



**2024**

# **Australian Executive Remuneration Survey Abridged Report**

Research partner:





## SURVEY SUMMARY

This Abridged 2024 Australian Executive Remuneration Survey is based on remuneration data covering 1089 organisations. The FULL Survey is available for purchase from McGuirk Remuneration covering 3479 incumbents. This data has been collected from 667 on-line contributors, 225 organisations who are sourced contributors to the Survey, plus 197 client Boards of McGuirk Remuneration.

The full Executive C-Suite of 16 positions and 3 Governance positions is covered from 907 Managing Director/Chief Executive Officer positions to 83 Compliance Manager positions.

All of the Combined remuneration data presented in the Report tables has been segmented by Revenue, Assets, FTE, Type of Organisation and Type of Industry.

## ABOUT US

McGuirk Remuneration (trading as McGuirk Management Consultants Pty Ltd) has been providing clients with remuneration benchmarking and general remuneration consulting since 1990. We work with 'industry partners' wherever possible and currently publish 4 National Remuneration Surveys, covering 2 Board Remuneration Surveys and 2 Executive Remuneration Surveys.

Clients throughout Australia regularly use our services to determine their:

*Board and Committee remuneration*  
*MD/CEO remuneration*  
*C-Suite remuneration*  
*Management remuneration*  
*Staff remuneration*

We have clients who use our services annually, and some who use our services every two or three years, depending on their growth and market conditions.

If you require any assistance in using this Report or if we can be of further assistance with your remuneration benchmarking requirements please contact us.

Terry McGuirk BA(Hons), FAICD  
Director  
Email: [terry@mcguirk.com.au](mailto:terry@mcguirk.com.au)  
Mobile: 0411 722 388



## **Governance Institute of Australia**

With a membership of over 8,000 company secretaries, governance leaders and risk managers from some of Australia's largest organisations, the Governance Institute of Australia is the only fully independent professional association with a sole focus on governance excellence.



**McGuirk Remuneration**

Custom Remuneration Design & Analytics

## **Partnered with: McGuirk Remuneration**

McGuirk Remuneration (trading as McGuirk Management Consultants Pty Ltd) has been providing clients with remuneration benchmarking and general remuneration consulting since 1990. They work with 'industry partners' wherever possible and currently publish four national remuneration surveys, covering two board remuneration surveys and two executive remuneration surveys.



## **Research partner: Directors Australia**

Directors Australia deliver the right people, insights and strategies to govern effectively. They do it through experienced board and governance advisory services and specialist director recruitment. Governance makes or breaks organisations, and that affects people's lives. Directors Australia exist to help you and your board make your organisation great.



## **SIGNIFICANT STATISTICS**

### **Types of Organisations covered:**

- 223 Listed Public
- 151 Unlisted Public
- 201 Private
- 307 Not For Profit (NFP)
- 166 Government
- 45 Super Fund

### **Remuneration determined for:**

- 410 Managing Directors
- 497 Chief Executive Officers
- 540 Chief Finance Officers
- 203 Company Secretaries
- 84 General Counsel & Company Secretaries
- 134 CFO & Company Secretaries
- 66 General Counsels
- 170 Chief Risk Officers
- 363 Chief Operating Officers
- 191 Chief Information Officers
- 272 Chief People & Culture Officers
- 184 Chief Marketing Officers
- 41 Chief Digital Officers
- 99 Chief Sales Officers
- 17 Chief Manufacturing Officers
- 31 Chief Infrastructure Officers
- 19 Deputy Company Secretaries
- 75 Risk Managers
- 83 Compliance Managers



**1,089**

Boards surveyed from across the public, private and not-for-profit sectors

## ASX Top 200 base salary



Listed MDs

**\$1.88M**

*on average*



Listed CEOs

**\$1.37M**

*on average*

## Fixed pay for



Listed CEOs

**+14%**

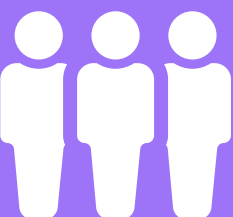
*on average*



Listed MDs

**+11%**

*on average*



Listed general staff

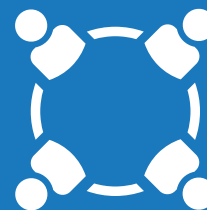
**+5%**

*on average*



Around half of all board directors received an increase in pay

of these



Board directors from listed and private sector organisations received remuneration increases of between

**8-9%**

*on average*



**+7%**

NFP executive salaries

*on average*

ASX directors spend

**40 days**

a year on Board activities (including board meetings, strategy & stakeholder events etc.)

Around **3/4**

of C-Suite received remuneration increases with ASX receiving the highest percentage at 7.1%



## INDEX

CONTENTS	PAGE
<b>1. Survey Background</b>	<b>7</b>
<b>2. Terms and Definitions</b>	<b>8</b>
<b>3. Statistical Terms Used</b>	<b>9</b>
<b>4. Key Organisations Details</b>	<b>10</b>
4.1 Combined	10
4.2 Listed Public	12
4.3 Unlisted Public	12
4.4 Private	13
4.5 NFP	13
4.6 Government	13
4.7 Super Fund	13
<b>5. Executive Positions Results</b>	<b>14</b>
5.1 Remuneration Results Approach	14
<b>5.1.1 Combined Results Managing Director</b>	<b>15</b>
5.1.2 Combined Results Chief Executive Officer	15
5.1.3 Combined Results Chief Finance Officer	16
5.1.4 Combined Results Company Secretary	16
5.1.5 Combined Results General Counsel & Company Secretary	17
5.1.6 Combined Results CFO & Company Secretary	17
5.1.7 Combined Results General Counsel	18
5.1.8 Combined Results Chief Risk Officer	18
5.1.9 Combined Results Chief Operating Officer	19
5.1.10 Combined Results Chief Information Officer	19
5.1.11 Combined Results Chief People & Culture Officer	20
5.1.12 Combined Results Chief Marketing Officer	20
5.1.13 Combined Results Chief Digital Officer	21
5.1.14 Combined Results Chief Sales Officer	21
5.1.15 Combined Results Chief Manufacturing Officer	22
5.1.16 Combined Results Chief Infrastructure Officer	22
5.1.17 Combined Results Deputy Company Secretary	23
5.1.18 Combined Results Risk Manager	23
5.1.19 Combined Results Chief Compliance Manager	24
<b>5.1.20 Listed Results Managing Director</b>	<b>25</b>
5.1.21 Listed Results Chief Executive Officer	25
5.1.22 Listed Results Chief Finance Officer	25
5.1.23 Listed Results Company Secretary	25
5.1.24 Listed Results General Counsel & Company Secretary	25
5.1.25 Listed Results CFO & Company Secretary	26
5.1.26 Listed Results General Counsel	26
5.1.27 Listed Results Chief Risk Officer	26
5.1.28 Listed Results Chief Operating Officer	26
5.1.29 Listed Results Chief Information Officer	26
5.1.30 Listed Results Chief People & Culture Officer	27
5.1.31 Listed Results Chief Marketing Officer	27
5.1.32 Listed Results Chief Sales Officer	27
5.1.33 Listed Results Chief Infrastructure Officer	27
<b>5.1.34 Unlisted Results Managing Director</b>	<b>27</b>
5.1.35 Unlisted Results Chief Executive Officer	28
5.1.36 Unlisted Results Chief Finance Officer	28



5.1.37	Unlisted Results Company Secretary	28
5.1.38	Unlisted Results General Counsel & Company Secretary	28
5.1.39	Unlisted Results CFO & Company Secretary	28
5.1.40	Unlisted Results General Counsel	28
5.1.41	Unlisted Results Chief Risk Officer	29
5.1.42	Unlisted Results Chief Operating Officer	29
5.1.43	Unlisted Results Chief Information Officer	29
5.1.44	Unlisted Results Chief People & Culture Officer	29
5.1.45	Unlisted Results Chief Marketing Officer	29
5.1.46	Unlisted Results Chief Digital Officer	29
5.1.47	Unlisted Results Chief Sales Officer	30
5.1.48	Unlisted Results Risk Manager	30
5.1.49	Unlisted Results Compliance Manager	30
<b>5.1.50</b>	<b>Private Results Managing Director</b>	<b>30</b>
5.1.51	Private Results Chief Executive Officer	30
5.1.52	Private Results Chief Finance Officer	30
5.1.53	Private Results Company Secretary	31
5.1.54	Private Results General Counsel & Company Secretary	31
5.1.55	Private Results CFO & Company Secretary	31
5.1.56	Private Results General Counsel	31
5.1.57	Private Results Chief Risk Officer	31
5.1.58	Private Results Chief Operating Officer	31
5.1.59	Private Results Chief Information Officer	32
5.1.60	Private Results Chief People & Culture Officer	32
5.1.61	Private Results Chief Marketing Officer	32
5.1.62	Private Results Chief Digital Officer	32
5.1.63	Private Results Chief Sales Officer	32
5.1.64	Private Results Chief Manufacturing Officer	32
5.1.65	Private Results Risk Manager	33
5.1.66	Private Results Compliance Manager	33
<b>5.1.67</b>	<b>NFP Results Managing Director</b>	<b>33</b>
5.1.68	NFP Results Chief Executive Officer	33
5.1.69	NFP Results Chief Finance Officer	34
5.1.70	NFP Results Company Secretary	34
5.1.71	NFP Results General Counsel & Company Secretary	34
5.1.72	NFP Results CFO & Company Secretary	35
5.1.73	NFP Results General Counsel	35
5.1.74	NFP Results Chief Risk Officer	35
5.1.75	NFP Results Chief Operating Officer	36
5.1.76	NFP Results Chief Information Officer	36
5.1.77	NFP Results Chief People & Culture Officer	36
5.1.78	NFP Results Chief Marketing Officer	37
5.1.79	NFP Results Chief Digital Officer	37
5.1.80	NFP Results Chief Sales Officer	37
5.1.81	NFP Results Chief Manufacturing Officer	37
5.1.82	NFP Results Chief Infrastructure Officer	38
5.1.83	NFP Results Risk Manager	38
5.1.84	NFP Results Compliance Manager	38
<b>5.1.85</b>	<b>Government Results Managing Director</b>	<b>38</b>
5.1.86	Government Results Chief Executive Officer	39
5.1.87	Government Results Chief Finance Officer	39
5.1.88	Government Results Company Secretary	39
5.1.89	Government Results CFO & Company Secretary	39



5.1.90	Government Results General Counsel	40
5.1.91	Government Results Chief Risk Officer	40
5.1.92	Government Results Chief Operating Officer	40
5.1.93	Government Results Chief Information Officer	40
5.1.94	Government Results Chief People & Culture Officer	40
5.1.95	Government Results Chief Marketing Officer	40
5.1.96	Government Results Chief Infrastructure Officer	40
<b>5.1.97</b>	<b>Super Fund Results Chief Executive Officer</b>	<b>41</b>
5.1.98	Super Fund Results Chief Finance Officer	41
5.1.99	Super Fund Results Company Secretary	41
5.1.100	Super Fund Results Chief Risk Officer	41
5.1.101	Super Fund Results Chief Operating Officer	41
5.1.102	Super Fund Results Chief Information Officer	41
5.1.103	Super Fund Results Chief People & Culture Officer	41
5.1.104	Super Fund Results Chief Marketing Officer	42
5.1.105	Super Fund Risk Manager	42
5.1.106	Super Fund Compliance Manager	42
<b>5.2</b>	<b>Performance Bonus Results</b>	<b>43</b>
5.2.1	Combined Performance Bonus	43
5.2.2	Listed Performance Bonus	44
5.2.3	Unlisted Performance Bonus	45
5.2.4	Private Performance Bonus	46
5.2.5	NFP Performance Bonus	47
5.2.6	Government Performance Bonus	48
<b>5.3</b>	<b>Remuneration Increase Percentages Given</b>	<b>49</b>
5.3.1	Combined Percentage Increases	49
5.3.2	Listed Percentage Increases	50
5.3.3	Unlisted Percentage Increases	51
5.3.4	Private Percentage Increases	52
5.3.5	NFP Percentage Increases	53

