

2014

US MBD: Mercer Benchmark Database Executive

115.100.130 Deputy General Counsel (2nd Level Legal)

Life Sciences

This is the 2nd highest legal position in an organization, reporting directly to the Top Legal Executive/General Counsel. Primary responsibility is to assist the Top Legal Executive/General Counsel in managing the legal function of the organization. In larger organizations, this position may have multiple incumbents, each managing their own staff of attorneys for a specific legal segment of the organization (e.g., tax, intellectual property, litigation, etc.). Note: Report Top Legal Executive/General Counsel responsible for a subsidiary, group, or division under the Top Legal Executive/General Counsel.

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	4	7	78%	
Base Salary - Inc Wtd	*6	9	--	--	299.0	304.9	--	--	Sales Incentive	0	--	--%	
Base Salary - Org Wtd	*6	9	--	--	324.5	317.2	--	--	Profit Sharing	2	3	33%	
Base Salary - Incentive Eligible	*4	7	--	--	--	--	--	--	Long-term Incentive	5	8	89%	
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	*3	5	--	--	--	--	--	--	Stock/Share Options	50%	--%		
Short-term Incentive (Actual)	*3	5	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%	--%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	88%	--%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	38%	--%		
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%	--%		
Long-term Incentive (Black-Scholes)	*3	5	--	--	--	--	--	--	Long-term Cash	38%	--%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	*6	9	--	--	387.0	390.5	--	--	Short-term Incentive (Actual)	3	5	--%	--%
Total Cash Comp (Actual) - Org Wtd	*6	9	--	--	368.5	395.1	--	--	Short-term Incentive (Threshold)	0	0	--%	--%
Total Cash Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--	Short-term Incentive (Target)	3	5	--%	--%
Total Cash Comp (Target)	*5	7	--	--	368.6	393.0	--	--	Short-term Incentive (Maximum)	2	4	--%	--%
Total Cash Comp (Target) - Rcvrs	*3	5	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	*6	9	--	--	474.5	459.9	--	--	Profit Sharing (Actual)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--	Long-term Incentive (Black-Scholes)	3	5	--%	--%
*More than 25% of sample supplied by one organization													
									Salary Range (Mean)				
									Minimum	4	7	--	--
									Midpoint	4	7	--	--
									Maximum	4	7	--	--

*More than 25% of sample supplied by one organization

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

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Deputy General Counsel (2nd Level Legal) 115.100.130

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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	24	43	197.2	206.0	229.0	240.6	273.5	298.8
Base Salary - Org Wtd	24	43	192.3	204.8	217.1	231.4	266.3	293.8
Base Salary - Incentive Eligible	24	43	197.2	206.0	229.0	240.6	273.5	298.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	24	42	49.8	60.2	83.3	89.0	121.6	132.4
Short-term Incentive (Actual)	18	35	33.7	50.2	96.3	108.0	152.5	184.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	33	22.2	22.2	70.0	97.3	119.8	248.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	24	43	205.6	235.1	322.7	328.5	397.2	448.3
Total Cash Comp (Actual) - Org Wtd	24	43	202.0	225.2	287.5	310.8	384.0	440.1
Total Cash Comp (Actual) - Rcvs	18	35	235.6	273.6	347.2	356.2	403.5	462.6
Total Cash Comp (Target)	24	42	247.5	259.8	316.4	330.4	398.5	426.6
Total Cash Comp (Target) - Rcvs	24	42	247.5	259.8	316.4	330.4	398.5	426.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	24	43	213.8	283.9	360.8	403.2	465.7	630.2
Total Direct Comp (Actual) - Rcvs	15	33	263.9	315.3	402.1	447.7	492.8	797.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	24	43	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	16	34	85%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	32%	30%
Share Appreciation Rights (SARs)	6%	6%
Restricted Shares/Share Units	85%	85%
Performance Shares/Share Units	50%	52%
Performance Cash Units	9%	0%
Long-term Cash	21%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	35	44.5%	42.5%
Short-term Incentive (Threshold)	7	7	13.6%	13.6%
Short-term Incentive (Target)	24	42	34.2%	35.7%
Short-term Incentive (Maximum)	15	31	69.3%	73.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	15	33	49.2%	36.6%

Salary Range (Mean)				
Minimum	14	29	168.5	171.7
Midpoint	14	29	222.1	227.6
Maximum	14	29	275.8	283.5

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

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Deputy General Counsel (2nd Level Legal) 115.100.130

2014

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115.100.130 Deputy General Counsel (2nd Level Legal)

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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	19	175.0	193.8	235.0	245.1	300.5	321.3
Base Salary - Org Wtd	10	19	171.4	190.8	221.0	234.0	287.2	315.0
Base Salary - Incentive Eligible	10	19	175.0	193.8	235.0	245.1	300.5	321.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	19	58.1	65.3	82.0	86.5	110.0	140.8
Short-term Incentive (Actual)	10	18	11.4	35.9	64.7	61.2	86.7	107.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	17	15.1	32.6	88.7	97.9	131.9	261.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	19	175.0	258.9	310.8	303.0	368.2	387.2
Total Cash Comp (Actual) - Org Wtd	10	19	190.9	212.6	303.8	290.8	361.2	372.5
Total Cash Comp (Actual) - Rcvrs	10	18	196.0	262.1	311.5	310.1	371.8	390.6
Total Cash Comp (Target)	10	19	236.3	255.1	317.2	331.5	399.8	453.8
Total Cash Comp (Target) - Rcvrs	10	19	236.3	255.1	317.2	331.5	399.8	453.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	19	176.2	258.9	403.2	390.6	493.6	594.5
Total Direct Comp (Actual) - Rcvrs	9	17	221.2	306.8	417.9	411.1	505.6	608.1

*More than 25% of sample supplied by one organization

Other Non-Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	19	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	9	17	89%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	24%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	53%	35%
Performance Shares/Share Units	65%	65%
Performance Cash Units	0%	0%
Long-term Cash	6%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	18	25.8%	24.8%
Short-term Incentive (Threshold)	3	5	--%	--%
Short-term Incentive (Target)	10	19	34.4%	34.5%
Short-term Incentive (Maximum)	5	8	59.5%	58.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	17	37.9%	37.2%

Salary Range (Mean)				
Minimum	8	15	154.0	158.0
Midpoint	8	15	234.0	246.4
Maximum	8	15	314.0	334.9

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Deputy General Counsel (2nd Level Legal) 115.100.130

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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	38	74	197.6	222.8	259.7	280.1	301.1	439.2
Base Salary - Org Wtd	38	74	197.4	221.6	267.7	280.7	305.9	395.8
Base Salary - Incentive Eligible	36	72	198.6	224.4	259.7	277.7	300.0	423.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	30	61	48.8	77.9	112.1	120.7	150.8	185.9
Short-term Incentive (Actual)	34	62	36.9	60.1	114.7	121.1	183.8	228.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	31	19.5	75.0	112.5	127.7	159.8	302.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	38	74	214.0	259.9	358.8	381.8	450.9	621.2
Total Cash Comp (Actual) - Org Wtd	38	74	213.3	274.8	377.8	382.5	443.0	594.2
Total Cash Comp (Actual) - Rcvrs	34	62	243.4	306.1	387.9	408.3	491.5	663.9
Total Cash Comp (Target)	35	70	242.3	292.0	376.0	387.7	440.2	599.3
Total Cash Comp (Target) - Rcvrs	30	61	244.8	302.2	384.3	403.1	446.8	613.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	38	74	214.0	275.5	396.2	435.3	526.7	777.7
Total Direct Comp (Actual) - Rcvrs	18	31	281.4	374.0	531.7	580.3	770.5	882.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	36	72	97%
Sales Incentive	0	0	0%
Profit Sharing	2	5	11%
Long-term Incentive	22	38	62%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	16%
Share Appreciation Rights (SARs)	3%	3%
Restricted Shares/Share Units	75%	81%
Performance Shares/Share Units	28%	26%
Performance Cash Units	11%	0%
Long-term Cash	14%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	34	62	39.6%	40.7%
Short-term Incentive (Threshold)	5	9	11.8%	10.5%
Short-term Incentive (Target)	30	61	41.7%	41.7%
Short-term Incentive (Maximum)	10	19	68.0%	64.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	4	--%	--%
Long-term Incentive (Black-Scholes)	18	31	47.5%	40.8%

Salary Range (Mean)				
Minimum	23	49	190.5	184.7
Midpoint	23	49	259.5	254.4
Maximum	23	49	328.5	324.1

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US MBD: Mercer Benchmark Database Executive

115.100.130 Deputy General Counsel (2nd Level Legal)

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	32	50	178.6	198.5	215.1	231.6	258.9	307.6	Short-term Incentive	30	48	96%
Base Salary - Org Wtd	32	50	169.3	198.7	214.8	230.1	255.2	323.5	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	30	48	177.6	200.0	216.3	233.2	259.9	309.5	Profit Sharing	4	4	14%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	24	35	76%
Incentives												
Short-term Incentive (Target)	28	46	50.7	58.1	72.0	81.2	87.3	134.8	Of Those LTI Eligible:			
Short-term Incentive (Actual)	26	43	24.9	48.9	66.9	76.3	90.5	132.4	Stock/Share Options		49%	43%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		14%	14%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		69%	63%
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units		20%	20%
Long-term Incentive (Black-Scholes)	24	35	25.1	60.0	99.9	167.3	219.7	386.5	Performance Cash Units		0%	0%
Total Cash Compensation									Long-term Cash		31%	20%
Total Cash Comp (Actual) - Inc Wtd	32	50	195.9	230.3	277.2	297.8	329.0	453.1	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	32	50	188.8	222.3	278.3	294.0	347.3	463.2		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	26	43	225.8	260.4	290.7	314.9	346.7	462.5	Short-term Incentive (Actual)	26	43	31.1%
Total Cash Comp (Target)	30	48	226.5	260.1	283.7	309.8	342.9	441.4	Short-term Incentive (Threshold)	11	17	17.2%
Total Cash Comp (Target) - Rcvs	28	46	230.8	261.1	289.8	314.9	351.0	441.8	Short-term Incentive (Target)	28	46	34.1%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Maximum)	21	32	67.6%
Total Direct Comp (Actual)	32	50	202.8	269.4	323.5	414.9	504.9	787.6	Sales Incentive (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	24	35	277.2	318.6	405.2	486.8	589.5	867.6	Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	2	2	--%
									Long-term Incentive (Black-Scholes)	24	35	78.0%
									Salary Range (Mean)			
									Minimum	21	34	159.7
									Midpoint	21	34	213.8
									Maximum	21	34	267.9

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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	90	153	138.6	201.5	243.4	236.7	270.8	318.4
Base Salary - Org Wtd	90	153	147.4	202.8	240.8	239.4	273.8	318.3
Base Salary - Incentive Eligible	58	98	179.4	224.7	250.0	249.4	275.6	320.1
Base Salary - Not Incentive Eligible	14	19	--	--	241.5	227.3	--	--

Incentives								
Short-term Incentive (Target)	48	83	41.3	61.3	83.0	91.9	122.5	141.5
Short-term Incentive (Actual)	47	80	16.6	43.2	72.5	75.1	98.9	127.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	27	52	10.1	24.8	80.0	100.5	162.3	216.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	90	153	144.6	220.4	270.8	276.3	338.5	372.6
Total Cash Comp (Actual) - Org Wtd	90	153	153.8	210.1	265.5	277.9	337.6	391.1
Total Cash Comp (Actual) - Rcvs	48	81	231.0	271.7	328.1	326.1	368.8	443.3
Total Cash Comp (Target)	79	138	143.1	228.8	292.0	291.9	355.6	410.9
Total Cash Comp (Target) - Rcvs	48	83	245.3	292.5	345.0	343.7	396.0	428.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	90	153	144.6	221.1	291.6	310.5	370.7	513.3
Total Direct Comp (Actual) - Rcvs	27	52	322.7	339.3	409.4	439.9	549.6	590.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	57	97	66%
Sales Incentive	0	0	0%
Profit Sharing	2	2	2%
Long-term Incentive	31	58	41%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	53%	48%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	60%	54%
Performance Shares/Share Units	42%	40%
Performance Cash Units	0%	0%
Long-term Cash	23%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	47	80	28.3%	29.1%
Short-term Incentive (Threshold)	19	40	18.5%	17.9%
Short-term Incentive (Target)	48	83	35.4%	35.8%
Short-term Incentive (Maximum)	28	60	55.0%	60.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	27	52	38.0%	38.2%

Salary Range (Mean)				
Minimum	56	97	169.1	172.5
Midpoint	56	97	229.6	234.1
Maximum	56	97	290.2	295.7

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Deputy General Counsel (2nd Level Legal) 115.100.130

2014

US MBD: Mercer Benchmark Database Executive

610.612.210 Distribution Director

Responsible for the strategic development of distribution policies and procedures throughout the organization. Responsible for all or most of the following: shipping and receiving, inventory control, traffic, fleet vehicles, field warehousing and order processing. Develops cost effective inventory strategies to meet customer needs. Responsible for all professional distribution staff. Typically reports to the Distribution Executive or to operations management at the corporate level.

All Organizations

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	34	122	88.7	99.9	111.6	117.4	128.0	151.9	Short-term Incentive	31	116	95%
Base Salary - Org Wtd	34	122	98.3	110.9	126.1	138.3	154.4	187.2	Sales Incentive	1	1	1%
Base Salary - Incentive Eligible	32	117	88.4	99.1	111.5	117.5	128.5	154.1	Profit Sharing	9	44	39%
Base Salary - Not Incentive Eligible	*1	4	--	--	--	--	--	--	Long-term Incentive	11	22	19%
Incentives												
Short-term Incentive (Target)	26	111	8.5	19.9	25.6	26.0	34.9	41.9	Of Those LTI Eligible:			
Short-term Incentive (Actual)	23	91	7.4	9.3	23.7	30.2	36.1	63.3		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	0%		0%
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%
Profit Sharing (Actual)	*8	31	--	--	7.7	8.8	--	--	Restricted Shares/Share Units	100%		81%
Long-term Incentive (Black-Scholes)	*8	16	8.2	10.4	25.0	35.2	37.2	121.0	Performance Shares/Share Units	67%		56%
Total Cash Compensation									Performance Cash Units	0%		0%
Total Cash Comp (Actual) - Inc Wtd	34	122	98.0	112.1	128.5	142.7	149.8	225.2	Long-term Cash	10%		13%
Total Cash Comp (Actual) - Org Wtd	34	122	109.3	121.6	148.6	166.5	198.7	250.9	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	25	93	108.0	122.3	136.8	154.1	159.1	238.2		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	30	118	107.3	119.8	133.1	142.2	160.5	182.8	Short-term Incentive (Actual)	23	91	24.0%
Total Cash Comp (Target) - Rcvrs	26	111	107.6	120.0	134.0	141.7	160.4	182.5	Short-term Incentive (Threshold)	17	79	9.5%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	26	111	22.2%
Total Direct Comp (Actual)	34	122	98.0	112.1	128.7	147.3	155.6	234.4	Short-term Incentive (Maximum)	20	82	36.2%
Total Direct Comp (Actual) - Rcvrs	*8	16	150.5	176.2	232.4	237.9	286.4	347.8	Sales Incentive (Actual)	1	1	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	8	31	9.1%
									Long-term Incentive (Black-Scholes)	8	16	25.5%
									Salary Range (Mean)			
									Minimum	22	84	100.0
									Midpoint	22	84	133.5
									Maximum	22	84	166.9

*More than 25% of sample supplied by one organization

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

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Distribution Director 610.612.210

2014

US MBD: Mercer Benchmark Database Executive

610.612.210 Distribution Director

Consumer Goods

Responsible for the strategic development of distribution policies and procedures throughout the organization. Responsible for all or most of the following: shipping and receiving, inventory control, traffic, fleet vehicles, field warehousing and order processing. Develops cost effective inventory strategies to meet customer needs. Responsible for all professional distribution staff. Typically reports to the Distribution Executive or to operations management at the corporate level

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	--	152.3	148.6	--	--
Base Salary - Org Wtd	7	8	--	--	179.6	153.9	--	--
Base Salary - Incentive Eligible	7	8	--	--	152.3	148.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	--	--	--	--
Short-term Incentive (Actual)	*4	5	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	--	195.0	186.2	--	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	--	233.5	191.3	--	--
Total Cash Comp (Actual) - Rcvs	*5	6	--	--	--	--	--	--
Total Cash Comp (Target)	*6	7	--	--	179.6	181.2	--	--
Total Cash Comp (Target) - Rcvs	*5	6	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	--	249.8	218.9	--	--
Total Direct Comp (Actual) - Rcvs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	7	88%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	3	4	--%

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	5	--%	--%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	5	6	--%	--%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

Salary Range (Mean)				
Minimum	6	7	105.7	104.7
Midpoint	6	7	145.9	146.2
Maximum	6	7	186.1	187.7

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Distribution Director 610.612.210

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US MBD: Mercer Benchmark Database Executive

610.612.210 Distribution Director

Responsible for the strategic development of distribution policies and procedures throughout the organization. Responsible for all or most of the following: shipping and receiving, inventory control, traffic, fleet vehicles, field warehousing and order processing. Develops cost effective inventory strategies to meet customer needs. Responsible for all professional distribution staff. Typically reports to the Distribution Executive or to operations management at the corporate level.

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	6	6	--	--	136.3	135.2	--	--
Base Salary - Org Wtd	6	6	--	--	136.3	135.2	--	--
Base Salary - Incentive Eligible	6	6	--	--	136.3	135.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	136.3	152.3	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	136.3	152.3	--	--
Total Cash Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	150.5	157.1	--	--
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	6	6	100%
Sales Incentive	0	0	--%
Profit Sharing	2	2	--%
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)	4	4	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	5	5	38.4%	38.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

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

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

2014

US MBD: Mercer Benchmark Database Executive

610.612.210 Distribution Director

Retail & Wholesale

Responsible for the strategic development of distribution policies and procedures throughout the organization. Responsible for all or most of the following: shipping and receiving, inventory control, traffic, fleet vehicles, field warehousing and order processing. Develops cost effective inventory strategies to meet customer needs. Responsible for all professional distribution staff. Typically reports to the Distribution Executive or to operations management at the corporate level.

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	71	85.4	95.5	105.0	108.2	120.0	129.0
Base Salary - Org Wtd	*12	71	91.3	101.4	120.1	123.5	143.1	165.5
Base Salary - Incentive Eligible	*11	67	84.9	95.4	104.0	107.7	116.9	129.1
Base Salary - Not Incentive Eligible	*1	4	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	67	22.7	24.6	27.0	30.7	38.7	43.3
Short-term Incentive (Actual)	*9	50	--	--	24.8	28.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	26	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*12	71	95.2	110.8	126.3	131.0	143.8	157.9
Total Cash Comp (Actual) - Org Wtd	*12	71	109.1	117.7	139.7	142.0	164.1	198.0
Total Cash Comp (Actual) - Rcvs	*9	50	--	--	136.5	142.4	--	--
Total Cash Comp (Target)	*12	71	109.1	120.0	131.3	137.2	146.1	167.7
Total Cash Comp (Target) - Rcvs	*11	67	110.2	123.5	132.6	138.4	151.0	169.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*12	71	95.2	110.8	126.3	131.8	148.3	165.2
Total Direct Comp (Actual) - Rcvs	*1	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	67	94%
Sales Incentive	0	0	0%
Profit Sharing	5	39	56%
Long-term Incentive	2	6	9%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	50	20.8%	25.8%
Short-term Incentive (Threshold)	6	44	--%	--%
Short-term Incentive (Target)	11	67	25.5%	29.0%
Short-term Incentive (Maximum)	7	45	38.2%	34.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	26	--%	--%
Long-term Incentive (Black-Scholes)	1	2	--%	--%

Salary Range (Mean)				
Minimum	7	45	86.9	77.2
Midpoint	7	45	124.3	118.9
Maximum	7	45	161.7	160.7

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

2014

US MBD: Mercer Benchmark Database Executive

410.456.210 E-commerce Marketing Director

Responsible for leading the development of E-commerce marketing across the organization. Leads the development and overall management of the organization's website in order to achieve overall objectives of generating revenue, maximizing customer loyalty, and minimizing operating expenses. Leads the identification and development of transforming customer service opportunities with the objective of becoming the leading online service provider. Responsible for the development and management of all online marketing efforts to achieve optimal efficiency and effectiveness. Typically in larger organizations this is a senior level manager. Frequently reports to a Top E-commerce 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	105	215	100.8	120.0	135.0	139.5	158.3	182.3
Base Salary - Org Wtd	105	215	119.9	131.5	145.2	150.2	163.7	183.5
Base Salary - Incentive Eligible	101	195	108.2	123.5	138.4	143.3	160.1	183.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	92	176	15.1	21.7	27.7	30.8	37.3	50.7
Short-term Incentive (Actual)	89	163	13.0	18.1	26.7	31.6	38.4	55.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*8	10	5.0	5.9	7.7	31.2	10.2	219.1
Long-term Incentive (Black-Scholes)	49	86	11.9	15.8	29.7	41.5	44.3	97.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	105	215	110.6	132.4	153.0	164.9	186.4	226.1
Total Cash Comp (Actual) - Org Wtd	105	215	131.9	148.4	167.2	181.8	202.9	229.9
Total Cash Comp (Actual) - Rcvrs	90	164	127.4	144.4	164.4	177.1	199.0	229.4
Total Cash Comp (Target)	101	211	115.0	136.8	158.2	164.5	188.5	222.9
Total Cash Comp (Target) - Rcvrs	92	176	125.0	144.0	164.0	172.9	194.6	229.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	105	215	115.4	140.0	162.0	181.5	202.8	266.0
Total Direct Comp (Actual) - Rcvrs	49	86	140.2	159.6	202.4	218.5	252.8	334.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	99	193	90%
Sales Incentive	2	2	2%
Profit Sharing	12	14	15%
Long-term Incentive	55	110	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	19%
Share Appreciation Rights (SARs)	1%	1%
Restricted Shares/Share Units	70%	62%
Performance Shares/Share Units	26%	21%
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)	89	163	21.9%	21.2%
Short-term Incentive (Threshold)	32	47	8.6%	8.5%
Short-term Incentive (Target)	92	176	21.7%	21.0%
Short-term Incentive (Maximum)	55	102	37.8%	36.7%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	8	10	18.0%	15.0%
Long-term Incentive (Black-Scholes)	49	86	27.9%	27.9%

Salary Range (Mean)				
Minimum	72	127	108.7	106.2
Midpoint	72	127	147.6	144.8
Maximum	72	127	186.5	183.4

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E-commerce Marketing Director 410.456.210

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US MBD: Mercer Benchmark Database Executive

