

2014

US MBD: Mercer Benchmark Database Executive

110.212.210 Investor Relations Director

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.

Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	10	103.9	134.2	141.6	156.7	197.2	199.9
Base Salary - Org Wtd	9	10	--	132.8	136.3	152.8	194.4	--
Base Salary - Incentive Eligible	9	10	103.9	134.2	141.6	156.7	197.2	199.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	8	9	--	23.8	37.1	38.7	58.9	--
Short-term Incentive (Actual)	9	10	7.3	27.2	46.2	52.1	81.5	102.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	10	111.3	161.9	207.1	208.8	272.2	284.0
Total Cash Comp (Actual) - Org Wtd	9	10	--	159.2	169.3	203.4	267.3	--
Total Cash Comp (Actual) - Rcvs	9	10	111.3	161.9	207.1	208.8	272.2	284.0
Total Cash Comp (Target)	8	9	--	159.7	204.8	198.4	249.5	--
Total Cash Comp (Target) - Rcvs	8	9	--	159.7	204.8	198.4	249.5	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	10	111.6	162.8	207.1	224.6	290.9	353.5
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	10	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	4	40%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	10	31.0%	31.3%
Short-term Incentive (Threshold)	4	5	--%	--%
Short-term Incentive (Target)	8	9	23.7%	23.3%
Short-term Incentive (Maximum)	7	8	41.4%	41.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	9	10	115.8	117.4
Midpoint	9	10	151.8	153.7
Maximum	9	10	187.8	190.1

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

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	101.0	133.7	155.3	159.0	176.6	233.2
Base Salary - Org Wtd	12	12	101.0	133.7	155.3	159.0	176.6	233.2
Base Salary - Incentive Eligible	12	12	101.0	133.7	155.3	159.0	176.6	233.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	12	19.4	24.1	37.1	43.7	52.0	102.4
Short-term Incentive (Actual)	10	10	9.7	21.3	35.9	36.2	48.6	74.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	99.1	95.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	12	108.4	145.0	179.4	189.2	244.5	285.0
Total Cash Comp (Actual) - Org Wtd	12	12	108.4	145.0	179.4	189.2	244.5	285.0
Total Cash Comp (Actual) - Rcvs	10	10	143.2	147.8	198.7	202.5	256.8	291.5
Total Cash Comp (Target)	12	12	121.2	156.5	194.0	202.7	241.1	330.3
Total Cash Comp (Target) - Rcvs	12	12	121.2	156.5	194.0	202.7	241.1	330.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	12	108.4	145.0	188.3	236.7	364.2	442.5
Total Direct Comp (Actual) - Rcvs	6	6	--	--	333.0	331.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	8	8	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	50%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	50%
Performance Shares/Share Units	43%	17%
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)	10	10	21.0%	21.0%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	12	12	25.8%	25.8%
Short-term Incentive (Maximum)	9	9	44.8%	44.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	47.7%	47.7%

Salary Range (Mean)				
Minimum	10	10	118.3	118.3
Midpoint	10	10	154.3	154.3
Maximum	10	10	190.3	190.3

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

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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	17	21	120.1	130.9	161.5	161.5	182.4	203.7
Base Salary - Org Wtd	17	21	122.8	132.2	161.5	159.6	178.5	194.7
Base Salary - Incentive Eligible	16	20	119.5	129.6	159.8	160.8	184.2	205.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	17	21.3	25.6	38.5	47.8	60.0	101.8
Short-term Incentive (Actual)	14	18	17.9	24.1	33.5	50.2	82.0	109.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	15	8.1	25.0	51.9	55.2	72.0	126.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	21	140.2	155.1	177.7	204.5	256.2	288.6
Total Cash Comp (Actual) - Org Wtd	17	21	142.4	159.4	177.7	200.6	249.3	288.5
Total Cash Comp (Actual) - Rcvrs	14	18	138.4	156.2	194.0	211.9	264.8	295.9
Total Cash Comp (Target)	17	21	143.2	170.2	187.5	200.1	229.6	254.1
Total Cash Comp (Target) - Rcvrs	15	17	139.5	165.9	182.5	199.6	229.6	267.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	21	147.9	167.7	215.3	243.9	302.1	399.8
Total Direct Comp (Actual) - Rcvrs	12	15	166.4	202.7	230.2	270.2	323.5	442.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	20	95%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	12	15	75%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	27%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	67%
Performance Shares/Share Units	13%	13%
Performance Cash Units	13%	7%
Long-term Cash	27%	27%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	18	30.1%	29.3%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	15	17	31.9%	31.2%
Short-term Incentive (Maximum)	6	6	50.5%	50.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	12	15	27.2%	32.1%

Salary Range (Mean)				
Minimum	10	14	128.3	124.8
Midpoint	10	14	174.7	170.3
Maximum	10	14	221.2	215.9

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Retail & Wholesale

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	18	113.0	133.1	150.9	147.8	160.4	177.0
Base Salary - Org Wtd	14	18	119.5	135.9	154.1	151.9	162.3	185.1
Base Salary - Incentive Eligible	14	18	113.0	133.1	150.9	147.8	160.4	177.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	18	27.2	31.9	40.2	39.9	45.8	56.3
Short-term Incentive (Actual)	12	16	13.8	26.3	36.3	37.9	49.9	65.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*11	15	11.9	19.5	33.3	46.9	55.9	123.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	18	142.1	160.0	171.5	181.4	200.5	221.9
Total Cash Comp (Actual) - Org Wtd	14	18	146.3	163.6	176.1	184.6	204.4	247.3
Total Cash Comp (Actual) - Rcvs	12	16	140.0	161.1	179.3	183.5	202.1	234.6
Total Cash Comp (Target)	14	18	156.0	166.3	184.9	187.6	205.6	218.8
Total Cash Comp (Target) - Rcvs	14	18	156.0	166.3	184.9	187.6	205.6	218.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	18	156.3	192.5	203.9	220.5	231.9	369.0
Total Direct Comp (Actual) - Rcvs	*11	15	163.2	192.8	204.7	228.3	251.3	369.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	18	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	11	15	88%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	53%
Share Appreciation Rights (SARs)	7%	0%
Restricted Shares/Share Units	100%	93%
Performance Shares/Share Units	20%	13%
Performance Cash Units	0%	0%
Long-term Cash	7%	7%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	16	25.1%	25.9%
Short-term Incentive (Threshold)	7	7	8.7%	8.7%
Short-term Incentive (Target)	14	18	25.2%	27.4%
Short-term Incentive (Maximum)	10	13	48.0%	54.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	15	32.3%	30.5%

Salary Range (Mean)				
Minimum	10	14	109.2	106.4
Midpoint	10	14	148.8	145.8
Maximum	10	14	188.4	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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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	*16	24	100.6	117.8	160.1	157.4	188.7	218.0
Base Salary - Org Wtd	*16	24	91.4	109.2	144.6	144.0	170.0	204.3
Base Salary - Incentive Eligible	*16	24	100.6	117.8	160.1	157.4	188.7	218.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	21	11.8	17.1	21.9	30.4	37.7	50.4
Short-term Incentive (Actual)	*11	17	10.7	14.3	24.3	29.8	46.3	60.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	17.7	35.8	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*16	24	106.0	133.8	183.3	178.5	218.2	239.9
Total Cash Comp (Actual) - Org Wtd	*16	24	103.0	118.8	155.2	163.7	211.2	232.4
Total Cash Comp (Actual) - Rcvs	*11	17	103.7	138.2	208.5	186.8	221.1	244.2
Total Cash Comp (Target)	*14	22	110.6	138.9	200.1	187.8	218.7	240.1
Total Cash Comp (Target) - Rcvs	*13	21	108.2	137.2	203.5	190.0	218.9	240.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*16	24	106.0	141.9	185.2	187.5	218.2	251.2
Total Direct Comp (Actual) - Rcvs	6	6	--	--	183.6	211.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	24	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	36%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	75%	67%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	63%	67%
Performance Shares/Share Units	13%	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)	11	17	20.1%	19.1%
Short-term Incentive (Threshold)	3	5	--%	--%
Short-term Incentive (Target)	13	21	21.5%	18.6%
Short-term Incentive (Maximum)	7	8	50.6%	56.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	19.2%	19.2%

Salary Range (Mean)				
Minimum	12	20	104.8	113.6
Midpoint	12	20	147.3	156.1
Maximum	12	20	189.9	198.6

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

310.348.130 IT Business Management Executive

All Organizations

Responsible for providing general administrative support to the IT function. Oversees functions such as operational planning, budgeting, and financial controls. Prepares the annual business plan and budget for the IT function. Establishes, maintains, monitors, and reports expense budgets within corporate financial policies using accounting/budgeting controls, standards, guidelines, and tools supplied by the corporate finance function. Frequently reports to the Chief Information Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	29	29	103.0	134.1	168.2	162.1	188.2	215.8
Base Salary - Org Wtd	29	29	103.0	134.1	168.2	162.1	188.2	215.8
Base Salary - Incentive Eligible	20	20	104.9	142.7	173.9	168.8	193.9	226.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	16	5.7	32.2	53.1	47.3	59.9	83.3
Short-term Incentive (Actual)	17	17	9.2	32.6	48.6	53.5	74.1	100.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	15.3	25.1	39.0	42.4	51.5	78.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	29	113.0	140.6	200.2	194.0	235.5	289.2
Total Cash Comp (Actual) - Org Wtd	29	29	113.0	140.6	200.2	194.0	235.5	289.2
Total Cash Comp (Actual) - Rcvrs	17	17	146.8	183.4	211.1	223.1	256.1	318.9
Total Cash Comp (Target)	26	26	111.9	140.1	192.9	192.3	237.7	281.1
Total Cash Comp (Target) - Rcvrs	16	16	127.8	170.2	225.1	220.5	263.9	311.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	29	115.7	148.4	201.9	210.1	263.5	321.7
Total Direct Comp (Actual) - Rcvrs	11	11	168.2	224.8	292.8	275.5	321.7	394.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	20	71%
Sales Incentive	0	0	0%
Profit Sharing	2	2	13%
Long-term Incentive	13	13	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	45%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	62%	55%
Performance Shares/Share Units	23%	18%
Performance Cash Units	0%	0%
Long-term Cash	31%	9%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	30.4%	30.4%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	16	16	25.9%	25.9%
Short-term Incentive (Maximum)	9	9	40.6%	40.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	11	11	24.9%	24.9%

Salary Range (Mean)				
Minimum	21	21	114.9	114.9
Midpoint	21	21	156.8	156.8
Maximum	21	21	198.6	198.6

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

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IT Business Management Executive 310.348.130

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310.348.130 IT Business Management Executive

Insurance

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	172.4	168.9	--	--
Base Salary - Org Wtd	6	6	--	--	172.4	168.9	--	--
Base Salary - Incentive Eligible	6	6	--	--	172.4	168.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	5	5	--	--	33.3	46.1	--	--
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	6	6	--	--	201.8	207.4	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	201.8	207.4	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	203.5	211.8	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	207.3	213.7	--	--
Total Direct Comp (Actual) - Rcvs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	27.3%	27.3%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	5	5	116.2	116.2
Midpoint	5	5	161.9	161.9
Maximum	5	5	207.6	207.6

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

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IT Business Management Executive 310.348.130

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Executive

310.348.130 IT Business Management Executive

Retail & Wholesale

Responsible for providing general administrative support to the IT function. Oversees functions such as operational planning, budgeting, and financial controls. Prepares the annual business plan and budget for the IT function. Establishes, maintains, monitors, and reports expense budgets within corporate financial policies using accounting/budgeting controls, standards, guidelines, and tools supplied by the corporate finance function. Frequently reports to the Chief Information Officer. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	201.9	196.6	--	--
Base Salary - Org Wtd	5	5	--	--	201.9	196.6	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

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	5	5	--	--	211.3	241.3	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	211.3	241.3	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	210.0	248.3	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	227.8	257.1	--	--
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	4	4	80%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	--%

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

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

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

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

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IT Business Management Executive 310.348.130

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310.348.130 IT Business Management Executive

Services (Non-Financial)

Responsible for providing general administrative support to the IT function. Oversees functions such as operational planning, budgeting, and financial controls. Prepares the annual business plan and budget for the IT function. Establishes, maintains, monitors, and reports expense budgets within corporate financial policies using accounting/budgeting controls, standards, guidelines, and tools supplied by the corporate finance function. Frequently reports to the Chief Information Officer Note This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	9	--	106.9	139.0	142.4	180.3	--
Base Salary - Org Wtd	9	9	--	106.9	139.0	142.4	180.3	--
Base Salary - Incentive Eligible	*2	2	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	9	--	106.9	139.0	147.8	180.3	--
Total Cash Comp (Actual) - Org Wtd	9	9	--	106.9	139.0	147.8	180.3	--
Total Cash Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--
Total Cash Comp (Target)	8	8	--	119.1	139.3	156.3	182.3	--
Total Cash Comp (Target) - Rcvrs	*2	2	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	9	--	106.9	139.0	152.1	180.3	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Salary Range (Mean)				
Minimum	7	7	105.6	105.6
Midpoint	7	7	144.7	144.7
Maximum	7	7	183.8	183.8

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

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Executive

320.392.210 IT Business Relationships Director

All Organizations

Overall responsibility for serving as the strategic interface with assigned business units for the purpose of business/IT strategy development, solution discovery, service management, risk management and relationship management. Serves as the business relationship linkage between the business units and IT (at the executive level). Communicates decisions, priorities and relevant project information to appropriate levels of staff regarding business unit requests, projects and initiatives. Proactively shares knowledge of technology risks and opportunities to build competitive advantage and improve efficiency and effectiveness of business units. Focuses on strategic initiatives and plans, proactive, anticipatory and driving in nature and provides significant value to business units. Facilitates the planning and execution of business changes through the use of technology. Serves a lead role in enabling the business to achieve their objectives through the effective use of technology.

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	113	304	123.4	136.7	152.1	156.8	174.7	196.0
Base Salary - Org Wtd	113	304	121.2	137.6	151.6	155.6	171.8	193.1
Base Salary - Incentive Eligible	103	282	124.2	137.6	154.5	157.3	175.5	195.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	94	245	18.5	23.7	33.1	36.3	45.7	58.8
Short-term Incentive (Actual)	91	246	13.1	22.3	35.1	36.8	43.6	62.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*5	7	--	--	5.2	14.1	--	--
Long-term Incentive (Black-Scholes)	38	102	19.3	26.6	49.3	61.6	69.7	92.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	113	304	139.7	156.3	182.0	187.0	214.4	249.3
Total Cash Comp (Actual) - Org Wtd	113	304	141.5	149.1	180.7	184.6	212.2	251.3
Total Cash Comp (Actual) - Rcvrs	92	247	146.2	164.6	187.9	195.0	222.5	255.1
Total Cash Comp (Target)	107	284	140.9	156.7	184.6	188.7	217.7	252.6
Total Cash Comp (Target) - Rcvrs	94	245	146.5	162.0	189.5	194.7	221.0	254.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	113	304	139.7	156.9	190.4	207.6	239.3	297.9
Total Direct Comp (Actual) - Rcvrs	38	102	201.5	218.6	267.0	276.8	301.2	358.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	102	281	93%
Sales Incentive	0	0	0%
Profit Sharing	8	14	9%
Long-term Incentive	49	138	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	38%	33%
Share Appreciation Rights (SARs)	5%	4%
Restricted Shares/Share Units	61%	50%
Performance Shares/Share Units	48%	43%
Performance Cash Units	10%	4%
Long-term Cash	21%	24%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	91	246	22.7%	22.9%
Short-term Incentive (Threshold)	25	47	9.7%	9.7%
Short-term Incentive (Target)	94	245	22.1%	22.3%
Short-term Incentive (Maximum)	53	141	39.8%	41.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	7	9.4%	8.1%
Long-term Incentive (Black-Scholes)	38	102	36.4%	36.1%

Salary Range (Mean)				
Minimum	75	226	113.0	115.0
Midpoint	75	226	151.6	154.1
Maximum	75	226	190.2	193.2

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

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IT Business Relationships Director 320.392.210

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320.392.210 IT Business Relationships Director

Overall responsibility for serving as the strategic interface with assigned business units for the purpose of business/IT strategy development, solution discovery, service management, risk management and relationship management. Serves as the business relationship linkage between the business units and IT (at the executive level). Communicates decisions, priorities and relevant project information to appropriate levels of staff regarding business unit requests, projects and initiatives. Proactively shares knowledge of technology risks and opportunities to build competitive advantage and improve efficiency and effectiveness of business units. Focuses on strategic initiatives and plans, proactive, anticipatory and driving in nature and provides significant value to business units. Facilitates the planning and execution of business changes through the use of technology. Serves a lead role in enabling the business to achieve their objectives through the effective use of technology.

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	*15	55	129.6	144.6	172.0	168.7	190.0	207.0
Base Salary - Org Wtd	*15	55	121.4	140.0	163.7	161.3	183.6	195.9
Base Salary - Incentive Eligible	*15	55	129.6	144.6	172.0	168.7	190.0	207.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	53	20.6	37.0	49.9	47.6	58.9	67.6
Short-term Incentive (Actual)	*12	47	19.8	30.5	40.4	46.9	61.3	85.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	38	22.2	33.3	63.2	60.1	80.6	93.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*15	55	153.8	169.1	209.7	209.8	243.0	269.3
Total Cash Comp (Actual) - Org Wtd	*15	55	128.0	156.4	200.2	202.7	243.0	277.5
Total Cash Comp (Actual) - Rcvrs	*13	48	163.8	175.8	216.1	217.6	249.0	272.4
Total Cash Comp (Target)	*15	55	149.0	182.8	223.6	214.6	248.9	267.8
Total Cash Comp (Target) - Rcvrs	*13	53	151.1	183.7	223.6	216.5	250.6	268.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*15	55	153.8	196.5	255.3	251.4	298.5	342.4
Total Direct Comp (Actual) - Rcvrs	*8	38	215.9	234.5	286.4	285.5	329.5	365.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	54	98%
Sales Incentive	0	0	0%
Profit Sharing	1	1	11%
Long-term Incentive	11	47	87%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	55%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	55%
Performance Shares/Share Units	73%	68%
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)	12	47	30.0%	27.4%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	13	53	27.3%	27.5%
Short-term Incentive (Maximum)	5	31	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	8	38	30.8%	33.8%

Salary Range (Mean)				
Minimum	14	43	118.7	116.2
Midpoint	14	43	159.3	159.1
Maximum	14	43	200.0	202.0

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320.392.210 IT Business Relationships Director

Energy

Overall responsibility for serving as the strategic interface with assigned business units for the purpose of business/IT strategy development, solution discovery, service management, risk management and relationship management. Serves as the business relationship linkage between the business units and IT (at the executive level). Communicates decisions, priorities and relevant project information to appropriate levels of staff regarding business unit requests, projects and initiatives. Proactively shares knowledge of technology risks and opportunities to build competitive advantage and improve efficiency and effectiveness of business units. Focuses on strategic initiatives and plans, proactive, anticipatory and driving in nature and provides significant value to business units. Facilitates the planning and execution of business changes through the use of technology. Serves a lead role in enabling the business to achieve their objectives through the effective use of technology.

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	17	138.8	146.7	156.8	160.9	176.6	194.1
Base Salary - Org Wtd	*7	17	--	150.6	160.0	167.4	193.7	--
Base Salary - Incentive Eligible	*7	17	138.8	146.7	156.8	160.9	176.6	194.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	17	29.0	33.8	38.7	44.7	56.4	68.1
Short-term Incentive (Actual)	*7	17	33.5	36.4	46.9	52.8	72.6	88.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	12	--	--	54.4	127.1	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	17	172.3	183.4	199.2	213.6	241.2	277.3
Total Cash Comp (Actual) - Org Wtd	*7	17	--	192.2	222.5	225.6	249.1	--
Total Cash Comp (Actual) - Rcvrs	*7	17	172.3	183.4	199.2	213.6	241.2	277.3
Total Cash Comp (Target)	*7	17	170.8	176.9	196.0	205.5	230.4	257.2
Total Cash Comp (Target) - Rcvrs	*7	17	170.8	176.9	196.0	205.5	230.4	257.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	17	172.3	193.4	222.1	303.3	404.4	610.4
Total Direct Comp (Actual) - Rcvrs	*6	12	--	--	287.0	353.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	17	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	6	12	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	33%
Share Appreciation Rights (SARs)	8%	0%
Restricted Shares/Share Units	67%	25%
Performance Shares/Share Units	92%	83%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	17	34.3%	32.2%
Short-term Incentive (Threshold)	2	5	--%	--%
Short-term Incentive (Target)	7	17	28.6%	27.4%
Short-term Incentive (Maximum)	6	16	48.0%	47.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	12	51.9%	73.6%

Salary Range (Mean)				
Minimum	5	15	129.4	125.9
Midpoint	5	15	162.3	155.7
Maximum	5	15	195.2	185.5

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IT Business Relationships Director 320.392.210

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320.392.210 IT Business Relationships Director

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*11	26	121.8	136.9	162.5	157.5	176.3	184.8
Base Salary - Org Wtd	*11	26	115.3	127.7	147.4	156.6	180.3	228.3
Base Salary - Incentive Eligible	*11	26	121.8	136.9	162.5	157.5	176.3	184.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	17	15.8	18.0	22.9	30.3	32.7	80.1
Short-term Incentive (Actual)	*10	25	21.6	29.5	41.0	40.2	47.3	59.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	15	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*11	26	144.5	157.6	205.3	196.1	225.3	253.8
Total Cash Comp (Actual) - Org Wtd	*11	26	142.7	145.0	180.7	190.4	217.9	272.7
Total Cash Comp (Actual) - Rcvrs	*10	25	145.8	159.2	208.5	198.2	227.1	256.6
Total Cash Comp (Target)	10	17	132.7	148.2	165.3	180.2	205.3	273.8
Total Cash Comp (Target) - Rcvrs	10	17	132.7	148.2	165.3	180.2	205.3	273.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*11	26	144.5	159.3	243.0	221.4	275.6	287.0
Total Direct Comp (Actual) - Rcvrs	*4	15	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	26	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	17	65%

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	25	23.7%	25.1%
Short-term Incentive (Threshold)	4	7	--%	--%
Short-term Incentive (Target)	10	17	20.1%	19.5%
Short-term Incentive (Maximum)	7	13	28.8%	28.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	15	--%	--%

Salary Range (Mean)				
Minimum	8	15	101.9	103.4
Midpoint	8	15	142.8	148.3
Maximum	8	15	183.7	193.3

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Executive

320.392.210 IT Business Relationships Director

Insurance

Overall responsibility for serving as the strategic interface with assigned business units for the purpose of business/IT strategy development, solution discovery, service management, risk management and relationship management. Serves as the business relationship linkage between the business units and IT (at the executive level). Communicates decisions, priorities and relevant project information to appropriate levels of staff regarding business unit requests, projects and initiatives. Proactively shares knowledge of technology risks and opportunities to build competitive advantage and improve efficiency and effectiveness of business units. Focuses on strategic initiatives and plans, proactive, anticipatory and driving in nature and provides significant value to business units. Facilitates the planning and execution of business changes through the use of technology. Serves a lead role in enabling the business to achieve their objectives through the effective use of technology.

