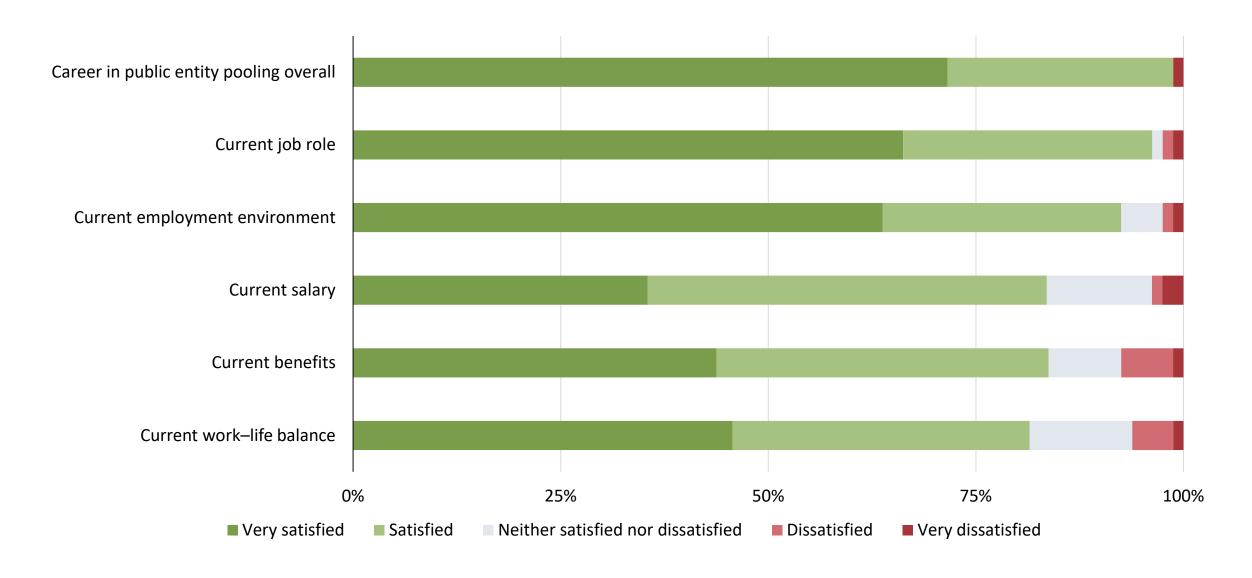
NEW PERSPECTIVE ON TOP EXECUTIVE COMPENSATION



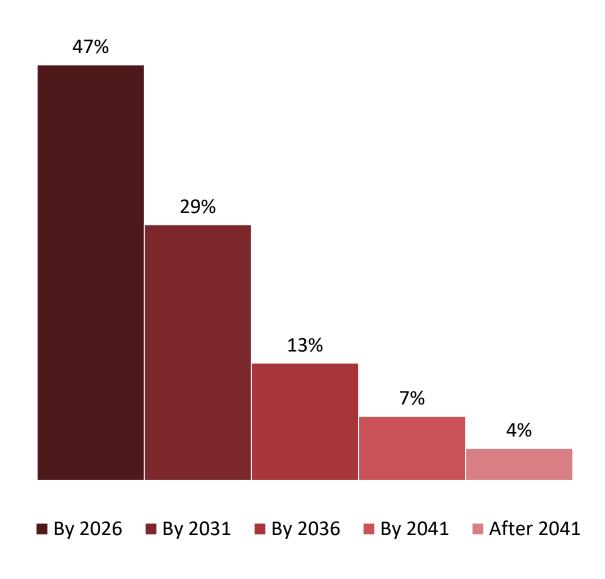
TOP EXECUTIVE SATISFACTION





TOP EXECUTIVE PLANNED RETIREMENTS



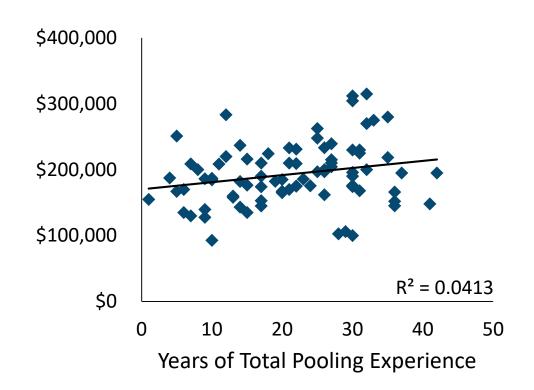


ADVICE FOR GOVERNING BODIES



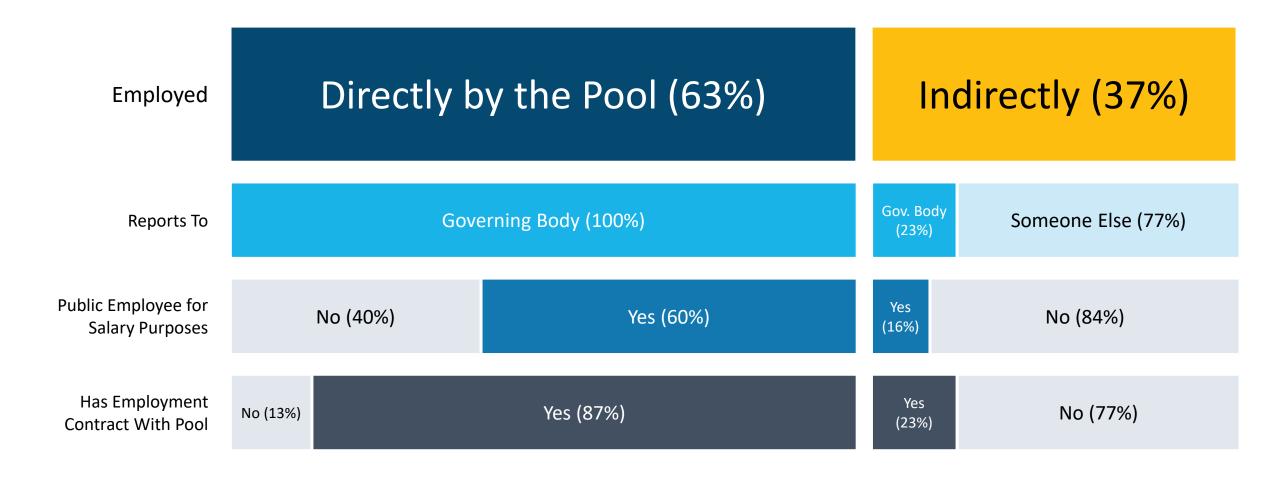
- Understand your pool relative to the most significant influences on salary.
- Expect to pay a new executive on par with your existing executive.
