

# CEO pay in ASX200 companies

July 2022



# About ACSI

Established in 2001, ACSI exists to provide a strong, collective voice on environmental, social and governance (ESG) issues on behalf of our members.

Our members include Australian and international asset owners and institutional investors. Collectively, they manage over \$1 trillion in assets.

Our members believe that ESG risks and opportunities have a material impact on investment outcomes. As fiduciary investors, they have a responsibility to act to enhance the long-term value of the savings entrusted to them.

Through ACSI, our members collaborate to achieve genuine, measurable and permanent improvements in the ESG practices and performance of the companies they invest in.

ACSI staff undertake a year-round program of research, engagement, advocacy and voting advice. These activities provide a solid basis for our members to exercise their ownership rights.



26 Australian & international investors



Leading voice on ESG issues



ACSI members manage more than \$1 trillion.

## About Ownership Matters

Ownership Matters is an Australian governance advisory firm. Its principals have collective experience of 60 years in advising institutional investors on governance issues at ASX listed companies.

Level 5, 167 Queen Street  
Melbourne VIC 3000  
P: (03) 9602 4548 E: [www.ownershipmatters.com.au](http://www.ownershipmatters.com.au)

# Foreword

In the first year of the pandemic, Australian boards responded to market turmoil, and the deep and lasting impacts on communities, to appropriately reduce CEO pay outcomes. Our latest analysis shows that the pendulum swung significantly in the opposite direction over the following 12 months, evidencing a market-wide 'catch up' in pay for CEOs – and, most likely, their executive teams.

This is the 21st iteration of this research, which over the years has incorporated more and more detailed metrics to give our members a clearer line of sight on the way executive rewards align – or don't – with returns to investors.

Where the median bonus received in 2020 was just 30% of potential maximum, it shot up to a record-breaking 76.7% for 2021 – the highest in the seven years that ACSI's research has been collecting this data.

The average bonus paid to ASX100 chiefs has also hit a record \$2.31mn, exceeding 2017's record of \$2.30mn. An increase is expected when you have had your lowest year on record, but it is concerning to see bonuses not just rebounding but reaching new heights.

This trend sets an important backdrop for the upcoming 2022 reporting season. ACSI will be closely monitoring outcomes in the 2022 reporting season to ensure that rewards are reaped only by outperforming CEOs who deliver value to shareholders – rather than a payment delivered in rain, hail and shine.

This is of particular concern at a time in which markets are again in significant turmoil and returns to investors will be under pressure.

Alongside bonus outcomes, our research highlights some of the highest pay ever recorded in the study, fuelled by the vesting of equity incentives. This clearly raises the question of whether the quantum of rewards being delivered to senior executives is appropriate. Boards will have to carefully consider, when deciding the size of equity packages, whether the eventual outcome is accurately reflective of achievements.

Elsewhere, despite it being pleasing to see termination payments continuing to decline over time, there is a clear need for boards to be more disciplined in how they remunerate departing executives – particularly those who depart under a cloud.

In recent engagement, ACSI has found that many boards are considering retention payments for senior executives, ostensibly to offset the perceived threat of competition for talent, but often in situations where existing incentives have failed to vest. ACSI will scrutinise these sorts of arrangements closely on behalf of investors.

As ever, ACSI's institutional investor members are focused on the long-term sustainability and success of the companies in which they invest. Remuneration structures that result in short-term thinking or drive perverse behaviours, usually leave investors picking up the cost.



A handwritten signature in black ink, appearing to read 'Jennifer Parish'.

Chief Executive Officer

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# Executive summary

This report is ACSI's 21st annual survey of CEO pay in Australia's largest listed companies conducted with research from Ownership Matters, providing unique insights into remuneration trends and realised pay data.

This report is based on pay data derived from public disclosures covering 78 ASX100 CEOs (FY20: 82) and 76 ASX101-200 CEOs (FY20: 79). CEOs terminated or appointed mid-way through the financial year are excluded to avoid distorting total numbers.

This is now the eighth year that our study has, uniquely, included 'realised pay' data. This calculates the value of cash and equity actually received by ASX200 CEOs, rather than just the accounting valuations reported in annual reports.

The data does not include the 13 CEOs of foreign-domiciled companies in the ASX200, although, we have included realised pay outcomes for that group.

To illustrate the impact of changes in the CEO sample from year-to-year, the study continues to include data for incumbent CEOs – people who were members of their respective cohort for both FY20 and FY21.

## Key findings

### Bonuses rebound after restraint in FY20:

- **The median ASX100 CEO bonus, as a proportion of maximum, rose from FY20's record low 31% to 76.7%** – its highest in the seven years that this study has been collecting this data.
- **Afterpay's co-CEOs Anthony Eisen and Nick Molnar set a joint record for realised pay of \$264.2mn** (more than \$100mn each) after exercising their \$1 options when the share price was near \$90. Even without their windfall, a new record high would have been set by CSL's **Paul Perrault** (who also set the last record in FY20) with realised income of \$58.9mn.
- **The average bonus awarded to an ASX100 CEO hit a record \$2.31mn**, exceeding 2017's record of \$2.30mn.
- **Three CEOs received maximum bonuses over the past three years** – Premier Investments' **Mark McInnes**, Charter Hall's **David Harrison** and Steadfast's **Robert Kelly**.
- By contrast, Qantas' **Alan Joyce** was the only incumbent ASX100 CEO not to receive a bonus in either FY20 or FY21.
- **Median cash pay for ASX100 CEOs rebounded 41.6% from \$1.98mn to \$2.80mn**, after the impact of the pandemic in FY20 (which was the lowest recorded since 2003).

## Base pay holds steady in ASX100

### **Boards continue to hold down fixed remuneration, but equity rewards are rising:**

- Over the 10 years to FY21, and since the introduction of the 'two strikes' rule, median ASX100 CEO fixed pay has fallen 0.6% per annum while the average has declined 0.8%.
- ASX100 average realised pay hit a record \$9.15mn – well up on FY20's \$5.85mn and almost 50% higher than the prior record in FY17 – largely driven by the impact of Afterpay.
- While ASX100 CEO median and average fixed pay edged up in FY21, that was mostly due to COVID salary reductions having artificially depressed FY20 outcomes. The long-term trend of decline remains intact.
- Median and average ASX100 CEO reported pay (total pay according to Australian regulations) has also been flat over the 10 years to FY21.

## Cashing in on termination

### **Payments to departing CEOs declined to \$32.05mn, a third going to just three CEOs:**

- Woodside's **Peter Coleman** received FY21's highest termination payment at \$4.99mn. (FY20: \$6.59mn to APA's Mick McCormack). That included a \$1.72mn cash bonus for less than four months' work as CEO.
- More controversially, \$4.85mn was paid to Crown Resorts' **Ken Barton** who departed after being found not fit to hold a position of authority at a licensed casino. That included a \$1.5mn consultancy agreement, uncovered in the Victorian Royal Commission into Crown.

Table 1: 20 highest-paid ASX200 CEOs on a realised-pay basis in FY21 (includes 'foreign company' CEOs)

Rank	CEO	Company	Realised Pay	1yr TSR	5 yr TSR
1	Anthony Eisen & Nick Molnar	Afterpay	\$264,222,249	93.8	N/A
2	Paul Perreault	CSL	\$58,914,531	0.4	22.0
3	<i>Mick Farrell</i>	<i>ResMed</i>	\$37,403,034	19.6	33.0
4	Greg Goodman	Goodman Group	\$37,105,490	44.7	27.5
5	<i>Robert Thomson</i>	<i>News Corporation</i>	\$28,690,792	89.6	16.8
6	Michael & Matthew Heine	Netwealth Group	\$25,846,554	93.5	N/A
7	Alex Dorsch	Chalice Mining	\$17,806,728	645.7	124.5
8	Shemara Wikramanayake	Macquarie Group	\$14,693,343	83.1	23.8
9	<i>Jack Truong</i>	<i>James Hardie</i>	\$13,321,625	120.0	20.1
10	Brad Banducci	Woolworths Group	\$11,788,098	23.9	20.2
11	<i>Richard Weil</i>	<i>Janus Henderson Group</i>	\$11,483,165	43.5	13.8
12	<i>Ron Delia</i>	<i>Amcors</i>	\$11,325,798	8.9	4.7
13	Elizabeth Gaines	Fortescue Metals Group	\$11,119,309	89.7	61.3
14	Vincent English	MegaPort	\$10,676,056	52.6	57.5
15	Mike Henry	BHP Group	\$10,464,599	42.0	27.8
16	<i>Lewis Gradon</i>	<i>Fisher &amp; Paykel Healthcare</i>	\$9,878,197	3.0	29.3
17	Chris Ellison	Mineral Resources	\$9,452,857	167.7	51.0
18	Magnus Nicolin	Ansell	\$9,292,432	21.0	22.0
19	Andrew Barkla	IDP Education	\$9,252,820	59.0	45.2
20	Kevin Gallagher	Santos	\$9,137,037	2.8	10.9

\*Italicised CEOs are those heading up foreign-domiciled ASX200 companies, who are included for comparative purposes. See P.12 of this report.

TSR calculated to the FY21 balance date for each company, with 5-year TSR calculated per annum. For the majority of companies on the list, FY21 year end was 30 June 2021 or 31 December 2021. Macquarie Group's year end was 31 March 2021.

# Methodology

This study includes CEO pay for entities in the ASX200 for the 2021 financial year (FY21). The range of year-ends is from 31 March to 31 December 2021 with 30 June the most common balance date.<sup>1</sup>

The FY21 study is the 21st ASX100 CEO Pay longitudinal study by ACSI and the 11th year the study has included CEOs of ASX101-200 entities. It is the eighth year the study has included realised pay for all CEOs in the sample. The ACSI study is the only public source of realised pay data for all ASX200 CEOs and in FY21, as in FY20, also includes realised pay data for the 13 'foreign company CEOs' in the ASX200 sample.

There are 78 ASX100 CEOs (FY20: 82) in the sample for FY21 and 76 ASX101-200 CEOs (FY20: 79), not including the 13 foreign company CEOs (there were 12 'foreigners' in FY20). To illustrate the impact of changes in the sample, the study continues to include data for incumbent CEOs, members of their respective cohort (either ASX100 or ASX101-200) for both FY20 and FY21 – there were 60 ASX100 incumbents in FY21, down from 68 in FY20, and 50 ASX101-200 incumbents (FY20: 54).

Under the methodology used consistently for the 21 years of the study, not all CEOs are included in the sample:

- CEOs appointed mid-way through the financial year are excluded to avoid distortion. In FY21, for example, this means Woodside has no representative due to Peter Coleman's departure.
- Externally managed entities are also excluded as executives of these entities

are paid by the external manager, not the listed entity, and their pay is not disclosed. There were four entities in this category, all in the ASX101-200.

- Companies domiciled outside of Australia, and subject to different remuneration disclosure requirements – such as News Corporation – are also excluded as their disclosures are not comparable to Australian share-based payments expenses disclosures. In FY21, as in FY20, realised-pay disclosures are included for 'foreign CEOs'.
- CEOs of entities technically not subject to the Corporations Act remuneration report disclosure requirements (such as internally managed trusts APA Group and Dexus Property Group), are included because they have elected to produce remuneration reports under the Corporations Act framework.
- For FY21 a number of companies in the ASX200 as at 30 June 2021 are excluded because they did not produce a remuneration report for the year in question due to being acquired prior to preparing their accounts (there were three entities in this category in FY21 – Oil Search, Spark & Bingo Industries). Also excluded was Webjet, which changed year-ends during FY21 and so produced accounts for a nine-month period, as were entities created by demergers and not listed for all of FY21 such as Deterra Royalties.

