



SpencerStuart

2018 UK

Spencer Stuart
Board Index

**FIVE- AND TEN-YEAR TRENDS
IN TOP 150 FTSE BOARDS**

Top 150 FTSE boards: Five-year and 10-year trends

	2018	2013	2008	5 year change	10 year change
Board composition					
Average board size	10.1	10.3	10.5	1.9%	-3.8%
Independent directors	94.4%	95%	92%	-0.6%	2.6%
Combined CEO/chair	0.7%	0.7%	0%	100%	-33.3%
Full time chair	6.7%	8%	10%	-17%	-35%
Senior independent director	97.3%	100%	98%	-2.7%	-0.7%
Age					
Average age non-executives	60.6	59	58.5	2.7%	3.6%
Average age executives	54.2	52	50.3	4.2%	7.8%
Foreign directors					
% foreign directors: all ¹	33.6%	32%	29.9%	5%	12%
Boards with at least one foreign non-executive director	80.7%	79.3%	74%	1.8%	9.1%
Boards with at least one foreign executive director	45.3%	48%	52%	-5.6%	-11.5%
Boards with at least one foreign director	83.3%	84%	Not available	-0.8%	Not available
Women directors					
% women directors: all	27.5%	18%	10.5%	52.8%	162.9%
% women directors: non-executives	38.5%	23%	15.6%	67.4%	146.8%
% women directors: executives	8.5%	5.5%	4.4%	54.5%	93.2%
Female chair	3.9%	1.3%	0.7%	192.5%	485%
Female CEO	5.3%	4%	3.3%	32.5%	60.6%
Companies with at least one female director	100%	93%	67.3%	7.5%	48.6%
% of women serving on the executive committee ²	18%	14.5%	Not available	24.1%	Not available

1 The definition of foreign has evolved over the years. In 2006 and 2011 we counted non-UK nationals as foreign. The increase in non-UK companies listing in London and forming part of our universe led us to revise this, so that today foreign is defined by a director's nationality being different from that of the company.

2 FTSE 100 companies only

	2018	2013	2008	5 year change	10 year change
Committees					
% boards with more than 3 committees	58%	54.7%	33.3%	-7.3%	52.3%
Tenure					
Average # of years' tenure: non-executives	4.1	4.3	4.2	-4.7%	-2.4%
Remuneration					
Average non-executive retainer	£68,277	£60,000	£50,000	13.8%	36.6%
Average (part-time) chair retainer	£418,092	£344,000	£294,000	21.5%	42.2%
Outside commitments					
% chairs with outside quoted board	66.4%	69%	83%	-3.8%	-20%
% CEOs with outside quoted board	34.5%	38%	44%	-9.2%	-21.6%
% CFOs with outside quoted board	32.8%	23%	Not available	42.6%	Not available
Meetings and board evaluation					
% boards external evaluation	42.7%	43%	27%	-0.7%	58.1%
Average number of board meetings	7.3	8.7	8	-16.1%	-8.8%

ABOUT SPENCER STUART

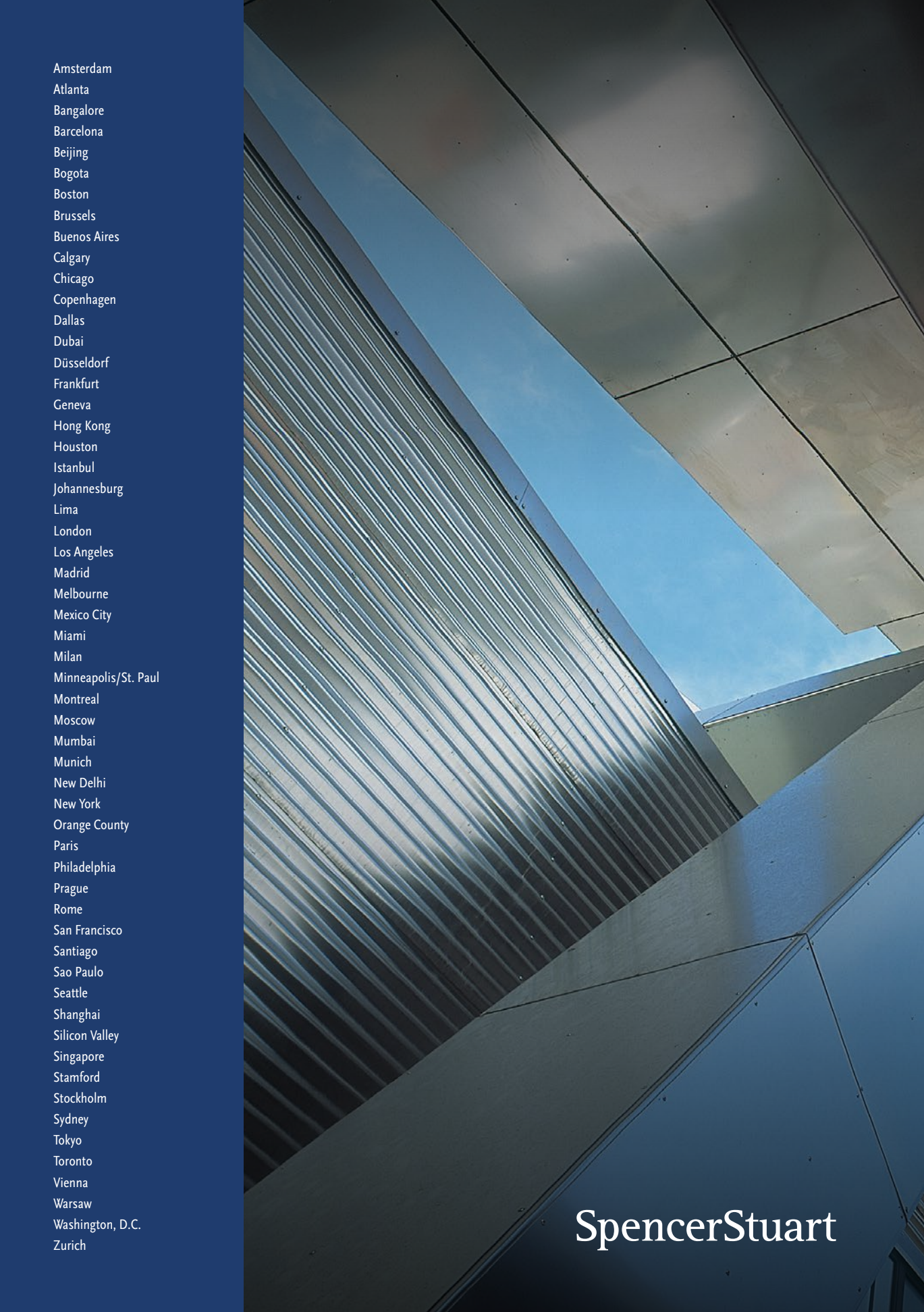
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