

E-REWARD DATA: Preliminary FTSE 350 executive director analysis

	Principal directors			Finance directors			Other directors		
FTSE 1-50	No.	Median £pa	Average £pa	No.	Median £pa	Average £pa	No.	Median £pa	Average £pa
Salary	44	965,000	955,106	33	594,000	603,815	34	582,500	614,848
Benefits £	44	59,600	122,095	33	33,000	49,740	33	46,000	128,265
Total bonus	39	1,274,000	1,363,867	32	727,012	807,117	27	737,000	1,043,725
LTIP gains £	34	1,969,759	2,639,348	22	1,302,098	1,519,204	29	1,305,056	1,526,312
Share options	6	1,552,156	2,621,008	2	299,277	299,277	4	134,154	174,809
Realised pay	44	4,139,745	4,967,642	33	2,354,619	2,551,900	34	2,404,654	2,988,407
FTSE 51-100									
Salary	36	659,000	688,918	29	465,000	455,648	38	360,000	413,689
Benefits £	35	24,000	39,098	28	20,942	27,617	37	19,000	29,117
Total bonus	33	965,000	1,210,267	29	518,000	596,951	37	507,300	779,440
LTIP gains £	18	1,643,324	2,005,101	15	644,290	911,017	19	888,838	1,180,943
Share options	6	793,119	1,424,610	2	618,165	618,165	5	33,057	475,256
Realised pay	36	2,401,661	3,107,238	29	1,351,117	1,602,358	38	1,545,947	1,862,460
FTSE 101-150									
Salary	31	615,000	631,582	29	383,000	400,484	35	350,000	369,835
Benefits £	30	26,000	36,308	29	17,000	18,636	35	20,000	35,383
Total bonus	27	594,000	816,501	28	290,638	374,439	34	295,062	422,480
LTIP gains £	13	1,614,494	2,691,770	13	740,542	943,425	15	1,159,792	1,719,353
Share options	3	346,136	1,803,636	5	346,136	408,231	4	346,136	506,231
Realised pay	31	1,555,571	2,688,205	29	1,031,063	1,277,504	35	809,038	1,612,732
FTSE 151-200									
Salary	30	556,500	544,044	25	382,685	379,132	26	302,500	299,121
Benefits £	30	18,000	29,505	24	20,750	23,837	26	14,000	21,889
Total bonus	30	598,000	624,286	24	335,400	359,817	26	305,000	599,766
LTIP gains £	17	945,798	1,174,824	10	444,680	1,070,648	19	464,360	654,139
Share options	2	172,461	172,461	0			0		
Realised pay	31	1,695,000	1,830,598	24	934,694	1,207,525	26	1,162,238	1,400,640
FTSE 201-250									
Salary	33	465,000	467,348	31	314,000	310,997	16	238,334	262,680
Benefits £	33	23,536	31,105	30	15,084	17,165	15	13,000	13,168
Total bonus	33	412,000	472,640	31	240,000	274,081	16	214,410	191,469
LTIP gains £	12	986,408	1,622,298	14	453,880	770,331	7	494,445	757,673
Share options	3	1,122,772	1,125,543	1	558,000	558,000	3	1,100,246	1,197,934
Realised pay	33	1,355,000	1,665,148	31	707,000	969,472	16	797,058	1,027,731
FTSE 251-300									
Salary	30	481,000	492,214	27	315,000	310,694	14	288,650	284,482
Benefits £	28	19,000	21,257	27	15,804	14,596	14	16,500	15,544
Total bonus	25	419,000	357,421	24	204,690	205,069	14	227,190	242,421
LTIP gains £	7	1,617,368	1,519,595	11	543,544	485,689	9	669,794	612,518
Share options	4	273,505	734,793	3	33,450	87,212	3	44,411	43,491
Realised pay	29	963,000	1,296,016	27	578,000	716,022	14	946,343	953,079
FTSE 301-350									
Salary	25	462,150	479,514	20	275,000	291,804	13	345,000	316,530
Benefits £	24	17,500	24,573	19	14,000	15,931	12	23,000	26,399
Total bonus	23	287,000	485,386	18	129,370	225,363	13	168,000	268,698
LTIP gains £	10	279,719	446,697	11	138,490	375,485	10	201,351	320,367
Share options	2	2,844,554	2,844,554	0			0		
Realised pay	25	955,890	1,358,606	20	542,454	741,910	14	721,772	848,156

E-REWARD DATA: Selected salary levels for a range of Financial Times Global 200 organisations