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	44	127.2	136.4	146.4	158.3	179.3	205.1
Base Salary - Org Wtd	15	44	129.1	134.5	156.7	158.7	177.2	203.1
Base Salary - Incentive Eligible	15	44	127.2	136.4	146.4	158.3	179.3	205.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	37	12.2	16.9	28.2	31.2	37.0	70.4
Short-term Incentive (Actual)	15	42	11.0	19.0	30.9	33.1	41.1	54.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	44	141.0	159.4	172.9	189.9	218.9	261.6
Total Cash Comp (Actual) - Org Wtd	15	44	143.9	150.7	190.7	190.2	214.5	267.5
Total Cash Comp (Actual) - Rcvrs	15	42	142.7	160.2	172.9	190.9	220.6	262.6
Total Cash Comp (Target)	13	37	148.5	159.0	188.0	194.6	222.0	271.4
Total Cash Comp (Target) - Rcvrs	13	37	148.5	159.0	188.0	194.6	222.0	271.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	44	141.0	159.4	172.9	192.6	224.8	267.1
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	15	44	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	4	19	44%

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	42	20.3%	20.2%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	13	37	18.4%	18.1%
Short-term Incentive (Maximum)	9	28	32.8%	33.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	6	--%	--%

Salary Range (Mean)				
Minimum	13	41	116.1	119.0
Midpoint	13	41	156.7	159.3
Maximum	13	41	197.3	199.6

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

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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	*7	13	126.5	137.5	148.2	151.5	168.8	184.0
Base Salary - Org Wtd	*7	13	--	137.5	148.8	154.4	174.8	--
Base Salary - Incentive Eligible	*7	13	126.5	137.5	148.2	151.5	168.8	184.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	11	--	--	37.3	37.9	--	--
Short-term Incentive (Actual)	*5	10	--	--	31.6	31.8	--	--
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	*7	13	137.0	143.1	179.0	176.0	190.9	231.1
Total Cash Comp (Actual) - Org Wtd	*7	13	--	142.0	179.0	178.7	183.2	--
Total Cash Comp (Actual) - Rcvs	*5	10	--	--	182.7	183.8	--	--
Total Cash Comp (Target)	*6	11	--	--	184.6	192.0	--	--
Total Cash Comp (Target) - Rcvs	*6	11	--	--	184.6	192.0	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	13	137.0	143.1	182.2	186.1	201.0	272.5
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	13	100%
Sales Incentive	0	--	--%
Profit Sharing	2	5	--%
Long-term Incentive	3	4	31%

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	10	21.2%	20.5%
Short-term Incentive (Threshold)	3	6	--%	--%
Short-term Incentive (Target)	6	11	22.8%	24.2%
Short-term Incentive (Maximum)	4	9	--%	--%
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	10	112.5	116.6
Midpoint	5	10	149.1	151.8
Maximum	5	10	185.7	187.1

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*6	16	--	--	159.7	159.2	--	--	Short-term Incentive	6	16	100%
Base Salary - Org Wtd	*6	16	--	--	160.7	155.7	--	--	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	*6	16	--	--	159.7	159.2	--	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	6	38%
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	*6	16	--	--	29.0	34.4	--	--	Stock/Share Options		--%	--%
Short-term Incentive (Actual)	*5	15	--	--	21.1	39.5	--	--	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	6	--	--	--	--	--	--	Long-term Cash		--%	--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*6	16	--	--	184.3	196.3	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*6	16	--	--	179.1	181.0	--	--	Short-term Incentive (Actual)	5	15	19.0%
Total Cash Comp (Actual) - Rcvrs	*5	15	--	--	184.7	198.0	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Target)	*6	16	--	--	189.8	193.7	--	--	Short-term Incentive (Target)	6	16	21.5%
Total Cash Comp (Target) - Rcvrs	*6	16	--	--	189.8	193.7	--	--	Short-term Incentive (Maximum)	4	9	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	3	6	--%
Total Direct Compensation (Black-Scholes)									Salary Range (Mean)			
Total Direct Comp (Actual)	*6	16	--	--	188.0	230.6	--	--	Minimum	4	14	--
Total Direct Comp (Actual) - Rcvrs	*3	6	--	--	--	--	--	--	Midpoint	4	14	--
									Maximum	4	14	--
*More than 25% of sample supplied by one organization												

*More than 25% of sample supplied by one organization

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*13	45	112.4	129.7	149.4	148.1	163.0	185.2
Base Salary - Org Wtd	*13	45	97.4	120.3	140.0	145.8	155.5	221.8
Base Salary - Incentive Eligible	*11	43	115.1	133.0	149.4	150.3	163.4	185.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*10	41	18.2	22.0	29.9	28.9	32.3	39.6
Short-term Incentive (Actual)	*11	39	8.3	22.0	36.3	34.1	42.0	56.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	9	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	45	119.1	165.3	181.5	177.9	195.6	227.7
Total Cash Comp (Actual) - Org Wtd	*13	45	97.9	142.6	168.9	173.5	193.5	264.2
Total Cash Comp (Actual) - Rcvrs	*11	39	127.5	170.1	186.2	184.1	199.9	230.7
Total Cash Comp (Target)	*12	44	133.0	154.5	176.9	175.7	192.8	217.5
Total Cash Comp (Target) - Rcvrs	*10	41	134.5	154.6	179.2	177.7	194.0	220.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	45	119.1	165.3	186.2	184.3	203.0	233.2
Total Direct Comp (Actual) - Rcvrs	*3	9	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	43	98%
Sales Incentive	0	--	--%
Profit Sharing	2	--	--%
Long-term Incentive	5	11	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)	11	39	21.6%	23.0%
Short-term Incentive (Threshold)	3	8	--%	--%
Short-term Incentive (Target)	10	41	19.0%	19.2%
Short-term Incentive (Maximum)	3	10	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	3	9	--%	--%

Salary Range (Mean)				
Minimum	7	31	106.3	116.3
Midpoint	7	31	141.9	154.0
Maximum	7	31	177.4	191.6

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320.392.210 IT Business Relationships Director

Retail & Wholesale

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	11	--	--	150.0	152.9	--	--
Base Salary - Org Wtd	*5	11	--	--	153.5	153.0	--	--
Base Salary - Incentive Eligible	*5	8	--	--	150.4	156.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	8	--	--	35.2	34.8	--	--
Short-term Incentive (Actual)	*2	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	11	--	--	163.0	161.2	--	--
Total Cash Comp (Actual) - Org Wtd	*5	11	--	--	155.0	165.5	--	--
Total Cash Comp (Actual) - Rcvs	*2	3	--	--	--	--	--	--
Total Cash Comp (Target)	*5	11	--	--	173.5	178.2	--	--
Total Cash Comp (Target) - Rcvs	*5	8	--	--	191.8	191.0	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	11	--	--	181.9	182.0	--	--
Total Direct Comp (Actual) - Rcvs	*2	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	8	73%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	2	4	36%

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)	2	3	--%	--%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	5	8	20.7%	22.3%
Short-term Incentive (Maximum)	3	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	4	--%	--%

Salary Range (Mean)				
Minimum	3	9	--	--
Midpoint	3	9	--	--
Maximum	3	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	*21	49	110.3	126.2	146.9	148.6	161.3	197.7
Base Salary - Org Wtd	*21	49	110.3	128.4	145.6	148.2	155.0	186.5
Base Salary - Incentive Eligible	*14	35	110.0	122.2	150.0	148.4	163.0	199.9
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	20	17.7	26.8	38.2	36.2	45.6	53.3
Short-term Incentive (Actual)	*13	25	5.0	6.3	18.7	20.8	33.2	39.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*21	49	115.4	136.7	151.5	159.8	180.0	210.0
Total Cash Comp (Actual) - Org Wtd	*21	49	119.9	144.6	150.1	162.5	182.3	220.0
Total Cash Comp (Actual) - Rcvs	*13	25	131.7	149.7	167.6	171.5	192.7	216.1
Total Cash Comp (Target)	*20	48	115.1	135.2	156.4	164.2	196.4	234.5
Total Cash Comp (Target) - Rcvs	12	20	136.4	156.5	195.0	189.2	204.9	247.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*21	49	115.4	136.7	156.8	161.2	180.0	211.0
Total Direct Comp (Actual) - Rcvs	*2	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	35	71%
Sales Incentive	0	0	0%
Profit Sharing	2	3	8%
Long-term Incentive	3	4	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)	13	25	16.9%	14.0%
Short-term Incentive (Threshold)	5	5	8.2%	8.2%
Short-term Incentive (Target)	12	20	21.8%	23.4%
Short-term Incentive (Maximum)	5	7	25.8%	27.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

Salary Range (Mean)				
Minimum	8	31	103.6	111.4
Midpoint	8	31	142.2	147.3
Maximum	8	31	180.9	183.2

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

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IT Business Relationships Director 320.392.210

2014

US MBD: Mercer Benchmark Database Executive

310.132.120 IT Chief Operating Officer

All Organizations

Responsible for managing the overall IT day-to-day operations to improve infrastructure costs, performance and end-user satisfaction. Partners with CIO and/or CTO. Provides leadership in planning and managing computer operations and production support, systems and database administration, network operations, PC/desktop support and customer service. Ensures systems performance and service level requirements are met. Manages strategic relationships with key IT product and services providers. Provides in-depth technical expertise for both tactical and operational initiatives. This is a single incumbent role. Typically has 15 or more years of IT experience with 5 to 7 years of leadership 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	31	36	147.9	193.0	214.5	220.1	250.4	300.9
Base Salary - Org Wtd	31	36	144.5	190.0	223.2	222.1	255.0	303.8
Base Salary - Incentive Eligible	24	26	153.3	192.0	222.5	223.2	253.5	301.4
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	25	30.3	47.5	55.0	69.5	80.4	148.2
Short-term Incentive (Actual)	19	19	15.0	48.8	66.7	84.4	155.7	177.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	63.7	152.1	191.4	273.9	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	31	36	164.3	205.1	231.1	264.9	304.2	428.6
Total Cash Comp (Actual) - Org Wtd	31	36	161.2	204.5	264.9	274.1	315.4	430.1
Total Cash Comp (Actual) - Rcvrs	19	19	198.8	229.5	282.2	308.7	407.0	482.5
Total Cash Comp (Target)	29	34	189.4	208.8	275.5	274.4	310.4	396.8
Total Cash Comp (Target) - Rcvrs	23	25	189.4	243.2	281.3	294.1	328.4	423.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	31	36	164.3	205.1	231.1	312.8	328.5	664.0
Total Direct Comp (Actual) - Rcvrs	9	9	--	353.9	582.7	562.2	697.1	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	24	26	74%
Sales Incentive	0	0	0%
Profit Sharing	2	2	12%
Long-term Incentive	10	10	29%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	22%
Share Appreciation Rights (SARs)	10%	0%
Restricted Shares/Share Units	70%	78%
Performance Shares/Share Units	50%	44%
Performance Cash Units	0%	0%
Long-term Cash	20%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	19	19	35.7%	35.7%
Short-term Incentive (Threshold)	6	8	12.7%	14.5%
Short-term Incentive (Target)	23	25	29.3%	29.7%
Short-term Incentive (Maximum)	15	15	55.9%	55.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	9	71.6%	71.6%

Salary Range (Mean)				
Minimum	23	24	169.6	168.0
Midpoint	23	24	228.4	226.2
Maximum	23	24	287.1	284.5

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

310.132.120 IT Chief Operating Officer

Responsible for managing the overall IT day-to-day operations to improve infrastructure costs, performance and end-user satisfaction. Partners with CIO and/or CTO. Provides leadership in planning and managing computer operations and production support, systems and database administration, network operations, PC/desktop support and customer service. Ensures systems performance and service level requirements are met. Manages strategic relationships with key IT product and services providers. Provides in-depth technical expertise for both tactical and operational initiatives. This is a single incumbent role. Typically has 15 or more years of IT experience with 5 to 7 years of leadership experience.

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	12	17	140.2	180.6	209.0	204.0	227.5	260.0
Base Salary - Org Wtd	12	17	140.1	147.3	209.8	202.5	231.7	272.5
Base Salary - Incentive Eligible	*7	9	--	183.5	215.0	208.6	231.1	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	9	--	34.6	56.3	53.9	74.4	--
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)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	17	140.2	183.7	209.0	209.6	231.1	280.3
Total Cash Comp (Actual) - Org Wtd	12	17	140.1	161.5	209.8	210.3	260.6	280.9
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	11	16	152.2	204.6	232.2	238.3	280.9	302.6
Total Cash Comp (Target) - Rcvrs	*7	9	--	231.7	279.5	262.5	286.9	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	17	140.2	183.7	209.0	209.6	231.1	280.3
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	9	56%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	0	0	0%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	3	--%	--%
Short-term Incentive (Threshold)	3	5	--%	--%
Short-term Incentive (Target)	7	9	22.9%	25.6%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)				
Minimum	7	8	148.1	145.7
Midpoint	7	8	196.3	193.9
Maximum	7	8	244.5	242.2

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US MBD: Mercer Benchmark Database Executive

150.817.210 IT Consultant Director

All Organizations

Assumes an organization-wide leadership role for IT consulting and is recognized for their strong business management capability. Responsible for project management and delivery of IT consulting services. These consultants are not responsible for determining the fit of the new information systems with business strategy, they are solely responsible for the technical project of developing and/or implementing an operable information system. Responsible for managing multiple projects or a single large/complex project. Manages relationships with some clients and may have responsibility for business development. Requires highly refined business knowledge or technical expertise. Identifies and pursues business opportunities with potential and existing clients. This position is focused on working with external clients

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	29	--	--	182.0	176.6	--	--
Base Salary - Org Wtd	*7	29	--	--	175.0	167.4	--	--
Base Salary - Incentive Eligible	*5	15	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	11	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*3	13	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	10	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*7	29	--	--	187.3	190.4	--	--
Total Cash Comp (Actual) - Org Wtd	*7	29	--	--	187.3	184.5	--	--
Total Cash Comp (Actual) - Rcvrs	*4	11	--	--	--	--	--	--
Total Cash Comp (Target)	*6	28	--	--	209.4	202.7	--	--
Total Cash Comp (Target) - Rcvrs	*3	13	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*7	29	--	--	187.3	190.4	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	14	48%
Sales Incentive	1	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	1	9	31%

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	10	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	13	--%	--%
Short-term Incentive (Maximum)	1	9	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)

Minimum	1	9	--	--
Midpoint	1	9	--	--
Maximum	1	9	--	--

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US MBD: Mercer Benchmark Database Executive

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	275	890	149.4	166.9	189.0	194.5	215.3	250.0
Base Salary - Org Wtd	275	890	139.9	165.0	195.0	198.0	225.0	260.2
Base Salary - Incentive Eligible	*227	780	154.6	169.5	190.4	197.3	218.5	250.7
Base Salary - Not Incentive Eligible	*11	19	133.5	155.0	205.0	203.3	239.2	275.0

Incentives								
Short-term Incentive (Target)	*193	630	31.0	39.7	52.5	61.3	72.8	102.5
Short-term Incentive (Actual)	*199	714	24.0	35.0	54.6	66.9	85.0	130.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	16	25	2.7	6.9	8.1	13.1	11.2	30.7
Long-term Incentive (Black-Scholes)	*119	518	18.5	30.5	49.7	65.5	79.8	116.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	275	890	163.8	194.3	234.0	248.5	288.0	350.0
Total Cash Comp (Actual) - Org Wtd	275	890	147.6	191.2	239.2	250.5	297.8	358.6
Total Cash Comp (Actual) - Rcvs	*201	716	184.8	208.4	245.0	263.6	303.1	363.8
Total Cash Comp (Target)	*243	758	167.6	195.8	229.0	243.4	280.5	336.5
Total Cash Comp (Target) - Rcvs	*193	630	187.7	208.1	242.4	257.0	289.2	344.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	275	890	167.1	208.2	260.9	286.6	332.4	427.6
Total Direct Comp (Actual) - Rcvs	*119	518	215.1	249.8	305.0	334.5	385.7	487.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	224	777	89%
Sales Incentive	0	0	0%
Profit Sharing	22	34	7%
Long-term Incentive	143	605	73%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	55%
Share Appreciation Rights (SARs)	1%	1%
Restricted Shares/Share Units	75%	72%
Performance Shares/Share Units	29%	24%
Performance Cash Units	4%	1%
Long-term Cash	12%	12%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	199	714	34.3%	32.7%
Short-term Incentive (Threshold)	73	188	15.2%	15.5%
Short-term Incentive (Target)	193	630	32.8%	30.0%
Short-term Incentive (Maximum)	119	478	54.4%	51.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	16	25	8.5%	7.1%
Long-term Incentive (Black-Scholes)	119	518	39.8%	31.7%

Salary Range (Mean)				
Minimum	176	624	144.9	135.8
Midpoint	176	624	196.2	189.8
Maximum	176	624	247.4	243.8

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

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US MBD: Mercer Benchmark Database Executive

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	31	163.4	183.2	192.4	197.3	210.6	237.2
Base Salary - Org Wtd	18	31	156.9	183.2	194.2	200.4	225.3	234.1
Base Salary - Incentive Eligible	17	29	163.1	182.4	192.4	197.6	212.2	239.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	17	29	44.2	54.0	57.1	70.1	83.3	138.6
Short-term Incentive (Actual)	15	25	23.8	43.0	49.4	65.9	95.5	120.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	23	25.9	29.0	29.0	90.3	114.0	191.5

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	18	31	194.1	205.4	230.9	250.9	302.3	349.9
Total Cash Comp (Actual) - Org Wtd	18	31	193.7	215.4	232.3	260.6	317.5	354.3
Total Cash Comp (Actual) - Rcvrs	15	25	200.7	225.6	232.2	260.1	310.8	354.9
Total Cash Comp (Target)	17	29	216.9	236.8	244.8	267.7	291.6	366.5
Total Cash Comp (Target) - Rcvrs	17	29	216.9	236.8	244.8	267.7	291.6	366.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	18	31	198.6	231.1	261.2	317.9	414.4	487.3
Total Direct Comp (Actual) - Rcvrs	12	23	237.0	257.9	266.9	350.8	435.2	502.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	29	100%
Sales Incentive	0	0	0%
Profit Sharing	1	2	10%
Long-term Incentive	13	25	86%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	20%	13%
Performance Shares/Share Units	24%	22%
Performance Cash Units	4%	0%
Long-term Cash	24%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	25	36.6%	33.1%
Short-term Incentive (Threshold)	4	7	--%	--%
Short-term Incentive (Target)	17	29	36.8%	34.5%
Short-term Incentive (Maximum)	11	23	64.4%	63.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	12	23	47.8%	43.5%

Salary Range (Mean)

