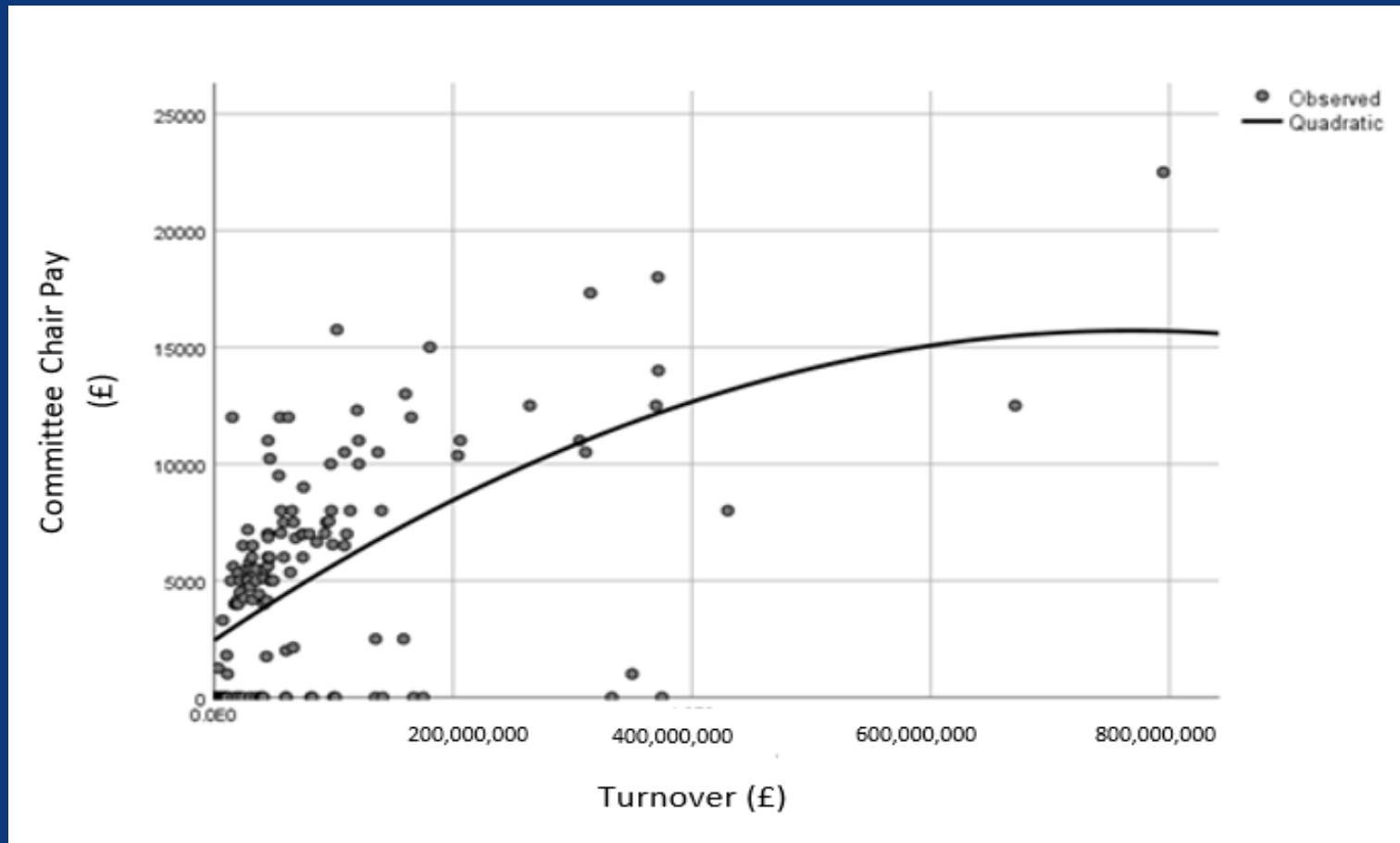
Board member pay by stock size

This graphs shows that Board Member pay increases with stock size.