**Copyright Reserved: Kindly note** that any reproduction or distribution of this document or part thereof in any format, be it electronic or physical, without the written permission of McGuirk Management Consultants Pty Ltd, will be considered a breach of copyright, in accordance with the Australian Copyright Act 1968. **In addition, all references to any part of this document must be fully acknowledged.**



## 1. SURVEY BACKGROUND

The 2024 Australian Executive Remuneration Survey Report is published this year by McGuirk Remuneration in alliance with Governance Institute of Australia and this year with Directors Australia. It is a sister publication to the **2024 Australian Board Remuneration Survey** which is now in its 12<sup>th</sup> year. The Survey seeks to determine the **current financial year** ending 30<sup>th</sup> June 2024 levels of remuneration relating to the following Executive C-Suite positions, as well as performance bonuses:

<i>Managing Director</i>	<i>Chief People &amp; Culture Officer</i>
<i>Chief Executive Officer</i>	<i>Chief Marketing Officer</i>
<i>Chief Finance Officer</i>	<i>Chief Digital Officer</i>
<i>Company Secretary</i>	<i>Chief Sales Officer</i>
<i>General Counsel &amp; Company Secretary</i>	<i>Chief Manufacturing Officer</i>
<i>CFO &amp; Company Secretary</i>	<i>Chief Infrastructure Officer</i>
<i>General Counsel</i>	<i>Deputy Company Secretary</i>
<i>Chief Risk Officer</i>	<i>Risk Manager</i>
<i>Chief Operating Officer</i>	<i>Compliance Manager</i>
<i>Chief Information Officer</i>	

Having a knowledge of current financial year remuneration data will enable users of this report to make a more accurate comparison of their levels of remuneration with ‘marketplace’ benchmarks shown in the Survey Results. These Survey Results have also been further segmented by *Revenue*, *Assets* and *Full Time Equivalent (FTE)* staff numbers, as well as the *Type of Organisation* and *Type of Industry* for the Combined Results.

The greatest amount of Remuneration data was obtained from 667 Contributors, who completed an ‘on-line’ remuneration questionnaire this year and from 225 organisations who are sourced contributors to the Survey. Remuneration data was also obtained from 197 client organisations of McGuirk Remuneration.



## 2. TERMS AND DEFINITIONS

---

The terms and definitions used in this Report need to be understood to interpret the results correctly. Standard industry categories for classifying data, where possible, have been chosen to enhance interpretation of the data. However, several terms and techniques used may be unfamiliar. A fuller explanation of such terms and techniques is given in the section relevant to each.

The following terms have been used throughout the Report:

<i>Overall</i>	The total sample available for analysis for each ‘grouping’ of data.
<i>Revenue</i>	The annual figure for revenue derived by a Board, which is available to meet all of the operating expenses of its business.
<i>Assets</i>	Total assets as represented in a Board’s Annual Reports.
<i>FTE</i>	The Full Time Equivalent (FTE) number of employees.
<i>Fixed Employee Remuneration</i>	The ‘fixed’ level of remuneration paid to the Executive C-Suite <b>but</b> excluding variable remuneration such as reward or bonus payments.



### 3. STATISTICAL TERMS USED

Several statistical terms are now commonplace in the interpretation of remuneration data and where possible, these statistical terms have been used. The terms used are defined as follows:

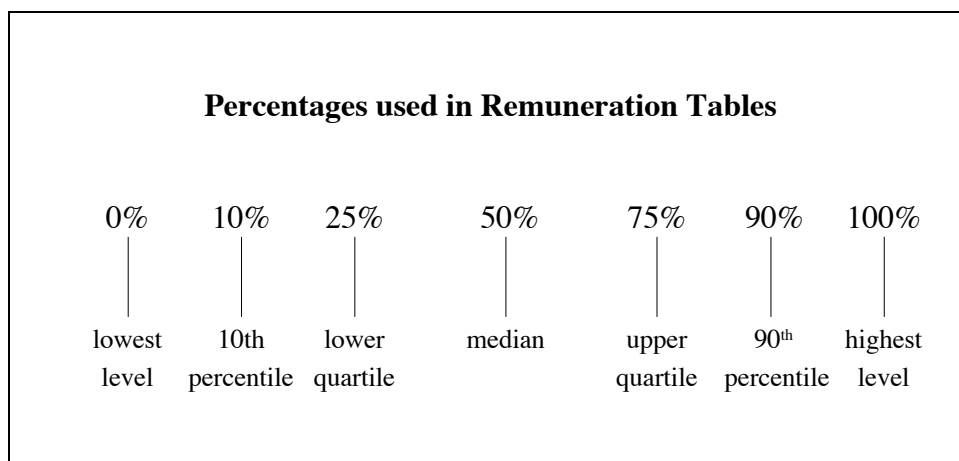
*Tenth and Ninetieth Percentiles:* The tenth and ninetieth percentiles are respectively the remuneration levels one tenth from the bottom and top of the total remuneration range. These two figures provide an indication of *upper* and *lower* deciles, while at the same time addressing potential outliers.

*Median:* The *median* is obtained by arranging the remuneration levels according to size and taking the middle level in that arrangement, such that 50% of the remuneration levels will be greater than the *median* in value and 50% of the remuneration levels will be lower than the *median* in value.

*Upper and Lower Quartiles:* The *upper quartile* is the remuneration level one quarter from the top remuneration level of a group and the *lower quartile* is the remuneration level one quarter from the lowest remuneration level in the group.

*Average:* The average is obtained by totalling all remuneration levels in a group and dividing the sum by the number of cases involved. This can result in the *average* being distorted by very high or low remuneration levels, that is, outliers.

An illustration of these statistics follows:





## 4. KEY ORGANISATION DETAILS

### 4.1 Combined Contributors

The 2024 Survey is based on data from 1089 organisations who supplied data, particularly on the MD/CEO positions, with 907 organisations contributing remuneration data on this position. The characteristics of Combined organisations are shown below:

Revenue	No	Assets	No	FTE	No
Up to \$1M	70	Up to \$1M	45	Up to 5	61
\$1M - \$5M	84	\$1M - \$4M	49	5 - 10	35
\$5M - \$10M	56	\$4M - \$8M	48	11 - 20	66
\$10M - \$20M	77	\$8M - \$12M	31	21 - 30	43
\$20M - \$40M	98	\$12M - \$20M	53	31 - 50	59
\$40M - \$80M	101	\$20M - \$40M	49	51 - 70	40
\$80M - \$120M	49	\$40M - \$60M	39	71 - 100	49
\$120M - \$160M	37	\$60M - \$100M	51	101 - 150	68
\$160M - \$240M	45	\$100M - \$200M	71	151 - 200	40
\$240M - \$400M	53	\$200M - \$500M	79	201 - 300	64
\$400M - \$800M	46	\$500M - \$1B	57	301 - 400	28
\$800M - \$1B	14	\$1B - \$3B	79	401 - 600	53
\$1B - \$4B	54	\$3B - \$10B	70	601 - 1000	55
\$4B or more	28	\$10B or more	53	1001 - 4000	71
				4001 or more	48

The complete sample of data in Revenue terms ranged from less than \$100,000 to over \$70B in Revenue. The complete sample of data in Asset terms ranged from less than \$100,000 to over \$100B. The complete sample of data in FTE terms ranged from less than 5 to over 50,000 employees.



Type of Organisation	No
ASX 200	61
Large (200+ employees) – listed public	46
Large (200+ employees) – unlisted public	42
Large (200+ employees) – private	34
Medium (10-199 employees) – listed public	58
Medium (10-199 employees) – unlisted public	82
Medium (10-199 employees) - private	62
Small (1-9 employees) – listed public	40
Small (1-9 employees) – unlisted public	8
Small (1-9 employees) – private	18
NFP: Charity	56
Community Housing	15
Disability	35
Education	32
Health	38
Aged Care	34
Professional/Industry	37
Sports & Recreation	13
Other	46
Govt: Large (200+ employees)	78
Medium (10-199 employees)	69
Small (1-9 employees)	13
Super Fund	42

The Type of Organisation each Board can be identified with can be further refined into 6 categories, which, added together, make up the Combined Boards. The 6 categories are:

- Listed Public
- Unlisted Public
- Private
- NFP
- Government
- Super Fund



Type of Industry	No
Agriculture, Forestry and Fishing	30
Mining - Junior	30
Mining	46
Manufacturing	47
Electricity, Gas, Water and Waste Services	30
Construction	18
Wholesale Trade	16
Retail Trade	17
Accommodation and Food Services	14
Transport, Postal and Warehousing	20
Information Media and Telecommunications	26
Financial and Insurance Services	108
Rental, Hiring and Real Estate Services	12
Professional, Scientific and Technical Services	55
Administrative and Support Services	17
Public Administration and Safety	24
Education and Training	16
Health Care and Social Assistance	108
Arts and Recreation Services	10
Other Services	62
Super Fund	42
Mutual Approved Deposit taking Institution	52

The Type of Industry each Board can be identified with, has also been further analysed at each of the category levels.

## 4.2 Listed Public Boards

Two hundred and twenty-three (223) Boards are from Listed Public Entities. The sample of data for this group in Revenue terms ranged from less than \$1.0M to over \$70B, in Asset terms ranged from less than \$1M to over \$100B, and in FTE terms ranged from less than 10 to over 50,000 employees.

## 4.3 Unlisted Public Boards

One hundred and fifty-one (151) Boards are from Unlisted Public Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$3.5B, in Asset terms ranged from less than \$2M to over \$23B, and in FTE terms ranged from less than 5 to over 16,000 employees.



#### **4.4 Private Boards**

Two hundred and one (201) Boards are from Private Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$2.2B, in Asset terms ranged from less than \$100,000 to over \$10B, and in FTE terms ranged from less than 5 to over 8,700 employees.

#### **4.5 NFP Boards**

Three hundred and six (306) Boards are from NFP Entities. The sample of data for this group in Revenue terms ranged from less than \$150,000 to over \$1.7B, in Asset terms ranged from less than \$100,000 to over \$4B, and in FTE terms ranged from less than 5 to over 17,000 employees.

#### **4.6 Government Boards**

One hundred and sixty-six (166) Boards are from Government Entities. The sample of data for this group in Revenue terms ranged from less than \$500,000 to over \$25B, in Asset terms ranged from less than \$1.0M to over \$30B, and in FTE terms ranged from less than 5 to over 10,000 employees.

#### **4.7 Super Fund Boards**

Forty-three (43) Boards are from Super Fund Entities. The sample of data for this group in Revenue terms ranged from less than \$300,000 to over \$265M, in Asset terms ranged from less than \$600M to over \$300B, and in FTE terms ranged from less than 5 to over 1,000 employees.

