

erevena

BOARD SALARY SURVEY

A STUDY INTO BOARDROOM REMUNERATION
& DIVERSITY IN HIGH-GROWTH BUSINESSES

2023

GROWING PREVALENCE OF CHAIRS & NEDS IN VENTURE SECTOR, YET DIVERSITY CONTINUES TO LAG

Thanks to all those who participated in Erevena's 2023 European Board Remuneration study. This survey has been our most successful to date, with record support from our venture partners and from the Chair and NED communities. We hope this data continues to be a valuable resource for the venture community at large.

2021 and 2022 saw a surge in the tech industry, with more companies, funding, and larger portfolios for investors. Our survey data illustrates this growth with an increase in the number of Chairs and NEDs who have held roles for less than two years, indicating a rise in new appointments. In particular, more Chairs are being utilised at earlier stages, with the percentage of Chairs hired at Pre-seed rising from 8% to 19% between 2021 and 2023, reflecting larger investment cheques and greater demand for mentorship at an earlier stage. The expanding use of NED talent may also explain the reduction in the total number of roles held by NEDs, with fewer plural candidates and potentially more executives serving on Boards. Encouragingly, there is a growing appetite for more operators to join the Boardroom at an earlier stage, indicating a positive trend.

On diversity there is a slowly improving picture for women, although the same can't be said for those for individuals from ethnic minority backgrounds. In 2019 only 2% of the survey population were female Chairs, and this rose to 3% in 2021 and to 8% this year. In the same period, statistics on other forms of diversity for both Chairs and NEDs have remained flat. Whilst the gender picture is improving, it's still pretty dismal: 31% of Boards have no women at all (although this is down from 47% in 2019); 59% of Boards have no ethnic diversity; and 22% have neither gender or ethnic diversity representation.

Early-stage Boards are bucking the trend, with businesses that are Seed or Pre-Seed showing much greater improvement than those at other stages, particularly with regards to ethnicity.

For the first time, we started to dip our toes into understanding more about the socioeconomic demographics that underpin our ecosystem. Commentators on diversity often discuss the relative impact of socioeconomic backgrounds on diversity of thought, even in a Board where gender or ethnicity is represented. It will probably raise little surprise to learn that 25% of UK Chairs and NEDs attended fee paying schools (a number significantly above the 5 – 8% of the population that attended fee paying schools over the last 40 years); although potentially more surprising to learn is that of the population surveyed 32% were qualified to undergraduate level and 63% to postgraduate/doctorate level. It will be valuable to carry out further research and analysis on this subject in future surveys.



Dan Hyde
CEO
Erevena

UNDERSTANDING THE METHODOLOGY

We surveyed our network of Chairs and NEDs in the UK and Europe in January and February 2023. In addition, 25 funds shared the survey with their portfolio companies. We received 426 responses, with many respondents sharing data for more than one Board position.

With thanks again to all participants, the funds that supported our survey and to the Ereveva team who worked so hard to bring us these fantastic insights.

Note: all salaries in £s

426

Responders



Thanks to Ereveva for compiling these fascinating insights into the role played by Chairs and NEDs, as well as how they are compensated and the data around diversity. It is interesting to look at how non-executives are being leveraged at different stages, while the role they can play in supporting and mentoring CEOs, partnering on strategic direction and helping to drive performance looks to remain significant across the growth journey. The rise in the number of non-executives who have held roles for less than two years may indicate an increasing recognition from start-ups and scaleups of the value of this guidance.



Avalon Lee-Bacon
Head of Talent
Dawn Capital

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CHAIRS

“



Another fascinating report on trends for Chairs and NEDs in the VC space. I was particularly interested to see the changes in Chair mandate by company stage, with many areas dropping as the company matures, but with strategy, performance and CEO mentoring unsurprisingly remaining the core pillars.

Jon Lerner
Partner
Smedvig

“



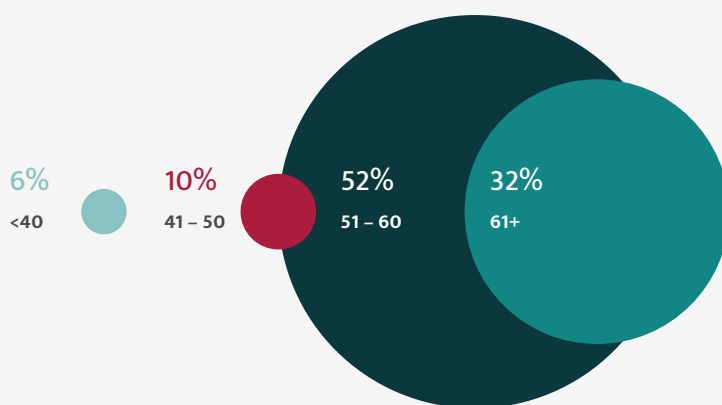
In the venture ecosystem, diversity is not just important for inclusivity but also for driving success and profitability. A diverse Board brings a range of perspectives and ideas to the table, leading to more effective and innovative solutions to support founders.

Erevena's latest European Boardroom survey highlights that socioeconomic backgrounds play a crucial role in shaping the diversity of thought. To ensure a truly diverse and inclusive industry, it's essential to provide more opportunities for under-represented groups to participate and contribute across the board. This will lead to a more equitable and dynamic ecosystem that promotes growth and innovation for all.

Briana van Strijp
CEO
Anthemis

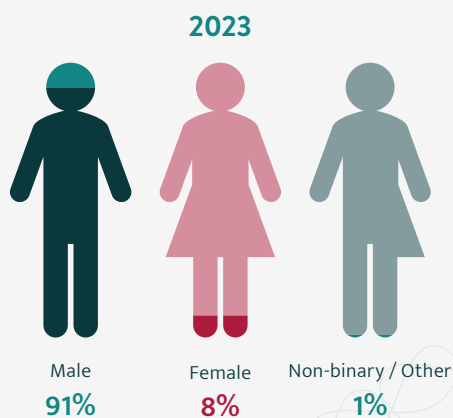
CHAIRS DEMOGRAPHICS

AGE



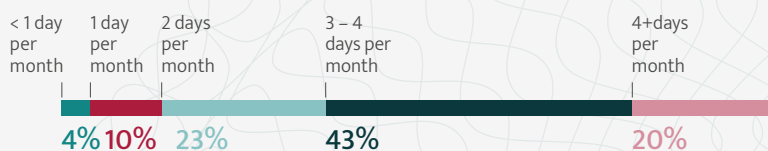
There has been a shift in the age demographic of Chairs with the average age increasing, with only 16% now under the age of 50, compared to 22% in previous years. This shift could indicate a preference for more experienced and seasoned professionals in leadership roles in the industry.

GENDER

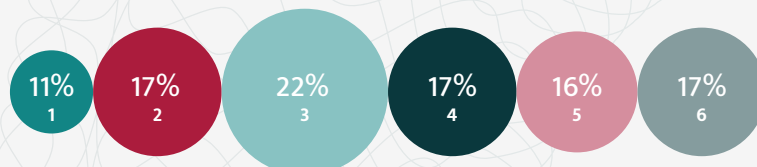


There has been a move to slightly more female Chairs – it’s still slow progress but a bigger shift than the year before with an increase from 2% in 2019 to 3% in 2021 and 8% in 2023.

TIME COMMITMENT

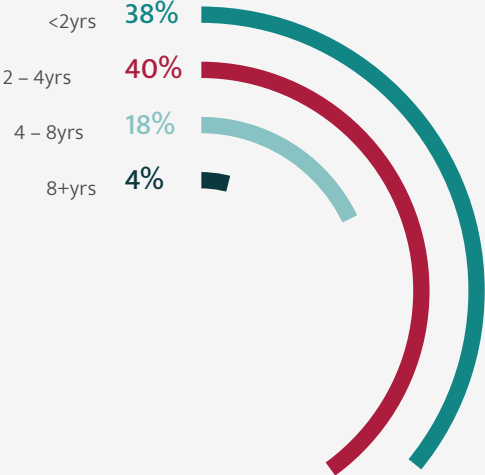


NUMBER OF NON-EXECUTIVE ROLES



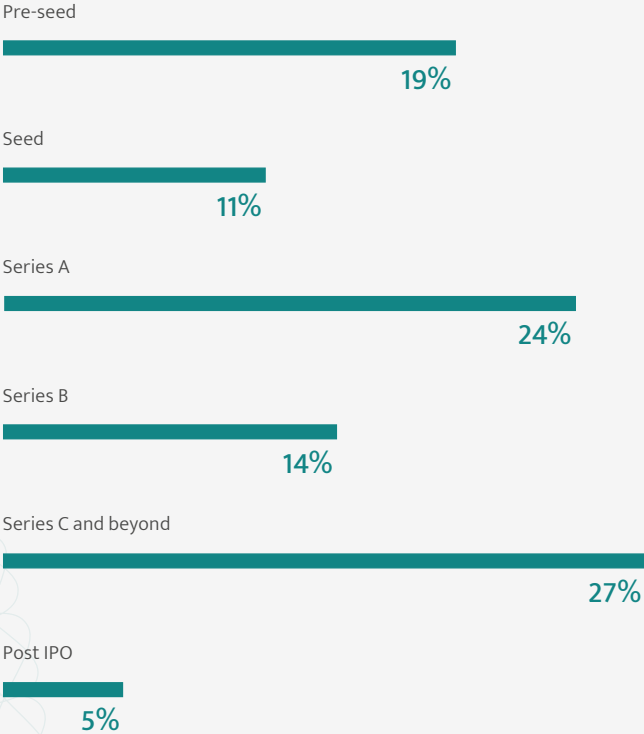
TIME ON BOARD

A great proportion of Chairs have been in the role for less than 2 years (38% versus 24% in 2021) indicating more Chairs being appointed recently.