- Mitigate executive talent risk:
 - Use market data.
 - Consider bonus or longevity incentive.
 - Consider an employment contract (or update the current contract).
 - Be direct in conversations with your executive.
 - Use our Succession Planning Residency.

Top Executive Salary by Years of Total Pooling Experience



EMPLOYMENT CONTEXT

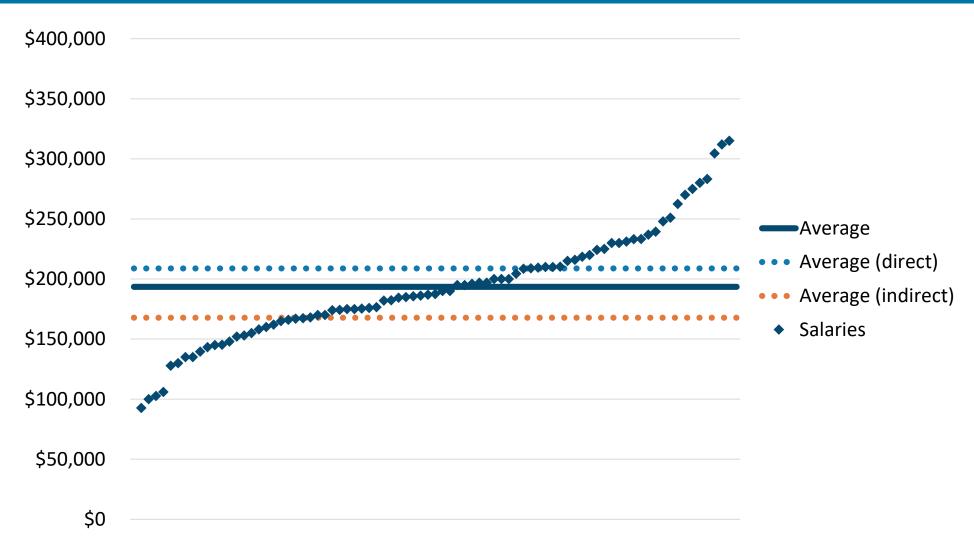




COMPENSATION

SALARIES BY TOP POOL EXECUTIVE





(smallest to largest, omits min. and max.)

