

A JOINT PUBLICATION BY

Australian  
Institute of  
Company  
Directors

GRC GODFREY  
REMUNERATION  
GROUP

# AICD Director Remuneration Report 2025

Survey data pack



## Methodology

In November and December 2024, the AICD conducted an online survey using the Qualtrics survey platform for the 2025 Director Remuneration Report. A total of 1,352 AICD members participated, providing insights into up to three director roles and three committee positions per board appointment. Respondents were asked a series of questions relating to themselves and their non-executive director experience. With this sample size, the results have a margin of error of  $\pm 3$  per cent at a 95 per cent confidence level, offering a reliable snapshot of current remuneration practices.

The survey was conducted anonymously and confidentially. Data was collected by the AICD and analysed by Godfrey Remuneration Group Pty Limited (GRG). While individual responses could not be independently verified, all data was assessed at face value. Incomplete responses were included where appropriate, and clearly erroneous entries were excluded. Due to rounding, some figures may not total 100 per cent.

Tables with blank spaces or charts with missing bars indicate that the respondent numbers were insufficient for a meaningful analysis.

## NOTE ON BASE SIZES IN SURVEY ANALYSIS

In this report, variations in base sizes across different analyses may result in figures that appear larger than the total number of survey respondents. This is due to the unit of analysis used in each case:

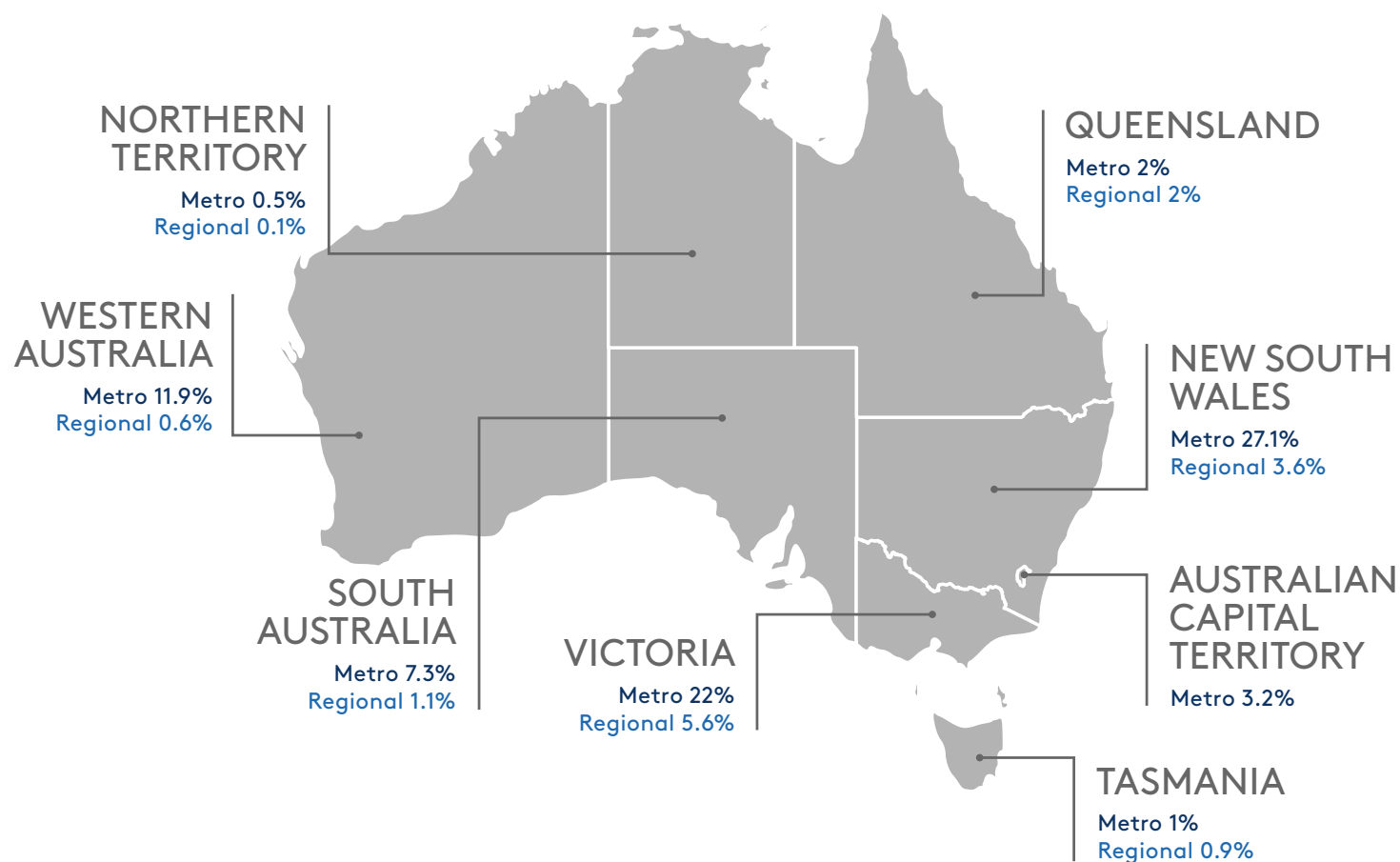
- Directorship-level analysis: Many respondents hold multiple directorships and were able to provide information for up to three. As such, analyses conducted at the directorship level reflect the total number of directorships reported, not individual respondents. These are labelled as:
- Respondent-level analysis: When the analysis is based on individual survey participants, the base reflects the number of unique respondents. These are labelled as:
- Committee-level analysis: In cases where the analysis focuses on committee memberships, the base reflects the total number of committee roles held, which may exceed the number of respondents. These are labelled as:

*"Base: AICD member directorships n = ..."*

*"Base: AICD members n = ..."*

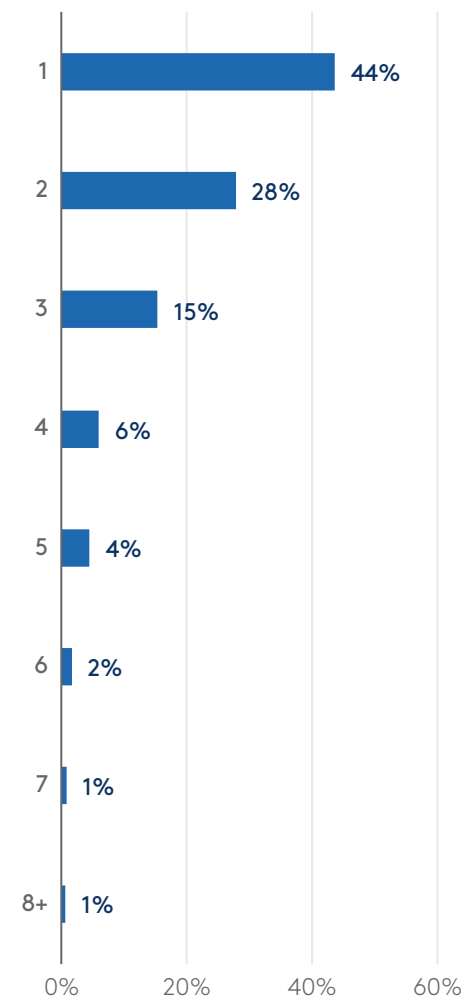
*"Base: AICD committee memberships n = ..."*

1.1A: Survey respondents by location



Base: AICD members n = 1307 AICD member database

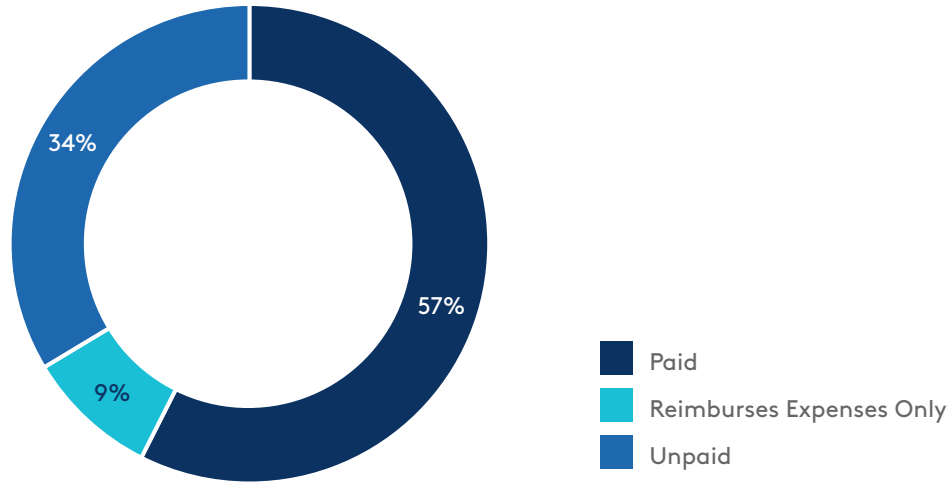
1.1B: Respondent breakdown by number of non-executive directorships held



Base: AICD members n = 1337 Q8: How many organisations do you currently hold a Non-Executive Director position with?