410.456.210 E-commerce Marketing Director

Consumer Goods

Responsible for leading the development of E-commerce marketing across the organization. Leads the development and overall management of the organization's website in order to achieve overall objectives of generating revenue, maximizing customer loyalty, and minimizing operating expenses. Leads the identification and development of transforming customer service opportunities with the objective of becoming the leading online service provider. Responsible for the development and management of all online marketing efforts to achieve optimal efficiency and effectiveness. Typically in larger organizations this is a senior level manager. Frequently reports to a Top E-commerce 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	15	20	108.0	113.8	132.3	145.1	165.2	212.1
Base Salary - Org Wtd	15	20	104.8	116.4	135.9	143.2	165.0	214.8
Base Salary - Incentive Eligible	14	19	108.0	112.8	128.8	145.2	165.3	213.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	19	12.8	18.6	30.2	34.2	52.9	59.4
Short-term Incentive (Actual)	13	18	12.8	17.5	25.3	37.5	59.6	85.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	9	--	--	55.7	45.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	20	120.2	138.7	147.9	180.0	227.1	295.9
Total Cash Comp (Actual) - Org Wtd	15	20	117.0	139.1	151.3	173.9	220.3	291.6
Total Cash Comp (Actual) - Rcvrs	13	18	127.4	139.0	158.3	186.5	239.6	297.5
Total Cash Comp (Target)	14	19	124.7	138.2	161.0	179.4	218.2	277.8
Total Cash Comp (Target) - Rcvrs	14	19	124.7	138.2	161.0	179.4	218.2	277.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	20	120.2	139.7	166.5	200.3	247.8	355.6
Total Direct Comp (Actual) - Rcvrs	*7	9	--	--	250.7	270.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	19	100%
Sales Incentive	0	0	0%
Profit Sharing	2	4	40%
Long-term Incentive	8	10	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	44%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	33%	22%
Performance Shares/Share Units	56%	44%
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)	13	18	22.4%	23.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	14	19	22.4%	22.6%
Short-term Incentive (Maximum)	7	9	41.1%	45.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	4	--%	--%
Long-term Incentive (Black-Scholes)	7	9	28.9%	28.3%

Salary Range (Mean)				
Minimum	11	16	108.0	109.1
Midpoint	11	16	143.9	146.2
Maximum	11	16	179.8	183.3

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Financial Services

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	12	25	100%
Base Salary - Inc Wtd	*12	25	125.5	135.7	145.2	151.2	160.5	191.9	Sales Incentive	0	--	--%
Base Salary - Org Wtd	*12	25	112.0	132.5	149.9	152.8	167.0	211.2	Profit Sharing	4	--	--%
Base Salary - Incentive Eligible	*12	25	125.5	135.7	145.2	151.2	160.5	191.9	Long-term Incentive	8	12	48%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	*11	15	18.1	24.3	38.3	33.0	39.9	43.0	Stock/Share Options	% Eligible		% Receiving
Short-term Incentive (Actual)	*12	25	13.2	22.0	30.0	30.5	36.0	52.3	Share Appreciation Rights (SARs)	25%		22%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	0%		0%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	100%		100%
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--	Performance Cash Units	33%		0%
Long-term Incentive (Black-Scholes)	7	9	--	24.5	27.8	29.7	41.1	--	Long-term Cash	0%		0%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*12	25	146.9	153.5	175.0	192.3	211.8	228.8	Short-term Incentive (Actual)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*12	25	142.9	154.0	181.0	209.2	219.0	438.9	Short-term Incentive (Threshold)	12	25	Inc Wtd
Total Cash Comp (Actual) - Rcvrs	*12	25	146.9	153.5	175.0	192.3	211.8	228.8	Short-term Incentive (Target)	0	0	22.3%
Total Cash Comp (Target)	*12	25	132.9	141.6	154.0	171.0	196.3	230.3	Short-term Incentive (Maximum)	11	15	21.2%
Total Cash Comp (Target) - Rcvrs	*11	15	143.6	154.0	188.8	190.3	213.4	245.5	Short-term Incentive (Maximum)	5	5	32.9%
									Sales Incentive (Actual)	0	0	32.9%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	3	3	--%
									Long-term Incentive (Black-Scholes)	7	9	18.5%
									Long-term Incentive (Black-Scholes)	7	9	18.9%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	*12	25	149.3	158.0	175.0	203.0	234.8	259.7	Minimum	8	11	106.6
Total Direct Comp (Actual) - Rcvrs	7	9	--	187.7	244.8	224.7	254.8	--	Midpoint	8	11	150.8
									Maximum	8	11	194.9

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

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US MBD: Mercer Benchmark Database Executive

410.456.210 E-commerce Marketing Director

Responsible for leading the development of E-commerce marketing across the organization. Leads the development and overall management of the organization's website in order to achieve overall objectives of generating revenue, maximizing customer loyalty, and minimizing operating expenses. Leads the identification and development of transforming customer service opportunities with the objective of becoming the leading online service provider. Responsible for the development and management of all online marketing efforts to achieve optimal efficiency and effectiveness. Typically in larger organizations this is a senior level manager. Frequently reports to a Top E-commerce Executive.

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	*14	71	--	--	113.6	121.2	--	--
Base Salary - Org Wtd	*14	71	111.3	121.9	150.0	149.8	165.0	203.7
Base Salary - Incentive Eligible	*14	55	100.8	108.7	122.2	129.7	150.3	166.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*12	53	10.7	15.8	25.0	24.1	28.8	35.5
Short-term Incentive (Actual)	*13	43	--	--	25.6	28.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	20	--	--	17.5	23.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*14	71	--	--	126.6	138.3	--	--
Total Cash Comp (Actual) - Org Wtd	*14	71	121.5	144.9	178.6	182.4	202.2	272.8
Total Cash Comp (Actual) - Rcvs	*13	43	--	--	146.2	158.7	--	--
Total Cash Comp (Target)	*13	70	--	--	135.3	139.0	--	--
Total Cash Comp (Target) - Rcvs	*12	53	115.0	125.8	148.2	151.9	177.6	197.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*14	71	--	--	138.9	144.9	--	--
Total Direct Comp (Actual) - Rcvs	*6	20	--	--	154.4	166.3	--	--

*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	10%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	97%	--%
Performance Shares/Share Units	7%	--%
Performance Cash Units	7%	--%
Long-term Cash	0%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	43	22.7%	21.2%
Short-term Incentive (Threshold)	4	6	--%	--%
Short-term Incentive (Target)	12	53	19.5%	18.4%
Short-term Incentive (Maximum)	8	32	32.7%	26.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	20	18.7%	19.4%

Salary Range (Mean)				
Minimum	8	27	112.1	108.4
Midpoint	8	27	148.3	138.6
Maximum	8	27	184.4	168.7

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

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E-commerce Marketing Director 410.456.210

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410.456.210 E-commerce Marketing Director

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	11	13	124.9	130.7	135.0	146.5	160.5	185.6
Base Salary - Org Wtd	11	13	124.5	131.4	141.8	145.7	159.0	178.0
Base Salary - Incentive Eligible	11	13	124.9	130.7	135.0	146.5	160.5	185.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*9	11	25.1	26.3	35.5	40.8	52.9	71.2
Short-term Incentive (Actual)	8	8	--	20.1	40.6	38.7	57.3	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	16.8	36.2	42.0	42.2	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	13	130.7	134.9	162.0	170.9	201.5	221.7
Total Cash Comp (Actual) - Org Wtd	11	13	132.4	149.5	162.0	174.6	206.7	224.6
Total Cash Comp (Actual) - Rcvs	8	8	--	151.5	193.3	184.1	211.5	--
Total Cash Comp (Target)	10	12	139.0	156.4	181.2	185.6	211.5	252.5
Total Cash Comp (Target) - Rcvs	*9	11	150.4	157.6	185.2	190.2	213.1	256.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	13	130.7	145.9	164.1	193.6	249.1	294.3
Total Direct Comp (Actual) - Rcvs	7	7	--	164.1	248.9	229.1	267.5	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	12	92%
Sales Incentive	2	2	33%
Profit Sharing	3	3	33%
Long-term Incentive	8	8	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	57%
Share Appreciation Rights (SARs)	13%	14%
Restricted Shares/Share Units	50%	29%
Performance Shares/Share Units	38%	29%
Performance Cash Units	0%	0%
Long-term Cash	13%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	26.4%	26.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	9	11	26.9%	26.8%
Short-term Incentive (Maximum)	5	7	37.7%	38.3%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	7	7	29.0%	29.0%

Salary Range (Mean)				
Minimum	7	9	103.3	103.5
Midpoint	7	9	131.3	130.3
Maximum	7	9	159.4	157.1

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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	*8	16	108.7	124.9	135.1	140.1	165.9	180.9
Base Salary - Org Wtd	*8	16	--	133.5	147.2	151.5	174.5	--
Base Salary - Incentive Eligible	*8	16	108.7	124.9	135.1	140.1	165.9	180.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	15	16.2	19.6	24.9	31.9	32.4	77.5
Short-term Incentive (Actual)	*8	16	12.2	16.6	27.6	33.1	42.7	78.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	11	--	--	16.9	32.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	16	127.3	144.5	154.9	173.2	209.8	255.9
Total Cash Comp (Actual) - Org Wtd	*8	16	--	147.5	177.1	187.6	226.4	--
Total Cash Comp (Actual) - Rcvrs	*8	16	127.3	144.5	154.9	173.2	209.8	255.9
Total Cash Comp (Target)	*8	16	130.4	147.1	155.2	170.0	183.0	253.5
Total Cash Comp (Target) - Rcvrs	*7	15	127.3	146.3	150.7	169.1	182.8	254.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	16	138.1	152.0	170.9	195.2	237.2	313.9
Total Direct Comp (Actual) - Rcvrs	*5	11	--	--	171.8	196.2	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	16	100%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	5	11	69%

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	16	22.8%	22.5%
Short-term Incentive (Threshold)	1	6	--%	--%
Short-term Incentive (Target)	7	15	21.8%	22.2%
Short-term Incentive (Maximum)	2	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	11	31.1%	21.3%

Salary Range (Mean)				
Minimum	6	13	124.0	106.5
Midpoint	6	13	158.4	139.9
Maximum	6	13	192.8	173.3

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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	23	36	123.3	133.4	150.2	154.4	168.4	193.0
Base Salary - Org Wtd	23	36	125.6	133.3	147.2	155.7	167.8	196.9
Base Salary - Incentive Eligible	22	35	122.9	133.3	150.0	153.6	163.5	194.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	21	34	20.4	25.2	32.5	35.7	45.4	54.3
Short-term Incentive (Actual)	20	29	6.2	16.0	22.4	31.5	38.2	53.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	16	14.2	22.7	51.8	70.6	132.5	154.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	36	131.2	150.0	168.1	180.0	197.3	245.9
Total Cash Comp (Actual) - Org Wtd	23	36	138.1	154.6	167.2	182.5	197.6	267.3
Total Cash Comp (Actual) - Rcvrs	20	29	140.6	150.1	169.0	184.9	200.1	293.3
Total Cash Comp (Target)	22	35	143.9	158.6	180.0	185.5	212.2	242.8
Total Cash Comp (Target) - Rcvrs	21	34	143.9	157.7	180.0	185.6	212.3	243.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	36	139.9	160.4	185.6	211.4	232.7	337.8
Total Direct Comp (Actual) - Rcvrs	10	16	153.6	180.8	222.7	238.7	318.3	351.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	35	97%
Sales Incentive	0	0	0%
Profit Sharing	2	2	10%
Long-term Incentive	12	23	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	6%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	52%	50%
Performance Shares/Share Units	19%	6%
Performance Cash Units	0%	0%
Long-term Cash	43%	44%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	29	19.8%	19.9%
Short-term Incentive (Threshold)	10	17	7.5%	6.9%
Short-term Incentive (Target)	21	34	22.3%	23.2%
Short-term Incentive (Maximum)	16	27	42.4%	48.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	16	35.0%	47.7%

Salary Range (Mean)				
Minimum	18	25	107.0	108.3
Midpoint	18	25	150.2	150.0
Maximum	18	25	193.3	191.8

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E-commerce Marketing Director 410.456.210

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	12	17	89%
Base Salary - Inc Wtd	14	19	113.9	130.0	143.3	145.0	151.5	172.0	Sales Incentive	0	0	0%
Base Salary - Org Wtd	14	19	108.3	127.4	147.8	146.6	153.3	205.3	Profit Sharing	1	1	6%
Base Salary - Incentive Eligible	13	18	112.8	131.2	146.2	146.4	154.4	178.7	Long-term Incentive	1	1	6%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	*11	15	13.5	18.8	25.0	28.7	30.0	62.7		% Eligible		% Receiving
Short-term Incentive (Actual)	*8	10	5.0	11.1	19.7	24.7	29.4	75.9	Stock/Share Options	--%	--%	--%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--	Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	14	19	119.5	132.4	149.2	158.5	172.0	202.8		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	14	19	113.6	137.4	149.4	161.3	172.6	260.6	Short-term Incentive (Actual)	8	10	15.3%
Total Cash Comp (Actual) - Rcvrs	*9	11	111.8	140.5	148.3	167.9	175.3	295.3	Short-term Incentive (Threshold)	10	11	8.4%
Total Cash Comp (Target)	14	19	123.1	143.3	158.9	167.6	181.8	197.8	Short-term Incentive (Target)	11	15	17.9%
Total Cash Comp (Target) - Rcvrs	*11	15	124.4	150.0	164.1	176.0	187.5	257.0	Short-term Incentive (Maximum)	9	10	31.4%
									Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	14	19	119.5	132.4	149.2	167.9	172.0	202.8	Profit Sharing (Actual)	1	1	--%
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--	Long-term Incentive (Black-Scholes)	1	1	--%
									Salary Range (Mean)			
*More than 25% of sample supplied by one organization									Minimum	8	13	100.7
									Midpoint	8	13	141.8
									Maximum	8	13	182.8
												196.3

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US MBD: Mercer Benchmark Database Executive

420.456.210 E-commerce Sales Director

Responsible for directing the overall E-commerce business markets sales activities and the attainment of revenue and expense objectives. Oversees policy making and development and implementation of sales strategies. Provides direction for the development of new accounts. Coordinates and supports managerial positions in E-commerce sales operations and provides direction for development of new accounts. Coordinates sales efforts with marketing function of the organization. Typically in larger organizations this is a senior level manager. Frequently reports to a Top E-commerce 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	6	8	--	--	159.7	165.9	--	--
Base Salary - Org Wtd	6	8	--	--	163.4	163.0	--	--
Base Salary - Incentive Eligible	6	8	--	--	159.7	165.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	7	--	--	52.8	44.1	--	--
Short-term Incentive (Actual)	*3	5	--	--	--	--	--	--
Sales Incentive (Target)	*1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	8	--	--	205.5	205.3	--	--
Total Cash Comp (Actual) - Org Wtd	6	8	--	--	191.2	195.0	--	--
Total Cash Comp (Actual) - Rcvrs	*4	6	--	--	--	--	--	--
Total Cash Comp (Target)	6	8	--	--	203.9	209.1	--	--
Total Cash Comp (Target) - Rcvrs	6	8	--	--	203.9	209.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	8	--	--	213.5	208.7	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	7	88%
Sales Incentive	1	1	--%
Profit Sharing	0	0	--%
Long-term Incentive	2	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)	3	5	--%	--%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	5	7	24.7%	25.9%
Short-term Incentive (Maximum)	3	4	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

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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E-commerce Sales Director 420.456.210

2014

US MBD: Mercer Benchmark Database Executive

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations 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	145	253	107.2	120.9	137.5	139.6	153.6	177.4
Base Salary - Org Wtd	145	253	113.4	122.8	139.8	141.8	154.2	182.5
Base Salary - Incentive Eligible	121	224	109.1	123.1	139.3	141.5	154.7	181.1
Base Salary - Not Incentive Eligible	*5	6	--	--	129.1	126.7	--	--

Incentives								
Short-term Incentive (Target)	104	199	9.2	19.8	26.7	29.0	35.3	44.5
Short-term Incentive (Actual)	108	200	6.1	13.7	23.2	27.3	35.2	54.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	42	79	9.7	17.6	22.4	29.6	40.0	53.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	145	253	118.1	133.2	156.0	161.3	179.7	213.8
Total Cash Comp (Actual) - Org Wtd	145	253	120.9	135.0	157.1	163.6	181.3	220.2
Total Cash Comp (Actual) - Rcvs	109	203	121.7	142.9	160.4	167.3	186.1	220.7
Total Cash Comp (Target)	136	238	119.7	135.7	157.9	163.8	182.2	219.7
Total Cash Comp (Target) - Rcvs	104	199	126.7	144.6	164.1	170.5	188.2	228.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	145	253	119.1	135.0	161.9	170.5	190.2	235.5
Total Direct Comp (Actual) - Rcvs	42	79	147.8	168.3	189.7	202.7	231.1	290.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	119	220	87%
Sales Incentive	0	0	0%
Profit Sharing	5	7	5%
Long-term Incentive	57	103	43%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	35%	32%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	72%	73%
Performance Shares/Share Units	14%	6%
Performance Cash Units	5%	0%
Long-term Cash	10%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	108	200	19.9%	18.9%
Short-term Incentive (Threshold)	32	57	7.9%	6.5%
Short-term Incentive (Target)	104	199	20.8%	19.8%
Short-term Incentive (Maximum)	64	122	33.4%	32.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	4	--%	--%
Long-term Incentive (Black-Scholes)	42	79	21.8%	20.1%

Salary Range (Mean)				
Minimum	112	198	105.1	104.2
Midpoint	112	198	138.6	138.4
Maximum	112	198	172.1	172.6

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

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management Executive.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	7	7	--	112.5	142.0	143.9	168.5	--	Short-term Incentive	7	7	100%
Base Salary - Org Wtd	7	7	--	112.5	142.0	143.9	168.5	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	7	7	--	112.5	142.0	143.9	168.5	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	3	50%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	5	5	--	--	27.4	33.5	--	--	Stock/Share Options	--%	--%	
Short-term Incentive (Actual)	7	7	--	16.0	18.4	22.0	24.1	--	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)	*3	3	--	--	--	--	--	--	Long-term Cash	--%	--%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	7	7	--	129.3	161.2	165.9	196.1	--	Short-term Incentive (Actual)	7	7	15.7%
Total Cash Comp (Actual) - Org Wtd	7	7	--	129.3	161.2	165.9	196.1	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Actual) - Rcvrs	7	7	--	129.3	161.2	165.9	196.1	--	Short-term Incentive (Target)	5	5	23.0%
Total Cash Comp (Target)	6	6	--	--	153.3	167.7	--	--	Short-term Incentive (Maximum)	2	2	--%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	164.5	172.8	--	--	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	7	7	--	129.3	165.7	180.1	231.1	--	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	5	5	102.5
									Midpoint	5	5	135.5
									Maximum	5	5	168.5

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

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management 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	14	24	108.6	120.1	134.0	135.6	142.7	161.7
Base Salary - Org Wtd	14	24	116.2	120.5	136.1	140.0	143.5	191.7
Base Salary - Incentive Eligible	14	24	108.6	120.1	134.0	135.6	142.7	161.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	20	18.1	19.6	21.4	31.1	28.2	54.3
Short-term Incentive (Actual)	13	21	9.0	18.4	26.6	34.5	40.9	78.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	12	13.1	20.2	21.8	29.4	30.9	78.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	24	122.2	135.0	157.2	165.8	178.0	213.8
Total Cash Comp (Actual) - Org Wtd	14	24	128.1	141.9	161.3	172.6	171.4	284.3
Total Cash Comp (Actual) - Rcvrs	13	21	122.1	136.8	159.8	168.4	181.8	217.2
Total Cash Comp (Target)	*12	21	129.9	145.6	156.5	166.3	172.8	188.5
Total Cash Comp (Target) - Rcvrs	*11	20	129.8	145.2	155.9	166.7	173.4	189.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	24	133.8	153.2	169.6	180.6	189.7	260.4
Total Direct Comp (Actual) - Rcvrs	*7	12	136.8	151.9	171.1	180.4	202.3	275.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	24	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	7%
Long-term Incentive	9	14	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	14%	0%
Share Appreciation Rights (SARs)	7%	8%
Restricted Shares/Share Units	79%	83%
Performance Shares/Share Units	7%	0%
Performance Cash Units	0%	0%
Long-term Cash	14%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	21	24.4%	24.5%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	11	20	26.4%	21.7%
Short-term Incentive (Maximum)	6	10	39.8%	35.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	12	22.4%	22.3%

Salary Range (Mean)				
Minimum	11	20	101.7	102.7
Midpoint	11	20	134.5	135.3
Maximum	11	20	167.3	167.8

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

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management Executive.

High Tech (Services)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	12	--	--	126.6	130.6	--	--
Base Salary - Org Wtd	*5	12	--	--	145.4	147.7	--	--
Base Salary - Incentive Eligible	*5	12	--	--	126.6	130.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	12	--	--	25.1	26.0	--	--
Short-term Incentive (Actual)	*5	11	--	--	24.6	24.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	8	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	12	--	--	156.8	152.8	--	--
Total Cash Comp (Actual) - Org Wtd	*5	12	--	--	170.8	175.9	--	--
Total Cash Comp (Actual) - Rcvrs	*5	11	--	--	162.1	155.8	--	--
Total Cash Comp (Target)	*5	12	--	--	155.0	156.6	--	--
Total Cash Comp (Target) - Rcvrs	*5	12	--	--	155.0	156.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	12	--	--	171.2	167.9	--	--
Total Direct Comp (Actual) - Rcvrs	*3	8	--	--	--	--	--	--

*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	11	20.5%	18.6%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	12	20.0%	20.0%
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)	3	8	--%	--%

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

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

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Employee Relations Director 120.244.210

2014

US MBD: Mercer Benchmark Database Executive

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management Executive.

