



**MABILI**

# **Remuneration Trends in Executive Pay**

**Presented by: Laurence Grubb  
Arlene Brown**

**Date: October 2009**



**MABILI**

## **Executive Pay**

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



**MABILI**

## **Introduction**

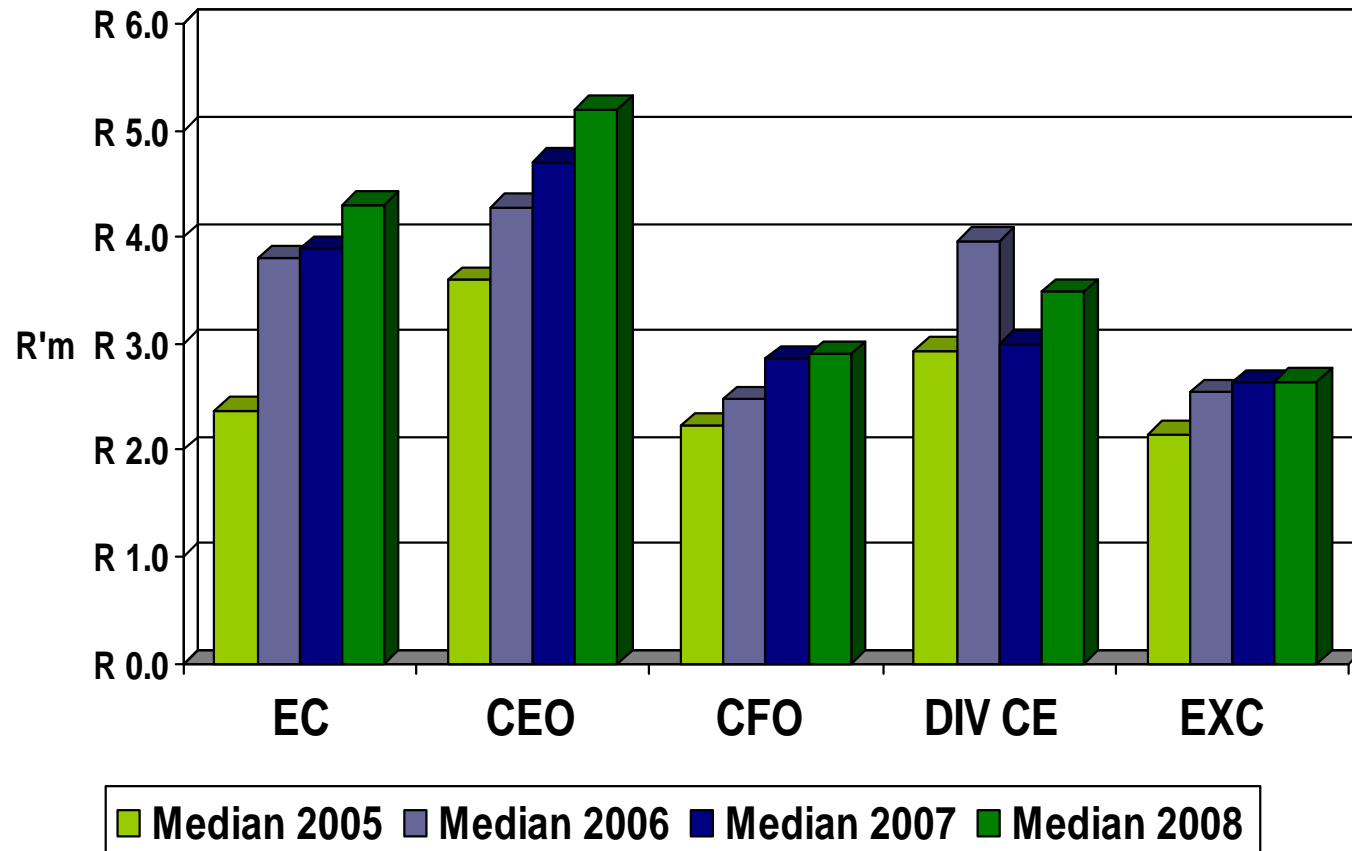
- Media – Executive Pay
- Capping of Pay – Will it have the desired effect?



# MABILI

## 4 Year Trend in Executive Pay - SA

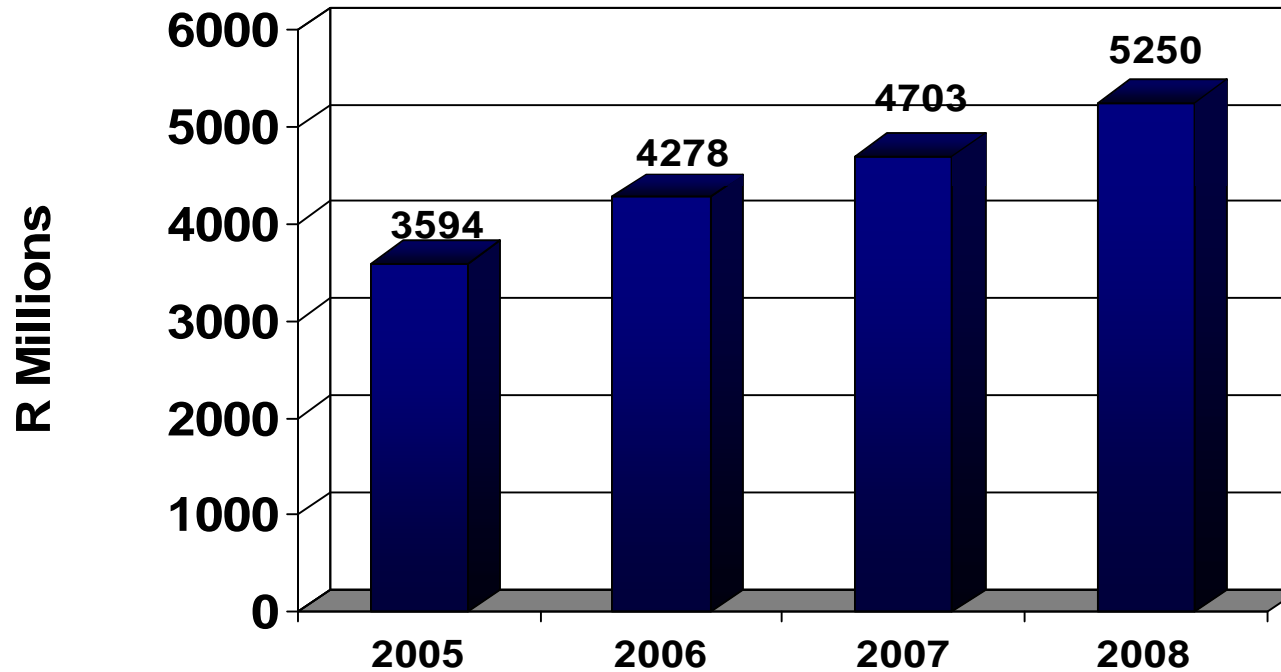
### Total Pay Movement for Execs 2006 - 2008