**All information has been collected on a confidential basis and remains the property of McGuirk Management Consultants. Under no circumstances will the information of individual Boards be revealed.**



## 5. EXECUTIVE POSITIONS RESULTS

### 5.1 Remuneration Results Approach

The Executive Positions Results have been calculated for each of the following roles:

*Managing Director (MD)*  
*Chief Executive Officer (CEO)*  
*Chief Finance Officer (CFO)*  
*Company Secretary*  
*General Counsel & Company Secretary*  
*CFO & Company Secretary*  
*General Counsel*  
*Chief Risk Officer*  
*Chief Operating Officer*  
*Chief Information Officer*  
*Chief People & Culture Officer*  
*Chief Marketing Officer*  
*Chief Digital Officer*  
*Chief Sales Officer*  
*Chief Manufacturing Officer*  
*Chief Infrastructure Officer*  
*Deputy Company Secretary*  
*Risk Manager*  
*Compliance Manager*

to reveal the *tenth percentile, lower quartile, median, upper quartile, ninetieth percentile* and *average* remuneration levels.

The calculations are shown according to the following 6 categories for the Combined Results:

*Overall*  
*Revenue*  
*Assets*  
*FTE*  
*Type of Organisation*  
*Type of Industry*

The remaining Results are segmented by the first 4 categories. **Please Note: Where no calculation is shown, this indicates that insufficient data from contributors was provided.**

To further protect the confidentiality of individual organisations, the minimum number (N) shown has been recorded as 2. However, if this information could be singled out in each segmentation category it was deleted to ensure the confidentiality of the remuneration data supplied.



## 5.1.1 Combined Results - Managing Director (MD)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	56	878500	1090201	1430000	1909750	2305500	1878490
Large - listed	37	465600	552500	800000	1038000	1303013	1004963
Large - public unlisted	6	350000	377500	510000	890000	1086845	648948
Large - private	26	358250	407738	500000	603887	736350	543466
Medium - listed	59	287271	379000	482000	629487	930720	578091
Medium - public unlisted	10	210254	300346	374770	419533	455000	354560
Medium - private	53	181000	250000	308000	367500	498814	327053
Small - listed	29	263295	300000	341508	375000	435000	341913
Small - public unlisted	7	56000	80000	130000	165000	214000	129286
Small - private	34	80000	120000	193500	231250	285000	181737
NFP: Charity	10	142500	152500	213500	327500	391187	258387
NFP: Community housing	2	-	-	480396	-	-	480396
NFP: Disability	5	186000	210000	258750	484221	501848	327314
NFP: Education	9	144000	210000	300000	450000	468800	307889
NFP: Health	12	195500	203750	240000	292950	373500	274008
NFP: Aged Care	3	-	377500	465000	592650	-	491767
NFP: Professional/Industry	10	136538	153308	225000	262645	302100	216347
NFP: Sport & Recreation	4	190000	190000	207500	331250	522500	313750
NFP: Other	6	242500	298750	345000	363462	440975	342825
Government - Large	17	389488	432600	560000	892320	969400	653425
Government - Medium	12	223610	276150	412609	583350	625676	467527
Government - Small	3	-	353500	442000	516000	-	432333
Superfunds	-	-	-	-	-	-	-

## 5.1.2 Combined Results - Chief Executive Officer (CEO)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	10	531200	662500	1154568	1527375	2014100	1366864
Large - listed	8	396293	432962	590500	718750	918250	624418
Large - public unlisted	21	360000	600000	711000	990080	1106131	756852
Large - private	16	225000	299556	400000	526250	642550	448580
Medium - listed	10	185340	363300	414019	541250	764000	448470
Medium - public unlisted	63	250000	311910	402066	541258	619600	424697
Medium - private	30	164334	247750	277500	345000	518370	366399
Small - listed	9	206642	250000	263738	435750	472992	320496
Small - public unlisted	6	173500	193250	206020	236760	247500	209007
Small - private	9	144000	200000	273822	310000	445600	277869
NFP: Charity	31	150000	177000	260000	342498	407584	264657
NFP: Community housing	11	221763	256625	331000	412500	472316	338997
NFP: Disability	26	194000	200000	290000	418000	491500	324241
NFP: Education	23	173920	220000	250000	339000	504000	313692
NFP: Health	20	148135	228797	274492	346410	467867	339639
NFP: Aged Care	24	205860	237500	346500	448125	595326	387435
NFP: Professional/Industry	26	180000	210000	256500	387625	531086	367385
NFP: Sport & Recreation	5	176000	290000	390000	400000	460000	336000
NFP: Other	31	118000	190775	250000	338000	450000	267652
Government - Large	42	311150	341875	450000	576975	797536	493896
Government - Medium	36	233760	273191	344000	472281	538300	377427
Government - Small	2	-	-	221212	-	-	221212
Superfunds	38	308500	442762	590000	731250	1015000	606981



### 5.1.3 Combined Results- Chief Finance Officer(CFO)

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	60	495000	639750	771522	952197	1200000	829643
Large - listed	35	262000	313126	430000	564762	666026	507519
Large - public unlisted	26	250000	303772	366209	470190	514995	388007
Large - private	25	188000	250000	321306	375000	475240	333755
Medium - listed	51	208000	257068	340000	422750	663000	383548
Medium - public unlisted	49	167308	209965	264186	300000	334000	254594
Medium - private	42	102000	156750	200000	250000	323000	209402
Small - listed	12	154574	189711	253000	288559	334949	247715
Small - public unlisted	6	85000	92250	135650	159325	167500	129383
Small - private	15	76000	110000	180000	200000	209600	158525
NFP: Charity	15	108000	137000	200000	245000	338000	206400
NFP: Community housing	9	140577	168431	190000	251592	346286	227659
NFP: Disability	18	144000	180835	235000	290312	312543	233979
NFP: Education	12	170500	178750	225000	285250	457600	268833
NFP: Health	19	108100	165000	190000	250420	321120	224062
NFP: Aged Care	19	131600	152700	230501	325840	367219	248670
NFP: Professional/Industry	13	46000	116000	165785	300000	304200	187557
NFP: Sport & Recreation	7	99000	137500	175000	203500	221000	166000
NFP: Other	15	122000	147500	200000	312988	352400	225824
Government - Large	34	189496	276250	373900	432360	574140	385632
Government - Medium	31	166400	191975	280000	349600	393120	291890
Government - Small	2	-	-	325200	-	-	325200
Superfunds	25	221000	286603	395000	440000	504400	368165

### 5.1.4 Combined Results - Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	13	198400	245000	360000	442050	470800	355588
Large - listed	15	78690	119000	248119	384367	440800	247472
Large - public unlisted	8	137000	165495	202677	279062	340598	223762
Large - private	8	127000	181000	226010	275000	329000	228752
Medium - listed	28	64800	84000	204500	331250	393618	218721
Medium - public unlisted	13	52000	176000	211500	260000	309312	200620
Medium - private	11	21000	64700	180000	221062	240000	164048
Small - listed	6	40000	75250	176000	233550	240700	152233
Small - public unlisted	2	-	-	50000	-	-	50000
Small - private	6	10000	10000	23000	76500	90000	41000
NFP: Charity	7	74400	129200	150000	182136	208563	144096
NFP: Community housing	3	-	127463	235926	236936	-	164291
NFP: Disability	5	58600	128500	147026	180000	185712	131409
NFP: Education	7	55200	115000	162000	210500	291498	175464
NFP: Health	11	90000	117500	140000	184500	200000	152636
NFP: Aged Care	5	12000	15000	90000	125000	218465	104155
NFP: Professional/Industry	8	28900	103750	134974	143750	172372	118232
NFP: Sport & Recreation	2	-	-	10000	-	-	10000
NFP: Other	11	15000	27500	50000	141598	147000	76336
Government - Large	14	186672	229778	274700	354902	436388	321873
Government - Medium	7	168096	221675	264000	275525	278600	240057
Government - Small	2	-	-	193440	-	-	193440
Superfunds	14	215930	260000	286500	322750	338700	289736



## 5.1.5 Combined Results – General Counsel & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	17	366884	408304	500000	700000	850028	576825
Large - listed	10	274000	300828	314156	364756	442000	346796
Large - public unlisted	8	236800	248500	282500	353983	384852	304241
Large - private	3	-	246836	300000	358497	-	303555
Medium - listed	7	154400	222500	350000	366053	417198	302300
Medium - public unlisted	12	143100	189750	243000	275625	320250	228875
Medium - private	2	-	-	381750	-	-	381750
Small - listed	2	-	-	463500	-	-	463500
Small - public unlisted	2	-	-	50000	-	-	50000
Small - private	3	-	10000	10000	45000	-	33333
NFP: Charity	4	229100	272750	363500	441250	461500	350500
NFP: Community housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	350000	-	-	350000
NFP: Education	2	-	-	315000	-	-	315000
NFP: Health	2	-	-	390000	-	-	390000
NFP: Aged Care	3	-	261828	332063	351032	-	297886
NFP: Professional/Industry	2	-	-	259324	-	-	259324
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	280000	-	-	280000
Government - Large	3	-	258920	329600	349400	-	295680
Government - Medium	4	197900	244250	284240	315435	345954	275445
Government - Small	-	-	-	-	-	-	-
Superfunds	-	-	-	-	-	-	-

## 5.1.6 Combined Results – CFO & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	5	205440	262500	321000	351000	389400	303380
Large - listed	5	254200	298000	385000	571000	578016	412339
Large - public unlisted	2	-	-	285000	-	-	285000
Large - private	13	206000	220000	265200	320000	385000	285485
Medium - listed	18	235785	278750	310500	365750	401828	318741
Medium - public unlisted	7	180000	195611	260000	289994	316830	250173
Medium - private	15	137800	179466	247500	301250	353000	242843
Small - listed	12	93900	142500	181100	247325	260900	199282
Small - public unlisted	2	-	-	45000	-	-	45000
Small - private	6	50000	92500	100000	119095	151730	100577
NFP: Charity	6	63500	102500	147500	177500	217628	142876
NFP: Community housing	3	-	196000	261000	304000	-	246333
NFP: Disability	7	120800	155000	175000	270375	366460	216821
NFP: Education	6	167500	202500	217500	266250	285088	223363
NFP: Health	4	192793	256983	306768	353168	411267	303384
NFP: Aged Care	5	204000	210000	236000	250000	266200	234600
NFP: Professional/Industry	3	-	152500	155000	217500	-	195000
NFP: Sport & Recreation	2	-	-	332500	-	-	332500
NFP: Other	5	166368	190920	212379	250000	256000	212660
Government - Large	3	-	219200	220000	305262	-	276308
Government - Medium	5	224400	252000	280000	482000	484187	341129
Government - Small	-	-	-	-	-	-	-
Superfunds	-	-	-	-	-	-	-