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	*22	47	104.1	118.0	138.0	139.6	153.0	179.0
Base Salary - Org Wtd	*22	47	111.2	122.2	146.3	145.4	156.5	187.6
Base Salary - Incentive Eligible	*21	46	103.7	119.5	138.7	140.1	153.5	179.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*20	40	15.8	20.1	26.7	29.1	30.5	41.6
Short-term Incentive (Actual)	*20	45	13.9	22.5	30.8	35.5	38.4	67.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	20	7.3	12.5	20.0	21.3	28.8	39.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*22	47	122.4	145.6	159.7	173.6	189.5	241.2
Total Cash Comp (Actual) - Org Wtd	*22	47	123.0	145.3	169.1	176.8	191.1	237.6
Total Cash Comp (Actual) - Rcvrs	*20	45	127.2	145.8	159.7	174.5	191.8	241.4
Total Cash Comp (Target)	*21	41	120.6	135.3	164.1	167.1	181.5	225.9
Total Cash Comp (Target) - Rcvrs	*20	40	121.4	137.2	164.6	168.4	181.7	226.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*22	47	122.4	156.0	175.4	182.7	204.0	256.6
Total Direct Comp (Actual) - Rcvrs	*7	20	162.2	170.1	181.9	191.1	204.6	254.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	46	98%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	27	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	4%	5%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	78%	85%
Performance Shares/Share Units	17%	0%
Performance Cash Units	9%	0%
Long-term Cash	13%	15%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	45	23.0%	24.7%
Short-term Incentive (Threshold)	8	9	8.5%	9.5%
Short-term Incentive (Target)	20	40	19.4%	20.0%
Short-term Incentive (Maximum)	16	33	34.5%	34.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	20	12.4%	16.8%

Salary Range (Mean)				
Minimum	17	31	108.1	106.9
Midpoint	17	31	145.1	144.9
Maximum	17	31	182.2	182.8

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

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Employee Relations Director 120.244.210

2014

US MBD: Mercer Benchmark Database Executive

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management 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	*8	18	--	--	144.6	149.2	--	--
Base Salary - Org Wtd	*8	18	--	136.9	143.6	148.5	152.4	--
Base Salary - Incentive Eligible	*8	18	--	--	144.6	149.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*8	18	--	--	35.4	33.9	--	--
Short-term Incentive (Actual)	*8	18	--	--	11.8	20.2	--	--
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	*8	18	--	--	161.2	169.4	--	--
Total Cash Comp (Actual) - Org Wtd	*8	18	--	158.5	173.1	183.9	194.8	--
Total Cash Comp (Actual) - Rcvrs	*8	18	--	--	161.2	169.4	--	--
Total Cash Comp (Target)	*8	18	--	--	179.5	183.1	--	--
Total Cash Comp (Target) - Rcvrs	*8	18	--	--	179.5	183.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	18	--	--	161.2	174.1	--	--
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	8	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	1	--%
Long-term Incentive	3	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	18	23.2%	13.5%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	8	18	23.0%	22.7%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	6	8	123.8	122.6
Midpoint	6	8	151.4	148.5
Maximum	6	8	178.9	174.5

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

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Employee Relations Director 120.244.210

2014

US MBD: Mercer Benchmark Database Executive

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	16	20	100.2	114.8	143.9	139.5	163.8	182.9
Base Salary - Org Wtd	16	20	95.0	109.7	139.4	135.3	162.4	183.3
Base Salary - Incentive Eligible	13	17	112.2	125.2	145.0	147.0	167.6	183.2
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	14	10.1	24.4	33.4	44.1	57.6	108.7
Short-term Incentive (Actual)	13	17	5.4	18.5	28.3	37.0	55.8	83.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	16	20	100.8	130.2	159.2	170.9	220.4	239.2
Total Cash Comp (Actual) - Org Wtd	16	20	95.0	121.7	154.1	161.0	211.8	240.8
Total Cash Comp (Actual) - Rcvrs	13	17	127.7	144.7	174.7	183.9	220.7	247.5
Total Cash Comp (Target)	15	19	100.0	129.9	174.0	173.2	218.6	239.7
Total Cash Comp (Target) - Rcvrs	10	14	129.1	145.2	180.5	189.5	223.1	268.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	16	20	100.8	130.2	166.7	185.5	237.4	294.0
Total Direct Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	17	85%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	8	47%

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	17	21.3%	24.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	10	14	23.3%	29.5%
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)	4	5	--%	--%

Salary Range (Mean)				
Minimum	10	13	98.9	102.6
Midpoint	10	13	136.0	139.3
Maximum	10	13	173.1	176.0

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

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Employee Relations Director 120.244.210

2014

US MBD: Mercer Benchmark Database Executive

120.244.210 Employee Relations Director

Retail & Wholesale

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations 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	12	19	121.4	125.0	141.2	143.9	164.6	180.0
Base Salary - Org Wtd	12	19	110.9	126.1	138.9	139.9	150.8	172.8
Base Salary - Incentive Eligible	11	17	121.3	128.2	145.0	146.6	164.8	182.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	16	25.0	26.4	29.7	34.8	43.8	50.6
Short-term Incentive (Actual)	8	9	--	11.8	22.1	25.4	34.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	9	--	--	22.4	20.2	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	19	121.6	133.0	147.5	155.9	180.0	190.0
Total Cash Comp (Actual) - Org Wtd	12	19	123.6	137.3	151.4	157.3	179.4	202.0
Total Cash Comp (Actual) - Rcvrs	8	9	--	138.4	155.3	162.1	182.2	--
Total Cash Comp (Target)	11	18	121.5	151.8	171.9	176.9	203.8	226.2
Total Cash Comp (Target) - Rcvrs	10	16	150.0	158.2	178.3	183.8	205.4	228.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	19	121.6	147.5	168.4	165.5	181.1	209.9
Total Direct Comp (Actual) - Rcvrs	*6	9	--	--	168.4	170.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	17	89%
Sales Incentive	0	0	0%
Profit Sharing	1	1	9%
Long-term Incentive	8	14	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	11%
Share Appreciation Rights (SARs)	21%	33%
Restricted Shares/Share Units	86%	89%
Performance Shares/Share Units	14%	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)	8	9	20.2%	18.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	10	16	23.5%	23.1%
Short-term Incentive (Maximum)	6	9	41.7%	43.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	9	17.2%	15.0%

Salary Range (Mean)				
Minimum	9	16	105.9	107.5
Midpoint	9	16	143.0	147.6
Maximum	9	16	180.1	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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Employee Relations Director 120.244.210

2014

US MBD: Mercer Benchmark Database Executive

120.244.210 Employee Relations Director

Manages the organization's employee relations program. Often assists with difficult employee counseling sessions regarding EEO charges, ADA, performance, and terminations. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Employee Relations Executive or Top Human Resources Management Executive.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive			
Base Salary - Inc Wtd	*47	83	100.4	116.8	133.1	134.3	152.0	163.7	27	57	70%	
Base Salary - Org Wtd	*47	83	112.0	124.0	137.3	138.6	154.0	160.1	0	0	0%	
Base Salary - Incentive Eligible	*29	61	102.1	117.7	133.4	135.7	154.2	170.1	2	4	7%	
Base Salary - Not Incentive Eligible	*3	4	--	--	--	--	--	--	9	16	20%	
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	*22	52	7.3	9.7	20.8	20.2	28.4	32.9	% Eligible		% Receiving	
Short-term Incentive (Actual)	*22	51	6.0	7.7	18.5	18.3	25.7	34.6	--%		--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	--%		--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	--%		--%	
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--	--%		--%	
Long-term Incentive (Black-Scholes)	*5	11	--	--	18.5	17.3	--	--	--%		--%	
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*47	83	103.6	128.3	144.2	145.9	166.3	191.7	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	*47	83	116.2	130.2	147.6	148.6	161.6	190.5	22	51	14.8%	13.2%
Total Cash Comp (Actual) - Rcvs	*23	54	108.6	128.0	152.4	152.3	173.7	199.0	9	32	5.3%	4.5%
Total Cash Comp (Target)	*44	80	101.6	125.7	145.7	146.9	170.7	192.3	22	52	14.9%	14.5%
Total Cash Comp (Target) - Rcvs	*22	52	111.2	131.5	156.5	155.8	179.2	199.9	15	40	22.6%	26.3%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)			
Total Direct Comp (Actual)	*47	83	103.6	128.3	144.2	148.2	171.1	192.1	0	0	--%	--%
Total Direct Comp (Actual) - Rcvs	*5	11	--	--	186.4	187.3	--	--	0	0	--%	--%
*More than 25% of sample supplied by one organization									Profit Sharing (Actual)			
									1			
									3			
									--%			
									--%			
									Long-term Incentive (Black-Scholes)			
									5			
									11			
									11.2%			
									12.0%			
									Salary Range (Mean)			
									Minimum			
									39			
									74			
									100.0			
									96.3			
									Midpoint			
									39			
									74			
									131.6			
									128.6			
									Maximum			
									39			
									74			
									163.2			
									160.8			

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US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

All Organizations

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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	252	391	105.3	122.1	138.0	139.5	157.0	174.7
Base Salary - Org Wtd	252	391	105.4	123.8	139.8	140.7	157.6	174.6
Base Salary - Incentive Eligible	212	328	109.9	124.9	140.0	141.9	158.2	174.3
Base Salary - Not Incentive Eligible	*7	20	--	--	122.0	121.5	--	--
Incentives								
Short-term Incentive (Target)	188	276	13.2	19.5	27.4	29.6	36.0	48.7
Short-term Incentive (Actual)	175	251	8.0	15.2	26.6	29.9	39.0	58.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	76	109	10.0	20.1	27.2	36.2	46.0	71.1
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	252	391	113.4	130.9	154.8	158.8	183.2	210.4
Total Cash Comp (Actual) - Org Wtd	252	391	109.9	133.0	158.9	161.9	187.4	213.5
Total Cash Comp (Actual) - Rcvrs	175	251	125.6	143.2	167.4	171.8	196.6	220.5
Total Cash Comp (Target)	233	362	114.5	137.3	158.1	161.6	183.0	210.4
Total Cash Comp (Target) - Rcvrs	188	276	127.8	146.3	165.8	170.5	193.0	217.9
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	252	391	115.0	132.6	158.7	168.9	191.9	241.9
Total Direct Comp (Actual) - Rcvrs	76	109	151.0	173.4	200.0	214.2	246.2	293.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	211	325	86%
Sales Incentive	0	0	0%
Profit Sharing	7	9	4%
Long-term Incentive	92	132	37%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	39%
Share Appreciation Rights (SARs)	5%	5%
Restricted Shares/Share Units	74%	71%
Performance Shares/Share Units	29%	20%
Performance Cash Units	7%	2%
Long-term Cash	12%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	175	251	21.1%	20.6%
Short-term Incentive (Threshold)	60	91	9.0%	9.1%
Short-term Incentive (Target)	188	276	20.8%	20.5%
Short-term Incentive (Maximum)	104	144	36.3%	36.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	76	109	25.6%	24.0%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	180	292	104.2	103.7
Midpoint	180	292	138.1	138.1
Maximum	180	292	171.9	172.4

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

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US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting Executive.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	30	108.1	120.8	138.7	140.9	158.6	185.8
Base Salary - Org Wtd	21	30	105.6	117.5	138.2	140.6	152.9	187.6
Base Salary - Incentive Eligible	20	29	108.0	121.7	139.2	142.0	159.9	186.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	27	18.6	24.8	28.3	34.2	37.8	54.3
Short-term Incentive (Actual)	16	25	10.9	12.3	20.9	26.4	30.3	64.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	18	4.5	21.2	31.0	39.7	52.3	95.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	30	110.1	137.3	152.7	162.9	180.2	245.1
Total Cash Comp (Actual) - Org Wtd	21	30	108.1	122.8	160.8	164.0	177.2	254.5
Total Cash Comp (Actual) - Rcvrs	16	25	122.9	141.9	160.9	169.4	186.3	251.5
Total Cash Comp (Target)	19	28	134.6	145.4	166.4	174.5	197.6	239.8
Total Cash Comp (Target) - Rcvrs	18	27	137.7	145.8	167.1	176.6	203.1	240.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	30	110.1	140.5	170.1	186.7	226.4	308.3
Total Direct Comp (Actual) - Rcvrs	*10	18	150.0	164.6	195.0	219.5	263.5	329.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	29	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	12	20	74%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	72%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	28%	22%
Performance Shares/Share Units	61%	44%
Performance Cash Units	11%	11%
Long-term Cash	6%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	25	19.9%	17.4%
Short-term Incentive (Threshold)	5	5	9.9%	9.9%
Short-term Incentive (Target)	18	27	24.3%	23.2%
Short-term Incentive (Maximum)	13	16	45.1%	44.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	10	18	29.8%	25.4%

Salary Range (Mean)				
Minimum	13	19	106.9	102.8
Midpoint	13	19	149.5	144.0
Maximum	13	19	192.1	185.3

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

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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Energy

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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	10	11	99.5	120.0	144.9	147.0	172.0	181.3
Base Salary - Org Wtd	10	11	97.6	118.8	153.5	145.4	166.8	177.3
Base Salary - Incentive Eligible	8	9	--	140.5	163.9	153.6	175.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	9	--	30.7	39.6	37.2	46.8	--
Short-term Incentive (Actual)	8	9	--	26.9	43.2	43.2	57.9	--
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	10	11	104.7	120.0	192.2	182.4	221.1	248.5
Total Cash Comp (Actual) - Org Wtd	10	11	103.4	118.8	201.1	179.0	217.6	243.3
Total Cash Comp (Actual) - Rcvrs	8	9	--	168.1	210.0	196.8	233.5	--
Total Cash Comp (Target)	9	10	104.1	154.8	192.0	183.7	216.9	235.4
Total Cash Comp (Target) - Rcvrs	8	9	--	171.9	204.6	190.8	218.7	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	11	104.7	120.0	218.0	207.8	285.5	328.4
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	9	90%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	5	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	9	26.2%	26.8%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	8	9	22.9%	23.3%
Short-term Incentive (Maximum)	5	6	48.3%	46.8%
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	7	8	129.4	127.6
Midpoint	7	8	159.2	158.0
Maximum	7	8	189.0	188.4

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

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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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	*16	27	101.1	114.4	129.9	127.8	144.2	153.0
Base Salary - Org Wtd	*16	27	104.1	110.1	126.3	127.1	141.7	156.5
Base Salary - Incentive Eligible	*16	27	101.1	114.4	129.9	127.8	144.2	153.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*14	23	9.9	12.0	20.0	23.2	26.2	33.3
Short-term Incentive (Actual)	13	21	10.9	19.0	28.4	29.9	35.0	54.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	9	--	14.4	22.1	27.9	26.1	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*16	27	109.2	128.1	154.9	151.1	173.3	190.4
Total Cash Comp (Actual) - Org Wtd	*16	27	111.1	124.9	147.0	150.0	164.8	204.9
Total Cash Comp (Actual) - Rcvs	13	21	115.4	138.7	158.7	161.2	176.3	206.7
Total Cash Comp (Target)	*15	26	110.7	126.9	149.0	148.8	171.5	183.5
Total Cash Comp (Target) - Rcvs	*14	23	109.1	127.5	149.5	151.5	171.6	183.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*16	27	109.2	130.9	155.0	160.4	176.2	212.6
Total Direct Comp (Actual) - Rcvs	8	9	--	149.9	191.0	195.6	220.8	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	27	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	9	35%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	100%	100%
Performance Shares/Share Units	11%	0%
Performance Cash Units	0%	0%
Long-term Cash	11%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	21	21.4%	22.1%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	14	23	18.3%	17.3%
Short-term Incentive (Maximum)	8	10	31.2%	30.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	9	20.1%	19.4%

Salary Range (Mean)				
Minimum	13	23	97.5	100.4
Midpoint	13	23	133.8	137.3
Maximum	13	23	170.1	174.3

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

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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

High Tech (Services)

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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	*5	19	--	--	131.6	130.3	--	--	Short-term Incentive	5	--	--%
Base Salary - Org Wtd	*5	19	--	--	129.8	131.9	--	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*5	19	--	--	131.6	130.3	--	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	4	--	--%
Incentives												
Short-term Incentive (Target)	*5	19	--	--	26.0	26.0	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*5	18	--	--	22.5	22.1	--	--		% 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)	*3	14	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*5	19	--	--	151.8	151.3	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*5	19	--	--	149.5	156.2	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	*5	18	--	--	151.9	152.4	--	--	Short-term Incentive (Actual)	5	18	17.0%
Total Cash Comp (Target)	*5	19	--	--	156.0	156.3	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target) - Rcvs	*5	19	--	--	156.0	156.3	--	--	Short-term Incentive (Target)	5	19	18.7%
									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)	3	14	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*5	19	--	--	165.2	168.2	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvs	*3	14	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
									Minimum	4	18	--
									Midpoint	4	18	--
									Maximum	4	18	--

*More than 25% of sample supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Insurance

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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									Short-term Incentive	24	38	97%	
Base Salary - Inc Wtd	25	39	117.6	125.0	140.0	141.4	155.0	166.6	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	25	39	113.2	126.3	138.8	144.0	155.1	183.0	Profit Sharing	1	1	6%	
Base Salary - Incentive Eligible	24	38	119.6	125.0	141.0	142.6	155.0	167.5	Long-term Incentive	7	11	30%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	23	37	12.4	19.2	26.7	27.6	35.0	38.6	Stock/Share Options	11%	13%		
Short-term Incentive (Actual)	20	29	15.0	21.1	36.4	39.7	56.0	64.0	Share Appreciation Rights (SARs)	22%	13%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	100%	100%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	44%	38%		
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	*6	8	--	--	45.7	42.3	--	--	Long-term Cash	11%	0%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	25	39	125.8	145.6	163.9	171.3	196.6	214.5	Short-term Incentive (Actual)	20	29	27.4%	27.8%
Total Cash Comp (Actual) - Org Wtd	25	39	122.8	155.5	170.3	175.7	198.2	223.8	Short-term Incentive (Threshold)	9	16	9.0%	9.1%
Total Cash Comp (Actual) - Rcvrs	20	29	137.7	158.0	179.0	182.9	203.6	226.9	Short-term Incentive (Target)	23	37	20.2%	19.4%
Total Cash Comp (Target)	24	38	138.8	148.8	162.7	167.8	184.1	210.3	Short-term Incentive (Maximum)	12	22	34.6%	33.9%
Total Cash Comp (Target) - Rcvrs	23	37	141.4	149.7	164.1	169.7	184.6	210.5	Sales Incentive (Actual)	0	0	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
									Profit Sharing (Actual)	1	1	--%	--%
									Long-term Incentive (Black-Scholes)	6	8	24.2%	28.4%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)				
Total Direct Comp (Actual)	25	39	125.8	145.6	166.9	180.0	202.2	261.9	Minimum	17	28	107.5	105.2
Total Direct Comp (Actual) - Rcvrs	*6	8	--	--	239.6	238.1	--	--	Midpoint	17	28	141.1	138.3
*More than 25% of sample supplied by one organization									Maximum	17	28	174.7	171.5

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

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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Life Sciences

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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	*7	10	140.5	153.1	166.3	164.8	176.4	183.4
Base Salary - Org Wtd	*7	10	--	156.9	168.2	166.6	180.3	--
Base Salary - Incentive Eligible	*7	9	--	150.4	170.0	165.1	177.7	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	35.4	37.2	--	--
Short-term Incentive (Actual)	6	6	--	--	38.4	41.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	8	--	--	42.2	47.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	10	146.1	160.0	185.7	189.8	216.5	251.5
Total Cash Comp (Actual) - Org Wtd	*7	10	--	161.4	201.4	199.5	217.0	--
Total Cash Comp (Actual) - Rcvs	6	6	--	--	215.0	210.8	--	--
Total Cash Comp (Target)	*7	10	146.1	160.9	187.4	187.1	212.0	228.3
Total Cash Comp (Target) - Rcvs	6	6	--	--	209.5	206.3	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	10	162.2	182.9	224.4	228.0	271.2	315.8
Total Direct Comp (Actual) - Rcvs	*5	8	--	--	240.3	237.8	--	--

*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	0%
Profit Sharing	2	4	40%
Long-term Incentive	6	9	90%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	44%	38%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	78%	88%
Performance Shares/Share Units	11%	13%
Performance Cash Units	0%	0%
Long-term Cash	11%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	6	24.4%	24.4%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	6	22.0%	22.0%
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)	5	8	28.1%	28.4%

Salary Range (Mean)				
Minimum	4	7	--	--
Midpoint	4	7	--	--
Maximum	4	7	--	--

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

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting Executive

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	18	20	100%	
Base Salary - Inc Wtd	18	20	128.4	145.7	161.2	158.4	171.4	180.4	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	18	20	138.5	148.6	161.2	159.1	170.7	175.6	Profit Sharing	1	1	7%	
Base Salary - Incentive Eligible	18	20	128.4	145.7	161.2	158.4	171.4	180.4	Long-term Incentive	12	14	70%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	16	18	27.7	31.7	39.1	41.3	46.5	71.3	Stock/Share Options	33%	44%		
Short-term Incentive (Actual)	17	19	15.7	35.0	44.1	46.0	70.7	76.4	Share Appreciation Rights (SARs)	8%	11%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	83%	78%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	33%	11%		
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	9	9	--	23.6	45.0	49.7	64.1	--	Long-term Cash	0%	0%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	18	20	164.3	187.7	195.2	202.3	229.0	242.0	Short-term Incentive (Actual)	17	19	30.5%	29.0%
Total Cash Comp (Actual) - Org Wtd	18	20	171.9	185.6	194.7	204.8	230.9	242.9	Short-term Incentive (Threshold)	6	8	12.5%	11.8%
Total Cash Comp (Actual) - Rcvrs	17	19	163.4	188.1	199.0	203.7	229.8	242.0	Short-term Incentive (Target)	16	18	26.6%	26.1%
Total Cash Comp (Target)	16	18	156.5	180.9	196.2	198.1	218.8	245.3	Short-term Incentive (Maximum)	12	14	48.9%	46.9%
Total Cash Comp (Target) - Rcvrs	16	18	156.5	180.9	196.2	198.1	218.8	245.3	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	18	20	164.5	188.8	216.9	224.7	246.2	302.7	Profit Sharing (Actual)	1	1	--%	--%
Total Direct Comp (Actual) - Rcvrs	9	9	--	207.8	246.5	259.9	292.8	--	Long-term Incentive (Black-Scholes)	9	9	30.1%	30.1%
*More than 25% of sample supplied by one organization													
									Salary Range (Mean)				
									Minimum	13	15	113.0	116.2
									Midpoint	13	15	144.7	145.7
									Maximum	13	15	176.4	175.2

*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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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	25	39	108.0	121.4	134.9	137.4	150.0	167.0
Base Salary - Org Wtd	25	39	107.2	123.3	135.0	136.4	148.6	164.9
Base Salary - Incentive Eligible	24	37	107.8	121.7	134.9	137.7	151.6	167.8
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	30	13.4	18.0	27.5	30.9	37.3	50.0
Short-term Incentive (Actual)	23	35	9.0	18.3	31.1	33.6	41.0	56.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	9	--	--	38.0	34.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	25	39	119.5	140.0	162.7	167.5	192.2	204.3
Total Cash Comp (Actual) - Org Wtd	25	39	115.7	136.9	162.7	164.1	193.7	212.1
Total Cash Comp (Actual) - Rcvs	23	35	124.0	141.0	168.3	171.5	195.1	209.4
Total Cash Comp (Target)	22	35	118.5	144.0	159.6	162.3	176.1	206.6
Total Cash Comp (Target) - Rcvs	19	30	120.3	143.1	158.7	164.2	180.6	207.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	25	39	119.5	140.0	168.3	175.5	203.3	246.0
Total Direct Comp (Actual) - Rcvs	*6	9	--	--	224.9	222.4	--	--

*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	0	0	0%
Long-term Incentive	8	11	34%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	11%	11%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	44%	44%
Performance Shares/Share Units	11%	11%
Performance Cash Units	56%	0%
Long-term Cash	56%	56%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	35	22.3%	23.6%
Short-term Incentive (Threshold)	3	6	--%	--%
Short-term Incentive (Target)	19	30	21.8%	22.6%
Short-term Incentive (Maximum)	5	7	24.7%	24.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	9	21.8%	22.1%

Salary Range (Mean)				
Minimum	16	26	99.0	101.2
Midpoint	16	26	135.4	137.5
Maximum	16	26	171.8	173.8

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

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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Retail & Wholesale

