

**QUOTED
COMPANIES
ALLIANCE**

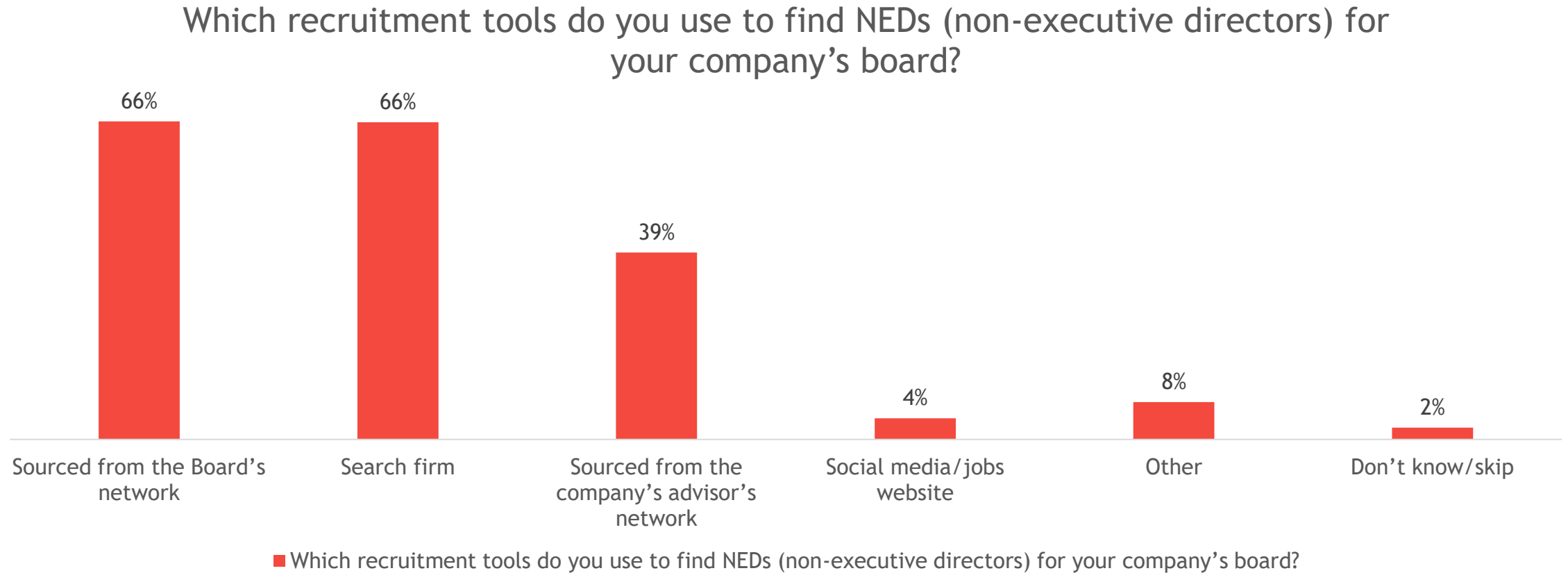
In partnership with:
NORMAN
BROADBENT

QCA Small and Mid-cap Sentiment Index
**Recruiting, Retaining and
Rewarding Non-Executive Directors**

Wave 33, March 2025

Recruitment tools for NEDs

Which recruitment tools do you use to find NEDs (non-executive directors) for your company's board?



Experience sourcing NEDs for company boards

How would you rate your most recent experience of sourcing a NED for your company's board?

Open-ends

'Haven't properly tried as yet (I arrived 2 years ago, no need for a NED hire since then)'

'Recommendations from major shareholders'