Minimum	12	16	156.8	151.8
Midpoint	12	16	217.1	210.9
Maximum	12	16	277.3	270.0

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

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

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	*14	25	154.6	158.7	177.6	198.8	232.4	270.2
Base Salary - Org Wtd	*14	25	151.5	155.4	179.1	191.4	203.2	291.3
Base Salary - Incentive Eligible	*12	23	154.6	160.7	180.7	201.6	234.9	278.8
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*10	21	31.3	32.5	46.2	59.8	77.5	98.5
Short-term Incentive (Actual)	*10	21	30.5	38.0	58.3	81.4	116.5	173.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	10	--	--	113.3	132.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*14	25	158.3	192.9	229.8	267.5	315.3	407.9
Total Cash Comp (Actual) - Org Wtd	*14	25	152.0	173.4	221.3	241.4	280.1	401.1
Total Cash Comp (Actual) - Rcvrs	*10	21	189.2	198.2	235.9	281.4	356.8	411.0
Total Cash Comp (Target)	*13	24	174.3	193.2	222.8	253.2	295.3	344.5
Total Cash Comp (Target) - Rcvrs	*10	21	188.0	195.2	231.2	259.4	307.8	344.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*14	25	158.3	192.9	229.8	320.6	403.2	538.8
Total Direct Comp (Actual) - Rcvrs	*5	10	--	--	459.4	495.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	23	92%
Sales Incentive	0	0	0%
Profit Sharing	2	2	17%
Long-term Incentive	8	17	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	10%
Share Appreciation Rights (SARs)	6%	0%
Restricted Shares/Share Units	82%	90%
Performance Shares/Share Units	59%	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)	10	21	33.7%	37.5%
Short-term Incentive (Threshold)	4	7	--%	--%
Short-term Incentive (Target)	10	21	26.6%	27.8%
Short-term Incentive (Maximum)	8	19	50.0%	53.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	5	10	40.9%	48.3%

Salary Range (Mean)				
Minimum	10	20	155.1	158.4
Midpoint	10	20	190.8	192.1
Maximum	10	20	226.4	225.8

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

2014

US MBD: Mercer Benchmark Database Executive

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*32	138	173.7	187.3	204.0	213.0	238.5	270.0
Base Salary - Org Wtd	*32	138	138.4	185.9	204.7	214.9	236.3	300.4
Base Salary - Incentive Eligible	*28	133	174.4	189.3	204.0	213.5	238.9	269.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	19	49	32.5	54.3	66.5	89.2	131.2	161.3
Short-term Incentive (Actual)	*26	129	40.1	56.8	81.4	98.1	135.1	173.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*5	6	--	--	18.6	20.3	--	--
Long-term Incentive (Black-Scholes)	19	92	24.2	38.5	52.9	73.5	85.9	109.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*32	138	209.8	244.8	295.0	305.6	350.7	421.0
Total Cash Comp (Actual) - Org Wtd	*32	138	174.7	205.9	311.6	307.6	412.6	471.1
Total Cash Comp (Actual) - Rcvs	*26	129	230.0	255.9	298.6	313.9	360.0	423.8
Total Cash Comp (Target)	*26	75	173.1	185.4	246.6	262.9	311.5	406.0
Total Cash Comp (Target) - Rcvs	19	49	212.9	243.7	278.6	302.2	374.7	430.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*32	138	221.6	270.2	323.6	354.6	417.1	517.8
Total Direct Comp (Actual) - Rcvs	19	92	279.3	317.3	369.5	399.8	460.0	551.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	28	133	97%
Sales Incentive	0	0	0%
Profit Sharing	6	7	12%
Long-term Incentive	21	94	69%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	8%
Share Appreciation Rights (SARs)	1%	1%
Restricted Shares/Share Units	64%	64%
Performance Shares/Share Units	39%	29%
Performance Cash Units	1%	1%
Long-term Cash	26%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	129	49.3%	45.7%
Short-term Incentive (Threshold)	8	14	19.7%	17.5%
Short-term Incentive (Target)	19	49	38.2%	40.3%
Short-term Incentive (Maximum)	12	18	64.9%	69.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	6	9.3%	9.5%
Long-term Incentive (Black-Scholes)	19	92	38.5%	35.0%

Salary Range (Mean)				
Minimum	18	52	146.0	147.1
Midpoint	18	52	203.1	205.9
Maximum	18	52	260.3	264.8

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

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US MBD: Mercer Benchmark Database Executive

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	12	--	--	199.6	186.0	--	--
Base Salary - Org Wtd	*6	12	--	--	168.7	168.2	--	--
Base Salary - Incentive Eligible	*5	11	--	--	204.3	189.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	10	--	--	--	--	--	--
Short-term Incentive (Actual)	*4	10	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	8	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	12	--	--	261.0	238.3	--	--
Total Cash Comp (Actual) - Org Wtd	*6	12	--	--	195.6	208.7	--	--
Total Cash Comp (Actual) - Rcvrs	*4	10	--	--	--	--	--	--
Total Cash Comp (Target)	*6	12	--	--	262.9	237.0	--	--
Total Cash Comp (Target) - Rcvrs	*4	10	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	12	--	--	274.5	261.9	--	--
Total Direct Comp (Actual) - Rcvrs	*2	8	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	10	--%	--%
Short-term Incentive (Threshold)	1	7	--%	--%
Short-term Incentive (Target)	4	10	--%	--%
Short-term Incentive (Maximum)	3	9	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	8	--%	--%

Salary Range (Mean)				
Minimum	3	9	--	--
Midpoint	3	9	--	--
Maximum	3	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

310.100.130 IT Executive

High Tech (Services)

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	6	18	86%	
Base Salary - Inc Wtd	*7	21	--	--	225.0	233.7	--	--	Sales Incentive	0	--	--%	
Base Salary - Org Wtd	*7	21	--	--	229.2	232.6	--	--	Profit Sharing	0	0	--%	
Base Salary - Incentive Eligible	*6	18	--	--	223.2	232.0	--	--	Long-term Incentive	4	12	75%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:				
Short-term Incentive (Target)	*6	18	--	--	87.5	78.5	--	--	Stock/Share Options		--%	--%	
Short-term Incentive (Actual)	*6	18	--	--	75.8	78.3	--	--	Share Appreciation Rights (SARs)		--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units		--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units		--%	--%	
Long-term Incentive (Black-Scholes)	*4	12	--	--	--	--	--	--	Long-term Cash		--%	--%	
Total Cash Compensation									Incentives (Mean as % of Base)				
Total Cash Comp (Actual) - Inc Wtd	*7	21	--	--	308.4	300.7	--	--		Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Org Wtd	*7	21	--	--	305.1	295.8	--	--	Short-term Incentive (Actual)	6	18	31.6%	33.5%
Total Cash Comp (Actual) - Rcvrs	*6	18	--	--	312.9	310.2	--	--	Short-term Incentive (Threshold)	0	0	--%	--%
Total Cash Comp (Target)	*7	21	--	--	308.0	300.9	--	--	Short-term Incentive (Target)	6	18	33.5%	33.6%
Total Cash Comp (Target) - Rcvrs	*6	18	--	--	309.6	310.4	--	--	Short-term Incentive (Maximum)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%	--%
Total Direct Comp (Actual)	*7	21	--	--	383.2	370.4	--	--	Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual) - Rcvrs	*4	12	--	--	--	--	--	--	Profit Sharing (Actual)	0	0	--%	--%
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	4	12	--%	--%
									Salary Range (Mean)				
									Minimum	3	8	--	--
									Midpoint	3	8	--	--
									Maximum	3	8	--	--

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*32	300	--	--	175.1	179.5	--	--
Base Salary - Org Wtd	*32	300	152.1	163.6	191.9	189.6	207.3	242.5
Base Salary - Incentive Eligible	*30	286	--	--	176.0	181.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*25	257	--	--	43.2	47.0	--	--
Short-term Incentive (Actual)	*29	271	--	--	44.0	54.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*19	243	--	--	43.8	50.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*32	300	--	--	217.8	228.4	--	--
Total Cash Comp (Actual) - Org Wtd	*32	300	167.2	217.0	249.1	252.3	283.0	331.2
Total Cash Comp (Actual) - Rcvrs	*29	271	--	--	220.0	234.1	--	--
Total Cash Comp (Target)	*28	274	--	--	214.6	222.2	--	--
Total Cash Comp (Target) - Rcvrs	*25	257	--	--	218.0	226.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*32	300	--	--	255.3	269.3	--	--
Total Direct Comp (Actual) - Rcvrs	*19	243	--	--	275.6	287.2	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	--	--%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	20	--	--%

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)	29	271	36.2%	29.1%
Short-term Incentive (Threshold)	8	24	11.7%	12.5%
Short-term Incentive (Target)	25	257	29.9%	25.5%
Short-term Incentive (Maximum)	15	234	43.2%	46.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	19	243	31.2%	27.3%

Salary Range (Mean)				
Minimum	21	282	142.7	125.1
Midpoint	21	282	196.1	180.2
Maximum	21	282	249.5	235.3

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

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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	39	139.7	162.7	190.3	187.9	210.1	231.0
Base Salary - Org Wtd	21	39	128.4	151.7	190.3	182.1	209.2	229.8
Base Salary - Incentive Eligible	19	37	152.9	167.6	191.1	190.8	212.2	231.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	34	27.5	47.6	58.5	58.5	69.3	85.7
Short-term Incentive (Actual)	17	29	16.2	29.6	47.8	49.7	66.6	99.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	20	26.6	29.5	41.7	58.9	78.9	145.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	39	156.2	187.1	228.8	225.0	266.0	300.5
Total Cash Comp (Actual) - Org Wtd	21	39	128.7	182.5	236.5	224.7	263.6	297.0
Total Cash Comp (Actual) - Rcvrs	17	29	173.3	201.4	236.5	238.2	273.6	308.6
Total Cash Comp (Target)	20	36	159.5	205.4	242.0	237.8	276.2	305.2
Total Cash Comp (Target) - Rcvrs	18	34	177.8	217.2	245.0	244.0	278.7	308.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	39	167.6	187.1	243.4	255.2	298.7	390.6
Total Direct Comp (Actual) - Rcvrs	11	20	190.3	247.5	292.1	305.2	362.4	457.8

*More than 25% of sample supplied by one organization

Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	37	95%
Sales Incentive	0	0	0%
Profit Sharing	2	4	18%
Long-term Incentive	13	30	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	35%
Share Appreciation Rights (SARs)	4%	5%
Restricted Shares/Share Units	96%	80%
Performance Shares/Share Units	22%	15%
Performance Cash Units	30%	0%
Long-term Cash	7%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	29	29.0%	25.9%
Short-term Incentive (Threshold)	7	12	17.9%	16.2%
Short-term Incentive (Target)	18	34	30.2%	30.8%
Short-term Incentive (Maximum)	14	30	56.4%	59.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	20	28.7%	29.2%

Salary Range (Mean)				
Minimum	13	22	137.8	139.9
Midpoint	13	22	183.8	188.2
Maximum	13	22	229.7	236.6

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

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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	29	135.0	156.0	195.5	191.5	215.2	249.0
Base Salary - Org Wtd	*14	29	129.8	148.1	176.9	179.4	211.0	238.5
Base Salary - Incentive Eligible	*14	29	135.0	156.0	195.5	191.5	215.2	249.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	28	30.8	43.4	66.3	65.3	74.3	111.1
Short-term Incentive (Actual)	*11	25	13.4	32.3	57.7	58.0	74.8	124.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	24	9.2	26.2	63.9	123.0	106.1	148.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*14	29	153.9	184.4	214.2	244.5	289.3	338.6
Total Cash Comp (Actual) - Org Wtd	*14	29	148.7	181.6	207.5	227.1	263.8	355.8
Total Cash Comp (Actual) - Rcvrs	*12	26	153.7	182.9	246.4	249.4	295.3	358.0
Total Cash Comp (Target)	*14	29	156.3	200.6	260.1	254.6	290.5	341.1
Total Cash Comp (Target) - Rcvrs	*13	28	169.0	214.8	261.3	258.9	292.7	348.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*14	29	168.6	206.0	282.3	346.3	393.9	487.2
Total Direct Comp (Actual) - Rcvrs	*10	24	171.1	214.7	352.8	378.3	415.0	525.0

*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	13	28	97%
Sales Incentive	0	0	0%
Profit Sharing	2	2	18%
Long-term Incentive	11	26	93%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	46%
Share Appreciation Rights (SARs)	8%	8%
Restricted Shares/Share Units	58%	58%
Performance Shares/Share Units	33%	33%
Performance Cash Units	8%	0%
Long-term Cash	17%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	25	28.0%	28.0%
Short-term Incentive (Threshold)	3	6	--%	--%
Short-term Incentive (Target)	13	28	32.3%	32.5%
Short-term Incentive (Maximum)	7	13	55.4%	55.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	10	24	93.5%	58.1%

Salary Range (Mean)				
Minimum	11	22	137.5	151.0
Midpoint	11	22	174.9	192.6
Maximum	11	22	212.3	234.2

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

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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	32	67	133.7	165.0	200.0	200.2	225.0	265.5
Base Salary - Org Wtd	32	67	122.1	161.3	193.8	197.6	227.0	260.9
Base Salary - Incentive Eligible	26	47	146.1	169.0	199.8	204.9	225.0	265.8
Base Salary - Not Incentive Eligible	*2	10	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	40	34.1	46.3	61.5	68.6	87.9	111.7
Short-term Incentive (Actual)	22	43	8.7	40.9	50.6	66.6	82.6	112.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	16	--	--	11.2	26.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	32	67	139.6	187.0	231.3	242.9	276.6	346.7
Total Cash Comp (Actual) - Org Wtd	32	67	129.6	177.9	228.2	247.0	300.3	388.9
Total Cash Comp (Actual) - Rcvrs	22	43	148.8	214.9	257.6	272.7	305.5	373.5
Total Cash Comp (Target)	29	60	147.7	200.0	239.1	248.8	288.9	352.6
Total Cash Comp (Target) - Rcvrs	23	40	194.8	233.6	271.9	278.6	314.0	359.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	32	67	140.3	189.3	234.0	249.4	280.7	354.5
Total Direct Comp (Actual) - Rcvrs	*9	16	--	--	252.2	275.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	26	47	70%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	15	29	60%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	26%	--%
Share Appreciation Rights (SARs)	5%	--%
Restricted Shares/Share Units	79%	--%
Performance Shares/Share Units	21%	--%
Performance Cash Units	0%	--%
Long-term Cash	5%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	43	30.8%	28.9%
Short-term Incentive (Threshold)	6	7	16.5%	15.9%
Short-term Incentive (Target)	23	40	32.1%	31.8%
Short-term Incentive (Maximum)	10	16	44.8%	44.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	16	19.9%	12.4%

Salary Range (Mean)				
Minimum	21	37	142.4	140.9
Midpoint	21	37	195.4	193.9
Maximum	21	37	248.3	246.9

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

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

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	*18	38	138.9	171.4	192.3	206.1	247.5	269.3
Base Salary - Org Wtd	*18	38	124.8	168.8	201.2	203.5	246.1	288.6
Base Salary - Incentive Eligible	*17	37	152.2	175.7	192.4	208.4	250.5	270.3
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*14	33	33.4	38.8	56.3	58.2	64.6	90.8
Short-term Incentive (Actual)	*15	32	--	--	52.0	54.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	23	--	--	35.0	46.8	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*18	38	164.0	200.1	237.2	252.1	311.1	372.6
Total Cash Comp (Actual) - Org Wtd	*18	38	134.9	178.5	245.2	261.6	364.4	402.3
Total Cash Comp (Actual) - Rcvrs	*15	32	--	--	244.2	263.3	--	--
Total Cash Comp (Target)	*16	35	178.0	219.6	242.9	259.0	305.8	353.5
Total Cash Comp (Target) - Rcvrs	*14	33	204.0	224.9	250.0	267.2	313.1	356.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*18	38	164.0	200.1	247.8	280.4	354.5	404.6
Total Direct Comp (Actual) - Rcvrs	*8	23	--	--	304.5	323.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	37	97%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	10	26	79%

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	32	31.6%	24.9%
Short-term Incentive (Threshold)	6	23	14.5%	8.4%
Short-term Incentive (Target)	14	33	32.9%	27.3%
Short-term Incentive (Maximum)	7	24	54.2%	50.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	23	26.2%	19.9%

Salary Range (Mean)				
Minimum	11	28	171.1	155.3
Midpoint	11	28	233.5	212.5
Maximum	11	28	295.9	269.6

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

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IT Executive 310.100.130

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US MBD: Mercer Benchmark Database Executive

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

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	67	158	128.1	160.6	192.9	196.1	226.4	260.5
Base Salary - Org Wtd	67	158	137.6	166.7	195.0	198.7	227.1	269.0
Base Salary - Incentive Eligible	41	101	151.0	181.7	199.2	209.1	239.0	273.8
Base Salary - Not Incentive Eligible	4	4	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	33	83	19.7	43.8	65.5	71.7	87.0	137.6
Short-term Incentive (Actual)	36	92	10.1	29.9	49.2	68.1	85.5	167.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	11	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*14	39	27.5	41.3	85.4	87.1	109.2	140.8
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	67	158	131.0	173.6	219.9	236.3	280.2	355.6
Total Cash Comp (Actual) - Org Wtd	67	158	137.6	175.1	229.1	234.3	279.3	334.7
Total Cash Comp (Actual) - Rcvrs	37	93	169.1	214.0	260.0	276.1	315.3	411.7
Total Cash Comp (Target)	54	133	133.9	179.4	234.0	243.4	292.4	357.3
Total Cash Comp (Target) - Rcvrs	33	83	199.9	230.2	270.4	284.4	321.9	395.4
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	67	158	131.0	173.6	221.5	257.8	315.2	415.9
Total Direct Comp (Actual) - Rcvrs	*14	39	282.4	353.7	388.8	411.9	449.2	579.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Short-term Incentive	40	100	67%	
Sales Incentive	0	0	0%	
Profit Sharing	4	11	17%	
Long-term Incentive	15	43	31%	
Of Those LTI Eligible:	% Eligible		% Receiving	
Stock/Share Options	28%		21%	
Share Appreciation Rights (SARs)	0%		0%	
Restricted Shares/Share Units	74%		69%	
Performance Shares/Share Units	58%		64%	
Performance Cash Units	0%		0%	
Long-term Cash	14%		15%	
Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	36	92	31.1%	31.3%
Short-term Incentive (Threshold)	19	59	13.9%	17.5%
Short-term Incentive (Target)	33	83	33.6%	32.2%
Short-term Incentive (Maximum)	23	67	51.3%	49.6%
Sales Incentive (Actual)	0	0	—%	—%
Sales Incentive (Target)	0	0	—%	—%
Profit Sharing (Actual)	4	11	—%	—%
Long-term Incentive (Black-Scholes)	14	39	35.7%	35.7%
Salary Range (Mean)				
Minimum	44	112	139.9	138.4
Midpoint	44	112	190.9	194.1
Maximum	44	112	241.9	249.8

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

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US MBD: Mercer Benchmark Database Executive

310.100.130 IT Executive

Responsible for all organization information systems activities, including systems analysis, programming, computer, and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Manages liaison between information systems and other functions in the organization. Reports to senior management on information systems plans, projects, performance, and related matters. Frequently reports to a Chief Information Officer.

