

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-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	30	55	116.2	136.5	152.0	151.8	170.9	190.7
Base Salary - Org Wtd	30	55	109.4	128.3	152.9	149.4	166.7	185.1
Base Salary - Incentive Eligible	27	50	119.0	138.0	152.9	153.9	171.9	194.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	20	43	16.4	20.7	28.4	32.2	40.6	53.3
Short-term Incentive (Actual)	25	48	10.9	20.9	27.9	33.2	43.3	61.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	30	55	130.5	155.0	180.9	180.8	209.6	235.7
Total Cash Comp (Actual) - Org Wtd	30	55	115.2	147.1	183.9	172.9	207.4	218.7
Total Cash Comp (Actual) - Rcvs	25	48	140.5	163.1	192.3	188.3	214.6	242.7
Total Cash Comp (Target)	25	50	141.8	159.0	178.6	182.3	204.2	236.8
Total Cash Comp (Target) - Rcvs	20	43	151.2	163.9	180.9	188.4	208.3	237.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	30	55	130.5	155.0	180.9	184.1	217.5	245.5
Total Direct Comp (Actual) - Rcvs	*5	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	27	50	91%
Sales Incentive	0	0	0%
Profit Sharing	5	8	24%
Long-term Incentive	8	9	20%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	48	18.0%	21.3%
Short-term Incentive (Threshold)	12	21	9.6%	8.9%
Short-term Incentive (Target)	20	43	20.3%	20.6%
Short-term Incentive (Maximum)	14	21	37.0%	35.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	6	--%	--%

Salary Range (Mean)				
Minimum	23	32	105.2	103.7
Midpoint	23	32	150.2	150.9
Maximum	23	32	195.1	198.1

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

Retail & Wholesale

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
Base Salary								
Base Salary - Inc Wtd	*17	43	115.2	121.9	131.0	141.1	151.0	174.1
Base Salary - Org Wtd	*17	43	111.5	124.5	140.0	147.5	168.8	186.2
Base Salary - Incentive Eligible	*17	43	115.2	121.9	131.0	141.1	151.0	174.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*16	42	17.5	19.1	25.4	31.2	35.0	57.4
Short-term Incentive (Actual)	*13	36	--	--	19.6	34.0	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	12	23.6	27.7	34.9	82.9	67.0	353.7

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*17	43	127.0	137.9	149.8	169.6	176.9	228.5
Total Cash Comp (Actual) - Org Wtd	*17	43	122.9	137.9	165.7	176.9	211.6	258.0
Total Cash Comp (Actual) - Rcvrs	*13	36	--	--	150.5	175.6	--	--
Total Cash Comp (Target)	*16	42	129.7	143.1	157.6	172.6	191.6	224.8
Total Cash Comp (Target) - Rcvrs	*16	42	129.7	143.1	157.6	172.6	191.6	224.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*17	43	129.0	138.0	150.4	192.7	206.9	286.4
Total Direct Comp (Actual) - Rcvrs	8	12	179.0	201.8	235.8	299.1	293.7	769.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	43	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	7%
Long-term Incentive	9	13	54%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	54%	58%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	85%	83%
Performance Shares/Share Units	15%	17%
Performance Cash Units	0%	0%
Long-term Cash	23%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	36	23.3%	21.7%
Short-term Incentive (Threshold)	6	9	10.0%	10.4%
Short-term Incentive (Target)	16	42	23.5%	21.0%
Short-term Incentive (Maximum)	8	12	47.2%	47.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	12	45.8%	41.7%

Salary Range (Mean)				
Minimum	14	36	100.0	96.2
Midpoint	14	36	138.6	127.8
Maximum	14	36	177.2	159.3

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

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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

Services (Non-Financial)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*89	391	120.0	135.0	148.1	151.9	171.0	190.0
Base Salary - Org Wtd	*89	391	115.3	128.8	144.5	146.8	163.3	181.8
Base Salary - Incentive Eligible	*60	348	--	--	149.5	153.0	--	--
Base Salary - Not Incentive Eligible	7	9	--	112.4	144.5	136.0	147.1	--

Incentives								
Short-term Incentive (Target)	*43	296	--	--	30.3	30.0	--	--
Short-term Incentive (Actual)	*41	264	--	--	22.6	28.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	12	28	12.0	24.9	35.3	40.7	50.0	80.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*89	391	123.3	141.6	166.0	171.0	193.5	223.3
Total Cash Comp (Actual) - Org Wtd	*89	391	115.5	135.1	150.3	158.6	172.6	202.9
Total Cash Comp (Actual) - Rcvrs	*42	266	--	--	177.8	184.4	--	--
Total Cash Comp (Target)	*75	349	--	--	174.2	179.8	--	--
Total Cash Comp (Target) - Rcvrs	*43	296	--	--	179.2	186.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*89	391	123.3	142.0	167.5	173.9	194.5	232.0
Total Direct Comp (Actual) - Rcvrs	12	28	158.3	180.3	235.5	245.3	278.2	363.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	58	345	90%
Sales Incentive	0	--	--%
Profit Sharing	3	--	--%
Long-term Incentive	13	202	53%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	--%	7%
Share Appreciation Rights (SARs)	--%	0%
Restricted Shares/Share Units	--%	64%
Performance Shares/Share Units	--%	32%
Performance Cash Units	--%	0%
Long-term Cash	--%	36%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	41	264	16.1%	17.4%
Short-term Incentive (Threshold)	20	240	12.9%	10.4%
Short-term Incentive (Target)	43	296	20.3%	19.0%
Short-term Incentive (Maximum)	24	257	33.8%	29.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	12	28	22.8%	23.7%

Salary Range (Mean)				
Minimum	58	99	110.1	110.9
Midpoint	58	99	146.4	148.9
Maximum	58	99	182.7	186.9

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

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Program/Project Management Office (PMO) Director 310.104.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases, maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	163	264	97.9	114.1	130.2	136.1	155.0	175.8
Base Salary - Org Wtd	163	264	105.0	114.4	132.2	140.0	159.2	187.3
Base Salary - Incentive Eligible	129	222	100.4	115.5	135.0	137.7	156.1	176.2
Base Salary - Not Incentive Eligible	8	8	--	89.7	116.0	120.7	151.5	--
Incentives								
Short-term Incentive (Target)	108	190	13.2	18.5	23.3	27.0	30.5	43.5
Short-term Incentive (Actual)	116	190	9.1	15.2	24.5	29.6	39.2	53.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	46	67	8.3	12.0	22.5	46.3	40.0	75.0
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	163	264	105.8	124.6	148.3	157.5	186.1	218.2
Total Cash Comp (Actual) - Org Wtd	163	264	110.6	126.0	150.0	161.5	190.6	219.9
Total Cash Comp (Actual) - Rcvrs	116	190	117.1	134.6	161.4	168.4	199.4	222.3
Total Cash Comp (Target)	144	245	106.2	125.7	150.0	156.5	178.5	211.6
Total Cash Comp (Target) - Rcvrs	108	190	116.7	137.0	156.1	164.9	188.5	218.2
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	163	264	107.2	125.6	151.6	169.2	199.5	226.4
Total Direct Comp (Actual) - Rcvrs	46	67	137.3	157.1	207.8	224.7	241.0	330.0
*More than 25% of sample supplied by one organization								
Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd					
Short-term Incentive	129	222	86%					
Sales Incentive	0	0	0%					
Profit Sharing	4	4	3%					
Long-term Incentive	59	82	33%					
Of Those LTI Eligible:	% Eligible		% Receiving					
Stock/Share Options	32%		30%					
Share Appreciation Rights (SARs)	4%		3%					
Restricted Shares/Share Units	76%		79%					
Performance Shares/Share Units	22%		18%					
Performance Cash Units	6%		0%					
Long-term Cash	21%		18%					
Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd		Inc Wtd			
Short-term Incentive (Actual)	116	190	20.2%		20.4%			
Short-term Incentive (Threshold)	30	56	8.1%		7.6%			
Short-term Incentive (Target)	108	190	19.8%		19.0%			
Short-term Incentive (Maximum)	60	94	33.7%		31.9%			
Sales Incentive (Actual)	0	0	--%		--%			
Sales Incentive (Target)	0	0	--%		--%			
Profit Sharing (Actual)	3	3	--%		--%			
Long-term Incentive (Black-Scholes)	46	67	32.4%		28.1%			
Salary Range (Mean)								
Minimum	116	202	103.7		101.6			
Midpoint	116	202	136.9		134.8			
Maximum	116	202	170.0		168.0			

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	17	114.3	129.4	148.0	151.8	176.1	198.7
Base Salary - Org Wtd	14	17	114.3	126.2	149.5	152.6	172.6	207.3
Base Salary - Incentive Eligible	14	17	114.3	129.4	148.0	151.8	176.1	198.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	16	14.7	18.6	23.3	28.1	34.3	60.1
Short-term Incentive (Actual)	12	14	11.3	17.9	28.7	31.6	44.6	62.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	9	--	--	12.4	30.2	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	17	125.9	145.3	161.6	177.8	211.1	255.1
Total Cash Comp (Actual) - Org Wtd	14	17	121.5	143.2	173.0	180.7	210.3	268.5
Total Cash Comp (Actual) - Rcvrs	12	14	141.3	148.0	176.4	187.9	216.7	268.5
Total Cash Comp (Target)	14	17	141.3	149.5	162.8	178.3	205.4	256.6
Total Cash Comp (Target) - Rcvrs	13	16	140.8	149.5	163.9	180.0	205.8	260.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	17	133.2	153.2	173.4	193.8	223.1	299.9
Total Direct Comp (Actual) - Rcvrs	7	9	--	--	173.4	200.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	17	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	10	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	10%	11%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	60%	67%
Performance Shares/Share Units	10%	0%
Performance Cash Units	10%	0%
Long-term Cash	30%	33%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	14	20.7%	19.8%
Short-term Incentive (Threshold)	4	6	--%	--%
Short-term Incentive (Target)	13	16	19.7%	18.2%
Short-term Incentive (Maximum)	5	7	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	9	25.1%	20.7%

Salary Range (Mean)				
Minimum	11	14	108.3	107.7
Midpoint	11	14	147.2	145.5
Maximum	11	14	186.2	183.3

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Public Relations Director 110.209.210

2014

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110.209.210 Public Relations Director

Energy

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	8	12	104.0	139.1	173.0	175.8	200.5	268.4
Base Salary - Org Wtd	8	12	--	141.9	172.5	178.1	200.5	--
Base Salary - Incentive Eligible	*7	11	101.8	156.6	177.0	179.6	205.2	273.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	11	5.1	29.8	42.0	43.4	51.3	95.6
Short-term Incentive (Actual)	*7	11	9.9	32.3	44.2	47.8	67.7	107.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	8	12	114.1	148.6	217.6	219.6	260.5	371.7
Total Cash Comp (Actual) - Org Wtd	8	12	--	166.3	214.2	221.0	259.3	--
Total Cash Comp (Actual) - Rcvrs	*7	11	111.7	194.6	218.2	227.5	272.9	380.6
Total Cash Comp (Target)	8	12	109.2	148.9	213.0	215.5	248.3	362.3
Total Cash Comp (Target) - Rcvrs	*7	11	106.9	195.7	216.1	223.0	256.5	368.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	8	12	114.1	148.6	220.9	284.9	312.0	692.0
Total Direct Comp (Actual) - Rcvrs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	11	92%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	5	6	50%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	17%	--%
Share Appreciation Rights (SARs)	0%	--%
Restricted Shares/Share Units	83%	--%
Performance Shares/Share Units	100%	--%
Performance Cash Units	17%	--%
Long-term Cash	17%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	11	25.1%	24.5%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	7	11	23.0%	21.9%
Short-term Incentive (Maximum)	5	8	46.5%	40.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	5	--%	--%

Salary Range (Mean)				
Minimum	7	9	149.0	155.2
Midpoint	7	9	181.1	186.3
Maximum	7	9	213.2	217.5

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

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Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media, reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*11	28	--	--	130.2	128.3	--	--	Short-term Incentive	11	--	--%
Base Salary - Org Wtd	*11	28	93.0	118.8	124.7	123.9	136.2	141.4	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*11	28	--	--	130.2	128.3	--	--	Profit Sharing	0	0	0%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	5	--	--%
Incentives												
Short-term Incentive (Target)	*7	20	--	--	20.4	21.4	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*11	28	--	--	24.2	24.8	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*4	10	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
									Performance Cash Units	--%		--%
									Long-term Cash	--%		--%
Total Cash Compensation												
Total Cash Comp (Actual) - Inc Wtd	*11	28	--	--	154.9	153.1	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	*11	28	101.9	134.7	144.3	143.6	161.9	177.3		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	*11	28	--	--	154.9	153.1	--	--	Short-term Incentive (Actual)	11	28	15.5%
Total Cash Comp (Target)	*9	26	--	--	149.6	145.1	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Target) - Rcvs	*7	20	--	--	153.9	155.3	--	--	Short-term Incentive (Target)	7	20	17.9%
									Short-term Incentive (Maximum)	3	3	--%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	4	10	--%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	*11	28	--	--	157.8	163.1	--	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvs	*4	10	--	--	--	--	--	--				
									Minimum	8	25	104.5
									Midpoint	8	25	142.4
									Maximum	8	25	180.3

*More than 25% of sample supplied by one organization

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Insurance

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*16	45	98.4	116.3	134.8	136.6	151.0	171.0
Base Salary - Org Wtd	*16	45	103.6	115.8	136.7	145.1	156.8	240.7
Base Salary - Incentive Eligible	*16	45	98.4	116.3	134.8	136.6	151.0	171.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*15	44	14.1	18.1	21.8	24.8	25.5	40.4
Short-term Incentive (Actual)	*15	32	15.5	20.7	28.9	33.8	39.3	57.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*16	45	115.7	137.2	154.3	161.0	175.2	207.8
Total Cash Comp (Actual) - Org Wtd	*16	45	120.4	141.2	171.5	180.8	193.4	308.6
Total Cash Comp (Actual) - Rcvrs	*15	32	115.9	139.8	165.3	169.3	191.4	216.8
Total Cash Comp (Target)	*15	44	114.6	136.2	157.8	162.3	178.2	200.7
Total Cash Comp (Target) - Rcvrs	*15	44	114.6	136.2	157.8	162.3	178.2	200.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*16	45	115.7	137.2	154.3	162.0	178.9	207.8
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	16	45	100%
Sales Incentive	0	0	0%
Profit Sharing	1	1	14%
Long-term Incentive	6	7	16%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	32	25.2%	24.6%
Short-term Incentive (Threshold)	5	25	8.1%	7.7%
Short-term Incentive (Target)	15	44	19.8%	17.6%
Short-term Incentive (Maximum)	8	30	34.2%	29.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

Salary Range (Mean)				
Minimum	10	38	106.4	99.2
Midpoint	10	38	138.0	130.9
Maximum	10	38	169.5	162.6

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	108.6	134.8	135.0	161.3	--
Base Salary - Org Wtd	7	8	--	107.3	114.4	131.4	159.6	--
Base Salary - Incentive Eligible	*6	7	--	--	155.3	137.9	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	22.1	22.8	--	--
Short-term Incentive (Actual)	*6	7	--	--	24.7	33.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	125.7	159.1	164.0	188.6	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	125.6	140.3	161.3	188.5	--
Total Cash Comp (Actual) - Rcvrs	*6	7	--	--	177.9	171.1	--	--
Total Cash Comp (Target)	*6	7	--	--	129.3	150.6	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	153.9	156.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	129.3	164.1	169.6	203.6	--
Total Direct Comp (Actual) - Rcvrs	*2	2	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	7	88%
Sales Incentive	0	0	0%
Profit Sharing	0	0	--%
Long-term Incentive	2	2	25%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	7	25.0%	23.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	6	17.2%	16.8%
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)	2	2	--%	--%

Salary Range (Mean)				
Minimum	6	7	99.2	101.7
Midpoint	6	7	124.0	125.9
Maximum	6	7	148.8	150.0

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	23	99.9	113.9	125.6	135.8	160.3	185.2
Base Salary - Org Wtd	15	23	100.9	115.0	125.6	137.1	156.5	195.0
Base Salary - Incentive Eligible	14	22	99.4	113.9	132.1	136.7	161.0	186.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	14	22	18.5	24.0	26.6	37.1	36.5	87.0
Short-term Incentive (Actual)	14	22	13.4	18.6	26.0	36.6	51.6	72.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	23	117.1	136.4	165.3	171.3	206.7	225.3
Total Cash Comp (Actual) - Org Wtd	15	23	117.8	136.6	159.7	170.9	209.9	252.3
Total Cash Comp (Actual) - Rcvs	14	22	121.5	136.6	166.8	173.8	208.0	225.5
Total Cash Comp (Target)	15	23	118.5	137.3	168.8	171.3	210.1	230.6
Total Cash Comp (Target) - Rcvs	14	22	126.2	137.5	169.8	173.8	211.0	232.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	23	117.1	136.6	165.3	181.1	211.9	231.9
Total Direct Comp (Actual) - Rcvs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	22	96%
Sales Incentive	0	0	0%
Profit Sharing	2	2	20%
Long-term Incentive	4	5	29%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	14	22	24.9%	26.1%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	14	22	25.5%	27.0%
Short-term Incentive (Maximum)	7	10	35.5%	35.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	12	19	100.4	98.1
Midpoint	12	19	136.3	135.6
Maximum	12	19	172.1	173.1

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Retail & Wholesale

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases, maintains favorable relations with the media; reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public Relations Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	16	100.9	122.0	143.9	144.1	167.0	180.0
Base Salary - Org Wtd	13	16	102.8	124.0	142.9	143.8	166.6	181.9
Base Salary - Incentive Eligible	12	15	100.8	120.0	142.9	144.1	167.7	181.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	11	14	8.4	21.2	29.5	29.5	41.4	43.7
Short-term Incentive (Actual)	11	13	2.3	7.2	26.2	24.8	37.9	63.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	6	--	--	26.7	78.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	16	107.4	122.8	154.6	164.3	205.3	230.6
Total Cash Comp (Actual) - Org Wtd	13	16	109.6	125.6	154.2	163.6	199.8	229.4
Total Cash Comp (Actual) - Rcvs	11	13	104.9	124.3	170.7	169.9	210.1	234.5
Total Cash Comp (Target)	11	14	113.4	138.5	171.1	170.5	207.0	218.4
Total Cash Comp (Target) - Rcvs	11	14	113.4	138.5	171.1	170.5	207.0	218.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	16	110.8	122.8	168.8	193.7	218.3	338.0
Total Direct Comp (Actual) - Rcvs	6	6	--	--	203.4	251.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	15	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	57%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	17%
Share Appreciation Rights (SARs)	14%	17%
Restricted Shares/Share Units	100%	83%
Performance Shares/Share Units	14%	17%
Performance Cash Units	0%	0%
Long-term Cash	14%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	11	13	15.6%	15.6%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	11	14	20.5%	20.3%
Short-term Incentive (Maximum)	6	9	38.8%	35.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	6	48.4%	48.4%

Salary Range (Mean)				
Minimum	8	9	98.8	97.4
Midpoint	8	9	131.8	130.0
Maximum	8	9	164.9	162.6

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

110.209.210 Public Relations Director

Responsible for directing, planning and implementing the organization's external and internal public relations programs. Directs publicity preparation and releases; maintains favorable relations with the media, reviews and approves speeches, articles and public statements to the media by organization executives. Monitors the public climate and recommends programs that reflect the organization's viewpoint. Co-ordinates the preparation of reports and presentations to shareholders and investors. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Top Public 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
Base Salary								
Base Salary - Inc Wtd	60	82	88.1	109.4	124.9	129.0	143.5	172.6
Base Salary - Org Wtd	60	82	91.5	110.4	125.7	132.5	145.2	174.4
Base Salary - Incentive Eligible	32	46	86.6	113.0	129.9	130.0	145.3	171.1
Base Salary - Not Incentive Eligible	7	7	--	105.1	120.0	125.9	160.0	--

Incentives								
Short-term Incentive (Target)	21	28	7.4	9.7	18.8	19.4	25.2	32.2
Short-term Incentive (Actual)	24	36	5.3	10.5	19.0	21.5	29.6	41.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	15.6	36.9	70.8	67.2	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	60	82	88.1	111.1	129.2	138.4	160.9	199.8
Total Cash Comp (Actual) - Org Wtd	60	82	104.2	112.2	131.5	141.2	164.4	200.4
Total Cash Comp (Actual) - Rcvrs	24	36	86.5	124.3	148.1	152.9	186.1	205.2
Total Cash Comp (Target)	48	70	89.3	110.9	130.5	134.4	157.4	179.5
Total Cash Comp (Target) - Rcvrs	21	28	85.1	116.8	146.9	143.4	160.8	192.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	60	82	88.1	111.1	129.2	145.3	165.9	207.3
Total Direct Comp (Actual) - Rcvrs	8	8	--	161.4	234.9	255.1	293.1	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	32	46	60%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	8	8	11%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	24	36	15.7%	15.3%
Short-term Incentive (Threshold)	8	8	7.9%	7.9%
Short-term Incentive (Target)	21	28	15.3%	15.1%
Short-term Incentive (Maximum)	14	14	22.8%	22.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	8	46.4%	46.4%

Salary Range (Mean)				
Minimum	44	58	97.6	93.4
Midpoint	44	58	128.8	124.6
Maximum	44	58	159.9	155.8

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

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Public Relations Director 110.209.210

2014

US MBD: Mercer Benchmark Database Executive

610.572.210 Purchasing Director

Responsible for developing objectives, policies, and procedures for the purchasing/procurement/sourcing of goods and services encompassing all purchasing functions organization-wide, often including multiple facilities. Responsible for formulating and communicating the organization's purchasing programs for services, software, component parts, equipment, and supplies. May also direct the purchase of supplies and services for non-production departments. Has comprehensive knowledge of marketplace. Typically in larger organizations this is a senior level manager.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	373	1,199	108.2	122.9	142.6	144.2	161.4	182.7
Base Salary - Org Wtd	373	1,199	110.2	127.2	145.0	146.3	162.9	184.8
Base Salary - Incentive Eligible	331	977	109.7	124.2	144.0	145.4	161.7	183.3
Base Salary - Not Incentive Eligible	*15	157	105.0	114.2	133.3	137.8	157.9	181.0

Incentives								
Short-term Incentive (Target)	297	886	17.0	21.2	28.1	32.0	39.1	51.6
Short-term Incentive (Actual)	285	842	9.5	17.0	26.3	30.6	40.8	56.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--
Profit Sharing (Actual)	20	39	2.1	5.1	5.8	7.8	7.5	10.3
Long-term Incentive (Black-Scholes)	122	318	11.5	20.1	33.8	41.5	50.0	69.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	373	1,199	117.0	135.9	159.9	166.0	187.6	221.7
Total Cash Comp (Actual) - Org Wtd	373	1,199	122.0	140.4	164.5	171.9	195.8	230.4
Total Cash Comp (Actual) - Rcvs	288	845	128.1	146.0	170.4	176.6	200.9	232.5
Total Cash Comp (Target)	348	1,131	120.5	139.4	163.1	169.1	193.0	221.0
Total Cash Comp (Target) - Rcvs	297	886	130.0	147.8	172.5	177.2	200.8	233.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	373	1,199	118.0	137.6	163.4	177.0	201.2	249.0
Total Direct Comp (Actual) - Rcvs	122	318	157.2	187.4	223.9	234.6	268.3	315.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	329	971	83%
Sales Incentive	1	1	0%
Profit Sharing	33	57	8%
Long-term Incentive	154	423	37%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	42%
Share Appreciation Rights (SARs)	5%	4%
Restricted Shares/Share Units	67%	64%
Performance Shares/Share Units	29%	26%
Performance Cash Units	5%	2%
Long-term Cash	9%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	285	842	21.9%	20.5%
Short-term Incentive (Threshold)	84	134	10.2%	10.1%
Short-term Incentive (Target)	297	886	22.7%	21.4%
Short-term Incentive (Maximum)	177	443	42.1%	41.4%
Sales Incentive (Actual)	1	1	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	20	39	7.5%	6.1%
Long-term Incentive (Black-Scholes)	122	318	26.6%	25.6%

Salary Range (Mean)				
Minimum	258	716	109.4	111.3
Midpoint	258	716	144.0	145.2
Maximum	258	716	178.5	179.1

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

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610.572.210 Purchasing Director

