



2023

Australian Board Remuneration Survey



Abridged report

June 2023

2023
Abridged
**AUSTRALIAN BOARD
REMUNERATION SURVEY
REPORT**

Published by

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SURVEY SUMMARY

The 2023 Australian Board Remuneration Survey is based on remuneration data covering 1167 Boards, an increase on last year's results of 1128 Boards. This data has been collected from 678 on-line contributors, 259 Boards who are ongoing sourced contributors to the Survey, plus 230 client Boards of McGuirk Management Consultants.

The primary sources of data are from Members of **Governance Institute of Australia** with whom we are working in alliance to produce the publication of this year's Survey. Combined, 922 (79%) of these Boards remunerate either all Directors, or a Chair or a Director. Remuneration data on Board Committees is also covered. All of the remuneration data presented in the Report tables has been segmented by Revenue, Assets, FTE, Type of Organisation and Type of Industry.

About McGuirk Management Consultants

McGuirk Management Consultants (MMC) has been providing clients with remuneration benchmarking and general remuneration consulting since 1990. We work with 'industry partners' wherever possible and currently publish 5 National Remuneration Surveys, including 2 Board Remuneration Surveys. Clients throughout Australia regularly use our services to determine their:

Board and Committee remuneration
MD/CEO remuneration
C-Suite remuneration
Management remuneration
Staff remuneration

We have regular clients who use our services annually, and some who use our services every two or three years, depending on their growth and market conditions. If you require any assistance in using this Report or if we can be of further assistance with your remuneration benchmarking requirements please contact us.

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About Governance Institute

A national membership association, Governance Institute of Australia advocates for a community of more than 43,000 governance and risk management professionals, equipping members with the tools to drive better governance within their organisation. www.governanceinstitute.com.au.



SIGNIFICANT STATISTICS

Types of Boards covered:

226	Listed Public
167	Unlisted Public
176	Private
362	Not For Profit (NFP)
186	Government
50	Super Fund

Remuneration determined for:

890	Chair
351	Deputy Chairs
878	Directors

Remuneration determined for:

360	Audit Committees
93	Finance Committees
126	Governance Committees
87	Nominations Committees
178	Remuneration Committees
179	Risk Committees

Median/Average remuneration increase:

7.7%	Listed Public
6.7%	Unlisted Public
3.2%	Private
4.5%	Not For Profit (NFP)
4.0%	Government
6.9%	Super Fund



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1. SURVEY BACKGROUND

The 2023 Australian Board Remuneration Survey Report, now in its 11th year, is published by McGuirk Management Consultants (MMC) working in alliance with the Governance Institute of Australia. The Survey seeks to determine the **current financial year** ending 30th June 2023 levels of remuneration relating to the following Board positions:

Chair
Deputy Chair
Director

The remuneration data for 16 C-Suite Executives plus 3 Governance positions has been published in the 2023 Australian Executive Remuneration Survey, a sister publication to this Survey.

Having a knowledge of current financial year remuneration data will enable users of this report to make a more accurate comparison of their levels of remuneration with 'marketplace' benchmarks shown in the Survey Results. In the full Survey, results have also been further segmented by *Revenue*, *Assets* and *Full Time Equivalent (FTE)* staff numbers, as well as the *Type of Organisation* and *Type of Industry*. In this **Abridged version**, results are shown only for Revenue and Type of Organisation.

The greatest amount of Remuneration data was obtained from 678 Contributors who contributed to an 'on-line' remuneration questionnaire this year and from 259 Boards who are sourced contributors to the Survey. Remuneration data was also obtained from 230 client Boards of MMC.

Given there is a growing practice for paying Director remuneration, additional fees for Committee work and different fees for different Committees, we have also surveyed remuneration fees for the following Committees for both Committee Chairs and Committee Directors:

Audit
Finance
Governance
Nominations
Remuneration
Risk



2. TERMS AND DEFINITIONS

The terms and definitions used in this Report need to be understood to interpret the results correctly. Standard industry categories for classifying data, where possible, have been chosen to enhance interpretation of the data. However, several terms and techniques used may be unfamiliar. A fuller explanation of such terms and techniques is given in the section relevant to each.

The following terms have been used throughout the Report:

<i>Overall</i>	The total sample available for analysis for each ‘grouping’ of data.
<i>Revenue</i>	The annual figure for revenue derived by a Board, which is available to meet all of the operating expenses of its business.
<i>Assets</i>	Total assets as represented in a Board’s Annual Reports.
<i>FTE</i>	The Full Time Equivalent (FTE) number of employees.
<i>Director Remuneration</i>	The level of fees or remuneration paid (singularly not in aggregate) to a Chair, Deputy Chair, Director, Committee Chair and Committee Director for performing all responsibilities other than additional fees for completion of Board Committee work, plus any superannuation payment. For example, the fees or remuneration paid to a Chair, Deputy Chair or Director as shown in Board Remuneration Results do not include any additional fees for completion of Board Committee work.



3. STATISTICAL TERMS USED

Several statistical terms are now commonplace in the interpretation of remuneration data and where possible, these statistical terms have been used. The terms used are defined as follows:

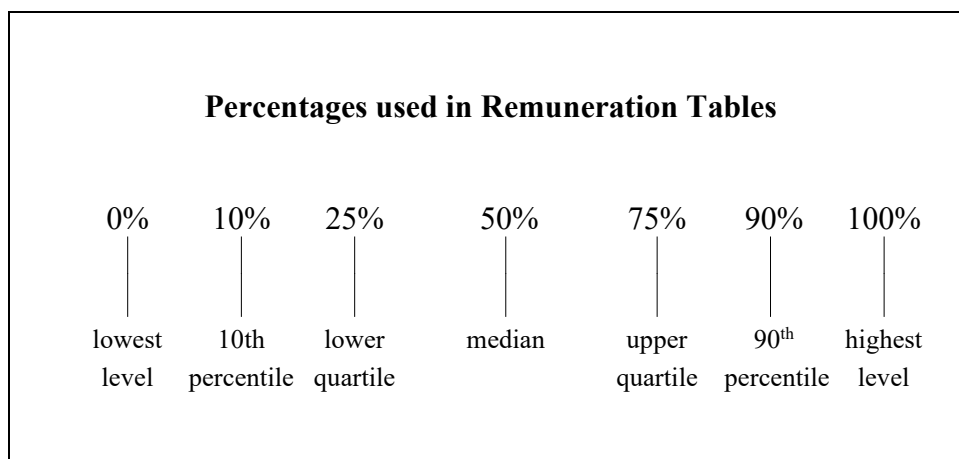
Tenth and Ninetieth Percentiles: The tenth and ninetieth percentiles are respectively the remuneration levels one tenth from the bottom and top of the total remuneration range. These two figures provide an indication of *upper* and *lower* deciles, while at the same time addressing potential outliers.

Median: The *median* is obtained by arranging the remuneration levels according to size and taking the middle level in that arrangement, such that 50% of the remuneration levels will be greater than the *median* in value and 50% of the remuneration levels will be lower than the *median* in value.

Upper and Lower Quartiles: The *upper quartile* is the remuneration level one quarter from the top remuneration level of a group and the *lower quartile* is the remuneration level one quarter from the lowest remuneration level in the group.

Average: The average is obtained by totalling all remuneration levels in a group and dividing the sum by the number of cases involved. This can result in the *average* being distorted by very high or low remuneration levels, that is, outliers.

An illustration of these statistics follows:





4. KEY BOARD DETAILS

4.1 Combined Boards

The 2023 Survey is based on data from 1167 Boards, with 922 Boards (79%) remunerating either all Directors, a Chair or a Director.*

The 245 Boards (21%) who do not currently remunerate their Directors also supplied Executive data, particularly on the MD/CEO role, with 1013 Boards supplying remuneration data on this role. The characteristics of Combined Boards, those paying Board fees, are shown below:

Revenue	No	Assets	No	FTE	No
Up to \$1M	81	Up to \$1M	40	Up to 5	60
\$1M - \$5M	89	\$1M - \$4M	61	5 - 10	41
\$5M - \$10M	73	\$4M - \$8M	61	11 - 20	81
\$10M - \$20M	101	\$8M - \$12M	36	21 - 30	54
\$20M - \$40M	94	\$12M - \$20M	68	31 - 50	74
\$40M - \$80M	111	\$20M - \$40M	62	51 - 70	50
\$80M - \$120M	60	\$40M - \$60M	42	71 - 100	57
\$120M - \$160M	39	\$60M - \$100M	60	101 - 150	68
\$160M - \$240M	53	\$100M - \$200M	71	151 - 200	43
\$240M - \$400M	43	\$200M - \$500M	94	201 - 300	73
\$400M - \$800M	43	\$500M - \$1B	63	301 - 400	37
\$800M - \$1B	13	\$1B - \$3B	90	401 - 600	52
\$1B - \$4B	55	\$3B - \$10B	70	601 - 1000	63
\$4B or more	22	\$10B or more	51	1001 - 4000	82
				4001 or more	48

The complete sample of data in Revenue terms ranged from less than \$100,000 to over \$28B in Revenue. The complete sample of data in Asset terms ranged from less than \$100,000 to over \$91B. The complete sample of data in FTE terms ranged from less than 5 to over 42,000 employees.

