



# Remuneration Survey

Presidents and Executive Officers  
**Brazil 2016/2017**

PageExecutive

# Contents

PRESENTATION .....3

METHODOLOGY .....5

HIGHLIGHTS .....7

BENEFITS .....8

OTHER BENEFITS .....9

FORM OF HIRING .....10

D&O INSURANCE .....11

PRESIDENT (CEO) .....12

FINANCIAL OFFICER (CFO) .....14

COMMERCIAL OFFICER (BUSINESS UNIT OFFICER) .....16

OPERATIONS OFFICER (COO) .....18

HUMAN RESOURCES OFFICER (CHRO) .....20

INFORMATION OFFICER (CIO) .....22



# Presentation

---

Page Executive presents for the fifth year its remuneration study dedicated exclusively for Presidents and Executive Officers. In a different manner compared to previous years, we launched this issue in the second semester, considering the constant changes in the formulation of remuneration for top executives facing the economic instabilities in Brazil and already considering trends for 2017.

As a result of a scenario of intense instability and uncertainties, the Brazilian market attentively reacts to possible changes and anticipates a recovery in the medium-term. At the top management, we are experiencing a period of many changes as a consequence of staff reduction, consolidation and corporate changes. Companies continue to seek leaders who can combine strategic skills with a strong execution profile.

Despite the challenging scenario, there is still a strong evolution process in Corporate Governance in medium-sized companies and an intense consolidation move in several sectors, such as health, education and agribusiness, among others. Remuneration of top executives was not as affected, especially when considering fixed remuneration and long-term incentives. Despite the economic scenario, there is still a mismatch between demand for executives with the correct combination of training, experience and personal profile.

**> WE HOPE THIS MATERIAL HELPS GUIDE YOU AND YOUR COMPANY.**







# Methodology

---

The questionnaire was directed to a group of executives from our network of relationships with whom we have had contact over the last six years. In this period, we had the opportunity to hire executives for companies of different nationalities, sectors, sizes and stages of Corporate Governance. We had a database of 13,000 executives for this survey, with only active executives in the Brazilian market.

From our total respondents database, we interviewed more than 1,150 executives from various industries, who occupy top positions in their companies. Those are companies of diverse sizes, sectors, origins and regions of the country, configuring a very wide scope.

The surveys were carried out through a systematized tool that guarantees the complete confidentiality of the respondent's identity, as well as the accuracy of the information collected.

The data tabulation sought to emphasize the main aspects of the remuneration composition of a top executive, analyzed under the various variables that impact the national executive market. The bonus and LTI (Long-Term Incentive) values shown reflect the averages with the values actually received, not the expected values.

**> DEMONSTRATED BONUS AND LTI VALUES REFLECT THE AVERAGES WITH THE VALUES ACTUALLY RECEIVED, NOT THE EXPECTED VALUES**



# Methodology

## > IMPORTANT REMARKS:

- To make this study more practical, the remuneration packages were divided by position, origin of the company (national or multinational subsidiary) and size (income);
- The size ranges were defined as basis on the statistical relevance of our performance. Range 4, because it is more comprehensive, can underline greater distortions;
- Bonus and LTI (long-term incentive) values are based on the average number of wages actually received by the previous year's results;
- Approximately 56% of the companies surveyed do not offer long-term incentives (LTI) In these cases, the remuneration described as LTI is incorporated (totally or partially) into the total remuneration package.



# Highlights

---

## > BALANCING - TOTAL REMUNERATION

Despite the economic scenario, the fixed remuneration of the majority of executives consulted had no significant impact. We even have observed significant increases for CEO and CFO positions in some of the ranges. The short-term variable remuneration, however, was directly impacted and the bonuses actually paid are below the values expected to the expected outputs. Part of this reward was offset by increases in long-term incentives.

## > D&O INSURANCE

Since 2014, we have seen a significant increase in the number of executives reporting that their companies are covered by D&O (Directors & officers) insurance. This is a direct consequence of the increase in cases of executives who claim to have problems arising from labor, tax or criminal proceedings, even though these cases have not occurred under their responsibility. We continue to see a rising trend for the coming years.

