



# Compensation for CEOs – Performance Linked??

- A Statistical Analysis of Company Performance with respect to CEO Renumeration.

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## **PROJECT OBJECTIVE**

### **DATA INTERPRETATION -**

A DATA-SET CONTAINING 'COMPENSATION PAID TO CEOs ' IS COLLECTED WITH SIDE-BY-SIDE DATA OF RESPECTIVE COMPANIES YEARLY RETURNS FOR FOUR YEARS.

THE DATA IS COLLECTED FROM 194 ORGANIZATIONS.

TWO SETS/ FILES OF DATA IS AVAILABLE –

1. 'Sample 1' – FILE CONSISTS OF DATA WITHOUT GROUPING THE COMPANIES IN ANY MANNER.
2. 'Sample 2' – FILE CONSISTS OF DATA AFTER ELIMINATING THE EXTREME VALUES FROM 'Sample 1'[ also termed as OUTLIERS].

### **PROJECT OBJECTIVE –**

- TO PERFORM EXPLORATORY DATA ANALYSIS.
- CHECK OUTLIERS.
- UNIVARIATE AND MULTI-VARIATE ANALYSIS.
- CHECK THE CO-RELATION OF 'YEARLY RETURNS' TO THE 'COMPENSATION' OF CEOs.
- ESTIMATE OPTIMUM COMPENSATION FOR CEO @ DEFINED CONFIDENCE LEVELS.
- VALIDATE THE GROUP OF COMPANIES THAT CAN BE MERGED BASED 'YEARLY RETURN' PERFORMANCE.

### **WORKING ENVIRONMENT SETUP**

- I. SOFTWARE TOOL 'R STUDIO' IS ESTABLISHED .
- II. WORKING DIRECTORY IS SET TO ACCESS WORKING FILE – 'Sample1.xlsx'.
  - a. setwd (C:/Users/prade/OneDrive/Desktop/BABI/SMDM/ASSIGNMENT-2')
- III. Working file imported using 'Import Dataset' option in Global Environment.
- IV. The file is assigned as 'ceo1' in R Studio. Dimensions are verified -
  - a. dim(ceo1) – gives a result of 194 Elements with 6 variables have been successfully imported.
- V. The Structure of Data is checked for class of each variables. ALL 05 VARIABLES are found to be in 'NUMERIC' observations & 01 Variable is found to be in 'CHARACTER' observation; hence 'R' will recognize this data for calculations.
  - a. str(ceo1)

**NOW THE DATA FILE - 'ceo1' - IS READY FOR DATA MANUPULATIONS AND STATISTICAL ANALYSIS.**

## **UNIVARIATE ANALYSIS – SUMMARY.**

### **SUMMARY of data –**

The SUMMARY of Data is called for and verified for any missing values.

Command - [summary(ceo1)]

### **NOTE – FOR SUMMARY TABLE , PLEASE REFER TO ANNEXURE -I ; TABLE-I**

The FIVE Basic Statistical elements of analysis namely – Minimum Value (Min.) of the observed 194 Values, First Inter Quartile Range (1<sup>st</sup> Qu.), Median of the 194 Observations (Median), Average / Mean of the 194 Observations (Mean), Third Inter Quartile Range (3<sup>rd</sup> Qu.) and Maximum Value of the observed 194 Values – for EACH OF THE TWELVE VARIABLES is listed.

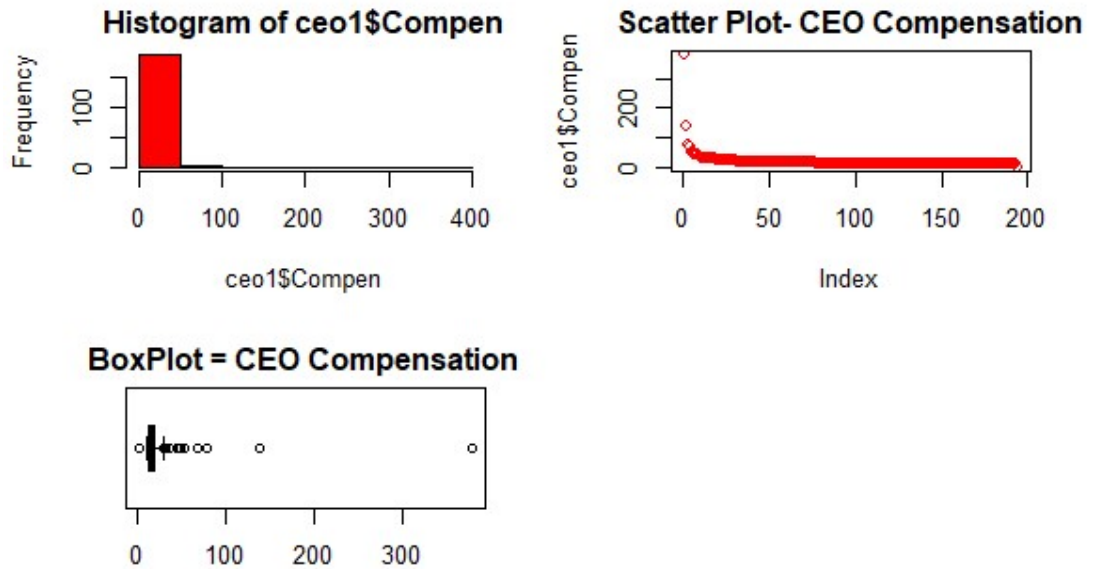
### **INSIGHTS -**

- I. No missing value is identified and listed. All data points are complete in nature.
- II. The wide GAP between the 3<sup>rd</sup> Quartile figure and the MAX. Value in all the FIVE Variables indicate clearly that OUTLIERS are present.
- III. Evaluating the Means position from the Median –
  - a. First Year Return'Y1 Return' – indicates a negative trend.
  - b. Second, Third- & Fifth-Year Returns – Mean is positioned ahead of Median indicating growth of figures.

## UNIVARIATE ANALYSIS – SAMPLE 1[ceo1] Data File.

### CEO COMPENSATION [Compen] –

Graph -I



### INFERENCES -

Data Distribution – Histogram [Graph I] shows data is LEFT Skewed.

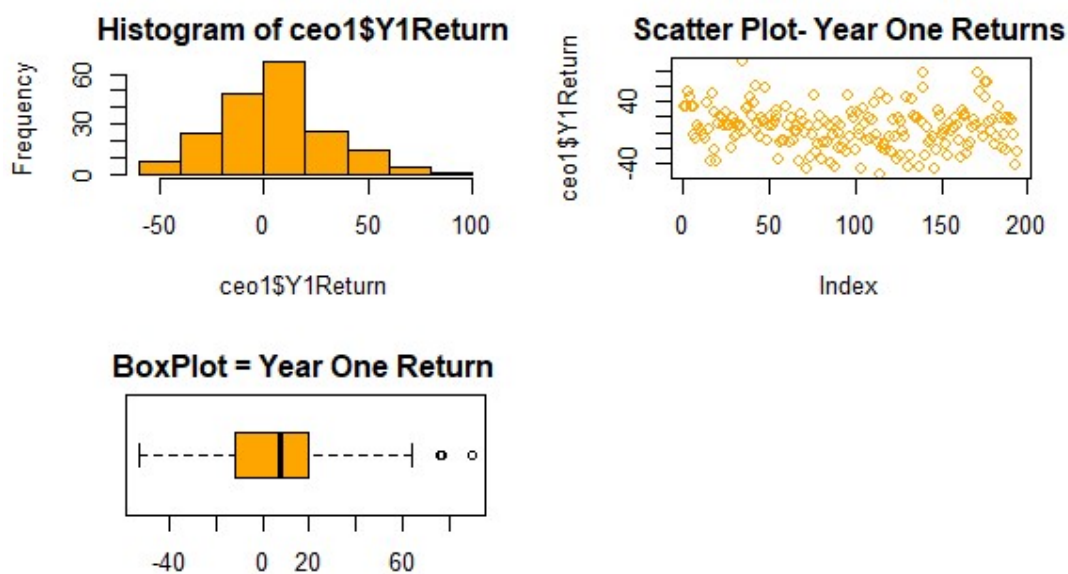
Scatter Plot indicates NO LINEAR Relationship.

BOX PLOT Suggests the data is Left Skewed with significant presence of Outliers.

MAJORITY OF THE COMPANIES IN THE DATA BANK HAS 'CEO' RENUMERATION WITHIN THE RANGE OF '50'.

## YEAR One Returns [Y1Return] –

Graph-2



## INFERENCES -

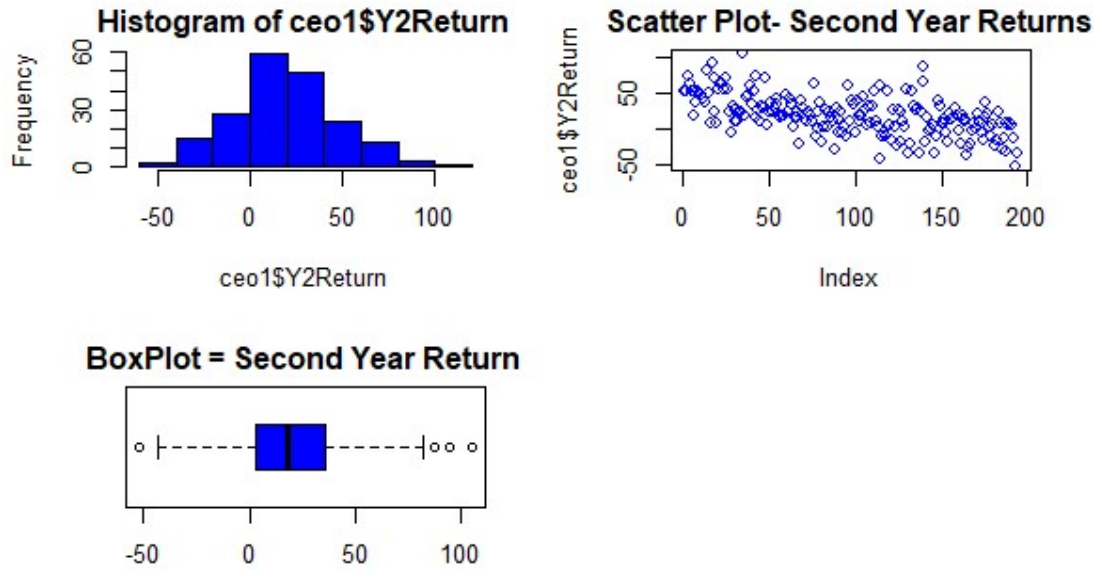
**Data Distribution** – Histogram[Graph 2] shows data is LEFT SKEWED. Frequency of NEGATIVE Returns is quite alarming – **MAJORITY COMPANIES are in the Negative Returns area.**

**Scatter plot** indicates data centralized around YEARELY RETURNS Figure of '-10 ~ +10'.

**BOXPLOT** - **OUTLIERS** have been identified by the boxplot method, extreme values being found to be present beyond the 3<sup>rd</sup> Quartile value. This indicates certain companies with huge returns as compared to the majority, indicating out-of-the group ones.