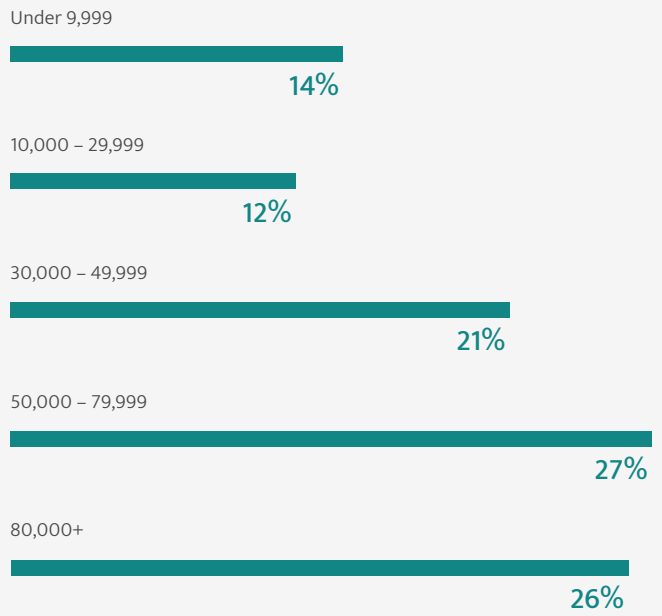
COMPANY STAGE WHEN HIRED

The data shows more Chairs joining Pre-seed (19% versus 8% in 2021) and fewer at Series B (14% versus 20%).



CHAIRS SALARY

AVERAGE SALARY



AVERAGE SALARY BY GENDER

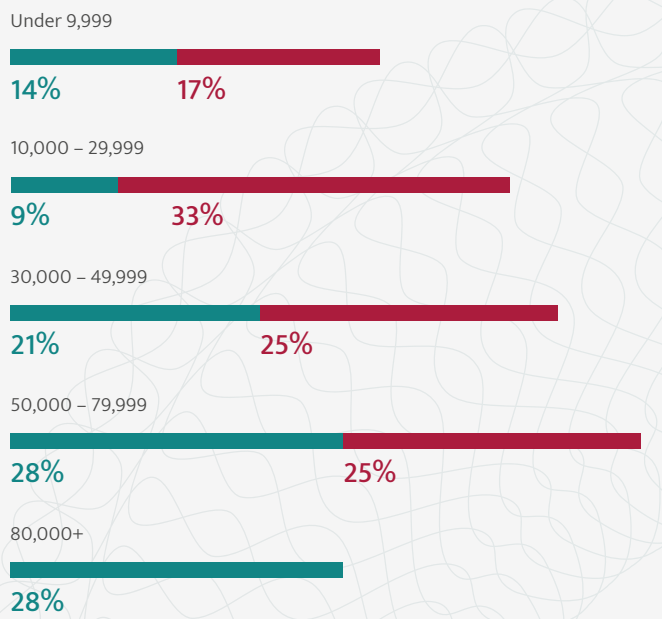
Graph Key



Male



Female

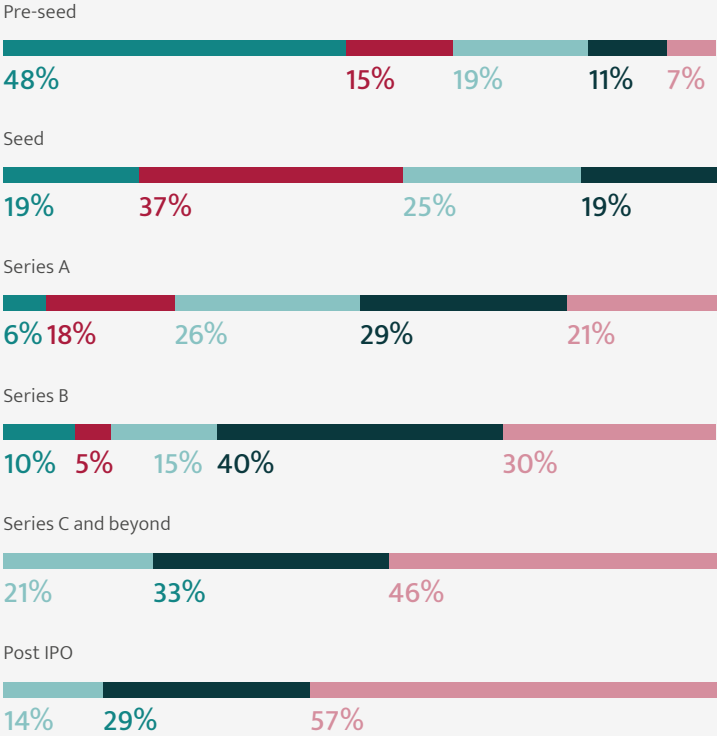


AVERAGE SALARY BY STAGE HIRED

2023 saw a higher proportion of Pre-seed Chairs being paid under £30,000 than previous surveys and surprisingly fewer Post IPO Chairs being paid over £80,000.

Graph Key

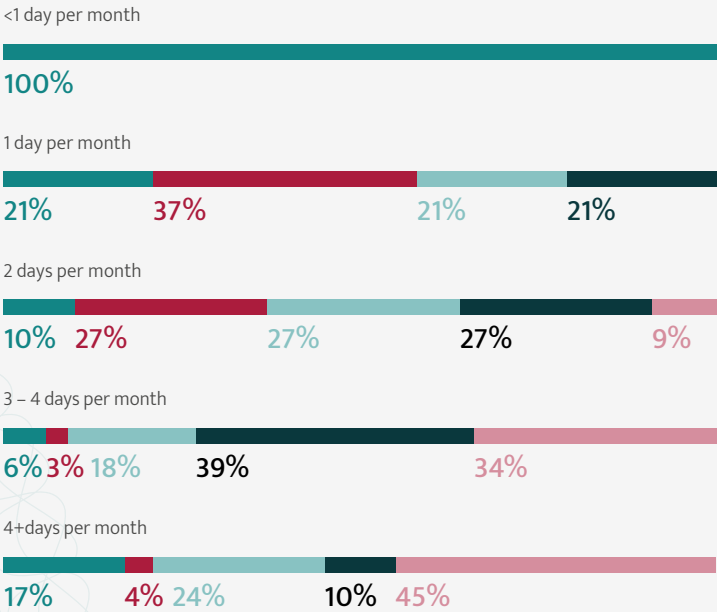
- Under 9,999
- 10,000 – 29,999
- 30,000 – 49,999
- 50,000 – 79,999
- 80,000+



