

2014

US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

High Tech (Manufactured Products)

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 | 5 | 5 | -- | -- | 262.4 | 291.2 | -- | -- |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 262.4 | 291.2 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 262.4 | 291.2 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|---|----|----|-------|-------|----|----|
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 151.5 | 169.4 | -- | -- |
| 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) | *3 | 3 | -- | -- | -- | -- | -- | -- |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|---|---|----|----|-------|-------|----|----|
| Total Cash Comp (Actual) - Inc Wtd | 5 | 5 | -- | -- | 353.9 | 451.7 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 353.9 | 451.7 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 405.2 | 460.6 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 405.2 | 460.6 | -- | -- |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|----|---|----|----|-------|-------|----|----|
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 458.6 | 689.8 | -- | -- |
| 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 | 5 | 5 | 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) | 4 | 4 | --% | --% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 5 | 5 | 58.0% | 58.0% |
| Short-term Incentive (Maximum) | 4 | 4 | --% | --% |
| 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 | 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 Information Officer (CIO) - Corporate 310.000.120

2014

US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

High Tech (Services)

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) | | | | | | | | | 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 | 7 | 7 | 88% | |
| Base Salary - Inc Wtd | 8 | 8 | -- | 200.6 | 254.0 | 299.4 | 387.7 | -- | Sales Incentive | 0 | 0 | --% | |
| Base Salary - Org Wtd | 8 | 8 | -- | 200.6 | 254.0 | 299.4 | 387.7 | -- | Profit Sharing | 0 | 0 | 0% | |
| Base Salary - Incentive Eligible | 7 | 7 | -- | 236.3 | 260.0 | 321.2 | 400.2 | -- | Long-term Incentive | 5 | 5 | 71% | |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | | | | | |
| Incentives | | | | | | | | | Of Those LTI Eligible: | % Eligible | % Receiving | | |
| Short-term Incentive (Target) | 7 | 7 | -- | 43.4 | 130.0 | 155.0 | 230.0 | -- | Stock/Share Options | 100% | --% | | |
| Short-term Incentive (Actual) | 6 | 6 | -- | -- | 171.0 | 204.2 | -- | -- | Share Appreciation Rights (SARs) | 0% | --% | | |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | Restricted Shares/Share Units | 60% | --% | | |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Performance Shares/Share Units | 60% | --% | | |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Performance Cash Units | 0% | --% | | |
| Long-term Incentive (Black-Scholes) | *3 | 3 | -- | -- | -- | -- | -- | -- | Long-term Cash | 0% | --% | | |
| Total Cash Compensation | | | | | | | | | Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Total Cash Comp (Actual) - Inc Wtd | 8 | 8 | -- | 221.2 | 409.1 | 452.5 | 614.7 | -- | Short-term Incentive (Actual) | 6 | 6 | 55.1% | 55.1% |
| Total Cash Comp (Actual) - Org Wtd | 8 | 8 | -- | 221.2 | 409.1 | 452.5 | 614.7 | -- | Short-term Incentive (Threshold) | 0 | 0 | --% | --% |
| Total Cash Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 476.0 | 539.5 | -- | -- | Short-term Incentive (Target) | 7 | 7 | 42.2% | 42.2% |
| Total Cash Comp (Target) | 8 | 8 | -- | 236.1 | 368.6 | 435.0 | 603.9 | -- | Short-term Incentive (Maximum) | 2 | 2 | --% | --% |
| Total Cash Comp (Target) - Rcvrs | 7 | 7 | -- | 248.1 | 390.0 | 476.2 | 630.2 | -- | Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% | --% |
| Total Direct Comp (Actual) | 8 | 8 | -- | 221.2 | 458.1 | 712.5 | 1,284.1 | -- | Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Total Direct Comp (Actual) - Rcvrs | *3 | 3 | -- | -- | -- | -- | -- | -- | Long-term Incentive (Black-Scholes) | 3 | 3 | --% | --% |
| *More than 25% of sample supplied by one organization | | | | | | | | | | | | | |
| Salary Range (Mean) | | | | | | | | | | | | | |
| Minimum | | | | | | | | | | 4 | 4 | -- | -- |
| Midpoint | | | | | | | | | | 4 | 4 | -- | -- |
| Maximum | | | | | | | | | | 4 | 4 | -- | -- |

*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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US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

Insurance

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 | 54 | 54 | 205.7 | 260.2 | 304.0 | 325.6 | 396.6 | 461.5 |
| Base Salary - Org Wtd | 54 | 54 | 205.7 | 260.2 | 304.0 | 325.6 | 396.6 | 461.5 |
| Base Salary - Incentive Eligible | 50 | 50 | 212.4 | 268.4 | 308.8 | 334.3 | 401.5 | 470.7 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 43 | 43 | 59.6 | 90.4 | 132.9 | 211.2 | 300.0 | 395.0 |
| Short-term Incentive (Actual) | 46 | 46 | 59.5 | 104.4 | 186.9 | 238.5 | 310.5 | 490.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 32 | 32 | 77.1 | 115.6 | 199.5 | 378.8 | 488.4 | 919.9 |
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 54 | 54 | 238.6 | 337.0 | 476.9 | 529.9 | 648.4 | 893.9 |
| Total Cash Comp (Actual) - Org Wtd | 54 | 54 | 238.6 | 337.0 | 476.9 | 529.9 | 648.4 | 893.9 |
| Total Cash Comp (Actual) - Rcvs | 46 | 46 | 298.1 | 368.9 | 493.7 | 567.0 | 700.4 | 901.3 |
| Total Cash Comp (Target) | 48 | 48 | 243.8 | 330.0 | 429.3 | 507.8 | 600.0 | 803.0 |
| Total Cash Comp (Target) - Rcvs | 43 | 43 | 286.3 | 379.8 | 486.9 | 541.9 | 608.9 | 818.0 |
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 54 | 54 | 238.6 | 376.1 | 581.7 | 754.4 | 878.5 | 1,678.2 |
| Total Direct Comp (Actual) - Rcvs | 32 | 32 | 445.2 | 563.7 | 780.5 | 1,016.6 | 1,269.1 | 2,108.0 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 50 | 50 | 94% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 10% |
| Long-term Incentive | 39 | 39 | 78% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 24% | 28% |
| Share Appreciation Rights (SARs) | 5% | 3% |
| Restricted Shares/Share Units | 37% | 38% |
| Performance Shares/Share Units | 29% | 25% |
| Performance Cash Units | 8% | 6% |
| Long-term Cash | 50% | 41% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 46 | 46 | 67.3% | 67.3% |
| Short-term Incentive (Threshold) | 14 | 14 | 21.5% | 21.5% |
| Short-term Incentive (Target) | 43 | 43 | 57.0% | 57.0% |
| Short-term Incentive (Maximum) | 29 | 29 | 94.8% | 94.8% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 32 | 32 | 92.1% | 92.1% |

| Salary Range (Mean) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|---------------------|-------------|------------|------------|------------|
| Minimum | 32 | 32 | 232.7 | 232.7 |
| Midpoint | 32 | 32 | 319.3 | 319.3 |
| Maximum | 32 | 32 | 405.9 | 405.9 |

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 Information Officer (CIO) - Corporate 310.000.120

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US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

Life Sciences

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 | 6 | 6 | -- | -- | 321.6 | 312.7 | -- | -- |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 321.6 | 312.7 | -- | -- |
| Base Salary - Incentive Eligible | 6 | 6 | -- | -- | 321.6 | 312.7 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|-------|-------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 6 | 6 | -- | -- | 128.7 | 175.7 | -- | -- |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 90.0 | 146.6 | -- | -- |
| 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 | 6 | 6 | -- | -- | 382.9 | 434.9 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 382.9 | 434.9 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 440.8 | 456.9 | -- | -- |
| Total Cash Comp (Target) | 6 | 6 | -- | -- | 450.3 | 488.4 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 6 | 6 | -- | -- | 450.3 | 488.4 | -- | -- |

| | | | | | | | | |
|--|----|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 407.0 | 571.9 | -- | -- |
| 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 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 20% |
| Long-term Incentive | 3 | 3 | 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) | 5 | 5 | 43.9% | 43.9% |
| Short-term Incentive (Threshold) | 0 | 0 | --% | --% |
| Short-term Incentive (Target) | 6 | 6 | 50.2% | 50.2% |
| 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) | 2 | 2 | --% | --% |

| | | | | |
|----------------------------|---|---|----|----|
| 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 Information Officer (CIO) - Corporate 310.000.120

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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.

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 | 46 | 46 | 185.4 | 225.0 | 270.2 | 276.7 | 321.7 | 373.5 |
| Base Salary - Org Wtd | 46 | 46 | 185.4 | 225.0 | 270.2 | 276.7 | 321.7 | 373.5 |
| Base Salary - Incentive Eligible | 43 | 43 | 185.2 | 225.0 | 275.1 | 279.8 | 329.1 | 387.0 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Short-term Incentive (Target) | 37 | 37 | 50.8 | 88.1 | 123.8 | 143.5 | 175.3 | 269.8 |
| Short-term Incentive (Actual) | 34 | 34 | 22.8 | 38.8 | 111.6 | 127.8 | 180.4 | 249.1 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 29 | 29 | 42.4 | 135.3 | 181.2 | 266.4 | 366.5 | 647.6 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Comp (Actual) - Inc Wtd | 46 | 46 | 223.2 | 262.2 | 309.9 | 372.0 | 479.5 | 559.1 |
| Total Cash Comp (Actual) - Org Wtd | 46 | 46 | 223.2 | 262.2 | 309.9 | 372.0 | 479.5 | 559.1 |
| Total Cash Comp (Actual) - Rcvrs | 34 | 34 | 235.4 | 275.7 | 387.4 | 406.1 | 516.7 | 623.9 |
| Total Cash Comp (Target) | 40 | 40 | 230.0 | 297.5 | 394.0 | 410.5 | 476.0 | 618.8 |
| Total Cash Comp (Target) - Rcvrs | 37 | 37 | 261.9 | 312.2 | 406.0 | 427.2 | 482.8 | 634.9 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Comp (Actual) | 46 | 46 | 236.2 | 291.6 | 445.5 | 540.0 | 624.2 | 1,055.2 |
| Total Direct Comp (Actual) - Rcvrs | 29 | 29 | 294.0 | 419.9 | 568.2 | 674.3 | 837.9 | 1,171.0 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 42 | 42 | 93% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 8 | 8 | 26% |
| Long-term Incentive | 34 | 34 | 79% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 48% | 48% |
| Share Appreciation Rights (SARs) | 12% | 10% |
| Restricted Shares/Share Units | 82% | 72% |
| Performance Shares/Share Units | 52% | 55% |
| Performance Cash Units | 15% | 3% |
| Long-term Cash | 15% | 17% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 34 | 34 | 42.6% | 42.6% |
| Short-term Incentive (Threshold) | 11 | 11 | 26.2% | 26.2% |
| Short-term Incentive (Target) | 37 | 37 | 47.4% | 47.4% |
| Short-term Incentive (Maximum) | 27 | 27 | 93.3% | 93.3% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 29 | 29 | 88.3% | 88.3% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 22 | 22 | 194.3 | 194.3 |
| Midpoint | 22 | 22 | 256.7 | 256.7 |
| Maximum | 22 | 22 | 319.1 | 319.1 |

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

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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.

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 | 8 | 8 | -- | 273.0 | 323.8 | 320.1 | 363.7 | -- |
| Base Salary - Org Wtd | 8 | 8 | -- | 273.0 | 323.8 | 320.1 | 363.7 | -- |
| Base Salary - Incentive Eligible | 8 | 8 | -- | 273.0 | 323.8 | 320.1 | 363.7 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 8 | 8 | -- | 135.8 | 173.0 | 166.5 | 191.9 | -- |
| Short-term Incentive (Actual) | 8 | 8 | -- | 72.7 | 189.7 | 174.5 | 235.8 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 8 | 8 | -- | 106.0 | 214.6 | 202.6 | 244.7 | -- |

| | | | | | | | | |
|------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 8 | 8 | -- | 358.7 | 501.5 | 494.6 | 589.6 | -- |
| Total Cash Comp (Actual) - Org Wtd | 8 | 8 | -- | 358.7 | 501.5 | 494.6 | 589.6 | -- |
| Total Cash Comp (Actual) - Rcvs | 8 | 8 | -- | 358.7 | 501.5 | 494.6 | 589.6 | -- |
| Total Cash Comp (Target) | 8 | 8 | -- | 450.6 | 469.3 | 486.6 | 549.8 | -- |
| Total Cash Comp (Target) - Rcvs | 8 | 8 | -- | 450.6 | 469.3 | 486.6 | 549.8 | -- |

| | | | | | | | | |
|--|---|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 8 | 8 | -- | 571.2 | 735.3 | 697.2 | 820.1 | -- |
| Total Direct Comp (Actual) - Rcvs | 8 | 8 | -- | 571.2 | 735.3 | 697.2 | 820.1 | -- |

*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 | 0% |
| Long-term Incentive | 8 | 8 | 100% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 38% | 38% |
| Share Appreciation Rights (SARs) | 25% | 13% |
| Restricted Shares/Share Units | 50% | 50% |
| Performance Shares/Share Units | 63% | 50% |
| Performance Cash Units | 13% | 0% |
| Long-term Cash | 38% | 13% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 8 | 8 | 53.3% | 53.3% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 8 | 8 | 52.4% | 52.4% |
| Short-term Incentive (Maximum) | 4 | 4 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 8 | 8 | 64.2% | 64.2% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 7 | 7 | 204.4 | 204.4 |
| Midpoint | 7 | 7 | 302.1 | 302.1 |
| Maximum | 7 | 7 | 399.8 | 399.8 |

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

310.000.120 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.

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 | 47 | 47 | 187.2 | 229.0 | 267.7 | 294.8 | 350.0 | 463.4 |
| Base Salary - Org Wtd | 47 | 47 | 187.2 | 229.0 | 267.7 | 294.8 | 350.0 | 463.4 |
| Base Salary - Incentive Eligible | 39 | 39 | 210.0 | 241.7 | 282.0 | 304.4 | 360.7 | 460.0 |
| Base Salary - Not Incentive Eligible | *2 | 2 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Short-term Incentive (Target) | 32 | 32 | 39.6 | 65.0 | 122.2 | 148.7 | 206.8 | 301.8 |
| Short-term Incentive (Actual) | 33 | 33 | 18.0 | 38.7 | 92.0 | 148.2 | 214.1 | 372.4 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 19 | 19 | 29.9 | 112.5 | 202.1 | 284.7 | 390.6 | 600.0 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Comp (Actual) - Inc Wtd | 47 | 47 | 188.8 | 261.6 | 351.2 | 399.0 | 495.0 | 755.8 |
| Total Cash Comp (Actual) - Org Wtd | 47 | 47 | 188.8 | 261.6 | 351.2 | 399.0 | 495.0 | 755.8 |
| Total Cash Comp (Actual) - Rcvrs | 33 | 33 | 255.8 | 284.9 | 375.0 | 446.8 | 604.3 | 790.0 |
| Total Cash Comp (Target) | 40 | 40 | 189.3 | 271.7 | 362.7 | 406.0 | 551.3 | 647.1 |
| Total Cash Comp (Target) - Rcvrs | 32 | 32 | 268.8 | 307.4 | 381.9 | 445.6 | 596.6 | 685.0 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|---------|---------|
| Total Direct Comp (Actual) | 47 | 47 | 188.8 | 261.6 | 392.9 | 514.1 | 630.6 | 1,087.1 |
| Total Direct Comp (Actual) - Rcvrs | 19 | 19 | 392.9 | 507.7 | 630.6 | 774.8 | 1,072.5 | 1,263.4 |

*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 | 8% |
| Long-term Incentive | 23 | 23 | 51% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 32% | 32% |
| Share Appreciation Rights (SARs) | 14% | 11% |
| Restricted Shares/Share Units | 77% | 79% |
| Performance Shares/Share Units | 36% | 32% |
| Performance Cash Units | 9% | 5% |
| Long-term Cash | 9% | 5% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 33 | 33 | 45.5% | 45.5% |
| Short-term Incentive (Threshold) | 10 | 10 | 18.0% | 18.0% |
| Short-term Incentive (Target) | 32 | 32 | 45.8% | 45.8% |
| Short-term Incentive (Maximum) | 16 | 16 | 72.0% | 72.0% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 19 | 19 | 77.3% | 77.3% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 26 | 26 | 191.7 | 191.7 |
| Midpoint | 26 | 26 | 257.0 | 257.0 |
| Maximum | 26 | 26 | 322.4 | 322.4 |

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 Information Officer (CIO) - Corporate 310.000.120

US MBD: Mercer Benchmark Database Executive

310.000.120 Chief Information Officer (CIO) - Corporate

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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 | 49 | 49 | 235.0 | 275.7 | 310.5 | 342.5 | 379.6 | 550.0 |
| Base Salary - Org Wtd | 49 | 49 | 235.0 | 275.7 | 310.5 | 342.5 | 379.6 | 550.0 |
| Base Salary - Incentive Eligible | 48 | 48 | 243.4 | 277.4 | 312.7 | 344.7 | 382.0 | 552.5 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 44 | 44 | 84.2 | 121.8 | 154.8 | 170.1 | 195.0 | 243.6 |
| Short-term Incentive (Actual) | 34 | 34 | 34.8 | 86.7 | 126.6 | 179.7 | 231.8 | 358.2 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 29 | 29 | 20.6 | 145.0 | 243.8 | 375.4 | 480.3 | 1,114.9 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 49 | 49 | 290.0 | 330.9 | 390.3 | 468.1 | 560.3 | 762.9 |
| Total Cash Comp (Actual) - Org Wtd | 49 | 49 | 290.0 | 330.9 | 390.3 | 468.1 | 560.3 | 762.9 |
| Total Cash Comp (Actual) - Rcvrs | 34 | 34 | 319.5 | 355.4 | 433.1 | 520.7 | 587.4 | 859.8 |
| Total Cash Comp (Target) | 46 | 46 | 323.3 | 387.9 | 464.3 | 499.3 | 573.0 | 759.9 |
| Total Cash Comp (Target) - Rcvrs | 44 | 44 | 341.0 | 392.4 | 470.2 | 509.7 | 573.3 | 768.4 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 49 | 49 | 316.9 | 375.0 | 556.3 | 690.3 | 876.7 | 1,264.8 |
| Total Direct Comp (Actual) - Rcvrs | 29 | 29 | 388.7 | 543.2 | 733.6 | 857.8 | 976.5 | 1,494.7 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 48 | 48 | 98% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 5 | 5 | 14% |
| Long-term Incentive | 35 | 35 | 80% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 50% | 48% |
| Share Appreciation Rights (SARs) | 12% | 14% |
| Restricted Shares/Share Units | 59% | 52% |
| Performance Shares/Share Units | 38% | 41% |
| Performance Cash Units | 3% | 0% |
| Long-term Cash | 32% | 28% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 34 | 34 | 50.4% | 50.4% |
| Short-term Incentive (Threshold) | 21 | 21 | 19.6% | 19.6% |
| Short-term Incentive (Target) | 44 | 44 | 49.5% | 49.5% |
| Short-term Incentive (Maximum) | 23 | 23 | 107.3% | 107.3% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 29 | 29 | 104.3% | 104.3% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 20 | 20 | 234.1 | 234.1 |
| Midpoint | 20 | 20 | 318.6 | 318.6 |
| Maximum | 20 | 20 | 403.1 | 403.1 |

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

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310.000.120 Chief Information Officer (CIO) - 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 | 169 | 170 | 179.5 | 218.3 | 284.6 | 294.7 | 353.9 | 432.2 |
| Base Salary - Org Wtd | 169 | 170 | 179.4 | 218.1 | 284.1 | 294.3 | 352.3 | 433.0 |
| Base Salary - Incentive Eligible | 101 | 101 | 214.3 | 249.0 | 306.0 | 319.7 | 387.3 | 446.7 |
| Base Salary - Not Incentive Eligible | 13 | 13 | 125.6 | 165.8 | 234.1 | 252.7 | 323.0 | 457.8 |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 79 | 79 | 31.5 | 77.7 | 112.5 | 131.5 | 159.8 | 280.0 |
| Short-term Incentive (Actual) | 75 | 75 | 29.0 | 56.8 | 99.5 | 125.9 | 163.5 | 277.3 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 32 | 32 | 35.9 | 116.9 | 220.7 | 281.4 | 484.4 | 609.1 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 169 | 170 | 180.5 | 224.5 | 322.4 | 351.2 | 433.1 | 555.1 |
| Total Cash Comp (Actual) - Org Wtd | 169 | 170 | 180.3 | 223.9 | 319.9 | 351.2 | 433.1 | 556.2 |
| Total Cash Comp (Actual) - Rcvrs | 76 | 76 | 253.8 | 354.8 | 433.6 | 461.1 | 540.6 | 732.9 |
| Total Cash Comp (Target) | 143 | 143 | 187.7 | 242.1 | 337.5 | 368.8 | 459.3 | 615.9 |
| Total Cash Comp (Target) - Rcvrs | 79 | 79 | 253.0 | 337.5 | 427.5 | 455.8 | 533.0 | 716.8 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 169 | 170 | 180.5 | 224.5 | 331.4 | 404.2 | 456.8 | 718.6 |
| Total Direct Comp (Actual) - Rcvrs | 32 | 32 | 355.3 | 555.6 | 695.4 | 793.5 | 986.5 | 1,433.6 |

*More than 25% of sample supplied by one organization

Services (Non-Financial)

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 100 | 100 | 64% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 4 | 4 | 5% |
| Long-term Incentive | 40 | 40 | 27% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 28% | 28% |
| Share Appreciation Rights (SARs) | 8% | 9% |
| Restricted Shares/Share Units | 64% | 50% |
| Performance Shares/Share Units | 36% | 41% |
| Performance Cash Units | 3% | 3% |
| Long-term Cash | 28% | 28% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 75 | 75 | 35.6% | 35.6% |
| Short-term Incentive (Threshold) | 32 | 32 | 17.4% | 17.4% |
| Short-term Incentive (Target) | 79 | 79 | 38.3% | 38.3% |
| Short-term Incentive (Maximum) | 47 | 47 | 60.2% | 60.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 4 | 4 | --% | --% |
| Long-term Incentive (Black-Scholes) | 32 | 32 | 74.1% | 74.1% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 75 | 75 | 209.1 | 209.1 |
| Midpoint | 75 | 75 | 278.3 | 278.3 |
| Maximum | 75 | 75 | 347.6 | 347.6 |

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 Information Officer (CIO) - Corporate 310.000.120

2014

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310.000.120 Chief Information Officer (CIO) - Corporate

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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 | 9 | 9 | -- | 219.4 | 305.8 | 324.6 | 371.5 | -- |
| Base Salary - Org Wtd | 9 | 9 | -- | 219.4 | 305.8 | 324.6 | 371.5 | -- |
| Base Salary - Incentive Eligible | 8 | 8 | -- | 216.3 | 289.4 | 319.2 | 363.8 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|---|----|------|-------|-------|-------|----|
| Short-term Incentive (Target) | 8 | 8 | -- | 76.7 | 108.1 | 195.7 | 181.9 | -- |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 91.0 | 103.6 | -- | -- |
| 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 | 9 | 9 | -- | 301.5 | 368.0 | 382.2 | 472.5 | -- |
| Total Cash Comp (Actual) - Org Wtd | 9 | 9 | -- | 301.5 | 368.0 | 382.2 | 472.5 | -- |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 378.9 | 385.6 | -- | -- |
| Total Cash Comp (Target) | 9 | 9 | -- | 297.0 | 382.1 | 498.6 | 528.8 | -- |
| Total Cash Comp (Target) - Rcvrs | 8 | 8 | -- | 287.7 | 397.5 | 514.9 | 545.6 | -- |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|----|---|----|-------|-------|-------|-------|----|
| Total Direct Comp (Actual) | 9 | 9 | -- | 301.5 | 368.0 | 609.9 | 663.0 | -- |
| 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 | 89% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 14% |
| Long-term Incentive | 4 | 4 | 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) | 5 | 5 | 37.8% | 37.8% |
| Short-term Incentive (Threshold) | 4 | 4 | --% | --% |
| Short-term Incentive (Target) | 8 | 8 | 50.0% | 50.0% |
| Short-term Incentive (Maximum) | 7 | 7 | 102.9% | 102.9% |
| 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 | 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 Information Officer (CIO) - Corporate 310.000.120

2014

US MBD: Mercer Benchmark Database Executive

310.014.120 Chief Information Officer (CIO) - Division

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 Division. 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 | 40 | 40 | 191.1 | 200.0 | 235.8 | 271.2 | 307.8 | 396.2 |
| Base Salary - Org Wtd | 40 | 40 | 191.1 | 200.0 | 235.8 | 271.2 | 307.8 | 396.2 |
| Base Salary - Incentive Eligible | 35 | 35 | 193.0 | 215.0 | 241.1 | 279.5 | 310.0 | 410.0 |
| Base Salary - Not Incentive Eligible | *3 | 3 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 26 | 26 | 54.4 | 75.6 | 100.8 | 137.2 | 150.8 | 337.6 |
| Short-term Incentive (Actual) | 30 | 30 | 33.0 | 74.1 | 128.6 | 147.8 | 177.5 | 249.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 17 | 17 | 23.2 | 50.3 | 117.9 | 249.8 | 296.9 | 793.9 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 40 | 40 | 201.1 | 229.8 | 344.4 | 384.9 | 430.8 | 634.3 |
| Total Cash Comp (Actual) - Org Wtd | 40 | 40 | 201.1 | 229.8 | 344.4 | 384.9 | 430.8 | 634.3 |
| Total Cash Comp (Actual) - Rcvrs | 32 | 32 | 225.5 | 296.0 | 361.3 | 425.4 | 475.1 | 651.3 |
| Total Cash Comp (Target) | 36 | 36 | 197.5 | 237.7 | 330.1 | 372.3 | 417.6 | 566.3 |
| Total Cash Comp (Target) - Rcvrs | 26 | 26 | 247.7 | 279.9 | 369.7 | 423.4 | 469.1 | 794.6 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 40 | 40 | 201.1 | 240.8 | 357.2 | 491.1 | 561.5 | 847.1 |
| Total Direct Comp (Actual) - Rcvrs | 17 | 17 | 316.4 | 419.7 | 573.5 | 748.6 | 819.1 | 1,773.6 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 33 | 33 | 85% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 16% |
| Long-term Incentive | 23 | 23 | 66% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 27% | 29% |
| Share Appreciation Rights (SARs) | 5% | 0% |
| Restricted Shares/Share Units | 36% | 29% |
| Performance Shares/Share Units | 36% | 41% |
| Performance Cash Units | 9% | 6% |
| Long-term Cash | 45% | 41% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 30 | 30 | 46.9% | 46.9% |
| Short-term Incentive (Threshold) | 6 | 6 | 22.6% | 22.6% |
| Short-term Incentive (Target) | 26 | 26 | 43.4% | 43.4% |
| Short-term Incentive (Maximum) | 14 | 14 | 89.9% | 89.9% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 17 | 17 | 62.0% | 62.0% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 17 | 17 | 171.3 | 171.3 |
| Midpoint | 17 | 17 | 246.8 | 246.8 |
| Maximum | 17 | 17 | 322.3 | 322.3 |

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 Information Officer (CIO) - Division 310.014.120

2014

US MBD: Mercer Benchmark Database Executive

310.014.120 Chief Information Officer (CIO) - Division

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 Division. 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 | 5 | 5 | -- | -- | 231.8 | 240.5 | -- | -- |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 231.8 | 240.5 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 231.8 | 240.5 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|----|----|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| 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 | 5 | 5 | -- | -- | 356.7 | 378.2 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 356.7 | 378.2 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 356.7 | 378.2 | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 280.0 | 319.9 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|----|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 356.7 | 428.1 | -- | -- |
| 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 | 2 | 2 | --% |
| 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) | 4 | 4 | --% | --% |
| 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) | 2 | 2 | --% | --% |
| 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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Chief Information Officer (CIO) - Division 310.014.120

2014

US MBD: Mercer Benchmark Database Executive

310.014.120 Chief Information Officer (CIO) - Division

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 Division. 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 | 6 | 6 | -- | -- | 210.7 | 212.9 | -- | -- |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 210.7 | 212.9 | -- | -- |
| Base Salary - Incentive Eligible | 6 | 6 | -- | -- | 210.7 | 212.9 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|---|----|----|------|------|----|----|
| Short-term Incentive (Target) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 41.2 | 72.7 | -- | -- |
| 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 | 6 | -- | -- | 247.4 | 279.1 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 247.4 | 279.1 | -- | -- |
| Total Cash Comp (Actual) - Rcvs | 6 | 6 | -- | -- | 247.4 | 279.1 | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 252.6 | 256.6 | -- | -- |
| Total Cash Comp (Target) - Rcvs | *3 | 3 | -- | -- | -- | -- | -- | -- |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|-----------------------------------|----|---|----|----|-------|-------|----|----|
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 255.3 | 281.7 | -- | -- |
| 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 | 5 | 5 | 83% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 1 | 1 | 20% |
| 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) | 5 | 5 | 31.8% | 31.8% |
| 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) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 1 | 1 | --% | --% |

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 Information Officer (CIO) - Division 310.014.120

US MBD: Mercer Benchmark Database Executive

310.014.120 Chief Information Officer (CIO) - Division

Retail & Wholesale

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 Division. 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 | 6 | 6 | 100% |
| Base Salary - Inc Wtd | 6 | 6 | -- | -- | 290.5 | 287.7 | -- | -- | Sales Incentive | 0 | 0 | --% |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 290.5 | 287.7 | -- | -- | Profit Sharing | 0 | -- | --% |
| Base Salary - Incentive Eligible | 6 | 6 | -- | -- | 290.5 | 287.7 | -- | -- | Long-term Incentive | 4 | 4 | 80% |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | | | | |
| Incentives | | | | | | | | | Of Those LTI Eligible: | % Eligible | % Receiving | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 120.4 | 151.2 | -- | -- | Stock/Share Options | --% | --% | |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 75.0 | 115.7 | -- | -- | 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) | *2 | 2 | -- | -- | -- | -- | -- | -- | Long-term Cash | --% | --% | |
| Total Cash Compensation | | | | | | | | | Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd |
| Total Cash Comp (Actual) - Inc Wtd | 6 | 6 | -- | -- | 339.0 | 384.1 | -- | -- | Short-term Incentive (Actual) | 5 | 5 | 37.2% |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 339.0 | 384.1 | -- | -- | Short-term Incentive (Threshold) | 0 | 0 | --% |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 367.9 | 398.9 | -- | -- | Short-term Incentive (Target) | 5 | 5 | 49.2% |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 421.5 | 449.5 | -- | -- | Short-term Incentive (Maximum) | 3 | 3 | --% |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 421.5 | 449.5 | -- | -- | Sales Incentive (Actual) | 0 | 0 | --% |
| | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Profit Sharing (Actual) | 0 | 0 | --% |
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 379.0 | 397.4 | -- | -- | Long-term Incentive (Black-Scholes) | 2 | 2 | --% |
| Total Direct Comp (Actual) - Rcvrs | *2 | 2 | -- | -- | -- | -- | -- | -- | | | | |
| *More than 25% of sample supplied by one organization | | | | | | | | | | | | |
| | | | | | | | | | 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

2014

US MBD: Mercer Benchmark Database Executive

310.014.120 Chief Information Officer (CIO) - Division

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 Division. 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 | 6 | 6 | -- | -- | 225.2 | 296.4 | -- | -- |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 225.2 | 296.4 | -- | -- |
| Base Salary - Incentive Eligible | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Base Salary - Not Incentive Eligible | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| 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) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 6 | 6 | -- | -- | 262.7 | 400.0 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 262.7 | 400.0 | -- | -- |
| Total Cash Comp (Actual) - Rcvs | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) - Rcvs | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 262.7 | 543.8 | -- | -- |
| Total Direct Comp (Actual) - Rcvs | *2 | 2 | -- | -- | -- | -- | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|-----------------------------------|---------------------|--------------------|--------------------|
| Short-term Incentive | 3 | 3 | 50% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 0 | 0 | --% |
| Long-term Incentive | 2 | 2 | 33% |

| 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) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 2 | 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) | 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 Information Officer (CIO) - Division 310.014.120

