



A SHORT GUIDE
TO BECOMING A
NON-EXECUTIVE
DIRECTOR

An Introduction From

PAGE EXECUTIVE

This guide is intended to provide you with the necessary resources and information to support you in securing your first 'Non-Executive', 'Trustee' or 'Independent Director' appointment within the United Kingdom.

Page Executive's Boardroom Practice appoint Chairs, Senior Independent Directors, Non-Executive Directors, Trustees, and sub-committee roles. We have a successful track record in supporting our network to build portfolio careers but understand how difficult it is to be appointed to a first time NED role.

This guide has been produced following a process of due diligence, interviews, and time on the Cranfield Management School Non-Exec Director residential programme. It is designed as a self-help practical reference guide, to add value in your search for your first appointment.

As the Non-Executive Director role is probably one of the loosest defined roles to understand, both in what the responsibilities should be, and the manner in which they should be undertaken, we hope to bring to light some of the learnings we have made, and recommendations which we advise you take as part of your journey to that first appointment.

We wish you all the best in securing that first Non-Executive Director appointment and look forward to working with you in the future.



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Introduction to

Page Executive's Board Practice

Our global executive search partners have vast experience in advising and recruiting for key board-level roles, across organisations of all sizes, from all sectors.

Boards have always been at the forefront of critical decision-making in organisations. But in recent years, their scope of responsibilities has grown exponentially. Climate concerns, social equality questions and economic uncertainty have shaken up the status quo with a growing list of ethical, regulatory and shareholder pressures.

At Page Executive, we pride ourselves on our exceptional track record worldwide. We have successfully placed a diverse range of chairs, non-executive and advisory roles in listed companies, privately-owned businesses, SMEs, private equity-owned companies and not-for-profits of all sizes. As a tailored executive search service, we go beyond the hiring process and cross over into strategic thinking to ensure sustainability long into the future.

Our strong international team comprises of local market experts, global thought leaders in Environmental, Social and Governance and Diversity, Equity & Inclusion, and consultants with first-hand experience serving on boards. This bank of experience and skill gives us a holistic view of board-level recruitment that assesses performance and success alongside dynamic attributes such as agility, diversity and vision.

Faced with ever-evolving demands and strains, organisations need fresh insights at the highest level. The dedicated team at Page Executive help by injecting global perspectives, strategic know-how and the best structural practices into senior hiring campaigns.

Board level roles we recruit:

- **Chairs**
- **Committee Chairs** (Remuneration Committee, Audit Committee, & Nominations Committee)
- **Executive Chairs**
- **Senior Independent Directors**
- **Non-Executive Directors**
- **Trustees (not for profit)**

Introduction to

Page Executive's Board Practice

Examples of Board roles we have recruited:



Chair

Epwin Group

Audit Chair | RemCo Chair



Non-Executive Director



Non-Executive Director, Customer Services (Affordable Homes)



Chair of Audit, Fintech | Senior Independent Director | NED, Chair of People & Governance



2x Chair | 4x Non-Executive Directors



Chair



Chair



Trustee x3

OPEN BANKING

Chair | Non-Executive Director



Chair



Audit Chair | Non-Executive Director



Non-Executive Director



Chair



Board Member | Trustee



As a candidate this was a truly professional experience with the gravitas and concise approach you are looking for in a Non-Executive appointment process. I felt well informed and supported with a comprehensive candidate briefing throughout.

Sara Dickinson, Independent Member of the Audit & Risk Committee– Swan Housing, NED – A2Dominion & CFO at BSI



Board Structure





Board Structure

Chair

The chair leads the board, sets its agenda and ensures there is an effective working group at the helm of the business.

The chair should be independent and non-executive. Having an executive chairman will confuse those in the company as there may not be the clarity between their role of the executive chair and the CEO.

A chair's responsibilities go beyond those described above and include ensuring that there is a good working relationship between the executive and non-executive directors and that there is sufficient time for discussion of strategic and material issues at Board level.

Non-Executive Directors

The **UK Corporate Governance Code** recommends that the listed public limited companies within the FTSE 350 should have at least half the board, excluding the chair, as NEDs; companies outside the FTSE 350 should have at least two NEDs.