SALARY BY TIME COMMITMENT

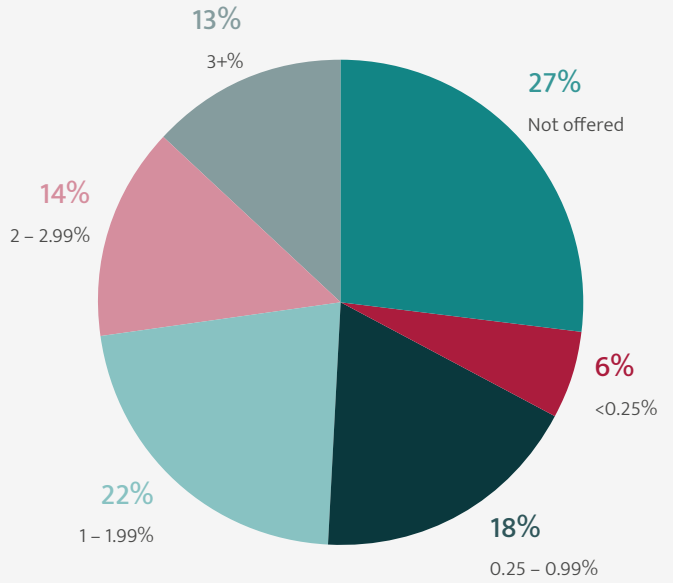
Graph Key

- Under 9,999
- 10,000 – 29,999
- 30,000 – 49,999
- 50,000 – 79,999
- 80,000+



CHAIRS EQUITY

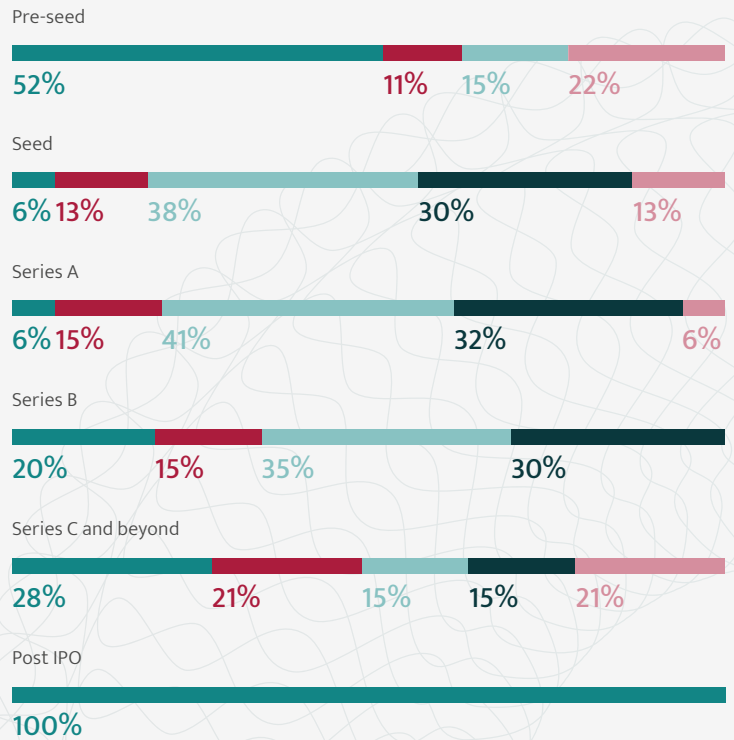
There has been a small movement in the amount of equity being offered, with more Chairs being offered equity and a small decrease at the higher end of equity granted with 27% now being offered over 2% equity versus 30% in 2021.



EQUITY BY STAGE HIRED

Graph Key

- Not offered
- <0.5%
- 0.5% – 1.49%
- 1.5% – 2.99%
- 3%+

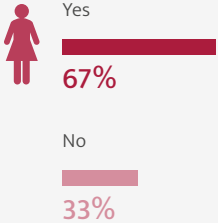
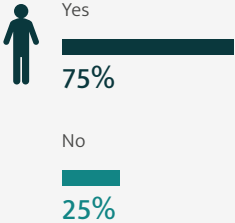


OPPORTUNITY TO INVEST



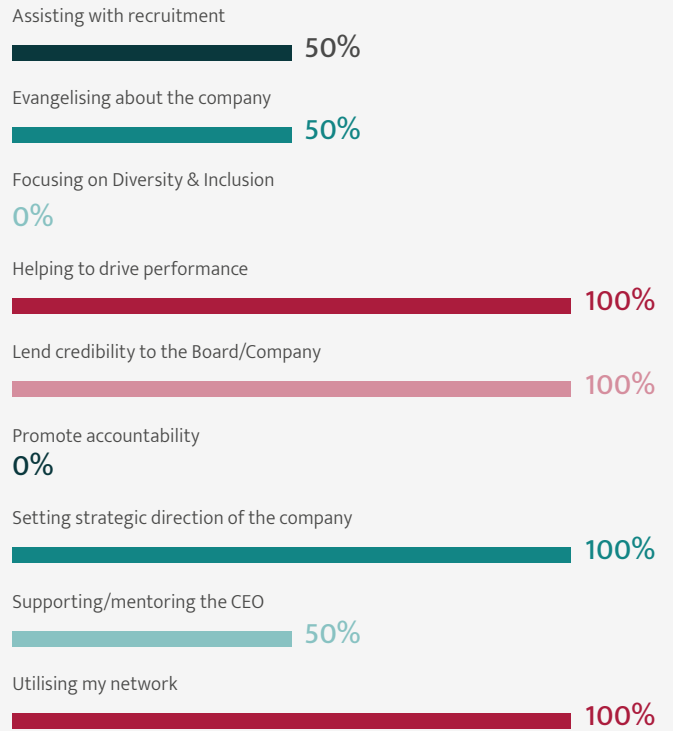
The opportunity to invest is broadly similar to 2021 when 70% of Chairs had the opportunity to invest. However, fewer women (67%) have the opportunity to invest versus men (75%).