MOST SIGNIFICANT INFLUENCES



1 Total staff size of the pool(s)

2 Total assets of the pool(s)

3 Direct vs. indirect employment

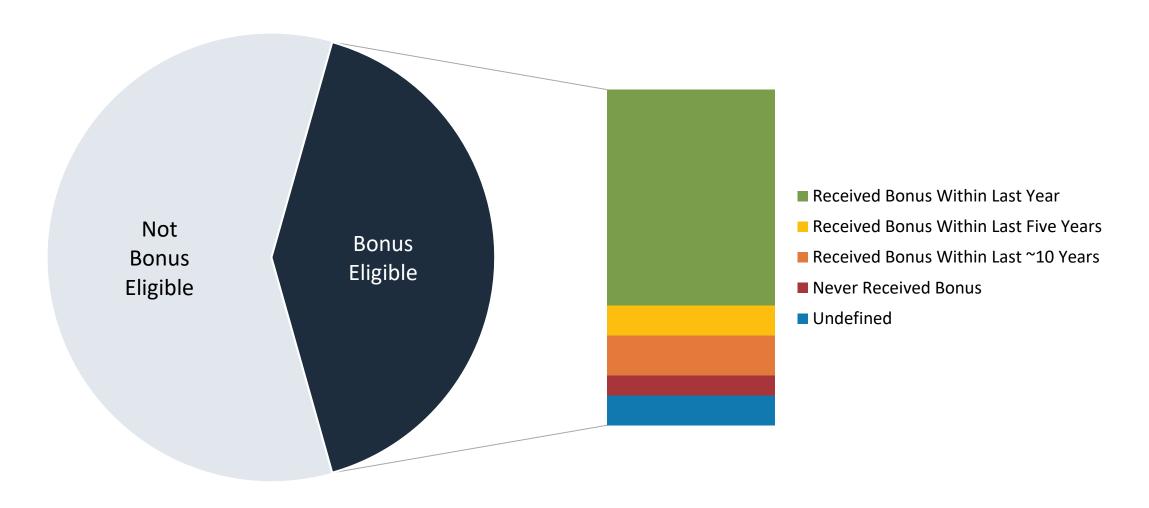
OTHER FACTORS



- Other factors with meaningful positive influence:
 - Number of lines of coverage managed
 - Existence of an employment contract
- Factors with weak or no influence:
 - Reporting structure (whether to governing body or other)
 - Number and nature of member entity types
 - Years of experience
 - Whether considered public employee
 - Age and gender identity