## 5.1.7 Combined Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	9	257000	348000	412500	778960	889677	527983
Large - listed	6	270000	280125	309250	370250	390500	323250
Large - public unlisted	6	227500	236564	254789	331232	376102	286130
Large - private	3	-	293700	297399	298700	-	295800
Medium - listed	9	249220	266067	325000	373000	387500	324296
Medium - public unlisted	3	-	204250	221000	261192	-	236628
Medium - private	-	-	-	-	-	-	-
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	55000	-	-	55000
NFP: Charity	2	-	-	315082	-	-	315082
NFP: Community housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	218070	-	-	218070
NFP: Education	2	-	-	200000	-	-	200000
NFP: Health	2	-	-	300000	-	-	300000
NFP: Aged Care	3	-	255212	301868	316966	-	280829
NFP: Professional/Industry	2	-	-	250000	-	-	250000
NFP: Sport & Recreation	2	-	-	41000	-	-	41000
NFP: Other	2	-	-	180000	-	-	180000
Government - Large	8	206579	234600	294550	370018	464167	323901
Government - Medium	3	-	160200	206000	345822	-	268682
Government - Small	3	-	201275	257000	316000	-	259183
Superfunds	4	232413	247132	298155	342750	345900	291728

## 5.1.8 Combined Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	16	291000	550500	761306	1023479	1127500	738416
Large - listed	3	-	205500	220000	282500	-	252000
Large - public unlisted	15	291000	326461	374509	421500	470970	379789
Large - private	3	-	292500	315000	382500	-	345000
Medium - listed	6	274275	286412	307146	342323	370500	317307
Medium - public unlisted	36	155650	190094	230500	275000	317300	235525
Medium - private	8	184850	210125	271000	325000	388000	284062
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	2	-	-	154434	-	-	154434
Small - private	2	-	-	135000	-	-	135000
NFP: Charity	3	-	173500	285000	311568	-	228379
NFP: Community housing	3	-	204904	219807	239904	-	223269
NFP: Disability	5	62000	110000	256000	277500	366000	219700
NFP: Education	5	94000	100000	135000	200000	283202	172734
NFP: Health	6	175474	207212	218500	310000	373000	255658
NFP: Aged Care	6	164096	183052	243815	265484	348122	252011
NFP: Professional/Industry	2	-	-	182500	-	-	182500
NFP: Sport & Recreation	2	-	-	335000	-	-	335000
NFP: Other	4	141016	187540	224194	241250	252500	204597
Government - Large	11	188240	219665	270000	379555	647000	365341
Government - Medium	4	237025	262562	302875	355750	403900	315438
Government - Small	2	-	-	312000	-	-	312000
Superfunds	27	236800	286750	362000	443100	482400	365223



## 5.1.9 Combined Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	36	459375	544094	721075	980615	1330000	798130
Large - listed	25	254000	355100	502000	624000	694944	571722
Large - public unlisted	17	269999	315000	355000	462000	536800	395666
Large - private	18	217000	250150	334200	380000	396500	316271
Medium - listed	33	188000	250000	350000	468000	551933	365960
Medium - public unlisted	27	169800	217100	250000	313442	354000	261788
Medium - private	23	146000	156500	202294	252500	335500	227845
Small - listed	10	206357	261500	282500	298750	344000	281040
Small - public unlisted	-	-	-	-	-	-	-
Small - private	7	64000	125000	156150	228750	278500	164807
NFP: Charity	19	124000	155909	180000	247040	332628	212239
NFP: Community housing	6	153500	167750	211932	286966	315000	226810
NFP: Disability	21	130000	165000	232180	296030	322400	230125
NFP: Education	12	132000	157500	195000	258750	364934	221235
NFP: Health	14	168000	200000	218500	289005	429000	255689
NFP: Aged Care	18	146580	171325	238330	342709	388849	282396
NFP: Professional/Industry	13	150000	151000	165000	215250	289400	194140
NFP: Sport & Recreation	3	-	197500	220000	282500	-	246667
NFP: Other	8	145000	148750	187500	237000	351000	218875
Government - Large	19	219466	258000	370800	434600	527117	374315
Government - Medium	13	145400	183700	274000	327600	376800	281495
Government - Small	-	-	-	-	-	-	-
Superfunds	21	273000	320000	372000	430000	608000	407053

## 5.1.10 Combined Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	23	367000	460125	606000	896750	1058948	674403
Large - listed	14	231500	247250	348400	440000	672200	461720
Large - public unlisted	20	206400	263750	340500	411500	447300	339982
Large - private	12	194026	197075	284042	362500	377200	283273
Medium - listed	9	206000	229500	235400	260850	270746	236590
Medium - public unlisted	28	129500	189600	234265	277000	321500	230151
Medium - private	9	177000	180000	220000	285121	390800	252069
Small - listed	2	-	-	182000	-	-	182000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	3	-	80000	172500	213000	-	102500
NFP: Charity	3	-	232500	265000	329427	-	286285
NFP: Community housing	3	-	187500	245000	264718	-	219812
NFP: Disability	5	147000	150000	175780	250000	362974	231814
NFP: Education	8	114000	131250	166500	256500	331224	209260
NFP: Health	6	139320	148250	161000	185600	220400	173573
NFP: Aged Care	10	209139	264069	293625	340811	390158	302425
NFP: Professional/Industry	2	-	-	169000	-	-	169000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	3	-	200000	280000	330500	-	260333
Government - Large	13	209752	278800	349440	414000	452856	342496
Government - Medium	6	213720	260260	282020	427530	574520	356753
Government - Small	-	-	-	-	-	-	-
Superfunds	13	269000	299000	350000	426000	429600	356769



### 5.1.11 Combined Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	26	400500	422000	571500	835580	907250	625150
Large - listed	17	230000	275000	307000	463500	522400	357467
Large - public unlisted	25	208000	265000	300000	400000	418496	334135
Large - private	19	138000	166565	210000	300050	376919	247825
Medium - listed	18	147000	208486	294825	331838	379875	275356
Medium - public unlisted	28	147300	181845	207724	237775	266800	206262
Medium - private	15	100000	131764	153200	200000	222000	166231
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	55000	-	-	55000
NFP: Charity	6	121722	142582	209000	253250	334547	221756
NFP: Community housing	4	155000	200000	253500	288907	301340	235407
NFP: Disability	16	120000	155188	216109	276250	328548	226312
NFP: Education	11	100000	135000	180000	212500	267000	184413
NFP: Health	11	145000	172550	190000	246499	310000	212645
NFP: Aged Care	17	140000	199800	266000	293222	382430	255091
NFP: Professional/Industry	3	-	134000	150000	208478	-	178319
NFP: Sport & Recreation	3	-	162500	175000	182500	-	171667
NFP: Other	7	118000	158500	204000	244615	277000	198604
Government - Large	18	204940	242400	274788	393650	453596	331733
Government - Medium	5	217000	220000	256250	280000	296200	255650
Government - Small	2	-	-	345000	-	-	345000
Superfunds	20	247100	279750	323500	351000	440010	340655

### 5.1.12 Combined Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	3	-	351125	509250	519625	-	410750
Large - listed	7	186400	227000	351321	419250	478100	329117
Large - public unlisted	15	182200	257500	326363	380500	420600	317319
Large - private	13	166200	180000	210800	310000	328021	234865
Medium - listed	9	174000	200000	260850	331000	482253	327290
Medium - public unlisted	23	165300	199625	232820	266750	310300	235016
Medium - private	20	120000	145000	182500	280500	334423	216228
Small - listed	2	-	-	282925	-	-	282925
Small - public unlisted	2	-	-	148500	-	-	148500
Small - private	4	37000	77500	112500	128750	135500	93750
NFP: Charity	7	92000	115000	140000	167500	284114	173969
NFP: Community housing	3	-	173500	217000	244150	-	206100
NFP: Disability	9	117400	132000	210000	228514	265571	198249
NFP: Education	10	90000	106000	160000	225000	319400	185400
NFP: Health	4	188045	228070	270904	322875	379350	280042
NFP: Aged Care	7	100798	125250	210000	294530	321436	210937
NFP: Professional/Industry	6	112000	123800	137600	147500	210000	153200
NFP: Sport & Recreation	4	106000	115000	120000	140000	176000	135000
NFP: Other	9	109400	170000	200000	220000	249896	187208
Government - Large	8	177800	215000	241138	337479	435672	279454
Government - Medium	4	137900	157250	186000	357750	634500	329000
Government - Small	-	-	-	-	-	-	-
Superfunds	16	237500	264250	344500	390000	425000	332438



### 5.1.13 Combined Results – Chief Digital Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	3	-	482364	533238	694619	-	606909
Large - listed	-	-	-	-	-	-	-
Large - public unlisted	3	-	303288	316575	368288	-	342192
Large - private	3	-	226550	233100	251550	-	241033
Medium - listed	2	-	-	275000	-	-	275000
Medium - public unlisted	2	-	-	288400	-	-	288400
Medium - private	4	159000	172500	195000	237500	287000	215000
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	55000	-	-	55000
NFP: Charity	2	-	-	130000	-	-	130000
NFP: Community housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	179494	-	-	179494
NFP: Education	2	-	-	282500	-	-	282500
NFP: Health	3	-	291000	472000	473500	-	352333
NFP: Aged Care	3	-	170096	171999	227241	-	207558
NFP: Professional/Industry	2	-	-	204762	-	-	204762
NFP: Sport & Recreation	2	-	-	75000	-	-	75000
NFP: Other	2	-	-	227630	-	-	227630
Government - Large	2	-	-	284440	-	-	284440
Government - Medium	2	-	-	345000	-	-	345000
Government - Small	-	-	-	-	-	-	-
Superfunds	3	-	339550	464100	487050	-	396367

### 5.1.14 Combined Results – Chief Sales Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	2	-	-	738214	-	-	738214
Large - listed	5	195990	250000	313412	350000	461000	321679
Large - public unlisted	13	268800	300000	389000	398200	459433	362272
Large - private	8	193600	210100	250000	312500	480800	289350
Medium - listed	9	177000	200000	260850	330000	562600	310048
Medium - public unlisted	27	150600	185000	250000	289510	350850	245319
Medium - private	11	150000	160000	220000	323500	350000	254843
Small - listed	2	-	-	155150	-	-	155150
Small - public unlisted	-	-	-	-	-	-	-
Small - private	3	-	55000	100000	137910	-	95274
NFP: Charity	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	218500	-	-	218500
NFP: Disability	2	-	-	187500	-	-	187500
NFP: Education	2	-	-	285500	-	-	285500
NFP: Health	3	-	224732	259464	264932	-	239955
NFP: Aged Care	3	-	185124	282483	290562	-	222963
NFP: Professional/Industry	3	-	120000	130000	212500	-	178333
NFP: Sport & Recreation	2	-	-	120000	-	-	120000
NFP: Other	2	-	-	125000	-	-	125000
Government - Large	3	-	342922	475843	547922	-	435281
Government - Medium	-	-	-	-	-	-	-
Government - Small	-	-	-	-	-	-	-
Superfunds	-	-	-	-	-	-	-



### 5.1.15 Combined Results – Chief Manufacturing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	-	-	-	-	-	-	-
Large - listed	2	-	-	300000	-	-	300000
Large - public unlisted	2	-	-	445026	-	-	445026
Large - private	5	164000	200000	210800	243582	277433	218876
Medium - listed	-	-	-	-	-	-	-
Medium - public unlisted	-	-	-	-	-	-	-
Medium - private	3	-	150000	150000	235000	-	206667
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	413546	-	-	413546
NFP: Community housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	296030	-	-	296030
NFP: Education	2	-	-	346000	-	-	346000
NFP: Health	-	-	-	-	-	-	-
NFP: Aged Care	-	-	-	-	-	-	-
NFP: Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	-	-	-	-	-	-	-
Government - Large	2	-	-	198640	-	-	198640
Government - Medium	-	-	-	-	-	-	-
Government - Small	-	-	-	-	-	-	-
Superfunds	-	-	-	-	-	-	-

