

Compensation Survey Single Family Offices sowie Einblicke in Beteiligungspläne bei nicht börsenkotierten Unternehmen

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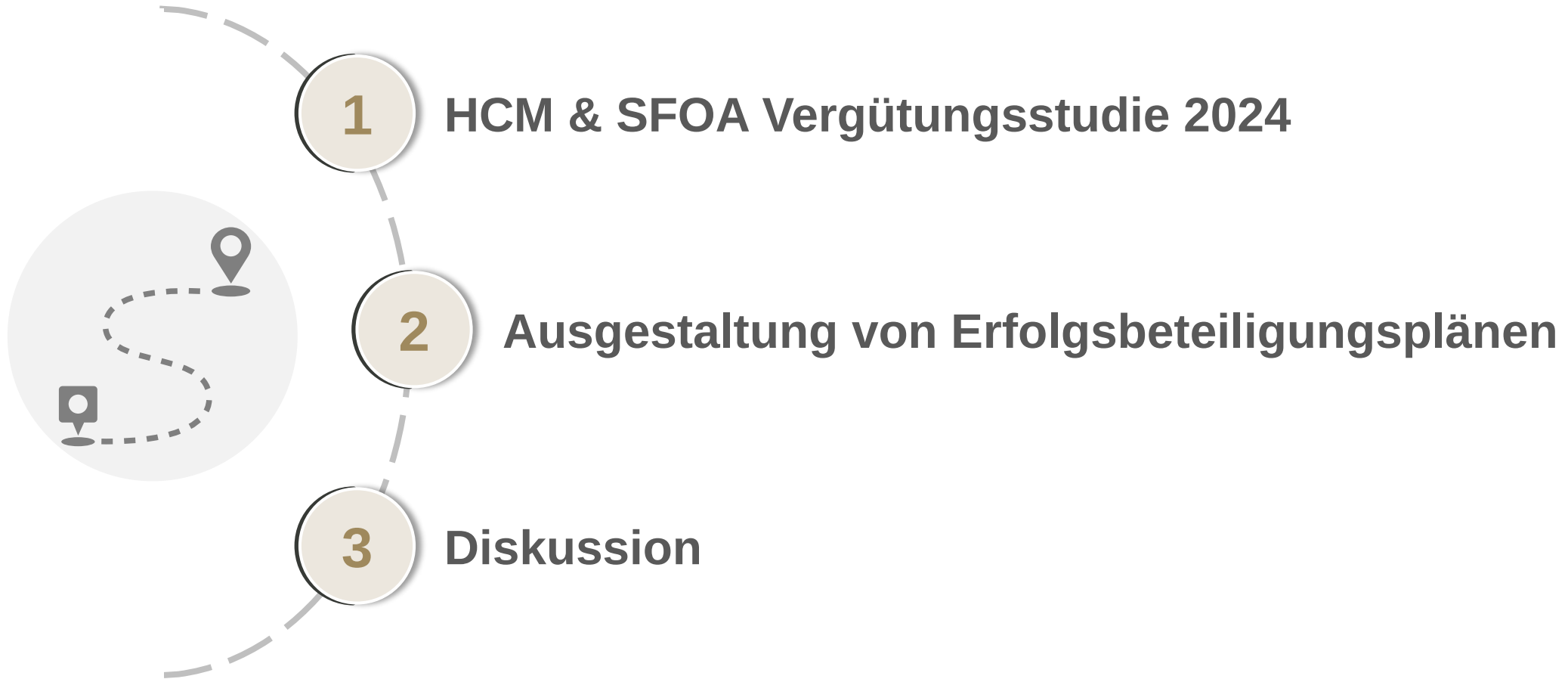
Managing Partner HCM International

Lehrbeauftragter für Corporate Governance an der Universität St. Gallen (HSG)