### SECOND YEAR Returns[Y2Return] –

Graph 3-



### INFERENCES -

**Data Distribution** –Histogram[Graph 3] shows a RIGHT SKEWEDNESS of the data. Positive Returns shows an increase.

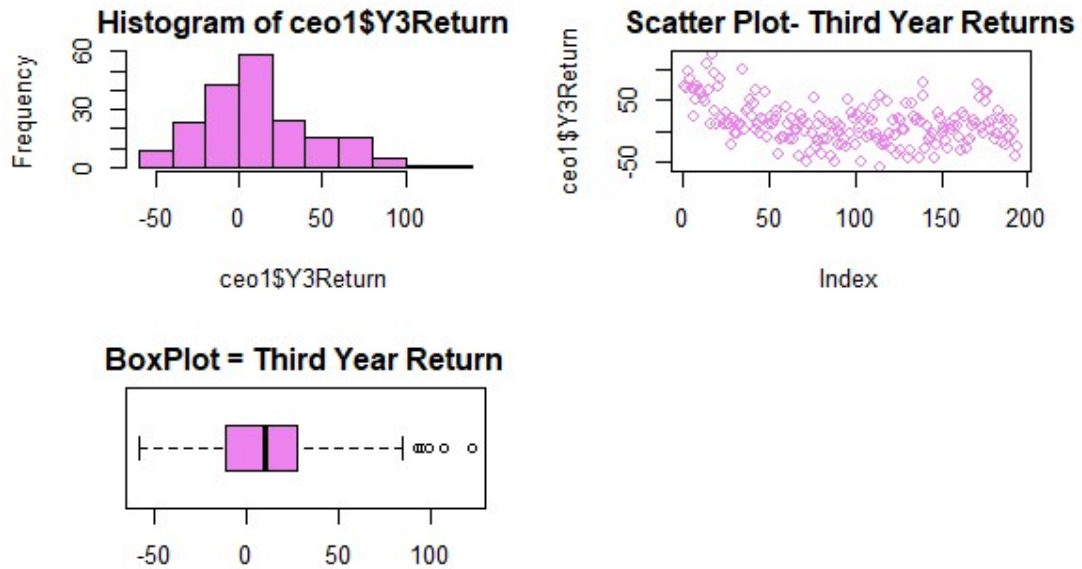
Scatter plot suggests high density of above the ZERO MARK.

BOXPLOT shows NO SKEWNESS of DATA. Outliers are present , non-significant at the 'Below that 1.5IQR -Q1 range' and significant 'Above the 1.5IQR + Q3 range'



### THIRD YEAR Returns[Y3Return] –

Graph 4 -



### INFERENCES -

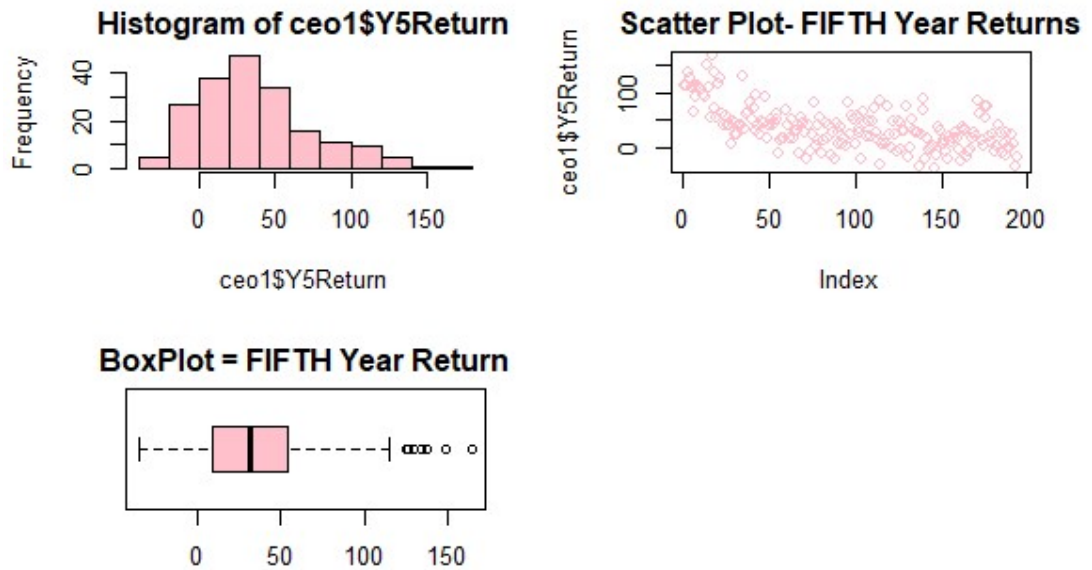
Data Distribution –Histogram[Graph 4] shows that data RIGHT SKEWED. POSITIVE Returns show a decline.

Scatter Plot evidences concentration of Number of Companies with Returns in the range '0 ~5 as the maximum'.

BOXPLOT indicates presence of SIGNIFICANT OUTLIERS at the 'Above the 1.5IQR + Q3 range'.

### FIFTH YEAR Returns[Y5Return] –

Graph 5 -



### INFERENCES -

Data Distribution –Histogram[Graph 5] shows that data is completely RIGHT SKEWED.

Scatter Plot shows Distribution above the ZERO RETURNS mark – WITH MINUTE NEGATIVE RETURNS RECORDED, Suggesting A PARADIM SHIFT IN THE PERFORMANCE OF COMPANIES

BOXPLOT - shows presence of SIGNIFICANT OUTLIERS at the 'Above the 1.5IQR + Q3 range'.

## CORRELATION & VARIANCE MATRIX – SAMPLE 1[ceo1] Data File.

The correlation Matrix between 'Compensation for CEOs' and 'Year-on-Year returns' is plotted[Graph 6] and Correlation Value Matrix is derived[ Table 1].

Graph 6-

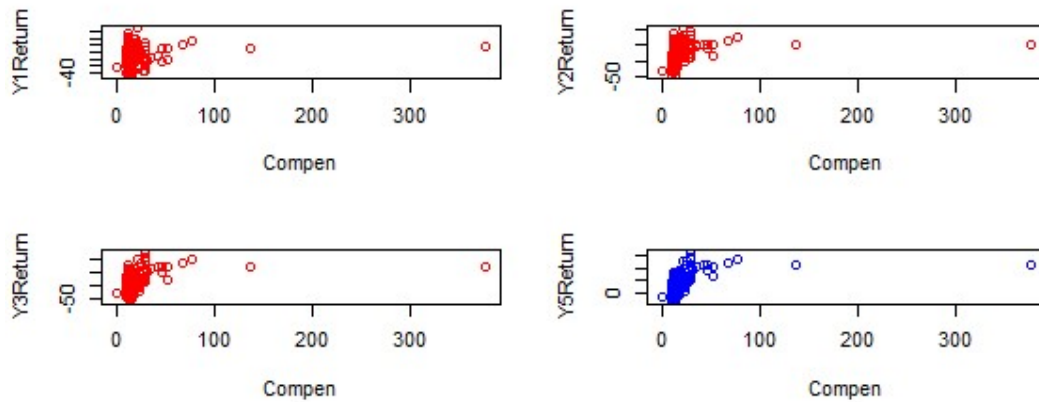


Table 1

|  |         |
|--|---------|
| Correlation between 'Compensation' & First Year Returns  | →14.57% |
| Correlation between 'Compensation' & Second Year Returns | →25.51% |
| Correlation between 'Compensation' & Third Year Returns  | →30.59% |
| Correlation between 'Compensation' & Fifth Year Returns  | →36.55% |

It is evident from the above data that a POSITIVE LINEAR Relation exists between the Compensation of CEO & Yearly Returns – The Longer the period the better the Yearly Returns the CEO can generate.

## **Coefficient of Variation Analysis – is tabled below [Table 2] →**

**Table 2 -**

|                           | Y1Return    | Y2Return    | Y3Return    | Y5Return    |
|---------------------------|-------------|-------------|-------------|-------------|
| <b>MEAN</b>               | 6.05        | 19.38       | 11.95       | 36.98       |
| <b>SD</b>                 | 26.08       | 27.92       | 33.37       | 37.97       |
| <b>COEFF. OF VARIANCE</b> | <b>4.31</b> | <b>1.44</b> | <b>2.79</b> | <b>1.03</b> |

Even though there is an influence of OUTLIERS in all FOUR Years of data, the ‘Coefficient of Variance’ = Standard Deviation ÷ Mean , is seen reducing as it approaches the FIFTH Year. This means there is a better consolidation of Returns, with POSITIVE TREND .

## **Year 1 ⇔ Year 3 ⇔ Year 5 – Variance Analysis of Company Returns**

**Table 3 -**

|                           | Y1Return    | Y3Return    | Y5Return    |
|---------------------------|-------------|-------------|-------------|
| <b>MEAN</b>               | 6.05        | 11.95       | 36.98       |
| <b>SD</b>                 | 26.08       | 33.37       | 37.97       |
| <b>COEFF. OF VARIANCE</b> | <b>4.31</b> | <b>2.79</b> | <b>1.03</b> |

Year 1 Returns → had the mean returns hovering @ 6.05, which is an effect of Majority of the companies having NEGATIVE RETURNS.

Year 3 Returns → do show positive increment on the Returns figures, with companies in the 50<sup>th</sup> to 75<sup>th</sup> percentile increasing in numbers with POSITIVE RETURNS.

Year 5 Returns → bought majority of the companies OUT OF THE Negative Returns cluster, all companies above the 25<sup>th</sup> Percentile mark being in the POSITIVE RETURNS CATEGORY.

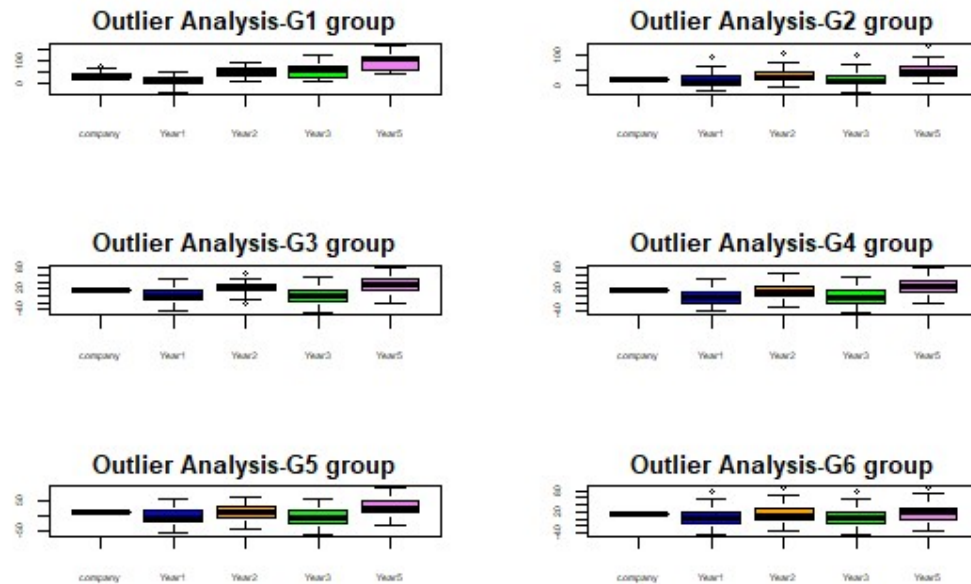
THE ABOVE INTERPRETATION IS VALIDATED WITH THE FACT THAT THE COEFFICIENT OF VARIATION FOR THE 5<sup>TH</sup> YEAR RETURNS IS 1.03 OF THE 1<sup>ST</sup> YEAR RETURNS. THIS ALSO INDICATES THAT THE 05<sup>TH</sup> YEAR PERFORMANCE IS MORE STABLE THAT OTHER TWO YEARS.