### 5.1.16 Combined Results – Chief Infrastructure Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	2	-	-	625000	-	-	625000
Large - listed	2	-	-	328158	-	-	328158
Large - public unlisted	2	-	-	340000	-	-	340000
Large - private	-	-	-	-	-	-	-
Medium - listed	2	-	-	350000	-	-	350000
Medium - public unlisted	2	-	-	136662	-	-	136662
Medium - private	-	-	-	-	-	-	-
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	-	-	-	-	-	-	-
NFP: Community housing	2	-	-	224500	-	-	224500
NFP: Disability	2	-	-	296200	-	-	296200
NFP: Education	-	-	-	-	-	-	-
NFP: Health	2	-	-	400000	-	-	400000
NFP: Aged Care	5	185820	211200	212000	237000	280200	227620
NFP: Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	2	-	-	160000	-	-	160000
NFP: Other	-	-	-	-	-	-	-
Government - Large	5	152381	156000	355000	373057	434686	301959
Government - Medium	2	-	-	467800	-	-	467800
Government - Small	2	-	-	158000	-	-	158000
Superfunds	-	-	-	-	-	-	-



### 5.1.17 Combined Results – Deputy Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	2	-	-	324131	-	-	324131
Large - listed	2	-	-	126450	-	-	126450
Large - public unlisted	2	-	-	176518	-	-	176518
Large - private	2	-	-	148000	-	-	148000
Medium - listed	2	-	-	174925	-	-	174925
Medium - public unlisted	2	-	-	160000	-	-	160000
Medium - private	2	-	-	144995	-	-	144995
Small - listed	2	-	-	90000	-	-	90000
Small - public unlisted	-	-	-	-	-	-	-
Small - private	-	-	-	-	-	-	-
NFP: Charity	2	-	-	131000	-	-	131000
NFP: Community housing	2	-	-	140412	-	-	140412
NFP: Disability	-	-	-	-	-	-	-
NFP: Education	-	-	-	-	-	-	-
NFP: Health	-	-	-	-	-	-	-
NFP: Aged Care	-	-	-	-	-	-	-
NFP: Professional/Industry	2	-	-	109200	-	-	109200
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	130000	-	-	130000
Government - Large	2	-	-	176865	-	-	176865
Government - Medium	-	-	-	-	-	-	-
Government - Small	-	-	-	-	-	-	-
Superfunds	-	-	-	-	-	-	-

### 5.1.18 Combined Results – Risk Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	-	-	-	-	-	-	-
Large - listed	2	-	-	202500	-	-	202500
Large - public unlisted	14	140819	144975	165000	178500	191800	162694
Large - private	2	-	-	222650	-	-	222650
Medium - listed	3	-	174925	200000	225000	-	199950
Medium - public unlisted	13	138400	151000	155400	181372	189000	158453
Medium - private	2	-	-	225000	-	-	225000
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	55000	-	-	55000
NFP: Charity	2	-	-	150388	-	-	150388
NFP: Community housing	2	-	-	96000	-	-	96000
NFP: Disability	2	-	-	137700	-	-	137700
NFP: Education	5	132000	135000	150000	150000	168000	149000
NFP: Health	2	-	-	130000	-	-	130000
NFP: Aged Care	5	114750	136874	177600	180000	186600	157095
NFP: Professional/Industry	2	-	-	150000	-	-	150000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	-	-	-	-	-	-	-
Government - Large	2	-	-	189204	-	-	189204
Government - Medium	-	-	-	-	-	-	-
Government - Small	-	-	-	-	-	-	-
Superfunds	18	139200	151333	175000	185725	211500	171048



## 5.1.19 Combined Results – Compliance Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200 company	2	-	-	800000	-	-	800000
Large - listed	5	149910	150000	150000	200000	233000	180970
Large - public unlisted	7	152000	162500	170000	182500	189400	170857
Large - private	4	122500	133750	145000	155000	164000	143750
Medium - listed	2	-	-	165641	-	-	165641
Medium - public unlisted	16	81475	93965	136500	173563	201904	131853
Medium - private	5	136280	140000	150000	195500	204200	165860
Small - listed	-	-	-	-	-	-	-
Small - public unlisted	-	-	-	-	-	-	-
Small - private	2	-	-	55000	-	-	55000
NFP: Charity	5	86000	110000	120000	120000	132000	112000
NFP: Community housing	2	-	-	96300	-	-	96300
NFP: Disability	4	104000	140000	165000	177500	191000	152500
NFP: Education	2	-	-	56000	-	-	56000
NFP: Health	3	-	131000	132000	141000	-	137333
NFP: Aged Care	3	-	147500	150000	165000	-	158333
NFP: Professional/Industry	3	-	95000	110000	115000	-	103333
NFP: Sport & Recreation	2	-	-	93000	-	-	93000
NFP: Other	2	-	-	78000	-	-	78000
Government - Large	2	-	-	339686	-	-	339686
Government - Medium	-	-	-	-	-	-	-
Government - Small	-	-	-	-	-	-	-
Superfunds	16	136500	150250	181050	192570	198960	170994



### 5.1.20 Listed Results – Managing Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	56	878500	1090201	1430000	1909750	2305500	1878490
Large - Listed	37	465600	552500	800000	1038000	1303013	1004963
Medium - Listed	59	287271	379000	482000	629487	930720	578091
Small - Listed	29	263295	300000	341508	375000	435000	341913

### 5.1.21 Listed Results – Chief Executive Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	10	531200	662500	1154568	1527375	2014100	1366864
Large - Listed	8	396293	432962	590500	718750	918250	624418
Medium - Listed	10	185340	363300	414019	541250	764000	448470
Small - Listed	9	206642	250000	263738	435750	472992	320496

### 5.1.22 Listed Results – Chief Finance Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	60	495000	639750	771522	952197	1200000	829643
Large - Listed	35	262000	313126	430000	564762	666026	507519
Medium - Listed	51	208000	257068	340000	422750	663000	383548
Small - Listed	12	154574	189711	253000	288559	334949	247715

### 5.1.23 Listed Results – Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	13	198400	245000	360000	442050	470800	355588
Large - Listed	15	78690	119000	248119	384367	440800	247472
Medium - Listed	28	64800	84000	204500	331250	393618	218721
Small - Listed	6	40000	75250	176000	233550	240700	152233

### 5.1.24 Listed Results – General Counsel & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	17	366884	408304	500000	700000	850028	576825
Large - Listed	10	274000	300828	314156	364756	442000	346796
Medium - Listed	7	154400	222500	350000	366053	417198	302300
Small - Listed	2	-	-	463500	-	-	463500



### 5.1.25 Listed Results – Chief Finance Officer & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	5	205440	262500	321000	351000	389400	303380
Large - Listed	5	254200	298000	385000	571000	578016	412339
Medium - Listed	18	235785	278750	310500	365750	401828	318741
Small - Listed	12	93900	142500	181100	247325	260900	199282

### 5.1.26 Listed Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	9	257000	348000	412500	778960	889677	527983
Large - Listed	6	270000	280125	309250	370250	390500	323250
Medium - Listed	9	249220	266067	325000	373000	387500	324296
Small - Listed	-	-	-	-	-	-	-

### 5.1.27 Listed Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	16	291000	550500	761306	1023479	1127500	738416
Large - Listed	3	-	205500	220000	282500	-	252000
Medium - Listed	6	274275	286412	307146	342323	370500	317307
Small - Listed	-	-	-	-	-	-	-

### 5.1.28 Listed Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	36	459375	544094	721075	980615	1330000	798130
Large - Listed	25	254000	355100	502000	624000	694944	571722
Medium - Listed	33	188000	250000	350000	468000	551933	365960
Small - Listed	10	206357	261500	282500	298750	344000	281040

### 5.1.29 Listed Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	23	367000	460125	606000	896750	1058948	674403
Large - Listed	14	231500	247250	348400	440000	672200	461720
Medium - Listed	9	206000	229500	235400	260850	270746	236590
Small - Listed	2	-	-	182000	-	-	182000



### 5.1.30 Listed Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	26	400500	422000	571500	835580	907250	625150
Large - Listed	17	230000	275000	307000	463500	522400	357467
Medium - Listed	18	147000	208486	294825	331838	379875	275356
Small - Listed	-	-	-	-	-	-	-

### 5.1.31 Listed Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	3	-	351125	509250	519625	-	410750
Large - Listed	7	186400	227000	351321	419250	478100	329117
Medium - Listed	9	174000	200000	260850	331000	482253	327290
Small - Listed	2	-	-	282925	-	-	282925

### 5.1.32 Listed Results – Chief Sales Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	2	-	-	738214	-	-	738214
Large - Listed	5	195990	250000	313412	350000	461000	321679
Medium - Listed	9	177000	200000	260850	330000	562600	310048
Small - Listed	2	-	-	155150	-	-	155150

### 5.1.33 Listed Results – Compliance Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
ASX 200	2	-	-	800000	-	-	800000
Large - Listed	5	149910	150000	150000	200000	233000	180970
Medium - Listed	2	-	-	165641	-	-	165641
Small - Listed	-	-	-	-	-	-	-

### 5.1.34 Unlisted Results – Managing Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	6	350000	377500	510000	890000	1086845	648948
Medium - Unlisted	10	210254	300346	374770	419533	455000	354560
Small - Unlisted	7	56000	80000	130000	165000	214000	129286



### 5.1.35 Unlisted Results – Chief Executive Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	21	360000	600000	711000	990080	1106131	756852
Medium - Unlisted	63	250000	311910	402066	541258	619600	424697
Small - Unlisted	6	173500	193250	206020	236760	247500	209007

### 5.1.36 Unlisted Results – Chief Finance Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	26	250000	303772	366209	470190	514995	388007
Medium - Unlisted	49	167308	209965	264186	300000	334000	254594
Small - Unlisted	6	85000	92250	135650	159325	167500	129383

### 5.1.37 Unlisted Results – Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	8	137000	165495	202677	279062	340598	223762
Medium - Unlisted	13	52000	176000	211500	260000	309312	200620
Small - Unlisted	2	-	-	50000	-	-	50000

### 5.1.38 Unlisted Results – General Counsel & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	8	236800	248500	282500	353983	384852	304241
Medium - Unlisted	12	143100	189750	243000	275625	320250	228875
Small - Unlisted	2	-	-	50000	-	-	50000

### 5.1.39 Unlisted Results – Chief Finance Officer & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	2	-	-	285000	-	-	285000
Medium - Unlisted	7	180000	195611	260000	289994	316830	250173
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.40 Unlisted Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	6	227500	236564	254789	331232	376102	286130
Medium - Unlisted	3	-	204250	221000	261192	-	236628
Small - Unlisted	-	-	-	-	-	-	-



### 5.1.41 Unlisted Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	15	291000	326461	374509	421500	470970	379789
Medium - Unlisted	36	155650	190094	230500	275000	317300	235525
Small - Unlisted	2	-	-	154434	-	-	154434