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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									Short-term Incentive	28	31	100%
Base Salary - Inc Wtd	28	31	108.4	123.9	139.0	142.4	156.2	175.5	Sales Incentive	0	0	0%
Base Salary - Org Wtd	28	31	109.8	123.6	138.7	140.9	155.5	178.7	Profit Sharing	3	3	16%
Base Salary - Incentive Eligible	28	31	108.4	123.9	139.0	142.4	156.2	175.5	Long-term Incentive	19	22	73%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	28	31	18.4	22.0	30.0	32.4	38.9	55.1	Stock/Share Options	38%	22%	
Short-term Incentive (Actual)	19	21	8.6	16.8	29.6	30.0	40.3	57.9	Share Appreciation Rights (SARs)	5%	6%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	76%	72%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	19%	22%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%	0%	
Long-term Incentive (Black-Scholes)	16	18	16.0	18.8	30.0	33.9	40.0	59.8	Long-term Cash	24%	11%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	28	31	126.3	138.3	157.4	162.7	185.0	205.8	Short-term Incentive (Actual)	19	21	21.5%
Total Cash Comp (Actual) - Org Wtd	28	31	129.1	135.9	160.1	160.5	183.2	202.9	Short-term Incentive (Threshold)	11	13	10.4%
Total Cash Comp (Actual) - Rcvs	19	21	131.6	141.1	165.5	166.7	193.8	205.8	Short-term Incentive (Target)	28	31	22.7%
Total Cash Comp (Target)	28	31	132.0	142.4	171.6	174.8	195.0	227.1	Short-term Incentive (Maximum)	16	18	42.2%
Total Cash Comp (Target) - Rcvs	28	31	132.0	142.4	171.6	174.8	195.0	227.1	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	28	31	137.3	155.0	177.8	182.4	206.5	248.4	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	16	18	146.7	165.2	189.2	194.1	230.8	260.6	Long-term Incentive (Black-Scholes)	16	18	26.1%
									Salary Range (Mean)			
									Minimum	19	22	102.5
									Midpoint	19	22	137.2
									Maximum	19	22	171.9

*More than 25% of sample supplied by one organization

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

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Employment & Recruiting Director 120.220.210

2014

US MBD: Mercer Benchmark Database Executive

120.220.210 Employment & Recruiting Director

Primary responsibilities include designing, implementing, and evaluating the organization's employment and recruiting policies and procedures. Develops and maintains relationships with outside employment agencies and recruiters. Typically in larger organizations this is a senior level manager. Typically requires a Bachelor's degree and seven to ten years of experience. Frequently reports to a Top Employment and Recruiting 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	90	157	102.6	118.7	135.2	137.2	156.8	175.0
Base Salary - Org Wtd	90	157	101.5	119.8	136.6	137.4	157.1	167.8
Base Salary - Incentive Eligible	57	104	109.2	127.1	140.1	142.6	159.4	175.0
Base Salary - Not Incentive Eligible	*6	19	--	--	122.5	121.8	--	--
Incentives								
Short-term Incentive (Target)	46	71	8.9	15.4	23.8	25.8	30.4	46.8
Short-term Incentive (Actual)	43	63	5.4	7.7	17.9	20.1	27.5	36.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	11	8.4	20.0	23.9	26.2	30.0	60.7
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	90	157	104.2	121.7	138.1	145.3	170.0	189.6
Total Cash Comp (Actual) - Org Wtd	90	157	101.5	123.5	143.2	146.8	171.5	193.8
Total Cash Comp (Actual) - Rcvrs	43	63	116.1	135.9	162.9	162.8	187.0	209.4
Total Cash Comp (Target)	82	141	102.9	121.9	145.4	149.2	171.4	205.4
Total Cash Comp (Target) - Rcvrs	46	71	121.6	143.1	165.0	167.2	191.7	211.5
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	90	157	104.2	121.7	138.1	147.2	171.2	197.1
Total Direct Comp (Actual) - Rcvrs	8	11	125.1	163.8	198.9	195.2	232.7	257.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	57	104	68%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	15	10%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	9%
Share Appreciation Rights (SARs)	13%	18%
Restricted Shares/Share Units	87%	82%
Performance Shares/Share Units	40%	9%
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)	43	63	14.2%	13.9%
Short-term Incentive (Threshold)	22	36	7.4%	8.2%
Short-term Incentive (Target)	46	71	17.0%	18.0%
Short-term Incentive (Maximum)	26	44	26.2%	31.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	11	18.2%	17.0%

Salary Range (Mean)				
Minimum	68	119	99.1	101.0
Midpoint	68	119	130.3	133.1
Maximum	68	119	161.5	165.2

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

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US MBD: Mercer Benchmark Database Executive

510.100.210 Engineering Director

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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	324	2,315	123.0	135.0	154.2	159.1	179.3	203.0
Base Salary - Org Wtd	324	2,315	130.0	141.0	156.0	160.6	177.2	197.8
Base Salary - Incentive Eligible	285	1,994	124.0	137.1	157.0	161.5	181.8	206.0
Base Salary - Not Incentive Eligible	*8	20	112.3	121.0	142.9	144.3	162.7	188.0

Incentives								
Short-term Incentive (Target)	259	1,486	11.0	24.9	34.0	37.0	48.5	59.2
Short-term Incentive (Actual)	244	1,838	6.0	12.0	24.6	31.8	45.0	67.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	2	--	--	--	--	--	--
Profit Sharing (Actual)	16	50	4.5	5.1	5.6	8.2	6.4	9.8
Long-term Incentive (Black-Scholes)	119	524	11.7	19.4	40.7	53.1	65.0	132.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	324	2,315	130.3	148.0	173.1	184.5	210.8	254.7
Total Cash Comp (Actual) - Org Wtd	324	2,315	139.3	156.7	180.2	188.6	212.1	251.9
Total Cash Comp (Actual) - Rcvrs	248	1,843	138.2	155.9	181.8	193.4	223.6	263.1
Total Cash Comp (Target)	297	1,573	148.1	165.6	192.7	201.0	231.6	266.2
Total Cash Comp (Target) - Rcvrs	259	1,486	149.8	167.6	195.0	203.5	234.3	267.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	324	2,315	130.7	149.1	175.1	196.5	224.3	287.7
Total Direct Comp (Actual) - Rcvrs	119	524	180.6	216.4	262.0	280.7	320.8	430.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	280	1,986	97%
Sales Incentive	1	2	0%
Profit Sharing	21	58	6%
Long-term Incentive	150	716	34%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	39%	42%
Share Appreciation Rights (SARs)	2%	0%
Restricted Shares/Share Units	74%	68%
Performance Shares/Share Units	26%	27%
Performance Cash Units	2%	1%
Long-term Cash	36%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	244	1,838	22.2%	18.8%
Short-term Incentive (Threshold)	56	202	10.4%	11.5%
Short-term Incentive (Target)	259	1,486	23.2%	21.9%
Short-term Incentive (Maximum)	161	963	41.9%	39.4%
Sales Incentive (Actual)	1	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	16	50	6.0%	4.7%
Long-term Incentive (Black-Scholes)	119	524	29.6%	28.5%

Salary Range (Mean)				
Minimum	238	1,922	118.9	116.0
Midpoint	238	1,922	156.0	157.9
Maximum	238	1,922	193.1	199.9

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

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US MBD: Mercer Benchmark Database Executive

510.100.210 Engineering Director

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Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*30	189	119.0	125.7	142.5	150.7	170.5	194.8
Base Salary - Org Wtd	*30	189	128.5	133.9	170.8	168.6	192.1	207.8
Base Salary - Incentive Eligible	*29	183	119.2	125.7	142.8	151.2	171.9	194.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*26	159	--	--	27.4	35.6	--	--
Short-term Incentive (Actual)	*23	174	16.3	22.4	27.4	34.3	43.9	67.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*6	28	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*15	80	20.3	30.7	46.4	46.4	62.5	70.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*30	189	138.3	148.8	164.3	183.6	216.7	260.2
Total Cash Comp (Actual) - Org Wtd	*30	189	134.0	155.2	191.4	202.3	250.3	291.7
Total Cash Comp (Actual) - Rcvrs	*25	177	142.0	150.3	166.4	186.3	226.1	260.4
Total Cash Comp (Target)	*28	162	--	--	164.8	184.9	--	--
Total Cash Comp (Target) - Rcvrs	*26	159	--	--	164.6	185.2	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*30	189	138.3	150.3	171.6	203.2	260.3	316.1
Total Direct Comp (Actual) - Rcvrs	*15	80	177.3	210.8	271.1	264.8	314.7	354.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	181	99%
Sales Incentive	0	--	--%
Profit Sharing	7	--	--%
Long-term Incentive	17	82	45%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	69%	70%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	33%	34%
Performance Shares/Share Units	62%	59%
Performance Cash Units	6%	4%
Long-term Cash	10%	9%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	174	23.4%	22.0%
Short-term Incentive (Threshold)	6	12	11.6%	11.2%
Short-term Incentive (Target)	26	159	25.1%	23.0%
Short-term Incentive (Maximum)	13	45	45.1%	50.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	28	--%	--%
Long-term Incentive (Black-Scholes)	15	80	25.2%	26.4%

Salary Range (Mean)				
Minimum	23	93	120.7	115.5
Midpoint	23	93	162.3	160.9
Maximum	23	93	203.9	206.3

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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	31	94	126.5	142.4	174.3	170.4	190.6	209.5
Base Salary - Org Wtd	31	94	138.6	160.3	174.7	175.6	192.7	212.5
Base Salary - Incentive Eligible	27	87	126.2	142.0	173.5	169.9	190.8	210.3
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	27	87	24.7	27.6	40.7	43.0	52.6	62.7
Short-term Incentive (Actual)	25	83	15.2	28.0	45.0	48.9	68.7	80.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	16	39	20.7	41.8	88.2	86.6	116.5	152.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	31	94	143.5	164.9	213.1	213.6	256.3	288.2
Total Cash Comp (Actual) - Org Wtd	31	94	151.0	186.2	211.9	220.8	254.6	280.0
Total Cash Comp (Actual) - Rcvrs	25	83	143.0	164.6	220.8	218.7	259.9	291.2
Total Cash Comp (Target)	30	91	149.9	168.5	208.2	211.0	239.8	270.7
Total Cash Comp (Target) - Rcvrs	27	87	151.2	170.4	212.5	212.9	247.7	271.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	31	94	143.5	169.0	224.2	249.6	302.3	393.6
Total Direct Comp (Actual) - Rcvrs	16	39	206.5	252.8	350.5	333.6	390.6	458.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	27	87	96%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	17	42	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	21%	0%
Share Appreciation Rights (SARs)	14%	0%
Restricted Shares/Share Units	83%	74%
Performance Shares/Share Units	40%	23%
Performance Cash Units	7%	5%
Long-term Cash	2%	3%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	83	30.5%	27.2%
Short-term Incentive (Threshold)	7	18	10.8%	13.0%
Short-term Incentive (Target)	27	87	25.5%	24.5%
Short-term Incentive (Maximum)	17	55	47.4%	45.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	16	39	42.5%	45.6%

Salary Range (Mean)				
Minimum	24	81	130.9	127.1
Midpoint	24	81	169.9	167.5
Maximum	24	81	208.9	207.8

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Engineering Director 510.100.210

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US MBD: Mercer Benchmark Database Executive

510.100.210 Engineering 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	*34	925	123.5	135.6	157.0	162.4	185.2	210.0
Base Salary - Org Wtd	*34	925	134.3	144.6	159.4	168.4	191.8	211.3
Base Salary - Incentive Eligible	32	736	124.6	140.7	164.0	167.5	191.9	215.8
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*27	365	6.6	7.2	30.9	32.1	49.3	62.9
Short-term Incentive (Actual)	*28	727	0.8	6.5	11.7	24.3	33.8	64.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	2	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	62	--	--	137.9	122.0	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*34	925	124.8	140.9	168.3	181.5	203.6	263.6
Total Cash Comp (Actual) - Org Wtd	*34	925	145.8	163.3	175.5	195.8	218.6	281.3
Total Cash Comp (Actual) - Rcvrs	*28	727	129.0	150.0	180.2	191.7	221.1	281.9
Total Cash Comp (Target)	*30	372	170.2	183.1	214.6	222.9	259.5	291.2
Total Cash Comp (Target) - Rcvrs	*27	365	171.1	183.5	216.0	224.0	260.6	291.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*34	925	124.8	140.9	168.4	189.7	204.4	267.3
Total Direct Comp (Actual) - Rcvrs	*10	62	--	--	450.6	404.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	31	735	99%
Sales Incentive	1	2	1%
Profit Sharing	1	1	1%
Long-term Incentive	17	155	18%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	1%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	90%	94%
Performance Shares/Share Units	0%	0%
Performance Cash Units	0%	0%
Long-term Cash	90%	79%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	727	19.1%	12.9%
Short-term Incentive (Threshold)	8	24	--%	--%
Short-term Incentive (Target)	27	365	20.5%	16.2%
Short-term Incentive (Maximum)	21	297	38.5%	28.5%
Sales Incentive (Actual)	1	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	10	62	52.5%	55.7%

Salary Range (Mean)

Minimum	25	907	129.0	110.1
Midpoint	25	907	170.8	160.2
Maximum	25	907	212.6	210.3

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High Tech (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	*7	67	110.0	126.7	156.7	151.3	170.0	180.0
Base Salary - Org Wtd	*7	67	--	123.6	146.8	149.3	170.0	--
Base Salary - Incentive Eligible	*7	67	110.0	126.7	156.7	151.3	170.0	180.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	67	20.1	25.0	46.7	42.8	51.1	70.7
Short-term Incentive (Actual)	*7	66	17.2	23.8	47.0	42.9	60.0	66.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	49	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	67	125.4	150.7	207.6	193.6	231.0	242.0
Total Cash Comp (Actual) - Org Wtd	*7	67	--	143.8	174.5	182.9	221.8	--
Total Cash Comp (Actual) - Rcvrs	*7	66	128.0	151.3	207.8	194.6	231.4	242.1
Total Cash Comp (Target)	*7	67	131.5	151.5	206.9	194.1	221.3	246.1
Total Cash Comp (Target) - Rcvrs	*7	67	131.5	151.5	206.9	194.1	221.3	246.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	67	137.4	167.7	237.0	222.3	278.8	299.9
Total Direct Comp (Actual) - Rcvrs	*4	49	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	67	100%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	4	49	73%

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	66	21.7%	27.2%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	67	24.8%	27.4%
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	49	--%	--%

Salary Range (Mean)				
Minimum	4	26	--	--
Midpoint	4	26	--	--
Maximum	4	26	--	--

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Engineering Director 510.100.210

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510.100.210 Engineering Director

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	106	--	--	185.6	185.8	--	--
Base Salary - Org Wtd	*8	106	--	173.0	180.5	176.7	188.8	--
Base Salary - Incentive Eligible	*8	106	--	--	185.6	185.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	*8	106	--	--	54.1	53.2	--	--
Short-term Incentive (Actual)	*8	100	--	--	49.9	46.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	99	--	--	18.6	32.1	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	106	--	--	233.8	229.4	--	--
Total Cash Comp (Actual) - Org Wtd	*8	106	--	213.2	219.9	213.1	230.3	--
Total Cash Comp (Actual) - Rcvrs	*8	100	--	--	235.8	232.1	--	--
Total Cash Comp (Target)	*8	106	--	--	238.6	239.0	--	--
Total Cash Comp (Target) - Rcvrs	*8	106	--	--	238.6	239.0	--	--
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	106	--	--	258.6	259.4	--	--
Total Direct Comp (Actual) - Rcvrs	*6	99	--	--	261.7	264.5	--	--

*More than 25% of sample supplied by one organization

Life Sciences

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	--	--%
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)	8	100	20.3%	24.8%
Short-term Incentive (Threshold)	3	69	--%	--%
Short-term Incentive (Target)	8	106	25.8%	28.6%
Short-term Incentive (Maximum)	7	105	50.3%	56.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	6	99	31.2%	17.1%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	5	98	134.8	154.2
Midpoint	5	98	175.8	187.0
Maximum	5	98	216.9	219.8

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

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Engineering Director 510.100.210

2014

US MBD: Mercer Benchmark Database Executive

510.100.210 Engineering Director

Directs all aspects of the engineering function within an organization. Provides technical guidance and ensures sound engineering procedures and effective use of facilities. Ensures that products and processes are introduced, designed, and re-designed in order to meet the organization's objectives. Ensures all engineering activities are in accordance with organizational standards. Approves costs for engineering department. Typically in larger organizations this is a senior level manager.

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	91	353	119.0	132.6	146.8	149.0	162.1	180.1
Base Salary - Org Wtd	91	353	128.4	138.0	148.0	152.3	166.0	176.9
Base Salary - Incentive Eligible	88	323	121.8	134.3	147.3	150.4	163.6	180.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	82	282	19.9	25.5	34.0	34.9	43.1	49.4
Short-term Incentive (Actual)	76	282	9.7	16.3	24.4	32.5	43.1	61.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	33	75	7.4	17.9	30.0	34.8	40.6	59.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	91	353	131.3	147.0	168.9	175.2	194.0	225.5
Total Cash Comp (Actual) - Org Wtd	91	353	137.1	152.1	173.1	179.4	197.9	232.2
Total Cash Comp (Actual) - Rcvs	77	283	139.4	157.8	175.4	182.1	201.8	232.5
Total Cash Comp (Target)	85	285	147.3	161.2	182.2	186.3	207.3	228.8
Total Cash Comp (Target) - Rcvs	82	282	147.4	161.7	183.1	186.8	207.5	229.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	91	353	131.3	147.8	171.6	182.6	207.7	245.8
Total Direct Comp (Actual) - Rcvs	33	75	166.3	196.3	225.0	235.1	254.9	323.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	87	322	99%
Sales Incentive	0	0	0%
Profit Sharing	5	9	6%
Long-term Incentive	39	109	32%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	24%
Share Appreciation Rights (SARs)	1%	0%
Restricted Shares/Share Units	88%	76%
Performance Shares/Share Units	23%	21%
Performance Cash Units	7%	0%
Long-term Cash	1%	1%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	76	282	20.9%	21.6%
Short-term Incentive (Threshold)	17	30	10.7%	10.6%
Short-term Incentive (Target)	82	282	22.3%	22.8%
Short-term Incentive (Maximum)	53	145	39.8%	39.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	6	--%	--%
Long-term Incentive (Black-Scholes)	33	75	23.6%	21.2%

Salary Range (Mean)				
Minimum	74	283	113.7	111.1
Midpoint	74	283	147.8	148.4
Maximum	74	283	182.0	185.8

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510.100.210 Engineering Director

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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	*25	82	127.4	135.5	151.5	155.5	174.7	195.9
Base Salary - Org Wtd	*25	82	132.6	143.7	161.3	162.1	178.8	196.2
Base Salary - Incentive Eligible	*24	81	127.3	136.1	151.6	155.8	174.8	196.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*23	80	18.8	24.5	35.3	36.0	43.6	55.5
Short-term Incentive (Actual)	*22	78	14.2	17.1	30.7	37.6	49.0	80.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*11	35	12.1	20.9	37.5	33.6	44.1	50.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*25	82	142.8	154.2	178.4	191.3	218.0	264.8
Total Cash Comp (Actual) - Org Wtd	*25	82	150.4	162.5	182.6	196.3	227.0	259.5
Total Cash Comp (Actual) - Rcvs	*22	78	144.1	155.8	182.4	193.3	223.5	266.3
Total Cash Comp (Target)	*25	82	147.2	162.2	187.4	190.6	214.7	240.1
Total Cash Comp (Target) - Rcvs	*23	80	147.8	162.7	188.4	191.5	215.4	240.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*25	82	142.8	155.8	187.7	205.6	247.8	296.3
Total Direct Comp (Actual) - Rcvs	*11	35	171.3	216.0	251.4	252.3	293.4	338.9

*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	24	81	99%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	16	40	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	60%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	37%	34%
Performance Shares/Share Units	53%	49%
Performance Cash Units	0%	0%
Long-term Cash	13%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	78	23.4%	23.0%
Short-term Incentive (Threshold)	5	12	8.1%	7.4%
Short-term Incentive (Target)	23	80	22.8%	22.7%
Short-term Incentive (Maximum)	13	47	36.7%	36.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	35	13.5%	20.4%

Salary Range (Mean)				
Minimum	21	52	122.0	119.8
Midpoint	21	52	155.4	155.0
Maximum	21	52	188.9	190.2

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Engineering Director 510.100.210

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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	61	112.5	130.3	141.0	145.6	164.7	186.2
Base Salary - Org Wtd	19	61	125.7	131.5	149.6	153.1	168.0	186.1
Base Salary - Incentive Eligible	15	49	111.1	128.3	146.8	149.0	173.4	187.1
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	45	15.7	22.5	40.5	46.0	50.0	104.7
Short-term Incentive (Actual)	13	44	11.6	17.1	42.0	43.0	50.7	103.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	22	--	--	53.7	55.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	61	124.6	132.0	168.0	176.9	205.1	243.6
Total Cash Comp (Actual) - Org Wtd	19	61	131.4	144.6	168.0	181.7	211.2	241.7
Total Cash Comp (Actual) - Rcvrs	13	44	124.8	160.5	179.6	192.8	230.3	290.3
Total Cash Comp (Target)	18	58	125.4	134.3	174.5	182.0	214.9	242.9
Total Cash Comp (Target) - Rcvrs	14	45	128.9	155.7	185.7	195.7	224.4	292.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	61	124.6	132.0	173.8	197.0	233.3	316.5
Total Direct Comp (Actual) - Rcvrs	*6	22	--	--	265.2	276.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	49	82%
Sales Incentive	0	0	0%
Profit Sharing	1	4	13%
Long-term Incentive	7	26	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	62%	--%
Share Appreciation Rights (SARs)	15%	--%
Restricted Shares/Share Units	81%	--%
Performance Shares/Share Units	42%	--%
Performance Cash Units	4%	--%
Long-term Cash	19%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	44	25.5%	27.7%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	14	45	27.5%	29.3%
Short-term Incentive (Maximum)	3	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	4	--%	--%
Long-term Incentive (Black-Scholes)	6	22	28.6%	35.1%

Salary Range (Mean)				
Minimum	11	34	109.3	104.4
Midpoint	11	34	153.7	148.6
Maximum	11	34	198.2	192.8

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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	*13	31	114.3	125.7	143.3	141.2	154.1	167.3
Base Salary - Org Wtd	*13	31	119.7	138.4	146.4	146.1	151.2	175.4
Base Salary - Incentive Eligible	*11	22	109.6	128.9	145.6	142.7	155.1	168.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	22	21.4	25.9	32.5	32.8	40.1	45.5
Short-term Incentive (Actual)	*10	21	12.7	20.1	31.8	31.3	41.6	48.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	34.8	66.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	31	125.4	143.3	158.7	163.1	189.3	206.4
Total Cash Comp (Actual) - Org Wtd	*13	31	135.2	149.8	166.2	170.2	189.4	218.3
Total Cash Comp (Actual) - Rcvs	*10	21	140.3	152.0	171.1	174.8	199.3	208.3
Total Cash Comp (Target)	*12	23	135.5	157.1	174.1	175.1	197.5	210.6
Total Cash Comp (Target) - Rcvs	*11	22	135.3	154.3	174.8	175.5	197.6	211.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	31	125.4	143.3	167.4	176.0	200.8	242.3
Total Direct Comp (Actual) - Rcvs	6	6	--	--	230.1	244.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	22	96%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	6	6	26%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	21	21.1%	22.0%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	11	22	23.1%	22.8%
Short-term Incentive (Maximum)	6	14	47.7%	39.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	6	6	44.7%	44.7%

Salary Range (Mean)				
Minimum	9	18	106.9	103.9
Midpoint	9	18	142.0	138.1
Maximum	9	18	177.2	172.3

