

# SUMMIT

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# EXECUTIVE REMUNERATION DATABASE

An unrivalled source of UK executive remuneration information for pay consultants, Remco members and reward/HR specialists. Stretching back to 2002, it includes information ranging from the largest FTSE 100 companies to the smallest Fledgling and AIM firms gathered from company accounts.

E-reward collects, aggregates and analyses vast amounts of board-level remuneration data from company reports to inform your decision-making. Our research, bespoke and database solutions are built upon this data, expertise and independence.

*Data – Expertise –  
Independence*

*Unrivalled – Bespoke –  
High-Quality Data*



Summit differs from other boardroom pay solutions because it is the first time that information on **ALL** the significant elements of executive remuneration policy can be found in one place.

- Thousands of remuneration reports available at the touch of a button
- Automated procedures make it easy to access information
- Developed by experts with an unrivalled knowledge of executive remuneration
- Comprehensive and accurate information at a competitive price

***FTSE 100 – Mid-250 – SmallCap – AIM – Fledgling companies***

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## EXECUTIVE REMUNERATION DATABASE

**Comprehensive and accurate source of timely information on board-level remuneration data sourced from company reports by experts.**

Executive pay continues to be a hugely contentious issue, so UK companies need detailed, accurate information on market levels of remuneration in order to set defensible policies. But each year, providing such quality information has become more and more challenging as the amount of executive pay data published in remuneration reports continues to expand. As a result, the time required to monitor and record this takes longer and longer.

The **E-reward Summit Executive Remuneration Database**, launched in 2015, collects this vast tranche of information so that your organisation does not need to – saving you months of work. **Summit** contains data stretching back to 2002 on over 1,500 FTSE 100, Mid-250, SmallCap, Fledgling and AIM companies and is designed with the purpose of providing comprehensive and accurate information at a very competitive price.

### Not just a pay database . . .

A number of suppliers of executive information exist but all too often they simply offer basic quantitative data supplemented with a small fraction of the wealth of policy information contained within remuneration reports. E-reward's **Summit** Database differs from other providers because it is the **first time that information on all the significant elements of executive remuneration policy can be found in one place.**

Our experts have been working in this area for over 20 years and have an unrivalled knowledge of executive reward, reading every remuneration report from cover-to-cover. As a result, we don't just monitor the basic pay data, but also the detailed information relating to policy and practice contained in remuneration reports that determine today's executive and non-executive remuneration packages.

**We may sound like a new name in this area but our data builds on information sourced from Incomes Data Services and stretches as far back as 2002 including legacy information gathered from thousands of company remuneration reports.**

### Thousands of remuneration reports in one place

Like any executive pay database, **Summit** focuses on pay levels – but pay data, while extremely valuable, only represents the final outcomes of remuneration policies and is just the tip of the iceberg in terms of what a remuneration report contains. To gain a true understanding of a company's strategy requires a more complete picture which is why **Summit** is split into five main areas:

- Executive and non-executive pay information
- Incentive plan grant values and amounts vesting
- Incentive scheme design information
- Other remuneration policy design information
- Director and NED biographical details.

***'In essence, it aims to give the user access to hundreds of remuneration reports in one place, classified, categorised and easily searchable.'***

**Summit** is unrivalled in the amount of pay information it contains: current and historical; single-figure; realised; potential; and future scenario remuneration levels.

But where **Summit** really sets itself apart is the amount of non-pay information it contains – both qualitative and quantitative.

We aim to give the user access to hundreds of remuneration reports in one place. But the true value of our database is that all the information has been classified, categorised and made easily searchable, meaning users can access the data they need in an instant. In-depth non-pay details it includes cover:

- All incentive scheme designs, targets and features
- Other remuneration policy information
- Changes to policy in the year
- Notable or innovative aspects of policy.

## Easy-to-access interface

**Summit** incorporates a number of automated searches making it easy to pull out the information you need – whether it is related to pay itself or clawback and malus, benefit values, recruitment or relocation policy, cars or other innovative examples or remuneration strategy.

In addition, the **red button** shown below allows the whole contents of the database to be exported into a bespoke Excel application where the data can be manipulated for immediate results and analysis.