Schillingtalk, 8. Mai 2025

hcm.com

Agenda



1 HCM & SFOA Vergütungsstudie 2024

HCM Study

Swiss SFO Compensation Survey 2024

in association with **SFA**

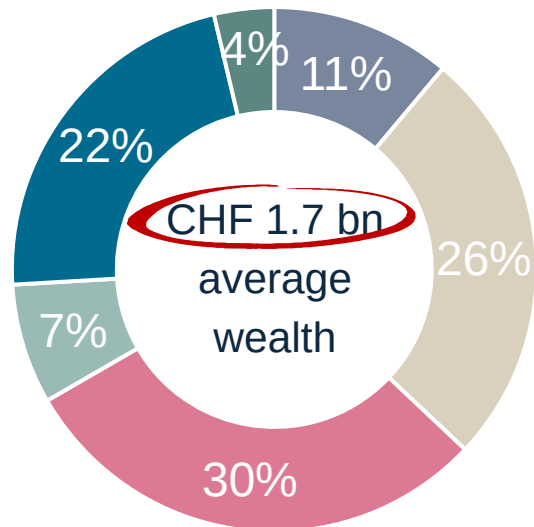




Note on participants

Total wealth

% of SFOs



CHF m

≤250

251 - 500

501 - 1'000

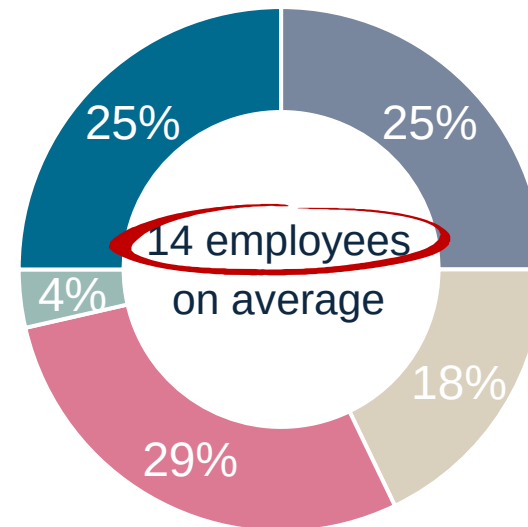
1'100 – 2'000

2'100 – 5'000

>5'000

Team size

% of SFOs



Number of employees

≤5

6 - 9

10 - 14

15 - 19

≥20

28 SFOs participated in the survey with a total of 71 surveyed C-level functions



Note on participants

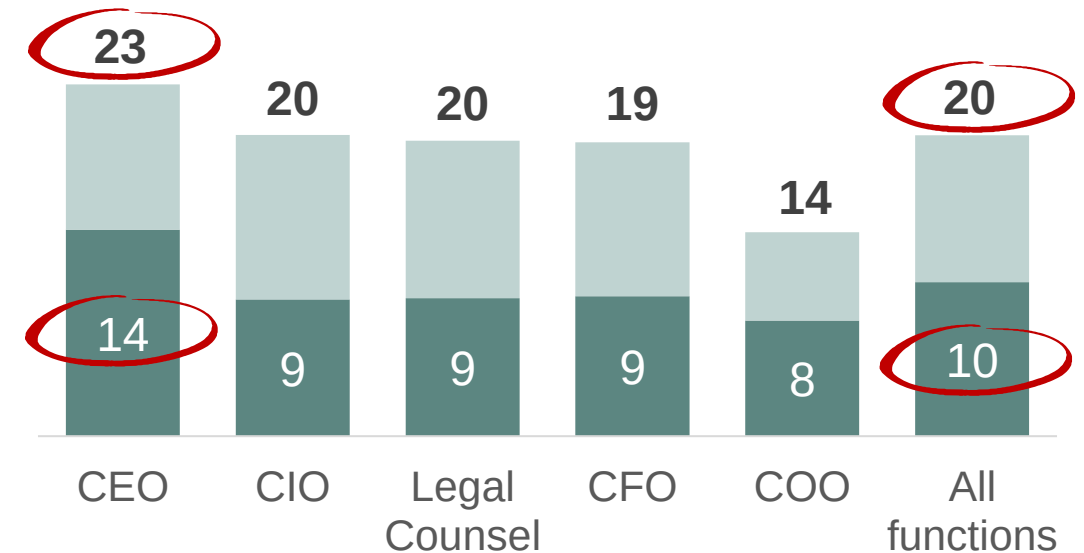
Professional background

