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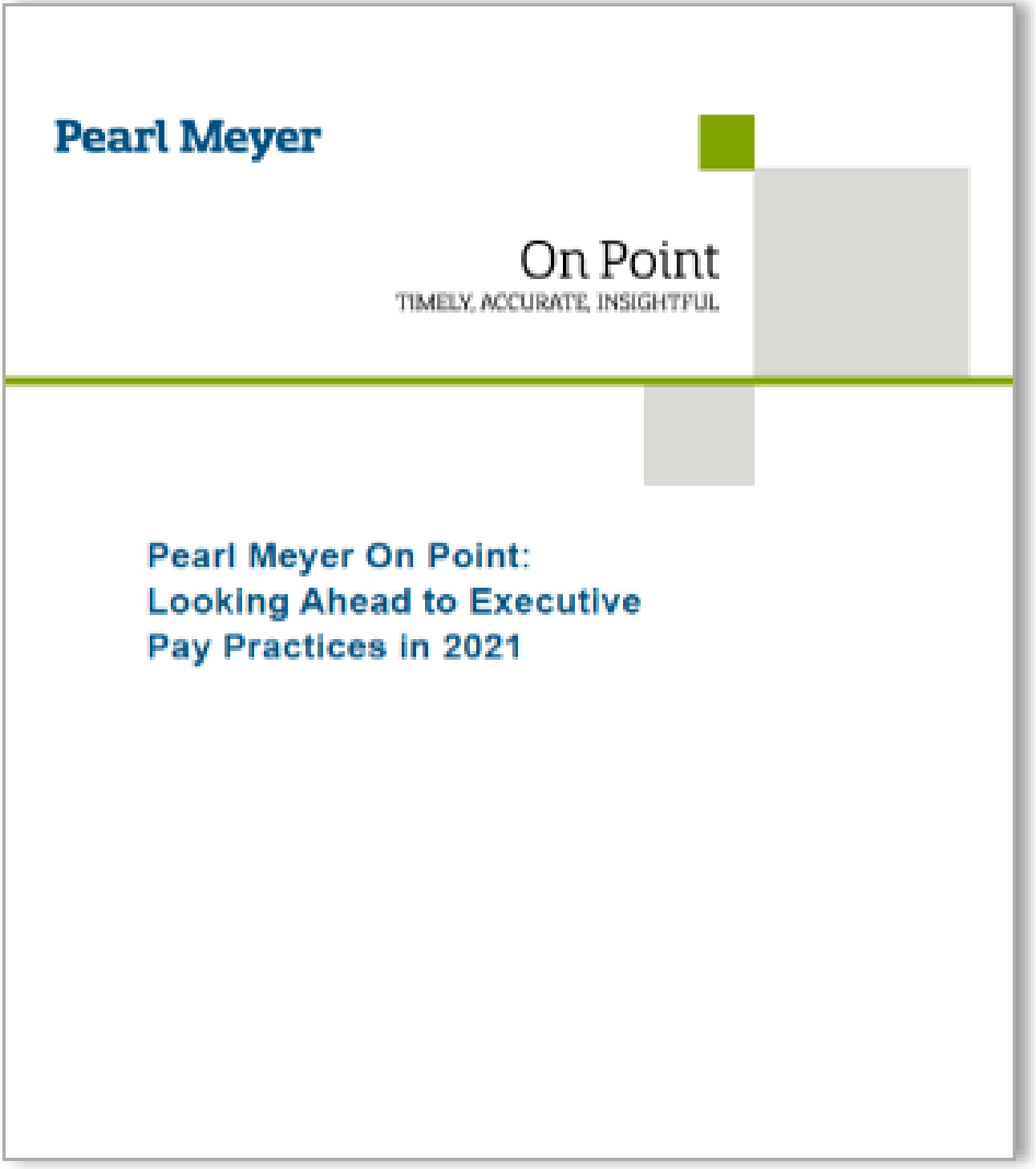
Looking Ahead to Executive Pay Practices in 2021



Bill Reilly

MANAGING DIRECTOR

Our annual survey *Pearl Meyer On Point: Looking Ahead to Executive Pay Practices* is designed to provide organizations with an annual perspective on how their peers are responding to the latest changes in the environment for decision-making around executive pay and governance.



This year's survey was conducted in late August and September of 2020, with total participation of 273 companies, including 165 publicly traded, 81 private for-profit, and 27 not-for-profit (NFP) organizations. As with prior surveys, responses are broken out separately by respondent role (board member versus employee), ownership type, industry,

and company revenue size.

This year's survey addresses key topics associated with the current environment, including compensation actions taken or contemplated in response to the COVID-19 pandemic and use of diversity & inclusion (D&I) metrics within executive compensation programs. It also covers subjects such as compensation philosophy, peer group development, expected pay outcomes for Fiscal 2020, projected pay opportunities for 2021, recent or anticipated incentive plan design changes, and prevalence of and emphasis on environmental, social & governance (ESG) incentive plan metrics.

About the Author

Bill is a senior advisor on executive and director compensation, helping committees and leaders set pay strategy, benchmark competitiveness, design incentives, and navigate contracts, severance/CIC, and governance expectations.

About Pearl Meyer

Pearl Meyer is the leading advisor to boards and senior management helping organizations build, develop, and reward great leadership teams that drive long-term success. Our strategy-driven compensation and leadership consulting services act as powerful catalysts for value creation and competitive advantage by addressing the critical links between people and outcomes. Our clients stand at the forefront of their industries and range from emerging high-growth, not-for-profit, and private organizations to the Fortune 500.