

2014

# US MBD: Mercer Benchmark Database Executive

## 410.460.210 Market Research Director

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.

## Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	11	15	106.6	125.9	140.0	142.2	158.5	173.2
Base Salary - Org Wtd	11	15	104.3	125.0	136.4	136.4	158.5	164.1
Base Salary - Incentive Eligible	11	14	106.0	125.7	138.4	140.2	155.9	169.1
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*9	11	11.3	16.0	27.4	32.0	57.7	57.7
Short-term Incentive (Actual)	9	9	--	17.6	23.5	26.3	34.2	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	7	--	--	22.2	29.1	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	11	15	121.5	148.0	156.6	158.0	170.1	191.4
Total Cash Comp (Actual) - Org Wtd	11	15	117.9	144.7	160.3	156.5	165.1	203.4
Total Cash Comp (Actual) - Rcvrs	9	9	--	134.9	156.6	156.0	170.4	--
Total Cash Comp (Target)	9	12	117.0	142.8	167.8	171.2	202.8	228.8
Total Cash Comp (Target) - Rcvrs	*9	11	115.8	140.0	165.6	171.3	205.7	231.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	11	15	121.5	155.0	163.6	171.6	182.8	240.2
Total Direct Comp (Actual) - Rcvrs	*5	7	--	--	182.8	198.0	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	14	93%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	7	10	67%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	0%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	88%	86%
Performance Shares/Share Units	25%	14%
Performance Cash Units	13%	14%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	9	19.7%	19.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	9	11	19.0%	22.1%
Short-term Incentive (Maximum)	6	6	36.5%	36.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	7	22.0%	19.6%

<b>Salary Range (Mean)</b>				
Minimum	10	14	105.0	109.5
Midpoint	10	14	137.0	140.3
Maximum	10	14	169.0	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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## Life Sciences

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	7	9	--	--	148.8	147.0	--	--
Base Salary - Org Wtd	7	9	--	--	142.4	145.1	--	--
Base Salary - Incentive Eligible	7	9	--	--	148.8	147.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	6	8	--	--	--	--	--	--
Short-term Incentive (Actual)	7	8	--	--	20.7	23.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	7	9	--	--	168.3	168.3	--	--
Total Cash Comp (Actual) - Org Wtd	7	9	--	--	168.3	168.5	--	--
Total Cash Comp (Actual) - Rcvs	7	8	--	--	171.0	173.7	--	--
Total Cash Comp (Target)	7	9	--	--	185.4	181.4	--	--
Total Cash Comp (Target) - Rcvs	6	8	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	7	9	--	--	188.9	198.3	--	--
Total Direct Comp (Actual) - Rcvs	5	5	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	9	100%
Sales Incentive	0	0	--%
Profit Sharing	2	3	--%
Long-term Incentive	5	6	67%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	8	18.5%	17.0%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	6	8	--%	--%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	5	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	1	2	--	--
Midpoint	1	2	--	--
Maximum	1	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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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*8	16	120.9	131.3	140.1	146.0	160.8	172.5
Base Salary - Org Wtd	*8	16	--	132.6	143.1	146.6	160.8	--
Base Salary - Incentive Eligible	*8	16	120.9	131.3	140.1	146.0	160.8	172.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*8	16	16.2	20.2	26.4	30.6	40.2	54.1
Short-term Incentive (Actual)	*6	13	--	--	21.0	33.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	4	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*8	16	133.2	144.4	160.6	173.0	192.9	239.8
Total Cash Comp (Actual) - Org Wtd	*8	16	--	143.7	161.9	175.8	219.9	--
Total Cash Comp (Actual) - Rcvrs	*6	13	--	--	160.5	178.3	--	--
Total Cash Comp (Target)	*8	16	141.5	154.9	165.8	176.5	200.9	224.6
Total Cash Comp (Target) - Rcvrs	*8	16	141.5	154.9	165.8	176.5	200.9	224.6

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*8	16	135.1	144.4	160.6	179.5	194.5	268.2
Total Direct Comp (Actual) - Rcvrs	*2	4	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

## Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	16	100%
Sales Incentive	0	--	--%
Profit Sharing	1	1	13%
Long-term Incentive	2	4	27%

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	13	25.7%	22.0%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	16	21.8%	20.7%
Short-term Incentive (Maximum)	5	7	49.0%	49.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	4	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	7	15	106.6	112.8
Midpoint	7	15	135.6	138.2
Maximum	7	15	164.6	163.6

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*8	32	--	--	128.4	135.7	--	--
Base Salary - Org Wtd	*8	32	--	113.4	128.8	129.9	139.6	--
Base Salary - Incentive Eligible	*8	32	--	--	128.4	135.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*8	32	--	--	31.1	36.1	--	--
Short-term Incentive (Actual)	*7	31	--	--	33.4	37.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*8	32	--	--	162.1	172.4	--	--
Total Cash Comp (Actual) - Org Wtd	*8	32	--	129.7	159.9	164.1	203.3	--
Total Cash Comp (Actual) - Rcvrs	*7	31	--	--	167.0	174.0	--	--
Total Cash Comp (Target)	*8	32	--	--	162.1	171.9	--	--
Total Cash Comp (Target) - Rcvrs	*8	32	--	--	162.1	171.9	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*8	32	--	--	165.6	173.3	--	--
Total Direct Comp (Actual) - Rcvrs	*1	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
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)	7	31	28.4%	26.9%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	8	32	25.5%	25.9%
Short-term Incentive (Maximum)	2	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	1	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	4	6	--	--
Midpoint	4	6	--	--
Maximum	4	6	--	--

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## Retail & Wholesale

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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*9	20	--	--	150.5	150.3	--	--
Base Salary - Org Wtd	*9	20	--	134.8	148.0	147.5	158.0	--
Base Salary - Incentive Eligible	*9	20	--	--	150.5	150.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*9	20	--	--	36.9	35.7	--	--
Short-term Incentive (Actual)	*8	19	--	--	23.4	26.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	15	--	--	24.1	25.9	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*9	20	--	--	181.9	175.4	--	--
Total Cash Comp (Actual) - Org Wtd	*9	20	--	149.8	179.5	174.5	199.2	--
Total Cash Comp (Actual) - Rcvs	*8	19	--	--	185.8	177.6	--	--
Total Cash Comp (Target)	*9	20	--	--	187.4	186.0	--	--
Total Cash Comp (Target) - Rcvs	*9	20	--	--	187.4	186.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*9	20	--	--	194.4	194.9	--	--
Total Direct Comp (Actual) - Rcvs	*5	15	--	--	207.3	205.3	--	--

\*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	19	20.6%	17.6%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	9	20	22.4%	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)	5	15	18.8%	16.9%

<b>Salary Range (Mean)</b>				
Minimum	9	20	103.2	94.8
Midpoint	9	20	138.5	138.0
Maximum	9	20	173.9	181.2

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## Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary													
Base Salary - Inc Wtd	*22	90	122.5	135.0	161.7	162.3	187.0	206.0	Short-term Incentive	18	76	86%	
Base Salary - Org Wtd	*22	90	111.4	130.6	144.6	150.6	169.8	192.0	Sales Incentive	0	0	0%	
Base Salary - Incentive Eligible	*18	76	118.2	135.1	168.1	165.0	190.0	207.0	Profit Sharing	1	1	1%	
Base Salary - Not Incentive Eligible	*2	10	--	--	--	--	--	--	Long-term Incentive	5	15	17%	
Incentives													
Short-term Incentive (Target)	*12	38	--	--	27.6	30.8	--	--	Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Actual)	*16	67	6.7	12.0	20.3	24.4	29.1	50.2	Stock/Share Options	--%	--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%	
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%	
Long-term Incentive (Black-Scholes)	*4	11	--	--	--	--	--	--	Performance Cash Units	--%	--%	--%	
Total Cash Compensation									Long-term Cash	--%	--%	--%	
Total Cash Comp (Actual) - Inc Wtd	*22	90	133.9	143.3	173.7	180.5	210.1	250.1	Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	
Total Cash Comp (Actual) - Org Wtd	*22	90	131.1	139.5	167.8	168.4	189.5	214.9	Short-term Incentive (Actual)	16	67	16.7%	
Total Cash Comp (Actual) - Rcvrs	*16	67	131.9	147.5	187.7	189.7	216.0	256.2	Short-term Incentive (Threshold)	6	26	9.0%	
Total Cash Comp (Target)	*20	87	128.3	138.3	175.1	176.0	203.0	231.5	Short-term Incentive (Target)	12	38	20.1%	
Total Cash Comp (Target) - Rcvrs	*12	38	--	--	192.8	193.0	--	--	Short-term Incentive (Maximum)	11	34	32.8%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%	
Total Direct Comp (Actual)	*22	90	133.9	143.3	181.0	185.5	213.4	253.3	Sales Incentive (Target)	0	0	--%	
Total Direct Comp (Actual) - Rcvrs	*4	11	--	--	--	--	--	--	Profit Sharing (Actual)	1	1	--%	
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	4	11	--%	
Salary Range (Mean)													
Minimum										15	33	111.2	121.4
Midpoint										15	33	146.1	160.7
Maximum										15	33	181.0	199.9

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

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# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

## All Organizations

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	626	2,378	109.6	125.0	145.5	148.6	169.8	192.4
Base Salary - Org Wtd	626	2,378	109.4	125.0	145.0	147.3	165.0	186.6
Base Salary - Incentive Eligible	550	2,154	110.8	126.1	147.5	150.0	170.0	193.1
Base Salary - Not Incentive Eligible	26	90	100.0	122.0	136.5	140.5	162.0	180.7

<b>Incentives</b>								
Short-term Incentive (Target)	458	1,885	16.6	22.5	30.3	33.6	42.2	54.0
Short-term Incentive (Actual)	450	1,775	10.0	17.3	27.7	32.1	41.2	58.3
Sales Incentive (Target)	*5	6	--	--	26.1	25.5	--	--
Sales Incentive (Actual)	14	17	6.0	9.8	25.5	30.1	46.9	66.2
Profit Sharing (Actual)	32	71	3.8	4.8	10.7	15.9	21.6	43.5
Long-term Incentive (Black-Scholes)	189	654	11.1	16.1	25.9	35.9	46.5	68.2

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	626	2,378	119.9	139.4	167.1	173.3	199.7	235.7
Total Cash Comp (Actual) - Org Wtd	626	2,378	116.7	139.7	164.8	171.9	192.9	233.9
Total Cash Comp (Actual) - Rcvrs	463	1,813	127.2	146.4	175.8	181.9	209.1	244.1
Total Cash Comp (Target)	564	2,241	123.2	144.1	172.5	177.5	206.0	236.5
Total Cash Comp (Target) - Rcvrs	460	1,889	129.6	151.7	179.0	183.7	211.3	242.0

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	626	2,378	120.8	141.2	172.7	183.1	212.8	258.5
Total Direct Comp (Actual) - Rcvrs	189	654	151.2	181.0	221.7	232.1	270.3	314.6

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	534	2,119	91%
Sales Incentive	21	24	2%
Profit Sharing	62	133	10%
Long-term Incentive	231	861	39%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	38%
Share Appreciation Rights (SARs)	7%	3%
Restricted Shares/Share Units	74%	70%
Performance Shares/Share Units	19%	18%
Performance Cash Units	5%	1%
Long-term Cash	21%	16%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	450	1,775	21.7%	20.7%
Short-term Incentive (Threshold)	150	453	10.5%	10.8%
Short-term Incentive (Target)	458	1,885	22.8%	21.7%
Short-term Incentive (Maximum)	279	887	39.3%	39.1%
Sales Incentive (Actual)	14	17	22.2%	25.1%
Sales Incentive (Target)	5	6	18.5%	19.2%
Profit Sharing (Actual)	32	71	6.4%	10.7%
Long-term Incentive (Black-Scholes)	189	654	25.7%	22.3%

<b>Salary Range (Mean)</b>				
Minimum	407	1,552	108.5	114.6
Midpoint	407	1,552	144.1	149.7
Maximum	407	1,552	179.7	184.8

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	64	325	112.5	126.5	150.0	152.8	174.9	199.1
Base Salary - Org Wtd	64	325	121.4	138.1	156.5	157.6	179.5	189.9
Base Salary - Incentive Eligible	63	322	112.5	126.8	150.0	152.9	175.4	199.4
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	60	301	11.4	23.9	30.9	34.1	44.2	52.0
Short-term Incentive (Actual)	51	268	11.7	19.3	27.8	31.3	40.0	53.8
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*5	19	--	--	41.0	29.5	--	--
Long-term Incentive (Black-Scholes)	30	110	10.0	16.8	27.4	34.7	50.0	67.5

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	64	325	129.2	144.6	172.6	180.3	209.4	243.0
Total Cash Comp (Actual) - Org Wtd	64	325	135.5	157.5	181.7	184.5	207.1	235.3
Total Cash Comp (Actual) - Rcvs	53	283	129.9	146.1	176.6	182.7	213.6	246.2
Total Cash Comp (Target)	62	319	126.5	150.0	176.6	185.0	217.3	250.0
Total Cash Comp (Target) - Rcvs	60	301	126.9	151.2	180.1	186.7	218.6	252.2

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	64	325	129.7	149.4	177.5	192.1	225.0	286.3
Total Direct Comp (Actual) - Rcvs	30	110	161.2	202.5	242.0	244.2	290.5	314.7

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	62	310	96%
Sales Incentive	1	1	0%
Profit Sharing	7	23	11%
Long-term Incentive	36	127	39%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	24%	24%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	70%	74%
Performance Shares/Share Units	19%	15%
Performance Cash Units	2%	2%
Long-term Cash	36%	36%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	51	268	20.8%	19.8%
Short-term Incentive (Threshold)	25	91	11.2%	11.2%
Short-term Incentive (Target)	60	301	22.6%	21.5%
Short-term Incentive (Maximum)	34	141	38.0%	36.3%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	5	19	7.6%	19.8%
Long-term Incentive (Black-Scholes)	30	110	21.7%	19.7%

<b>Salary Range (Mean)</b>				
Minimum	39	145	114.9	122.0
Midpoint	39	145	153.2	155.2
Maximum	39	145	191.5	188.4

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

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Marketing Director 410.100.210



2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	22	76	128.6	137.7	158.0	160.1	179.3	207.3
Base Salary - Org Wtd	22	76	132.2	148.1	160.7	165.2	173.8	208.4
Base Salary - Incentive Eligible	*20	54	131.8	141.0	159.6	162.3	179.6	207.6
Base Salary - Not Incentive Eligible	*3	22	--	--	--	--	--	--

### Incentives

Short-term Incentive (Target)	*16	46	17.1	22.5	39.0	40.7	50.3	73.2
Short-term Incentive (Actual)	*17	35	10.8	33.1	54.6	58.8	85.2	111.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	10	38.6	41.9	57.3	66.1	66.3	168.3

### Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	22	76	131.5	143.5	173.8	187.4	217.2	286.2
Total Cash Comp (Actual) - Org Wtd	22	76	141.1	156.1	210.4	213.4	274.1	319.1
Total Cash Comp (Actual) - Rcvrs	*17	35	139.7	172.3	219.9	222.6	271.0	312.8
Total Cash Comp (Target)	21	73	132.3	154.6	183.0	187.0	214.3	250.1
Total Cash Comp (Target) - Rcvrs	*16	46	154.7	170.0	202.0	202.8	224.4	271.3

### Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	22	76	131.5	143.5	176.3	196.1	223.4	310.9
Total Direct Comp (Actual) - Rcvrs	8	10	201.4	252.0	321.1	320.1	355.8	498.1

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	53	70%
Sales Incentive	0	0	0%
Profit Sharing	4	5	8%
Long-term Incentive	11	13	18%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	0%	0%
Share Appreciation Rights (SARs)	8%	0%
Restricted Shares/Share Units	85%	90%
Performance Shares/Share Units	54%	50%
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)	17	35	36.0%	34.2%
Short-term Incentive (Threshold)	6	19	12.5%	14.1%
Short-term Incentive (Target)	16	46	28.3%	24.0%
Short-term Incentive (Maximum)	10	26	54.8%	51.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	8	10	38.4%	36.0%

### Salary Range (Mean)

Minimum	13	28	124.9	127.1
Midpoint	13	28	157.1	161.4
Maximum	13	28	189.3	195.7

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	25	51	100.3	116.2	133.3	140.0	152.9	183.4
Base Salary - Org Wtd	25	51	102.4	111.3	133.3	144.5	160.3	217.2
Base Salary - Incentive Eligible	22	48	101.3	116.8	133.9	140.5	152.3	183.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*16	40	14.0	19.7	27.6	28.2	32.6	49.4
Short-term Incentive (Actual)	*20	44	11.0	17.0	24.6	32.8	36.0	56.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	23	--	--	25.9	36.6	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	25	51	110.3	128.1	161.3	168.4	186.5	235.1
Total Cash Comp (Actual) - Org Wtd	25	51	106.0	128.6	167.8	179.1	196.0	252.0
Total Cash Comp (Actual) - Rcvs	*20	44	114.1	137.7	163.8	172.9	188.4	234.1
Total Cash Comp (Target)	*21	47	114.0	134.6	151.3	161.6	182.0	208.2
Total Cash Comp (Target) - Rcvs	*16	40	114.2	133.5	150.4	161.0	181.1	205.8

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	25	51	110.3	136.4	178.8	184.9	203.0	276.5
Total Direct Comp (Actual) - Rcvs	*8	23	160.4	178.8	196.1	233.2	230.3	336.4

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	22	48	96%
Sales Incentive	0	0	0%
Profit Sharing	1	1	5%
Long-term Incentive	10	34	69%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	9%	13%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	91%	91%
Performance Shares/Share Units	24%	9%
Performance Cash Units	0%	0%
Long-term Cash	18%	17%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	20	44	26.5%	21.5%
Short-term Incentive (Threshold)	9	10	9.8%	9.2%
Short-term Incentive (Target)	16	40	23.2%	20.6%
Short-term Incentive (Maximum)	9	11	40.7%	39.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	8	23	29.0%	22.4%

<b>Salary Range (Mean)</b>				
Minimum	20	41	93.9	93.7
Midpoint	20	41	132.8	135.4
Maximum	20	41	171.7	177.1

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

## High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	20	85	125.2	149.4	173.1	169.7	192.3	205.9
Base Salary - Org Wtd	20	85	106.6	138.9	171.6	166.3	189.4	206.5
Base Salary - Incentive Eligible	17	58	123.5	162.1	176.4	174.5	193.9	208.0
Base Salary - Not Incentive Eligible	*2	22	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	15	54	20.0	32.9	44.4	44.7	56.9	67.4
Short-term Incentive (Actual)	14	52	13.3	34.0	48.4	48.4	59.2	86.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	13	--	--	49.7	85.8	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	20	85	128.3	155.4	198.0	199.3	239.4	265.0
Total Cash Comp (Actual) - Org Wtd	20	85	107.4	160.6	196.2	191.9	240.4	250.3
Total Cash Comp (Actual) - Rcvrs	14	52	153.7	195.7	225.3	224.7	254.1	279.0
Total Cash Comp (Target)	20	85	129.1	157.6	197.9	198.1	230.8	264.9
Total Cash Comp (Target) - Rcvrs	15	54	153.6	196.7	219.3	221.4	247.1	278.9

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	20	85	129.1	155.4	198.0	212.4	245.6	277.0
Total Direct Comp (Actual) - Rcvrs	*6	13	--	--	274.2	315.7	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	56	66%
Sales Incentive	1	1	2%
Profit Sharing	2	2	3%
Long-term Incentive	8	23	28%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	4%	8%
Share Appreciation Rights (SARs)	13%	0%
Restricted Shares/Share Units	83%	77%
Performance Shares/Share Units	0%	0%
Performance Cash Units	0%	0%
Long-term Cash	61%	54%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	52	23.7%	26.9%
Short-term Incentive (Threshold)	2	5	--%	--%
Short-term Incentive (Target)	15	54	21.4%	24.8%
Short-term Incentive (Maximum)	9	21	36.4%	42.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	13	52.9%	42.5%

<b>Salary Range (Mean)</b>				
Minimum	11	50	127.8	130.8
Midpoint	11	50	171.8	180.6
Maximum	11	50	215.9	230.5

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

## High Tech (Services)

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*14	91	--	--	130.0	136.3	--	--
Base Salary - Org Wtd	*14	91	116.0	128.6	150.7	151.5	160.2	214.2
Base Salary - Incentive Eligible	*11	80	--	--	129.5	134.1	--	--
Base Salary - Not Incentive Eligible	*1	6	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*11	80	--	--	26.0	30.6	--	--
Short-term Incentive (Actual)	*11	71	--	--	25.2	28.4	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	66	--	--	20.2	26.1	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*14	91	--	--	146.3	159.2	--	--
Total Cash Comp (Actual) - Org Wtd	*14	91	124.1	149.0	164.4	180.9	197.9	294.8
Total Cash Comp (Actual) - Rcvrs	*11	72	--	--	152.8	163.7	--	--
Total Cash Comp (Target)	*14	91	--	--	154.9	163.3	--	--
Total Cash Comp (Target) - Rcvrs	*11	80	--	--	156.0	164.8	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*14	91	--	--	160.4	178.1	--	--
Total Direct Comp (Actual) - Rcvrs	*8	66	--	--	173.2	187.6	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	--	--%
Sales Incentive	2	--	--%
Profit Sharing	0	0	0%
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)	11	71	22.1%	20.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	11	80	23.3%	22.2%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	66	19.6%	18.6%

<b>Salary Range (Mean)</b>				
Minimum	10	70	119.1	107.3
Midpoint	10	70	162.4	147.7
Maximum	10	70	205.7	188.0

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## High Tech (Virtual Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*7	10	--	--	140.0	143.8	--	--
Base Salary - Org Wtd	*7	10	--	--	145.0	146.0	--	--
Base Salary - Incentive Eligible	*4	5	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*3	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)	0	0	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*7	10	--	--	144.7	147.6	--	--
Total Cash Comp (Actual) - Org Wtd	*7	10	--	--	154.5	150.2	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	*6	9	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	4	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*7	10	--	--	144.7	147.6	--	--
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	4	5	50%
Sales Incentive	1	1	--%
Profit Sharing	1	1	10%
Long-term Incentive	3	5	50%

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

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

<b>Salary Range (Mean)</b>				
Minimum	2	3	--	--
Midpoint	2	3	--	--
Maximum	2	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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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

## Insurance

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	44	218	100.3	115.7	136.7	140.9	160.0	190.0
Base Salary - Org Wtd	44	218	111.8	122.2	141.0	148.7	165.9	203.3
Base Salary - Incentive Eligible	42	204	109.3	117.5	139.4	143.8	160.9	190.5
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	38	189	15.2	18.4	27.0	31.1	37.5	57.8
Short-term Incentive (Actual)	36	167	13.7	21.8	33.4	36.3	44.9	63.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*2	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	55	14.5	21.5	29.4	31.4	35.4	55.2