Select Directors' Bespoke Pay, Scenario and Shareholding Details			
Sector	<input type="text"/>	Three Year's Pay Data, NED data and Incentive Scheme Design - "Master Query"	<b>Three Year's Pay, NED and Incentive Design</b>
Index	<input type="text"/>		
Country	<input type="text"/>	Director Scenario Data	All Director's Scenario Levels
Turnover £ (min - max)	<input type="text"/>	Directors' shareholdings	Executive/ Non-Executive Directors' Shareholdings
Number of staff (min - max)	<input type="text"/>		
Market Capitalisation £ (min - max)	<input type="text"/>	All directors' incentives awarded and vested	All directors' incentives awarded and vested
Year	<input type="text"/>		
"Quick query" based on selections above			Enter Director's Name for List of Companies Worked For
Select NED Data and General Policy Information			
Scheme maxima, target and threshold levels	Incentive Scheme Maxima and Main Details	Other Policy Maxima/Details	Non-Incentive Policy Maxima
Deferred Bonus Scheme Details	Deferred Bonus Details	Pension Scheme(s) Details	Pension Plan Maxima and Details
Matching Bonus Scheme Details	Matching Plan Details	Company Car/Cash Allowance Details	Company Car/Car Allowance
Incentive Scheme Underpin Details	Incentive Plan Underpin Details	Discretion Policy and Details	Discretion Policy and Use
Scheme maxima, target and threshold levels	Incentive Plan and Other Changes	Non-Executive Director Rates	Non Executive Director Fees and Policy
Incentive Scheme (All) Targets	Incentive Plan All Targets	Notable Policy Details	Notable Policy Examples
Incentive Scheme Profit Targets	Incentive Plan Profit Targets	Clawback and Malus Policy Details	Clawback and Malus Details
Incentive Scheme TSR Targets	Incentive Plan TSR Targets	Recruitment and Related Policy	Recruitment Related Details/Examples
Incentive Scheme NAV Targets	Incentive Plan NAV Targets	Shareholding Guidelines and Policy	Shareholding Requirements/Guidelines
Incentive Scheme EPS Targets	Incentive Plan EPS Targets	Remuneration consultants' fees	Consultants' fees

## Pay and fee level information

The **Summit Database** contains every element of remuneration associated with each director, whether single-figure, realised, granted, exercised or even lapsed. We collect pay data for each executive director which include:

- Actual salary levels
- Scenario minimum, target and maximum levels
- Shareholdings; in absolute terms and as a percentage of salary
- Single figure levels
- Realised amounts that have vested and been exercised
- The value of LTIP, option, deferred bonus and other awards/grants.

***'The Summit Database contains every element of remuneration associated with each director, whether single-figure, realised, granted, exercised or even lapsed.'***

## Single figure data and a lot more

The move to a 'single figure' representing directors' earnings in the year has made things easier when it comes to analysing board level remuneration, but total amounts often include estimated sums. So to gain a full picture of the top level pay landscape it is necessary to look further than the headline single figure.

This is why **Summit** also records the value of all incentive awards granted as well as the notional profits of all incentives that have vested and been exercised both in monetary terms and when expressed as a percentage of salary as illustrated in the bottom left section of the panel below.

Year end date		29/11/2015		Single Figures Latest Year		Single Figures Previous Year	
Start date	08/09/2000	End date		Currency displayed in GBP			
Other dates of note				Part year	No	Part year (previous year)	No
Actual position	Legal and business affairs director and comp:			Salary	289,000	Salary (previous year)	282,000
Position	Other director			Benefits	1,000	Benefits (previous year)	1,000
Generic position	Company secretary/legal director/general cc			Fixed Allowance		Fixed Allowance (previous year)	
Part time	No			Cash Bonus	194,000	Cash Bonus (previous year)	156,000
Promoted/changed roles	No			Deferred Bonus		Deferred Bonus (previous year)	
Converted from foreign currency	No			Total Bonus	194,000	Total Bonus (previous year)	156,000
Pay not comparable last year (reason below)	No			<b>Total short-term pay</b>	<b>484,000</b>	<b>Short-term pay (previous year)</b>	<b>439,000</b>
Pay not comparable next year (reason below)	No			Extracategorydescription		Extra category (Previous year)	
Director waived amounts? (Details)	No			Extra remuneration category description			
Director Waived Amounts Comments				DC Pensions	23,000	DC Pensions (Previous year)	23,000
<b>Incentive awards and notional profits</b>				Pension Supplement		Supplement (Previous year)	
Scheme	Awarded Value	Percent Of Salary	Vested Value	Percent Of Salary	DB Pensions		DB Pensions (Previous year)
LTIP	341,999	117.65%			Misc/Other		Misc/Other (Previous year)
Options			267,925	92.2%	Matching shares		MatchingShares(Previous year)
SIP	3,162	1.09%			LTIP	1,061,000	LTIP (Previous year)
SAYE	8,997	3.09%			Share Option Profits		Option profits (Previous year)
				<b>Total Earnings</b>	<b>1,568,000</b>	<b>Total Earnings (Previous year)</b>	<b>2,689,000</b>
				<b>Comments</b>			<b>Comments (Previous year)</b>
				All directors reached shareholder requirement so no bonus deferral			