## CORRELATION & VARIANCE MATRIX – SAMPLE 2[ceo2] Data File.

For detailed data analysis, subsets of each group are created and saved in the Global Environment. Files are available as 'ceog1- for G1 Group'; 'ceog2- G2 Group'; 'ceog3- G3 Group'; 'ceog4- G4 Group'; 'ceog5- G5 Group' & 'ceog6- G6 Group'.

### OUTLIER Analysis for SIX Groups –

Graph 7 -



This grouping of the COMPANY w.r.t. the CEO Compensation data has much resulted in getting the Outliers avoided.

We can expect a better Co-Relation & Variance analysis with this data.

## CORRELATION & VARIANCE Analysis – GROUP1 Companies →

Graph 8 -

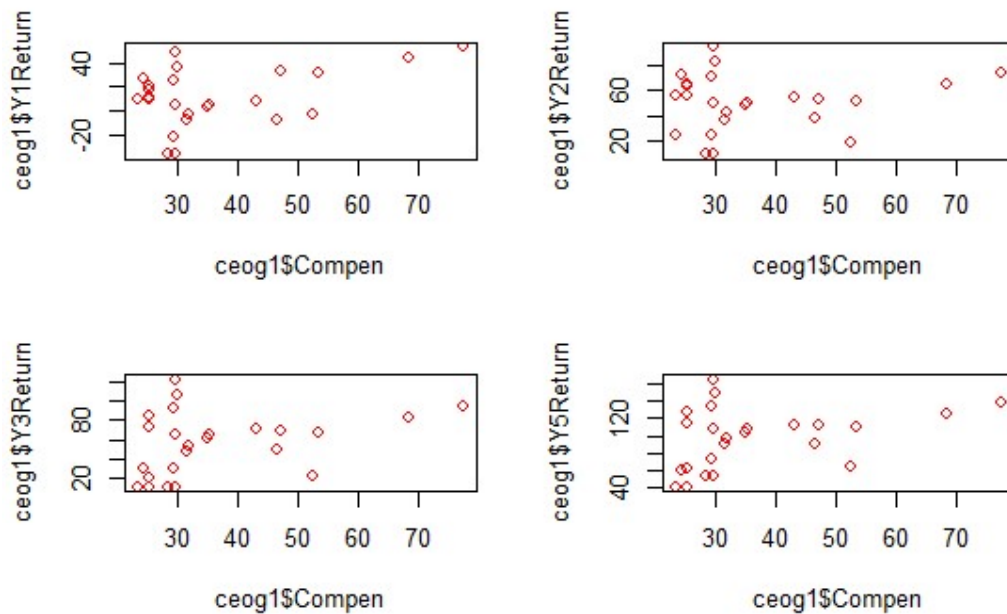


Table 4

|  |         |
|--|---------|
| Correlation between 'Compensation' & First Year Returns  | →0.4042 |
| Correlation between 'Compensation' & Second Year Returns | →0.0881 |
| Correlation between 'Compensation' & Third Year Returns  | →0.3499 |
| Correlation between 'Compensation' & Fifth Year Returns  | →0.3716 |

The Correlation coefficient is observed as STABLE ACROSS the THREE YEARS with an exception in the second year – wherein the correlation is almost negligible.

The Coefficient of Variance is tabulated as follows –

Table 5 -

|                    | Y1Return | Y2Return | Y3Return | Y5Return |
|--------------------|----------|----------|----------|----------|
| MEAN               | 11.56    | 50.36    | 54.73    | 94.81    |
| SD                 | 22.92    | 21.15    | 32.29    | 34.81    |
| COEFF. OF VARIANCE | 1.98     | 0.42     | 0.59     | 0.37     |

The coefficient of variance is observed to decrease year-on-year , the least being in the 05<sup>th</sup> Year.

The Performance factor is STABLE across the period of FIVE Years with a given fixed Compensation – for GROUP 1 Companies. 05<sup>TH</sup> year Performance is best with least variance.

## CORRELATION & VARIANCE Analysis – GROUP2 Companies →

Graph 9 -

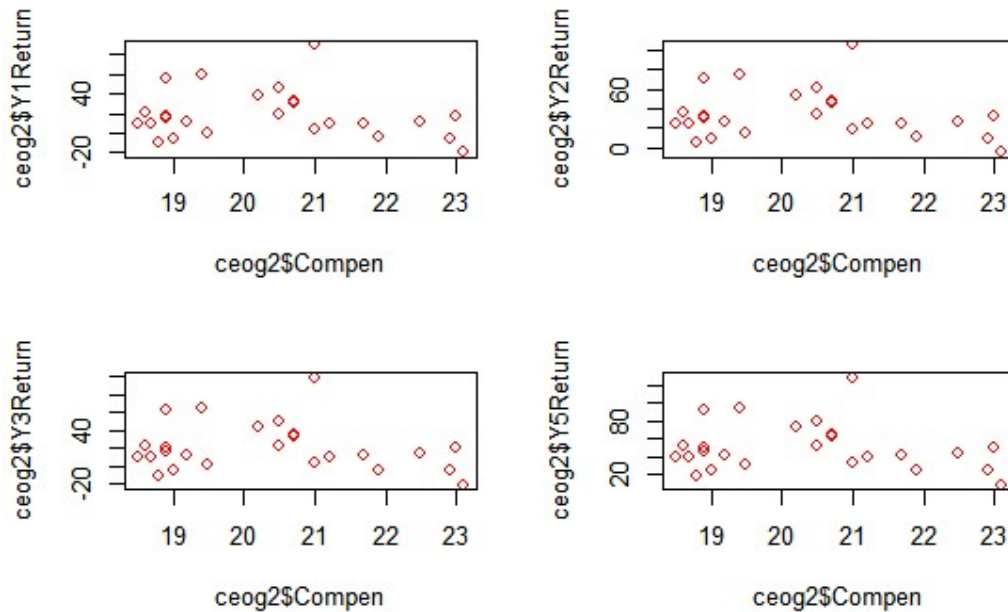


Table 6

|  |           |
|--|-----------|
| Correlation between 'Compensation' & First Year Returns  | → -0.1660 |
| Correlation between 'Compensation' & Second Year Returns | → -0.1660 |
| Correlation between 'Compensation' & Third Year Returns  | → -0.1660 |
| Correlation between 'Compensation' & Fifth Year Returns  | → -0.1660 |

The Correlation coefficient is observed as STABLE ACROSS the FOUR YEARS. A negative correlation coefficient indicates that Increase of Compensation to CEOs will adversely affect the Company Returns

The Coefficient of Variance is tabulated as follows –

Table 7 -

|                    | Y1Return | Y2Return | Y3Return | Y5Return |
|--------------------|----------|----------|----------|----------|
| MEAN               | 18.56    | 33.56    | 20.42    | 50.42    |
| SD                 | 24.14    | 24.14    | 26.55    | 26.55    |
| COEFF. OF VARIANCE | 0.77     | 1.39     | 0.77     | 1.90     |

Coefficient of variance values indicates that performance of YEAR ONE & YEAR THREE is better as compared to YEAR TWO & YEAR FIVE.

## CORRELATION & VARIANCE Analysis – GROUP3 Companies →

Graph 10-

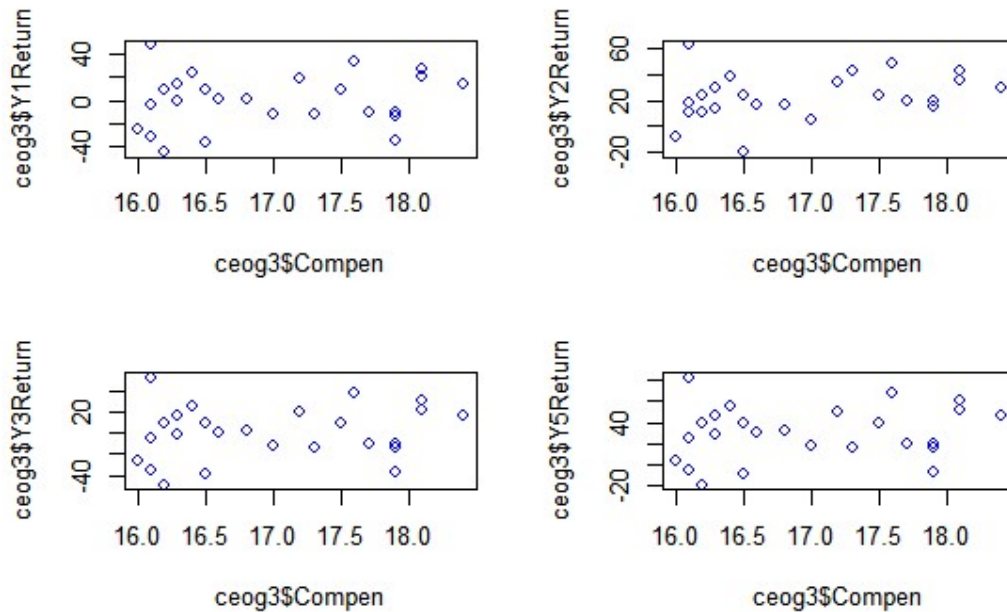


Table 8

Correlation between 'Compensation' & First Year Returns → 0.1622  
 Correlation between 'Compensation' & Second Year Returns → 0.2736  
 Correlation between 'Compensation' & Third Year Returns → 0.1622  
 Correlation between 'Compensation' & Fifth Year Returns → 0.1622

The Positive Correlation coefficient observed, is STABLE ACROSS the THREE YEARS, with an exception in the SECOND Year. Second year correlation is higher than the other THREE Years, indicating a better performance.

**The Coefficient of Variance is tabulated as follows –**

Table 9 -

|                    | Y1Return | Y2Return | Y3Return | Y5Return |
|--------------------|----------|----------|----------|----------|
| MEAN               | 0.040    | 22.880   | 0.044    | 30.044   |
| SD                 | 22.810   | 17.459   | 25.091   | 25.091   |
| COEFF. OF VARIANCE | 0.002    | 1.310    | 0.002    | 1.197    |

Coefficient of variance values indicate that Performance of YEAR ONE and YEAR THREE and best as compared to YEAR TWO & YEAR FIVE.