By Gender

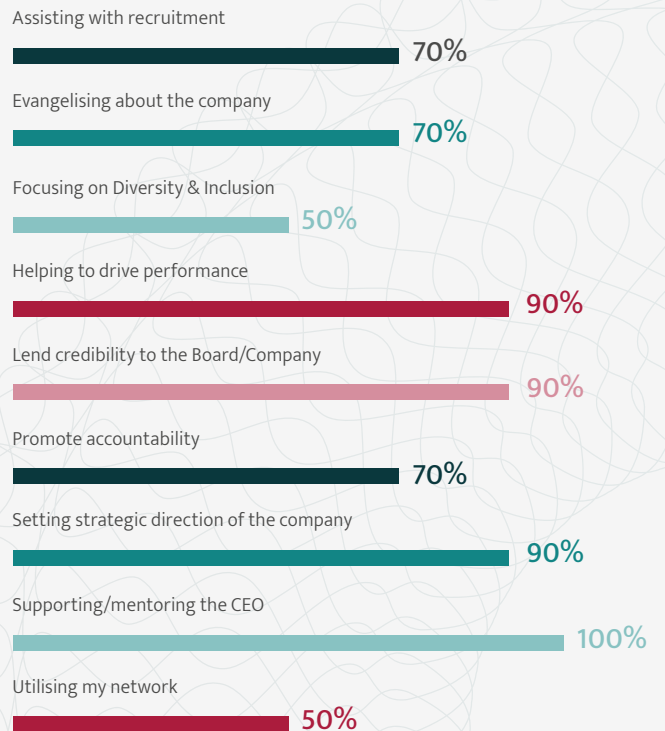


RESPONSIBILITIES BY CURRENT COMPANY STAGE

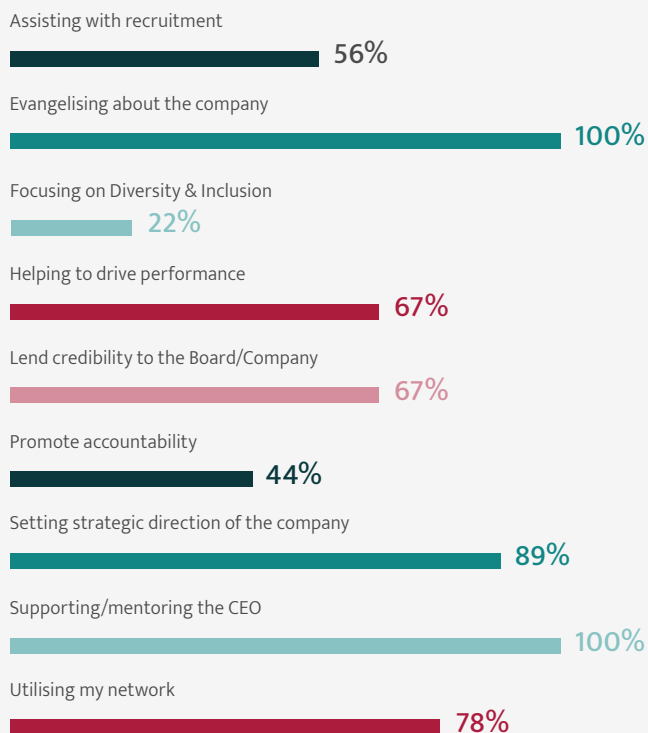
PRE-SEED



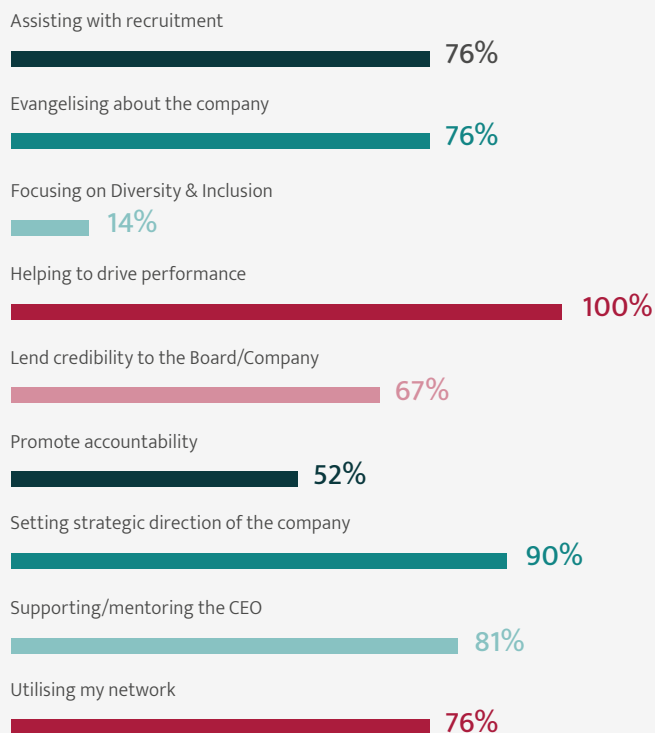
SERIES B



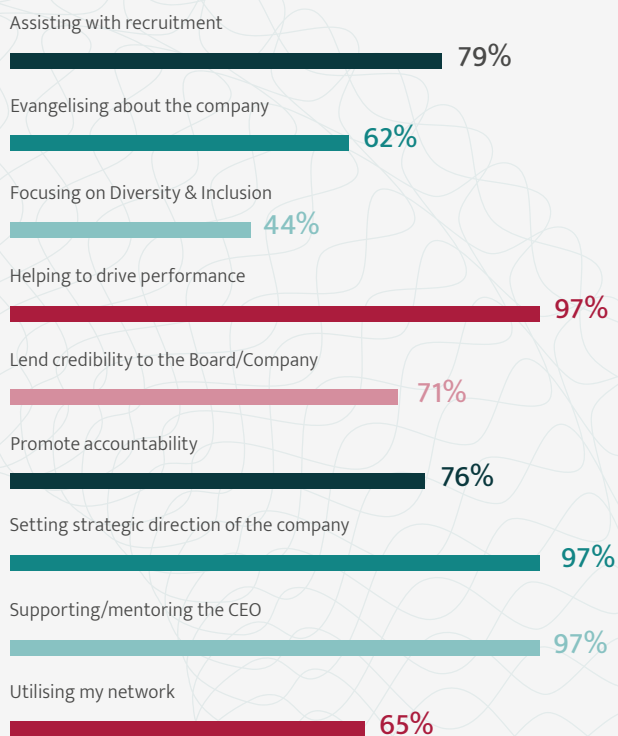
SEED



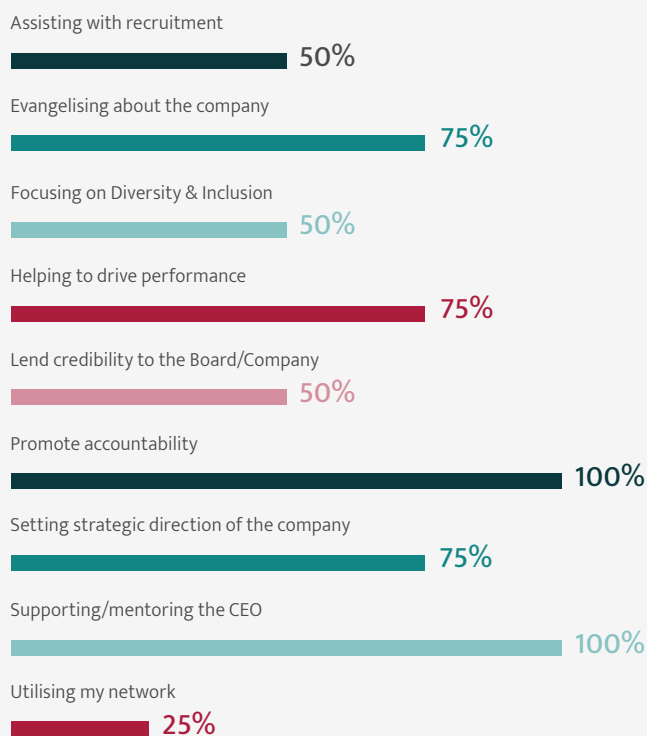
SERIES A



SERIES C AND BEYOND



POST IPO



NEDS

“



The weighting of cash and equity for Board hires moves like a seesaw, over time. The Erevena Board Remuneration survey acts as a touchstone for us to see the current expectations for Series A. As always, Erevena add real value to our ecosystem.

Jane Reddin
Partner
AlbionVC

“

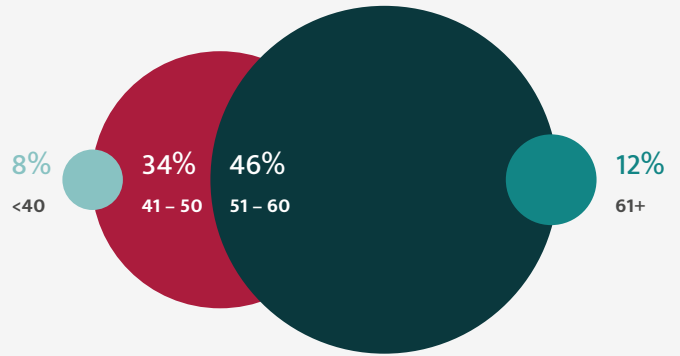


Board members are like fundraising series, each with their own expertise to tackle growth stage bottlenecks. For example, seed stage may require strong network Board members, while series A may require a focus on performance. Series B may require experience in CEO leadership. Board members support founders to take a step back and gain perspective. As an advisor, it's important to encourage founders to leverage their Board's expertise to help their company succeed at every stage of growth.

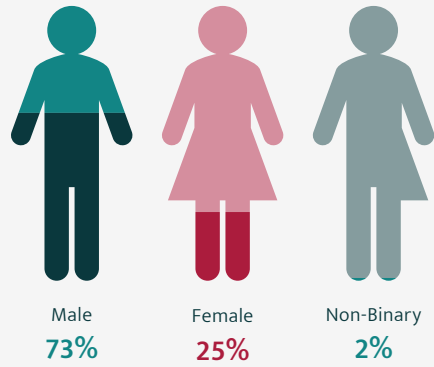
Pauline Paquet
Head of Startup Success
XAnge

NEEDS DEMOGRAPHICS

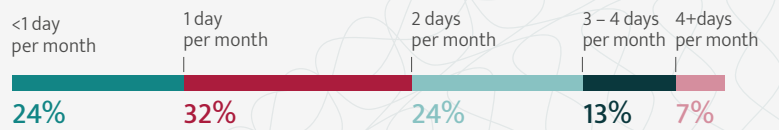
AGE



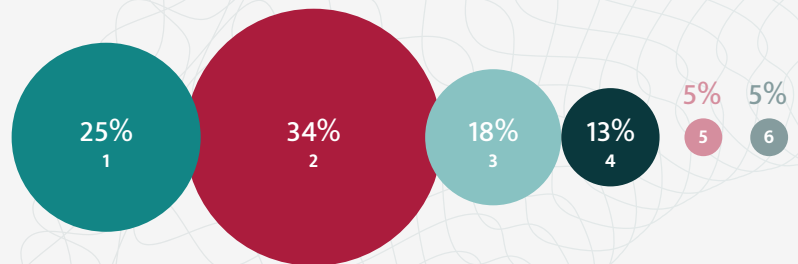
GENDER



TIME COMMITMENT



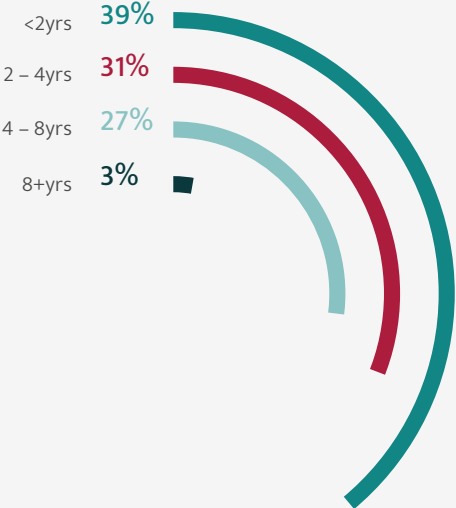
NUMBER OF NON-EXECUTIVE ROLES



There has been a decrease in the number of roles that NEDs hold, with 4+ roles decreasing from 35% in 2021 to 23% and 3+ roles decreasing from 58% to 41%.