Recording all data means it is possible to have access to single figure values presented in a particular year, but also the actual value of shares granted in the year as well as the values of incentives that were actually realised once fully vested as opposed to the estimates that are provided in many cases. The result is that it is possible to examine whatever measure of pay you require – single figure; actually realised; potential future value; or even to determine the value of awards that have lapsed.

Salary rate	
Latest actual salary rate	303,000
Salary (foreign currency)	
Currency	GBP

Scenarios	
Scenario Minimum	382,000
Scenario Target	761,000
Scenario Max	1,216,000

Shareholdings	
Shareholding	916,362
Vested not exercised	
Shareholding % of salary	1,686

*'Our staff that enter the boardroom data have been examining remuneration reports for over two decades. They read every remuneration report from cover-to-cover.'*

## Data output

With so many details collected, it could be a challenge to extract the data required but the **Summit Database** has many automated procedures built in to make it easy to access information. Central among these is the query form below that allows the user to pull out data on all aspects of remuneration policy – all pay data; non-executive fee information; and complete details on policy structure and design – into Excel.

*'All elements of remuneration policy and an easy-to-use interface to extract the data you need.'*

	Minimum	Maximum	
Market Capitalisation	<input type="text" value="0.00"/>	<input type="text" value="144,602.00"/>	<input type="button" value="Reset Values"/>
Revenue	<input type="text" value="0.58"/>	<input type="text" value="74,593.00"/>	
Staff Numbers	<input type="text" value="0.00"/>	<input type="text" value="515,804.00"/>	
Share Price	<input type="text" value="0.00"/>	<input type="text" value="11,350.00"/>	
Year End Date	<input type="text" value="01/01/2013"/>	<input type="text" value="31/12/2015"/>	

Step 1: Choose Broad Sector > Sector > Sub Sector		Step 2: Choose Position, Generic Position or search for Actual Position or Target Name																													
<table border="1"> <tr><td>Broad Sector</td></tr> <tr><td><input type="button" value="Select &gt;"/></td></tr> <tr><td><input type="button" value="Select All &gt;&gt;"/></td></tr> <tr><td><input type="button" value="Remove &lt;"/></td></tr> <tr><td><input type="button" value="Remove All &lt;&lt;"/></td></tr> </table>	Broad Sector	<input type="button" value="Select &gt;"/>	<input type="button" value="Select All &gt;&gt;"/>	<input type="button" value="Remove &lt;"/>	<input type="button" value="Remove All &lt;&lt;"/>	<table border="1"> <tr><td>Selected Broad Sectors</td></tr> <tr><td>Chemicals &amp; pharmaceuticals</td></tr> <tr><td>Construction &amp; building mate</td></tr> <tr><td>E-business, software &amp; comp</td></tr> <tr><td>Engineering, electrical and ot</td></tr> <tr><td>Finance</td></tr> <tr><td>Food, drink &amp; tobacco</td></tr> <tr><td>Media, marketing &amp; telecom</td></tr> <tr><td>Oil, gas &amp; minerals</td></tr> </table>	Selected Broad Sectors	Chemicals & pharmaceuticals	Construction & building mate	E-business, software & comp	Engineering, electrical and ot	Finance	Food, drink & tobacco	Media, marketing & telecom	Oil, gas & minerals	<table border="1"> <tr><td>Position</td></tr> <tr><td><input type="button" value="Select &gt;"/></td></tr> <tr><td><input type="button" value="Select All &gt;&gt;"/></td></tr> <tr><td><input type="button" value="Remove &lt;"/></td></tr> <tr><td><input type="button" value="Remove All &lt;&lt;"/></td></tr> </table>	Position	<input type="button" value="Select &gt;"/>	<input type="button" value="Select All &gt;&gt;"/>	<input type="button" value="Remove &lt;"/>	<input type="button" value="Remove All &lt;&lt;"/>	<table border="1"> <tr><td>Selected Position</td></tr> <tr><td>Company secretary</td></tr> <tr><td>FD</td></tr> <tr><td>Finance director</td></tr> <tr><td>No position given</td></tr> <tr><td>Non-executive director</td></tr> <tr><td>OD</td></tr> <tr><td>Other director</td></tr> <tr><td>Principal director</td></tr> </table>	Selected Position	Company secretary	FD	Finance director	No position given	Non-executive director	OD	Other director	Principal director
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## Non-executive executive directors