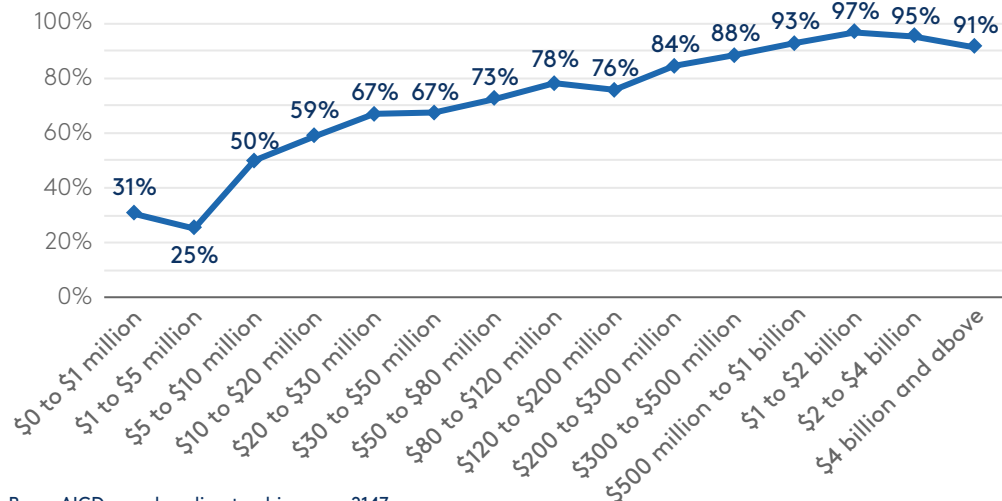


#### 4.1A: Director payment method (all board roles)



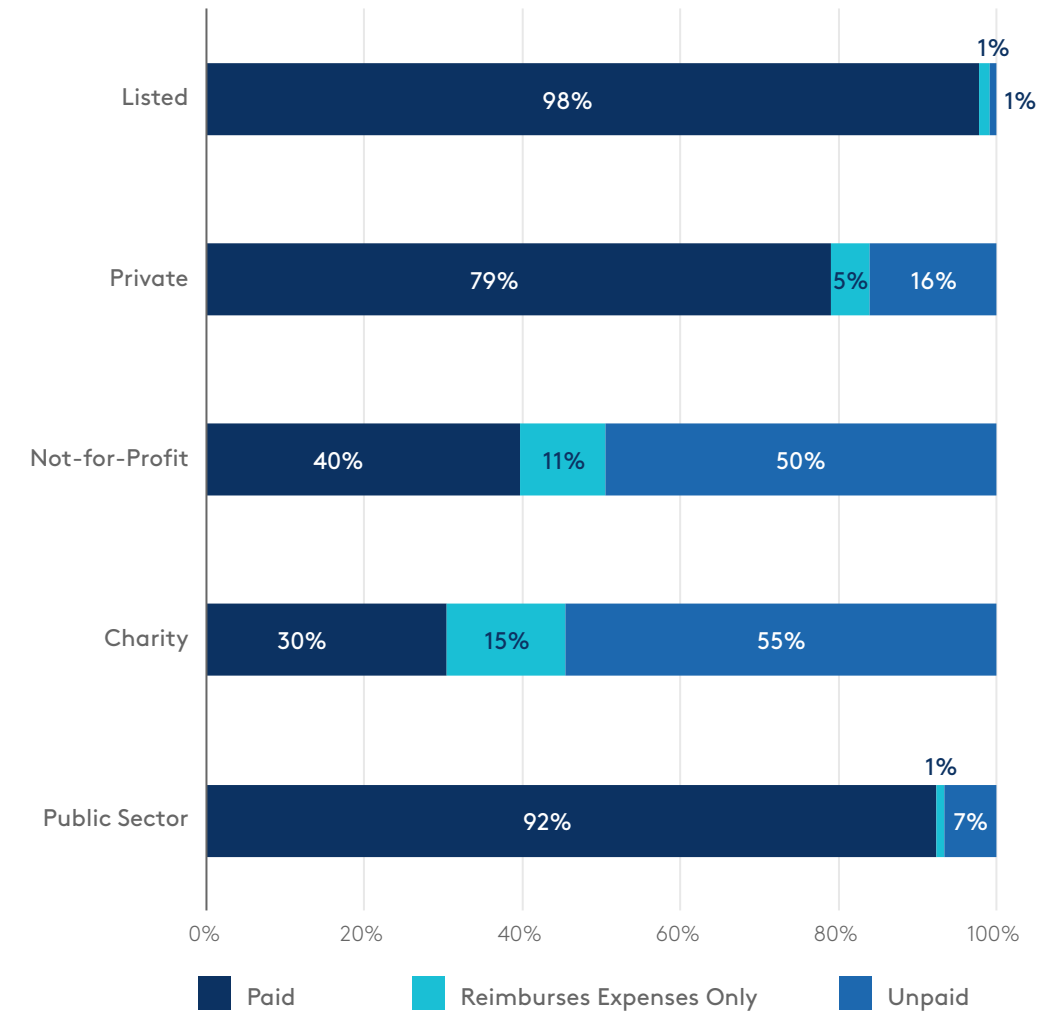
Base: AICD member directorships n = 2195  
Q27, Q86, Q145 combined. This board position is: Paid; Unpaid; Reimburses expenses only.

#### 4.1B: Proportion of paid directors by organisation revenue range



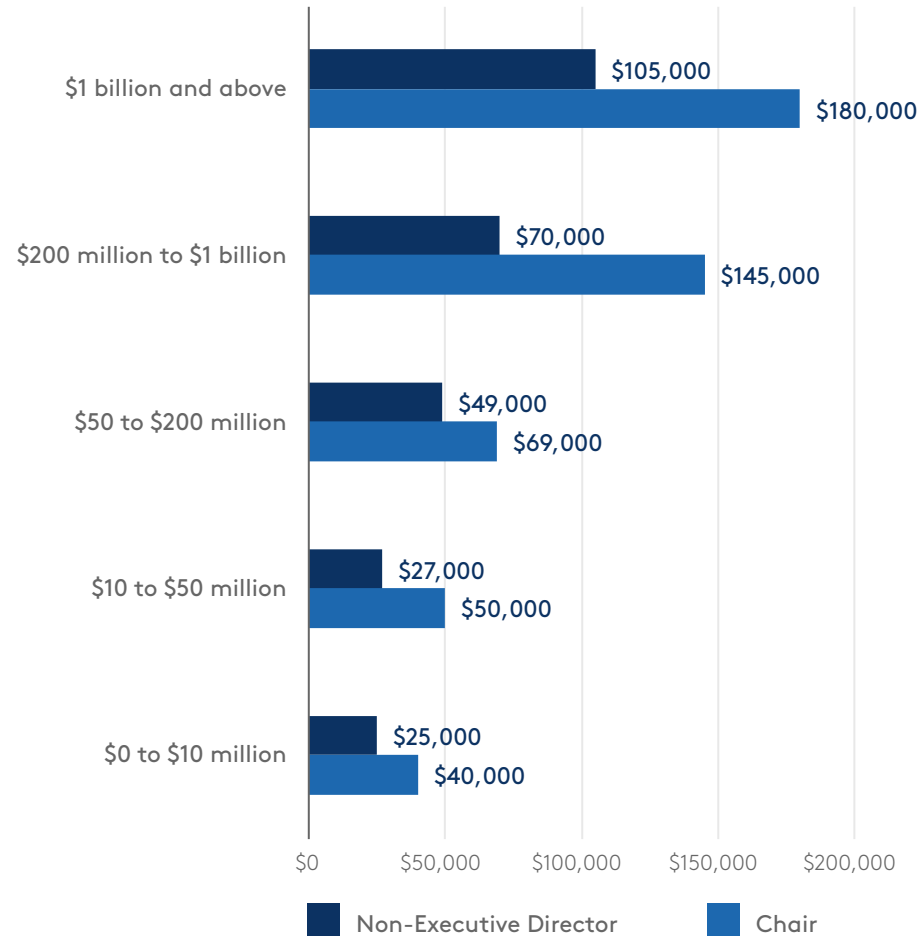
Base: AICD member directorships n = 2147  
Q 27, Q86, Q145 combined. This board position is: Paid; Unpaid; Reimburses expenses only. Q13, Q72, Q131 combined.  
What is the organisation's revenue? (drop down response options)

#### 4.1C: Payment by organisation sector (all board roles)



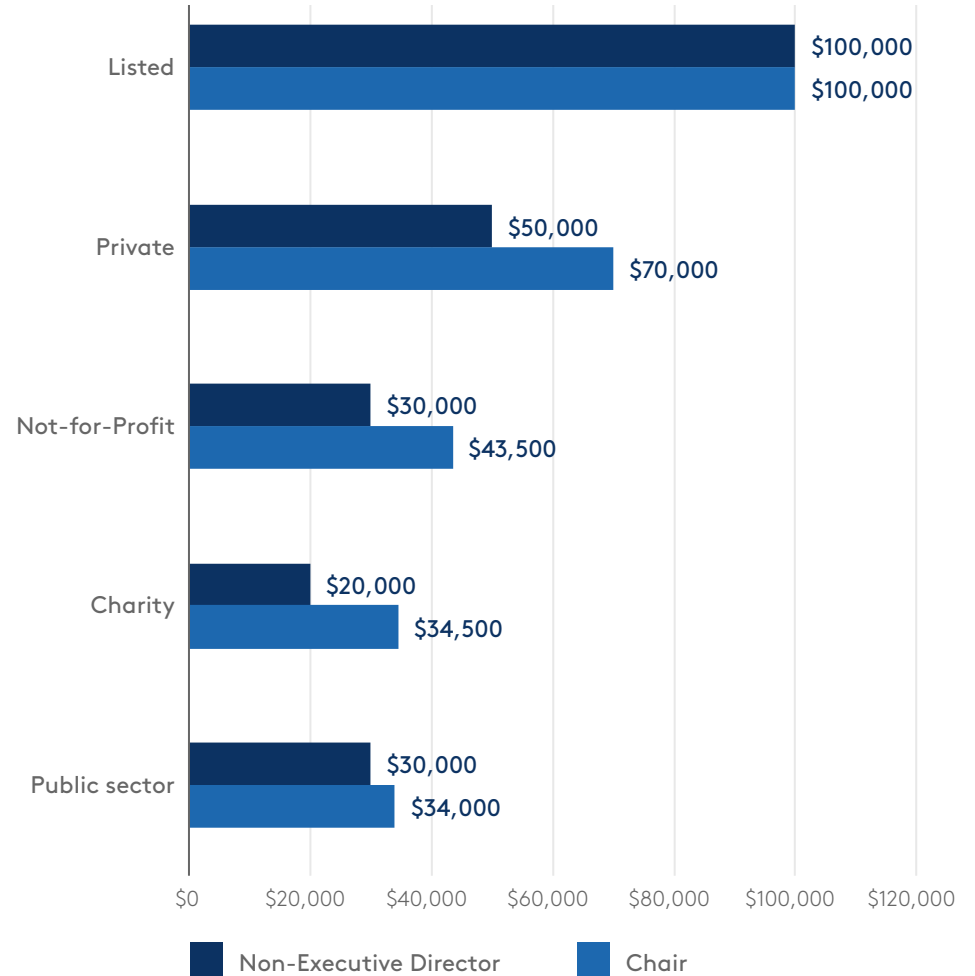
Base: AICD member directorships n = 2149  
Q 27, Q86, Q145 combined. This board position is: Paid; Unpaid; Reimburses expenses only. Q14, Q73, Q132 combined.  
What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes

#### 4.2.1: Median main board package by revenue range and board position



Base: AICD member directorships n = 1170 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director

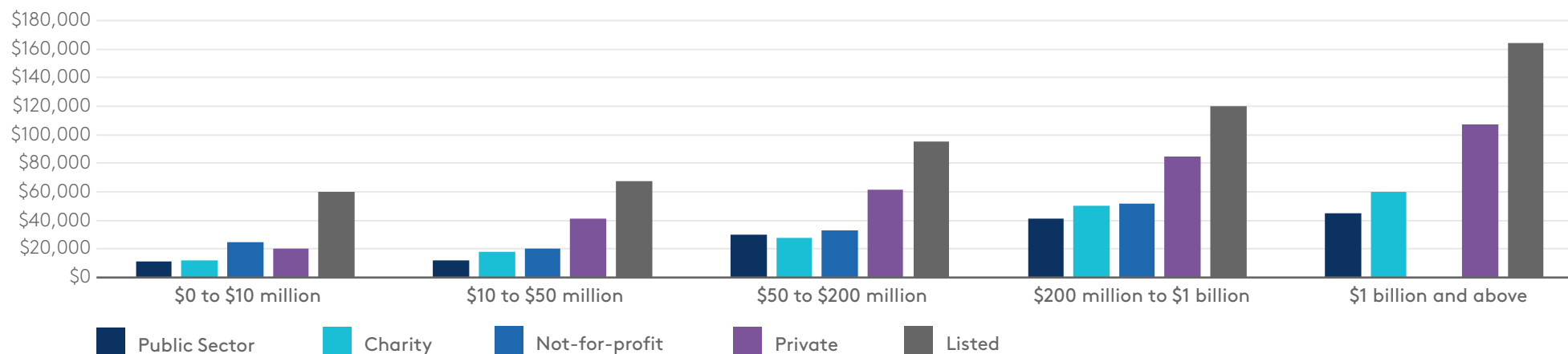
#### 4.2.2: Median main board package by organisation sector and board position



Base: AICD member directorships n = 1170 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director



#### 4.2.3: Median non-executive director main board package by revenue range and organisation sector



Base: AICD member directorships n = 824 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director

## Committees fee by role and committee type

SECTOR	NON-EXECUTIVE DIRECTOR			DEPUTY CHAIR		
	P25	P50	P75	P25	P50	P75
Audit	\$5,000	\$9,550	\$15,000	\$10,000	\$13,000	\$30,000
Audit & Risk	\$2,500	\$4,000	\$8,250	\$5,000	\$8,000	\$14,250
Clinical Governance	\$2,000	\$2,000	\$2,883	n/a	\$3,500	n/a
Finance	\$2,250	\$3,000	\$3,000	n/a	n/a	n/a
Governance	\$2,200	\$2,691.50	\$3,793	\$2,250	\$4,000	\$5,500
Health, Safety & Environmental	\$4,250	\$7,500	\$9,000	\$2,800	\$10,000	\$15,000
Investment	\$2,200	\$3,000	\$5,000	\$11,500	\$15,000	\$22,500
Marketing	n/a	\$10,000	n/a	n/a	\$10,000	n/a
Nominations	\$4,100	\$6,250	\$10,750	\$3,550	\$7,000	\$10,000
Remuneration	\$5,000	\$9,000	\$12,000	\$5,000	\$10,000	\$17,500
Risk	\$4,000	\$5,000	\$15,000	\$5,050	\$8,000	\$10,750
Strategy	\$2,500	\$2,870	\$12,427	n/a	\$6,000	n/a
Sustainability	\$2,312.5	\$5,000	\$7,537.5	n/a	\$12,500	n/a
Technology	\$6,000	\$20,000	\$30,000	\$5,250	\$8,000	\$10,000
Other	\$1,525	\$3,500	\$4,500	\$3,000	\$4,000	\$5,000

Base: AICD member directorships n = 1166 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined.

Committees: What is your annual fee for this role? Including superannuation. Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director

#### 4.2.4A: Top 5 highest paid industries for non-executive directors across all sectors

INDUSTRY	MEDIAN MBP
Information Media and Telecommunications	\$85,000
Construction	\$80,000
Transport, Postal and Warehousing	\$79,500
Mining	\$72,500
Financial and Insurance Services	\$72,000

#### 4.2.4B: Top 5 highest paid industries for chairs across all sectors

INDUSTRY	MEDIAN MBP
Financial and Insurance Services	\$105,000
Electricity, Gas, Water and Waste Services	\$102,000
Information Media and Telecommunications	\$100,000
Mining	\$80,000
Manufacturing	\$79,556

#### 4.2.4C: Top 3 lowest paid industries for non-executive directors across all sectors

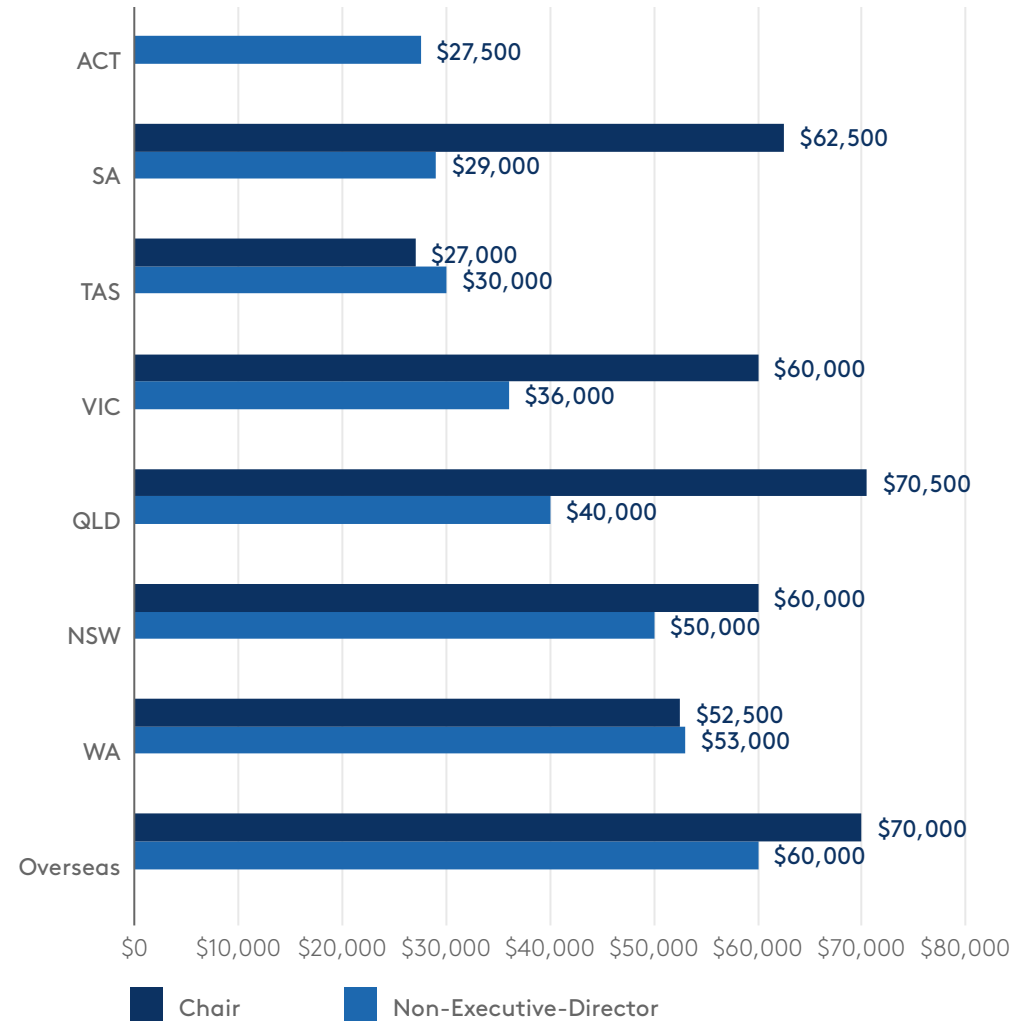
INDUSTRY	MEDIAN MBP
Health Care and Social Assistance	\$24,000
Public Administration and Safety	\$17,500
Arts and Recreation Services	\$12,750

#### 4.2.4D: Top 3 lowest paid industries for chairs across all sectors

INDUSTRY	MEDIAN MBP
Health Care and Social Assistance	\$39,524
Other	\$32,500
Education and Training	\$25,000

Base: AICD member directorships n = 1231 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q16, Q75, Q134 combined. What is the organisation's industry? (drop down response options)

