

2014

US MBD: Mercer Benchmark Database Executive

400.436.210 Business Development Director

Primary responsibilities include the research and analysis of business opportunities, consistent with the organization's long range and strategic plans. Evaluates projects through financial feasibility studies, market research, and planning. May assist with special studies in areas such as operational effectiveness, capacity utilization, cost containment, etc. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Business Development Executive.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*14	62	127.0	133.6	158.6	156.8	172.9	190.0
Base Salary - Org Wtd	*14	62	110.7	138.0	154.3	157.2	168.1	220.9
Base Salary - Incentive Eligible	13	48	126.0	132.4	159.5	158.4	175.5	190.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	12	14.0	25.5	35.2	37.9	39.6	89.6
Short-term Incentive (Actual)	*10	32	0.2	4.6	13.4	23.3	31.4	59.5
Sales Incentive (Target)	2	8	--	--	--	--	--	--
Sales Incentive (Actual)	*4	11	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*14	62	130.6	149.7	169.9	183.2	209.3	234.4
Total Cash Comp (Actual) - Org Wtd	*14	62	119.1	154.9	179.0	195.3	221.7	325.6
Total Cash Comp (Actual) - Rcvrs	12	41	144.1	164.2	198.8	200.1	223.4	253.6
Total Cash Comp (Target)	11	28	127.6	151.3	182.0	186.6	217.0	240.3
Total Cash Comp (Target) - Rcvrs	*9	20	153.1	175.4	195.5	202.0	227.1	248.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*14	62	130.6	149.7	169.9	183.8	209.3	236.7
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	32	67%
Sales Incentive	5	13	46%
Profit Sharing	1	5	26%
Long-term Incentive	4	4	7%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	32	19.8%	13.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	7	12	23.4%	21.8%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	4	11	--%	--%
Sales Incentive (Target)	2	8	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	12	51	109.7	99.0
Midpoint	12	51	151.7	147.1
Maximum	12	51	193.7	195.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*10	82	--	--	149.2	151.4	--	--
Base Salary - Org Wtd	*10	82	129.0	133.5	149.5	149.7	157.5	195.7
Base Salary - Incentive Eligible	*8	80	--	--	149.2	151.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	74	--	--	25.2	28.5	--	--
Short-term Incentive (Actual)	*5	68	--	--	32.1	31.1	--	--
Sales Incentive (Target)	2	12	--	--	--	--	--	--
Sales Incentive (Actual)	*2	6	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	65	--	--	30.0	34.8	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*10	82	--	--	178.6	181.4	--	--
Total Cash Comp (Actual) - Org Wtd	*10	82	135.3	148.2	155.5	168.5	200.8	207.7
Total Cash Comp (Actual) - Rcvrs	*6	74	--	--	179.0	183.7	--	--
Total Cash Comp (Target)	*10	82	--	--	181.3	186.7	--	--
Total Cash Comp (Target) - Rcvrs	*8	80	--	--	181.7	187.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*10	82	--	--	207.2	209.0	--	--
Total Direct Comp (Actual) - Rcvrs	*5	65	--	--	209.1	214.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	--	--%
Sales Incentive	2	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	5	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	68	22.6%	20.4%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	7	74	22.5%	18.6%
Short-term Incentive (Maximum)	1	3	--%	--%
Sales Incentive (Actual)	2	6	--%	--%
Sales Incentive (Target)	2	12	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	65	25.8%	23.0%

Salary Range (Mean)				
Minimum	7	78	111.1	95.2
Midpoint	7	78	155.7	145.7
Maximum	7	78	200.4	196.1

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High Tech (Virtual Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*11	26	--	--	123.7	117.1	--	--
Base Salary - Org Wtd	*11	26	--	--	102.4	112.4	--	--
Base Salary - Incentive Eligible	*9	21	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	8	--	--	--	--	--	--
Short-term Incentive (Actual)	*9	20	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*11	26	--	--	150.2	141.8	--	--
Total Cash Comp (Actual) - Org Wtd	*11	26	--	--	149.7	141.4	--	--
Total Cash Comp (Actual) - Rcvrs	*9	20	--	--	--	--	--	--
Total Cash Comp (Target)	*5	10	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	8	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*11	26	--	--	150.2	141.8	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

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Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	20	--%
Sales Incentive	5	12	--%
Profit Sharing	5	12	--%
Long-term Incentive	3	3	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	20	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	8	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)				
Minimum	2	7	--	--
Midpoint	2	7	--	--
Maximum	2	7	--	--

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*30	210	110.2	130.5	154.1	156.3	180.0	201.8
Base Salary - Org Wtd	*30	210	111.5	137.3	148.2	153.6	168.2	195.3
Base Salary - Incentive Eligible	*29	199	110.0	130.0	154.1	156.1	178.5	203.6
Base Salary - Not Incentive Eligible	*1	4	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*26	196	25.0	29.2	36.2	39.3	46.0	60.2
Short-term Incentive (Actual)	*28	188	17.8	27.4	41.9	42.8	55.1	67.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	8	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	71	15.0	25.7	43.8	45.3	60.2	75.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*30	210	136.2	161.3	195.9	200.4	230.3	268.0
Total Cash Comp (Actual) - Org Wtd	*30	210	125.2	158.6	190.4	195.7	226.4	260.7
Total Cash Comp (Actual) - Rcvrs	*28	189	139.5	167.7	200.0	205.8	232.0	270.0
Total Cash Comp (Target)	*27	207	134.7	159.1	191.6	193.7	220.7	257.2
Total Cash Comp (Target) - Rcvrs	*26	196	137.0	161.0	192.0	195.6	225.6	261.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*30	210	138.0	164.3	201.4	215.7	251.7	310.7
Total Direct Comp (Actual) - Rcvrs	*8	71	185.6	226.9	267.7	276.5	315.8	359.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	199	95%
Sales Incentive	2	--	--%
Profit Sharing	2	--	--%
Long-term Incentive	11	91	43%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	22%	27%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	70%	66%
Performance Shares/Share Units	27%	34%
Performance Cash Units	7%	7%
Long-term Cash	3%	3%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	188	24.4%	27.2%
Short-term Incentive (Threshold)	9	26	9.8%	11.0%
Short-term Incentive (Target)	26	196	22.2%	25.0%
Short-term Incentive (Maximum)	16	93	38.1%	40.1%
Sales Incentive (Actual)	2	8	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	8	71	29.1%	26.2%

Salary Range (Mean)				
Minimum	16	132	115.4	114.3
Midpoint	16	132	149.8	159.2
Maximum	16	132	184.3	204.0

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Life Sciences

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	--	149.0	149.5	--	--
Base Salary - Org Wtd	7	8	--	--	149.3	154.8	--	--
Base Salary - Incentive Eligible	7	8	--	--	149.0	149.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	43.4	43.2	--	--
Short-term Incentive (Actual)	7	8	--	--	17.3	27.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	--	166.3	177.1	--	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	--	169.0	185.2	--	--
Total Cash Comp (Actual) - Rcvrs	7	8	--	--	166.3	177.1	--	--
Total Cash Comp (Target)	7	8	--	--	176.1	181.9	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	200.6	198.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	--	166.3	200.1	--	--
Total Direct Comp (Actual) - Rcvrs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	8	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	4	5	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	17.9%	16.5%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	6	27.6%	29.0%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*53	212	120.7	135.5	154.7	159.1	179.9	204.4
Base Salary - Org Wtd	*53	212	129.9	143.2	163.8	169.4	185.5	222.9
Base Salary - Incentive Eligible	*53	209	120.4	135.6	155.7	159.4	180.2	204.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*48	179	14.2	36.2	53.8	64.9	106.5	123.0
Short-term Incentive (Actual)	42	120	8.6	15.1	34.8	38.2	55.5	77.1
Sales Incentive (Target)	2	2	--	--	--	--	--	--
Sales Incentive (Actual)	4	4	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	21	46	6.7	12.7	41.6	71.5	95.7	149.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*53	212	129.9	142.8	165.3	181.7	211.4	255.0
Total Cash Comp (Actual) - Org Wtd	*53	212	141.9	164.2	196.8	202.1	231.0	269.7
Total Cash Comp (Actual) - Rcvrs	44	124	139.5	163.0	200.1	204.3	238.5	273.6
Total Cash Comp (Target)	*50	184	146.3	182.8	227.2	223.4	258.7	289.0
Total Cash Comp (Target) - Rcvrs	*49	181	153.2	184.4	227.4	224.2	259.1	289.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*53	212	129.9	142.8	166.1	197.2	225.8	286.2
Total Direct Comp (Actual) - Rcvrs	21	46	167.3	197.5	265.5	294.9	363.8	435.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	52	206	99%
Sales Incentive	6	6	9%
Profit Sharing	3	3	4%
Long-term Incentive	23	115	56%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	39%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	71%	61%
Performance Shares/Share Units	17%	17%
Performance Cash Units	2%	0%
Long-term Cash	2%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	42	120	23.6%	22.5%
Short-term Incentive (Threshold)	9	16	17.4%	20.0%
Short-term Incentive (Target)	48	179	29.6%	42.0%
Short-term Incentive (Maximum)	26	86	52.4%	44.7%
Sales Incentive (Actual)	4	4	--%	--%
Sales Incentive (Target)	2	2	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	21	46	33.0%	40.3%

Salary Range (Mean)				
Minimum	35	110	122.7	120.0
Midpoint	35	110	164.5	161.1
Maximum	35	110	206.2	202.1

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	110	133.6	146.0	163.4	164.4	183.1	195.8
Base Salary - Org Wtd	21	110	147.8	163.8	176.8	173.8	187.0	204.4
Base Salary - Incentive Eligible	21	110	133.6	146.0	163.4	164.4	183.1	195.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	99	29.0	34.4	39.4	42.4	48.1	55.9
Short-term Incentive (Actual)	20	89	15.9	28.1	35.5	37.2	45.9	61.1
Sales Incentive (Target)	2	14	--	--	--	--	--	--
Sales Incentive (Actual)	*2	14	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	65	--	--	28.8	116.8	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	110	150.7	173.3	201.4	199.1	220.3	253.0
Total Cash Comp (Actual) - Org Wtd	21	110	174.5	184.5	208.9	204.7	219.3	244.9
Total Cash Comp (Actual) - Rcvs	20	103	156.6	173.9	203.1	201.2	222.0	253.6
Total Cash Comp (Target)	20	109	166.8	184.5	204.8	207.7	229.1	261.9
Total Cash Comp (Target) - Rcvs	19	108	165.5	184.3	204.8	207.9	229.3	262.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	110	159.0	198.6	220.6	268.1	253.5	370.3
Total Direct Comp (Actual) - Rcvs	*12	65	--	--	244.3	321.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	101	92%
Sales Incentive	3	15	16%
Profit Sharing	1	1	1%
Long-term Incentive	13	74	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	31%	29%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	19%	17%
Performance Shares/Share Units	99%	98%
Performance Cash Units	14%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	89	19.4%	22.5%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	19	99	26.1%	25.5%
Short-term Incentive (Maximum)	5	55	40.4%	47.2%
Sales Incentive (Actual)	2	14	--%	--%
Sales Incentive (Target)	2	14	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	65	65.7%	72.1%

Salary Range (Mean)				
Minimum	18	87	132.3	124.2
Midpoint	18	87	168.0	161.0
Maximum	18	87	203.7	197.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Development Director 400.436.210

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US MBD: Mercer Benchmark Database Executive

400.436.210 Business Development Director

Primary responsibilities include the research and analysis of business opportunities, consistent with the organization's long range and strategic plans. Evaluates projects through financial feasibility studies, market research, and planning. May assist with special studies in areas such as operational effectiveness, capacity utilization, cost containment, etc. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Business Development Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	49	156	107.2	120.8	143.6	148.2	169.7	199.5
Base Salary - Org Wtd	49	156	114.5	132.7	154.8	158.3	174.5	197.4
Base Salary - Incentive Eligible	47	140	109.3	121.4	144.6	150.1	171.1	200.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	41	125	16.9	21.2	31.8	43.1	53.2	82.2
Short-term Incentive (Actual)	41	111	10.9	19.0	30.0	43.2	49.5	83.3
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	6	6	--	--	40.0	51.2	--	--
Profit Sharing (Actual)	*3	10	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	22	11.3	14.0	21.7	30.3	32.1	81.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	49	156	118.6	135.6	167.3	181.5	204.9	264.4
Total Cash Comp (Actual) - Org Wtd	49	156	129.2	144.6	188.6	195.5	224.4	273.7
Total Cash Comp (Actual) - Rcvs	44	116	124.9	147.6	181.7	194.5	219.8	273.9
Total Cash Comp (Target)	46	146	127.1	147.2	173.6	187.5	211.4	280.8
Total Cash Comp (Target) - Rcvs	41	126	128.0	149.7	175.3	193.3	219.0	284.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	49	156	121.5	137.0	170.2	185.7	212.8	271.6
Total Direct Comp (Actual) - Rcvs	*10	22	132.6	188.1	211.2	225.7	273.5	333.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	45	133	88%
Sales Incentive	7	8	8%
Profit Sharing	6	13	15%
Long-term Incentive	15	37	29%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	39%	45%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	52%	36%
Performance Shares/Share Units	19%	27%
Performance Cash Units	16%	9%
Long-term Cash	10%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	41	111	25.4%	28.3%
Short-term Incentive (Threshold)	9	14	11.6%	10.7%
Short-term Incentive (Target)	41	125	27.2%	27.2%
Short-term Incentive (Maximum)	14	39	42.0%	50.2%
Sales Incentive (Actual)	6	6	33.9%	33.9%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	3	10	--%	--%
Long-term Incentive (Black-Scholes)	10	22	22.3%	19.8%

Salary Range (Mean)				
Minimum	28	90	104.4	99.7
Midpoint	28	90	142.7	133.2
Maximum	28	90	181.0	166.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Development Director 400.436.210

Retail & Wholesale

Incentive Plan Eligibility	Num Orgs	Num Obs	Incentive Wtd Avg
Short-term Incentive	31	86	98%
Sales Incentive	5	15	33%
Profit Sharing	6	16	35%
Long-term Incentive	15	43	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	79	36.4%	33.6%
Short-term Incentive (Threshold)	10	17	11.3%	10.1%
Short-term Incentive (Target)	25	70	27.7%	26.2%
Short-term Incentive (Maximum)	12	23	51.2%	45.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	13	37	33.5%	20.9%

Salary Range (Mean)	20	55	101.9	94.1
Minimum	20	55	101.9	94.1
Midpoint	20	55	135.9	134.1
Maximum	20	55	169.8	174.1

Maximum	20	55	169.8	174.7
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US MBD: Mercer Benchmark Database Executive

400.436.210 Business Development Director

Services (Non-Financial)

Primary responsibilities include the research and analysis of business opportunities, consistent with the organization's long range and strategic plans. Evaluates projects through financial feasibility studies, market research, and planning. May assist with special studies in areas such as operational effectiveness, capacity utilization, cost containment, etc. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Business Development Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	90	373	111.5	144.3	178.5	189.7	220.2	290.6
Base Salary - Org Wtd	90	373	119.2	138.2	166.7	171.4	203.9	229.9
Base Salary - Incentive Eligible	61	256	128.5	153.5	192.7	204.4	234.4	306.8
Base Salary - Not Incentive Eligible	*10	36	73.7	85.0	105.6	130.8	170.0	220.9

Incentives								
Short-term Incentive (Target)	41	105	18.8	27.2	31.6	35.6	38.9	55.2
Short-term Incentive (Actual)	38	152	5.0	6.0	15.0	22.5	30.0	51.4
Sales Incentive (Target)	1	2	--	--	--	--	--	--
Sales Incentive (Actual)	*6	11	--	--	26.9	35.3	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*23	67	9.2	10.0	23.5	32.8	28.0	60.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	90	373	121.7	152.8	189.0	200.0	231.0	307.5
Total Cash Comp (Actual) - Org Wtd	90	373	124.9	152.7	173.2	186.7	214.3	269.2
Total Cash Comp (Actual) - Rcvs	43	162	145.5	173.4	210.5	223.5	259.6	334.2
Total Cash Comp (Target)	77	338	123.2	155.2	188.6	201.8	232.5	306.6
Total Cash Comp (Target) - Rcvs	41	107	147.6	160.5	189.4	202.1	226.9	274.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	90	373	121.7	155.1	195.0	205.9	235.8	308.8
Total Direct Comp (Actual) - Rcvs	*23	67	149.3	178.4	201.4	227.3	249.6	331.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	57	246	68%
Sales Incentive	9	17	7%
Profit Sharing	1	1	1%
Long-term Incentive	29	105	29%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	94%	64%
Performance Shares/Share Units	34%	10%
Performance Cash Units	2%	1%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	38	152	16.6%	12.3%
Short-term Incentive (Threshold)	15	27	9.8%	10.6%
Short-term Incentive (Target)	41	105	21.4%	21.0%
Short-term Incentive (Maximum)	22	70	44.9%	39.3%
Sales Incentive (Actual)	6	11	27.4%	22.4%
Sales Incentive (Target)	1	2	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	23	67	25.0%	17.1%

Salary Range (Mean)				
Minimum	62	259	118.6	146.2
Midpoint	62	259	159.4	196.1
Maximum	62	259	200.3	245.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Development Director 400.436.210

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400.436.210 Business Development Director

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Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	23	126.4	133.1	144.8	147.8	158.0	190.8
Base Salary - Org Wtd	12	23	88.3	135.6	146.5	147.4	170.7	193.5
Base Salary - Incentive Eligible	11	22	126.2	133.0	144.5	147.4	161.3	191.4
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	8	18	--	--	28.1	32.7	--	--
Short-term Incentive (Actual)	9	20	--	--	23.3	26.1	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	4	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	12	23	139.8	155.1	165.8	170.7	195.4	215.1
Total Cash Comp (Actual) - Org Wtd	12	23	89.8	152.6	162.8	165.3	201.7	215.5
Total Cash Comp (Actual) - Rcvrs	10	21	146.8	156.0	166.4	176.2	200.2	216.4
Total Cash Comp (Target)	12	23	144.1	153.5	163.3	174.0	197.5	232.7
Total Cash Comp (Target) - Rcvrs	9	19	--	--	173.8	183.1	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	12	23	139.8	155.1	165.8	177.6	204.9	254.4
Total Direct Comp (Actual) - Rcvrs	*2	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	21	91%
Sales Incentive	1	1	5%
Profit Sharing	0	0	0%
Long-term Incentive	2	4	18%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	20	15.0%	17.2%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	18	20.9%	21.2%
Short-term Incentive (Maximum)	7	17	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	4	--%	--%

Salary Range (Mean)

Minimum	9	19	120.2	124.8
Midpoint	9	19	143.4	144.7
Maximum	9	19	166.7	164.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Development Director 400.436.210

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US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

All Organizations

Responsible for optimizing business performance by enhancing the alignment between business processes and IT, building and sustaining a process-managed IT organization. Focuses on the human, organizational and value stream aspects of business processes and their transformation. Identifies business performance and incentive metrics to ensure that continuous, sustained improvement takes place across the enterprise. Leads the design of the enterprise's overall process structure, including creating a process hierarchy that streamlines processes and eliminates redundancy. Establishes process-related policies, standards, governance and methodologies to enable the business to seamlessly adopt a process culture. This is typically a senior leadership position responsible for IT-driven business process improvement initiatives. Frequently reports to a Chief Information Officer or Chief Financial Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*102	468	120.0	130.0	143.3	146.6	160.0	176.3
Base Salary - Org Wtd	*102	468	124.5	133.6	147.9	152.4	165.3	183.2
Base Salary - Incentive Eligible	*93	446	119.6	129.5	143.0	146.3	160.0	175.5
Base Salary - Not Incentive Eligible	*3	12	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*88	435	17.3	20.2	25.6	29.3	35.8	46.6
Short-term Incentive (Actual)	*83	407	14.0	22.0	28.8	32.5	41.7	56.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	47	183	3.0	9.7	22.5	21.7	27.8	39.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*102	468	134.0	150.0	171.0	174.8	192.3	217.5
Total Cash Comp (Actual) - Org Wtd	*102	468	134.6	151.2	174.4	179.8	197.2	221.2
Total Cash Comp (Actual) - Rcvrs	*83	407	135.7	154.0	175.0	178.5	198.0	220.9
Total Cash Comp (Target)	*98	458	136.7	150.0	167.3	174.0	191.6	221.3
Total Cash Comp (Target) - Rcvrs	*88	435	137.5	151.0	168.0	175.0	192.1	223.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*102	468	135.1	152.5	176.0	183.3	204.2	238.7
Total Direct Comp (Actual) - Rcvrs	47	183	155.8	180.2	200.0	208.1	232.9	261.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	93	446	95%
Sales Incentive	0	0	0%
Profit Sharing	1	1	1%
Long-term Incentive	55	213	47%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	39%	33%
Share Appreciation Rights (SARs)	4%	1%
Restricted Shares/Share Units	81%	56%
Performance Shares/Share Units	37%	37%
Performance Cash Units	8%	4%
Long-term Cash	14%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	83	407	22.3%	22.0%
Short-term Incentive (Threshold)	26	42	10.0%	11.2%
Short-term Incentive (Target)	88	435	22.5%	19.6%
Short-term Incentive (Maximum)	53	98	40.5%	41.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	47	183	19.1%	14.5%

Salary Range (Mean)				
Minimum	62	271	116.1	108.0
Midpoint	62	271	153.1	143.8
Maximum	62	271	190.0	179.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Process Director 320.392.212

2014

US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

Responsible for optimizing business performance by enhancing the alignment between business processes and IT, building and sustaining a process-managed IT organization. Focuses on the human, organizational and value stream aspects of business processes and their transformation. Identifies business performance and incentive metrics to ensure that continuous, sustained improvement takes place across the enterprise. Leads the design of the enterprise's overall process structure, including creating a process hierarchy that streamlines processes and eliminates redundancy. Establishes process-related policies, standards, governance and methodologies to enable the business to seamlessly adopt a process culture. This is typically a senior leadership position responsible for IT-driven business process improvement initiatives. Frequently reports to a Chief Information Officer or Chief Financial Officer.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	11	--	--	155.0	157.4	--	--
Base Salary - Org Wtd	*6	11	--	--	150.4	144.1	--	--
Base Salary - Incentive Eligible	*6	11	--	--	155.0	157.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	11	--	--	37.0	34.8	--	--
Short-term Incentive (Actual)	*6	10	--	--	36.1	33.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	11	--	--	184.6	188.4	--	--
Total Cash Comp (Actual) - Org Wtd	*6	11	--	--	176.3	170.6	--	--
Total Cash Comp (Actual) - Rcvrs	*6	10	--	--	190.9	191.8	--	--
Total Cash Comp (Target)	*6	11	--	--	185.7	192.2	--	--
Total Cash Comp (Target) - Rcvrs	*6	11	--	--	185.7	192.2	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	11	--	--	184.6	189.1	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	11	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	2	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	10	21.2%	21.8%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	11	20.4%	22.0%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