***Please Note:** This results in the total number (No) of Boards differing in each of the Revenue, Assets and FTE columns above as some Boards may only remunerate a Chair and not a Director, or vice versa



Type of Organisation	No
ASX 200	65
Large (200+ employees) – listed public	38
Large (200+ employees) – unlisted public	40
Large (200+ employees) – private	41
Medium (10-199 employees) – listed public	72
Medium (10-199 employees) – unlisted public	96
Medium (10-199 employees) - private	99
Small (1-9 employees) – listed public	41
Small (1-9 employees) – unlisted public	15
Small (1-9 employees) – private	37
NFP: Charity	53
Community Housing	19
Disability	41
Education	46
Health	58
Aged Care	39
Professional/Industry	37
Sports & Recreation	8
Other	26
Govt: Large (200+ employees)	84
Medium (10-199 employees)	79
Small (1-9 employees)	14
Super Fund	51

The Type of Organisation each Board can be identified with can be further refined into 6 categories, which, added together, make up the Combined Boards. The 6 categories are:

- Listed Public
- Unlisted Public
- Private
- NFP
- Government
- Super Fund



Type of Industry	No
Agriculture, Forestry and Fishing	35
Mining - Junior	32
Mining	44
Manufacturing	33
Electricity, Gas, Water and Waste Services	40
Construction	21
Wholesale Trade	19
Retail Trade	21
Accommodation and Food Services	8
Transport, Postal and Warehousing	17
Information Media and Telecommunications	23
Financial and Insurance Services	131
Rental, Hiring and Real Estate Services	11
Professional, Scientific and Technical Services	61
Administrative and Support Services	15
Public Administration and Safety	25
Education and Training	33
Health Care and Social Assistance	137
Arts and Recreation Services	9
Other Services	71
Super Fund	48
Mutual Approved Deposit taking Institution	52

The Type of Industry each Board can be identified with, has also been further analysed at each of the category levels.

4.2 Listed Public Boards

Two hundred and twenty-six (226) Boards are from Listed Public Entities. The sample of data for this group in Revenue terms ranged from less than \$1.0M to over \$28B, in Asset terms ranged from less than \$1M to over \$92B, and in FTE terms ranged from less than 10 to over 42,000 employees.

4.3 Unlisted Public Boards

One hundred and sixty-seven (167) Boards are from Unlisted Public Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$3.5B, in Asset terms ranged from less than \$2M to over \$28B, and in FTE terms ranged from less than 5 to over 8,000 employees.



4.4 Private Boards

One hundred and seventy-six (176) Boards are from Private Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$1.1B, in Asset terms ranged from less than \$100,000 to over \$6B, and in FTE terms ranged from less than 5 to over 11,100 employees.

4.5 NFP Boards

Three hundred and sixty-two (362) Boards are from NFP Entities. The sample of data for this group in Revenue terms ranged from less than \$150,000 to over \$2B, in Asset terms ranged from less than \$100,000 to over \$6B, and in FTE terms ranged from less than 5 to over 16,000 employees.

4.6 Government Boards

One hundred and eighty-six (186) Boards are from Government Entities. The sample of data for this group in Revenue terms ranged from less than \$500,000 to over \$13.3B, in Asset terms ranged from less than \$1.0M to over \$104B, and in FTE terms ranged from less than 5 to over 27,000 employees.

4.7 Super Fund Boards

Fifty (50) Boards are from Super Fund Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$265M, in Asset terms ranged from less than \$600M to over \$260B, and in FTE terms ranged from less than 5 to over 1,300 employees.

All information has been collected on a confidential basis and remains the property of McGuirk Management Consultants. Under no circumstances will the information of individual Boards be revealed.



5. BOARD REMUNERATION RESULTS

5.1 Approach

The Board Remuneration Results have been calculated for each of the following roles:

Chair
Deputy Chair
Director

to reveal the *tenth percentile, lower quartile, median, upper quartile, ninetieth percentile* and *average* remuneration levels. The level of fees or remuneration shown for each role **excludes** additional fees for completion of Board Committee work. These calculations are shown in the tables on the following pages for the following classifications:

Combined Results
Listed Public Results
Unlisted Public Results
Private Results
NFP Results
Government Results
Super Fund Results

and are **inclusive** of Superannuation payments. The level of fees or remuneration shown for the NFP Results are from NFP Boards that remunerate their Directors, however, **it should be remembered that the majority of NFP Boards in Australia do not remunerate their Directors.**

Results are shown according to the following 6 categories in the **full Survey**:

Overall
Revenue
Assets
FTE
Type of Organisation
Type of Industry

In the **Abridged version**, results are shown for Overall, Revenue and Types of Organisation only. Where no calculation is shown, this indicates that insufficient data from respondents was provided. To further protect the confidentiality of individual Boards, the minimum number (N) shown has been recorded as 2. However, if this information could be singled out in each segmentation category it was deleted to ensure the confidentiality of the remuneration data supplied.



5.2 Combined Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	890	25000	49391	84000	140000	233180	119427
Revenue							
Up to 1M	81	31000	60000	87000	124000	200000	109116
\$1M - \$5M	89	9600	29270	52000	82160	120492	59586
\$5M - \$10M	73	12165	24000	43230	84000	150000	66835
\$10M - \$20M	101	20000	39506	55000	90000	116000	64269
\$20M - \$40M	94	24650	50000	76104	113044	158200	85983
\$40M - \$80M	111	33150	49676	67999	105359	140731	83593
\$80M - \$120M	60	39540	47810	76310	141773	196465	102515
\$120M - \$160M	39	31600	63830	97884	171100	225205	118551
\$160M - \$240M	53	62132	84000	120000	148987	219622	127906
\$240M - \$400M	53	65120	96840	125000	179000	256654	145763
\$400M - \$800M	43	88880	115250	164565	310418	374000	211492
\$800M - \$1B	13	51600	75000	83853	183100	272000	134077
\$1B - \$4B	55	87516	136725	210000	362800	557175	273424
\$4B or more	22	199436	300005	505000	765000	890400	542698

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	65	210805	250000	375000	530000	748288	430431
Large - listed	38	89771	130500	173600	243750	312151	185136
Large - public unlisted	40	79118	109750	140366	189908	269084	161156
Large - private	30	59800	86617	121861	152750	223000	144515
Medium - listed	70	60244	82500	101638	144395	213700	124472
Medium - public unlisted	88	24100	44558	75568	103104	147964	81086
Medium - private	66	23250	44400	60000	88500	125730	79064
Small - listed	41	45000	55250	71000	132000	185000	113316
Small - public unlisted	8	5574	9425	38812	52750	56500	33117
Small - private	18	13500	34500	57500	78750	118000	66556
NFP: Charity	22	10500	33094	46803	78638	99500	55704
NFP: Community Housing	15	12400	19800	32045	56250	91626	43109
NFP: Disability	23	7557	29000	45000	61000	120836	57890
NFP: Education	18	17960	24250	47775	79300	123048	59626
NFP: Health	44	12745	24875	44088	63625	108912	54897
NFP: Aged Care	24	21459	28750	35350	50250	79900	47899
NFP: Professional/Industry	24	6450	24630	32500	61830	102453	47611
NFP: Sport & Recreation	2	-	-	95000	-	-	95000
NFP: Other	26	5380	17761	41603	85840	137604	57426
Government - Large	84	51764	79658	90000	140000	186400	108849
Government - Medium	79	37600	55716	71200	93500	122460	77562
Government - Small	14	23600	45000	90527	120322	124700	82377
Superfunds	51	51078	88600	115286	154394	185180	122106



5.3 Combined Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	351	10200	24631	46118	79406	120000	60096
Revenue							
Up to 1M	16	5500	40000	52058	83516	114500	63214
\$1M - \$5M	33	3500	6090	14000	43260	57856	24971
\$5M - \$10M	24	8264	10800	15975	25288	36580	18951
\$10M - \$20M	44	6810	15000	31839	55500	75759	36349
\$20M - \$40M	40	9772	28750	48694	78066	97510	57486
\$40M - \$80M	46	21778	28175	40800	64348	94010	54035
\$80M - \$120M	28	20420	25000	47636	76205	117800	58906
\$120M - \$160M	18	19800	32950	52536	78505	180477	83148
\$160M - \$240M	26	38000	56002	78992	91850	101362	71042
\$240M - \$400M	24	30600	52500	81532	113400	132350	81682
\$400M - \$800M	15	46047	57500	71000	87500	176378	92152
\$800M - \$1B	9	25300	40000	46118	55172	97942	56480
\$1B - \$4B	25	46118	50000	115000	170000	220168	127895
\$4B or more	3	-	88762	111080	155540	-	125841

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	12	113180	138575	206500	221250	226396	202868
Large - listed	9	98000	122500	130000	136000	188000	140667
Large - public unlisted	19	45600	55586	69650	94102	134136	83733
Large - private	10	26872	61390	75012	95000	133000	87929
Medium - listed	12	39650	53000	72500	85762	111255	72129
Medium - public unlisted	39	9671	19891	39851	64239	81307	44193
Medium - private	12	10200	30000	55750	84200	176500	83953
Small - listed	5	40000	40000	40000	42000	43080	41160
Small - public unlisted	4	3558	3778	4995	10783	19230	9566
Small - private	2	-	-	25000	-	-	25000
NFP: Charity	9	4400	6000	27467	50000	57802	28984
NFP: Community Housing	6	10490	14510	21450	41929	57108	29682
NFP: Disability	15	5554	21250	39750	57220	77725	40897
NFP: Education	8	8700	14250	28500	53789	91272	39833
NFP: Health	28	9261	13792	26700	36483	67733	32529
NFP: Aged Care	17	15450	20000	25032	36750	47818	29336
NFP: Professional/Industry	11	4100	10500	15000	24378	30000	22348
NFP: Sport & Recreation	2	-	-	51500	-	-	51500
NFP: Other	16	6674	11086	30684	70000	78341	40936
Government - Large	60	30078	44500	54558	79538	106900	66004
Government - Medium	33	20000	32000	41000	59820	84000	46688
Government - Small	4	20399	46648	77615	95250	97500	64282
Superfunds	18	20700	41672	84295	113862	144492	82779



