

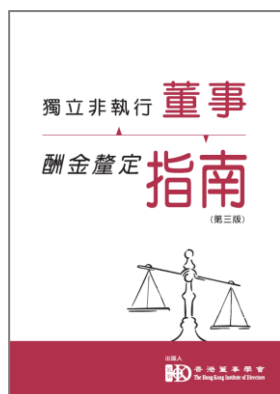
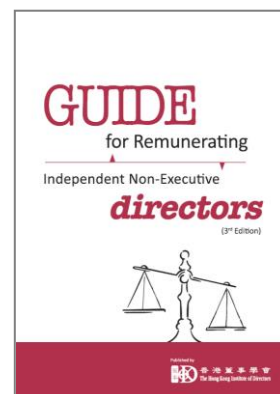
## Guide for Remunerating Independent Non-Executive Directors (3<sup>rd</sup> Edition)

### 【獨立非執行董事酬金釐定指南】(第三版)

*Guide for Remunerating Independent Non-Executive Directors* aims to provide assistance for companies in engaging and remunerating INEDs. In this updated version, **figures in the appendices have been renewed to show the current trend of the INEDs remuneration levels in different jurisdictions (Latest version is 2020)**. The *Guide* is part of the HKIoD series of publications aimed at assisting directors to succeed together in business by creating effective boards with high levels of value added corporate governance.

Contents addressed in the *Guide* include:-

- In Search of INEDs – covering the roles and responsibilities of INEDs.
- Compensation Guidelines – addressing various key factors such as rates and time requirement, computation of fees and other issues for consideration.
- Appendices – example situations, survey findings from Hong Kong, UK, USA, Australia and Singapore and sample appointment letters.



【獨立非執行董事酬金釐定指南】為公司提供聘任獨立非執行董事及釐定其公平薪酬待遇的指引。此指南更新了附件中有關不同地域在獨立非執董薪酬待遇水平的最新情況（最新版本為2020）。此指南是香港董事學會的出版系列之一，目的在於協助有效地建立高增值企業管治的董事會，致使董事共同努力取得業務成果。

指南涵蓋的範圍包括：

- 獨立非執董的人選－論述獨立非執董的職能和責任。
- 釐定酬金的指引－談論多項關鍵因素，如工時和工作量、計費和其它考慮事情。
- 附錄－實況例子，香港、英國、美國、澳洲和新加坡的調查結果及委任函範例。

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