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320.392.212 Business Process Director

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	135	--	--	138.4	138.6	--	--
Base Salary - Org Wtd	*5	135	--	--	156.4	169.7	--	--
Base Salary - Incentive Eligible	*5	135	--	--	138.4	138.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	135	--	--	20.8	21.3	--	--
Short-term Incentive (Actual)	*5	129	--	--	29.0	35.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	42	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	135	--	--	170.2	172.3	--	--
Total Cash Comp (Actual) - Org Wtd	*5	135	--	--	192.3	209.7	--	--
Total Cash Comp (Actual) - Rcvrs	*5	129	--	--	171.1	173.4	--	--
Total Cash Comp (Target)	*5	135	--	--	159.1	159.9	--	--
Total Cash Comp (Target) - Rcvrs	*5	135	--	--	159.1	159.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	135	--	--	171.5	179.8	--	--
Total Direct Comp (Actual) - Rcvrs	*3	42	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	--	--%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	129	22.6%	25.3%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	135	20.5%	15.2%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	42	--%	--%

Salary Range (Mean)				
Minimum	4	134	--	--
Midpoint	4	134	--	--
Maximum	4	134	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Process Director 320.392.212

2014

US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

High Tech (Services)

Responsible for optimizing business performance by enhancing the alignment between business processes and IT, building and sustaining a process-managed IT organization. Focuses on the human, organizational and value stream aspects of business processes and their transformation. Identifies business performance and incentive metrics to ensure that continuous, sustained improvement takes place across the enterprise. Leads the design of the enterprise's overall process structure, including creating a process hierarchy that streamlines processes and eliminates redundancy. Establishes process-related policies, standards, governance and methodologies to enable the business to seamlessly adopt a process culture. This is typically a senior leadership position responsible for IT-driven business process improvement initiatives. Frequently reports to a Chief Information Officer or Chief Financial Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*7	83	--	--	150.0	154.0	--	--
Base Salary - Org Wtd	*7	83	--	121.7	128.8	135.2	152.6	--
Base Salary - Incentive Eligible	*4	71	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	10	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	71	--	--	--	--	--	--
Short-term Incentive (Actual)	*4	67	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	19	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	83	--	--	170.0	178.0	--	--
Total Cash Comp (Actual) - Org Wtd	*7	83	--	128.8	144.0	150.8	189.4	--
Total Cash Comp (Actual) - Rcvrs	*4	67	--	--	--	--	--	--
Total Cash Comp (Target)	*7	83	--	--	179.2	186.1	--	--
Total Cash Comp (Target) - Rcvrs	*4	71	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	83	--	--	177.9	183.9	--	--
Total Direct Comp (Actual) - Rcvrs	*3	19	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	--	--%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
Long-term Incentive	3	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	67	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	71	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	19	--%	--%

Salary Range (Mean)				
Minimum	3	27	--	--
Midpoint	3	27	--	--
Maximum	3	27	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Process Director 320.392.212

US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*19	108	116.5	127.8	142.9	142.4	155.2	165.1
Base Salary - Org Wtd	*19	108	127.2	139.4	147.2	149.5	163.8	172.4
Base Salary - Incentive Eligible	*19	108	116.5	127.8	142.9	142.4	155.2	165.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*18	107	15.7	19.7	27.9	27.2	30.6	35.2
Short-term Incentive (Actual)	*18	101	10.5	18.2	27.8	29.3	38.3	49.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	49	--	--	3.4	6.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*19	108	133.9	148.3	170.8	169.8	188.9	209.8
Total Cash Comp (Actual) - Org Wtd	*19	108	143.0	164.9	181.0	180.4	199.2	215.0
Total Cash Comp (Actual) - Rcvs	*18	101	133.1	148.5	172.7	171.0	191.5	210.6
Total Cash Comp (Target)	*18	107	132.2	149.9	171.4	169.7	186.4	198.2
Total Cash Comp (Target) - Rcvs	*18	107	132.2	149.9	171.4	169.7	186.4	198.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*19	108	133.9	148.4	175.1	172.7	195.3	214.8
Total Direct Comp (Actual) - Rcvs	*8	49	--	--	191.7	193.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	108	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	10	65	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	101	22.5%	20.4%
Short-term Incentive (Threshold)	5	6	7.0%	6.7%
Short-term Incentive (Target)	18	107	20.6%	18.7%
Short-term Incentive (Maximum)	10	16	37.9%	40.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	49	7.7%	4.3%

Salary Range (Mean)				
Minimum	7	14	114.7	117.0
Midpoint	7	14	156.3	157.9
Maximum	7	14	197.9	198.8

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*13	26	106.8	112.5	139.7	139.9	163.8	175.3
Base Salary - Org Wtd	*13	26	115.8	132.1	145.0	147.2	165.8	173.7
Base Salary - Incentive Eligible	*13	26	106.8	112.5	139.7	139.9	163.8	175.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	26	15.0	15.5	31.2	34.2	49.1	59.4
Short-term Incentive (Actual)	*13	25	17.2	21.0	28.6	35.0	49.4	58.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	21	7.4	15.3	21.2	26.9	40.9	47.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	26	125.4	138.9	167.1	173.5	209.8	224.9
Total Cash Comp (Actual) - Org Wtd	*13	26	137.7	156.5	189.6	181.5	211.7	219.8
Total Cash Comp (Actual) - Rcvs	*13	25	125.1	140.7	167.3	175.2	211.0	226.2
Total Cash Comp (Target)	*13	26	121.8	128.3	174.2	174.1	216.3	232.5
Total Cash Comp (Target) - Rcvs	*13	26	121.8	128.3	174.2	174.1	216.3	232.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	26	132.8	154.2	189.8	195.2	233.9	272.4
Total Direct Comp (Actual) - Rcvs	*8	21	131.4	153.2	188.5	197.2	245.8	282.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	26	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	21	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	10%	10%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	57%	52%
Performance Shares/Share Units	38%	38%
Performance Cash Units	0%	0%
Long-term Cash	43%	43%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	25	23.6%	24.7%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	13	26	25.5%	23.2%
Short-term Incentive (Maximum)	10	18	44.8%	38.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	21	21.3%	18.6%

Salary Range (Mean)				
Minimum	9	22	111.4	102.7
Midpoint	9	22	142.3	134.7
Maximum	9	22	173.3	166.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	11	--	--	138.3	138.5	--	--
Base Salary - Org Wtd	*5	11	--	--	136.4	141.0	--	--
Base Salary - Incentive Eligible	*4	10	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	10	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	9	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	11	--	--	165.9	159.9	--	--
Total Cash Comp (Actual) - Org Wtd	*5	11	--	--	159.7	160.2	--	--
Total Cash Comp (Actual) - Rcvs	*3	9	--	--	--	--	--	--
Total Cash Comp (Target)	*5	11	--	--	166.2	166.4	--	--
Total Cash Comp (Target) - Rcvs	*4	10	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	11	--	--	165.9	163.3	--	--
Total Direct Comp (Actual) - Rcvs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	--	--%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	1	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	9	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	4	10	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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Business Process Director 320.392.212

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US MBD: Mercer Benchmark Database Executive

320.392.212 Business Process Director

Retail & Wholesale

Responsible for optimizing business performance by enhancing the alignment between business processes and IT, building and sustaining a process-managed IT organization. Focuses on the human, organizational and value stream aspects of business processes and their transformation. Identifies business performance and incentive metrics to ensure that continuous, sustained improvement takes place across the enterprise. Leads the design of the enterprise's overall process structure, including creating a process hierarchy that streamlines processes and eliminates redundancy. Establishes process-related policies, standards, governance and methodologies to enable the business to seamlessly adopt a process culture. This is typically a senior leadership position responsible for IT-driven business process improvement initiatives. Frequently reports to a Chief Information Officer or Chief Financial Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*12	26	119.1	127.4	140.5	144.2	168.3	174.7
Base Salary - Org Wtd	*12	26	121.8	128.3	136.7	142.0	144.7	190.6
Base Salary - Incentive Eligible	*11	25	118.8	126.7	141.1	144.8	169.2	174.7
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	25	25.1	27.3	35.0	35.8	40.7	46.2
Short-term Incentive (Actual)	*10	20	17.3	25.4	34.6	34.4	38.3	54.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	17	24.4	25.0	27.5	29.9	30.7	44.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*12	26	119.1	145.9	169.6	170.7	201.4	211.9
Total Cash Comp (Actual) - Org Wtd	*12	26	122.9	142.6	169.6	172.1	181.0	261.1
Total Cash Comp (Actual) - Rcvrs	*10	20	148.0	156.7	182.6	185.4	209.8	213.6
Total Cash Comp (Target)	*12	26	140.3	152.9	172.2	178.7	203.2	217.1
Total Cash Comp (Target) - Rcvrs	*11	25	145.9	154.5	175.2	180.7	205.5	217.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*12	26	119.1	159.9	180.9	190.2	226.5	243.2
Total Direct Comp (Actual) - Rcvrs	*7	17	171.0	179.0	215.2	216.7	241.0	265.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	25	96%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
Long-term Incentive	9	23	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	52%	0%
Share Appreciation Rights (SARs)	30%	0%
Restricted Shares/Share Units	96%	53%
Performance Shares/Share Units	43%	59%
Performance Cash Units	30%	0%
Long-term Cash	30%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	20	24.2%	22.5%
Short-term Incentive (Threshold)	3	7	--%	--%
Short-term Incentive (Target)	11	25	26.0%	24.3%
Short-term Incentive (Maximum)	7	17	50.1%	45.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	17	21.8%	19.5%

Salary Range (Mean)				
Minimum	10	24	109.2	105.4
Midpoint	10	24	145.2	141.3
Maximum	10	24	181.2	177.2

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Business Process Director 320.392.212

2014

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320.392.212 Business Process Director

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	45	120.1	146.2	160.7	160.8	179.8	197.7
Base Salary - Org Wtd	21	45	115.8	137.4	160.7	161.8	187.3	210.0
Base Salary - Incentive Eligible	17	37	118.8	133.6	161.3	159.7	179.8	196.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*13	27	11.9	24.0	32.3	35.9	50.8	55.0
Short-term Incentive (Actual)	*11	24	9.5	15.4	32.4	31.9	47.7	60.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	21	--	--	16.5	19.5	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	21	45	129.8	149.3	175.0	177.8	205.4	240.4
Total Cash Comp (Actual) - Org Wtd	21	45	124.1	147.8	172.5	177.0	206.1	237.2
Total Cash Comp (Actual) - Rcvrs	*11	24	131.6	150.6	183.1	188.6	212.3	250.7
Total Cash Comp (Target)	18	36	140.5	149.3	190.3	185.4	213.3	234.0
Total Cash Comp (Target) - Rcvrs	*13	27	130.8	160.8	193.7	191.1	221.2	238.2

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	21	45	129.8	150.6	180.9	186.9	225.6	245.1
Total Direct Comp (Actual) - Rcvrs	*7	21	--	--	219.5	210.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	37	82%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	22	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	38%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	86%	71%
Performance Shares/Share Units	9%	10%
Performance Cash Units	0%	0%
Long-term Cash	5%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	24	17.8%	19.5%
Short-term Incentive (Threshold)	4	13	--%	--%
Short-term Incentive (Target)	13	27	20.3%	22.5%
Short-term Incentive (Maximum)	9	23	36.9%	44.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	21	10.4%	11.6%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	14	28	122.1	121.6
Midpoint	14	28	159.0	159.2
Maximum	14	28	195.9	196.8

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Business Process Director 320.392.212

2014

US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

All Organizations

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	135	135	88%	
Base Salary - Inc Wtd	155	155	475.0	742.5	975.0	959.1	1,184.5	1,378.0	Sales Incentive	1	1	1%	
Base Salary - Org Wtd	155	155	475.0	742.5	975.0	959.1	1,184.5	1,378.0	Profit Sharing	12	12	13%	
Base Salary - Incentive Eligible	136	136	517.9	769.3	1,000.0	990.2	1,200.0	1,420.0	Long-term Incentive	116	116	80%	
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	119	119	250.0	800.0	1,166.1	1,314.5	1,625.0	2,210.0	Stock/Share Options	59%	54%		
Short-term Incentive (Actual)	123	123	243.2	801.5	1,260.0	1,653.8	2,099.3	3,465.6	Share Appreciation Rights (SARs)	8%	7%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	68%	58%		
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	62%	61%		
Profit Sharing (Actual)	7	7	--	4.9	16.7	48.2	39.0	--	Performance Cash Units	7%	2%		
Long-term Incentive (Black-Scholes)	100	100	1,083.5	2,194.4	3,814.2	4,319.9	5,674.3	8,525.0	Long-term Cash	22%	19%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	155	155	592.4	1,000.0	2,000.1	2,278.6	3,049.5	4,106.3	Short-term Incentive (Actual)	123	123	154.7%	154.7%
Total Cash Comp (Actual) - Org Wtd	155	155	592.4	1,000.0	2,000.1	2,278.6	3,049.5	4,106.3	Short-term Incentive (Threshold)	33	33	46.1%	46.1%
Total Cash Comp (Actual) - Rcvrs	124	124	913.0	1,612.2	2,387.5	2,646.0	3,270.1	4,425.0	Short-term Incentive (Target)	119	119	119.9%	119.9%
Total Cash Comp (Target)	143	143	600.7	1,051.1	2,034.9	2,061.9	2,741.5	3,300.1	Short-term Incentive (Maximum)	70	70	227.3%	227.3%
Total Cash Comp (Target) - Rcvrs	119	119	787.5	1,600.0	2,142.5	2,318.3	2,972.5	3,510.0	Sales Incentive (Actual)	1	1	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Profit Sharing (Actual)	7	7	6.4%	6.4%
Total Direct Comp (Actual)	155	155	592.4	1,455.2	4,137.1	5,065.7	7,425.0	10,949.8	Long-term Incentive (Black-Scholes)	100	100	385.0%	385.0%
Total Direct Comp (Actual) - Rcvrs	100	100	2,736.3	4,146.0	6,311.2	7,070.2	9,336.3	11,902.0	Salary Range (Mean)				
*More than 25% of sample supplied by one organization									Minimum	56	56	670.6	670.6
									Midpoint	56	56	916.1	916.1
									Maximum	56	56	1,161.5	1,161.5

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

2014

US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

Consumer Goods

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	547.3	868.9	1,120.0	1,027.7	1,225.0	1,330.0
Base Salary - Org Wtd	13	13	547.3	868.9	1,120.0	1,027.7	1,225.0	1,330.0
Base Salary - Incentive Eligible	12	12	619.2	925.0	1,122.4	1,065.0	1,237.5	1,335.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	556.8	884.5	1,403.0	1,507.2	2,052.5	2,666.9
Short-term Incentive (Actual)	11	11	496.7	1,208.4	1,517.5	1,771.5	2,500.0	2,830.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	581.1	2,705.3	4,163.1	4,445.8	6,721.6	7,622.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	701.5	1,473.1	2,500.0	2,529.6	3,679.9	4,095.1
Total Cash Comp (Actual) - Org Wtd	13	13	701.5	1,473.1	2,500.0	2,529.6	3,679.9	4,095.1
Total Cash Comp (Actual) - Rcvrs	11	11	1,116.1	2,175.8	2,517.7	2,855.0	3,750.0	4,171.2
Total Cash Comp (Target)	12	12	1,015.5	1,431.4	2,460.0	2,321.0	3,093.8	3,775.3
Total Cash Comp (Target) - Rcvrs	10	10	1,113.5	1,768.9	2,525.4	2,550.2	3,221.3	3,851.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	858.9	2,478.0	5,877.9	5,949.5	8,927.2	11,606.9
Total Direct Comp (Actual) - Rcvrs	10	10	1,524.6	5,235.1	7,067.4	7,180.7	10,556.2	11,654.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	22%
Long-term Incentive	12	12	100%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	67%	80%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	50%
Performance Shares/Share Units	42%	30%
Performance Cash Units	0%	0%
Long-term Cash	33%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	157.3%	157.3%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	10	140.2%	140.2%
Short-term Incentive (Maximum)	6	6	244.2%	244.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	10	393.9%	393.9%

Salary Range (Mean)				
Minimum	6	6	766.7	766.7
Midpoint	6	6	1,152.2	1,152.2
Maximum	6	6	1,537.8	1,537.8

2014

US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

Energy

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate, Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	488.7	805.0	1,050.0	1,006.1	1,250.0	1,482.7
Base Salary - Org Wtd	13	13	488.7	805.0	1,050.0	1,006.1	1,250.0	1,482.7
Base Salary - Incentive Eligible	13	13	488.7	805.0	1,050.0	1,006.1	1,250.0	1,482.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	608.0	892.5	1,050.0	1,252.4	1,625.0	2,182.8
Short-term Incentive (Actual)	12	12	949.2	992.9	1,169.1	1,514.7	1,675.6	3,442.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	1,230.3	2,272.2	4,715.2	5,327.3	5,660.3	15,090.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	876.3	1,849.7	2,258.7	2,404.3	2,833.6	4,654.1
Total Cash Comp (Actual) - Org Wtd	13	13	876.3	1,849.7	2,258.7	2,404.3	2,833.6	4,654.1
Total Cash Comp (Actual) - Rcvrs	12	12	1,592.5	1,967.1	2,281.1	2,567.9	2,975.3	4,898.4
Total Cash Comp (Target)	11	11	1,216.0	1,742.5	2,100.0	2,327.7	2,925.0	3,685.4
Total Cash Comp (Target) - Rcvrs	11	11	1,216.0	1,742.5	2,100.0	2,327.7	2,925.0	3,685.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	1,358.8	3,740.8	6,814.1	7,321.8	8,098.0	18,760.4
Total Direct Comp (Actual) - Rcvrs	12	12	2,907.5	4,256.2	7,119.6	7,895.2	8,215.6	19,967.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	13	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	11%
Long-term Incentive	13	13	100%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	17%
Share Appreciation Rights (SARs)	8%	0%
Restricted Shares/Share Units	85%	75%
Performance Shares/Share Units	85%	92%
Performance Cash Units	0%	0%
Long-term Cash	8%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	141.9%	141.9%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	11	11	113.2%	113.2%
Short-term Incentive (Maximum)	7	7	248.2%	248.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	12	461.3%	461.3%

Salary Range (Mean)				
Minimum	5	5	775.5	775.5
Midpoint	5	5	984.3	984.3
Maximum	5	5	1,193.1	1,193.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

2014

US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

Financial Services

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	680.0	800.5	920.0	905.2	972.5	1,185.5
Base Salary - Org Wtd	12	12	680.0	800.5	920.0	905.2	972.5	1,185.5
Base Salary - Incentive Eligible	8	8	--	762.1	925.0	911.7	995.0	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	5	5	--	--	1,250.0	1,170.8	--	--
Short-term Incentive (Actual)	7	7	--	1,116.0	1,360.8	2,840.4	2,500.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	152.7	1,086.6	1,542.8	1,786.9	2,610.3	4,101.1

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	12	12	840.9	920.5	2,000.4	2,626.9	2,680.6	9,308.0
Total Cash Comp (Actual) - Org Wtd	12	12	840.9	920.5	2,000.4	2,626.9	2,680.6	9,308.0
Total Cash Comp (Actual) - Rcvrs	7	7	--	2,127.5	2,637.3	3,850.6	3,400.0	--
Total Cash Comp (Target)	10	10	663.8	802.2	921.0	1,478.6	2,320.0	3,315.9
Total Cash Comp (Target) - Rcvrs	5	5	--	--	2,250.0	2,113.4	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	12	12	1,203.2	2,273.9	3,545.3	4,116.0	4,968.0	10,337.7
Total Direct Comp (Actual) - Rcvrs	10	10	2,212.7	2,773.0	3,815.9	4,645.8	5,590.7	11,397.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	73%
Sales Incentive	1	1	14%
Profit Sharing	2	2	25%
Long-term Incentive	10	10	91%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	70%	70%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	70%	70%
Performance Shares/Share Units	60%	50%
Performance Cash Units	10%	0%
Long-term Cash	40%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	313.1%	313.1%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	5	121.6%	121.6%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	10	186.1%	186.1%

Salary Range (Mean)

Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

2014

US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

High Tech (Services)

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate, Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	365.5	875.0	1,056.3	1,600.0	--
Base Salary - Org Wtd	9	9	--	365.5	875.0	1,056.3	1,600.0	--
Base Salary - Incentive Eligible	7	7	--	450.0	1,150.0	1,271.0	1,700.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	7	7	--	252.7	1,700.0	2,459.3	3,400.0	--
Short-term Incentive (Actual)	7	7	--	166.9	1,500.0	2,951.9	4,300.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	9	9	--	445.8	2,531.3	3,352.8	5,498.5	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	445.8	2,531.3	3,352.8	5,498.5	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	621.8	3,000.0	4,223.5	6,000.0	--
Total Cash Comp (Target)	9	9	--	458.8	2,677.5	2,969.1	4,050.0	--
Total Cash Comp (Target) - Rcvrs	7	7	--	673.8	2,850.0	3,730.3	5,100.0	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	9	9	--	445.8	3,000.0	5,945.3	10,370.0	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	78%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	5	5	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	100%	--%
Share Appreciation Rights (SARs)	20%	--%
Restricted Shares/Share Units	80%	--%
Performance Shares/Share Units	60%	--%
Performance Cash Units	0%	--%
Long-term Cash	20%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	191.7%	191.7%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	7	149.8%	149.8%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)

Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

2014

US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

Insurance

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	14	14	295.1	493.8	893.3	853.4	1,047.5	1,500.0	Short-term Incentive	14	14	100%
Base Salary - Org Wtd	14	14	295.1	493.8	893.3	853.4	1,047.5	1,500.0	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	14	14	295.1	493.8	893.3	853.4	1,047.5	1,500.0	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	9	9	75%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	13	13	147.1	239.3	872.0	1,136.0	1,633.8	3,344.0	Stock/Share Options	44%	44%	
Short-term Incentive (Actual)	14	14	120.0	244.1	826.7	1,624.7	3,435.4	4,351.4	Share Appreciation Rights (SARs)	11%	11%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	33%	33%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	33%	22%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	11%	11%	
Long-term Incentive (Black-Scholes)	9	9	--	1,788.4	2,236.7	3,445.8	5,238.7	--	Long-term Cash	44%	33%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	14	14	482.5	719.5	1,750.2	2,478.1	4,272.9	5,851.4	Short-term Incentive (Actual)	14	14	161.6%
Total Cash Comp (Actual) - Org Wtd	14	14	482.5	719.5	1,750.2	2,478.1	4,272.9	5,851.4	Short-term Incentive (Threshold)	6	6	42.3%
Total Cash Comp (Actual) - Rcvs	14	14	482.5	719.5	1,750.2	2,478.1	4,272.9	5,851.4	Short-term Incentive (Target)	13	13	110.2%
Total Cash Comp (Target)	14	14	454.0	750.0	1,688.0	1,908.2	2,494.4	4,642.5	Short-term Incentive (Maximum)	9	9	190.7%
Total Cash Comp (Target) - Rcvs	13	13	433.2	809.6	1,744.0	1,997.3	2,746.3	4,834.0	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	14	14	482.5	815.3	3,372.8	4,693.2	7,687.3	12,782.5	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	9	9	--	3,372.8	6,257.5	6,803.4	10,065.4	--	Long-term Incentive (Black-Scholes)	9	9	317.9%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	4	4	--
									Midpoint	4	4	--
									Maximum	4	4	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

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US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

Other Durable Goods

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	21	459.2	725.0	1,000.0	958.0	1,155.1	1,239.4
Base Salary - Org Wtd	21	21	459.2	725.0	1,000.0	958.0	1,155.1	1,239.4
Base Salary - Incentive Eligible	20	20	439.6	792.5	1,000.0	971.9	1,170.2	1,241.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	19	168.0	750.0	1,250.0	1,178.0	1,556.2	1,800.0
Short-term Incentive (Actual)	20	20	157.3	642.8	1,104.9	1,169.5	1,826.6	2,099.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	15	1,579.4	2,757.4	3,791.5	4,505.5	6,010.4	9,567.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	21	605.5	1,276.7	2,000.0	2,071.8	3,020.9	3,273.0
Total Cash Comp (Actual) - Org Wtd	21	21	605.5	1,276.7	2,000.0	2,071.8	3,020.9	3,273.0
Total Cash Comp (Actual) - Rcvrs	20	20	651.1	1,368.7	2,155.0	2,141.4	3,035.2	3,278.8
Total Cash Comp (Target)	20	20	597.3	1,346.2	2,200.0	2,079.0	2,674.9	2,998.3
Total Cash Comp (Target) - Rcvrs	19	19	588.0	1,500.0	2,250.0	2,152.6	2,741.5	3,000.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	21	605.5	1,556.7	5,369.0	5,290.0	7,368.6	10,057.6
Total Direct Comp (Actual) - Rcvrs	15	15	3,271.5	5,308.5	5,820.1	6,908.6	9,309.2	11,753.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	20	95%
Sales Incentive	0	0	0%
Profit Sharing	1	1	7%
Long-term Incentive	16	16	76%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	63%	60%
Share Appreciation Rights (SARs)	13%	13%
Restricted Shares/Share Units	81%	67%
Performance Shares/Share Units	69%	73%
Performance Cash Units	13%	0%
Long-term Cash	19%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	20	114.1%	114.1%
Short-term Incentive (Threshold)	6	6	56.3%	56.3%
Short-term Incentive (Target)	19	19	111.9%	111.9%
Short-term Incentive (Maximum)	15	15	233.6%	233.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	15	15	407.5%	407.5%

Salary Range (Mean)				
Minimum	11	11	680.3	680.3
Midpoint	11	11	911.8	911.8
Maximum	11	11	1,143.3	1,143.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

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US MBD: Mercer Benchmark Database Executive

100.000.111 Chairman and Chief Executive Officer (CEO)

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	9	9	--	759.5	1,060.1	1,024.1	1,261.0	--	Short-term Incentive	9	9	100%
Base Salary - Org Wtd	9	9	--	759.5	1,060.1	1,024.1	1,261.0	--	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	9	9	--	759.5	1,060.1	1,024.1	1,261.0	--	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	8	8	89%
Incentives												
Short-term Incentive (Target)	9	9	--	759.5	1,166.1	1,225.9	1,738.7	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	7	7	--	294.8	1,605.7	1,329.3	1,989.9	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	43%		43%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	29%		29%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	43%		43%
Long-term Incentive (Black-Scholes)	7	7	--	3,325.1	4,480.3	5,888.2	10,110.1	--	Performance Shares/Share Units	86%		71%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	9	9	--	1,061.9	1,417.5	2,058.0	3,182.1	--	Performance Cash Units	14%		0%
Total Cash Comp (Actual) - Org Wtd	9	9	--	1,061.9	1,417.5	2,058.0	3,182.1	--	Long-term Cash	43%		14%
Total Cash Comp (Actual) - Rcvrs	7	7	--	1,063.8	2,755.7	2,308.8	3,324.3	--	Incentives (Mean as % of Base)			
Total Cash Comp (Target)	9	9	--	1,519.0	2,226.2	2,250.0	2,999.7	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target) - Rcvrs	9	9	--	1,519.0	2,226.2	2,250.0	2,999.7	--	Short-term Incentive (Actual)	7	7	121.3%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	9	9	--	1,547.9	6,365.0	6,637.7	11,737.4	--	Short-term Incentive (Threshold)	2	2	--%
Total Direct Comp (Actual) - Rcvrs	7	7	--	5,540.4	6,592.6	8,234.9	11,979.5	--	Short-term Incentive (Target)	9	9	112.2%
Salary Range (Mean)												
									Short-term Incentive (Maximum)	6	6	186.3%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	7	7	480.2%
									Minimum	6	6	773.8
									Midpoint	6	6	1,022.3
									Maximum	6	6	1,270.9

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

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100.000.111 Chairman and Chief Executive Officer (CEO)

This position is Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: Reporting entity is Corporate; Chief Executive Officer is also Chairman of the Board. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	455.3	559.3	860.0	922.0	1,119.5	1,528.0
Base Salary - Org Wtd	18	18	455.3	559.3	860.0	922.0	1,119.5	1,528.0
Base Salary - Incentive Eligible	14	14	538.0	693.8	975.0	916.7	1,119.5	1,335.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	186.7	725.1	1,039.5	1,088.4	1,500.0	2,049.2
Short-term Incentive (Actual)	13	13	354.8	1,047.4	1,273.9	1,629.4	2,141.3	3,720.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	1,712.7	2,374.9	2,728.4	4,045.5	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	18	455.3	921.0	2,002.6	2,099.3	2,754.4	4,365.0
Total Cash Comp (Actual) - Org Wtd	18	18	455.3	921.0	2,002.6	2,099.3	2,754.4	4,365.0
Total Cash Comp (Actual) - Rcvrs	13	13	992.5	1,647.4	2,023.9	2,540.4	3,397.6	4,940.0
Total Cash Comp (Target)	16	16	416.0	787.1	1,654.8	1,644.9	2,409.4	3,276.2
Total Cash Comp (Target) - Rcvrs	11	11	781.9	1,450.1	1,875.0	1,951.3	2,500.0	3,293.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	18	455.3	921.0	2,500.0	3,160.3	4,571.1	7,453.3
Total Direct Comp (Actual) - Rcvrs	7	7	--	4,069.7	5,339.5	5,662.0	7,214.0	--

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	78%
Sales Incentive	0	0	0%
Profit Sharing	2	2	29%
Long-term Incentive	9	9	56%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	63%	43%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	63%	43%
Performance Shares/Share Units	88%	71%
Performance Cash Units	13%	0%
Long-term Cash	13%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	170.9%	170.9%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	11	11	122.0%	122.0%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	7	7	295.4%	295.4%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

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100.000.111 Chairman and Chief Executive Officer (CEO)

Retail & Wholesale

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	17	561.4	829.5	1,000.0	1,001.4	1,137.5	1,373.6
Base Salary - Org Wtd	17	17	561.4	829.5	1,000.0	1,001.4	1,137.5	1,373.6
Base Salary - Incentive Eligible	16	16	541.3	862.5	1,012.2	1,020.2	1,156.3	1,442.4
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	16	382.0	953.5	1,047.8	1,343.5	1,764.5	2,799.4
Short-term Incentive (Actual)	13	13	299.9	529.1	858.8	1,380.4	2,100.6	3,687.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	1,094.7	1,731.6	3,327.5	3,875.4	4,674.1	10,245.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	17	900.0	1,012.2	1,700.0	2,057.0	2,413.8	5,071.1
Total Cash Comp (Actual) - Org Wtd	17	17	900.0	1,012.2	1,700.0	2,057.0	2,413.8	5,071.1
Total Cash Comp (Actual) - Rcvrs	13	13	956.4	1,392.8	1,900.0	2,398.0	3,138.1	5,325.4
Total Cash Comp (Target)	17	17	780.0	1,587.1	2,048.8	2,265.9	2,798.0	3,974.4
Total Cash Comp (Target) - Rcvrs	16	16	1,073.0	1,840.1	2,086.4	2,363.7	2,899.0	4,199.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	17	990.0	1,385.6	3,664.5	4,792.6	7,013.8	10,928.6
Total Direct Comp (Actual) - Rcvrs	12	12	2,194.7	3,237.8	5,661.9	6,310.7	8,236.2	14,132.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	94%
Sales Incentive	0	0	0%
Profit Sharing	1	1	8%
Long-term Incentive	14	14	93%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	64%	58%
Share Appreciation Rights (SARs)	7%	8%
Restricted Shares/Share Units	71%	75%
Performance Shares/Share Units	36%	42%
Performance Cash Units	0%	0%
Long-term Cash	7%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	127.0%	127.0%
Short-term Incentive (Threshold)	6	6	46.0%	46.0%
Short-term Incentive (Target)	16	16	125.1%	125.1%
Short-term Incentive (Maximum)	9	9	258.1%	258.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	12	362.1%	362.1%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

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Chairman and Chief Executive Officer (CEO) 100.000.111

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100.000.111 Chairman and Chief Executive Officer (CEO)

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	21	379.0	645.0	800.0	853.1	1,100.0	1,400.0
Base Salary - Org Wtd	21	21	379.0	645.0	800.0	853.1	1,100.0	1,400.0
Base Salary - Incentive Eligible	16	16	549.5	702.3	812.5	901.3	1,143.5	1,493.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	11	38.8	635.0	1,125.0	1,020.8	1,522.5	1,999.1
Short-term Incentive (Actual)	13	13	158.7	720.0	1,215.0	1,315.1	1,906.3	2,650.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	2,635.3	5,456.0	5,067.3	7,374.1	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	21	463.0	698.7	1,285.0	1,680.0	2,415.9	3,849.7
Total Cash Comp (Actual) - Org Wtd	21	21	463.0	698.7	1,285.0	1,680.0	2,415.9	3,849.7
Total Cash Comp (Actual) - Rcvrs	14	14	698.7	1,253.1	2,078.3	2,170.5	2,732.7	3,993.9
Total Cash Comp (Target)	17	17	409.2	642.0	1,270.0	1,519.0	2,102.6	3,212.0
Total Cash Comp (Target) - Rcvrs	11	11	517.0	1,270.0	2,025.0	1,965.3	2,972.5	3,278.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	21	463.0	698.7	2,454.1	3,851.8	6,770.8	9,679.1
Total Direct Comp (Actual) - Rcvrs	9	9	--	4,410.9	7,602.8	7,220.0	9,620.9	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	15	71%
Sales Incentive	0	0	0%
Profit Sharing	2	2	17%
Long-term Incentive	14	14	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	56%
Share Appreciation Rights (SARs)	8%	11%
Restricted Shares/Share Units	67%	33%
Performance Shares/Share Units	75%	89%
Performance Cash Units	8%	11%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	134.4%	134.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	11	11	100.7%	100.7%
Short-term Incentive (Maximum)	5	5	235.0%	235.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	9	9	493.8%	493.8%

Salary Range (Mean)				
Minimum	9	9	494.3	494.3
Midpoint	9	9	705.2	705.2
Maximum	9	9	916.1	916.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman and Chief Executive Officer (CEO) 100.000.111

2014

US MBD: Mercer Benchmark Database Executive

100.000.110 Chairman of the Board (not CEO)

This position is the Chairman of the Board of Directors and is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of senior executives and members of the board and works with them to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	20	20	224.0	350.0	726.2	683.2	960.5	1,315.0
Base Salary - Org Wtd	20	20	224.0	350.0	726.2	683.2	960.5	1,315.0
Base Salary - Incentive Eligible	16	16	204.4	350.0	726.2	669.3	960.5	1,105.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	199.5	543.8	934.3	968.2	1,434.4	1,743.8
Short-term Incentive (Actual)	10	10	87.4	240.0	1,292.2	1,198.0	1,631.5	2,668.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	20	236.9	382.5	776.2	1,283.5	2,152.7	3,272.4
Total Cash Comp (Actual) - Org Wtd	20	20	236.9	382.5	776.2	1,283.5	2,152.7	3,272.4
Total Cash Comp (Actual) - Rcvrs	11	11	283.9	592.8	2,010.8	1,856.7	2,250.0	3,917.2
Total Cash Comp (Target)	16	16	204.4	472.5	1,452.4	1,352.8	2,034.9	2,836.3
Total Cash Comp (Target) - Rcvrs	10	10	573.5	1,347.3	1,844.3	1,829.6	2,375.0	3,008.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	20	279.4	382.5	776.2	1,499.3	2,738.0	4,028.4
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	70%
Sales Incentive	0	0	0%
Profit Sharing	4	4	33%
Long-term Incentive	9	9	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	--%
Share Appreciation Rights (SARs)	14%	--%
Restricted Shares/Share Units	57%	--%
Performance Shares/Share Units	57%	--%
Performance Cash Units	0%	--%
Long-term Cash	14%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	10	147.1%	147.1%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	10	106.0%	106.0%
Short-term Incentive (Maximum)	6	6	214.2%	214.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chairman of the Board (not CEO) 100.000.110

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

All Organizations

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	82	89	89%
Base Salary - Inc Wtd	97	104	146.8	158.8	179.5	185.6	200.1	231.2	Sales Incentive	0	0	0%
Base Salary - Org Wtd	97	104	146.4	160.7	183.7	187.4	201.5	232.2	Profit Sharing	5	5	8%
Base Salary - Incentive Eligible	83	90	151.5	160.7	183.4	186.6	200.4	229.5	Long-term Incentive	39	45	52%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	71	77	23.6	30.3	39.4	46.9	51.9	80.9	Stock/Share Options	40%	41%	
Short-term Incentive (Actual)	73	80	18.1	27.4	40.1	53.8	64.5	86.3	Share Appreciation Rights (SARs)	0%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	65%	62%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	28%	21%	
Profit Sharing (Actual)	4	4	--	--	--	--	--	--	Performance Cash Units	7%	3%	
Long-term Incentive (Black-Scholes)	33	39	14.2	20.5	40.0	73.8	88.0	140.0	Long-term Cash	19%	15%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	97	104	157.3	180.7	215.1	227.8	254.1	302.1	Short-term Incentive (Actual)	73	80	27.7%
Total Cash Comp (Actual) - Org Wtd	97	104	156.5	179.8	216.8	230.1	257.0	307.2	Short-term Incentive (Threshold)	16	16	10.8%
Total Cash Comp (Actual) - Rcvs	74	81	177.8	190.1	225.1	240.8	259.9	308.6	Short-term Incentive (Target)	71	77	24.1%
Total Cash Comp (Target)	83	90	161.3	186.7	214.5	224.7	243.0	290.4	Short-term Incentive (Maximum)	35	41	42.7%
Total Cash Comp (Target) - Rcvs	71	77	177.3	194.7	219.8	233.5	248.9	293.2	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	97	104	158.6	187.6	215.6	255.4	292.2	398.9	Profit Sharing (Actual)	4	4	--%
Total Direct Comp (Actual) - Rcvs	33	39	196.2	208.0	274.6	307.0	374.1	419.2	Long-term Incentive (Black-Scholes)	33	39	42.0%
Salary Range (Mean)									Minimum	62	62	128.3
									Midpoint	62	62	172.6
									Maximum	62	62	216.9

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

Consumer Goods

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	11	--	--	158.6	164.1	--	--
Base Salary - Org Wtd	*5	11	--	--	162.0	173.6	--	--
Base Salary - Incentive Eligible	*5	11	--	--	158.6	164.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	10	--	--	--	--	--	--
Short-term Incentive (Actual)	*4	10	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	9	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	11	--	--	192.9	205.3	--	--
Total Cash Comp (Actual) - Org Wtd	*5	11	--	--	225.1	226.0	--	--
Total Cash Comp (Actual) - Rcvrs	*5	11	--	--	192.9	205.3	--	--
Total Cash Comp (Target)	*5	11	--	--	195.0	202.6	--	--
Total Cash Comp (Target) - Rcvrs	*4	10	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	11	--	--	207.1	235.1	--	--
Total Direct Comp (Actual) - Rcvrs	*3	9	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	3	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	10	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	4	10	--%	--%
Short-term Incentive (Maximum)	3	9	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	9	--%	--%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Enterprise Architect 320.381.130

2014

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

Energy

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	5	5	100%
Base Salary - Inc Wtd	5	5	--	--	185.7	190.9	--	--	Sales Incentive	0	--	--%
Base Salary - Org Wtd	5	5	--	--	185.7	190.9	--	--	Profit Sharing	0	--	--%
Base Salary - Incentive Eligible	5	5	--	--	185.7	190.9	--	--	Long-term Incentive	4	4	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	4	4	--	--	--	--	--	--	Stock/Share Options	--%	--%	
Short-term Incentive (Actual)	5	5	--	--	62.3	62.3	--	--	Share Appreciation Rights (SARs)	--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	--%	--%	
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--	Long-term Cash	--%	--%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	247.4	253.3	--	--	Short-term Incentive (Actual)	5	5	32.6%
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	247.4	253.3	--	--	Short-term Incentive (Threshold)	2	2	--%
Total Cash Comp (Actual) - Rcvs	5	5	--	--	247.4	253.3	--	--	Short-term Incentive (Target)	4	4	--%
Total Cash Comp (Target)	4	4	--	--	--	--	--	--	Short-term Incentive (Maximum)	2	2	--%
Total Cash Comp (Target) - Rcvs	4	4	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	4	4	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	5	5	--	--	296.3	331.7	--	--	Minimum	3	3	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--	Midpoint	3	3	--
									Maximum	3	3	--

*More than 25% of sample supplied by one organization

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Chief Enterprise Architect 320.381.130

US MBD: Mercer Benchmark Database

Executive

320.381.130 Chief Enterprise Architect

Financial Services

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	208.8	202.2	--	--
Base Salary - Org Wtd	6	6	--	--	208.8	202.2	--	--
Base Salary - Incentive Eligible	6	6	--	--	208.8	202.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--
Short-term Incentive (Actual)	6	6	--	--	65.9	110.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	274.7	312.6	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	274.7	312.6	--	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	274.7	312.6	--	--
Total Cash Comp (Target)	*3	3	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	348.3	352.1	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	5	5	100%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	100%	--%
Performance Shares/Share Units	40%	--%
Performance Cash Units	20%	--%
Long-term Cash	20%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	49.4%	49.4%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	5	5	127.3	127.3
Midpoint	5	5	188.2	188.2
Maximum	5	5	249.1	249.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

High Tech (Services)

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	8	8	--	145.4	154.7	160.8	178.4	--	Short-term Incentive	5	5	83%
Base Salary - Org Wtd	8	8	--	145.4	154.7	160.8	178.4	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	5	5	--	--	151.4	156.1	--	--	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	0	0	0%
Incentives												
Short-term Incentive (Target)	5	5	--	--	25.7	24.1	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
									Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	8	8	--	157.0	169.5	172.4	194.5	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	8	8	--	157.0	169.5	172.4	194.5	--	Short-term Incentive (Actual)	4	4	--%
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target)	6	6	--	--	173.2	171.9	--	--	Short-term Incentive (Target)	5	5	15.4%
Total Cash Comp (Target) - Rcvs	5	5	--	--	174.0	180.2	--	--	Short-term Incentive (Maximum)	1	1	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	0	0	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	8	8	--	157.0	169.5	172.4	194.5	--	Minimum	6	6	127.4
Total Direct Comp (Actual) - Rcvs	0	0	--	--	--	--	--	--	Midpoint	6	6	174.5
									Maximum	6	6	221.6

*More than 25% of sample supplied by one organization

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Chief Enterprise Architect 320.381.130

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

Insurance

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	160.1	165.2	183.4	183.2	201.2	206.0
Base Salary - Org Wtd	18	18	160.1	165.2	183.4	183.2	201.2	206.0
Base Salary - Incentive Eligible	17	17	159.6	166.7	183.7	184.3	202.4	206.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	14	25.5	35.2	45.1	48.7	62.3	79.6
Short-term Incentive (Actual)	17	17	20.1	32.9	44.5	57.1	73.3	119.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	41.3	60.4	63.6	87.4	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	18	182.7	198.8	221.5	237.3	278.7	312.1
Total Cash Comp (Actual) - Org Wtd	18	18	182.7	198.8	221.5	237.3	278.7	312.1
Total Cash Comp (Actual) - Rcvrs	17	17	186.2	200.2	221.7	241.5	278.9	315.2
Total Cash Comp (Target)	14	14	185.7	216.3	232.8	234.3	259.1	278.7
Total Cash Comp (Target) - Rcvrs	14	14	185.7	216.3	232.8	234.3	259.1	278.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	18	182.7	198.8	221.5	265.5	342.8	398.6
Total Direct Comp (Actual) - Rcvrs	8	8	--	302.0	347.7	346.5	396.6	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	17	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	8	8	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	25%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	63%	63%
Performance Shares/Share Units	25%	13%
Performance Cash Units	13%	13%
Long-term Cash	38%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	30.3%	30.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	14	14	26.0%	26.0%
Short-term Incentive (Maximum)	7	7	46.8%	46.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	8	8	31.7%	31.7%

