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# **Remuneration Trends in Executive Pay**

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## **Executive Pay**

- Introduction
- 4 Year trend in Executive Pay
- Link to Performance
- Non-Executive Pay



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## **Introduction**

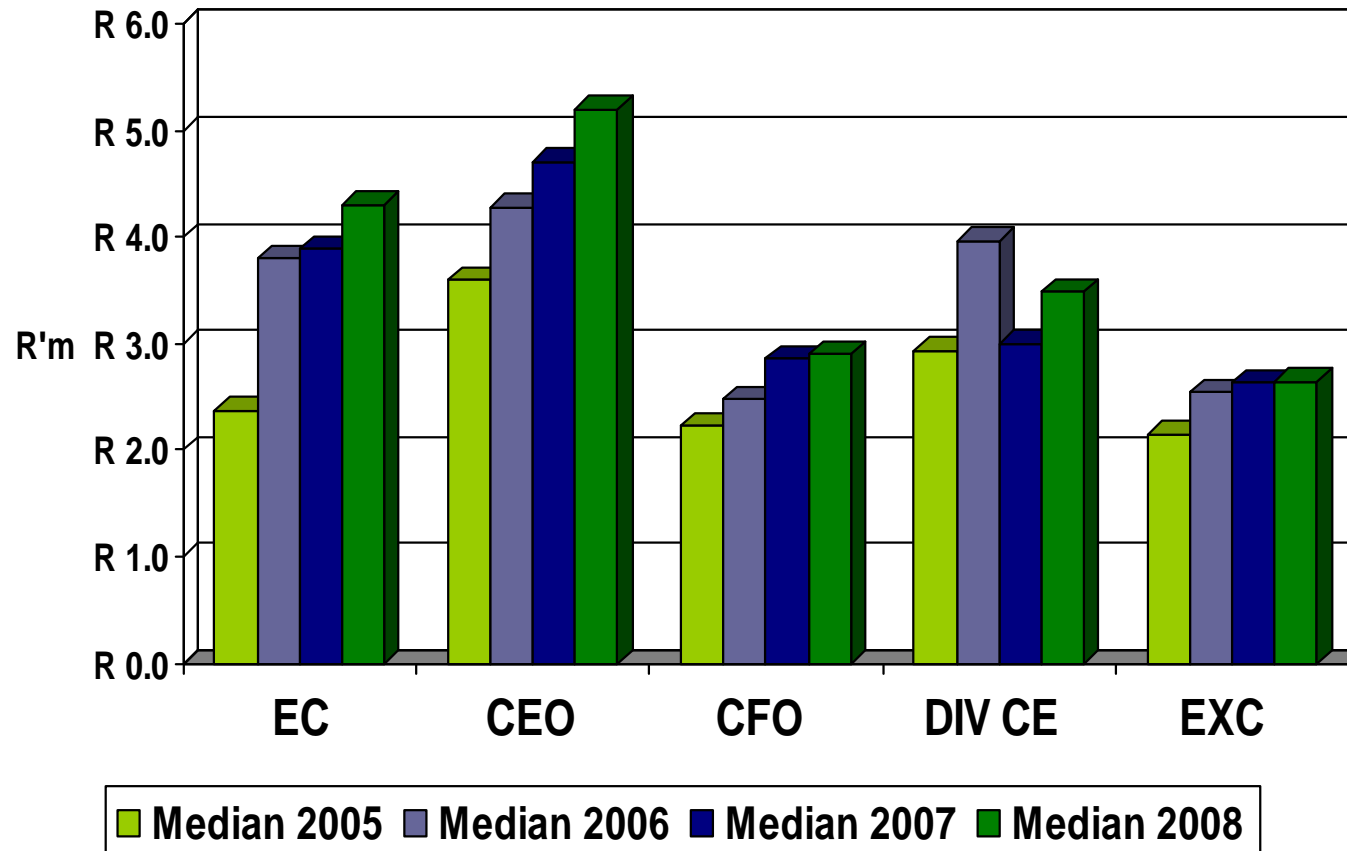
- Media – Executive Pay
- Capping of Pay – Will it have the desired effect?



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## 4 Year Trend in Executive Pay - SA

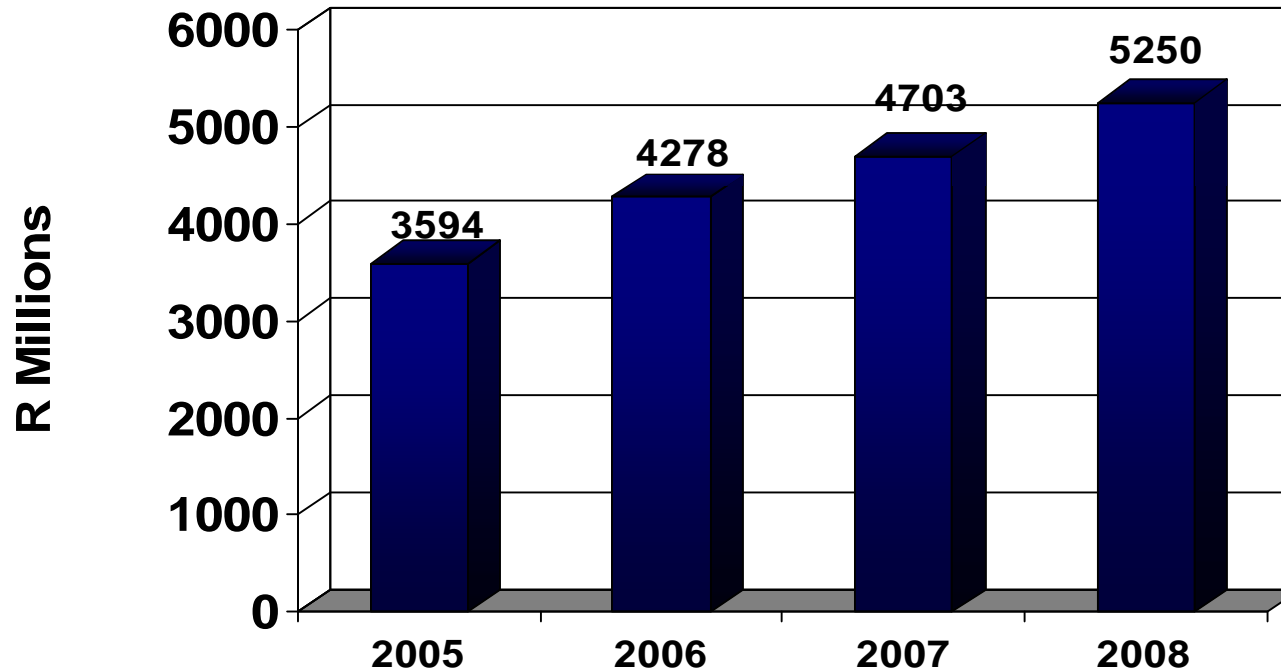
### Total Pay Movement for Execs 2006 - 2008