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	*5	9	--	--	202.7	213.5	--	--
Base Salary - Org Wtd	*5	9	--	--	215.0	233.5	--	--
Base Salary - Incentive Eligible	*4	8	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	8	--	--	--	--	--	--
Short-term Incentive (Actual)	*2	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	9	--	--	223.9	235.9	--	--
Total Cash Comp (Actual) - Org Wtd	*5	9	--	--	223.7	248.9	--	--
Total Cash Comp (Actual) - Rcvs	*2	4	--	--	--	--	--	--
Total Cash Comp (Target)	*5	9	--	--	253.4	292.4	--	--
Total Cash Comp (Target) - Rcvs	*4	8	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	9	--	--	245.5	289.8	--	--
Total Direct Comp (Actual) - Rcvs	*3	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	8	89%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	4	8	89%

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)	2	4	--%	--%
Short-term Incentive (Threshold)	4	8	--%	--%
Short-term Incentive (Target)	4	8	--%	--%
Short-term Incentive (Maximum)	4	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	5	--%	--%

Salary Range (Mean)				
Minimum	3	7	--	--
Midpoint	3	7	--	--
Maximum	3	7	--	--

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

2014

US MBD: Mercer Benchmark Database Executive

320.381.210 IT Infrastructure Development Director

All Organizations

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software; develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment, Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	237	831	129.5	139.0	150.0	153.0	163.0	180.0
Base Salary - Org Wtd	237	831	129.1	140.4	153.8	159.4	171.1	195.9
Base Salary - Incentive Eligible	207	783	129.5	139.0	150.0	153.0	163.0	180.2
Base Salary - Not Incentive Eligible	*6	11	--	--	160.0	161.6	--	--

Incentives								
Short-term Incentive (Target)	177	653	16.6	23.1	30.1	31.2	35.3	46.0
Short-term Incentive (Actual)	175	697	12.3	19.6	29.9	32.9	40.2	52.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*14	34	3.8	5.4	6.8	12.1	18.1	20.4
Long-term Incentive (Black-Scholes)	91	323	10.1	14.2	27.5	33.3	38.9	59.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	237	831	141.7	156.7	175.5	181.1	196.5	221.9
Total Cash Comp (Actual) - Org Wtd	237	831	135.7	157.5	177.5	188.2	206.6	248.9
Total Cash Comp (Actual) - Rcvrs	178	710	147.5	161.5	180.0	185.3	198.6	225.0
Total Cash Comp (Target)	218	723	146.0	162.2	176.0	181.0	196.4	219.7
Total Cash Comp (Target) - Rcvrs	177	653	152.0	165.1	177.7	183.7	197.5	221.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	237	831	142.9	160.1	182.4	194.0	216.0	250.6
Total Direct Comp (Actual) - Rcvrs	91	323	168.0	190.4	218.5	229.2	247.4	304.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	204	772	94%
Sales Incentive	0	0	0%
Profit Sharing	24	47	13%
Long-term Incentive	104	448	55%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	18%	17%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	69%	55%
Performance Shares/Share Units	22%	19%
Performance Cash Units	17%	0%
Long-term Cash	25%	28%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	175	697	23.3%	21.0%
Short-term Incentive (Threshold)	61	207	9.9%	9.6%
Short-term Incentive (Target)	177	653	21.6%	20.2%
Short-term Incentive (Maximum)	103	384	38.9%	35.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	14	34	9.3%	8.6%
Long-term Incentive (Black-Scholes)	91	323	25.1%	20.3%

Salary Range (Mean)				
Minimum	166	598	113.8	108.5
Midpoint	166	598	152.7	148.1
Maximum	166	598	191.6	187.7

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

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US MBD: Mercer Benchmark Database Executive

320.381.210 IT Infrastructure Development Director

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software; develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	24	40	122.6	141.0	152.9	159.3	167.9	197.3
Base Salary - Org Wtd	24	40	129.6	142.8	152.5	163.8	178.0	227.2
Base Salary - Incentive Eligible	24	40	122.6	141.0	152.9	159.3	167.9	197.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	24	40	23.4	27.9	33.6	38.8	42.9	68.5
Short-term Incentive (Actual)	20	36	18.7	26.7	30.8	38.3	43.6	83.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*11	19	5.6	21.0	51.9	58.2	56.0	201.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	24	40	145.5	166.6	185.3	194.3	203.7	283.0
Total Cash Comp (Actual) - Org Wtd	24	40	153.9	167.4	183.1	201.2	207.4	298.1
Total Cash Comp (Actual) - Rcvs	21	37	144.7	169.0	187.5	196.5	206.1	287.2
Total Cash Comp (Target)	24	40	147.1	171.7	191.2	198.1	208.3	247.5
Total Cash Comp (Target) - Rcvs	24	40	147.1	171.7	191.2	198.1	208.3	247.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	24	40	146.3	170.8	190.6	222.0	247.3	325.5
Total Direct Comp (Actual) - Rcvs	*11	19	178.2	213.0	245.2	274.0	284.5	482.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	24	40	100%
Sales Incentive	0	0	0%
Profit Sharing	4	7	26%
Long-term Incentive	12	20	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	58%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	40%	26%
Performance Shares/Share Units	50%	47%
Performance Cash Units	0%	0%
Long-term Cash	10%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	36	26.0%	23.3%
Short-term Incentive (Threshold)	6	7	11.9%	12.6%
Short-term Incentive (Target)	24	40	24.6%	23.8%
Short-term Incentive (Maximum)	13	24	44.3%	41.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	6	--%	--%
Long-term Incentive (Black-Scholes)	11	19	30.6%	32.8%

Salary Range (Mean)				
Minimum	17	22	117.0	115.5
Midpoint	17	22	156.8	156.0
Maximum	17	22	196.7	196.4

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

320.381.210 IT Infrastructure Development Director

Energy

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions. Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software, develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	19	125.1	150.0	165.7	166.1	188.9	202.5
Base Salary - Org Wtd	17	19	124.1	143.5	167.6	165.2	184.2	203.5
Base Salary - Incentive Eligible	16	18	133.0	153.8	168.2	168.7	190.0	203.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	14	19.6	30.2	38.3	39.0	49.6	58.3
Short-term Incentive (Actual)	14	15	6.8	19.9	38.6	47.3	71.0	99.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	13	11.8	26.1	36.0	52.6	78.7	130.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	19	149.9	160.0	200.2	206.8	233.1	288.2
Total Cash Comp (Actual) - Org Wtd	17	19	143.9	160.8	200.0	206.0	241.4	292.8
Total Cash Comp (Actual) - Rcvrs	15	16	155.5	168.5	217.9	217.5	258.8	295.1
Total Cash Comp (Target)	13	15	149.6	170.5	207.1	204.4	236.2	256.0
Total Cash Comp (Target) - Rcvrs	12	14	156.6	183.0	209.6	208.3	239.9	256.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	19	149.9	182.4	236.2	242.8	303.3	349.7
Total Direct Comp (Actual) - Rcvrs	12	13	183.4	226.7	247.0	273.0	310.0	410.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	18	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	18%
Long-term Incentive	12	13	76%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	23%	23%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	85%	62%
Performance Shares/Share Units	62%	38%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	15	25.4%	26.3%
Short-term Incentive (Threshold)	7	9	10.7%	10.3%
Short-term Incentive (Target)	12	14	22.9%	22.6%
Short-term Incentive (Maximum)	10	12	46.4%	45.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	13	31.1%	29.9%

Salary Range (Mean)				
Minimum	13	14	119.6	119.9
Midpoint	13	14	155.3	156.5
Maximum	13	14	191.0	193.2

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

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IT Infrastructure Development Director 320.381.210

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320.381.210 IT Infrastructure Development Director

Financial Services

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software; develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment, Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*13	59	128.4	145.1	153.0	154.8	166.1	179.5
Base Salary - Org Wtd	*13	59	131.4	145.4	156.1	152.8	159.9	168.7
Base Salary - Incentive Eligible	*13	59	128.4	145.1	153.0	154.8	166.1	179.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*9	37	--	--	22.6	24.8	--	--
Short-term Incentive (Actual)	*13	58	12.0	27.0	38.6	39.8	47.9	65.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	36	--	--	22.4	27.8	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*13	59	141.3	175.0	196.1	193.9	211.3	227.8
Total Cash Comp (Actual) - Org Wtd	*13	59	148.8	184.1	197.1	193.2	203.2	227.9
Total Cash Comp (Actual) - Rcvs	*13	58	140.9	174.9	196.6	194.2	211.4	228.1
Total Cash Comp (Target)	*10	38	--	--	172.7	170.3	--	--
Total Cash Comp (Target) - Rcvs	*9	37	--	--	173.5	170.5	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*13	59	149.8	175.5	213.3	210.8	233.8	269.4
Total Direct Comp (Actual) - Rcvs	*7	36	--	--	229.9	235.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	59	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	9	40	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	8%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	50%	--%
Performance Shares/Share Units	53%	--%
Performance Cash Units	0%	--%
Long-term Cash	15%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	58	26.3%	25.3%
Short-term Incentive (Threshold)	2	7	--%	--%
Short-term Incentive (Target)	9	37	19.7%	16.8%
Short-term Incentive (Maximum)	4	12	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	36	26.3%	17.4%

Salary Range (Mean)

Minimum	11	56	100.5	103.8
Midpoint	11	56	146.3	147.2
Maximum	11	56	192.1	190.7

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

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High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	129.5	131.6	--	--
Base Salary - Org Wtd	5	5	--	--	129.5	131.6	--	--
Base Salary - Incentive Eligible	5	5	--	--	129.5	131.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	149.3	152.2	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	149.3	152.2	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	5	5	--	--	166.3	158.0	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	149.3	154.6	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

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

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

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

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320.381.210 IT Infrastructure Development Director

High Tech (Services)

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software; develops/implements operating system enhancements, Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications, Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	75	--	--	150.3	151.1	--	--
Base Salary - Org Wtd	*6	75	--	--	150.6	149.6	--	--
Base Salary - Incentive Eligible	*5	70	--	--	149.8	150.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	70	--	--	29.6	29.4	--	--
Short-term Incentive (Actual)	*4	69	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	69	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	75	--	--	189.8	188.4	--	--
Total Cash Comp (Actual) - Org Wtd	*6	75	--	--	166.5	172.0	--	--
Total Cash Comp (Actual) - Rcvrs	*4	69	--	--	--	--	--	--
Total Cash Comp (Target)	*6	75	--	--	178.8	178.5	--	--
Total Cash Comp (Target) - Rcvrs	*5	70	--	--	179.5	180.2	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	75	--	--	222.9	220.3	--	--
Total Direct Comp (Actual) - Rcvrs	*4	69	--	--	--	--	--	--

*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	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	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	69	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	70	19.8%	19.4%
Short-term Incentive (Maximum)	1	47	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	69	--%	--%

Salary Range (Mean)				
Minimum	2	4	--	--
Midpoint	2	4	--	--
Maximum	2	4	--	--

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*36	253	129.7	136.0	145.6	148.0	156.5	167.5
Base Salary - Org Wtd	*36	253	127.9	135.8	149.0	153.0	163.1	190.5
Base Salary - Incentive Eligible	*35	252	130.0	136.0	145.6	148.0	156.7	167.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*31	170	18.7	21.8	24.8	27.3	32.0	37.0
Short-term Incentive (Actual)	*32	210	16.5	24.1	30.0	31.5	35.0	45.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	12	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	84	--	--	12.1	16.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*36	253	145.3	156.1	170.0	175.0	186.2	210.1
Total Cash Comp (Actual) - Org Wtd	*36	253	133.3	159.4	177.8	188.9	211.0	252.0
Total Cash Comp (Actual) - Rcvs	*33	219	151.3	160.6	174.0	178.9	191.5	211.3
Total Cash Comp (Target)	*34	181	144.9	158.6	172.0	175.7	188.7	207.6
Total Cash Comp (Target) - Rcvs	*31	170	149.6	162.8	173.8	177.0	188.8	207.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*36	253	146.5	160.7	175.4	180.6	194.3	217.9
Total Direct Comp (Actual) - Rcvs	*10	84	--	--	185.4	195.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	34	243	96%
Sales Incentive	0	0	0%
Profit Sharing	3	12	19%
Long-term Incentive	11	134	55%

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)	32	210	24.3%	20.8%
Short-term Incentive (Threshold)	10	21	7.8%	9.0%
Short-term Incentive (Target)	31	170	18.4%	18.1%
Short-term Incentive (Maximum)	18	53	35.7%	40.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	12	--%	--%
Long-term Incentive (Black-Scholes)	10	84	17.7%	11.2%

Salary Range (Mean)				
Minimum	24	228	109.7	107.7
Midpoint	24	228	147.4	147.4
Maximum	24	228	185.0	187.1

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

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320.381.210 IT Infrastructure Development Director

Life Sciences

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software, develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	14	--	--	180.8	180.9	--	--
Base Salary - Org Wtd	*5	14	--	--	154.0	172.2	--	--
Base Salary - Incentive Eligible	*5	14	--	--	180.8	180.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	13	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	9	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	12	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	14	--	--	236.2	228.3	--	--
Total Cash Comp (Actual) - Org Wtd	*5	14	--	--	171.1	193.8	--	--
Total Cash Comp (Actual) - Rcvrs	*3	10	--	--	--	--	--	--
Total Cash Comp (Target)	*5	14	--	--	224.2	220.5	--	--
Total Cash Comp (Target) - Rcvrs	*4	13	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	14	--	--	284.7	272.2	--	--
Total Direct Comp (Actual) - Rcvrs	*4	12	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	3	9	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	13	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	12	--%	--%

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

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	15	133.5	143.2	157.2	153.5	161.4	170.6
Base Salary - Org Wtd	15	15	133.5	143.2	157.2	153.5	161.4	170.6
Base Salary - Incentive Eligible	14	14	132.4	142.0	154.8	153.0	163.0	170.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	13	15.8	19.6	30.9	28.3	33.8	44.4
Short-term Incentive (Actual)	12	12	8.7	20.8	24.2	26.7	34.2	48.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	18.9	18.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	148.9	158.0	174.1	175.1	185.6	208.3
Total Cash Comp (Actual) - Org Wtd	15	15	148.9	158.0	174.1	175.1	185.6	208.3
Total Cash Comp (Actual) - Rcvrs	12	12	145.6	158.6	181.0	178.1	194.5	211.5
Total Cash Comp (Target)	13	13	156.5	163.5	180.7	181.5	201.9	207.5
Total Cash Comp (Target) - Rcvrs	13	13	156.5	163.5	180.7	181.5	201.9	207.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	156.4	160.7	180.1	182.5	204.4	220.0
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	197.3	192.2	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	14	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	20%
Long-term Incentive	7	7	47%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	33%	17%
Restricted Shares/Share Units	67%	67%
Performance Shares/Share Units	50%	33%
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)	12	12	17.5%	17.5%
Short-term Incentive (Threshold)	6	6	9.2%	9.2%
Short-term Incentive (Target)	13	13	18.4%	18.4%
Short-term Incentive (Maximum)	9	9	36.7%	36.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	6	12.6%	12.6%

Salary Range (Mean)				
Minimum	13	13	112.0	112.0
Midpoint	13	13	144.9	144.9
Maximum	13	13	177.7	177.7

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

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US MBD: Mercer Benchmark Database Executive

320.381.210 IT Infrastructure Development Director

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software; develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications, Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

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	*18	72	--	--	141.4	151.2	--	--
Base Salary - Org Wtd	*18	72	103.7	137.5	161.1	168.1	196.7	227.3
Base Salary - Incentive Eligible	*16	65	--	--	140.0	149.4	--	--
Base Salary - Not Incentive Eligible	*1	5	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	57	--	--	33.1	36.1	--	--
Short-term Incentive (Actual)	*16	65	--	--	18.7	26.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	7	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*18	72	--	--	162.3	175.1	--	--
Total Cash Comp (Actual) - Org Wtd	*18	72	116.2	158.9	190.0	209.2	229.3	366.2
Total Cash Comp (Actual) - Rcvs	*16	65	--	--	159.3	175.8	--	--
Total Cash Comp (Target)	*17	71	--	--	171.5	179.7	--	--
Total Cash Comp (Target) - Rcvs	*11	57	--	--	172.5	184.3	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*18	72	--	--	162.3	179.5	--	--
Total Direct Comp (Actual) - Rcvs	*5	7	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	--	--%
Sales Incentive	0	--	--%
Profit Sharing	3	--	--%
Long-term Incentive	7	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	65	25.8%	16.7%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	11	57	24.1%	24.2%
Short-term Incentive (Maximum)	6	48	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	7	--%	--%

Salary Range (Mean)				
Minimum	12	64	118.5	111.6
Midpoint	12	64	163.4	146.3
Maximum	12	64	208.3	181.0

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

320.381.210 IT Infrastructure Development Director

Retail & Wholesale

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software, develops/implements operating system enhancements, Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems Integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*31	93	125.7	136.0	150.6	150.2	163.7	177.0
Base Salary - Org Wtd	*31	93	130.0	137.5	155.0	155.1	168.5	189.7
Base Salary - Incentive Eligible	*30	90	125.2	136.2	151.5	150.5	164.4	177.2
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*29	89	9.3	10.3	30.5	27.2	39.5	51.6
Short-term Incentive (Actual)	*26	83	9.1	10.4	13.9	24.5	31.1	50.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*17	30	7.1	17.4	28.9	52.5	60.6	173.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*31	93	133.9	149.7	166.7	172.4	187.6	224.9
Total Cash Comp (Actual) - Org Wtd	*31	93	134.5	158.8	177.5	188.1	208.3	247.9
Total Cash Comp (Actual) - Rcvrs	*26	83	135.2	153.1	167.9	176.3	192.0	233.3
Total Cash Comp (Target)	*31	93	135.7	154.7	169.2	176.2	194.0	225.1
Total Cash Comp (Target) - Rcvrs	*29	89	136.5	156.7	171.9	177.4	195.5	225.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*31	93	134.6	151.8	172.7	189.4	199.5	258.3
Total Direct Comp (Actual) - Rcvrs	*17	30	162.8	192.1	210.8	243.7	263.9	371.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	90	97%
Sales Incentive	0	0	0%
Profit Sharing	3	5	17%
Long-term Incentive	17	32	37%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	71%	67%
Performance Shares/Share Units	23%	23%
Performance Cash Units	0%	0%
Long-term Cash	19%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	83	23.7%	15.8%
Short-term Incentive (Threshold)	12	55	10.0%	5.5%
Short-term Incentive (Target)	29	89	25.1%	17.7%
Short-term Incentive (Maximum)	17	63	46.4%	28.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	5	--%	--%
Long-term Incentive (Black-Scholes)	17	30	33.5%	30.6%

Salary Range (Mean)				
Minimum	21	80	103.7	97.1
Midpoint	21	80	138.6	135.5
Maximum	21	80	173.6	174.0

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

320.381.210 IT Infrastructure Development Director

Primary responsibilities include the implementation of the enterprise architecture and the development and maintenance of the organization's computing/IT environment. May oversee any or all of the following functions: Operating Systems Programming - creates/supports/uses operating system software and operating system management and utility software; develops/implements operating system enhancements; Technical Support - advises developers and others on the capabilities and constraints of the production computing environment; Systems integration - analyzes potential impacts of software functionality and/or changes across multiple systems/platforms/applications; Packaged Product Evaluation - consults on the implementation and support requirements of purchased/packaged software to applications developers and business units. Typically in larger organizations this is a senior level manager. Frequently reports to the Top IT Infrastructure Executive or to the Chief Technology Officer.

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	*63	178	133.5	142.2	151.5	157.3	167.5	185.7
Base Salary - Org Wtd	*63	178	135.2	141.7	154.0	163.2	175.1	215.1
Base Salary - Incentive Eligible	*40	148	134.3	143.1	153.2	158.6	168.4	186.8
Base Salary - Not Incentive Eligible	*4	5	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*31	138	23.3	26.9	31.1	34.3	35.6	49.9
Short-term Incentive (Actual)	*27	128	14.9	19.2	24.8	31.2	36.7	52.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	8	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	40	16.4	25.3	27.5	30.6	32.0	39.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*63	178	140.3	152.5	174.9	180.0	196.2	225.1
Total Cash Comp (Actual) - Org Wtd	*63	178	135.3	144.5	169.6	176.0	192.6	237.8
Total Cash Comp (Actual) - Rcvrs	*27	129	151.4	164.5	180.4	187.3	198.5	225.4
Total Cash Comp (Target)	*56	170	144.6	162.8	179.1	182.8	201.8	222.9
Total Cash Comp (Target) - Rcvrs	*31	138	159.0	171.2	182.6	189.8	206.3	232.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*63	178	140.3	157.3	178.5	186.9	199.9	231.9
Total Direct Comp (Actual) - Rcvrs	12	40	166.0	186.1	202.8	229.1	277.8	318.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	39	147	85%
Sales Incentive	0	0	0%
Profit Sharing	3	9	7%
Long-term Incentive	16	101	58%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	5%
Share Appreciation Rights (SARs)	--%	0%
Restricted Shares/Share Units	--%	75%
Performance Shares/Share Units	--%	8%
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)	27	128	18.1%	19.8%
Short-term Incentive (Threshold)	12	95	11.8%	12.2%
Short-term Incentive (Target)	31	138	19.3%	22.0%
Short-term Incentive (Maximum)	19	108	32.3%	34.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	8	--%	--%
Long-term Incentive (Black-Scholes)	12	40	17.8%	18.3%

Salary Range (Mean)				
Minimum	45	102	117.6	113.7
Midpoint	45	102	157.3	154.6
Maximum	45	102	196.9	195.5

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

310.418.210 IT Operations Director

All Organizations

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an 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	324	1,283	120.6	135.4	153.0	154.1	173.0	189.4
Base Salary - Org Wtd	324	1,283	113.6	132.1	148.3	149.8	169.7	186.3
Base Salary - Incentive Eligible	265	1,074	122.9	136.3	153.7	155.4	174.0	190.0
Base Salary - Not Incentive Eligible	*13	22	101.1	133.7	150.1	147.8	164.7	182.9

Incentives								
Short-term Incentive (Target)	219	896	13.2	20.7	29.7	31.0	38.1	50.5
Short-term Incentive (Actual)	222	897	10.6	16.3	26.1	31.5	43.3	58.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*11	34	5.1	5.6	7.5	8.2	8.8	16.1
Long-term Incentive (Black-Scholes)	81	381	14.0	19.8	30.0	40.1	49.9	75.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	324	1,283	127.8	147.5	172.0	176.4	200.0	231.4
Total Cash Comp (Actual) - Org Wtd	324	1,283	121.1	144.9	167.2	172.5	198.2	231.4
Total Cash Comp (Actual) - Rcvrs	224	907	139.8	160.0	184.1	188.3	213.4	240.7
Total Cash Comp (Target)	297	1,150	134.1	151.8	174.7	177.9	200.0	227.1
Total Cash Comp (Target) - Rcvrs	219	896	144.1	159.4	181.2	185.4	206.8	233.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	324	1,283	127.8	147.7	175.8	188.3	217.4	268.0
Total Direct Comp (Actual) - Rcvrs	81	381	189.4	211.4	239.0	250.4	278.1	319.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	264	1,068	86%
Sales Incentive	1	1	0%
Profit Sharing	32	62	9%
Long-term Incentive	96	458	38%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	28%	19%
Share Appreciation Rights (SARs)	3%	2%
Restricted Shares/Share Units	64%	62%
Performance Shares/Share Units	33%	31%
Performance Cash Units	7%	0%
Long-term Cash	12%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	222	897	21.0%	19.6%
Short-term Incentive (Threshold)	69	317	8.9%	8.2%
Short-term Incentive (Target)	219	896	21.1%	19.7%
Short-term Incentive (Maximum)	127	590	36.8%	34.0%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	11	34	5.7%	5.7%
Long-term Incentive (Black-Scholes)	81	381	28.7%	23.3%