Salary Range (Mean)				
Minimum	12	12	129.3	129.3
Midpoint	12	12	184.3	184.3
Maximum	12	12	239.4	239.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	--	234.6	249.3	--	--
Base Salary - Org Wtd	7	7	--	--	234.6	249.3	--	--
Base Salary - Incentive Eligible	7	7	--	--	234.6	249.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	--	--	--	--
Short-term Incentive (Actual)	6	6	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	--	342.1	326.1	--	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	342.1	326.1	--	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	--	--	--	--
Total Cash Comp (Target)	6	6	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	--	342.1	331.3	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	6	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	0	0	--	--
Midpoint	0	0	--	--
Maximum	0	0	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

Retail & Wholesale

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	139.0	148.7	187.4	187.4	204.3	268.6
Base Salary - Org Wtd	10	10	139.0	148.7	187.4	187.4	204.3	268.6
Base Salary - Incentive Eligible	10	10	139.0	148.7	187.4	187.4	204.3	268.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	24.2	28.6	42.7	46.0	55.9	81.6
Short-term Incentive (Actual)	6	6	--	--	23.8	23.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	30.1	168.2	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	150.7	158.0	191.5	201.8	239.6	272.6
Total Cash Comp (Actual) - Org Wtd	10	10	150.7	158.0	191.5	201.8	239.6	272.6
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	208.3	203.0	--	--
Total Cash Comp (Target)	10	10	166.8	189.8	230.5	233.5	258.2	350.2
Total Cash Comp (Target) - Rcvrs	10	10	166.8	189.8	230.5	233.5	258.2	350.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	160.3	178.0	204.3	302.7	323.2	875.9
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	236.2	376.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	10	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	6	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	83%	67%
Performance Shares/Share Units	17%	17%
Performance Cash Units	0%	0%
Long-term Cash	33%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	13.0%	13.0%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	10	10	24.0%	24.0%
Short-term Incentive (Maximum)	6	6	49.3%	49.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	77.4%	77.4%

Salary Range (Mean)				
Minimum	7	7	131.5	131.5
Midpoint	7	7	169.9	169.9
Maximum	7	7	208.2	208.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

320.381.130 Chief Enterprise Architect

Responsible for IT technical strategy as the organization's top design resource. Advises the Chief Information Officer and Chief Technology Officer on matters of technical strategy. Oversees the actions of other architects and ensures the alignment of the organization's mission, strategy, and processes to the IT strategy using a variety of architectural models. Expands the company's use of technology as a strategic enabler of goals and objectives. Personally responsible for the most important and complex projects. Involved in the development of policies, standards and guidelines that direct the selection, development, implementation and use of IT within the organization. Frequently reports to the Chief Information Officer or Chief Technology Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. This position is staffed in organizations with a large, complex architecture and IT research staff.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	27	28	143.7	152.2	178.4	183.5	199.8	223.7
Base Salary - Org Wtd	27	28	142.3	150.1	178.9	183.4	201.3	227.4
Base Salary - Incentive Eligible	17	18	149.7	167.9	187.4	183.5	196.7	209.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	21.1	28.0	37.6	39.3	49.0	64.4
Short-term Incentive (Actual)	16	17	18.9	22.4	36.9	48.7	55.8	107.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	27	28	143.7	158.8	211.5	213.8	246.0	274.5
Total Cash Comp (Actual) - Org Wtd	27	28	142.3	158.6	210.3	212.7	246.1	281.8
Total Cash Comp (Actual) - Rcvrs	16	17	175.9	200.5	225.4	235.3	253.4	302.4
Total Cash Comp (Target)	25	26	141.0	165.8	204.1	204.7	234.6	270.3
Total Cash Comp (Target) - Rcvrs	15	15	182.1	200.4	225.5	224.9	248.4	273.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	27	28	143.7	158.8	215.1	215.5	246.0	274.5
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	18	67%
Sales Incentive	0	0	0%
Profit Sharing	2	2	15%
Long-term Incentive	2	2	9%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	17	25.0%	25.3%
Short-term Incentive (Threshold)	8	8	8.9%	8.9%
Short-term Incentive (Target)	15	15	20.9%	20.9%
Short-term Incentive (Maximum)	10	10	32.1%	32.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	18	18	125.0	125.0
Midpoint	18	18	162.4	162.4
Maximum	18	18	199.9	199.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Enterprise Architect 320.381.130

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

All Organizations

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	334	335	329.7	547.7	750.3	765.8	970.2	1,145.0
Base Salary - Org Wtd	334	335	329.7	542.0	756.7	765.9	971.4	1,147.5
Base Salary - Incentive Eligible	284	285	425.0	623.5	800.0	810.5	988.2	1,200.0
Base Salary - Not Incentive Eligible	12	12	222.5	313.1	509.2	522.4	768.9	836.8

Incentives								
Short-term Incentive (Target)	240	241	197.6	443.1	750.0	825.1	1,105.5	1,500.0
Short-term Incentive (Actual)	232	233	131.0	376.5	701.0	955.0	1,250.0	2,101.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	12	12	6.4	12.8	27.4	68.4	114.0	282.5
Long-term Incentive (Black-Scholes)	158	159	422.4	969.5	1,867.2	2,845.5	3,957.8	6,559.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	334	335	366.9	678.3	1,175.8	1,432.4	1,868.8	2,892.6
Total Cash Comp (Actual) - Org Wtd	334	335	366.8	678.0	1,176.7	1,433.4	1,869.3	2,896.6
Total Cash Comp (Actual) - Rcvrs	235	236	667.7	1,013.1	1,496.5	1,763.3	2,263.6	3,210.6
Total Cash Comp (Target)	297	298	402.3	760.7	1,350.0	1,439.0	1,956.0	2,502.6
Total Cash Comp (Target) - Rcvrs	240	241	683.2	1,117.4	1,549.9	1,646.3	2,130.9	2,700.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	334	335	376.5	720.0	1,582.8	2,783.0	3,473.3	6,963.5
Total Direct Comp (Actual) - Rcvrs	158	159	1,500.0	2,375.5	3,550.4	4,746.2	6,290.7	8,975.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	279	280	86%
Sales Incentive	0	0	0%
Profit Sharing	21	21	10%
Long-term Incentive	186	187	61%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	38%
Share Appreciation Rights (SARs)	7%	6%
Restricted Shares/Share Units	62%	60%
Performance Shares/Share Units	50%	50%
Performance Cash Units	6%	3%
Long-term Cash	28%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	232	233	108.0%	107.8%
Short-term Incentive (Threshold)	95	96	41.5%	41.5%
Short-term Incentive (Target)	240	241	93.9%	93.8%
Short-term Incentive (Maximum)	143	144	174.0%	173.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	12	12	17.9%	17.9%
Long-term Incentive (Black-Scholes)	158	159	298.6%	297.4%

Salary Range (Mean)				
Minimum	117	117	558.2	558.2
Midpoint	117	117	744.6	744.6
Maximum	117	117	931.1	931.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

Consumer Goods

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	20	20	382.4	647.2	987.5	968.8	1,100.0	1,515.0
Base Salary - Org Wtd	20	20	382.4	647.2	987.5	968.8	1,100.0	1,515.0
Base Salary - Incentive Eligible	19	19	449.0	738.1	1,000.0	1,001.4	1,100.0	1,550.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	17	208.4	564.7	1,086.8	981.6	1,353.5	1,648.9
Short-term Incentive (Actual)	17	17	213.5	551.0	937.4	1,072.1	1,681.6	2,072.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	10	157.5	1,776.8	3,115.6	3,520.1	5,309.1	7,255.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	20	687.2	884.5	1,836.0	1,881.5	2,564.5	2,994.0
Total Cash Comp (Actual) - Org Wtd	20	20	687.2	884.5	1,836.0	1,881.5	2,564.5	2,994.0
Total Cash Comp (Actual) - Rcvrs	17	17	749.2	1,159.9	1,981.0	2,081.5	2,779.9	3,440.0
Total Cash Comp (Target)	18	18	714.2	1,024.0	2,115.9	1,861.9	2,418.0	2,710.4
Total Cash Comp (Target) - Rcvrs	17	17	709.7	1,262.4	2,200.0	1,915.5	2,436.0	2,733.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	20	687.2	905.3	2,751.2	3,641.5	5,920.7	8,790.6
Total Direct Comp (Actual) - Rcvrs	10	10	1,059.1	3,371.6	5,760.0	5,775.8	8,364.0	10,144.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	19	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	18%
Long-term Incentive	13	13	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	40%
Share Appreciation Rights (SARs)	10%	10%
Restricted Shares/Share Units	30%	30%
Performance Shares/Share Units	70%	50%
Performance Cash Units	10%	10%
Long-term Cash	30%	30%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	100.3%	100.3%
Short-term Incentive (Threshold)	6	6	34.2%	34.2%
Short-term Incentive (Target)	17	17	101.5%	101.5%
Short-term Incentive (Maximum)	11	11	184.7%	184.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	10	326.2%	326.2%

Salary Range (Mean)				
Minimum	11	11	751.0	751.0
Midpoint	11	11	1,037.8	1,037.8
Maximum	11	11	1,324.6	1,324.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

Energy

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	17	17	391.0	547.5	700.0	782.6	1,024.6	1,371.2	Short-term Incentive	14	14	88%
Base Salary - Org Wtd	17	17	391.0	547.5	700.0	782.6	1,024.6	1,371.2	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	14	14	547.5	645.0	745.0	867.5	1,160.0	1,403.0	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	Long-term Incentive	15	15	88%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	12	12	524.3	607.5	819.9	979.0	1,242.4	1,882.2	Stock/Share Options	20%	20%	
Short-term Incentive (Actual)	13	13	408.0	870.1	1,171.9	1,240.8	1,614.9	2,442.8	Share Appreciation Rights (SARs)	7%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	67%	80%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	60%	70%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	7%	0%	
Long-term Incentive (Black-Scholes)	10	10	310.4	1,013.0	1,911.3	2,808.9	4,798.9	8,057.6	Long-term Cash	7%	0%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	17	17	391.0	746.0	1,677.6	1,731.4	2,317.4	3,509.1	Short-term Incentive (Actual)	13	13	138.0%
Total Cash Comp (Actual) - Org Wtd	17	17	391.0	746.0	1,677.6	1,731.4	2,317.4	3,509.1	Short-term Incentive (Threshold)	6	6	60.4%
Total Cash Comp (Actual) - Rcvrs	13	13	945.0	1,535.1	1,889.6	2,121.2	2,604.2	3,835.2	Short-term Incentive (Target)	12	12	113.5%
Total Cash Comp (Target)	14	14	364.2	1,147.5	1,431.3	1,619.4	2,117.4	3,229.6	Short-term Incentive (Maximum)	8	8	193.8%
Total Cash Comp (Target) - Rcvrs	12	12	1,053.0	1,290.6	1,587.5	1,828.6	2,212.5	3,306.4	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	17	17	441.6	937.3	2,908.2	3,383.7	4,450.0	8,660.0	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	10	10	776.6	2,621.6	3,861.2	4,684.5	6,917.8	11,355.9	Long-term Incentive (Black-Scholes)	10	10	308.5%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	5	5	777.6
									Midpoint	5	5	910.1
									Maximum	5	5	1,042.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

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100.000.112 Chief Executive Officer (CEO) Non-Chairman

Financial Services

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	22	377.3	441.2	575.0	606.4	710.8	970.5
Base Salary - Org Wtd	21	22	374.0	437.5	550.0	601.7	714.5	972.0
Base Salary - Incentive Eligible	17	18	422.5	468.8	637.0	643.1	739.0	977.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	13	137.2	380.0	438.1	570.6	666.8	1,387.5
Short-term Incentive (Actual)	16	17	155.6	316.3	420.6	814.2	690.1	3,095.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	12	127.1	243.8	764.4	1,508.3	1,231.8	7,293.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	22	386.2	654.8	1,002.5	1,235.6	1,338.1	2,797.8
Total Cash Comp (Actual) - Org Wtd	21	22	380.0	650.0	1,000.0	1,240.8	1,351.1	2,930.2
Total Cash Comp (Actual) - Rcvrs	16	17	646.6	777.1	1,127.6	1,436.4	1,447.6	3,609.0
Total Cash Comp (Target)	17	18	363.5	625.7	830.0	1,025.4	1,272.6	2,224.4
Total Cash Comp (Target) - Rcvrs	12	13	617.8	805.0	1,112.1	1,230.5	1,500.3	2,377.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	22	386.2	654.8	1,431.5	2,058.4	2,167.7	3,378.7
Total Direct Comp (Actual) - Rcvrs	11	12	993.7	1,491.7	1,891.9	3,011.5	2,898.3	11,278.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	18	82%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	11	12	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	17%	17%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	67%
Performance Shares/Share Units	67%	58%
Performance Cash Units	0%	0%
Long-term Cash	42%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	17	137.2%	132.7%
Short-term Incentive (Threshold)	7	8	26.6%	28.8%
Short-term Incentive (Target)	12	13	81.3%	81.2%
Short-term Incentive (Maximum)	9	10	131.3%	133.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	12	208.8%	200.4%

Salary Range (Mean)				
Minimum	9	9	363.5	363.5
Midpoint	9	9	503.7	503.7
Maximum	9	9	643.8	643.8

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

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100.000.112 Chief Executive Officer (CEO) Non-Chairman

High Tech (Services)

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	514.8	597.3	--	--
Base Salary - Org Wtd	5	5	--	--	514.8	597.3	--	--
Base Salary - Incentive Eligible	5	5	--	--	514.8	597.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	886.1	1,030.2	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	886.1	1,030.2	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	772.2	1,106.1	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	886.1	1,713.3	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	80%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	3	3	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	1	1	--	--
Midpoint	1	1	--	--
Maximum	1	1	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

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US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

Insurance

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	38	38	318.5	643.7	802.0	784.8	1,000.0	1,121.5
Base Salary - Org Wtd	38	38	318.5	643.7	802.0	784.8	1,000.0	1,121.5
Base Salary - Incentive Eligible	33	33	443.5	715.0	862.0	850.9	1,001.2	1,129.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	27	27	180.7	405.0	630.6	771.6	1,100.0	1,341.3
Short-term Incentive (Actual)	31	31	229.6	476.0	772.7	1,066.2	1,300.5	2,652.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	19	230.1	628.0	1,317.4	2,051.4	2,172.2	7,352.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	38	38	334.0	991.1	1,410.4	1,656.1	1,943.4	3,575.6
Total Cash Comp (Actual) - Org Wtd	38	38	334.0	991.1	1,410.4	1,656.1	1,943.4	3,575.6
Total Cash Comp (Actual) - Rcvrs	31	31	679.2	1,270.3	1,517.2	1,902.9	2,400.5	3,676.3
Total Cash Comp (Target)	33	33	328.3	755.8	1,275.0	1,390.3	1,898.2	2,309.6
Total Cash Comp (Target) - Rcvrs	27	27	544.3	1,215.0	1,312.5	1,597.3	2,200.0	2,439.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	38	38	334.0	992.9	1,731.7	2,681.8	3,366.1	6,001.2
Total Direct Comp (Actual) - Rcvrs	19	19	1,537.8	2,287.9	3,356.8	4,309.9	5,662.8	11,592.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	33	33	89%
Sales Incentive	0	0	0%
Profit Sharing	2	2	9%
Long-term Incentive	24	24	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	11%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	39%	42%
Performance Shares/Share Units	17%	16%
Performance Cash Units	9%	0%
Long-term Cash	65%	58%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	31	31	115.2%	115.2%
Short-term Incentive (Threshold)	11	11	38.8%	38.8%
Short-term Incentive (Target)	27	27	86.5%	86.5%
Short-term Incentive (Maximum)	18	18	157.6%	157.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	19	19	191.9%	191.9%

Salary Range (Mean)				
Minimum	20	20	551.0	551.0
Midpoint	20	20	727.7	727.7
Maximum	20	20	904.5	904.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	33	33	378.0	629.5	725.0	741.4	928.5	1,019.0
Base Salary - Org Wtd	33	33	378.0	629.5	725.0	741.4	928.5	1,019.0
Base Salary - Incentive Eligible	32	32	371.0	625.8	731.0	744.3	930.3	1,020.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	26	26	270.3	455.5	687.5	806.1	1,041.4	1,629.0
Short-term Incentive (Actual)	25	25	86.2	325.7	559.1	767.4	1,177.9	1,713.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	25	25	388.3	931.6	1,700.1	2,410.5	3,219.8	7,135.7

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	33	33	492.0	756.1	1,072.5	1,327.1	1,779.0	2,635.8
Total Cash Comp (Actual) - Org Wtd	33	33	492.0	756.1	1,072.5	1,327.1	1,779.0	2,635.8
Total Cash Comp (Actual) - Rcvrs	25	25	744.4	884.9	1,363.0	1,548.6	2,154.5	2,873.7
Total Cash Comp (Target)	29	29	526.9	1,026.3	1,284.3	1,459.5	1,919.0	2,750.0
Total Cash Comp (Target) - Rcvrs	26	26	700.9	1,108.2	1,375.0	1,567.6	1,977.7	2,771.0

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	33	33	620.0	1,237.8	2,375.5	3,153.2	3,916.6	7,719.5
Total Direct Comp (Actual) - Rcvrs	25	25	1,442.7	2,214.7	3,084.0	3,885.6	4,985.0	9,559.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	31	31	97%
Sales Incentive	0	0	0%
Profit Sharing	5	5	25%
Long-term Incentive	27	27	84%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	48%
Share Appreciation Rights (SARs)	12%	8%
Restricted Shares/Share Units	77%	64%
Performance Shares/Share Units	73%	76%
Performance Cash Units	12%	4%
Long-term Cash	15%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	25	92.3%	92.3%
Short-term Incentive (Threshold)	9	9	53.1%	53.1%
Short-term Incentive (Target)	26	26	98.7%	98.7%
Short-term Incentive (Maximum)	17	17	201.9%	201.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	25	25	290.0%	290.0%

Salary Range (Mean)

Minimum	9	9	513.4	513.4
Midpoint	9	9	671.0	671.0
Maximum	9	9	828.6	828.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	787.5	766.5	--	--
Base Salary - Org Wtd	6	6	--	--	787.5	766.5	--	--
Base Salary - Incentive Eligible	6	6	--	--	787.5	766.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	787.5	798.6	--	--
Short-term Incentive (Actual)	6	6	--	--	389.4	651.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	1,448.8	2,004.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	1,078.9	1,420.5	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	1,078.9	1,420.5	--	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	1,078.9	1,420.5	--	--
Total Cash Comp (Target)	6	6	--	--	1,575.0	1,565.1	--	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	1,575.0	1,565.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	2,991.3	3,090.6	--	--
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	3,550.4	3,543.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	5	5	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	60%
Share Appreciation Rights (SARs)	20%	20%
Restricted Shares/Share Units	20%	20%
Performance Shares/Share Units	80%	80%
Performance Cash Units	0%	0%
Long-term Cash	20%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	79.7%	79.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	6	6	105.8%	105.8%
Short-term Incentive (Maximum)	5	5	186.5%	186.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	245.9%	245.9%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	37	37	256.0	397.3	750.0	711.1	976.8	1,207.2
Base Salary - Org Wtd	37	37	256.0	397.3	750.0	711.1	976.8	1,207.2
Base Salary - Incentive Eligible	31	31	380.6	561.2	800.0	796.9	990.0	1,228.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	27	27	66.0	318.8	920.0	893.9	1,500.0	1,677.2
Short-term Incentive (Actual)	30	30	31.1	164.3	496.7	1,035.1	1,635.2	2,980.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	17	17	720.4	1,408.8	2,738.8	4,126.3	5,391.4	11,566.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	37	37	271.9	565.3	1,012.3	1,554.4	2,358.9	4,200.0
Total Cash Comp (Actual) - Org Wtd	37	37	271.9	565.3	1,012.3	1,554.4	2,358.9	4,200.0
Total Cash Comp (Actual) - Rcvrs	30	30	547.9	705.9	1,370.8	1,832.9	2,690.2	4,200.0
Total Cash Comp (Target)	33	33	283.0	596.9	1,102.5	1,463.0	2,120.0	2,763.4
Total Cash Comp (Target) - Rcvrs	27	27	555.6	900.0	1,788.8	1,705.7	2,475.0	2,920.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	37	37	271.9	565.3	1,900.0	3,450.2	5,067.0	8,070.0
Total Direct Comp (Actual) - Rcvrs	17	17	2,412.3	3,388.6	5,150.1	6,540.3	7,492.7	15,730.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	31	31	86%
Sales Incentive	0	0	0%
Profit Sharing	1	1	5%
Long-term Incentive	19	19	56%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	47%
Share Appreciation Rights (SARs)	5%	6%
Restricted Shares/Share Units	79%	76%
Performance Shares/Share Units	37%	35%
Performance Cash Units	5%	6%
Long-term Cash	11%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	30	30	109.2%	109.2%
Short-term Incentive (Threshold)	7	7	40.1%	40.1%
Short-term Incentive (Target)	27	27	95.2%	95.2%
Short-term Incentive (Maximum)	11	11	179.5%	179.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	17	17	398.5%	398.5%

Salary Range (Mean)				
Minimum	11	11	370.4	370.4
Midpoint	11	11	525.7	525.7
Maximum	11	11	681.0	681.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

Retail & Wholesale

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	32	32	665.0	750.0	900.0	916.7	1,000.0	1,238.0
Base Salary - Org Wtd	32	32	665.0	750.0	900.0	916.7	1,000.0	1,238.0
Base Salary - Incentive Eligible	30	30	655.0	750.0	900.0	917.8	1,025.0	1,246.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	30	30	642.1	750.0	887.5	1,062.9	1,371.9	1,848.0
Short-term Incentive (Actual)	24	24	133.0	613.0	1,058.3	1,504.9	1,785.6	3,428.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	19	19	940.0	1,431.0	3,359.4	4,501.0	6,250.0	13,629.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	32	32	715.0	925.6	1,609.0	2,046.0	2,478.0	3,767.2
Total Cash Comp (Actual) - Org Wtd	32	32	715.0	925.6	1,609.0	2,046.0	2,478.0	3,767.2
Total Cash Comp (Actual) - Rcvrs	24	24	962.7	1,447.1	1,954.1	2,450.0	3,153.6	4,653.0
Total Cash Comp (Target)	32	32	1,003.6	1,500.0	1,663.8	1,913.1	2,262.0	3,181.0
Total Cash Comp (Target) - Rcvrs	30	30	1,307.5	1,500.0	1,750.0	1,980.7	2,371.4	3,297.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	32	32	765.0	1,150.1	2,921.1	4,718.5	7,433.1	9,883.0
Total Direct Comp (Actual) - Rcvrs	19	19	2,039.2	3,350.7	6,946.6	7,021.1	8,391.8	17,099.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	30	94%
Sales Incentive	0	0	0%
Profit Sharing	3	3	13%
Long-term Incentive	21	21	72%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	53%
Share Appreciation Rights (SARs)	10%	11%
Restricted Shares/Share Units	80%	68%
Performance Shares/Share Units	55%	58%
Performance Cash Units	5%	0%
Long-term Cash	25%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	24	24	153.2%	153.2%
Short-term Incentive (Threshold)	10	10	45.2%	45.2%
Short-term Incentive (Target)	30	30	111.9%	111.9%
Short-term Incentive (Maximum)	15	15	232.8%	232.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	19	19	436.7%	436.7%

