

SUMMIT

**EXECUTIVE
REMUNERATION
DATABASE**

REPORT
8
AUGUST
2017

FTSE 350,
SMALLCAP
& AIM:
SUMMER 2017 UPDATE



Photo by Diego Pini on Unsplash

SUMMIT EXECUTIVE REMUNERATION DATABASE

Head of Executive Remuneration Research: Steve Glenn.

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.

Summit differs from other boardroom pay solutions because it is the first time that information on ALL the significant element 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

EXECUTIVE SUMMARY

It seems that every week there is a new report on executive remuneration but on closer inspection most focus solely on just a small section of the UK board level population, commonly chief executives in the FTSE 100. At E-reward, we aim to provide an understanding of what is going on across the whole spectrum of UK companies, both large and small and, as a result, our mid-year analysis covers over 1,500 directors from more than 600 organisations.

March and December are the two key dates in the executive remuneration calendar with over three-fifths of UK remuneration reports published in these two months. Our mid-year analysis covers these two dates as well as numerous other reports published in the previous 12 months up to April 2017.

The E-reward [Summit Database](#) stores a huge amount of remuneration data and this report draws on a fraction of this information. More specifically, our findings cover all the FTSE 350 but also the results are based on the data from hundreds of other organisations listed on the SmallCap, Fledgling and AIM indices examining past pay levels as well as future scenarios and incentive plan implementation levels for the coming year.

We cast our eye over three broad roles – chief executives, finance directors and other directors and our analysis only includes full-time directors who were in post for the whole financial year and the results are presented below.

In summary, the report looks at:

- Basic salary levels earned in the year.
- Annual bonuses as well as the proportion of bonuses that are deferred to be retained for a longer period.
- Long-term incentive (LTIPs) payments that reward performance over three or more years.
- Intended actual salary rates for the coming year.
- Illustrations of potential future remuneration – minimum, target and maximum scenarios.
- Annual bonus and LTIP policy maxima.
- Annual bonus and LTIP intended implementation levels, which often differ from policy caps, for the coming year.

We hope this provides a comprehensive snapshot of the current UK executive remuneration landscape but for a much more detailed understanding of the present situation please contact us to find out more about our Summit Executive Remuneration Database.

Steve Glenn, E-reward's Head of Executive Remuneration Research, August 2017.

KEY RESULTS

The table summarises the median market rates (£) for three broad roles – chief executives, finance directors and other directors – in total, 1,506 board members employed by 629 companies with financial year-ends up to and including April 2017.

Our analysis only includes full-time directors who were in post for the whole financial year. All figures are based on the latest available remuneration reports.

	Chief executives	Finance directors	Other directors
FTSE 100			
Salary	882,000	551,500	550,750
Total bonus	1,025,845	632,000	630,789
Total cash	2,038,000	1,262,003	1,120,000
LTIP	1,345,800	923,172	732,162
Total remuneration	3,450,000	2,092,750	1,930,000
FTSE mid-250			
Salary	538,000	357,000	354,500
Total bonus	466,500	273,000	274,224
Total cash	1,008,000	622,000	652,000
LTIP	687,228	385,226	393,000
Total remuneration	1,481,000	906,000	886,000
FTSE SmallCap			
Salary	414,000	267,000	273,000
Total bonus	239,233	151,000	140,890
Total cash	654,000	387,000	389,001
LTIP	341,402	200,000	185,000
Total remuneration	835,000	517,000	493,500
FTSE AIM			
Salary	225,000	175,000	169,125
Total bonus	99,500	75,000	77,000
Total cash	317,500	213,788	202,500
LTIP	86,000	62,348	62,050
Total remuneration	322,550	268,757	243,527

Source: E-reward.co.uk, August 2017.

Three generic board positions are covered:

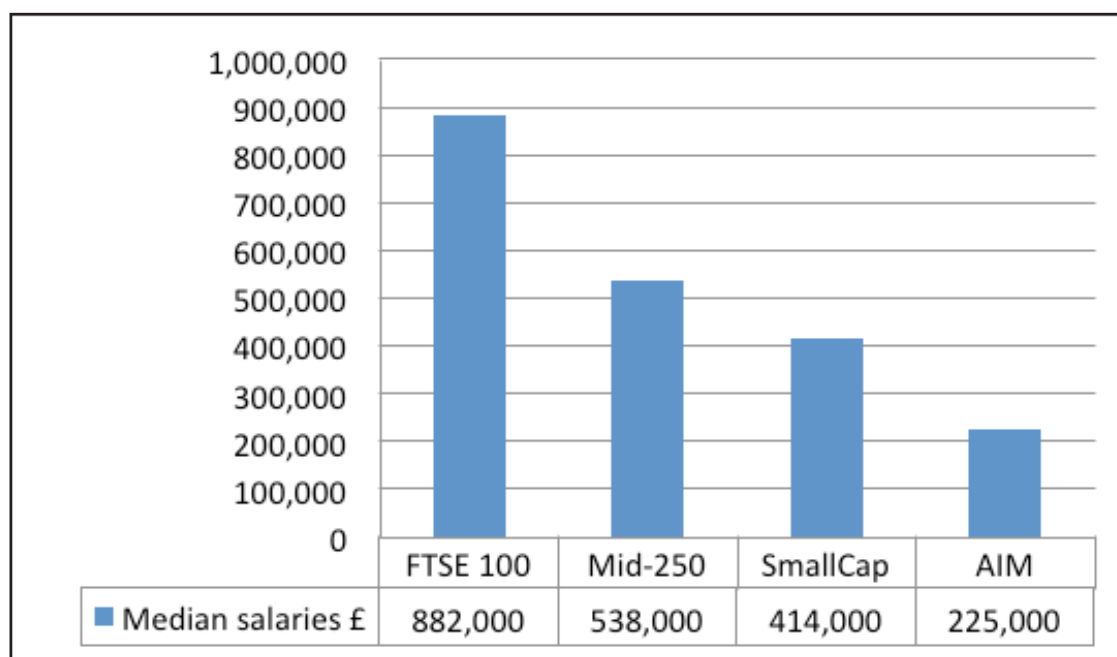
- **Principal director** – usually the CEO but in some companies the leading director holds another position such as the Executive Chairman or Managing Director, for example.
- **Finance director.**
- **Other directors** – such as operations, sales and other board members.

