

The background of the slide is a repeating pattern of small, stylized human figures in various colors and poses, scattered across the white background. The figures include men and women in different outfits, some carrying bags, and some standing with arms crossed. The overall effect is a sense of a diverse and active population.

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BOARD MEMBER**

**HUMAN CAPITAL AND  
THE BOARD: NAVIGATING  
RISING STAKEHOLDER  
EXPECTATIONS**

**NOVEMBER 1, 2022**

# What is ESG's Real Impact on Executive Pay?

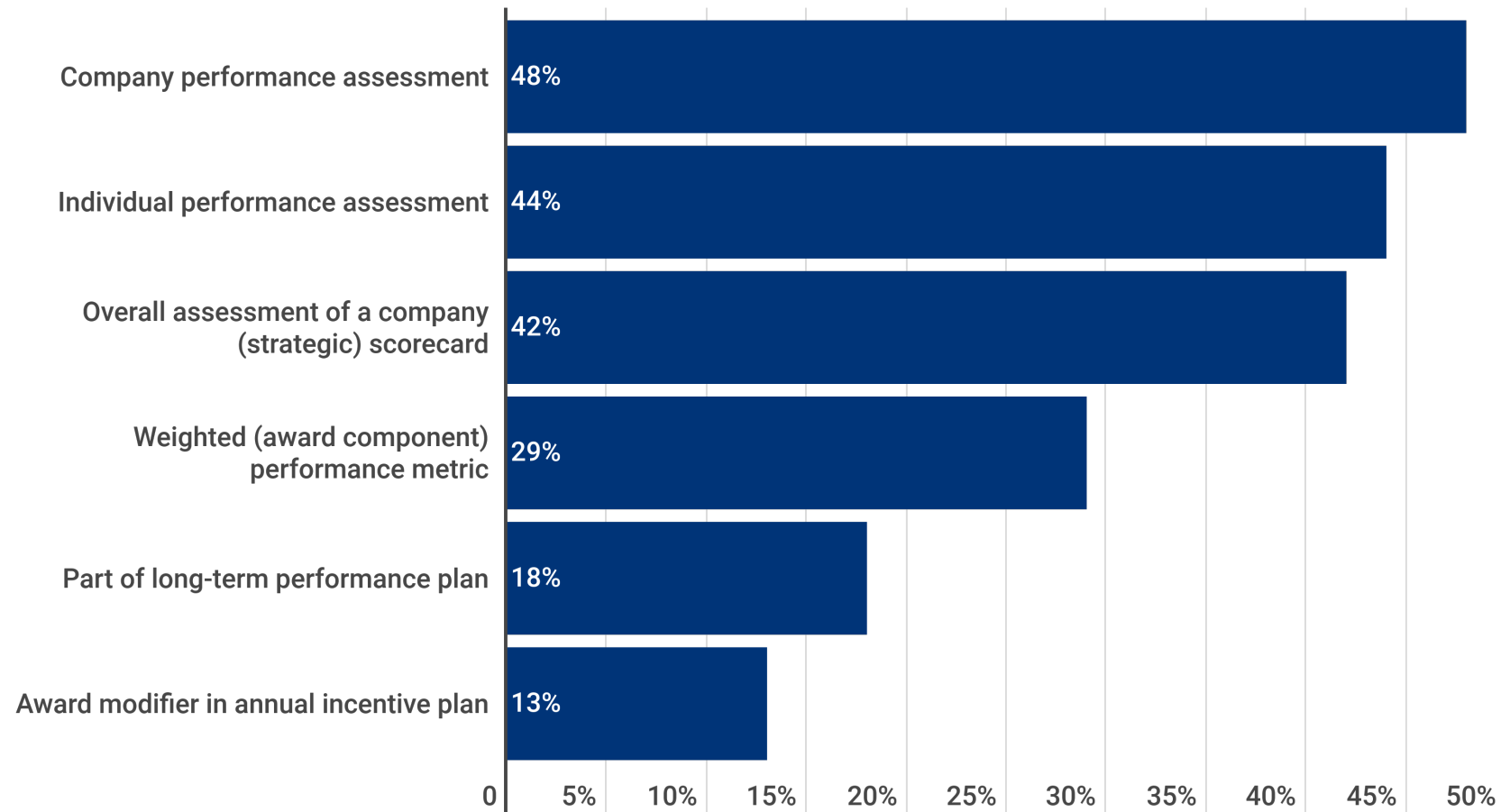
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Proportion of directors surveyed who said their companies integrate ESG factors into their considerations to determine compensation for CEO and senior executives.