Salary Range (Mean)				
Minimum	9	9	696.0	696.0
Midpoint	9	9	939.3	939.3
Maximum	9	9	1,182.6	1,182.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

This position is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them and the Board of Directors to develop current and long-range objectives, policies, and procedures for the organization. Represents the organization to its customers, the financial community, and the general public. This employee is not Chairman of the Board and may or may not serve as a Director. Frequently reports to the Board of Directors. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	105	105	292.1	437.5	750.0	723.6	911.8	1,148.3
Base Salary - Org Wtd	105	105	292.1	437.5	750.0	723.6	911.8	1,148.3
Base Salary - Incentive Eligible	79	79	300.0	525.0	800.0	778.7	978.0	1,250.0
Base Salary - Not Incentive Eligible	5	5	--	--	570.0	597.2	--	--

Incentives								
Short-term Incentive (Target)	61	61	75.6	264.8	650.0	668.8	926.1	1,250.0
Short-term Incentive (Actual)	52	52	76.7	268.0	545.6	680.3	997.5	1,525.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	29	29	316.0	896.4	1,883.8	2,206.6	2,900.0	4,796.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	105	105	301.8	493.4	850.0	1,064.2	1,443.8	2,244.0
Total Cash Comp (Actual) - Org Wtd	105	105	301.8	493.4	850.0	1,064.2	1,443.8	2,244.0
Total Cash Comp (Actual) - Rcvrs	54	54	453.0	894.8	1,378.1	1,453.2	1,995.5	2,581.3
Total Cash Comp (Target)	90	90	331.4	574.5	1,114.3	1,194.1	1,698.6	2,250.0
Total Cash Comp (Target) - Rcvrs	61	61	452.5	1,056.3	1,491.5	1,477.4	1,912.5	2,332.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	105	105	301.8	499.7	1,000.0	1,673.7	2,199.1	4,233.0
Total Direct Comp (Actual) - Rcvrs	29	29	1,314.4	2,295.5	3,799.9	3,798.1	4,864.8	7,230.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	76	76	75%
Sales Incentive	0	0	0%
Profit Sharing	3	3	5%
Long-term Incentive	35	35	41%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	32%	28%
Share Appreciation Rights (SARs)	10%	10%
Restricted Shares/Share Units	52%	48%
Performance Shares/Share Units	32%	34%
Performance Cash Units	3%	3%
Long-term Cash	39%	38%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	52	52	80.4%	80.4%
Short-term Incentive (Threshold)	26	26	36.8%	36.8%
Short-term Incentive (Target)	61	61	78.3%	78.3%
Short-term Incentive (Maximum)	35	35	136.1%	136.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	29	29	245.8%	245.8%

Salary Range (Mean)				
Minimum	32	32	533.3	533.3
Midpoint	32	32	707.4	707.4
Maximum	32	32	881.5	881.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.000.112 Chief Executive Officer (CEO) Non-Chairman

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Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	614.7	750.0	923.7	1,200.0	--
Base Salary - Org Wtd	7	7	--	614.7	750.0	923.7	1,200.0	--
Base Salary - Incentive Eligible	7	7	--	614.7	750.0	923.7	1,200.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	7	--	600.0	676.0	1,087.3	1,500.0	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	676.0	1,556.0	1,558.7	2,267.8	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	676.0	1,556.0	1,558.7	2,267.8	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	7	7	--	1,200.0	1,352.0	2,010.9	2,700.0	--
Total Cash Comp (Target) - Rcvrs	7	7	--	1,200.0	1,352.0	2,010.9	2,700.0	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	867.0	1,556.0	4,436.4	8,653.3	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	7	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	4	4	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	7	7	104.3%	104.3%
Short-term Incentive (Maximum)	5	5	215.0%	215.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO) Non-Chairman 100.000.112

2014

US MBD: Mercer Benchmark Database Executive

100.012.110 Chief Executive Officer (CEO)/President Subsidiary

All Organizations

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note: Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	99	100	196.4	296.1	384.9	482.5	568.1	945.0
Base Salary - Org Wtd	99	100	195.9	296.6	392.1	484.8	573.7	950.0
Base Salary - Incentive Eligible	92	93	197.9	296.3	392.1	490.5	586.9	980.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	80	80	53.1	76.5	127.5	236.6	297.0	605.9
Short-term Incentive (Actual)	70	70	39.8	68.2	134.8	367.2	482.9	1,203.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	31	31	69.0	94.2	200.0	517.1	852.7	1,461.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	99	100	211.4	343.2	477.4	739.6	974.0	1,597.4
Total Cash Comp (Actual) - Org Wtd	99	100	210.2	350.0	480.0	744.6	984.6	1,598.9
Total Cash Comp (Actual) - Rcvrs	71	71	308.9	398.1	595.0	886.4	1,080.0	1,771.7
Total Cash Comp (Target)	90	90	241.5	367.3	514.6	679.9	864.0	1,415.9
Total Cash Comp (Target) - Rcvrs	80	80	241.5	377.3	514.6	693.5	846.7	1,492.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	99	100	211.4	343.2	540.8	899.9	1,074.7	2,075.9
Total Direct Comp (Actual) - Rcvrs	31	31	454.1	550.2	868.4	1,490.1	2,100.0	3,311.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	92	93	96%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	52	52	56%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	19%
Share Appreciation Rights (SARs)	2%	0%
Restricted Shares/Share Units	31%	26%
Performance Shares/Share Units	17%	19%
Performance Cash Units	10%	6%
Long-term Cash	67%	68%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	70	70	58.1%	58.1%
Short-term Incentive (Threshold)	37	37	21.2%	21.2%
Short-term Incentive (Target)	80	80	44.6%	44.6%
Short-term Incentive (Maximum)	50	50	66.6%	66.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	31	31	79.8%	79.8%

Salary Range (Mean)				
Minimum	53	54	308.8	305.4
Midpoint	53	54	413.8	409.7
Maximum	53	54	518.9	514.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization
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Chief Executive Officer (CEO)/President Subsidiary 100.012.110

2014

US MBD: Mercer Benchmark Database Executive

100.012.110 Chief Executive Officer (CEO)/President Subsidiary

Energy

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	325.0	375.0	444.7	529.0	--
Base Salary - Org Wtd	8	8	--	325.0	375.0	444.7	529.0	--
Base Salary - Incentive Eligible	8	8	--	325.0	375.0	444.7	529.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	8	--	176.7	304.0	308.6	357.5	--
Short-term Incentive (Actual)	8	8	--	269.2	327.5	379.5	448.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	8	--	601.2	767.1	824.2	833.0	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	601.2	767.1	824.2	833.0	--
Total Cash Comp (Actual) - Rcvs	8	8	--	601.2	767.1	824.2	833.0	--
Total Cash Comp (Target)	8	8	--	525.1	730.0	753.3	767.3	--
Total Cash Comp (Target) - Rcvs	8	8	--	525.1	730.0	753.3	767.3	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	745.6	956.7	1,318.8	1,725.7	--
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	--%
Long-term Incentive	6	6	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	--%
Share Appreciation Rights (SARs)	17%	--%
Restricted Shares/Share Units	83%	--%
Performance Shares/Share Units	83%	--%
Performance Cash Units	0%	--%
Long-term Cash	0%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	87.3%	87.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	8	70.5%	70.5%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	5	5	305.4	305.4
Midpoint	5	5	391.9	391.9
Maximum	5	5	478.5	478.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO)/President Subsidiary 100.012.110

2014

US MBD: Mercer Benchmark Database Executive

100.012.110 Chief Executive Officer (CEO)/President Subsidiary

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note: Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	505.0	886.2	806.1	1,047.3	--
Base Salary - Org Wtd	8	8	--	505.0	886.2	806.1	1,047.3	--
Base Salary - Incentive Eligible	8	8	--	505.0	886.2	806.1	1,047.3	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	626.6	562.0	--	--
Short-term Incentive (Actual)	6	6	--	--	671.8	957.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	8	--	956.4	1,441.8	1,524.0	1,741.5	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	956.4	1,441.8	1,524.0	1,741.5	--
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	1,589.5	1,828.4	--	--
Total Cash Comp (Target)	7	7	--	880.0	1,283.1	1,278.3	1,775.2	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	1,476.6	1,282.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	8	--	956.4	1,589.5	2,155.0	3,014.0	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	5	5	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	105.7%	105.7%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	6	74.6%	74.6%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	5	532.2	532.2
Midpoint	5	5	741.1	741.1
Maximum	5	5	950.0	950.0

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO)/President Subsidiary 100.012.110

2014

US MBD: Mercer Benchmark Database Executive

100.012.110 Chief Executive Officer (CEO)/President Subsidiary

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note: Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	320.0	486.8	--	--
Base Salary - Org Wtd	5	5	--	--	320.0	486.8	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*3	3	--	--	--	--	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	378.3	845.6	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	378.3	845.6	--	--
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	5	5	--	--	378.3	845.6	--	--
Total Direct Comp (Actual) - Rcvs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	80%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	0	0	0%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)

Minimum	1	1	--	--
Midpoint	1	1	--	--
Maximum	1	1	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO)/President Subsidiary 100.012.110

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US MBD: Mercer Benchmark Database Executive

100.012.110 Chief Executive Officer (CEO)/President Subsidiary

Retail & Wholesale

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note: Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	515.1	633.9	--	--
Base Salary - Org Wtd	5	5	--	--	515.1	633.9	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*2	2	--	--	--	--	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	705.7	1,220.6	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	705.7	1,220.6	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	*3	3	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*2	2	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	5	5	--	--	820.5	1,243.6	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	--%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	2	2	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	2	2	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)

Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO)/President Subsidiary 100.012.110

2014

US MBD: Mercer Benchmark Database Executive

100.012.110 Chief Executive Officer (CEO)/President Subsidiary

This position is the chief executive or president for a subsidiary. The employee is responsible for the overall direction of the business and for achieving maximum return on invested capital. Coordinates the efforts of the senior executives and works with them to develop current and long-range objectives, policies, and procedures. Represents the subsidiary to its customers, the financial community, and the general public. Frequently reports to a Chief Executive Officer or Chief Operating Officer of a parent organization. Note: Reporting entity is a Subsidiary. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	60	61	185.8	257.5	350.0	411.8	481.7	803.5
Base Salary - Org Wtd	60	61	185.5	265.7	353.4	414.5	490.9	820.2
Base Salary - Incentive Eligible	56	57	183.9	250.0	350.0	410.4	461.8	838.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	53	53	42.1	58.9	106.2	166.4	134.9	287.6
Short-term Incentive (Actual)	39	39	33.3	63.3	77.0	181.7	127.6	473.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	17	17	--	--	103.8	215.4	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	60	61	200.1	262.9	399.4	528.0	566.3	1,052.0
Total Cash Comp (Actual) - Org Wtd	60	61	200.0	266.4	406.8	532.6	570.5	1,055.5
Total Cash Comp (Actual) - Rcvrs	39	39	221.7	380.4	459.9	628.9	701.3	1,085.9
Total Cash Comp (Target)	56	56	234.3	319.7	471.7	576.5	604.8	1,091.1
Total Cash Comp (Target) - Rcvrs	53	53	233.5	303.3	470.8	577.0	588.6	1,094.4

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	60	61	200.1	262.9	452.3	588.0	590.6	1,220.1
Total Direct Comp (Actual) - Rcvrs	17	17	--	--	554.8	970.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	56	57	97%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	30	30	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	5%	6%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	5%	6%
Performance Shares/Share Units	0%	0%
Performance Cash Units	0%	0%
Long-term Cash	95%	94%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	39	39	33.2%	33.2%
Short-term Incentive (Threshold)	29	29	17.1%	17.1%
Short-term Incentive (Target)	53	53	33.5%	33.5%
Short-term Incentive (Maximum)	37	37	54.7%	54.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	17	17	32.6%	32.6%

Salary Range (Mean)

Minimum	36	37	252.8	249.4
Midpoint	36	37	336.8	332.8
Maximum	36	37	420.8	416.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Executive Officer (CEO)/President Subsidiary 100.012.110

2014

US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

All Organizations

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	591	593	240.0	320.0	430.0	440.8	545.5	650.0
Base Salary - Org Wtd	591	593	240.0	322.9	430.0	441.5	546.0	650.0
Base Salary - Incentive Eligible	502	503	265.1	346.9	448.0	457.4	550.0	653.0
Base Salary - Not Incentive Eligible	18	18	185.0	247.9	342.2	344.1	450.0	531.5

Incentives								
Short-term Incentive (Target)	420	421	91.5	165.8	286.0	338.2	440.0	600.0
Short-term Incentive (Actual)	408	409	54.5	122.6	275.2	381.9	484.0	778.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	18	18	4.7	6.7	14.8	23.5	24.0	62.6
Long-term Incentive (Black-Scholes)	290	291	130.4	337.5	607.9	955.9	1,232.0	2,311.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	591	593	264.1	377.0	576.5	704.9	899.1	1,244.6
Total Cash Comp (Actual) - Org Wtd	591	593	267.1	379.2	577.8	706.3	900.0	1,246.1
Total Cash Comp (Actual) - Rcvrs	410	411	339.1	494.0	756.7	842.3	1,025.3	1,434.1
Total Cash Comp (Target)	519	520	270.1	448.5	665.0	720.1	918.8	1,200.0
Total Cash Comp (Target) - Rcvrs	420	421	385.0	540.0	750.0	805.1	973.4	1,247.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	591	593	270.5	405.9	757.1	1,174.0	1,507.1	2,529.4
Total Direct Comp (Actual) - Rcvrs	290	291	605.4	939.2	1,496.1	1,867.5	2,327.8	3,507.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	498	499	87%
Sales Incentive	0	0	0%
Profit Sharing	33	33	10%
Long-term Incentive	336	337	62%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	41%
Share Appreciation Rights (SARs)	9%	8%
Restricted Shares/Share Units	66%	61%
Performance Shares/Share Units	50%	47%
Performance Cash Units	7%	4%
Long-term Cash	25%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	408	409	74.1%	74.0%
Short-term Incentive (Threshold)	141	141	27.7%	27.7%
Short-term Incentive (Target)	420	421	66.6%	66.5%
Short-term Incentive (Maximum)	248	249	118.9%	118.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	18	18	6.0%	6.0%
Long-term Incentive (Black-Scholes)	290	291	171.0%	170.8%

Salary Range (Mean)				
Minimum	242	243	301.3	300.7
Midpoint	242	243	405.5	404.7
Maximum	242	243	509.6	508.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

2014

US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

Consumer Goods

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	45	45	284.0	323.2	445.0	459.4	553.2	692.9
Base Salary - Org Wtd	45	45	284.0	323.2	445.0	459.4	553.2	692.9
Base Salary - Incentive Eligible	43	43	280.7	335.0	475.0	466.5	556.4	698.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	37	37	118.2	182.4	286.0	339.2	450.0	714.2
Short-term Incentive (Actual)	40	40	72.0	163.0	336.8	380.8	587.5	789.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	27	27	107.8	212.1	724.2	923.4	1,307.3	2,355.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	45	45	326.4	445.5	712.3	798.4	1,057.3	1,475.2
Total Cash Comp (Actual) - Org Wtd	45	45	326.4	445.5	712.3	798.4	1,057.3	1,475.2
Total Cash Comp (Actual) - Rcvs	40	40	362.3	540.9	831.8	853.3	1,069.7	1,501.7
Total Cash Comp (Target)	40	40	390.7	488.1	719.2	784.0	985.9	1,321.9
Total Cash Comp (Target) - Rcvs	37	37	395.8	547.1	726.0	807.4	991.1	1,354.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	45	45	364.2	486.6	968.0	1,352.4	1,897.0	3,081.7
Total Direct Comp (Actual) - Rcvs	27	27	441.6	917.4	1,688.4	1,853.8	2,666.7	3,851.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	43	43	100%
Sales Incentive	0	0	0%
Profit Sharing	3	3	12%
Long-term Incentive	34	34	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	52%
Share Appreciation Rights (SARs)	3%	4%
Restricted Shares/Share Units	40%	33%
Performance Shares/Share Units	50%	41%
Performance Cash Units	3%	4%
Long-term Cash	33%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	40	40	75.0%	75.0%
Short-term Incentive (Threshold)	12	12	28.3%	28.3%
Short-term Incentive (Target)	37	37	67.8%	67.8%
Short-term Incentive (Maximum)	21	21	122.1%	122.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	27	27	163.1%	163.1%

Salary Range (Mean)				
Minimum	23	23	348.5	348.5
Midpoint	23	23	477.4	477.4
Maximum	23	23	606.3	606.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

2014

US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

Energy

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	38	38	235.1	360.0	442.5	458.1	558.9	683.8
Base Salary - Org Wtd	38	38	235.1	360.0	442.5	458.1	558.9	683.8
Base Salary - Incentive Eligible	32	32	338.7	396.3	461.0	492.4	572.3	711.3
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	26	26	187.0	246.2	383.8	405.6	525.9	651.8
Short-term Incentive (Actual)	29	29	175.0	353.6	497.8	580.2	734.0	1,251.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	26	26	251.5	576.9	1,026.6	1,383.8	2,341.3	3,010.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	38	38	235.1	516.6	864.1	900.9	1,130.5	1,693.2
Total Cash Comp (Actual) - Org Wtd	38	38	235.1	516.6	864.1	900.9	1,130.5	1,693.2
Total Cash Comp (Actual) - Rcvrs	29	29	555.0	799.2	1,023.4	1,074.5	1,308.7	1,701.0
Total Cash Comp (Target)	30	30	232.6	562.7	780.0	816.7	1,075.6	1,247.9
Total Cash Comp (Target) - Rcvrs	26	26	540.0	650.3	845.0	893.3	1,094.9	1,315.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	38	38	235.1	553.8	1,516.5	1,847.6	2,621.1	4,026.0
Total Direct Comp (Actual) - Rcvrs	26	26	851.5	1,454.3	2,140.9	2,475.6	3,671.9	4,657.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	32	32	91%
Sales Incentive	0	0	0%
Profit Sharing	1	1	4%
Long-term Incentive	32	32	86%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	32%	27%
Share Appreciation Rights (SARs)	6%	4%
Restricted Shares/Share Units	84%	85%
Performance Shares/Share Units	74%	65%
Performance Cash Units	6%	8%
Long-term Cash	3%	4%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	29	111.0%	111.0%
Short-term Incentive (Threshold)	6	6	37.2%	37.2%
Short-term Incentive (Target)	26	26	79.0%	79.0%
Short-term Incentive (Maximum)	15	15	151.4%	151.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	26	26	249.9%	249.9%

Salary Range (Mean)				
Minimum	17	17	355.8	355.8
Midpoint	17	17	454.0	454.0
Maximum	17	17	552.1	552.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	47	47	223.2	265.3	350.0	385.1	500.0	591.2
Base Salary - Org Wtd	47	47	223.2	265.3	350.0	385.1	500.0	591.2
Base Salary - Incentive Eligible	39	39	231.0	265.3	350.9	391.8	530.0	600.0
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	24	24	52.0	101.3	205.9	276.8	467.0	591.6
Short-term Incentive (Actual)	36	36	42.2	90.0	215.9	407.3	437.6	1,057.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	24	24	32.6	188.9	450.4	797.0	980.3	2,645.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	47	47	256.7	329.2	515.0	697.7	860.9	1,450.6
Total Cash Comp (Actual) - Org Wtd	47	47	256.7	329.2	515.0	697.7	860.9	1,450.6
Total Cash Comp (Actual) - Rcvrs	36	36	264.4	344.3	570.7	790.9	994.1	1,462.5
Total Cash Comp (Target)	36	36	228.1	327.4	500.0	579.9	770.6	1,173.9
Total Cash Comp (Target) - Rcvrs	24	24	303.1	450.0	574.4	689.4	978.2	1,189.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	47	47	262.2	334.5	760.2	1,104.6	1,455.0	2,719.5
Total Direct Comp (Actual) - Rcvrs	24	24	456.4	796.5	1,301.9	1,729.7	2,208.3	3,971.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	39	39	83%
Sales Incentive	0	0	0%
Profit Sharing	2	2	9%
Long-term Incentive	25	25	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	48%	50%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	76%	75%
Performance Shares/Share Units	44%	42%
Performance Cash Units	0%	0%
Long-term Cash	32%	29%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	36	36	90.8%	90.8%
Short-term Incentive (Threshold)	10	10	20.2%	20.2%
Short-term Incentive (Target)	24	24	59.8%	59.8%
Short-term Incentive (Maximum)	18	18	96.1%	96.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	24	24	161.7%	161.7%

Salary Range (Mean)				
Minimum	20	20	212.8	212.8
Midpoint	20	20	293.7	293.7
Maximum	20	20	374.7	374.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	462.5	467.9	--	--
Base Salary - Org Wtd	6	6	--	--	462.5	467.9	--	--
Base Salary - Incentive Eligible	5	5	--	--	505.0	511.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	353.5	420.7	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	529.3	854.0	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	529.3	854.0	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	6	6	--	--	796.8	818.4	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	858.5	932.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	622.3	1,690.1	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	83%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	80%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	5	5	75.0%	75.0%
Short-term Incentive (Maximum)	5	5	137.4%	137.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	2	2	--	--
Midpoint	2	2	--	--
Maximum	2	2	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

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US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

High Tech (Services)