ANALYSIS

Large and small company salary differentials

Box 1 shows how there is a striking difference between the board level salary levels paid to chief executives in the largest UK organisations and those in the smallest.

- For example, the median salary for FTSE 100 chief executives is £882,000.
- The corresponding values in mid-250, SmallCap and AIM companies are £538,000, £414,000 and £225,000 respectively.
- When expressed as proportions, with the FTSE 100 amount classified as 100%, the AIM, SmallCap and mid-250 levels are 26%, 47% and 61% respectively.

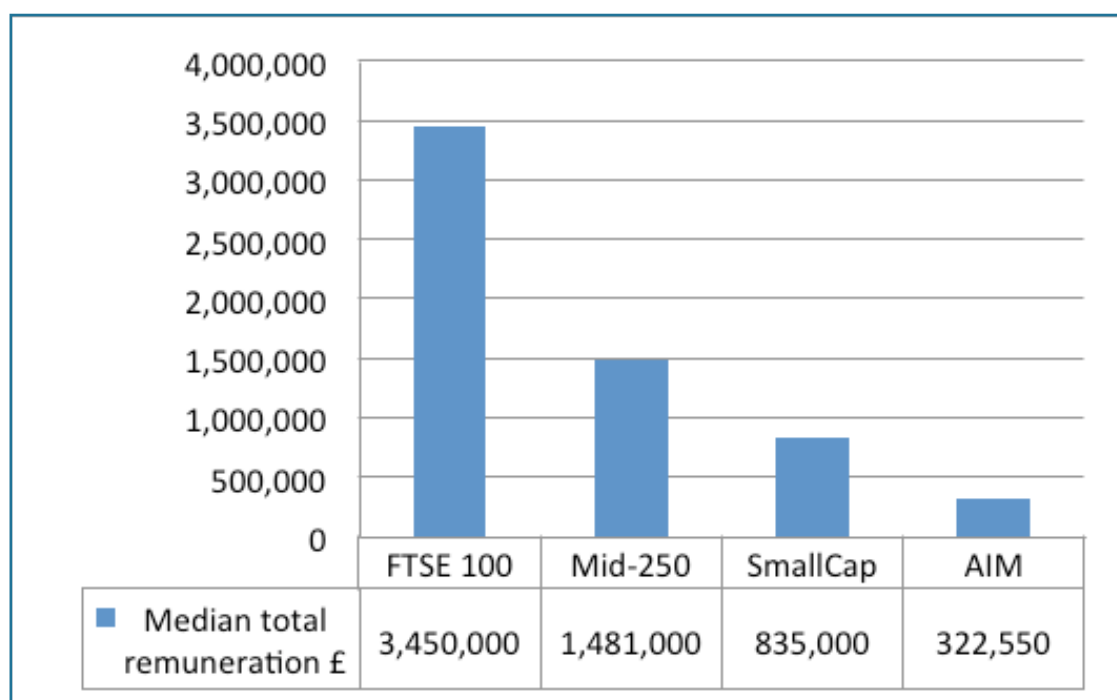


BOX 1: MEDIAN SALARIES FOR CHIEF EXECUTIVES BY FTSE INDEX

Source: E-reward.co.uk, August 2017.

Salaries are the starting point but most of the focus when it comes to executive pay is the amounts earned in total remuneration. Box 2 shows that the differentials widen significantly when compared to the corresponding salary ones.

- For instance, median total remuneration for chief executives in the FTSE 100 stands at £3,450,000.
- The comparable figures are £1,481,000 in the mid-250, £835,000 in SmallCap firms and £322,550 in AIM companies.
- When translated to relative proportions with the FTSE 100 figure again represented as 100%, the mid-250, SmallCap and AIM amounts are worth 43%, 24% and just 9% respectively illustrating that with the addition of benefits and variable remuneration on top of salary, the differentials increase significantly.



BOX 2: MEDIAN TOTAL REMUNERATION FOR CHIEF EXECUTIVES BY FTSE INDEX

Source: E-reward.co.uk, August 2017.