How NEDs operate, and their role, will differ from business to business:

- In a new business, a NED might act as an entrepreneurial mentor whose regular presence in the office provides inspirational leadership and an experienced voice guiding the company as it grows;
- In an established business, such as a listed PLC, a NED attends board meetings and offers unique insights from their own perspective, such as on issues relating to strategy.



Board Structure

Independent Non-Executive Directors

For an individual to qualify as an INED, they must not only possess the necessary independence of character and judgment but also be free of any connections that could create a conflict of interest. The Corporate Governance Code makes it clear that someone is unlikely to be considered independent if:

- The person has been an employee of the group in the last five years;
- They have a 'material business relationship' with the company or have had an indirect relationship with it as a partner, director, employee or shareholder of an adviser, major customer or supplier (this would include an audit partner moving onto the board after retirement);
- They receive remuneration from the company in addition to director's fees or participate in the pension scheme;
- If they have close family ties to any of the company's advisers, directors or senior employees;
- The members hold cross-directorships or are in contact with other directors through involvement in other organisations (this goes against the 'old boys' club' selection strategy);
- They represent a significant shareholder;
- They have served on the board for more than nine years.

Senior Independent Director

The senior independent director's role would usually involve:

- Working closely with the Chair, acting as a sounding board and providing support;
- Acting as an intermediary for other directors as and when necessary;
- Being available to shareholders and other non-executives to address any concerns or issues they feel have not been adequately dealt with through the usual channels of communication (i.e. through the Chair, the chief executive or finance director);
- Meeting at least annually with the non-executives to review the Chair's performance and carrying out succession planning for the Chair's role;
- Attending sufficient meetings with major shareholders to obtain a balanced understanding of their issues and concerns.



Board Structure

Chair of Audit and Risk Committee

(could be split into two roles)

The audit and risk committee is a committee of the board whose function is to monitor and review the integrity of the institute's financial statements and challenge the governance, risk management and internal controls system of the institute and review their effectiveness. This role will have formal responsibility in appointing and working with the external Auditors.

Chair of Remuneration Committee

The remuneration committee is responsible for developing and maintaining a formal and transparent procedure for policies on remuneration. It advises on the compensation and terms of employment for senior members of staff and executive directors

Chair of Accreditation and Standards Committee

The accreditation and standards committee is responsible for approving standards/competencies required of directors and boards and the methods by which directors can be assessed on these. It is also responsible for independent assurance of the chartered director programme and ensures all current activity is reflected in the academic regulations.

Chair of Nominations Committee

The role of the nomination committee is to review, on a regular basis, the composition of the full board, and where it appears that the board is lacking in skills or experience in a certain area, to identify how best to rectify the situation. This may involve identifying skills that are required, and those individuals best suited to bring these to the board.

Chair of ESG Committee and/or Ethics Committee

The role of the ESG and Ethics committee is to monitor and review environmental, social and governance in the organisation.

Chief Executive Officer

The CEO is responsible for delivering the agreed strategy and overseeing all of the operations.



Responsibilities of a Non-Executive Director

The term Non-Executive Director is one that remains in the UK, albeit that internationally 'Independent Director' seems to be more commonplace (and probably works better with the inclusion of 'Senior Independent Directors' on so many boards.)

Whilst each regulator will have their own definition, the NASDAQ describes the role as follows:

'A person other than an executive officer or employee of the company, or any other individual having a relationship which, in the opinion of the issuer's board of directors, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director'.

NEDs are appointed for several different reasons including possessing specialist skills, breadth of experience, industry specific knowledge and key contacts but the main accountabilities of a NED include:

STRATEGY



Providing constructive challenge and supporting the development of strategic plans and proposals by contributing to Board discussions that facilitate effective decision making and constructive debate. Establishing and maintaining a company vision, mission and values to promote the success of the organisation.

MONITORING PERFORMANCE



Monitoring the reporting or performance, ensuring management capacity and capability are achieved through analysis of performance against agreed objectives and goals

PEOPLE



Reviewing and determining remuneration for the senior management team. Appointing and providing direction of succession planning for Executive Directors.