5.4 Combined Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	878	12458	25625	46118	75000	120000	59174
Revenue							
Up to 1M	85	17000	36000	51700	72350	96456	56659
\$1M - \$5M	84	4300	10609	28000	46164	72975	33611
\$5M - \$10M	66	7698	10625	21250	39900	77500	32528
\$10M - \$20M	94	6175	19250	31354	50353	63452	34556
\$20M - \$40M	96	15750	27275	46680	61760	78535	49229
\$40M - \$80M	113	17454	25000	36000	54800	75433	44683
\$80M - \$120M	60	19950	25000	45000	70000	87750	51269
\$120M - \$160M	36	13296	32332	51806	82500	107488	57683
\$160M - \$240M	52	34523	39880	61230	85188	112129	64915
\$240M - \$400M	54	29200	48398	67756	100000	120846	74549
\$400M - \$800M	44	46035	60375	91017	134880	162570	100466
\$800M - \$1B	12	26087	41124	46118	94025	139700	70175
\$1B - \$4B	56	46118	68250	108500	169184	222195	124829
\$4B or more	23	83608	133566	180000	231500	258000	181062

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	65	110100	132000	166000	210000	248000	170730
Large - Listed	39	53960	77930	100000	121250	157246	103590
Large - Unlisted	39	34499	53869	80000	96062	133600	80426
Large - Private	33	25000	40000	63467	80000	110000	65175
Medium - Listed	72	39640	51500	60000	82625	109550	68031
Medium - Unlisted	85	12152	26553	45860	58655	76800	44689
Medium - Private	65	12936	20000	36000	50000	60738	39974
Small - Listed	42	30000	34250	46725	65000	84500	52220
Small - Unlisted	7	3087	4488	22100	38000	44000	22811
Small - Private	20	10000	25165	35500	75000	147600	58883
NFP: Charity	21	4000	6500	16875	31384	50000	23123
NFP: Community Housing	14	8727	11752	18000	25938	49058	23658
NFP: Disability	21	3000	15500	25000	35000	55644	28694
NFP: Education	12	8100	10350	28174	35250	60528	28606
NFP: Health	44	7805	12378	21500	26626	54156	26605
NFP: Aged Care	24	11392	15000	20000	29278	39200	25012
NFP: Professional/Industry	20	2918	11750	20925	27224	33799	21690
NFP: Sport & Recreation	2	-	-	75000	-	-	75000
NFP: Other	26	4600	8250	19838	49238	67715	30832
Government - Large	87	26050	36700	46118	67794	86064	59510
Government - Medium	80	19900	26875	37250	50217	61278	40000
Government - Small	14	15500	26470	44290	60162	69245	44528
Super Fund	47	36841	46811	63050	77320	87352	60841



5.5 Listed Public Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	218	60000	90000	154098	288750	500437	226070
Revenue							
Up to 1M	54	48600	65000	90000	132450	221000	123410
\$1M - \$5M	19	49000	59136	100000	120000	174280	100664
\$5M - \$10M	8	57050	99680	144000	166750	238900	151218
\$10M - \$20M	8	63800	74750	78750	92500	104650	81500
\$20M - \$40M	13	60200	80000	100000	117650	170800	112619
\$40M - \$80M	11	63945	70000	104000	162500	186000	129722
\$80M - \$120M	9	83130	100000	150000	195000	214400	145983
\$120M - \$160M	8	112602	165615	192000	221250	230400	178132
\$160M - \$240M	8	103738	126406	167626	230500	234400	171110
\$240M - \$400M	15	134000	177000	212013	310000	376000	242934
\$400M - \$800M	20	154847	223349	281500	356250	401100	282686
\$800M - \$1B	3	-	267500	275000	282500	-	275000
\$1B - \$4B	24	219600	280050	433500	564573	660000	438504
\$4B or more	18	366002	465821	601058	846250	898278	622177

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	66	211006	252500	377500	527500	747860	429517
Large - Listed	37	90000	132000	175000	250000	333301	195841
Medium - Listed	73	60417	80000	100000	140000	211400	123056
Small - Listed	42	45100	56438	70500	129000	183000	112046



5.6 Listed Public Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	38	40000	62500	105472	143325	215043	119808
Revenue							
Up to 1M	6	23000	40000	41000	70500	105000	56333
\$1M - \$5M	2	-	-	40000	-	-	40000
\$5M - \$10M	2	-	-	38500	-	-	38500
\$10M - \$20M	2	-	-	57000	-	-	57000
\$20M - \$40M	3	-	46900	50000	72775	-	63117
\$40M - \$80M	2	-	-	260000	-	-	260000
\$80M - \$120M	3	-	85000	100000	118000	-	102000
\$120M - \$160M	2	-	-	122000	-	-	122000
\$160M - \$240M	4	70000	70000	76250	90125	103850	83875
\$240M - \$400M	5	81000	90000	112200	125000	134600	108640
\$400M - \$800M	2	-	-	165472	-	-	165472
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	8	137620	163525	206500	215939	291810	216902
\$4B or more	2	-	-	200000	-	-	200000

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	11	112200	133050	203000	216460	225000	200715
Large - Listed	8	97000	116875	127500	144500	197000	141688
Medium - Listed	14	41950	55500	70000	81875	107765	71825
Small - Listed	5	40000	40000	40000	42000	43080	41160



5.7 Listed Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	224	38150	53308	85000	132150	185000	102055
Revenue							
Up to 1M	57	31530	43800	52500	66300	94683	58359
\$1M - \$5M	19	33200	42500	58000	80000	124881	67890
\$5M - \$10M	8	37750	39325	53775	81500	86156	59271
\$10M - \$20M	8	47200	53500	59000	60000	64500	56875
\$20M - \$40M	13	42000	52500	60000	75000	82400	63528
\$40M - \$80M	11	31972	34520	65000	91500	110000	85760
\$80M - \$120M	9	42400	70000	90000	110000	126110	87490
\$120M - \$160M	8	68250	97500	104488	110250	125100	99434
\$160M - \$240M	10	60000	67294	94000	114000	115988	91106
\$240M - \$400M	16	82500	96307	110500	145000	173000	119389
\$400M - \$800M	20	86931	115425	131000	165500	200000	138034
\$800M - \$1B	3	-	138500	140000	153000	-	147667
\$1B - \$4B	24	109920	130075	169456	212348	254204	175060
\$4B or more	18	159050	169750	201186	242500	273740	207570

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200	66	110125	132000	163630	207500	247500	170932
Large - Listed	38	54900	80625	100000	124286	166500	108350
Medium - Listed	77	39840	52500	60000	82000	107300	67769
Small - Listed	43	30000	34500	47250	65000	84000	52169



5.8 Unlisted Public Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	147	25000	48964	95000	128188	182200	100361
Revenue							
Up to 1M	4	33100	45250	56000	70000	88000	59250
\$1M - \$5M	11	8000	12862	19860	32741	40000	23407
\$5M - \$10M	15	10824	19518	35000	67500	138000	53907
\$10M - \$20M	27	31018	41404	50000	78068	122517	64480
\$20M - \$40M	19	50000	69401	95030	100000	116430	87180
\$40M - \$80M	18	48220	66103	98504	123330	163000	97464
\$80M - \$120M	10	67000	86625	112224	145318	169397	119415
\$120M - \$160M	11	90000	97702	110600	145255	170000	123812
\$160M - \$240M	13	97049	120000	150000	198633	211998	161066
\$240M - \$400M	3	-	121810	125000	140503	-	133209
\$400M - \$800M	9	118100	138831	179000	305836	385100	224074
\$800M - \$1B	2	-	-	77288	-	-	77288
\$1B - \$4B	5	131400	165000	216373	227000	306800	215475
\$4B or more	-	-	-	-	-	-	-

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	40	79118	109750	140366	189908	269084	161156
Medium - Unlisted	99	25000	42453	76135	107922	147673	81231
Small - Unlisted	8	5574	9425	38812	52750	56500	33117



5.9 Unlisted Public Results – Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	70	7550	24886	55086	75218	94036	54098
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	7	3765	5045	13623	14352	18136	11302
\$5M - \$10M	7	6093	8878	13315	21326	28363	15615
\$10M - \$20M	15	18945	26900	34582	54000	75792	42354
\$20M - \$40M	8	22500	42262	55660	68102	85929	54079
\$40M - \$80M	10	27345	58460	65065	77412	89649	61885
\$80M - \$120M	4	30371	45928	65256	76205	76682	56878
\$120M - \$160M	5	60843	65000	69910	81370	122957	85007
\$160M - \$240M	5	57000	60000	78933	94185	99308	78168
\$240M - \$400M	2	-	-	86535	-	-	86535
\$400M - \$800M	4	68424	69061	74708	127778	213778	122132
\$800M - \$1B	2	-	-	53586	-	-	53586
\$1B - \$4B	2	-	-	93000	-	-	93000
\$4B or more	-	-	-	-	-	-	-

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	19	45600	55586	69650	94102	134136	83733
Medium - Unlisted	47	12069	24121	40000	67272	80946	45907
Small - Unlisted	4	3558	3778	4995	10783	19230	9566