% of all functions



Experience

Average number of years



Number of years

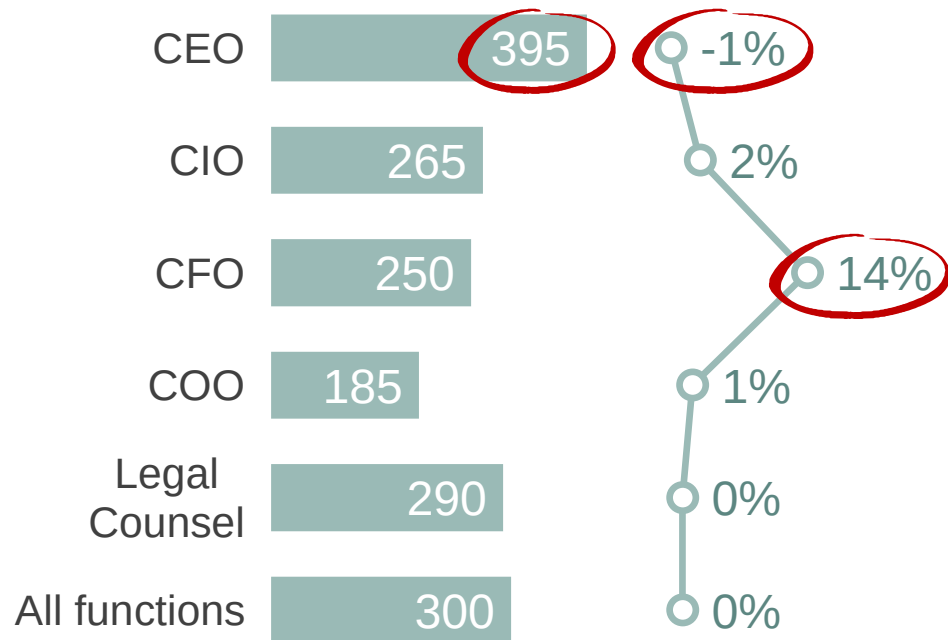
● SFO experience

● In a specialized field

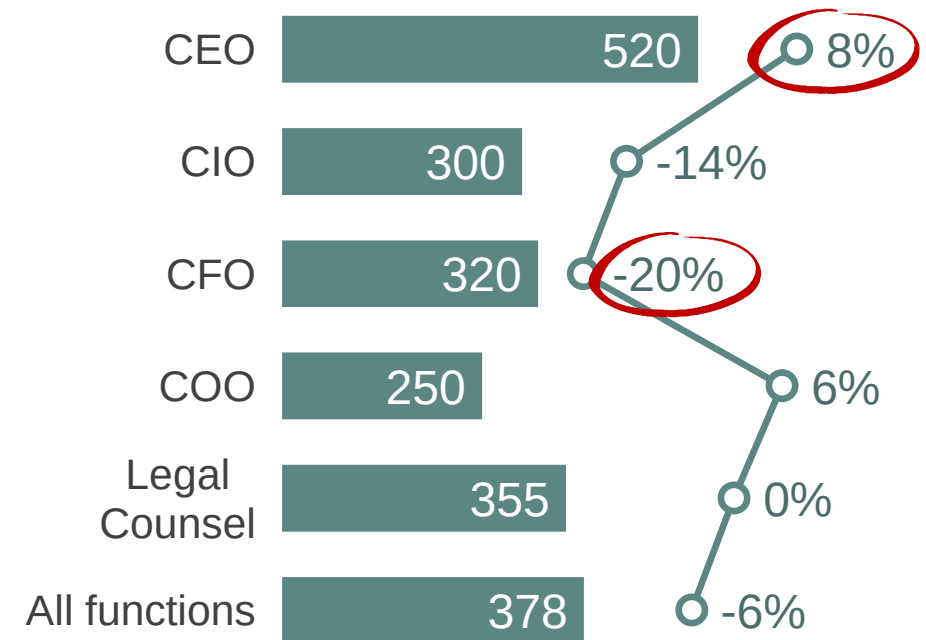


Compensation level

Base salary



Total compensation

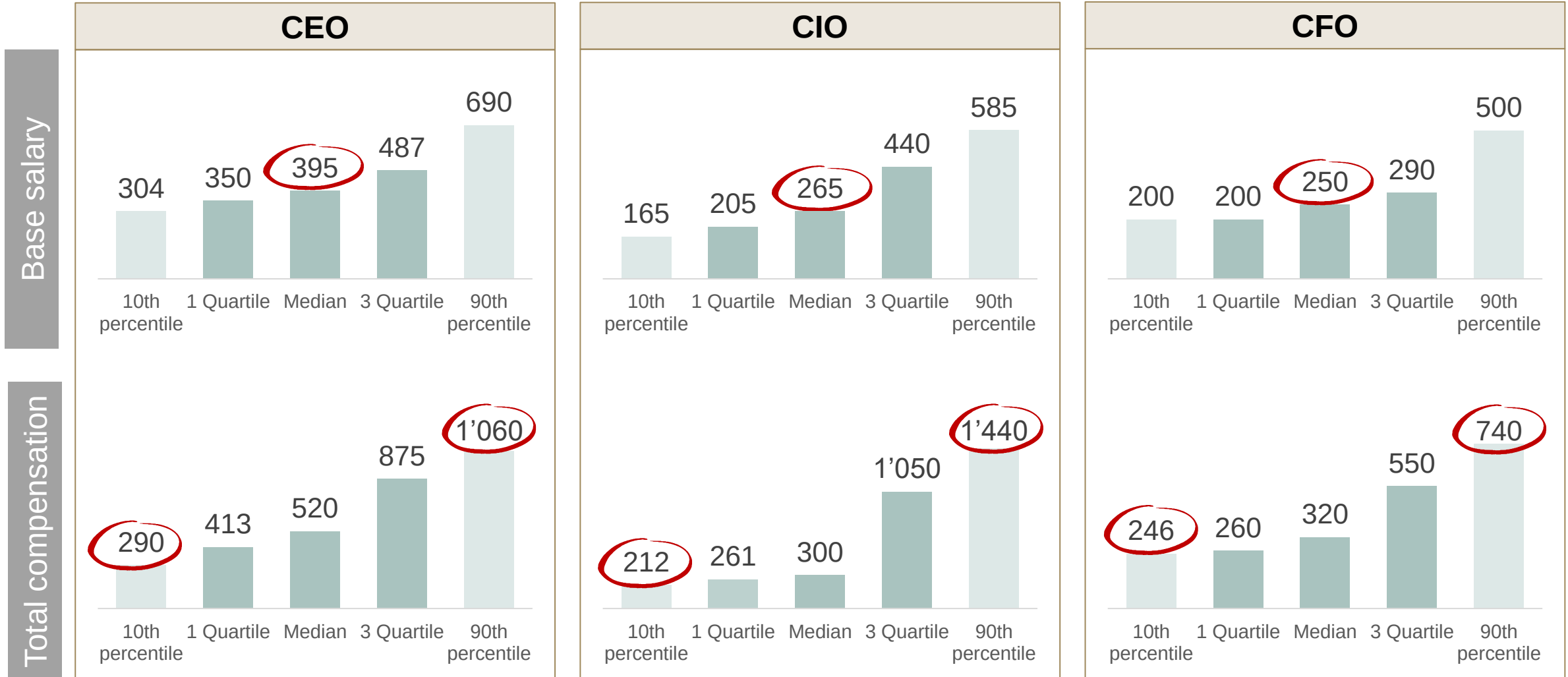


— Median, in TCHF —●— 2024 vs. 2023 change



Wide compensation ranges

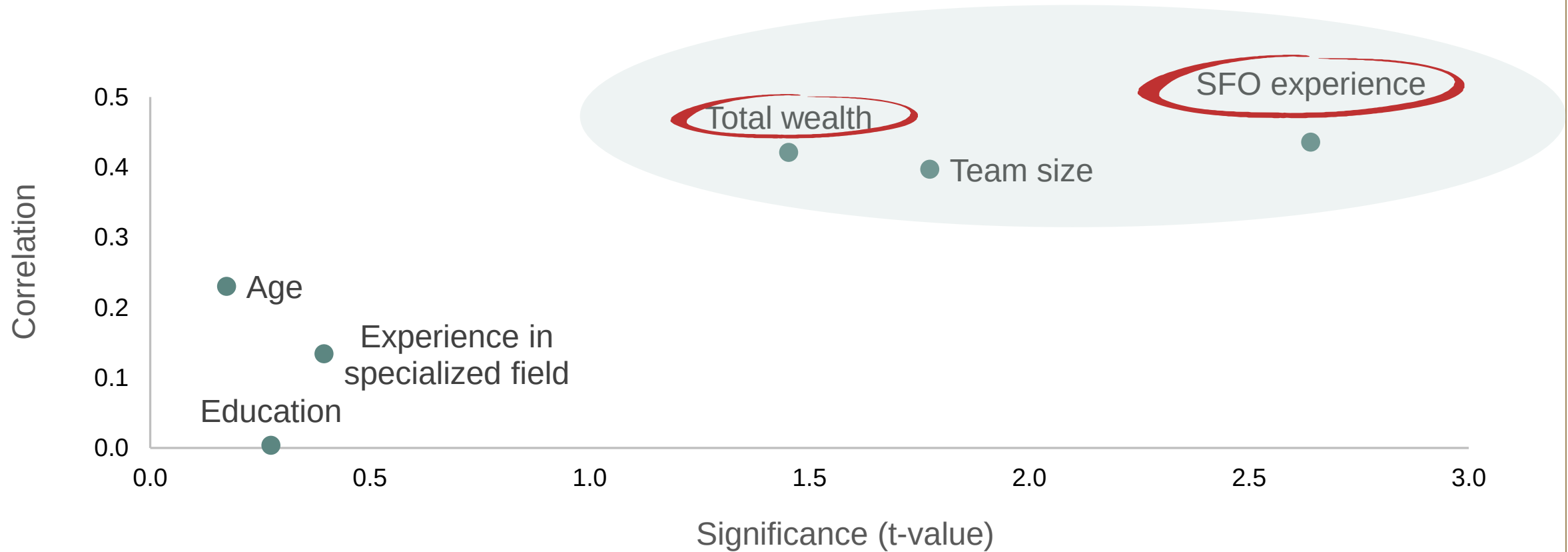
Selected C-level functions





Compensation level vs. various factors

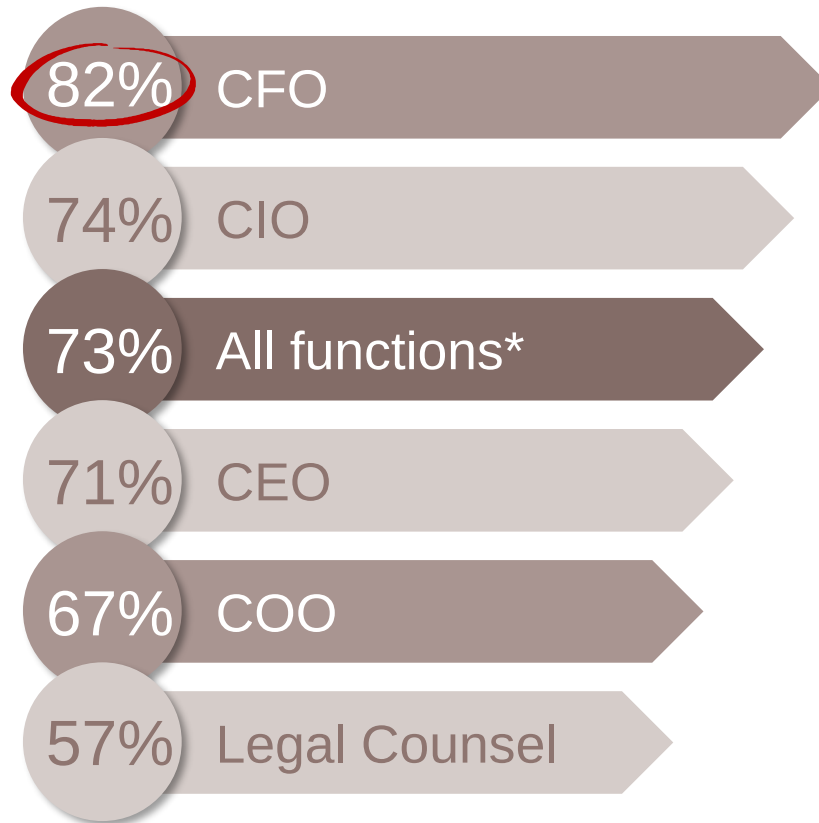
Impact of different predictors on Base salary





Short-term Incentive (STI)