Incentive payments driving differentials

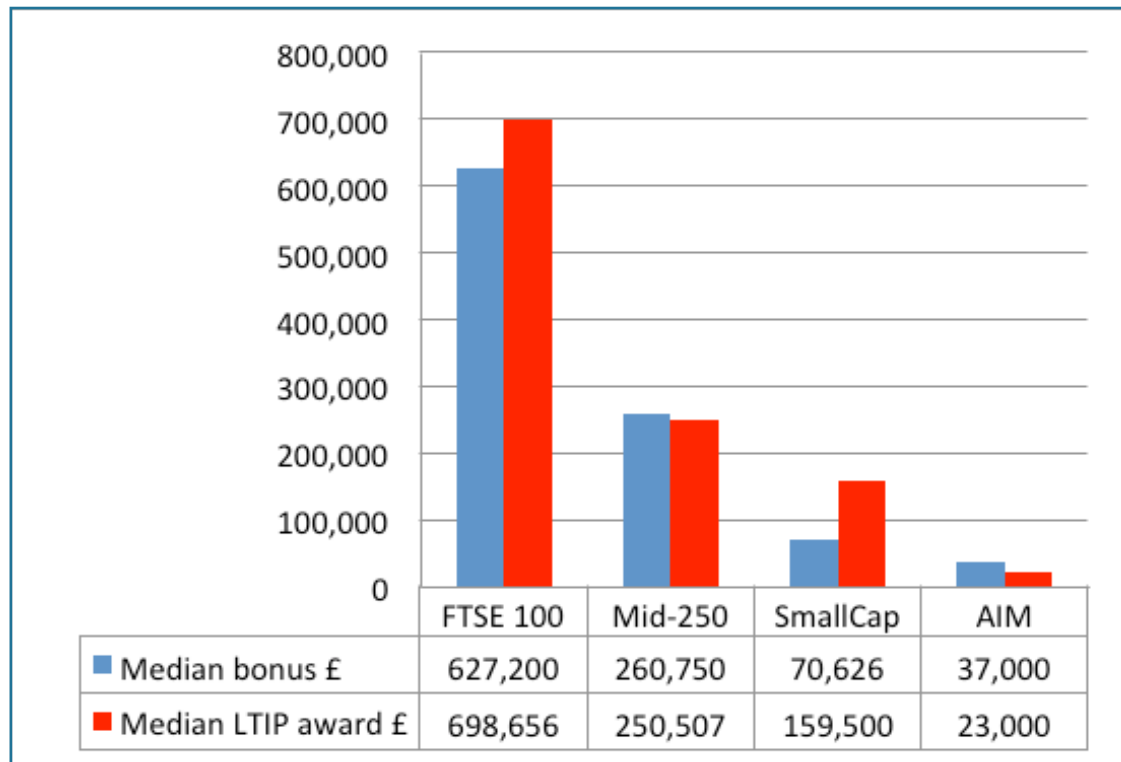
Most of this difference is explained by the larger incentive payments received in the biggest companies and the median levels are presented in Box 3.

- In the FTSE 100, for example, chief executives receive median bonus payments worth £627,200 while the corresponding amount for LTIPs is just under £700,000.
- The equivalent figures for mid-250 chief executives are significantly lower at £260,750 and £250,507 while those in SmallCap firms are £70,626 and £159,500 respectively.
- In contrast, median bonus and LTIP amounts for chief executives in AIM companies are much lower at £37,000 and £23,000.

Fewer small company executives receiving LTIPs

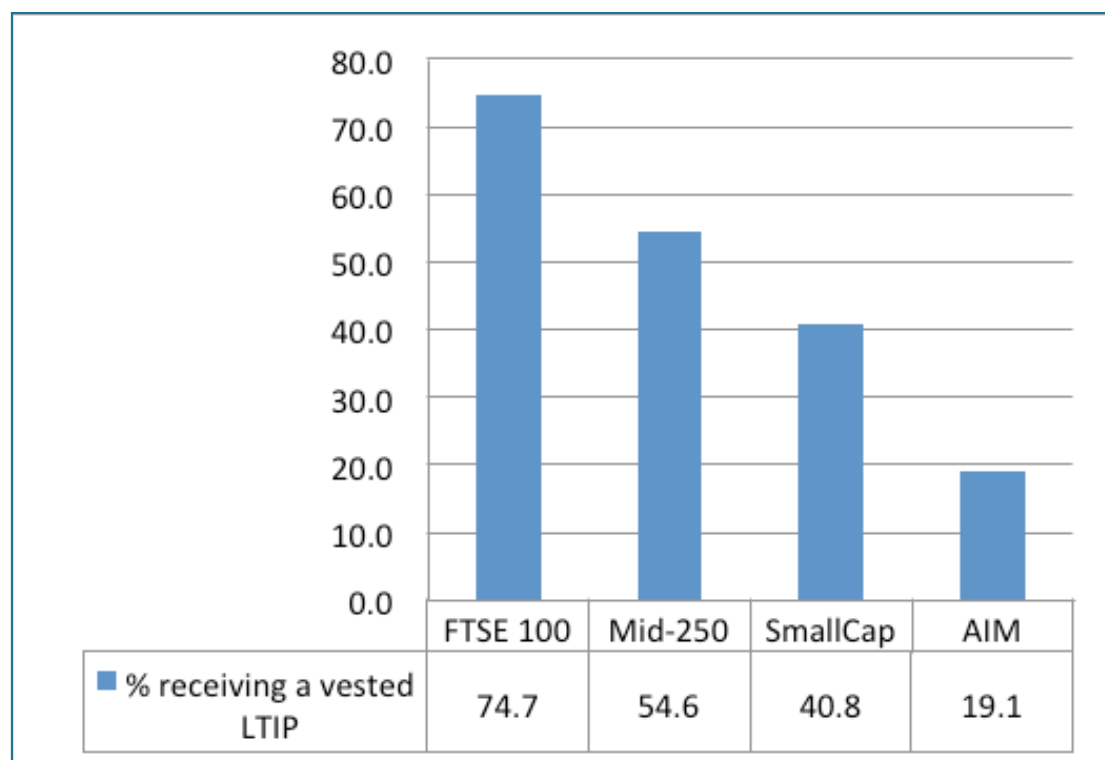
Another factor to bear in mind when examining pay differentials across the various indices is the proportion of directors benefiting from incentive payments. As Box 4 illustrates, not only are the amounts produced from LTIPs in larger companies more substantial but a greater proportion of larger companies operate such plans.