Company	Country	Year end date	Position	Salary £pa*	Salary (home currency) pa
ABB	Switzerland	31/12/2014	Chief Executive Officer	1,033,993	CHF 1,600,000
Airbus	France	31/12/2014	Chief Executive Officer	1,087,770	€ 1,400,004
Apple	USA	27/09/2014	Chief Executive Officer	1,283,170	\$2,000,000
AXA	France	31/12/2014	Chairman & Chief Executive Officer	738,128	€ 950,000
BASF	Germany	31/12/2014	Chairman	1,010,070	€ 1,300,000
Berkshire Hathaway	USA	31/12/2014	Chairman and Chief Executive Officer	64,158	\$100,000
BMW	Germany	31/12/2014	Chairman	1,165,465	€ 1,500,000
BNP Paribas	France	31/12/2014	Chief Executive Officer	971,221	€ 1,250,000
BP	UK	31/12/2014	Chief Executive Officer	1,189,499	\$1,854,000
Chevron	USA	31/12/2014	Chairman and Chief Executive Officer	1,177,950	\$1,836,000
China Mobile	China	31/12/2014	Executive Director & Chairman	97,140	HK\$ 1,174,000
Coca-Cola	USA	31/12/2014	Chairman of the Board and Chief Executive Officer	1,026,536	\$1,600,000
Comcast	USA	31/12/2014	President and Chief Executive Officer of Comcast Cable Communications	1,167,685	\$1,820,000
Daimler	Germany	31/12/2014	Chairman of the Board of Management	1,560,169	€ 2,008,000
eBay	USA	31/12/2014	President and Chief Executive Officer - designee, PayPal	577,426	\$900,000
Facebook	USA	31/12/2014	Chairman & Chief Executive Officer	0.64	\$1
General Electric	USA	31/12/2014	Chairman & Chief Executive Officer	2,438,023	\$3,800,000
Google	USA	31/12/2014	Executive Chairman of the Board of Directors	801,981	\$1,250,000
Google	USA	31/12/2014	Chief Executive Officer, Co-Founder, and Director	0.64	\$1
HSBC Holdings	UK	31/12/2014	Executive chairman	1,500,000	1,500,000
Kinder Morgan	USA	31/12/2014	President and Chief Operating Officer	0.64	\$1
Lockheed Martin	USA	31/12/2014	Chairman, President and Chief Executive Officer	1,004,080	\$1,565,000
Nike	USA	31/05/2015	President and Chief Executive Officer	994,457	\$1,550,000
Nordea Bank	Sweden	31/12/2014	President and Group Chief Executive Officer	924,972	SEK 11,252,193
Novartis	Switzerland	31/12/2014	Chief Executive Officer	1,292,491	CHF 2,060,500
Pfizer	USA	31/12/2014	Chairman and Chief Executive Officer	1,199,764	\$1,870,000
Roche	Switzerland	31/12/2014	Chief Executive Officer of the Roche Group	2,584,981	CHF 4,000,000
Royal Dutch Shell	UK/Netherlands	31/12/2014	Chief Executive Officer	1,111,077	€ 1,430,000
UBS	Switzerland	31/12/2014	Chief Executive Officer	1,615,613	CHF 2,500,000
Walmart	USA	31/01/2015	President and Chief Executive Officer	769,902	\$1,200,000
Wells Fargo	USA	31/12/2014	Chairman, President and Chief Executive Officer	1,796,438	\$2,800,000
Zurich Financial Services	Switzerland	31/12/2014	Chief Executive Officer	1,033,993	CHF 1,600,000

* Converted at the exchange rate on 31 December 2014.

E-REWARD DATA: Preliminary Financial Times Global 200 from selected regions

	Principal directors			Finance directors			Other directors		
Germany	No.	Median £pa	Average £pa	No.	Median £pa	Average £pa	No.	Median £pa	Average £pa
Salary	9	1,059,015	1,097,952	6	698,888	659,653	43	582,730	620,229
Benefits £	9	50,699	145,175	6	109,495	194,357	43	47,382	85,720
Total bonus	9	2,082,289	2,323,075	6	1,096,310	1,477,227	43	888,353	1,171,802
LTIP gains £	6	2,089,670	3,236,638	5	1,473,919	1,822,443	21	1,236,056	1,603,021
Share options	0			0			0		
Realised pay	9	5,421,721	6,318,431	6	3,431,310	4,189,088	43	2,614,019	2,965,988
Japan									
Salary	4	498,206	492,849				12	342,851	384,368
Benefits £	0						0		
Total bonus	4	192,854	464,724				12	310,709	259,370
LTIP gains £	0						0		
Share options	0						0		
Realised pay	4	683,024	957,573				12	653,560	643,739
Scandinavia									
Salary	4	722,481	719,632	2	443,609	443,609	12	415,646	416,816
Benefits £	4	34,891	36,484	2	21,064	21,064	12	31,307	42,272
Total bonus	4	526,340	557,502	2	281,949	281,949	12	204,150	255,409
LTIP gains £	1	1,554,933	1,554,933	1	1,033,143	1,033,143	5	1,033,143	828,602
Share options	0			0			0		
Realised pay	4	1,286,341	1,702,352	2	1,263,194	1,263,194	12	1,019,735	1,059,748
Switzerland									
Salary	9	1,615,595	1,831,211	4	791,644	968,530	20	562,227	655,375
Benefits £	7	39,114	102,646	3	20,667	73,076	18	160,613	175,510
Total bonus	8	2,215,671	2,194,916	4	1,220,264	1,189,248	20	719,514	939,514
LTIP gains £	1	6,121,548	6,121,548	1	1,010,372	1,010,372	6	1,010,372	1,010,372
Share options	2	3,736,765	3,736,765	1	759,460	759,460	0		
Realised pay	9	4,297,482	5,583,384	4	2,889,520	2,909,757	20	1,987,663	2,164,705
USA									
Salary	85	960,896	901,718	80	512,866	510,884	239	504,014	537,647
Benefits £	84	210,894	498,777	79	53,728	218,118	226	77,022	259,561
Total bonus	76	2,309,703	2,810,759	76	835,487	1,151,794	219	834,059	1,117,198
LTIP gains £	60	4,056,315	6,286,014	58	1,056,177	2,026,023	159	1,487,910	2,328,026
Share options	47	8,635,724	11,792,103	36	2,155,978	4,302,964	121	1,565,005	5,028,431
Realised pay	85	9,151,577	14,945,094	80	3,535,648	5,272,510	239	3,652,289	5,984,098
Other Western Europe									
Salary	18	978,987	1,141,368	1	599,823	599,823	24	611,478	836,038
Benefits £	12	10,378	28,429	0			21	10,878	54,655
Total bonus	16	1,467,120	1,555,493	0			23	685,864	975,223
LTIP gains £	5	1,967,534	2,688,628	0			3	506,062	774,101
Share options	4	2,993,164	11,647,915	0			3	93,511	494,639
Realised pay	18	2,905,174	5,940,867	1	599,823	599,823	24	1,322,035	2,053,268