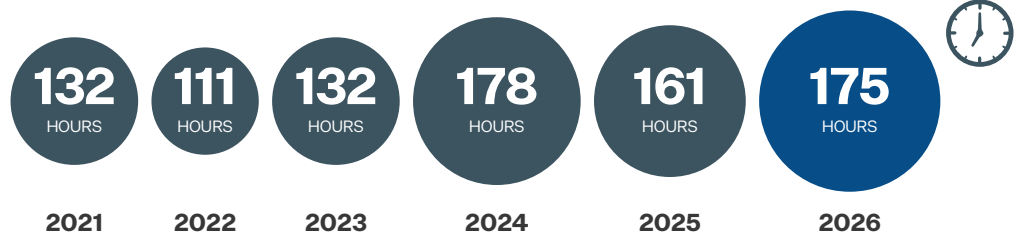


2026 Directors' Fees Report

The *2026 Directors' Fees Report*, produced by the Institute of Directors (IoD) and EY, is a key source of information on directors' remuneration in the New Zealand market. It also provides useful insights into the evolving expectations on directors across a range of industries. Below are a selection of key statistics and important trends drawn from the survey of 4,174 directorships, including 874 IoD participants, across 1,677 organisations.

Directors spending more time on board matters annually

Median hours of work per annum for non-executive directors



Median number of directorships held

THREE

directorships in 2026, unchanged from 2021

Typical length of a directorship four years



Average fee movement by organisation type



9.4%

PUBLIC SECTOR

3.6%

UNLISTED (PRIVATE) COMPANY

3.6%

NOT-FOR-PROFIT

5.1%

LISTED COMPANY

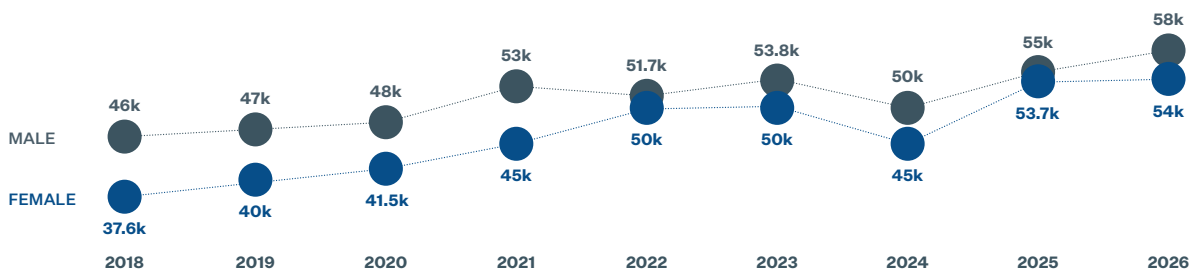
5.5%

COOPERATIVE

4.2%

MĀORI ENTITY

Non-executive directors' median annual fee



Reasons for turning down a directorship

Note: Respondents could select multiple options