## CORRELATION & VARIANCE Analysis – GROUP4 Companies →

Graph 11-

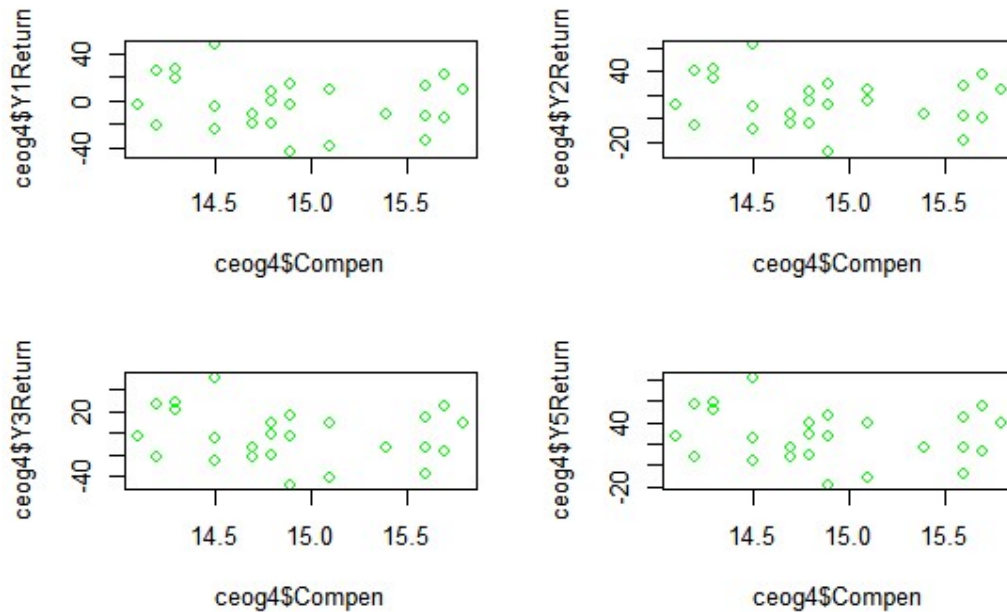


Table 10

Correlation between 'Compensation' & First Year Returns → -0.1705  
 Correlation between 'Compensation' & Second Year Returns → -0.1534  
 Correlation between 'Compensation' & Third Year Returns → -0.1705  
 Correlation between 'Compensation' & Fifth Year Returns → -0.1705

The Negative Correlation coefficient observed, is STABLE ACROSS the FOUR YEARS. An increase of Compensation factor will affect the company adversely on its Returns Part. Group 4 Companies are at RISK Zone as far as CEO Compensation package is concerned.

The Coefficient of Variance is tabulated as follows –

Table 11 -

|                        | Y1Return | Y2Return | Y3Return | Y5Return |
|------------------------|----------|----------|----------|----------|
| MEAN                   | -2.880   | 13.640   | -3.168   | 26.832   |
| SD                     | 21.706   | 20.490   | 23.876   | 23.876   |
| COEFF. OF VARIANCE(CV) | -0.133   | 0.666    | -0.133   | 1.124    |

Negative CV is due to negative Mean. Else, Year One and Year Three performance are much better than Year TWO. Year FIVE has much unstable performance by showing high spread of Returns data.

## CORRELATION & VARIANCE Analysis – GROUP5 Companies →

Graph 12 -

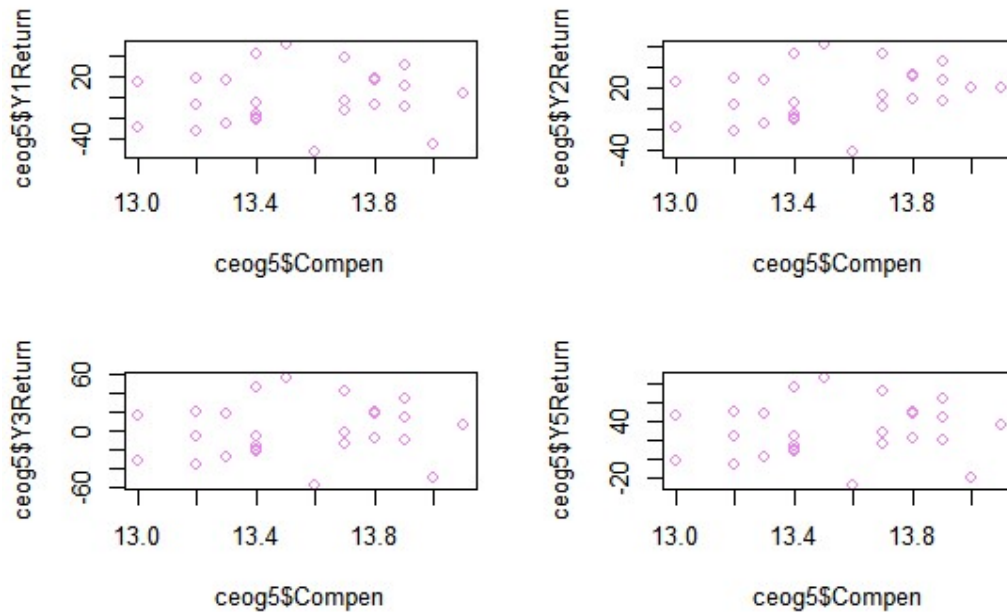


Table 12 -

Correlation between 'Compensation' & First Year Returns → 0.0956

Correlation between 'Compensation' & Second Year Returns → 0.3020

Correlation between 'Compensation' & Third Year Returns → 0.0956

Correlation between 'Compensation' & Fifth Year Returns → 0.0956

Positive Correlation coefficient observed, STABLE ACROSS the THREE YEARS. Second year performance is better, indicated by the best correlation coefficient.

### The Coefficient of Variance is tabulated as follows –

Table 13 -

|                    | Y1Return | Y2Return | Y3Return | Y5Return |
|--------------------|----------|----------|----------|----------|
| MEAN               | -0.840   | 13.360   | -0.924   | 29.076   |
| SD                 | 26.147   | 25.323   | 28.761   | 28.761   |
| COEFF. OF VARIANCE | -0.032   | 0.528    | -0.032   | 1.011    |

Year One and Year Three performance are much better than Year TWO. Year FIVE has the most unstable performance by showing high spread of Returns data.

## CORRELATION & VARIANCE Analysis – GROUP6 Companies →

Graph 13 -

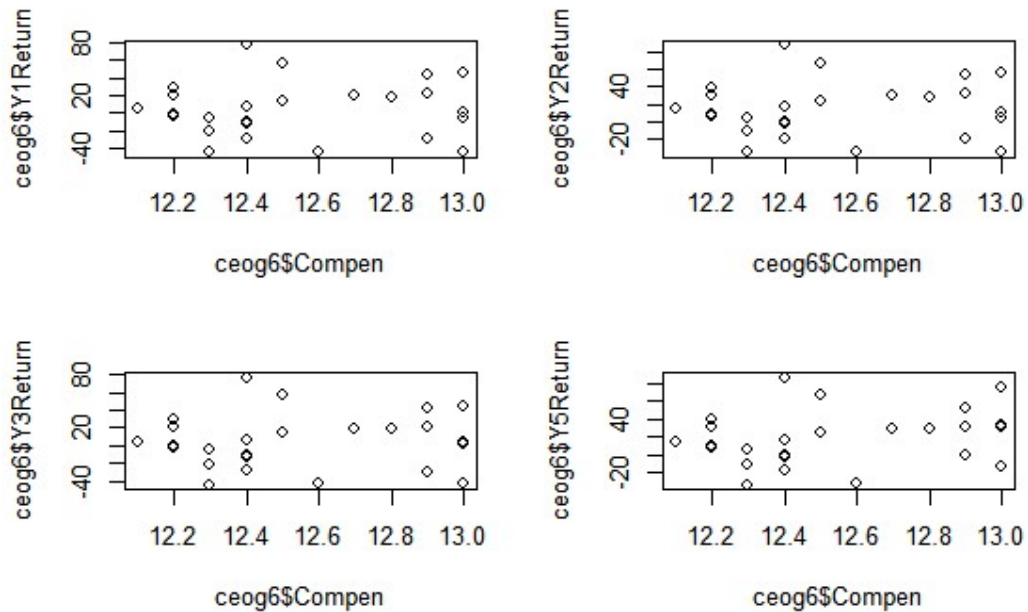


Table 14 -

Correlation between 'Compensation' & First Year Returns → 0.0337  
 Correlation between 'Compensation' & Second Year Returns → 0.0337  
 Correlation between 'Compensation' & Third Year Returns → 0.0518  
 Correlation between 'Compensation' & Fifth Year Returns → 0.2424

Positive Correlation coefficient observed, STABLE ACROSS the THREE YEARS. FIFTH Year performance is better, indicated by the best correlation coefficient.

### The Coefficient of Variance is tabulated as follows –

Table 15 -

|                    | Y1Return | Y2Return | Y3Return | Y5Return |
|--------------------|----------|----------|----------|----------|
| MEAN               | 4.280    | 14.280   | 4.644    | 18.644   |
| SD                 | 30.750   | 30.750   | 30.680   | 30.467   |
| COEFF. OF VARIANCE | 0.139    | 0.464    | 0.151    | 0.612    |

Year One and Year Three performance are much better than Year TWO and Year FIVE.

## CONFIDENCE LEVEL ANALYSIS – grouped companies.

The sample Size is 25. Being less than 30, we will go for a 't' Test.

The confidence level with detailed methodology is tabulated below –

Table 16 -

|   |   | GROUP 6  | GROUP 5  | GROUP 4  | GROUP 3  | GROUP 2  | GROUP 1  |
|---|---|----------|----------|----------|----------|----------|----------|
| a | CONFIDENCE Level  | 90%      | 90%      | 90%      | 90%      | 90%      | 90%      |
| b | ALPHA Level [ 100% - a ]                                | 10%      | 10%      | 10%      | 10%      | 10%      | 10%      |
| c | ALPHA Value - either side of Normal Distribution Curve' | 5%       | 5%       | 5%       | 5%       | 5%       | 5%       |
| d | SAMPLE Size 'n'   | 25       | 25       | 25       | 25       | 25       | 25       |
| e | Degrees of Freedom ' n-1'                               | 24       | 24       | 24       | 24       | 24       | 24       |
|   | t' value from T-Table for DF=24 & Alpha Level = 0.05    | 1.7109   | 1.7109   | 1.7109   | 1.7109   | 1.7109   | 1.7109   |
| f | Standard Deviation 'SD'                                 | 0.30072  | 0.306046 | 0.522241 | 0.796062 | 1.47632  | 14.02543 |
| g | STANDARD Error 'SE' = ' SD / Sq.Rt of [n]'              | 0.060144 | 0.061209 | 0.104448 | 0.159212 | 0.295264 | 2.805086 |
| h | t-Value x SE  | 0.1029   | 0.104723 | 0.1787   | 0.272396 | 0.505167 | 4.799222 |
| i | POPULATION Mean   | 12.544   | 13.544   | 13.544   | 16.988   | 20.372   | 35.96    |
| j | UPPER Confidence Level ' i + h'                         | 12.65    | 13.65    | 13.72    | 17.26    | 20.88    | 40.76    |
| k | LOWER Confidence Level ' i - h'                         | 12.44    | 13.44    | 13.37    | 16.72    | 19.87    | 31.16    |

## CHOOSING BEST BENCHMARKS FOR PERFORMANCE

The confidence Level Intervals for the variable parameters – CEO Compensation, Year 1 ; Year 2 ; Year 3 & Year 5 RETURNS were evaluated at two Confidence levels – 90% & 95 %.