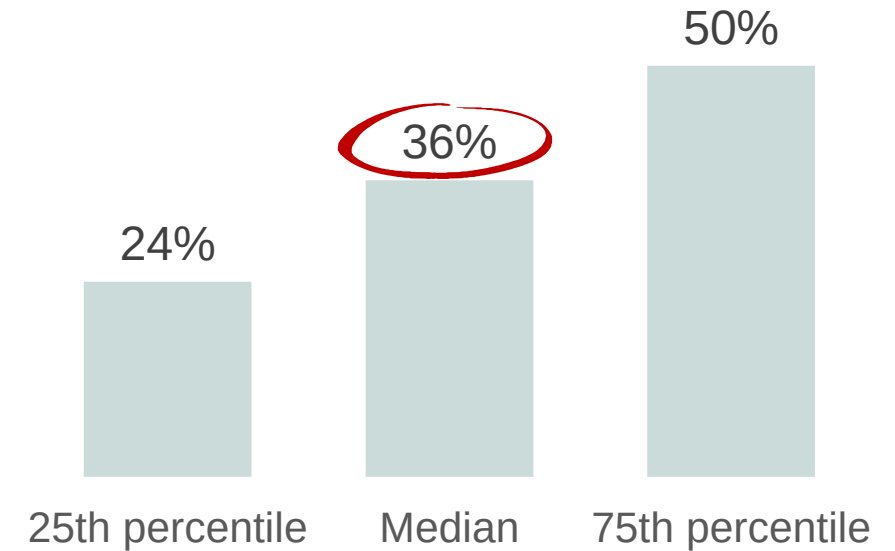
Eligibility per function



* All surveyed C-level functions

2023 STI % base salary

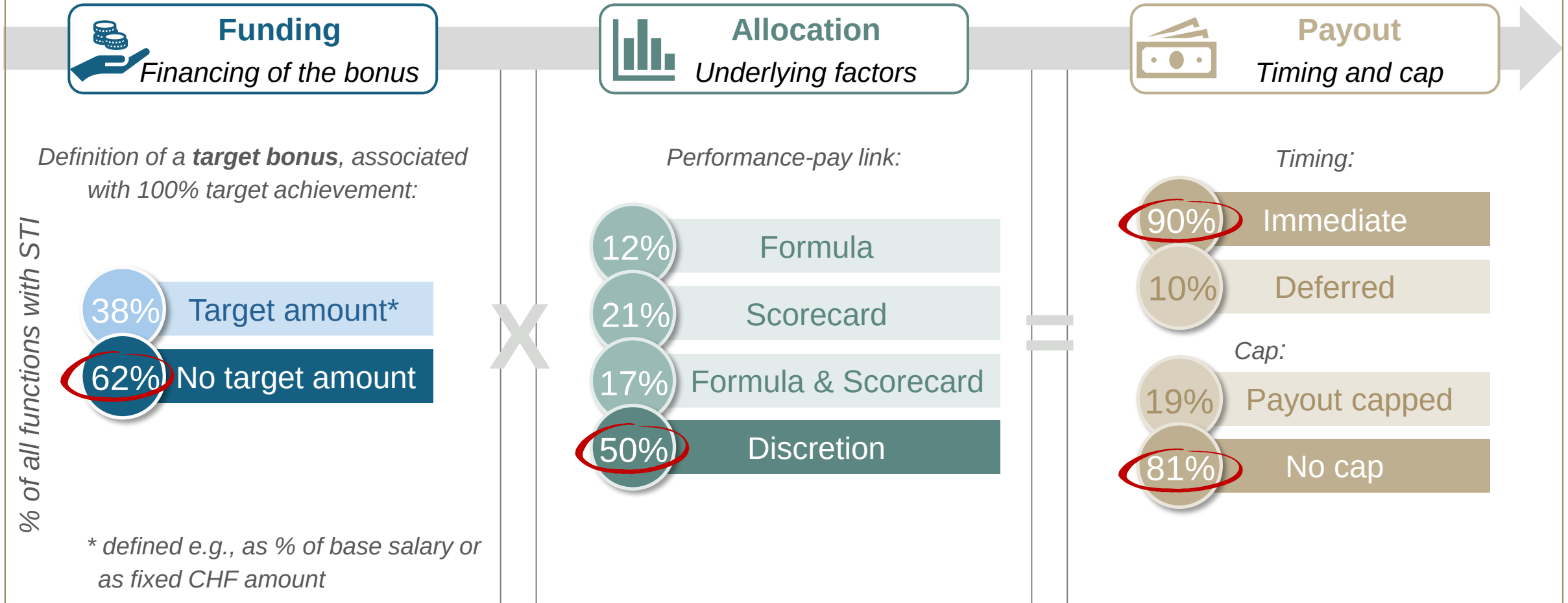
All functions with an STI-plan





Short-term Incentive (STI)

Typical design features of an STI plan

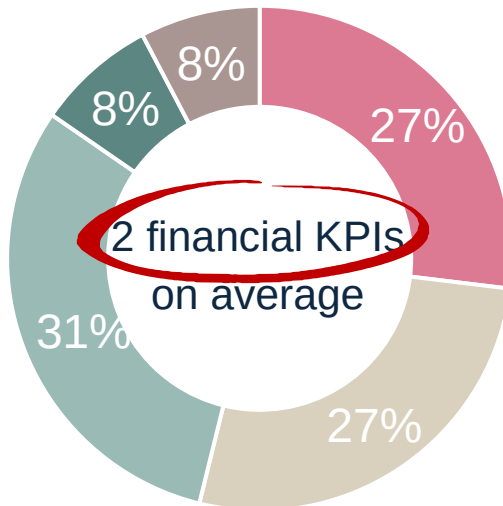




Short-term Incentive (STI)

