

2024-2025 EDITION

# CEO and Executive Compensation Trends

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Based on disclosure by Russell 3000®  
and S&P 500® companies



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Gallagher's CEO and Executive Compensation Trends: 2024–2025 Edition documents trends and developments in senior management compensation at 2,892 companies issuing equity securities registered with the US Securities and Exchange Commission (SEC). This report includes those organizations that filed their proxy statement between July 1, 2023, and June 30, 2024, and as of July 1, 2024, appeared in the Russell 3000® Index. This report benchmarks the individual elements of compensation packages.

# PUBLIC COMPANY DATA FOR A STRATEGIC APPLICATION

Today, the talent pool has become more homogeneous. Key talent is moving between organizations without regard to size (small or large) and type (public or privately held). Remote work has shattered geographical barriers, enabling businesses to tap into top talent from virtually anywhere in the world. Some key executive positions can move fluidly between industries, adding another layer to the competition for talent.

While this report focuses on data from US publicly traded companies, the trends uncovered apply to all for-profit companies. As we at Gallagher have seen many times in our executive compensation consulting, public company trends trickle down to privately held companies, and US compensation trends extend globally.

Gallagher's Executive Compensation Consulting team used multiple sources for the compilation of the study, including compensation data from Main Data Group and company disclosures on compensation (annual reports and proxy statements) reviewed by our analysts. Gallagher's team chose the Russell 3000® Index because it comprises the largest 3,000 public companies listed on US national stock exchanges, representing approximately 98% of the investable US equity markets. In addition, we provide a subset of the S&P 500® index and segmentation by industry groups and company size to provide a very comprehensive benchmarking source.

## Data in this report are descriptive, not prescriptive

Use this report only to identify the latest practices and emerging trends. We intend none of the commentaries as recommendations on executive compensation design, compensation-related resolutions, or board oversight practices. On the contrary, Gallagher recommends that compensation and governance groups make decisions after careful consideration of the specific circumstances the company faces in the current marketplace, including its overall compensation policy, strategic priorities, and business needs.

Further, we emphasize that while Gallagher conducts this report annually, historical data shown in this year's report may not exactly match the findings detailed in last year's report or other older reports. Such variation may occur because each year we obtain the past 5 years of compensation data for the current companies in the dataset — which for FY 2023 represents 2,892 companies. With merger and acquisition-related discrepancies in the composition of the Russell 3000 year to year, as well as proxy filing dates, incumbent changes due to executive retirement and recruitment, and other factors, this variation results in slightly different historical findings.

As an example of this historical data difference in the 2020 to 2021 overall compensation increase among Russell 3000 companies coming out of the pandemic, in 2021 we noted a staggering increase of 28.2%. When we calculated the same 2020 to 2021 increase with the 2022 dataset, the increase reached 35.1%. For this year's dataset (2023), the 2020 to 2021 increase came to 29.9%.

# EXECUTIVE SUMMARY

Executive compensation follows the stock market. When stock performance is strong, executive compensation tends to increase, and vice versa. The S&P 500 has experienced an incredible 53% bounce from the 2022 low point as of the end of June 2024, coinciding with reduced fears of a recession and the easing of post-pandemic inflation. This led to a recovery in 2023 as executive compensation grew to 5.3%, which is reasonable relative to inflation.

With worries about a potential recession and lower profits in early 2022, many boards expressed concern about executive pay increases, resulting in steep declines in 2022 CEO pay. However, by the end of 2022, the S&P 500 increased 7.3% from the October lows, and real GDP growth exceeded 2% in the second half of 2022 after declines in the first half of the year. These improving business conditions for 2023 led to a bounce back in CEO pay in 2023. We conclude that the pay-for-performance model is working at most companies as we clearly saw during the 2022 weak economy and in the 2023 strong economy.

Top executive pay levels reflected the impacts of the economy in 2023, with median CEO compensation levels increasing among both the Russell 3000 and S&P 500 indexes. These increases came after CEO pay declined in 2022 when boards realized inflation was still creating distortions in the economy while the Federal Reserve Bank continued to tighten the money supply. Moreover, the invasion of Ukraine by Russia in February 2022 elevated the risks of higher inflation and a recession.

The following analysis focuses on 2023 pay programs as reported in 2024 proxy filings, with data supplied by Main Data Group. Given that company proxy statements generally are filed in the spring, the information presented in this report is considered the most current data available for compensation insights and planning purposes until next year's filings become available around the second quarter of 2025.

Gallagher's CEO and Executive Compensation Trends: 2024–2025 Edition provides an important baseline for assessing how compensation committees are responding to economic conditions, regulatory changes, and heightened shareholder scrutiny. CEO pay decreased in 2022 after unprecedented growth in 2021, while remaining much higher than pre-pandemic levels. The economic recovery beginning in late 2022 into 2023 led to a recovery in CEO pay, bringing pay to levels slightly below the 2021 highs. Indeed, 2023 pay for S&P companies exceeded the 2021 peak by 3.7%.



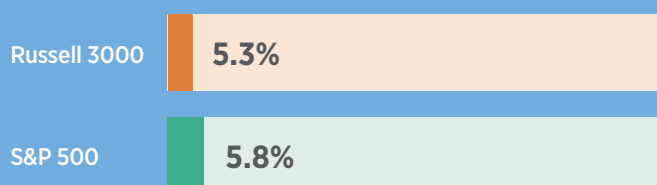
Many organizations are continuing to review their executive compensation plans and programs to ensure they attract, motivate, and retain key talent in the face of lingering economic uncertainties, particularly following slowing GDP growth in early 2024.

Our 2024–2025 report includes compensation data for 2,892 companies provided by Main Data Group. This report is designed to provide a comprehensive set of benchmarking data and analysis to support compensation committee members in the fulfillment of their responsibilities.

Analysts delved into the most recent corporate disclosure by Russell 3000 companies to review individual elements of compensation packages, the evolving features of incentive plans, and executive compensation trends by major industry and company size. Explore in-depth data for CEOs and named executive officers (NEOs), as well as summary compensation data for CFOs.



## CEO PAY INCREASED



CEO pay increased 5.3% and 5.8% for the overall Russell 3000 and S&P 500 indexes. This contrasts with the decrease of 5.7% and 2.0%, respectively, for 2022.

Drawn from such a review, the following summarizes key insights for what may lie ahead. **CEO pay increased 5.3% and 5.8% for the overall Russell 3000 and S&P 500 indexes.** This rise contrasts with the decrease of 5.7% and 2.0% for 2022, compared with the large post-pandemic increases of 29.9% and 16.2% for 2021. Since 2019 (pre-pandemic), CEO pay for Russell 3000 companies increased 32.4%, 27% for CEOs at S&P 500 companies, and 38.6% at Russell 3000 companies, excluding S&P 500 companies. Over that same period, the Consumer Price Index increased 19.2% and the gross domestic product (GDP) implicit price deflator increased 15.3%. From this comparison, we see that CEOs generally received pay well above the rate of inflation since 2019, due in large part to the explosion of pay in 2021.

Increases in cash compensation contributed to a reversal in total compensation trends. Large companies fared much better than smaller companies. Not only did cash compensation increase for companies with more than \$1 billion in revenue, but LTI increased, in most cases by double-digit growth. This trend represents a reversal of what we observed in 2022 when these companies saw decreases in LTI grant values. For 2023, companies under \$500 million showed LTI decreases at the median.

**While Russell 3000 CEO pay increased by 5.3%, incumbent CEO pay increased at a higher rate of 6.8%. Incumbent CEO pay at S&P 500 companies also increased at a higher 7.7% rate as compared with an overall rate of 5.8%.**

This difference suggests that companies continue to reward and strive to retain successful CEOs who can navigate the volatile business climate. Further, new CEOs hired into the role either internally or even externally are less likely to receive the same level of compensation as their more tenured predecessors.

Based on 2023 median total compensation for the Russell 3000, CEO pay increased at a 5-year compound growth rate of 7.3%. The compound annual growth in CEO compensation since 2019 grew to 10.8% for incumbents — those CEOs in place since 2019.

**Median CEO pay increased in nine of the 11 market segments, with utilities (23.3%) and consumer discretionary (16.3%) sectors leading the way.** These segments possibly reflect the strong consumer spending driving GDP growth across the board.

The segment pay growth leaders in order of CEO pay growth included utilities (23.3%), consumer discretionary (16.3%), industrials (4.9%), information technology (4.6%), financials (4.1%), communication services (4.0%), health care (2.3%), real estate (2.1%), and energy (0.7%). Just two segments experienced declines in CEO median pay — materials (12.2%) and consumer staples (1.8%).

**Pay for other named executive officers (NEOs) also increased, but at a slower rate as compared with CEOs.** Median pay for these other executives increased 3.2% and 4.6% for the overall Russell 3000 and S&P 500 indexes. These NEO pay increases contrast with decreases of 2.3% for the Russell 3000 and a smaller increase of 3.0% for S&P 500 NEOs in 2022. Such changes suggest that the gap between CEOs and NEOs widened somewhat in 2023. Russell 3000 CFO pay increases came in lower than other NEOs with an increase of 2.3%, but higher for S&P 500 CFOs at 7.6%. Since 2019, NEOs also have received pay increases at rates greater than inflation. NEO pay at Russell 3000 companies increased 27.2% — 24.6% at S&P 500 companies and 37.5% at Russell 3000 companies, excluding S&P 500 companies.

## PAY FOR OTHER NAMED EXECUTIVE OFFICERS (NEOs), CFOs REMAINS POSITIVE



Median pay for these other executives increased 3.2% and 4.6% for the overall Russell 3000 and S&P 500 indexes. These NEO pay increases contrast with decreases of 2.3% for the Russell 3000 and a smaller increase of 3.0% for S&P 500 NEOs in 2022.

Russell 3000 CFOs received pay at approximately 38% of CEO pay, while all NEOs saw pay at 36% of CEOs. The gap was larger for S&P 500 CFOs and NEOs whose pay was 34% and 31% of CEO pay. NEO total direct compensation CAGR since 2019 came in at 6.2%, compared with 7.3% for CEOs. CFO total direct compensation CAGR since 2019 of 7.1% fell slightly lower than the CEO. See [figures 1.7, 2.7, and 3.7](#).

Strong competition for talent continues to rage among emerging companies, with emerging company LTI awards rivaling those at larger companies.

While pay increases remained essentially flat for the smallest companies (under \$50 million in revenue), the 5-year CAGR of 17.2% for CEOs represented by far the highest 5-year pay growth among all size classes. The next highest CAGR growth reached 10.2% for the \$200 million to \$499 million size group. At the other end of the spectrum, the CAGR for \$20 billion and higher came to 4.2%, while the \$10 billion to \$19.9 billion revenue group saw a CAGR of just 0.9%. This disparity in pay increase rates between larger and smaller companies shows that the compensation gaps continue to close. Smaller companies hire from larger companies and typically represent a higher growth business model. Larger companies face more pressure from shareholders and activists to avoid the pay spotlight.

In another interesting finding regarding the smallest companies, from 2021 to 2023, the median CEO pay grew larger than the median CEO pay for the next largest revenue group of \$50 million to \$199 million. In the latest year, CEO pay in the smallest group spiked 9.3% higher. We saw the difference between these two groups of small companies in the median long-term incentive (LTI), at 24% higher for the smallest companies. See [figures 1.3a and 1.9](#).

This finding highlights the focus on long-term incentive awards among emerging growth companies — those newer publicly traded companies typically within the technology or life sciences industries. Because of the high risk for failure at small, emerging companies, the reward potential includes a high level of LTI, often in the form of stock options. In 2023, LTI represented 76% of total direct compensation (TDC), the highest percentage among the size classes. CEO median salary of the under \$50 million companies remained on par with the median salary for the \$50 million to \$199 million group. However, bonus payments fell 10% to 15% lower than the next largest group in an effort to conserve cash, representing the smallest percentage of TDC at 10%.

### Scrutiny of generous executive pay packages will continue to intensify with new regulations on disclosure.

The first disclosures under the SEC's pay-versus-performance rule for publicly traded, calendar year-end companies began in the 2023 proxy season. Analysts, investors, potential litigants, and proxy advisory firms may focus considerable attention on these disclosures, which observers inevitably will compare to selected performance measures used by other companies in the same industry. Any changes to the company's identified performance measures likely will require additional detail in the narrative to avoid speculation or negative connotation. The effect, if any, of these disclosures on executive pay levels remains to be seen.

In 2025, compensation committees will continue their high-wire act. Tasked with the delicate role of balancing the need to compete for top talent, reward performance, and avoid overpaying, the compensation committee cannot ignore how employees and the public will perceive its decisions.

**As highlighted in our last year's study, compensation committees should be aware that the current economic uncertainty and heightened disclosure regulations will continue to exacerbate business challenges and scrutiny. Committees therefore should continue to develop the skills needed to successfully engage with large institutional investors and gain their voting support.**

## KEY FINDINGS

The Key Findings analysis provides figures in two parts: Part I: CEO Compensation, Part II: NEO Compensation.

**Parts I and II provide benchmarking information on the compensation awarded in FY 2023 to the chief executive officer (CEO), other (non-CEO) named executive officers (NEOs), and to the chief financial officer (CFO) of Russell 3000 companies. In addition to total compensation figures, Parts I and II offer details on base salaries and incentive-related elements of a typical compensation package. The report includes annual bonuses (discretionary bonus plus non-equity incentive), stock awards including long-term incentive (LTI) cash, and stock-option grants — as well as all other compensation.**

Compensation figures reflect disclosures made by companies in the summary compensation tables (SCTs) and grant of plan-based awards (GOPBA) tables included under SEC rules in filed proxy statements. For newly appointed executives who did not serve in their posts for the entirety of the reported year, we annualized the base salary disclosed in the summary compensation table (SCT).

Since SCTs typically state the value of stock and option awards on their grant date, the total compensation figures published in this report should not mislead you because the figures do not reflect the actual amount that executives took home during the year. That amount may in fact be higher or lower, depending on the market value that the equity will have attained when sold.

Occasionally, companies may appoint co-CEOs. When we found such instances in the Russell 3000 sample, we used the figures of the CEO receiving the highest compensation package. Our team used a similar approach for a very small number of companies that do not explicitly designate a top executive, such as the CEO, and instead opt for such titles as principal executive officer or president. We excluded from the report a handful of Russell 3000 companies designating no clear leader in their executive teams.



## PART I: CHIEF EXECUTIVE OFFICER (CEO) COMPENSATION

### Total CEO Compensation

**Compensation bounced back in 2023 after declines in 2022 stemming from a near recession in early 2022.** This bounceback, coupled with staggering increases in 2021, resulted in pay increases well above the inflation rate since 2019. The median compensation package for CEOs in the Russell 3000 group of companies (R3000) increased 5.3% from 2022 to 2023, following a 5.7% decrease in 2022. But due in large part to a 29.9% increase in 2021, CEOs enjoyed a 32.4% pay increase since 2019 compared with a 19.2% Consumer Price Index (CPI) increase.

At the same time, the median compensation package for CEOs in the S&P 500 group of companies increased 5.8% after falling 2% in 2022. CEO pay took off in 2021 as profits rebounded and the economy roared out of its 2020 downturn. However, the 2022 decrease didn't come close to negating the large 2021 increase of 16.2%. In summary, CEO pay is well above pre-pandemic levels even after adjusting for inflation. [See Figure 1.7.](#)

**S&P 500 CEOs fared slightly better year-over-year than R3000 CEOs, narrowing the growth gap between the two indexes.** CEO median compensation increased by 5.8% in the S&P 500 group of companies as compared to a 5.3% increase in the R3000 and 6.2% increase for R3000 excluding S&P 500 companies. This change brings the compound annual growth rate (CAGR) for the CEO role since 2019 for these two indexes closer than it has ever been in recent years at 7.3% for R3000 companies and 6.2% for S&P 500 companies. Analysts attributed the narrowing of this gap to the 8.5% CAGR for the smaller companies in R3000, excluding S&P 500. [See Figure 1.7.](#)

**Despite the 2022 decreases followed by the 2023 pay increases, median compensation rose considerably higher than pre-pandemic levels.** Comparing 2023 CEO median compensation to

2019, R3000 rose 32.4% higher, S&P 500 is up 27.0%, and R3000 excluding S&P 500 came up 38.6%. This change compares with a CPI increase of 15.3% and GDP implicit price deflator increase of 19.2%.