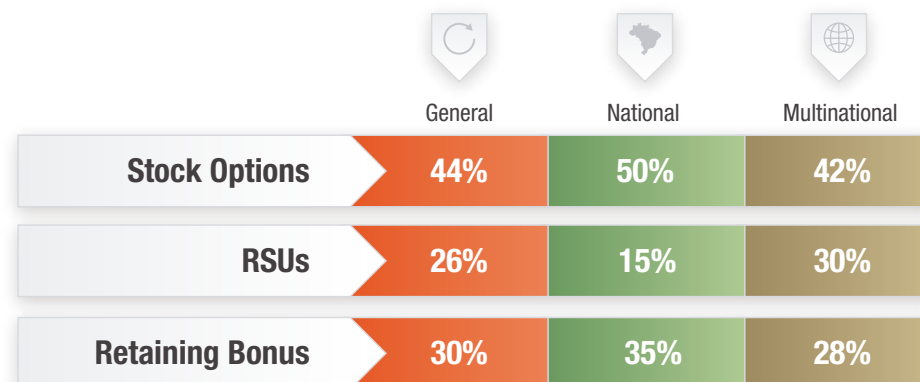
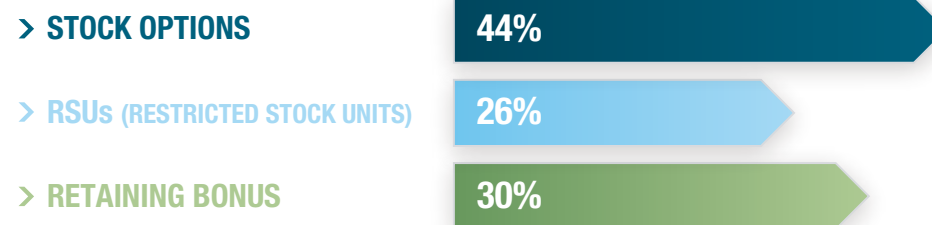


# Benefits

## > LONG-TERM INCENTIVE (LTI):

- In Brazilian companies, 45% of executives say they have a long-term incentive;
- In multinational companies, 50% of executives say they have a long-term incentive.

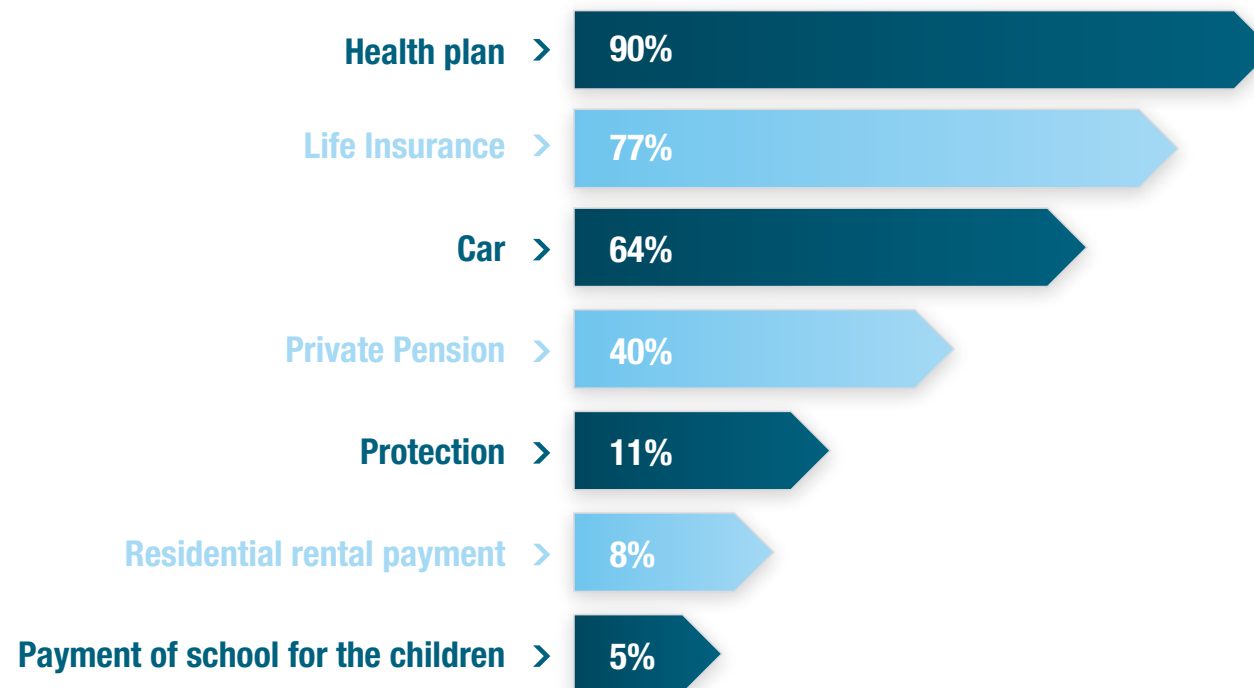
The graphs below show the distribution by type of ILP for executives who claim to have this type of incentive.