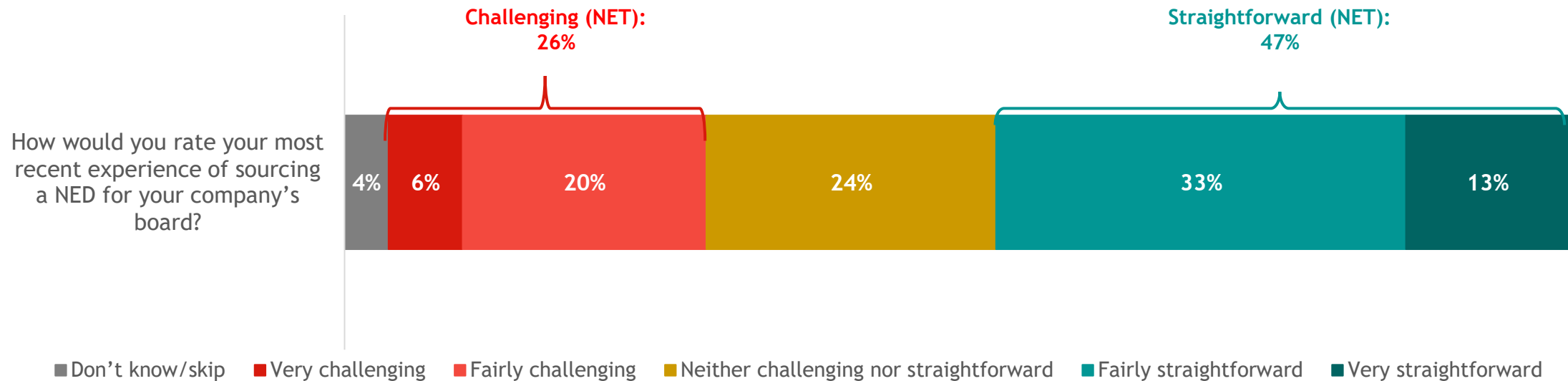
'ONline platform (eg Nurole),'

'Personal contact'

'Directors institute'

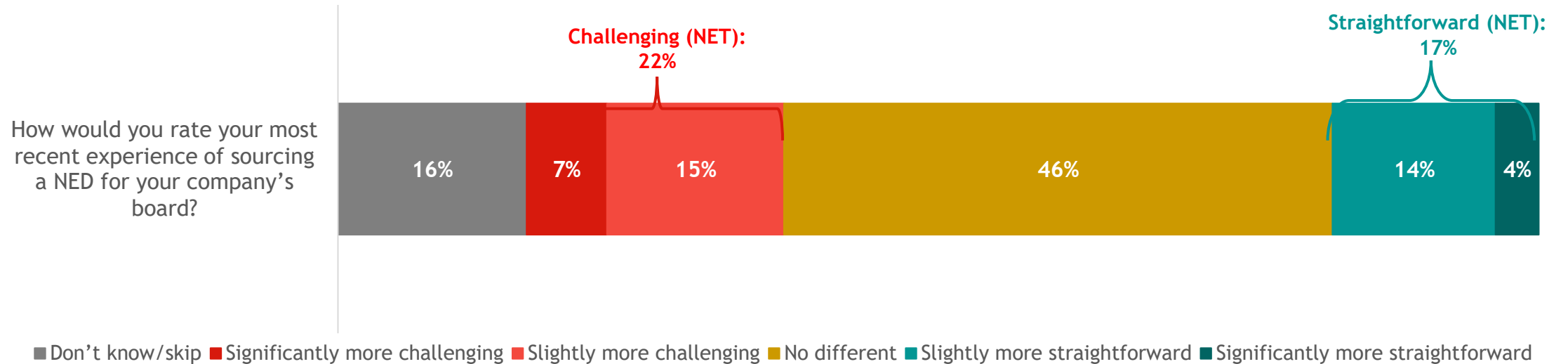
Experience sourcing NEDs for company boards

How would you rate your most recent experience of sourcing a NED for your company's board?



Experience sourcing NEDs for company boards

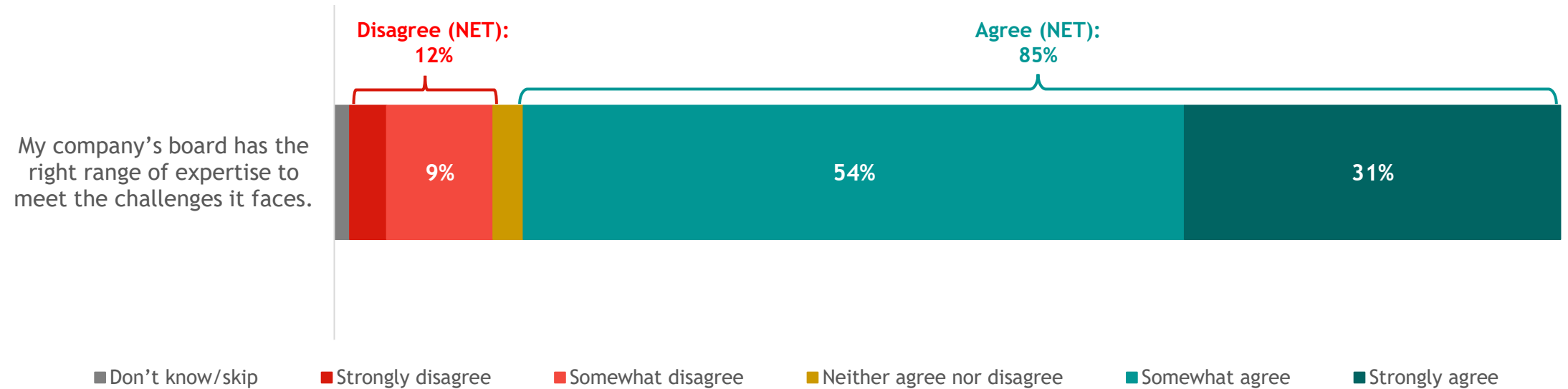
How does your most recent experience of sourcing a NED compare to five years ago?