The results derived is tabulated as below for analysis –

### **FOR GROUP 6 →**

Table 17 -

| <b><u>DESIRED BENCHMARKS -</u></b> | <b>90% CONFIDENCE LEVEL</b> |         |       | <b>95% CONFIDENCE LEVEL</b> |         |       |
|------------------------------------|-----------------------------|---------|-------|-----------------------------|---------|-------|
|                                    | MINIMUM                     | MAXIMUM | RANGE | MINIMUM                     | MAXIMUM | RANGE |
| CEO COMPENSATION                   | 12.44                       | 12.65   | 0.21  | 12.42                       | 12.67   | 0.25  |
| YEAR I RETURNS - MINIMUM LEVEL     | (0.42)                      | 14.53   | 14.95 | -1.96                       | 16.07   | 18.03 |
| YEAR II RETURNS - MINIMUM LEVEL    | 42.63                       | 58.15   | 15.52 | 41.03                       | 59.75   | 18.72 |
| YEAR III RETURNS - MINIMUM LEVEL   | 38.70                       | 62.47   | 23.77 | 36.25                       | 64.93   | 28.68 |
| YEAR IV RETURNS - MINIMUM LEVEL    | 77.04                       | 102.80  | 25.76 | 74.38                       | 105.46  | 31.08 |

Analyzing the range of variations for each confidence level, the minimum range is effective with 90% Confidence Level performance parameters.

Thereby, as a recruiter, I would choose to set the CEO Compensations and the related YEARLY RETURNS performance achievable with 90% Confidence Level on the on the given data. This ensures minimum payout to CEO while ensuring optimum range of Returns to the company.

**NOTE – Desired detailed calculation can be referred to ANNEXURE – I attached.**

**For GROUP 5 –**

**Table 18-**

| <b><u>DESIRED BENCHMARKS -</u></b> | <b>90% CONFIDENCE LEVEL</b> |         |       | <b>95% CONFIDENCE LEVEL</b> |         |       |
|------------------------------------|-----------------------------|---------|-------|-----------------------------|---------|-------|
|                                    | MINIMUM                     | MAXIMUM | RANGE | MINIMUM                     | MAXIMUM | RANGE |
| CEO COMPENSATION                   | 13.44                       | 13.65   | 0.21  | 13.42                       | 13.67   | 0.25  |
| YEAR I RETURNS                     | (10.63)                     | 7.27    | 17.90 | -12.47                      | 9.11    | 21.58 |
| YEAR II RETURNS                    | 3.85                        | 21.19   | 17.34 | 2.07                        | 22.97   | 20.9  |
| YEAR III RETURNS                   | (11.61)                     | 8.08    | 19.69 | -13.64                      | 10.11   | 23.75 |
| YEAR IV RETURNS                    | 18.39                       | 38.08   | 19.69 | 16.36                       | 40.11   | 23.75 |

Analyzing the range of variations for each confidence level, the minimum range is effective with 90% Confidence Level performance parameters.

Thereby, as a recruiter, I would choose to set the CEO Compensations and the related YEARLY RETURNS performance achievable with 90% Confidence Level on the on the given data. This ensures minimum payout to CEO while ensuring optimum range of Returns to the company.

**NOTE – Desired detailed calculation can be referred to ANNEXURE – II attached.**

**FOR GROUP 4 –****Table 19-****DESIRED BENCHMARKS -**

|                  | 90% CONFIDENCE LEVEL |         |       | 95% CONFIDENCE LEVEL |         |       |
|------------------|----------------------|---------|-------|----------------------|---------|-------|
|                  | MINIMUM              | MAXIMUM | RANGE | MINIMUM              | MAXIMUM | RANGE |
| CEO COMPENSATION | 13.37                | 13.72   | 0.35  | 13.33                | 13.76   | 0.43  |
| YEAR I RETURNS   | (13.19)              | 1.67    | 14.86 | -14.72               | 3.2     | 17.92 |
| YEAR II RETURNS  | 3.75                 | 17.77   | 14.02 | 2.3                  | 19.22   | 16.92 |
| YEAR III RETURNS | (14.22)              | 2.12    | 16.34 | -15.9                | 3.81    | 19.71 |
| YEAR IV RETURNS  | 15.78                | 32.12   | 16.34 | 14.1                 | 33.81   | 19.71 |

Analyzing the range of variations for each confidence level, the minimum range is effective with 90% Confidence Level performance parameters.

Thereby, as a recruiter, I would choose to set the CEO Compensations and the related YEARLY RETURNS performance achievable with 90% Confidence Level on the on the given data. This ensures minimum payout to CEO while ensuring optimum range of Returns to the company.

**NOTE – Desired detailed calculation can be referred to ANNEXURE – III attached.**

**FOR GROUP 3 –****Table 20 -**

| <b><u>DESIRED BENCHMARKS -</u></b> | <b>90% CONFIDENCE LEVEL</b> |         |       | <b>95% CONFIDENCE LEVEL</b> |         |       |
|------------------------------------|-----------------------------|---------|-------|-----------------------------|---------|-------|
|                                    | MINIMUM                     | MAXIMUM | RANGE | MINIMUM                     | MAXIMUM | RANGE |
| CEO COMPENSATION                   | 16.72                       | 17.26   | 0.54  | 16.66                       | 17.32   | 0.66  |
| YEAR I RETURNS                     | (7.76)                      | 7.84    | 15.60 | -9.38                       | 9.46    | 18.84 |
| YEAR II RETURNS                    | 16.91                       | 28.25   | 11.34 | 15.67                       | 30.09   | 14.42 |
| YEAR III RETURNS                   | (8.54)                      | 8.63    | 17.17 | -10.31                      | 10.4    | 20.71 |
| YEAR IV RETURNS                    | 21.46                       | 38.63   | 17.17 | 19.69                       | 40.4    | 20.71 |

Analyzing the range of variations for each confidence level, the minimum range is effective with 90% Confidence Level performance parameters.

Thereby, as a recruiter, I would choose to set the CEO Compensations and the related YEARLY RETURNS performance achievable with 90% Confidence Level on the on the given data. This ensures minimum payout to CEO while ensuring optimum range of Returns to the company.

**NOTE – Desired detailed calculation can be referred to ANNEXURE – IV attached.**



**FOR GROUP 2 →**Table 2I -**DESIRED BENCHMARKS**

=

|                  | 90% CONFIDENCE LEVEL |         |       | 95% CONFIDENCE LEVEL |         |       |
|------------------|----------------------|---------|-------|----------------------|---------|-------|
|                  | MINIMUM              | MAXIMUM | RANGE | MINIMUM              | MAXIMUM | RANGE |
| CEO COMPENSATION | 19.87                | 20.88   | 1.01  | 19.76                | 20.98   | 1.22  |
| YEAR I RETURNS   | 10.30                | 26.82   | 16.52 | 8.6                  | 28.52   | 19.92 |
| YEAR II RETURNS  | 25.30                | 41.82   | 16.52 | 23.6                 | 43.52   | 19.92 |
| YEAR III RETURNS | 11.33                | 29.50   | 18.17 | 9.46                 | 31.38   | 21.92 |
| YEAR IV RETURNS  | 41.33                | 59.50   | 18.17 | 39.46                | 61.38   | 21.92 |

Analyzing the range of variations for each confidence level, the minimum range is effective with 90% Confidence Level performance parameters.

Thereby, as a recruiter, I would choose to set the CEO Compensations and the related YEARLY RETURNS performance achievable with 90% Confidence Level on the on the given data. This ensures minimum payout to CEO while ensuring optimum range of Returns to the company.

**NOTE – Desired detailed calculation can be referred to ANNEXURE – V attached**

**FOR GROUP 1 →**

**Table 22-**

| <b><u>DESIRED BENCHMARKS -</u></b> | <b>90% CONFIDENCE LEVEL</b> |         |       | <b>95% CONFIDENCE LEVEL</b> |         |       |
|------------------------------------|-----------------------------|---------|-------|-----------------------------|---------|-------|
|                                    | MINIMUM                     | MAXIMUM | RANGE | MINIMUM                     | MAXIMUM | RANGE |
| CEO COMPENSATION                   | 31.16                       | 40.76   | 9.60  | 30.17                       | 41.75   | 11.58 |
| YEAR I RETURNS                     | 3.72                        | 19.40   | 15.68 | 2.1                         | 21.02   | 18.92 |
| YEAR II RETURNS                    | 43.12                       | 57.60   | 14.48 | 41.63                       | 59.09   | 17.46 |
| YEAR III RETURNS                   | 43.68                       | 65.78   | 22.10 | 41.4                        | 68.06   | 26.66 |
| YEAR IV RETURNS                    | 82.90                       | 106.72  | 23.82 | 80.44                       | 109.18  | 28.74 |

Analyzing the range of variations for each confidence level, the minimum range is effective with 90% Confidence Level performance parameters.

Thereby, as a recruiter, I would choose to set the CEO Compensations and the related YEARLY RETURNS performance achievable with 90% Confidence Level on the on the given data. This ensures minimum payout to CEO while ensuring optimum range of Returns to the company.

**NOTE – Desired detailed calculation can be referred to ANNEXURE – V attached**

## T – TEST ANALYSIS for MEAN of GROUPS

Table 23 -

### **t-Test ANALYSIS ==> CEO Compensation Factor**

| Group Combination | p - Value | $\mu'$ of First Group | $\mu'$ of Second Group | INFERENCE                   |
|-------------------|-----------|-----------------------|------------------------|-----------------------------|
| GROUP 1 ~ GROUP 2 | 1.94E-10  | 35.96                 | 20.372                 | P' Value LOW; MEAN Not SAME |
| GROUP 1 ~ GROUP 3 | 2.85E-08  | 35.96                 | 16.988                 | P' Value LOW; MEAN Not SAME |
| GROUP 1 ~ GROUP 5 | 4.01E-10  | 35.96                 | 13.544                 | P' Value LOW; MEAN Not SAME |
|                   |           |                       |                        |                             |
| GROUP 2 ~ GROUP 3 | 2.90E-13  | 20.372                | 16.988                 | P' Value LOW; MEAN Not SAME |
| GROUP 2 ~ GROUP 5 | 2.20E-15  | 20.372                | 13.544                 | P' Value LOW; MEAN Not SAME |
|                   |           |                       |                        |                             |
| GROUP 3 ~ GROUP 5 | 2.20E-16  | 16.988                | 13.544                 | P' Value LOW; MEAN Not SAME |

REFER 'ANNEXURE – VII' FOR DETAILED EVALUATION .