Financial KPIs

All functions with an STI-plan

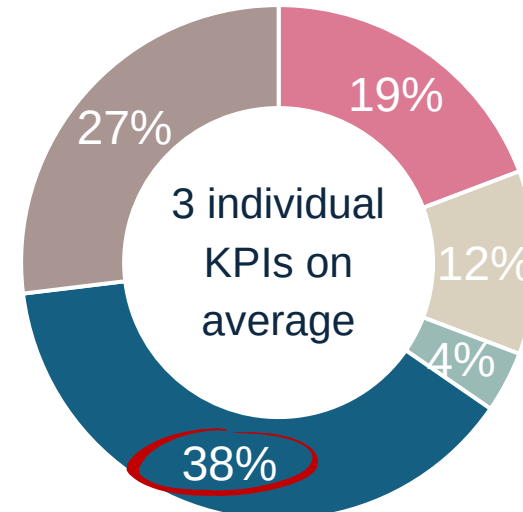


Number of KPIs

- 0 KPIs
- 1 KPI
- 2 KPIs
- 3 KPIs
- ≥4 KPIs

Individual KPIs

All functions with an STI-plan



Number of KPIs

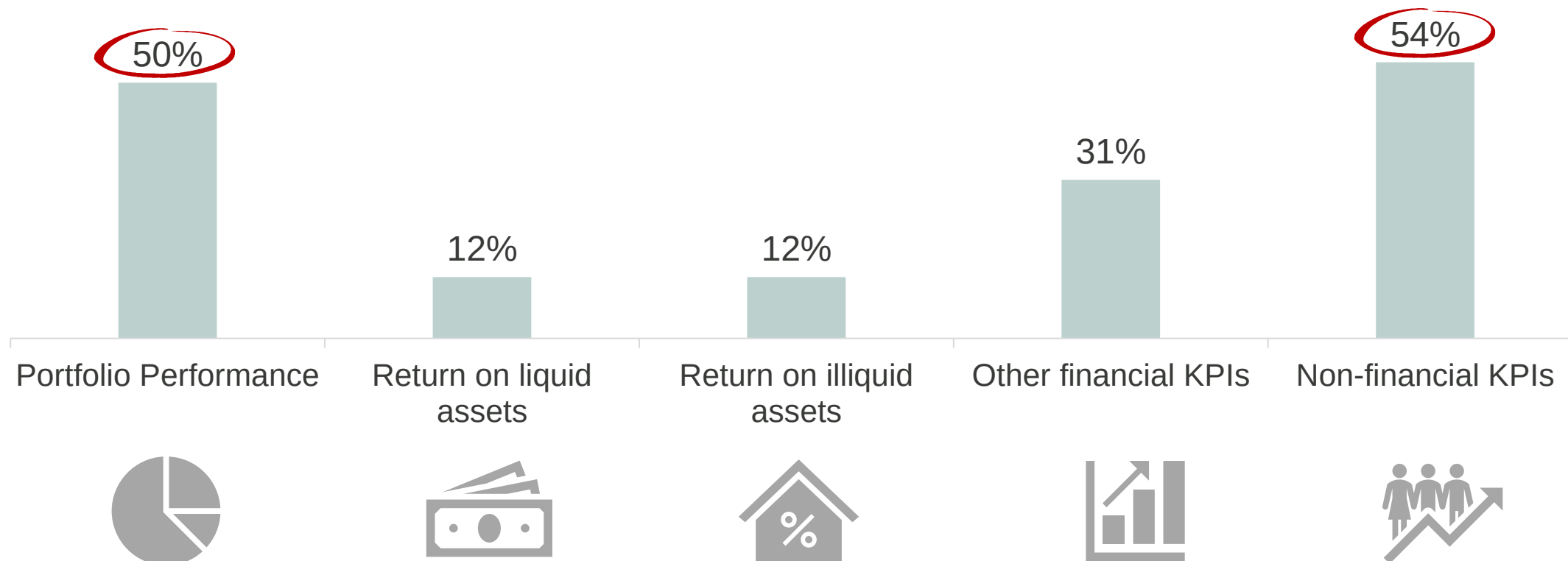
- 0 KPIs
- 1 KPI
- 2 KPIs
- 3 KPIs
- ≥4 KPIs



Short-term Incentive (STI)

STI KPIs

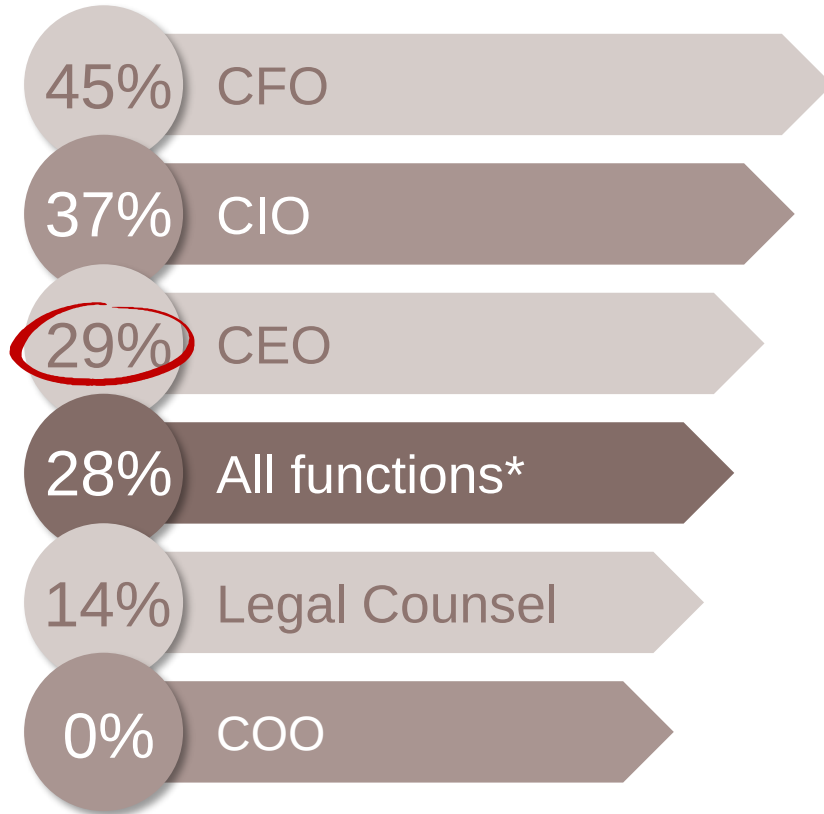
% of all functions with an STI-plan





Long-term Incentive (LTI)

Eligibility per function



* All surveyed C-level functions

Settlement & instruments utilized

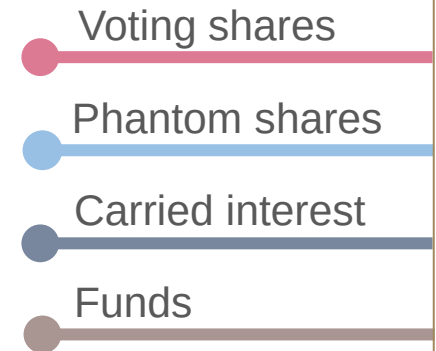
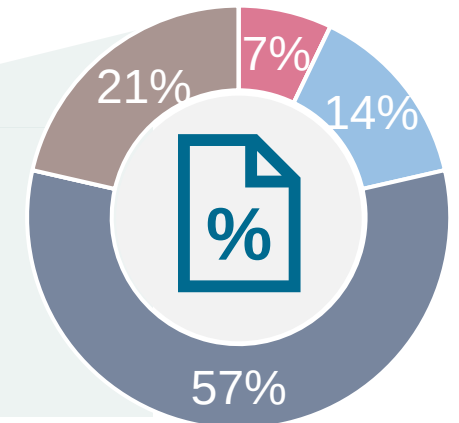
Settlement