<sup>1</sup> In the ASX100 sample for FY21 58 had a June 2021 year-end, eight a 31 December year-end, five a 30 September year-end, three a 31 March year-end and the remaining four had year-ends on 30 April, 27 June, 31 July and 31 August. For the ASX101-200 sample 55 had a 30 June year-end, 12 a 31 December year-end, five had a 30 September balance date and two each had year-ends on 31 July and 31 March.

Pay data is disclosed in Australian dollars (AUD) and is drawn from annual reports. If the listed entity disclosed pay in another currency (usually United States dollars; USD), these figures have been converted into AUD using the average exchange rate for the relevant financial year or, in some cases, the AUD figures provided as supplementary disclosure by the company.

This study refers to 'CEO pay', although for some companies the executive whose pay is included did not carry that title. In cases such as Harvey Norman and Magellan Financial Group, for example, the executive chair has been included rather than the individual carrying the title of CEO. For some companies which have joint CEOs, such as Afterpay and Netwealth, the combined pay of the two individuals considered to be CEO is included.

Realised pay, consistent with past studies, is calculated on a 'cash pay' basis; that is, reported pay excluding share-based payments expense but including the value of any equity that vested during the reporting year, using disclosures from annual reports and 'change of director interest'

notices. The value of options with an exercise price is assessed when exercised, rather than when they vest. The value of zero exercise price options (ZEPOs) is assessed on vesting.

In a handful of cases calculating realised pay is difficult due to disclosure and governance choices made by the company. At Technology One, for example, the CEO, Ed Chung, is not a director and the company's remuneration report does not include disclosures provided by many other companies showing, for example, the value of options when they are exercised. The table below shows how realised pay for Chung was calculated.

There is a difference between realised pay calculated for the purposes of this study and the actual value received by executives because it depends on whether the shares received on vesting are sold or retained. In the case of Chung, it appears likely much of the value of his options at exercise was realised given he did sell 402,758 of the 569,758 shares he received on exercising options during FY21.<sup>2</sup>

Table 2: Reconciliation of reported to realised pay for Technology One CEO Ed Chung

	FY21 pay	Reference
A - Reported pay	\$1,947,197	2021 Annual Report, p.101
B - Less share-based payments expense & cash bonus deferral accrual	(\$616,044)	As above
C - Plus known value of options vesting during FY21	\$395,540	Appendix 2A, 26 November 2020 (closing price on vesting date \$9.56)
D - Plus estimated value of 2014 options exercised during FY21	\$1,270,653	2021 Annual Report, pp.103,142; the bulk of options exercised at TNE in FY21 occurred between 26 November and 11 December 2020 so average closing share price used (\$8.9475).
E - Plus estimated value of FY17 & FY18 options exercised during FY21	\$1,125,590	2020 Annual Report p.95 shows 402,758 vested options at end of FY20; of these 247,276 vested at the end of FY20 and were granted in FY18 and 155,482 granted in FY17. Using same average closing share price as in D.
Total realised pay	\$4,122,935	A - B + C + D + E

<sup>2</sup> Technology One Limited, 2021 Annual Report, pp.102-104.

# Realised and reported pay

Afterpay's co-CEOs and founders, **Anthony Eisen** and **Nick Molnar**, set a record for realised pay outcomes in FY21, collecting a combined \$264.2mn.

The duo's individual realised pay was well above \$100mn but, even without their windfall, the FY21 sample would still have set a new high for the eight years that ACSI has been reporting realised pay in this study.

CSL's CEO **Paul Perreault** backed up his domination of the 2020 study (realised pay of \$43.04mn), realising \$58.9mn in FY21.

Two additional ASX200 CEOs realised pay of more than \$20mn – Goodman Group's **Greg Goodman**, at \$37.1mn (up from \$26.87mn in FY20), and Netwealth co-CEOs **Michael & Matthew Heine** with \$25.85mn.

In FY20, only two ASX200 CEOs had realised pay above \$30mn, Perreault and Northern Star's former executive chair **Bill Beament**.

Common to all CEOs with realised pay above \$20mn in FY21, and consistent with prior years, was the vesting of large equity grants accompanied by very strong share-price growth.

For Eisen and Molnar, their gains came in August 2020 after each exercised 1.5mn options, at just \$1 per option, at a time when the share price was nearly \$90. In FY21, CSL's Perreault exercised his last legacy options, with exercise prices of \$107.25, when the share price was \$292; another 82,800 zero exercise price options (ZEPOs) also vested for the CSL chief.

The realised gains for Greg Goodman reflected strong security price growth and the weighting of his incentive pay entirely to equity, with vesting of almost 2mn ZEPOs, originally granted in 2015, 2016 and 2017.

Table 3: 10 highest-paid ASX100 CEOs on a realised-pay basis in FY21

Rank	CEO	Company	Realised pay	FY20 rank	Reported pay	FY21 rank
1	Anthony Eisen & Nick Molnar	Afterpay	\$264,222,249 <sup>3</sup>	82	\$3,355,055	53
2	Paul Perreault	CSL	\$58,914,531 <sup>4</sup>	2	\$13,557,844	3
3	Greg Goodman	Goodman Group	\$37,105,490 <sup>5</sup>	3	\$13,378,601	4
4	Shemara Wikramanayake	Macquarie Group	\$14,693,343 <sup>6</sup>	4	\$15,967,268	1
5	Brad Banducci	Woolworths Group	\$11,788,098 <sup>7</sup>	6	\$8,376,427	8
6	Elizabeth Gaines	Fortescue Metals Grp	\$11,119,309 <sup>8</sup>	34	\$4,761,652	38
7	Mike Henry	BHP Group	\$10,464,599 <sup>9</sup>	N/A	\$9,850,587	6
8	Chris Ellison	Mineral Resources	\$9,452,857 <sup>10</sup>	N/A	\$3,481,663	52
9	Magnus Nicolin	Ansell	\$9,292,432 <sup>11</sup>	15	\$14,905,868	2
10	Andrew Barkla	IDP Education	\$9,252,820 <sup>12</sup>	N/A	\$2,566,069	67

<sup>3</sup> Afterpay Limited, 2021 Annual Report, pp.69,70.

<sup>4</sup> CSL Limited, 2021 Annual Report, pp.87,92-93; Change of director's interest notices, 28 Aug 2020 & 2 September 2020.

<sup>5</sup> Goodman Group 2021 Annual Report, p.61; Change of director's interest notice, 1 September 2020.

<sup>6</sup> Macquarie Group Limited, 2021 Annual Report, pp.120,134-36,139,141; 2014 Annual Report, pp.74-75; 2016 Annual Report, pp.90-91; 2017 Annual Report, pp.72-73; Change of director's interest notice, 21 May 2020.

<sup>7</sup> Woolworths Group Limited, 2021 Annual Report, pp.61,71,72.

<sup>8</sup> Fortescue Metals Group Limited, 2021 Annual Report, pp.138,154,157; Change of director's interest notice, 4 September 2020.

<sup>9</sup> BHP Group, 2021 Annual Report, pp.108-09,119,120.

<sup>10</sup> Mineral Resources Limited, 2021 Financial Report, pp.39,41,45,48-50.

<sup>11</sup> Ansell Limited, 2021 Annual Report, pp.44,50; Change of director's interest notice, 8 September 2020.

<sup>12</sup> IDP Education Limited, 2021 Financial Report, pp.32,35; Change of director's interest notice, 3 September 2020.

Father and son co-CEOs at Netwealth, Michael and Matthew Heine, were included after 1.4mn performance shares, granted to Matthew prior to IPO, vested in February 2021 with a value of \$24.7mn.

The gap between the ASX101-200 and the ASX100 realised-pay outliers was less significant in FY21 than in FY20, with three ASX101-200 CEOs whose realised pay was large enough for their inclusion in the Top 10 ASX100 table: the Heines, Chalice Mining's **Alex Dorsch** and Megaport's **Vincent English**, all with realised pay above \$10mn.

For both English and Dorsch, their high realised pay was due to option grants and share price growth.

In March 2021, Dorsch exercised 4.4mn options with average exercise prices of \$0.17 when the share price was \$4.40. English, in February 2021, exercised 1mn options at \$3.60 each when the share price was \$13.40, selling 500,000 of the resulting shares.

IDP's **Andrew Barkla**, who had the highest realised pay in FY20's ASX101-200 sample, made the ASX100 Top 10 for realised pay in FY21. This was again due to options granted prior to IPO. Barkla exercised the final 295,000 of these options, at \$1.44 each, in September 2020 when the shares were ~\$19.61.

Most CEOs in the realised-pay Top 10s owed their inclusion at least in part to high absolute levels of pay (with the notable exceptions of Afterpay's co-CEOs, whose FY21 combined cash pay was \$972,000, Chalice's Dorsch and Megaport's English).

For example, Premier's departing CEO **Mark McInnes**, received cash pay of \$5.5mn driven by fixed pay of \$2.75mn. In the ASX100 Top 10, five CEOs had cash pay above \$4mn. In the ASX101-200, another four CEOs, other than McInnes, had cash pay above \$2mn. Sims' **Alistair Field** owed his inclusion to both high fixed pay and an annual cash bonus of \$2.46mn.

Table 4: 10 highest-paid ASX101-200 CEOs on a realised-pay basis in FY21

Rank	CEO	Company	Realised pay	FY20 rank	Reported pay	FY21 rank
1	Matthew & Michael Heine	Netwealth Group	\$25,846,554 <sup>13</sup>	69	\$1,252,610	63
2	Alex Dorsch	Chalice Mining	\$17,806,728 <sup>14</sup>	N/A	\$843,573	70
3	Vincent English	Megaport	\$10,676,056 <sup>15</sup>	2	\$3,547,236	13
4	Julian Pemberton	NRW Holdings	\$7,595,174 <sup>16</sup>	3	\$2,818,798	33
5	Jim Clayton	Breville Group	\$6,873,859 <sup>17</sup>	31	\$3,612,517	12
6	Ryan Stokes	Seven Group	\$5,646,074 <sup>18</sup>	11	\$4,791,349	6
7	Mark McInnes	Premier Investments	\$5,500,000 <sup>19</sup>	4	\$5,500,000	3
8	Alistair Field	Sims	\$5,117,444 <sup>20</sup>	19	\$7,886,669	2
9	Philippe Wolgen	Clinuvel Pharmaceuticals	\$4,973,818 <sup>21</sup>	5	\$4,979,846	5
10	Tom O'Leary	Iluka Resources	\$4,635,674 <sup>22</sup>	N/A	\$2,881,651	20

<sup>13</sup> Netwealth Group Limited, 2021 Annual Report, pp.41,44,47,48; Change of director's interest notice, 19 February 2021.

<sup>14</sup> Chalice Mining Limited, 2021 Annual Report, pp.80-82; Change of director's interest notices, 14 July 2020 & 15 March 2021.

<sup>15</sup> Megaport Limited, 2021 Annual Report, pp.40,42,45; Change of director's interest notice, 23 February 2021.

<sup>16</sup> NRW Holdings Limited, 2021 Financial Report, pp.28,31,33; Change of director's interest notice, 1 December 2020.

<sup>17</sup> Breville Group Limited, 2021 Annual Report, pp.42,48,50,52; Appendix 2A, 7 September 2020.

<sup>18</sup> Seven Group Holdings Limited, 2021 Annual Report, pp.71,77,78.

<sup>19</sup> Premier Investments Limited, 2021 Annual Report, pp.24,25,30.

<sup>20</sup> Sims Limited, 2021 Annual Report, pp.50,57; Change of director's interest notice, 3 September 2020.

<sup>21</sup> Clinuvel Pharmaceuticals Limited, 2021 Annual Report, pp.81,86,87,89; no disclosure of vesting date of zero exercise price options that vested during FY21 so realised pay based on average share price for all FY21.

<sup>22</sup> Iluka Resources Limited, 2021 Annual Report, pp.78-82.