- For instance, nearly three-quarters of FTSE 100 chief executives received vested amounts from LTIPs compared to around 55% of mid-250 chief executives, 41% of SmallCap leaders and just under a fifth of AIM company chief executives.



BOX 3: MEDIAN ANNUAL BONUS AND LTIP VESTED AMOUNTS FOR CHIEF EXECUTIVES BY FTSE INDEX

Source: E-reward.co.uk, August 2017.



BOX 4: MEDIAN PROPORTION OF CHIEF EXECUTIVES RECEIVING VESTED LTIPS BY FTSE INDEX

Source: E-reward.co.uk, August 2017.

- One point to bear in mind when interpreting the AIM results, however, is that disclosure levels in these companies are less rigorous so the 19% figure may not fully represent the true picture which may be slightly higher. Moreover, AIM companies are more likely to use share options than many of the larger UK organisations listed on the other indices.

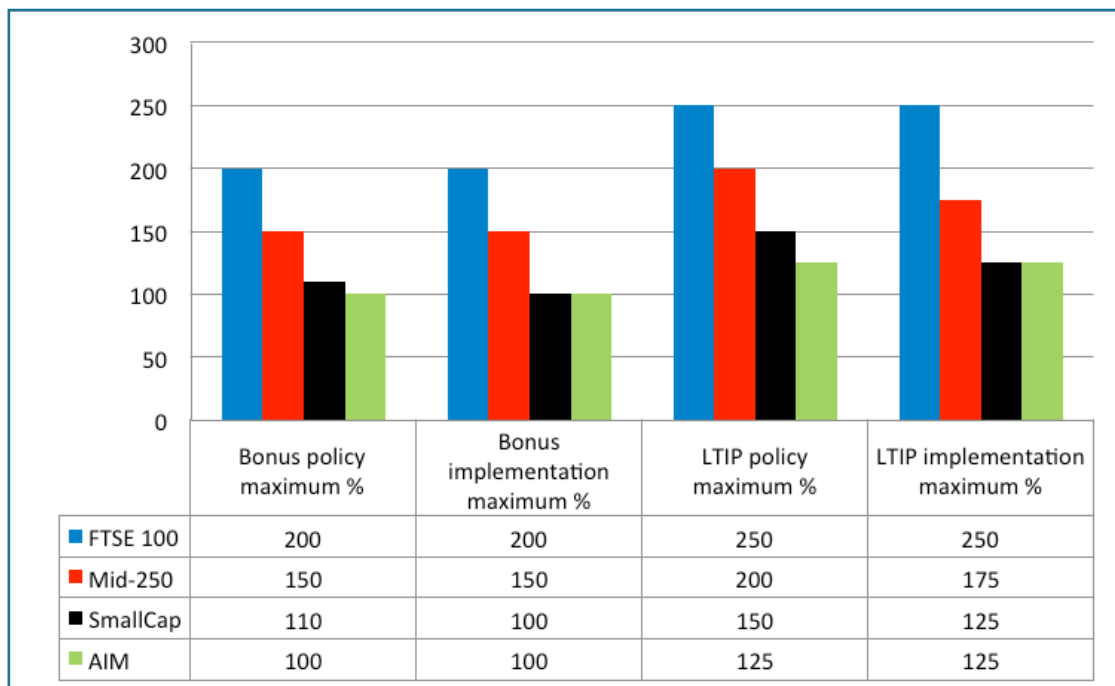
Future incentive practice

Most large companies give details of their incentive policy maxima but many do not always offer awards up to these levels, instead implementing policy in a more modest fashion.

As a result, FTSE 350 and SmallCap firms, and to a lesser extent AIM companies, often disclose two sets of figures for bonus and LTIP maxima – the actual policy maxima and the intended caps that are available to directors in the coming year.

These *implementation figures* help provide some idea of the potential value of incentive awards in the future. Box 5 shows how policy and *implementation maxima* are likely to vary in the coming year for chief executives in companies from each of the four indices.

- At the median, FTSE 100 implementation and policy levels are the same but for the other indices, some implementation levels are lower than those permitted in policies.
- For instance, FTSE 100 chief executive median bonus policy and implementation maxima are both 200% of salary while the equivalent LTIP levels are also the same at 250% of salary.
- In contrast, while the bonus implementation and policy maxima for mid-250 chief executives are both 150% of salary, the LTIP median implementation was 175% which is lower than the level permitted in policies which stood at 200%.
- For SmallCap firms, all median implementation levels are below the corresponding policy maxima with median bonus and LTIP implementation levels standing at 100% and 125% compared to potential policy maxima of 110% and 150% respectively.
- In contrast, median policy and implementation levels in AIM companies are the same with bonuses of 100% of salary and LTIP caps set at 125% although as with all the AIM findings, disclosure levels are poorer with fewer firms providing this information.



BOX 5: MEDIAN BONUS AND LTIP POLICY AND IMPLEMENTATION MAXIMA FOR CEOS BY FTSE INDEX

Source: E-reward.co.uk, August 2017.