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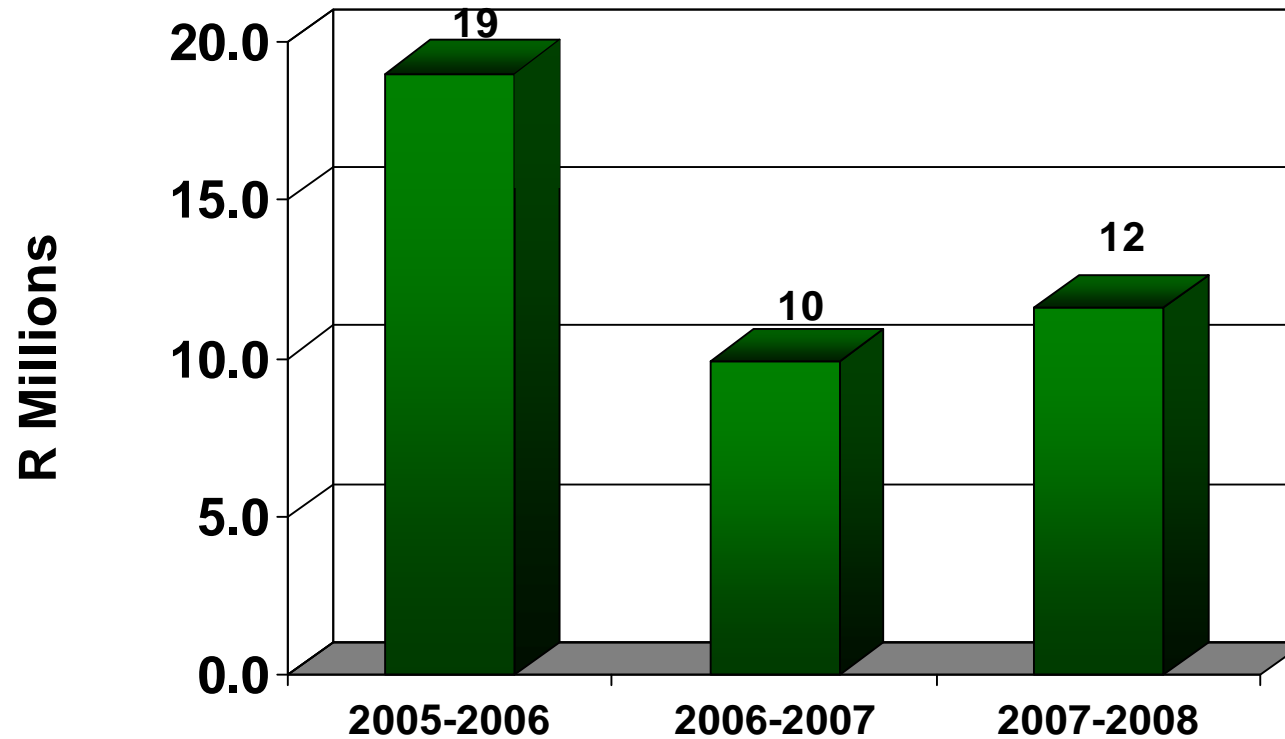
## 4 Year Trend in CEO Pay - SA Total Remuneration