Table 24 -

### **t-Test ANALYSIS ==> FIFTH Year Returns Factor**

| Group Combination | p - Value | $\mu'$ of First Group | $\mu'$ of Second Group | INFERENCE                                |
|-------------------|-----------|-----------------------|------------------------|--|
| GROUP 1 ~ GROUP 2 | 9.01E-06  | 94.808                | 50.416                 | P' Value LOW; MEAN Not SAME              |
| GROUP 1 ~ GROUP 3 | 1.84E-09  | 94.808                | 30.044                 | P' Value LOW; MEAN Not SAME              |
| GROUP 1 ~ GROUP 5 | 4.63E-09  | 94.808                | 29.076                 | P' Value LOW; MEAN Not SAME              |
|                   |           |                       |                        |  |
| GROUP 2 ~ GROUP 3 | 8.78E-03  | 50.416                | 30.044                 | P' Value LOW; MEAN Not SAME              |
| GROUP 2 ~ GROUP 5 | 1.03E-02  | 50.416                | 29.076                 | P' Value LOW; MEAN Not SAME              |
|                   |           |                       |                        |  |
| GROUP 3 ~ GROUP 5 | 9.02E-01  | 30.044                | 29.076                 | P' Value HIGH; MEAN is SIGNIFICATLY SAME |

REFER 'ANNEXURE – VIII' FOR DETAILED EVALUATION

Table 25 -

**t-Test ANALYSIS ==> THIRD Year Returns Factor**

| Group Combination | p - Value | $\mu'$ of First Group | $\mu'$ of Second Group | INFERENCE                                       |
|-------------------|-----------|-----------------------|------------------------|---|
| GROUP 1 ~ GROUP 2 | 2.04E-04  | 54.728                | 20.416                 | P' Value LOW; MEAN Not SAME                     |
| GROUP 1 ~ GROUP 3 | 3.58E-08  | 54.728                | 0.044                  | P' Value LOW; MEAN Not SAME                     |
| GROUP 1 ~ GROUP 5 | 8.55E-08  | 54.728                | -0.924                 | P' Value LOW; MEAN Not SAME                     |
|                   |           |                       |                        |   |
| GROUP 2 ~ GROUP 3 | 8.78E-03  | 20.416                | 0.044                  | P' Value LOW; MEAN Not SAME                     |
| GROUP 2 ~ GROUP 5 | 1.03E-02  | 20.416                | -0.924                 | P' Value LOW; MEAN Not SAME                     |
|                   |           |                       |                        |   |
| GROUP 3 ~ GROUP 5 | 9.02E-01  | 0.044                 | -0.924                 | <b>P' Value HIGH; MEAN is SIGNIFICATLY SAME</b> |

**INFERENCES ON GROUP MERGING –**

FROM 'Table 24' & 'Table 25' – it is evident that GROUP 5 & GROUP 3 can be merged based on the YEARLY RETURNS Factor – the MEAN of the Performance criteria falling in the same region.

The CEO Compensation needs slight adjustment after MERGER.

## **MERGING GROUP 3 & GROUP 5 [GROUP35]**

### **=> PREDICTION FOR CEO COMPENSATION & YEARLY RETURNS**

Group 3(ceog3) & Group 5 (ceog5) is joined using the 'rbind' command in R.

New data frame – 'ceog35' is created in the environment, for analysis.

The confidence Intervals derived is tabulated below -

| <b><u>DESIRED BENCHMARKS -</u></b> | <b>90% CONFIDENCE LEVEL</b> |         |       | <b>95% CONFIDENCE LEVEL</b> |         |       |
|------------------------------------|-----------------------------|---------|-------|-----------------------------|---------|-------|
|                                    | MINIMUM                     | MAXIMUM | RANGE | MINIMUM                     | MAXIMUM | RANGE |
| CEO COMPENSATION                   | 14.64                       | 15.89   | 1.25  | 14.52                       | 16.02   | 1.5   |
| YEAR III RETURNS                   | (9.68)                      | 8.80    | 18.48 | -11.58                      | 10.7    | 22.28 |
| YEAR V RETURNS                     | 20.32                       | 38.80   | 18.48 | 18.42                       | 40.7    | 22.28 |

**Negotiations by the recruiter maybe conducted based on the above CEO Remuneration w.r.t. YEARLY RETURNS Performance benchmarks - for the desired GROUP CEO Appointment.**

**NOTE – Desired detailed calculation can be referred to ANNEXURE – X attached.**

## ANNEXURE – I

### ➔ SUMMARY FOR 'ceo1' DATA FILE.

|                  |                 |                  |
|------------------|-----------------|------------------|
| Company          | Compen          | Y1Return         |
| Length:194       | Min. : 1.20     | Min. : -53.000   |
| Class :character | 1st Qu.: 12.30  | 1st Qu.: -11.750 |
| Mode :character  | Median : 14.40  | Median : 7.500   |
|                  | Mean : 19.83    | Mean : 6.052     |
|                  | 3rd Qu.: 18.77  | 3rd Qu.: 19.750  |
|                  | Max. : 378.00   | Max. : 90.000    |
| Y2Return         | Y3Return        | Y5Return         |
| Min. : -52.00    | Min. : -58.30   | Min. : -35.000   |
| 1st Qu.: 3.00    | 1st Qu.: -11.00 | 1st Qu.: 9.575   |
| Median : 18.00   | Median : 9.90   | Median : 31.100  |
| Mean : 19.38     | Mean : 11.95    | Mean : 36.977    |
| 3rd Qu.: 35.75   | 3rd Qu.: 27.23  | 3rd Qu.: 54.075  |
| Max. : 105.00    | Max. : 122.20   | Max. : 164.200   |

### ➔ SUMMARY FOR 'ceo2' DATA FILE.

|                           |                |                 |                |
|---------------------------|----------------|-----------------|----------------|
|                           | Company        | Groups          | Compen         |
| 3M                        | : 1            | G1:25           | Min. : 12.10   |
| Abbott Laboratories       | : 1            | G2:25           | 1st Qu.: 13.53 |
| Abercrombie & Fitch       | : 1            | G3:25           | Median : 15.90 |
| Advanced Micro Devices    | : 1            | G4:25           | Mean : 19.05   |
| Affiliated Managers Group | : 1            | G5:25           | 3rd Qu.: 20.43 |
| Aflac                     | : 1            | G6:25           | Max. : 77.60   |
| (Other)                   | : 144          |                 |                |
| Y1Return                  | Y2Return       | Y3Return        | Y5Return       |
| Min. : -53.00             | Min. : -43.00  | Min. : -58.30   | Min. : -35.00  |
| 1st Qu.: -11.75           | 1st Qu.: 8.25  | 1st Qu.: -11.00 | 1st Qu.: 16.80 |
| Median : 6.00             | Median : 24.00 | Median : 10.45  | Median : 39.90 |
| Mean : 5.12               | Mean : 24.68   | Mean : 12.62    | Mean : 41.64   |
| 3rd Qu.: 19.75            | 3rd Qu.: 41.75 | 3rd Qu.: 28.90  | 3rd Qu.: 59.42 |
| Max. : 90.00              | Max. : 105.00  | Max. : 122.20   | Max. : 164.20  |

## ANNEXURE – II

| GROUP 6 - CONFIDENCE INTERVAL Evaluations |   | COMPEN. | Y1      | Y2      | Y3      | Y5      | COMPEN. | Y1     | Y2     | Y3     | Y5     |
|---|---|---------|---------|---------|---------|---------|---------|--------|--------|--------|--------|
| a   | CONFIDENCE Level [ 1- Alpha]                        | 90%     | 90%     | 90%     | 90%     | 90%     | 95%     | 95%    | 95%    | 95%    | 95%    |
| b   | ALPHA Level [ 100% - a ]                            | 10%     | 10%     | 10%     | 10%     | 10%     | 5%      | 5%     | 5%     | 5%     | 5%     |
| c   | SAMPLE Size 'n'                                     | 25      | 25      | 25      | 25      | 25      | 25      | 25     | 25     | 25     | 25     |
| d   | Degrees of Freedom ' n-1'                           | 24      | 24      | 24      | 24      | 24      | 24      | 24     | 24     | 24     | 24     |
| e   | t' value from T-Table for DF=24 & Alpha Level = 0.1 | 1.7109  | 1.7109  | 1.7109  | 1.7109  | 1.7109  | 2.0639  | 2.0639 | 2.0639 | 2.0639 | 2.0639 |
| f   | Standard Deviation 'SD'                             | 0.30    | 21.84   | 22.68   | 34.73   | 37.65   | 0.30    | 21.84  | 22.68  | 34.73  | 37.65  |
| g   | STANDARD Error 'SE' = ' SD / Sq.Rt of [n]'          | 0.06    | 4.37    | 4.54    | 6.95    | 7.53    | 0.06    | 4.37   | 4.54   | 6.95   | 7.53   |
| h   | t-Value x SE  | 0.10    | 7.47    | 7.76    | 11.88   | 12.88   | 0.12    | 9.02   | 9.36   | 14.34  | 15.54  |
| i   | POPULATION Mean                                     | 12.544  | 7.05556 | 50.3889 | 50.5889 | 89.9222 | 12.54   | 7.06   | 50.39  | 50.59  | 89.92  |
| j   | UPPER Confidence Level ' i + h'                     | 12.65   | 14.53   | 58.15   | 62.47   | 102.80  | 12.67   | 16.07  | 59.75  | 64.93  | 105.46 |
| k   | LOWER Confidence Level ' i - h'                     | 12.44   | (0.42)  | 42.63   | 38.70   | 77.04   | 12.42   | (1.96) | 41.03  | 36.25  | 74.38  |
| l   | MINIMUM Value observed                              | 12.1    | -36     | 9       | 11      | 41      | 12.1    | -36    | 9      | 11     | 41     |
| m   | MAXIMUM Value observed                              | 13      | 49      | 94      | 122.2   | 164.2   | 13      | 49     | 94     | 122.2  | 164.2  |

## ANNEXURE – III

| GROUP 5 -<br>CONFIDENCE<br>INTERVAL Evaluations |  | COMPEN | Y1      | Y2    | Y3      | Y5    | COMPEN. | Y1      | Y2    | Y3      | Y5    |
|---|--|--------|---------|-------|---------|-------|---------|---------|-------|---------|-------|
| a   | CONFIDENCE Level                                     | 90%    | 90%     | 90%   | 90%     | 90%   | 95%     | 95%     | 95%   | 95%     | 95%   |
| b   | ALPHA Level [ 100% - a ]                             | 10%    | 10%     | 10%   | 10%     | 10%   | 5%      | 5%      | 5%    | 5%      | 5%    |
| c   | SAMPLE Size 'n'                                      | 25     | 25      | 25    | 25      | 25    | 25      | 25      | 25    | 25      | 25    |
| d   | Degrees of Freedom 'n-1'                             | 24     | 24      | 24    | 24      | 24    | 24      | 24      | 24    | 24      | 24    |
| e   | t' value from T-Table for DF=24 & Alpha Level = 0.05 | 1.71   | 1.71    | 1.71  | 1.71    | 1.71  | 2.06    | 2.06    | 2.06  | 2.06    | 2.06  |
| f   | Standard Deviation 'SD'                              | 0.31   | 26.15   | 25.32 | 28.76   | 28.76 | 0.31    | 26.15   | 25.32 | 28.76   | 28.76 |
| g   | STANDARD Error 'SE' = 'SD / Sq.Rt of [n]'            | 0.06   | 5.23    | 5.06  | 5.75    | 5.75  | 0.06    | 5.23    | 5.06  | 5.75    | 5.75  |
| h   | t-Value x SE   | 0.10   | 8.95    | 8.67  | 9.84    | 9.84  | 0.13    | 10.79   | 10.45 | 11.87   | 11.87 |
| i   | POPULATION Mean                                      | 13.54  | (1.68)  | 12.52 | (1.76)  | 28.24 | 13.54   | (1.68)  | 12.52 | (1.76)  | 28.24 |
| j   | UPPER Confidence Level ' i + j '                     | 13.65  | 7.27    | 21.19 | 8.08    | 38.08 | 13.67   | 9.11    | 22.97 | 10.11   | 40.11 |
| k   | LOWER Confidence Level ' i - j '                     | 13.44  | (10.63) | 3.85  | (11.61) | 18.39 | 13.42   | (12.47) | 2.07  | (13.64) | 16.36 |
| l   | MINIMUM Value of CEO Compensation observed           | 13     | -53     | -43   | -58.3   | -28.3 | 13      | -53     | -43   | -58.3   | -28.3 |
| m   | MAXIMUM Value of CEO Compensation observed           | 14.1   | 51      | 61    | 56.1    | 86.1  | 14.1    | 51      | 61    | 56.1    | 86.1  |