**Incumbent CEOs still fare better than new CEOs, though not by much. A review of CEOs in place since 2019 (incumbent CEOs) shows a higher CAGR of 10.8% among the R3000, bolstered by 11.0% CAGR for R3000 excluding S&P 500.** The CAGR of 8.9% for the S&P 500 incumbent CEOs is higher than the 6.2% for all S&P 500 CEOs. These are larger differences than last year, with the growth in pay packages for new CEOs lagging 2023 incumbent CEOs. The median total direct compensation (TDC) for S&P 500 CEOs (\$14,631,000) continues to far exceed that of R3000 CEOs (\$5,893,000). The dollar spread between median S&P 500 and R3000 TDC continues to increase, jumping to \$8,738,000 in 2023 from \$8,235,000 in 2022, as compared to \$8,185,000 in 2021. [See Figure 1.7.](#)

**In 2022, the pay mix of executive compensation largely returned to the pre-pandemic mix of pay.** Salary givebacks in 2020 with a slighter continuation into 2021 showed up in an unusually low salary percentage of TDC in 2020 and 2021. This return to normal in 2022 also became evident in 2023. However, the salary and bonus share of TDC remained below pre-pandemic levels and is expected to continue lower in future years as long-term incentive values continue to grow at a faster rate (see [Figures 1.4, 2.4, and 3.4](#)).

Meanwhile, stock option grants have not bounced back. When Gallagher analysts compared mean option values in [Figures 1.1, 2.1, and 3.1](#) to last year's results, we found stock option grant values 31% lower following a 33% drop in 2022. This drop represents a more than 50% decline in option values since 2021 and an even larger decline as a share of TDC.

### INCUMBENT CEOs STILL FARE BETTER THAN NEW CEOs

#### CAGR 2019

Russell 3000

10.8%

S&P 500

11.0%

Incumbent CEOs still fare better than new CEOs, though not by much. A review of CEOs in place since 2019 (incumbent CEOs) shows a higher CAGR of 10.8% among the R3000, bolstered by 11.0% CAGR for R3000 excluding S&P 500.





**The range between the 25th and 75th percentiles for CEO base salaries narrowed in both 2022 and 2023.** The range becomes evident by taking a ratio of 75th/25th percentiles for R3000 companies. Our analysts observed the opposite for long-term incentives (LTI), which shows a growing spread as LTI declined at the 25th percentile, while 75th percentile (and 90th percentile) LTI values increased. On the other hand, other NEOs showed a slight narrowing of the LTI spread as well as for base salary and annual bonus.

- **Base salary:** The 75th percentile was 72% higher than the 25th percentile (down from the prior 2 years at 75% and 79%).
- **Annual bonus:** 438% higher (down from 2022 (491%), but up from 2021 (381)).
- **LTI:** 538% higher (up from the prior year at 405%).
- **TDC:** 291% higher (down from the prior year at 239%).

See [Figure 1.1](#).

**Over the past 5 years (2019–2023), all 11 industry segments revealed a positive CAGR CEO compensation, ranging from 0.5% for consumer staples to 10.9% for utilities.** Utilities jumped up the chart due to a sharp decline in pay in the 2019 base year with subsequent recoveries in compensation, particularly in 2023 with a 23.3% increase in CEO compensation.

**Just two of the 11 industries experienced total direct compensation (TDC) decreases in 2023.** By industry sector, median CEO TDC in 2023 ranged between \$3.31 million (financials) and \$7.60 million (information technology). The median CEO TDC for the 11 industries stood at \$6.35 million (utilities). For the remaining 10 industries, five showed below median pay between \$3.3 million (financials) and \$6.2 million (materials). The remaining sub-median industries included energy, health care, and industrials. TDC over the median ranged between \$6.57 million (real estate) and \$7.6 million

(information technology). The other overmedian industries included communication services, consumer discretionary, and consumer staples. See [Figure 1.8](#).

Within the R3000 group, CEOs in utilities realized the most substantial 2023 increases in pay at 23.3%. Only two industries experienced a median pay reduction — consumer staples (1.8%) and materials (12.2%). The remaining nine industries delivered increases in median pay ranging between 0.7% (energy) and 23.3% (utilities).

**Steady interest rate hikes driven by Federal Reserve policy to quell inflation, as well as higher energy costs and the invasion of Ukraine, led to slower economic growth in early 2022.** As a result, corporate profits declined, dampening CEO pay in all size classes. However, third quarter 2022 saw an impressive bounceback with annualized real GDP growth of 2.7% after just 0.6% growth in the second quarter. The S&P 500 bottomed out in mid-October 2022 and as of the end of June 2024, increased 53%.

This strong economic performance supported increases in executive compensation as seen in 2023 and we expect to see in 2024 data. For 2023, median CEO pay increases rose highest in the \$200 million to \$499 million revenue category (11.3%) following a 14% decrease the previous year. Similarly, the largest companies at \$20 billion and higher bounced back from a 10.5% reduction in 2022 to a 8.5% increase in 2023. CEO pay growth continued to moderate in the smallest companies with less than \$50 million. Companies offering median pay reduced by 0.5% following a 22% reduction in 2022. See [Figure 1.9](#) for each of the size categories.

Despite recent CEO reductions in the less than \$50 billion group, these small companies still show the highest CAGR for median CEO compensation from 2019 to 2023, at an annualized growth rate of 17.2%. The next highest CAGR is 10.2% for companies with revenue between \$200 million and \$499 million. With the \$50 million to \$199 million group coming in at the third highest annual CEO pay growth of 8.3% since 2019, and the \$500 million to \$999 million group at 6.8% growth, the CEO pay growth leaders appear in the four lowest revenue groupings. See [Figure 1.9](#).

**Typically, as company revenue or assets in financial companies increase, TDC increases.** [Figures 1.3a](#) and [1.9](#) illustrate the wide difference between CEO TDC for companies with less than \$50 million in revenue (median TDC of \$3.1 million) and CEOs at companies with revenue of \$20 billion and greater (\$18.5 million). [Figures 1.3b](#) and [1.9](#) show similar effects based on asset size of financials. However, the smallest revenue (less than \$50 million) and asset (under \$1 billion) groups showed higher or nearly the same TDC as in the next largest size class. We noticed this in previous years — higher LTI grant values at the smallest companies drive this finding.

## CEO Compensation Mix

**CEOs in all company sizes by revenue received 72% or more of their pay in LTI, with the largest percentages occurring in the largest companies.** As seen in past studies, the LTI for the smallest companies (less than \$50 million in revenue) shows a slightly higher percentage of LTI (see [Figure 1.6](#)) 1.3a. For R3000 companies, the portion of CEO pay represented by LTI held steady with a percentage of 72% (see [Figure 1.4](#)), following an unusually high 78% in 2021. Apparently the altered pay decisions during and following the pandemic created a temporary effect on the pay mix, as seen in the noticeable drop in salaries as a percentage of TDC in 2021. By 2022, the economy had stabilized, resuming a growth path and a return to normal CEO pay. As seen in [Figure 1.6](#), base salary as a percent to TDC trends downward as company revenue and asset size increased. On the other hand, bonuses as a percent of TDC trend upward as company revenue increased.

**By contrast, among the financials category, there is no discernible relationship between bonuses and asset size. Three of the four smallest asset groups report LTI percentages of TDC between 54% and 56%.** The asset group of \$5 billion to \$14.9 billion served as an outlier, with the LTI percent of TDC at 68%. Assets at more than \$50 billion showed LTI percentages higher than 60%. The various revenue size class of financial companies indicate the LTI percent of TDC was relatively flat across all size groups, ranging between 72% and 76% of TDC (see [Figure 1.6](#)).

As the compensation mix analysis shows for CEOs in the S&P 500, LTI awards represented 75% of pay for the past 3 study years, 2021 to 2023. The lowest LTI share came in 2019 at 73% of TDC. LTI grant values for R3000 companies comprised 72% of TDC in 2023 and 2022, a drop from the unusually high 78% in 2021. The LTI percent of TDC for R3000, excluding S&P 500 companies, declined from 79% in 2021 to 71% in 2023 and 2022, a decline reflected in the R3000 companies. Regardless of occasional variability in LTI grant values, LTI continued to represent a significant portion of CEO compensation for R3000 companies at 72% of TDC. See [Figure 1.4](#).

**CEO base salaries as a percent of TDC rebounded in 2022 at 11% of TDC and held steady in 2023 following a marked decline in 2021 from 7%. Base salaries for S&P 500 CEOs represented 7.4% of TDC in 2023 and 2022, up from 6.4% in 2021.** Our team found a more pronounced rebound in base salaries in R3000, excluding S&P 500, from 7.9% in 2021 to 12.4 and 12.5% in 2022 and 2023, due to the decrease in LTI shares. CEO bonuses at S&P 500 companies decreased to 17.7% and 17.4% of TDC in 2022 and 2023, down from 18.4% in 2021, but up from 16.1% in 2020. Among the R3000, excluding S&P 500 companies, CEO bonuses increased to 16.5% of TDC in 2022 and up again in 2023 to 16.8%, from 13.1% in 2021. See [Figure 1.4](#).

The mix of 2023 compensation reveals slight differences across industry sectors. When compared to overall R3000, of 27.7% cash compensation (base salary plus bonus) as percent of TDC, the following sectors all showed a higher mix of cash (base salary plus bonuses), ranging from 28% to 36% of TDC: communication services, consumer discretionary, energy, financials, industrials, materials, real estate, and utilities industries.

On the other hand, cash compensation comprised 27% or less of TDC in healthcare and information technology. These same industries used a larger mix of LTI, led by information technology, with 86% LTI and just 14% cash. As a comparison, the overall R3000 mix reached 28% cash and 72% LTI. The consumer staples cash mix is very similar to the overall Russell 3000. See [Figure 1.5](#).

## PART II: NAMED EXECUTIVE OFFICER (NEO) EXCLUDING CEO COMPENSATION

For R3000 companies, NEO TDC in 2023 increased 3.2% as compared to a 5.3% increase for CEOs. In 2022, NEO TDC growth fell to a negative 2.3% following a 24% increase in 2021. S&P 500 companies showed slightly higher NEO TDC growth of 4.6% in 2023, as compared to a 5.8% increase for CEOs. The CAGR since 2019 for R3000 NEOs increased at a lower rate than for CEOs (6.2% vs 7.3%). Since 2019, the CAGR for both NEOs and CEOs rose higher among R3000 companies than for those in the S&P 500. At the same time, the R3000, excluding S&P 500, continues to show rapid growth with an 8.3% CAGR for NEOs and 8.5% CAGR for CEOs. See [Figures 1.7](#) and [2.7](#).

As seen in [Figure 3.7](#), R3000 median CFO TDC reached \$2,268,000 in 2023, as compared to \$2,095,000 for NEOs ([Figure 2.7](#)). CFO TDC increased 2.3% in 2023 as compared with a 3.2% increase for all NEOs. However, the CAGR since 2019 for CFOs of 7.1% exceeds the 6.2% CAGR for NEOs. S&P 500 CFOs earned more than overall NEOs (\$4,914,000 vs \$4,485,000). Also, S&P 500 CFO median TDC increased 7.6% in 2023 as compared to a 4.6% increase for NEOs.

[Figure 3.8](#) breaks down CFO TDC by industry. CFOs in financials and materials earned less than their colleagues in other industries, with TDC less than the 11-industry median level of \$2.3 million by 39% (financials) and 16% (materials). CFO TDC was highest in communication services and information technology — with these industries showing 2023 median TDC of \$3.6 million (56% over median) for communication services and \$3.2 million (37% over median) for information technology.

Among R3000 companies, the spread for total direct compensation between the lower and upper quartiles would be relatively narrow were it not for the difference in the size of LTI awards made to NEOs. For example, the overall R3000 base salary ranged from \$400,000 at the 25th percentile and \$612,000 at the 75th percentile, or 64% higher. By comparison, the value of LTI awards varied from \$468,000 (25th) to \$2,298,000 (75th), or almost 400% higher. Consequently, TDC varied from \$1,188,000 (25th) to \$3,675,000 at the (75th), 200% higher. This spread was less pronounced for S&P 500 companies, where TDC ranged from \$3,061,000 (25th) to \$6,748,000 (75th), or a ratio of 2.2 to 1 as compared with 3.1 to 1 for R3000 companies. See [Figure 2.1](#).

As seen with CFOs, the financials industry NEOs exhibited median TDC well below the 11-industry median of \$2.15 million (24% lower) at \$1.42 million. Across most other industries, median total compensation for 2023 ranged from \$1.87 million to \$2.4 million. The exceptions included communications services and information technology, which exceeded \$2.9 million in TDC. See [Figure 2.8](#).

The relative stability of the LTI share of TDC for CEOs for 2022 and 2023 (72% of TDC) also became evident with NEOs (including CFOs), but at a lower share of 65% of TDC. While still below the CEO share of TDC, the gap closed in 2022 and 2023. NEOs at R3000 companies have shown an LTI share of TDC greater than 65% over the past 2 years as compared with 59% at the median in 2019. NEOs at S&P 500 companies also experienced more modest increases, from 65% in 2019 to 67% in 2022 and 2023.

### NEO TDC EXPERIENCED LOWER GROWTH COMPARED TO CEOs

#### Russell 3000 Companies

NEO TDC 3.2%

CEOs 5.3%

#### S&P 500 Companies

NEO TDC 4.6%

CEOs 5.8%

For R3000 companies, NEO TDC in 2023 increased 3.2% as compared to a 5.3% increase for CEOs. In 2022, NEO TDC growth fell to a negative 2.3% following a 24% increase in 2021. S&P 500 companies showed slightly higher NEO TDC growth of 4.6% in 2023, as compared to a 5.8% increase for CEOs.



The increase in LTI for NEOs has come from full shares as stock options comprised less and less of the NEO total compensation mix for R3000, excluding S&P 500, with the mean value down 25% from 2022. See [Figures 2.4](#) and [3.4](#). Similarly, the stock option mean value decreased 21% in 2023 for S&P 500 NEOs ([Figure 2.1](#)) and as a percent of LTI.

Both NEO and CFO TDC are comprised primarily of LTI, representing 60% of target compensation at the median across industries, ranging from 52% to 81% for NEOs and CFOs. Utilities (52% of TDC), financials (55% of TDC), and materials (55% of TDC) fell on the low end for NEOs. At 52% of TDC, financials marked the lowest for CFOs, followed by materials and utilities at 56%. Information technology topped out as the highest, with NEO and CFO LTI at 81% of TDC, followed by communication services (69%) and healthcare (68%). See [Figures 2.5](#) and [3.5](#).

With the emphasis on equity at smaller companies, including emerging growth companies such as, technology and life sciences, NEOs (including CFOs) and CFOs (in isolation) in the smallest

companies by revenue — \$50 million and under — continue to receive a high percentage of LTI. Numbers include 67% of TDC for CFOs and 68% of TDC for NEOs, but lower percentages of bonuses. The largest companies, \$20 million and higher, exhibited the highest percentages of LTI, at 70% for NEOs and 69% for CFOs. For NEOs, LTI as a percent of TDC ranged between 65% and 70%. For CFOs, the lowest LTI as a percent of TDC at 60% fell in the \$50 million to \$199 million revenue group, with all other size classes coming in between 64% and 69%. See [Figures 2.6](#) and [3.6](#).

For financial companies with six asset value groups, the asset group of \$1 billion to \$4.9 billion showed the lowest share of LTI to TDC at 48% for CFOs. All other asset sizes displayed percentages of TDC between 53% and 57%. NEOs showed a blip in the \$15 billion to \$49.9 billion group of companies with LTI as a percent of TDC of 74% of TDC. The \$5 billion to \$14.9 billion group showed the lowest percentage, at 44%. Analysts observed an unusual amount of variability across the six asset groups, noting the only consistency in the two largest asset groups with LTI percentages at just under 60%. See [Figures 2.6](#) and [3.6](#).