Responsible for developing objectives, policies, and procedures for the purchasing/procurement/sourcing of goods and services encompassing all purchasing functions organization-wide, often including multiple facilities. Responsible for formulating and communicating the organization's purchasing programs for services, software, component parts, equipment, and supplies. May also direct the purchase of supplies and services for non-production departments. Has comprehensive knowledge of marketplace. Typically in larger organizations this is a senior level manager.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*44	205	110.3	127.3	149.1	149.3	166.6	188.5
Base Salary - Org Wtd	*44	205	116.6	131.3	154.7	155.8	174.6	195.0
Base Salary - Incentive Eligible	*44	202	111.0	127.5	148.9	149.2	166.5	188.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*42	181	21.5	24.4	35.0	37.1	44.4	59.8
Short-term Incentive (Actual)	*39	192	19.7	23.7	29.5	34.4	42.8	57.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	9	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	16	94	14.2	24.9	45.1	43.7	59.8	73.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*44	205	130.4	151.4	178.7	181.7	209.4	236.1
Total Cash Comp (Actual) - Org Wtd	*44	205	126.2	151.6	187.6	187.2	217.0	252.0
Total Cash Comp (Actual) - Rcvrs	*40	193	130.5	152.6	181.7	183.6	211.8	239.4
Total Cash Comp (Target)	*43	184	129.0	150.0	181.5	184.1	213.0	247.0
Total Cash Comp (Target) - Rcvrs	*42	181	129.2	150.3	183.2	184.9	213.4	247.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*44	205	130.6	151.4	190.8	201.7	244.4	281.7
Total Direct Comp (Actual) - Rcvrs	16	94	183.5	215.2	247.5	250.0	278.7	325.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	44	202	100%
Sales Incentive	0	--	--%
Profit Sharing	6	--	--%
Long-term Incentive	20	106	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	65%	68%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	47%	44%
Performance Shares/Share Units	41%	35%
Performance Cash Units	6%	6%
Long-term Cash	1%	1%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	39	192	22.0%	22.7%
Short-term Incentive (Threshold)	10	16	13.7%	13.2%
Short-term Incentive (Target)	42	181	24.5%	24.5%
Short-term Incentive (Maximum)	26	75	47.3%	52.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	9	--%	--%
Long-term Incentive (Black-Scholes)	16	94	23.8%	25.8%

Salary Range (Mean)				
Minimum	28	102	113.6	114.9
Midpoint	28	102	152.0	157.5
Maximum	28	102	190.4	200.1

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

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Energy

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*18	106	106.4	120.9	141.1	142.9	165.2	179.5
Base Salary - Org Wtd	*18	106	108.4	128.9	144.2	148.5	172.2	183.4
Base Salary - Incentive Eligible	*17	48	--	--	149.7	144.6	--	--
Base Salary - Not Incentive Eligible	*3	57	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*16	47	--	--	23.1	26.5	--	--
Short-term Incentive (Actual)	13	15	8.0	16.0	40.1	41.0	61.0	79.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	7	--	--	51.9	107.8	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*18	106	106.4	120.9	148.0	148.8	168.8	189.2
Total Cash Comp (Actual) - Org Wtd	*18	106	118.9	140.8	169.1	177.5	214.7	252.3
Total Cash Comp (Actual) - Rcvrs	13	15	114.3	148.8	189.5	192.9	239.4	271.8
Total Cash Comp (Target)	*18	106	111.3	128.0	149.5	154.7	179.2	204.9
Total Cash Comp (Target) - Rcvrs	*16	47	--	--	175.1	171.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*18	106	106.4	120.9	148.0	155.9	168.8	197.6
Total Direct Comp (Actual) - Rcvrs	*6	7	--	--	258.0	331.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	48	45%
Sales Incentive	0	0	0%
Profit Sharing	3	3	3%
Long-term Incentive	7	8	8%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	13%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	88%	71%
Performance Shares/Share Units	75%	71%
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	15	25.1%	25.4%
Short-term Incentive (Threshold)	8	9	8.8%	9.5%
Short-term Incentive (Target)	16	47	21.4%	17.7%
Short-term Incentive (Maximum)	11	12	40.2%	40.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	6	7	62.6%	63.1%

Salary Range (Mean)				
Minimum	10	12	121.3	126.3
Midpoint	10	12	150.2	155.4
Maximum	10	12	179.0	184.5

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	19	118.2	127.5	142.8	145.7	164.4	187.2
Base Salary - Org Wtd	14	19	118.9	125.6	143.2	143.3	156.4	176.2
Base Salary - Incentive Eligible	14	19	118.2	127.5	142.8	145.7	164.4	187.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	12	18.3	22.1	30.5	32.7	46.0	51.7
Short-term Incentive (Actual)	12	14	16.8	19.9	28.1	36.7	62.3	70.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	12	10.1	19.4	22.9	27.0	39.0	43.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	19	133.3	145.6	162.9	173.1	182.7	252.8
Total Cash Comp (Actual) - Org Wtd	14	19	136.8	147.0	156.8	173.3	193.5	241.7
Total Cash Comp (Actual) - Rcvs	13	15	137.5	145.6	162.9	179.2	226.0	253.2
Total Cash Comp (Target)	12	16	131.7	142.0	155.2	165.9	194.8	215.0
Total Cash Comp (Target) - Rcvs	10	12	138.8	143.1	178.8	174.7	201.0	216.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	19	133.3	161.3	177.6	190.1	205.6	293.1
Total Direct Comp (Actual) - Rcvs	10	12	153.0	168.9	198.6	211.2	255.7	293.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	19	100%
Sales Incentive	0	0	0%
Profit Sharing	2	2	17%
Long-term Incentive	11	14	74%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	14%	17%
Share Appreciation Rights (SARs)	7%	8%
Restricted Shares/Share Units	79%	67%
Performance Shares/Share Units	7%	8%
Performance Cash Units	7%	0%
Long-term Cash	21%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	14	24.2%	24.2%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	10	12	21.8%	22.5%
Short-term Incentive (Maximum)	7	7	38.7%	38.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	12	16.3%	17.5%

Salary Range (Mean)				
Minimum	10	14	102.5	101.9
Midpoint	10	14	141.0	142.1
Maximum	10	14	179.5	182.3

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High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*12	95	--	--	140.8	139.6	--	--
Base Salary - Org Wtd	*12	95	132.0	147.1	153.4	159.6	166.8	210.1
Base Salary - Incentive Eligible	*12	34	139.3	146.9	152.1	156.2	162.0	178.4
Base Salary - Not Incentive Eligible	*1	60	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*12	34	5.5	5.7	6.0	16.8	30.8	44.7
Short-term Incentive (Actual)	*11	31	8.0	8.7	9.3	17.8	17.8	50.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*12	95	--	--	146.8	145.5	--	--
Total Cash Comp (Actual) - Org Wtd	*12	95	135.3	156.5	174.9	187.0	204.6	288.7
Total Cash Comp (Actual) - Rcvrs	*11	31	147.3	156.0	161.7	172.5	181.8	204.8
Total Cash Comp (Target)	*12	95	--	--	146.4	145.7	--	--
Total Cash Comp (Target) - Rcvrs	*12	34	147.0	153.6	160.3	173.0	191.1	214.1

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*12	95	--	--	146.8	148.2	--	--
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	12	--	--%
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)	11	31	18.4%	11.0%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	12	34	17.0%	10.3%
Short-term Incentive (Maximum)	5	23	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)

Minimum	9	29	124.0	123.5
Midpoint	9	29	167.8	166.5
Maximum	9	29	211.6	209.5

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High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*5	30	--	--	129.8	140.0	--	--
Base Salary - Org Wtd	*5	30	--	--	141.6	144.8	--	--
Base Salary - Incentive Eligible	*3	9	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	20	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*3	9	--	--	--	--	--	--
Short-term Incentive (Actual)	*3	5	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*5	30	--	--	138.4	144.6	--	--
Total Cash Comp (Actual) - Org Wtd	*5	30	--	--	141.6	161.4	--	--
Total Cash Comp (Actual) - Rcvrs	*3	5	--	--	--	--	--	--
Total Cash Comp (Target)	*5	30	--	--	148.4	149.4	--	--
Total Cash Comp (Target) - Rcvrs	*3	9	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*5	30	--	--	138.4	147.2	--	--
Total Direct Comp (Actual) - Rcvrs	*2	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	3	--	--%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
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)	3	5	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	3	9	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	4	--%	--%

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

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*21	57	103.2	110.3	122.4	131.4	148.6	180.9
Base Salary - Org Wtd	*21	57	110.3	120.8	137.7	145.0	173.7	186.6
Base Salary - Incentive Eligible	*20	56	--	--	121.9	131.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*18	51	--	--	17.9	22.4	--	--
Short-term Incentive (Actual)	*16	46	--	--	15.6	23.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	10	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*21	57	109.5	120.5	137.7	150.1	174.0	230.1
Total Cash Comp (Actual) - Org Wtd	*21	57	120.3	141.5	172.4	171.1	191.2	233.9
Total Cash Comp (Actual) - Rcvrs	*16	46	--	--	137.7	150.7	--	--
Total Cash Comp (Target)	*18	51	--	--	139.9	153.9	--	--
Total Cash Comp (Target) - Rcvrs	*18	51	--	--	139.9	153.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*21	57	109.5	120.5	137.7	154.0	175.8	236.7
Total Direct Comp (Actual) - Rcvrs	*4	10	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	16	46	23.5%	17.1%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	18	51	19.5%	16.8%
Short-term Incentive (Maximum)	11	42	36.3%	32.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	10	--%	--%

Salary Range (Mean)				
Minimum	14	49	105.1	93.9
Midpoint	14	49	139.9	129.0
Maximum	14	49	174.6	164.1

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

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									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	57	--	--%
Base Salary - Inc Wtd	*61	239	--	--	148.7	151.4	--	--	Sales Incentive	1	--	--%
Base Salary - Org Wtd	*61	239	111.7	133.0	146.4	147.3	159.0	174.0	Profit Sharing	6	11	14%
Base Salary - Incentive Eligible	*57	224	--	--	149.2	152.1	--	--	Long-term Incentive	22	--	--%
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	*54	217	--	--	29.2	32.6	--	--	Stock/Share Options	20%		20%
Short-term Incentive (Actual)	*48	207	--	--	24.9	29.6	--	--	Share Appreciation Rights (SARs)	13%		11%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	80%		78%
Sales Incentive (Actual)	*1	1	--	--	--	--	--	--	Performance Shares/Share Units	26%		26%
Profit Sharing (Actual)	*3	8	--	--	--	--	--	--	Performance Cash Units	11%		0%
Long-term Incentive (Black-Scholes)	21	46	12.0	29.0	37.5	53.3	52.5	154.3	Long-term Cash	22%		22%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*61	239	--	--	173.0	177.3	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*61	239	126.0	134.9	173.0	172.8	188.7	220.7	Short-term Incentive (Actual)	48	207	21.1%
Total Cash Comp (Actual) - Rcvrs	*48	207	--	--	178.1	181.9	--	--	Short-term Incentive (Threshold)	13	23	10.6%
Total Cash Comp (Target)	*56	228	--	--	178.3	184.3	--	--	Short-term Incentive (Target)	54	217	23.7%
Total Cash Comp (Target) - Rcvrs	*54	217	--	--	178.9	185.3	--	--	Short-term Incentive (Maximum)	33	66	46.9%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	1	1	--%
Total Direct Comp (Actual)	*61	239	--	--	177.6	187.5	--	--	Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	21	46	188.3	206.6	225.4	258.9	269.0	402.4	Profit Sharing (Actual)	3	8	--%
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	21	46	23.9%
									Salary Range (Mean)			
									Minimum	42	203	114.6
									Midpoint	42	203	149.7
									Maximum	42	203	184.8

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*24	65	115.6	128.6	146.9	147.3	157.1	184.7
Base Salary - Org Wtd	*24	65	118.0	136.9	152.3	155.8	179.8	188.7
Base Salary - Incentive Eligible	*24	65	115.6	128.6	146.9	147.3	157.1	184.7
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*23	64	18.1	22.1	31.1	34.2	41.3	58.1
Short-term Incentive (Actual)	*23	62	13.4	19.4	29.5	33.5	41.6	52.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	5	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	27	13.8	23.0	43.6	40.8	44.8	62.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*24	65	135.0	153.0	173.2	181.0	201.0	232.6
Total Cash Comp (Actual) - Org Wtd	*24	65	147.9	163.2	187.3	195.8	211.1	253.6
Total Cash Comp (Actual) - Rcvrs	*24	63	140.6	156.9	173.9	183.1	201.1	232.9
Total Cash Comp (Target)	*24	65	135.9	152.4	175.7	181.0	198.6	241.5
Total Cash Comp (Target) - Rcvrs	*23	64	139.0	154.6	176.7	182.1	199.3	242.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*24	65	137.8	159.1	182.2	197.9	230.4	274.3
Total Direct Comp (Actual) - Rcvrs	*12	27	190.4	216.1	236.5	245.4	268.2	314.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	64	98%
Sales Incentive	0	0	0%
Profit Sharing	2	5	9%
Long-term Incentive	13	28	45%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	59%	56%
Share Appreciation Rights (SARs)	22%	22%
Restricted Shares/Share Units	26%	26%
Performance Shares/Share Units	63%	63%
Performance Cash Units	11%	0%
Long-term Cash	7%	7%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	23	62	24.2%	22.1%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	23	64	26.1%	22.3%
Short-term Incentive (Maximum)	16	53	47.5%	40.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	5	--%	--%
Long-term Incentive (Black-Scholes)	12	27	30.9%	27.0%

Salary Range (Mean)				
Minimum	22	45	117.7	115.1
Midpoint	22	45	150.5	148.5
Maximum	22	45	183.3	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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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	34	81	105.3	113.3	135.3	138.1	153.7	183.3	Short-term Incentive	29	68	84%
Base Salary - Org Wtd	34	81	105.7	117.9	137.6	141.3	160.4	176.0	Sales Incentive	0	0	0%
Base Salary - Incentive Eligible	29	68	106.5	113.9	134.8	138.5	154.1	185.5	Profit Sharing	2	4	8%
Base Salary - Not Incentive Eligible	*2	10	--	--	--	--	--	--	Long-term Incentive	13	25	33%
Incentives												
Short-term Incentive (Target)	*22	54	11.4	17.5	25.0	29.5	40.0	52.4	Of Those LTI Eligible:			
Short-term Incentive (Actual)	25	60	5.3	15.1	29.4	34.7	43.9	70.2		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	45%		40%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	0%		0%
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--	Restricted Shares/Share Units	82%		90%
Long-term Incentive (Black-Scholes)	*6	10	--	--	51.5	58.3	--	--	Performance Shares/Share Units	27%		30%
Total Cash Compensation									Performance Cash Units	9%		0%
Total Cash Comp (Actual) - Inc Wtd	34	81	113.2	128.6	153.7	164.0	187.5	229.4	Long-term Cash	9%		10%
Total Cash Comp (Actual) - Org Wtd	34	81	112.7	138.7	156.4	169.7	199.1	241.9	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	25	60	119.7	136.0	164.0	173.0	202.9	240.9		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	30	74	114.6	126.8	150.0	157.7	180.2	220.2	Short-term Incentive (Actual)	25	60	25.3%
Total Cash Comp (Target) - Rcvrs	*22	54	119.5	134.9	156.8	167.2	200.8	230.6	Short-term Incentive (Threshold)	4	5	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	22	54	20.9%
Total Direct Comp (Actual)	34	81	113.2	131.7	154.3	171.2	200.4	248.2	Short-term Incentive (Maximum)	10	16	32.1%
Total Direct Comp (Actual) - Rcvrs	*6	10	--	--	239.8	249.5	--	--	Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	1	3	--%
									Long-term Incentive (Black-Scholes)	6	10	30.6%
									Salary Range (Mean)			
									Minimum	18	31	106.3
									Midpoint	18	31	138.5
									Maximum	18	31	170.7

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	51	127	104.5	115.2	134.3	135.1	150.2	165.0
Base Salary - Org Wtd	51	127	102.7	110.7	135.5	135.0	148.2	169.7
Base Salary - Incentive Eligible	50	125	103.4	115.1	134.0	134.9	150.1	165.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	48	120	21.5	26.8	32.6	33.7	38.1	47.5
Short-term Incentive (Actual)	45	114	7.3	15.1	26.2	30.3	37.3	60.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*5	9	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	25	67	15.0	22.5	27.8	33.7	36.0	55.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	51	127	115.3	137.4	155.0	162.9	182.8	211.9
Total Cash Comp (Actual) - Org Wtd	51	127	117.7	136.3	156.6	163.5	184.5	212.3
Total Cash Comp (Actual) - Rcvrs	45	114	123.7	137.7	159.1	166.2	186.7	214.9
Total Cash Comp (Target)	49	122	128.8	143.4	164.0	166.2	187.1	206.2
Total Cash Comp (Target) - Rcvrs	48	120	128.4	143.6	164.5	166.6	187.1	206.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	51	127	124.6	147.5	173.4	180.6	203.7	233.6
Total Direct Comp (Actual) - Rcvrs	25	67	147.3	164.2	189.9	201.2	213.8	279.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	50	125	98%
Sales Incentive	0	0	0%
Profit Sharing	7	11	13%
Long-term Incentive	30	84	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	24%
Share Appreciation Rights (SARs)	4%	0%
Restricted Shares/Share Units	92%	90%
Performance Shares/Share Units	18%	9%
Performance Cash Units	4%	0%
Long-term Cash	10%	4%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	45	114	23.3%	21.9%
Short-term Incentive (Threshold)	20	34	10.2%	9.5%
Short-term Incentive (Target)	48	120	24.8%	25.2%
Short-term Incentive (Maximum)	27	67	46.5%	49.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	5	9	--%	--%
Long-term Incentive (Black-Scholes)	25	67	27.8%	23.9%

Salary Range (Mean)				
Minimum	42	103	102.4	99.6
Midpoint	42	103	135.6	136.5
Maximum	42	103	168.9	173.4

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Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	63	111	114.1	125.0	146.4	146.5	162.8	182.2
Base Salary - Org Wtd	63	111	107.6	120.5	145.6	143.4	160.1	181.6
Base Salary - Incentive Eligible	39	72	117.1	129.9	143.1	145.7	163.4	177.1
Base Salary - Not Incentive Eligible	*6	7	--	--	160.0	159.2	--	--

Incentives								
Short-term Incentive (Target)	31	52	17.1	19.2	24.0	26.5	33.6	44.0
Short-term Incentive (Actual)	32	55	6.2	9.3	12.6	18.8	27.4	40.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*12	26	6.5	9.5	11.8	18.4	15.0	41.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	63	111	118.6	135.0	154.5	155.9	172.2	194.8
Total Cash Comp (Actual) - Org Wtd	63	111	114.0	128.6	154.3	153.6	172.2	192.4
Total Cash Comp (Actual) - Rcvrs	32	55	126.8	140.0	154.5	163.2	188.0	204.2
Total Cash Comp (Target)	58	105	120.5	141.4	157.8	160.5	178.2	201.1
Total Cash Comp (Target) - Rcvrs	31	52	129.1	145.2	163.3	171.0	196.1	212.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	63	111	120.1	142.0	156.0	160.2	176.8	202.9
Total Direct Comp (Actual) - Rcvrs	*12	26	130.1	152.6	177.0	189.6	216.1	278.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	39	72	65%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	16	41	39%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	56%	46%
Share Appreciation Rights (SARs)	3%	4%
Restricted Shares/Share Units	54%	31%
Performance Shares/Share Units	10%	8%
Performance Cash Units	0%	0%
Long-term Cash	13%	19%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	32	55	13.7%	12.9%
Short-term Incentive (Threshold)	15	24	8.1%	8.1%
Short-term Incentive (Target)	31	52	17.9%	18.3%
Short-term Incentive (Maximum)	18	46	28.1%	24.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	12	26	17.0%	11.9%

Salary Range (Mean)				
Minimum	45	74	99.9	102.3
Midpoint	45	74	133.8	135.8
Maximum	45	74	167.7	169.4

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Transportation Equipment

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	19	52	100.0	116.1	134.2	140.0	160.6	188.1
Base Salary - Org Wtd	19	52	104.6	124.0	137.8	147.5	159.1	189.7
Base Salary - Incentive Eligible	16	44	99.1	113.0	134.2	140.7	164.4	190.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	12	34	21.4	25.0	29.5	37.6	42.1	56.2
Short-term Incentive (Actual)	13	35	18.3	22.5	33.0	34.4	43.0	51.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	6	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	52	116.5	129.5	152.1	163.3	198.5	239.1
Total Cash Comp (Actual) - Org Wtd	19	52	121.3	137.8	157.6	169.2	200.2	239.7
Total Cash Comp (Actual) - Rcvs	13	35	126.6	147.1	166.0	177.1	205.0	239.4
Total Cash Comp (Target)	16	43	116.6	132.6	150.3	172.4	206.6	243.9
Total Cash Comp (Target) - Rcvs	12	34	123.8	139.9	176.2	185.0	212.1	247.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	52	116.5	129.5	152.1	171.6	198.5	250.9
Total Direct Comp (Actual) - Rcvs	*2	6	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	39	98%
Sales Incentive	0	0	0%
Profit Sharing	2	6	17%
Long-term Incentive	2	6	15%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	35	21.7%	24.2%
Short-term Incentive (Threshold)	3	12	--%	--%
Short-term Incentive (Target)	12	34	25.0%	24.3%
Short-term Incentive (Maximum)	10	33	51.4%	48.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	6	--%	--%

Salary Range (Mean)				
Minimum	12	38	118.6	114.8
Midpoint	12	38	147.4	141.7
Maximum	12	38	176.2	168.6

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

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Purchasing Director 610 572 210

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100.132.132 Regional Operations Executive (United States)

All Organizations

Responsible for the day to day operations of a defined U.S. geographic area (e.g., Midwest region). Implements operational efficiency improvements which may include, but are not limited to, standardization of systems, quality control, safety, site selection, facility design, and customer satisfaction. Frequently reports to a Chief Executive Officer or to a Chief Operating Officer of the entity.
Note: Do not report incumbents responsible for geographic regions outside the U.S.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	205	1,197	131.8	154.3	178.2	187.0	208.4	250.1
Base Salary - Org Wtd	205	1,197	140.3	160.5	188.1	202.6	224.0	292.4
Base Salary - Incentive Eligible	194	1,076	137.4	155.8	180.0	189.4	210.0	255.0
Base Salary - Not Incentive Eligible	*3	10	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	158	965	31.8	40.5	51.8	65.7	75.6	110.0
Short-term Incentive (Actual)	152	903	17.1	30.4	50.0	67.8	80.2	135.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*5	9	--	--	34.5	65.3	--	--
Profit Sharing (Actual)	6	14	--	--	11.5	15.5	--	--
Long-term Incentive (Black-Scholes)	*98	593	4.7	16.2	43.8	73.8	85.0	158.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	205	1,197	150.0	177.1	216.1	238.8	268.5	355.4
Total Cash Comp (Actual) - Org Wtd	205	1,197	155.7	179.6	229.8	268.3	312.5	424.4
Total Cash Comp (Actual) - Rcvrs	157	913	167.5	192.4	233.7	259.0	291.7	387.0
Total Cash Comp (Target)	195	1,141	160.0	187.5	227.5	242.9	270.9	343.7
Total Cash Comp (Target) - Rcvrs	158	965	174.4	200.0	234.1	254.7	280.0	358.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	205	1,197	153.2	182.3	233.9	275.4	312.0	432.0
Total Direct Comp (Actual) - Rcvrs	*98	593	189.4	228.0	284.2	338.5	366.8	536.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	187	1,066	90%
Sales Incentive	7	11	2%
Profit Sharing	13	25	4%
Long-term Incentive	123	717	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	59%	58%
Share Appreciation Rights (SARs)	3%	1%
Restricted Shares/Share Units	80%	70%
Performance Shares/Share Units	33%	32%
Performance Cash Units	3%	0%
Long-term Cash	11%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	152	903	39.0%	33.6%
Short-term Incentive (Threshold)	52	188	16.1%	16.2%
Short-term Incentive (Target)	158	965	36.2%	33.1%
Short-term Incentive (Maximum)	93	559	65.9%	59.5%
Sales Incentive (Actual)	5	9	35.1%	29.3%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	6	14	6.6%	7.5%
Long-term Incentive (Black-Scholes)	98	593	47.8%	32.8%

Salary Range (Mean)				
Minimum	125	873	146.9	132.7
Midpoint	125	873	196.6	181.0
Maximum	125	873	246.3	229.4

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

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Consumer Goods

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Note: Do not report incumbents responsible for geographic regions outside the U.S

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	*5	9	--	--	165.0	164.3	--	--	Short-term Incentive	5	9	100%
Base Salary - Org Wtd	*5	9	--	--	165.5	164.2	--	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	*5	9	--	--	165.0	164.3	--	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	3	4	--%
Incentives												
Short-term Incentive (Target)	*4	7	--	--	--	--	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*4	7	--	--	--	--	--	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	--%		--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	--%		--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%		--%
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--	Performance Shares/Share Units	--%		--%
Total Cash Compensation									Performance Cash Units	--%		--%
Total Cash Comp (Actual) - Inc Wtd	*5	9	--	--	220.4	214.4	--	--	Long-term Cash	--%		--%
Total Cash Comp (Actual) - Org Wtd	*5	9	--	--	220.4	205.8	--	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvs	*4	7	--	--	--	--	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	*4	7	--	--	--	--	--	--	Short-term Incentive (Actual)	4	7	--%
Total Cash Comp (Target) - Rcvs	*4	7	--	--	--	--	--	--	Short-term Incentive (Threshold)	1	1	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	4	7	--%
Total Direct Comp (Actual)	*5	9	--	--	247.8	238.0	--	--	Short-term Incentive (Maximum)	1	1	--%
Total Direct Comp (Actual) - Rcvs	*2	3	--	--	--	--	--	--	Sales Incentive (Actual)	0	0	--%
Salary Range (Mean)									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	2	3	--%
									Salary Range (Mean)			
										3	7	--
									Minimum	3	7	--
									Midpoint	3	7	--
									Maximum	3	7	--