BONUSES



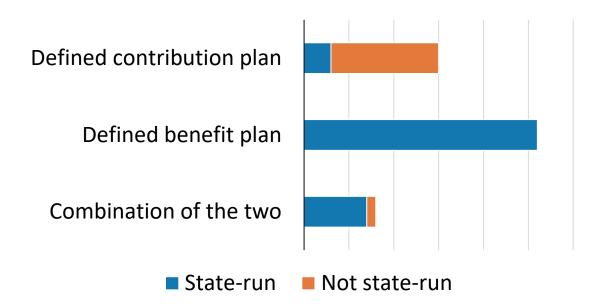


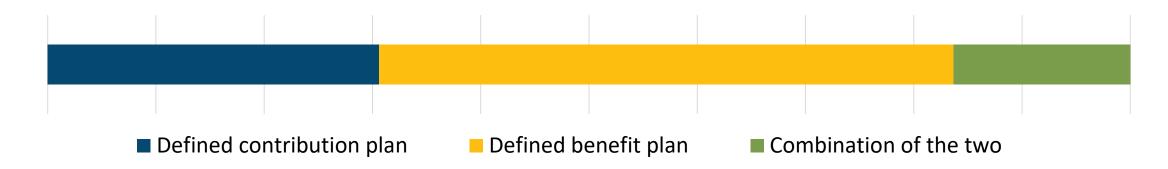
RETIREMENT AND BENEFITS

RETIREMENT



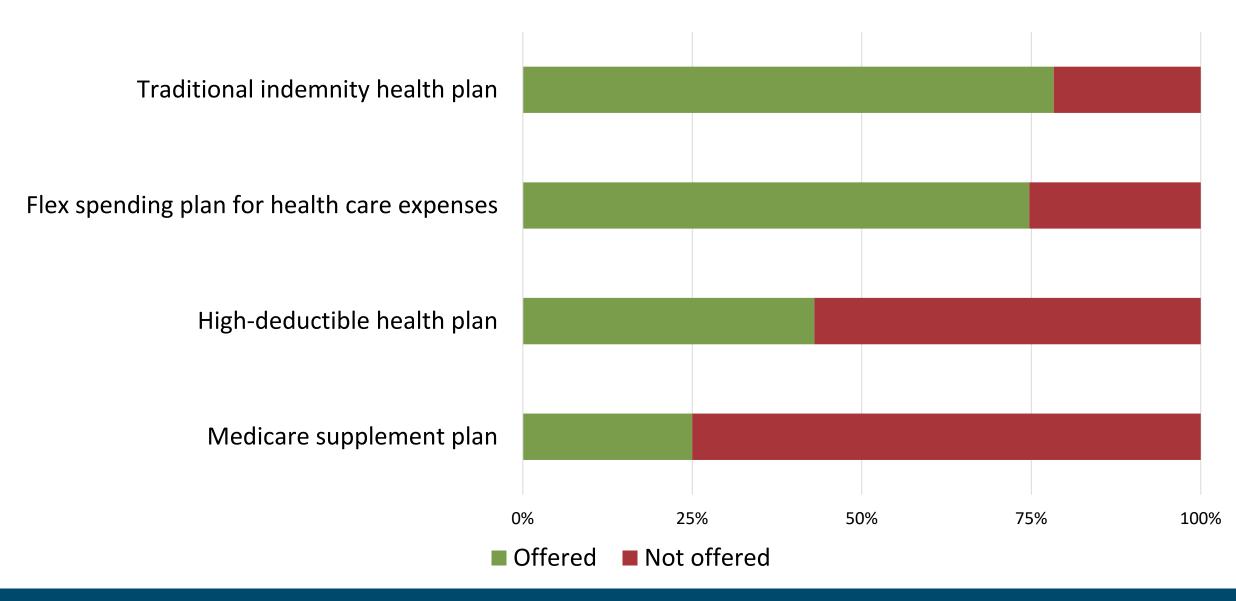
- Almost 60 percent of top executives have an employerprovided pension plan.
- 55 percent receive employer contributions to a non-pension plan.