2014

US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

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 either Subsidiary or Group. 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 | 116 | 116 | 177.2 | 214.9 | 264.5 | 280.5 | 335.8 | 390.0 |
| Base Salary - Org Wtd | 116 | 116 | 177.2 | 214.9 | 264.5 | 280.5 | 335.8 | 390.0 |
| Base Salary - Incentive Eligible | 101 | 101 | 175.6 | 212.4 | 259.0 | 277.0 | 335.5 | 390.0 |
| Base Salary - Not Incentive Eligible | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 84 | 84 | 34.6 | 65.3 | 105.9 | 134.4 | 176.8 | 265.3 |
| Short-term Incentive (Actual) | 86 | 86 | 27.1 | 68.9 | 122.8 | 145.7 | 197.4 | 316.6 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 7 | 7 | -- | -- | 10.3 | 10.6 | -- | -- |
| Long-term Incentive (Black-Scholes) | 40 | 40 | 31.5 | 83.4 | 155.1 | 223.6 | 309.9 | 400.0 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 116 | 116 | 209.1 | 269.4 | 346.7 | 389.2 | 460.4 | 626.9 |
| Total Cash Comp (Actual) - Org Wtd | 116 | 116 | 209.1 | 269.4 | 346.7 | 389.2 | 460.4 | 626.9 |
| Total Cash Comp (Actual) - Rcvs | 86 | 86 | 217.0 | 302.8 | 389.8 | 424.8 | 529.2 | 746.4 |
| Total Cash Comp (Target) | 106 | 106 | 202.3 | 267.8 | 345.0 | 382.5 | 478.6 | 607.2 |
| Total Cash Comp (Target) - Rcvs | 84 | 84 | 210.3 | 281.9 | 375.0 | 408.9 | 501.9 | 672.7 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 116 | 116 | 209.1 | 276.1 | 357.3 | 466.3 | 582.7 | 846.5 |
| Total Direct Comp (Actual) - Rcvs | 40 | 40 | 290.8 | 463.2 | 627.1 | 704.8 | 852.7 | 1,171.3 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 101 | 101 | 90% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 9 | 9 | 12% |
| Long-term Incentive | 49 | 49 | 48% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 26% | 18% |
| Share Appreciation Rights (SARs) | 7% | 8% |
| Restricted Shares/Share Units | 52% | 50% |
| Performance Shares/Share Units | 33% | 30% |
| Performance Cash Units | 13% | 3% |
| Long-term Cash | 35% | 30% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 86 | 86 | 49.1% | 49.1% |
| Short-term Incentive (Threshold) | 25 | 25 | 21.8% | 21.8% |
| Short-term Incentive (Target) | 84 | 84 | 45.4% | 45.4% |
| Short-term Incentive (Maximum) | 51 | 51 | 79.7% | 79.7% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 7 | 7 | 4.2% | 4.2% |
| Long-term Incentive (Black-Scholes) | 40 | 40 | 69.1% | 69.1% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 60 | 60 | 189.6 | 189.6 |
| Midpoint | 60 | 60 | 268.2 | 268.2 |
| Maximum | 60 | 60 | 346.8 | 346.8 |

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 Information Officer (CIO) - Subsidiary/Group 310.011.120

2014

US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

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 either Subsidiary or Group. 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 | 9 | 9 | -- | 224.2 | 313.5 | 290.8 | 327.6 | -- |
| Base Salary - Org Wtd | 9 | 9 | -- | 224.2 | 313.5 | 290.8 | 327.6 | -- |
| Base Salary - Incentive Eligible | 8 | 8 | -- | 206.5 | 286.8 | 285.9 | 325.0 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|---|---|----|------|-------|-------|-------|----|
| Short-term Incentive (Target) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | 7 | 7 | -- | 27.3 | 105.8 | 164.1 | 400.0 | -- |
| 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 | 9 | 9 | -- | 244.4 | 346.4 | 418.4 | 573.3 | -- |
| Total Cash Comp (Actual) - Org Wtd | 9 | 9 | -- | 244.4 | 346.4 | 418.4 | 573.3 | -- |
| Total Cash Comp (Actual) - Rcvrs | 7 | 7 | -- | 228.9 | 365.3 | 453.6 | 725.0 | -- |
| Total Cash Comp (Target) | 7 | 7 | -- | 260.0 | 330.3 | 362.8 | 407.6 | -- |
| Total Cash Comp (Target) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Total Direct Comp (Actual) | 9 | 9 | -- | 244.4 | 346.4 | 530.9 | 682.1 | -- |
| 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 | 8 | 8 | 89% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 5 | 5 | 56% |

| 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 | 7 | 48.5% | 48.5% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 4 | 4 | --% | --% |
| 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 | 6 | 6 | 185.9 | 185.9 |
| Midpoint | 6 | 6 | 263.9 | 263.9 |
| Maximum | 6 | 6 | 341.9 | 341.9 |

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 Information Officer (CIO) - Subsidiary/Group 310.011.120

2014

US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

Insurance

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 either Subsidiary or Group. 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 | 23 | 23 | 228.0 | 237.8 | 291.0 | 301.2 | 346.4 | 375.0 |
| Base Salary - Org Wtd | 23 | 23 | 228.0 | 237.8 | 291.0 | 301.2 | 346.4 | 375.0 |
| Base Salary - Incentive Eligible | 22 | 22 | 226.7 | 237.7 | 289.5 | 300.2 | 347.3 | 375.0 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 17 | 17 | 78.9 | 97.6 | 171.0 | 179.3 | 238.1 | 354.1 |
| Short-term Incentive (Actual) | 21 | 21 | 63.3 | 104.3 | 140.0 | 171.0 | 226.1 | 390.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 47.9 | 99.8 | 175.0 | 223.0 | 359.1 | 445.0 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 23 | 23 | 315.3 | 347.0 | 394.0 | 457.7 | 582.7 | 727.4 |
| Total Cash Comp (Actual) - Org Wtd | 23 | 23 | 315.3 | 347.0 | 394.0 | 457.7 | 582.7 | 727.4 |
| Total Cash Comp (Actual) - Rcvs | 21 | 21 | 315.7 | 351.9 | 395.5 | 469.2 | 585.5 | 758.7 |
| Total Cash Comp (Target) | 21 | 21 | 268.9 | 328.5 | 392.9 | 442.5 | 591.4 | 663.4 |
| Total Cash Comp (Target) - Rcvs | 17 | 17 | 310.7 | 341.5 | 445.6 | 475.9 | 598.3 | 708.2 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 23 | 23 | 331.6 | 356.7 | 511.0 | 583.8 | 781.5 | 1,127.9 |
| Total Direct Comp (Actual) - Rcvs | 13 | 13 | 320.8 | 481.9 | 743.8 | 715.7 | 949.3 | 1,208.2 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 22 | 22 | 96% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 6% |
| Long-term Incentive | 15 | 15 | 75% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 27% | 8% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 53% | 46% |
| Performance Shares/Share Units | 33% | 38% |
| Performance Cash Units | 27% | 0% |
| Long-term Cash | 40% | 31% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 21 | 21 | 54.8% | 54.8% |
| Short-term Incentive (Threshold) | 5 | 5 | --% | --% |
| Short-term Incentive (Target) | 17 | 17 | 57.9% | 57.9% |
| Short-term Incentive (Maximum) | 12 | 12 | 99.2% | 99.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 69.5% | 69.5% |

| Salary Range (Mean) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|---------------------|-------------|------------|------------|------------|
| Minimum | 11 | 11 | 216.2 | 216.2 |
| Midpoint | 11 | 11 | 309.1 | 309.1 |
| Maximum | 11 | 11 | 402.1 | 402.1 |

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 Information Officer (CIO) - Subsidiary/Group 310.011.120

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US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

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 either Subsidiary or Group. 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 | 12 | 12 | 134.2 | 205.6 | 230.8 | 228.5 | 263.8 | 312.4 |
| Base Salary - Org Wtd | 12 | 12 | 134.2 | 205.6 | 230.8 | 228.5 | 263.8 | 312.4 |
| Base Salary - Incentive Eligible | 10 | 10 | 164.2 | 209.9 | 230.8 | 229.2 | 261.3 | 277.2 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 10 | 10 | 34.1 | 62.0 | 85.9 | 87.3 | 112.0 | 137.1 |
| Short-term Incentive (Actual) | 8 | 8 | -- | 36.3 | 96.2 | 92.0 | 142.5 | -- |
| 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 | 12 | 12 | 140.6 | 213.4 | 307.2 | 289.9 | 385.7 | 403.1 |
| Total Cash Comp (Actual) - Org Wtd | 12 | 12 | 140.6 | 213.4 | 307.2 | 289.9 | 385.7 | 403.1 |
| Total Cash Comp (Actual) - Rcvrs | 8 | 8 | -- | 237.7 | 350.9 | 322.6 | 386.6 | -- |
| Total Cash Comp (Target) | 11 | 11 | 136.9 | 274.7 | 286.2 | 298.9 | 371.0 | 387.2 |
| Total Cash Comp (Target) - Rcvrs | 10 | 10 | 200.1 | 279.5 | 313.5 | 316.4 | 372.3 | 388.6 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 12 | 12 | 140.6 | 213.4 | 307.2 | 330.4 | 386.6 | 658.3 |
| 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 | 10 | 10 | 91% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 3 | 3 | 25% |

| 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) | 8 | 8 | 38.1% | 38.1% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 10 | 10 | 37.3% | 37.3% |
| Short-term Incentive (Maximum) | 6 | 6 | 64.5% | 64.5% |
| 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 | 7 | 7 | 191.3 | 191.3 |
| Midpoint | 7 | 7 | 261.3 | 261.3 |
| Maximum | 7 | 7 | 331.4 | 331.4 |

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US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

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 either Subsidiary or Group. 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) | Num Orgs | Num Obs | 10th %ile | 25th %ile | Median | Mean | 75th %ile | 90th %ile |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|
| Base Salary | | | | | | | | |
| Base Salary - Inc Wtd | 5 | 5 | -- | -- | 189.0 | 222.4 | -- | -- |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 189.0 | 222.4 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 189.0 | 222.4 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|------|------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 56.7 | 89.0 | -- | -- |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 53.7 | 90.9 | -- | -- |
| 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 | 5 | 5 | -- | -- | 242.7 | 313.3 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 242.7 | 313.3 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 242.7 | 313.3 | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 245.7 | 311.4 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 245.7 | 311.4 | -- | -- |

| | | | | | | | | |
|--|----|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 242.7 | 416.2 | -- | -- |
| 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 | 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) | 5 | 5 | 33.9% | 33.9% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 5 | 5 | 33.3% | 33.3% |
| Short-term Incentive (Maximum) | 5 | 5 | 72.5% | 72.5% |
| 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 | 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 Information Officer (CIO) - Subsidiary/Group 310.011.120

US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

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 either Subsidiary or Group. 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 | 14 | 14 | 175.0 | 193.4 | 248.1 | 306.6 | 487.5 | 539.6 |
| Base Salary - Org Wtd | 14 | 14 | 175.0 | 193.4 | 248.1 | 306.6 | 487.5 | 539.6 |
| Base Salary - Incentive Eligible | 13 | 13 | 175.0 | 193.2 | 247.5 | 290.9 | 401.4 | 542.6 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 10 | 10 | 27.9 | 90.6 | 140.3 | 177.9 | 245.0 | 452.7 |
| Short-term Incentive (Actual) | 11 | 11 | 64.3 | 111.7 | 155.0 | 180.8 | 265.0 | 338.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | 124.0 | 170.9 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 14 | 14 | 214.2 | 292.4 | 368.0 | 449.4 | 631.3 | 796.1 |
| Total Cash Comp (Actual) - Org Wtd | 14 | 14 | 214.2 | 292.4 | 368.0 | 449.4 | 631.3 | 796.1 |
| Total Cash Comp (Actual) - Rcvrs | 11 | 11 | 277.7 | 305.2 | 402.5 | 486.6 | 745.0 | 822.5 |
| Total Cash Comp (Target) | 14 | 14 | 196.2 | 239.3 | 334.6 | 433.6 | 576.5 | 894.0 |
| Total Cash Comp (Target) - Rcvrs | 10 | 10 | 204.7 | 287.9 | 400.2 | 490.8 | 792.0 | 937.2 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 14 | 14 | 214.2 | 303.7 | 391.9 | 522.6 | 841.3 | 1,007.0 |
| Total Direct Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 751.5 | 716.8 | -- | -- |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 13 | 13 | 93% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 17% |
| Long-term Incentive | 9 | 9 | 64% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 25% | 33% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 38% | 33% |
| Performance Shares/Share Units | 25% | 17% |
| Performance Cash Units | 13% | 0% |
| Long-term Cash | 25% | 33% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 11 | 11 | 62.9% | 62.9% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 10 | 10 | 53.6% | 53.6% |
| Short-term Incentive (Maximum) | 5 | 5 | 75.7% | 75.7% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | 50.2% | 50.2% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 6 | 6 | 187.9 | 187.9 |
| Midpoint | 6 | 6 | 265.0 | 265.0 |
| Maximum | 6 | 6 | 342.1 | 342.1 |

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

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

Retail & Wholesale

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 either Subsidiary or Group. 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 | 7 | 7 | -- | 194.9 | 344.9 | 335.2 | 390.0 | -- |
| Base Salary - Org Wtd | 7 | 7 | -- | 194.9 | 344.9 | 335.2 | 390.0 | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 344.9 | 358.4 | -- | -- |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|---|----|----|----|----|----|----|
| Short-term Incentive (Target) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| 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) | 0 | 0 | -- | -- | -- | -- | -- | -- |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|---|----|-------|-------|-------|-------|----|
| Total Cash Comp (Actual) - Inc Wtd | 7 | 7 | -- | 281.3 | 359.9 | 442.9 | 608.8 | -- |
| Total Cash Comp (Actual) - Org Wtd | 7 | 7 | -- | 281.3 | 359.9 | 442.9 | 608.8 | -- |
| Total Cash Comp (Actual) - Rcvrs | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 6 | 6 | -- | -- | 430.0 | 435.8 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | *3 | 3 | -- | -- | -- | -- | -- | -- |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Total Direct Comp (Actual) | 7 | 7 | -- | 281.3 | 359.9 | 442.9 | 608.8 | -- |
| Total Direct Comp (Actual) - Rcvrs | 0 | 0 | -- | -- | -- | -- | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 5 | 5 | 71% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 2 | 2 | --% |
| 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) | 3 | 3 | --% | --% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| 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) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 0 | 0 | --% | --% |

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 Information Officer (CIO) - Subsidiary/Group 310.011.120

2014

US MBD: Mercer Benchmark Database Executive

310.011.120 Chief Information Officer (CIO) - Subsidiary/Group

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 either Subsidiary or Group. 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 | 32 | 32 | 172.0 | 217.9 | 283.9 | 287.1 | 348.6 | 390.0 |
| Base Salary - Org Wtd | 32 | 32 | 172.0 | 217.9 | 283.9 | 287.1 | 348.6 | 390.0 |
| Base Salary - Incentive Eligible | 24 | 24 | 158.2 | 213.4 | 276.4 | 283.1 | 349.8 | 395.0 |
| Base Salary - Not Incentive Eligible | *2 | 2 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Short-term Incentive (Target) | 22 | 22 | 28.9 | 65.2 | 128.6 | 132.0 | 181.6 | 263.0 |
| Short-term Incentive (Actual) | 18 | 18 | 20.9 | 58.3 | 137.8 | 155.5 | 234.0 | 328.6 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 7 | 7 | -- | -- | 85.4 | 319.7 | -- | -- |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Comp (Actual) - Inc Wtd | 32 | 32 | 178.6 | 235.8 | 333.2 | 375.6 | 459.0 | 624.0 |
| Total Cash Comp (Actual) - Org Wtd | 32 | 32 | 178.6 | 235.8 | 333.2 | 375.6 | 459.0 | 624.0 |
| Total Cash Comp (Actual) - Rcvrs | 18 | 18 | 202.8 | 318.2 | 448.3 | 459.2 | 613.4 | 754.8 |
| Total Cash Comp (Target) | 28 | 28 | 201.9 | 276.6 | 361.9 | 388.3 | 501.9 | 631.6 |
| Total Cash Comp (Target) - Rcvrs | 22 | 22 | 192.3 | 272.9 | 435.9 | 412.6 | 504.8 | 677.2 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Comp (Actual) | 32 | 32 | 183.9 | 265.1 | 333.2 | 445.5 | 523.5 | 772.5 |
| Total Direct Comp (Actual) - Rcvrs | 7 | 7 | -- | -- | 550.6 | 767.6 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 24 | 24 | 83% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 17% |
| Long-term Incentive | 9 | 9 | 35% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 25% | 14% |
| Share Appreciation Rights (SARs) | 13% | 14% |
| Restricted Shares/Share Units | 63% | 71% |
| Performance Shares/Share Units | 50% | 43% |
| Performance Cash Units | 13% | 14% |
| Long-term Cash | 38% | 29% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 18 | 18 | 49.1% | 49.1% |
| Short-term Incentive (Threshold) | 7 | 7 | 35.1% | 35.1% |
| Short-term Incentive (Target) | 22 | 22 | 44.7% | 44.7% |
| Short-term Incentive (Maximum) | 11 | 11 | 78.9% | 78.9% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 7 | 7 | 96.0% | 96.0% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 15 | 15 | 172.9 | 172.9 |
| Midpoint | 15 | 15 | 253.4 | 253.4 |
| Maximum | 15 | 15 | 333.9 | 333.9 |

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 Information Officer (CIO) - Subsidiary/Group 310.011.120

2014

US MBD: Mercer Benchmark Database Executive

330.420.130 Chief Information Security Officer

All Organizations

Highest level executive dedicated to IT security who is responsible for the organization's development and enforcement of security policy and strategy. Oversees the selection, development, deployment, monitoring, maintenance, and enhancement of the organization's security technology. Performs IT risk assessments, audits, and security incident investigation. Administers security programs and procedures. Frequently reports to a Chief Information 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 | 120 | 121 | 128.6 | 161.7 | 185.3 | 193.8 | 225.1 | 269.8 |
| Base Salary - Org Wtd | 120 | 121 | 128.4 | 161.6 | 186.7 | 194.0 | 225.2 | 270.5 |
| Base Salary - Incentive Eligible | 92 | 93 | 138.8 | 165.2 | 192.6 | 201.4 | 231.0 | 273.5 |
| Base Salary - Not Incentive Eligible | 5 | 5 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|-------|-------|-------|
| Short-term Incentive (Target) | 73 | 74 | 25.0 | 33.1 | 53.3 | 61.2 | 80.2 | 114.3 |
| Short-term Incentive (Actual) | 81 | 82 | 15.8 | 33.0 | 46.5 | 68.8 | 94.2 | 162.2 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 44 | 44 | 29.8 | 48.0 | 80.0 | 140.0 | 150.3 | 222.4 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Comp (Actual) - Inc Wtd | 120 | 121 | 138.3 | 174.8 | 213.0 | 240.6 | 289.0 | 406.6 |
| Total Cash Comp (Actual) - Org Wtd | 120 | 121 | 137.4 | 174.8 | 212.1 | 240.9 | 290.8 | 406.6 |
| Total Cash Comp (Actual) - Rcvrs | 82 | 83 | 160.6 | 196.8 | 247.6 | 270.7 | 331.9 | 431.4 |
| Total Cash Comp (Target) | 105 | 106 | 133.5 | 173.6 | 225.9 | 235.7 | 274.0 | 381.6 |
| Total Cash Comp (Target) - Rcvrs | 73 | 74 | 174.2 | 205.1 | 248.4 | 264.6 | 308.3 | 394.4 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Comp (Actual) | 120 | 121 | 138.8 | 175.0 | 226.6 | 291.5 | 344.6 | 516.8 |
| Total Direct Comp (Actual) - Rcvrs | 44 | 44 | 242.4 | 298.5 | 383.5 | 445.6 | 538.4 | 692.1 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 91 | 92 | 79% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 5% |
| Long-term Incentive | 50 | 51 | 46% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 34% | 30% |
| Share Appreciation Rights (SARs) | 4% | 2% |
| Restricted Shares/Share Units | 72% | 68% |
| Performance Shares/Share Units | 32% | 32% |
| Performance Cash Units | 8% | 0% |
| Long-term Cash | 32% | 27% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 81 | 82 | 31.8% | 31.7% |
| Short-term Incentive (Threshold) | 17 | 17 | 12.2% | 12.2% |
| Short-term Incentive (Target) | 73 | 74 | 28.8% | 28.7% |
| Short-term Incentive (Maximum) | 43 | 43 | 47.9% | 47.9% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 44 | 44 | 65.4% | 65.4% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 88 | 89 | 135.1 | 135.0 |
| Midpoint | 88 | 89 | 184.5 | 184.4 |
| Maximum | 88 | 89 | 234.0 | 233.8 |

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 Information Security Officer 330.420.130

2014

US MBD: Mercer Benchmark Database Executive

330.420.130 Chief Information Security Officer

Financial Services

Highest level executive dedicated to IT security who is responsible for the organization's development and enforcement of security policy and strategy. Oversees the selection, development, deployment, monitoring, maintenance, and enhancement of the organization's security technology. Performs IT risk assessments, audits, and security incident investigation. Administers security programs and procedures. Frequently reports to a Chief Information 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 | 19 | 19 | 138.6 | 162.5 | 203.9 | 212.0 | 235.8 | 313.1 |
| Base Salary - Org Wtd | 19 | 19 | 138.6 | 162.5 | 203.9 | 212.0 | 235.8 | 313.1 |
| Base Salary - Incentive Eligible | 17 | 17 | 139.0 | 181.5 | 205.0 | 219.7 | 236.1 | 330.5 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|-------|-------|-------|
| Short-term Incentive (Target) | 8 | 8 | -- | 55.0 | 61.3 | 71.1 | 80.1 | -- |
| Short-term Incentive (Actual) | 17 | 17 | 22.5 | 50.4 | 67.2 | 84.7 | 105.0 | 204.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 27.0 | 54.3 | 89.7 | 105.6 | 167.0 | 217.1 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Comp (Actual) - Inc Wtd | 19 | 19 | 162.0 | 184.9 | 275.9 | 287.8 | 345.8 | 460.0 |
| Total Cash Comp (Actual) - Org Wtd | 19 | 19 | 162.0 | 184.9 | 275.9 | 287.8 | 345.8 | 460.0 |
| Total Cash Comp (Actual) - Rcvs | 17 | 17 | 173.6 | 242.0 | 292.5 | 304.3 | 363.1 | 471.5 |
| Total Cash Comp (Target) | 15 | 15 | 136.2 | 162.5 | 236.6 | 253.7 | 289.8 | 406.4 |
| Total Cash Comp (Target) - Rcvs | 8 | 8 | -- | 243.7 | 269.3 | 292.4 | 349.6 | -- |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|-----------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Comp (Actual) | 19 | 19 | 162.0 | 193.6 | 336.9 | 360.0 | 435.5 | 669.0 |
| Total Direct Comp (Actual) - Rcvs | 13 | 13 | 236.7 | 321.3 | 373.7 | 406.8 | 470.3 | 675.6 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 17 | 17 | 89% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 13 | 13 | 68% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 46% | 38% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 92% | 92% |
| Performance Shares/Share Units | 8% | 0% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 31% | 31% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 17 | 17 | 37.9% | 37.9% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 8 | 8 | 32.0% | 32.0% |
| 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) | 13 | 13 | 48.5% | 48.5% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 14 | 14 | 145.0 | 145.0 |
| Midpoint | 14 | 14 | 205.4 | 205.4 |
| Maximum | 14 | 14 | 265.8 | 265.8 |

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 Information Security Officer 330.420.130

2014

US MBD: Mercer Benchmark Database Executive

330.420.130 Chief Information Security Officer

Highest level executive dedicated to IT security who is responsible for the organization's development and enforcement of security policy and strategy. Oversees the selection, development, deployment, monitoring, maintenance, and enhancement of the organization's security technology. Performs IT risk assessments, audits, and security incident investigation. Administers security programs and procedures. Frequently reports to a Chief Information 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 | 25 | 25 | 151.0 | 168.2 | 197.0 | 204.1 | 241.3 | 272.7 |
| Base Salary - Org Wtd | 25 | 25 | 151.0 | 168.2 | 197.0 | 204.1 | 241.3 | 272.7 |
| Base Salary - Incentive Eligible | 25 | 25 | 151.0 | 168.2 | 197.0 | 204.1 | 241.3 | 272.7 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 24 | 24 | 23.7 | 30.7 | 51.3 | 64.6 | 96.9 | 126.9 |
| Short-term Incentive (Actual) | 24 | 24 | 19.4 | 34.1 | 62.2 | 87.9 | 149.6 | 184.1 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 10 | 10 | 31.6 | 61.3 | 77.8 | 93.4 | 114.8 | 213.6 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 25 | 25 | 177.0 | 204.9 | 239.9 | 288.6 | 390.4 | 434.0 |
| Total Cash Comp (Actual) - Org Wtd | 25 | 25 | 177.0 | 204.9 | 239.9 | 288.6 | 390.4 | 434.0 |
| Total Cash Comp (Actual) - Rcvrs | 24 | 24 | 175.7 | 203.2 | 259.9 | 292.0 | 390.7 | 434.4 |
| Total Cash Comp (Target) | 24 | 24 | 177.2 | 200.5 | 254.5 | 267.9 | 342.2 | 394.4 |
| Total Cash Comp (Target) - Rcvrs | 24 | 24 | 177.2 | 200.5 | 254.5 | 267.9 | 342.2 | 394.4 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 25 | 25 | 177.0 | 204.9 | 280.0 | 326.0 | 478.4 | 552.1 |
| Total Direct Comp (Actual) - Rcvrs | 10 | 10 | 245.5 | 374.4 | 504.7 | 462.4 | 550.0 | 600.6 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 25 | 25 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 6% |
| Long-term Incentive | 12 | 12 | 52% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 17% | 10% |
| Share Appreciation Rights (SARs) | 8% | 10% |
| Restricted Shares/Share Units | 50% | 40% |
| Performance Shares/Share Units | 42% | 40% |
| Performance Cash Units | 8% | 0% |
| Long-term Cash | 42% | 40% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 24 | 24 | 40.2% | 40.2% |
| Short-term Incentive (Threshold) | 6 | 6 | 11.3% | 11.3% |
| Short-term Incentive (Target) | 24 | 24 | 30.0% | 30.0% |
| Short-term Incentive (Maximum) | 15 | 15 | 47.7% | 47.7% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 10 | 10 | 37.9% | 37.9% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 18 | 18 | 135.8 | 135.8 |
| Midpoint | 18 | 18 | 189.4 | 189.4 |
| Maximum | 18 | 18 | 243.0 | 243.0 |

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 Information Security Officer 330.420.130

2014

US MBD: Mercer Benchmark Database Executive

330.420.130 Chief Information Security Officer

Retail & Wholesale

Highest level executive dedicated to IT security who is responsible for the organization's development and enforcement of security policy and strategy. Oversees the selection, development, deployment, monitoring, maintenance, and enhancement of the organization's security technology. Performs IT risk assessments, audits, and security incident investigation. Administers security programs and procedures. Frequently reports to a Chief Information 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 | 5 | 5 | -- | -- | 179.7 | 194.6 | -- | -- |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 179.7 | 194.6 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 179.7 | 194.6 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|------|------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 53.9 | 63.3 | -- | -- |
| 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) | *2 | 2 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|------------------------------------|----|---|----|----|-------|-------|----|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 5 | 5 | -- | -- | 210.0 | 214.5 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 210.0 | 214.5 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 233.6 | 257.9 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 233.6 | 257.9 | -- | -- |

| | | | | | | | | |
|--|----|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 226.6 | 241.0 | -- | -- |
| 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 | 5 | 5 | 100% |
| 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) | 3 | 3 | --% | --% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 5 | 5 | 31.0% | 31.0% |
| 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) | 2 | 2 | --% | --% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 5 | 144.7 | 144.7 |
| Midpoint | 5 | 5 | 195.4 | 195.4 |
| Maximum | 5 | 5 | 246.1 | 246.1 |

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 Information Security Officer 330.420.130

2014

US MBD: Mercer Benchmark Database Executive

330.420.130 Chief Information Security Officer

Highest level executive dedicated to IT security who is responsible for the organization's development and enforcement of security policy and strategy. Oversees the selection, development, deployment, monitoring, maintenance, and enhancement of the organization's security technology. Performs IT risk assessments, audits, and security incident investigation. Administers security programs and procedures. Frequently reports to a Chief Information 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 |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|
| Base Salary | | | | | | | | |
| Base Salary - Inc Wtd | 47 | 48 | 113.3 | 151.9 | 176.1 | 181.8 | 210.9 | 250.4 |
| Base Salary - Org Wtd | 47 | 48 | 112.7 | 151.3 | 177.2 | 182.1 | 211.1 | 250.7 |
| Base Salary - Incentive Eligible | 23 | 24 | 121.0 | 156.9 | 186.8 | 187.6 | 216.5 | 244.0 |
| Base Salary - Not Incentive Eligible | 5 | 5 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 16 | 17 | 25.1 | 29.8 | 49.1 | 54.4 | 58.6 | 105.1 |
| Short-term Incentive (Actual) | 16 | 17 | 4.8 | 17.6 | 40.0 | 46.4 | 51.8 | 111.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | 69.7 | 87.3 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 47 | 48 | 113.7 | 153.9 | 187.3 | 198.6 | 233.7 | 285.2 |
| Total Cash Comp (Actual) - Org Wtd | 47 | 48 | 113.5 | 153.9 | 184.5 | 198.5 | 236.2 | 287.9 |
| Total Cash Comp (Actual) - Rcvs | 17 | 18 | 127.6 | 182.1 | 213.1 | 233.2 | 260.0 | 349.5 |
| Total Cash Comp (Target) | 39 | 40 | 114.4 | 150.0 | 180.9 | 200.7 | 245.1 | 308.8 |
| Total Cash Comp (Target) - Rcvs | 16 | 17 | 162.3 | 203.6 | 247.0 | 252.5 | 282.5 | 369.1 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 47 | 48 | 113.7 | 153.9 | 187.3 | 209.5 | 247.6 | 298.8 |
| Total Direct Comp (Actual) - Rcvs | 6 | 6 | -- | -- | 324.1 | 388.0 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 22 | 23 | 52% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 8% |
| Long-term Incentive | 8 | 9 | 21% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 22% | 17% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 78% | 83% |
| Performance Shares/Share Units | 33% | 50% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 33% | 0% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 16 | 17 | 21.6% | 21.6% |
| Short-term Incentive (Threshold) | 5 | 5 | 11.1% | 11.1% |
| Short-term Incentive (Target) | 16 | 17 | 26.3% | 26.0% |
| Short-term Incentive (Maximum) | 10 | 10 | 39.7% | 39.7% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | 37.3% | 37.3% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 35 | 36 | 126.0 | 126.2 |
| Midpoint | 35 | 36 | 167.7 | 167.8 |
| Maximum | 35 | 36 | 209.5 | 209.5 |

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 Information Security Officer 330.420.130