# MABILI

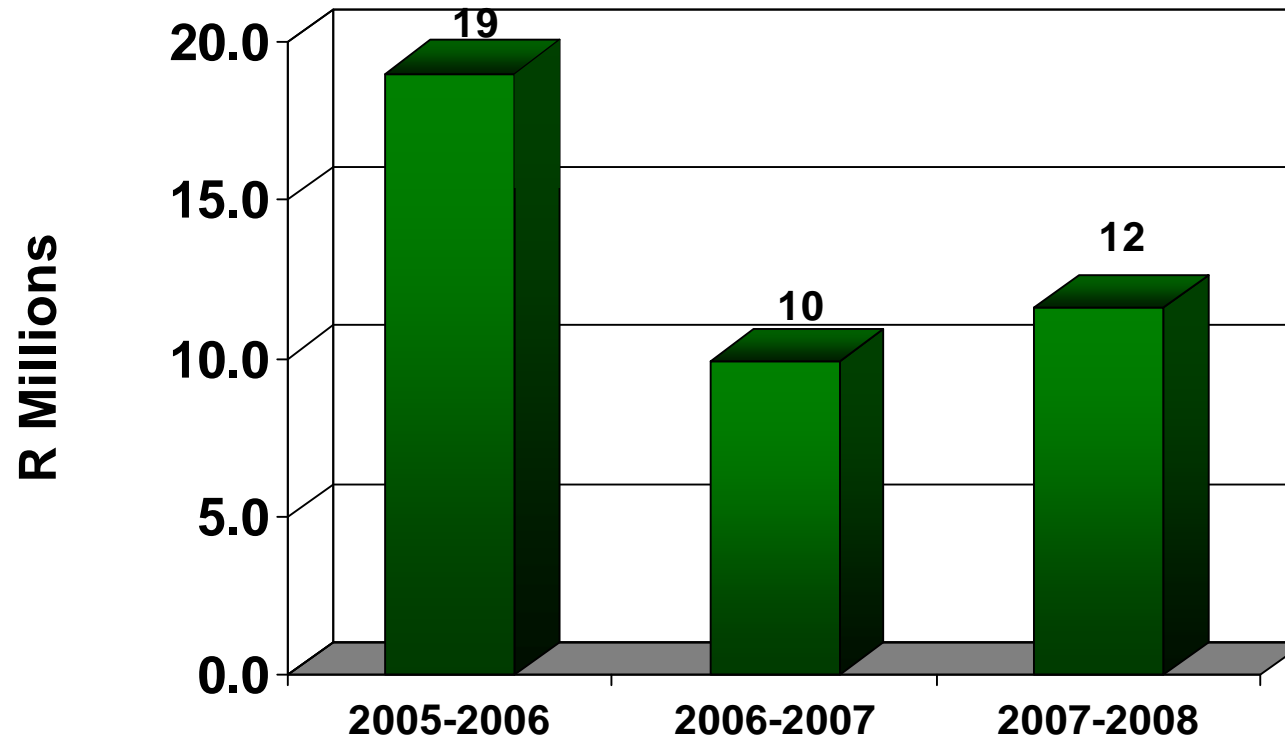
## 4 Year Trend in CEO Pay - SA Total Remuneration