# Other Benefits

What benefits the interviewed executives have:



The qualitative analysis of the responses indicates that the residential rental payment and the school for the children are common benefits for executives transferred to other cities.

## Forms of Hiring

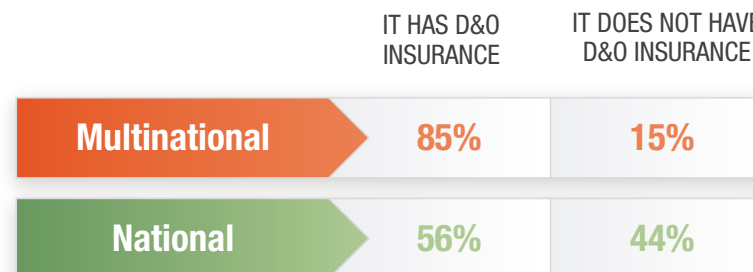
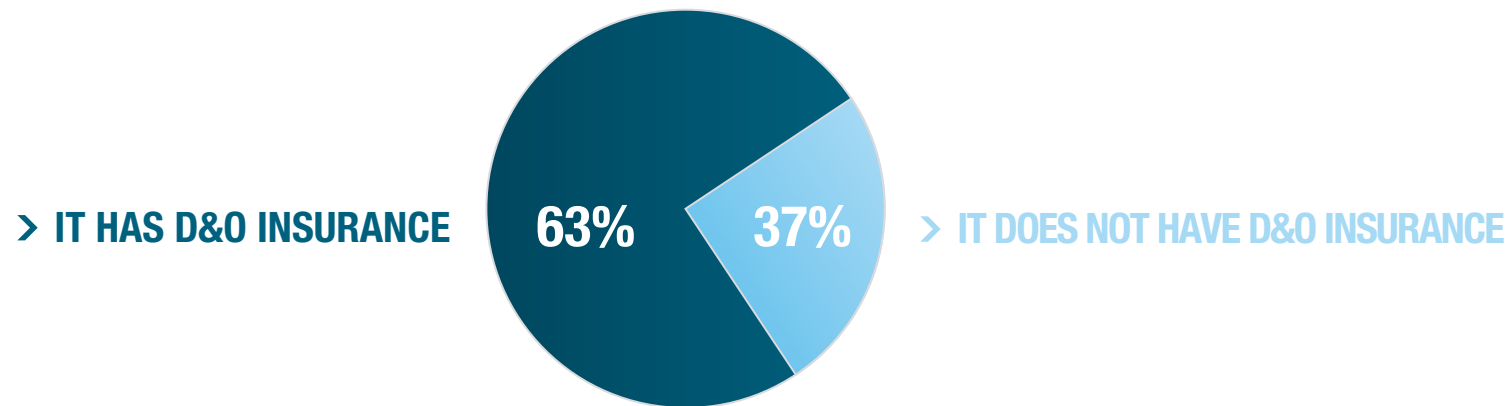
- Multinational companies hire more in the CLT format (70%);
- A negative highlight is still the high volume of Brazilian companies that remunerate their executives in the "PJ" (legal entity) format.

The table below shows the main hiring model of the surveyed professionals.

Hiring Model	Brazilian companies	Multinational Companies
Employee (CLT)	33%	70%
Statutory director	28%	7%
Employee with statutory responsibilities (CLT and Statutory)	9%	16%
Legal person	30%	7%