# SHAPING EXECUTIVE COMPENSATION INTO A STRATEGIC PATH TO SUCCESS

Companies must approach executive compensation programs strategically and comprehensively — not as an afterthought. Boards of directors should re-evaluate existing programs to ensure they meet the needs of today's evolving workforce. Organizations may need to revise their compensation objectives in light of emerging geosocial-political practices such as remote positions, multinational leadership structures, ESG (environmental, social, and governance), and DEI (diversity, equity, and inclusion) considerations.

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# INDEX OF EXHIBITS

## The Stock Awards and Stock Options Categories in the Summary Compensation Table

**Under Section 229 of the Code of Federal Regulations, Item 402 of Regulation S-K, companies must report the aggregate grant date fair value of all stock awards and option awards granted during the reported fiscal year.** Such compensation is computed in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) Topic 718, excluding the effect of estimated forfeitures and without regard to the rules on when such expense is recognized. This regulatory terminology simplifies and lumps in two main categories the complex array of equity-based compensation types to which a compensation committee may resort in the design of an executive incentive plan.

**For the purpose of Security and Exchange (SEC) rules and the Summary Compensation Table included in proxy statements, “stock awards” are equity awards wherein value is derived from the company’s equity securities or that may be settled by issuance of the company’s equity securities.** Restricted stock, restricted stock units, phantom stock, phantom stock units, common stock equivalent units, and other similar instruments that do not have option-like contractual features all represent stock awards. “Option awards” include stock options, stock appreciation rights (whether they can be settled in stock or cash, either at the election of the company or a named executive officer), and other similar instruments using option-like contractual features.

**A section on compensation mix illustrates each element as a percentage of the total direct compensation value, as well as bonus and LTI, as a percentage of salary.** The commentary included in the Key Findings section primarily refers to median (midpoint) values. However, to highlight possible outliers, the report also may reference the mean (average) and major percentiles (10th, 25th, 50th, 75th, and 90th percentiles).

**Throughout Parts I and II, we have segmented compensation figures according to business industry and company size.** The industry analysis aggregates companies within 11 groups (Exhibit B), using the applicable Global Industry Classification Standard (GICS). For the company-size breakdown, we categorized data along nine annual-revenue groups and six asset-value groups. We selected these company-size ranges to follow the distribution of revenues and assets among the exceedingly diverse Russell 3000 index. The report measures annual revenue and asset values in US dollars.

**We included comparisons with the S&P 500, another commonly followed equity index, to offer an additional perspective on the difference between large and small firms.** Specifically, we used the S&P 500, or a subset of the S&P 500, to further examine certain compensation practices. Figures and illustrations used throughout the report refer to the Russell 3000 analysis unless otherwise specified.

Exhibits A through D illustrate the Russell 3000 sample distribution.

- Exhibit A: By Index
- Exhibit B: By Industry
- Exhibit C: By Revenue Size
- Exhibit D: By Asset Size

## Exhibit A: BY INDEX

	n=	%
Russell 3000 Companies	2,892	
Russell 3000 Companies (Excluding S&P 500)	2,395	83%
S&P 500	497	17%
<b>Total</b>	<b>2,892</b>	<b>100%</b>

## Exhibit B: BY INDUSTRY

	n=	%
Communication Services	111	4%
Consumer Discretionary	333	12%
Consumer Staples	121	4%
Energy	133	5%
Financials	526	18%
Healthcare	523	18%
Industrials	436	15%
Information Technology	350	12%
Materials	129	4%
Real Estate	159	5%
Utilities	71	2%
<b>Total</b>	<b>2,892</b>	<b>100%</b>

## Exhibit C: BY REVENUE SIZE\*

	n=	%
Under \$50 million	252	11%
\$50-\$199M	214	9%
\$200-\$499M	281	12%
\$500-\$999M	322	14%
\$1,000-\$1,999M	327	14%
\$2,000-\$4,999M	423	18%
\$5,000-\$9,999M	224	9%
\$10,000-\$19,999M	153	6%
\$20 billion and over	170	7%
<b>Total</b>	<b>2,366</b>	<b>100%</b>

\*Excludes financial companies.

## Exhibit D: BY ASSET SIZE\*

	n=	%
Under \$1 billion	31	6%
\$1-\$4.9B	171	33%
\$5-\$14.9B	146	28%
\$15-\$49.9B	92	17%
\$50-\$199.9B	54	10%
\$200 billion and over	32	6%
<b>Total</b>	<b>526</b>	<b>100%</b>

\*Includes financial companies only.

**Figure 1.1: CEO — PAY COMPONENTS, BY INDEX**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>R3000 (n=2,845)</b>						
Base Salary	453	609	<b>824</b>	861	1,046	1,325
Annual Bonus	0	329	<b>836</b>	1,380	1,773	3,236
Full-Value Shares	0	645	<b>2,974</b>	4,878	6,511	10,996
Stock Options	0	0	<b>0</b>	881	688	3,000
Long-Term Cash	0	0	<b>0</b>	90	0	0
Total LTI	84	1,222	<b>3,860</b>	5,848	7,800	13,128
Total Direct Compensation	1,123	2,666	<b>5,893</b>	8,089	10,419	17,028

<b>R3000 (n=2,347) (Excluding S&amp;P500)</b>						
Base Salary	439	589	<b>750</b>	781	974	1,145
Annual Bonus	0	288	<b>650</b>	1,052	1,370	2,286
Full-Value Shares	0	400	<b>2,250</b>	3,674	4,903	8,209
Stock Options	0	0	<b>0</b>	662	256	2,247
Long-Term Cash	0	0	<b>0</b>	78	0	0
Total LTI	0	939	<b>3,041</b>	4,415	5,791	9,252
Total Direct Compensation	1,039	2,188	<b>4,869</b>	6,248	8,098	12,232

<b>S&amp;P 500 (n=498)</b>						
Base Salary	800	1,000	<b>1,241</b>	1,234	1,440	1,602
Annual Bonus	316	1,511	<b>2,379</b>	2,905	3,734	5,338
Full-Value Shares	2,783	5,607	<b>8,790</b>	10,542	12,445	18,000
Stock Options	800	1,000	<b>1,241</b>	1,234	1,440	1,602
Long-Term Cash	0	0	<b>0</b>	146	0	0
Total LTI	4,589	7,302	<b>10,791</b>	12,594	15,001	20,490
Total Direct Compensation	7,399	10,369	<b>14,631</b>	16,733	19,902	25,838



**Figure 1.2: CEO — PAY COMPONENTS, BY INDUSTRY**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Communication Services (n=111)</b>						
Base Salary	385	525	<b>900</b>	1,032	1,300	1,929
Annual Bonus	0	331	<b>889</b>	2,919	3,185	7,706
Full-Value Shares	0	800	<b>3,541</b>	5,723	8,000	15,331
Stock Options	0	0	<b>0</b>	2,029	35	3,929
Long-Term Cash	0	0	<b>0</b>	354	0	0
Total LTI	0	1,607	<b>4,770</b>	8,106	10,318	21,055
Total Direct Compensation	1,137	3,413	<b>7,019</b>	12,056	15,828	29,040
<b>Consumer Discretionary (n=333)</b>						
Base Salary	510	745	<b>990</b>	1,000	1,241	1,444
Annual Bonus	0	300	<b>1,098</b>	1,606	2,129	4,272
Full-Value Shares	0	1,200	<b>3,854</b>	4,768	6,773	10,695
Stock Options	0	0	<b>0</b>	653	247	2,643
Long-Term Cash	0	0	<b>0</b>	70	0	0
Total LTI	87	1,487	<b>4,382</b>	5,491	8,000	11,921
Total Direct Compensation	1,253	2,967	<b>6,597</b>	8,097	11,376	17,002
<b>Consumer Staples (n=121)</b>						
Base Salary	500	783	<b>1,074</b>	1,046	1,273	1,500
Annual Bonus	0	538	<b>1,325</b>	1,740	2,606	3,623
Full-Value Shares	0	825	<b>3,657</b>	6,067	7,274	10,964
Stock Options	0	0	<b>0</b>	800	1,200	2,950
Long-Term Cash	0	0	<b>0</b>	305	0	0
Total LTI	0	1,523	<b>4,605</b>	7,172	9,194	14,721
Total Direct Compensation	1,812	3,322	<b>6,698</b>	9,958	13,181	18,734
<b>Energy (n=133)</b>						
Base Salary	365	577	<b>800</b>	850	1,023	1,470
Annual Bonus	298	644	<b>1,105</b>	1,498	2,019	3,354
Full-Value Shares	0	1,350	<b>3,874</b>	5,507	7,963	11,480
Stock Options	0	0	<b>0</b>	187	0	160
Long-Term Cash	0	0	<b>0</b>	248	0	0
Total LTI	420	1,704	<b>4,172</b>	5,942	8,293	12,059
Total Direct Compensation	1,232	2,945	<b>6,261</b>	8,291	11,406	16,739

Continued on next page

**Figure 1.2: CEO — PAY COMPONENTS, BY INDUSTRY (CONT.)**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Financials (n=526)</b>						
Base Salary	445	590	<b>800</b>	811	1,000	1,209
Annual Bonus	0	218	<b>638</b>	1,486	1,846	4,082
Full-Value Shares	0	277	<b>1,217</b>	3,636	4,258	9,162
Stock Options	0	0	<b>0</b>	310	0	639
Long-Term Cash	0	0	<b>0</b>	101	0	0
Total LTI	0	327	<b>1,459</b>	4,048	5,000	10,550
Total Direct Compensation	809	1,308	<b>3311</b>	6,345	8,236	15,181
<b>Healthcare (n=523)</b>						
Base Salary	518	600	<b>686</b>	782	904	1,246
Annual Bonus	152	319	<b>460</b>	824	961	1,913
Full-Value Shares	0	0	<b>1,625</b>	3,281	5,216	9,175
Stock Options	0	0	<b>1,469</b>	2,198	3,187	5,083
Long-Term Cash	0	0	<b>0</b>	5	0	0
Total LTI	362	1,726	<b>4,037</b>	5,484	7,790	12,517
Total Direct Compensation	1,521	2,889	<b>5,489</b>	7,090	9,441	15,253
<b>Industrials (n=436)</b>						
Base Salary	513	697	<b>900</b>	896	1,040	1,323
Annual Bonus	0	523	<b>1,173</b>	1,495	2,026	3,005
Full-Value Shares	0	1,282	<b>3,244</b>	4,245	5,877	9,996
Stock Options	0	0	<b>0</b>	692	682	2,421
Long-Term Cash	0	0	<b>0</b>	136	0	0
Total LTI	155	1,600	<b>3,733</b>	5,073	6,732	10,972
Total Direct Compensation	1,404	3,349	<b>6,165</b>	7,464	9,832	15,486
<b>Information Technology (n=350)</b>						
Base Salary	375	489	<b>676</b>	713	950	1,100
Annual Bonus	0	211	<b>578</b>	941	1,173	2,108
Full-Value Shares	0	1,688	<b>5,745</b>	9,241	11,287	20,343
Stock Options	0	0	<b>0</b>	690	0	2,076
Long-Term Cash	0	0	<b>0</b>	16	0	0
Total LTI	0	2,266	<b>6,185</b>	9,947	12,546	21,939
Total Direct Compensation	1,197	3,681	<b>7,602</b>	11,601	14,164	25,025

Continued on next page

**Figure 1.2: CEO — PAY COMPONENTS, BY INDUSTRY (CONT.)**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Materials (n=129)</b>						
Base Salary	516	776	<b>1,000</b>	1,020	1,250	1,434
Annual Bonus	0	361	<b>993</b>	1,402	1,922	3,367
Full-Value Shares	519	2,208	<b>3,505</b>	4,449	6,367	9,194
Stock Options	0	0	<b>0</b>	664	795	2,582
Long-Term Cash	0	0	<b>0</b>	53	0	0
Total LTI	641	2,534	<b>4,142</b>	5,166	7,558	10,526
Total Direct Compensation	2,122	4,037	<b>6,241</b>	7,588	11,186	14,154

<b>Real Estate (n=159)</b>						
Base Salary	500	700	<b>832</b>	811	1,000	1,100
Annual Bonus	34	812	<b>1,480</b>	1,520	2,074	2,840
Full-Value Shares	498	1,979	<b>3,786</b>	5,058	6,654	9,995
Stock Options	0	0	<b>0</b>	368	0	0
Long-Term Cash	0	0	<b>0</b>	2	0	0
Total LTI	588	2,000	<b>4,000</b>	5,427	7,148	10,886
Total Direct Compensation	1,866	3,942	<b>6,569</b>	7,758	9,740	14,480

<b>Utilities (n=71)</b>						
Base Salary	528	754	<b>998</b>	963	1,200	1,328
Annual Bonus	211	734	<b>1,424</b>	1,424	1,849	2,561
Full-Value Shares	312	1,710	<b>3,521</b>	4,374	6,443	8,416
Stock Options	0	0	<b>0</b>	278	0	969
Long-Term Cash	0	0	<b>0</b>	0	0	0
Total LTI	501	1,800	<b>3,920</b>	4,652	6,662	9,280
Total Direct Compensation	1,739	3,422	<b>6,351</b>	7,039	9,658	12,733

**Figure 1.3a: CEO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Under \$50 million (n=252) – (Median Revenue \$0.353M)</b>						
Base Salary	400	527	<b>600</b>	583	647	744
Annual Bonus	0	249	<b>339</b>	421	438	607
Full-Value Shares	0	0	<b>0</b>	1,083	1,250	3,457
Stock Options	0	0	<b>1,266</b>	2,043	2,793	5,067
Long-Term Cash	0	0	<b>0</b>	6	0	0
Total LTI	0	846	<b>2,070</b>	3,132	4,252	7,824
Total Direct Compensation	955	1,659	<b>3,140</b>	4,136	5,364	8,900
<b>\$50–\$199 million (n=214) – (Median Revenue \$124M)</b>						
Base Salary	348	450	<b>600</b>	582	698	797
Annual Bonus	0	212	<b>393</b>	493	600	918
Full-Value Shares	0	0	<b>840</b>	1,714	2,126	3,754
Stock Options	0	0	<b>0</b>	1,042	1,095	2,763
Long-Term Cash	0	0	<b>0</b>	8	0	0
Total LTI	0	368	<b>1,664</b>	2,764	3,423	6,040
Total Direct Compensation	773	1,315	<b>2,872</b>	3,838	4,778	7,355
<b>\$200–\$499 million (n=281) – (Median Revenue \$336M)</b>						
Base Salary	410	500	<b>650</b>	636	750	878
Annual Bonus	0	280	<b>561</b>	689	942	1,486
Full-Value Shares	0	593	<b>1,863</b>	3,286	4,114	7,694
Stock Options	0	0	<b>0</b>	521	143	2,028
Long-Term Cash	0	0	<b>0</b>	5	0	0
Total LTI	56	972	<b>2,500</b>	3,812	5,055	8,033
Total Direct Compensation	1,039	2,086	<b>3,947</b>	5,137	6,721	9,674
<b>\$500–\$999 million (n=322) – (Median Revenue \$693M)</b>						
Base Salary	459	584	<b>713</b>	717	860	982
Annual Bonus	0	276	<b>636</b>	806	1,059	1,659
Full-Value Shares	0	1,155	<b>2,700</b>	3,874	5,617	8,675
Stock Options	0	0	<b>0</b>	613	0	2,029
Long-Term Cash	0	0	<b>0</b>	21	0	0
Total LTI	0	1,457	<b>3,252</b>	4,508	6,195	9,563
Total Direct Compensation	1,266	2,657	<b>4,844</b>	6,031	8,179	11,714

Continued on next page



**Figure 1.3a: CEO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE) (CONT.)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$1–\$1.9 billion (n=327) – (Median Revenue \$1.4B)</b>						
Base Salary	549	725	<b>850</b>	849	981	1,078
Annual Bonus	0	519	<b>959</b>	1,140	1,436	2,002
Full-Value Shares	0	1,500	<b>3,048</b>	4,604	5,268	10,000
Stock Options	0	0	<b>0</b>	595	0	1,291
Long-Term Cash	0	0	<b>0</b>	7	0	0
Total LTI	135	1,952	<b>3,600</b>	5,206	5,809	10,850
Total Direct Compensation	1,861	3,422	<b>5,540</b>	7,196	8,280	13,608
<b>\$2–\$4.9 billion (n=423) – (Median Revenue \$3.1B)</b>						
Base Salary	683	869	<b>992</b>	962	1,095	1,238
Annual Bonus	0	747	<b>1,299</b>	1,515	1,855	2,605
Full-Value Shares	822	2,627	<b>4,200</b>	5,727	6,820	10,540
Stock Options	0	0	<b>0</b>	624	480	2,340
Long-Term Cash	0	0	<b>0</b>	221	0	0
Total LTI	1,508	3,497	<b>5,064</b>	6,572	7,577	12,788
Total Direct Compensation	3,152	5,613	<b>7,558</b>	9,049	10,803	15,493
<b>\$5–\$9.99 billion (n=224) – (Median Revenue \$6.8B)</b>						
Base Salary	681	952	<b>1,110</b>	1,111	1,287	1,426
Annual Bonus	144	1,009	<b>1,913</b>	2,230	2,728	4,325
Full-Value Shares	1,102	3,933	<b>6,697</b>	8,627	9,322	13,985
Stock Options	0	0	<b>0</b>	1,057	1,555	3,312
Long-Term Cash	0	0	<b>0</b>	128	0	0
Total LTI	1,997	4,718	<b>7,742</b>	9,812	10,753	15,244
Total Direct Compensation	4,866	7,423	<b>10,946</b>	13,153	14,988	18,919
<b>\$10–\$19.99 billion (n=153) – (Median Revenue \$14.4B)</b>						
Base Salary	933	1,087	<b>1,254</b>	1,245	1,372	1,500
Annual Bonus	684	1,500	<b>2,210</b>	2,445	3,220	4,146
Full-Value Shares	2,080	5,163	<b>7,500</b>	8,407	10,257	13,037
Stock Options	0	0	<b>0</b>	1,347	2,406	4,090
Long-Term Cash	0	0	<b>0</b>	137	0	0
Total LTI	3,574	6,306	<b>9,099</b>	9,891	11,939	16,127
Total Direct Compensation	6,422	9,551	<b>12,348</b>	13,581	16,732	20,496

Continued on next page

Figure 1.3a: CEO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE) (CONT.)