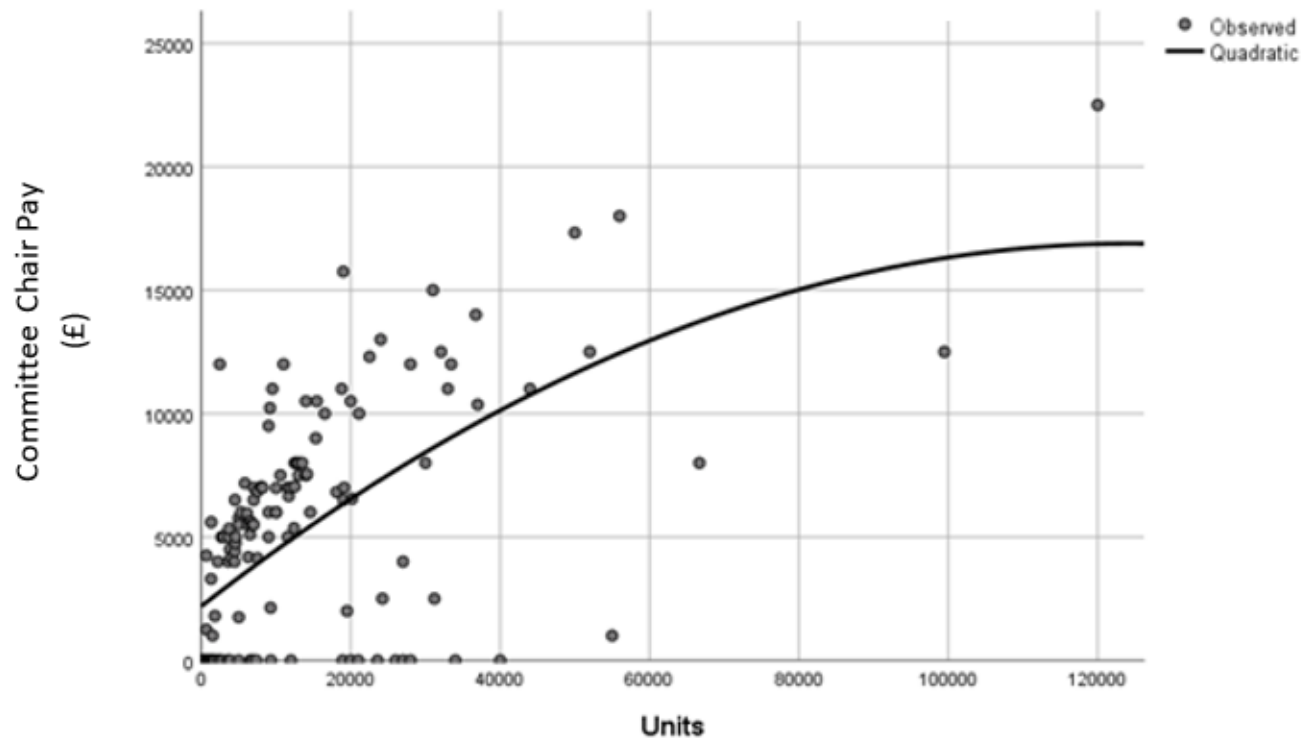
Committee Chair pay by turnover

This graphs shows that **Committee Chair pay increases with turnover.**



Committee Chair pay by stock size

This graphs shows that **Committee Chair pay increases with stock size.**



Percentage of organisations with one or more subsidiaries

Subsidiary	Percentage
RP subsidiary	35.29% (54)
Development Co.	39.87% (61)
Market Sales	18.30% (28)
Charitable	22.88% (35)
Other (PLC, market rent, design and build, training, care and support, treasury)	47.06% (81)

Number of organisations that pay their commercial subsidiary Boards

- 16% (24) of respondents pay their commercial subsidiary Chair.
- 14 % (21) of respondents pay their commercial subsidiary members.

Average/median pay for members of commercial subsidiary Boards

	Chairs	Board members
Mean:	£7,410.96	£4,614.96
Median:	£7,713.50	£4,590.00

Committee member pay

- 35% (54) of respondents pay committee members who do not sit on the main Board.

Effects of introducing Board pay

The table below shows the percentage of respondents that experienced a positive, negative or neutral effect following the introduction of Board pay.