*More than 25% of sample supplied by one organization

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Energy

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Note: Do not report incumbents responsible for geographic regions outside the U.S.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	57	149.6	164.4	187.0	189.6	207.4	236.0
Base Salary - Org Wtd	14	57	158.8	176.6	195.2	202.7	235.9	259.1
Base Salary - Incentive Eligible	14	57	149.6	164.4	187.0	189.6	207.4	236.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	54	38.1	41.3	47.6	55.3	60.8	96.5
Short-term Incentive (Actual)	*12	52	26.6	50.3	60.5	73.6	92.8	134.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	40	28.5	32.8	93.7	98.0	151.0	213.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	57	179.9	207.7	239.3	256.7	281.4	387.9
Total Cash Comp (Actual) - Org Wtd	14	57	179.5	232.6	266.6	283.2	335.3	414.5
Total Cash Comp (Actual) - Rcvrs	*12	52	181.4	217.8	245.4	262.2	297.6	388.6
Total Cash Comp (Target)	*13	54	187.7	203.4	235.9	244.8	266.5	339.4
Total Cash Comp (Target) - Rcvrs	*13	54	187.7	203.4	235.9	244.8	266.5	339.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	57	179.9	224.7	294.5	325.5	406.6	504.8
Total Direct Comp (Actual) - Rcvrs	*10	40	262.8	287.9	354.4	380.0	458.2	520.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	57	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	11	52	93%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	30%
Share Appreciation Rights (SARs)	23%	0%
Restricted Shares/Share Units	56%	73%
Performance Shares/Share Units	37%	33%
Performance Cash Units	19%	0%
Long-term Cash	19%	25%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	52	45.7%	37.6%
Short-term Incentive (Threshold)	9	28	16.2%	14.3%
Short-term Incentive (Target)	13	54	31.6%	28.5%
Short-term Incentive (Maximum)	11	43	57.9%	51.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	10	40	49.5%	47.0%

Salary Range (Mean)				
Minimum	10	51	138.2	140.6
Midpoint	10	51	197.0	187.4
Maximum	10	51	255.9	234.2

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Financial Services

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Note: Do not report incumbents responsible for geographic regions outside the U S

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*10	37	107.7	125.5	159.3	170.7	190.1	287.0
Base Salary - Org Wtd	*10	37	120.6	149.5	183.5	198.0	241.7	315.4
Base Salary - Incentive Eligible	*10	37	107.7	125.5	159.3	170.7	190.1	287.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	26	--	--	48.2	63.4	--	--
Short-term Incentive (Actual)	*10	36	7.4	26.8	43.2	56.0	70.2	148.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	2	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	8	--	--	68.3	80.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*10	37	132.7	164.1	178.1	228.8	280.1	401.5
Total Cash Comp (Actual) - Org Wtd	*10	37	155.8	165.0	227.0	275.9	377.6	491.8
Total Cash Comp (Actual) - Rcvrs	*10	36	142.5	165.4	180.1	232.1	302.4	404.0
Total Cash Comp (Target)	*10	37	128.2	151.7	170.5	215.3	238.1	416.2
Total Cash Comp (Target) - Rcvrs	*6	26	--	--	188.8	235.6	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*10	37	145.2	165.7	178.1	246.2	283.3	455.5
Total Direct Comp (Actual) - Rcvrs	5	8	--	--	398.5	380.7	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	37	100%
Sales Incentive	1	2	11%
Profit Sharing	1	2	6%
Long-term Incentive	5	17	46%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	10	36	33.4%	31.2%
Short-term Incentive (Threshold)	3	17	--%	--%
Short-term Incentive (Target)	6	26	38.7%	33.8%
Short-term Incentive (Maximum)	1	12	--%	--%
Sales Incentive (Actual)	1	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	8	37.6%	36.4%

Salary Range (Mean)				
Minimum	6	25	122.4	111.1
Midpoint	6	25	164.2	144.2
Maximum	6	25	206.0	177.2

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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												
Base Salary - Inc Wtd	*14	351	--	--	173.4	176.2	--	--	Short-term Incentive	14	--	--%
Base Salary - Org Wtd	*14	351	126.2	159.3	179.1	201.4	213.6	374.8	Sales Incentive	0	--	--%
Base Salary - Incentive Eligible	*14	314	--	--	175.0	179.5	--	--	Profit Sharing	0	--	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	10	--	--%
Incentives												
Short-term Incentive (Target)	*13	313	--	--	43.7	48.7	--	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	*13	287	--	--	45.0	52.0	--	--	Stock/Share Options		--%	--%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		--%	--%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		--%	--%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units		--%	--%
Long-term Incentive (Black-Scholes)	*9	262	--	--	43.8	45.5	--	--	Performance Cash Units		--%	--%
									Long-term Cash		--%	--%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	*14	351	--	--	206.0	218.7	--	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	*14	351	159.4	189.6	218.6	278.1	271.9	660.4	Short-term Incentive (Actual)	13	287	43.4%
Total Cash Comp (Actual) - Rcvs	*13	287	--	--	216.6	230.5	--	--	Short-term Incentive (Threshold)	2	2	--%
Total Cash Comp (Target)	*14	351	--	--	212.5	219.6	--	--	Short-term Incentive (Target)	13	313	31.6%
Total Cash Comp (Target) - Rcvs	*13	313	--	--	218.3	228.4	--	--	Short-term Incentive (Maximum)	5	211	64.3%
									Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	*14	351	--	--	234.0	252.6	--	--	Profit Sharing (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	*9	262	--	--	248.8	275.0	--	--	Long-term Incentive (Black-Scholes)	9	262	38.4%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	7	252	176.9
									Midpoint	7	252	237.2
									Maximum	7	252	297.5

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*26	78	111.9	160.0	192.0	200.9	241.0	307.5
Base Salary - Org Wtd	*26	78	122.5	173.7	190.3	206.9	257.7	317.0
Base Salary - Incentive Eligible	*24	71	109.7	152.3	195.0	202.4	255.7	307.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*22	66	27.7	42.5	62.8	81.8	107.5	175.0
Short-term Incentive (Actual)	*21	64	8.5	37.0	68.9	90.6	111.2	226.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	2	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*14	51	--	--	14.0	98.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*26	78	138.3	186.0	237.8	275.9	336.4	475.9
Total Cash Comp (Actual) - Org Wtd	*26	78	137.7	194.7	270.7	283.8	347.5	462.3
Total Cash Comp (Actual) - Rcvrs	*22	66	124.4	198.9	270.6	288.0	347.7	484.4
Total Cash Comp (Target)	*23	68	155.0	207.2	262.1	287.1	343.5	479.3
Total Cash Comp (Target) - Rcvrs	*22	66	164.5	212.7	265.7	294.0	352.5	479.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*26	78	141.7	192.2	257.8	340.2	427.1	700.5
Total Direct Comp (Actual) - Rcvrs	*14	51	--	--	293.9	385.3	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	23	69	97%
Sales Incentive	1	2	8%
Profit Sharing	2	5	15%
Long-term Incentive	16	54	77%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	64	42.0%	40.9%
Short-term Incentive (Threshold)	8	12	--%	--%
Short-term Incentive (Target)	22	66	36.8%	35.2%
Short-term Incentive (Maximum)	18	56	65.0%	62.7%
Sales Incentive (Actual)	1	2	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	14	51	58.5%	38.7%

Salary Range (Mean)				
Minimum	15	55	176.7	160.2
Midpoint	15	55	233.9	208.2
Maximum	15	55	291.1	256.1

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	8	--	--	168.2	194.7	--	--
Base Salary - Org Wtd	7	8	--	--	165.8	200.5	--	--
Base Salary - Incentive Eligible	7	8	--	--	168.2	194.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	8	--	--	61.5	92.4	--	--
Short-term Incentive (Actual)	*6	7	--	--	27.6	66.5	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	8	--	--	200.5	252.9	--	--
Total Cash Comp (Actual) - Org Wtd	7	8	--	--	210.6	263.7	--	--
Total Cash Comp (Actual) - Rcvrs	*6	7	--	--	190.4	253.5	--	--
Total Cash Comp (Target)	7	8	--	--	218.9	287.1	--	--
Total Cash Comp (Target) - Rcvrs	7	8	--	--	218.9	287.1	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	8	--	--	200.5	252.9	--	--
Total Direct Comp (Actual) - Rcvrs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	8	100%
Sales Incentive	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)	6	7	32.7%	30.3%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	7	8	43.7%	43.3%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

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

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

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Regional Operations Executive (United States) 100.132.132

2014

US MBD: Mercer Benchmark Database Executive

100.132.132 Regional Operations Executive (United States)

Responsible for the day to day operations of a defined U.S. geographic area (e.g., Midwest region). Implements operational efficiency improvements which may include, but are not limited to, standardization of systems, quality control, safety, site selection, facility design, and customer satisfaction. Frequently reports to a Chief Executive Officer or to a Chief Operating Officer of the entity.
Note: Do not report incumbents responsible for geographic regions outside the U.S.

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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	34	244	131.6	149.2	173.5	185.2	210.0	254.2	Short-term Incentive	32	231	98%
Base Salary - Org Wtd	34	244	144.3	158.3	189.6	199.2	238.7	266.5	Sales Incentive	2	2	2%
Base Salary - Incentive Eligible	33	232	135.2	149.9	175.2	186.1	210.9	254.5	Profit Sharing	2	4	5%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	21	74	55%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	27	203	27.6	41.4	60.2	71.8	90.0	125.5	Stock/Share Options	35%	23%	
Short-term Incentive (Actual)	29	188	12.1	24.3	46.5	70.1	98.6	156.4	Share Appreciation Rights (SARs)	0%	0%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	52%	58%	
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--	Performance Shares/Share Units	22%	25%	
Profit Sharing (Actual)	*2	4	--	--	--	--	--	--	Performance Cash Units	10%	4%	
Long-term Incentive (Black-Scholes)	*11	52	16.4	20.0	38.0	76.1	99.6	158.9	Long-term Cash	17%	19%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	34	244	147.9	175.1	213.1	240.5	271.8	383.4	Short-term Incentive (Actual)	29	188	41.3%
Total Cash Comp (Actual) - Org Wtd	34	244	162.1	187.6	242.6	276.3	352.4	431.1	Short-term Incentive (Threshold)	3	11	--%
Total Cash Comp (Actual) - Rcvrs	31	190	162.5	182.2	233.8	260.4	311.5	408.4	Short-term Incentive (Target)	27	203	39.2%
Total Cash Comp (Target)	33	223	163.8	189.1	236.3	249.0	279.9	365.2	Short-term Incentive (Maximum)	10	55	69.3%
Total Cash Comp (Target) - Rcvrs	27	203	168.2	192.1	240.0	253.2	283.5	375.0	Sales Incentive (Actual)	2	2	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	34	244	148.0	176.1	217.2	256.8	284.0	421.0	Profit Sharing (Actual)	2	4	--%
Total Direct Comp (Actual) - Rcvrs	*11	52	215.4	250.3	366.8	394.9	464.9	598.9	Long-term Incentive (Black-Scholes)	11	52	39.1%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	24	184	132.7
									Midpoint	24	184	178.4
									Maximum	24	184	224.2

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

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Regional Operations Executive (United States) 100.132.132

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100.132.132 Regional Operations Executive (United States)

Retail & Wholesale

Responsible for the day to day operations of a defined U.S. geographic area (e.g., Midwest region). Implements operational efficiency improvements which may include, but are not limited to, standardization of systems, quality control, safety, site selection, facility design, and customer satisfaction. Frequently reports to a Chief Executive Officer or to a Chief Operating Officer of the entity.

Note. Do not report incumbents responsible for geographic regions outside the U.S.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	35	164	129.5	155.5	180.0	198.2	213.6	265.5
Base Salary - Org Wtd	35	164	134.4	158.9	196.6	212.0	218.6	367.8
Base Salary - Incentive Eligible	33	146	129.7	155.3	189.2	202.5	223.5	270.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	28	134	33.9	52.9	70.5	84.1	92.9	157.8
Short-term Incentive (Actual)	21	114	17.7	31.9	59.8	84.1	111.5	182.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	*1	3	--	--	--	--	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	61	14.7	72.1	141.3	141.7	201.5	225.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	35	164	150.3	171.6	218.3	257.7	304.7	388.4
Total Cash Comp (Actual) - Org Wtd	35	164	156.4	169.0	224.5	266.8	284.8	432.3
Total Cash Comp (Actual) - Rcvrs	22	117	152.9	198.1	256.7	287.9	327.8	403.9
Total Cash Comp (Target)	33	153	164.1	188.4	247.7	271.7	298.7	390.2
Total Cash Comp (Target) - Rcvrs	28	134	169.0	208.0	255.5	283.0	304.7	395.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	35	164	151.6	178.8	236.7	310.4	352.5	536.2
Total Direct Comp (Actual) - Rcvrs	18	61	170.5	316.7	428.0	475.8	539.1	977.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	143	88%
Sales Incentive	2	4	5%
Profit Sharing	3	5	6%
Long-term Incentive	20	73	62%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	41%	41%
Share Appreciation Rights (SARs)	4%	5%
Restricted Shares/Share Units	68%	77%
Performance Shares/Share Units	51%	51%
Performance Cash Units	0%	0%
Long-term Cash	15%	2%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	21	114	37.4%	38.3%
Short-term Incentive (Threshold)	6	30	19.4%	23.5%
Short-term Incentive (Target)	28	134	36.6%	40.4%
Short-term Incentive (Maximum)	15	49	79.1%	85.1%
Sales Incentive (Actual)	1	3	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	18	61	51.6%	56.6%

Salary Range (Mean)				
Minimum	22	117	155.4	147.0
Midpoint	22	117	205.9	196.2
Maximum	22	117	256.4	245.5

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

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100.132.132 Regional Operations Executive (United States)

Responsible for the day to day operations of a defined U.S. geographic area (e.g., Midwest region). Implements operational efficiency improvements which may include, but are not limited to, standardization of systems, quality control, safety, site selection, facility design, and customer satisfaction. Frequently reports to a Chief Executive Officer or to a Chief Operating Officer of the entity.

Note: Do not report incumbents responsible for geographic regions outside the U.S.

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	43	202	122.0	154.9	180.8	189.6	226.7	260.0	Short-term Incentive	37	153	76%
Base Salary - Org Wtd	43	202	139.1	157.5	179.5	193.1	216.9	250.7	Sales Incentive	1	1	1%
Base Salary - Incentive Eligible	38	156	135.0	159.5	181.9	193.3	222.2	260.0	Profit Sharing	2	6	6%
Base Salary - Not Incentive Eligible	*2	9	--	--	--	--	--	--	Long-term Incentive	30	119	61%
Incentives												
Short-term Incentive (Target)	28	125	24.0	43.2	68.0	71.0	84.9	124.7	Of Those LTI Eligible:			
Short-term Incentive (Actual)	25	115	15.6	35.7	55.5	68.4	90.6	125.0	Stock/Share Options		24%	24%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		1%	1%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		65%	63%
Profit Sharing (Actual)	*2	6	--	--	--	--	--	--	Performance Shares/Share Units		27%	32%
Long-term Incentive (Black-Scholes)	24	99	11.5	16.5	33.3	58.9	55.0	113.5	Performance Cash Units		0%	0%
Total Cash Compensation									Long-term Cash		25%	27%
Total Cash Comp (Actual) - Inc Wtd	43	202	124.0	161.2	220.3	229.2	275.9	347.8	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Org Wtd	43	202	149.5	159.2	198.3	231.8	279.6	347.6		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Rcvs	26	118	180.8	208.9	249.9	273.7	314.5	389.6	Short-term Incentive (Actual)	25	115	31.9%
Total Cash Comp (Target)	41	193	127.1	177.7	224.6	237.9	292.7	352.3	Short-term Incentive (Threshold)	17	75	16.1%
Total Cash Comp (Target) - Rcvs	28	125	180.3	208.1	261.8	272.0	308.0	382.5	Short-term Incentive (Target)	28	125	34.6%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Maximum)	23	111	61.5%
Total Direct Comp (Actual)	43	202	125.2	175.0	235.1	258.0	310.1	362.6	Sales Incentive (Actual)	0	0	--%
Total Direct Comp (Actual) - Rcvs	24	99	187.8	242.7	293.1	328.4	351.0	481.3	Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	2	6	--%
									Long-term Incentive (Black-Scholes)	24	99	40.5%
									Salary Range (Mean)			
									Minimum	27	161	126.8
									Midpoint	27	161	171.8
									Maximum	27	161	216.7
												222.0

*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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Transportation Equipment

Note: Do not report incumbents responsible for geographic regions outside the U.S.

Regional Operations Executive (United States) 100.132 132

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US MBD: Mercer Benchmark Database Executive

500.100.210 Research and Development Director

All Organizations

Responsible for the co-ordination and implementation of activities related to the new products and technology development areas, as well as for the improvement of existing products and technologies. Provides technical reports and advice to top management, planning and engineering personnel. Typically reports to the Research and Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	62	142	122.3	135.5	156.0	159.2	180.5	206.6
Base Salary - Org Wtd	62	142	118.2	137.5	155.3	158.1	179.9	200.2
Base Salary - Incentive Eligible	54	126	123.4	136.5	158.7	161.1	181.4	207.5
Base Salary - Not Incentive Eligible	*1	5	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	44	104	19.3	22.2	35.9	40.4	53.5	68.3
Short-term Incentive (Actual)	44	106	14.1	23.2	32.0	37.2	50.0	67.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	25	46	8.0	17.7	43.6	52.0	78.0	90.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	62	142	132.8	155.7	180.4	189.2	223.7	260.5
Total Cash Comp (Actual) - Org Wtd	62	142	128.6	148.9	177.3	185.3	225.6	251.1
Total Cash Comp (Actual) - Rcvrs	45	109	148.7	163.3	195.0	201.5	234.0	272.4
Total Cash Comp (Target)	56	133	132.1	154.0	184.6	191.4	223.9	268.6
Total Cash Comp (Target) - Rcvrs	44	104	146.0	165.4	193.4	201.9	236.7	278.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	62	142	132.8	156.7	186.4	206.1	237.7	310.9
Total Direct Comp (Actual) - Rcvrs	25	46	172.6	217.1	252.2	268.4	317.0	372.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	53	123	90%
Sales Incentive	0	0	0%
Profit Sharing	6	11	11%
Long-term Incentive	29	63	46%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	46%	46%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	74%	70%
Performance Shares/Share Units	41%	37%
Performance Cash Units	4%	2%
Long-term Cash	6%	7%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	44	106	21.4%	22.4%
Short-term Incentive (Threshold)	15	31	10.2%	11.1%
Short-term Incentive (Target)	44	104	24.7%	24.2%
Short-term Incentive (Maximum)	27	82	45.2%	43.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	6	--%	--%
Long-term Incentive (Black-Scholes)	25	46	28.4%	28.7%

Salary Range (Mean)				
Minimum	39	79	121.4	123.6
Midpoint	39	79	159.1	164.3
Maximum	39	79	196.8	204.9

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

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Research and Development Director 500.100.210

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US MBD: Mercer Benchmark Database Executive

500.100.210 Research and Development Director

Consumer Goods

Responsible for the co-ordination and implementation of activities related to the new products and technology development areas, as well as for the improvement of existing products and technologies. Provides technical reports and advice to top management, planning and engineering personnel. Typically reports to the Research and Development Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	14	34	130.2	158.7	172.7	176.3	203.0	224.0
Base Salary - Org Wtd	14	34	114.6	136.6	167.1	162.6	186.6	206.0
Base Salary - Incentive Eligible	*13	31	130.3	160.0	176.6	179.5	206.0	224.1
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	26	31.1	37.3	57.8	57.5	71.2	91.0
Short-term Incentive (Actual)	*9	26	16.7	29.3	55.1	51.2	68.2	84.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	13	--	--	83.1	70.2	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	14	34	133.1	168.7	225.4	215.5	252.5	282.3
Total Cash Comp (Actual) - Org Wtd	14	34	119.9	142.7	204.4	192.9	239.6	250.7
Total Cash Comp (Actual) - Rcvrs	*9	26	175.4	220.3	235.4	237.3	274.7	285.8
Total Cash Comp (Target)	*13	31	150.7	201.2	224.2	227.7	272.7	297.2
Total Cash Comp (Target) - Rcvrs	*11	26	160.5	202.4	227.8	233.5	276.9	300.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	14	34	133.1	168.7	235.4	242.3	310.1	365.2
Total Direct Comp (Actual) - Rcvrs	*5	13	--	--	316.0	321.1	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	31	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	7	19	61%

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	26	27.8%	27.9%
Short-term Incentive (Threshold)	4	14	--%	--%
Short-term Incentive (Target)	11	26	28.5%	32.0%
Short-term Incentive (Maximum)	6	23	61.9%	63.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	5	13	31.0%	38.5%

Salary Range (Mean)				
Minimum	9	24	123.5	130.8
Midpoint	9	24	164.9	178.6
Maximum	9	24	206.4	226.4

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

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Research and Development Director 500.100.210

2014

US MBD: Mercer Benchmark Database Executive

500.100.210 Research and Development Director

Responsible for the co-ordination and implementation of activities related to the new products and technology development areas, as well as for the improvement of existing products and technologies. Provides technical reports and advice to top management, planning and engineering personnel. Typically reports to the Research and Development Executive.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	21	32	136.7	147.5	163.6	170.1	196.6	221.0
Base Salary - Org Wtd	21	32	136.5	145.6	157.3	167.7	184.6	214.2
Base Salary - Incentive Eligible	18	29	136.2	150.5	168.5	172.8	201.5	223.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	26	28.5	34.9	42.8	44.2	54.3	63.4
Short-term Incentive (Actual)	15	21	6.3	22.4	31.9	34.2	43.4	66.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	16	8.7	17.7	26.6	59.0	69.6	228.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	21	32	141.2	153.5	185.7	192.8	228.1	256.3
Total Cash Comp (Actual) - Org Wtd	21	32	145.0	149.2	181.0	192.7	229.1	267.8
Total Cash Comp (Actual) - Rcvrs	15	21	151.6	174.5	212.9	209.3	240.0	267.8
Total Cash Comp (Target)	18	28	144.3	180.5	208.4	213.1	249.5	280.5
Total Cash Comp (Target) - Rcvrs	16	26	167.6	189.6	212.5	218.5	252.3	280.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	21	32	141.2	156.7	198.0	222.3	254.0	335.0
Total Direct Comp (Actual) - Rcvrs	11	16	184.4	217.1	240.0	276.3	319.1	487.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	29	94%
Sales Incentive	0	0	0%
Profit Sharing	2	5	33%
Long-term Incentive	12	19	59%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	25%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	94%	88%
Performance Shares/Share Units	25%	0%
Performance Cash Units	6%	0%
Long-term Cash	13%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	21	19.9%	19.5%
Short-term Incentive (Threshold)	5	8	10.0%	8.1%
Short-term Incentive (Target)	16	26	24.5%	25.4%
Short-term Incentive (Maximum)	12	18	41.0%	41.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	11	16	35.8%	29.6%

Salary Range (Mean)				
Minimum	13	20	127.2	126.1
Midpoint	13	20	161.9	163.8
Maximum	13	20	196.7	201.4

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

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Research and Development Director 500.100.210

2014

US MBD: Mercer Benchmark Database Executive

500.100.210 Research and Development Director

Responsible for the co-ordination and implementation of activities related to the new products and technology development areas, as well as for the improvement of existing products and technologies
Provides technical reports and advice to top management, planning and engineering personnel Typically reports to the Research and Development 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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd		
Base Salary									Short-term Incentive	5	--	--%		
Base Salary - Inc Wtd	*6	33	--	--	138.3	143.2	--	--	Sales Incentive	0	--	--%		
Base Salary - Org Wtd	*6	33	--	--	167.0	157.9	--	--	Profit Sharing	1	--	--%		
Base Salary - Incentive Eligible	*6	33	--	--	138.3	143.2	--	--	Long-term Incentive	3	--	--%		
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--						
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving			
Short-term Incentive (Target)	*5	30	--	--	21.1	26.1	--	--	Stock/Share Options	--%	--%	--%		
Short-term Incentive (Actual)	*5	28	--	--	28.6	32.0	--	--	Share Appreciation Rights (SARs)	--%	--%	--%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	--%	--%	--%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	--%	--%	--%		
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--	Performance Cash Units	--%	--%	--%		
Long-term Incentive (Black-Scholes)	*3	11	--	--	--	--	--	--	Long-term Cash	--%	--%	--%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd	
Total Cash Comp (Actual) - Inc Wtd	*6	33	--	--	171.2	179.6	--	--	Short-term Incentive (Actual)	5	28	20.9%	22.0%	
Total Cash Comp (Actual) - Org Wtd	*6	33	--	--	202.1	202.6	--	--	Short-term Incentive (Threshold)	2	4	--%	--%	
Total Cash Comp (Actual) - Rcvrs	*6	31	--	--	172.6	180.7	--	--	Short-term Incentive (Target)	5	30	23.1%	17.6%	
Total Cash Comp (Target)	*6	33	--	--	162.3	166.9	--	--	Short-term Incentive (Maximum)	3	28	--%	--%	
Total Cash Comp (Target) - Rcvrs	*5	30	--	--	165.5	171.6	--	--	Sales Incentive (Actual)	0	0	--%	--%	
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%	
Total Direct Comp (Actual)	*6	33	--	--	171.2	190.1	--	--	Profit Sharing (Actual)	1	3	--%	--%	
Total Direct Comp (Actual) - Rcvrs	*3	11	--	--	--	--	--	--	Long-term Incentive (Black-Scholes)	3	11	--%	--%	
*More than 25% of sample supplied by one organization													Salary Range (Mean)	
										Minimum	5	9	123.7	119.5
										Midpoint	5	9	157.6	150.1
										Maximum	5	9	191.4	180.8