## The same names keep repeating

As noted in prior studies, the persistence with which the same CEOs are included in the realised-pay Top 10 is strong evidence that CEO pay outcomes are not wholly explained by share price returns. In FY21, four members of each of the ASX100 and ASX101-200 realised pay Top 10s were included in the FY20 Top 10s, not including IDP's Barkla.

Another two in the ASX101-200, Seven's **Ryan Stokes** and Sims' Field, were in the FY20 Top 20 while, in the ASX100 grouping, Ansell's now former-CEO, **Magnus Nicolin**, was ranked 15<sup>th</sup> for realised pay in the FY20 ASX100.

Six members of the FY20 ASX100 Top 10 did not make the FY21 list, including Rio Tinto's **JS Jacques** and Treasury Wine's **Michael Clarke** who both departed their companies.

Evolution's **Jake Klein** and Northern Star's Beament were included in FY20 due to vesting of one-time 'mega grants' and the remaining two (Santos' **Kevin Gallagher** and Newcrest's **Sandeep Biswas**), were ranked just outside at 11<sup>th</sup> and 12<sup>th</sup> respectively.

Five CEOs in the ASX101-200 FY20 Top 10 did not make the FY21 list (excluding Barkla who graduated to the ASX100). One, Austal's **David Singleton**, exited the list due to retirement, two (Whitehaven's **Paul Flynn** and Credit Corp's **Tom Beregi**) fell out due to lower values of equity vesting in FY21 relative to FY20, and Viva's **Scott Wyatt** missed due to IPO-related grants that vested in FY20 not being repeated. The fifth, Steadfast's **Robert Kelly**, was ranked 15<sup>th</sup> in the FY21 sample.

Table 5: Realised pay for ASX100 CEOs (excludes foreign company CEOs)

	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14
Median realised	\$4,194,661	\$3,987,511	\$4,134,518	\$4,502,000	\$4,361,201	\$3,878,990	\$3,880,672	\$3,958,000
Average realised	\$9,148,961	\$5,844,786	\$5,240,383	\$5,660,301	\$6,226,213	\$5,695,184	\$5,542,509	\$5,610,057
Highest	\$264,222,249	\$43,044,606	\$30,526,634	\$23,876,351	\$36,837,702	\$26,255,778	\$24,753,949	\$30,796,223
Lowest	\$919,093	\$505,257	\$516,885	\$750,000	\$646,396	\$637,100	\$518,238	\$657,073
Median incumbent	\$4,363,693	\$4,096,768						
Average incumbent	\$6,253,929	\$6,264,227						

Afterpay's inclusion in the FY21 ASX100 sample of realised pay outcomes distorted the average which rose to a record \$9.15mn – well up on the \$5.85mn FY20 average and almost 50% higher than prior record in FY17. If Afterpay's Eisen and Molnar are excluded, the FY21 average for realised pay falls to \$5.84mn, well within the range observed from FY14 – FY20 of between \$5.24mn and \$6.23mn and close to the FY20 average.

Consistent with past findings, incumbent CEOs – 60 CEOs included in both the FY20 and FY21 ASX100 samples – had higher median realised pay than the sample as a whole and, but for the Afterpay effect,

higher average pay as well. This is likely due to higher overall pay levels for incumbent CEOs, as well as the lag period of several years between when new CEOs receive their first grants of equity incentives as CEO and when such grants vest.

Median realised pay for CEOs in the ASX101-200 sample was up 26.5% on FY20 – at \$2.15mn, which was the highest recorded in the eight years realised pay data has been collected. Average realised pay for this cohort was also up strongly in FY21, at \$3.04mn, and lagged only the \$3.63mn FY19 average (inflated by IDP's Barkla having FY19 realised pay of \$37.76mn).

Table 6: Realised pay for ASX101-200 CEOs (excludes foreign company CEOs)

	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14
Median realised	\$2,148,268	\$1,698,206	\$2,172,579	\$1,735,892	\$1,754,582	\$1,437,375	\$1,413,322	\$1,738,822
Average realised	\$3,042,990	\$2,514,852	\$3,628,690	\$2,544,732	\$2,262,776	\$2,023,930	\$1,885,457	\$2,297,001
Highest	\$25,846,554	\$10,899,091	\$37,761,322	\$13,246,088	\$10,295,490	\$11,090,136	\$12,804,929	\$18,028,506
Lowest	\$438,632	\$394,583	\$407,847	\$390,707	\$382,489	\$378,581	\$379,455	\$357,009
Median incumbent	\$2,382,838	\$1,869,862						
Average incumbent	\$3,233,210	\$2,593,078						

Table 7: Realised pay for ASX200 CEOs (including & excluding foreign company CEOs)

	Whole sample	Ex-foreign CEOs	Foreign CEOs
Median realised	\$3,177,102	\$3,135,564	\$4,573,561
Average realised	\$6,458,535	\$6,143,883	\$10,185,943
Highest	\$264,222,249	\$264,222,249	\$37,403,034
Lowest	\$438,632	\$438,632	\$1,934,086

## Out of sight, but not mind

The FY21 study includes realised pay for 13 CEOs of companies that are domiciled outside Australia but included in the ASX200 (FY20: 12 CEOs), whose realised pay ranged from \$1.93mn (Chorus CEO **JB Rousselot**) to \$37.4mn (ResMed's **Mick Farrell**).<sup>23</sup>

This was the second year in succession that Farrell received the highest level of realised pay in the 'foreigner' sample and the link between a US domicile, or influence, and high levels of pay was clear.

Four other CEOs realised pay above \$11mn in FY21, all from US-exposed companies: News Corporation's **Robert Thomson** (\$28.69mn including a US\$10mn cash bonus),<sup>24</sup> James Hardie's since-departed **Jack Truong**,<sup>25</sup>

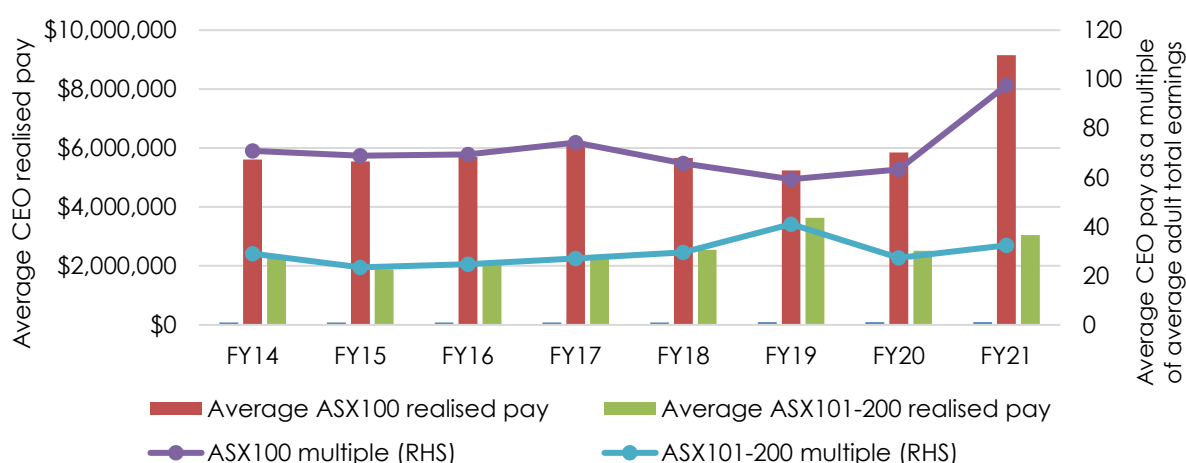
Janus Henderson's now ex-CEO **Richard Weil** and Amcor's **Ron Delia**.<sup>26</sup> Of the other eight companies in the foreign sample, six were NZ-domiciled, with one each in France (Unibail-Rodamco-Westfield) and the UK (Virgin Money). Fisher & Paykel CEO **Lewis Gradon**

realised \$9.88mn in FY21 as equity incentives granted prior to the COVID-induced boom in earnings and share price vested and/or options were exercised.<sup>27</sup>

The sheer scale of US pay relative to markets such as NZ is apparent when comparing the outcomes at ResMed and Fisher & Paykel, similar businesses that enjoyed booms as a result of demand for their products due to the pandemic. Cash pay for Farrell and Gradon was similar, at \$3.6mn and \$2.8mn respectively, but the size of hurdle-lite equity grants to US-based Farrell drove his ongoing extraordinary pay outcomes.

These are likely to continue with Farrell granted equity with a value of US\$12.5mn for FY21.<sup>28</sup>

Graph 1: Average ASX100 & ASX101-200 realised CEO pay relative to average adult earnings FY14 – FY21<sup>29</sup>



<sup>23</sup> Chorus Limited, 2021 Annual Report, pp.78-79; ResMed Inc, 2021 proxy statement, pp.52,61,66; realised value of equity for Farrell of US\$25.242mn converted using average USD:AUD exchange rate for November 2020, the month the equity awards vested.

<sup>24</sup> News Corporation Inc, 2021 proxy statement, pp.42,49,53.

<sup>25</sup> James Hardie Industries plc 2021 Annual Report, pp.50,54,56. James Hardie is domiciled in Ireland but its business (and CEO) is based in the US and the peer group against which it assesses performance (and pay) is US based.

<sup>26</sup> Janus Henderson Group plc, 2022 proxy statement, pp.39,41,46,50,52; the value for vested equity is USD and converted using average FX. Janus Henderson is domiciled in the UK but reports under the US disclosure regime. Amcor plc, 2021 proxy statement, pp.27,32,37; the value for vested equity is USD converted using average FX. Amcor is domiciled in Jersey but has its primary listing in the US.

<sup>27</sup> Fisher & Paykel Healthcare Corporation Limited, 2021 Annual Report, pp.83,96.

<sup>28</sup> ResMed Inc, 2021 proxy statement, p.55.

<sup>29</sup> Average adult earnings is average weekly adult total earnings as at May of each year from ABS 6302.

Average realised CEO pay in both the ASX100 and ASX101-200 increased substantially, relative to average adult total earnings in FY21 (Graph 1 above), with adult earnings increasing 1.6% and average ASX101-200 CEO realised pay leaping 21%.

However, if the Afterpay effect is excluded from the ASX100 sample, average realised CEO pay was flat in FY21, rising less than ordinary earnings.

Over the period FY14-FY21, average earnings have increased by 2.4% per annum, outstripping ASX100 realised pay (again excluding Afterpay in FY21) which has increased 0.6% over the same period, but lagging ASX101-200 realised CEO pay which rose 4.1% per annum over the seven years.

In FY21, Macquarie Group CEO **Shemara Wikramanayake** was the highest-paid CEO on a reported-pay basis – that is, pay calculated under Australia's disclosure rules.

The primary difference between realised and reported pay is that the value of equity

incentives in reported pay is amortised over the vesting period and discounted, or adjusted, for the probability of vesting as well as the time value of money and other factors. There is generally a close correlation between high levels of reported and realised pay – Wikramanayake ranked fourth on realised pay in FY21 while six ASX100 CEOs featured in the Top 10 for both reported and realised pay in FY21.

The other four CEOs – Newcrest's Biswas, Santos' Gallagher, Aristocrat's **Trevor Croker** and **Graham Chipchase** of Brambles – were all among the 20 highest-paid CEOs on a realised-pay basis in FY21. Persistence is also apparent in the FY21 Top 10 for reported pay, with five CEOs also in the FY20 Top 10.

Ansell's Magnus Nicolin, had his reported pay inflated by accelerated vesting of his unvested equity incentives which were retained on stepping down as CEO at the end of August 2021. Even with this removed, Nicolin would have been included in the Top 10 as his realised pay would still have been \$12.3mn.