Cash only
30%

Cash & Other instruments
25%

Other instruments only
45%

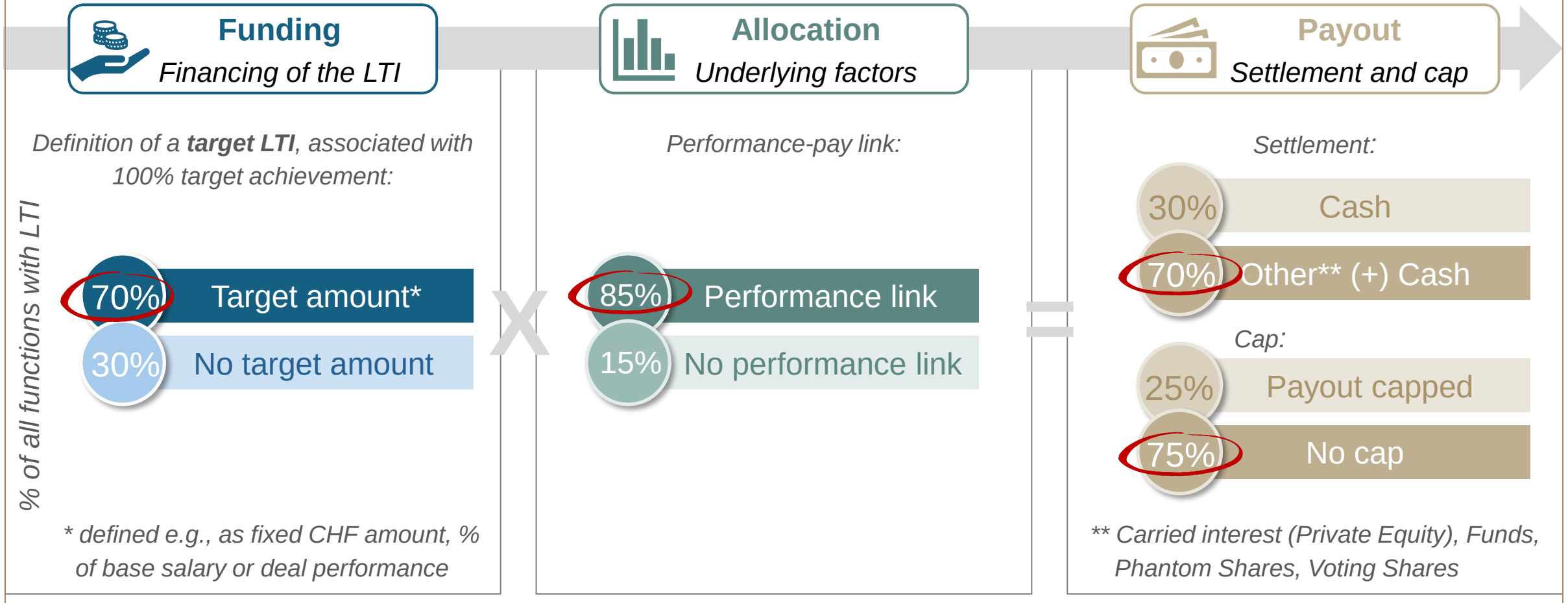
Other instruments





Long-term Incentive (LTI)

Typical design features of an LTI plan

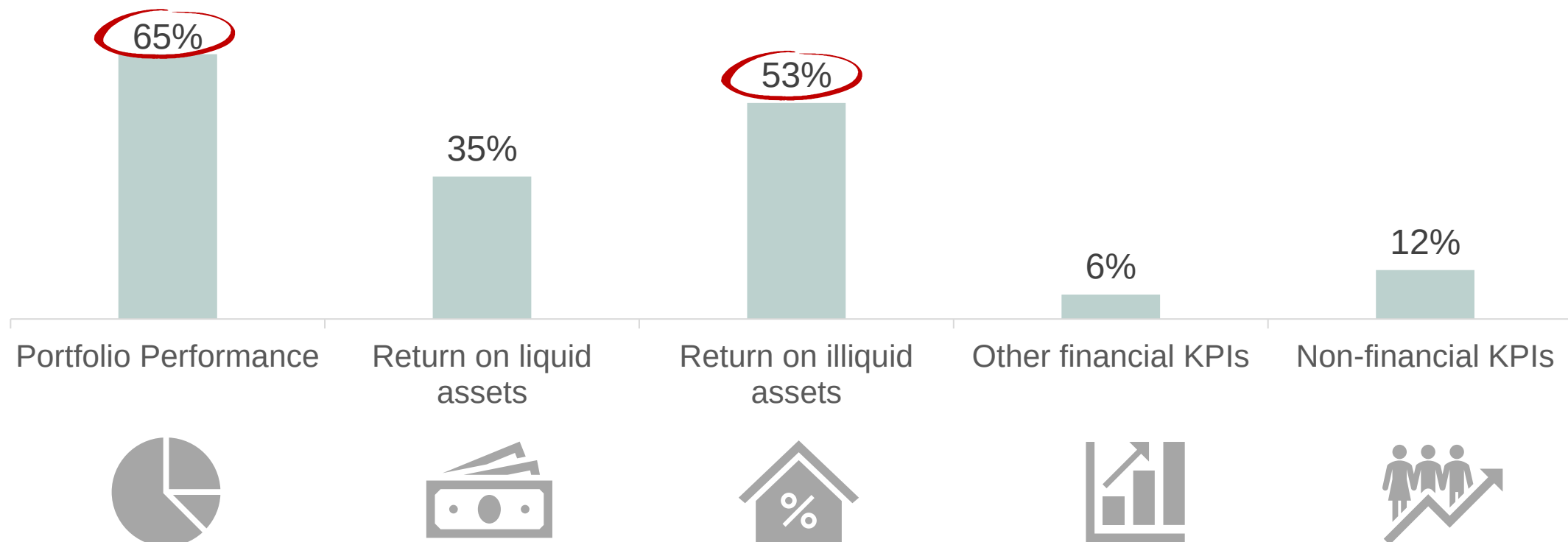




Long-term Incentive (LTI)

LTI KPIs

% of all functions with an LTI-plan

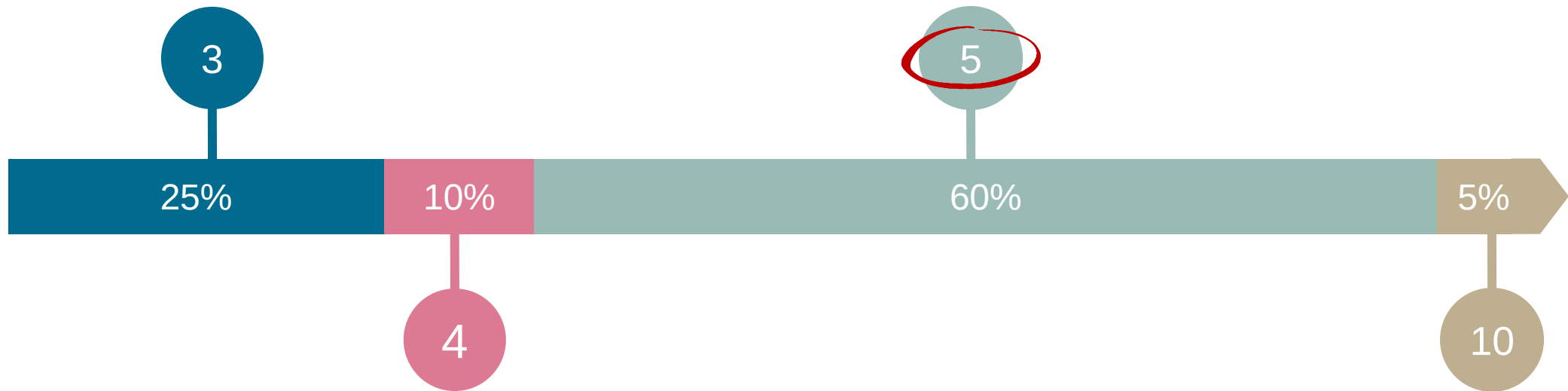




Long-term Incentive (LTI)

Duration of LTI plans (years)

% of all functions with an LTI-plan





Key Findings

1/3 

of CEOs are family members
and tend to receive a higher
compensation

290/1'060 

TCHF on 10th/90th percentile
total compensation for CEOs



No evidence of strong relationship
between compensation levels and
various factors