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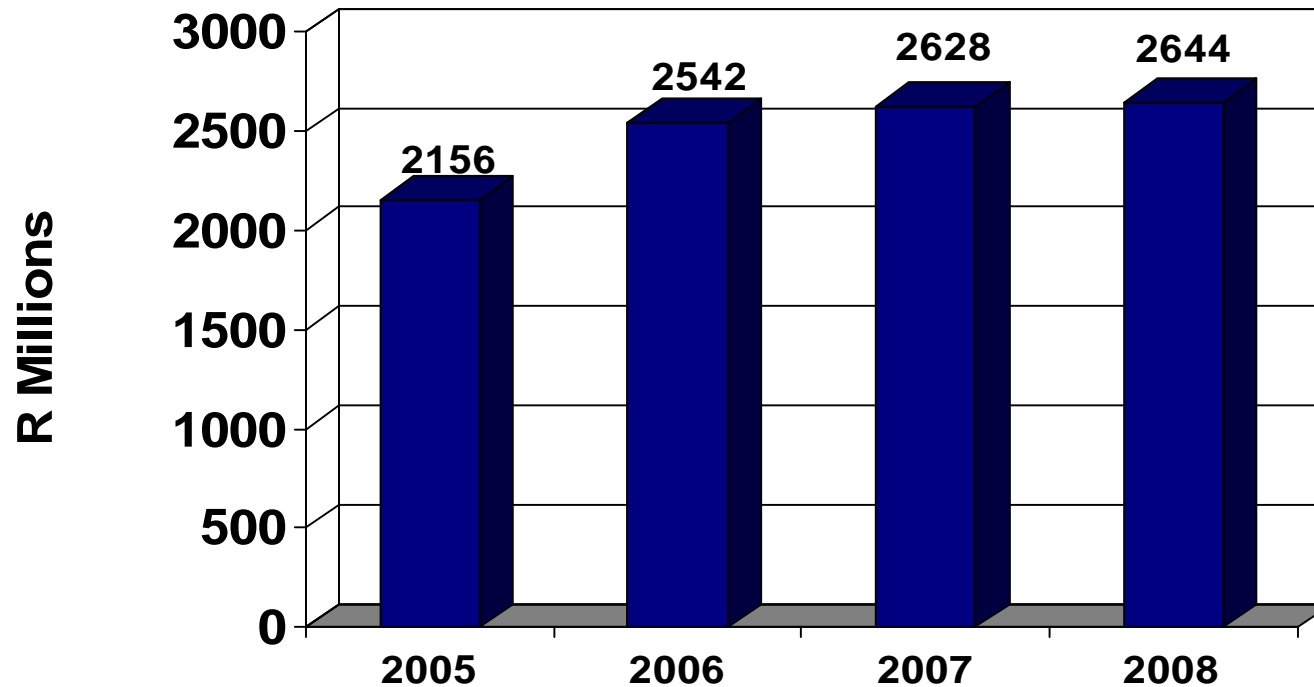
## 3 Year Trend in CEO Pay - SA Total Remuneration Percentage Move





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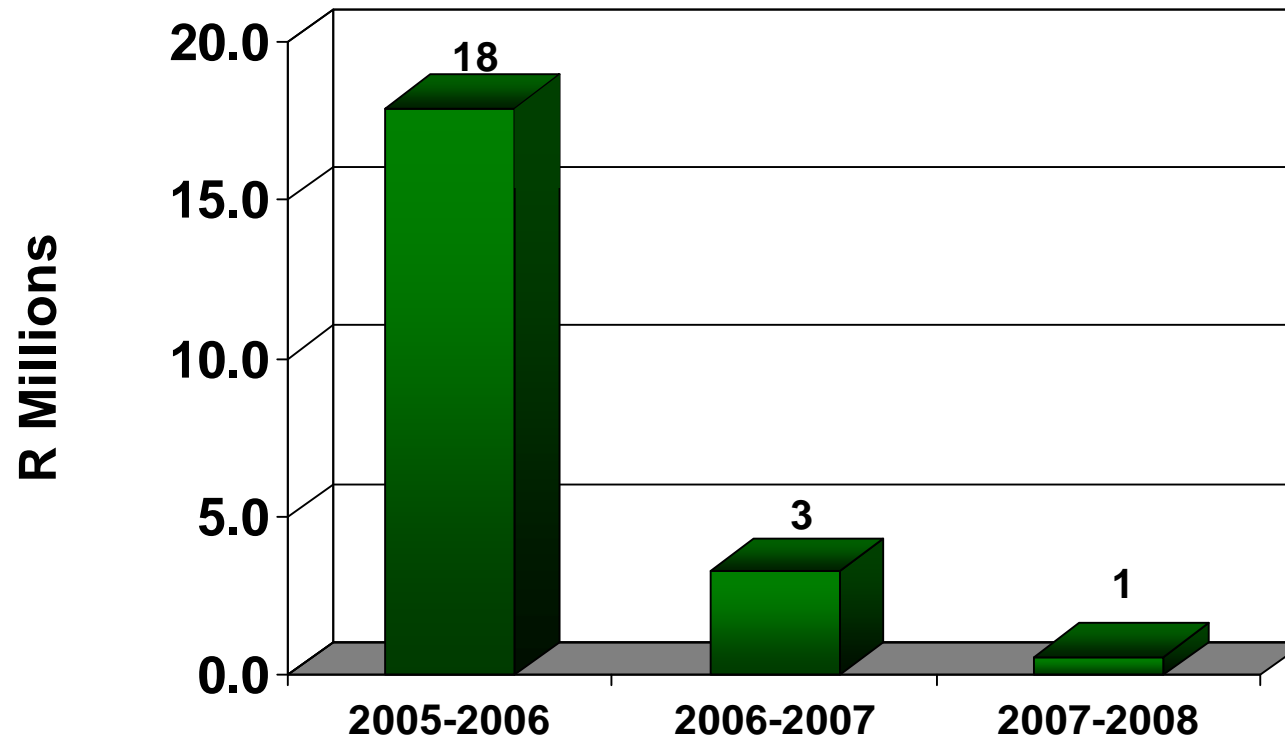
## 4 Year Trend in Executive Pay - SA Total Remuneration