Effect of Board pay	Percentage
Positive	60%
Neutral/ no change	11%
No answer	29%

Examples of the positive effects of Board pay	Quality recruitment (55); Skills (18); Commitment (16); Attendance (13); Professionalism (7); Contributions improved (7); Accountability (6); New experience (3); Better appraisal (3); Commercial (2); Retention (1).
Examples of the neutral/ negative effects of Board pay	Timing (11) i.e. always had board pay or have only just introduced it; Refusing payment (2); Against values (1)

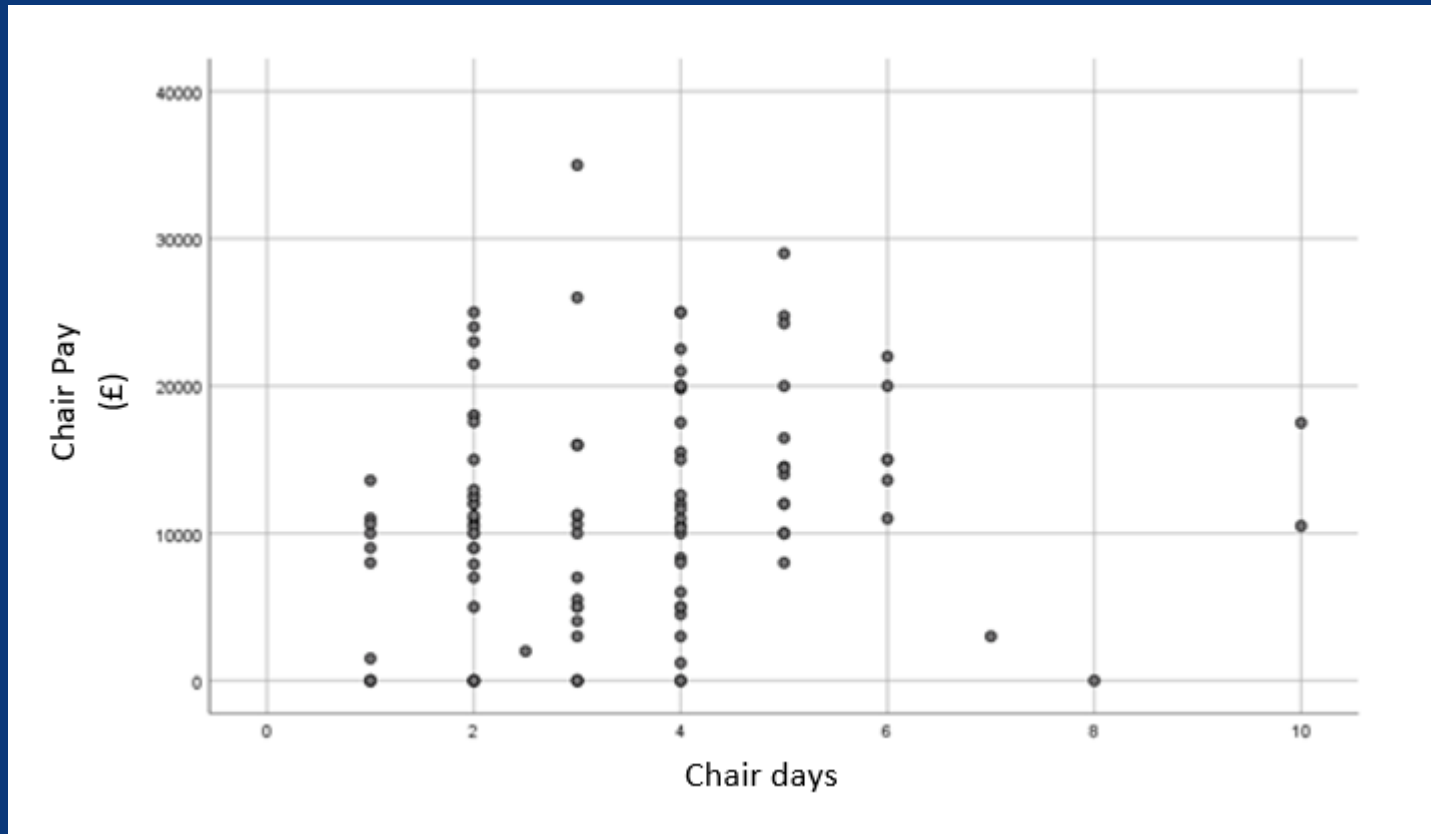
Time commitment

The table below shows the average time commitment per role, per month.