REMUNERATION



Non-executive directors are also responsible for determining appropriate levels of remuneration of executive directors. In large companies this is carried out by a remuneration committee, the objective of which is to ensure there is an independent process for setting the remuneration of executive directors.



Responsibilities of a Non-Executive Director

COMMUNICATION



The company and its board can benefit from outside contacts and opinions. An important function for NEDs, therefore, can be to help connect the business and board with networks of potentially useful people and organisations. In some cases, a NED will be called upon to represent the company externally.

RISK AND GOVERNANCE



Ensuring correct financial controls, security and governance are in place to mitigate and manage risk appropriately in line with company Risk Register. Promoting safety and quality in all aspects of services and ensuring the Governance Strategy is adhered to. Providing leadership to the organisation within a framework of prudent and effective systems, ensuring they are fit for purpose.

AUDIT



It is the duty of the whole board to ensure that the company accounts properly to its shareholders by presenting a true and fair reflection of its actions and financial performance and that the necessary internal control systems are put into place and monitored regularly and rigorously. A NED has an important part to play in fulfilling this responsibility, whether or not a formal audit committee (composed of NEDs) of the board has been constituted.

TO NOTE



It is worth noting that different companies may have different expectations from their NEDs, aside from independent oversight and governance. For example, early stage, Private Equity backed and Not For Profit organisations are often looking for more advisory support, where NEDs could oversee particular important projects alongside the Executive team. Scope and time expectations are normally clearly articulated and should be discussed in the interview process.



Responsibilities of a Non-Executive Director



Legal Responsibilities

There is no legal distinction between executive and non-executive directors. In the UK, NEDs have the same legal duties, responsibilities and potential liabilities as the executive team, subject to the 2006 Companies Act.

NEDs are described in the Cadbury report as people who “apart from directors’ fees and shareholdings [are] independent of the management and free from any business or other relationships which could materially interfere with the exercise of the independent judgement”.

The legal responsibilities and duties of a Director are found under ‘The Seven General Duties’ detailed in the Companies Act 2006 below:

- **To act within powers**
- **To promote the success of the company**
- **To exercise independent judgement**
- **To exercise reasonable care, skill and diligence**
- **To avoid conflict of interests**
- **Not to accept benefits from third parties**
- **To declare interest in proposed transaction or arrangement with the company**

As with executive directors, non-executive directors are liable to disqualification under the Company Directors Disqualification Act 1986. If a company’s board of directors is investigated for ‘wrongdoing’, such an investigation will include the actions or omissions of NEDs. In general, a director can be disqualified for general misconduct in connection with companies or for being unfit to act as company director.

A 2010 consultation paper issued by the then Financial Services Authority (FSA), **Effective corporate governance: significant influence-controlled functions and the Walker review**, stated that ‘NEDs have a pivotal role to play in the active governance of firms. Where it appears to us that executives have persistently made poor decisions, we will look closely at NEDs’ performance if we feel they have not intervened in a timely and sufficient way. We are concerned that the existing guidance could be misinterpreted and taken to mean that we would not hold NEDs responsible for, for example, failing to intervene and challenge the executive. This is not the case, as we see such challenge and intervention as a key part of any NED’s responsibilities.



Attributes of a good Non-Executive Director

In today's market the role of a NED continues to evolve, due to the uncertainty of economic climate and the constant need to respond to market and regulatory changes. Company boards recognise the need for diversity when making a new appointment including:

- A high level of understanding and exposure to influencing and challenging at board level;
- Experienced in management of risk and governance regardless of industry or functional expertise;
- Specialist knowledge or sector experience-e.g. cybercrime, digital & IT strategy, brand, marketing and social media, marketing and communications;
- Evidence of advising at board level through interim, consultancy and voluntary roles;
- Demonstrable experience or a shared vision and values of the company appointing the NED.