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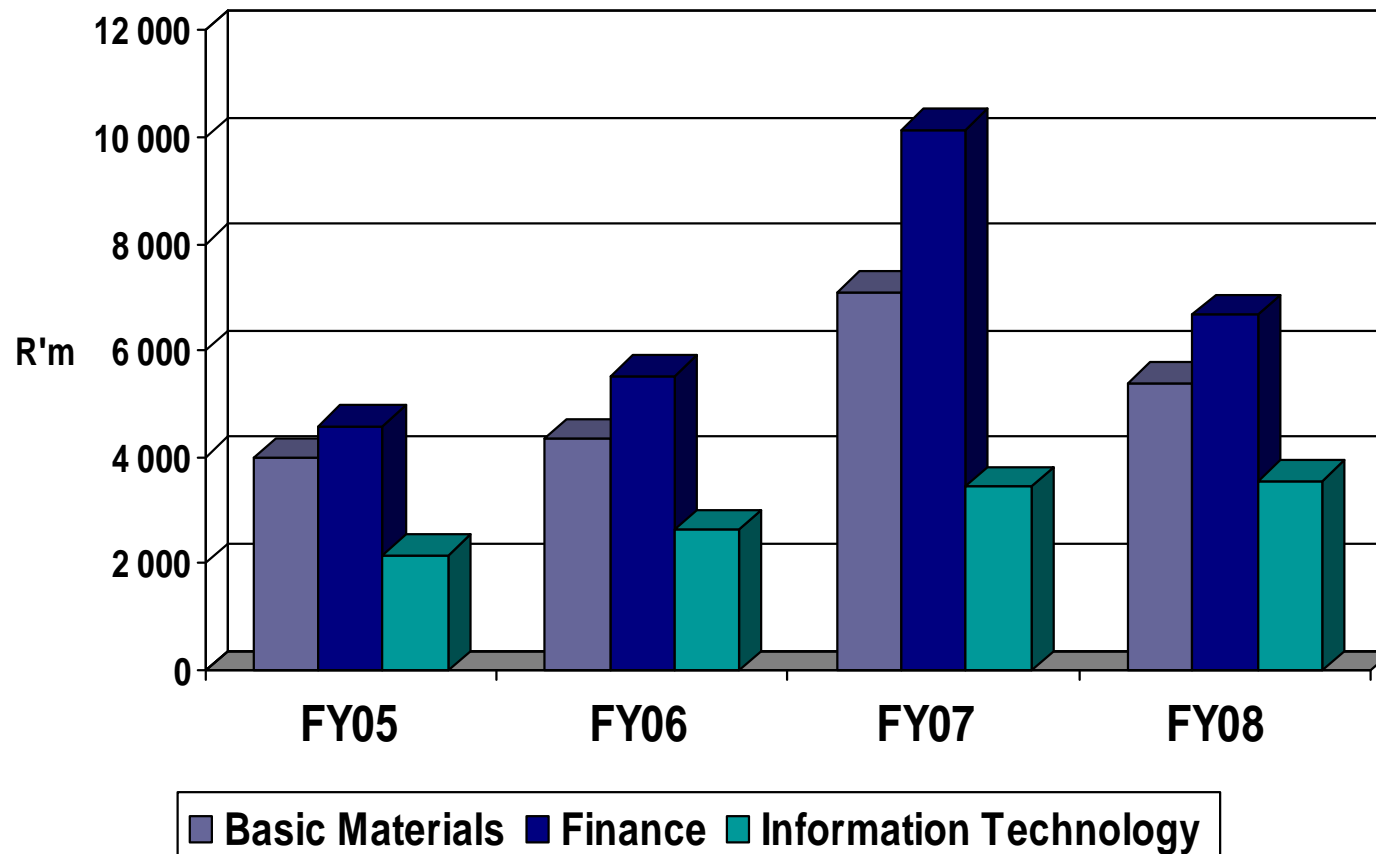
## 3 Year Trend in Executive Pay - SA Total Remuneration Percentage Move