# MABILI

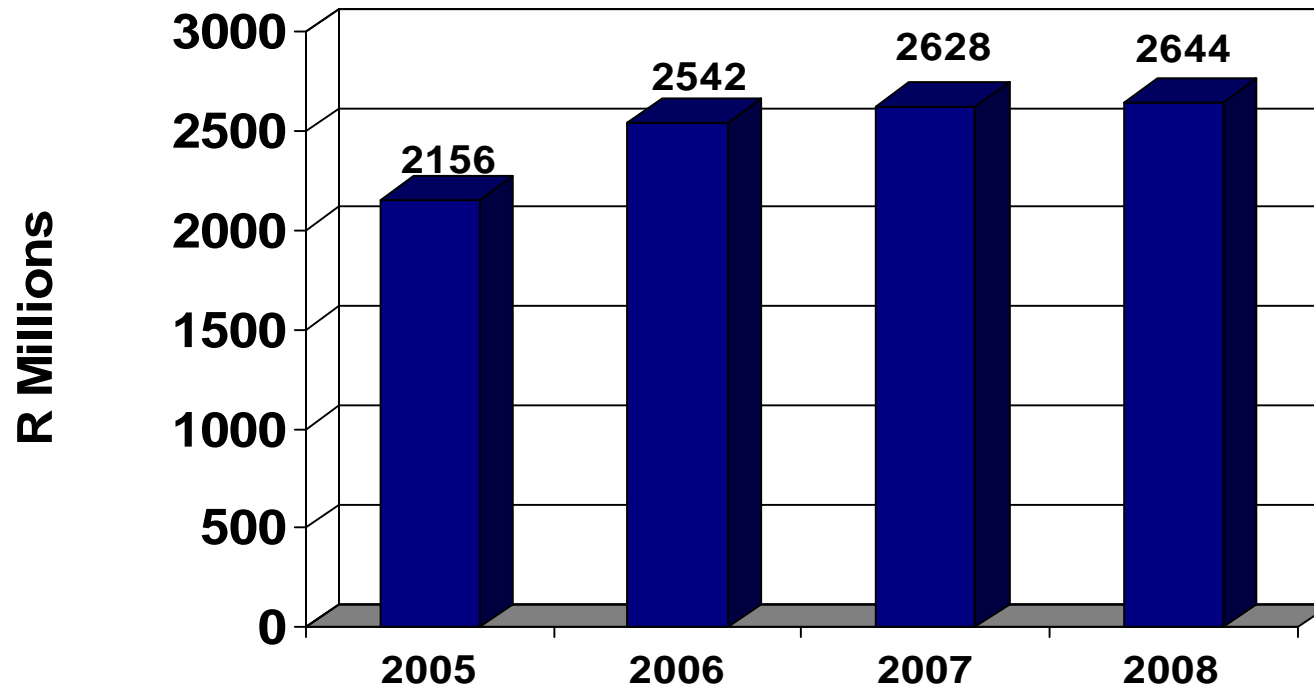
## 3 Year Trend in CEO Pay - SA Total Remuneration Percentage Move





# MABILI

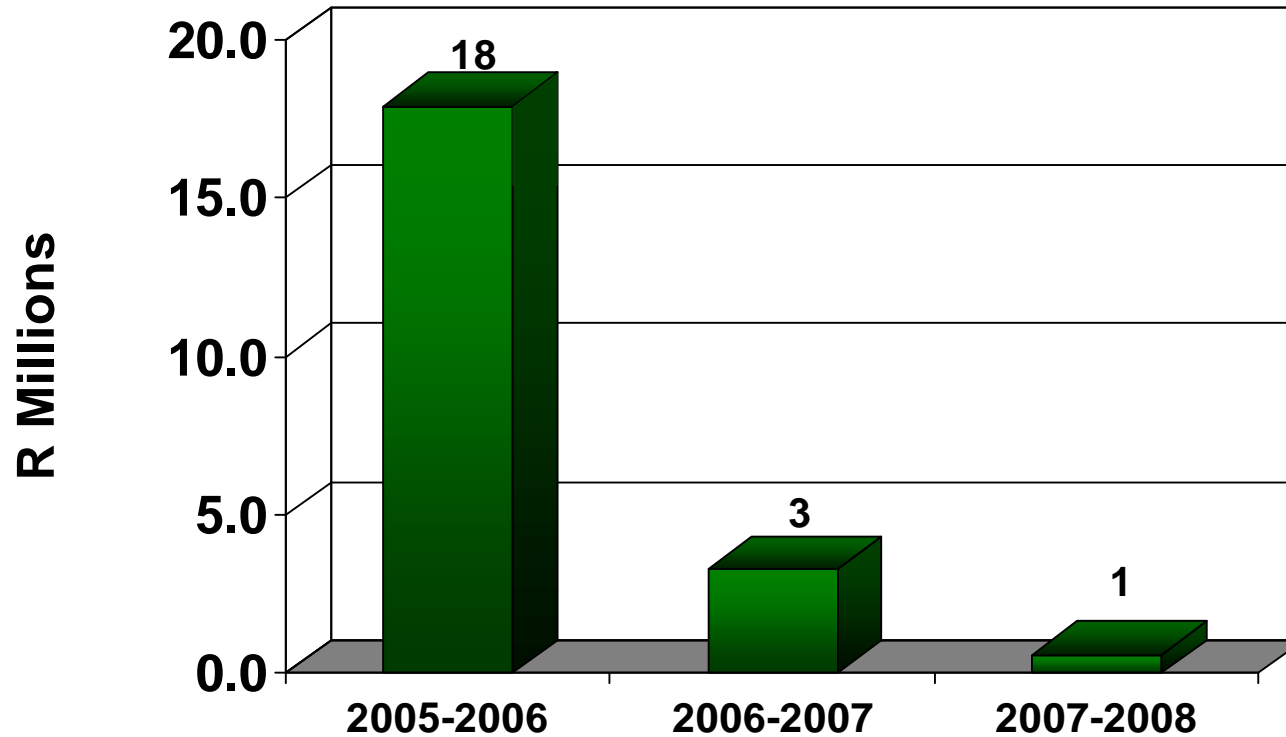
## 4 Year Trend in Executive Pay - SA Total Remuneration