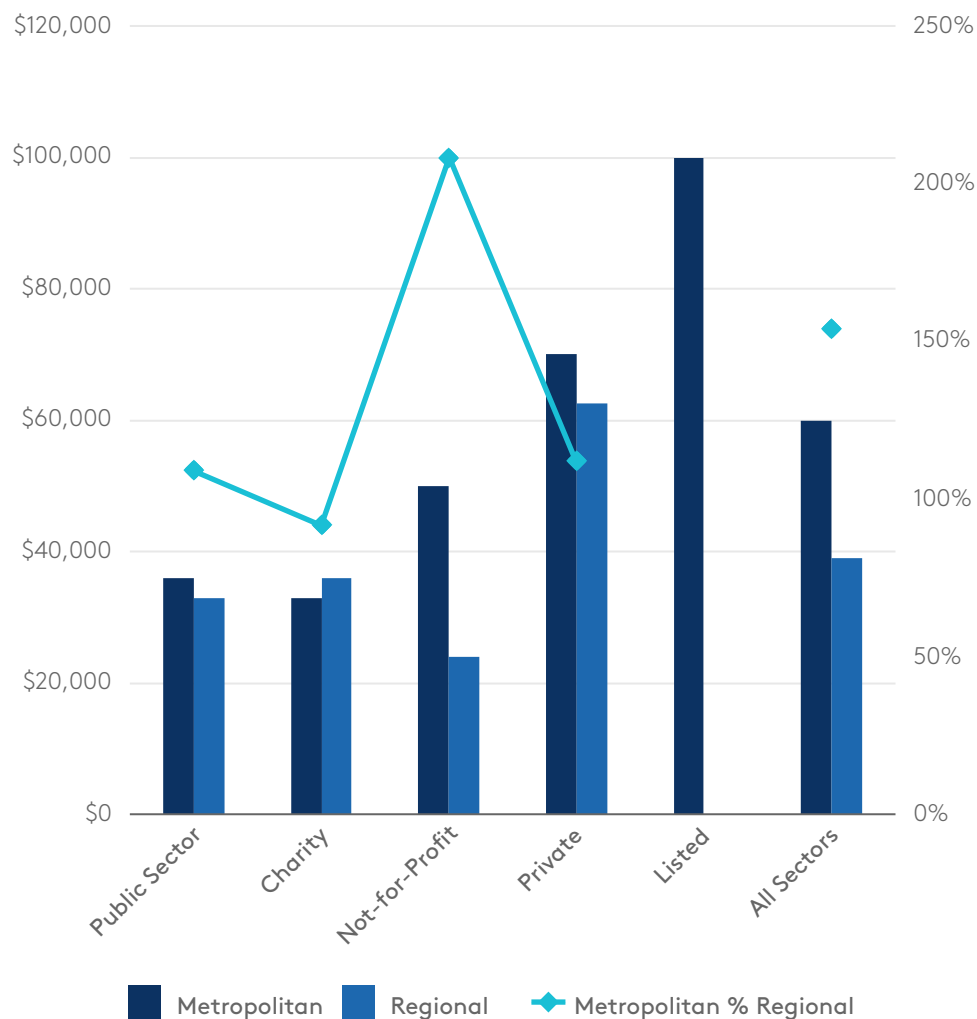
#### 4.3.1: Median main board package by board position and head office state



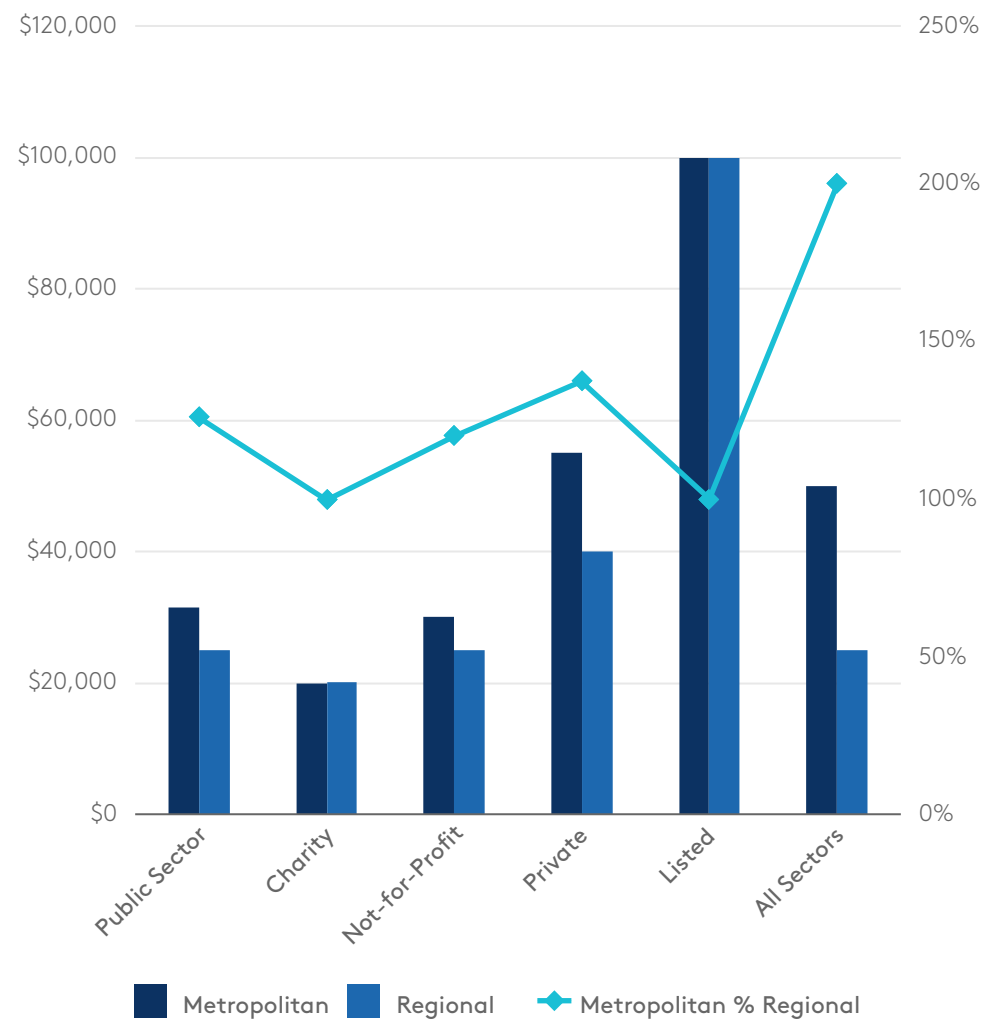
Base: AICD member directorships n = 1172 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q17, Q76, Q135 combined. In which State or Territory is the organisation's head office? (drop down response options)



#### 4.3.2A: Median chair main board package \$ by organisation sector and head office location

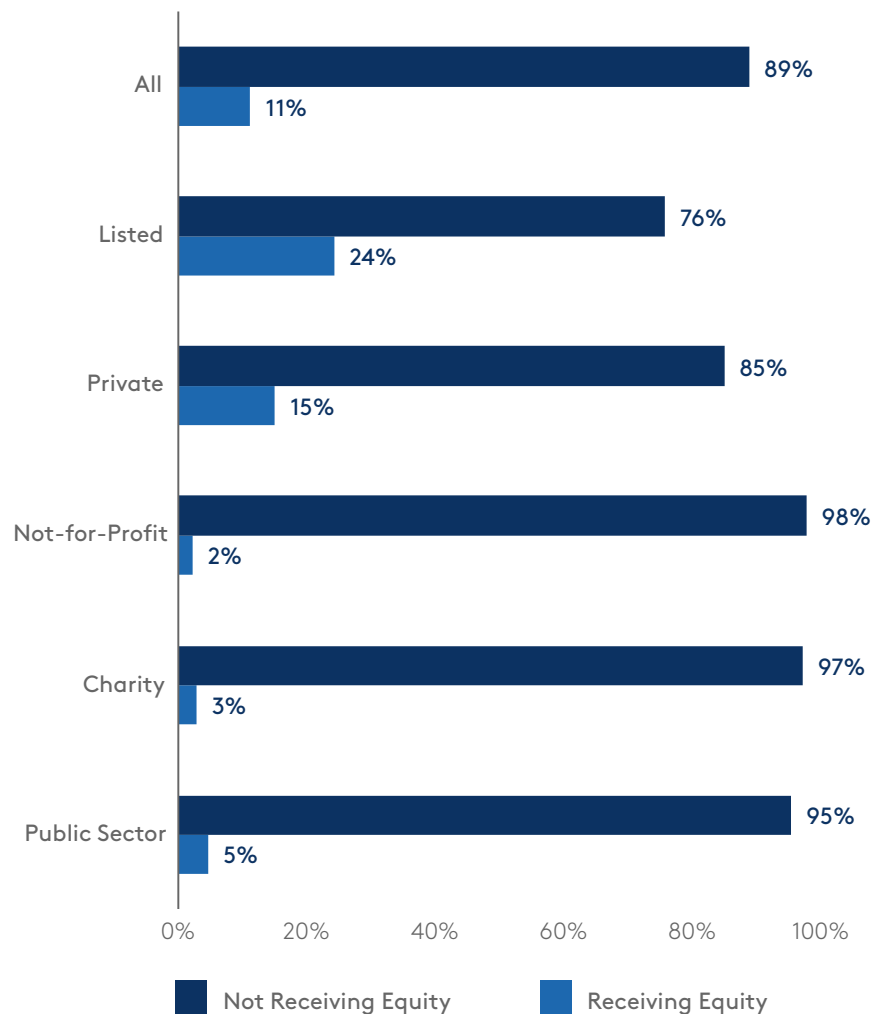


#### 4.3.2B: Median non-executive director main board package \$ by organisation sector and head office location



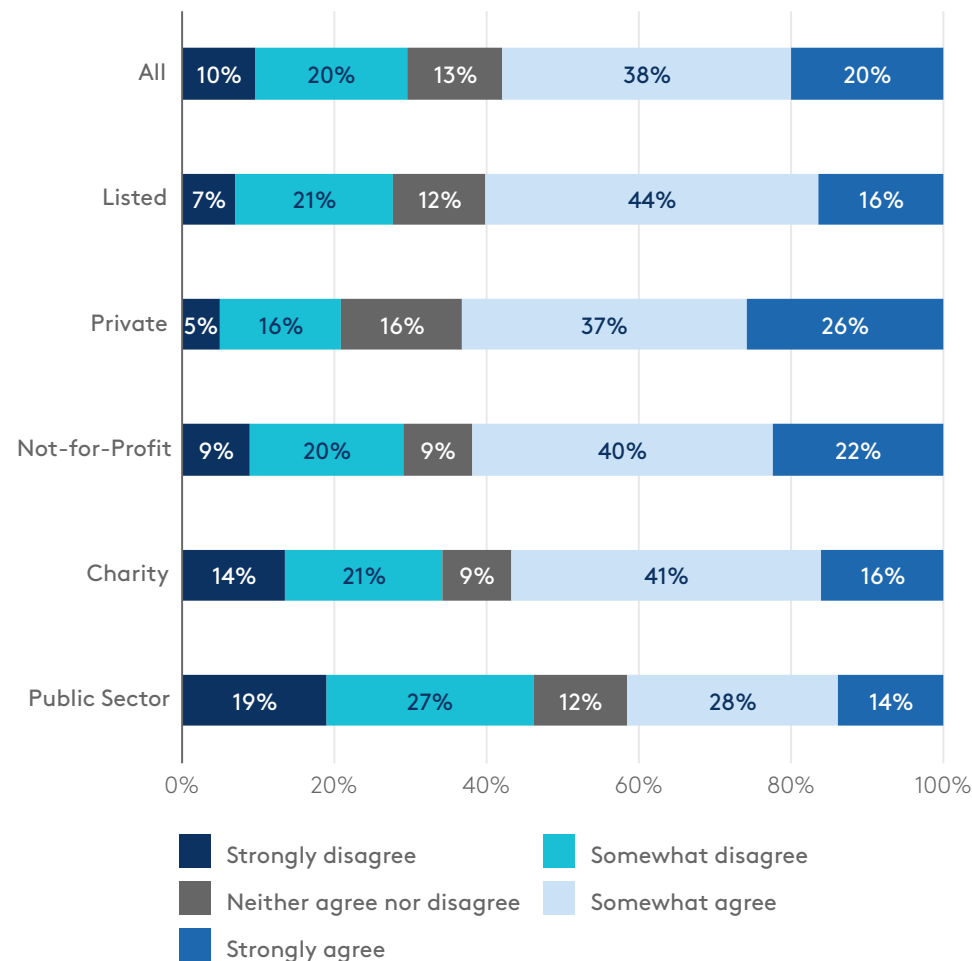
Base: AICD member directorships n = 1172 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q18, Q77, Q136 combined. The organisation's head office is: Regional; Metropolitan. Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes

#### 4.4: Board equity by organisation sector (all board roles)



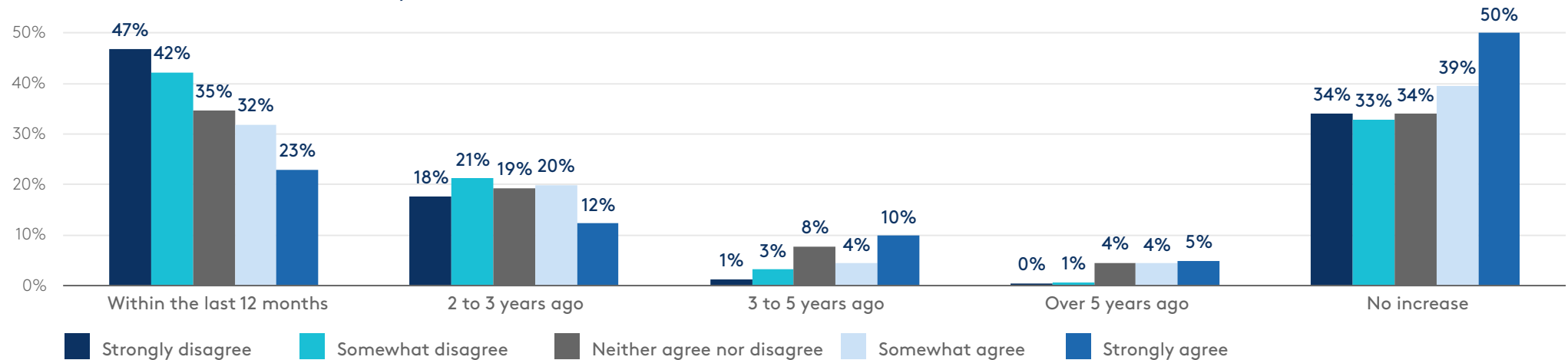
Base: AICD member directorships n = 1241 Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes. Q31, Q90, Q149 combined. Are you provided with equity for this board position? No; Yes.

#### 4.5.1: Sentiment towards remuneration by organisation sector (all board roles)



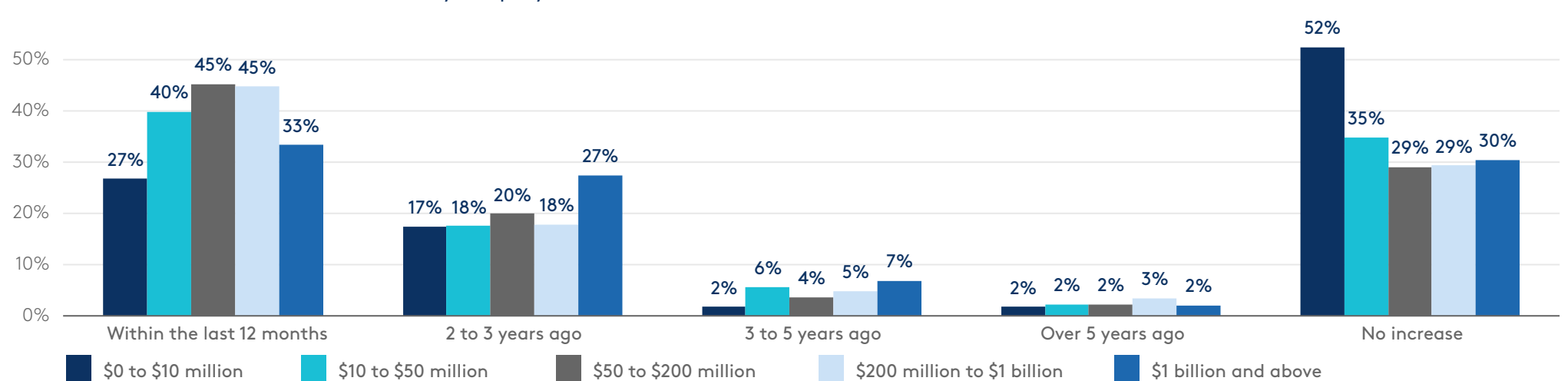
Base: AICD member directorships n = 1234 Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes. Q35, Q94, Q153 combined. Please rate the following statement: "This position's total remuneration is reasonable for the current workload" (drop down response options)

#### 4.5.2: Sentiment towards remuneration by time since last remuneration increase - across all sectors and all board roles



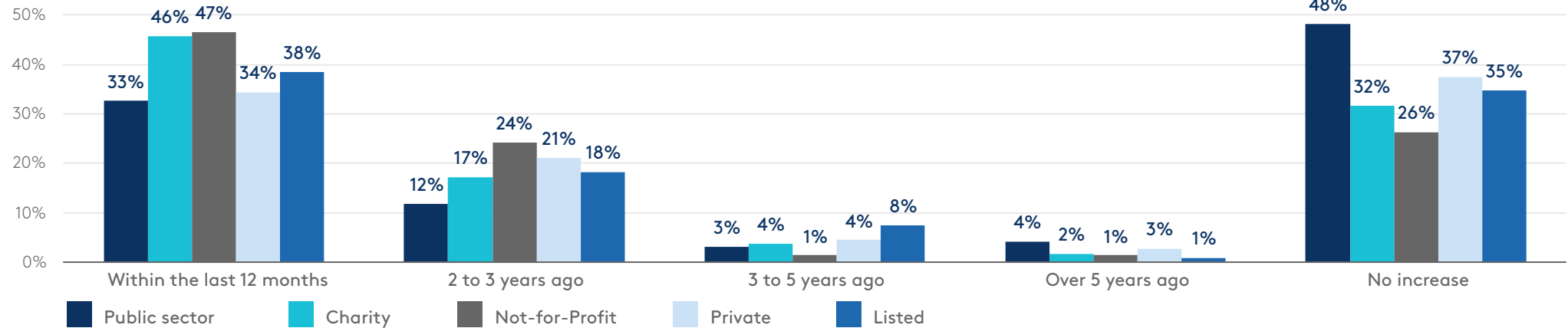
Base: AICD member directorships n = 1251 Q34, Q93, Q152 combined. When did you last receive a board fee increase for this position? (drop down response options) Q35, Q94, Q153 combined. Please rate the following statement: "This position's total remuneration is reasonable for the current workload" (drop down response options)

#### 4.5.3: Time since last remuneration increase by company revenue across all sectors and all board roles



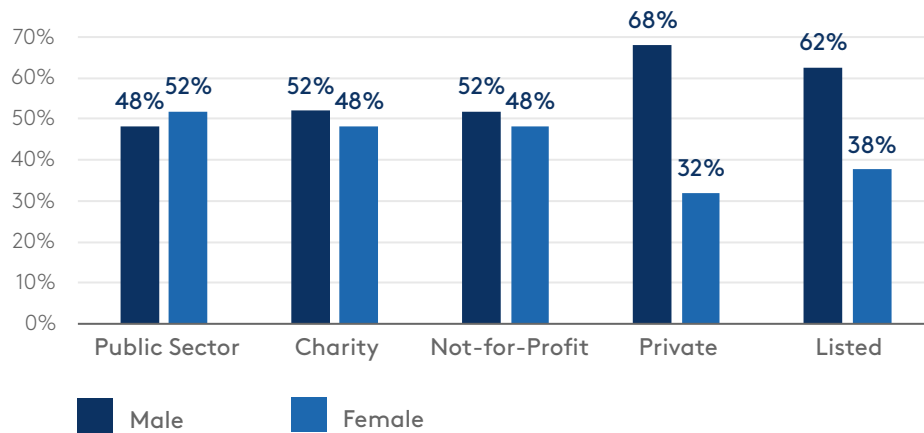
Base: AICD member directorships n = 1232 Q34, Q93, Q152 combined. When did you last receive a board fee increase for this position? (drop down response options) Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options)