FTSE 100 CHIEF EXECUTIVES

- Salary earnings: median salary received by FTSE 100 chief executives in the latest year stood at £882,000.
- Median bonuses topped £1 million.
- Median vested amounts from long-term incentive plans (LTIPs) also exceeded £1 million, at £1,345,800, with nearly three-quarters of chief executives benefiting from a vested amount.
- Taking account of all the elements of remuneration meant that median total earnings stood at £3.45 million.
- Looking to the future, the median salary rate for the coming year is £844,104 while the stated median minimum, target and maximum scenarios were £1,200,000, £3,334,559 and £5,251,336 respectively.
- The maximum scenario amounts are mainly driven by incentive payments and for FTSE 100 chief executives, next year companies plan to set implementation bonus and LTIP limits in line with policy caps.
- Bonus maxima will be worth 200% of salary with LTIP awards of 250% of salary at the median.

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	No.	Lower quartile	Median	Upper quartile
Salary	95	758,000	882,000	1,044,059
Total bonus	92	627,200	1,025,845	1,656,000
% bonus deferred	132	33%	50%	50%
Total cash	91	1,493,274	2,038,000	2,761,776
LTIP	71	698,656	1,345,800	2,493,000
Total remuneration	95	2,329,500	3,450,000	5,201,150
Actual salary rate	75	750,000	844,104	1,022,318
Minimum future scenario	84	1,018,516	1,200,000	1,646,500
Target future scenario	83	2,209,500	3,334,559	4,979,000
Maximum future scenario	85	4,012,000	5,251,336	8,410,000
Annual bonus policy maximum % of salary	90	150%	200%	200%
Planned bonus implementation maximum % of salary	44	150%	200%	200%
LTIP policy maximum % of salary	86	200%	250%	350%
Planned LTIP implementation maximum % of salary	45	200%	250%	330%

Source: E-reward.co.uk, August 2017.

BOX 6: FTSE 100 CHIEF EXECUTIVES

FTSE 100 FINANCE DIRECTORS

- Salary earnings: median salary earnings received by FTSE 100 finance directors in the latest year were £551,500.
- Median bonuses were worth over 100% of salary at £632,000.
- Median vested amounts from long-term incentive plans (LTIPs) were substantial at £923,172 with nearly three-quarters of finance directors benefiting from vested awards.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £2.1 million.
- Looking ahead, the median salary rate for the coming year is £555,000 while the stated minimum, target and maximum scenarios were £732,346, £1,900,000 and £3,090,000 at the median respectively.
- Likewise, FTSE 100 finance directors' bonus and LTIP rewards also look potentially significant in the coming year with median policy caps standing at 195% and 250% of salary respectively.
- In contrast to chief executives, however, planned implementation levels were lower than those permitted within policies with corresponding median levels of 160% and 225%.

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	No.	Lower quartile	Median	Upper quartile
Salary	82	471,250	551,500	681,250
Total bonus	80	410,031	632,000	869,250
% bonus deferred	74	33%	50%	50%
Total cash	79	880,000	1,262,003	1,658,000
LTIP	60	389,700	923,172	1,507,500
Total remuneration	82	1,416,708	2,092,750	2,901,516
Actual salary rate	67	475,000	555,000	700,000
Minimum future scenario	72	579,563	732,346	988,000
Target future scenario	71	1,245,500	1,900,000	2,730,000
Maximum future scenario	73	2,291,513	3,090,000	4,707,000
Annual bonus policy maximum % of salary	76	150%	195%	200%
Planned bonus implementation maximum % of salary	37	150%	160%	200%
LTIP policy maximum % of salary	76	200%	250%	328%
Planned LTIP implementation maximum % of salary	36	200%	225%	300%

Source: E-reward.co.uk, August 2017.

BOX 7: FTSE 100 FINANCE DIRECTORS

FTSE 100 OTHER DIRECTORS

- Salary earnings: median salary earnings received by FTSE 100 other directors in the latest year were £550,750.
- Median bonuses were worth over 100% of the salary earnings at £630,789.
- Median vested amounts from long-term incentive plans (LTIPs) were substantial at £732,162 with nearly three-quarters of FTSE 100 other directors benefiting from a vested award.
- Taking account of all the elements of remuneration meant that median total earnings stood at £1.93 million.
- Looking to the future, the median salary rate for the coming year is £505,000 while the stated median minimum, target and maximum scenarios were £732,000, £1,911,811 and £3,009,000 respectively.
- Bonus and LTIP payments for FTSE 100 other directors for the coming year could also be potentially significant with median policy caps standing at 171% and 225% of salary respectively.
- Planned implementation levels were lower than those permitted within policies, however, with corresponding median levels of 150% and 200%.

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	No.	Lower quartile	Median	Upper quartile
Salary	71	417,500	550,750	710,500
Total bonus	70	390,750	630,789	953,000
% bonus deferred	126	33%	50%	50%
Total cash	62	698,750	1,120,000	1,816,762
LTIP	55	196,000	732,162	1,173,667
Total remuneration	71	1,266,827	1,930,000	2,917,457
Actual salary rate	42	416,000	505,000	625,375
Minimum future scenario	52	556,750	732,000	989,750
Target future scenario	52	1,239,750	1,911,811	2,718,222
Maximum future scenario	54	2,097,430	3,009,000	4,365,528
Annual bonus policy maximum % of salary	59	150%	171%	200%
Planned bonus implementation maximum % of salary	20	150%	150%	185%
LTIP policy maximum % of salary	54	200%	225%	300%
Planned LTIP implementation maximum % of salary	20	200%	200%	231%

Source: E-reward.co.uk, August 2017.