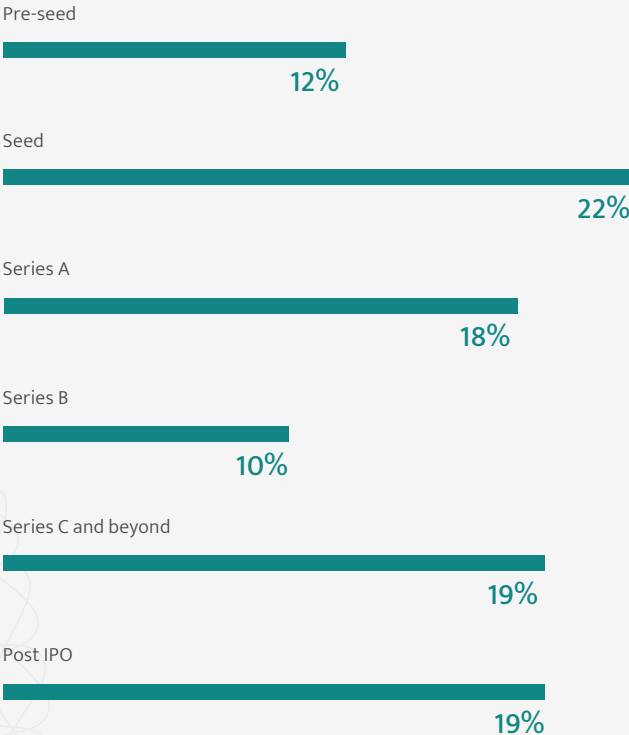
TIME ON BOARD

There has been an increase in the number of NEDs on Boards for more than 4 years, up from 19% in 2021 to 30% in 2023. This could suggest a greater emphasis on experience and continuity in this role. However, this could also indicate a lack of turnover and diversity of NEDs coming onto Boards.



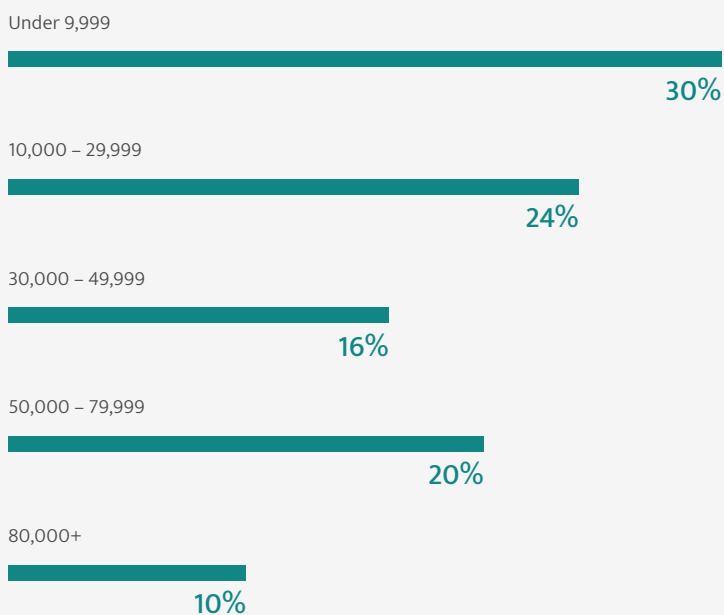
COMPANY STAGE WHEN HIRED

The data shows more NEDs joining Pre-seed (12% versus 8% in 2021) and fewer at Series B (10% versus 20%).



AVERAGE SALARY

Average salaries have increased with 30% of NEDs being paid over £50,000 versus 19% in 2021 and it's encouraging to see that 47% of female NEDs are being paid in excess of £50,000.



AVERAGE SALARY BY GENDER

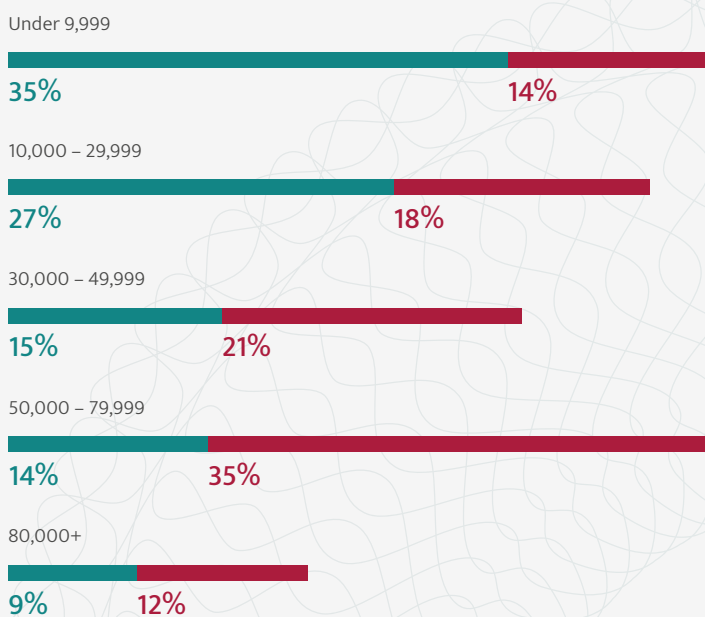
Graph Key



Male



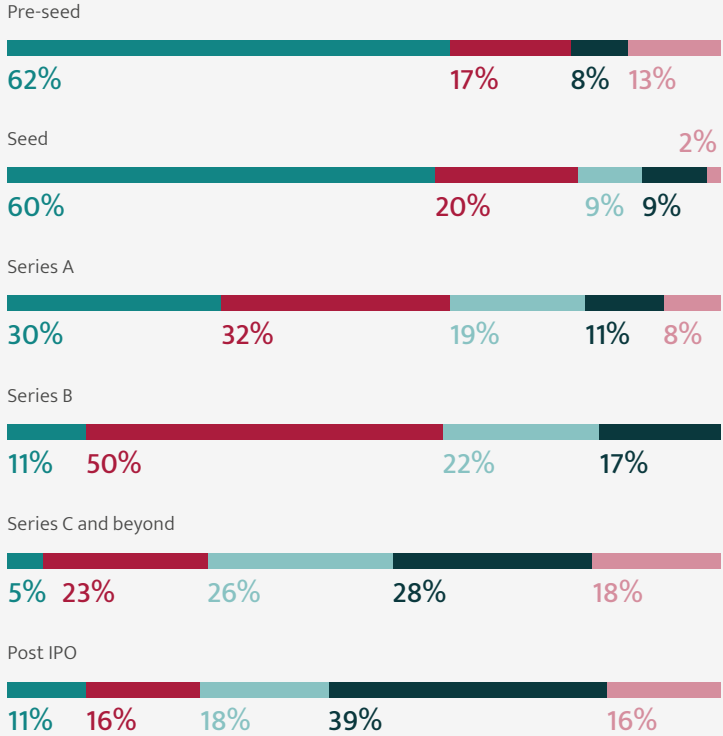
Female



AVERAGE SALARY BY STAGE HIRED

Graph Key

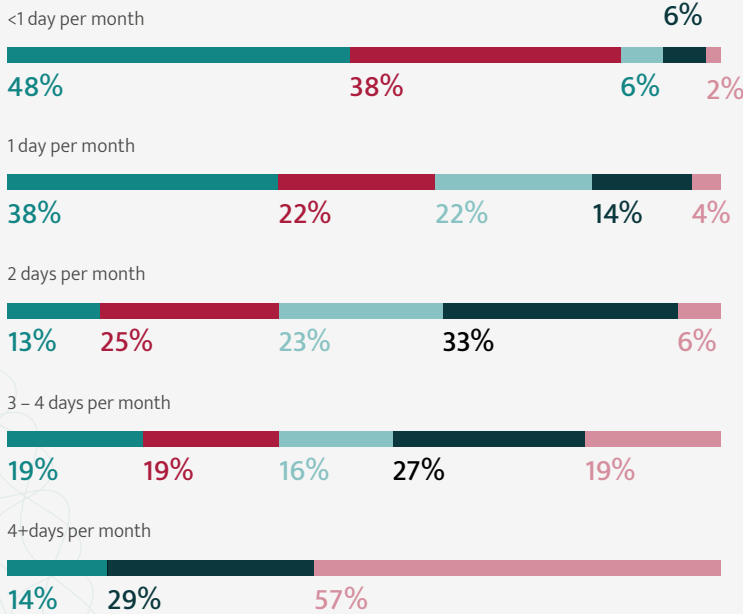
- Under 9,999
- 10,000 – 29,999
- 30,000 – 49,999
- 50,000 – 79,999
- 80,000+