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	11	11	92%	
Base Salary - Inc Wtd	12	12	197.7	269.1	357.5	527.2	668.8	1,467.9	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	12	12	197.7	269.1	357.5	527.2	668.8	1,467.9	Profit Sharing	1	1	13%	
Base Salary - Incentive Eligible	11	11	263.1	280.0	395.0	559.7	700.0	1,553.4	Long-term Incentive	7	7	64%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	11	11	22.1	87.6	197.5	765.8	675.0	4,312.6	Stock/Share Options	100%	80%		
Short-term Incentive (Actual)	8	8	--	88.7	406.8	1,025.3	906.0	--	Share Appreciation Rights (SARs)	14%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	71%	60%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	57%	60%		
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	5	5	--	--	1,576.8	2,479.3	--	--	Long-term Cash	14%	0%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	12	12	197.7	322.8	447.5	1,211.2	1,350.4	5,556.7	Short-term Incentive (Actual)	8	8	98.5%	98.5%
Total Cash Comp (Actual) - Org Wtd	12	12	197.7	322.8	447.5	1,211.2	1,350.4	5,556.7	Short-term Incentive (Threshold)	0	0	--%	--%
Total Cash Comp (Actual) - Rcvrs	8	8	--	379.8	891.8	1,663.3	1,732.8	--	Short-term Incentive (Target)	11	11	82.2%	82.2%
Total Cash Comp (Target)	12	12	201.7	349.3	536.3	1,229.2	1,318.8	5,350.0	Short-term Incentive (Maximum)	3	3	--%	--%
Total Cash Comp (Target) - Rcvrs	11	11	290.1	353.0	592.5	1,325.5	1,375.0	5,866.0	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	12	12	197.7	322.8	541.1	2,244.2	2,569.7	12,002.6	Profit Sharing (Actual)	1	1	--%	--%
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	3,042.9	4,760.4	--	--	Long-term Incentive (Black-Scholes)	5	5	219.6%	219.6%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										5	5	209.9	209.9
Midpoint										5	5	362.3	362.3
Maximum										5	5	514.7	514.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210 000 120

2014

US MBD: Mercer Benchmark Database Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	56	57	274.2	347.4	448.0	454.9	575.2	640.0
Base Salary - Org Wtd	56	57	273.7	355.5	449.0	458.1	575.3	641.2
Base Salary - Incentive Eligible	55	56	275.0	355.5	449.0	459.3	575.3	641.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	49	50	110.0	157.4	262.4	335.3	454.8	672.5
Short-term Incentive (Actual)	48	49	103.3	159.2	328.7	396.4	518.0	988.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	37	38	132.4	234.9	353.8	846.3	855.4	1,608.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	56	57	410.7	497.0	681.8	797.0	926.0	1,558.8
Total Cash Comp (Actual) - Org Wtd	56	57	413.1	503.5	684.4	803.8	930.0	1,563.1
Total Cash Comp (Actual) - Rcvrs	48	49	414.8	532.6	796.0	849.0	1,040.9	1,593.8
Total Cash Comp (Target)	52	53	332.1	506.4	695.2	766.9	941.8	1,290.0
Total Cash Comp (Target) - Rcvrs	49	50	403.4	553.2	703.6	798.5	965.1	1,297.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	56	57	414.5	583.1	939.2	1,361.2	1,460.1	2,875.3
Total Direct Comp (Actual) - Rcvrs	37	38	671.9	925.4	1,255.4	1,780.9	2,162.2	3,251.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	55	56	98%
Sales Incentive	0	0	0%
Profit Sharing	3	3	9%
Long-term Incentive	44	45	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	21%
Share Appreciation Rights (SARs)	5%	3%
Restricted Shares/Share Units	43%	42%
Performance Shares/Share Units	27%	24%
Performance Cash Units	9%	5%
Long-term Cash	52%	45%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	48	49	82.3%	81.7%
Short-term Incentive (Threshold)	17	17	31.3%	31.3%
Short-term Incentive (Target)	49	50	67.4%	66.9%
Short-term Incentive (Maximum)	33	34	114.6%	113.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	37	38	151.6%	150.4%

Salary Range (Mean)				
Minimum	30	31	309.4	304.1
Midpoint	30	31	409.2	402.9
Maximum	30	31	509.0	501.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

2014

US MBD: Mercer Benchmark Database

Executive

210.000.120 Chief Financial Officer (CFO) - Corporate

Life Sciences

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	8	--	310.1	480.5	450.0	539.1	--
Base Salary - Org Wtd	8	8	--	310.1	480.5	450.0	539.1	--
Base Salary - Incentive Eligible	6	6	--	--	518.0	490.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	6	6	--	--	407.5	393.9	--	--
Short-term Incentive (Actual)	5	5	--	--	333.6	369.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	8	8	--	362.6	530.6	681.1	866.1	--
Total Cash Comp (Actual) - Org Wtd	8	8	--	362.6	530.6	681.1	866.1	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	783.6	852.7	--	--
Total Cash Comp (Target)	8	8	--	355.9	846.2	745.5	980.6	--
Total Cash Comp (Target) - Rcvrs	6	6	--	--	941.9	883.9	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	8	8	--	362.6	654.3	1,217.8	1,651.5	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	75%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	3	3	38%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	68.4%	68.4%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	6	75.7%	75.7%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)

Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Mining & Metals

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	412.0	426.4	--	--
Base Salary - Org Wtd	5	5	--	--	412.0	426.4	--	--
Base Salary - Incentive Eligible	5	5	--	--	412.0	426.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	300.0	293.7	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	621.3	672.8	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	621.3	672.8	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	700.0	720.1	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	700.0	720.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	1,095.0	1,154.3	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	4	4	80%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	5	69.0%	69.0%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	1	1	--	--
Midpoint	1	1	--	--
Maximum	1	1	--	--

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	55	55	247.6	340.0	405.6	424.6	501.0	593.4
Base Salary - Org Wtd	55	55	247.6	340.0	405.6	424.6	501.0	593.4
Base Salary - Incentive Eligible	52	52	261.5	350.2	408.5	430.8	511.5	601.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	48	48	95.2	192.5	274.9	312.3	424.6	589.5
Short-term Incentive (Actual)	43	43	52.4	103.9	233.2	291.4	435.5	641.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	4	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	38	38	68.0	337.0	564.0	776.5	1,092.9	1,645.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	55	55	284.5	425.0	588.0	653.8	845.0	1,148.7
Total Cash Comp (Actual) - Org Wtd	55	55	284.5	425.0	588.0	653.8	845.0	1,148.7
Total Cash Comp (Actual) - Rcvrs	43	43	351.3	486.9	653.9	725.0	886.0	1,211.6
Total Cash Comp (Target)	51	51	277.8	510.0	674.3	719.3	927.0	1,119.0
Total Cash Comp (Target) - Rcvrs	48	48	376.7	541.9	696.4	749.0	927.9	1,135.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	55	55	336.2	500.0	890.6	1,190.3	1,629.2	2,578.3
Total Direct Comp (Actual) - Rcvrs	38	38	430.2	863.8	1,268.4	1,498.6	1,844.4	2,884.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	51	51	94%
Sales Incentive	0	0	0%
Profit Sharing	9	9	24%
Long-term Incentive	44	44	83%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	51%	53%
Share Appreciation Rights (SARs)	9%	11%
Restricted Shares/Share Units	79%	71%
Performance Shares/Share Units	67%	71%
Performance Cash Units	9%	3%
Long-term Cash	19%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	43	43	63.1%	63.1%
Short-term Incentive (Threshold)	13	13	36.8%	36.8%
Short-term Incentive (Target)	48	48	67.1%	67.1%
Short-term Incentive (Maximum)	32	32	135.9%	135.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	4	--%	--%
Long-term Incentive (Black-Scholes)	38	38	156.3%	156.3%

Salary Range (Mean)				
Minimum	20	20	284.4	284.4
Midpoint	20	20	376.1	376.1
Maximum	20	20	467.7	467.7

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	13	13	290.0	374.8	465.0	477.2	591.5	612.8	Short-term Incentive	11	11	85%
Base Salary - Org Wtd	13	13	290.0	374.8	465.0	477.2	591.5	612.8	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	11	11	272.0	389.5	465.0	478.6	592.8	618.1	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--	Long-term Incentive	10	10	77%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	11	11	116.0	270.0	338.0	322.7	444.6	463.6	Stock/Share Options	44%	44%	
Short-term Incentive (Actual)	10	10	29.9	77.9	154.1	319.4	566.8	913.6	Share Appreciation Rights (SARs)	22%	22%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	56%	56%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	78%	67%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	11%	0%	
Long-term Incentive (Black-Scholes)	9	9	--	573.7	668.7	877.8	1,121.2	--	Long-term Cash	44%	22%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	13	13	341.1	489.3	590.1	722.9	965.4	1,468.7	Short-term Incentive (Actual)	10	10	61.4%
Total Cash Comp (Actual) - Org Wtd	13	13	341.1	489.3	590.1	722.9	965.4	1,468.7	Short-term Incentive (Threshold)	5	5	23.0%
Total Cash Comp (Actual) - Rcvrs	10	10	349.3	495.5	590.8	786.5	1,170.2	1,485.8	Short-term Incentive (Target)	11	11	65.5%
Total Cash Comp (Target)	13	13	350.0	565.0	742.5	750.3	986.1	1,072.4	Short-term Incentive (Maximum)	8	8	113.1%
Total Cash Comp (Target) - Rcvrs	11	11	388.0	681.6	813.8	801.2	1,037.5	1,081.8	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	13	13	341.1	551.5	1,213.5	1,330.6	1,956.1	3,027.4	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	9	9	--	1,205.0	1,404.6	1,723.3	2,076.2	--	Long-term Incentive (Black-Scholes)	9	9	161.2%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	9	9	372.8
									Midpoint	9	9	485.0
									Maximum	9	9	597.2

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	59	59	226.2	310.0	424.0	455.7	600.0	790.0
Base Salary - Org Wtd	59	59	226.2	310.0	424.0	455.7	600.0	790.0
Base Salary - Incentive Eligible	50	50	271.9	335.0	441.5	483.3	600.0	786.0
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	41	41	65.5	143.3	315.0	393.0	555.2	724.0
Short-term Incentive (Actual)	39	39	25.0	97.5	400.0	442.4	550.0	1,000.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	26	26	186.8	374.0	761.9	884.4	1,226.9	1,646.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	59	59	250.0	345.6	600.0	748.3	912.5	1,570.0
Total Cash Comp (Actual) - Org Wtd	59	59	250.0	345.6	600.0	748.3	912.5	1,570.0
Total Cash Comp (Actual) - Rcvrs	39	39	332.0	440.8	821.6	930.2	1,264.0	1,623.5
Total Cash Comp (Target)	50	50	228.6	370.0	705.9	769.9	1,082.8	1,490.0
Total Cash Comp (Target) - Rcvrs	41	41	348.7	514.8	774.0	867.5	1,184.3	1,500.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	59	59	250.0	350.0	816.5	1,138.0	1,701.9	2,434.4
Total Direct Comp (Actual) - Rcvrs	26	26	659.0	1,158.2	1,809.5	1,909.0	2,414.3	3,453.1

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	50	50	86%
Sales Incentive	0	0	0%
Profit Sharing	2	2	7%
Long-term Incentive	29	29	54%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	38%
Share Appreciation Rights (SARs)	11%	12%
Restricted Shares/Share Units	70%	65%
Performance Shares/Share Units	48%	38%
Performance Cash Units	7%	4%
Long-term Cash	11%	12%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	39	39	81.6%	81.6%
Short-term Incentive (Threshold)	9	9	26.3%	26.3%
Short-term Incentive (Target)	41	41	80.6%	80.6%
Short-term Incentive (Maximum)	14	14	123.6%	123.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	26	26	157.5%	157.5%

Salary Range (Mean)				
Minimum	20	20	292.3	292.3
Midpoint	20	20	399.5	399.5
Maximum	20	20	506.7	506.7

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	59	59	330.0	394.0	485.0	500.1	575.0	732.4
Base Salary - Org Wtd	59	59	330.0	394.0	485.0	500.1	575.0	732.4
Base Salary - Incentive Eligible	58	58	329.7	393.1	490.7	500.9	578.8	733.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	55	55	164.0	240.0	315.3	361.1	430.2	605.7
Short-term Incentive (Actual)	46	46	72.2	158.7	292.6	442.6	534.1	817.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	39	39	126.0	358.3	649.5	1,081.9	1,350.0	2,908.9
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	59	59	394.0	489.5	704.8	845.5	982.5	1,299.0
Total Cash Comp (Actual) - Org Wtd	59	59	394.0	489.5	704.8	845.5	982.5	1,299.0
Total Cash Comp (Actual) - Rcvrs	46	46	460.2	626.1	820.8	955.2	1,055.9	1,447.7
Total Cash Comp (Target)	58	58	488.1	623.3	800.1	848.3	974.1	1,298.1
Total Cash Comp (Target) - Rcvrs	55	55	513.0	640.0	806.1	870.1	977.5	1,302.1
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	59	59	400.0	651.2	1,050.8	1,560.7	1,892.9	3,217.3
Total Direct Comp (Actual) - Rcvrs	39	39	565.0	909.4	1,441.2	1,972.8	2,455.1	3,817.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	58	58	98%
Sales Incentive	0	0	0%
Profit Sharing	5	5	12%
Long-term Incentive	42	42	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	54%	46%
Share Appreciation Rights (SARs)	15%	13%
Restricted Shares/Share Units	71%	62%
Performance Shares/Share Units	41%	44%
Performance Cash Units	5%	0%
Long-term Cash	17%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	46	46	80.7%	80.7%
Short-term Incentive (Threshold)	22	22	26.4%	26.4%
Short-term Incentive (Target)	55	55	68.9%	68.9%
Short-term Incentive (Maximum)	31	31	145.1%	145.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	39	39	190.3%	190.3%

Salary Range (Mean)				
Minimum	20	20	360.8	360.8
Midpoint	20	20	484.6	484.6
Maximum	20	20	608.3	608.3

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	173	174	195.8	284.2	400.0	408.1	500.0	611.5
Base Salary - Org Wtd	173	174	197.9	287.0	400.0	409.4	500.0	611.8
Base Salary - Incentive Eligible	122	122	208.0	300.0	435.3	426.2	517.5	615.9
Base Salary - Not Incentive Eligible	9	9	--	263.2	350.0	341.1	425.0	--

Incentives								
Short-term Incentive (Target)	90	90	48.8	123.9	202.0	244.1	364.5	462.5
Short-term Incentive (Actual)	88	88	33.8	88.1	154.8	222.3	338.4	428.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	45	45	110.6	281.6	544.4	705.8	993.9	1,368.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	173	174	197.1	307.4	486.0	521.5	713.6	921.6
Total Cash Comp (Actual) - Org Wtd	173	174	198.5	311.6	488.0	523.5	715.3	922.3
Total Cash Comp (Actual) - Rcvs	90	90	291.0	415.0	636.1	654.4	866.0	1,033.4
Total Cash Comp (Target)	143	143	206.0	316.2	525.0	568.0	793.0	949.3
Total Cash Comp (Target) - Rcvs	90	90	281.8	470.8	672.2	685.9	875.1	992.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	173	174	197.1	313.3	500.0	704.0	870.7	1,595.4
Total Direct Comp (Actual) - Rcvs	45	45	554.0	943.0	1,385.3	1,470.8	1,778.7	2,559.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	120	120	73%
Sales Incentive	0	0	0%
Profit Sharing	4	4	5%
Long-term Incentive	51	51	35%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	35%	33%
Share Appreciation Rights (SARs)	12%	13%
Restricted Shares/Share Units	63%	53%
Performance Shares/Share Units	39%	42%
Performance Cash Units	6%	7%
Long-term Cash	29%	24%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	88	88	47.3%	47.3%
Short-term Incentive (Threshold)	34	34	22.3%	22.3%
Short-term Incentive (Target)	90	90	51.7%	51.7%
Short-term Incentive (Maximum)	52	52	86.2%	86.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	45	45	136.8%	136.8%

Salary Range (Mean)				
Minimum	67	67	277.7	277.7
Midpoint	67	67	377.5	377.5
Maximum	67	67	477.4	477.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

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210.000.120 Chief Financial Officer (CFO) - Corporate

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	252.1	325.0	501.0	508.8	664.6	832.5
Base Salary - Org Wtd	12	12	252.1	325.0	501.0	508.8	664.6	832.5
Base Salary - Incentive Eligible	10	10	294.5	341.7	501.0	522.0	670.9	877.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	9	9	--	190.5	461.3	451.1	554.7	--
Short-term Incentive (Actual)	5	5	--	--	459.0	532.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	252.1	362.5	555.4	730.5	1,112.4	1,558.7
Total Cash Comp (Actual) - Org Wtd	12	12	252.1	362.5	555.4	730.5	1,112.4	1,558.7
Total Cash Comp (Actual) - Rcvs	5	5	--	--	1,129.1	1,105.4	--	--
Total Cash Comp (Target)	12	12	252.1	451.9	725.0	847.1	1,172.9	1,792.1
Total Cash Comp (Target) - Rcvs	9	9	--	571.5	1,062.0	998.6	1,226.9	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	252.1	403.0	555.4	1,354.8	2,259.9	4,604.2
Total Direct Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Transportation Equipment

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	82%
Sales Incentive	0	0	0%
Profit Sharing	1	1	11%
Long-term Incentive	6	6	55%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	100%	--%
Performance Shares/Share Units	40%	--%
Performance Cash Units	0%	--%
Long-term Cash	20%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	87.5%	87.5%
Short-term Incentive (Threshold)	5	5	25.5%	25.5%
Short-term Incentive (Target)	9	9	75.6%	75.6%
Short-term Incentive (Maximum)	8	8	155.0%	155.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Corporate 210.000.120

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210.014.120 Chief Financial Officer (CFO) - Division

All Organizations

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	137	137	96%	
Base Salary - Inc Wtd	144	144	134.5	180.5	238.2	242.7	298.9	358.9	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	144	144	134.5	180.5	238.2	242.7	298.9	358.9	Profit Sharing	28	28	29%	
Base Salary - Incentive Eligible	139	139	134.0	181.0	237.7	241.8	295.3	354.5	Long-term Incentive	76	76	56%	
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	97	97	39.9	67.2	88.6	111.6	136.1	167.0	Stock/Share Options	34%	35%		
Short-term Incentive (Actual)	122	122	19.3	37.3	77.2	100.9	127.9	182.6	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	53%	54%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	36%	40%		
Profit Sharing (Actual)	4	4	--	--	--	--	--	--	Performance Cash Units	5%	2%		
Long-term Incentive (Black-Scholes)	65	65	38.3	60.2	86.3	187.8	176.0	319.7	Long-term Cash	28%	22%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	144	144	154.1	219.8	297.9	328.9	395.4	519.9	Short-term Incentive (Actual)	122	122	38.3%	38.3%
Total Cash Comp (Actual) - Org Wtd	144	144	154.1	219.8	297.9	328.9	395.4	519.9	Short-term Incentive (Threshold)	23	23	19.0%	19.0%
Total Cash Comp (Actual) - Rcvs	124	124	159.9	232.0	306.2	339.6	402.4	527.4	Short-term Incentive (Target)	97	97	38.6%	38.6%
Total Cash Comp (Target)	133	133	138.2	226.4	316.8	326.8	388.5	523.6	Short-term Incentive (Maximum)	59	59	69.1%	69.1%
Total Cash Comp (Target) - Rcvs	97	97	243.0	282.3	351.0	382.9	440.2	564.2	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	144	144	154.1	229.2	336.8	413.6	486.8	630.1	Profit Sharing (Actual)	4	4	--%	--%
Total Direct Comp (Actual) - Rcvs	65	65	305.7	367.8	468.8	583.8	584.8	904.3	Long-term Incentive (Black-Scholes)	65	65	58.3%	58.3%
*More than 25% of sample supplied by one organization									Salary Range (Mean)				
									Minimum	55	55	176.6	176.6
									Midpoint	55	55	241.5	241.5
									Maximum	55	55	306.5	306.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

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210.014.120 Chief Financial Officer (CFO) - Division

Consumer Goods

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	15	148.0	206.0	262.5	259.6	308.7	377.4
Base Salary - Org Wtd	15	15	148.0	206.0	262.5	259.6	308.7	377.4
Base Salary - Incentive Eligible	15	15	148.0	206.0	262.5	259.6	308.7	377.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	13	21.5	37.0	83.2	82.8	127.8	166.7
Short-term Incentive (Actual)	11	11	19.0	51.2	89.0	109.7	175.0	212.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	166.6	206.0	337.5	342.1	525.0	553.7
Total Cash Comp (Actual) - Org Wtd	15	15	166.6	206.0	337.5	342.1	525.0	553.7
Total Cash Comp (Actual) - Rcvrs	12	12	194.3	269.7	360.4	380.6	527.2	559.9
Total Cash Comp (Target)	14	14	151.4	245.3	338.8	340.3	464.4	529.2
Total Cash Comp (Target) - Rcvrs	13	13	175.2	257.9	354.4	354.1	465.9	530.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	166.6	206.0	364.0	450.9	525.0	1,146.2
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	93%
Sales Incentive	0	0	0%
Profit Sharing	2	2	18%
Long-term Incentive	8	8	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	50%	--%
Performance Shares/Share Units	38%	--%
Performance Cash Units	13%	--%
Long-term Cash	13%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	35.7%	35.7%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	13	13	28.4%	28.4%
Short-term Incentive (Maximum)	9	9	47.9%	47.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	--%	--%

Salary Range (Mean)				
Minimum	7	7	180.4	180.4
Midpoint	7	7	245.5	245.5
Maximum	7	7	310.6	310.6

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

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210.014.120 Chief Financial Officer (CFO) - Division

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	223.1	253.3	--	--
Base Salary - Org Wtd	6	6	--	--	223.1	253.3	--	--
Base Salary - Incentive Eligible	6	6	--	--	223.1	253.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	5	5	--	--	99.1	146.9	--	--
Short-term Incentive (Actual)	5	5	--	--	44.4	89.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	316.5	327.8	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	316.5	327.8	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	238.9	305.4	--	--
Total Cash Comp (Target)	6	6	--	--	304.0	375.7	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	364.9	421.2	--	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	327.6	551.8	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

High Tech (Manufactured Products)