Role	Average number of days
Chair of the main Board	3
Chair of stock-holding group parent Board (if applicable)	3
Chair of non stock-holding group parent Board (if applicable)	2
Vice Chair/Senior Independent Director	2
Board members	2
Chairs of committees	2
Committee members not on the main Board	1
Subsidiary Board Chair(s)	2
Subsidiary Board members	2
Commercial subsidiary Chair(s)	2
Commercial subsidiary Board members	2

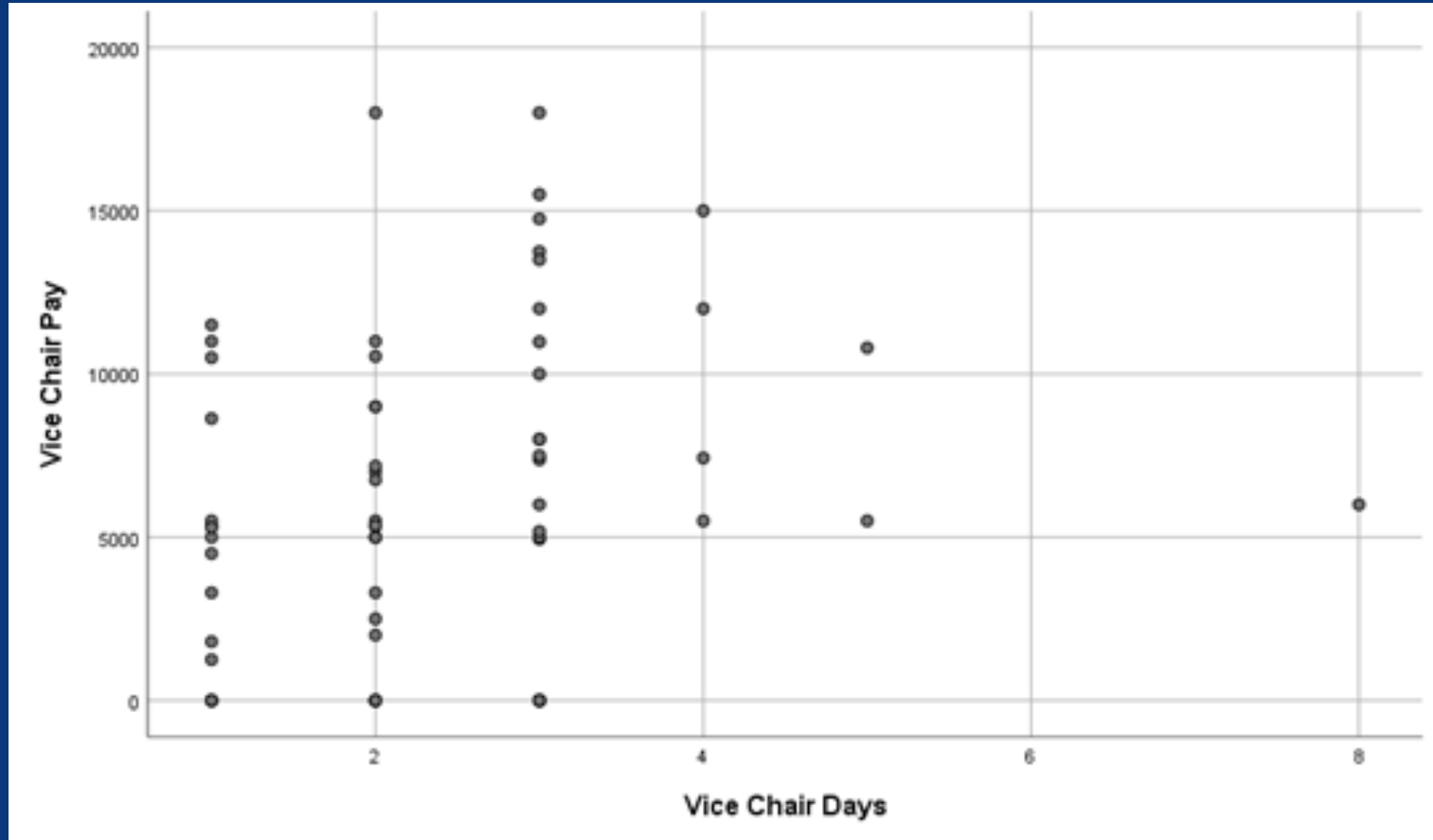
Chair pay and time commitment

- This graph shows that Chair pay is not correlated with expected time commitment.