#### 4.5.4: Time since last remuneration increase by organisation sector



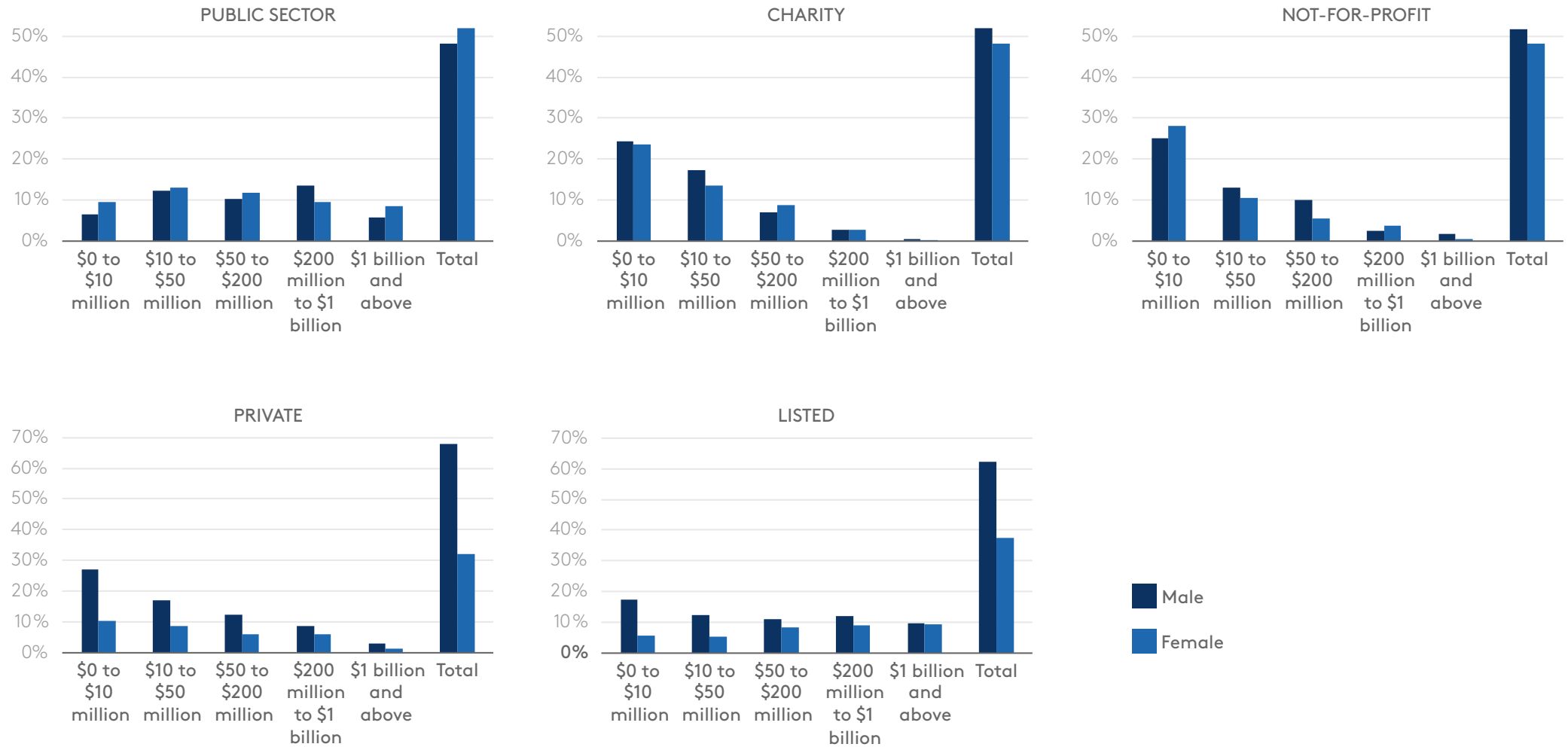
Base: AICD member directorships n = 1239 Q34, Q93, Q152 combined. When did you last receive a board fee increase for this position? (drop down response options) Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes

#### 4.6A: Gender prevalence by organisation sector



Base: AICD member directorships n = 2212 AICD member database Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes

#### 4.6B: Percentage of males and females by revenue range and organisation sector

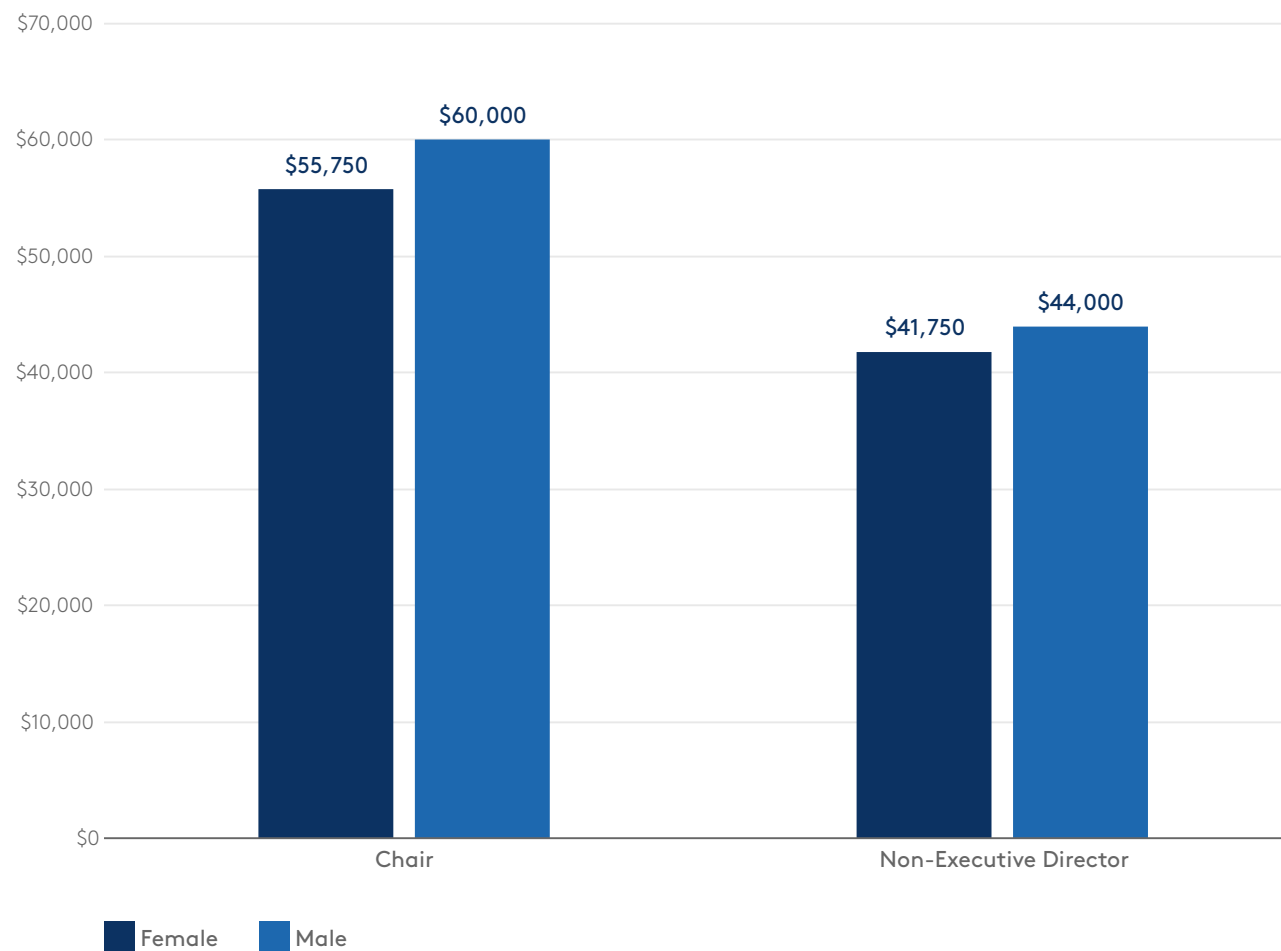


Base: AICD member directorships n = 2212 AICD member database. Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options)





#### 4.7: Median remuneration by board position and gender across all sectors



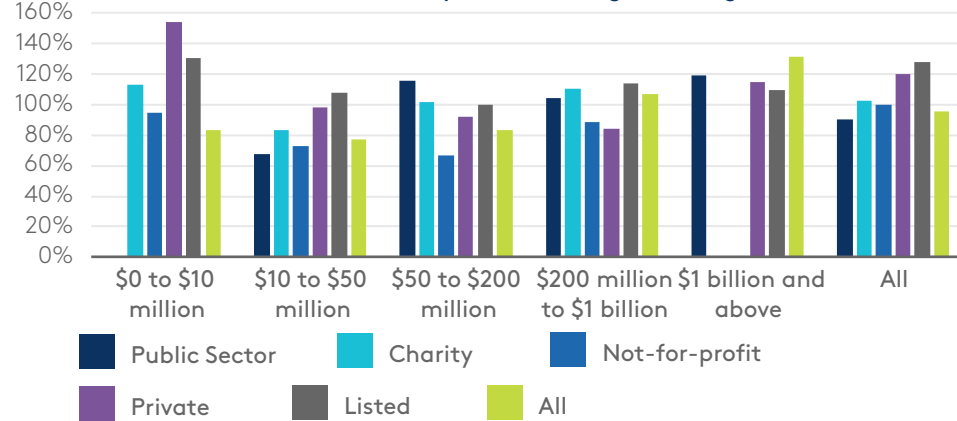
Base: AICD member directorships n = 1182 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. AICD member database

#### 4.7.1: Median non-executive director main board package by gender, organisation sector and scale



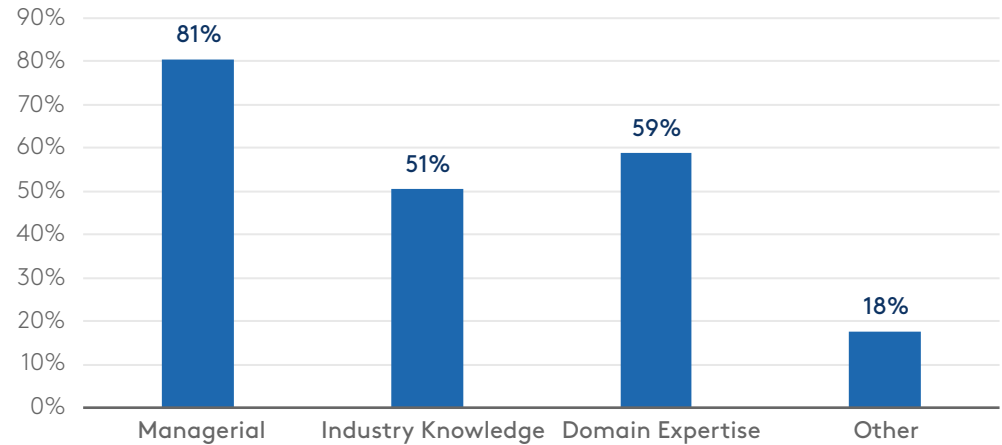
Base: AICD member directorships n = 826 AICD member database Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes. Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options)