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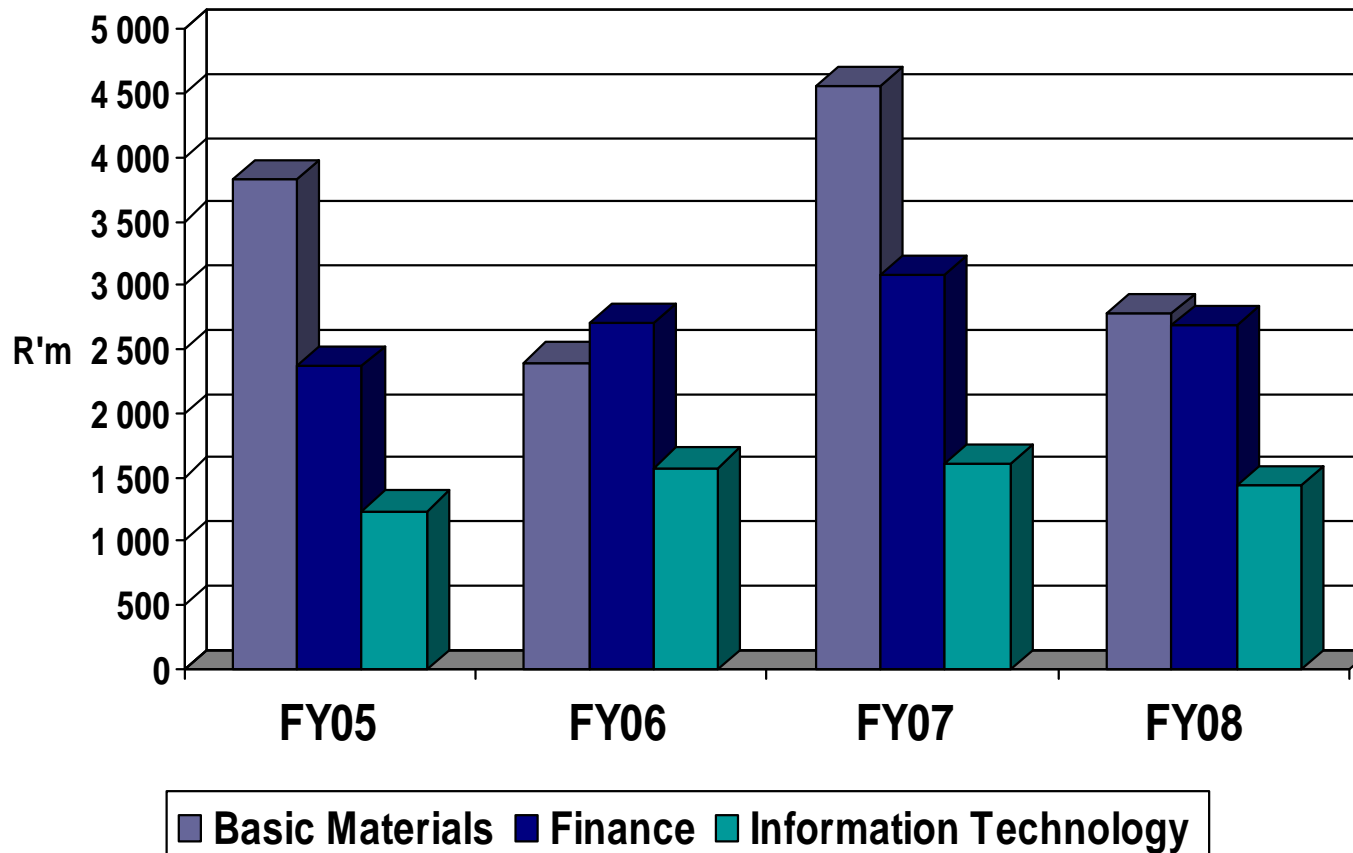
## 4 Year Trend in CEO Pay Cross-Industry Analysis Total Remuneration





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## 4 Year Trend in Executive Pay - SA Cross-Industry Analysis Total Remuneration





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## **Capping of Executive Pay**

- Global Financial Crisis?
- Which countries are considering this route?
- Where should the the responsibility lie?



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## Link to Performance

- How much is enough and for what level of performance?
- What about Founders/Owners?



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**Link to Performance (USA, UK, AUS AND SA)  
What about Founders/Owners?**

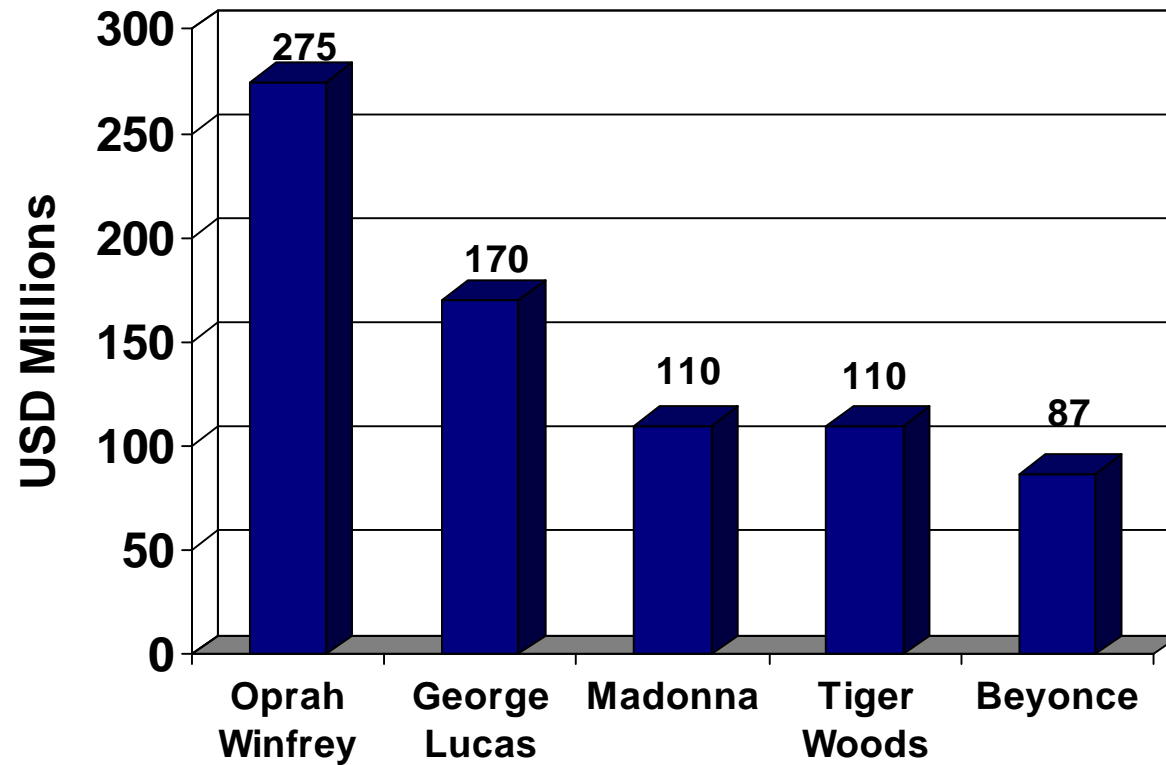
2008	Name	Company	Amount (\$,£, A\$)	Amount (Rands)
USA 1	S Schwarzman	Blackstone Group	\$702.4m	R5bn
USA 2	L Ellison	Oracle	\$556.9	R4bn
UK 1	A Heavey	Tullow Oil	£28.8m	R420m
UK 2	Sir M Sorrell	Wire Plastic Products	£19.7	R288m
AUS 1	F L Westfield	Westfield Group	A\$16.2	R105.3m
SA 1	B Levy	Blue Label Telecoms	-	R50.3m
SA 2	M Levy	Blue Label Telecoms	-	R49.4m

Warren Buffet, Bill Gates and Johan Rupert?