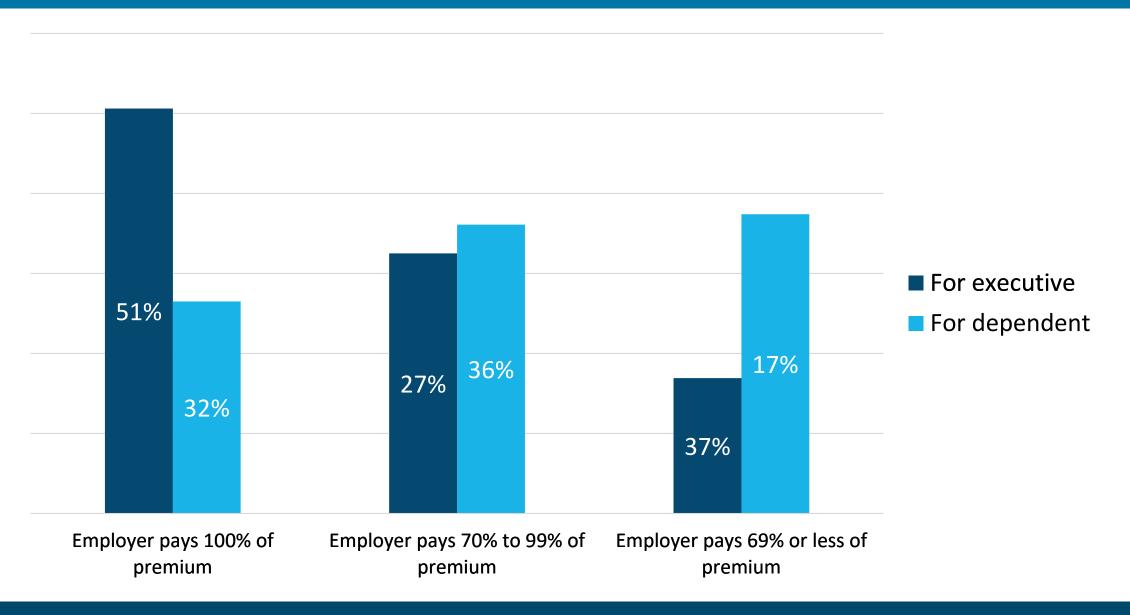
HEALTH BENEFITS OFFERED BY TYPE





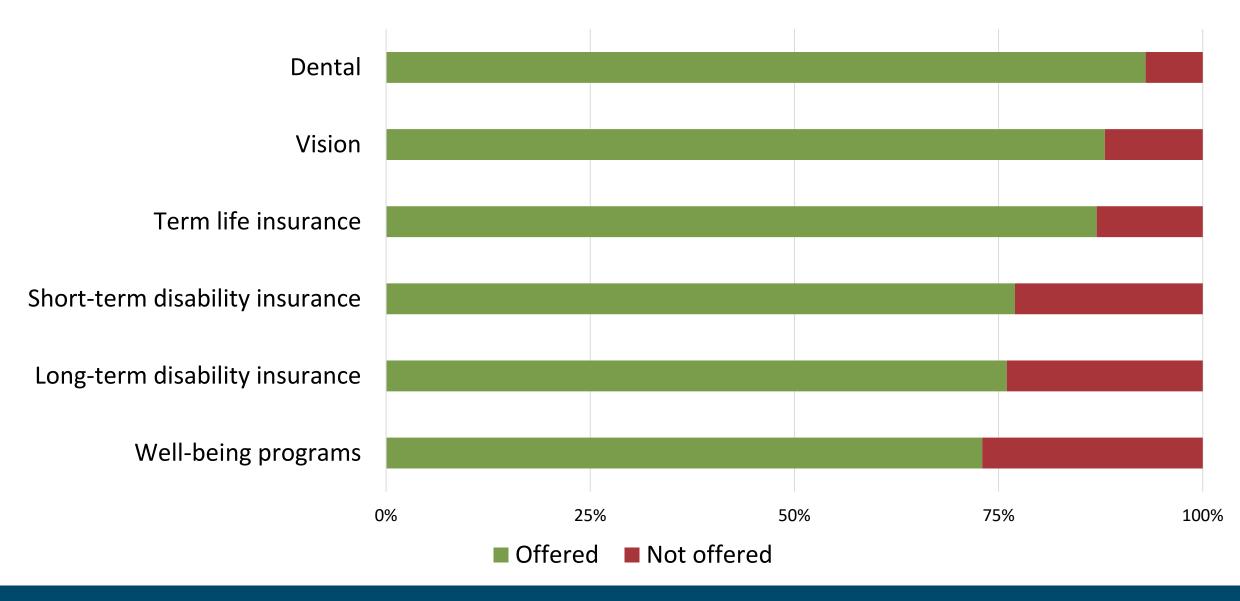
GROUP MEDICAL EMPLOYER CONTRIBUTIONS





OTHER TOP BENEFITS OFFERED BY TYPE





DIRECT VS. INDIRECT EMPLOYMENT



- Directly employed top executives more commonly provided:
 - Traditional indemnity health plans
 - Vision coverage
 - Short-term disability insurance

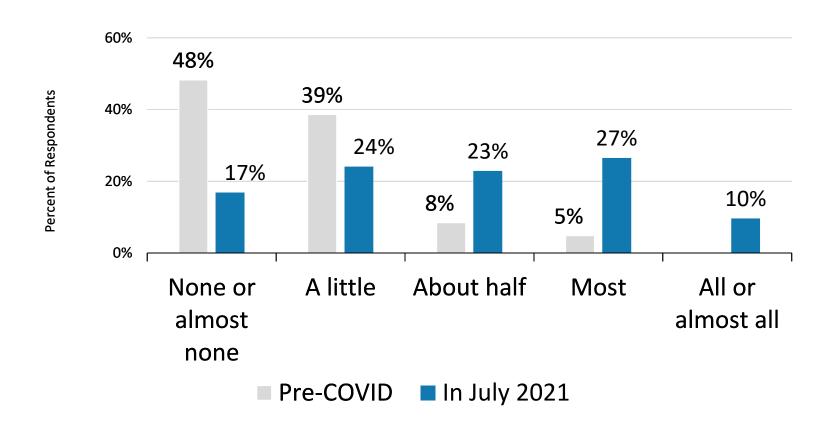
- Indirectly employed top executives more commonly provided:
 - Parental and non-parental family leave beyond what is legally required
 - Cancer insurance