Salary Range (Mean)				
Minimum	213	865	111.0	110.9
Midpoint	213	865	149.4	153.2
Maximum	213	865	187.7	195.4

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

310.418.210 IT Operations Director

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT 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	*14	55	131.7	147.2	154.1	155.3	166.6	176.7
Base Salary - Org Wtd	*14	55	128.9	143.5	156.9	156.9	170.3	184.3
Base Salary - Incentive Eligible	*13	53	131.5	149.4	154.6	155.6	166.8	177.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	53	20.4	26.0	35.9	34.1	39.2	44.5
Short-term Incentive (Actual)	*10	43	--	--	30.7	34.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	7	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	29	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*14	55	146.1	166.3	183.1	183.0	195.3	217.1
Total Cash Comp (Actual) - Org Wtd	*14	55	138.6	157.8	191.8	184.6	205.1	227.0
Total Cash Comp (Actual) - Rcvrs	*11	49	161.0	176.7	187.2	187.2	197.3	218.1
Total Cash Comp (Target)	*13	53	156.4	178.5	190.9	189.7	203.3	218.0
Total Cash Comp (Target) - Rcvrs	*13	53	156.4	178.5	190.9	189.7	203.3	218.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*14	55	146.1	180.9	195.0	193.3	209.1	236.9
Total Direct Comp (Actual) - Rcvrs	*3	29	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	53	100%
Sales Incentive	0	--	--%
Profit Sharing	2	--	--%
Long-term Incentive	4	32	63%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	43	24.1%	22.2%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	13	53	21.8%	21.9%
Short-term Incentive (Maximum)	7	41	40.3%	43.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	7	--%	--%
Long-term Incentive (Black-Scholes)	3	29	--%	--%

Salary Range (Mean)				
Minimum	5	6	116.1	118.5
Midpoint	5	6	154.4	152.5
Maximum	5	6	192.8	186.4

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

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IT Operations Director 310.418.210

2014

US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Energy

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an 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	22	40	124.0	153.4	169.5	166.6	181.1	200.6
Base Salary - Org Wtd	22	40	129.0	149.7	168.4	167.0	180.3	194.4
Base Salary - Incentive Eligible	21	37	122.6	151.6	169.5	166.7	182.1	202.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	36	13.5	27.9	41.0	37.4	45.3	47.6
Short-term Incentive (Actual)	18	31	11.9	31.0	44.0	40.1	50.0	59.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*13	26	18.6	38.0	49.9	76.4	103.9	187.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	22	40	134.3	161.2	203.9	197.7	225.2	251.4
Total Cash Comp (Actual) - Org Wtd	22	40	129.0	163.7	208.0	201.5	228.5	244.0
Total Cash Comp (Actual) - Rcvs	18	31	154.9	191.4	216.7	211.9	234.7	252.6
Total Cash Comp (Target)	21	37	146.5	178.6	211.7	203.0	227.6	247.4
Total Cash Comp (Target) - Rcvs	20	36	146.0	185.2	213.3	204.5	228.1	247.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	22	40	134.3	198.6	225.8	247.3	288.5	383.1
Total Direct Comp (Actual) - Rcvs	*13	26	210.1	225.2	257.9	290.0	321.8	430.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	37	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	15	28	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	42%
Share Appreciation Rights (SARs)	11%	4%
Restricted Shares/Share Units	86%	88%
Performance Shares/Share Units	43%	46%
Performance Cash Units	4%	0%
Long-term Cash	11%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	31	24.3%	22.9%
Short-term Incentive (Threshold)	6	12	9.2%	9.6%
Short-term Incentive (Target)	20	36	22.5%	21.8%
Short-term Incentive (Maximum)	14	28	41.4%	46.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	13	26	44.0%	40.9%

Salary Range (Mean)				
Minimum	15	29	136.7	131.4
Midpoint	15	29	172.8	172.1
Maximum	15	29	208.9	212.8

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

2014

US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT 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	*22	101	--	--	170.3	165.2	--	--
Base Salary - Org Wtd	*22	101	115.3	140.2	148.0	153.2	166.5	190.2
Base Salary - Incentive Eligible	*18	97	--	--	174.0	166.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	15	10.1	10.6	14.8	32.2	47.6	78.0
Short-term Incentive (Actual)	*17	92	--	--	43.2	44.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	63	--	--	21.4	25.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*22	101	--	--	218.8	206.6	--	--
Total Cash Comp (Actual) - Org Wtd	*22	101	124.5	140.3	168.2	181.3	205.5	258.5
Total Cash Comp (Actual) - Rcvs	*17	92	--	--	227.6	212.7	--	--
Total Cash Comp (Target)	13	32	114.2	130.1	140.2	154.2	164.0	238.9
Total Cash Comp (Target) - Rcvs	*7	15	110.9	116.8	163.1	171.0	237.9	251.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*22	101	--	--	240.2	222.8	--	--
Total Direct Comp (Actual) - Rcvs	*7	63	--	--	259.4	264.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	--	--%
Sales Incentive	0	0	0%
Profit Sharing	1	5	28%
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)	17	92	22.6%	25.9%
Short-term Incentive (Threshold)	1	7	--%	--%
Short-term Incentive (Target)	7	15	23.6%	21.0%
Short-term Incentive (Maximum)	4	10	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	5	--%	--%
Long-term Incentive (Black-Scholes)	7	63	22.6%	14.3%

Salary Range (Mean)				
Minimum	16	85	105.0	108.0
Midpoint	16	85	144.2	160.9
Maximum	16	85	183.3	213.9

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

310.418.210 IT Operations 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	*6	22	--	--	150.6	147.3	--	--
Base Salary - Org Wtd	*6	22	--	--	150.6	145.4	--	--
Base Salary - Incentive Eligible	*6	21	--	--	153.3	149.8	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	21	--	--	28.0	27.9	--	--
Short-term Incentive (Actual)	*6	21	--	--	23.0	25.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	22	--	--	170.3	171.8	--	--
Total Cash Comp (Actual) - Org Wtd	*6	22	--	--	170.1	173.8	--	--
Total Cash Comp (Actual) - Rcvrs	*6	21	--	--	171.0	175.5	--	--
Total Cash Comp (Target)	*6	22	--	--	177.2	174.0	--	--
Total Cash Comp (Target) - Rcvrs	*6	21	--	--	177.6	177.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	22	--	--	171.4	175.6	--	--
Total Direct Comp (Actual) - Rcvrs	*2	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	21	95%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	3	9	41%

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	21	19.7%	17.0%
Short-term Incentive (Threshold)	1	3	--%	--%
Short-term Incentive (Target)	6	21	17.9%	18.4%
Short-term Incentive (Maximum)	2	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	5	--%	--%

Salary Range (Mean)				
Minimum	4	15	--	--
Midpoint	4	15	--	--
Maximum	4	15	--	--

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

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IT Operations Director 310.418.210

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US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

High Tech (Services)

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT 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	*6	26	--	--	169.5	169.7	--	--	Short-term Incentive	5	--	--%
Base Salary - Org Wtd	*6	26	--	--	164.7	178.7	--	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	*5	25	--	--	168.9	168.5	--	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	1	--	--%
Incentives												
Short-term Incentive (Target)	*5	25	--	--	26.1	35.4	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*5	25	--	--	25.8	35.6	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*6	26	--	--	196.9	204.0	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*6	26	--	--	200.5	214.0	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	*5	25	--	--	196.4	204.2	--	--	Short-term Incentive (Actual)	5	25	24.3%
Total Cash Comp (Target)	*6	26	--	--	198.7	203.7	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Target) - Rcvrs	*5	25	--	--	197.5	203.9	--	--	Short-term Incentive (Target)	5	25	23.6%
									Short-term Incentive (Maximum)	3	3	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	1	1	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*6	26	--	--	196.9	216.6	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--				
									Minimum	4	24	--
									Midpoint	4	24	--
									Maximum	4	24	--

*More than 25% of sample supplied by one organization

2014

US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Insurance

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an 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	*25	167	--	--	158.0	161.4	--	--
Base Salary - Org Wtd	*25	167	119.6	135.0	141.2	151.0	168.4	202.5
Base Salary - Incentive Eligible	*25	160	--	--	157.6	161.3	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*20	150	--	--	30.6	31.0	--	--
Short-term Incentive (Actual)	*21	123	--	--	44.2	43.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	91	--	--	50.0	55.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*25	167	--	--	185.4	193.8	--	--
Total Cash Comp (Actual) - Org Wtd	*25	167	135.9	152.9	160.6	179.2	201.7	257.6
Total Cash Comp (Actual) - Rcvs	*22	127	--	--	200.4	205.2	--	--
Total Cash Comp (Target)	*23	163	--	--	181.6	190.2	--	--
Total Cash Comp (Target) - Rcvs	*20	150	--	--	185.9	193.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*25	167	--	--	214.9	223.9	--	--
Total Direct Comp (Actual) - Rcvs	*6	91	--	--	267.1	273.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	24	--	--%
Sales Incentive	0	--	--%
Profit Sharing	2	--	--%
Long-term Incentive	7	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	123	21.0%	26.0%
Short-term Incentive (Threshold)	8	17	6.1%	5.7%
Short-term Incentive (Target)	20	150	18.8%	18.8%
Short-term Incentive (Maximum)	11	114	28.6%	32.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	5	--%	--%
Long-term Incentive (Black-Scholes)	6	91	20.4%	32.3%

Salary Range (Mean)				
Minimum	19	65	102.9	102.5
Midpoint	19	65	142.6	141.2
Maximum	19	65	182.3	180.0

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

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IT Operations Director 310.418.210

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US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Life Sciences

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an 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	*5	20	--	--	169.3	168.7	--	--
Base Salary - Org Wtd	*5	20	--	--	194.2	187.9	--	--
Base Salary - Incentive Eligible	*5	20	--	--	169.3	168.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	20	--	--	31.4	33.4	--	--
Short-term Incentive (Actual)	*5	19	--	--	21.8	30.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	9	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	20	--	--	184.8	198.0	--	--
Total Cash Comp (Actual) - Org Wtd	*5	20	--	--	233.5	232.7	--	--
Total Cash Comp (Actual) - Rcvs	*5	19	--	--	185.5	201.0	--	--
Total Cash Comp (Target)	*5	20	--	--	207.2	202.1	--	--
Total Cash Comp (Target) - Rcvs	*5	20	--	--	207.2	202.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	20	--	--	205.5	221.7	--	--
Total Direct Comp (Actual) - Rcvs	*3	9	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	20	100%
Sales Incentive	0	0	--%
Profit Sharing	0	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	19	22.6%	17.1%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	20	22.2%	19.2%
Short-term Incentive (Maximum)	4	11	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	9	--%	--%

Salary Range (Mean)				
Minimum	4	18	--	--
Midpoint	4	18	--	--
Maximum	4	18	--	--

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

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	30	55	119.7	137.9	150.0	154.4	170.4	192.0
Base Salary - Org Wtd	30	55	124.1	143.4	153.9	154.0	171.6	184.9
Base Salary - Incentive Eligible	29	54	119.6	138.4	150.9	154.8	171.6	193.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	25	50	17.8	24.6	41.2	41.7	53.4	71.8
Short-term Incentive (Actual)	26	45	8.6	15.2	37.5	37.4	54.8	65.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	11	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	20	8.1	21.3	40.8	44.6	52.4	125.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	30	55	124.4	161.3	186.4	186.2	212.0	243.5
Total Cash Comp (Actual) - Org Wtd	30	55	128.0	160.1	174.2	179.3	201.2	229.9
Total Cash Comp (Actual) - Rcvrs	26	45	155.9	172.9	191.8	197.6	214.0	244.6
Total Cash Comp (Target)	27	52	138.5	166.1	189.4	194.1	217.1	253.2
Total Cash Comp (Target) - Rcvrs	25	50	143.2	167.0	192.8	195.4	217.9	253.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	30	55	124.4	161.3	193.1	202.4	244.7	279.0
Total Direct Comp (Actual) - Rcvrs	*10	20	187.4	221.8	240.9	246.9	271.6	323.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	54	98%
Sales Incentive	0	0	0%
Profit Sharing	2	11	42%
Long-term Incentive	11	23	43%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	22%	20%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	87%	85%
Performance Shares/Share Units	30%	20%
Performance Cash Units	35%	0%
Long-term Cash	35%	40%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	45	18.6%	23.5%
Short-term Incentive (Threshold)	4	5	--%	--%
Short-term Incentive (Target)	25	50	23.8%	26.6%
Short-term Incentive (Maximum)	14	29	44.2%	49.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	11	--%	--%
Long-term Incentive (Black-Scholes)	10	20	22.9%	28.8%

Salary Range (Mean)				
Minimum	17	38	111.1	113.1
Midpoint	17	38	142.4	147.3
Maximum	17	38	173.6	181.6

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

310.418.210 IT Operations Director

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	15	121.7	144.2	166.6	166.8	186.6	203.4
Base Salary - Org Wtd	*8	15	--	148.4	167.9	167.5	187.3	--
Base Salary - Incentive Eligible	*7	11	--	--	166.6	173.3	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*7	11	--	--	36.5	35.7	--	--
Short-term Incentive (Actual)	*7	11	--	--	40.6	47.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	10	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*8	15	121.7	166.7	191.0	201.5	248.2	275.4
Total Cash Comp (Actual) - Org Wtd	*8	15	--	176.0	208.0	205.1	246.6	--
Total Cash Comp (Actual) - Rcvs	*7	11	--	--	209.4	220.7	--	--
Total Cash Comp (Target)	*8	15	121.7	166.7	186.6	193.0	226.9	258.5
Total Cash Comp (Target) - Rcvs	*7	11	--	--	214.5	209.1	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*8	15	124.0	175.8	228.4	223.5	253.8	324.0
Total Direct Comp (Actual) - Rcvs	*3	10	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	11	73%
Sales Incentive	0	0	--%
Profit Sharing	1	--	--%
Long-term Incentive	3	10	71%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	11	25.5%	26.8%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	7	11	21.2%	20.2%
Short-term Incentive (Maximum)	5	9	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	10	--%	--%

Salary Range (Mean)

Minimum	8	14	121.0	121.0
Midpoint	8	14	153.9	153.2
Maximum	8	14	186.7	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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IT Operations Director 310.418.210

2014

US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT 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	33	159	116.9	125.8	140.1	146.2	168.0	184.6
Base Salary - Org Wtd	33	159	101.1	123.2	141.4	141.3	157.4	182.0
Base Salary - Incentive Eligible	*29	139	118.8	127.5	140.3	148.1	172.0	184.6
Base Salary - Not Incentive Eligible	*2	10	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	26	93	12.9	17.6	23.5	27.3	30.4	54.2
Short-term Incentive (Actual)	*27	127	9.7	12.2	17.0	21.8	24.0	40.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	17	--	--	40.4	46.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	33	159	120.3	137.5	160.8	163.7	189.5	205.9
Total Cash Comp (Actual) - Org Wtd	33	159	105.1	137.9	163.4	168.3	192.3	228.9
Total Cash Comp (Actual) - Rcvrs	*27	127	132.5	146.1	169.9	171.2	190.6	208.3
Total Cash Comp (Target)	33	148	134.1	145.1	164.0	164.6	182.8	195.9
Total Cash Comp (Target) - Rcvrs	26	93	132.7	142.4	156.8	164.5	183.3	199.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	33	159	120.3	138.0	160.8	168.6	190.6	216.6
Total Direct Comp (Actual) - Rcvrs	*5	17	--	--	225.3	244.6	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	137	90%
Sales Incentive	0	0	0%
Profit Sharing	9	17	20%
Long-term Incentive	6	18	15%

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)	27	127	21.7%	14.6%
Short-term Incentive (Threshold)	9	15	--%	--%
Short-term Incentive (Target)	26	93	21.5%	19.3%
Short-term Incentive (Maximum)	13	21	38.7%	36.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	5	17	33.7%	25.8%

Salary Range (Mean)				
Minimum	24	124	103.9	105.6
Midpoint	24	124	149.1	150.6
Maximum	24	124	194.3	195.5

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US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT 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	*34	89	114.4	135.7	154.5	157.0	181.1	197.2
Base Salary - Org Wtd	*34	89	82.9	121.9	144.9	143.0	174.9	190.9
Base Salary - Incentive Eligible	*33	79	120.5	140.0	160.1	160.1	184.1	199.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*24	69	24.6	29.9	43.3	41.1	51.2	56.7
Short-term Incentive (Actual)	*26	71	11.9	15.5	20.5	28.2	36.2	52.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*14	43	12.5	19.5	30.0	38.0	43.0	66.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*34	89	120.8	154.0	181.3	179.8	208.6	236.8
Total Cash Comp (Actual) - Org Wtd	*34	89	82.9	130.5	174.3	169.7	208.0	236.7
Total Cash Comp (Actual) - Rcvs	*26	71	156.1	170.0	190.8	194.5	219.5	240.3
Total Cash Comp (Target)	*33	79	135.0	168.0	196.9	196.0	230.7	256.0
Total Cash Comp (Target) - Rcvs	*24	69	159.5	181.0	202.1	208.4	231.2	256.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*34	89	120.8	156.4	200.0	198.1	232.8	274.3
Total Direct Comp (Actual) - Rcvs	*14	43	177.1	204.7	228.3	236.3	263.0	326.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	33	79	100%
Sales Incentive	0	0	0%
Profit Sharing	9	9	14%
Long-term Incentive	16	54	68%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	63%	21%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	91%	84%
Performance Shares/Share Units	11%	7%
Performance Cash Units	0%	0%
Long-term Cash	17%	19%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	71	22.3%	17.5%
Short-term Incentive (Threshold)	7	39	7.5%	8.4%
Short-term Incentive (Target)	24	69	24.9%	24.4%
Short-term Incentive (Maximum)	15	55	45.5%	41.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	14	43	32.6%	22.3%

Salary Range (Mean)				
Minimum	17	60	109.8	110.8
Midpoint	17	60	150.5	157.3
Maximum	17	60	191.2	203.8

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

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US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT 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	99	496	115.3	131.8	149.5	149.8	167.8	184.3
Base Salary - Org Wtd	99	496	109.7	130.7	146.8	146.0	163.1	182.1
Base Salary - Incentive Eligible	56	344	120.8	132.5	149.2	149.8	166.0	181.8
Base Salary - Not Incentive Eligible	7	8	--	136.5	147.0	156.0	164.9	--

Incentives								
Short-term Incentive (Target)	*49	326	10.4	18.8	26.8	26.8	34.0	39.8
Short-term Incentive (Actual)	*39	261	9.9	13.2	21.5	24.0	29.3	40.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*13	65	10.2	15.1	20.2	22.7	30.1	38.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	99	496	122.4	141.1	160.8	162.5	182.8	205.5
Total Cash Comp (Actual) - Org Wtd	99	496	115.0	134.0	151.5	156.0	177.0	205.3
Total Cash Comp (Actual) - Rcvs	*39	261	133.5	147.4	169.3	172.7	193.9	217.7
Total Cash Comp (Target)	89	465	127.7	149.0	167.2	169.8	190.0	213.5
Total Cash Comp (Target) - Rcvs	*49	326	140.6	154.4	173.7	177.3	198.6	221.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	99	496	122.4	141.1	161.5	165.5	186.8	218.7
Total Direct Comp (Actual) - Rcvs	*13	65	180.5	199.1	219.0	218.6	235.2	266.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	56	344	72%
Sales Incentive	1	1	0%
Profit Sharing	1	2	1%
Long-term Incentive	15	87	18%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	28%	11%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	61%	72%
Performance Shares/Share Units	55%	54%
Performance Cash Units	0%	0%
Long-term Cash	13%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	39	261	17.7%	15.8%
Short-term Incentive (Threshold)	24	200	8.6%	8.4%
Short-term Incentive (Target)	49	326	17.8%	17.5%
Short-term Incentive (Maximum)	30	250	28.4%	28.2%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	13	65	13.1%	14.0%

Salary Range (Mean)				
Minimum	70	364	108.7	111.5
Midpoint	70	364	145.7	152.1
Maximum	70	364	182.7	192.8

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

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IT Operations Director 310 418 210

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US MBD: Mercer Benchmark Database Executive

310.418.210 IT Operations Director

Responsible for information systems operations and for software systems analysis and programming. May also be responsible for one or more of the following: information center, database management, data security, telecommunications, and/or information systems training. Reviews systems development project requests and coordinates schedules and related departmental activities. Provides overall direction and guidance to assigned project personnel. Reviews and evaluates work of subordinate staff and prepares performance reports. Prepares activity and progress reports. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive.