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	44	218	114.7	133.5	156.9	169.1	197.6	235.2
Total Cash Comp (Actual) - Org Wtd	44	218	120.3	139.8	165.2	182.9	205.7	298.9
Total Cash Comp (Actual) - Rcvrs	36	167	124.6	139.6	173.2	180.9	214.0	247.7
Total Cash Comp (Target)	41	205	110.1	134.6	166.1	171.0	203.7	233.0
Total Cash Comp (Target) - Rcvrs	38	189	128.0	141.1	171.2	176.6	206.7	236.0

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	44	218	114.7	133.9	163.4	177.0	204.7	260.6
Total Direct Comp (Actual) - Rcvrs	*12	55	178.2	188.5	244.3	245.7	279.4	328.8

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	42	204	94%
Sales Incentive	1	1	1%
Profit Sharing	4	15	14%
Long-term Incentive	17	100	50%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	0%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	63%	49%
Performance Shares/Share Units	33%	53%
Performance Cash Units	16%	4%
Long-term Cash	6%	11%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	36	167	25.9%	24.2%
Short-term Incentive (Threshold)	12	56	10.5%	9.2%
Short-term Incentive (Target)	38	189	20.2%	20.7%
Short-term Incentive (Maximum)	21	75	35.8%	30.9%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	5	--%	--%
Long-term Incentive (Black-Scholes)	12	55	18.3%	19.2%

<b>Salary Range (Mean)</b>				
Minimum	29	154	105.1	108.5
Midpoint	29	154	138.9	142.9
Maximum	29	154	172.7	177.3

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Life Sciences

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*17	83	--	--	170.0	173.2	--	--
Base Salary - Org Wtd	*17	83	110.8	139.1	162.6	168.3	185.0	244.4
Base Salary - Incentive Eligible	*17	82	--	--	170.0	173.3	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*12	74	--	--	50.6	47.6	--	--
Short-term Incentive (Actual)	*12	69	--	--	49.6	46.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	67	--	--	16.1	25.6	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*17	83	--	--	210.3	212.4	--	--
Total Cash Comp (Actual) - Org Wtd	*17	83	139.6	157.8	191.1	191.5	225.0	244.4
Total Cash Comp (Actual) - Rcvs	*12	69	--	--	225.8	219.4	--	--
Total Cash Comp (Target)	*14	80	--	--	219.4	214.7	--	--
Total Cash Comp (Target) - Rcvs	*12	74	--	--	221.0	220.3	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*17	83	--	--	238.5	233.1	--	--
Total Direct Comp (Actual) - Rcvs	*9	67	--	--	248.1	248.6	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	--	--%
Sales Incentive	1	--	--%
Profit Sharing	6	--	--%
Long-term Incentive	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)	12	69	22.2%	26.6%
Short-term Incentive (Threshold)	4	54	--%	--%
Short-term Incentive (Target)	12	74	23.9%	27.2%
Short-term Incentive (Maximum)	7	67	43.5%	53.6%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	9	67	21.7%	14.8%

<b>Salary Range (Mean)</b>				
Minimum	7	59	116.3	150.6
Midpoint	7	59	153.1	181.5
Maximum	7	59	190.0	212.5

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

## Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*82	424	--	--	152.9	155.2	--	--
Base Salary - Org Wtd	*82	424	120.2	131.7	145.1	152.7	164.2	195.8
Base Salary - Incentive Eligible	*74	392	--	--	153.9	156.2	--	--
Base Salary - Not Incentive Eligible	*1	9	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*68	372	--	--	28.9	32.4	--	--
Short-term Incentive (Actual)	*68	342	--	--	25.3	30.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	*5	6	--	--	5.7	6.4	--	--
Long-term Incentive (Black-Scholes)	29	44	6.8	19.1	32.0	51.4	75.9	139.2

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*82	424	--	--	175.9	179.7	--	--
Total Cash Comp (Actual) - Org Wtd	*82	424	123.4	150.1	171.3	184.6	194.9	243.5
Total Cash Comp (Actual) - Rcvrs	*68	344	--	--	180.6	187.0	--	--
Total Cash Comp (Target)	*73	412	--	--	180.0	185.1	--	--
Total Cash Comp (Target) - Rcvrs	*68	372	--	--	184.2	189.2	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*82	424	--	--	177.4	185.0	--	--
Total Direct Comp (Actual) - Rcvrs	29	44	148.8	183.5	224.1	270.8	351.7	405.8

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	74	--	--%
Sales Incentive	2	--	--%
Profit Sharing	9	18	13%
Long-term Incentive	33	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	54%	43%
Share Appreciation Rights (SARs)	8%	7%
Restricted Shares/Share Units	67%	59%
Performance Shares/Share Units	23%	16%
Performance Cash Units	8%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	68	342	23.2%	18.4%
Short-term Incentive (Threshold)	13	21	10.0%	10.0%
Short-term Incentive (Target)	68	372	24.5%	20.2%
Short-term Incentive (Maximum)	47	132	43.2%	40.9%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	6	3.6%	3.8%
Long-term Incentive (Black-Scholes)	29	44	28.5%	28.6%

<b>Salary Range (Mean)</b>				
Minimum	61	352	118.5	125.7
Midpoint	61	352	154.3	153.5
Maximum	61	352	190.0	181.3

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

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Marketing Director 410.100.210



2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	32	97	114.0	135.9	154.3	151.2	167.5	183.0
Base Salary - Org Wtd	32	97	115.1	136.7	151.2	151.3	166.8	177.3
Base Salary - Incentive Eligible	32	97	114.0	135.9	154.3	151.2	167.5	183.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	30	94	17.7	26.0	32.2	35.9	44.4	58.4
Short-term Incentive (Actual)	28	92	11.7	17.5	27.9	29.1	35.4	48.2
Sales Incentive (Target)	2	2	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	53	11.5	14.2	20.4	21.9	26.5	34.2

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	32	97	136.6	158.7	181.7	179.5	194.5	222.6
Total Cash Comp (Actual) - Org Wtd	32	97	138.6	162.0	180.5	178.2	193.4	212.1
Total Cash Comp (Actual) - Rcvrs	30	94	138.3	158.8	182.2	180.9	195.0	224.3
Total Cash Comp (Target)	32	97	139.0	167.6	188.2	186.6	207.0	233.6
Total Cash Comp (Target) - Rcvrs	31	96	141.3	168.1	188.5	187.6	207.5	233.6

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	32	97	141.1	172.2	189.6	191.5	218.2	240.8
Total Direct Comp (Actual) - Rcvrs	18	53	152.3	175.0	206.1	205.1	231.2	248.7

\*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	31	96	99%
Sales Incentive	2	2	7%
Profit Sharing	1	1	1%
Long-term Incentive	20	55	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	55%
Share Appreciation Rights (SARs)	23%	23%
Restricted Shares/Share Units	36%	36%
Performance Shares/Share Units	21%	21%
Performance Cash Units	23%	0%
Long-term Cash	25%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	92	19.2%	19.3%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	30	94	24.1%	23.3%
Short-term Incentive (Maximum)	22	68	41.7%	37.7%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	2	2	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	18	53	14.4%	14.5%

<b>Salary Range (Mean)</b>				
Minimum	26	86	113.5	113.0
Midpoint	26	86	144.0	144.5
Maximum	26	86	174.5	176.1

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

## Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	58	256	100.0	115.0	133.9	137.8	157.1	180.0
Base Salary - Org Wtd	58	256	103.9	120.5	135.5	137.5	155.4	173.6
Base Salary - Incentive Eligible	53	236	103.0	118.4	135.0	140.4	159.1	180.6
Base Salary - Not Incentive Eligible	*2	13	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	41	187	15.5	20.0	29.0	32.1	39.9	51.2
Short-term Incentive (Actual)	44	207	8.9	16.0	28.0	32.1	44.4	60.0
Sales Incentive (Target)	1	2	--	--	--	--	--	--
Sales Incentive (Actual)	*3	5	--	--	--	--	--	--
Profit Sharing (Actual)	*6	21	--	--	15.6	14.0	--	--
Long-term Incentive (Black-Scholes)	*10	40	--	--	26.9	30.9	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	58	256	111.3	131.6	159.2	165.5	196.2	232.6
Total Cash Comp (Actual) - Org Wtd	58	256	117.4	140.0	155.4	164.5	185.1	215.9
Total Cash Comp (Actual) - Rcvs	49	220	121.2	137.7	164.6	172.4	203.5	237.4
Total Cash Comp (Target)	53	247	111.9	129.5	158.6	162.9	191.6	219.4
Total Cash Comp (Target) - Rcvs	42	189	123.2	140.7	163.3	171.8	198.7	229.2

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	58	256	113.2	136.4	163.3	170.4	201.6	238.4
Total Direct Comp (Actual) - Rcvs	*10	40	122.4	156.0	181.6	195.7	232.6	278.9

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	48	227	90%
Sales Incentive	3	5	3%
Profit Sharing	12	37	21%
Long-term Incentive	14	106	44%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	19%	38%
Share Appreciation Rights (SARs)	38%	0%
Restricted Shares/Share Units	89%	85%
Performance Shares/Share Units	14%	30%
Performance Cash Units	1%	0%
Long-term Cash	1%	3%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	44	207	22.7%	22.2%
Short-term Incentive (Threshold)	8	25	--%	--%
Short-term Incentive (Target)	41	187	23.5%	22.3%
Short-term Incentive (Maximum)	17	68	42.2%	37.4%
Sales Incentive (Actual)	3	5	--%	--%
Sales Incentive (Target)	1	2	--%	--%
Profit Sharing (Actual)	6	21	6.6%	9.0%
Long-term Incentive (Black-Scholes)	10	40	18.6%	22.6%

<b>Salary Range (Mean)</b>				
Minimum	41	152	102.8	102.1
Midpoint	41	152	139.8	139.8
Maximum	41	152	176.7	177.5

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

## Retail & Wholesale

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	68	201	107.6	125.0	141.0	145.3	163.0	190.6
Base Salary - Org Wtd	68	201	104.0	124.6	144.3	141.7	157.2	180.4
Base Salary - Incentive Eligible	65	175	107.7	125.0	144.2	147.7	167.1	192.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	58	163	23.3	28.2	37.8	38.6	46.2	54.9
Short-term Incentive (Actual)	51	143	13.4	20.8	30.9	34.0	41.8	59.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	29	105	11.3	20.9	33.8	47.4	55.5	98.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	68	201	120.5	136.4	163.2	169.7	191.1	236.0
Total Cash Comp (Actual) - Org Wtd	68	201	110.5	140.0	160.1	165.5	186.9	223.2
Total Cash Comp (Actual) - Rcvrs	51	143	134.7	151.6	175.2	182.6	215.1	245.7
Total Cash Comp (Target)	60	167	132.8	160.1	184.4	187.1	212.8	250.3
Total Cash Comp (Target) - Rcvrs	58	163	135.3	162.4	184.7	188.9	214.1	251.8

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	68	201	126.2	146.0	182.0	194.4	233.1	293.3
Total Direct Comp (Actual) - Rcvrs	29	105	151.8	183.5	215.7	229.0	272.4	318.0

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	64	174	98%
Sales Incentive	4	4	5%
Profit Sharing	7	7	6%
Long-term Incentive	33	114	70%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	40%
Share Appreciation Rights (SARs)	4%	4%
Restricted Shares/Share Units	75%	72%
Performance Shares/Share Units	12%	8%
Performance Cash Units	1%	0%
Long-term Cash	15%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	51	143	22.8%	23.0%
Short-term Incentive (Threshold)	23	66	11.0%	9.7%
Short-term Incentive (Target)	58	163	26.1%	25.4%
Short-term Incentive (Maximum)	33	92	45.3%	46.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	29	105	36.3%	32.2%

<b>Salary Range (Mean)</b>				
Minimum	41	122	102.5	98.5
Midpoint	41	122	139.1	140.2
Maximum	41	122	175.7	181.9

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

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Marketing Director 410 100 210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	157	408	101.8	117.1	137.7	141.6	163.3	186.0
Base Salary - Org Wtd	157	408	94.3	113.9	135.1	137.4	159.7	177.2
Base Salary - Incentive Eligible	116	350	105.2	119.3	138.8	143.5	165.0	186.5
Base Salary - Not Incentive Eligible	10	11	86.1	111.3	132.6	129.4	141.1	178.6

<b>Incentives</b>								
Short-term Incentive (Target)	82	237	11.2	17.2	24.7	27.5	35.6	45.9
Short-term Incentive (Actual)	82	232	5.2	10.0	17.0	21.4	30.6	40.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	3	--	--	--	--	--	--
Profit Sharing (Actual)	*6	11	--	--	5.2	7.3	--	--
Long-term Incentive (Black-Scholes)	19	58	11.7	14.0	16.7	31.2	30.0	69.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	157	408	107.2	125.0	150.7	154.4	177.0	208.2
Total Cash Comp (Actual) - Org Wtd	157	408	101.7	119.3	145.1	148.1	172.6	196.7
Total Cash Comp (Actual) - Rcvs	85	236	116.3	133.6	155.7	162.0	187.2	219.6
Total Cash Comp (Target)	133	358	110.0	127.2	152.7	158.7	185.1	215.3
Total Cash Comp (Target) - Rcvs	82	237	118.7	136.8	161.9	167.5	191.8	221.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	157	408	108.0	125.0	151.9	158.8	182.4	218.1
Total Direct Comp (Actual) - Rcvs	19	58	149.4	174.2	202.5	215.7	231.6	306.1

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	112	342	86%
Sales Incentive	3	4	2%
Profit Sharing	7	14	5%
Long-term Incentive	22	76	21%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	17%	14%
Share Appreciation Rights (SARs)	1%	2%
Restricted Shares/Share Units	80%	71%
Performance Shares/Share Units	17%	9%
Performance Cash Units	5%	0%
Long-term Cash	20%	26%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	82	232	14.5%	15.1%
Short-term Incentive (Threshold)	39	95	10.4%	9.6%
Short-term Incentive (Target)	82	237	18.5%	19.0%
Short-term Incentive (Maximum)	58	144	29.1%	30.9%
Sales Incentive (Actual)	2	3	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	11	5.2%	5.0%
Long-term Incentive (Black-Scholes)	19	58	19.1%	19.8%

<b>Salary Range (Mean)</b>				
Minimum	95	242	100.4	105.7
Midpoint	95	242	134.0	146.2
Maximum	95	242	167.6	186.7

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.100.210 Marketing Director

Primary responsibilities include developing and implementing marketing policies and activities such as market research, advertising and promotion, and new product development. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive or a Top Marketing and Sales 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*15	51	126.3	135.3	144.5	149.7	163.3	177.0
Base Salary - Org Wtd	*15	51	117.1	127.9	144.4	143.2	159.8	169.4
Base Salary - Incentive Eligible	*13	49	127.1	136.6	144.8	150.5	164.6	177.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*8	44	--	--	28.6	32.7	--	--
Short-term Incentive (Actual)	*11	47	--	--	30.6	33.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	10	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*15	51	138.9	153.6	174.4	180.6	205.9	226.8
Total Cash Comp (Actual) - Org Wtd	*15	51	126.9	134.9	169.7	170.1	199.3	227.4
Total Cash Comp (Actual) - Rcvrs	*12	48	142.5	156.4	176.4	183.8	206.8	229.2
Total Cash Comp (Target)	*13	49	148.6	159.7	170.6	180.0	201.0	226.0
Total Cash Comp (Target) - Rcvrs	*8	44	--	--	175.8	184.3	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*15	51	138.9	153.6	174.8	189.7	224.0	257.3
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	12	48	96%
Sales Incentive	0	0	0%
Profit Sharing	1	1	3%
Long-term Incentive	4	18	38%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	47	24.0%	21.5%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	8	44	23.6%	21.4%
Short-term Incentive (Maximum)	7	36	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	3	10	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	12	48	113.6	120.4
Midpoint	12	48	144.8	145.7
Maximum	12	48	175.9	170.9

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

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Marketing Director 410.100.210

2014

# US MBD: Mercer Benchmark Database Executive

## 610.592.210 Materials Management Director

## All Organizations

Responsible for developing and implementing distribution policies and procedures throughout the organization. Responsible for all materials management functions, including: production planning and control, distribution and purchasing for multiple facilities. Through subordinates, directs the activities of professional materials management staff. May report to the Operations Executive, Supply Chain Executive, or to another top-level executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	46	72	90.4	105.3	122.5	128.8	148.6	176.8
Base Salary - Org Wtd	46	72	92.9	102.2	122.4	125.3	141.4	176.8
Base Salary - Incentive Eligible	35	53	97.9	109.0	128.1	134.7	156.1	184.6
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	32	49	12.6	16.1	24.8	27.6	34.0	50.7
Short-term Incentive (Actual)	30	41	6.1	10.3	20.0	25.2	41.3	46.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	7	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	13	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	46	72	92.7	114.9	138.1	143.6	170.9	201.7
Total Cash Comp (Actual) - Org Wtd	46	72	95.3	110.1	136.5	140.6	164.0	210.0
Total Cash Comp (Actual) - Rcvrs	30	41	102.5	119.3	154.9	160.0	181.7	242.3
Total Cash Comp (Target)	39	56	108.3	122.5	150.6	157.5	182.7	218.2
Total Cash Comp (Target) - Rcvrs	32	49	111.2	127.5	153.3	161.5	191.9	221.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	46	72	92.7	114.9	138.1	149.9	178.8	211.9
Total Direct Comp (Actual) - Rcvrs	*5	13	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	35	53	90%
Sales Incentive	0	0	0%
Profit Sharing	5	9	24%
Long-term Incentive	10	20	38%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	35%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	88%	--%
Performance Shares/Share Units	35%	--%
Performance Cash Units	0%	--%
Long-term Cash	0%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	30	41	16.9%	18.0%
Short-term Incentive (Threshold)	9	16	12.2%	12.2%
Short-term Incentive (Target)	32	49	19.3%	19.8%
Short-term Incentive (Maximum)	24	36	29.8%	30.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	7	--%	--%
Long-term Incentive (Black-Scholes)	5	13	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	35	53	91.4	93.0
Midpoint	35	53	122.7	128.1
Maximum	35	53	154.0	163.1

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

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Materials Management Director 610.592.210

2014

# US MBD: Mercer Benchmark Database Executive

## 610.592.210 Materials Management Director

Responsible for developing and implementing distribution policies and procedures throughout the organization. Responsible for all materials management functions, including: production planning and control, distribution and purchasing for multiple facilities. Through subordinates, directs the activities of professional materials management staff. May report to the Operations Executive, Supply Chain Executive, or to another top-level executive

## Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			Num		Inc	
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Orgs	Obs	Orgs	Obs	Wtd	Wtd
<b>Base Salary</b>															
Base Salary - Inc Wtd	*8	11	110.6	122.2	155.0	150.1	168.3	202.4	Short-term Incentive	7	10			91%	
Base Salary - Org Wtd	*8	11	--	118.7	133.0	139.7	160.1	--	Sales Incentive	0	--			--%	
Base Salary - Incentive Eligible	*7	10	109.7	121.0	146.3	149.6	176.2	202.7	Profit Sharing	1	--			--%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	6			55%	
<b>Incentives</b>															
Short-term Incentive (Target)	*7	9	--	19.7	34.4	37.6	60.5	--	<b>Of Those LTI Eligible:</b>		<b>% Eligible</b>		<b>% Receiving</b>		
Short-term Incentive (Actual)	*6	8	--	--	26.2	30.7	--	--	Stock/Share Options		--%		--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		--%		--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		--%		--%	--%	
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units		--%		--%	--%	
Long-term Incentive (Black-Scholes)	*1	3	--	--	--	--	--	--	Performance Cash Units		--%		--%	--%	
<b>Total Cash Compensation</b>															
Total Cash Comp (Actual) - Inc Wtd	*8	11	133.2	143.2	168.3	173.0	182.5	242.3	Long-term Cash		--%		--%	--%	
Total Cash Comp (Actual) - Org Wtd	*8	11	--	137.5	158.6	163.5	181.9	--	<b>Incentives (Mean as % of Base)</b>						
Total Cash Comp (Actual) - Rcvrs	*6	8	--	--	180.6	178.0	--	--		Num Orgs	Num Obs	Org Wtd	Inc Wtd		
Total Cash Comp (Target)	*8	10	127.5	134.0	165.1	182.1	227.8	263.6	Short-term Incentive (Actual)	6	8	23.3%	21.6%		
Total Cash Comp (Target) - Rcvrs	*7	9	--	132.9	171.9	185.1	238.5	--	Short-term Incentive (Threshold)	3	3	--%	--%		
<b>Total Direct Compensation (Black-Scholes)</b>															
Total Direct Comp (Actual)	*8	11	133.2	143.2	168.3	186.2	211.4	304.1	Short-term Incentive (Target)	7	9	22.5%	24.1%		
Total Direct Comp (Actual) - Rcvrs	*1	3	--	--	--	--	--	--	Short-term Incentive (Maximum)	3	3	--%	--%		
<b>Salary Range (Mean)</b>															
										Sales Incentive (Actual)	0	0	--%	--%	
										Sales Incentive (Target)	0	0	--%	--%	
										Profit Sharing (Actual)	1	1	--%	--%	
										Long-term Incentive (Black-Scholes)	1	3	--%	--%	
										Minimum	6	8	108.2	113.9	
										Midpoint	6	8	139.9	148.5	
										Maximum	6	8	171.5	183.1	

\*More than 25% of sample supplied by one organization

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

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Materials Management Director 610.592.210

2014

# US MBD: Mercer Benchmark Database Executive

## 610.592.210 Materials Management Director

Responsible for developing and implementing distribution policies and procedures throughout the organization. Responsible for all materials management functions, including: production planning and control, distribution and purchasing for multiple facilities. Through subordinates, directs the activities of professional materials management staff. May report to the Operations Executive, Supply Chain Executive, or to another top-level 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	23	39	77.0	96.7	114.6	113.0	127.1	147.2
Base Salary - Org Wtd	23	39	86.3	96.7	102.4	111.6	126.2	149.3
Base Salary - Incentive Eligible	16	24	86.4	100.2	111.9	115.4	127.1	148.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	15	23	--	--	16.4	20.1	--	--
Short-term Incentive (Actual)	14	20	--	--	11.9	19.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	6	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	23	39	77.0	96.7	117.9	123.5	147.0	174.7
Total Cash Comp (Actual) - Org Wtd	23	39	87.7	97.7	116.1	120.7	137.4	173.2
Total Cash Comp (Actual) - Rcvrs	14	20	--	--	120.0	135.7	--	--
Total Cash Comp (Target)	17	25	93.4	114.2	127.8	133.1	149.9	170.8
Total Cash Comp (Target) - Rcvrs	15	23	--	--	127.8	134.7	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	23	39	77.0	96.7	117.9	127.7	147.0	185.2
Total Direct Comp (Actual) - Rcvrs	*2	6	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	24	92%
Sales Incentive	0	0	--%
Profit Sharing	1	5	23%
Long-term Incentive	2	6	23%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	20	11.8%	15.8%
Short-term Incentive (Threshold)	2	6	--%	--%
Short-term Incentive (Target)	15	23	16.6%	17.2%
Short-term Incentive (Maximum)	15	21	25.3%	26.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	5	--%	--%
Long-term Incentive (Black-Scholes)	2	6	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	21	37	82.7	86.7
Midpoint	21	37	111.1	121.0
Maximum	21	37	139.4	155.2