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
\$20 billion and over (n=170) – (Median Revenue \$36.3B)						
Base Salary	999	1,245	1,438	1,446	1,600	1,787
Annual Bonus	498	2,007	3,103	3,594	4,414	6,280
Full-Value Shares	4,063	7,227	10,706	12,460	14,735	20,642
Stock Options	0	0	0	2,424	3,608	6,253
Long-Term Cash	0	0	0	271	0	0
Total LTI	5,258	9,981	13,953	15,155	16,604	24,014
Total Direct Compensation	8,783	13,968	18,458	20,194	22,686	31,152

**Figure 1.3b: CEO — PAY COMPONENTS, BY COMPANY SIZE (ASSETS)**

2023 | USD Thousands

	Asset Value					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Under \$1 billion (n=31) – (Median Assets \$505M)</b>						
Base Salary	381	492	<b>612</b>	784	766	965
Annual Bonus	0	16	<b>445</b>	710	931	1,500
Full-Value Shares	0	0	<b>577</b>	1,748	3,742	4,873
Stock Options	0	0	<b>0</b>	192	0	0
Long-Term Cash	0	0	<b>0</b>	0	0	0
Total LTI	0	0	<b>854</b>	1,940	3,742	4,873
Total Direct Compensation	503	894	<b>2,447</b>	3,435	5,992	6,617
<b>\$1–\$4.9 billion (n=171) – (Median Assets \$2.7B)</b>						
Base Salary	396	500	<b>602</b>	629	750	938
Annual Bonus	0	111	<b>313</b>	774	898	1,790
Full-Value Shares	0	46	<b>289</b>	1,397	1,669	3,677
Stock Options	0	0	<b>0</b>	291	0	314
Long-Term Cash	0	0	<b>0</b>	62	0	0
Total LTI	0	105	<b>362</b>	1,750	1,869	6,043
Total Direct Compensation	626	908	<b>1,396</b>	3,153	4,019	8,357
<b>\$5–\$14.9 billion (n=146) – (Median Assets \$8.18B)</b>						
Base Salary	500	654	<b>800</b>	763	940	1,000
Annual Bonus	0	225	<b>480</b>	1,079	1,208	2,684
Full-Value Shares	83	400	<b>905</b>	3,501	2,694	5,564
Stock Options	0	0	<b>0</b>	173	0	208
Long-Term Cash	0	0	<b>0</b>	30	0	0
Total LTI	109	403	<b>906</b>	3,704	2,931	6,101
Total Direct Compensation	1,040	1,388	<b>2,248</b>	5,546	5,873	11,476
<b>\$15–\$49.9 billion (n=92) – (Median Assets \$25.85B)</b>						
Base Salary	618	830	<b>965</b>	935	1,066	1,241
Annual Bonus	0	605	<b>1,090</b>	1,605	2,262	3,370
Full-Value Shares	578	1,226	<b>2,353</b>	3,644	3,897	9,125
Stock Options	0	0	<b>0</b>	183	0	57
Long-Term Cash	0	0	<b>0</b>	172	0	0
Total LTI	580	1,287	<b>2,580</b>	4,000	4,545	10,080
Total Direct Compensation	2,137	2,907	<b>4,597</b>	6,540	7,671	14,325

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**Figure 1.3b: CEO — PAY COMPONENTS, BY COMPANY SIZE (ASSETS) (CONT.)**

2023 | USD Thousands

	Asset Value					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$50–\$200 billion (n=54) – (Median Assets \$81.14B)</b>						
Base Salary	900	1,000	<b>1,095</b>	1,101	1,250	1,400
Annual Bonus	1,128	1,475	<b>3,000</b>	3,446	4,688	7,500
Full-Value Shares	2,976	4,057	<b>5,766</b>	7,653	10,097	13,800
Stock Options	0	0	<b>0</b>	809	471	3,360
Long-Term Cash	0	0	<b>0</b>	234	0	0
Total LTI	2,976	4,873	<b>6,551</b>	8,696	13,112	16,000
Total Direct Compensation	4,898	7,691	<b>11,765</b>	13,244	18,035	25,616
<b>\$200 billion and over (n=32) – (Median Assets \$394.61B)</b>						
Base Salary	370	1,008	<b>1,225</b>	1,182	1,500	1,500
Annual Bonus	0	1,978	<b>3,820</b>	4,206	5,284	9,000
Full-Value Shares	0	5,870	<b>10,430</b>	11,077	15,650	23,042
Stock Options	0	0	<b>0</b>	671	225	1,591
Long-Term Cash	0	0	<b>0</b>	304	0	0
Total LTI	393	6,369	<b>10,550</b>	12,052	15,896	23,709
Total Direct Compensation	8,488	10,440	<b>15,494</b>	17,440	25,519	28,336

**Figure 1.4: CEO — COMPENSATION MIX, BY INDEX (2019–2023)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>R3000</b>					
<b>Percent of TDC</b>					
Base Salary	11%	11%	7%	10%	13%
Annual Bonus	17%	17%	15%	15%	19%
Total LTI	72%	72%	78%	75%	68%
<b>Percent of Salary</b>					
Bonus (% of Salary)	108%	108%	133%	100%	102%
Total LTI (% of Salary)	456%	447%	468%	378%	353%
<b>R3000 (Excluding S&amp;P 500)</b>					
<b>Percent of TDC</b>					
Base Salary	13%	12%	8%	11%	16%
Annual Bonus	17%	17%	13%	15%	20%
Total LTI	71%	71%	79%	74%	65%
<b>Percent of Salary</b>					
Bonus (% of Salary)	96%	94%	111%	87%	87%
Total LTI (% of Salary)	381%	370%	388%	290%	266%

Continued on next page



Figure 1.4: CEO — COMPENSATION MIX, BY INDEX (2019–2023) (CONT.)

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
S&P 500					
Percent of TDC					
Base Salary	7%	7%	6%	8%	9%
Annual Bonus	17%	18%	18%	16%	19%
Total LTI	75%	75%	75%	76%	73%
Percent of Salary					
Bonus (% of Salary)	200%	201%	240%	171%	178%
Total LTI (% of Salary)	864%	806%	796%	752%	703%

**Figure 1.5: CEO — COMPENSATION MIX, BY INDUSTRY (2019–2023)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Communication Services</b>					
<b>Percent of TDC</b>					
Base Salary	9%	7%	4%	6%	7%
Annual Bonus	24%	18%	13%	15%	18%
Total LTI	67%	74%	83%	79%	75%
<b>Percent of Salary</b>					
Bonus (% of Salary)	115%	99%	149%	123%	106%
Total LTI (% of Salary)	539%	500%	559%	479%	353%
<b>Consumer Discretionary</b>					
<b>Percent of TDC</b>					
Base Salary	12%	12%	6%	8%	14%
Annual Bonus	20%	18%	15%	14%	22%
Total LTI	68%	71%	80%	78%	63%
<b>Percent of Salary</b>					
Bonus (% of Salary)	121%	102%	200%	125%	116%
Total LTI (% of Salary)	432%	423%	483%	419%	358%
<b>Consumer Staples</b>					
<b>Percent of TDC</b>					
Base Salary	11%	13%	9%	13%	13%
Annual Bonus	17%	19%	16%	24%	19%
Total LTI	72%	68%	75%	63%	68%
<b>Percent of Salary</b>					
Bonus (% of Salary)	148%	116%	146%	160%	116%
Total LTI (% of Salary)	478%	502%	455%	377%	401%
<b>Energy</b>					
<b>Percent of TDC</b>					
Base Salary	10%	11%	10%	14%	12%
Annual Bonus	18%	20%	18%	16%	18%
Total LTI	72%	70%	71%	70%	69%
<b>Percent of Salary</b>					
Bonus (% of Salary)	142%	163%	143%	99%	119%
Total LTI (% of Salary)	517%	553%	538%	384%	433%

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**Figure 1.5: CEO — COMPENSATION MIX, BY INDUSTRY (2019–2023) (CONT.)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Financials</b>					
<b>Percent of TDC</b>					
Base Salary	13%	13%	7%	15%	15%
Annual Bonus	23%	24%	17%	27%	28%
Total LTI	64%	63%	76%	58%	57%
<b>Percent of Salary</b>					
Bonus (% of Salary)	95%	102%	125%	87%	98%
Total LTI (% of Salary)	184%	169%	168%	129%	121%
<b>Healthcare</b>					
<b>Percent of TDC</b>					
Base Salary	11%	11%	9%	10%	12%
Annual Bonus	12%	11%	11%	12%	14%
Total LTI	77%	78%	80%	78%	75%
<b>Percent of Salary</b>					
Bonus (% of Salary)	72%	68%	75%	75%	72%
Total LTI (% of Salary)	559%	563%	641%	515%	460%
<b>Industrials</b>					
<b>Percent of TDC</b>					
Base Salary	12%	12%	11%	12%	14%
Annual Bonus	20%	19%	18%	15%	20%
Total LTI	68%	69%	71%	73%	66%
<b>Percent of Salary</b>					
Bonus (% of Salary)	141%	133%	150%	104%	105%
Total LTI (% of Salary)	427%	400%	421%	356%	343%
<b>Information Technology</b>					
<b>Percent of TDC</b>					
Base Salary	6%	6%	5%	6%	10%
Annual Bonus	8%	9%	9%	8%	12%
Total LTI	86%	85%	86%	86%	78%
<b>Percent of Salary</b>					
Bonus (% of Salary)	97%	102%	129%	100%	85%
Total LTI (% of Salary)	901%	895%	985%	709%	540%

Continued on next page

**Figure 1.5: CEO — COMPENSATION MIX, BY INDUSTRY (2019–2023) (CONT.)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Materials</b>					
<b>Percent of TDC</b>					
Base Salary	13%	13%	13%	16%	16%
Annual Bonus	18%	21%	23%	20%	17%
Total LTI	68%	66%	65%	65%	67%
<b>Percent of Salary</b>					
Bonus (% of Salary)	110%	139%	175%	115%	100%
Total LTI (% of Salary)	430%	440%	431%	389%	381%

<b>Real Estate</b>					
<b>Percent of TDC</b>					
Base Salary	10%	11%	9%	8%	12%
Annual Bonus	20%	23%	19%	12%	23%
Total LTI	70%	66%	73%	80%	65%
<b>Percent of Salary</b>					
Bonus (% of Salary)	174%	182%	195%	136%	175%
Total LTI (% of Salary)	470%	467%	468%	434%	400%

<b>Utilities</b>					
<b>Percent of TDC</b>					
Base Salary	14%	14%	12%	16%	15%
Annual Bonus	20%	20%	20%	22%	22%
Total LTI	66%	66%	68%	62%	62%
<b>Percent of Salary</b>					
Bonus (% of Salary)	129%	124%	131%	117%	125%
Total LTI (% of Salary)	391%	367%	329%	271%	257%

**Figure 1.6: CEO — COMPENSATION MIX, BY COMPANY SIZE (2023)**

Based on Average Values

	Revenue								
	\$0-\$50M	\$50-\$199M	\$200-\$499M	\$500-\$999M	\$1-\$1.99B	\$2-\$4.99B	\$5-\$9.99B	\$10-\$19.99B	>\$20B
<b>Percent of TDC</b>									
Base Salary	14%	15%	12%	12%	12%	11%	8%	9%	7%
Annual Bonus	10%	13%	13%	13%	16%	17%	17%	18%	18%
Total LTI	76%	72%	74%	75%	72%	73%	75%	73%	75%
<b>Percent of Salary</b>									
Bonus (% of Salary)	59%	73%	94%	96%	117%	134%	171%	179%	225%
Total LTI (% of Salary)	348%	288%	381%	445%	405%	509%	673%	712%	913%

	Assets					
	\$0-\$1B	\$1-\$4.9B	\$5-\$14.9B	\$15-\$49.9B	\$50-\$199.9B	>\$200B
<b>Percent of TDC</b>						
Base Salary	23%	20%	20%	22%	19%	9%
Annual Bonus	21%	25%	12%	24%	19%	25%
Total LTI	56%	55%	68%	54%	62%	66%
<b>Percent of Salary</b>						
Bonus (% of Salary)	63%	54%	72%	116%	285%	281%
Total LTI (% of Salary)	144%	55%	112%	251%	599%	782%

**Figure 1.7: CEO — TOTAL DIRECT COMPENSATION, MEDIAN BY INDEX (2019-2023)**

USD Thousands

**Median Total Direct Compensation**

	CEO Role* Median Data					CEO Role* Change		Incumbent CEO** Change	
	2023	2022	2021	2020	2019	Change 2023 over 2022	CAGR (2019-2023)	Change 2023 over 2022	CAGR (2019-2023)
R3000	5,893	5,594	5,930	4,566	4,451	5.3%	7.3%	6.8%	10.8%
R3000 (Excluding S&P 500)	4,869	4,586	4,986	3,541	3,512	6.2%	8.5%	4.1%	11.0%
S&P 500	14,631	13,828	14,115	12,145	11,519	5.8%	6.2%	7.7%	8.9%

\* “CEO Role” denotes median CEO data (TDC of CEO at the end of each year).

\*\* “Incumbent CEO” denotes change by individual CEO.