#### 4.7.1: Female MBP % of male MBP by revenue range and organisation sector



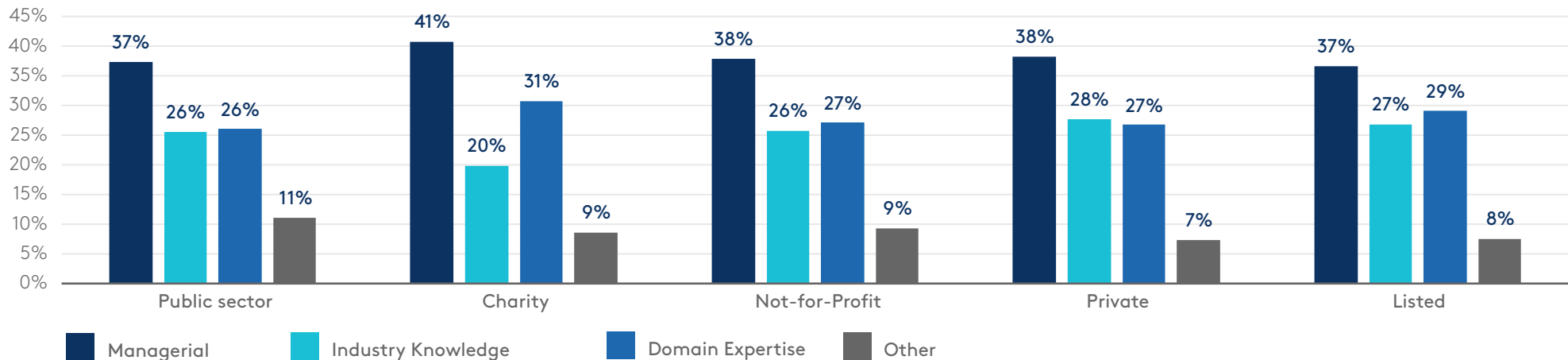
Base: AICD member directorships n = 826 AICD member database Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes. Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. Committees: What is your annual fee for this role? Including superannuation. Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options)

#### 4.8A: Expertise



Base: AICD member directorships n = 2147 Q22, Q81, Q140 combined. What expertise do you bring to this board position? Please select all that apply (multiple response)

#### 4.8B: Expertise by organisation sector



Base: AICD member directorships n = 2147 Q22, Q81, Q140 combined. What expertise do you bring to this board position? Please select all that apply (multiple response) Q14, Q73, Q132 combined. What is the organisation's sector? Listed; Private; Not-for-Profit; Public sector. Q15, Q74, Q133 combined. Does your organisation have charity status? No; Yes

#### 4.9.1: Monthly workload (days) per month by board position

Non-Executive Directors	P25	P50	P75	Chairs	P25	P50	P75
\$0 to \$10 million	1	2	2	\$0 to \$10 million	1	3	4
\$10 to \$50 million	1	2	3	\$10 to \$50 million	2	3	5
\$50 to \$200 million	1	2	3	\$50 to \$200 million	2	4	5
\$200 million to \$1 billion	2	2	4	\$200 million to \$1 billion	2	4	5
\$1 billion and above	2	3	4	\$1 billion and above	3	5	7

Base: AICD member directorships n = 2010 Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director Q23, Q82, Q141 combined. What is your total workload for this position in number of days per month? Including meetings as well as pre and post meetings time. Excluding committee role(s). Where a day is 7.5 hours.

#### 4.9.2: Monthly meeting hours by board position

Non-Executive Directors	P25	P50	P75	Chairs	P25	P50	P75
\$0 to \$10 million	1	2	4	\$0 to \$10 million	2	4	6
\$10 to \$50 million	2	3	4	\$10 to \$50 million	2	4	8
\$50 to \$200 million	2	4	6	\$50 to \$200 million	3	4	8
\$200 million to \$1 billion	2	4	7	\$200 million to \$1 billion	2	4	7
\$1 billion and above	2	4	7	\$1 billion and above	4	5	11

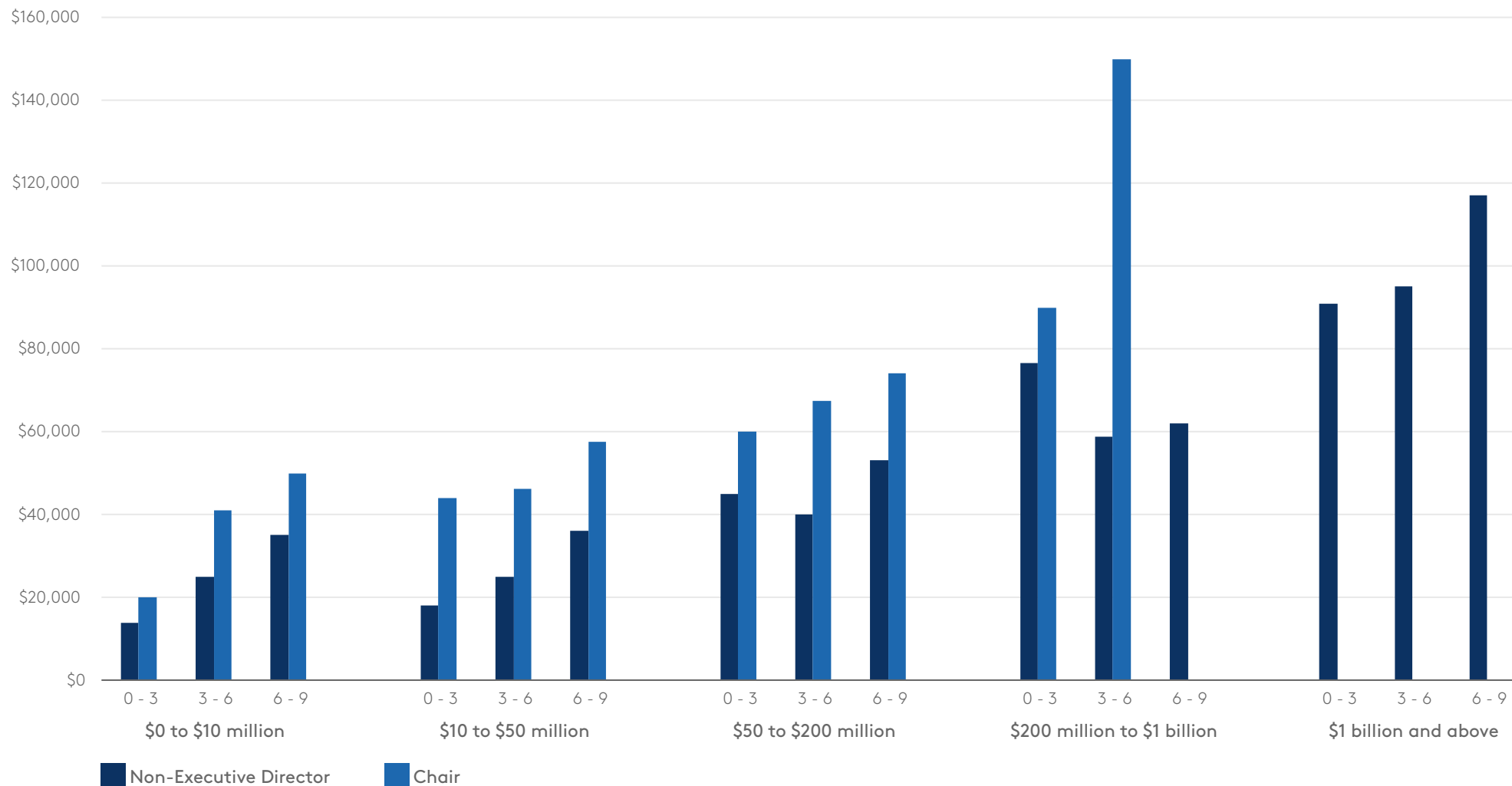
Base: AICD member directorships n = 2010 Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director Q24, Q83, Q142 combined. And out of this total workload, how many hours do you specifically spend in meetings per month, excluding committee role(s)?

#### 4.9.3: Number of meetings per annum by board position

Non-Executive Directors	P25	P50	P75	Chairs	P25	P50	P75
\$0 to \$10 million	6	7	10	\$0 to \$10 million	6	8	11
\$10 to \$50 million	6	8	11	\$10 to \$50 million	6	9	12
\$50 to \$200 million	6	10	11	\$50 to \$200 million	8	10	12
\$200 million to \$1 billion	7	10	12	\$200 million to \$1 billion	7	9	12
\$1 billion and above	6	10	11	\$1 billion and above	8	10	11

Base: AICD member directorships n = 1987 Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q25, Q84, Q143 combined. How many meetings do you attend per year, excluding committee role(s)?

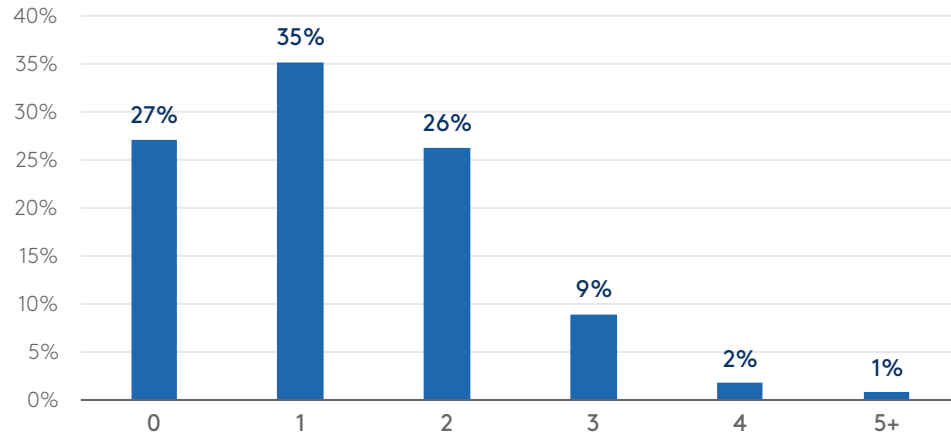
#### 4.9.4: Median board fee by monthly meeting hours and revenue range



Base: AICD member directorships n = 1040 Q30, Q89, Q148 combined. What is your annual board fee? Baseline fee, excluding committee(s) fees, including superannuation. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q20, Q79, Q138 combined. What is your position on this board? Chair; Deputy Chair; Non-Executive Director. Q24, Q83, Q142 combined. And out of this total workload, how many hours do you specifically spend in meetings per month, excluding committee role(s)?