### 5.1.42 Unlisted Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	17	269999	315000	355000	462000	536800	395666
Medium - Unlisted	27	169800	217100	250000	313442	354000	261788
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.43 Unlisted Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	20	206400	263750	340500	411500	447300	339982
Medium - Unlisted	28	129500	189600	234265	277000	321500	230151
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.44 Unlisted Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	25	208000	265000	300000	400000	418496	334135
Medium - Unlisted	28	147300	181845	207724	237775	266800	206262
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.45 Unlisted Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	15	182200	257500	326363	380500	420600	317319
Medium - Unlisted	23	165300	199625	232820	266750	310300	235016
Small - Unlisted	2	-	-	148500	-	-	148500

### 5.1.46 Unlisted Results – Chief Digital Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	3	-	303288	316575	368288	-	342192
Medium - Unlisted	2	-	-	288400	-	-	288400
Small - Unlisted	-	-	-	-	-	-	-



### 5.1.47 Unlisted Results – Chief Sales Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	13	268800	300000	389000	398200	459433	362272
Medium - Unlisted	27	150600	185000	250000	289510	350850	245319
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.48 Unlisted Results – Risk Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	14	140819	144975	165000	178500	191800	162694
Medium - Unlisted	13	138400	151000	155400	181372	189000	158453
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.49 Unlisted Results – Compliance Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Unlisted	7	152000	162500	170000	182500	189400	170857
Medium - Unlisted	16	81475	93965	136500	173563	201904	131853
Small - Unlisted	-	-	-	-	-	-	-

### 5.1.50 Private Results – Managing Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	26	358250	407738	500000	603887	736350	543466
Medium - Private	53	181000	250000	308000	367500	498814	327053
Small - Private	34	80000	120000	193500	231250	285000	181737

### 5.1.51 Private Results – Chief Executive Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	16	225000	299556	400000	526250	642550	448580
Medium - Private	30	164334	247750	277500	345000	518370	366399
Small - Private	9	144000	200000	273822	310000	445600	277869

### 5.1.52 Private Results – Chief Finance Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	25	188000	250000	321306	375000	475240	333755
Medium - Private	42	102000	156750	200000	250000	323000	209402
Small - Private	15	76000	110000	180000	200000	209600	158525



### 5.1.53 Private Results – Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	8	127000	181000	226010	275000	329000	228752
Medium - Private	11	21000	64700	180000	221062	240000	164048
Small - Private	3	-	76500	90000	107000	-	92500

### 5.1.54 Private Results – General Counsel & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	3	-	246836	300000	358497	-	303555
Medium - Private	2	-	-	381750	-	-	381750
Small - Private	-	-	-	-	-	-	-

### 5.1.55 Private Results – Chief Finance Officer & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	13	206000	220000	265200	320000	385000	285485
Medium - Private	15	137800	179466	247500	301250	353000	242843
Small - Private	6	50000	92500	100000	119095	151730	100577

### 5.1.56 Private Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	3	-	293700	297399	298700	-	295800
Medium - Private	-	-	-	-	-	-	-
Small - Private	2	-	-	55000	-	-	55000

### 5.1.57 Private Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	3	-	292500	315000	382500	-	345000
Medium - Private	8	184850	210125	271000	325000	388000	284062
Small - Private	2	-	-	135000	-	-	135000

### 5.1.58 Private Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	18	217000	250150	334200	380000	396500	316271
Medium - Private	23	146000	156500	202294	252500	335500	227845
Small - Private	7	64000	125000	156150	228750	278500	164807



### 5.1.59 Private Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	12	194026	197075	284042	362500	377200	283273
Medium - Private	9	177000	180000	220000	285121	390800	252069
Small - Private	2	-	-	102500	-	-	102500

### 5.1.60 Private Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	19	138000	166565	210000	300050	376919	247825
Medium - Private	15	100000	131764	153200	200000	222000	166231
Small - Private	2	-	-	55000	-	-	55000

### 5.1.61 Private Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	13	166200	180000	210800	310000	328021	234865
Medium - Private	20	120000	145000	182500	280500	334423	216228
Small - Private	3	-	77500	112500	128750	-	93750

### 5.1.62 Private Results – Chief Digital Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	3	-	226550	233100	251550	-	241033
Medium - Private	4	159000	172500	195000	237500	287000	215000
Small - Private	2	-	-	55000	-	-	55000

### 5.1.63 Private Results – Chief Sales Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	8	193600	210100	250000	312500	480800	289350
Medium - Private	11	150000	160000	220000	323500	350000	254843
Small - Private	3	-	55000	100000	137910	-	95274

### 5.1.64 Private Results – Chief Manufacturing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	5	164000	200000	210800	243582	277433	218876
Medium - Private	3	-	150000	150000	235000	-	206667
Small - Private	2	-	-	55000	-	-	55000



### 5.1.65 Private Results – Risk Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	2	-	-	222650	-	-	222650
Medium - Private	2	-	-	225000	-	-	225000
Small - Private	-	-	-	-	-	-	-

### 5.1.66 Private Results – Compliance Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Large - Private	4	122500	133750	145000	155000	164000	143750
Medium - Private	5	136280	140000	150000	195500	204200	165860
Small - Private	2	-	-	55000	-	-	55000

### 5.1.67 NFP Results – Managing Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	10	142500	152500	213500	327500	391187	258387
NFP: Community Housing	2	-	-	480396	-	-	480396
NFP: Disability	5	186000	210000	258750	484221	501848	327314
NFP: Education	9	144000	210000	300000	450000	468800	307889
NFP: Health	12	195500	203750	240000	292950	373500	274008
NFP: Aged Care	3	-	377500	465000	592650	-	491767
NFP: Professional/Industry	10	136538	153308	225000	262645	302100	216347
NFP: Sport & Recreation	4	190000	190000	207500	331250	522500	313750
NFP: Other	6	242500	298750	345000	363462	440975	342825

### 5.1.68 NFP Results – Chief Executive Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	31	150000	177000	260000	342498	407584	264657
NFP: Community Housing	11	221763	256625	331000	412500	472316	338997
NFP: Disability	26	194000	200000	290000	418000	491500	324241
NFP: Education	23	173920	220000	250000	339000	504000	313692
NFP: Health	20	148135	228797	274492	346410	467867	339639
NFP: Aged Care	24	205860	237500	346500	448125	595326	387435
NFP: Professional/Industry	26	180000	210000	256500	387625	531086	367385
NFP: Sport & Recreation	5	176000	290000	390000	400000	460000	336000
NFP: Other	31	118000	190775	250000	338000	450000	267652



### 5.1.69 NFP Results – Chief Finance Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	15	108000	137000	200000	245000	338000	206400
NFP: Community Housing	9	140577	168431	190000	251592	346286	227659
NFP: Disability	18	144000	180835	235000	290312	312543	233979
NFP: Education	12	170500	178750	225000	285250	457600	268833
NFP: Health	19	108100	165000	190000	250420	321120	224062
NFP: Aged Care	19	131600	152700	230501	325840	367219	248670
NFP: Professional/Industry	13	46000	116000	165785	300000	304200	187557
NFP: Sport & Recreation	7	99000	137500	175000	203500	221000	166000
NFP: Other	15	122000	147500	200000	312988	352400	225824

1

### 5.1.70 NFP Results – Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	7	74400	129200	150000	182136	208563	144096
NFP: Community Housing	3	-	127463	235926	236936	-	164291
NFP: Disability	5	58600	128500	147026	180000	185712	131409
NFP: Education	7	55200	115000	162000	210500	291498	175464
NFP: Health	11	90000	117500	140000	184500	200000	152636
NFP: Aged Care	5	12000	15000	90000	125000	218465	104155
NFP: Professional/Industry	8	28900	103750	134974	143750	172372	118232
NFP: Sport & Recreation	2	-	-	10000	-	-	10000
NFP: Other	11	15000	27500	50000	141598	147000	76336

### 5.1.71 NFP Results – General Counsel & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	4	229100	272750	363500	441250	461500	350500
NFP: Community Housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	350000	-	-	350000
NFP: Education	2	-	-	315000	-	-	315000
NFP: Health	2	-	-	390000	-	-	390000
NFP: Aged Care	3	-	261828	332063	351032	-	297886
NFP: Professional/Industry	2	-	-	259324	-	-	259324
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	2	-	-	280000	-	-	280000



### 5.1.72 NFP Results – Chief Finance Officer & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	6	63500	102500	147500	177500	217628	142876
NFP: Community Housing	3	-	196000	261000	304000	-	246333
NFP: Disability	7	120800	155000	175000	270375	366460	216821
NFP: Education	6	167500	202500	217500	266250	285088	223363
NFP: Health	4	192793	256983	306768	353168	411267	303384
NFP: Aged Care	5	204000	210000	236000	250000	266200	234600
NFP: Professional/Industry	3	-	152500	155000	217500	-	195000
NFP: Sport & Recreation	2	-	-	332500	-	-	332500
NFP: Other	5	166368	190920	212379	250000	256000	212660

### 5.1.73 NFP Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	2	-	-	315082	-	-	315082
NFP: Community Housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	218070	-	-	218070
NFP: Education	2	-	-	200000	-	-	200000
NFP: Health	2	-	-	300000	-	-	300000
NFP: Aged Care	3	-	255212	301868	316966	-	280829
NFP: Professional/Industry	2	-	-	250000	-	-	250000
NFP: Sport & Recreation	2	-	-	41000	-	-	41000
NFP: Other	2	-	-	180000	-	-	180000

### 5.1.74 NFP Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	3	-	173500	285000	311568	-	228379
NFP: Community Housing	3	-	204904	219807	239904	-	223269
NFP: Disability	5	62000	110000	256000	277500	366000	219700
NFP: Education	5	94000	100000	135000	200000	283202	172734
NFP: Health	6	175474	207212	218500	310000	373000	255658
NFP: Aged Care	6	164096	183052	243815	265484	348122	252011
NFP: Professional/Industry	2	-	-	182500	-	-	182500
NFP: Sport & Recreation	2	-	-	335000	-	-	335000
NFP: Other	4	141016	187540	224194	241250	252500	204597



### 5.1.75 NFP Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	19	124000	155909	180000	247040	332628	212239
NFP: Community Housing	6	153500	167750	211932	286966	315000	226810
NFP: Disability	21	130000	165000	232180	296030	322400	230125
NFP: Education	12	132000	157500	195000	258750	364934	221235
NFP: Health	14	168000	200000	218500	289005	429000	255689
NFP: Aged Care	18	146580	171325	238330	342709	388849	282396
NFP: Professional/Industry	13	150000	151000	165000	215250	289400	194140
NFP: Sport & Recreation	3	-	197500	220000	282500	-	246667
NFP: Other	8	145000	148750	187500	237000	351000	218875

### 5.1.76 NFP Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	3	-	232500	265000	329427	-	286285
NFP: Community Housing	3	-	187500	245000	264718	-	219812
NFP: Disability	5	147000	150000	175780	250000	362974	231814
NFP: Education	8	114000	131250	166500	256500	331224	209260
NFP: Health	6	139320	148250	161000	185600	220400	173573
NFP: Aged Care	10	209139	264069	293625	340811	390158	302425
NFP: Professional/Industry	2	-	-	169000	-	-	169000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	3	-	200000	280000	330500	-	260333