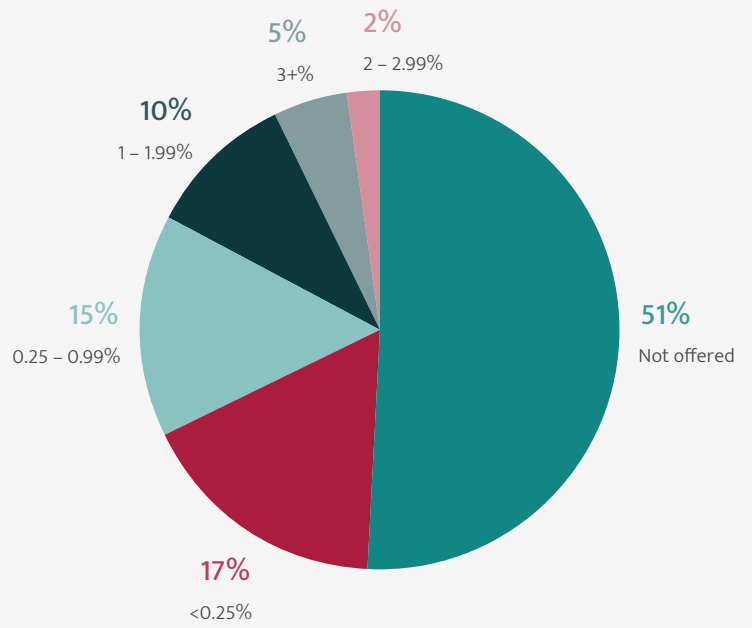
SALARY BY TIME COMMITMENT

Graph Key

- Under 9,999
- 10,000 – 29,999
- 30,000 – 49,999
- 50,000 – 79,999
- 80,000+



NEDS EQUITY

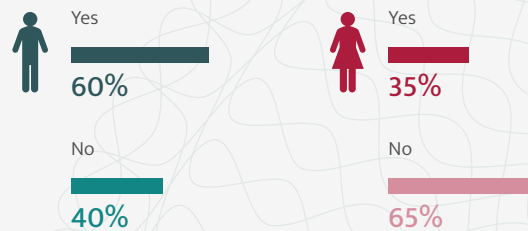


OPPORTUNITY TO INVEST

Slightly more NEDs have been given the opportunity to invest since 2021 (up from 47% to 54%). However only 35% of women have been given the opportunity to invest versus 60% of men.



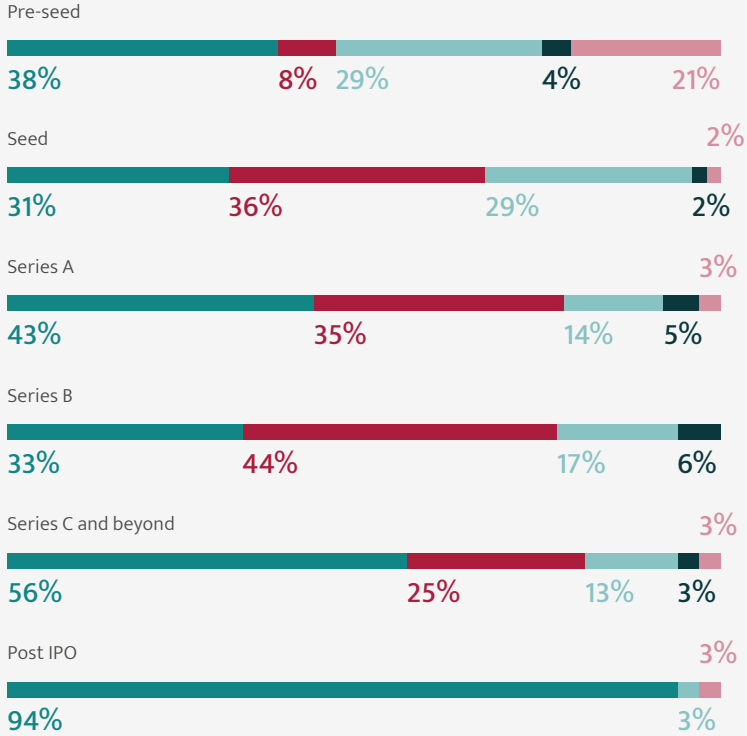
By Gender



EQUITY BY STAGE HIRED

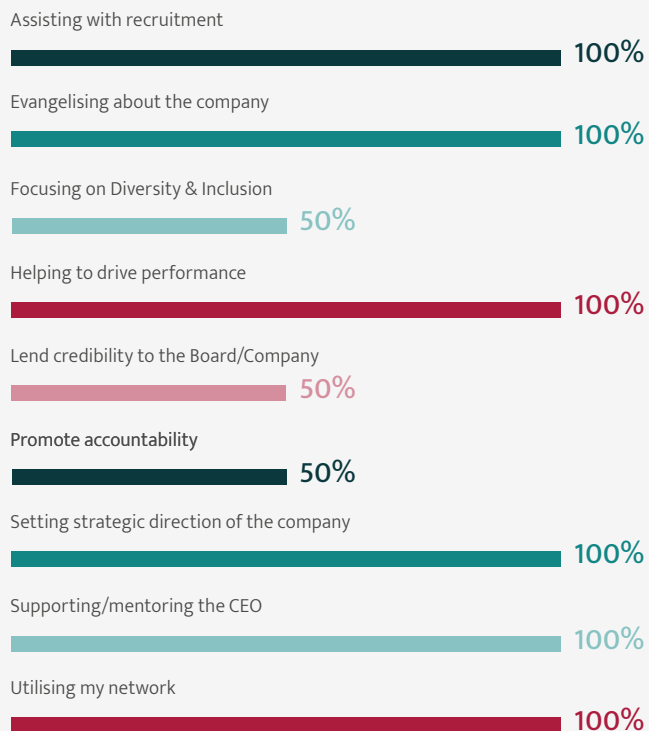
Graph Key

- Not offered
- <0.5%
- 0.5% - 1.49%
- 1.5% - 2.99%
- 3%+



RESPONSIBILITIES BY CURRENT COMPANY STAGE

PRE-SEED



SERIES B



SEED



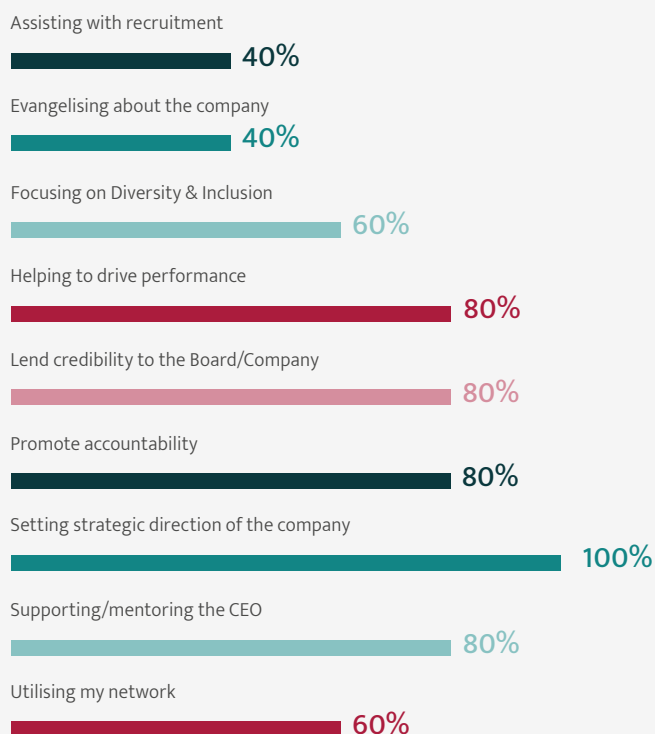
SERIES C AND BEYOND



SERIES A



POST IPO



DIVERSITY

These findings highlight some persistent challenges facing the venture industry with respect to diversity and equity. While there has been progress in the representation of women on Boards, with only 31% of Boards having no women (down from 47% in 2021), there is still significant room for improvement.

The lack of ethnic diversity on Boards is also concerning, with nearly 60% of Boards having no ethnic diversity. Staggeringly, 22% of Boards still have no gender or ethnic diversity (vs 26% in 2021). The data on equity and investment opportunities by gender is particularly striking, with women being much less likely to be offered equity or investment opportunities compared to their male counterparts. However, the study also reveals some promising trends, such as an increase in ethnic diversity at early stages of businesses. This suggests that efforts to improve diversity may be gaining traction, but more work is needed to ensure that diverse perspectives are represented at all stages of businesses and across all dimensions of diversity.

Overall, these findings provide valuable insights into the current state of diversity and equity in the venture industry and underscore the need for continued efforts to address these issues.

“



The COVID-19 pandemic tested Board resilience to its max. We've since seen significant disruption to traditional business models, perhaps highlighting even more than ever before the need for CEOs to surround themselves with a broad mix of thinking styles as they endeavour to navigate the continuously shifting sands of today's tech landscape.