2014

US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

All Organizations

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 224 | 224 | 243.5 | 335.9 | 450.7 | 494.0 | 630.9 | 764.7 |
| Base Salary - Org Wtd | 224 | 224 | 243.5 | 335.9 | 450.7 | 494.0 | 630.9 | 764.7 |
| Base Salary - Incentive Eligible | 184 | 184 | 294.2 | 350.0 | 500.0 | 521.2 | 650.0 | 776.1 |
| Base Salary - Not Incentive Eligible | 9 | 9 | -- | 292.9 | 430.2 | 390.5 | 457.2 | -- |

| | | | | | | | | |
|-------------------------------------|-----|-----|-------|-------|-------|---------|---------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 156 | 156 | 97.1 | 166.0 | 324.3 | 430.3 | 569.5 | 778.2 |
| Short-term Incentive (Actual) | 159 | 159 | 69.3 | 161.5 | 318.8 | 498.2 | 664.6 | 1,078.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 8 | 8 | -- | 4.9 | 12.1 | 17.7 | 19.7 | -- |
| Long-term Incentive (Black-Scholes) | 107 | 107 | 163.3 | 318.3 | 756.2 | 1,153.1 | 1,698.7 | 2,876.4 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|---------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 224 | 224 | 272.7 | 402.2 | 654.3 | 848.3 | 1,058.7 | 1,604.8 |
| Total Cash Comp (Actual) - Org Wtd | 224 | 224 | 272.7 | 402.2 | 654.3 | 848.3 | 1,058.7 | 1,604.8 |
| Total Cash Comp (Actual) - Rcvrs | 159 | 159 | 392.7 | 567.0 | 877.9 | 1,031.9 | 1,300.4 | 1,770.0 |
| Total Cash Comp (Target) | 199 | 199 | 288.8 | 439.5 | 691.2 | 842.3 | 1,110.0 | 1,491.0 |
| Total Cash Comp (Target) - Rcvrs | 156 | 156 | 408.0 | 551.4 | 834.2 | 964.4 | 1,202.3 | 1,541.2 |

| | | | | | | | | |
|--|-----|-----|-------|---------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 224 | 224 | 274.0 | 427.3 | 830.8 | 1,399.1 | 1,798.4 | 3,345.9 |
| Total Direct Comp (Actual) - Rcvrs | 107 | 107 | 646.1 | 1,051.0 | 1,741.5 | 2,273.9 | 3,043.5 | 4,547.9 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 183 | 183 | 84% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 12 | 12 | 10% |
| Long-term Incentive | 131 | 131 | 63% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 45% | 44% |
| Share Appreciation Rights (SARs) | 6% | 7% |
| Restricted Shares/Share Units | 63% | 62% |
| Performance Shares/Share Units | 46% | 45% |
| Performance Cash Units | 6% | 4% |
| Long-term Cash | 26% | 21% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 159 | 159 | 83.4% | 83.4% |
| Short-term Incentive (Threshold) | 50 | 50 | 30.3% | 30.3% |
| Short-term Incentive (Target) | 156 | 156 | 69.9% | 69.9% |
| Short-term Incentive (Maximum) | 87 | 87 | 123.3% | 123.3% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 8 | 8 | 3.4% | 3.4% |
| Long-term Incentive (Black-Scholes) | 107 | 107 | 175.2% | 175.2% |

| | | | | |
|----------------------------|-----|-----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 102 | 102 | 350.0 | 350.0 |
| Midpoint | 102 | 102 | 482.7 | 482.7 |
| Maximum | 102 | 102 | 615.5 | 615.5 |

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 Operating Officer - Corporate 100.000.120

2014

US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

Consumer Goods

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 10 | 10 | 259.1 | 388.9 | 462.5 | 506.5 | 612.5 | 901.1 |
| Base Salary - Org Wtd | 10 | 10 | 259.1 | 388.9 | 462.5 | 506.5 | 612.5 | 901.1 |
| Base Salary - Incentive Eligible | 10 | 10 | 259.1 | 388.9 | 462.5 | 506.5 | 612.5 | 901.1 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|---|---|----|-------|-------|---------|-------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 9 | 9 | -- | 258.1 | 390.0 | 420.9 | 525.0 | -- |
| Short-term Incentive (Actual) | 8 | 8 | -- | 209.6 | 468.0 | 466.9 | 521.3 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | 886.1 | 1,453.1 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|---------|-------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 10 | 10 | 407.0 | 450.7 | 810.6 | 880.0 | 1,082.1 | 2,033.9 |
| Total Cash Comp (Actual) - Org Wtd | 10 | 10 | 407.0 | 450.7 | 810.6 | 880.0 | 1,082.1 | 2,033.9 |
| Total Cash Comp (Actual) - Rcvrs | 8 | 8 | -- | 525.1 | 1,018.0 | 996.3 | 1,146.3 | -- |
| Total Cash Comp (Target) | 9 | 9 | -- | 673.1 | 1,000.0 | 945.8 | 1,075.0 | -- |
| Total Cash Comp (Target) - Rcvrs | 9 | 9 | -- | 673.1 | 1,000.0 | 945.8 | 1,075.0 | -- |

| | | | | | | | | |
|--|----|----|-------|-------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 10 | 10 | 407.0 | 463.7 | 1,018.0 | 1,751.9 | 2,839.1 | 5,166.1 |
| Total Direct Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 1,656.8 | 2,442.2 | -- | -- |

*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 | --% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 7 | 7 | 70% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 43% | 50% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 57% | 33% |
| Performance Shares/Share Units | 43% | 17% |
| 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 | 81.6% | 81.6% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 9 | 9 | 78.3% | 78.3% |
| Short-term Incentive (Maximum) | 4 | 4 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | 227.9% | 227.9% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 5 | 363.6 | 363.6 |
| Midpoint | 5 | 5 | 583.3 | 583.3 |
| Maximum | 5 | 5 | 803.1 | 803.1 |

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 Operating Officer - Corporate 100.000.120

2014

US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

Energy

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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) | | | | | | | | | 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 | 12 | 12 | 134.9 | 317.9 | 515.0 | 483.4 | 617.8 | 859.3 | Short-term Incentive | 9 | 9 | 90% |
| Base Salary - Org Wtd | 12 | 12 | 134.9 | 317.9 | 515.0 | 483.4 | 617.8 | 859.3 | Sales Incentive | 0 | 0 | --% |
| Base Salary - Incentive Eligible | 9 | 9 | -- | 329.5 | 550.0 | 525.1 | 694.3 | -- | Profit Sharing | 1 | 1 | 17% |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | Long-term Incentive | 9 | 9 | 75% |
| Incentives | | | | | | | | | | | | |
| Short-term Incentive (Target) | 7 | 7 | -- | 192.6 | 508.7 | 476.3 | 634.5 | -- | Of Those LTI Eligible: | | | |
| Short-term Incentive (Actual) | 8 | 8 | -- | 245.8 | 642.1 | 608.6 | 915.0 | -- | | % Eligible | | % Receiving |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | Stock/Share Options | 22% | | 13% |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Share Appreciation Rights (SARs) | 0% | | 0% |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Restricted Shares/Share Units | 78% | | 88% |
| Long-term Incentive (Black-Scholes) | 8 | 8 | -- | 607.8 | 1,806.7 | 2,048.4 | 3,522.1 | -- | Performance Shares/Share Units | 78% | | 63% |
| Total Cash Compensation | | | | | | | | | Performance Cash Units | 11% | | 13% |
| Total Cash Comp (Actual) - Inc Wtd | 12 | 12 | 139.8 | 317.9 | 706.6 | 889.1 | 1,427.6 | 1,951.3 | Long-term Cash | 0% | | 0% |
| Total Cash Comp (Actual) - Org Wtd | 12 | 12 | 139.8 | 317.9 | 706.6 | 889.1 | 1,427.6 | 1,951.3 | Incentives (Mean as % of Base) | | | |
| Total Cash Comp (Actual) - Rcvrs | 8 | 8 | -- | 667.3 | 1,253.5 | 1,160.8 | 1,695.0 | -- | | Num Orgs | Num Obs | Org Wtd |
| Total Cash Comp (Target) | 8 | 8 | -- | 315.2 | 1,062.4 | 931.3 | 1,361.3 | -- | Short-term Incentive (Actual) | 8 | 8 | 96.8% |
| Total Cash Comp (Target) - Rcvrs | 7 | 7 | -- | 542.7 | 1,107.2 | 1,030.1 | 1,398.9 | -- | Short-term Incentive (Threshold) | 2 | 2 | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Short-term Incentive (Target) | 7 | 7 | 73.6% |
| Total Direct Comp (Actual) | 12 | 12 | 139.8 | 354.2 | 1,599.6 | 2,254.7 | 4,138.9 | 6,097.5 | Short-term Incentive (Maximum) | 4 | 4 | --% |
| Total Direct Comp (Actual) - Rcvrs | 8 | 8 | -- | 1,325.3 | 2,959.9 | 3,240.1 | 5,217.1 | -- | Sales Incentive (Actual) | 0 | 0 | --% |
| Salary Range (Mean) | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% |
| | | | | | | | | | Profit Sharing (Actual) | 0 | 0 | --% |
| | | | | | | | | | Long-term Incentive (Black-Scholes) | 8 | 8 | 314.5% |
| | | | | | | | | | Salary Range (Mean) | | | |
| | | | | | | | | | Minimum | 6 | 6 | 495.8 |
| | | | | | | | | | Midpoint | 6 | 6 | 604.2 |
| | | | | | | | | | Maximum | 6 | 6 | 712.6 |

*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 Operating Officer - Corporate 100.000.120

2014

US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 17 | 17 | 175.4 | 250.7 | 430.2 | 437.3 | 625.5 | 710.0 |
| Base Salary - Org Wtd | 17 | 17 | 175.4 | 250.7 | 430.2 | 437.3 | 625.5 | 710.0 |
| Base Salary - Incentive Eligible | 13 | 13 | 176.8 | 250.7 | 485.0 | 468.3 | 638.0 | 730.0 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|---------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 10 | 10 | 55.1 | 88.7 | 188.1 | 418.6 | 747.5 | 1,122.5 |
| Short-term Incentive (Actual) | 12 | 12 | 45.5 | 72.7 | 301.5 | 616.0 | 1,098.6 | 1,767.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 7 | 7 | -- | 280.0 | 519.6 | 870.9 | 1,144.0 | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|---------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 17 | 17 | 212.0 | 298.4 | 593.8 | 873.2 | 1,625.5 | 2,171.0 |
| Total Cash Comp (Actual) - Org Wtd | 17 | 17 | 212.0 | 298.4 | 593.8 | 873.2 | 1,625.5 | 2,171.0 |
| Total Cash Comp (Actual) - Rcvs | 12 | 12 | 224.4 | 302.0 | 834.0 | 1,066.4 | 1,752.0 | 2,223.5 |
| Total Cash Comp (Target) | 15 | 15 | 175.0 | 270.4 | 606.2 | 733.2 | 1,245.7 | 1,785.0 |
| Total Cash Comp (Target) - Rcvs | 10 | 10 | 238.9 | 522.3 | 764.4 | 947.7 | 1,428.8 | 1,860.0 |

| | | | | | | | | |
|--|----|----|-------|-------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 17 | 17 | 220.9 | 298.4 | 696.3 | 1,231.8 | 1,960.4 | 3,166.0 |
| Total Direct Comp (Actual) - Rcvs | 7 | 7 | -- | 696.3 | 1,437.1 | 1,964.6 | 2,670.0 | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 13 | 13 | 76% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 11% |
| Long-term Incentive | 7 | 7 | 47% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 57% | 57% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 86% | 86% |
| Performance Shares/Share Units | 43% | 29% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 14% | 14% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 12 | 12 | 126.5% | 126.5% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 10 | 10 | 69.0% | 69.0% |
| Short-term Incentive (Maximum) | 6 | 6 | 102.5% | 102.5% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 7 | 7 | 130.5% | 130.5% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 8 | 8 | 238.9 | 238.9 |
| Midpoint | 8 | 8 | 333.9 | 333.9 |
| Maximum | 8 | 8 | 428.8 | 428.8 |

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 Operating Officer - Corporate 100.000.120

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US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

High Tech (Services)

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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) | | | | | | | | | 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 | 7 | 7 | -- | 300.0 | 312.0 | 640.9 | 345.0 | -- | 6 | 6 | 86% | |
| Base Salary - Org Wtd | 7 | 7 | -- | 300.0 | 312.0 | 640.9 | 345.0 | -- | 0 | 0 | --% | |
| Base Salary - Incentive Eligible | 6 | 6 | -- | -- | 325.5 | 699.6 | -- | -- | 1 | 1 | --% | |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | 5 | 5 | 83% | |
| Incentives | | | | | | | | | | | | |
| Short-term Incentive (Target) | 6 | 6 | -- | -- | 153.4 | 1,412.6 | -- | -- | Of Those LTI Eligible: % Eligible % Receiving Stock/Share Options 100% --% Share Appreciation Rights (SARs) 20% --% Restricted Shares/Share Units 80% --% Performance Shares/Share Units 40% --% Performance Cash Units 0% --% Long-term Cash 20% --% | | | |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 188.4 | 1,582.8 | -- | -- | | | | |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | | | | |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | | | | |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- | | | | |
| Long-term Incentive (Black-Scholes) | *3 | 3 | -- | -- | -- | -- | -- | -- | | | | |
| Total Cash Compensation | | | | | | | | | Incentives (Mean as % of Base) | | | |
| Total Cash Comp (Actual) - Inc Wtd | 7 | 7 | -- | 339.0 | 445.3 | 1,772.2 | 600.0 | -- | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Total Cash Comp (Actual) - Org Wtd | 7 | 7 | -- | 339.0 | 445.3 | 1,772.2 | 600.0 | -- | 5 | 5 | 99.6% | 99.6% |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 500.4 | 2,355.5 | -- | -- | 0 | 0 | --% | --% |
| Total Cash Comp (Target) | 7 | 7 | -- | 356.0 | 452.3 | 1,851.7 | 600.0 | -- | 6 | 6 | 86.7% | 86.7% |
| Total Cash Comp (Target) - Rcvrs | 6 | 6 | -- | -- | 460.1 | 2,112.2 | -- | -- | 2 | 2 | --% | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Sales Incentive (Actual) | | | |
| Total Direct Comp (Actual) | 7 | 7 | -- | 339.0 | 600.0 | 3,194.5 | 830.4 | -- | 0 | 0 | --% | --% |
| Total Direct Comp (Actual) - Rcvrs | *3 | 3 | -- | -- | -- | -- | -- | -- | 0 | 0 | --% | --% |
| *More than 25% of sample supplied by one organization | | | | | | | | | Profit Sharing (Actual) | | | |
| | | | | | | | | | 1 1 --% --% | | | |
| | | | | | | | | | Long-term Incentive (Black-Scholes) | | | |
| | | | | | | | | | 3 3 --% --% | | | |
| | | | | | | | | | 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 Operating Officer - Corporate 100.000.120

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100.000.120 Chief Operating Officer - Corporate

Insurance

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 22 | 22 | 300.0 | 376.3 | 472.0 | 508.8 | 647.7 | 748.4 |
| Base Salary - Org Wtd | 22 | 22 | 300.0 | 376.3 | 472.0 | 508.8 | 647.7 | 748.4 |
| Base Salary - Incentive Eligible | 22 | 22 | 300.0 | 376.3 | 472.0 | 508.8 | 647.7 | 748.4 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|-------|-------|-------|-------|---------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 19 | 19 | 145.2 | 165.0 | 224.8 | 366.2 | 499.2 | 788.0 |
| Short-term Incentive (Actual) | 20 | 20 | 114.7 | 171.2 | 341.1 | 533.8 | 617.7 | 1,467.3 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 12 | 12 | 103.2 | 247.7 | 647.8 | 811.9 | 1,172.1 | 1,957.3 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|---------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 22 | 22 | 393.0 | 572.2 | 832.9 | 994.1 | 1,169.2 | 2,140.1 |
| Total Cash Comp (Actual) - Org Wtd | 22 | 22 | 393.0 | 572.2 | 832.9 | 994.1 | 1,169.2 | 2,140.1 |
| Total Cash Comp (Actual) - Rcvs | 20 | 20 | 421.2 | 582.8 | 925.5 | 1,036.9 | 1,221.5 | 2,198.6 |
| Total Cash Comp (Target) | 22 | 22 | 421.9 | 497.3 | 628.9 | 825.1 | 1,129.3 | 1,550.9 |
| Total Cash Comp (Target) - Rcvs | 19 | 19 | 450.0 | 510.0 | 698.8 | 883.3 | 1,147.6 | 1,575.9 |

| | | | | | | | | |
|--|----|----|-------|---------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 22 | 22 | 393.0 | 656.1 | 1,004.9 | 1,436.9 | 1,912.1 | 3,228.6 |
| Total Direct Comp (Actual) - Rcvs | 12 | 12 | 793.8 | 1,105.6 | 1,642.7 | 2,070.7 | 3,014.3 | 4,146.4 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 22 | 22 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 16 | 16 | 80% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 19% | 25% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 31% | 42% |
| Performance Shares/Share Units | 6% | 8% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 63% | 50% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 20 | 20 | 100.7% | 100.7% |
| Short-term Incentive (Threshold) | 7 | 7 | 32.1% | 32.1% |
| Short-term Incentive (Target) | 19 | 19 | 65.5% | 65.5% |
| Short-term Incentive (Maximum) | 13 | 13 | 109.5% | 109.5% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 12 | 12 | 139.2% | 139.2% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 14 | 14 | 361.3 | 361.3 |
| Midpoint | 14 | 14 | 480.2 | 480.2 |
| Maximum | 14 | 14 | 599.2 | 599.2 |

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

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100.000.120 Chief Operating Officer - Corporate

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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

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 | 18 | 18 | 221.0 | 346.6 | 570.0 | 530.2 | 652.5 | 835.1 |
| Base Salary - Org Wtd | 18 | 18 | 221.0 | 346.6 | 570.0 | 530.2 | 652.5 | 835.1 |
| Base Salary - Incentive Eligible | 17 | 17 | 217.0 | 376.0 | 610.0 | 545.7 | 655.0 | 846.2 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|-------|-------|-------|-------|---------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 15 | 15 | 95.4 | 318.5 | 561.0 | 490.6 | 644.2 | 881.7 |
| Short-term Incentive (Actual) | 14 | 14 | 151.3 | 313.6 | 433.0 | 564.2 | 863.6 | 1,100.7 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 30.4 | 188.0 | 318.3 | 909.3 | 1,576.5 | 2,727.8 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|---------|---------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 18 | 18 | 258.4 | 562.5 | 918.1 | 973.4 | 1,402.1 | 1,678.5 |
| Total Cash Comp (Actual) - Org Wtd | 18 | 18 | 258.4 | 562.5 | 918.1 | 973.4 | 1,402.1 | 1,678.5 |
| Total Cash Comp (Actual) - Rcvs | 14 | 14 | 494.2 | 804.4 | 1,132.6 | 1,150.0 | 1,459.7 | 1,895.4 |
| Total Cash Comp (Target) | 18 | 18 | 258.4 | 421.8 | 1,053.0 | 939.0 | 1,300.0 | 1,512.5 |
| Total Cash Comp (Target) - Rcvs | 15 | 15 | 383.4 | 773.5 | 1,203.1 | 1,070.1 | 1,360.1 | 1,600.6 |

| | | | | | | | | |
|--|----|----|-------|-------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 18 | 18 | 301.9 | 646.2 | 1,214.7 | 1,630.1 | 2,645.8 | 4,514.0 |
| Total Direct Comp (Actual) - Rcvs | 13 | 13 | 320.7 | 712.3 | 1,543.2 | 1,937.0 | 2,812.6 | 4,605.6 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 16 | 16 | 89% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 23% |
| Long-term Incentive | 16 | 16 | 89% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 40% | 46% |
| Share Appreciation Rights (SARs) | 7% | 8% |
| Restricted Shares/Share Units | 67% | 46% |
| Performance Shares/Share Units | 67% | 69% |
| Performance Cash Units | 13% | 0% |
| Long-term Cash | 20% | 23% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 14 | 14 | 94.9% | 94.9% |
| Short-term Incentive (Threshold) | 6 | 6 | 44.1% | 44.1% |
| Short-term Incentive (Target) | 15 | 15 | 80.7% | 80.7% |
| Short-term Incentive (Maximum) | 12 | 12 | 145.1% | 145.1% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 142.3% | 142.3% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 9 | 9 | 397.9 | 397.9 |
| Midpoint | 9 | 9 | 527.2 | 527.2 |
| Maximum | 9 | 9 | 656.5 | 656.5 |

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

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US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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.

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 | 30 | 30 | 204.2 | 329.5 | 457.0 | 487.8 | 636.1 | 795.0 |
| Base Salary - Org Wtd | 30 | 30 | 204.2 | 329.5 | 457.0 | 487.8 | 636.1 | 795.0 |
| Base Salary - Incentive Eligible | 25 | 25 | 328.6 | 375.2 | 555.0 | 542.8 | 673.7 | 819.9 |
| Base Salary - Not Incentive Eligible | *2 | 2 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|-------|-------|---------|---------|---------|---------|
| Short-term Incentive (Target) | 19 | 19 | 98.0 | 215.2 | 421.9 | 455.0 | 625.0 | 836.9 |
| Short-term Incentive (Actual) | 23 | 23 | 31.6 | 144.0 | 550.3 | 523.7 | 812.5 | 1,120.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 232.7 | 504.1 | 1,250.0 | 1,356.0 | 2,011.2 | 3,070.9 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|---------|---------|---------|---------|
| Total Cash Comp (Actual) - Inc Wtd | 30 | 30 | 205.7 | 363.9 | 728.7 | 889.6 | 1,369.0 | 1,835.0 |
| Total Cash Comp (Actual) - Org Wtd | 30 | 30 | 205.7 | 363.9 | 728.7 | 889.6 | 1,369.0 | 1,835.0 |
| Total Cash Comp (Actual) - Rcvrs | 23 | 23 | 360.9 | 567.6 | 1,233.8 | 1,073.1 | 1,508.5 | 1,847.4 |
| Total Cash Comp (Target) | 24 | 24 | 229.8 | 394.7 | 738.0 | 840.7 | 1,215.3 | 1,540.7 |
| Total Cash Comp (Target) - Rcvrs | 19 | 19 | 344.2 | 637.5 | 937.5 | 981.9 | 1,250.0 | 1,575.0 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|------------------------------------|----|----|-------|---------|---------|---------|---------|---------|
| Total Direct Comp (Actual) | 30 | 30 | 205.7 | 430.6 | 1,073.3 | 1,477.2 | 2,531.4 | 3,404.3 |
| Total Direct Comp (Actual) - Rcvrs | 13 | 13 | 756.4 | 1,245.3 | 2,674.4 | 2,465.3 | 3,401.6 | 4,327.7 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 25 | 25 | 86% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 13% |
| Long-term Incentive | 16 | 16 | 59% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 50% | 54% |
| Share Appreciation Rights (SARs) | 7% | 8% |
| Restricted Shares/Share Units | 64% | 69% |
| Performance Shares/Share Units | 43% | 31% |
| Performance Cash Units | 7% | 8% |
| Long-term Cash | 0% | 0% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 23 | 23 | 85.4% | 85.4% |
| Short-term Incentive (Threshold) | 4 | 4 | --% | --% |
| Short-term Incentive (Target) | 19 | 19 | 81.4% | 81.4% |
| Short-term Incentive (Maximum) | 6 | 6 | 127.1% | 127.1% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 13 | 13 | 224.3% | 224.3% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 12 | 12 | 342.5 | 342.5 |
| Midpoint | 12 | 12 | 489.8 | 489.8 |
| Maximum | 12 | 12 | 637.1 | 637.1 |

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 Operating Officer - Corporate 100.000.120

2014

US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

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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 | 21 | 21 | 331.5 | 439.7 | 517.5 | 560.0 | 700.0 | 846.4 |
| Base Salary - Org Wtd | 21 | 21 | 331.5 | 439.7 | 517.5 | 560.0 | 700.0 | 846.4 |
| Base Salary - Incentive Eligible | 21 | 21 | 331.5 | 439.7 | 517.5 | 560.0 | 700.0 | 846.4 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|-------|-------|-------|---------|---------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 19 | 19 | 100.0 | 300.0 | 400.0 | 438.1 | 600.0 | 832.0 |
| Short-term Incentive (Actual) | 17 | 17 | 142.8 | 234.0 | 283.8 | 386.5 | 585.8 | 735.9 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 17 | 17 | 77.0 | 326.5 | 999.9 | 1,077.0 | 1,757.7 | 2,272.0 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|---------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 21 | 21 | 420.6 | 612.5 | 852.7 | 873.8 | 997.7 | 1,534.0 |
| Total Cash Comp (Actual) - Org Wtd | 21 | 21 | 420.6 | 612.5 | 852.7 | 873.8 | 997.7 | 1,534.0 |
| Total Cash Comp (Actual) - Rcvrs | 17 | 17 | 540.8 | 754.4 | 878.7 | 966.3 | 1,192.2 | 1,572.5 |
| Total Cash Comp (Target) | 20 | 20 | 578.4 | 717.5 | 880.7 | 995.9 | 1,197.5 | 1,659.1 |
| Total Cash Comp (Target) - Rcvrs | 19 | 19 | 576.0 | 770.0 | 933.5 | 1,011.5 | 1,200.0 | 1,664.0 |

| | | | | | | | | |
|--|----|----|-------|---------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 21 | 21 | 443.9 | 790.9 | 1,714.0 | 1,745.7 | 2,780.4 | 3,422.2 |
| Total Direct Comp (Actual) - Rcvrs | 17 | 17 | 708.4 | 1,145.2 | 1,807.5 | 2,015.4 | 3,182.9 | 3,476.4 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 21 | 21 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 17% |
| Long-term Incentive | 18 | 18 | 90% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 56% | 53% |
| Share Appreciation Rights (SARs) | 22% | 24% |
| Restricted Shares/Share Units | 72% | 59% |
| Performance Shares/Share Units | 56% | 59% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 22% | 12% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 17 | 17 | 66.9% | 66.9% |
| Short-term Incentive (Threshold) | 6 | 6 | 40.5% | 40.5% |
| Short-term Incentive (Target) | 19 | 19 | 72.8% | 72.8% |
| Short-term Incentive (Maximum) | 11 | 11 | 157.0% | 157.0% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 17 | 17 | 164.0% | 164.0% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 6 | 6 | 511.1 | 511.1 |
| Midpoint | 6 | 6 | 686.6 | 686.6 |
| Maximum | 6 | 6 | 862.0 | 862.0 |

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 Operating Officer - Corporate 100.000.120

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US MBD: Mercer Benchmark Database Executive

100.000.120 Chief Operating Officer - Corporate

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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 | 69 | 69 | 201.6 | 325.4 | 420.0 | 459.7 | 630.5 | 777.3 |
| Base Salary - Org Wtd | 69 | 69 | 201.6 | 325.4 | 420.0 | 459.7 | 630.5 | 777.3 |
| Base Salary - Incentive Eligible | 46 | 46 | 238.7 | 337.5 | 457.9 | 490.4 | 651.3 | 779.0 |
| Base Salary - Not Incentive Eligible | 5 | 5 | -- | -- | 435.5 | 414.9 | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|-------|-------|-------|-------|---------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 37 | 37 | 53.3 | 126.7 | 193.2 | 276.2 | 405.5 | 606.2 |
| Short-term Incentive (Actual) | 37 | 37 | 43.2 | 126.0 | 220.0 | 300.3 | 360.1 | 667.2 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 17 | 17 | 152.6 | 216.0 | 550.0 | 744.1 | 1,087.1 | 1,566.0 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 69 | 69 | 206.1 | 346.1 | 500.0 | 620.8 | 817.6 | 1,153.1 |
| Total Cash Comp (Actual) - Org Wtd | 69 | 69 | 206.1 | 346.1 | 500.0 | 620.8 | 817.6 | 1,153.1 |
| Total Cash Comp (Actual) - Rcvrs | 37 | 37 | 330.7 | 505.0 | 670.0 | 806.1 | 1,032.9 | 1,467.0 |
| Total Cash Comp (Target) | 58 | 58 | 253.7 | 373.6 | 514.6 | 649.8 | 865.0 | 1,187.8 |
| Total Cash Comp (Target) - Rcvrs | 37 | 37 | 331.7 | 468.1 | 656.3 | 772.5 | 1,063.8 | 1,375.0 |

| | | | | | | | | |
|--|----|----|-------|---------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 69 | 69 | 206.1 | 346.1 | 513.5 | 804.1 | 993.6 | 2,055.9 |
| Total Direct Comp (Actual) - Rcvrs | 17 | 17 | 626.1 | 1,042.1 | 1,524.9 | 1,714.2 | 2,189.5 | 2,963.3 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 46 | 46 | 70% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 23 | 23 | 38% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 29% | 24% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 52% | 53% |
| Performance Shares/Share Units | 43% | 47% |
| Performance Cash Units | 5% | 6% |
| Long-term Cash | 33% | 29% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 37 | 37 | 56.6% | 56.6% |
| Short-term Incentive (Threshold) | 13 | 13 | 22.0% | 22.0% |
| Short-term Incentive (Target) | 37 | 37 | 53.4% | 53.4% |
| Short-term Incentive (Maximum) | 17 | 17 | 88.6% | 88.6% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 17 | 17 | 126.5% | 126.5% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 30 | 30 | 297.4 | 297.4 |
| Midpoint | 30 | 30 | 404.2 | 404.2 |
| Maximum | 30 | 30 | 511.0 | 511.0 |

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 Operating Officer - Corporate 100.000.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

All Organizations

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 87 | 90 | 173.0 | 233.0 | 300.0 | 329.6 | 403.1 | 519.9 |
| Base Salary - Org Wtd | 87 | 90 | 170.7 | 235.0 | 300.0 | 331.5 | 403.0 | 521.2 |
| Base Salary - Incentive Eligible | 81 | 84 | 167.7 | 226.9 | 291.4 | 318.3 | 397.1 | 508.8 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 69 | 72 | 46.0 | 66.9 | 125.1 | 168.2 | 207.8 | 342.9 |
| Short-term Incentive (Actual) | 69 | 72 | 13.7 | 30.2 | 91.6 | 183.4 | 195.0 | 389.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 46 | 47 | 39.1 | 104.0 | 197.4 | 370.6 | 525.9 | 822.0 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 87 | 90 | 184.9 | 271.3 | 375.8 | 477.0 | 524.0 | 868.2 |
| Total Cash Comp (Actual) - Org Wtd | 87 | 90 | 182.8 | 271.5 | 375.4 | 480.2 | 523.7 | 871.8 |
| Total Cash Comp (Actual) - Rcvrs | 70 | 73 | 178.0 | 260.0 | 383.3 | 496.4 | 531.8 | 876.4 |
| Total Cash Comp (Target) | 81 | 84 | 211.1 | 287.1 | 410.6 | 467.1 | 568.7 | 799.2 |
| Total Cash Comp (Target) - Rcvrs | 69 | 72 | 245.8 | 309.7 | 421.3 | 501.8 | 600.0 | 841.1 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 87 | 90 | 213.0 | 280.3 | 458.6 | 670.5 | 697.6 | 1,500.4 |
| Total Direct Comp (Actual) - Rcvrs | 46 | 47 | 329.0 | 406.3 | 638.5 | 924.4 | 1,212.0 | 1,687.5 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 80 | 83 | 94% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 9 | 9 | 15% |
| Long-term Incentive | 52 | 53 | 65% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 54% | 47% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 67% | 60% |
| Performance Shares/Share Units | 58% | 64% |
| Performance Cash Units | 2% | 2% |
| Long-term Cash | 12% | 9% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 69 | 72 | 45.4% | 45.2% |
| Short-term Incentive (Threshold) | 17 | 18 | 18.3% | 18.3% |
| Short-term Incentive (Target) | 69 | 72 | 45.0% | 44.6% |
| Short-term Incentive (Maximum) | 41 | 43 | 87.0% | 85.9% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 46 | 47 | 86.1% | 84.5% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 41 | 43 | 244.6 | 242.5 |
| Midpoint | 41 | 43 | 316.8 | 314.2 |
| Maximum | 41 | 43 | 389.0 | 385.8 |