BOX 8: FTSE 100 OTHER DIRECTORS

FTSE MID-250 CHIEF EXECUTIVES

- Salary earnings: median salary received by mid-250 chief executives in the latest year stood at £538,000.
- Median bonuses were at £466,500.
- Median vested amounts from long-term incentive plans (LTIPs) stood at £687,228, with 55% of chief executives benefiting from a vested amount.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £1.48 million.
- Looking to the future, the median salary rate for the coming year is over half a million pounds at £544,533 while the stated median minimum, target and maximum scenarios were £675,282, £1,500,000 and £2,629,000 respectively.
- The maximum scenario amounts are mainly influenced by incentive payments. Policy limits for annual bonus schemes stood at 150% of salary while the equivalent LTIP policy maximum is 200%.
- The corresponding bonus and LTIP implementation maxima were 150% of salary in line with policy caps with LTIP awards planned at 175% of salary at the median, slightly below the policy cap.

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	No.	Lower quartile	Median	Upper quartile
Salary	183	463,500	538,000	626,000
Total bonus	178	260,750	466,500	791,500
% bonus deferred	92	30%	46%	50%
Total cash	177	685,000	1,008,000	1,399,000
LTIP	100	250,507	687,228	1,213,247
Total remuneration	183	983,500	1,481,000	2,502,500
Actual salary rate	157	475,000	544,533	625,000
Minimum future scenario	159	575,000	675,282	803,500
Target future scenario	157	1,150,000	1,500,000	2,007,000
Maximum future scenario	158	2,054,587	2,629,000	3,306,000
Annual bonus policy maximum % of salary	175	120%	150%	150%
Planned bonus implementation maximum % of salary	80	104%	150%	150%
LTIP policy maximum % of salary	163	150%	200%	200%
Planned LTIP implementation maximum % of salary	77	150%	175%	200%

Source: E-reward.co.uk, August 2017.

BOX 9: FTSE MID-250 CHIEF EXECUTIVES

FTSE MID-250 FINANCE DIRECTORS

- Salary earnings: median salary earnings received by FTSE mid-250 finance directors in the latest year were £357,000.
- Median bonuses were worth around 75% of salary at £273,000.
- Median vested amounts from long-term incentive plans (LTIPs) were significant at £385,226 with just over half of finance directors benefiting from vested awards.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £0.9 million.
- Looking ahead, the median salary rate for the coming year is £361,500 while the stated minimum, target and maximum scenarios were £446,000, £918,000 and £1,528,874 at the median respectively.
- Likewise, FTSE mid-250 finance directors' bonus and LTIP rewards also look potentially significant in the coming year with median policy caps standing at 130% and 200% of salary respectively.
- Planned implementation levels were lower than those permitted within policies with corresponding median levels of 125% and 150%.

£

	No.	Lower quartile	Median	Upper quartile
Salary	153	305,000	357,000	412,000
Total bonus	151	161,750	273,000	425,500
% bonus deferred	98	33%	44%	50%
Total cash	144	445,712	622,000	817,000
LTIP	82	145,058	385,226	693,801
Total remuneration	153	628,000	906,000	1,318,538
Actual salary rate	134	317,430	361,500	410,000
Minimum future scenario	137	383,000	446,000	519,000
Target future scenario	136	714,653	918,000	1,132,465
Maximum future scenario	137	1,249,000	1,528,874	1,943,000
Annual bonus policy maximum % of salary	153	100%	130%	150%
Planned bonus implementation maximum % of salary	71	100%	125%	150%
LTIP policy maximum % of salary	145	150%	200%	200%
Planned LTIP implementation maximum % of salary	69	125%	150%	200%

Source: E-reward.co.uk, August 2017.

BOX 10: FTSE MID-250 FINANCE DIRECTORS

FTSE MID-250 OTHER DIRECTORS

- Salary earnings: median salary earnings received by FTSE mid-250 other directors in the latest year were £354,500.
- Median bonuses were worth around 75% of the salary earnings at £274,224.
- Median vested amounts from long-term incentive plans (LTIPs) stood at £393,000 with 57% of mid-250 other directors benefiting from a vested award.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £0.89 million.
- Looking to the future, the median salary rate for the coming year is £348,000 while the stated median minimum, target and maximum scenarios were £431,000, £890,000 and £1,490,753 respectively.
- Bonus and LTIP payments for FTSE mid-250 other directors for the coming year could also be potentially significant with median policy caps standing at 140% and 175% of salary respectively.
- Planned implementation levels were lower than those permitted within policies, however, with corresponding median levels of 100% and 150%.

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	No.	Lower quartile	Median	Upper quartile
Salary	110	302,875	354,500	408,153
Total bonus	106	142,000	274,224	426,000
% bonus deferred	80	30%	50%	50%
Total cash	105	474,000	652,000	876,964
LTIP	63	177,000	393,000	739,000
Total remuneration	110	556,950	886,000	1,547,000
Actual salary rate	86	296,085	348,000	443,750
Minimum future scenario	89	386,000	431,000	549,000
Target future scenario	89	704,000	890,000	1,078,000
Maximum future scenario	89	1,033,887	1,490,753	2,036,267
Annual bonus policy maximum % of salary	111	100%	140%	150%
Planned bonus implementation maximum % of salary	55	100%	100%	150%
LTIP policy maximum % of salary	97	150%	175%	200%
Planned LTIP implementation maximum % of salary	53	125%	150%	200%

Source: E-reward.co.uk, August 2017.