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	28	146	130.0	145.8	161.3	169.3	195.0	219.6
Base Salary - Org Wtd	28	146	119.1	142.1	155.1	161.1	182.6	217.5
Base Salary - Incentive Eligible	*21	129	135.5	148.3	163.3	172.8	197.8	221.5
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*16	78	17.4	24.1	29.9	34.9	48.1	59.2
Short-term Incentive (Actual)	*15	67	4.9	10.2	20.0	28.7	41.8	68.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	26	--	--	10.7	31.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	28	146	136.3	150.0	171.4	182.6	210.1	246.9
Total Cash Comp (Actual) - Org Wtd	28	146	119.1	153.2	173.7	175.9	192.7	244.4
Total Cash Comp (Actual) - Rcvs	*15	67	156.6	173.5	198.0	210.2	237.4	292.4
Total Cash Comp (Target)	*22	93	145.6	168.3	197.5	206.9	237.4	287.3
Total Cash Comp (Target) - Rcvs	*16	78	153.0	177.3	207.9	215.9	247.0	288.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	28	146	136.5	150.5	177.3	188.3	212.7	255.6
Total Direct Comp (Actual) - Rcvs	*8	26	--	--	204.1	229.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	129	90%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	9	53	45%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	4%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	94%	--%
Performance Shares/Share Units	49%	--%
Performance Cash Units	0%	--%
Long-term Cash	17%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	67	16.9%	15.7%
Short-term Incentive (Threshold)	3	17	--%	--%
Short-term Incentive (Target)	16	78	21.1%	18.9%
Short-term Incentive (Maximum)	8	52	40.6%	34.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	8	26	26.7%	17.3%

Salary Range (Mean)				
Minimum	16	101	111.0	116.6
Midpoint	16	101	149.2	147.9
Maximum	16	101	187.4	179.1

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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	*29	229	125.8	134.7	146.3	149.3	163.2	178.8
Base Salary - Org Wtd	*29	229	131.0	137.6	153.5	157.0	175.7	193.2
Base Salary - Incentive Eligible	*19	190	127.7	134.7	145.3	148.8	158.6	175.9
Base Salary - Not Incentive Eligible	*3	14	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	*14	174	25.0	26.8	28.7	31.1	35.2	41.9
Short-term Incentive (Actual)	*14	178	19.5	21.4	24.6	27.6	32.8	42.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	16	--	--	--	--	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*29	229	143.1	153.4	166.4	170.8	184.6	205.9
Total Cash Comp (Actual) - Org Wtd	*29	229	144.1	154.2	166.4	170.6	178.6	209.3
Total Cash Comp (Actual) - Rcvrs	*15	179	149.0	157.4	168.9	174.9	189.2	209.4
Total Cash Comp (Target)	*23	202	147.7	159.7	172.0	175.1	188.9	208.9
Total Cash Comp (Target) - Rcvrs	*14	174	150.1	161.2	172.1	177.2	190.3	210.7
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*29	229	143.1	153.4	166.8	173.9	184.6	210.8
Total Direct Comp (Actual) - Rcvrs	*2	16	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Short-term Incentive	17	186	92%	
Sales Incentive	0	0	0%	
Profit Sharing	2	4	2%	
Long-term Incentive	5	27	14%	
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)	14	178	18.6%	18.6%
Short-term Incentive (Threshold)	2	11	--%	--%
Short-term Incentive (Target)	14	174	20.8%	21.1%
Short-term Incentive (Maximum)	13	173	40.6%	41.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	16	--%	--%
Salary Range (Mean)				
Minimum	23	211	116.0	122.5
Midpoint	23	211	148.9	145.2
Maximum	23	211	181.7	167.9

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

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US MBD: Mercer Benchmark Database Executive

510.240.210 Environmental Health and Safety Director

All Organizations

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department

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	117	279	89%		
Base Salary - Inc Wtd	143	341	106.4	119.8	135.0	138.7	155.9	174.5	Sales Incentive	0	0	0%		
Base Salary - Org Wtd	143	341	109.3	122.6	136.6	140.6	155.1	178.4	Profit Sharing	6	8	5%		
Base Salary - Incentive Eligible	118	280	110.0	123.4	140.9	142.4	158.8	177.6	Long-term Incentive	49	89	28%		
Base Salary - Not Incentive Eligible	4	4	--	--	--	--	--	--						
Incentives									Of Those LTI Eligible:					
Short-term Incentive (Target)	100	235	16.6	19.4	28.8	31.5	39.7	52.0	Stock/Share Options	26%		19%		
Short-term Incentive (Actual)	106	257	9.1	15.9	23.8	28.2	36.7	52.3	Share Appreciation Rights (SARs)	1%		0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	85%		83%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	29%		19%		
Profit Sharing (Actual)	*4	6	--	--	--	--	--	--	Performance Cash Units	0%		0%		
Long-term Incentive (Black-Scholes)	42	78	9.7	11.8	19.5	34.6	48.4	80.0	Long-term Cash	4%		1%		
Total Cash Compensation									Incentives (Mean as % of Base)					
Total Cash Comp (Actual) - Inc Wtd	143	341	112.0	130.0	154.1	160.1	181.8	213.0	Short-term Incentive (Actual)	106	257	20.6%	18.9%	
Total Cash Comp (Actual) - Org Wtd	143	341	114.7	134.1	152.3	163.5	181.8	228.4	Short-term Incentive (Threshold)	31	62	10.5%	9.0%	
Total Cash Comp (Actual) - Rcvs	107	258	124.1	142.4	167.0	170.9	189.7	226.8	Short-term Incentive (Target)	100	235	23.2%	21.1%	
Total Cash Comp (Target)	124	274	118.4	137.6	163.6	168.2	193.4	223.6	Short-term Incentive (Maximum)	68	134	42.7%	39.2%	
Total Cash Comp (Target) - Rcvs	100	235	128.3	146.4	171.6	175.7	198.5	227.0	Sales Incentive (Actual)	0	0	--%	--%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%	
Total Direct Comp (Actual)	143	341	113.0	133.1	156.2	168.0	186.7	232.8	Profit Sharing (Actual)	4	6	--%	--%	
Total Direct Comp (Actual) - Rcvs	42	78	134.1	151.0	193.4	210.8	247.4	334.1	Long-term Incentive (Black-Scholes)	42	78	25.9%	22.1%	
*More than 25% of sample supplied by one organization														
Salary Range (Mean)										Minimum	107	274	108.5	106.8
										Midpoint	107	274	142.2	141.3
										Maximum	107	274	176.0	175.7

*More than 25% of sample supplied by one organization

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

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Environmental Health and Safety Director 510.240.210

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510.240.210 Environmental Health and Safety Director

Consumer Goods

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department

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	14	113.2	120.8	131.3	143.2	157.8	204.5
Base Salary - Org Wtd	11	14	120.3	125.0	131.8	145.8	160.1	206.5
Base Salary - Incentive Eligible	11	14	113.2	120.8	131.3	143.2	157.8	204.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	13	18.3	23.8	32.0	36.9	43.6	76.2
Short-term Incentive (Actual)	11	13	11.4	13.4	32.0	28.1	39.2	48.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	14	120.3	139.8	153.0	169.8	200.4	245.2
Total Cash Comp (Actual) - Org Wtd	11	14	138.5	142.7	152.9	172.9	208.1	248.0
Total Cash Comp (Actual) - Rcvrs	11	13	135.5	142.0	153.1	174.6	203.0	246.1
Total Cash Comp (Target)	11	13	140.1	150.7	163.4	182.9	202.2	281.4
Total Cash Comp (Target) - Rcvrs	11	13	140.1	150.7	163.4	182.9	202.2	281.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	14	135.9	141.3	158.4	179.3	234.7	254.9
Total Direct Comp (Actual) - Rcvrs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	14	100%
Sales Incentive	0	0	0%
Profit Sharing	1	2	25%
Long-term Incentive	6	8	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	57%	--%
Performance Shares/Share Units	71%	--%
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)	11	13	18.9%	18.8%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	11	13	25.0%	24.2%
Short-term Incentive (Maximum)	5	6	48.1%	45.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

Salary Range (Mean)				
Minimum	9	11	113.4	111.4
Midpoint	9	11	141.2	139.5
Maximum	9	11	169.0	167.6

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

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510.240.210 Environmental Health and Safety Director

Energy

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

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	36	117.8	136.6	156.2	154.7	176.0	186.8
Base Salary - Org Wtd	19	36	95.0	128.9	154.6	149.9	169.9	195.1
Base Salary - Incentive Eligible	17	33	112.3	142.5	158.8	156.9	176.3	188.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*15	31	23.3	26.2	40.2	40.0	48.4	64.4
Short-term Incentive (Actual)	*15	30	14.8	30.9	52.5	50.6	63.0	78.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	18	14.7	24.8	67.0	62.8	85.2	136.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	36	121.6	149.2	203.6	197.2	230.2	259.3
Total Cash Comp (Actual) - Org Wtd	19	36	105.0	131.1	188.3	189.4	232.7	280.1
Total Cash Comp (Actual) - Rcvrs	*15	30	145.7	178.9	211.3	210.2	236.6	264.2
Total Cash Comp (Target)	*15	31	153.2	176.3	200.1	201.2	225.1	253.6
Total Cash Comp (Target) - Rcvrs	*15	31	153.2	176.3	200.1	201.2	225.1	253.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	36	127.4	156.1	214.9	228.6	283.9	344.3
Total Direct Comp (Actual) - Rcvrs	11	18	148.8	181.7	273.8	270.0	336.2	373.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	33	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	5%
Long-term Incentive	11	18	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	28%	22%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	94%	94%
Performance Shares/Share Units	39%	6%
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	30	29.8%	30.3%
Short-term Incentive (Threshold)	7	17	8.6%	11.2%
Short-term Incentive (Target)	15	31	22.7%	24.0%
Short-term Incentive (Maximum)	10	23	45.4%	43.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	18	33.8%	37.2%

Salary Range (Mean)				
Minimum	16	32	119.1	117.2
Midpoint	16	32	152.7	153.1
Maximum	16	32	186.2	189.1

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US MBD: Mercer Benchmark Database Executive

510.240.210 Environmental Health and Safety Director

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*8	47	--	--	132.4	135.1	--	--	Short-term Incentive	6	28	--%
Base Salary - Org Wtd	*8	47	--	--	139.8	140.8	--	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*6	28	--	--	--	--	--	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	Long-term Incentive	1	1	--%
Incentives												
Short-term Incentive (Target)	*2	2	--	--	--	--	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*6	27	--	--	--	--	--	--		% 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)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
Total Cash Compensation									Performance Cash Units	--%	--%	--%
Total Cash Comp (Actual) - Inc Wtd	*8	47	--	--	134.9	144.2	--	--	Long-term Cash	--%	--%	--%
Total Cash Comp (Actual) - Org Wtd	*8	47	--	--	151.5	153.5	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	*6	27	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	*3	3	--	--	--	--	--	--	Short-term Incentive (Actual)	6	27	--%
Total Cash Comp (Target) - Rcvrs	*2	2	--	--	--	--	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	2	2	--%
Total Direct Comp (Actual)	*8	47	--	--	134.9	144.9	--	--	Short-term Incentive (Maximum)	2	2	--%
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%
*More than 25% of sample supplied by one organization									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	1	1	--%
									Salary Range (Mean)			
									Minimum	6	45	--
									Midpoint	6	45	--
									Maximum	6	45	--

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

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510.240.210 Environmental Health and Safety Director

Life Sciences

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

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	8	--	--	152.4	145.0	--	--
Base Salary - Org Wtd	*5	8	--	--	146.7	140.7	--	--
Base Salary - Incentive Eligible	*5	8	--	--	152.4	145.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*5	8	--	--	37.5	35.0	--	--
Short-term Incentive (Actual)	*4	7	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*5	8	--	--	180.0	166.1	--	--
Total Cash Comp (Actual) - Org Wtd	*5	8	--	--	161.5	161.4	--	--
Total Cash Comp (Actual) - Rcvs	*4	7	--	--	--	--	--	--
Total Cash Comp (Target)	*5	8	--	--	194.1	180.0	--	--
Total Cash Comp (Target) - Rcvs	*5	8	--	--	194.1	180.0	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*5	8	--	--	194.1	179.5	--	--
Total Direct Comp (Actual) - Rcvs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	71%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	86%	--%
Performance Shares/Share Units	14%	--%
Performance Cash Units	0%	--%
Long-term Cash	29%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	7	--%	--%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	5	8	23.2%	23.5%
Short-term Incentive (Maximum)	3	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	5	--%	--%

Salary Range (Mean)

Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

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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	*29	94	108.9	123.0	140.9	141.2	158.5	174.3
Base Salary - Org Wtd	*29	94	117.8	121.9	133.3	139.3	151.6	170.1
Base Salary - Incentive Eligible	*29	89	--	--	141.6	142.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*24	82	--	--	24.2	27.4	--	--
Short-term Incentive (Actual)	*25	79	--	--	23.8	26.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	15	4.7	5.4	17.9	20.5	40.6	48.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*29	94	119.8	140.7	159.6	163.9	185.0	208.6
Total Cash Comp (Actual) - Org Wtd	*29	94	130.8	139.3	156.2	164.5	185.0	200.6
Total Cash Comp (Actual) - Rcvrs	*26	80	--	--	166.4	170.5	--	--
Total Cash Comp (Target)	*25	83	--	--	166.4	170.1	--	--
Total Cash Comp (Target) - Rcvrs	*24	82	--	--	166.5	170.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*29	94	119.8	141.1	162.8	167.2	186.8	220.4
Total Direct Comp (Actual) - Rcvrs	*10	15	117.1	154.2	179.9	187.2	224.9	262.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	1	4%
Long-term Incentive	11	17	18%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	20%
Share Appreciation Rights (SARs)	7%	0%
Restricted Shares/Share Units	93%	73%
Performance Shares/Share Units	27%	27%
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)	25	79	20.3%	18.1%
Short-term Incentive (Threshold)	5	5	8.9%	8.9%
Short-term Incentive (Target)	24	82	21.8%	18.8%
Short-term Incentive (Maximum)	18	28	45.0%	44.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	15	18.3%	13.7%

Salary Range (Mean)				
Minimum	26	87	110.0	118.6
Midpoint	26	87	141.8	147.1
Maximum	26	87	173.7	175.6

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

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510.240.210 Environmental Health and Safety Director

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

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	*16	38	110.4	119.9	132.5	136.7	149.7	171.8
Base Salary - Org Wtd	*16	38	116.7	123.1	133.8	139.6	159.5	173.5
Base Salary - Incentive Eligible	*14	36	110.3	120.3	132.5	137.2	150.0	173.1
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*14	36	16.5	18.8	24.5	26.6	32.7	40.4
Short-term Incentive (Actual)	*13	34	5.7	10.8	18.1	19.9	27.4	36.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*16	38	121.1	135.3	150.7	154.8	173.2	182.5
Total Cash Comp (Actual) - Org Wtd	*16	38	122.3	140.2	146.5	155.3	176.1	201.1
Total Cash Comp (Actual) - Rcvrs	*13	34	122.3	135.3	150.7	154.9	170.5	184.0
Total Cash Comp (Target)	*16	38	126.1	141.7	160.4	161.9	181.8	214.0
Total Cash Comp (Target) - Rcvrs	*14	36	126.8	144.0	161.6	163.8	182.0	214.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*16	38	121.1	135.3	150.7	160.9	178.9	226.3
Total Direct Comp (Actual) - Rcvrs	*3	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	36	95%
Sales Incentive	0	0	0%
Profit Sharing	1	2	6%
Long-term Incentive	3	6	17%

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	34	13.6%	14.6%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	14	36	20.9%	19.1%
Short-term Incentive (Maximum)	9	25	39.9%	34.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	3	6	--%	--%

Salary Range (Mean)				
Minimum	10	22	111.6	111.8
Midpoint	10	22	146.8	148.2
Maximum	10	22	182.1	184.6

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

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Environmental Health and Safety Director 510.240.210

2014

US MBD: Mercer Benchmark Database Executive

510.240.210 Environmental Health and Safety Director

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

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	13	94.0	130.0	146.4	149.4	172.1	217.7
Base Salary - Org Wtd	*7	13	--	130.0	143.0	153.2	182.0	--
Base Salary - Incentive Eligible	*7	13	94.0	130.0	146.4	149.4	172.1	217.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*6	12	--	--	47.5	47.5	--	--
Short-term Incentive (Actual)	*6	12	--	--	34.8	39.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*7	13	114.1	151.8	176.9	185.9	233.9	260.0
Total Cash Comp (Actual) - Org Wtd	*7	13	--	143.0	179.5	187.5	241.5	--
Total Cash Comp (Actual) - Rcvs	*6	12	--	--	174.5	181.2	--	--
Total Cash Comp (Target)	*6	12	--	--	188.2	198.5	--	--
Total Cash Comp (Target) - Rcvs	*6	12	--	--	188.2	198.5	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*7	13	114.1	151.8	176.9	190.7	233.9	297.9
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	7	13	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	1	1	8%

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	12	27.4%	26.7%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	12	31.0%	29.8%
Short-term Incentive (Maximum)	3	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)

Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	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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Environmental Health and Safety Director 510.240.210

2014

US MBD: Mercer Benchmark Database Executive

510.240.210 Environmental Health and Safety Director

Retail & Wholesale

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

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	13	110.8	124.9	140.0	138.5	148.0	172.6
Base Salary - Org Wtd	*10	13	106.4	123.2	135.8	137.5	147.5	183.0
Base Salary - Incentive Eligible	*7	10	120.2	125.2	142.3	141.9	150.4	183.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	10	25.5	31.7	42.0	41.4	47.7	57.8
Short-term Incentive (Actual)	*7	10	9.5	21.0	29.6	29.7	41.3	42.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*10	13	114.9	139.9	160.7	161.3	182.2	212.3
Total Cash Comp (Actual) - Org Wtd	*10	13	107.4	132.9	155.0	158.8	182.0	224.7
Total Cash Comp (Actual) - Rcvrs	*7	10	135.4	152.4	169.3	171.6	183.6	225.1
Total Cash Comp (Target)	*10	13	114.9	147.6	171.6	170.3	191.4	226.7
Total Cash Comp (Target) - Rcvrs	*7	10	150.0	160.5	182.8	183.3	197.0	238.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*10	13	114.9	139.9	169.1	167.4	184.6	243.5
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	10	77%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	2	2	17%

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	10	21.3%	20.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	10	28.7%	29.1%
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	8	11	107.6	103.1
Midpoint	8	11	140.9	136.0
Maximum	8	11	174.2	168.9

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

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US MBD: Mercer Benchmark Database Executive

510.240.210 Environmental Health and Safety Director

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*27	66	94.3	105.0	120.2	124.3	136.1	167.6
Base Salary - Org Wtd	*27	66	90.0	106.1	120.8	127.0	148.9	169.7
Base Salary - Incentive Eligible	*11	37	--	--	122.7	130.4	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*8	32	--	--	18.1	24.8	--	--
Short-term Incentive (Actual)	*9	34	--	--	18.1	22.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	21	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*27	66	95.3	111.8	128.3	135.7	153.5	181.4
Total Cash Comp (Actual) - Org Wtd	*27	66	90.0	110.7	123.9	133.4	160.4	190.5
Total Cash Comp (Actual) - Rcvs	*9	34	--	--	140.1	152.4	--	--
Total Cash Comp (Target)	*24	63	96.4	115.0	130.3	138.2	150.1	183.7
Total Cash Comp (Target) - Rcvs	*8	32	--	--	140.3	155.9	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*27	66	95.3	114.9	134.3	141.5	159.5	183.9
Total Direct Comp (Actual) - Rcvs	*3	21	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	37	57%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	4	23	39%

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	34	14.0%	16.3%
Short-term Incentive (Threshold)	5	25	6.3%	4.7%
Short-term Incentive (Target)	8	32	18.1%	18.0%
Short-term Incentive (Maximum)	8	30	27.4%	28.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	21	--%	--%

Salary Range (Mean)

Minimum	19	51	91.8	89.8
Midpoint	19	51	125.0	118.8
Maximum	19	51	158.1	147.9

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Environmental Health and Safety Director 510.240.210

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510.240.210 Environmental Health and Safety Director

Responsible for compliance in environmental health and safety policies. Provides advice on safety, protection, and performs audits to ensure that organization and government standards on environmental health and safety are met. Frequently reports to a top executive within the Environmental Health and Safety department.

Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	7	--	--	139.0	149.8	--	--
Base Salary - Org Wtd	7	7	--	--	139.0	149.8	--	--
Base Salary - Incentive Eligible	7	7	--	--	139.0	149.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	--	--	--	--
Short-term Incentive (Actual)	7	7	--	--	31.4	38.3	--	--
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	7	7	--	--	167.6	188.0	--	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	167.6	188.0	--	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	--	167.6	188.0	--	--
Total Cash Comp (Target)	6	6	--	--	170.7	182.9	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	--	167.6	209.2	--	--
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	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)	7	7	24.2%	24.2%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	--%	--%
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)	2	2	--%	--%

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

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Environmental Health and Safety Director 510.240.210

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US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales 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	176	594	113.8	129.3	151.5	155.9	175.5	200.0
Base Salary - Org Wtd	176	594	119.2	139.7	156.2	161.0	179.1	200.0
Base Salary - Incentive Eligible	168	570	115.5	130.6	152.1	156.9	176.3	202.2
Base Salary - Not Incentive Eligible	*4	7	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	143	498	18.6	26.6	37.6	41.6	51.8	65.7
Short-term Incentive (Actual)	144	496	11.8	20.9	32.8	37.5	47.3	67.7
Sales Incentive (Target)	*5	11	--	--	--	--	--	--
Sales Incentive (Actual)	*7	13	--	--	39.6	42.8	--	--
Profit Sharing (Actual)	10	40	--	--	5.9	12.3	--	--
Long-term Incentive (Black-Scholes)	75	265	15.5	26.7	40.0	48.4	66.0	83.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	176	594	127.2	152.7	182.5	188.9	210.4	264.1
Total Cash Comp (Actual) - Org Wtd	176	594	129.0	156.0	184.7	193.4	220.0	262.7
Total Cash Comp (Actual) - Rcvrs	149	512	133.5	159.3	187.6	195.6	219.7	270.1
Total Cash Comp (Target)	166	570	132.0	156.5	188.6	193.5	219.1	257.1
Total Cash Comp (Target) - Rcvrs	147	509	135.8	164.8	192.2	199.2	223.4	261.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	176	594	130.0	160.0	197.7	210.5	241.2	313.8
Total Direct Comp (Actual) - Rcvrs	75	265	180.1	204.2	231.7	255.4	294.0	347.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	162	555	94%
Sales Incentive	7	13	3%
Profit Sharing	18	75	21%
Long-term Incentive	89	317	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	32%	25%
Share Appreciation Rights (SARs)	2%	2%
Restricted Shares/Share Units	68%	68%
Performance Shares/Share Units	30%	25%
Performance Cash Units	5%	1%
Long-term Cash	13%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	144	496	22.6%	23.1%
Short-term Incentive (Threshold)	41	108	11.7%	9.7%
Short-term Incentive (Target)	143	498	24.9%	25.7%
Short-term Incentive (Maximum)	88	318	48.7%	49.0%
Sales Incentive (Actual)	7	13	30.2%	28.1%
Sales Incentive (Target)	5	11	--%	--%
Profit Sharing (Actual)	10	40	12.2%	7.6%
Long-term Incentive (Black-Scholes)	75	265	27.4%	29.4%

Salary Range (Mean)				
Minimum	121	413	118.1	117.6
Midpoint	121	413	157.0	156.8
Maximum	121	413	196.0	196.0

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

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Group Brand/Product Director 410.476.210

2014

US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Consumer Goods

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales 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	37	168	120.0	129.1	152.3	161.5	183.6	208.3
Base Salary - Org Wtd	37	168	139.9	149.8	169.3	174.7	191.6	222.6
Base Salary - Incentive Eligible	37	168	120.0	129.1	152.3	161.5	183.6	208.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	33	159	23.2	36.1	51.6	52.6	63.0	74.6
Short-term Incentive (Actual)	36	161	23.1	29.4	40.0	45.9	58.5	75.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*5	27	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*23	126	19.4	32.5	44.9	52.2	69.8	79.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	37	168	145.8	164.7	190.8	206.4	239.5	280.1
Total Cash Comp (Actual) - Org Wtd	37	168	165.4	183.0	198.0	216.5	253.0	281.6
Total Cash Comp (Actual) - Rcvrs	36	161	146.5	166.2	191.9	208.4	243.4	280.5
Total Cash Comp (Target)	36	166	144.0	180.2	200.5	212.1	240.1	279.7
Total Cash Comp (Target) - Rcvrs	33	159	144.0	185.1	201.8	214.7	243.3	280.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	37	168	181.2	196.7	225.5	245.5	285.3	331.9
Total Direct Comp (Actual) - Rcvrs	*23	126	192.2	204.6	233.0	258.2	297.8	338.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	37	168	100%
Sales Incentive	0	0	0%
Profit Sharing	6	33	41%
Long-term Incentive	28	138	84%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	29%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	49%	52%
Performance Shares/Share Units	37%	25%
Performance Cash Units	3%	2%
Long-term Cash	20%	21%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	36	161	24.6%	28.0%
Short-term Incentive (Threshold)	9	39	14.5%	8.9%
Short-term Incentive (Target)	33	159	28.2%	32.2%
Short-term Incentive (Maximum)	20	115	58.1%	60.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	27	--%	--%
Long-term Incentive (Black-Scholes)	23	126	26.5%	33.7%

Salary Range (Mean)				
Minimum	29	150	128.0	125.1
Midpoint	29	150	174.2	165.3
Maximum	29	150	220.4	205.5

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

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Group Brand/Product Director 410.476.210

2014

US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Financial Services

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales 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	*7	36	--	--	162.5	156.8	--	--
Base Salary - Org Wtd	*7	36	--	116.0	158.1	145.2	173.0	--
Base Salary - Incentive Eligible	*7	36	--	--	162.5	156.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	30	--	--	33.9	45.5	--	--
Short-term Incentive (Actual)	*6	34	--	--	26.8	37.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	27	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	36	--	--	189.8	193.2	--	--
Total Cash Comp (Actual) - Org Wtd	*7	36	--	125.1	172.1	177.3	241.7	--
Total Cash Comp (Actual) - Rcvrs	*6	34	--	--	190.3	197.5	--	--
Total Cash Comp (Target)	*7	36	--	--	197.3	194.8	--	--
Total Cash Comp (Target) - Rcvrs	*5	30	--	--	201.3	209.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	36	--	--	218.6	223.0	--	--
Total Direct Comp (Actual) - Rcvrs	*3	27	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	--	--%
Sales Incentive	1	1	6%
Profit Sharing	1	--	--%
Long-term Incentive	3	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	34	20.6%	22.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	30	24.7%	27.0%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	27	--%	--%

Salary Range (Mean)				
Minimum	7	36	102.0	104.9
Midpoint	7	36	141.1	151.7
Maximum	7	36	180.3	198.5

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

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410.476.210 Group Brand/Product Director

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales Executive.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	24	112.1	124.1	146.7	148.8	159.9	198.9
Base Salary - Org Wtd	9	24	--	133.2	145.3	147.1	157.7	--
Base Salary - Incentive Eligible	9	21	120.3	125.0	147.9	150.3	159.8	201.2
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	16	18.8	31.0	39.0	37.5	44.6	50.4
Short-term Incentive (Actual)	*6	11	--	--	26.4	30.4	--	--
Sales Incentive (Target)	2	4	--	--	--	--	--	--
Sales Incentive (Actual)	*3	5	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	10	--	--	23.1	54.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	24	112.2	150.7	180.7	174.6	193.7	222.9
Total Cash Comp (Actual) - Org Wtd	9	24	--	161.1	170.0	175.0	195.2	--
Total Cash Comp (Actual) - Rcvs	7	16	--	--	178.1	178.4	--	--
Total Cash Comp (Target)	*9	23	112.1	155.0	187.8	182.1	215.0	239.6
Total Cash Comp (Target) - Rcvs	9	20	143.4	161.4	191.8	190.4	215.3	242.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	24	112.2	150.7	184.7	197.4	214.1	328.3
Total Direct Comp (Actual) - Rcvs	*6	10	--	--	208.1	234.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	16	70%
Sales Incentive	3	5	24%
Profit Sharing	0	0	0%
Long-term Incentive	6	11	48%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	18%	10%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	82%	80%
Performance Shares/Share Units	18%	20%
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)	6	11	23.1%	21.3%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	8	16	25.0%	24.5%
Short-term Incentive (Maximum)	5	9	--%	--%
Sales Incentive (Actual)	3	5	--%	--%
Sales Incentive (Target)	2	4	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	10	23.2%	29.4%

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

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US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Insurance

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales 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	*9	24	112.9	127.9	146.9	158.8	185.0	219.5	Short-term Incentive	8	17	71%
Base Salary - Org Wtd	*9	24	--	140.4	148.4	165.4	180.5	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*8	17	131.7	145.1	169.8	176.0	204.5	240.9	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	2	7	29%
Incentives												
Short-term Incentive (Target)	*8	17	11.9	24.7	34.0	34.8	39.9	63.1	Of Those LTI Eligible:			
Short-term Incentive (Actual)	7	9	--	21.8	38.6	49.9	59.8	--		% 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)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
									Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*9	24	112.9	130.2	177.4	177.5	204.9	226.7	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*9	24	--	160.3	191.2	210.9	220.6	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	7	9	--	162.6	183.3	212.2	220.6	--	Short-term Incentive (Actual)	7	9	31.3%
Total Cash Comp (Target)	*9	24	112.9	130.2	179.9	183.4	214.0	269.2	Short-term Incentive (Threshold)	5	5	10.6%
Total Cash Comp (Target) - Rcvrs	*8	17	164.7	176.4	189.8	210.7	228.6	304.0	Short-term Incentive (Target)	8	17	22.6%
									Short-term Incentive (Maximum)	6	7	37.6%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	1	1	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*9	24	112.9	130.2	177.4	185.3	204.9	226.7	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
									Minimum	7	21	121.2
									Midpoint	7	21	159.0
									Maximum	7	21	196.7

*More than 25% of sample supplied by one organization

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

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Group Brand/Product Director 410.476.210

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US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales 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	29	102	107.5	129.7	150.9	151.3	169.5	184.4
Base Salary - Org Wtd	29	102	119.8	129.0	152.5	155.6	164.9	182.4
Base Salary - Incentive Eligible	27	95	112.2	130.8	152.7	153.1	170.8	185.2
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	22	80	9.4	13.5	29.3	35.0	48.9	62.9
Short-term Incentive (Actual)	24	79	8.8	12.9	27.2	33.5	41.1	60.4
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	32	11.3	20.5	39.7	46.0	58.0	87.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	102	108.1	141.2	175.6	177.4	197.5	224.9
Total Cash Comp (Actual) - Org Wtd	29	102	130.7	148.9	168.1	188.9	208.1	249.8
Total Cash Comp (Actual) - Rcvs	25	81	135.5	157.7	184.4	191.2	205.4	231.8
Total Cash Comp (Target)	26	96	108.4	145.9	168.8	181.0	210.4	241.6
Total Cash Comp (Target) - Rcvs	23	81	123.4	151.5	180.3	187.9	217.4	246.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	102	110.5	144.2	177.3	191.9	215.4	280.1
Total Direct Comp (Actual) - Rcvs	13	32	160.1	211.9	245.3	263.7	281.7	371.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	25	93	94%
Sales Incentive	1	1	2%
Profit Sharing	4	16	23%
Long-term Incentive	16	46	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	47%	31%
Share Appreciation Rights (SARs)	13%	13%
Restricted Shares/Share Units	80%	69%
Performance Shares/Share Units	31%	38%
Performance Cash Units	22%	0%
Long-term Cash	2%	3%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	24	79	23.7%	19.8%
Short-term Incentive (Threshold)	6	12	10.9%	10.7%
Short-term Incentive (Target)	22	80	25.7%	21.1%
Short-term Incentive (Maximum)	14	58	45.2%	40.3%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	13	32	28.0%	26.8%

Salary Range (Mean)				
Minimum	19	53	115.3	111.9
Midpoint	19	53	150.4	146.7
Maximum	19	53	185.4	181.6

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

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Group Brand/Product Director 410.476.210

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US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*7	16	119.3	131.1	160.7	159.2	172.5	214.2
Base Salary - Org Wtd	*7	16	--	137.8	160.0	156.1	166.0	--
Base Salary - Incentive Eligible	*7	15	119.2	131.6	164.4	161.5	172.7	223.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	12	--	--	31.9	32.3	--	--
Short-term Incentive (Actual)	*7	14	13.5	23.8	26.5	32.3	40.8	58.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	16	125.0	157.4	192.8	187.5	204.5	259.4
Total Cash Comp (Actual) - Org Wtd	*7	16	--	157.5	191.1	182.5	205.2	--
Total Cash Comp (Actual) - Rcvs	*7	14	134.4	157.7	192.8	185.2	203.2	237.4
Total Cash Comp (Target)	*5	12	--	--	192.9	186.8	--	--
Total Cash Comp (Target) - Rcvs	*5	12	--	--	192.9	186.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	16	125.0	157.4	194.3	189.7	219.8	259.4
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	7	15	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	2	5	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	14	18.7%	20.7%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	5	12	21.6%	20.8%
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)	1	1	--%	--%

Salary Range (Mean)				
Minimum	5	8	112.8	117.3
Midpoint	5	8	151.1	158.6
Maximum	5	8	189.3	199.9

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Retail & Wholesale

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales 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	26	74	111.9	136.7	150.1	150.9	165.4	189.7
Base Salary - Org Wtd	26	74	108.1	137.2	155.8	154.7	176.5	191.4
Base Salary - Incentive Eligible	26	74	111.9	136.7	150.1	150.9	165.4	189.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	25	68	26.0	32.1	37.6	38.8	40.8	55.9
Short-term Incentive (Actual)	20	64	9.6	21.4	37.8	36.4	43.0	57.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	30	15.0	20.8	25.2	33.7	33.8	55.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	26	74	126.0	154.7	185.8	182.3	199.1	230.4
Total Cash Comp (Actual) - Org Wtd	26	74	120.4	156.0	183.8	183.5	204.1	252.5
Total Cash Comp (Actual) - Rcvs	20	64	127.0	161.1	189.1	187.5	200.6	239.8
Total Cash Comp (Target)	25	68	156.0	171.4	187.9	193.3	207.9	246.5
Total Cash Comp (Target) - Rcvs	25	68	156.0	171.4	187.9	193.3	207.9	246.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	26	74	140.2	167.7	190.2	196.0	211.8	270.3
Total Direct Comp (Actual) - Rcvs	14	30	145.5	160.8	189.4	200.8	222.1	284.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	26	74	100%
Sales Incentive	0	0	0%
Profit Sharing	1	3	7%
Long-term Incentive	16	37	64%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	11%	13%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	86%	90%
Performance Shares/Share Units	27%	17%
Performance Cash Units	0%	0%
Long-term Cash	14%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	64	23.4%	23.3%
Short-term Incentive (Threshold)	8	14	10.6%	9.7%
Short-term Incentive (Target)	25	68	25.1%	24.8%
Short-term Incentive (Maximum)	20	51	52.9%	48.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	14	30	27.4%	22.9%

Salary Range (Mean)				
Minimum	18	51	113.2	113.7
Midpoint	18	51	151.7	149.4
Maximum	18	51	190.2	185.0

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Services (Non-Financial)

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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	*23	61	110.0	121.4	143.0	154.2	178.3	231.2
Base Salary - Org Wtd	*23	61	114.2	130.0	156.0	166.9	190.3	252.1
Base Salary - Incentive Eligible	*20	58	108.9	119.7	139.7	152.0	175.8	229.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*16	51	12.0	17.5	24.7	29.9	32.0	49.6
Short-term Incentive (Actual)	*17	52	9.0	12.6	19.5	23.2	25.3	47.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	8	--	--	42.6	70.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*23	61	123.8	131.8	157.1	174.1	201.0	258.6
Total Cash Comp (Actual) - Org Wtd	*23	61	121.6	146.2	175.7	185.5	222.8	288.4
Total Cash Comp (Actual) - Rcvs	*17	52	124.6	131.2	158.9	176.7	202.2	270.2
Total Cash Comp (Target)	*21	58	127.1	136.2	172.1	180.1	202.6	250.0
Total Cash Comp (Target) - Rcvs	*16	51	126.2	135.8	159.9	176.5	192.0	247.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*23	61	123.8	131.8	157.1	183.3	205.6	258.8
Total Direct Comp (Actual) - Rcvs	*5	8	--	--	244.9	319.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	58	97%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	6	10	17%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	10%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	90%	--%
Performance Shares/Share Units	40%	--%
Performance Cash Units	10%	--%
Long-term Cash	30%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	52	14.4%	14.7%
Short-term Incentive (Threshold)	6	21	10.0%	8.2%
Short-term Incentive (Target)	16	51	20.2%	18.8%
Short-term Incentive (Maximum)	8	39	40.6%	35.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	8	37.8%	29.8%

Salary Range (Mean)				
Minimum	13	30	120.7	115.1
Midpoint	13	30	158.5	156.5
Maximum	13	30	196.3	197.9

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

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Group Brand/Product Director 410.476.210

2014

US MBD: Mercer Benchmark Database Executive

410.476.210 Group Brand/Product Director

Responsible for the marketing strategy of a group of products or brands. Supervises planning and sales promotions of such products or brands. Prepares annual sales plans for such products, promotional and advertising efforts, and other meaningful data. Typically in larger organizations this is a senior level manager. Frequently reports to Top Marketing Executive or Top Marketing and Sales Executive

Transportation Equipment

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	8	27	96%	
Base Salary - Inc Wtd	9	28	101.5	107.9	129.7	135.0	156.4	183.0	Sales Incentive	0	0	--%	
Base Salary - Org Wtd	9	28	--	117.3	142.0	139.1	162.4	--	Profit Sharing	0	0	--%	
Base Salary - Incentive Eligible	*8	27	--	--	130.6	135.3	--	--	Long-term Incentive	1	6	24%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:				
Short-term Incentive (Target)	*8	27	--	--	26.5	29.5	--	--	Stock/Share Options		--%	--%	
Short-term Incentive (Actual)	*8	26	--	--	27.2	30.3	--	--	Share Appreciation Rights (SARs)		--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units		--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units		--%	--%	
Long-term Incentive (Black-Scholes)	*1	5	--	--	--	--	--	--	Long-term Cash		--%	--%	
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	9	28	123.8	132.1	154.3	163.1	181.8	226.7		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	9	28	--	133.6	164.5	163.9	194.2	--	Short-term Incentive (Actual)	8	26	20.7%	22.4%
Total Cash Comp (Actual) - Rcvs	*8	26	--	--	159.6	166.4	--	--	Short-term Incentive (Threshold)	1	4	--%	--%
Total Cash Comp (Target)	9	28	123.4	128.7	155.6	163.4	191.6	228.8	Short-term Incentive (Target)	8	27	20.9%	21.5%
Total Cash Comp (Target) - Rcvs	*8	27	--	--	156.7	164.9	--	--	Short-term Incentive (Maximum)	5	16	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%	--%
Total Direct Comp (Actual)	9	28	123.8	132.1	154.3	173.4	202.2	250.5	Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvs	*1	5	--	--	--	--	--	--	Profit Sharing (Actual)	0	0	--%	--%
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	1	5	--%	--%
									Salary Range (Mean)				
									Minimum	7	20	119.4	119.1
									Midpoint	7	20	142.7	146.2
									Maximum	7	20	166.0	173.3

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

510.715.210 Hardware Design Engineering Director

All Organizations

Directs the hardware design/engineering function. Independently conceives of programs and problems to be investigated. Provides policy level direction regarding standards for hardware system specifications. May assign personnel to projects and direct their activities. Plans, coordinates, and monitors all phases of multiple projects. Accountable for project expenditures, budgets, and timelines. May provide input on staff selection, training, rating, discipline, and remuneration programs. Typically in larger organizations this is a senior level manager. Frequently reports to a Chief Technology Officer or IT 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	*13	53	131.8	150.2	166.8	166.3	186.4	200.6
Base Salary - Org Wtd	*13	53	111.9	144.1	155.6	159.9	178.5	201.6
Base Salary - Incentive Eligible	*11	51	135.3	150.5	167.1	167.7	186.6	200.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*8	48	--	--	13.1	19.2	--	--
Short-term Incentive (Actual)	*11	51	8.8	10.0	12.0	18.9	26.0	45.1
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	*13	53	151.7	162.1	180.7	184.4	205.6	227.2
Total Cash Comp (Actual) - Org Wtd	*13	53	121.5	155.8	183.7	179.4	207.0	218.7
Total Cash Comp (Actual) - Rcvrs	*11	51	152.6	163.8	181.8	186.6	208.4	229.0
Total Cash Comp (Target)	*11	51	149.8	163.3	180.2	184.9	203.8	233.7
Total Cash Comp (Target) - Rcvrs	*8	48	--	--	181.5	187.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	53	151.7	162.1	180.7	185.8	210.7	230.9
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	11	51	96%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	3	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)	11	51	14.4%	11.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	8	48	12.8%	11.4%
Short-term Incentive (Maximum)	6	40	--%	--%
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	11	51	126.0	134.2
Midpoint	11	51	166.7	171.8
Maximum	11	51	207.4	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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Hardware Design Engineering Director 510.715.210

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US MBD: Mercer Benchmark Database Executive

220.879.136 Head of Business Analytics Sub-Function (Shared Services & Outsourcing)

All Organizations

Leads the Business Analytics Sub-Function, providing services to external clients OR to internal clients in a shared services environment. Provides short to medium-term tactical direction and operational oversight. May specify new products, processes and standards to support corporate strategies including interpretation and application. As the Head of the Business Analytics Sub-Function, sets the tactical direction for providing business analytics services to external clients OR to internal clients in a shared services environment. This includes developing new insights and understanding of business performance based on data and statistical methods. Analyzes external market dynamics and other data sources to assess trends and develop actionable insights and recommendations to management, via understanding of the business model and the information available for analysis. Typically uses data, statistical and quantitative analysis, explanatory and predictive modeling, and fact-based management to drive decision making. Typically requires a Bachelor's Degree and 8 or more years of experience.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*16	161	--	--	176.0	177.0	--	--
Base Salary - Org Wtd	*16	161	146.5	166.7	189.7	195.3	226.7	254.3
Base Salary - Incentive Eligible	*14	159	--	--	173.6	176.9	--	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*10	43	--	--	69.0	67.9	--	--
Short-term Incentive (Actual)	*9	150	--	--	53.0	59.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	142	--	--	17.2	25.2	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*16	161	--	--	225.0	232.7	--	--
Total Cash Comp (Actual) - Org Wtd	*16	161	157.7	179.2	227.2	233.0	278.0	335.4
Total Cash Comp (Actual) - Rcvs	*10	151	--	--	228.6	235.3	--	--
Total Cash Comp (Target)	*14	48	--	--	250.7	248.4	--	--
Total Cash Comp (Target) - Rcvs	*10	43	--	--	251.9	252.6	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*16	161	--	--	245.3	254.9	--	--
Total Direct Comp (Actual) - Rcvs	*8	142	--	--	253.9	262.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	--	--%
Sales Incentive	1	1	8%
Profit Sharing	1	2	18%
Long-term Incentive	8	--	--%

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	150	32.6%	33.6%
Short-term Incentive (Threshold)	5	6	15.0%	15.5%
Short-term Incentive (Target)	10	43	27.8%	36.9%
Short-term Incentive (Maximum)	7	8	41.1%	41.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	142	26.7%	13.5%

Salary Range (Mean)

Minimum	10	152	141.9	113.1
Midpoint	10	152	195.6	168.3
Maximum	10	152	249.3	223.4

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

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Head of Business Analytics Sub-Function (Shared Services & Outsourcing) 220.879.136

2014

US MBD: Mercer Benchmark Database Executive

220.879.136 Head of Business Analytics Sub-Function (Shared Services & Outsourcing)

Services (Non-Financial)

Leads the Business Analytics Sub-Function, providing services to external clients OR to internal clients in a shared services environment. Provides short to medium-term tactical direction and operational oversight. May specify new products, processes and standards to support corporate strategies including interpretation and application. As the Head of the Business Analytics Sub-Function, sets the tactical direction for providing business analytics services to external clients OR to internal clients in a shared services environment. This includes developing new insights and understanding of business performance based on data and statistical methods. Analyzes external market dynamics and other data sources to assess trends and develop actionable insights and recommendations to management, via understanding of the business model and the information available for analysis. Typically uses data, statistical and quantitative analysis, explanatory and predictive modeling, and fact-based management to drive decision making. Typically requires a Bachelor's Degree and 8 or more years of experience.

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	83%
Base Salary - Inc Wtd	6	6	--	--	191.3	196.9	--	--	Sales Incentive	0	0	0%
Base Salary - Org Wtd	6	6	--	--	191.3	196.9	--	--	Profit Sharing	0	0	0%
Base Salary - Incentive Eligible	5	5	--	--	204.5	200.6	--	--	Long-term Incentive	3	3	50%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	5	5	--	--	57.5	46.9	--	--	Stock/Share Options	--%	--%	
Short-term Incentive (Actual)	*3	3	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	--%	--%	
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--	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	--	--	204.1	227.4	--	--	Short-term Incentive (Actual)	3	3	--%
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	204.1	227.4	--	--	Short-term Incentive (Threshold)	4	4	--%
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Short-term Incentive (Target)	5	5	21.6%
Total Cash Comp (Target)	6	6	--	--	222.0	236.0	--	--	Short-term Incentive (Maximum)	5	5	36.0%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	265.8	247.6	--	--	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	--	--	221.2	247.2	--	--	Long-term Incentive (Black-Scholes)	3	3	--%
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--	Salary Range (Mean)			
									Minimum	5	5	143.2
									Midpoint	5	5	196.8
									Maximum	5	5	250.4

*More than 25% of sample supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

310.376.120 Head of Digital Technology

Creates a digital vision and strategy for the organization, and ensures its integration with the organization's overall strategic plans. Identifies opportunities for differentiating the organization's digital portfolio including capabilities and solutions. Acts as a change agent in leading the organizational changes that are required to create and maintain the necessary digital portfolio. With extensive knowledge and understanding of the evolving digital market, acts as a thought leader on emerging digital trends related to technology and business. This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported. Normally reports to the CEO or COO. Typically has ten or more years experience.