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

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Materials Management Director 610.592.210



2014

# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

Responsible for developing business and technology standards and best practices for department Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. Frequently reports to a Chief Information Officer or IT Chief Operating 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	96	140	112.1	127.5	141.1	146.0	161.0	187.0
Base Salary - Org Wtd	96	140	114.2	128.4	143.1	146.8	160.4	183.0
Base Salary - Incentive Eligible	81	122	112.2	127.2	141.1	146.5	161.4	190.0
Base Salary - Not Incentive Eligible	5	5	--	--	128.3	126.1	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	69	106	15.1	20.0	29.4	30.7	35.6	45.7
Short-term Incentive (Actual)	71	109	11.2	17.6	28.3	32.2	40.4	55.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	6	6	--	--	9.1	16.5	--	--
Long-term Incentive (Black-Scholes)	26	45	12.3	16.5	25.9	38.4	61.2	76.2

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	96	140	125.6	142.6	162.8	171.8	189.8	222.1
Total Cash Comp (Actual) - Org Wtd	96	140	129.6	141.7	160.2	170.0	188.2	219.8
Total Cash Comp (Actual) - Rcvs	74	112	132.3	147.0	172.8	177.6	198.2	232.5
Total Cash Comp (Target)	87	127	129.0	145.2	165.2	170.0	185.6	213.7
Total Cash Comp (Target) - Rcvs	69	106	133.7	150.0	170.7	174.3	192.3	218.4

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	96	140	128.8	145.3	173.6	184.2	206.0	252.7
Total Direct Comp (Actual) - Rcvs	26	45	156.6	170.5	206.6	226.0	263.4	357.1

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	80	121	87%
Sales Incentive	0	0	0%
Profit Sharing	8	8	9%
Long-term Incentive	30	50	36%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	31%	18%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	84%	84%
Performance Shares/Share Units	20%	16%
Performance Cash Units	0%	0%
Long-term Cash	10%	7%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	71	109	19.9%	21.5%
Short-term Incentive (Threshold)	23	25	8.1%	7.8%
Short-term Incentive (Target)	69	106	19.9%	21.0%
Short-term Incentive (Maximum)	37	43	32.8%	33.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	6	10.2%	10.2%
Long-term Incentive (Black-Scholes)	26	45	28.8%	25.4%

<b>Salary Range (Mean)</b>				
Minimum	69	104	108.0	104.6
Midpoint	69	104	143.1	141.2
Maximum	69	104	178.3	177.8

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

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Network Operations Director 330.408.210

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# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

## Consumer Goods

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	5	5	--	--	149.4	168.0	--	--
Base Salary - Org Wtd	5	5	--	--	149.4	168.0	--	--
Base Salary - Incentive Eligible	5	5	--	--	149.4	168.0	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

### Incentives

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

### Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	205.1	222.6	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	205.1	222.6	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	205.1	222.6	--	--
Total Cash Comp (Target)	5	5	--	--	191.2	205.3	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

### Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	5	5	--	--	253.2	264.6	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

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

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

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

### Salary Range (Mean)

Minimum	5	5	122.4	122.4
Midpoint	5	5	162.9	162.9
Maximum	5	5	203.3	203.3

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

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Network Operations Director 330.408.210

2014

# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. Frequently reports to a Chief Information Officer or IT Chief Operating 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	9	13	118.2	127.5	159.2	156.8	180.9	206.2
Base Salary - Org Wtd	9	13	--	125.0	133.3	147.9	180.7	--
Base Salary - Incentive Eligible	8	12	117.4	127.3	149.7	154.9	180.2	208.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	10	7.8	18.9	33.5	45.0	87.9	94.6
Short-term Incentive (Actual)	*7	11	19.3	22.2	48.0	59.8	110.0	129.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	9	--	--	66.0	53.0	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	9	13	136.1	147.0	182.8	207.9	282.7	315.0
Total Cash Comp (Actual) - Org Wtd	9	13	--	142.3	150.9	183.2	223.5	--
Total Cash Comp (Actual) - Rcvrs	8	12	135.6	146.1	195.0	210.3	283.1	316.2
Total Cash Comp (Target)	*8	11	138.4	141.5	175.3	192.0	260.2	282.7
Total Cash Comp (Target) - Rcvrs	*7	10	138.2	141.1	167.6	193.3	263.6	283.9

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	9	13	143.2	152.7	228.3	244.6	345.1	387.9
Total Direct Comp (Actual) - Rcvrs	*5	9	--	--	302.4	284.6	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	12	92%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	5	9	69%

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

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	11	28.1%	35.5%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	7	10	22.1%	28.0%
Short-term Incentive (Maximum)	5	6	27.6%	29.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	9	27.9%	31.7%

<b>Salary Range (Mean)</b>				
Minimum	5	8	102.2	109.9
Midpoint	5	8	134.5	145.2
Maximum	5	8	166.7	180.4

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

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Network Operations Director 330.408.210

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# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. Frequently reports to a Chief Information Officer or IT Chief Operating 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*7	21	98.0	105.3	122.4	123.7	136.4	148.3
Base Salary - Org Wtd	*7	21	--	110.5	120.1	128.7	148.4	--
Base Salary - Incentive Eligible	*6	19	--	--	122.4	125.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*6	19	--	--	30.0	27.0	--	--
Short-term Incentive (Actual)	*5	18	--	--	21.5	27.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	6	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*7	21	113.6	122.9	145.2	147.6	169.3	185.9
Total Cash Comp (Actual) - Org Wtd	*7	21	--	122.6	148.4	148.1	180.8	--
Total Cash Comp (Actual) - Rcvrs	*5	18	--	--	149.8	151.7	--	--
Total Cash Comp (Target)	*7	21	112.9	126.2	142.6	148.1	171.6	182.8
Total Cash Comp (Target) - Rcvrs	*6	19	--	--	151.8	152.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*7	21	113.9	123.8	146.6	156.2	190.0	212.5
Total Direct Comp (Actual) - Rcvrs	*1	6	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	19	90%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	1	7	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)	5	18	20.7%	22.1%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	19	19.1%	21.6%
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)	1	6	--%	--%

<b>Salary Range (Mean)</b>				
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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Network Operations Director 330.408.210

2014

# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

Insurance

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	10	14	132.9	139.9	151.3	156.9	163.2	204.0
Base Salary - Org Wtd	10	14	138.4	139.9	149.7	160.4	175.7	219.0
Base Salary - Incentive Eligible	10	14	132.9	139.9	151.3	156.9	163.2	204.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	8	12	16.2	23.3	28.7	28.6	30.3	49.3
Short-term Incentive (Actual)	10	14	16.3	23.8	36.3	33.7	44.7	46.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	10	14	155.7	169.8	184.9	190.7	206.6	243.4
Total Cash Comp (Actual) - Org Wtd	10	14	154.5	161.3	185.7	191.1	213.9	265.7
Total Cash Comp (Actual) - Rcvs	10	14	155.7	169.8	184.9	190.7	206.6	243.4
Total Cash Comp (Target)	8	12	152.2	170.2	180.9	188.6	201.3	259.4
Total Cash Comp (Target) - Rcvs	8	12	152.2	170.2	180.9	188.6	201.3	259.4

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	10	14	155.7	169.8	184.9	190.7	206.6	243.4
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	10	14	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	1	1	8%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	14	18.9%	21.6%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	8	12	17.6%	17.6%
Short-term Incentive (Maximum)	5	7	32.0%	34.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	10	14	114.3	114.1
Midpoint	10	14	150.0	151.4
Maximum	10	14	185.8	188.8

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

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Network Operations Director 330.408.210

2014

# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. Frequently reports to a Chief Information Officer or IT Chief Operating 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*12	15	101.8	139.1	141.7	151.5	169.5	201.9
Base Salary - Org Wtd	*12	15	114.6	139.2	140.8	150.1	166.4	191.8
Base Salary - Incentive Eligible	*11	14	100.1	139.4	148.7	153.2	173.9	203.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*9	12	11.8	17.3	22.4	27.3	36.5	57.5
Short-term Incentive (Actual)	*9	12	11.5	15.6	32.3	29.4	37.7	57.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*12	15	118.1	139.4	172.1	175.1	209.3	248.0
Total Cash Comp (Actual) - Org Wtd	*12	15	125.1	142.0	170.8	169.4	192.1	225.2
Total Cash Comp (Actual) - Rcvs	*9	12	113.9	151.5	174.0	182.4	216.6	263.1
Total Cash Comp (Target)	*10	13	113.6	140.6	167.6	174.9	202.0	256.1
Total Cash Comp (Target) - Rcvs	*9	12	112.7	155.0	174.2	178.8	205.6	261.6

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*12	15	118.1	139.4	172.1	176.5	209.3	255.9
Total Direct Comp (Actual) - Rcvs	*1	1	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	14	93%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	2	2	13%

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	12	16.7%	18.7%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	9	12	15.0%	17.5%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	8	8	115.4	115.4
Midpoint	8	8	150.3	150.3
Maximum	8	8	185.1	185.1

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

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Network Operations Director 330.408.210

2014

## US MBD: Mercer Benchmark Database Executive

### 330.408.210 Network Operations Director

### Retail & Wholesale

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	13	15	108.6	121.5	148.6	140.4	159.3	169.5
Base Salary - Org Wtd	13	15	109.1	125.8	149.0	143.9	160.3	172.2
Base Salary - Incentive Eligible	13	15	108.6	121.5	148.6	140.4	159.3	169.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	12	14	15.1	27.2	30.5	32.2	42.2	47.1
Short-term Incentive (Actual)	11	13	9.1	23.9	31.9	36.9	49.1	76.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	9	--	12.9	35.4	38.4	62.9	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	13	15	136.4	147.2	157.1	174.7	213.3	243.2
Total Cash Comp (Actual) - Org Wtd	13	15	139.0	147.8	159.1	178.7	217.4	248.3
Total Cash Comp (Actual) - Rcvrs	11	13	141.6	150.2	159.1	179.7	217.4	248.3
Total Cash Comp (Target)	13	15	135.7	148.6	159.1	170.4	195.0	216.8
Total Cash Comp (Target) - Rcvrs	12	14	135.4	149.0	166.8	172.0	196.4	217.7

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	13	15	141.8	159.1	190.8	197.7	221.5	301.5
Total Direct Comp (Actual) - Rcvrs	*7	9	--	166.6	192.5	210.9	244.6	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	13	15	100%
Sales Incentive	0	0	0%
Profit Sharing	4	4	31%
Long-term Incentive	7	9	60%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	67%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	78%	67%
Performance Shares/Share Units	11%	0%
Performance Cash Units	0%	0%
Long-term Cash	11%	11%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	11	13	25.9%	25.9%
Short-term Incentive (Threshold)	9	11	7.3%	6.9%
Short-term Incentive (Target)	12	14	22.7%	23.1%
Short-term Incentive (Maximum)	8	8	37.5%	37.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	7	9	30.9%	26.7%

<b>Salary Range (Mean)</b>				
Minimum	11	13	97.2	89.1
Midpoint	11	13	135.5	130.6
Maximum	11	13	173.8	172.1

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

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Network Operations Director 330.408.210

2014

# US MBD: Mercer Benchmark Database Executive

## 330.408.210 Network Operations Director

Responsible for developing business and technology standards and best practices for department. Overall responsibility for all network operations work, including the integration of new network technologies such as wireless. Develops enterprise service levels for data and voice networking equipment and for both in-house and third party software applications. Oversees development of procedures and processes for enterprise network operations. Responsible for ensuring that the enterprise has the capability to support new technologies and maintain high levels of network performance and reliability. 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	27	43	125.1	130.4	148.5	150.9	167.2	188.2
Base Salary - Org Wtd	27	43	125.2	130.0	143.9	148.5	163.2	181.7
Base Salary - Incentive Eligible	*15	29	125.0	131.8	150.2	153.3	170.1	194.7
Base Salary - Not Incentive Eligible	4	4	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*10	21	14.3	25.0	27.7	27.3	32.4	34.9
Short-term Incentive (Actual)	*13	24	7.5	13.0	19.4	19.8	27.8	33.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	12	--	--	17.7	18.1	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	27	43	129.2	140.0	155.1	161.9	185.4	199.4
Total Cash Comp (Actual) - Org Wtd	27	43	128.0	137.0	148.0	155.9	177.4	193.1
Total Cash Comp (Actual) - Rcvs	*13	24	137.7	146.9	172.4	169.7	188.6	208.2
Total Cash Comp (Target)	23	36	129.6	145.8	161.1	164.8	185.2	202.7
Total Cash Comp (Target) - Rcvs	*10	21	150.0	155.3	178.2	175.9	194.6	209.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	27	43	131.1	140.0	171.3	167.0	185.4	213.0
Total Direct Comp (Actual) - Rcvs	*5	12	--	--	175.8	185.2	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	29	69%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	12	29%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	8%	8%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	100%	100%
Performance Shares/Share Units	17%	17%
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)	13	24	10.1%	13.1%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	10	21	16.9%	18.3%
Short-term Incentive (Maximum)	6	6	22.3%	22.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	12	12.6%	12.2%

<b>Salary Range (Mean)</b>				
Minimum	18	33	109.4	107.4
Midpoint	18	33	144.8	145.5
Maximum	18	33	180.2	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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Network Operations Director 330.408.210



2014

# US MBD: Mercer Benchmark Database Executive

## 140.296.210 Philanthropy Director

## All Organizations

Oversees the contributions/volunteer programs for the organization. Represents the organization with non-profit groups in relevant program areas. Recommends program policies to organizations to facilitate receiving support. Serves as community liaison and represents the organization with community organizations, customers, and community leaders. Typically in larger organizations this is a senior level manager. Frequently reports to a Chief Executive Officer, Top Communications Executive, or Top Community Relations Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
<b>Base Salary</b>									Short-term Incentive	57	74	76%
Base Salary - Inc Wtd	68	100	97.2	112.4	133.5	139.5	157.8	188.9	Sales Incentive	1	6	13%
Base Salary - Org Wtd	68	100	94.2	119.3	137.4	140.5	157.8	182.9	Profit Sharing	1	1	3%
Base Salary - Incentive Eligible	58	80	95.7	112.1	132.0	136.0	155.5	188.4	Long-term Incentive	28	30	32%
Base Salary - Not Incentive Eligible	*3	6	--	--	--	--	--	--				
<b>Incentives</b>									<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>	
Short-term Incentive (Target)	52	68	11.5	14.2	21.9	29.0	33.7	55.3	Stock/Share Options	20%	19%	
Short-term Incentive (Actual)	47	62	11.5	17.2	29.7	35.4	45.0	70.2	Share Appreciation Rights (SARs)	0%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	63%	65%	
Sales Incentive (Actual)	*1	6	--	--	--	--	--	--	Performance Shares/Share Units	40%	38%	
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	10%	0%	
Long-term Incentive (Black-Scholes)	24	26	20.1	29.4	49.9	67.8	75.6	115.8	Long-term Cash	13%	12%	
<b>Total Cash Compensation</b>									<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>
Total Cash Comp (Actual) - Inc Wtd	68	100	103.9	123.0	149.2	162.0	189.1	235.6	Short-term Incentive (Actual)	47	62	24.9%
Total Cash Comp (Actual) - Org Wtd	68	100	106.6	127.3	151.2	166.9	192.0	263.1	Short-term Incentive (Threshold)	15	27	7.1%
Total Cash Comp (Actual) - Rcvs	48	68	106.6	127.6	155.3	172.0	205.9	260.7	Short-term Incentive (Target)	52	68	21.1%
Total Cash Comp (Target)	61	92	100.7	123.2	150.9	159.5	181.5	234.0	Short-term Incentive (Maximum)	25	39	35.7%
Total Cash Comp (Target) - Rcvs	52	68	112.2	130.9	154.1	168.6	199.9	241.0	Sales Incentive (Actual)	1	6	--%
<b>Total Direct Compensation (Black-Scholes)</b>									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	68	100	103.9	125.2	150.0	179.6	198.9	282.9	Profit Sharing (Actual)	1	1	--%
Total Direct Comp (Actual) - Rcvs	24	26	165.3	204.6	257.6	281.9	339.2	429.1	Long-term Incentive (Black-Scholes)	24	26	42.8%
*More than 25% of sample supplied by one organization									<b>Salary Range (Mean)</b>			
									Minimum	57	87	103.3
									Midpoint	57	87	136.9
									Maximum	57	87	170.6

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

## 140.296.210 Philanthropy 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*6	7	--	--	170.0	178.3	--	--
Base Salary - Org Wtd	*6	7	--	--	165.0	171.7	--	--
Base Salary - Incentive Eligible	*6	7	--	--	170.0	178.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*6	7	--	--	48.0	50.7	--	--
Short-term Incentive (Actual)	*6	7	--	--	48.0	52.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	61.9	71.0	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	218.7	231.0	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	213.4	225.8	--	--
Total Cash Comp (Actual) - Rcvrs	*6	7	--	--	218.7	231.0	--	--
Total Cash Comp (Target)	*6	7	--	--	208.1	229.0	--	--
Total Cash Comp (Target) - Rcvrs	*6	7	--	--	208.1	229.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*6	7	--	--	281.9	291.9	--	--
Total Direct Comp (Actual) - Rcvrs	*5	6	--	--	292.6	307.2	--	--

\*More than 25% of sample supplied by one organization

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

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	43%	33%
Performance Shares/Share Units	71%	67%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	7	31.9%	30.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	7	28.0%	28.3%
Short-term Incentive (Maximum)	2	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	6	37.3%	38.5%

<b>Salary Range (Mean)</b>				
Minimum	6	7	114.4	118.3
Midpoint	6	7	163.1	170.9
Maximum	6	7	211.7	223.5

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

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Philanthropy Director 140.296.210

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# US MBD: Mercer Benchmark Database Executive

## 140.296.210 Philanthropy Director

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## Insurance

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	17	18	100%
Base Salary - Inc Wtd	17	18	94.2	120.5	137.8	137.0	149.8	174.8	Sales Incentive	0	0	0%
Base Salary - Org Wtd	17	18	93.6	120.1	136.3	136.3	149.0	176.4	Profit Sharing	0	0	--%
Base Salary - Incentive Eligible	17	18	94.2	120.5	137.8	137.0	149.8	174.8	Long-term Incentive	6	6	33%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	15	16	16.7	19.7	23.4	29.6	34.2	58.8	Stock/Share Options	% Eligible		% Receiving
Short-term Incentive (Actual)	15	16	16.0	19.7	30.8	36.8	52.9	73.5	Share Appreciation Rights (SARs)	17%		20%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	0%		0%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	83%		80%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	50%		40%
Long-term Incentive (Black-Scholes)	5	5	--	--	28.3	48.7	--	--	Performance Cash Units	0%		0%
									Long-term Cash	17%		20%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	17	18	111.8	137.7	158.8	169.7	189.1	246.3		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	17	18	111.3	136.1	156.1	169.1	190.4	248.9	Short-term Incentive (Actual)	15	16	26.0%
Total Cash Comp (Actual) - Rcvs	15	16	110.7	137.1	168.8	173.2	191.6	251.5	Short-term Incentive (Threshold)	6	6	5.5%
Total Cash Comp (Target)	16	17	108.5	145.2	165.0	166.3	179.8	241.0	Short-term Incentive (Target)	15	16	21.0%
Total Cash Comp (Target) - Rcvs	15	16	108.3	147.7	166.4	169.2	180.4	241.0	Short-term Incentive (Maximum)	10	10	37.9%
									Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	17	18	111.8	137.7	166.1	183.2	196.5	293.8	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	5	5	--	--	269.6	268.4	--	--	Long-term Incentive (Black-Scholes)	5	5	29.0%
*More than 25% of sample supplied by one organization												
									Salary Range (Mean)			
									Minimum	14	15	107.2
									Midpoint	14	15	139.6
									Maximum	14	15	171.9
												106.9
												139.7
												172.5

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

## 140.296.210 Philanthropy Director

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	5	5	--	--	157.0	157.5	--	--
Base Salary - Org Wtd	5	5	--	--	157.0	157.5	--	--
Base Salary - Incentive Eligible	5	5	--	--	157.0	157.5	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	5	5	--	--	44.0	41.7	--	--
Short-term Incentive (Actual)	5	5	--	--	26.0	42.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	189.5	199.7	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	189.5	199.7	--	--
Total Cash Comp (Actual) - Rcvs	5	5	--	--	189.5	199.7	--	--
Total Cash Comp (Target)	5	5	--	--	201.0	199.2	--	--
Total Cash Comp (Target) - Rcvs	5	5	--	--	201.0	199.2	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	5	5	--	--	229.5	235.4	--	--
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

## Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	3	3	60%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	5	5	25.0%	25.0%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	25.4%	25.4%
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)	3	3	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	5	130.2	130.2
Midpoint	5	5	163.1	163.1
Maximum	5	5	196.0	196.0

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

2014

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*5	7	--	--	133.7	143.3	--	--
Base Salary - Org Wtd	*5	7	--	--	139.5	144.8	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	3	--	--	--	--	--	--

<b>Incentives</b>								
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)	*3	3	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*5	7	--	--	153.8	174.5	--	--
Total Cash Comp (Actual) - Org Wtd	*5	7	--	--	157.6	188.5	--	--
Total Cash Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	*5	7	--	--	151.2	174.3	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*5	7	--	--	153.8	196.3	--	--
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	57%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	3	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)	4	4	--%	--%
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)	3	3	--%	--%

<b>Salary Range (Mean)</b>				
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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Philanthropy Director 140.296.210

2014

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## 140.296.210 Philanthropy 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	6	6	--	--	108.0	109.2	--	--
Base Salary - Org Wtd	6	6	--	--	108.0	109.2	--	--
Base Salary - Incentive Eligible	6	6	--	--	108.0	109.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	6	6	--	--	25.1	23.0	--	--
Short-term Incentive (Actual)	4	4	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	6	6	--	--	108.0	123.5	--	--
Total Cash Comp (Actual) - Org Wtd	6	6	--	--	108.0	123.5	--	--
Total Cash Comp (Actual) - Rcvs	4	4	--	--	--	--	--	--
Total Cash Comp (Target)	6	6	--	--	134.9	132.2	--	--
Total Cash Comp (Target) - Rcvs	6	6	--	--	134.9	132.2	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	6	6	--	--	157.6	146.0	--	--
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	6	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	4	4	80%

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

<b>Incentives (Mean as % of Base)</b>	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	20.3%	20.3%
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)	3	3	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	5	84.6	84.6
Midpoint	5	5	118.0	118.0
Maximum	5	5	151.3	151.3

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

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Philanthropy Director 140.296.210