Figure 1.8: CEO — TOTAL DIRECT COMPENSATION, MEDIAN BY INDUSTRY (2019–2023)

USD Thousands

Industry	CEO Role Median Data					Change (CEO Role)	
	2023	2022	2021	2020	2019	Increase over 2022	CAGR (2019-2023)
Communication Services	7,019	6,748	7,755	5,574	5,600	4.0%	5.8%
Consumer Discretionary	6,597	5,674	7,670	5,302	5,363	16.3%	5.3%
Consumer Staples	6,698	6,823	7,411	6,397	6,557	-1.8%	0.5%
Energy	6,261	6,221	6,187	3,836	5,287	0.7%	4.3%
Financials	3,311	3,179	3,333	2,489	2,371	4.1%	8.7%
Healthcare	5,489	5,366	5,763	4,558	4,100	2.3%	7.6%
Industrials	6,165	5,879	5,606	4,778	4,533	4.9%	8.0%
Information Technology	7,602	7,270	8,418	5,749	5,419	4.6%	8.8%
Materials	6,241	7,104	7,022	5,681	5,549	-12.2%	3.0%
Real Estate	6,569	6,435	6,092	5,062	5,176	2.1%	6.1%
Utilities	6,351	5,151	5,273	4,049	4,192	23.3%	10.9%

**Figure 1.9: CEO — TOTAL DIRECT COMPENSATION, MEDIAN BY COMPANY SIZE (2019–2023)**

USD Thousands

Annual Revenue	CEO Role Median Data					Change (CEO Role)	
	2023	2022	2021	2020	2019	Increase over 2022	CAGR (2019–2023)
Under \$50 million	3,140	3,155	3,883	2,159	1,665	-0.5%	17.2%
\$50–\$199 million	2,872	2,794	2,927	2,306	2,091	2.8%	8.3%
\$200–\$499 million	3,947	3,546	4,514	3,102	2,676	11.3%	10.2%
\$500–\$999 million	4,844	4,687	4,788	3,902	3,727	3.3%	6.8%
\$1–\$1.99 billion	5,540	5,465	5,562	4,410	4,595	1.4%	4.8%
\$2–\$4.9 billion	7,558	7,131	7,895	6,814	6,454	6.0%	4.0%
\$5–\$9.9 billion	10,946	10,450	11,017	9,690	9,049	4.7%	4.9%
\$10–\$19.9 billion	12,348	12,087	12,963	12,086	11,925	2.2%	0.9%
\$20 billion and over	18,458	17,015	18,775	16,294	15,679	8.5%	4.2%

Asset Value							
Under \$1 billion	2,447	1,972	3,000	1,633	1,306	24.1%	17.0%
\$1–\$4.9B	2,544	2,461	2,583	1,949	1,924	3.4%	7.2%
\$5–\$14.9B	4,248	4,568	4,932	3,584	4,171	-7.0%	0.5%
\$15–\$49.9B	7,542	8,399	7,562	6,891	7,535	-10.2%	0.0%
\$50–\$199.9B	13,306	13,252	14,014	12,408	11,626	0.4%	3.4%
\$200 billion and over	15,494	17,830	17,000	13,849	13,599	-13.1%	3.3%

**Figure 1.10: CEO — ALL OTHER COMPENSATION**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
By Index						
R3000	4	14	41	259	165	424
R3000 Excluding S&P 500	2	13	32	154	112	310
S&P 500	15	48	224	751	474	830
By Industry						
Communication Services	3	13	53	569	224	1,334
Consumer Discretionary	7	18	47	226	206	507
Consumer Staples	14	31	135	343	327	625
Energy	6	20	37	146	175	438
Financials	11	27	72	593	189	433
Healthcare	0	9	15	103	45	263
Industrials	9	21	60	161	185	405
Information Technology	0	8	16	150	74	308
Materials	13	44	117	207	302	480
Real Estate	7	13	33	127	114	352
Utilities	14	30	80	178	265	470
By Revenue						
Under \$50 million	0	1	12	49	17	40
\$50–\$199 million	0	8	15	75	37	77
\$200–\$499 million	0	10	18	52	42	146
\$500–\$999 million	3	12	25	108	68	195
\$1–\$1.99 billion	6	13	33	135	101	277
\$2–\$4.9 billion	10	21	63	189	221	442
\$5–\$9.9 billion	12	30	106	225	299	484
\$10–\$19.9 billion	27	54	200	315	390	662
\$20 billion and over	42	148	373	754	693	1,309
By Assets						
Under \$1 billion	2	10	16	159	55	246
\$1–\$4.9 billion	10	26	61	273	143	352
\$5–\$14.9 billion	20	41	102	929	252	654
\$15–\$49.9 billion	31	63	151	1,442	369	873
\$50–\$199.9 billion	34	86	247	853	429	906
\$200 billion and over	23	110	228	1,518	364	780

**Figure 2.1: NEO — PAY COMPONENTS, BY INDEX**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>R3000 (n=2,892; 9,135)</b>						
Base Salary	318	400	<b>481</b>	535	612	780
Annual Bonus	3	163	<b>349</b>	572	688	1,251
Full-Value Shares	32	331	<b>880</b>	1,648	1,900	3,755
Stock Options	0	0	<b>0</b>	280	158	834
Long-Term Cash	0	0	<b>0</b>	27	0	0
Total LTI	139	468	<b>1,082</b>	1,955	2,298	4,334
Total Direct Compensation	681	1,188	<b>2,095</b>	3,062	3,675	6,121
<b>R3000 (Excluding S&amp;P 500) (n=2,395; 7,274)</b>						
Base Salary	301	378	<b>450</b>	476	541	660
Annual Bonus	0	137	<b>284</b>	426	521	882
Full-Value Shares	0	247	<b>680</b>	1,213	1,400	2,643
Stock Options	0	0	<b>0</b>	219	55	619
Long-Term Cash	0	0	<b>0</b>	20	0	0
Total LTI	99	364	<b>850</b>	1,452	1,691	3,174
Total Direct Compensation	611	1,031	<b>1,733</b>	2,354	2,801	4,491
<b>S&amp;P 500 (n=497; 1,876)</b>						
Base Salary	468	566	<b>681</b>	766	825	1,000
Annual Bonus	196	485	<b>843</b>	1,137	1,369	2,210
Full-Value Shares	693	1,320	<b>2,243</b>	3,364	3,847	6,817
Stock Options	468	566	<b>681</b>	766	825	1,000
Long-Term Cash	0	0	<b>0</b>	52	0	0
Total LTI	1,011	1,700	<b>2,761</b>	3,933	4,505	7,584
Total Direct Compensation	2,172	3,061	<b>4,485</b>	5,836	6,748	10,979

**Figure 2.2: NEO — PAY COMPONENTS, BY INDUSTRY**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Communication Services (n=111; 337)</b>						
Base Salary	324	411	<b>560</b>	760	820	1,300
Annual Bonus	0	149	<b>403</b>	882	1,018	2,438
Full-Value Shares	0	570	<b>1,497</b>	2,917	3,347	7,000
Stock Options	0	0	<b>0</b>	702	0	1,610
Long-Term Cash	0	0	<b>0</b>	86	0	0
Total LTI	149	795	<b>1,782</b>	3,705	4,425	8,405
Total Direct Compensation	907	1,695	<b>3,003</b>	5,347	6,459	11,389
<b>Consumer Discretionary (n=333; 1,044)</b>						
Base Salary	350	425	<b>540</b>	603	720	900
Annual Bonus	0	145	<b>395</b>	623	769	1,479
Full-Value Shares	150	444	<b>935</b>	1,541	1,754	3,545
Stock Options	0	0	<b>0</b>	274	127	750
Long-Term Cash	0	0	<b>0</b>	20	0	0
Total LTI	227	553	<b>1,140</b>	1,834	2,126	4,032
Total Direct Compensation	819	1,364	<b>2,148</b>	3,061	3,793	6,362
<b>Consumer Staples (n=121; 397)</b>						
Base Salary	349	442	<b>566</b>	599	746	882
Annual Bonus	0	195	<b>419</b>	600	849	1,333
Full-Value Shares	25	360	<b>920</b>	1,403	1,844	3,248
Stock Options	0	0	<b>0</b>	191	200	739
Long-Term Cash	0	0	<b>0</b>	56	0	0
Total LTI	135	450	<b>1,089</b>	1,650	2,200	3,994
Total Direct Compensation	751	1,321	<b>2,136</b>	2,849	4,022	5,553
<b>Energy (n=133; 409)</b>						
Base Salary	311	387	<b>453</b>	505	596	779
Annual Bonus	189	303	<b>504</b>	637	827	1,214
Full-Value Shares	126	566	<b>1,280</b>	1,765	2,400	3,655
Stock Options	0	0	<b>0</b>	56	0	0
Long-Term Cash	0	0	<b>0</b>	65	0	0
Total LTI	303	612	<b>1,345</b>	1,885	2,600	4,041
Total Direct Compensation	888	1,414	<b>2,414</b>	3,027	4,099	5,664

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**Figure 2.2: NEO — PAY COMPONENTS, BY INDUSTRY (CONT.)**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Financials (n=526; 1,803)</b>						
Base Salary	290	350	<b>450</b>	527	600	750
Annual Bonus	0	109	<b>304</b>	710	875	1831
Full-Value Shares	0	143	<b>486</b>	1,322	1,347	2,992
Stock Options	0	0	<b>0</b>	129	0	218
Long-Term Cash	0	0	<b>0</b>	36	0	0
Total LTI	40	165	<b>507</b>	1,486	1,513	3,440
Total Direct Compensation	476	717	<b>1,420</b>	2,724	3,125	5,735
<b>Healthcare (n=523; 1,412)</b>						
Base Salary	370	430	<b>483</b>	524	569	734
Annual Bonus	67	170	<b>250</b>	402	414	827
Full-Value Shares	0	217	<b>752</b>	1,224	1,750	3,069
Stock Options	0	0	<b>424</b>	736	1,003	1,870
Long-Term Cash	0	0	<b>0</b>	4	0	0
Total LTI	313	690	<b>1,481</b>	1,964	2,724	4,102
Total Direct Compensation	870	1,380	<b>2,261</b>	2,890	3,672	5,414
<b>Industrials (n=436; 1,455)</b>						
Base Salary	338	400	<b>481</b>	509	587	719
Annual Bonus	55	200	<b>422</b>	550	694	1,058
Full-Value Shares	65	366	<b>750</b>	1,249	1,424	2,721
Stock Options	0	0	<b>0</b>	204	165	508
Long-Term Cash	0	0	<b>0</b>	41	0	0
Total LTI	156	450	<b>900</b>	1,493	1,750	3,399
Total Direct Compensation	731	1,192	<b>1,870</b>	2,552	3,100	5,066
<b>Information Technology (n=350; 1,096)</b>						
Base Salary	310	375	<b>433</b>	472	543	682
Annual Bonus	0	125	<b>267</b>	405	498	857
Full-Value Shares	193	773	<b>1,908</b>	3,419	4,143	8,231
Stock Options	0	0	<b>0</b>	202	0	554
Long-Term Cash	0	0	<b>0</b>	6	0	0
Total LTI	324	960	<b>2,172</b>	3,627	4,427	8,445
Total Direct Compensation	922	1,584	<b>2,934</b>	4,504	5,382	9,544

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**Figure 2.2: NEO — PAY COMPONENTS, BY INDUSTRY (CONT.)**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Materials (n=129; 446)</b>						
Base Salary	327	425	<b>526</b>	551	645	772
Annual Bonus	19	162	<b>339</b>	488	655	1,129
Full-Value Shares	150	429	<b>825</b>	1,124	1,600	2,364
Stock Options	0	0	<b>0</b>	133	168	528
Long-Term Cash	0	0	<b>0</b>	17	0	0
Total LTI	201	500	<b>1,000</b>	1,273	1,687	2,856
Total Direct Compensation	726	1,219	<b>1,876</b>	2,312	2,943	4,458

<b>Real Estate (n=159; 506)</b>						
Base Salary	310	400	<b>481</b>	484	577	674
Annual Bonus	73	324	<b>546</b>	679	875	1,219
Full-Value Shares	225	627	<b>1,135</b>	1,632	2,000	3,551
Stock Options	0	0	<b>0</b>	144	0	0
Long-Term Cash	0	0	<b>0</b>	5	0	0
Total LTI	317	664	<b>1,180</b>	1,780	2,001	3,880
Total Direct Compensation	882	1,484	<b>2,333</b>	2,943	3,462	5,342

<b>Utilities (n=71; 245)</b>						
Base Salary	338	402	<b>518</b>	540	647	777
Annual Bonus	113	237	<b>429</b>	528	733	1,042
Full-Value Shares	121	342	<b>800</b>	1,071	1,500	2,309
Stock Options	0	0	<b>0</b>	75	0	250
Long-Term Cash	0	0	<b>0</b>	6	0	0
Total LTI	179	450	<b>879</b>	1,152	1,625	2,387
Total Direct Compensation	731	1,109	<b>1,869</b>	2,220	3,013	4,081

**Figure 2.3a: NEO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Under \$50 million (n=252; 492) – (Median Revenue \$0.353M)</b>						
Base Salary	289	391	<b>450</b>	426	485	515
Annual Bonus	0	121	<b>187</b>	201	236	321
Full-Value Shares	0	0	<b>134</b>	555	646	1,546
Stock Options	0	0	<b>474</b>	764	1,126	2,123
Long-Term Cash	0	0	<b>0</b>	3	0	0
Total LTI	68	332	<b>826</b>	1,322	1,813	3,379
Total Direct Compensation	596	916	<b>1,468</b>	1,949	2,497	4,149
<b>\$50–\$199 million (n=214; 487) – (Median Revenue \$124M)</b>						
Base Salary	260	318	<b>404</b>	401	473	528
Annual Bonus	0	105	<b>189</b>	250	295	430
Full-Value Shares	0	84	<b>397</b>	713	902	1,472
Stock Options	0	0	<b>0</b>	474	398	1,011
Long-Term Cash	0	0	<b>0</b>	3	0	0
Total LTI	34	223	<b>705</b>	1,191	1,305	2,246
Total Direct Compensation	453	724	<b>1,340</b>	1,842	2,070	2,972
<b>\$200–\$499 million (n=281; 740) – (Median Revenue \$336M)</b>						
Base Salary	287	337	<b>400</b>	408	469	535
Annual Bonus	0	125	<b>238</b>	277	375	556
Full-Value Shares	0	225	<b>676</b>	1,252	1,458	2,761
Stock Options	0	0	<b>0</b>	191	97	711
Long-Term Cash	0	0	<b>0</b>	1	0	0
Total LTI	85	356	<b>889</b>	1,444	1,841	3,172
Total Direct Compensation	561	929	<b>1,610</b>	2,129	2,670	4,025
<b>\$500–\$999 million (n=322; 1,016) – (Median Revenue \$693M)</b>						
Base Salary	310	369	<b>420</b>	427	475	548
Annual Bonus	0	106	<b>244</b>	313	425	630
Full-Value Shares	103	329	<b>758</b>	1,275	1,680	3,184
Stock Options	0	0	<b>0</b>	170	0	507
Long-Term Cash	0	0	<b>0</b>	8	0	0
Total LTI	168	400	<b>890</b>	1,452	1,870	3,502
Total Direct Compensation	681	995	<b>1,689</b>	2,192	2,743	4,337

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**Figure 2.3a: NEO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE) (CONT.)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$1–\$1.9 billion (n=327; 1,094) – (Median Revenue \$1.4B)</b>						
Base Salary	331	400	<b>459</b>	477	537	627
Annual Bonus	16	179	<b>331</b>	392	502	750
Full-Value Shares	150	398	<b>751</b>	1,352	1,474	3,127
Stock Options	0	0	<b>0</b>	213	0	375
Long-Term Cash	0	0	<b>0</b>	2	0	0
Total LTI	189	473	<b>860</b>	1,566	1,689	3,638
Total Direct Compensation	841	1,199	<b>1,766</b>	2,435	2,720	4,663
<b>\$2–\$4.99 billion (n=423; 1,481) – (Median Revenue \$3.1B)</b>						
Base Salary	389	447	<b>518</b>	549	601	721
Annual Bonus	80	244	<b>432</b>	565	651	985
Full-Value Shares	270	547	<b>967</b>	1,811	1,857	3,691
Stock Options	0	0	<b>0</b>	180	125	500
Long-Term Cash	0	0	<b>0</b>	47	0	0
Total LTI	401	700	<b>1,140</b>	2,038	2,203	4,077
Total Direct Compensation	1,148	1,545	<b>2,197</b>	3,152	3,472	5,671
<b>\$5–\$9.99 billion (n=224; 829) – (Median Revenue \$6.8B)</b>						
Base Salary	416	497	<b>600</b>	627	700	842
Annual Bonus	52	313	<b>623</b>	747	929	1,425
Full-Value Shares	425	843	<b>1,440</b>	2,136	2,327	4,356
Stock Options	0	0	<b>0</b>	273	300	752
Long-Term Cash	0	0	<b>0</b>	19	0	0
Total LTI	624	998	<b>1,640</b>	2,429	2,752	4,772
Total Direct Compensation	1,466	2,075	<b>3,056</b>	3,802	4,477	6,744
<b>\$10–\$19.99 billion (n=153; 555) – (Median Revenue \$14.4B)</b>						
Base Salary	500	580	<b>662</b>	707	774	908
Annual Bonus	124	419	<b>718</b>	882	1,068	1,584
Full-Value Shares	647	1,157	<b>1,800</b>	2,331	2,807	4,361
Stock Options	0	0	<b>0</b>	397	459	1,051
Long-Term Cash	0	0	<b>0</b>	30	0	0
Total LTI	900	1,470	<b>2,161</b>	2,759	3,484	5,023
Total Direct Compensation	1,923	2,614	<b>3,694</b>	4,347	5,219	7,140