Boards range of expertise

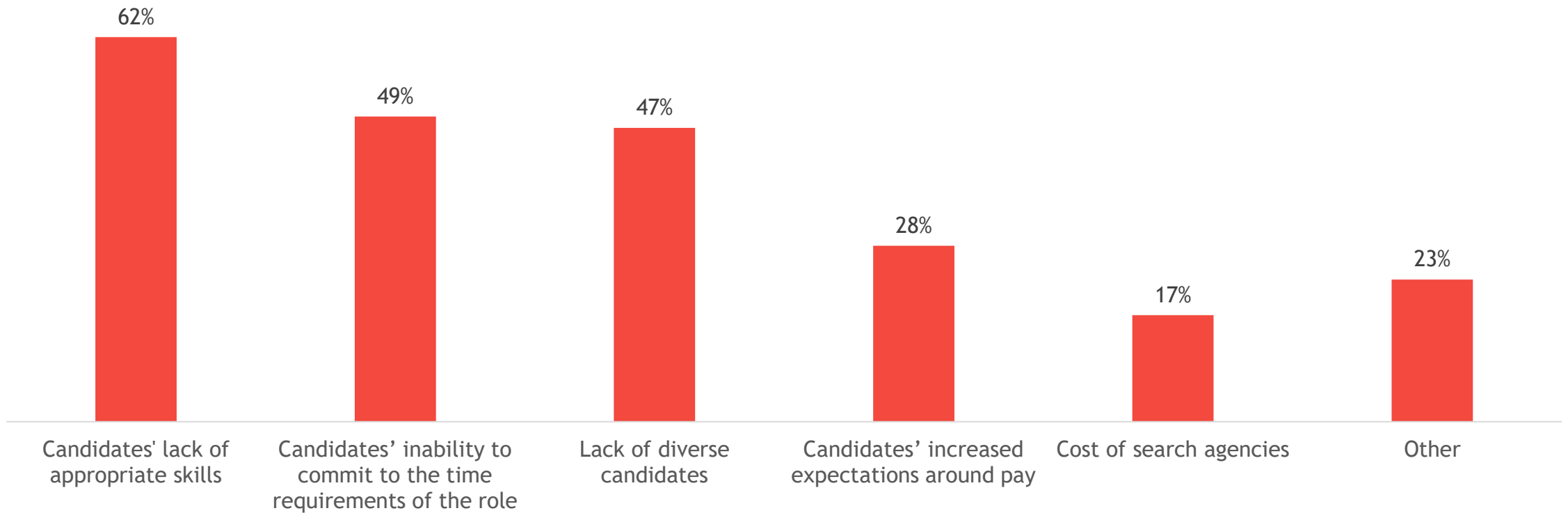
“My company’s board has the right range of expertise to meet the challenges it faces.”

To what extent do you agree with this statement?



Barriers to NED

What barriers do you think currently exist when finding a NED? Please select all that apply.



■ Which areas or skills, if any, does your board currently lack expertise?

Barriers to NEDs

What barriers do you think currently exist when finding a NED??

Open-ends

‘Pool of candidates that are willing to do the work given the increased regulatory penalties.’