50% 

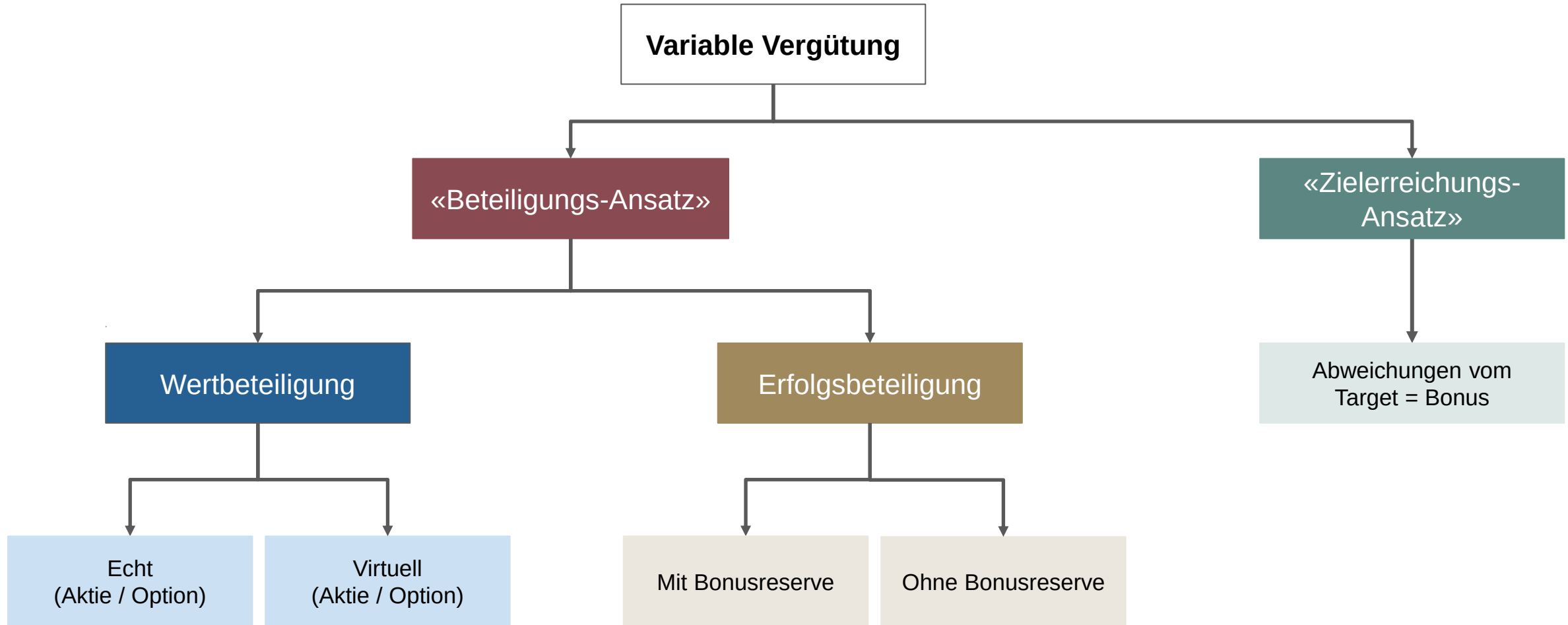
of bonus schemes include
discretionary decisions with no
direct performance link

28% 

of SFO executives eligible for
long-term incentive (LTI) plans

2 Ausgestaltung von Erfolgsbeteiligungsplänen

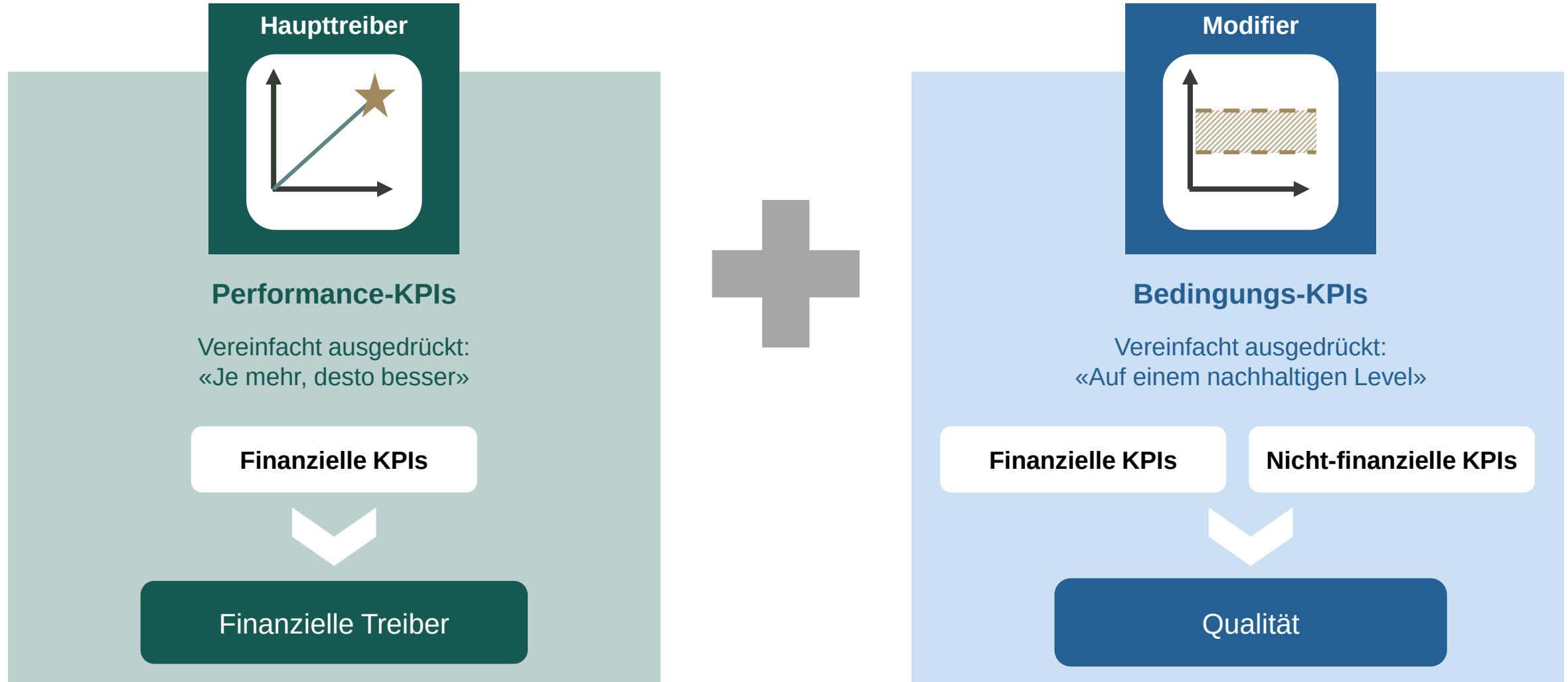
Typische Ausgestaltungsvarianten von langfristigen Vergütungsplänen und Mitarbeiterbeteiligungen in privaten Unternehmen



Schlüsselfrage...

«Was ist Erfolg?»