# D&O Insurance

## > CIVIL AND CRIMINAL LIABILITY INSURANCE:



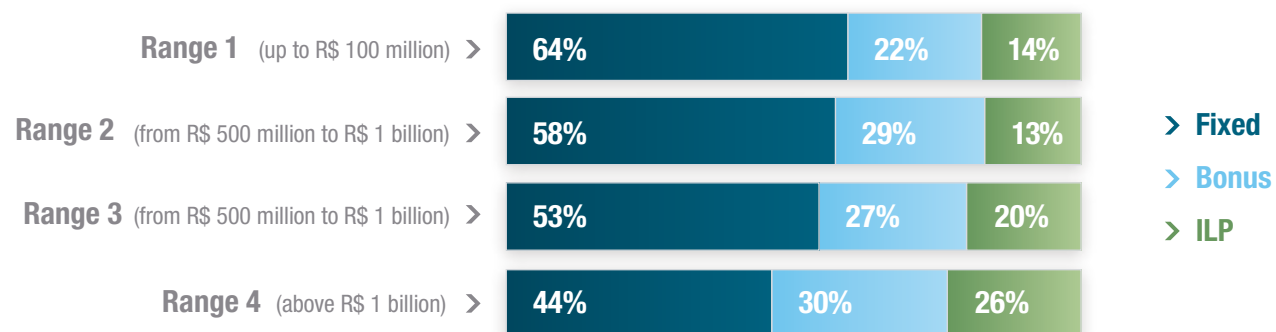
# President

## National Companies

CEO, President and General Officer

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 916,520.00	R\$ 44,000.00	4,50	3,00
Range 2	R\$ 1,283,150.00	R\$ 55,000.00	7,00	3,00
Range 3	R\$ 1,950,410.00	R\$ 77,000.00	7,00	5,00
Range 4	R\$ 3,184,650.00	R\$ 105,000.00	9,00	8,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

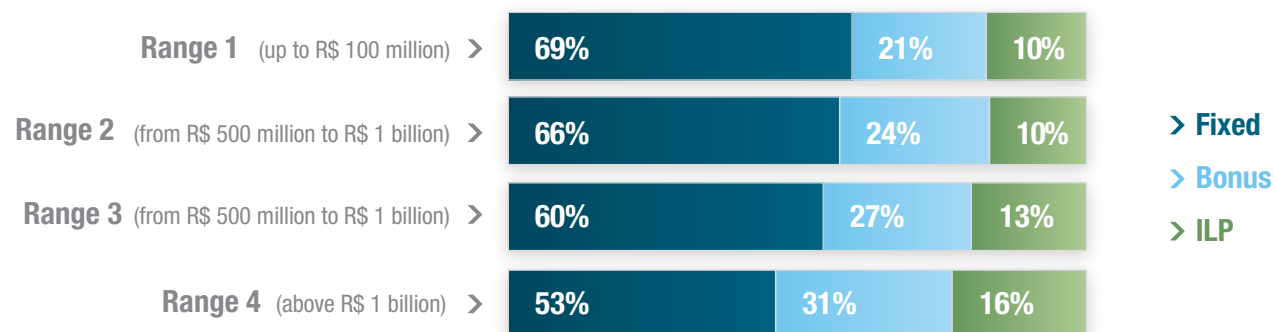
# President

## Multinational Companies

President, General Officer, Managing Director, General Manager and Country Manager.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 811,860.00	R\$ 42,000.00	4,00	2,00
Range 2	R\$ 1,097,820.00	R\$ 54,000.00	5,00	2,00
Range 3	R\$ 1,496,110.00	R\$ 67,000.00	6,00	3,00
Range 4	R\$ 2,482,340.00	R\$ 98,000.00	8,00	4,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.



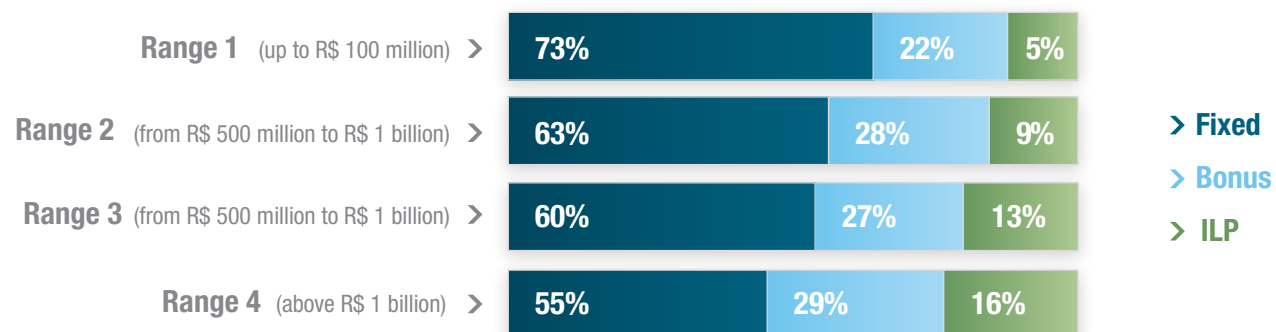
# Financial Officer

## National Companies

Valid for the positions of Chief Financial Officer, Administration and Finance Officer.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 586,560.00	R\$ 32,000.00	4,00	1,00
Range 2	R\$ 917,190.00	R\$ 43,000.00	6,00	2,00
Range 3	R\$ 1,250,480.00	R\$ 56,000.00	6,00	3,00
Range 4	R\$ 1,776,090.00	R\$ 73,000.00	7,00	4,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