# MABILI

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

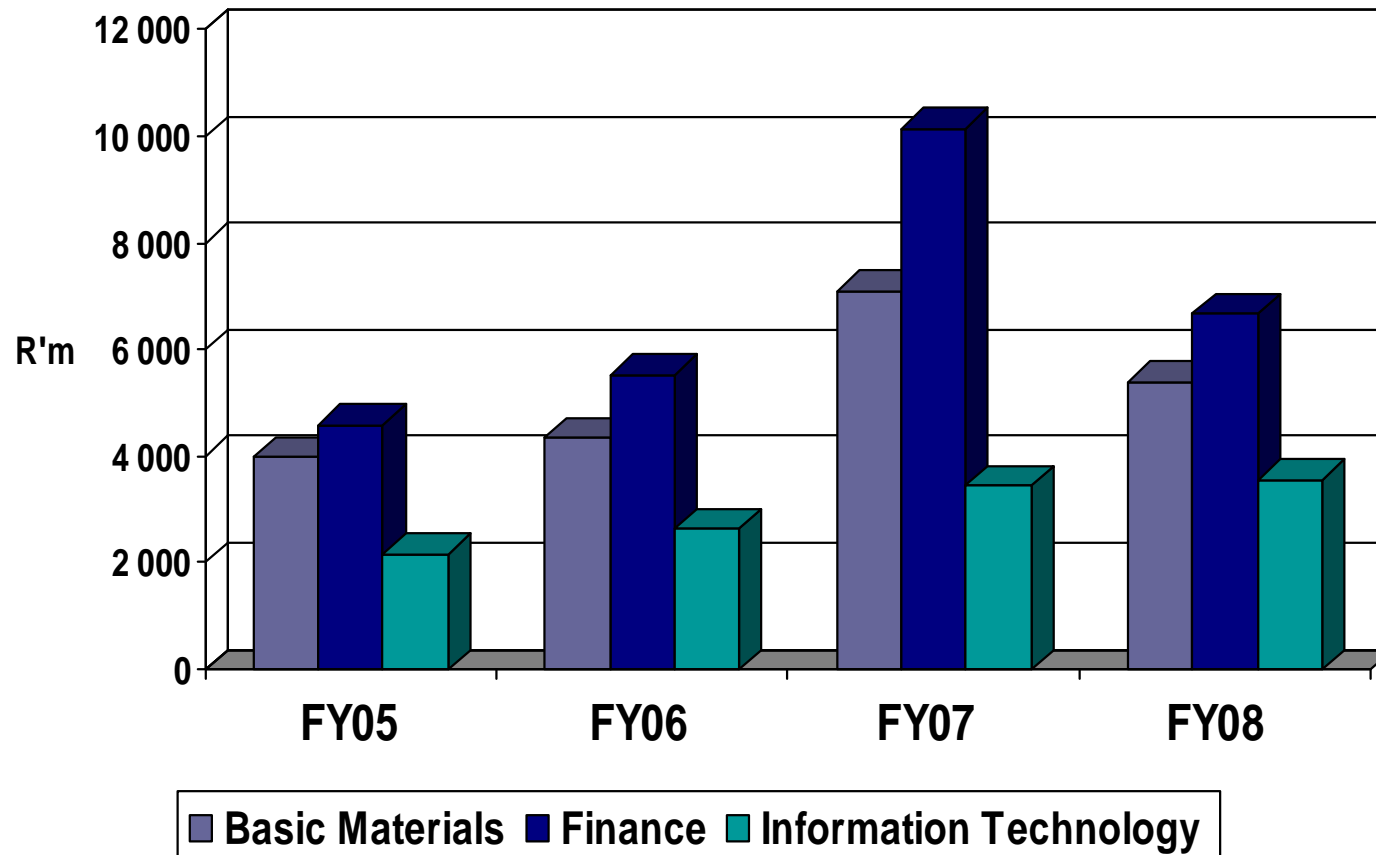






# MABILI

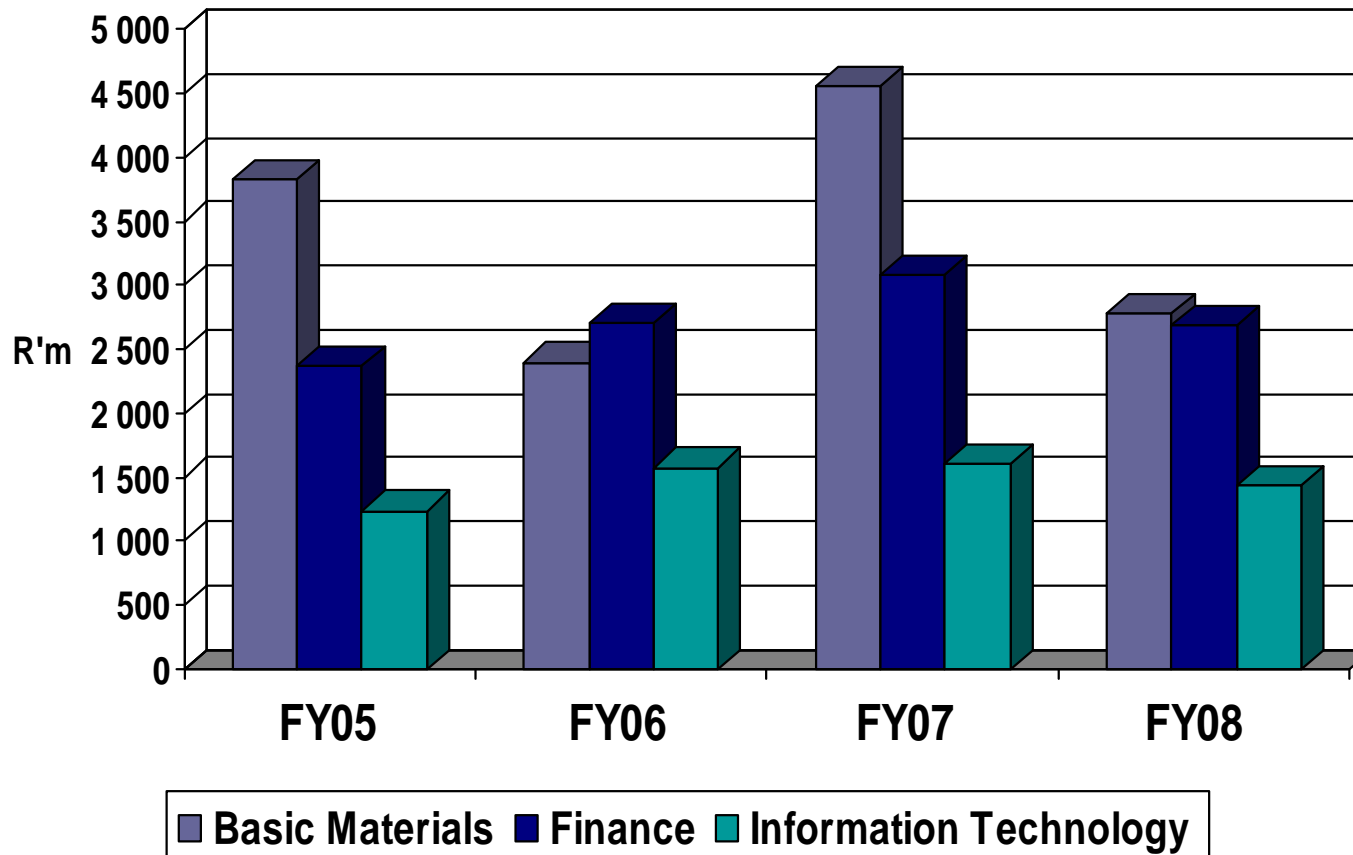
## 4 Year Trend in CEO Pay Cross-Industry Analysis Total Remuneration