Table 8: 10 highest paid ASX100 CEOs on a reported pay basis in FY21

Rank	CEO	Company	Reported pay	FY20 rank	Realised pay	FY21 rank
1	Shemara Wikramanayake	Macquarie Group	\$15,967,268	3	\$14,693,343	4
2	Magnus Nicolin	Ansell	\$14,905,868	9	\$9,292,432	9
3	Paul Perreault	CSL	\$13,557,844	2	\$58,914,531	2
4	Greg Goodman	Goodman Group	\$13,378,601	4	\$37,105,490	3
5	Sandeep Biswas	Newcrest Mining	\$10,357,794	6	\$8,981,239 <sup>30</sup>	12
6	Mike Henry	BHP Group	\$9,850,587	N/A	\$10,464,599	7
7	Kevin Gallagher	Santos	\$8,452,440	13	\$9,137,037 <sup>31</sup>	11
8	Brad Banducci	Woolworths	\$8,376,427	15	\$11,788,098	5
9	Trevor Croker	Aristocrat Leisure	\$7,531,209	29	\$7,744,207 <sup>32</sup>	16
10	Graham Chipchase	Brambles	\$7,311,555	16	\$7,361,558 <sup>33</sup>	18

<sup>30</sup> Newcrest Mining Limited, 2021 Financial Report, pp.D21,D26; Change of director's interest notice, 19 March 2021.

<sup>31</sup> Santos Limited, 2021 Annual Report, pp.47,52,54; Change of director's interest notices, 7 January 2021 & 23 February 2021.

<sup>32</sup> Aristocrat Leisure Limited, 2021 Annual Report, pp.55,56; Change of director's interest notices, 26 November 2020; 8 October 2020.

<sup>33</sup> Brambles Limited, 2021 Annual Report, pp.55,56,57,61; Change of director's interest notices, 10 September 2020; 10 November 2020; 7 April 2021.

Reported pay across the ASX100 sample recovered to pre-COVID levels in FY21 as annual bonuses re-appeared and the significant reversal of previously accrued equity incentive expenses at many companies in FY20 did not recur.

Median reported pay rose 23.9% to \$4.56mn, above FY19's pre-pandemic \$4.53mn.

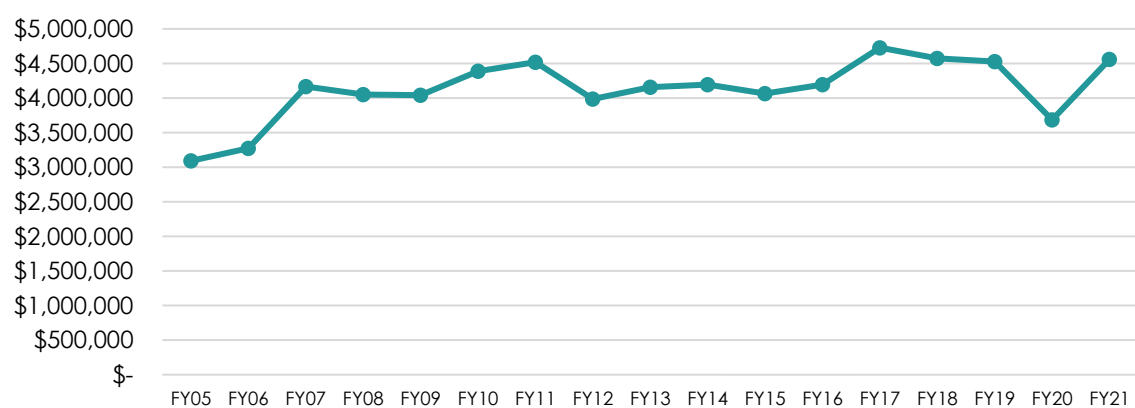
The FY21 average also rose 15%, to \$4.99mn, similar to the pre-COVID average for ASX100 CEO reported pay of \$5.08mn.

Over the 10 years to FY21, median and average ASX100 CEO reported pay has been flat (Graph 2 below).

Table 9: Reported pay for ASX100 CEOs<sup>34</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$4,562,495	\$3,683,541	\$4,196,435	\$4,517,815	23.9%	1.7%	0.1%
Average	\$4,993,627	\$4,342,270	\$5,164,722	\$4,724,758	15.0%	-0.7%	0.6%
Highest	\$15,967,268	\$19,180,588					
Lowest	\$996,818	\$600,000					
Median incumbent	\$4,807,845	\$3,809,493					
Average incumbent	\$5,306,148	\$4,428,411					

Graph 2: Median reported pay for ASX100 CEOs FY05 – FY21



<sup>34</sup> See Appendix D for full data over the period 2001 to 2021.

The strong relationship between realised and reported pay broke down in the case of the highest paid ASX101-200 CEO on a reported-pay basis in FY21, Kogan.com's **Ruslan Kogan**, whose reported pay of \$8.99mn was driven by the accounting value assigned to the 3.6mn 'retention options' granted to him at the 2020 AGM.

These options had an exercise price of \$5.29, well below the share price at grant date, and so were valued at \$11.48 per option, with this expense to be amortised over FY21, FY22, FY23 and FY24.<sup>35</sup> The Kogan.com share price has closed below \$5 since 20 April 2022.

Excluding Kogan, every other CEO in the Top 10 for reported pay in the ASX101-200 for FY21 had realised pay of at least \$2.75mn. Four were in the FY21 realised pay Top 10 (another two, Steadfast's Kelly and Champion Iron's **David Cataford**, were ranked in the Top 15 for realised pay).

Most of the reported pay Top 10 in FY21 were also members of the FY20 reported pay Top 10 – the exceptions were Kogan (not in the ASX200 in FY20), TPG Telecom's **Inaki Berroeta** (not included in FY20 due to the TPG-Vodafone merger) and Bapcor's now former chief **Darryl Abotomey**, whose reported pay ranked him 17<sup>th</sup> in the ASX101-200 sample in FY20.

Table 10: 10 highest-paid ASX101-200 CEOs on a reported pay basis in FY21

Rank	CEO	Company	Reported pay	FY20 rank	Realised pay	FY21 rank
1	Ruslan Kogan	Kogan.com	\$8,992,714	N/A	\$497,707 <sup>36</sup>	72
2	Alistair Field	Sims	\$7,886,669	3	\$5,117,444	9
3	Mark McInnes	Premier Investments	\$5,500,000	1	\$5,500,000	7
4	Malcolm Parmenter	Healius	\$5,419,438	8	\$2,756,129 <sup>37</sup>	30
5	Philippe Wolgen	Clinuvel Pharmaceuticals	\$4,979,846	6	\$4,973,818	10
6	Ryan Stokes	Seven Group Holdings	\$4,791,349	4	\$5,646,074	6
7	Inaki Berroeta	TPG Telecom	\$4,537,879	N/A	\$3,389,391 <sup>38</sup>	22
8	Robert Kelly	Steadfast Group	\$4,437,736	5	\$3,924,610 <sup>39</sup>	15
9	David Cataford	Champion Iron	\$3,878,548	N/A	\$4,284,933 <sup>40</sup>	12
10	Darryl Abotomey	Bapcor	\$3,815,362	17	\$3,226,038 <sup>41</sup>	23

<sup>35</sup> Kogan.com Limited, 2021 Annual Report, pp.35-36.

<sup>36</sup> Kogan.com Limited 2021 Annual Report, p.38.

<sup>37</sup> Healius Limited, 2021 Annual Report, pp.45,50,58-60.

<sup>38</sup> TPG Telecom, 2021 Annual Report, pp.53,58,59,65.

<sup>39</sup> Steadfast Group Limited, 2021 Annual Report, pp.58,67; Change of director's interest notice, 2 September 2020.

<sup>40</sup> Champion Iron Limited, 2021 Annual Report, pp.74,76,95; Change of director's interest notices, 28 May 2020, 4 December 2020, 17 December 2020.

<sup>41</sup> Bapcor Limited, 2021 Annual Report, pp.67,72,73,77.

Consistent with the ASX100 sample, ASX101-200 CEOs saw large increases in median and average reported pay in FY21 – although, unlike the ASX100 sample, this was not a recovery from a decline in FY20 due to COVID. Median reported pay in this group was flat in FY20 and the average declined 7.6%, relative to FY19. Median reported pay

in FY21 rose 17.3% to a record \$2.22mn (prior record \$2.03mn in FY18). The average was also a record, up 21.4% to \$2.45mn (FY14: \$2.341mn). Increases for the 50 incumbent CEOs were similar or larger, with the median incumbent ASX101-200 CEO having reported pay in FY21 of \$2.506mn, up 29.1% on FY20.

Table 11: Average, median and outliers for ASX101-200 reported CEO pay<sup>42</sup>

	FY21	FY20	FY16	FY11	One-year change	5-year p.a. change	10-year p.a. change
Median	\$2,218,074	\$1,890,449	\$1,538,000	\$1,518,654	17.3%	7.6%	3.9%
Average	\$2,450,609	\$2,009,799	\$1,777,343	\$1,700,321	21.9%	6.6%	3.7%
Highest	\$8,992,714	\$5,419,444					
Lowest	\$460,327	\$394,583					
Median incumbent	\$2,505,682	\$1,940,802					
Average incumbent	\$2,477,322	\$2,052,841					

<sup>42</sup> Full data on reported pay for the period FY11 – FY21 is available in Appendix D.

# Fixed pay

In FY21, fixed pay for ASX100 CEOs rebounded from pandemic lows and, for ASX101-200 CEOs, remained the second highest recorded in the history of ACSI's CEO pay study.

After falling 5.1% in FY20 to \$1.68mn, ASX100 median CEO fixed pay rose 8.1% to \$1.81mn, the highest for the ASX100 cohort since 2014 (although only 2.6% higher than the last pre-COVID year, FY19). Average fixed pay also rose, but more modestly, up 2.1% to \$1.8mn.

In part, the FY21 increases reflected the unwinding of temporary pay cuts in response to the pandemic, most of which occurred in the period March to June 2020. Another contributor was higher leave accruals due to restrictions on movement imposed by Australia's international and state border closures and lock-downs in various cities and regions.

The impact of the pandemic aside, the long-term decline in ASX100 CEO fixed pay remains apparent: over the 10 years to FY21, median ASX100 CEO fixed pay has fallen 0.6% per annum while the average has declined 0.8%.

Table 12: Average, median and outliers for ASX100 CEO fixed pay<sup>43</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$1,810,427	\$1,675,689	\$1,790,000	\$1,914,050	8.0%	0.2%	-0.6%
Average	\$1,796,910	\$1,760,092	\$1,892,141	\$1,946,748	2.1%	-1.0%	-0.8%
Highest	\$2,857,055	\$3,851,599					
Lowest	\$750,000	\$505,257					
Median incumbent	\$1,842,233	\$1,722,837					
Average incumbent	\$1,823,896	\$1,804,351					

In FY21, as in FY20, fixed pay for the ASX101-200 CEO sample behaved differently to that of their ASX100 counterparts but, unlike FY20, median and average ASX101-200 CEO fixed pay fell. The median declined 5.4% to \$977,000 and the average fell similarly, down 5.2% to \$1.02mn.