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

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Research and Development Director 500.100.210

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US MBD: Mercer Benchmark Database Executive

120.232.132 Retirement Benefits Plan Executive

All Organizations

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

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	38	44	107.0	118.3	132.9	143.6	165.8	183.3
Base Salary - Org Wtd	38	44	106.9	119.8	134.5	146.7	166.6	186.6
Base Salary - Incentive Eligible	30	36	109.2	119.5	142.0	149.3	166.9	189.7
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	28	34	15.8	20.6	27.9	36.9	34.0	91.6
Short-term Incentive (Actual)	26	32	17.2	21.0	28.8	33.5	39.1	61.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	15	17	9.0	19.0	30.0	41.5	48.7	100.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	38	44	118.4	131.0	158.6	167.9	195.9	246.4
Total Cash Comp (Actual) - Org Wtd	38	44	115.8	132.9	162.1	170.8	199.3	259.5
Total Cash Comp (Actual) - Rcvrs	26	32	129.3	142.5	168.1	177.4	198.6	251.3
Total Cash Comp (Target)	35	41	118.6	135.2	156.4	175.7	200.0	253.4
Total Cash Comp (Target) - Rcvrs	28	34	128.9	141.3	164.2	182.8	202.2	261.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	38	44	118.4	134.6	168.1	184.0	214.8	281.8
Total Direct Comp (Actual) - Rcvrs	15	17	155.2	168.1	226.9	232.5	276.6	370.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	30	36	86%
Sales Incentive	0	0	0%
Profit Sharing	1	1	5%
Long-term Incentive	16	21	55%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	14%	12%
Share Appreciation Rights (SARs)	5%	6%
Restricted Shares/Share Units	81%	76%
Performance Shares/Share Units	24%	29%
Performance Cash Units	5%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	32	23.4%	22.8%
Short-term Incentive (Threshold)	12	14	9.8%	9.8%
Short-term Incentive (Target)	28	34	24.0%	23.3%
Short-term Incentive (Maximum)	18	20	37.6%	36.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	15	17	24.5%	24.8%

Salary Range (Mean)				
Minimum	25	28	100.1	98.4
Midpoint	25	28	135.3	134.7
Maximum	25	28	170.4	171.0

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

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Retirement Benefits Plan Executive 120.232.132

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120.232.132 Retirement Benefits Plan Executive

Insurance

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

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	12	104.1	121.5	144.3	144.0	164.1	193.0
Base Salary - Org Wtd	9	12	--	129.1	145.0	148.8	171.2	--
Base Salary - Incentive Eligible	9	12	104.1	121.5	144.3	144.0	164.1	193.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	12	15.6	18.4	28.6	36.5	40.8	104.8
Short-term Incentive (Actual)	*8	11	13.2	25.3	32.8	38.2	48.0	80.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	12	122.7	143.2	181.3	179.0	198.3	251.3
Total Cash Comp (Actual) - Org Wtd	9	12	--	155.1	177.9	185.7	217.3	--
Total Cash Comp (Actual) - Rcvrs	*8	11	122.1	137.3	174.3	177.0	191.6	253.8
Total Cash Comp (Target)	9	12	119.7	140.9	174.6	180.5	209.5	295.3
Total Cash Comp (Target) - Rcvrs	9	12	119.7	140.9	174.6	180.5	209.5	295.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	12	122.7	143.2	188.3	193.2	255.3	283.9
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	9	12	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	5	8	73%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	11	28.0%	26.3%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	9	12	25.1%	23.4%
Short-term Incentive (Maximum)	5	6	33.8%	33.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	6	7	111.9	105.9
Midpoint	6	7	144.7	143.0
Maximum	6	7	177.5	180.2

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

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120.232.132 Retirement Benefits Plan Executive

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

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	12	93.4	109.7	123.7	138.0	157.8	233.9
Base Salary - Org Wtd	12	12	93.4	109.7	123.7	138.0	157.8	233.9
Base Salary - Incentive Eligible	4	4	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives

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

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	12	12	93.4	109.7	123.7	145.9	179.3	269.7
Total Cash Comp (Actual) - Org Wtd	12	12	93.4	109.7	123.7	145.9	179.3	269.7
Total Cash Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--
Total Cash Comp (Target)	10	10	102.0	114.4	131.0	150.7	192.8	253.4
Total Cash Comp (Target) - Rcvrs	*3	3	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	12	12	93.4	109.7	123.7	145.9	179.3	269.7
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	4	4	40%
Sales Incentive	0	0	--%
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)	3	3	--%	--%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	3	3	--%	--%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

Salary Range (Mean)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Minimum	6	6	89.4	89.4
Midpoint	6	6	117.2	117.2
Maximum	6	6	145.0	145.0

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

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Retirement Benefits Plan Executive 120.232.132

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US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

All Organizations

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	227	392	101.4	119.0	143.0	146.7	169.5	200.0
Base Salary - Org Wtd	227	392	104.9	121.0	140.7	143.2	161.0	181.0
Base Salary - Incentive Eligible	200	354	102.1	120.6	143.5	147.7	169.8	200.0
Base Salary - Not Incentive Eligible	8	9	--	116.8	155.4	153.9	185.1	--

Incentives								
Short-term Incentive (Target)	177	305	12.0	20.0	30.9	36.4	45.2	65.0
Short-term Incentive (Actual)	167	299	8.9	18.4	31.9	41.0	54.6	87.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	9	10	3.2	3.9	6.9	14.3	20.1	56.7
Long-term Incentive (Black-Scholes)	82	159	10.0	16.0	30.0	37.5	45.3	71.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	227	392	107.8	131.0	166.4	178.3	211.4	263.6
Total Cash Comp (Actual) - Org Wtd	227	392	113.3	133.3	160.8	170.6	195.3	229.9
Total Cash Comp (Actual) - Rcvrs	168	300	116.1	143.5	179.4	191.5	223.1	289.1
Total Cash Comp (Target)	212	373	111.0	135.0	168.8	176.8	202.1	257.0
Total Cash Comp (Target) - Rcvrs	177	305	116.6	143.7	177.8	185.5	211.6	274.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	227	392	108.6	133.6	173.6	193.5	239.2	297.5
Total Direct Comp (Actual) - Rcvrs	82	159	157.0	196.3	246.6	250.7	285.9	349.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	200	354	91%
Sales Incentive	0	0	0%
Profit Sharing	9	10	4%
Long-term Incentive	95	195	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	19%
Share Appreciation Rights (SARs)	3%	2%
Restricted Shares/Share Units	57%	53%
Performance Shares/Share Units	38%	40%
Performance Cash Units	3%	3%
Long-term Cash	8%	7%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	167	299	23.4%	25.2%
Short-term Incentive (Threshold)	52	72	9.5%	8.5%
Short-term Incentive (Target)	177	305	22.3%	22.7%
Short-term Incentive (Maximum)	93	143	37.2%	34.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	9	10	9.1%	8.8%
Long-term Incentive (Black-Scholes)	82	159	26.0%	22.5%

Salary Range (Mean)				
Minimum	165	291	104.4	106.7
Midpoint	165	291	139.0	145.8
Maximum	165	291	173.6	185.0

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

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Risk Management & Loss Prevention Director 210.300.210

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US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Consumer Goods

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	16	103.0	127.6	144.4	151.9	183.6	215.6
Base Salary - Org Wtd	15	16	101.2	134.0	151.6	153.8	189.4	216.4
Base Salary - Incentive Eligible	15	16	103.0	127.6	144.4	151.9	183.6	215.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	13	14	13.8	18.2	26.9	31.4	40.3	65.2
Short-term Incentive (Actual)	13	14	13.4	19.2	28.1	35.0	49.1	72.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	7	7	--	10.0	50.2	47.5	80.8	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	16	114.9	141.8	182.0	182.5	203.9	288.7
Total Cash Comp (Actual) - Org Wtd	15	16	113.8	142.8	182.5	185.2	205.1	289.0
Total Cash Comp (Actual) - Rcvs	13	14	112.7	143.8	182.0	185.5	208.3	289.4
Total Cash Comp (Target)	15	16	116.0	145.9	170.1	179.4	205.6	280.3
Total Cash Comp (Target) - Rcvs	13	14	113.7	143.3	170.1	180.7	208.0	282.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	16	114.9	141.8	188.1	203.3	234.1	370.6
Total Direct Comp (Actual) - Rcvs	7	7	--	228.0	234.9	267.6	368.3	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	16	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	7	7	44%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	14	22.8%	22.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	13	14	20.6%	20.2%
Short-term Incentive (Maximum)	5	5	34.7%	34.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	7	7	27.1%	27.1%

Salary Range (Mean)				
Minimum	6	6	98.4	98.4
Midpoint	6	6	138.8	138.8
Maximum	6	6	179.2	179.2

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

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Risk Management & Loss Prevention Director 210.300.210

2014

US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Energy

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention 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	11	13	93%
Base Salary - Inc Wtd	12	14	137.2	146.4	160.0	159.7	171.4	180.4	Sales Incentive	0	0	0%
Base Salary - Org Wtd	12	14	135.1	147.9	160.0	159.6	170.5	182.7	Profit Sharing	0	0	0%
Base Salary - Incentive Eligible	11	13	136.2	146.0	160.9	159.7	172.2	181.5	Long-term Incentive	8	9	64%
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	8	9	--	31.2	42.7	39.5	46.1	--	Stock/Share Options	56%		33%
Short-term Incentive (Actual)	10	11	20.6	26.8	41.4	43.7	60.8	71.3	Share Appreciation Rights (SARs)	11%		0%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	67%		56%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	22%		22%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units	0%		0%
Long-term Incentive (Black-Scholes)	8	9	--	25.4	56.8	54.2	90.5	--	Long-term Cash	11%		11%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	12	14	152.0	167.3	195.9	194.0	216.4	233.1		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	12	14	158.0	164.7	195.9	195.1	215.8	238.3	Short-term Incentive (Actual)	10	11	27.1%
Total Cash Comp (Actual) - Rcvrs	10	11	163.3	194.2	203.3	203.8	218.2	240.9	Short-term Incentive (Threshold)	3	4	--%
Total Cash Comp (Target)	11	13	150.5	164.5	181.5	186.2	205.8	229.9	Short-term Incentive (Target)	8	9	24.4%
Total Cash Comp (Target) - Rcvrs	8	9	--	179.8	193.1	196.9	219.6	--	Short-term Incentive (Maximum)	6	7	45.8%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%
Total Direct Comp (Actual)	12	14	158.9	196.1	214.9	228.9	264.7	315.2	Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	8	9	--	207.7	254.2	248.9	295.6	--	Profit Sharing (Actual)	0	0	--%
*More than 25% of sample supplied by one organization									Long-term Incentive (Black-Scholes)	8	9	35.6%
									Salary Range (Mean)			
									Minimum	7	8	119.0
									Midpoint	7	8	156.0
									Maximum	7	8	193.1

*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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Risk Management & Loss Prevention Director 210.300.210

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US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Financial Services

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	54	95.0	105.8	130.3	138.0	160.7	183.2
Base Salary - Org Wtd	23	54	104.5	112.0	138.5	138.6	159.8	179.4
Base Salary - Incentive Eligible	20	51	95.6	110.2	130.5	139.2	163.5	184.3
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*15	34	9.6	14.2	23.9	27.4	32.5	46.7
Short-term Incentive (Actual)	18	47	9.4	15.0	31.0	42.0	65.0	93.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	20	10.5	17.0	40.6	45.6	64.7	102.6

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	54	105.0	128.5	162.2	175.9	219.1	263.6
Total Cash Comp (Actual) - Org Wtd	23	54	111.7	130.0	157.2	172.9	212.0	254.4
Total Cash Comp (Actual) - Rcvs	18	47	108.7	132.7	173.4	184.7	225.0	269.3
Total Cash Comp (Target)	21	48	107.5	126.3	150.1	158.4	180.4	214.2
Total Cash Comp (Target) - Rcvs	*15	34	107.8	118.7	144.1	160.2	192.2	237.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	54	105.0	128.5	173.7	192.8	245.5	294.4
Total Direct Comp (Actual) - Rcvs	*8	20	157.3	180.5	222.4	248.5	294.8	408.4

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	20	51	94%
Sales Incentive	0	0	0%
Profit Sharing	2	3	13%
Long-term Incentive	9	22	41%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	14%	15%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	95%	100%
Performance Shares/Share Units	0%	0%
Performance Cash Units	5%	0%
Long-term Cash	5%	5%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	47	27.3%	28.0%
Short-term Incentive (Threshold)	5	15	9.1%	6.1%
Short-term Incentive (Target)	15	34	21.1%	19.2%
Short-term Incentive (Maximum)	9	20	32.7%	29.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	3	--%	--%
Long-term Incentive (Black-Scholes)	8	20	23.5%	27.7%

Salary Range (Mean)				
Minimum	17	45	100.0	98.5
Midpoint	17	45	137.7	140.8
Maximum	17	45	175.3	183.2

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

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Risk Management & Loss Prevention Director 210.300.210

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US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Insurance

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*21	73	--	--	180.0	178.2	--	--
Base Salary - Org Wtd	*21	73	110.4	124.9	140.7	155.7	169.9	196.6
Base Salary - Incentive Eligible	*21	71	--	--	176.9	177.5	--	--
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*19	68	--	--	63.4	57.1	--	--
Short-term Incentive (Actual)	*19	66	--	--	67.0	67.4	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	51	--	--	29.4	35.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*21	73	--	--	234.1	239.2	--	--
Total Cash Comp (Actual) - Org Wtd	*21	73	118.0	146.0	168.9	205.8	222.7	265.3
Total Cash Comp (Actual) - Rcvs	*19	66	--	--	237.1	246.3	--	--
Total Cash Comp (Target)	*20	72	--	--	230.2	232.4	--	--
Total Cash Comp (Target) - Rcvs	*19	68	--	--	232.3	235.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*21	73	--	--	261.7	264.1	--	--
Total Direct Comp (Actual) - Rcvs	*10	51	--	--	268.7	296.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	21	--	--%
Sales Incentive	0	--	--%
Profit Sharing	1	--	--%
Long-term Incentive	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)	19	66	28.3%	35.0%
Short-term Incentive (Threshold)	5	6	7.5%	8.0%
Short-term Incentive (Target)	19	68	25.5%	29.8%
Short-term Incentive (Maximum)	9	13	36.3%	33.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	51	24.4%	17.7%

Salary Range (Mean)				
Minimum	13	60	109.9	126.6
Midpoint	13	60	147.0	180.1
Maximum	13	60	184.2	233.6

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Risk Management & Loss Prevention Director 210.300.210

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US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	17	18	100%
Base Salary - Inc Wtd	17	18	104.5	129.7	154.9	154.9	172.0	208.2	Sales Incentive	0	0	0%
Base Salary - Org Wtd	17	18	104.0	129.5	156.2	153.4	171.9	204.6	Profit Sharing	1	1	10%
Base Salary - Incentive Eligible	17	18	104.5	129.7	154.9	154.9	172.0	208.2	Long-term Incentive	8	8	44%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	17	18	15.6	22.6	35.3	40.7	45.2	82.5	Stock/Share Options	% Eligible		% Receiving
Short-term Incentive (Actual)	13	14	8.5	23.0	35.5	43.5	47.5	110.1	Share Appreciation Rights (SARs)	38%		14%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	0%		0%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	75%		86%
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	38%		29%
Long-term Incentive (Black-Scholes)	7	7	--	15.9	25.0	26.4	41.4	--	Performance Cash Units	0%		0%
									Long-term Cash	0%		0%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	17	18	119.8	152.5	180.1	190.3	203.6	307.6	Short-term Incentive (Actual)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	17	18	118.1	148.9	192.9	189.1	204.2	313.6	Short-term Incentive (Threshold)	13	14	Inc Wtd
Total Cash Comp (Actual) - Rcvrs	13	14	127.4	157.5	193.9	200.7	226.4	331.9	Short-term Incentive (Target)	6	6	27.3%
Total Cash Comp (Target)	17	18	120.2	158.3	188.8	195.7	216.7	296.0	Short-term Incentive (Maximum)	17	18	13.6%
Total Cash Comp (Target) - Rcvrs	17	18	120.2	158.3	188.8	195.7	216.7	296.0	Short-term Incentive (Maximum)	10	10	25.1%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	52.5%
Total Direct Comp (Actual)	17	18	119.8	161.2	195.3	200.5	243.5	327.6	Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	7	7	--	197.6	210.7	227.7	244.7	--	Profit Sharing (Actual)	1	1	--%
									Long-term Incentive (Black-Scholes)	7	7	--%
									Long-term Incentive (Black-Scholes)	7	7	16.8%
									Salary Range (Mean)			
									Minimum	13	14	117.0
									Midpoint	13	14	153.3
									Maximum	13	14	189.6

*More than 25% of sample supplied by one organization

*More than 25% of sample supplied by one organization

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

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Risk Management & Loss Prevention Director 210.300.210

2014

US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	10	--	--	125.1	132.2	--	--
Base Salary - Org Wtd	*6	10	--	--	136.1	142.5	--	--
Base Salary - Incentive Eligible	*6	10	--	--	125.1	132.2	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	10	--	--	24.6	29.2	--	--
Short-term Incentive (Actual)	*6	10	--	--	28.2	25.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	7	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	10	--	--	149.5	157.5	--	--
Total Cash Comp (Actual) - Org Wtd	*6	10	--	--	150.0	163.8	--	--
Total Cash Comp (Actual) - Rcvrs	*6	10	--	--	149.5	157.5	--	--
Total Cash Comp (Target)	*6	10	--	--	148.9	161.4	--	--
Total Cash Comp (Target) - Rcvrs	*6	10	--	--	148.9	161.4	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	10	--	--	157.4	176.4	--	--
Total Direct Comp (Actual) - Rcvrs	*3	7	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

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

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	10	15.8%	20.2%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	6	10	23.0%	21.8%
Short-term Incentive (Maximum)	5	9	42.0%	36.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	7	--%	--%

Salary Range (Mean)				
Minimum	6	10	115.6	107.2
Midpoint	6	10	150.2	137.4
Maximum	6	10	184.9	167.6

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

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Risk Management & Loss Prevention Director 210.300.210

2014

US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	29	46	100.4	115.7	132.9	136.1	153.8	169.8
Base Salary - Org Wtd	29	46	100.8	120.2	140.7	141.2	161.0	183.0
Base Salary - Incentive Eligible	27	43	100.0	115.6	133.7	136.3	154.3	169.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	25	37	13.9	18.6	28.6	31.4	35.3	50.0
Short-term Incentive (Actual)	24	39	8.9	19.6	28.1	34.0	44.3	53.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*9	11	15.9	32.5	40.7	50.2	68.2	114.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	46	112.6	128.0	154.2	165.2	195.3	228.7
Total Cash Comp (Actual) - Org Wtd	29	46	101.6	133.0	164.0	172.6	197.9	251.4
Total Cash Comp (Actual) - Rcvrs	24	39	115.5	136.6	163.6	170.8	199.1	250.0
Total Cash Comp (Target)	28	45	112.1	126.2	152.9	162.9	186.0	209.3
Total Cash Comp (Target) - Rcvrs	25	37	115.6	139.9	174.9	171.7	194.4	215.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	46	112.6	135.0	163.8	177.2	199.8	255.0
Total Direct Comp (Actual) - Rcvrs	*9	11	154.0	180.6	221.8	234.0	263.4	384.2

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	27	43	93%
Sales Incentive	0	0	0%
Profit Sharing	3	3	16%
Long-term Incentive	11	21	49%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	29%	27%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	79%	73%
Performance Shares/Share Units	7%	9%
Performance Cash Units	0%	0%
Long-term Cash	21%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	24	39	24.8%	23.4%
Short-term Incentive (Threshold)	4	4	--%	--%
Short-term Incentive (Target)	25	37	23.4%	21.2%
Short-term Incentive (Maximum)	6	17	37.9%	33.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	9	11	33.9%	33.4%

Salary Range (Mean)				
Minimum	22	34	105.7	99.4
Midpoint	22	34	142.6	135.3
Maximum	22	34	179.5	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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Risk Management & Loss Prevention Director 210.300.210

2014

US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Retail & Wholesale

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	34	52	112.7	130.3	147.5	149.6	167.6	185.6
Base Salary - Org Wtd	34	52	111.3	125.5	140.4	144.2	161.8	182.8
Base Salary - Incentive Eligible	33	50	112.6	129.7	144.6	148.9	165.9	186.2
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	31	48	22.6	26.6	34.5	35.6	41.7	47.9
Short-term Incentive (Actual)	26	39	8.5	19.7	31.6	32.1	43.2	59.8
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	18	30	8.7	10.0	23.8	25.4	31.4	55.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	34	52	129.6	143.7	170.6	174.0	185.4	245.6
Total Cash Comp (Actual) - Org Wtd	34	52	127.9	135.4	166.7	169.3	185.3	224.0
Total Cash Comp (Actual) - Rcvrs	27	40	131.5	157.2	173.4	182.7	193.4	261.1
Total Cash Comp (Target)	32	50	136.0	157.3	180.3	183.0	199.1	232.7
Total Cash Comp (Target) - Rcvrs	31	48	135.9	158.8	181.7	183.7	199.4	233.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	34	52	129.6	154.0	180.1	188.6	210.3	277.7
Total Direct Comp (Actual) - Rcvrs	18	30	137.4	168.2	196.5	202.9	231.9	294.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	33	50	96%
Sales Incentive	0	0	0%
Profit Sharing	1	1	3%
Long-term Incentive	20	34	71%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	45%	23%
Share Appreciation Rights (SARs)	9%	10%
Restricted Shares/Share Units	76%	77%
Performance Shares/Share Units	12%	10%
Performance Cash Units	0%	0%
Long-term Cash	18%	17%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	26	39	22.5%	20.9%
Short-term Incentive (Threshold)	12	19	8.8%	7.9%
Short-term Incentive (Target)	31	48	24.4%	23.8%
Short-term Incentive (Maximum)	19	30	42.6%	44.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	18	30	19.5%	16.7%

Salary Range (Mean)				
Minimum	26	38	104.7	105.9
Midpoint	26	38	140.2	142.3
Maximum	26	38	175.7	178.7

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

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Risk Management & Loss Prevention Director 210.300.210

2014

US MBD: Mercer Benchmark Database Executive

210.300.210 Risk Management & Loss Prevention Director

Responsible for directing, planning and implementing the organization's strategic guidance on risk management and loss prevention programs across the organization. Has current knowledge of legal issues around organization liability and insurance trends. Acts as a resource to the Risk Manager to achieve goals and objectives consistent with the organization's strategic plan. Typically requires a Bachelor's degree and seven to ten years of experience. Typically reports to a Risk Management and Loss Prevention Executive.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	58	93	94.7	105.1	120.0	128.1	149.6	176.2
Base Salary - Org Wtd	58	93	95.0	108.1	131.6	131.8	152.3	170.4
Base Salary - Incentive Eligible	40	68	93.1	104.2	119.8	126.3	148.7	175.1
Base Salary - Not Incentive Eligible	5	5	--	--	152.0	141.6	--	--

Incentives								
Short-term Incentive (Target)	33	53	3.6	10.1	18.7	20.1	27.2	37.7
Short-term Incentive (Actual)	29	46	2.6	6.6	12.0	17.5	27.2	39.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	7	--	--	30.0	47.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	58	93	95.5	108.4	126.0	136.9	160.5	188.5
Total Cash Comp (Actual) - Org Wtd	58	93	96.8	114.1	137.5	140.7	163.1	185.6
Total Cash Comp (Actual) - Rcvs	29	46	95.5	112.9	140.7	147.1	175.1	223.5
Total Cash Comp (Target)	50	85	98.3	109.6	127.8	139.7	170.4	192.6
Total Cash Comp (Target) - Rcvs	33	53	98.3	116.1	143.7	149.1	176.4	221.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	58	93	96.1	109.1	126.0	140.5	163.2	194.4
Total Direct Comp (Actual) - Rcvs	*6	7	--	--	250.0	235.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	40	68	76%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	10	19	23%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	58%	29%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	95%	71%
Performance Shares/Share Units	26%	43%
Performance Cash Units	0%	0%
Long-term Cash	5%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	29	46	13.3%	12.4%
Short-term Incentive (Threshold)	12	13	7.8%	7.6%
Short-term Incentive (Target)	33	53	16.0%	14.6%
Short-term Incentive (Maximum)	20	28	19.4%	16.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	6	7	38.5%	35.0%

Salary Range (Mean)				
Minimum	46	67	96.5	94.8
Midpoint	46	67	125.6	124.8
Maximum	46	67	154.8	154.9

