



SpencerStuart

Trends

from the 2019 UK
Spencer Stuart Board Index

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

	2019	2014	2009	5 year change	10 year change
Board composition					
Average board size	10.3	10.5	10.3	-2.1%	0%
Independent directors	94.2%	94%	93%	0.2%	1.3%
Combined CEO/chair	0%	0%	3.3%	0%	-100%
Full time chair	8%	8%	11%	0%	-27.3%
Senior independent director	99.3%	100%	n/a	-0.7%	n/a
Age					
Average age non-executives	60	59.3	59	1.1%	1.6%
Average age executives	54.3	52.4	51	3.7%	6.5%
Foreign directors					
% foreign directors: all ¹	33.2%	32%	30%	3.8%	10.7%
Boards with at least one foreign non-executive director	82%	78%	73%	5.1%	12.3%
Boards with at least one foreign executive director	43.3%	52%	46%	-16.7%	-5.8%
Boards with at least one foreign director	84%	78%	78.7%	7.7%	6.8%
Women directors					
% women directors: all	30.6%	20.6%	9.9%	48.6%	209.2%
% women directors: non-executives	42.7%	29.7%	14.6%	43.9%	192.7%
% women directors: executives	8.3%	6.6%	3.7%	26.3%	125.2%
Female chair	3.3%	3.3%	0.7%	0%	400%
Female CEO	4.7%	6%	2%	-22.2%	133.3%
Companies with at least one female director	100%	56.7%	63%	76.4%	58.7%
% of women serving on the executive committee ²	20.4%	15.7%	Not available	29.8%	Not available

¹ The definition of foreign has evolved over the years. In 2009 and 2014 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

	2019	2014	2009	5 year change	10 year change
Committees					
% boards with more than 3 committees	56.7%	57.3%	43%	-1.1%	31.8%
Tenure					
Average # of years' tenure: non-executives	4.1	4.1	4.1	0%	0%
Remuneration					
Average non-executive retainer	£69,238	£61,920	£54,000	11.8%	28.2%
Average (part-time) chair retainer	£404,544	£351,977	£312,000	14.9%	29.7%
Outside commitments					
% chairs with outside quoted board	68%	72%	76.0%	-4.9%	-10.5%
% CEOs with outside quoted board	28%	36%	47.0%	-21.4%	-40.4%
% CFOs with outside quoted board	28.7%	30%	Not available	-3%	Not available
Meetings and board evaluation					
% boards external evaluation	37.3%	40%	29.0%	-6.7%	28.7%
Average number of board meetings	7.6	7.6	8.1	-0.4%	-6.6%

ABOUT SPENCER STUART

At Spencer Stuart, we know how much leadership matters. We are trusted by organizations around the world to help them make the senior-level leadership decisions that have a lasting impact on their enterprises. Through our executive search, board and leadership advisory services, we help build and enhance high-performing teams for select clients ranging from major multinationals to emerging companies to nonprofit institutions.

Privately held since 1956, we focus on delivering knowledge, insight and results through the collaborative efforts of a team of experts — now spanning more than 60 offices, over 30 countries and more than 50 practice specialties. Boards and leaders consistently turn to Spencer Stuart to help address their evolving leadership needs in areas such as senior-level executive search, board recruitment, board effectiveness, succession planning, in-depth senior management assessment, employee engagement and many other facets of organisational effectiveness.

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