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	4	4	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	35.8%	35.8%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	44.2%	44.2%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	175.2	213.2	265.2	268.4	316.5	362.5
Base Salary - Org Wtd	10	10	175.2	213.2	265.2	268.4	316.5	362.5
Base Salary - Incentive Eligible	10	10	175.2	213.2	265.2	268.4	316.5	362.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	67.8	88.6	106.2	144.0	--
Short-term Incentive (Actual)	9	9	--	83.5	127.9	116.2	153.3	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	253.0	286.2	377.8	378.7	467.3	511.6
Total Cash Comp (Actual) - Org Wtd	10	10	253.0	286.2	377.8	378.7	467.3	511.6
Total Cash Comp (Actual) - Rcvs	10	10	253.0	286.2	377.8	378.7	467.3	511.6
Total Cash Comp (Target)	10	10	242.9	262.0	339.9	364.0	446.3	568.9
Total Cash Comp (Target) - Rcvs	9	9	--	277.3	392.0	377.3	449.5	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	253.0	286.2	428.5	472.5	684.6	798.3
Total Direct Comp (Actual) - Rcvs	5	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	90%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	5	5	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	42.9%	42.9%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	9	9	38.3%	38.3%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	--%	--%

Salary Range (Mean)				
Minimum	6	6	158.5	158.5
Midpoint	6	6	243.7	243.7
Maximum	6	6	328.9	328.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	21	165.3	180.5	219.5	233.3	255.1	358.8
Base Salary - Org Wtd	21	21	165.3	180.5	219.5	233.3	255.1	358.8
Base Salary - Incentive Eligible	20	20	176.1	183.6	222.2	237.7	258.8	363.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	20	20	54.6	67.1	83.9	97.7	116.8	153.8
Short-term Incentive (Actual)	18	18	21.8	51.0	85.4	101.5	144.7	225.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	15	44.4	59.7	71.1	137.4	108.4	463.5

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	21	21	209.8	254.1	284.0	320.3	395.1	549.3
Total Cash Comp (Actual) - Org Wtd	21	21	209.8	254.1	284.0	320.3	395.1	549.3
Total Cash Comp (Actual) - Rcvs	18	18	233.3	257.2	294.6	328.2	394.8	585.4
Total Cash Comp (Target)	20	20	236.2	253.5	294.1	335.4	363.5	516.4
Total Cash Comp (Target) - Rcvs	20	20	236.2	253.5	294.1	335.4	363.5	516.4

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	21	21	250.4	271.4	366.6	418.4	491.8	605.1
Total Direct Comp (Actual) - Rcvs	15	15	285.7	323.0	400.5	480.1	519.4	926.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	20	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	15	15	79%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	53%	53%
Performance Shares/Share Units	33%	33%
Performance Cash Units	0%	0%
Long-term Cash	13%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	18	44.2%	44.2%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	20	20	39.9%	39.9%
Short-term Incentive (Maximum)	13	13	80.7%	80.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	15	15	57.6%	57.6%

Salary Range (Mean)

Minimum	8	8	178.6	178.6
Midpoint	8	8	230.5	230.5
Maximum	8	8	282.4	282.4

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

2014

US MBD: Mercer Benchmark Database Executive

210.014.120 Chief Financial Officer (CFO) - Division

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	188.4	196.9	246.2	257.4	270.8	431.6
Base Salary - Org Wtd	12	12	188.4	196.9	246.2	257.4	270.8	431.6
Base Salary - Incentive Eligible	12	12	188.4	196.9	246.2	257.4	270.8	431.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	46.7	63.8	89.0	139.0	186.7	402.8
Short-term Incentive (Actual)	11	11	47.4	49.9	76.6	138.9	214.5	498.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	207.3	243.5	331.7	385.8	437.0	881.8
Total Cash Comp (Actual) - Org Wtd	12	12	207.3	243.5	331.7	385.8	437.0	881.8
Total Cash Comp (Actual) - Rcvrs	11	11	237.0	250.0	333.4	403.1	457.3	937.5
Total Cash Comp (Target)	12	12	235.7	247.2	317.4	373.2	385.3	797.6
Total Cash Comp (Target) - Rcvrs	10	10	233.7	273.7	349.4	397.8	430.4	865.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	207.3	264.3	374.3	414.7	465.9	881.8
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	7	7	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	50%	--%
Performance Shares/Share Units	0%	--%
Performance Cash Units	17%	--%
Long-term Cash	0%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	46.7%	46.7%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	10	10	50.0%	50.0%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	7	7	188.0	188.0
Midpoint	7	7	261.0	261.0
Maximum	7	7	334.1	334.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

2014

US MBD: Mercer Benchmark Database Executive

210.014.120 Chief Financial Officer (CFO) - Division

Retail & Wholesale

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	26	26	95.8	136.3	230.0	237.6	325.0	421.4
Base Salary - Org Wtd	26	26	95.8	136.3	230.0	237.6	325.0	421.4
Base Salary - Incentive Eligible	26	26	95.8	136.3	230.0	237.6	325.0	421.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	14	42.4	68.5	109.0	112.9	154.9	194.5
Short-term Incentive (Actual)	24	24	14.8	25.1	58.4	72.0	126.4	144.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	--	86.3	91.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	26	26	113.8	177.5	260.3	304.3	448.4	534.2
Total Cash Comp (Actual) - Org Wtd	26	26	113.8	177.5	260.3	304.3	448.4	534.2
Total Cash Comp (Actual) - Rcvrs	24	24	109.7	189.4	260.3	305.1	440.8	535.0
Total Cash Comp (Target)	25	25	94.4	132.5	282.5	297.3	418.7	613.1
Total Cash Comp (Target) - Rcvrs	14	14	274.0	311.1	388.4	431.6	542.2	676.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	26	26	113.8	177.5	328.5	335.8	523.6	576.5
Total Direct Comp (Actual) - Rcvrs	9	9	--	--	520.7	462.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	26	26	100%
Sales Incentive	0	0	0%
Profit Sharing	12	12	60%
Long-term Incentive	11	11	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	20%	22%
Performance Shares/Share Units	40%	44%
Performance Cash Units	0%	0%
Long-term Cash	40%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	24	24	32.7%	32.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	14	14	35.0%	35.0%
Short-term Incentive (Maximum)	11	11	74.5%	74.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	9	32.5%	32.5%

Salary Range (Mean)				
Minimum	8	8	205.4	205.4
Midpoint	8	8	282.3	282.3
Maximum	8	8	359.1	359.1

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

2014

US MBD: Mercer Benchmark Database Executive

210.014.120 Chief Financial Officer (CFO) - Division

Services (Non-Financial)

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	203.9	216.0	282.2	280.8	338.6	365.7
Base Salary - Org Wtd	18	18	203.9	216.0	282.2	280.8	338.6	365.7
Base Salary - Incentive Eligible	15	15	196.0	215.0	269.4	267.4	300.0	355.9
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	12	12	36.3	57.6	84.8	96.8	126.5	198.9
Short-term Incentive (Actual)	12	12	18.5	38.6	85.1	90.2	121.5	187.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	40.8	55.2	124.0	147.3	200.4	388.5

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	18	18	211.5	268.1	345.0	340.9	397.4	495.4
Total Cash Comp (Actual) - Org Wtd	18	18	211.5	268.1	345.0	340.9	397.4	495.4
Total Cash Comp (Actual) - Rcvs	12	12	229.3	280.9	357.9	367.8	466.9	516.3
Total Cash Comp (Target)	17	17	216.1	287.1	350.0	348.8	403.5	494.8
Total Cash Comp (Target) - Rcvs	12	12	228.9	284.7	355.1	361.5	432.0	546.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	18	18	211.5	303.0	370.5	439.1	536.2	760.7
Total Direct Comp (Actual) - Rcvs	12	12	284.8	356.8	502.8	516.0	597.4	904.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	15	83%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	13	13	76%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	31%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	85%	75%
Performance Shares/Share Units	69%	75%
Performance Cash Units	0%	0%
Long-term Cash	23%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	12	31.3%	31.3%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	12	12	35.2%	35.2%
Short-term Incentive (Maximum)	9	9	62.8%	62.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	12	50.5%	50.5%

Salary Range (Mean)

Minimum	9	9	180.8	180.8
Midpoint	9	9	241.2	241.2
Maximum	9	9	301.7	301.7

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Division 210.014.120

2014

US MBD: Mercer Benchmark Database Executive

210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

All Organizations

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	220	223	177.8	225.0	285.0	330.4	375.0	556.2
Base Salary - Org Wtd	220	223	176.4	225.0	284.6	330.7	375.0	556.7
Base Salary - Incentive Eligible	200	203	184.2	226.9	291.0	327.0	367.1	538.0
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	167	170	37.6	72.3	124.2	174.9	208.8	349.2
Short-term Incentive (Actual)	153	156	36.9	84.9	138.8	203.0	225.0	429.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	14	14	4.9	8.2	13.2	29.3	16.6	136.1
Long-term Incentive (Black-Scholes)	92	95	35.0	85.4	175.0	266.3	335.0	588.6

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	220	223	190.2	275.8	402.0	474.2	557.6	836.3
Total Cash Comp (Actual) - Org Wtd	220	223	190.0	275.7	397.4	474.7	561.3	845.7
Total Cash Comp (Actual) - Rcvrs	156	159	250.8	325.7	437.3	531.4	590.2	920.4
Total Cash Comp (Target)	199	202	200.2	283.7	399.4	473.4	539.9	819.3
Total Cash Comp (Target) - Rcvrs	167	170	240.9	300.0	420.6	496.5	554.4	862.0

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	220	223	199.3	277.9	450.0	587.6	718.6	1,040.6
Total Direct Comp (Actual) - Rcvrs	92	95	338.3	480.2	632.4	832.1	948.1	1,780.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	196	199	92%
Sales Incentive	0	0	0%
Profit Sharing	23	24	18%
Long-term Incentive	113	116	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	24%
Share Appreciation Rights (SARs)	8%	8%
Restricted Shares/Share Units	49%	51%
Performance Shares/Share Units	35%	40%
Performance Cash Units	16%	7%
Long-term Cash	26%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	153	156	55.9%	55.7%
Short-term Incentive (Threshold)	56	58	20.6%	20.3%
Short-term Incentive (Target)	167	170	47.3%	47.2%
Short-term Incentive (Maximum)	99	101	79.2%	79.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	14	14	13.4%	13.4%
Long-term Incentive (Black-Scholes)	92	95	70.6%	70.3%

Salary Range (Mean)

Minimum	99	101	210.5	210.6
Midpoint	99	101	290.1	291.2
Maximum	99	101	369.8	371.8

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

2014

US MBD: Mercer Benchmark Database Executive

210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

Consumer Goods

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	16	16	154.3	218.0	313.9	375.5	400.0	855.9
Base Salary - Org Wtd	16	16	154.3	218.0	313.9	375.5	400.0	855.9
Base Salary - Incentive Eligible	16	16	154.3	218.0	313.9	375.5	400.0	855.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	14	34.5	58.8	103.5	175.5	229.8	555.4
Short-term Incentive (Actual)	11	11	29.3	43.7	85.6	103.8	165.0	197.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	--	75.3	147.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	16	196.1	299.7	383.4	450.9	562.5	900.6
Total Cash Comp (Actual) - Org Wtd	16	16	196.1	299.7	383.4	450.9	562.5	900.6
Total Cash Comp (Actual) - Rcvrs	11	11	191.3	299.6	418.7	432.4	565.0	807.1
Total Cash Comp (Target)	16	16	188.6	282.1	433.4	529.1	575.0	1,287.6
Total Cash Comp (Target) - Rcvrs	14	14	188.0	278.1	445.3	563.9	692.8	1,401.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	16	196.1	305.8	424.1	515.6	642.7	1,048.7
Total Direct Comp (Actual) - Rcvrs	7	7	--	--	574.7	653.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	16	100%
Sales Incentive	0	0	0%
Profit Sharing	4	4	36%
Long-term Incentive	9	9	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	22%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	44%	57%
Performance Shares/Share Units	0%	0%
Performance Cash Units	33%	14%
Long-term Cash	11%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	36.0%	36.0%
Short-term Incentive (Threshold)	7	7	17.7%	17.7%
Short-term Incentive (Target)	14	14	38.9%	38.9%
Short-term Incentive (Maximum)	8	8	63.8%	63.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	7	7	34.0%	34.0%

Salary Range (Mean)				
Minimum	5	5	--	--
Midpoint	5	5	--	--
Maximum	5	5	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

2014

US MBD: Mercer Benchmark Database Executive

210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

Energy

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	11	190.1	275.6	330.6	384.4	350.1	914.0
Base Salary - Org Wtd	11	11	190.1	275.6	330.6	384.4	350.1	914.0
Base Salary - Incentive Eligible	10	10	187.8	271.6	335.3	395.2	405.1	957.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	104.6	146.3	200.1	346.0	--
Short-term Incentive (Actual)	8	8	--	127.2	234.3	290.1	479.2	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	344.4	368.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	11	222.1	279.6	474.0	595.4	877.1	1,257.5
Total Cash Comp (Actual) - Org Wtd	11	11	222.1	279.6	474.0	595.4	877.1	1,257.5
Total Cash Comp (Actual) - Rcvs	8	8	--	440.6	650.6	715.6	1,011.0	--
Total Cash Comp (Target)	11	11	259.9	275.6	485.1	548.1	724.8	982.4
Total Cash Comp (Target) - Rcvs	9	9	--	349.9	485.1	528.1	712.4	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	236.0	340.0	810.0	796.1	1,145.8	1,706.1
Total Direct Comp (Actual) - Rcvs	6	6	--	--	885.1	924.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	10	91%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	7	7	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	17%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	67%
Performance Shares/Share Units	43%	50%
Performance Cash Units	0%	0%
Long-term Cash	29%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	74.8%	74.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	9	9	58.5%	58.5%
Short-term Incentive (Maximum)	6	6	84.2%	84.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	120.2%	120.2%

Salary Range (Mean)				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

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210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

Financial Services

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All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary													
Base Salary - Inc Wtd	13	13	175.2	213.6	325.0	345.7	450.5	628.4	Short-term Incentive	13	13	100%	
Base Salary - Org Wtd	13	13	175.2	213.6	325.0	345.7	450.5	628.4	Sales Incentive	0	0	0%	
Base Salary - Incentive Eligible	13	13	175.2	213.6	325.0	345.7	450.5	628.4	Profit Sharing	0	0	0%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	11	11	85%	
Incentives													
Short-term Incentive (Target)	7	7	--	65.1	91.8	161.9	136.4	--	Of Those LTI Eligible:				
Short-term Incentive (Actual)	11	11	32.4	107.6	141.1	360.4	528.0	1,366.0	Stock/Share Options	% Eligible		% Receiving	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	20%		11%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	0%		0%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	50%		56%	
Long-term Incentive (Black-Scholes)	9	9	--	55.0	196.2	350.8	701.7	--	Performance Cash Units	20%		11%	
									Long-term Cash	40%		44%	
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	13	13	194.2	308.5	433.1	650.7	1,035.0	1,641.6		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	13	13	194.2	308.5	433.1	650.7	1,035.0	1,641.6	Short-term Incentive (Actual)	11	11	93.8%	93.8%
Total Cash Comp (Actual) - Rcvrs	11	11	202.7	364.9	433.1	705.3	1,125.0	1,797.1	Short-term Incentive (Threshold)	4	4	--%	--%
Total Cash Comp (Target)	10	10	197.0	306.0	365.7	446.2	503.3	1,158.2	Short-term Incentive (Target)	7	7	42.6%	42.6%
Total Cash Comp (Target) - Rcvrs	7	7	--	321.3	367.8	492.4	513.4	--	Short-term Incentive (Maximum)	6	6	86.0%	86.0%
									Sales Incentive (Actual)	0	0	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
									Profit Sharing (Actual)	0	0	--%	--%
									Long-term Incentive (Black-Scholes)	9	9	76.7%	76.7%
Total Direct Compensation (Black-Scholes)													
Total Direct Comp (Actual)	13	13	212.2	332.2	500.0	893.6	1,632.5	2,362.9	Salary Range (Mean)				
Total Direct Comp (Actual) - Rcvrs	9	9	--	366.4	718.6	1,124.2	2,074.2	--	Minimum	7	7	211.4	211.4
									Midpoint	7	7	280.9	280.9
									Maximum	7	7	350.5	350.5
*More than 25% of sample supplied by one organization													

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

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210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	9	--	200.4	232.7	241.8	281.0	--
Base Salary - Org Wtd	8	9	--	196.2	232.1	236.9	273.7	--
Base Salary - Incentive Eligible	8	9	--	200.4	232.7	241.8	281.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	7	8	--	49.2	120.8	102.2	143.0	--
Short-term Incentive (Actual)	*6	7	--	--	114.0	107.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	119.3	125.3	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	9	--	225.8	321.1	326.7	437.3	--
Total Cash Comp (Actual) - Org Wtd	8	9	--	208.9	291.2	309.7	410.3	--
Total Cash Comp (Actual) - Rcvrs	*6	7	--	--	365.9	365.5	--	--
Total Cash Comp (Target)	8	9	--	246.7	347.1	332.6	421.5	--
Total Cash Comp (Target) - Rcvrs	7	8	--	255.1	362.5	350.2	429.0	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	9	--	236.0	401.3	410.3	607.9	--
Total Direct Comp (Actual) - Rcvrs	*5	6	--	--	462.8	469.3	--	--

*More than 25% of sample supplied by one organization

High Tech (Manufactured Products)

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	8	89%
Sales Incentive	0	0	0%
Profit Sharing	2	2	22%
Long-term Incentive	5	6	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	17%	0%
Restricted Shares/Share Units	67%	67%
Performance Shares/Share Units	67%	67%
Performance Cash Units	33%	0%
Long-term Cash	33%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	7	36.1%	40.2%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	8	38.3%	39.8%
Short-term Incentive (Maximum)	5	6	64.2%	70.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	6	40.4%	48.1%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

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210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

Insurance

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	20	20	260.2	285.0	416.9	415.4	495.8	654.0
Base Salary - Org Wtd	20	20	260.2	285.0	416.9	415.4	495.8	654.0
Base Salary - Incentive Eligible	19	19	260.0	280.0	416.0	413.3	500.0	660.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	14	75.0	118.5	198.3	239.8	258.0	652.5
Short-term Incentive (Actual)	18	18	51.3	138.3	248.5	317.0	369.4	875.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	12	64.7	181.3	280.7	432.2	550.2	1,407.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	20	343.9	438.4	590.7	701.1	805.5	1,383.5
Total Cash Comp (Actual) - Org Wtd	20	20	343.9	438.4	590.7	701.1	805.5	1,383.5
Total Cash Comp (Actual) - Rcvs	18	18	332.1	431.0	596.7	720.4	817.1	1,408.7
Total Cash Comp (Target)	17	17	298.3	398.5	562.5	609.6	686.3	1,122.2
Total Cash Comp (Target) - Rcvs	14	14	322.5	409.3	564.0	639.2	712.7	1,302.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	20	370.7	600.0	725.7	960.4	1,033.8	2,136.1
Total Direct Comp (Actual) - Rcvs	12	12	437.1	676.3	902.8	1,217.5	1,675.2	2,957.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	19	95%
Sales Incentive	0	0	0%
Profit Sharing	1	1	9%
Long-term Incentive	17	17	85%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	31%	25%
Share Appreciation Rights (SARs)	6%	8%
Restricted Shares/Share Units	63%	42%
Performance Shares/Share Units	38%	42%
Performance Cash Units	31%	17%
Long-term Cash	13%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	18	72.2%	72.2%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	14	14	53.9%	53.9%
Short-term Incentive (Maximum)	11	11	94.4%	94.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	12	87.7%	87.7%

Salary Range (Mean)				
Minimum	10	10	278.9	278.9
Midpoint	10	10	400.4	400.4
Maximum	10	10	521.9	521.9

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	42	42	167.3	218.5	261.9	290.0	318.5	427.9
Base Salary - Org Wtd	42	42	167.3	218.5	261.9	290.0	318.5	427.9
Base Salary - Incentive Eligible	38	38	186.2	226.9	264.1	287.3	318.5	383.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	32	32	70.1	94.5	131.0	154.4	211.5	241.9
Short-term Incentive (Actual)	31	31	43.2	88.0	143.2	146.2	200.6	219.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	15	41.9	91.7	140.2	193.3	311.3	410.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	42	42	171.6	242.0	379.5	397.8	519.9	664.3
Total Cash Comp (Actual) - Org Wtd	42	42	171.6	242.0	379.5	397.8	519.9	664.3
Total Cash Comp (Actual) - Rcvs	31	31	249.2	318.0	411.0	442.6	543.6	674.3
Total Cash Comp (Target)	36	36	172.7	300.2	382.7	422.0	517.7	657.7
Total Cash Comp (Target) - Rcvs	32	32	296.4	319.9	408.5	450.6	524.4	731.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	42	42	171.6	242.0	425.0	466.9	624.9	886.4
Total Direct Comp (Actual) - Rcvs	15	15	367.0	502.3	581.1	626.7	722.3	966.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	38	38	93%
Sales Incentive	0	0	0%
Profit Sharing	1	1	6%
Long-term Incentive	19	19	48%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	37%	33%
Share Appreciation Rights (SARs)	26%	33%
Restricted Shares/Share Units	53%	60%
Performance Shares/Share Units	53%	60%
Performance Cash Units	5%	0%
Long-term Cash	21%	27%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	31	31	50.5%	50.5%
Short-term Incentive (Threshold)	5	5	--%	--%
Short-term Incentive (Target)	32	32	50.5%	50.5%
Short-term Incentive (Maximum)	16	16	97.9%	97.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	15	15	65.9%	65.9%

Salary Range (Mean)				
Minimum	14	14	246.6	246.6
Midpoint	14	14	322.2	322.2
Maximum	14	14	397.9	397.9

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	11	203.4	215.2	278.0	269.4	326.0	350.3
Base Salary - Org Wtd	11	11	203.4	215.2	278.0	269.4	326.0	350.3
Base Salary - Incentive Eligible	11	11	203.4	215.2	278.0	269.4	326.0	350.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	52.1	66.8	108.8	115.6	145.8	205.5
Short-term Incentive (Actual)	10	10	14.0	50.4	68.8	89.7	163.8	178.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	11	232.9	286.3	358.7	373.7	506.3	515.4
Total Cash Comp (Actual) - Org Wtd	11	11	232.9	286.3	358.7	373.7	506.3	515.4
Total Cash Comp (Actual) - Rcvrs	11	11	232.9	286.3	358.7	373.7	506.3	515.4
Total Cash Comp (Target)	11	11	214.8	279.8	399.0	374.6	489.0	546.5
Total Cash Comp (Target) - Rcvrs	10	10	256.4	289.3	399.4	391.5	489.3	553.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	11	235.0	298.4	366.9	420.2	515.8	674.7
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Other Non-Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	10	91%
Sales Incentive	0	0	0%
Profit Sharing	2	2	33%
Long-term Incentive	4	4	40%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	10	30.8%	30.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	10	10	40.5%	40.5%
Short-term Incentive (Maximum)	5	5	86.0%	86.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	6	6	197.8	197.8
Midpoint	6	6	258.6	258.6
Maximum	6	6	319.4	319.4