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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

Consumer Goods

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 210.2 | 251.4 | 282.0 | 310.7 | 400.0 | 430.8 |
| Base Salary - Org Wtd | 11 | 11 | 210.2 | 251.4 | 282.0 | 310.7 | 400.0 | 430.8 |
| Base Salary - Incentive Eligible | 10 | 10 | 208.1 | 245.3 | 281.6 | 297.9 | 365.3 | 402.7 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|------|-------|-------|-------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 8 | 8 | -- | 56.8 | 101.3 | 128.9 | 192.5 | -- |
| 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) | *2 | 2 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 11 | 11 | 259.6 | 281.1 | 353.8 | 358.9 | 437.8 | 512.2 |
| Total Cash Comp (Actual) - Org Wtd | 11 | 11 | 259.6 | 281.1 | 353.8 | 358.9 | 437.8 | 512.2 |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 375.4 | 383.7 | -- | -- |
| Total Cash Comp (Target) | 9 | 9 | -- | 316.3 | 357.9 | 406.3 | 510.0 | -- |
| Total Cash Comp (Target) - Rcvrs | 8 | 8 | -- | 327.1 | 377.5 | 431.4 | 555.0 | -- |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 11 | 11 | 276.5 | 282.0 | 400.0 | 391.7 | 468.9 | 565.0 |
| 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 | 9 | 9 | 90% |
| Sales Incentive | 0 | -- | --% |
| Profit Sharing | 2 | 2 | --% |
| 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) | 4 | 4 | --% | --% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 8 | 8 | 41.0% | 41.0% |
| Short-term Incentive (Maximum) | 3 | 3 | --% | --% |
| 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 | 5 | 5 | 219.0 | 219.0 |
| Midpoint | 5 | 5 | 291.8 | 291.8 |
| Maximum | 5 | 5 | 364.6 | 364.6 |

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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

High Tech (Manufactured Products)

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 6 | 6 | -- | -- | 307.5 | 319.6 | -- | -- |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 307.5 | 319.6 | -- | -- |
| Base Salary - Incentive Eligible | 6 | 6 | -- | -- | 307.5 | 319.6 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|---|---|----|----|-------|-------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 151.8 | 196.6 | -- | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 5 | 5 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|------------------------------------|---|---|----|----|-------|-------|----|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 6 | 6 | -- | -- | 429.5 | 483.5 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 429.5 | 483.5 | -- | -- |
| Total Cash Comp (Actual) - Rcvs | 5 | 5 | -- | -- | 466.8 | 523.2 | -- | -- |
| Total Cash Comp (Target) | 6 | 6 | -- | -- | 427.5 | 504.6 | -- | -- |
| Total Cash Comp (Target) - Rcvs | 5 | 5 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|---|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 565.9 | 840.3 | -- | -- |
| 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 | 6 | 6 | 100% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 1 | 1 | 17% |
| Long-term Incentive | 5 | 5 | 83% |

| 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 | 49.2% | 49.2% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 5 | 5 | --% | --% |
| Short-term Incentive (Maximum) | 4 | 4 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 5 | --% | --% |

| | | | | |
|----------------------------|---|---|----|----|
| 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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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

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 | 14 | 15 | 174.7 | 193.8 | 221.8 | 284.4 | 350.6 | 546.0 |
| Base Salary - Org Wtd | 14 | 15 | 178.4 | 198.3 | 235.9 | 291.6 | 360.1 | 575.2 |
| Base Salary - Incentive Eligible | 14 | 15 | 174.7 | 193.8 | 221.8 | 284.4 | 350.6 | 546.0 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 14 | 15 | 40.2 | 51.8 | 76.7 | 152.3 | 210.4 | 488.9 |
| Short-term Incentive (Actual) | 14 | 15 | 9.6 | 21.5 | 62.9 | 158.8 | 126.9 | 631.1 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 9 | 9 | -- | -- | 114.2 | 387.7 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 14 | 15 | 194.7 | 236.0 | 312.3 | 443.2 | 479.7 | 1,170.9 |
| Total Cash Comp (Actual) - Org Wtd | 14 | 15 | 192.7 | 238.7 | 314.9 | 457.4 | 487.7 | 1,324.6 |
| Total Cash Comp (Actual) - Rcvs | 14 | 15 | 194.7 | 236.0 | 312.3 | 443.2 | 479.7 | 1,170.9 |
| Total Cash Comp (Target) | 14 | 15 | 221.2 | 242.3 | 286.1 | 436.7 | 561.0 | 1,034.9 |
| Total Cash Comp (Target) - Rcvs | 14 | 15 | 221.2 | 242.3 | 286.1 | 436.7 | 561.0 | 1,034.9 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 14 | 15 | 204.2 | 237.5 | 378.4 | 675.9 | 1,005.6 | 1,957.7 |
| Total Direct Comp (Actual) - Rcvs | 9 | 9 | -- | -- | 519.5 | 961.9 | -- | -- |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 14 | 15 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 9 | 9 | 64% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 56% | 56% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 67% | 67% |
| Performance Shares/Share Units | 78% | 78% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 0% | 0% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 14 | 15 | 38.6% | 38.3% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 14 | 15 | 43.7% | 42.5% |
| Short-term Incentive (Maximum) | 9 | 10 | 98.0% | 93.3% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 9 | 9 | 102.2% | 102.2% |

| | | | | |
|----------------------------|---|---|----|----|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 6 | -- | -- |
| Midpoint | 5 | 6 | -- | -- |
| Maximum | 5 | 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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

Other Non-Manufacturing

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 235.0 | 260.1 | 400.6 | 419.1 | 511.0 | 779.6 |
| Base Salary - Org Wtd | 12 | 12 | 235.0 | 260.1 | 400.6 | 419.1 | 511.0 | 779.6 |
| Base Salary - Incentive Eligible | 11 | 11 | 235.0 | 246.8 | 421.3 | 430.0 | 520.2 | 813.7 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|----|----|-------|-------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 10 | 10 | -- | -- | 270.2 | 303.8 | -- | -- |
| Short-term Incentive (Actual) | 10 | 10 | -- | -- | 270.2 | 389.5 | -- | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 12 | 12 | 326.6 | 399.2 | 581.9 | 743.7 | 875.0 | 1,962.8 |
| Total Cash Comp (Actual) - Org Wtd | 12 | 12 | 326.6 | 399.2 | 581.9 | 743.7 | 875.0 | 1,962.8 |
| Total Cash Comp (Actual) - Rcvrs | 10 | 10 | -- | -- | 716.1 | 820.3 | -- | -- |
| Total Cash Comp (Target) | 12 | 12 | 254.5 | 365.3 | 600.9 | 672.3 | 843.1 | 1,502.5 |
| Total Cash Comp (Target) - Rcvrs | 10 | 10 | -- | -- | 707.8 | 753.2 | -- | -- |

| | | | | | | | | |
|--|----|----|-------|-------|-------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 12 | 12 | 326.6 | 409.7 | 688.3 | 1,222.7 | 1,479.8 | 4,290.1 |
| 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 | 11 | 11 | 92% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | --% |
| Long-term Incentive | 10 | 10 | 83% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 78% | --% |
| Share Appreciation Rights (SARs) | 0% | --% |
| Restricted Shares/Share Units | 67% | --% |
| Performance Shares/Share Units | 56% | --% |
| 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) | 10 | 10 | 80.8% | 80.8% |
| Short-term Incentive (Threshold) | 4 | 4 | --% | --% |
| Short-term Incentive (Target) | 10 | 10 | 63.4% | 63.4% |
| Short-term Incentive (Maximum) | 5 | 5 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | --% | --% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 9 | 9 | 268.7 | 268.7 |
| Midpoint | 9 | 9 | 334.7 | 334.7 |
| Maximum | 9 | 9 | 400.6 | 400.6 |

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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

Retail & Wholesale

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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) | | | | | | | | | Incentive Plan Eligibility | | | Num Orgs | Num Obs | Inc Wtd | |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|-------------------------------------|--|--|-------------|-------------|------------|------------|
| | Num Orgs | Num Obs | 10th %ile | 25th %ile | Median | Mean | 75th %ile | 90th %ile | | | | | | | |
| Base Salary | | | | | | | | | Short-term Incentive | | | 13 | 13 | 100% | |
| Base Salary - Inc Wtd | 13 | 13 | 116.4 | 161.8 | 292.8 | 322.3 | 475.0 | 604.4 | Sales Incentive | | | 0 | 0 | --% | |
| Base Salary - Org Wtd | 13 | 13 | 116.4 | 161.8 | 292.8 | 322.3 | 475.0 | 604.4 | Profit Sharing | | | 4 | 4 | --% | |
| Base Salary - Incentive Eligible | 13 | 13 | 116.4 | 161.8 | 292.8 | 322.3 | 475.0 | 604.4 | Long-term Incentive | | | 7 | 7 | 70% | |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | | | | | | | |
| Incentives | | | | | | | | | Of Those LTI Eligible: | | | % Eligible | % Receiving | | |
| Short-term Incentive (Target) | 10 | 10 | -- | -- | 137.3 | 173.8 | -- | -- | Stock/Share Options | | | --% | --% | --% | |
| Short-term Incentive (Actual) | 11 | 11 | -- | -- | 50.9 | 119.2 | -- | -- | 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) | *1 | 1 | -- | -- | -- | -- | -- | -- | Performance Cash Units | | | --% | --% | --% | |
| Long-term Incentive (Black-Scholes) | 7 | 7 | -- | -- | -- | -- | -- | -- | Long-term Cash | | | --% | --% | --% | |
| Total Cash Compensation | | | | | | | | | Incentives (Mean as % of Base) | | | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Total Cash Comp (Actual) - Inc Wtd | 13 | 13 | 137.1 | 192.2 | 371.1 | 423.5 | 591.3 | 991.4 | Short-term Incentive (Actual) | | | 11 | 11 | 29.8% | 29.8% |
| Total Cash Comp (Actual) - Org Wtd | 13 | 13 | 137.1 | 192.2 | 371.1 | 423.5 | 591.3 | 991.4 | Short-term Incentive (Threshold) | | | 2 | 2 | --% | --% |
| Total Cash Comp (Actual) - Rcvrs | 11 | 11 | -- | -- | 371.1 | 426.9 | -- | -- | Short-term Incentive (Target) | | | 10 | 10 | 42.9% | 42.9% |
| Total Cash Comp (Target) | 13 | 13 | 116.4 | 194.6 | 418.7 | 456.0 | 653.8 | 967.1 | Short-term Incentive (Maximum) | | | 7 | 7 | --% | --% |
| Total Cash Comp (Target) - Rcvrs | 10 | 10 | -- | -- | 468.5 | 555.4 | -- | -- | Sales Incentive (Actual) | | | 0 | 0 | --% | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Sales Incentive (Target) | | | 0 | 0 | --% | --% |
| Total Direct Comp (Actual) | 13 | 13 | 137.1 | 194.0 | 568.5 | 550.5 | 693.5 | 1,404.8 | Profit Sharing (Actual) | | | 1 | 1 | --% | --% |
| Total Direct Comp (Actual) - Rcvrs | 7 | 7 | -- | -- | -- | -- | -- | -- | Long-term Incentive (Black-Scholes) | | | 7 | 7 | --% | --% |
| *More than 25% of sample supplied by one organization | | | | | | | | | Salary Range (Mean) | | | | | | |
| | | | | | | | | | Minimum | | | 7 | 7 | -- | -- |
| | | | | | | | | | Midpoint | | | 7 | 7 | -- | -- |
| | | | | | | | | | Maximum | | | 7 | 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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.014.120 Chief Operating Officer - Division

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|
| Base Salary | | | | | | | | |
| Base Salary - Inc Wtd | 17 | 18 | 158.4 | 258.3 | 310.9 | 349.8 | 368.8 | 567.5 |
| Base Salary - Org Wtd | 17 | 18 | 156.8 | 260.0 | 315.0 | 355.3 | 387.5 | 610.0 |
| Base Salary - Incentive Eligible | 13 | 14 | 151.9 | 246.5 | 298.4 | 293.3 | 342.4 | 433.8 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 11 | 12 | 22.9 | 48.6 | 123.1 | 116.2 | 163.7 | 215.5 |
| Short-term Incentive (Actual) | 11 | 12 | 11.9 | 15.7 | 81.4 | 92.9 | 128.1 | 298.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 10 | 11 | -- | -- | 135.2 | 197.7 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 17 | 18 | 173.7 | 302.6 | 352.6 | 411.7 | 464.5 | 877.5 |
| Total Cash Comp (Actual) - Org Wtd | 17 | 18 | 172.4 | 298.4 | 354.1 | 414.6 | 484.2 | 885.6 |
| Total Cash Comp (Actual) - Rcvrs | 11 | 12 | 165.8 | 270.9 | 352.6 | 380.4 | 429.4 | 765.8 |
| Total Cash Comp (Target) | 14 | 15 | 185.5 | 290.0 | 425.0 | 405.6 | 509.9 | 615.2 |
| Total Cash Comp (Target) - Rcvrs | 11 | 12 | 179.1 | 274.4 | 404.7 | 403.6 | 497.7 | 682.8 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 17 | 18 | 173.7 | 360.5 | 445.0 | 532.6 | 614.1 | 1,014.4 |
| Total Direct Comp (Actual) - Rcvrs | 10 | 11 | -- | -- | 479.3 | 610.6 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 13 | 14 | 82% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 11 | 12 | 71% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 42% | 27% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 92% | 91% |
| Performance Shares/Share Units | 58% | 64% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 17% | 18% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 11 | 12 | 27.2% | 28.4% |
| Short-term Incentive (Threshold) | 5 | 6 | --% | --% |
| Short-term Incentive (Target) | 11 | 12 | 37.1% | 37.7% |
| Short-term Incentive (Maximum) | 8 | 9 | 67.6% | 68.3% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 10 | 11 | 58.7% | 54.6% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 10 | 11 | 227.9 | 228.7 |
| Midpoint | 10 | 11 | 298.7 | 299.5 |
| Maximum | 10 | 11 | 369.4 | 370.2 |

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 Operating Officer - Division 100.014.120

2014

US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

All Organizations

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 99 | 103 | 216.6 | 250.0 | 335.7 | 387.2 | 400.0 | 679.9 |
| Base Salary - Org Wtd | 99 | 103 | 217.5 | 249.1 | 344.2 | 391.3 | 410.0 | 693.8 |
| Base Salary - Incentive Eligible | 90 | 94 | 218.8 | 257.9 | 336.1 | 372.8 | 400.0 | 629.5 |
| Base Salary - Not Incentive Eligible | *2 | 2 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 74 | 78 | 60.5 | 97.4 | 154.0 | 221.0 | 249.7 | 411.1 |
| Short-term Incentive (Actual) | 75 | 78 | 43.6 | 76.2 | 162.2 | 240.8 | 301.9 | 458.4 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 6 | 6 | -- | -- | 13.7 | 57.5 | -- | -- |
| Long-term Incentive (Black-Scholes) | 46 | 48 | 33.9 | 56.6 | 166.9 | 412.8 | 398.3 | 1,113.8 |

| | | | | | | | | |
|------------------------------------|----|-----|-------|-------|-------|-------|-------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 99 | 103 | 228.5 | 320.0 | 475.0 | 574.9 | 668.0 | 1,095.9 |
| Total Cash Comp (Actual) - Org Wtd | 99 | 103 | 228.1 | 320.0 | 456.8 | 576.2 | 651.4 | 1,197.4 |
| Total Cash Comp (Actual) - Rcvrs | 77 | 80 | 299.2 | 377.1 | 532.5 | 620.8 | 695.2 | 1,172.0 |
| Total Cash Comp (Target) | 92 | 96 | 261.9 | 346.3 | 457.1 | 569.4 | 600.0 | 1,037.6 |
| Total Cash Comp (Target) - Rcvrs | 74 | 78 | 313.4 | 374.8 | 487.8 | 595.5 | 620.3 | 1,032.8 |

| | | | | | | | | |
|--|----|-----|-------|-------|-------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 99 | 103 | 230.8 | 330.4 | 512.5 | 767.3 | 866.3 | 1,559.1 |
| Total Direct Comp (Actual) - Rcvrs | 46 | 48 | 379.4 | 508.5 | 799.5 | 1,116.0 | 1,266.5 | 2,519.5 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 89 | 93 | 92% |
| Sales Incentive | 2 | 2 | 3% |
| Profit Sharing | 7 | 7 | 11% |
| Long-term Incentive | 57 | 59 | 61% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 25% | 21% |
| Share Appreciation Rights (SARs) | 7% | 4% |
| Restricted Shares/Share Units | 46% | 46% |
| Performance Shares/Share Units | 27% | 27% |
| Performance Cash Units | 14% | 10% |
| Long-term Cash | 39% | 31% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 75 | 78 | 58.3% | 60.6% |
| Short-term Incentive (Threshold) | 22 | 23 | 23.2% | 23.1% |
| Short-term Incentive (Target) | 74 | 78 | 53.4% | 54.1% |
| Short-term Incentive (Maximum) | 44 | 45 | 92.6% | 91.8% |
| Sales Incentive (Actual) | 2 | 2 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 6 | 6 | 16.1% | 16.1% |
| Long-term Incentive (Black-Scholes) | 46 | 48 | 85.2% | 84.4% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 39 | 41 | 226.3 | 226.5 |
| Midpoint | 39 | 41 | 310.0 | 310.4 |
| Maximum | 39 | 41 | 393.8 | 394.3 |

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 Operating Officer - Subsidiary/Group 100.011.120

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US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

Consumer Goods

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 7 | 7 | -- | 287.9 | 346.3 | 315.3 | 390.0 | -- |
| Base Salary - Org Wtd | 7 | 7 | -- | 287.9 | 346.3 | 315.3 | 390.0 | -- |
| Base Salary - Incentive Eligible | 7 | 7 | -- | 287.9 | 346.3 | 315.3 | 390.0 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

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

| | | | | | | | | |
|------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 7 | 7 | -- | 288.5 | 499.0 | 434.4 | 594.1 | -- |
| Total Cash Comp (Actual) - Org Wtd | 7 | 7 | -- | 288.5 | 499.0 | 434.4 | 594.1 | -- |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 512.5 | 526.5 | -- | -- |
| Total Cash Comp (Target) | 6 | 6 | -- | -- | 432.4 | 441.8 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|----|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 7 | 7 | -- | 288.5 | 512.5 | 482.9 | 662.6 | -- |
| 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 | 6 | 6 | 86% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 2 | 2 | 40% |
| 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) | 4 | 4 | --% | --% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| 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) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 3 | 3 | --% | --% |

| | | | | |
|----------------------------|---|---|----|----|
| 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 Operating Officer - Subsidiary/Group 100.011.120

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US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

Energy

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 5 | 5 | -- | -- | 324.0 | 324.0 | -- | -- |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 324.0 | 324.0 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 324.0 | 324.0 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|----|----|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| 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 | 5 | 5 | -- | -- | 500.0 | 446.3 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 500.0 | 446.3 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 453.6 | 448.3 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|---|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 651.4 | 616.0 | -- | -- |
| 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 | 5 | 5 | 100% |
| Sales Incentive | 0 | -- | --% |
| Profit Sharing | 0 | -- | --% |
| Long-term Incentive | 5 | 5 | 100% |

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

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 2 | 2 | --% | --% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 4 | 4 | --% | --% |
| 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 | 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 Operating Officer - Subsidiary/Group 100.011.120

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100.011.120 Chief Operating Officer - Subsidiary/Group

Financial Services

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 218.1 | 249.1 | 350.0 | 356.8 | 425.0 | 565.0 |
| Base Salary - Org Wtd | 11 | 11 | 218.1 | 249.1 | 350.0 | 356.8 | 425.0 | 565.0 |
| Base Salary - Incentive Eligible | 10 | 10 | 220.7 | 313.5 | 350.0 | 370.4 | 425.0 | 582.5 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 151.5 | 121.3 | -- | -- |
| Short-term Incentive (Actual) | 10 | 10 | 41.7 | 59.0 | 200.6 | 378.6 | 578.5 | 1,342.0 |
| 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 | 11 | 11 | 228.0 | 308.7 | 517.8 | 700.9 | 863.0 | 1,704.0 |
| Total Cash Comp (Actual) - Org Wtd | 11 | 11 | 228.0 | 308.7 | 517.8 | 700.9 | 863.0 | 1,704.0 |
| Total Cash Comp (Actual) - Rcvrs | 10 | 10 | 262.6 | 382.6 | 576.9 | 749.0 | 1,047.3 | 1,717.0 |
| Total Cash Comp (Target) | 9 | 9 | -- | 259.8 | 395.3 | 390.6 | 506.5 | -- |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 488.1 | 460.5 | -- | -- |

| | | | | | | | | |
|--|----|----|-------|-------|-------|---------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 11 | 11 | 248.0 | 308.7 | 517.8 | 1,049.6 | 908.1 | 3,986.1 |
| 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 | 10 | 10 | 91% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 5 | 5 | 45% |

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

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 10 | 10 | 93.2% | 93.2% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 5 | 5 | 34.6% | 34.6% |
| 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) | 4 | 4 | --% | --% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 5 | 232.8 | 232.8 |
| Midpoint | 5 | 5 | 301.2 | 301.2 |
| Maximum | 5 | 5 | 369.5 | 369.5 |

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 Operating Officer - Subsidiary/Group 100.011.120

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100.011.120 Chief Operating Officer - Subsidiary/Group

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 5 | 5 | -- | -- | 222.2 | 248.9 | -- | -- |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 222.2 | 248.9 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 222.2 | 248.9 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|-------|-------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 100.0 | 102.6 | -- | -- |
| 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 | -- | -- | 330.4 | 344.1 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 330.4 | 344.1 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 322.3 | 351.5 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 322.3 | 351.5 | -- | -- |

| | | | | | | | | |
|--|---|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 388.0 | 393.1 | -- | -- |
| Total Direct Comp (Actual) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |

*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 | 5 | 5 | 100% |
| Sales Incentive | 0 | -- | --% |
| Profit Sharing | 1 | 1 | 20% |
| Long-term Incentive | 5 | 5 | 100% |

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

| 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) | 5 | 5 | 39.3% | 39.3% |
| Short-term Incentive (Maximum) | 3 | 3 | --% | --% |
| 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 | 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 Operating Officer - Subsidiary/Group 100.011.120

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100.011.120 Chief Operating Officer - Subsidiary/Group

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 6 | 8 | -- | -- | 332.0 | 309.7 | -- | -- |
| Base Salary - Org Wtd | 6 | 8 | -- | -- | 324.5 | 302.5 | -- | -- |
| Base Salary - Incentive Eligible | *5 | 7 | -- | -- | 333.9 | 329.6 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|-------|-------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *5 | 7 | -- | -- | 167.5 | 174.5 | -- | -- |
| Short-term Incentive (Actual) | *5 | 7 | -- | -- | 233.5 | 215.8 | -- | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *5 | 7 | -- | -- | 242.2 | 203.4 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|---|----|----|-------|-------|----|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 6 | 8 | -- | -- | 558.5 | 515.6 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 6 | 8 | -- | -- | 557.1 | 486.1 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | *5 | 7 | -- | -- | 576.9 | 564.9 | -- | -- |
| Total Cash Comp (Target) | 6 | 8 | -- | -- | 490.5 | 462.4 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | *5 | 7 | -- | -- | 502.5 | 504.1 | -- | -- |

| | | | | | | | | |
|--|----|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 6 | 8 | -- | -- | 770.7 | 693.6 | -- | -- |
| Total Direct Comp (Actual) - Rcvrs | *5 | 7 | -- | -- | 800.8 | 768.3 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 5 | 7 | 88% |
| Sales Incentive | 1 | 1 | 14% |
| Profit Sharing | 0 | -- | --% |
| Long-term Incentive | 6 | 8 | 100% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 38% | 43% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 75% | 71% |
| Performance Shares/Share Units | 50% | 57% |
| Performance Cash Units | 25% | 0% |
| Long-term Cash | 13% | 0% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 5 | 7 | 61.2% | 63.9% |
| Short-term Incentive (Threshold) | 2 | 3 | --% | --% |
| Short-term Incentive (Target) | 5 | 7 | 56.0% | 52.9% |
| Short-term Incentive (Maximum) | 3 | 4 | --% | --% |
| Sales Incentive (Actual) | 1 | 1 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 7 | 59.5% | 60.7% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 7 | 238.8 | 236.2 |
| Midpoint | 5 | 7 | 319.0 | 318.4 |
| Maximum | 5 | 7 | 399.3 | 400.7 |

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 Operating Officer - Subsidiary/Group 100.011.120

2014

US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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

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 | 14 | 14 | 181.2 | 229.5 | 330.6 | 340.4 | 415.1 | 584.4 |
| Base Salary - Org Wtd | 14 | 14 | 181.2 | 229.5 | 330.6 | 340.4 | 415.1 | 584.4 |
| Base Salary - Incentive Eligible | 13 | 13 | 173.4 | 233.3 | 344.2 | 348.9 | 430.3 | 606.3 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 10 | 10 | 110.4 | 120.7 | 223.0 | 299.7 | 334.0 | 910.5 |
| Short-term Incentive (Actual) | 11 | 11 | 35.6 | 100.0 | 190.3 | 177.9 | 249.7 | 338.4 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 5 | 5 | -- | -- | 357.5 | 318.1 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 14 | 14 | 202.9 | 327.3 | 446.6 | 486.1 | 617.6 | 851.7 |
| Total Cash Comp (Actual) - Org Wtd | 14 | 14 | 202.9 | 327.3 | 446.6 | 486.1 | 617.6 | 851.7 |
| Total Cash Comp (Actual) - Rcvrs | 12 | 12 | 219.0 | 337.0 | 479.1 | 508.3 | 681.4 | 888.4 |
| Total Cash Comp (Target) | 13 | 13 | 264.8 | 336.0 | 473.9 | 586.2 | 646.1 | 1,354.6 |
| Total Cash Comp (Target) - Rcvrs | 10 | 10 | 331.2 | 398.5 | 541.6 | 661.3 | 807.2 | 1,407.4 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 14 | 14 | 202.9 | 327.3 | 495.6 | 599.7 | 893.3 | 1,265.3 |
| Total Direct Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 876.6 | 887.5 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 13 | 13 | 93% |
| Sales Incentive | 1 | 1 | 13% |
| Profit Sharing | 1 | 1 | 17% |
| Long-term Incentive | 5 | 5 | 36% |

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

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 11 | 11 | 52.9% | 52.9% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 10 | 10 | 76.5% | 76.5% |
| Short-term Incentive (Maximum) | 5 | 5 | 126.5% | 126.5% |
| Sales Incentive (Actual) | 1 | 1 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 5 | 75.3% | 75.3% |

| | | | | |
|----------------------------|---|---|----|----|
| 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 Operating Officer - Subsidiary/Group 100.011.120

2014

US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

Other Non-Manufacturing

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 | 12 | 209.0 | 271.4 | 464.7 | 688.0 | 1,233.8 | 1,500.0 |
| Base Salary - Org Wtd | 11 | 12 | 226.0 | 335.7 | 468.1 | 730.1 | 1,350.0 | 1,500.0 |
| Base Salary - Incentive Eligible | 9 | 10 | 203.0 | 245.0 | 418.5 | 525.6 | 746.3 | 1,303.5 |
| Base Salary - Not Incentive Eligible | *2 | 2 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|-------|-------|-------|---------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 8 | 9 | -- | 193.9 | 400.0 | 501.0 | 770.4 | -- |
| Short-term Incentive (Actual) | 8 | 9 | -- | 172.4 | 303.1 | 481.8 | 838.8 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 8 | 8 | -- | 49.2 | 188.8 | 753.5 | 1,645.1 | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|---------|---------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 11 | 12 | 432.0 | 541.5 | 720.9 | 1,050.5 | 1,500.0 | 2,403.7 |
| Total Cash Comp (Actual) - Org Wtd | 11 | 12 | 428.6 | 488.7 | 738.0 | 1,082.2 | 1,500.0 | 2,452.5 |
| Total Cash Comp (Actual) - Rcvrs | 8 | 9 | -- | 472.1 | 703.8 | 989.6 | 1,424.1 | -- |
| Total Cash Comp (Target) | 11 | 12 | 281.0 | 493.4 | 812.6 | 1,063.7 | 1,500.0 | 2,407.7 |
| Total Cash Comp (Target) - Rcvrs | 8 | 9 | -- | 516.8 | 738.0 | 1,059.4 | 1,562.9 | -- |

| | | | | | | | | |
|--|----|----|-------|-------|---------|---------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 11 | 12 | 494.9 | 557.4 | 735.6 | 1,552.8 | 2,265.5 | 4,622.6 |
| Total Direct Comp (Actual) - Rcvrs | 8 | 8 | -- | 565.7 | 1,311.6 | 2,000.5 | 3,932.6 | -- |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 9 | 10 | 83% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 25% |
| Long-term Incentive | 10 | 10 | 83% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 10% | 13% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 50% | 50% |
| Performance Shares/Share Units | 20% | 25% |
| Performance Cash Units | 20% | 13% |
| Long-term Cash | 20% | 13% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 8 | 9 | 90.2% | 104.2% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 8 | 9 | 83.1% | 88.3% |
| Short-term Incentive (Maximum) | 5 | 5 | 144.8% | 144.8% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 8 | 8 | 78.3% | 78.3% |

| | | | | |
|----------------------------|---|---|----|----|
| 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 Operating Officer - Subsidiary/Group 100.011.120

2014

US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

Retail & Wholesale

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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) | | | | | | | | | 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 | 6 | 6 | -- | -- | 392.0 | 430.3 | -- | -- | Short-term Incentive | 5 | 5 | 83% |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 392.0 | 430.3 | -- | -- | Sales Incentive | 0 | 0 | --% |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 383.9 | 436.4 | -- | -- | Profit Sharing | 0 | 0 | --% |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | Long-term Incentive | 2 | 2 | 40% |
| Incentives | | | | | | | | | | | | |
| Short-term Incentive (Target) | *3 | 3 | -- | -- | -- | -- | -- | -- | Of Those LTI Eligible: | | | |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 152.0 | 339.2 | -- | -- | | % 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) | *2 | 2 | -- | -- | -- | -- | -- | -- | Performance Shares/Share Units | --% | | --% |
| | | | | | | | | | Performance Cash Units | --% | | --% |
| | | | | | | | | | Long-term Cash | --% | | --% |
| Total Cash Compensation | | | | | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 6 | 6 | -- | -- | 468.0 | 713.0 | -- | -- | Incentives (Mean as % of Base) | | | |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 468.0 | 713.0 | -- | -- | | Num Orgs | Num Obs | Org Wtd |
| Total Cash Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 535.9 | 775.6 | -- | -- | Short-term Incentive (Actual) | 5 | 5 | 58.6% |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 400.0 | 491.5 | -- | -- | Short-term Incentive (Threshold) | 1 | 1 | --% |
| Total Cash Comp (Target) - Rcvrs | *3 | 3 | -- | -- | -- | -- | -- | -- | 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) | 2 | 2 | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | | | | |
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 511.0 | 830.4 | -- | -- | Salary Range (Mean) | | | |
| Total Direct Comp (Actual) - Rcvrs | *2 | 2 | -- | -- | -- | -- | -- | -- | | Minimum | 3 | 3 |
| | | | | | | | | | | Midpoint | 3 | 3 |
| | | | | | | | | | | Maximum | 3 | 3 |

*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 Operating Officer - Subsidiary/Group 100.011.120