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	6	6	--	--	255.6	233.9	--	--
Base Salary - Org Wtd	6	6	--	--	255.6	233.9	--	--
Base Salary - Incentive Eligible	5	5	--	--	275.0	251.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	283.6	278.6	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	283.6	278.6	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	349.8	304.6	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	308.7	350.0	--	--
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	5	5	83%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	3	60%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
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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Head of Digital Technology 310.376.120

2014

US MBD: Mercer Benchmark Database Executive

120.232.131 Health and Welfare Benefits Plan Executive

All Organizations

Designs and administers health and welfare benefits offered to all employees in the organization. Provides leadership, guidance and support to plan participants regarding health and welfare benefit issues. Oversees health and welfare benefits enrollment process. Oversees employees who analyze costing, utilization and funding models to provide competitive plans. Ensures plans are up-to-date on all pertinent regulations. Frequently reports to a Top Benefits 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	23	27	125.1	139.5	162.0	165.8	187.0	201.0	Short-term Incentive	22	26	100%
Base Salary - Org Wtd	23	27	123.2	139.5	162.0	165.8	187.0	202.8	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	22	26	124.6	138.5	161.0	162.5	185.5	199.5	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	14	16	62%
Incentives												
Short-term Incentive (Target)	21	25	19.8	25.4	36.4	40.8	46.9	79.1	Of Those LTI Eligible:			
Short-term Incentive (Actual)	19	23	14.6	23.7	38.7	41.8	59.3	73.8		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	33%		36%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	67%		71%
Long-term Incentive (Black-Scholes)	12	14	14.1	16.2	23.6	36.0	53.2	84.2	Performance Shares/Share Units	27%		21%
									Performance Cash Units	0%		0%
									Long-term Cash	0%		0%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	23	27	148.5	168.8	198.7	201.4	235.1	250.6	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	23	27	149.4	168.8	199.2	201.6	235.1	248.9		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	19	23	148.3	167.0	198.7	200.4	235.1	249.7	Short-term Incentive (Actual)	19	23	27.4%
Total Cash Comp (Target)	21	25	144.5	160.7	198.5	203.4	233.1	271.0	Short-term Incentive (Threshold)	11	13	10.7%
Total Cash Comp (Target) - Rcvrs	21	25	144.5	160.7	198.5	203.4	233.1	271.0	Short-term Incentive (Target)	21	25	24.9%
									Short-term Incentive (Maximum)	16	19	45.6%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	12	14	21.0%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	23	27	148.5	180.0	228.7	220.0	252.9	292.5	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	12	14	196.8	225.2	241.4	248.4	279.2	308.7		Num Orgs	Num Obs	Inc Wtd
									Minimum	18	22	114.8
									Midpoint	18	22	151.9
									Maximum	18	22	189.1

*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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Health and Welfare Benefits Plan Executive 120.232.131

2014

US MBD: Mercer Benchmark Database Executive

120.232.131 Health and Welfare Benefits Plan Executive

Insurance

Designs and administers health and welfare benefits offered to all employees in the organization. Provides leadership, guidance and support to plan participants regarding health and welfare benefit issues. Oversees health and welfare benefits enrollment process. Oversees employees who analyze costing, utilization and funding models to provide competitive plans. Ensures plans are up-to-date on all pertinent regulations. Frequently reports to a Top Benefits Executive

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	7	7	--	139.5	154.8	155.6	165.4	--	Short-term Incentive	7	7	100%
Base Salary - Org Wtd	7	7	--	139.5	154.8	155.6	165.4	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	7	7	--	139.5	154.8	155.6	165.4	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	5	5	71%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	7	7	--	31.5	33.1	49.2	54.2	--	Stock/Share Options	0%	0%	
Short-term Incentive (Actual)	6	6	--	--	59.9	60.1	--	--	Share Appreciation Rights (SARs)	0%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	100%	100%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	20%	20%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%	0%	
Long-term Incentive (Black-Scholes)	5	5	--	--	16.5	29.4	--	--	Long-term Cash	0%	0%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	7	7	--	168.8	203.7	207.1	242.3	--	Short-term Incentive (Actual)	6	6	39.9%
Total Cash Comp (Actual) - Org Wtd	7	7	--	168.8	203.7	207.1	242.3	--	Short-term Incentive (Threshold)	3	3	--%
Total Cash Comp (Actual) - Rcvs	6	6	--	--	214.5	208.7	--	--	Short-term Incentive (Target)	7	7	30.0%
Total Cash Comp (Target)	7	7	--	160.4	198.5	204.8	210.6	--	Short-term Incentive (Maximum)	5	5	48.2%
Total Cash Comp (Target) - Rcvs	7	7	--	160.4	198.5	204.8	210.6	--	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	7	7	--	183.5	240.3	228.1	258.1	--	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	5	5	--	--	240.3	237.1	--	--	Long-term Incentive (Black-Scholes)	5	5	17.3%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	6	6	118.0
									Midpoint	6	6	155.6
									Maximum	6	6	193.3

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

120.232.131 Health and Welfare Benefits Plan Executive

Designs and administers health and welfare benefits offered to all employees in the organization. Provides leadership, guidance and support to plan participants regarding health and welfare benefit issues. Oversees health and welfare benefits enrollment process. Oversees employees who analyze costing, utilization and funding models to provide competitive plans. Ensures plans are up-to-date on all pertinent regulations. Frequently reports to a Top Benefits 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	*6	7	--	--	170.9	176.2	--	--
Base Salary - Org Wtd	*6	7	--	--	177.4	174.7	--	--
Base Salary - Incentive Eligible	*5	6	--	--	170.1	163.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	28.4	31.4	--	--
Short-term Incentive (Actual)	*5	6	--	--	26.9	29.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	194.6	201.1	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	203.3	199.0	--	--
Total Cash Comp (Actual) - Rcvrs	*5	6	--	--	193.8	192.9	--	--
Total Cash Comp (Target)	*5	6	--	--	196.5	195.3	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	196.5	195.3	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	7	--	--	210.1	217.6	--	--
Total Direct Comp (Actual) - Rcvrs	*2	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	2	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	6	18.3%	17.8%
Short-term Incentive (Threshold)	5	6	9.5%	8.8%
Short-term Incentive (Target)	5	6	18.4%	18.5%
Short-term Incentive (Maximum)	5	6	34.8%	36.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

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

2014

US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

All Organizations

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management 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									Short-term Incentive	714	2,298	91%	
Base Salary - Inc Wtd	849	2,598	110.2	125.0	142.8	146.2	164.2	185.0	Sales Incentive	2	2	0%	
Base Salary - Org Wtd	849	2,598	111.2	125.7	143.7	146.7	163.3	183.6	Profit Sharing	55	102	7%	
Base Salary - Incentive Eligible	720	2,323	112.7	126.4	145.0	148.2	165.1	187.0	Long-term Incentive	330	1,128	46%	
Base Salary - Not Incentive Eligible	*26	61	86.9	105.1	119.1	120.0	131.1	151.2					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	621	1,976	17.3	22.7	30.7	34.5	42.9	57.7	Stock/Share Options	39%	36%		
Short-term Incentive (Actual)	608	1,960	9.9	16.4	27.5	34.6	44.7	67.9	Share Appreciation Rights (SARs)	3%	3%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	75%	73%		
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	20%	17%		
Profit Sharing (Actual)	31	55	2.4	4.1	5.7	9.1	9.9	18.5	Performance Cash Units	6%	1%		
Long-term Incentive (Black-Scholes)	269	927	11.0	17.9	30.4	45.1	52.3	86.3	Long-term Cash	18%	16%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	849	2,598	118.4	137.6	162.8	172.5	198.0	238.0	Short-term Incentive (Actual)	608	1,960	22.1%	22.2%
Total Cash Comp (Actual) - Org Wtd	849	2,598	117.5	137.7	162.3	171.1	194.6	233.5	Short-term Incentive (Threshold)	206	482	10.5%	10.5%
Total Cash Comp (Actual) - Rcvrs	614	1,971	127.8	147.9	172.4	182.7	208.8	248.6	Short-term Incentive (Target)	621	1,976	22.8%	22.7%
Total Cash Comp (Target)	774	2,388	124.8	143.4	168.4	175.4	202.9	233.2	Short-term Incentive (Maximum)	391	1,153	39.9%	41.5%
Total Cash Comp (Target) - Rcvrs	621	1,976	132.4	150.0	175.2	182.6	208.7	239.2	Sales Incentive (Actual)	1	1	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	849	2,598	119.8	141.0	170.3	188.6	217.2	272.5	Profit Sharing (Actual)	31	55	7.6%	6.4%
Total Direct Comp (Actual) - Rcvrs	269	927	149.8	178.6	221.9	238.6	271.4	342.8	Long-term Incentive (Black-Scholes)	269	927	30.3%	27.5%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										582	1,914	109.9	110.0
Midpoint										582	1,914	145.4	146.6
Maximum										582	1,914	180.9	183.1

*More than 25% of sample supplied by one organization

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

2014

US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

Consumer Goods

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a 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	72	232	116.6	130.3	150.4	151.2	169.9	185.4
Base Salary - Org Wtd	72	232	115.8	135.3	151.2	153.3	171.2	189.2
Base Salary - Incentive Eligible	69	227	117.1	130.4	150.0	151.0	169.4	184.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	64	191	20.2	26.8	37.5	41.8	51.4	73.7
Short-term Incentive (Actual)	59	200	13.0	17.5	30.8	37.1	52.0	71.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	12	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	38	147	9.3	14.2	35.4	40.2	46.9	65.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	72	232	129.1	148.1	174.2	183.7	216.6	252.1
Total Cash Comp (Actual) - Org Wtd	72	232	129.5	147.3	173.8	182.8	222.2	249.0
Total Cash Comp (Actual) - Rcvs	61	202	134.7	151.8	183.6	189.2	220.7	254.9
Total Cash Comp (Target)	67	195	140.8	159.6	190.7	194.4	220.6	261.9
Total Cash Comp (Target) - Rcvs	64	191	139.8	159.5	190.7	194.5	222.3	263.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	72	232	138.9	156.1	200.7	209.1	246.9	290.9
Total Direct Comp (Actual) - Rcvs	38	147	154.4	188.0	224.9	233.3	268.1	314.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	68	226	99%
Sales Incentive	0	0	0%
Profit Sharing	7	18	15%
Long-term Incentive	45	158	72%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	59%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	58%	55%
Performance Shares/Share Units	35%	30%
Performance Cash Units	2%	1%
Long-term Cash	14%	15%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	59	200	22.8%	23.3%
Short-term Incentive (Threshold)	25	58	10.7%	11.6%
Short-term Incentive (Target)	64	191	24.4%	26.5%
Short-term Incentive (Maximum)	39	119	44.8%	50.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	12	--%	--%
Long-term Incentive (Black-Scholes)	38	147	25.8%	25.5%

Salary Range (Mean)				
Minimum	47	157	111.5	114.1
Midpoint	47	157	151.3	155.0
Maximum	47	157	191.0	195.8

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

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Human Resources Director 120.100.210

2014

US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

Energy

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management 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	50	99	125.5	136.7	150.0	156.2	170.5	195.0	47	94	96%		
Base Salary - Org Wtd	50	99	124.7	135.0	149.2	154.9	165.9	192.2	0	0	0%		
Base Salary - Incentive Eligible	47	94	125.3	136.4	150.0	156.4	171.1	195.6	2	2	5%		
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--	30	57	65%		
Incentives													
Short-term Incentive (Target)	44	88	19.8	27.4	39.2	40.0	49.4	62.3	26%		30%		
Short-term Incentive (Actual)	39	74	16.9	25.8	39.1	42.5	55.3	77.7	4%		2%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	77%		84%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	63%		58%		
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	11%		0%		
Long-term Incentive (Black-Scholes)	24	43	23.8	35.3	61.0	99.0	109.2	285.3	4%		2%		
Total Cash Compensation													
Total Cash Comp (Actual) - Inc Wtd	50	99	133.9	152.8	182.6	188.0	214.9	244.9	26.3%		26.3%		
Total Cash Comp (Actual) - Org Wtd	50	99	134.3	151.5	182.0	187.8	209.0	252.6	10.1%		11.8%		
Total Cash Comp (Actual) - Rcvrs	39	74	150.0	166.7	193.2	199.2	218.7	271.7	23.9%		24.6%		
Total Cash Comp (Target)	48	97	138.6	161.6	188.5	192.5	217.2	251.7	43.5%		46.8%		
Total Cash Comp (Target) - Rcvrs	44	88	150.4	165.9	192.3	197.8	221.9	259.6	0%		0%		
Total Direct Compensation (Black-Scholes)													
Total Direct Comp (Actual)	50	99	133.9	155.6	195.3	231.0	253.5	350.5	63.1%		56.8%		
Total Direct Comp (Actual) - Rcvrs	24	43	188.1	232.7	263.6	313.0	331.1	552.9					
*More than 25% of sample supplied by one organization													
Of Those LTI Eligible:													
Stock/Share Options										26%		30%	
Share Appreciation Rights (SARs)										4%		2%	
Restricted Shares/Share Units										77%		84%	
Performance Shares/Share Units										63%		58%	
Performance Cash Units										11%		0%	
Long-term Cash										4%		2%	
Incentives (Mean as % of Base)													
									Num Orgs	Num Obs	Org Wtd	Inc Wtd	
Short-term Incentive (Actual)									39	74	27.3%	26.3%	
Short-term Incentive (Threshold)									14	32	10.1%	11.8%	
Short-term Incentive (Target)									44	88	23.9%	24.6%	
Short-term Incentive (Maximum)									29	67	43.5%	46.8%	
Sales Incentive (Actual)									0	0	--%	--%	
Sales Incentive (Target)									0	0	--%	--%	
Profit Sharing (Actual)									2	2	--%	--%	
Long-term Incentive (Black-Scholes)									24	43	63.1%	56.8%	
Salary Range (Mean)													
Minimum									32	57	124.0	127.4	
Midpoint									32	57	155.7	159.4	
Maximum									32	57	187.5	191.4	

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Human Resources Director 120.100.210

2014

US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management 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	40	133	115.3	127.4	142.8	148.0	166.0	184.1
Base Salary - Org Wtd	40	133	107.3	127.8	144.5	148.4	167.8	182.7
Base Salary - Incentive Eligible	36	127	115.3	127.3	141.8	148.0	167.0	183.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*20	85	17.7	20.7	25.7	33.3	42.3	61.7
Short-term Incentive (Actual)	34	123	17.0	23.8	38.7	44.7	59.0	83.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	57	19.0	22.5	33.5	50.1	66.2	99.5

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	40	133	130.6	153.1	182.1	189.8	220.5	260.3
Total Cash Comp (Actual) - Org Wtd	40	133	116.0	150.5	176.2	185.9	227.9	248.4
Total Cash Comp (Actual) - Rcvrs	34	123	136.1	157.3	185.9	193.9	224.0	263.2
Total Cash Comp (Target)	31	120	126.5	141.3	167.1	172.3	192.2	227.5
Total Cash Comp (Target) - Rcvrs	*20	85	130.4	149.0	171.6	180.1	208.0	233.2

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	40	133	132.6	156.5	186.6	211.2	244.1	323.0
Total Direct Comp (Actual) - Rcvrs	15	57	169.4	208.6	253.0	271.9	300.3	410.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	36	127	96%
Sales Incentive	0	0	0%
Profit Sharing	2	5	8%
Long-term Incentive	17	59	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	39%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	97%	96%
Performance Shares/Share Units	17%	4%
Performance Cash Units	5%	0%
Long-term Cash	29%	28%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	34	123	27.8%	28.9%
Short-term Incentive (Threshold)	8	10	8.2%	7.6%
Short-term Incentive (Target)	20	85	22.5%	21.9%
Short-term Incentive (Maximum)	12	28	38.4%	45.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	4	--%	--%
Long-term Incentive (Black-Scholes)	15	57	25.9%	29.1%

Salary Range (Mean)

Minimum	32	116	105.8	109.0
Midpoint	32	116	142.0	148.2
Maximum	32	116	178.3	187.5

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

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management Executive.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	31	81	126.4	148.3	160.0	166.3	189.3	209.6
Base Salary - Org Wtd	31	81	122.2	142.6	156.0	158.8	180.6	203.1
Base Salary - Incentive Eligible	30	80	127.6	148.5	160.2	167.4	189.4	210.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	28	77	5.8	18.0	37.4	36.3	56.1	63.3
Short-term Incentive (Actual)	26	74	8.9	10.3	36.7	41.0	66.6	80.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	19	--	--	137.2	110.5	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	31	81	144.0	158.1	193.7	203.8	248.5	278.2
Total Cash Comp (Actual) - Org Wtd	31	81	141.6	158.5	181.2	194.0	233.0	275.2
Total Cash Comp (Actual) - Rcvs	26	74	149.0	159.6	195.9	208.3	252.6	281.1
Total Cash Comp (Target)	30	80	150.8	160.4	195.7	202.3	237.8	273.1
Total Cash Comp (Target) - Rcvs	28	77	153.5	160.8	198.4	204.1	240.6	274.2

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	31	81	144.0	159.0	194.3	229.7	250.5	432.8
Total Direct Comp (Actual) - Rcvs	*9	19	--	--	425.1	379.6	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	79	99%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	16	38	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	5%	5%
Share Appreciation Rights (SARs)	8%	0%
Restricted Shares/Share Units	79%	84%
Performance Shares/Share Units	5%	11%
Performance Cash Units	0%	0%
Long-term Cash	82%	79%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	74	25.1%	23.0%
Short-term Incentive (Threshold)	8	8	--%	--%
Short-term Incentive (Target)	28	77	24.4%	20.9%
Short-term Incentive (Maximum)	21	60	45.8%	39.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	19	39.2%	53.9%

Salary Range (Mean)

Minimum	23	71	123.6	125.4
Midpoint	23	71	163.2	166.6
Maximum	23	71	202.7	207.8

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

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management Executive.

High Tech (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	*13	67	103.7	114.9	129.6	134.6	150.0	167.3
Base Salary - Org Wtd	*13	67	113.4	120.1	141.0	141.1	158.3	173.0
Base Salary - Incentive Eligible	*11	65	103.4	114.6	132.4	134.9	150.0	168.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	65	17.4	22.0	25.9	29.4	31.0	43.8
Short-term Incentive (Actual)	*10	63	10.4	14.8	27.4	29.3	37.1	49.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	50	--	--	21.2	23.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	67	118.2	129.1	155.7	162.1	180.0	217.2
Total Cash Comp (Actual) - Org Wtd	*13	67	120.0	131.7	154.4	165.1	197.1	223.0
Total Cash Comp (Actual) - Rcvs	*10	63	118.8	133.2	156.9	164.9	184.2	218.0
Total Cash Comp (Target)	*13	67	123.1	130.2	155.5	163.1	184.5	212.8
Total Cash Comp (Target) - Rcvs	*11	65	124.1	134.7	158.9	164.3	185.3	213.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	67	123.6	135.7	173.8	179.3	200.7	243.8
Total Direct Comp (Actual) - Rcvs	*5	50	--	--	176.4	185.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	65	97%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	6	51	76%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	63	20.8%	20.6%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	11	65	21.9%	21.1%
Short-term Incentive (Maximum)	3	12	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	50	21.2%	16.5%

Salary Range (Mean)				
Minimum	7	44	104.4	96.7
Midpoint	7	44	150.5	134.5
Maximum	7	44	196.7	172.2

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

120.100.210 Human Resources Director

Insurance

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a 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	57	244	119.1	135.0	152.0	154.4	166.4	189.8
Base Salary - Org Wtd	57	244	115.8	126.0	144.4	151.1	161.4	200.6
Base Salary - Incentive Eligible	54	229	118.8	136.1	153.0	155.7	170.0	190.4
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	49	194	20.9	25.1	33.9	39.2	51.0	57.9
Short-term Incentive (Actual)	48	182	18.4	32.3	46.9	53.5	67.6	90.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	22	116	12.0	15.0	25.3	36.9	43.9	85.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	57	244	131.2	153.6	186.2	194.5	221.1	260.0
Total Cash Comp (Actual) - Org Wtd	57	244	123.5	143.9	176.9	191.7	212.1	278.0
Total Cash Comp (Actual) - Rcvs	48	182	142.3	170.3	198.9	208.9	238.4	271.6
Total Cash Comp (Target)	54	211	135.4	154.7	187.5	190.5	214.7	248.2
Total Cash Comp (Target) - Rcvs	49	194	138.0	160.8	192.4	195.5	218.9	249.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	57	244	133.3	161.8	193.5	212.0	237.6	290.5
Total Direct Comp (Actual) - Rcvs	22	116	169.9	187.3	225.0	250.3	277.9	351.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	54	229	94%
Sales Incentive	0	0	0%
Profit Sharing	2	4	4%
Long-term Incentive	25	127	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	2%	2%
Share Appreciation Rights (SARs)	6%	4%
Restricted Shares/Share Units	89%	90%
Performance Shares/Share Units	15%	4%
Performance Cash Units	5%	4%
Long-term Cash	10%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	48	182	28.9%	32.9%
Short-term Incentive (Threshold)	16	67	9.4%	12.1%
Short-term Incentive (Target)	49	194	22.4%	24.4%
Short-term Incentive (Maximum)	30	121	35.1%	40.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	22	116	22.2%	20.9%

Salary Range (Mean)				
Minimum	36	158	112.7	117.9
Midpoint	36	158	148.9	156.2
Maximum	36	158	185.1	194.5

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

120.100.210 Human Resources Director

Life Sciences

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a 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	20	94	139.2	152.3	170.2	171.8	188.2	205.8
Base Salary - Org Wtd	20	94	108.1	151.1	174.2	166.6	181.4	189.8
Base Salary - Incentive Eligible	18	92	139.7	152.5	170.2	172.4	187.7	205.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*17	77	25.1	35.0	40.1	41.2	45.1	59.8
Short-term Incentive (Actual)	*17	73	18.8	31.8	42.0	44.6	54.0	72.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	14	79	18.6	38.3	42.2	46.8	59.8	75.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	94	156.5	174.0	202.2	206.8	234.3	269.8
Total Cash Comp (Actual) - Org Wtd	20	94	123.4	177.3	199.2	202.3	224.8	251.4
Total Cash Comp (Actual) - Rcvs	*18	77	160.9	183.0	207.9	213.3	243.1	274.9
Total Cash Comp (Target)	20	94	160.4	175.0	206.1	205.6	226.6	261.0
Total Cash Comp (Target) - Rcvs	*17	77	165.3	183.6	208.8	211.4	232.2	264.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	94	175.5	207.5	247.7	246.1	291.0	319.0
Total Direct Comp (Actual) - Rcvs	14	79	195.5	222.0	256.3	257.5	293.8	319.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	77	97%
Sales Incentive	0	0	0%
Profit Sharing	3	17	29%
Long-term Incentive	15	81	86%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	48%	48%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	93%	85%
Performance Shares/Share Units	14%	14%
Performance Cash Units	0%	0%
Long-term Cash	10%	5%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	73	24.5%	25.6%
Short-term Incentive (Threshold)	4	9	--%	--%
Short-term Incentive (Target)	17	77	24.0%	23.8%
Short-term Incentive (Maximum)	8	27	48.6%	46.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	4	--%	--%
Long-term Incentive (Black-Scholes)	14	79	26.0%	26.8%