2014

# US MBD: Mercer Benchmark Database Executive

## 140.296.210 Philanthropy Director

Oversees the contributions/volunteer programs for the organization. Represents the organization with non-profit groups in relevant program areas. Recommends program policies to organizations to facilitate receiving support. Serves as community liaison and represents the organization with community organizations, customers, and community leaders. Typically in larger organizations this is a senior level manager. Frequently reports to a Chief Executive Officer, Top Communications Executive, or Top Community Relations 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*19	45	96.4	101.3	122.5	135.5	158.9	193.0
Base Salary - Org Wtd	*19	45	76.9	116.2	134.6	139.8	150.6	182.2
Base Salary - Incentive Eligible	*11	29	89.4	100.6	116.5	122.1	132.7	198.2
Base Salary - Not Incentive Eligible	*2	3	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*9	22	--	--	13.8	14.8	--	--
Short-term Incentive (Actual)	*6	18	--	--	17.0	17.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	6	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*19	45	100.7	112.8	131.1	143.8	163.8	205.7
Total Cash Comp (Actual) - Org Wtd	*19	45	80.3	116.2	135.0	143.5	160.3	182.2
Total Cash Comp (Actual) - Rcvrs	*7	24	--	--	130.5	140.7	--	--
Total Cash Comp (Target)	*15	41	100.2	113.2	128.9	140.0	160.8	189.2
Total Cash Comp (Target) - Rcvrs	*9	22	--	--	131.3	143.7	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*19	45	100.7	112.8	131.1	143.8	163.8	205.7
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	23	55%
Sales Incentive	1	6	32%
Profit Sharing	0	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)	6	18	8.6%	13.1%
Short-term Incentive (Threshold)	4	16	--%	--%
Short-term Incentive (Target)	9	22	10.3%	11.3%
Short-term Incentive (Maximum)	5	18	15.5%	17.2%
Sales Incentive (Actual)	1	6	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	15	41	93.4	94.5
Midpoint	15	41	122.9	123.3
Maximum	15	41	152.4	152.1

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

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Philanthropy Director 140.296.210

# US MBD: Mercer Benchmark Database Executive

## 550.684.210 Plant Engineering/Maintenance Director

## All Organizations

Directs all work relating to existing buildings, grounds and/or physical plants including equipment reliability and service standards and monitors the performance of all maintenance activities. Responsible for overall maintenance budget and monitors the cost and effectiveness of activities to optimize resources and prioritize spending. May assist in evaluating and negotiating complex or strategically important supplier and vendor relationships to secure terms that are in the organization's best interest. Leads, directs, evaluates, and develops a team of managers and other professionals to ensure that maintenance activities meet established targets and standards. Typically reports to an Engineering or Maintenance Executive.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	24	41	91%	
Base Salary - Inc Wtd	30	47	88.0	107.2	127.6	135.1	164.9	175.1	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	30	47	95.7	106.8	124.5	134.3	170.8	179.8	Profit Sharing	3	4	16%	
Base Salary - Incentive Eligible	24	41	87.5	116.6	142.0	138.2	166.1	175.5	Long-term Incentive	9	12	27%	
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	22	38	4.7	13.5	19.7	26.1	33.3	52.5	Stock/Share Options	17%	17%		
Short-term Incentive (Actual)	20	37	2.7	11.0	15.2	24.9	35.5	57.8	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	75%	83%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	17%	33%		
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	6	6	--	--	41.9	54.3	--	--	Long-term Cash	17%	17%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	30	47	90.0	118.9	143.0	155.2	181.2	225.5	Short-term Incentive (Actual)	20	37	19.5%	16.3%
Total Cash Comp (Actual) - Org Wtd	30	47	95.7	116.7	141.0	155.2	187.3	226.2	Short-term Incentive (Threshold)	5	11	10.4%	6.5%
Total Cash Comp (Actual) - Rcvrs	20	37	90.0	131.3	169.8	165.3	186.1	231.8	Short-term Incentive (Target)	22	38	19.8%	17.3%
Total Cash Comp (Target)	28	45	92.5	122.8	157.3	158.3	182.4	229.0	Short-term Incentive (Maximum)	13	20	31.1%	29.5%
Total Cash Comp (Target) - Rcvrs	22	38	92.7	134.1	166.6	166.7	187.3	238.8	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	30	47	90.0	118.9	147.5	162.2	181.8	254.1	Profit Sharing (Actual)	2	3	--%	--%
Total Direct Comp (Actual) - Rcvrs	6	6	--	--	247.5	260.7	--	--	Long-term Incentive (Black-Scholes)	6	6	31.5%	31.5%
*More than 25% of sample supplied by one organization													
Salary Range (Mean)													
Minimum										24	33	102.9	99.4
Midpoint										24	33	134.0	129.1
Maximum										24	33	165.2	158.7

\*More than 25% of sample supplied by one organization

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

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Plant Engineering/Maintenance Director 550.684.210



2014

# US MBD: Mercer Benchmark Database Executive

## 550.684.210 Plant Engineering/Maintenance Director

Directs all work relating to existing buildings, grounds and/or physical plants including equipment reliability and service standards and monitors the performance of all maintenance activities. Responsible for overall maintenance budget and monitors the cost and effectiveness of activities to optimize resources and prioritize spending. May assist in evaluating and negotiating complex or strategically important supplier and vendor relationships to secure terms that are in the organization's best interest. Leads, directs, evaluates, and develops a team of managers and other professionals to ensure that maintenance activities meet established targets and standards. Typically reports to an Engineering or Maintenance 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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
<b>Base Salary</b>												
Base Salary - Inc Wtd	7	7	--	--	110.0	121.6	--	--	Short-term Incentive	3	3	--%
Base Salary - Org Wtd	7	7	--	--	110.0	121.6	--	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*3	3	--	--	--	--	--	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	0	0	--%
<b>Incentives</b>									<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>	
Short-term Incentive (Target)	*3	3	--	--	--	--	--	--	Stock/Share Options	--%	--%	
Short-term Incentive (Actual)	*2	2	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%	--%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	--%	--%	
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--	Long-term Cash	--%	--%	
<b>Total Cash Compensation</b>									<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>
Total Cash Comp (Actual) - Inc Wtd	7	7	--	--	118.9	125.2	--	--	Short-term Incentive (Actual)	2	2	--%
Total Cash Comp (Actual) - Org Wtd	7	7	--	--	118.9	125.2	--	--	Short-term Incentive (Threshold)	0	0	--%
Total Cash Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--	Short-term Incentive (Target)	3	3	--%
Total Cash Comp (Target)	5	5	--	--	--	--	--	--	Short-term Incentive (Maximum)	2	2	--%
Total Cash Comp (Target) - Rcvs	*3	3	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%
<b>Total Direct Compensation (Black-Scholes)</b>									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	7	7	--	--	118.9	125.2	--	--	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	0	0	--	--	--	--	--	--	Long-term Incentive (Black-Scholes)	0	0	--%
*More than 25% of sample supplied by one organization												
									<b>Salary Range (Mean)</b>			
									Minimum	7	7	88.7
									Midpoint	7	7	114.6
									Maximum	7	7	140.5

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

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Plant Engineering/Maintenance Director 550.684 210

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

All Organizations

Leads, directs, and controls the day-to-day activities of multiple plants (or factories, branches, or other facilities) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	142	775	109.2	128.2	149.8	152.5	175.0	200.0
Base Salary - Org Wtd	142	775	120.8	142.0	159.8	166.3	189.4	211.7
Base Salary - Incentive Eligible	131	714	113.7	130.9	151.0	154.6	175.1	200.0
Base Salary - Not Incentive Eligible	*5	7	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	122	673	20.9	31.8	48.1	47.4	60.9	71.5
Short-term Incentive (Actual)	116	647	14.6	24.8	37.1	43.7	58.3	81.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*9	24	3.9	5.2	6.8	13.0	18.1	40.0
Long-term Incentive (Black-Scholes)	*68	405	10.0	19.2	27.7	36.6	46.4	75.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	142	775	124.7	151.8	185.1	189.4	223.3	258.7
Total Cash Comp (Actual) - Org Wtd	142	775	133.1	166.9	193.4	205.9	243.0	274.5
Total Cash Comp (Actual) - Rcvrs	117	652	137.8	160.7	192.1	197.4	229.9	262.9
Total Cash Comp (Target)	137	730	133.9	166.0	194.6	197.8	228.4	263.0
Total Cash Comp (Target) - Rcvrs	122	673	144.1	170.6	197.7	202.2	230.6	265.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	142	775	125.8	160.7	198.7	208.5	250.0	298.1
Total Direct Comp (Actual) - Rcvrs	*68	405	162.1	190.2	233.3	243.6	276.5	342.9

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	130	709	95%
Sales Incentive	0	0	0%
Profit Sharing	12	39	7%
Long-term Incentive	78	458	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	34%	28%
Share Appreciation Rights (SARs)	5%	0%
Restricted Shares/Share Units	81%	80%
Performance Shares/Share Units	16%	15%
Performance Cash Units	4%	1%
Long-term Cash	3%	2%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	116	647	28.7%	28.0%
Short-term Incentive (Threshold)	32	217	14.7%	12.1%
Short-term Incentive (Target)	122	673	27.6%	30.1%
Short-term Incentive (Maximum)	81	471	50.4%	60.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	9	24	7.8%	8.5%
Long-term Incentive (Black-Scholes)	68	405	26.5%	21.7%

<b>Salary Range (Mean)</b>				
Minimum	96	579	122.4	113.4
Midpoint	96	579	162.2	158.9
Maximum	96	579	202.0	204.4

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

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Plant Manager - Multiple Facilities 600 100 131

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

Consumer Goods

Leads, directs, and controls the day-to-day activities of multiple plants (or factories, branches, or other facilities) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*19	65	123.6	142.0	156.5	168.1	195.6	228.4
Base Salary - Org Wtd	*19	65	139.8	147.2	161.6	175.9	205.4	225.4
Base Salary - Incentive Eligible	*18	61	123.4	140.4	155.9	162.6	188.0	213.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*18	59	24.7	33.0	40.3	45.7	58.7	69.0
Short-term Incentive (Actual)	*17	53	12.7	28.1	42.6	46.6	63.6	79.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	27	16.8	28.0	41.9	45.2	59.9	83.3

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*19	65	145.4	167.0	194.0	206.2	239.6	284.4
Total Cash Comp (Actual) - Org Wtd	*19	65	160.8	175.4	216.5	217.1	251.7	282.9
Total Cash Comp (Actual) - Rcvrs	*17	53	144.8	175.2	194.0	207.3	241.0	286.8
Total Cash Comp (Target)	*19	63	148.6	176.6	197.8	211.1	254.3	286.6
Total Cash Comp (Target) - Rcvrs	*18	59	148.0	173.7	195.7	208.4	246.6	288.7

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*19	65	148.3	177.1	227.1	225.0	262.2	300.9
Total Direct Comp (Actual) - Rcvrs	11	27	219.6	233.8	259.1	274.7	297.6	392.8

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	61	94%
Sales Incentive	0	0	0%
Profit Sharing	1	2	5%
Long-term Incentive	12	30	46%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	45%	26%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	69%	70%
Performance Shares/Share Units	28%	7%
Performance Cash Units	10%	0%
Long-term Cash	24%	22%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	53	29.0%	27.8%
Short-term Incentive (Threshold)	5	11	--%	--%
Short-term Incentive (Target)	18	59	29.4%	27.2%
Short-term Incentive (Maximum)	6	21	63.1%	58.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	11	27	24.5%	26.0%

<b>Salary Range (Mean)</b>				
Minimum	13	41	127.5	127.0
Midpoint	13	41	174.2	172.0
Maximum	13	41	220.9	217.0

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

Energy

Leads, directs, and controls the day-to-day activities of multiple plants (or factories, branches, or other facilities) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*6	11	--	--	149.2	155.7	--	--
Base Salary - Org Wtd	*6	11	--	--	157.1	157.6	--	--
Base Salary - Incentive Eligible	*5	10	--	--	149.6	159.3	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

### Incentives

Short-term Incentive (Target)	*5	10	--	--	42.5	55.4	--	--
Short-term Incentive (Actual)	*3	8	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	8	--	--	--	--	--	--

### Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*6	11	--	--	200.0	196.5	--	--
Total Cash Comp (Actual) - Org Wtd	*6	11	--	--	198.5	186.3	--	--
Total Cash Comp (Actual) - Rcvrs	*3	8	--	--	--	--	--	--
Total Cash Comp (Target)	*6	11	--	--	222.2	206.1	--	--
Total Cash Comp (Target) - Rcvrs	*5	10	--	--	223.5	214.7	--	--

### Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*6	11	--	--	228.7	229.6	--	--
Total Direct Comp (Actual) - Rcvrs	*3	8	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	10	91%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	4	9	82%

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	8	--%	--%
Short-term Incentive (Threshold)	2	3	--%	--%
Short-term Incentive (Target)	5	10	32.3%	35.5%
Short-term Incentive (Maximum)	3	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	3	8	--%	--%

### Salary Range (Mean)

Minimum	2	5	--	--
Midpoint	2	5	--	--
Maximum	2	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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Plant Manager - Multiple Facilities 600.100.131

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

Leads, directs, and controls the day-to-day activities of multiple plants (or factories, branches, or other facilities) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*5	9	--	--	162.9	157.5	--	--
Base Salary - Org Wtd	*5	9	--	--	141.0	142.4	--	--
Base Salary - Incentive Eligible	*4	6	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	3	--	--	--	--	--	--
<b>Incentives</b>								
Short-term Incentive (Target)	*4	6	--	--	--	--	--	--
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	2	--	--	--	--	--	--
<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*5	9	--	--	189.5	194.4	--	--
Total Cash Comp (Actual) - Org Wtd	*5	9	--	--	181.0	177.4	--	--
Total Cash Comp (Actual) - Rcvrs	*4	6	--	--	--	--	--	--
Total Cash Comp (Target)	*5	9	--	--	189.5	184.7	--	--
Total Cash Comp (Target) - Rcvrs	*4	6	--	--	--	--	--	--
<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*5	9	--	--	189.5	199.3	--	--
Total Direct Comp (Actual) - Rcvrs	*1	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

## High Tech (Manufactured Products)

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

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
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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Plant Manager - Multiple Facilities 600.100.131

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## 600.100.131 Plant Manager - Multiple Facilities

## Other Durable Goods

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	55	261	91.7	115.0	145.2	145.9	169.8	199.7
Base Salary - Org Wtd	55	261	113.0	140.2	157.8	161.6	183.0	214.0
Base Salary - Incentive Eligible	53	233	102.1	123.6	149.2	150.2	170.1	203.9
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	50	207	14.8	22.5	34.5	38.9	53.1	66.1
Short-term Incentive (Actual)	48	196	11.3	18.6	27.1	34.1	42.9	62.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	12	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*32	97	4.1	8.2	12.0	28.1	37.7	71.1

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	55	261	97.8	135.2	171.5	172.0	200.9	242.7
Total Cash Comp (Actual) - Org Wtd	55	261	128.9	163.0	189.0	200.4	240.6	272.1
Total Cash Comp (Actual) - Rcvs	48	198	121.1	144.7	175.0	181.6	211.0	249.1
Total Cash Comp (Target)	52	220	113.7	144.0	179.0	186.0	219.5	260.0
Total Cash Comp (Target) - Rcvs	50	207	117.3	147.5	182.1	188.9	225.9	266.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	55	261	97.8	137.9	174.2	182.4	210.9	266.2
Total Direct Comp (Actual) - Rcvs	*32	97	146.8	172.3	211.5	228.3	264.2	314.5

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	53	231	98%
Sales Incentive	0	0	0%
Profit Sharing	4	21	19%
Long-term Incentive	37	130	57%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	32%	24%
Share Appreciation Rights (SARs)	3%	0%
Restricted Shares/Share Units	78%	76%
Performance Shares/Share Units	12%	10%
Performance Cash Units	9%	0%
Long-term Cash	1%	1%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	48	196	26.5%	22.2%
Short-term Incentive (Threshold)	15	32	15.5%	15.0%
Short-term Incentive (Target)	50	207	26.7%	24.3%
Short-term Incentive (Maximum)	39	173	47.1%	41.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	12	--%	--%
Long-term Incentive (Black-Scholes)	32	97	23.8%	15.8%

<b>Salary Range (Mean)</b>				
Minimum	37	174	120.0	107.4
Midpoint	37	174	157.6	139.2
Maximum	37	174	195.1	171.1

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

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Plant Manager - Multiple Facilities 600.100.131

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# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

Leads, directs, and controls the day-to-day activities of multiple plants (or factories, branches, or other facilities) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit

## 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*30	160	140.0	155.4	172.2	174.7	191.1	211.6
Base Salary - Org Wtd	*30	160	135.8	155.5	163.4	176.7	195.2	227.0
Base Salary - Incentive Eligible	*30	160	140.0	155.4	172.2	174.7	191.1	211.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*29	159	26.0	36.2	46.4	46.5	54.0	68.0
Short-term Incentive (Actual)	*28	157	18.0	31.0	42.0	46.8	61.7	79.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*13	107	28.1	42.1	46.6	54.5	63.4	87.9

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*30	160	166.2	190.3	216.6	220.6	242.8	270.9
Total Cash Comp (Actual) - Org Wtd	*30	160	167.1	184.5	225.8	225.0	245.4	302.1
Total Cash Comp (Actual) - Rcvs	*28	157	166.3	192.1	216.8	221.1	242.5	271.8
Total Cash Comp (Target)	*30	160	168.6	194.0	216.5	220.9	244.8	275.7
Total Cash Comp (Target) - Rcvs	*29	159	168.6	194.0	216.3	220.7	244.1	275.7

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*30	160	174.5	214.9	250.5	257.1	292.7	355.7
Total Direct Comp (Actual) - Rcvs	*13	107	225.9	248.7	270.7	286.7	329.0	382.3

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	160	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	1%
Long-term Incentive	14	110	69%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	83%	73%
Share Appreciation Rights (SARs)	1%	1%
Restricted Shares/Share Units	62%	63%
Performance Shares/Share Units	37%	36%
Performance Cash Units	0%	0%
Long-term Cash	3%	3%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	157	29.1%	26.7%
Short-term Incentive (Threshold)	6	12	9.2%	8.8%
Short-term Incentive (Target)	29	159	26.6%	26.3%
Short-term Incentive (Maximum)	21	87	46.2%	45.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	13	107	30.2%	29.6%

<b>Salary Range (Mean)</b>				
Minimum	28	145	129.6	135.6
Midpoint	28	145	168.7	175.7
Maximum	28	145	207.8	215.7

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

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Plant Manager - Multiple Facilities 600.100.131

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

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## Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility							
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Orgs	Num Obs	Inc Wtd					
Base Salary																
Base Salary - Inc Wtd	*8	82	92.3	114.8	138.5	144.6	176.8	199.8	6	61	74%					
Base Salary - Org Wtd	*8	82	--	141.7	175.7	166.8	198.0	--	0	--	--%					
Base Salary - Incentive Eligible	*6	61	--	--	145.0	153.6	--	--	1	1	1%					
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--	3	--	--%					
Incentives																
Short-term Incentive (Target)	*5	60	--	--	33.9	40.3	--	--	Of Those LTI Eligible:							
Short-term Incentive (Actual)	*6	60	--	--	39.0	47.1	--	--	% Eligible		% Receiving					
Sales Incentive (Target)	0	0	--	--	--	--	--	--	--%		--%					
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	--%		--%					
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	--%		--%					
Long-term Incentive (Black-Scholes)	*2	4	--	--	--	--	--	--	--%		--%					
Total Cash Compensation									Incentives (Mean as % of Base)							
Total Cash Comp (Actual) - Inc Wtd	*8	82	92.3	132.8	180.0	179.2	215.0	263.5	Num Orgs	Num Obs	Org Wtd	Inc Wtd				
Total Cash Comp (Actual) - Org Wtd	*8	82	--	184.2	221.5	215.8	263.2	--	6	60	38.3%	30.3%				
Total Cash Comp (Actual) - Rcvs	*6	60	--	--	200.1	201.6	--	--	1	3	--%	--%				
Total Cash Comp (Target)	*8	82	92.3	128.9	169.7	174.2	203.2	268.9	5	60	29.4%	24.7%				
Total Cash Comp (Target) - Rcvs	*5	60	--	--	176.4	193.4	--	--	Short-term Incentive (Target)	12	--%	--%				
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Maximum)							
Total Direct Comp (Actual)	*8	82	92.3	132.8	180.0	182.8	215.0	269.8	Sales Incentive (Actual)	0	0	--%	--%			
Total Direct Comp (Actual) - Rcvs	*2	4	--	--	--	--	--	--	Sales Incentive (Target)	0	0	--%	--%			
*More than 25% of sample supplied by one organization									Profit Sharing (Actual)							
									Long-term Incentive (Black-Scholes)							
									2				4	--%	--%	
									Salary Range (Mean)							
									Minimum				6	45	117.4	104.2
									Midpoint				6	45	162.2	142.4
									Maximum				6	45	207.0	180.6

\*More than 25% of sample supplied by one organization

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Plant Manager - Multiple Facilities 600.100.131



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# US MBD: Mercer Benchmark Database Executive

## 600.100.131 Plant Manager - Multiple Facilities

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## Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	8	12	118.0	133.1	158.8	186.7	191.6	387.1
Base Salary - Org Wtd	8	12	--	133.8	155.0	192.3	206.1	--
Base Salary - Incentive Eligible	*6	10	--	--	166.3	193.1	--	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*6	10	--	--	35.0	64.8	--	--
Short-term Incentive (Actual)	*4	8	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	4	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	8	12	136.1	150.1	170.1	219.8	280.6	427.7
Total Cash Comp (Actual) - Org Wtd	8	12	--	150.1	160.2	212.2	280.0	--
Total Cash Comp (Actual) - Rcvs	*4	8	--	--	--	--	--	--
Total Cash Comp (Target)	8	12	136.5	151.8	171.7	240.7	247.2	624.8
Total Cash Comp (Target) - Rcvs	*6	10	--	--	200.0	257.8	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	8	12	136.1	150.1	170.1	265.8	344.2	692.3
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	6	10	83%
Sales Incentive	0	0	0%
Profit Sharing	1	1	10%
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)	4	8	--%	--%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	10	29.2%	26.4%
Short-term Incentive (Maximum)	4	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	4	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	3	4	--	--
Midpoint	3	4	--	--
Maximum	3	4	--	--

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

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Plant Manager - Multiple Facilities 600.100.131

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# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

## All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	349	2,495	72.0	102.5	128.5	127.8	151.6	176.8
Base Salary - Org Wtd	349	2,495	105.3	122.3	137.0	140.4	153.1	178.8
Base Salary - Incentive Eligible	315	1,949	92.5	113.3	133.0	135.8	155.3	180.0
Base Salary - Not Incentive Eligible	*16	136	99.8	112.1	131.7	133.7	150.4	179.6