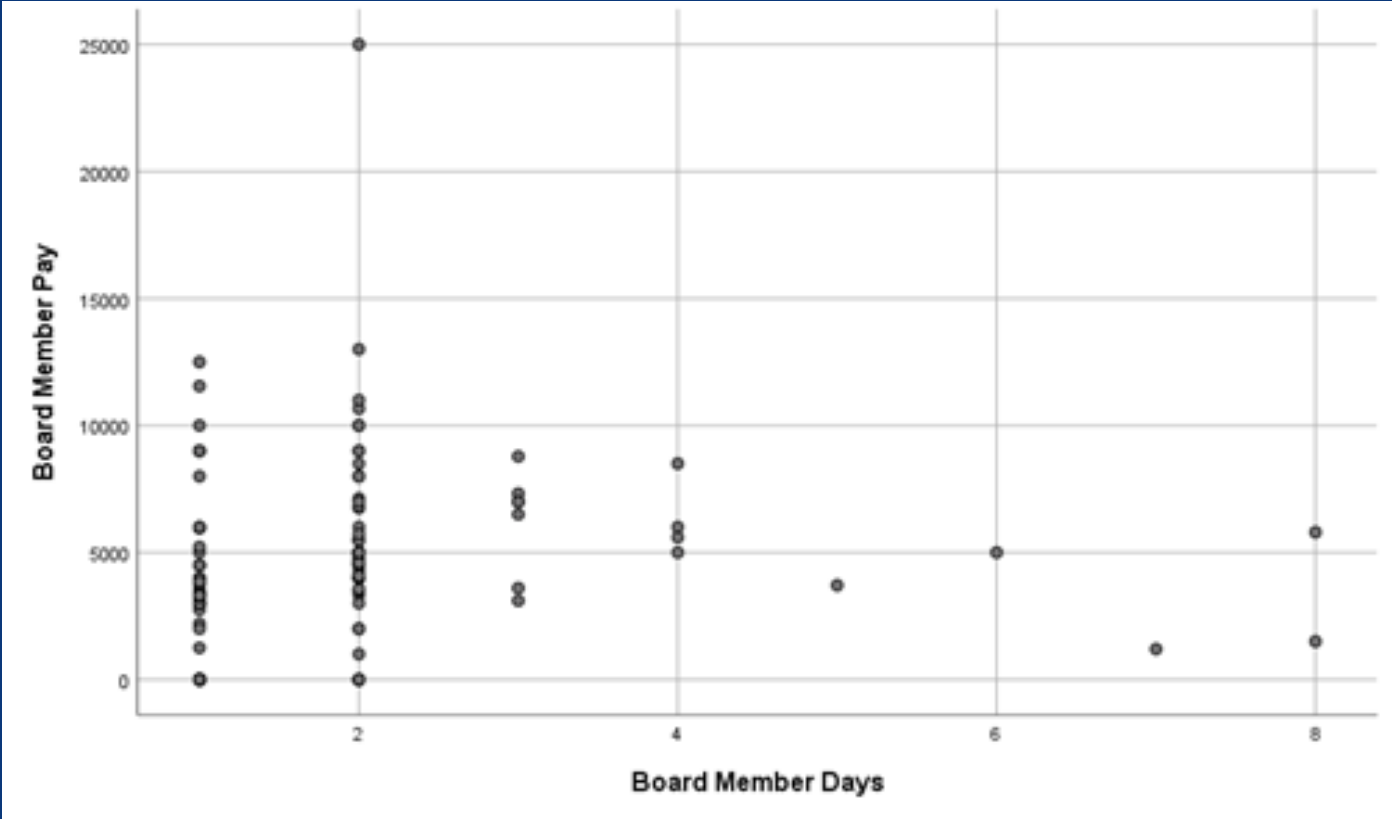
Vice Chair pay and time commitment

- This graph shows that Vice Chair pay is not correlated with expected time commitment.