2014

US MBD: Mercer Benchmark Database Executive

100.011.120 Chief Operating Officer - Subsidiary/Group

In compliance with goals, policies, and objectives established by the Chief Executive Officer and the Board of Directors, directs, coordinates, and administers all aspects of organization operations through subordinates. Assists in the development of organization policies that encompass such areas as personnel, financial performance, and organization expansion. 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 |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|
| Base Salary | | | | | | | | |
| Base Salary - Inc Wtd | 24 | 25 | 205.7 | 261.2 | 323.6 | 383.5 | 410.1 | 756.2 |
| Base Salary - Org Wtd | 24 | 25 | 200.9 | 260.9 | 328.1 | 388.8 | 410.2 | 762.3 |
| Base Salary - Incentive Eligible | 21 | 22 | 232.5 | 264.2 | 328.1 | 398.7 | 412.6 | 774.4 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 21 | 22 | 60.2 | 87.9 | 125.5 | 200.4 | 263.4 | 407.2 |
| Short-term Incentive (Actual) | 17 | 17 | 33.7 | 44.1 | 114.0 | 174.4 | 313.0 | 399.2 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 7 | 7 | -- | -- | 118.9 | 507.8 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 24 | 25 | 216.6 | 284.8 | 390.0 | 502.1 | 665.5 | 1,001.8 |
| Total Cash Comp (Actual) - Org Wtd | 24 | 25 | 214.4 | 304.9 | 395.0 | 512.3 | 672.7 | 1,034.4 |
| Total Cash Comp (Actual) - Rcvs | 17 | 17 | 284.5 | 321.9 | 533.8 | 600.4 | 837.1 | 1,241.7 |
| Total Cash Comp (Target) | 22 | 23 | 297.5 | 375.0 | 420.7 | 590.9 | 800.0 | 969.6 |
| Total Cash Comp (Target) - Rcvs | 21 | 22 | 290.6 | 369.7 | 454.1 | 599.1 | 805.1 | 984.8 |

| | | | | | | | | |
|--|----|----|-------|-------|---------|---------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 24 | 25 | 227.8 | 284.8 | 390.0 | 644.3 | 868.8 | 1,782.6 |
| Total Direct Comp (Actual) - Rcvs | 7 | 7 | -- | -- | 1,316.3 | 1,119.4 | -- | -- |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 21 | 22 | 96% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 11 | 11 | 50% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 18% | 14% |
| Share Appreciation Rights (SARs) | 9% | 14% |
| Restricted Shares/Share Units | 9% | 14% |
| Performance Shares/Share Units | 0% | 0% |
| Performance Cash Units | 9% | 14% |
| Long-term Cash | 73% | 71% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 17 | 17 | 40.4% | 40.4% |
| Short-term Incentive (Threshold) | 6 | 6 | 29.8% | 29.8% |
| Short-term Incentive (Target) | 21 | 22 | 47.4% | 47.5% |
| Short-term Incentive (Maximum) | 13 | 13 | 85.4% | 85.4% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 7 | 7 | 136.8% | 136.8% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 12 | 12 | 194.8 | 194.8 |
| Midpoint | 12 | 12 | 266.7 | 266.7 |
| Maximum | 12 | 12 | 338.5 | 338.5 |

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 Operating Officer - Subsidiary/Group 100.011.120

2014

US MBD: Mercer Benchmark Database Executive

210.300.120 Chief Risk Officer

This is the top risk management strategy position with responsibility for overseeing the organization's risk management policies and procedures. Ensures the organization's risk management policies and strategies are in compliance with Sarbanes Oxley. May oversee all risks of the organization including operational, market, and financial. Monitors and analyzes risks within the company's business units. Reports findings to senior executives and/or the organization's board of directors. Must report to a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Top Legal Executive or Top Administrative Executive. Note: If employee does not report to a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Top Legal Executive or Top Administrative Executive please match to Risk Management/Loss Prevention Executive. 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 | 104 | 104 | 170.0 | 204.3 | 251.9 | 272.0 | 323.3 | 400.0 |
| Base Salary - Org Wtd | 104 | 104 | 170.0 | 204.3 | 251.9 | 272.0 | 323.3 | 400.0 |
| Base Salary - Incentive Eligible | 88 | 88 | 176.1 | 209.3 | 262.3 | 278.9 | 329.0 | 400.6 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 72 | 72 | 41.4 | 63.0 | 100.2 | 134.9 | 137.2 | 333.8 |
| Short-term Incentive (Actual) | 76 | 76 | 33.2 | 75.0 | 109.7 | 164.5 | 180.4 | 366.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 55 | 55 | 39.3 | 80.3 | 143.4 | 208.7 | 294.2 | 466.8 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 104 | 104 | 189.5 | 233.0 | 349.9 | 392.7 | 459.7 | 686.8 |
| Total Cash Comp (Actual) - Org Wtd | 104 | 104 | 189.5 | 233.0 | 349.9 | 392.7 | 459.7 | 686.8 |
| Total Cash Comp (Actual) - Rcvrs | 76 | 76 | 218.5 | 286.5 | 372.6 | 444.4 | 502.2 | 799.6 |
| Total Cash Comp (Target) | 94 | 94 | 184.9 | 239.5 | 347.3 | 376.8 | 425.0 | 617.2 |
| Total Cash Comp (Target) - Rcvrs | 72 | 72 | 211.2 | 300.1 | 363.1 | 412.2 | 476.2 | 744.6 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 104 | 104 | 189.5 | 250.5 | 415.0 | 503.1 | 613.7 | 992.5 |
| Total Direct Comp (Actual) - Rcvrs | 55 | 55 | 276.6 | 446.9 | 575.0 | 676.0 | 764.4 | 1,214.4 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 88 | 88 | 85% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 5 | 5 | 8% |
| Long-term Incentive | 67 | 67 | 68% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 42% | 40% |
| Share Appreciation Rights (SARs) | 6% | 5% |
| Restricted Shares/Share Units | 61% | 56% |
| Performance Shares/Share Units | 33% | 31% |
| Performance Cash Units | 13% | 5% |
| Long-term Cash | 28% | 22% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 76 | 76 | 53.4% | 53.4% |
| Short-term Incentive (Threshold) | 29 | 29 | 19.2% | 19.2% |
| Short-term Incentive (Target) | 72 | 72 | 43.7% | 43.7% |
| Short-term Incentive (Maximum) | 50 | 50 | 74.6% | 74.6% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 55 | 55 | 62.6% | 62.6% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 60 | 60 | 186.0 | 186.0 |
| Midpoint | 60 | 60 | 250.4 | 250.4 |
| Maximum | 60 | 60 | 314.7 | 314.7 |

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 Risk Officer 210.300.120

2014

US MBD: Mercer Benchmark Database Executive

210.300.120 Chief Risk Officer

Energy

This is the top risk management strategy position with responsibility for overseeing the organization's risk management policies and procedures. Ensures the organization's risk management policies and strategies are in compliance with Sarbanes Oxley. May oversee all risks of the organization including operational, market, and financial. Monitors and analyzes risks within the company's business units. Reports findings to senior executives and/or the organization's board of directors. Must report to a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Top Legal Executive or Top Administrative Executive. Note: If employee does not report to a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Top Legal Executive or Top Administrative Executive please match to Risk Management/Loss Prevention Executive. 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 | 6 | 6 | -- | -- | 248.6 | 267.8 | -- | -- |
| Base Salary - Org Wtd | 6 | 6 | -- | -- | 248.6 | 267.8 | -- | -- |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 251.0 | 275.5 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|---|---|----|----|----|----|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| 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 | -- | -- | 351.0 | 350.6 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | 6 | 6 | -- | -- | 351.0 | 350.6 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | 6 | 6 | -- | -- | 347.3 | 334.3 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|---|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 6 | 6 | -- | -- | 495.3 | 477.7 | -- | -- |
| 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 | -- | --% |
| Long-term Incentive | 5 | 5 | 83% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 40% | --% |
| Share Appreciation Rights (SARs) | 20% | --% |
| Restricted Shares/Share Units | 100% | --% |
| Performance Shares/Share Units | 60% | --% |
| 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) | 4 | 4 | --% | --% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 4 | 4 | --% | --% |
| 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 | 197.2 | 197.2 |
| Midpoint | 5 | 5 | 247.5 | 247.5 |
| Maximum | 5 | 5 | 297.8 | 297.8 |

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 Risk Officer 210.300.120

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US MBD: Mercer Benchmark Database Executive

210.300.120 Chief Risk Officer

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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 | 30 | 30 | 180.2 | 233.8 | 277.0 | 302.4 | 385.0 | 460.5 |
| Base Salary - Org Wtd | 30 | 30 | 180.2 | 233.8 | 277.0 | 302.4 | 385.0 | 460.5 |
| Base Salary - Incentive Eligible | 25 | 25 | 185.7 | 242.4 | 278.0 | 308.0 | 390.0 | 450.3 |
| Base Salary - Not Incentive Eligible | *1 | 1 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 19 | 19 | 50.0 | 79.6 | 127.4 | 196.7 | 303.0 | 525.0 |
| Short-term Incentive (Actual) | 25 | 25 | 82.0 | 94.7 | 145.5 | 245.6 | 304.8 | 597.3 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 19 | 19 | 37.3 | 55.2 | 196.2 | 219.5 | 294.2 | 592.7 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 30 | 30 | 236.7 | 324.6 | 414.5 | 508.0 | 661.8 | 926.3 |
| Total Cash Comp (Actual) - Org Wtd | 30 | 30 | 236.7 | 324.6 | 414.5 | 508.0 | 661.8 | 926.3 |
| Total Cash Comp (Actual) - Rcvrs | 25 | 25 | 269.0 | 355.2 | 495.6 | 554.7 | 767.2 | 961.3 |
| Total Cash Comp (Target) | 27 | 27 | 220.1 | 247.0 | 372.4 | 438.2 | 527.7 | 876.6 |
| Total Cash Comp (Target) - Rcvrs | 19 | 19 | 238.7 | 333.5 | 414.0 | 500.2 | 660.0 | 882.8 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|---------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 30 | 30 | 236.7 | 359.3 | 511.0 | 647.1 | 855.2 | 1,228.0 |
| Total Direct Comp (Actual) - Rcvrs | 19 | 19 | 312.1 | 446.9 | 731.2 | 773.1 | 1,025.5 | 1,341.1 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 25 | 25 | 83% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 14% |
| Long-term Incentive | 22 | 22 | 79% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 53% | 53% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 74% | 68% |
| Performance Shares/Share Units | 37% | 32% |
| Performance Cash Units | 5% | 0% |
| Long-term Cash | 26% | 26% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 25 | 25 | 75.6% | 75.6% |
| Short-term Incentive (Threshold) | 6 | 6 | 28.9% | 28.9% |
| Short-term Incentive (Target) | 19 | 19 | 59.4% | 59.4% |
| Short-term Incentive (Maximum) | 13 | 13 | 101.2% | 101.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 19 | 19 | 61.7% | 61.7% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 15 | 15 | 219.3 | 219.3 |
| Midpoint | 15 | 15 | 304.8 | 304.8 |
| Maximum | 15 | 15 | 390.2 | 390.2 |

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

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210.300.120 Chief Risk Officer

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 | 225.5 | 246.2 | 282.2 | 309.6 | 370.6 | 491.2 |
| Base Salary - Org Wtd | 20 | 20 | 225.5 | 246.2 | 282.2 | 309.6 | 370.6 | 491.2 |
| Base Salary - Incentive Eligible | 20 | 20 | 225.5 | 246.2 | 282.2 | 309.6 | 370.6 | 491.2 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Short-term Incentive (Target) | 18 | 18 | 50.7 | 74.3 | 105.7 | 156.8 | 174.3 | 502.5 |
| Short-term Incentive (Actual) | 18 | 18 | 74.0 | 100.9 | 160.0 | 208.7 | 264.4 | 526.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 14 | 14 | 78.9 | 108.1 | 139.2 | 224.5 | 257.1 | 677.3 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Cash Comp (Actual) - Inc Wtd | 20 | 20 | 276.5 | 340.1 | 440.0 | 498.6 | 598.4 | 980.6 |
| Total Cash Comp (Actual) - Org Wtd | 20 | 20 | 276.5 | 340.1 | 440.0 | 498.6 | 598.4 | 980.6 |
| Total Cash Comp (Actual) - Rcvs | 18 | 18 | 320.4 | 343.5 | 446.6 | 521.5 | 627.3 | 1,029.3 |
| Total Cash Comp (Target) | 19 | 19 | 300.5 | 322.3 | 400.0 | 462.7 | 510.0 | 1,000.0 |
| Total Cash Comp (Target) - Rcvs | 18 | 18 | 298.2 | 319.5 | 391.1 | 466.1 | 511.2 | 1,005.0 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|-----------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Comp (Actual) | 20 | 20 | 277.9 | 374.3 | 551.4 | 655.7 | 708.2 | 1,591.3 |
| Total Direct Comp (Actual) - Rcvs | 14 | 14 | 412.0 | 512.8 | 600.2 | 788.3 | 918.2 | 1,793.6 |

*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 | 1 | 1 | 9% |
| Long-term Incentive | 15 | 15 | 79% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 33% | 29% |
| Share Appreciation Rights (SARs) | 7% | 7% |
| Restricted Shares/Share Units | 33% | 29% |
| Performance Shares/Share Units | 33% | 21% |
| Performance Cash Units | 40% | 21% |
| Long-term Cash | 33% | 21% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 18 | 18 | 61.3% | 61.3% |
| Short-term Incentive (Threshold) | 5 | 5 | 19.0% | 19.0% |
| Short-term Incentive (Target) | 18 | 18 | 45.6% | 45.6% |
| Short-term Incentive (Maximum) | 8 | 8 | 81.9% | 81.9% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 14 | 14 | 62.7% | 62.7% |

Salary Range (Mean)

| | | | | |
|----------|----|----|-------|-------|
| Minimum | 10 | 10 | 185.0 | 185.0 |
| Midpoint | 10 | 10 | 249.6 | 249.6 |
| Maximum | 10 | 10 | 314.1 | 314.1 |

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

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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 | -- | 189.9 | 200.0 | 205.9 | 216.7 | -- |
| Base Salary - Org Wtd | 7 | 7 | -- | 189.9 | 200.0 | 205.9 | 216.7 | -- |
| Base Salary - Incentive Eligible | 7 | 7 | -- | 189.9 | 200.0 | 205.9 | 216.7 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|-------|------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 4 | 4 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | 5 | 5 | -- | -- | 100.0 | 79.7 | -- | -- |
| 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 | 7 | 7 | -- | 200.0 | 253.9 | 262.8 | 332.1 | -- |
| Total Cash Comp (Actual) - Org Wtd | 7 | 7 | -- | 200.0 | 253.9 | 262.8 | 332.1 | -- |
| Total Cash Comp (Actual) - Rcvs | 5 | 5 | -- | -- | 289.9 | 294.0 | -- | -- |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 270.0 | 270.8 | -- | -- |
| Total Cash Comp (Target) - Rcvs | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|----|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 7 | 7 | -- | 200.0 | 253.9 | 324.5 | 461.4 | -- |
| Total Direct Comp (Actual) - Rcvs | *2 | 2 | -- | -- | -- | -- | -- | -- |

*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 | 2 | 2 | 29% |

| 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 | 37.2% | 37.2% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 4 | 4 | --% | --% |
| 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) | 2 | 2 | --% | --% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 5 | 164.2 | 164.2 |
| Midpoint | 5 | 5 | 217.7 | 217.7 |
| Maximum | 5 | 5 | 271.1 | 271.1 |

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 Risk Officer 210.300.120

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210.300.120 Chief Risk Officer

Retail & Wholesale

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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 | 7 | 7 | -- | 135.5 | 250.0 | 240.8 | 315.0 | -- | Short-term Incentive | 7 | 7 | 100% |
| Base Salary - Org Wtd | 7 | 7 | -- | 135.5 | 250.0 | 240.8 | 315.0 | -- | Sales Incentive | 0 | 0 | --% |
| Base Salary - Incentive Eligible | 7 | 7 | -- | 135.5 | 250.0 | 240.8 | 315.0 | -- | Profit Sharing | 0 | 0 | --% |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | Long-term Incentive | 7 | 7 | 100% |
| Incentives | | | | | | | | | | | | |
| Short-term Incentive (Target) | 7 | 7 | -- | 33.9 | 60.3 | 65.0 | 100.0 | -- | Of Those LTI Eligible: | | | |
| Short-term Incentive (Actual) | 6 | 6 | -- | -- | 34.6 | 56.6 | -- | -- | | % Eligible | | % Receiving |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | Stock/Share Options | | 43% | 40% |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Share Appreciation Rights (SARs) | | 14% | 20% |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Restricted Shares/Share Units | | 57% | 40% |
| Long-term Incentive (Black-Scholes) | 5 | 5 | -- | -- | 69.9 | 84.6 | -- | -- | Performance Shares/Share Units | | 0% | 0% |
| | | | | | | | | | Performance Cash Units | | 0% | 0% |
| | | | | | | | | | Long-term Cash | | 43% | 20% |
| Total Cash Compensation | | | | | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 7 | 7 | -- | 169.4 | 285.4 | 289.3 | 428.8 | -- | Incentives (Mean as % of Base) | | | |
| Total Cash Comp (Actual) - Org Wtd | 7 | 7 | -- | 169.4 | 285.4 | 289.3 | 428.8 | -- | | Num Orgs | Num Obs | Org Wtd |
| Total Cash Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 306.5 | 304.1 | -- | -- | Short-term Incentive (Actual) | 6 | 6 | 22.1% |
| Total Cash Comp (Target) | 7 | 7 | -- | 169.4 | 350.0 | 305.9 | 417.2 | -- | Short-term Incentive (Threshold) | 3 | 3 | --% |
| Total Cash Comp (Target) - Rcvrs | 7 | 7 | -- | 169.4 | 350.0 | 305.9 | 417.2 | -- | Short-term Incentive (Target) | 7 | 7 | 26.4% |
| | | | | | | | | | Short-term Incentive (Maximum) | 6 | 6 | 53.2% |
| | | | | | | | | | Sales Incentive (Actual) | 0 | 0 | --% |
| | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% |
| | | | | | | | | | Profit Sharing (Actual) | 0 | 0 | --% |
| | | | | | | | | | Long-term Incentive (Black-Scholes) | 5 | 5 | 33.6% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | | | | |
| Total Direct Comp (Actual) | 7 | 7 | -- | 169.4 | 327.6 | 349.8 | 495.2 | -- | Salary Range (Mean) | | | |
| Total Direct Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 485.4 | 390.3 | -- | -- | | Num Orgs | Num Obs | Org Wtd |
| | | | | | | | | | Minimum | 4 | 4 | -- |
| | | | | | | | | | Midpoint | 4 | 4 | -- |
| | | | | | | | | | Maximum | 4 | 4 | -- |

*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 Risk Officer 210.300.120

2014

US MBD: Mercer Benchmark Database Executive

210.300.120 Chief Risk Officer

This is the top risk management strategy position with responsibility for overseeing the organization's risk management policies and procedures. Ensures the organization's risk management policies and strategies are in compliance with Sarbanes Oxley. May oversee all risks of the organization including operational, market, and financial. Monitors and analyzes risks within the company's business units. Reports findings to senior executives and/or the organization's board of directors. Must report to a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Top Legal Executive or Top Administrative Executive. Note: If employee does not report to a Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Top Legal Executive or Top Administrative Executive please match to Risk Management/Loss Prevention Executive. 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 | 24 | 24 | 169.5 | 196.5 | 235.0 | 254.8 | 329.0 | 370.0 |
| Base Salary - Org Wtd | 24 | 24 | 169.5 | 196.5 | 235.0 | 254.8 | 329.0 | 370.0 |
| Base Salary - Incentive Eligible | 15 | 15 | 173.1 | 206.8 | 275.0 | 275.8 | 330.4 | 380.3 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 11 | 11 | 27.9 | 46.3 | 103.3 | 94.5 | 132.0 | 137.3 |
| Short-term Incentive (Actual) | 10 | 10 | 29.2 | 45.5 | 81.2 | 80.9 | 109.8 | 130.7 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 7 | 7 | -- | 105.2 | 206.6 | 271.7 | 370.5 | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 24 | 24 | 183.0 | 199.2 | 255.2 | 288.5 | 372.5 | 455.4 |
| Total Cash Comp (Actual) - Org Wtd | 24 | 24 | 183.0 | 199.2 | 255.2 | 288.5 | 372.5 | 455.4 |
| Total Cash Comp (Actual) - Rcvrs | 10 | 10 | 188.2 | 253.3 | 380.6 | 359.7 | 455.3 | 470.2 |
| Total Cash Comp (Target) | 20 | 20 | 179.0 | 199.2 | 301.7 | 308.0 | 403.5 | 475.9 |
| Total Cash Comp (Target) - Rcvrs | 11 | 11 | 189.1 | 308.0 | 376.6 | 372.9 | 462.0 | 499.3 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 24 | 24 | 183.0 | 199.2 | 255.2 | 367.7 | 514.1 | 703.8 |
| Total Direct Comp (Actual) - Rcvrs | 7 | 7 | -- | 528.1 | 575.0 | 622.4 | 745.5 | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 15 | 15 | 65% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 9 | 9 | 43% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 22% | 29% |
| Share Appreciation Rights (SARs) | 11% | 14% |
| Restricted Shares/Share Units | 67% | 57% |
| Performance Shares/Share Units | 33% | 43% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 33% | 29% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 10 | 10 | 28.6% | 28.6% |
| Short-term Incentive (Threshold) | 7 | 7 | 13.8% | 13.8% |
| Short-term Incentive (Target) | 11 | 11 | 33.5% | 33.5% |
| Short-term Incentive (Maximum) | 10 | 10 | 54.5% | 54.5% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 7 | 7 | 82.2% | 82.2% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 16 | 16 | 181.3 | 181.3 |
| Midpoint | 16 | 16 | 245.8 | 245.8 |
| Maximum | 16 | 16 | 310.3 | 310.3 |

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 Risk Officer 210.300.120

2014

US MBD: Mercer Benchmark Database Executive

310.376.130 Chief Technology Officer

Responsible for establishing current and long-range direction of technology aimed at keeping the organization on the forefront of change. Generally, this may include the analysis of purchased systems, hardware and software, or the internal design and development of hardware and software systems. Dispenses technical advice, guidance, direction, and authorization to carry out major plans and procedures. Coordinates the design, development, marketing, and maintenance of technology projects or product lines. Analyzes new technologies and runs competitive analyses. Promotes the interfacing and control of the organization's present technology and the dissemination of technological information throughout the organization. Frequently reports to a Chief Information Officer.

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 | 149 | 184 | 167.7 | 190.0 | 219.7 | 232.6 | 260.0 | 314.6 |
| Base Salary - Org Wtd | 149 | 184 | 160.0 | 188.0 | 220.0 | 233.9 | 269.6 | 316.2 |
| Base Salary - Incentive Eligible | 129 | 163 | 173.3 | 192.7 | 225.0 | 237.6 | 261.0 | 321.3 |
| Base Salary - Not Incentive Eligible | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|-----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 111 | 144 | 34.8 | 43.3 | 65.0 | 92.0 | 113.4 | 173.7 |
| Short-term Incentive (Actual) | 104 | 134 | 20.1 | 33.0 | 64.3 | 98.2 | 126.0 | 177.3 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *5 | 6 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 58 | 85 | 30.7 | 60.0 | 111.9 | 203.2 | 226.2 | 420.2 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 149 | 184 | 174.5 | 208.8 | 261.5 | 305.0 | 343.9 | 468.3 |
| Total Cash Comp (Actual) - Org Wtd | 149 | 184 | 170.0 | 204.4 | 276.1 | 311.7 | 364.4 | 483.7 |
| Total Cash Comp (Actual) - Rcvrs | 105 | 135 | 203.3 | 244.8 | 293.2 | 339.9 | 385.5 | 513.6 |
| Total Cash Comp (Target) | 133 | 167 | 177.5 | 225.6 | 281.9 | 310.2 | 371.6 | 447.1 |
| Total Cash Comp (Target) - Rcvrs | 111 | 144 | 211.0 | 238.0 | 293.6 | 329.6 | 382.0 | 461.0 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 149 | 184 | 174.5 | 226.3 | 298.4 | 398.9 | 447.5 | 752.8 |
| Total Direct Comp (Actual) - Rcvrs | 58 | 85 | 271.6 | 321.0 | 440.8 | 554.7 | 645.9 | 993.6 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 128 | 162 | 90% |
| Sales Incentive | 1 | 1 | 1% |
| Profit Sharing | 12 | 13 | 10% |
| Long-term Incentive | 73 | 101 | 59% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 58% | 48% |
| Share Appreciation Rights (SARs) | 1% | 0% |
| Restricted Shares/Share Units | 73% | 73% |
| Performance Shares/Share Units | 28% | 28% |
| Performance Cash Units | 4% | 1% |
| Long-term Cash | 16% | 16% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 104 | 134 | 39.9% | 36.3% |
| Short-term Incentive (Threshold) | 41 | 64 | 15.4% | 13.8% |
| Short-term Incentive (Target) | 111 | 144 | 35.9% | 34.6% |
| Short-term Incentive (Maximum) | 72 | 101 | 56.9% | 54.9% |
| Sales Incentive (Actual) | 1 | 1 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 5 | 6 | --% | --% |
| Long-term Incentive (Black-Scholes) | 58 | 85 | 81.0% | 74.8% |

| | | | | |
|----------------------------|----|-----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 81 | 108 | 161.0 | 159.9 |
| Midpoint | 81 | 108 | 216.3 | 217.4 |
| Maximum | 81 | 108 | 271.6 | 275.0 |

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 Technology Officer 310.376.130

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310.376.130 Chief Technology Officer

Consumer Goods

Responsible for establishing current and long-range direction of technology aimed at keeping the organization on the forefront of change. Generally, this may include the analysis of purchased systems, hardware and software, or the internal design and development of hardware and software systems. Dispenses technical advice, guidance, direction, and authorization to carry out major plans and procedures. Coordinates the design, development, marketing, and maintenance of technology projects or product lines. Analyzes new technologies and runs competitive analyses. Promotes the interfacing and control of the organization's present technology and the dissemination of technological information throughout the organization. Frequently reports to a Chief Information Officer.

| 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 | 5 | 5 | -- | -- | 214.9 | 225.3 | -- | -- | Short-term Incentive | 5 | 5 | 100% | | |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 214.9 | 225.3 | -- | -- | Sales Incentive | 1 | 1 | 20% | | |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 214.9 | 225.3 | -- | -- | Profit Sharing | 0 | 0 | --% | | |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | Long-term Incentive | 3 | 3 | 60% | | |
| Incentives | | | | | | | | | | | | | | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 76.5 | 75.1 | -- | -- | Of Those LTI Eligible: | % Eligible | | % Receiving | | |
| Short-term Incentive (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- | Stock/Share Options | --% | | --% | | |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | Share Appreciation Rights (SARs) | --% | | --% | | |
| Sales Incentive (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- | Restricted Shares/Share Units | --% | | --% | | |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Performance Shares/Share Units | --% | | --% | | |
| Long-term Incentive (Black-Scholes) | *2 | 2 | -- | -- | -- | -- | -- | -- | Performance Cash Units | --% | | --% | | |
| Total Cash Compensation | | | | | | | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 5 | 5 | -- | -- | 291.7 | 296.4 | -- | -- | Long-term Cash | --% | | --% | | |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 291.7 | 296.4 | -- | -- | Incentives (Mean as % of Base) | | | | | |
| Total Cash Comp (Actual) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- | Num Orgs | Num Obs | Org Wtd | Inc Wtd | | |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 311.6 | 300.4 | -- | -- | Short-term Incentive (Actual) | 3 | 3 | --% | --% | |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 311.6 | 300.4 | -- | -- | Short-term Incentive (Threshold) | 2 | 2 | --% | --% | |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | | | | | | |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 291.7 | 345.6 | -- | -- | Short-term Incentive (Target) | 5 | 5 | 33.0% | 33.0% | |
| Total Direct Comp (Actual) - Rcvrs | *2 | 2 | -- | -- | -- | -- | -- | -- | Short-term Incentive (Maximum) | 3 | 3 | --% | --% | |
| *More than 25% of sample supplied by one organization | | | | | | | | | | | | | | |
| Salary Range (Mean) | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| | | | | | | | | | | Minimum | 4 | 4 | -- | -- |
| | | | | | | | | | | Midpoint | 4 | 4 | -- | -- |
| | | | | | | | | | | Maximum | 4 | 4 | -- | -- |

*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 Technology Officer 310.376.130

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US MBD: Mercer Benchmark Database Executive

310.376.130 Chief Technology Officer

Responsible for establishing current and long-range direction of technology aimed at keeping the organization on the forefront of change. Generally, this may include the analysis of purchased systems, hardware and software, or the internal design and development of hardware and software systems. Dispenses technical advice, guidance, direction, and authorization to carry out major plans and procedures. Coordinates the design, development, marketing, and maintenance of technology projects or product lines. Analyzes new technologies and runs competitive analyses. Promotes the interfacing and control of the organization's present technology and the dissemination of technological information throughout the organization. Frequently reports to a Chief Information Officer.