**INTEGRITY,
HIGH ETHICAL
STANDARDS**



**STRONG
INTERPERSONAL
AND LEADERSHIP
SKILLS**



**INQUISITIVE
AND A GOOD
LISTENER**



**CRITICAL
THINKING**



**EXCELLENT
JUDGEMENT**



**INDEPENDENTLY
MINDED**



DECISIVE



**STRONG BUSINESS
ACUMEN**



**POLITICAL
ASTUTENESS**



NUMERATE



DATA SAVVY



Due Diligence Advised



Becoming a NED in today's world is not to be taken lightly, so taking the time to consider the facts and understand the challenges during this process is crucial. Being prepared to say no to an opportunity if you have doubts is also important. Understanding the extent of research and time you need to invest for each part of the process will help you make a considered decision if you want to pursue NED appointments.

Gaining a comprehensive understanding of the company and undertaking due diligence is crucial ahead of any application you make, interview you attend and prior to accepting a NED appointment.

Key Areas To Research

SECTOR SPECIFIC	Read as much as possible about the company and the sector including industry reports, media coverage, background information
CORPORATE STRUCTURE	Current composition of the Board, company and governance structure, key external stakeholders e.g., Bankers, Accountants.
STRATEGIC PLAN	Understand the business model with short and long term strategy looking for shared vision and values
COMPANY SPECIFIC QUESTIONS	What do you need to know to make a considered decision? What are your key performance objectives? What is your remuneration policy? What is the firm's cash and debt position? What does the latest risk report contain?
LEADERSHIP	Find out what the style of leadership is, what is the company culture, how are relationships fostered internally and externally.
FINANCIAL HEALTH	Request recent annual reports and accounts, track record of performance and anticipated profits.
COMPLIANCE	Understand the company's relationship with its regulators and results.
RISK MANAGEMENT	What is the company's attitude to risk and how are risks managed?



PART TWO

Securing Your First Non-Executive Director Appointment
Considerations When Creating an Effective CV and Application
Example Non-Executive Director CV Template
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Securing your first Non-Executive Director Appointment

Your Network

Securing your first appointment can take time as it's a competitive market. It is crucial that you build and nurture strong networks, as often first appointments are found through networking. It can be difficult to secure a role without previous experience, therefore you may wish to consider unpaid roles to gain further experience. These could include the following:

- Panel Member
- Lay Member
- Trustee
- Governor
- Committee member

NED Training & Memberships

There are several online training courses and qualifications that offer further support in securing NED opportunities. There are also several membership-based job boards where you can access events, networking opportunities and NED appointments.

Executive Search Firms

Developing relationships with several search firms will ensure they know you are interested in a NED appointment. To identify the right recruiter for you, look at recruiter directories.

Often these firms will request either a CV or a one-page bio which details current or previous board experience and pitches your experience in line with potential opportunities.

Be patient - the search for a NED can take time, the firm will be assessing your match in terms of culture and style. Conduct structured research, shortlist and co-ordinate interviews for the client.

Online

You can use LinkedIn to engage with your existing network and continue to build a relevant network. Identify key contacts in your network to approach your network strategically. Who are the decision makers? Who can introduce you to a decision maker? Who has the experience, and what advice and support can they offer?

If you are going to focus on a specific sector, ensure you join relevant groups and forums and cultivate a reputation for being serious about your future in this sector. You can contribute to group discussions centred around your areas of expertise to raise your visibility and be seen as an expert in your field.

For Trustee roles, websites such as .Gov and Guardian advertise a number of Not-For-Profit roles.



Considerations when creating an effective CV and application



You will need to have a strong CV and supporting statement to effectively position yourself. When creating a NED CV, you will need to ensure the focus is on adding value from a strategic perspective. For each application you may be required to include a CV tailored for each application in line with the job or person specification. It is essential it includes any previous board or relevant voluntary experience to position you as a NED.

Structuring a NED CV

The professional profile is a summary of your experience. It will allow the hiring manager to quickly see who you are and the skills you can bring. It needs to be written neutrally.

List your responsibilities and achievements using bullet points. This makes it easy for the person or reading your CV to pick up information and key words mirrored from the job description.

Ensure that the responsibilities and achievements are tailored to the role of a NED, as they will be looking for different skills and qualities to a c-suite appointment. Highlight any board experience, Talk about risk, governance, monitoring performance, stakeholder management, audit – and in your personal statement show the values and qualities that we have listed as important for a good NED.