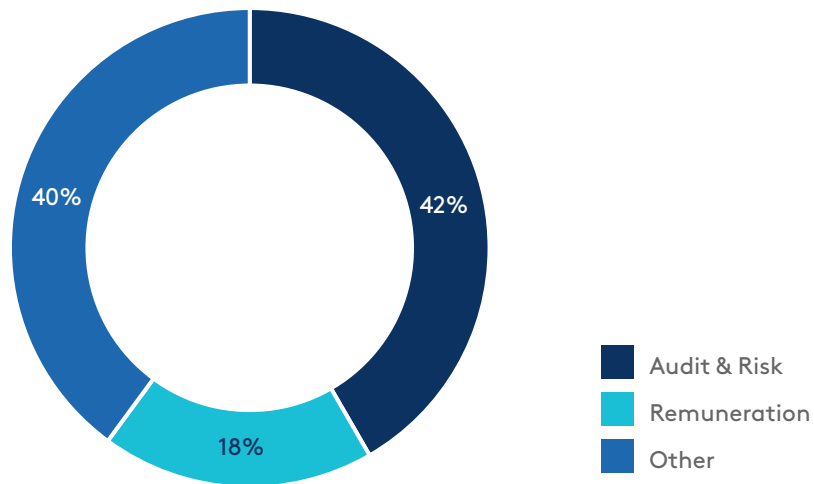


### 5.1: Respondent breakdown by number of committee roles per NED position



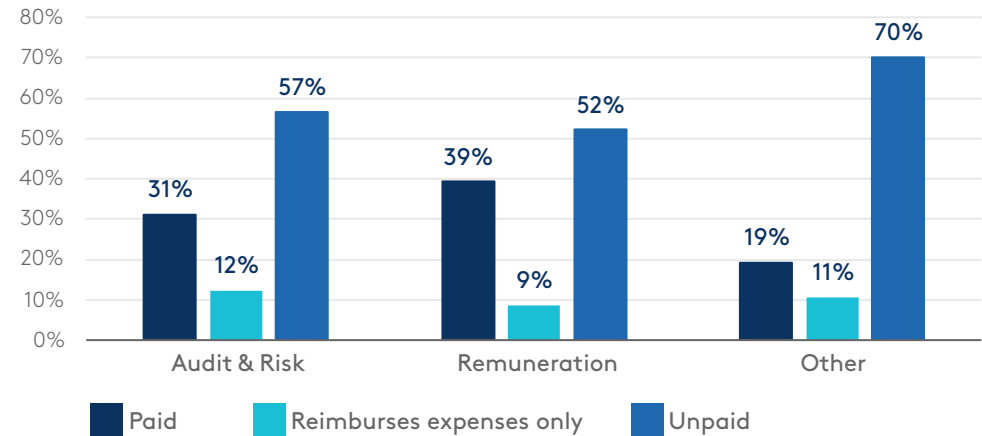
Base: AICD members directorships n = 2179 Q37, Q96, Q155 combined. How many committees are you on?

### 5.2: Committee Membership %

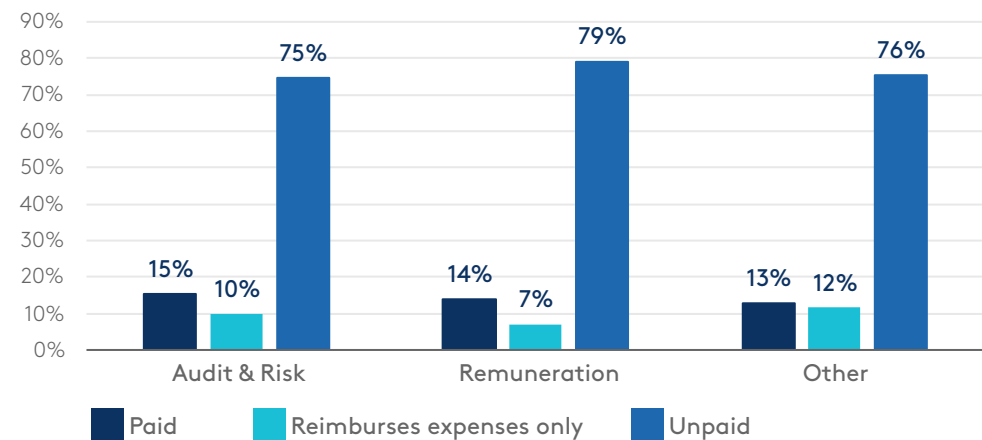


Base: AICD committee memberships n = 2513 Q40, Q50, Q60, Q99, Q109, Q119, Q158, Q168, Q178 combined. What is the committee type? (drop down response options)

### 5.2.1A: Committee chair payment type % by committee type



### 5.2.1B: Committee member payment type % by committee type



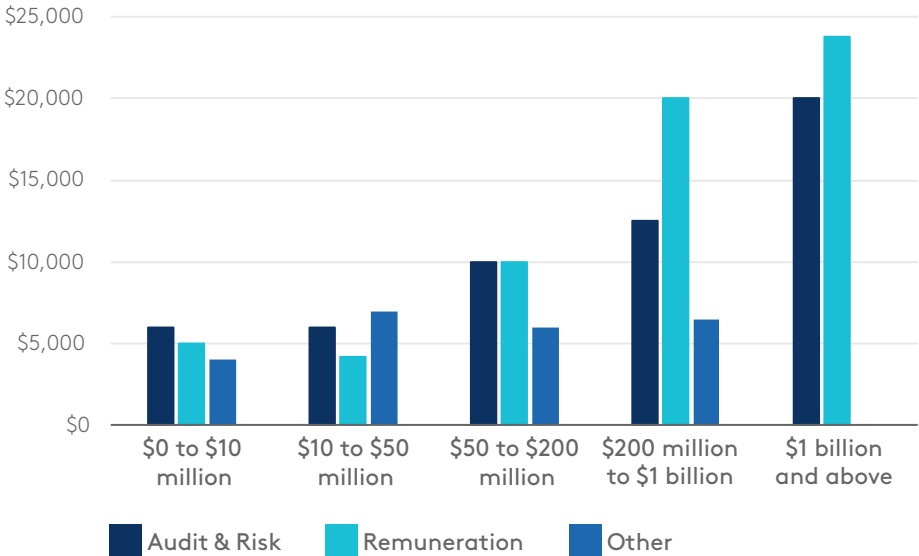
Base: AICD committee memberships n = 2504 Q40, Q50, Q60, Q99, Q109, Q119, Q158, Q168, Q178 combined. What is the committee type? (drop down response options) Q41, Q51, Q61, Q100, Q110, Q120, Q159, Q169, Q179 combined. What is your role on this committee? Member; Chair. Q45, Q55, Q65, Q104, Q114, Q124, Q163, Q173, Q183 combined.. In addition to your base directors' fees, this role on the committee is: Paid, Unpaid, Reimburses expenses only.

5.4: Median committee workload per month (days) by committee type and revenue range

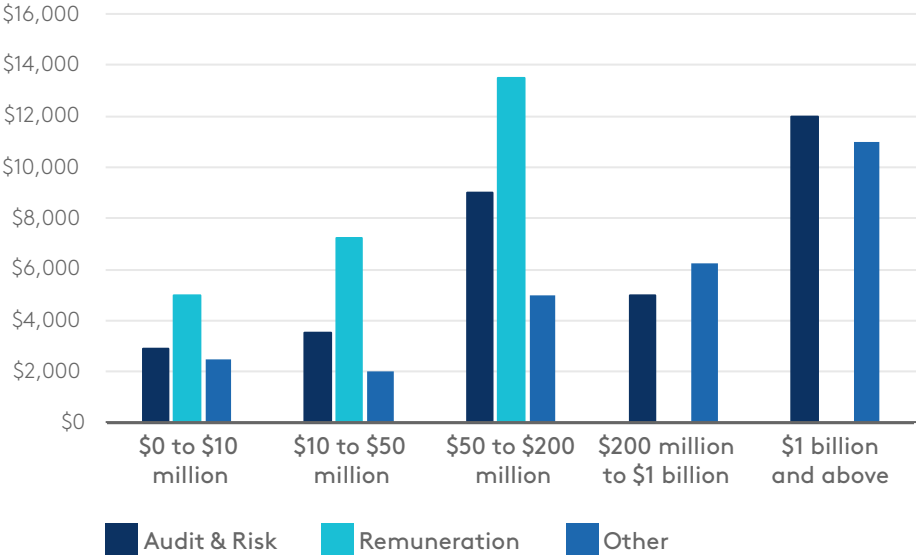
REVENUE RANGE	AUDIT & RISK	REMUNERATION	OTHER
\$0 to \$10 million	1	1	1
\$10 to \$50 million	1	1	1
\$50 to \$200 million	1	1	1
\$200 million to \$1 billion	1	1	1
\$1 billion and above	1	1	1

Base: AICD committee memberships n = 1583 Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options) Q40, Q50, Q60, Q99, Q109, Q119, Q158, Q168, Q178 combined. What is the committee type? (drop down response options) Q42, Q52, Q62, Q101, Q111, Q121, Q160, Q170, Q180 combined. What is your total workload for this committee in number of days per month? Including meetings as well as pre and post meetings time. Where a day is 7.5 hours

5.7A: Median committee chair fee by committee type and revenue range



5.7B: Median committee member fee by committee type and revenue range



Base: AICD committee memberships n = 304 Q40, Q50, Q60, Q99, Q109, Q119, Q158, Q168, Q178 combined. What is the committee type? (drop down response options) Q41, Q51, Q61, Q100, Q110, Q120, Q159, Q169, Q179 combined. What is your role on this committee? Member; Chair. Q46, Q56, Q66, Q105, Q115, Q125, Q164, Q174, Q184 combined. What is your annual fee for this role? Including superannuation. Q13, Q72, Q131 combined. What is the organisation's revenue? (drop down response options)

## ACKNOWLEDGEMENT OF COUNTRY

The Australian Institute of Company Directors acknowledges the Traditional Custodians of the Lands on which we are located and pay our respects to the Elders, past and present. We acknowledge the First Nations people across this Country and recognise their unique cultural and spiritual relationships to the Skies, Land, Waters, and Seas and their rich contribution to society.

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The Australian Institute of Company Directors is committed to strengthening society through world-class governance. We aim to be the independent and trusted voice of governance, building the capability of a community of leaders for the benefit of society. Our membership includes directors and senior leaders from business, government and not-for-profit sectors.

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