# MABILI

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





**MABILI**

## **Capping of Executive Pay**

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



# MABILI

## Link to Performance

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



# MABILI

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

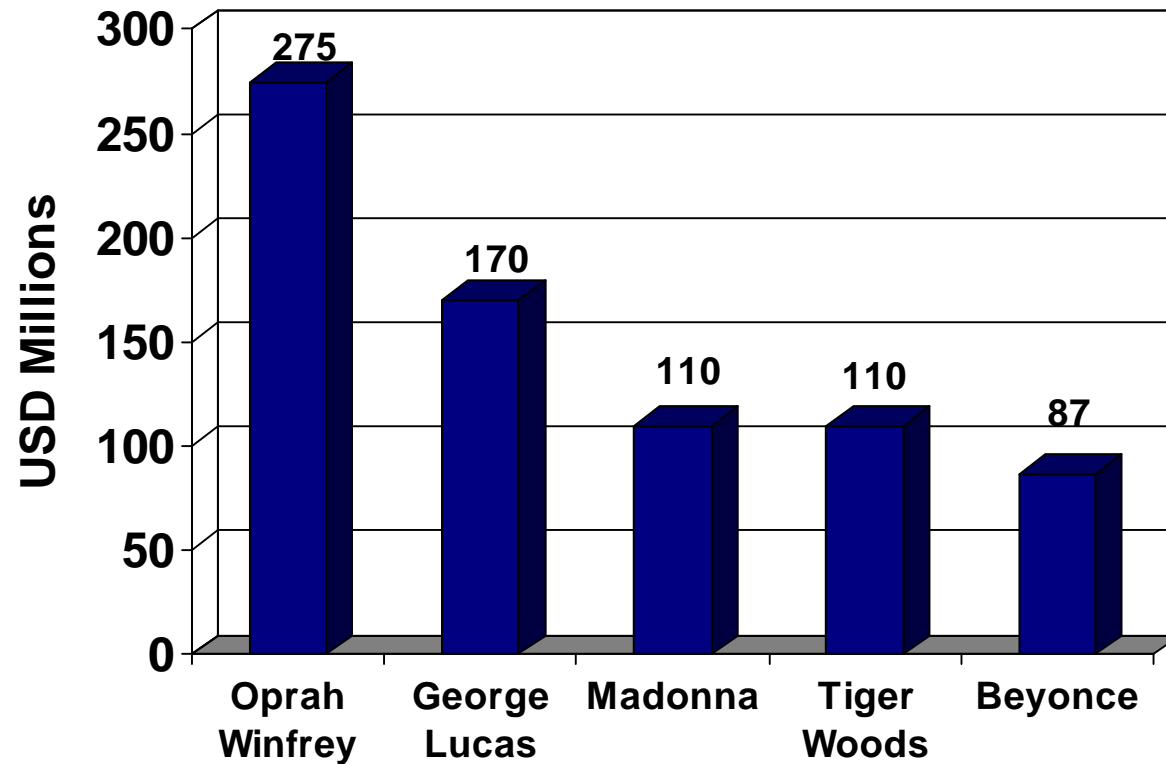
2008	Name	Company	Amount (\$,£, A\$)	Amount (Rands)
USA 1	S Schwarzman	Blackstone Group	\$702.4m	R5bn
USA 2	L Ellison	Oracle	\$556.9	R4bn
UK 1	A Heavey	Tullow Oil	£28.8m	R420m
UK 2	Sir M Sorrell	Wire Plastic Products	£19.7	R288m
AUS 1	F L Westfield	Westfield Group	A\$16.2	R105.3m
SA 1	B Levy	Blue Label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

Warren Buffet, Bill Gates and Johan Rupert?