<b>Incentives</b>								
Short-term Incentive (Target)	292	1,793	14.1	21.3	29.0	31.9	38.3	51.6
Short-term Incentive (Actual)	270	1,654	8.0	13.5	25.0	31.0	38.7	58.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	4	--	--	--	--	--	--
Profit Sharing (Actual)	23	114	1.9	3.8	6.1	14.4	12.2	49.6
Long-term Incentive (Black-Scholes)	101	515	8.1	12.9	25.0	36.7	36.4	67.8

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	349	2,495	74.2	113.0	146.0	149.0	179.7	218.1
Total Cash Comp (Actual) - Org Wtd	349	2,495	115.5	136.4	158.4	166.4	187.1	222.2
Total Cash Comp (Actual) - Rcvrs	277	1,685	108.6	132.3	160.5	167.8	193.3	228.3
Total Cash Comp (Target)	327	2,327	73.2	120.0	151.5	152.7	184.9	221.1
Total Cash Comp (Target) - Rcvrs	292	1,793	113.3	135.6	162.1	168.2	192.4	228.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	349	2,495	74.2	113.6	148.8	156.6	186.3	234.2
Total Direct Comp (Actual) - Rcvrs	101	515	148.4	174.3	212.8	232.7	257.7	322.1

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	308	1,913	79%
Sales Incentive	2	6	0%
Profit Sharing	32	178	10%
Long-term Incentive	122	683	29%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	37%	34%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	68%	60%
Performance Shares/Share Units	29%	25%
Performance Cash Units	5%	1%
Long-term Cash	6%	5%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	270	1,654	22.7%	21.6%
Short-term Incentive (Threshold)	82	573	10.8%	9.0%
Short-term Incentive (Target)	292	1,793	23.1%	22.5%
Short-term Incentive (Maximum)	188	1,208	41.8%	41.3%
Sales Incentive (Actual)	1	4	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	23	114	11.3%	10.4%
Long-term Incentive (Black-Scholes)	101	515	21.5%	21.4%

<b>Salary Range (Mean)</b>				
Minimum	225	1,628	105.2	100.6
Midpoint	225	1,628	136.9	134.2
Maximum	225	1,628	168.6	167.8

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Consumer Goods

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	75	353	111.5	127.5	145.4	148.5	168.6	193.4
Base Salary - Org Wtd	75	353	116.1	132.6	142.2	147.5	158.2	186.3
Base Salary - Incentive Eligible	71	304	112.9	127.7	145.5	148.6	168.5	191.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	68	286	17.8	26.8	35.3	37.2	45.0	55.6
Short-term Incentive (Actual)	63	256	9.6	15.0	25.7	33.6	45.6	69.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*5	32	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*18	126	7.3	15.6	26.5	32.5	39.9	71.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	75	353	118.6	138.3	165.0	173.7	196.9	249.1
Total Cash Comp (Actual) - Org Wtd	75	353	131.0	151.0	173.3	178.2	198.3	255.4
Total Cash Comp (Actual) - Rcvrs	65	264	131.0	149.5	173.4	185.0	206.0	261.2
Total Cash Comp (Target)	70	306	132.3	157.6	181.1	185.7	207.8	244.8
Total Cash Comp (Target) - Rcvrs	68	286	132.2	154.8	180.9	186.0	208.4	248.0

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	75	353	119.0	144.5	171.2	185.3	204.3	266.5
Total Direct Comp (Actual) - Rcvrs	*18	126	149.2	171.3	207.4	231.8	268.6	352.2

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	70	302	94%
Sales Incentive	0	0	0%
Profit Sharing	9	57	40%
Long-term Incentive	24	176	54%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	68%	63%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	29%	29%
Performance Shares/Share Units	60%	54%
Performance Cash Units	1%	0%
Long-term Cash	16%	14%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	63	256	23.7%	20.9%
Short-term Incentive (Threshold)	15	63	12.8%	12.4%
Short-term Incentive (Target)	68	286	24.0%	24.2%
Short-term Incentive (Maximum)	41	126	47.6%	49.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	32	--%	--%
Long-term Incentive (Black-Scholes)	18	126	19.6%	19.5%

<b>Salary Range (Mean)</b>				
Minimum	41	225	111.8	109.7
Midpoint	41	225	148.8	149.2
Maximum	41	225	185.8	188.7

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

Energy

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	14	195	97.4	123.2	141.6	146.3	161.5	204.3
Base Salary - Org Wtd	14	195	106.4	137.7	152.0	166.8	171.4	294.9
Base Salary - Incentive Eligible	*14	147	98.7	124.0	142.3	147.9	159.6	207.0
Base Salary - Not Incentive Eligible	*3	46	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*13	139	9.8	15.5	21.9	29.9	33.3	39.8
Short-term Incentive (Actual)	*8	99	6.4	14.4	30.4	43.2	48.0	59.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	8	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	70	--	--	30.9	75.9	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	14	195	103.4	127.6	158.6	170.0	191.0	220.7
Total Cash Comp (Actual) - Org Wtd	14	195	120.3	151.9	172.7	210.0	209.8	465.0
Total Cash Comp (Actual) - Rcvrs	*9	104	97.6	144.0	177.4	189.2	203.5	228.3
Total Cash Comp (Target)	13	187	103.3	131.9	159.8	167.3	186.0	224.3
Total Cash Comp (Target) - Rcvrs	*13	139	108.3	140.3	164.3	176.2	189.8	227.2

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	14	195	103.4	129.0	170.0	197.3	214.9	247.8
Total Direct Comp (Actual) - Rcvrs	*7	70	--	--	219.3	287.7	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	147	75%
Sales Incentive	0	0	0%
Profit Sharing	2	8	5%
Long-term Incentive	8	87	45%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	30%	26%
Share Appreciation Rights (SARs)	4%	0%
Restricted Shares/Share Units	95%	93%
Performance Shares/Share Units	16%	13%
Performance Cash Units	0%	0%
Long-term Cash	1%	0%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	99	31.2%	24.6%
Short-term Incentive (Threshold)	6	82	9.7%	8.3%
Short-term Incentive (Target)	13	139	25.4%	18.1%
Short-term Incentive (Maximum)	9	92	58.5%	37.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	8	--%	--%
Long-term Incentive (Black-Scholes)	7	70	41.1%	35.9%

<b>Salary Range (Mean)</b>				
Minimum	9	100	131.0	107.5
Midpoint	9	100	168.9	141.1
Maximum	9	100	206.8	174.7

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*12	75	--	--	125.5	127.1	--	--
Base Salary - Org Wtd	*12	75	76.5	106.1	128.1	123.3	133.5	166.8
Base Salary - Incentive Eligible	11	23	67.3	88.5	123.4	117.0	136.7	162.8
Base Salary - Not Incentive Eligible	*2	52	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	10	21	6.6	9.8	17.5	21.4	36.3	39.4
Short-term Incentive (Actual)	10	21	6.1	7.1	12.1	25.9	41.7	51.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*12	75	--	--	135.0	134.3	--	--
Total Cash Comp (Actual) - Org Wtd	*12	75	84.0	117.5	142.2	148.1	173.5	239.3
Total Cash Comp (Actual) - Rcvs	10	21	72.9	94.0	136.9	138.6	176.2	196.8
Total Cash Comp (Target)	*12	75	--	--	134.5	133.0	--	--
Total Cash Comp (Target) - Rcvs	10	21	72.9	95.5	140.4	136.7	175.1	189.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*12	75	--	--	135.0	134.7	--	--
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

## High Tech (Manufactured Products)

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	--	--%
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)	10	21	24.0%	21.4%
Short-term Incentive (Threshold)	4	6	--%	--%
Short-term Incentive (Target)	10	21	17.1%	17.4%
Short-term Incentive (Maximum)	7	13	34.9%	39.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	7	14	89.0	83.6
Midpoint	7	14	116.2	109.7
Maximum	7	14	143.3	135.8

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	135	798	84.0	105.2	128.5	128.0	149.7	170.9
Base Salary - Org Wtd	135	798	100.1	118.1	132.2	133.5	146.0	172.2
Base Salary - Incentive Eligible	126	737	86.7	109.2	129.8	130.2	150.0	173.1
Base Salary - Not Incentive Eligible	*4	6	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	117	649	10.5	18.6	28.3	29.6	35.5	46.2
Short-term Incentive (Actual)	107	614	7.7	12.0	23.5	29.8	36.4	54.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*6	40	--	--	6.6	11.7	--	--
Long-term Incentive (Black-Scholes)	51	161	6.6	11.8	15.0	24.8	27.9	60.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	135	798	93.5	116.5	148.8	151.5	177.9	215.7
Total Cash Comp (Actual) - Org Wtd	135	798	112.1	132.6	150.8	156.1	175.2	216.9
Total Cash Comp (Actual) - Rcvrs	108	622	105.2	128.2	156.5	162.0	184.6	221.5
Total Cash Comp (Target)	121	694	98.8	130.8	155.9	157.8	181.2	217.1
Total Cash Comp (Target) - Rcvrs	117	649	107.3	132.6	158.7	161.1	183.9	219.4

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	135	798	93.5	119.3	150.7	156.5	182.6	226.6
Total Direct Comp (Actual) - Rcvrs	51	161	135.6	157.4	191.4	202.1	237.3	290.5

\*More than 25% of sample supplied by one organization

## Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	124	726	95%
Sales Incentive	1	2	0%
Profit Sharing	10	65	13%
Long-term Incentive	56	214	28%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	23%	9%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	85%	71%
Performance Shares/Share Units	31%	25%
Performance Cash Units	13%	0%
Long-term Cash	4%	2%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	107	614	21.4%	21.8%
Short-term Incentive (Threshold)	35	155	11.1%	11.8%
Short-term Incentive (Target)	117	649	22.6%	21.6%
Short-term Incentive (Maximum)	75	457	37.8%	39.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	40	9.7%	9.1%
Long-term Incentive (Black-Scholes)	51	161	17.1%	16.8%

<b>Salary Range (Mean)</b>				
Minimum	89	602	97.8	94.7
Midpoint	89	602	126.6	124.5
Maximum	89	602	155.3	154.2

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	45	245	112.9	125.0	141.9	146.0	163.2	184.8
Base Salary - Org Wtd	45	245	111.9	130.1	140.4	148.3	162.3	195.1
Base Salary - Incentive Eligible	44	238	112.9	125.0	141.0	145.8	163.2	184.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	43	230	18.5	23.2	32.8	35.6	44.0	52.8
Short-term Incentive (Actual)	40	212	12.7	19.0	35.9	42.7	62.1	76.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	11	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	113	9.6	12.5	26.8	30.4	36.4	45.9

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	45	245	130.2	144.9	174.5	184.6	211.3	251.2
Total Cash Comp (Actual) - Org Wtd	45	245	131.1	150.5	172.3	182.7	202.4	248.3
Total Cash Comp (Actual) - Rcvrs	41	218	131.6	149.6	185.1	189.3	214.0	254.5
Total Cash Comp (Target)	45	243	130.6	148.3	171.8	179.0	201.5	229.4
Total Cash Comp (Target) - Rcvrs	43	230	133.1	152.4	174.5	181.2	203.8	231.7

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	45	245	130.9	146.0	184.7	198.6	237.7	283.1
Total Direct Comp (Actual) - Rcvrs	*12	113	157.3	190.6	239.0	241.9	278.5	331.5

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	43	233	95%
Sales Incentive	0	0	0%
Profit Sharing	2	11	6%
Long-term Incentive	13	118	51%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	43%	42%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	57%	54%
Performance Shares/Share Units	5%	5%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	40	212	25.3%	28.2%
Short-term Incentive (Threshold)	8	37	9.9%	6.9%
Short-term Incentive (Target)	43	230	24.3%	23.7%
Short-term Incentive (Maximum)	28	125	39.9%	39.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	11	--%	--%
Long-term Incentive (Black-Scholes)	12	113	24.3%	18.5%

<b>Salary Range (Mean)</b>				
Minimum	34	205	112.3	108.1
Midpoint	34	205	144.7	142.6
Maximum	34	205	177.2	177.0

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

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Plant Manager - Single Facility 600.100.213

2014

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## 600.100.213 Plant Manager - Single Facility

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*13	179	108.0	117.5	132.1	140.9	156.1	190.6
Base Salary - Org Wtd	*13	179	107.8	119.3	126.8	133.0	148.1	169.3
Base Salary - Incentive Eligible	*8	125	--	--	138.2	146.5	--	--
Base Salary - Not Incentive Eligible	*1	5	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	124	--	--	35.5	37.8	--	--
Short-term Incentive (Actual)	*8	120	--	--	24.2	25.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	8	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	5	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*13	179	113.4	130.1	152.9	157.9	177.0	216.6
Total Cash Comp (Actual) - Org Wtd	*13	179	115.0	127.2	151.6	147.8	166.4	180.7
Total Cash Comp (Actual) - Rcvrs	*8	120	--	--	165.3	172.9	--	--
Total Cash Comp (Target)	*13	179	116.6	133.5	153.6	167.1	192.4	247.8
Total Cash Comp (Target) - Rcvrs	*7	124	--	--	170.2	184.3	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*13	179	113.4	130.1	153.4	158.6	177.0	219.5
Total Direct Comp (Actual) - Rcvrs	*1	5	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	125	70%
Sales Incentive	0	--	--%
Profit Sharing	2	--	--%
Long-term Incentive	3	21	12%

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	120	19.2%	17.8%
Short-term Incentive (Threshold)	2	12	--%	--%
Short-term Incentive (Target)	7	124	18.5%	24.9%
Short-term Incentive (Maximum)	4	83	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	8	--%	--%
Long-term Incentive (Black-Scholes)	1	5	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	11	162	102.8	111.9
Midpoint	11	162	136.9	150.3
Maximum	11	162	171.0	188.6

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

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Plant Manager - Single Facility 600.100.213



2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Retail &amp; Wholesale

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*9	263	--	--	60.4	69.7	--	--
Base Salary - Org Wtd	*9	263	--	110.0	140.3	140.1	169.7	--
Base Salary - Incentive Eligible	*8	26	93.4	120.0	143.7	142.8	161.3	180.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	21	22.9	26.8	43.5	40.4	48.8	62.4
Short-term Incentive (Actual)	*8	24	6.4	11.8	25.6	28.0	36.0	60.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	5	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*9	263	--	--	60.4	72.3	--	--
Total Cash Comp (Actual) - Org Wtd	*9	263	--	129.8	173.3	176.9	227.0	--
Total Cash Comp (Actual) - Rcvrs	*8	24	98.0	138.7	164.8	169.7	189.9	236.8
Total Cash Comp (Target)	*9	258	--	--	60.0	72.3	--	--
Total Cash Comp (Target) - Rcvrs	*7	21	137.3	160.6	200.9	192.5	216.6	253.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*9	263	--	--	60.4	75.3	--	--
Total Direct Comp (Actual) - Rcvrs	*1	5	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	3	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	24	25.7%	18.9%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	7	21	26.7%	25.9%
Short-term Incentive (Maximum)	3	17	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	1	5	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	11	112.7	109.8
Midpoint	5	11	143.5	142.3
Maximum	5	11	174.3	174.7

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

## 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*10	232	--	--	103.8	107.1	--	--
Base Salary - Org Wtd	*10	232	58.6	95.0	124.8	113.6	135.9	143.1
Base Salary - Incentive Eligible	*7	228	--	--	103.8	107.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	228	--	--	23.7	25.0	--	--
Short-term Incentive (Actual)	*6	216	--	--	17.8	19.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	4	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	12	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*10	232	--	--	118.0	125.0	--	--
Total Cash Comp (Actual) - Org Wtd	*10	232	59.8	100.4	124.8	124.4	152.4	168.6
Total Cash Comp (Actual) - Rcvrs	*6	216	--	--	118.4	126.4	--	--
Total Cash Comp (Target)	*9	231	--	--	127.8	131.7	--	--
Total Cash Comp (Target) - Rcvrs	*7	228	--	--	127.8	132.2	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*10	232	--	--	118.0	125.7	--	--
Total Direct Comp (Actual) - Rcvrs	*2	12	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	--	--%
Sales Incentive	1	--	--%
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)	6	216	15.4%	17.4%
Short-term Incentive (Threshold)	3	163	--%	--%
Short-term Incentive (Target)	7	228	18.2%	23.3%
Short-term Incentive (Maximum)	5	211	--%	--%
Sales Incentive (Actual)	1	4	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	12	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	212	85.4	82.6
Midpoint	5	212	110.7	117.8
Maximum	5	212	136.0	152.9

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 600.100.213 Plant Manager - Single Facility

Leads, directs, and controls the day-to-day activities of a single plant (or factory, branch, or other facility) to achieve the short and medium-term financial and operating objectives set by the overall organization business plan. May be responsible for any of the following activities: maintenance, manufacturing, quality control, engineering, supply and logistics, distribution, accounting, IT, and administration. Frequently reports to a Top Operations Executive, Top Manufacturing Executive or to the Chief Operating Officer/Chief Executive Officer of the business unit.

## Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	25	88	107.6	119.7	135.9	140.7	157.2	182.6
Base Salary - Org Wtd	25	88	107.7	122.6	138.4	146.0	147.7	189.4
Base Salary - Incentive Eligible	16	70	115.2	123.0	137.3	145.1	165.8	185.0
Base Salary - Not Incentive Eligible	*5	11	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*11	45	22.9	24.5	29.9	34.3	36.8	46.2
Short-term Incentive (Actual)	*10	43	--	--	27.4	26.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	8	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	25	88	107.6	125.0	145.8	154.3	180.4	210.5
Total Cash Comp (Actual) - Org Wtd	25	88	107.7	124.9	145.4	158.2	180.6	225.7
Total Cash Comp (Actual) - Rcvrs	*12	47	129.4	146.2	176.6	173.6	200.1	221.5
Total Cash Comp (Target)	25	88	107.6	125.0	147.1	158.2	179.3	214.7
Total Cash Comp (Target) - Rcvrs	*11	45	138.4	151.5	174.0	185.1	212.0	231.8

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	25	88	107.6	125.0	145.8	160.0	180.4	225.2
Total Direct Comp (Actual) - Rcvrs	*4	8	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	52	70%
Sales Incentive	0	0	0%
Profit Sharing	4	19	30%
Long-term Incentive	5	10	14%

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

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	43	19.5%	18.2%
Short-term Incentive (Threshold)	4	29	--%	--%
Short-term Incentive (Target)	11	45	24.5%	21.6%
Short-term Incentive (Maximum)	8	38	51.2%	42.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	5	--%	--%
Long-term Incentive (Black-Scholes)	4	8	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	17	61	108.4	112.8
Midpoint	17	61	139.7	145.1
Maximum	17	61	171.0	177.4

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

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Plant Manager - Single Facility 600.100.213

2014

# US MBD: Mercer Benchmark Database Executive

## 510.704.210 Process Engineering Director

All Organizations

Directs the engineering function related to the manufacturing process. Plans for the layout of machinery and equipment so that efficiency and productivity are enhanced. Tests and evaluates production equipment and machinery to ensure reliability and efficiency. Directs and coordinates the planning and completion of engineering projects. Resolves engineering problems and reviews and approves final tool designs. Adapts machine and equipment design to plant and production conditions. Frequently reports to a Top Engineering Executive, Top Operations Executive, or Top Manufacturing Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*42	697	--	--	155.0	157.3	--	--
Base Salary - Org Wtd	*42	697	123.3	132.6	154.6	152.6	163.8	187.8
Base Salary - Incentive Eligible	*36	640	--	--	155.1	157.5	--	--
Base Salary - Not Incentive Eligible	*6	42	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*31	630	--	--	23.6	26.0	--	--
Short-term Incentive (Actual)	*30	604	--	--	24.1	26.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	8	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	36	14.3	24.7	34.1	54.4	57.0	177.9

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*42	697	--	--	177.6	180.7	--	--
Total Cash Comp (Actual) - Org Wtd	*42	697	129.4	153.4	175.9	181.3	208.4	249.0
Total Cash Comp (Actual) - Rcvs	*30	610	--	--	179.7	184.5	--	--
Total Cash Comp (Target)	*40	693	--	--	178.1	181.1	--	--
Total Cash Comp (Target) - Rcvs	*31	630	--	--	179.6	183.7	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*42	697	--	--	178.1	183.5	--	--
Total Direct Comp (Actual) - Rcvs	13	36	189.5	219.6	240.1	258.5	293.2	363.0

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	36	--	--%
Sales Incentive	0	--	--%
Profit Sharing	3	9	8%
Long-term Incentive	19	--	--%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	51%	53%
Share Appreciation Rights (SARs)	2%	0%
Restricted Shares/Share Units	59%	44%
Performance Shares/Share Units	14%	8%
Performance Cash Units	0%	0%
Long-term Cash	24%	28%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	30	604	26.1%	16.9%
Short-term Incentive (Threshold)	8	15	12.0%	13.0%
Short-term Incentive (Target)	31	630	24.0%	16.4%
Short-term Incentive (Maximum)	19	48	47.5%	42.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	8	--%	--%
Long-term Incentive (Black-Scholes)	13	36	26.0%	33.2%

<b>Salary Range (Mean)</b>				
Minimum	27	606	120.8	143.0
Midpoint	27	606	159.9	170.5
Maximum	27	606	198.9	197.9

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

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Process Engineering Director 510.704.210

2014

# US MBD: Mercer Benchmark Database Executive

## 510.704.210 Process Engineering Director

Directs the engineering function related to the manufacturing process. Plans for the layout of machinery and equipment so that efficiency and productivity are enhanced. Tests and evaluates production equipment and machinery to ensure reliability and efficiency. Directs and coordinates the planning and completion of engineering projects. Resolves engineering problems and reviews and approves final tool designs. Adapts machine and equipment design to plant and production conditions. Frequently reports to a Top Engineering Executive, Top Operations Executive, or Top Manufacturing Executive.

## Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*10	578	--	--	156.6	159.2	--	--
Base Salary - Org Wtd	*10	578	123.0	141.5	159.0	159.6	165.9	215.7
Base Salary - Incentive Eligible	*10	563	--	--	156.3	158.8	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*8	559	--	--	23.5	25.2	--	--
Short-term Incentive (Actual)	*8	540	--	--	24.0	25.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	9	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*10	578	--	--	178.9	183.2	--	--
Total Cash Comp (Actual) - Org Wtd	*10	578	135.1	166.4	180.0	205.3	234.2	339.3
Total Cash Comp (Actual) - Rcvrs	*8	546	--	--	179.4	184.2	--	--
Total Cash Comp (Target)	*8	576	--	--	179.6	183.7	--	--
Total Cash Comp (Target) - Rcvrs	*8	559	--	--	179.7	184.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*10	578	--	--	179.3	185.2	--	--
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	10	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
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)	8	540	37.8%	16.0%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	8	559	25.9%	15.7%
Short-term Incentive (Maximum)	4	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	6	--%	--%
Long-term Incentive (Black-Scholes)	2	9	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	8	558	127.3	145.6
Midpoint	8	558	167.4	171.9
Maximum	8	558	207.4	198.3

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

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Process Engineering Director 510.704.210

2014

# US MBD: Mercer Benchmark Database Executive

## 620.124.210 Process Improvement Director

Works with research, development, and manufacturing management to ensure that short and long-term organization production and quality goals are met. Directs the activities of the process and quality engineers, administers process improvement trials, and directs the evaluation, interpretation and documentation of the improvements. Must have knowledge of all quality and testing procedures as well as ensure that the process improvement department budget is met. Typically reports to the Top Total Quality Executive or Top Manufacturing Executive.