Write in the past tense and your responsibilities and achievements will immediately appear more results focussed.

Include voluntary work, Non-Executive positions or Trustee roles here. You can also include professional memberships in this section.

Other Considerations

- Keep your CV to 2-3 A4 sides. This ensures your relevant skills are highlighted and the information can be accessed easily.
- The recruiter or employer reading and reviewing your CV needs to access the information easily. They will match your CV against the Non-Executive Director job description to see if you are a suitable fit.
- Include your LinkedIn URL to drive traffic to your LinkedIn profile. This will also highlight any recommendations you may have.



Example Non-Executive Director CV Template

Structure

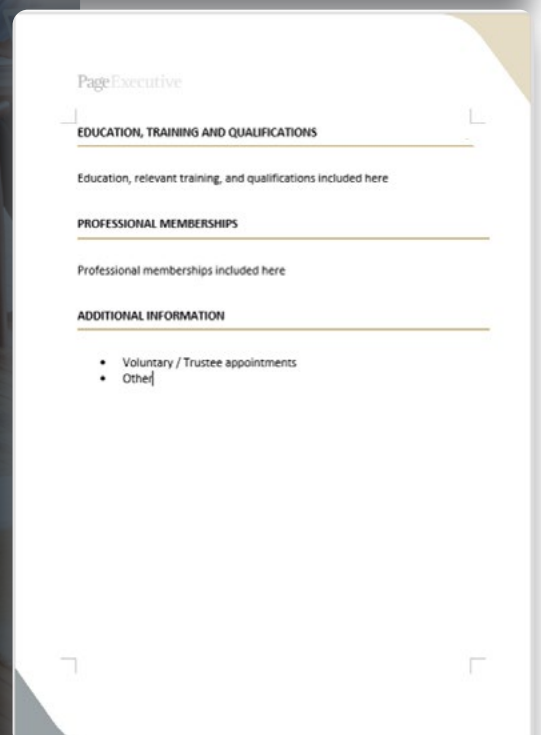
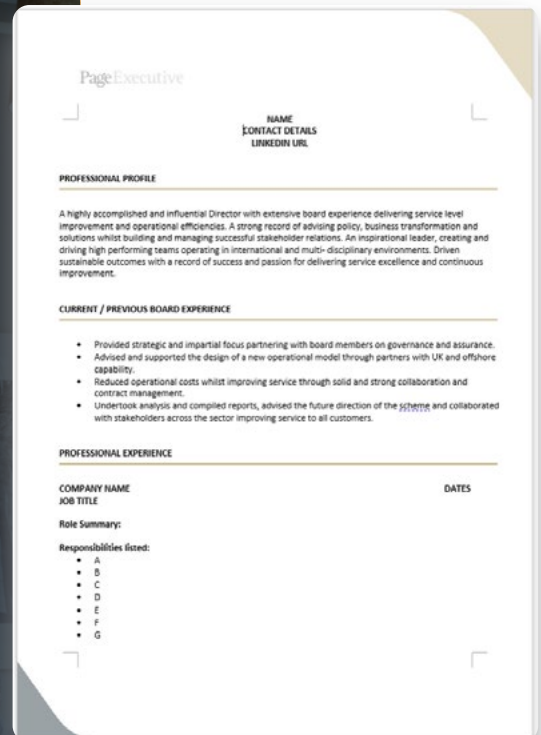
- Tailored CV for each application
- Size: 2-3 pages

Content

- Value add from a strategic perspective
- Highlight board experience
Talk about risk, governance, monitoring performance, stakeholder management, audit
- Include values and qualities that we have highlighted as important for a good NED
- Results focused
- Include voluntary work, NED positions, Trustee roles and professional memberships

Other Considerations

- Use LinkedIn URL to drive traffic to LinkedIn profiles, with recommendations and activity





Completing Application Forms and Supporting Statements

In addition to a CV, the majority of advertised NED appointments will require you to complete an application form including a supporting statement. Throughout the application form you will need to be able to demonstrate how you meet the person specification or criteria, and why you are interested in the role. This is often called a supporting statement or additional information.