REMOTE WORK AND LIFE BALANCE

REMOTE WORK



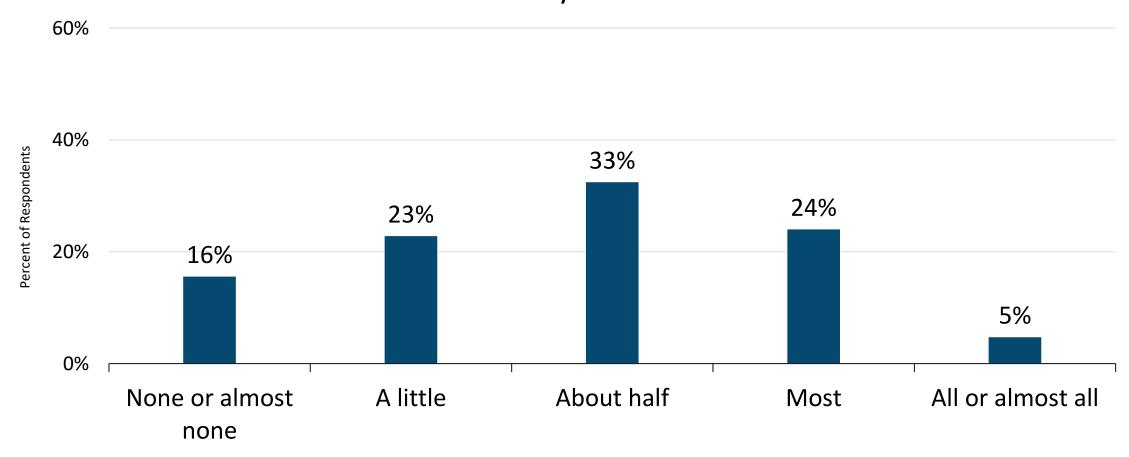
As a **top executive**, how much of your own work is done remotely?



REMOTE WORK

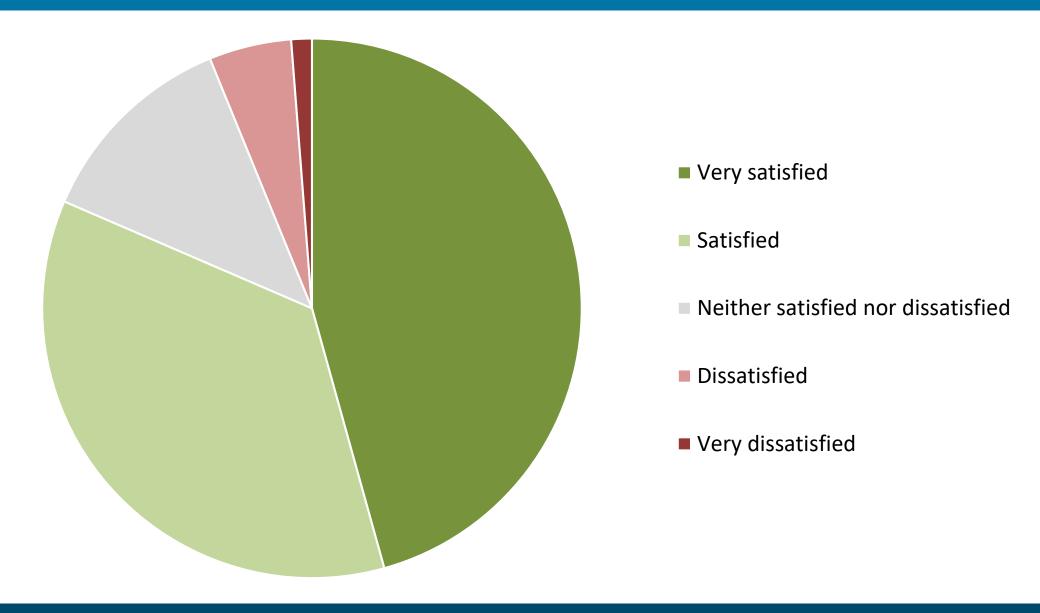


How much of your **team's collective work** do you expect to be done remotely in 2022?



CURRENT WORK-LIFE BALANCE





LEARN MORE



• Survey participants receive full analysis and details.

- Participants have access to industry-specific salary comparables (from Economic Research Institute).
- Participate in 2023 for full report.

2021 TOP POOL EXECUTIVE COMPENSATION AND BENEFITS ANALYSIS







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