BOX 11: FTSE MID-250 OTHER DIRECTORS

FTSE SMALLCAP CHIEF EXECUTIVES

- Salary earnings: median salary received by FTSE SmallCap chief executives in the latest year stood at £414,000.
- Median bonuses were at £239,233, around 57% of basic salary.
- Median vested amounts from long-term incentive plans (LTIPs) stood at £341,402, with around 40% of chief executives benefiting from a vested amount.
- Taking account of all the elements of remuneration meant that median total earnings stood at £835,000.
- Looking to the future, the median salary rate for the coming year is £428,625 while the stated median minimum, target and maximum scenarios were £501,771, £978,728 and £1,495,000 respectively.
- Policy limits for annual bonus schemes stand at 110% of salary while the equivalent LTIP policy maximum is 150%.
- The corresponding bonus and LTIP implementation maxima were lower at 100% of salary and 125% of salary at the median.

£

	No.	Lower quartile	Median	Upper quartile
Salary	115	345,267	414,000	463,650
Total bonus	108	70,626	239,233	372,096
% bonus deferred	62	33%	50%	50%
Total cash	110	443,250	654,000	812,215
LTIP	47	159,500	341,402	672,000
Total remuneration	115	573,521	835,000	1,146,000
Actual salary rate	96	366,600	428,625	474,315
Minimum future scenario	101	425,000	501,771	589,000
Target future scenario	100	776,250	978,728	1,130,000
Maximum future scenario	101	1,186,038	1,495,000	1,810,000
Annual bonus policy maximum % of salary	113	100%	110%	150%
Planned bonus implementation maximum % of salary	42	100%	100%	125%
LTIP policy maximum % of salary	106	113%	150%	175%
Planned LTIP implementation maximum % of salary	41	100%	125%	150%

Source: E-reward.co.uk, August 2017.

BOX 12: FTSE SMALLCAP CHIEF EXECUTIVES

FTSE SMALLCAP FINANCE DIRECTORS

- Salary earnings: median salary earnings received by FTSE SmallCap finance directors in the latest year were £267,000.
- Median bonuses were worth around 57% of salary at £151,000.
- Median vested amounts from long-term incentive plans (LTIPs) were substantial at £200,000 with just over 37% of finance directors benefiting from vested awards.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £517,000.
- Looking ahead, the median salary rate for the coming year is £291,312, while the stated minimum, target and maximum scenarios were £332,500, £616,000, and £899,000 at the median respectively.
- Likewise, SmallCap finance directors' bonus and LTIP rewards also look potentially significant in the coming year with median policy caps standing at 100% and 150% of salary respectively.
- Corresponding planned implementation levels were 100% and 123% at the median.

£

	No.	Lower quartile	Median	Upper quartile
Salary	99	224,083	267,000	316,000
Total bonus	95	55,189	151,000	242,000
% bonus deferred	82	29%	40%	50%
Total cash	88	269,250	387,000	534,519
LTIP	37	76,000	200,000	317,000
Total remuneration	99	373,500	517,000	728,590
Actual salary rate	85	246,000	291,312	327,700
Minimum future scenario	82	287,250	332,500	400,406
Target future scenario	81	482,000	616,000	796,000
Maximum future scenario	82	780,250	899,000	1,209,000
Annual bonus policy maximum % of salary	98	100%	100%	148%
Planned bonus implementation maximum % of salary	36	100%	100%	125%
LTIP policy maximum % of salary	92	100%	150%	150%
Planned LTIP implementation maximum % of salary	34	100%	123%	150%

Source: E-reward.co.uk, August 2017.

BOX 13: FTSE SMALLCAP FINANCE DIRECTORS

FTSE SMALLCAP OTHER DIRECTORS

- Salary earnings: median salary earnings received by FTSE SmallCap other directors in the latest year were £273,000.
- Median bonuses were worth around 52% of the salary earnings at £140,890.
- Median vested amounts from long-term incentive plans (LTIPs) stood at £185,000 with 42% of other directors benefiting from a vested award.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £493,500.
- Looking to the future, the median salary rate for the coming year is £295,220 while the stated median minimum, target and maximum scenarios were £354,351, £615,000 and £917,500 respectively.
- Bonus and LTIP payments for FTSE SmallCap other directors for the coming year could also be potentially significant with median policy caps standing at 100% and 110% of salary respectively.
- Planned implementation levels for bonuses were the same at 100% of salary while those for LTIPs were higher at 125% indicating that some firms maybe making use of the higher exceptional maxima permitted in many plans although this may also be the result of such a small sample size.

£

	No.	Lower quartile	Median	Upper quartile
Salary	60	200,000	273,000	325,750
Total bonus	51	69,000	140,890	222,908
% bonus deferred	25	33%	49%	50%
Total cash	60	271,000	389,001	561,000
LTIP	25	111,200	185,000	399,000
Total remuneration	60	344,456	493,500	795,451
Actual salary rate	42	230,000	295,220	353,313
Minimum future scenario	44	276,250	354,351	428,563
Target future scenario	43	500,065	615,000	802,000
Maximum future scenario	44	716,855	917,500	1,267,895
Annual bonus policy maximum % of salary	65	100%	100%	125%
Planned bonus implementation maximum % of salary	20	100%	100%	100%
LTIP policy maximum % of salary	23	100%	110%	200%
Planned LTIP implementation maximum % of salary	19	100%	125%	150%

Source: E-reward.co.uk, August 2017.