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 | 17 | 18 | 167.6 | 187.0 | 235.6 | 236.7 | 264.7 | 350.5 |
| Base Salary - Org Wtd | 17 | 18 | 165.7 | 185.1 | 245.0 | 239.3 | 266.5 | 358.8 |
| Base Salary - Incentive Eligible | 16 | 17 | 165.7 | 183.9 | 245.0 | 238.7 | 266.5 | 358.8 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|-------|-------|---------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 9 | 9 | -- | 48.3 | 75.0 | 84.3 | 108.5 | -- |
| Short-term Incentive (Actual) | 15 | 16 | 18.7 | 40.8 | 71.2 | 147.4 | 137.0 | 525.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 11 | 11 | 19.5 | 36.0 | 92.2 | 381.3 | 248.8 | 2,010.2 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 17 | 18 | 183.9 | 225.5 | 284.0 | 367.8 | 412.5 | 644.0 |
| Total Cash Comp (Actual) - Org Wtd | 17 | 18 | 182.6 | 220.4 | 300.0 | 375.4 | 412.8 | 743.0 |
| Total Cash Comp (Actual) - Rcvrs | 15 | 16 | 188.6 | 241.2 | 308.2 | 390.3 | 413.1 | 842.0 |
| Total Cash Comp (Target) | 12 | 13 | 187.1 | 198.8 | 270.0 | 285.5 | 365.0 | 428.8 |
| Total Cash Comp (Target) - Rcvrs | 9 | 9 | -- | 236.8 | 325.0 | 319.9 | 392.5 | -- |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 17 | 18 | 199.9 | 230.1 | 345.1 | 600.8 | 566.7 | 1,675.7 |
| Total Direct Comp (Actual) - Rcvrs | 11 | 11 | 209.8 | 298.0 | 396.5 | 823.1 | 770.0 | 3,327.2 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 16 | 17 | 94% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 12 | 12 | 67% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 33% | 27% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 75% | 82% |
| Performance Shares/Share Units | 8% | 9% |
| Performance Cash Units | 8% | 0% |
| Long-term Cash | 25% | 27% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 15 | 16 | 50.5% | 48.8% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 9 | 9 | 35.1% | 35.1% |
| Short-term Incentive (Maximum) | 5 | 5 | 56.5% | 56.5% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 11 | 11 | 115.3% | 115.3% |

| | | | | |
|----------------------------|---|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 9 | 10 | 152.9 | 152.0 |
| Midpoint | 9 | 10 | 205.7 | 203.1 |
| Maximum | 9 | 10 | 258.5 | 254.3 |

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 Technology Officer 310.376.130

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US MBD: Mercer Benchmark Database Executive

310.376.130 Chief Technology Officer

High Tech (Services)

Responsible for establishing current and long-range direction of technology aimed at keeping the organization on the forefront of change. Generally, this may include the analysis of purchased systems, hardware and software, or the internal design and development of hardware and software systems. Dispenses technical advice, guidance, direction, and authorization to carry out major plans and procedures. Coordinates the design, development, marketing, and maintenance of technology projects or product lines. Analyzes new technologies and runs competitive analyses. Promotes the interfacing and control of the organization's present technology and the dissemination of technological information throughout the organization. Frequently reports to a Chief Information 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 | 9 | 10 | 148.2 | 185.5 | 239.1 | 257.3 | 262.5 | 547.5 |
| Base Salary - Org Wtd | 9 | 10 | -- | 180.3 | 239.1 | 259.3 | 275.0 | -- |
| Base Salary - Incentive Eligible | 7 | 8 | -- | 198.0 | 239.1 | 262.8 | 248.3 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|------|-------|-------|-------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 7 | 8 | -- | 51.0 | 64.6 | 133.2 | 118.1 | -- |
| Short-term Incentive (Actual) | *5 | 6 | -- | -- | 113.0 | 175.9 | -- | -- |
| 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 | 9 | 10 | 148.2 | 207.5 | 296.2 | 362.8 | 377.1 | 1,073.3 |
| Total Cash Comp (Actual) - Org Wtd | 9 | 10 | -- | 195.0 | 296.2 | 370.2 | 379.2 | -- |
| Total Cash Comp (Actual) - Rcvrs | *5 | 6 | -- | -- | 336.2 | 465.4 | -- | -- |
| Total Cash Comp (Target) | 9 | 10 | 171.2 | 245.7 | 291.7 | 363.8 | 349.0 | 1,072.5 |
| Total Cash Comp (Target) - Rcvrs | 7 | 8 | -- | 267.8 | 291.7 | 396.1 | 366.3 | -- |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 9 | 10 | 148.2 | 207.5 | 298.7 | 426.6 | 519.9 | 1,128.0 |
| 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 | 8 | 80% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 0 | 0 | --% |
| Long-term Incentive | 2 | 2 | 22% |

| 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 | 6 | 56.9% | 51.4% |
| Short-term Incentive (Threshold) | 0 | 0 | --% | --% |
| Short-term Incentive (Target) | 7 | 8 | 42.9% | 40.3% |
| Short-term Incentive (Maximum) | 4 | 5 | --% | --% |
| 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 | 5 | -- | -- |
| Midpoint | 4 | 5 | -- | -- |
| Maximum | 4 | 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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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 | 9 | 9 | -- | 184.9 | 218.2 | 225.4 | 256.6 | -- |
| Base Salary - Org Wtd | 9 | 9 | -- | 184.9 | 218.2 | 225.4 | 256.6 | -- |
| Base Salary - Incentive Eligible | 9 | 9 | -- | 184.9 | 218.2 | 225.4 | 256.6 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|---|---|----|------|------|-------|-------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 8 | 8 | -- | 52.1 | 61.9 | 89.7 | 135.3 | -- |
| Short-term Incentive (Actual) | 8 | 8 | -- | 45.8 | 98.0 | 130.7 | 157.8 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | 95.0 | 105.6 | -- | -- |

| | | | | | | | | |
|------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 9 | 9 | -- | 228.3 | 293.2 | 341.6 | 397.7 | -- |
| Total Cash Comp (Actual) - Org Wtd | 9 | 9 | -- | 228.3 | 293.2 | 341.6 | 397.7 | -- |
| Total Cash Comp (Actual) - Rcvrs | 8 | 8 | -- | 215.1 | 310.9 | 352.2 | 410.8 | -- |
| Total Cash Comp (Target) | 8 | 8 | -- | 233.9 | 271.7 | 302.6 | 390.4 | -- |
| Total Cash Comp (Target) - Rcvrs | 8 | 8 | -- | 233.9 | 271.7 | 302.6 | 390.4 | -- |

| | | | | | | | | |
|--|---|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 9 | 9 | -- | 228.3 | 349.9 | 412.0 | 508.4 | -- |
| Total Direct Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 391.9 | 480.0 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 9 | 9 | 100% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 6 | 6 | 75% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 50% | 50% |
| Share Appreciation Rights (SARs) | 17% | 0% |
| Restricted Shares/Share Units | 33% | 33% |
| Performance Shares/Share Units | 50% | 33% |
| 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) | 8 | 8 | 51.7% | 51.7% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 8 | 8 | 39.7% | 39.7% |
| Short-term Incentive (Maximum) | 5 | 5 | 61.4% | 61.4% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | 39.6% | 39.6% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 6 | 6 | 164.0 | 164.0 |
| Midpoint | 6 | 6 | 211.4 | 211.4 |
| Maximum | 6 | 6 | 258.8 | 258.8 |

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

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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 | 15 | 21 | 169.0 | 192.6 | 256.3 | 244.1 | 295.0 | 307.9 |
| Base Salary - Org Wtd | 15 | 21 | 156.8 | 190.0 | 261.0 | 242.1 | 300.0 | 309.6 |
| Base Salary - Incentive Eligible | 15 | 21 | 169.0 | 192.6 | 256.3 | 244.1 | 295.0 | 307.9 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|----|-------|-------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 14 | 20 | 35.3 | 60.2 | 111.5 | 102.3 | 138.1 | 157.5 |
| Short-term Incentive (Actual) | *14 | 19 | 21.7 | 51.5 | 62.3 | 95.9 | 139.5 | 219.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *10 | 16 | 117.0 | 168.9 | 249.7 | 332.3 | 369.6 | 830.6 |

| | | | | | | | | |
|------------------------------------|-----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 15 | 21 | 201.0 | 246.6 | 312.4 | 331.5 | 420.7 | 514.2 |
| Total Cash Comp (Actual) - Org Wtd | 15 | 21 | 172.7 | 244.0 | 343.9 | 341.5 | 437.2 | 530.6 |
| Total Cash Comp (Actual) - Rcvs | *14 | 19 | 226.9 | 249.3 | 313.4 | 342.8 | 422.2 | 524.3 |
| Total Cash Comp (Target) | 14 | 20 | 209.4 | 251.5 | 371.7 | 345.6 | 425.6 | 463.4 |
| Total Cash Comp (Target) - Rcvs | 14 | 20 | 209.4 | 251.5 | 371.7 | 345.6 | 425.6 | 463.4 |

| | | | | | | | | |
|--|-----|----|-------|-------|-------|-------|-------|---------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 15 | 21 | 204.5 | 330.2 | 498.0 | 584.7 | 794.4 | 1,186.7 |
| Total Direct Comp (Actual) - Rcvs | *10 | 16 | 346.0 | 453.8 | 639.7 | 686.4 | 811.3 | 1,218.7 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 15 | 21 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 3 | 16% |
| Long-term Incentive | 11 | 17 | 85% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 71% | 75% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 71% | 56% |
| Performance Shares/Share Units | 41% | 38% |
| Performance Cash Units | 6% | 6% |
| Long-term Cash | 29% | 31% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 14 | 19 | 41.3% | 37.0% |
| Short-term Incentive (Threshold) | 5 | 8 | --% | --% |
| Short-term Incentive (Target) | 14 | 20 | 37.7% | 40.5% |
| Short-term Incentive (Maximum) | 11 | 15 | 67.6% | 75.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 10 | 16 | 116.3% | 126.4% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 11 | 15 | 184.7 | 185.3 |
| Midpoint | 11 | 15 | 238.9 | 237.5 |
| Maximum | 11 | 15 | 293.1 | 289.7 |

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

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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 | 14 | 16 | 167.6 | 187.9 | 215.5 | 260.6 | 321.8 | 452.5 |
| Base Salary - Org Wtd | 14 | 16 | 165.2 | 183.5 | 215.5 | 252.5 | 314.1 | 449.8 |
| Base Salary - Incentive Eligible | 13 | 15 | 166.4 | 196.4 | 216.8 | 265.6 | 324.7 | 470.0 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|-------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 13 | 15 | 36.4 | 49.1 | 97.4 | 163.6 | 176.8 | 569.2 |
| Short-term Incentive (Actual) | 11 | 13 | 17.5 | 36.8 | 85.0 | 106.1 | 151.3 | 272.7 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | 111.6 | 101.2 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|---------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 14 | 16 | 183.3 | 208.8 | 305.8 | 346.8 | 459.1 | 632.1 |
| Total Cash Comp (Actual) - Org Wtd | 14 | 16 | 182.2 | 203.0 | 305.8 | 337.7 | 391.7 | 703.6 |
| Total Cash Comp (Actual) - Rcvs | 11 | 13 | 182.4 | 224.5 | 343.7 | 378.3 | 484.3 | 757.0 |
| Total Cash Comp (Target) | 14 | 16 | 184.4 | 229.0 | 316.8 | 414.0 | 419.9 | 923.5 |
| Total Cash Comp (Target) - Rcvs | 13 | 15 | 202.9 | 245.6 | 326.3 | 429.2 | 422.0 | 1,038.0 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 14 | 16 | 183.3 | 215.3 | 342.1 | 384.7 | 501.7 | 681.3 |
| Total Direct Comp (Actual) - Rcvs | 6 | 6 | -- | -- | 468.5 | 436.5 | -- | -- |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 13 | 15 | 94% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 2 | 2 | 17% |
| Long-term Incentive | 8 | 9 | 56% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 50% | 33% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 33% | 33% |
| Performance Shares/Share Units | 50% | 50% |
| 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) | 11 | 13 | 37.2% | 35.9% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 13 | 15 | 49.1% | 47.9% |
| Short-term Incentive (Maximum) | 5 | 5 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | 44.8% | 44.8% |

| | | | | |
|----------------------------|---|---|----|----|
| 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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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 | *7 | 14 | -- | -- | 232.8 | 253.3 | -- | -- |
| Base Salary - Org Wtd | *7 | 14 | -- | 190.0 | 283.2 | 282.8 | 360.0 | -- |
| Base Salary - Incentive Eligible | *7 | 14 | -- | -- | 232.8 | 253.3 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|----|----|------|-------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *7 | 14 | -- | -- | 65.2 | 86.8 | -- | -- |
| Short-term Incentive (Actual) | *5 | 12 | -- | -- | 23.7 | 62.5 | -- | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *6 | 13 | -- | -- | 60.0 | 141.9 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|----|-------|-------|-------|-------|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *7 | 14 | -- | -- | 256.1 | 306.8 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | *7 | 14 | -- | 190.0 | 369.9 | 367.4 | 549.8 | -- |
| Total Cash Comp (Actual) - Rcvrs | *5 | 12 | -- | -- | 261.0 | 326.9 | -- | -- |
| Total Cash Comp (Target) | *7 | 14 | -- | -- | 298.0 | 340.0 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | *7 | 14 | -- | -- | 298.0 | 340.0 | -- | -- |

| | | | | | | | | |
|--|----|----|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *7 | 14 | -- | -- | 306.4 | 438.5 | -- | -- |
| Total Direct Comp (Actual) - Rcvrs | *6 | 13 | -- | -- | 310.9 | 458.3 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 7 | -- | --% |
| Sales Incentive | 0 | -- | --% |
| Profit Sharing | 1 | -- | --% |
| Long-term Incentive | 6 | -- | --% |

| 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 | 12 | 34.1% | 20.0% |
| Short-term Incentive (Threshold) | 3 | 10 | --% | --% |
| Short-term Incentive (Target) | 7 | 14 | 36.1% | 32.1% |
| Short-term Incentive (Maximum) | 6 | 13 | 63.5% | 50.8% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 13 | 70.1% | 45.3% |

| | | | | |
|----------------------------|---|----|----|----|
| Salary Range (Mean) | | | | |
| Minimum | 3 | 10 | -- | -- |
| Midpoint | 3 | 10 | -- | -- |
| Maximum | 3 | 10 | -- | -- |

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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 | Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|---------------------------------------|---------------------|--------------------|--------------------|
| Base Salary | | | | | | | | | | | | |
| Base Salary - Inc Wtd | 58 | 63 | 149.9 | 187.9 | 217.1 | 223.8 | 260.0 | 309.9 | Short-term Incentive | 44 | 48 | 80% |
| Base Salary - Org Wtd | 58 | 63 | 149.7 | 178.5 | 210.9 | 221.8 | 262.3 | 302.0 | Sales Incentive | 0 | 0 | 0% |
| Base Salary - Incentive Eligible | 44 | 48 | 158.3 | 192.9 | 228.8 | 234.1 | 273.6 | 330.4 | Profit Sharing | 4 | 5 | 13% |
| Base Salary - Not Incentive Eligible | 4 | 4 | -- | -- | -- | -- | -- | -- | Long-term Incentive | 14 | 15 | 27% |
| Incentives | | | | | | | | | Of Those LTI Eligible: | % Eligible | % Receiving | |
| Short-term Incentive (Target) | 36 | 40 | 19.5 | 30.4 | 50.2 | 75.1 | 97.9 | 207.4 | Stock/Share Options | 47% | 36% | |
| Short-term Incentive (Actual) | 33 | 36 | 15.4 | 23.4 | 50.3 | 78.8 | 114.0 | 184.2 | Share Appreciation Rights (SARs) | 0% | 0% | |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | Restricted Shares/Share Units | 67% | 64% | |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Performance Shares/Share Units | 47% | 64% | |
| Profit Sharing (Actual) | *4 | 5 | -- | -- | -- | -- | -- | -- | Performance Cash Units | 0% | 0% | |
| Long-term Incentive (Black-Scholes) | 10 | 11 | 38.7 | 77.4 | 110.0 | 172.3 | 300.1 | 368.9 | Long-term Cash | 13% | 9% | |
| Total Cash Compensation | | | | | | | | | Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd |
| Total Cash Comp (Actual) - Inc Wtd | 58 | 63 | 151.9 | 192.7 | 245.0 | 270.1 | 300.0 | 454.8 | Short-term Incentive (Actual) | 33 | 36 | 29.1% |
| Total Cash Comp (Actual) - Org Wtd | 58 | 63 | 149.7 | 189.5 | 244.9 | 266.1 | 297.3 | 464.8 | Short-term Incentive (Threshold) | 18 | 19 | 14.9% |
| Total Cash Comp (Actual) - Rcvrs | 33 | 36 | 186.8 | 228.2 | 271.8 | 316.7 | 403.3 | 531.8 | Short-term Incentive (Target) | 36 | 40 | 28.4% |
| Total Cash Comp (Target) | 49 | 53 | 151.5 | 197.5 | 244.8 | 278.4 | 312.3 | 468.2 | Short-term Incentive (Maximum) | 24 | 28 | 42.2% |
| Total Cash Comp (Target) - Rcvrs | 36 | 40 | 175.2 | 226.0 | 291.8 | 310.4 | 376.3 | 516.2 | Sales Incentive (Actual) | 0 | 0 | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% |
| Total Direct Comp (Actual) | 58 | 63 | 151.9 | 192.7 | 251.0 | 300.2 | 300.0 | 597.7 | Profit Sharing (Actual) | 4 | 5 | --% |
| Total Direct Comp (Actual) - Rcvrs | 10 | 11 | 284.1 | 460.2 | 647.5 | 620.8 | 833.5 | 981.0 | Long-term Incentive (Black-Scholes) | 10 | 11 | 58.6% |
| *More than 25% of sample supplied by one organization | | | | | | | | | Salary Range (Mean) | | | |
| | | | | | | | | | Minimum | 34 | 35 | 150.5 |
| | | | | | | | | | Midpoint | 34 | 35 | 205.3 |
| | | | | | | | | | Maximum | 34 | 35 | 260.0 |

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 Technology Officer 310.376.130

2014

US MBD: Mercer Benchmark Database Executive

140.100.210 Communications Director

All Organizations

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | 348 | 768 | 105.2 | 120.0 | 134.9 | 138.7 | 154.7 | 177.2 |
| Base Salary - Org Wtd | 348 | 768 | 110.0 | 121.9 | 137.4 | 141.1 | 156.9 | 174.0 |
| Base Salary - Incentive Eligible | 299 | 657 | 107.0 | 120.5 | 135.8 | 140.0 | 155.5 | 177.3 |
| Base Salary - Not Incentive Eligible | *14 | 25 | 95.7 | 110.6 | 132.9 | 127.7 | 147.6 | 162.5 |

| | | | | | | | | |
|-------------------------------------|-----|-----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 260 | 564 | 14.0 | 19.1 | 25.8 | 29.3 | 35.8 | 47.3 |
| Short-term Incentive (Actual) | 253 | 563 | 9.6 | 15.5 | 25.1 | 29.3 | 37.4 | 52.9 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *6 | 10 | -- | -- | 4.8 | 24.0 | -- | -- |
| Long-term Incentive (Black-Scholes) | 109 | 236 | 11.4 | 20.0 | 27.3 | 38.9 | 45.0 | 77.6 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 348 | 768 | 113.1 | 131.3 | 153.1 | 160.5 | 180.8 | 218.4 |
| Total Cash Comp (Actual) - Org Wtd | 348 | 768 | 117.8 | 135.4 | 154.7 | 163.9 | 186.7 | 218.2 |
| Total Cash Comp (Actual) - Rcvrs | 253 | 563 | 122.2 | 140.3 | 161.9 | 170.2 | 192.5 | 229.1 |
| Total Cash Comp (Target) | 325 | 704 | 118.4 | 135.8 | 155.3 | 163.1 | 186.1 | 217.1 |
| Total Cash Comp (Target) - Rcvrs | 260 | 564 | 124.2 | 142.2 | 160.7 | 169.4 | 190.0 | 223.1 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 348 | 768 | 115.5 | 135.0 | 160.8 | 172.5 | 194.7 | 242.9 |
| Total Direct Comp (Actual) - Rcvrs | 109 | 236 | 150.7 | 169.9 | 198.4 | 216.5 | 246.5 | 292.9 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 298 | 656 | 87% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 13 | 17 | 4% |
| Long-term Incentive | 133 | 317 | 42% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 29% | 31% |
| Share Appreciation Rights (SARs) | 1% | 0% |
| Restricted Shares/Share Units | 64% | 58% |
| Performance Shares/Share Units | 31% | 30% |
| Performance Cash Units | 8% | 2% |
| Long-term Cash | 21% | 20% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 253 | 563 | 21.2% | 20.2% |
| Short-term Incentive (Threshold) | 83 | 148 | 8.8% | 8.5% |
| Short-term Incentive (Target) | 260 | 564 | 21.3% | 20.3% |
| Short-term Incentive (Maximum) | 160 | 311 | 37.1% | 36.8% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 6 | 10 | 17.1% | 11.5% |
| Long-term Incentive (Black-Scholes) | 109 | 236 | 29.2% | 26.9% |

| | | | | |
|----------------------------|-----|-----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 246 | 532 | 105.8 | 104.4 |
| Midpoint | 246 | 532 | 140.0 | 140.5 |
| Maximum | 246 | 532 | 174.3 | 176.6 |

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

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Communications Director 140.100.210

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US MBD: Mercer Benchmark Database Executive

140.100.210 Communications Director

Consumer Goods

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | 34 | 81 | 108.0 | 118.8 | 140.0 | 140.4 | 154.8 | 175.6 |
| Base Salary - Org Wtd | 34 | 81 | 114.9 | 127.0 | 140.0 | 143.6 | 161.4 | 174.8 |
| Base Salary - Incentive Eligible | 34 | 81 | 108.0 | 118.8 | 140.0 | 140.4 | 154.8 | 175.6 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 32 | 72 | 16.3 | 21.4 | 32.4 | 33.8 | 43.8 | 54.5 |
| Short-term Incentive (Actual) | 31 | 73 | 12.6 | 19.6 | 27.9 | 31.1 | 43.2 | 55.7 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 21 | 50 | 8.7 | 23.3 | 43.9 | 45.3 | 57.8 | 91.4 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 34 | 81 | 120.1 | 140.4 | 164.0 | 168.6 | 196.0 | 225.2 |
| Total Cash Comp (Actual) - Org Wtd | 34 | 81 | 126.0 | 144.4 | 173.4 | 174.1 | 205.4 | 224.1 |
| Total Cash Comp (Actual) - Rcvrs | 31 | 73 | 122.2 | 142.5 | 167.7 | 171.8 | 196.8 | 227.7 |
| Total Cash Comp (Target) | 33 | 74 | 126.3 | 142.1 | 168.7 | 174.0 | 204.5 | 229.3 |
| Total Cash Comp (Target) - Rcvrs | 32 | 72 | 126.2 | 141.9 | 171.6 | 174.9 | 204.6 | 229.5 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 34 | 81 | 123.2 | 149.3 | 192.8 | 196.5 | 240.3 | 262.4 |
| Total Direct Comp (Actual) - Rcvrs | 21 | 50 | 149.0 | 181.4 | 221.1 | 221.0 | 250.2 | 293.7 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 34 | 81 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 3 | 8% |
| Long-term Incentive | 24 | 53 | 66% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 53% | 50% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 49% | 46% |
| Performance Shares/Share Units | 53% | 50% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 16% | 14% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 31 | 73 | 23.3% | 21.7% |
| Short-term Incentive (Threshold) | 8 | 15 | 9.5% | 7.9% |
| Short-term Incentive (Target) | 32 | 72 | 23.8% | 23.4% |
| Short-term Incentive (Maximum) | 17 | 36 | 45.2% | 46.5% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 21 | 50 | 29.8% | 31.8% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 26 | 59 | 113.7 | 110.1 |
| Midpoint | 26 | 59 | 150.3 | 147.3 |
| Maximum | 26 | 59 | 186.9 | 184.5 |

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

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Communications Director 140.100.210

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140.100.210 Communications Director

Energy

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | 18 | 26 | 120.0 | 128.0 | 141.6 | 146.3 | 167.0 | 183.5 |
| Base Salary - Org Wtd | 18 | 26 | 121.3 | 128.5 | 143.9 | 146.8 | 161.9 | 185.3 |
| Base Salary - Incentive Eligible | 17 | 25 | 119.3 | 128.4 | 143.2 | 147.0 | 167.3 | 183.7 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|-------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 17 | 25 | 17.5 | 22.0 | 33.6 | 34.4 | 46.5 | 60.9 |
| Short-term Incentive (Actual) | 14 | 21 | 22.0 | 27.9 | 34.0 | 40.2 | 54.0 | 61.7 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 8 | 9 | -- | 20.9 | 31.1 | 89.4 | 135.8 | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 18 | 26 | 128.5 | 150.6 | 177.9 | 178.8 | 197.5 | 233.8 |
| Total Cash Comp (Actual) - Org Wtd | 18 | 26 | 125.8 | 150.6 | 180.7 | 178.8 | 193.7 | 255.5 |
| Total Cash Comp (Actual) - Rcvs | 14 | 21 | 149.6 | 156.2 | 190.0 | 185.7 | 205.8 | 247.6 |
| Total Cash Comp (Target) | 17 | 25 | 135.7 | 152.4 | 180.0 | 181.4 | 202.7 | 239.8 |
| Total Cash Comp (Target) - Rcvs | 17 | 25 | 135.7 | 152.4 | 180.0 | 181.4 | 202.7 | 239.8 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 18 | 26 | 143.4 | 156.1 | 186.5 | 209.7 | 223.9 | 323.9 |
| Total Direct Comp (Actual) - Rcvs | 8 | 9 | -- | 179.0 | 235.3 | 283.2 | 333.1 | -- |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 17 | 25 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 10 | 14 | 56% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 14% | 22% |
| Share Appreciation Rights (SARs) | 7% | 0% |
| Restricted Shares/Share Units | 79% | 67% |
| Performance Shares/Share Units | 64% | 44% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 7% | 11% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 14 | 21 | 27.6% | 27.0% |
| Short-term Incentive (Threshold) | 6 | 11 | 9.3% | 11.4% |
| Short-term Incentive (Target) | 17 | 25 | 21.3% | 22.9% |
| Short-term Incentive (Maximum) | 10 | 16 | 41.6% | 42.6% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 8 | 9 | 49.6% | 54.2% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 15 | 23 | 113.6 | 119.6 |
| Midpoint | 15 | 23 | 142.5 | 149.4 |
| Maximum | 15 | 23 | 171.3 | 179.3 |

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

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Communications Director 140.100.210

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140.100.210 Communications Director

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive.

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 | *23 | 51 | 113.4 | 125.0 | 137.5 | 140.4 | 154.5 | 164.7 |
| Base Salary - Org Wtd | *23 | 51 | 106.0 | 121.9 | 142.2 | 143.3 | 156.0 | 175.5 |
| Base Salary - Incentive Eligible | *22 | 50 | 112.8 | 124.6 | 137.5 | 139.6 | 154.4 | 164.5 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *14 | 33 | 18.9 | 20.3 | 24.2 | 27.6 | 31.2 | 39.6 |
| Short-term Incentive (Actual) | *22 | 44 | 13.0 | 25.0 | 32.1 | 36.8 | 42.9 | 71.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 13 | 18 | 14.4 | 21.9 | 24.3 | 27.2 | 29.0 | 49.8 |

| | | | | | | | | |
|------------------------------------|-----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *23 | 51 | 125.0 | 144.8 | 168.4 | 175.6 | 192.7 | 225.2 |
| Total Cash Comp (Actual) - Org Wtd | *23 | 51 | 122.3 | 139.7 | 178.2 | 181.8 | 193.4 | 232.3 |
| Total Cash Comp (Actual) - Rcvs | *22 | 44 | 133.0 | 152.4 | 171.9 | 182.1 | 194.0 | 230.0 |
| Total Cash Comp (Target) | *20 | 44 | 129.0 | 149.4 | 158.5 | 164.4 | 182.8 | 189.7 |
| Total Cash Comp (Target) - Rcvs | *14 | 33 | 137.5 | 151.5 | 171.9 | 170.7 | 185.4 | 194.6 |

| | | | | | | | | |
|--|-----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *23 | 51 | 125.0 | 151.5 | 172.1 | 185.2 | 204.0 | 252.9 |
| Total Direct Comp (Actual) - Rcvs | 13 | 18 | 151.6 | 180.3 | 204.1 | 213.3 | 246.9 | 299.2 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 22 | 50 | 98% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 10% |
| Long-term Incentive | 14 | 20 | 39% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 11% | 6% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 89% | 89% |
| Performance Shares/Share Units | 21% | 11% |
| Performance Cash Units | 5% | 0% |
| Long-term Cash | 16% | 17% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 22 | 44 | 23.3% | 25.6% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 14 | 33 | 23.9% | 19.5% |
| Short-term Incentive (Maximum) | 8 | 8 | 38.5% | 38.5% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 13 | 18 | 19.5% | 18.7% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 16 | 36 | 108.3 | 110.9 |
| Midpoint | 16 | 36 | 145.8 | 148.7 |
| Maximum | 16 | 36 | 183.3 | 186.6 |

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

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Communications Director 140.100.210

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140.100.210 Communications Director

High Tech (Services)

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | *5 | 30 | -- | -- | 121.6 | 121.5 | -- | -- |
| Base Salary - Org Wtd | *5 | 30 | -- | -- | 155.3 | 142.0 | -- | -- |
| Base Salary - Incentive Eligible | *5 | 30 | -- | -- | 121.6 | 121.5 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|----|----|------|------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *5 | 30 | -- | -- | 19.5 | 21.4 | -- | -- |
| Short-term Incentive (Actual) | *5 | 29 | -- | -- | 21.8 | 24.1 | -- | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *3 | 26 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|----|----|-------|-------|----|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *5 | 30 | -- | -- | 145.2 | 144.7 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | *5 | 30 | -- | -- | 197.5 | 183.1 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | *5 | 29 | -- | -- | 147.1 | 145.1 | -- | -- |
| Total Cash Comp (Target) | *5 | 30 | -- | -- | 141.1 | 142.9 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | *5 | 30 | -- | -- | 141.1 | 142.9 | -- | -- |

| | | | | | | | | |
|--|----|----|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *5 | 30 | -- | -- | 173.5 | 171.8 | -- | -- |
| Total Direct Comp (Actual) - Rcvrs | *3 | 26 | -- | -- | -- | -- | -- | -- |

*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 | 29 | 28.1% | 19.3% |
| Short-term Incentive (Threshold) | 0 | 0 | --% | --% |
| Short-term Incentive (Target) | 5 | 30 | 23.4% | 17.2% |
| Short-term Incentive (Maximum) | 2 | 3 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 3 | 26 | --% | --% |

| | | | | |
|----------------------------|---|----|----|----|
| 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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Communications Director 140.100.210

2014

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Insurance

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | 42 | 121 | 105.7 | 120.0 | 131.1 | 132.6 | 144.3 | 161.9 |
| Base Salary - Org Wtd | 42 | 121 | 110.9 | 119.4 | 130.7 | 132.2 | 144.1 | 159.1 |
| Base Salary - Incentive Eligible | 40 | 118 | 105.4 | 120.0 | 130.5 | 132.6 | 144.6 | 162.5 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|-----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 36 | 102 | 15.1 | 18.4 | 24.5 | 24.0 | 28.8 | 33.3 |
| Short-term Incentive (Actual) | 38 | 109 | 10.0 | 18.2 | 27.1 | 27.0 | 33.1 | 44.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *11 | 31 | 8.7 | 9.6 | 14.2 | 15.0 | 20.0 | 24.6 |

| | | | | | | | | |
|------------------------------------|----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 42 | 121 | 121.3 | 137.2 | 153.5 | 157.1 | 174.1 | 197.2 |
| Total Cash Comp (Actual) - Org Wtd | 42 | 121 | 119.9 | 138.3 | 150.0 | 156.7 | 176.1 | 209.6 |
| Total Cash Comp (Actual) - Rcvrs | 38 | 109 | 125.9 | 139.6 | 157.0 | 160.4 | 175.1 | 199.6 |
| Total Cash Comp (Target) | 39 | 105 | 120.9 | 137.7 | 152.8 | 156.7 | 172.9 | 198.2 |
| Total Cash Comp (Target) - Rcvrs | 36 | 102 | 121.1 | 137.8 | 153.8 | 157.4 | 173.1 | 198.3 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 42 | 121 | 121.3 | 137.9 | 156.1 | 160.9 | 177.7 | 201.2 |
| Total Direct Comp (Actual) - Rcvrs | *11 | 31 | 150.0 | 164.4 | 181.7 | 191.6 | 210.8 | 258.1 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 40 | 118 | 98% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 2% |
| Long-term Incentive | 15 | 74 | 62% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 11% | 19% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 75% | 65% |
| Performance Shares/Share Units | 4% | 3% |
| Performance Cash Units | 13% | 6% |
| Long-term Cash | 20% | 29% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 38 | 109 | 20.3% | 20.0% |
| Short-term Incentive (Threshold) | 15 | 31 | 7.9% | 8.5% |
| Short-term Incentive (Target) | 36 | 102 | 17.1% | 17.7% |
| Short-term Incentive (Maximum) | 27 | 68 | 30.0% | 34.0% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 11 | 31 | 11.9% | 10.4% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 31 | 83 | 96.9 | 95.7 |
| Midpoint | 31 | 83 | 129.8 | 132.6 |
| Maximum | 31 | 83 | 162.7 | 169.5 |

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

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Life Sciences

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | *5 | 10 | -- | -- | 169.9 | 171.8 | -- | -- |
| Base Salary - Org Wtd | *5 | 10 | -- | -- | 173.8 | 174.5 | -- | -- |
| Base Salary - Incentive Eligible | *4 | 9 | -- | -- | -- | -- | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|----|----|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *4 | 9 | -- | -- | -- | -- | -- | -- |
| Short-term Incentive (Actual) | *4 | 8 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *3 | 7 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|----|----|-------|-------|----|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *5 | 10 | -- | -- | 201.0 | 205.0 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | *5 | 10 | -- | -- | 197.7 | 209.0 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | *4 | 8 | -- | -- | -- | -- | -- | -- |
| Total Cash Comp (Target) | *5 | 10 | -- | -- | 209.0 | 214.1 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | *4 | 9 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|--|----|----|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *5 | 10 | -- | -- | 253.4 | 242.0 | -- | -- |
| Total Direct Comp (Actual) - Rcvrs | *3 | 7 | -- | -- | -- | -- | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 4 | 9 | 90% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 1 | 1 | --% |
| Long-term Incentive | 4 | 9 | 90% |

| 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 | 8 | --% | --% |
| Short-term Incentive (Threshold) | 1 | 2 | --% | --% |
| Short-term Incentive (Target) | 4 | 9 | --% | --% |
| Short-term Incentive (Maximum) | 3 | 8 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 3 | 7 | --% | --% |

| | | | | |
|----------------------------|---|---|----|----|
| Salary Range (Mean) | | | | |
| Minimum | 3 | 7 | -- | -- |
| Midpoint | 3 | 7 | -- | -- |
| Maximum | 3 | 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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Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive

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 | 25 | 38 | 118.7 | 133.4 | 150.3 | 152.8 | 170.0 | 186.4 |
| Base Salary - Org Wtd | 25 | 38 | 117.7 | 129.8 | 145.0 | 146.6 | 159.8 | 170.8 |
| Base Salary - Incentive Eligible | 24 | 37 | 118.6 | 136.2 | 150.7 | 153.5 | 170.0 | 186.9 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *21 | 33 | 20.7 | 23.5 | 30.4 | 34.3 | 37.8 | 52.8 |
| Short-term Incentive (Actual) | *20 | 29 | 8.4 | 18.6 | 33.8 | 35.2 | 46.0 | 61.1 |
| 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 | 25 | 38 | 127.5 | 148.8 | 172.4 | 179.7 | 206.8 | 232.1 |
| Total Cash Comp (Actual) - Org Wtd | 25 | 38 | 125.9 | 146.8 | 162.0 | 172.7 | 196.6 | 222.5 |
| Total Cash Comp (Actual) - Rcvs | *20 | 29 | 131.6 | 160.5 | 193.0 | 191.2 | 223.0 | 232.7 |
| Total Cash Comp (Target) | *23 | 35 | 140.5 | 156.7 | 179.4 | 186.4 | 207.4 | 227.0 |
| Total Cash Comp (Target) - Rcvs | *21 | 33 | 145.7 | 159.4 | 182.4 | 189.6 | 211.6 | 227.5 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 25 | 38 | 127.5 | 148.9 | 172.4 | 183.0 | 222.5 | 254.1 |
| 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 | 24 | 37 | 97% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 6% |
| Long-term Incentive | 7 | 8 | 22% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 83% | --% |
| Share Appreciation Rights (SARs) | 0% | --% |
| Restricted Shares/Share Units | 100% | --% |
| Performance Shares/Share Units | 50% | --% |
| 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) | 20 | 29 | 21.6% | 21.6% |
| Short-term Incentive (Threshold) | 5 | 5 | 6.4% | 6.4% |
| Short-term Incentive (Target) | 21 | 33 | 23.0% | 21.6% |
| Short-term Incentive (Maximum) | 17 | 20 | 40.8% | 40.4% |
| 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 | 17 | 28 | 112.7 | 122.9 |
| Midpoint | 17 | 28 | 142.7 | 152.5 |
| Maximum | 17 | 28 | 172.7 | 182.1 |

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

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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 | *9 | 16 | 93.7 | 116.2 | 134.1 | 133.4 | 151.9 | 173.2 |
| Base Salary - Org Wtd | *9 | 16 | -- | 115.7 | 141.8 | 137.0 | 159.2 | -- |
| Base Salary - Incentive Eligible | *9 | 16 | 93.7 | 116.2 | 134.1 | 133.4 | 151.9 | 173.2 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *9 | 16 | 16.5 | 19.1 | 27.4 | 30.0 | 34.9 | 57.8 |
| Short-term Incentive (Actual) | *9 | 15 | 10.5 | 20.2 | 26.0 | 27.7 | 30.4 | 52.5 |
| 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 | *9 | 16 | 115.1 | 138.8 | 154.4 | 159.4 | 177.2 | 227.5 |
| Total Cash Comp (Actual) - Org Wtd | *9 | 16 | -- | 140.6 | 166.9 | 166.0 | 198.6 | -- |
| Total Cash Comp (Actual) - Rcvs | *9 | 15 | 110.7 | 137.7 | 154.4 | 159.7 | 179.2 | 228.0 |
| Total Cash Comp (Target) | *9 | 16 | 119.3 | 138.6 | 162.6 | 163.4 | 181.3 | 231.0 |
| Total Cash Comp (Target) - Rcvs | *9 | 16 | 119.3 | 138.6 | 162.6 | 163.4 | 181.3 | 231.0 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *9 | 16 | 115.1 | 138.8 | 154.4 | 163.9 | 177.2 | 249.6 |
| Total Direct Comp (Actual) - Rcvs | *3 | 3 | -- | -- | -- | -- | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 9 | 16 | 100% |
| Sales Incentive | 0 | -- | --% |
| Profit Sharing | 0 | -- | --% |
| Long-term Incentive | 3 | 3 | 21% |

| 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 | 15 | 21.9% | 21.0% |
| Short-term Incentive (Threshold) | 2 | 2 | --% | --% |
| Short-term Incentive (Target) | 9 | 16 | 24.3% | 22.1% |
| Short-term Incentive (Maximum) | 5 | 11 | 39.6% | 36.2% |
| 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 | 6 | 8 | 115.8 | 113.7 |
| Midpoint | 6 | 8 | 150.2 | 147.4 |
| Maximum | 6 | 8 | 184.7 | 181.1 |

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

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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 | 48 | 85 | 99.2 | 115.3 | 130.0 | 135.3 | 150.4 | 172.9 |
| Base Salary - Org Wtd | 48 | 85 | 108.2 | 117.5 | 131.3 | 136.5 | 148.0 | 173.3 |
| Base Salary - Incentive Eligible | 42 | 78 | 97.8 | 115.7 | 131.5 | 136.1 | 151.4 | 174.2 |
| Base Salary - Not Incentive Eligible | *2 | 2 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 36 | 69 | 14.2 | 17.3 | 23.7 | 30.3 | 34.5 | 46.4 |
| Short-term Incentive (Actual) | 37 | 68 | 8.1 | 15.4 | 25.1 | 31.7 | 37.5 | 66.8 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 12 | 14 | 8.7 | 12.1 | 23.9 | 57.8 | 75.6 | 227.4 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 48 | 85 | 108.5 | 126.8 | 149.0 | 160.8 | 177.9 | 230.2 |
| Total Cash Comp (Actual) - Org Wtd | 48 | 85 | 113.4 | 129.4 | 150.1 | 162.9 | 177.0 | 251.7 |
| Total Cash Comp (Actual) - Rcvs | 37 | 68 | 108.0 | 135.8 | 157.7 | 167.9 | 188.0 | 251.5 |
| Total Cash Comp (Target) | 43 | 78 | 115.3 | 133.7 | 151.3 | 163.3 | 181.1 | 216.8 |
| Total Cash Comp (Target) - Rcvs | 36 | 69 | 115.6 | 135.6 | 155.3 | 166.4 | 185.2 | 217.0 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 48 | 85 | 108.5 | 126.8 | 152.1 | 170.4 | 185.6 | 253.5 |
| Total Direct Comp (Actual) - Rcvs | 12 | 14 | 158.1 | 174.7 | 216.1 | 268.2 | 345.1 | 479.8 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 42 | 78 | 93% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 3 | 5 | 10% |
| Long-term Incentive | 16 | 18 | 23% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 25% | 14% |
| Share Appreciation Rights (SARs) | 6% | 0% |
| Restricted Shares/Share Units | 56% | 57% |
| Performance Shares/Share Units | 6% | 7% |
| Performance Cash Units | 44% | 7% |
| Long-term Cash | 31% | 36% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 37 | 68 | 22.9% | 21.7% |
| Short-term Incentive (Threshold) | 10 | 18 | 7.9% | 7.6% |
| Short-term Incentive (Target) | 36 | 69 | 22.1% | 20.9% |
| Short-term Incentive (Maximum) | 13 | 21 | 38.1% | 32.4% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 12 | 14 | 45.4% | 42.0% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 28 | 44 | 99.1 | 100.0 |
| Midpoint | 28 | 44 | 134.3 | 133.5 |
| Maximum | 28 | 44 | 169.5 | 167.1 |

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

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Communications Director 140.100.210

2014

US MBD: Mercer Benchmark Database Executive

140.100.210 Communications Director

Retail & Wholesale

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications 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 | *33 | 64 | 104.1 | 117.7 | 129.0 | 131.3 | 139.9 | 159.8 |
| Base Salary - Org Wtd | *33 | 64 | 106.7 | 121.7 | 134.3 | 134.6 | 149.9 | 166.5 |
| Base Salary - Incentive Eligible | *33 | 64 | 104.1 | 117.7 | 129.0 | 131.3 | 139.9 | 159.8 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *33 | 64 | 16.4 | 24.2 | 29.7 | 29.0 | 34.6 | 42.7 |
| Short-term Incentive (Actual) | *22 | 51 | 7.1 | 10.8 | 17.1 | 21.8 | 27.6 | 44.3 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *16 | 42 | 19.2 | 22.2 | 25.9 | 39.1 | 62.3 | 80.1 |
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *33 | 64 | 114.1 | 130.0 | 143.1 | 148.8 | 162.4 | 186.1 |
| Total Cash Comp (Actual) - Org Wtd | *33 | 64 | 116.3 | 137.3 | 147.7 | 151.8 | 163.8 | 191.4 |
| Total Cash Comp (Actual) - Rcvrs | *22 | 51 | 117.7 | 136.9 | 146.1 | 152.1 | 165.1 | 194.8 |
| Total Cash Comp (Target) | *33 | 64 | 124.2 | 144.6 | 159.3 | 160.3 | 175.4 | 196.2 |
| Total Cash Comp (Target) - Rcvrs | *33 | 64 | 124.2 | 144.6 | 159.3 | 160.3 | 175.4 | 196.2 |
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *33 | 64 | 116.6 | 147.4 | 165.4 | 174.5 | 201.2 | 231.8 |
| Total Direct Comp (Actual) - Rcvrs | *16 | 42 | 147.8 | 163.3 | 185.3 | 191.2 | 218.8 | 241.9 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd | |
|-------------------------------------|-------------|------------|-------------|------------|
| Short-term Incentive | 33 | 64 | 100% | |
| Sales Incentive | 0 | 0 | 0% | |
| Profit Sharing | 1 | 1 | 3% | |
| Long-term Incentive | 19 | 45 | 75% | |
| | | | | |
| Of Those LTI Eligible: | % Eligible | | % Receiving | |
| Stock/Share Options | 50% | | 50% | |
| Share Appreciation Rights (SARs) | 0% | | 0% | |
| Restricted Shares/Share Units | 77% | | 79% | |
| Performance Shares/Share Units | 9% | | 10% | |
| Performance Cash Units | 2% | | 2% | |
| Long-term Cash | 27% | | 26% | |
| | | | | |
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 22 | 51 | 19.1% | 16.3% |
| Short-term Incentive (Threshold) | 17 | 30 | 10.5% | 7.8% |
| Short-term Incentive (Target) | 33 | 64 | 23.0% | 21.9% |
| Short-term Incentive (Maximum) | 20 | 34 | 39.6% | 38.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 16 | 42 | 29.3% | 29.1% |
| | | | | |
| Salary Range (Mean) | | | | |
| Minimum | 25 | 53 | 102.5 | 97.4 |
| Midpoint | 25 | 53 | 136.6 | 136.7 |
| Maximum | 25 | 53 | 170.7 | 175.9 |

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

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Communications Director 140.100.210

2014

US MBD: Mercer Benchmark Database Executive

140.100.210 Communications Director

Oversees aspects of internal and external communications for the organization. Responsibilities typically include advertising/marketing, press relations, creative editorial and design services, and internal communications. May also be responsible for strategic communications and special events. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive.

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 | 89 | 192 | 100.4 | 113.7 | 134.1 | 139.1 | 158.8 | 190.1 |
| Base Salary - Org Wtd | 89 | 192 | 102.0 | 117.1 | 136.8 | 141.5 | 159.6 | 180.2 |
| Base Salary - Incentive Eligible | 54 | 107 | 103.4 | 119.3 | 143.1 | 145.8 | 162.6 | 192.7 |
| Base Salary - Not Incentive Eligible | *11 | 22 | 92.5 | 108.4 | 128.4 | 125.6 | 146.3 | 160.9 |

Incentives

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|------|
| Short-term Incentive (Target) | 42 | 77 | 11.6 | 16.0 | 24.9 | 30.0 | 39.8 | 57.9 |
| Short-term Incentive (Actual) | 37 | 76 | 6.0 | 10.9 | 20.1 | 24.8 | 32.4 | 50.6 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 9 | 25 | 11.8 | 19.2 | 25.0 | 25.6 | 31.8 | 40.3 |

Total Cash Compensation

| | | | | | | | | |
|------------------------------------|----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Comp (Actual) - Inc Wtd | 89 | 192 | 102.8 | 116.9 | 138.6 | 149.0 | 167.7 | 214.3 |
| Total Cash Comp (Actual) - Org Wtd | 89 | 192 | 106.4 | 121.1 | 142.5 | 150.8 | 169.2 | 206.3 |
| Total Cash Comp (Actual) - Rcvs | 37 | 76 | 116.6 | 133.6 | 167.4 | 175.2 | 205.1 | 252.5 |
| Total Cash Comp (Target) | 85 | 186 | 104.6 | 120.9 | 140.8 | 151.9 | 181.6 | 214.3 |
| Total Cash Comp (Target) - Rcvs | 42 | 77 | 123.0 | 138.2 | 166.9 | 175.1 | 209.1 | 243.1 |

Total Direct Compensation (Black-Scholes)

| | | | | | | | | |
|-----------------------------------|----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Comp (Actual) | 89 | 192 | 102.8 | 117.5 | 140.0 | 152.3 | 172.3 | 223.3 |
| Total Direct Comp (Actual) - Rcvs | 9 | 25 | 151.2 | 185.0 | 221.4 | 221.3 | 263.0 | 282.2 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 54 | 107 | 56% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 1% |
| Long-term Incentive | 12 | 34 | 18% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 21% | 20% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 71% | 72% |
| Performance Shares/Share Units | 29% | 8% |
| Performance Cash Units | 12% | 4% |
| Long-term Cash | 21% | 20% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 37 | 76 | 14.6% | 16.0% |
| Short-term Incentive (Threshold) | 15 | 30 | 8.2% | 9.0% |
| Short-term Incentive (Target) | 42 | 77 | 18.1% | 20.1% |
| Short-term Incentive (Maximum) | 28 | 53 | 29.7% | 33.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 9 | 25 | 17.8% | 16.3% |

Salary Range (Mean)

| | | | | |
|----------|----|-----|-------|-------|
| Minimum | 61 | 112 | 102.1 | 104.0 |
| Midpoint | 61 | 112 | 135.4 | 136.8 |
| Maximum | 61 | 112 | 168.7 | 169.6 |

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

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Communications Director 140 100 210

2014

US MBD: Mercer Benchmark Database Executive

120.224.210 Compensation & Benefits Director

The primary responsibilities include developing, implementing and evaluating all compensation and benefits programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation and Benefits Executive or Top Human Resources Management Executive.

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 | 168 | 177 | 121.9 | 135.2 | 155.0 | 160.2 | 178.4 | 206.3 |
| Base Salary - Org Wtd | 168 | 177 | 121.4 | 135.0 | 153.5 | 159.5 | 178.0 | 205.9 |
| Base Salary - Incentive Eligible | 142 | 150 | 126.5 | 139.7 | 157.6 | 163.9 | 180.6 | 212.7 |
| Base Salary - Not Incentive Eligible | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|-----|------|------|------|------|------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 130 | 137 | 17.3 | 27.0 | 37.3 | 41.7 | 48.4 | 66.7 |
| Short-term Incentive (Actual) | 117 | 125 | 13.0 | 24.2 | 36.6 | 42.6 | 51.5 | 90.3 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 9 | 9 | -- | 2.2 | 5.7 | 63.1 | 38.5 | -- |
| Long-term Incentive (Black-Scholes) | 49 | 53 | 10.4 | 22.0 | 42.0 | 56.8 | 62.6 | 123.4 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 168 | 177 | 125.5 | 152.4 | 182.6 | 193.5 | 222.1 | 266.2 |
| Total Cash Comp (Actual) - Org Wtd | 168 | 177 | 124.9 | 150.4 | 180.2 | 192.1 | 218.3 | 265.4 |
| Total Cash Comp (Actual) - Rcvs | 119 | 127 | 149.7 | 168.1 | 195.4 | 210.0 | 230.9 | 283.8 |
| Total Cash Comp (Target) | 156 | 165 | 132.0 | 158.8 | 186.9 | 195.6 | 225.1 | 264.4 |
| Total Cash Comp (Target) - Rcvs | 130 | 137 | 148.4 | 167.0 | 198.0 | 205.7 | 232.3 | 273.0 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 168 | 177 | 125.5 | 153.2 | 191.2 | 210.5 | 239.8 | 305.9 |
| Total Direct Comp (Actual) - Rcvs | 49 | 53 | 192.2 | 212.7 | 239.5 | 275.0 | 310.6 | 423.8 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 140 | 148 | 87% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 14 | 15 | 14% |
| Long-term Incentive | 60 | 64 | 40% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 30% | 23% |
| Share Appreciation Rights (SARs) | 7% | 4% |
| Restricted Shares/Share Units | 72% | 72% |
| Performance Shares/Share Units | 39% | 42% |
| Performance Cash Units | 5% | 2% |
| Long-term Cash | 16% | 13% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 117 | 125 | 24.8% | 25.1% |
| Short-term Incentive (Threshold) | 47 | 47 | 10.9% | 10.9% |
| Short-term Incentive (Target) | 130 | 137 | 24.1% | 24.3% |
| Short-term Incentive (Maximum) | 79 | 84 | 41.5% | 41.7% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 9 | 9 | 29.2% | 29.2% |
| Long-term Incentive (Black-Scholes) | 49 | 53 | 32.4% | 31.4% |

| | | | | |
|----------------------------|-----|-----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 119 | 126 | 115.3 | 115.8 |
| Midpoint | 119 | 126 | 151.4 | 152.2 |
| Maximum | 119 | 126 | 187.4 | 188.6 |

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

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Compensation & Benefits Director 120.224.210

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US MBD: Mercer Benchmark Database Executive

120.224.210 Compensation & Benefits Director

Consumer Goods

The primary responsibilities include developing, implementing and evaluating all compensation and benefits programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation and Benefits Executive or Top Human Resources Management 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 | 14 | 15 | 116.4 | 126.4 | 155.0 | 152.6 | 176.8 | 189.5 |
| Base Salary - Org Wtd | 14 | 15 | 116.2 | 126.0 | 152.6 | 152.2 | 176.9 | 191.9 |
| Base Salary - Incentive Eligible | 13 | 14 | 121.2 | 130.1 | 158.1 | 155.3 | 176.9 | 191.9 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 12 | 13 | 21.1 | 32.7 | 40.3 | 40.9 | 50.6 | 61.6 |
| Short-term Incentive (Actual) | 7 | 8 | -- | 40.7 | 51.0 | 52.4 | 60.4 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *5 | 6 | -- | -- | 45.5 | 54.4 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 14 | 15 | 116.4 | 131.3 | 185.2 | 184.1 | 215.9 | 261.2 |
| Total Cash Comp (Actual) - Org Wtd | 14 | 15 | 116.2 | 129.7 | 182.6 | 182.4 | 219.6 | 267.0 |
| Total Cash Comp (Actual) - Rcvs | 8 | 9 | -- | 194.1 | 213.2 | 214.6 | 234.2 | -- |
| Total Cash Comp (Target) | 13 | 14 | 146.3 | 163.8 | 194.2 | 193.3 | 213.6 | 251.8 |
| Total Cash Comp (Target) - Rcvs | 12 | 13 | 144.0 | 163.4 | 201.6 | 194.5 | 214.4 | 254.4 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 14 | 15 | 116.4 | 131.3 | 214.6 | 205.9 | 264.9 | 327.1 |
| Total Direct Comp (Actual) - Rcvs | *5 | 6 | -- | -- | 272.5 | 277.7 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 12 | 13 | 93% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 1 | 1 | 14% |
| Long-term Incentive | 8 | 9 | 64% |

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

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 7 | 8 | 31.8% | 31.8% |
| Short-term Incentive (Threshold) | 4 | 4 | --% | --% |
| Short-term Incentive (Target) | 12 | 13 | 25.8% | 26.3% |
| Short-term Incentive (Maximum) | 6 | 6 | 50.4% | 50.4% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 6 | 35.0% | 34.5% |

| | | | | |
|----------------------------|---|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 9 | 10 | 117.3 | 117.7 |
| Midpoint | 9 | 10 | 153.9 | 154.5 |
| Maximum | 9 | 10 | 190.4 | 191.3 |

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

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Compensation & Benefits Director 120.224.210

2014

US MBD: Mercer Benchmark Database Executive

120.224.210 Compensation & Benefits Director

The primary responsibilities include developing, implementing and evaluating all compensation and benefits programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation and Benefits Executive or Top Human Resources Management Executive.

Energy

| 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 | 18 | 122.9 | 148.3 | 172.0 | 174.1 | 190.7 | 231.2 |
| Base Salary - Org Wtd | 17 | 18 | 122.8 | 147.2 | 171.0 | 171.1 | 182.9 | 228.1 |
| Base Salary - Incentive Eligible | 16 | 17 | 132.6 | 157.2 | 173.0 | 177.2 | 195.7 | 231.9 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|-------|-------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 13 | 13 | 16.4 | 33.6 | 43.2 | 45.0 | 54.6 | 85.6 |
| Short-term Incentive (Actual) | 15 | 16 | 23.4 | 37.5 | 43.7 | 48.9 | 57.3 | 85.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 10 | 10 | 6.7 | 25.8 | 88.4 | 102.5 | 124.1 | 374.9 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 17 | 18 | 130.2 | 190.6 | 222.5 | 217.6 | 247.8 | 282.4 |
| Total Cash Comp (Actual) - Org Wtd | 17 | 18 | 129.3 | 189.3 | 218.5 | 214.1 | 240.6 | 282.7 |
| Total Cash Comp (Actual) - Rcvrs | 15 | 16 | 154.8 | 194.2 | 222.5 | 222.4 | 254.7 | 287.9 |
| Total Cash Comp (Target) | 14 | 15 | 156.8 | 198.0 | 216.2 | 218.8 | 232.2 | 299.1 |
| Total Cash Comp (Target) - Rcvrs | 13 | 13 | 148.2 | 192.3 | 212.1 | 217.8 | 237.3 | 309.9 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 17 | 18 | 130.2 | 209.7 | 234.7 | 274.6 | 306.0 | 434.9 |
| Total Direct Comp (Actual) - Rcvrs | 10 | 10 | 196.8 | 223.4 | 300.4 | 325.1 | 371.9 | 677.0 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 16 | 17 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 3 | 33% |
| Long-term Incentive | 12 | 12 | 75% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 42% | 30% |
| Share Appreciation Rights (SARs) | 8% | 10% |
| Restricted Shares/Share Units | 58% | 60% |
| Performance Shares/Share Units | 50% | 60% |
| Performance Cash Units | 8% | 0% |
| Long-term Cash | 0% | 0% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 15 | 16 | 28.1% | 27.7% |
| Short-term Incentive (Threshold) | 7 | 7 | 11.5% | 11.5% |
| Short-term Incentive (Target) | 13 | 13 | 25.0% | 25.0% |
| Short-term Incentive (Maximum) | 11 | 12 | 45.4% | 44.1% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 10 | 10 | 56.7% | 56.7% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 14 | 15 | 127.8 | 128.7 |
| Midpoint | 14 | 15 | 166.5 | 168.0 |
| Maximum | 14 | 15 | 205.1 | 207.3 |

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

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Compensation & Benefits Director 120.224.210

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US MBD: Mercer Benchmark Database Executive

120.224.210 Compensation & Benefits Director

Financial 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 | 10 | 121.7 | 137.6 | 148.8 | 155.8 | 163.9 | 232.1 |
| Base Salary - Org Wtd | 10 | 10 | 121.7 | 137.6 | 148.8 | 155.8 | 163.9 | 232.1 |
| Base Salary - Incentive Eligible | 10 | 10 | 121.7 | 137.6 | 148.8 | 155.8 | 163.9 | 232.1 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|------|------|------|------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 9 | 9 | -- | 24.0 | 30.0 | 32.7 | 40.0 | -- |
| Short-term Incentive (Actual) | 9 | 9 | -- | 10.4 | 31.4 | 31.1 | 48.6 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 6 | 6 | -- | -- | 27.7 | 31.0 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 10 | 10 | 143.7 | 155.7 | 174.1 | 230.5 | 195.6 | 709.7 |
| Total Cash Comp (Actual) - Org Wtd | 10 | 10 | 143.7 | 155.7 | 174.1 | 230.5 | 195.6 | 709.7 |
| Total Cash Comp (Actual) - Rcvrs | 9 | 9 | -- | 153.1 | 176.5 | 238.5 | 201.2 | -- |
| Total Cash Comp (Target) | 9 | 9 | -- | 161.2 | 177.0 | 189.2 | 216.1 | -- |
| Total Cash Comp (Target) - Rcvrs | 9 | 9 | -- | 161.2 | 177.0 | 189.2 | 216.1 | -- |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 10 | 10 | 145.8 | 180.3 | 198.7 | 249.1 | 213.8 | 710.3 |
| Total Direct Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 198.7 | 196.8 | -- | -- |

*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 | 1 | 1 | 14% |
| Long-term Incentive | 7 | 7 | 70% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 14% | 17% |
| Share Appreciation Rights (SARs) | 14% | 17% |
| Restricted Shares/Share Units | 86% | 100% |
| Performance Shares/Share Units | 14% | 17% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 29% | 17% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 9 | 9 | 19.9% | 19.9% |
| Short-term Incentive (Threshold) | 5 | 5 | 7.9% | 7.9% |
| Short-term Incentive (Target) | 9 | 9 | 20.8% | 20.8% |
| Short-term Incentive (Maximum) | 8 | 8 | 35.2% | 35.2% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 6 | 6 | 21.3% | 21.3% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 6 | 6 | 114.4 | 114.4 |
| Midpoint | 6 | 6 | 158.9 | 158.9 |
| Maximum | 6 | 6 | 203.4 | 203.4 |

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

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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 | Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|--|-------------|------------|--------------|--------------|--------|-------|--------------|--------------|---------------------------------------|---------------------|--------------------|--------------------|
| Base Salary | | | | | | | | | Short-term Incentive | 5 | 5 | 100% |
| Base Salary - Inc Wtd | 5 | 5 | -- | -- | 176.7 | 175.9 | -- | -- | Sales Incentive | 0 | 0 | --% |
| Base Salary - Org Wtd | 5 | 5 | -- | -- | 176.7 | 175.9 | -- | -- | Profit Sharing | 0 | 0 | --% |
| Base Salary - Incentive Eligible | 5 | 5 | -- | -- | 176.7 | 175.9 | -- | -- | Long-term Incentive | 2 | -- | --% |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | | | | |
| Incentives | | | | | | | | | Of Those LTI Eligible: | % Eligible | % Receiving | |
| Short-term Incentive (Target) | 5 | 5 | -- | -- | 38.8 | 52.0 | -- | -- | Stock/Share Options | --% | --% | |
| Short-term Incentive (Actual) | 4 | 4 | -- | -- | -- | -- | -- | -- | 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) | *1 | 1 | -- | -- | -- | -- | -- | -- | 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 | -- | -- | 206.9 | 223.2 | -- | -- | Short-term Incentive (Actual) | 4 | 4 | --% |
| Total Cash Comp (Actual) - Org Wtd | 5 | 5 | -- | -- | 206.9 | 223.2 | -- | -- | Short-term Incentive (Threshold) | 3 | 3 | --% |
| Total Cash Comp (Actual) - Rcvrs | 4 | 4 | -- | -- | -- | -- | -- | -- | Short-term Incentive (Target) | 5 | 5 | 26.7% |
| Total Cash Comp (Target) | 5 | 5 | -- | -- | 212.0 | 227.9 | -- | -- | Short-term Incentive (Maximum) | 4 | 4 | --% |
| Total Cash Comp (Target) - Rcvrs | 5 | 5 | -- | -- | 212.0 | 227.9 | -- | -- | Sales Incentive (Actual) | 0 | 0 | --% |
| | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Profit Sharing (Actual) | 0 | 0 | --% |
| Total Direct Comp (Actual) | 5 | 5 | -- | -- | 206.9 | 225.6 | -- | -- | Long-term Incentive (Black-Scholes) | 1 | 1 | --% |
| Total Direct Comp (Actual) - Rcvrs | *1 | 1 | -- | -- | -- | -- | -- | -- | Salary Range (Mean) | | | |
| | | | | | | | | | Minimum | 4 | 4 | -- |
| | | | | | | | | | Midpoint | 4 | 4 | -- |
| | | | | | | | | | Maximum | 4 | 4 | -- |

*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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Insurance

The primary responsibilities include developing, implementing and evaluating all compensation and benefits programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation and Benefits Executive or Top Human Resources Management 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 | 9 | 9 | -- | 125.0 | 138.0 | 143.7 | 160.5 | -- |
| Base Salary - Org Wtd | 9 | 9 | -- | 125.0 | 138.0 | 143.7 | 160.5 | -- |
| Base Salary - Incentive Eligible | 6 | 6 | -- | -- | 150.9 | 157.5 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|------|------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 6 | 6 | -- | -- | 29.2 | 38.5 | -- | -- |
| Short-term Incentive (Actual) | 6 | 6 | -- | -- | 26.0 | 45.0 | -- | -- |
| 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 | 9 | 9 | -- | 126.7 | 150.1 | 173.7 | 198.1 | -- |
| Total Cash Comp (Actual) - Org Wtd | 9 | 9 | -- | 126.7 | 150.1 | 173.7 | 198.1 | -- |
| Total Cash Comp (Actual) - Rcvrs | 6 | 6 | -- | -- | 180.7 | 202.4 | -- | -- |
| Total Cash Comp (Target) | 8 | 8 | -- | 123.6 | 164.6 | 173.3 | 194.8 | -- |
| Total Cash Comp (Target) - Rcvrs | 6 | 6 | -- | -- | 177.5 | 196.0 | -- | -- |

| | | | | | | | | |
|--|----|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 9 | 9 | -- | 126.7 | 155.5 | 197.2 | 220.6 | -- |
| 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 | 6 | 6 | 75% |
| Sales Incentive | 0 | 0 | --% |
| Profit Sharing | 0 | 0 | --% |
| 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) | 6 | 6 | 25.5% | 25.5% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 6 | 6 | 22.5% | 22.5% |
| Short-term Incentive (Maximum) | 4 | 4 | --% | --% |
| 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 | 7 | 7 | 103.2 | 103.2 |
| Midpoint | 7 | 7 | 133.2 | 133.2 |
| Maximum | 7 | 7 | 163.1 | 163.1 |