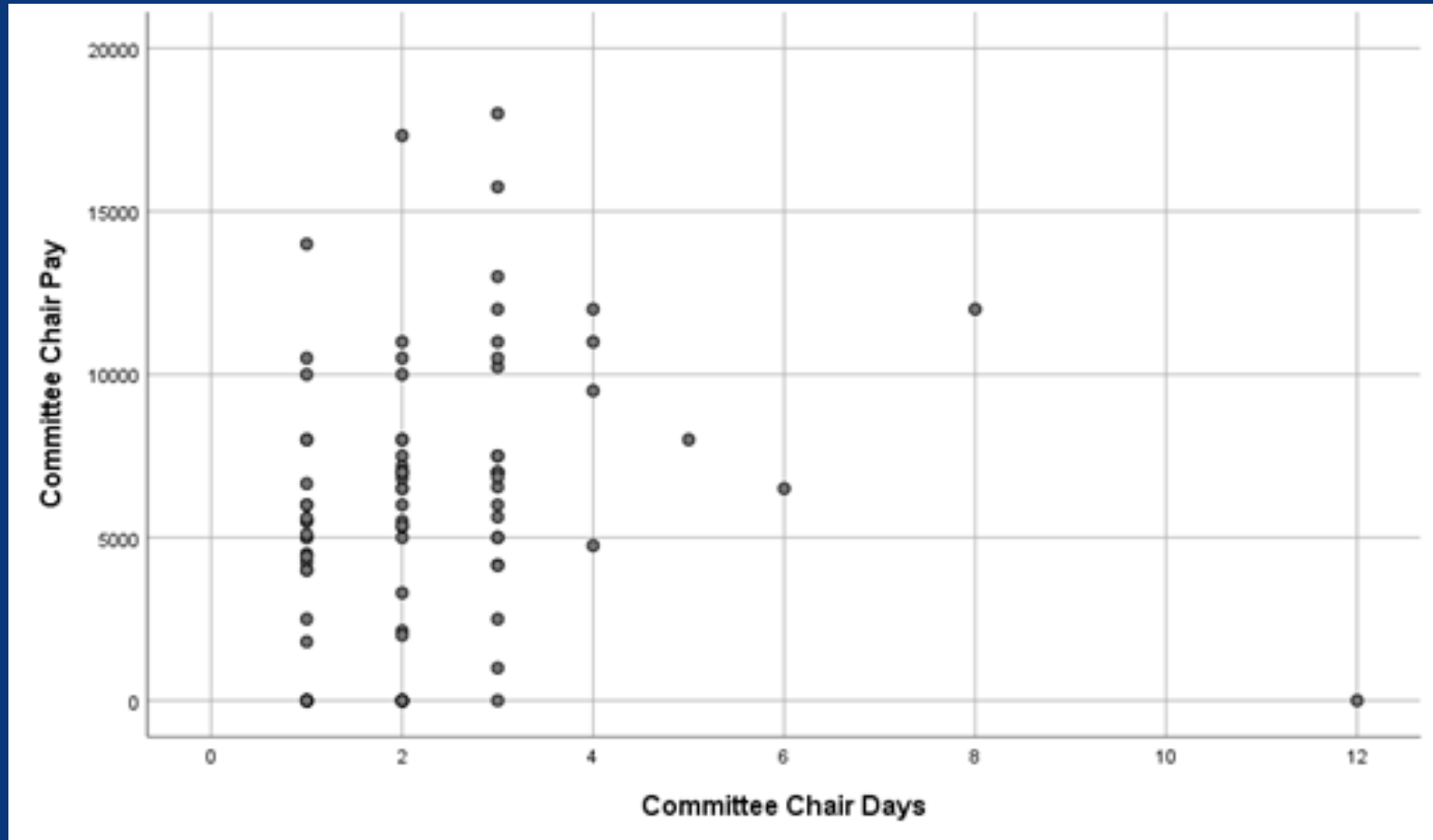
Board member pay and time commitment

- This graph shows that Board member pay is not correlated with expected time commitment.



Committee Chair pay and time commitment

- This graph shows that Committee Chair pay is not correlated with expected time commitment.



Changes to governance arrangements

- 30 % (46) of respondents are making changes to their governance arrangements.

Reasons for changes to governance arrangements	Number of organisations which are making this change
Governance review (has recently undergone or is undergoing a review)	18
Reducing Board size	5
Recruitment (to either replace departed Board members or to bring additional skills to the Board)	5
Increasing the number of subsidiaries/committees	4
Collapsing Group structure	5
Merger	3
Reducing the number of committees	2

Acknowledgements

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