5.10 Unlisted Public Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	142	11978	29104	50956	73762	90900	53221
Revenue							
Up to 1M	4	21300	30750	38000	42500	47000	35250
\$1M - \$5M	11	3412	8742	14705	21601	30000	17300
\$5M - \$10M	15	7736	9420	16000	28902	75000	27275
\$10M - \$20M	25	17988	25000	30655	41154	66962	35582
\$20M - \$40M	19	40960	47860	52101	65654	75000	55500
\$40M - \$80M	16	14850	39902	54726	67250	77528	50613
\$80M - \$120M	10	41500	56316	68865	76000	81297	62102
\$120M - \$160M	11	51612	52369	55080	78625	90000	67565
\$160M - \$240M	13	45520	52622	85000	94124	109803	76489
\$240M - \$400M	3	-	65614	66229	78614	-	74076
\$400M - \$800M	8	63680	77354	96000	149230	154114	106192
\$800M - \$1B	2	-	-	38747	-	-	38747
\$1B - \$4B	5	69720	91800	113500	115000	154000	111060
\$4B or more	-	-	-	-	-	-	-

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Unlisted	39	34499	53869	80000	96062	133600	80426
Medium - Unlisted	96	13602	25818	46430	59241	75000	44387
Small - Unlisted	7	3087	4488	22100	38000	44000	22811



5.11 Private Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	114	30000	48581	68430	115750	160000	93203
Revenue							
Up to 1M	16	38000	57500	72180	86480	110500	79500
\$1M - \$5M	12	24600	30000	55000	60000	78000	54075
\$5M - \$10M	14	24750	40250	53050	96000	188500	87741
\$10M - \$20M	11	20000	34000	49836	57500	82000	50839
\$20M - \$40M	10	19834	40398	55000	73275	166000	74903
\$40M - \$80M	16	42500	48610	61000	90615	133000	74928
\$80M - \$120M	9	47740	50000	75000	160000	242398	139561
\$120M - \$160M	6	55000	71250	117500	223750	305000	159167
\$160M - \$240M	6	88234	93602	110000	120077	240052	146095
\$240M - \$400M	9	81000	100000	110500	132000	145000	111950
\$400M - \$800M	4	114002	119254	137586	198730	281044	180398
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	152000	-	-	152000
\$4B or more	-	-	-	-	-	-	-

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	30	59800	86617	121861	152750	223000	142515
Medium - Private	66	23250	42244	60000	83910	125730	78056
Small - Private	18	13500	34500	57500	78750	118000	66556



5.12 Private Results – Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	25	10800	33600	61500	90000	159000	79256
Revenue							
Up to 1M	3	-	54000	68000	126500	-	97667
\$1M - \$5M	2	-	-	75000	-	-	75000
\$5M - \$10M	2	-	-	10000	-	-	10000
\$10M - \$20M	4	10600	11500	24000	42375	53850	29875
\$20M - \$40M	2	-	-	23000	-	-	23000
\$40M - \$80M	3	-	26040	27080	58540	-	47360
\$80M - \$120M	2	-	-	33600	-	-	33600
\$120M - \$160M	2	-	-	305000	-	-	305000
\$160M - \$240M	4	65430	74796	90000	105000	114000	89796
\$240M - \$400M	2	-	-	77625	-	-	77625
\$400M - \$800M	2	-	-	70200	-	-	70200
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	11	27080	63593	77625	95000	120000	88117
Medium - Private	12	10200	28200	43000	76000	176500	80175
Small Private	2	-	-	25000	-	-	25000



5.13 Private Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	117	14746	23659	40000	60000	87000	48698
Revenue							
Up to 1M	16	28330	40500	52736	75000	107500	61233
\$1M - \$5M	13	15420	18000	30000	30000	47000	31777
\$5M - \$10M	12	14100	16125	24000	43088	81000	46504
\$10M - \$20M	10	5809	8528	20000	28906	32588	19842
\$20M - \$40M	12	13004	20782	38000	51500	124400	53606
\$40M - \$80M	20	19000	23915	40000	42750	55641	35956
\$80M - \$120M	10	28800	35200	42500	50858	73492	45718
\$120M - \$160M	3	-	40000	45000	62500	-	53333
\$160M - \$240M	6	41441	47500	59234	75867	100000	66892
\$240M - \$400M	9	45000	60000	66000	70000	86000	65004
\$400M - \$800M	4	56930	66874	75200	94689	124729	86364
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	2	-	-	118500	-	-	118500
\$4B or more	-	-	-	-	-	-	-

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Large - Private	33	25000	40000	63467	80000	109400	64265
Medium - Private	65	12936	20000	33600	47600	60738	39681
Small - Private	19	10000	24330	35000	62500	96800	52508



5.14 NFP Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	198	10000	25000	43850	70359	115760	53877
Revenue							
Up to 1M	5	11000	20000	30000	100000	160998	71333
\$1M - \$5M	23	4672	8750	24029	39600	68600	29067
\$5M - \$10M	26	11000	15723	27875	47400	78810	36416
\$10M - \$20M	28	4700	15250	27450	46250	74093	35817
\$20M - \$40M	22	9910	17875	35775	65865	70431	41816
\$40M - \$80M	35	30000	34075	50000	60750	95400	54826
\$80M - \$120M	20	29700	38175	42850	48832	78286	49146
\$120M - \$160M	9	17400	21184	47000	72800	94032	51127
\$160M - \$240M	8	44000	50000	70259	87382	121995	75565
\$240M - \$400M	12	44100	75000	115500	160310	190700	118320
\$400M - \$800M	3	-	134064	139000	139500	-	136043
\$800M - \$1B	2	-	-	80500	-	-	80500
\$1B - \$4B	4	139361	155278	167060	186725	216830	174943
\$4B or more	2	-	-	117553	-	-	117553

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	22	10500	33094	46803	78638	99500	55704
NFP: Community Housing	15	12400	19800	32045	56250	91626	43109
NFP: Disability	23	7557	29000	45000	61000	120836	57890
NFP: Education	18	17960	24250	47775	79300	123048	59626
NFP: Health	44	12745	24875	44088	63625	108912	54897
NFP: Aged Care	24	21459	28750	35350	50250	79900	47899
NFP: Professional/Industry	24	6450	24630	32500	61830	102453	47611
NFP: Sport & Recreation	2	-	-	95000	-	-	95000
NFP: Other	26	5380	17761	41603	85840	137604	57426



5.15 NFP Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	112	6039	13178	25000	44055	73848	33789
Revenue							
Up to 1M	3	-	27500	50000	66438	-	45958
\$1M - \$5M	13	1810	5349	8000	13180	14800	10715
\$5M - \$10M	12	10028	11000	13850	23125	31390	17919
\$10M - \$20M	15	2840	7093	15000	19500	32400	17730
\$20M - \$40M	11	5000	13611	25000	48694	51970	31408
\$40M - \$80M	19	16634	26234	33150	44177	63488	36734
\$80M - \$120M	13	18920	21000	25000	33000	51400	30722
\$120M - \$160M	6	19000	22250	33000	42272	54015	35338
\$160M - \$240M	6	17500	25000	49504	76832	84074	50360
\$240M - \$400M	9	31600	40950	70000	105030	120000	73823
\$400M - \$800M	2	-	-	82250	-	-	82250
\$800M - \$1B	2	-	-	40000	-	-	40000
\$1B - \$4B	2	-	-	66950	-	-	66950
\$4B or more	2	-	-	66443	-	-	66443

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	9	4400	6000	27467	50000	57802	28984
NFP: Community Housing	6	10490	14510	21450	41929	57108	29682
NFP: Disability	15	5554	21250	39750	57220	77725	40897
NFP: Education	8	8700	14250	28500	53789	91272	39833
NFP: Health	28	9261	13792	26700	36483	67733	32529
NFP: Aged Care	17	15450	20000	25032	36750	47818	29336
NFP: Professional/Industry	11	4100	10500	15000	24378	30000	22348
NFP: Sport & Recreation	2	-	-	51500	-	-	51500
NFP: Other	16	6674	11086	30684	70000	78341	40936



5.16 NFP Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	183	5000	11775	22000	33130	58519	26470
Revenue							
Up to 1M	5	4111	10000	13300	15000	55725	24272
\$1M - \$5M	19	1420	3925	7241	12445	16600	9224
\$5M - \$10M	23	5512	8880	12000	22700	30000	16143
\$10M - \$20M	24	2120	7086	15000	22750	37718	17358
\$20M - \$40M	21	5000	12000	22000	31384	35000	21977
\$40M - \$80M	35	14700	18850	25625	32075	46400	27469
\$80M - \$120M	18	14595	20150	22692	25024	40250	26109
\$120M - \$160M	9	7800	10592	19000	33110	52616	25309
\$160M - \$240M	7	15000	25000	39258	51336	69549	40829
\$240M - \$400M	12	24400	37712	52500	66752	102405	56556
\$400M - \$800M	4	33370	53425	67034	70875	73350	57267
\$800M - \$1B	2	-	-	44000	-	-	44000
\$1B - \$4B	4	66281	78314	86266	91657	99081	83705
\$4B or more	2	-	-	66443	-	-	66443

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
NFP: Charity	21	4000	6500	16875	31384	50000	23123
NFP: Community Housing	14	8727	11752	18000	25938	49058	23658
NFP: Disability	21	3000	15500	25000	35000	55644	28694
NFP: Education	12	8100	10350	28174	35250	60528	28606
NFP: Health	44	7805	12378	21500	26626	54156	26605
NFP: Aged Care	24	11392	15000	20000	29278	39200	25012
NFP: Professional/Industry	20	2918	11750	20925	27224	33799	21690
NFP: Sport & Recreation	2	-	-	75000	-	-	75000
NFP: Other	26	4600	8250	19838	49238	67715	30832