Lucy O'Brien

Head of Talent & Ecosystem
Eight Roads



Venture Capital has the ability to create positive, lasting change in society, not least when it comes to actively promoting diversity, equity and inclusion. The data from Erevena's European Boardroom survey shows a disconnect between strategic priorities and Board priorities. Data is only as powerful as the actions we take from it, and the VC industry must look inward as well as outward to set the future direction.

Lucci Levi

Director and Head of Platform
MMC Ventures

DIVERSITY ON BOARDS

FEMALES ON BOARDS

2019
47%

Of Boards have no
Gender Diversity



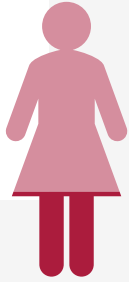
2021
34%

Of Boards have no
Gender Diversity



2023
31%

Of Boards have no
Gender Diversity



PERCENTAGE OF FEMALES ON BOARDS

2019
16%

Of Board members
are Female



2021
19%

Of Board members
are Female

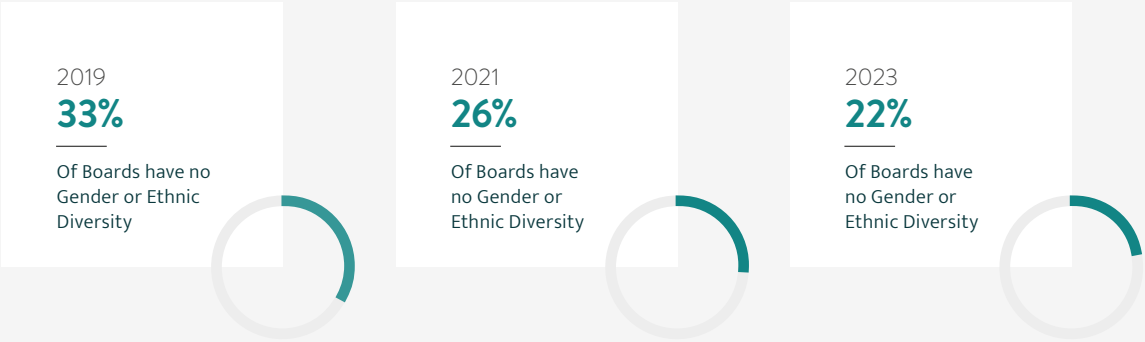


2023
21%

Of Board members
are Female



GENDER & ETHNIC DIVERSITY ON BOARDS



DIVERSITY ON BOARDS

TIME ON BOARD VS GENDER

Graph Key



Male



Female

↑ 37%
↑ 43%
<2yrs

↑ 24%
↑ 22%
2 – 3yrs

↑ 10%
↑ 15%
3 – 4yrs

↑ 29%
↑ 20%
4+yrs

GENDER BY STAGE OF BUSINESS

Graph Key



Male



Female

Pre-seed

77%

23%

Seed

82%

18%

Series A

79%

21%

Series B

83%

17%

Series C and beyond

83%

17%

Post IPO

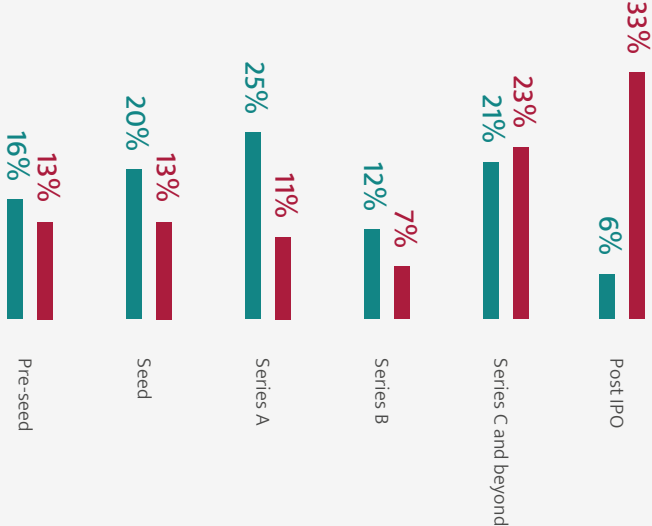
67%

33%

STAGE OF JOINING BY GENDER

Graph Key

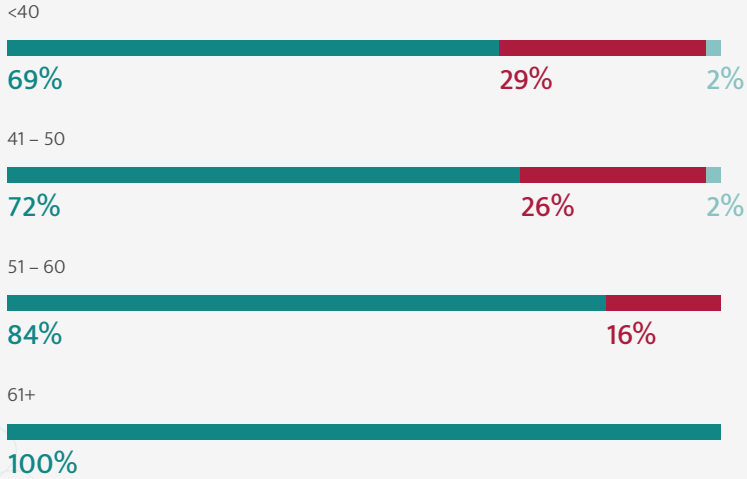
- Male
- Female



GENDER DISTRIBUTION BY AGE

Graph Key

- Male
- Female
- Non-binary/other

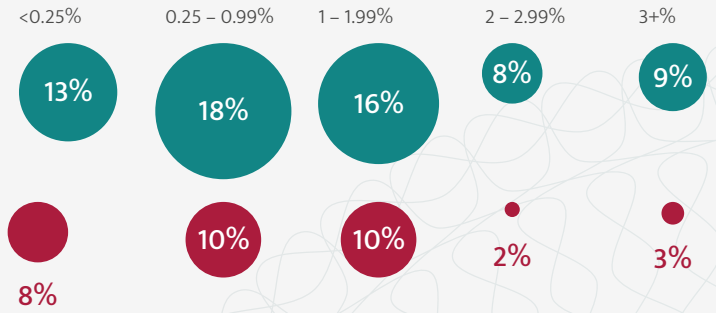
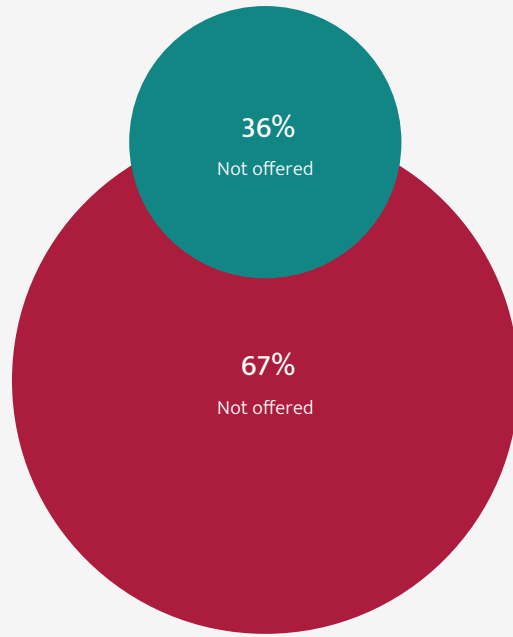


EQUITY BY GENDER

The data suggests that there is a significant gender disparity when it comes to offering equity and investment opportunities. Specifically, women were not offered equity 67% of the time, while men were not offered equity 36% of the time. Similarly, women were not given the opportunity to invest 59% of the time, while men were not given the opportunity to invest 34% of the time.