Salary Range (Mean)				
Minimum	10	52	119.7	124.5
Midpoint	10	52	165.8	175.0
Maximum	10	52	211.8	225.5

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

120.100.210 Human Resources Director

Mining & Metals

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a 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	*5	9	--	--	160.8	183.9	--	--
Base Salary - Org Wtd	*5	9	--	--	161.2	182.8	--	--
Base Salary - Incentive Eligible	*5	9	--	--	160.8	183.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	7	--	--	--	--	--	--
Short-term Incentive (Actual)	*4	6	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	9	--	--	193.5	208.4	--	--
Total Cash Comp (Actual) - Org Wtd	*5	9	--	--	192.5	208.8	--	--
Total Cash Comp (Actual) - Rcvrs	*4	6	--	--	--	--	--	--
Total Cash Comp (Target)	*5	9	--	--	192.1	212.0	--	--
Total Cash Comp (Target) - Rcvrs	*4	7	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	9	--	--	214.1	221.5	--	--
Total Direct Comp (Actual) - Rcvrs	*2	3	--	--	--	--	--	--

*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	0	--%
Profit Sharing	1	--	--%
Long-term Incentive	4	6	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	6	--%	--%
Short-term Incentive (Threshold)	3	6	--%	--%
Short-term Incentive (Target)	4	7	--%	--%
Short-term Incentive (Maximum)	3	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

Salary Range (Mean)				
Minimum	3	6	--	--
Midpoint	3	6	--	--
Maximum	3	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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Human Resources Director 120.100.210

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US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management 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	*95	303	114.0	125.8	145.0	147.3	165.0	183.5
Base Salary - Org Wtd	*95	303	118.5	130.0	153.0	150.9	167.6	183.1
Base Salary - Incentive Eligible	*90	294	114.4	126.4	145.0	147.6	165.2	183.4
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*81	274	18.7	22.9	31.5	33.8	40.0	53.2
Short-term Incentive (Actual)	*72	254	10.0	16.7	25.6	30.8	38.6	60.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*3	7	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	38	82	9.6	15.8	24.3	38.5	43.3	78.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*95	303	126.9	142.9	165.0	173.3	197.0	227.3
Total Cash Comp (Actual) - Org Wtd	*95	303	125.7	146.6	169.6	176.1	201.1	232.3
Total Cash Comp (Actual) - Rcvrs	*73	255	131.9	147.4	168.0	177.7	202.3	232.3
Total Cash Comp (Target)	*85	283	134.2	150.0	174.1	180.3	204.6	235.1
Total Cash Comp (Target) - Rcvrs	*81	274	136.0	151.9	175.1	181.3	205.1	235.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*95	303	126.9	146.4	170.6	183.7	208.0	255.7
Total Direct Comp (Actual) - Rcvrs	38	82	164.8	177.2	224.0	233.4	266.5	317.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	90	294	98%
Sales Incentive	2	2	1%
Profit Sharing	9	13	10%
Long-term Incentive	42	96	33%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	27%
Share Appreciation Rights (SARs)	5%	4%
Restricted Shares/Share Units	76%	71%
Performance Shares/Share Units	15%	16%
Performance Cash Units	14%	0%
Long-term Cash	11%	12%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	72	254	21.7%	20.2%
Short-term Incentive (Threshold)	16	20	10.4%	10.0%
Short-term Incentive (Target)	81	274	24.5%	22.4%
Short-term Incentive (Maximum)	53	123	49.9%	49.9%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	7	--%	--%
Long-term Incentive (Black-Scholes)	38	82	25.6%	23.4%

Salary Range (Mean)				
Minimum	65	237	118.3	121.0
Midpoint	65	237	153.3	151.8
Maximum	65	237	188.3	182.5

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

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management Executive

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	*33	120	113.4	125.9	136.5	142.5	153.9	174.8
Base Salary - Org Wtd	*33	120	113.1	128.7	145.1	149.7	168.3	180.5
Base Salary - Incentive Eligible	*32	116	114.0	126.7	137.2	143.1	154.7	176.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*31	115	19.0	24.7	27.7	33.2	37.5	55.0
Short-term Incentive (Actual)	*29	105	13.9	22.1	25.5	33.6	36.7	61.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	16	49	12.3	14.0	20.9	33.7	54.7	57.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*33	120	125.4	147.3	160.7	172.5	181.8	228.4
Total Cash Comp (Actual) - Org Wtd	*33	120	129.4	154.4	165.7	183.6	210.3	255.0
Total Cash Comp (Actual) - Rcvs	*30	106	136.9	152.3	163.3	177.7	194.0	231.5
Total Cash Comp (Target)	*33	120	132.0	150.8	163.3	174.3	193.9	225.0
Total Cash Comp (Target) - Rcvs	*31	115	135.6	151.9	164.3	176.6	194.6	225.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*33	120	127.2	150.5	169.3	186.2	205.2	262.4
Total Direct Comp (Actual) - Rcvs	16	49	149.8	173.2	205.5	228.4	262.1	370.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	31	115	96%
Sales Incentive	0	0	0%
Profit Sharing	3	4	4%
Long-term Incentive	21	58	49%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	57%
Share Appreciation Rights (SARs)	16%	18%
Restricted Shares/Share Units	40%	41%
Performance Shares/Share Units	39%	35%
Performance Cash Units	12%	0%
Long-term Cash	16%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	105	23.7%	22.1%
Short-term Incentive (Threshold)	5	13	7.3%	6.3%
Short-term Incentive (Target)	31	115	26.2%	22.5%
Short-term Incentive (Maximum)	18	94	43.3%	40.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	4	--%	--%
Long-term Incentive (Black-Scholes)	16	49	21.3%	20.7%

Salary Range (Mean)				
Minimum	27	98	118.1	109.2
Midpoint	27	98	151.5	141.8
Maximum	27	98	184.9	174.4

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

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	86	260	103.8	115.6	131.1	135.8	151.0	177.8
Base Salary - Org Wtd	86	260	109.0	120.0	136.3	138.8	151.5	175.4
Base Salary - Incentive Eligible	77	246	103.9	115.7	131.1	135.8	151.1	178.1
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	66	222	13.9	18.0	25.4	30.4	37.0	58.5
Short-term Incentive (Actual)	66	222	9.9	14.6	23.7	29.7	37.4	61.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*8	11	--	--	4.2	5.4	--	--
Long-term Incentive (Black-Scholes)	14	27	10.5	26.6	57.3	66.4	80.0	127.3
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	86	260	113.3	130.1	152.1	161.4	181.5	229.5
Total Cash Comp (Actual) - Org Wtd	86	260	116.0	131.5	156.5	163.4	187.0	225.6
Total Cash Comp (Actual) - Rcvrs	66	224	117.3	135.1	160.2	166.5	187.9	232.4
Total Cash Comp (Target)	77	248	119.3	133.7	154.8	163.2	185.6	222.8
Total Cash Comp (Target) - Rcvrs	66	222	119.9	134.8	157.9	165.0	186.7	224.5
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	86	260	113.3	130.1	154.2	168.3	189.6	244.6
Total Direct Comp (Actual) - Rcvrs	14	27	163.9	213.0	234.4	262.3	310.2	346.0
*More than 25% of sample supplied by one organization								

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Short-term Incentive	77	246	97%	
Sales Incentive	0	0	0%	
Profit Sharing	9	13	9%	
Long-term Incentive	25	91	40%	
Of Those LTI Eligible:	% Eligible	% Receiving		
Stock/Share Options	28%	19%		
Share Appreciation Rights (SARs)	0%	0%		
Restricted Shares/Share Units	58%	56%		
Performance Shares/Share Units	10%	7%		
Performance Cash Units	33%	7%		
Long-term Cash	25%	37%		
Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	66	222	21.8%	20.6%
Short-term Incentive (Threshold)	13	32	10.9%	9.6%
Short-term Incentive (Target)	66	222	23.3%	21.7%
Short-term Incentive (Maximum)	32	135	36.1%	32.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	8	11	4.0%	4.5%
Long-term Incentive (Black-Scholes)	14	27	45.8%	42.0%
Salary Range (Mean)				
Minimum	59	184	105.5	97.5
Midpoint	59	184	142.6	133.8
Maximum	59	184	179.7	170.0

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

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Human Resources Management Executive.

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	80	250	105.1	121.7	137.1	139.4	155.6	173.7
Base Salary - Org Wtd	80	250	106.6	125.4	140.0	141.2	157.2	173.2
Base Salary - Incentive Eligible	80	249	105.8	121.8	137.2	139.6	155.7	173.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	69	223	23.0	27.2	34.3	35.6	42.0	49.4
Short-term Incentive (Actual)	68	212	10.4	15.1	24.5	28.6	39.0	51.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	44	154	13.7	22.2	29.8	43.3	48.3	79.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	80	250	120.9	134.2	159.5	163.9	185.7	211.8
Total Cash Comp (Actual) - Org Wtd	80	250	125.0	144.4	164.0	167.0	188.8	217.0
Total Cash Comp (Actual) - Rcvrs	68	212	123.7	140.7	165.9	169.4	189.0	219.2
Total Cash Comp (Target)	75	229	135.8	152.3	172.9	176.0	199.8	222.7
Total Cash Comp (Target) - Rcvrs	69	223	137.6	153.2	174.0	178.0	200.0	223.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	80	250	126.3	147.8	178.4	190.5	211.4	269.7
Total Direct Comp (Actual) - Rcvrs	44	154	145.1	167.0	194.1	210.4	235.2	301.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	80	249	100%
Sales Incentive	0	0	0%
Profit Sharing	10	13	9%
Long-term Incentive	49	180	76%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	53%	44%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	73%	74%
Performance Shares/Share Units	8%	10%
Performance Cash Units	1%	0%
Long-term Cash	20%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	68	212	21.4%	20.0%
Short-term Incentive (Threshold)	31	76	11.3%	11.1%
Short-term Incentive (Target)	69	223	24.8%	24.8%
Short-term Incentive (Maximum)	44	113	43.8%	45.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	6	--%	--%
Long-term Incentive (Black-Scholes)	44	154	26.4%	29.6%

Salary Range (Mean)				
Minimum	59	203	104.2	101.1
Midpoint	59	203	141.9	142.0
Maximum	59	203	179.6	182.9

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

US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a 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	235	640	102.3	117.6	136.4	140.4	158.0	182.0
Base Salary - Org Wtd	235	640	102.3	117.4	133.4	139.9	156.5	177.4
Base Salary - Incentive Eligible	147	442	108.0	124.0	142.9	146.9	163.2	189.7
Base Salary - Not Incentive Eligible	*18	48	84.9	100.5	117.5	114.7	128.1	138.4

Incentives								
Short-term Incentive (Target)	121	318	13.1	17.7	23.7	27.6	34.1	49.1
Short-term Incentive (Actual)	117	329	5.1	9.6	17.4	24.9	29.6	49.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	26	94	6.3	12.0	15.8	40.2	40.0	88.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	235	640	106.7	122.9	143.5	153.2	171.3	213.5
Total Cash Comp (Actual) - Org Wtd	235	640	106.3	120.8	145.1	150.9	168.3	200.4
Total Cash Comp (Actual) - Rcvs	117	329	121.9	137.0	160.1	171.3	195.4	232.3
Total Cash Comp (Target)	212	580	109.7	127.6	147.4	155.7	176.4	214.4
Total Cash Comp (Target) - Rcvs	121	318	120.8	138.8	163.8	171.7	196.8	229.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	235	640	107.1	123.6	145.0	159.1	175.1	222.2
Total Direct Comp (Actual) - Rcvs	26	94	123.4	142.0	178.6	210.0	234.6	350.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	147	442	72%
Sales Incentive	0	0	0%
Profit Sharing	1	1	0%
Long-term Incentive	31	114	20%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	28%	21%
Share Appreciation Rights (SARs)	1%	1%
Restricted Shares/Share Units	82%	70%
Performance Shares/Share Units	16%	15%
Performance Cash Units	4%	0%
Long-term Cash	19%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	117	329	15.3%	15.9%
Short-term Incentive (Threshold)	60	145	9.7%	9.1%
Short-term Incentive (Target)	121	318	17.6%	18.8%
Short-term Incentive (Maximum)	85	211	26.5%	32.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	26	94	28.0%	24.7%

Salary Range (Mean)				
Minimum	164	485	101.7	103.1
Midpoint	164	485	134.4	138.3
Maximum	164	485	167.1	173.5

2014

US MBD: Mercer Benchmark Database Executive

120.100.210 Human Resources Director

Responsible for planning and directing all phases of human resources (e.g., employment/placement, employee benefits, wage and salary administration, employee relations, safety, and EEO compliance). Ensures quality operations of human resource processes. Requires thorough knowledge of human resource policies and procedures as well as federal and state laws. Typically in larger organizations this is a senior level manager. Frequently reports to a 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	27	61	117.3	130.9	150.2	153.2	174.0	189.0
Base Salary - Org Wtd	27	61	117.8	136.4	151.4	155.6	173.7	208.6
Base Salary - Incentive Eligible	19	48	116.3	132.1	151.4	155.2	174.8	192.3
Base Salary - Not Incentive Eligible	*1	3	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	38	24.5	27.2	37.7	40.3	43.9	59.5
Short-term Incentive (Actual)	15	39	15.5	22.5	31.6	37.1	41.9	51.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	7	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	27	61	122.6	140.8	169.5	177.0	197.5	231.4
Total Cash Comp (Actual) - Org Wtd	27	61	117.8	145.7	173.7	177.9	198.3	255.7
Total Cash Comp (Actual) - Rcvrs	16	40	143.4	160.1	187.8	194.0	216.2	242.1
Total Cash Comp (Target)	19	50	125.1	150.0	184.2	185.7	214.1	237.5
Total Cash Comp (Target) - Rcvrs	14	38	150.5	166.6	189.6	202.2	221.5	254.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	27	61	122.6	140.8	169.5	183.4	212.2	273.5
Total Direct Comp (Actual) - Rcvrs	*2	7	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Transportation Equipment

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	41	89%
Sales Incentive	0	0	0%
Profit Sharing	2	7	17%
Long-term Incentive	4	12	26%

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)	15	39	23.4%	22.2%
Short-term Incentive (Threshold)	2	5	--%	--%
Short-term Incentive (Target)	14	38	25.0%	24.0%
Short-term Incentive (Maximum)	13	36	47.3%	46.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	7	--%	--%

Salary Range (Mean)				
Minimum	16	44	122.6	126.1
Midpoint	16	44	155.3	154.0
Maximum	16	44	188.1	181.9

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

2014

US MBD: Mercer Benchmark Database Executive

310.100.132 Information Technology Outsourcing/Shared Services Executive

All Organizations

Responsible for the leadership of the entire outsourcing/shared services function. Oversees the entire outsourcing/shared services spectrum from engagement process through delivery and client management, providing services to external clients OR to internal clients in a shared services environment. Typically requires a Bachelor's Degree and eight or more years of experience. 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	119.9	151.6	193.5	199.3	250.0	299.2
Base Salary - Org Wtd	10	10	119.9	151.6	193.5	199.3	250.0	299.2
Base Salary - Incentive Eligible	9	9	--	143.9	195.0	202.5	264.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	8	8	--	48.0	68.3	86.1	134.1	--
Short-term Incentive (Actual)	8	8	--	51.2	83.8	103.0	162.7	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	72.8	136.4	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	10	10	132.0	168.5	258.2	282.7	434.1	456.8
Total Cash Comp (Actual) - Org Wtd	10	10	132.0	168.5	258.2	282.7	434.1	456.8
Total Cash Comp (Actual) - Rcvrs	8	8	--	227.0	280.2	316.1	448.8	--
Total Cash Comp (Target)	10	10	132.2	169.2	247.4	268.1	389.1	433.8
Total Cash Comp (Target) - Rcvrs	8	8	--	216.3	264.7	297.9	412.0	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	10	10	132.6	186.5	287.5	364.5	563.7	774.8
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	429.4	480.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	9	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	17%
Long-term Incentive	6	6	60%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	8	46.5%	46.5%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	8	39.4%	39.4%
Short-term Incentive (Maximum)	5	5	73.7%	73.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	53.0%	53.0%

Salary Range (Mean)

Minimum	7	7	156.0	156.0
Midpoint	7	7	224.2	224.2
Maximum	7	7	292.4	292.4

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

110.212.210 Investor Relations Director

All Organizations

Assists the Top Investor Relations Executive in maintaining, developing, and improving relations and communications between the organization and its shareholders, the investing public, and other members of the financial community, including financial analysts and institutional investors. May also monitor and assess changes and trends in ownership of the company's stock. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Investor Relations Executive.

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	108	147	99%
Base Salary - Inc Wtd	109	148	104.2	125.1	154.1	153.4	176.6	205.6	Sales Incentive	0	0	0%
Base Salary - Org Wtd	109	148	112.4	132.7	156.1	155.3	175.0	196.5	Profit Sharing	3	3	4%
Base Salary - Incentive Eligible	108	147	104.1	125.0	153.7	153.2	177.1	205.7	Long-term Incentive	76	87	61%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	101	123	19.5	27.2	39.2	44.2	49.5	65.9	Stock/Share Options	37%	31%	
Short-term Incentive (Actual)	97	119	11.5	25.0	40.5	48.3	59.4	85.7	Share Appreciation Rights (SARs)	2%	1%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	79%	78%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	28%	18%	
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--	Performance Cash Units	3%	3%	
Long-term Incentive (Black-Scholes)	69	80	15.7	24.9	50.0	60.7	87.0	137.9	Long-term Cash	10%	10%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	109	148	106.4	145.5	184.4	192.2	222.9	277.4	Short-term Incentive (Actual)	97	119	27.9%
Total Cash Comp (Actual) - Org Wtd	109	148	128.5	159.9	187.5	195.9	223.7	277.3	Short-term Incentive (Threshold)	30	34	10.0%
Total Cash Comp (Actual) - Rcvrs	97	119	139.4	164.8	199.9	208.2	239.8	285.9	Short-term Incentive (Target)	101	123	26.3%
Total Cash Comp (Target)	104	128	139.9	167.0	198.3	202.3	220.8	265.6	Short-term Incentive (Maximum)	61	70	48.3%
Total Cash Comp (Target) - Rcvrs	101	123	138.0	166.9	199.0	202.8	221.0	267.5	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
Total Direct Compensation (Black-Scholes)									Profit Sharing (Actual)	2	2	--%
Total Direct Comp (Actual)	109	148	106.4	152.0	207.7	225.1	278.2	369.0	Long-term Incentive (Black-Scholes)	69	80	34.3%
Total Direct Comp (Actual) - Rcvrs	69	80	169.3	205.2	250.8	274.3	332.3	393.3				
*More than 25% of sample supplied by one organization												
									Salary Range (Mean)			
									Minimum	82	119	117.0
									Midpoint	82	119	156.1
									Maximum	82	119	195.2

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

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Consumer Goods

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	10	113.8	151.3	163.6	176.5	214.3	258.4
Base Salary - Org Wtd	*8	10	--	149.4	159.5	170.0	193.0	--
Base Salary - Incentive Eligible	*8	10	113.8	151.3	163.6	176.5	214.3	258.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*8	10	11.9	36.0	43.3	49.1	64.3	101.2
Short-term Incentive (Actual)	*8	10	12.5	33.0	55.9	61.0	77.1	152.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	8	--	--	85.1	84.4	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*8	10	126.9	193.8	211.2	237.4	291.4	411.2
Total Cash Comp (Actual) - Org Wtd	*8	10	--	174.5	206.2	227.5	261.7	--
Total Cash Comp (Actual) - Rcvs	*8	10	126.9	193.8	211.2	237.4	291.4	411.2
Total Cash Comp (Target)	*8	10	125.7	187.3	206.9	225.5	278.6	359.6
Total Cash Comp (Target) - Rcvs	*8	10	125.7	187.3	206.9	225.5	278.6	359.6

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*8	10	126.9	210.5	315.7	305.0	366.6	567.5
Total Direct Comp (Actual) - Rcvs	*6	8	--	--	340.5	345.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	10	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	7	9	90%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	22%	25%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	78%	75%
Performance Shares/Share Units	22%	25%
Performance Cash Units	0%	0%
Long-term Cash	11%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	10	30.6%	31.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	10	25.3%	26.2%
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	8	45.1%	44.4%

Salary Range (Mean)

Minimum	5	7	118.0	119.8
Midpoint	5	7	163.9	170.4
Maximum	5	7	209.8	221.0

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

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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	15	17	112.4	154.6	163.2	162.3	177.7	206.2
Base Salary - Org Wtd	15	17	107.6	150.0	163.0	160.2	183.4	193.9
Base Salary - Incentive Eligible	15	17	112.4	154.6	163.2	162.3	177.7	206.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	15	19.9	36.7	41.2	41.6	49.0	61.2
Short-term Incentive (Actual)	15	17	9.9	31.5	48.0	50.6	72.2	93.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	13	27.1	43.6	54.8	71.5	97.2	155.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	17	129.7	193.1	212.9	213.3	257.5	281.0
Total Cash Comp (Actual) - Org Wtd	15	17	123.2	190.9	211.8	211.6	243.5	284.8
Total Cash Comp (Actual) - Rcvs	15	17	129.7	193.1	212.9	213.3	257.5	281.0
Total Cash Comp (Target)	13	15	127.5	195.0	206.6	204.6	220.1	262.9
Total Cash Comp (Target) - Rcvs	13	15	127.5	195.0	206.6	204.6	220.1	262.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	17	129.7	226.7	278.8	268.0	323.4	366.1
Total Direct Comp (Actual) - Rcvs	11	13	225.7	249.6	296.2	299.4	340.5	381.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	17	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	22%
Long-term Incentive	12	14	82%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	21%	8%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	93%	92%
Performance Shares/Share Units	64%	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)	15	17	30.3%	29.9%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	13	15	24.7%	25.0%
Short-term Incentive (Maximum)	9	10	53.4%	54.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	13	40.0%	42.1%

Salary Range (Mean)				
Minimum	11	13	130.1	131.6
Midpoint	11	13	168.0	169.0
Maximum	11	13	205.9	206.5

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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	*9	27	--	--	113.2	125.8	--	--
Base Salary - Org Wtd	*9	27	--	111.2	147.2	141.0	150.1	--
Base Salary - Incentive Eligible	*9	27	--	--	113.2	125.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	12	13.9	30.1	37.5	73.8	127.0	215.8
Short-term Incentive (Actual)	9	12	13.1	27.5	43.3	79.7	109.0	259.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*9	27	--	--	114.5	161.2	--	--
Total Cash Comp (Actual) - Org Wtd	*9	27	--	135.3	180.0	195.0	199.4	--
Total Cash Comp (Actual) - Rcvs	9	12	105.9	155.6	184.4	237.0	283.6	529.2
Total Cash Comp (Target)	9	12	105.2	151.6	185.7	231.1	307.1	485.5
Total Cash Comp (Target) - Rcvs	9	12	105.2	151.6	185.7	231.1	307.1	485.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*9	27	--	--	114.5	170.0	--	--
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	9	--	--%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	12	34.6%	42.0%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	9	12	31.9%	39.3%
Short-term Incentive (Maximum)	5	8	49.5%	60.9%
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	7	23	102.4	79.9
Midpoint	7	23	134.2	113.9
Maximum	7	23	166.1	147.9

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