5.17 Government Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	177	42692	62660	83853	113910	154878	92791
Revenue							
Up to 1M	6	62695	110042	130634	142842	157785	117038
\$1M - \$5M	19	33165	44285	64000	90930	125968	73271
\$5M - \$10M	7	24920	41316	62660	81987	137284	78022
\$10M - \$20M	19	38133	55565	79350	96840	126152	80680
\$20M - \$40M	20	41607	62660	77655	113910	132852	93673
\$40M - \$80M	23	45570	54130	67000	88306	100168	75908
\$80M - \$120M	9	50248	62000	66000	80000	107094	74129
\$120M - \$160M	7	49596	69530	80000	93942	132730	88849
\$160M - \$240M	16	54330	77820	90500	122460	122850	94026
\$240M - \$400M	13	51848	70758	96840	113910	140600	97198
\$400M - \$800M	9	77342	82000	88600	103000	114941	92541
\$800M - \$1B	6	40375	59026	83853	149116	176985	100404
\$1B - \$4B	20	83853	86213	113000	154598	188300	125811
\$4B or more	3	-	201020	203000	211790	-	207540

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	84	51764	79658	90000	140000	186400	108849
Government - Medium	79	37600	55716	71200	93500	122460	77562
Government - Small	14	23600	45000	90527	120322	124700	82377



5.18 Government Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	97	22790	39880	47000	77500	96000	59361
Revenue							
Up to 1M	4	19035	41587	69778	88830	94932	60639
\$1M - \$5M	8	16823	40272	48121	60172	68361	46760
\$5M - \$10M	2	-	-	41000	-	-	41000
\$10M - \$20M	9	19600	32370	39880	68235	88600	51276
\$20M - \$40M	10	19900	39027	55650	77381	100896	71037
\$40M - \$80M	13	23852	32000	40600	45000	87164	52714
\$80M - \$120M	5	39464	40700	60000	61517	72037	55981
\$120M - \$160M	5	21240	30600	40000	47000	54800	38520
\$160M - \$240M	9	40800	47000	60000	91850	91850	66602
\$240M - \$400M	7	15816	39300	72630	80572	107097	65157
\$400M - \$800M	6	43100	46030	46559	65000	74000	54553
\$800M - \$1B	6	25188	30561	46118	79322	109270	60192
\$1B - \$4B	13	46118	46118	50000	81000	113200	70439
\$4B or more	2	-	-	111080	-	-	111080

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	60	30078	44500	54558	79538	106900	66004
Government - Medium	33	20000	32000	41000	59820	84000	46688
Government - Small	4	20399	46648	77615	95250	97500	64282



5.19 Government Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	181	21000	30750	43260	60000	77070	49728
Revenue							
Up to 1M	6	17839	35634	54750	69762	78895	50495
\$1M - \$5M	19	17207	23895	37500	40994	52094	34905
\$5M - \$10M	7	13902	19535	27052	41428	71192	39651
\$10M - \$20M	19	18400	26785	35600	52195	71588	40851
\$20M - \$40M	21	21630	28000	42107	57000	65251	51205
\$40M - \$80M	23	21358	26760	36050	44135	85800	47887
\$80M - \$120M	10	26400	38682	43850	55692	57300	43954
\$120M - \$160M	7	18683	29470	40000	44130	51000	36743
\$160M - \$240M	16	30000	35542	40940	61230	61425	46226
\$240M - \$400M	13	25280	35379	45570	52000	72080	49491
\$400M - \$800M	10	38280	43750	49559	59625	67718	50517
\$800M - \$1B	6	22688	30561	46118	56747	69995	46267
\$1B - \$4B	20	43735	46118	52810	77802	101660	78995
\$4B or more	4	74398	77845	89660	102245	107078	90430

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
Government - Large	87	26050	36700	46118	67794	86064	59510
Government - Medium	80	19900	26875	37250	50217	61278	40000
Government - Small	14	15500	26470	44290	60162	69245	44528



5.20 Super Fund Results - Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	51	51078	88600	115286	154394	185180	122106
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	8	24431	44818	86575	107375	114913	76055
\$5M - \$10M	2	-	-	25000	-	-	25000
\$10M - \$20M	11	80000	87543	100345	116299	120000	102783
\$20M - \$40M	11	100000	108250	150880	167084	175795	140501
\$40M - \$80M	11	84050	131115	137330	174693	186382	145751
\$80M - \$120M	4	160060	166450	189824	217239	230905	193866
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	2	-	-	165389	-	-	165389
\$240M - \$400M	2	-	-	110000	-	-	110000
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-

5.21 Super Results - Deputy Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	18	20700	41672	84295	113862	144492	82779
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	2	-	-	20782	-	-	20782
\$5M - \$10M	2	-	-	20500	-	-	20500
\$10M - \$20M	2	-	-	46932	-	-	46932
\$20M - \$40M	7	59127	76084	88300	118807	129429	93994
\$40M - \$80M	3	-	78002	109314	109657	-	88668
\$80M - \$120M	3	-	132632	155264	163284	-	145522
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	-	-	-	-	-	-	-
\$240M - \$400M	-	-	-	-	-	-	-
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-



5.22 Super Fund Results - Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	47	36841	46811	63050	77320	87352	60841
Revenue							
Up to 1M	-	-	-	-	-	-	-
\$1M - \$5M	6	7380	10711	35782	55750	65125	36096
\$5M - \$10M	-	-	-	-	-	-	-
\$10M - \$20M	11	44551	45863	53785	61528	80000	55853
\$20M - \$40M	11	40880	55109	70000	80761	87421	66993
\$40M - \$80M	11	42025	51845	63050	74202	78830	61710
\$80M - \$120M	4	70042	75801	83250	91103	97589	83654
\$120M - \$160M	-	-	-	-	-	-	-
\$160M - \$240M	2	-	-	81708	-	-	81708
\$240M - \$400M	2	-	-	76111	-	-	76111
\$400M - \$800M	-	-	-	-	-	-	-
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	-	-	-	-	-	-	-
\$4B or more	-	-	-	-	-	-	-



6. BOARD COMMITTEE FEES

There continues to be a growing practice of Directors being paid fees in addition to their Director remuneration for undertaking Board Committee work. Different fees can relate to different Committees. In this Survey **45%** of Boards (417 out of 922) who remunerate their Directors also pay additional fees to Directors for Committee work. This practice has grown out of the need for Boards to ‘delegate’ work to Committees, to recognize the ‘variable’ workloads being placed on individual Directors who may sit on more Committees than their peers, and the different frequency of Committee meetings.

We surveyed Committee fees for the following 6 Committees for both Committee Chair and Committee Directors:

Audit
Finance
Governance
Nominations
Remuneration
Risk

This data has been analysed to reveal the *tenth percentile, lower quartile, median, upper quartile, ninetieth percentile* and *average* fee level. The calculations are shown in the **full Survey** for the following categories in all segmentation:

Combined Results
Listed Public Results
Unlisted Public Results
Private Results
NFP Results
Government Results
Super Fund Results

In this **Abridged version**, data is only shown by Revenue and Types of Organisation for the Combined data.



6.1 Combined - Audit Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	360	4000	6215	12535	24790	40140	20146
Revenue							
Up to 1M	16	4500	6600	15000	34000	63500	26150
\$1M - \$5M	17	2628	3500	7000	17000	24600	11688
\$5M - \$10M	18	3181	3640	10000	15000	16500	9398
\$10M - \$20M	41	4000	5100	6918	17000	31730	14527
\$20M - \$40M	39	3466	5480	11322	21666	34271	17488
\$40M - \$80M	33	3346	6141	10000	14860	22446	12695
\$80M - \$120M	35	5000	5375	10000	15572	20000	12047
\$120M - \$160M	18	2604	6700	10000	17046	25000	12308
\$160M - \$240M	25	7900	10000	16000	19000	26677	16678
\$240M - \$400M	35	5000	8250	12604	26000	31300	19359
\$400M - \$800M	21	6000	12000	17400	32597	40000	22885
\$800M - \$1B	7	5120	7575	10610	15600	19900	12434
\$1B - \$4B	37	6600	16500	31365	48300	56072	34139
\$4B or more	17	16634	25000	55000	65000	72200	70068

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	48	19250	25000	38736	55000	62900	47649
Large - listed	24	10000	15098	21500	25625	34100	22462
Large - public unlisted	20	5000	6250	10305	19296	33179	16753
Large - private	11	7500	10175	12000	15750	21879	19047
Medium - listed	25	5200	10000	15000	20000	30900	18286
Medium - public unlisted	53	3264	5500	10000	14800	31046	14805
Medium - private	11	5000	12990	15000	21198	32597	18627
Small - listed	5	12400	16000	30000	30000	36000	25200
Small - public unlisted	3	-	2250	3500	4250	-	3167
Small - private	4	5880	6600	11000	30000	57000	25600
NFP: Charity	8	8898	10724	11901	19969	39272	18750
NFP: Community Housing	5	2040	2100	5000	5175	11272	5922
NFP: Disability	10	1881	2688	4550	9500	12400	6968
NFP: Education	4	3873	5048	22430	55628	85269	38245
NFP: Health	12	4050	4875	8000	15202	24198	11387
NFP: Aged Care	14	2754	3472	5125	11875	16450	9097
Professional/Industry	8	5700	6000	9850	13996	19847	11404
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	9	3800	4200	16575	21000	23092	14682
Government - Large	30	3544	6000	10150	16500	17145	15258
Government - Medium	22	3215	5563	10000	11750	20990	15065
Government - Small	2	-	-	2070	-	-	2070
Superfunds	33	5832	7661	12570	21900	31000	15642