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	*8	22	119.6	135.0	145.1	143.0	148.2	166.4
Base Salary - Org Wtd	*8	22	--	134.6	145.9	140.4	146.3	--
Base Salary - Incentive Eligible	*6	18	--	--	144.8	144.1	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	16	--	--	26.0	26.8	--	--
Short-term Incentive (Actual)	*5	14	--	--	27.3	29.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	22	138.6	145.3	150.9	161.9	175.8	204.6
Total Cash Comp (Actual) - Org Wtd	*8	22	--	145.1	157.3	158.9	182.9	--
Total Cash Comp (Actual) - Rcvrs	*5	14	--	--	168.4	173.2	--	--
Total Cash Comp (Target)	*8	22	142.4	147.2	159.8	162.6	174.5	199.3
Total Cash Comp (Target) - Rcvrs	*5	16	--	--	168.0	170.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	22	138.6	145.3	150.9	161.9	175.8	204.6
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	18	82%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	2	6	43%

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	14	20.4%	20.5%
Short-term Incentive (Threshold)	3	13	--%	--%
Short-term Incentive (Target)	5	16	18.3%	18.7%
Short-term Incentive (Maximum)	3	13	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)				
Minimum	6	17	109.7	114.8
Midpoint	6	17	142.6	147.8
Maximum	6	17	175.5	180.8

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

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IT Operations Director 310.418.210

US MBD: Mercer Benchmark Database Executive

310.810.210 IT Process and Change Management Director

All Organizations

Responsible for the delivery of the IT organization's process improvement and strategic change initiatives. Works with cross-functional IT teams to design, develop, and integrate IT processes and procedures utilizing best practices and industry standard frameworks (e.g., ITIL, COBIT, PMBOK, CMMI). Provides insight and advice on emerging process and control frameworks. Ensures seamless execution of all process improvement and change management related activities across the IT organization by applying process improvement, change management methodologies, communication planning, organizational readiness assessment and stakeholder analyses. Leads the design of the IT organization's overall process structure, including creating a process hierarchy that streamlines IT processes and eliminates redundancy. Provides coaching and guidance to the IT leadership and management team on their roles in each process improvement and change initiative. Acts as a change agent to implement and manage best practices across the IT organization. This is a senior level process governance and change management role. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	33	39	111.2	122.1	136.0	141.7	158.5	185.4
Base Salary - Org Wtd	33	39	113.0	122.8	143.5	144.0	158.7	185.5
Base Salary - Incentive Eligible	29	35	110.9	123.6	142.0	141.9	158.5	178.5
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	23	29	16.5	19.2	26.8	28.6	33.8	48.7
Short-term Incentive (Actual)	26	31	10.2	17.4	22.5	29.3	34.6	61.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	10	12.3	16.0	35.6	46.7	68.6	134.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	33	39	113.3	135.0	154.0	165.0	185.5	254.5
Total Cash Comp (Actual) - Org Wtd	33	39	121.0	136.5	158.0	168.0	186.6	254.6
Total Cash Comp (Actual) - Rcvs	26	31	123.0	144.0	167.4	172.9	198.0	254.6
Total Cash Comp (Target)	29	35	121.8	138.0	164.8	167.1	185.6	227.7
Total Cash Comp (Target) - Rcvs	23	29	126.8	145.2	172.5	173.0	193.4	235.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	33	39	113.3	135.0	167.4	177.0	185.5	269.7
Total Direct Comp (Actual) - Rcvs	*8	10	157.2	175.6	237.7	247.2	310.5	399.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	35	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	4%
Long-term Incentive	11	14	38%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	21%	30%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	43%	40%
Performance Shares/Share Units	43%	40%
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)	26	31	19.9%	19.4%
Short-term Incentive (Threshold)	6	7	8.7%	8.2%
Short-term Incentive (Target)	23	29	19.7%	19.2%
Short-term Incentive (Maximum)	10	11	36.5%	35.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	10	31.9%	28.0%

Salary Range (Mean)				
Minimum	20	26	102.5	101.3
Midpoint	20	26	137.2	135.7
Maximum	20	26	171.9	170.1

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

310.810.210 IT Process and Change Management Director

Insurance

Responsible for the delivery of the IT organization's process improvement and strategic change initiatives. Works with cross-functional IT teams to design, develop, and integrate IT processes and procedures utilizing best practices and industry standard frameworks (e.g., ITIL, COBIT, PMBOK, CMMI). Provides insight and advice on emerging process and control frameworks. Ensures seamless execution of all process improvement and change management related activities across the IT organization by applying process improvement, change management methodologies, communication planning, organizational readiness assessment and stakeholder analyses. Leads the design of the IT organization's overall process structure, including creating a process hierarchy that streamlines IT processes and eliminates redundancy. Provides coaching and guidance to the IT leadership and management team on their roles in each process improvement and change initiative. Acts as a change agent to implement and manage best practices across the IT organization. This is a senior level process governance and change management role. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	151.0	147.4	--	--
Base Salary - Org Wtd	5	5	--	--	151.0	147.4	--	--
Base Salary - Incentive Eligible	5	5	--	--	151.0	147.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

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

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	178.5	167.5	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	178.5	167.5	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	5	5	--	--	178.5	167.5	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

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

Salary Range (Mean)

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

US MBD: Mercer Benchmark Database Executive

310.810.210 IT Process and Change Management Director

Retail & Wholesale

Responsible for the delivery of the IT organization's process improvement and strategic change initiatives. Works with cross-functional IT teams to design, develop, and integrate IT processes and procedures utilizing best practices and industry standard frameworks (e.g., ITIL, COBIT, PMBOK, CMMI). Provides insight and advice on emerging process and control frameworks. Ensures seamless execution of all process improvement and change management related activities across the IT organization by applying process improvement, change management methodologies, communication planning, organizational readiness assessment and stakeholder analyses. Leads the design of the IT organization's overall process structure, including creating a process hierarchy that streamlines IT processes and eliminates redundancy. Provides coaching and guidance to the IT leadership and management team on their roles in each process improvement and change initiative. Acts as a change agent to implement and manage best practices across the IT organization. This is a senior level process governance and change management role. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	131.9	132.1	--	--
Base Salary - Org Wtd	5	5	--	--	131.9	132.1	--	--
Base Salary - Incentive Eligible	5	5	--	--	131.9	132.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	154.0	155.5	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	154.0	155.5	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	*3	3	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	154.0	168.5	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	--	--%
Profit Sharing	1	1	--%
Long-term Incentive	1	1	20%

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

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

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

2014

US MBD: Mercer Benchmark Database Executive

310.810.210 IT Process and Change Management Director

Responsible for the delivery of the IT organization's process improvement and strategic change initiatives. Works with cross-functional IT teams to design, develop, and integrate IT processes and procedures utilizing best practices and industry standard frameworks (e.g., ITIL, COBIT, PMBOK, CMMI). Provides insight and advice on emerging process and control frameworks. Ensures seamless execution of all process improvement and change management related activities across the IT organization by applying process improvement, change management methodologies, communication planning, organizational readiness assessment and stakeholder analyses. Leads the design of the IT organization's overall process structure, including creating a process hierarchy that streamlines IT processes and eliminates redundancy. Provides coaching and guidance to the IT leadership and management team on their roles in each process improvement and change initiative. Acts as a change agent to implement and manage best practices across the IT organization. This is a senior level process governance and change management role. Frequently reports to a Chief Information Officer or IT Chief Operating Officer.

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	*7	9	--	121.5	134.0	137.1	146.0	--
Base Salary - Org Wtd	*7	9	--	122.1	132.3	138.5	150.0	--
Base Salary - Incentive Eligible	*4	6	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives

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

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*7	9	--	127.1	138.8	147.2	167.2	--
Total Cash Comp (Actual) - Org Wtd	*7	9	--	122.1	138.8	146.1	172.5	--
Total Cash Comp (Actual) - Rcvs	*4	6	--	--	--	--	--	--
Total Cash Comp (Target)	*6	8	--	--	153.0	150.0	--	--
Total Cash Comp (Target) - Rcvs	*2	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*7	9	--	127.1	156.0	152.6	175.4	--
Total Direct Comp (Actual) - Rcvs	*1	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	6	67%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	1	3	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)	4	6	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	2	4	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	3	--%	--%

Salary Range (Mean)				
Minimum	7	9	102.0	104.5
Midpoint	7	9	133.2	136.8
Maximum	7	9	164.4	169.2

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

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IT Process and Change Management Director 310.810.210

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US MBD: Mercer Benchmark Database Executive

320.200.210 IT Risk and Compliance Director

All Organizations

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Frequently reports to the Chief Risk Officer, Chief Financial Officer or Chief Information Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	48	85	124.2	134.9	153.5	157.0	178.5	199.6
Base Salary - Org Wtd	48	85	120.9	135.1	154.0	155.9	175.8	197.3
Base Salary - Incentive Eligible	43	80	123.2	134.5	153.1	157.0	178.7	199.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	35	67	18.5	33.6	41.6	39.9	49.8	53.7
Short-term Incentive (Actual)	35	65	13.0	23.0	35.0	37.6	49.3	60.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	16	35	9.6	16.7	35.0	36.6	57.1	67.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	48	85	135.6	152.2	182.4	185.8	207.6	248.7
Total Cash Comp (Actual) - Org Wtd	48	85	134.8	152.0	180.3	182.2	202.6	237.8
Total Cash Comp (Actual) - Rcvs	35	65	143.4	171.0	193.0	197.1	222.9	254.4
Total Cash Comp (Target)	44	77	136.5	168.4	191.9	193.8	223.6	249.0
Total Cash Comp (Target) - Rcvs	35	67	153.3	177.1	201.6	199.3	226.5	249.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	48	85	135.6	152.2	203.4	200.8	239.8	259.0
Total Direct Comp (Actual) - Rcvs	16	35	149.0	201.6	223.1	223.9	253.3	283.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	43	80	95%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	19	42	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	65%	46%
Share Appreciation Rights (SARs)	3%	3%
Restricted Shares/Share Units	68%	71%
Performance Shares/Share Units	40%	29%
Performance Cash Units	3%	0%
Long-term Cash	28%	31%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	35	65	22.7%	23.4%
Short-term Incentive (Threshold)	9	10	9.4%	9.9%
Short-term Incentive (Target)	35	67	22.6%	25.1%
Short-term Incentive (Maximum)	18	29	39.3%	39.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	16	35	25.5%	23.4%

Salary Range (Mean)				
Minimum	37	59	106.7	103.0
Midpoint	37	59	144.7	141.0
Maximum	37	59	182.7	179.0

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

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US MBD: Mercer Benchmark Database

Executive

320.200.210 IT Risk and Compliance Director

Energy

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Frequently reports to the Chief Risk Officer, Chief Financial Officer or Chief Information Officer

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	6	6	--	--	154.9	155.0	--	--
Base Salary - Org Wtd	6	6	--	--	154.9	155.0	--	--
Base Salary - Incentive Eligible	5	5	--	--	158.1	158.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	45.3	39.0	--	--
Short-term Incentive (Actual)	5	5	--	--	32.0	40.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	185.2	189.0	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	185.2	189.0	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	190.1	199.6	--	--
Total Cash Comp (Target)	6	6	--	--	197.6	187.5	--	--
Total Cash Comp (Target) - Rcvs	5	5	--	--	205.5	197.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	185.2	189.0	--	--
Total Direct Comp (Actual) - Rcvs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	24.6%	24.6%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	5	24.0%	24.0%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)				
Minimum	5	5	123.1	123.1
Midpoint	5	5	156.5	156.5
Maximum	5	5	189.9	189.9

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

320.200.210 IT Risk and Compliance Director

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Frequently reports to the Chief Risk Officer, Chief Financial Officer or Chief Information Officer

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	15	110.1	126.7	141.5	143.5	150.0	196.6
Base Salary - Org Wtd	*8	15	--	128.5	144.1	150.5	184.1	--
Base Salary - Incentive Eligible	*8	15	110.1	126.7	141.5	143.5	150.0	196.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*6	13	--	--	48.8	42.8	--	--
Short-term Incentive (Actual)	*5	12	--	--	49.0	48.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	10	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*8	15	121.8	172.0	190.1	182.1	194.1	222.3
Total Cash Comp (Actual) - Org Wtd	*8	15	--	147.3	189.1	176.0	192.7	--
Total Cash Comp (Actual) - Rcvrs	*5	12	--	--	191.9	192.3	--	--
Total Cash Comp (Target)	*8	15	135.6	166.3	182.1	180.6	191.8	220.2
Total Cash Comp (Target) - Rcvrs	*6	13	--	--	182.1	181.0	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*8	15	121.8	190.0	218.4	208.5	246.5	256.9
Total Direct Comp (Actual) - Rcvrs	*3	10	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	15	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	10	67%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	12	27.4%	34.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	13	22.9%	31.2%
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)	3	10	--%	--%

Salary Range (Mean)

Minimum	7	14	91.7	95.7
Midpoint	7	14	129.6	131.2
Maximum	7	14	167.5	166.6

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

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US MBD: Mercer Benchmark Database Executive

320.200.210 IT Risk and Compliance Director

Insurance

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Frequently reports to the Chief Risk Officer, Chief Financial Officer or Chief Information Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*9	13	102.5	123.1	138.4	144.4	161.8	209.4
Base Salary - Org Wtd	*9	13	--	129.8	150.0	155.9	168.7	--
Base Salary - Incentive Eligible	*9	13	102.5	123.1	138.4	144.4	161.8	209.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	7	7	--	18.8	32.8	31.6	41.6	--
Short-term Incentive (Actual)	*8	11	7.6	11.0	21.9	35.0	45.9	94.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	6	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*9	13	106.7	137.5	143.6	174.0	201.0	294.9
Total Cash Comp (Actual) - Org Wtd	*9	13	--	140.7	192.6	194.9	221.4	--
Total Cash Comp (Actual) - Rcvrs	*8	11	109.6	140.0	180.2	182.9	206.0	314.3
Total Cash Comp (Target)	7	7	--	159.2	187.5	190.7	212.1	--
Total Cash Comp (Target) - Rcvrs	7	7	--	159.2	187.5	190.7	212.1	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*9	13	112.1	137.5	150.0	181.6	229.1	301.5
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	9	13	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	7	54%

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	11	26.3%	21.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	7	7	20.4%	20.4%
Short-term Incentive (Maximum)	6	6	35.9%	35.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	6	--%	--%

Salary Range (Mean)

Minimum	8	12	112.4	103.5
Midpoint	8	12	148.6	139.9
Maximum	8	12	184.8	176.3

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

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IT Risk and Compliance Director 320.200.210

2014

US MBD: Mercer Benchmark Database Executive

320.200.210 IT Risk and Compliance Director

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Frequently reports to the Chief Risk Officer, Chief Financial Officer or Chief Information Officer.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	6	--	--	140.4	155.5	--	--
Base Salary - Org Wtd	*5	6	--	--	140.4	158.5	--	--
Base Salary - Incentive Eligible	*5	6	--	--	140.4	155.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	5	--	--	--	--	--	--
Short-term Incentive (Actual)	*5	6	--	--	18.3	19.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	6	--	--	160.0	176.2	--	--
Total Cash Comp (Actual) - Org Wtd	*5	6	--	--	157.8	179.9	--	--
Total Cash Comp (Actual) - Rcvs	*5	6	--	--	160.0	176.2	--	--
Total Cash Comp (Target)	*5	6	--	--	165.1	175.1	--	--
Total Cash Comp (Target) - Rcvs	*4	5	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	6	--	--	168.4	190.7	--	--
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	6	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	--%
Long-term Incentive	3	3	50%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	6	12.4%	12.4%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	5	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	4	5	--	--
Midpoint	4	5	--	--
Maximum	4	5	--	--

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IT Risk and Compliance Director 320.200.210

2014

US MBD: Mercer Benchmark Database Executive

320.200.210 IT Risk and Compliance Director

Leads, develops and maintains the IT risk and compliance management strategy. Develops and maintains policy, standards, processes and procedures to assess, monitor, report, escalate and remediate IT risk and compliance related issues. Works collaboratively with corporate compliance, internal auditing and corporate risk management and various technical teams in the design and implementation of audit, risk assessment and regulatory compliance practices for IT. Directs IT functional teams in the development, implementation, monitoring and reporting of control processes, documentation and compliance routines. Advises IT and business executives on the status of technology risk and compliance issues based on assessment results and information from various monitoring and control systems. Educates IT and business executives on appropriate mitigation strategies and approaches. Provides oversight regarding audit, regulatory and risk management activities across IT functional areas, such as the development and maintenance of regulatory documentation (e.g., Sarbanes-Oxley Act compliance). Coordinates the IT component of both internal and external audits, federal and state examinations. Frequently reports to the Chief Risk Officer, Chief Financial Officer or Chief Information Officer.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	10	11	123.4	125.8	147.3	149.5	168.0	192.3	Short-term Incentive	6	7	70%
Base Salary - Org Wtd	10	11	124.2	133.1	151.3	152.0	169.3	194.7	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	*6	7	--	--	135.5	142.6	--	--	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	Long-term Incentive	2	2	20%
Incentives												
Short-term Incentive (Target)	5	5	--	--	33.6	30.1	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	6	6	--	--	29.1	26.9	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%	--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%
									Performance Cash Units	--%	--%	--%
									Long-term Cash	--%	--%	--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	10	11	127.3	148.0	157.2	164.1	182.3	199.6	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	10	11	136.5	148.0	163.6	166.9	186.0	199.9		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvrs	6	6	--	--	176.0	172.4	--	--	Short-term Incentive (Actual)	6	6	19.1%
Total Cash Comp (Target)	9	10	123.2	133.7	156.3	159.8	183.0	207.4	Short-term Incentive (Threshold)	2	2	--%
Total Cash Comp (Target) - Rcvrs	5	5	--	--	176.7	180.1	--	--	Short-term Incentive (Target)	5	5	20.0%
									Short-term Incentive (Maximum)	2	2	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	2	2	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	10	11	127.3	148.0	157.2	168.7	197.0	213.9	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
									Minimum	7	7	99.4
									Midpoint	7	7	138.5
									Maximum	7	7	177.7

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IT Risk and Compliance Director 320.200.210

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330.420.210 IT Security Director

All Organizations

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	174	254	122.0	134.3	149.3	149.7	161.9	177.1
Base Salary - Org Wtd	174	254	121.4	132.9	149.2	149.4	165.0	177.1
Base Salary - Incentive Eligible	138	214	124.8	136.8	150.3	151.5	162.6	177.1
Base Salary - Not Incentive Eligible	5	5	--	--	130.8	122.1	--	--

Incentives								
Short-term Incentive (Target)	117	173	16.6	21.8	29.6	30.6	35.8	46.9
Short-term Incentive (Actual)	118	175	13.3	19.2	27.5	31.9	42.8	58.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*5	6	--	--	7.7	32.1	--	--
Long-term Incentive (Black-Scholes)	43	71	10.5	15.0	24.6	28.0	30.0	54.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	174	254	128.3	146.0	170.0	172.5	192.6	223.5
Total Cash Comp (Actual) - Org Wtd	174	254	125.9	144.3	165.0	169.9	189.2	222.7
Total Cash Comp (Actual) - Rcvrs	120	177	144.3	160.7	181.3	185.2	199.4	238.7
Total Cash Comp (Target)	154	216	135.4	148.9	175.0	174.7	194.8	217.3
Total Cash Comp (Target) - Rcvrs	117	173	144.0	157.7	181.3	182.0	198.3	223.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	174	254	128.3	147.9	174.2	180.3	201.9	245.2
Total Direct Comp (Actual) - Rcvrs	43	71	166.4	185.3	212.5	217.8	245.5	280.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	138	214	86%
Sales Incentive	1	1	1%
Profit Sharing	6	7	5%
Long-term Incentive	54	89	37%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	16%	11%
Share Appreciation Rights (SARs)	2%	3%
Restricted Shares/Share Units	80%	69%
Performance Shares/Share Units	38%	31%
Performance Cash Units	11%	0%
Long-term Cash	14%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	118	175	19.3%	20.7%
Short-term Incentive (Threshold)	37	44	9.1%	9.2%
Short-term Incentive (Target)	117	173	19.7%	20.0%
Short-term Incentive (Maximum)	69	99	35.3%	35.9%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	6	11.5%	16.0%
Long-term Incentive (Black-Scholes)	43	71	20.4%	17.7%

Salary Range (Mean)				
Minimum	125	182	110.0	109.1
Midpoint	125	182	147.4	147.9
Maximum	125	182	184.8	186.6

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US MBD: Mercer Benchmark Database Executive

330.420.210 IT Security 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	6	6	--	--	151.8	150.8	--	--
Base Salary - Org Wtd	6	6	--	--	151.8	150.8	--	--
Base Salary - Incentive Eligible	6	6	--	--	151.8	150.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	20.6	26.3	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	160.4	167.5	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	160.4	167.5	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	160.8	169.0	--	--
Total Cash Comp (Target)	6	6	--	--	171.1	177.1	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	171.1	177.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	6	6	--	--	160.4	183.4	--	--
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	6	6	17.0%	17.0%
Short-term Incentive (Maximum)	5	5	30.6%	30.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