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

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Risk Management & Loss Prevention Director 210.300.210

2014

US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

All Organizations

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility				
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	115	118	92%	
Base Salary - Inc Wtd	128	131	135.1	163.4	195.8	200.9	234.1	262.9	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	128	131	135.0	163.1	195.3	199.8	232.0	255.9	Profit Sharing	3	3	4%	
Base Salary - Incentive Eligible	115	118	139.9	164.9	196.3	203.0	235.6	263.9	Long-term Incentive	76	79	64%	
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	104	105	25.1	41.4	58.4	62.6	75.8	111.3	Stock/Share Options	31%	29%		
Short-term Incentive (Actual)	103	106	21.6	38.2	54.3	74.3	94.7	137.5	Share Appreciation Rights (SARs)	7%	4%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	69%	64%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	39%	33%		
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--	Performance Cash Units	7%	0%		
Long-term Incentive (Black-Scholes)	67	70	12.5	37.3	64.4	129.6	112.3	327.8	Long-term Cash	22%	20%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	128	131	145.9	189.3	244.8	261.1	310.0	384.9	Short-term Incentive (Actual)	103	106	32.8%	34.1%
Total Cash Comp (Actual) - Org Wtd	128	131	144.9	185.7	243.0	256.2	301.4	377.9	Short-term Incentive (Threshold)	32	32	12.4%	12.4%
Total Cash Comp (Actual) - Rcvrs	103	106	172.1	207.4	259.4	277.7	320.2	386.5	Short-term Incentive (Target)	104	105	30.4%	30.4%
Total Cash Comp (Target)	119	122	151.2	194.0	248.9	251.7	298.6	337.2	Short-term Incentive (Maximum)	63	64	56.9%	56.8%
Total Cash Comp (Target) - Rcvrs	104	105	168.8	208.1	251.4	259.7	301.4	340.4	Sales Incentive (Actual)	0	0	--%	--%
									Sales Incentive (Target)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Profit Sharing (Actual)	3	3	--%	--%
Total Direct Comp (Actual)	128	131	154.4	200.7	272.6	330.4	354.9	562.0	Long-term Incentive (Black-Scholes)	67	70	55.0%	56.5%
Total Direct Comp (Actual) - Rcvrs	67	70	198.4	264.0	328.3	415.4	466.8	898.1					
*More than 25% of sample supplied by one organization													
									Salary Range (Mean)				
									Minimum	83	83	140.9	140.9
									Midpoint	83	83	187.0	187.0
									Maximum	83	83	233.1	233.1

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

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Risk Management and Loss Prevention Executive 210.300.130

2014

US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	9	10	136.8	165.2	182.3	183.1	201.0	231.7
Base Salary - Org Wtd	9	10	--	161.3	175.0	181.9	203.0	--
Base Salary - Incentive Eligible	8	9	--	169.6	189.7	188.4	203.8	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	7	8	--	49.1	54.7	54.3	59.2	--
Short-term Incentive (Actual)	8	9	--	35.7	43.2	50.5	54.5	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	6	--	--	59.7	61.0	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	9	10	141.6	201.3	228.4	229.1	254.5	321.9
Total Cash Comp (Actual) - Org Wtd	9	10	--	201.1	224.5	228.3	265.2	--
Total Cash Comp (Actual) - Rcvrs	8	9	--	201.9	232.2	239.6	267.5	--
Total Cash Comp (Target)	9	10	138.5	188.4	236.6	226.5	266.5	293.1
Total Cash Comp (Target) - Rcvrs	7	8	--	208.8	246.2	245.1	283.9	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	9	10	141.6	201.9	261.9	265.7	328.1	388.0
Total Direct Comp (Actual) - Rcvrs	*5	6	--	--	323.9	315.8	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	8	9	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	--%
Long-term Incentive	6	7	70%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	8	9	27.1%	26.5%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	8	28.1%	28.4%
Short-term Incentive (Maximum)	5	6	49.1%	48.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	6	28.9%	31.6%

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

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

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Risk Management and Loss Prevention Executive 210.300.130

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US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Energy

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary									Short-term Incentive	8	8	100%
Base Salary - Inc Wtd	9	9	--	177.7	194.8	202.2	237.7	--	Sales Incentive	0	0	--%
Base Salary - Org Wtd	9	9	--	177.7	194.8	202.2	237.7	--	Profit Sharing	0	--	--%
Base Salary - Incentive Eligible	8	8	--	185.0	198.8	206.1	250.8	--	Long-term Incentive	7	7	78%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:			
Short-term Incentive (Target)	6	6	--	--	66.5	65.5	--	--		% Eligible		% Receiving
Short-term Incentive (Actual)	8	8	--	42.9	63.8	80.5	104.9	--	Stock/Share Options		57%	57%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)		0%	0%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		71%	71%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units		71%	43%
Long-term Incentive (Black-Scholes)	7	7	--	--	96.2	235.2	--	--	Performance Cash Units		0%	0%
									Long-term Cash		0%	0%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	9	9	--	205.5	244.8	273.8	334.1	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	9	9	--	205.5	244.8	273.8	334.1	--	Short-term Incentive (Actual)	8	8	37.1%
Total Cash Comp (Actual) - Rcvrs	8	8	--	240.2	261.1	286.7	340.6	--	Short-term Incentive (Threshold)	1	1	--%
Total Cash Comp (Target)	7	7	--	--	253.2	252.5	--	--	Short-term Incentive (Target)	6	6	32.2%
Total Cash Comp (Target) - Rcvrs	6	6	--	--	257.1	260.7	--	--	Short-term Incentive (Maximum)	6	6	66.2%
									Sales Incentive (Actual)	0	0	--%
									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	7	7	115.7%
Total Direct Compensation (Black-Scholes)												
Total Direct Comp (Actual)	9	9	--	244.2	292.0	456.8	740.3	--	Salary Range (Mean)			
Total Direct Comp (Actual) - Rcvrs	7	7	--	--	443.2	530.5	--	--	Minimum	7	7	157.0
									Midpoint	7	7	191.2
									Maximum	7	7	225.5
*More than 25% of sample supplied by one organization												

*More than 25% of sample supplied by one organization

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

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US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*9	11	150.9	163.0	213.2	223.6	275.9	320.0
Base Salary - Org Wtd	*9	11	--	158.8	189.3	211.5	266.7	--
Base Salary - Incentive Eligible	*7	9	--	158.8	213.2	224.0	288.0	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	52.5	58.7	--	--
Short-term Incentive (Actual)	*6	8	--	--	150.7	177.8	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	8	--	--	82.8	154.3	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*9	11	168.2	195.0	260.0	352.9	555.7	607.6
Total Cash Comp (Actual) - Org Wtd	*9	11	--	192.1	255.0	300.7	419.8	--
Total Cash Comp (Actual) - Rcvrs	*6	8	--	--	419.8	409.3	--	--
Total Cash Comp (Target)	*7	9	--	203.4	227.5	241.5	287.2	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	216.3	229.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*9	11	192.0	202.9	331.4	465.1	855.0	934.7
Total Direct Comp (Actual) - Rcvrs	*6	8	--	--	502.6	556.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	9	90%
Sales Incentive	0	--	--%
Profit Sharing	0	0	0%
Long-term Incentive	6	8	80%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	8	58.2%	71.5%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	5	5	34.0%	34.0%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	8	41.6%	59.6%

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

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

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210.300.130 Risk Management and Loss Prevention Executive

Insurance

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	13	13	135.0	145.9	197.0	206.3	237.5	366.0
Base Salary - Org Wtd	13	13	135.0	145.9	197.0	206.3	237.5	366.0
Base Salary - Incentive Eligible	12	12	137.6	149.3	198.3	212.3	241.3	384.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	10	10	12.8	34.6	47.2	50.4	69.9	89.2
Short-term Incentive (Actual)	11	11	31.6	39.3	60.2	68.6	92.0	124.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	13	13	150.1	183.0	259.7	264.4	328.2	418.0
Total Cash Comp (Actual) - Org Wtd	13	13	150.1	183.0	259.7	264.4	328.2	418.0
Total Cash Comp (Actual) - Rcvrs	11	11	174.8	183.1	259.7	260.2	322.0	374.9
Total Cash Comp (Target)	10	10	149.2	182.5	237.4	238.1	291.4	340.7
Total Cash Comp (Target) - Rcvrs	10	10	149.2	182.5	237.4	238.1	291.4	340.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	13	13	150.1	190.5	259.7	316.9	361.5	755.3
Total Direct Comp (Actual) - Rcvrs	4	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	12	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	--%
Long-term Incentive	6	6	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)	11	11	34.7%	34.7%
Short-term Incentive (Threshold)	6	6	10.3%	10.3%
Short-term Incentive (Target)	10	10	25.9%	25.9%
Short-term Incentive (Maximum)	8	8	52.9%	52.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	8	8	132.7	132.7
Midpoint	8	8	177.7	177.7
Maximum	8	8	222.6	222.6

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

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Risk Management and Loss Prevention Executive 210.300.130

2014

US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)									Incentive Plan Eligibility			
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile		Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	9	9	--	164.0	196.1	187.6	199.3	--	Short-term Incentive	9	9	100%
Base Salary - Org Wtd	9	9	--	164.0	196.1	187.6	199.3	--	Sales Incentive	0	0	--%
Base Salary - Incentive Eligible	9	9	--	164.0	196.1	187.6	199.3	--	Profit Sharing	0	0	--%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--	Long-term Incentive	8	8	89%
Incentives												
Short-term Incentive (Target)	9	9	--	41.2	53.1	51.2	58.9	--	Of Those LTI Eligible:			
Short-term Incentive (Actual)	8	8	--	30.1	38.9	51.7	75.4	--		% Eligible		% Receiving
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Stock/Share Options	14%		14%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Share Appreciation Rights (SARs)	14%		14%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	86%		71%
Long-term Incentive (Black-Scholes)	7	7	--	6.9	45.0	48.8	69.0	--	Performance Shares/Share Units	14%		14%
Total Cash Compensation									Performance Cash Units	29%		0%
Total Cash Comp (Actual) - Inc Wtd	9	9	--	189.8	217.0	233.5	280.3	--	Long-term Cash	29%		29%
Total Cash Comp (Actual) - Org Wtd	9	9	--	189.8	217.0	233.5	280.3	--	Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Rcvrs	8	8	--	189.2	232.5	238.2	290.2	--		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Target)	9	9	--	205.9	242.6	238.8	255.1	--	Short-term Incentive (Actual)	8	8	27.0%
Total Cash Comp (Target) - Rcvrs	9	9	--	205.9	242.6	238.8	255.1	--	Short-term Incentive (Threshold)	1	1	--%
Total Direct Compensation (Black-Scholes)									Short-term Incentive (Target)	9	9	27.1%
Total Direct Comp (Actual)	9	9	--	192.1	267.5	271.5	325.2	--	Short-term Incentive (Maximum)	5	5	46.6%
Total Direct Comp (Actual) - Rcvrs	7	7	--	249.5	275.7	296.6	357.5	--	Sales Incentive (Actual)	0	0	--%
Salary Range (Mean)									Sales Incentive (Target)	0	0	--%
									Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	7	7	23.8%
									Salary Range (Mean)			
									Minimum	6	6	122.4
									Midpoint	6	6	163.2
									Maximum	6	6	203.9

*More than 25% of sample supplied by one organization

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

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210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	5	5	--	--	190.2	189.1	--	--
Base Salary - Org Wtd	5	5	--	--	190.2	189.1	--	--
Base Salary - Incentive Eligible	5	5	--	--	190.2	189.1	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	5	5	--	--	56.8	55.4	--	--
Short-term Incentive (Actual)	5	5	--	--	50.2	73.2	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	5	5	--	--	240.5	262.3	--	--
Total Cash Comp (Actual) - Org Wtd	5	5	--	--	240.5	262.3	--	--
Total Cash Comp (Actual) - Rcvrs	5	5	--	--	240.5	262.3	--	--
Total Cash Comp (Target)	5	5	--	--	246.1	244.5	--	--
Total Cash Comp (Target) - Rcvrs	5	5	--	--	246.1	244.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	5	5	--	--	302.8	333.2	--	--
Total Direct Comp (Actual) - Rcvrs	*3	3	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	5	100%
Sales Incentive	0	--	--%
Profit Sharing	0	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	37.2%	37.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	5	29.0%	29.0%
Short-term Incentive (Maximum)	4	4	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	3	--%	--%

Salary Range (Mean)				
Minimum	5	5	139.2	139.2
Midpoint	5	5	181.7	181.7
Maximum	5	5	224.1	224.1

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

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210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	19	19	106.3	163.7	195.0	214.6	243.8	400.0
Base Salary - Org Wtd	19	19	106.3	163.7	195.0	214.6	243.8	400.0
Base Salary - Incentive Eligible	18	18	105.4	162.8	193.2	199.2	240.9	281.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	16	19.9	42.0	57.2	71.6	76.3	180.8
Short-term Incentive (Actual)	15	15	16.5	45.4	53.9	80.9	115.0	195.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	8	8	--	16.6	42.6	53.2	62.2	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	19	106.3	174.6	245.1	278.8	315.8	491.4
Total Cash Comp (Actual) - Org Wtd	19	19	106.3	174.6	245.1	278.8	315.8	491.4
Total Cash Comp (Actual) - Rcvrs	15	15	165.5	234.8	245.4	295.2	315.8	516.0
Total Cash Comp (Target)	17	17	155.7	213.5	247.5	285.9	320.2	533.1
Total Cash Comp (Target) - Rcvrs	16	16	152.2	206.8	246.2	273.0	303.5	454.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	19	106.3	227.0	253.4	301.2	339.5	559.4
Total Direct Comp (Actual) - Rcvrs	8	8	--	230.4	276.9	303.6	333.4	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	18	95%
Sales Incentive	0	0	0%
Profit Sharing	2	2	18%
Long-term Incentive	11	11	65%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	13%
Share Appreciation Rights (SARs)	10%	0%
Restricted Shares/Share Units	80%	88%
Performance Shares/Share Units	20%	13%
Performance Cash Units	0%	0%
Long-term Cash	10%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	34.4%	34.4%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	16	16	32.3%	32.3%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	8	8	26.1%	26.1%

Salary Range (Mean)				
Minimum	12	12	150.2	150.2
Midpoint	12	12	205.8	205.8
Maximum	12	12	261.5	261.5

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

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Risk Management and Loss Prevention Executive 210.300.130

2014

US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

Retail & Wholesale

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	18	134.1	160.8	189.0	195.5	236.8	245.6
Base Salary - Org Wtd	18	18	134.1	160.8	189.0	195.5	236.8	245.6
Base Salary - Incentive Eligible	18	18	134.1	160.8	189.0	195.5	236.8	245.6
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	18	18	20.5	39.7	72.0	65.6	78.6	122.7
Short-term Incentive (Actual)	17	17	10.7	28.0	54.4	65.6	107.7	146.9
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	12.2	36.2	63.3	223.3	152.6	1,003.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	18	149.7	190.3	253.0	257.4	309.6	377.3
Total Cash Comp (Actual) - Org Wtd	18	18	149.7	190.3	253.0	257.4	309.6	377.3
Total Cash Comp (Actual) - Rcvrs	17	17	149.1	201.1	259.1	262.2	319.4	379.4
Total Cash Comp (Target)	18	18	151.9	216.9	259.8	261.0	316.8	332.5
Total Cash Comp (Target) - Rcvrs	18	18	151.9	216.9	259.8	261.0	316.8	332.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	18	160.9	209.3	283.5	393.9	370.0	1,275.6
Total Direct Comp (Actual) - Rcvrs	11	11	161.4	230.8	331.2	481.2	525.0	1,317.9

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	18	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	11	11	69%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	18%
Share Appreciation Rights (SARs)	18%	18%
Restricted Shares/Share Units	64%	55%
Performance Shares/Share Units	36%	36%
Performance Cash Units	0%	0%
Long-term Cash	18%	18%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	17	31.8%	31.8%
Short-term Incentive (Threshold)	7	7	14.6%	14.6%
Short-term Incentive (Target)	18	18	32.8%	32.8%
Short-term Incentive (Maximum)	11	11	67.4%	67.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	95.9%	95.9%

Salary Range (Mean)				
Minimum	12	12	142.5	142.5
Midpoint	12	12	184.6	184.6
Maximum	12	12	226.8	226.8

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

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Risk Management and Loss Prevention Executive 210.300.130

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US MBD: Mercer Benchmark Database Executive

210.300.130 Risk Management and Loss Prevention Executive

Responsible for planning, directing, and administering risk management and loss prevention programs including such areas as property and casualty insurance, general liability insurance, product liability insurance, and directors and officers' liability insurance. In some cases may supervise safety and/or security programs. Frequently reports to a Chief Financial Officer or Top Legal Executive. Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	29	29	116.7	141.9	205.0	192.1	238.3	252.3
Base Salary - Org Wtd	29	29	116.7	141.9	205.0	192.1	238.3	252.3
Base Salary - Incentive Eligible	22	22	138.3	164.3	215.8	208.1	240.3	271.7
Base Salary - Not Incentive Eligible	*2	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	21	21	15.2	37.1	62.6	65.6	81.6	137.6
Short-term Incentive (Actual)	18	18	15.9	29.5	52.4	55.2	75.4	105.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	9	9	--	44.8	55.6	75.4	112.8	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	29	29	116.7	149.1	235.0	226.4	285.3	330.0
Total Cash Comp (Actual) - Org Wtd	29	29	116.7	149.1	235.0	226.4	285.3	330.0
Total Cash Comp (Actual) - Rcvrs	18	18	152.5	195.2	277.5	264.0	306.4	352.2
Total Cash Comp (Target)	29	29	116.7	157.9	250.6	239.7	303.3	384.0
Total Cash Comp (Target) - Rcvrs	21	21	152.6	196.8	281.5	275.7	317.8	390.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	29	29	116.7	159.0	271.1	249.8	306.8	380.0
Total Direct Comp (Actual) - Rcvrs	9	9	--	292.5	345.5	350.7	405.6	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	22	22	76%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	11	11	41%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	27%	33%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	73%	67%
Performance Shares/Share Units	36%	44%
Performance Cash Units	0%	0%
Long-term Cash	27%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	18	18	25.3%	25.3%
Short-term Incentive (Threshold)	10	10	11.7%	11.7%
Short-term Incentive (Target)	21	21	29.4%	29.4%
Short-term Incentive (Maximum)	14	14	50.4%	50.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	9	9	35.6%	35.6%

Salary Range (Mean)				
Minimum	22	22	138.7	138.7
Midpoint	22	22	188.1	188.1
Maximum	22	22	237.5	237.5

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

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Risk Management and Loss Prevention Executive 210.300.130

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US MBD: Mercer Benchmark Database Executive

120.240.210 Safety Director

All Organizations

Primary responsibilities include the development and administration of policies and programs to ensure all facilities are in compliance with safety and health requirements. Ensures employee safety programs are developed and carried out. May be responsible for highway safety where applicable. May be responsible for hazardous waste control and disposal activities including training, collection, disposal, and records maintenance and for conservation programs within the organization. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Health Safety and Environment Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Base Salary												
Base Salary - Inc Wtd	147	233	98.9	111.7	130.0	131.5	150.0	166.2	Short-term Incentive	113	194	86%
Base Salary - Org Wtd	147	233	100.6	111.2	129.9	131.7	148.6	166.1	Sales Incentive	1	1	1%
Base Salary - Incentive Eligible	114	195	100.0	115.4	133.1	133.6	152.2	166.6	Profit Sharing	15	26	18%
Base Salary - Not Incentive Eligible	12	12	74.9	87.2	119.1	118.9	143.2	166.8	Long-term Incentive	53	111	51%
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving	
Short-term Incentive (Target)	103	147	12.6	20.3	26.6	30.0	37.8	52.8	Stock/Share Options	40%	32%	
Short-term Incentive (Actual)	91	151	5.5	10.0	21.5	26.2	33.0	58.8	Share Appreciation Rights (SARs)	3%	1%	
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units	69%	75%	
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	14%	12%	
Profit Sharing (Actual)	13	24	2.6	3.7	5.1	5.8	7.6	10.3	Performance Cash Units	3%	0%	
Long-term Incentive (Black-Scholes)	42	84	6.6	14.2	22.4	28.8	38.9	56.7	Long-term Cash	12%	13%	
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Inc Wtd	147	233	105.8	118.9	143.6	149.1	168.9	202.4	Short-term Incentive (Actual)	91	151	18.7%
Total Cash Comp (Actual) - Org Wtd	147	233	106.0	118.2	139.2	148.3	169.8	202.1	Short-term Incentive (Threshold)	32	41	8.6%
Total Cash Comp (Actual) - Rcvs	93	157	110.4	128.8	155.8	160.0	185.6	217.5	Short-term Incentive (Target)	103	147	20.9%
Total Cash Comp (Target)	134	219	106.1	121.8	148.5	152.0	173.4	208.1	Short-term Incentive (Maximum)	55	90	35.5%
Total Cash Comp (Target) - Rcvs	103	147	121.2	136.9	163.1	166.4	189.9	215.5	Sales Incentive (Actual)	0	0	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual)	147	233	107.4	123.1	153.0	159.5	182.4	231.5	Profit Sharing (Actual)	13	24	4.3%
Total Direct Comp (Actual) - Rcvs	42	84	133.9	156.4	177.1	194.8	232.9	285.7	Long-term Incentive (Black-Scholes)	42	84	22.6%
*More than 25% of sample supplied by one organization									Salary Range (Mean)			
									Minimum	116	171	100.8
									Midpoint	116	171	131.3
									Maximum	116	171	161.9

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

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Safety Director 120.240.210

2014

US MBD: Mercer Benchmark Database Executive

120.240.210 Safety 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	Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd	
Base Salary									Short-term Incentive	17	21	100%	
Base Salary - Inc Wtd	18	22	95.0	104.4	122.6	128.5	152.4	163.5	Sales Incentive	0	0	0%	
Base Salary - Org Wtd	18	22	94.8	105.1	120.6	128.0	151.1	168.9	Profit Sharing	1	1	7%	
Base Salary - Incentive Eligible	17	21	95.0	104.1	124.5	129.0	153.7	164.0	Long-term Incentive	8	12	63%	
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--					
Incentives									Of Those LTI Eligible:	% Eligible	% Receiving		
Short-term Incentive (Target)	17	21	18.3	23.6	26.4	31.1	37.2	47.6	Stock/Share Options	50%	50%		
Short-term Incentive (Actual)	13	13	9.1	11.7	23.8	28.9	41.2	71.1	Share Appreciation Rights (SARs)	0%	0%		
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restrcted Shares/Share Units	40%	38%		
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units	10%	13%		
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--	Performance Cash Units	0%	0%		
Long-term Incentive (Black-Scholes)	*5	8	--	--	9.1	26.0	--	--	Long-term Cash	30%	38%		
Total Cash Compensation									Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Total Cash Comp (Actual) - Inc Wtd	18	22	96.2	120.4	130.3	145.6	165.0	211.9	Short-term Incentive (Actual)	13	13	20.5%	20.5%
Total Cash Comp (Actual) - Org Wtd	18	22	95.0	120.4	129.5	147.4	168.2	221.4	Short-term Incentive (Threshold)	2	2	--%	--%
Total Cash Comp (Actual) - Rcvs	14	14	113.4	127.3	134.2	159.1	183.8	249.9	Short-term Incentive (Target)	17	21	23.7%	23.5%
Total Cash Comp (Target)	17	21	117.2	125.3	155.1	160.1	188.3	211.6	Short-term Incentive (Maximum)	6	9	47.3%	45.9%
Total Cash Comp (Target) - Rcvs	17	21	117.2	125.3	155.1	160.1	188.3	211.6	Sales Incentive (Actual)	0	0	--%	--%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Target)	0	0	--%	--%
Total Direct Comp (Actual)	18	22	98.2	120.4	135.0	155.0	168.0	240.9	Profit Sharing (Actual)	1	1	--%	--%
Total Direct Comp (Actual) - Rcvs	*5	8	--	--	151.4	190.1	--	--	Long-term Incentive (Black-Scholes)	5	8	20.8%	15.5%
*More than 25% of sample supplied by one organization									Salary Range (Mean)				
									Minimum	10	13	104.1	102.2
									Midpoint	10	13	133.9	132.5
									Maximum	10	13	163.7	162.8

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Energy

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	20	27	98.8	120.0	139.4	136.0	157.1	170.1
Base Salary - Org Wtd	20	27	101.3	120.3	137.8	134.2	150.2	158.0
Base Salary - Incentive Eligible	18	25	98.7	112.7	139.4	136.1	157.6	171.3
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	16	23	12.3	22.0	29.6	32.8	49.4	54.2
Short-term Incentive (Actual)	15	22	10.0	17.9	31.4	41.8	66.9	85.1
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	2	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*10	14	16.0	24.0	36.2	39.5	47.3	77.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	20	27	116.5	124.5	161.3	170.3	210.6	253.6
Total Cash Comp (Actual) - Org Wtd	20	27	116.1	122.0	154.1	160.7	192.1	222.9
Total Cash Comp (Actual) - Rcvs	16	23	113.4	125.5	167.6	177.0	224.3	254.4
Total Cash Comp (Target)	18	25	118.5	128.5	168.1	165.2	200.8	227.6
Total Cash Comp (Target) - Rcvs	16	23	117.7	128.5	170.2	168.6	211.8	227.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	20	27	116.5	125.5	183.1	190.8	238.2	297.6
Total Direct Comp (Actual) - Rcvs	*10	14	165.7	191.0	228.3	236.5	290.2	313.6