‘Company-specific circumstances’

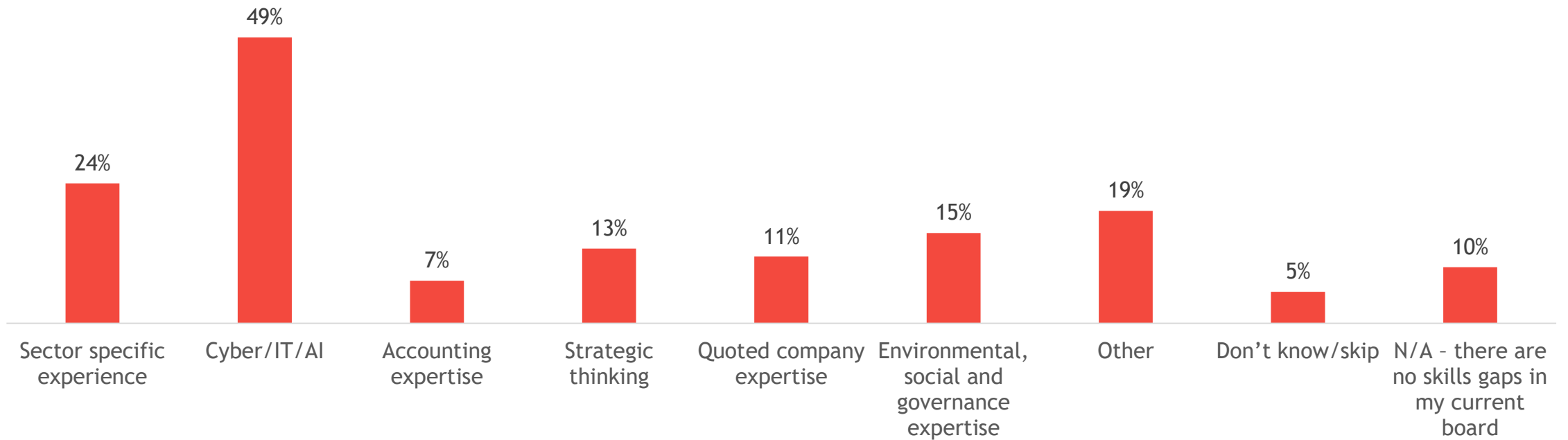
‘Increased obligations and time commitments as NEDs rightly deters some candidates. Pay is often not commensurate with time devoted especially in situations of corporate activity’

‘reluctance to take the risk’

Boards range of expertise

Which areas or skills, if any, does your board currently lack expertise?

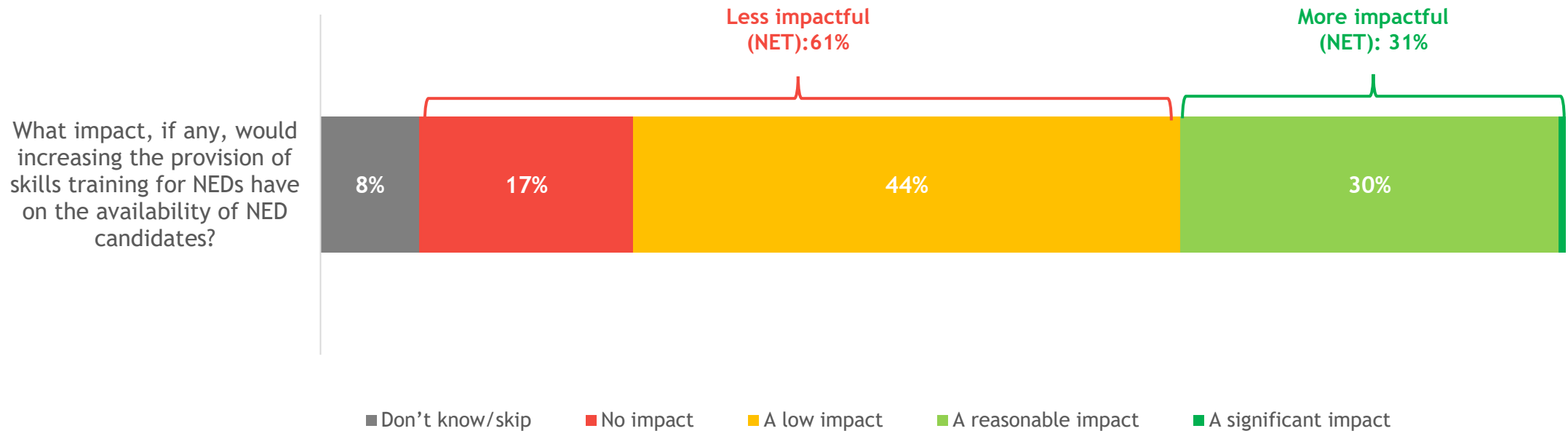
Which areas or skills, if any, does your board currently lack expertise?