## ANNEXURE – IV

### GROUP 4 - CONFIDENCE INTERVAL EVALUATIONS

|   |   | COMPEN | Y1      | Y2    | Y3      | Y5    |  | COMPEN. | Y1      | Y2    | Y3      | Y5    |
|---|---|--------|---------|-------|---------|-------|--|---------|---------|-------|---------|-------|
| a | CONFIDENCE Level  | 90%    | 90%     | 90%   | 90%     | 90%   |  | 95%     | 95%     | 95%   | 95%     | 95%   |
| b | ALPHA Level [ 100% - a ]                                | 10%    | 10%     | 10%   | 10%     | 10%   |  | 5%      | 5%      | 5%    | 5%      | 5%    |
| c | SAMPLE Size 'n'   | 25     | 25      | 25    | 25      | 25    |  | 25      | 25      | 25    | 25      | 25    |
| d | Degrees of Freedom 'n-1'                                | 24     | 24      | 24    | 24      | 24    |  | 24      | 24      | 24    | 24      | 24    |
| e | t' value from T-Table for<br>DF=24 & Alpha Level = 0.05 | 1.71   | 1.71    | 1.71  | 1.71    | 1.71  |  | 2.06    | 2.06    | 2.06  | 2.06    | 2.06  |
| f | Standard Deviation 'SD'                                 | 0.52   | 21.71   | 20.49 | 23.88   | 23.88 |  | 0.52    | 21.71   | 20.49 | 23.88   | 23.88 |
| g | STANDARD Error 'SE' = ' SD /<br>Sq.Rt of [n]'           | 0.10   | 4.34    | 4.10  | 4.78    | 4.78  |  | 0.10    | 4.34    | 4.10  | 4.78    | 4.78  |
| h | t-Value x SE  | 0.18   | 7.43    | 7.01  | 8.17    | 8.17  |  | 0.22    | 8.96    | 8.46  | 9.86    | 9.86  |
| i | POPULATION Mean   | 13.54  | (5.76)  | 10.76 | (6.05)  | 23.95 |  | 13.54   | (5.76)  | 10.76 | (6.05)  | 23.95 |
| j | UPPER Confidence Level ' i +<br>h'                      | 13.72  | 1.67    | 17.77 | 2.12    | 32.12 |  | 13.76   | 3.20    | 19.22 | 3.81    | 33.81 |
| k | LOWER Confidence Level ' i -<br>h'                      | 13.37  | (13.19) | 3.75  | (14.22) | 15.78 |  | 13.33   | (14.72) | 2.30  | (15.90) | 14.10 |
| l | MINIMUM Value of CEO<br>Compensation observed           | 14.1   | -44     | -29   | -48.4   | -18.4 |  | 14.1    | -44     | -29   | -48.4   | -18.4 |
| m | MAXIMUM Value of CEO<br>Compensation observed           | 15.8   | 47      | 62    | 51.7    | 81.7  |  | 15.8    | 47      | 62    | 51.7    | 81.7  |

# ANNEXURE – V

## GROUP 3 - CONFIDENCE INTERVAL EVALUATIONS

|   |   | COMPEN | Y1     | Y2    | Y3     | Y5    |  | COMPEN. | Y1     | Y2    | Y3      | Y5    |
|---|---|--------|--------|-------|--------|-------|--|---------|--------|-------|---------|-------|
| a | CONFIDENCE Level  | 90%    | 90%    | 90%   | 90%    | 90%   |  | 95%     | 95%    | 95%   | 95%     | 95%   |
| b | ALPHA Level [ 100% - a ]                                | 10%    | 10%    | 10%   | 10%    | 10%   |  | 5%      | 5%     | 5%    | 5%      | 5%    |
| c | SAMPLE Size 'n'   | 25     | 25     | 25    | 25     | 25    |  | 25      | 25     | 25    | 25      | 25    |
| d | Degrees of Freedom ' n-1'                               | 24     | 24     | 24    | 24     | 24    |  | 24      | 24     | 24    | 24      | 24    |
| e | t' value from T-Table for DF=24<br>& Alpha Level = 0.05 | 1.71   | 1.71   | 1.71  | 1.71   | 1.71  |  | 2.06    | 2.06   | 2.06  | 2.06    | 2.06  |
| f | Standard Deviation 'SD'                                 | 0.80   | 22.81  | 17.46 | 25.09  | 25.09 |  | 0.80    | 22.81  | 17.46 | 25.09   | 25.09 |
| g | STANDARD Error 'SE' = ' SD /<br>Sq.Rt of [n]'           | 0.16   | 4.56   | 3.49  | 5.02   | 5.02  |  | 0.16    | 4.56   | 3.49  | 5.02    | 5.02  |
| h | t-Value x SE  | 0.27   | 7.80   | 5.97  | 8.59   | 8.59  |  | 0.33    | 9.42   | 7.21  | 10.36   | 10.36 |
| i | POPULATION Mean   | 16.99  | 0.04   | 22.88 | 0.04   | 30.04 |  | 16.99   | 0.04   | 22.88 | 0.04    | 30.04 |
| j | UPPER Confidence Level ' i + h'                         | 17.26  | 7.84   | 28.85 | 8.63   | 38.63 |  | 17.32   | 9.46   | 30.09 | 10.40   | 40.40 |
| k | LOWER Confidence Level ' i - h'                         | 16.72  | (7.76) | 16.91 | (8.54) | 21.46 |  | 16.66   | (9.38) | 15.67 | (10.31) | 19.69 |
| l | MINIMUM Value of CEO<br>Compensation observed           | 16     | -45    | -21   | -49.5  | -19.5 |  | 16      | -45    | -21   | -49.5   | -19.5 |
| m | MAXIMUM Value of CEO<br>Compensation observed           | 18.4   | 48     | 63    | 52.8   | 82.8  |  | 18.4    | 48     | 63    | 52.8    | 82.8  |

# ANNEXURE – VI

## **GROUP 2 - CONFIDENCE INTERVAL EVALUATION**

|   |   | COMPEN.      | Y1           | Y2           | Y3           | Y5           |  | COMPEN.      | Y1           | Y2           | Y3           | Y5           |
|---|---|--------------|--------------|--------------|--------------|--------------|--|--------------|--------------|--------------|--------------|--------------|
| a | CONFIDENCE Level  | 90%          | 90%          | 90%          | 90%          | 90%          |  | 95%          | 95%          | 95%          | 95%          | 95%          |
| b | ALPHA Level [ 100% - a ]                                | 10%          | 10%          | 10%          | 10%          | 10%          |  | 5%           | 5%           | 5%           | 5%           | 5%           |
| c | SAMPLE Size 'n'   | 25           | 25           | 25           | 25           | 25           |  | 25           | 25           | 25           | 25           | 25           |
| d | Degrees of Freedom ' n-1'                               | 24           | 24           | 24           | 24           | 24           |  | 24           | 24           | 24           | 24           | 24           |
| e | t' value from T-Table for<br>DF=24 & Alpha Level = 0.05 | 1.71         | 1.71         | 1.71         | 1.71         | 1.71         |  | 2.06         | 2.06         | 2.06         | 2.06         | 2.06         |
| f | Standard Deviation 'SD'                                 | 1.48         | 24.14        | 24.14        | 26.55        | 26.55        |  | <b>1.48</b>  | 24.14        | 24.14        | 26.55        | 26.55        |
| g | STANDARD Error 'SE' = ' SD<br>/ Sq.Rt of [n]'           | 0.30         | 4.83         | 4.83         | 5.31         | 5.31         |  | 0.30         | 4.83         | 4.83         | 5.31         | 5.31         |
| h | t-Value x SE  | 0.51         | 8.26         | 8.26         | 9.08         | 9.08         |  | 0.61         | 9.96         | 9.96         | 10.96        | 10.96        |
| i | POPULATION Mean   | 20.37        | 18.56        | 33.56        | 20.42        | 50.42        |  | <b>20.37</b> | 18.56        | 33.56        | 20.42        | 50.42        |
| j | <b>UPPER Confidence Level ' i<br/>+ h'</b>              | <b>20.88</b> | <b>26.82</b> | <b>41.82</b> | <b>29.50</b> | <b>59.50</b> |  | <b>20.98</b> | <b>28.52</b> | <b>43.52</b> | <b>31.38</b> | <b>61.38</b> |
| k | <b>LOWER Confidence Level '<br/>i - h'</b>              | <b>19.87</b> | <b>10.30</b> | <b>25.30</b> | <b>11.33</b> | <b>41.33</b> |  | <b>19.76</b> | <b>8.60</b>  | <b>23.60</b> | <b>9.46</b>  | <b>39.46</b> |
| l | MINIMUM Value observed                                  | 18.5         | -20          | -5           | -22          | 8            |  | 18.5         | -20          | -5           | -22          | 8            |
| m | MAXIMUM Value observed                                  | 23.1         | 90           | 105          | 99           | 129          |  | 23.1         | 90           | 105          | 99           | 129          |