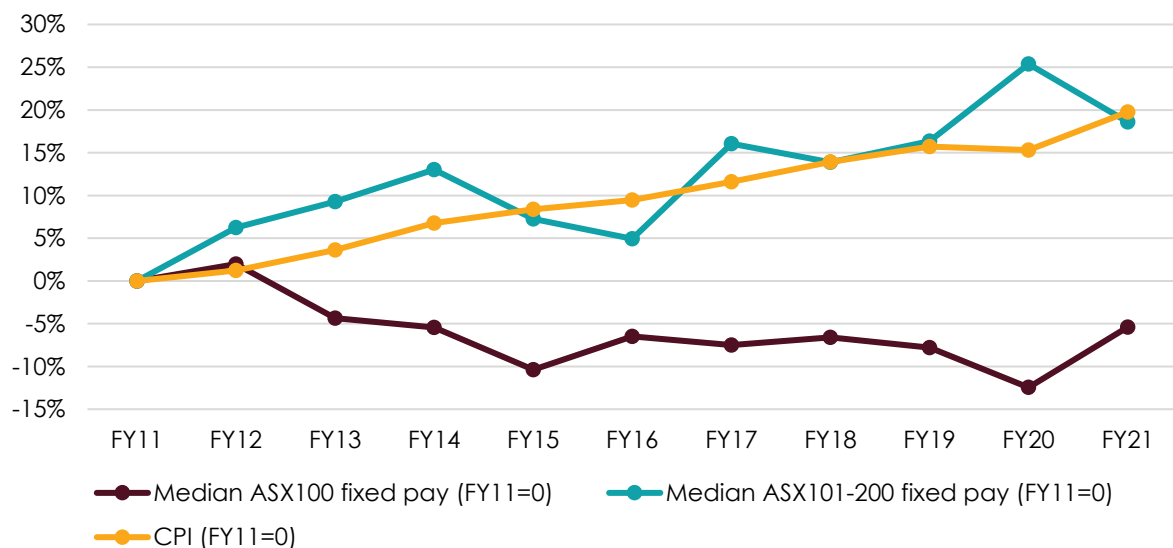
Median ASX101-200 CEO pay was still, however, the second highest in the 11 years the CEO pay study has included the ASX101-200, behind only FY20. The decline in FY21 was driven by changes in the ASX101-200 sample, with median and average fixed pay for incumbent ASX101-200 CEOs in FY21 effectively flat relative to FY20.

<sup>43</sup> Full data on ASX100 CEO fixed pay for the period FY01 – FY21 is available in Appendix A.

Table 13: Average, median and outliers for ASX101-200 CEO fixed pay<sup>44</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$976,741	\$1,032,460	\$864,128	\$823,493	-5.4%	2.5%	1.7%
Average	\$1,016,462	\$1,072,354	\$1,035,243	\$930,358	-5.2%	-0.4%	0.9%
Highest	\$2,750,000	\$2,475,000					
Lowest	\$373,048	\$394,583					
Median incumbent	\$1,024,745	\$1,038,919					
Average incumbent	\$1,056,951	\$1,065,074					

Graph 3: ASX100 & ASX101-200 median CEO fixed pay v CPI since 2011<sup>45</sup>



As shown in Graph 3 above, while ASX100 CEO fixed pay has declined over the past decade, ASX101-200 CEO fixed pay has increased in line with inflation. The decline in ASX100 CEO fixed pay relative to ASX101-200 peers is in part likely due to the greater scrutiny given to CEOs of large 'household name' companies.

As an example, while fixed pay for CEOs of companies like the Big Four banks and Wesfarmers used to be comfortably above \$3mn, no ASX100 CEO now receives fixed pay above \$3mn (in FY20, Computershare's **Stuart Irving**, paid in GBP, was above \$3mn but the end of his generous expatriate benefits during FY20 saw his fixed pay almost halve in FY21 to \$1.95mn<sup>46</sup>).

<sup>44</sup> Full data on ASX101-200 CEO fixed pay is available in Appendix A.

<sup>45</sup> CPI is all 'All groups Australian CPI' as at June of each year sourced from ABS 6401.0.

<sup>46</sup> Computershare Limited, 2021 Annual Report, p.59. 2021 Notice of Annual General Meeting, p.13.

The large gap in absolute pay between the ASX100 and ASX101-200 CEO sample is also apparent from the number of CEOs with fixed pay above \$2mn. In FY21, 28 ASX100 CEOs received more than \$2mn in annual fixed pay but only two ASX101-200 CEOs.

These were, as in FY20, Premier's Mark McInnes and Sims' Alistair Field. In the case of Field, his fixed pay was again inflated by significant non-monetary benefits relating to relocation.

Table 14: CEOs with fixed pay of \$2.5mn or more in FY21 (bold denotes fixed pay above \$2.5mn in FY20)

CEO	Fixed pay	Cohort
<b>Andrew Bassat (Seek)</b>	\$2,857,055 <sup>47</sup>	ASX100
Mark McInnes (Premier Investments)	\$2,750,000	ASX101-200
<b>Brad Banducci (Woolworths)</b>	\$2,706,513	ASX100
Mike Henry (BHP)	\$2,664,854	ASX100
<b>Hamish Douglass (Magellan Financial Group)</b>	\$2,636,464 <sup>48</sup>	ASX100
Matt Comyn (Commonwealth Bank of Australia)	\$2,607,336 <sup>49</sup>	ASX100
<b>Rob Scott (Wesfarmers)</b>	\$2,605,860 <sup>50</sup>	ASX100
<b>Shayne Elliott (ANZ)</b>	\$2,552,905 <sup>51</sup>	ASX100
<b>Graham Chipchase (Brambles)</b>	\$2,530,942	ASX100
Ross McEwan (National Australia Bank)	\$2,518,144 <sup>52</sup>	ASX100
Jakob Stausholm (Rio Tinto)	\$2,517,007 <sup>53</sup>	ASX100
Peter King (Westpac Banking Corporation)	\$2,516,517 <sup>54</sup>	ASX100

The number of CEOs with fixed pay above \$2.5mn in the sample rose from 10 to 12 in FY21. BHP's Mike Henry, NAB's **Ross McEwan** and Westpac's **Peter King** were all included in the study for the first time after being appointed during FY20. Pay increases for some executives, like CBA CEO **Matt Comyn**, moved them into the category. Premier's Mark McInnes, was the only ASX101-200 CEO with fixed pay above \$2.5mn in FY21.<sup>55</sup>

Four CEOs departed the \$2.5mn group, including Computershare's Irving. Woodside's **Peter Coleman** retired and Rio Tinto's **JS Jacques** was replaced in the sample by his successor **Jakob Stausholm**.

CSL's Perreault was a victim of the AUD appreciating against his USD-fixed pay, cutting it to \$2.43mn from \$2.615mn in FY20).

Apparent from the FY21 list is the way in which CEO pay is often driven up by benchmarking to peers: in July 2019, NAB announced Ross McEwan would become its CEO with fixed pay of \$2.5mn per annum; this was followed by ANZ increasing **Shayne Elliott's** pay to the same level and, from FY22, both CBA's Comyn and Westpac's King all have fixed pay of \$2.5mn per annum (increases in leave accruals saw total fixed pay for both King and Comyn exceed \$2.5mn in FY21).<sup>56</sup>

<sup>47</sup> Seek Limited, 2021 Annual Report, p.35.

<sup>48</sup> Magellan Financial Group Limited, 2021 Annual Report, p.38.

<sup>49</sup> Commonwealth Bank of Australia Limited, 2021 Annual Report, pp.100-101.

<sup>50</sup> Wesfarmers Limited, 2021 Annual Report, p.110.

<sup>51</sup> Australia & New Zealand Banking Group Limited, 2021 Annual Report, pp.102-103.

<sup>52</sup> National Australia Bank Limited, 2021 Annual Report, p.74.

<sup>53</sup> Rio Tinto, 2021 Annual Report, pp.191-192.

<sup>54</sup> Westpac Banking Corporation, 2021 Annual Report, p.66.

<sup>55</sup> Commonwealth Bank of Australia Limited, 2021 Annual Report, p.92. Fixed pay for Premier's McInnes was increased to \$2.75mn in FY20 but a temporary pay cut in response to the pandemic saw his fixed pay for FY20 fall under \$2.5mn.

<sup>56</sup> Westpac Banking Corporation, 2021 Notice of Annual General Meeting, p.12; Commonwealth Bank of Australia Limited, 2021 Notice of Annual General Meeting, p.8.

# Bonuses

Bonus outcomes reached record levels in FY21 as the pandemic-induced declines of FY20 more than reversed, and the number of CEOs receiving zero bonus fell sharply.

The median bonus for an ASX100 CEO as a proportion of maximum in FY21 rose from the record low 31% in FY20 to 76.7%, the highest outcome in the seven years the CEO pay study has been collecting CEO bonus outcomes relative to maximum.

Just 7% of CEOs received zero in FY21, compared with the record 31% of the sample in FY20. The median incumbent ASX100 CEO saw their bonus increase from FY20's 39.9% of maximum to 76.9% and just five of the 60 ASX100 incumbents received zero in FY21 (FY20: 14). The only incumbent ASX100 CEO to receive zero in both FY20 and FY21 was Qantas' **Alan Joyce**).<sup>57</sup>

The pandemic effect on ASX101-200 bonus outcomes in FY20, which was less dramatic in any event, also reversed in FY21. The median bonus outcome in this group rose from a record low 50% of maximum in FY20, to a record high of 86.3% in FY21.

The proportion of the sample receiving zero bonus halved, from 21% to 10%. The median bonus outcome for the 50 incumbent ASX101-200 CEOs was 86%, up from 50% in FY20, while just four of this cohort received zero bonus in FY21 (FY20: 11). Incumbent CEOs **Jamie Pherous**, Corporate Travel, and **Robert Velletri**,<sup>58</sup> Monadelphous Group, received zero in both FY20 and FY21.

Six ASX100 CEOs received maximum bonus in FY21 (FY20: 3), as did 16 of ASX101-200 CEOs – 21% of the ASX101-200 sample and up from four in FY20. The ASX101-200 sample featured one CEO, Healius' **Malcolm Parmenter**, who was awarded 167% of maximum bonus for FY21 to reflect "outstanding success" in "capital and portfolio management".<sup>59</sup>

In the FY21 sample, three CEOs received maximum bonus for the third year in succession: Premier's McInnes, Charter Hall's **David Harrison** and Robert Kelly of Steadfast. They were also the only three people in the sample to receive maximum bonus in both FY20 & FY21 (although two ASX100 'foreign' CEOs, Amcor's Ron Delia and James Hardie's Jack Truong, both received maximum bonus in FY20 & FY21).<sup>60</sup>

Table 15: CEO bonuses as a proportion of maximum FY15 – FY21<sup>61</sup>

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
ASX100 average	68.5%	64.4%	66.4%	68.1%	55.9%	35.9%	<b>69.1%</b>
ASX100 median	70.0%	68.6%	70.5%	70.0%	60%	31%	<b>76.7%</b>
Proportion of eligible CEOs receiving zero	6%	11%	8%	1%	15%	31%	<b>7%</b>
ASX 101-200 average	49.7%	60.9%	59.1%	67.9%	53%	47.8%	<b>75.3%</b>
ASX101-200 median	58.2%	75.0%	69.0%	75.7%	60%	50%	<b>86.3%</b>
Proportion of eligible CEOs receiving zero	29%	15%	13%	8%	20%	21%	<b>10%</b>

<sup>57</sup> Qantas Airways Limited, 2021 Annual Report, p.46.

<sup>58</sup> Corporate Travel Management Limited, 2021 Annual Report, p.59; Monadelphous Group Limited, 2021 Annual Report, pp.25-26.

<sup>59</sup> Healius Limited, 2021 Annual Report, p.44.

<sup>60</sup> Amcor plc, 2021 proxy statement, p.27; 2020 proxy statement, p.28; James Hardie plc, 2021 Annual Report, pp.35,36,50; 2020 Remuneration Report, pp.10-12,21.

<sup>61</sup> Data on bonuses awarded as a proportion of maximum was available for 67 ASX100 CEOs in FY21 and 68 were eligible for a bonus while data was available on bonuses as a proportion of maximum for 69 ASX101-200 CEOs with 70 eligible for a bonus.