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## Top 5 USA Celebrity Earners – 2008/9





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Link to Performance

How much is enough and for what level of performance?  
CEO's

2008	Name	Company	Amount (\$,£, A\$)	Amount (Rands)
USA 1	R Irani	Occidental Petroleum	\$222.6m	R1.6bn
USA 2	M Watford	Ultra Petroleum	\$116.9	R853m
UK 1	B Becht	Reckitt Benckiser	£36.7m	R536m
UK 2	C Goodyear	BHP Billiton	£23.8m	R348m
AUS 1	A Moss	Macquarie Group	A\$24.7m	R163m
AUS 2	W King	Leighton Holdings	A\$16.4m	R108m
SA 1	B Bruce	Murray & Roberts	-	R48m
SA 2	M Dally	Rainbow Chickens	-	R40m



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Link to Performance

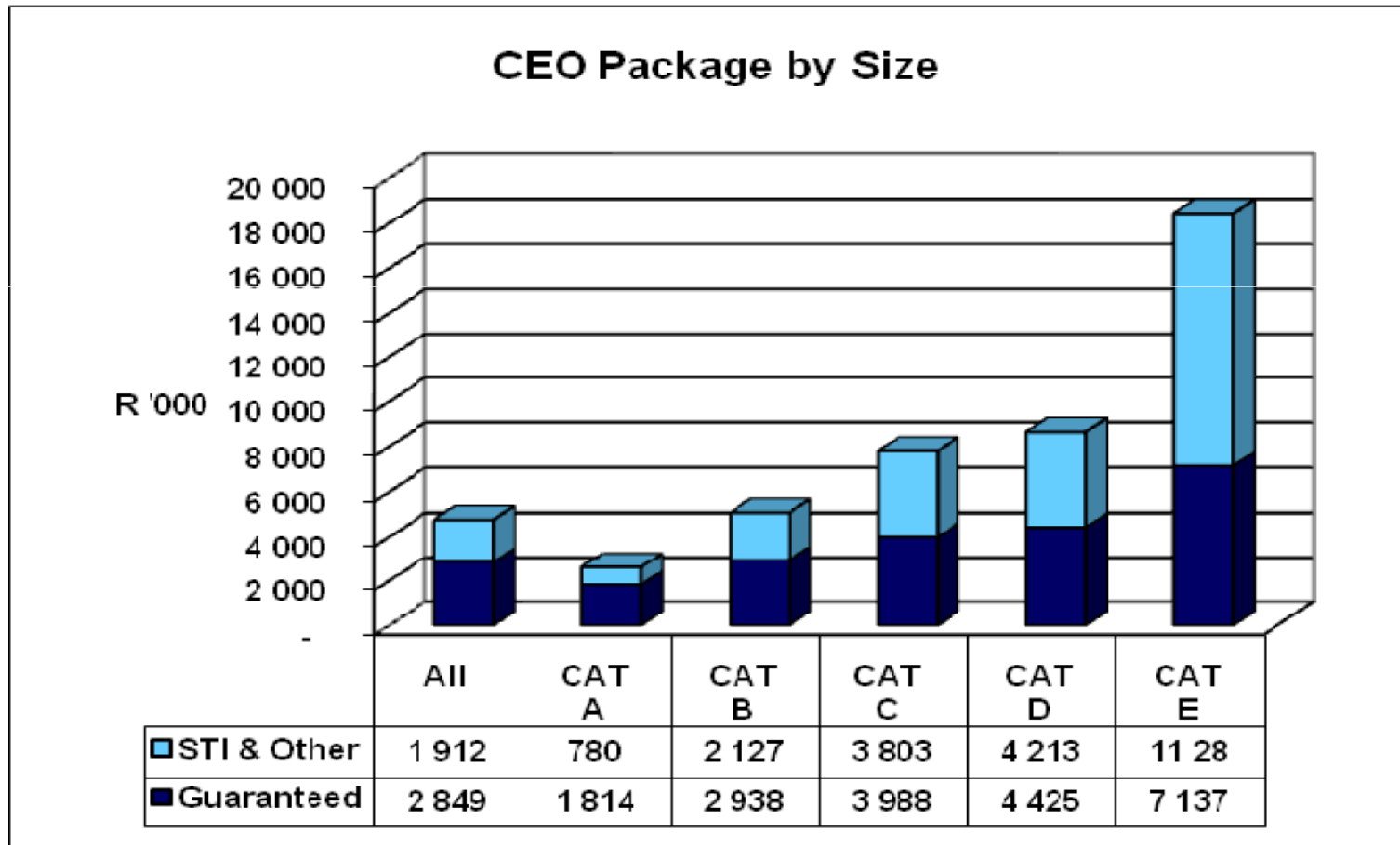
How much is enough and for what level of performance?  
South African CEO's

Item	Incumbent	Company	Amount
Highest GP	W G Ballandino	Highveld Steel	R17.2m
Highest GP + STI	PH F Nhleko	MTN	R19.9m
Highest Total Pay (incl. Other)	P H F Nhleko	MTN	R19.9m
Highest incl. LTI	B Bruce	Murray & Roberts	R47.8m