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	24	92%
Sales Incentive	0	0	0%
Profit Sharing	2	2	14%
Long-term Incentive	13	17	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	18%	7%
Share Appreciation Rights (SARs)	12%	0%
Restricted Shares/Share Units	71%	57%
Performance Shares/Share Units	35%	43%
Performance Cash Units	6%	0%
Long-term Cash	18%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	22	24.6%	28.3%
Short-term Incentive (Threshold)	6	6	11.2%	11.2%
Short-term Incentive (Target)	16	23	22.7%	23.3%
Short-term Incentive (Maximum)	12	18	38.8%	42.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	2	--%	--%
Long-term Incentive (Black-Scholes)	10	14	28.8%	27.8%

Salary Range (Mean)				
Minimum	14	16	115.5	114.5
Midpoint	14	16	144.4	142.5
Maximum	14	16	173.4	170.5

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Safety Director 120.240.210

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	23	103.7	122.7	138.1	136.5	164.0	169.1
Base Salary - Org Wtd	18	23	97.0	114.9	141.1	135.9	152.4	170.9
Base Salary - Incentive Eligible	17	22	109.4	124.0	138.6	139.5	164.1	169.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	22	13.8	17.9	22.8	28.5	33.6	60.8
Short-term Incentive (Actual)	13	17	9.1	13.4	27.0	27.1	32.9	51.7
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	10	12	5.2	9.5	23.5	31.6	36.7	111.3

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	23	111.2	124.5	157.5	156.7	176.7	206.4
Total Cash Comp (Actual) - Org Wtd	18	23	106.0	116.5	165.9	154.6	174.2	205.2
Total Cash Comp (Actual) - Rcvs	13	17	115.6	142.1	168.9	168.7	195.5	216.8
Total Cash Comp (Target)	18	23	119.2	139.9	165.6	163.8	196.8	227.5
Total Cash Comp (Target) - Rcvs	17	22	125.8	140.8	166.4	168.0	197.8	228.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	23	111.2	124.5	167.0	173.1	195.3	239.2
Total Direct Comp (Actual) - Rcvs	10	12	155.6	164.5	183.2	206.4	236.4	341.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	17	22	96%
Sales Incentive	1	1	6%
Profit Sharing	3	3	25%
Long-term Incentive	10	12	52%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	25%	17%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	83%	83%
Performance Shares/Share Units	25%	17%
Performance Cash Units	0%	0%
Long-term Cash	8%	8%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	17	18.4%	18.5%
Short-term Incentive (Threshold)	4	5	--%	--%
Short-term Incentive (Target)	17	22	20.4%	19.6%
Short-term Incentive (Maximum)	9	12	37.5%	38.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	10	12	21.8%	20.2%

Salary Range (Mean)				
Minimum	16	21	100.8	102.4
Midpoint	16	21	130.8	132.9
Maximum	16	21	160.8	163.4

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Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	10	10	108.2	123.7	138.4	139.6	155.8	185.6
Base Salary - Org Wtd	10	10	108.2	123.7	138.4	139.6	155.8	185.6
Base Salary - Incentive Eligible	9	9	--	129.3	141.8	143.1	156.6	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	9	9	--	23.0	26.0	31.9	42.2	--
Short-term Incentive (Actual)	7	7	--	11.4	24.1	27.3	28.2	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	10	10	109.9	132.2	154.5	159.5	174.9	258.5
Total Cash Comp (Actual) - Org Wtd	10	10	109.9	132.2	154.5	159.5	174.9	258.5
Total Cash Comp (Actual) - Rcvrs	7	7	--	134.1	156.5	171.0	189.7	--
Total Cash Comp (Target)	10	10	110.3	148.4	161.2	168.3	197.5	240.9
Total Cash Comp (Target) - Rcvrs	9	9	--	155.1	163.1	175.0	198.8	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	10	10	109.9	132.2	155.7	166.8	174.9	313.3
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	9	9	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	11%
Long-term Incentive	4	4	40%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	7	17.9%	17.9%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	9	9	21.8%	21.8%
Short-term Incentive (Maximum)	5	5	37.0%	37.0%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	2	2	--%	--%

Salary Range (Mean)				
Minimum	8	8	109.5	109.5
Midpoint	8	8	141.2	141.2
Maximum	8	8	172.9	172.9

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*22	52	92.6	105.5	120.6	123.5	140.3	157.4
Base Salary - Org Wtd	*22	52	104.2	116.9	134.1	134.6	144.8	167.9
Base Salary - Incentive Eligible	*19	49	91.8	104.3	120.7	123.5	140.2	158.4
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	22	18.8	25.1	40.6	38.5	50.9	59.4
Short-term Incentive (Actual)	*14	38	2.9	5.4	12.1	22.2	30.8	68.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*7	18	--	--	5.2	5.9	--	--
Long-term Incentive (Black-Scholes)	*7	23	--	--	25.5	29.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*22	52	100.6	110.3	135.4	141.8	159.7	197.9
Total Cash Comp (Actual) - Org Wtd	*22	52	109.3	118.6	152.2	154.0	174.7	215.4
Total Cash Comp (Actual) - Rcvs	*14	42	102.3	110.5	146.1	145.4	164.8	211.3
Total Cash Comp (Target)	*20	49	91.8	106.8	137.0	141.0	165.7	208.1
Total Cash Comp (Target) - Rcvs	15	22	130.5	158.7	169.3	177.0	208.1	237.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*22	52	107.8	123.9	149.9	155.1	168.5	218.1
Total Direct Comp (Actual) - Rcvs	*7	23	--	--	155.4	170.6	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	19	49	98%
Sales Incentive	0	--	--%
Profit Sharing	7	--	--%
Long-term Incentive	8	25	51%

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	38	19.9%	16.4%
Short-term Incentive (Threshold)	3	5	--%	--%
Short-term Incentive (Target)	15	22	24.5%	27.2%
Short-term Incentive (Maximum)	4	6	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	7	18	4.8%	5.4%
Long-term Incentive (Black-Scholes)	7	23	21.0%	25.1%

Salary Range (Mean)				
Minimum	17	26	105.7	103.8
Midpoint	17	26	140.2	136.6
Maximum	17	26	174.7	169.4

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Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	7	--	--	135.2	131.7	--	--
Base Salary - Org Wtd	*6	7	--	--	128.5	130.6	--	--
Base Salary - Incentive Eligible	*6	7	--	--	135.2	131.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*5	6	--	--	33.5	32.5	--	--
Short-term Incentive (Actual)	*2	3	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*6	7	--	--	138.2	144.9	--	--
Total Cash Comp (Actual) - Org Wtd	*6	7	--	--	128.5	142.9	--	--
Total Cash Comp (Actual) - Rcvrs	*2	3	--	--	--	--	--	--
Total Cash Comp (Target)	*5	6	--	--	170.2	168.8	--	--
Total Cash Comp (Target) - Rcvrs	*5	6	--	--	170.2	168.8	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*6	7	--	--	166.9	162.0	--	--
Total Direct Comp (Actual) - Rcvrs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	6	7	100%
Sales Incentive	0	--	--%
Profit Sharing	0	0	--%
Long-term Incentive	4	5	83%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	2	3	--%	--%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	5	6	23.8%	24.0%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

Salary Range (Mean)				
Minimum	5	6	94.6	93.4
Midpoint	5	6	128.2	130.1
Maximum	5	6	161.8	166.8

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

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Safety Director 120.240.210

2014

US MBD: Mercer Benchmark Database Executive

120.240.210 Safety Director

Primary responsibilities include the development and administration of policies and programs to ensure all facilities are in compliance with safety and health requirements. Ensures employee safety programs are developed and carried out. May be responsible for highway safety where applicable. May be responsible for hazardous waste control and disposal activities including training, collection, disposal, and records maintenance and for conservation programs within the organization. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Health Safety and Environment Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	42	68	99.5	115.3	129.4	133.1	154.9	168.8
Base Salary - Org Wtd	42	68	87.4	106.2	119.8	125.4	145.8	167.7
Base Salary - Incentive Eligible	*18	40	106.1	121.9	146.6	142.0	163.1	175.3
Base Salary - Not Incentive Eligible	8	8	--	87.2	123.9	122.9	158.0	--

Incentives								
Short-term Incentive (Target)	15	23	7.1	10.6	14.5	21.9	35.1	56.3
Short-term Incentive (Actual)	17	30	4.5	6.4	10.0	17.7	19.2	51.2
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	9	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	42	68	101.9	116.8	135.2	140.9	166.4	189.6
Total Cash Comp (Actual) - Org Wtd	42	68	87.4	106.2	121.8	131.4	154.3	184.1
Total Cash Comp (Actual) - Rcvrs	17	30	111.1	133.5	160.5	158.9	185.8	206.9
Total Cash Comp (Target)	37	63	96.7	116.3	135.5	141.1	166.4	192.5
Total Cash Comp (Target) - Rcvrs	15	23	112.3	127.9	168.2	159.0	195.0	210.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	42	68	101.9	116.8	136.1	143.7	166.4	193.2
Total Direct Comp (Actual) - Rcvrs	*3	9	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	40	62%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	4	24	39%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	17	30	10.9%	12.5%
Short-term Incentive (Threshold)	9	13	6.7%	7.3%
Short-term Incentive (Target)	15	23	12.9%	15.7%
Short-term Incentive (Maximum)	12	30	23.4%	20.7%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	9	--%	--%

Salary Range (Mean)				
Minimum	36	58	90.3	96.5
Midpoint	36	58	118.6	128.6
Maximum	36	58	147.0	160.8

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

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Safety Director 120.240.210

2014

US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	578	3,508	112.4	128.8	152.3	155.8	176.4	204.0
Base Salary - Org Wtd	578	3,508	116.7	134.5	152.1	155.4	177.3	197.4
Base Salary - Incentive Eligible	538	3,196	113.8	130.0	153.0	156.0	176.3	201.8
Base Salary - Not Incentive Eligible	30	71	98.4	118.0	130.0	150.4	183.0	221.0

Incentives								
Short-term Incentive (Target)	393	1,859	20.3	29.4	40.3	46.7	55.7	80.0
Short-term Incentive (Actual)	358	1,885	11.1	22.7	37.9	50.2	62.6	100.1
Sales Incentive (Target)	109	576	31.9	40.0	50.0	62.8	75.0	94.6
Sales Incentive (Actual)	148	753	14.3	27.6	47.2	70.9	90.0	150.0
Profit Sharing (Actual)	37	123	3.6	4.6	5.9	9.6	15.1	20.1
Long-term Incentive (Black-Scholes)	196	1,028	10.0	18.0	34.0	51.3	55.4	103.1

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	578	3,508	123.2	148.5	184.0	198.3	229.5	290.9
Total Cash Comp (Actual) - Org Wtd	578	3,508	125.8	152.3	185.5	196.6	225.6	285.4
Total Cash Comp (Actual) - Rcvrs	462	2,554	143.2	167.0	201.0	217.7	246.5	307.5
Total Cash Comp (Target)	538	3,084	127.0	153.6	189.4	197.1	227.9	273.1
Total Cash Comp (Target) - Rcvrs	463	2,374	146.4	169.7	201.8	211.0	236.3	285.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	578	3,508	125.0	151.0	190.4	213.4	248.6	321.8
Total Direct Comp (Actual) - Rcvrs	196	1,028	162.3	197.9	251.8	276.8	316.8	429.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	442	2,408	71%
Sales Incentive	194	1,060	41%
Profit Sharing	61	201	9%
Long-term Incentive	243	1,283	40%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	41%	36%
Share Appreciation Rights (SARs)	4%	2%
Restricted Shares/Share Units	68%	70%
Performance Shares/Share Units	26%	25%
Performance Cash Units	7%	1%
Long-term Cash	13%	12%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	358	1,885	28.2%	29.5%
Short-term Incentive (Threshold)	106	386	13.4%	12.9%
Short-term Incentive (Target)	393	1,859	26.8%	27.9%
Short-term Incentive (Maximum)	230	1,061	47.8%	49.2%
Sales Incentive (Actual)	148	753	47.1%	48.5%
Sales Incentive (Target)	109	576	41.4%	42.2%
Profit Sharing (Actual)	37	123	6.5%	6.2%
Long-term Incentive (Black-Scholes)	196	1,028	30.4%	29.0%

Salary Range (Mean)				
Minimum	352	1,942	116.2	115.5
Midpoint	352	1,942	154.0	156.1
Maximum	352	1,942	191.8	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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Sales Director 420.100.210

2014

US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Consumer Goods

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	77	587	115.0	130.8	154.5	157.1	177.0	200.8
Base Salary - Org Wtd	77	587	118.1	141.4	162.2	162.8	181.4	204.5
Base Salary - Incentive Eligible	75	562	116.0	131.3	154.9	157.5	176.9	200.0
Base Salary - Not Incentive Eligible	*3	3	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	62	401	23.7	29.7	40.8	47.5	54.1	83.3
Short-term Incentive (Actual)	55	377	19.0	30.2	43.9	48.6	62.8	83.5
Sales Incentive (Target)	15	129	30.0	39.3	44.0	45.1	50.6	57.0
Sales Incentive (Actual)	*15	115	15.9	25.3	36.6	41.4	48.7	68.2
Profit Sharing (Actual)	*6	32	--	--	4.7	5.6	--	--
Long-term Incentive (Black-Scholes)	30	234	9.0	11.4	34.4	46.1	60.0	88.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	77	587	132.3	155.8	189.5	196.7	231.0	273.8
Total Cash Comp (Actual) - Org Wtd	77	587	121.4	157.3	195.6	200.3	239.9	283.6
Total Cash Comp (Actual) - Rcvrs	64	489	142.5	166.2	196.9	207.3	238.8	284.8
Total Cash Comp (Target)	74	552	142.8	164.4	192.8	202.9	230.3	272.7
Total Cash Comp (Target) - Rcvrs	69	522	145.2	166.5	195.4	205.0	231.6	274.0

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	77	587	133.0	160.6	195.8	215.0	252.1	309.6
Total Direct Comp (Actual) - Rcvrs	30	234	153.9	187.9	243.8	256.4	295.0	363.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	68	439	78%
Sales Incentive	18	142	32%
Profit Sharing	13	53	16%
Long-term Incentive	37	284	51%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	60%	57%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	67%	69%
Performance Shares/Share Units	24%	15%
Performance Cash Units	3%	2%
Long-term Cash	20%	14%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	55	377	27.2%	28.6%
Short-term Incentive (Threshold)	18	63	14.7%	15.6%
Short-term Incentive (Target)	62	401	28.0%	28.2%
Short-term Incentive (Maximum)	33	176	49.5%	52.1%
Sales Incentive (Actual)	15	115	24.5%	28.9%
Sales Incentive (Target)	15	129	28.6%	31.8%
Profit Sharing (Actual)	6	32	7.4%	3.5%
Long-term Incentive (Black-Scholes)	30	234	26.1%	26.5%

Salary Range (Mean)				
Minimum	49	368	115.4	112.9
Midpoint	49	368	154.4	151.3
Maximum	49	368	193.4	189.8

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

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Sales Director 420.100.210

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

Energy

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	18	91	114.4	123.6	135.6	149.1	172.0	198.9
Base Salary - Org Wtd	18	91	121.9	130.2	160.5	156.3	175.9	199.0
Base Salary - Incentive Eligible	18	81	114.4	125.0	143.5	151.4	177.5	200.8
Base Salary - Not Incentive Eligible	*4	9	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	17	43	24.9	27.5	41.6	44.1	52.0	74.6
Short-term Incentive (Actual)	13	29	11.8	30.9	43.1	52.3	67.2	95.0
Sales Incentive (Target)	3	21	--	--	--	--	--	--
Sales Incentive (Actual)	*1	2	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	22	--	--	102.4	173.9	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	18	91	116.7	125.5	150.1	166.6	191.8	267.7
Total Cash Comp (Actual) - Org Wtd	18	91	123.8	152.8	175.0	196.8	257.1	297.4
Total Cash Comp (Actual) - Rcvrs	*13	31	137.2	159.9	205.1	212.5	271.3	295.2
Total Cash Comp (Target)	18	91	122.9	136.9	171.4	182.7	214.6	259.0
Total Cash Comp (Target) - Rcvrs	17	64	141.3	159.3	198.7	204.3	240.8	276.2

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	18	91	116.7	131.2	168.1	208.6	234.7	361.1
Total Direct Comp (Actual) - Rcvrs	*7	22	--	--	340.5	370.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	18	60	66%
Sales Incentive	4	23	32%
Profit Sharing	1	1	2%
Long-term Incentive	9	31	37%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	55%	--%
Share Appreciation Rights (SARs)	29%	--%
Restricted Shares/Share Units	58%	--%
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)	13	29	33.6%	30.5%
Short-term Incentive (Threshold)	5	7	12.4%	12.8%
Short-term Incentive (Target)	17	43	28.0%	26.5%
Short-term Incentive (Maximum)	11	28	50.8%	44.2%
Sales Incentive (Actual)	1	2	--%	--%
Sales Incentive (Target)	3	21	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	7	22	62.7%	118.0%

Salary Range (Mean)				
Minimum	11	26	121.4	119.3
Midpoint	11	26	155.4	156.4
Maximum	11	26	189.5	193.5

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

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Sales Director 420.100.210

2014

US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	19	144	110.2	122.8	160.9	157.8	183.7	201.2
Base Salary - Org Wtd	19	144	100.0	120.1	150.6	156.5	179.1	214.1
Base Salary - Incentive Eligible	*16	118	114.8	140.8	169.1	163.2	185.7	201.7
Base Salary - Not Incentive Eligible	*1	2	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*10	61	27.0	39.9	44.4	44.2	50.0	55.4
Short-term Incentive (Actual)	*12	90	17.1	43.9	97.0	108.8	137.8	214.4
Sales Incentive (Target)	2	12	--	--	--	--	--	--
Sales Incentive (Actual)	*5	17	--	--	67.8	148.6	--	--
Profit Sharing (Actual)	*1	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	72	7.6	20.0	37.3	59.1	80.1	156.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	19	144	116.2	136.4	225.0	243.7	300.0	394.5
Total Cash Comp (Actual) - Org Wtd	19	144	108.2	132.2	222.3	243.9	327.0	463.9
Total Cash Comp (Actual) - Rcvrs	*15	106	139.7	193.1	267.2	282.7	321.7	427.5
Total Cash Comp (Target)	17	130	117.0	149.3	191.7	187.6	218.7	249.5
Total Cash Comp (Target) - Rcvrs	*12	73	144.1	184.4	208.9	204.9	234.1	251.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	19	144	126.8	147.8	242.4	273.2	316.2	525.1
Total Direct Comp (Actual) - Rcvrs	*8	72	133.3	166.6	257.6	302.6	400.5	578.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	14	104	73%
Sales Incentive	6	28	27%
Profit Sharing	2	4	5%
Long-term Incentive	12	94	66%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	2%	1%
Share Appreciation Rights (SARs)	3%	4%
Restricted Shares/Share Units	81%	89%
Performance Shares/Share Units	19%	14%
Performance Cash Units	0%	0%
Long-term Cash	13%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	90	52.3%	60.9%
Short-term Incentive (Threshold)	3	8	--%	--%
Short-term Incentive (Target)	10	61	27.1%	27.1%
Short-term Incentive (Maximum)	5	25	54.8%	57.9%
Sales Incentive (Actual)	5	17	87.4%	96.8%
Sales Incentive (Target)	2	12	--%	--%
Profit Sharing (Actual)	1	3	--%	--%
Long-term Incentive (Black-Scholes)	8	72	25.5%	33.2%

Salary Range (Mean)				
Minimum	12	65	113.0	106.0
Midpoint	12	65	157.0	159.4
Maximum	12	65	201.0	212.7

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

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Sales Director 420.100.210

2014

US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	26	174	91.8	125.0	149.8	160.2	177.6	253.2
Base Salary - Org Wtd	26	174	120.0	138.6	158.2	162.3	180.0	229.2
Base Salary - Incentive Eligible	25	156	85.4	123.0	144.7	144.5	164.3	187.5
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*12	69	6.0	6.7	22.5	31.7	55.7	63.0
Short-term Incentive (Actual)	*13	65	8.7	9.6	13.0	22.9	33.8	51.6
Sales Incentive (Target)	8	54	50.0	60.8	76.4	86.2	87.9	154.8
Sales Incentive (Actual)	*13	57	23.0	37.5	55.3	68.8	92.4	127.0
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*8	39	6.9	8.3	21.0	23.4	35.0	50.0

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	26	174	91.8	152.5	181.4	191.3	227.7	286.9
Total Cash Comp (Actual) - Org Wtd	26	174	130.2	174.9	199.8	209.7	235.7	301.7
Total Cash Comp (Actual) - Rcvrs	24	120	146.7	163.0	184.1	196.1	219.0	264.5
Total Cash Comp (Target)	25	173	91.7	159.5	197.5	199.7	228.8	286.0
Total Cash Comp (Target) - Rcvrs	18	120	158.3	173.5	204.2	210.2	224.8	255.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	26	174	91.8	153.5	183.9	196.5	231.8	298.3
Total Direct Comp (Actual) - Rcvrs	*8	39	167.1	201.0	252.1	254.7	293.2	352.8

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	70	40%
Sales Incentive	17	90	53%
Profit Sharing	1	1	1%
Long-term Incentive	12	44	26%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	43%	23%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	73%	82%
Performance Shares/Share Units	23%	26%
Performance Cash Units	0%	0%
Long-term Cash	20%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	13	65	18.0%	14.2%
Short-term Incentive (Threshold)	4	8	--%	--%
Short-term Incentive (Target)	12	69	19.5%	20.3%
Short-term Incentive (Maximum)	8	37	23.0%	13.5%
Sales Incentive (Actual)	13	57	52.3%	48.7%
Sales Incentive (Target)	8	54	65.5%	58.4%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	8	39	13.5%	14.2%

Salary Range (Mean)				
Minimum	16	139	124.4	127.7
Midpoint	16	139	166.2	173.6
Maximum	16	139	207.9	219.5

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

High Tech (Services)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	17	156	111.9	130.0	150.0	155.9	175.6	202.8
Base Salary - Org Wtd	17	156	128.6	136.2	140.2	149.3	165.8	184.6
Base Salary - Incentive Eligible	16	149	112.8	129.9	150.0	155.0	175.0	202.0
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*10	99	19.4	28.1	34.0	54.0	46.0	159.6
Short-term Incentive (Actual)	*7	79	5.0	9.3	28.0	51.4	71.6	145.1
Sales Incentive (Target)	9	53	40.1	50.0	78.2	76.4	86.5	107.0
Sales Incentive (Actual)	*12	58	34.9	46.5	74.1	76.7	95.2	123.0
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*5	23	--	--	30.7	40.5	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	156	139.4	170.3	201.1	210.4	222.3	307.4
Total Cash Comp (Actual) - Org Wtd	17	156	134.3	167.5	200.1	204.6	217.5	314.3
Total Cash Comp (Actual) - Rcvrs	*13	129	152.3	184.1	204.7	221.1	231.5	315.6
Total Cash Comp (Target)	17	156	149.6	177.8	203.5	216.0	234.4	307.4
Total Cash Comp (Target) - Rcvrs	*14	144	155.4	181.0	204.8	220.3	238.6	308.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	156	139.4	175.0	202.1	216.4	234.3	309.4
Total Direct Comp (Actual) - Rcvrs	*5	23	--	--	229.1	234.5	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	10	99	64%
Sales Incentive	13	95	80%
Profit Sharing	1	1	1%
Long-term Incentive	6	24	16%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	83%	52%
Share Appreciation Rights (SARs)	4%	0%
Restricted Shares/Share Units	96%	96%
Performance Shares/Share Units	33%	26%
Performance Cash Units	0%	0%
Long-term Cash	4%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	79	31.9%	31.7%
Short-term Incentive (Threshold)	2	4	--%	--%
Short-term Incentive (Target)	10	99	28.9%	33.2%
Short-term Incentive (Maximum)	3	9	--%	--%
Sales Incentive (Actual)	12	58	49.9%	56.6%
Sales Incentive (Target)	9	53	51.7%	57.7%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	23	26.3%	28.3%

Salary Range (Mean)				
Minimum	11	75	124.3	116.0
Midpoint	11	75	170.2	158.6
Maximum	11	75	216.2	201.2