Table 16: ASX200 CEOs receiving maximum bonus in FY19, FY20 &amp; FY21

CEO	FY21 awarded bonus	FY20 awarded bonus	FY19 awarded bonus	Cohort
Mark McInnes (Premier Investments) <sup>62</sup>	\$2,750,000	\$2,500,000	\$2,500,000	ASX101-200
David Harrison (Charter Hall) <sup>63</sup>	\$2,250,000	\$2,250,000	\$2,145,000	ASX100
Robert Kelly (Steadfast) <sup>64</sup>	\$2,200,000	\$1,650,000	\$1,522,500	ASX101-200

Table 17: Awarded bonuses for ASX100 CEOs<sup>65</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$1,758,000	\$1,140,000	\$1,485,000	\$1,500,000	54.2%	3.4%	1.6%
Average	\$2,313,599	\$1,646,740	\$2,063,479	\$1,657,376	40.5%	2.3%	3.4%
Highest	\$19,850,000	\$17,352,388					
Median incumbent	\$1,915,125	\$1,182,525					
Average incumbent	\$2,447,874	\$1,845,445					

The median bonus awarded to an ASX100 CEO for FY21 was \$1.76mn, up from \$1.14mn in FY20. This was second only to the FY17 median of \$1.76mn in the 11 years that this study has included data on bonuses awarded, rather than those paid in cash.

The average bonus awarded to an ASX100 CEO was at a record \$2.31mn, exceeding the 2017 record of \$2.30mn. Aiding the record average was the highest bonus awarded in the 11 years for which data is available – the \$19.85mn profit share received by Macquarie's Shemara Wikramanayake (who also received the highest cash bonus in the sample, \$3.97mn, as the cash portion of her 20% profit share).

Two other CEOs were awarded bonuses of more than \$5mn, BHP's Mike Henry and Wesfarmers' **Rob Scott**.

The \$7.37mn awarded to Scott was under Wesfarmers' 'KEEPP' framework, where all CEO incentives are awarded as equity, either vesting over time or based on future performance against hurdles such as relative total shareholder return.<sup>66</sup>

Incumbent ASX100 CEOs received higher median and awarded bonuses in FY21 than the sample as a whole, consistent with past outcomes, with the median ASX100 incumbent CEO seeing their awarded bonus increase 62% to \$1.92mn.

ASX101-200 CEOs were awarded bonuses at record levels in FY21, with the FY21 median up 53.6% to \$700,000 and nearly 36% higher than the prior record of \$515,902 in 2017. The FY21 average of \$885,177 was also a comfortable 32% above the prior record of \$671,250 in 2014.

<sup>62</sup> Premier Investments Limited, 2020 Annual Report, p.25.

<sup>63</sup> Charter Hall Group, 2021 Annual Report, pp.61,69,75,79; 2020 Annual Report, p.61; 2019 Annual Report, p.19.

<sup>64</sup> Steadfast Group Limited, 2020 Annual Report, p.52; 2019 Annual Report, p.62.

<sup>65</sup> Full data on ASX100 CEO bonuses is available in Appendix B. Average and median bonus data are conditional on a bonus having been awarded.

<sup>66</sup> Wesfarmers Limited, 2021 Annual Report, p.102.

This broader sample outcome was consistent with the 50 incumbent CEOs whose median bonus increased 87% to \$768,000 and their average bonus by 59% to \$924,873. Illustrating the increase in ASX101-200 CEO bonuses, seven bonuses were awarded above \$2mn in FY21, compared to one in FY20.

As in FY20, Premier's Mark McInnes received the highest bonus in the sample, at \$2.75mn, paid entirely in cash. Iluka's **Tom O'Leary** ranked second with a bonus of \$2.71mn but delivered in equity.<sup>67</sup> The third highest bonus in the cohort, the \$2.46mn awarded to Sims' Alistair Field, was also paid in cash.

Table 18: Awarded bonuses for ASX101-200 CEOs<sup>68</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$700,000	\$455,629	\$486,242	\$400,000	53.6%	7.6%	5.8%
Average	\$885,177	\$561,221	\$577,978	\$474,394	57.7%	8.9%	6.4%
Highest	\$2,750,000	\$2,500,000					
Median incumbent	\$768,000	\$410,455					
Average incumbent	\$924,873	\$581,953					

The much greater incidence of meaningful bonus deferral in the ASX100, relative to the ASX101-200, is apparent from Graph 4 (below). The median cash bonus for an ASX100 CEO – conditional on a bonus having been awarded – has been below \$1.2mn since 2009. The \$1.08mn FY21 median was the first above \$1mn since 2017 and remains more than 20% lower than the record median of \$1.36mn set in 2007.

This has been due to a change in how bonuses are delivered, rather than a reduction in overall pay levels for ASX100 CEOs, given there has not been a decline in ASX100 CEO reported pay over the same period (reported pay captures the expensing over time of bonuses deferred into equity).<sup>69</sup> In the case of ASX101-200 CEOs, deferral remains lower and less frequent, shown by the close relationship between awarded and cash bonuses over the past decade.

As shown in Graph 5 (below), high levels of deferral into equity mean that the proportion of ASX100 CEOs in FY21 receiving cash bonuses of \$1.5mn or more was relatively low, with just 17 of the 78 receiving a cash bonus at this level (there were 43 bonuses of \$1.5mn or more awarded for FY21). There were another four CEOs, including Wesfarmers' Scott, who were awarded bonuses entirely in equity.

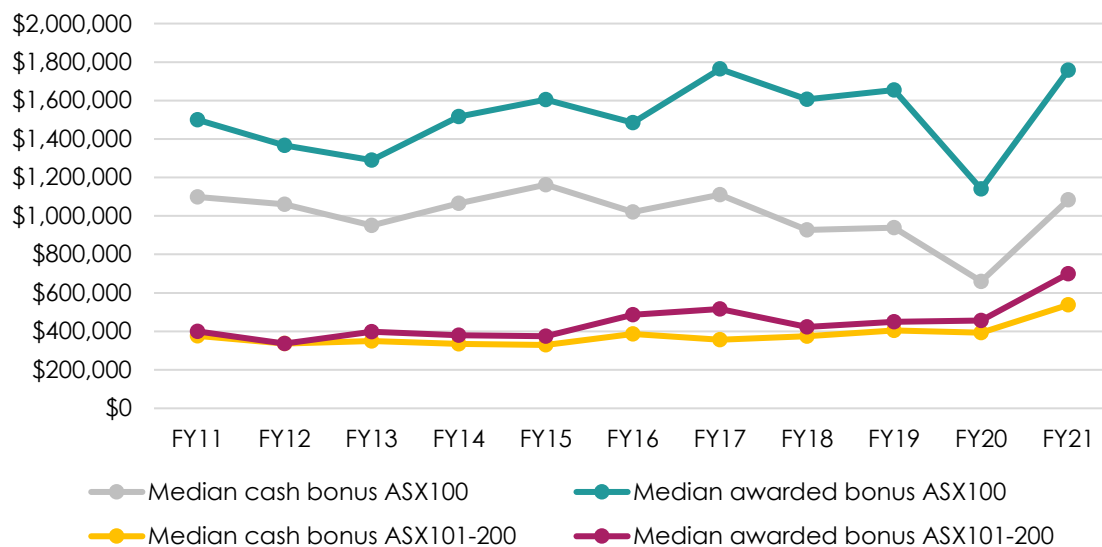
Graph 6 (below) also shows that despite higher bonus deferral in the ASX100 and record bonus outcomes for ASX101-200 CEOs in FY21, ASX101-200 CEOs still receive much lower bonuses in cash than their ASX100 counterparts, with only 10 ASX101-200 CEOs receiving a cash bonus above \$1mn, compared to 35 ASX100 CEOs. There were also four ASX101-200 CEOs who received zero cash bonus but were awarded a bonus for FY21, led by Iluka's O'Leary.

<sup>67</sup> Iluka Resources Limited, 2021 Annual Report, pp.74,79.

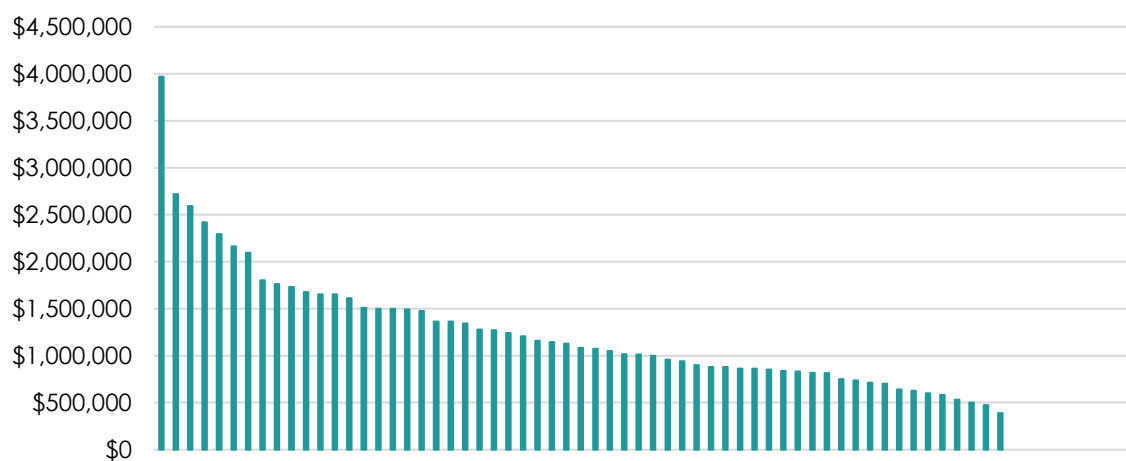
<sup>68</sup> Full data on ASX101-200 CEO bonuses is available in Appendix B. Average and median bonus data are conditional on a bonus having been awarded.

<sup>69</sup> In some cases, companies disclose that bonuses are awarded partially in equity subject to restrictions but then accrue the entire annual bonus in the statutory remuneration table indicating there is minimal risk of this equity being forfeited. In these situations the study treats the bonus as having been awarded entirely in cash given the accounting treatment indicates there is no meaningful deferral.

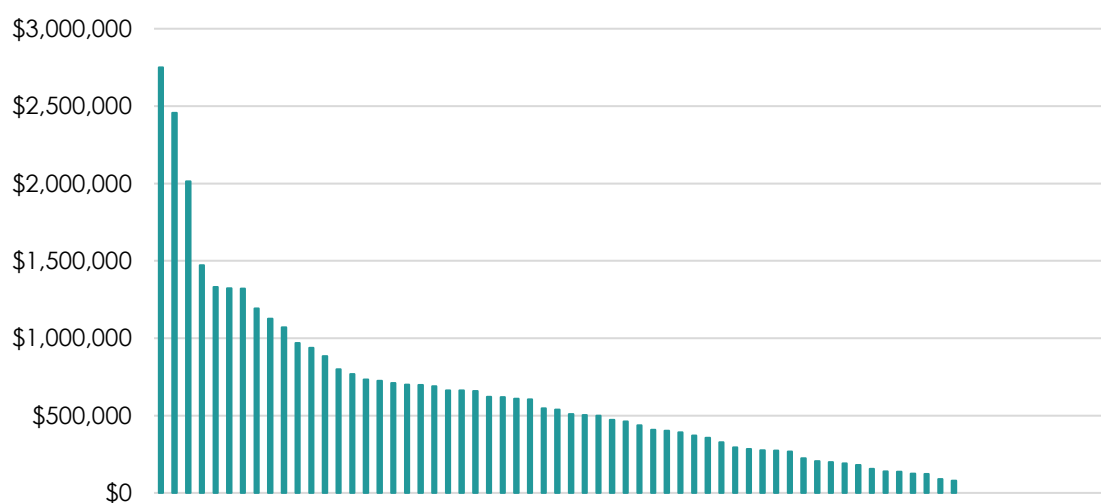
Graph 4: Median cash v awarded bonuses ASX100 & ASX101-200 FY11 – FY21



Graph 5: Distribution of ASX100 cash bonuses in FY21



Graph 6: Distribution of ASX101-200 cash bonuses in FY21



# Cash pay

Cash pay for ASX100 CEOs rebounded after the pandemic-blighted FY20, while the median cash pay for ASX101-200 CEOs hit a new record, surpassing that set last year.