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**Figure 2.3a: NEO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE) (CONT.)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$20 billion and over (n=170; 653) - (Median Revenue \$36.3B)</b>						
Base Salary	557	684	<b>795</b>	863	950	1,104
Annual Bonus	301	665	<b>1,092</b>	1,273	1,574	2,430
Full-Value Shares	977	1,745	<b>2,800</b>	4,111	4,480	8,375
Stock Options	0	0	<b>0</b>	706	900	1,699
Long-Term Cash	0	0	<b>0</b>	100	0	0
Total LTI	1,326	2,200	<b>3,506</b>	4,916	5,569	9,688
Total Direct Compensation	2,564	3,954	<b>5,568</b>	7,052	7,994	12,508

**Figure 2.3b: NEO — PAY COMPONENTS, BY COMPANY SIZE (ASSETS)**

2023 | USD Thousands

	Asset Value					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Under \$1 billion (n=31; 82) - (Median Assets \$505M)</b>						
Base Salary	298	347	<b>376</b>	397	469	500
Annual Bonus	70	121	<b>203</b>	418	531	823
Full-Value Shares	0	81	<b>379</b>	1,540	876	1,959
Stock Options	0	0	<b>0</b>	132	0	594
Long-Term Cash	0	0	<b>0</b>	0	0	0
Total LTI	0	251	<b>553</b>	1,672	1,025	1,979
Total Direct Compensation	569	854	<b>1,321</b>	2,487	1,848	2,980

<b>\$1-\$4.9 billion (n=171; 510) - (Median Assets \$2.7B)</b>						
Base Salary	260	300	<b>356</b>	385	438	551
Annual Bonus	0	58	<b>150</b>	375	381	977
Full-Value Shares	0	40	<b>150</b>	582	739	1,494
Stock Options	0	0	<b>0</b>	94	0	92
Long-Term Cash	0	0	<b>0</b>	6	0	0
Total LTI	0	53	<b>171</b>	682	786	1,704
Total Direct Compensation	371	480	<b>761</b>	1,442	1,920	3,128

<b>\$5-\$14.9 billion (n=146; 527) - (Median Assets \$8.18B)</b>						
Base Salary	285	349	<b>425</b>	429	500	600
Annual Bonus	0	85	<b>183</b>	402	523	1,005
Full-Value Shares	53	141	<b>299</b>	673	807	1,725
Stock Options	0	0	<b>0</b>	54	0	74
Long-Term Cash	0	0	<b>0</b>	22	0	0
Total LTI	79	157	<b>325</b>	749	878	1,967
Total Direct Compensation	497	629	<b>996</b>	1,581	2,037	3,425

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**Figure 2.3b: NEO — PAY COMPONENTS, BY COMPANY SIZE (ASSETS) (CONT.)**

2023 | USD Thousands

	Asset Value					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$15-\$49.9 billion (n=92; 346) - (Median Assets \$25.85B)</b>						
Base Salary	350	420	500	540	614	785
Annual Bonus	104	223	414	715	869	1,459
Full-Value Shares	200	336	568	1,493	1,341	3,081
Stock Options	0	0	0	107	0	26
Long-Term Cash	0	0	0	47	0	0
Total LTI	209	347	596	1,647	1,487	3,566
Total Direct Compensation	795	1,088	1,646	2,902	3,084	6,073
<b>\$50-\$200 billion (n=54; 209) - (Median Assets \$81.14B)</b>						
Base Salary	500	588	650	678	750	876
Annual Bonus	341	516	1,026	1,335	1,813	2,752
Full-Value Shares	585	804	1,350	2,249	2,609	4,248
Stock Options	0	0	0	336	84	904
Long-Term Cash	0	0	0	49	0	0
Total LTI	659	975	1,504	2,635	2,936	5,252
Total Direct Compensation	1,592	2,385	3,625	4,648	5,217	7,524
<b>\$200 billion and over (n=32; 129) - (Median Assets \$394.61B)</b>						
Base Salary	574	692	760	1,293	1,000	1,550
Annual Bonus	0	1,026	1,849	2,452	3,300	5,710
Full-Value Shares	798	1,750	3,352	4,797	5,100	10,050
Stock Options	0	0	0	292	165	952
Long-Term Cash	0	0	0	178	0	54
Total LTI	1,160	2,338	3,972	5,268	5,460	10,050
Total Direct Compensation	2,888	4,458	6,548	9,013	10,915	18,357

**Figure 2.4: NEO — COMPENSATION MIX, BY INDEX (2019–2023)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>R3000</b>					
<b>Percent of TDC</b>					
Base Salary	17%	17%	15%	18%	20%
Annual Bonus	19%	19%	20%	19%	21%
Total LTI	64%	64%	65%	63%	59%
<b>Percent of Salary</b>					
Bonus (% of Salary)	74%	77%	95%	69%	70%
Total LTI (% of Salary)	213%	211%	210%	176%	170%

<b>R3000 (Excluding S&amp;P 500)</b>					
<b>Percent of TDC</b>					
Base Salary	20%	19%	15%	21%	25%
Annual Bonus	18%	18%	18%	19%	21%
Total LTI	62%	63%	67%	60%	55%
<b>Percent of Salary</b>					
Bonus (% of Salary)	64%	66%	80%	60%	59%
Total LTI (% of Salary)	178%	172%	170%	139%	130%

<b>S&amp;P 500</b>					
<b>Percent of TDC</b>					
Base Salary	13%	13%	13%	14%	14%
Annual Bonus	19%	20%	24%	19%	21%
Total LTI	67%	67%	63%	67%	65%
<b>Percent of Salary</b>					
Bonus (% of Salary)	125%	125%	149%	108%	111%
Total LTI (% of Salary)	384%	377%	362%	335%	331%



**Figure 2.5: NEO — COMPENSATION MIX, BY INDUSTRY (2019–2023)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Communication Services</b>					
<b>Percent of TDC</b>					
Base Salary	14%	13%	14%	13%	17%
Annual Bonus	16%	17%	22%	15%	22%
Total LTI	69%	69%	64%	72%	61%
<b>Percent of Salary</b>					
Bonus (% of Salary)	77%	79%	99%	77%	82%
Total LTI (% of Salary)	291%	293%	275%	195%	193%
<b>Consumer Discretionary</b>					
<b>Percent of TDC</b>					
Base Salary	20%	18%	15%	15%	22%
Annual Bonus	20%	19%	24%	16%	19%
Total LTI	60%	63%	61%	69%	59%
<b>Percent of Salary</b>					
Bonus (% of Salary)	74%	71%	121%	77%	71%
Total LTI (% of Salary)	197%	185%	185%	172%	158%
<b>Consumer Staples</b>					
<b>Percent of TDC</b>					
Base Salary	21%	20%	20%	20%	21%
Annual Bonus	21%	21%	24%	24%	19%
Total LTI	58%	59%	55%	56%	60%
<b>Percent of Salary</b>					
Bonus (% of Salary)	85%	80%	92%	103%	80%
Total LTI (% of Salary)	201%	211%	193%	174%	174%
<b>Energy</b>					
<b>Percent of TDC</b>					
Base Salary	17%	16%	17%	22%	18%
Annual Bonus	21%	22%	22%	18%	19%
Total LTI	62%	62%	61%	60%	63%
<b>Percent of Salary</b>					
Bonus (% of Salary)	106%	117%	113%	67%	97%
Total LTI (% of Salary)	282%	290%	308%	214%	276%

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**Figure 2.5: NEO — COMPENSATION MIX, BY INDUSTRY (2019–2023) (CONT.)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Financials</b>					
<b>Percent of TDC</b>					
Base Salary	19%	18%	12%	21%	21%
Annual Bonus	26%	26%	22%	31%	33%
Total LTI	55%	55%	67%	48%	46%
<b>Percent of Salary</b>					
Bonus (% of Salary)	68%	80%	90%	67%	72%
Total LTI (% of Salary)	111%	105%	105%	87%	87%
<b>Healthcare</b>					
<b>Percent of TDC</b>					
Base Salary	18%	18%	16%	18%	19%
Annual Bonus	14%	13%	14%	15%	16%
Total LTI	68%	69%	70%	68%	65%
<b>Percent of Salary</b>					
Bonus (% of Salary)	52%	50%	58%	55%	54%
Total LTI (% of Salary)	297%	297%	316%	256%	252%
<b>Industrials</b>					
<b>Percent of TDC</b>					
Base Salary	20%	21%	19%	24%	23%
Annual Bonus	22%	21%	22%	20%	20%
Total LTI	59%	58%	60%	57%	57%
<b>Percent of Salary</b>					
Bonus (% of Salary)	89%	84%	100%	65%	69%
Total LTI (% of Salary)	179%	177%	177%	152%	145%
<b>Information Technology</b>					
<b>Percent of TDC</b>					
Base Salary	10%	10%	10%	12%	13%
Annual Bonus	9%	10%	13%	12%	12%
Total LTI	81%	81%	78%	76%	75%
<b>Percent of Salary</b>					
Bonus (% of Salary)	64%	75%	95%	68%	60%
Total LTI (% of Salary)	463%	461%	454%	353%	333%

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**Figure 2.5: NEO — COMPENSATION MIX, BY INDUSTRY (2019–2023) (CONT.)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Materials</b>					
<b>Percent of TDC</b>					
Base Salary	24%	23%	22%	26%	27%
Annual Bonus	21%	23%	27%	23%	21%
Total LTI	55%	54%	51%	51%	53%
<b>Percent of Salary</b>					
Bonus (% of Salary)	72%	87%	112%	77%	64%
Total LTI (% of Salary)	189%	188%	180%	169%	169%
<b>Real Estate</b>					
<b>Percent of TDC</b>					
Base Salary	16%	16%	15%	18%	18%
Annual Bonus	23%	26%	23%	21%	25%
Total LTI	60%	58%	62%	61%	57%
<b>Percent of Salary</b>					
Bonus (% of Salary)	122%	132%	140%	90%	117%
Total LTI (% of Salary)	249%	248%	248%	227%	213%
<b>Utilities</b>					
<b>Percent of TDC</b>					
Base Salary	24%	26%	24%	26%	27%
Annual Bonus	24%	24%	22%	23%	25%
Total LTI	52%	51%	54%	51%	48%
<b>Percent of Salary</b>					
Bonus (% of Salary)	87%	83%	80%	76%	79%
Total LTI (% of Salary)	167%	156%	147%	148%	131%

Figure 2.6: NEO — COMPENSATION MIX, BY COMPANY SIZE (2023)

Based on Average Values

	\$0–\$50M	\$50–\$199M	\$200–\$499M	\$500–\$999M	\$1–\$1.99B	\$2–\$4.99B	\$5–\$9.99B	\$10–\$19.99B	>\$20B
Revenue									
Percent of TDC									
Base Salary	22%	22%	19%	19%	20%	17%	16%	16%	12%
Annual Bonus	10%	14%	13%	14%	16%	18%	20%	20%	18%
Total LTI	68%	65%	68%	66%	64%	65%	64%	63%	70%
Percent of Salary									
Bonus (% of Salary)	42%	48%	57%	59%	75%	86%	104%	106%	134%
Total LTI (% of Salary)	194%	181%	207%	209%	188%	210%	263%	311%	428%

	<\$1B	\$1–\$4.9B	\$5–\$14.9B	\$15–\$49.9B	\$50–\$199.9B	>\$200B
Assets						
Percent of TDC						
Base Salary	16%	27%	31%	13%	21%	15%
Annual Bonus	17%	26%	25%	14%	20%	27%
Total LTI	67%	47%	44%	74%	59%	58%
Percent of Salary						
Bonus (% of Salary)	54%	45%	48%	77%	170%	201%
Total LTI (% of Salary)	147%	49%	71%	117%	237%	452%

**Figure 2.7: NEO — TOTAL DIRECT COMPENSATION, MEDIAN BY INDEX (2019–2023)**

Median Total Direct Compensation | USD Thousands

	NEO Median					NEO Change	
	2023	2022	2021	2020	2019	Change 2023 over 2022	CAGR (2019–2023)
R3000	2,095	2,029	2,077	1,675	1,646	3.2%	6.2%
R3000 (Excluding S&P 500)	1,733	1,653	1,670	1,332	1,260	4.8%	8.3%
S&P 500	4,485	4,289	4,166	3,612	3,600	4.6%	5.6%

**Figure 2.8: NEO — TOTAL DIRECT COMPENSATION, MEDIAN BY INDUSTRY (2019–2023)**

Median Total Direct Compensation | USD Thousands

Industry	NEO Median					NEO Change	
	2023	2022	2021	2020	2019	Change 2023 over 2022	CAGR (2019–2023)
Communication Services	3,003	2,716	2,884	2,397	2,387	10.6%	5.9%
Consumer Discretionary	2,148	2,085	2,276	1,819	1,770	3.0%	5.0%
Consumer Staples	2,136	2,248	2,140	2,013	1,876	-5.0%	3.3%
Energy	2,414	2,290	2,223	1,681	2,014	5.4%	4.6%
Financials	1,420	1,405	1,453	1,194	1,125	1.0%	6.0%
Healthcare	2,261	2,183	2,264	1,843	1,757	3.6%	6.5%
Industrials	1,870	1,811	1,783	1,422	1,415	3.3%	7.2%
Information Technology	2,934	2,862	2,989	2,219	2,145	2.5%	8.1%
Materials	1,876	1,913	2,089	1,767	1,667	-1.9%	3.0%
Real Estate	2,333	2,330	2,263	1,902	1,893	0.1%	5.4%
Utilities	1,869	1,629	1,590	1,540	1,478	14.7%	6.0%

**Figure 2.9: NEO — TOTAL DIRECT COMPENSATION, MEDIAN BY COMPANY SIZE (2019–2023)**

Median Total Direct Compensation | USD Thousands

	NEO Median					NEO Change	
	2023	2022	2021	2020	2019	Change 2023 over 2022	CAGR (2019–2023)
Annual Revenue							
Under \$50 million	1,468	1,596	1,552	1,088	808	-8.0%	16.1%
\$50–\$199 million	1,340	1,272	1,199	995	787	5.3%	14.2%
\$200–\$499 million	1,606	1,459	1,555	1,133	1,056	10.1%	11.1%
\$500–\$999 million	1,689	1,590	1,612	1,349	1,198	6.2%	9.0%
\$1–\$1.99 billion	1,766	1,729	1,742	1,459	1,468	2.2%	4.7%
\$2–\$4.9 billion	2,197	2,053	2,211	1,984	1,860	7.0%	4.2%
\$5–\$9.9 billion	3,056	2,854	2,966	2,667	2,529	7.1%	4.8%
\$10–\$19.9 billion	3,694	3,470	3,672	3,364	3,149	6.5%	4.1%
\$20 billion and over	5,568	5,236	5,783	5,431	5,080	6.3%	2.3%
Asset Value							
Under \$1 billion	1,321	1,351	1,521	1,087	1,043	-2.2%	6.1%
\$1–\$4.9 billion	1,070	1,080	1,092	917	849	-0.9%	6.0%
\$5–\$14.9 billion	1,468	1,609	1,560	1,421	1,438	-8.7%	0.5%
\$15–\$49.9 billion	2,650	2,694	2,721	2,430	2,648	-1.6%	0.0%
\$50–\$199.9 billion	4,553	4,490	4,733	4,093	4,341	1.4%	1.2%
\$200 billion and over	6,548	7,415	7,117	6,093	5,574	-11.7%	4.1%

**Figure 2.10: NEO — ALL OTHER COMPENSATION**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
By Index						
R3000	5	13	28	118	69	154
R3000 (Excluding S&P 500)	3	12	23	84	53	114
S&P 500	12	25	68	250	145	294
By Industry						
Communication Services	0	10	18	57	54	114
Consumer Discretionary	6	13	28	81	70	146
Consumer Staples	12	20	55	113	119	239
Energy	11	20	30	83	99	202
Financials	10	19	37	308	73	185
Healthcare	2	10	15	48	36	107
Industrials	9	16	35	74	74	151
Information Technology	0	6	13	62	32	89
Materials	13	30	63	123	117	224
Real Estate	6	12	25	56	59	128
Utilities	15	29	57	78	106	168

Continued on next page



Figure 2.10: NEO — ALL OTHER COMPENSATION (CONT.)