Zusammenspiel von Performance und Bedingung

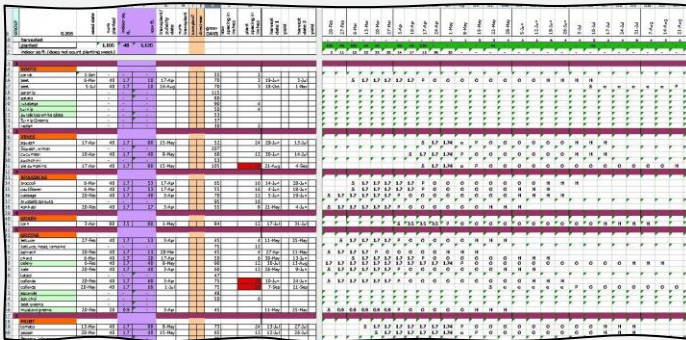


Qualität verdichtet in einer «Qualitäts-Scorecard»

Hauptthemen	Fokusthemen	Vorjahr	Aktuelles Jahr	Ambitions-niveau	Beurteilung	
					Einordnung	Kommentar
Wachstum & Strategie	Strategische Projekte					
	...					
Innovation	Portfolio					
	...					
Kunden	Kundenzufriedenheit					
	...					
Mitarbeitende	Mitarbeiterzufriedenheit					
	...					
Bilanz	Verschuldungsgrad					
	...					
Nachhaltigkeit	Nachhaltigkeitsziele					
	...					
Vorschlag Gesamtbeurteilung GL					xx%	
Vorschlag Gesamtbeurteilung VR					xx%	

Von einer Messung zu einer Beurteilung

Messung



Ungewünschte Resultate, welche die Realität nicht immer korrekt widerspiegeln

Hohe Komplexität & viel Aufwand

Beurteilung und Anpassungen oft nötig, aber dann ausserhalb des Systems

Beurteilung

Hauptthemen	Fokusthemen	Ambition	Aktuelles Jahr	Beurteilung	
				Einordnung	Kommentar
Wachstum & Strategie	Strategische Projekte				
	...				
Innovation	Portfolio				
	...				
Kunden	Kundenzufriedenheit				
	...				
Mitarbeitende	Mitarbeiterzufriedenheit				
	...				
Bilanz	Verschuldungsgrad				
	...				
Nachhaltigkeit	Nachhaltigkeitsziele				
	...				
Vorschlag Gesamtbeurteilung					
Vorschlag Gesamtbeurteilung				xx%	

Keine genaue Zielerreichung

Keine Gewichtung

Keine automatisierten Konsequenzen

Bewusst unscharf, um Beurteilungsspielraum innerhalb des Systems zu schaffen

Die Beurteilung der «Qualitäts-Scorecard» ist gewollt unscharf



**Verzicht auf exakte Angabe
des Zielerreichungsgrad**



**Verzicht auf eine
Gewichtung**



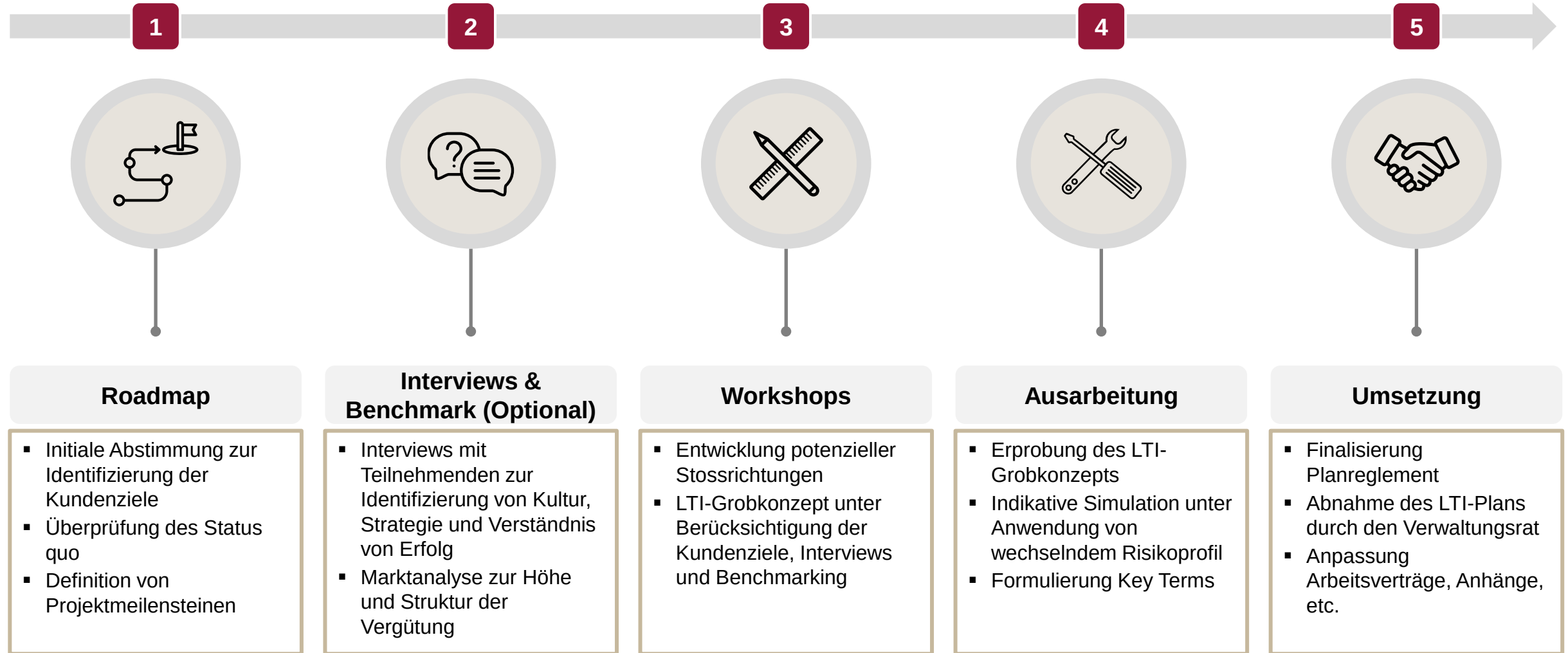
**Verzicht auf automatisierte
Konsequenzen**

Practice example

«Quality Scorecard» for a Branded Goods Company

Focus	Topic	Previous year	Current year	Ambition level	BoD Assessment	
					Assessment	Comment
Operating Performance	Market Share					
	Total Quality					
Consumer	Brand community					
	Brand relevance/innovation					
Customer	Complaints/Feedbacks					
	Delivery quality					
Growth	Strategic projects / innovation					
	Development of new markets					
People	Employee satisfaction					
	Team quality					
	Company culture / values					
Overall Assessment						
Proposal Quality Factor (80% – 120%)					xx%	

HCM als Partner für die Erarbeitung und Umsetzung von langfristigen Beteiligungsplänen



HCM at a glance

Founded in 2002, HCM is a fully independent and leading advisory firm with a key focus on governance and compensation.

25 professionals in compensation, governance, leadership, and financial stewardship

450+ company clients, from major multinationals to mid-sized and smaller enterprises, including start-ups

of which **90+** Swiss-listed companies, including approx. half of SMI and SMIM firms

~80% mandates coming from Board of Directors and/or Owners

35% of the IPOs carried out on the SIX Swiss Exchange since 2017 have been supported by HCM

150+ professionals worldwide within our GECN Group (Australia, South Africa, Canada, US and UK)

HCM partnerships with global leaders and academia

Board & Executive Compensation



Our Global Governance and Executive Compensation Group (GECN Group) allows us to assist clients around the globe and provide cross-border insights.

Academia



HCM partners teach students and executives at universities in Switzerland and abroad fostering exchange between academia and business.

Corporate Governance



Our collaboration with the Network for Innovative Corporate Governance (NICG) advances discussions on corporate, board, and organizational governance.

Ihr Ansprechpartner

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