■ Which areas or skills, if any, does your board currently lack expertise?

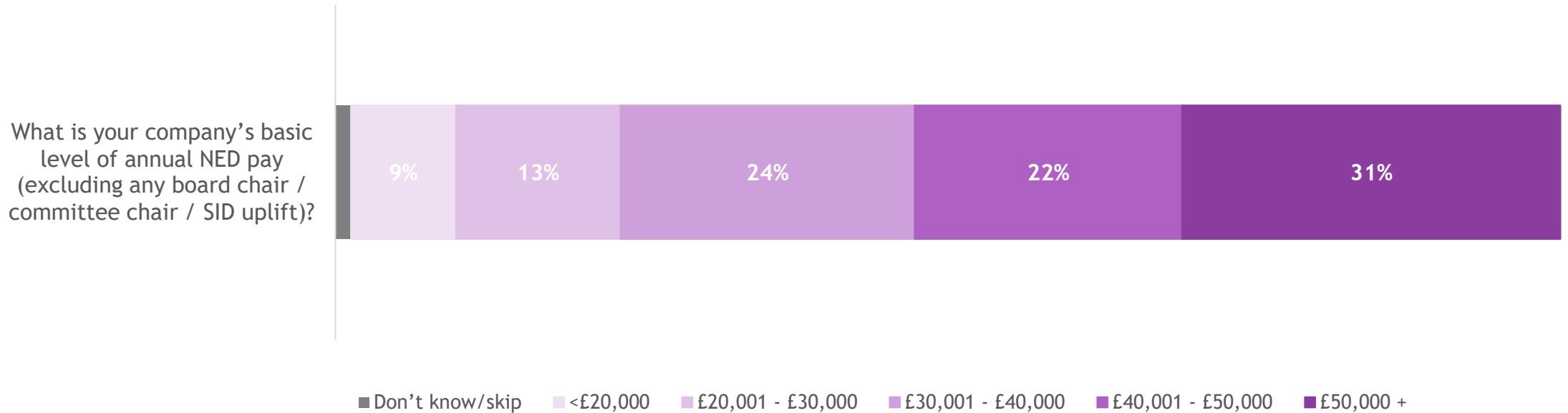
Impact of increasing skills training for NEDs

What impact, if any, would increasing the provision of skills training for NEDs have on the availability of NED candidates?



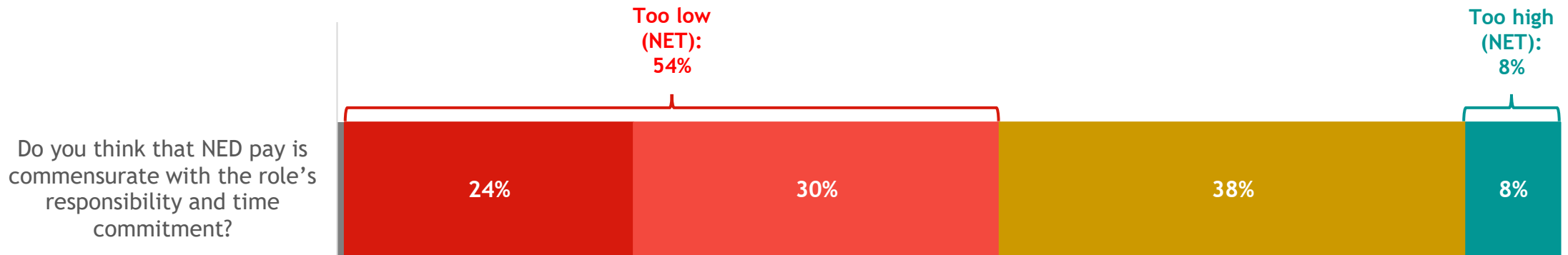
Company's NED pay

What is your company's basic level of annual NED pay (excluding any board chair / committee chair / SID uplift)?