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
By Revenue						
Under \$50 million	0	1	11	22	16	27
\$50–\$199 million	0	7	13	45	26	74
\$200–\$499 million	1	9	14	30	31	58
\$500–\$999 million	2	10	19	51	39	73
\$1–\$1.99 billion	5	12	22	41	44	91
\$2–\$4.9 billion	8	15	32	73	69	140
\$5–\$9.9 billion	11	24	52	92	108	188
\$10–\$19.9 billion	12	26	64	129	126	250
\$20 billion and over	16	38	103	185	203	354
By Assets						
Under \$1 billion	3	9	13	107	42	100
\$1–\$4.9 billion	10	18	35	169	62	125
\$5–\$14.9 billion	13	22	43	386	83	202
\$15–\$49.9 billion	15	28	53	602	125	358
\$50–\$199.9 billion	15	23	57	568	179	418
\$200 billion and over	18	30	53	1,179	153	561

**Figure 3.1: CFO — PAY COMPONENTS, BY INDEX**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>R3000 (n=2,892; 2,487)</b>						
Base Salary	332	406	495	536	625	780
Annual Bonus	26	173	368	563	723	1,258
Full-Value Shares	8	351	1,000	1,668	2,051	3,897
Stock Options	0	0	0	277	172	918
Long-Term Cash	0	0	0	23	0	0
Total LTI	147	500	1,250	1,967	2,474	4,425
Total Direct Compensation	699	1,264	2,268	3,067	3,826	6,032

<b>R3000 (n=2,395; 2,027) (Excluding S&amp;P 500)</b>						
Base Salary	319	400	466	483	550	670
Annual Bonus	4	150	304	432	562	890
Full-Value Shares	0	255	771	1,266	1,586	2,888
Stock Options	0	0	0	218	79	692
Long-Term Cash	0	0	0	18	0	0
Total LTI	108	400	973	1,502	1,856	3,330
Total Direct Compensation	642	1,090	1,889	2,417	2,998	4,659

<b>S&amp;P500 (n=497; 460)</b>						
Base Salary	517	617	720	771	850	1,000
Annual Bonus	225	564	934	1,142	1,468	2,078
Full-Value Shares	989	1,569	2,600	3,495	4,054	6,540
Stock Options	517	617	720	771	850	1,000
Long-Term Cash	0	0	0	42	0	0
Total LTI	1,354	2,001	3,097	4,078	4,770	7,798
Total Direct Compensation	2,639	3,595	4,914	5,991	6,945	10,236

**Figure 3.2: CFO — PAY COMPONENTS, BY INDUSTRY**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Communication Services (n=111)</b>						
Base Salary	350	438	<b>585</b>	733	775	1066
Annual Bonus	0	175	<b>472</b>	948	1,000	2,720
Full-Value Shares	23	655	<b>1,782</b>	2,914	3,316	6,379
Stock Options	0	0	<b>0</b>	731	0	1,445
Long-Term Cash	0	0	<b>0</b>	75	0	0
Total LTI	192	936	<b>2,363</b>	3,720	4,168	8,743
Total Direct Compensation	836	2,002	<b>3,606</b>	5,402	6,459	11,522
<b>Consumer Discretionary (n=333)</b>						
Base Salary	369	438	<b>561</b>	603	740	900
Annual Bonus	0	165	<b>430</b>	626	818	1,519
Full-Value Shares	157	472	<b>1,040</b>	1,582	2,000	3,360
Stock Options	0	0	<b>0</b>	257	136	804
Long-Term Cash	0	0	<b>0</b>	16	0	0
Total LTI	197	572	<b>1,375</b>	1,855	2,217	4,041
Total Direct Compensation	812	1,403	<b>2,350</b>	3,085	3,878	6,441
<b>Consumer Staples (n=121)</b>						
Base Salary	395	467	<b>578</b>	612	751	849
Annual Bonus	0	185	<b>426</b>	604	817	1,398
Full-Value Shares	127	420	<b>1,106</b>	1,454	1,951	3,551
Stock Options	0	0	<b>0</b>	221	265	893
Long-Term Cash	0	0	<b>0</b>	41	0	0
Total LTI	222	557	<b>1,189</b>	1,715	2,207	3,947
Total Direct Compensation	782	1,442	<b>2,304</b>	2,931	3,885	5,615
<b>Energy (n=133)</b>						
Base Salary	300	388	<b>495</b>	518	601	778
Annual Bonus	180	305	<b>608</b>	679	886	1,369
Full-Value Shares	21	553	<b>1,504</b>	1,868	2,600	3,921
Stock Options	0	0	<b>0</b>	49	0	0
Long-Term Cash	0	0	<b>0</b>	71	0	0
Total LTI	132	606	<b>1,552</b>	1,988	2,817	4,258
Total Direct Compensation	723	1,411	<b>2,717</b>	3,185	4,204	5,905

Continued on next page

**Figure 3.2: CFO — PAY COMPONENTS, BY INDUSTRY (CONT.)**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Financials (n=526)</b>						
Base Salary	300	368	<b>466</b>	504	600	750
Annual Bonus	44	124	<b>329</b>	643	787	1,661
Full-Value Shares	23	165	<b>490</b>	1,108	1,271	2,601
Stock Options	0	0	<b>0</b>	131	0	187
Long-Term Cash	0	0	<b>0</b>	28	0	0
Total LTI	45	198	<b>544</b>	1,266	1,445	2,801
Total Direct Compensation	506	783	<b>1,415</b>	2,413	2,971	5,258
<b>Healthcare (n=523)</b>						
Base Salary	380	436	<b>477</b>	517	551	744
Annual Bonus	69	172	<b>237</b>	381	393	779
Full-Value Shares	0	147	<b>726</b>	1,251	1,847	3,513
Stock Options	0	0	<b>402</b>	679	1,011	1,873
Long-Term Cash	0	0	<b>0</b>	4	0	0
Total LTI	275	649	<b>1,474</b>	1,934	2,757	4,454
Total Direct Compensation	826	1,341	<b>2,224</b>	2,832	3,698	5,799
<b>Industrials (n=436)</b>						
Base Salary	350	422	<b>519</b>	533	624	748
Annual Bonus	72	242	<b>481</b>	591	761	1,170
Full-Value Shares	82	471	<b>937</b>	1,346	1,716	2,847
Stock Options	0	0	<b>0</b>	214	187	640
Long-Term Cash	0	0	<b>0</b>	39	0	0
Total LTI	196	537	<b>1,080</b>	1,598	2,022	3,405
Total Direct Compensation	777	1,375	<b>2,171</b>	2,722	3,569	5,220
<b>Information Technology (n=350)</b>						
Base Salary	339	399	<b>450</b>	482	544	659
Annual Bonus	0	129	<b>274</b>	388	492	795
Full-Value Shares	169	907	<b>2,183</b>	3,408	4,160	7,326
Stock Options	0	0	<b>0</b>	193	0	602
Long-Term Cash	0	0	<b>0</b>	5	0	0
Total LTI	331	1,051	<b>2,401</b>	3,605	4,409	7,371
Total Direct Compensation	982	1,780	<b>3,153</b>	4,476	5,444	8,388

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**Figure 3.2: CFO — PAY COMPONENTS, BY INDUSTRY (CONT.)**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Materials (n=129)</b>						
Base Salary	332	445	<b>542</b>	567	681	788
Annual Bonus	6	121	<b>362</b>	541	688	1,244
Full-Value Shares	108	446	<b>1,075</b>	1,243	1,823	2,778
Stock Options	0	0	<b>0</b>	144	170	568
Long-Term Cash	0	0	<b>0</b>	7	0	0
Total LTI	193	537	<b>1,138</b>	1,394	1,971	3,088
Total Direct Compensation	710	1,310	<b>1,933</b>	2,502	3,504	4,936

<b>Real Estate (n=159)</b>						
Base Salary	320	400	<b>500</b>	487	600	650
Annual Bonus	35	369	<b>582</b>	652	902	1,172
Full-Value Shares	212	747	<b>1,256</b>	1,702	2,045	3,477
Stock Options	0	0	<b>0</b>	133	0	0
Long-Term Cash	0	0	<b>0</b>	5	0	0
Total LTI	298	801	<b>1,266</b>	1,839	2,062	3,699
Total Direct Compensation	736	1,642	<b>2,513</b>	2,978	3,652	5,018

<b>Utilities (n=71)</b>						
Base Salary	319	397	<b>517</b>	539	670	777
Annual Bonus	145	240	<b>459</b>	515	754	940
Full-Value Shares	49	325	<b>921</b>	1,233	1,795	2,525
Stock Options	0	0	<b>0</b>	103	0	377
Long-Term Cash	0	0	<b>0</b>	7	0	0
Total LTI	121	461	<b>1,099</b>	1,343	1,908	2,539
Total Direct Compensation	725	1,137	<b>2,112</b>	2,397	3,333	4,198

**Figure 3.3a: CFO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Under \$50 million (n=252; 162) - (Median Revenue \$0.353M)</b>						
Base Salary	293	385	444	421	473	506
Annual Bonus	0	125	189	205	232	329
Full-Value Shares	0	0	94	558	643	1,690
Stock Options	0	0	404	708	921	1,937
Long-Term Cash	0	0	0	2	0	0
Total LTI	75	307	758	1,268	1,594	3,163
Total Direct Compensation	587	902	1,373	1,893	2,270	4,307
<b>\$50–\$199 million (n=214; 163) - (Median Revenue \$124M)</b>						
Base Salary	242	315	400	392	463	496
Annual Bonus	0	108	186	235	295	421
Full-Value Shares	0	59	377	664	850	1,329
Stock Options	0	0	0	260	312	994
Long-Term Cash	0	0	0	7	0	0
Total LTI	34	206	557	931	1,247	2,100
Total Direct Compensation	441	707	1287	1,558	1,994	2,827
<b>\$200–\$499 million (n=281; 239) - (Median Revenue \$336M)</b>						
Base Salary	308	362	407	414	464	516
Annual Bonus	0	128	252	284	389	597
Full-Value Shares	0	244	739	1,176	1,483	2,903
Stock Options	0	0	0	198	58	652
Long-Term Cash	0	0	0	0	0	0
Total LTI	85	397	944	1,374	1,861	3,254
Total Direct Compensation	599	1,002	1,637	2,072	2,690	4,114
<b>\$500–\$999 million (n=322; 292) - (Median Revenue \$693M)</b>						
Base Salary	348	400	450	450	497	560
Annual Bonus	0	134	292	353	467	742
Full-Value Shares	165	475	938	1,485	1,982	3,748
Stock Options	0	0	0	157	0	530
Long-Term Cash	0	0	0	8	0	0
Total LTI	243	563	1,153	1,649	2,227	3,898
Total Direct Compensation	798	1,349	2,032	2,453	3,227	4,613

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**Figure 3.3a: CFO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE) (CONT.)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$1–\$1.9 billion (n=327; 293) - (Median Revenue \$1.4B)</b>						
Base Salary	365	428	495	496	550	618
Annual Bonus	24	228	376	433	613	787
Full-Value Shares	172	474	1,000	1,550	1,734	3,978
Stock Options	0	0	0	226	0	490
Long-Term Cash	0	0	0	3	0	0
Total LTI	253	566	1,109	1,780	1,902	4,179
Total Direct Compensation	977	1,408	2,047	2,709	3,039	5,037
<b>\$2–\$4.9 billion (n=423; 379) - (Median Revenue \$3.1B)</b>						
Base Salary	402	496	557	572	630	722
Annual Bonus	113	309	500	623	729	1,097
Full-Value Shares	292	670	1,182	2,063	2,238	4,208
Stock Options	0	0	0	222	199	688
Long-Term Cash	0	0	0	47	0	0
Total LTI	476	892	1,456	2,332	2,481	4,741
Total Direct Compensation	1,366	1,872	2,726	3,527	4,008	6,041
<b>\$5–\$9.99 billion (n=224; 203) - (Median Revenue \$6.8B)</b>						
Base Salary	429	547	645	651	750	845
Annual Bonus	69	371	728	802	1,032	1,523
Full-Value Shares	497	1,081	1,750	2,460	2,806	4,508
Stock Options	0	0	0	296	366	1,000
Long-Term Cash	0	0	0	21	0	0
Total LTI	608	1,272	1,950	2,777	3,263	5,011
Total Direct Compensation	1,497	2,419	3,629	4,230	4,947	6,899
<b>\$10–\$19.99 billion (n=153; 142) - (Median Revenue \$14.4B)</b>						
Base Salary	570	628	722	739	813	938
Annual Bonus	241	534	814	935	1,237	1,617
Full-Value Shares	903	1,464	2,123	2,538	2,976	4,652
Stock Options	0	0	0	378	499	1,098
Long-Term Cash	0	0	0	38	0	0
Total LTI	1,075	1,819	2,600	2,954	3,597	4,796
Total Direct Compensation	2,337	3,270	4,088	4,629	5,563	6,864

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**Figure 3.3a: CFO — PAY COMPONENTS, BY COMPANY SIZE (ANNUAL REVENUE) (CONT.)**

2023 | USD Thousands

	Annual Revenue					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$20 billion and over (n=170; 160) - (Median Revenue \$36.3B)</b>						
Base Salary	627	718	831	893	986	1,101
Annual Bonus	318	728	1,212	1,299	1,645	2,307
Full-Value Shares	1,171	1,997	3,151	4,135	4,398	7,401
Stock Options	0	0	0	731	1,042	2,000
Long-Term Cash	0	0	0	75	0	0
Total LTI	1,542	2,419	3,954	4,941	5,438	9,418
Total Direct Compensation	2,791	4,234	6,071	7,133	7,998	12,015

**Figure 3.3b: CFO — PAY COMPONENTS, BY COMPANY SIZE (ASSETS)**

2023 | USD Thousands

	Annual Value					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>Under \$1 billion (n=31; 27) - (Median Assets \$505M)</b>						
Base Salary	299	346	378	405	471	504
Annual Bonus	83	134	197	296	379	736
Full-Value Shares	0	38	321	663	945	1,978
Stock Options	0	0	0	124	0	388
Long-Term Cash	0	0	0	0	0	0
Total LTI	0	153	550	787	1,162	1,978
Total Direct Compensation	483	822	1,137	1,488	1,753	2,939

<b>\$1–\$4.9 billion (n=171; 132) - (Median Assets \$2.7B)</b>						
Base Salary	278	312	396	412	475	599
Annual Bonus	2	73	200	361	418	876
Full-Value Shares	0	49	228	587	860	1,588
Stock Options	0	0	0	131	0	164
Long-Term Cash	0	0	0	6	0	0
Total LTI	0	81	254	724	930	1,837
Total Direct Compensation	422	551	908	1,498	2,060	3,237

<b>\$5–\$14.9 billion (n=146; 133) - (Median Assets \$8.18B)</b>						
Base Salary	295	368	435	434	500	579
Annual Bonus	31	105	204	392	524	1,004
Full-Value Shares	66	166	305	610	731	1,397
Stock Options	0	0	0	56	0	88
Long-Term Cash	0	0	0	13	0	0
Total LTI	100	187	321	680	756	1,497
Total Direct Compensation	554	707	980	1,506	1,852	3,139

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**Figure 3.3b: CFO — PAY COMPONENTS, BY COMPANY SIZE (ASSETS) (CONT.)**