In recent years, non-executive roles have expanded and become more complex with a number of new responsibilities leading to more committees beyond the traditional audit, remuneration and nomination. **Summit** records all non-executive fee level information and related information such as:

- Basic fee levels
- Chair and deputy chair rates
- Senior NED rates
- All committee chair and member rates
- Percentage of fees paid in shares
- Article of Association limits
- Travel allowances
- NED and chair benefits
- Other policy aspects of note.

Realised remuneration (UK) Non-executive directors

Chairman and Non-Executive Director Fee and Related Data						
Position	Annual fee	% paid in shares	Shareholding requirement	Chair Benefits	Time Commitments	
Chairman						
Non-executive director	95,000		15,000 shares in five years			
Senior independent director (exc basic fee) £	45,000		Rates In Foreign Currency or not comparable			
NED deputy chair rate (inc basic rate) £			Currency displayed in GBP			
Committee	Chair rate	Committee rate		Article of Association Limit and Travel Allowances		
Audit	50,000	30,000	HSBC HLDGS	Article of Associate Aggregate Limit		
Remuneration	50,000	30,000	2015	Non-international travel allowance		
Nomination	40,000	30,000	14967	International travel allowance		
Risk	50,000	30,000	NEDComments	NED travel allowance comments		
Corporate Social Responsibility			Chairman is an executive, non-executive directors can be paid in shares. Fees will not increase by more than 20% above those set at the start of the policy			
Transformation						
Safety and sustainability						
Other committee	50,000	30,000				
Other committee description						
Financial system vulnerabilities and conduct and values committees. Philanthropic and community investment oversight committee chairman receives £25,000, members received £15,000						

## Non-pay data and policy nuances

Since single figure reporting has emerged the number of executive remuneration suppliers has expanded but much of what is offered is usually just headline pay figure statistics with, at best, some limited information on incentive plans.

**Summit** is unique. It's a lot more than a pay data repository – we collect vast amounts of non-pay information on all aspects of remuneration policy.

The database recognises that while remuneration policies are structured around numerous thresholds and limits, company practice means that what is implemented each year often does not coincide with these ceilings. As a result, in addition to collecting information on all scheme thresholds, **Summit** augments quantitative data with more qualitative information in order to illustrate the nuances of policy implementation, discretion and wider practice.

In fact, text fields providing more explanation run throughout the database to provide a fuller picture as the panels on this page illustrate (**highlighted**).

Moreover, this qualitative information stretches further than incentive plan design with other areas covered including pensions, relocation, cars, recruitment, relocation, clawback, malus and shareholding guidelines.