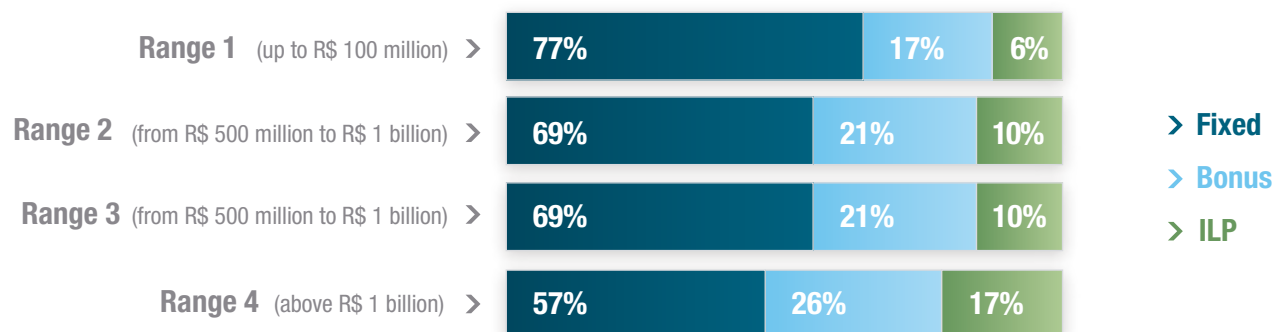
# Financial Officer

## Multinational Companies

Valid for the positions of Chief Financial Officer, Administration and Finance Officer.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 537,230.00	R\$ 31,000.00	3,00	1,00
Range 2	R\$ 773,200.00	R\$ 40,000.00	4,00	2,00
Range 3	R\$ 1,005,160.00	R\$ 52,000.00	4,00	2,00
Range 4	R\$ 1,446,460.00	R\$ 62,000.00	6,00	4,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

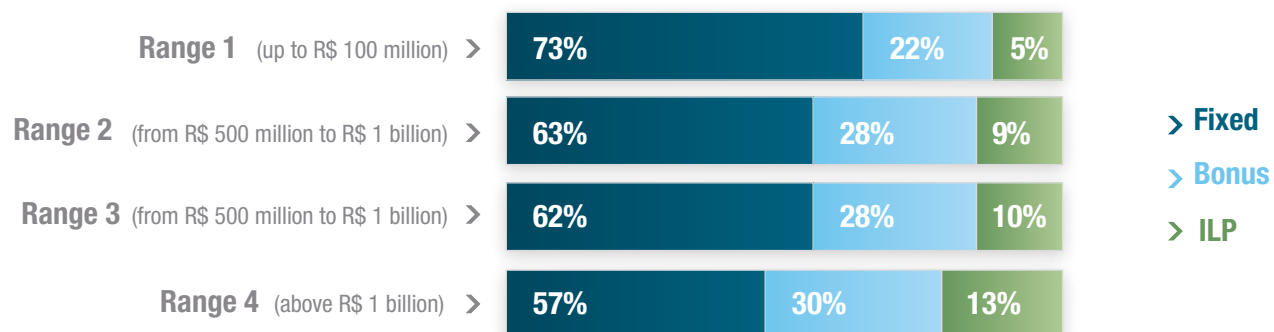
# Commercial Officer (Business Unit Officer)

## National Companies

Valid for executives with sales and marketing responsibilities as well as those with responsibility for losses and profits who respond to the company's CEO.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 604,890.00	R\$ 33,000.00	4,00	1,00
Range 2	R\$ 895,860.00	R\$ 42,000.00	6,00	2,00
Range 3	R\$ 1,045,170.00	R\$ 49,000.00	6,00	2,00
Range 4	R\$ 1,399,800.00	R\$ 60,000.00	7,00	3,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