# MABILI

## Top 5 USA Celebrity Earners – 2008/9





# MABILI

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



# MABILI

Link to Performance

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

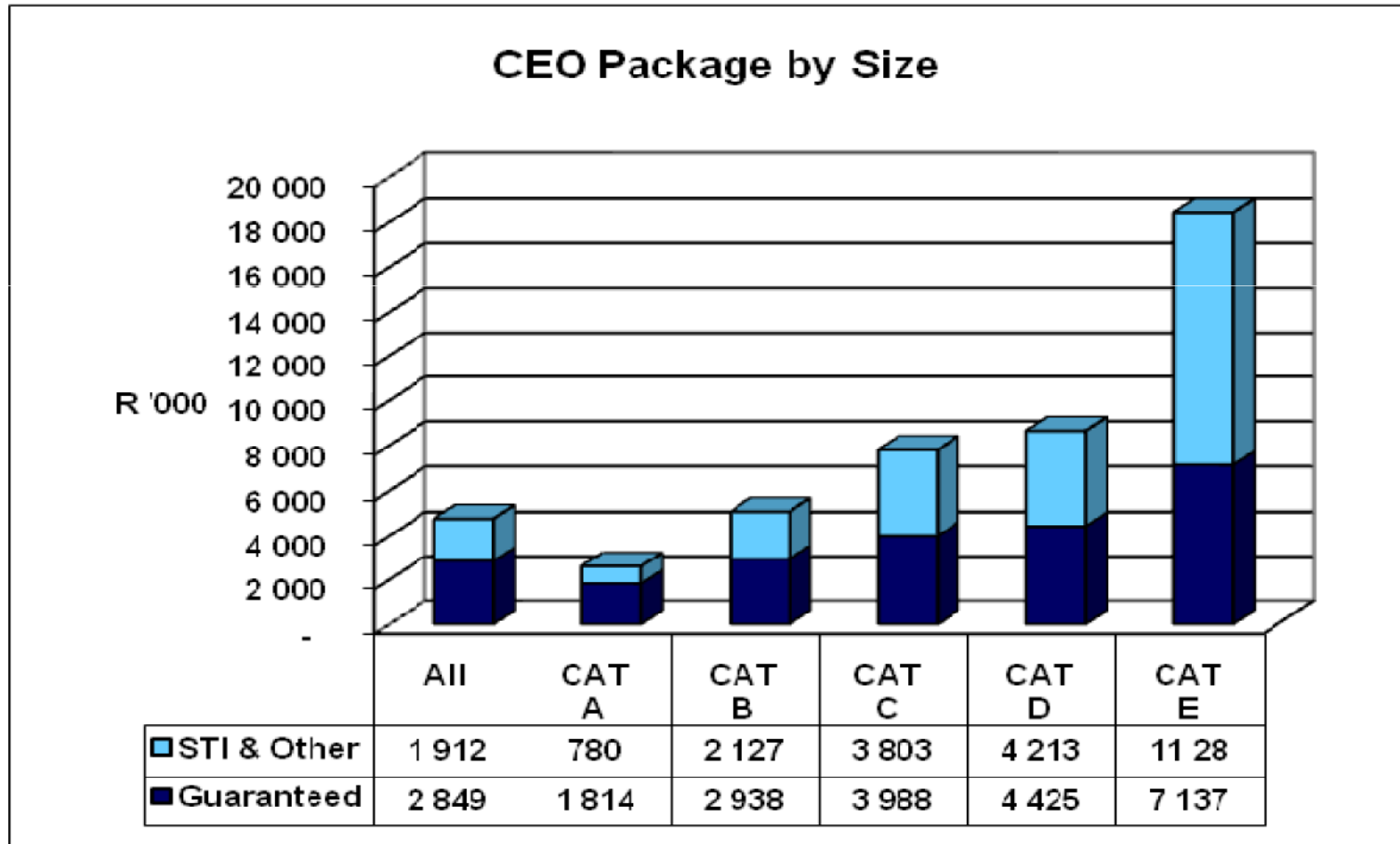
Item	Incumbent	Company	Amount
Highest GP	W G Ballandino	Highveld Steel	R17.2m
Highest GP + STI	PH F Nhleko	MTN	R19.9m
Highest Total Pay (incl. Other)	P H F Nhleko	MTN	R19.9m
Highest incl. LTI	B Bruce	Murray & Roberts	R47.8m





# MABILI

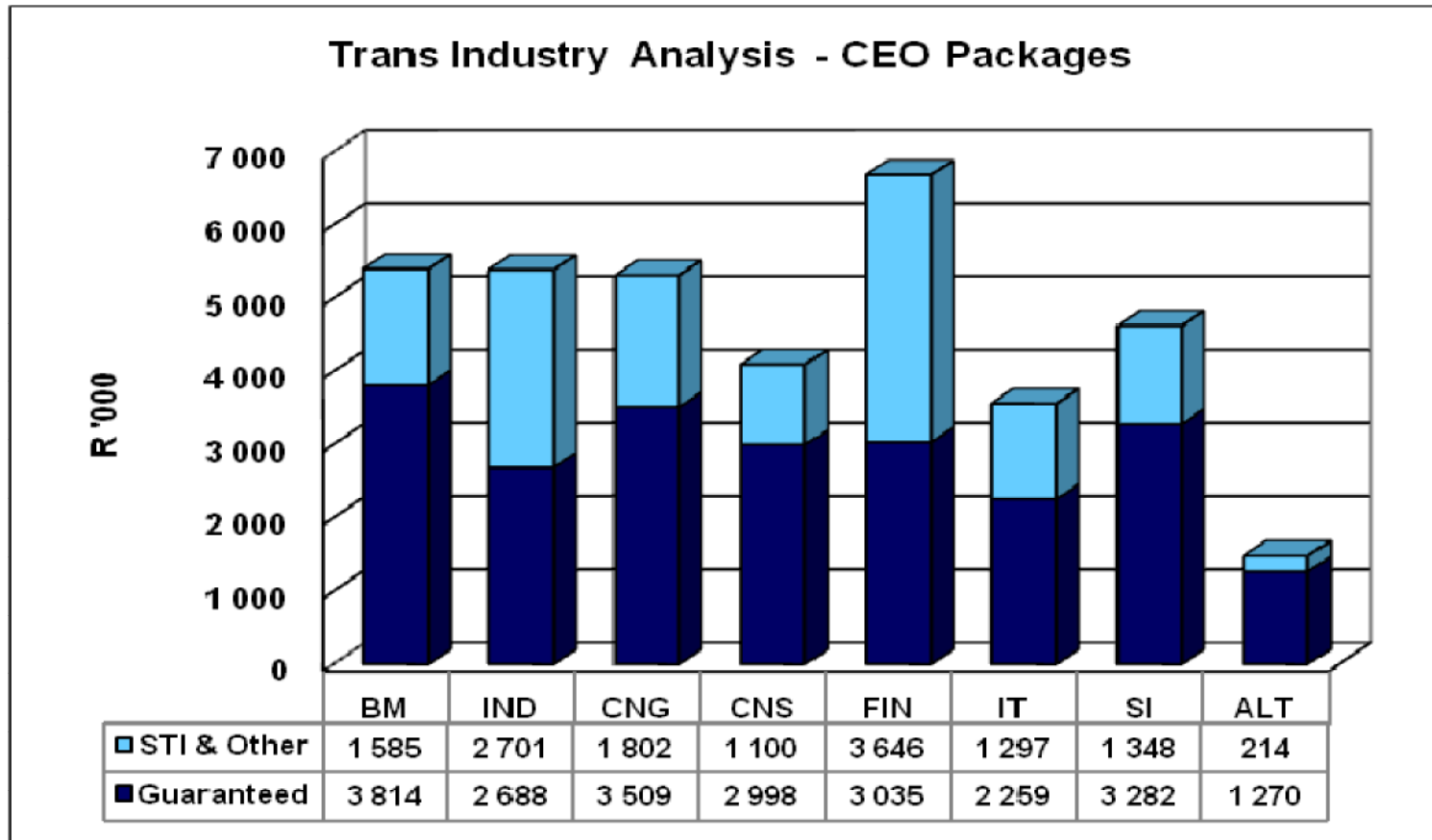
How much is enough and for what level of performance?  
**Link to Size**