Deferred bonus details			
Deferral compulsory, mixed or voluntary	Compulsory		
Maximum % of bonus deferred	See comments		
% compulsorily deferred if mixed deferral			
Deferral period (years)	3		
Further details of deferral	Between £50,000 and one times fixed remuneration, a third is deferred, above one times fixed remuneration two-thirds deferred		
Deferred perf. targets?	<input type="checkbox"/>		
Scheme threshold, target and maxima			
Position	Threshold %	Target % of salary	Max % of salary
Chief executive	15	90	180
Finance director	15	75	150
Other directors	15	75	150
Non-board manager			
Exceptional max			
Overseas director max			
Implementation max/other comments			
Scheme limit/threshold comments			
While maximum is 180%, awards in 2016 will be up to a maximum 150% for the CEO and 125% for other directors			

Recruitment/other maxima details	
Recruitment policy overall maximum % salary	
RecruitmentComments	
In line with policy, buyouts permitted, no mention of listing rules exemptions. Details of new finance directors joining arrangements shown on page 49.	
Relocation maximum % of salary	450
DC PensionMax	15
Pension SupplementMax	15
PensionComments	
Pension is DC or supplement, 15% of salary CEO and 12.5% other directors.	

IncentiveScheme	YearEndDate	TargetName	Weight	Quantum	Minimum	MinimumVesting	MaximumTarget	MaximumVesting
LTIP	27/09/2015	EPS	75	%pa	6	20	12	100
LTIP	30/06/2015	EPS	50	%pa	8	25	13	100
LTIP	30/06/2015	EPS	25	Pence	410	30	500	100
LTIP	30/06/2015	EPS	33.3	Pence	25.06	43.75	29.32	100
LTIP	30/06/2015	EPS	50	%pa	5	25	15	100
LTIP	31/10/2015	EPS	66.6	%pa	3	25	8	100
LTIP	30/09/2015	EPS	75	Per annum	7	25	12	100
LTIP	30/09/2015	EPS		%pa	10	25	25	100

*'We are committed to providing independent and impartial data on boardroom pay. We regularly update the structure of the database to reflect changes in policy and practice and can provide additional tailored information on demand.'*

## Checklist

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Summary of information and features included in the [Summit Database](#).

### Pay data

- Data stretching back to 2002
- Single figure pay data
- Realised pay actually received
- Cash/deferred bonus splits
- DC/DB/cash allowance pension splits
- Future scenario pay levels
- Value of share and option grants.

### Non-executive information

- Basic fee rates
- Chairs and deputy chair rates
- Senior independent director rates
- Articles of Association limits
- Committee chair and member rates
- NED shareholding and other policies
- Benefits, time commitments and travel allowances.

### Incentive plan data

- Bonus, LTIP, share option details
- Scheme thresholds and maxima
- Actual implementation levels
- Performance and holding periods
- Performance targets, weights and quantum
- Vesting periods and details
- Deferred bonus details
- Matching plan details
- Clawback, malus and discretion
- Scheme changes
- Notable examples.

### Other policy details

- Other maxima of note
  - Pensions policy
  - Company cars
  - Shareholding guidelines
  - Recruitment and relocation
  - Overall comments/notable aspects of policy.
-

## • Contact us

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**Web:** [www.e-reward.co.uk/executive-pay](http://www.e-reward.co.uk/executive-pay)

## • Bespoke data

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**Purchase bespoke data at competitive prices. Drill down to the specific data you require.**

For more information, please contact our experienced team to discuss executive remuneration research tailored to fit your requirements.

Price charged will be based on:

- Number of companies
- Whether it's just pay data or incentive data
- How many years' data.

## • Database solutions

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**Summit** is a **Microsoft Access** database with in-built features to make extracting the data you need very simple – literally at the touch of a button. The data can be exported to Excel very easily and once the spreadsheet data is selected there is a **bespoke Excel application** that also makes filtering and analysing the data an effortless task.

**We charge a standard annual fee with no upfront lump sum payments to reflect the service supplied and the way the costs accumulate. Project fees payable to E-reward.co.uk will therefore vary according to the amount and depth of data requested.**

Given that the bulk of company annual reports are published from the end of March (31 December year-ends) we usually provide data in separate tranches throughout the year to coincide with reporting periods.

## • Request a demo

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The **Summit Database** is constantly evolving, adapting to improvements in disclosure and mirroring current practice. It includes a vast amount of information so whether you require bespoke data relating to a single company or a full picture of the UK market in order to consult clients the data is recorded.

The information here provides a taster of the potential of the database but in order to really appreciate what it can do, you need to see it.

For this reason, we would be happy to explain further or provide a demonstration of the capabilities and depth of the database. If you would like to know more and the range of services associated with **Summit** that we offer, please contact [paul@e-reward.co.uk](mailto:paul@e-reward.co.uk)