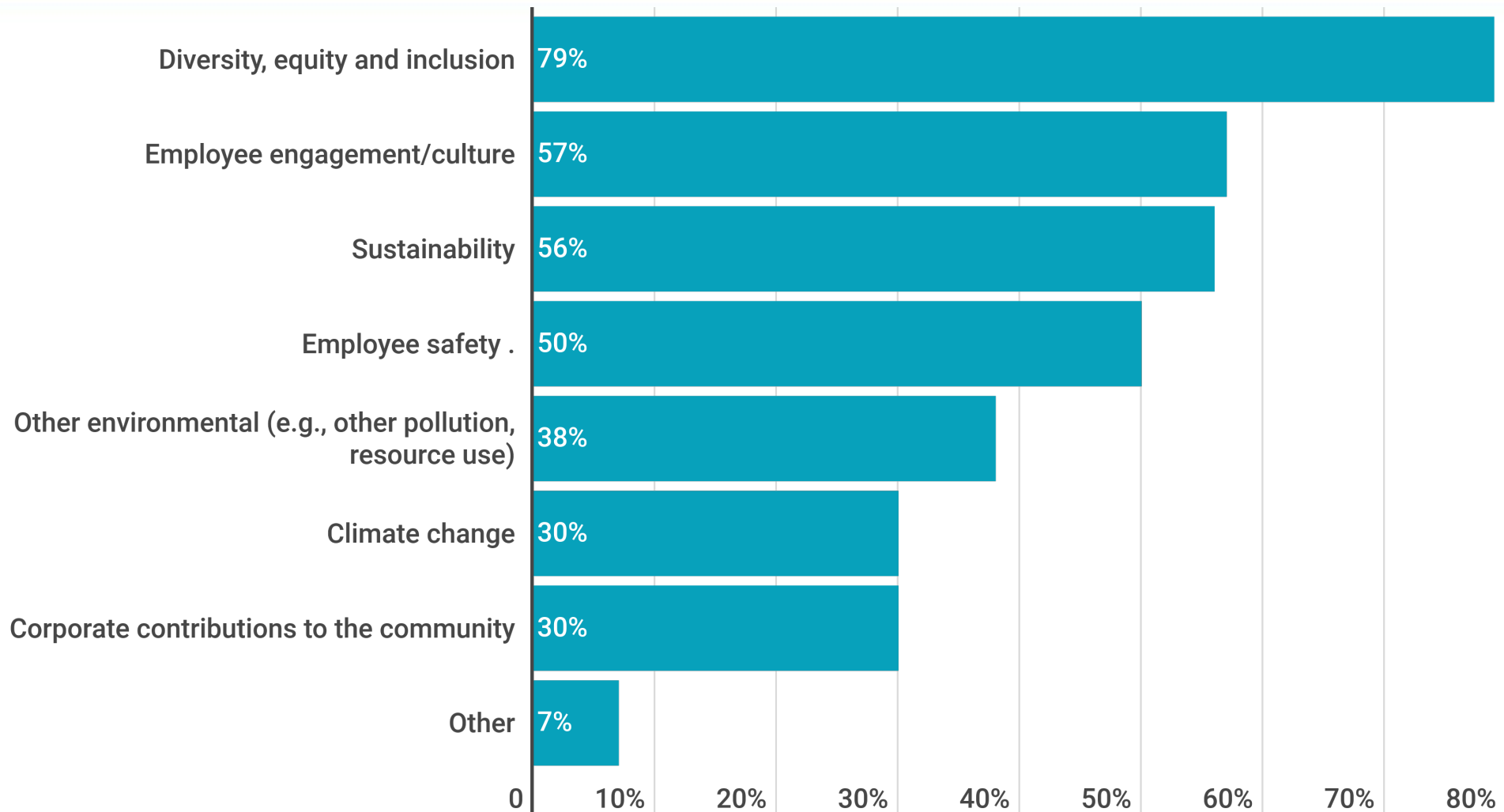
# How Are ESG Metrics Used?



# Which ESG factors are included as a measure in the performance assessment?

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**CAP has found discrete ESG award components typically have weight of 5 to 10 percent,**



**and ESG modifiers can typically modify payouts up or down by 5 to 10 percent**