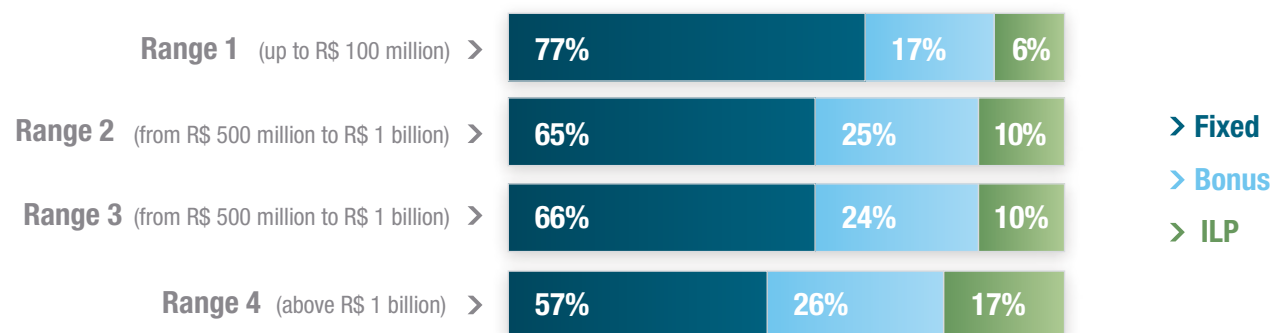
# Commercial Officer (Business Unit Officer)

## Multinational Companies

Valid for executives with sales and marketing responsibilities as well as those with responsibility for losses and profits who respond to the company's CEO.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 571,890.00	R\$ 33,000.00	3,00	1,00
Range 2	R\$ 813,200.00	R\$ 40,000.00	5,00	2,00
Range 3	R\$ 975,840.00	R\$ 48,000.00	5,00	2,00
Range 4	R\$ 1,446,460.00	R\$ 62,000.00	6,00	4,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

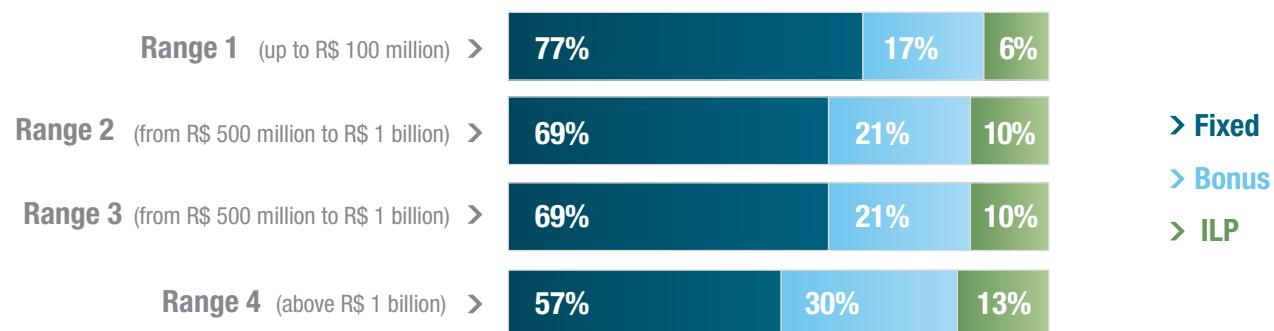
# Operations Officer

## National Companies

In the case of an industry, this executive is responsible for supplies, manufacturing, logistics, quality and HSE. In the case of a service company, the executive usually responds to all areas that have direct responsibility for the services that affect the customer.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 571,890.00	R\$ 33,000.00	3,00	1,00
Range 2	R\$ 773,200.00	R\$ 40,000.00	4,00	2,00
Range 3	R\$ 927,840.00	R\$ 48,000.00	4,00	2,00
Range 4	R\$ 1,283,150.00	R\$ 55,000.00	7,00	3,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.