## All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	120	278	112.5	126.5	142.1	145.2	160.0	183.9
Base Salary - Org Wtd	120	278	108.1	131.1	146.0	148.6	163.6	186.4
Base Salary - Incentive Eligible	108	261	113.6	127.5	143.1	146.0	160.0	184.4
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	98	226	18.1	21.4	30.2	33.7	42.6	51.8
Short-term Incentive (Actual)	96	223	10.6	18.7	28.4	37.5	45.4	64.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	38	59	12.6	22.2	40.0	43.9	56.3	88.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	120	278	122.0	140.0	165.2	175.3	200.2	241.2
Total Cash Comp (Actual) - Org Wtd	120	278	119.0	140.6	174.0	180.5	208.4	249.1
Total Cash Comp (Actual) - Rcvrs	96	223	130.2	146.9	179.3	184.6	208.5	248.4
Total Cash Comp (Target)	111	262	128.0	146.4	169.8	174.1	196.5	222.4
Total Cash Comp (Target) - Rcvrs	98	226	134.2	151.0	172.1	178.9	201.9	231.7

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	120	278	122.3	140.9	170.1	184.7	210.2	260.4
Total Direct Comp (Actual) - Rcvrs	38	59	161.1	189.8	234.1	243.5	289.2	335.9

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	108	261	96%
Sales Incentive	0	0	0%
Profit Sharing	3	3	2%
Long-term Incentive	45	83	32%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	37%	31%
Share Appreciation Rights (SARs)	6%	3%
Restricted Shares/Share Units	49%	44%
Performance Shares/Share Units	31%	32%
Performance Cash Units	6%	2%
Long-term Cash	26%	27%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	96	223	25.2%	24.4%
Short-term Incentive (Threshold)	21	39	10.8%	9.6%
Short-term Incentive (Target)	98	226	24.1%	22.7%
Short-term Incentive (Maximum)	59	107	40.6%	39.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	38	59	27.5%	27.2%

<b>Salary Range (Mean)</b>				
Minimum	86	203	111.5	113.9
Midpoint	86	203	144.6	143.8
Maximum	86	203	177.7	173.6

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

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Process Improvement Director 620.124.210

2014

# US MBD: Mercer Benchmark Database Executive

## 620.124.210 Process Improvement Director

## Consumer Goods

Works with research, development, and manufacturing management to ensure that short and long-term organization production and quality goals are met. Directs the activities of the process and quality engineers, administers process improvement trials, and directs the evaluation, interpretation and documentation of the improvements. Must have knowledge of all quality and testing procedures as well as ensure that the process improvement department budget is met. Typically reports to the Top Total Quality Executive or Top Manufacturing Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	16	37	113.0	132.6	149.0	150.6	171.8	188.1
Base Salary - Org Wtd	16	37	114.4	130.1	149.0	147.0	165.2	176.4
Base Salary - Incentive Eligible	16	36	112.7	131.8	149.0	150.3	172.7	188.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	15	33	16.8	20.4	36.0	33.3	41.9	51.0
Short-term Incentive (Actual)	15	34	9.9	16.1	30.0	31.9	42.7	58.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	14	18.8	30.6	45.8	49.5	62.7	104.5

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	16	37	125.8	146.6	176.6	179.9	211.7	245.2
Total Cash Comp (Actual) - Org Wtd	16	37	126.3	144.7	168.8	174.4	207.6	224.0
Total Cash Comp (Actual) - Rcvrs	15	34	130.8	147.6	183.6	183.0	215.6	247.2
Total Cash Comp (Target)	15	33	128.8	152.3	179.8	183.5	217.9	246.4
Total Cash Comp (Target) - Rcvrs	15	33	128.8	152.3	179.8	183.5	217.9	246.4

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	16	37	125.8	149.4	192.4	198.6	240.9	276.8
Total Direct Comp (Actual) - Rcvrs	*9	14	197.1	208.5	240.9	247.5	277.6	319.5

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	16	36	100%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
Long-term Incentive	9	16	43%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	44%	50%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	56%	43%
Performance Shares/Share Units	50%	57%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	34	20.1%	20.5%
Short-term Incentive (Threshold)	5	12	10.2%	9.9%
Short-term Incentive (Target)	15	33	21.2%	21.4%
Short-term Incentive (Maximum)	5	12	38.4%	37.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	14	32.2%	30.8%

<b>Salary Range (Mean)</b>				
Minimum	12	19	106.9	107.2
Midpoint	12	19	142.4	143.8
Maximum	12	19	177.8	180.4

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

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Process Improvement Director 620.124.210

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# US MBD: Mercer Benchmark Database Executive

## 620.124.210 Process Improvement Director

Energy

Works with research, development, and manufacturing management to ensure that short and long-term organization production and quality goals are met. Directs the activities of the process and quality engineers, administers process improvement trials, and directs the evaluation, interpretation and documentation of the improvements. Must have knowledge of all quality and testing procedures as well as ensure that the process improvement department budget is met. Typically reports to the Top Total Quality Executive or Top Manufacturing Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	5	5	--	--	139.8	145.9	--	--
Base Salary - Org Wtd	5	5	--	--	139.8	145.9	--	--
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
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	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	172.8	185.2	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	172.8	185.2	--	--
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	4	4	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	4	4	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	5	5	--	--	189.8	205.1	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	4	--%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
Long-term Incentive	3	3	60%

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

<b>Incentives (Mean as % of Base)</b>	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)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	3	3	--	--
Midpoint	3	3	--	--
Maximum	3	3	--	--

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## Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	9	14	101.5	109.8	131.8	147.3	156.4	260.5
Base Salary - Org Wtd	9	14	--	120.6	137.5	158.8	183.4	--
Base Salary - Incentive Eligible	9	14	101.5	109.8	131.8	147.3	156.4	260.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	8	13	10.7	18.3	21.6	32.2	42.9	80.6
Short-term Incentive (Actual)	8	12	12.1	17.6	26.0	47.1	74.5	156.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	9	14	116.6	125.7	147.5	187.7	208.3	395.6
Total Cash Comp (Actual) - Org Wtd	9	14	--	135.0	166.3	207.5	246.0	--
Total Cash Comp (Actual) - Rcvrs	8	12	114.5	124.4	149.0	194.5	252.0	431.7
Total Cash Comp (Target)	8	13	117.3	130.1	154.4	182.3	207.9	349.2
Total Cash Comp (Target) - Rcvrs	8	13	117.3	130.1	154.4	182.3	207.9	349.2

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	9	14	116.6	125.7	147.5	205.9	208.3	523.1
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	14	100%
Sales Incentive	0	0	0%
Profit Sharing	0	--	--%
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)	8	12	28.1%	26.6%
Short-term Incentive (Threshold)	4	8	--%	--%
Short-term Incentive (Target)	8	13	20.9%	19.8%
Short-term Incentive (Maximum)	5	9	27.0%	29.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	10	121.9	109.4
Midpoint	5	10	159.5	144.1
Maximum	5	10	197.0	178.9

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

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*24	91	114.8	124.8	141.0	142.3	158.4	174.8
Base Salary - Org Wtd	*24	91	102.8	133.2	156.0	153.0	173.3	189.2
Base Salary - Incentive Eligible	*24	90	114.8	124.6	140.9	142.0	157.5	174.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*22	83	18.2	20.5	29.5	33.0	41.3	56.1
Short-term Incentive (Actual)	*20	68	--	--	23.9	33.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	19	26.9	33.4	40.0	44.5	55.9	71.1

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*24	91	120.4	135.3	157.8	167.3	192.3	227.4
Total Cash Comp (Actual) - Org Wtd	*24	91	122.7	138.1	188.8	194.4	244.9	257.2
Total Cash Comp (Actual) - Rcvrs	*20	68	--	--	166.0	177.0	--	--
Total Cash Comp (Target)	*22	85	135.8	149.8	165.0	175.1	195.0	223.7
Total Cash Comp (Target) - Rcvrs	*22	83	135.1	149.5	164.6	174.9	195.0	226.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*24	91	121.3	139.2	159.5	176.6	211.6	250.5
Total Direct Comp (Actual) - Rcvrs	*8	19	175.0	209.4	234.4	236.9	252.9	315.7

\*More than 25% of sample supplied by one organization

## Other Durable Goods

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	24	90	99%
Sales Incentive	0	--	--%
Profit Sharing	1	1	4%
Long-term Incentive	12	36	40%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	35%	26%
Share Appreciation Rights (SARs)	9%	0%
Restricted Shares/Share Units	30%	32%
Performance Shares/Share Units	26%	32%
Performance Cash Units	4%	0%
Long-term Cash	43%	42%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	68	31.1%	22.3%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	22	83	29.1%	22.9%
Short-term Incentive (Maximum)	10	20	46.2%	41.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	8	19	30.7%	30.5%

<b>Salary Range (Mean)</b>				
Minimum	15	67	114.3	121.5
Midpoint	15	67	149.4	147.9
Maximum	15	67	184.4	174.2

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	13	25	107.4	121.9	133.9	139.5	158.7	186.9
Base Salary - Org Wtd	13	25	117.0	126.9	156.0	150.8	163.1	194.5
Base Salary - Incentive Eligible	13	25	107.4	121.9	133.9	139.5	158.7	186.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	13	25	18.7	23.5	33.8	36.6	47.6	63.4
Short-term Incentive (Actual)	*13	23	6.4	11.3	21.4	31.8	45.0	77.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	7	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	13	25	117.0	134.7	161.6	169.1	198.8	225.9
Total Cash Comp (Actual) - Org Wtd	13	25	128.6	141.4	184.1	189.6	210.2	296.6
Total Cash Comp (Actual) - Rcvrs	*13	23	121.5	134.9	161.6	170.2	197.7	233.7
Total Cash Comp (Target)	13	25	126.8	141.9	168.9	176.1	200.5	244.6
Total Cash Comp (Target) - Rcvrs	13	25	126.8	141.9	168.9	176.1	200.5	244.6

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	13	25	120.2	134.7	165.4	173.9	200.1	240.6
Total Direct Comp (Actual) - Rcvrs	*4	7	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	25	100%
Sales Incentive	0	--	--%
Profit Sharing	1	1	6%
Long-term Incentive	4	7	41%

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

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	23	25.2%	21.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	13	25	25.4%	25.4%
Short-term Incentive (Maximum)	8	12	48.4%	42.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	7	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	11	23	113.4	107.0
Midpoint	11	23	145.6	137.0
Maximum	11	23	177.7	167.1

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## Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	9	11	94.4	113.0	141.9	133.6	151.1	173.2
Base Salary - Org Wtd	9	11	--	112.7	141.9	135.1	151.4	--
Base Salary - Incentive Eligible	9	11	94.4	113.0	141.9	133.6	151.1	173.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	8	10	--	--	27.3	31.2	--	--
Short-term Incentive (Actual)	8	10	--	--	27.0	30.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	9	11	104.1	128.1	176.7	162.2	189.6	213.3
Total Cash Comp (Actual) - Org Wtd	9	11	--	130.4	176.7	162.5	195.5	--
Total Cash Comp (Actual) - Rcvrs	8	10	--	--	158.6	160.5	--	--
Total Cash Comp (Target)	9	11	109.6	135.6	154.4	162.0	189.6	213.1
Total Cash Comp (Target) - Rcvrs	8	10	--	--	167.9	164.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	9	11	104.5	138.8	176.7	171.4	189.6	265.0
Total Direct Comp (Actual) - Rcvrs	*2	3	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	11	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	2	3	27%

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	10	21.6%	22.6%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	8	10	22.4%	22.9%
Short-term Incentive (Maximum)	4	5	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	6	93.8	92.2
Midpoint	5	6	126.3	124.8
Maximum	5	6	158.7	157.5

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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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*7	20	--	--	139.3	141.5	--	--
Base Salary - Org Wtd	*7	20	--	137.9	141.8	142.3	149.6	--
Base Salary - Incentive Eligible	*7	19	120.0	129.2	140.5	142.1	155.0	171.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*6	10	--	--	36.9	36.2	--	--
Short-term Incentive (Actual)	*6	18	--	--	28.2	67.1	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*7	20	--	--	170.1	201.9	--	--
Total Cash Comp (Actual) - Org Wtd	*7	20	--	150.4	159.8	170.3	176.1	--
Total Cash Comp (Actual) - Rcvrs	*6	18	--	--	176.1	209.4	--	--
Total Cash Comp (Target)	*7	20	--	--	168.9	159.6	--	--
Total Cash Comp (Target) - Rcvrs	*6	10	--	--	178.6	181.3	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*7	20	--	--	178.3	206.7	--	--
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	--	--%
Sales Incentive	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)	6	18	23.6%	45.1%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	6	10	23.3%	25.0%
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)	4	4	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	7	20	103.2	98.1
Midpoint	7	20	140.6	134.9
Maximum	7	20	178.1	171.7

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

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Process Improvement Director 620.124.210

2014

# US MBD: Mercer Benchmark Database Executive

## 620.124.210 Process Improvement Director

Works with research, development, and manufacturing management to ensure that short and long-term organization production and quality goals are met. Directs the activities of the process and quality engineers, administers process improvement trials, and directs the evaluation, interpretation and documentation of the improvements. Must have knowledge of all quality and testing procedures as well as ensure that the process improvement department budget is met. Typically reports to the Top Total Quality Executive or Top Manufacturing 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*17	34	95.4	128.3	149.5	149.7	169.8	197.5
Base Salary - Org Wtd	*17	34	92.9	106.5	139.0	141.8	163.0	189.9
Base Salary - Incentive Eligible	*9	24	121.6	135.1	159.0	157.3	175.7	197.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	7	12	13.6	18.2	34.8	33.4	47.0	54.3
Short-term Incentive (Actual)	*7	18	--	--	39.0	40.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*17	34	95.4	131.6	164.3	171.3	208.8	245.0
Total Cash Comp (Actual) - Org Wtd	*17	34	92.9	106.5	145.5	156.2	200.9	219.1
Total Cash Comp (Actual) - Rcvs	*7	18	--	--	201.6	206.4	--	--
Total Cash Comp (Target)	*15	32	94.7	139.3	162.5	159.6	180.4	209.4
Total Cash Comp (Target) - Rcvs	7	12	139.6	148.2	169.7	178.5	207.0	232.4

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*17	34	95.4	131.6	167.7	173.3	208.8	254.5
Total Direct Comp (Actual) - Rcvs	*2	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	24	75%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	3	3	9%

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

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	18	22.0%	24.4%
Short-term Incentive (Threshold)	3	6	--%	--%
Short-term Incentive (Target)	7	12	24.2%	22.5%
Short-term Incentive (Maximum)	5	8	38.2%	38.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	13	20	104.8	105.3
Midpoint	13	20	136.0	137.1
Maximum	13	20	167.3	169.0

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

## 620.124.210 Process Improvement Director

Works with research, development, and manufacturing management to ensure that short and long-term organization production and quality goals are met. Directs the activities of the process and quality engineers, administers process improvement trials, and directs the evaluation, interpretation and documentation of the improvements. Must have knowledge of all quality and testing procedures as well as ensure that the process improvement department budget is met. Typically reports to the Top Total Quality Executive or Top Manufacturing 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*11	28	114.7	129.8	142.0	142.3	153.4	170.0
Base Salary - Org Wtd	*11	28	104.2	132.2	141.7	141.6	149.8	181.9
Base Salary - Incentive Eligible	*8	25	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	24	--	--	--	--	--	--
Short-term Incentive (Actual)	*7	24	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*11	28	136.0	152.8	165.8	167.3	187.1	199.1
Total Cash Comp (Actual) - Org Wtd	*11	28	104.2	138.4	165.6	158.8	186.5	194.1
Total Cash Comp (Actual) - Rcvs	*7	24	--	--	--	--	--	--
Total Cash Comp (Target)	*9	26	--	--	171.2	169.4	--	--
Total Cash Comp (Target) - Rcvs	*7	24	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*11	28	136.0	152.8	165.8	167.3	187.1	199.1
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	8	25	93%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	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	24	--%	--%
Short-term Incentive (Threshold)	1	4	--%	--%
Short-term Incentive (Target)	7	24	--%	--%
Short-term Incentive (Maximum)	7	24	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	9	25	118.7	125.9
Midpoint	9	25	139.9	144.6
Maximum	9	25	161.0	163.3

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

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Process Improvement Director 620.124.210

2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

## All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	246	1,374	120.7	135.9	153.5	155.3	170.1	190.0
Base Salary - Org Wtd	246	1,374	123.4	136.0	152.1	154.5	170.9	185.8
Base Salary - Incentive Eligible	235	1,345	120.8	136.0	153.8	155.4	170.1	190.0
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*198	1,064	20.5	24.6	28.5	34.2	41.3	56.2
Short-term Incentive (Actual)	*191	1,081	15.5	23.6	30.9	36.4	45.1	61.1
Sales Incentive (Target)	*3	10	--	--	--	--	--	--
Sales Incentive (Actual)	*6	17	--	--	33.3	34.5	--	--
Profit Sharing (Actual)	*13	22	0.5	0.5	4.5	6.9	6.1	24.4
Long-term Incentive (Black-Scholes)	*89	645	14.9	20.0	30.0	44.8	40.0	73.4

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	246	1,374	129.2	151.9	180.9	184.5	208.5	241.2
Total Cash Comp (Actual) - Org Wtd	246	1,374	131.5	150.4	177.1	184.6	208.1	240.9
Total Cash Comp (Actual) - Rcvrs	*196	1,104	141.5	165.9	188.3	193.1	213.7	247.5
Total Cash Comp (Target)	229	1,316	131.5	156.5	180.6	184.0	204.0	239.9
Total Cash Comp (Target) - Rcvrs	*199	1,074	146.2	168.0	186.3	192.3	211.1	246.1

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	246	1,374	131.4	155.9	195.4	205.5	233.9	284.2
Total Direct Comp (Actual) - Rcvrs	*89	645	175.8	203.2	226.7	243.6	260.7	315.9

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	233	1,332	98%
Sales Incentive	8	20	2%
Profit Sharing	22	142	14%
Long-term Incentive	116	750	57%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	28%	28%
Share Appreciation Rights (SARs)	1%	0%
Restricted Shares/Share Units	52%	42%
Performance Shares/Share Units	51%	52%
Performance Cash Units	4%	0%
Long-term Cash	10%	5%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	191	1,081	23.8%	22.5%
Short-term Incentive (Threshold)	54	184	11.7%	11.4%
Short-term Incentive (Target)	198	1,064	23.4%	21.3%
Short-term Incentive (Maximum)	112	530	41.8%	37.3%
Sales Incentive (Actual)	6	17	24.3%	23.3%
Sales Incentive (Target)	3	10	--%	--%
Profit Sharing (Actual)	13	22	6.2%	4.3%
Long-term Incentive (Black-Scholes)	89	645	32.5%	26.9%

<b>Salary Range (Mean)</b>				
Minimum	158	904	116.3	106.8
Midpoint	158	904	155.2	152.0
Maximum	158	904	194.1	197.2

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

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Product Development Director 410.476.211



2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

## Consumer Goods

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*31	104	117.1	126.4	150.1	160.1	175.7	205.0
Base Salary - Org Wtd	*31	104	120.9	139.7	162.9	158.3	171.5	179.4
Base Salary - Incentive Eligible	*31	104	117.1	126.4	150.1	160.1	175.7	205.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*30	103	22.6	25.0	30.5	37.8	45.0	67.1
Short-term Incentive (Actual)	*23	69	21.7	26.7	34.1	38.4	45.1	64.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*5	12	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*13	24	10.2	16.7	39.2	46.2	64.4	107.7

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*31	104	125.1	145.4	176.2	186.3	216.3	252.7
Total Cash Comp (Actual) - Org Wtd	*31	104	135.5	163.6	191.4	188.9	216.7	227.0
Total Cash Comp (Actual) - Rcvrs	*25	77	140.0	150.0	184.3	190.1	218.0	247.0
Total Cash Comp (Target)	*31	104	138.8	151.7	186.6	197.5	218.5	268.3
Total Cash Comp (Target) - Rcvrs	*30	103	138.7	151.7	187.5	197.8	218.9	269.2

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*31	104	125.1	146.6	178.7	196.9	225.9	309.5
Total Direct Comp (Actual) - Rcvrs	*13	24	175.2	204.2	269.8	266.1	314.4	380.8

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	103	99%
Sales Incentive	0	0	0%
Profit Sharing	5	12	19%
Long-term Incentive	16	32	36%

<b>Of Those LTI Eligible:</b>	% Eligible	% Receiving
Stock/Share Options	33%	38%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	78%	83%
Performance Shares/Share Units	52%	42%
Performance Cash Units	4%	4%
Long-term Cash	11%	13%

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	69	24.3%	24.2%
Short-term Incentive (Threshold)	9	15	9.9%	11.8%
Short-term Incentive (Target)	30	103	22.9%	23.0%
Short-term Incentive (Maximum)	17	41	40.0%	35.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	12	--%	--%
Long-term Incentive (Black-Scholes)	13	24	24.4%	25.7%

<b>Salary Range (Mean)</b>				
Minimum	22	48	117.5	123.8
Midpoint	22	48	157.7	157.3
Maximum	22	48	198.0	190.8

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

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Product Development Director 410.476.211

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# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

Energy

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*8	120	--	--	139.1	140.2	--	--
Base Salary - Org Wtd	*8	120	--	138.0	150.5	150.8	162.2	--
Base Salary - Incentive Eligible	*8	120	--	--	139.1	140.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	20	--	--	24.0	33.2	--	--
Short-term Incentive (Actual)	*8	95	--	--	21.9	24.8	--	--
Sales Incentive (Target)	1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*1	2	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	15	--	--	57.8	56.0	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*8	120	--	--	157.0	160.3	--	--
Total Cash Comp (Actual) - Org Wtd	*8	120	--	154.7	175.2	185.4	219.1	--
Total Cash Comp (Actual) - Rcvrs	*8	95	--	--	163.6	168.0	--	--
Total Cash Comp (Target)	*8	119	--	--	140.0	146.3	--	--
Total Cash Comp (Target) - Rcvrs	*8	21	--	--	181.6	189.6	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*8	120	--	--	160.6	167.3	--	--
Total Direct Comp (Actual) - Rcvrs	*5	15	--	--	239.3	249.6	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	--	--%
Sales Incentive	1	--	--%
Profit Sharing	1	--	--%
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)	8	95	24.0%	17.0%
Short-term Incentive (Threshold)	3	13	--%	--%
Short-term Incentive (Target)	7	20	26.7%	20.8%
Short-term Incentive (Maximum)	6	115	32.9%	23.7%
Sales Incentive (Actual)	1	2	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	15	29.7%	35.4%