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

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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	10	10	120.4	129.4	143.6	143.4	155.0	173.4
Base Salary - Org Wtd	10	10	120.4	129.4	143.6	143.4	155.0	173.4
Base Salary - Incentive Eligible	8	8	--	132.7	152.1	147.8	156.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	8	8	--	25.2	29.2	30.2	38.1	--
Short-term Incentive (Actual)	6	6	--	--	32.5	34.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	10	10	120.4	129.8	159.4	163.8	194.8	218.1
Total Cash Comp (Actual) - Org Wtd	10	10	120.4	129.8	159.4	163.8	194.8	218.1
Total Cash Comp (Actual) - Rcvs	6	6	--	--	188.0	185.4	--	--
Total Cash Comp (Target)	9	9	--	153.1	165.0	172.9	196.4	--
Total Cash Comp (Target) - Rcvs	8	8	--	159.2	175.2	178.1	196.8	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	10	10	120.4	129.8	159.4	183.2	215.2	332.9
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	8	89%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	3	3	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)	6	6	22.2%	22.2%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	8	8	20.4%	20.4%
Short-term Incentive (Maximum)	7	7	37.3%	37.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)

Minimum	8	8	119.9	119.9
Midpoint	8	8	150.2	150.2
Maximum	8	8	180.5	180.5

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

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US MBD: Mercer Benchmark Database Executive

330.420.210 IT Security Director

Financial Services

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	28	52	114.5	130.8	149.2	150.9	163.8	185.3
Base Salary - Org Wtd	28	52	114.3	131.0	146.8	148.8	165.8	177.3
Base Salary - Incentive Eligible	27	51	122.3	130.9	150.0	151.7	164.0	186.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	19	32	12.3	18.4	30.8	28.1	35.6	40.9
Short-term Incentive (Actual)	26	49	14.0	18.4	30.9	32.2	45.0	54.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	22	4.0	13.3	21.4	22.6	26.5	43.8

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	28	52	128.6	150.2	180.8	184.7	208.2	245.0
Total Cash Comp (Actual) - Org Wtd	28	52	124.5	150.0	170.6	180.0	206.9	231.0
Total Cash Comp (Actual) - Rcvrs	27	50	137.2	153.7	183.0	187.8	208.2	245.0
Total Cash Comp (Target)	22	37	131.3	149.3	180.0	179.4	199.9	243.9
Total Cash Comp (Target) - Rcvrs	19	32	135.4	151.3	183.1	183.1	205.0	248.3

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	28	52	128.6	150.7	187.1	194.3	233.8	253.1
Total Direct Comp (Actual) - Rcvrs	12	22	178.4	194.2	219.6	219.2	248.5	253.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	27	51	98%
Sales Incentive	0	0	0%
Profit Sharing	3	4	20%
Long-term Incentive	14	26	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	20%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	80%	73%
Performance Shares/Share Units	44%	18%
Performance Cash Units	4%	0%
Long-term Cash	20%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	49	19.5%	20.6%
Short-term Incentive (Threshold)	5	8	10.3%	7.6%
Short-term Incentive (Target)	19	32	18.3%	17.8%
Short-term Incentive (Maximum)	11	16	27.2%	24.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	4	--%	--%
Long-term Incentive (Black-Scholes)	12	22	15.9%	14.2%

Salary Range (Mean)

Minimum	20	34	103.0	100.9
Midpoint	20	34	140.7	142.0
Maximum	20	34	178.3	183.1

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High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	6	--	--	147.6	150.5	--	--
Base Salary - Org Wtd	*5	6	--	--	160.0	153.8	--	--
Base Salary - Incentive Eligible	*5	6	--	--	147.6	150.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	23.1	28.0	--	--
Short-term Incentive (Actual)	*5	6	--	--	19.4	30.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	6	--	--	165.5	180.6	--	--
Total Cash Comp (Actual) - Org Wtd	*5	6	--	--	176.3	186.0	--	--
Total Cash Comp (Actual) - Rcvrs	*5	6	--	--	165.5	180.6	--	--
Total Cash Comp (Target)	*5	6	--	--	172.7	178.5	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	172.7	178.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	6	--	--	165.5	180.6	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	6	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	1	1	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)	5	6	19.8%	18.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	5	6	18.8%	18.1%
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)	0	0	--%	--%

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

330.420.210 IT Security Director

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer.

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	*6	7	--	--	162.5	157.0	--	--
Base Salary - Org Wtd	*6	7	--	--	157.7	157.7	--	--
Base Salary - Incentive Eligible	6	6	--	--	164.3	159.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	4	4	--	--	--	--	--	--
Short-term Incentive (Actual)	5	5	--	--	--	--	--	--
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	*6	7	--	--	181.1	176.7	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	172.4	178.8	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	7	--	--	187.6	179.6	--	--
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	0	0	--%
Long-term Incentive	1	1	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)	5	5	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	4	4	--%	--%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)				
Minimum	4	5	--	--
Midpoint	4	5	--	--
Maximum	4	5	--	--

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

2014

US MBD: Mercer Benchmark Database Executive

330.420.210 IT Security Director

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer.

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	23	51	136.9	141.3	150.7	152.1	160.0	175.3
Base Salary - Org Wtd	23	51	130.7	141.3	153.5	155.8	175.0	182.9
Base Salary - Incentive Eligible	23	51	136.9	141.3	150.7	152.1	160.0	175.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	45	16.0	27.8	31.1	34.8	37.8	57.8
Short-term Incentive (Actual)	22	43	21.9	26.9	40.5	42.1	51.0	69.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	18	--	--	25.6	26.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	51	154.0	160.0	186.5	187.6	201.6	242.8
Total Cash Comp (Actual) - Org Wtd	23	51	154.1	162.3	189.7	193.4	229.8	248.2
Total Cash Comp (Actual) - Rcvrs	22	43	158.0	171.2	192.7	194.4	208.5	244.5
Total Cash Comp (Target)	20	45	154.1	171.9	184.7	187.1	202.4	224.3
Total Cash Comp (Target) - Rcvrs	20	45	154.1	171.9	184.7	187.1	202.4	224.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	51	157.1	171.0	192.3	196.9	212.5	245.1
Total Direct Comp (Actual) - Rcvrs	*6	18	--	--	208.0	217.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	51	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	9	25	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	4%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	84%	39%
Performance Shares/Share Units	44%	56%
Performance Cash Units	36%	0%
Long-term Cash	12%	6%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	22	43	25.4%	27.3%
Short-term Incentive (Threshold)	5	5	6.2%	6.2%
Short-term Incentive (Target)	20	45	21.0%	22.7%
Short-term Incentive (Maximum)	13	34	38.3%	41.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	18	18.5%	17.3%

Salary Range (Mean)				
Minimum	19	39	115.5	115.0
Midpoint	19	39	155.0	154.5
Maximum	19	39	194.6	194.0

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

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US MBD: Mercer Benchmark Database Executive

330.420.210 IT Security Director

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer.

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	8	--	137.0	154.1	157.2	172.4	--
Base Salary - Org Wtd	7	8	--	135.0	155.3	156.4	170.0	--
Base Salary - Incentive Eligible	*6	7	--	--	152.9	157.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*3	4	--	--	--	--	--	--
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)	*1	1	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	7	8	--	144.8	172.8	177.6	204.1	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	141.4	170.0	176.2	205.7	--
Total Cash Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--
Total Cash Comp (Target)	*5	6	--	--	158.6	162.7	--	--
Total Cash Comp (Target) - Rcvrs	*3	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	7	8	--	144.8	172.8	180.4	204.1	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	7	88%
Sales Incentive	0	--	--%
Profit Sharing	1	1	--%
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)	4	5	--%	--%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	3	4	--%	--%
Short-term Incentive (Maximum)	2	2	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

Salary Range (Mean)

Minimum	5	6	100.6	95.4
Midpoint	5	6	141.1	138.4
Maximum	5	6	181.6	181.4

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

330.420.210 IT Security Director

Retail & Wholesale

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	19	128.8	136.9	150.0	152.9	168.1	178.7
Base Salary - Org Wtd	18	19	130.6	136.5	154.4	154.1	169.2	179.4
Base Salary - Incentive Eligible	17	18	127.5	136.5	149.0	151.6	166.8	179.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	17	25.5	28.9	35.7	36.2	43.3	47.3
Short-term Incentive (Actual)	13	13	6.9	13.9	18.1	23.7	30.0	54.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	25.7	30.1	36.0	52.2	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	19	136.9	157.6	174.8	169.1	184.9	188.9
Total Cash Comp (Actual) - Org Wtd	18	19	136.5	160.1	174.3	169.6	185.0	189.3
Total Cash Comp (Actual) - Rcvrs	13	13	155.2	163.4	175.3	175.1	186.3	191.3
Total Cash Comp (Target)	17	18	161.6	169.6	188.0	187.5	208.5	215.2
Total Cash Comp (Target) - Rcvrs	16	17	160.9	169.4	188.5	188.3	209.0	215.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	19	145.0	163.1	176.8	186.2	209.5	244.8
Total Direct Comp (Actual) - Rcvrs	9	9	--	177.7	209.5	207.1	238.8	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	18	95%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	10	10	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	33%
Share Appreciation Rights (SARs)	11%	11%
Restricted Shares/Share Units	78%	78%
Performance Shares/Share Units	33%	22%
Performance Cash Units	0%	0%
Long-term Cash	22%	22%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	13	16.8%	16.8%
Short-term Incentive (Threshold)	5	5	8.8%	8.8%
Short-term Incentive (Target)	16	17	23.5%	24.1%
Short-term Incentive (Maximum)	10	10	45.8%	45.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	9	23.6%	23.6%

Salary Range (Mean)				
Minimum	13	14	113.8	112.9
Midpoint	13	14	155.2	154.0
Maximum	13	14	196.7	195.1

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

2014

US MBD: Mercer Benchmark Database Executive

330.420.210 IT Security Director

Responsible for the delivery of IT security services or functions. Typically in larger organizations this is a senior level manager. Frequently reports to the Chief Information Security Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	60	83	115.7	129.0	144.5	146.5	159.1	177.0
Base Salary - Org Wtd	60	83	114.3	127.5	144.2	145.1	159.1	177.7
Base Salary - Incentive Eligible	29	49	121.7	133.7	151.1	150.8	159.2	175.0
Base Salary - Not Incentive Eligible	5	5	--	--	130.8	122.1	--	--

Incentives								
Short-term Incentive (Target)	25	39	17.9	19.5	26.2	28.3	32.3	39.7
Short-term Incentive (Actual)	23	33	9.4	16.7	22.1	26.0	31.0	36.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	14	11.1	12.0	15.1	23.4	21.9	72.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	60	83	117.9	130.2	153.1	156.9	175.0	193.3
Total Cash Comp (Actual) - Org Wtd	60	83	115.6	130.2	149.6	154.5	175.4	191.5
Total Cash Comp (Actual) - Rcvs	23	33	141.8	159.9	174.0	179.3	189.7	239.6
Total Cash Comp (Target)	55	73	118.7	137.4	158.7	161.9	184.7	199.3
Total Cash Comp (Target) - Rcvs	25	39	140.0	149.5	175.5	178.3	194.0	238.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	60	83	117.9	130.2	155.8	160.8	175.8	206.3
Total Direct Comp (Actual) - Rcvs	*8	14	148.8	162.8	181.8	203.0	224.8	312.7

*More than 25% of sample supplied by one organization

Services (Non-Financial)

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	29	49	61%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	9	16	20%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	0%
Share Appreciation Rights (SARs)	6%	7%
Restricted Shares/Share Units	88%	93%
Performance Shares/Share Units	31%	29%
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)	23	33	16.6%	16.9%
Short-term Incentive (Threshold)	10	13	10.8%	12.3%
Short-term Incentive (Target)	25	39	19.1%	18.6%
Short-term Incentive (Maximum)	10	14	33.3%	31.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	8	14	17.9%	14.4%

Salary Range (Mean)				
Minimum	39	57	105.2	105.8
Midpoint	39	57	139.6	142.5
Maximum	39	57	174.0	179.2

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

330.404.210 IT User Support Director

All Organizations

Responsible for the provision of direct services and support to users of IT. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive, Top IT Infrastructure Executive, or Chief Information Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	102	228	108.7	124.9	137.8	139.4	156.1	172.8
Base Salary - Org Wtd	102	228	109.3	122.9	137.6	140.9	160.1	172.0
Base Salary - Incentive Eligible	77	185	113.2	125.7	138.1	140.2	154.5	171.6
Base Salary - Not Incentive Eligible	*8	13	99.4	104.6	119.0	120.4	129.0	152.7

Incentives								
Short-term Incentive (Target)	59	131	12.1	19.8	26.3	27.0	31.6	39.5
Short-term Incentive (Actual)	63	130	7.9	13.1	24.5	25.5	33.1	45.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*8	12	--	--	6.1	7.2	--	--
Long-term Incentive (Black-Scholes)	*26	72	10.1	12.0	16.5	21.2	25.0	37.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	102	228	112.4	133.1	151.9	154.3	174.5	198.0
Total Cash Comp (Actual) - Org Wtd	102	228	112.7	131.2	157.5	158.3	180.6	206.6
Total Cash Comp (Actual) - Rcvrs	64	131	129.1	146.0	159.1	166.8	188.5	207.9
Total Cash Comp (Target)	83	169	119.4	141.7	158.7	160.8	181.7	202.5
Total Cash Comp (Target) - Rcvrs	59	131	132.1	149.3	162.1	166.4	187.0	207.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	102	228	112.4	134.6	157.5	161.0	178.6	213.2
Total Direct Comp (Actual) - Rcvrs	*26	72	145.1	157.5	176.2	189.6	213.7	246.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	75	182	83%
Sales Incentive	0	0	0%
Profit Sharing	12	17	11%
Long-term Incentive	28	75	35%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	13%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	93%	93%
Performance Shares/Share Units	5%	4%
Performance Cash Units	0%	0%
Long-term Cash	9%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	63	130	18.7%	17.7%
Short-term Incentive (Threshold)	20	47	9.2%	9.4%
Short-term Incentive (Target)	59	131	20.5%	19.1%
Short-term Incentive (Maximum)	33	65	36.7%	30.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	8	12	5.3%	4.9%
Long-term Incentive (Black-Scholes)	26	72	18.2%	13.8%

Salary Range (Mean)				
Minimum	75	148	102.6	99.5
Midpoint	75	148	139.5	138.0
Maximum	75	148	176.4	176.4

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

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IT User Support Director 330.404.210

2014

US MBD: Mercer Benchmark Database Executive

330.404.210 IT User Support Director

Consumer Goods

Responsible for the provision of direct services and support to users of IT. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive, Top IT Infrastructure Executive, or Chief Information Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	31	--	--	136.9	138.9	--	--
Base Salary - Org Wtd	*5	31	--	--	137.8	148.0	--	--
Base Salary - Incentive Eligible	*5	31	--	--	136.9	138.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*5	31	--	--	27.5	28.5	--	--
Short-term Incentive (Actual)	*4	29	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*5	31	--	--	160.8	161.8	--	--
Total Cash Comp (Actual) - Org Wtd	*5	31	--	--	161.4	163.7	--	--
Total Cash Comp (Actual) - Rcvrs	*4	29	--	--	--	--	--	--
Total Cash Comp (Target)	*5	31	--	--	165.0	167.4	--	--
Total Cash Comp (Target) - Rcvrs	*5	31	--	--	165.0	167.4	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*5	31	--	--	160.9	163.8	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	--	--%
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)	4	29	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	31	23.0%	20.5%
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	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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

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IT User Support Director 330.404.210

2014

US MBD: Mercer Benchmark Database Executive

330.404.210 IT User Support Director

Responsible for the provision of direct services and support to users of IT. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive, Top IT Infrastructure Executive, or Chief Information Officer.

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	7	7	--	119.5	157.2	153.5	190.0	--
Base Salary - Org Wtd	7	7	--	119.5	157.2	153.5	190.0	--
Base Salary - Incentive Eligible	7	7	--	119.5	157.2	153.5	190.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	28.7	30.0	--	--
Short-term Incentive (Actual)	7	7	--	15.0	32.6	39.4	73.5	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	7	--	133.1	194.4	195.5	263.5	--
Total Cash Comp (Actual) - Org Wtd	7	7	--	133.1	194.4	195.5	263.5	--
Total Cash Comp (Actual) - Rcvrs	7	7	--	133.1	194.4	195.5	263.5	--
Total Cash Comp (Target)	5	5	--	--	191.2	189.6	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	191.2	189.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	7	--	133.1	194.4	195.5	263.5	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	23.8%	23.8%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	18.6%	18.6%
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)	0	0	--%	--%

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

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

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	129.2	141.2	--	--
Base Salary - Org Wtd	5	5	--	--	129.2	141.2	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	183.5	175.0	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	183.5	175.0	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	183.5	180.2	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

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

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

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

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330.404.210 IT User Support Director

Responsible for the provision of direct services and support to users of IT. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive, Top IT Infrastructure Executive, or Chief Information Officer.

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	*10	19	103.0	105.0	124.7	121.9	130.4	136.1
Base Salary - Org Wtd	*10	19	78.0	111.2	125.1	125.0	131.1	186.3
Base Salary - Incentive Eligible	*6	11	--	--	124.7	118.1	--	--
Base Salary - Not Incentive Eligible	*3	7	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	10	--	--	--	--	--	--
Short-term Incentive (Actual)	*5	8	--	--	--	--	--	--
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	*10	19	103.0	105.0	130.0	129.9	147.2	158.9
Total Cash Comp (Actual) - Org Wtd	*10	19	81.1	111.2	133.3	133.2	151.8	188.9
Total Cash Comp (Actual) - Rcvrs	*5	8	--	--	--	--	--	--
Total Cash Comp (Target)	*9	18	104.6	121.5	135.1	138.3	156.1	166.2
Total Cash Comp (Target) - Rcvrs	*5	10	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*10	19	103.0	105.0	130.0	130.6	147.2	171.3
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	11	58%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	1	1	5%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	8	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	10	--%	--%
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)	1	1	--%	--%

Salary Range (Mean)				
Minimum	9	10	97.9	98.5
Midpoint	9	10	131.8	133.2
Maximum	9	10	165.7	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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IT User Support Director 330 404 210

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US MBD: Mercer Benchmark Database Executive

330.404.210 IT User Support Director

Retail & Wholesale

Responsible for the provision of direct services and support to users of IT. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive, Top IT Infrastructure Executive, or Chief Information Officer

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*13	29	125.0	145.0	154.6	152.7	165.7	174.3
Base Salary - Org Wtd	*13	29	103.5	137.5	151.5	147.0	163.5	170.3
Base Salary - Incentive Eligible	*13	29	125.0	145.0	154.6	152.7	165.7	174.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	28	10.3	15.4	31.1	28.4	34.2	46.1
Short-term Incentive (Actual)	*9	25	11.1	13.8	30.2	28.7	35.9	55.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	15	--	--	25.0	37.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	29	144.9	154.7	181.9	177.5	197.0	211.7
Total Cash Comp (Actual) - Org Wtd	*13	29	125.2	150.8	163.7	170.3	187.7	221.7
Total Cash Comp (Actual) - Rcvrs	*9	25	144.6	158.5	186.5	181.1	202.4	215.9
Total Cash Comp (Target)	*13	28	145.9	164.4	188.0	181.5	197.7	208.1
Total Cash Comp (Target) - Rcvrs	*13	28	145.9	164.4	188.0	181.5	197.7	208.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	29	149.9	158.6	189.4	196.7	217.1	257.6
Total Direct Comp (Actual) - Rcvrs	*6	15	--	--	214.8	222.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	29	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
Long-term Incentive	6	15	54%

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	25	23.6%	19.1%
Short-term Incentive (Threshold)	5	20	10.1%	10.8%
Short-term Incentive (Target)	13	28	22.1%	18.6%
Short-term Incentive (Maximum)	8	23	40.7%	30.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	15	34.2%	23.2%

Salary Range (Mean)				
Minimum	10	26	100.7	106.9
Midpoint	10	26	137.2	150.2
Maximum	10	26	173.7	193.4

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

330.404.210 IT User Support Director

Services (Non-Financial)

Responsible for the provision of direct services and support to users of IT. Typically in larger organizations this is a senior level manager. Frequently reports to an IT Executive, Top IT Infrastructure Executive, or Chief Information Officer.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	47	117	100.6	119.4	140.8	137.8	154.0	172.9
Base Salary - Org Wtd	47	117	102.7	119.9	137.7	139.5	160.2	170.6
Base Salary - Incentive Eligible	*27	83	107.4	121.2	140.2	137.5	151.4	171.5
Base Salary - Not Incentive Eligible	*5	6	--	--	123.2	123.4	--	--

Incentives								
Short-term Incentive (Target)	13	34	4.5	13.5	19.7	21.5	31.7	34.6
Short-term Incentive (Actual)	20	38	2.7	8.7	16.4	20.4	32.4	42.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*6	10	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	40	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	47	117	102.8	125.4	143.5	144.9	164.5	184.3
Total Cash Comp (Actual) - Org Wtd	47	117	102.7	127.7	150.1	149.2	166.8	193.1
Total Cash Comp (Actual) - Rcvs	21	39	118.4	129.9	154.0	157.5	180.0	207.1
Total Cash Comp (Target)	33	64	107.2	125.7	148.6	147.3	170.0	183.9
Total Cash Comp (Target) - Rcvs	13	34	95.3	126.2	148.7	148.8	172.9	188.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	47	117	102.8	128.1	150.9	149.7	170.0	193.6
Total Direct Comp (Actual) - Rcvs	*8	40	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	25	80	74%
Sales Incentive	0	0	0%
Profit Sharing	7	12	16%
Long-term Incentive	9	42	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)	20	38	14.8%	14.6%
Short-term Incentive (Threshold)	9	21	9.7%	8.6%
Short-term Incentive (Target)	13	34	18.2%	16.2%
Short-term Incentive (Maximum)	10	27	31.3%	25.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	10	--%	--%
Long-term Incentive (Black-Scholes)	8	40	--%	--%