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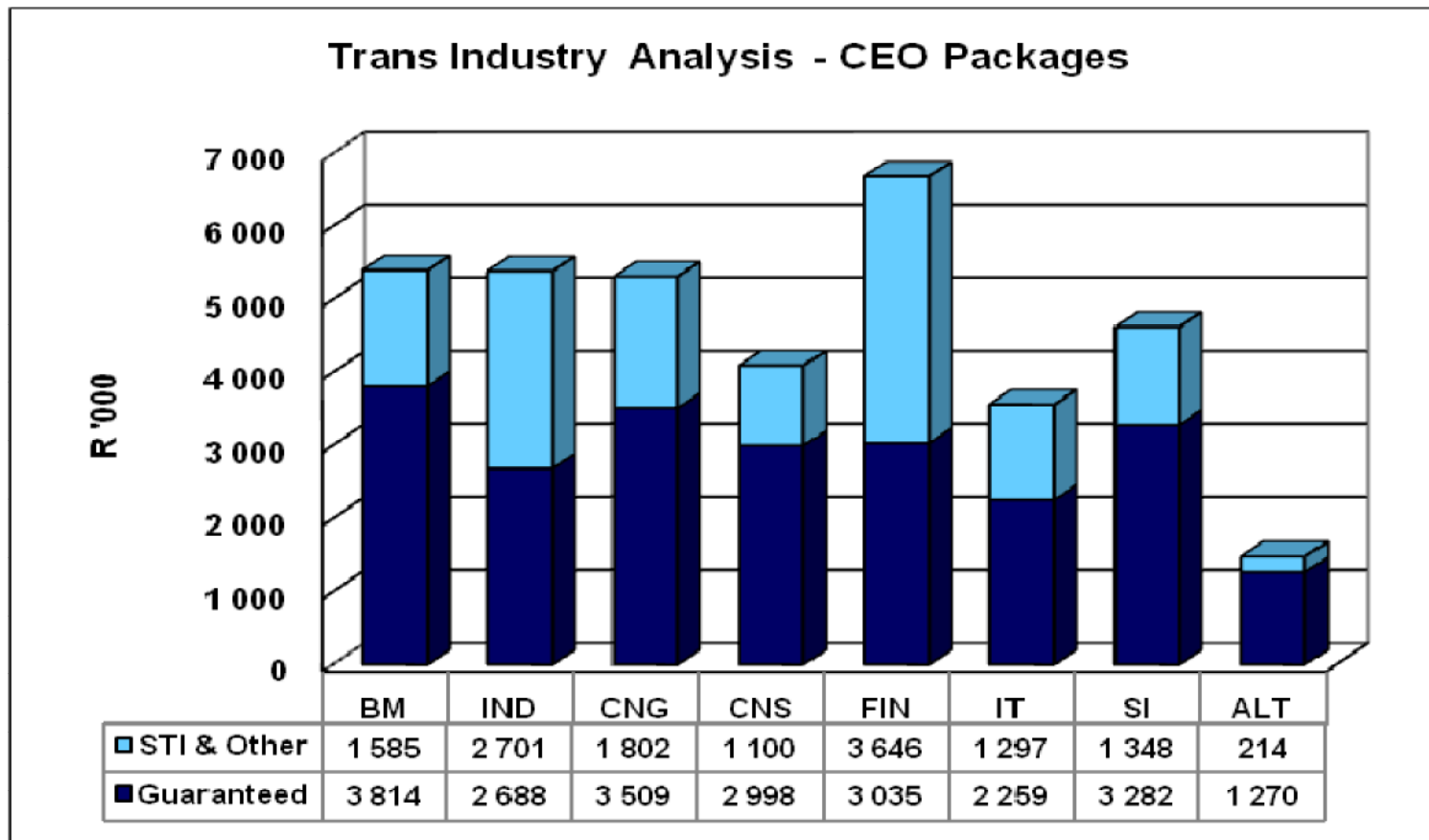
How much is enough and for what level of performance?  
**Link to Size**





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How much is enough and for what level of performance?  
**Link to Industry**





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## CEO Resignations 2005 - 2008