## ANNEXURE – VII

### **GROUP 1 - CONFIDENCE INTERVAL EVALUATIONS**

|   |  | COMPEN. | Y1    | Y2    | Y3    | Y5     |  | COMPEN. | Y1    | Y2    | Y3    | Y5     |
|---|--|---------|-------|-------|-------|--------|--|---------|-------|-------|-------|--------|
| a | CONFIDENCE Level                                     | 90%     | 90%   | 90%   | 90%   | 90%    |  | 95%     | 95%   | 95%   | 95%   | 95%    |
| b | ALPHA Level [ 100% - a ]                             | 10%     | 10%   | 10%   | 10%   | 10%    |  | 5%      | 5%    | 5%    | 5%    | 5%     |
| c | SAMPLE Size 'n'                                      | 25      | 25    | 25    | 25    | 25     |  | 25      | 25    | 25    | 25    | 25     |
| d | Degrees of Freedom ' n-1'                            | 24      | 24    | 24    | 24    | 24     |  | 24      | 24    | 24    | 24    | 24     |
| e | t' value from T-Table for DF=24 & Alpha Level = 0.05 | 1.71    | 1.71  | 1.71  | 1.71  | 1.71   |  | 2.06    | 2.06  | 2.06  | 2.06  | 2.06   |
| f | Standard Deviation 'SD'                              | 14.03   | 22.92 | 21.15 | 32.29 | 34.81  |  | 14.03   | 22.92 | 21.15 | 32.29 | 34.81  |
| g | STANDARD Error 'SE' = 'SD / Sq.Rt of [n]'            | 2.81    | 4.58  | 4.23  | 6.46  | 6.96   |  | 2.81    | 4.58  | 4.23  | 6.46  | 6.96   |
| h | t-Value x SE   | 4.80    | 7.84  | 7.24  | 11.05 | 11.91  |  | 5.79    | 9.46  | 8.73  | 13.33 | 14.37  |
| i | POPULATION Mean                                      | 35.96   | 11.56 | 50.36 | 54.73 | 94.81  |  | 35.96   | 11.56 | 50.36 | 54.73 | 94.81  |
| j | UPPER Confidence Level ' i + h'                      | 40.76   | 19.40 | 57.60 | 65.78 | 106.72 |  | 41.75   | 21.02 | 59.09 | 68.06 | 109.18 |
| k | LOWER Confidence Level ' i - h'                      | 31.16   | 3.72  | 43.12 | 43.68 | 82.90  |  | 30.17   | 2.10  | 41.63 | 41.40 | 80.44  |
| l | MINIMUM Value of CEO Compensation observed           | 23.2    | -36   | 9     | 11    | 41     |  | 23.2    | -36   | 9     | 11    | 41     |
| m | MAXIMUM Value of CEO Compensation observed           | 77.6    | 53    | 94    | 122.2 | 164.2  |  | 77.6    | 53    | 94    | 122.2 | 164.2  |

## ANNEXURE – VIII

### Group 1 Vs. GROUP 2 => CEO Compensation Analysis

```
data: ceog1$Compen and ceog2$Compen
t = 5.4149, df = 48, p-value = 1.937e-06
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 9.799891 21.376109
sample estimates:
mean of x mean of y
 35.960   20.372
```

**Inferences – ‘P’ Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.**

The Mean of Group 1 is 35.960 & MEAN of Group 2 is 20.372

### Group 1 Vs. GROUP 3=> CEO Compensation Analysis

```
data: ceog1$Compen and ceog3$Compen
t = 6.6168, df = 48, p-value = 2.846e-08
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 13.20705 24.73695
sample estimates:
mean of x mean of y
 35.960   16.988
```

**Inferences – ‘P’ Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.**

The Mean of Group 1 is 35.960 & MEAN of Group 3 is 16.988

### Group 1 Vs. GROUP 5=> CEO Compensation Analysis

```
data: ceog1$Compen and ceog5$Compen
t = 7.8279, df = 48, p-value = 4.012e-10
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 16.65832 28.17368
sample estimates:
mean of x mean of y
 35.960   13.544
```

**Inferences – ‘P’ Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.**

The Mean of Group 1 is 35.960 & MEAN of Group 3 is 13.544

### **Group 2 Vs. GROUP 3=> CEO Compensation Analysis**

```
data: ceog2$Compen and ceog3$Compen
t = 9.9589, df = 48, p-value = 2.898e-13
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 2.700794 4.067206
sample estimates:
mean of x mean of y
 20.372    16.988
```

**Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.**

The Mean of Group 2 is 20.372 & MEAN of Group 3 is 16.988

### **Group 2 Vs. GROUP 5=> CEO Compensation Analysis**

```
data: ceog2$Compen and ceog5$Compen
t = 22.186, df = 48, p-value < 2.2e-16
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 6.209195 7.446805
sample estimates:
mean of x mean of y
 20.372    13.544
```

**Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.**

The Mean of Group 2 is 20.372 & MEAN of Group 5 is 13.544

### **Group 3 Vs. GROUP 5=> CEO Compensation Analysis**

```
data: ceog3$Compen and ceog5$Compen
t = 20.384, df = 48, p-value < 2.2e-16
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 3.104288 3.783712
sample estimates:
mean of x mean of y
 16.988    13.544
```

**Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.**

The Mean of Group 3 is 16.988 & MEAN of Group 5 is 13.544

## ANNEXURE – IX

### Group 1 Vs. GROUP 2 => 05<sup>th</sup> YEAR Returns Analysis

```
Two Sample t-test  
data: ceog1$Y5Return and ceog2$Y5Return  
t = 4.9675, df = 48, p-value = 9.005e-06  
alternative hypothesis: true difference in means is not equal to 0  
95 percent confidence interval:  
 26.42398 62.36002  
sample estimates:  
mean of x mean of y  
 94.808    50.416
```

Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED.

### Group 1 Vs. GROUP 3 => 05<sup>th</sup> YEAR Returns Analysis

```
Two Sample t-test  
data: ceog1$Y5Return and ceog3$Y5Return  
t = 7.394, df = 48, p-value = 1.835e-09  
alternative hypothesis: true difference in means is not equal to 0  
95 percent confidence interval:  
 47.15279 82.37521  
sample estimates:  
mean of x mean of y  
 94.808    30.044
```

Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED

### Group 1 Vs. GROUP 5 => 05<sup>th</sup> YEAR Returns Analysis

```
Two Sample t-test  
data: ceog1$Y5Return and ceog5$Y5Return  
t = 7.1314, df = 48, p-value = 4.625e-09  
alternative hypothesis: true difference in means is not equal to 0  
95 percent confidence interval:  
 47.1995 84.2645  
sample estimates:  
mean of x mean of y  
 94.808    29.076
```

Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED

### Group 2 Vs. GROUP 3 => 05<sup>th</sup> YEAR Returns Analysis

Two Sample t-test

```
data: ceog2$Y5Return and ceog3$Y5Return
t = 2.7321, df = 48, p-value = 0.008782
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 5.379383 35.364617
sample estimates:
mean of x mean of y
 50.416    30.044
```

Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED

### Group 2 Vs. GROUP 5 => 05<sup>th</sup> YEAR Returns Analysis

Two Sample t-test

```
data: ceog2$Y5Return and ceog5$Y5Return
t = 2.6709, df = 48, p-value = 0.0103
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 5.275213 37.404787
sample estimates:
mean of x mean of y
 50.416    29.076
```

Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED

### Group 3 Vs. GROUP 5 => 05<sup>th</sup> YEAR Returns Analysis

Two Sample t-test

```
data: ceog3$Y5Return and ceog5$Y5Return
t = 0.12425, df = 48, p-value = 0.9016
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
-14.69667 16.63267
sample estimates:
mean of x mean of y
 30.044    29.076
```

Inferences – 'P' Value is HIGH than Alpha level – 0.05, Hence the Alternate Hypothesis as MEANS is NOT SAME is REJECTED.



# ANNEXURE – X

## Group 1 Vs. GROUP 2 => 03<sup>rd</sup> YEAR Returns Analysis

```
Two Sample t-test
data: ceog1$Y3Return and ceog2$Y3Return
t = 4.0213, df = 48, p-value = 0.0002038
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 17.15597 51.46803
sample estimates:
mean of x mean of y
 54.728    20.416
```

**Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED**

## Group 1 Vs. GROUP 3 => 03<sup>rd</sup> YEAR Returns Analysis

```
Two Sample t-test
data: ceog1$Y3Return and ceog3$Y3Return
t = 6.5517, df = 48, p-value = 3.583e-08
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 37.90204 71.46596
sample estimates:
mean of x mean of y
 54.728     0.044
```

**Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED**

## Group 1 Vs. GROUP 5 => 03<sup>rd</sup> YEAR Returns Analysis

```
Two Sample t-test
data: ceog1$Y3Return and ceog5$Y3Return
t = 6.3053, df = 48, p-value = 8.553e-08
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 37.90565 73.39835
sample estimates:
mean of x mean of y
 54.728    -0.924
```

**Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED**

### Group 2 Vs. GROUP 3 => 03<sup>rd</sup> YEAR Returns Analysis

```
Two Sample t-test
data: ceog2$Y3Return and ceog3$Y3Return
t = 2.7321, df = 48, p-value = 0.008782
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 5.379383 35.364617
sample estimates:
mean of x mean of y
 20.416    0.044
```

Inferences – 'P' Value is significantly Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED

### Group 2 Vs. GROUP 5 => 03<sup>rd</sup> YEAR Returns Analysis

```
Two Sample t-test
data: ceog2$Y3Return and ceog5$Y3Return
t = 2.6709, df = 48, p-value = 0.0103
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
 5.275213 37.404787
sample estimates:
mean of x mean of y
 20.416   -0.924
```

Inferences – 'P' Value is Low, Hence the Alternate Hypothesis as MEANS is NOT SAME is ACCEPTED

### Group 3 Vs. GROUP 5 => 03<sup>rd</sup> YEAR Returns Analysis

```
Two Sample t-test
data: ceog3$Y3Return and ceog5$Y3Return
t = 0.12425, df = 48, p-value = 0.9016
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
-14.69667 16.63267
sample estimates:
mean of x mean of y
 0.044   -0.924
```

Inferences – 'P' Value is HIGH than Alpha level – 0.05, Hence the Alternate Hypothesis as MEANS is NOT SAME is REJECTED

# ANNEXURE – XI

## GROUP 35 - CONFIDENCE INTERVAL EVALUATIONS

|   |  | COMPEN. | Y3     | Y5    |  | COMPEN. | Y3      | Y5    |
|---|--|---------|--------|-------|--|---------|---------|-------|
| a | CONFIDENCE Level                                     | 90%     | 90%    | 90%   |  | 95%     | 95%     | 95%   |
| b | ALPHA Level [ 100% - a ]                             | 10%     | 10%    | 10%   |  | 5%      | 5%      | 5%    |
| c | SAMPLE Size 'n'                                      | 25      | 25     | 25    |  | 25      | 25      | 25    |
| d | Degrees of Freedom 'n-1'                             | 24      | 24     | 24    |  | 24      | 24      | 24    |
| e | t' value from T-Table for DF=24 & Alpha Level = 0.05 | 1.71    | 1.71   | 1.71  |  | 2.06    | 2.06    | 2.06  |
| f | Standard Diviation 'SD'                              | 1.82    | 26.99  | 26.99 |  | 1.82    | 26.99   | 26.99 |
| g | STANDARD Error 'SE' = ' SD / Sq.Rt of [n]'           | 0.36    | 5.40   | 5.40  |  | 0.36    | 5.40    | 5.40  |
| h | t-Value x SE   | 0.62    | 9.24   | 9.24  |  | 0.75    | 11.14   | 11.14 |
| i | POPULATION Mean                                      | 15.27   | (0.44) | 29.56 |  | 15.27   | (0.44)  | 29.56 |
| j | UPPER Confidence Level ' i + h'                      | 15.89   | 8.80   | 38.80 |  | 16.02   | 10.70   | 40.70 |
| k | LOWER Confidence Level ' i - h'                      | 14.64   | (9.68) | 20.32 |  | 14.52   | (11.58) | 18.42 |
| l | MINIMUM Value observed                               | 13      | -58.3  | -28.3 |  | 13      | -58.3   | -28.3 |
| m | MAXIMUM Value observed                               | 18.4    | 56.1   | 86.1  |  | 18.4    | 56.1    | 86.1  |