This may include:



SHARED VALUE AND VISION

Can you articulate why you want the appointment and demonstrate a clear understanding of what they stand for?



PERSONAL MOTIVATION

Have you a personal experience of the service the organisation provides. What has led to you making this application?



INDUSTRY EXPERIENCE

Do you have specialist knowledge in health, finance, housing? Do you understand how this knowledge will add value for the organisation you are applying to?



AVAILABILITY AND TIME COMMITMENT

Do you have any conflicting commitments, are you aware of the frequency the board meet and pre and post work involved?



DUE DILIGENCE

Can you demonstrate research undertaken for current board members, relevant challenges, impact of economic climate, competitors and your fit for the role. If there is a contact related to the appointment, have you called for further information through an informal discussion?



The Non-Executive Director Interview Process

Most NED appointments include specific dates for when the interviews will take place. If the role is being advertised through an executive search firm, it is likely you will be pre-screened over the telephone or in person. It may feel more like a conversation, so it is crucial you still offer a good level of detail in your answers for them to make an informed decision.

Interview Process

COFFEE CHAT

Although this may seem like a casual invitation to meet for a drink with a Board Director, this often forms the first part of the process which acts as a chemistry session and is used to determine cultural fit.

STRUCTURED INTERVIEW

A mix of competency and hypothetical questions where you will evidence your skills through examples.

PRE-INTERVIEW VISIT

With existing directors, chair, other non-executive directors.

CASE STUDY

Can include board scenarios and challenges to test crisis management.

PANEL INTERVIEWS

Held by the chair, external stakeholder, non-exec, CEO.



The Non-Executive Director Interview Process

10-Point Plan for Preparation

- 1 Research the company** via Alert Data, Companies House.
- 2 Review company accounts** and order company documents. You could also request a conversation with the Auditor to determine financial health of the company.
- 3 Look at the company website** to understand its values and mission statement.
- 4 Speak to customers and consumers**, and where possible get to know the product or service.
- 5 Use LinkedIn to learn more** about the existing board and their background.
- 6 Review your network** to see if you are already connected to people within the organisation.
- 7 Ask for board dates** for the tenure of the appointment to ensure you have no conflicting priorities and you can fully commit to the appointment.
- 8 Pre-empt potential challenges** and plan responses for specific interview questions.
- 9 Develop and practice your elevator pitch** articulating your USPs relevant to the business.
- 10 Complete a mock interview** and record your responses to reflect on content and delivery.

Example Interview Questions

- Why do you want to be a NED? What do you consider to be the role of a NED?
- Can you briefly tell us a little about yourself and the synergies that exist between your experience and what is required by this board?
- In your opinion, what conditions are necessary to ensure good governance?
- What do you believe are the characteristics of an effective board?
- How do you feel your own background and experience could directly add value to our organisation?
- What are your most significant career achievements, what are you most proud of?
- Describe the biggest impact your actions have had on a business?
- What examples do you have of strategic transformation and reinvention?
- Describe a situation that required you to demonstrate strong principles.
- How would you ensure you can commit time alongside your exec role (or other non-exec positions)?



PART THREE

How Can I Prepare to Successfully Integrate into my First Non-Executive Director Appointment?

FAQs

Further Reading.....





How can I prepare to successfully integrate into my first NED appointment?



Although there is likely to be an onboarding process in place, it is also impressive if you are proactive in this process and plan for your own induction. You may want to consider the following:

- **Planning meetings** with all key stakeholders across all functions ahead of your first board meeting;
- **Identify a mentor** or support from a stakeholder with a similar functional background;
- **Organise a site visit** to familiarise yourself with the organisation and culture;
- **Schedule in meetings with external stakeholders** including bankers and lawyers.

If you haven't held a career in finance you may wish to look at what training is available for finance for non-finance professionals, as you will be required to review management accounts, P&L and balance sheets.

The existing board will have a responsibility to ensure you are given the right tools and support to operate effectively.