# MABILI

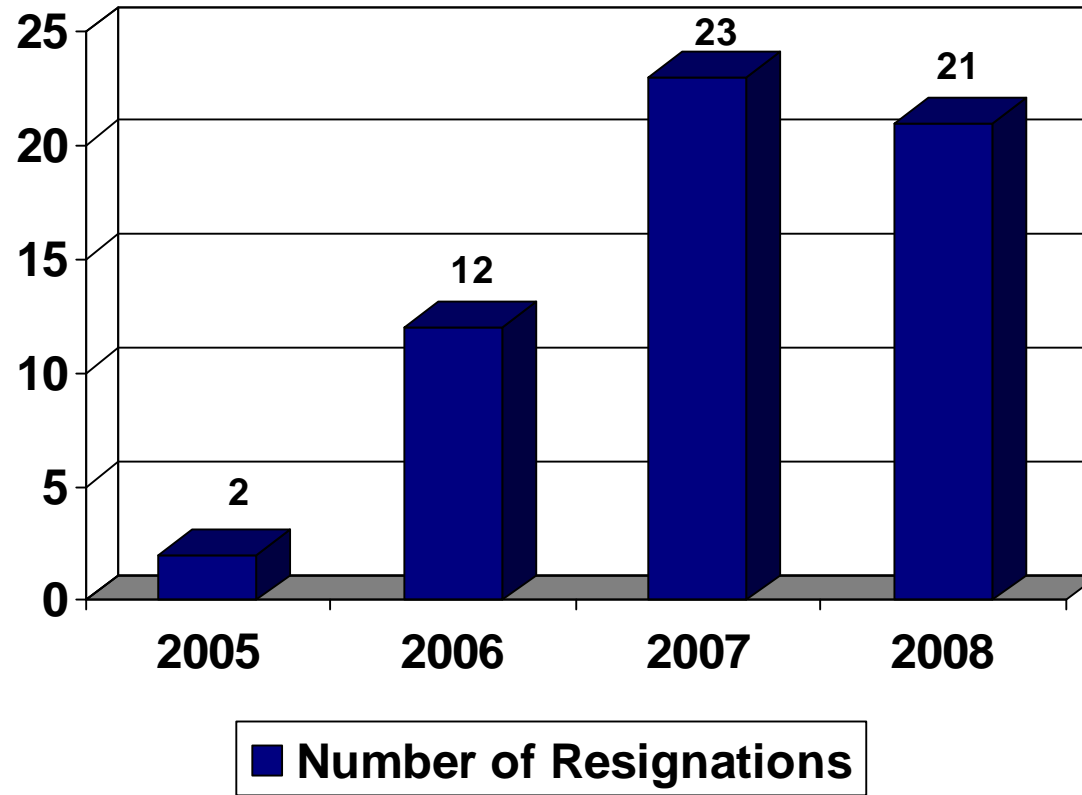
How much is enough and for what level of performance?  
**Link to Industry**