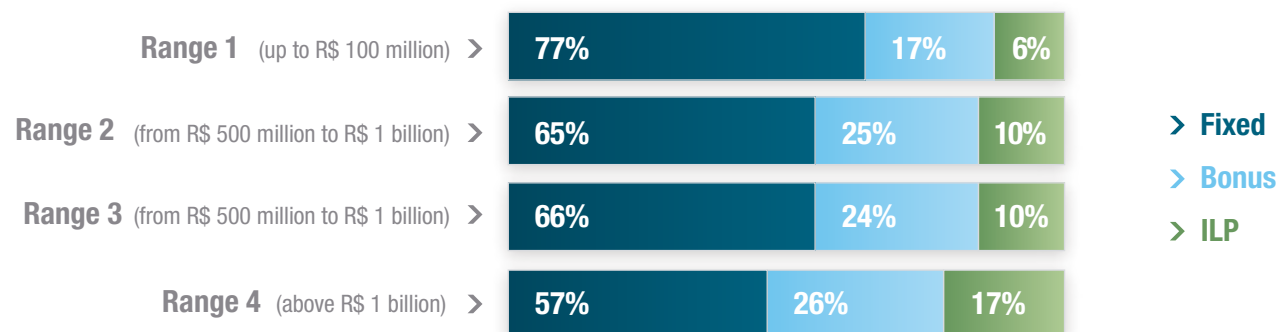
# Operations Officer

## Multinational Companies

In the case of an industry, this executive is responsible for supplies, manufacturing, logistics, quality and HSE. In the case of a service company, the executive usually responds to all areas that have direct responsibility for the services that affect the customer.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 571,890.00	R\$ 33,000.00	3,00	1,00
Range 2	R\$ 772,540.00	R\$ 38,000.00	5,00	2,00
Range 3	R\$ 935,180.00	R\$ 46,000.00	5,00	2,00
Range 4	R\$ 1,236,490.00	R\$ 53,000.00	6,00	4,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

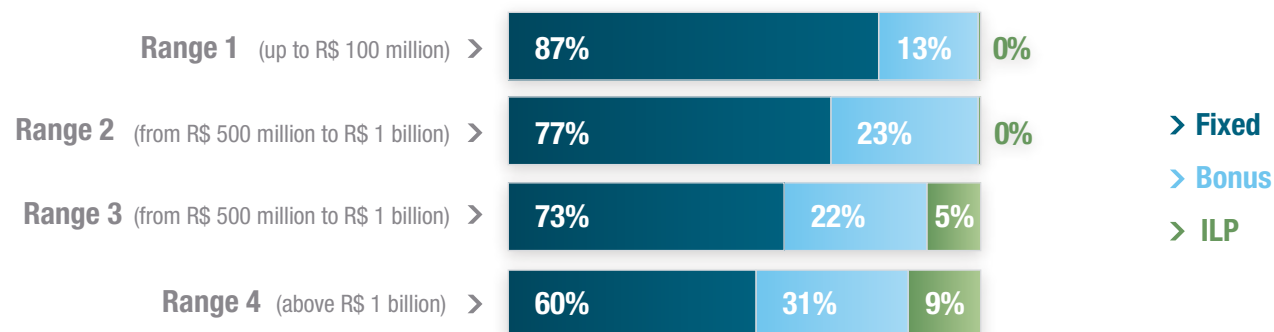
# Human Resources Officer

## National Companies

Valid for the position of Human Resources Officer in national companies.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 383,250.00	R\$ 25,000.00	2,00	0,00
Range 2	R\$ 571,890.00	R\$ 33,000.00	4,00	0,00
Range 3	R\$ 751,530.00	R\$ 41,000.00	4,00	1,00
Range 4	R\$ 1,295,140.00	R\$ 58,000.00	7,00	2,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

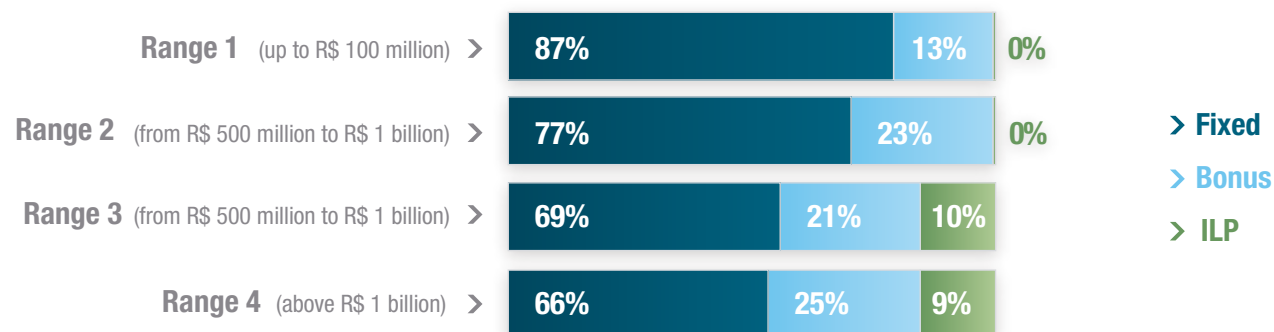
# Human Resources Officer

## Multinational Companies

Valid for the position of Human Resources Officer in multinational companies.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 413,910.00	R\$ 27,000.00	2,00	0,00
Range 2	R\$ 623,880.00	R\$ 36,000.00	4,00	0,00
Range 3	R\$ 869,850.00	R\$ 45,000.00	4,00	2,00
Range 4	R\$ 1,240,130.00	R\$ 61,000.00	5,00	2,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