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

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Sales Director 420.100.210

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

High Tech (Virtual Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*11	61	--	--	157.7	160.8	--	--
Base Salary - Org Wtd	*11	61	--	--	184.8	179.2	--	--
Base Salary - Incentive Eligible	*5	12	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*2	5	--	--	--	--	--	--
Short-term Incentive (Actual)	*4	6	--	--	--	--	--	--
Sales Incentive (Target)	3	9	--	--	--	--	--	--
Sales Incentive (Actual)	*2	5	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	0	0	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*11	61	--	--	163.6	179.3	--	--
Total Cash Comp (Actual) - Org Wtd	*11	61	--	--	186.0	219.6	--	--
Total Cash Comp (Actual) - Rcvs	*5	8	--	--	--	--	--	--
Total Cash Comp (Target)	*9	59	--	--	163.6	183.5	--	--
Total Cash Comp (Target) - Rcvs	*3	9	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*11	61	--	--	163.6	179.3	--	--
Total Direct Comp (Actual) - Rcvs	0	0	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	4	7	11%
Sales Incentive	5	12	--%
Profit Sharing	3	3	9%
Long-term Incentive	6	49	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)	4	6	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	2	5	--%	--%
Short-term Incentive (Maximum)	1	4	--%	--%
Sales Incentive (Actual)	2	5	--%	--%
Sales Incentive (Target)	3	9	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	0	0	--%	--%

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

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Insurance

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	23	124	103.8	126.8	164.7	164.8	199.1	216.5
Base Salary - Org Wtd	23	124	105.8	123.5	150.7	154.7	181.9	209.6
Base Salary - Incentive Eligible	19	116	117.0	138.0	167.1	168.8	200.1	218.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*13	79	16.7	24.0	36.0	43.3	64.0	86.8
Short-term Incentive (Actual)	*11	58	14.9	23.6	46.1	56.0	84.4	132.0
Sales Incentive (Target)	4	7	--	--	--	--	--	--
Sales Incentive (Actual)	8	31	3.3	30.0	68.6	95.9	154.5	254.4
Profit Sharing (Actual)	*1	9	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	22	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	23	124	121.1	154.1	186.9	216.6	261.5	342.7
Total Cash Comp (Actual) - Org Wtd	23	124	121.9	127.1	185.0	194.5	233.8	329.1
Total Cash Comp (Actual) - Rcvrs	*16	89	132.9	172.7	238.6	244.0	292.9	370.0
Total Cash Comp (Target)	23	122	116.8	147.2	195.9	197.3	240.3	285.2
Total Cash Comp (Target) - Rcvrs	*15	85	144.7	176.9	210.0	218.2	250.9	302.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	23	124	121.1	155.7	192.3	236.7	261.5	457.4
Total Direct Comp (Actual) - Rcvrs	*2	22	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	81	65%
Sales Incentive	12	43	36%
Profit Sharing	1	9	9%
Long-term Incentive	4	39	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)	11	58	23.4%	29.3%
Short-term Incentive (Threshold)	4	28	--%	--%
Short-term Incentive (Target)	13	79	22.2%	23.7%
Short-term Incentive (Maximum)	6	43	31.7%	41.0%
Sales Incentive (Actual)	8	31	51.2%	58.7%
Sales Incentive (Target)	4	7	--%	--%
Profit Sharing (Actual)	1	9	--%	--%
Long-term Incentive (Black-Scholes)	2	22	--%	--%

Salary Range (Mean)				
Minimum	16	78	112.9	117.2
Midpoint	16	78	151.5	159.9
Maximum	16	78	190.2	202.5

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

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Life Sciences

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*12	109	113.0	142.7	166.1	164.2	189.5	212.6
Base Salary - Org Wtd	*12	109	121.9	139.0	168.0	163.6	187.1	193.4
Base Salary - Incentive Eligible	*11	79	121.9	145.6	168.2	167.2	189.8	210.0
Base Salary - Not Incentive Eligible	*5	21	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*6	56	--	--	--	--	--	--
Short-term Incentive (Actual)	*7	56	--	--	43.2	49.8	--	--
Sales Incentive (Target)	3	19	--	--	--	--	--	--
Sales Incentive (Actual)	*4	13	--	--	--	--	--	--
Profit Sharing (Actual)	*2	18	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*7	63	--	--	38.3	39.6	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*12	109	125.0	155.1	186.6	197.0	230.3	272.8
Total Cash Comp (Actual) - Org Wtd	*12	109	154.5	165.7	185.4	193.0	204.6	270.2
Total Cash Comp (Actual) - Rcvrs	*11	77	146.8	168.3	207.3	213.1	243.4	291.3
Total Cash Comp (Target)	*11	102	122.8	169.2	214.9	221.6	248.8	307.4
Total Cash Comp (Target) - Rcvrs	*8	75	--	--	227.4	245.7	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*12	109	125.0	167.4	215.0	219.9	266.5	331.4
Total Direct Comp (Actual) - Rcvrs	*7	63	--	--	245.1	252.6	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	7	57	55%
Sales Incentive	6	24	24%
Profit Sharing	2	18	20%
Long-term Incentive	7	68	62%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	32%	25%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	88%	87%
Performance Shares/Share Units	60%	63%
Performance Cash Units	0%	0%
Long-term Cash	0%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	56	26.6%	28.2%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	6	56	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	4	13	--%	--%
Sales Incentive (Target)	3	19	--%	--%
Profit Sharing (Actual)	2	18	--%	--%
Long-term Incentive (Black-Scholes)	7	63	23.0%	22.4%

Salary Range (Mean)				
Minimum	7	58	121.6	111.6
Midpoint	7	58	173.0	166.8
Maximum	7	58	224.4	222.0

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

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Sales Director 420.100.210

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive

Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	119	591	120.0	135.2	156.5	159.3	177.4	204.0
Base Salary - Org Wtd	119	591	124.3	136.6	153.3	157.9	176.2	192.7
Base Salary - Incentive Eligible	115	555	122.2	136.6	157.3	161.0	178.2	205.9
Base Salary - Not Incentive Eligible	*5	6	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	91	384	24.9	35.0	42.0	47.9	56.0	76.4
Short-term Incentive (Actual)	82	374	9.9	21.2	39.7	50.3	69.4	100.3
Sales Incentive (Target)	18	83	32.8	46.4	57.0	62.4	78.0	93.0
Sales Incentive (Actual)	26	130	14.6	23.1	40.5	55.1	71.9	116.7
Profit Sharing (Actual)	7	16	3.9	5.0	11.4	11.7	17.1	23.5
Long-term Incentive (Black-Scholes)	45	208	12.2	19.2	30.5	49.8	49.9	109.8

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	119	591	131.1	155.0	194.3	203.6	235.7	283.3
Total Cash Comp (Actual) - Org Wtd	119	591	135.5	156.0	194.6	199.4	228.1	286.3
Total Cash Comp (Actual) - Rcvrs	99	487	147.8	169.6	206.0	216.0	242.3	293.7
Total Cash Comp (Target)	110	525	137.0	168.7	200.8	206.0	236.7	273.7
Total Cash Comp (Target) - Rcvrs	105	463	155.1	181.8	207.5	216.0	243.0	275.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	119	591	131.3	158.0	202.4	221.1	255.6	341.8
Total Direct Comp (Actual) - Rcvrs	45	208	186.9	219.5	267.2	290.3	333.3	451.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	100	449	77%
Sales Incentive	31	147	36%
Profit Sharing	10	23	7%
Long-term Incentive	51	249	45%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	31%
Share Appreciation Rights (SARs)	8%	3%
Restricted Shares/Share Units	72%	62%
Performance Shares/Share Units	29%	28%
Performance Cash Units	5%	0%
Long-term Cash	9%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	82	374	28.3%	29.4%
Short-term Incentive (Threshold)	22	62	14.6%	14.5%
Short-term Incentive (Target)	91	384	26.9%	28.2%
Short-term Incentive (Maximum)	60	289	49.0%	53.3%
Sales Incentive (Actual)	26	130	39.6%	37.6%
Sales Incentive (Target)	18	83	34.3%	38.6%
Profit Sharing (Actual)	7	16	8.5%	8.2%
Long-term Incentive (Black-Scholes)	45	208	27.2%	27.2%

Salary Range (Mean)				
Minimum	74	354	120.1	121.5
Midpoint	74	354	155.1	159.0
Maximum	74	354	190.2	196.5

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

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Sales Director 420.100.210

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

Other Non-Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	51	223	112.0	125.2	150.0	152.0	175.0	195.8
Base Salary - Org Wtd	51	223	135.0	148.4	173.3	167.7	185.0	202.5
Base Salary - Incentive Eligible	51	221	112.0	125.3	150.7	152.2	175.0	195.8
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*46	174	17.1	21.0	35.8	39.4	53.1	68.5
Short-term Incentive (Actual)	*43	161	13.6	18.1	25.7	34.2	40.2	67.2
Sales Incentive (Target)	9	26	34.7	40.8	44.3	46.7	53.1	64.5
Sales Incentive (Actual)	*7	19	9.5	18.4	32.9	32.1	37.8	54.0
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	32	97	12.3	18.4	31.4	45.6	43.6	55.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	51	223	122.7	138.2	170.6	179.5	211.0	242.7
Total Cash Comp (Actual) - Org Wtd	51	223	144.2	169.7	204.0	205.4	230.7	263.3
Total Cash Comp (Actual) - Rcvrs	*47	177	130.8	149.1	184.8	190.1	224.3	253.0
Total Cash Comp (Target)	51	222	128.1	144.8	186.2	188.1	221.6	257.8
Total Cash Comp (Target) - Rcvrs	50	199	131.6	149.7	194.5	194.0	229.6	261.9

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	51	223	123.0	143.5	181.3	199.3	236.2	271.1
Total Direct Comp (Actual) - Rcvrs	32	97	149.4	184.3	232.9	248.6	265.0	340.0

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	48	201	91%
Sales Incentive	10	31	18%
Profit Sharing	1	1	1%
Long-term Incentive	36	111	56%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	57%	52%
Share Appreciation Rights (SARs)	11%	11%
Restricted Shares/Share Units	37%	37%
Performance Shares/Share Units	41%	38%
Performance Cash Units	12%	0%
Long-term Cash	13%	13%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	43	161	24.2%	21.3%
Short-term Incentive (Threshold)	5	18	8.9%	7.6%
Short-term Incentive (Target)	46	174	26.7%	24.6%
Short-term Incentive (Maximum)	30	123	48.4%	41.6%
Sales Incentive (Actual)	7	19	21.9%	19.3%
Sales Incentive (Target)	9	26	28.0%	29.4%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	32	97	40.5%	25.9%

Salary Range (Mean)				
Minimum	42	149	123.4	119.3
Midpoint	42	149	159.1	152.9
Maximum	42	149	194.8	186.5

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

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Sales Director 420.100.210

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Other Non-Manufacturing

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	71	319	90.4	122.0	140.0	148.4	169.1	206.2
Base Salary - Org Wtd	71	319	88.8	120.0	139.2	142.3	160.5	201.5
Base Salary - Incentive Eligible	62	283	100.8	125.0	141.4	151.4	172.5	205.7
Base Salary - Not Incentive Eligible	*1	6	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	36	141	21.5	29.5	39.8	50.0	55.2	83.3
Short-term Incentive (Actual)	32	132	16.5	25.6	43.2	59.8	58.9	121.2
Sales Incentive (Target)	12	33	--	--	27.5	33.4	--	--
Sales Incentive (Actual)	28	83	8.9	27.1	60.4	78.9	123.3	184.6
Profit Sharing (Actual)	*5	14	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*11	53	18.5	21.0	24.9	55.8	56.2	167.5

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	71	319	102.0	130.8	176.2	193.9	227.8	295.8
Total Cash Comp (Actual) - Org Wtd	71	319	93.9	128.1	158.3	181.4	219.2	289.9
Total Cash Comp (Actual) - Rcvrs	54	207	140.5	168.0	208.7	227.6	245.4	322.5
Total Cash Comp (Target)	63	237	122.1	143.8	172.0	186.9	212.9	251.0
Total Cash Comp (Target) - Rcvrs	48	174	140.3	162.6	184.8	203.4	224.8	266.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	71	319	102.0	132.0	183.9	203.2	233.6	307.3
Total Direct Comp (Actual) - Rcvrs	*11	53	177.7	201.6	225.4	313.6	318.8	685.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	41	159	63%
Sales Incentive	31	143	67%
Profit Sharing	12	55	38%
Long-term Incentive	17	65	28%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	33%	38%
Share Appreciation Rights (SARs)	3%	0%
Restricted Shares/Share Units	83%	79%
Performance Shares/Share Units	16%	19%
Performance Cash Units	37%	6%
Long-term Cash	32%	38%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	32	132	31.3%	33.0%
Short-term Incentive (Threshold)	12	51	10.7%	8.6%
Short-term Incentive (Target)	36	141	25.2%	29.7%
Short-term Incentive (Maximum)	16	73	45.9%	59.6%
Sales Incentive (Actual)	28	83	37.5%	58.1%
Sales Incentive (Target)	12	33	25.3%	23.4%
Profit Sharing (Actual)	5	14	--%	--%
Long-term Incentive (Black-Scholes)	11	53	24.6%	27.6%

Salary Range (Mean)				
Minimum	37	131	102.6	104.8
Midpoint	37	131	140.0	148.1
Maximum	37	131	177.5	191.4

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

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Sales Director 420.100.210

2014

US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Retail & Wholesale

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or Top Marketing and Sales Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	41	211	118.5	129.5	146.5	151.0	168.6	186.8
Base Salary - Org Wtd	41	211	108.3	124.6	148.0	143.4	157.8	168.7
Base Salary - Incentive Eligible	40	201	118.5	130.5	146.5	150.8	168.0	186.8
Base Salary - Not Incentive Eligible	*1	4	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	30	116	24.3	31.5	36.8	44.4	55.0	72.6
Short-term Incentive (Actual)	25	109	16.6	28.0	34.0	43.5	58.8	88.7
Sales Incentive (Target)	9	79	--	--	40.0	40.7	--	--
Sales Incentive (Actual)	*7	49	--	--	--	--	--	--
Profit Sharing (Actual)	*4	16	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*15	57	14.2	29.9	42.0	54.5	55.4	74.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	41	211	129.5	146.8	171.0	179.0	203.6	234.5
Total Cash Comp (Actual) - Org Wtd	41	211	113.3	144.0	158.9	168.9	196.6	222.3
Total Cash Comp (Actual) - Rcvrs	32	159	138.2	154.8	179.2	188.5	212.2	261.0
Total Cash Comp (Target)	37	195	148.9	168.6	188.5	195.4	214.8	248.3
Total Cash Comp (Target) - Rcvrs	37	190	149.5	168.4	190.0	196.0	215.7	248.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	41	211	130.3	149.2	180.1	193.7	215.2	273.2
Total Direct Comp (Actual) - Rcvrs	*15	57	172.4	188.9	223.6	245.8	270.8	326.1

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	33	127	63%
Sales Incentive	12	84	52%
Profit Sharing	6	18	13%
Long-term Incentive	16	72	34%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	11%	14%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	89%	77%
Performance Shares/Share Units	18%	23%
Performance Cash Units	0%	0%
Long-term Cash	8%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	25	109	25.9%	28.7%
Short-term Incentive (Threshold)	11	42	11.7%	14.6%
Short-term Incentive (Target)	30	116	27.1%	28.6%
Short-term Incentive (Maximum)	20	82	46.2%	47.6%
Sales Incentive (Actual)	7	49	--%	--%
Sales Incentive (Target)	9	79	28.2%	27.8%
Profit Sharing (Actual)	4	16	--%	--%
Long-term Incentive (Black-Scholes)	15	57	41.9%	33.6%

Salary Range (Mean)				
Minimum	23	96	102.7	105.7
Midpoint	23	96	136.7	142.2
Maximum	23	96	170.8	178.6

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US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or 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
Base Salary								
Base Salary - Inc Wtd	73	630	109.1	126.8	151.4	154.8	177.0	210.0
Base Salary - Org Wtd	73	630	98.5	122.0	146.7	150.1	180.0	208.7
Base Salary - Incentive Eligible	66	579	110.0	127.2	151.7	155.0	176.1	209.9
Base Salary - Not Incentive Eligible	*7	17	113.6	119.0	124.9	149.1	193.9	228.2

Incentives								
Short-term Incentive (Target)	43	159	15.8	32.3	58.9	59.0	83.8	98.7
Short-term Incentive (Actual)	*36	269	9.1	24.7	37.9	51.1	66.8	104.5
Sales Incentive (Target)	14	51	33.4	55.6	76.2	79.5	88.4	112.4
Sales Incentive (Actual)	20	174	17.9	38.6	79.7	102.9	144.8	203.4
Profit Sharing (Actual)	*5	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	20	122	10.0	16.3	20.3	46.1	73.4	123.2

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	73	630	118.5	144.2	184.8	205.1	248.4	313.4
Total Cash Comp (Actual) - Org Wtd	73	630	113.5	143.5	178.3	196.3	236.1	305.9
Total Cash Comp (Actual) - Rcvrs	51	395	148.0	180.0	214.0	241.3	285.5	338.8
Total Cash Comp (Target)	63	432	115.1	130.6	164.4	188.4	226.1	300.0
Total Cash Comp (Target) - Rcvrs	52	184	141.2	181.4	228.9	244.4	298.6	363.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	73	630	118.5	145.0	187.2	214.0	260.6	337.9
Total Direct Comp (Actual) - Rcvrs	20	122	137.9	189.2	281.5	294.3	377.6	497.5

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	53	474	76%
Sales Incentive	29	198	45%
Profit Sharing	5	6	1%
Long-term Incentive	24	137	26%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	45%	42%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	87%	86%
Performance Shares/Share Units	19%	19%
Performance Cash Units	1%	0%
Long-term Cash	4%	4%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	36	269	28.6%	29.5%
Short-term Incentive (Threshold)	15	70	18.5%	16.6%
Short-term Incentive (Target)	43	159	29.9%	32.9%
Short-term Incentive (Maximum)	25	108	57.6%	55.6%
Sales Incentive (Actual)	20	174	81.1%	69.1%
Sales Incentive (Target)	14	51	53.5%	44.6%
Profit Sharing (Actual)	5	6	--%	--%
Long-term Incentive (Black-Scholes)	20	122	25.5%	23.9%

Salary Range (Mean)				
Minimum	39	334	113.2	112.9
Midpoint	39	334	153.2	157.6
Maximum	39	334	193.2	202.3

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

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Sales Director 420.100.210

2014

US MBD: Mercer Benchmark Database Executive

420.100.210 Sales Director

Primarily responsible for leading sales force for a major product(s). Manages regional sales function and is responsible for ensuring the organization's sales volume and profitability objectives are met. Typically in larger organizations this is a senior level manager. Frequently reports to Top Sales Executive or 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
Base Salary								
Base Salary - Inc Wtd	17	81	120.1	131.2	143.6	146.8	156.5	177.8
Base Salary - Org Wtd	17	81	131.2	139.5	146.0	146.8	152.4	166.6
Base Salary - Incentive Eligible	16	77	119.5	130.5	142.3	145.2	156.4	176.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*12	65	25.4	27.2	30.4	33.6	38.6	45.0
Short-term Incentive (Actual)	15	73	14.8	21.6	27.0	30.4	39.2	48.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	10	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	17	81	146.3	154.4	168.7	174.3	190.1	214.2
Total Cash Comp (Actual) - Org Wtd	17	81	157.2	164.5	176.9	175.4	183.8	196.8
Total Cash Comp (Actual) - Rcvrs	15	73	147.0	156.6	170.4	174.9	190.1	216.2
Total Cash Comp (Target)	17	81	143.6	154.7	170.0	173.8	189.4	217.2
Total Cash Comp (Target) - Rcvrs	*12	65	145.8	158.5	172.0	177.9	193.7	219.3

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	17	81	146.3	154.4	170.4	179.0	203.3	225.2
Total Direct Comp (Actual) - Rcvrs	*4	10	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	74	95%
Sales Incentive	0	0	0%
Profit Sharing	2	4	6%
Long-term Incentive	4	10	15%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	73	22.1%	21.0%
Short-term Incentive (Threshold)	3	22	--%	--%
Short-term Incentive (Target)	12	65	23.8%	23.0%
Short-term Incentive (Maximum)	10	61	45.6%	44.8%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	10	--%	--%

Salary Range (Mean)				
Minimum	13	66	115.5	117.6
Midpoint	13	66	147.1	143.2
Maximum	13	66	178.8	168.9

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

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Sales Director 420.100.210

2014

US MBD: Mercer Benchmark Database Executive

220.120.210 Security Director

Primary responsibilities include the development and management of programs to protect the organization's facilities, properties, executives, and employees including computer security system and employee identification card system. Conducts internal investigations of theft, fraud, and competitor intelligence gathering. Selects and supervises outside protective services contractors and in-house security guards. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Security Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	180	266	99.7	111.9	130.3	134.8	154.5	174.5
Base Salary - Org Wtd	180	266	102.1	113.4	132.1	136.8	157.9	175.2
Base Salary - Incentive Eligible	152	226	100.0	113.6	134.1	137.0	159.0	178.2
Base Salary - Not Incentive Eligible	7	7	--	96.5	116.4	117.0	145.6	--

Incentives								
Short-term Incentive (Target)	132	202	10.0	14.8	23.9	26.5	34.2	44.0
Short-term Incentive (Actual)	134	192	8.4	13.3	23.3	28.6	36.3	57.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*4	6	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	48	66	9.7	16.3	29.1	43.6	57.5	92.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	180	266	106.5	117.9	146.2	155.5	185.1	218.4
Total Cash Comp (Actual) - Org Wtd	180	266	110.2	121.6	149.4	159.7	189.5	225.5
Total Cash Comp (Actual) - Rcvrs	135	193	113.3	131.6	161.2	166.7	196.6	230.8
Total Cash Comp (Target)	166	247	108.1	121.6	150.7	157.4	183.6	214.0
Total Cash Comp (Target) - Rcvrs	132	202	113.9	131.1	158.3	164.2	191.8	220.1

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	180	266	106.5	119.4	150.6	166.3	198.2	242.7
Total Direct Comp (Actual) - Rcvrs	48	66	136.6	171.0	224.1	226.5	260.6	348.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	152	226	87%
Sales Incentive	0	0	0%
Profit Sharing	7	9	7%
Long-term Incentive	65	93	36%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	40%	42%
Share Appreciation Rights (SARs)	3%	5%
Restricted Shares/Share Units	67%	59%
Performance Shares/Share Units	37%	41%
Performance Cash Units	6%	0%
Long-term Cash	20%	11%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	134	192	21.3%	19.6%
Short-term Incentive (Threshold)	44	71	8.4%	7.3%
Short-term Incentive (Target)	132	202	19.7%	18.4%
Short-term Incentive (Maximum)	83	124	33.2%	30.3%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	4	6	--%	--%
Long-term Incentive (Black-Scholes)	48	66	31.9%	29.0%

Salary Range (Mean)				
Minimum	137	203	101.2	100.7
Midpoint	137	203	133.9	134.1
Maximum	137	203	166.5	167.4

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US MBD: Mercer Benchmark Database Executive

220.120.210 Security Director

Primary responsibilities include the development and management of programs to protect the organization's facilities, properties, executives, and employees including computer security system and employee identification card system. Conducts internal investigations of theft, fraud, and competitor intelligence gathering. Selects and supervises outside protective services contractors and in-house security guards. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Security Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

Consumer Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*11	18	115.9	131.1	146.1	151.8	167.6	200.4
Base Salary - Org Wtd	*11	18	117.8	133.0	148.1	156.2	175.3	216.8
Base Salary - Incentive Eligible	*11	18	115.9	131.1	146.1	151.8	167.6	200.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*11	18	21.3	30.7	34.5	35.9	39.6	51.2
Short-term Incentive (Actual)	*9	16	11.6	15.9	30.1	30.6	42.5	53.3
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*2	4	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*6	12	--	--	35.5	45.4	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*11	18	134.9	145.6	179.6	180.1	202.1	229.5
Total Cash Comp (Actual) - Org Wtd	*11	18	137.4	152.6	186.2	184.2	222.1	225.8
Total Cash Comp (Actual) - Rcvrs	*10	17	133.6	144.5	173.0	179.0	205.8	233.6
Total Cash Comp (Target)	*11	18	143.3	163.6	181.4	187.8	202.0	251.7
Total Cash Comp (Target) - Rcvrs	*11	18	143.3	163.6	181.4	187.8	202.0	251.7

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*11	18	142.0	172.3	192.1	210.4	240.5	311.3
Total Direct Comp (Actual) - Rcvrs	*6	12	--	--	224.8	226.4	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	11	18	100%
Sales Incentive	0	0	0%
Profit Sharing	2	4	50%
Long-term Incentive	7	14	78%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	50%	--%
Share Appreciation Rights (SARs)	7%	--%
Restricted Shares/Share Units	14%	--%
Performance Shares/Share Units	79%	--%
Performance Cash Units	0%	--%
Long-term Cash	7%	--%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	16	22.5%	20.3%
Short-term Incentive (Threshold)	1	1	--%	--%
Short-term Incentive (Target)	11	18	23.5%	23.6%
Short-term Incentive (Maximum)	5	8	37.5%	38.4%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	2	4	--%	--%
Long-term Incentive (Black-Scholes)	6	12	30.0%	27.9%

Salary Range (Mean)				
Minimum	5	10	108.0	102.4
Midpoint	5	10	141.2	137.7
Maximum	5	10	174.4	173.0

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US MBD: Mercer Benchmark Database Executive