2023 | USD Thousands

	Annual Value					
	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
<b>\$15-\$49.9 billion (n=92; 83) - (Median Assets \$25.85B)</b>						
Base Salary	350	444	525	539	600	750
Annual Bonus	139	248	435	664	770	1,479
Full-Value Shares	249	351	590	1,610	1,325	2,872
Stock Options	0	0	0	167	0	72
Long-Term Cash	0	0	0	25	0	0
Total LTI	252	378	607	1,802	1,524	3,314
Total Direct Compensation	856	1,179	1,658	3,005	2,930	5,946
<b>\$50-\$200 billion (n=54; 49) - (Median Assets \$81.14B)</b>						
Base Salary	500	600	675	668	750	800
Annual Bonus	461	550	1,200	1,277	1,870	2,294
Full-Value Shares	674	900	1,327	1,726	2,625	3,472
Stock Options	0	0	0	292	120	926
Long-Term Cash	0	0	0	49	0	0
Total LTI	759	975	1,635	2,067	2,625	3,700
Total Direct Compensation	1,906	2,446	3,920	4,012	5,082	6,324
<b>\$200 billion and over (n=32; 30) - (Median Assets \$394.61B)</b>						
Base Salary	645	700	740	938	986	1,075
Annual Bonus	0	929	1,777	2,210	2,759	5,166
Full-Value Shares	540	1,754	2,655	3,609	4,891	7,368
Stock Options	0	0	0	98	0	427
Long-Term Cash	0	0	0	183	0	27
Total LTI	999	2,133	2,811	3,890	4,942	7,468
Total Direct Compensation	3,169	4,199	5,343	7,038	8,587	13,327

**Figure 3.4: CFO — COMPENSATION MIX, BY INDEX (2019–2023)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>R3000</b>					
<b>Percent of TDC</b>					
Base Salary	17%	17%	16%	19%	20%
Annual Bonus	18%	18%	21%	20%	21%
Total LTI	64%	65%	63%	62%	59%
<b>Percent of Salary</b>					
Bonus (% of Salary)	76%	79%	96%	71%	72%
Total LTI (% of Salary)	237%	234%	229%	190%	180%
<b>R3000 (Excluding S&amp;P 500)</b>					
<b>Percent of TDC</b>					
Base Salary	20%	19%	18%	22%	24%
Annual Bonus	18%	17%	20%	20%	20%
Total LTI	62%	63%	63%	58%	55%
<b>Percent of Salary</b>					
Bonus (% of Salary)	66%	67%	82%	62%	60%
Total LTI (% of Salary)	195%	192%	191%	152%	145%
<b>S&amp;P 500</b>					
<b>Percent of TDC</b>					
Base Salary	13%	13%	13%	14%	14%
Annual Bonus	19%	20%	23%	19%	21%
Total LTI	68%	67%	64%	67%	65%
<b>Percent of Salary</b>					
Bonus (% of Salary)	128%	137%	158%	112%	115%
Total LTI (% of Salary)	417%	395%	383%	355%	346%

**Figure 3.5: CFO — COMPENSATION MIX, BY INDUSTRY (2019–2023)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Communication Services</b>					
<b>Percent of TDC</b>					
Base Salary	14%	12%	14%	13%	15%
Annual Bonus	18%	16%	23%	15%	25%
Total LTI	69%	72%	63%	72%	60%
<b>Percent of Salary</b>					
Bonus (% of Salary)	80%	77%	97%	93%	92%
Total LTI (% of Salary)	350%	432%	322%	274%	191%
<b>Consumer Discretionary</b>					
<b>Percent of TDC</b>					
Base Salary	20%	19%	16%	17%	22%
Annual Bonus	20%	19%	24%	17%	19%
Total LTI	60%	62%	59%	66%	58%
<b>Percent of Salary</b>					
Bonus (% of Salary)	78%	74%	122%	79%	73%
Total LTI (% of Salary)	215%	210%	197%	187%	173%
<b>Consumer Staples</b>					
<b>Percent of TDC</b>					
Base Salary	21%	18%	21%	18%	20%
Annual Bonus	21%	20%	23%	22%	18%
Total LTI	59%	61%	56%	60%	62%
<b>Percent of Salary</b>					
Bonus (% of Salary)	82%	75%	92%	98%	79%
Total LTI (% of Salary)	226%	209%	194%	192%	183%
<b>Energy</b>					
<b>Percent of TDC</b>					
Base Salary	16%	15%	17%	21%	17%
Annual Bonus	21%	22%	22%	20%	18%
Total LTI	62%	63%	62%	59%	64%
<b>Percent of Salary</b>					
Bonus (% of Salary)	109%	122%	118%	73%	95%
Total LTI (% of Salary)	316%	328%	308%	227%	271%

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**Figure 3.5: CFO — COMPENSATION MIX, BY INDUSTRY (2019–2023) (CONT.)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Financials</b>					
<b>Percent of TDC</b>					
Base Salary	21%	19%	<b>18%</b>	22%	23%
Annual Bonus	27%	27%	<b>29%</b>	30%	31%
Total LTI	52%	53%	<b>53%</b>	48%	46%
<b>Percent of Salary</b>					
Bonus (% of Salary)	71%	82%	<b>89%</b>	65%	72%
Total LTI (% of Salary)	114%	110%	<b>109%</b>	97%	86%
<b>Healthcare</b>					
<b>Percent of TDC</b>					
Base Salary	18%	18%	<b>17%</b>	19%	19%
Annual Bonus	13%	13%	<b>15%</b>	16%	16%
Total LTI	68%	68%	<b>69%</b>	65%	65%
<b>Percent of Salary</b>					
Bonus (% of Salary)	51%	49%	<b>57%</b>	55%	52%
Total LTI (% of Salary)	292%	308%	<b>333%</b>	274%	259%
<b>Industrials</b>					
<b>Percent of TDC</b>					
Base Salary	20%	20%	<b>17%</b>	23%	23%
Annual Bonus	22%	21%	<b>21%</b>	20%	20%
Total LTI	59%	59%	<b>62%</b>	57%	56%
<b>Percent of Salary</b>					
Bonus (% of Salary)	94%	88%	<b>106%</b>	68%	78%
Total LTI (% of Salary)	212%	190%	<b>202%</b>	170%	160%
<b>Information Technology</b>					
<b>Percent of TDC</b>					
Base Salary	11%	10%	<b>10%</b>	14%	14%
Annual Bonus	9%	9%	<b>12%</b>	12%	12%
Total LTI	81%	81%	<b>78%</b>	74%	73%
<b>Percent of Salary</b>					
Bonus (% of Salary)	64%	68%	<b>94%</b>	68%	60%
Total LTI (% of Salary)	536%	490%	<b>507%</b>	359%	334%

Continued on next page

**Figure 3.5: CFO — COMPENSATION MIX, BY INDUSTRY (2019–2023) (CONT.)**

Based on Average Values

	2023 (FY1)	2022 (FY2)	2021 (FY3)	2020 (FY4)	2019 (FY5)
<b>Materials</b>					
<b>Percent of TDC</b>					
Base Salary	23%	21%	<b>21%</b>	24%	24%
Annual Bonus	22%	23%	<b>28%</b>	23%	21%
Total LTI	56%	56%	<b>51%</b>	53%	54%
<b>Percent of Salary</b>					
Bonus (% of Salary)	73%	88%	<b>124%</b>	90%	70%
Total LTI (% of Salary)	211%	224%	<b>197%</b>	190%	194%
<b>Real Estate</b>					
<b>Percent of TDC</b>					
Base Salary	16%	17%	<b>16%</b>	18%	19%
Annual Bonus	22%	25%	<b>24%</b>	21%	25%
Total LTI	62%	58%	<b>60%</b>	61%	57%
<b>Percent of Salary</b>					
Bonus (% of Salary)	128%	138%	<b>144%</b>	95%	124%
Total LTI (% of Salary)	266%	254%	<b>264%</b>	243%	211%
<b>Utilities</b>					
<b>Percent of TDC</b>					
Base Salary	22%	25%	<b>23%</b>	27%	28%
Annual Bonus	21%	24%	<b>21%</b>	22%	24%
Total LTI	56%	51%	<b>56%</b>	51%	47%
<b>Percent of Salary</b>					
Bonus (% of Salary)	94%	86%	<b>85%</b>	78%	78%
Total LTI (% of Salary)	200%	174%	<b>185%</b>	142%	126%

**Figure 3.6: CFO — COMPENSATION MIX, BY COMPANY SIZE (2023)**

Based on Average Values

	Revenue								
	\$0-\$50M	\$50-\$199M	\$200-\$499M	\$500-\$999M	\$1-\$1.99B	\$2-\$4.99B	\$5-\$9.99B	\$10-\$19.99B	>\$20B
<b>Percent of TDC</b>									
Base Salary	22%	25%	20%	18%	18%	16%	15%	16%	13%
Annual Bonus	11%	15%	14%	14%	16%	18%	19%	20%	18%
Total LTI	67%	60%	66%	67%	66%	66%	66%	64%	69%
<b>Percent of Salary</b>									
Bonus (Percent of Salary)	44%	49%	59%	65%	80%	92%	109%	114%	140%
Total LTI (Percent of Salary)	184%	173%	209%	254%	235%	257%	290%	355%	440%

	Assets					
	<\$1B	\$1-\$4.9B	\$5-\$14.9B	\$15-\$49.9B	\$50-\$199.9B	>\$200B
<b>Percent of TDC</b>						
Base Salary	27%	27%	30%	24%	26%	15%
Annual Bonus	20%	24%	15%	20%	20%	28%
Total LTI	53%	48%	54%	57%	54%	57%
<b>Percent of Salary</b>						
Bonus (Percent of Salary)	52%	49%	53%	82%	197%	199%
Total LTI (Percent of Salary)	139%	67%	71%	120%	239%	402%

**Figure 3.7: CFO — TOTAL DIRECT COMPENSATION, MEDIAN BY INDEX (2019–2023)**

Median Total Direct Compensation | USD Thousands

	CFO Median						CFO Role Change*		Incumbent CFO** Change	
	2023 n=	2023	2022	2021	2020	2019	Increase over 2022	CAGR (2019-2023)	Change 2023 over 2022	CAGR (2019-2023)
R3000	2483	2,268	2,218	2,213	1,799	1,723	2.3%	7.1%	7.2%	10.7%
R3000 (Excluding S&P 500)	2027	1,889	1,855	1,845	1,432	1,360	1.8%	8.6%	5.2%	11.6%
S&P 500	460	4,914	4,567	4,665	3,836	3,758	7.6%	6.9%	8.1%	9.2%

\* “CFO Role” denotes Median CFO data (TDC of CFO at the end of each year)

\*\* “Incumbent CFO” denotes change by individual CFO

Figure 3.8: CFO — TOTAL DIRECT COMPENSATION, MEDIAN BY INDUSTRY (2019–2023)

Median Total Direct Compensation | USD Thousands

Industry	CFO Median						CFO Change	
	2023 n=	2023	2022	2021	2020	2019	Increase over 2022	CAGR (2019-2023)
Communication Services	97	3,606	3,414	3,126	2,765	2,450	5.6%	10.1%
Consumer Discretionary	288	2,350	2,235	2,258	1,873	1,915	5.2%	5.3%
Consumer Staples	103	2,304	2,243	2,294	2,218	2,004	2.7%	3.6%
Energy	116	2,717	2,565	2,254	1,782	1,964	5.9%	8.5%
Financials	454	1,415	1,436	1,491	1,192	1,011	-1.5%	8.8%
Healthcare	399	2,224	2,219	2,352	1,943	1,792	0.2%	5.6%
Industrials	389	2,171	2,000	2,059	1,612	1,590	8.6%	8.1%
Information Technology	314	3,153	3,057	3,271	2,303	2,116	3.1%	10.5%
Materials	117	1,933	2,297	2,395	2,097	1,848	-15.9%	1.1%
Real Estate	148	2,513	2,347	2,278	1,986	1,986	7.1%	6.1%
Utilities	62	2,112	1,740	1,723	1,542	1,465	21.4%	9.6%



**Figure 3.9: CFO — TOTAL DIRECT COMPENSATION, MEDIAN BY COMPANY SIZE (2019–2023)**

Median Total Direct Compensation | USD Thousands

Annual Revenue	CFO Median					CFO Change	
	2023	2022	2021	2020	2019	Increase over 2022	CAGR (2019-2023)
Under \$50 million	1,373	1,541	1,499	945	710	-10.9%	17.9%
\$50–\$199 million	1,287	1,322	1,199	1,114	785	-2.7%	13.1%
\$200–\$499 million	1,637	1,562	1,621	1,182	1,170	4.8%	8.8%
\$500–\$999 million	2,032	1,954	1,824	1,670	1,490	4.0%	8.1%
\$1–\$1.99 billion	2,047	1,982	2,046	1,664	1,651	3.3%	5.5%
\$2–\$4.9 billion	2,726	2,447	2,630	2,221	2,109	11.4%	6.6%
\$5–\$9.9 billion	3,629	3,233	3,439	3,020	2,884	12.3%	5.9%
\$10–\$19.9 billion	4,088	3,925	4,320	3,661	3,645	4.2%	2.9%
\$20 billion and over	6,071	5,902	6,046	5,455	5,139	2.9%	4.3%

Asset Value							
Under \$1 billion	1,137	1,328	1,521	823	805	-14.4%	9.0%
\$1–\$4.9 billion	1,106	1,125	1,076	953	833	-1.7%	7.3%
\$5–\$14.9 billion	1,454	1,659	1,606	1,453	1,417	-12.4%	0.6%
\$15–\$49.9 billion	2,635	2,822	2,810	2,427	2,559	-6.6%	0.7%
\$50–\$199.9 billion	4,435	4,188	4,667	3,999	4,326	5.9%	0.6%
\$200 billion and over	5,343	6,322	6,568	4,959	5,239	-15.5%	0.5%

**Figure 3.10: CFO — ALL OTHER COMPENSATION**

2023 | USD Thousands

	10th Percentile	25th Percentile	Median	Mean	75th Percentile	90th Percentile
By Index						
R3000	4	13	25	74	65	141
R3000 (Excluding S&P 500)	3	11	21	58	50	109
S&P 500	13	24	68	157	139	268
By Industry						
Communication Services	3	10	19	49	44	108
Consumer Discretionary	7	13	24	57	60	127
Consumer Staples	12	19	48	92	109	202
Energy	7	15	28	73	84	191
Financials	10	17	37	162	71	160
Healthcare	0	9	14	37	31	85
Industrials	9	17	34	66	75	164
Information Technology	0	6	13	39	30	83
Materials	11	26	61	99	124	203
Real Estate	6	12	22	49	58	122
Utilities	15	29	49	80	101	172
By Revenue						
Under \$50 million	0	0	11	20	15	23
\$50–\$199 million	0	6	13	42	22	54
\$200–\$499 million	1	9	15	27	32	55
\$500–\$999 million	2	10	18	35	40	74
\$1–\$1.99 billion	4	12	22	39	44	99
\$2–\$4.9 billion	7	15	30	64	75	147
\$5–\$9.9 billion	10	21	48	80	109	172
\$10–\$19.9 billion	16	26	62	98	132	230
\$20 billion and over	17	37	101	146	208	315
By Assets						
Under \$1 billion	2	10	20	39	40	90
\$1–\$4.9 billion	10	17	34	114	62	113
\$5–\$14.9 billion	12	20	44	204	82	190
\$15–\$49.9 billion	14	24	54	267	129	322
\$50–\$199.9 billion	14	20	61	235	182	411
\$200 billion and over	17	22	48	382	184	720

## ABOUT JAMES F. REDA, DIRECTOR OF THIS REPORT

James F. Reda is managing director for Gallagher's Executive Compensation Consulting team. Reda works with both public and private organizations in planning, creating, and implementing incentive programs. He also advises companies on incentive strategy, including long- and short-term senior executive employment arrangements, change-in-control metrics, business combinations, shareholder rights, and corporate governance issues.

Reda is a recognized expert in integrating incentive and corporate strategies. He brings nearly 40 years of experience, specifically in senior executive compensation. Prior to forming his own firm in 2004 (acquired by Gallagher in 2011), he worked at three major executive compensation consulting firms. Reda began his executive compensation consulting career at The Bachelder Group in 1987, where he worked for 9 years.

James F. Reda would like to thank the following Gallagher Executive Compensation team members for their contributions to the creation of this report: Adriana Munoz, Senior Consultant; David Schmidt, Senior Consultant; and Molly Kyle, Director, Integrated Project Management.

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