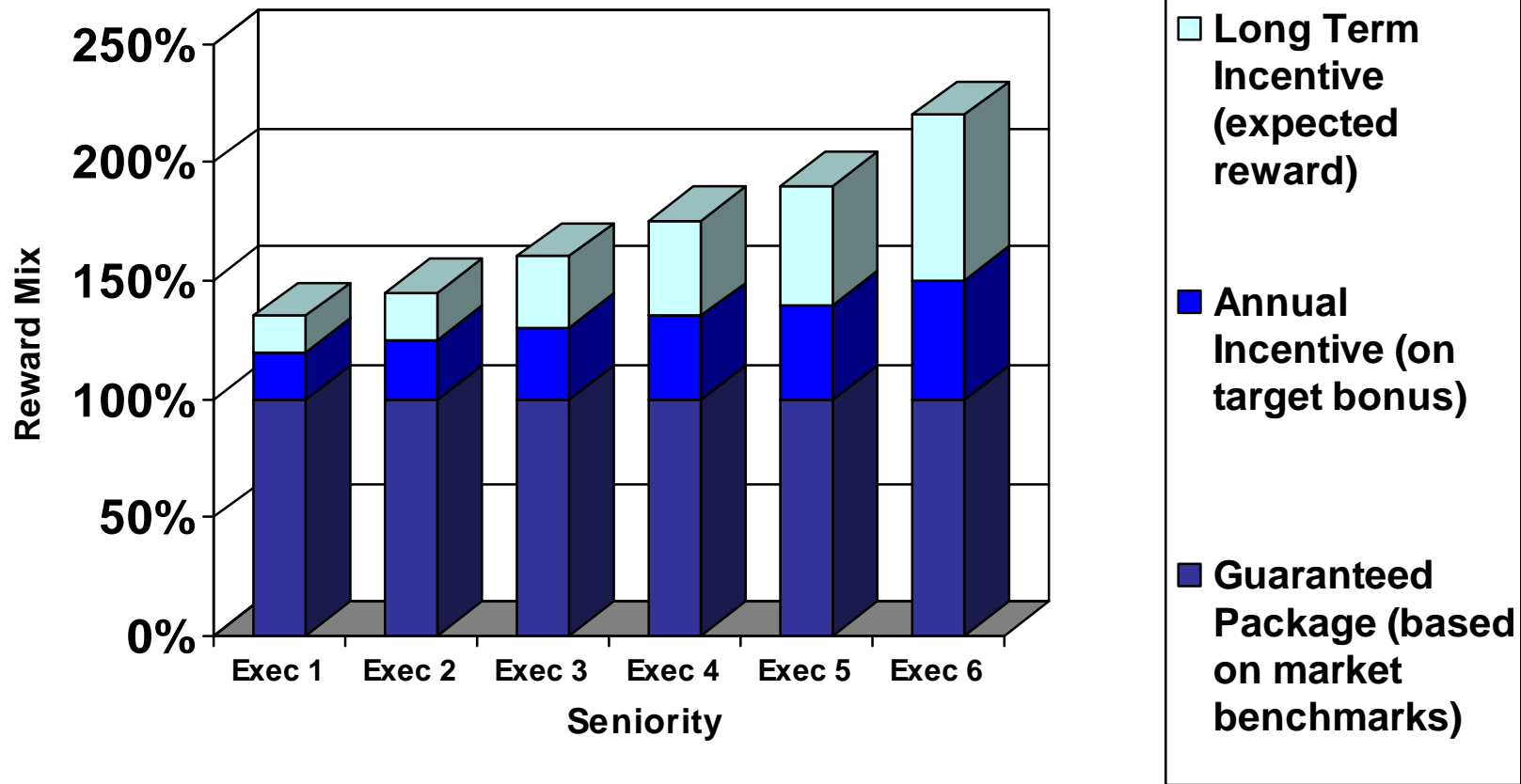




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How much is enough and for what level of performance?

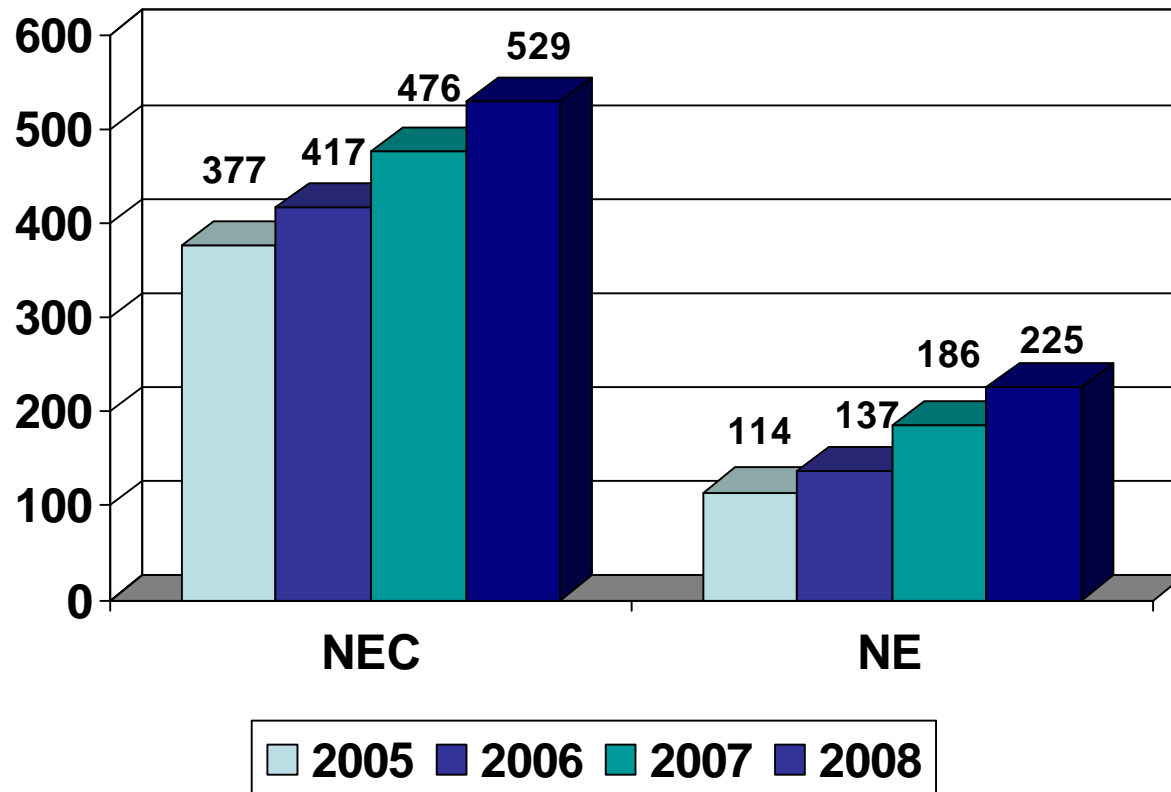
## Reward Mix for Executives





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## 4 Year Comparison - Non-Executive Pay





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**Thank you**