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

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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 | 19 | 23 | 122.4 | 133.8 | 152.3 | 153.2 | 173.5 | 192.2 |
| Base Salary - Org Wtd | 19 | 23 | 121.6 | 132.6 | 152.3 | 150.4 | 167.0 | 190.8 |
| Base Salary - Incentive Eligible | 18 | 21 | 124.8 | 134.4 | 152.3 | 153.3 | 170.3 | 194.8 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 16 | 19 | 22.9 | 29.8 | 41.7 | 39.7 | 45.0 | 52.1 |
| Short-term Incentive (Actual) | 14 | 17 | 15.8 | 21.7 | 38.2 | 38.9 | 50.4 | 65.2 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *3 | 3 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *7 | 10 | 10.0 | 20.2 | 22.2 | 31.2 | 50.0 | 56.7 |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 19 | 23 | 129.1 | 156.3 | 180.4 | 183.1 | 202.1 | 236.2 |
| Total Cash Comp (Actual) - Org Wtd | 19 | 23 | 126.0 | 154.7 | 179.6 | 177.6 | 189.4 | 214.0 |
| Total Cash Comp (Actual) - Rcvrs | 15 | 18 | 151.8 | 168.0 | 187.2 | 191.2 | 207.2 | 250.6 |
| Total Cash Comp (Target) | 18 | 22 | 128.0 | 161.3 | 183.9 | 187.4 | 211.4 | 240.4 |
| Total Cash Comp (Target) - Rcvrs | 16 | 19 | 148.4 | 167.2 | 194.9 | 194.0 | 218.8 | 246.8 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 19 | 23 | 129.1 | 156.3 | 189.0 | 196.7 | 231.7 | 246.1 |
| Total Direct Comp (Actual) - Rcvrs | *7 | 10 | 212.2 | 218.7 | 228.4 | 237.0 | 245.2 | 306.0 |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 17 | 20 | 87% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 4 | 4 | 27% |
| Long-term Incentive | 7 | 10 | 45% |

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

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 14 | 17 | 23.6% | 25.1% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 16 | 19 | 24.7% | 25.4% |
| Short-term Incentive (Maximum) | 9 | 12 | 51.1% | 52.7% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 3 | 3 | --% | --% |
| Long-term Incentive (Black-Scholes) | 7 | 10 | 20.9% | 18.9% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 16 | 20 | 112.1 | 114.5 |
| Midpoint | 16 | 20 | 146.5 | 151.1 |
| Maximum | 16 | 20 | 180.9 | 187.6 |

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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 | 7 | -- | 131.3 | 160.5 | 153.1 | 166.0 | -- |
| Base Salary - Org Wtd | 7 | 7 | -- | 131.3 | 160.5 | 153.1 | 166.0 | -- |
| Base Salary - Incentive Eligible | 7 | 7 | -- | 131.3 | 160.5 | 153.1 | 166.0 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|------|------|------|------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 7 | 7 | -- | 24.5 | 32.8 | 41.7 | 61.2 | -- |
| Short-term Incentive (Actual) | 7 | 7 | -- | 19.3 | 23.8 | 25.8 | 32.1 | -- |
| 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 | 7 | 7 | -- | 155.1 | 186.7 | 179.0 | 195.9 | -- |
| Total Cash Comp (Actual) - Org Wtd | 7 | 7 | -- | 155.1 | 186.7 | 179.0 | 195.9 | -- |
| Total Cash Comp (Actual) - Rcvrs | 7 | 7 | -- | 155.1 | 186.7 | 179.0 | 195.9 | -- |
| Total Cash Comp (Target) | 7 | 7 | -- | 164.1 | 192.6 | 194.8 | 229.5 | -- |
| Total Cash Comp (Target) - Rcvrs | 7 | 7 | -- | 164.1 | 192.6 | 194.8 | 229.5 | -- |

| | | | | | | | | |
|--|----|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 7 | 7 | -- | 155.1 | 192.6 | 183.5 | 204.5 | -- |
| Total Direct Comp (Actual) - Rcvrs | *2 | 2 | -- | -- | -- | -- | -- | -- |

*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 | 7 | 7 | 100% |
| Sales Incentive | 0 | -- | --% |
| Profit Sharing | 1 | 1 | --% |
| 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) | 7 | 7 | 17.0% | 17.0% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 7 | 7 | 26.6% | 26.6% |
| 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) | 2 | 2 | --% | --% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 5 | 5 | 121.2 | 121.2 |
| Midpoint | 5 | 5 | 154.5 | 154.5 |
| Maximum | 5 | 5 | 187.8 | 187.8 |

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

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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 | 19 | 19 | 115.0 | 135.0 | 155.0 | 164.8 | 198.9 | 227.0 |
| Base Salary - Org Wtd | 19 | 19 | 115.0 | 135.0 | 155.0 | 164.8 | 198.9 | 227.0 |
| Base Salary - Incentive Eligible | 17 | 17 | 114.8 | 138.0 | 155.5 | 168.0 | 199.5 | 232.6 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 15 | 15 | 19.5 | 24.7 | 40.0 | 44.5 | 63.6 | 84.1 |
| Short-term Incentive (Actual) | 15 | 15 | 15.4 | 23.0 | 30.0 | 43.0 | 45.8 | 105.1 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *2 | 2 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 5 | 5 | -- | -- | 63.2 | 77.3 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 19 | 19 | 135.0 | 157.0 | 185.0 | 199.2 | 251.0 | 298.1 |
| Total Cash Comp (Actual) - Org Wtd | 19 | 19 | 135.0 | 157.0 | 185.0 | 199.2 | 251.0 | 298.1 |
| Total Cash Comp (Actual) - Rcvrs | 15 | 15 | 143.7 | 167.6 | 192.5 | 211.1 | 272.8 | 314.4 |
| Total Cash Comp (Target) | 17 | 17 | 130.8 | 151.2 | 187.1 | 200.1 | 251.3 | 299.1 |
| Total Cash Comp (Target) - Rcvrs | 15 | 15 | 144.1 | 166.7 | 198.8 | 210.2 | 262.5 | 303.1 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 19 | 19 | 135.0 | 157.0 | 185.0 | 219.5 | 283.0 | 405.3 |
| Total Direct Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 335.9 | 349.5 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 17 | 17 | 94% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 17% |
| Long-term Incentive | 6 | 6 | 33% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 50% | 40% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 83% | 100% |
| Performance Shares/Share Units | 50% | 60% |
| Performance Cash Units | 0% | 0% |
| Long-term Cash | 0% | 0% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 15 | 15 | 25.1% | 25.1% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 15 | 15 | 25.9% | 25.9% |
| Short-term Incentive (Maximum) | 6 | 6 | 44.0% | 44.0% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 2 | 2 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 5 | 37.4% | 37.4% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 13 | 13 | 124.2 | 124.2 |
| Midpoint | 13 | 13 | 165.8 | 165.8 |
| Maximum | 13 | 13 | 207.4 | 207.4 |

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

120.224.210 Compensation & Benefits Director

Retail & Wholesale

The primary responsibilities include developing, implementing and evaluating all compensation and benefits programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation and Benefits Executive or Top Human Resources Management 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 | 19 | 19 | 129.1 | 142.5 | 156.5 | 161.5 | 182.6 | 190.4 |
| Base Salary - Org Wtd | 19 | 19 | 129.1 | 142.5 | 156.5 | 161.5 | 182.6 | 190.4 |
| Base Salary - Incentive Eligible | 18 | 18 | 128.9 | 140.9 | 153.3 | 160.9 | 183.6 | 194.0 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|-------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 17 | 17 | 18.6 | 31.8 | 41.3 | 45.0 | 47.5 | 78.2 |
| Short-term Incentive (Actual) | 16 | 16 | 20.3 | 27.7 | 42.8 | 52.2 | 65.5 | 117.1 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 5 | 5 | -- | -- | 43.0 | 50.0 | -- | -- |

| | | | | | | | | |
|------------------------------------|----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 19 | 19 | 152.1 | 156.5 | 206.3 | 206.0 | 240.8 | 264.6 |
| Total Cash Comp (Actual) - Org Wtd | 19 | 19 | 152.1 | 156.5 | 206.3 | 206.0 | 240.8 | 264.6 |
| Total Cash Comp (Actual) - Rcvrs | 16 | 16 | 152.5 | 164.9 | 219.8 | 215.6 | 242.7 | 292.9 |
| Total Cash Comp (Target) | 19 | 19 | 152.2 | 168.6 | 185.9 | 201.8 | 233.2 | 246.1 |
| Total Cash Comp (Target) - Rcvrs | 17 | 17 | 158.5 | 173.0 | 206.3 | 207.9 | 235.4 | 269.2 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 19 | 19 | 152.1 | 159.8 | 217.7 | 219.1 | 243.3 | 280.4 |
| Total Direct Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 236.3 | 272.9 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 18 | 18 | 95% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 2 | 2 | 15% |
| Long-term Incentive | 5 | 5 | 28% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|------------|-------------|
| Stock/Share Options | 40% | 0% |
| Share Appreciation Rights (SARs) | 20% | 0% |
| Restricted Shares/Share Units | 100% | 80% |
| Performance Shares/Share Units | 60% | 40% |
| Performance Cash Units | 20% | 0% |
| Long-term Cash | 40% | 20% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 16 | 16 | 31.4% | 31.4% |
| Short-term Incentive (Threshold) | 7 | 7 | 11.3% | 11.3% |
| Short-term Incentive (Target) | 17 | 17 | 26.7% | 26.7% |
| Short-term Incentive (Maximum) | 8 | 8 | 40.8% | 40.8% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 1 | 1 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 5 | 26.8% | 26.8% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 13 | 13 | 113.4 | 113.4 |
| Midpoint | 13 | 13 | 149.9 | 149.9 |
| Maximum | 13 | 13 | 186.5 | 186.5 |

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

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Compensation & Benefits Director 120.224.210

2014

US MBD: Mercer Benchmark Database Executive

120.224.210 Compensation & Benefits Director

The primary responsibilities include developing, implementing and evaluating all compensation and benefits programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation and Benefits Executive or Top Human Resources Management Executive.

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 | 36 | 39 | 118.3 | 131.0 | 151.4 | 155.8 | 170.0 | 198.9 |
| Base Salary - Org Wtd | 36 | 39 | 114.2 | 130.9 | 150.7 | 154.6 | 174.1 | 200.9 |
| Base Salary - Incentive Eligible | 19 | 22 | 129.1 | 146.0 | 162.5 | 165.2 | 190.2 | 208.8 |
| Base Salary - Not Incentive Eligible | 4 | 4 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 18 | 21 | 9.2 | 13.3 | 30.0 | 32.2 | 49.1 | 59.3 |
| Short-term Incentive (Actual) | 13 | 16 | 12.2 | 24.4 | 28.0 | 33.2 | 47.0 | 62.3 |
| 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 | 36 | 39 | 118.3 | 135.0 | 157.0 | 169.4 | 195.4 | 240.0 |
| Total Cash Comp (Actual) - Org Wtd | 36 | 39 | 115.0 | 131.9 | 154.3 | 165.4 | 190.9 | 236.2 |
| Total Cash Comp (Actual) - Rcvrs | 13 | 16 | 141.1 | 176.7 | 193.3 | 198.9 | 229.1 | 257.6 |
| Total Cash Comp (Target) | 34 | 37 | 116.3 | 137.6 | 160.5 | 174.4 | 213.6 | 243.7 |
| Total Cash Comp (Target) - Rcvrs | 18 | 21 | 137.5 | 165.0 | 195.5 | 199.0 | 231.4 | 264.8 |

| | | | | | | | | |
|--|----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 36 | 39 | 118.3 | 135.0 | 157.0 | 169.6 | 195.4 | 240.0 |
| 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 | 19 | 22 | 59% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 2 | 2 | 6% |

| 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) | 13 | 16 | 18.0% | 19.7% |
| Short-term Incentive (Threshold) | 6 | 6 | 7.7% | 7.7% |
| Short-term Incentive (Target) | 18 | 21 | 16.9% | 18.2% |
| Short-term Incentive (Maximum) | 12 | 13 | 21.6% | 21.7% |
| 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 | 24 | 25 | 105.2 | 105.3 |
| Midpoint | 24 | 25 | 136.4 | 136.3 |
| Maximum | 24 | 25 | 167.5 | 167.2 |

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

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Compensation & Benefits Director 120.224.210

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US MBD: Mercer Benchmark Database Executive

120.228.210 Compensation Director

All Organizations

At many organizations, may be responsible for a specific segment of the employee population such as director of executive compensation. The primary responsibilities include developing, implementing and evaluating all compensation programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation 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 | 264 | 372 | 122.0 | 136.3 | 155.0 | 156.4 | 173.8 | 190.0 |
| Base Salary - Org Wtd | 264 | 372 | 121.6 | 135.0 | 152.4 | 152.7 | 169.6 | 183.0 |
| Base Salary - Incentive Eligible | 229 | 336 | 123.9 | 136.7 | 156.1 | 157.5 | 175.0 | 190.4 |
| Base Salary - Not Incentive Eligible | 7 | 7 | -- | -- | 140.0 | 151.6 | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|-----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 205 | 302 | 18.0 | 24.0 | 33.5 | 36.7 | 45.0 | 64.2 |
| Short-term Incentive (Actual) | 199 | 289 | 10.7 | 21.5 | 34.6 | 40.0 | 51.3 | 75.0 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | *1 | 1 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 8 | 9 | -- | 4.5 | 5.5 | 7.3 | 11.1 | -- |
| Long-term Incentive (Black-Scholes) | 107 | 160 | 15.0 | 20.9 | 34.8 | 51.3 | 63.1 | 78.5 |

| | | | | | | | | |
|------------------------------------|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 264 | 372 | 134.9 | 153.9 | 179.9 | 187.7 | 213.5 | 249.9 |
| Total Cash Comp (Actual) - Org Wtd | 264 | 372 | 133.9 | 150.0 | 175.2 | 180.9 | 207.0 | 233.7 |
| Total Cash Comp (Actual) - Rcvrs | 200 | 290 | 144.9 | 164.6 | 189.7 | 197.1 | 220.0 | 261.2 |
| Total Cash Comp (Target) | 244 | 349 | 138.7 | 158.4 | 186.0 | 188.6 | 213.8 | 247.0 |
| Total Cash Comp (Target) - Rcvrs | 205 | 302 | 144.6 | 163.8 | 189.1 | 193.6 | 218.3 | 249.7 |

| | | | | | | | | |
|--|-----|-----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 264 | 372 | 138.5 | 159.5 | 194.3 | 209.7 | 240.5 | 291.7 |
| Total Direct Comp (Actual) - Rcvrs | 107 | 160 | 169.4 | 199.8 | 239.8 | 255.2 | 284.7 | 338.9 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|---------------------|--------------------|--------------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 227 | 332 | 92% |
| Sales Incentive | 1 | 1 | 0% |
| Profit Sharing | 12 | 15 | 8% |
| Long-term Incentive | 126 | 194 | 56% |

| | | |
|----------------------------------|-------------------|--------------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 32% | 29% |
| Share Appreciation Rights (SARs) | 1% | 1% |
| Restricted Shares/Share Units | 68% | 68% |
| Performance Shares/Share Units | 25% | 18% |
| Performance Cash Units | 11% | 1% |
| Long-term Cash | 21% | 20% |

| | | | | |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 199 | 289 | 23.8% | 24.7% |
| Short-term Incentive (Threshold) | 65 | 87 | 8.9% | 9.4% |
| Short-term Incentive (Target) | 205 | 302 | 22.6% | 22.8% |
| Short-term Incentive (Maximum) | 121 | 163 | 39.1% | 40.6% |
| Sales Incentive (Actual) | 1 | 1 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 8 | 9 | 4.7% | 4.5% |
| Long-term Incentive (Black-Scholes) | 107 | 160 | 29.7% | 30.8% |

| | | | | |
|----------------------------|-----|-----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 192 | 277 | 111.1 | 113.6 |
| Midpoint | 192 | 277 | 148.9 | 152.7 |
| Maximum | 192 | 277 | 186.8 | 191.7 |

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

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Compensation Director 120.228.210

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120.228.210 Compensation Director

Consumer Goods

At many organizations, may be responsible for a specific segment of the employee population such as director of executive compensation. The primary responsibilities include developing, implementing and evaluating all compensation programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation Executive.

| 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 | 21 | 28 | 130.1 | 145.3 | 160.0 | 159.9 | 173.8 | 195.4 | Short-term Incentive | 20 | 27 | 100% |
| Base Salary - Org Wtd | 21 | 28 | 125.4 | 140.8 | 158.6 | 157.6 | 170.3 | 198.5 | Sales Incentive | 0 | 0 | 0% |
| Base Salary - Incentive Eligible | 20 | 27 | 129.4 | 145.1 | 160.0 | 159.5 | 174.0 | 195.9 | Profit Sharing | 2 | 3 | 25% |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- | Long-term Incentive | 15 | 21 | 75% |
| Incentives | | | | | | | | | | | | |
| Short-term Incentive (Target) | 19 | 25 | 16.5 | 27.7 | 37.0 | 39.1 | 46.7 | 70.1 | Of Those LTI Eligible: | | | |
| Short-term Incentive (Actual) | 19 | 26 | 16.6 | 24.2 | 39.8 | 44.9 | 61.2 | 70.6 | | % Eligible | | % Receiving |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- | Stock/Share Options | 42% | | 44% |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- | Share Appreciation Rights (SARs) | 0% | | 0% |
| Profit Sharing (Actual) | *2 | 3 | -- | -- | -- | -- | -- | -- | Restricted Shares/Share Units | 53% | | 56% |
| Long-term Incentive (Black-Scholes) | 13 | 18 | 10.4 | 32.0 | 46.0 | 49.1 | 69.1 | 88.5 | Performance Shares/Share Units | 26% | | 28% |
| Total Cash Compensation | | | | | | | | | Performance Cash Units | 11% | | 0% |
| Total Cash Comp (Actual) - Inc Wtd | 21 | 28 | 146.3 | 169.9 | 202.1 | 202.2 | 222.6 | 251.5 | Long-term Cash | 26% | | 22% |
| Total Cash Comp (Actual) - Org Wtd | 21 | 28 | 130.0 | 166.3 | 200.2 | 197.5 | 217.7 | 248.7 | Incentives (Mean as % of Base) | | | |
| Total Cash Comp (Actual) - Rcvs | 19 | 26 | 152.6 | 177.7 | 206.7 | 206.5 | 226.1 | 254.0 | | Num Orgs | Num Obs | Org Wtd |
| Total Cash Comp (Target) | 20 | 27 | 150.3 | 168.8 | 192.5 | 195.8 | 217.5 | 244.0 | Short-term Incentive (Actual) | 19 | 26 | 26.8% |
| Total Cash Comp (Target) - Rcvs | 19 | 25 | 149.9 | 169.5 | 198.2 | 198.0 | 217.5 | 245.3 | Short-term Incentive (Threshold) | 4 | 5 | --% |
| Total Direct Compensation (Black-Scholes) | | | | | | | | | Short-term Incentive (Target) | 19 | 25 | 24.1% |
| Total Direct Comp (Actual) | 21 | 28 | 146.3 | 189.4 | 232.9 | 233.8 | 265.1 | 328.6 | Short-term Incentive (Maximum) | 11 | 14 | 42.9% |
| Total Direct Comp (Actual) - Rcvs | 13 | 18 | 186.1 | 227.0 | 246.3 | 263.4 | 295.7 | 345.1 | Sales Incentive (Actual) | 0 | 0 | --% |
| *More than 25% of sample supplied by one organization | | | | | | | | | Sales Incentive (Target) | 0 | 0 | --% |
| | | | | | | | | | Profit Sharing (Actual) | 2 | 3 | --% |
| | | | | | | | | | Long-term Incentive (Black-Scholes) | 13 | 18 | 31.6% |
| | | | | | | | | | Salary Range (Mean) | | | |
| | | | | | | | | | Minimum | 13 | 18 | 112.9 |
| | | | | | | | | | Midpoint | 13 | 18 | 151.4 |
| | | | | | | | | | Maximum | 13 | 18 | 189.9 |
| | | | | | | | | | | | | 191.6 |

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

120.228.210 Compensation Director

Energy

At many organizations, may be responsible for a specific segment of the employee population such as director of executive compensation. The primary responsibilities include developing, implementing and evaluating all compensation programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation 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 | 8 | 8 | -- | 124.4 | 145.6 | 145.5 | 166.4 | -- |
| Base Salary - Org Wtd | 8 | 8 | -- | 124.4 | 145.6 | 145.5 | 166.4 | -- |
| Base Salary - Incentive Eligible | 7 | 7 | -- | 121.2 | 136.0 | 143.1 | 167.8 | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|---|---|----|------|------|------|------|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | 7 | 7 | -- | 20.4 | 23.3 | 34.9 | 51.1 | -- |
| Short-term Incentive (Actual) | 7 | 7 | -- | 21.6 | 41.1 | 45.2 | 68.7 | -- |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 5 | 5 | -- | -- | 40.3 | 45.3 | -- | -- |

| | | | | | | | | |
|------------------------------------|---|---|----|-------|-------|-------|-------|----|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | 8 | 8 | -- | 147.6 | 179.1 | 185.1 | 219.7 | -- |
| Total Cash Comp (Actual) - Org Wtd | 8 | 8 | -- | 147.6 | 179.1 | 185.1 | 219.7 | -- |
| Total Cash Comp (Actual) - Rcvrs | 7 | 7 | -- | 142.8 | 181.2 | 188.4 | 225.3 | -- |
| Total Cash Comp (Target) | 7 | 7 | -- | 139.4 | 178.5 | 178.0 | 218.1 | -- |
| Total Cash Comp (Target) - Rcvrs | 7 | 7 | -- | 139.4 | 178.5 | 178.0 | 218.1 | -- |

| | | | | | | | | |
|--|---|---|----|-------|-------|-------|-------|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | 8 | 8 | -- | 171.1 | 223.6 | 213.4 | 244.4 | -- |
| Total Direct Comp (Actual) - Rcvrs | 5 | 5 | -- | -- | 237.1 | 233.4 | -- | -- |

*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 | 0 | 0 | 0% |
| Long-term Incentive | 5 | 5 | 71% |

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

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|-------------------------------------|-------------|------------|------------|------------|
| Short-term Incentive (Actual) | 7 | 7 | 30.8% | 30.8% |
| Short-term Incentive (Threshold) | 3 | 3 | --% | --% |
| Short-term Incentive (Target) | 7 | 7 | 23.9% | 23.9% |
| Short-term Incentive (Maximum) | 4 | 4 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 5 | 30.1% | 30.1% |

| | | | | |
|----------------------------|---|---|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 6 | 6 | 111.8 | 111.8 |
| Midpoint | 6 | 6 | 146.1 | 146.1 |
| Maximum | 6 | 6 | 180.4 | 180.4 |

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

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Compensation Director 120.228.210

2014

US MBD: Mercer Benchmark Database Executive

120.228.210 Compensation Director

At many organizations, may be responsible for a specific segment of the employee population such as director of executive compensation. The primary responsibilities include developing, implementing and evaluating all compensation programs for either the entire employee population or for a specific group of employees. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Compensation Executive.

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 | *21 | 33 | 110.6 | 129.9 | 146.8 | 147.4 | 166.7 | 181.0 |
| Base Salary - Org Wtd | *21 | 33 | 106.5 | 129.7 | 157.0 | 148.2 | 167.1 | 179.7 |
| Base Salary - Incentive Eligible | *20 | 32 | 119.4 | 130.5 | 148.0 | 148.8 | 167.5 | 181.2 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|-----|----|------|------|------|------|------|------|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *13 | 24 | 18.4 | 19.9 | 25.8 | 32.5 | 41.3 | 59.7 |
| Short-term Incentive (Actual) | *19 | 30 | 17.7 | 25.7 | 43.3 | 51.1 | 61.6 | 99.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | 15 | 21 | 10.2 | 18.8 | 30.0 | 38.4 | 47.7 | 87.3 |

| | | | | | | | | |
|------------------------------------|-----|----|-------|-------|-------|-------|-------|-------|
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *21 | 33 | 130.5 | 157.8 | 179.3 | 193.8 | 219.4 | 268.0 |
| Total Cash Comp (Actual) - Org Wtd | *21 | 33 | 126.9 | 150.7 | 182.1 | 193.8 | 224.5 | 273.9 |
| Total Cash Comp (Actual) - Rcvrs | *19 | 30 | 141.6 | 164.7 | 187.4 | 199.8 | 222.2 | 279.3 |
| Total Cash Comp (Target) | *17 | 29 | 125.1 | 150.5 | 168.3 | 175.3 | 207.0 | 227.4 |
| Total Cash Comp (Target) - Rcvrs | *13 | 24 | 133.4 | 152.5 | 169.8 | 180.2 | 211.0 | 230.6 |

| | | | | | | | | |
|--|-----|----|-------|-------|-------|-------|-------|-------|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *21 | 33 | 148.4 | 163.6 | 196.4 | 218.2 | 243.1 | 338.0 |
| Total Direct Comp (Actual) - Rcvrs | 15 | 21 | 155.4 | 181.6 | 230.9 | 245.6 | 276.2 | 396.8 |

*More than 25% of sample supplied by one organization

| | | | |
|-----------------------------------|-------------|------------|------------|
| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
| Short-term Incentive | 20 | 32 | 97% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | 0% |
| Long-term Incentive | 16 | 22 | 67% |

| | | |
|----------------------------------|------------|-------------|
| Of Those LTI Eligible: | % Eligible | % Receiving |
| Stock/Share Options | 18% | 5% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 86% | 86% |
| Performance Shares/Share Units | 14% | 5% |
| Performance Cash Units | 5% | 0% |
| Long-term Cash | 9% | 10% |

| | | | | |
|---------------------------------------|-------------|------------|------------|------------|
| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
| Short-term Incentive (Actual) | 19 | 30 | 32.4% | 33.1% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 13 | 24 | 25.1% | 21.2% |
| Short-term Incentive (Maximum) | 6 | 7 | 48.0% | 45.0% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 15 | 21 | 23.0% | 24.6% |

| | | | | |
|----------------------------|----|----|-------|-------|
| Salary Range (Mean) | | | | |
| Minimum | 13 | 24 | 111.2 | 114.6 |
| Midpoint | 13 | 24 | 151.4 | 154.6 |
| Maximum | 13 | 24 | 191.6 | 194.6 |

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

120.228.210 Compensation Director

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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 | *5 | 9 | -- | -- | 154.8 | 153.3 | -- | -- |
| Base Salary - Org Wtd | *5 | 9 | -- | -- | 154.7 | 148.7 | -- | -- |
| Base Salary - Incentive Eligible | *5 | 9 | -- | -- | 154.8 | 153.3 | -- | -- |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |

| | | | | | | | | |
|-------------------------------------|----|---|----|----|------|------|----|----|
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *5 | 9 | -- | -- | 22.5 | 24.1 | -- | -- |
| Short-term Incentive (Actual) | *5 | 9 | -- | -- | 19.1 | 22.4 | -- | -- |
| 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 | 9 | -- | -- | 169.0 | 175.7 | -- | -- |
| Total Cash Comp (Actual) - Org Wtd | *5 | 9 | -- | -- | 168.8 | 174.3 | -- | -- |
| Total Cash Comp (Actual) - Rcvrs | *5 | 9 | -- | -- | 169.0 | 175.7 | -- | -- |
| Total Cash Comp (Target) | *5 | 9 | -- | -- | 165.6 | 177.4 | -- | -- |
| Total Cash Comp (Target) - Rcvrs | *5 | 9 | -- | -- | 165.6 | 177.4 | -- | -- |

| | | | | | | | | |
|--|----|---|----|----|-------|-------|----|----|
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *5 | 9 | -- | -- | 169.0 | 175.7 | -- | -- |
| Total Direct Comp (Actual) - Rcvrs | 0 | 0 | -- | -- | -- | -- | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|----------------------------|-------------|------------|------------|
| Short-term Incentive | 5 | 9 | 100% |
| 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) | 5 | 9 | 17.4% | 14.6% |
| Short-term Incentive (Threshold) | 1 | 1 | --% | --% |
| Short-term Incentive (Target) | 5 | 9 | 18.9% | 15.4% |
| Short-term Incentive (Maximum) | 2 | 5 | --% | --% |
| 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 | 5 | 9 | 111.2 | 115.7 |
| Midpoint | 5 | 9 | 149.9 | 155.7 |
| Maximum | 5 | 9 | 188.5 | 195.6 |

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

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Compensation Director 120.228.210

2014

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120.228.210 Compensation Director

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 | *7 | 19 | 121.7 | 137.9 | 160.0 | 165.0 | 193.4 | 205.9 |
| Base Salary - Org Wtd | *7 | 19 | -- | 146.6 | 169.5 | 164.2 | 182.9 | -- |
| Base Salary - Incentive Eligible | *7 | 19 | 121.7 | 137.9 | 160.0 | 165.0 | 193.4 | 205.9 |
| Base Salary - Not Incentive Eligible | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Incentives | | | | | | | | |
| Short-term Incentive (Target) | *7 | 19 | 26.4 | 29.8 | 40.0 | 46.8 | 62.0 | 78.0 |
| Short-term Incentive (Actual) | *7 | 17 | 23.6 | 30.8 | 44.3 | 52.4 | 70.6 | 99.5 |
| Sales Incentive (Target) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Sales Incentive (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Profit Sharing (Actual) | 0 | 0 | -- | -- | -- | -- | -- | -- |
| Long-term Incentive (Black-Scholes) | *5 | 12 | -- | -- | 35.1 | 43.1 | -- | -- |
| Total Cash Compensation | | | | | | | | |
| Total Cash Comp (Actual) - Inc Wtd | *7 | 19 | 141.9 | 179.3 | 199.5 | 211.9 | 257.8 | 303.6 |
| Total Cash Comp (Actual) - Org Wtd | *7 | 19 | -- | 171.4 | 228.7 | 212.0 | 244.3 | -- |
| Total Cash Comp (Actual) - Rcvrs | *7 | 17 | 145.1 | 180.2 | 202.4 | 217.6 | 258.8 | 305.3 |
| Total Cash Comp (Target) | *7 | 19 | 150.7 | 170.1 | 200.0 | 211.8 | 257.3 | 273.0 |
| Total Cash Comp (Target) - Rcvrs | *7 | 19 | 150.7 | 170.1 | 200.0 | 211.8 | 257.3 | 273.0 |
| Total Direct Compensation (Black-Scholes) | | | | | | | | |
| Total Direct Comp (Actual) | *7 | 19 | 164.2 | 194.7 | 226.5 | 239.1 | 278.4 | 377.5 |
| Total Direct Comp (Actual) - Rcvrs | *5 | 12 | -- | -- | 230.9 | 252.2 | -- | -- |

*More than 25% of sample supplied by one organization

| Incentive Plan Eligibility | Num Orgs | Num Obs | Inc Wtd |
|-----------------------------------|---------------------|--------------------|--------------------|
| Short-term Incentive | 7 | 19 | 100% |
| Sales Incentive | 0 | 0 | 0% |
| Profit Sharing | 0 | 0 | --% |
| Long-term Incentive | 5 | 13 | 68% |

| Of Those LTI Eligible: | % Eligible | % Receiving |
|----------------------------------|-------------------|--------------------|
| Stock/Share Options | 62% | 58% |
| Share Appreciation Rights (SARs) | 0% | 0% |
| Restricted Shares/Share Units | 69% | 67% |
| Performance Shares/Share Units | 15% | 17% |
| Performance Cash Units | 15% | 0% |
| Long-term Cash | 15% | 17% |

| Incentives (Mean as % of Base) | Num Orgs | Num Obs | Org Wtd | Inc Wtd |
|---------------------------------------|---------------------|--------------------|--------------------|--------------------|
| Short-term Incentive (Actual) | 7 | 17 | 31.1% | 30.6% |
| Short-term Incentive (Threshold) | 1 | 3 | --% | --% |
| Short-term Incentive (Target) | 7 | 19 | 28.1% | 27.6% |
| Short-term Incentive (Maximum) | 3 | 8 | --% | --% |
| Sales Incentive (Actual) | 0 | 0 | --% | --% |
| Sales Incentive (Target) | 0 | 0 | --% | --% |
| Profit Sharing (Actual) | 0 | 0 | --% | --% |
| Long-term Incentive (Black-Scholes) | 5 | 12 | 26.5% | 25.7% |

| Salary Range (Mean) | | | | |
|----------------------------|---|----|----|----|
| Minimum | 4 | 12 | -- | -- |
| Midpoint | 4 | 12 | -- | -- |
| Maximum | 4 | 12 | -- | -- |

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