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	28	30	211.2	249.3	321.6	380.2	426.3	795.0
Base Salary - Org Wtd	28	30	205.8	247.8	322.1	384.3	458.8	801.8
Base Salary - Incentive Eligible	26	28	205.8	247.8	318.4	351.3	387.7	560.5
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	25	44.4	93.2	129.1	284.3	262.1	496.2
Short-term Incentive (Actual)	22	24	34.1	95.6	148.9	251.0	270.3	593.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	16	18	33.2	89.3	145.1	258.5	282.8	651.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	28	30	215.1	319.8	450.4	581.9	662.4	946.6
Total Cash Comp (Actual) - Org Wtd	28	30	211.0	299.3	466.1	593.0	705.9	1,020.8
Total Cash Comp (Actual) - Rcvrs	23	25	235.7	410.8	459.8	605.9	616.3	1,200.5
Total Cash Comp (Target)	27	29	267.6	344.3	448.5	630.3	695.3	960.9
Total Cash Comp (Target) - Rcvrs	23	25	260.9	357.6	448.5	644.6	616.7	1,136.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	28	30	228.7	328.5	575.8	737.0	870.0	1,519.8
Total Direct Comp (Actual) - Rcvrs	16	18	226.0	529.0	601.5	870.0	982.7	2,420.9

*More than 25% of sample supplied by one organization

Other Non-Manufacturing

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	26	28	93%
Sales Incentive	0	0	0%
Profit Sharing	7	8	33%
Long-term Incentive	17	19	66%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	11%	11%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	37%	33%
Performance Shares/Share Units	37%	39%
Performance Cash Units	11%	6%
Long-term Cash	21%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	24	59.3%	57.1%
Short-term Incentive (Threshold)	8	10	20.5%	18.9%
Short-term Incentive (Target)	23	25	62.9%	60.7%
Short-term Incentive (Maximum)	12	13	76.2%	76.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	16	18	62.3%	60.9%

Salary Range (Mean)				
Minimum	12	13	233.1	232.0
Midpoint	12	13	321.6	327.1
Maximum	12	13	410.1	422.3

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

2014

US MBD: Mercer Benchmark Database Executive

210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

Retail & Wholesale

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	16	16	187.0	256.2	345.0	350.2	378.8	592.4
Base Salary - Org Wtd	16	16	187.0	256.2	345.0	350.2	378.8	592.4
Base Salary - Incentive Eligible	14	14	198.1	264.3	345.0	359.8	407.8	616.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	102.1	128.9	166.4	183.5	242.3	326.2
Short-term Incentive (Actual)	11	11	32.8	102.6	238.0	241.6	330.0	582.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	215.3	249.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	16	191.8	343.7	364.2	517.4	710.5	1,009.3
Total Cash Comp (Actual) - Org Wtd	16	16	191.8	343.7	364.2	517.4	710.5	1,009.3
Total Cash Comp (Actual) - Rcvs	11	11	199.8	355.8	611.8	610.3	803.0	1,213.3
Total Cash Comp (Target)	14	14	222.5	358.3	438.4	468.4	553.8	802.6
Total Cash Comp (Target) - Rcvs	10	10	354.1	392.9	516.8	536.8	624.8	873.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	16	191.8	343.9	572.6	610.8	882.8	1,147.7
Total Direct Comp (Actual) - Rcvs	6	6	--	--	736.0	742.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	13	87%
Sales Incentive	0	0	0%
Profit Sharing	2	2	22%
Long-term Incentive	7	7	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	67%
Performance Shares/Share Units	33%	33%
Performance Cash Units	17%	17%
Long-term Cash	17%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	11	59.4%	59.4%
Short-term Incentive (Threshold)	6	6	24.6%	24.6%
Short-term Incentive (Target)	10	10	51.0%	51.0%
Short-term Incentive (Maximum)	6	6	83.3%	83.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	73.3%	73.3%

Salary Range (Mean)				
Minimum	9	9	243.8	243.8
Midpoint	9	9	349.1	349.1
Maximum	9	9	454.5	454.5

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

2014

US MBD: Mercer Benchmark Database Executive

210.011.120 Chief Financial Officer (CFO) - Subsidiary/Group

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for providing overall direction for the accounting, tax, insurance, budget, credit, and treasury functions. Directs activities associated with the security and investment of the organization's assets and funds, and ensures that financial transactions, policies, and procedures meet the organization's short- and long-term objectives, and regulatory body requirements. Frequently reports to a Chief Executive Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	51	51	165.3	194.0	249.1	304.0	381.9	500.0	Short-term Incentive	42	42	89%
Base Salary - Org Wtd	51	51	165.3	194.0	249.1	304.0	381.9	500.0	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	42	42	154.9	187.4	237.5	298.0	386.4	500.0	Profit Sharing	2	2	8%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	Long-term Incentive	16	16	38%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	39	39	25.7	31.8	69.6	126.1	150.0	400.0	Stock/Share Options	25%	36%	
Short-term Incentive (Actual)	23	23	33.7	50.6	89.9	149.4	225.0	348.0	Share Appreciation Rights (SARs)	0%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	38%	55%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	25%	36%	
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Performance Cash Units	13%	9%	
Long-term Incentive (Black-Scholes)	11	11	32.5	84.3	97.6	289.0	316.3	1,338.5	Long-term Cash	50%	36%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	51	51	173.7	213.2	300.0	371.7	450.0	786.8	Short-term Incentive (Actual)	23	23	47.6%
Total Cash Comp (Actual) - Org Wtd	51	51	173.7	213.2	300.0	371.7	450.0	786.8	Short-term Incentive (Threshold)	15	15	25.8%
Total Cash Comp (Actual) - Rcvrs	23	23	201.5	290.9	380.6	442.4	513.8	912.2	Short-term Incentive (Target)	39	39	37.4%
Total Cash Comp (Target)	45	45	167.6	225.4	301.5	403.5	473.3	861.9	Short-term Incentive (Maximum)	23	23	65.2%
Total Cash Comp (Target) - Rcvrs	39	39	170.1	240.5	301.5	411.3	496.5	862.0	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	51	51	173.7	213.2	317.0	434.0	454.5	849.1	Profit Sharing (Actual)	2	2	--%
Total Direct Comp (Actual) - Rcvrs	11	11	359.7	405.4	507.5	811.5	1,023.8	2,394.6	Long-term Incentive (Black-Scholes)	11	11	84.3%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	27	27	158.7
									Midpoint	27	27	222.0
									Maximum	27	27	285.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Financial Officer (CFO) - Subsidiary/Group 210.011.120

US MBD: Mercer Benchmark Database Executive

310.392.130 Chief Informatics Officer

All Organizations

Performs a change agent role and provides leadership, vision, and direction for biomedical or clinical informatics and decision support systems. Oversees strategic planning and development of informatics solutions in partnership with IT and business leadership. Responsible for the overall architecture, design, deployment, utilization and enhancement of informatics systems and services. Fosters adoption of informatics technology and promotes the strategic use of information technology. Works collaboratively with key process owners to identify opportunities for business intelligence and informatics to improve R&D processes or healthcare and clinical service performance. Works with CIO and leads the development of enterprise wide standards for the informatics to ensure compatibility and integration of informatics systems with other IT platforms. Work closely with IT infrastructure and operation staff to ensure that network, security and compliance requirements (e.g., HIPAA) are properly handled. Frequently reports to a Chief Medical Officer, Chief Information Officer, Head of R&D or Chief Operating Officer. This is generally a single incumbent position accountable for enterprise wide results. The most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	23	157.0	200.0	250.0	251.7	300.0	344.6
Base Salary - Org Wtd	23	23	157.0	200.0	250.0	251.7	300.0	344.6
Base Salary - Incentive Eligible	21	21	163.7	200.0	280.0	258.0	300.0	347.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	18	30.7	49.7	59.9	64.5	71.5	97.8
Short-term Incentive (Actual)	17	17	8.9	31.8	58.0	59.3	79.0	106.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	23	167.4	210.0	291.0	295.5	366.7	394.6
Total Cash Comp (Actual) - Org Wtd	23	23	167.4	210.0	291.0	295.5	366.7	394.6
Total Cash Comp (Actual) - Rcvrs	17	17	202.2	271.4	357.7	334.0	374.9	435.9
Total Cash Comp (Target)	20	20	200.8	227.3	343.8	316.9	367.6	421.5
Total Cash Comp (Target) - Rcvrs	18	18	203.6	250.1	352.0	331.4	371.8	438.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	23	167.4	210.0	308.9	310.4	370.2	407.3
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	21	91%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	5	23%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	0%	--%
Performance Shares/Share Units	20%	--%
Performance Cash Units	0%	--%
Long-term Cash	80%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	21.1%	21.1%
Short-term Incentive (Threshold)	8	8	11.6%	11.6%
Short-term Incentive (Target)	18	18	24.0%	24.0%
Short-term Incentive (Maximum)	12	12	35.6%	35.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	14	14	174.6	174.6
Midpoint	14	14	235.8	235.8
Maximum	14	14	296.9	296.9

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

310.392.130 Chief Informatics Officer

Insurance

Performs a change agent role and provides leadership, vision, and direction for biomedical or clinical informatics and decision support systems Oversees strategic planning and development of informatics solutions in partnership with IT and business leadership. Responsible for the overall architecture, design, deployment, utilization and enhancement of informatics systems and services. Fosters adoption of informatics technology and promotes the strategic use of information technology Works collaboratively with key process owners to identify opportunities for business intelligence and informatics to improve R&D processes or healthcare and clinical service performance. Works with CIO and leads the development of enterprise wide standards for the informatics to ensure compatibility and integration of informatics systems with other IT platforms Work closely with IT infrastructure and operation staff to ensure that network, security and compliance requirements (e.g., HIPAA) are properly handled. Frequently reports to a Chief Medical Officer, Chief Information Officer, Head of R&D or Chief Operating Officer. This is generally a single incumbent position accountable for enterprise wide results The most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	210.0	250.0	--	--
Base Salary - Org Wtd	5	5	--	--	210.0	250.0	--	--
Base Salary - Incentive Eligible	5	5	--	--	210.0	250.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	247.9	314.6	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	247.9	314.6	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	247.9	352.6	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	2	2	40%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	--%
Share Appreciation Rights (SARs)	--%	--%
Restricted Shares/Share Units	--%	--%
Performance Shares/Share Units	--%	--%
Performance Cash Units	--%	--%
Long-term Cash	--%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	4	4	--	--
Midpoint	4	4	--	--
Maximum	4	4	--	--

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Informatics Officer 310.392.130

2014

US MBD: Mercer Benchmark Database Executive

310.392.130 Chief Informatics Officer

Performs a change agent role and provides leadership, vision, and direction for biomedical or clinical informatics and decision support systems. Oversees strategic planning and development of informatics solutions in partnership with IT and business leadership. Responsible for the overall architecture, design, deployment, utilization and enhancement of informatics systems and services. Fosters adoption of informatics technology and promotes the strategic use of information technology. Works collaboratively with key process owners to identify opportunities for business intelligence and informatics to improve R&D processes or healthcare and clinical service performance. Works with CIO and leads the development of enterprise wide standards for the informatics to ensure compatibility and integration of informatics systems with other IT platforms. Work closely with IT infrastructure and operation staff to ensure that network, security and compliance requirements (e.g., HIPAA) are properly handled. Frequently reports to a Chief Medical Officer, Chief Information Officer, Head of R&D or Chief Operating Officer. This is generally a single incumbent position accountable for enterprise wide results. The most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	13	13	152.4	164.9	280.0	245.3	300.0	325.3	Short-term Incentive	11	11	85%
Base Salary - Org Wtd	13	13	152.4	164.9	280.0	245.3	300.0	325.3	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	11	11	155.0	167.0	283.1	256.1	300.0	331.0	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	2	2	17%
Incentives												
Short-term Incentive (Target)	10	10	9.4	45.0	59.9	53.5	68.0	70.7	Of Those LTI Eligible:			
Short-term Incentive (Actual)	10	10	9.6	39.6	62.5	55.5	79.2	84.6		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	13	13	158.0	189.3	308.9	288.0	363.4	394.6		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	13	13	158.0	189.3	308.9	288.0	363.4	394.6	Short-term Incentive (Actual)	10	10	21.1%
Total Cash Comp (Actual) - Rcvrs	10	10	172.2	270.9	357.0	320.5	371.2	399.5	Short-term Incentive (Threshold)	7	7	9.9%
Total Cash Comp (Target)	12	12	166.6	213.7	328.3	297.6	359.6	393.8	Short-term Incentive (Target)	10	10	20.7%
Total Cash Comp (Target) - Rcvrs	10	10	201.5	266.0	352.0	319.9	362.5	400.5	Short-term Incentive (Maximum)	9	9	27.7%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	0	0	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	13	13	158.0	189.3	308.9	288.0	363.4	394.6	Minimum	8	8	175.9
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--	Midpoint	8	8	228.8
									Maximum	8	8	281.7

*More than 25% of sample supplied by one organization

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Informatics Officer 310.392.130

2014

US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

All Organizations

Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning, bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to ensure integrity of organization-wide data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non-technical user functions in determining overall information systems approach. Frequently reports to a Chief Executive Officer or a Top Administrative Executive. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	507	509	194.0	231.0	288.5	303.4	354.3	425.0
Base Salary - Org Wtd	507	509	193.6	230.5	288.5	303.4	353.5	425.0
Base Salary - Incentive Eligible	411	412	212.4	249.3	300.0	315.2	367.9	433.7
Base Salary - Not Incentive Eligible	16	16	137.8	176.1	224.4	244.6	303.9	407.3

Incentives								
Short-term Incentive (Target)	346	347	54.1	90.4	131.0	158.7	187.5	300.0
Short-term Incentive (Actual)	337	338	35.9	73.7	124.2	175.2	225.9	368.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	19	19	3.8	10.3	16.8	20.2	24.5	61.7
Long-term Incentive (Black-Scholes)	233	234	52.5	125.8	217.0	312.0	385.7	715.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	507	509	210.0	274.0	368.3	420.5	514.1	701.4
Total Cash Comp (Actual) - Org Wtd	507	509	210.0	273.7	368.0	420.7	514.5	701.4
Total Cash Comp (Actual) - Rcvs	339	340	273.4	333.1	433.2	490.4	580.2	784.4
Total Cash Comp (Target)	443	444	215.9	290.3	395.4	427.2	523.5	655.5
Total Cash Comp (Target) - Rcvs	346	347	273.0	350.0	433.5	472.3	545.6	702.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	507	509	213.2	287.2	432.6	563.9	702.0	1,085.5
Total Direct Comp (Actual) - Rcvs	233	234	400.3	497.5	701.2	823.8	1,023.2	1,486.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	409	410	84%
Sales Incentive	0	0	0%
Profit Sharing	34	34	11%
Long-term Incentive	276	277	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	38%
Share Appreciation Rights (SARs)	7%	7%
Restricted Shares/Share Units	67%	64%
Performance Shares/Share Units	43%	41%
Performance Cash Units	7%	3%
Long-term Cash	25%	23%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	337	338	51.8%	51.8%
Short-term Incentive (Threshold)	123	123	20.4%	20.4%
Short-term Incentive (Target)	346	347	47.5%	47.5%
Short-term Incentive (Maximum)	212	213	83.9%	83.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	19	19	7.2%	7.2%
Long-term Incentive (Black-Scholes)	233	234	87.9%	87.6%

Salary Range (Mean)				
Minimum	254	254	210.0	210.0
Midpoint	254	254	283.1	283.1
Maximum	254	254	356.2	356.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Chief Information Officer (CIO) - Corporate 310.000.120

2014

US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning, bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to ensure integrity of organization-wide data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non-technical user functions in determining overall information systems approach. Frequently reports to a Chief Executive Officer or a Top Administrative Executive. Note: Reporting entity is Corporate. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	30	31	206.1	255.0	286.2	302.9	331.2	399.6
Base Salary - Org Wtd	30	31	203.0	255.0	289.8	304.6	332.2	399.8
Base Salary - Incentive Eligible	29	30	232.3	255.7	289.8	306.4	332.2	399.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	24	25	84.2	100.9	128.0	137.4	163.3	219.3
Short-term Incentive (Actual)	25	26	65.0	115.8	151.0	186.7	225.9	323.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	23	24	32.2	81.1	223.3	221.6	310.6	404.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	30	31	256.4	325.0	409.0	459.9	537.7	675.0
Total Cash Comp (Actual) - Org Wtd	30	31	254.4	323.5	409.2	462.8	539.0	684.9
Total Cash Comp (Actual) - Rcvs	26	27	294.8	366.7	432.6	486.9	543.0	762.8
Total Cash Comp (Target)	26	27	322.7	362.2	401.3	434.4	502.5	615.3
Total Cash Comp (Target) - Rcvs	24	25	336.1	371.0	401.3	434.5	490.0	606.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	30	31	296.8	417.9	534.4	631.5	800.4	1,069.1
Total Direct Comp (Actual) - Rcvs	23	24	379.8	441.3	653.8	705.4	823.1	1,225.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	30	100%
Sales Incentive	0	0	0%
Profit Sharing	4	4	21%
Long-term Incentive	24	25	89%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	38%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	48%	46%
Performance Shares/Share Units	40%	33%
Performance Cash Units	4%	4%
Long-term Cash	32%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	26	58.1%	57.8%
Short-term Incentive (Threshold)	10	10	21.7%	21.7%
Short-term Incentive (Target)	24	25	46.0%	45.8%
Short-term Incentive (Maximum)	18	19	87.4%	87.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	23	24	71.2%	69.2%

Salary Range (Mean)				
Minimum	20	20	214.4	214.4
Midpoint	20	20	286.8	286.8
Maximum	20	20	359.2	359.2

Note - only median and mean will be displayed if 50% or more of the incumbents are supplied by one organization

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Energy

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	32	32	195.9	240.1	262.8	283.9	334.5	387.9
Base Salary - Org Wtd	32	32	195.9	240.1	262.8	283.9	334.5	387.9
Base Salary - Incentive Eligible	29	29	220.8	243.4	276.5	292.8	338.0	404.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	25	25	78.2	99.5	136.0	137.9	160.5	228.3
Short-term Incentive (Actual)	28	28	58.8	90.2	130.2	181.1	245.0	327.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	24	24	105.7	170.2	296.2	339.8	440.4	774.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	32	32	247.9	302.0	368.4	442.4	548.2	688.5
Total Cash Comp (Actual) - Org Wtd	32	32	247.9	302.0	368.4	442.4	548.2	688.5
Total Cash Comp (Actual) - Rcvs	28	28	296.8	323.4	393.5	474.2	585.9	703.9
Total Cash Comp (Target)	27	27	258.4	344.9	396.0	408.4	487.2	582.4
Total Cash Comp (Target) - Rcvs	25	25	294.6	347.0	400.9	425.5	491.1	587.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	32	32	302.5	442.8	598.6	697.2	888.9	1,265.8
Total Direct Comp (Actual) - Rcvs	24	24	416.2	471.6	663.0	795.6	1,022.4	1,492.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	29	97%
Sales Incentive	0	0	0%
Profit Sharing	1	1	5%
Long-term Incentive	29	29	94%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	28%	33%
Share Appreciation Rights (SARs)	3%	4%
Restricted Shares/Share Units	93%	96%
Performance Shares/Share Units	69%	63%
Performance Cash Units	10%	8%
Long-term Cash	7%	4%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	28	56.4%	56.4%
Short-term Incentive (Threshold)	7	7	27.4%	27.4%
Short-term Incentive (Target)	25	25	47.2%	47.2%
Short-term Incentive (Maximum)	15	15	90.4%	90.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	24	24	111.9%	111.9%

Salary Range (Mean)				
Minimum	17	17	211.0	211.0
Midpoint	17	17	275.5	275.5
Maximum	17	17	340.1	340.1

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	41	41	182.3	230.1	300.0	312.7	381.5	463.7
Base Salary - Org Wtd	41	41	182.3	230.1	300.0	312.7	381.5	463.7
Base Salary - Incentive Eligible	35	35	200.0	230.5	300.0	318.8	395.0	461.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	25	25	52.0	82.6	158.2	192.5	266.4	456.0
Short-term Incentive (Actual)	32	32	65.9	75.9	141.0	264.3	343.8	745.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	24	24	28.9	79.9	171.6	233.2	321.7	510.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	41	41	228.6	300.1	442.0	520.3	620.0	977.0
Total Cash Comp (Actual) - Org Wtd	41	41	228.6	300.1	442.0	520.3	620.0	977.0
Total Cash Comp (Actual) - Rcvrs	32	32	269.7	315.6	459.6	575.2	749.8	1,172.4
Total Cash Comp (Target)	34	34	212.2	297.5	438.1	463.8	582.0	796.3
Total Cash Comp (Target) - Rcvrs	25	25	275.4	345.3	444.6	507.7	649.9	897.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	41	41	228.6	311.7	525.0	656.8	993.0	1,355.0
Total Direct Comp (Actual) - Rcvrs	24	24	362.2	470.1	752.4	835.0	1,108.2	1,498.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	35	35	85%
Sales Incentive	0	0	0%
Profit Sharing	5	5	23%
Long-term Incentive	26	26	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	42%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	81%	88%
Performance Shares/Share Units	42%	33%
Performance Cash Units	4%	0%
Long-term Cash	19%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	32	32	77.2%	77.2%
Short-term Incentive (Threshold)	8	8	17.0%	17.0%
Short-term Incentive (Target)	25	25	57.3%	57.3%
Short-term Incentive (Maximum)	16	16	72.7%	72.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	24	24	64.0%	64.0%

Salary Range (Mean)				
Minimum	20	20	196.9	196.9
Midpoint	20	20	271.3	271.3
Maximum	20	20	345.7	345.7

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