The median ASX100 CEO received cash pay in FY21 of \$2.80mn, up 41.6% on FY20's \$1.98mn (which was the lowest recorded since 2003). The average also recovered substantially. Outcomes for incumbent ASX100 CEOs mirrored the ASX100 sample, with the median incumbent cash pay equal to that of the whole sample.

There was only one ASX100 CEO with cash pay above \$5mn in FY21, Magellan's Hamish Douglass. Still, the rebound in pay levels post-COVID was illustrated by 12 ASX100 CEOs receiving cash pay above \$4mn in FY21, up from just four in FY20.<sup>70</sup>

The only other ASX100 CEO to receive more than \$4mn cash pay in both FY20 and FY21 was CSL's Paul Perreault, who received the highest cash pay in FY20 (had the USD:AUD exchange rate remained unchanged between FY20 and FY21, Perreault's FY21 cash pay would have been above \$5mn).

Table 21: Cash pay for ASX100 CEOs<sup>71</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$2,802,602	\$1,979,778	\$2,602,823	\$2,945,000	41.6%	1.5%	-0.5%
Average	\$2,764,191	\$2,233,288	\$3,037,698	\$3,055,428	23.8%	-1.9%	-1.0%
Highest	\$5,357,263	\$6,294,891					
Lowest	\$750,000	\$505,257					
Median incumbent	\$2,802,602	\$2,096,212					
Average incumbent	\$2,802,766	\$2,398,418					

Table 22: Cash pay for ASX101-200 CEOs<sup>72</sup>

	FY21	FY20	FY16	FY11	One-year change	Five-year p.a. change	10-year p.a. change
Median	\$1,395,892	\$1,289,942	\$1,226,000	\$1,157,000	8.2%	2.6%	1.9%
Average	\$1,533,055	\$1,367,321	\$1,427,427	\$1,245,622	12.1%	1.4%	2.1%
Highest	\$5,500,000	\$4,975,000					
Lowest	\$438,632	\$394,583					
Median incumbent	\$1,454,511	\$1,215,641					
Average incumbent	\$1,617,824	\$1,348,962					

<sup>70</sup> Magellan Financial Group Limited, 2021 Annual Report, p.38.

<sup>71</sup> Full data on cash pay for ASX100 CEOs for the period FY01 – FY21 is available in Appendix C.

<sup>72</sup> Full data on cash pay for ASX101-200 CEOs for the period FY11 – FY21 is available in Appendix C.

Table 23: Distribution of cash pay in the ASX100 and the ASX101-200

Range	ASX100 CEOs (FY20)	ASX101-200 CEOs (FY20)
Less than \$1m	3 (4)	26 (21)
\$1m - \$2m	18 (39)	33 (50)
\$2m - \$3m	28 (26)	12 (7)
\$3m - \$4m	17 (9)	3 (0)
\$4m - \$5m	11 (2)	1 (1)
More than \$5m	1 (2)	1 (0)

After median cash pay for ASX101-200 CEOs hit a record \$1.29mn in FY20, FY21 saw median cash pay rise another 8.2% to \$1.40mn, an increase driven by higher cash pay for incumbent ASX101-200 CEOs – the median incumbent CEO's cash pay increased almost 20% to \$1.46mn.

The FY21 average rose 12.1% to \$1.53mn, behind only the \$1.69mn recorded in FY14 and only the third time the average for the ASX101-200 sample has been above \$1.5mn. In FY21, there were 17 ASX101-200 CEOs with cash pay above \$2mn, compared to eight in FY20; again, showing the difference in scale between ASX100 CEO pay and that of ASX101-200 CEOs, there were 57 ASX100 CEOs with cash pay above \$2mn in FY21 (FY20: 39).

High cash pay, especially if it recurs over time, allows executives to accrue substantial wealth free from the future risks faced by shareholders.

The now-former CEO of Premier, Mark McInnes, received cash pay of at least \$4.5mn from FY16-21. Even CSL's Paul Perreault, who has derived much of his wealth over the past three years from vesting of equity incentives and a rising share price, has received cash pay in that same three years of \$16.35mn.

Trying to avoid windfall cash gains, which allow executives to 'de-risk', has been behind regulatory and shareholder efforts to increase delivery of incentives in equity in financial services and other sectors, especially those that are capital intensive or operate in volatile industries.

# Termination payments

The \$32.05mn collective cost of departing ASX200 CEOs in FY21 was similar to the \$33.18mn for FY20, although only two CEOs received termination payments above \$3mn in FY21, down from four in FY20.

There were 17 termination payments in FY21 (FY20: 16) with 12 above \$1mn (FY20: 10), and three of these million dollar payouts received by ASX101-200 CEOs.

The cost to shareholders of termination payments in the ASX100 fell from the \$29.92mn in FY20 to \$27.16mn, although the FY21 total was still higher than any year since FY11, excluding FY20.

The \$4.89mn in disclosed termination costs for the ASX101-200 sample was the highest since FY18's \$8.87mn.

In the FY21 sample, former Woodside CEO **Peter Coleman** received the highest termination payment at \$4.99mn. This was driven by a combination of payment in lieu of notice, the payout of accrued leave entitlements and the \$1.72mn cash bonus he was awarded for less than four months as CEO.<sup>73</sup>

Almost as large, and far more controversial, was the \$4.85mn paid to former Crown Resorts CEO, **Ken Barton** who departed the group after the NSW Bergin Inquiry found him to be not fit to hold a position of authority at a licensed casino.

His departure payments included a redundancy payment, despite a new CEO being appointed, and a \$1.5mn fee under a six-month consulting agreement uncovered by the Victorian Royal Commission into Crown's Melbourne casino.<sup>74</sup>

A number of long serving CEOs who departed during FY21 had no or minimal disclosed termination payments but were retained by their former companies as 'advisors' after their departures. It is not clear how much remuneration was paid in relation to these advisory positions and it is noteworthy Crown was not required to disclose the consulting fee paid to Barton as part of his termination payments, even though it acknowledged the existence of the agreement.<sup>75</sup>

The highest termination payment in the ASX101-200 sample was to former Inghams CEO **Jim Leighton** at \$2.14mn, the highest payment recorded to an ASX101-200 CEO since FY18.

Leighton's payout included a \$1.13mn termination payment, salary for the 89 days he remained an employee of Inghams, although not CEO after being replaced on 29 March 2021, and a cash bonus of \$517,000.<sup>76</sup>

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<sup>73</sup> Woodside Petroleum Limited, 2021 Annual Report, pp.83,88.

<sup>74</sup> Crown Resorts Limited, 2021 Annual Report, pp.86,88; Victorian Royal Commission exhibit RC0442, p.10.

<sup>75</sup> Crown Resorts Limited, 2021 Annual Report, pp.86,88.

<sup>76</sup> Inghams Group Limited, 2021 Annual Report, pp.31,31,47.

Table 24: Termination payments for ASX100 CEOs<sup>77</sup>

Financial year	Total	Number	Minimum	Maximum
FY08	\$83.03m	13	\$793,333	\$18.31m <sup>78</sup>
FY09	\$34.56m	13	\$168,000	\$6.39m
FY10	\$5.70m	5	\$513,079	\$1.68m
FY11	\$35.02m	12	\$566,667	\$10.90m
FY12	\$19.06m <sup>79</sup>	13	\$150,000	\$4.57m
FY13	\$11.81m <sup>80</sup>	9	\$141,459	\$2.81m
FY14	\$25.93m	9	\$281,644	\$13.59m
FY15	\$24.17m	8	\$30,315	\$6.68m
FY16	\$17.88m	9	\$855,000	\$4.38m
FY17	\$26.14m	12	\$832,089	\$6.27m
FY18	\$17.21mn	9	\$631,818	\$5.36mn
FY19	\$13.48mn	7	\$34,698	\$3.92mn
FY20	\$29.92mn	11	\$432,887	\$6.59mn
FY21	\$27.16mn	13	\$300,000	\$4.99mn

Table 25: Termination payments for ASX101-200 CEOs

Financial year	Total	Number	Minimum	Maximum
FY11	\$14,945,926	11	\$270,710	\$3,630,000
FY12	\$5,761,582	6	\$72,698	\$2,510,000
FY13	\$5,531,944	5	\$301,926	\$1,532,000
FY14	\$11,809,607	7	\$125,000	\$8,132,985
FY15	\$14,247,979	10	\$202,321	\$2,767,458
FY16	\$6,098,580	8	\$8,314	\$2,888,614
FY17	\$7,484,869	8	\$205,552	\$1,861,000
FY18	\$8,864,960	6	\$664,426	\$2,609,658
FY19	\$4,870,785	7	\$132,952	\$1,576,897
FY20	\$3,257,216	5	\$274,967	\$1,103,435
FY21	\$4,891,416	4	\$27,115	\$2,137,644

<sup>77</sup> Termination payments include bonuses for part year worked, the value of long-term incentives that vest solely due to termination, payments in lieu of notice or for severance and the value of accrued leave entitlements for executives where leave entitlements have not previously been accrued in the remuneration table.

<sup>78</sup> This payment, to former Santos CEO John Elicie-Flint, includes \$14.592m which was the value of options that vested on his departure calculated based on the difference between the exercise price and closing price on the date his termination arrangements were announced to the ASX on 14 May 2008. It is not known if these options were exercised. The cash termination payments were \$3.718m.

<sup>79</sup> Figures disclosed in currencies other than AUD were converted into AUD using the exchange rate on the disclosed date of departure.

<sup>80</sup> Figures disclosed in currencies other than AUD were converted using the average exchange rate for FY13 as the payments related to pro rata bonuses.

## Appendix A: Fixed pay data

Year	Average		Median		Minimum		Maximum	
	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200
2021	\$1,796,910	\$1,016,462	\$1,810,427	\$976,741	\$750,000	\$373,048	\$2,857,055	\$2,750,000
2020	\$1,760,092	\$1,072,354	\$1,675,689	\$1,032,460	\$505,257	\$394,583	\$3,851,599	\$2,475,000
2019	\$1,892,122	\$1,032,482	\$1,764,900	\$958,061	\$346,771	\$407,847	\$4,656,712	\$2,500,000
2018	\$1,883,744	\$1,026,024	\$1,788,000	\$937,740	\$750,000	\$385,933	\$4,746,633	\$2,654,410
2017	\$1,909,500	\$1,041,587	\$1,770,480	\$955,688	\$371,396	\$382,489	\$6,555,254	\$2,740,835
2016	\$1,892,141	\$1,035,243	\$1,790,000	\$864,128	\$362,100	\$378,581	\$6,781,903	\$5,898,856
2015	\$1,865,484	\$1,075,111	\$1,715,087	\$883,233	\$278,238	\$379,455	\$6,979,057	\$5,559,838
2014	\$1,929,122	\$1,200,266 <sup>81</sup>	\$1,810,000	\$930,632	\$343,573	\$357,009	\$5,385,916	\$5,718,958
2013	\$1,948,949	\$1,066,452 <sup>82</sup>	\$1,830,614	\$900,000	\$247,275	\$305,799	\$6,359,705	\$3,935,131 <sup>83</sup>
2012	\$1,900,878	\$973,576	\$1,951,814	\$875,000	\$540,971	\$41,221	\$4,926,208	\$3,003,925
2011	\$1,946,748	\$930,358	\$1,914,050	\$823,493	\$277,638	\$280,351	\$4,573,000	\$3,007,279
2010	\$1,929,062		\$1,823,168		\$119,057		\$8,964,902	
2009	\$2,016,923		\$1,807,561		\$223,877		\$8,981,956	
2008	\$1,947,350		\$1,745,856		\$198,648		\$9,204,760	
2007	\$1,833,228		\$1,533,948		\$321,331		\$8,885,278	
2006	\$1,789,826		\$1,579,292		\$394,769		\$8,888,197	
2005	\$1,533,231		\$1,373,437		\$494,531		\$8,789,826	
2004	\$1,416,877		\$1,353,000		\$410,437		\$4,084,000	
	\$1,554,410		\$1,376,798				\$11,731,875	
2003	\$1,361,769		\$1,136,537		\$345,056		\$6,716,040	
	\$1,424,285		\$1,137,769				\$13,486,153	
2002	\$984,045		\$903,838		\$50,575		\$7,938,000	
	\$1,027,288		\$914,330				\$7,938,000	
2001	\$888,407		\$780,975		\$52,055		\$2,650,565	
	\$1,008,012		\$781,788				\$8,543,137	

(Italicised data 2001-2004 includes News Corp; ASX101-200 not reported until 2011 onwards)

<sup>81</sup> Average fixed pay includes a termination impact for Lynas Corp's Eric Noyrez of \$1.24m and Pacific Brands' John Pollaers \$1.4m. If these are removed the average fixed pay for FY14 was \$1,165,077.