NEDS pay aligning with responsibility and commitment

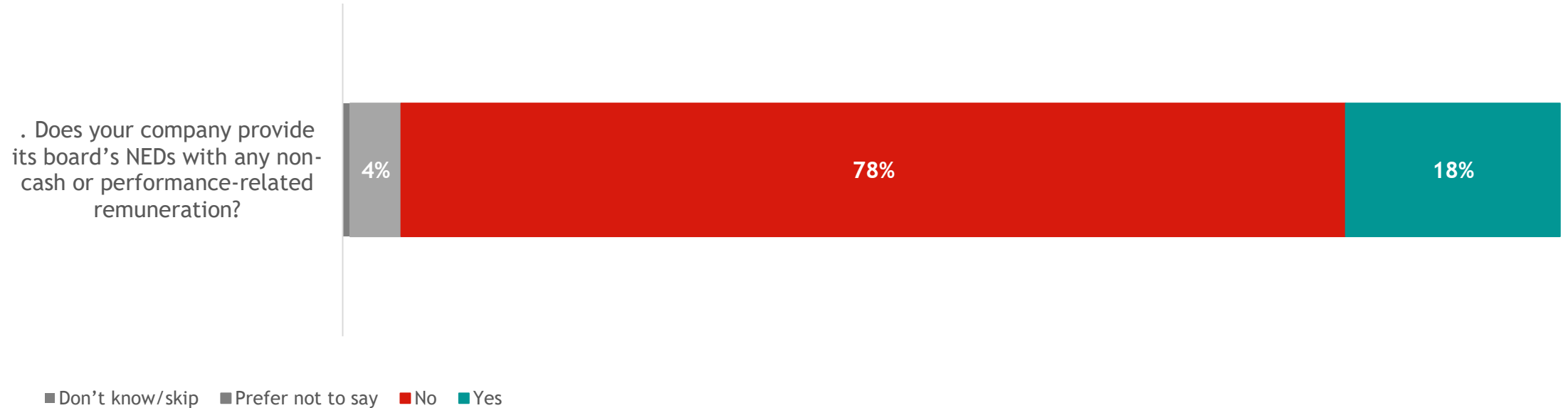
Do you think that NED pay is commensurate with the role's responsibility and time commitment?



■ Don't know/skip ■ NED pay is significantly too low ■ NED pay is slightly too low ■ NED pay is at the right amount ■ NED pay is slightly too high ■ NED pay is significantly too high

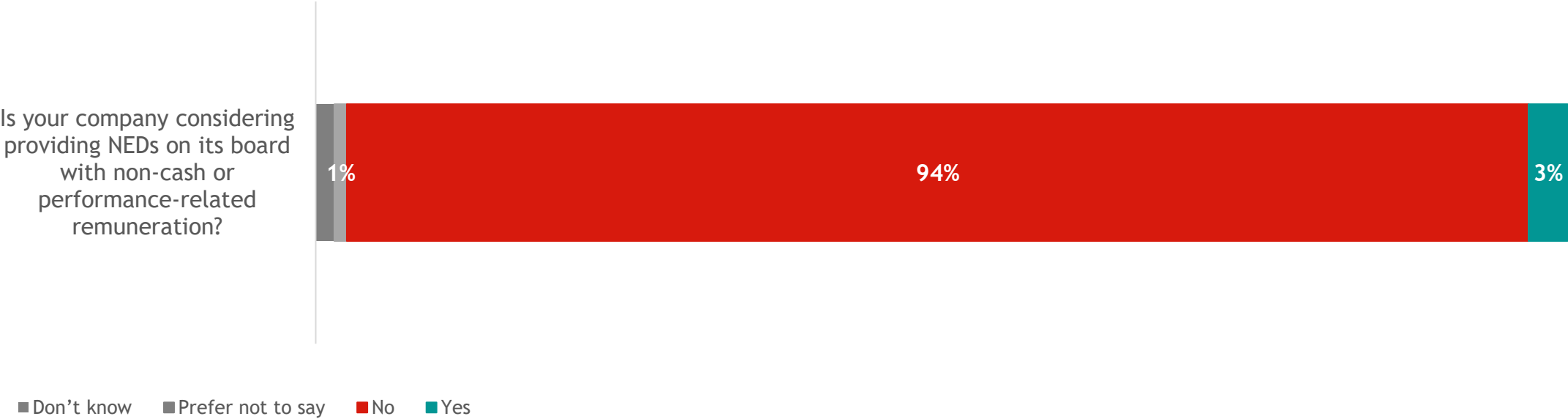
NEDs performance remuneration

Does your company provide its board's NEDs with any non-cash or performance-related remuneration?



NEDS pay aligning with responsibility and commitment

Is your company considering providing NEDs on its board with non-cash or performance-related remuneration?





**QUOTED
COMPANIES
ALLIANCE**

In partnership with:

**NORMAN
BROADBENT**