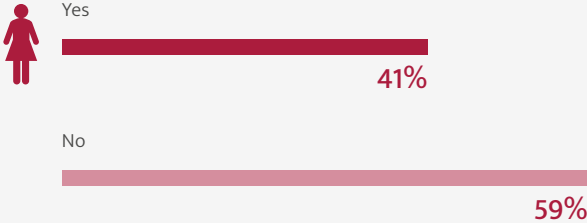
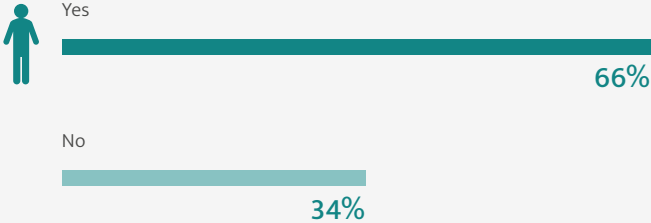
Graph Key

 Male
  Female



OPPORTUNITY TO INVEST BY GENDER

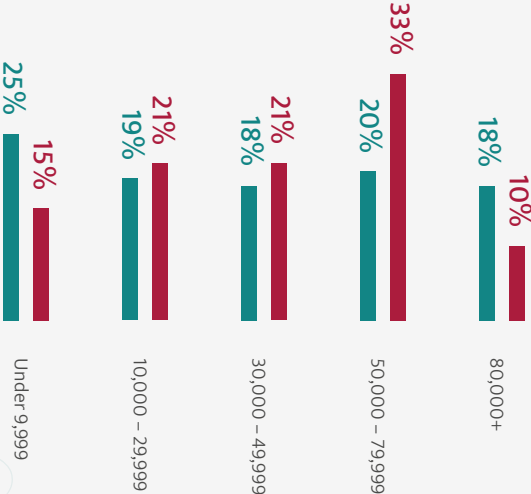
By Gender



SALARY BY GENDER

Graph Key

- Male
- Female



ETHNIC MINORITIES ON BOARDS

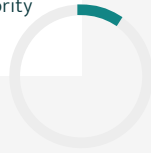
2019
10%

Of Board members
from Ethnic Minority
backgrounds



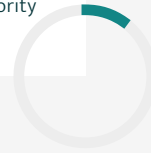
2021
9%

Of Board members
from Ethnic Minority
backgrounds



2023
10%

Of Board members
from Ethnic Minority
backgrounds



ETHNIC DIVERSITY

2019
65%

Of Boards have no
Ethnic Diversity



2021
63%

Of Boards have no
Ethnic Diversity

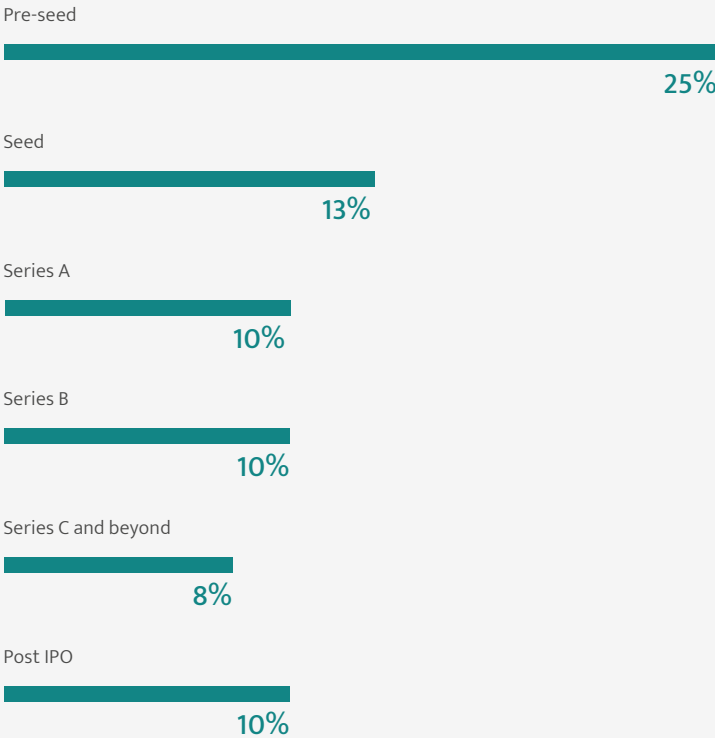


2023
59%

Of Boards have no
Ethnic Diversity



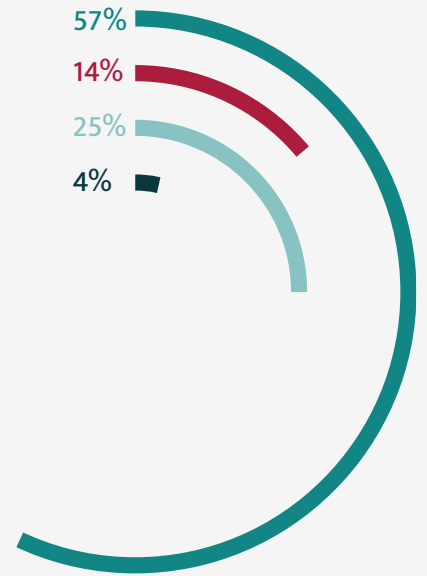
**ETHNIC DIVERSITY
BY STAGE
OF BUSINESS**



SCHOOL ATTENDED AGE 11-16 ALL BOARD MEMBERS

For the first time, the study also explored the education of Board members, which is just one measure of an individual's socio-economic background. The data reveals that 29% of Chairs and NEDs attended fee-paying schools, which is significantly higher than the 5 – 8% of the UK population that have attended fee-paying schools over the last 40 years. The study also shows that 32% of those surveyed were qualified to undergraduate level, and 54% to postgraduate level. This information provides insight into the composition of the tech industry's leadership and raises questions about the impact of socioeconomic backgrounds on diversity of thought.

- A state-run or state-funded school
- Attended school outside the UK
- Independent or fee-paying school
- Independent or fee-paying school, where I received a means tested bursary



SCHOOL ATTENDED AGE 11-16 CHAIRS

- A state-run or state-funded school

65%

- Attended school outside the UK

10%

- Independent or fee-paying school

21%

- Independent or fee-paying school, where I received a means tested bursary

4%

SCHOOL ATTENDED AGE 11-16 NEDS

A state-run or state-funded school

51%

Attended school outside the UK

18%

Independent or fee-paying school

27%

Independent or fee-paying school, where I received a means tested bursary

4%

HIGHEST LEVEL OF EDUCATION ACHIEVED



Secondary Education
Completed GCSE / O Level /
CSE or equivalent)

1%



Secondary Education
Completed (A Level or
equivalent)

2%



Vocational or Technical
Qualifications Completed
(e.g. HND, NVQ)

2%



University Education
Completed (First Degree
e.g. BA, BSc)

32%



Postgraduate Education
Completed (e.g. Masters)

54%



Doctorate, Post-doctorate or
equivalent (Higher Degree)

9%

INVITATION

BREAKING BARRIERS: THE PATH TO CREATING INCLUSIVE BOARDS

Please join us for the launch of the 2023 Ereveva European Boardroom Remuneration & Diversity Report and an insightful panel discussion into advancing diversity in the boardroom of venture-backed companies.

Date

Tuesday 13th June

Time

5:45pm for Drinks and Canapés

Panel discussion 6:30pm – 7:30pm
followed by networking until 9:00pm

Venue:

Evelyn Partners
Gresham Street
London EC2V 7BG

[Register here](#)

evelyn
PARTNERS

With thanks to Evelyn Partners for hosting.

Evelyn Partners are the UK's leading integrated wealth management and professional services group, so can look after our clients' combined wealth and tax needs, personal and business.

PANELLISTS



**ELIZABETH
CHAMBERS**

Serves on the Boards of Wise plc,
TSB Bank plc, Vanquis Banking Group
& Evelyn Partners



**FAISAL
GALARIA**

NED at Starling Bank. Previously CEO
at Blippar, NED at Superdry, Chief
Strategy & Investments Officer
GoCompare & CEO WildBrain



**SARAH
DRINKWATER**

NED with Mind Foundry, Chair at New
Public & Investor

ABOUT EREVENA

Erevena is a global executive search firm that helps high-growth, innovative companies identify and recruit Board and C-suite executives and assists them in building their teams. We work with some of the fastest growing companies in the world, from early stage through growth and to exit; the VCs and Private Equity firms that back them; and with publicly-traded companies undergoing transformation.

We are a team of 85 giving us senior reach across a wide cross-section of sectors and geographies. With offices in London, Paris, Copenhagen, Stockholm, New York and San Francisco, we conduct search for businesses all over the world.

SOME RECENT BOARD APPOINTMENTS


BOARD ADVISORS


CHAIR


BOARD ADVISORS


CHAIR


CHAIR


CHAIR


CHAIR


CHAIR


NED


CHAIR


NED

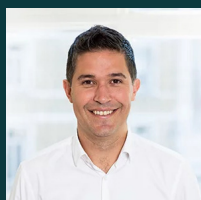

CHAIR


CHAIR

BOARD PRACTICE



ANNE LUCAS
PARTNER
LONDON, PARIS



DAN HYDE
CEO
LONDON



JAMES RAWCLIFFE
PRINCIPAL
LONDON



JOE ABBOTT
PARTNER
LONDON



JONAS HELGESSON
PARTNER
STOCKHOLM, COPENHAGEN



KATE BAMFORD
PARTNER
LONDON



KEVIN ELDERFIELD
PARTNER
LONDON



MARIA JOSIFE
PARTNER
LONDON



LILIAN POILPOT
PARTNER
LONDON, PARIS



SAM WILKINS
PARTNER
SAN FRANCISCO

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