6.2 Combined - Audit Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	220	2500	5000	8923	16892	31038	14342
Revenue							
Up to 1M	10	2500	3258	8500	11750	26000	15268
\$1M - \$5M	12	1982	2052	4500	8190	9876	6734
\$5M - \$10M	8	2595	3000	7500	12000	18900	9581
\$10M - \$20M	17	1600	3120	5307	20758	26944	10633
\$20M - \$40M	23	2275	5028	10000	17100	34600	16795
\$40M - \$80M	17	2500	4940	5807	8390	9852	6761
\$80M - \$120M	18	2700	5000	8188	10000	10686	7562
\$120M - \$160M	8	3688	5000	8350	11562	25274	13270
\$160M - \$240M	22	5000	5119	8450	10000	17513	10032
\$240M - \$400M	16	2706	4800	10175	20500	35050	18712
\$400M - \$800M	17	4000	6800	10000	13200	16413	10092
\$800M - \$1B	4	3705	4538	5152	6041	7367	5426
\$1B - \$4B	31	4000	9125	15684	25200	35875	20195
\$4B or more	17	13602	23100	31000	35150	43200	34201

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	39	10000	14600	22000	30950	36100	25654
Large - listed	16	3825	7430	11750	15125	18500	11921
Large - public unlisted	7	2336	3750	5000	6052	10354	6054
Large - private	5	5192	5481	6800	10000	10210	7526
Medium - listed	17	4071	7725	10000	12500	39000	16600
Medium - public unlisted	23	2040	3179	6700	11750	26738	12071
Medium - private	11	2000	5108	10000	15511	25625	11545
Small - listed	2	-	-	20500	-	-	20500
Small - public unlisted	2	-	-	3050	-	-	3050
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	5	7272	8400	31384	39258	54293	29976
NFP: Community Housing	2	-	-	9480	-	-	9480
NFP: Disability	2	-	-	1384	-	-	1384
NFP: Education	4	11650	25375	34000	52508	84021	43882
NFP: Health	6	3575	4369	5641	10722	33720	14312
NFP: Aged Care	4	1180	1450	2181	3322	4329	2590
Professional/Industry	4	2885	4212	7018	13064	20226	10259
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	5	2200	2500	4200	10500	12110	6477
Government - Large	28	2850	4750	6750	8500	14703	9649
Government - Medium	19	2915	4970	5055	7250	10000	9504
Government - Small	2	-	-	2070	-	-	2070
Superfunds	17	4200	5307	8500	13133	19918	10200



6.3 Combined - Finance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	93	2679	5000	10000	15000	30000	13274
Revenue							
Up to 1M	5	4000	7000	25000	30000	30000	18800
\$1M - \$5M	4	3900	5250	6000	9750	16500	9000
\$5M - \$10M	6	2700	6000	13500	15000	15788	10662
\$10M - \$20M	12	1100	3500	8000	15000	24563	11397
\$20M - \$40M	8	2368	4375	5250	14719	34912	12242
\$40M - \$80M	12	5012	5219	7127	10044	21551	9639
\$80M - \$120M	10	4834	5000	5625	9188	12700	9334
\$120M - \$160M	6	4074	6250	9250	15250	18000	10441
\$160M - \$240M	3	-	7500	12000	12578	-	9385
\$240M - \$400M	9	6170	10614	11000	27500	39971	20997
\$400M - \$800M	7	8000	10000	10865	20700	31840	16752
\$800M - \$1B	2	-	-	7880	-	-	7880
\$1B - \$4B	8	3365	5401	10650	25469	48220	21076
\$4B or more	2	-	-	15336	-	-	15336

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	4	18420	23550	31138	36906	38762	29319
Large - listed	5	14400	21000	22000	27500	29000	22100
Large - public unlisted	5	5200	5500	7500	10000	10366	7722
Large - private	2	-	-	10000	-	-	10000
Medium - listed	3	-	3000	4000	9500	-	7000
Medium - public unlisted	4	5854	7134	8922	17500	31000	15711
Medium - private	5	6462	13156	15000	25000	25375	16156
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	7	3635	5562	10300	12932	22950	11938
NFP: Community Housing	3	-	10418	15336	20668	-	15612
NFP: Disability	5	985	2060	2250	11000	11000	5316
NFP: Education	5	10800	15000	17000	35000	59514	30171
NFP: Health	12	4100	5000	5325	7040	11723	6547
NFP: Aged Care	11	2648	4170	5250	10500	19000	9499
Professional/Industry	2	-	-	9302	-	-	9302
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	4	5250	8625	13538	18070	20762	13158
Government - Large	10	2980	3954	6575	10460	17602	13620
Government - Medium	2	-	-	6800	-	-	6800
Government - Small	-	-	-	-	-	-	-
Superfunds	3	-	6754	6754	18877	-	14836



6.4 Combined - Finance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	59	1682	2782	5500	12350	30200	11314
Revenue							
Up to 1M	5	3000	4500	18000	20000	56000	24900
\$1M - \$5M	3	-	3250	4000	7000	-	5500
\$5M - \$10M	2	-	-	8200	-	-	8200
\$10M - \$20M	10	927	1776	2500	9123	26162	8429
\$20M - \$40M	4	2550	4125	18192	32288	33915	18221
\$40M - \$80M	5	1590	2100	2563	3238	4063	2753
\$80M - \$120M	5	1760	2000	5000	5000	8000	4720
\$120M - \$160M	3	-	5250	5500	7135	-	6423
\$160M - \$240M	5	4200	6000	6000	30000	33000	16000
\$240M - \$400M	2	-	-	6854	-	-	6854
\$400M - \$800M	6	4150	5800	6160	9130	11600	7303
\$800M - \$1B	2	-	-	4228	-	-	4228
\$1B - \$4B	6	7750	13110	18581	24062	32996	23776
\$4B or more	2	-	-	7666	-	-	7666

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	3	-	11600	13200	15569	-	13713
Large - listed	3	-	8250	11500	15750	-	12167
Large - public unlisted	5	2872	5305	5500	5800	7582	5325
Large - private	2	-	-	17900	-	-	17900
Medium - listed	3	-	5200	8400	44200	-	30133
Medium - public unlisted	5	2195	3238	6000	10000	22600	10348
Medium - private	6	1851	4000	12500	17250	21812	12054
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	5	1865	2563	6520	31384	51144	21237
NFP: Community Housing	2	-	-	5333	-	-	5333
NFP: Disability	3	-	2634	5000	20000	-	13423
NFP: Education	2	-	-	17500	-	-	17500
NFP: Health	5	2460	3150	4000	4613	7485	4633
NFP: Aged Care	4	1180	1450	1850	2825	4130	2425
Professional/Industry	2	-	-	2000	-	-	2000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	10862	-	-	10862
Government - Large	6	2750	3250	4500	5230	15491	7580
Government - Medium	2	-	-	6000	-	-	6000
Government - Small	-	-	-	-	-	-	-
Superfunds	2	-	-	8292	-	-	8292



6.5 Combined - Governance Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	126	3000	5288	10000	18625	32938	15339
Revenue							
Up to 1M	11	4000	6200	15000	30000	30000	21218
\$1M - \$5M	7	2200	3250	6000	8475	12570	6493
\$5M - \$10M	7	2672	4572	9800	11000	13200	8192
\$10M - \$20M	15	1400	3552	6680	15400	23375	11088
\$20M - \$40M	12	2796	5490	10192	17860	33763	14092
\$40M - \$80M	18	2580	5000	6532	14295	27286	13005
\$80M - \$120M	16	5000	5812	8500	12812	31117	12935
\$120M - \$160M	8	4644	8875	11000	17099	17876	11693
\$160M - \$240M	9	5800	10799	13156	25000	34706	18493
\$240M - \$400M	9	3544	5000	15750	27500	44206	24081
\$400M - \$800M	3	-	7500	10000	15500	-	12000
\$800M - \$1B	3	-	10305	10610	17805	-	15203
\$1B - \$4B	4	8165	9538	16150	25469	31713	18856
\$4B or more	4	24235	37584	48500	57500	67400	46584

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	7	11200	18500	35875	48500	60800	36268
Large - listed	7	8800	12875	20000	24750	28500	18893
Large - public unlisted	11	5000	6000	10000	14292	17395	12287
Large - private	2	-	-	10000	-	-	10000
Medium - listed	8	3400	8500	15225	26250	45000	22681
Medium - public unlisted	13	3735	6240	9061	14800	34972	15281
Medium - private	7	8694	14078	15000	17500	22250	15112
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	2	-	-	6750	-	-	6750
Small - private	2	-	-	6200	-	-	6200
NFP: Charity	9	4380	5625	10300	12600	37806	15139
NFP: Community Housing	4	2402	2854	9220	18002	22801	11635
NFP: Disability	5	1061	2250	4000	4100	8240	4324
NFP: Education	3	-	26000	35000	70015	-	52343
NFP: Health	12	5000	5000	5750	9269	11740	8370
NFP: Aged Care	12	2683	3255	5125	11875	18850	9571
Professional/Industry	4	7140	8850	16778	25389	28327	17461
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	5	8120	15800	21000	22557	24163	17518
Government - Large	3	-	4000	5000	7500	-	6000
Government - Medium	3	-	4050	6500	9250	-	6700
Government - Small	-	-	-	-	-	-	-
Superfunds	7	6236	6754	10600	13422	21936	12487