Salary Range (Mean)				
Minimum	32	83	100.9	95.0
Midpoint	32	83	139.6	133.1
Maximum	32	83	178.3	171.2

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

310.596.210 IT Vendor Management Director

All Organizations

Responsible for IT procurement, contract management, and vendor relationship management. Participates in the budget process to assure adequate appropriation of funds. Responsible for managing the procurement, contracts, and evaluation of multiple IT products and services for the entire organization. Works closely with multiple department leaders to understand business needs. Seeks to achieve the highest value service from vendors and evaluates vendor performance according to established performance metrics. Typically in larger organizations this is a senior level manager. Frequently reports to the Top Vendor Management Executive or Top Purchasing/Procurement 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	58	95	110.5	129.3	149.4	147.9	162.0	182.7
Base Salary - Org Wtd	58	95	111.9	134.1	149.4	148.1	161.6	175.5
Base Salary - Incentive Eligible	52	88	108.6	131.1	150.2	149.3	164.3	183.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	46	74	12.7	20.6	28.8	30.9	36.6	57.7
Short-term Incentive (Actual)	47	77	9.5	17.1	28.3	30.9	43.0	57.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	20	42	12.1	23.0	40.0	46.0	53.7	69.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	58	95	114.4	147.0	170.0	173.0	203.4	227.3
Total Cash Comp (Actual) - Org Wtd	58	95	118.0	148.3	169.9	173.2	193.3	226.5
Total Cash Comp (Actual) - Rcvrs	47	77	117.7	151.1	179.5	178.8	210.7	232.1
Total Cash Comp (Target)	54	90	121.3	151.3	171.9	174.3	195.5	222.1
Total Cash Comp (Target) - Rcvrs	46	74	123.7	151.5	172.9	176.1	200.8	225.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	58	95	114.4	150.0	184.4	193.4	236.3	279.1
Total Direct Comp (Actual) - Rcvrs	20	42	185.0	205.2	238.5	241.3	276.9	319.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	52	88	95%
Sales Incentive	0	0	0%
Profit Sharing	2	2	4%
Long-term Incentive	23	46	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	0%	0%
Share Appreciation Rights (SARs)	4%	2%
Restricted Shares/Share Units	69%	71%
Performance Shares/Share Units	24%	17%
Performance Cash Units	24%	0%
Long-term Cash	33%	31%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	47	77	20.6%	20.2%
Short-term Incentive (Threshold)	11	25	7.2%	5.9%
Short-term Incentive (Target)	46	74	21.5%	20.7%
Short-term Incentive (Maximum)	20	37	35.5%	35.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	20	42	26.5%	29.7%

Salary Range (Mean)				
Minimum	40	74	106.8	105.7
Midpoint	40	74	144.0	144.6
Maximum	40	74	181.1	183.6

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

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US MBD: Mercer Benchmark Database Executive

310.596.210 IT Vendor Management Director

Consumer Goods

Responsible for IT procurement, contract management, and vendor relationship management. Participates in the budget process to assure adequate appropriation of funds. Responsible for managing the procurement, contracts, and evaluation of multiple IT products and services for the entire organization. Works closely with multiple department leaders to understand business needs. Seeks to achieve the highest value service from vendors and evaluates vendor performance according to established performance metrics. Typically in larger organizations this is a senior level manager. Frequently reports to the Top Vendor Management Executive or Top Purchasing/Procurement 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	12	126.5	136.8	146.6	148.0	160.0	174.9
Base Salary - Org Wtd	*7	12	--	137.6	147.1	147.9	154.5	--
Base Salary - Incentive Eligible	*7	12	126.5	136.8	146.6	148.0	160.0	174.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	12	19.0	30.2	34.4	37.0	39.5	61.2
Short-term Incentive (Actual)	*6	11	--	--	34.9	31.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	7	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	12	143.6	153.7	178.7	177.0	193.1	220.4
Total Cash Comp (Actual) - Org Wtd	*7	12	--	169.9	177.9	173.0	182.0	--
Total Cash Comp (Actual) - Rcvrs	*6	11	--	--	179.5	179.8	--	--
Total Cash Comp (Target)	*7	12	154.4	170.2	177.2	185.0	197.7	236.2
Total Cash Comp (Target) - Rcvrs	*7	12	154.4	170.2	177.2	185.0	197.7	236.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	12	148.6	165.6	183.2	191.7	199.6	272.6
Total Direct Comp (Actual) - Rcvrs	*3	7	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	12	100%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	4	8	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)	6	11	20.1%	21.3%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	12	23.2%	24.7%
Short-term Incentive (Maximum)	3	7	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	7	--%	--%

Salary Range (Mean)				
Minimum	5	9	114.1	114.4
Midpoint	5	9	141.1	135.8
Maximum	5	9	168.1	157.2

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

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IT Vendor Management Director 310.596.210

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US MBD: Mercer Benchmark Database Executive

310.596.210 IT Vendor Management Director

Financial Services

Responsible for IT procurement, contract management, and vendor relationship management. Participates in the budget process to assure adequate appropriation of funds. Responsible for managing the procurement, contracts, and evaluation of multiple IT products and services for the entire organization. Works closely with multiple department leaders to understand business needs. Seeks to achieve the highest value service from vendors and evaluates vendor performance according to established performance metrics. Typically in larger organizations this is a senior level manager. Frequently reports to the Top Vendor Management Executive or Top Purchasing/Procurement 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	12	--	--	109.2	123.0	--	--
Base Salary - Org Wtd	*7	12	--	118.5	150.5	142.5	162.0	--
Base Salary - Incentive Eligible	*7	12	--	--	109.2	123.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*4	9	--	--	--	--	--	--
Short-term Incentive (Actual)	*7	12	--	--	9.7	17.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*7	12	--	--	128.6	140.4	--	--
Total Cash Comp (Actual) - Org Wtd	*7	12	--	138.5	167.4	165.1	194.0	--
Total Cash Comp (Actual) - Rcvrs	*7	12	--	--	128.6	140.4	--	--
Total Cash Comp (Target)	*6	11	--	--	110.0	136.4	--	--
Total Cash Comp (Target) - Rcvrs	*4	9	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*7	12	--	--	128.6	147.5	--	--
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	7	--	--%
Sales Incentive	0	0	--%
Profit Sharing	0	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)	7	12	15.6%	13.5%
Short-term Incentive (Threshold)	2	7	--%	--%
Short-term Incentive (Target)	4	9	--%	--%
Short-term Incentive (Maximum)	3	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	10	88.6	79.3
Midpoint	5	10	123.0	114.0
Maximum	5	10	157.4	148.7

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IT Vendor Management Director 310.596.210

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310.596.210 IT Vendor Management Director

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	14	145.4	154.2	159.8	164.7	175.3	195.6
Base Salary - Org Wtd	12	14	143.8	153.9	159.8	163.9	171.4	198.3
Base Salary - Incentive Eligible	12	14	145.4	154.2	159.8	164.7	175.3	195.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	13	11.9	22.4	37.8	38.8	57.7	59.5
Short-term Incentive (Actual)	10	10	5.9	25.6	35.9	40.2	60.0	63.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	7	--	--	27.2	29.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	14	152.1	163.8	185.9	193.5	227.4	255.5
Total Cash Comp (Actual) - Org Wtd	12	14	149.8	171.1	187.1	197.5	230.5	258.2
Total Cash Comp (Actual) - Rcvrs	10	10	148.4	181.2	190.2	204.0	236.2	260.9
Total Cash Comp (Target)	11	13	157.8	180.6	210.0	204.3	225.2	254.8
Total Cash Comp (Target) - Rcvrs	11	13	157.8	180.6	210.0	204.3	225.2	254.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	14	152.7	185.3	189.3	208.2	249.8	291.4
Total Direct Comp (Actual) - Rcvrs	*5	7	--	--	210.3	230.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	14	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	6	8	62%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	0%	0%
Share Appreciation Rights (SARs)	25%	14%
Restricted Shares/Share Units	75%	86%
Performance Shares/Share Units	25%	0%
Performance Cash Units	0%	0%
Long-term Cash	25%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	10	23.9%	23.9%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	11	13	20.9%	23.0%
Short-term Incentive (Maximum)	7	7	32.9%	32.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	7	18.0%	17.1%

Salary Range (Mean)				
Minimum	7	9	119.5	123.8
Midpoint	7	9	155.0	154.8
Maximum	7	9	190.4	185.7

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

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IT Vendor Management Director 310.596.210

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310.596.210 IT Vendor Management Director

Responsible for IT procurement, contract management, and vendor relationship management. Participates in the budget process to assure adequate appropriation of funds. Responsible for managing the procurement, contracts, and evaluation of multiple IT products and services for the entire organization. Works closely with multiple department leaders to understand business needs. Seeks to achieve the highest value service from vendors and evaluates vendor performance according to established performance metrics. Typically in larger organizations this is a senior level manager. Frequently reports to the Top Vendor Management Executive or Top Purchasing/Procurement 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	*9	24	124.3	133.2	152.4	157.5	182.0	200.9
Base Salary - Org Wtd	*9	24	--	135.0	146.5	149.9	169.4	--
Base Salary - Incentive Eligible	*9	24	124.3	133.2	152.4	157.5	182.0	200.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	14	17.4	19.3	21.6	31.2	31.0	80.1
Short-term Incentive (Actual)	*9	23	13.0	17.1	25.5	29.6	37.1	61.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	12	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*9	24	138.8	152.1	170.7	185.9	223.0	243.8
Total Cash Comp (Actual) - Org Wtd	*9	24	--	151.9	157.1	179.6	222.2	--
Total Cash Comp (Actual) - Rcvs	*9	23	137.8	151.8	171.3	186.8	223.9	245.3
Total Cash Comp (Target)	*8	23	146.4	156.8	168.1	178.6	194.9	214.9
Total Cash Comp (Target) - Rcvs	*7	14	142.9	148.5	163.0	174.8	192.5	249.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*9	24	138.8	152.1	188.2	210.7	276.3	313.4
Total Direct Comp (Actual) - Rcvs	*4	12	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	24	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	5	13	59%

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	23	19.5%	18.2%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	7	14	26.0%	20.9%
Short-term Incentive (Maximum)	1	1	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	12	--%	--%

Salary Range (Mean)				
Minimum	7	22	108.1	119.1
Midpoint	7	22	150.5	160.4
Maximum	7	22	192.9	201.7

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

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IT Vendor Management Director 310.596.210

US MBD: Mercer Benchmark Database Executive

310.596.210 IT Vendor Management Director

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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	*5	13	--	--	155.0	149.7	--	--
Base Salary - Org Wtd	*5	13	--	--	144.8	143.4	--	--
Base Salary - Incentive Eligible	*5	13	--	--	155.0	149.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives							
Short-term Incentive (Target)	*5	13	--	--	31.0	30.1	--
Short-term Incentive (Actual)	*5	11	--	--	42.3	41.0	--
Sales Incentive (Target)	0	0	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	9	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	13	--	--	193.1	184.9	--	--
Total Cash Comp (Actual) - Org Wtd	*5	13	--	--	183.3	177.2	--	--
Total Cash Comp (Actual) - Rcvrs	*5	11	--	--	196.8	189.4	--	--
Total Cash Comp (Target)	*5	13	--	--	186.0	179.8	--	--
Total Cash Comp (Target) - Rcvrs	*5	13	--	--	186.0	179.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	13	--	--	215.5	212.7	--	--
Total Direct Comp (Actual) - Rcvrs	*2	9	--	--	--	--	--	--

*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	1	--	--%
Long-term Incentive	2	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	11	23.9%	27.5%
Short-term Incentive (Threshold)	2	10	--%	--%
Short-term Incentive (Target)	5	13	20.1%	20.0%
Short-term Incentive (Maximum)	2	10	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	9	--%	--%

Salary Range (Mean)				
Minimum	4	11	--	--
Midpoint	4	11	--	--
Maximum	4	11	--	--

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US MBD: Mercer Benchmark Database Executive

310.596.210 IT Vendor Management Director

Services (Non-Financial)

Responsible for IT procurement, contract management, and vendor relationship management. Participates in the budget process to assure adequate appropriation of funds. Responsible for managing the procurement, contracts, and evaluation of multiple IT products and services for the entire organization. Works closely with multiple department leaders to understand business needs. Seeks to achieve the highest value service from vendors and evaluates vendor performance according to established performance metrics. Typically in larger organizations this is a senior level manager. Frequently reports to the Top Vendor Management Executive or Top Purchasing/Procurement 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	11	12	102.5	111.8	132.1	140.9	165.9	208.5
Base Salary - Org Wtd	11	12	102.1	111.5	132.8	142.8	170.1	213.2
Base Salary - Incentive Eligible	6	6	--	--	142.2	148.1	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	6	6	--	--	26.3	27.2	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	11	12	111.9	115.5	140.1	148.3	165.9	241.2
Total Cash Comp (Actual) - Org Wtd	11	12	112.1	118.4	147.4	151.0	170.1	250.7
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	10	10	112.4	125.2	153.5	161.5	193.7	248.7
Total Cash Comp (Target) - Rcvs	6	6	--	--	174.4	175.3	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	11	12	111.9	115.5	140.1	148.3	165.9	241.2
Total Direct Comp (Actual) - Rcvs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	4	4	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	6	19.0%	19.0%
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)	0	0	--%	--%

Salary Range (Mean)				
Minimum	7	7	107.8	107.8
Midpoint	7	7	144.2	144.2
Maximum	7	7	180.6	180.6

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

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US MBD: Mercer Benchmark Database Executive

410.460.210 Market Research Director

All Organizations

Designs, develops and directs the implementation of consumer marketing plans. Determines market research projects, recommends process improvements, analyzes customer demographics and provides direction around the timing of product promotion. Ensures that product launches are aligned with the organization's marketing strategy. Develops, communicates and implements the strategic direction of the Market Research function. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to the Top Marketing Research 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	116	330	115.1	130.0	150.0	154.2	173.7	204.9
Base Salary - Org Wtd	116	330	114.3	133.0	145.2	149.5	163.0	180.4
Base Salary - Incentive Eligible	109	309	115.5	129.3	152.8	155.1	175.4	205.5
Base Salary - Not Incentive Eligible	*6	14	--	--	136.3	135.3	--	--

Incentives

Short-term Incentive (Target)	97	259	17.7	22.3	31.2	36.5	47.5	63.1
Short-term Incentive (Actual)	98	282	10.3	17.5	26.2	33.1	45.1	69.2
Sales Incentive (Target)	*1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*3	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	45	126	9.8	20.0	30.0	44.1	45.1	87.5

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	116	330	129.4	145.0	172.2	182.7	210.1	259.6
Total Cash Comp (Actual) - Org Wtd	116	330	130.2	147.2	169.7	176.6	195.8	236.1
Total Cash Comp (Actual) - Rcvrs	99	283	130.7	148.1	181.0	188.4	216.0	262.7
Total Cash Comp (Target)	110	321	128.5	145.0	176.7	183.9	210.7	256.6
Total Cash Comp (Target) - Rcvrs	98	260	132.4	152.4	184.4	190.5	219.1	265.5

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	116	330	133.0	148.9	182.5	199.5	224.4	283.9
Total Direct Comp (Actual) - Rcvrs	45	126	133.4	169.9	212.3	235.8	276.3	370.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	108	308	95%
Sales Incentive	1	1	0%
Profit Sharing	7	9	5%
Long-term Incentive	52	151	48%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	39%	40%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	77%	72%
Performance Shares/Share Units	27%	29%
Performance Cash Units	5%	2%
Long-term Cash	23%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	98	282	21.3%	20.6%
Short-term Incentive (Threshold)	25	49	10.6%	9.3%
Short-term Incentive (Target)	97	259	23.0%	23.0%
Short-term Incentive (Maximum)	55	119	44.3%	45.5%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	3	4	--%	--%
Long-term Incentive (Black-Scholes)	45	126	28.6%	25.7%

Salary Range (Mean)

Minimum	80	208	111.8	113.6
Midpoint	80	208	146.8	152.1
Maximum	80	208	181.8	190.7

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

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Market Research Director 410.460.210

2014

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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	19	37	132.6	148.0	162.0	165.9	182.1	200.9
Base Salary - Org Wtd	19	37	133.0	147.4	159.9	163.7	180.3	188.0
Base Salary - Incentive Eligible	18	36	132.4	147.7	162.2	166.4	182.8	202.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	34	27.9	35.4	46.9	55.6	74.4	102.8
Short-term Incentive (Actual)	17	35	19.9	26.9	37.6	46.3	67.2	83.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	19	19.9	40.1	43.9	49.7	70.1	85.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	37	149.6	173.2	207.4	210.7	233.8	302.8
Total Cash Comp (Actual) - Org Wtd	19	37	150.0	175.4	191.9	200.6	219.4	266.7
Total Cash Comp (Actual) - Rcvs	17	35	150.0	175.3	208.8	213.3	235.2	304.0
Total Cash Comp (Target)	17	34	151.8	198.7	215.2	223.2	250.1	303.5
Total Cash Comp (Target) - Rcvs	17	34	151.8	198.7	215.2	223.2	250.1	303.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	37	149.6	173.2	223.6	236.2	293.5	352.4
Total Direct Comp (Actual) - Rcvs	*9	19	223.6	258.4	288.3	291.6	345.2	357.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	36	100%
Sales Incentive	0	0	0%
Profit Sharing	2	3	19%
Long-term Incentive	10	20	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	32%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	89%	89%
Performance Shares/Share Units	37%	21%
Performance Cash Units	5%	5%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	35	23.9%	27.0%
Short-term Incentive (Threshold)	6	6	13.3%	13.3%
Short-term Incentive (Target)	17	34	27.5%	32.4%
Short-term Incentive (Maximum)	11	21	59.8%	65.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	9	19	27.6%	27.7%

Salary Range (Mean)				
Minimum	14	32	120.7	126.2
Midpoint	14	32	159.4	162.8
Maximum	14	32	198.1	199.4

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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	*10	31	116.8	181.6	206.5	194.2	216.9	235.6
Base Salary - Org Wtd	*10	31	100.7	112.8	147.4	160.7	212.1	238.4
Base Salary - Incentive Eligible	*9	29	--	--	207.5	199.2	--	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*8	28	--	--	51.4	48.6	--	--
Short-term Incentive (Actual)	*7	26	--	--	--	--	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	13	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*10	31	125.7	206.6	261.9	246.4	297.8	333.2
Total Cash Comp (Actual) - Org Wtd	*10	31	108.3	123.4	163.7	194.6	274.3	322.9
Total Cash Comp (Actual) - Rcvrs	*8	27	--	--	263.3	261.4	--	--
Total Cash Comp (Target)	*10	31	133.4	217.9	257.5	238.7	272.8	302.2
Total Cash Comp (Target) - Rcvrs	*9	29	--	--	257.7	246.7	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*10	31	130.1	206.6	264.9	303.0	452.3	477.2
Total Direct Comp (Actual) - Rcvrs	*6	13	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	28	90%
Sales Incentive	1	1	4%
Profit Sharing	0	0	0%
Long-term Incentive	6	25	83%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	26	--%	--%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	8	28	21.2%	23.7%
Short-term Incentive (Maximum)	7	26	--%	--%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	13	--%	--%

Salary Range (Mean)

Minimum	6	25	--	--
Midpoint	6	25	--	--
Maximum	6	25	--	--

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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	*9	52	93.8	110.7	131.2	132.5	152.8	169.7
Base Salary - Org Wtd	*9	52	--	138.6	148.4	156.8	164.9	--
Base Salary - Incentive Eligible	*9	50	93.5	110.7	131.2	132.9	153.2	169.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*9	48	11.0	16.9	20.8	22.4	25.8	39.9
Short-term Incentive (Actual)	*9	48	3.9	11.0	20.5	22.7	31.9	45.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	42	--	--	26.4	24.2	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*9	52	105.0	120.2	149.7	153.5	184.8	204.8
Total Cash Comp (Actual) - Org Wtd	*9	52	--	152.2	196.8	184.1	202.8	--
Total Cash Comp (Actual) - Rcvrs	*9	48	105.4	123.2	152.6	156.2	185.8	206.5
Total Cash Comp (Target)	*9	52	108.1	122.4	151.1	153.2	179.2	199.9
Total Cash Comp (Target) - Rcvrs	*9	48	110.1	127.4	152.3	156.2	181.8	200.7

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*9	52	113.3	133.3	168.4	173.0	206.4	241.9
Total Direct Comp (Actual) - Rcvrs	*5	42	--	--	168.4	175.2	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	50	100%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
Long-term Incentive	5	42	81%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	45%	45%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	48%	48%
Performance Shares/Share Units	43%	43%
Performance Cash Units	10%	0%
Long-term Cash	10%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	48	20.9%	16.6%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	9	48	20.7%	16.5%
Short-term Incentive (Maximum)	1	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	42	22.8%	18.3%

Salary Range (Mean)

Minimum	4	40	--	--
Midpoint	4	40	--	--
Maximum	4	40	--	--

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