# MABILI

## CEO Resignations 2005 - 2008

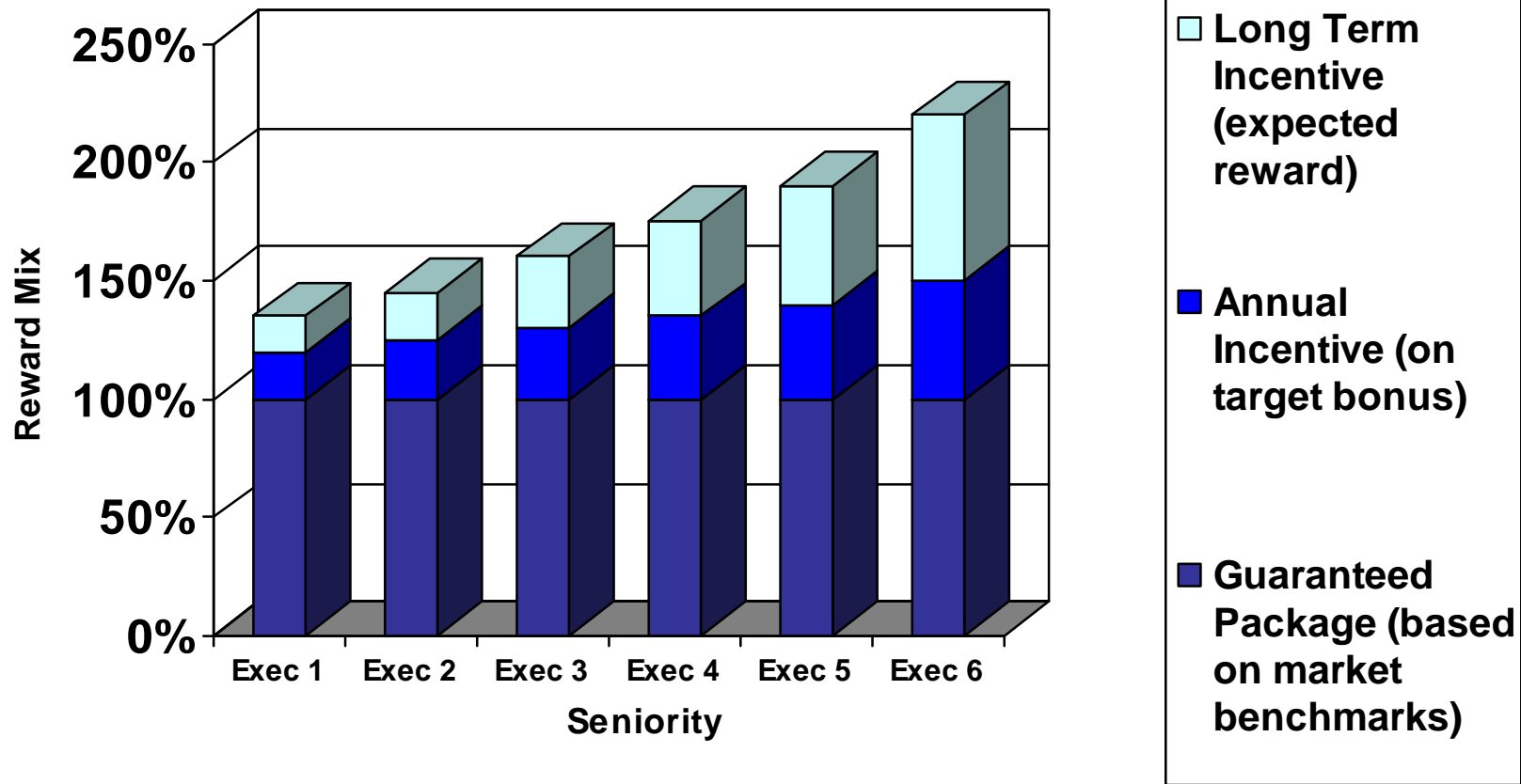




# MABILI

How much is enough and for what level of performance?

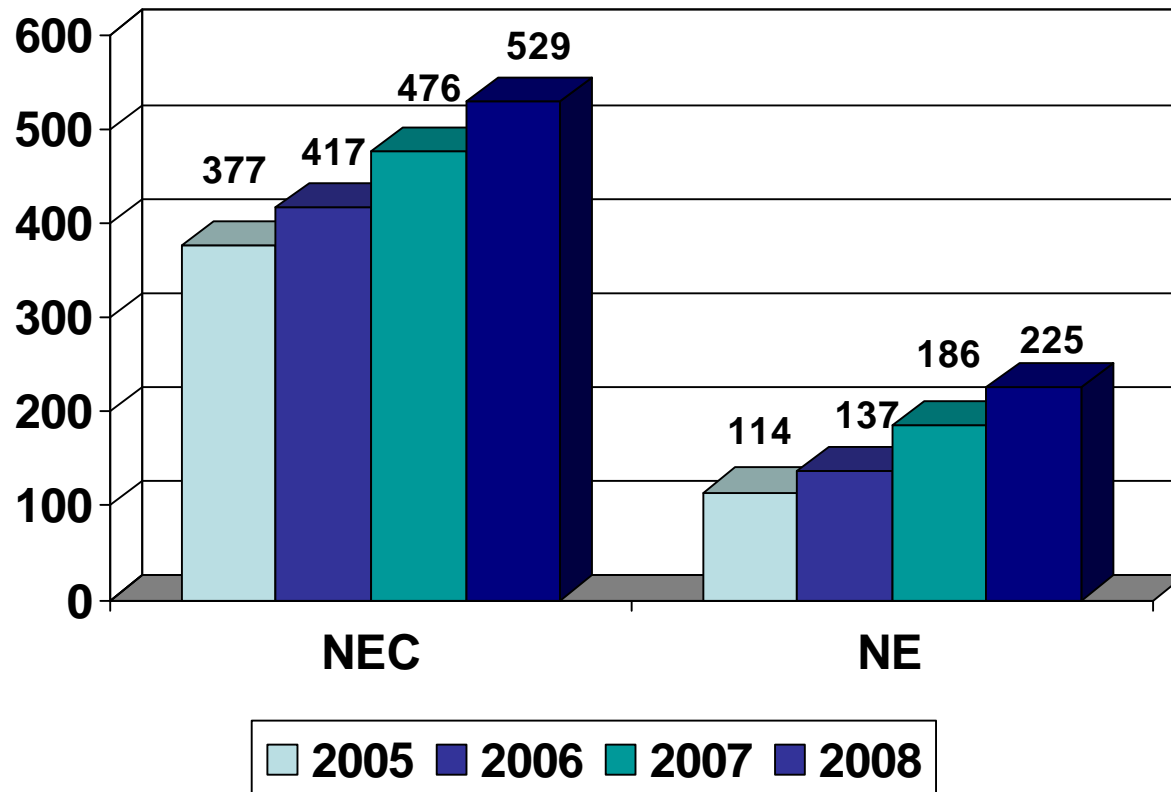
## Reward Mix for Executives





# MABILI

## 4 Year Comparison - Non-Executive Pay





**MABILI**

**Thank you**