6.6 Combined - Governance Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	63	2000	2706	6000	14900	34277	12623
Revenue							
Up to 1M	7	3500	4750	12000	16250	44000	19429
\$1M - \$5M	5	949	1100	2500	4000	6856	3442
\$5M - \$10M	2	-	-	8200	-	-	8200
\$10M - \$20M	10	927	2018	4060	7900	26162	8488
\$20M - \$40M	4	8403	12516	23092	32288	33915	21712
\$40M - \$80M	6	2327	3076	5495	7894	11772	6531
\$80M - \$120M	6	1800	2312	4125	6500	7750	4558
\$120M - \$160M	2	-	-	5250	-	-	5250
\$160M - \$240M	7	4800	6862	10000	26000	36703	16855
\$240M - \$400M	4	2545	2612	2706	17885	45106	17791
\$400M - \$800M	2	-	-	6500	-	-	6500
\$800M - \$1B	2	-	-	5152	-	-	5152
\$1B - \$4B	3	-	14719	17938	41128	-	31252
\$4B or more	3	-	16833	26000	31500	-	23555

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	3	-	21969	26000	31500	-	26979
Large - listed	6	3825	5500	9250	11875	16000	9692
Large - public unlisted	5	2255	2500	5000	5305	5422	4079
Large - private	-	-	-	-	-	-	-
Medium - listed	6	3500	5681	8862	15250	48500	20288
Medium - public unlisted	6	1984	3756	7031	13200	22900	10638
Medium - private	4	5150	9875	13750	17656	22438	13781
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	3050	-	-	3050
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	6	1982	4022	19892	27290	31788	24554
NFP: Community Housing	2	-	-	4868	-	-	4868
NFP: Disability	2	-	-	17634	-	-	17634
NFP: Education	2	-	-	49126	-	-	49126
NFP: Health	3	-	4306	4613	5506	-	5004
NFP: Aged Care	3	-	1300	1600	2181	-	1787
Professional/Industry	2	-	-	8572	-	-	8572
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	6500	-	-	6500
Government - Large	3	-	2750	3000	4000	-	3500
Government - Medium	2	-	-	4625	-	-	4625
Government - Small	-	-	-	-	-	-	-
Superfunds	3	-	7438	8500	8630	-	7879



6.7 Combined - Nominations Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	87	3000	5175	10000	20500	31000	14986
Revenue							
Up to 1M	9	3600	5000	11000	30000	40000	21000
\$1M - \$5M	2	-	-	6500	-	-	6500
\$5M - \$10M	4	10000	10000	12500	15000	15000	12500
\$10M - \$20M	12	2304	5085	6459	14367	34062	15016
\$20M - \$40M	12	2936	4065	5466	9000	23153	9773
\$40M - \$80M	6	3320	5092	5780	6643	16377	8492
\$80M - \$120M	8	5000	5000	5125	7566	11087	6954
\$120M - \$160M	5	3829	5600	10000	12000	13062	8804
\$160M - \$240M	5	5800	10000	10799	15450	24780	14050
\$240M - \$400M	7	8500	12000	16000	28750	30400	19250
\$400M - \$800M	5	10343	10858	20000	21000	27958	18891
\$800M - \$1B	2	-	-	25000	-	-	25000
\$1B - \$4B	7	5670	8625	17500	23360	25705	15993
\$4B or more	4	24235	37584	48500	52750	54100	41834

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	9	11600	17500	25000	45000	52600	29611
Large - listed	7	8000	10000	20000	24750	28500	17786
Large - public unlisted	4	6500	8750	18592	37387	55755	27546
Large - private	2	-	-	5625	-	-	5625
Medium - listed	6	6000	10250	13225	15862	48000	22408
Medium - public unlisted	9	2986	4420	5600	10000	15000	9212
Medium - private	6	3500	7156	14312	22969	29111	15641
Small - listed	2	-	-	30000	-	-	30000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	4	6768	9359	10828	16862	27670	15393
NFP: Community Housing	3	-	10418	15336	20668	-	15612
NFP: Disability	2	-	-	3030	-	-	3030
NFP: Education	-	-	-	-	-	-	-
NFP: Health	7	5300	5906	9400	16635	21588	12029
NFP: Aged Care	7	1989	3824	5250	6250	9950	5771
Professional/Industry	2	-	-	6000	-	-	6000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	12000	-	-	12000
Government - Large	3	-	3150	3300	6650	-	5433
Government - Medium	2	-	-	3550	-	-	3550
Government - Small	-	-	-	-	-	-	-
Superfunds	11	5460	6113	10000	19280	31000	13701



6.8 Combined - Nominations Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	61	2100	3360	6400	12360	25625	11961
Revenue							
Up to 1M	7	2300	3500	10000	15500	44000	18571
\$1M - \$5M	2	-	-	3750	-	-	3750
\$5M - \$10M	4	3000	3000	4000	7500	12000	6500
\$10M - \$20M	9	1400	2000	5000	6400	26700	9021
\$20M - \$40M	6	1850	2575	4600	10210	21582	9344
\$40M - \$80M	2	-	-	2730	-	-	2730
\$80M - \$120M	3	-	2300	3000	6546	-	4897
\$120M - \$160M	4	5510	6275	7735	20348	41187	18888
\$160M - \$240M	5	3200	3500	5475	7725	9090	5940
\$240M - \$400M	4	5000	5000	5650	9475	15190	8825
\$400M - \$800M	4	7519	9114	10250	11880	14365	10744
\$800M - \$1B	-	-	-	-	-	-	-
\$1B - \$4B	7	7250	10125	12360	16296	43400	21457
\$4B or more	4	10766	15416	20650	23975	25190	18742

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	6	9375	12000	18500	22225	24650	17508
Large - listed	5	3800	5000	5000	11500	16600	8900
Large - public unlisted	2	-	-	11181	-	-	11181
Large - private	2	-	-	5000	-	-	5000
Medium - listed	9	4400	5000	7725	10000	24800	15225
Medium - public unlisted	6	1850	2400	3180	5865	18850	7960
Medium - private	6	2250	4398	12546	15766	20824	11873
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	3	-	4908	6456	18920	-	13733
NFP: Community Housing	2	-	-	4583	-	-	4583
NFP: Disability	2	-	-	3500	-	-	3500
NFP: Education	-	-	-	-	-	-	-
NFP: Health	4	5752	6169	9380	23040	24264	10829
NFP: Aged Care	3	-	1300	1600	1850	-	1567
Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	6500	-	-	6500
Government - Large	3	-	4000	5000	12000	-	9000
Government - Medium	2	-	-	42750	-	-	42750
Government - Small	-	-	-	-	-	-	-
Superfunds	5	3280	3700	5000	5307	9191	5757



6.9 Combined - Remuneration Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	178	3000	7000	15000	29766	48746	20976
Revenue							
Up to 1M	9	2400	4635	10000	30000	40000	20682
\$1M - \$5M	5	1500	3000	10000	10000	22000	10700
\$5M - \$10M	5	3580	4000	8300	11000	13400	8320
\$10M - \$20M	12	2350	5519	8590	17656	28718	12807
\$20M - \$40M	12	3200	6874	10294	23530	34800	15996
\$40M - \$80M	14	1795	3652	7990	15715	24102	10635
\$80M - \$120M	17	4200	5000	7925	18115	26800	12849
\$120M - \$160M	9	5010	10000	12000	22500	25760	14728
\$160M - \$240M	11	9133	10400	18000	24058	31000	19339
\$240M - \$400M	19	5000	10052	20000	27250	31477	21359
\$400M - \$800M	17	5810	10000	15000	26400	37000	21727
\$800M - \$1B	4	10183	10458	12655	17275	21910	15078
\$1B - \$4B	26	9000	17069	28100	48382	50750	31467
\$4B or more	17	19112	34100	45000	55000	58320	43390

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	49	15000	21120	34100	49725	55000	34776
Large - listed	20	5472	14536	20000	23500	27750	18541
Large - public unlisted	9	2209	5000	10000	10610	29852	12429
Large - private	7	6500	8316	10000	25340	51669	24041
Medium - listed	16	4818	9575	10750	20000	22500	16715
Medium - public unlisted	13	5505	5600	7925	14860	23600	11762
Medium - private	8	2175	2438	8228	13968	18188	9682
Small - listed	4	6900	12750	23000	30000	30000	19750
Small - public unlisted	2	-	-	500	-	-	500
Small - private	2	-	-	7000	-	-	7000
NFP: Charity	4	10817	10843	22866	28539	35134	26516
NFP: Community Housing	2	-	-	20668	-	-	20668
NFP: Disability	2	-	-	2060	-	-	2060
NFP: Education	2	-	-	31500	-	-	31500
NFP: Health	4	4300	4750	7112	9419	9768	7056
NFP: Aged Care	8	2154	2912	4434	5062	14775	7846
Professional/Industry	2	-	-	9302	-	-	9302
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	6444	-	-	6444
Government - Large	8	2915	5250	6500	10250	14000	8340
Government - Medium	5	2160	3000	5610	7499	51000	19542
Government - Small	-	-	-	-	-	-	-
Superfunds	12	7139	10675	19185	29546	31000	19439