<b>Salary Range (Mean)</b>				
Minimum	7	20	120.9	114.7
Midpoint	7	20	155.7	151.8
Maximum	7	20	190.4	188.8

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

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Product Development Director 410.476.211

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# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

## Financial Services

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*13	35	94.8	107.2	127.8	126.8	143.9	155.1
Base Salary - Org Wtd	*13	35	113.2	130.3	140.4	139.9	154.8	157.4
Base Salary - Incentive Eligible	*11	32	94.2	105.7	127.4	125.5	143.0	155.1
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	7	12	16.3	25.6	30.8	31.4	38.7	44.8
Short-term Incentive (Actual)	*10	31	8.2	11.0	17.9	23.7	32.2	44.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	9	--	--	27.2	34.9	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*13	35	104.7	120.6	138.3	147.8	171.2	196.7
Total Cash Comp (Actual) - Org Wtd	*13	35	122.8	139.7	163.6	165.3	183.8	220.2
Total Cash Comp (Actual) - Rcvs	*10	31	103.8	117.0	140.0	149.1	178.2	196.7
Total Cash Comp (Target)	*10	32	94.2	105.7	132.9	137.1	167.6	191.5
Total Cash Comp (Target) - Rcvs	7	12	141.4	153.5	171.8	171.0	185.5	200.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*13	35	104.7	120.6	140.0	156.8	204.5	236.2
Total Direct Comp (Actual) - Rcvs	*6	9	--	--	206.9	209.3	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	32	97%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	8	11	31%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	44%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	91%	78%
Performance Shares/Share Units	45%	11%
Performance Cash Units	18%	0%
Long-term Cash	36%	44%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	31	24.5%	18.1%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	12	21.4%	22.5%
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)	6	9	20.7%	24.9%

<b>Salary Range (Mean)</b>				
Minimum	7	29	102.3	97.2
Midpoint	7	29	140.3	129.1
Maximum	7	29	178.2	161.1

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

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Product Development Director 410.476.211

2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

## High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*5	12	--	--	168.8	172.6	--	--
Base Salary - Org Wtd	*5	12	--	--	171.4	163.3	--	--
Base Salary - Incentive Eligible	*5	12	--	--	168.8	172.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*5	12	--	--	40.6	43.8	--	--
Short-term Incentive (Actual)	*5	12	--	--	41.3	50.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	7	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*5	12	--	--	218.4	223.2	--	--
Total Cash Comp (Actual) - Org Wtd	*5	12	--	--	208.9	207.1	--	--
Total Cash Comp (Actual) - Rcvrs	*5	12	--	--	218.4	223.2	--	--
Total Cash Comp (Target)	*5	12	--	--	205.8	216.4	--	--
Total Cash Comp (Target) - Rcvrs	*5	12	--	--	205.8	216.4	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*5	12	--	--	253.1	245.4	--	--
Total Direct Comp (Actual) - Rcvrs	*4	7	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	12	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	7	58%

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	25.7%	28.0%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	12	24.5%	25.2%
Short-term Incentive (Maximum)	3	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	7	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	3	7	--	--
Midpoint	3	7	--	--
Maximum	3	7	--	--

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# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

High Tech (Services)

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*8	323	--	--	158.4	157.4	--	--
Base Salary - Org Wtd	*8	323	--	152.0	156.8	156.9	161.6	--
Base Salary - Incentive Eligible	*7	313	--	--	158.6	158.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	308	--	--	25.6	26.5	--	--
Short-term Incentive (Actual)	*7	305	--	--	29.4	33.7	--	--
Sales Incentive (Target)	1	5	--	--	--	--	--	--
Sales Incentive (Actual)	*1	5	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	295	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*8	323	--	--	190.0	190.2	--	--
Total Cash Comp (Actual) - Org Wtd	*8	323	--	183.9	194.9	190.3	205.7	--
Total Cash Comp (Actual) - Rcvs	*7	310	--	--	190.6	192.1	--	--
Total Cash Comp (Target)	*8	323	--	--	184.4	183.5	--	--
Total Cash Comp (Target) - Rcvs	*7	313	--	--	185.1	185.1	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*8	323	--	--	218.6	219.3	--	--
Total Direct Comp (Actual) - Rcvs	*4	295	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	--	--%
Sales Incentive	1	--	--%
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)	7	305	22.7%	21.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	308	22.0%	16.7%
Short-term Incentive (Maximum)	1	7	--%	--%
Sales Incentive (Actual)	1	5	--%	--%
Sales Incentive (Target)	1	5	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	295	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	5	305	118.3	87.5
Midpoint	5	305	163.1	143.5
Maximum	5	305	207.9	199.5

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

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Product Development Director 410.476.211

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# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development 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
<b>Base Salary</b>								
Base Salary - Inc Wtd	*40	198	131.0	144.9	159.7	162.5	176.6	200.0
Base Salary - Org Wtd	*40	198	131.2	136.6	154.5	157.6	173.0	182.0
Base Salary - Incentive Eligible	*38	194	130.2	144.4	159.5	162.4	178.4	200.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*34	182	21.8	29.8	38.5	38.4	46.5	57.7
Short-term Incentive (Actual)	*34	155	19.9	30.8	42.5	44.1	54.2	71.0
Sales Incentive (Target)	1	4	--	--	--	--	--	--
Sales Incentive (Actual)	*1	4	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*11	109	3.3	23.2	43.8	42.3	61.6	75.0

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*40	198	144.6	166.3	191.7	197.2	224.6	259.4
Total Cash Comp (Actual) - Org Wtd	*40	198	146.9	162.2	179.3	190.3	220.0	240.0
Total Cash Comp (Actual) - Rcvs	*36	160	154.4	177.4	201.8	207.3	230.2	269.9
Total Cash Comp (Target)	*36	194	151.9	174.9	199.0	200.3	223.3	252.3
Total Cash Comp (Target) - Rcvs	*34	186	152.4	175.3	199.8	201.6	224.3	252.8

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*40	198	149.6	172.0	205.0	220.5	272.7	306.8
Total Direct Comp (Actual) - Rcvs	*11	109	176.6	210.4	251.1	255.1	294.9	341.3

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	38	190	96%
Sales Incentive	1	4	3%
Profit Sharing	3	--	--%
Long-term Incentive	13	137	71%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	64%	63%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	97%	81%
Performance Shares/Share Units	25%	17%
Performance Cash Units	2%	2%
Long-term Cash	2%	2%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	34	155	24.1%	26.3%
Short-term Incentive (Threshold)	11	19	8.0%	8.5%
Short-term Incentive (Target)	34	182	20.1%	23.3%
Short-term Incentive (Maximum)	22	111	32.7%	42.9%
Sales Incentive (Actual)	1	4	--%	--%
Sales Incentive (Target)	1	4	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	11	109	18.5%	24.1%

<b>Salary Range (Mean)</b>				
Minimum	30	129	112.8	114.4
Midpoint	30	129	150.8	156.9
Maximum	30	129	188.8	199.3

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

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Product Development Director 410.476.211

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# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

Life Sciences

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*5	37	--	--	180.3	176.6	--	--
Base Salary - Org Wtd	*5	37	--	--	178.0	159.0	--	--
Base Salary - Incentive Eligible	*5	37	--	--	180.3	176.6	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*5	37	--	--	49.9	50.4	--	--
Short-term Incentive (Actual)	*5	34	--	--	53.1	55.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	33	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*5	37	--	--	232.5	227.6	--	--
Total Cash Comp (Actual) - Org Wtd	*5	37	--	--	229.8	195.8	--	--
Total Cash Comp (Actual) - Rcvrs	*5	34	--	--	235.9	232.2	--	--
Total Cash Comp (Target)	*5	37	--	--	227.9	227.0	--	--
Total Cash Comp (Target) - Rcvrs	*5	37	--	--	227.9	227.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*5	37	--	--	251.9	244.5	--	--
Total Direct Comp (Actual) - Rcvrs	*3	33	--	--	--	--	--	--

\*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	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)	5	34	22.9%	30.9%
Short-term Incentive (Threshold)	1	28	--%	--%
Short-term Incentive (Target)	5	37	22.8%	28.4%
Short-term Incentive (Maximum)	3	35	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	33	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	3	35	--	--
Midpoint	3	35	--	--
Maximum	3	35	--	--

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
<b>Base Salary</b>								
Base Salary - Inc Wtd	31	50	116.7	131.1	150.6	154.2	172.4	202.8
Base Salary - Org Wtd	31	50	117.9	131.3	150.3	156.2	176.7	202.7
Base Salary - Incentive Eligible	27	46	119.9	133.6	152.3	156.5	172.7	202.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	24	43	22.1	31.3	40.4	44.5	58.6	64.7
Short-term Incentive (Actual)	22	38	7.7	15.2	32.6	49.1	58.8	89.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	11	7.0	20.1	135.8	95.0	146.4	156.8

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	31	50	125.1	147.1	180.8	193.4	211.4	276.3
Total Cash Comp (Actual) - Org Wtd	31	50	125.9	144.1	179.0	199.3	210.9	277.5
Total Cash Comp (Actual) - Rcvs	23	39	131.1	162.7	186.3	205.6	227.8	279.3
Total Cash Comp (Target)	27	46	138.1	160.4	188.1	195.1	229.6	265.3
Total Cash Comp (Target) - Rcvs	24	43	139.7	163.3	190.2	199.9	232.9	266.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	31	50	125.1	148.3	183.7	214.3	220.5	373.1
Total Direct Comp (Actual) - Rcvs	*7	11	152.4	215.7	351.5	319.8	373.7	451.6

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	27	46	94%
Sales Incentive	2	3	9%
Profit Sharing	4	9	32%
Long-term Incentive	10	17	35%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	76%	73%
Share Appreciation Rights (SARs)	6%	0%
Restricted Shares/Share Units	41%	27%
Performance Shares/Share Units	35%	45%
Performance Cash Units	24%	0%
Long-term Cash	12%	9%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	22	38	34.1%	30.2%
Short-term Incentive (Threshold)	6	12	13.2%	10.1%
Short-term Incentive (Target)	24	43	27.8%	27.8%
Short-term Incentive (Maximum)	13	20	45.7%	50.5%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	7	11	38.3%	53.8%

<b>Salary Range (Mean)</b>				
Minimum	18	27	117.2	113.8
Midpoint	18	27	154.9	151.2
Maximum	18	27	192.6	188.7

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

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## Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*9	16	133.5	148.7	159.7	163.4	186.6	193.7
Base Salary - Org Wtd	*9	16	--	148.0	159.7	162.5	178.1	--
Base Salary - Incentive Eligible	*9	16	133.5	148.7	159.7	163.4	186.6	193.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*9	16	26.7	35.9	39.3	44.4	55.2	67.2
Short-term Incentive (Actual)	*8	15	--	--	20.0	28.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	9	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*9	16	137.8	171.4	185.1	190.3	217.4	240.7
Total Cash Comp (Actual) - Org Wtd	*9	16	--	175.5	185.0	193.9	219.9	--
Total Cash Comp (Actual) - Rcvrs	*8	15	--	--	185.2	190.7	--	--
Total Cash Comp (Target)	*9	16	160.2	181.5	202.0	207.8	232.1	254.9
Total Cash Comp (Target) - Rcvrs	*9	16	160.2	181.5	202.0	207.8	232.1	254.9

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*9	16	166.1	185.0	229.2	343.3	483.9	804.8
Total Direct Comp (Actual) - Rcvrs	*5	9	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	16	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	5	11	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)	8	15	22.1%	17.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	9	16	27.0%	26.9%
Short-term Incentive (Maximum)	6	7	53.8%	56.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	9	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	8	15	121.3	119.9
Midpoint	8	15	153.9	154.3
Maximum	8	15	186.6	188.7

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

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Product Development Director 410.476.211

2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

## Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*15	78	116.7	125.4	143.3	152.4	174.5	201.0
Base Salary - Org Wtd	*15	78	124.3	125.7	137.4	155.3	179.5	216.3
Base Salary - Incentive Eligible	*15	76	116.4	125.1	141.8	151.5	169.0	201.6
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*13	72	19.2	25.0	33.0	42.8	55.5	86.5
Short-term Incentive (Actual)	*15	69	10.5	26.2	37.6	43.7	61.4	80.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*2	5	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	48.0	49.2	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*15	78	129.4	151.9	183.2	192.8	219.5	281.5
Total Cash Comp (Actual) - Org Wtd	*15	78	134.4	141.7	186.5	193.8	224.4	296.0
Total Cash Comp (Actual) - Rcvrs	*15	73	131.4	154.1	183.7	195.8	223.3	284.3
Total Cash Comp (Target)	*15	77	135.9	153.7	181.6	192.5	228.5	261.9
Total Cash Comp (Target) - Rcvrs	*13	72	140.8	155.6	182.6	194.9	232.9	267.9

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*15	78	129.4	153.2	183.5	196.0	222.1	281.5
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	241.0	286.9	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	75	96%
Sales Incentive	2	--	--%
Profit Sharing	5	12	--%
Long-term Incentive	7	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	69	23.1%	27.5%
Short-term Incentive (Threshold)	5	10	--%	--%
Short-term Incentive (Target)	13	72	25.2%	28.0%
Short-term Incentive (Maximum)	6	17	--%	--%
Sales Incentive (Actual)	2	5	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	26.1%	26.1%

<b>Salary Range (Mean)</b>				
Minimum	7	26	107.0	100.3
Midpoint	7	26	151.1	138.5
Maximum	7	26	195.1	176.6

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

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Product Development Director 410.476.211

2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

Retail &amp; Wholesale

Primary responsibility is the development of new products from the generation of the product to the introduction of the product to the market. Ensures that any new product meets the evolving needs of the organization, through continual innovation, evaluation, and implementation. Requires strong organizational and creative problem-solving skills. Should have good analytical and presentation skills. Must work well in a dynamic group environment and under deadline pressures. Coordinates the efforts of marketing, design, and production to test and develop new products. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Product Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	22	75	114.8	131.4	152.1	153.6	171.1	189.5
Base Salary - Org Wtd	22	75	106.6	127.6	145.3	146.7	169.7	184.0
Base Salary - Incentive Eligible	22	75	114.8	131.4	152.1	153.6	171.1	189.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	21	73	18.4	20.2	32.8	34.1	41.8	47.6
Short-term Incentive (Actual)	20	68	15.0	18.9	25.1	28.9	35.1	49.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	31	16.1	25.0	37.5	59.1	56.1	174.2

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	22	75	132.3	148.2	175.8	179.9	207.3	222.2
Total Cash Comp (Actual) - Org Wtd	22	75	120.8	144.9	168.8	171.3	197.2	216.4
Total Cash Comp (Actual) - Rcvrs	20	68	132.0	152.7	178.3	182.0	208.7	227.0
Total Cash Comp (Target)	21	73	139.6	159.3	181.7	186.9	210.5	242.5
Total Cash Comp (Target) - Rcvrs	21	73	139.6	159.3	181.7	186.9	210.5	242.5

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	22	75	132.3	169.0	186.3	204.3	224.5	291.3
Total Direct Comp (Actual) - Rcvrs	12	31	135.8	180.9	222.9	235.5	261.7	384.9

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	22	75	100%
Sales Incentive	1	1	3%
Profit Sharing	1	1	4%
Long-term Incentive	15	42	67%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	13%	16%
Share Appreciation Rights (SARs)	3%	3%
Restricted Shares/Share Units	77%	77%
Performance Shares/Share Units	10%	0%
Performance Cash Units	0%	0%
Long-term Cash	23%	23%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	20	68	19.4%	18.7%
Short-term Incentive (Threshold)	4	13	--%	--%
Short-term Incentive (Target)	21	73	22.4%	21.8%
Short-term Incentive (Maximum)	10	31	51.3%	53.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	31	30.4%	36.9%

<b>Salary Range (Mean)</b>				
Minimum	16	61	111.3	115.5
Midpoint	16	61	150.2	156.1
Maximum	16	61	189.1	196.8

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

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Product Development Director 410.476.211

2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

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## Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	43	289	115.6	130.2	146.0	154.8	174.9	211.5
Base Salary - Org Wtd	43	289	117.1	132.4	146.1	155.2	169.0	226.5
Base Salary - Incentive Eligible	41	283	116.6	130.0	145.3	154.2	173.2	209.8
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--
<b>Incentives</b>								
Short-term Incentive (Target)	25	160	7.4	20.9	28.4	30.4	35.5	49.7
Short-term Incentive (Actual)	*20	157	12.1	18.3	30.0	36.1	47.3	74.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	13	95	10.0	12.0	20.4	62.5	65.5	113.1
<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	43	289	122.1	136.6	160.5	174.4	197.1	260.7
Total Cash Comp (Actual) - Org Wtd	43	289	119.1	133.2	158.7	170.3	189.6	259.6
Total Cash Comp (Actual) - Rcvrs	*20	157	136.9	154.6	184.0	198.0	226.1	290.2
Total Cash Comp (Target)	38	246	125.4	145.4	168.1	177.4	197.8	244.5
Total Cash Comp (Target) - Rcvrs	25	160	120.8	151.5	170.4	183.4	210.1	264.0
<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	43	289	123.0	139.0	165.0	195.0	213.9	310.0
Total Direct Comp (Actual) - Rcvrs	13	95	135.2	155.2	208.8	253.4	309.8	432.0

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	41	283	98%
Sales Incentive	0	0	0%
Profit Sharing	1	2	1%
Long-term Incentive	23	130	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	34%	44%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	99%	75%
Performance Shares/Share Units	2%	3%
Performance Cash Units	0%	0%
Long-term Cash	1%	1%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	20	157	19.2%	21.0%
Short-term Incentive (Threshold)	9	63	19.1%	12.3%
Short-term Incentive (Target)	25	160	24.1%	19.3%
Short-term Incentive (Maximum)	15	117	44.8%	31.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	2	--%	--%
Long-term Incentive (Black-Scholes)	13	95	35.1%	36.2%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	19	174	116.7	112.9
Midpoint	19	174	161.0	157.3
Maximum	19	174	205.4	201.6

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

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Product Development Director 410.476.211

2014

# US MBD: Mercer Benchmark Database Executive

## 410.476.211 Product Development Director

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## Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	10	25	--	--	136.5	142.7	--	--
Base Salary - Org Wtd	10	25	--	--	140.3	141.0	--	--
Base Salary - Incentive Eligible	10	25	--	--	136.5	142.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*5	14	--	--	--	--	--	--
Short-term Incentive (Actual)	8	21	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	10	25	--	--	168.2	171.2	--	--
Total Cash Comp (Actual) - Org Wtd	10	25	--	--	163.8	168.9	--	--
Total Cash Comp (Actual) - Rcvs	8	21	--	--	--	--	--	--
Total Cash Comp (Target)	10	25	--	--	161.7	161.4	--	--
Total Cash Comp (Target) - Rcvs	*5	14	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	10	25	--	--	168.2	178.9	--	--
Total Direct Comp (Actual) - Rcvs	*1	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	23	--%
Sales Incentive	0	0	0%
Profit Sharing	1	2	8%
Long-term Incentive	1	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)	8	21	--%	--%
Short-term Incentive (Threshold)	2	5	--%	--%
Short-term Incentive (Target)	5	14	--%	--%
Short-term Incentive (Maximum)	5	14	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	8	18	--	--
Midpoint	8	18	--	--
Maximum	8	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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Product Development Director 410.476.211

2014

# US MBD: Mercer Benchmark Database Executive

## 140.724.210 Production Director

## All Organizations

Manages production of a wide range of print materials for internal and external audiences, including the organization's corporate advertising and annual reports. Counsels management on production and technology matters. Works with other units in executing projects and programs. Requires the ability to manage multiple projects and excellent written and verbal communication skills. Normally supervises other professionals. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive, Top Marketing Executive, or Top Advertising Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	47	106	68.3	103.9	122.9	125.1	145.3	179.3
Base Salary - Org Wtd	47	106	97.8	114.6	123.0	130.2	148.8	167.9
Base Salary - Incentive Eligible	44	92	101.6	112.6	128.8	133.6	148.0	183.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*35	71	11.1	15.9	24.6	26.1	34.2	40.1
Short-term Incentive (Actual)	*37	80	9.8	16.5	23.0	26.3	34.4	39.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	13	2.7	7.0	10.0	20.5	31.2	65.6

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	47	106	68.3	116.2	144.5	145.0	173.1	206.6
Total Cash Comp (Actual) - Org Wtd	47	106	106.5	127.2	150.2	152.1	176.9	192.5
Total Cash Comp (Actual) - Rcvs	*37	80	119.3	134.5	156.5	161.7	184.1	220.5
Total Cash Comp (Target)	*40	77	110.2	124.4	148.9	155.6	175.6	221.6
Total Cash Comp (Target) - Rcvs	*35	71	118.4	130.4	152.9	158.9	183.7	224.7

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	47	106	68.3	116.2	151.1	147.5	173.5	218.0
Total Direct Comp (Actual) - Rcvs	*9	13	133.4	139.3	156.3	177.2	187.4	305.8

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	43	91	97%
Sales Incentive	0	0	0%
Profit Sharing	7	7	18%
Long-term Incentive	12	18	20%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	33%	31%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	89%	92%
Performance Shares/Share Units	11%	8%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	37	80	20.4%	19.1%
Short-term Incentive (Threshold)	14	18	8.3%	7.9%
Short-term Incentive (Target)	35	71	21.0%	19.2%
Short-term Incentive (Maximum)	22	25	33.2%	31.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	13	17.9%	14.6%

<b>Salary Range (Mean)</b>				
Minimum	30	54	95.9	86.6
Midpoint	30	54	130.8	117.1
Maximum	30	54	165.7	147.7

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

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Production Director 140.724.210

2014

# US MBD: Mercer Benchmark Database Executive

## 140.724.210 Production Director

## Insurance

Manages production of a wide range of print materials for internal and external audiences, including the organization's corporate advertising and annual reports. Counsels management on production and technology matters. Works with other units in executing projects and programs. Requires the ability to manage multiple projects and excellent written and verbal communication skills. Normally supervises other professionals. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive, Top Marketing Executive, or Top Advertising Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	5	5	--	--	107.7	130.9	--	--
Base Salary - Org Wtd	5	5	--	--	107.7	130.9	--	--
Base Salary - Incentive Eligible	5	5	--	--	107.7	130.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	5	5	--	--	21.5	35.3	--	--
Short-term Incentive (Actual)	5	5	--	--	24.6	37.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	1	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	132.2	168.2	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	132.2	168.2	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	132.2	168.2	--	--
Total Cash Comp (Target)	5	5	--	--	129.2	166.2	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	129.2	166.2	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	5	5	--	--	132.2	184.7	--	--
Total Direct Comp (Actual) - Rcvrs	*1	1	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	0	--%
Profit Sharing	0	--	--%
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)	5	5	25.8%	25.8%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	24.4%	24.4%
Short-term Incentive (Maximum)	5	5	37.5%	37.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	1	1	--%	--%