Board Pack

Ahead of your first appointment you will receive a board pack to review, which could include:

- **Corporate strategy & business principles;**
- **Management accounts;**
- **Internal controls and risk management;**
- **List of shareholders and stakeholders board composition, induction and training;**
- **Previous board meeting minutes & future board meeting dates;**
- **Secretariat service.**

Becoming a NED may feel very similar to starting a new role. The due diligence and preparation you do in advance will ensure you are able to contribute from day one.



FAQs

Why should I become a Non-Executive Director?

Non-executive directorships can offer individuals opportunity for broadening their insight and experience, and in companies is usually a paid role. However, the legal duties and responsibilities shouldn't be underestimated, either by those considering such directorships or the organisations seeking to appoint them.

How often are Non-Executive Directors appointed?

NEDs are appointed in cycles of 3 years which are usually staggered to ensure the board is effective and expertise is consistent. The maximum time you could stay in the same NED appointment would normally be for 9 years.

What salary would I be paid as a Non-Executive Director?

The range in remuneration for NEDs can vary dependant on the role, size of the organisation, sector and industry ranging from pro bono as a Trustee to in excess of £40,000 per annum. If you are operating as a Consultant, you may have set up a LTD company. Most companies will prefer you to be included in the company payroll, where your pay will be subject to tax and National Insurance (NI) deductions.

The UK Corporate Governance codes states, "Non-executive directors should have sufficient time to meet their board responsibilities. They should provide constructive challenge, strategic guidance, offer specialist advice and hold management to account."

What are the time commitments as a Non-Executive Director?

Most NEDs will meet on a quarterly basis however, this can vary up to 11/12 board meetings a year and only less time for trustee/NFP roles or international roles. It is also important to remember that due to the nature of the role, you will be required to fully commit and be available at other times throughout the year. For example, you will review board packs in between meetings, attend ad hoc meetings with stakeholders or represent the organisation in times of crisis. Therefore, unlike consultancy where you would charge for additional work and expenses, you may not be paid for any additional hours undertaken.

Why does a company have a board of Non-Executive Directors?

The Non-Executive Directors role is to provide an independent view on the running of a business, governance and boardroom best practice. They oversee and constructively challenge management in its implementation of strategy within the Group's system of governance and the risk appetite set by the Board.



FAQs

Why is the role of a Non-Executive Director so vital?

A Non-Executive Director (NED) is instrumental to the success of any organisation. Non-executive directors are expected to focus on board matters and not stray into 'executive direction', thus providing an independent view of the company that is removed from the day-to-day running. NEDs, then, are appointed to the board to bring:

- Independence
- Impartiality
- Wide experience
- Specialist knowledge
- Personal qualities

Chairs and chief executives should use their NEDs to provide general counsel and a different perspective on matters of concern. They should also seek their guidance on particular issues before they are raised at board meetings. Some of the main specialist roles of a non-executive director will be carried out in a board sub-committee (particularly the remuneration and audit committees), especially in listed companies.

What does the role of a Non-Executive Director entail?

NEDs usually stand back from the day-to-day running of the business, drawing alongside the executive team as required to facilitate the strategic decision-making process. Exactly what this entails will vary from company to company, depending on what is required at each stage of a company's development.



Further Reading



Please click on each item to find out more



Book:

Boards, by Patrick Dunne



Articles by Patrick Dunne

[Getting in the Zone – For a Board meeting – R-E-S-P-E-C-T!](#)

[How Data Savvy is your Board?](#)

[From a Maps to Satnav world – The way boards take decisions is changing](#)



Webinar:

The Non-Executive Director Role with Angela Seymour Jackson

Websites:



Boardsi is a modern recruiting company providing executives with advisory positions and companies with top talent. Through our advanced technology, human connection and private network we help revolutionise businesses and grow careers.



We are an independent association of Chairs of social purpose and not-for-profit organisations formed in order to help Chairs with their unique task: leading the board in delivering the organisation's aims.



We are a pioneering professional development platform that empowers experienced, ambitious businesspeople, to become their future successful selves. Our memberships, designed for Board Members, Coaches, Executives and Senior Managers, put you in the heart of an invaluable network that can support you throughout your career.

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