6.10 Combined - Remuneration Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	123	2500	4806	10000	17750	30900	15131
Revenue							
Up to 1M	7	1950	2250	4500	14000	44000	16982
\$1M - \$5M	5	490	849	2500	5000	6800	3320
\$5M - \$10M	3	-	4975	8300	11650	-	8317
\$10M - \$20M	6	1500	2750	10856	23396	28312	13556
\$20M - \$40M	9	5574	9274	12570	31384	38400	20527
\$40M - \$80M	10	3123	3452	5182	6375	8701	5619
\$80M - \$120M	8	2580	3000	9250	10023	10686	7283
\$120M - \$160M	4	3845	4588	8125	11562	12125	8025
\$160M - \$240M	10	2973	3692	7500	12267	30926	12183
\$240M - \$400M	10	2635	3322	8150	15100	23425	13986
\$400M - \$800M	12	5080	5800	8750	13775	16850	9688
\$800M - \$1B	2	-	-	5152	-	-	5152
\$1B - \$4B	22	4150	11125	15750	20278	25360	18060
\$4B or more	15	13342	21000	27500	33950	43800	33495

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	37	10000	13200	18000	26000	33340	23404
Large - listed	14	2755	8060	11375	15000	16550	10860
Large - public unlisted	6	2296	3125	5152	5676	9696	5715
Large - private	4	4489	4818	5400	11850	22740	11268
Medium - listed	11	2000	5000	8000	11250	60000	18089
Medium - public unlisted	9	1370	3238	3452	9274	16200	7796
Medium - private	6	1825	2125	6296	13773	20312	9478
Small - listed	2	-	-	6000	-	-	6000
Small - public unlisted	2	-	-	250	-	-	250
Small - private	2	-	-	4500	-	-	4500
NFP: Charity	3	-	8920	21334	25321	-	25699
NFP: Community Housing	2	-	-	7666	-	-	7666
NFP: Disability	2	-	-	3500	-	-	3500
NFP: Education	2	-	-	48126	-	-	48126
NFP: Health	2	-	-	4032	-	-	4032
NFP: Aged Care	3	-	1300	1600	2181	-	1787
Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	4546	-	-	4546
Government - Large	7	2637	3331	4000	5000	5200	4036
Government - Medium	3	-	4376	5751	42876	-	29584
Government - Small	-	-	-	-	-	-	-
Superfunds	9	5746	8500	12075	12852	17249	11434



6.11 Combined - Risk Committee Chair

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	179	3153	6370	13156	25000	46000	19598
Revenue							
Up to 1M	8	2350	4675	9500	32500	52000	22362
\$1M - \$5M	7	1642	2535	3500	10046	21000	8523
\$5M - \$10M	8	3405	3880	13100	15375	19050	11670
\$10M - \$20M	21	2500	5145	6240	18565	31730	13139
\$20M - \$40M	18	4379	9114	14072	23293	34912	20366
\$40M - \$80M	20	3110	5395	9612	10650	15191	9306
\$80M - \$120M	18	6303	10000	12437	17875	38058	16798
\$120M - \$160M	9	2618	5600	10000	17000	19700	11446
\$160M - \$240M	15	5900	10000	15450	22500	25716	16041
\$240M - \$400M	13	7790	11050	20000	31000	57740	28116
\$400M - \$800M	11	5525	11432	15000	20700	40000	22890
\$800M - \$1B	2	-	-	10305	-	-	10305
\$1B - \$4B	17	8718	21120	31365	50000	57720	34299
\$4B or more	10	14832	39354	50145	58000	66975	45455

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	22	15000	23325	42500	51572	61620	39828
Large - listed	12	10200	14812	21000	25625	29750	22881
Large - public unlisted	12	6600	9375	10930	20842	39611	17481
Large - private	6	10175	10465	11406	17250	57000	26194
Medium - listed	11	5500	15000	20000	28250	40000	24495
Medium - public unlisted	42	3193	5506	10000	13847	24500	12989
Medium - private	8	2350	8950	13390	15000	18188	12251
Small - listed	2	-	-	17500	-	-	17500
Small - public unlisted	2	-	-	3500	-	-	3500
Small - private	3	-	6200	7000	16000	-	12467
NFP: Charity	5	7421	10865	12600	15000	16925	15693
NFP: Community Housing	2	-	-	20668	-	-	20668
NFP: Disability	2	-	-	2155	-	-	2155
NFP: Education	3	-	26000	35000	70015	-	52343
NFP: Health	8	3550	4375	7112	10942	17055	9214
NFP: Aged Care	9	2318	5000	5250	17500	22600	11405
Professional/Industry	3	-	12086	18171	20964	-	15976
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	3000	-	-	3000
Government - Large	9	2944	5000	10000	11330	27070	13539
Government - Medium	2	-	-	40800	-	-	40800
Government - Small	2	-	-	2070	-	-	2070
Superfunds	15	6754	10000	18565	28596	32872	19163



6.12 Combined - Risk Committee Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	110	2089	5000	9637	19034	32598	19100
Revenue							
Up to 1M	6	2500	3000	8250	18000	50000	20250
\$1M - \$5M	4	1364	1760	2025	2178	2371	1912
\$5M - \$10M	5	5120	11000	15000	15000	304980	108100
\$10M - \$20M	10	1900	2280	6700	24408	29131	12783
\$20M - \$40M	12	2020	4796	13576	32288	57500	22676
\$40M - \$80M	12	2092	2447	5210	6425	8210	4821
\$80M - \$120M	7	3640	7000	10000	10000	10036	7956
\$120M - \$160M	5	5200	5500	6700	11250	37548	16706
\$160M - \$240M	12	5000	5356	8362	12658	16613	10693
\$240M - \$400M	4	13545	14962	20425	34638	51807	29176
\$400M - \$800M	7	4912	6660	6800	8750	11280	7617
\$800M - \$1B	2	-	-	5152	-	-	5152
\$1B - \$4B	15	7700	11930	17500	25000	28700	21058
\$4B or more	9	7933	16856	25200	32500	33810	23316

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Type of Organisation							
ASX 200 company	17	10600	16856	25000	26000	32890	21978
Large - listed	9	9000	11250	12000	15750	21020	13956
Large - public unlisted	7	1755	3546	5305	6150	10354	5947
Large - private	3	-	5240	5481	6140	-	5760
Medium - listed	10	4750	8294	11300	29500	31830	21312
Medium - public unlisted	20	1998	3208	7550	10250	29131	12242
Medium - private	5	2200	2500	10091	15000	21375	11043
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	1100	-	-	1100
Small - private	2	-	-	9750	-	-	9750
NFP: Charity	4	3750	5531	7460	14146	24489	12217
NFP: Community Housing	2	-	-	7666	-	-	7666
NFP: Disability	2	-	-	35000	-	-	35000
NFP: Education	2	-	-	49126	-	-	49126
NFP: Health	6	3306	4828	5641	10722	33720	14222
NFP: Aged Care	3	-	1300	1600	1850	-	1567
Professional/Industry	2	-	-	9086	-	-	9086
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	1850	-	-	1850
Government - Large	7	2337	2750	5000	6750	14800	7299
Government - Medium	2	-	-	40000	-	-	40000
Government - Small	2	-	-	2070	-	-	2070
Superfunds	7	6460	9526	13133	17000	19943	13335



7. REMUNERATION GOVERNANCE QUESTIONS

Contributors were asked to provide responses to a number of Remuneration Governance questions, in addition to their remuneration data on the online questionnaire. The answers to these questions are provided below for the 678 Boards who supplied this data.

Q79 *In which month does the Board usually decide on increases to remuneration for the following year?*

	March Quarter	June Quarter	September Quarter	December Quarter
ASX	9%	42%	35%	15%
Unlisted	3%	47%	31%	15%
Private	13%	48%	22%	17%
NFP	12%	44%	23%	21%

Q80 *Was there an increase given to Directors in the period 1 Jan 2022-31 Dec 2022?*

	Yes	No
ASX	42%	58%
Unlisted	67%	33%
Private	61%	39%
NFP	47%	53%

Q81 *If yes, what was the average percentage increase received by Directors in the period 1 Jan 2022-31 Dec 2022?*

	1-5%	6-10%	More than 10%
ASX	79%	18%	3%
Unlisted	84%	12%	4%
Private	82%	15%	3%
NFP	94%	5%	1%

Q82 *Was there an increase given to C-Suite Executives in the period 1 Jan 2022-31 Dec 2022?*

	Yes	No
ASX	71%	29%
Unlisted	78%	22%
Private	77%	23%
NFP	80%	20%



Q83 *If yes, what was the average percentage increase received by C-Suite Executives in the period 1 Jan 2022-31 Dec 2022?*

	1-5%	6-10%	More than 10%
ASX	81%	10%	9%
Unlisted	84%	14%	2%
Private	82%	15%	3%
NFP	88%	11%	1%

Q84 *Was there an increase given to general staff in the period 1 Jan 2022-31 Dec 2022?*

	Yes	No
ASX	82%	18%
Unlisted	100%	0%
Private	76%	24%
NFP	89%	11%

Q85 *If yes, what was the average percentage increase received by general staff in the period 1 Jan 2022-31 Dec 2022?*

	1-5%	6-10%	More than 10%
ASX	78%	19%	3%
Unlisted	89%	11%	0%
Private	59%	41%	0%
NFP	93%	7%	0%

Q86 *On what criteria are Board Remuneration increases based?*

	CPI	WPI	AWOTE	Organisation Performance	Industry Surveys	Consultant Benchmarking	Other
ASX	16%	5%	1%	17%	27%	25%	9%
Unlisted	24%	10%	4%	20%	16%	20%	6%
Private	22%	12%	0%	24%	17%	15%	14%
NFP	23%	15%	1%	15%	16%	12%	17%

Q87 *On what basis does the Board pay Directors for Committee work?*

	Included in Board fees	Board fee + Committee fees
ASX	48%	52%
Unlisted	49%	51%
Private	81%	19%
NFP	53%	47%