BOX 14: FTSE SMALLCAP OTHER DIRECTORS

FTSE AIM CHIEF EXECUTIVES

- Salary earnings: median salary received by FTSE AIM chief executives in the latest year stood at £225,000.
- Median bonuses were at £99,500, around 44% of basic salary.
- Median vested amounts from long-term incentive plans (LTIPs) stood at £86,000, with around 21% of chief executives benefiting from a vested amount.
- Taking account of all the elements of remuneration meant that median total earnings stood at £322,550.
- Looking to the future, the median salary rate for the coming year is £299,940 although this was based on a small proportion of the companies surveyed, those with the best disclosure which are most probably the larger AIM companies.
- Similarly, stated median minimum, target and maximum scenarios were not provided in sufficient numbers for a meaningful analysis.
- Policy and implementation limits for annual bonus schemes stand at 100% of salary while the equivalent LTIP maxima are both 125%.

£

	No.	Lower quartile	Median	Upper quartile
Salary	160	163,000	225,000	315,750
Total bonus	114	37,000	99,500	200,000
% bonus deferred	4	45%	50%	63%
Total cash	52	160,500	317,500	531,680
LTIP £	33	23,000	86,000	281,479
Total remuneration	172	223,242	322,550	495,250
Actual salary rate	28	222,500	299,940	349,000
Minimum future scenario	-	-	-	-
Target future scenario	-	-	-	-
Maximum future scenario	-	-	-	-
Annual bonus policy maximum % of salary	55	78%	100%	100%
Planned bonus implementation maximum % of salary	5	100%	100%	120%
LTIP policy maximum % of salary	25	100%	125%	175%
Planned LTIP implementation maximum % of salary	4	100%	125%	175%

Source: E-reward.co.uk, August 2017.

BOX 15: FTSE AIM CHIEF EXECUTIVES

FTSE AIM FINANCE DIRECTORS

- Salary earnings: median salary earnings received by FTSE AIM finance directors in the latest year were £175,000.
- Median bonuses were worth around 42% of salary at £75,000.
- Median vested amounts from long-term incentive plans (LTIPs) were £62,348 with just over 19% of finance directors benefiting from vested awards.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £268,757.
- Looking ahead, the median salary rate for the coming year is £215,000*, while the stated minimum, target and maximum scenarios were not provided in sufficient numbers for a meaningful analysis.
- Likewise, AIM finance directors' bonus and LTIP rewards also look potentially significant in the coming year with median policy caps standing at 100% and 110% of salary respectively.
- Corresponding planned implementation levels were 100% and 125% at the median although all maxima figures are based on small sample sizes.

* Note. Small sample size.

£

	No.	Lower quartile	Median	Upper quartile
Salary	125	137,000	175,000	227,000
Total bonus	101	33,000	75,000	159,000
% bonus deferred	4	45%	50%	63%
Total cash	42	132,000	213,788	325,789
LTIP	24	16,750	62,348	301,984
Total remuneration	131	178,500	268,757	398,000
Actual salary rate	21	180,000	215,000	253,750
Minimum future scenario	-	-	-	-
Target future scenario	-	-	-	-
Maximum future scenario	-	-	-	-
Annual bonus policy maximum % of salary	48	75%	100%	100%
Planned bonus implementation maximum % of salary	5	100%	100%	120%
LTIP policy maximum % of salary	23	100%	110%	200%
Planned LTIP implementation maximum % of salary	4	100%	125%	163%

Source: E-reward.co.uk, August 2017.

BOX 16: FTSE AIM FINANCE DIRECTORS

FTSE AIM OTHER DIRECTORS

- Salary earnings: median salary earnings received by FTSE AIM other directors in the latest year were £169,125.
- Median bonuses were worth around 46% of the salary earnings at £77,000.
- Median vested amounts from long-term incentive plans (LTIPs) stood at £62,050 with 18% of other directors benefiting from a vested award.
- Taking account of all the elements of remuneration meant that median total earnings stood at around £243,527.
- Looking to the future, the median salary rate for the coming year is £215,000*, while the stated median minimum, target and maximum scenarios were not provided in sufficient numbers for a meaningful analysis.
- Bonus and LTIP payments for FTSE AIM other directors for the coming year could also be potentially significant with median policy caps standing at 100% and 200% of salary respectively*.
- Planned implementation levels for bonuses were 135% of salary although this was based on a very small sample size. In contrast, the LTIP intended implementation maxima was 200% but again was based on a small amount of firms.

* Note. Small sample size.

£

	No.	Lower quartile	Median	Upper quartile
Salary	116	113,000	169,125	225,000
Total bonus	83	19,668	77,000	175,500
% bonus deferred	11	20%	31%	75%
Total cash	54	97,750	202,500	325,722
LTIP	22	31,000	62,050	182,002
Total remuneration	122	140,668	243,527	409,286
Actual salary rate	14	187,132	215,000	291,100
Minimum future scenario	-	-	-	-
Target future scenario	-	-	-	-
Maximum future scenario	-	-	-	-
Annual bonus policy maximum % of salary	33	100%	100%	120%
Planned bonus implementation maximum % of salary	2	128%	135%	143%
LTIP policy maximum % of salary	14	150%	200%	513%
Planned LTIP implementation maximum % of salary	2	175%	200%	225%

Source: E-reward.co.uk, August 2017.

BOX 17: FTSE AIM OTHER DIRECTORS

EXECUTIVE COMPENSATION DATA FTSE 350, SMALLCAP & AIM: AUGUST 2017 UPDATE

August 2017

Price: free.

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