220.120.210 Security Director

Energy

Primary responsibilities include the development and management of programs to protect the organization's facilities, properties, executives, and employees including computer security system and employee identification card system. Conducts internal investigations of theft, fraud, and competitor intelligence gathering. Selects and supervises outside protective services contractors and in-house security guards. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Security Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	15	15	111.8	114.2	134.6	136.7	152.2	180.5
Base Salary - Org Wtd	15	15	111.8	114.2	134.6	136.7	152.2	180.5
Base Salary - Incentive Eligible	15	15	111.8	114.2	134.6	136.7	152.2	180.5
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	15	15	16.8	20.6	34.3	34.0	47.1	54.3
Short-term Incentive (Actual)	15	15	18.9	25.5	35.6	45.7	60.5	99.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	11	11	17.9	30.1	87.3	83.3	140.0	170.9

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	15	15	130.8	139.9	178.2	182.4	195.3	281.9
Total Cash Comp (Actual) - Org Wtd	15	15	130.8	139.9	178.2	182.4	195.3	281.9
Total Cash Comp (Actual) - Rcvrs	15	15	130.8	139.9	178.2	182.4	195.3	281.9
Total Cash Comp (Target)	15	15	128.6	138.4	175.1	170.7	186.0	232.6
Total Cash Comp (Target) - Rcvrs	15	15	128.6	138.4	175.1	170.7	186.0	232.6

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	15	15	135.9	146.5	228.2	243.5	347.7	407.6
Total Direct Comp (Actual) - Rcvrs	11	11	158.8	215.1	241.6	278.0	351.1	414.7

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	15	15	100%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	12	12	80%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	42%	45%
Share Appreciation Rights (SARs)	0%	0%
Restricted Shares/Share Units	50%	36%
Performance Shares/Share Units	83%	82%
Performance Cash Units	8%	0%
Long-term Cash	8%	9%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	15	31.9%	31.9%
Short-term Incentive (Threshold)	5	5	8.7%	8.7%
Short-term Incentive (Target)	15	15	24.5%	24.5%
Short-term Incentive (Maximum)	12	12	47.9%	47.9%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	11	11	60.0%	60.0%

Salary Range (Mean)				
Minimum	14	14	110.6	110.6
Midpoint	14	14	136.7	136.7
Maximum	14	14	162.7	162.7

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

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Security Director 220.120.210

2014

US MBD: Mercer Benchmark Database Executive

220.120.210 Security Director

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Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*13	20	92.7	104.5	127.0	129.4	149.6	173.0
Base Salary - Org Wtd	*13	20	85.9	104.6	129.0	133.0	156.2	193.1
Base Salary - Incentive Eligible	*12	18	91.4	101.9	127.0	127.6	148.8	165.4
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*8	14	9.4	13.7	24.3	23.9	29.8	42.9
Short-term Incentive (Actual)	*11	16	7.7	14.1	18.9	21.1	23.2	43.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	20	108.1	117.3	148.5	146.3	172.3	203.1
Total Cash Comp (Actual) - Org Wtd	*13	20	92.2	115.6	151.7	151.0	177.7	206.6
Total Cash Comp (Actual) - Rcvrs	*11	16	99.8	115.3	139.1	142.4	170.6	188.9
Total Cash Comp (Target)	*12	18	111.9	123.9	150.8	152.6	176.1	202.6
Total Cash Comp (Target) - Rcvrs	*8	14	107.0	122.9	156.8	155.3	178.6	208.5

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	20	108.1	117.3	154.6	150.5	180.3	204.3
Total Direct Comp (Actual) - Rcvrs	*3	4	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	18	90%
Sales Incentive	0	0	0%
Profit Sharing	0	0	0%
Long-term Incentive	4	8	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)	11	16	17.7%	16.7%
Short-term Incentive (Threshold)	3	3	--%	--%
Short-term Incentive (Target)	8	14	17.6%	18.2%
Short-term Incentive (Maximum)	3	3	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	3	4	--%	--%

Salary Range (Mean)				
Minimum	12	19	100.1	98.8
Midpoint	12	19	134.2	137.5
Maximum	12	19	168.3	176.2

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High Tech (Manufactured Products)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	14	--	--	172.2	177.4	--	--
Base Salary - Org Wtd	*8	14	--	--	173.2	175.9	--	--
Base Salary - Incentive Eligible	*7	13	--	--	173.9	179.7	--	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	13	--	--	33.2	32.2	--	--
Short-term Incentive (Actual)	*7	13	--	--	49.6	39.6	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	14	--	--	213.9	214.2	--	--
Total Cash Comp (Actual) - Org Wtd	*8	14	--	--	220.5	215.1	--	--
Total Cash Comp (Actual) - Rcvrs	*7	13	--	--	215.6	219.3	--	--
Total Cash Comp (Target)	*8	14	--	--	200.1	207.3	--	--
Total Cash Comp (Target) - Rcvrs	*7	13	--	--	201.2	211.9	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	14	--	--	213.9	216.9	--	--
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	7	13	93%
Sales Incentive	0	0	0%
Profit Sharing	0	0	--%
Long-term Incentive	4	7	54%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	13	24.5%	21.4%
Short-term Incentive (Threshold)	1	2	--%	--%
Short-term Incentive (Target)	7	13	20.4%	17.3%
Short-term Incentive (Maximum)	5	11	--%	--%
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)				
Minimum	8	14	130.5	132.5
Midpoint	8	14	176.9	178.0
Maximum	8	14	223.3	223.5

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220.120.210 Security Director

High Tech (Services)

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All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*6	13	--	--	132.5	126.6	--	--
Base Salary - Org Wtd	*6	13	--	--	136.6	133.7	--	--
Base Salary - Incentive Eligible	*5	12	--	--	--	--	--	--
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives

Short-term Incentive (Target)	*5	12	--	--	--	--	--	--
Short-term Incentive (Actual)	*5	11	--	--	--	--	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*3	9	--	--	--	--	--	--

Total Cash Compensation

Total Cash Comp (Actual) - Inc Wtd	*6	13	--	--	151.4	147.8	--	--
Total Cash Comp (Actual) - Org Wtd	*6	13	--	--	154.9	153.2	--	--
Total Cash Comp (Actual) - Rcvrs	*5	11	--	--	--	--	--	--
Total Cash Comp (Target)	*6	13	--	--	154.8	149.6	--	--
Total Cash Comp (Target) - Rcvrs	*5	12	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)

Total Direct Comp (Actual)	*6	13	--	--	158.3	162.1	--	--
Total Direct Comp (Actual) - Rcvrs	*3	9	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	5	--	--%
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)	5	11	--%	--%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	5	12	--%	--%
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	9	--%	--%

Salary Range (Mean)

Minimum	3	9	--	--
Midpoint	3	9	--	--
Maximum	3	9	--	--

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Insurance

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*13	24	100.7	109.2	120.3	129.7	152.3	165.8
Base Salary - Org Wtd	*13	24	109.1	120.3	147.1	143.3	162.7	178.3
Base Salary - Incentive Eligible	*13	24	100.7	109.2	120.3	129.7	152.3	165.8
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*12	22	--	--	13.2	19.5	--	--
Short-term Incentive (Actual)	12	13	18.7	26.2	39.5	41.8	58.3	72.5
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*4	5	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*13	24	100.7	109.6	136.3	152.3	199.5	231.5
Total Cash Comp (Actual) - Org Wtd	*13	24	118.8	144.1	171.6	182.1	217.4	243.9
Total Cash Comp (Actual) - Rcvs	12	13	135.7	158.2	179.5	188.9	219.3	243.9
Total Cash Comp (Target)	*12	22	--	--	133.4	146.5	--	--
Total Cash Comp (Target) - Rcvs	*12	22	--	--	133.4	146.5	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*13	24	100.7	109.6	136.3	155.3	202.5	239.7
Total Direct Comp (Actual) - Rcvs	*4	5	--	--	--	--	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	13	24	100%
Sales Incentive	0	--	--%
Profit Sharing	0	--	--%
Long-term Incentive	6	7	29%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	12	13	28.1%	27.8%
Short-term Incentive (Threshold)	6	16	7.4%	5.9%
Short-term Incentive (Target)	12	22	18.3%	14.5%
Short-term Incentive (Maximum)	8	18	33.1%	23.1%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	4	5	--%	--%

Salary Range (Mean)				
Minimum	10	21	98.7	91.3
Midpoint	10	21	135.4	124.7
Maximum	10	21	172.1	158.1

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Other Durable Goods

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*8	15	114.6	140.0	147.2	145.7	159.7	164.9
Base Salary - Org Wtd	*8	15	--	117.5	143.0	138.0	153.9	--
Base Salary - Incentive Eligible	*8	15	114.6	140.0	147.2	145.7	159.7	164.9
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*7	14	--	--	23.6	26.1	--	--
Short-term Incentive (Actual)	*7	14	--	--	25.4	33.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*1	2	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*8	15	128.1	161.2	175.0	176.8	197.9	224.1
Total Cash Comp (Actual) - Org Wtd	*8	15	--	141.6	169.3	167.7	186.7	--
Total Cash Comp (Actual) - Rcvs	*7	14	--	--	177.0	181.2	--	--
Total Cash Comp (Target)	*7	14	--	--	174.9	174.0	--	--
Total Cash Comp (Target) - Rcvs	*7	14	--	--	174.9	174.0	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*8	15	128.1	161.2	175.0	182.8	197.9	269.4
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	8	15	100%
Sales Incentive	0	--	--%
Profit Sharing	2	2	29%
Long-term Incentive	3	--	--%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	7	14	24.0%	22.5%
Short-term Incentive (Threshold)	2	2	--%	--%
Short-term Incentive (Target)	7	14	17.8%	17.6%
Short-term Incentive (Maximum)	5	6	43.2%	44.0%
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)				
Minimum	4	5	--	--
Midpoint	4	5	--	--
Maximum	4	5	--	--

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Other Non-Manufacturing

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	*19	29	87.6	97.5	115.0	122.8	143.7	180.0
Base Salary - Org Wtd	*19	29	96.2	110.0	119.5	132.7	154.5	190.8
Base Salary - Incentive Eligible	*16	26	87.4	96.8	112.3	122.9	146.7	183.2
Base Salary - Not Incentive Eligible	*1	1	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*15	25	6.9	7.6	16.0	26.2	35.4	50.5
Short-term Incentive (Actual)	*15	25	6.2	7.3	13.3	23.0	29.6	58.0
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	4	4	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	*19	29	94.5	107.8	119.5	142.8	174.0	226.8
Total Cash Comp (Actual) - Org Wtd	*19	29	110.0	116.4	130.0	157.0	183.5	267.6
Total Cash Comp (Actual) - Rcvrs	*15	25	94.2	103.6	122.1	146.6	179.3	243.1
Total Cash Comp (Target)	*19	29	94.6	105.3	119.5	145.3	176.8	234.0
Total Cash Comp (Target) - Rcvrs	*15	25	94.3	105.3	131.1	149.9	182.3	236.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	*19	29	94.5	107.8	119.5	152.4	174.0	251.6
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	16	26	90%
Sales Incentive	0	0	0%
Profit Sharing	1	1	8%
Long-term Incentive	5	6	21%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	15	25	19.8%	16.0%
Short-term Incentive (Threshold)	4	12	--%	--%
Short-term Incentive (Target)	15	25	23.2%	18.3%
Short-term Incentive (Maximum)	6	15	28.7%	24.6%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	4	4	--%	--%

Salary Range (Mean)				
Minimum	14	23	102.6	97.0
Midpoint	14	23	140.4	131.5
Maximum	14	23	178.3	166.0

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Primary responsibilities include the development and management of programs to protect the organization's facilities, properties, executives, and employees including computer security system and employee identification card system. Conducts internal investigations of theft, fraud, and competitor intelligence gathering. Selects and supervises outside protective services contractors and in-house security guards. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Security Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

Retail & Wholesale

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	12	17	77.8	111.3	125.0	129.1	150.9	172.3
Base Salary - Org Wtd	12	17	95.2	106.2	131.0	132.1	151.3	171.4
Base Salary - Incentive Eligible	12	15	100.6	121.6	130.9	136.0	158.8	173.0
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--
Incentives								
Short-term Incentive (Target)	10	12	13.3	17.4	30.7	30.0	42.1	45.2
Short-term Incentive (Actual)	9	10	3.7	13.4	27.2	32.7	47.6	88.4
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	6	8	--	--	24.3	37.7	--	--
Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	12	17	77.8	122.4	130.1	148.3	181.5	227.3
Total Cash Comp (Actual) - Org Wtd	12	17	100.7	123.0	141.5	157.0	206.0	232.2
Total Cash Comp (Actual) - Rcvs	9	10	117.3	129.5	161.1	169.2	219.1	234.2
Total Cash Comp (Target)	10	14	77.1	132.0	161.8	157.7	201.4	215.7
Total Cash Comp (Target) - Rcvs	10	12	122.5	139.5	167.3	171.2	207.1	216.2
Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	12	17	77.8	125.6	146.6	166.0	221.0	239.6
Total Direct Comp (Actual) - Rcvs	6	8	--	--	187.5	185.9	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	12	15	88%
Sales Incentive	0	0	0%
Profit Sharing	1	1	13%
Long-term Incentive	8	10	63%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	30%	25%
Share Appreciation Rights (SARs)	10%	13%
Restricted Shares/Share Units	80%	88%
Performance Shares/Share Units	30%	38%
Performance Cash Units	0%	0%
Long-term Cash	20%	0%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	9	10	23.7%	23.1%
Short-term Incentive (Threshold)	3	4	--%	--%
Short-term Incentive (Target)	10	12	20.3%	20.7%
Short-term Incentive (Maximum)	6	8	34.0%	30.5%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	6	8	23.1%	26.8%

Salary Range (Mean)				
Minimum	7	8	99.1	97.6
Midpoint	7	8	133.4	134.2
Maximum	7	8	167.8	170.7

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

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Security Director 220.120.210

2014

US MBD: Mercer Benchmark Database Executive

220.120.210 Security Director

Primary responsibilities include the development and management of programs to protect the organization's facilities, properties, executives, and employees including computer security system and employee identification card system. Conducts internal investigations of theft, fraud, and competitor intelligence gathering. Selects and supervises outside protective services contractors and in-house security guards. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Security Executive, Top Facilities Management Executive or Top Human Resources Management Executive.

Services (Non-Financial)

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	67	88	100.6	106.2	126.2	129.4	145.0	170.9
Base Salary - Org Wtd	67	88	97.9	106.1	122.4	128.0	145.6	172.1
Base Salary - Incentive Eligible	45	57	102.0	106.3	129.0	133.7	159.2	180.1
Base Salary - Not Incentive Eligible	5	5	--	--	98.3	108.8	--	--

Incentives								
Short-term Incentive (Target)	35	45	10.1	12.6	18.0	19.8	24.3	33.7
Short-term Incentive (Actual)	37	47	6.9	10.5	14.4	19.2	27.8	40.6
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	*1	1	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	5	5	--	--	14.0	22.7	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	67	88	102.7	113.2	132.8	139.7	157.9	198.5
Total Cash Comp (Actual) - Org Wtd	67	88	100.4	113.2	130.4	137.9	158.9	190.8
Total Cash Comp (Actual) - Rcvrs	37	47	113.0	120.6	139.8	153.0	178.3	211.6
Total Cash Comp (Target)	58	77	103.4	116.6	135.1	141.7	160.1	194.8
Total Cash Comp (Target) - Rcvrs	35	45	116.7	121.3	143.6	151.8	169.6	209.4

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	67	88	102.7	113.2	132.8	141.0	157.9	198.5
Total Direct Comp (Actual) - Rcvrs	5	5	--	--	151.6	176.0	--	--

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	45	57	69%
Sales Incentive	0	0	0%
Profit Sharing	1	1	2%
Long-term Incentive	8	11	14%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	36%	20%
Share Appreciation Rights (SARs)	9%	20%
Restricted Shares/Share Units	82%	60%
Performance Shares/Share Units	36%	20%
Performance Cash Units	9%	0%
Long-term Cash	36%	20%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	37	47	13.6%	13.8%
Short-term Incentive (Threshold)	15	18	7.0%	7.1%
Short-term Incentive (Target)	35	45	14.8%	14.7%
Short-term Incentive (Maximum)	27	32	22.1%	23.2%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	1	1	--%	--%
Long-term Incentive (Black-Scholes)	5	5	15.9%	15.9%

Salary Range (Mean)				
Minimum	56	71	91.6	93.9
Midpoint	56	71	121.5	124.1
Maximum	56	71	151.4	154.2

US MBD: Mercer Benchmark Database Executive

410.452.210 Special Events Director

Oversees the planning and logistics of organization meetings and special events. May include trade shows and promotional events. Manages facility selection, menu planning, transportation arrangements, and audio/visual equipment. Responsible for activities budget. Normally supervises others. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive.

All Organizations

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	128	200	82.7	94.7	113.2	116.8	134.1	159.3
Base Salary - Org Wtd	128	200	84.7	98.3	113.2	117.8	135.0	155.9
Base Salary - Incentive Eligible	108	169	83.5	96.9	115.0	118.3	136.7	159.6
Base Salary - Not Incentive Eligible	*5	8	--	--	103.0	103.8	--	--

Incentives								
Short-term Incentive (Target)	85	130	8.5	12.4	20.3	22.6	30.9	41.8
Short-term Incentive (Actual)	93	144	5.9	10.9	19.0	23.6	29.4	42.0
Sales Incentive (Target)	*1	1	--	--	--	--	--	--
Sales Incentive (Actual)	*2	2	--	--	--	--	--	--
Profit Sharing (Actual)	*3	3	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	33	39	7.4	10.0	20.0	25.8	30.1	50.4

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	128	200	85.6	104.8	123.9	134.0	159.1	186.5
Total Cash Comp (Actual) - Org Wtd	128	200	85.5	108.1	126.1	136.1	159.8	187.1
Total Cash Comp (Actual) - Rcvrs	95	146	97.0	111.6	134.9	142.6	167.8	194.5
Total Cash Comp (Target)	115	185	89.0	104.5	126.0	133.4	158.6	185.3
Total Cash Comp (Target) - Rcvrs	85	130	99.9	112.1	138.9	143.4	167.7	194.8

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	128	200	86.3	104.8	127.6	139.0	168.1	202.8
Total Direct Comp (Actual) - Rcvrs	33	39	102.4	133.1	168.9	180.5	213.3	289.3

*More than 25% of sample supplied by one organization

Incentive Plan Eligibility	Num Orgs	Num Obs	Inc Wtd
Short-term Incentive	106	167	85%
Sales Incentive	3	3	3%
Profit Sharing	4	4	4%
Long-term Incentive	42	57	29%

Of Those LTI Eligible:	% Eligible	% Receiving
Stock/Share Options	31%	28%
Share Appreciation Rights (SARs)	2%	3%
Restricted Shares/Share Units	69%	72%
Performance Shares/Share Units	18%	23%
Performance Cash Units	6%	0%
Long-term Cash	14%	10%

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	93	144	19.9%	18.9%
Short-term Incentive (Threshold)	21	30	8.5%	8.3%
Short-term Incentive (Target)	85	130	17.9%	18.1%
Short-term Incentive (Maximum)	43	61	27.7%	26.7%
Sales Incentive (Actual)	2	2	--%	--%
Sales Incentive (Target)	1	1	--%	--%
Profit Sharing (Actual)	3	3	--%	--%
Long-term Incentive (Black-Scholes)	33	39	21.5%	20.3%

Salary Range (Mean)				
Minimum	85	132	87.7	87.6
Midpoint	85	132	117.1	116.6
Maximum	85	132	146.5	145.5

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US MBD: Mercer Benchmark Database Executive

410.452.210 Special Events Director

Consumer Goods

Oversees the planning and logistics of organization meetings and special events. May include trade shows and promotional events. Manages facility selection, menu planning, transportation arrangements, and audio/visual equipment. Responsible for activities budget. Normally supervises others. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing 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	15	22	100%
Base Salary - Inc Wtd	15	22	97.8	104.0	115.6	126.4	131.5	192.7	Sales Incentive	0	0	0%
Base Salary - Org Wtd	15	22	98.9	105.0	121.3	131.0	132.9	217.4	Profit Sharing	0	0	0%
Base Salary - Incentive Eligible	15	22	97.8	104.0	115.6	126.4	131.5	192.7	Long-term Incentive	7	9	43%
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--				
Incentives									Of Those LTI Eligible:		% Eligible	% Receiving
Short-term Incentive (Target)	15	22	10.9	17.7	23.5	25.4	28.9	43.6	Stock/Share Options		44%	44%
Short-term Incentive (Actual)	14	21	10.8	12.2	22.4	26.9	32.5	61.8	Share Appreciation Rights (SARs)		0%	0%
Sales Incentive (Target)	0	0	--	--	--	--	--	--	Restricted Shares/Share Units		100%	89%
Sales Incentive (Actual)	0	0	--	--	--	--	--	--	Performance Shares/Share Units		11%	11%
Profit Sharing (Actual)	0	0	--	--	--	--	--	--	Performance Cash Units		0%	0%
Long-term Incentive (Black-Scholes)	*7	9	--	--	10.0	33.0	--	--	Long-term Cash		0%	0%
Total Cash Compensation									Incentives (Mean as % of Base)			
Total Cash Comp (Actual) - Inc Wtd	15	22	110.2	121.6	140.9	152.1	158.4	251.2		Num Orgs	Num Obs	Org Wtd
Total Cash Comp (Actual) - Org Wtd	15	22	108.8	122.3	141.6	159.1	164.0	266.1	Short-term Incentive (Actual)	14	21	22.2%
Total Cash Comp (Actual) - Rcvrs	14	21	110.1	120.9	141.6	153.0	160.3	253.4	Short-term Incentive (Threshold)	3	4	--%
Total Cash Comp (Target)	15	22	110.3	124.4	142.2	151.9	162.0	238.9	Short-term Incentive (Target)	15	22	20.7%
Total Cash Comp (Target) - Rcvrs	15	22	110.3	124.4	142.2	151.9	162.0	238.9	Short-term Incentive (Maximum)	5	6	31.6%
Total Direct Compensation (Black-Scholes)									Sales Incentive (Actual)	0	0	--%
Total Direct Comp (Actual)	15	22	110.2	126.8	147.8	165.6	168.0	295.9	Sales Incentive (Target)	0	0	--%
Total Direct Comp (Actual) - Rcvrs	*7	9	--	--	151.6	195.8	--	--	Profit Sharing (Actual)	0	0	--%
									Long-term Incentive (Black-Scholes)	7	9	31.2%
									Salary Range (Mean)			
									Minimum	13	20	92.0
									Midpoint	13	20	121.9
									Maximum	13	20	151.8

*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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Special Events Director 410.452.210

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US MBD: Mercer Benchmark Database Executive

410.452.210 Special Events Director

Oversees the planning and logistics of organization meetings and special events. May include trade shows and promotional events. Manages facility selection, menu planning, transportation arrangements, and audio/visual equipment. Responsible for activities budget. Normally supervises others. Typically in larger organizations this is a senior level manager. Frequently reports to a Top Marketing Executive.

Financial Services

All Participants Analysis (Dollar Values displayed in \$000s)	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
Base Salary								
Base Salary - Inc Wtd	7	9	--	100.9	124.1	122.3	131.9	--
Base Salary - Org Wtd	7	9	--	99.9	117.3	119.4	130.7	--
Base Salary - Incentive Eligible	7	9	--	100.9	124.1	122.3	131.9	--
Base Salary - Not Incentive Eligible	0	0	--	--	--	--	--	--

Incentives								
Short-term Incentive (Target)	*2	2	--	--	--	--	--	--
Short-term Incentive (Actual)	6	8	--	--	20.7	31.3	--	--
Sales Incentive (Target)	0	0	--	--	--	--	--	--
Sales Incentive (Actual)	0	0	--	--	--	--	--	--
Profit Sharing (Actual)	0	0	--	--	--	--	--	--
Long-term Incentive (Black-Scholes)	*2	3	--	--	--	--	--	--

Total Cash Compensation								
Total Cash Comp (Actual) - Inc Wtd	7	9	--	116.0	144.3	150.1	165.6	--
Total Cash Comp (Actual) - Org Wtd	7	9	--	118.3	130.3	143.5	158.1	--
Total Cash Comp (Actual) - Rcvrs	6	8	--	--	148.1	156.5	--	--
Total Cash Comp (Target)	*5	6	--	--	122.0	121.0	--	--
Total Cash Comp (Target) - Rcvrs	*2	2	--	--	--	--	--	--

Total Direct Compensation (Black-Scholes)								
Total Direct Comp (Actual)	7	9	--	116.0	144.3	160.4	195.1	--
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	7	9	100%
Sales Incentive	0	0	--%
Profit Sharing	0	0	0%
Long-term Incentive	3	4	44%

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

Incentives (Mean as % of Base)	Num Orgs	Num Obs	Org Wtd	Inc Wtd
Short-term Incentive (Actual)	6	8	21.5%	23.1%
Short-term Incentive (Threshold)	0	0	--%	--%
Short-term Incentive (Target)	2	2	--%	--%
Short-term Incentive (Maximum)	0	0	--%	--%
Sales Incentive (Actual)	0	0	--%	--%
Sales Incentive (Target)	0	0	--%	--%
Profit Sharing (Actual)	0	0	--%	--%
Long-term Incentive (Black-Scholes)	2	3	--%	--%

Salary Range (Mean)				
Minimum	6	7	84.1	84.1
Midpoint	6	7	118.4	116.5
Maximum	6	7	152.6	148.8

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

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