<b>Salary Range (Mean)</b>				
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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Production Director 140.724.210

2014

# US MBD: Mercer Benchmark Database Executive

## 140.724.210 Production Director

## Other Non-Manufacturing

Manages production of a wide range of print materials for internal and external audiences, including the organization's corporate advertising and annual reports. Counsels management on production and technology matters. Works with other units in executing projects and programs. Requires the ability to manage multiple projects and excellent written and verbal communication skills. Normally supervises other professionals. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive, Top Marketing Executive, or Top Advertising 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
<b>Base Salary</b>												
Base Salary - Inc Wtd	*9	44	--	--	109.1	113.1	--	--	Short-term Incentive	7	--	--%
Base Salary - Org Wtd	*9	44	--	--	129.0	122.3	--	--	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*7	31	--	--	--	--	--	--	Profit Sharing	4	4	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	0	--	--%
<b>Incentives</b>												
Short-term Incentive (Target)	*7	30	--	--	--	--	--	--	<b>Of Those LTI Eligible:</b>			
Short-term Incentive (Actual)	*6	29	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
<b>Total Cash Compensation</b>									<b>Incentives (Mean as % of Base)</b>			
Total Cash Comp (Actual) - Inc Wtd	*9	44	--	--	124.8	130.8	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*9	44	--	--	153.5	144.1	--	--	Short-term Incentive (Actual)	6	29	--%
Total Cash Comp (Actual) - Rcvrs	*6	29	--	--	--	--	--	--	Short-term Incentive (Threshold)	4	5	--%
Total Cash Comp (Target)	*8	32	--	--	151.2	156.2	--	--	Short-term Incentive (Target)	7	30	--%
Total Cash Comp (Target) - Rcvrs	*7	30	--	--	--	--	--	--	Short-term Incentive (Maximum)	5	5	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	0	0	--%
<b>Total Direct Compensation (Black-Scholes)</b>									<b>Salary Range (Mean)</b>			
Total Direct Comp (Actual)	*9	44	--	--	124.8	130.8	--	--				
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--	Minimum	8	20	--
									Midpoint	8	20	--
									Maximum	8	20	--

\*More than 25% of sample supplied by one organization



2014

# US MBD: Mercer Benchmark Database Executive

## 140.724.210 Production Director

## Retail & Wholesale

Manages production of a wide range of print materials for internal and external audiences, including the organization's corporate advertising and annual reports. Counsels management on production and technology matters. Works with other units in executing projects and programs. Requires the ability to manage multiple projects and excellent written and verbal communication skills. Normally supervises other professionals. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive, Top Marketing Executive, or Top Advertising Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*6	7	--	--	122.3	122.4	--	--
Base Salary - Org Wtd	*6	7	--	--	122.7	121.6	--	--
Base Salary - Incentive Eligible	*6	7	--	--	122.3	122.4	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*6	7	--	--	30.6	29.7	--	--
Short-term Incentive (Actual)	*6	7	--	--	20.6	24.7	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	142.8	148.1	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	143.2	147.1	--	--
Total Cash Comp (Actual) - Rcvs	*6	7	--	--	142.8	148.1	--	--
Total Cash Comp (Target)	*6	7	--	--	152.9	152.1	--	--
Total Cash Comp (Target) - Rcvs	*6	7	--	--	152.9	152.1	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*6	7	--	--	162.2	157.0	--	--
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	7	100%
Sales Incentive	0	0	--%
Profit Sharing	1	1	20%
Long-term Incentive	3	3	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)	6	7	20.2%	20.2%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	6	7	25.4%	24.6%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	4	5	--	--
Midpoint	4	5	--	--
Maximum	4	5	--	--

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

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Production Director 140.724.210

2014

# US MBD: Mercer Benchmark Database Executive

## 140.724.210 Production Director

## Services (Non-Financial)

Manages production of a wide range of print materials for internal and external audiences, including the organization's corporate advertising and annual reports. Counsels management on production and technology matters. Works with other units in executing projects and programs. Requires the ability to manage multiple projects and excellent written and verbal communication skills. Normally supervises other professionals. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Communications Executive, Top Marketing Executive, or Top Advertising Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*5	10	--	--	107.8	117.1	--	--
Base Salary - Org Wtd	*5	10	--	--	110.3	121.3	--	--
Base Salary - Incentive Eligible	*5	10	--	--	107.8	117.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

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

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*5	10	--	--	112.0	131.2	--	--
Total Cash Comp (Actual) - Org Wtd	*5	10	--	--	113.1	139.4	--	--
Total Cash Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--
Total Cash Comp (Target)	*4	7	--	--	--	--	--	--
Total Cash Comp (Target) - Rcvrs	*3	6	--	--	--	--	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*5	10	--	--	112.0	131.2	--	--
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	10	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	2	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)	4	5	--%	--%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	3	6	--%	--%
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)	0	0	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	3	5	--	--
Midpoint	3	5	--	--
Maximum	3	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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Production Director 140.724.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

## All Organizations

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	295	1,422	121.3	135.0	150.1	152.8	170.0	186.7
Base Salary - Org Wtd	295	1,422	120.9	132.6	148.0	150.8	166.7	185.3
Base Salary - Incentive Eligible	256	1,256	121.2	134.6	150.0	152.5	169.7	186.6
Base Salary - Not Incentive Eligible	12	16	99.5	122.5	144.8	143.2	161.5	189.1

<b>Incentives</b>								
Short-term Incentive (Target)	207	978	17.2	21.6	29.9	31.8	38.9	51.3
Short-term Incentive (Actual)	212	1,065	11.9	18.0	26.5	31.1	40.0	55.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	4	--	--	--	--	--	--
Profit Sharing (Actual)	*6	12	--	--	4.9	5.0	--	--
Long-term Incentive (Black-Scholes)	82	378	12.9	21.8	30.0	38.1	45.4	63.3

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	295	1,422	131.4	148.7	171.5	176.2	196.7	227.4
Total Cash Comp (Actual) - Org Wtd	295	1,422	125.7	143.0	167.8	175.0	199.8	229.6
Total Cash Comp (Actual) - Rcvrs	215	1,072	139.6	157.2	178.5	184.9	206.9	235.0
Total Cash Comp (Target)	260	1,183	135.4	152.8	174.0	180.1	204.0	229.2
Total Cash Comp (Target) - Rcvrs	207	978	140.1	157.9	179.9	185.4	209.1	233.9

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	295	1,422	132.4	150.6	178.3	186.3	209.4	250.0
Total Direct Comp (Actual) - Rcvrs	82	378	176.9	190.8	216.8	231.5	255.9	289.0

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	252	1,248	89%
Sales Incentive	1	4	1%
Profit Sharing	18	31	4%
Long-term Incentive	99	624	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	18%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	71%	57%
Performance Shares/Share Units	32%	46%
Performance Cash Units	3%	0%
Long-term Cash	8%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	212	1,065	21.3%	19.6%
Short-term Incentive (Threshold)	68	334	10.3%	10.0%
Short-term Incentive (Target)	207	978	21.4%	20.3%
Short-term Incentive (Maximum)	117	494	39.2%	34.9%
Sales Incentive (Actual)	1	4	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	12	4.1%	3.4%
Long-term Incentive (Black-Scholes)	82	378	25.8%	23.6%

<b>Salary Range (Mean)</b>				
Minimum	200	823	111.1	111.7
Midpoint	200	823	149.1	153.8
Maximum	200	823	187.1	195.8

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

Consumer Goods

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*20	56	123.4	138.5	159.2	158.8	174.9	189.4
Base Salary - Org Wtd	*20	56	128.3	138.5	160.4	159.0	167.1	194.4
Base Salary - Incentive Eligible	*20	55	126.3	141.5	159.2	159.8	175.5	189.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*19	51	26.2	33.0	43.0	42.2	52.0	56.8
Short-term Incentive (Actual)	*14	45	16.9	25.0	36.7	39.9	48.8	69.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	4	--	--	--	--	--	--
Profit Sharing (Actual)	*1	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	32	--	--	49.6	46.6	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*20	56	138.0	159.3	192.6	192.7	218.4	235.0
Total Cash Comp (Actual) - Org Wtd	*20	56	137.2	148.1	196.5	190.9	215.9	231.3
Total Cash Comp (Actual) - Rcvrs	*15	49	148.5	173.8	196.5	199.6	222.0	235.1
Total Cash Comp (Target)	*19	52	152.1	170.6	202.4	199.4	223.7	245.9
Total Cash Comp (Target) - Rcvrs	*19	51	157.1	170.7	204.8	201.3	225.4	246.2

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*20	56	140.4	177.9	229.6	219.3	262.1	284.2
Total Direct Comp (Actual) - Rcvrs	*9	32	--	--	252.8	248.6	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	55	98%
Sales Incentive	1	4	17%
Profit Sharing	1	6	46%
Long-term Incentive	11	41	76%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	71%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	26%	--%
Performance Shares/Share Units	83%	--%
Performance Cash Units	0%	--%
Long-term Cash	14%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	45	25.9%	24.0%
Short-term Incentive (Threshold)	3	7	--%	--%
Short-term Incentive (Target)	19	51	24.7%	26.1%
Short-term Incentive (Maximum)	10	20	46.7%	45.7%
Sales Incentive (Actual)	1	4	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	6	--%	--%
Long-term Incentive (Black-Scholes)	9	32	23.3%	28.6%

<b>Salary Range (Mean)</b>				
Minimum	15	43	116.4	118.2
Midpoint	15	43	149.9	158.3
Maximum	15	43	183.4	198.5

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

Energy

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	13	16	134.2	145.9	161.6	162.4	183.1	192.0
Base Salary - Org Wtd	13	16	132.4	145.9	164.0	162.9	187.4	192.7
Base Salary - Incentive Eligible	13	16	134.2	145.9	161.6	162.4	183.1	192.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	10	13	14.6	28.1	34.0	37.1	48.3	61.7
Short-term Incentive (Actual)	12	14	13.0	30.4	41.8	40.6	48.8	68.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	8	--	24.6	33.9	44.0	67.8	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	13	16	145.7	162.7	204.4	197.9	231.0	249.1
Total Cash Comp (Actual) - Org Wtd	13	16	146.8	162.8	205.8	200.1	236.5	257.5
Total Cash Comp (Actual) - Rcvs	12	14	154.8	173.1	211.9	205.2	235.4	254.7
Total Cash Comp (Target)	11	14	152.1	168.2	202.8	199.3	224.5	238.9
Total Cash Comp (Target) - Rcvs	10	13	160.3	179.7	204.3	203.2	227.1	239.9

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	13	16	145.7	184.9	227.9	219.9	240.2	323.7
Total Direct Comp (Actual) - Rcvs	7	8	--	210.8	237.6	249.3	299.3	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	13	16	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	7	9	60%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	11%	0%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	100%	75%
Performance Shares/Share Units	67%	50%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	12	14	23.9%	24.1%
Short-term Incentive (Threshold)	6	9	8.9%	8.6%
Short-term Incentive (Target)	10	13	24.4%	22.5%
Short-term Incentive (Maximum)	7	9	42.1%	37.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	8	28.2%	26.5%

<b>Salary Range (Mean)</b>				
Minimum	8	10	124.7	122.3
Midpoint	8	10	158.8	156.7
Maximum	8	10	193.0	191.1

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

## Financial Services

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*32	122	113.9	126.9	137.9	141.1	150.1	173.2
Base Salary - Org Wtd	*32	122	124.4	130.4	135.8	146.4	156.3	180.9
Base Salary - Incentive Eligible	*30	118	113.4	126.9	137.9	141.3	150.3	174.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*21	63	12.0	16.8	25.5	26.6	30.9	45.8
Short-term Incentive (Actual)	*28	106	12.0	15.3	19.9	24.9	31.6	45.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*11	29	--	--	27.0	31.0	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*32	122	125.2	140.8	160.2	162.8	178.1	201.3
Total Cash Comp (Actual) - Org Wtd	*32	122	139.7	147.7	171.0	178.2	199.2	230.8
Total Cash Comp (Actual) - Rcvrs	*28	106	128.4	144.0	163.4	166.4	180.5	203.8
Total Cash Comp (Target)	*27	78	128.9	138.8	156.1	163.4	181.3	205.3
Total Cash Comp (Target) - Rcvrs	*21	63	129.9	142.0	162.2	169.5	185.3	206.4

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*32	122	126.0	144.1	165.0	170.2	185.0	211.4
Total Direct Comp (Actual) - Rcvrs	*11	29	--	--	192.2	205.9	--	--

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	118	98%
Sales Incentive	0	0	0%
Profit Sharing	4	5	10%
Long-term Incentive	13	36	30%

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

<b>Incentives (Mean as % of Base)</b>	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	28	106	24.2%	17.3%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	21	63	21.1%	18.4%
Short-term Incentive (Maximum)	9	18	35.4%	33.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	11	29	23.7%	21.4%

<b>Salary Range (Mean)</b>				
Minimum	21	72	103.7	98.1
Midpoint	21	72	138.9	139.9
Maximum	21	72	174.1	181.7

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

## High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*10	31	131.6	137.9	182.8	180.1	220.5	233.9
Base Salary - Org Wtd	*10	31	112.5	132.6	144.9	159.9	190.7	222.2
Base Salary - Incentive Eligible	*9	29	131.4	139.9	187.5	182.5	221.2	235.6
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

### Incentives

Short-term Incentive (Target)	*9	28	20.1	21.3	44.4	40.2	55.0	59.0
Short-term Incentive (Actual)	*8	28	--	--	47.8	48.9	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	9	--	--	--	--	--	--

### Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*10	31	135.2	150.3	233.9	224.3	291.8	308.4
Total Cash Comp (Actual) - Org Wtd	*10	31	127.5	142.9	169.8	195.8	266.7	292.3
Total Cash Comp (Actual) - Rcvs	*8	28	--	--	247.3	233.2	--	--
Total Cash Comp (Target)	*10	31	150.5	160.0	224.2	216.5	273.9	292.0
Total Cash Comp (Target) - Rcvs	*9	28	151.0	163.3	231.4	222.5	275.1	294.8

### Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*10	31	144.0	150.3	233.9	256.9	324.4	445.4
Total Direct Comp (Actual) - Rcvs	*4	9	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	9	29	94%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	5	18	58%

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	28	25.5%	24.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	9	28	21.0%	21.3%
Short-term Incentive (Maximum)	7	19	41.9%	46.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	9	--%	--%

### Salary Range (Mean)

Minimum	6	19	--	--
Midpoint	6	19	--	--
Maximum	6	19	--	--

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

High Tech (Services)

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*17	397	124.7	138.4	152.7	153.2	169.4	182.0
Base Salary - Org Wtd	*17	397	129.9	140.3	148.0	153.0	163.2	181.4
Base Salary - Incentive Eligible	*15	293	115.8	135.0	149.9	149.9	163.7	180.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
<b>Incentives</b>								
Short-term Incentive (Target)	*11	199	18.5	21.8	24.9	29.1	37.0	46.8
Short-term Incentive (Actual)	*14	274	10.8	16.4	23.4	25.4	31.7	40.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	105	--	--	30.0	32.5	--	--
<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*17	397	133.2	151.0	169.1	170.7	188.8	207.4
Total Cash Comp (Actual) - Org Wtd	*17	397	140.5	159.9	171.9	176.5	194.4	219.6
Total Cash Comp (Actual) - Rcvrs	*14	274	139.7	157.3	174.5	176.6	194.5	215.2
Total Cash Comp (Target)	*13	300	132.8	150.9	167.0	170.9	185.0	213.8
Total Cash Comp (Target) - Rcvrs	*11	199	129.0	152.6	170.7	175.3	195.7	225.0
<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*17	397	135.8	155.5	178.1	179.3	199.6	220.0
Total Direct Comp (Actual) - Rcvrs	*6	105	--	--	200.8	206.7	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	293	74%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	6	107	27%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	274	18.6%	16.6%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	11	199	20.7%	19.5%
Short-term Incentive (Maximum)	2	8	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	105	19.8%	22.4%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	11	293	114.5	107.6
Midpoint	11	293	159.7	154.2
Maximum	11	293	204.9	200.7

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

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Program/Project Management Office (PMO) Director 310.104.210



2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

Insurance

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	37	223	126.3	140.0	155.0	155.8	170.5	185.0
Base Salary - Org Wtd	37	223	121.5	135.4	158.5	156.2	175.6	197.2
Base Salary - Incentive Eligible	36	220	125.7	140.0	154.3	155.6	170.5	185.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	32	175	18.1	26.2	32.8	35.6	40.8	57.8
Short-term Incentive (Actual)	30	172	20.9	27.1	37.5	41.1	48.4	67.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	130	11.6	17.5	28.7	31.7	41.8	56.7

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	37	223	142.5	160.0	182.0	187.5	209.8	239.2
Total Cash Comp (Actual) - Org Wtd	37	223	131.8	152.6	192.7	186.1	219.5	235.6
Total Cash Comp (Actual) - Rcvrs	31	173	149.3	173.3	193.5	197.5	220.7	245.2
Total Cash Comp (Target)	34	179	145.6	164.5	192.0	191.7	214.8	233.2
Total Cash Comp (Target) - Rcvrs	32	175	145.9	165.0	192.8	192.6	215.9	235.6

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	37	223	144.9	171.5	201.7	206.0	240.0	267.7
Total Direct Comp (Actual) - Rcvrs	*9	130	184.2	196.0	226.1	229.3	253.1	277.3

\*More than 25% of sample supplied by one organization

<b>Incentive Plan Eligibility</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Inc Wtd</b>
Short-term Incentive	35	219	98%
Sales Incentive	0	--	--%
Profit Sharing	1	1	1%
Long-term Incentive	13	161	77%

<b>Of Those LTI Eligible:</b>	<b>% Eligible</b>	<b>% Receiving</b>
Stock/Share Options	16%	18%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	89%	88%
Performance Shares/Share Units	24%	26%
Performance Cash Units	1%	1%
Long-term Cash	2%	2%

<b>Incentives (Mean as % of Base)</b>	<b>Num Orgs</b>	<b>Num Obs</b>	<b>Org Wtd</b>	<b>Inc Wtd</b>
Short-term Incentive (Actual)	30	172	23.3%	25.9%
Short-term Incentive (Threshold)	9	36	6.6%	8.8%
Short-term Incentive (Target)	32	175	19.1%	22.2%
Short-term Incentive (Maximum)	19	97	37.4%	42.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	9	130	20.0%	20.2%

<b>Salary Range (Mean)</b>				
Minimum	24	166	114.5	120.8
Midpoint	24	166	153.3	162.8
Maximum	24	166	192.1	204.7

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

Life Sciences

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*5	10	--	--	188.5	170.9	--	--
Base Salary - Org Wtd	*5	10	--	--	147.6	152.0	--	--
Base Salary - Incentive Eligible	*5	8	--	--	189.5	167.9	--	--
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*5	8	--	--	33.3	34.4	--	--
Short-term Incentive (Actual)	*5	8	--	--	37.8	47.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	7	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*5	10	--	--	206.9	208.5	--	--
Total Cash Comp (Actual) - Org Wtd	*5	10	--	--	178.7	194.2	--	--
Total Cash Comp (Actual) - Rcvrs	*5	8	--	--	227.4	214.9	--	--
Total Cash Comp (Target)	*5	10	--	--	201.5	198.5	--	--
Total Cash Comp (Target) - Rcvrs	*5	8	--	--	220.5	202.3	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*5	10	--	--	269.9	246.5	--	--
Total Direct Comp (Actual) - Rcvrs	*4	7	--	--	--	--	--	--

\*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	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	30.3%	28.7%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	8	21.6%	20.6%
Short-term Incentive (Maximum)	3	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	7	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	2	7	--	--
Midpoint	2	7	--	--
Maximum	2	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

## 310.104.210 Program/Project Management Office (PMO) Director

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive.

## Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*11	39	--	--	150.0	153.2	--	--
Base Salary - Org Wtd	*11	39	113.3	130.0	150.0	149.1	167.0	180.2
Base Salary - Incentive Eligible	*11	38	--	--	149.7	151.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*11	38	--	--	26.9	29.3	--	--
Short-term Incentive (Actual)	*10	37	--	--	30.5	30.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*11	39	--	--	172.6	181.9	--	--
Total Cash Comp (Actual) - Org Wtd	*11	39	123.8	151.5	167.4	177.1	208.8	235.6
Total Cash Comp (Actual) - Rcvrs	*10	37	--	--	172.6	181.3	--	--
Total Cash Comp (Target)	*11	39	--	--	177.5	181.7	--	--
Total Cash Comp (Target) - Rcvrs	*11	38	--	--	175.1	180.3	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*11	39	--	--	176.2	186.6	--	--
Total Direct Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
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)	10	37	20.1%	19.7%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	11	38	23.5%	19.1%
Short-term Incentive (Maximum)	8	15	44.8%	38.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	5	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	8	35	119.4	124.4
Midpoint	8	35	154.5	152.0
Maximum	8	35	189.6	179.5

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

# US MBD: Mercer Benchmark Database Executive

## 310.104.210 Program/Project Management Office (PMO) Director

Responsible for building and providing direction to the IT program management office or function. Defines and develops IT project/program management best practices, processes, and policy to ensure alignment with corporate strategy and goals. Partners with multi-departmental leadership and other stakeholders to locate opportunities and develop and prioritize projects according to relevant measurement criteria. Responsible for the supervision of project/program managers to ensure that all projects the within IT programs are delivered within the defined scope, quality, time and cost requirements. Frequently reports to the Top Program/Project Management Office (PMO) Executive

## Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
<b>Base Salary</b>								
Base Salary - Inc Wtd	*7	10	--	--	141.1	142.9	--	--
Base Salary - Org Wtd	*7	10	--	--	153.4	149.2	--	--
Base Salary - Incentive Eligible	*7	10	--	--	141.1	142.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

<b>Incentives</b>								
Short-term Incentive (Target)	*7	10	--	--	26.1	28.1	--	--
Short-term Incentive (Actual)	*7	10	--	--	26.0	25.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

<b>Total Cash Compensation</b>								
Total Cash Comp (Actual) - Inc Wtd	*7	10	--	--	170.7	168.7	--	--
Total Cash Comp (Actual) - Org Wtd	*7	10	--	--	184.6	179.4	--	--
Total Cash Comp (Actual) - Rcvrs	*7	10	--	--	170.7	168.7	--	--
Total Cash Comp (Target)	*7	10	--	--	167.4	171.0	--	--
Total Cash Comp (Target) - Rcvrs	*7	10	--	--	167.4	171.0	--	--

<b>Total Direct Compensation (Black-Scholes)</b>								
Total Direct Comp (Actual)	*7	10	--	--	170.7	175.3	--	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

\*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	10	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	3	3	30%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	10	19.7%	17.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	10	21.0%	19.2%
Short-term Incentive (Maximum)	4	7	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

<b>Salary Range (Mean)</b>				
Minimum	6	6	111.3	111.3
Midpoint	6	6	148.1	148.1
Maximum	6	6	184.9	184.9

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

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