### 5.1.77 NFP Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	6	121722	142582	209000	253250	334547	221756
NFP: Community Housing	4	155000	200000	253500	288907	301340	235407
NFP: Disability	16	120000	155188	216109	276250	328548	226312
NFP: Education	11	100000	135000	180000	212500	267000	184413
NFP: Health	11	145000	172550	190000	246499	310000	212645
NFP: Aged Care	17	140000	199800	266000	293222	382430	255091
NFP: Professional/Industry	3	-	134000	150000	208478	-	178319
NFP: Sport & Recreation	3	-	162500	175000	182500	-	171667
NFP: Other	7	118000	158500	204000	244615	277000	198604



### 5.1.78 NFP Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	7	92000	115000	140000	167500	284114	173969
NFP: Community Housing	3	-	173500	217000	244150	-	206100
NFP: Disability	9	117400	132000	210000	228514	265571	198249
NFP: Education	10	90000	106000	160000	225000	319400	185400
NFP: Health	4	188045	228070	270904	322875	379350	280042
NFP: Aged Care	7	100798	125250	210000	294530	321436	210937
NFP: Professional/Industry	6	112000	123800	137600	147500	210000	153200
NFP: Sport & Recreation	4	106000	115000	120000	140000	176000	135000
NFP: Other	9	109400	170000	200000	220000	249896	187208

### 5.1.79 NFP Results – Chief Digital Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	2	-	-	130000	-	-	130000
NFP: Community Housing	-	-	-	-	-	-	-
NFP: Disability	2	-	-	179494	-	-	179494
NFP: Education	2	-	-	282500	-	-	282500
NFP: Health	3	-	291000	472000	473500	-	352333
NFP: Aged Care	3	-	170096	171999	227241	-	207558
NFP: Professional/Industry	2	-	-	204762	-	-	204762
NFP: Sport & Recreation	2	-	-	75000	-	-	75000
NFP: Other	2	-	-	227630	-	-	227630

### 5.1.80 NFP Results – Chief Sales Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	-	-	-	-	-	-	-
NFP: Community Housing	2	-	-	218500	-	-	218500
NFP: Disability	2	-	-	187500	-	-	187500
NFP: Education	2	-	-	285500	-	-	285500
NFP: Health	3	-	224732	259464	264932	-	239955
NFP: Aged Care	3	-	185124	282483	290562	-	222963
NFP: Professional/Industry	3	-	120000	130000	212500	-	178333
NFP: Sport & Recreation	2	-	-	120000	-	-	120000
NFP: Other	2	-	-	125000	-	-	125000

### 5.1.81 NFP Results – Chief Manufacturing Officer

Insufficient data was received this year for segmentation.



### 5.1.82 NFP Results – Chief Infrastructure Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	-	-	-	-	-	-	-
NFP: Community Housing	2	-	-	224500	-	-	224500
NFP: Disability	2	-	-	296200	-	-	296200
NFP: Education	-	-	-	-	-	-	-
NFP: Health	2	-	-	400000	-	-	400000
NFP: Aged Care	5	185820	211200	212000	237000	280200	227620
NFP: Professional/Industry	-	-	-	-	-	-	-
NFP: Sport & Recreation	2	-	-	160000	-	-	160000
NFP: Other	-	-	-	-	-	-	-

### 5.1.83 NFP Results – Risk Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	2	-	-	150388	-	-	150388
NFP: Community Housing	2	-	-	96000	-	-	96000
NFP: Disability	2	-	-	137700	-	-	137700
NFP: Education	5	132000	135000	150000	150000	168000	149000
NFP: Health	2	-	-	130000	-	-	130000
NFP: Aged Care	5	114750	136874	177600	180000	186600	157095
NFP: Professional/Industry	2	-	-	150000	-	-	150000
NFP: Sport & Recreation	-	-	-	-	-	-	-
NFP: Other	-	-	-	-	-	-	-

### 5.1.84 NFP Results – Compliance Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
NFP: Charity	5	86000	110000	120000	120000	132000	112000
NFP: Community Housing	2	-	-	96300	-	-	96300
NFP: Disability	4	104000	140000	165000	177500	191000	152500
NFP: Education	2	-	-	56000	-	-	56000
NFP: Health	3	-	131000	132000	141000	-	137333
NFP: Aged Care	3	-	147500	150000	165000	-	158333
NFP: Professional/Industry	3	-	95000	110000	115000	-	103333
NFP: Sport & Recreation	2	-	-	93000	-	-	93000
NFP: Other	2	-	-	78000	-	-	78000

### 5.1.85 Government Results – Managing Director

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	17	389488	432600	560000	892320	969400	653425
Government - Medium	12	223610	276150	412609	583350	625676	467527
Government - Small	3	-	353500	442000	516000	-	432333



### 5.1.86 Government Results – Chief Executive Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	42	311150	341875	450000	576975	797536	493896
Government - Medium	36	233760	273191	344000	472281	538300	377427
Government - Small	2	-	-	221212	-	-	221212

### 5.1.87 Government Results – Chief Finance Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	34	189496	276250	373900	432360	574140	385632
Government - Medium	31	166400	191975	280000	349600	393120	291890
Government - Small	2	-	-	325200	-	-	325200

### 5.1.88 Government Results – Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	14	186672	229778	274700	354902	436388	321873
Government - Medium	7	168096	221675	264000	275525	278600	240057
Government - Small	2	-	-	193440	-	-	193440

### 5.1.89 Government Results – Chief Finance Officer & Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	3	-	219200	220000	305262	-	276308
Government - Medium	5	224400	252000	280000	482000	484187	341129
Government - Small	-	-	-	-	-	-	-

### 5.1.90 Government Results – General Counsel

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	8	206579	234600	294550	370018	464167	323901
Government - Medium	3	-	160200	206000	345822	-	268682
Government - Small	3	-	201275	257000	316000	-	259183

### 5.1.91 Government Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	11	188240	219665	270000	379555	647000	365341
Government - Medium	4	237025	262562	302875	355750	403900	315438
Government - Small	2	-	-	312000	-	-	312000



### 5.1.92 Government Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	19	219466	258000	370800	434600	527117	374315
Government - Medium	13	145400	183700	274000	327600	376800	281495
Government - Small	-	-	-	-	-	-	-

### 5.1.93 Government Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	13	209752	278800	349440	414000	452856	342496
Government - Medium	6	213720	260260	282020	427530	574520	356753
Government - Small	-	-	-	-	-	-	-

### 5.1.94 Government Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	18	204940	242400	274788	393650	453596	331733
Government - Medium	5	217000	220000	256250	280000	296200	255650
Government - Small	2	-	-	345000	-	-	345000

### 5.1.95 Government Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	8	177800	215000	241138	337479	435672	279454
Government - Medium	4	137900	157250	186000	357750	634500	329000
Government - Small	-	-	-	-	-	-	-

### 5.1.96 Government Results – Chief Infrastructure Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
<b>Type of Organisation</b>							
Government - Large	5	152381	156000	355000	373057	434686	301959
Government - Medium	2	-	-	467800	-	-	467800
Government - Small	2	-	-	158000	-	-	158000



### 5.1.97 Super Funds Results – Chief Executive Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	38	308500	442762	590000	731250	1015000	606981

### 5.1.98 Super Funds Results – Chief Finance Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	25	221000	286603	395000	440000	504400	368165

### 5.1.99 Super Funds Results – Company Secretary

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	14	215930	260000	286500	322750	338700	289736

### 5.1.100 Funds Results – Chief Risk Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	27	236800	286750	362000	443100	482400	365223

### 5.1.101 Super Funds Results – Chief Operating Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	21	273000	320000	372000	430000	608000	407053

### 5.1.102 Super Funds Results – Chief Information Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	13	269000	299000	350000	426000	429600	356769

### 5.1.103 Super Funds Results – Chief People & Culture Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	20	247100	279750	323500	351000	440010	340655



### 5.1.104 Super Funds Results – Chief Marketing Officer

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	16	237500	264250	344500	390000	425000	332438

### 5.1.105 Super Funds Results – Risk Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	18	139200	151333	175000	185725	211500	171048

### 5.1.106 Super Funds Results – Compliance Manager

	No.	10%	25%	Median	75%	90%	Average
		\$	\$	\$	\$	\$	\$
Overall	16	136500	150250	181050	192570	198960	170994



## 5.2 Performance Bonus Results Approach

The Executive Positions Results for Performance Bonus have been calculated as a Performance Bonus Percentage of Fixed Remuneration achievable, **not** what was paid, for each Executive who receives performance bonuses each year. It therefore shows their Performance Bonus opportunity if they reach or exceed all relevant performance hurdles but not necessarily the amount of Performance Bonus that they will actually receive once their performance has been assessed.

The following tables show the performance bonuses achievable:

### 5.2.1 Combined Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	202	10	20	50	100	150	90
CEO	136	6	10	20	36	100	35
CFO	165	10	15	30	50	100	47
Company Secretary	47	8	15	20	50	66	34
General Counsel & Comp Sec	42	10	20	29	50	90	46
CFO & Company Secretary	63	7	15	23	50	98	41
General Counsel	43	10	14	20	50	64	31
Chief Risk Officer	40	10	11	20	43	123	40
Chief Operating Officer	120	10	15	20	50	100	43
Chief Information Officer	66	5	15	25	52	116	48
Chief People & Culture Officer	89	7	17	25	50	90	44
Chief Marketing Officer	50	10	13	20	33	60	30
Chief Digital Officer	20	7	13	20	30	69	31
Chief Sales Officer	29	10	20	25	50	100	40
Chief Manufacturing Officer	11	10	10	31	54	100	41
Chief Infrastructure Officer	6	10	15	18	42	75	34
Deputy Company Secretary	8	5	7	14	32	94	36
Risk Manager	16	4	10	10	16	25	13
Compliance Manager	16	5	10	14	18	28	22

Two hundred and two (49%) out of our sample of 410 MDs could receive a performance bonus, with the *median* bonus being 50% and the *average* bonus being 90%. One hundred and thirty-six CEOs (27%) out of our sample of 497 CEOs could receive a performance bonus, with the *median* bonus being 20% and the *average* bonus being 35%.



## 5.2.2 Listed Public Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	102	20	41	90	104	150	89
CEO	18	44	50	72	100	160	93
CFO	79	19	38	50	100	150	74
Company Secretary	26	14	20	40	53	70	39
General Counsel & Comp Sec	23	16	28	50	76	158	67
CFO & Company Secretary	27	20	25	50	80	130	66
General Counsel	19	19	25	50	58	84	48
Chief Risk Officer	13	20	40	80	130	148	84
Chief Operating Officer	47	15	24	50	97	132	73
Chief Information Officer	29	19	25	58	113	160	83
Chief People & Culture Officer	40	20	30	50	82	137	74
Chief Marketing Officer	13	22	34	50	88	114	62
Chief Digital Officer	5	38	50	65	100	112	73
Chief Sales Officer	10	20	32	75	100	120	71
Chief Manufacturing Officer	3	-	75	100	115	-	93
Chief Infrastructure Officer	3	-	32	50	75	-	55
Deputy Company Secretary	4	12	17	45	90	126	62
Risk Manager	3	-	18	25	28	-	22
Compliance Manager	5	12	15	15	30	102	44

One hundred and two MDs (56%) out of our sample of 181 MDs could receive a performance bonus, with the *median* bonus being 90% and the *average* bonus being 89%. Eighteen CEOs (49%) out of our sample of 37 CEOs could receive a performance bonus, with the *median* bonus being 72% and the *average* bonus being 93%.