<sup>82</sup> Average fixed pay includes a 'termination effect' for Seven Group and for GUD CEO Ian Campbell who departed shortly after FY13 year-end. If Campbell's termination payment of \$1.21m and the payment to Peter Gammell are excluded, average fixed pay was \$1,029,523.

<sup>83</sup> This relates to former Seven Group CEO Peter Gammell and includes \$926,398 in termination payments payable on him ceasing employment as at 30 June 2013. Excluding these payments Gammell had the highest fixed pay in the ASX101-200 sample.

## Appendix B: Bonus data

### Cash bonuses

Year	Average		Median		Maximum	
	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200
2021	\$1,255,044	\$653,701	\$1,083,333	\$537,795	\$3,970,000	\$2,750,000
2020	\$891,624	\$473,581	\$660,000	\$393,457	\$3,689,867	\$2,500,000
2019	\$1,051,938	\$504,049	\$939,593	\$404,363	\$3,140,907	\$2,500,000
2018	\$1,086,278	\$478,026	\$927,159	\$375,000	\$3,888,551	\$1,840,000
2017	\$1,277,179	\$565,494	\$1,110,087	\$355,680	\$6,389,286	\$2,889,682
2016	\$1,313,223	\$485,616	\$1,021,000	\$386,223	\$6,645,144	\$2,000,000
2015	\$1,271,251	\$505,987	\$1,162,488	\$329,253	\$6,617,549	\$3,100,000
2014	\$1,345,662	\$609,010	\$1,065,009	\$334,500	\$7,766,336	\$5,169,183
2013	\$1,220,744	\$418,911	\$950,000	\$350,000	\$6,101,360	\$1,166,229
2012	\$1,315,221	\$402,025	\$1,060,095	\$336,500	\$7,245,088	\$1,156,000
2011	\$1,255,212	\$421,576	\$1,098,300	\$376,915	\$3,367,965	\$1,500,000
2010	\$1,584,120		\$1,122,000		\$10,298,586	
2009	\$1,564,273		\$1,206,662		\$8,238,246	
2008	\$2,016,214		\$1,167,645		\$27,223,798	
2007	\$2,260,741		\$1,360,000		\$25,615,987	
2006	\$1,683,252		\$1,005,890		\$15,833,577	
2005	\$1,364,295		\$1,000,000		\$13,892,889	
2004	\$1,293,093		\$900,000		\$13,400,000	
	<i>\$1,671,608</i>		<i>\$911,803</i>		<i>\$17,980,437</i>	
2003	\$1,102,603		\$725,000		\$12,381,000	
	<i>\$1,283,330</i>		<i>\$735,129</i>			
2002	\$902,969		\$468,011		\$10,944,000	
	<i>\$937,347</i>		<i>\$475,000</i>			
2001	\$769,125		\$377,936		\$6,239,739	
	<i>\$871,389</i>		<i>\$386,805</i>			

(Italicised data 2001-2004 includes News Corp; ASX101-200 not reported until 2011 onwards)

### Awarded bonuses

Year	Average		Median		Maximum	
	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200
2021	\$2,313,599	\$885,177	\$1,758,000	\$700,000	\$19,850,000	\$2,750,000
2020	\$1,646,740	\$561,221	\$1,140,000	\$455,629	\$17,352,388	\$2,500,000
2019	\$1,866,192	\$563,011	\$1,653,837	\$450,000	\$6,493,709	\$2,500,000
2018	\$2,002,305	\$582,847	\$1,606,648	\$423,056	\$18,104,604	\$1,904,000
2017	\$2,303,960	\$644,110	\$1,763,623	\$515,902	\$17,236,480	\$2,889,682
2016	\$2,063,479	\$577,978	\$1,485,000	\$486,242	\$17,721,760	\$2,000,000
2015	\$1,949,392	\$623,277	\$1,604,724	\$375,000	\$15,913,613	\$3,100,000
2014	\$1,964,975	\$671,250	\$1,516,985	\$380,150	\$11,948,209	\$5,169,863
2013	\$1,684,571	\$493,473	\$1,290,150	\$397,969	\$9,386,708	\$1,749,344
2012	\$1,736,497	\$422,474	\$1,366,730	\$336,500	\$9,177,417	\$1,359,000
2011	\$1,657,376	\$474,394	\$1,500,000	\$400,000	\$9,002,180	\$2,655,000

## Appendix C: Cash pay data

Year	Average		Median		Minimum		Maximum	
	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200
2021	\$2,764,191	\$1,533,055	\$2,802,602	\$1,395,892	\$750,000	\$438,632	\$5,357,263	\$5,500,000
2020	\$2,233,288	\$1,367,321	\$1,979,778	\$1,289,942	\$505,257	\$394,583	\$6,294,891	\$4,975,000
2019	\$2,743,209	\$1,392,896	\$2,688,900	\$1,255,187	\$516,885	\$407,847	\$5,882,815	\$5,000,000
2018	\$2,919,156	\$1,417,176	\$2,841,711	\$1,262,389	\$750,000	\$390,707	\$6,236,722	\$4,494,410
2017	\$3,044,666	\$1,504,492	\$2,871,409	\$1,221,300	\$646,396	\$382,489	\$12,944,540	\$5,161,200
2016	\$3,037,698	\$1,427,427	\$2,602,823	\$1,226,000	\$637,100	\$378,581	\$13,427,047	\$6,333,156
2015	\$3,102,883	\$1,413,427	\$2,915,332	\$1,152,253	\$518,238	\$379,455	\$13,596,065	\$6,020,256
2014	\$3,164,908	\$1,687,739	\$2,892,000	\$1,283,925	\$657,073	\$357,009	\$13,152,252	\$8,028,508
2013	\$3,005,935	\$1,347,493	\$2,529,885	\$1,148,587	\$616,972	\$369,159	\$11,107,787	\$3,935,131 <sup>84</sup>
2012	\$2,981,530	\$1,273,000	\$2,888,441	\$1,237,000	\$540,971	\$448,062	\$12,171,296	\$3,363,925
2011	\$3,055,428	\$1,245,622	\$2,945,000	\$1,157,000	\$335,388	\$365,053	\$6,734,522	\$4,507,279
2010	\$3,354,770		\$2,785,900		\$132,699		\$15,964,902	
2009	\$3,397,328		\$2,853,198		\$239,295		\$14,931,956	
2008	\$3,814,687		\$2,903,752		\$198,648		\$27,894,726	
2007	\$3,837,684		\$2,900,000		\$321,331		\$26,286,806	
2006	\$3,476,833		\$2,492,718		\$415,862		\$16,504,181	
2005	\$2,832,457		\$2,134,534		\$581,750		\$14,653,688	
2004	\$2,787,708		\$2,408,309		\$410,437		\$14,692,011	
	\$3,146,703		\$2,408,670				\$29,712,312	
2003	\$2,141,128		\$1,740,537		\$387,472		\$13,393,275	
	\$2,444,368		\$1,773,180				\$25,793,845	
2002	\$2,200,664		\$1,427,877		\$50,575		\$11,922,336	
	\$2,381,356		\$1,447,111				\$16,294,620	
2001	\$1,814,371		\$1,375,000		\$166,457		\$7,823,072	
	\$2,018,190		\$1,422,662				\$14,858,824	

(Italicised data 2001-2004 includes News Corp; ASX101-200 not reported until 2011 onwards)

<sup>84</sup> This relates to former Seven Group CEO Peter Gammell and includes \$926,398 in termination payments payable on him ceasing employment as at 30 June 2013. Excluding these payments, Gammell had the second highest cash pay in the ASX101-200 sample behind the co-CEOs of Charter Hall at \$3,380,868.

## Appendix D: Reported pay data

Year	Average		Median		Minimum		Maximum	
	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200	ASX100	ASX101-200
2021	\$4,993,627	\$2,450,609	\$4,562,495	\$2,218,074	\$996,818	\$460,327	\$15,967,268	\$8,992,714
2020	\$4,342,270	\$2,009,799	\$3,683,541	\$1,890,449	\$600,000	\$394,583	\$19,180,588	\$5,419,444
2019	\$5,075,478	\$2,176,210	\$4,526,589	\$1,899,523	\$516,885	\$407,847	\$16,382,276	\$11,439,633
2018	\$5,122,431	\$2,322,846	\$4,574,954	\$2,033,295	\$777,213	\$390,707	\$19,650,083	\$12,672,444
2017	\$5,544,284	\$2,169,956	\$4,728,890	\$1,875,690	\$646,396	\$382,489	\$23,566,967	\$10,090,741
2016	\$5,164,722	\$1,777,343	\$4,196,435	\$1,538,000	\$637,100	\$378,581	\$21,572,743	\$6,487,392
2015	\$4,992,943	\$1,782,417	\$4,066,225	\$1,471,321	\$518,238	\$379,455	\$21,706,636	\$6,831,204
2014	\$5,008,869	\$2,341,142	\$4,195,278	\$1,711,379	\$657,073	-\$386,999	\$22,088,011	\$19,588,095
2013	\$4,843,607	\$1,749,036	\$4,155,693	\$1,582,325	\$616,972	\$369,159	\$19,110,336	\$5,984,652
2012	\$4,705,093	\$1,654,603	\$3,985,254	\$1,595,404	\$540,791	\$448,062	\$21,105,291	\$4,072,000
2011	\$4,724,758	\$1,700,321	\$4,517,815	\$1,518,654	\$426,542	\$365,053	\$11,803,992	\$4,924,362
2010	\$4,991,319		\$4,388,073		\$132,699		\$16,157,746	
2009	\$4,924,256		\$4,039,748		-\$961,853		\$14,931,956	
2008	\$5,162,441		\$4,049,293		\$198,648		\$24,755,444	
2007	\$5,540,815		\$4,168,554		\$404,062		\$33,489,818	
2006	\$4,561,393		\$3,274,675		\$415,862		\$21,210,349	
2005	\$3,766,549		\$3,092,576		\$659,002		\$18,553,566	
2004	\$3,564,486		\$3,074,837		\$410,437		\$14,692,011	
	\$3,913,123		\$3,138,235				\$29,712,312	
2003	\$2,858,343		\$2,309,384		\$387,472		\$13,393,275	
	\$3,163,769		\$2,325,692				\$26,681,537	
2002	\$3,059,008		\$2,081,110		\$50,575		\$11,922,336	
	\$3,228,695		\$2,098,601				\$16,294,620	
2001	\$2,450,513		\$1,843,987		\$166,457		\$11,682,638	
	\$2,644,393		\$2,120,411				\$14,858,824	

(Italicised data 2001-2004 includes News Corp; ASX101-200 not reported until 2011 onwards)