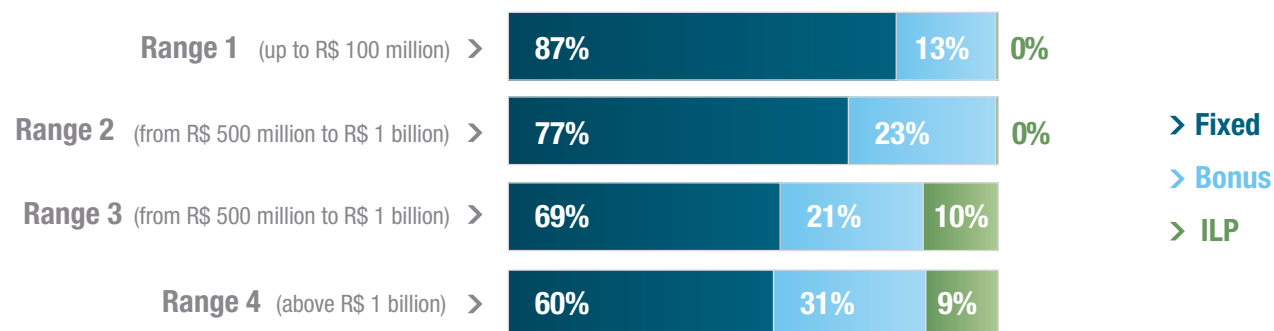
# Information Officer (CIO)

## National Companies

Valid for the position of Information Officer in national companies.

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 415,443.00	R\$ 27,100.00	2,00	0,00
Range 2	R\$ 571,890.00	R\$ 33,000.00	4,00	0,00
Range 3	R\$ 811,860.00	R\$ 42,000.00	4,00	2,00
Range 4	R\$ 1,094,170.00	R\$ 49,000.00	7,00	2,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.

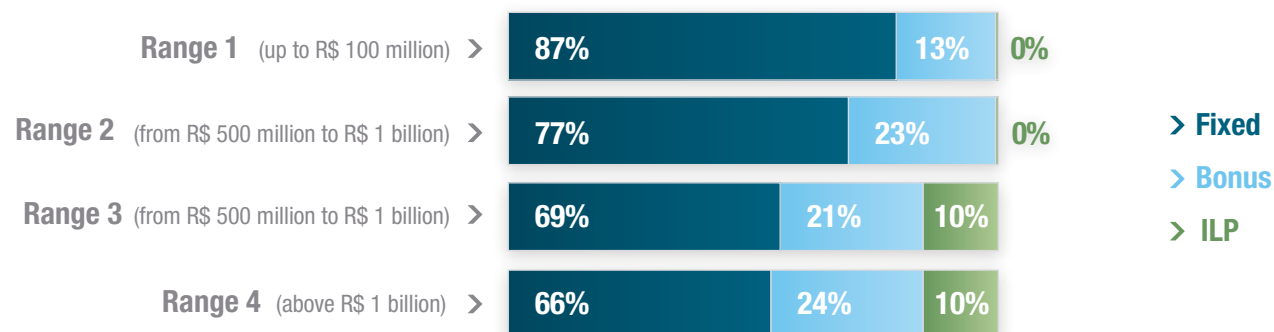
# Information Officer (CIO)

Valid for the position of Information Officer in multinational companies.

## Multinational Companies

Company Size	Total annual average remuneration (wage + annual bonus + LTI)	Average fixed monthly remuneration	Annual bonus (Proposed in monthly wages)	Annual LTI value (in monthly salaries)
Range 1	R\$ 383,250.00	R\$ 25,000.00	2,00	0,00
Range 2	R\$ 606,550.00	R\$ 35,000.00	4,00	0,00
Range 3	R\$ 869,850.00	R\$ 45,000.00	4,00	2,00
Range 4	R\$ 1,036,830.00	R\$ 51,000.00	5,00	2,00

Percentage distribution of annual remuneration:



Bonus and LTI (Long-Term Incentive) values reflect the average of the amounts effectively received by our respondents in 2016, for the financial year for the fiscal year 2015.





# PageExecutive

## Headquarters' Contact

Rua Funchal, 375 - 10th floor - Vila Olímpia  
São Paulo - SP  
Fone: + 55 11 4505-6200

[www.pageexecutive.com](http://www.pageexecutive.com)

Part of PageGroup