### 5.2.3 Unlisted Public Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	11	30	40	50	112	150	80
CEO	32	7	10	20	25	30	21
CFO	25	10	10	20	30	39	22
Company Secretary	5	12	15	15	20	25	18
General Counsel & Comp Sec	10	9	14	20	24	28	18
CFO & Company Secretary	7	11	15	18	30	54	27
General Counsel	17	9	10	15	20	30	19
Chief Risk Officer	12	10	10	14	21	27	17
Chief Operating Officer	24	10	14	18	30	40	24
Chief Information Officer	15	8	11	20	29	33	20
Chief People & Culture Officer	15	6	14	25	34	39	25
Chief Marketing Officer	7	11	14	30	38	48	29
Chief Digital Officer	10	7	10	18	24	30	17
Chief Sales Officer	4	14	21	28	32	37	26
Chief Manufacturing Officer	2	-	-	48	-	-	48
Chief Infrastructure Officer	-	-	-	-	-	-	-
Deputy Company Secretary	2	-	-	12	-	-	12
Risk Manager	7	7	10	10	11	13	10
Compliance Manager	11	3	4	4	5	7	5

Eleven MDs (48%) out of our sample of 23 MDs could receive a performance bonus, with the *median* bonus being 50% and the *average* bonus being 80%. Thirty-two CEOs (36%) out of our sample of 90 CEOs could receive a performance bonus, with the *median* bonus being 20% and the *average* bonus being 21%.



## 5.2.4 Private Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	63	10	20	28	50	100	44
CEO	34	10	20	25	49	100	45
CFO	38	10	11	20	29	50	26
Company Secretary	10	10	20	20	36	65	41
General Counsel & Comp Sec	6	8	12	22	29	30	20
CFO & Company Secretary	23	7	10	20	24	37	24
General Counsel	4	6	9	15	22	27	16
Chief Risk Officer	9	13	17	20	25	46	29
Chief Operating Officer	27	9	15	20	28	44	25
Chief Information Officer	15	5	12	25	30	48	27
Chief People & Culture Officer	22	7	12	20	25	30	22
Chief Marketing Officer	22	10	10	20	25	29	18
Chief Digital Officer	5	9	14	17	20	26	17
Chief Sales Officer	13	6	15	20	25	46	23
Chief Manufacturing Officer	5	7	10	10	10	23	13
Chief Infrastructure Officer	2	-	-	5	-	-	5
Deputy Company Secretary	2	-	-	5	-	-	5
Risk Manager	4	6	9	15	21	24	15
Compliance Manager	4	7	10	18	25	25	17

Sixty-three MDs (56%) out of our sample of 113 MDs could receive a performance bonus, with the *median* bonus being 28% and the *average* bonus being 44%. Thirty-four CEOs (62%) out of our sample of 55 CEOs could receive a performance bonus, with the *median* bonus being 25% and the *average* bonus being 45%.



## 5.2.5 NFP Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	23	4	8	10	28	30	13
CEO	49	5	8	15	20	30	19
CFO	20	4	9	10	18	26	17
Company Secretary	5	3	4	10	20	23	12
General Counsel & Comp Sec	2	-	-	30	-	-	30
CFO & Company Secretary	5	4	4	8	8	12	8
General Counsel	2	-	-	15	-	-	15
Chief Risk Officer	5	6	10	10	11	16	11
Chief Operating Officer	18	4	6	10	19	33	18
Chief Information Officer	7	3	4	10	22	27	14
Chief People & Culture Officer	10	3	6	10	19	21	12
Chief Marketing Officer	7	6	9	10	18	24	14
Chief Digital Officer	-	-	-	-	-	-	-
Chief Sales Officer	2	-	-	20	-	-	20
Chief Manufacturing Officer	2	-	-	10	-	-	10
Chief Infrastructure Officer	-	-	-	-	-	-	-
Deputy Company Secretary	2	-	-	4	-	-	4
Risk Manager	2	-	-	3	-	-	3
Compliance Manager	-	-	-	-	-	-	-

Twenty-three MDs (38%) out of our sample of 60MDs could receive a performance bonus, with the *median* bonus being 10% and the *average* bonus being 13%. Forty-nine CEOs (25%) out of our sample of 197 CEOs could receive a performance bonus, with the *median* bonus being 15% and the *average* bonus being 19%.



## 5.2.6 Government Performance Bonus

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	3	-	18	20	20	-	18
CEO	3	-	4	5	10	-	7
CFO	3	-	15	15	18	-	17
Company Secretary	2	-	-	15	-	-	15
General Counsel & Comp Sec	2	-	-	18	-	-	18
CFO & Company Secretary	2	-	-	17	-	-	17
General Counsel	2	-	-	15	-	-	15
Chief Risk Officer	2	-	-	15	-	-	15
Chief Operating Officer	4	15	15	18	30	48	28
Chief Information Officer	-	-	-	-	-	-	-
Chief People & Culture Officer	2	-	-	18	-	-	18
Chief Marketing Officer	2	-	-	15	-	-	15
Chief Digital Officer	-	-	-	-	-	-	-
Chief Sales Officer	2	-	-	15	-	-	15
Risk Manager	2	-	-	15	-	-	15
Compliance Manager	2	-	-	15	-	-	15

Three MDs (9%) out of our sample of 32 MDs could receive a performance bonus, with the *median* bonus being 20% and the *average* bonus being 18%. Three CEOs (4%) out of our sample of 80 CEOs could receive a performance bonus, with the *median* bonus being 5% and the *average* bonus being 7%.



## 5.3 Remuneration Increase Percentages Given

Contributors to the online questionnaire supplied the remuneration increase percentage given in the last year to each of their Executive and Governance positions. These increases were applied to fixed remuneration. **Please note:** There was not enough data from Government and Super Funds regarding remuneration percentage increases to show results.

The following tables show the remuneration percentage increases given:

### 5.3.1 Combined Percentage Increases

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	179	3	4	5	10	15	8
CEO	191	3	4	5	8	16	8
CFO	181	3	4	5	6	10	6
Company Secretary	64	3	4	5	6	10	7
General Counsel & Comp Sec	43	3	3	4	8	12	6
CFO & Company Secretary	90	3	4	5	10	16	8
General Counsel	29	2	3	4	5	9	5
Chief Risk Officer	44	3	4	5	8	10	7
Chief Operating Officer	153	3	4	5	7	12	7
Chief Information Officer	64	3	3	5	6	11	7
Chief People & Culture Officer	126	3	4	5	7	13	6
Chief Marketing Officer	82	3	4	5	6	11	7
Chief Digital Officer	18	3	3	4	6	8	5
Chief Sales Officer	38	4	4	5	6	10	6
Chief Manufacturing Officer	12	3	3	4	6	10	5
Chief Infrastructure Officer	14	3	4	5	8	10	6
Deputy Company Secretary	16	3	3	4	6	10	5
Risk Manager	26	2	3	4	6	9	6
Compliance Manager	32	3	3	5	5	10	6



### 5.3.2 Listed Public Percentage Increases

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	55	3	4	5	12	25	11
CEO	12	5	9	11	16	24	14
CFO	44	3	4	5	9	14	8
Company Secretary	18	3	4	6	10	18	11
General Counsel & Comp Sec	21	3	4	5	9	16	7
CFO & Company Secretary	21	3	5	10	10	18	9
General Counsel	12	3	3	5	9	10	7
Chief Risk Officer	8	2	4	8	10	18	10
Chief Operating Officer	33	3	4	5	9	12	8
Chief Information Officer	17	3	3	5	6	10	6
Chief People & Culture Officer	31	3	4	5	12	15	8
Chief Marketing Officer	11	3	3	4	8	24	12
Chief Digital Officer	5	3	4	4	7	9	6
Chief Sales Officer	8	4	4	5	7	10	6
Chief Manufacturing Officer	2	-	-	10	-	-	10
Chief Infrastructure Officer	2	-	-	7	-	-	7
Deputy Company Secretary	5	4	4	6	10	10	7
Risk Manager	3	-	3	3	6	-	5
Compliance Manager	6	3	3	7	10	14	8



### 5.3.3 Unlisted Public Percentage Increases

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	11	3	4	4	5	7	5
CEO	18	3	4	5	8	13	7
CFO	13	2	3	5	6	9	5
Company Secretary	4	4	4	6	6	7	5
General Counsel & Comp Sec	6	2	3	4	4	7	4
CFO & Company Secretary	9	4	4	4	5	8	5
General Counsel	4	3	3	4	8	12	6
Chief Risk Officer	7	3	3	4	6	12	6
Chief Operating Officer	15	3	4	5	8	10	6
Chief Information Officer	8	4	5	8	11	19	10
Chief People & Culture Officer	10	3	3	4	6	11	6
Chief Marketing Officer	10	3	4	5	6	10	6
Chief Digital Officer	2	-	-	6	-	-	6
Chief Sales Officer	6	4	6	8	16	18	10
Chief Manufacturing Officer	2	-	-	6	-	-	6
Chief Infrastructure Officer	3	-	4	5	6	-	5
Deputy Company Secretary	2	-	-	3	-	-	3
Risk Manager	6	4	4	5	7	12	7
Compliance Manager	8	3	3	4	5	5	4



### 5.3.4 Private Percentage Increases

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	60	3	4	5	10	15	9
CEO	31	4	4	5	10	16	8
CFO	43	3	4	5	8	12	7
Company Secretary	11	3	4	4	6	9	6
General Counsel & Comp Sec	3	-	5	5	9	-	8
CFO & Company Secretary	20	4	4	5	6	8	6
General Counsel	2	-	-	4	-	-	4
Chief Risk Officer	10	4	4	5	5	6	5
Chief Operating Officer	30	3	4	5	6	8	6
Chief Information Officer	15	3	4	5	6	11	7
Chief People & Culture Officer	28	4	4	5	9	10	7
Chief Marketing Officer	24	3	4	5	6	9	6
Chief Digital Officer	4	4	5	6	8	10	7
Chief Sales Officer	10	3	4	4	6	6	4
Chief Manufacturing Officer	5	3	4	5	6	7	5
Chief Infrastructure Officer	-	-	-	-	-	-	-
Deputy Company Secretary	3	-	4	5	6	-	5
Risk Manager	4	4	4	6	6	7	5
Compliance Manager	5	4	5	5	5	11	7



### 5.3.5 NFP Percentage Increases

	No	10%	25%	Median	75%	90%	Average
		%	%	%	%	%	%
MD	44	3	4	5	6	10	5
CEO	119	3	4	5	8	14	7
CFO	76	3	4	5	5	8	5
Company Secretary	30	2	3	4	5	6	5
General Counsel & Comp Sec	10	3	3	4	4	7	4
CFO & Company Secretary	38	3	4	5	10	17	8
General Counsel	8	2	3	4	4	5	4
Chief Risk Officer	18	3	4	4	10	10	6
Chief Operating Officer	70	3	4	5	6	12	7
Chief Information Officer	23	2	3	4	5	10	6
Chief People & Culture Officer	53	3	4	5	5	12	6
Chief Marketing Officer	36	3	4	5	6	12	6
Chief Digital Officer	7	3	3	3	4	5	4
Chief Sales Officer	13	4	4	5	5	6	5
Chief Manufacturing Officer	4	2	3	4	4	5	4
Chief Infrastructure Officer	7	4	4	4	5	7	5
Deputy Company Secretary	4	3	4	5	8	10	6
Risk Manager	11	2	2	4	5	5	6
Compliance Manager	12	2	4	5	6	10	5